

WHAT
WE

ECONOMIC DEVELOPMENT AND TOURISM STRATEGY 2025-2035

MAKE
IT

IMPLEMENTATION PLAN



Contents

Operating Model	3
Implementation Plan	4
Pillar 1	
<i>Build Economic Resilience Through Diversification</i>	5
Pillar 2	
<i>Provide an Enabling Environment for Business and Investment</i>	6
Pillar 3	
<i>Empower Local Business</i>	8
Pillar 4	
<i>Attract and Retain Residents and Talent</i>	10
Pillar 5	
<i>Tourism</i>	11
Monitoring and Evaluation	15



Acknowledgement of Country

The City of Karratha acknowledges the Aboriginal people throughout this vast land and their continuing connection to the land, waters and community. We pay our respects to Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



OPERATING MODEL

The Economic Development and Tourism Strategy (EDTS) will be delivered through a coordinated operating model led by the City's Economic Development Unit, with active collaboration across City departments and strong partnerships with industry, community organisations, and state and federal agencies.

[] WHAT WE MAKE IT

Prioritisation

Projects are prioritised as follows:

- **Budgeted:** Projects and services already budgeted and being delivered.
- **Priority:** Projects and services considered high priority and achievable within existing economic development capacity, and assuming one additional tourism resource.
- **Plus:** Projects and services that will require additional capacity to be delivered. Scheduling of initiatives will be adjusted when capacity becomes available.



IMPLEMENTATION PLAN

This Strategy sets a 10-year vision for economic development and tourism in the City, with a staged 5-year implementation plan.





Pillar 1

Build Economic Resilience Through Diversification

Program	Project	City's Role	Timelines					2030–2035	Priority	Metrics / KPIs	Frequency and Target
			25/ 26	26/ 27	27/ 28	28/ 29	29/30				
1.1 / Opportunity Mapping	1.1.1 Value Chain and Market Assessment of Opportunities	Partner		●	●	●	●	●	Plus	List of current investment projects under review by PDC / RDA	1 p.a.
										Industry Supply Chains Reviews	1 p.a.
	1.1.2 Priority Project Business Cases	Deliver		●	●	●	●	●	Plus	Business Cases	5 p.a.
1.2 / Investment Attraction and Promotion	1.2.1 Targeted Investor Marketing Campaign	Deliver			●	●	●	●	Plus	Investment leads	10 p.a.
	1.2.2 Investment Concierge Service	Deliver						●	Plus	Clients Supported	20 p.a.



Pillar 2

Provide an Enabling Environment for Business and Investment

Program	Project	City's Role	Timelines					2030–2035	Priority	Metrics / KPIs	Frequency and Target
			25/26	26/27	27/28	28/29	29/30				
2.1 / Governance	2.1.1 Establish Development Support Network Group	Partner		●	●	●	●	●	Priority	Establish Development Support Network	Once-off
										Attend Development Support Network	4 p.a.
2.2 / Advocacy	2.2.1 Increase Small Business Development Support Resourcing	Advocate						●	Plus	Advocacy Papers	2 p.a.
	2.2.2 Additional Education Development Support	Advocate					●				
	2.2.3 Additional Workforce Development Initiatives	Advocate					●				
	2.2.4 Industry Development	Advocate					●				



Pillar 2 *(continued)*

Provide an Enabling Environment for Business and Investment

Program	Project	City's Role	Timelines					2030–2035	Priority	Metrics / KPIs	Frequency and Target
			25/ 26	26/ 27	27/ 28	28/ 29	29/30				
2.3 / Infrastructure and Development	2.3.1 Commercial and Industrial Space Gap Analysis	Deliver	●	●					Budgeted	Commercial and Industrial Space Audit Report	Once-off
	2.3.2 Optimise Underutilised City-owned Property Assets	Deliver		●	●				Priority	City Property Asset Audit Report Activations implemented	Once-off 2 p.a.
	2.3.3 City Centre Precinct Development (Strategic Planning)	Deliver	●	●	●				Budgeted	City Centre Precinct Plan	Once-Off
	2.3.4 Education and Recreation Precinct Development (Multiple departments)	Deliver / Partner		●	●	●	●	●	Plus	Education and recreation precinct masterplan Endorsed Business Plan	Once-Off Once-Off



Pillar 3

Empower Local Business

Program	Project	City's Role	Timelines					2030–2035	Priority	Metrics / KPIs	Frequency and Target
			25/ 26	26/ 27	27/ 28	28/ 29	29/30				
3.1 / Business Grants	3.1.1 Deliver Economic Development Grants	Deliver	●	●	●	●	●	●	Budgeted	Complete grant applications and processes within operating standards (timelines)	90%
3.2 / Local Procurement	3.2.1 Review and Promote Local Procurement	Deliver			●				Priority	Policy updated; Local procurement promotional campaign	Once-off
3.3 / City Accreditation	3.3.1 Small Business Friendly Local Government Alliance Program	Deliver	●	●	●	●	●	●	Budgeted	Small business Friendly Local Government Alliance Compliance	1 Annual
	3.3.2 Film Friendly	Deliver	●	●	●	●	●	●	Priority Budgeted	Updated Film Friendly Digital Platform Program Compliance	1 Annual 1 Annual
3.4 / Business Support	3.4.1 New Business Digital Welcome Pack	Deliver			●	●	●	●	Priority	Updated Digital Welcome Pack	1 Annual



Pillar 3 *(continued)*

Empower Local Business

Program	Project	City's Role	Timelines						Priority	Metrics / KPIs	Frequency and Target	
			25/ 26	26/ 27	27/ 28	28/ 29	29/30	2030–2035				
3.5 / Data Hub and Research	3.5.1 Data Subscriptions	Deliver	●	●	●	●	●	●	Budgeted	Data Subscription	1 Annual	
	3.5.2 Business Scorecard	Deliver	●	●	●	●	●	●	Budgeted	Business Survey	1 Annual	
	3.5.3 Census 2026	Deliver	●	●					Budgeted	Population increase census participation in 2026 compared to 2021	5,000 persons – Once-off	
	3.5.4 Data Collection Tools	Deliver					●		Priority	Data collection recommendations report	Once-off	
	3.5.5 Data Analytics	Deliver		●	●	●	●	●	●	Budgeted	Cumulative Impact Report	1 Annual
											Business Survey Insights	1 Annual
3.5.6 Data Hub	Deliver			●	●	●	●	Budgeted	Updated Data Hub providing access to a range of data sets	1 Annual		
3.6 / Economic Development Services Promotion	3.6.1 Promote the City's and Third Party's Economic Programs and Services	Deliver				●	●	●	Priority	Increased awareness of economic programs and services	Monthly	



Pillar 4

Attract and Retain Residents and Talent

Program	Project	City's Role	Timelines						Priority	Metrics / KPIs	Frequency and Target
			25/ 26	26/ 27	27/ 28	28/ 29	29/30	2030–2035			
4.1 / Talent Development and Retention	4.1.1 Develop a City Critical Skills List	Deliver / Partner / Advocate		●					Priority	City Critical Skills List	Once-off
										Skills Pathway Framework	Once-off
	4.1.2 Provide Support for Tertiary Education	Advocate	●	●	●	●	●	●	Budgeted	New Tertiary Education Programs	1 Annual
	Review Service Worker Accommodation	Deliver	●						Budgeted	Feasibility Study	Once-Off
4.2 / Talent Attraction and Promotion	4.2.1 Develop and Implement Karratha is Calling – Version 2	Deliver	●	●	●	●	●	●	Budgeted	Updated Karratha is Calling Marketing Collateral	Once-off
										Karratha is Calling Marketing Campaign	1 Annual
	4.2.2 Develop and Implement Targeted Talent Attraction Program	Deliver					●	●	Priority	Talent Attraction Framework (per priority industry)	1 Annual
	4.2.3 Support DAMA	Partner	●	●	●	●	●	●	Budgeted	Number of DAMA applications	30



Pillar 5

Tourism

Program	Project	City's Role	Timelines						Priority	Metrics / KPIs	Frequency and Target
			25/ 26	26/ 27	27/ 28	28/ 29	29/30	2030–2035			
5.1 / Governance and Industry Capability Building	5.1.1 Tourism Advisory Group	Deliver		●	●	●	●	●	Priority	Tourism Advisory Group Meetings	4 p.a.
	5.1.2 Tourism Workforce Upliftment Program	Partner Deliver						●	Plus	Workforce program	1 p.a.
	5.1.3 Secure ECO Destination accreditation	Partner Deliver		●	●	●	●	●	Priority	Eco Destination Accreditation	Annual
5.2 / Enabling Investment	5.2.1 Advocate for and enable tourism development projects	Advocate Partner		●	●	●	●	●	Priority	Advocacy Papers	2 p.a.
	5.2.2 Develop Tourism Accommodation	Partner Deliver	●	●	●	●	●	●	Priority		
	5.2.3 Support Tourism Infrastructure in Dampier	Advocate						●	Plus		
	5.2.4 Enable Tourism Investment	Advocate Deliver	●	●	●	●	●	●	Priority	Advocacy Papers	2 p.a.
	5.2.5 Improve Tourism Amenity	Deliver		●	●				Priority	Tourism amenities upgrades	2 p.a.



Pillar 5 *(continued)*

Tourism

Program	Project	City's Role	Timelines					2030–2035	Priority	Metrics / KPIs	Frequency and Target
			25/ 26	26/ 27	27/ 28	28/ 29	29/30				
5.3 / Product and Experience Development	5.3.1 Provide Tourism Development funding	Partner Deliver			●	●	●	●	Priority	Tourism Grants	10 p.a. (including tourism related events)
	5.3.2 Support Local Businesses to Develop New Bookable Experiences	Partner Deliver		●	●	●	●	●	Priority	Number of Bookable Experiences	10
	5.3.3 Support the Development of Cruise Tourism	Deliver		●	●	●	●	●	Priority	Number of onshore experiences	4
	5.3.4 Develop and Implement a Destination Events Plan	Deliver		●	●				Priority	Number of tourism-focused events	4
	5.3.5 Enable Access and Investment into the Dampier Archipelago	Advocate Partner				●	●	●	Priority	Increased visitors to main tourist attractions	



Pillar 5 *(continued)*

Tourism

Program	Project	City's Role	Timelines						Priority	Metrics / KPIs	Frequency and Target
			25/ 26	26/ 27	27/ 28	28/ 29	29/30	2030–2035			
5.3 / Product and Experience Development <i>(continued)</i>	5.3.6 Cossack and Roebourne Heritage Preservation and Activation	Advocate Partner		●	●	●			Priority	Number of heritage sites open to visitors	2
	5.3.7 Develop Tracks and Trails	Partner Deliver						●	Plus	Trail Network in km	20
5.4 / Visitor Servicing	5.4.1 Refresh KTVC as a Welcome Centre	Deliver		●	●				Priority	Upgraded Welcome Centre	Once-off
	5.4.2 Develop a Mobile or Pop-up Visitor Centre	Deliver			●	●			Priority	Operational Mobile Visitor Centre	1
	5.4.3 Create a Strong Online Digital Presence	Deliver		●	●				Priority	Updated website and social media platforms (to form part of Karratha is Calling v2)	Once off with Monthly updates
	5.4.4 Develop and Implement a Wayfinding and Interpretive Signage Plan	Deliver		●	●	●			Priority	Updated signage	5 p.a.




Pillar 5 *(continued)*

Tourism

Program	Project	City's Role	Timelines						Priority	Metrics / KPIs	Frequency and Target	
			25/ 26	26/ 27	27/ 28	28/ 29	29/30	2030–2035				
5.4 / Visitor Servicing <i>(continued)</i>	5.4.5 Enhance the Visitor Experience at Visitor Hotspots	Partner Deliver							●	Plus	Number of Mobile Visitor Centre activities (local) Visitor Servicing at Hotspots (local)	4 p.a. 4 p.a.
	5.4.6 Provide Visitor Servicing Outside the City	Partner Deliver							●	Plus	Number of Mobile Visitor Centre activities (outside CofK) Visitor Servicing at Hotspots (outside CofK)	2 p.a. 2 p.a.
5.5 / Destination Identity and Marketing	5.5.1 Develop and Deliver a Comprehensive tourism Marketing and Destination Brand Identity	Deliver			●	●				Priority	Destination Brand	Once-off
	5.5.2 Facilitate Collaboration Across the Pilbara	Partner			●	●	●		●	Priority	Shared marketing campaigns	1 p.a.
	5.5.3 Develop a Local Awareness Program	Partner Deliver							●	Plus	Increased local awareness campaign	1 p.a.

MONITORING AND EVALUATION

The City has outlined its economic objectives within Goal 6 of the Council Plan. The EDTS will use indicators to monitor, evaluate and report on progress and conditional changes within the economic and tourism environment of the City. These indicators will focus on the goals of the EDTS pillars.

 EDTS Pillar	Key Indicators	Data Source / Frequency	Council Plan Objective Alignment
Pillar 1 Build Economic Resilience Through Diversification	<ul style="list-style-type: none"> • GRP growth in non-mining industries • Annual output • Exports • Employment in non-mining sectors 	ABS, REMPLAN	6.1, 6.2, 6.3, 6.4
Pillar 2 Provide an Enabling Environment for Business and Investment	<ul style="list-style-type: none"> • State project completion rate – actual vs. budgeted • Value of City infrastructure projects completed 	Department of Finance (WA) – Major Projects Status Reports or Annual Reports; Council Budget	6.1, 6.2, 6.3, 6.4
Pillar 3 Empower Local Business	<ul style="list-style-type: none"> • Number of businesses assisted • Value of local procurement (policy applied) 	Council grant & support program reports, business registry – quarterly/annual	6.1, 6.3
Pillar 4 Attract and Retain Residents and Talent	<ul style="list-style-type: none"> • Population growth, Number of DAMA applications 	ABS, REMPLAN, RDA	6.1, 6.5
Pillar 5 Develop a Tourism Industry	<ul style="list-style-type: none"> • Visitor numbers • Visitor nights • Tourism expenditure • KTVC visitors • KTVC local sales (and economic impact) • Number of tourism products • Number of events in shoulder seasons 	Tourism WA, STR, KTVC financials and reporting	6.1, 6.6



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