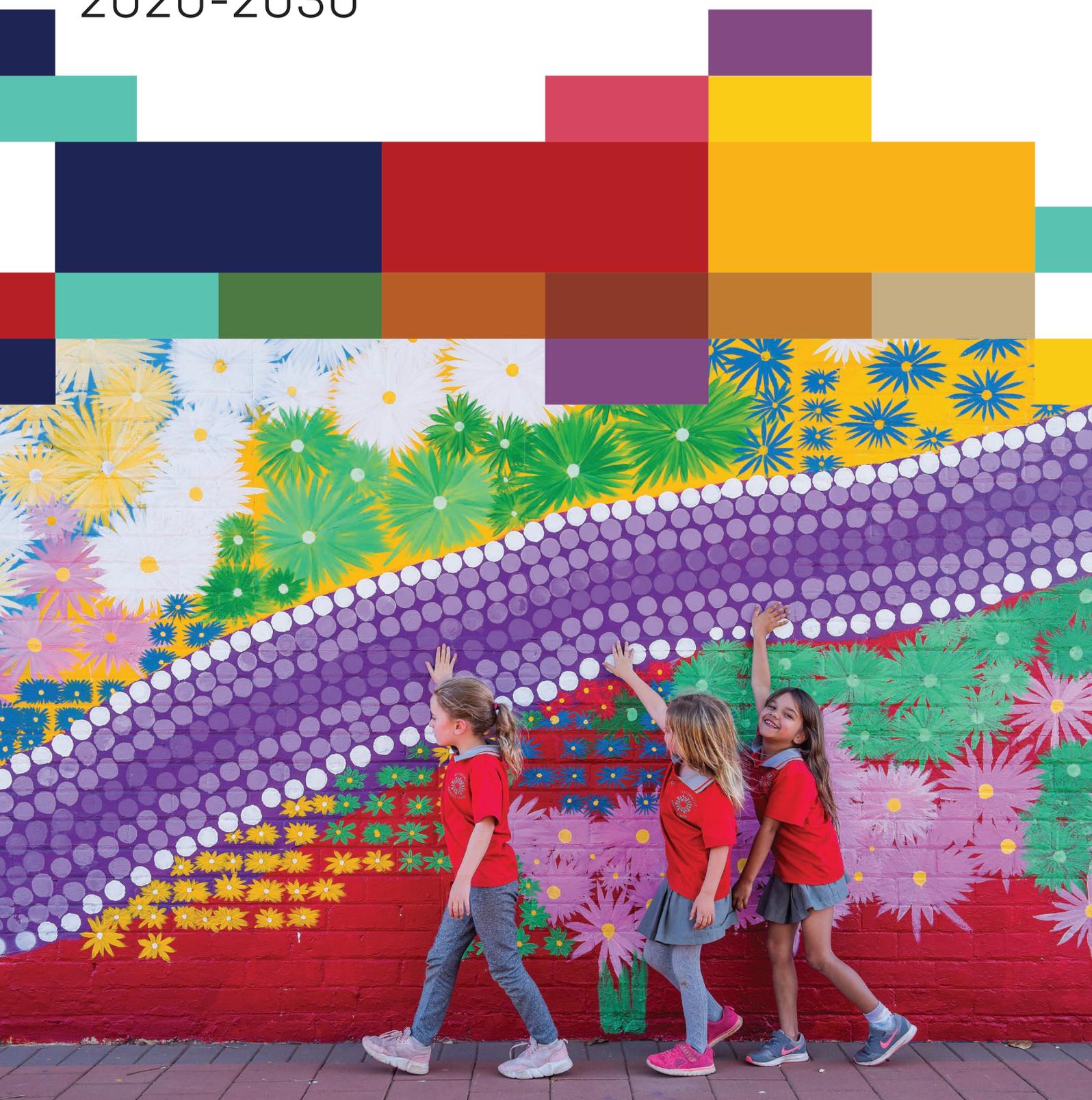




City of  
Kalgoorlie  
Boulder

# Strategic Community Plan

## 2020-2030





## **Acknowledgement of Country**

In releasing the Strategic Community Plan, the City of Kalgoorlie-Boulder acknowledges the Traditional Custodians of this land and pays its respects to its elders past, present and emerging.





# The City of Kalgoorlie-Boulder Strategic Community Plan 2020-2030

Welcome to the City's Strategic Community Plan 2020-2030. Our plan is the thought factory and vision space for the City's future.

The City has been on a transformation journey in the last four years. Strong focus has been placed on establishing a secure financial position to deliver positive cash reserves. Without creating a strong financial foundation, the City would not be able to pursue and deliver on broader economic planning strategies to expand our City as an emerging global region.

In January 2018, we established our strategic statement:

“To guide the growth and enhancement of an integrated and broad economy for the City of Kalgoorlie-Boulder and the wider region by providing outstanding civic leadership, creating a better environment for people to live, work and invest, and by ensuring our own organisation is always financially strong, smart, operationally effective, internally and externally focused and dedicated to delivering measurable results that show we are really making a difference.”

We are investing in our community by pursuing strategies that will future-proof our City, expand and diversify our economy, increase our population, keep our community safe, connect our community and maintain a green and sustainable City.

Community engagement was undertaken in May and June of 2018 by means of a community survey. Results were collated and key responses have been used to formulate this Strategic Community Plan. We have undertaken substantial consultation in the development of our Growth Plan and CBD Economic Plan.

Key themes that have been established based on the Community's priorities for our future are:

- Safe
- Connected
- Sustainable
- Empowered
- Capable
- Futuristic

Further on in our Plan we will expand on these themes and how they will drive the City's future.

So join us on our way forward, to a future with a growing economy, connected community and vast opportunities.



“Our road so far has not come easy, nor has it been without its challenges. By making tough decisions and steering the Council to a position of stronger financial stability we now have the base to pursue some of our broader ideas. These ideas are for the greater benefit of our community, to be one that people want to live, work and invest in for the long-term.”

**Mayor John Bowler**



“At the heart of our focus is the need to improve the liveability of our City and to grow our economy. On the back of the previous hard work to establish a strong financial foundation, we are now in a position to chase the broader strategies and projects that will improve our City for the future. To grow our community, we need to dream big. Now that we have those dreams, it is time to convert them into reality.”

**Chief Executive Officer John Walker**

# Your Council 2019 to 2021



**Mayor  
John Bowler**



**Deputy Mayor  
Lisa Malicky**



**Councillor  
Deborah Botica**



**Councillor  
Laurie Ayers**



**Councillor  
Mandy Reidy**



**Councillor  
Gary Brown**



**Councillor  
Glenn Wilson**



**Councillor  
Pam Townsend**



**Councillor  
Nardia Turner**



**Councillor  
Linden Brownley**



**Councillor  
David Grills**



**Councillor  
Terrence Winner**



**Councillor  
John Matthew**



# Vision



**Kalgoorlie-Boulder will be a city of opportunity and prosperity.**

**It will be a place its diversified people call home.**

**Connected to its community, resilient and smart, it will be futuristic and strategic in its outlook.**

**It will be a city that listens first and then delivers on what it plans and promises.**





## Engaging Our Community

In order to develop our Strategic Community Plan, we have sought the views of as many members of our community as possible.

Between 2016 and 2019, our community was invited to provide ideas and feedback into all aspects of the city through a series of workshops, surveys, questionnaires and focus groups.

This plan incorporates the sentiments of the community and strives to be inclusive whilst balancing diverse views within our community. Maintaining a balance between competing community priorities and limited resources will be a focus for the City of Kalgoorlie Boulder during the life of the plan.





<b>ENGAGEMENT METHOD</b>	<b>PARTICIPATION</b>	<b>STATUS</b>
Growing Kalgoorlie-Boulder Futures Forum	300	Completed May 2016
Kalgoorlie-Boulder Leadership Summit	30	Completed Nov 2016
Supporting Sunday Trading in Kalgoorlie-Boulder	2545	Completed Dec 2018
Kal City Centre Survey	1260	Completed May 2018
Community Perception Survey	691	Completed June 2018
CKB Youth Strategic Action Plan	500	Completed July 2017
Elected Member Workshop (inc Exec Team)	14	Completed May 2019
Submissions on Draft Strategic Community Plan	0	Completed March 2020



# Guiding

## What being committed means to us

*"We are resolute in our **commitment** to delivering favourable outcomes for our community"*

## Questions we ask ourselves

*"How do we **commit** to deliver a favourable outcome for our community?"*

## What being ambitious means to us

*"We are determined to accompany ambition with action in delivering prosperity in our community"*

## Questions we ask ourselves

*"Is this something ambitious that advances the interests of our community?"*



## What having a can-do mentality means to us

*"We will always approach every challenge and task with a '**can-do**' attitude to carry out the wishes of the community"*



# Values



## What being respectful means to us

*"We will be **respectful** and value every voice in our community, whilst acting in good faith by being accountable and transparent in everything we do"*

## Questions we ask ourselves

*"Is this **respectful** of the community and in its best interest?"*

## What being proud means to us

*"We seek to make our community **proud** by realising the aspirations and vision of our people"*

## Questions we ask ourselves

*"Is this something our community can be **proud** of?"*

## Questions we ask ourselves

*"How **can we do** this so the community can benefit?"*



# Understanding the Strategic Community Plan

The City of Kalgoorlie-Boulder Strategic Community Plan outlines the long-term vision, values, aspirations, and objectives of our community over the next ten years.

The plan is part of the integrated planning and reporting framework legislated under the Local Government Act 1995. The framework requires each local government to engage with its community to understand local priorities and aspirations, and subsequently develop a plan for the future.

This Plan takes into account current and expected changes in community demographics, social issues and local, national and global influences.

Development of the Strategic Community Plan was undertaken in 2019 as a result of numerous community workshops and responses to surveys.

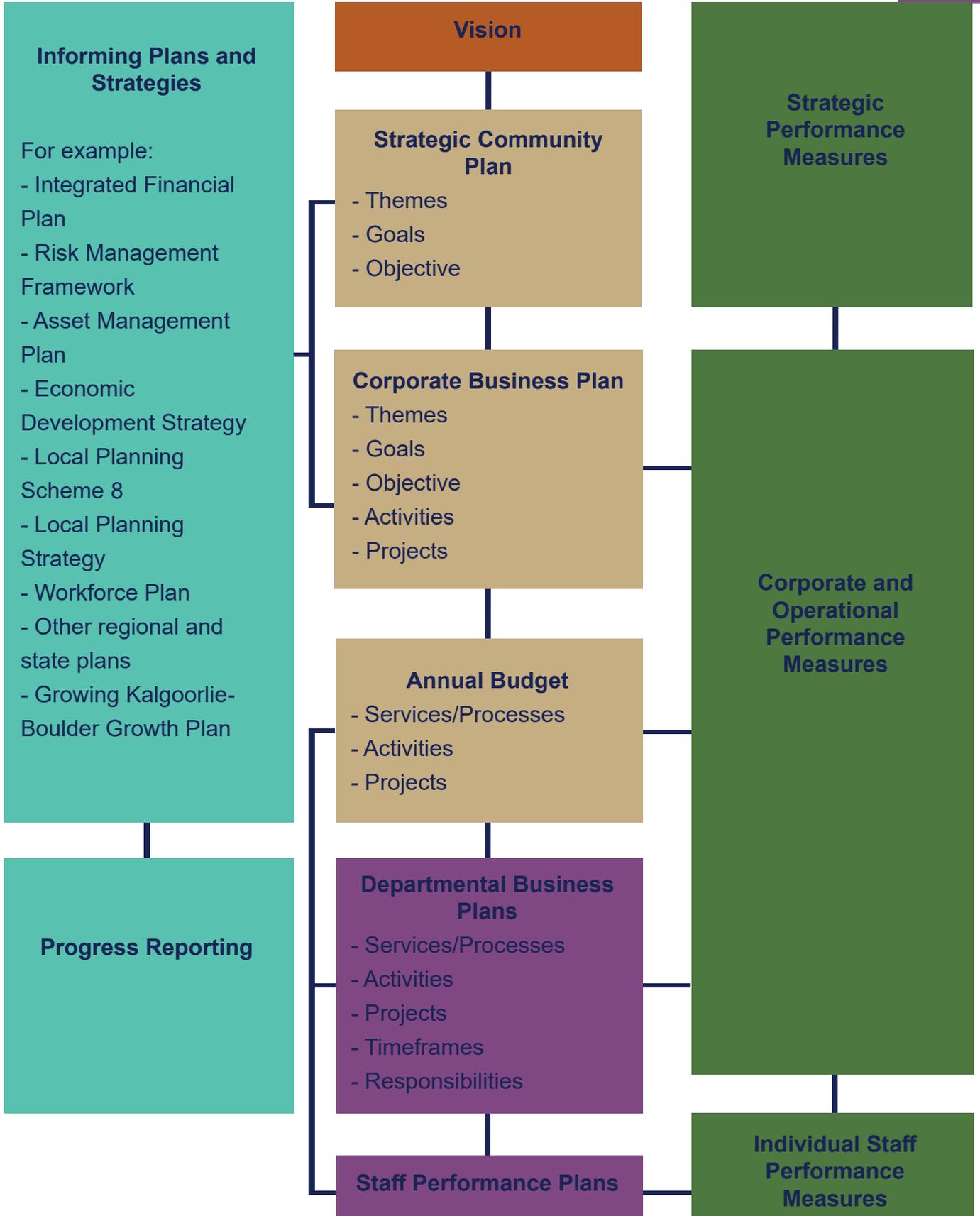
Shared ownership between the City of Kalgoorlie-Boulder and the community creates a shared responsibility for ensuring its success. Implementation will require a partnership between the Council and the community, as well as several key agencies and stakeholders.

The City of Kalgoorlie-Boulder's Strategic Community Plan as part of the Integrated Planning and Reporting Framework, is the primary document and must be reviewed every four years. This is supported by the Long-Term Financial Plan, The Asset Management Plan and the Workforce Plan.

Council's detailed response for progressing the community's objectives is contained in the City's Integrated Financial (Corporate Business) Plan, which is reviewed biennially.



# Our Integrated Planning and Reporting Framework





On Duty? Wearing one of these? Ask about the Blue Light Special #servethosewhoserveus

In the words of JAY-Z  
You're platin' on your phone, I feel bad for you at all.  
I'm takin' 90... ebs but your... ain't none.

We love all furry friends, great and small. But for the comfort of all diners, please keep paws and tails outside the doors.

COME A MEMBER  
2 GET THE APP  
REWARDLE

kb  
kb MAP  
INK

# City of Kalgoorlie-Boulder Profile

The City of Kalgoorlie-Boulder was formed in 1989 after it was decided that the two local governments of the Town of Kalgoorlie and the Shire of Boulder were to amalgamate.

The City of Kalgoorlie-Boulder is located in the heart of the Goldfields-Esperance Region of Western Australia approximately 600 kilometers northeast of Perth. As the heart of the Goldfields, Kalgoorlie-Boulder is the strategic link between the east-west and north-south infrastructure corridors. The Great Western Woodlands surround the City, which is considered the largest intact temperate woodland remaining in the world.

Kalgoorlie-Boulder is renowned for its beautiful turn-of-the-century architecture and character buildings. The City has its own unique heritage, stemming from the gold rush of the 1890s, which generated a population boom for the fledgling state of Western Australia. Kalgoorlie-Boulder played an instrumental part in the federation of Australia and is home to the richest square mile of gold in the world.

The City includes the suburbs of Kalgoorlie, Boulder, Hannans, Karlkurla, Lamington, Piccadilly, Williamstown, South Kalgoorlie, Somerville, West Kalgoorlie, Victory Heights, Broadwood, and South Boulder. These suburbs support a resident population of approximately 30,000 people, with various recreational, entertainment, retail and community facilities available.



# City of Kalgoorlie-Boulder



## ECONOMIC ZONE

### TOP EMPLOYING INDUSTRIES

MINING • CONSTRUCTION •  
MANUFACTURING • HEALTH CARE  
RETAIL • EDUCATION & TRAINING

### TOP COMMODITIES

GOLD • NICKEL AND COBALT •  
MAJOR LITHIUM DEPOSITS

### MEDIAN HOUSEHOLD INCOME



**\$2,080** PER WEEK

TOTAL MINES OPERATING  
IN ECONOMIC ZONE **108**



**697**

MINES UNDER  
CONSIDERATION  
OR POSSIBLE

VALUE OF  
MINERALS IN 2018

**\$2.2B**



## LIFESTYLE

### POPULATION

FROM **48** **73%**  
COUNTRIES FAMILIES



**25°** AVERAGE  
TEMPERATURE



**140**

SPORTING ORGANISATIONS



**13**

ARTS AND CULTURE  
ORGANISATIONS



## EDUCATION

WESTERN AUSTRALIAN  
SCHOOL OF MINES



**RANKED #2**

**IN THE WORLD** FOR MINERALS  
AND MINING ENGINEERING

### FUNDED MINING INNOVATION HUB

**70** NATIONALLY  
RECOGNISED  
TAFE COURSES

**15**  
SCHOOLS



11 PUBLIC  
4 PRIVATE

**90%** AVG HIGH SCHOOL  
COMPLETION RATE



# Snapshot



## PROPERTY

**\$320K**   
MEDIAN HOUSE PRICE

MEDIAN WEEKLY RENT

**17%**  **34%**  
LESS THAN PERTH LESS THAN SYDNEY



**167ha**

COMMERCIAL AND OFFICE LAND

**370ha**

PROPOSED NEW INDUSTRIAL LAND



## CONNECTED

**1hr** DAILY FLIGHTS TO PERTH

**3hr** FLIGHT TO MELBOURNE 



DAILY PASSENGER TRAIN TO PERTH



## TOURISM

**283K**

VISITORS PER YEAR



CONTRIBUTES **\$157Mpa**



## ECONOMY

ECONOMIC GROWTH **3.1% pa**

**34%** JOBS GROWTH BY 2030

**30%** POPULATION GROWTH BY 2030

### COST OF LIVING

KALGOORLIE 2.7%  SYDNEY

KALGOORLIE 0.8%  PERTH

**9.1%**  NUMBER OF BUSINESSES WITH TURNOVER >\$2M

GROSS REGIONAL PRODUCT **\$3.5B**

**\$3.3B** VALUE ADDED TO ECONOMY



***“Cheaper flights to Perth that a family could afford.”***



***“The cityscape in Kalgoorlie. More green spaces with seating where families can sit and enjoy the day.”***



***“Punch above our weight; change our mindset and be positive about ourselves, we’re a city! Not a rural town. We’re the gateway to the west, focus on our strengths.”***

***“Why don’t we aim to be the most liveable outback city in the world? Where young people can afford a house, build a business and enjoy a great lifestyle.”***



***“Water; investment in water to increase our liveability and increase productivity of our land.”***

***“Retailers, access to more of a variety of affordable products.”***

***“Expand our culture beyond mining - anything can be done here. More innovation days like this to keep great ideas flowing.”***



# What Our Community Wants

*“Continue to work with stakeholders to reduce anti-social behaviour that makes people feel unsafe on the streets and in their homes.”*

*“Greater tourism focus to sell what we have.”*

*“Attracting investment to the City to improve the population and therefore increase the City's long term viability.”*



*“Look at how we can grow education and research as an industry.”*



*“Better utility services through innovation and technology.”*



*“Getting the positive message out about how great Kalgoorlie Boulder is, and work collaboratively with other organisations in town.”*



# Aspirational

## Land & Buildings

- Acquire additional commercial properties in the Kalgoorlie CBD
- Relocate the City's Administration to the Kalgoorlie city centre
- Restore Kalgoorlie Town Hall as civic meeting space
- Dispose of commercial land surplus to requirements
- Restore fabric of Endowment Block, including facades
- Complete the Kalgoorlie Golf Course resort development
- Ensure Boulder Court House is transferred to public ownership
- Acquire Building assets for activation and create linkages between CBD zones (Kal City Centre Project)



## Civic Infrastructure

- Deliver CBD transformation project
- Repare all of Hannan and Burt Streets
- Engage with Western Power to improve street lighting in Kalgoorlie-Boulder
- New and significant town entry statements to be built
- Deliver better facilities for elected members
- Deliver water and sewerage plans as agreed
- Review Airport Master Plan
- Redevelop Airport terminal
- Improve park lighting
- Finalise review of future for Cruickshank Sports Arena
- Adhere to Asset Management Plans to maintain all civic infrastructure
- Relocate library to CBD and review existing buildings



## Economic Initiatives

- Continue to deliver on Growth Plan initiatives
- Increase population of the City with 3% p.a target
- Increase child care places
- Deliver 5G

# Projects



## Recreation Facilities

- Build 25 metre outdoor swimming pool
- Revamp of Goldfields Oasis facility
- Resolve basketball and netball court issues through partnership
- Sports ground lighting review
- Home for Little Athletics to be decided
- Kalgoorlie Beach built
- Review plans for divesting small and unwanted parks



## Tourism outcomes

- Relocate Visitors Centre from Town Hall to purpose built facility elsewhere
- Identify and build new tourism assets
- Review feasibility of relocating Hannans North Tourist Mine to Boulder Loopline Park
- Increase tourism numbers
- Refocus Boulder Tourism hub

## Arts & Culture

- Remodel or build purpose designed Arts and Cultural Centre
- Develop Indigenous Cultural Centre
- Relocate more display material to Boulder Town Hall
- Complete War Museum outdoor development

## Planning

- Rezone parts of CBD to encourage residential or mixed use to support retail
- Support development of current Target site
- Façade restoration project on Hannan Street in conjunction with owners
- Bringing residential land to market



# Aspirational Projects



## Environmental outcomes

- Alternative energy production review
- Food hub at Airport site
- Tree planting program, flower beautifications, Boulder underpass terracing and planting
- Ensure protection of our heritage
- Tip shops or Reuse Centres

## Social outcomes

- Eliminate street vagrancy and improve safety
- Review of Ninga Mia/ Boulder Camp and attitudes to wet camps
- Reconciliation Park to be built
- Reduced vandalism on public assets
- Better connection to Indigenous people and their culture
- Improved education opportunities for all youth
- Measure people's feelings of safety
- Provide increased child care
- Implement Reconciliation Action Plan



## Public Policy

- Develop plan to fight FIFO
- Maintain branding and marketing initiatives
- Lobby for improved cemetery facilities
- Improve local labor markets
- Review Council's involvement in funding community activities, events and creative industry



**GOLD CAPITAL OF AUSTRALIA**

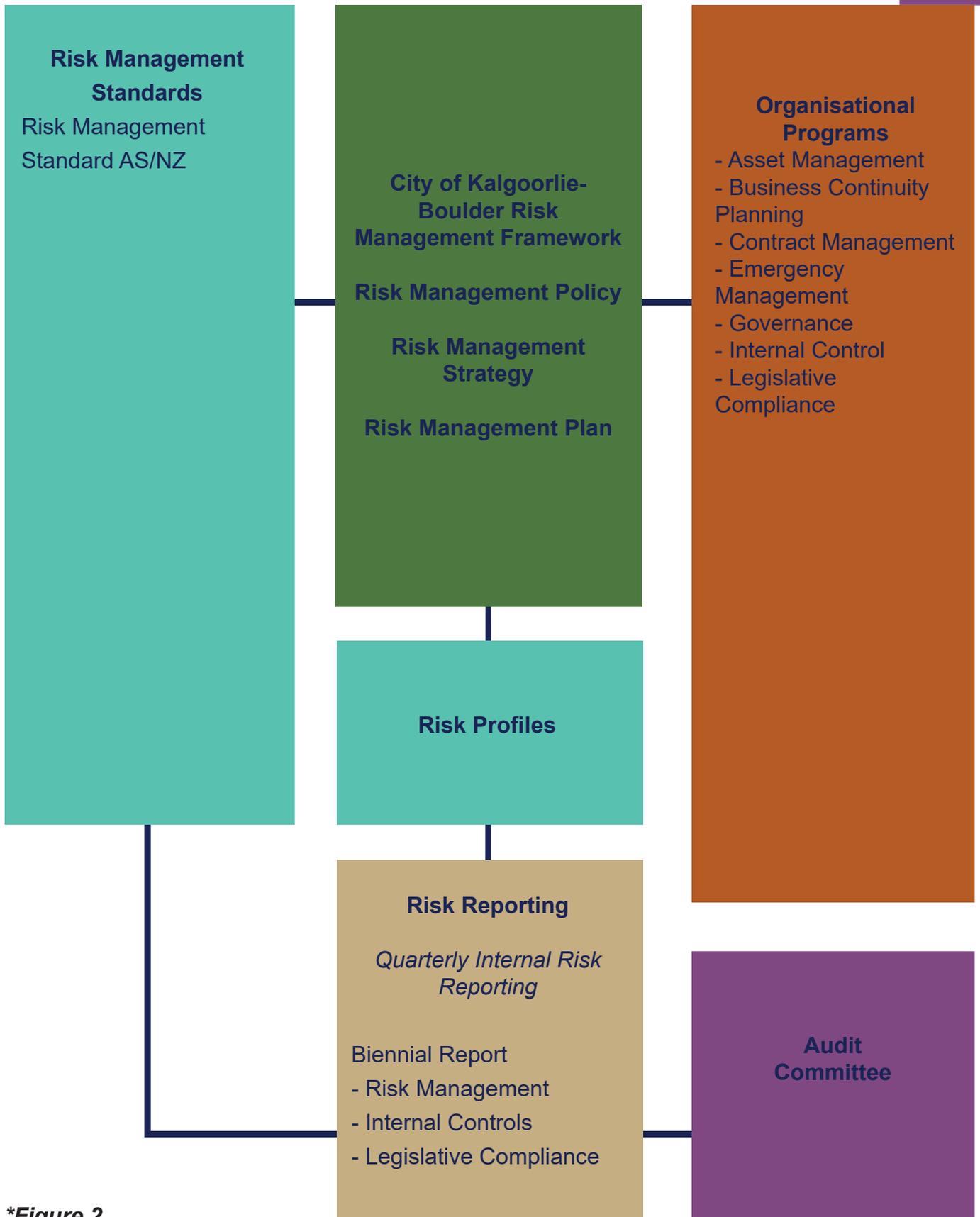
# Risk Management

The City's Risk Management Framework creates the environment in which the City's risk management processes operate enabling us to be better informed, more decisive and move with increased confidence to the achievement of our Strategic Community and Corporate Business Plans

The framework, as shown in figure 2, sets out how we assess our exposure to risk, as well as the administrative, human and financial resources required to manage our risks while meeting our objectives.

The Asset Management Plans guide the effective and sustainable management of the City's assets including roads, buildings, parks and infrastructure. The effective management of assets is crucial to the sustainable delivery of City services. These Plans prioritise the maintenance, renewal and replacement of existing assets and the acquisition of new assets.





**\*Figure 2**



## **OUR TOP 10 KEY AREAS OF PRIORITY To Deliver a Better Kalgoorlie-Boulder**

### **Image and Branding**

A key focus for the City is to increase the population from 30,000 to 40,000 by 2030 through improving the City's image and branding. The City commenced the #DigaLittleDeeper campaign to showcase the real Kalgoorlie-Boulder. We will continue to build a strong regional brand and reposition Kalgoorlie-Boulder as a modern, dynamic and sophisticated regional centre – the ideal location to live, work and invest.

### **Kal City Centre Economic Transformation**

Kalgoorlie's City Centre will undergo a radical transformation and revitalisation that will inspire investment, attractions and experiences in the historic heart of the City. Community feedback has been used to inform design work to deliver a City Centre that will have more shade and trees, open laneways with business opportunities in boutique hospitality and retail, alfresco dining and a water feature in St Barbara's square.

### **Diversified Economy**

The City is continuing to focus on diversifying the region's economy beyond mining by prioritising growth in the City's tourism economy and other creative industries. We will drive the prospect of tourism and creative industry growth and evolve viable opportunities through governance, associations, asset management, funding, investment attraction and development of tourism strategy.

### **Community Engagement**

Kalgoorlie-Boulder is a great place to live, work and raise a family, as we are an active community who values participation. We always continue to encourage community engagement in decision-making. Perfecting this will be an ongoing process.

### **Recreation Hubs**

Creating a sustainable sport, recreation, leisure and wellness hub that enhances liveability, tourism and economic development opportunities. With possibilities including a show court and an outdoor pool or beach, creating a recreational community facility that we can all be proud of.

## Connectivity

Kalgoorlie-Boulder is a modern, thriving regional city, internationally connected trade hub. The City will continue to pursue initiatives for the community to have access to the latest technology with fast and reliable connections. Being connected is more than just the internet, for our regional City it means continuing to deliver infrastructure improvement to ease travel within the City and beyond. Better connectivity leads to increased liveability and connectedness to each other and the rest of the world.

## Renewable Energy

Taking advantage of the abundant sun in Kalgoorlie-Boulder to safeguard a renewable energy precinct by enabling reliable and affordable green energy. With significant available land, geologically suited environment, favourable climate and high industry electricity demand, Kalgoorlie-Boulder provides ideal conditions for the implementation of renewable and alternative energy products.

## Sustainable Practice

Keeping Kalgoorlie green is the City's main mission and having available water to service all of the parks and gardens within the City is essential. Capturing and supplying enough water to sustain and grow Kalgoorlie-Boulder's population, the business community and mining industry has been an ongoing challenge since the City was founded in 1893. Our continued investments in recycled and wastewater treatment, providing the City with a sustainable supply of water requires innovation, long-term planning and investment in critical infrastructure.

## Arts and Culture

Kalgoorlie-Boulder's identity as a region is best encapsulated through cultural, arts and heritage learning. The City has a vibrant history and local creative scene which needs to be nurtured. This plan seeks to support and add value to an Arts and Cultural Plan for the City, which will recognise and celebrate the social, cultural and economic impact of the creative sector to the City. This plan supports inclusion, capacity building, cultural infrastructure, celebration and support for the City's unique and vibrant Aboriginal arts industry.

## Airport Masterplan

The Airport Masterplan has been developed to continue to keep the airport precinct relevant and sustainable with a diversified portfolio of uses that complement aviation growth. Complete with a solar farm and food-bowl opportunities, the City's Airport Masterplan has identified a range of exciting new development opportunities for Kalgoorlie-Boulder's busy airport.



## OUR RESPONSE

### Overview of Community Themes, Goals and Objectives

#### Safe

We will be safe and free from harm and crime.

Delivering a safe and activated community that can be used day and night.

Safe, reliable and efficient public transport and road networks.

Supporting families and youth.

#### Sustainable

A green ecologically sustainable City for current and future generations.

Implementing sustainable practices such as ensuring responsible use of water and other resources.

Educating the community on the value and importance of natural areas and biodiversity, and encourage community involvement in caring for our natural environment.

Our unique natural environment is maintained, enhanced and connected.

Establishing appropriate forums and resources to coordinate and drive Aboriginal economic development.

Advocating for the provision of land use.

Opportunities for commercial and industrial land.

#### Connected

We will be connected to our history, culture and community.

Providing public spaces that facilitates a diverse range of activities and strengthens social bonds within the community.

Culture, heritage, and place are valued, shared, and celebrated.

Document and celebrate the contributions of Aboriginal people in the development of Kalgoorlie-Boulder.

Delivering the community better connectivity with the rest of Australia and the world.

#### Empowered

We continue to believe in the principles of representational democracy and are enabled to make decisions about our lives. Considered decision making based on collaborative, transparent and accountable leadership.

Providing opportunities for genuine engagement with the community to inform the Council's decision-making.

Utilising diverse points of view to inform decision making and actions taken for the City.

#### Futuristic

We plan for the future proofing of our City by being a thinking and innovative society. A thriving, diverse and resilient economy built on educational excellence and research.

Facilitating research into innovation and entrepreneurial activities to drive jobs, growth and economic diversification. Building Kalgoorlie-Boulder's strategic linkages to international markets and investment opportunities.

#### Capable

We will have the resources to contribute to our community and economy.

Promoting and supporting local tourism opportunities including facilitating tourism infrastructure and services.

Combating Fly-In Fly-out (FIFO) and targeting residential population growth of 3% per annum.

Continuing to undertake the appropriate risk management and assessment strategies.

Exploring funding sources and revenue streams.



## We will be connected to our history, culture and community

### Where do we want to be?

**Providing public spaces that facilitates a diverse range of activities and strengthens social bonds within the community.**

**Culture, heritage, and place are valued, shared, and celebrated.**

**Document and celebrate the contributions of Aboriginal people in the development of Kalgoorlie-Boulder.**

**Delivering the community better connectivity with the rest of Australia and the world.**

### How will we get there?

Providing quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs.

Revamping the Goldfields Oasis Facilities including the option for an outdoor pool or developing a Kalgoorlie Beach concept.

Investing in sporting and after school recreational activities for the youth of Kalgoorlie-Boulder.

Revamping the Golf Course.

Celebrating Kalgoorlie-Boulder's identity by sharing local stories, both historical and contemporary, through arts and cultural programs.

Refurbishing heritage buildings in the City.

Celebrating the City's rich diversity and multiculturalism through hosting events.

Promoting the arts and culture sector by integrating public arts into the City's Centre, as well as capacity building opportunities for artists in the region.

Access for and inclusion of Aboriginal people in City events and programming.

Developing Indigenous Cultural centre to highlight the contributions of Indigenous Australians in the cultural landscape.

Promoting the achievements of past and present Aboriginal people in the region through the City's art and culture, events, programs and public art initiatives.

Delivering improved technology infrastructure.

Exploring the latest technology offerings to improve connectivity.

Ease of travel within the City and to other regional centres and cities.

### What can you do to help?

- Use public parks
- Join recreation clubs and social groups
- Attend local festivals and events
- Become a volunteer
- Attend Council meetings
- Sign up to the City of Kalgoorlie-Boulder e-newsletter
- Participate in community engagement activities

### How will we measure it?

- Biennial Community Perception Survey
- Participation rates in sporting and recreation activities
- Snap Send Solve
- Participation rates in Arts and Cultural Activities
- Number of community groups, sporting groups and parks
- Number of initiatives pursued by the City e.g. submissions

### Source

- Community Perception Survey
- Reconciliation Action Plan
- Community Engagement Policy



# SUSTAINABLE

## A green ecologically sustainable City for current and future generations

### Where do we want to be?

Educating the community on the value and importance of natural areas and biodiversity, encourage community involvement in caring for our natural environment.

Implementing sustainable practices such as ensuring responsible use of water and other resources.

Advocating for the provision of land use opportunities for commercial and industrial land.

Establishing appropriate forums and resources to coordinate and drive Aboriginal economic development.

Our unique natural environment is maintained, enhanced and connected.

### How will we get there?

Upgrading sewerage and recycled water facilities, and keeping Kalgoorlie-Boulder green. Efficient use of resources, particularly water and energy, with minimum waste and efficient disposal.

Optimise stormwater capture for beneficial use by industry, institutions and community. Exploring the land surrounding the Airport to develop a Food Bowl and a solar farm.

Removing constraints to land subdivision and development. Acquiring land assets for business and residential developments across the City. Addressing outstanding native title issues on strategic industrial area and land.

Empowering Aboriginal people to drive future economic initiatives. Actively supporting joint ventures between Aboriginal and non-Aboriginal organisations.

Establishing an urban tree strategy aligned to the Clean and Green and Climate Change Resilience Strategy. Continuing to work with Kalgoorlie-Boulder Urban Landcare Group to ensure the existing regeneration zones are maintained and additional areas of native vegetation are restored.

Increasing the community education program to residents on correct recycling habits and highlight the importance of recycling.

Educating the community on the benefits of achieving a 4-6 star energy efficiency.

### What can you do to help?

- Look after the neighbourhood and friends (Neighbourhood Watch)
- Think safe and speak up for safety
- Report any unsafe road conditions
- Use public parks

- Become a volunteer
- Attend Council meetings
- Sign up to the City of Kalgoorlie Boulder e-newsletter
- Participating in community engagement activities

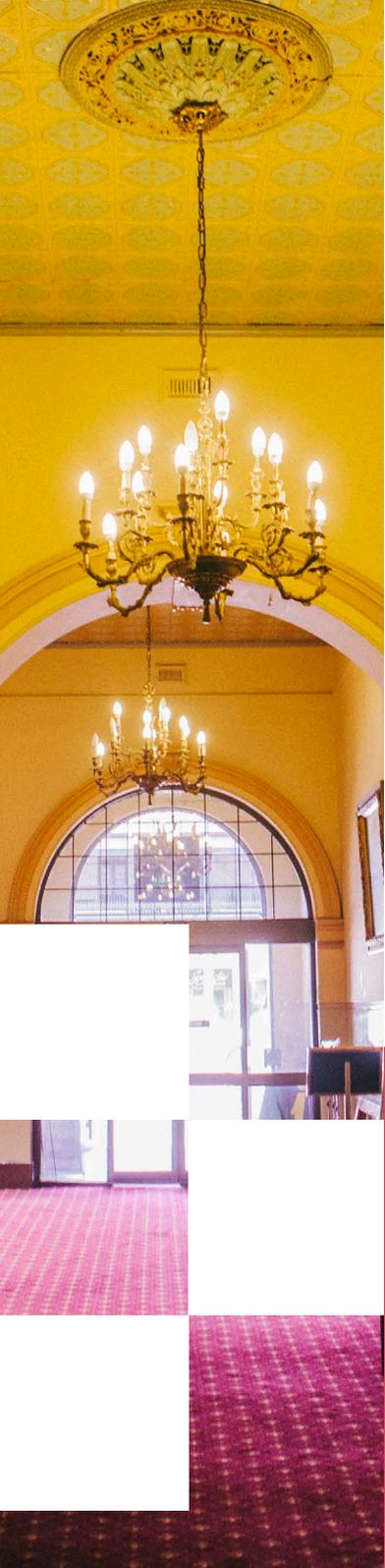
### How will we measure it?

- Delivering a safe and activated community that can be used day and night
- Safe, reliable and efficient public transport and road networks
- Supporting families and youth

### Source

- Community Perception Survey
- Community Engagement Policy
- Youth Strategic Action Plan





**CAPABLE**

**We will have the resources to contribute to our community and economy**

**Where do we want to be?**  
**Promoting and supporting local tourism opportunities including facilitating tourism infrastructure and services.**

**Combating Fly-In Fly-out (FIFO) and targeting residential population growth of 3% per annum.**

**Continuing to undertake the appropriate risk management and assessment strategies.**

**Exploring funding sources and revenue streams.**

**How will we get there?**  
 Partnering with tourism bodies to market the City to a wider audience.  
 Developing a strategic tourism plan.  
 Developing Indigenous tourism initiatives.  
 Delivering a wide variety of tourism activities and opportunities.

Using the findings from the report into the impact of FIFO on the community to lobby mining companies to increase usage of a residential workforce.  
 Improving the perception of liveability and position Kalgoorlie-Boulder as a place to live, work and raise a family.  
 Delivering support to families by investing in Child Care facilities.  
 Exploring another airline to supply flight services to and from Kalgoorlie-Boulder to places like Perth and other regional cities to attract and retain residents.  
 Ensuring regulatory frameworks and policy settings are conducive to investment and deliver beneficial outcomes for the community.  
 Ensuring all City policies are reviewed at least every two years to maintain currency and relevancy to economic opportunities and community expectations.

Collaborating with State and Federal Government agencies to address policy and legislative impediments to business and economic growth in Kalgoorlie-Boulder that cannot be resolved at a local level.  
 Applying for funding and grants that showcase our commitment to community development and growth.

**What can you do to help?**

- Be a local tourist e.g. staycation, bush walking, and four-wheel driving
- Promote our City to all (#DigaLittleDeeper, #seeKB)
- Enroll in a course
- Support local businesses (#ShopLoKaIWA)
- Subscribe to the City of Kalgoorlie Boulder e-newsletter
- Subscribe to City of Kalgoorlie-Boulder E-business newsletter

**How will we measure it?**

- Biennial Community Satisfaction Survey
- Increased Tourism and Population Numbers
- Increasing Gross Regional Product and decreasing the unemployment

- rate
- Number of Indigenous tourism businesses
- Number of submissions to State and Federal governments and value of grant funding received

**Source**

- Community Perception Survey
- Reconciliation Action Plan
- Industry perception of 'red-tape' barriers to investment

## EMPOWERED

### We continue to believe in the principles of representational democracy, and are enabled to make decisions about our lives

#### Where do we want to be?

Considered decision making based on collaborative, transparent and accountable leadership.

#### How will we get there?

Conducting Council business in an open, transparent and accountable manner.  
Providing timely and effective advocacy and leadership on key community issues.  
Establishing collaborative relationships and advocate for local needs with all stakeholders.  
Proactively seeking community feedback especially for projects requiring a significant financial investment.

Providing opportunities for genuine engagement with the community to inform the Council's decision-making.

Engaging with the community and stakeholders through a range of channels including social media, focus groups, and meetings.  
Using Community Perception Surveys to inform decision making for the City.

Utilising diverse points of view to inform decision making and actions taken for the City.

Seeking out diverse points of view to help in the decision making and actions taken for the City.  
Ensuring every voice is valued and listened to.  
Providing platforms for engagement with diverse perspectives, via advisory groups and face-to-face consultation.

#### What can you do to help?

- Speak up on issues that are important via proper channels such as Snap Send Solve, email, phone and face-to-face meetings
- Participate in community engagement activities e.g. surveys
- Attend information sessions
- Keep up to date about what's going on in the area by subscribing to the City of Kalgoorlie Boulder e-newsletter
- Vote in elections
- Talk to the Council and Councillors

#### How will we measure it?

- Biennial Community Perception Survey
- Snap Send Solve
- Community engagement numbers

#### Source

- Community Perception Survey



## FUTURISTIC society

### We plan for the future proofing of our City by being a thinking and innovative

#### Where do we want to be?

**A thriving, diverse and resilient economy built on educational excellence and research.**

**Facilitating research into innovation and entrepreneurial activities to drive jobs growth and economic diversification.**

**Building Kalgoorlie-Boulder's strategic linkages to international markets and investment opportunities.**

#### What can you do to help?

- Enroll in a course
- Support young people in skills development
- Support local businesses (#ShopLoKalWA)

#### How will we measure it?

- Biennial Community Perception Survey
- Educational Outcomes including number of courses available through TAFE and WASM

#### How will we get there?

Expanding tertiary education and knowledge exports.  
Contributing to the development of strategies to increase the WA School of Mines' (WASM) enrolment numbers and increase education export.  
Broadening the availability of tertiary courses.  
Expanding educational opportunities and programs for young people within the City.  
Collaborating with WASM and other relevant Kalgoorlie educational institutions in the planning of select major projects for innovative outcomes and the development of future ambassadors to the region.

Enhancing the appeal to telecommuters, entrepreneurs and creatives.  
Building a business-friendly policy and regulatory environment – removing unnecessary constraints to investment.  
Facilitating the establishment of an innovation hub that helps stimulate start-ups and cross-sector collaboration.  
Providing businesses with a consistent flow of information about programs, grants, and incentives available.  
Promoting current innovators and history of innovation and entrepreneurial spirit in the City.

Developing the appeal of Kalgoorlie-Boulder for international markets and investment opportunities.  
Fostering relationships to facilitate investment and opportunity.

- Promote our City to all (#DigaLittleDeeper)
- Subscribe to City of Kalgoorlie-Boulder E-business newsletter
- Participate in Economy and Growth events

- Number of SME's and startups
- Increasing Gross Regional Product
- Establishing a Sister City relationship
- Participation numbers in Economy and Growth events
- Economic diversification

#### Source

- Community Perception Survey
- Growing Kalgoorlie-Boulder Growth Plan
- Kalgoorlie-Boulder Investment Prospectus

## SAFE

### We will be safe and free from harm and crime

#### Where do we want to be?

**Delivering a safe and activated community that can be used day and night**

**Safe, reliable and efficient public transport and road networks**

**Supporting families and youth**

#### How will we get there?

Working with the police and community interest groups to deliver safer spaces for the community.

Continuing to strengthen the relationship with youth interest groups in the development of intervention programs and recreational activities.

Continuously improve internal policies and protocols around crime prevention through environmental design.

Delivering more attractive streetscapes in streets and parks.

Delivering improved public lighting.

Ensuring safe road networks through effective planning and maintenance.

Implementing technological solutions to improve transport infrastructure and experiences, and encourage mobility innovation.

Planning and delivering accessible local infrastructure improvements for public transport.

Having access to a diverse range of sustainable, affordable and accessible modes of transport and services.

Providing support for families in need.

Providing youth with adequate facilities to foster learning and allow for recreation.

Connecting youth with groups, services, and mentors to build their confidence in education, training, and future skills opportunities.

Continuing to source funding to deliver safe programs and recreation activities for young people.

#### What can you do to help?

- Look after the neighbourhood and friends (Neighbourhood Watch)
- Think safe and speak up for safety
- Report any unsafe road conditions.
- Use public parks

- Become a volunteer
- Attend Council meetings
- Sign up to the City of Kalgoorlie Boulder e-newsletter
- Participate in community engagement activities

#### How will we measure it?

- Delivering a safe and activated community that can be used day and night
- Safe, reliable and efficient public transport and road networks
- Supporting families and youth
- Snap Send Solve

#### Source

- Community Perception Survey
- Community Engagement Policy
- Youth Strategic Action Plan







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*This information is available in alternative formats on request. Please contact The City of Kalgoorlie-Boulder on (08) 9021 9600 for further details.*