



# NATIONAL HERITAGE PLACE

**Broken Hill  
Economic  
Development  
Strategy  
2022-2027**

**BROKEN HILL**  
CITY COUNCIL

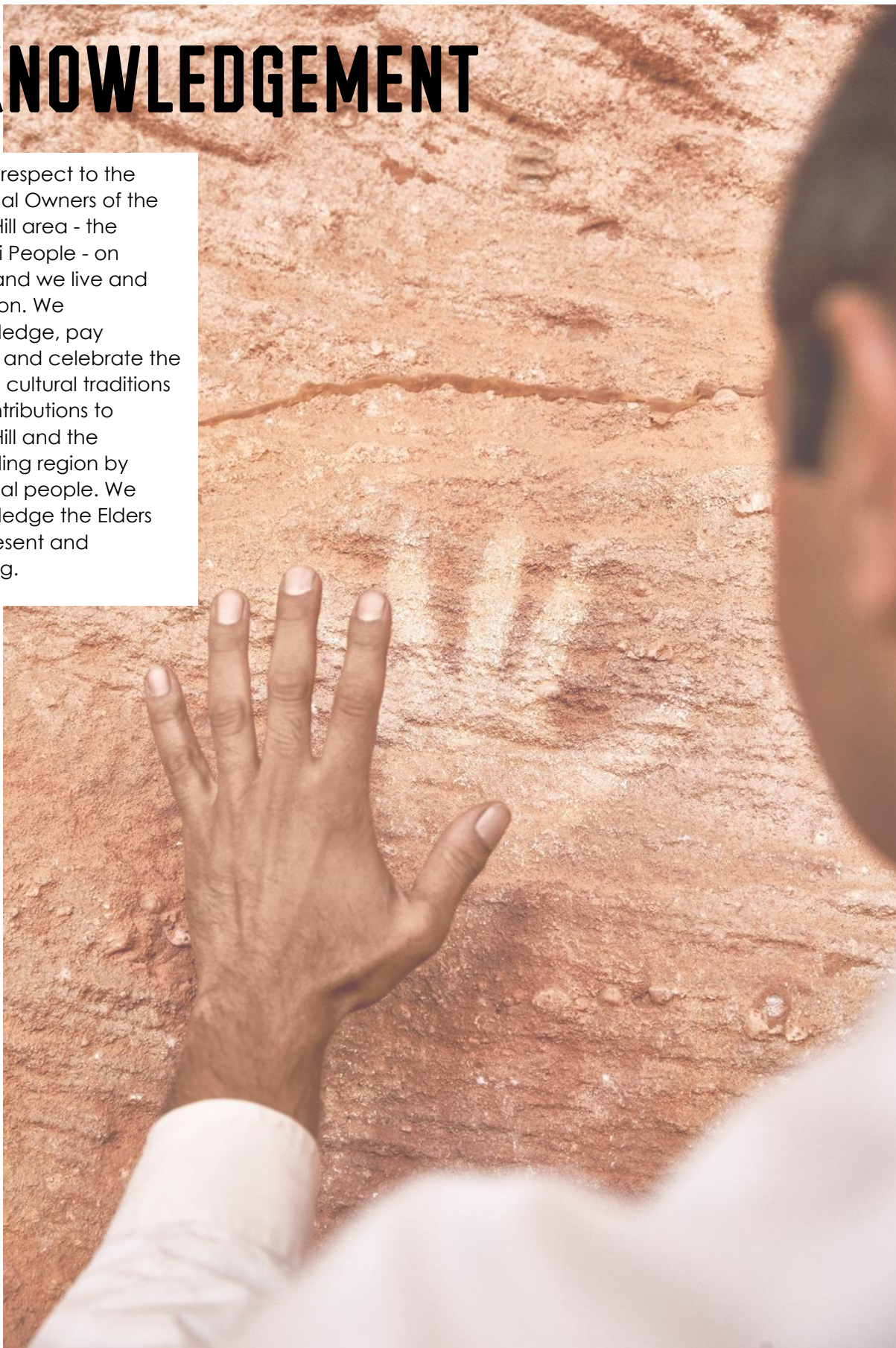
**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**

## QUALITY CONTROL

<b>KEY DIRECTION</b>	2. Our Economy		
<b>OBJECTIVE</b>	<p>2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth</p> <p>2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth</p> <p>2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure, and social life</p> <p>2.4 We are a destination of choice and provide a unique experience that encourages increased visitation</p>		
<b>STRATEGY</b>	2.1.4 Ensure strategic planning addresses the capacity to increase economic activity for the retention of residents		
<b>FILE REFERENCE No</b>	11/407	<b>EDRMS No.</b>	D22/51532
<b>RESPONSIBLE OFFICER</b>	Executive Manager Growth & Investment		
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28/09/2022	Public Exhibition	46989	
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<b>NOTES</b>	For more information contact: <a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>		
<b>ASSOCIATED DOCUMENTS</b>	Broken Hill Community Strategic Plan 2040		

# ACKNOWLEDGEMENT

We pay respect to the Traditional Owners of the Broken Hill area - the Wilyakali People - on whose land we live and work upon. We acknowledge, pay respect, and celebrate the ongoing cultural traditions and contributions to Broken Hill and the surrounding region by Aboriginal people. We acknowledge the Elders past, present and emerging.



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# MAYORAL WELCOME

Welcome to Broken Hill's inaugural Economic Development Strategy – a strategy designed to embrace the vision and aspirations of our community and build on our economic strengths.

The strategy is a road map for the city to reach its potential to be an international powerhouse of sustainable and technological innovation – with services and facilities to grow an active, vibrant residential population and one that values and shares the region's unique natural and built environment with regional, national, and international visitors.

Broken Hill is entering an exciting new era of growth and we are planning for an anticipated surge in population. With an estimated 2,200 new mining jobs being created by 2026 and a commitment from mining companies to promote a residential workforce, we have committed to an ambitious vision of growing our population to 25,000 by 2027.

Our Economic Development Strategy outlines a five-year plan to strengthen the foundations of our economy by investing in infrastructure, services, and programs to promote economic, social, and cultural growth as we emerge from the impact of COVID-19 and embrace the opening of new mines and investment in the renewable energy industry.

There is a sense of vibrancy and renewal in the air, generated by the resurgence of mining and the support by State and Federal Governments to endorse local mining projects as projects of national significance.

There is also a noticeable energy uplift created by events that are attracting national and international visitors, the success of major visitor marketing campaigns, and the number of small businesses opening in the Central Business District.

The planned multi-million-dollar revitalisation of the Central Business District, sporting grounds, and other recreational facilities also underpin the expansion of the City's twilight economy and social experience.

As a community, we are culturally rich and diverse and a significantly important Australian regional centre that supports a successful agricultural community.

As the strategic centre for Far West NSW supporting communities in the neighbouring Central Darling Shire and Unincorporated NSW, it's importance as a centre of regional significance underpins the commitment of Council to collaborate with its neighbouring Councils and all sectors of Government and the private sector to deliver quality services to the people of Western NSW.

The Strategy provides direction for achieving success and promotes a collaborative approach to growth initiatives to ensure success. It defines the opportunities presented across four key pillars which will create the conditions for a strong, adaptive, sustainable, and thriving future City economy. These priority areas include:

- A Vibrant Community: Leadership, collaboration, and advocacy.
- Population Growth: Housing, land management, education, and training.
- Business and Industry: Strategic land planning, industry investment in existing and new industries.
- Visitor Economy: Tourism, film, creative arts.

From these four pillars, there are 17 objectives and 48 outcomes across the life of the Strategy. We will implement these actions by leading on delivery, collaborating with others, and advocating for investment.

By delivering and supporting actions in the four pillars, Council has set targets for the Broken Hill economy for 2027. Some of these targets are aspirational but demonstrate the commitment of the Council and community to growing the economy.

These targets are:

- Broken Hill to be recognised as a global leader in the Critical Minerals Economy
- Destination of choice for people to live and work
- 25,000 residential population
- Increase GRP to \$ 1.1 billion
- 3,000 new jobs
- 80% workforce residential
- 700 new or renovated dwellings

This strategy will result in Council placing a greater focus on measures that will place us in good stead for the future and foster economic growth and development for the years ahead.

# EXECUTIVE SUMMARY

Broken Hill is a culturally rich and diverse city with its foundation in mining and the arts. It is a regionally significant service centre that supports a successful agricultural community and is the strategic centre for Far West NSW supporting communities in the neighbouring Central Darling Shire and Unincorporated NSW. The city is on the cusp of significant growth and population change with projects of significance in the critical resources and renewable energy sectors.

Broken Hill is Australia's longest-lived mining city. It is where it began for BHP in 1885, when it started mining an ore body of silver, lead, and zinc. That same ore body became the world's largest single source of silver, lead and zinc ever discovered on earth, generating over \$100 billion in wealth and continues to be mined today.

The city's economic focus for the past 20 years has been to broaden the economic structure and to focus on the visitor economy and promote Broken Hill as a liveable city that offers an immersive cultural visitor experience and enviable lifestyle.

More recently, there has been a resurgence of interest in mining opportunities in Far West NSW. In 2022, the New South Wales Minerals Council has assessed the economic growth potential of the State's mining projects pipeline, with 32 projects underway between impact statement and final approval.

Five of these projects are in Far West NSW, which represents a potential \$2.7bn injection into the economy with the potential of 3,000 jobs.\* Broken Hill is confirmed as a major player in the Nation's critical minerals map with two of these projects on the Local Government boundary and planning for population growth and a strong economy

continues to have a sharp focus to ensure that the city grows its resident population.

The city is also home to advances in Australia's renewable energy sector which includes the Broken Hill Solar Plant and the Silverton Wind Farm and is the regional centre for agriculture, health, education, law and order, government services, industry, and business in Far West NSW.

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

These opportunities provide Broken Hill an opportunity to play a significant role in rebuilding the NSW economy in the years ahead, and with the right policies in place to support population growth this should reverse population leakage from Broken Hill.

This strategy identifies a wide range of opportunities that can be pursued by working together to achieve maximum impact coordinated around four main pillars:

- **A Vibrant Community**
- **Population Growth**
- **Business and Industry**
- **Visitor Economy**

*\*NSW Minerals Council chief executive officer Stephen Galilee, ABC Broken Hill, 2 September 2021).*

# BROKEN HILL ECONOMIC VISION

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

## WHAT SUCCESS LOOKS LIKE 2027



# OUR ECONOMIC STORY

Broken Hill is the only city in Far West NSW and is the regional service centre for a number of surrounding communities situated in Central Darling Shire and Unincorporated NSW.

The abundant natural resources of the Far West; land, water, and environment, were utilised by the first non-Indigenous settlers for the economic gain of the new colony. The region continues to play an important role in the economic landscape of the State and nation.

Broken Hill is Australia's longest-lived mining city and will continue to be an economic powerhouse of national significance as it moves to embrace these new opportunities and becomes a hub of sustainable and technological innovation.

The nation's explorers opened the Australian interior, including the Far West NSW region for pastoral activities in the 1800's and the discovery of the ore body by Charles Rasp in 1883 later formed the basis of the world's two largest mining companies, BHP and Rio Tinto. Broken Hill is where it began for BHP in 1885 when it started mining the ore body that became the world's largest single source of silver, lead and zinc ore source, generating over \$100 billion in wealth.

After 135 years of mining, the 7.5km-long, 1.6km-deep, 300-million-tonne mineral system - the Line of Lode - is still being mined by Perilya Limited and CBH Resources making Broken Hill one of the longest continual mining towns in the world and one of the oldest contributors to the nation's taxation and mining royalties scheme.

It has been a boom-and-bust economy – not just impacted by global commodity markets but also because of the sense of justice embraced by the community, determined to secure a fair economy for all. There were significant periods of economic disruption, particularly during the late 1800's and 1900's, caused by striking workers who fought for better conditions and pay which impacted on the local economy for months on end.

During this period, the location's harsh environment also drove the advocacy work for a better standard of living of by the City's five pillars of leadership namely: The City Council, the Mining Industry, the Barrier Industrial Council, the Broken Hill Chamber of Commerce and, the Pastoralist's Association of the West Darling. This lobbying for improved services that supported the sustainability of the region's economy and focused on areas such as industry investment and development, law and order, water and power supply, direct railway routes (with uniform gauges) between the capital cities and regular postal services. Without these enablers and significant investment in town infrastructure and services by the mining companies and individual entrepreneurs who invested significantly in the business and retail precincts, the prediction that the city would not last beyond mining was a real assumption.

While intrinsically linked to mining, Broken Hill's economic story is not just about the people's relationship with the ore body.

Long before the mineral wealth was unlocked, the Wilyakali people had a presence in the region dating back over 50,000 years, which was recognised in 2015 when the Barkindji people were recognised as the traditional owners of the land in a court ruling on the State's largest Native Title claim.

Any commentary on the economic story of Broken Hill also cannot ignore that the City's longevity lays in an international workforce who found their way to Broken Hill - and who built a life and community. Immigrants to the city not only worked on the mines but built businesses around transport, manufacturing, construction, agriculture, and retail.



# OUR ECONOMIC STORY...CONTINUED

As the city grew into the 20<sup>th</sup> Century, Broken Hill contributed to world ranking innovative mining and metallurgical practices, which were to benefit mining and associated industries in Australia and overseas.

In the latter part of the 20<sup>th</sup> Century, the lure of Broken Hill's perfect light inspired the development of the outback art movement and Broken Hill's artists were recognised globally, creating an industry.

The city started to attract artists, actors, writers, poets, and filmmakers. Broken Hill's modern movie-making career began with 1971's *Wake in Fright* and one of Broken Hill's greatest exports – the *Brushmen of the Bush* was formed in 1973. It was this creative economy that laid the foundation for the visitor economy to grow – as the artists started to sell Broken Hill as a bucket list destination through visual imagery and words.

In 2015, the City's contribution to the nation was recognised when Broken Hill was listed as the first city in Australia to be included on the National Heritage List, adding to its credential as a destination of choice for the world's traveller.

Post 2000, the City's economic focus has been on broadening the economic structure to diversify away from commodity driven industries and promoting Broken Hill as a liveable city that offers an immersive cultural visitor experience and enviable lifestyle. Industry focus has been on renewable energy, manufacturing, film, tourism, the arts and events and festivals.

Most recently, the focus has reverted to mining – with mining again being the major employer in the city in 2022. There has been a significant resurgence of interest in mining opportunities in Far West NSW. In 2021, The NSW Minerals Council assessed the economic growth potential of the State's mining projects pipeline, with 32 projects underway between impact statement and final approval. Five of these projects are in Far West

NSW which represents a potential \$2.7bn injection into the economy with the potential of 3,000 jobs. Two of these projects are on the Local Government boundary of Broken Hill.

The city is also confirmed as a major player in the Nation's critical minerals map and has a sharp focus on planning for population growth and industrial expansion. It is also advancing into becoming an Australian renewable energy hub.

Broken Hill once had a thriving population of 35,000 people. It is well-equipped with capacity in terms of infrastructure to handle the requirements of a large mining city – airport, rail, civic buildings, hotels, CBD and more but to embrace these new opportunities the focus during this economic expansion will be enabling industries – those that support our engine industries of mining and agriculture (e.g., engineering and manufacturing) and population serving industries (e.g., education and training and health care and social assistance).

All these opportunities provide Broken Hill and the surrounding region an opportunity to play a significant role in building the NSW economy in the years ahead and, with the right policies and investment in place, this should reverse the population leakage from Broken Hill and grow a sustainable economy.

\*[www.nswmining.com.au/news/2021/8/32-mining-projects-in-planning-pipeline-can-drive-economic-recovery-for-nsw](http://www.nswmining.com.au/news/2021/8/32-mining-projects-in-planning-pipeline-can-drive-economic-recovery-for-nsw)



Broken Hill's iconic orebody forms as volcanic activity.

**1685m years ago**

The Wilyakali people have occupied the lands around Broken Hill for thousands of years well before the mineral wealth that led to the establishment of Broken Hill was unlocked.

**50,000 years ago**

1885  
Broken Hill Proprietary (BHP) Company Ltd is floated.

1883  
The Far West NSW region is opened up by explorers for agriculture in 1883, Charles Rasp discovers the ore which forms the basis of the world's two largest mining companies, BHP and Rio Tinto and, lays the foundation for the establishment of Australia's longest-lived mining City.

1888  
The first train arrives in Broken Hill from South Australia (via Silverton) and Broken Hill is proclaimed a municipality.

Businesses and retail stores start to service the growing community.

By the turn of the century the foundations of economic leadership were formed and the five pillars of City development include:

- City Council
- Mining Industry
- Barrier Industrial Council
- Broken Hill Chamber of Commerce
- Pastoralist's Association of the West Darling



Transport within and to the City is established. The first steam tram begins shuttling between Argent Street and Patton Street. More than 6,000 passengers climbed on board the first day. The last steam tram finishes its journey in 1926. In 1927 the first train arrives in Broken Hill from Sydney after 40 years of campaigning for the route.

**1902**

Broken Hill is the second largest settlement in NSW after Sydney.

Broken Hill proclaimed a City.

**1907**

The Great Strike lasts 18 months and secures recognition of the rights and conditions of workers in the mining industry. There were significant periods of economic disruption in the late 1800's and 1900's caused by striking workers who fought for better pay and working conditions.

**1919/20**

In the 1930's mining and pastoralism prospered in Broken Hill.

BHP leaves Broken Hill. It has since become Australia's largest corporate body with widespread interests in steel production, coal mining and ship-building.

**1939**

The Menindee Lakes storage scheme opens guaranteeing a continuous water supply to Broken Hill and delivering certainty to the City's growth and development.

**1960**

Broken Hill's modern movie-making career begins with Wake In Fright. The City's creative economy is established and Broken Hill starts to attract artists, actors, writers, poets and film makers. In 1973 one of Broken Hill's greatest exports – the Brushmen of the Bush is formed.

**1971**

The Sculpture Symposium adds a new attraction and visual identity to Broken Hill and it has since become the most visited tourist attraction in the City.

**1993**



Culture and the arts are recognised as significant contributors to the Broken Hill economy.

Investment in renewable energy gives rise to a focus on "mining the sun".

Broken Hill becomes recognised as Australia's Hollywood.

A focus on the visitor economy diversifies the City's economic platform.

**Post 2000**

Broken Hill is listed by Lonely Planet where the destination is the star in films.

Mining company Perilya gives Council disused power station to convert into film studio in preparation for Mad Max 4. Because of rain, the movie was filmed in Namibia. The studio was subsequently sold in 2016.

**2010**

Barkindji people are recognised as the traditional owners of the land in Far West NSW including Broken Hill.

Broken Hill is recognised as Australia's First Nationally Listed Heritage City.

The 53 megawatt AGL Broken Hill Solar Plant opens.

The first Broken Hill Festival is hailed a success establishing Broken Hill as festival destination and growing the City's identity in the NSW visitor economy.

**2015**

The 199-megawatt AGL Silverton wind farm opens.

NSW Government awards the contract for the construction of a 270km raw water pipeline from the Murray River at Wentworth to Broken Hill.

**2017**

Mining again takes over as the largest industry in Broken Hill.

Planning for significant mining projects in critical minerals progress and the City's plans for population growth.

Payroll statistics from the ABS show Far West NSW is the only region in the country with more jobs than prior to the COVID-19 pandemic.

**2021**

The festival market continues to grow with the inaugural Broken Hill Mundi Mundi Bash.

Broken Hill's film industry continues to attract international interests with the next iteration of Mad Max Furiosa filmed in the region.

Broken Hill prepares for population growth with the new projects planned in critical mineral economy.

**2022**



# OUR ECONOMIC REGION



Functional Economic Region

Source: FAR WEST | Regional Economic Development Strategy | 2018 – 2022

Broken Hill is a part of the Far West Functional Economic Region which consists of two local Government Areas, Broken Hill City and Central Darling Shire and the Unincorporated Area of NSW. It covers approximately 146,000 km<sup>2</sup> of NSW.

The region accommodates the Barwon–Darling River system, Menindee Lakes, Mungo National Park 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 strategic centre of the Far West economy servicing 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. As the major administrative hub, it provides health, aged care, social services, education, policing, retail, business, and other essential services for the Far West Region.

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.

The remoteness and sheer size of the Far West Region poses some of the biggest challenges for regional residents. Access to higher levels of services continue to cause some 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 linkages.

BROKEN HILL

# At a Glance 2022

Broken Hill



## Our Community



GRP: \$0.86 Billion  
Local Jobs 7,576  
Local Businesses: 933

Largest Industries:  
Mining 2020/21 (\$450M)  
Healthcare and Social Assistance 2020/21 (\$173M)  
Retail Trade 2020/21 (\$84M)

Employed Residents: 7,370  
Unemployment Rate: 4.9% (March 2022)

## Our Economy



Population: 17,588  
Population Forecast 2025: 19,591  
Population Forecast 2046: 18,340  
Median Age: 44  
Couples with children: 17.5%  
Older couples without children: 10.9%  
One Parent Family: 13%  
Other Family: 1.1%  
Median Weekly Household Income:  
\$1,173  
Lone person households: 33.8%  
10% of our population identify as  
Aboriginal or Torres Straight Islander  
SEIFA index of disadvantage: 901

## Our Housing



Total Dwellings: 9,551  
Occupied Private Dwellings: 8,021  
Non-Private Dwellings: 36  
Average Persons Per Dwelling: 2.2  
Medium Density Housing: 580  
Median Monthly Mortgage Repayment: \$867  
Median Weekly Rent: \$220  
Household Renting: 1,859  
Households With A Mortgage: 2,219

## Our Tourism



Domestic overnight visitors spent an estimated 535,000 nights in the Broken Hill Local Government Area in the Y/E December 2021.

In 2019/20, the total tourism and hospitality sales in Broken Hill City was \$65.2m. The total value add was \$34.1M.

## Our Education



University Qualification 25%  
Certificate 1 to 4: 30.1%  
Certificate Level, NFD (Not Further Defined) 2.4%  
Inadequately described or not stated 3.4%  
No Qualifications: 39.1%

## Our Land



Land Area: 170.4 square km  
Business: 11.69%  
Residential: 72.26%  
Business Industry: 5.55%  
Mining: 10.5%

# ECONOMIC OUTLOOK

While the city's population has experienced a steady decline since 2010, new opportunities presented by the investment of the mining companies and the multiplier effect across other industries from the investment, offers Broken Hill a diversity of economic opportunity. Broken Hill's traditional strength is in mining and the future growth of this industry puts it in a strong position to attract more value-adding industries to leverage off the abundance of natural resources.

With the expected increase in mining positions and associated migration to the city there will be the requirement for an estimated 700 dwellings. From this direct expansion into the economy, it is anticipated that there would be flow-on effects into other related intermediate industries as well as increased new employee consumption expenditure.

These combined flow-on effects are estimated to support another 286 indirect local jobs per year. These jobs are expected to be in the industry sectors of manufacturing, construction, professional, technical, and scientific services, accommodation and food services and rental, hiring and real estate services. (Profile ID). This aligns with the key industries to promote future economic growth in the Far West Regional Economic Development Strategy (2018-2022) which include:

- Engines of growth – industries well-linked to external markets and bring money into the region (e.g., mining and agriculture).
- Enabling industries – industries that support engine industries (e.g., engineering and manufacturing).
- Population serving industries – industries that support people in the Region (e.g., education and training and health care and social assistance).

There are a number of emerging and significant opportunities for Broken Hill including:

- The expansion of the Broken Hill Regional Airport to include an industrial precinct.
- The opportunity for a rail line from Broken Hill to Melbourne, investment in new housing.

- Initiatives and collaborative approaches to economic growth with key stakeholders such as health, education, and police.
- Investment in the Circular Economy, which seeks to reduce total waste creation associated with all industries and increase the quantity of materials recycled, upcycled, and reused is also on the City's radar. By diverting most of the waste away from landfill and towards manufacturing, it is possible to reduce costs associated with waste management and create additional revenue streams. This will create greater job security within the region and promote the manufacturing industry within Broken Hill.
- With the construction of the 53MW AGL solar farm, 199MW Wind Farm at Silverton and potential establishment of Broken Hill City Council as an energy retailer, Broken Hill is also positioned as an international leader in sustainable innovations. By continuing this momentum and advocating for further private investment into these industries, Broken Hill is poised to become the national centre for energy generation and storage, as well as it's associated manufacturing requirements.

A further emerging opportunity for investigation includes expanding sustainable innovation. By recognising that the traditional economic method of extracting and exporting natural resources has a limited lifespan and can be disrupted by economic fluctuations, investing in sustainable innovation will create opportunities to adapt more readily to changing circumstances. This is achieved by advocating for an increase in local manufacturing of end-use products, such as batteries and microelectronics. By producing these goods close to the refining site of their base materials, it is possible to reduce costs associated with transporting as their production methods are weight reducing. This has the potential to turn Broken Hill into a hub of sustainable innovation, which will result in economic diversification more capable of withstanding global supply chain interruptions.

# THE CHALLENGES

There is no doubt that the economy of Broken Hill has been impacted by several years of drought and the impact of COVID-19.

Broken Hill City's Gross Regional Product was \$0.86 billion in the year ending June 2021, decreasing by 5.6% since the previous year.\*

While Broken Hill is fortunate to have many of the fundamental elements for lifestyle, sustainability and social cohesion in place, the significant challenge is catering for new mining investments and attracting industries to grow the region's economy presents several challenges. These include:

- A significant focus on attracting new workers and families to the city to cater for the new mining workforce.
- Minimising "Brain Drain" as younger residents move away for education and upskilling.
- Skill shortage – mismatch between future employment opportunities.
- Reliance on external resources to invest in renewable plant, intellectual property and major engineering and construction projects.
- Minimising FIFO workforce.
- Costs for industry based on transportation and travel costs.
- The city is landlocked creating difficulty in expansion for industrial and housing developments.
- Quality Housing Stock.
- Increased pressure on future services including Local Government facilities, medical, education and childcare with population growth.
- Government to invest in infrastructure and services will also influence the City's capacity to encourage new residents to live and work in Broken Hill.

*Note at the time of developing this strategy, an initial release of the 2021 Census Data had been made available. Where possible, 2021 data is presented, however where data is not released, then 2016 information is presented.*

*\*National Institute of Economic and Industry Research (NIEIR)  
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(informed decisions)*

# THE ENABLERS

Despite recent population decline, global demand for iron ore, cobalt and other critical minerals is expected to provide the impetus for positive population growth.

There are a number of strengths that the city has that provide the foundation for economic growth and prosperity including:

- Strong potential for drivers of economic growth
- Highly skilled labour force
- Abundant natural resources
- Australia's First Heritage City listing and heritage architecture
- History of technological innovation and a population that readily adopts and accepts innovation
- Multiple new mining operations, increasing local investment
- Strong tourism, festival and events sector and film industry
- Agreeable geography for easy development and transportation
- International attention, especially in the areas of mining, technological manufacturing, and renewable energy.

Since 2016, the number of jobs in mining has doubled. In addition to this recent growth, recently announced major projects are expected to create up to 2,200 jobs over the forecast period. It is expected that many of these workers will live in Broken Hill City. In 2016, approximately 80% of mine industry workers were also residents. If this proportion continues, Broken Hill will face demand for over 700 dwellings to accommodate the influx of workers at its peak.

Any future levels of population growth and change will largely depend on the city's capacity to accommodate workers. This will, in part, determine the size of the workforce to be housed in temporary worker accommodation.

With no significant housing developments recently completed, under construction or planned, it has been assumed that the forecast increase in mining sector workers will primarily be accommodated in the existing unoccupied housing stock. In 2021, unoccupied dwellings accounted for 20 percent of the city's dwelling stock.

# OUR APPROACH

The Economic Development Strategy 2022 – 2027 has been informed through a series of public consultations and ongoing briefings and meetings to develop a series of strategies to plan for Broken Hill's future. This includes:

- Broken Hill Community Strategic Plan 2020-2040
- Broken Hill Central Business District Master Plan
- Broken Hill Smart City Strategy
- Broken Hill Renewable Energy Action Plan
- Broken Hill Cultural Plan
- Broken Hill Cultural Plan Background Report
- Broken Hill Cultural Framework and Synopsis Report
- Destination Country and Outback Destination Management Plan
- Far South-West Joint Organisation Destination Management Plan
- Draft Regional Transport Strategy

The strategy also reflects the objectives and direction of regional, State and Federal strategies and identifies actions that can be pursued at a local level to align Broken Hill's economic progress with State and National priorities including:

- Far West Regional Plan 2036
- Far West Regional Economic Development Strategy 2018 - 2022
- Regionalisation Ambition 2032 - a Framework to Rebalance the Nation
- A 20-Year Economic Vision for Regional NSW
- NSW Visitor Economy Strategy 2030

During the two-year community consultation process for the Broken Hill Community Strategic Plan 2040, the community identified that economic success looks like an economy that is innovative, sustainable, diverse, resilient, adaptable to change and that it makes the best use of the unique advantages of our remoteness and lifestyle. (CSP 2040).

During this time the community was also actively engaged in the development of the CBD Masterplan, Broken Hill Cultural Strategy, Destination Country and Outback Destination Management Plan and the Renewable Energy Action Plan – all of which pose real economic opportunities for the city and region.

The key identified priorities for economic growth were that the local economy embraced traditional industries (e.g., mining, art, and tourism) and new industries (e.g., technology and renewable energies), that these industries are supported. It was also strongly advocated that local career, training and education opportunities are created and if existing, expanded - especially for young people to ensure more stay in Broken Hill and that our opportunities attract more people in all forms, visitors, investors, and new residents.

The analysis of the consultation and resulting plans and strategies revealed the following four economic priorities:

- **A Vibrant Community**
- **Population Growth**
- **Business and Industry**
- **Visitor Economy**

Each of these themes host a number of objectives and actions which are inter-related – no one activity will create a sustainable economic future for Broken Hill. The inter-relationship between activities and the agencies working towards the delivery of outcomes will have a collective impact on the city's future economic success.

# OUR GLOBAL COMMITMENT

## UN GOALS



The United Nations Sustainable Development Goals underpin our work.

In September 2015, Australia was one of 193 countries to commit to the United Nations Sustainable Development Goals (the SDGs). The City of Broken Hill has been proactive in the strategic implementation and action on the SDGs since this commitment. Central to this has been the implementation of the SDGs in our core strategy documents.

The Economic Development Strategy aligns with:

- SDG 4 Quality Education: Ensure inclusive and equitable high-quality education and promote lifelong learning opportunities for all.
- SDG 8 Decent Work and Economic Growth: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
- SDG 9 Industry, innovation, and infrastructure: Build resilient infrastructure, promote inclusive

and sustainable industrialisation and foster innovation.

- SDG 11 Sustainable Cities and Communities: Make cities and human settlements inclusive, safe, resilient, and sustainable.
- SDG 12 Responsible Consumption and Production: Ensure sustainable consumption and production patterns.
- SDG 13 Climate Change: Take urgent action to combat climate change and its impacts.

The Economic Development Strategy will provide vision and delivery programs for the Broken Hill economy over the next 10 years. Consequently, the global language of the SDGs has been applied, not just at a goal level but embedded as targets and indicators throughout this strategy.



# STRATEGY – PILLAR ONE A VIRANT REGION

**Key Themes: Leadership, collaboration, and advocacy.**



Broken Hill's economic growth does not exist in a vacuum, it is dependent on successfully working collaboratively with stakeholders, partners, and all tiers of Government. The city is the strategic centre for many industries based on the region's rich resources and endowments and the city's economic health is intrinsically linked with the health of the regional economy. This theme provides the foundation for activities that create a liveable city including investment attraction and facilitation. It investigates opportunities at a regional level to attract new business and development, invest in major projects such as sporting and cultural precincts, open spaces, and improved transport options. It provides a platform for regional leadership through collaboration and advocacy.

Vibrant Region Objective	What does success look like?	How will success be measured?
1.1 Collaborate with surrounding LGAs, government and industry to identify economic opportunities	A unified approach has resulted in an increased number of registered businesses and industry expansion in Broken Hill and region	Annual business registrations (increase or decrease)  Increasing employment in new/expanding industries year on year
1.2 Advocate for improved affordable and accessible transport and connectivity	<p>Delivery of improved passenger and freight services to the region including air, rail, and road</p> <p>The region is competitively positioned to secure funding for upgrade and maintenance of its transport network through the implementation of the Regional Transport Plan</p> <p>Installation of electric vehicle network across the region to mitigate range anxiety</p>	<p>Initiatives from Regional Transport Plan are implemented</p> <p>Second rail service to Sydney</p> <p>The Broken Hill to Melbourne Rail Corridor is officially recognised by State and Federal Governments as a priority rail line</p> <p>Electric vehicle chargers are installed every 100km on major road networks</p>
1.4 Advocate for improved digital connectivity in and around the city to support community and business needs	Digital Infrastructure enables advanced technology and high-speed connectivity to support and attract innovative businesses and growth industries and improved infrastructure for residents and visitors to minimise interruptions to connectivity	<p>Connectivity Maps – reduction in Black Spots</p> <p>Number of businesses engaged in E-Commerce</p> <p>Investment from telecommunications companies on infrastructure to minimise interrupted services and improve mobile broadband, internet, phone, and text messaging services</p>
1.5 Fair access to affordable utilities such as water and electricity	Recognition is received from Commonwealth and State Government and services providers of the unique geographical challenges faced by industry in Far West NSW and appropriate subsidies and incentives are available to expand identified economic opportunities	Appropriate subsidies and incentives are provided for business and industry to grow in Broken Hill and region
Reporting Methodology:	Annual State of the Economy Report, Broken Hill City Council Annual Report	

# STRATEGY – PILLAR TWO

## POPULATION GROWTH



### **Key Themes: Housing, land management, education, and training.**

This pillar is the foundation for creating opportunities to invest in people and create a liveable city that encourages future population growth.

With no significant housing developments recently completed, under construction or planned, it is assumed new residents will primarily be accommodated in the existing unoccupied housing stock. In 2021, unoccupied dwellings accounted for 20 percent of the city's stock and innovative strategies to unlock these properties will be required. With the Broken Hill population forecast to grow there is a requirement for up to 700 new dwellings. It is also essential that Broken Hill focuses on maintaining and developing a skilled labour force for current and future needs of business and industry.

Helping people reskill, upskill, and reinvent careers is essential for regional workforces to exploit future opportunities. This includes investing in research and development for jobs for the future. Our economy must provide opportunities that match the skills and needs of the population and enhances population growth.

This pillar also addresses the importance of a focus on early childcare and attracting investment in early childcare services to ensure families have access to appropriate care services.

<b>Population Growth Objective</b>	<b>What does success look like?</b>	<b>How will success be measured?</b>
<b>2.1 Strategic planning addresses the capacity to increase economic activity for the retention of residents</b>	Broken Hill Liveability and Housing Strategy delivered	Housing Strategy recommendations implemented
	Population decline is reversed	Population increases to 25,000 by 2027
	Workers live in Broken Hill – FIFO is minimised	Growth in working age demographic year on year
	Partner to support new residents, including migrants by providing timely information	Growth in the number of families living in Broken Hill year on year
<b>2.2 Our private and public educational entities are provided with the resources required to deliver quality learning outcomes</b>	Childcare is available for all families seeking places	Maintain 80% resident status for all workers
	Increased investment by State and Federal Government to expand locally provided training and educational opportunities including traineeships and apprenticeships and access to STEAM opportunities	<12 month waiting list for childcare
	The Country University Centre (CUC) continues to be funded and provided with the resources to expand	Yearly enrolments at primary and secondary school
	Secondary and tertiary education, distance education and placement experience are locally accessible to minimise brain drain	Annual increase in the number of students accessing the CUC
<b>2.3 Identify future skills required to encourage development of local workforce</b>	Annual increase in number of apprenticeships and traineeships in Broken Hill	
	Business and local leaders are supported grow apprenticeship and traineeship opportunities	Annual increase in number of apprenticeships and traineeships in Broken Hill
	There is a collaborative approach from Government, tertiary institutions, and industry foster partnerships to bring identified skills to the city	
<b>2.3 Identify future skills required to encourage development of local workforce</b>	There is a local skilled labour force for current and future needs of business and industry	Delivery of gap and skills audit
		Reduction in dependency on external workforce
<b>2.3 Identify future skills required to encourage development of local workforce</b>		Reduction in emigration of working aged residents
<b>Reporting Methodology</b>	Annual State of the Economy Report, Broken Hill City Council Annual Report	

# STRATEGY – PILLAR THREE

## BUSINESS AND INDUSTRY

**Key Themes: Strategic land planning, industry investment in existing and new industries.**



Broken Hill has historically been a leader in technological innovation. This accomplishment was achieved by fostering a spirit of entrepreneurship and collaboration and we seek to leverage these qualities to ensure Broken Hill maintains its position as a pioneer by refocusing our view to align with global progress and endeavors. This will be achieved by making Broken Hill the central hub for sustainable technological innovation.

Moving to the future cannot be sustainably achieved without a secure foundation, and this foundation can be found in the diverse range of industries already present in Broken Hill. By securing investment in these existing historic industries, we will reinforce the identity of Australia's First Heritage Listed City.

By using growth-oriented strategic land planning, we will ensure that future generations are not crowded out or suffer from alienation that can be a result of poor town management. Mixed use zoning, adequate land for industrial expansion, accommodation services suited to the seasonal nature of the Broken Hill tourism industry, and sufficient high-quality housing to attract permanent residents are all methods that can be employed to protect and fortify Broken Hill as an industrial hub, not only on a national level but also an international level.

Business and Industry Objective	What does success look like?	How will success be measured?
<p><b>3.1 Strategic planning addresses the capacity to identify and release land for industrial development</b></p>	<p>Deliver Airport Masterplan and create sub-division at the airport for commercial opportunity and industrial expansion</p> <p>Government investment in Broken Hill Airport is secured</p> <p>There is a plan of engagement to identify and acquire Crown Land if required for expansion</p> <p>There is an expansion of industry such as advanced manufacturing as a result of suitable land being available</p> <p>Availability of enabling infrastructure to expanded industrial development areas</p>	<p>Sub-division at airport completed</p> <p>Increase in approved industry related development applications</p> <p>Total footprint of industrial zoned lots meets demand</p> <p>Plan for city LGA boundary expansion is finalised</p>
<p><b>3.2 Attract new renewable industries to Broken Hill</b></p>	<p>Alternate sustainable energy options investigated and endorsed for implementation</p> <p>Opportunities for scale renewable energy, back up battery capability and new technologies are investigated as they emerge allowing financial savings to be reinvested in community infrastructure and services</p> <p>Measures implemented to reduce the City's carbon footprint and enhance the circular economy by educating and demonstrating the use of renewable resources</p>	<p>Council is established as an energy retailer in conjunction with third party energy storage facilities to meet base consumption requirements with the possibility of supplementing local community groups and not-for-profits with the excess produce</p> <p>75% of city-wide energy sourced from renewable resources</p>
<p><b>3.3 Advocate for incentives and initiatives that support Broken Hill's creative industries through targeted educational programs to inspire employment in the sector and promote the region as a film location</b></p>	<p>Creative industries are recognised as a significant contributor to the economic landscape</p> <p>Major festivals and events continue to attract government support</p> <p>Continue the collegiate and collaborative approach to business development in the city with open communication and regular information sharing</p> <p>Share information about the positive and long-term benefits of the City's economic landscape</p>	<p>Number of film activities year on year</p> <p>Value of film activities and the multiplier effect on economy</p> <p>Number of cultural shows/ events/ performances per annum</p>
<p><b>3.4 Advocate for incentives and initiatives that support business and industry to expand and encourage innovation in business and industry</b></p>	<p>There is a reduction in leakage of expenditure</p> <p>Advocate for and respond to Government inquiries into business support</p>	<p>Analyse data from Spendmapp - reduction in online spending and leakage</p>
<p><b>3.5 Support entrepreneurial endeavours and small to medium businesses</b></p>	<p>Employment opportunities are created in private industry</p>	<p>Number of individuals employed by small to medium enterprises</p>
<p><b>Reporting Methodology:</b></p>	<p>Annual State of the Economy Report, Broken Hill City Council Annual Report</p>	

# STRATEGY – PILLAR FOUR

## GROW THE VISITOR ECONOMY

Key Themes: tourism, events, film, creative arts.



The Visitor Economy is recognised globally as an opportunity for communities to diversify economic activity and showcase the liveability of the community to potential residents and investors.

Broken Hill's visitor economy has continued to grow during the past decade with an increase in domestic visitor numbers, the introduction of two new nationally recognised festivals and an increased interest in the city and region as a film and television destination.

Community consultation has highlighted the desire for Broken Hill to be a destination of choice and provide a unique experience that encourages increased visitation. Regional cultural tourism is on the rise globally and represents a significant growth and economic development opportunity for Broken Hill, with a need to strategically promote our existing and unique offering, improve the visitor experience and explore new avenues, such as self-determined Aboriginal cultural tourism, participatory creative learning, promotion of the city as an icon of the Australian heritage and modern art scene and outback nature-based experiences.

Relevant Sustainable Development Goals: SDG 8 - Decent work and economic growth

Visitor Economy Objective	What does success look like?	How will success be measured?
<p><b>4.1 A unified regional approach to growing the visitor economy</b></p>	<p>Government, business, and community stakeholders are engaged in the establishment of a Visitor Economy Governing Body</p> <p>Activate recommendations of the FSWJO and the Destination Country and Outback Destination Management Plans</p> <p>Advocate for investment in expanded accommodation facilities</p> <p>Continue to work with transport services (airlines, rail, road) to ensure services meet demand</p>	<p>Governing body is established with representation from all stakeholders and a sustainable funding model</p> <p>Investment in new accommodation options by private sector</p> <p>Second rail services to Sydney established</p> <p>Daily flights to Sydney, Adelaide, Melbourne, and Mildura are maintained</p>
<p><b>4.2 Broken Hill and region is a destination of choice for holiday, event, festival, and conference coordinators.</b></p>	<p>Continued support and develop major destination events and festivals</p> <p>Advocacy to support expansion of events including arts and cultural events encourage the growth of the twilight economy</p> <p>Inclusion of the promotion of the city as an icon of the Australian art scene in marketing activities</p>	<p>Major events continue to attract sponsorship from State Government</p> <p>Economic impact of events and festivals</p> <p>Number of tickets sold to major events</p> <p>Increased length of stay from 3.6 average nights to 4.6</p> <p>Data collated from marketing and media campaigns</p>
<p><b>4.3 The industry is encouraged and supported to deliver new authentic visitor products, experiences, and events</b></p>	<p>Deliver outcomes from Destination Management Plans to support growth of First Nations businesses and tourism projects</p> <p>Funding is sourced to implement the Active Transport Plan so that visitors are encouraged to explore the city in a healthy/sustainable way by using shared paths between attractions</p> <p>Silver to Sea Way Stage 2 attracts Government investment to extends trail from Peterborough to Broken Hill</p> <p>Government and community support for Landcare on the development of the Imperial Lake Sustainability and Nature Park</p> <p>Develop a City Dark Sky Policy to protect night sky tourism</p> <p>Support World Heritage Listing of Trades Hall</p>	<p>New First Nation products and experiences are available</p> <p>Silver to Sea Way is completed from Port Pirie to Broken Hill</p> <p>Number of actions from Active Transport Plan delivered</p> <p>Conversion of Imperial Lake to Sustainability and Nature Park</p> <p>Dark Sky Policy is developed and adopted</p> <p>Active community collaboration to achieve World Heritage Listing for Trades Hall</p> <p>Broken Hill Wayfinding Project is completed</p> <p>Trades Hall is World Heritage Listed</p>
<p><b>4.4 Collaborative marketing campaigns to encourage visitors to the region</b></p>	<p>Re-establish Council managed visitor information website</p> <p>Collaborative marketing campaigns are refreshed to attract new visitors</p>	<p>Broken Hill Visitor Website established</p> <p>Increase in visitor numbers annually</p> <p>Financial impact of visitor economy increases year on year</p>
<p><b>4.5 Deliver service excellence in the tourism, hospitality, and retail sectors to enhance visitor experience and maximise yield from tourism</b></p>	<p>Regular opportunities for industry to collaborate, network and exchange ideas and receive feedback on industry developments</p>	<p>Quarterly Industry Meetings</p>
<p><b>Reporting Methodology:</b></p>	<p>Annual State of the Economy Report, Broken Hill City Council Annual Report</p>	



# MONITORING AND REPORTING

The strategy is designed to be a living document – continually monitored given the fluidity of the economy and noting that new projects, actions, and priorities will manifest themselves during the life of this strategy. Broken Hill City Council will coordinate the implementation of the strategy and it will be monitored and reported on annually through a State of the Economy report presented to Council in July of each year. The Strategy identifies a series of actions to deliver economic resilience and growth and Council will work with a board range of stakeholders to monitor and deliver outcomes.

Economic Stakeholders include:

- Broken Hill City Council
- Federal Government and associated agencies
- Regional Development Australia Far West
- State Government and associated agencies
- NSW Department of Industry
- Department of Regional NSW
- Department Planning, Industry and Environment
- Department of Heritage
- Destination NSW
- Destination Country and Outback
- Far South-West Joint Organisation
- First Nations Agencies and Representatives
- Foundation Broken Hill
- Business Far West
- Education/TAFE
- Investors
- Local business, industry and employers
- Mining Companies
- Film and Television Industry
- Businesses, residents, ratepayers

Analyses will also refer to a number of data sources (see table).

<b>Australian Bureau of Statistics</b>	Australia's National statistical agency.
<b>Data NSW</b>	NSW Government open datasets that can be used to understand social and economic trends in NSW
<b>Profile Id Our Community</b>	Demographic analysis based on results from the Census.
<b>Profile Id Our Economy</b>	Economic profile derived from official sources, includes economic modelling and analysis. s
<b>Profile Id Population Forecast</b>	Analysis of what is driving population change in specific communities, and forecasts how the population, age structure and household types will change between now and the future.
<b>Profile Id Housing Monitor</b>	Online evidence-based website created for Broken Hill to advocate for housing needs and monitor progress toward strategic planning goals. Combines demographic, economic, housing and population forecast data.
<b>Spendmapp from Geografia</b>	De-identified bank transaction data to expenditure trends and the potential for growing economy.
<b>Tourism Research Australia</b>	Statistics and research to assist the government, tourism industry and Australian businesses.
<b>Destination NSW</b>	Statistics and research on the tourism, conferencing, festival, and events industry.
<b>Analysis Marketing Campaigns</b>	Reports provided on the impact of marketing campaigns.
<b>Number of Film and Television Projects</b>	Broken Hill City Council approvals process.
<b>Number of residential and commercial development</b>	Broken Hill City Council approvals process.
<b>Industry reports</b>	Analysis of reports and data released by business and industry groups.



CITY COUNCIL

[www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)