

Goldfields-Esperance Region



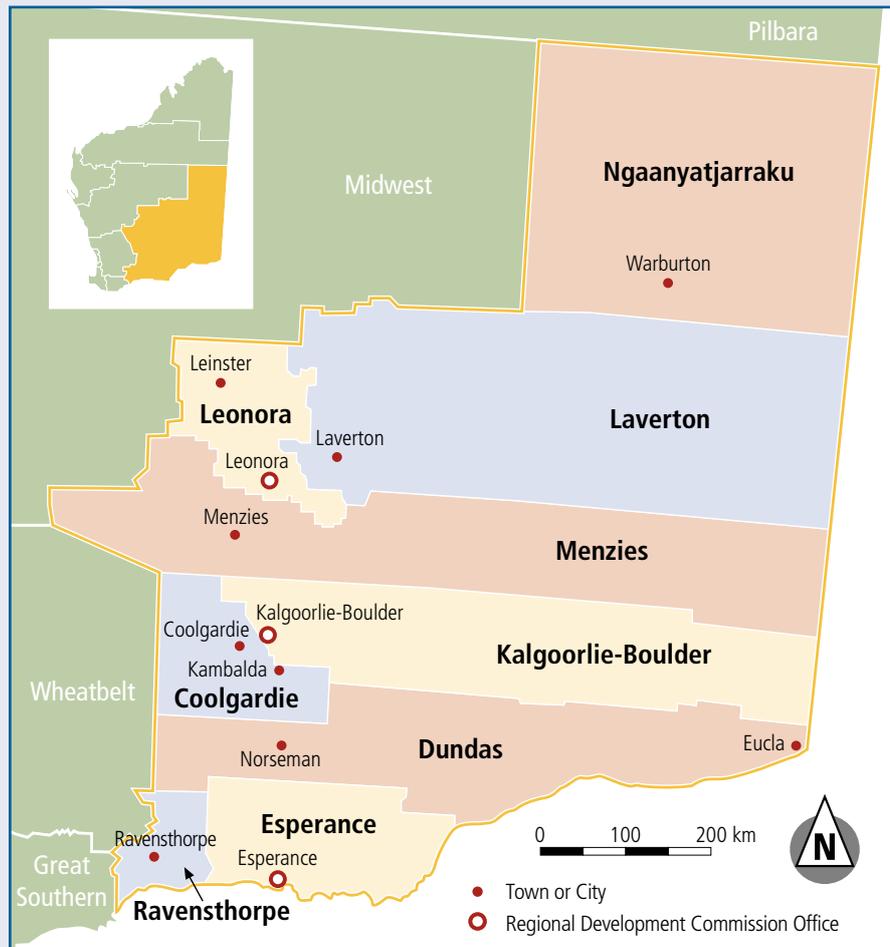
2011–2021 Strategic Development Plan



A sustainable region of flourishing and resilient communities enjoying an improving quality of life.



The Goldfields-Esperance Region, Western Australia



(Source: Department of Regional Development and Lands)

Disclaimer

Information provided in this Plan was gathered in good faith throughout the region and other areas of Australia, and is believed to be reliable and accurate at the time of publication. A list of people who were involved in the initial consultation in 2010 is available from the GEDC. The GEDC and RDAGE advises users of this information to take responsibility for their own assessment and to verify all representations, statements and information for discussions that concern the conduct of business that involves monetary or operational consequences.

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An Australian Government Initiative

Foreword

The Goldfields-Esperance region. Vast and diverse. From the rich, red deserts with mineral wealth, the magnificence of the Great Western Woodlands, to the bright, white sandy beaches and blue seas.

The region has played a significant role in the development of Western Australia and the nation since the end of the nineteenth century. Indeed, the very decision to create the Federation of Australia hinged on the decision made in the Goldfields.

Gold was discovered. A water pipeline constructed. Nickel boomed. Agriculture and pastoral lands opened up. The economy spared at a time of great depression. These incredible achievements are just a taste of what Western Australia’s largest region (around 771,000 square kilometres) has accomplished. From the past, to the future, there is strong evidence of wealth, diversity, culture, uniqueness and a “can do” attitude.

Currently home to some 59,000 people, the Goldfields-Esperance region boasted a Gross Regional Product of around \$8.1 billion in 2009-2010. That strong economic performance was largely generated by the mineral resources and related services sector (more than 85%); supplemented by a strong agricultural industry and tourism.

Our mining sector has the potential to continue delivering substantial regional economic outcomes in the foreseeable future and broadening the regional economy is an increasingly important imperative to ensure sustainable development. Addressing regional sustainability also requires us to focus on advancing social conditions and amenity, environmental protection and governance.

This Strategic Development Plan 2011-2021 (the Plan) has been developed by the Goldfields-Esperance Development Commission and Regional Development Australia Goldfields-Esperance, in consultation with a diverse range of regional stakeholders. We thank them all for their input and feedback.

The aspirations, strategies and innovative projects outlined in the Plan reflect the confidence and commitment of the “can do” people throughout the region in addressing existing and future challenges, and support our vision of “a sustainable region of flourishing and resilient communities enjoying an improving quality of life.”

Graham Thomson
Chair, Goldfields-Esperance
Development Commission



Mal Osborne
Chair, Regional Development Australia
Goldfields Esperance



Endorsement

We, the undersigned, endorse the Goldfields-Esperance Region Strategic Development Plan 2011-2021 and endeavour to work together towards the achievement of its vision, aspirations, strategies and projects. Through a spirit of collaboration, we look forward to the realisation of the following vision for the Goldfields-Esperance region:

Vision

A sustainable region of flourishing and resilient communities enjoying an improving quality of life founded on:

- A diverse and robust economy that fosters enduring business development and personal prosperity (economic);
- Equitable, regionally focused social conditions, services and amenities (social);
- A natural environment protected and preserved for its intrinsic value and for its foundation role in economic and social advancement (environment); and
- Contemporary governance conditions that promote regional development opportunities and accommodate regional circumstances (governance).



1. Executive Summary

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Bruntland Commission of the United Nations, March 20, 1987



The Goldfields-Esperance region has provided focus, excitement and historical significance to date for the nation, and is likely to continue to do so in the future.

This Goldfields-Esperance Strategic Development Plan 2011-2021 (the Plan) establishes foundations for advancing long-term (intergenerational) sustainable development in the region, while identifying priority initiatives to be advanced in the current decade.

Western Australia's largest region (approximately 771,000 square kilometres), Goldfields-Esperance has a population of around 59,000 people, with the majority residing in Kalgoorlie-Boulder (around 31,000), Shires of Esperance (around 14,500) and Coolgardie (around 4,700), and the remainder widely dispersed, many in remote communities or settlements.

In 2009-10, mining (mostly gold and nickel) and related service industries accounted for \$7.7 billion of the Gross Regional Product. Supplementing that, the region's well established agricultural industry (mainly cereal, wool and livestock production) generates annual income of around \$600 million, tourism around \$220 million, and commercial fishing around \$11 million.

The mining industry has served the region well, providing a substantial and sustained foundation for economic and social development for more than a century. However the depletion of mining resources, driven by global demand and technology advances needs to be given serious consideration in the future development of the region.

To ensure the continued sustainability of Goldfields-Esperance it is vital to further enhance social conditions and protect the natural environment. For whilst the region is significant in terms of its contributions, it is the PEOPLE that have made a significant difference to the past, and therefore it is for them that this plan has been developed.

A focus on potential new policy directions and strategic initiatives is high on the agenda of key regional Government, non-government and community stakeholders.

There are a number of significant global, national and state issues with consequences that have the potential to influence outcomes well beyond the present decade.

This 10-year Strategic Development Plan is framed within the context of significant long-term challenges, aspirations and key strategies which, together with more immediate projects being pursued, will shape the focus and scope of current and future sustainable regional development.

Climate change, global financial circumstances, corporate globalisation, emerging geo-political and geo-economic developments, increasing energy and water supply challenges, and global and national population growth and composition changes, are just some of the issues impacting on current and future regional circumstances.

Notable current economic and social priorities addressed in the Plan's "flagship projects" include:

- advancing the strategic "Portlink" transport and services corridors
- developing comprehensive regional energy and water management strategies
- establishing workforce development strategies to minimise labour shortages and ensure employment continuity
- revitalisation of the Laverton township
- progressing development of the Esperance foreshore
- establishing the Norseman Gateway visitors centre
- addressing equity and social advancement issues in Indigenous communities.

A product of substantial collaboration between the Goldfields-Esperance Development Commission, Regional Development Australia Goldfields-Esperance, and a host of other stakeholders – particularly local government, the Plan aims to:

- PROVIDE a common management framework for use by government, non-government and community decision-makers in developing specific policy positions, strategies and operational plans
- FOCUS AND FACILITATE strategic debate, priority setting, and decision-making on regional matters
- ENSURE that the broader regional community is well informed about (and has the opportunity to contribute to), addressing current and long-term regional issues.

The Plan will contribute to the State Government reform agenda for local governments to encourage the collective undertaking of an increasing range of operational and strategic initiatives. The arrangements will also facilitate adoption of the policy and project priorities outlined in the Regional Development Council's Action Agenda for Regional Development and its vision of ensuring that regions in WA are increasingly viewed as places where people want to live, work and invest.

Goldfields-Esperance stakeholders are committed to working together to achieve the regional vision and ensuring the focus on sustainable development remains at the forefront of strategic decision-making and actions. The proposed establishment of a Goldfields-Esperance Sustainability Council (comprised of high profile decision-makers from government and non-government) to drive key strategic sustainability issues, has the potential to significantly strengthen collaboration and cooperation on critical, high level regional issues.

Renowned for its enterprise and resilience, the Goldfields-Esperance community is well aware of the challenges to be addressed in working towards an enduring and improving quality of life throughout the region and is confident that the aspirations, opportunities and projects outlined in this Plan will contribute to that key goal.



2. Regional Profile

Mineral resources are finite; total reserve estimates are unknown. The region faces the uncertainty of existing mining operations potentially reducing or ceasing operations or commissioning new projects. The success of mining operations is closely linked to national and global growth; therefore, the region needs to broaden economic activity to withstand economic down turns.

With an estimated \$8.094 billion gross regional product in 2009-2010, the Goldfields-Esperance region boasts one of WA's strongest regional economies. Much of this has been driven by increased investment and production in the mineral resources sector however manufacturing, agriculture, transport, and the services sector have also contributed to the region's performance.

Strong, Productive, Still Growing – Mining

Mining is the dominant employer in the region and in fact, in some local government areas (shires), mining contributes well over half of all employment. However, there is a clear employment cycle whereby construction-related occupations dominate the start up phase of mining projects, followed by 'mine operational' occupations during the production phase (Tonts, 2010). This labour dichotomy is compounded by the fact that the region is dependent on wider international economic trends.

The region's industrial concentration is more apparent using location quotient analysis that indicates which sectors form the economic base across the Goldfields-Esperance region.* As shown in Table 1, mining was an economically important sector in all areas of the region in 2006, with location quotients ranging from 1.1 in Ngaanyatjarraku to 56.5 in Laverton. The agriculture, forestry and fishing sector is important to the local economies of Esperance and Ravensthorpe; while public administration and safety contributes significantly to the local economies of Ngaanyatjarraku and Menzies.

Table 1: Location Quotients for Selected Industries, 2006

(Source: ABS 2006 Census of Population and Housing)

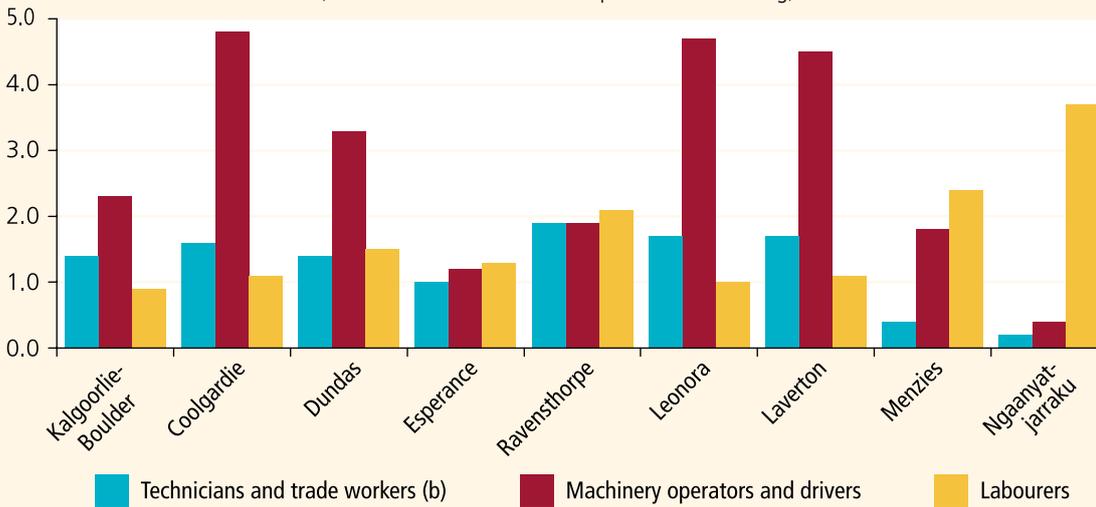
Industry of Employment	Kalgoorlie-Boulder	Coolgardie	Dundas	Esperance	Ravensthorpe	Leonora	Laverton	Menzies	Ngaanyatjarraku
Agriculture, forestry & fishing	0.1	0.2	1.2	6.1	3.8	0.4	0.2	2.1	0.0
Mining	18.5	36.2	32.2	1.3	8.4	43.5	56.5	17.6	1.1
Electricity, gas, water & waste services	1.0	0.8	0.0	0.8	0.7	1.0	0.2	2.5	0.7
Construction	0.9	0.7	1.2	0.9	5.2	1.2	0.4	0.3	0.2
Accommodation & food services	0.9	0.6	1.3	1.0	0.5	0.6	0.5	0.8	0.2
Transport, postal & warehousing	1.1	0.6	0.6	1.6	0.4	0.6	0.3	0.0	0.1
Rental, hiring & real estate services	1.3	0.7	0.2	1.0	0.6	0.3	0.2	0.0	0.0
Public administration & safety	0.7	0.6	1.1	0.7	0.4	0.3	0.7	3.2	6.6
Education & training	0.8	0.8	0.6	1.1	0.3	0.3	0.3	1.5	1.1
Health care & social assistance	0.7	0.7	0.6	0.8	0.2	0.2	0.4	1.0	2.0
Arts & recreation services	0.7	0.2	0.0	0.4	0.1	0.2	0.0	1.8	0.4

* Location quotients (LQ) give insights into the structure of local economies and the relative importance of different sectors. A location quotient greater than 1.0 suggests a local or regional advantage (or concentration of employment) in that sector. A location quotient less than 1.0 suggests that the sector is not a propulsive industry within the economy (Tonts et al., 2008: 35-36).

The Goldfields-Esperance region relies upon the machinery operators and drivers and labourers categories, as evidenced by their high location quotients (see Figure 1). Technicians and trade workers also form another backbone of the occupational workforce. These three categories are predominant requirements of the mining sector.

Figure 1: Location Quotients of Selected Occupations, Goldfields-Esperance Region, 2006

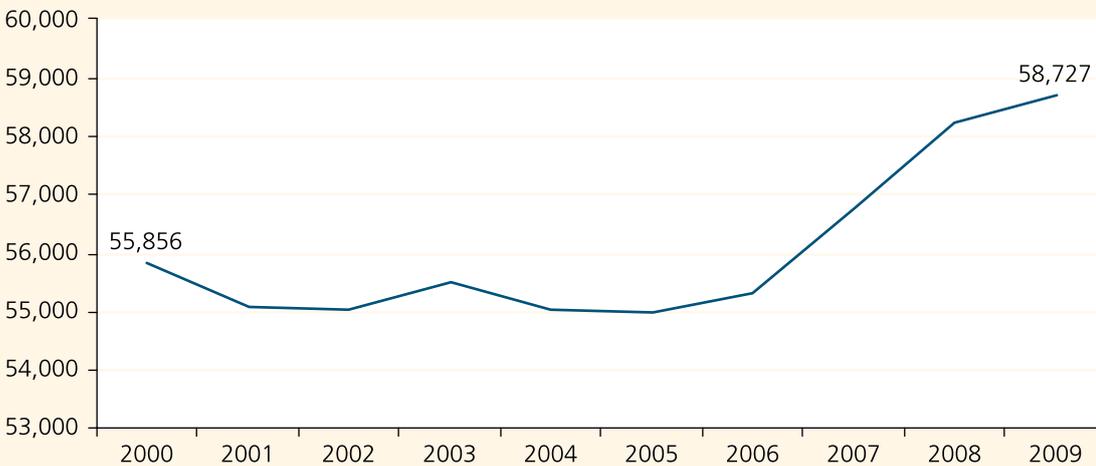
(Source: ABS 2006 Census of Population and Housing)



With its strong economic performance, the population size and age structure of the region and its implications in terms of regional labour dynamics is an important area in planning for the future of the Goldfields-Esperance region. The region is home to almost 59,000 people, with the estimated resident population posting an average growth rate of 5.1 per cent between 2000 and 2009 (see Figure 2). However, not all areas of the region are experiencing population growth. The bulk of the region's population resides in the city of Kalgoorlie-Boulder (32,365), accounting for almost 60 per cent of the total regional population. While there is a substantial population residing in the Shire of Esperance (14,553), the rest of the region's population (11,809) is widely dispersed in smaller communities and more remote locations.

Figure 2: Estimated Resident Population, Goldfields-Esperance Region, 2000–2009

(Source: Department of Regional Development and Lands)

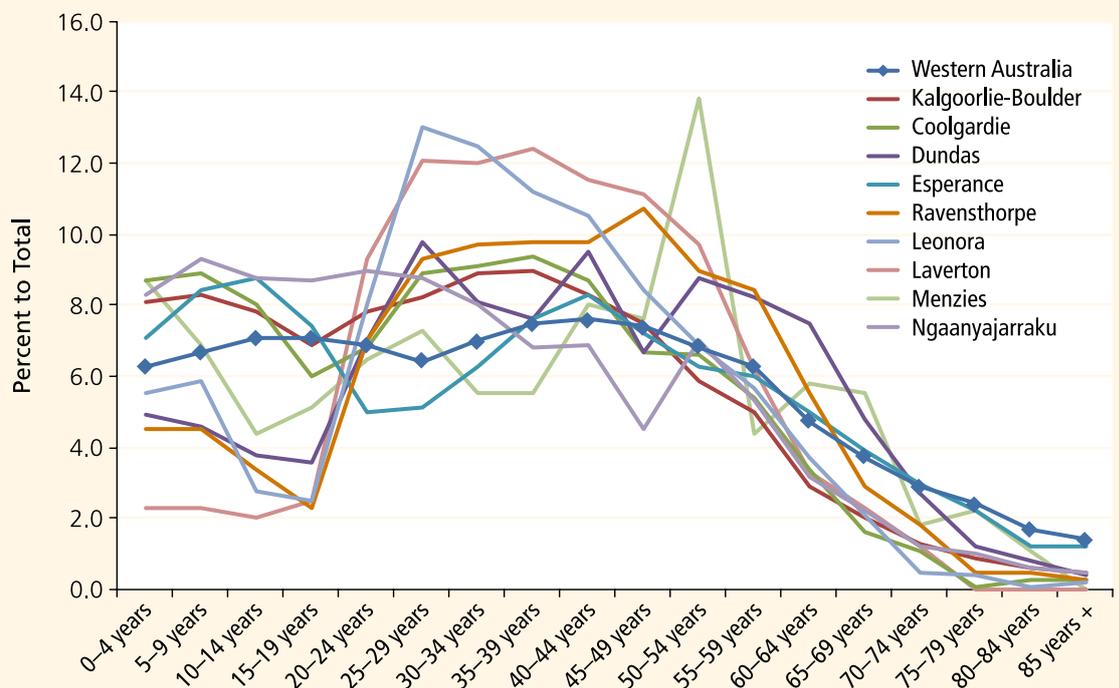


2. Regional Profile (continued)

Compared to the Western Australian age structure, it is apparent from Figure 3 that in the Goldfields-Esperance region, the young age cohorts (0-14 years) are over-represented and the older age cohorts (70 years and over) are under-represented. The significant over-representation of those in the age cohorts between 20 and 54 years provide evidence of the employment provided by the mining sector. There is, however, a considerable proportion of the mining workforce that resides permanently outside the region, and is engaged on a “fly-in/fly-out” basis. With the exception of Esperance and Ngaanyatjarraku, the rest of the shires in the Goldfields-Esperance region face a significant out-migration of those in the 15-19 age group and is an issue that this Strategic Development Plan seeks to address.

Figure 3: Comparative Age Structure, WA and Goldfields-Esperance Region, 2006

(Source: ABS 2006 Census of Population and Housing)



The region also has a sizeable Indigenous population (around nine per cent of the total population), though this is much higher in its northern reaches, with many groups residing in small remote community settlements warranting unique social, economic and cultural responses in terms of infrastructure, employment, education, health and recreation issues.



3. Regional Opportunities and Challenges

The Goldfields-Esperance region faces a number of inter-related challenges such as mining dependency, the need to promote regional bio-diversity and address climate change, labour supply bottlenecks, and planning and management imperatives. Notwithstanding these challenges, opportunities for innovation and improvements exist that could be harnessed for a sustainable future for the region.

Addressing the High Dependence on Mining and Diversifying the Economic Base

The high dependency of the Goldfields-Esperance region on mining has enabled its economy to grow in unprecedented proportions. In an environment where resources are limited and given the increasing energy, chemicals and water requirements to develop future resource projects, the sustainability of the region is at risk if no action is taken to diversify its economic base. There is, therefore, a need for the region to:

- Establish a broad indication of the future horizon of regional mining and processing operations (see Box 1), identify opportunities for the sustainable use of significant sites after current and future mining operations, and institute a protocol that supports the development of new resource projects in a sensitive and timely manner that provides the greatest benefit to the region
- Determine alternative (sustainable) business opportunities to complement mining, such as innovative and coordinated (intra- and inter-regional) tourism as well as new and innovative primary industries (including agricultural, pastoral, fishing and recycling initiatives) to ensure an economy that supports enduring communities and quality of life across the region
- Establish the strategic importance of the region from both the state and national perspectives in terms of infrastructure and economy beyond mining.

Addressing Labour Supply and Technology Issues

The severe labour shortages that will significantly impact on the long-term economic outlook for Western Australia will also pose a serious challenge to the Goldfields-Esperance region. Tonts and Davies (2008:134) conclude that, "only by attracting new labour and retaining a high proportion of existing labour will the [Goldfields-Esperance] region be able to meet future labour force needs." To address this labour supply challenge, the provision of further education and training opportunities in the region at both the local and state levels is a pre-requisite. As such, the region needs to:

- Enhance regional industry ability and competitiveness to attract and retain an effective work force (addressing the sustainability implications of fly-in/fly-out, remote control technology and increased automation in the resources industry)
- Establish innovative education and training initiatives, schemes and funding, and intra-regional management policies and practices to address current and future skills requirements
- Promote greater regional self sufficiency through enhanced research and development leading to innovation and increased commercialisation of initiatives, and effective promotion of significant developments and achievements within and outside the region
- Maximise (new) technologies that will alleviate the tyranny of distance and isolation within the region.

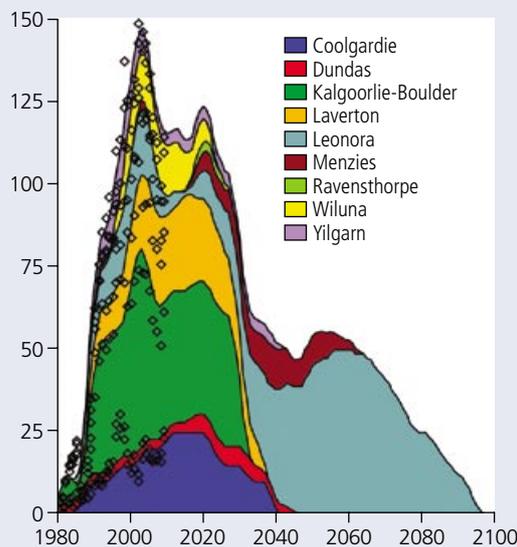


Box 1: Projected Future Scenarios for Mineral Resources and Production in the Goldfields-Esperance Region

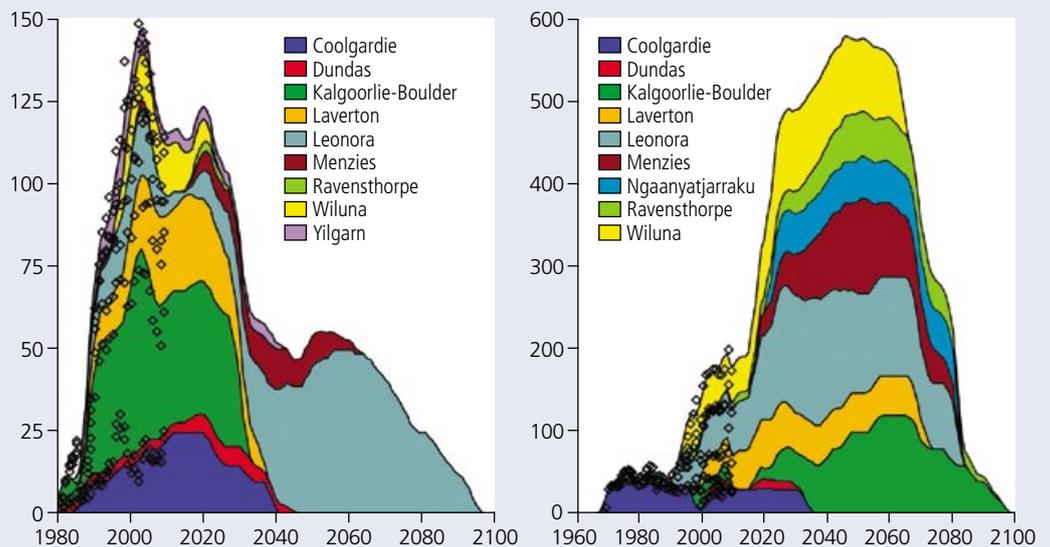
Using a supply-demand resource model for the Goldfields-Esperance region based on a wide range of data on mineral production and economic resources, Mudd and Mohr (2010) conclude that:

- **Gold production is likely to remain stable until at least 2030** – based on existing production and resources, gold is likely to remain in the range of 100 to 125 t Au/year until about 2030, at which point major fields close and most future production shifts to Leonora Shire;
- **Nickel production has significant potential to nearly triple by 2050** – based on existing production and resources, nickel could reach about 600 kt Ni/year by 2050, and would be widely distributed through the Region;

Gold Production (t Au/year)



Nickel Production (kt Ni/year)



- **Nickel ore type will be increasingly dominated by laterite ore rather than sulfide ores** – by 2025, sulfide ores will have peaked in their production and from this point, laterite ores will dominate nickel production. This is critical since laterite projects have much greater energy, chemical and water requirements than sulfide projects;
- **Base metals are likely to remain small in scale** – the prospects for base metals remain low given the few projects in the Region and surrounds; and
- **Exploration potential remains strong for gold and nickel** – based on the past few decades of strong success, mineral exploration remains highly likely to maintain the existing resource base, as well as convert sub-economic and marginal projects to economic status. However, exploration activities will face significant challenges such as increasing depth and declining ore grades, and it is not clear whether past success can be confidently assumed to be similar in the future.

3. Regional Opportunities and Challenges (continued)

Addressing Environmental Challenges

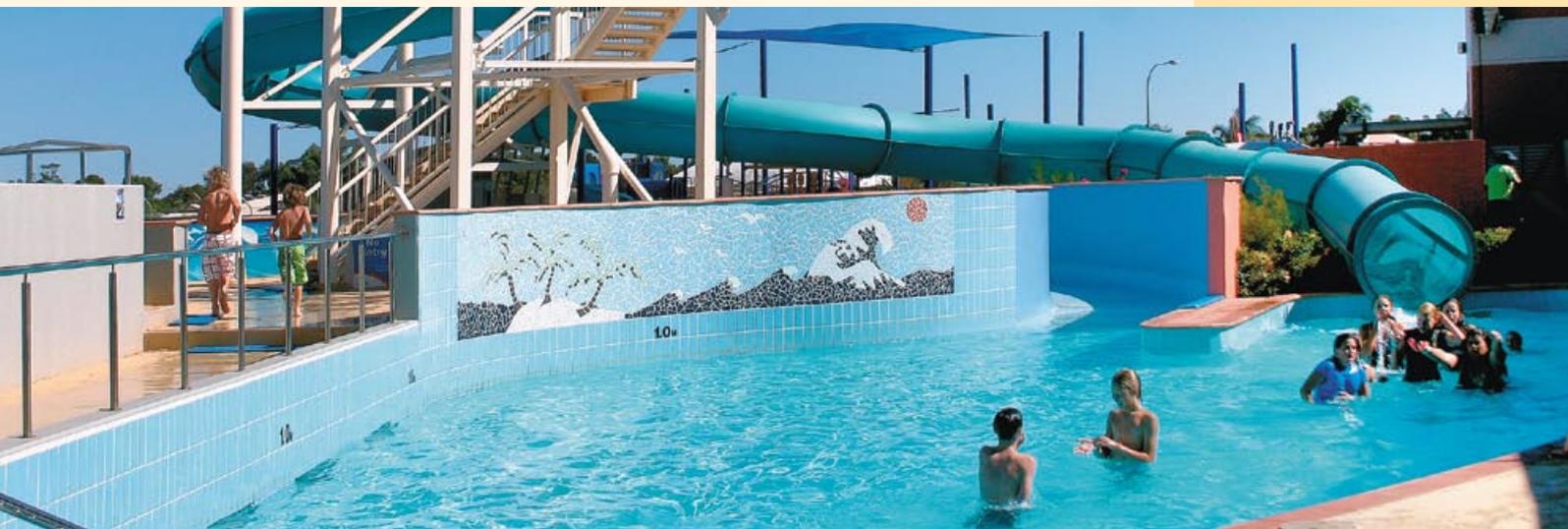
Significant challenges emerging in the environment arena also need to be addressed by the region if its sustainability initiative is to remain on track. Specifically, it is essential for the region to:

- Address climate change adaptation and mitigation implications on regional bio-diversity, agriculture, eco-tourism, the resources and fishing industry, health and other social conditions
- Focus on strategic regional water access, security and cost policies, planning and management strategies; enhanced and integrated transport planning; innovative responses to the impacts of high and rising energy and fuel costs including the capacity to deliver increased local “peak power” infrastructure in order to improve industry efficiency and deliver community cost-benefits
- Enhance land use strategic planning, development and release strategies, with a focus on substantial environmental conservation and management initiatives (e.g. Great Western Woodlands).

Addressing Key Planning and Management Challenges

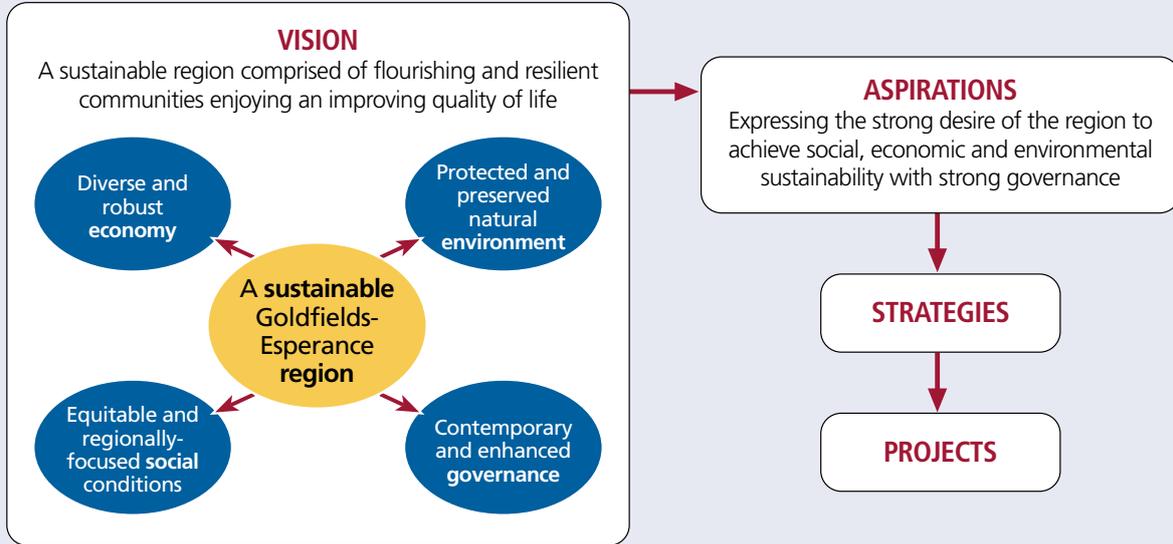
Throughout the implementation of this ten-year Strategic Development Plan, it is also necessary for the region to address key planning challenges that require the region to:

- Develop planning and management strategies to address key regional social issues such as changing demographics, housing affordability, improved community access to public service support, social isolation, cultural/ethnic harmony, the requirement for regional higher-education and more comprehensive health services, and attending to Indigenous health, education, recreation and employment circumstances
- Enhance government agency integration in addressing sustainability, strategic planning and implementation of regional initiatives, and the application of contemporary financial, governance, public utility delivery policies, systems, and practices to effectively meet emerging public administration responsibilities and obligations
- Improve the collaborative efforts required within the region in order to maximise the strengths of the region’s natural, social and human resources.



4. Regional Aspirations, Strategies and Flagship Projects

Figure 4: Regional Vision and Aspirations



Recognising the importance of relevant and effective stakeholder engagement in working towards a sustainable future for the Goldfields-Esperance region, the GEDC and RDAGE embarked on a comprehensive consultative process. During the process, key stakeholders identified their regional aspirations for the Goldfields-Esperance region. These aspirations are linked to the vision of a sustainable region and address the various dimensions of sustainability (see Figure 4). In addition, flagship projects that are crucial to the achievement of the Plan’s visions and aspirations have been identified by key stakeholders for implementation commencing between 2011 and 2012. These projects have been prioritised on the basis of their being ready for implementation and their importance in addressing the economic, social, environmental, and governance dimensions of the Plan. Following are the various strategies towards the achievement of these aspirations as well as the flagship projects.

Diverse and Robust Economy

Economic Aspirations	Strategies
1. A sustainable and enduring mining and industrial development based on high level technology and complementary establishment of world-leading mining and associated services, education and training industry	1.1 Promote relevant government and industry collaboration to determine the strategic future of regional mining and processing operations; Establish estimated mineral reserves for the region and assist to enhance and improve industry lifespan and future exploration and development; Support legislative processes that enable timely approvals for exploration and mining of resources
	1.2 Develop a case to government and industry that ensures WASM remains in Kalgoorlie-Boulder and grows in recognition and importance as a global centre of excellence in providing industry-relevant mining education and research
2. The promotion and development of industry innovation and business diversification, through increased research and development focus and entrepreneurial capacity founded on enhanced, accessible and targeted regional higher education services	2.1 Actively explore ways to encourage economic development including Aboriginal Economic Development; Support employment of development officers in the region
	2.2 Support the potential for desalination plant in Esperance or alternative solutions to access to potable water for industrial and domestic use in the region
	2.3 Explore and assess opportunities to develop a Data Centre in Kalgoorlie-Boulder

Diverse and Robust Economy (continued)

Economic Aspirations	Strategies
3. Increased, targeted development and operation of infrastructure	3.1 Actively explore and implement infrastructure projects towards the attainment of social, economic and environmental sustainability
	3.2 Develop transport corridor to provide a critical link between Esperance and Kalgoorlie-Boulder and the northern regions of the state to maximise efficiency in the state freight transport task; Engage with regional communities to ensure potential benefits of the corridor are maximised to enhance standard of living and develop latent business opportunities
4. A comprehensive regional tourism policy and strategy that is linked to a sustainable State tourism strategy	4.1 Promote tourism opportunities through the creation of a Goldfields-Esperance Regional Tourism Development Plan; Work with tourism and accommodation providers to ensure better collaboration within the region, to include marketing and development of Indigenous, nature based, coastal and inland, history and heritage tourism products
5. A sustainable food industry diversification that responsibly exploits innovative techniques and opportunities for utilising marginal farming land, such as carbon sequestration industry potential and bio-fuel industry	5.1 Support the development of new and innovative primary (agricultural, pastoral, forestry aquaculture and fishing) industry initiatives, and alternative land use (carbon sequestration and bio fuel) as a substantial new industry and potential alternative and/or complement to traditional existing industries; Work with relevant government agencies and peak bodies to support sustainable future development of these industries
	5.2 Encourage research and development opportunities for agriculture, pastoral, aquaculture and fisheries, and alternative land use including development of new industries
	5.3 Support biodiversity planting on marginal farming land as a strategy to enable focus on increased production in more arable areas
6. Exploitation of the potential to extend the civilian and military aviation industry presence in Kalgoorlie-Boulder	6.1 Promote the opportunity for the further development of aviation industry with possibility of encouraging a heavier Defence Force presence

Flagship Economic Projects

Strategy Addressed	Project	Description	Lead Agency	Participating Agency	Project Cost
3.2 11.1	Portlink Project	Establish Portlink Project Office in the Goldfields, resourced to manage and advance projects under this initiative	RDL	GEDC	\$5 M
3.2	Portlink Project	Railway bypass around Kalgoorlie-Boulder	Westnet Rail		\$60 M
3.2	Portlink Project	Esperance Port Access Corridor – Improve road and rail access in the transport corridor to and from Esperance Port	Main Roads	State and Federal Government	\$120 M
3.2	Portlink Project (Inter-regional)	Construct a more direct sealed road between Wiluna and the Great Northern Highway to enhance connection of Goldfields to Pilbara region	Main Roads	State Government	\$235 M
3.2	Portlink Project	Construct new North Western Road Bypass between Great Eastern and Goldfields Highway in the City of Kalgoorlie-Boulder (CKB)	Main Roads	State Government	\$35 M
3.2	Portlink Project	Establish common user intermodal freight facility (transport hub) in Kalgoorlie	CKB	GEDC	\$31.5 M

Flagship Economic Projects (continued)

Strategy Addressed	Project	Description	Lead Agency	Participating Agency	Project Cost
3.1	Outback Way	Seal 5 km on either side of Laverton, Cosmo Newbery Community, Tjukayirla Roadhouse, Warburton and Warakurna; to include infill sealing between towns and communities	Shire of Laverton	Shire of Ngganyatjarraku	\$25 M \$350 M
3.1	Heavy Haulage Bypass – Ravensthorpe	Planning and construction of a heavy haulage bypass around the Ravensthorpe town site	Shire of Ravensthorpe	State Government	\$6 M – \$10 M
3.1	Heavy Haulage Realignment – Laverton	Realign Heavy Haulage road south of Laverton	Shire of Laverton	State Government (Regional Road Group); Mining companies	\$2 M
2.1	Economic Development of Aboriginal communities	Identification of economic development opportunities for Aboriginal communities	DIA, ICC		TBD
7.8	Workforce Development	Establish a position for the Goldfields-Esperance Workforce Development Alliance (GEWDA) to direct and manage its workforce development plan	GEWDA		\$100,000
1.2	Western Australian School of Mines (WASM)	Develop a case to government and industry to ensure WASM remains in the Goldfields, providing the mining industry with relevant education, research and personnel	GEDC		TBD
7.8	Regional Universities Campus	Establish a regional campus representing main WA universities	GEDC		TBD
2.4	Data Centre Project	Planning and development of a Data Centre in Kalgoorlie-Boulder	GEDC		\$350 M
4.1	Regional Tourism Strategy	Development of a Regional Tourism Strategy	GEDC	Australia's Golden Outback; Goldfields Tourism Network; Esperance Regional Tourism Association	TBD
4.1 3.1	Norseman Gateway Visitor Centre	Construct a new Visitor Centre near the intersection of the Eyre and Coolgardie-Esperance Highway as the first and last point to promote Norseman and the Goldfields-Esperance region	Shire of Dundas	Australia's Golden Outback; Tourism Western Australia	\$1.75 M
3.1	Mobile Phone Coverage	Increase mobile phone coverage along the length of the Goldfields and Leonora/Laverton Highways	Telstra	Federal Government	TBD
3.1	Kalgoorlie Golf Course	Development of premier resort at Kalgoorlie Golf Course, including a community facility, a club house, café/restaurant, function facility and meeting rooms	CKB	Private sector and State Government	\$50 M+

Equitable and Regionally-Focused Social Conditions

Social Aspirations	Strategies
7. A regional quality of life, based on enhanced support infrastructure and increased equity of access to cultural and community facilities, that ensures people want to live, work and play in the region for whole-of-lifestyle reasons	7.1 Actively promote and develop the Goldfields-Esperance region from a positive lifestyle perspective to attract and retain population and encourage investment
	7.2 Develop a Drug and Alcohol Strategy that addresses regional Alcohol and Drug issues through rehabilitation facilities and services/programmes; Assist with further development of existing Drug and Alcohol rehabilitation and educational services and establishment of new services/programs – linked to other program areas, such as child protection, mental health and includes alcohol accords for all locations
	7.3 Enable access to affordable and appropriate housing and land
	7.4 Coordinate early childhood policy and service provision focused on prevention and early intervention (child protection, health, education)
	7.5 Coordinate and develop regional youth services as part of a regional youth plan to incorporate sport, recreation, education, support and development
	7.6 Carry out an audit of sports and recreation facilities and develop a plan to meet the infrastructure and service delivery needs of the region
	7.7 Enhance existing services and establish new relevant services for the purpose of attraction and retention of population and ensuring the community is enriched by unique and transforming cultural and art experiences
	7.8 Develop innovative education and training facilities and opportunities (including affordable accommodation options) to meet regional future workforce requirements and social learning interests of the community; Include tertiary education opportunities for human service professionals to contribute to retention and employment of local people in human services (particularly Indigenous people)
	7.9 Retain Rural Clinical Schools as a medical training facility to ensure students gain a quality experience in a regional setting and return to the region as qualified medical staff
	7.10 Support economic development to address infrastructure and social needs collaboratively in small remote Aboriginal communities
	7.11 Investigate safe community strategies in order to plan and design safer communities, incorporating adequate street lighting and cameras and relevant infrastructure
	7.12 Develop a regional health and welfare strategy or plan incorporating the coordination and enhancement of regional health and welfare services to include; mental health, disability service, aged care and non-for-profit agencies delivering social services and emergency services to provide the best outcome for patients, families, carers and the community

Flagship Social Projects

Strategy Addressed	Project	Description	Lead Agency	Participating Agency	Project Cost
7.7 7.10	Aboriginal Precinct	Develop Maku Stadium as an Aboriginal precinct to assist with economic and social development to benefit the whole region	Department of Indigenous Affairs; Aboriginal Lands Trust	Goldfields Land and Sea Council; Aboriginal communities	TBD

Flagship Social Projects

Strategy Addressed	Project	Description	Lead Agency	Participating Agency	Project Cost
3.1 7.2 7.1	Town Revitalisation and Aboriginal Facilities and Accommodation – Laverton	<ul style="list-style-type: none"> Address Aboriginal facility and accommodation needs, including a managed short term accommodation village and drug and alcohol rehabilitation centre; Redevelop the Historic Coach House for community use, with the long-term goal of including backpacker accommodation 	Shire of Laverton	Dept of Indigenous Affairs (DIA); Dept of Health; Shire of Ngaanyatjarraku; FaHCSIA; Office of Premier & Cabinet; Private Developers	\$2.4 M (Aboriginal facility) \$2.3 M (Coach House Redevelopment)
7.12	Aboriginal Itinerant Camps – Kalgoorlie-Boulder	Upgrade camps to liveable standards and/or removal of itinerant visitor camps on the outskirts of the Kalgoorlie and Boulder town centres	CKB, DIA and Department of Housing (DoH)		TBD
3.1	Administration, Learning and Community Centre – Warburton	Establish a new multi-purpose facility in Warburton	Shire of Ngaanyatjarraku		\$1.5 M
7.12	Support Service to Non-for-Profit Organisations	Develop a service that supports and assists with coordination of non-for-profit organisations (including grant application and management, training delivery, governance)	WACOSS		TBD
7.5	Juvenile Justice Project	Develop a business plan for a youth facility to be established in Kalgoorlie-Boulder for the rehabilitation and accommodation for youth at risk and/or recidivist young offenders	Police, Juvenile Justice		TBD
7.4	Residential Facilities for Children	Upgrade and expand residential facilities for children in care including the replacement of Graeme Street Hostel and the development of new group homes in Kalgoorlie and Esperance	Department for Child Protection (DCP)		TBD
7.4 7.11	Safe House Facilities	Development of safe house facilities in remote locations for the Leonora, Laverton, Tjuntjuntjara and Ngaanyatjarra communities	DCP		TBD
7.12	Respite Support	Develop quality community respite options for people with disabilities in home and community based accommodation	Disability Services Commission	Federal and State Government	TBD
7.12 3.1	Aged Care Facilities	Plan, investigate and develop aged care/retirement facilities to suit the required needs of the region. Co-location of aged care facilities with small hospitals in region	Department of Health		TBD
7.12 3.1	Esperance Hospital Redevelopment	Redevelopment of the Esperance hospital	WA Country Health Service – Goldfields	State Government; Esperance Community	\$32.6 M (State Government: \$32 M+, Community: \$406,000)
7.7	Arts and Culture Action Plan	Develop a Goldfields-Esperance region-specific Arts and Cultural Action Plan through consultation with key regional stakeholders and conduct a regional forum to identify key infrastructure and service delivery needs	Department of Culture and Arts	GEDC	TBD
7.7	Goldfields Art Centre	Address governance, funding and custodial issues for the Goldfields Art Centre; Retain and enhance this significant piece of infrastructure for the enhancement of the arts for the region	Curtin University	CKB	TBD

Flagship Social Projects (continued)

Strategy Addressed	Project	Description	Lead Agency	Participating Agency	Project Cost
7.7	Warburton Arts Project	Extend Tjulyurru exhibition space for Warburton Arts project for the Ngaanyatjarraku and Warburton Ranges Community; Facility to include storage for Warburton collection (700 pieces) and further display space for art work	Shire of Ngaanyatjarraku	Ngaanyatjarra Council	TBD
7.6	Sport and Recreation Facilities and Services Audit	Create a snapshot of current facilities and services across the Goldfields-Esperance region for use as baseline data in the creation of the region's sport and recreation plan	Department of Sport and Recreation		\$25,000
7.6	Ray Finlayson Sports Complex	Develop a multi-user hallmark sporting complex in Kalgoorlie-Boulder	CKB	Community sporting groups	\$10 M
7.6	Greater Sports Ground Redevelopment – Esperance	Master planning and refurbishment of the Greater Sports Ground area to ensure a more rational use of space and facilities	Shire of Esperance	State Government	TBD
7.8	Kalgoorlie-Boulder Community College Redevelopment	Planning and redevelopment of Kalgoorlie-Boulder Middle School campus	Department of Education	Department of Planning	TBD
7.8	Student Accommodation	Establish student accommodation facilities to service secondary and higher education needs	Department of Education		TBD
7.1	Burt Street Heritage Precinct	Restoration of the facades, verandas and signage along the Burt Street Heritage Precinct from Hamilton to Brookman Streets	CKB	State Government	\$3 M - \$5 M
7.1	Kalgoorlie Town Centre Upgrade	Upgrade of Kalgoorlie town centre to include streetscape and entry statement improvements, upgraded community areas, and parking spaces	CKB	State Government	\$5 M - \$10 M
7.1	Main Street Upgrade – Hopetoun	Revitalisation of main street including traffic calming, landscaping, architectural street lighting and furniture	Shire of Ravensthorpe	R4R	\$420,000 – \$450,000

Protected and Preserved Natural Environment

Environmental Aspirations	Strategies
8. A comprehensive regional environmental management plan that ensures (regional) stakeholder recognition of a healthy and enduring natural environment as a fundamental foundation for economic prosperity, social amenity and advancement	8.1 Effectively manage land of significant natural and environmental importance
	8.2 Promote the unique and diverse flora and fauna of the region through a range of programs
	8.3 Ensure minimal impact of access and recreation on coastal areas
	8.4 Promote awareness of the impacts of <i>Phytophthora cinnamoni</i> on vegetation (native and agricultural species) and the importance of preventing its spread
	8.5 Increase understanding of the impacts of climate change on regional values
9. A comprehensive waste management and recycling strategies for the large and light industry sectors, and also for the commercial and residential sectors	9.1 Promote effective waste management and recycling processes for industrial and domestic waste

Protected and Preserved Natural Environment (continued)

Environmental Aspirations	Strategies
10. Adoption of large scale renewable energy infrastructure based around solar, wind power, geo-thermal and wave power delivering efficient and affordable energy, with the aim of the region being significantly powered by renewable energy by 2021	10.1 Drive the need for and promote the development of alternative energy for the region

Flagship Environmental Projects

Strategy Addressed	Project	Description	Lead Agency	Participating Agency	Project Cost
10.1	Regional Renewable Energy	Development of renewable energy sources in the region, including: <ul style="list-style-type: none"> • Wind turbines in Ngaanyatjarra Lands and more wind turbines on the south coast; • Wind farms/solar energy farms on salt lakes; • Geothermal exploration; • Nuclear power possibilities; • Solar power for Kalgoorlie-Boulder; and • Officer Basin (Kanpa) biomass electricity and horticultural mosaic demonstration project 	GEDC	Various LGAs and private investors; Community organisations	TBD
8.5	Regional Water Supply	Development of water supply strategy for the Goldfields-Esperance region	Department of Water		TBD
8.5	Climate Change Project	Develop a Climate Change Management Strategy to ensure collaboration on climate change advocacy and response	WALGA		TBD
8	Great Western Woodlands	Implementation of management strategy for the woodlands	DEC		\$3.8 M
8.1	Goongarrie - Credo Management Plan	Management plan to assist in land tenure demarcations for future mineral exploration and mining requirements	DEC		\$120,000
8	Esperance Foreshore Protection and Enhancement Project	Three stage development of the Esperance townsite foreshore between the Tanker Jetty and James Street comprising of: a) Construction of a seawall as a first and last line of defence from coastal erosion; b) Establishment of community infrastructure on the foreshore reserve behind the seawall; and c) Establishment of a headland around the base of the Tanker Jetty	Shire of Esperance	State Government; Esperance Port	\$45 M estimate. Shire allocation of \$3.18 M from R4R allocations
9.1	Regional Waste Management and Recycling Facility	Development of a waste management and recycling facility for industrial and domestic waste with capacity to serve whole region and State of WA	GVROC	Shire of Coolgardie	TBD
3.1	Myrup Truck wash Facility	Requisite redevelopment of works to ensure environmental compliance	Shire of Esperance	Department of Agriculture and Food	\$450,000

Contemporary and Enhanced Good Governance

Governance Aspirations	Strategies
11. Improve good governance by creating the conditions for legitimate and capable decision-making for collective action about community affairs.	11.1 Exploit the potential to share and outsource infrastructure resources, practices and specialist skills and expertise; Coordinate government information and services (and funded services) for more effective and economic delivery
	11.2 Develop a Goldfields-Esperance region rolling 25 year sustainable framework, and Goldfields-Esperance Sustainability Council of high profile decision-makers to drive key strategic sustainable issues that have local, state and national support; Provide ongoing secretarial support and involvement in this group and marketing of this framework
	11.3 Coordinate government services for better and more targeted delivery of services
	11.4 Develop policy addressing the disruption of Ngaanyatjarra Lands communities and mobility of community members in response to Commonwealth Government policy ('plastic money', deterioration of community infrastructure, employment, access to alcohol and drugs)
	11.5 Utilise a broad based community development approach by government departments that supports local communities

Flagship Governance Projects

Strategy Addressed	Project	Description	Lead Agency	Participating Agency	Project Cost
11.1	Regional Archive Facility	Development of a storage facility in the region for Archive and Record Management for local government, State Government agencies and commercial users	CKB	GVROC	\$1 M
11.2	Regional Sustainability Framework	Establish a high level Goldfields-Esperance Sustainability Council to oversee long term development within the region	GEDC		TBD
11.1 7.10	Social Services for Aboriginal Communities	Identification of social and infrastructure needs for Aboriginal communities and coordination of service delivery	DIA, ICC		TBD
6	Redevelopment of Aerodrome - Esperance	Requisite works to ensure compliance with civil aviation standards, including upgrade of security	Shire of Esperance	Department of Planning	\$3 M

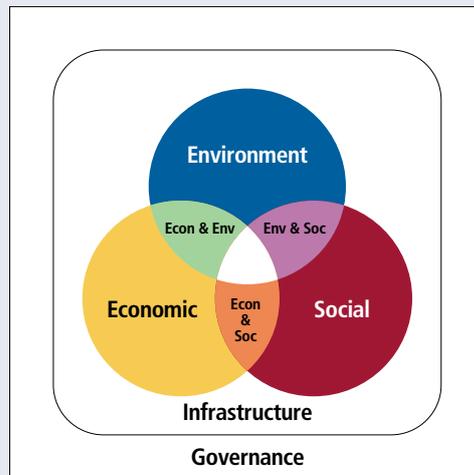
5. Monitoring and Review

A committee will be established to undertake an annual audit and monitor the accomplishments of the Plan against the stated vision and aspirations. While the focus of the committee would initially be on the flagship projects, work will also be undertaken on the next tier of projects for the region. Appendix 2 presents that compendium of projects for consideration and/or further development for implementation possibly between 2013 and 2021.

Appendix 1: Planning for Sustainability

With local governments as key stakeholders, this Strategic Development Plan is envisioned as a tool to assist and influence Federal and State Government expectations of cooperation and agreement between key regional stakeholders on immediate and long-term regional priorities. Central to this cooperation is the commitment of appropriate and accountable funding (to the region) that will deliver measurable outcomes and enhance the sustainability of current and future generations. Thus, the Strategic Development Plan will assist individual agencies in developing their own strategic planning and budget preparation and their implementation of regional policies, programs and initiatives.

Figure 5: Sustainability Paradigm



It is recognised at the outset that the region faces a number of opportunities and challenges that require new paradigms of thinking, leadership and planning by public policy-makers in all sectors of the community. The strategic management approach outlined in this plan will facilitate a transition of key regional stakeholders and the community at large into a new way of influencing and contributing to the sustainability and growth in the Goldfields-Esperance region. While cognisant of the fact that debate continues in terms of the proper hierarchy of the complex and interwoven dimensions of sustainability, this Strategic Plan recognises that sustainability has economic as well as social and environmental dimensions (see Figure 5).

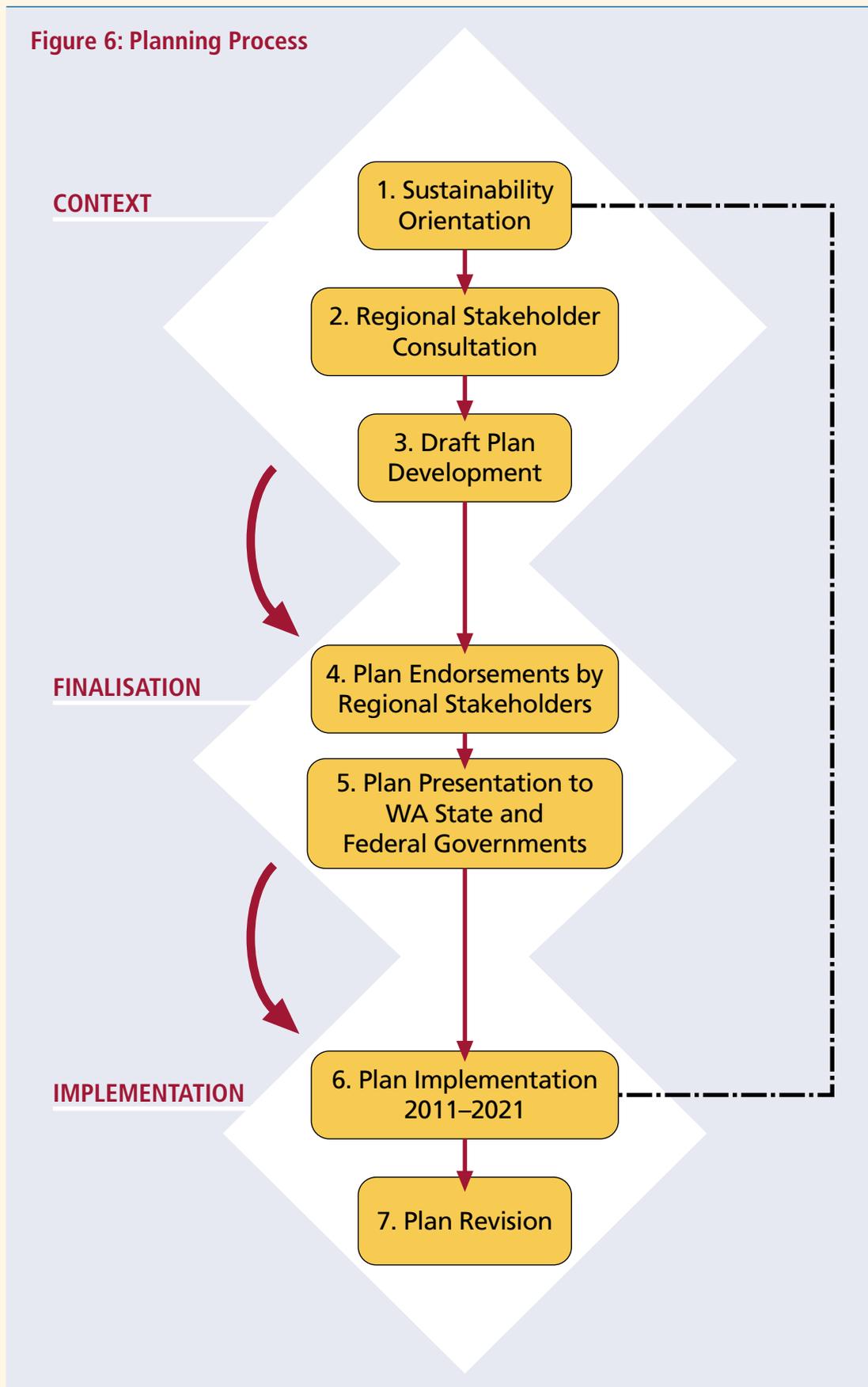
In adopting this sustainability paradigm, this Strategic Plan recognises the current role and status of the Goldfields-Esperance region and seeks to ensure that its future potential to contribute to the sustainability of present and future generations is effectively pursued.

The Goldfields-Esperance Sustainability Initiative recognises that quality of life for the region will be determined by economic, social, environmental and governance conditions. This necessitates a focused decision-making process that involves the collective consideration and appropriate balancing of these elements. Establishing sustainable foundations on which future generations can continue to flourish also requires a greater focus on longer-term decision-making about broad, strategic issues arising not only from global but also State and national influences.

In this regard, sustainability will be an integral element in the decision-making processes and actions of governments, industry, communities and individuals. It will address not only policy formulation, but also the development and implementation of initiatives, and the evaluation of ongoing practices and operations.

Outlined in Figure 6 is the planning process adopted for this Strategic Plan. A total of 13 consultation sessions and several individual sessions that involved 170 residents from Ravensthorpe to Warburton were held during the period June 2010 to August 2010. Relevant and effective stakeholder engagement is critical in working towards sustainability, with recognition of the need for affected and/or involved parties to properly understand proposals, have the time and opportunity to participate in the debate, and ultimately have a sense of ownership of change and development.

Figure 6: Planning Process



Appendix 1: Planning for Sustainability (continued)

The GEDC and RDAGE recognise the need to establish, promote and implement long-term policy positions in relation to the existing and emerging strategic aspirations, opportunities and challenges that will determine the sustainability of current and future generations in the Goldfields-Esperance region.

The strategic focus on sustainability is expected to foster appreciation of links between local issues and relevant State and national policy positions, improving the effectiveness of engagement between State Government and agencies, local government, the private sector and the community.

The development of this Plan was an iterative process to ensure the consistency of the Plan's objectives and the various projects and programs that have been identified at the shire and regional levels for the ten-year period. Ongoing projects identified and implemented in previous planning periods were also reviewed to determine gaps and lessons learned in their implementation.

Following the endorsement of the Strategic Plan by its regional stakeholders, the Goldfields-Esperance Development Commission and Regional Development Australia Goldfields-Esperance will embark on a decade of working cooperatively in planning, developing and implementing immediate and long-term policies and strategies aimed at ensuring sustainability of the Goldfields-Esperance region, and contributing to State and national sustainability.

The aims of this Sustainability Initiative are to ensure that:

- key stakeholders have a common strategic framework for pursuing the vision, goals, policy directions and initiatives that will contribute to the sustainability of current and future generations in the region and, where appropriate, the State
- existing and potential challenges and opportunities (local, national and global), regional strengths and weaknesses, and risks to achievement of desired outcomes that could significantly influence the sustainability of the region are acknowledged, and policies and strategies to address them are adopted
- a Regional Sustainability Council is created to establish and shape high-level sustainability policy directions, priorities, strategies and initiatives for the region, and to effectively monitor their development and implementation
- strategic information and advice guiding sustainability policy directions and initiatives is available to State and local government, and other stakeholders in Federal Government, the private sector and the community, as appropriate
- there is effective collaboration and cooperation between stakeholders, as appropriate, in progressing sustainability policy and initiatives
- the regional community is informed of relevant sustainability policies, goals and initiatives and is engaged, as appropriate, in working towards sustainability outcomes.

Following its endorsement by key stakeholders, the Strategic Development Plan will then be presented to both the State Government of Western Australia and the Federal Government. A committee will then be formed to oversee the Plan and to undertake its annual review.





Appendix 2: Projects for Consideration and/or Further Development, 2013–2021

These projects have been classified as follows:

- **A** – Priority Projects (of most importance to the region);
- **B** – Pipeline Projects (to be developed after the priority projects have been funded and are underway);
- **C** – Tentative Projects (of lesser importance to the region); and
- **D** – Identified Needs (those of unknown status at this stage and requiring more information on their feasibility).

Economic Projects

Class	Project	Description	Lead Agency	Participating Agency	Indicative Time Frame	Estimated Project Cost	Other Funding Source
A	Treatment Plant Gold Ore	Toll or Milling Plant for Small to Medium Gold Producers including Prospectors	Shire of Leonora		2014	TBD	State Govt.
A	Esperance Region Tourism Development Plan	Support the implementation of the Tourism Development Plan and marketing of the southern region	Esperance Tourism Advisory Group	Shire of Esperance	Ongoing as per the plan	TBD	Local Government, State Govt. and Federal Govt.
B	Town Revitalisation Project	Establish Rural Residential subdivision along Sturt Pea Drive	Shire of Laverton	Dept. of Regional Development and Lands	2013	\$1 M	State Govt. and Shire of Laverton
B	Town Revitalisation Project	Expand the Great Beyond Explorers Hall of Fame: Stage 1- Kitchen and outdoor dining and Stage 2- Giles Oasis outdoor interpretative area	Shire of Laverton	WA Tourism	2014	\$1 M	Comm. and State Govt. and Shire of Laverton
B	Town Revitalisation	Facilitate key retail and office development sites in Town Centre	Shire of Laverton	Private developers	2018	\$300,000	Shire of Laverton, Private developers
B	Town Revitalisation	Facilitate land development expansion including industrial, commercial, residential and minesite accommodation areas	Shire of Laverton	Mining companies, Dept. of Regional Development and Lands, Private developers	2013	\$5 M	Comm. and State Govt., Shire of Laverton, Private developers and Mining companies
A	Norseman Solar Power Generation	Install grid connect solar panels to the Shire administration building, swimming pool and library to reduce operating costs of the Shire's facilities	Shire of Dundas	Office of Energy	2010 - 2015	\$450,000 estimate	CLGF and Shire Funds
A	Mort Harslett Tourist Loop and bypass seal	Reconstruct and seal the Mort Harslett tourist loop and heavy haulage bypass road from Simon Street to the Coolgardie Esperance Highway	Shire of Dundas	Main Roads WA and Mining Companies	2013 - 2018	\$3.20 M estimate	Roads to Recovery, Regional Road Group and Shire Funds
A	Railway Link from Lake Giles to Menzies	Construction of a rail link from Lake Giles to Menzies to carry iron-ore for Macarthur Minerals and Yilgarn Iron (40 year mine life expectancy)	Shire of Menzies	Westnet rail and Mining Industry	TBD	TBD	State Govt. and Mining companies
B	Southern Cross to Coolgardie Upgrade (Inter-regional)	Reconstruct various sections of Great Eastern Highway between Southern Cross and Coolgardie	Main Roads	Transport Industry	2014+	\$130 M	Federal Govt.

Economic Projects (continued)

Class	Project	Description	Lead Agency	Participating Agency	Indicative Time Frame	Estimated Project Cost	Other Funding Source
B	Educational Hub	TAFE-Trade Training Centre targeting all age Groups	Shire of Leonora	Dept. of Education	2015	TBD	Federal and State Govt.
B	Norseman Tourist Trails	Construct a self-drive/walk tourist trail linking current historical points of interest around Norseman, including rest areas, parking and interpretive signage	Shire of Dundas	Lotterywest, Dept. of Sport and Recreation, and Tourism WA	2014 - 2016	\$750,000 estimate	Lotterywest, Dept. of Sport and Recreation and Shire Funds
B	Residential Land	Develop residential land for affordable release	Shire of Leonora	DoP	2014	TBD	State Govt.
C	Town Revitalisation Project	Enhance facilities at Laverton Airport to include the development of industrial and commercial precincts	Shire of Laverton	Private developers	2017	\$3 M	Comm. and State Govt., Shire of Laverton and Private developers
C	Portlink Project	Barney Hill realignment to realign Coolgardie Esperance highway on the approach to Esperance	Main Roads	Transport Industry	2014	\$10 M	State Govt.
C	Portlink Project	Reconstruct Coolgardie Esperance Highway between Emu Rocks and Widgiemooltha	Main Roads		2014	\$40 M	Federal Govt.
C	Portlink Project	Reconstruct Goldfields Highway over Gidgi Lake	Main Roads	Transport industry	2014	\$8 M	
C	Portlink Project	Reconstruct Goldfields Highway between Lake Raeside and Leonora	Main Roads	Transport Industry	2014	\$10 M	State
C	Kalgoorlie Airport	Runway extensions as an alternate to Perth Airport and terminal extensions	CKB	Perth Airport and Airlines	2015+	Terminal \$5 M+ ; Runway \$30 M	CKB and Private sector
C	Norseman Aerodrome	Install lighting at the Norseman aerodrome to enable night flights	Shire of Dundas	RFDS and RADS	2015 - 2017	\$480,000 estimate	RADS and Shire Funds
C	Norseman Aerodrome Upgrade	Build up the level of the Norseman aerodrome with crushed rock to make the aerodrome fit for all weather usage	Shire of Dundas	Local Mining Company and RADS	2017 - 2020	TBD	Mining Company, RADS and Shire Funds
C	Esperance Redevelopment Planning	Redevelopment planning for the precinct within the borders of Norseman Road, Sheldon Road, Harbour Road and Brazier Street	Shire of Esperance	Landcorp, CBH, CSBP, Dept. of Water, and State Government	TBD	TBD	
C	Acquisition and upgrade of Parmango Road	Acquire the northern section of Parmango Road that extends to the Eyre Highway (currently Shire of Dundas) and redevelop to an improved standard	Shire of Esperance		TBD	TBD	Shire of Esperance
C	Affordable Housing	Develop a strategy to enable access to affordable and appropriate housing and land across the region	Dept. of Planning		TBD	TBD	
D	Development of Primary/Food Industries	Encourage research and development opportunities and industry diversification	Dept. of Agriculture		TBD	TBD	
D	Portlink Project (Inter-regional)	Leonora to Newman Rail connection	Westnet rail	Mining industry	TBD	\$1.6 B	
D	Portlink Project (Inter-regional)	Wiluna to Oakajee rail connection	Westnet rail	Mining industry	TBD	\$1.4 B	

Social Projects

Class	Project	Description	Lead Agency	Participating Agency	Indicative Time Frame	Estimated Project Cost	Other Funding Source
A	Residential Aged Care Facility	Regional Aged Care Facility identified by the community as priority, to include Retirement, Nursing and Geriatric services	Shire of Leonora		2013	TBD	Federal and State Govt.
B	Town Revitalisation Project	Redevelop the Laverton Hospital with allied health services	Dept. of Health	Shire of Laverton	2015	\$10 M	State Govt. and Shire of Laverton
A	Indoor Sports Stadium	Construction of a new multi-purpose indoor sports facility	Shire of Esperance	DSR	2013	\$6 M estimate	State Government and Shire of Esperance
B	Town Revitalisation Project	Create an Emergency Services hub	Shire of Laverton	FESA, St John Ambulance, WA Police, and DCP	2013	\$2 M	Comm. and State Govt.
B	Town Revitalisation Project	Develop new Art Gallery in front of Laverton Leonora Cross Cultural Association	LLCCA	Shire of Laverton and Mining companies	2015	\$1.5 M	Comm. and State Govt. and Mining companies
B	Town Revitalisation Project	Revitalise the main street of Laverton	Shire of Laverton	Shire of Laverton	2015	\$1.5 M	Comm. and State Govt. and Shire of Laverton
B	Town Revitalisation Project	Redevelop Laver Place (North and South)	Shire of Laverton	Shire of Laverton only	2015	\$2.5 M	Comm. and State Govt. and Shire of Laverton
B	Town Revitalisation Project	New Multi-Purpose Community Centre (recreation centre) and swimming pool	Shire of Laverton	DRS, Dept. of Education and Dept. of Health	2016	\$18 M	Comm. and State Govt. and Shire of Laverton
B	Town Revitalisation Project	Redevelop Weld Drive Precinct including Sports Club and varied accommodation styles	Shire of Laverton	Laverton Sports Club, Private developers, Mining companies, and Dept. of Housing	2020	\$5 M Estimate	Comm. and State Govt., Shire of Laverton and Private developers
A	Basketball, Netball and Tennis Clubrooms	Construct a co-located clubroom for the basketball, netball and tennis club adjoining the existing sports hall at the Norseman oval, utilising the existing ablution and kitchen facilities	Shire of Dundas	Dept. of Sport and Recreation	2011 - 2013	\$180,000	CSRFF, CLGF and Shire Funds
A	Norseman Doctors Residence	Construct a new 4x2 dwelling for the doctor with ancillary accommodation for medical students and visiting specialists	Shire of Dundas	Dept. of Health and Aging	2011 - 2013	\$700,000	NRRHIP, CLGF and Shire Funds
A	Norseman Swimming Pool upgrade	Upgrade the Norseman swimming pool: pool filtration system and convert pool gutters to a flat deck	Shire of Dundas	Dept. of Sport and Recreation	2011 - 2017	\$1.60 M estimate	CSRFF, CLGF and Shire Funds
A	Hopetoun Town Hall and Community Centre	Replacement of existing town hall with new facility which will include hall area, meeting room, offices and counter reception area to accommodate local government services and other community services	Shire of Ravensthorpe	State Govt. Depts.	2013/14	\$2.5 M	State Govt (R4R), Shire of Ravensthorpe, and Lotterywest

Social Projects (continued)

Class	Project	Description	Lead Agency	Participating Agency	Indicative Time Frame	Estimated Project Cost	Other Funding Source
A	West Kalgoorlie dual carriageway of Great Eastern Highway	Dual carriageway of Goldfields-Esperance Highway through West Kalgoorlie from Gatacre Street to Anzac Drive	MRWA	CKB	TBA	\$40 M+	MRWA
C	Town Revitalisation Project	Tourism and related initiatives <ul style="list-style-type: none"> • Key entry gateways • Convert overhead water tank to lookout • Provide parking for larger and longer vehicles • Formalise walk and cycling trails 	Shire of Laverton	Dept. of Transport and WA Tourism	2015 2015 2013 2015	\$100,000 \$300,000 \$650,000 \$100,000	State Govt. and Shire of Laverton
B	Recreation Centre	Construct a Community Recreation Centre	Shire of Menzies		2013	TBD	
C	Town Revitalisation Project	Develop new stand alone Youth Centre	Shire of Laverton	WA Police and Dept. of Child Protection	2015	\$1.5 M	Comm. and State Govt. and Shire of Laverton
C	Town Revitalisation Project	Develop new Civic Centre, Library and Community Resource Centre	Shire of Laverton		2018	\$3.4 M	Shire of Laverton
B	Greenview sector	Construct community amenities in this area, such as community hall	CKB	Landcorp	2017	Outline Devt. Plan \$10 M+	State Govt. and CKB
C	Town Revitalisation Project	Upgrade Town Oval	Shire of Laverton	DSR and Department of Education	2020	\$1 M	State Govt. and Shire of Laverton
C	Town Revitalisation Project	Street scaping and beautification of all streets in Laverton Town site	Shire of Laverton		2020	\$2 M	Comm. and State Govt. and Shire of Laverton
C	Town Revitalisation Project	Redevelop and Upgrade Racecourse facilities, including golf course, pistol range and entertainment facilities	Shire of Laverton	Laverton Sporting Shooters Association, Golf Club, Race Club, and DSR	2020	\$1 M	Comm. and State Govt. and Shire of Laverton
B	Shire Staff Housing Upgrade	Upgrade existing Shire staff houses, including replacement of roof lining, upgrading of kitchen and installing rainwater tanks	Shire of Dundas		2011 – 2014	\$100,000	CLGF and Shire Funds
B	Ravensthorpe Local Government Administration Building	Extensions and renovations to existing building	Shire of Ravensthorpe		2011/12	\$700,000	Shire of Ravensthorpe and R4R
B	Ravensthorpe Streetscape	Interim revitalisation works including landscaping and street furniture; Full extent of works to be undertaken as the second phase of the project once a heavy vehicle bypass is provided	Shire of Ravensthorpe	Ravensthorpe Progress Association	2011/12	\$100,000	R4R

Social Projects (continued)

Class	Project	Description	Lead Agency	Participating Agency	Indicative Time Frame	Estimated Project Cost	Other Funding Source
B	Norseman Gymnasium Relocation	Construct an addition to the Norseman Recreation Sports Hall to relocate and accommodate the gymnasium equipment	Shire of Dundas	Dept. of Sport and Recreation	2013 – 2014	\$380,000 estimate	CSRFF, CLGF and Shire Funds
B	Norseman Tin Dam Upgrade	Construct a new dam adjacent to the tin dam to increase water storage capacity. Water to be used for recreation oval and park reticulation	Shire of Dundas	Office of Water	2014 – 2016	\$65,000 estimate	Water Grants and Shire Funds
B	New Shire Staff Housing	Construct new dwelling units to satisfy Shire staff housing requirements	Shire of Dundas		2015 – 2016	\$480,000	CLGF and Shire Funds
B	Norseman Youth Services upgrade	Expand the youth services area by converting the existing gymnasium into an activities area for youth	Shire of Dundas	Dept. of Child Protection	2015 – 2016	\$150,000 estimate	CLGF and Shire Funds
B	New Public Library Development	Construction of a new Esperance Public Library and possible incorporation of art gallery	Shire of Esperance	Dept. of Culture and Arts	TBD	TBD	
C	Wiluna to Meekatharra Road	Reconstruct and seal Goldfields Highway between Wiluna and Meekatharra	Main Roads	Local Govt.	2014+	\$200 M	State Govt.
D	Town Revitalisation Project	Develop Community Garden and Market Place	Shire of Laverton		2015	\$100,000	Shire of Laverton
C	Ravensthorpe Entertainment Centre Grandstand and Access	Ravensthorpe Entertainment Centre Access Ramp and Viewing Platform and seating	Shire of Ravensthorpe		2012/13	\$450,000	R4R
C	Starvation Bay Caretaking facilities	Construction of permanent residence for caretaker/ranger	Shire of Ravensthorpe		2012/13	\$300,000	R4R
C	Norseman No1 Dam Piping	Construct a pipeline from the No1 Dam to the Tin Dam to supplement the water supply for the recreation oval and park reticulation	Shire of Dundas	Office of Water	2016 - 2018	\$250,000	Water Grants and Shire Funds
C	Norseman Aged Accommodation	Construct an additional 3 aged accommodation units adjacent to the existing units to encourage long term residents to remain in the town	Shire of Dundas	Dept of Housing	2017 - 2020	\$1.20 M estimate	Dept. of Housing, CLGF and Shire Funds
C	Kalgoorlie Golf Course	Light 9 holes and construct a further 9 holes resulting in a total of 27 holes	CKB	Landcorp	Lighting by 2017; 9 holes by 2019	\$15 M+	State Government
C	Civic Centre Upgrade	Refurbishment of Esperance Civic Centre	Shire of Esperance	Dept. of Culture and Arts	TBD	TBD	
C	Staff Housing	Construction of appropriate housing for Shire of Esperance staff, for use particularly during staff transitional periods (3 x 3 bedroom units and 1 x 4 bedroom house)	Shire of Esperance		TBD	\$1.2 M estimate	Shire of Esperance

Social Projects (continued)

Class	Project	Description	Lead Agency	Participating Agency	Indicative Time Frame	Estimated Project Cost	Other Funding Source
C	Retirement Village	Retirement/Lifestyle Village in Kalgoorlie-Boulder (not nursing home) for which private sector investment would be encouraged	TBD		TBD	TBD	
D	Drug and Alcohol Rehabilitation	Consider the options for alcohol and drug rehabilitation	TBD		TBD	TBD	
D	Healthy Lifestyle Program	Develop healthy lifestyle programs to improve health and well being to reduce pressure on the health system	TBD		TBD	TBD	
D	Social housing for mental health	Increase social housing for people with mental illness and provide access to support programs	TBD		TBD	TBD	
D	Improved delivery of and accessibility to education and training in the Goldfields	Specialised and flexible learning options offered through existing adult learning centres (TAFE, Colleges); Technology and equipment to facilitate life-long learning and participation through learning centres and libraries; Additional travel and transport support for people with disabilities to access training facilities	Dept. of Education, Dept. of Training and Workforce, Independent Living Centre, and Association for the Blind	Disability Services Commission	TBD	TBD	State Govt. and Royalties for Regions
D	Increased access to and participation in, sporting and recreational activities for people with disabilities	Expansion of Inclusion Officer strategy through Dept. of Sport and Recreation; Support for upgrading existing sporting and recreational facilities for access for people with disabilities	Dept. for Sport and Recreation and Local Govt.	Disability Services Commission	TBD	TBD	State Govt., Local Govt. and Royalties for Regions
D	Enhanced opportunities to resource community groups and volunteers	Increased resources for Volunteer Centres for people with disabilities; Technology and equipment to facilitate inclusion of people with disabilities in volunteering; Support for improved access to community facilities for people with disabilities; Additional travel/transport support for people with disabilities to participate in community volunteering	TBD	Dept. of Training and Workforce, Independent Living Centre, Association for the Blind and Office of Youth Disability Services Commission	TBD	TBD	State Govt., Royalties for Regions, Local Govt., DSC, Dept. for Communities and FaHCSIA
D	Leadership opportunities for young people (youth 13 – 25) with disabilities	Increased opportunities for young people with disabilities to participate in youth councils and local forums; Increased opportunities for young people with disabilities to participate in metropolitan based forums and workshops to represent the needs of young people with disabilities in rural areas	TBD	Office of Youth, Disability Services Commission, Dept. of Sport and Recreation, Local Govt. and Health Dept. Disability Services Commission	TBD	TBD	State Govt., Royalties for Regions and Local Govt.
D	Provision of accessible housing and accommodation for people who are aged and/or have a disability.	Existing housing and accommodation being adapted; More public housing to be built and all incorporating universal design standards to accommodate people with disabilities to meet existing and future community needs	Dept. of Housing	Health Dept. (Mental Health Commission) and Local Govt. Disability Services Commission	TBD	TBD	Comm. Govt., State Govt. and Local Govt.

Environmental Projects

Class	Project	Description	Lead Agency	Participating Agency	Indicative Time Frame	Estimated Project Cost	Other Funding Source
A	Development of Coastal Reserves	Identify and implement options for the best management and development of the marine and coastal environment	Shire of Esperance	DEC	2013	TBD	State Government and Shire of Esperance
A	Norseman Recycling Facility	Construct a recycling shed at the Norseman refuse site to enable limited sorting and storage of recyclable materials for transport to a recycling centre	Shire of Dundas	DEC, GVROC and Local business	2011 – 2013	\$150,000 estimate	RLCIP, CLGF and Shire Funds
A	Norseman Effluent Treatment Ponds upgrade	Upgrade electrical service, install a chlorination system and expand the Norseman effluent treatment ponds to allow for discharge or the treated water to the storage dam for reticulation to the recreation oval and parks	Shire of Dundas	Horizon Power and Health	2011 – 2015	\$125,000 estimate	Horizon Power and Health
B	Regional Land Use Plan	Development of a Regional Land Use Plan for innovative management of land for industrial, domestic and recreational purposes which also preserves the unique local environment	DoP		2013		TBD
A	Goldfields Community Environmental Education, Heritage and Sustainability Centre	Provide site for environmental education centre for schools, visitors, volunteers, wildlife carers (possible site Karlkurla Park)	KBULG	DEC, City of Kalgoorlie-Boulder, and Other educational organisations	2015 – TBD	\$3-4 M	DEC, KBULG, CKB, and Other educational organisations
B	Leonora Town Site Sewerage Infill Extension Program.	Provide the majority of the town site with a sewerage system	Shire of Leonora		2015	TBD	State Govt.
C	Southern Coast Environmental Projects	Tourism and related initiatives <ul style="list-style-type: none"> • Implement management plans to protect and preserve key biodiversity assets • Continue to implement management plans for <i>Phytophthora cinnamoni</i> • Implement adaption actions from the 'Climate Change: Whole of Landscape Analysis of the Impacts and Options for the South Coast Region' 	South Coast NRM Inc.	Shire of Esperance	Ongoing	TBD	
C	Esperance Waste Water Treatment Plant	Construction of new treatment facility at Wyllie Bay	Dept. of Water		TBD	TBD	Shire of Esperance

Governance Projects

Class	Project	Description	Lead Agency	Participating Agency	Time Frame	Project Cost	Other Funding Source
C	Environmental Projects	Assist local government to include climate change considerations in local planning strategies and town planning schemes	South Coast NRM Inc.	LGA's	Ongoing	TBD	



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Abbreviations and Acronyms



ABS	Australian Bureau of Statistics
CBH	Cooperative Bulk Handling
CKB	City of Kalgoorlie-Boulder
CLGF	Country Local Government Fund
CME	Chamber of Minerals and Energy
Comm.	Commonwealth
CSRFF	Community Sport and Recreation Facilities Fund
DCP	Department for Child Protection
DEC	Department of Environment and Conservation
Dept.	Department
Devt.	Development
DIA	Department of Indigenous Affairs
DoH	Department of Housing
DoP	Department of Planning
DSC	Disability Services Commission
DSR	Department of Sport and Recreation
DTWD	Department of Training and Workforce Development
ECCI	Esperance Chamber of Commerce and Industry
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
FESA	Fire and Emergency Services Authority
GEDC	Goldfields-Esperance Development Commission
GEWDA	Goldfields-Esperance Workforce Development Alliance

Govt.	Government
GVROC	Goldfields Voluntary Regional Organisation of Councils
IBRA	Interim Biogeographic Regionalisation for Australia
ICC	Indigenous Coordination Centre
KBCCI	Kalgoorlie-Boulder Chamber of Commerce and Industry
KBULG	Kalgoorlie-Boulder Urban Landcare Group
LLCCA	Laverton Leonora Cross Cultural Association
LQ	Location quotient
MRWA	Main Roads Western Australia
NRM	Natural Resource Management
NRRHIP	National Rural and Remote Health Infrastructure Program
R4R	Royalties for Regions
RADS	Regional Airports Development Scheme
RDAGE	Regional Development Australia Goldfields-Esperance
RFDS	Royal Flying Doctor Service
RLCIP	Regional and Local Community Infrastructure Program
TBD	To be determined
TAFE	Technical and further education
WA	Western Australia
WACOSS	Western Australian Council of Social Service Inc.
WALGA	Western Australian Local Government Association
WASM	Western Australian School of Mines



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