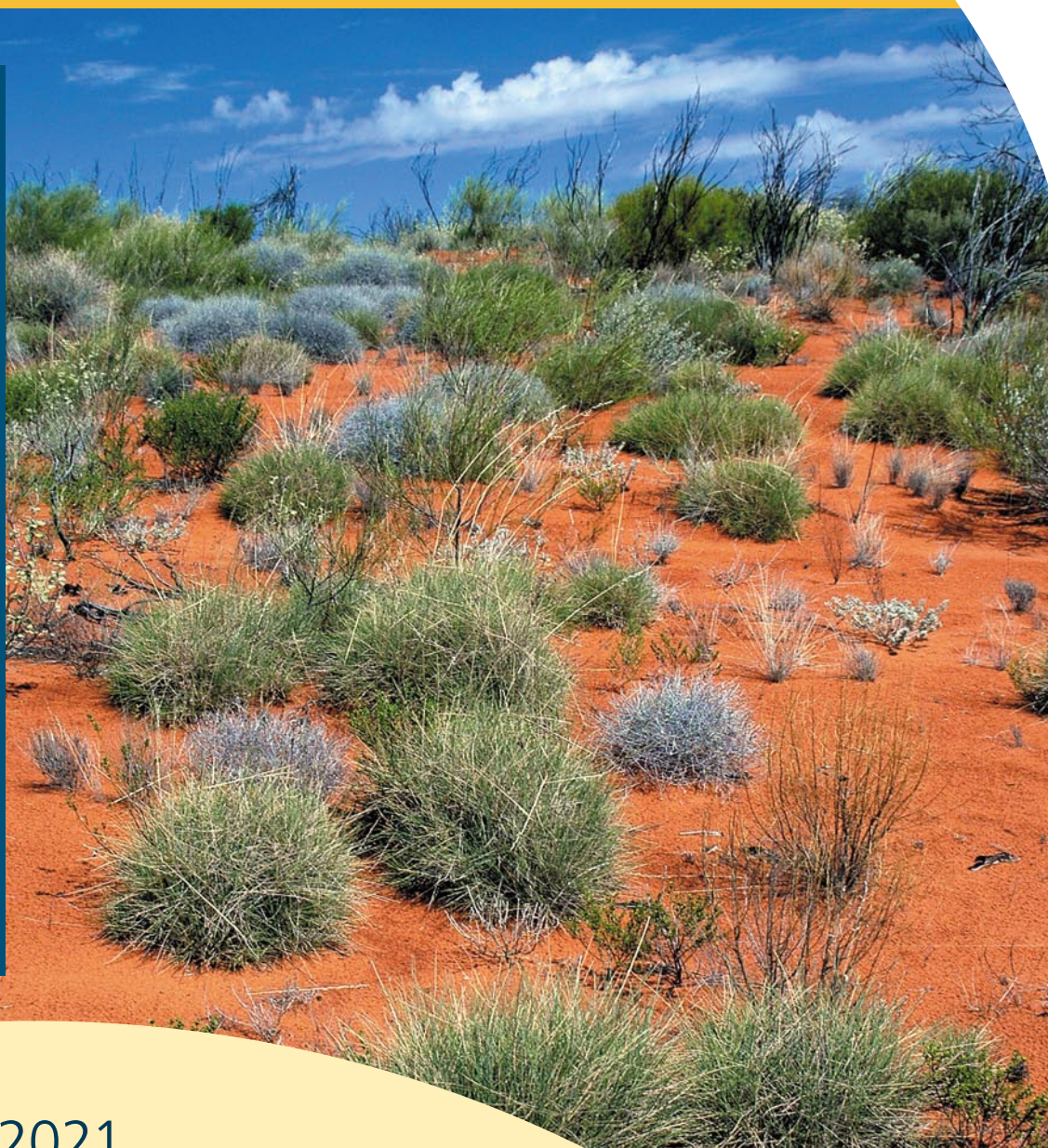
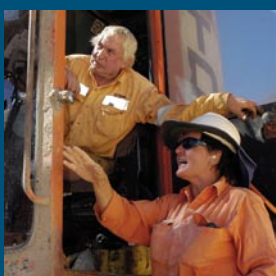
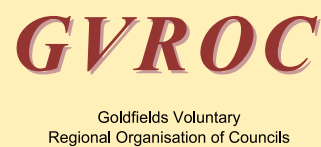


Goldfields-Esperance



2011–2021 Strategic Development Plan *Revision 1 – July 2012*



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





The Goldfields-Esperance Region, Western Australia

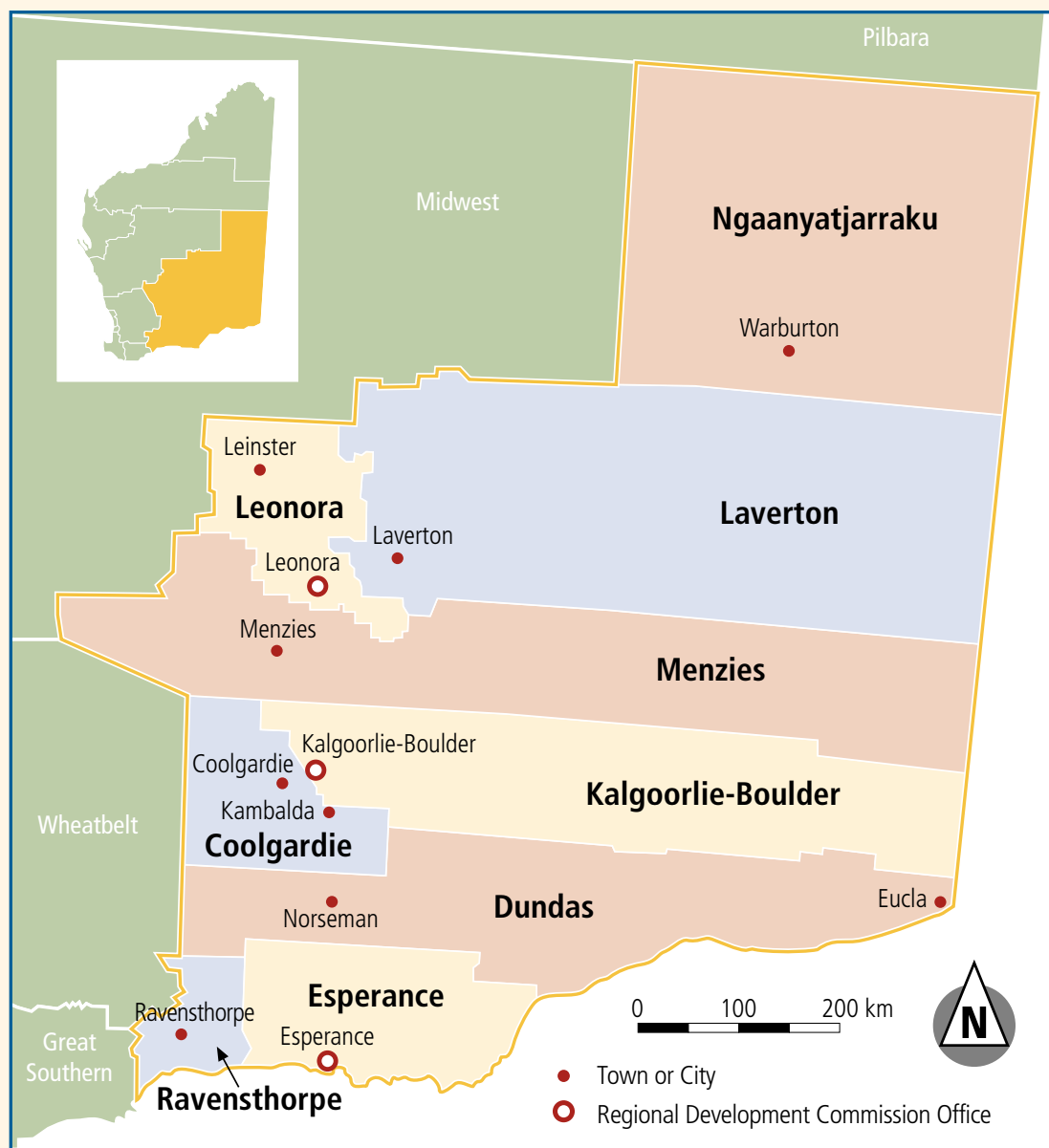


Table of Contents

Foreword	iv
Vision	v
Endorsement	v
1. Executive Summary	1
The Region	1
The Needs	2
The Aspirations	2
The Linkages	3
2. Strategic Development Context	5
3. Critical Needs	7
Meeting infrastructure needs	7
Developing social infrastructure	8
Addressing workforce requirements	9
Addressing environmental challenges	10
Diversifying the economic base	10
4. Regional Aspirations, Strategies and Regional Priority Projects	11
Economic Aspirations	13
Social Aspirations	15
Environmental Aspirations	17
Governance Aspirations	18
5. The Planning Framework	19
Monitoring and Review	19
Appendix 1. Regional Priority Projects	21
Economic	21
Social	22
Environmental	23
Governance	24
Appendix 2. Sub-Regional Priorities	24
Lands	24
Goldfields	24
Esperance	27
Appendix 3. Regional Priority Projects – Underway or Completed	28
Appendix 4. Regional Profile	30
Land	30
Economy	30
Population	32
Employment	34
Appendix 5. Consultation	35
References	37
Contact Details	39
Disclaimer	39

List of Boxes, Tables and Figures

Table 1: Demographics for the Goldfields-Esperance Region	5
Table 2: Economic Indicators for the Region	6
Table 3: Population for the Goldfields-Esperance Region	33
Table 4: Estimates of population growth to 2026 for the region	33
Table 5: Employment by Industry Breakdown	34
Figure 1: National Government regional priorities	4
Figure 2: State Government regional priorities	4
Figure 3: Regional vision and aspirations	11
Figure 4: Planning framework	20
Figure 5: Estimated resident population, 2000–2009 Goldfields-Esperance Region	32
Box 1: Projected Future Scenarios for Mineral Resources and Production in the Goldfields-Esperance Region	31



An Australian Government Initiative



GVROC

Goldfields Voluntary
Regional Organisation of Councils

Foreword

The Goldfields-Esperance region is 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 and a water pipeline constructed. Nickel boomed. Agriculture and pastoral lands opened up. The economy was spared at a time of great depression. These incredible achievements are just a taste of what Western Australia's largest region (769,700 square kilometres) has accomplished. From the past, to the future, there is strong evidence of wealth, diversity, culture, uniqueness and an entrepreneurial attitude.

Currently home to just under 60,000 people, the Goldfields-Esperance region boasted a Gross Regional Product of \$12.3 billion in 2010/11. That strong economic performance was largely generated by the mineral resources and related services sector (71.5%), 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. Broadening the regional economy is an 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 has been developed by Regional Development Australia Goldfields-Esperance, the Goldfields-Esperance Development Commission and the Goldfields Voluntary Regional Organisation of Councils, 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 reflect the confidence and commitment of the people throughout the region in addressing existing and future challenges, and supports our vision of "a sustainable region of flourishing and resilient communities, enjoying an improving quality of life."

Mal Osborne

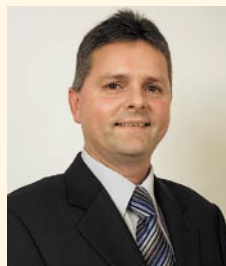
Chair
Regional Development
Australia Goldfields-Esperance

Jon Price

Chair
Goldfields-Esperance
Development Commission

Ron Yuryevich

Chair
Goldfields Voluntary Regional
Organisation of Councils



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).

Endorsement

The Goldfields Voluntary Regional Organisation of Councils, endorse the Goldfields-Esperance Strategic Development Plan 2011-2021 and commit to work together towards the achievement of the Plan. Through a spirit of collaboration, we look forward to the realisation of the vision for the Goldfields-Esperance region.



1. Executive Summary

The Goldfields-Esperance Region is a dynamic and productive region that contributes strongly to State and National growth.

To address the region's needs, the Plan is focussed on infrastructure, retaining its people, workforce, housing, health, education and renewable energy.

The critical aspirations for the region are:

- Effective and efficient infrastructure to meet regional demand
- A quality of life that attracts and retains people in the region
- Development of renewable energy sources for the future
- Regional decisions to address regional challenges.

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

The Plan is a product of substantial collaboration between the three tiers of government: Regional Development Australia Goldfields-Esperance (RDAGE); the Goldfields-Esperance Development Commission (GEDC); and, the Goldfields Voluntary Regional Organisation of (Local Government) Councils (GVROC). The Plan aims to:

- Provide a common management framework for use by government, non-government and community decision-makers in developing 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 Region

The Plan reflects a vast region that is three times the area of the State of Victoria, and that consists of three distinct sub-regions with very different characteristics and needs.

The **Goldfields** has a highly dispersed population that creates unique challenges for the provision of services and requires coordinated planning to attract investment in infrastructure, development and the adoption of innovative service delivery methods.

It is a pastoral and mining sub-region that includes Kalgoorlie-Boulder and the towns of Norseman, Coolgardie, Kambalda, Menzies, Leonora, Laverton and Leinster. Mining is the largest driver of the economy with mining production for the region worth over \$8.8 billion in 2010/11. The mining industry has resulted in the northern part of the sub-region's workforce being highly transient, with many mining enterprises operating on a fly-in-fly-out basis.

The **Esperance** sub-region is the area south of Norseman that includes the towns of Esperance, Munglipup, Condingup, Ravensthorpe, Hopetoun, Grass Patch, Salmon Gums, Gibson and Scaddan. It has significant coastal assets and a mixed economy of agriculture, fisheries and mining. Esperance port provides infrastructure for the whole region as the entry and exit point for north to south transport.

Tourism based on natural attractions, is an important and growing industry in the region. The population is more evenly distributed in age than that of the Goldfields and is not characterised by a highly transient workforce.



The **Lands** are largely Unallocated Crown Land within the Shire of Ngaanyatjaraku, populated with widely dispersed Aboriginal communities. It includes the towns and communities of Wingellina, Patjarr, Jameson, Blackstone, Kanpa, Tjirrkarli, Tjukurla, Wanarn, Warakurna and Warburton. Many of these remote communities lie close to the West Australian/Northern Territory and South Australian borders, with the sub-regional centre of Warburton at least 750 kilometres from the Goldfields centre of Kalgoorlie-Boulder. People are engaged through the Community Development Employment Program (CDEP) in community related activities, in Shire employment, in art, culture, media and music activities and in managing country for conservation.

The Needs

The Plan is built on addressing the critical needs of the region:

- Meeting infrastructure needs
- Developing social infrastructure
- Addressing workforce requirements
- Addressing environmental challenges
- Diversifying the economic base.

The Aspirations

In response to these needs, the Plan recognises that economic, social, environmental and governance aspirations are intertwined, it identifies the most important aspirations as:

- Effective and efficient infrastructure to meet regional demand
- Attraction and retention of the required workforce
- A quality of life that attracts and retains people in the region
- Development of renewable energy sources for the future
- Regional decisions to address regional challenges.

Regional stakeholders have identified thirty-nine regional priority projects that are based on the following criteria:

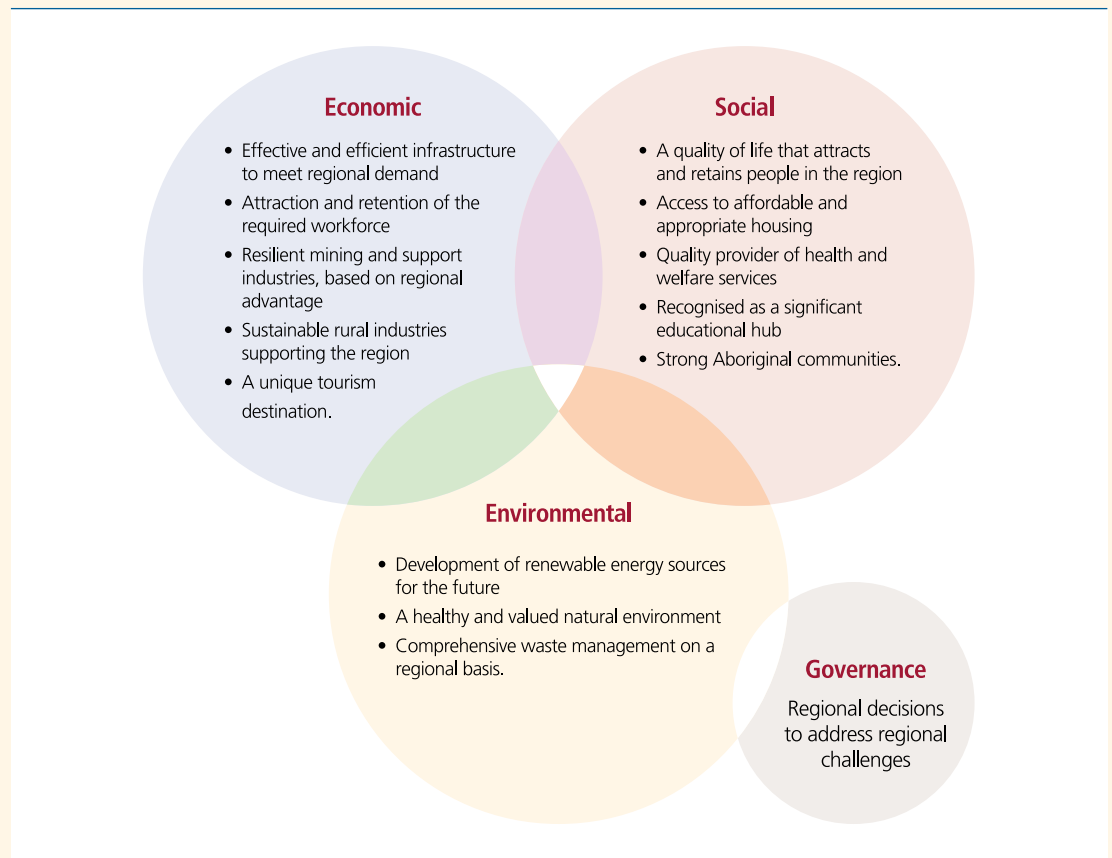
- Strategically important for the region
- Ready for feasibility, planning or implementation within the next two years
- Catalytic, with region wide benefits or multiplier effect
- Collectively supported by key agencies and regional organisations.

Where appropriate, cross-border and inter-regional collaboration has been addressed, in order to build in better connectivity to other plans.

Recognising the differences across the region, thirty-six sub-regional priorities are identified, with the expectation that some of the sub-regional priorities will become regional priority projects as the Plan progresses.

1. Executive Summary (continued)

The economic, social, environmental and governance aspirations for the region are:



The Linkages

This Plan is unique in bringing National Government, State Government and Local Government priorities together, to advance the Goldfields-Esperance Region. Furthermore, it builds alignment with other regional planning initiatives, including the:

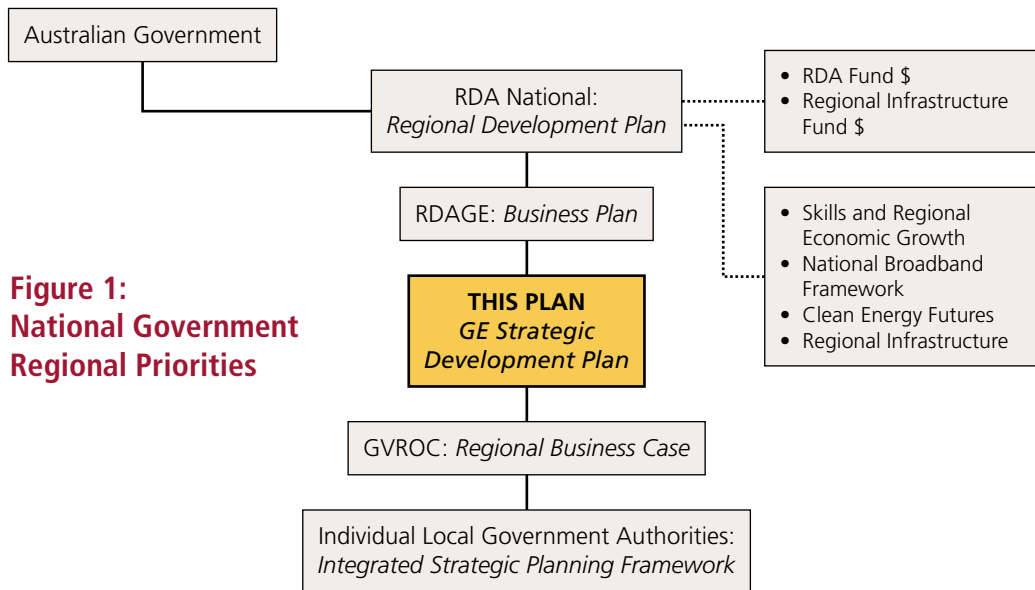
- Regional Centres Development Plan (SuperTowns) Program
- Regional Investment Blueprints
- Goldfields-Esperance Regional Planning and Infrastructure Framework
- Integrated Strategic Planning Process from the Department of Local Government (WA).

It complements the not for profit organisations in the region, including the Chambers of Commerce and Industry, the Chamber of Minerals and Energy, the WA Council of Social Services and other groups.

It meets the National Government regional priorities of:

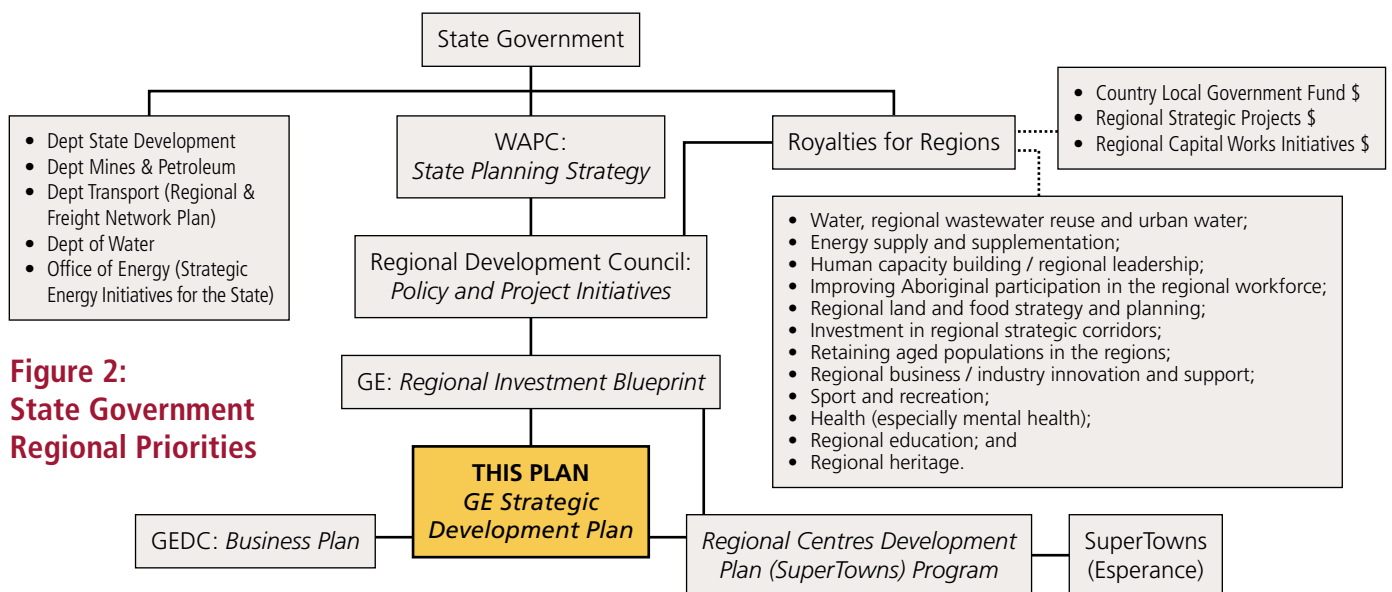
- Skills and Regional Economic Growth - with a focus on exploring economic diversification opportunities within regions
- National Broadband Network (NBN) - regional benefits and opportunities associated with the NBN rollout and Commonwealth funding initiatives
- Clean Energy Futures (CEF) - regional benefits and opportunities associated with the CEF and associated Commonwealth funding initiatives
- Regional Infrastructure - identification and consideration of regional infrastructure priorities, including investment readiness.





It meets the (State Government) Regional Development Councils' priorities for Royalties for Regions investment on Regional Strategic Projects and Capital Works Initiatives:

- Water, regional wastewater reuse and urban water
- Energy supply and supplementation
- Human capacity building / regional leadership
- Improving Aboriginal participation in the regional workforce
- Regional land and food strategy and planning
- Investment in regional strategic corridors
- Retaining aged populations in the regions
- Regional business / industry innovation and support
- Sport and recreation
- Health (especially mental health)
- Regional education
- Regional heritage.



The Plan aligns with National Government and State Government infrastructure frameworks, including:

- Infrastructure Australia
- Council of Australian Governments' initiatives
- The State Planning Strategy (Western Australian Planning Commission)
- The Goldfields-Esperance Regional Planning and Infrastructure Framework (Western Australian Department of Planning).

The Plan will complement the development of the Goldfields-Esperance Regional Investment Blueprint.

2. Strategic Development Context

Table 1: Demographics for the Goldfields-Esperance Region

(Source: Australian Bureau of Statistics, Catalogue 3218.0)

Indicator	Lands	Esperance	Goldfields	Region	State
Area (km ²)	160,378	54,868	554,454	769,700	2,526,574 (30.5%)
Population (2011)	1,538	17,156	41,097	59,791	2,349,325 (2.5%)
Population Growth Rate (2006–2011)	0.9%	1.5%	1.0%	1.6%	2.7%
Population density (per km ²) (2011)	0.01	0.31	0.09	0.08	0.9

In demographic terms, the Goldfields-Esperance Region:

- Is just under one third of Western Australia's total land mass (30.5%)
- Contains 2.5% of the State population
- Has a lower population growth rate than the State average
- Has a population density that is one tenth of the State population density.

The region is characterised by two large population centres (Kalgoorlie-Boulder, 31,107 and Esperance 13,477) and vast areas of low population density. By 2026, the regional population is predicted to grow to 62,200 residents under a median growth projection or 75,110 under a high growth projection.¹

Economic indicators show:

- Strong annual growth in Gross Regional Product (12%)
- Extraction and processing of minerals as the dominant industry (71.5%)
- An unemployment rate that is slightly lower than the State average of 4.9%
- A younger, predominantly male workforce
- A sizeable Indigenous population, with the Shire of Ngaanyatjaraku having the highest Indigenous population of any Local Government Authority in Western Australia (84.2%).

¹ *Western Australia Tomorrow Population Report 7, 2006 to 2026*, Department of Planning and the Western Australian Planning Commission, February 2012.

Table 2: Economic Indicators for the Region

(Source: Australian Bureau of Statistics, various Catalogues)

Indicator	
Gross Regional Product (2010–11)	\$12.3 b
GRP as % of Gross State Product	5.7%
GRP Annual Growth (2001–11)	12%
Labour Force (2009–10)	32,954
Unemployment Rate	4.7%
Median Age (2009)	32.2 years
Indigenous Population	5,931
Sex Ratio of Males : Females (2009)	114.8
Indigenous % of Regional Population	9.9%
Extraction and Processing of Minerals (2010–11)	\$8.8 b
Minerals as % of GRP	71.5%
Regional Agricultural Production (2008–09)	\$587 m
Proportion of State Agricultural Production	8.2%
Regional Tourism Value (2009)	\$222 m

However, these indicators mask the diverse nature of the region, with the bulk of the minerals extraction and processing occurring in the Goldfields sub-region, agriculture focused in the Esperance sub-region and high unemployment amongst the predominantly Indigenous population in the Lands sub-region.

Recently committed expenditure is occurring or planned on major mineral projects including Mount Cattlin Lithium Project, Ravensthorpe (\$75m); Yilgarn-Koolyanobbing Iron Ore Upgrade (\$320m); First Quantum Ravensthorpe Nickel Operation (\$190m); Mt Weld Rare Earths Mine (\$135m) and Tropicana Gold Joint Venture (\$700m).

The Yilgarn Iron Ore Province is now poised to become a new long term iron ore export industry, with magnetite mining operations that are characterised by scalability, reliability and longevity offering a period of sustained long term growth and economic wellbeing to the region.

This new iron industry could generate 3,500 jobs per magnetite operation and 400 jobs per Direct Shipped Ore operation in the construction phase alone.

By 2020, the Chamber of Minerals & Energy estimates that the region is likely to be the world's major nickel producing area with up to three large scale laterite nickel mining and processing operations, plus ongoing sulphide nickel production.

Tourism brings 424,000 domestic visitors and 43,000 international tourists to the region, attracted by vast areas of pristine environment including rangelands, western woodlands and extensive coastlines.

A fuller Regional Profile is attached in Appendix 4.

3. Critical Needs

Regional stakeholders have identified the following critical needs for the region:

- Meeting infrastructure needs
- Developing social infrastructure
- Addressing workforce requirements
- Addressing environmental challenges
- Diversifying the economic base.

Meeting infrastructure needs

Roads

The region's road network comprises 1,000 kilometres of Auslink highways, 950 kilometres of State highways and over 17,000 kilometres of local roads, with users including the mining industry, pastoral/agricultural industries, tourism and general freight.

Some roads in the north east Goldfields are inadequate for future intra and inter-regional traffic, especially in terms of increased heavy haulage from mining and construction activity. Traffic bypasses and upgrades are required to meet increasing congestion at key nodes. Roads to remote communities continue to provide a significant impediment to residents, in terms of access to services and workforce mobility.

Rail

The rail network carries general freight and passenger services through the region, providing a major link with Eastern Australia.

Track upgrades are required for safety, reliability and significantly increased tonnages of mineral ores, especially moving north to south to access the Esperance port. A major issue arises with Kalgoorlie-Boulder rail infrastructure where north to south rail traffic clashes with east to west freight traffic. There are currently very limited local storage lines available to hold delayed trains. As a consequence, conflicts arise between movements, given the operational requirement for rail to be accessible 365 days per year, 24 hours per day. In addition, the existing track is situated in a built up residential area, resulting in noise, dust and road traffic impacts.

Shipping

Esperance port currently handles vessels up to 200,000 tonnes and in 2010, docked 205 vessels moving 11 million tonnes of cargo. Based on the current rail system, the port lacks the capacity to handle predicted iron ore tonnages, requiring improved access and upgraded rail unloading facilities.

Energy

Energy infrastructure in a region that has low population density and a large landmass, is characterised by limited network integration, island grids, stand-alone infrastructure for specific purposes (such as mining) and the need to provide services for remote Indigenous communities.² Supply arrangements for electricity are complex, with a mixture of grid power generation and distribution networks supported by a number of different players. The Goldfields sub-region is

² RDAGE Submission to the Federal Government Draft Energy White Paper, April 2012



supplied with a grid network, the Esperance sub-region is supplied from a combination of gas-fired and wind-powered generators, northern regional towns are serviced by stand-alone power stations fuelled by either diesel or natural gas and remote communities rely on diesel generators.

Energy is essential for regional development and industries such as mining, agriculture, forestry, fishing and transport are heavily reliant on diesel fuel for transport and energy generation. The challenges are to find cost effective ways to integrate renewable energy sources such as wind power or concentrated solar thermal energy production into the energy requirements for the mining industry, regional towns and remote communities. The need for a coordinated approach to the provision of new sources of energy and the maintenance and upgrade of existing infrastructure is critical.

Water

Water supply is reliant on pipeline provision for some major towns, such as Kalgoorlie-Boulder. For more remote towns, water is sourced from surface catchment dams and bore fields, requiring constant and prudent management.

Communications

Information and communication technology is an area of growing importance for regional infrastructure. The advent of the National Broadband Network, remote control technology and increased automation in the resource industries all offer opportunities to address issues of isolation and remoteness in a vast region.

Developing social infrastructure

With the higher proportion of workers in the Goldfields-Esperance region likely to be drawn from local residents, the challenge is to develop social infrastructure that improves the amenity and liveability of regional towns. Educational opportunities, arts and cultural facilities, sport and recreation and quality support services all add to the ability of the region to retain its population and attract the increased workforce required.

Planning and management strategies are required to address key regional social issues such as:

- Changing demographics
- Housing affordability
- Improved community access to public service support
- Social isolation
- Cultural and ethnic harmony
- Regional higher education opportunities
- Comprehensive health services
- Indigenous health, education, recreation and employment circumstances.

The *State Government Affordable Housing Strategy 2010–2020* identifies a key challenge as recognising the different needs of regional Western Australia. For the Goldfields, this means difficulty in accessing affordable and appropriate accommodation, across all socio economic levels.

Lack of housing increases the pressure on the rental market as people cannot afford to buy the houses available. As a consequence, public housing becomes less available and private rentals become more expensive.

Indigenous people represent one of the largest single client groups in the public housing system in Western Australia (20% of public housing tenants; 25% of applicants on a wait list). Furthermore, homelessness amongst Indigenous people is 35% higher in Western Australia than the national average.³

The Goldfields Indigenous Housing Organisation manages 184 properties (120 houses in remote communities and 64 properties in Kalgoorlie, Leonora and Coolgardie) and provides ongoing tenancy management and support services for 1,080 tenants, who are amongst the poorest and most isolated people in Australia.⁴

Stakeholders have identified that, in the Goldfields region, it is of paramount importance that government agency input is integrated, with a collaborative approach between public, private and community sectors.

Addressing workforce requirements

Goldfields-Esperance has the second largest workforce in regional Western Australia, with 32,954 in employment in 2010. Workforce participation rates in the region are high, ranging from 69% to 82%, compared to the Western Australian average of 68%. High participation rates highlight the relative tightness of the labour market and hence the critical issue of attracting and retaining the required workforce for the region.

The impact of a fly-in fly-out and drive-in drive-out workforce is an unquantified issue. It is estimated that these additional workers may equate to an additional 6,000 residents in the Shire of Leonora and an estimated 4,000 residents in the Shire of Laverton⁵, however the pressure on local facilities and services remains anecdotal.

For the mining sector, the workforce peak in the Goldfields-Esperance region is likely to occur in 2013, with a total of 16,300 minerals and energy workers in the region. This peak is an additional 2,100 minerals and energy workers in the region, or a 13% increase on employment rates of 2009.

For the region as a whole, labour force modelling undertaken for the Workforce Futures Report indicates that total demand is expected to increase by 10,200 jobs between 2008 and 2018.

To fill these positions, new workers in the Goldfields-Esperance region are likely to be sourced from local residents (an estimated 56% of the new workforce). The local resident proportion of the workforce is much greater in this region, partly due to the greater proportion of operations compared to construction workers, but secondly because the region is more established, with more developed infrastructure than other high growth areas.



³ *Affordable Housing Strategy 2010–2020 / Opening Doors to Affordable Housing*, Government of Western Australia, Department of Housing, December 2010

⁴ *CHC Pen, Community Housing Coalition WA, Newsletter*, April 2012

⁵ *RDAGE Submission to the Federal Government Draft Energy White Paper*, April 2012

Addressing environmental challenges

The region must address the development of alternative and renewable energy sources, to meet its commitment to sustainability.

There is a willingness to trial alternative energy generation, including wind power on the South Coast, biomass in Ravensthorpe and solar power in Coolgardie and at the Mt Cattlin mine site. The challenges include high capital costs, complex technology, lack of supporting expertise and lack of storage capacity.

The region has significant areas of natural vegetation that are either under reserve systems or pastoral lease. There is a Southern Ocean coastal zone that stretches from the edge of the Fitzgerald Biosphere to the South Australian border, and there is a significant agricultural sector in the Esperance sub-region.

Such vastness poses unique challenges for natural resource management across the region.

Waste management is growing in importance as a regional need, given the commitment to sustainably manage both domestic and industrial waste. There is opportunity to increase the uptake of comprehensive waste management in the mining and processing sectors.

Diversifying the economic base

Mining and processing operations provide the foundation for the Goldfields-Esperance economy, providing 71.5% (or \$8.86 billion) of the value of the Gross Regional Product in 2010–11.⁷ Nickel has recovered since 2008-09 to contribute \$3.26 billion in 2010 and gold has increased steadily to contribute \$4.87 billion in 2010.⁸

The outlook for minerals in the region is strong and growing. The opportunity is to leverage the mineral growth to build a more diversified economic and social base in the region. Growth in diversified mining services and other support industries offers a significant opportunity in the well established centres of the region.

The critical need is to build more resilience into the overall regional economy. Key industries in the region that require this support and investment include: manufacturing, retail, agriculture, tourism, construction, transport/storage and fishing.

Economic diversification in this region is also reliant on investment in innovation, research and development. Fostering new ideas will assist in the diversification of the economy and potentially, its sustainability through the development of new industries.

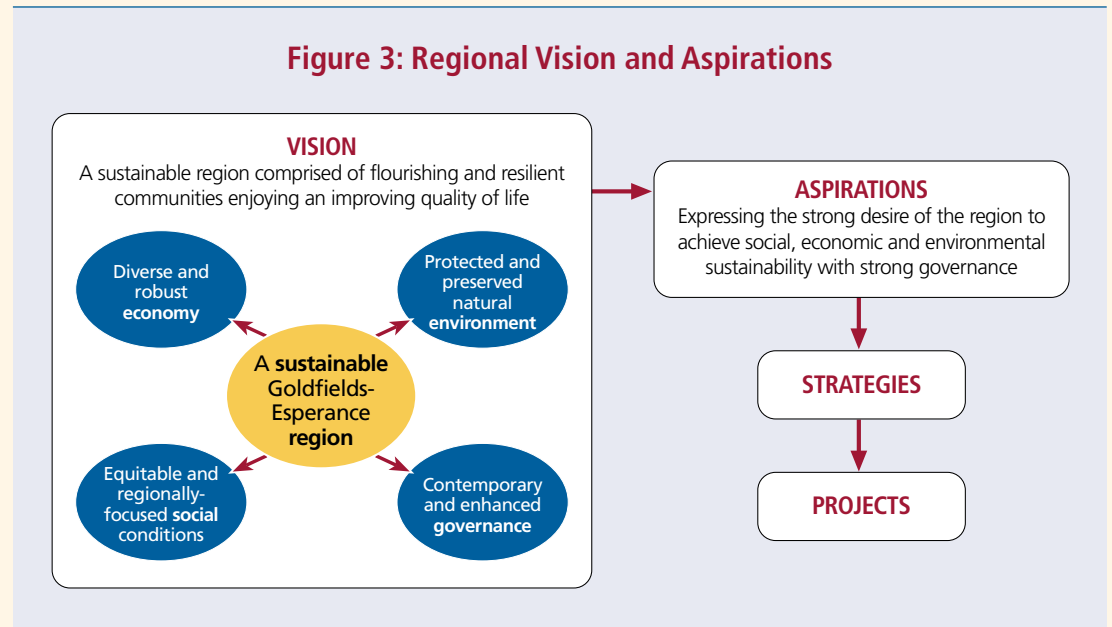
⁷ Department of Regional Development and Lands (estimated from ABS catalogue 5222.0)

⁸ Goldfields-Esperance Development Commission, *Goldfields-Esperance Development Plan (2012-2015)*, Draft Report 2012

4. Regional Aspirations, Strategies and Priority Projects

Recognising the importance of relevant and effective stakeholder engagement in working towards a sustainable future for the Goldfields-Esperance region, RDAGE and the GEDC embarked on a comprehensive consultative process. During the initial process and a subsequent review, key stakeholders identified their regional aspirations for the Goldfields-Esperance region.

Figure 3: Regional Vision and Aspirations



The focus of this Plan is to balance the desire for economic development with the commitment to build social capacity, support and quality of life for the region's residents. Regional people understand that the two streams are intertwined and that together, they have a significant impact on workforce availability, health, housing and education. The most important aspirations for the region are:

- Effective and efficient infrastructure to meet regional demand
- Attraction and retention of the required workforce
- A quality of life that attracts and retains people in the region
- Development of renewable energy sources for the future
- Regional decisions to address regional challenges.

Economic, social, environmental and governance aspirations have been identified by regional stakeholders.

Strategies and regional priority projects that are crucial to the achievement of the Plan's visions and aspirations have been identified for implementation commencing between 2012 and 2014.

Regional priority projects are based on being:

- Strategically important for the region
- Ready for feasibility, planning or implementation within the next two years
- Catalytic, with region wide benefits or multiplier effect
- Collectively supported by key agencies and regional organisations.



There are a number of aspirations and strategies identified in the Plan that still require further project identification and development. For these areas, this Plan is about stimulating project development to meet identified needs, as the Plan rolls forward over the next ten years.

Part of this project development is to identify sub-regional priorities in the strategies and actions, with the expectation that key sub-regional priorities will develop into regional priority projects over time:

- Some areas are designated as 'project underway' as they commenced in the first year of the Plan
- Details of regional priority projects are in Appendix 1
- Sub-regional priorities are in Appendix 2
- Projects underway are in Appendix 3.

Economic Aspiration 1: Effective and efficient infrastructure to meet regional demand

Strategies	Actions	Regional Priority Projects
1.1 Expand Esperance port capacity.	<ul style="list-style-type: none"> • Increase iron ore capacity to 32 mtpa • Increase container trade capacity • Diversify capacity to ship grain, coal and woodchips 	<ul style="list-style-type: none"> • Esperance Port Capacity Upgrade (\$300m)
1.2 Increase supply chain capacity.	<ul style="list-style-type: none"> • Establish a framework and resources for coordination and capacity development 	<ul style="list-style-type: none"> • Portlink Planning (\$7m) • Project underway
	<ul style="list-style-type: none"> • Boost port access by enhancing the rail marshalling yards and road access in Esperance 	<ul style="list-style-type: none"> • Project underway
	<ul style="list-style-type: none"> • Boost rail line capacity including spur and feeder lines 	<ul style="list-style-type: none"> • Menzies to Kalgoorlie Rail Upgrade (\$100m); • Kalgoorlie Rail Bypass (\$100m); • Kalgoorlie to Esperance Rail Upgrade (\$200m)
	<ul style="list-style-type: none"> • Develop intermodal hubs and transfers 	<ul style="list-style-type: none"> • Kalgoorlie Intermodal Freight Terminal (\$31.5m)
	<ul style="list-style-type: none"> • Improve road infrastructure 	<ul style="list-style-type: none"> • Ravensthorpe Heavy Haulage Route (\$10m) • Kalgoorlie Highway Bypass (\$35m) • Inter-regional sealed road Wiluna to Great Northern Hwy (\$235m) • Sealing of the Outback Way (\$350m) • Sub-regional priority <ul style="list-style-type: none"> – Coolgardie – Menzies – Ravensthorpe
1.3 Expand aviation services and capacity.	<ul style="list-style-type: none"> • Increase commercial flights and encourage general aviation • Promote regional airports as fly-in fly-out hubs • Develop Kalgoorlie-Boulder airport as the principal alternative to Perth airport • Promote opportunities for a heavier Defence Force presence in the region 	

Economic Aspiration 1: Effective and efficient infrastructure to meet regional demand

Strategies	Actions	Regional Priority Projects
1.4 Accelerate digital inclusion and literacy.	<ul style="list-style-type: none"> Maximise the usage of Broadband Network infrastructure in the region 	
	<ul style="list-style-type: none"> Develop a data centre as the central hub of the rollout of IT for the region 	<ul style="list-style-type: none"> Data Centre Facility (\$350m)
	<ul style="list-style-type: none"> Assist retail and wholesale sectors to build on-line services Encourage adoption of new technologies 	
1.5 Develop resilient utilities infrastructure.	<ul style="list-style-type: none"> Meet current regional needs for water, energy and telecommunications Coordinate the development of infrastructure needed 	<ul style="list-style-type: none"> Sub-regional priority – Leonora

Economic Aspiration 2: Attraction and retention of the required workforce

Strategies	Actions	Regional Priority Projects
2.1 Increase the commencement and completion rate of apprenticeships and traineeships.	<ul style="list-style-type: none"> Support Agencies, Centres and Industry Skills Councils to run local programs to increase participation Raise awareness of State and National initiatives and support. 	
2.2 Develop specific response to emerging skill and labour shortages.	<ul style="list-style-type: none"> Identify initiatives in the Goldfields-Esperance Workforce Development Plan 2012/15 that can be implemented through the Regional Education Skills and Jobs Initiative 	
	<ul style="list-style-type: none"> Provide advice on temporary and permanent migration programs 	
2.3 Actively promote the region as a diverse and vibrant work environment.	<ul style="list-style-type: none"> Support the development of social infrastructure in towns and communities. 	<ul style="list-style-type: none"> Sub-regional priority – Laverton – Menzies – Esperance
	<ul style="list-style-type: none"> Address priority areas of housing availability, health, education and childcare 	<ul style="list-style-type: none"> Sub-regional priorities
	<ul style="list-style-type: none"> Work with the Goldfields-Esperance Workforce Development Alliance to identify strategic imperatives 	

Economic Aspiration 2: Attraction and retention of the required workforce

Strategies	Actions	Regional Priority Projects
2.4 Increase Indigenous employment and participation in economic activities.	<ul style="list-style-type: none"> Work with relevant agencies (ICC, Ngaanyatjarra Lands Council) to increase opportunities in the Lands for education, skills and jobs Encourage greater workforce participation in the minerals and resources sector from Indigenous communities 	<ul style="list-style-type: none"> Sub-regional priority – Lands

Economic Aspiration 3: Resilient mining and support industries, based on regional advantage

Strategies	Actions	Regional Priority Projects
2.1 Increase the commencement and completion rate of apprenticeships and traineeships.	<ul style="list-style-type: none"> Support Agencies, Centres and Industry Skills Councils to run local programs to increase participation Raise awareness of State and National initiatives and support. 	
3.1 Plan for the future of mining and other primary industries.	<ul style="list-style-type: none"> Promote exploration and development of primary resources Encourage Government and industry collaboration for processing 	<ul style="list-style-type: none"> Custom Mill for Gold Ore (TBD)
3.2 Broaden the economic base of secondary industries.	<ul style="list-style-type: none"> Promote research and development to encourage innovation Support economic development agencies and initiatives Ensure access to potable water for industrial and commercial use 	<ul style="list-style-type: none"> Sub-regional priority – Coolgardie – Menzies Water Supply Strategy (TBD)

Economic Aspiration 4: Sustainable rural industries supporting the region

Strategies	Actions	Regional Priority Projects
4.1 Increase the diversity of production.	<ul style="list-style-type: none"> Support research initiatives in agriculture, pastoral, forestry, aquaculture and fishing sectors Encourage the market development of new products from regional producers 	
4.2 Support value added processing.	<ul style="list-style-type: none"> Work with agencies and individuals to develop new enterprises Encourage collaboration to reduce impediments to new industries 	<ul style="list-style-type: none"> Sub-regional priority – Laverton

Economic Aspiration 5: A unique tourism destination

Strategies	Actions	Regional Priority Projects
5.1 Develop a consistent approach to tourism.	<ul style="list-style-type: none"> Support the development of sub-regional Tourism Development Plans 	
	<ul style="list-style-type: none"> Work with the Goldfields-Esperance Tourism Alliance to develop a Regional Tourism Strategy 	<ul style="list-style-type: none"> Regional Tourism Strategy (TBD)
5.2 Support sustainable tourism.	<ul style="list-style-type: none"> Work with tourism and accommodation providers to improve the marketing and development of tourism products 	<ul style="list-style-type: none"> Sub-regional priority – Dundas
	<ul style="list-style-type: none"> Develop regional facilities to enhance tourism 	<ul style="list-style-type: none"> Norseman Gateway Visitor Centre (\$1.75m)

Social Aspiration 1: A quality of life that attracts and retains people in the region

Strategies	Actions	Regional Priority Projects
1.1 Promote and develop the positive lifestyle of the region.	<ul style="list-style-type: none"> Market the liveability of the region 	
	<ul style="list-style-type: none"> Support unique and transforming cultural and art experiences 	<ul style="list-style-type: none"> Implementation of Arts and Culture Action Plan (TBD)
1.2 Enhance existing services and establish new facilities.	<ul style="list-style-type: none"> Encourage all LGAs to complete a Sport and Recreation Facilities and Services Plan 	<ul style="list-style-type: none"> Regional Plan for Major Sport and Recreation Facilities (\$0.025m)
	<ul style="list-style-type: none"> Support existing facilities Support the development of new regional facilities Support the preservation of heritage 	<ul style="list-style-type: none"> Goldfields Art Centre (\$9.5m) Sub-regional priorities – Kalgoorlie-Boulder – Esperance Sub-regional priorities – Kalgoorlie-Boulder – Coolgardie
1.3 Ensure all satellite towns in the region have attained an acceptable level of amenity, aesthetics, service delivery and support infrastructure.	<ul style="list-style-type: none"> Carry out gap analysis of services and infrastructure of all satellite towns and develop strategies to address the gaps 	<ul style="list-style-type: none"> Sub-regional priorities – Kalgoorlie-Boulder – Laverton – Menzies – Ravensthorpe
1.4 Increase safety and security for all communities.	<ul style="list-style-type: none"> Support planning and infrastructure for safer communities Promote safe community strategies 	<ul style="list-style-type: none"> Sub-regional priorities – Coolgardie – Dundas – Ravensthorpe

Social Aspiration 2: Access to affordable and appropriate housing

Strategies	Actions	Regional Priority Projects
2.1 Increase the supply of land and housing.	<ul style="list-style-type: none"> Identify under utilised assets Promote competition in building materials and services Support legislative changes to the Fringe Benefits Tax 	
2.2 Improve the standards of accommodation.	<ul style="list-style-type: none"> Promote diversity and innovation in housing Support design for appropriate housing for different sectors of the regional population 	<ul style="list-style-type: none"> Short Stay Aboriginal Accommodation, Facility Laverton (\$6m)

Social Aspiration 3: Quality provider of health and welfare services

Strategies	Actions	Regional Priority Projects
3.1 Develop regional partnerships for health and welfare.	<ul style="list-style-type: none"> Coordinate and enhance regional health and welfare services including mental health, disability services and non-for-profit agencies delivering social services and emergency services Boost medical infrastructure and facilities Provision of Doctors throughout the region to meet need Review aged care needs and identify future infrastructure and services required for the region 	<ul style="list-style-type: none"> Support Service to not-for-profit Organisations (TBD) Esperance Hospital Redevelopment (\$32.6m) Laverton Hospital Redevelopment (\$10m) Sub-regional priority – Lands Aged Care Study Plan and Facilities (TBD) Sub-regional priority – Dundas – Leonora
3.2 Address regional alcohol and drug issues.	<ul style="list-style-type: none"> Assist with the further development of existing drug and alcohol rehabilitation and educational services Establish new services linked to other program areas, such as child protection, mental health and alcohol accords for all locations 	
3.3 Address developmental needs.	<ul style="list-style-type: none"> Support early childhood policy and service provision Coordinate and develop regional youth services 	<ul style="list-style-type: none"> Sub-regional priority– Lands

Social Aspiration 4: Recognised as a significant educational hub

Strategies	Actions	Regional Priority Projects
4.1 Develop an educational precinct.	<ul style="list-style-type: none"> Work with the Goldfields-Esperance Tertiary Education Alliance to actively develop high quality facilities for delivery of education, training and research Develop student accommodation 	<ul style="list-style-type: none"> Regional Universities Campus (TBD) Kalgoorlie-Boulder Community College Redevelopment (TBD) Student Accommodation Project (\$20m)
4.2 Provide pathways for education and training.	<ul style="list-style-type: none"> Deliver education and training to meet workforce requirements Deliver education to foster civic engagement and community contribution 	<ul style="list-style-type: none"> Project underway Sub-regional priority – Leonora
4.3 Promote education and research to value add to industry strengths for regional benefit.	<ul style="list-style-type: none"> Support the WA School of Mines as a global centre of excellence for mining education and research Provide tertiary education opportunities for human service professionals to encourage retention in the region 	

Social Aspiration 5: Strong Aboriginal communities

Strategies	Actions	Regional Priority Projects
5.1 Support sustainable Aboriginal communities.	<ul style="list-style-type: none"> Support economic development to address infrastructure and social needs in Aboriginal communities Encourage better coordination of Government and agency services to Aboriginal communities Ensure an effective transport network to link communities to services 	<ul style="list-style-type: none"> Outback Way Community Sealed Roads (\$25m) Sub-regional priority– Lands

Environmental Aspiration 1: Development of renewable energy sources for the future

Strategies	Actions	Regional Priority Projects
1.1 Promote the development of alternative energy sources.	<ul style="list-style-type: none"> Develop a strategic regional approach to renewable energy Pilot hybrid systems for remote communities and mine sites within the region 	<ul style="list-style-type: none"> Audit of Renewable Energy Projects (TBD) Models for Delivering Energy (TBD)
1.2 Reduce current energy footprint.	<ul style="list-style-type: none"> Investigate the implications of changes to the cost of diesel fuel Drive the need for the development of new primary fuel systems for the region Support Clean Energy Future initiatives 	<ul style="list-style-type: none"> Cost of Diesel (TBD) Mungari Solar Farm (\$350m) Regional Promotion Initiative (TBD)

Environmental Aspiration 2: A healthy and valued natural environment

Strategies	Actions	Regional Priority Projects
2.1 Work with existing resource management plans and agencies.	• Effectively manage resources of significant natural and environmental importance	• Esperance Foreshore Protection and Enhancement Project (\$45m)
	• Manage the impacts of pests and diseases on natural resource systems	• State Barrier (Biosecurity) Fence, Esperance (TBD)
		• Kalgoorlie Pastoral Renewal and Associated Biosecurity Fence Project (\$7.2m)
	• Manage the impacts of access and recreation on natural resource systems	
2.2 Promote the unique and diverse natural resources of the region.	• Increase understanding of the impacts of climate change on natural systems	
	• Promote sub-regional resources with joint Local Government and industry bodies	
	• Support opportunities for research and knowledge exchange	• Goongarrie – Credo Stations (\$2.1m)
	• Support internationally recognised unique environments in the region	• Great Western Woodlands (\$3.8m).

Environmental Aspiration 3: Comprehensive waste management on a regional basis

Strategies	Actions	Regional Priority Projects
3.1 Increase the use of existing programs.	<ul style="list-style-type: none"> Promote effective waste management for industrial and domestic waste Increase uptake in the mining and processing sectors 	• Sub-regional priority – Esperance
3.2 Support the establishment of new facilities.	• Revisit the regional waste facility on the Esperance, Norseman, Coolgardie, Kalgoorlie-Boulder axis	<ul style="list-style-type: none"> Regional Waste Management Facility (TBD) Sub-regional priority – Esperance

Governance Aspiration: Regional decisions to address regional challenges

Strategies	Actions	Regional Priority Projects
1.1 Strengthen the regional governance framework.	• Maintain a collaborative relationship between the major regional bodies of RDAGE, GEDC, and GVROC	
	• Seek to drive decisions from the regional level	
	• Support shared infrastructure resources, practices and specialist skills within Local Government	• Archives and Records Management Storage Facility (\$1m)

Governance Aspiration: Regional decisions to address regional challenges

Strategies	Actions	Regional Priority Projects
1.2 Improve and target the delivery of services.	<ul style="list-style-type: none"> Work towards clearly defined boundaries and roles for all agencies Support the coordination of Government services 	<ul style="list-style-type: none"> Sub-regional priority <ul style="list-style-type: none"> – Laverton – Ravensthorpe
1.3 Implement robust risk management.	<ul style="list-style-type: none"> Utilise regional planning frameworks to decentralise the State Planning Strategy Encourage the provision of governance training to all sectors 	
1.4 Develop regional funding infrastructure.	<ul style="list-style-type: none"> Establish a Goldfields-Esperance Fund as a source of capital for regional priority projects 	

5. The Planning Framework

Outlined in Figure 4 (opposite page) is the planning framework that has guided the Goldfields-Esperance Strategic Development Plan.

In the development of the Plan, 13 consultation sessions and several individual sessions were held that involved 170 residents throughout the region from June 2010 to August 2010. The Plan was then launched in April 2011.

The review process commenced in November 2011 with a Key Stakeholders Forum in Kalgoorlie. Further iterative review sessions were held with the Board of RDAGE plus stakeholders in Esperance, the Board of GEDC plus stakeholders in Kalgoorlie, and the GVROC Council in Kalgoorlie.

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

In the first year, there has been significant effort put into capacity building and awareness raising, to assist proponents to develop projects that are ready for assessment and possible funding. This experience has highlighted the need for an agreed project planning template that both ensures that projects are ready for assessment and provides the key measurables for monitoring and review.

Monitoring and Review

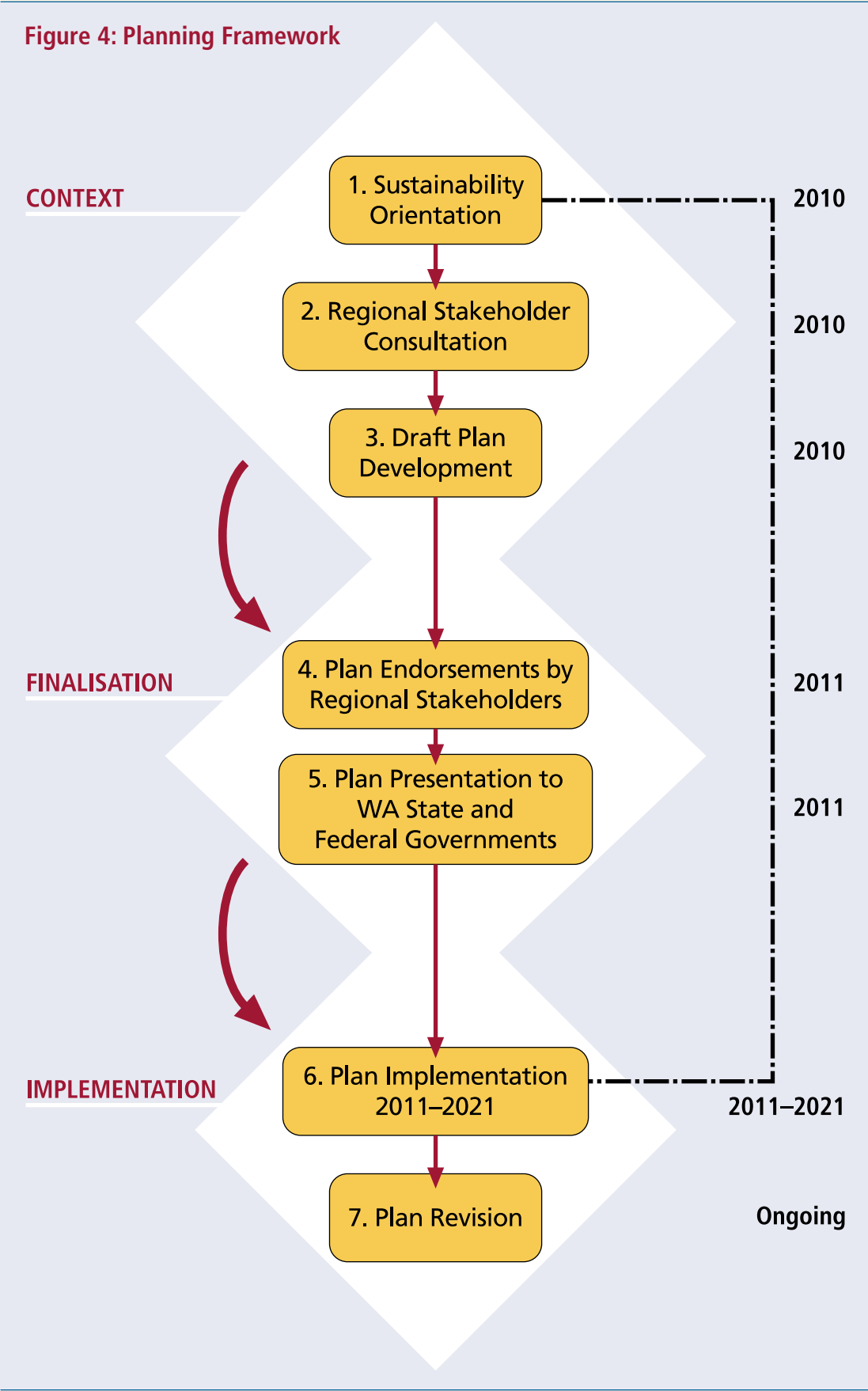
Annual auditing and monitoring of the accomplishments of the Plan against the stated vision and aspirations is conducted by the three peak bodies. The 'projects underway or completed' in Appendix 3 provides a reporting mechanism for progress over each preceding year.

Those projects with TBD as the estimated project cost must be scoped within the next 12 months by the stakeholders involved, or deleted from their aspirational status.

While the focus is on the regional priority projects, work is also undertaken on the next tier of projects for the region drawn from the sub-regional priorities, to ensure that they are scoped and prepared for assessment as regional priority projects in the following year.

The integrated strategic planning process at the local government level provides a continual stream of priorities which are considered in conjunction with strategic imperatives arising from the region's aspirations.

Figure 4: Planning Framework



Appendix 1. Regional Priority Projects

Projects with “TBD” as the estimated project cost are included as “critical to be scoped in the next 12 months” by the stakeholders identified.

Economic

Strategy Addressed	Project	Description	Lead Agency	Participating Agencies	Estimated Project Cost
1.1	Esperance Port Capacity Upgrade	Upgrade iron ore capacity to 32mtpa, increase container trade capacity and diversify shipping products	Esperance Port, Sea and Land	Dept of Transport, Private sector	\$300m
1.2	Portlink Planning	Planning for road, rail and terminal infrastructure	Dept of Transport	GEDC, Dept of Regional Development & Lands, Dept of Infrastructure & Transport	\$7m
1.2	Menzies to Kalgoorlie Rail Upgrade	Re-railing, re-sleepering and additional passing loops for heavy haulage iron ore		Dept of Transport	\$100m
1.2	Kalgoorlie Rail Bypass	Railway bypass around Kalgoorlie-Boulder	Brookfield Rail	Dept of Transport	\$100m
1.2	Kalgoorlie to Esperance Rail Upgrade	Re-railing, re-sleepering of 380 kms of track, plus crossing loops	Brookfield Rail	Cliffs Natural Resources Pty Ltd	\$200m
1.2	Kalgoorlie Intermodal Freight Terminal	Establish common user intermodal freight terminal in Kalgoorlie	Dept of Transport	City of Kalgoorlie-Boulder, GEDC	\$31.5m
1.2	Ravensthorpe Heavy Haulage Route	Planning and construction of a heavy haulage route around the Ravensthorpe town site	Dept of Transport	Shire of Ravensthorpe	\$10m
1.2	Kalgoorlie Highway Bypass	Construct new North Western Road Bypass between Great Eastern and Goldfields Highway in the City of Kalgoorlie-Boulder	Main Roads WA	State Government	\$35m
1.2	Inter-regional Sealed Road Wiluna to Great Northern Hwy	Construct a more direct sealed road between Wiluna and the Great Northern Highway to enhance connection of Goldfields to Pilbara region	Main Roads WA	State Government	\$235m
1.2	Sealing of the Outback Way – Stage 2	Sealing of the entire length of the Outback Way in WA	Outback Highway Development Council	Shire of Laverton, Shire of Ngganyatjarraku, Main Roads WA	\$350m
1.4	Data Centre Facility	Planning and development of a Data Centre in the region	GEDC	Private industry	\$350m
3.1	Custom Mill for Gold Ore	Treatment plant for small to medium gold producers including prospectors	Shire of Leonora	Mining companies	TBD
3.2	Water Supply Strategy	Development of water supply strategy for the Goldfields-Esperance region	Dept of Water	GEDC, Water Corporation	TBD
5.1	Regional Tourism Strategy	Development of a Regional Tourism Strategy	Goldfields-Esperance Tourism Alliance	GEDC	TBD
5.2	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 West Australia, Norseman and the Goldfields-Esperance region	GVROC	Shire of Dundas, Australia's Golden Outback, Tourism Western Australia	\$1.75m

Social

Strategy Addressed	Project	Description	Lead Agency	Participating Agencies	Estimated Project Cost
1.1	Implementation of Arts and Culture Action Plan	Develop and implement 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	Dept of Culture and Arts	GEDC	TBD
1.2	Regional Plan for Major Sport and Recreational Facilities	Each Local Government Authority to develop a Sport and Recreation Plan to identify current and required facilities	Dept of Sport and Recreation	Local Government Authorities	\$0.025m
1.2	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	Dept of Training & Workforce Development	City of Kalgoorlie-Boulder, Dept of Culture & the Arts	\$9.5m
2.2	Laverton Short Stay Aboriginal Accommodation Facility	Construction of a permanent, managed short-stay facility in Laverton providing a range of accommodation options for Aboriginal visitors to Laverton	Shire of Laverton	Shire of Ngaanyatjaraku, Dept of Indigenous Affairs, Dept of Housing, FaHCSIA	\$6m
3.1	Support Service to not-for-profit Organisations	Develop a service that supports and assists with coordination of not-for-profit organisations (including grant applications and management, training delivery, governance)	WACOSS		TBD
3.1	Esperance Hospital Redevelopment	Redevelopment of the Esperance Hospital	WA Country Health Service – Goldfields	State Government, Esperance Community	\$32.6m
3.1	Laverton Hospital Redevelopment	Redevelop the Laverton Hospital including allied health services to accommodate the needs of the current community	WA Country Health Service – Goldfields	Shire of Laverton	\$10m
3.1	Aged Care Study Plan and 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	GEDC	Dept of Health	TBD
4.1	Student Accommodation Project	Establish student accommodation facilities to service secondary and higher education needs	Dept of Education	GEWDA	\$20m
4.1	Regional Universities Campus	Explore possibility of developing a common user facility to support delivery of tertiary education	Goldfields-Esperance Tertiary Education Alliance	GEDC	TBD
4.1	Kalgoorlie-Boulder Community College Redevelopment	Planning and redevelopment of Kalgoorlie-Boulder Middle School campus	Department of Education	Department of Planning	TBD
5.1	Sealing of the Outback Way – Stage 1	Sealing of approach roads to all communities and towns and strategic passing lanes	Shire of Laverton	Outback Highway Development Council, Shire of Ngaanyatjaraku, Main Roads WA	\$25m

Environmental

Strategy Addressed	Project	Description	Lead Agency	Participating Agencies	Estimated Project Cost
1.1	Audit of Renewable Energy Projects	Conduct an audit of past, current and planned renewable energy projects in order to identify a strategic regional approach	RDAGE	Private Industry, Mining companies, not-for-profit Organisations	TBD
1.1	Models for Delivering Energy	Investigate the best integration of network systems, network islands and stand-alone systems for the region	Public Utilities Office	Western Power, Verve Energy, Horizon Energy, Private Industry, GEDC	TBD
1.2	Cost of diesel	Investigate the implications of changes to the cost of diesel fuel as a cost of production or a cost of energy generation for the region	RDAGE	Other RDA Regions, Private Industry	TBD
1.2	Mungari Solar Farm	Development of a renewable energy facility	GEDC	Private Industry, Shire of Coolgardie	\$350m
1.2	Regional Promotion Initiative	Identify opportunities for regional communities, local governments and businesses to access funding through the Clean Energy Future initiatives	RDAGE	Other RDA Regions, GEDC	TBD
2.1	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, Sea & Land	\$45m
2.1	Kalgoorlie Pastoral Renewal and Associated Biosecurity Fence Project	Construction of a 950 km biosecurity fence around the Kalgoorlie Pastoral Region	Kalgoorlie Pastoral Alliance Pty Ltd	Private industry	\$7.2m
2.1	State Barrier (Biosecurity) Fence, Esperance	Extension of State Barrier Fence from Ravensthorpe to Esperance to provide protection against wild dogs and emu damage	Dept of Agriculture & Food (WA)	Recognised Biosecurity Groups, Shire of Esperance, Shire of Ravensthorpe	TBD
2.2	Goongarrie-Credo Stations	Tourism development to increase camping facilities, enhance heritage infrastructure and drive trails and provide interpretation to increase visitor numbers Development of a Field Study Centre to provide facilities for visiting scientists to access Great Western Woodlands	Dept of Environment & Conservation	CSIRO	\$2.1m
2.2	Great Western Woodlands	Implementation of management strategy for the woodlands	Dept of Environment & Conservation		\$3.8m
3.2	Regional Waste Management Facility	Development of a waste management facility for industrial and domestic waste with capacity to serve whole region and the State of WA	GVROC	Shire of Coolgardie	TBD

Governance

Strategy Addressed	Project	Description	Lead Agency	Participating Agencies	Estimated Project Cost
1.1	Archives and Records Management Storage Facility	Development of a storage facility in the region for Archive and Record Management for Local Government, State Government agencies and commercial users	City of Kalgoorlie-Boulder	GVROC	\$1m

Appendix 2. Sub-Regional Priority Projects

Lands

Shire of Ngaanyatjaraku



Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Econ 5.1	Extension of Tjulyuru Gallery Exhibition Space (Warburton)	Extension and enhancement of existing gallery / Civic Centre building	Warburton Arts Project	\$2.5 m
Soc 3.3	Warburton Early Years Learning Centre	Extension and expansion of existing playgroup building at Warburton		\$0.65m
Soc 3.3	Blackstone Early Years Learning Centre	Renovation and upgrade of existing building to house Playgroup activities	Papulankutja (Blackstone) Community	\$0.10m
Soc 3.3	Accommodation for Staff of Renal Dialysis Unit	Construction of accommodation in Warburton for specialist renal dialysis nurses	Ngaanyatjaraku Health Service	\$0.6m

Goldfields

City of Kalgoorlie-Boulder



Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Soc 1.2	Kalgoorlie Golf Course	Development of a premier resort at Kalgoorlie Golf Course, including a community facility, a club house, café/restaurant, function facility and meeting rooms	Private sector and State Government	\$50m
Soc 1.2	Burt Street Heritage Precinct	Restoration of the facades, verandas and signage along the Burt Street Heritage Precinct from Hamilton to Brookman Streets	State Government	\$3m - \$5m
Soc 1.3	Kalgoorlie Town Centre Upgrade	Upgrade of Kalgoorlie town centre to include streetscape and entry statement improvements, upgraded community areas, and parking spaces	State Government	\$5m - \$10m
Soc 1.2	Ray Finlayson Sports Complex	Develop a multi-user hallmark sporting complex in Kalgoorlie-Boulder	Community sporting groups	\$10m

Goldfields



Shire of Coolgardie

Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Soc 1.2	Preservation of Historical Buildings	Restore and preserve the historic buildings in Coolgardie for future generations.	State Heritage Council, Dept of Tourism, Tourism WA	\$4m
Econ 3.2	District Economic Development Plan	Develop and implement an economic development plan for the Towns of Coolgardie and Kambalda to identify industry opportunities and ensure their economic sustainability for the future	Dept of Regional Development and Lands, Dept of Planning	\$0.10m
Soc 1.4	Implementation of concept plan and entry statements for Bayley Street	Implement the current concept plan to better manage all traffic through the Coolgardie Townsite	Main Roads WA	\$2.5m
Econ 1.2	Development of Transport Hub	Develop the necessary infrastructure to manage additional traffic through Coolgardie, as a result of the Port Link Project	Main Roads WA, Dept of Regional Development and Lands	\$2.5m



Shire of Dundas

Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Soc 3.1	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	Dept of Housing	\$1.2m
Soc 1.4	Norseman Footpath Replacement Program	Undertake a footpath replacement program to replace all existing asphalt footpaths (2.9 km) in Norseman and Eucla with concrete pathways, over a ten year period		\$3.1m
Econ 5.2	Shire of Dundas Tourist Information Bays	Construct four information bays (to include signage and information maps) at the road entries into Norseman & Eucla to be located along the Coolgardie – Esperance Highways at the north and south and along the Eyre Highway near Norseman and Eucla	Main Roads WA	\$0.8m
Econ 5.2	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		\$0.75m



Shire of Laverton

Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Econ 2.3	Multi-purpose Community Centre and Swimming Pool	Construct a new facility that will include indoor sports courts and areas, performance space, community function areas and undercover swimming pool/water playground. This centre will also become the town's emergency evacuation centre	Dept of Sport and Recreation, Education Dept, Mining companies	\$11m
Gov 1.2	Upgrade Existing Infrastructure	Redevelop historical Coach House into a community facility comprising community resource centre, videoconferencing facilities, library, public meeting rooms, etc	Various other agencies	\$2.3m

Goldfields

Shire of Laverton

Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Soc 1.3	Improve Townsite Amenity	Revitalise the town to create a vibrant, attractive and welcoming town through street-scaping, landscaping of Laver Place, reduction of bitumen areas, better control of vehicular movements and enhancing pedestrian areas.	Main Roads WA, Mining Companies	\$5m
Econ 4.2	Land Development	Develop land ready for future growth including rural-residential sub-division, general industrial area, accommodation village site, light industrial estate and commercial/retail land	Dept of Regional Development and Lands, Mining Companies	\$5.5m



Shire of Leonora

Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Econ 3.1	Residential Aged Care Facility	Regional Aged Care Facility identified by the community as priority, to include Retirement, Nursing and Geriatric services	Dept of Health, Dept of Housing	\$5m - \$6m
Soc 4.2	Educational Hub	TAFE-Trade Training Centre targeting all age groups	Dept of Education, Goldfields-Esperance Tertiary Education Alliance	\$5m - \$6m
Econ 1.5	Leonora Town Site Sewerage Infill Extension Program	Provide the majority of the town site with a sewerage system	Water Corporation	\$8m
Econ 1.5	Underground Power	To install underground power for localised enhancement, safety and reliability	State Government, Horizon Power	\$9.5m



Shire of Menzies

Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Econ 1.2	Road Upgrade	Sealing Menzies-Sandstone road from Menzies to Shire Boundary	Main Roads WA, Roads to Recovery	\$40m
Soc 1.3	Town Centre Revitalisation	Menzies Main Street development	Main Roads WA, Country Local Government Fund	\$2m
Econ 3.2	Industrial development	Development of industrial area to support mining industry	State Lands, Water Corporation, Western Power, Mining companies	\$2m
Econ 2.3	Recreation Development	Establishment of a Water Playground	Dept of Sport and Recreation, Country Local Government Fund	\$0.7m

Esperance



Shire of Esperance

Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Econ 2.3	Esperance Town Centre Revitalisation	Revitalisation of the town centre of Esperance including private and public partnerships, renewed infrastructure, improved connectivity and public spaces. Shire Civil works (excluding utilities) and public space revitalisation only	Private property owners, Utility Providers, Commercial Developers, State Government	\$15m
Env 3.2	Esperance Waste Disposal Facility	Development of a contemporary standard waste disposal facility including waste transfer station, waste diversion infrastructure, lined waste disposal cells, methane capture, reuse of organics		Planning and Feasibility: \$0.75m Construction: \$20m
Env 3.1	Esperance Truck Wash and Liquid Waste Disposal Facility	Redevelopment of existing truck wash facility and co-location of new integrated liquid waste disposal facility	Livestock Transport Industry, Agricultural Sector, DAFWA, DEC	\$2.5m
Soc 1.2	Esperance Indoor Sports Stadium (Greater Sports Ground Redevelopment Stage 2)	Redevelopment and expansion of current indoor facility to comprise 5 multi-purpose indoor sports courts, outdoor courts, spectator areas, amenities, club and association meeting facilities	Dept Sport and Recreation, GSG User Groups, Indoor Stadium Management Committee	\$10m



Shire of Ravensthorpe

Strategy Addressed	Project	Description	Participating Agencies	Estimated Project Cost
Gov 1.2	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	State Government Departments	\$2.5m
Soc 1.4	Main Street Upgrade – Hopetoun	Revitalisation of main street including traffic calming, landscaping, architectural street lighting and furniture	Royalties for Regions	\$0.42–0.45m
	Shire of Dundas Tourist Information Bays	Construct four information bays (to include signage and information maps) at the road entries into Norseman & Eucla to be located along the Coolgardie – Esperance Highways at the north and south and along the Eyre Highway near Norseman and Eucla	Main Roads WA	\$0.8m
Econ 1.2	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	Ravensthorpe Progress Association	\$0.1m
Gov 1.2	Ravensthorpe Local Government Administration Building	Extensions and renovations to existing building		\$0.7m

Appendix 3.

Regional Priority Projects – Underway or Completed

Project	Description	Lead Agency	Updates / Comments
PortLink Project	Establish a PortLink office in the Goldfields, resourced to manage and advance projects under this initiative	Dept of Regional Development and Lands (RDL), Dept of Transport, GEDC	An office has not been established; however \$5m has been committed from State Government and \$2 million from Federal Government to carry out substantial planning and feasibility of the various projects that make up this project. Planning will cover: <ul style="list-style-type: none"> • Intermodal Freight Transport Terminal. • Rail realignment around Kalgoorlie-Boulder. • Wiluna to Meekatharra sealing of road. • Rail connectivity to Midwest and Pilbara regions. This is now being managed by RDL and Dept of Transport and PortLink Steering Committee
Esperance Port Access Corridor	Improve road and rail access in the transport corridor to and from Esperance Port	Main Roads	\$120 m upgrade of this corridor will begin in 2012. A contract has been awarded to John Holland Group and it is expected that the work will be completed by December 2013
Heavy Haulage Route – Ravensthorpe	Planning and construction of a heavy haulage route around the Ravensthorpe town site	Main Roads, Shire of Ravensthorpe	Funding of \$300,000 has been provided by the State Government to complete the planning study
Arts and Culture Action Plan	Develop a Goldfields-Esperance regionally specific Arts and Culture Action Plan through consultation with key regional stakeholders	Dept of Culture and Arts(DCA)	A consultation process has been completed in March 2012, the Plan will be part of a State Wide Plan with a Goldfields-Esperance specific focus within the State Plan. Once completed, DCA will work towards implementation
Goldfields-Esperance Workforce Development Plan	Establish a position for the Goldfields-Esperance Workforce Development Alliance	Goldfields-Esperance Workforce Development Alliance	A position is unlikely to be established, however extensive work has been carried on a review of the plan, which is contributing significantly to future workforce planning for the region
Mobile Phone and IT Blackspots	Increase mobile phone coverage along the length of the Goldfields and Leonora/Laverton Highways	Telstra, Dept of Commerce	Telstra has secured the contract to build the Regional Mobile Phone Communication Project, which has been funded through Royalties for Regions. It is estimated the project will be completed by 2015, with 17 towers being established in the region
Aboriginal Precinct	Develop Maku Stadium as an Aboriginal precinct to assist with economic and social development to benefit the whole region		Maku Stadium is now under the management of Midwest Aboriginal Employment and Economic Development (MEEDAC) Incorporated, who are providing training and programs to assist Aboriginal people to find meaningful employment
Aboriginal Itinerant Camp Kalgoorlie-Boulder	Upgrade camps to liveable standards and / or removal of itinerant visitor camps on the outskirts of the Kalgoorlie-Boulder town centres	City of Kalgoorlie-Boulder (CKB), Dept of Housing	Boulder Camp has been upgraded by the CKB. Silver City has been shut down and is no longer funded. The short stay facility in Boulder has been funded and is due to open in July 2012. Management of the facility will be confirmed, once processes are completed

Appendix 3. Regional Priority Projects – Underway or Completed (continued)

Project	Description	Lead Agency	Updates / Comments
Administration, Learning and Community Centre – Warburton	Establish a new multi-purpose facility in Warburton	Shire of Ngaanyatjaraku	A multi-purpose administration complex has been completed to support delivery of services to the area. A learning centre may be developed at a later stage
Residential Facilities for Children	Upgrade and expand residential facilities for children in care, including the replacement of Graeme Street Hostel, in Kalgoorlie and the development of new group homes in Kalgoorlie and Esperance	Dept for Child Protection	A four bedroom Family Group home has been established in Kalgoorlie. Graeme Street Hostel facility will be further developed in 2012
Esperance Hospital Redevelopment	Upgrade to Esperance Hospital	State Government	A service plan has been written for the Esperance Hospital upgrade which has been endorsed and work has commenced on the development of a master plan. Construction is expected to start in March 2012
Great Western Woodlands	Implementation of the management strategy for the woodlands	Dept of Environment and Conservation (DEC)	DEC, on behalf of the Government, and in consultation with a stakeholders group, is currently actioning this project. Some funding (\$3.8 m) has been secured, and projects for 2011–12 are underway.



Appendix 4. Regional Profile

Land

The Goldfields-Esperance region is a vast land area of 769,700 square kilometres, which covers just under one third of Western Australia's total land mass.

It is bordered by the Mid West, Great Southern and Wheatbelt regions to the west, the Pilbara region to the north, the South Australian and Northern Territory borders to the east and the Great Southern Ocean to the south.

Economy

The Gross Regional Product (GRP) for the region in 2009 – 10 was \$8.1 billion, representing 4.4% of the Gross State Product. The extraction and processing of minerals accounted for \$7.7 billion of the GRP, with manufacturing, retail, agriculture and tourism contributing the balance.

By 2010/11, GRP increased to \$12.3 billion or 5.7% of the Gross State Product.⁹ Over the past ten years, GRP has grown at an average annual rate of 12% per annum.

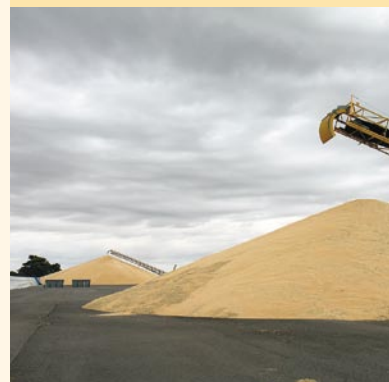
While gold contributes most to current production value, nickel and iron ore mining are the growth drivers of the region. By 2020, the Chamber of Minerals & Energy¹⁰ estimates that the Goldfields-Esperance region is likely to be the world's major nickel producing region with up to three large scale laterite nickel mining and processing operations, plus ongoing sulphide nickel production.

Gold mining contributed 54% of the value of regional mineral production in 2009 - 10 or approximately \$4.1 billion. Nickel, platinum and palladium accounted for 42% of production or approximately \$3.2 billion. The remaining mineral production (approximately \$0.4 billion) included cobalt, copper, zinc, silver, construction materials, gypsum and lime sand.¹¹

The Yilgarn Iron Ore Province is now poised to become a new long term iron ore export industry, with magnetite mining operations that are characterised by scalability, reliability and longevity, offering a period of sustained long term growth and economic wellbeing to the region. The Yilgarn Iron Producers Association¹² estimate an exploration target of over 15 billion tonnes of Potentially Beneficial Magnetite and over one billion tonnes of Direct Shipped Ore (DSO).

“With a half a dozen companies announcing plans to start DSO and/or magnetite operations within the next four years, up to \$5 billion worth of investment could flow into the YIP during the start-up phase. This new iron industry could generate 3,500 jobs per magnetite operation and 400 jobs per DSO operation in the construction phase alone. With the addition of supporting services workers, thousands of permanent jobs could be created in the YIP, Goldfields and Esperance regions of WA.”

Recently committed expenditure is occurring or planned on major mineral projects including Mount Cattlin Lithium Project, Ravensthorpe (\$75m); Yilgarn-Koolyanobbing Iron Ore Upgrade (\$320m); First Quantum Ravensthorpe Nickel Operation (\$190m); Mt Weld Rare Earths Mine (\$135m) and Tropicana Gold Joint Venture (\$700m)¹³.



⁹ Department of Regional Development and Lands (estimated from ABS catalogue 5220.0)

¹⁰ *Infrastructure to support Western Australia's Growth*, February 2010

¹¹ Department of Mines and Petroleum in *Department of Regional Development & Lands: A Region in Profile*, February 2011.

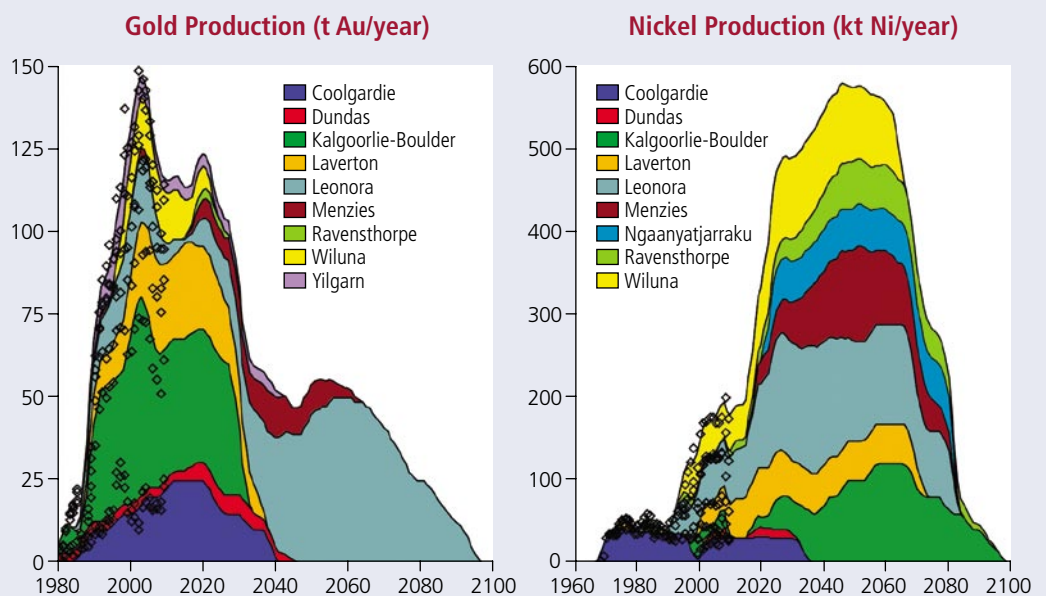
¹² *Implications of Expanded Iron Ore Mining in the Yilgarn Iron Province*, December 2011

¹³ *Prospect Magazine*, Department of Mines and Petroleum and Department of State Development, December 2011.

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 & 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



- **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
- **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.

Whilst mining is the predominant sector in the central and northern parts of the region, there is a substantial agriculture sector in the south, based on cereal crops, wool and livestock production. The region contributed 8.2% to the total value of agricultural production of WA in 2008 - 09, valued at \$587 million. Most importantly, Esperance is the port for the region, importing petroleum and fertiliser and exporting mining and agricultural products.

Manufacturing is largely based in the City of Kalgoorlie-Boulder with the regional industrial centre producing explosives, drilling equipment, machinery and fabricated metal products. A smaller manufacturing sector is based in Esperance, servicing local fishing, agricultural and mining industries.

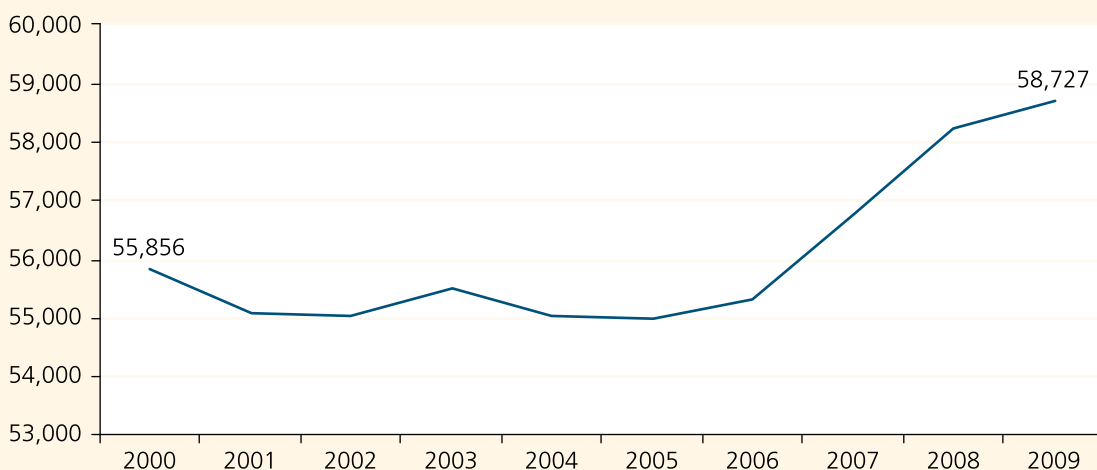
Tourism contributed \$222 million to the regional economy in 2009, with \$190 million from 424,000 domestic visitors and \$32 million from 43,000 international tourists.

Population

The population size and age structure of the region and its implications in terms of regional labour dynamics is an important area of planning for the future of the Goldfields-Esperance region. The region is home to 59,791 people (2011), with the estimated resident population posting an average growth rate of 5.1% between 2000 and 2009 (see Figure 5). However, not all areas of the region are experiencing population growth.

Figure 5: Estimated Resident Population, Goldfields-Esperance Region, 2000–2009

(Source: Department of Regional Development and Lands)



The bulk of the region's population resides in the Kalgoorlie-Boulder Local Government Area (31,107), accounting for 52% of the total regional population. Of this population, 30,841 reside within the City limits and 266 people reside in a vast swathe of land that stretches to the South Australian border.

The comparison of the major centre with other centres in the region is stark, in terms of the proportion of Indigenous population, children 0 - 14 years, median weekly income and rental statistics.

Table 3: Population for the Goldfields-Esperance Region

(Source: Australian Bureau of Statistics, 2011 Census, Code LGA 54280; Code LGA 53290)

Measure	City of Kalgoorlie-Boulder	Shire of Esperance	Shire of Ngaanyatjaraku (the "Lands")	Western Australia
Population	31,107	13,477	1,437	2,239,170
Indigenous population	2,145	575	1,211	69,664
Indigenous population %	6.9	4.3	84.2	3.1
Median age	31	38	28	36
Children 0 - 14 years %	23.4	22.2	28.3	19.7
Median weekly income \$	897	578	272	662
Rental accommodation %	38.5	33.2	91.4	29.2
Median weekly rent \$	260	180	21	300

From the 2011 Census¹⁴, the population profile is over-represented in young age cohorts (0 - 14 years) and in 20 - 54 years (reflecting employment provided in the mining sector). There is under-representation in the older age cohorts (70 years and over) and a significant outmigration of the 15 - 19 years age group in Shires other than Esperance and Ngaanyatjaraku.

Estimates of population growth to 2026 for the region¹⁵ indicate the following patterns.

Table 4: Estimates of population growth to 2026 for the region

(Source: Australian Bureau of Statistics, 2011 Census, Code LGA 54280; Code LGA 53290)

Local Government Area	Current population	Median growth forecast 2026	High growth forecast 2026
Kalgoorlie-Boulder	31,107	33,200	38,500
Esperance	13,477	16,000	18,300
Coolgardie	3,999	3,900	5,500
Ravensthorpe	2,126	3,600	5,200
Ngaanyatjaraku	1,437	2,000	2,600
Leonora	2,513	1,500	2,200
Laverton	1,227	1,000	1,400
Dundas	1,141	820	1,100
Menzies	384	180	310

¹⁴ ABS, *Census of Population and Housing*, 2011

¹⁵ *Western Australia Tomorrow Population Report 7, 2006 to 2026*, Department of Planning and the Western Australian Planning Commission, February 2012

Declines in population projections for the Northern and Southern Goldfields are most likely due to the increased fly-in fly-out workforce reducing the permanent resident population of these areas and the continuing economic decline of pastoralism across the sub-region.

Employment

The labour force of the region has remained steady over the least decade, consisting of 32,954 persons in 2009 – 10, with an unemployment rate of 4.7%, slightly lower than the State unemployment rate of 4.9%. Mining provides the largest employment, followed by retail and health care and social assistance.

Table 5: Employment by Industry Breakdown

(Source: ABS, Census of Population and Housing, 2001 & 2006.

An update of these figures from the 2011 Census data has not been released at this time.)

Industry	% of total workforce	
	2006 Census	2001 Census
Mining	18.1%	18.2%
Retail Trade	9.3%	12.2%
Health Care and Social Assistance	7.9%	6.5%
Construction	7.6%	7.4%
Education and Training	6.8%	6.0%
Manufacturing	6.2%	6.0%
Public Administration and Safety	6.0%	4.8%
Agriculture, Forestry and Fishing	6.0%	7.0%
Accommodation and Food Services	5.5%	4.8%
Transport, Postal and Warehousing	5.4%	4.9%
Other Services	4.4%	3.4%
Wholesale Trade	3.1%	4.4%
Inadequately described / Not stated	3.0%	2.9%
Professional, Scientific and Technical Services	2.9%	n/a
Administrative and Support Services	2.4%	n/a
Rental, Hiring and Real Estate Services	1.8%	7.7%
Financial and Insurance Services	1.3%	1.3%
Electricity, Gas, Water and Waste Services	0.8%	0.6%
Information Media and Telecommunications	0.7%	0.8%
Arts and Recreation Services	0.7%	1.3%

Appendix 5. Consultation

Stakeholder consultation list from throughout the region 2010



- Allied Health Services (South East)
- Arts & Culture Goldfields Association
- Australian Prospectors & Miners Hall of Fame
- BHP Billiton
- BOICO
- Boulder Promotion & Development Association Inc
- Centrecare
- City of Kalgoorlie-Boulder
- Community members
- Community Resource Centre
- CRS Australia
- Curtin VTEC
- Department of Child Protection
- Department of Commerce
- Department of Education
- Department of Education – NDHS
- Department of Environment & Conservation, Goldfields
- Department of Indigenous Affairs
- Department of Mines & Petroleum
- Department of Sport & Recreation
- Department of Transport
- Disability Services Commission
- Eastern Goldfields Regional Prison
- Eastern Goldfields Sexual Assault Centre
- Eastern Region Building Management and Works
- Esperance Accounting Services
- Esperance Army Cadets
- Esperance Chamber of Commerce & Industry
- Esperance District Education Office
- Esperance Regional Forum
- Esperance Volunteer Resource Centre
- Esperance YECH Rest Group
- FaHCSIA
- Fire & Emergency Services Authority
- Firefly Art
- GMAEG & KREG
- Golden Quest Trails Association Inc
- Goldfields Art Centre
- Goldfields District Education Office
- Goldfields Indigenous Housing Organisation
- Goldfields Land and Sea Council
- Goldfields Women's Health Care Centre
- Goldfields-Esperance Development Commission
- Graham Gath Surveys
- Granny Smith Mine
- Hopetoun Motel
- Hopetoun Progress Association
- Jim's Seeds
- Kalgoorlie-Boulder Volunteer Centre
- Kalgoorlie Consolidated Gold Mines Pty Ltd
- Kalgoorlie District Education Office
- Kalgoorlie Goldfields Visitor Centre
- Kalgoorlie-Boulder Chamber of Commerce and Industry
- Kalgoorlie-Boulder Liberal Party
- Laverton Hospital
- Little Boulder Sweet Shop
- Main Roads WA
- Mallee Girl Design
- Morapoi Station
- Ngadju Dancers
- Norseman Visitors Centre
- Office of Barry Haase, Federal Member
- Office of Helen Bullock MLC
- Office of John Bowler MLA
- Pastoral Industry
- Professionals Real Estate, Esperance
- Ravensthorpe & Hopetoun Area Promotions
- Ravensthorpe Community SES
- Ravensthorpe Progress Association
- Recreation Hotel Boulder
- Regional Development Australia Goldfields-Esperance
- Rifle Point Contractors
- School Business Community Group
- Shire of Coolgardie
- Shire of Dundas
- Shire of Esperance
- Shire of Laverton
- Shire of Leonora
- Shire of Menzies
- Shire of Ngaanyatjaraku

Stakeholder consultation list from throughout the region 2010

- Shire of Ravensthorpe
- Small Business Centre-Goldfields
- Small Business Centre-South East Coastal
- South Coast Natural Resource Management
- St John Ambulance, Hopetoun
- Telstra Country Wide
- Tjulyuru Cultural Centre
- Tjuntjuntjara Community
- Toll Group
- Tourism Western Australia
- WA Country Health Services
- WA Police
- WA School of Mines
- Warburton Arts Project
- Water Corporation - community participation
- Water Corporation – Goldfields and Agricultural Region
- Westnet Rail
- Widgiemooltha Tavern, Roadhouse Motel & Caravan Park
- WOWKAL

Organisations attending consultation sessions for the first year review of the Goldfields-Esperance Regional Strategic Development Plan (Kalgoorlie & Esperance)

- AngloGold Ashanti Australia Ltd
- Artgold Inc.
- Australian Prospectors & Miners Hall of Fame
- Brookfield Rail
- Centrecare Goldfields
- Chamber of Minerals and Energy WA
- City of Kalgoorlie-Boulder
- Cooperative Bulk Handling (CBH)
- CRC Tjuntjuntjara
- Curtin University – WA School of Mines
- Department of Child Protection
- Department of Corrective Services
- Department of Environment & Conservation
- Department of Indigenous Affairs
- Department of Planning
- Department of Sport & Recreation
- Department of Transport
- Desert Knowledge Australia
- Disability Services Commission
- Eastern Goldfields YMCA
- Esperance Chamber of Commerce & Industry
- Esperance Port Sea & Land
- Fyson & Associates
- Goldfields Education Regional Office
- Goldfields-Esperance Development Commission
- Goldfields Esperance GP Network
- Goldfields Land & Sea Council
- Goldfields Tourism Network Association Inc
- Kalgoorlie-Boulder Chamber of Commerce & Industry
- Kalgoorlie-Boulder Pure Gold
- Kalgoorlie-Boulder Urban Landcare Group
- Nullabor Links
- Office of Tony Crook, MHR
- Paupiyala Tjarutja Aboriginal Corporation
- PFD Foods
- Regional Development Australia Goldfields-Esperance
- Shire of Esperance
- Shire of Laverton
- Shire of Leonora
- Shire of Menzies
- Shire of Ravensthorpe
- South Coast Natural Resource Management
- South East Premium Wheat Growers Association
- Shire of Coolgardie
- Spinifex Health Service
- Telstra
- Vocational Training and Education Centre
- WA Country Health Services
- Wongatha Birni

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GVROC

Goldfields Voluntary
Regional Organisation of Councils