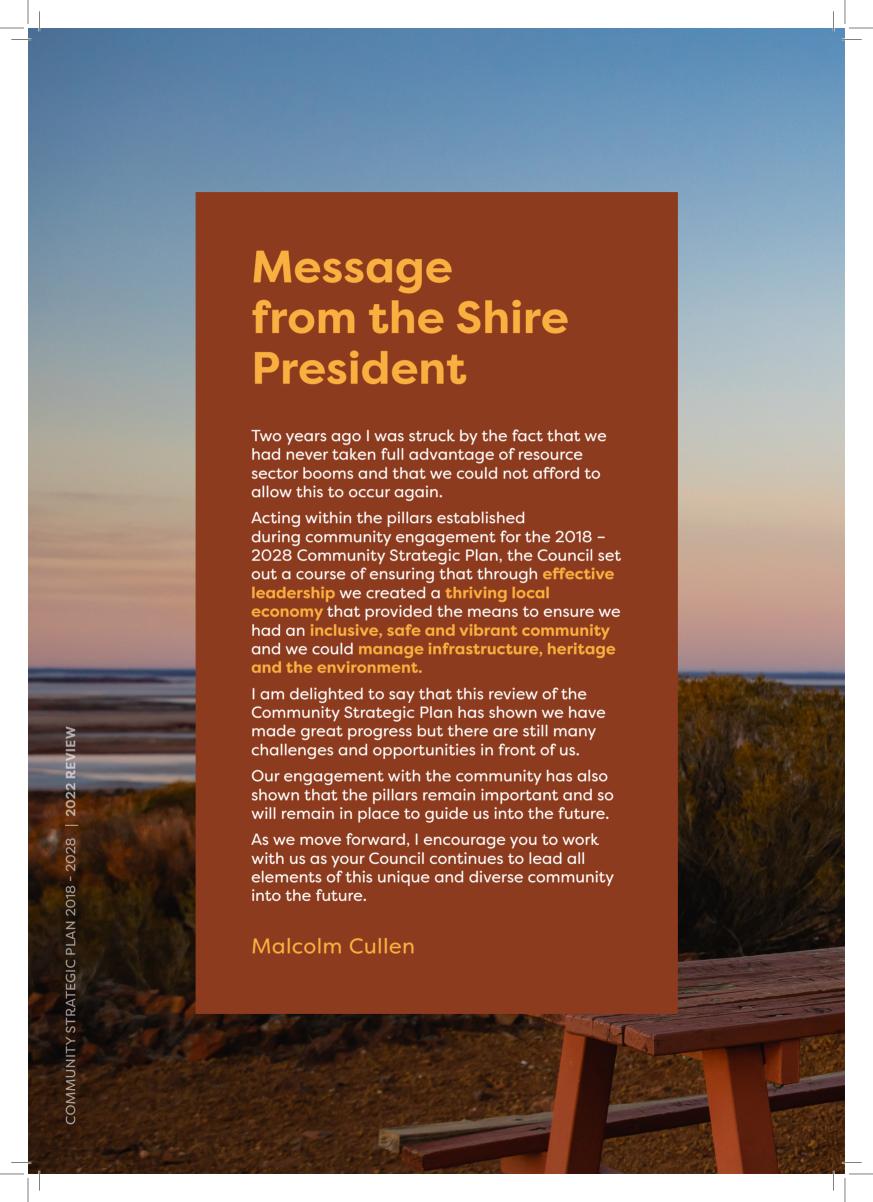


Community Strategic Plan 2018 - 2028

REVIEWED 2022



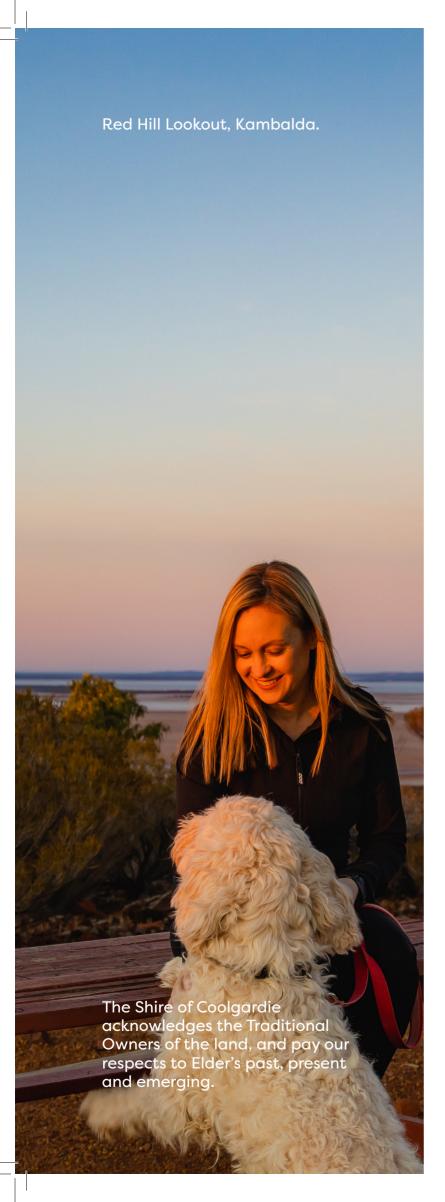


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The Shire of Coolgardie

The Shire of Coolgardie, known as the "Mother of the Goldfields," is the most populous Shire in the southern Goldfields of Western Australia. It is located some 550km east of Perth with its northern boundary beginning just 11 km from the heart of the City of Kalgoorlie-Boulder.

Kambalda East and West are the two central mining towns, Kurrawang an Aboriginal community, Widgiemooltha a smaller town to the south, with Coolgardie the "spiritual," historic town being part of the strategic transport route that connects Perth and the Eastern States of Australia.

The Southern Goldfields Spirit

Explore, Discover and Act

The southern Goldfields and the Shire of Coolgardie have a rich and specific history that has built a unique character that pervades

the very essence of existence. It has meant that living in the Shire of Coolgardie requires a special attitude and approach that exemplifies the strong themes of Explore, Discover and Act.

Bold, adventurous people set out way beyond the conventional boundaries that defined Western Australia to find the "new" and risk all to build something of consequence. They took risks and persisted until, through good fortune or great design, they discovered the something that led to the new. Then they acted. Pastoral stations, mines, businesses and towns were built.

In addition to this strong character the other hallmark of success was "Australian mateship." People stood up for each other, supported each other and went out of their way to ensure that people were "okay."

This is what created the foundations of the area, sustained it through the highs and lows of the last century and are the themes that takes the Shire into the future.

Mateship has been brought into today's context by the Shire through the approach of, never alone, we act together through partnerships, alliances and coordinated activity.

Introduction

Since the development of the Community Strategic Plan (CSP) in 2018 much has changed but the focus areas established through community engagement have remained stable and have been reinforced through subsequent interaction with the community.

Two major changes have been the global focus on ESG (environment, social, governance) as a standard to which organisations are held to account, and the realisation by Council that the resource sector provides about 83% of the Shire's income hence being a crucial ingredient of the municipal community.

The development of the Shire's Collaboration Strategy in 2021 was a major step in promoting this change in emphasis.

These three factors have played a significant role in shaping this review of the 2018 Community Strategic Plan.

Furthermore, the statutory obligations of the Shire continue to expand through such requirements as the need to produce a Public Health Plan and a Disability Access and Inclusion Plan.

In addition, the Shire has increased its focus on young people, a need highlighted in the 2021 perception survey, and is developing a Youth Plan.

Rather than having dedicated documents for all of these requirements, the Shire aims to have the Community Strategic Plan as the over-arching document with each of the other requirements becoming subsets of the CSP.

This review of the 2018 - 2028 CSP provides the perfect vehicle through which to explore this approach.





External relationships

- Developed an effective collaboration strategy with the resource sector
- Developed strong working relationships with State and Federal politicians
- MOU with high school and Central Regional TAFE
- MOU with Goldfields Women's Health Care Centre
- MOU with St John WA
- MOUs with allied health providers

Internal (to the Shire) relationships

- Undertaken biennial community surveys
- Undertaken a youth survey
- Post event feedback process implemented

- Meals on Wheels Program residents in Coolgardie and Kambalda over the age of 70. Twice weekly nutritious meals delivered to people's homes
- Counselling Service fortnightly counselling service in Kambalda
- Seniors Staying Connected fortnightly free outing for seniors
- Ramp to Kambalda Aquatic Pool for inclusiveness - elderly, disabled, wheelchair access
- Ramp to gym elderly, disabled, wheelchair access
- Worked closely with community groups, especially after COVID
- Parenting workshops, advice and education
- Encourage and form relationships with current sport clubs and providers and fill in any gaps
- Worked with schools on sport activities and initiatives for youth
- Health Model St John, Counselling,
 Community Transport Vehicle, Mental
 Health care





A Thriving Economy



Effective Management of Infrastructure, Heritage and Environment

- Small Business Friendly Local Government
- Business networking events
- Major Events Coolgardie Rodeo, Coolgardie Day, Kambalda Christmas Tree
- Workers' Accommodation Village in Kambalda West
- Workers' Accommodation Village in Coolgardie
- Upgraded the Coolgardie Waste Facility to Class III
- Redevelopment of the Kambalda Aerodrome
- Mungari Strategic Industrial Area (SIA) activated

- Kambalda Pool Revitalisation \$5.2m investment.
- Local Emergency Management Committee (LEMC) – coordinated responses and recovery from emergencies and disasters (reviewed)
- Coolgardie Community and Cultural Hub – \$2.3m upgrade
- Bayley Street Upgrade planned but postponed – Infrastructure and Heritage
- Road networks Continual investment in maintenance and upgrades
- Building relationships with First Nations organisations including Judumul Advisory Aboriginal Corporation, Bega Garnbirringu Health Services, Kurrawang Aboriginal Christian Community, Goldfields Aboriginal Business Chamber, Mara Pirni Health Services and Christian Aboriginal Parent Directed School
- Coolgardie Truck Bay

The Shire and St John WA have developed a Country Health Care Model with support from the resource sector. The Model provides localised day-to-day support plus provides specific services to all people with chronic diseases. This integrated health care system is designed to allow people to access the right care, at the right time, in the right place.

Engagement, Surveysand Research

Community Wide

The Shire has utilised several different methods to gauge community sentiment into the relevance of the CSP and their priorities for the communities going forward.

- Significantly there was an increase of some 48% in the number of people participating in responding to the engagement opportunities.
- 26% Of relevance were the increases in the liveability ranking in the Shire by some 26% in two years.
 - 7 % An increase in the quality of life within the Shire by some 17%.

People reported an improvement in:



Shire roads



the rubbish tip



community services and support



swimming pools



recreation centres

Areas that required further improvement were:



youth services



tourism



drainage



footpaths

All responses were within the existing "pillars" of the CSP with no new areas of focus mentioned.





A recurring feature throughout the engagement processes was a focus on young people. The main reasons given for considering leaving the Shire related to either education opportunities, services and activities for young people or reconnecting with family.

As a result, the Shire has embarked on a process of engaging further with young people including undertaking a young person specific survey. The information gleaned has been used to help form the Shire's Youth Plan.

1/3

One encouraging finding of the survey is that one third of young people had a strong desire to remain living in the area.





Playing sport and catching up with friends were the most highly rated activities.





For Aboriginal young people listening to music and cooking also rated very highly.

Importantly, young people reported a need for more focused events and activities while education and work options were seen as very important.

For most young people the most important things were having good relationships with family, feeling safe and having things to do.



Priority Areas

Many of the initiatives documented in the existing CSP will continue into the future, however, a range of priority areas, both new and existing, have been highlighted to demonstrate that the Shire recognises the need for specific action in these areas.

Three Distinct Parts of the Community



First Nations

The Shire has a strong resolve to strengthen ties with First Nations' organisations as they represent and work to enhance the life of the people who have inhabited Australia for more than 60,000 years and still have significant cultural and spiritual connection to the country.



Young People

A focus on young people, based on their needs as expressed through the youth survey, will increase their quality of life, and retain families in the Shire's communities.



FIFO/DIDO

Many people either fly or drive into the Shire to work or to provide services. They are an essential part of the lifeblood of the Shire's communities and workforce. The Shire wishes to make them feel welcome and ensure they contribute to the vitality of each place.

Two Ways of Enabling Greater Participation and Connection



Public Health, Access and Inclusion

The health and well-being of all residents is important. Specific plans to build this further is a focus for the Shire.



Community stakeholders and Organisations

The social fabric of each community plays an important role in everyone's overall health. The Shire has a strong desire to strengthen the networks of those committed to their communities.

Strong Financial Capacity



Economic Development

Providing the revenue streams that allow the Shire to perform its multiplicity of roles can only occur through a deliberate approach to economic development. The Shire has developed a firm foundation and will continue to focus on a range of initiatives.



Collaboration

The input of the resource sector into the communities that comprise the Shire have increased significantly in recent times. A continued focus on building trusted relationship will see this prosper into the future.





Accountable and Effective Leaders



An Inclusive, Safe and Vibrant Community

- Engaged with the community
- Transparent, accountable and effective governance
- Advocate for the community
- A sense of place and belonging
- A safe and healthy community
- Celebrate our culturally diverse community

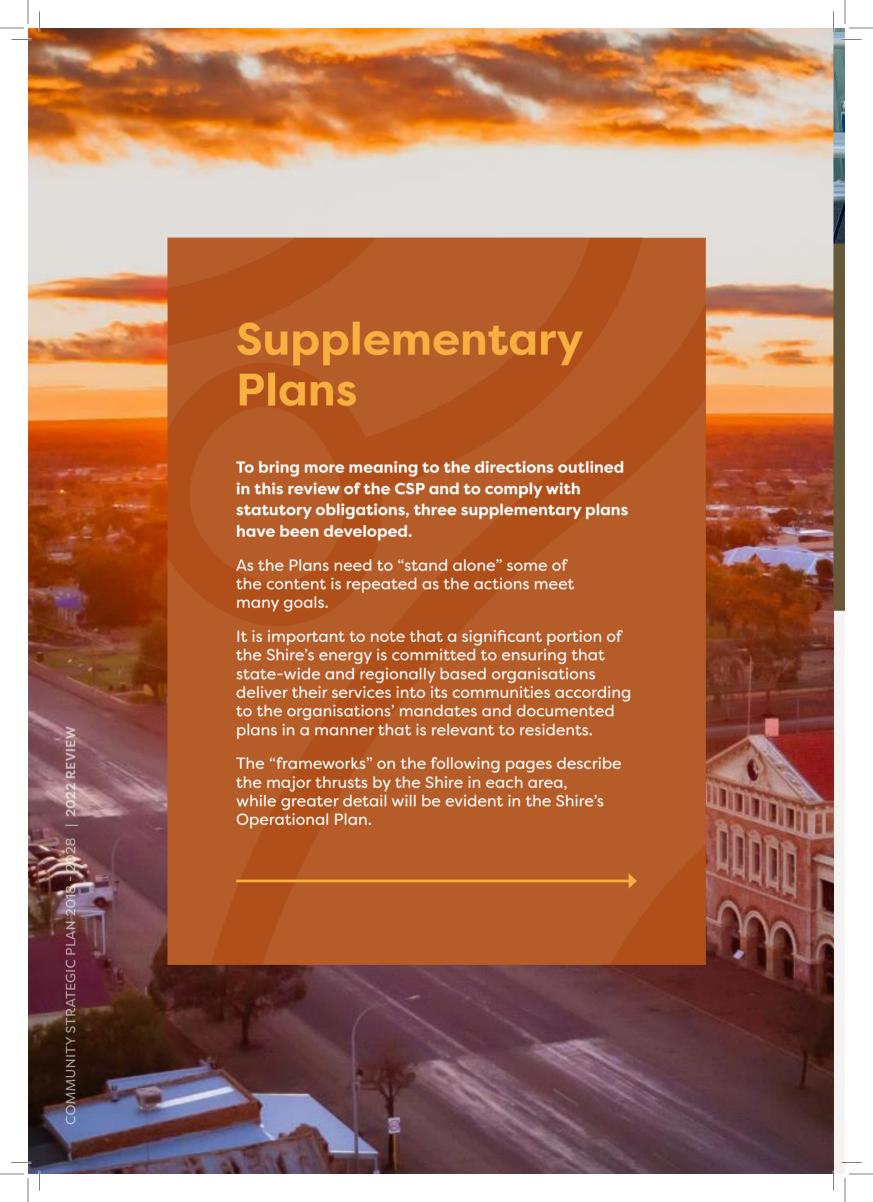


A Thriving Economy



Effective Management of Infrastructure, Heritage and Environment

- Build economic opportunity and capacity
- Facilitate local business development and retention
- Pathways for young people into training and employment
- Value local culture and heritage
- Sustainable management of resources
- Enhance the built environment





Youth Plan

A constant theme throughout engagement with the communities that comprise the Shire has been the importance of education, the potential of work and the attractiveness of services and programs for young people.

It was clearly stated that people feel "forced" to leave the region to improve the opportunities for their children's education and for better employment prospects.

Furthermore, both adults and young people are seeking a greater range of events, activities, services and organisations that are young people focused.

Although the Shire has made significant headway in the last few years, a renewed focus on young people has been embarked upon:



Accountable and Effective Leaders

- Working cooperatively with state-wide and regional organisations to deliver their services to residents through MOUs and other arrangements
- First Nations better communication
- Support FIFO and DIDO in the community



An Inclusive, Safe and Vibrant Community

- Coolgardie Positive relationships, anti-bullying, respect others and infrastructure.
- Support local artists
- Revitalise sports per season
- Formal competition support for local teams and clubs
- Building rapport with local schools with sport and activities
- Drug and alcohol education and resources



A Thriving Economy

Workforce development



Effective Management of Infrastructure, Heritage and Environment

 Introduce activities for First Nations young people to connect to country



Disability Access and Inclusion Plan

The Shire maintains a commitment to its regulatory responsibilities as dictated by State and Federal government and is committed to enhancing disability access and inclusion of its residents through a range of strategies and actions.



Accountable and Effective Leaders

- Working cooperatively with state-wide and regional organisations to deliver their services to residents through MOUs and other arrangements
- Subtitles or verbal option on website
- First Nations -better communication
- Education work with schools, local businesses, TAFE



An Inclusive, Safe and Vibrant Community

- Assist with Migrant services
- Coolgardie Positive relationships, anti-bullying, respect others and infrastructure



A Thriving **Economy**

- Assist households with budgeting/financial advice
- Workforce development
- Support FIFO and DIDO in the community



Effective Management of Infrastructure, Heritage and Environment

 Inclusive playgrounds nonverbal communications boards



Public Health Plan

The Shire maintains a commitment to its regulatory responsibilities as dictated by State and Federal government and is committed to enhancing health and well-being of its residents through a range of strategies and actions.



Accountable and Effective Leaders

- Working cooperatively with state-wide and regional organisations to deliver their services to residents through MOUs and other arrangements
- Continue to build relationships
 with First Nations organisations
 including Judumul Advisory
 Aboriginal Corporation, Bega
 Garnbirringu Health Services,
 Kurrawang Aboriginal Christian
 Community, Goldfields Aboriginal
 Business Chamber, Mara Pirni Health
 Services and Christian Aboriginal
 Parent Directed School to deliver
 appropriate services and activities



A Thriving **Economy**

- Support FIFO and DIDO in the community
- Primary Health Care Model



An Inclusive, Safe and Vibrant Community

- Continued development of the St John WA Country Primary Health Care Model
- Regular counselling service in Coolgardie
- Mental Health -training, workshops and activities (staff and community)
- Suicide Prevention
- Coolgardie Positive relationships, anti-bullying, respect others and infrastructure.
- Drug and alcohol education and resources
- Support local artists
- Revitalise sports per season
- Formal competition support for local teams and clubs
- Building rapport with local schools with sport and activities

Environment, Social and Governance

Normally, ESG (Environment, Social and Governance) is seen as a reporting methodology that reflects the global desire for the protection of the environment, respect for people and transparency of governance processes.

The Shire of Coolgardie is intent on integrating ESG into its internal functions and its business operations.

Rather than it being seen as a tool to report on current practice, through innovation, the Shire's desire is for it to frame the way it operates. Furthermore, the Shire wants to use it as a process to engage with its residents and communities, with industry, with government and other stakeholders to make it a tangible part of everyday life.

To provide an incentive to industry, the Shire will collate the input of industry into the Community Strategic Plan and provide them with an annual summary which can be used in their reporting processes.



ESG Model

SHIRE

COMMUNITY STAKEHOLDERS

GOV'T / NFP / COMMUNITY ORGANISATIONS

INDUSTRY

→ RESOURCE SECTOR

Leadership **Policy Planning**



Accountable and effective leaders *

- → INFORM (COMMUNICATION)
- → ENCOURAGE
- → EDUCATE
- → PARTNER
- → ADVOCATE → INFLUENCE
- → TOURISM
 - → S/M BUSINESS → PASTORAL/
 - AGRICULTURAL

COLLABORATION STRATEGY

Service **Provision**



→ FACILITIES/AMENITIES

- → COMMUNITY SERVICES
- → WASTE MANAGEMENT

An inclusive, safe and

vibrant community

A thriving local economy *

Effective management of infrastructure, heritage and environment *

SHIRE OF COOLGARDIES'S RESIDENTS

HOMES / INDIVIDUALS / FAMILIES / CONNECTIONS

HEALTH (OF EACH)

- SOCIAL
- SPIRITUAL
- PHYSICAL
- ECONOMIC
- PSYCHOLOGICAL

INTERNAL PRACTICES

Shire

Community **Stakeholders**

Industry

nvironmental

overnance

* Priorities from Community Engagement (Community Strategic Plans 2018-2028)

Appendices

Shire profile



\$4.06B

VALUE OF MINERALS 2021

MINERALS PRODUCER IN THE REGION

\$950M

IN GROSS REGIONAL PRODUCT

#1 LGA
IN WA FOR VALUE
OF MINERALS 2021



COOLGARDIE



TOP 3 INDUSTRIES OF EMPLOYMENT

GOLD ORE MINING **31.2%**OTHER MINING SUPPORT SERVICES **6.8%**LOCAL GOVT. ADMIN **4.1%**

TOP 5 OCCUPATIONS

MACHINERY OPERATORS & DRIVERS 28.2%
TECHNICIANS & TRADES WORKERS 22.9%
LABOURERS 10.6%
PROFESSIONALS 8.7%
CLERICAL & ADMIN 8.7%

\$1,805



KAMBALDA

3,610

22%



LAND AREA

30,400KM²

DISTANCE FROM PERTH

550KM

DISTANCE TO ESPERANCE PORT

336KM

ROADS

1,279 KM

BUSINESSES

100+

AVERAGE TEMPERATURE

27°C



Significant planned projects

As part of its long-term financial planning the Shire has developed a program of projects to reinforce its commitment to achieving outcomes within each of its major pillars.

The timing of the projects is contingent on Federal and State grants, contributions from the resource sector and the capacity of the Shire itself.



An inclusive, safe and vibrant community

Integrated Health Care model

The Shire has already invested heavily in the St John Country Health Care Model to bring appropriate services to its residents. This investment will continue to foster the provision of more services over the coming years.

Residential Land Development

To release land for housing, the Shire is investigating the options for the subdivision of the Coolgardie Horse Blocks project west of Coolgardie.

Land within Coolgardie and Kambalda townsites has also been identified.



A thriving local economy

Waste

The Shire has developed a 30,000 tonne per annum Class III Waste Management Facility in Coolgardie and soon will have Class I to V waste management solutions. The next phase will increase capacity to 50,000 tonnes with a 42m, 160 tonne weighbridge. The Shire's investment in this project is \$3.8m.

Kambalda Airport

The redevelopment of the airport has already commenced and with the planned re-sealing of the entire runway will provide the opportunity for larger jets to operate from Kambalda. The estimated cost of the project is \$6.8m.

FIFO Village

The lack of workers' accommodation can inhibit the growth of the resource sector. To alleviate this situation and develop another income stream the Shire is investing \$20m into the creation of a 200 room village in Kambalda.

Industrial Zone (Mungari Strategic Industrial Area)

Since the strategic development of this resource a downstream processing company is considering constructing their facilities in this zone with the planned project estimated to cost \$500 million.

Industrial land release

The opportunity to release land for development in the townsite of Coolgardie for businesses that provide services to the mining sector are being investigated.



Effective management of infrastructure, heritage and environment

Road maintenance

To facilitate mining exports and to provide better local and regional connectivity as well as the link from Perth to the eastern states, the continues to invest significantly into roads.

Coolgardie Community hub

The continued development of the cultural precinct of Coolgardie will see a further \$2.1m invested to revitalise the internal areas of the Post Office Complex to create Aboriginal training facilities, a cultural and community hub a micro-business shared office area and a variety of museum and visitor spaces.

Coolgardie Swimming Pool up-grade

A budget of \$4.5m has been allocated to this project in the long term financial plan.

Appendices

Resource sector value and mines in the shire

