



AGENDA

**for the
ALL PURPOSE COMMITTEE MEETING
commencing at 6:30PM
on
18 MARCH, 2019**

**at the
Councillor's Conference Room**

15 March 2019



NOTICE OF MEETING

A All Purpose Committee meeting, of the City of Kalgoorlie-Boulder will be held in the **Councillor's Conference Room** on **Monday, 18 March 2019** commencing at **6:30pm**.

Regards

A handwritten signature in black ink, appearing to read "John Walker", is written over a horizontal line.

JOHN WALKER
Chief Executive Officer

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1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS

2 RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

IN ATTENDANCE:

MEMBERS OF STAFF:

VISITORS:

PRESS:

APOLOGIES – ELECTED MEMBERS:

APOLOGIES – MEMBERS OF STAFF:

LEAVE OF ABSENCE:

Cr Malicky
Cr Reidy
Cr Williams
Cr Turner

3 PETITIONS/DEPUTATIONS/PRESENTATIONS

3.1 2018-2019 FIRE SEASON OUTLOOK

Mac Johnston, District Officer Goldfields, of the Department of Fire & Emergency Services (DEFS) will be presenting the 2018-2019 Fire Season Outlook.

4 DECLARATIONS OF MEMBERS' AND OFFICERS' INTEREST

4.1 INTEREST AFFECTING IMPARTIALITY CITY OF KALGOORLIE–BOULDER CODE OF CONDUCT

4.2 FINANCIAL INTEREST LOCAL GOVERNMENT ACT SECTION 5.60A

4.3 PROXIMITY INTEREST LOCAL GOVERNMENT ACT SECTION 5.60B

5 CONFIRMATION OF MINUTES

[Minutes of All Purpose Committee Meeting held on 18 February 2019](#)

That the minutes of the **All Purpose Committee** meeting held on 18 February 2019 be confirmed as a true record of that meeting.

**6 URGENT BUSINESS APPROVED BY THE PERSON
PRESIDING OR BY DECISION**

7 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil.

8 REPORTS OF OFFICERS

8.1 CHIEF EXECUTIVE OFFICER

8.1.1 KALGOORLIE-BOULDER COMPLIANCE AUDIT RETURN 2018

Responsible Officer:	John Walker Chief Executive Officer
Author:	Michelle Todd Manager Governance and Legal Services
Disclosure of Interest:	Nil

VOTING REQUIREMENTS

Simple

OFFICER RECOMMENDATION

That the Compliance Audit Return for the period 1 January 2018 – 31 December 2018 be received, and the return submitted to the Department of Local Government, Sport and Cultural Industries in accordance with the *Local Government (Audit) Regulations 1996*.

EXECUTIVE SUMMARY

Pursuant to Regulations 14 and 15 of the *Local Government (Audit) Regulations 1996*, Local Governments are required to complete and return the Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries by 31 March 2019.

It is a requirement that the Compliance Audit Return is presented to the Audit committee for review prior to submission to Council. Due to technical issues with accessing the online SmartHub, the online return lodgement process implemented by the Department of Local Government, Sport and Cultural Industries, the City was unable to submit the return to the Finance and Audit committee for review. Therefore the return is presented to the All Purpose Committee for review prior to submission to Council.

The City of Kalgoorlie-Boulder Compliance Audit Return for 2018 is attached to this report. The return does not any reveal non-compliances.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to demonstrate a transparent and inclusive local government.

BUDGET IMPLICATIONS

There are no financial implications resulting from the recommendations of this report.

REPORT

The Compliance Audit Return is seen as an internal control monitoring process and as such is a useful tool for the Chief Executive Officer to report to Council and the Department on the City's compliance with statutory obligations. The Chief Executive Officer and relevant City Officers have assessed their operations in respect of statutory obligations outlined in the Compliance Audit Return and believe that their responses given indicate an accurate perspective of the City's compliance to date.

STATUTORY IMPLICATIONS

This report is prepared in compliance with the *Local Government (Audit) Regulations 1996*.

POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

COMMUNITY ENGAGEMENT CONSULTATION

No community consultation was considered necessary in relation to the recommendations of the report.

ATTACHMENTS

[Compliance Audit Return 2018](#)

8.1.2 STRATEGIC COMMUNITY PLAN - 2019-2029

Responsible Officer: John Walker
Chief Executive Officer

Author: John Walker
Chief Executive Officer

Disclosure of Interest: Nil

VOTING REQUIREMENTS

Simple

OFFICER RECOMMENDATION

That the Committee recommend to Council a process for the involvement of Elected Members in assisting Council's Executive with the development of the 2019 Strategic Community Plan.

EXECUTIVE SUMMARY

A new Strategic Community Plan must be developed over the next 6 months. This plan is the primary document in the suite of Integrated Planning and Reporting plans outlined in legislation. The report seeks to establish how elected members wish to be involved in developing the 2019 plan.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to demonstrate a transparent and inclusive local government.

BUDGET IMPLICATIONS

There are no financial implications resulting from the recommendations of this report.

REPORT

The Council's current Community Strategic Plan was adopted in 2015. It is a statutory document that is the primary plan in what is known as Integrated Planning and Reporting. The Community Strategic Plan articulates the City's Vision, addresses community trends and issues, talks about service and aspirations, discusses engagement and outlines a plan with guiding principles, actions, measurements and cost implications.

The Community Strategic Plan guides the City's Corporate Business Plan, Long Term Financial Plan, Workplace Plan, Asset Management Plan and Annual Budget. Under legislation the plan must be reviewed every four (4) years and therefore it is required to be reviewed this year and set a 10 year horizon. It has to be completed before the upcoming elections.

The existing plan (copy attached) developed five (5) themes for the future after external and internal consultation. These are:

- **Community** – Enhance the quality of life and encourage city wide community development opportunities.
- **Economic Development** – Boost opportunities for economic development and tourism.
- **Infrastructure** – Enhance the built environment and provide quality infrastructure.
- **Environment** – Protect and, where possible, enhance the natural environment.
- **Leadership** – Ensure the City maintains strong civic leadership.

During the past four (4) years most of these themes have been further developed with things like the growth plan, CBD Transformation Project and reviews of the other plans in the suite of the Integrated Planning & Reporting documentation. The community has been extensively consulted in some of these.

The Strategic Community Plan is a Council plan and whilst staff will guide the process it needs to have substantial input from Elected Members.

Therefore, before commencing with development of a new plan, it is important to ascertain how Elected Members wish to be engaged and contribute. This may be by formulating a working group of selected members, by the whole council working together, it could be by appointment of a committee or it may involve workshops with or without others.

To begin the process of preparing the 2019 Strategic Community Plan I am therefore seeking clear direction from Council as to how it wishes to be involved.

The matter is listed for discussion.

STATUTORY IMPLICATIONS

Local Government (Administration) Regulations 1996 Part 5 Annual Reports and planning Division 3 Planning for the Future item 4-6 states:

- (4) A local government is to review the current strategic community plan for its district at least once every 4 years.
- (5) In making or reviewing a strategic community plan, a local government is to have regard to —
 - (a) the capacity of its current resources and the anticipated capacity of its future resources; and
 - (b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and
 - (c) demographic trends.
- (6) Subject to sub regulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.

- (7) A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.

*Absolute majority required.

POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

COMMUNITY ENGAGEMENT CONSULTATION

No community consultation was considered necessary in relation to the recommendations of the report.

8.1.3 BUDGET DEVELOPMENT FRAMEWORK AND TIMETABLE FOR 2019/2020 BUDGET

Responsible Officer: John Walker
Chief Executive Officer

Author: Ivana Castle
Chief Financial Officer

Disclosure of Interest: Nil

VOTING REQUIREMENTS

Simple

OFFICER RECOMMENDATION

That the Committee endorse the budget development framework for the 2019/20 annual budget and the budget timetable as outlined in this report.

EXECUTIVE SUMMARY

The purpose of this report is for the Committee to consider the budget development framework and timetable for the 2019/20 financial year.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to ensure a financially stable local government.

BUDGET IMPLICATIONS

This will inform the annual budget development process.

REPORT

Budget parameters and Assumptions

In developing the annual budget, City officers will refer to the budget framework while developing the 2019/20 budget. It is proposed that the following principles be used to develop the budget.

1. Rates increase by 2.0 percent.
 2. Fees and charges increase by 2.0 percent.
 3. The cash surplus equal to 2 percent of revenue.
 4. Salary costs increase by one to two percent over actual 2018/19 costs.
 5. Discretionary funding (community grants, sponsorships etc. be kept at 2018/19 levels).
 6. Future Projects Reserve Fund be allocated a minimum of \$2 Million in 2019/20.
 7. No new loan borrowings to be taken up in 2019/20 unless Council adopts a different capital works strategy.
 8. The general rates revenue will not exceed 110 percent of the budget deficiency. (s.6.34 *Local Government Act 1995*).
-

By endorsing these principles, it will provide City officers a budget framework that will allow them to present Council with a financially sustainable budget for the 2019/20 financial year.

STATUTORY IMPLICATIONS

This report does have statutory implications. Section 6.2 of the *Local Government Act 1995* states that each Local Government is to prepare and adopt an annual municipal budget.

POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

COMMUNITY ENGAGEMENT CONSULTATION

No community consultation was considered necessary in relation to the recommendations of the report.

ATTACHMENTS

[Budget Timetable Current 2019-20](#)

8.2 GENERAL MANAGER – INFRASTRUCTURE AND ENVIRONMENT

8.2.1 NEW TYRE DISPOSAL CHARGES FOR REFUSE FACILITY

Responsible Officer:	Stuart Devenish General Manager Infrastructure & Environment
Author:	Ric Halse Manager Planning, Development & Regulatory Services
Disclosure of Interest:	Nil

VOTING REQUIREMENTS

Absolute

OFFICER RECOMMENDATION

That the Committee:

1. Adopt the following additions to the Schedule of Fees and Charges 2018-2019 for the purposes of giving public notice in accordance with Section 6.19 of the *Local Government Act 1995*:

Title of Fee/Charge	Fee & Charge 2018/19	Fee & Charge for 2018/19 Inc. GST
Commercial tyre charge (cut or shredded) – local businesses	\$227.28	\$250 per tonne
Commercial tyre charge (cut or shredded) – businesses based outside the City of Kalgoorlie-Boulder	\$322.73	\$355 per tonne
Commercial tyre charge (cut or shredded) – originating from the Perth Metropolitan Area	\$386.36	\$425 per tonne

2. Authorise the Chief Executive Officer to give public notice in relation to 1. above for a period of seven (7) days, after which the matter will be further considered by Council.

EXECUTIVE SUMMARY

This report sets out objectives and measures to maintain a tyre disposal service for the community that is sustainable, cost effective for local business and residents, and prolongs the life of the landfill facility.

In this regard, the report explains measures to maintain an ongoing tyre disposal service and recommends substantially revised disposal charges for commercial operations.

To date, tyre disposal charges have been significantly lower than the limited number of local governments who continue to accept tyres. Prices have also been substantially lower than commercial costs of recycling. This has contributed to the previous influx of tyres at the Yarri Road facility.

New charges are recommended based on principles that are summarised:

1. Charges are sufficiently high to deter tyres from outside the City coming to the Yarri Road facility;
2. Local businesses are provided with a competitive price – substantially less than alternative options; and
3. Residents retain ability to dispose a limited number of tyres free of cost.

A public notice period of at least seven (7) days is required for any new charge, after which the Council may adopt the charges. Subject to Council adoption, new charges will be in place in readiness for re-acceptance of tyres in mid-April.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to support diverse and growing industries.

BUDGET IMPLICATIONS

The proposed charges will increase revenue per tonne of used tyres. Tonnage received is expected to reduce, reducing operating costs and increasing longevity of the land fill facility.

REPORT

Purpose

The purpose of this report is to set out the key objectives of maintaining an ongoing commercial tyre disposal service for local business, and to establish new tyre charges underpinned by principles that maintain an affordable service for local business and residents.

The report also articulates future tyre management through cell construction and operational management procedures which will ensure the tyre disposal service is maintained without compromising the longevity of the refuse facility.

Background

Suspension of Tyre Acceptance

The suspension of tyre acceptance has been fully reported to Council. The City has now achieved amended operating licence conditions from the Department of Water, Environment and Regulation (DWER), and construction of the tyre monocell is underway. Compliance with licence conditions will be achieved by mid-April, enabling re-acceptance of tyres.

Comparative Local Government Acceptance and Charges

To date, tyre disposal has been charged by the City at a rate of \$43.40 (incl. GST) per tonne for local businesses and \$167.40 (incl. GST) per tonne for 'waste streams generated outside of CKB'. Tyres are not separately identified within the adopted pricing schedule, but included within the general commercial waste category.

The current charges are well below those of other local governments across Western Australia as depicted below.

Table 01: Comparative local government commercial tyre charges

Local Government	Price (\$) including GST	
	Car Tyres	Truck/Earthmoving Tyres
City of Kalgoorlie-Boulder	\$43.40 per tonne	
Geraldton	\$92.00* per tonne	N/A
Mindarie	\$355 per tonne	N/A
Port Hedland	\$660 per tonne	
Karratha	\$708 per tonne	
Tambellup Tyre Storage Facility	\$285 per tonne	\$540 per tonne
Broome	\$5.80 per tyre	\$16.30 per tyre
Mindijup	\$3.30 per tyre	\$60 per tyre

Note: Geraldton accepts limited volumes of shredded tyres and from local business only. Geraldton are currently reviewing this model.

All public land fill sites in Western Australia are licenced to accept tyres in a limited capacity, with most only accepting residential tyres for a fee, and storing onsite before sending to a recycling company. There are however only a limited number of public facilities in the State known to accept commercial quantities of tyres as indicated in table 1.

Commercial Tyre Receipt/Recycling

Two commercial tyre recycling companies are known to operate in Western Australia as follows:

- Tyrecycle – a drop-off facility is located in O'Connor, Perth where tyres are shipped to China for processing. Including transport from Kalgoorlie to Perth, costs are quoted at between \$495 and \$750 (ex GST) per tonne.
- Elan Energy – based in Welshpool, Perth, tyres are put through thermal processing to produce carbon black (material derived from char), steel wire, oil and process gas. Prices are structured on a per tyre basis – car tyres: \$8.76, truck tyres: \$20.98, 4X4 tyres: \$10.35 (ex GST).

Objectives for Tyre Disposal

Two key objectives are identified for the provision of tyre disposal services to the local community. They are; ongoing disposal services and suitable charge regimes. These objectives are further detailed below.

1. Maintain an ongoing tyre disposal service for residents and commercial operators of CKB;
 - Maintain airspace capacity to receive tyres with at least twelve months capacity at any point in time;
 - Retain tyres within mono-cells for potential extraction in the future should recycling technology become commercially viable;
 - Ensure compliance with the landfill operating licence conditions;
2. Establish an equitable charge structure for disposal of tyres that maintains affordable service for local businesses;
 - Establish a charge regime that discourages tyres arriving from outside the City;
 - Maintain a cost-effective service for local business;
 - Service the best interests of the local community;

Achievement of the above objectives is now discussed.

Ongoing Tyre Disposal

The capacity to receive tyres is reliant on the availability of airspace at the landfill facility to dispose (bury) tyres, and to do so within the terms of the statutory operating licences.

The refuse facility is presently designed to accommodate five tyre mono-cells as depicted in the below table (noting that historically the refuse facility has not had dedicated tyre mono-cells as previous tyre stockpiles were buried in the general tip-face).

Table 02: Mono-cell tyre cell staging

Cell no.	Area (m ²)	Cut volume (m ³)	Equivalent tonnage
1	7,000	42,000	16,380
2	6,000	36,000	14,040
3	6,500	39,000	15,210
4 & 5	13,000	78,000	30,420
	32,500	195,000	76,050

Cell 1 is presently under construction and will accommodate the existing stockpile of tyres measuring approximately 15,800 m³ (6,162 tonne).

Based on historic tyre data rates from 2016/17 and 2017/18 on average 2,456 tonnes of shredded tyres are received over a 12-month period. It is estimated that Cell 1 will be full to ground level in around 4 years (15,986 tonne). Based on historical figures, the remaining cells 2 - 5 have an estimated life in the order of 25 years (77,386 tonne). The actual number of tyres received can be expected to

reduce through charge adjustments, serving to increase life expectancy of current planned tyre cells.

To ensure ongoing ability to receive tyres is maintained, progressive monitoring of airspace is required. Steps that need to be taken in this regard include:

1. Suitable budget provisioning for cell works;
2. Department of Water, Environment and Regulation licences are obtained sufficiently ahead of time to allow new cell construction;
3. Procurement processes are undertaken for new cell construction and for completed cell closure works;
4. Cell construction works are undertaken; and
5. Cell closure works are completed.

The above measures are sufficient to maintain ongoing service to the local community for the foreseeable future.

Tyre charges

Charging Principles

To establish new tyre charges, the rates must be informed by guiding principles that will deliver on the objectives outlined above. For this purpose, the following guiding principles are presented:

1. Charges are set at levels that provide adequate disincentive for tyres to be brought from outside the City to the Yarri Road facility;
2. Charges for commercial tyre disposal for businesses based within the City are less than charges for tyres originating from outside the City; and
3. Local residents may dispose a limited number of tyres without cost.

The principles underpin the methodology for tyre charge settings.

Actual Costs of Tyre Disposal

Having regard for specialist consultant advice, the actual costs to the City to dispose of tyres has been estimated. Costs in this regard include cell construction costs, operational costs, fixed landfill costs and cell closure costs. These cost elements are first established on a cubic metre basis and then translated to a rate per tonne. It should be noted that the actual cost per tonne is calculated on the basis of tyres that are shredded or halved (actual costs for whole tyres is considerably higher due to airspace inefficiency of such).

Taking account of the cost considerations above, the actual costs to the City to process cut tyres is estimated at \$152 per tonne. The detailed breakdown of the cost components are set out in Attachment 1.

Proposed Charges

Having regard for the charging principles presented above, the following arrangements are proposed:

- 1 Tyres from businesses outside of the City

To provide adequate disincentive for the transportation of tyres from outside the City, it is recommended the fee be at least set at the rate of the Mindarie Regional Council, being \$355 per tonne (incl. GST).

- 2 Tyres originating from Perth Metropolitan Area
The *Waste Avoidance and Resource Recovery Levy Act 2007* imposes a \$70 per tonne levy on all waste streams originating from the metropolitan area. This levy is payable irrespective of where waste is disposed. Should tyres be transported from Perth to Kalgoorlie, the recommended fee is \$425 per tonne (incl GST). Of this amount, the City is required to pass on \$70 per tonne to the State Government.
- 3 Businesses within the City of Kalgoorlie-Boulder
The price point for local business should be commercially attractive, but discourage local business from transporting tyres into the City from other regions. A rate of \$250 per tonne (incl. GST) would provide a balance between a competitive rate for business while discouraging tyre importing. That is, the rate is cheaper than alternative disposal options, but when added to transport costs, provides a disincentive to bringing tyres into the region.
- 4 Domestic Disposal
Local residents will have need to dispose of individual tyres from time to time.

Other Considerations

A number of operational tyre acceptance criteria will need to be set as part of the revised charging regime and re-acceptance of tyres. These include:

- The City only receiving cut (or shredded) tyres from commercial operators – commercial quantities of tyres cannot be accepted whole as they reduce airspace efficiency and significantly increase processing costs;
- Residents may only dispose passenger vehicle (including 4-wheel drive) and motorcycle tyres (up to 8 per year). These can be received whole. Truck and earthmoving equipment tyres must be disposed via commercial operators where they are cut and subject to commercial disposal costs; and
- A local business is a business that operates within the City; has a local premises, employs local residents and provides a service to the local community.

Appropriate operational practices will be put in place by the administration to apply these arrangements.

STATUTORY IMPLICATIONS

Section 6.16 of the *Local Government Act 1995* provides for the adoption of charges. The adoption is subject to giving public notice in accordance with section 6.19 of the Act.

POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

COMMUNITY ENGAGEMENT CONSULTATION

Public notice of intended charges are required to be given under section 6.19 of the *Local Government Act 1995*. Subject to Council resolution, public notice will be provided for a period of seven (7) days, with subsequent reconsideration of the matter by Council for adoption.

ATTACHMENTS

[Tyre Disposal Cost Breakdown](#)

8.3 GENERAL MANAGER – CITY LIVING

8.3.1 KAL CITY CENTRE

Responsible Officer:	Holly Phillips General Manager City Living
Author:	Holly Phillips General Manager City Living
Disclosure of Interest:	Nil

VOTING REQUIREMENTS

Simple

OFFICER RECOMMENDATION

That the Committee:

- 1. Progress the following precincts for Stage 2, Detailed Design and Costing, of the Kal City Centre Project:**
 - a) St Barbara's Square and Laneway;**
 - b) Hannan Street; and**
 - c) Cassidy Common.**
- 2. Give consideration to which precincts will be funded for construction once precise costings for the Project have been determined;**
- 3. Adopt all principles outlined in the body of this report for the three priority areas, and ensure they are integrated into Stage 2; and**
- 4. Approve the CEO to procure the necessary skills and resources to prepare tender documentation for Stage 2 for issuance in accordance with the City's relevant procurement standards, policies and guidelines.**

EXECUTIVE SUMMARY

This report has been prepared following a Council workshop on 25 February 2019 to consider the overriding Kalgoorlie City Centre (Kal City Centre) Project principles to be progressed to Stage 2 - Detailed Design and Costing.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to cultivate a strong and vibrant local business environment.

BUDGET IMPLICATIONS

A provision of \$8 million has been made in the City's reserve funds for the financial years of 2019/20, 2020/21 and 2021/22 to advance the Project, and will be matched by funding from the State Government

REPORT

The City has been working since 2017 to develop a new plan to transform the Kal City Centre into a safe, welcoming, authentic and engaging place for residents and visitors to the City, thus bringing about a radical economic transformation of the area.

The process included working in partnership with appointed project consultant *element* (previously TPG+PlaceMatch) to deliver a community-led process to identify the future potential of the City Centre.

This comprised Stage 1 of a three-stage Project; followed by detailed design and costing, and construction, and comprised:

- **January to April 2018** – Developing a place-led assessment framework for the City Centre;
- **April to July 2018** – Undertaking stakeholder and community engagement;
- **July to August 2018** – Creating a Place Proposition and Plan detailing a vision, themes and key place drivers for the City Centre;
- **September to November 2018** – Developing schematic diagrams, artist impressions and materials palettes for priority precincts; and
- **December 2018** – Creating a series of transformation strategies to support physical transformation drivers for the Project.

Community Engagement

Community engagement generated a groundswell of excitement and engaged the City's diverse community to drive widespread awareness and participation in the Project.

This was enhanced through a strong place brand and compelling communications platform, digital tools, and extensive engagement to align community stakeholders around the vision and future potential for Kal City Centre.

The approach leveraged Kalgoorlie's existing resources and channels to drive high reach amongst young families, business community, sporting groups, arts and cultural organisations, cultural and youth sectors.

More than 14,000 people were reached with 1261 direct consultation inputs through interactive mapping platforms (359), surveys (517) and direct exchanges (385).

Additional workshops including a Main Street Retailers Workshop on 16 May 2018 were held to elicit additional feedback from interested parties.

Place Plan and Proposition

Extensive community engagement informed the Place Proposition and Plan released publically in August 2018.

The Plan outlined:

- How the Kal City Centre should be used, by who and when;
- What key destinations, facilities and amenities are required;
- How it is positioned and marketed to attract investment;
- How it will be programmed and managed;
- How it can be improved in the short term, whilst planning for long term change; and
- Who needs to be involved in ongoing management to ensure long term viability.

Seven key development zones were identified and prioritised within the Plan, and segregated into primary and secondary destinations and proposed uses.

Primary Destinations

1. St Barbara's Square and Laneway – a new piazza and celebration space where everyday life and special experiences come together.
2. Hannan Street – catalyst investment into the Endowment Block and street wide amenity and landscape upgrades.
3. Cassidy Common and Link – a new 'people first' zone celebrating Cassidy's idyllic trees and connecting the energy of St Barbara's Square to Kingsbury Hub.
4. Kingsbury Hub – a go-to place for kids and teens to get connected, bringing together active outdoor recreation and a programmed youth-centre and tech zone.

Secondary Destinations

1. Kalgoorlie Town Hall – returning the Hall to the people as a community hub.
2. Kalgoorlie City Markets – a local and visitor drawcard featuring food and beverage, small bar and gift wares.
3. Arts and Cultural Quarter – a transformed Goldfields Arts Centre to anchor the City Centre's arts and cultural scene, working in synergy with Kingsbury Hub.

Conceptual Schematics

Schematic diagrams (concepts) were created following the release of the Place Plan for the top three primary destinations to be considered by Council.

Prioritising three concepts recognised that while all destinations offered long-term potential, budget constraints required a calibration of priorities to known available funding.

Concepts were paired together with artist impressions and materials palettes for proposed elements, and acted as a visual tool for Council decision making on potential precinct changes.

Transformation Strategies

Transformation strategies have been prepared to leverage economic development opportunities for the Project, working in parallel with infrastructure to guide the transformation.

These strategies are themed under the areas of:

- Image and Identity – developing a destination-based marketing approach.
- Investment and Capacity – defining the City Centre’s investment proposition across retail, tourism and commercial markets.
- Experience – developing an activation strategy to guide activity in new and existing destinations and public spaces; incorporating permanent attractions, special events and regular programming.

Resourcing for these strategies will be considered under Council’s municipal budget given activities will be ongoing in nature.

Indicative Costings

An AutoCAD blueprint of the concepts was developed in January 2019 to generally quantify Project estimates, and narrow the proposed scope of the Project to the known available funding (\$16 million).

While the indicative costs for the Project are approximately \$17.9 million there are many variables and technical complexities to be investigated during detailed design. Therefore the true cost and extent of works cannot be determined until design has been undertaken.

There has been considerable community comment in relation to the scaling back of the Project from a \$30 million budget to \$16 million.

It should be recognised the total costs for completing all destinations proposed by the community will far exceed this figure and will continue to be explored through public and private sector investment to maximise outcomes.

Additionally major private development activity is either planned or underway with the proposed Harbig Property Development (Coles/Kmart building) and the Dome

Upgrade on Hannan Street. These Projects combined represent an additional \$9 million in leveraged short-term investment in the City Centre.

State Government

Significant negotiation and consultation with the State has occurred to ensure its committed contribution of \$8 million will maximise intended outcomes and drive Aboriginal Economic Development.

A revised Financial Assistance Agreement (FAA) has been received by the State. The City will work to finalise and sign this document in the coming weeks given the negotiated terms are acceptable to the City.

Design Principles

There has been vocal opposition from a small number of retail businesses to some of the uses for the City Centre as outlined in the Place Plan. Overall the Plan has been embraced well by the community.

Vocalised opposition surrounds the proposal to partially close Cassidy Street, and reconfigure traffic flow and car parking on Hannan Street. There has been additional comment that the creation of new open spaces in the City Centre will increase anti-social behaviours.

While the community has sighted the Place Plan, it has not been possible to publically release the concepts for priority precincts given commercial sensitives and the extent of work undertaken to quantify the Project elements and boundaries.

This highlights the need to ensure designs are progressed as a matter of priority with the community provided with an opportunity to comment on what will be proposed.

With this in mind, Council on 25 February 2019 to develop some overriding principles for priority precincts to guide detailed design and achieve a balance between early concerns of retailers and the universal views and aspirations of the community.

The principles discussed were as follows:

St Barbara's Square and Laneway

- Principles outlined in the Final Kal City Report shall be progressed to design including new infrastructure to transform the area into a piazza, and celebration space with seamless links between St Barbara's Square, Coles/Kmart, Markets Arcade and the laneway.
- The existing St Barbara's Square public amenities will be demolished with new ablutions created at an alternative location to accommodate new features and amenities of the area.
- A water play surface will be prioritised.

- The overall design shall incorporate Crime Prevention Through Environmental Design Principles with a focus on activation and programming to discourage anti-social gatherings in the area.
- A feature pedestrian crossing between St Barbara's Square and Cassidy Street will be considered following discussions with MainRoads WA given Hannan Street is a state-owned highway.

Hannan Street

- Principles outlined in the Final Kal City Report will be progressed in part with prioritised investment into the Endowment Block for façade and veranda renewal, lighting, signage and the preservation of historic City-owned assets.
- A curated leasing and activation strategy for the Endowment Block including the Markets Arcade will be considered following a valuation of all properties on the Block (in development).
- Enhanced entryways and interiors to meet new planning and building codes will be included in detailed design work.
- Improving access and unlocking new spaces for businesses to support a night-time economy will be prioritised.
- Changes to Hannan Street including widening of the median strip for greening and infill parking and reducing traffic flow to single lane carriageways will not be progressed.
- Initiatives to calm traffic and create additional marked pedestrian crossings will be considered in consultation with MainRoads WA.
- Upgraded paving will be prioritised along the length of Hannan Street between Wilson and Maritana Streets.
- The majority of car parking with direct shop frontage will be maintained however some bays will be reclaimed to widen footpaths for pedestrian access, greening and alfresco structures.
- A right of pedestrian access from Hannan Street through the Markets Arcade to Coles/Kmart will be maintained.
- Rezoning of vacant shops into residential precincts will not be considered for detailed design.

Cassidy Common and Link

- Principles outlined in the Final Kal City Report as sighted by Council shall be progressed in entirety for detailed design to create a people first zone and junior play space.

- Advancement of the precinct will be constrained by potential available funding and may not be achievable, nonetheless costings should still be developed.
- Any closure of Cassidy Street shall be partial and provide for vehicle access and egress via laneways or Egan Street.
- The overall design shall incorporate Crime Prevention Through Environmental Design Principles with a focus on activation and programming to discourage anti-social gatherings in the area.

NEXT STEPS

The City is now ready to advance the Project to Stage 2 - Detailed Design and Costing.

This process will deliver plans, specifications, estimates and procurement strategies for construction purposes, requiring significant expertise and resourcing.

Once detailed design has been completed Council will be able determine exact parameters for construction which will be included by way of variation to the State's FAA.

STATUTORY IMPLICATIONS

There are no statutory implications resulting from the recommendations of this report.

POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

COMMUNITY ENGAGEMENT CONSULTATION

Extensive community engagement has been undertaken as part of Stage 1 as outlined in the Report.

CONFIDENTIAL ATTACHMENT

Kal City Centre

9 CONFIDENTIAL ITEMS

9.1 CONFIDENTIAL DISCUSSION: MINING INDUSTRY RATES

Confidential discussion paper attached.

10 DATE OF NEXT MEETING

The next All Purpose Committee Meeting will be on Monday 15 April 2019.

11 CLOSURE