



Strategic Community Plan

2015–2025



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Message from the Mayor

It is my pleasure to welcome you to the 2015-2025 Strategic Community Plan; a review of the 2013-2023 Strategic Community Plan.



The review was facilitated by a team of City of Kalgoorlie-Boulder Officers with participation from Elected Members, the community and relevant stakeholders. The plan was reviewed against the future needs of the community and their aspirations for Kalgoorlie-Boulder for the next ten years.

The community, through workshops, surveys and other consultations, developed six themes and corresponding aspirations for the future, including:

- **Community** – Enhance the quality of life and encourage City wide community development opportunities
- **Economy** – Boost opportunities for economic development and tourism
- **Infrastructure** – Enhance the built environment and provide quality infrastructure
- **Environment** – Protect and, where possible, enhance the natural environment
- **Leadership** – Ensure the City maintains strong civic leadership

The Strategic Community Plan 2015 to 2025 guides the City's Corporate Business Plan, Long Term Financial Plan, Workforce Plan and Asset Management Plan and Annual Budget ensuring that the community's needs and aspirations for the future is responded to and actioned by the City of Kalgoorlie-Boulder.

Elected Members and City Officers are dedicated to working with the community to achieve the best possible services and infrastructure to meet the needs of the residents and ratepayers of our city. Kalgoorlie-Boulder is a dynamic regional centre with a proud history and a high quality of life. The Strategic Community Plan has been developed to help us provide the best possible services to foster the growth and vibrancy of the city into the future.

The City will continuously monitor its progress towards the defined activities that aligns with the community's needs and aspirations.

I would like to sincerely thank all the community members, staff and stakeholders who contributed to the Strategic Community Plan 2015 to 2025 and, most importantly, to the future of Kalgoorlie-Boulder as a great place to live, work and play.

Ron Yuryevich AM RFD
Mayor

Our City

Kalgoorlie-Boulder is Australia's largest outback city, located in the eastern Goldfields, approximately 600 km east of Perth. In terms of area, Kalgoorlie-Boulder is the largest local government area in Australia, with a total area of 95,575 km².



Its central inland location, as the heart of the Goldfields, makes Kalgoorlie-Boulder the strategic link between the east-west and north-south infrastructure corridors. The Great Western Woodlands surrounds 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 1890's, which generated a population boom for the fledgling state of Western Australia. Kalgoorlie-Boulder also played an instrumental part in the federation of Australia, and is home to the richest square mile of gold in the world.

Home to approximately 31,000 residents, the average age is 31 years old with a ratio of 52% men to 48% women. The Kalgoorlie-Boulder has attracted a large number of young families with its affordable lifestyle and regional living opportunities.

Kalgoorlie-Boulder offers first class amenities and activities to its residents, including:

- Quality education and health care facilities
- Vibrant arts and culture
- Parks and leisure facilities
- Extensive retail opportunities
- Major regional airport

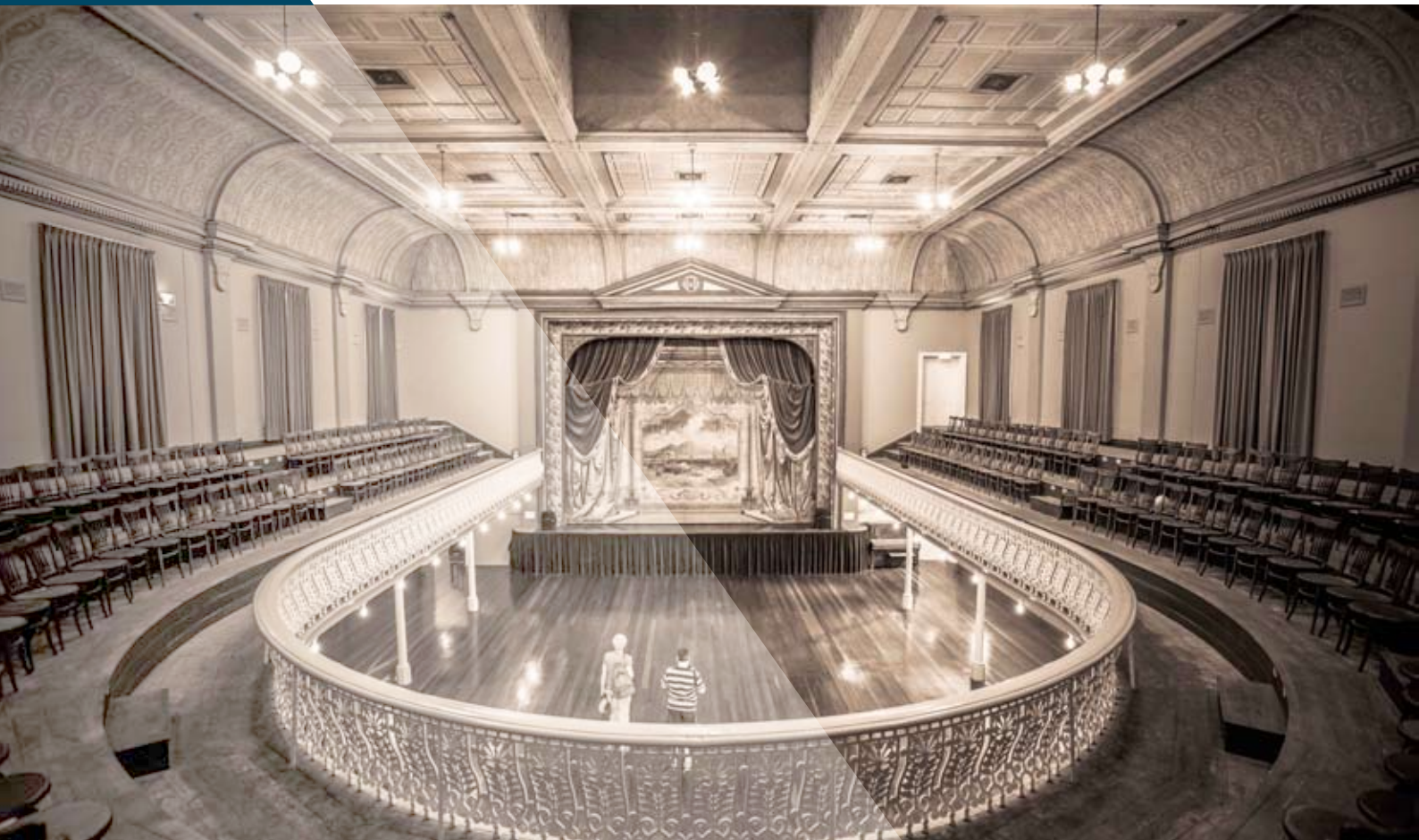
The purpose of this plan is to work towards developing and growing Kalgoorlie-Boulder over the next 10 years to ensure we meet our vision to become a Sustainable Regional City of the Future.



The Review Process

The Kalgoorlie-Boulder Strategic Community Plan establishes the community's vision for the City in 2025. The Plan drives the delivery of this vision through measurable objectives and actions.

Photo by Dan Rossiter, courtesy of the Pure Gold Moments Competition



Background

The Strategic Community Plan outlines the community's long term (10+ years) vision, values, aspirations and priorities for Kalgoorlie-Boulder, with reference to other local government plans, information and resourcing capabilities.

In 2010, the Department of Local Government and Communities introduced the Integrated Planning and Reporting Framework and Guidelines for all Local Governments in Western Australia. The framework aims to ensure the integration of community priorities into strategic planning for Councils.

The Integrated Planning and Reporting Standard which is informed by the Plan for the Future under the Local Government Act 1995, directs that all Local Governments undertake a Desktop Review every 2 years of the Strategic Community Plan, and a full review conducted every 4 years encompassing community engagement.

A desktop review will be conducted in 2017 with a full review scheduled for 2019.

Consultation

In 2014, the City of Kalgoorlie-Boulder developed a Community Perceptions survey in order to evaluate community perceptions against key performance indicators in the Strategic Community Plan 2015 to 2025. The survey was mailed to 4,000 randomly selected households in Kalgoorlie-Boulder with 469 residents completing the survey.

Residents were asked their perceptions on the key themes outlined in the Strategic Community Plan including:

- community, recreation and culture
- environment, resource management and services
- economy, infrastructure, systems and services

The outcomes of the perception survey were published and the outcomes used to drive the Strategic Community Plan workshops.

The City held 6 Strategic Community Plan workshops over a three week period to gather suggested strategies and activities for each of the key themes in the Strategic Community Plan 2015 to 2025: community, economy, infrastructure, environment and leadership. There were approximately twenty people who attended each workshop.

The information provided from each workshop was collated by the City of Kalgoorlie-Boulder and presented at the final workshop with the Mayor, City Councillors and the City Executive team. The group discussed and prioritised the community's feedback specifically focusing on the strategies to achieve by 2025. The outcomes of the workshop were presented to the City of Kalgoorlie-Boulder's Management team with officers taking responsibility for the implementation of each strategy as defined by the community.

Our Community's Vision for the Future

The Kalgoorlie-Boulder community, with facilitation and input provided by the City of Kalgoorlie-Boulder, has developed a vision for the future.

Photo by Dan Rossiter, courtesy of the Pure Gold Moments Competition



By 2025, the City of Kalgoorlie-Boulder will be a sustainable regional city, that is:

- clean and green
- a place people call home
- a city with facilities and services for everyone

And a City that:

- encourages and supports economic development and diversification
- projects a positive image at all times demonstrating a "can do" approach



Community Trends and Issues

A number of likely trends and issues that may impact Kalgoorlie-Boulder in the next 10 years (by 2025) have been identified and taken into consideration in the development of the Strategic Community Plan 2015 to 2025. These trends have been formulated using regional and local planning documents, existing information on regional trends and feedback from consultations with relevant stakeholders and the community.



Community

The City of Kalgoorlie-Boulder consists of a young population with the median age of residents at 31 years old. There are a significant number of families residing in the City with a total of 7,335 families recorded at the 2011 Census. Between 2004 and 2014 an additional 1200 residential properties were developed in Kalgoorlie-Boulder. In terms of future growth, the City has approximately 1,813 hectares of available land suitable for residential development and approximately 903 hectares of non-residential land suitable for commercial or industrial development. The retention and attraction of families to Kalgoorlie-Boulder is a key focus of the City.

Residents aged 65 years and over comprise five percent of the City's population and there has been an increased requirement for aged care services and facilities in recent times. As Australia's aging population grows, it has become increasingly important to provide the necessary services and infrastructure to support the aging population in the City.

The community has acknowledged that there is an ongoing requirement to support youth with programs, events and facilities. The City of Kalgoorlie-Boulder's on-going engagement with youth has shown that levels of satisfaction from youth residing in the City have been linked with the number of activities provided to them.

The City of Kalgoorlie-Boulder has a culturally diverse population with 34 percent of its population from outside of Australia and almost seven percent from Aboriginal and Torres Strait Island backgrounds. Celebrating diversity has become important to the community with a large number of events and festivals occurring on a regular basis. The community is committed to strengthening the social fabric of the City.

The community has continued high levels of engagement in sport and recreation with a large number of facilities and services provided by the City of Kalgoorlie-Boulder to support these activities. The level of volunteerism in sport and recreation clubs and groups continues to be high. However, there needs to be continued focus on volunteerism outside of sport and recreation to ensure the growth of the city and, most importantly, community services.

Economic Development

The City of Kalgoorlie-Boulder is the strategic link between east-west and north-south infrastructure corridors. There is a recognised ongoing requirement for a transport hub located in Kalgoorlie-Boulder. This hub will create further niche opportunities for business and industry development.

Kalgoorlie-Boulder's economy has demonstrated, over time, resilience to the cyclical nature of the resource sector that underpins the city's economy. However, despite these fluctuations, Kalgoorlie-Boulder has retained its population at a consistent level for over a decade. Furthermore, the diverse commodity mix within the city provides insulation against downturns in particular minerals. These resources include: gold, nickel, cobalt, lithium, uranium, and iron ore. For example, when the gold value is high, nickel value could be down and so forth. Resource industry diversity is therefore critical to the economic future of Kalgoorlie-Boulder.

There have been renewed efforts by local businesses to diversify their services and products to remain competitive during the lows of the mining industry. This includes new service and product offerings in local tourism, Aboriginal and ecotourism, and arts and culture products. The local retail industry, in-line with National trends, has been increasingly challenged by online shopping. However, these businesses have worked towards developing unique marketing, product or service concepts to compete locally.

Tourism is recognised for its contribution to the vibrancy, liveability and prosperity of the City. The City of Kalgoorlie-Boulder acknowledges tourism as a key economic driver to ensure the long term financial sustainability of the City. The average visitor to Kalgoorlie-Boulder spends, on average, between \$115 to \$200 per day while they are visiting Kalgoorlie-Boulder, resulting in a much needed boost to our local economy. The attraction of annual or regularly recurring meetings, expos, conferences and events to Kalgoorlie-Boulder creates a positive growth cycle and it is another key focus for the City.

Infrastructure

Kalgoorlie-Boulder is located in a strategic position; not only in Western Australia but also nationally. The transport opportunities for goods and services, people and most importantly minerals provide major economic advantages for the City. Therefore, quality rail, roads, and aviation infrastructure is critical to the growth of the City. Further, the remote location of the City of Kalgoorlie-Boulder demands that this infrastructure remains suitable and in-line with population and economic growth.

Residential and industrial land, including building affordability, will be critical in attracting investment and new residents to the City of Kalgoorlie-Boulder. The City of Kalgoorlie-Boulder advocates for land release opportunities in partnership with the community and business owners.

Environment

The Kalgoorlie-Boulder community has a strong commitment to the conservation and environmental protection of the city's natural resources. The resource industry is legislated to ensure the utmost care and preservation of the environment. The community plays an important role in ensuring that this industry complies with environmental protection legislation for the safety and health of all residents.

Due to the remote location of Kalgoorlie-Boulder it is critical to continue to source alternative water and energy supplies. The vast land surrounding Kalgoorlie-Boulder provide opportunities for solar and water innovation.



Leadership

The community has an expectation that the City is accountable and demonstrates transparency in their decision making. The City of Kalgoorlie-Boulder will continue to ensure that the community is engaged in the future direction of Kalgoorlie-Boulder.

The city's education, training and business sectors have created strong alliances to ensure the continued growth and upskilling of its workforce. However, the availability of quality secondary education is an important factor in retaining families in the city.

The City has a resilient community services sector with many organisations operating in the area for over twenty years or more. These organisations provide quality services for women and Aboriginal health, sport and recreation, youth and the disadvantaged in the community. The community places importance on the need to continue to advocate for essential services in health and education.



What We Do



The City of Kalgoorlie-Boulder's Facilities and Services

Council owned and operated facilities:

- Goldfields Arts Centre
- Goldfields Oasis Recreation Centre
- Kingsbury Skate Park
- Eastern Goldfields Community Centre
- William Grundt Memorial Library
- CY O'Connor Men's Shed
- Hammond Park
- Market Arcade and adjoining retail premises (Wilson St to St Barbara Square)
- Kalgoorlie Golf Course
- Kalgoorlie-Boulder Airport
- Kalgoorlie and Boulder Town Halls
- Goldfields War Museum

- South Boulder Wastewater Treatment Plant
- All City ovals, parks, playgrounds, reserves, cycle paths

What we can help you with:

- Community Assistance Scheme, including the Annual Grants Program
- City of Kalgoorlie-Boulder Traineeship Program
- Youth Council and youth events
- Sports Club development
- School holiday activities
- Parks and community facilities bookings

- Provision of Sewage Services
- Waste and Recycling Services
- Local Heritage Grants
- Building and Planning assessments and advice
- Planning scheme amendments - including rezoning, planning and subdivision of council land for development and sale
- History and Heritage events
- City Archives
- Home and Community Care Program including; Meals on Wheels and senior support services and activities.
- Advice on dangerous buildings

The City of Kalgoorlie-Boulder's Planned Facilities and Services - 2025

The City has a number of development projects in the planning phase or underway which fall within the community's vision for the future of Kalgoorlie-Boulder and align with Guiding Principles under the Community Aspirations. These are subject to external funding, future resource capacity of the City of Kalgoorlie-Boulder and its Long Term Financial Plan. These include, but are not limited to:

Aboriginal Cultural Trail

The development of a cultural trail, designed to develop a local Karlkurla Trail which includes key cultural highlights to acknowledge and celebrate the contributions of the Aboriginal people of the Goldfields to the land, life and cultural development of Kalgoorlie-Boulder.

Ray Finlayson Sporting Complex

A sporting facility that will provide a venue for hosting national sporting events and provide facilities for soccer, rugby, cricket, squash and equestrian sports.

North West Community Facility

A community hub in the North West sector of the City of Kalgoorlie-Boulder providing much needed community infrastructure to the current population of 10,000 Kalgoorlie-North residents and support the State Government's planned residential growth of the North West sector of Kalgoorlie-Boulder.

Lord Forrest Facility

The redevelopment of the Lord Forrest Olympic Pool site will create a link between the former swimming pool facility and Kingsbury Park to provide a space for passive recreation whilst ensuring the history of the site is preserved.

Kalgoorlie City Centre Revitalisation

The revitalisation of the central business district will restore the City Centre as the economic, cultural and social hub of Kalgoorlie-Boulder.

Burt Street Arts and Cultural Precinct

This project will determine new economic and community strategies to facilitate revitalisation of Burt Street.

Public Art Commissioning

This Project will determine the location and creation of public art throughout the city.

Arts and Cultural Plan (Incorporating Public Art Policy/Strategy)

This document will provide guidance on future pathways and strategies to develop arts and culture experiences across the city.

New landfill site

Investigate and develop alternative sites for future landfill for when the existing Yarri Road site reaches capacity.

Our Community's Aspirations

Our community vision guides the development of the community's aspirations for 2025.



Community

Enhance the quality of life and encourage city wide community development opportunities

Economy

Boost opportunities for economic development and tourism

Infrastructure

Enhance the built environment and provide quality infrastructure

Leadership

Ensure the City maintains strong civic leadership

Environment

Protect and where possible, enhance the natural environment



The Plan

How to read this plan.



Aspirations

The Community Plan, developed in consultation with the community, focuses on the Community's Aspirations for the Future: Community; Economy; Infrastructure; Environment and Leadership.

Guiding Principles

The guiding principles provide the Kalgoorlie-Boulder community with a vision for 2025 and define the steps the community needs to take in partnership to create the vision.

Success Measurement

The success measurement will define how the City will know it is on track to achieving the vision and following the guiding principle.

Cost

The following cost categories provide an indication of the level of financial support required to complete each principle as outlined in the Community Action Plan.

The cost categories are defined as:

Low: costs already incorporated into the normal operating budget of the City of Kalgoorlie-Boulder

Medium: costs for consideration in the annual budget

High: significant external investment required and special consideration by the City of Kalgoorlie-Boulder

City of Kalgoorlie-Boulder's Role

The City of Kalgoorlie-Boulder will engage in a number of roles to assist in achieving the actions identified in the guiding principles. These include:

Advocator: Promoting community interest to relevant stakeholders and decision makers

Facilitator: Providing opportunities for specific stakeholders to engage in delivering the actions

Partner: Creating partnerships with stakeholders to deliver the actions

Provider: Delivering services and funding where required



Community

Enhance the quality of life and encourage City wide community development opportunities



Be a family friendly city that is a safe place to live work and play

Together, we will achieve this by:

- collaborating with law enforcement authorities and other agencies to prevent crime and make Kalgoorlie-Boulder a safe place to live
- continuing to provide public and environmental health services to make Kalgoorlie-Boulder a better place to live

Success Measurement

We can measure our progress/success through:

- community perception on safety and crime prevention
- Kalgoorlie-Boulder crime rates

- number of community safety and crime prevention priorities addressed
- community satisfaction with public and environmental health services provided

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on a facilitator role by bringing together key partners such as the WA State Government, WA Police, Neighbourhood Watch, Community Safety and Crime Prevention Reference Group.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Foster our culturally diverse community

Together, we will achieve this by:

- continuing to promote and support community and multi-cultural events
- working in partnership with community groups to support community initiated projects
- continuing to advance Kalgoorlie-Boulder's unique arts and culture sector

Success Measurement

We can measure our progress/success through:

- participation at community and multi-cultural events
- demonstrated achievements of community funded projects

- number of events promoting the arts and culture sector

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on a facilitator and provider role working with key partners such as the WA State Government, Art Gold and community groups.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Be a strong and vibrant community that plans for a diversified future

Together, we will achieve this by:

- facilitating expos and festivals other than mining to promote the region
- promoting the region, the City and its facilities

Success Measurement

We can measure our progress/success through:

- number of expos and festivals held in the City
- collaboration with key tourism organisations to attract large scale events to the City
- number of visitors to the City

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on an advocator, partner and provider role working with key partners such as Tourism WA, Goldfields Voluntary Regional Organisation of Councils, Kalgoorlie-Boulder Pure Gold, Goldfields Tourism Network, Goldfields-Esperance Development Commission, Kalgoorlie-Boulder Chamber of Commerce and Industry and the community.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Invest in the children and youth of the community

Together, we will achieve this by:

- providing facilities and services that promote healthy lifestyles
- advocating for training and employment opportunities for youth to encourage them to remain in the City
- engaging with families and youth through family orientated events

Success Measurement

We can measure our progress/success through:

- availability and use of sport and public recreational areas/facilities
- availability of educational training and employment opportunities
- participation rates of families and youth at events and programs

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on an advocator, facilitator, partner and provider role working with key partners such as the WA State Government, education providers and organisations and community groups.

Cost Category

Low to Medium - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder and new projects will be brought forward, as identified, for consideration in the annual budget.

Ensure equitable community services for all residents

Together, we will achieve this by:

- facilitating the provision of a range of services and facilities to support the frail, aged and people with disabilities through the Eastern Goldfields Community Centre
- improving health and accommodation for aged services
- ensuring equitable access to the City's services and facilities through the Disability Access and Inclusion Plan
- lobbying the appropriate agencies and government departments for better health facilities and services

Success Measurement

We can measure our progress/success through:

- number and range of services and facilities available in the City
- number of new priority areas for services and facilities identified
- availability of health services and accommodation for aged population
- perception that health facilities and services meet the needs of the population

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on an advocator and provider role working with key partners such as the WA State Government, Home and Community Care, Disability Services Commission, and health care service providers.

Cost Category

Low to Medium - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder and new projects will be brought forward, as identified, for consideration in the annual budget.

Deliver inclusive and accessible sport and recreation

Together, we will achieve this by:

- providing, supporting and promoting sport, recreation and leisure programs and facilities

Success Measurement

We can measure our progress/success through:

- availability and use of sport and public recreational areas/facilities
- number of residents engaged in regular sport and recreation activities

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on a facilitator, partner and provider role working with key partners such as the WA State Government, community groups, sporting clubs and associations.

Cost Category

Low, Medium, High - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder and new projects will be brought forward, as identified, for consideration in the annual budget.

There are also a number of projects relating to sport, recreation and leisure that are planned for completion in the next ten years which may require significant external investment and special consideration by the City of Kalgoorlie-Boulder.

Value our strong social fabric including local culture and heritage

Together, we will achieve this by:

- supporting and encouraging local history and heritage groups
- promoting and preserving heritage sites and buildings
- promoting and encouraging volunteerism
- engaging with new residents to the City
- exploring new opportunities to promote Aboriginal culture

Success Measurement

We can measure our progress/success through:

- Increase in history and heritage activities within the City
- demonstrated achievements of community funded projects
- Ongoing use of heritage buildings
- Increase in cultural programs and activities

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on an advocator, facilitator, partner and provider role working with key partners such as the WA State Government, Heritage Council of WA, the Aboriginal community, community and sporting groups and the Kalgoorlie Volunteer Centre.

Cost Category

Low to Medium - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder and new projects will be brought forward, as identified, for consideration in the annual budget.

Economy

Boost opportunities for economic development and tourism



Be a City that is a dynamic, diverse, and attractive place for tourists

Together, we will achieve this by:

- promoting and supporting local and regional tourism opportunities including facilitating tourism infrastructure and services
- being identified as one of the top tourist destinations in WA
- promoting the benefits of tourism to the local community
- promoting Kalgoorlie-Boulder's unique natural and built environments
- supporting cultural, heritage and eco-tourism opportunities

Success Measurement

We can measure our progress/success through:

- number of visitors to the City
- number of local and regional tourism infrastructure and services provided
- growth in cultural, heritage and eco-tourism sector

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on an advocator, partner and provider role working with key partners such as the WA State Government, Kalgoorlie-Boulder Pure Gold, Australia's Golden Outback, tourism operators, and the Goldfields Tourism Network.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Foster a growing population

Together, we will achieve this by:

- attracting new residents through positive promotion and marketing of living and working in the City
- investigating and promoting land/housing developments
- identifying barriers to entry and working with key stakeholders to encourage businesses to establish in Kalgoorlie-Boulder

Success Measurement

We can measure our progress/success through:

- population growth and employment rates
- sustained growth of land/housing developments
- establishment of new businesses

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on a facilitator, partner and provider role working with key partners such as Landcorp, the Kalgoorlie-Boulder Chamber of Commerce and Industry, private landowners and businesses.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Support diverse and growing industries

Together, we will achieve this by:

- promoting and supporting local industry development initiatives
- advocating for the provision of land use opportunities for commercial and industrial land

Success Measurement

We can measure our progress/success through:

- new industry development
- commercial space availability in the Central Business Districts (CBDs)
- perception that retail shopping hours are meeting the needs of residents

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on an advocator and partner role working with key partners such as the WA State Government, Landcorp, Goldfields-Esperance Development Commission and Kalgoorlie-Boulder Chamber of Commerce and Industry.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Cultivate a strong and vibrant local business environment

Together, we will achieve this by:

- identifying and promoting the unique opportunities and advantages of developing industries in Kalgoorlie-Boulder
- providing retail shopping hours that encourage a vibrant business environment to meet consumer needs
- improving the vibrancy of the Central Business Districts (CBDs)

Success Measurement

We can measure our progress/success through:

- new industry development
- commercial space availability in the Central Business Districts (CBDs)
- community feedback that retail shopping hours are meeting the needs of residents

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on an advocator and partner role working with key partners such as the Goldfields-Esperance Development Commission, Kalgoorlie-Boulder Chamber of Commerce and Industry and the retail industry.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.



Infrastructure

Enhance the built environment and provide quality infrastructure



Deliver a safe and integrated transport network

Together, we will achieve this by:

- maintaining and further developing roads, pathways and cycle ways to appropriate standards
- providing appropriate on-road and off-street car parking under the City's control
- advocating for the planned infrastructure/transport corridors
- advocating for an appropriate public transport network

Success Measurement

We can measure our progress/success through:

- number of residents walking, cycling and utilising public transport
- establishment of planned infrastructure and transport corridors
- level of community satisfaction in parking availability

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on an advocator, facilitator and provider role working with key partners such as the Australian Federal Government, WA State Government and TransGoldfields.

Cost Category

Low, Medium, High - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder and new projects will be brought forward, as identified, for consideration in the annual budget.

There are also a number of projects relating to sport, recreation and leisure that are planned for completion in the next ten years which may require significant external investment and special consideration by the City of Kalgoorlie-Boulder.

Provide functional and appealing parks, gardens and streetscapes

Together, we will achieve this by:

- providing and planning for upgraded facilities for parks and public spaces
- providing and maintaining parks, gardens and public spaces
- ensuring the ongoing enhancement of town streetscapes
- creating more low impact recreational activity spaces
- ensuring crime prevention through environmental design and designing out crime principles

Success Measurement

We can measure our progress/success through:

- level of community satisfaction with parks, gardens and streetscapes
- community perception on safety and crime prevention in public areas
- availability of low impact recreational areas

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on a facilitator and provider role working with key partners such as the WA State Government, Kalgoorlie-Boulder Urban Landcare Group, and the Community Safety and Crime Prevention Reference Group.

Cost Category

Low to Medium - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder and new projects will be brought forward, as identified, for consideration in the annual budget.

Ensure a sustainable asset and infrastructure base

Together, we will achieve this by:

- implementing the long-term Asset Management Plan for all City assets
- ensuring City buildings, facilities and public amenities are provided and maintained
- supporting the conservation and maintenance of City heritage buildings, sites and places of interest

Success Measurement

We can measure our progress/success through:

- community satisfaction with City assets
- number of heritage buildings, sites and places of interest conserved

City of Kalgoorlie-Boulder's Role and Partnerships

The City will take on a provider role working with key partners such as the WA State Government and the Heritage Council of WA.

Cost Category

Low to Medium - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder and new projects will be brought forward, as identified, for consideration in the annual budget.

Incorporate innovative technology into the City's operations

Together, we will achieve this by:

- utilising state-of-the-art technology and resources

Success Measurement

We can measure our progress/success through:

- efficiency gains from technology resources adopted

City of Kalgoorlie-Boulder's Role

The City will take on a provider role in ensuring that City infrastructure incorporates highest level of technology and resources available.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.



Environment

Protect and where possible, enhance the natural environment



Adopt environmental best practice that is sustainable

Together, we will achieve this by:

- supporting the preservation and regeneration of natural habitats including City managed reserves
- supporting and promoting responsible waste management and recycling

Success Measurement

We can measure our progress/success through:

- number of preservation and regeneration projects undertaken
- amount of waste produced and recycled

City of Kalgoorlie-Boulder's Role

The City will take on a provider and partner role working with key partners such as the WA Government, Kalgoorlie-Boulder Urban Landcare Group and the community.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Plan for regulated sustainable land use and development

Together, we will achieve this by:

- ensuring appropriate planning controls for land use and development through the administration of the local planning scheme and strategies
- maintaining reserves and minimising encroachment onto regeneration zones through the Town Planning Scheme
- encouraging change through the use of environmental products such as solar, water recycling, double glaze windows

Success Measurement

We can measure our progress/success through:

- community perception of appropriate land use and development
- number of residents choosing to include environmental products when building new homes
- regeneration zones are maintained

City of Kalgoorlie-Boulder's Role

The City will take on an advocator and provider role working with key partners such as the WA Government, building and construction industry and community.

Cost Category

Low - Medium The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder and new projects will be brought forward, as identified, for consideration in the annual budget.

Utilise water efficiently and maximise reuse potential

Together, we will achieve this by:

- identifying and developing water harvesting and waste water reuse opportunities
- Implementing water efficiency measures across Council facilities

Success Measurement

We can measure our progress/success through:

- amount of water recycled

City of Kalgoorlie-Boulder's Role

The City will take on a provider role working with key partners such as the WA Government and the Water Corporation.

Cost Category

Medium to High - Any new projects will be brought forward, as identified, for consideration in the annual budget with larger projects potentially requiring significant external investment and special consideration by the City of Kalgoorlie-Boulder.

Manage the City's carbon footprint

Together, we will achieve this by:

- developing greening Kalgoorlie-Boulder strategies
- maximizing solar PV, alternate energy and energy efficiency measures

Success Measurement

We can measure our progress/success through:

- number of greening Kalgoorlie-Boulder strategies adopted
- amount of energy used in City owned infrastructure

City of Kalgoorlie-Boulder's Role

The City will take on a partner and provider role working with key partners such as the WA Government and Kalgoorlie-Boulder Urban Landcare Group.

Cost Category

Medium - Any new projects will be brought forward, as identified, for consideration in the annual budget.



Leadership

Ensure the City maintains strong civic leadership



Improve our essential services

Together, we will achieve this by:

- advocating for the provision of services that create a healthy, safe and vibrant community

Success Measurement

We can measure our progress/success through:

- perception that essential services meet the needs of the community

City of Kalgoorlie-Boulder's Role

The City will advocate for the provision of essential services working with key partners such as the WA Government, WA Police, Community Safety and Crime Prevention Group and the community

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Ensure a financially stable local government

Together, we will achieve this by:

- maximising the financial capacity and diversity of the City
- managing the integrated planning and reporting in accordance with local government regulations

Success Measurement

We can measure our progress/success through:

- level of financial capacity and diversity of the local government
- community perception on opportunities provided to participate in local planning

City of Kalgoorlie-Boulder's Role

The City will take on a provider role working with key partners such as the WA Government and the community.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Gain increased support and recognition from State and Federal governments

Together, we will achieve this by:

- representing and promoting the City in regional, State and National forums
- promoting and collaborating with other local governments on a local and regional level
- encouraging and promoting regional partnerships

Success Measurement

We can measure our progress/success through:

- number of events promoting the City in regional, State and National forums
- level of collaboration with other regional local governments
- number of regional partnerships established and initiatives progressed

City of Kalgoorlie-Boulder's Role

The City will take on a facilitator, partner and provider role working with key partners such as the WA Government, Goldfields Voluntary Regional Organisation of Councils, Goldfields-Esperance Development Commission, and WA Regional Capitals Alliance.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Demonstrate a transparent and inclusive local government

Together, we will achieve this by:

- ensuring that key community decisions are based on inclusive community engagement
- providing opportunities for City of Kalgoorlie-Boulder stakeholders to be involved in community engagement opportunities
- continuing to undertake the appropriate risk management and assessment strategies

Success Measurement

We can measure our progress/success through:

- community perception on level of opportunities provided to participate in local planning
- community perception on accessibility to information from the local government
- participation numbers in community engagement opportunities

City of Kalgoorlie-Boulder's Role

The City will take on a provider role working with community members and groups, government and industry.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.

Encourage and support educational opportunities

Together, we will achieve this by:

- advocating for more tertiary and secondary educational opportunities
- the WA School of Mines being maintained as a leading mining educational provider

Success Measurement

We can measure our progress/success through:

- availability of educational facilities and opportunities
- perception that WA School of Mines is a leading mining educational provider
- student enrolment numbers in higher education facilities

City of Kalgoorlie-Boulder's Role

The City will advocate for this principle working with key partners such as the WA State Government, Goldfields Education Mining Industry Alliance Inc, Curtin University, Goldfields Institute of Technology and other education providers and organisations.

Cost Category

Low - The cost to achieve this principle has been incorporated into the normal operating budget of the City of Kalgoorlie-Boulder.



Photo by Dan Rossiter, courtesy of the Pure Gold Moments Competition

Ongoing Engagement

Key performance indicators at the strategic and operational levels provide valuable information on how efficiently the City is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set out in the Strategic Community Plan.



The on-going process of community engagement will include a formal review process involving:

- Major Review - Every four years, Council will review the vision, priorities and aspirations of the plan with a full and wide ranging community engagement. The plan will be renewed in-line with contemporary community desires. Scheduled for 2019.
- Minor Review - Every two years following a major review and a bi-annual "Desktop review" with community consultation and Council endorsement. Scheduled for 2017.

In addition the Council has devised a range of techniques and opportunities to engage the community on an ongoing basis:

- Community Perception surveys
- Focus groups/workshops on specific projects to stimulate engagement and involvement in the Council's activities.
- Regular informal council meetings where local residents and the wider community are invited to attend.
- Regular newsletter distribution and online website enquiries
- Other ad-hoc informal engagement opportunities throughout the year as part of the Council's day-to-day activities.









The Strategic Community Plan has been developed and endorsed by the City of Kalgoorlie-Boulder

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Department of **Local Government**
Department of **Regional Development and Lands**



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