



Growing
Kalgoorlie-Boulder



PART 2 PROGRAM OF ACTION

PLANNING FOR GROWTH UNDER THE
REGIONAL CENTRES DEVELOPMENT PLAN



Government of **Western Australia**
Department of Regional Development



Department of **Planning**
Western Australian Planning Commission



This Growth Plan has been prepared by the Kalgoorlie-Boulder Growth Plan Partnership as the basis for a locally owned and driven strategic plan for the future of the Kalgoorlie-Boulder economic zone. The preparation of the Growth Plan was made possible by the State Government's Royalties for Regions program.



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APRIL 2017

Barna Bulkaringu “from the ground up”

Cover art and story by Kgukgi Catherine Noble

The yilba – goanna represents people that have had their paths broken and changed. Some have lost their way and are searching for meaning and fulfilment.

Along that journey is goodness from nature.....
plenty of fresh water from the rockholes and bush tucker....quandongs, bardies (wicheatty grubs) and karlkurlas (silky pears)....the seeds of the silky pear are floating through the bush and will start a new cycle of life and create new growth.

The seven sisters (which coincide with the seven priority Focus Areas of the Growth Plan) represent a spiritual journey of togetherness and helping each other. The seven sisters came from the Dreamtime and had to travel across the land and overcome many challenges such as hunger, fear, pain and also celebrated with joy, sharing and love before they could return back to the ancestral spirits and continue to shine to remind those on earth to live a good way.....

ACKNOWLEDGEMENTS

Our thanks go to all those individuals and organisations who gave their time, knowledge and ideas during the development of this Growth Plan. In particular, we acknowledge the contributions made by:

The Growth Plan Partners

Mayor John Bowler (Chair)	City of Kalgoorlie-Boulder
Tony Crook / Kate Fielding (Deputy Chair)	Goldfields Esperance Development Commission
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Christine Boase	AngloGold Ashanti
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FOREWORD

The development of a Growth Plan for Kalgoorlie-Boulder has been a very timely and important initiative for our city. It complements the strategic directions set with the Goldfields-Esperance Regional Investment Blueprint, and is provided at a time when Kalgoorlie-Boulder faces some significant socio-economic challenges.

The Growth Plan has compelled us to review where we are, where we are going and to interrogate our potential futures. It has never been more important to have a plan that not only sets out a vision, but establishes a framework and priority actions for getting there.

As a regional centre, Kalgoorlie-Boulder has much going for it – our globally significant mining industry, high levels of employment and incomes, a high standard of living, world-class institutions such as the Western Australian School of Mines and a thriving commercial sector. Our people and our industries have a proud history and reputation for getting things done and for innovation and adaptation in the face of challenges.

There is, however, a lot more we can do and a lot that we have to do to ensure that Kalgoorlie-Boulder reaches its full potential and provides future generations with a quality of life that is sustainable, prosperous and rewarding for all that call Kalgoorlie-Boulder home.

The development of the Growth Plan has been a partnership that brought together key local, regional and State Government stakeholders with industry and the broader community. Over 1000 direct stakeholder interactions were recorded during the project, including workshop and forum attendances, and survey responses, with more than 31,300 social media interactions via the project website, Facebook, Twitter and LinkedIn.

It has been an intensive process with a multitude of specialist reports, analysis and engagement processes to help develop the evidence base and the local context to inform our future strategic direction. It has also been a rewarding experience.

The Growing Kalgoorlie-Boulder Futures Forum held in May 2016, provided a fantastic opportunity to hear from internationally renowned speakers and to learn from other locations that have successfully brought about change and collaborated to drive future economic development. The Forum was attended by more than 300 participants and provided an opportunity to collaborate, celebrate, motivate and cogitate. It generated many ideas and conversations that not only assisted to inform the Growth Plan, but which will continue to inform future possibilities. Hopefully, it is something that we repeat in the future.

The Growth Plan itself will rapidly become superseded if we let it – in fact the economic outlook has changed significantly even in the past 12 months of the project. It is a tool and a resource to be used and kept alive. If it ends up sitting on your shelf gathering dust – then remember who left it there!

John Bowler
Chair Growth Plan Partnership
April 2017

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Specialist Scopes of Works

A number of specialist studies were conducted as part of the development of the Growth Plan. These studies have been referred to in all three parts of the Growing Kalgoorlie-Boulder documentation. The documents and consultancy reports were not endorsed by the Growth Plan Partnership (GPP) and do not necessarily represent the views of the GPP. A list of these documents can be found in Section 2.4.

The reports are available on request from the City of Kalgoorlie-Boulder and the Goldfields Esperance Development Commission.

2. PROGRAM OF ACTION

2.1 INTRODUCTION

Part One of the Growth Plan outlines seven Priority Focus Areas and the Key Actions, which if implemented, will contribute to the three strategic themes of:

1. Building on our competitive strength in mining;
2. Economic diversification; and
3. Enhancing community liveability.

The Theory of Change, detailed in Section 1.6.1 and illustrated again in Figure 2.1, summarises the rationale for the key themes and priorities in the Growth Plan and their causal linkages with the expected outcomes and the overall objectives of the RCDP.

The Priority Focus Areas and Associated Actions are summarised in Table 2.1.

Theory of Change Diagram

ASSUMPTIONS

Actions under these Priority Focus Areas will contribute to one, two or three of the Strategic Themes.

Strategic Themes and enablers are valid and capture the unique advantages and needs of Kalgoorlie-Boulder in order to capitalise on economic opportunities.

Research and analysis has identified key drivers, constraints and emerging opportunities.

RCDP PRINCIPLES

- Empowered
- Distinctive
- Collaborative
- Agile
- Intergenerational



Image supplied by WA Country Arts

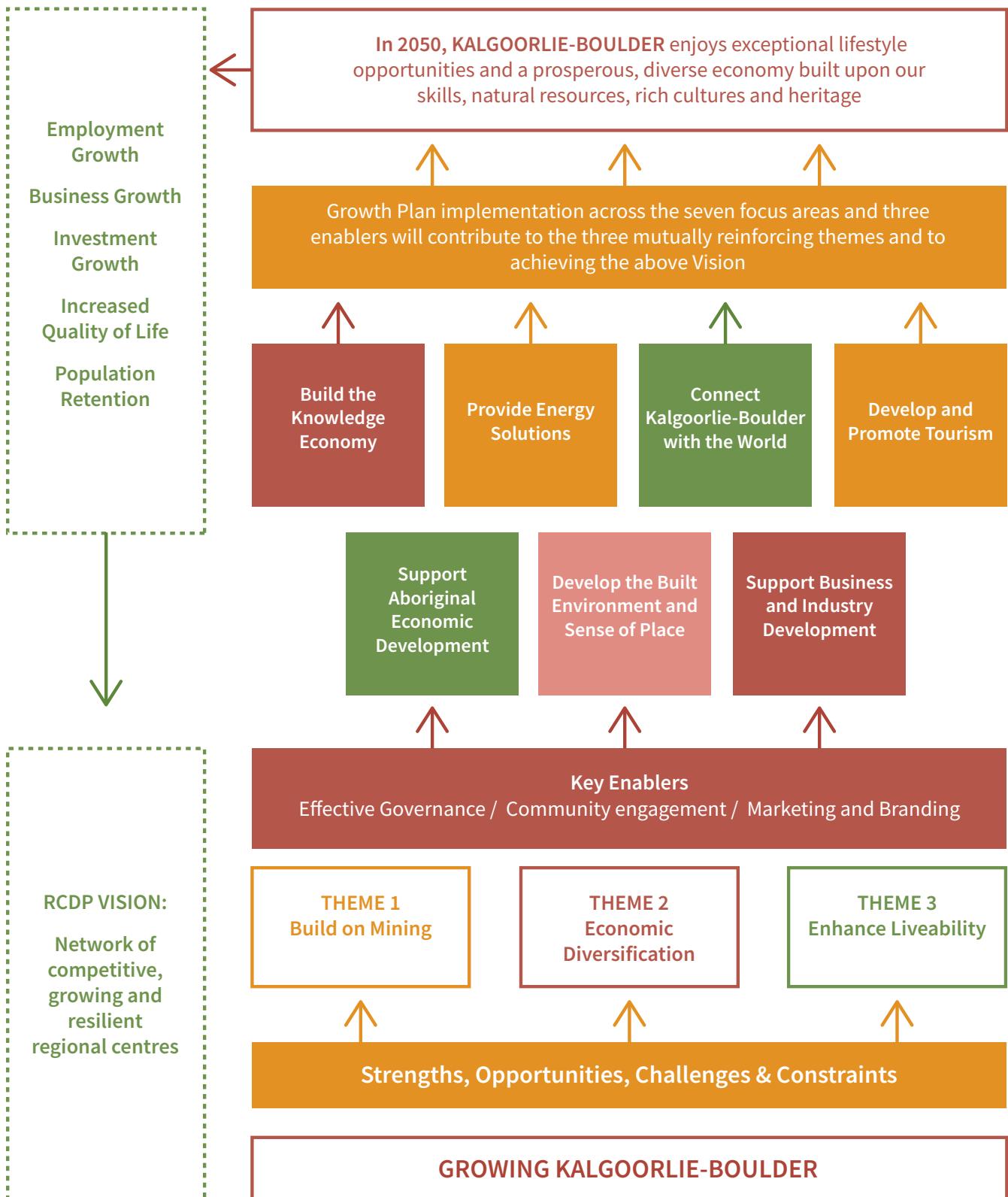


Figure 2.1 Summary of Growth Plan Theory of Change

Table 2.1 Priority Focus Areas and Key Actions

Priority Focus Area	Key Actions
1 Build the Knowledge Economy	<ul style="list-style-type: none"> 1.1 Improve secondary education outcomes. 1.2 Expand tertiary education and knowledge exports.
2 Provide Energy Solutions	<ul style="list-style-type: none"> 2.1 Address current and future energy requirements while stimulating economic and productivity benefits.
3 Connect Kalgoorlie-Boulder with the World	<ul style="list-style-type: none"> 3.1 Enhance Kalgoorlie-Boulder's strategic position as a regional transport and logistics centre. 3.2 Develop Kalgoorlie-Boulder as a 'smart city' with globally competitive information and communications capability.
4 Develop and Promote Tourism	<ul style="list-style-type: none"> 4.1 Establish appropriate mechanisms to coordinate and drive local tourism and to promote regional collaboration. 4.2 Develop new and improved tourism experiences building on the Growing Kalgoorlie-Boulder Strategic Tourism Plan. 4.3 Improve the marketing and promotion of tourism to Kalgoorlie-Boulder and the Goldfields region in order to increase visitor numbers and establish new tourism markets.
5 Support Aboriginal Economic Development	<ul style="list-style-type: none"> 5.1 Establish appropriate forums and resources to coordinate and drive Aboriginal economic development. 5.2 Address Aboriginal social disadvantage and develop positive community relationships as prerequisites to equitable economic participation. 5.3 Support Aboriginal employment and business development through the framework provided by the Growing Kalgoorlie-Boulder Aboriginal Economic Development Strategy.

Priority Focus Area	Key Actions
6 Develop the Built Environment and Sense of Place	<p>6.1 Ensure adequate enabling infrastructure for Kalgoorlie-Boulder's future needs and promote the use of sustainable and renewable natural resources.</p> <p>6.2 Undertake an enhanced city revitalisation initiative focused on the Kalgoorlie City Centre Precinct and key entry points to the city.</p> <p>6.3 Implement best practice community engagement in order to promote a connected, collaborative and empowered local community.</p> <p>6.4 Provide appropriate, accessible services and community facilities to meet the needs of a growing and diverse population.</p>
7 Business and Industry Development	<p>7.1 Ensure that policy, planning and regulatory settings enable and encourage sustainable business development.</p> <p>7.2 Create an environment that stimulates and rewards innovation, collaboration, creativity and entrepreneurship.</p> <p>7.3 Build Kalgoorlie-Boulder's strategic linkages to international markets and investment opportunities.</p>

The following sections provide more detail on the Key Actions and related Initiatives that will drive the future socio-economic development of Kalgoorlie-Boulder. The research and analysis underpinning these Initiatives is summarised in Part Three and further detail is available in a number of specialist consultancy reports.

2.2 PUTTING THE PLAN INTO ACTION

While the Growth Plan is a strategic document, it has a focus on the implementation of practical initiatives in order to achieve the vision and aspirations articulated in Part One. Implementation will only be effective if it is supported by a strong commitment, resources and clear roles and responsibilities.

The role of the Growing Kalgoorlie-Boulder Partnership (GKBP) will be critical in this process. While there are clear responsibilities for many actions and initiatives, others have shared responsibilities, or are reliant upon support from external stakeholders and/or attracting new sources of funding. Some initiatives are well advanced and some are broad concepts, which while consistent with the aspirations and priorities articulated during the planning process, are likely to require further consultation and development with key stakeholders.

The development of the Program of Action outlined in Section 2.3, takes into consideration the statutory and other responsibilities of key agencies such as the City of Kalgoorlie-Boulder (CKB). Many actions impact on the CKB and while the CKB is strongly committed, implementation timeframes must be cognisant of the broader roles, planning cycles and resource constraints of the CKB and other responsible agencies.

Detailed strategy development and high level benefit-cost information has been provided in particular areas of economic opportunity as the foundation for more detailed financial analysis and business case development. In other cases detailed financial information is not available, although some additional high level budget estimates are provided in some specialist reports.

As with the Growth Plan as a whole, the Program of Action is a starting point. It is designed to be a dynamic document that will need to be reviewed and updated on a regular basis. More detailed implementation planning and program level performance measures will be required to be developed over the next 12 months. This has been recognised in the governance structure and Performance Management Framework outlined in Part One.

It is vital that the GKBP continue to build relationships and networks with key public, private and community partners and also continually refresh Growth Plan priorities as new data, new trends and new opportunities arise.

2.3 PROGRAM OF ACTION

The following tables outline 19 Key Actions and 76 related Initiatives, as the basis for the implementation of the Growth Plan. These relate to each of the seven Priority Focus Areas and include an overarching Key Action and three overarching Initiatives, which relate to the establishment of the governance and implementation framework.

The tables provide information on the status of each initiative or group of initiatives, the lead agency (highlighted in bold), other key stakeholders and the anticipated timeframe for implementation. Other information, such as estimated budgets or the outcomes from benefit-cost assessments is provided when available.

The status of each Initiative has been categorised as either:

- **Proposed** – The Initiative is still at a conceptual or pre-feasibility stage and subject to further development with key stakeholders.
- **Active** – There is a commitment to the Initiative and initial planning, advocacy or feasibility work has begun.

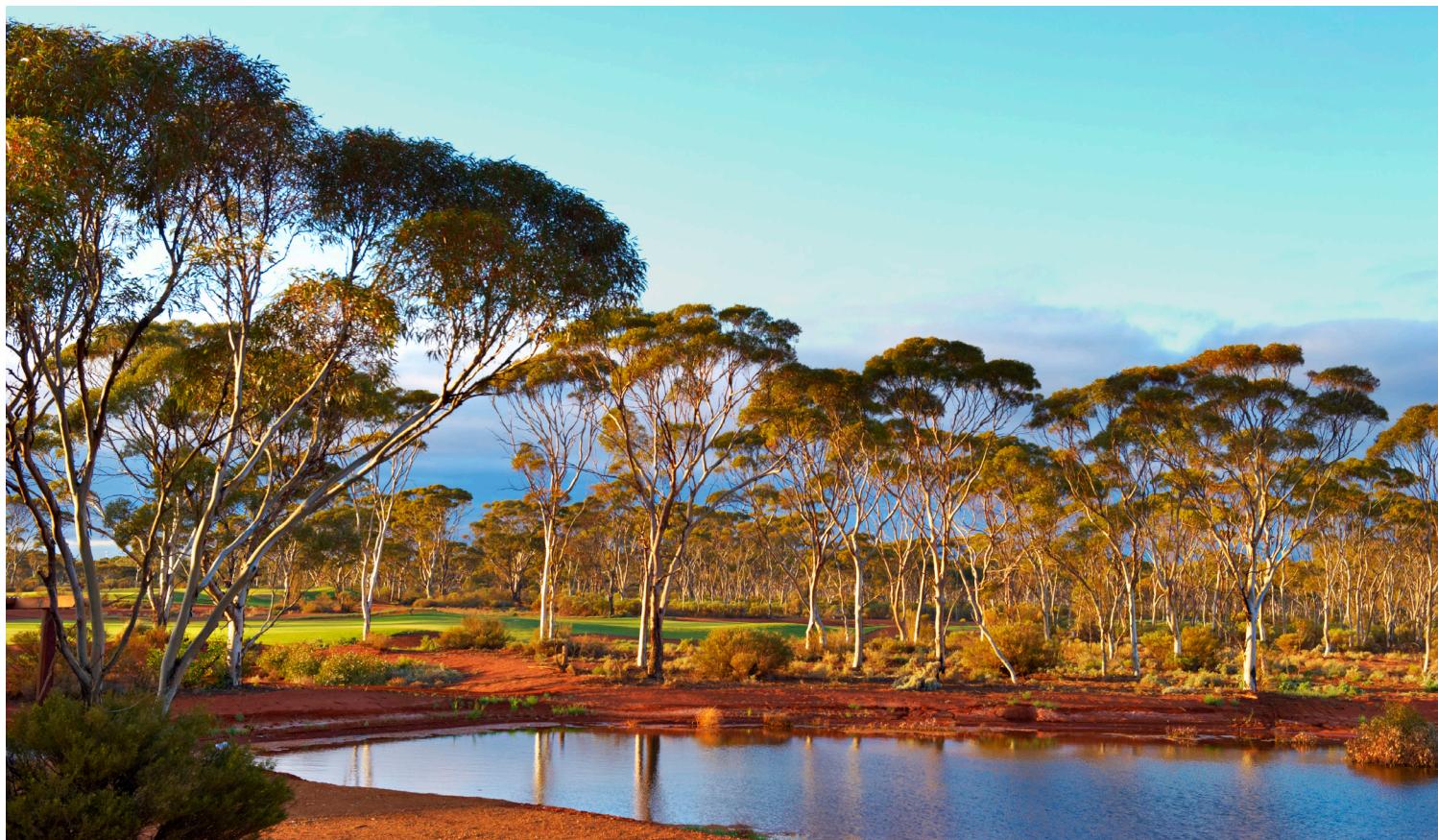
- **Commenced** – The Initiative is being implemented through existing available resources or dedicated funding allocation.
- **Partially Implemented** - Components of the Initiative have been implemented with further work or funding required for completion.

The Key Actions and Initiatives should be read within the context of the Strategic Overview and the background and analysis provided in Parts One and Three respectively.

Delivery Responsibilities

The GKBP will have a key role in driving and coordinating all Key Actions and Initiatives and as such is the key stakeholder. However, where there is an obvious agency or agencies responsible for implementation these have been nominated, with the GKBP nominated where there is no clear lead responsibility.

Further work is required through the governance framework to finalise relevant lead agencies and to negotiate appropriate implementation timeframes. The indicative timeframes for implementation that are provided are based on the current status of the initiative, its relative complexity and the relevant planning and budget cycles of impacted agencies.



SUMMARY OF ACRONYMS

ABS	Australian Bureau of Statistics
AEDS	Aboriginal Economic Development Strategy
AGO	Australia's Golden Outback
AusTrade	Australian Trade and Investment Commission
AWDC	Aboriginal Workforce Development Centre
BCA	Benefit Cost Assessment
BCR	Benefit Cost Ratio
CKB	City of Kalgoorlie-Boulder
CME	The Chamber of Minerals and Energy
CRC ORE	Cooperative Research Centre for Optimising Resource Extraction
CRT	Central Regional TAFE
CUSP	Curtin University Sustainable Policy Unit
DAA	Department of Aboriginal Affairs
DCA	Department of Culture and the Arts
DIIS	Department of Industry, Innovation and Science
DMP	Department of Mines and Petroleum
DoE	Department of Education
DoL	Department of Lands
DoP	Department of Planning
DoT	Department of Transport
DoW	Department of Water
DPMC	Department of Prime Minister and Cabinet
DRD	Department of Regional Development
DSD	Department of State Development
DTWD	Department of Training and Workforce Development
ECF	Employment Concentration Factor

EKPS	East Kalgoorlie Primary School
FIFO	Fly-in Fly-out
GAWS	Goldfields and Agricultural Water Supply Scheme
GCSAC	Goldfields Community Services Aboriginal Corporation
GEDC	Goldfields-Esperance Development Commission
GEMIA	Goldfields Education and Mining Industry Alliance
GETEA	Goldfields-Esperance Tertiary Education Alliance
GKBP	Growing Kalgoorlie-Boulder Partnership
GLSC	Goldfields Land and Sea Council
GP	General Practitioner
GPP	Growth Plan Partnership
GRP	Gross Regional Product
GSP	Gross State Product
GTNA	Goldfields Tourism Network Association
GVROC	Goldfields Voluntary Regional Organisation of Councils
KBCCI	Kalgoorlie-Boulder Chamber of Commerce and Industry
KBCHS	Kalgoorlie-Boulder Community High School
KBVC	Kalgoorlie-Boulder Visitors Centre
KCGM	Kalgoorlie Consolidated Gold Mines
KICSTART	Kalgoorlie Innovation Centre for Supporting Technological Advancement, Research and Training
MCA	Multi-Criteria Analysis
MoU	Memorandum of Understanding
MRWA	Main Roads Western Australia
NBN	National Broadband Network
NGO	Non-Governmental Organisation

NPV	Net Present Value
PCG	Project Control Group
PPA	Power Purchase Agreement
QoL	Quality of Life
RAP	Reconciliation Action Plan
RCDP	Regional Centres Development Plan
RDAGE	Regional Development Australia Goldfields Esperance
RfR	Royalties for Regions
RSRU	Regional Services Reform Unit
RUC	Regional Universities Centre
SBDC	Small Business Development Commission
SPS	State Planning Strategy 2050
SWIS	South West Interconnected System
WASM	Western Australia School of Mines

GOVERNANCE AND IMPLEMENTATION FRAMEWORK

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 0.1 - Establish the Growth Plan governance and implementation framework				
0.1.1 Establish the GKBP to oversee and drive the implementation of the Growth Plan. ¹	Active	CKB GEDC	Immediate	
		KBCCI		
		CME		
0.1.2 Establish an officers group from key agencies to progress the governance and implementation requirements and to maintain project momentum.	Active	CKB GEDC	Immediate	
		KBCCI		
		CME		
0.1.3 Establish a sustainable funding model to ensure adequate administrative and policy support for the GKBP.	Proposed	CKB GEDC	0-3 years	1.5 Full Time Equivalent (FTE) estimated at \$150,000 p.a.
		KBCCI		
		CME		

FOCUS AREA ONE – BUILD THE KNOWLEDGE ECONOMY

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information								
ACTION 1.1 - Improve secondary education outcomes												
1.1.1 Expand integrated family-centred service delivery in primary schools based on the East Kalgoorlie Primary School (EKPS) model, and provide additional support programs to assist in the transition from primary to high school.	Active	DoE Non-Government education providers EKPS KBCCI Education Sub-Committee	0-3 years	<p>Well-resourced community support organisations will be required to assist in the achievement of this action.</p> <p>Industry partners may also be approached for school-industry relationships or other support.</p>								
1.1.2 Support the Department of Education (DoE) to implement evidence-based early intervention and alternative learning programs for at-risk high school students or those who have disengaged from education. ² This should include the examination of off-school site educational options.	Active	DoE Non-Government education providers KBCCI Education Sub-Committee CRT DTWD	0-3 years	<p>The following Benefit Cost Assessment (BCA) is based on one additional secondary student becoming reengaged in school and subsequently completing year 12</p> <table> <tr> <td>Total benefits</td> <td>\$73,633</td> </tr> <tr> <td>Total costs</td> <td>\$52,796</td> </tr> <tr> <td>NPV³</td> <td>\$20,837</td> </tr> <tr> <td>BCR⁴</td> <td>1.39</td> </tr> </table> <p>The overall attraction of the Kalgoorlie-Boulder Economic Zone requires broad and considered attention and marketing to attract employees and businesses across all sectors, as well as individuals and families.</p>	Total benefits	\$73,633	Total costs	\$52,796	NPV ³	\$20,837	BCR ⁴	1.39
Total benefits	\$73,633											
Total costs	\$52,796											
NPV ³	\$20,837											
BCR ⁴	1.39											

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
1.1.3 Support the DoE to improve attraction and retention of teachers through: <ul style="list-style-type: none"> • Enhanced professional development opportunities; • Building the capacity of the Kalgoorlie-Boulder Community High School to become an independent public school; and • Advocating for the continuation of housing subsidies and employment incentives that facilitate the attraction and retention of teachers (and other government workers). 	Active	DoE Non-Government education providers KBCCI Education Sub-Committee CKB GEDC	0-5 years	The following BCA is based on one additional secondary student becoming reengaged in school and subsequently completing year 12 Total benefits \$73,633 Total costs \$52,796 NPV ³ \$20,837 BCR ⁴ 1.39 The overall attraction of the Kalgoorlie-Boulder Economic Zone requires broad and considered attention and marketing to attract employees and businesses across all sectors, as well as individuals and families.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
1.1.4 Implement personalised pathways planning for students during and beyond secondary school that integrate learning and employment opportunities across the region.	Active DoE Non-Government education providers KBCCI Education Sub-Committee CRT AWDC DTWD	0-3 years	<p>The following BCA is based on one additional secondary student becoming reengaged in school and subsequently completing year 12</p> <p>Total benefits \$73,633</p> <p>Total costs \$52,796</p> <p>NPV³ \$20,837</p> <p>BCR⁴ 1.39</p>	<p>The overall attraction of the Kalgoorlie-Boulder Economic Zone requires broad and considered attention and marketing to attract employees and businesses across all sectors, as well as individuals and families.</p>

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
1.1.5 Embed the principles of lifelong learning articulated in the ‘Education Charter for Lifelong Learning’, developed by the KBCCI and partners, into the mainstream character of Kalgoorlie-Boulder.	Proposed	GKBP CKB KBCCI GEDC DoE Non-Government education providers	0-3 years	The following BCA is based on one additional secondary student becoming reengaged in school and subsequently completing year 12 Total benefits \$73,633 Total costs \$52,796 NPV ³ \$20,837 BCR ⁴ 1.39 The overall attraction of the Kalgoorlie-Boulder Economic Zone requires broad and considered attention and marketing to attract employees and businesses across all sectors, as well as individuals and families.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 1.2 - Expand tertiary education and knowledge exports				
<p>1.2.1 Develop the WA School of Mines (WASM) and increase education exports by supporting Curtin University to:</p> <ul style="list-style-type: none"> • Invest in expanded learning facilities; • Develop a public fund to support research, innovation and commercialisation; • Progress a proposal, in cooperation with the Commonwealth's Cooperative Research Centres Program, to establish a research and innovation hub for the gold industry; • Actively recruit world-leading academic staff; • Develop a focused international marketing plan; • Build global partnerships, including with the Colorado School of Mines; and • Encourage and expand local partnerships with education providers and industry. 	Active	Curtin University / WASM GEDC CKB CRT KBCCI Education Sub-Committee CME AusIMM Other education providers GEMIA	0-3 years	<p>Capital upgrades estimated at \$35 million - \$40 million.</p> <p>Estimated \$50 million research fund to be sourced from industry and government over ten years.</p> <p>WASM marketing costs over seven years estimated at \$7 million.</p> <p>Kalgoorlie-Boulder Economic Zone attraction and retention marketing.</p>

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information										
1.2.2 Broaden the availability of tertiary courses through:	Proposed	GKBP GEDC Curtin University / WASM CKB CRT KBCCI Education Sub-Committee GETEA	0-3 years	<p>⁵Total benefits: \$206 million</p> <p>Total costs: \$96 million⁶</p> <p>NPV: \$103 - \$111 million</p> <p>BCR: 1.99 - 2.16</p>										
1.2.3 Establish a Specialised Centre of Excellence in Hard Rock Processing and Engineering Training in Kalgoorlie-Boulder through CRT in collaboration with key government, educational and industry stakeholders.	Active	CRT DTWD KBCCI Education Sub-Committee Curtin University / WASM GEDC CKB GETEA Mining industry DoE	0-3 years	<p>⁷Estimated Cost (including contingencies):</p> <table> <tr> <td>Stage 1a:</td> <td>\$900,000</td> </tr> <tr> <td>Stage 1b:</td> <td>\$537,500</td> </tr> <tr> <td>Stage 2:</td> <td>\$375,000</td> </tr> <tr> <td>Stage 3:</td> <td>\$1,687,500</td> </tr> <tr> <td>Total:</td> <td>\$3,499,500</td> </tr> </table> <p>Proposed financial partnership between CRT and DTWD.</p>	Stage 1a:	\$900,000	Stage 1b:	\$537,500	Stage 2:	\$375,000	Stage 3:	\$1,687,500	Total:	\$3,499,500
Stage 1a:	\$900,000													
Stage 1b:	\$537,500													
Stage 2:	\$375,000													
Stage 3:	\$1,687,500													
Total:	\$3,499,500													

FOCUS AREA TWO – PROVIDE ENERGY SOLUTIONS

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 2.1 – Address current and future energy requirements while stimulating economic and productivity benefits				
2.1.1 Increase the capacity and reliability of the energy transmission and distribution network.	Active	GKBP CKB GEDC Western Power Synergy	0-3 years	<p>⁸Total benefits: \$170 million</p> <p>Total costs: \$181 million</p> <p>NPV: \$11 million</p> <p>BCR: 0.94</p> <p>These results are sensitive to changes in the financial parameters, with the BCA increasing to 1.12 if the capital costs reduce to \$113 million or 1.1 if the Power Purchase Agreement (PPA) is increased to \$84 per Megawatt hour (MWh).</p>

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
2.1.2 Develop local baseload renewable power generation capability, utilising the region's abundant solar energy.	Proposed	GKBP CKB GEDC Western Power Private industry	3-5 years	<p>⁸Total benefits: \$170 million</p> <p>Total costs: \$181 million</p> <p>NPV: \$11 million</p> <p>BCR: 0.94</p> <p>These results are sensitive to changes in the financial parameters, with the BCA increasing to 1.12 if the capital costs reduce to \$113 million or 1.1 if the PPA is increased to \$84 per MWh.</p>
2.1.3 Progress long-term options to increase energy security and independence, in order to reduce any reliance on the South West Interconnected Network (SWIN).	Proposed	GKBP CKB GEDC Western Power Private industry	5-10 years+	Long term aspiration.

FOCUS AREA THREE – CONNECT KALGOORLIE-BOULDER WITH THE WORLD

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 3.1 – Enhance Kalgoorlie-Boulders’ strategic position as a regional transport and logistics centre				
3.1.1 Develop a pipeline of priority transport projects to enhance freight movement and exports, improve servicing of dispersed settlements and to promote tourism access. Priority projects to be determined based on current economic drivers and relative benefit cost assessments. These may include:	Active	GKBP GEDC ⁹ CKB DoP MRWA	3-5 years	Initiative is to establish a pipeline of prioritised projects rather than implementation of the individual projects, each of which will have specific lead agencies. Cardno’s (2016) <i>Greater Kalgoorlie-Boulder Infrastructure Capacity Assessment</i> provides some very high level cost estimates but more detailed assessment is required.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
3.1.2 Undertake a holistic ‘transpriority’ review of local transport modes in the city to improve transport efficiencies, safety and to explore smart transport opportunities.	Proposed	CKB MRWA	0-3 years	The TransPriority concept – also known as “SmartRoads” is an approach that has been used by VicRoads in Victoria in both metropolitan and regional areas. ¹⁰
3.1.3 Enhance air transport access and affordability by promoting increased competition and marketing of low cost airfares during non-peak times.	Active	GKBP CKB GEDC DoT	3-5 years	
ACTION 3.2 – Develop Kalgoorlie-Boulder as a ‘smart city’ with globally competitive information and communications capability.				
3.2.1 Ensure that the NBN provides universal access to consistent high speed internet throughout Kalgoorlie-Boulder.	Active	CKB NBN KBCCI GEDC	0-3 years	
3.2.2 Facilitate the establishment of the ‘Kalgoorlie Innovation Centre for Supporting Technological Advancement, Research and Training’ (KICSTART) (see also Initiative 7.2.3).	Proposed	CKB GEDC KBCCI Local businesses and social enterprises DIIS RDAGE	0-3 years	Federal funding grants are available through the ‘Incubator Support Initiative’ as part of the Innovation and Science Agenda.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
3.2.3 Provide free Wi-Fi access in central Kalgoorlie and Boulder and consider the provision of additional public access points to facilitate internet access for disadvantaged families.	Proposed	CKB KBCCI	0-3 years	
3.2.4 Attract and develop information and technology training and support businesses to be located in Kalgoorlie-Boulder.	Proposed	GKBP CKB KBCCI GEDC CRTAFE Business Local SBDC	3-5 years	
3.2.5 Explore options to establish Kalgoorlie-Boulder as a digital destination through potential co-investment with NBN or independent private provider to provide alternative and best practice broadband solutions.	Proposed	GKBP CKB GEDC NBN	5-10 years	

FOCUS AREA FOUR – DEVELOP AND PROMOTE TOURISM

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 4.1 – Establish appropriate mechanisms to coordinate and drive local tourism and to promote regional collaboration				
4.1.1 Establish tourism and hospitality as a key outcome area for the GKBP and institute an appropriate overarching governance group to develop, coordinate and promote local tourism. This group is to be responsible for the Growing Kalgoorlie-Boulder Strategic Tourism Plan.	Active	GKBP CKB GEDC KBCCI GTNA KBVC AGO	0-3 years	Possible additional administrative support - \$50,000 (0.5 FTE)
4.1.2 Work with the Goldfields Tourism Network Association and the KBCCI, to enhance informal local tourism industry networking opportunities in order to facilitate collaboration and coordination between industry stakeholders and to optimise opportunities to access broader state, national and international markets.	Active	GKBP GTNA KBCCI GEDC CKB KBVC AGO	0-3 years	KBCCI provides a number of general networking opportunities for local businesses.

Initiatives	ACTION 4.2 – Establish new and improved tourism experiences building on the Growing Kalgoorlie-Boulder Strategic Tourism Plan	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
<p>4.2.1 Further develop Kalgoorlie-Boulder as an event destination, including the establishment of regular music and cultural festivals, business conventions, an annual ‘back to Kalgoorlie’ occasion, a cabaret and burlesque festival, a two-up convention and regular adventure tourism experiences.</p>	<p>GKBP GEDC CKB KBVC GTNA KBCCI Tourism WA AGO RDAGE</p>	<p>0-3 years and ongoing</p>	<p>A number of initiatives are already in planning stages either as government or private sector sponsored projects.</p> <p>Others require further consultation and prioritisation in the context of the Strategic Tourism Plan.</p>		

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
4.2.2 Showcase Kalgoorlie-Boulder's gold mining heritage with improved visibility and promotion through initiatives such as: <ul style="list-style-type: none"> • Improved facilities at the Super Pit – including an interpretive centre and cafe; • Promoting opportunities for gold sight-seeing, prospecting, fossicking and purchase; • Providing a 'wow factor' such as the world's biggest gold nugget, based potentially on a replica of the Normandy Nugget; and • Improved information on the vast mining heritage, in working (hands on) exhibits and trail maps that clearly illustrate the inventiveness of the sector, while protecting unique assets. 	GKBP KCGM CME GEDC CKB KBVC GTNA Tourism WA AGO AusIMM	3-5 years		

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
4.2.3 Take advantage of Kalgoorlie-Boulder's broader tourism potential by supporting the development of quality Aboriginal and cultural tourism, nature-based tourism, sporting tourism, astro-tourism, geo-tourism and adventure tourism products, as outlined in the Strategic Tourism Plan. This may also include promoting regional tourism trails such as:	Active	GKBP GEDC KBVC CKB GTNA Tourism WA AGO KBCCI Business Local DCA	3-5 years	Feasibility studies have previously been undertaken on the establishment of a resort and community facility at the CKB golf course.
4.2.4 Improve tourism related infrastructure to address current unmet needs including signage and welcome points, multi-lingual interpretation, and attracting private sector investment to develop and manage a resort-style accommodation facility. The latter may include:	Active	GKBP GEDC CKB KBVC GTNA Tourism WA AGO KBCCI Business Local		<ul style="list-style-type: none"> Packaging of holiday experiences with major events, golf tours and 'high-end' outback experiences; and Long term examination of options to provide an enhanced gambling experience to promote gold, golf and gambling to the asian market.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
4.2.5 Consider opportunities to improve customer service through coordinated training events, industry networking opportunities and collaboration between tour operators.	Proposed	GKBP KBCCI KBVC GTNA AGO CKB CRT	0-3 years	
4.2.6 Ensuring the ongoing viability and development of existing major tourism sites such as the Hannan's North Tourist Mine, the golf course and the Golden Mile Loopline Railway.	Proposed			

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 4.3 – Improve the marketing and promotion of tourism to Kalgoorlie-Boulder and the Goldfields region in order to increase visitor numbers and establish new tourism markets				
4.3.1 Establish a consistent and marketable brand and marketing strategy for Kalgoorlie-Boulder. This should:	Commenced	GKBP GEDC CKB KBVC GTNA	0-3 years	A draft Brand and Marketing strategy has been developed through the Strategic Tourism Plan.

- Build on the proposed branding and marketing initiatives developed in the Strategic Tourism Plan;
- Identify with regional tourism branding opportunities (e.g. “Drive Yourself Wild”) and promote co-branding and consistency through entry statements and merchandise; and
- Include initiatives to enhance the digital presence of Kalgoorlie-Boulder and the region to expand its reach to international markets.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
4.3.2 Collaborate with national, state and regional stakeholders to establish an integrated state-wide strategy, to increase visitation by international tourists to Kalgoorlie-Boulder.	Proposed	GKBP GEDC CKB KBVC GTNA Tourism WA AGO DSD AusTrade Commercial third parties	3-5 years	

FOCUS AREA FIVE – SUPPORT ABORIGINAL ECONOMIC DEVELOPMENT

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 5.1 – Establish appropriate forums and resources to coordinate and drive Aboriginal economic development				
5.1.1 Work with local Aboriginal organisations, the Department of Aboriginal Affairs, the Department of Prime Minister and Cabinet and the Regional Services Reform Unit, to establish clear responsibility for strategy coordination and implementation under the governance framework provided by the GKBP. Initial priorities include:	Proposed	GKBP Aboriginal community organisations DAA DPMC RSRU CKB GEDC GLSC	0-3 years	\$100,000 (1.0 FTE) for administrative and policy support. (including supporting action 5.1.2)

- Establish a clear terms of reference and monitoring framework;
- Prioritise strategies and actions based on the Growing Kalgoorlie-Boulder Aboriginal Economic Development Strategy;
- Progress priority initiatives as pilot projects in collaboration with key stakeholders; and
- Negotiate recurrent funding for dedicated resources to support Aboriginal economic development.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
5.1.2 Empower Aboriginal people to drive future economic initiatives by establishing a recognised Aboriginal leaders group, building on existing organisational structures such as the Goldfields Land and Sea Council where appropriate. This group to be a key driver of future strategy development, coordination and monitoring.	Proposed	GKBP Aboriginal community organisations DAA DPMC RSRU CKB GEDC GLSC	0-3 years	Refer 5.1.1

Initiatives	ACTION 5.2 – Address Aboriginal social disadvantage and develop positive community relationships as prerequisites to equitable economic participation	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
5.2.1 Prioritise activities, events and funding opportunities that promote Aboriginal culture, contribute to an improved understanding of local Aboriginal history, and which promote reconciliation between Aboriginal and non-Aboriginal people. Key initiatives to include: <ul style="list-style-type: none"> Incentivise the development of Reconciliations Actions Plans (RAPs) by key government, non-government and industry organisations; Ensure all organisations working with Aboriginal people provide quality cultural awareness training; Cooperate with research organisations to support further research and recognition of the Aboriginal culture and history of the Goldfields; and Support opportunities in tourism, creative industries and community events that promote increased understanding, mutual respect and partnerships between Aboriginal and non-Aboriginal people. 	Active	GKBP GLSC Aboriginal organisations CKB GEDC RDAGE Reconciliation Western Australia KBCCI CME	0-3 years and ongoing	In an effort to actively promote reconciliation, the GLSC is currently working with the CKB on RAPs.	

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
5.2.2 Actively support joint ventures between Aboriginal and non-Aboriginal organisations that build capacity, relationships and understanding, as well as promoting increased economic opportunities.	Proposed	GKBP CKB GEDC KBCCI Aboriginal organisations DRD	3-5 years	
5.2.3 Establish a strong local Aboriginal identity and physical cultural presence in Kalgoorlie-Boulder through: <ul style="list-style-type: none"> Promotion of Aboriginal art, culture and language as part of future city revitalisation and marketing; and The development of an Aboriginal cultural interpretive centre as a cultural and community hub, referral centre and community resource. 	Proposed	GKBP CKB GEDC KBCCI Aboriginal organisations DCA DRD DAA	3-5 years	

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
5.2.4 Work with Aboriginal leaders, government and non-government organisations to tackle the significant levels of Aboriginal disadvantage in Kalgoorlie-Boulder through strategic interventions that:	Active	GKBP RSRU DAA and state service providers DRMC Aboriginal community organisations	3-5 years+	<p>While addressing Aboriginal disadvantage is a long term endeavour, immediate actions are required. The State Government's regional service reform agenda provides an opportunity for coordinated and concerted efforts in the short to medium term.</p> <ul style="list-style-type: none"> Are based on a partnership with Aboriginal people and recognise the unique circumstances and needs of individuals and families; Drive service delivery reforms with a focus on equality of outcomes, improved coordination, reduced welfare dependence, harm minimisation, mental health support, prevention and early intervention; and Recognise the economic as well as the social imperative to develop healthy, educated and engaged Aboriginal children and youth.
5.2.5 Provide appropriate facilities and support mechanisms for at risk Aboriginal youth – including the development of a dedicated multi-purpose youth activity centre.	Proposed	CKB DLG&C GEDC DSR	0-3 years	

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
5.2.6 Prioritise the rollout of the Transitional Housing Program to Kalgoorlie-Boulder to promote improved employment, education and home ownership outcomes and to reduce dependence on welfare and social housing.	Proposed	Housing Authority RSSU GEDC CKB Aboriginal organisations	3-5 years	The Transitional Housing Program is currently focused on the Kimberley with a commitment to extend to the Pilbara as part of the State Government's regional services reform agenda. Preliminary discussions with the Housing Authority and the RSSU have indicated in principle support.
5.2.7 Provide support to expand the EKPS 'Family Central' Model of holistic service delivery to improve health, wellbeing and educational outcomes (refer also Initiative 1.1.1).		Refer to Initiative 1.1.1.		ACTION 5.3 – Support Aboriginal employment and business development through the framework provided by the Growing Kalgoorlie-Boulder Aboriginal Economic Development Strategy
5.3.1 Advocate for long term funding and support for local employment and job placement services, such as the Aboriginal Workforce Development Centre (AWDC), with a strong emphasis on holistic service delivery and linkages with key agencies to address current employment impediments.	Commenced	GKBP AWDC DTWD GEDC KBCCI	0-3 years and ongoing	Business Local

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
5.3.2 Support improved Aboriginal educational outcomes through enhanced linkages between secondary education, vocational training and employment placement programs.	Active	DoE KBCCI Education Sub-Committee CRT AWDC DTWD	1-3 years	Refer also to Initiative 1.1.4.
5.3.3 Consider the establishment of an Aboriginal business professionals network to provide increased peer support, mentoring and leadership.	Proposed	GKBP KBCCI Business Local GEDC CKB Business Local SBDC	3-5 years	

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
5.3.4 Work with the CME and key mining companies, to develop strategies to improve Aboriginal employment and business opportunities in mining and related industries. Initiatives may include:	Proposed	GKBP CME Mining industry DTWD AWDC Aboriginal organisations DCS DoTAG	3-5 years	<ul style="list-style-type: none"> • An examination of successful Aboriginal employment and procurement programs among resource companies in other parts of the state; • Utilising the framework provided by the Minerals Council of Australia Indigenous Economic Development Communiqué; • Collaboration between smaller mining companies to create a critical employment mass and provide increased peer support opportunities; and • Developing innovative policies and programs to address constraints to Aboriginal employment and retention. For example, the provision of pre-employment training, mentor and networking programs, and tackling impediments such as a lack of driver's licences and criminal records for minor offences such as fine default.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
5.3.5 Drive increased Aboriginal employment and business opportunities through the development of meaningful and ambitious RAP targets and by strengthening local procurement and regulatory approval conditions relating to Aboriginal participation.	Proposed GKBP CKB GEDC KBCCI CME	3-5 years	Department of Finance / State Supply Commission	

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
5.3.6 Actively promote Aboriginal business development in areas of opportunity such as creative industries, tourism and natural resource management. Key initiatives include:	Commenced	GKBP KBCCI Business Local SDBC DRD CKB GEDC RDAGE	0-3 years	A number of initiatives are underway or ongoing. However additional support, coordination and impetus is required. DRD's Aboriginal Business Leadership Program to commence in 2016-2017.

FOCUS AREA SIX – DEVELOP THE BUILT ENVIRONMENT AND SENSE OF PLACE

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 6.1 – Ensure adequate enabling infrastructure for Kalgoorlie-Boulder’s future needs and promote the use of sustainable and renewable natural resources				
6.1.1 Work with the Department of Water (DoW) and Water Corporation to explore long term options to reduce dependence on the Goldfields and Agricultural Water Supply Scheme and to provide more sustainable and affordable water supply options.	Proposed	GKBP Water Corporation DoW CKB	5-10 years	Some previous work has been done but at this stage there are no known viable short term alternatives.
6.1.2 Implement the ‘Better Urban Water Management’ Framework via the CKB’s Local Planning Scheme and the development of a local planning policy.	Proposed	CKB Department of Planning DoW Water Corporation	3-5 years	To be considered as part of the review of the Local Planning Scheme.
6.1.3 Progress options for a regional waste hub in cooperation with other local governments in the Goldfields region. Potential initiatives include a regional waste facility, waste minimisation and recycling options; and exploring waste incineration technology as a potential energy source.	Active	CKB Goldfields Voluntary Regional Organisation of Councils Shire of Coolgardie DoE DoH	3-5 years	Memorandum of Understanding signed between the CKB and the Shire of Coolgardie to pursue opportunities.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
6.1.4 Establish a Kalgoorlie-Boulder Housing Working Group to ensure a proactive approach to planning for future housing and accommodation needs and to progress the recommendations of the Growing Kalgoorlie-Boulder Housing Study. Priority considerations include: <ul style="list-style-type: none"> Addressing at risk and transient housing needs; Implementing initiatives to improve housing affordability, reduce dependence on public housing and to encourage increased home ownership; Addressing the growing needs of the ageing population; Reducing the cost of housing through innovative housing co-investment schemes and through modular and alternative housing designs; Ensuring current regulations and policies promote alternative accommodation options and local industry development opportunities; and Increasing residential land supply and encouraging local private developers to participate in the ongoing provision of land. 	Proposal	Housing Authority CKB GEDC Local housing organisations Construction industry LandCorp	0-3 years	In principle agreement with the Housing Authority to lead in liaison with CKB. Consistent with the State Government's Affordable Housing Strategy

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 6.2 – Undertake an enhanced city revitalisation initiative focused on the Kalgoorlie City Centre Precinct and key entry points to the city				
6.2.1	<p>Expand and enhance the Kalgoorlie City Revitalisation Project to include the urban design and place making considerations identified in the Growing Kalgoorlie-Boulder Urban Design and Place Making Review. Key issues include:</p> <ul style="list-style-type: none"> Ensuring meaningful community engagement and collective ownership; Defining and embedding the unique, authentic place qualities of Kalgoorlie-Boulder and the region; Recognising and celebrating the diverse social and cultural demographics; Coordinating entry statement initiatives with thematic links to the region and implementing a consistent wayfinding, signage and movement strategy; Energising public spaces and the city centre through public art, which tells Kalgoorlie-Boulder's unique stories; Encouraging activity and innovation by promoting local performers, developing temporary streetscapes, utilising vacant shop fronts and pop-up retail opportunities; 	CKB Community organisations KBCCI Business Community DRD	3-5 years	\$8 million received from Royalties for Regions (RfR) for initial project scope. Enhanced initiative will require additional funds.

Initiatives	Status Lead Agency(s) and Stakeholders Timeframe Other Information
6.2.1 cont. <ul style="list-style-type: none"> • Establishing a central community hub and information portal to promote information exchange, community collaboration and creative networks (refer also Initiative 3.2.2); and • Undertaking a crime prevention audit to inform future community safety initiatives and environmental design. 	

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 6.3 – Implement best practice community engagement in order to promote a connected, collaborative and empowered local community				
6.3.1 Enhance current community engagement approaches to ensure that future city revitalisation and liveability initiatives, provide a model for all community engagement activities in Kalgoorlie-Boulder. Key considerations to include:	Active	CKB Community organisations KBCCI	0-3 years	CKB has a community engagement strategy that will be updated to reflect community expectations.
<ul style="list-style-type: none"> Ensuring all sectors of the community have the opportunity to be informed and engaged; Adopting a place-based and collaborative approach that deploys local skills and energies and provides for shared ownership of outcomes; Empowering community-led activities; Providing online resources to enable feedback, suggestions and forums to discuss community events and planning matters; and Conducting regular surveys to test people's awareness of services, events and levels of civic engagement. 	Proposed	CKB GEDC KBCCI DRD	0-3 years	<p>\$100,000 per annum.</p> <p>Possible pooled funding from state and local government, and the business community.</p>

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
6.3.3 Improve connections with, and the inclusion of, all new arrivals including migrants and those from culturally and linguistically diverse (CALD) backgrounds. Key initiatives include:	Proposal	CKB Community organisations Kalgoorlie Volunteer Centre KBCCI Office of Multicultural Interests DTWD (Settlement Services) Department of Immigration and Border Protection	0-3 years	\$100,000 estimated for one full time equivalent position.
6.4.1 Review the CKB Social Plan 2011-2015 and Strategic Community Plan to integrate the findings of the Growing Kalgoorlie-Boulder Review of Liveability and Social Services. Key priorities include:	Proposal	CKB GKBP Community organisations State government service providers	3-5 years	ACTION 6.4 – Provide appropriate, accessible services and community facilities to meet the needs of a growing and diverse population • Consider the Quality of Life Indicators Framework as a tool to measure progress towards achieving a more liveable city and as an evidence base to inform future decision making;

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
6.4.1 cont. <ul style="list-style-type: none"> • Undertake an enhanced audit of local community assets, capacities and accessibility to inform future service and facilities planning and improve on-line resources; • Ensure that key services that contribute to health and wellbeing, target the needs of a culturally diverse and ageing population; • Initiatives that promote community inclusion and participation. • Effective engagement of community leaders to build relationships and to enable a whole of community approach to addressing issues and perceptions of safety, crime and anti-social behaviour; • Engage youth to identify and address recreational, entertainment, cultural and support needs that extend beyond sport; and • Develop targeted initiatives to address the most disadvantaged members and sectors of the community, to improve service access and equality of outcomes. 			5-10 years	Shortfall identified through benchmarking and Regional Competitiveness Rankings. ¹¹
6.4.2	Improve access to early childhood diagnostic and multidisciplinary developmental services, to meet the needs of vulnerable children.	Proposal Department of Health Department of Child Protection DoE CKB		

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
6.4.3 Consider implementing integrated service delivery models such as a community resource centre to provide additional and holistic support for vulnerable and disadvantaged individuals and families.	Proposal	CKB Service providers NGOs	5-10 years	Examples include the Victorian Neighbourhood House Initiative and the Dubbo Neighbourhood Centre.
6.4.4 Increase participation in and support for the not-for-profit sector and community volunteerism through initiatives such as networking events, collaborative training opportunities and shared-use facilities, which recognise their vital role in the delivery of services and their contribution to community wellbeing.	Active	CKB Kalgoorlie-Boulder Volunteer Centre KBCCI WACOSS	0-3 years	
6.4.5 Liaise with industry groups, mining companies and labour organisations to promote more family and community friendly work rosters.	Active	GKBP CKB GEDC DTWD CME Industry groups	5-10 years	

FOCUS AREA SEVEN – SUPPORT BUSINESS AND INDUSTRY DEVELOPMENT

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 7.1 – Ensure that policy, planning and regulatory settings enable and encourage sustainable business development				
7.1.1 Build a business-friendly policy and regulatory environment. Key considerations include:	Commenced	CKB KBCCI GEDC DRD CME	0-3 years and ongoing	The CKB has undertaken a major restructure in 2016 with an enhanced focus on economic development, growth and business facilitation. Local representation by the State Government is also important to effect sustained business development in the Kalgoorlie-Boulder Economic Zone.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
7.1.2 Promote innovative business propositions including: <ul style="list-style-type: none"> Home businesses, low cost housing designs, temporary uses of vacant buildings, rent subsidies, pop-up retail opportunities, alfresco dining, retail trading hours, street activities, Shared use facilities; and Regionally based online enterprises. 	Active	CKB KBCCI GEDC	0-3 years	
7.1.3 Establish a clear gateway and agreed protocols for dealing with potential proponents to ensure a consistent and welcoming message from members of the GKBP - including the KBCCI, CKB and the GEDC.	Proposed	GKBP CKB GEDC KBCCI RDAGE	0-3 years	
7.1.4 Collaborate with state and federal government agencies to: <ul style="list-style-type: none"> Address policy and legislative impediments to business and economic growth in Kalgoorlie-Boulder that cannot be resolved at a local level; Explore and implement ongoing incentives to encourage business investment and expansion such as the Exploration Incentive Scheme and the Research and Development Tax Incentive; and Effect local representation for state government departments. 	Active	GKBP CKB GEDC KBCCI CME RDAGE	0-3 years and ongoing	

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
7.1.5 Develop a ‘Kalgoorlie-Boulder Online Marketplace’ to provide a platform to publish project supply opportunities and promote and facilitate communication between project buyers and suppliers.	Proposed	GKBP CKB KBCCI GEDC RDAGE	0-3 years	An initial review of industrial land use and availability was undertaken as part of the Growth Plan.
7.1.6 Ensure an adequate supply of suitable and available land to enable the establishment and expansion of new businesses and strategic industries. Key priorities include:	Active	CKB DOP DMP DoL DSD LandCorp	0-3 years	<ul style="list-style-type: none"> • Work with key state agencies to consider strategic industrial land and local industrial land requirements as part of the review of the CKB Local Planning Scheme; • Work with the Department of State Development and LandCorp to establish clear guidelines for the use of the Mungari Industrial Estate as a primary area for future strategic industrial land uses; and • Establish an interagency working group involving the CKB, LandCorp and the Departments of Mines and Petroleum, Planning and Lands, to identify and enable additional land that can be developed for strategic industrial purposes to facilitate economic diversification, whilst maintaining access to areas of high mineralisation.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
7.1.7 Work with key industries and research organisations in areas of comparative advantage such as mining, manufacturing and education, to explore options for further cluster development in order to promote collaboration, innovation and the development of industry lead sector development strategies.	Active	GKBP GEDC KBCCI RDAGE CME Industry groups	3-5 years	\$100,000 estimated for one FTE. An analysis of key industry clusters was undertaken by Pracsys (refer Part Three).
7.2.1 Promote Kalgoorlie-Boulder's history of innovation and entrepreneurship through a coordinated campaign of positive news stories, marketing materials and industry awards. Highlight through major industry events such as Diggers and Dealers.	Proposal	GKBP KBCCI GEDC RDAGE KBCCI Private sector	0-3 years and ongoing	ACTION 7.2 – Create an environment that stimulates and rewards innovation, collaboration, creativity and entrepreneurship

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
7.2.2 Build on the WA School of Mines, the Goldfields Education Mining Industry Alliance and other science, technology, engineering and maths (STEM) regionally based organisations, to enhance linkages between education, research, local businesses and major industries to: <ul style="list-style-type: none"> • Target research to local commercial needs; • Provide work-integrated learning opportunities; and • To promote innovation and subsequent commercial developments. 	Active	GKBP WASM / Curtin University GEMIA GEDC RDAGE DoE CRT DIIS	3-5 years	WASM and CRT have existing links which will be strengthened and enhanced through proposals discussed above (Initiative 1.2.1).
7.2.3 Facilitate the establishment of an industry led innovation hub in the city that stimulates business start-ups, cross sector collaboration and provides support for emerging businesses and entrepreneurs. (refer also ‘KICSTART’ Initiative 3.2.2). Opportunities exist to build on: <ul style="list-style-type: none"> • Existing local initiatives and creative champions; and • Curtin University’s Growth Ignition Program. 		See Initiative 3.2.2.		Existing private-led incubator models and accelerators such as Spacecubed, Tech-Hub, Pollinators and Unearthed.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
7.2.4 Showcase Kalgoorlie-Boulder's world-renowned expertise in mining and education through positive branding and marketing campaigns that attract research funding, professional skills and expertise. (Refer also Initiative 1.2.1 and 7.3.1).	Commenced	GKBP CKB GEDC RDAGE KBCCI WASM	0-3 years	There are current uncoordinated marketing materials and strategies that have been reviewed as part of the development of the Strategic Tourism Plan. The Plan provides a draft brand and marketing strategy.
7.2.5 Provide a consistent flow of information to local businesses and industry about the many programs, grants and incentives available at a state and national level, through opportunities such as the National Science and Innovation Agenda and the Industry Innovation and Competitiveness Agenda.	Active	GKBP KBCCI GEDC CKB RDAGE DRD	0-3 years and ongoing	
7.2.6 Support the growth of cultural and creative industries as contributors to innovation, economic diversity and liveability. Priorities include: <ul style="list-style-type: none">• Support the implementation of the Goldfields-Esperance Arts and Culture Framework 2016-2021;• Establish a local creative industries advocacy group to work with the Department of Culture and the Arts, Country Arts WA and local stakeholders to develop a specific creative industry growth strategy;	Commenced	GKBP ArtGold Country Arts WA Department of Culture and the Arts CKB GEDC RDAGE Community organisations	0-3 years and ongoing	

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
7.2.6 cont.				<ul style="list-style-type: none"> • Support the further development and resourcing of ArtGold as a regional coordinating hub, in cooperation with local artists, arts and cultural organisations and relevant community groups; and to help grow school and community involvement in the creative industries; • Establish Kalgoorlie-Boulder as a Centre of Excellence in Performing Arts with a focus on youth art, dance, theatre and music; • Highlight Kalgoorlie-Boulder and the regions' creative capabilities through initiatives to revitalise the city centre, grow tourism and promote Aboriginal arts and cultural experiences; and • Engage with youth and diverse community groups to develop new opportunities in performing arts such as comedy and cabaret and to grow other creative industries, such as film, television, information technology and digital media (refer also Initiative 4.2.1).

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
ACTION 7.3 – Build Kalgoorlie-Boulder’s strategic linkages to international markets and investment opportunities				
7.3.1 Establish a positive and consistent city brand, marketing strategy and investment prospectus that highlight future growth opportunities, the benefits of living, learning, working and investing in Kalgoorlie-Boulder, and build business confidence. (Refer also Initiatives 1.2.1 and 7.2.4).	Active	GKBP CKB GEDC RDAGE KBCCI CME	0-3 years	\$40,000 jointly committed from RCDP and CKB for an investment prospectus.

Initiatives		Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
7.3.2	Enhance Kalgoorlie-Boulder's international relationships and strategic position in the global economy.	Proposed	GKBP CKB GEDC RDAGE KBCCI WASM DSD Austrade DRD	0-3 years and ongoing	<p>Key priorities include:</p> <ul style="list-style-type: none"> Build on the extensive networks of Kalgoorlie-Boulder's global exporters and tertiary alumni to market Kalgoorlie-Boulder, promote business opportunities and establish global partnerships; Provide strong, collaborative and adaptive governance to effectively advocate on behalf of the Kalgoorlie-Boulder business community and to broker future investment opportunities; Identify and develop sister city relationships in key international markets such as China, India, Brazil, Russia, Indonesia and North America (e.g. the City of Golden, Colorado); and Negotiate with international air carriers to encourage direct flights to Kalgoorlie-Boulder as part of future investment attraction and tourism development.

Initiatives	Status	Lead Agency(s) and Stakeholders	Timeframe	Other Information
7.3.3 Support emerging and expanding enterprises to access finance. Key priorities include: <ul style="list-style-type: none"> • Maintaining a central data base of potential funding sources, grants, traditional and non-traditional financing options, as well as sources of government support and advice such as Austrade, and the Department of State Development; • Providing financial literacy support and assistance with business cases, financial applications and the development of rigorous benefit-cost assessments; and • Establishing partnerships with investment brokers with specialist skills and networks. 	Proposed	GKBP KBCCI Business Local SBDC CKB GEDC RDAGE DSD Austrade	0-3 years and ongoing	

2.4 SUPPORTING DOCUMENTS

The following documents and consultancy reports provided important input to the Growth Plan. The reports were not endorsed by the GPP and do not necessarily represent the views of the GPP.

1. *Kalgoorlie-Boulder Growth Plan – Economic Analysis (ACIL Allen)*
2. *Kalgoorlie-Boulder Growth Plan – Strategy Development and Economic Projections (ACIL Allen)*
3. *Growing Kalgoorlie-Boulder Stakeholder Engagement Summary (Puzzle Consulting)*
4. *Kalgoorlie Regional Centre Housing Study (RPS)*
5. *Kalgoorlie-Boulder Aboriginal Economic Development Strategy (Keogh Bay)*
6. *Historical Narrative - Aboriginal Peoples- Goldfields, Western Australia (Goldfields Community Services Aboriginal Corporation)*
7. *Kalgoorlie-Boulder Urban Design and Place Making Review (Hames Sharley)*
8. *Growing Kalgoorlie-Boulder Strategic Tourism Plan (Economic Transitions)*
9. *Greater Kalgoorlie-Boulder Infrastructure Capacity Assessment (Cardno)*
10. *Kalgoorlie-Boulder Liveability and Social Services Review (Hames Sharley)*
11. *Kalgoorlie Scenario Planning Report (AEC Group)*
12. *Industrial Land Use and Availability Assessment (Urban design/Pracsys)*
13. *Growing Kalgoorlie-Boulder Partnership Interim Governance Model (Curtin University Sustainable Policy Unit)*
14. *Raw List of Initiatives and Ideas*
15. *Multi-Criteria Analysis – Summary of Assessment Criteria and Weightings*

These documents are available from the City of Kalgoorlie-Boulder (08 9021 9600) or from the Goldfields-Esperance Development Commission (08 9080 5001).

GLOSSARY OF TERMS

Benchmarking	A method for comparing one regional centre against others. Functional benchmarking involves breaking down the indicators of performance of a regional centre, into their component parts.
Benefit Cost Assessment	A tool used to estimate the strengths and weaknesses of a proposal, in order to determine if the benefits outweigh the costs and/or to compare the value of different options. The result is usually expressed as a Net Present Value (NPV) or a Benefit Cost Ratio (BCR).
Benefit Cost Ratio	An indicator used in Benefit Cost Assesment (BCA) to summarises the value for money of a project or proposal.
Business Case	A document designed to convince a prospective investor, either government or private, of the merits of a business proposition, project or initiative.
Clusters	Geographic concentrations of industry or other business activities that relate to each other or work together.
Comparative Advantage	The relative advantage that relates to the ability of an entity to carry out a particular economic activity (specialisation) more efficiently (at lower opportunity cost) than another activity.
Competitive Advantage	The absolute advantage that an entity (jurisdiction or business) has relative to its competitors. This can be reflected in higher market shares through lower prices (e.g. commodities) or product differentiation.
Economic Growth	An increase in the amount of goods and services produced per head of the population over a specified period of time.
Futures Forum	A public event held in May 2016 to engage the Kalgoorlie-Boulder community in the Growth Plan, to hear from keynote speakers and to share ideas about the future of Kalgoorlie-Boulder.
Gross Regional Product	The market value of all final goods and services produced within a specified area in a given period of time.
Human Capital	The skills, knowledge, and experience possessed by an individual or population, viewed in terms of their value or cost to an organisation or country.

Industry Growth Matrix	Provides a visual representation of the competitive positioning of each industry or group of industries at a particular point in time by mapping their relative socio-economic contributions.
Input-Output Analysis	A formal methodology for representing the economy as a matrix of flows between individual industries, households, government and overseas trade. It provides a tool for tracing the flow-on consequences of a change in one industry through the rest of the economy.
Kalgoorlie-Boulder Economic Zone	The focus of economic activity and analysis, which extends beyond artificial boundaries or jurisdictions in order to capture key mine sites and supply networks serviced from the city. Defined as the seven Statistical Area Level 2 (SA2) boundaries that make up the Goldfields sub-region.
Liveability	Refers to the quantitative and qualitative factors that contribute to the quality of life for residents and impacts on residents' and potential residents' decisions on whether or not it is a good place to live, raise children, work, play and retire.
Megatrends	Known as significant global forces that may have far-reaching impacts on business, economies, industries, societies and individuals.
Multi-Criteria Analysis	A decision support tool to evaluate the optimal outcomes of a project, taking into consideration a range of predetermined criteria or variables. MCA establishes preferences between options by reference to an explicit set of identified objectives for which there are measurable criteria.
Net Present Value	The sum of discounted flows of costs and revenues over the life of the project. A Net Present Value of zero indicates that a project is covering costs only and there is no profit or loss.
Opportunity Cost	The cost of production measured as the value of alternative production foregone.
Productivity	Refers to the efficiency with which an activity is done. Usually efficiency is measured in relation to a scarce resource such as labour, but it is equally applicable to measures such as productivity per dollar of capital or per hectare of land.
Program of Action	Sets out what needs to be done to implement a strategy, including responsibilities, timeframes and project management arrangements.

Quality of Life	The standard of health, comfort, and happiness experienced by the community.
Quality of Life Indicator Framework	A framework of indicators, which measure a community's 'vital signs'. Individually, indicators explain and track progress in relation to a particular issue or feature, while collectively, they provide a basis for viewing the larger picture and helping to guide appropriate responses.
Regional Centres	The 11 regional centres identified in the State Planning Strategy 2050 – Albany, Bunbury, Busselton, Broome, Carnarvon, Geraldton, Kalgoorlie-Boulder, Karratha, Kununurra, Mandurah and Port Hedland.
Scenario Planning	A process of comparing and assessing alternative future scenarios and uncertainties, to inform future strategies and maximise the prospects of achieving the desired future.
Socio-Economic Development	The process of social and economic development in a society as measured through means such as GDP, life expectancy, literacy and levels of employment.
Theory of Change	A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out the impacts of an action or initiative and how these lead to desired goals and objectives.
Traded Cluster	Groups of related industries that serve markets beyond which they are located and are therefore highly exposed to external competition.
Value Chain	Refers to the production chain for a product, including the upstream flow of inputs to the production process and the downstream flow of outputs from production.

FOOTNOTES

1. Refer Part One, Section 1.5.
2. More information is available in ACIL Allen (2016) Kalgoorlie-Boulder Growth Plan – Strategy Development and Economic Projections; and Hames Sharley (2016) Kalgoorlie-Boulder Liveability and Social Services Review.
3. Net Present Value.
4. Benefit Cost Ratio.
5. Benefit Cost methodology and assumptions are explained in ACIL Allen (2016) Kalgoorlie-Boulder Growth Plan – Strategy Development and Economic Projections.
6. Includes the WASM upgrade cost above. Additional capital costs of ~\$10M are likely with the RUC option – thus reducing the NPV and BCR.
7. Sourced from CRTAFE.
8. Benefit Cost methodology and assumptions are explained in ACIL Allen (2016) Kalgoorlie-Boulder Growth Plan – Strategy Development and Economic Projections.
9. These projects are generally regionally significant and have close links with the Blueprint.
10. Refer also Cardno (2016) Greater Kalgoorlie-Boulder Infrastructure Capacity Assessment.

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