



City of
Kalgoorlie
Boulder

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Strategic Community Plan 2025-2035



Acknowledgement of Country

The City of Kalgoorlie-Boulder acknowledges the Traditional Custodians of this land and pays its respects to elders past and present.

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Introduction from the Mayor

I am pleased to present the City of Kalgoorlie-Boulder's 2025-2035 Strategic Community Plan (SCP). This plan is a blueprint for the City's future, built on the conversations we have had with community groups, First Nations people, businesses and residents of Kalgoorlie-Boulder.

The plan has been developed through the City's largest-ever consultation program, where we met directly with over 535 people and had survey responses from a further 1,703 community members and businesses.

The resounding message was that people love living in Kalgoorlie-Boulder and want it to be an economically successful, connected community, where the opportunities that abound are realised for anyone making Kalgoorlie-Boulder their home.

The focus of this plan is encapsulated through our new vision –

Connected by its many communities, abundant in economic and lifestyle opportunities.

The elected members and City staff share this vision, as they each live and work here and have similar aspirations for their own families and friends.

Much of what we heard will require the City to focus heavily on its advocacy to other tiers of government. There are critical services and infrastructure that sit outside the capability and role of a local government to deliver, and we are committed to working alongside the community to advocate for these services.

However, there is also much that we can be doing within the City's remit and we remain committed to the continued improvement of the delivery of our own services and programs. People are wanting more opportunities to connect with each other, and they want us to focus on attracting and retaining local business.

One of the insights from the consultation was for the City to not try and be all things to all people, and to focus on delivering quality services and facilities to the community. As such, we have streamlined this plan to deliver a very clear focus across four primary objectives.

- (1) Communities connected through people, place and purpose
- (2) Vibrant local economy and businesses
- (3) Robust built environment and sustainable natural environment
- (4) Strong organisation empowered to lead

We invite you to be part of delivering on this plan and our vision for Kalgoorlie-Boulder to be more than a place to live.

About the City of Kalgoorlie-Boulder

Kalgoorlie-Boulder is a regional city with a population of approximately 30,000 people. The city is located approximately 600km east of Perth and covers an area of 95,498.05km².

The name “Kalgoorlie” is derived from the First Nations word Karlkurla meaning “place of the silky pears.”

The town site of Kalgoorlie-Boulder is 70km², made up of residential, commercial and industrial properties. The city includes the suburbs of Kalgoorlie, Boulder, Hannans, Karlkurla, Lamington, Piccadilly, Williamstown, South Kalgoorlie, Somerville, West Kalgoorlie, Victory Heights, Broadwood and South Boulder.

Kalgoorlie-Boulder is Australia’s largest outback city and the fifth largest urban centre in Western Australia. It is surrounded by the Great Western Woodlands, which is considered the largest intact temperate woodland area remaining in the world.



Fast Facts

Population

- Population of 30,991 (*ABS Estimates Residential Population 2024*).
- Median Age of 34 years.
- 35% of the population was born overseas.
- -0.5% Annualised Population Growth Rate (2016-2021).
- 2,243 Aboriginal and Torres Strait Islander People.
- 17% of people speak a language other than English at home.

Demographic

- 28% - aged 0 to 19
- 31% - aged 20 to 39
- 27% - aged 40 to 59
- 13% - aged 60 to 79
- 1% - aged 80+

Housing

- 56% of households purchasing or fully own their home
- 12.5k Dwellings

Health and Well-being (CKB Public Health Plan)

- 13% have a mental health diagnosis
- 13% drink alcohol at high risk levels for short-term harm
- 60% meet physical activity guidelines

- 46% meet recommended levels of fruit consumption

Local Economy:

- 16,245 people are in the workforce
- 7,326 Businesses
- \$5.37b Gross Regional Product
- 216,000 Annual Visitors to the Region (2023)
- 92% of workers live in Kalgoorlie-Boulder

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The City of Kalgoorlie-Boulder

The City of Kalgoorlie-Boulder is an inclusive organisation that works to foster a supportive organisational culture and deliver excellent services.

The City employs approximately 300 people in outdoor and administrative roles across a number of business units comprising Engineering; City and Community; Corporate and Commercial; Finance, People and Culture; Advocacy and Strategy; and Governance and Organisational Strategy.

Our Council is made up of nine elected members, called Councillors, including the Mayor. During the community engagement activities that informed this plan, and at the date of Council adoption of this plan, Council comprised of the following Councillors:



Mayor Glenn Wilson

Elected to Council: 2015
Elected as Deputy Mayor: 2021
Elected as Mayor: 2023
End of current term: 2027



Deputy Mayor Kirsty Dellar

Elected to Council: 2021
Elected as Deputy Mayor: 2023
End of current term: 2027



Councillor Deborah Botica

Elected to Council: 1995
End of current term: 2025



Councillor Terrence Winner

Elected to Council: 2019
End of current term: 2025



Councillor Wayne Johnson

Elected to Council: 2011 - 2015, 2021
End of current term: 2027



Councillor Kyran O'Donnell

Elected to Council: 2013 - 2017, 2023
End of current term: 2027



Councillor Linden Brownley

Elected to Council: 2017 - 2021, 2023
End of current term: 2027



Councillor Nardia Turner

Elected to Council: 2017 - 2021, 2023

End of current term: 2025



Councillor Carla Viskovich

Elected to Council: 2023

End of current term: 2025

Community Engagement

As part of the development of this 10-year plan, the City had a clear purpose:

- to understand from the community if the vision and mission of the City was still relevant to them,
- to understand the priorities of the community and businesses, and
- to learn how the City can improve its service delivery.

To undertake the major review of the Strategic Community Plan, the City consulted directly with the community as part of the *'Together We Are Gold'* engagement program. This consisted of a range of accessible and informal opportunities for community and stakeholder input.

Phase 1 – Face-to-Face Community Engagement

To create more accessible and informal opportunities for community input, the City hosted a range of pop-up engagement sessions with the Leadership Team and City staff; Councillor coffee catch-ups, including a community barbecue breakfast in partnership with the Kalgoorlie Rotary Club; and a City Marketplace.

The following community engagement activities were conducted between 6 March 2025 and 4 April 2025, connecting with members of the community and delivering over 46 hours of face-to-face consultation.

Activity	Locations and Stakeholders		Hours of Consultation	Participation
Pop-Up Engagement (Led by City staff)	<ul style="list-style-type: none"> Goldfields Oasis Kalgoorlie Town Hall Kalgoorlie-Boulder Airport Kmart shopping precinct Burt Street Kalgoorlie Golf Course 	<ul style="list-style-type: none"> Goldfields Baptist College Kalgoorlie-Boulder Community Fair Park Run (Karlkurla Park) Kalgoorlie-Boulder Community High School x 2 	24	423
City Marketplace (Led by City staff)	<ul style="list-style-type: none"> Kalgoorlie Town Hall 	<ul style="list-style-type: none"> Open to all community 	3	280
Café Conversations (Led by Councillors)	<ul style="list-style-type: none"> 6 sessions at various locations 	<ul style="list-style-type: none"> Centennial Park Community drop-in BBQ 	9	55
Workshops (Led by Aha! Consulting)	<ul style="list-style-type: none"> First Nations Seniors 	<ul style="list-style-type: none"> Community Business 	10	57
Total			46	815¹

Phase 2 – Community Perception Survey

As part of the engagement strategy, the City of Kalgoorlie-Boulder commissioned CATALYSE® to conduct independent MARKYT® Community and Business Scorecards. The scorecard surveys were commissioned to support the review of the Strategic Community Plan, assess and benchmark service levels, and determine community priorities and aspirations.

Scorecards were printed and sent to all households using Australia Post unaddressed mail services, and invitations were emailed to all contacts in the City’s customer databases.

The scorecards were open from 10 to 28 March 2025 and completed by **1,709 community members and 134 businesses**.

¹ Based on an estimated city-wide population of 30,000, participation of 535 people represents a very high confidence level (98%) of the same themes emerging if another consultation process was to be conducted.

What we heard

Priority	Description
Liveability	<p>There was a strong desire for enhanced infrastructure and improved public amenities across the city. Many respondents emphasised the need to upgrade outdated infrastructure such as the water and power systems, roads and footpaths, and amenities like public toilets, particularly in lower socio-economic areas.</p> <p>There was also an emphasis on the need for more housing, and some comments also expressed the desire for more outdoor spaces (parks, outdoor entertainment like a bike track or playgrounds).</p> <p>Transport was also a notable theme, with suggestions to fix roads and footpaths, increase parking availability, improve transport links to other areas like Perth and Esperance, and improve transport options for getting around town.</p> <p>Another noteworthy theme was the desire for an improvement in education services (better quality and more opportunities), healthcare, childcare, services for seniors, and shelters for homeless people.</p>
Community safety, accessibility and inclusivity	<p>Concerns around community safety and the impact of anti-social behaviour and crime remain. The importance of creating a secure and welcoming atmosphere across the city is a key priority, with specific calls for increased collaboration with neighbouring Shires, better lighting, and expanded use of CCTV to help make public spaces – especially parks – safer, particularly for children.</p> <p>In addition to safety, there is a clear desire to make the city more inclusive and accessible. Suggestions included promoting diversity, actively counteracting racism, and fostering a sense of belonging for all residents. Accessibility improvements, such as enhancing the usability of footpaths, were also mentioned as essential steps toward making the city more navigable and equitable for people of all ages and abilities.</p>
Economic development	<p>Economic development, as well as improved business and employment opportunities, were seen as a critical part of making the city an attractive place to live. There was a strong desire to see more diverse retail options – such as Aldi, Target, shopping malls, local market and more food and drinks options.</p> <p>There was a range of suggestions to manage economic development, such as developing future funds, looking at rental affordability for small business, investment from big business, improving asset management, and expanding the focus for economic pathways beyond mining.</p> <p>There was also discussion of reducing the influence of FIFO and focusing more on the local community and community centres. Furthermore, the desire for affordability of things like housing, rates, events, groceries and flights was expressed.</p>
Activities for different aspects of the community	<p>There is a strong interest in expanding events, activities and facilities in the city, with many respondents calling for a wider variety of offerings, as well as improvements to existing facilities.</p> <p>While there was a strong desire for these events, activities and facilities to cater to the whole community, there was also a clear need for better programming targeting youth and families.</p>

<p>Community engagement and attraction</p>	<p>There was a strong desire for better collaboration and communication between the city and residents. Many wanted staff and Councillors to be more visible and actively engaged with the community, not only to foster trust but also to ensure the public has a voice in key decision-making processes.</p> <p>Suggestions include working more closely with community members, other local organisations and nearby Shires to address challenges and create solutions together.</p> <p>There is also much to gain from focusing on engaging youth more, and attracting and retaining workers, tourists and families in the city.</p>
<p>Other</p>	<ul style="list-style-type: none"> • Tapping into climate change initiatives and promoting the park districts • Need a 'get it done' attitude towards problem solving • Focus on and promote history as well as the city's past stories • Cleanliness and beautification of streetscapes

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Strategic Directions 2025-2035

Our Vision and Mission

Vision

Connected by its many communities, abundant in economic and lifestyle opportunities.

By 2050, Kalgoorlie-Boulder is a thriving, sustainable, and globally connected regional city — shaped by our Goldfields legacy and a rich Aboriginal heritage. Kalgoorlie-Boulder is more than a place to live— it's a place of opportunity and innovation, where diverse industries, quality infrastructure, and lifelong learning contribute to a city where families and businesses grow and prosper, communities connect, and visitors feel welcome.

Mission

“Working together for the place and people we call home.”

Objective 1: Communities connected through people, place and purpose

Strategies	Focus Areas
1.1 Providing opportunities for people and families to belong, contribute, connect and stay	1.1.1. Support community through the delivery and/or funding of programs and events 1.1.2. Empower groups to deliver sustainable services and activities for community or sectors of the community 1.1.3. Sharing our rich and diverse history and stories 1.1.4. Support diverse sporting, creative and recreational activities
1.2 Enhance community inclusion, safety and well-being	1.2.1 Lead structural changes and stakeholder collaboration to increase community safety 1.2.2 Boost the inclusion and celebration of community diversity 1.2.3 Remain a conduit for Federal and State funding of community and social services
1.3 Advocate for community needs and priorities	1.3.1 Maintain and enhance channels for the community to share their needs and priorities 1.3.2 Advocate for key community issues (housing, power, water affordability and quality, and range of health services and educational options) 1.3.3 Educate and assist community to become their own advocates for change

Performance Indicator to Demonstrate the Achievement of the Objective:

- Number of community-led initiatives or events that engage diverse participants and activate shared public spaces around a common goal.

Linked Strategies/Plan

Community Safety and Crime Prevention Plan 2024-2028
 Access and Inclusion Plan 2021-2026
 Club Development Plan 2023-2026
 Public Health Plan 2023-2027

Events Strategy 2025-2027
 Age Friendly Strategy 2022-2026
 Innovate Reconciliation Action Plan 2021-2023
 Summer Response Strategy
 WA Youth Action Plan 2024-2027

Objective 2: Vibrant local economy and businesses

Strategies	Focus Areas
2.1 Lead and enable opportunities for businesses to thrive	2.1.1 Activate Central Business Districts and other economic and community hubs 2.1.2 Utilisation of City-owned buildings for economic development opportunities 2.1.3 Support the development of a diverse tourist offering
2.2 Integrated planning for current and future business needs	2.2.1 Integrated approach to social and economic development across the City 2.2.2 Lead the development of a city-wide social and economic masterplan 2.2.3 Advocate for increased infrastructure for schools, health and childcare services
2.3 Position the city for future economic diversification and growth	2.3.1 Encourage local business development and retention of a local workforce 2.3.2 Identify mechanisms to attract FIFO workers to live locally 2.3.3 Support innovation to diversify industries active within the city

Performance Indicator to Demonstrate the Achievement of the Objective:

- Annual net growth in active locally-owned businesses that contribute to employment and economic diversity.

Linked Strategies/Plan

Advocacy Framework 2025-2028
 A Regional Partnership for Economic and Social Transformation
 Growing Kalgoorlie-Boulder Growth Plan 2017

Tourism Strategy 2025-2030

Objective 3: Robust built environment and sustainable natural environment

Strategies	Focus Areas
3.1 Provide spaces for community connection and recreation	3.1.1 Provide and upgrade culturally appropriate facilities for young people, families and seniors 3.1.2 Provide and upgrade indoor and outdoor spaces for sporting and casual recreation
3.2 Develop and maintain infrastructure that supports community living and business viability	3.2.1 Maintain current road network and plan for future needs 3.2.2 Integrated planning for major infrastructure of the future 3.2.3 Integrated planning for the maintenance of streetscapes, playgrounds and city facilities 3.2.4 Ongoing asset management and renewal
3.3 Care for built and natural environment	3.3.1 Invest in our natural environment to build a greener city 3.3.2 Develop opportunities to enhance the natural environment 3.3.3 Support the conservation and responsible use of the region’s natural assets, including the Great Western Woodlands
3.4 Manage and minimise the city’s environmental footprint	3.4.1 Sustainability of water supply and responsible use 3.4.2 Utilisation of renewable energy 3.4.3 Deliver community education on environmental sustainability

Performance Indicators to Demonstrate the Achievement of the Objective:

- Percentage of new, upgraded, and managed public assets (buildings and civil infrastructure) that meet resilience, durability, accessibility, and asset management standards.
- Percentage of natural areas and green infrastructure assets maintained or improved in ecological condition annually.

Linked Strategies/Plan

Asset Management Policy
 Access and Inclusion Plan 2021-2026
 Public Health Plan 2023-2027

A Regional Partnership for Economic and Social Transformation

Objective 4: Strong organisation empowered to lead

Strategies	Focus Areas
4.1 Ensuring well informed, strategic and sustainable decision making	4.1.1 Continuous improvement of governance and finance systems 4.1.2 Enhance community consultation, engagement, communication, and education 4.1.3 Responsible environmental and social decision-making and operations
4.2 Sustaining an engaged, skilled and values driven workforce	4.2.1 Workforce attraction and retention initiatives to resource business units appropriately 4.2.2 Employee engagement and well-being 4.2.3 Values and cultural alignment
4.3 Streamlined systems that enable efficient and effective delivery	4.3.1 Fit for purpose ICT, business and operational systems 4.3.2 Streamline City approval processes for community and business 4.3.3 High quality performance of core and customer services
4.4 Strengthen our influence and advocacy capability	4.4.1 Maintain positive relationships with all levels of government, industries and peak bodies 4.4.2 Represent the needs and priorities of the community 4.4.3 Promote the City's role and outcomes of the City's achievements

Performance Indicators to Demonstrate the Achievement of the Objective:

- Percentage of strategic initiatives successfully implemented by cross-functional teams, with documented community input, alignment to community priorities, and active advocacy for community needs.

Linked Strategies/Plan

Governance Framework

Our Planning and Reporting Framework

This Strategic Community Plan (SCP) is the cornerstone of the City of Kalgoorlie-Boulder's Integrated Planning and Reporting Framework (IPRF).

In developing the SCP, the City has considered the capacity of its current resources and the anticipated capacity of its future resources. As set out below, the IPRF demonstrates the alignment of all relevant plans with the SCP.

As the master document for the City, it outlines the City's vision, objectives and priority focus areas for the next 10 years. As a living document, this plan is reviewed regularly, with a minor review every two years and a major review every four years.

This SCP was developed as part of the City's major review cycle and a comprehensive community engagement program.

The integration with the Corporate Business Plan, which has a four-year horizon, has been a key element of how this SCP has been put together. As a high-level and strategic document, there are elements of the feedback received from the community engagement that do not appear in the SCP directly but will appear in the Corporate Business Plan and other operational plans to follow (e.g. Annual Plans, etc).

The long-term financial plan, which has a 10-year horizon, will also be adjusted based on the vision, strategies, and focus areas described in this SCP.

City of Kalgoorlie-Boulder integrated strategic planning framework

	Vision, strategy and policy	Informing strategies for resource allocation and management
10-year	<ul style="list-style-type: none"> • Strategic Community Plan 	<ul style="list-style-type: none"> • Long Term Financial Plan • Asset Management Framework
4-year	<ul style="list-style-type: none"> • Corporate Business Plan 	<ul style="list-style-type: none"> • Workforce Plan • ICT Strategic Framework
1-year	<ul style="list-style-type: none"> • Annual Plan 	<ul style="list-style-type: none"> • Budget
Performance, monitoring and accountability	<ul style="list-style-type: none"> • Annual Report 	<ul style="list-style-type: none"> • Corporate Performance Framework • Financial Audits



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