Australian Defence Force Posture Review
Far North Queensland: a strategic & cost-effective solution for ADF Force 2030

Prepared by Advance Cairns with the support of:

Regional Development Australia Far North Queensland & Torres Strait (RDA FNQ&TS)
Cairns Regional Council
Ports North
Cairns Chamber of Commerce
Chamber of Commerce and Industry Queensland
Far North Queensland Regional Organisation of Councils
Queensland Government

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Executive Summary

Far North Queensland: a strategic & cost-effective solution for ADF Force 2030

It is clear that trade with Southeast Asia and PNG is increasing and that our natural resources such as food, water, minerals and energy are becoming increasingly important national assets. The nation’s shipping lanes provide a vital connection to the global markets where our resources are in high demand. The effects of climate change will increasingly affect Northern Australia and Pacific Island Nations. In this time the demands on the Australian Defence Force will likely increase during a period when significant efficiencies need to be found in defence spending. This is the future as predicted in Defending Australia in the Asia Pacific Century: Force 2030 (2009, Defence White Paper). Far North Queensland is a realistic, cost-effective and strategic solution and the ADF needs to maintain a strong and growing presence in this region.

Why is Far North Queensland a strategic location?
Far North Queensland is the closest service hub to most of Southeast Asia and already has significant seaport and airport infrastructure. The region has strong commercial linkages with South East Asia, Guam, PNG and surrounding Pacific Island Nations which has previously enabled Defence to engage in capacity-building and training exercises. Cairns has Australia’s closest seaport to the Manus Island Asylum Seeker Detention Centre and our region currently oversees critical border patrol activities as well as intense shipping traffic, especially through the Torres Strait trade routes. In terms of national assets, Far North Queensland is strategically located as the Northern gateway to Australia’s water and energy resources as well as being a food basin for the nation. This makes Far North Queensland a very self-sufficient region and an ideal strategic location for Defence assets.

This region is one of the fastest growing regions in Australia and has consistently grown faster than Queensland Government population projections. The population of the region in 2006 was 230,591 and is forecast to be 372,000 in 2031. Significant investment has occurred in the region’s sea and airports, transport, health, education, sporting and cultural infrastructure and facilities and more upgrades are planned for the future.

What cost efficiencies can Far North Queensland offer?
Far North Queensland can offer Defence a highly cost-advantageous environment to do business. Cairns in particular meets Defence’s Priority Industry Capabilities (PICS) and Strategic Industry Capabilities (SICS) and has an existing, highly-awarded Navy base for efficiency and productivity with significant potential for expansion.

With increasing competition for port facilities from the resource sector boom, Cairns is one of only a few ports that can offer Defence significant expansion opportunities and welcomes this type of investment.

This region has the largest marine service sector in northern Australia that currently services existing Navy vessels from HMAS Cairns, Darwin and the Pacific Islands. This sector has over 4,500 personnel employed in the sector, across 270 organisations, and includes three major slipways with capacity to
service vessels up to 100 m in length and 3,000 tonnes. The services provided from this region are cost advantageous compared to other Australian ship repair centres. Defence can save time and money whilst reducing risk because of the efficiency of the slipways, the compact marine district and the expert workforce on-hand to ensure there are no ‘learning-curve’ costs to the client. This provides a compelling case to build on these strengths to create a centre of excellence in servicing particular classes of navy vessels.

The region also has a significant aviation support and service industry with over 2,300 employed in this sector including specialist areas such as avionics and composite materials.

Recruitment and retention of personnel is a key issue and this region boasts one of the highest retention rates in the ADF due to the cost of living and lifestyle and is also the largest employer of Indigenous Australians of any Defence Force unit.

**A tropical future for Force 2030?**

About 40% of the world’s human population lives within the tropical zone and by 2060, 60% of the human population will be in the tropics, owing to high birth rates and migration (see Appendix A for a map of the tropical world). Far North Queensland has actively positioned itself as Australia’s leading tropical region and has internationally acclaimed expertise in tropical health, tropical infrastructure design, and tropical science including adaption of heavy industry machinery for use in tropical climates. This region boasts world class marine and aviation training colleges as well as language centres, a TAFE and University. Far North Queensland also offers world-leading disaster management for tropical environments that is sought across the tropical world, especially in Southeast Asia and the Pacific.

This region also has a number of existing facilities suitable for Defence training exercises and established relationships with landholders that allow the ADF and its strategic partners to train and condition their personnel for operations in tropical regions.

Tropical expertise will be essential to Force 2030 and Far North Queensland is leading the research and teaching in this field. Although the current Defence focus is on desert climates, Force 2030 will need to be just as adept in tropical environments considering the majority of the world’s population will live in this region; a region that has traditionally been amongst the poorest and the least developed in the world.
Introduction
The Far North Queensland Region, with Cairns as the main urban centre, is home to significant Defence infrastructure including HMAS Cairns, the 51st Battalion, RAAF Scherger, Thursday Island Joint Defence Force and the Wangetti and Atherton Ranges training facilities. Defence enjoys an outstanding level of community support and there is potential for major expansion across the region. The region boasts well-established and cost-advantageous marine & aviation industries as well as highly specialised Defence support services. The Defence sector is also supported by a highly-skilled workforce as well as world-class teaching and research facilities. This could benefit the ADF because the expertise and infrastructure that exists within the region could reduce operating costs. Cairns is strategically located in the Asia Pacific region with a range lifestyle advantages and through the Cairns International Airport is accessible to all major cities within Australia, as well as internationally to Auckland, Tokyo, Hong Kong, Guam, Port Moresby and to Singapore, via Darwin.

Advance Cairns has formed a leaders group to specifically address ADF needs in the Far North Queensland region. This group includes;

- Regional Development Australia Far North Queensland & Torres Strait (RDA FNQ&TS)
- Advance Cairns
- Cairns Regional Council
- Ports North
- Cairns Chamber of Commerce
- Chamber of Commerce and Industry Queensland
- Queensland Government

Together, we represent Far North Queensland. We are a passionate and united regional group keen to actively engage with the ADF by offering a ‘one-stop-shop’ service that can tailor solutions to meet Defence needs.

Most importantly, we wish to reinforce that Far North Queensland would welcome an increase in ADF presence and both our community and media are highly ‘Defence-friendly’.

Generating & Sustaining Capability

Growing Population & Significant Infrastructure Investment

Far North Queensland is one of the fastest growing regions in Australia and has consistently grown faster than Queensland Government population projections. Despite the affects of the Global Financial Crisis (GFC), Far North Queensland continued to grow by 3.6% over the last 2 years and Appendix B shows the region’s population reaching 372 000 by 2031.

To meet the needs of this significant population growth, the region has already invested in major infrastructure developments including the $36.6M in Cairns Port and $266M in Cairns Airport, and both currently utilized by the ADF. Furthermore, the region has also invested in public infrastructure including The Mount Peter master-planned community (40000 people/18500 dwelling estate 15km south of Cairns), Cairns Base Hospital Redevelopment $456M, James Cook University Cairns Institute.
$25M, Cairns Entertainment Precinct $240M and the Cairns Transit Network $100M. A full list of recent/current/future planned works is available at Appendix C.

Industry
Far North Queensland has a diverse and resilient economic base. Contrary to common belief, only 20% of the region’s economy is based on tourism whereas 80% is based on other industries including Defence and associated services. Through the Tropical North Queensland Regional Economic Plan (at Appendix D) 20-year strategies are in place to strengthen priority industries such as marine, aviation, tropical expertise, education & training, ICT and mining services.

Marine Industry

Ports
The Far North Queensland region has 10 ports (map available at Appendix E) with significant assets in Cairns, Weipa and Mourilyan. The Port of Cairns is the most northern port on the eastern seaboard and is an important base of operation for the Australian Navy. It is an attractive destination and has strong history of successfully hosting a number of important Australian and international Naval visits

The existing HMAS Cairns is a significant element in the Port of Cairns and Ports North supports, and has identified further expansion opportunities in Cairns and the region.

The existing HMAS Cairns has recently undertaken a major development program that included the expansions of its land footprint by 6 hectares and an increase in its berthing capacity through an Access Agreement with the adjacent Sugar berth.

The Port of Cairns planning has identified a number of expansion options that would allow Defence to undertake further significant expansion to its berthing and operational capacity in the region.

These expansion options include expansion of deep water berths both northward and southward, additional outer berths associated with a relocated swing basin, development of a new large vessel berth in Smith’s Creek enabling new dedicated Defence berths adjacent to the existing Base. The Port of Cairns has also identified significant locations for major future Base expansions at alternative locations within Trinity Inlet. These options demonstrate that the Port of Cairns can readily cater for any expanded Navy presence into the future.

It is also worth noting that Cairns Port operations are not currently impacted by resource sector activities and therefore competition within the inlet is substantially less compared to other East Coast locations.

While the Port of Cairns and HMAS Cairns will remain the primary Navy focus in North Queensland, there are opportunities for expansion of both berths and land facilities in all of the Far North Queensland Ports including Weipa, Mourilyan and Thursday Island.

Located on the north-west coast of Cape York Peninsula, the Port of Weipa’s main activity is the export of bauxite (aluminium ore) from the Rio Tinto Alcan (RTA) mine. The Port of Weipa handled 380 ships in 2009–10, carrying 20,672,282 tonnes of bauxite, 70,057 tonnes of fuel and 26,388 tonnes of general cargo. The Port of Weipa has existing well maintained deep navigation channels
and wharf infrastructure that could support defence force vessel and personnel activities. Weipa is also the preferred location for government services of the Western Cape area. The Port of Mourilyan remains an ideal location as an explosives Port and Ports North is working with the Chief Inspector of Explosives on this matter.

**Ship Repair & Maintenance**

Cairns has the largest size and range of marine industry support activities across northern Australia. At the heart of the sector are the slipways/shipyards with three major facilities - Tropical Reef up to 3,000 tonnes capacity, Cairns Slipway up to 1,200 tonnes capacity, and Norship Marine up to 400 tonnes capacity (see Capability Profile at Appendix F). The region’s slipways are supported by a wide ranging agglomeration of smaller firms and contractors involved in repairs and maintenance work including engineering, electrics and electronics, sonar, air conditioning, refrigeration, hydraulics, blasting and painting, marine surveyors, marine safety equipment and naval architects. Statistically, there are more than 4500 employed in the region’s marine industry including 1300 in repair and maintenance across 270 firms. In particular, it is worth noting the presence of Defence contractors DMS Maritime & BAE who are actively growing their footprint in Cairns and are an integral part of the region’s marine industry.

The services provided from this region are cost advantageous compared to other Australian ship repair centres. Defence can save time and money whilst reducing risk because of the efficiency of the slipways, the compact marine district and the expert workforce on-hand to ensure there are no ‘learning-curve’ costs to the client. This provides a compelling case to build on these strengths to create a centre of excellence in servicing particular classes of navy vessels.

Far North Queensland has a long and successful history supporting the Pacific Class Patrol Boats program. These boats are currently repaired and maintained at facilities in Cairns through a contract with DMS Maritime (in partnership with Norship marine) and the Great Barrier Reef International Marine College is positioned to tender for the associated training package contract for this program. The region has also provided emergency repair services to the US Navy during their visits in the Port of Cairns and our industry has gained valuable experience from this international exposure.

The competitive strength of the Cairns region’s marine services sector lies in the scale of the region’s local fleet compared with surrounding regions, the investment that has taken place in essential infrastructure of slipways and travel lifts, the long-term experience of the sector’s management, the high level of training and skills of its workforce, the location and compact efficiency of the sector in the immediate Cairns seaport area and Cairns’ strategic location in relation to the South West Pacific.

**PICs & SICs**

The Far North Queensland region meets Defence needs in Priority Industry Capabilities for Ship dry docking facilities and common user facilities and Strategic Industry Capabilities in Naval shipbuilding – warship repair, maintenance, upgrade, rebuild and overhaul capabilities. The shipbuilding capability has great potential to be built-up into a more significant part of the sector. Furthermore, the region has prepared an application to the recently announced Priority Industry Capabilities Innovation Program to further enhance the provision of common user facilities in Cairns.
Aviation Industry

Airports
There are 370 airstrips across Far North Queensland, ranging from international standard commercial airports to regional dirt strips.

The Cairns International Airport is the only large international-domestic-general aviation airport in regional Australia and is a hub for activity in the south west Pacific region. It has a sophisticated Instrument Landing System and services airlines including Air New Zealand, Air Niugini, Airlines PNG, Cathay Pacific, Continental Micronesia, Jetstar, QantasLink, Pacific Blue and United Airlines.

There are also a number of other registered aerodromes with Instrument Approach Systems in the region including Mareeba, Innisfail and Cooktown which see regular traffic, both commercial and private. These strips are tarred and have instrument approach procedures making them ideal for training purposes. Weipa also has a tarred strip and instrument approach procedures. It is about 30 miles from RAAF Base Scherger.

Other tarred and registered aerodromes frequently used across the Far North Queensland region are Horn Island, Pormpuraw, Coen, Aurukun, Mornington Island, Bamaga, Lockhart River and Normanton.

Aviation Repair & Maintenance
The region has a growing aviation sector focussed on Maintenance, Repair and Overhaul (MRO) which is unified under the Australasian Aviation Group Cairns (see capability profile at Appendix G) Current developments in aerospace composites will further expand industry capability. There are 83 fixed wing and rotor aircraft registered in the region and over 2300 employed across 86 businesses. Hawker Pacific, West Wing, HeavyLift and Australian Avionics are key industry operators in the region and contribute significantly to the ongoing growth of the sector.

SICs
The Far North Queensland region meets Defence needs in Strategic Industry Capabilities for Composite and exotic material; Elements of national infrastructure – supply and storage of aviation fuel; and Repair, maintenance and upgrading of aircraft (including helicopters).

Education & Training
The region’s industry and skills needs are supported by a number of high quality education and training facilities including;

- The Great Barrier Reef International Marine College, completed in 2011, is a world-class purpose-built training facility and the best equipped marine training centre in the southern hemisphere. Comprising of a Full Mission Bridge Simulator, Emergency Response Simulator and an immersion pool, as well as the required facilities for Helicopter Underwater Escape Training, the College caters for more than 4000 local, national and international students annually (see www.gbrimc.com.au for more information). There are also expansion plans to include a Marine Engineers Institute with project scoping underway following extremely high levels of industry support.
- Cairns Aviation Skills Centre is located at Cairns International Airport and is now the leading aviation technical training centre in the Asia Pacific region. Cairns Aviation Skills Centre is a
purpose-built aviation training centre of excellence offering internationally-recognised aircraft maintenance qualifications (see www.aviationaustralia.aero/home for more information).

- James Cook University is home to approximately 4,000 students and was ranked in the top 5% of the world’s tertiary institutions (see www.jcu.edu.au for more information). James Cook University is currently working with ADFHEA, the educational arm of the ADF, to work towards providing educational programs in areas of their interest, in appropriately flexible formats and time frames not only for current ADF members and families (giving advanced standing where possible) but also for those transitioning out of the Defence forces.
- Tropical North Queensland Institute of TAFE delivers quality-assured programs to more than 15,000 domestic, international and commercial clients annually, with almost 200 programs in a range of vocational areas (see www.tnqit.tafe.qld.gov.au for more information).

Cairns has a highly multi-lingual population as a result of the region’s cultural diversity, inward migration and strong tourism industry. More than 26% of the population speak a language other than English creating a unique capability in language training provision that could be utilized to meet ADF language training requirements. Some of the more unique language training available is in Pacific Island Languages and PNG languages, as well as Indonesian, Chinese and Japanese. The leading language centres include Cairns Language Centre, Navitas College, Sun Pacific College and TNQ TAFE Language Centre.

Cairns also has numerous world-class research institutions that have highly skilled GIS experts that reside in the region. Technical skills in environmental science, marine science, geography, topography, cartography and meteorology are all available in Far North Queensland, all of which have been tailored to the tropical environment.

**Recruitment & Retention efficiencies through liveability and lifestyle**

Cairns living standards are considered some of the best in the country as high quality of life is coupled with affordability making it a desirable place to live. No other place in Australia offers such a mix of sophisticated city life combined with the untouched natural wonders of the rainforest and reef. Cairns is a cosmopolitan city and very Defence friendly. Our region is renowned for its relaxed outdoor living and is developing a profile as a playground for adventure sports enthusiasts.

As Cairns provides a variety of employment opportunities for spouses and also boasts excellent education, health, sports and cultural facilities it can contribute to an attractive lifestyle package for Defence personnel.

Annually, Queensland provides a high number of recruits to the ADF and therefore greater opportunities for ADF personnel to return to their home-state would assist retention policies. The potential for expansion in Far North Queensland is both economically sensible for Defence whilst also being appealing to personnel who want to return to the Queensland lifestyle.

Evidence of Far North Queensland’s successful recruitment and retention efficiencies through liveability and lifestyle can be seen through our growing mining Fly In – Fly Out workforce. Cairns airport currently enables more than 2150 FIFO workers to transit weekly to resource projects in...
Western, Central Queensland and PNG. For the FIFO sector, Cairns is viewed as a desirable place to live and this is helping resource companies attract and retain personnel.

**Skilled Workforce**

**Indigenous Program**
As of September 2011, 51st Battalion has become the largest concentration or employer of Indigenous Australians of any Defence Force unit of any Service. The 51st Battalion managed a highly successful pilot project under the Defence Indigenous Development Program which produced exceptional outcomes for both the ADF and the Indigenous participants. This program has been granted funding to continue until 2016 and is of extreme value to the region as it provide pathways to ‘Closing the Gap’ for our Indigenous population.

**Reserve concentration**
As the proportion of non full-time Defence personnel is expected to increase, bases like Cairns can offer access to human resources from nearby communities for hybrid employment arrangements and reserve capacity. The numbers of highly skilled people in the marine, aviation, construction and mining sectors area resource the ADF can access and benefit from utilising.

Far North Queensland understands major bases require these human resources to be successful. Significant bases certainly need the ‘hard’ assets but without the accompanying ‘soft’ assets it cannot be functional. Our region has these ‘soft’ assets.

**Peacetime security**

Far North Queensland’s most obvious Defence role is in domestic security, border protection search and rescue, emergency response and disaster recovery.

HMAS Cairns performs a vital peacetime security role making the Hydrographic Survey Vessels (HSV), the Survey Motor Launches (SML), the ‘Armidale’ Class Patrol Boats and the Landing Craft Heavy (LCH) critical resources for this region. Illegal foreign fishing is a problem for the region given our close proximity to a number of countries with subsistence communities. Border Protection Command conducts surveillance missions along the region’s coast using Customs and Border Protection and Royal Australian Navy (RAN) Patrol Boats as well as 51st Battalion patrols to conduct land based Intelligence, Surveillance and Reconnaissance. There is an illegal foreign fishing boat destruction facility at Skardon River, just north of Weipa.

Similarly, the 51st Battalion is the ‘eyes & ears’ of the north with permanent full-time Company Headquarters located in Cairns, Weipa, Thursday Island and Mount Isa. Further unmanned facilities are located in 15 communities in the Cape, Gulf or Torres Straits regions. The 51st Battalion in partnership with HMAS Cairns operates the highly successful Defence Indigenous Development Program from these bases. There is a significant opportunity for Defence to invest in infrastructure to support this program since it has been granted six years of budget provisions after a successful one year pilot. The importance of Indigenous participation in Force 2030 is implicit in the Defence White Paper 2009 and Far North Queensland has the foundations upon which this human capacity could be built.
In addition, RAAF Base Scherger assists in peacetime activities by hosting, on average, one major exercise per year and more recently has seen the opening of Scherger Detention Centre to process asylum seekers apprehended by border security.

There is an opportunity for Defence to engage in even more capacity building and training exercises with both PNG and Pacific Island Nations using Cairns as a servicing hub. Cairns has a high proportion of Pacific Islanders and PNG nationals in the population which has helped us to build good city-to-city relations. This human capital creates a welcoming and supportive community base for visiting training forces, ultimately providing Defence with better education outcomes.

Although Far North Queensland understands the strategic 20 year view of the Posture Review we can assure the panel our region is actively pursuing other short-term opportunities that we believe will provide the ADF with cost-benefits and efficiencies. Economic business-cases for ADF assets moving to Far North Queensland include;

- Develop Cairns as a Centre of Excellence for servicing Patrol Boats, including providing a home-port for the fleet, repair & maintenance, training & education.
- Relocation of Hydrographic Survey Unit (currently in Wollongong) – including ADF personnel and associated civilian personnel (mainly cartographers & meteorologists) to be reconsolidated with the rest of Defence’s hydrographic functions.
- Relocation of some aspects of Department of Defence ‘Director of Indigenous Affairs Unit’ – ADF/APS personnel dealing directly with Indigenous engagement issues across Northern Australia – DEEWR and ICC set precedent for this type of federal relocation in Indigenous program areas.
- Expansion of Defence Indigenous Development Program to include investment in residential & educational facility at 51st Battalion enabling greater numbers to be recruited, trained and employed by ADF whilst also saving costs on current short-term leasing models.
- Identification and increased use of Indigenous Land for Defence training exercises as a mechanism for positive economic development in communities.
- Relocation of the Defence Language Centre (currently in Laverton) to take advantage of the concentration of language teaching expertise in our region whilst also saving costs.
- Relocation of the Army Malaria Institute from Enoggera Barracks in central Brisbane to Cairns. With the main areas of research for the Institute including prevention and treatment of vector borne disease, it is a natural fit to share in the world leading research conducted at James Cook University.
- Relocation of the Defence Force Dentistry unit to be more closely aligned with James Cook University’s centre of excellence in dentistry and provision of remote dentistry services. Also an opportunity for Defence to offer dentistry qualifications through JCU (similar to other university course arrangements).
- Increase the use of our region for training & exercise agreements with PNG, Singapore, Malaysia and other Pacific Islands to capitalise on our similar tropical climates and the culturally sensitive learning environment we can offer in our region.
- Develop a co-located Centre of Excellence in Disaster Management building on the existing Woree Emergency Management Centre (not an ADF asset) or in the adjacent school for Military use during a major domestic natural disaster event.
• Invest in equipment or technology in Cairns Port through the PICs Innovation Fund.

**Humanitarian & Disaster Relief**

Far North Queensland is ideally located for humanitarian and disaster relief assets. In terms of the Navy, Cairns is a safe location for these assets because although prone to tropical cyclones, advanced warning systems provide up to 48 hours notice of severe weather events. This provides the Navy with sufficient time to relocate assets to the Torres Strait or other areas that will be out of the impacted zone. The benefit of this strategy is that the Navy can therefore return to the region and assist with recovery quicker than vessels that may be based in other ports on the east coast.

In terms of the Army, some assets north of Ingham would be strategic as history has shown that when the roads are cut, Defence is unable to travel north into the affected areas. In particular, category 5 cyclone rated warehousing and logistics support are most critical to the immediate recovery efforts.

With climate change greatly impacting the tropical world, the frequency and intensity of natural disasters is expected to rise. Cairns in one of the top five cities at risk in Australia and therefore the strategic placement of disaster relief assets is critical for the region. Although Far North Queensland has significant disaster management expertise and experience in challenging tropical conditions, Defence infrastructure is essential for both survival and recovery.

The benefit to Defence from exposure to tropical disaster relief scenarios in Far North Queensland is that Southeast Asia and Pacific Island Nations are also tropical countries where Australian tropical disaster management team’s experience will be highly valued. Managing a recovery effort in the tropics is notably different to other climatic regions and ADF tropical expertise from Far North Queensland will minimize risk and reduce the costs of recovery efforts both domestically and internationally.

**Regional Engagement**

Far North Queensland is very proud of its regional engagement with Southeast Asia and Pacific Island Nations. Our region already shares tropical expertise with these countries and also engages in education & training programs. We have ongoing Navy exercises with Singapore, Malaysia and PNG as well as hosting transfers from the UK. The Army have launched initial discussions to examine opportunities between PNG and the 51st Battalion in addition to the military training in Vanuatu that occurs annually and has since 1998. This is funded under the Defence Cooperation Program and Far North Queensland would be keen to grow these opportunities for regional engagement and participation.

**Strategic Defence**

**Strategic Location**

Cairns is a strategic location because of its close proximity to PNG & Manus Island (474 nautical miles), Guam (2472 nautical miles), and Pacific Island Nations such as Solomon Islands (1024 nautical miles) and Fiji (1890 nautical miles). Far North Queensland is also the custodian and protector of the
shipping lanes that track the upper East Coast and converge through the Torres Strait (see Appendix H for a map showing shipping frequency). These shipping lanes are of vital importance to the Australian economy as they enable energy and mineral assets to be traded internationally.

Support the deployment of missions
Far North Queensland’s proximity to PNG and Pacific Island Nations enable us to be a first response in case of emergency deployment. More specifically, Cairns is Australia’s closest airport & seaport to many Pacific Island Nations, Guam & PNG.

Furthermore, Cairns is the largest airport & seaport between Darwin & Townsville and offers complimentary capabilities to these larger bases thus providing alternatives in case of deployment. Cairns has highly developed aviation & marine repair and maintenance capabilities in our local industry and has invested significantly in marine and aviation infrastructure that would be available to Defence and assist operations in the wider region if necessary.

This coupled with the region’s food and water security makes Cairns a highly self-reliant base that would have the capacity to support Defence needs.

Future Assets
Considering the implications of the 2009 Defence White Paper, Far North Queensland believes it can make a compelling business case for and offer a home to numerous future Defence assets.

If the scope for the Offshore Combatant Vessel (OCV) remains within the same broad parameters, then Cairns Port is ideally situated to become the home-base for these vessels. Cairns has the marine infrastructure, repair and maintenance industry, training college and availability to support these vessels. More importantly, HMAS Cairns has an outstanding record as a home-base for the fleet the OCV would be replacing and therefore reinvestment in the region is a safe option. We are confident that Cairns could build a business case demonstrating savings in time and costs if Defence were to partner with us in making Cairns a Centre of Excellence for the OCV class of vessel.

Furthermore, if Defence deems Cairns to be a strategic location for Landing Helicopter Docks (LHD) then practically and economically our region can work in conjunction with State and Federal Departments to make this option viable.
REGION OVERVIEW

The Far North Queensland Region comprises the 19 local government areas of Aurukun Shire, Cairns Regional, Cassowary Coast Regional, Cook Shire, Croydon Shire, Etheridge Shire, Hope Vale Shire, Kowanyama Shire, Lockhart River Shire, Mapoon Shire, Napranum Shire, Northern Peninsula Area Regional, Pormpuraaw Shire, Tablelands Regional, Torres Shire, Torres Strait Island Regional, Weipa Town, Wujal Wujal Shire and Yarrabah Shire. It has a total area of 273,157.4 km², or 15.8 per cent of the total area of the state. The region has an average daily temperature range of 19.6 °C to 31.3 °C and on average Far North Queensland Region receives 1,238 mm of rainfall each year.

Far North Queensland Region's population in 2031 is projected to be 372,561 persons.


POPULATION PROJECTIONS

Far North Queensland Region's population as at 30 June 2031 is projected to be 372,561 persons. This will account for 5.7 per cent of Queensland's total population at this time.

The population for Far North Queensland Region is projected to increase by an average annual growth rate of 1.4 per cent over the 20-year period between 2011 and 2031. In comparison, Queensland is projected to have an average annual growth rate of 1.8 per cent over the same period.

Within the region, the largest increase in population is projected to be the Cairns Regional Council Local Government Area (LGA), up by 68,604 persons over the 20-year period between 2011 and 2031.

The fastest-growing LGA in the Far North Queensland Region between 2011 and 2031 is projected to be Mapoon Shire LGA, with an average annual growth rate of 1.8 per cent.

Table 1 Projected population (a) by local government area, Far North Queensland Region, 2011 to 2031

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<th>Local government area</th>
<th>Projected population as at 30 June</th>
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<tr>
<td>Napranum (S)</td>
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<tr>
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</tr>
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<tr>
<td>Yarrabah (S)</td>
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<td>3,022</td>
</tr>
</tbody>
</table>

| Far North Queensland Region | 280,952| 304,714| 327,315| 349,608| 372,561| 1.4 |
| Queensland               | 4,611,491| 5,092,858| 5,588,618| 6,090,548| 6,592,858| 1.8 |

Region as % of Qld 6.1 6.0 5.9 5.7 5.7 . .

. . = not applicable
C = City S = Shire R = Regional Council T = Town AC = Aboriginal Council IC = Island Council

(a) Data are based on a medium series.

Note: Based on ASGC 2010.

MAJOR INVESTMENTS

Major investments in the region (proposed, planned, and recently completed) include:

- Cairns CBD Master plan – $51M
- Port Douglas Master Plan - $60M
- Cairns Convention Centre - $6.3M
- Cairns Base Hospital Redevelopment - $456M
- Cairns Entertainment Precinct - $240M
- Bruce Highway upgrade - $638M
- James Cook University Cairns Institute - $25M
- Marine Training College - $10.5M
- Cairns Transit Network - $10M
- Cycle Network - $6.1M
- Reef & Rainforest Research Centre - $25.8M
- Port of Cairns Redevelopment - $20M
- Cairns Cruise Liner Terminal - $13.6M
- Cairns Airport Domestic Terminal Redevelopment - $200M
- JCU Dentistry Building - $20M
- The Cairns Institute Building - $25M
- Rio Tinto Alcan – Weipa - South of Embley - $1M
- Woolworths Homemaker Centre - $75M
- Mt Emerald Wind Farm - $552M
- High Road Wind Farm - $90M
- Cairns Airport International Terminal Departure Lounge Refurbishment - $15M
- Visitor Centre - Cairns Botanic Gardens - $4.6M
- Mount Sheridan Shopping Plaza Redevelopment - $50M
- Queensland Tropical Health Alliance Medical Research Building - $7M
- Mt Peter Catholic College - $30M
- Tropical paradise resort - $3.5B
- Mareeba Airport Upgrade - $13M
- Adventure Waters Fun Park - $30M
- Lotus Glen Prison Expansion - $445M
Tropical North Queensland Regional Economic Plan 2011-2031

The world’s leading sustainable tropical region.

Living, working and playing in a tropical paradise
Foreword

Effective management cannot be divorced from planning. While good fortune may allow an individual, an organisation or a region to prosper without a plan, plan-deficiency makes prosperity less likely and increases exposure to wild variations in fortune brought on by external circumstance.

Tropical North Queensland is blessed with many advantages including its skilled people and their cultures, beautiful natural environment, reputation as a sought after destination, agricultural industries, mineral wealth and proximity to important new economic zones. Significantly in a world where half the population lives between latitude 35º North and latitude 35º South - and where little attention has previously been given to the needs of this demographic and the associated $40 trillion tropical product market - it is one of the most developed tropical regions on the planet and in possession of considerable tropical expertise.

Despite all of this, the economy of Tropical North Queensland has not enjoyed consistently good health. In recent times, this consideration has prompted and added significance to an awareness that the region lacks an economic plan. There has been a realisation that though several current documents and planning processes have economic relevance none has primarily focused on our economic development.

The Tropical North Queensland Regional Economic Plan (TNQREP) outlines a twenty year economic vision based upon widespread consultation and research. It has been contributed to and endorsed by all major stakeholders in the regional economy and it provides us with a considered, realistic, agreed and appropriately ambitious direction forward. There is every reason to believe that its release marks the beginning of a new era of strategic, co-operative economic development for Tropical North Queensland.

Together with the five year action plan; the TNQREP provides a means of co-ordinating our economic efforts for our mutual, long-term benefit.

It has been said that the method of the enterprising is to plan with audacity and execute with vigour! Launching this audacious plan, fashioned to complement the character and promise of our region, is a means of confidently asserting belief in the enterprising nature of our people and their ability to build a strong economic future. What remains is to keep this plan before us and to determinedly execute it.

Russell Beer
Chairman
Advance Cairns
Tropical North Queensland Regional Economic Plan Partners

Logos of endorsing partners to be placed on this page

The following partners have endorsed the plan:

Cassowary Coast Regional Council
Tablelands Regional Council
Cook Shire Council
James Cook University
Tablelands Futures Corporation
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Executive Summary

The Tropical North Queensland Regional Economic Plan (TNQREP) marks an exciting maturation in economic development planning for Tropical North Queensland.

It is the first document of its kind; it embraces a truly expansive regional geographic footprint, it has secured multi-tiered government endorsement, and it has genuine lasting commitment from the region’s key economic drivers who have taken responsibility for delivering the actions ascribed to their organisations.

The TNQREP is a testament to the strategic, ambitious and cooperative spirit of the economic development partners of Tropical North Queensland who formed the Steering Team. This team is motivated to produce sustainable results by coordinating our efforts for mutual, long-term benefit. The Steering Team has recognised that TNQ is blessed with many natural advantages and they have been determined to capitalise on this competitive edge as they grow the economy. The TNQREP aligns with existing and proposed strategies and plans whilst proactively seeking to mitigate the cycles of boom and bust experienced by our region when impacted by external forces.

Together, TNQ has already begun to realise its economic future by releasing the TNQREP. This represents a positive and exciting move towards the region’s shared economic vision to become *The World's Leading Sustainable Tropical Region* by 2031.

The TNQREP articulates a triple bottom line goal to achieve this vision. The region wants a strong and confident tropical economy, an enrichment of lifestyle and liveability in TNQ communities, and a natural and built environment that is enjoyed, protected and enhanced.

To reach this goal, and ultimately the vision, the TNQREP has identified four economic outcomes necessary for success; robust and resilient industries; thriving businesses; community confidence, connectedness and capacity; and infrastructure that supports economic growth.

The strategies and actions articulated in the TNQREP are designed to catalytically grow economic sectors and to enable overall economic expansion in the interests of the achievement of a strong and confident regional economy.

A total of ten strategies have been identified including three that focus on strengthening existing and emerging industries and one focussing on strengthening the small – medium business sector. The plan also features strategies to empower the economy through investment, skills and transport linkages. Positioning the region in terms of the digital economy and the sustainability agenda and the provision of a united cohesive approach to economic development complete the ten.

Each performance-measured strategy consists of a series of time-framed actions attributed to a leader that describes how that strategy will be delivered.
The Tropical North Queensland Regional Economic Plan -
INTRODUCTION

THE PURPOSE
The purpose of the TNQREP is to provide:
1. A high level blueprint that articulates a shared economic vision and identifies diverse strategies to achieve that vision;
2. A tool for understanding the regional economy, attracting investment and with ‘one voice’ driving government policy; and
3. Clear roles and responsibilities for implementation.

THE GUIDING PRINCIPLES
The TNQREP is to drive a strong, sustainable and diversified economy. It is to build on Tropical North Queensland’s competitive advantages and specialisations whilst taking account of social, cultural, and environmental elements. Finally, it is to align with existing and proposed strategies and plans.

THE TIME PARAMETERS
The TNQREP recognises that we are living in a region (and world) that will be transformed in unanticipated ways during the timeframe of this plan. The plan aims to balance future aspirations with activities to address current realities and establishes a framework that connects these two horizons. The first horizon of up to five years provides an opportunity for the partners to collaborate on priority strategies to overcome current economic challenges and capitalise on emerging opportunities. The second horizon extending up to 20 years is about influencing trends and setting economic directions to ensure that the vision remains the focus.

THE GEOGRAPHIC PARAMETERS
The TNQREP is primarily focused on the four local government areas of the Cairns Region, the Cassowary Coast Region, the Cook Shire and the Tablelands Region but it also acknowledges and integrates the economic links that extend beyond these localities. These economic links include Cape York Peninsula, the Gulf of Carpentaria, Hinchinbrook, Townsville and the neighboring indigenous communities.
THE STEERING TEAM
The following organisations committed to collaborate on developing, endorsing and enacting the TNQREP:

- Advance Cairns
- Australian Government – Department of Regional Australia
- Cairns Regional Council
- Cassowary Coast Regional Council
- Cook Shire Council
- Etheridge Shire Council
- Far North Queensland Regional Organisation of Councils
- James Cook University
- Queensland Government through the Department of Employment Economic Development and Innovation (DEEDI) and the Department of Local Government and Planning (DLG&P)
- Regional Development Australia (FNQ & TS)
- Tourism Tropical North Queensland
- Tablelands Regional Council

It is anticipated the membership of the Steering Team may change over the next twenty years but it shall always feature the key partners in regional economic development in TNQ. Advance Cairns has taken the lead role in managing the TNQREP although the member organisations of the Steering Team will continue to invest resources into the annual implementation, monitoring and evaluation process to ensure the TNQREP remains relevant and inspiring for the duration of its lifetime.
THE TNQREP DEVELOPMENT PROCESS
The Steering Team constructed a development process that was inclusive, open, and consultative whilst also recognising and building on existing partnerships. The TNQREP went through several phases throughout its development and some steps are ongoing.

1. Situational analysis – Identification of key development issues and opportunities through a review of:
   - current data,
   - regional and economic development plans of relevant organisations
   - trends impacting economic development (regional/national/global)
   - community aspirations
   The region’s competitive advantage was also identified during this stage.

2. Consultation – Key regional stakeholders were consulted and asked to evaluate the findings of the situational analysis as well as identify any gaps or errors.

3. Visioning – Formulation of the twenty year vision and the framework for economic development.

4. Consultation – Key regional stakeholders were consulted to provide feedback on the vision and the framework.

5. Consultation – Key regional stakeholders were consulted and asked to identify shorter term economic development actions and to justify/validate these ideas.

6. Consultation – Key partners were asked to endorse the plan assuming responsibility for actions assigned to their organization.

Every year, steps 1 & 2 will be reviewed to produce an annual Regional Economic Profile and steps 5 & 6 will be reviewed as part of the updating of the Action Plan.
STRATEGIC CONTEXT

The TNQREP has been designed to complement several other significant planning initiatives including the Far North Queensland 2009-2031 Regional Plan and Regional Development Australia Far North Queensland and Torres Strait (RDA) Roadmap. It is a key element in the implementation of the Regional Plan and differs from the Roadmap by focusing on economics, only considering social and environmental issues to the extent of their relevance to this focus.

As the RDA Roadmap sits above the TNQREP in the sense it encompasses a larger area and a broader spectrum of issues, there are also the Local Government Area’s (LGA) long term community plans and economic strategies that focus on smaller geographical areas and more specific issues. The intention is that the RDA Roadmap, the Regional Plan, the TNQREP and the LGA’s community plans and economic development strategies will form an aligned strategic framework, avoiding unnecessary duplication.

Although the key relationships of the TNQREP are the RDA Roadmap and the LGA plans, others were reviewed and analysed as part of the development process. These include the plans written by our economic neighbours, industry bodies and government strategies and policies. TNQ recognises that its economy does not stand alone and it is not isolated from the surrounding regions and is impacted by the activity of numerous stakeholders.
Regional Economic Profile

A HISTORY OF THE ECONOMY OF TROPICAL NORTH QUEENSLAND

The traditional Aboriginal people of the different language and clan groups of this region prior to settlement by Europeans had local and sustainable economies based on the richness and sometimes limited natural resources available to them. Aboriginal people relied on the success and availability of seasonal foods from the land and sea. Trade was very important with neighbouring and more distant Indigenous people as it provided an economy that was important for survival and maintenance of respectful relationships with other Aboriginal people of our region. Today the traditional Aboriginal people of our area still have a strong connection to their homelands and have an important role and opportunity to play in the economic development of Tropical North Queensland.

During his voyage along the Australian east coast in 1770 Captain Cook named many of our regional features and recorded the potential of the land. As a consequence of his encounter with the Great Barrier Reef Captain Cook spent his longest stay on Australian soil alongside the Endeavour River near what is now Cooktown-some would say he was the region’s first tourist.

Despite its immense potential, Tropical North Queensland was late being settled by Europeans. Cairns was not founded until 1876 by which time Sydney was almost 100 years old. Progress was slow and hard won. Some of the major milestones in the past 130 years are identified below.

- **1880s** Gold rushes – Cooktown became the second largest town in Queensland. Cairns was established as a regional centre.
- **1941**, the region was pitched into the forward lines of Australia’s defence. Post-war land was issued to returning soldiers. Europeans migrants flocked to the cane fields.
- **1950’s**, the region had a narrowly based economy based on primary industries including tobacco, sugar and timber.
- **1980’s** International Investment grows the Tourism industry including Daykio and Christopher Skase’s Port Douglas resort
- **1984** International airport terminal redevelopment (stage 1 complete)
- **1989** Pilot Strike
- **2000** Deregulation of Dairy and Sugar industries
- **Mid 2000s** construction boom
- **2009** Global Financial Crises impacted heavily on the tourism, resource and construction sectors
- **2011** $A exceeds parity with $US
- Natural disasters across Australia Japan and New Zealand including TC Yasi

Undoubtedly the region’s economic history has been characterised by cycles of boom and bust driven by external factors. A recognition of the need to address this by diversifying and strengthening the economy was manifested in July 2010 when representatives of local state and federal government along with peak industry bodies met and committed to the development of the Tropical North Queensland Regional Economic Plan. For the first time the key economic players of TNQ were united in an effort to proactively and assertively determine the region’s economic future.
2011 Economic Profile

The TNQ Regional Economic Profile 2011 is designed to provide a snapshot of the TNQ region that can be used to both inform and map Tropical North Queensland’s progress towards our economic development vision. It is a factual report providing an analysis of key economic, demographic and historical data based on Office of Economic and Statistical Research (OESR) Local Government Area (LGA) statistics for the region covered by the Cairns, Cassowary, Cook and Tablelands Local Government Areas.

The profile has avoided data which has been interpreted by a third party to ensure consistency and reliability of the data.

The annual review of the Regional Economic Profile will enable progress against the TNQREP to be informed, measured and evaluated.

Trends Effecting the Regional Economy

Global, national and regional trends have a profound impact on the economic development and sustainability of any region throughout the world. Over the next 20 years, Tropical North Queensland faces a number of challenges and opportunities which are driven to some extent by external forces and factors.

The trends identified, in this profile will inherently change over time however, at this point in time, these trends have been identified as having an impact upon the development of the TNQ region over the next two decades. Essentially they provide a context to the TNQREP and will be reviewed annually to incorporate new trends as they emerge.

In the global arena Tropical North Queensland is exposed to the implications of changing climatic conditions, increasing energy, fuel and fertiliser prices, the rise in economic strength and influence of the Asian economies, the resources boom, fluctuations of the exchange rate and the rapid pace of technological improvements and new developments.

TNQ is also impacted by national trends such as an ageing workforce, the growing infrastructure needs of a regionalised country and the implications of the carbon and digital economies.

Regionally the economy is currently influenced by the lingering effects of the Global Financial Crisis including residual high unemployment levels and low levels of investor and business confidence. The dominance of the two key regional industries of Tourism and Primary Production both of which are built on the regions natural assets and are exposed to climatic, political and fiscal fluctuations, has lead to a series of boom and bust cycles. Inherent in the regions geography are the difficulties associated with distance from capital cities, the opportunities associated with the proximity to Asia and the risks associated with an extreme tropical climate. The region is also home to a large indigenous population who have disproportionately higher unemployment, lower income and skill levels and significant social and economic disadvantage.
To build our resilience to cope with these challenges the TNQREP needs to recognise their influence and identify strategies that protect us from the adverse effects and position the region to seize the opportunities that these trends present.
CONTEXT ANALYSIS

TNQ Regional Economic Strengths

- The environment (including two world heritage sites) and the lifestyle make the region an area that people want to visit, do business in and live.
- The region has an abundance of fertile soil, plentiful water and agricultural expertise and experience.
- We are one of the few first world economies located in the tropics providing scope for knowledge industries including tropical expertise, bio fuels, tropical health and medicine.
- A series of diverse productive industry clusters have been established.
- A rich cultural heritage.
- A range of lifestyle options.
- The region boasts a capital city standard airport and international standard infrastructure (e.g. university, Convention centre).
- Abundant renewable energy technology inputs in water, sun, wind, geothermal characteristics and agricultural by products.

TNQ Regional Economic Challenges

- An absence of all-weather road and rail infrastructure, to link inter- and intra-regional logistics. Limited air freight opportunities.
- Overcoming issues surrounding the availability of freehold land particularly in Cape York.
- Lack of an effective region wide economic development planning process.
- Primary products are exported with minimal value added.
- Concerns regarding the availability, consistency and reliability of economic data at the regional level.
- Limited access to reliable and consistent high speed internet access and mobile phone service.
- Lack of economic confidence and limited access to finance.
- Adjusting to the economic implications of the Carbon Tax.
- Regulatory restrictions on the usage of land.
- A large indigenous population experiencing high levels of unemployment and social disadvantage.

TNQ Regional Economic Opportunities

- Activity of near neighbours eg. PNG, Guam and Asia Pacific provides real potential for economic growth.
- Current focus of domestic governments on regional Australia (e.g. Regional Development Australia).
- Predicted increase in mining activity both in Australia and in our near neighbours provides economic and employment opportunities but could also result in the reoccurrence of skill shortages.
- Indigenous culture and heritage is an attraction and asset that is gaining in momentum.
- Land available for development, to support a regionalisation strategy.
- Potential to increase mining activities in the North Eastern Minerals province and...
grow the associated support services

- There is scope to grow the existing major industries (agriculture and tourism)
- Potential for the expansion of Seaport infrastructure
- Future plans for a national broadband network
- Carbon offset strategies involving farmland and natural environment

TNQ Regional Economic Risks

- Continued exposure to boom and bust cycles if reliance on narrowly focussed primary production and tourism continues
- High interest rates and soaring Australian dollar values increase costs such as fuel and fertiliser and reduce competitiveness in domestic and international markets
- Lack of guaranteed access to markets – risk of isolation in times of disaster
- Effects of climate change on the environment and thereby the lifestyle and the economy

COMPETITIVE ADVANTAGE

Through both research and consultation the region’s economic competitive advantage has been identified as being founded on its location and natural assets.

TNQ has a tropical climate with plenty of sunshine and water, incredible biodiversity within an environment that is the envy of most, and a lifestyle that is relaxed and healthy.

Being a developed nation in the tropics we have the technology, health, education and social structures within a politically stable environment to capitalise upon our natural environment and our global location.

Economically we have an inherent specialisation in those areas associated with our location and natural assets. This extends beyond the core of primary production and tourism to industries such as marine and aviation, the provision of tropical expertise and the supply of support services to businesses, industry and the community.

This plan has been developed to accentuate this competitive advantage and to build upon our assets both natural and commercial.

PERFORMANCE INDICATORS

Four performance indicators have been selected to provide a statistical overview of the Tropical North Queensland region.

- Demography;
- Labour Market;
- Industry Profiles; and
- Business Profile
Demography

The current regional population projections were released in 2011. The population for Tropical North Queensland is projected to increase by an average annual growth rate of 1.5% between 2011 and 2031, from 255,851 persons to 341,365 persons. This is 0.3% lower than the expected Queensland population growth over the same period and will represent 5.2% of Queensland's total population in 2031.

The majority of this growth is expected to take place within the Cairns Regional Council Local Government Area with an average annual growth rate of 1.7%.

<table>
<thead>
<tr>
<th>LGA</th>
<th>Projected population as at 30 June</th>
<th>Av A Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
<td>2016</td>
</tr>
<tr>
<td>Cairns</td>
<td>172890</td>
<td>190657</td>
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<tr>
<td>Cassowary Coast</td>
<td>31371</td>
<td>32307</td>
</tr>
<tr>
<td>Cook</td>
<td>4018</td>
<td>4287</td>
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<tr>
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<tr>
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<td>255851</td>
<td>277873</td>
</tr>
<tr>
<td>QLD</td>
<td>4611491</td>
<td>5092858</td>
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</table>

Source: Office of Economic and Statistical Research

TNQ demographic population projections highlight the shift toward an ageing population. Overall however the TNQ region has quite a young median age profile influenced by young age group profiles within the indigenous population and high inward migration in working and family creation age levels to the Cairns and Port Douglas regions. This differs quite substantially to other lifestyle regions which attract high inward migration of retirees.

This is balanced to some degree however by higher age profiles of the Tablelands and Cassowary Coast rural areas.
At the time of the 2006 Census, there were 17,248 persons in the TNQREP Region who stated they were of Aboriginal or Torres Strait Islander origin. These persons made up 8.2% of the total population (compared with 3.3% in Queensland). The Cairns Local Government Area contained the greatest number of Indigenous persons (10,738) while the Cook Shire contained the largest proportion of indigenous persons at 16.1%.

### Proportion of Population of Indigenous Status by Local Government Area, 2006

<table>
<thead>
<tr>
<th>LGA</th>
<th>Indigenous Proportion (%)</th>
<th>Total Persons²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cairns</td>
<td>7.8</td>
<td>137,623</td>
</tr>
<tr>
<td>Cassowary Coast</td>
<td>8.3</td>
<td>27,785</td>
</tr>
<tr>
<td>Cook</td>
<td>16.1</td>
<td>3,463</td>
</tr>
<tr>
<td>Tablelands</td>
<td>8.9</td>
<td>40,907</td>
</tr>
<tr>
<td>TNQ</td>
<td>8.2</td>
<td>209,778</td>
</tr>
<tr>
<td>QLD</td>
<td>3.3</td>
<td>3,904,532</td>
</tr>
</tbody>
</table>

**Source:** Australian Bureau of Statistics, Census of Population and Housing, Indigenous Profile
Population Growth

Between 2004 and 2009 the average annual growth rate for Tropical North Queensland was 2.8% higher than the Queensland average of 2.6%. The Cairns Local Government Area (LGA) experienced the greatest annual growth rate with 3.6% population growth.

From June 2008 to June 2009 Tropical North Queensland’s population grew from approximately 238,195 persons to 245,613.

Source: ABS, Regional Population Growth and unpublished data

Labour Market

Employment

Given the impact of the global financial crisis and recent natural disasters on this region it is not surprising that unemployment in Tropical North Queensland has increased over the last 2 years from a low of 4.2% in 2008 to a high of 13.8% in September 2009 and falling to 6.8% in June 2011. The sectors which have been most heavily impacted include tourism, construction and retail.
The figure below compares the unemployment rate of the Far North Queensland Statistical area (FNQ) with that of Queensland and Australia in a historical context over the period of 1988 to June 2010. This graph highlights the volatile nature of the FNQ economy compared to the QLD and Australian averages. It showcases the vulnerability of the FNQ economy in responding to international, national and local challenges. The regions dependence on industries which require a sound global and national market is clearly evident.

Source: ABS Labour Force Statistics

Note the Far North Statistical area includes Cape York Peninsula and Gulf of Carpentaria communities that are not included in Tropical North Queensland.

Additional insights into the labour force of the region can be gained by considering the participation rate and the total number employed. Figure insert number below shows that the Far North Queensland area has a higher than the state or national average participation rate and that the number of persons employed has risen from 75000 to 140000 in the last twenty years a gain of 86%. Over the same period the total number of persons employed in Queensland rose by 78.7% from approximately 1.31 million to 2.34 million indicating that the workforce has continued to grow.
**Participation Rate ('000s as at June)** - The Participation Rate is the proportion of the population aged 15 years and over that are in the labour force.

**Employed ('000s at June)** - Persons aged 15 years and over are considered employed if, during the week prior to answering the question, they worked for one hour or more for pay, profit, commission or payment in kind in a job, business, or on a farm.

**Wages**

In 2006-07, the average wage in Queensland was $39,735, slightly higher than Cairns ($37,604) and significantly higher than Tablelands ($32,508), Cassowary Coast ($31,936), Torres Strait Island ($31,276), Torres ($31,256) and Cook ($28,499).
Education

At the time of the 2006 Census, there were 85,476 persons aged 15 years and over with a qualification, or 52% of this age group. This proportion was higher than the Queensland average of 50.4%.

<table>
<thead>
<tr>
<th>Local Government Area</th>
<th>Persons with a qualification</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cairns</td>
<td>58,572</td>
<td>54.6%</td>
</tr>
<tr>
<td>Cassowary Coast</td>
<td>9,803</td>
<td>44.9%</td>
</tr>
<tr>
<td>Cook</td>
<td>1,472</td>
<td>53.2%</td>
</tr>
<tr>
<td>Tablelands</td>
<td>15,449</td>
<td>47.9%</td>
</tr>
<tr>
<td>Total TNQ</td>
<td>85,476</td>
<td>52.0%</td>
</tr>
<tr>
<td>Total QLD</td>
<td>1,560,868</td>
<td>50.4%</td>
</tr>
</tbody>
</table>

Source: Australian Bureau of Statistics, Census of Population and Housing 2006

In the Tropical North Queensland Region there were 16,815 persons with a Bachelor degree or higher, 10,212 with an Advanced Diploma or Diploma and 32,225 persons with a vocational certificate. Of persons aged 15 years and over with a qualification, 19.7 per cent had a Bachelor degree or higher (26 per cent in Queensland), 11.9 per cent had an advance diploma or diploma (13.1 per cent in Queensland), and 37.8 per cent had a certification (35.5 per cent in Queensland).
Industry Profiles

At the time of the 2006 Census, retail trade was the largest employing industry in the Tropical North Queensland Region, with 12,116 persons or 12.3% of the workforce employed in this area. Other industries with large numbers of employed persons include accommodation, cafes and restaurants (10,122 or 10.3%), construction (9,181 or 9.3%) and health care and social assistance (9,096 or 9.2%).

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006

The highest specialisation ratios in the region occurred in the industries of Agriculture, Forestry and Fishing (1.80), Accommodation and Food Services (1.47) and Transport, Postal and Warehousing (1.24). Employment within Agriculture, Forestry and Fishing is more dominant in regional areas outside of Cairns, while Accommodation and Food Services and Transport, Postal and Warehousing are more significant employers within the Cairns region.

A specialisation ratio which is higher than 1 indicates a higher percentage of employment within that industry compared to the percentage for Queensland. It is evident from the data that industries which tend to dominate within the Tropical North Queensland region tend to be low skilled, requiring low level qualifications. These industries ie Agriculture, Retail, Construction and Tourism tend to be the most susceptible to fluctuations in the economy.

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006
### Employment by Industry, Tropical North Queensland and Queensland 2006

<table>
<thead>
<tr>
<th>Industry</th>
<th>TNQ Region</th>
<th>QLD</th>
<th>Specialisation Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>number</td>
<td>number</td>
<td>%</td>
</tr>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>5,985</td>
<td>61,735</td>
<td>6.1 %</td>
</tr>
<tr>
<td>Mining</td>
<td>1,156</td>
<td>30,721</td>
<td>1.2 %</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>6,302</td>
<td>180,212</td>
<td>6.4 %</td>
</tr>
<tr>
<td>Electricity, Gas, Water and Waste Services</td>
<td>1,020</td>
<td>18,540</td>
<td>1.0 %</td>
</tr>
<tr>
<td>Construction</td>
<td>9,181</td>
<td>164,936</td>
<td>9.3 %</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>2,933</td>
<td>72,075</td>
<td>3.0 %</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>12,116</td>
<td>212,422</td>
<td>12.3 %</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>10,122</td>
<td>127,631</td>
<td>10.3 %</td>
</tr>
<tr>
<td>Transport, Postal and Warehousing</td>
<td>6,189</td>
<td>92,614</td>
<td>6.3 %</td>
</tr>
<tr>
<td>Information Media and Telecommunications</td>
<td>968</td>
<td>26,347</td>
<td>1.0 %</td>
</tr>
<tr>
<td>Financial and insurance Services</td>
<td>1,724</td>
<td>52,035</td>
<td>1.6 %</td>
</tr>
<tr>
<td>Rental, Hiring and Real Estate Services</td>
<td>2,049</td>
<td>37,983</td>
<td>2.1 %</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>3,893</td>
<td>102,416</td>
<td>4.0 %</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>3,524</td>
<td>55,705</td>
<td>3.6 %</td>
</tr>
<tr>
<td>Public Administration and Safety</td>
<td>7,100</td>
<td>122,416</td>
<td>7.2 %</td>
</tr>
<tr>
<td>Education and Training</td>
<td>6,952</td>
<td>139,090</td>
<td>7.1 %</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>9,096</td>
<td>186,336</td>
<td>9.2 %</td>
</tr>
<tr>
<td>Arts and Recreation Services</td>
<td>1,568</td>
<td>24,625</td>
<td>1.6 %</td>
</tr>
<tr>
<td>Other Services</td>
<td>3,611</td>
<td>68,361</td>
<td>3.7 %</td>
</tr>
</tbody>
</table>
Agriculture is a major economic driver in the local government areas outside Cairns contributing significantly to employment, investment and domestic spending across Tropical North Queensland. The region is a major contributor to the value of agricultural production in Queensland. In 2005-06 the region contributed 10.2% ($890.5 million) to the total value of agricultural production. The production of crops contributed most to the value agricultural production in the region with Cassowary Coast the major contributor producing more than half ($454 million) the total value of production.

### Value of agricultural production by local government area, TNQREP Region, 2005-2006

<table>
<thead>
<tr>
<th>Local Government Area</th>
<th>Crops</th>
<th>Livestock slaughters</th>
<th>Livestock products</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$M</td>
<td>%</td>
<td>$M</td>
<td>%</td>
</tr>
<tr>
<td>Cairns</td>
<td>111.6</td>
<td>98.3</td>
<td>1.9</td>
<td>1.7</td>
</tr>
<tr>
<td>Cassowary Coast</td>
<td>454.0</td>
<td>98.0</td>
<td>8.9</td>
<td>1.9</td>
</tr>
<tr>
<td>Cook</td>
<td>14.2</td>
<td>34.2</td>
<td>27.4</td>
<td>8</td>
</tr>
<tr>
<td>Tablelands</td>
<td>149.5</td>
<td>55.0</td>
<td>87.0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TNQ</strong></td>
<td>729.4</td>
<td>81.9</td>
<td>125.2</td>
<td>1</td>
</tr>
<tr>
<td>QLD</td>
<td>4,167.9</td>
<td>47.9</td>
<td>4,125.4</td>
<td>41.4</td>
</tr>
<tr>
<td>Region as % of QLD</td>
<td>17.5</td>
<td>3.0</td>
<td>8.6</td>
<td>10.2</td>
</tr>
</tbody>
</table>

**Source:** Australian Bureau of Statistics, Agriculture Commodities, Australia, 2005-06
Tourism

Given Tropical North Queensland’s idyllic location at the gateway to two World Heritage wonders, the Great Barrier Reef and the Wet Tropics Rainforest, TNQ has earned a reputation as an international and domestic tourist destination.

The Tropical North Queensland region welcomes approximately 2.1 million visitors per year to take advantage of our 600+ tours and attractions which are on offer. Tourism has been the fastest growing industry in Tropical North Queensland over the past three decades, and provides significant employment both directly and in a wide range of support industries. 20% of jobs in the TNQ region are directly related to tourism. The value of tourism in the TNQ community equates to $11,000 per person each year. It is Australia’s fourth most popular destination for international holiday visitors after Sydney, Melbourne and the Gold Coast.

Visitors to Tropical North Queensland

<table>
<thead>
<tr>
<th>Year</th>
<th>International Visitors</th>
<th>Domestic Visitors</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>YE Dec00</td>
<td>780,080</td>
<td>1,445,000</td>
<td></td>
</tr>
<tr>
<td>YE Dec01</td>
<td>815,394</td>
<td>1,379,000</td>
<td></td>
</tr>
<tr>
<td>YE Dec02</td>
<td>796,500</td>
<td>1,327,000</td>
<td></td>
</tr>
<tr>
<td>YE Dec03</td>
<td>747,339</td>
<td>1,478,000</td>
<td></td>
</tr>
<tr>
<td>YE Dec04</td>
<td>808,144</td>
<td>1,542,000</td>
<td></td>
</tr>
<tr>
<td>YE Dec05</td>
<td>857,696</td>
<td>1,270,000</td>
<td></td>
</tr>
<tr>
<td>YE Dec06</td>
<td>859,425</td>
<td>1,602,000</td>
<td>$2.6B</td>
</tr>
<tr>
<td>YE Dec07</td>
<td>843,138</td>
<td>1,458,000</td>
<td>$2.6B</td>
</tr>
<tr>
<td>YE Dec08</td>
<td>756,718</td>
<td>1,512,000</td>
<td>$2.4B</td>
</tr>
<tr>
<td>YE Dec09</td>
<td>650,880</td>
<td>1,523,000</td>
<td>$2.5B</td>
</tr>
<tr>
<td>YE Dec10</td>
<td>685,906</td>
<td>1,303,000</td>
<td>$2.2B</td>
</tr>
</tbody>
</table>
Building approvals

Building approvals are a good indicator of confident investment and stability within a local economy. The construction industry in Tropical North Queensland suffered during the Global Financial Crisis with building approvals in the region falling from approximately 4,204 residential and non-residential building approvals in 06-07 to approximately 2,009 approvals in 09-10. As private sector investment remains quiet, construction activity in TNQ is primarily being driven by public sector projects.


Source: Australian Bureau of Statistics, Building Approvals, Queensland, March 2011, cat. no. 8731.0. (QRSIS database maintained by the Office of Economic and Statistical Research)
Business Profile

In 2007 there were 22,680 businesses registered in the Tropical North Queensland Region. Of these businesses 21,411 were small businesses (94.4 per cent of the total), 1,083 were medium businesses and 186 were large businesses. The number of small businesses within the region as a whole mirrors quite closely the small business economy which dominates the Queensland economy.

Given Cairns role as a key service hub for the region it is not surprising that the Cairns Local Government Area had the largest number of businesses (14,430).

Registered Businesses by employment size and Local Government Area 2006-2007

<table>
<thead>
<tr>
<th>Local Government Area</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
<th>Total</th>
<th>Small businesses as a % of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cairns</td>
<td>13,625</td>
<td>672</td>
<td>132</td>
<td>14,430</td>
<td>94.4%</td>
</tr>
<tr>
<td>Cassowary</td>
<td>3,330</td>
<td>159</td>
<td>36</td>
<td>3,525</td>
<td>94.5%</td>
</tr>
<tr>
<td>Cook</td>
<td>318</td>
<td>3</td>
<td>0</td>
<td>321</td>
<td>99.1%</td>
</tr>
<tr>
<td>Tablelands</td>
<td>4,137</td>
<td>249</td>
<td>18</td>
<td>4,404</td>
<td>93.9%</td>
</tr>
<tr>
<td>TNQ</td>
<td>21,411</td>
<td>1,083</td>
<td>186</td>
<td>22,680</td>
<td>94.4%</td>
</tr>
<tr>
<td>QLD</td>
<td>385,169</td>
<td>15,594</td>
<td>2,694</td>
<td>404,457</td>
<td>95.5%</td>
</tr>
</tbody>
</table>

Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, June 2003 to June 2007

Definitions:
Small – employing less than 20 people, including non-employing businesses
Medium – employing 20 or more people but less than 100 people
Large – employing 100 or more people
2031 Vision

The individuals and organisations which have contributed to this plan share a powerful and inspiring vision for the region. They consider the vision ambitious but attainable, broad but eminently appropriate, subjective but capable of shaping and guiding the actions of those who subscribe to it and are motivated to bring it to reality.

Simple in its wording but complex and full of implications, this vision is that in 2031 Tropical North Queensland will be The World’s Leading Sustainable Tropical Region.

By this time, Tropical North Queensland will be strongly associated with an enjoyable tropical lifestyle made possible by sustainable interaction between a beautiful natural environment and a strong economy.

TNQ will be looked to as a model tropical region for other tropical regions and will be known for the assistance and leadership it provides to such regions throughout the world.

Tropical North Queensland will be the first region to come to mind when people think about or discuss tropical issues regardless of where on the globe this discussion or thinking occurs.

Being recognised as the world’s leading tropical region will be an important aspect of being the world’s leading tropical region.

Most importantly, TNQ will meet the needs of the present without compromising the ability of future generations to meet their own needs.

The TNQREP rests upon the assumption of this vision. The goals which the TNQREP identifies, the outcomes which it pursues, and the actions it suggests, have all been passed through the filter of this vision and are intended to assist or inform its pursuit.

The vision of Tropical North Queensland as the World’s Leading Tropical Region has been distilled from wide-ranging community consultation. It is not a creation for the purposes of the TNQREP. Real and lasting commitment to this vision is within the grasp of the people of Tropical North Queensland. It is this commitment, in combination with the natural and built resources of the region and the talents, skills and personal qualities of its people that will drive the successful implementation of the TNQREP.

While the vision is rich with economic, environmental and social connotations, the focus of this plan is the implementation of economic strategies. The environmental and social dimensions of the vision are acknowledged and valued however other documents and plans will more fully address these non-economic dimensions thereby providing additional and complementary activity to actualise the vision.

GOALS

Delivery of the vision to become ‘The World’s Leading Sustainable Tropical Region’ is based upon three fundamental goals:
A strong and confident tropical economy;
An enriched lifestyle in liveable communities; and
A natural and built tropical environment that is enjoyed, protected and enhanced

These goals reflect a triple bottom line approach which is designed to produce long-term sustainable results. To be ‘The World’s Leading Sustainable Tropical Region’, TNQ will need to excel equally at all three goals and the TNQREP framework acknowledges this inextricable connection.

**A strong and confident tropical economy**
Economic strength comprises robustness – the ability to react quickly to changing market dynamics – and resilience – the ability to absorb market fluctuations. It encompasses both diversity between industries and also within them, ensuring there is adequate depth as well as breadth to the TNQ economy. Economic strength also provides the momentum for sustainable economic growth through innovation and productivity improvements.

Economic confidence implies a willingness to take risks and financially invest in the region during unpredictable economic conditions. Economic confidence is characterised by economic self-belief, the generation of positive economic messages and the completion of iconic and symbolic projects that support economic growth.

A strong and confident economy has success magnetism whereby growth attracts investment which supports further growth and consequentially attracts further investment. The cyclical nature of success magnetism means that a strong and confident economy will move from strength to strength irrespective of the economic conditions.

A tropical economy is one that maximises but protects for future generations, its natural assets and the industries that this inspires capitalising on its tropical uniqueness.

A strong and confident tropical economy embraces social diversity and offers opportunities for all TNQ residents to fully participate in the economy. This is characterised by equity and inclusivity throughout the workforce.

Finally, a strong and confident economy positively impacts the region’s lifestyle and liveability attributes whilst also providing an opportunity to protect, enhance and enjoy the environment.

**An enriched lifestyle in liveable communities**
Future economic development will continue to enrich the lifestyles of people in the TNQ region and improve liveability conditions in accordance with their expressed aspirations. It is a combination of lifestyle and liveability that retains residents and attracts others to TNQ communities and influences them to permanently migrate to the region. TNQ population growth is a desirable economic objective but above all else this goal ensures TNQ maintains the quality of lifestyle and liveability that its residents currently cherish.

Enriching lifestyle is about maintaining the range of living options available in TNQ. In TNQ this choice is twofold; the diversity of the natural environment ranging from seaside to rainforest to farmland as well as the level of urbanisation ranging from remote locations to city centres. Enriching this lifestyle means
the people of TNQ have choices regarding their living options and these choices are equally valued and respected in economic planning.

Liveability is internationally defined using criteria such as safety, education, health care, culture, environment, access to nature, recreation, political-economic stability, public transportation, international connectivity, climate, urban design, and business conditions. Liveable communities means economic development will deliver improvements in these areas and TNQ will invest in the ‘liveability’ characteristics of the region.

An enriched lifestyle in a liveable community also incorporates an element of affordability, whereby the people of TNQ have the opportunity to make choices without needing to leave the region. A strong and confident economy will contribute positively to enhancing these choices on an individual level.

_A natural and built environment that is enjoyed, protected and enhanced_

A natural and built environment that is enjoyed, protected and enhanced means people are able to interact with and benefit from the TNQ environment in a way that ensures that the same privilege will be available to future generations.

Access to and the enjoyment of the environment significantly contributes to both economic success and enrichment of the community’s lifestyle. The TNQREP preserves the right for the people of TNQ to derive satisfaction from the environment and to utilise it as a resource as long as these actions do not impact upon its sustainability.

The TNQREP will influence both strategic and operational policy throughout the TNQ region and all economic development actions must ensure either a positive or neutral net effect on the environment to gain endorsement. In this way, economic development will protect the unique natural assets of the region and contribute to their environmental and economic sustainability as established by the 2031 Far North Queensland land usage plan.

A strong and confident economy also provides opportunities to enhance the natural environment through ongoing resource management and restoration programs. Environmentally conscious economic development actions can aid the alignment of and interaction between our built and natural environments, positively influencing lifestyle and liveability aspects of the region.

**OUTCOMES**

The TNQREP has identified four outcomes that are integral to the achievement of a strong and confident economy:

- Robust and resilient industries
- Thriving businesses
- Community confidence, connectedness and capacity
- Infrastructure that supports economic growth

These outcomes articulate the target areas for economic development. These outcomes positively influence the economic goals and consequently the vision of the TNQREP.
Robust and resilient industries
Robust and resilient industries are characterised by their ability to weather and to recover readily from adverse market forces and display spirit and dynamism during periods of fluctuation. TNQ’s industry sectors will be able to adapt to change resulting from legislation, environmental events, workforce evolution, external financial circumstances and will be equipped for interaction with new stakeholders as part of their robust and resilient character.

To this end, TNQ industries will be progressive and future focused, up-taking innovation quickly and thereby imbedding resilience into their organisational structure.

TNQ industries will complement one another as their differing strengths and risks will provide a more stable economic base. Greater crossover between industry sectors will also promote robustness as their economic interaction will help them to support each other in challenging economic times.

Industries for which TNQ has a competitive advantage will be a particular focus in economic development and therefore affect the region’s industry mix. The industry mix will continue to evolve and include combinations of existing and emerging industry sectors thus ensuring regional strengths are capitalised upon.

Thriving businesses
Thriving businesses are defined by prosperity and sustainable growth. The TNQ economy will be characterised by large numbers of profitable businesses operating sustainably over long periods of time. The concept of thriving businesses encompasses the full trading spectrum from micro-enterprises through small and medium businesses to large companies. All forms are equally important to a strong and confident economy and the TNQREP advocates for this balance.

TNQ businesses will be proactively engaged in economic development dialogue and connected to the wider business community through business organisations. They will invest in themselves and pursue growth in accordance with the aspirations of their operators.

Community confidence, connectedness and capacity
Community confidence means the people of TNQ have a sense of pride in the region and adopt a can-do attitude towards the economy. People will be pleased to associate themselves with TNQ and perceive the region’s economy to be the best in the tropical world. The confidence of the people in TNQ communities will be evidenced by their positive outlook, their willingness to plan for the future and their attitude towards risk-taking.

Community connectedness in TNQ will be characterised by unity under respected leadership, which both inspires and drives action. Community connectedness is largely intangible but can be perceived through high levels of engagement, collectivism and integration of the entire community into the economic picture. As a connected community, the people of TNQ will utilise networks and business organisations to further their own economic ventures.

Community and individual capacity takes the form of technical knowledge and skills. TNQ people will feel empowered to recognise and act on economic opportunities. Communities will recognise and appreciate their role in the economic system and have a clear voice that they use to shape their circumstances. Community capacity means the people of TNQ are both willing and able to take charge.
of their economic future, safe in the knowledge that they themselves are the most valuable resource in the region.

**Infrastructure that supports economic growth.**

Infrastructure that supports economic activity means the facilities, installations, networks and knowledge systems that support economic interaction and growth. The TNQREP considers transportation routes, communications systems and public institutions to be at the heart of its economic development and therefore essential to building a strong and confident economy.

TNQ will benefit from infrastructure that expands rather than limits options for business. Infrastructure that enables economic activity will be widely accessible, practical and tailored to meet the needs of TNQ’s tropical economy and environment.
**Action Plan**

**OVERVIEW**
This action plan will shape the Tropical North Queensland economy through the first horizon, the near term of up to five years. It identifies and describes ten key strategies that will drive economic activity in the direction of the commonly owned longer term goals and vision. Performance measures have been nominated for each strategy and these will be reviewed on an annual basis to determine the impact of the activities undertaken.

The plan acknowledges that building a strong and confident economy requires both growth and foundational strategies and that these strategies need to build the capacity of the region including its human capital and innovativeness along with the traditional elements of infrastructure and funding. It adopts the approach of place-based regional development identifying and mobilising the region’s endogenous potential through locally owned strategies (Tomaney, 2010).

Each strategy consists of a series of actions with an identified lead agency. It is recognised that the implementation of these actions will require the efforts of numerous partners and in being listed in this plan will be supported by the organisations who have endorsed the plan and others. It is envisaged that the lead agency in conjunction with their partners will develop an implementation strategy for each action identifying critical steps, milestones and resources. This will provide a framework for monitoring and reporting progress annually.

It is inherent in the nature of integrated economic development that some actions contribute positively across several strategies, and that some opportunities or issues are addressed by elements of various strategies. It is important therefore that the suite of actions be viewed holistically and that the linkages between strategies and actions be optimised.

Each of the actions has been mapped to the economic outcomes, providing a linkage between the 5 year and 20 year horizons. Robust and Resilient Industries (R&RI) Thriving Business (TB) Community confidence connectedness and capacity (CCC) Infrastructure that supports economic growth (IE)
In determining which actions were appropriate for inclusion on the TNQREP action plan the following criteria were applied.

Does the proposed action:

- Demonstrate benefit for the region as a whole, or is it strategically significant.
- Contribute to moving the regional economy forward and to the realisation of the vision and the goal of the TNQREP 2031.
- Have clear leadership and is it realistic and achievable.
- Demonstrate a clear return on investment – (financial/capacity/confidence outcomes.)
- Encourage collaboration of stakeholders.
- Complement other strategies/plans where appropriate
## STRATEGY ONE

**Actively promote priority growth industries**

**PERFORMANCE MEASURES**

- Increase in employment in targeted industries
- Increased contribution to GRP of targeted industries

**INTENT**

TNQ is committed to building on our strengths and competitive advantages to maximise our economic potential and realise our vision of being the World’s leading sustainable tropical region. TNQ has prioritised our top growth industries and this strategy is focused on delivering support to these sectors. This strategy focuses on the diversification of the TNQ economy and how TNQ can sustainably grow the industries for which we have a specialisation. A broad based economy spreads the risks associated with a high Australian dollar, seasonal fluctuations and natural disasters. Diversification into these industries expands the employment opportunities in the region which consequently has a positive impact on skill levels and average income levels. These industries have been prioritised because they represent our natural competitive advantage, it is not that other industries are not valuable to the TNQ economy but these are the sector where the greatest overall impact can be made.

To support priority growth industries this strategy is focused on:

- Tropical Expertise
- Mining and the provision of services to the resources sector
- Marine
- Aviation
- Education
- Creative Industries
<table>
<thead>
<tr>
<th>Growth Strategy</th>
<th>Actively promote priority growth industries</th>
<th>Lead Partner</th>
<th>Timeline</th>
<th>I</th>
<th>B</th>
<th>C</th>
<th>Inf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tropical Expertise</td>
<td>1.1 Increase the capacity of the tropical expertise sector to broaden the economic base by:</td>
<td>Advance Cairns (Austropex)</td>
<td>2011-2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Supporting synergies and collaboration between local experts in order to gain scale in the marketing and sale of tropical expertise.</td>
<td>Troplinks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Showcasing and promoting the unique expertise of the region to position TNQ as the world’s leading tropical region.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Airports</td>
<td>1.2 Support initiatives to increase the usage of the regional airports to enable growth in the aviation industry.</td>
<td>Local Governments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aviation Skills</td>
<td>1.3 Expand the facilities and services of the Cairns Aviation Skills Centre and increase the provision of aviation training across the region to increase qualified local aviation workforce thereby attracting new business.</td>
<td>CASC</td>
<td>2011-2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aviation MR&amp;O</td>
<td>1.4 Promote and encourage the growth of the aviation maintenance, repair and overhaul sector to achieve industry and enterprise growth.</td>
<td>AAGC</td>
<td>2011-2016</td>
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</tr>
<tr>
<td>Marine Education</td>
<td>1.5 Expand the facilities and services of the Great Barrier Reef International Marine Training College to increase the qualified, local, marine workforce and attract new business, by:</td>
<td>GBR IMC</td>
<td>2011-2013</td>
<td></td>
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<tr>
<td></td>
<td>• Establishing The Australian Marine Engineering Institute (AMEI), a Centre of Excellence for marine engineering.</td>
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<tr>
<td></td>
<td>• Providing emergency helicopter training (BOSIT) to the offshore marine industry.</td>
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<tr>
<td></td>
<td>• Providing specialised training for the tug and towage industry.</td>
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<tr>
<td>Marine infrastructure</td>
<td>1.6 Seek the commitment of the local, state and federal governments and Ports North to investigate expanded ship dry docking facilities and a common user facility which enable new business markets.</td>
<td>Advance Cairns</td>
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</tbody>
</table>
Growth Strategy | Actively promote priority growth industries | Lead Partner | Timeline | I | B | C | Inf
--- | --- | --- | --- | --- | --- | --- | ---
Marine - Super Yachts | 1.7 Implement strategies to position the region as the Super Yacht hub for the South Pacific, thereby increasing the business opportunities to grow service based industries and enterprises including:  
- Establish and maintain networks within the South Pacific and Internationally and undertake visitations as opportunities arise.  
- Gather and share market intelligence of superyacht vessels; encourage alliance between the major slipways and SYGGBR members and support local business in the development and growth of the superyacht industry.  
- Collaborate with other cluster groups within Queensland to advocate legislative changes to reduce visitation/charter barriers.  
- Foster long term partnerships and cooperation from superyacht destinations within the South Pacific to increase cruising within the entire region. | Super Yachts | 2011-2016
 | | | 2011-2016
 | | | 2013-2016
Infrastructure | 1.8 Progress the implementation of the Cairns Entertainment Precinct to provide a world class facility for the use of the regional community and visitors thereby increasing economic and social opportunities | CRC | 2011-2016
Creative Industries | 1.9 Through collaborative partnerships, develop and implement strategies to increase the prosperity of creative industry organisations and workers to deliver industry growth. | Arts Nexus | 2011-2016
Creative Industry (Indigenous) | 1.10 Strengthen initiatives that promote Indigenous arts and artisans (eg. Cairns Indigenous Arts Fair) to increase the prosperity and profile of Indigenous creative industries throughout the region. | Arts Qld/ CRC | 2011-2016
Support to the Resource Sector | 1.11 Proactively engage with the resources sector to promote the region as a preferred supply hub thereby creating demand for local products and services. | CCoC R&IT | 2011-2016
### Growth Strategy

<table>
<thead>
<tr>
<th>Resource sector services - PNG</th>
<th>Actively promote priority growth industries</th>
<th>Lead Partner</th>
<th>Timeline</th>
<th>I</th>
<th>B</th>
<th>C</th>
<th>Inf</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.12.1 Coordinate advocacy for specific initiatives that develop TNQ relationships and opportunities with PNG;</td>
<td>Advance Cairns</td>
<td>DEEDI</td>
<td></td>
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<tr>
<td>- PNG Customs Clearance Facility</td>
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<tr>
<td>- PNG Immigration Processing Facility</td>
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<tr>
<td>- Queensland Government PNG Trade Representative Position</td>
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<tr>
<td>1.12.2 Engage with regional business to support initiatives that position the region as supply and training hub for PNG</td>
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<tr>
<td>International Education</td>
<td></td>
<td></td>
<td>2011-2016</td>
<td></td>
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</tr>
<tr>
<td>1.13 Through stakeholder collaboration undertake activities to position the region as a preferred destination for international students thereby increasing export dollars in the regional economy.</td>
<td>Study Cairns</td>
<td></td>
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<tr>
<td>Education</td>
<td></td>
<td></td>
<td>2011-2012</td>
<td></td>
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<tr>
<td>1.14 Develop an updated capability profile for the education sector to promote the diverse product and services offering available.</td>
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<tr>
<td>Industry group development</td>
<td></td>
<td></td>
<td>2011-2016</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1.15 Support and develop emerging and existing industry cluster groups and enable them to be the key leaders of industry based growth strategies, which align with the overarching vision of the TNQREP.</td>
<td>Advance Cairns</td>
<td></td>
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</tbody>
</table>
## STRATEGY TWO

**Strengthen and diversify the region’s tourism industry and destination appeal.**

### PERFORMANCE MEASURES

- Increased visitor nights
- Increased visitor expenditure
- Number of additional experiences established
- Number of additional markets established
- Increased aviation capacity

### INTENT

Tourism is a vital industry in TNQ. It is a core component of the TNQ economy and the region has had a long and successful history in this sector. Tourism has built on our natural assets and our tropical location to create a globally unique competitive advantage and the sector has the potential to sustain continued growth. The strengthening and diversification of the region’s tourism industry will build on our region’s strengths whilst also providing many flow-on benefits to other industry sectors. In 2010, tourism brought $2.2 billion export dollars into our region whilst directly employing 19000 TNQ residents.

To strengthen and diversify the region’s tourism industry this strategy is focused on;

- Building on and extending the range of experiences
- Building industry capacity and implementing soft and hard infrastructure
- Destination marketing
### Growth Strategy

#### Strengthen and diversify the region’s tourism industry and destination appeal.

<table>
<thead>
<tr>
<th>Increasing domestic and international visitation</th>
<th>2.1.1 Implement the strategies described in the 2011-2015 TTNQ strategic marketing plan to meet specified targets in the growth of international and domestic visitor market share and increased visitor expenditure.</th>
<th>TTNQ</th>
<th>2011-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.1.2 Undertake business development activities to increase the numbers of international and domestic passengers accessing Cairns Airport.</td>
<td>Cairns Airport</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.1.3 Lead advocacy on funding and policy issues that impact regional visitor numbers.</td>
<td>TTNQ/Advance Cairns</td>
<td></td>
</tr>
</tbody>
</table>

#### Experience diversification - strategic projects

<table>
<thead>
<tr>
<th>Experience diversification - strategic projects</th>
<th>Increase the region’s capacity and experiences in the areas of:</th>
<th>Lead Partner</th>
<th>2011-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Eco and nature-based tourism</td>
<td>Local Governments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sports tourism</td>
<td>Advance Cairns/TTNQ</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Health and wellness tourism</td>
<td>Advance Cairns/TTNQ</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Education and study tours</td>
<td>TTNQ</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Indigenous cultural and heritage tourism</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Business, convention and incentive markets</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>By:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2.1 Providing regulatory frameworks and processes that facilitate the establishment of experiences that support the vision and goals of the TNQREP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2.2 Advocating for government funding support to meet the infrastructure needs of experiences that support the vision and goals of the TNQREP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2.3 Advocating for policy and regulatory frameworks that facilitate experience diversification that is aligned to the vision and goals of the TNQREP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2.4 Conducting marketing activities to promote the region’s capacity and experiences in the identified areas.</td>
<td></td>
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</tr>
</tbody>
</table>

### Position Tropical North Queensland as a preeminent tropical centre for elite sports training, research and medical facilities by:

<table>
<thead>
<tr>
<th>Lead Partner</th>
<th>2011-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td>Growth Strategy</td>
<td>Strengthen and diversify the region’s tourism industry and destination appeal.</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Sport                                 | 2.3.1 Preparing and presenting plans for the expansion of sports infrastructure  
2.3.2 Advocating for the public and private investment required to realise these plans  
2.3.3 Conducting marketing activities to promote the region as a tropical sports destination.                                                                                                                      | Local Governments                 |    |    |    |    |
| Experience diversification -          | 2.4.1 Develop a Cruise Shipping Industry Development Strategy to expand the cruise shipping opportunities out of the Port of Cairns  
2.4.2 Advocate for the development and funding of key infrastructure, including channel dredging, to allow the implementation of the Cruise Shipping Industry Development Strategy  
2.4.3 Develop and implement a marketing strategy for the attraction of new cruise shipping to the Port of Cairns                                                                                                                       | Ports North                       |    |    |    |    |
| Cruise industry                       |                                                                                                                                  | Advance Cairns                    |    |    |    |    |
| Experience diversification -          | 2.5 Develop and implement events strategies across the region including collaboration on major events that impact multiple local government areas e.g. the 2012 solar eclipse.                                                                                                              | Local Governments                 |    |    |    |    |
| Events                                | 2.6.1 Strengthen the regional tourism strategy and infrastructure framework including supporting the ‘Drive North Queensland’ strategy and capitalising on information opportunities afforded by new technologies.  
2.6.2 Foster regional collaboration in the presentation of experiences to a range of visitor markets.                                                                                                                                          | FNQROC/CRC                       |    |    |    |    |
<p>| Experience diversification -          |                                                                                                                                  | TTNQ/LTO                         |    |    |    |    |
| drive tourism                         | 2.7 Provide support to community organisations with regionally significant projects that contribute to experience diversity and vitality (eg. Tablelands Integrated Mountain Biking Alliance).                                                                                                        | Local Governments                 |    |    |    |    |
| Experience diversification -          | 2.8 Document a profile that captures the scope and capacity of the region’s experiences and sectors to inform marketing and industry development activities including advocacy.                                                                                                                      | TTNQ/LTO                         |    |    |    |    |
| community projects                    |                                                                                                                                  |                                   |    |    |    |    |
| Experience profile                    | 2.9.1 Undertake and utilise research on TNQ customer behaviour and satisfaction to ensure consistently high levels of visitor approval and                                                                                                                                 | JCU                              |    |    |    |    |
| Research                              |                                                                                                                                                                                                  |                                   |    |    |    |    |</p>
<table>
<thead>
<tr>
<th>Growth Strategy</th>
<th>Strengthen and diversify the region’s tourism industry and destination appeal.</th>
<th>Lead Partner</th>
<th>I</th>
<th>B</th>
<th>C</th>
<th>In</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>referral. 2.9.2 Undertake and utilise research to ensure continuous improvement in sustaining our natural assets</td>
<td>RRRC GBRMPA WETMA</td>
<td></td>
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<tr>
<td>Destination Marketing</td>
<td>2.10 Advocate for greater community and business investment in regional tourism marketing.</td>
<td>TTNQ</td>
<td></td>
<td></td>
<td></td>
<td>2011-2015</td>
</tr>
</tbody>
</table>
**STRATEGY THREE**

**Strengthen the primary production sector and builds market opportunities**

**PERFORMANCE MEASURES**

- Increased value of agricultural contribution to GRP
- Identified new markets established?
- Bio-fuel industry growth
- Identified value add products in the market

**INTENT**

Agriculture is a major industry in the TNQ region and its future contribution has been protected within the regional land usage plan, Far North Queensland 2031. In all its forms agriculture contributes significantly to regional domestic product and employment.

The TNQ region has the natural resources conducive to a strong and growing tropical agriculture industry including land, water supply and appropriate climate. As domestic and international demand for food production increases the region is well positioned to capitalise. Expertise in tropical agriculture has resulted in productivity improvements, sustainable practices and added an internationally saleable service.

Agriculture is part of the lifestyle appeal of the region and it provides economic opportunity outside metropolitan areas. Agriculture is also vital to our regions food security and contributes to our sustainability by reducing our food miles.

To strengthen and diversify the region’s agriculture industry this strategy focuses on;

- Increasing food production capability including food security and quality of production
- Diversifying through innovation and value add opportunities
- Addressing barriers to industry and enterprise development
<table>
<thead>
<tr>
<th>Growth Strategy</th>
<th>Strengthen the agricultural sector and build market opportunities</th>
<th>Lead Partner(s)</th>
<th>Timeline</th>
<th>I</th>
<th>B</th>
<th>C</th>
<th>Inf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food supply chain</td>
<td>3.1 Build the capacity of the Regional Food Network to lead initiatives to enhance supply chain efficiency and demand creation for local food.</td>
<td>Advance Cairns</td>
<td>2011-2013</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Innovation</td>
<td>3.2.1 Engage with peak agricultural bodies to target and support agricultural innovations. 3.2.2 Identify and support opportunities to showcase expertise or innovation in tropical agriculture</td>
<td>DEEDI, Austropex</td>
<td>2011-2016</td>
<td></td>
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</tr>
<tr>
<td>Bio Mass</td>
<td>3.3 Support the growth of the bio-based industrial sector by establishing bio based industrial zones in strategic regional locations.</td>
<td>DEEDI</td>
<td>2011-2013</td>
<td></td>
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<tr>
<td>Grass fed beef accreditation</td>
<td>3.4 Implement an accreditation system for grass fed beef to promote the competitive advantage of the region’s pastoral industry.</td>
<td>Ag Force</td>
<td>2011-2012</td>
<td></td>
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<tr>
<td>Meat processing</td>
<td>3.5 Investigate the potential for a meat processing facility in the region to provide both market and employment opportunities.</td>
<td>DEEDI</td>
<td>2011-2012</td>
<td></td>
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</tr>
<tr>
<td>Industry Resilience</td>
<td>3.6 Seek structured investment in industry planning for resilience across the Agriculture sector</td>
<td>DEEDI</td>
<td>2011-2016</td>
<td></td>
<td></td>
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<tr>
<td>State government policy</td>
<td>3.7 Encourage growers and industry groups to capitalise on the opportunities associated with the Qld governments policy ‘Food for a growing economy’</td>
<td>DEEDI</td>
<td>2011-2016</td>
<td></td>
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<tr>
<td>Diversification</td>
<td>3.8 Support diversification initiatives that provide alternative income streams for primary producers (e.g. agri-tourism, organic production, other niche markets)</td>
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<tr>
<td>Research and extension</td>
<td>3.9 Promote research and extension that contributes to productivity increases in regional agricultural industries</td>
<td>DEEDI</td>
<td></td>
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<tr>
<td>Food security</td>
<td>3.10 Support initiatives that protect the regions primary products from bio security threats</td>
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<tr>
<td>Expertise retention</td>
<td>3.11 Support initiatives that encourage the retention of expertise and industry and enterprise succession planning</td>
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<tr>
<td>Regulatory impacts</td>
<td>3.12 Identify regulatory barriers to industry development and determine options for streamlining these processes.</td>
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<tr>
<td>Fresh product export</td>
<td>Encourage initiatives that facilitate the export of regional fresh produce to diversify the market for the regions produce and build</td>
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</tbody>
</table>

Comment [MD1]: What does “growth economy” mean?
<table>
<thead>
<tr>
<th>Growth Strategy</th>
<th>Strengthen the agricultural sector and build market opportunities</th>
<th>Lead Partner(s)</th>
<th>Timeline</th>
<th>I</th>
<th>B</th>
<th>C</th>
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<tbody>
<tr>
<td></td>
<td>industry resilience</td>
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</tbody>
</table>
STRATEGY FOUR

**Strengthen the small business sector**

**PERFORMANCE MEASURES**

- Reduced unemployment rates
- Increase in number of people employed in the region
- Positive changes in CCIQ/NAB quarterly business confidence survey reports
- Positive changes in local government annual business confidence survey
- Reduction in number of business foreclosures and administrators appointed

**INTENT**

The TNQ economy is underpinned by micro and small businesses. A significant cohort draw their inspiration from our tropical location and lifestyle and all add to the fabric of our community both economically and socially. These businesses are integral to the economy and a major employer. To ensure the longevity and profitability of these businesses TNQ needs to build their capacity, their confidence and connectedness.

To strengthen the small business sector this strategy focuses on;

- Providing support to build the capacity connectedness and confidence of small business owners
- Overcoming the barriers to industry and enterprise growth and profitability

<table>
<thead>
<tr>
<th>Growth Strategy</th>
<th><strong>Strengthen the small business sector</strong></th>
<th>Lead Partner</th>
<th>Timeline</th>
<th>I</th>
<th>B</th>
<th>C</th>
<th>Inf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of business support</td>
<td>4.1 Provide cost effective business support services to small businesses across the region including programs that increase the capability and professionalism of business owners and managers.</td>
<td>DEEDI/Advance Cairns BEC</td>
<td>2011-2013</td>
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</tbody>
</table>
## Growth Strategy

### Strengthen the small business sector

<table>
<thead>
<tr>
<th>Service provision mapping</th>
<th>4.2 Undertake an audit of current business development service provision to: identify the gaps and potential efficiencies in delivery and provide information and direction to businesses seeking assistance</th>
<th>DEEDI/ Advance Cairns BEC</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red tape reduction</td>
<td>4.3 Actively campaign for the streamlining of government regulations and processes that inhibit business activity</td>
<td>CCIQ</td>
<td>2011-2016</td>
</tr>
<tr>
<td>Support for business groups</td>
<td>4.4 Provide support and assistance to aid the development and growth of community based business groups across the region.</td>
<td>CCIQ, CCoC</td>
<td>2011-2016</td>
</tr>
<tr>
<td>Indigenous enterprises</td>
<td>4.5 Encourage and support the establishment and growth of indigenous enterprises</td>
<td>ICC IBA???</td>
<td></td>
</tr>
<tr>
<td>Tropical Expertise</td>
<td>4.6 Develop the capacity of and promote to national and international markets, regional businesses that feature tropical expertise, thereby increasing the viability of these businesses and positioning the region as a key supplier of tropical knowledge.</td>
<td>Advance Cairns (Austropex)</td>
<td></td>
</tr>
<tr>
<td>New businesses</td>
<td>4.7 Identify and encourage business opportunities that are financially linked through the supply chain to successful industries and contribute to the realisation of the TNQREP vision and goals</td>
<td>DEEDI</td>
<td></td>
</tr>
<tr>
<td>E commerce</td>
<td>4.8 Encourage the use of the broadband network by the small business sector to provide connectivity, alternative markets and ecommerce opportunities.</td>
<td>FNQ Digital alliance</td>
<td></td>
</tr>
<tr>
<td>Business incubator</td>
<td>4.9 Investigate the potential for a business incubator or other mechanisms that support the establishment of small and micro businesses.</td>
<td>Advance Cairns BEC</td>
<td>2011-2013</td>
</tr>
</tbody>
</table>
STRATEGY FIVE

Attract and enable industry and enterprise investment

PERFORMANCE MEASURES

- Net Increase in business registrations
- Increase in number and value of building approvals
- Identified new investments in priority growth sectors
- Identified instances of global/national firms or government departments relocating to this region

INTENT

Investment is critical to economic growth. Investment enables innovation to reach the marketplace, a boost in economic confidence and has a positive impact on employment and gross regional product figures. A positive investment climate creates an economic culture that benefits the entire region, not just investors and investees.

Attracting investment is about convincing others to join us in success and to view TNQ as a favourable investment option. In addition to traditional private sector investment, this strategy includes, increasing government business, public-private investment partnerships and philanthropic or angel funding for projects in the TNQ region. Increased investment in the region would have a positive effect on the gross regional product and therefore it a critical strategy for economic development.

One specific element required to build a successful investment environment is inspiring innovation. Encouraging innovation means finding new and better ways of doing things. This might be new products or services, new business models or even new mechanisms to enable business interaction. As a strategy, encouraging innovation has multiple layers. The first layer is about creating an environment for the TNQ economy to be innovative. The second layer is about capturing, publicising and celebrating our innovative talents. The third and most important layer is about the commercialisation of TNQ innovations which will benefit the whole economy.

To attract and enable industry and enterprise investment this strategy is focused on;

- Attracting investors
- Attracting new & innovative businesses
- Building the capacity of investees to be investor ready
- Attracting multinational headquarters to be based in the region
### Attract and enable industry and enterprise investment

<table>
<thead>
<tr>
<th>Foundation strategy</th>
<th>Attract and enable industry and enterprise investment</th>
<th>Lead Partner</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial investment</td>
<td>5.1 Engage with companies aligned to the visions and goals of the TNQREP interested in establishing headquarters or regional offices in the area and prepare packages and proposals to meet their needs</td>
<td>Advance Cairns</td>
<td>2011-2016</td>
</tr>
<tr>
<td>Government regionalisation</td>
<td>5.2 Develop and implement a targeted strategy to attract the key government agencies identified as aligned with the region’s competitive advantages eg Austrade, Ausaid, Office of Northern Australia, Dep’t of Environment and Resource Management (DERM)</td>
<td>Advance Cairns</td>
<td>2011-13</td>
</tr>
<tr>
<td>Investment incentives</td>
<td>5.3 Engage with Queensland government to establish an investment fund to promote the region and provide incentives to attract new businesses. Develop and fund regional incentive packages between government, industry and the community sector.</td>
<td>Advance Cairns</td>
<td>2011-13 2011-16</td>
</tr>
</tbody>
</table>
| Defence | 5.4 Actively campaign for the expansion of defence facilities and an increase in defence personnel within the region including:  
   a. Prepare a submission to the Defence Force Posture Review showcasing the region’s potential  
   b. Identify and pursue short term defence support opportunities | RDAFNSQ&TS  Advance Cairns | 2011-2014 2011 |
| FIFO | 5.5 Implement a FIFO worker coordination strategy to:  
   a. Market the region as a point of hire to resource companies and as a lifestyle location for skilled workers  
   b. Create employment and training opportunities for TNQ residents | Advance Cairns/ Skills DMC | 2011-2012 |
| Private investment attraction | 5.6 Establish a regional investment working group to:  
   a. Develop, in conjunction with local governments and industry bodies, business cases to attract funding for new and innovative businesses and industries across the region.  
   b. Establish a chapter of Angel Investors to support emerging | Advance Cairns | 2011-2012 |
<table>
<thead>
<tr>
<th>Foundation strategy</th>
<th>Attract and enable industry and enterprise investment</th>
<th>Lead Partner</th>
<th>Timeline</th>
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<td>- business opportunities.</td>
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<td>- c. Investigate the potential for the establishment of regional investment superannuation funds as a source of investment capital</td>
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<td>- d. Support initiatives of current investors to increase their investment in the region, in alignment with the vision of the TNQREP</td>
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<tr>
<td>Commercial destination</td>
<td>5.7 Drive forward marketing strategies to promote the region as a commercial destination, a region that has serious business and investment opportunities not just a spectacular natural environment and lifestyle</td>
<td>Advance Cairns</td>
<td>2011-2013</td>
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<tr>
<td>Lifestyle destination marketing</td>
<td>5.8 Drive forward marketing strategies to promote the region as a lifestyle destination thereby attracting personal investment and economic growth by</td>
<td>Advance Cairns</td>
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<td></td>
<td>- a. Working with major employers and the recruitment industry to encourage skilled workers to the region</td>
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<td>- b. Proactively marketing the region as a lifestyle destination and encouraging relocation (eg Evocities)</td>
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<td>- c. Developing strategies to target visitors to the region encouraging them to relocate (come for a holiday/visit/conference/sporting event - stay for lifetime)</td>
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<td>Gov’t policy</td>
<td>5.9 Advocate for financial incentives and government policies that encourage people to reside in the region’s rural and remote areas.</td>
<td>Advance Cairns</td>
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<tr>
<td>Planning processes</td>
<td>5.10 Streamline approvals processes within state and local government planning mechanisms and regulations and promote this to make investment attractive.</td>
<td>Local Governments DLG&amp;P</td>
<td>2011-2016</td>
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<tr>
<td>Land tenure</td>
<td>5.11 Through stakeholder collaboration advocate for government policy changes to resolve land tenure issues on Cape York Peninsula and streamline processes to enable businesses and industry to secure</td>
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Attract and enable industry and enterprise investment

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<th>Attract and enable industry and enterprise investment</th>
<th>Lead Partner</th>
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<tr>
<td>Investment funds.</td>
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<tr>
<td>Innovation</td>
<td>5.12 Support innovation and entrepreneurship in the region by:</td>
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<tr>
<td></td>
<td>a. Producing knowledge and research</td>
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<td></td>
<td>b. Support the development and strengthening of networks across the research, industry, government and businesses sectors.</td>
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<td></td>
<td>c. Assist new, emerging and existing entrepreneurs to share experiences and mentor new and emerging innovative businesses.</td>
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<td></td>
<td>5.13 Encourage and support innovative products and services poised for commercialisation.</td>
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<td></td>
<td>5.14 Continue to grow and develop the Tropical Innovation Awards.</td>
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<td>Research</td>
<td>5.15 Undertake research in order to better understand the functioning of the regional economy and communicate the results to foster improved business and industry capacity</td>
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<td></td>
<td>The Cairns Institute</td>
<td>2011-2016</td>
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<td>Ausindustry</td>
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<td>Cairns Regional Council</td>
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</table>
## STRATEGY SIX

**Ensure optimal transport linkages to facilitate the movement of people and products to domestic and international markets**

### PERFORMANCE MEASURES

- Decrease in number of days per year without road access to Brisbane
- Increase in tonnages shipped from region’s ports
- Increase in value of regional exports
- Increased efficiency in primary product transportation (time reductions from farm to market or increased capacity)

### INTENT

TNQ will benefit from greater access to trade markets because this will enable an increase in regional exports. The net export formula is used to calculate the value of products leaving the region minus the value of products being brought into the region. Ideally, this sum is positive and this strategy aims to boost the total figure in order to influence the gross regional product. Improved transport linkages also enable people and imports to move with greater ease within the region which will also positively impact the TNQ economy.

To provide optimal transport linkages to southern and international export markets this strategy focuses on all modes of transport road, rail, sea and air and the provision of the appropriate infrastructure.

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<tr>
<th>Foundation strategy</th>
<th>Ensure optimal transport linkages to facilitate the movement of people and products to domestic and international markets</th>
<th>Lead Partner</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Road linkages</td>
<td>Provide road linkages for the safe and efficient movement of people and goods across the region and to and from other places by: 6.1.1 Providing input through advocacy and structured businesses cases that highlight the economic imperatives associated with key road infrastructure including; the Bruce Highway, the Hann Highway, The Peninsula Development Road and the Kuranda Range Road to State and</td>
<td>Advance Cairns</td>
<td>2011-2014</td>
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<tr>
<td>Foundation strategy</td>
<td>Ensure optimal transport linkages to facilitate the movement of people and products to domestic and international markets</td>
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<td></td>
<td>Federal government planning and budgeting. 6.1.2 Implementing the Bruce Highway Upgrade Strategy to increase the safety and resilience of the region’s most important road link 6.1.3 Continue sealing the Peninsula Development Road 6.1.4 Improve the inland connection via the Kennedy and Gregory Development Roads to emerging consumer market opportunities and major port facilities in Townsville 6.1.5 Improve freight efficient vehicle routes (B-Doubles, Type 1 Road Trains and Type 2 Road Trains) and expand the network where warranted for safe and efficient movement of goods 6.1.6 Prepare an upgrade strategy for the Kuranda Range Road to improve safety, slope stability, emergency management capability and efficient traffic flows 6.1.7 Actively engage with DTMR as a key stakeholder in the development of the Far North Queensland Integrated Regional Transport Plan and the Cape York and Torres Strait Islands Integrated Transport Network Plan 6.1.8 Support regional and industry bodies representing neighbouring areas (e.g. Gulf of Carpentaria &amp; Cape York Peninsula) in their attempts to secure transport linkages into and through our region</td>
<td>DTMR</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Shipping services</td>
<td>6.2.1 Undertake business development activities to attract international and domestic shipping services through the Ports of Cairns and Mourilyan 6.2.2 Advocate for funding for key infrastructure, and where appropriate, incentives to attract new shipping services to the Ports of Cairns and Mourilyan</td>
<td>Ports North Advance Cairns</td>
<td>2011-2016</td>
</tr>
<tr>
<td>Expansion of port facilities</td>
<td>6.3.1 Undertake the staged development of the Port of Mourilyan as an export hub 6.3.2 Support and advocate for the development of the Port of Mourilyan and the establishment of transport links to the Port</td>
<td>Ports North Advance</td>
<td>2011-2016</td>
</tr>
<tr>
<td>Foundation strategy</td>
<td>Ensure optimal transport linkages to facilitate the movement of people and products to domestic and international markets</td>
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<tr>
<td>Cairns</td>
<td>Active promotion initiatives designed to enhance public transport and intra-regional access (eg Cairns Transit Network Plan)</td>
<td>DTMR</td>
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<td></td>
<td>Local governments</td>
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STRATEGY SEVEN

Position TNQ as a digital economy

PERFORMANCE MEASURES

- Increased number of residents connected to the internet
- High Speed Broadband available to 95% of regions population
- Identified innovations and businesses established using digital technology

INTENT

A sophisticated digital economy has been shown to deliver economic prosperity. In particular, high-speed broadband access is a demonstrated economic accelerator. Digital technologies will create opportunities to overcome issues of remoteness and will enhance the delivery of education, the provision of health and financial services and the facilitation of trade throughout the region. A fully-integrated digital economy is the future for TNQ and this strategy ensures the transition is made sooner rather than later.

To position TNQ as a leading digital economy this strategy is focused on;

- Attracting early roll out of high speed broadband
- Enhancing the capacity of the business community to effectively utilise high speed broadband
- Strengthening the capacity of the region’s ICT sector

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<th>Foundation strategy</th>
<th>Position TNQ as a digital economy</th>
<th>Lead Partner</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Digital infrastructure</td>
<td>7.1.1 Position Tropical North Queensland as a location for early rollout of high speed broadband across the region including rural and remote areas. 7.1.2 Lead engagement with TNQREP partners to ensure ongoing collaboration and advocacy</td>
<td>FNQ Digital Alliance  FNQROC</td>
<td>2011-13</td>
</tr>
<tr>
<td>Strategy</td>
<td>7.2 Finalise the Digital Economy Strategy.</td>
<td>FNQROC</td>
<td>2011</td>
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</table>
### Position TNQ as a Digital Economy

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<th>Foundation strategy</th>
<th>Lead Partner</th>
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<tr>
<td>Industry group development</td>
<td>Adv Cns</td>
<td>2011-2012</td>
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<tr>
<td>Business development</td>
<td>FNQ Digital alliance</td>
<td>2011-2016</td>
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</table>

7.3 Develop an ICT industry group with the ability to advocate for the industry’s needs and to identify opportunities for worker attraction and development and business/industry growth.

7.4 Engage with the business sector and the wider community to empower them to capitalise on the opportunities provided by high-speed broadband.
## STRATEGY EIGHT

**Position the region as a leader in sustainable economic development**

### PERFORMANCE MEASURES

To be defined as part of the action plan

### INTENT

Sustainability is core to the TNQREP it is inherent in the vision, the triple bottom line goals and permeates all aspects of our economic future. This plan recognises that economic growth is important but must be done without risking the future of our next generation. TNQ aspires to a strong and confident economy but will not pursue growth for the sake of growth, therefore our economic development must be done within the limits of sustainability. Ideally, the sustainability agenda will become integrated into all economic development over time.

In the first five years one of the key sustainability focus areas will be energy. Economic success in TNQ requires reliable energy supply that is distributed across the region effectively, efficiently and with equity. Energy security is essential to economic development and this strategy ensures the region has enough energy to meet both its current needs but also fulfil future demands created by economic growth. TNQ is seeking a future where the region is energy independent and not affected by external cost or supply issues.

To drive a sustainability agenda and position TNQ as a leading region this strategy focuses on:

- Developing a common and agreed understanding of sustainability
- Agreed sustainability targets, measurement mechanisms and reporting framework
- Integrating positive practices into all aspects of the economy
- Developing business cases to increase investment in renewable energy
- Building resilience of Energy Supply
- Utilising natural assets of wind and solar to increase amount of renewable energy
<table>
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<tr>
<th>Foundation strategy</th>
<th>Position the region as a leader in sustainable economic development</th>
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</table>
| **Sustainability leadership** | 8.1 Identify and organisation that can be resourced to function as the region's sustainability driver undertaking initiatives including:  
  a. Establishing agreed sustainability targets, measurement mechanisms and reporting frameworks for the region to benchmark and articulate its progress.  
  b. Maintaining and promoting a mapping of existing and potential sustainability initiatives that contribute to the achievement of the TNQREP vision and goals  
  c. Identifying and developing strategies to encourage new businesses and industries with environmentally sustainable practices and products to locate in the region.  
  Lead Partner: Advance Cairns  
  Timeline: 2011-2012 |
| **Strategy development** | 8.2 Develop a Regional Energy strategy  
  Lead Partner: DEEDI  
  Timeline: When? |
| **Renewable industry group develop** | 8.3 Establish and support a renewable energy industry group to:  
  a. Assist in the development of a streamlined and efficient planning and approvals process that encourages the realisation of existing investments and promotes the region as attractive for future investments  
  b. Engage with the Office of Clean Energy to develop the business case for the allocation of Community Service Obligation funds to the development of regional renewable generation options  
  Lead Partner: Advance Cairns  
  Timeline: 2011-2012 |
| **Carbon Tax** | 8.4 Undertake an assessment of the impact of the carbon tax on medium to large businesses in the region and develop an action plan  
  Lead Partner: DEEDI  
  Timeline: 2011-2013 |
| **Business incentives** | 8.5 Develop and implement incentives and support mechanisms for businesses and industries striving towards sustainability targets and compliance frameworks.  
  Lead Partner: DEEDI  
  Timeline: 2011-2016 |
| **Green build** | 8.6 Promote tropical green build principles and capability across the region  
  Lead Partner: Tropical Green Build  
  Timeline: 2011- |
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<tr>
<th>Foundation strategy</th>
<th>Position the region as a leader in sustainable economic development</th>
<th>Lead Partner</th>
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<td>Network</td>
<td>2016</td>
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### STRATEGY NINE

**Develop the skills and capacity of the region’s workforce now and into the future**

**PERFORMANCE MEASURES**

- Increase in proportion of the population with higher qualification levels and in higher skill occupations
- Higher employment participation levels

**INTENT**

The TNQ region needs to have a future focused workforce to power the growth of our existing industries and to facilitate new economic ventures. Ensuring the supply and the capacity of the region’s human capital must be a priority. A skilled workforce is an important resource to building a powerful economy. Developing knowledge and skills means giving the people of TNQ opportunities to access high quality education and training whilst also fostering a culture of life-long learning. Skilled migration is also both desirable and necessary to address some of TNQ’s workforce gaps and, more generally, to increase the population. Skilled migrants are also likely to bring new economic ventures to the region and pass on their knowledge and experience to long-term TNQ residents which will have a positive economic effect.

Proactively predicting and understanding TNQ’s workforce needs is at the core of this strategy. In particular, successful investment in the human capital of the region will build pathways for youth to stay in the region and close the gap for Indigenous job seekers.

To develop the skills and capacity of the region’s workforce now and to meet our future needs this strategy focuses on;

- Workforce planning
- Skill development
- Attracting and retaining skilled workers
| Foundation strategy | Develop the skills and capacity of the regions workforce now and into the future | | | |
|---|---|---|---|
| Workforce planning | 9.1.1 Collaborate with Skills Alliances to undertake research and industry consultation to understand future skills needs 9.1.2 Coordinate and support industry leaders’ groups to: Identify and address the challenges faced by industry and employers in accessing appropriate skills. | DET | 2011-2016 |
| Partner linkages | 9.2 Co-ordinate and lead strong and productive links between education and training providers, employment service providers and industry to a. Capitalise on skill development funding opportunities b. facilitate programs that provide an effective transition from unemployment to employment c. pre-empt industry skill shortages and prepare the workforce for future trends | QITE/ LEC | 2011-2013 |
| Regional Migration program | 9.3 Advocate for the expansion of the Regional Migration programs with a focus on local solutions across broad industries. | Cairns Chamber of Commerce | 2012-2014 |
| Tertiary Education | 9.4 Secure funding to establish the Australian Institute for Tropical Health and Medicine | JCU | 2012-2014 |
| Tertiary Education | 9.5 Continue to drive initiatives that increase the capacity of James Cook University including the construction of on-campus student accommodation. | JCU | 2011-2014 |
| Indigenous skills | 9.6 Coordinate and lead stakeholders to pursue initiatives that provide employment opportunities through skill development for the regions indigenous population | QITE | 2011-2016 |
| Creative Industries | 9.7 Establish and initially facilitate stakeholder groups to pursue strategies for building the business and employment capacity of priority growth areas. | Local Employment coordinator | 2011-2014 |
| Education pathways | 9.8 Support initiatives that build partnerships between the education sector, business and industry and provide vocational | TNQ REP Partners |
Develop the skills and capacity of the regions workforce now and into the future

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<th>Foundation strategy</th>
<th>Develop the skills and capacity of the regions workforce now and into the future</th>
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<tr>
<td>Sustainable vision</td>
<td>9.9 Encourage all education providers to include sustainability training in their programs</td>
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<td>Retention of skilled migrants</td>
<td>9.10 Initiate programs that encourage the retention of skilled migrants</td>
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Who?

Who?

pathways for students.
### STRATEGY TEN

**Develop a confident and united region that projects positively and cohesively**

#### PERFORMANCE MEASURES

- Achievement of the performance measures of the strategies of the TNQREP
- Increase in positivity of local media
- Number of formal responses to government and advocacy delegations undertaken.
- Availability of reliable economic data and information

#### INTENT

Economic growth requires a positive business and investment culture. Working together, TNQ’s economic partners need to pursue the commonly endorsed vision and goals and dedicate resources, energy and expertise to achieving it. By capitalising on our ‘tropical’ competitive advantage and building on our successes and strengths the region can develop and project positivity and cohesion.

A confident and united region enables successful government lobbying and inspires economic interest in our region. Influencing government policy requires TNQ to have a unified voice which carries the authority of the region. TNQ will deliver clear, well-researched and convincing messages that are direct and tailored to meet the government’s needs. Most importantly, these messages sell the region in a way that is irresistible to government and influences their decisions regarding the region.

To develop a confident and united region that projects positively and cohesively this strategy focuses on;

- Adoption of a regional identity
- Promoting the positive relationship between the region’s economic development agencies, business and industry groups and government
- Confidence Campaign
- Regional Business/Industry Events strategy
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<th>Lead Partner</th>
<th>Timeline</th>
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</table>
| TNQREP implementation | 10.1 Provide leadership, management, reporting and regular communication associated with delivering the outcomes from the TNQREP including:  
   a. Representing the TNQREP partners and coordinating advocacy as required on their behalf.  
   b. Convening an annual regional economic forum to update partners, stakeholders and community on key initiatives and to address roadblocks. These forums should also provide an opportunity for the progress of the TNQREP to be monitored, reported and celebrated.  
   c. Develop formal relationships with providers of key economic data to ensure availability of accurate economic info  
   d. Providing a portal for relevant regional economic reports and data | Advance Cairns | 2011-2016 annually |
| One Voice | 10.2 Facilitate a process whereby regional economic issues, opportunities or projects can be negotiated by stakeholders and partners in preparation for the projection of a united cohesive voice.  
10.3 Facilitate the preparation of regionally significant proposals and responses, in alignment with the TNQREP, on behalf of the partners and regional stakeholders | Advance Cairns | |
<p>| Economic data and tools | 10.4 Provide reliable and current economic data and tools to inform decision making and to provide accurate information relating to economic advancement in TNQ. | The Cairns Institute | 2011-2016 |
| Communications strategy | 10.5 Develop and implement a communication strategy that engages the media and financial institutions in an economic positivity and confidence building agenda. | Advance Cairns | 2011-2013 |</p>
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| economic collaboration               | 10.6 Develop and communicate case studies that highlight how the sub regions and the economic partners in TNQ work collaboratively to achieve agreed outcomes  
10.7 Develop and promote a mapping of economic development agencies and projects.                                                                                                                                  | Advance Cairns            | 2011-2013    |   |   |   |     |
| Regional leadership and identity     | 10.8.1 Cultivate regional leadership and promote a regional identity whereby the community identifies positively as the TNQ region and shares the vision and goals of the TNQREP  
10.8.2 Support initiatives that develop the leadership capacity of the region, in particular the next generation  
10.8.3 Identify and support community, national and global champions and utilise them to promote the TNQREP and the TNQ economy.                                                                                     | TNQREP Partners           | 2011-2016    |   |   |   |     |
| Economic resilience                  | 10.9 Undertake research and planning to identify and action initiatives to build economic resilience in the face of natural disasters.                                                                                                                                              | The Cairns Institute      |              |   |   |   |     |
| Government collaboration             | 10.10 Promote cooperation and coordination of activity between and across all levels of government and communicate this to the community.                                                                                                                                             | RMCN/ FNQROC              | ongoing      |   |   |   |     |
| Linkages with neighbouring economies | 10.11 Develop productive working relationships with neighbouring regions to maximise economic development linkages.                                                                                                                                                                   | Advance Cairns            |              |   |   |   |     |
| Linkages with neighbouring economies |                                                                                                                                                                                                                                                                                                                        | TNQREP partners           |              |   |   |   |     |
| Increase local purchasing            | 10.12 Support initiatives that encourage the usage of local products and services and build the capacity of local businesses to secure procurement contracts.                                                                                                                                                                      |                           |              |   |   |   |     |
Acronyms
Cairns Ship
REPAIR SERVICES

NORSHIP MARINE

CAIRNS SLIPWAYS

TROPICAL REEF SHIPYARD

Industry Capability profile
Cairns Ship Repair Services

Cairns Seaport is the most northerly seaport on the east coast of Australia, and is home to a large and diverse marine sector from fishing fleet to reef fleet; from small craft to superyachts; from cargo vessels to cruise liners – all have a place in Cairns Seaport. And with such a vibrant maritime industry, Cairns offers a host of servicing and supply businesses that support them with shipbuilding, maintenance and training skills and expertise.

KEY STAFF
Barry Moore
Manager
Tel: +61 7 4015 1113
Mob: 0418 774 909
The Manager is responsible for all aspects of business and operations of Cairns Slipways.

Simon Pedley
Manager Naval Projects & Assistant Manager
Tel: +61 7 4015 1115
Mob: 0417 076 904
The Manager of Naval Projects is responsible for all Navy related aspects of Cairns Slipways projects. He is responsible for ensuring customer satisfaction and believe this is achieved by providing quality workmanship within budget and on time without compromising the standard of our workmanship. We have a strong commitment to listening to our clients and endeavour to provide the most innovative and best practice approach to any repair issue.

Les Callaghan
Assistant Manager & Dockmaster
Tel: +61 7 4015 1116
Mob: 0417 079 770
The Dockmaster is responsible for the slipping/docking and unslipping/undocking of all commercial and Navy vessels.

Vernon Carpenter
Estimator / Project Supervisor
Tel: 61 (0) 7 4015 1120
Mob: 0450 245 872
This person is in charge of submitting all quotations, estimates and preparation of tenders.

EXPERIENCE
Cairns Slipways draws upon over 50 years experience, and provides and operates a complete marine repair and reef facility. Established to service Defence, Commercial and Luxury Vessels operating throughout Australia and the Asia Pacific region, Cairns Slipways is well in tune with customer requirements for timely, quality and competitive repairs and refits.

CAIRNS SLIPWAYS CAPABILITY STATEMENT
Cairns Slipways provides and operates a complete marine repair and refit facility, established to service Defence, Commercial and Luxury Vessels operating around Australia and the Asia Pacific Region. Cairns Slipways is well in tune with customer requirements for timely, quality and competitive repairs and refits.

COMPANY OVERVIEW
Cairns Slipways provides and operates a complete marine repair and refit facility, established to service Defence, Commercial and Luxury Vessels operating around Australia and the Asia Pacific Region. Cairns Slipways is well in tune with customer requirements for timely, quality and competitive repairs and refits.

WHAT CAIRNS HAS TO OFFER
The Cairns Region has significant ability in maritime servicing at three major slipways, all with considerable experience, capacity and a reputation for quality service. Each slipway has differing capacities and niche qualities, and all offer a quality product. They have the ability to provide maintenance on a wide variety of vessel types with slipway capacity up to 100 meters and 3000 tonnes, and haul-out facilities and floating docks up to 350 tonnes. Other services include dry docks, undercover warehouse storage, engineering and cleaning, painting and abrasive blasting.

Through the combination of these three company’s capacities almost all of the maritime servicing is available in one central location, catering for everything from trollers, cargo vessels through to super yachts. Their close proximity and willingness to work together offers customers greater flexibility and opportunity.

A dedicated Super Yacht cluster helps cater to a growing demand for associated services, with Cairns attracting a super yacht market that demands exacting services in an industry worth $50 million to demand. Over 100 businesses operate in the marine servicing sector, from shipping agents to naval architects to cater to such demand.

IN CONCLUSION:
The mix of operators in the Cairns region offers a comprehensive range of quality ship and boat repairs. The purpose of this document is to showcase that marine servicing capacity in one attractive location.

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Facsimile: +61 7 4035 2332
Website: www.cairns-slipways.com.au
NORSHIP MARINE

COMPANY OVERVIEW
Norship Marine is a Cairns owned and operated marine repair and storage facility traditionally tied with the fishing, tourism and general marine community of North Queensland (and the nearby Pacific Region) since 1984. The 5.6 hectare (12.6 acre) facility is located at 56 - 62 Tingira Street, Cairns. This modern and spacious complex uses "travel lifts" for vessel removal/return activities from specifically designed finger wharves. The hardstand area has capacity to store up to 50 vessels, with short and long-term storage also available. Two conventional wharves of 60 and 25 metres in length also provide berthing for vessels. The facility operates two travel lifts with capacities of 400 tonne and 160 tonne respectively. Two bira and paint sheds offer an "all weather" facility in a controlled environment for vessels up to 27 metres in length. An additional four sheds are to be constructed - two of 36 metres and two at 60 metres - in response to customer requirements for covered work areas. The docks and Travel Lifts provide a capacity for craft up to 65 metres in length and 10.8 metres beam.

Norship Marine’s "one stop" repair facility employs approximately 80 personnel and can provide complete project management services, vessel surveys, fabrication - DNV approved - (steel, stainless steel, and aluminium), painting and blasting, engineering, hydraulics, electrical and interior refurbishment. Norship Marine maintains a strong business and working relationship with many marine-related companies including shipbuilder NZGIA, engineering design companies EDM Australia and Cardano and all marine power train companies. Norship Marine’s complex is fully fenced with automated gate access and 24-hour security surveillance in place. "Out of hours" access can be arranged by Norship Marine staff. Air conditioned office space for ships staff and owner’s representatives are available as required.

KEY CAPABILITIES

VEssel SLIPPING - 400 tonne Capacity

VEssel STOWAGE - 50 Hardstands

REFITS - CLass RENEWAL

REFITS - ANNUAL

MACHINING - SHAPING

SHAFT LASER ALIGNMENT

MACHINING & FITTING

ENGINE & TRANSMISSION

SERVICING

PROPELLOR SERVICING

HYDRAULICS

ELECTRICAL & ELECTRONICS

SHIPwrights

EXHAUST LAGGING

BLASTING & PAINTING - EPA approved, fully enclosed structures

BOILERMAKING - Fabrication and repairs (DNV Accredited)

HYDRAULIC HOSES & FITTINGS - Suco and Alfagomma Agent

RETAIL PAINT SHOP - International and AWL Grip Agent

EXPERIENCE

26 years of repair and refit work on the following types of craft, including: Defence (Patrol Boats), Australian Government (Aust Customs Service) vessels, coastal cargo vessels, tourism craft, super yachts/white boats, fishing trawlers.

CONTACT DETAILS

PO Box 44/1 Trawler Base Road
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Telephone: +61 7 4030 1722
Facsimile: +61 7 4035 1613
Email: admin@norship.com.au
Website: www.norship.com.au

TROPICAL REEF SHIPYARD

COMPANY OVERVIEW

Tropical Reef Shipyard (TRS) is a privately owned Australian company employing up to 150 personnel that has been in operation since 1977. Since the company’s inception we have established a very high reputation in the shipping industry due to our unrelenting attitude to providing a high quality service aimed at providing a timely and reliable turn around for our customers. The majority of our business comes from Pacific Island nations. TRS has also refitted vessels from Papua New Guinea, Yap, Truk, the Marshall Islands, Guam, Pohnpei, Solomon Islands and from other countries worldwide, including Northern Europe, Japan and the U.S.A. TRS has the largest slipway capacity north of Brisbane and we consider ourselves the leaders in the industry for the Western Pacific region. Our investment in the business, including our dedicated facilities, equipment and personnel has been built around the requirements of our customers. Air conditioned office space for ships staff and owner’s representatives are available as required.

KEY CAPABILITIES

In order to best achieve the requirements of our valued customers, TRS utilises the following resources and capabilities:

- 3000 tonne slipway capable of lifting vessels up to 100 metres in length and a maximum beam of 19.6 metres;
- Deep water fitting-out berths;
- Provision of a large undercover lay down area for stores and equipment;
- Two (2) cranes of various capacities up to 100 tonnes;
- Three (3) work boats for vessel movements;
- All equipment on site for grit blasting and high pressure water blasting to 40,000 PSI;
- Full machine shop facilities, incorporating four (4) lathes with bed plates ranging from 3.5 to 8.3 metres, capable of all general machining requirements and straightening of shafts up to 7.8 metres. A milling machine, radial arm drill and shaper complete all other machining requirements;
- Propeller bench for re-pitching, repairing and static balancing;
- Three (3) elevated work platforms reaching up to 22 metres;
- Three (3) work boats for vessel movements;
- All equipment on site for grit blasting and high pressure water blasting to 40,000 PSI;
- Full machine shop facilities, incorporating four (4) lathes with bed plates ranging from 3.5 to 8.3 metres, capable of all general machining requirements and straightening of shafts up to 7.8 metres. A milling machine, radial arm drill and shaper complete all other machining requirements;
- Propeller bench for re-pitching, repairing and static balancing;
- Two (2) forklifts of 10 tonne and 4 tonne capacity;
- Three (3) elevated work platforms reaching up to 22 metres;
- Large range of MIG, TIG, ARC & Oxy welding and cutting equipment;
- Arc gouging and plasma cutting equipment;
- Ultrasonic testing equipment;
- Electrical workshop.

Additionally, ship’s officers and crew have access to an onsite conference room and up to four offices fitted with telephone and ADSL Internet capability for their use.

EXPERIENCE

We have a long history in both commercial and defence related work, supporting the refit needs of Perkins Shipping; Sea Swift; Consort Shipping; Western Tug & Barge; Svitzer; P&O Marine; the Royal Australian Navy and the American Army on projects with individual net values of up to $6 million.

CONTACT DETAILS

Rob Downing - General Manager
PO Box 44/1 Trawler Base Road
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Telephone: +61 7 4080 7200
Facsimile: +61 7 4031 3566
Website: www.trshipyard.com.au

NORSHIP MARINE CAPABILITY STATEMENT

KEY STAFF

Ray Fry - Director
Tel: +61 7 4035 1722
Ext: 128

John Taftalos - Operations Manager
Mob: +61 (0)408 773 913

Robbyn Fry - Quality Assurance Manager
Tel: +61 7 4035 1722
Ext: 125

Brett Allen - Yard Manager
Mob: +61 (0)407 661 627

TROPICAL REEF SHIPYARD CAPABILITY STATEMENT

COMPANY OVERVIEW

Managing Director - Andrew Harrison
General Manager - Robert Downing
Engineering Manager - Col Bottomley
Financial Controller - Shaveigh Matthews

Our current onsite workforce comprises of 110 personnel covering the following trades:

- Administration and supervisors;
- Boilermakers;
- Filter/machinists;
- Electricians;
- Abrasive blasters / spray painters;
- Crane operators;
- Trade assistants;
- Stores purchasing and deliver/pick up drivers;
- Labourers; and
- Apprentices.

As a regional employer, TRS actively recruits Aboriginal and Torres Strait Islanders as part of its employment program, with a significant proportion of its workforce being of Aboriginal or Torres Strait Islander descent.

We are proud of our loyal staff, many of whom have been with us since we opened our shipyard. Without them we would be just another shipyard - with them we have become a leader in our field.

CONTACT DETAILS

We are the largest shipyard north of Brisbane and we consider ourselves the leaders in the industry for the Western Pacific region. Our investment in the business, including our dedicated facilities, equipment and personnel have been built around the requirements of our customers. Air conditioned office space for ships staff and owner’s representatives are available as required.

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Ancillary Services

Cairns’ vibrant maritime industry, anchored by three major slipways, is ably supported by an array of ancillary services that cater to the varied needs of visiting and resident marine clients. Here is a list of the ancillary services available and their capacity.

Accommodation/tourist services
Air conditioning / refrigeration
Air freight
Aluminium, stainless steel & sheet metal repairs
Battery Suppliers
Bear Witness Companies
Calibration & Testing
Chains, slings, hoists supply & test
Classification surveyors
Compressor repairs/rebuilds
Cranes
Diesel engine repair & overhaul
Electrical rewinds & repairs
Electronics servicing & repairs
Engineering
Fire services
Gearbox repairs

Hull & structural survey
Hydraulic – service & repairs
Independent surveyors
Insulation services
International airport
Luxury yacht painters
Marine training services
Naval architects
Plumbing
Scaffolding services
Ship chandlery
Shipwrights
Superyacht moorings
Upholstery
Wharfage
Work boats

WHERE ARE WE LOCATED?
The Cairns Region’s three major slipways are located within close proximity to each other in the industrial area of Cairns city, along the picturesque Trinity Inlet.
Providing first-class services to the Asia Pacific and beyond...

CONTACTS

**Cairns Slipways**
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www.cairns-slipways.com.au

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Email: admin@norship.com.au
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Fax: +61 7 4031 3566
Email: info@trshipyard.com.au
www.trshipyard.com.au

Photography courtesy of: Ports North, Steve Rutherford Photography.

CAIRNS CONNECTIONS

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Queensland Government

Advance Cairns
Our Region. One Voice
Australasian Aviation Group - Cairns

CAPABILITY

Cairns is home to one of the most diverse aviation maintenance bases in Australia, providing a range of world-class aviation and avionic services to international, domestic and general aviation clients.

The industry is complemented by a state-of-the-art training centre, specialist technical, legal and administrative support and a highly effective industry cluster, the Australasian Aviation Group-Cairns.

Combined, this offers an ideal business environment for the aviation industry. Significant investment and expansion by international and regional companies shows confidence in the significant growth potential of the sector.

Cairns has the only recognised Service Facility for Bombardier’s Dash 8 Q-Series aircraft in the Southern Hemisphere at Hawker Pacific, Cairns and also boasts the largest avionics facility in Australia in Australian Avionics Pty Ltd.

The Australasian Aviation Group — Cairns offers

- Strong and skilled workforce
- Competitive labour rates compared to labour markets in the Australasian region
- Tropical aviation knowledge and expertise
- Rapid turnaround times
- Value for money
- 24 hour access to technicians
- 24 hour access to avionics rental pool
- 24 hour access to specialist advice and solutions
- Internationally recognised warranties
- Well respected Australian industry standards
- Internationally recognised quality assurance
- Internationally recognised safety standards
- Internationally approved training

General and Heavy Maintenance Capabilities

- Heavy maintenance and line maintenance to fixed and rotary wing aircraft
- World class hangars to accommodate a diverse range of jets, including Boeing 737s and Airbus A320s
- Tarmacs for line maintenance and overnight checks for Boeing 767 and Airbus A330
- Piston engine and propeller overhaul
- Turbine and piston aircraft and component overhaul, repair and maintenance
- Major structural repairs and modifications
- Safety equipment overhaul
- Complete refurbishments; private, corporate and commercial jets
- The provision of logistics support to fixed and rotary wing platforms, sales support, logistics and supply chain management
- Quality systems and accreditations
- Boroscope training
- Internationally approved training to EASA Part 147 standards
Avionics and Components

- Overhaul and repair of avionics and mechanical components and rotables
- State-of-the-art repair equipment
- Maintenance and repair of the full range of avionics equipment including:
  - Voice communications
  - VHF; UHF and HF communications
  - Radar
  - Transponders
  - GPS
  - ELTS
  - Audio systems
  - ADF & DME
- Maintenance and repair of electrical equipment including:
  - Alternators
  - Starters
  - Relays
  - Actuators
  - Starter generators
  - Tacho generators
- Approved repair and servicing facility for:
  - Bendix King/Honeywell
  - Artex
  - Chelton Flight Systems
  - L3 Communications, Aim and Jet Electronics
  - Kgs Electronics
  - Rockwell Collins
  - Sigmatek
  - S-Tec Autopilots
- The ability to establish quick and effective links with Original Equipment Manufacturers (OEMs)

Aviation Industry Support Services

The Australasian Aviation Group — Cairns offers diverse expertise to ensure a one stop shop for the aviation market. The Group can provide assistance in the following areas:

- English language studies
- Legal advice and solutions
- Human resources and professional development advice and solutions
- Regulatory requirements advice and solutions
- Financial services
- Marketing solutions
- Insurance and risk management expertise
- Engineering and consulting services
- Property tenure advice
- Training and training consultancy services

Aviation Fleet

The Australasian Aviation Group — Cairns incorporates leading aviation companies with a diverse fleet of aircraft servicing a vast geographical area with remote, tropical flying conditions. This Group provides a complete air service with regular passenger transport, charter, luxury corporate, fixed wing and rotary operations. The flying skills of Cairns based pilots are a key export to the Australasian region.

For more information please contact

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The Australasian Aviation Group-Cairns is an alliance of aviation business and support businesses that serve as a one stop shop for the aviation companies seeking world-class service in one of the world’s most desirable locations.