City of Kalgoorlie Boulder

Strategic Community Plan

2025-2035

Acknowledgment of Country

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

Artwork: Karlkurla Tjukurrpa (Silky Pear Dreaming) **Artist:** Regina Donaldson

Where to get a copy

The City of Kalgoorlie-Boulder's Strategic Community Plan 2025-2035 can be downloaded via the City's website www.ckb.wa.gov.au.

In line with the City's ongoing commitment to sustainability, a limited number of hard copies of the Strategic Community Plan are produced. These can be viewed by the public at the City's Main Administration Building and William Grundt Memorial Library.

Alternatively, a copy of the Report can be requested from our Customer Service team by calling the City on (08) 9021 9600.

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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 held with community groups, First Nations people, businesses and residents of Kalgoorlie-Boulder.

The plan was 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 opportunities 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.

Our 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 do within the City's remit, and we remain committed to the continued improvement in delivering services and programs. Our residents are asking for more opportunities to connect with each other, and the City to also focus on attracting and retaining local businesses.

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 our 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

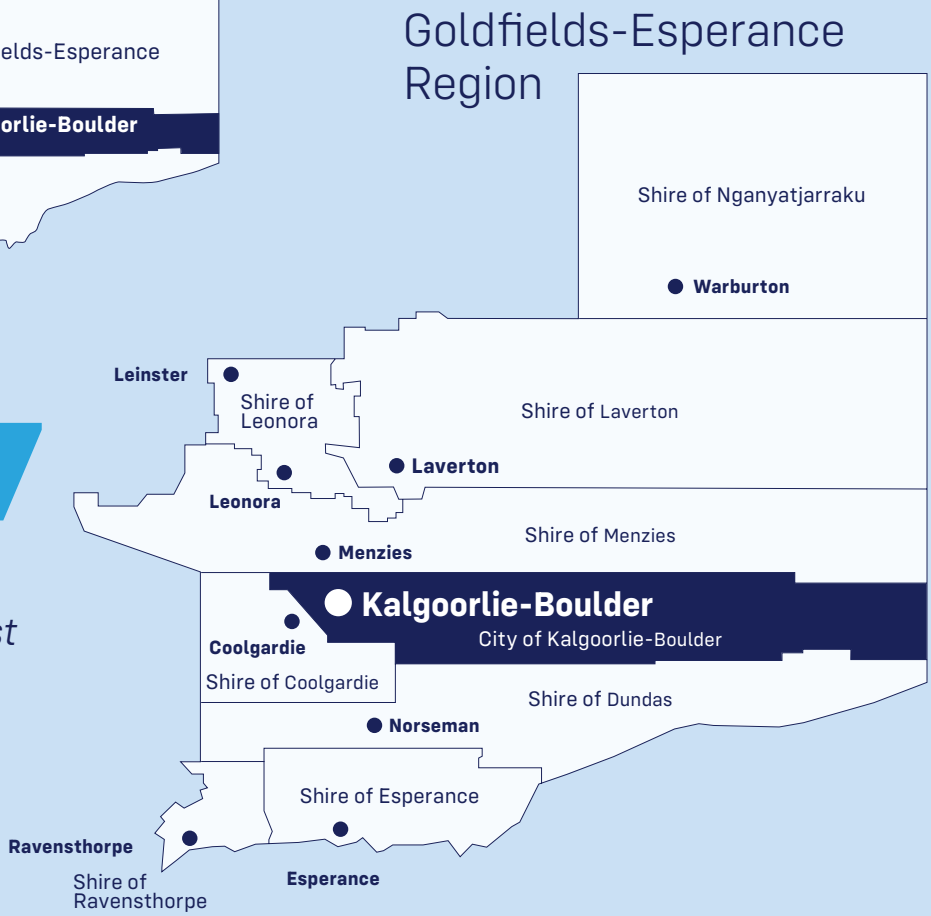
We encourage everyone to play a role in bringing this plan to life. Together, we can help shape Kalgoorlie-Boulder into a thriving, well-connected community—one that offers more than just a place to live, but a place to grow, work, and contribute.

About 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 95,498.05km^2.

The town site of Kalgoorlie-Boulder is 70km^2, 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.



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

Fast Facts

Community

30.9k
Population

2,243
Aboriginal & Torres Strait Islander People

-0.5%
Annualised Population Growth Rate (2011-2021)

56%
Fully own or are Purchasing their Home

34
Median Age

17%
Speak a language other than English at home

35%
Residents born overseas

12.5k
Dwellings

Health & Well-being

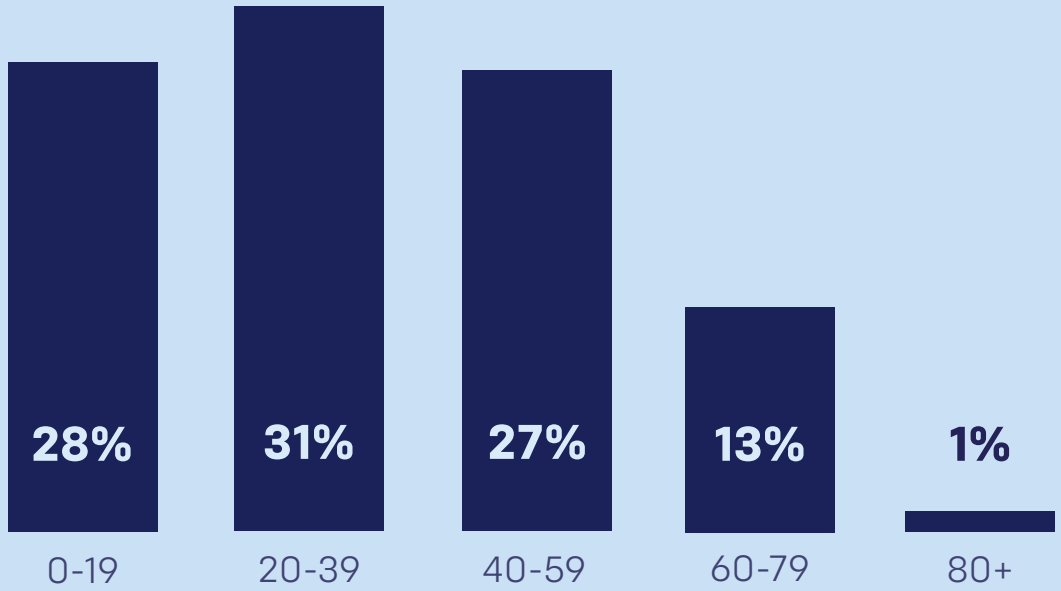
60%
Meet Physical Activity Guidelines

46%
Meet Recommended Levels of Fruit Consumption

13%
Drink Alcohol at High Risk levels for short-term harm

13%
Mental Health Diagnosis

Age Diversity



Local Economy

16.3k
People are in the workforce

7,326
Businesses

$5.37b
Gross Regional Product

92%
of workers live in Kalgoorlie-Boulder

216,000
Annual Visitors to the Region (2023)

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, and 2021
End of current term: 2027

Councillor Kyran O'Donnell
Elected to Council: 2013-2017, and 2023
End of current term: 2027

Councillor Linden Brownley
Elected to Council: 2017-2021, and 2023
End of current term: 2027

Councillor Nardia Turner
Elected to Council: 2017-2021, and 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.
- Understand the priorities of the community and businesses.
- 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 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	Stakeholders	Hours of Consultation	Participation
Pop-Up Engagement (Led by City Staff)	• Goldfields Oasis • Kalgoorlie Town Hall • Kalgoorlie-Boulder Airport • Kmart Shopping Precinct • Burt Street • Kalgoorlie Golf Course • Goldfields Baptist College • Kalgoorlie-Boulder Community Fair • Park Run (Karlkurla Park) • Kalgoorlie-Boulder Community High School	Open to all community	24	423
City Marketplace (Led by City Staff)	Kalgoorlie Town Hall	Open to all community	3	280
Café Conversations (Led by Councillors)	• Six sessions at various locations • Centennial Park Community drop in BBQ	Open to all community	9	55
Workshops (Led by Aha! Consulting)	• City of Kalgoorlie-Boulder Administration Building • Kalgoorlie Town Hall • Eastern Goldfields Community Centre	First Nations Seniors Community Business	10	57
		Total	**46**	**815[1]**

[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.

Together we are Gold
Name 2-3 things that would make
What do you like about living/working in Kalgoorlie-Boulder?

Together we are Gold
City of Kalgoorlie Boulder

Together we are Gold
City of Kalgoorlie Boulder
Name 2-3 things that would make Kalgoorlie-Boulder an even better place to live/work.
Clean
Shopping Mall
Target

Phase 2: Community Priorities 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.

What we Heard

Community safety, accessibility and inclusivity

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.

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).

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.

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.

Community engagement and attraction

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.

Suggestions include working more closely with community members, other local organisations and nearby Shires to address challenges and create solutions together.

There is also much to gain from focusing on engaging youth more, and attracting and retaining workers, tourists and families in the city.

Activities for different aspects of the community

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.

There was also a clear need for better programming targeting youth and families.

Livability

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.

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Economic Development

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.

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.

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.

Other

- 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.

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 **1.12** 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 (affordable housing, power, water and quality/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 Achievements 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 **2.12** 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 Achievements 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 including for young people, families and seniors
		3.12	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 Indicator to Demonstrate the Achievements 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 **4.12** 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	**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 Indicator to Demonstrate the Achievements of the Objective

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

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 (for example, Annual Reports).

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.

Integrated Planning and Reporting Framework

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V1_0725