

CITY OF KARRATHA

Advocacy Positions

Current, emerging and retired advocacy positions
prepared for strategic advocacy and stakeholder engagement

Last updated: ~~August~~ October 2026

Commented [EL1]: Recommend each position should have a "what's in it for state / federal government" section for each advocacy position - what problem are we solving for them. It may be different for the other two levels of government, and also the agencies within them.

Commented [MJ2R1]: The purpose of this document is to capture Council's adopted positions on a range of matters. How those positions are pursued and framed will vary depending on the circumstances and priorities at the time and would be considered as part of planning individual advocacy activities.

Commented [EL3]: Recommend prioritising - there are alot of advoacy positions here, if we had to focus on 10 what would they be.

Commented [MJ4R3]: Addressed above.

About this document

This document provides Council's endorsed position on issues of strategic importance to the City of Karratha and the broader region.

It guides advocacy activities, supports engagement with decision-makers and helps advance projects, reforms and investment that benefit the Karratha community.

The document will be reviewed and updated periodically to reflect Council's priorities, advocacy outcomes and emerging opportunities.

About the City of Karratha

The City of Karratha is the regional centre of the Pilbara and a critical hub for the industries that underpin Western Australia's and Australia's economic prosperity.

The City supports globally significant resources and energy operations, while offering a distinctive coastal lifestyle, strong Aboriginal cultural heritage and outstanding natural assets.

Spanning more than 15,800 square kilometres, the City includes the regional centre of Karratha, the historic town of Roebourne, and the coastal communities of Dampier and Point Samson. It is home to four internationally significant industrial ports and contributes more than \$22 billion annually to the Australian economy.

As the Pilbara grows and diversifies, the City plays a central role in supporting liveability, connectivity and long-term regional productivity.

Our Vision

A place we're proud to call home, where we have the opportunities and lifestyle of a City, the close-knit community and one of the greatest natural environments in the world.

Our Purpose

To support a vibrant and sustainable community while enabling the economic development that drives the Pilbara and Australia forward.

Our Role

The City of Karratha advocates on behalf of the community to influence decisions, secure investment and advance initiatives that support a strong, sustainable and prosperous future for Karratha. ~~Advocate for policies that support regional prosperity~~

Commented [CP5]: Reviewed CP

Commented [MJ6]: Adjust this to reflect role in advocacy

About this document.....	2
About the City of Karratha.....	2
Our Vision	2
Our Purpose	2
Our Role.....	2
1. Housing and Land	4
1.1 Housing as Critical Economic Infrastructure	5
1.2 Housing for State Government Employees.....	7
1.3 FBT Reform	9
1.4 Stamp Duty Relief on Insurance and Property Transfers	10
1.5 Housing Australia Future Fund	12
1.6 Project Dorothy / Housing Development Program	14
1.7 Residential Land Supply	16
1.8 Retirement Living	17
1.9 Service Worker Accommodation	18
2. Access to Health Services	19
2.1 Access to Regional Health Services	20
3. Local Government Sustainability and Reform	22
3.1 Local Government Revenue and Regional Economic Contribution	23
3.2 Rating Methodology Reform.....	24
3.3 Review of Rating Exemptions for Charitable Purposes.....	25
4. Transport & Infrastructure.....	26
4.1 International Air Services.....	27
4.2 Capped Price Regional Airfares	30
4.3 Roebourne Heavy Vehicle Deviation Route	32
4.4 Manuwarra Red Dog Highway	34
4.5 Strategic Regional Transport and Connectivity Network	35
4.6 Dampier Marina Development	36
4.7 Former Nickol Bay Hospital Site – Karratha Community, Education & Recreation Precinct	37
4.8 Community Infrastructure Funding	38
5. Emerging Advocacy Positions	39
6. Retired Advocacy Positions	42

1. Housing and Land

In the Pilbara, housing supply and pricing characteristics do not operate according to normal supply/demand conventions.

Typical regulatory levers are not effective due to the unique economic, demographic, and geographic features of the Pilbara, as compared to other Australian regions.

Lack of affordable housing is a throttle limiter to economic development and is a significant threat to the future economic aspirations for the Pilbara, the State, and the Nation.

1.1 Housing as Critical Economic Infrastructure

The Problem

Australia's housing supply challenge is well documented, with enabling infrastructure funding gaps constraining new development. Councils are central to zoning, approvals and infrastructure delivery, yet major projects can generate sudden workforce demand that places acute pressure on local housing markets and community services.

When multiple large projects occur concurrently, cumulative impacts can significantly affect rental affordability, essential worker availability, transport networks and community infrastructure — particularly in regional and growth areas.

Current State and Federal government approval and funding frameworks do not consistently require formal housing and community impact planning. Embedding Housing and Community Impact Assessments within government decision-making would strengthen intergovernmental coordination, improve project sequencing, and reduce unintended social and economic disruption. This approach ensures that major projects are supported by sustainable local foundations, aligning economic growth with community resilience.

Commented [LR7]: @Matthew Jewkes - as discussed, I suggest we continue reference to State and Federal approvals processes given that a lot of significant projects are approved by DEED at the State level and the same considerations apply.

Commented [MJ8R7]: Updated.

Our Position

The State and Federal Governments should:

- 1. Require major projects that are subject government approval, funding or facilitation to include a Housing and Community Impact Assessment, including cumulative impacts, and;*
- 2. Ensure any approval or funding decision is supported by a deliverable plan to address identified housing and essential community infrastructure pressures.*

The State and Federal Governments should:

- 2. Recognise the significant economic contribution of Karratha and the Pilbara to the State and National economies;*
- 3. Enable a local response to the Pilbara's unique challenges, such as shortfalls in housing and community infrastructure, and*
 - recognise that failing to do so creates a significant risk to the state and national economy; and*
 - allocate to Local Government 1-cent of every \$GDP generated in the Pilbara, to fund local responses;*
- 6. Strengthen cumulative impact planning early in major project feasibility;*
- 7. Recognise housing as critical economic infrastructure and require a housing strategy that addresses both direct and indirect workforce housing needs for each major project as part of its assessment and approval;*
- 8. Ensure there is adequate housing supply for residential (industrial) workforces and additional service workers;*
- 9. Proactively release land, working on multiple fronts, to ensure residential land is development ready. The most immediate opportunity being the Mulataga precinct;*
- 10. Incentivise the development of affordable residential properties in the Pilbara;*

Formatted: Indent: Left: 1.27 cm

Formatted: Indent: Left: 1.27 cm, No bullets or numbering

1.2 Housing for State Government Employees

The Problem

~~The Western Australian Government remains overrepresented in the private rental market in Karratha, placing additional pressure on an already constrained housing system.~~

~~The Western Australian Government is overrepresented in the private rental market in Karratha.~~

~~To house its workforce, the State leases a significant share of available rental properties and competes directly with local families, essential workers and private employers. While this supports service delivery, it also contributes to rental pressure and does not represent the best long-term outcome for the Western Australian taxpayer or the local housing market.~~

~~To house its own workforce, the State consumes 30% of available leasable properties and competes against mums and dads for rentals. Individual agencies are happy to pay high levels of rent. At an aggregate level, the State Government is driving up prices and failing to deliver the best-cost outcome for the West Australian tax payer.~~

~~The City acknowledges State Government initiatives to build additional housing in Karratha for the Government Regional Officer Housing (GROH) program. This is a positive step and demonstrates the value of increasing direct government-owned housing supply rather than relying primarily on the private rental market.~~

~~One reason this occurs is that the State has low rates of direct home ownership in Karratha, and it could own more houses, and/or encourage its own workforce to own property.~~

~~Further investment is still required. Increasing the number of new GROH dwellings, encouraging State Government employees to become owner-occupiers, and supporting build-to-own pathways would reduce rental market competition, improve workforce stability and strengthen Karratha as a permanent regional city.~~

~~The Department of Communities, who manages the Government Regional Officer Housing (GROH) Program, fails to adapt its contractual position for leasing properties to reflect the context of the Pilbara and the regions generally. Revising its commitment to long term leases would encourage private investment in building new residential properties.~~

~~In parallel, the State should continue to use long-term leasing arrangements where they directly enable new residential construction, rather than simply absorbing existing private rental stock. This approach will be increasingly important as the City forecasts a significant residential housing shortage.~~

~~This problem will only worsen as the City of Karratha forecasts a significant residential housing shortage.~~

Our Position

The State Government should reduce its reliance on Karratha's private rental market and support the City to grow as a permanent regional city with a higher proportion of homeowners.

~~The State Government should support the City of Karratha to be a permanent City, with a large proportion of homeowners.~~

The State Government should (in priority order):

1. Continue expanding new GROH housing supply in Karratha, prioritising construction of additional dwellings over reliance on existing private rentals.
- ~~1. Increase the number of State Government employees who are owner-occupiers by improving the ownership incentive scheme, and encourage their employees to buy, or build-to-own.~~
2. Increase State Government employee home ownership through stronger purchase incentives and build-to-own pathways.
- ~~2. Consider the terms of State Government employee contracts and job rotations, encouraging employees to commit to Karratha for the long term.~~
3. Review employment, housing and rotation settings to encourage longer-term residency and workforce retention in Karratha.
- ~~1. Build houses for its own workforce, rather than compete on the private rental market.~~
- ~~2-4. Use long-term leasing only where it underpins new residential construction and adds net supply to the market. Commit to long-term leasing agreements on realistic terms (15 years) to underpin residential construction projects.~~

Formatted: Outline numbered + Level: 1 + Numbering
Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned
at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Outline numbered + Level: 1 + Numbering
Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned
at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Outline numbered + Level: 1 + Numbering
Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned
at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

1.3 FBT Reform

The Problem

Employees of large enterprises (mining, oil & gas) are buffered from the volatility of an abnormal housing market through higher wages and the provision of company housing.

Current taxation concessions inequitably benefit larger enterprises over small-to-medium enterprises and other community members.

They also embed the 'company housing' model in mining communities, rather than encouraging home ownership that will build long term, sustainable communities.

The increase in FBT concessions will make it easier for residents to live in Karratha as owner occupiers. It will slow population churn, stabilise the demand for housing in the regions, and encourage multi-generational families.

This initiative will also assist in normalising house prices in the Pilbara and smooth out the boom-bust impact of commodity prices on property values.

Our Position

The Federal Government should:

1. *Modify taxation legislation to enable Pilbara residents to receive 100% Fringe Benefit Tax (FBT) exemption for rent, owner occupier housing purchase costs and/or mortgage interest, when an employer pays these expenses out of the employee's pre-tax income.*
2. *Create a new category of remote area within the taxation legislation named "Remote Area – Mining Community"; to be defined as communities affected by the volatility of mining construction and commodity price cycles, and impacted by Fly-in-Fly-out workforces.*

1.4 Stamp Duty Relief on Insurance and Property Transfers

The Problem

Stamp duty on insurance and property transfers adds to the already high cost of living and home ownership in northern regional communities.

The State collects a stamp duty on insurances and property transfers.

In Karratha, elevated insurance premiums mean residents can face a significant additional tax burden simply to insure a standard family home.

Karratha residents spend roughly \$10k per year on house insurance for a standard family home, resulting in stamp duty of \$1000.

This creates a regional equity issue, with households above the 26th parallel facing costs that are not experienced to the same extent in metropolitan areas.

Many are now foregoing insurance because it is unaffordable, leaving Karratha residents vulnerable.

These costs can discourage home ownership, increase financial pressure on households and leave some residents exposed if insurance becomes unaffordable.

This is a significant cost that is not experienced in the metro area and creates a barrier to those seeking to own their own home.

Stamp duty on property transfers also increases the upfront cost of purchasing a home, creating a further barrier for renters seeking to transition into ownership.

For those people caught in a rental trap, stamp duty comprises 20 percent of the upfront cost of moving into a new home.

The 2022 CCIWA report *Stamping out stamp duty* reinforces the broader economic and social case for reform, including improved mobility, housing choice and fairness for lower-income households.

A 2022 CCIWA report “Stamping out stamp duty” advises that abolishing stamp duty would make it easier for people to move near jobs, family, and schools, or to downsize later in life.

Lower-income households are punished the most by taxes on property and would benefit the most from reform.

Our Position

Stamp duty reform should improve affordability, regional equity and access to home ownership in northern Western Australia.

Stamp duty reform would improve not just economic efficiency, but also fairness.

The State Government should:

1. Remove or significantly reduce stamp duty on home, contents and strata insurance for communities above the 26th parallel.
- ~~1. Abolish stamp duty on home, contents, and strata insurance, and property transfers, for communities above the 26th parallel.~~
2. Provide targeted stamp duty relief on property transfers that support owner-occupier housing and residential workforce stability in regional communities. Adopt the recommendations of the Chamber of Commerce and Industry (2002) report, "Stamping out stamp duty".

Formatted: Outline numbered + Level: 1 + Numbering
Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned
at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

1.5 Housing Australia Future Fund

The Problem

The Federal Government created the Housing Australia Future Fund (HAFF) to support the delivery of new housing. While the City of Karratha cannot apply directly, it has supported a number of applications across the first three rounds of funding. To date, none of the City-supported applications have been successful. This suggests a mismatch between HAFF eligibility and assessment settings and the acute, unique housing challenges of the Pilbara market. Current assessment processes appear to disadvantage applications from high-cost regional markets where conventional affordability, viability and delivery assumptions do not adequately reflect local conditions.

Urgent change is required to ensure applications are assessed with appropriate regard to local context, including construction costs, land readiness, workforce constraints, private rental pressure and the broader economic importance of enabling housing supply in the Pilbara.

Our Position

The Federal Government should:

- 1. Urgently review HAFF eligibility and assessment settings to better reflect the acute housing pressures and delivery challenges of high-cost regional markets such as the Pilbara.*
- 2. Apply place-based assessment criteria that recognise local housing need, construction cost escalation, market failure, workforce impacts and the strategic economic role of Pilbara communities.*
- 3. Work with Housing Australia, the State Government, local government and proponents to ensure viable applications in the City of Karratha are supported in future funding rounds.*

Formatted: Add space between paragraphs of the same style, Line spacing: Multiple 1.07 li, Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

The Federal Government created the Housing Australia Future Fund (HAFF) to support the development of new housing. While the City cannot apply directly, the City supported a number of applications for Round 1 of the funding. The applications that the City supported were not approved in Round 1 of the funding.

Our Position

The Federal Government should:

1. *Commit to a further round of the Housing Australia Future Fund as soon as possible;
and*

Support the applications submitted within the City of Karratha.

Formatted: Indent: Left: 0.63 cm, Hanging: 0.63 cm,
Add space between paragraphs of the same style

Formatted: Font: Italic

Formatted: List Paragraph, Indent: Left: 0.63 cm,
Hanging: 0.63 cm, Outline numbered + Level: 1 +
Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment:
Left + Aligned at: 0.63 cm + Tab after: 1.27 cm +
Indent at: 1.27 cm

1.6 Project Dorothy / Housing Development Program

The Problem

The City of Karratha has identified housing development as a necessary local intervention to respond to the region's constrained housing market. Through Project Dorothy, the City has used its own land and development incentives to invite market-led housing proposals and help progress new residential supply.

This approach reflects the broader challenge in the Pilbara: housing projects that are strategically important are often difficult to deliver under standard market conditions. High construction costs, land servicing constraints, workforce pressures and demand volatility can create feasibility gaps that require government involvement to unlock delivery.

Project Dorothy demonstrates the City's leadership in this space, but also highlights the need for State and Federal Government support to scale housing delivery across Karratha. Government can play a critical role by supporting existing City-led projects and using funding, financing, leasing or other mechanisms to stimulate new housing development where the market alone is unlikely to respond.

Our Position

The State and Federal Governments should:

- 1. Recognise the City's housing development program, including Project Dorothy, as a practical model for unlocking new residential supply in high-cost regional markets.*
- 2. Support existing City-led housing projects through funding, cash contributions, low/no-cost financing, land servicing support or other delivery-enabling mechanisms.*
- 3. Use leasing, head-leasing or occupancy commitments to de-risk projects and stimulate new housing construction where market conditions prevent delivery.*
- 4. Partner with the City to identify and progress further housing development opportunities that support residential workforce attraction, retention and long-term community growth.*

The City has a number of undeveloped residential land parcels. Given our housing crisis, the City advertised an expression of interest to the development market inviting housing proposals. The City offered incentives such as free or discounted land, finance guarantees, debt financing and joint ventures. The City received 15 submissions to the EOI, five of which have been progressed to the stage of preparing a business case.

Commented [LR9]: @Matthew Jewkes - as per the acknowledgement of the State's plans to develop GROH housing above, might be worth noting the State's Housing EOI (modelled on ours?!) and intention support housing development through that process.

Commented [MJ10R9]: Separate position developed around land supply.

Formatted: Add space between paragraphs of the same style, Line spacing: Multiple 1.07 li, Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Our Position

~~The State Government should:~~

~~— Consider all funding mechanisms available to support the development of these projects, including but not limited to:~~

~~a. Cash contribution;~~

~~a. Low or no cost financing options; and~~

~~b. Commitment to long term leases at an attractive rental rate.~~

Formatted

Formatted: Font: Italic

1.7 Residential Land Supply

The Problem

Meeting Karratha's future housing needs will require a pipeline of development-ready land in addition to increased housing construction.

While significant areas of State-owned and Crown land have the potential to support future residential growth, many sites require planning, servicing, tenure resolution, environmental approvals or other enabling work before they can be developed.

Without a coordinated approach to identifying, preparing and releasing land, housing supply constraints will continue to limit regional growth and economic development.

Our Position

The State Government should:

- 1. Work with the City to identify and prioritise State-owned and Crown land capable of supporting future housing supply in Karratha.*
- 2. Accelerate the planning, tenure, servicing and enabling works required to bring development-ready land to market.*
- 3. Support the progression of strategic growth areas, including future stages of Mulataga and other identified residential opportunities.*
- 4. Develop a long-term land supply pipeline for Karratha that provides certainty for government, industry and the development sector.*

Formatted: Add space between paragraphs of the same style, Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

1.87 Retirement Living

The Problem

~~There is a shortage of retirement living, lifestyle village and aged care options in the City. The City's Age Friendly Strategy identifies that older adults want to remain connected, supported and able to age with dignity in their local community, but suitable housing and care options remain limited. The Strategy includes housing, access to services, programs and social connection as key priority areas to enable older people to retire and remain in the City. To address this issue, the Pilbara Development Commission has prepared a business case to develop retirement living options in Karratha.~~

~~There is a shortage of affordable retirement living options in the City. The City's Aged Friendly Strategy identifies that the community are concerned about the lack of suitable housing options in the region with only 21 units available in the City of retirement living. The Strategy includes housing as a key priority area for improvement to enable older people to have opportunities to retire and remain in the City. To address this issue the Pilbara Development Commission has prepared a business case to develop retirement living options in Karratha.~~

Our Position

The State Government should:

1. ~~*Progress retirement living, lifestyle village and aged care options in the City of Karratha, and support access to services that help older adults remain connected, supported and able to age with dignity. Progress with the development of retirement living options in the City of Karratha as soon as possible.*~~

1.9 Service Worker Accommodation

The Problem

Service worker accommodation plays an important role in supporting local services, workforce attraction and community liveability in Karratha.

State Government and DevelopmentWA programs have delivered important housing outcomes, including accommodation at Warambie Estate and The Quarter. The City acknowledges changes to DevelopmentWA lease arrangements that provide greater flexibility and better reflect local housing market conditions.

As housing pressures continue, there is an opportunity to strengthen coordination between service worker accommodation programs, workforce planning and service delivery priorities to ensure available housing is used as effectively as possible and continues to support workforce retention in the community.

Our Position

The State Government should:

- 1. Continue to support and expand service worker accommodation opportunities in Karratha.*
- 2. Ensure service worker housing programs remain responsive to local housing market conditions and workforce needs.*
- 3. Work with the City to improve coordination between service worker accommodation programs, workforce planning and local service delivery priorities.*

Commented [MJ11]: Updated to reflect change in lease terms by DevWA

Formatted: Font: Not Italic, Font color: Auto

Formatted: Font: Not Italic, Font color: Auto

Formatted: Add space between paragraphs of the same style, Line spacing: Multiple 1.07 li, Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

2. Access to Health Services

Access to a full suite of health and community services is a major liveability, workforce attraction and equity issue for the City of Karratha and the broader Pilbara.

The City of Karratha community have advised that a (lack of) access to health services is one of their top liveability concerns.

The City advocates for, facilitates and supports regional health and community services that reflect the scale, remoteness and growth of the community, including access to urgent care, primary care, mental health services and culturally appropriate services that respond to local community needs.

A particular area of concern is the inability to access mental health services. As a result, this is a key advocacy focus for the City.

2.1 Access to Regional Health Services

The Problem

Regional health access remains a significant concern for the City of Karratha community and is central to liveability, workforce retention and community wellbeing.

Residents continue to experience barriers to timely health care, including access to urgent care, general practice, specialist services, mental health support and culturally appropriate services that respond to local community needs.

As the regional centre for a growing and economically significant part of Western Australia, Karratha requires health services that are planned, funded and delivered to meet local demand rather than minimum regional service expectations.

Our Position

The State Government should:

- 1. Strengthen access to regional health services in Karratha and surrounding communities, including urgent care, primary care, specialist services and mental health support.*
- 2. Plan and fund health services to reflect Karratha's role as a regional centre and the Pilbara's growth, remoteness and economic significance.*
- 3. Address place-based health needs through locally responsive, culturally appropriate and accessible service models.*
- 4. Work with the City, WA Country Health Service and local providers to identify priority service gaps and develop a coordinated regional health access plan.*

Formatted: No underline, Font color: Auto

Formatted: Add space between paragraphs of the same style, Line spacing: Multiple 1.07 li, Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

2.1 Step-Up Step-Down Facilities

The Problem

The City of Karratha has been awaiting the Mental Health commission's delivery of a Step-Up Step-Down facility at Karratha since 2017:

The Karratha community are increasingly concerned at the lack of Mental Health services in the Pilbara. There are six Step-Up Step-Down facilities operating in Western Australia, and none are located above the 26th parallel:

- Joondalup, 22 beds, opened May 2013
- Rockingham, 10 beds, opened October 2016
- Albany, 6 beds, opened November 2018
- Bunbury, 10 beds, opened March 2020
- Geraldton, 10 beds, opened January 2021
- Kalgoorlie, 10 beds, opened January 2021

The City sold a parcel of land at Gregory Way to the Mental Health Commission in 2019 and has repeatedly advocated for this important project to be delivered:

While progress is encouraging, we stress the importance of maintaining momentum to ensure timely completion and service commencement. It is equally critical that the facility is planned and resourced for long-term sustainability.

Our Position

The State Government should:

- 1.—Continue to progress the construction of the Karratha Step-Up Step-Down facility and ensure service delivery commences in 2025.
- 1.—Ensure the Step-up Step-down facility is sustainable by:
 - a.—Planning for residential accommodation for employees, and not rely on Fly-in Fly-out resources;
 - a.—Developing employee retention strategies, including incentives for employees to stay in the Pilbara region.

3. Local Government Sustainability and Reform

3. Local Government Act & Regulations

Local governments require sustainable, fair and fit-for-purpose revenue settings to deliver essential infrastructure, services and community outcomes.

The City of Karratha is governed by the Local Government Act 1995 and its related Regulations:

For regional local governments such as the City of Karratha, current revenue, rating and regulatory frameworks do not always reflect the scale of economic activity, infrastructure demand and service expectations generated by major industry and regional growth.

~~As a progressive and innovative Local Government, we advocate for innovative regulatory reform for the benefit of our community and the sustainability of our organisation.~~

3.1 Local Government Revenue and Regional Economic Contribution

The Problem

~~The Pilbara generates nationally significant economic value, yet only a small proportion of that value is reinvested directly into the local infrastructure and services required to sustain the communities that support this productivity.~~

~~For the City of Karratha, this creates a structural revenue challenge. Local government is expected to respond to growth pressures, housing constraints, liveability needs and enabling infrastructure demands without access to revenue settings that reflect the region's economic contribution.~~

~~A modest place-based reinvestment mechanism, such as allocating one cent for every dollar of GDP generated in the Pilbara to local government, would help fund local responses to the pressures created by regional economic activity.~~

Our Position

~~The State and Federal Governments should:~~

- ~~1. Recognise the significant economic contribution of the City of Karratha and the Pilbara to the State and national economies.~~
- ~~2. Establish a place-based local government revenue mechanism that reinvests a fair share of regional economic value into local infrastructure, services and community outcomes.~~
- ~~3. Allocate one cent for every dollar of GDP generated in the Pilbara to local governments to fund local responses to growth, housing, infrastructure and liveability pressures.~~

Formatted: Add space between paragraphs of the same style, Line spacing: Multiple 1.07 li, Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

3.2 Rating Methodology Reform

The Problem

The current Gross Rental Value (GRV) methodology is creating ongoing community concern about valuation outcomes, ratepayer equity and the impact of revaluations on regional communities.

City analysis of the 2025/26 General Revaluation identified significant variation in valuation movements within individual suburbs. In some areas, properties experienced decreases while others received increases above 20 per cent, making it difficult for local governments to use the rate in the dollar mechanism to offset impacts equitably across the community.

The City is concerned that the current GRV methodology does not adequately account for the unique characteristics of resource-based regional housing markets, including high levels of company and government ownership, housing market volatility and regional affordability pressures. A review of valuation methodology is required to ensure fairer, more transparent and locally responsive rating outcomes.

Our Position

The State Government should:

- 1. Review the current GRV methodology to determine whether it remains appropriate for regional resource communities such as Karratha.*
- 2. Review Section 6.28 of the Local Government Act 1995 to examine the limitations of current valuation methods and explore alternative approaches.*
- 3. Consider alternative rating methodologies used in other Australian jurisdictions, including land value and capital improved value models.*
- 4. Work with the Valuer-General and affected local governments to improve transparency, consistency and local context in valuation outcomes.*
- 5. Ensure any reform supports rating equity, local government financial sustainability and fairer outcomes for regional ratepayers.*

Formatted: Add space between paragraphs of the same style, Line spacing: Multiple 1.07 li, Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

3.3 Review of Rating Exemptions for Charitable Purposes

3.1 Review of Rating Exemptions for Charitable Purposes

The Problem

Current charitable rating exemptions under the Local Government Act 1995 can reduce local government revenue and shift costs onto other ratepayers.

Charitable exemptions for property rates are being applied under Section 6.26 of the Local Government Act 1995:

The not-for-profit sector has changed significantly since the Act was introduced, with some organisations now operating complex service delivery models and commercial activities while remaining eligible for exemptions.

The not-for-profit (NFP) sector has evolved significantly since the Act was created in 1995, due to the adoption of the Australian Charities and Not-for-profits Commission Act 2012, and other associated acts such as the National Disability Insurance Scheme Act 2013:

A clearer and more contemporary approach is needed to ensure exemptions remain fair, transparent and aligned with their original purpose.

The increasing professionalism in the NFP sector is welcome. However, the volume of organisations seeking charitable exemptions has now extended beyond the original intent of the Act. The level of rates exemptions are having a significant impact on Local Government revenue.

Additionally, charitable organisations are increasingly managing commercial enterprises to support their charitable purposes, and those enterprises may also be rates exempt.

These rating exemptions may unfairly increase the rates burden on other ratepayers, which was not the original intent of the Act:

Our Position

The State Government should:

- 1. Review charitable rating exemptions to ensure they remain fair, contemporary and aligned with their intended purpose.*
- ~~1. Conduct a broad review into the justification and fairness of all rating exemption categories currently prescribed under Section 6.26 of the Local Government Act 1995.~~*

Where the State is unwilling to address this issue through regulatory reform, it should:

- 1. Provide compensation to local governments where State-mandated exemptions materially reduce local revenue. Establish a compensatory fund for Local Governments, similar to the pensioner discount program.*

Formatted: Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

4. Transport & Infrastructure

Transport connectivity is critical to liveability, regional economic growth, workforce mobility and safe community access across the City of Karratha and the broader Pilbara.

The City of Karratha manages the Karratha Airport. We advocate for transport infrastructure and services that will connect our community and support the expansion of our airport business.

The City advocates for transport infrastructure and services that connect communities, support major industry, improve access to essential services and position Karratha as a strategic regional hub for aviation, freight, tourism and logistics.

This includes advocating for improved community transport options between and within communities, so residents can access services, employment, education, recreation and social connection.

The City also advocates for the development of enabling infrastructure such as the sealing of major regional roads to connect our community and improve accessibility throughout the region.

Transport projects should be planned as part of an integrated regional network, rather than as isolated projects, to ensure investment is sequenced strategically and delivers cumulative benefits across the Pilbara.

4.1 International Air Services

4.1 International Airport Status

The Problem

Karratha Airport has achieved restricted use and alternate international airport designation, marking a significant milestone for the City and the Pilbara.

The Pilbara region has an investment pipeline of \$258 billion, approximately \$35 billion of this being in the City of Karratha. This project pipeline will create demand for approximately 62,000 jobs throughout the region and require a significant construction and operational workforce of about 11,000 jobs during construction and 2,200 jobs during operations.

The next priority is to convert that designation into regular international services that improve regional connectivity, support industry workforce mobility, reduce reliance on Perth transit and strengthen tourism, trade and investment opportunities.

The Karratha airport is a key node for the movement of people into and throughout the region for work. In addition, approximately 60,000 people live in the Pilbara region and the Karratha Airport enables this local community to connect with and access goods and services throughout the region.

Securing international services will require continued engagement with airlines, industry, State and Federal agencies and border service providers. Regulatory approvals, border agency processes and operational requirements will need to be progressed efficiently so that international services can commence once airline and route commitments are secured.

The Karratha Airport is owned and operated by the City and is the second largest airport in Western Australia. It does not have international flight approval and the City is currently undertaking a project to develop a business case and obtain the relevant approvals for international status to be approved and implemented.

Upgrading Karratha Airport to international status would enable direct flights from key labour markets in Asia, significantly reducing transit times and logistical costs involved in recruiting an overseas workforce. It would also greatly enhance the liveability of the region for residents, improving connectivity and access to global destinations. With international container shipping already available at Dampier Port, Karratha is well-positioned to become a central transport hub, effectively linking air, sea, and land logistics to support the resource industry's growth and the broader community's development throughout the Pilbara region.

For Karratha Airport to gain international status, a prerequisite is a firm commitment from an international carrier willing to operate flights to and from the airport. However, lead times to evaluate a proposal and establish border services for a new international port can extend up to 14 months after a decision by the Australian Government. This extended timeline creates a significant barrier, as airlines generally aren't prepared to commit to a route and then wait more than 14 months for operational clearance.

Although discussions with international carriers in Southeast Asia are ongoing, airlines have been hesitant to commit due to the lack of international operating rights at Karratha Airport. Granting restricted international status would alleviate this barrier, enabling the airport to

~~secure formal agreements with carriers, thereby facilitating the expansion of international connectivity for the Pilbara region.~~

Our Position

~~The State and Federal Governments should:~~

- ~~1. Support the City's efforts to secure international services from Karratha Airport to key regional hubs in Southeast Asia.~~*
- ~~2. Engage proactively with relevant agencies, airlines and industry partners to progress the regulatory, border, customs, immigration and biosecurity requirements needed to commence services.~~*
- ~~3. Expedite approvals and agency coordination so that international services can be activated efficiently once commercial route commitments are secured.~~*
- ~~4. Recognise international services from Karratha as a strategic regional connectivity initiative that supports workforce mobility, tourism, trade, investment and liveability across the Pilbara.~~*

Formatted: Add space between paragraphs of the same style, Line spacing: Multiple 1.07 li, Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Our Position

~~Once the City has completed its business case and lodged its application, the Federal Government should:~~

- ~~1. Approve Karratha Airport's proposal for 'Restricted Use International' status, without a confirmed airline commitment. This restricted status would allow the airport to pursue and finalise airline agreements, knowing that international rights are provisionally approved; and~~

~~Expedite support from relevant agencies to streamline necessary regulatory approvals for immigration, customs, and biosecurity compliance.~~

- ~~1.—~~

|

4.2 Capped Price Regional Airfares

The Problem

The Regional Airfare Zone Cap Scheme is a critical cost-of-living and connectivity initiative for Karratha residents, supporting access to Perth for health care, education, employment, family connection and essential services.

The Zone Cap Fares program was introduced by the Western Australian Government in July 2022 to support regional communities by reducing the cost of air travel between Perth and various regional towns including Karratha. Recognising the high cost of flights as a barrier to connectivity, the Government implemented the program to cap airfares at more affordable levels.

Karratha has been one of the largest users of the scheme, reflecting both the importance of air travel to the community and the ongoing challenge of high regional airfares.

The initial funding commitment aimed to reduce the financial burden on residents needing to travel for essential services and family, fostering greater accessibility to Perth and stimulating its economy. This initiative was a response to ongoing community feedback highlighting the need for affordable air travel to mitigate regional isolation and improve economic and social outcomes across Western Australia. Since its inception, the Zone Cap Fares program has been widely embraced, with a total of 361,414 flights utilised between June 2022 and June 2024, with Karratha being the highest at 89,882 flights. It is a critical program that improves the liveability of our community but is scheduled to end in December 2025.

The City has actively supported the scheme. In June 2026, Council resolved to maintain the Passenger Service Charge for Regional Airfare Zone Cap passengers at current levels for the 2026/27 financial year and reduce the Passenger Security Charge applicable to all passengers using Karratha Airport. This was a practical contribution to ensuring airport charges do not place upward pressure on capped fares.

Our Position

The State Government should:

- 1. Commit to the long-term continuation of the Regional Airfare Zone Cap Scheme to ensure affordable airfare options remain available for regional communities.*
- 2. Provide transparent and timely data on scheme usage, passenger numbers, fare availability and local benefits to support City decision-making.*
- 3. Work with the City, airlines and regional airports on initiatives that improve airfare affordability, connectivity and access to essential air services.*
- 4. Ensure airport charges, airline pricing and scheme settings are considered transparently so that the benefits of the scheme are delivered to regional residents.*

The City's current modelling indicates that the program contributes significantly to the Perth economy, with the total contribution across the State estimated to be approximately \$264

million, and the contribution from the City of Karratha estimated to be approximately \$65 million.

Our Position

~~The State Government should:~~

~~Commit to the continued funding of the Zone Cap Fares program long term to ensure that affordable airfare options remain available for regional communities across Western Australia.~~

~~1.—~~

4.3 Roebourne Heavy Vehicle Deviation Route

4.3 Roebourne Heavy Vehicle Deviation Route (RHVDR)

The Problem

North West Coastal Highway passes directly through the Roebourne townsite and remains a key freight corridor for general transport, mining logistics and regional movement.

North West Coastal Highway (NWCHE), part of National Route 1, passes directly through the Roebourne townsite and is a key freight corridor for general transport, mining logistics, and tourism. It is designated as a RAV10 route on the Main Roads WA network, with vehicle volumes ranging from 1,074 to 2,176 per day—20% to 44% of which are heavy vehicles.

Increasing heavy vehicle traffic through Roebourne creates safety, amenity, cultural and place activation challenges. It also limits opportunities to improve the town centre and support Roebourne's role as a historic, cultural and tourism precinct.

The growing prevalence of road-based haulage from emerging mining operations will substantially increase heavy vehicle traffic through Roebourne.

A heavy vehicle deviation route would reduce freight impacts on the townsite, improve community safety and support a more appropriate long-term transport network for the region.

This raises serious concerns about:

- ◆ Community safety risks associated with increasing volumes of heavy vehicle traffic through the Roebourne townsite
- ◆ Noise and amenity impacts affecting residents and visitors, diminishing the experience for tourists and locals
- ◆ Undermines the liveability and identity of Roebourne as a cultural and historic heart of the region
- ◆ Prevents the City from assuming control of the main street, limiting efforts to improve streetscape, activate public space, and deliver a vibrant, people-focused town centre

Our Position

The State Government should:

1. *Prioritise planning and delivery of the Roebourne Heavy Vehicle Deviation Route to divert heavy vehicle traffic away from the townsite.*
3. *Prioritise the design and construction of the Roebourne Heavy Vehicle Deviation Route (HVDR) to divert heavy vehicle traffic away from the Roebourne townsite.*
2. *Engage with Traditional Owners, the Roebourne community, industry and local government to ensure the preferred alignment protects cultural values and community priorities.*
4. *Ensure engagement with Ngarluma Aboriginal Corporation and the broader Roebourne community to ensure the alignment protects cultural values and community priorities.*
3. *Coordinate planning with resource proponents and freight users to confirm demand, funding pathways and potential co-investment.*
5. *Coordinate planning with resource proponents and industry to confirm haulage demand projections and secure co-investment where feasible.*
4. *Support future upgrades to the existing townsite road environment so it better serves local, tourism, cultural and place activation outcomes.*
4. *Preserve and enhance Roebourne's role as a heritage and tourism precinct by ensuring the NWGH alignment through town is upgraded for local, tourist, and cultural use — not freight transit.*

Formatted: Outline numbered + Level: 1 + Numbering
Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned
at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Outline numbered + Level: 1 + Numbering
Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned
at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Outline numbered + Level: 1 + Numbering
Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned
at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Outline numbered + Level: 1 + Numbering
Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned
at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Font: Italic

Formatted: Normal, No bullets or numbering

4.4 Manuwarra Red Dog Highway

The Manuwarra Red Dog Highway is a strategic regional transport corridor connecting Karratha to Tom Price and the inland Pilbara.

While sections of the highway have been completed, the route remains incomplete and requires significant further investment. Completion would improve freight efficiency, road safety, tourism access, emergency response and regional connectivity.

The highway should be considered as part of a broader Pilbara transport network, including links to other strategic roads and future freight routes.

The Manuwarra Red Dog Highway is a long-awaited regional transport corridor that will connect Karratha to Tom Price, significantly improving access to the inland Pilbara and providing an alternative to the heavily trafficked North West Coastal Highway. While sections of the highway have been completed, the project faces a funding shortfall exceeding \$300 million, and its full delivery has now been delayed beyond 2030. This leaves the route incomplete, with significant stretches still unsealed or requiring upgrades — resulting in: Inefficient freight movement between key mining and population centres Safety risks due to road quality, mixed vehicle types, and increased heavy vehicle usage Missed opportunities to improve tourism access, community connectivity, and emergency response capacity The highway is critical enabling infrastructure for both the resources sector and regional communities. It has strategic value for road-based ore transport, supply chains, and regional resilience — yet it remains unfunded and at risk of prolonged delay.

Our Position

The State and Federal Governments should:

- 1. Recommit to full delivery of the Manuwarra Red Dog Highway as a priority regional infrastructure project.*
- 2. Recommit to the full delivery of the Manuwarra Red Dog Highway as a priority regional infrastructure project.*
- 2. Secure the funding required to complete the highway and progress remaining stages as soon as possible.*
- 2. Secure and allocate the \$300M+ required in the coming years to enable completion of the highway by the end of the decade.*
- 3. Engage industry and local governments to identify co-investment opportunities where freight, haulage or economic benefits can be demonstrated.*
- 1. Engage industry and local governments to identify cost-sharing or co-investment opportunities where haulage or economic benefit can be demonstrated.*
- 2-4. Plan the highway as part of a broader Pilbara freight, tourism, resilience and connectivity network. Recognise the project as part of a broader freight and resilience strategy for the Pilbara — improving regional efficiency, emergency access, and road safety.*

Formatted: Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

4.5 Strategic Regional Transport and Connectivity Network

The Problem

Transport and connectivity projects in the Pilbara are often considered as individual funding applications or isolated infrastructure priorities. This can lead to fragmented decision-making, missed sequencing opportunities and ad hoc delivery of projects that should operate as part of a connected regional network.

Major road and connectivity projects such as the Manuwarra Red Dog Highway, Conzinc Bay Road and the Roebourne Heavy Vehicle Deviation Route are linked by their cumulative contribution to freight efficiency, road safety, tourism access, community connectivity and regional resilience.

A more strategic approach is needed so that State Government planning and funding processes assess how individual projects contribute to a broader transport network and how they can be staged to deliver regional outcomes.

Our Position

The State Government should:

- 1. Plan and assess major Pilbara transport projects as part of an integrated regional network, rather than as isolated funding applications.*
- 2. Consider the cumulative benefits of linked projects, including the Manuwarra Red Dog Highway, Conzinc Bay Road and the Roebourne Heavy Vehicle Deviation Route.*
- 3. Prioritise project sequencing that improves freight efficiency, road safety, emergency access, tourism connectivity and regional resilience.*
- 4. Work with local governments, industry and regional stakeholders to develop a coordinated Pilbara transport and connectivity investment pipeline.*

Formatted: Add space between paragraphs of the same style, Line spacing: Multiple 1.07 li, Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

4.6 Dampier Marina Development

4.5 Dampier Marina Development

The Problem

While Dampier has basic marine infrastructure, including public boat ramps and private facilities at the Hampton Harbour Boat & Sailing Club (HHBSC), it lacks a purpose-built, cyclone-rated public marina capable of accommodating the region's growing recreational and commercial boating demand.

Key challenges include:

- Ongoing growth in vessel ownership and size, creating congestion at Hampton Harbour
- Deteriorating infrastructure at the privately operated Kaiser Marina, with no viable expansion potential
- Lack of cyclone-rated sheltered anchorage for boats during severe weather events
- Limited bunkering, sullage, and loading/unloading facilities for users
- No multi-user marine facility to support Customs, Navy, Water Police, and similar agencies
- A missed opportunity to support tourism diversification, charter operations, and marine industry growth

Extensive work has already been undertaken, including feasibility assessments, geotechnical investigations, site planning, business modelling, and concept design. A concept marina featuring 94 pens, floating pontoons, and support infrastructure was previously costed at \$57.6 million — though this figure is now likely to have increased significantly due to inflation, construction market pressures, and additional technical requirements.

Despite the groundwork, no development has occurred. The lack of marina infrastructure continues to constrain local economic diversification, marine safety, and recreational opportunity in the region.

Our Position

The State and Federal Governments should:

1. *Recognise the Dampier Marina as critical enabling infrastructure for economic diversification, marine safety, and regional tourism.*
2. *Partner with the City of Karratha to finalise design and business modelling, including revised costing and consideration of shared or third-party ownership/operation models.*
3. *Commit capital funding to support staged delivery of the proposed Hampton Harbour marina.*
4. *Incorporate the marina into broader regional infrastructure and tourism investment planning, including marine supply chain development, training, and service sector growth.*

4.7 Former Nickol Bay Hospital Site – Karratha Community, Education & Recreation Precinct

4.6 Former Nickol Bay Hospital Site – Karratha Community, Education & Recreation Precinct

The Problem

The former Nickol Bay Hospital site (Lot 2898 Dampier Road, Stove Hill) is a large, strategically located Crown reserve in central Karratha, ~~currently vested with the Department of Health and subject to a Management Order for hospital use.~~

With the demolition of the hospital in 2019 and a growing need for community, education and recreation infrastructure, the site represents a unique opportunity to deliver a transformational community precinct that supports Karratha's growth, liveability and educational ambition.

The site is adjacent to Karratha Senior High School, St Luke's College, North Regional TAFE and the Karratha Leisureplex, making it ideally suited for co-located community and education infrastructure. ~~Despite this, the site is currently the subject of a housing development EOI. The City maintains that residential development on this land would be a missed opportunity, particularly when over 800ha of other residential-zoned land is available elsewhere in Karratha.~~

This precinct would fill a critical gap in recreation and education infrastructure, enhance liveability, and reinforce Karratha's role as the regional service centre for the Pilbara.

Commented [LR12]: @Matthew Lewkes - this is old data, no longer being considered for housing. We have direction from Minister for Lands to give us a 1+1 year Management Order over the site to carry out investigations prior to consideration of permanent hand over of the site.

Our Position

The State Government should:

- ~~1. Reject any proposals to develop the site for residential housing, and instead recognise the site's community, educational and regional significance.~~
- ~~2. Approve the City's request to change the reserve purpose to "Community, Education and Recreation" and vest the land with the City of Karratha under a new Management Order to facilitate development.~~
- 3.1. Support the staged development of a Karratha Community & Education Precinct, comprising a potential mix of:**
 - a. Community Facilities such as new playing fields, or cultural/community spaces currently unmet in the City; and
 - b. Regionally significant Education Facilities such as a purpose-built home for the Pilbara Kimberley University Centre, **UWA**, a Clean Energy Training and Research Institute, or a Secondary College to support families across the North-West.

4.8 Community Infrastructure Funding

The Problem

Community infrastructure is essential to supporting liveability, workforce attraction and long-term growth in Karratha and the Pilbara.

The City has identified a range of current community infrastructure priorities and future infrastructure needs required to support population growth and community wellbeing. However, delivery is heavily reliant on external funding programs, which can be competitive, inconsistent and do not always reflect the higher costs of delivering infrastructure in regional and remote communities.

Achieving the long-term vision of Karratha 2050 will require sustained investment in both existing community infrastructure priorities and the next generation of infrastructure needed to support future growth.

Our Position

The State and Federal Governments should:

1. *Provide dedicated community infrastructure funding programs that support regional and remote communities.*
2. *Commit to ongoing funding availability to provide certainty for local governments planning and delivering community infrastructure projects.*
3. *Ensure funding models and assessment processes recognise the higher costs and unique delivery challenges faced by regional and remote communities.*
4. *Partner with the City to deliver current community infrastructure priorities and identify, plan and invest in the future infrastructure required to support Karratha 2050 vision.*

Commented [MJ13]: This may need some work. Have tried to pick up funding for current program and long term pinfr planning in one position. Might be better across two.

Formatted: Normal, Line spacing: Multiple 1.07 li, No bullets or numbering

5. Emerging Advocacy Positions

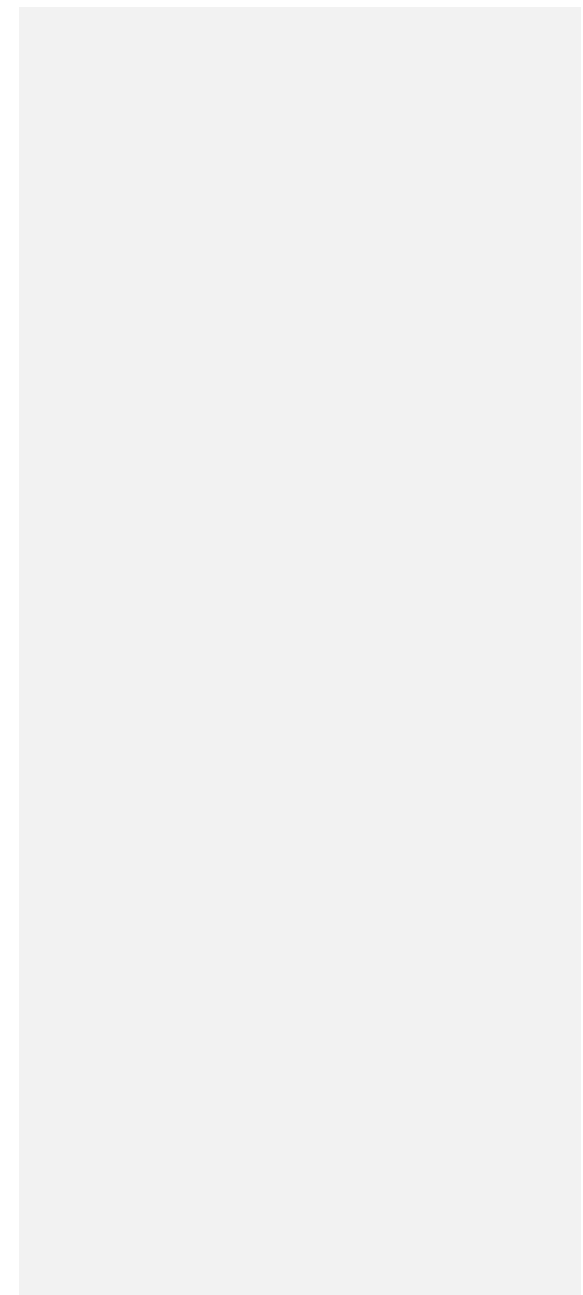
This section captures advocacy positions that are under consideration, in development, or not yet endorsed as formal advocacy positions.

Emerging issue / position	Next step
Water Security Consider the City's future advocacy role in supporting long-term water security, including water supply, reuse, desalination and enabling infrastructure required to support regional growth.	Monitor State and industry planning, clarify the City's advocacy role and identify any specific policy or infrastructure asks.
Aboriginal Business Empowerment Explore opportunities to support greater Aboriginal participation in regional economic development through procurement, funding and business development initiatives.	Engage internal business units and key stakeholders to identify barriers, opportunities and potential advocacy outcomes.
Cultural Tourism & Heritage Activation Explore advocacy opportunities that support the activation of Cossack, Roebourne and other cultural and heritage assets to strengthen tourism and economic diversification.	Work with relevant service areas to identify strategic priorities and determine whether a standalone advocacy position is warranted.
Tourism Accommodation Investigate barriers to tourism accommodation investment, including hotel development, to support tourism growth and major events.	Assess market constraints and determine whether government intervention or policy advocacy is required.

Formatted Table

Defence & Regional Security Continue supporting regional defence and security opportunities through collaborative advocacy with the North West Defence Alliance.	Continue contributing to North West Defence Alliance advocacy and monitor opportunities for the City to support or lead specific initiatives.
Regional Procurement / Buy Local Investigate opportunities to strengthen local procurement and regional participation in government and industry supply chains.	Review existing local procurement initiatives and identify advocacy opportunities that support regional businesses.
Underutilised State Government Assets Investigate opportunities to repurpose underutilised State Government buildings and land to support community, economic development and service delivery outcomes.	Identify priority sites, clarify ownership and assess opportunities for future advocacy.
Dampier Land Transfer Continue discussions regarding the transfer of strategic land to support future community, economic development and place activation opportunities in Dampier.	Continue engagement with the State Government and Rio Tinto and determine whether a standalone advocacy position is required.
Environmental Stewardship <u>Consider establishing a City Environmental Advocacy Framework to guide advocacy for the protection, stewardship and responsible management of environmentally significant land outside the City's ownership and management responsibilities.</u>	<u>Develop a draft Environmental Advocacy Framework, in consultation with relevant service areas and external stakeholders to establish advocacy principles, priority themes and desired outcomes for future Council consideration.</u>

Formatted: Font: Not Bold



6. Retired Advocacy Positions

This section captures advocacy positions that are no longer active, have been resolved, superseded, or are retained for historical reference.

Advocacy position	Reason retired	Date retired	Summary
Step-Up Step-Down Facilities	Project delivered	October 2026	The City's advocacy position has been retired following delivery of the Karratha Step-Up Step-Down facility. Ongoing health and mental health service access is now captured through the broader Access to Regional Health Services position.
International Airport Status	Designation achieved	October 2026	Karratha Airport has achieved restricted use and alternate international airport designation. The City's advocacy has shifted from securing designation to supporting regular international services from Karratha, including airline engagement, agency coordination and approvals required to activate services.
Housing Support Program – Mulataga	Funding approved	August 2025	The City's \$22.1 million Housing Support Program funding application for Mulataga was approved and the project is now progressing. The position has been retired as the advocacy objective has been achieved.
Walgu Apartments	Council resolved not to proceed	August 2025	Council formally resolved not to proceed with the Walgu Apartments project. The position has been retired and retained for historical reference.

Advocacy position	Reason retired	Date retired	Notes

Formatted Table

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Formatted: Font: Bold

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Commented [SK14]: Note that progressing stage 2, 3 and 4 of Mulataga should be part of a new position statement around land supply

Commented [MJ15R14]: New position on land supply added.

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Formatted: Font: Not Bold