



# CAIRNS 2050 *Shared Vision*

NOVEMBER 2018

# Mayor's Message



It's an exciting time for Cairns. Low unemployment, a renewed confidence in our city and a diversified pipeline of public and private investment happening both now and on the horizon means we can be justifiably optimistic about the future. But while life is good today, by working together we can make it even better tomorrow. I have thoroughly enjoyed the opportunity to work with stakeholders to develop this shared vision for Cairns. It provides a clear framework to deliver an improved quality of life and liveability for the community of Cairns both today and for the generations that follow. This is not a 'set and forget' exercise either. We will be continuing our work with stakeholders to ensure this vision is continually updated as circumstances change and to incorporate input from the broader community.

We will be using the shared vision to advocate strongly to both the State and Federal Governments for the policy, projects and investment required to enable our vision to be realised. It will also provide a platform to pursue a potential City Deal for Cairns. A City Deal has the potential to accelerate the implementation of our vision by securing tri-partite commitment around key priorities. Collaboration between all levels of government will be critical.

To be effective, this vision needs to be embraced by the people of Cairns. It's why I'm calling on everyone in our community to 'sign on' and show your support for the vision by visiting [www.cairns.qld.gov.au/vision2050](http://www.cairns.qld.gov.au/vision2050). The power of broad community support cannot be underestimated.

I am proud to endorse this shared vision for Cairns and look forward to working with you to deliver an even better future for our community.

A handwritten signature in black ink, appearing to read 'Bob Manning'.

**Cr Bob Manning**  
**MAYOR OF CAIRNS**

# Introduction



**Largest regional population in Northern Australia and growing**

**CAIRNS**

As the principal hub for economic activity in Far North Queensland, Cairns provides the region's major employment area, tourism and development arena and community heart. Cairns continues to evolve and change taking benefit from its competitive advantages of climate, natural assets and a growing, diverse economy. Meeting the challenges of change is inherent in continuing to strengthen the economy, valuing and protecting sensitive natural assets and further enhancing the city and region's unique liveability.

Cairns Regional Council (Council), in tandem with key stakeholders, has developed a bold vision for the future of Cairns that seeks to build upon the natural setting, existing quality of life and the established character of the city. The long-term aspiration for ambitious and valuable change to deliver a powerful future legacy is outlined in this shared vision.

The shared vision has been developed to assist in building partnerships to secure a resilient and sustainable future for Cairns. It has been developed having regard to previous strategic planning activity undertaken in the region and with reference to key regional priorities already identified. Importantly, it has been developed through a collaborative process with key stakeholders. Direct engagement with key stakeholders has helped to build consensus and shape this shared vision.

In developing this shared vision, Council convened and facilitated half-day stakeholder workshops in June and August 2018. With approximately 50 attendees at each session, drawn from a range of key stakeholder organisations, these workshops have played an important role in shaping the vision. One of the driving elements of the workshops was the need for 'one story with many voices'. Effectively, this encapsulated the desire to build a consensual narrative and vision for the future of the city, both compelling and inspirational but also aspirational and pragmatic.

The purpose of the shared vision is to clearly articulate the future economic and liveability opportunities for Cairns, the projects and enablers required to realise those opportunities and the commitments and collaboration needed to support them.



# Cairns Region An Overview

## WATER

Cairns region's water run off as a % of:



**60%** Queensland's total  
**26%** Australia's total

**1,998mm** Average annual rainfall (Far North Region)

## GROSS REGIONAL PRODUCT

(Y/E 30 JUNE 17)



**\$8.4B**  
Cairns



**\$14.5B**  
Far North Queensland

## GREAT BARRIER REEF

**1/7**

One of the seven natural wonders of the world

**2,300** KILOMETRES LONG  
Covering an area of 344,000 km<sup>2</sup>



**1,625** SPECIES OF FISH  
(10% of the world's fish species)



**600+** TYPES OF HARD & SOFT CORALS



**\$56B**  
Economic, social and icon value



**64,000** JOBS  
Employment supported



**\$6.4B** ANNUALLY  
Economic Contribution

## WET TROPICS RAINFOREST

**2.0M** HECTARES  
Bioregion area



**OVER 2,800**  
Plant species



**35%**  
of Australia's mammal species



**\$5.2B** ANNUALLY  
Economic contribution



**40%**  
of Australia's bird species



**60%**  
of Australia's butterfly species



## CAIRNS PUBLIC HOSPITAL

**79,333** Total admissions (y/e 30 June 18)  
**5,988** Total staff employed

## AGRICULTURE

(FAR NORTH QUEENSLAND)



**\$2.95B** Sector value  
**\$1.81B** Export value

## VISITORS

(TROPICAL NORTH QUEENSLAND REGION Y/E 31 MARCH 18)



**1.92m**  
Domestic visitors spending \$2.1B

**880,000**  
International visitors spending \$1.1B

## CAIRNS AIRPORT

(PASSENGER MOVEMENTS Y/E 30 JUNE 2018)



**696,000** International  
**4.3m** Domestic  
**7th** Busiest airport in Australia

## RESIDENT POPULATION



**165,000** (today)  
Cairns City Resident Population

**306,000** 2050 (projected)



**286,000** (today)  
Far North Queensland Resident Population (largest of any region in Northern Australia)

**467,000** 2050 (projected)

**8.9%**  
Proportion of population that is Indigenous (highest of any Australian city)

## CAIRNS SEAPORT



Cargo movements (y/e 30 Jun 18)

**571,000 tonnes** Export  
**889,000 tonnes** Import

**8%**  
Average annual growth in cargo movements (last 5 years)



**1,736**  
Total vessel arrivals (y/e 30 June 18)



## TERTIARY EDUCATION (CAIRNS CAMPUS)

	JCU	CQUniversity	TAFE
Number of students enrolled	3,913	1,324	11,269
People employed	1,213	162	381
Number of courses offered	134	34	180

## UNEMPLOYMENT



**5.8%** (JUNE 2018)  
Cairns City Unemployment



**6.6%** (JULY 2018)  
Cairns Region (SA4) Unemployment

**14.6%** (JULY 2018)  
Youth

## HOUSING (JUNE 18)



**\$411,000** House  
**\$206,000** Unit  
**\$206,000** Residential land  
**1.9%** Rental vacancy rate

# Strategic Context & Alignment

A shared vision for Cairns cannot be developed in isolation. It must acknowledge, and be built in the context of, broader national, state and regional priorities and initiatives. Accordingly, this shared vision has been developed having regard to policy priorities at a federal, state and regional level to ensure there is strategic alignment. Key considerations in this regard have included:



## FEDERAL LEVEL

- Northern Australia agenda focused on growing the northern Australian economy through a long term agenda of investment and support.
- Smart Cities Plan 2016.
- City Deals – Partnerships between Federal, State and Local Governments and the community to work towards a shared vision for productive, liveable cities and regions.
- Region's 2030 Unlocking Opportunity (2017) report which outlines the Government's future direction for regional Australia across the five key areas of jobs and economic development, infrastructure, health, education and communications.
- Emerging population, decentralisation and migration policy that acknowledges the challenges faced by Australia's major cities in dealing with continued population growth and the role of regional migration and population growth in addressing these challenges.
- Relevant committees and inquiries/reports including:
  - Select Committee on Regional Development and Decentralisation (Regions at the Ready: Investing in Australia's Future (June 2018) report).
  - Standing Committee on Infrastructure Transport and Cities (Harnessing Value, Delivering Infrastructure (November 2016) and Building Up & Moving Out (September 2018) reports).
  - Joint Standing Committee on Northern Australia (Northern Horizons – Unleashing Our Tourism Potential (June 2018) report. A City Deal for Cairns was a recommendation in this report).
- Continued focus on regional infrastructure development supported by funding programs such as the Regional Growth Fund, Building Better Regions Fund and Roads of Strategic Importance Initiative.

## STATE AND REGIONAL LEVEL

- The Queensland Plan: Queenslanders' 30-year vision (2014).
- Overarching state priorities and objectives for the community as outlined in the Our Future State: Advancing Queensland's Priorities (2018) plan. Priorities identified: Create jobs in a strong economy; Give all our children a great start; Keep Queenslanders healthy; Keep communities safe; protect the Great Barrier Reef; and be a responsive government.
- Far North Queensland Regional Plan 2009-2031.
- State Government's plan for regional development in Northern Queensland as set out in the Advancing North Queensland – Investing in the Future of the North (2016) plan.
- State Infrastructure Plan Strategy (2016) and Program Update (2018).
- Attracting Tourism policy and associated funding and project initiatives.
- Continued regional development and growth supported by funding programs such as Building Our Regions and Works for Queensland.
- Future-proofing the Bruce Policy Document (2017) which provides for the establishment of the Bruce Highway Trust with a total investment remit of \$1 billion annually.

# The Framework

A specific framework has been established to guide the development of the shared vision for Cairns. This framework is presented in the adjacent diagram. The component parts of the framework are:

**Aspiration** - The ultimate aim is improved quality of life and liveability for our community today and tomorrow

**Context** - The unique competitive advantages and challenges for Cairns

**Vision** - Framing our aspiration within the context of our unique challenges and competitive advantages

**Strategic Themes** - The key areas of focus that will enable the vision to be realised

**Key Projects and Enablers** - The discrete projects, policy and investment required to deliver the vision

Adopting this framework ensures there is a direct alignment from aspiration through to the key items of action and delivery.



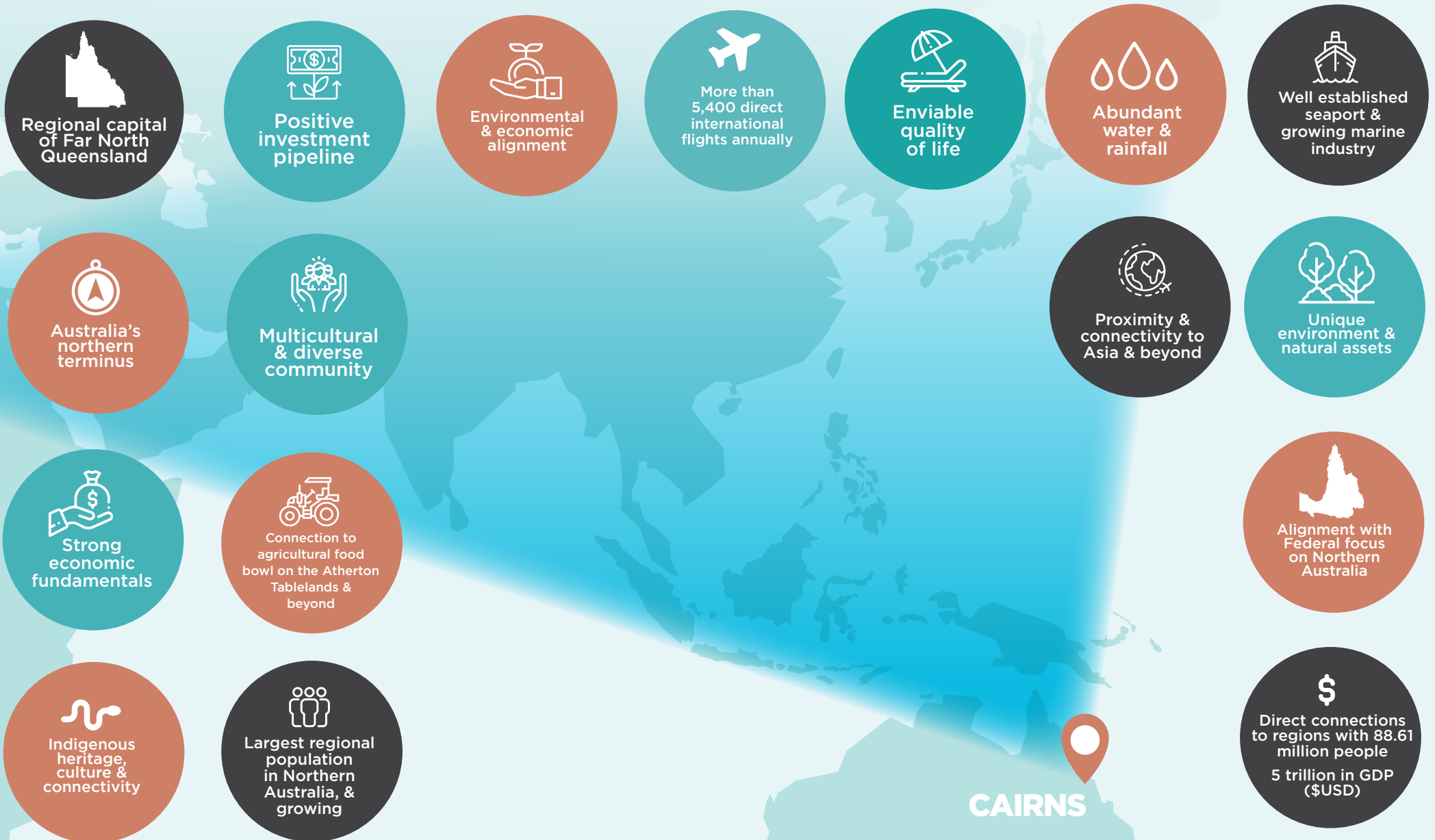
# Our Aspiration Quality of Life & Liveability

Our aspiration focuses on delivering quality of life and liveability outcomes for our community – both today and into the future. In order to deliver on this aspiration, the key factors which contribute to quality of life need to be clearly defined and understood. Eight core pillars have been identified that support quality of life and liveability. The pillars are interrelated and it is recognised that in order to achieve a superior quality of life all eight pillars need to be addressed.



Pillar	Overview
<b>Economic prosperity</b>	A strong and diverse economy provides access to a variety of employment and business opportunities. A resilient and growing economy enables residents of a community to 'plan ahead' with confidence.
<b>Personal material living conditions</b>	Household income, cost of living including housing availability and affordability, energy prices are factors that influence a person's ability to achieve a high quality of life through the impact they have on an individual's personal financial circumstances.
<b>Governance</b>	Efficient and effective government at all levels, clarity of policy and regulation, collaboration between different levels of government, transparent governance and decision making.
<b>Physical safety</b>	Physical safety refers to being protected from situations that put a person's physical security at risk, such as crimes, accidents or natural disasters and people's perception of the likelihood of these risks. The level of 'fear' a person has for their personal safety also impacts their quality of life.
<b>Natural and living environment</b>	The natural environment influences different facets of people's lives by impacting their health and wellbeing. The living environment is influenced by a community's connectivity and transport systems, access to clean air and water, provision of waste services, disaster preparedness and resilience.
<b>Leisure and social interactions</b>	A social life, in which people can enjoy a balance between work and private interests, spending sufficient time on leisure and social interactions is highly associated with life satisfaction. Being able to engage in social activities and access the infrastructure and services which support that is important for an individual's psychological balance and hence wellbeing.
<b>Health and wellbeing</b>	Access to high-quality health and medical services, access to services, facilities and infrastructure that support wellbeing, environmental factors all have an impact on quality of life.
<b>Education</b>	Access to quality and varied primary, secondary and tertiary education increases a person's employment prospects and positively impacts their feeling of self-worth.

# Key Competitive Advantages





# Key Challenges

While Cairns is in a fortunate position with significant competitive advantages, it does have its challenges. Distance from the nation's southern capitals and competing for limited government resources create significant challenges, as does security and affordability of energy, housing and water supply. The consistent challenges identified through engagement with stakeholders include:

- Maintaining the liveability and lifestyle presently enjoyed
- Infrastructure capacity and planning for transport, energy, water and waste, including connections to the wider region
- The health of the Great Barrier Reef and a growing (but incorrect) perception domestically and internationally that the Reef is 'dead'
- Continuing to strengthen and diversify the economy
- Dealing with the potential impacts of climate change and natural disasters
- Balancing the need for economic development in a World Heritage listed environment
- Building on the aviation, seaport and logistics opportunities
- Dealing with significant population growth and identifying the most appropriate spatial pattern
- Keeping the brightest and youngest in the city and offering education and skills pathways to assist the city's future economy

The purpose of the shared vision is to build a clear plan to address these challenges and create the conditions for a prosperous and highly liveable future in Cairns.

The vision statement embodies our aspiration which is centred on the quality of life and liveability of our community. It also reflects the challenges and competitive advantages that are unique to Cairns.

## Vision 2050

### Cairns - the world's most liveable and enterprising regional city

We will achieve this by:

- Harnessing our connection to world-renowned natural assets and the symbiotic relationship between our region's economy and the environment
- Being recognised as the world's best destination to engage with nature
- Leveraging and further developing our air and sea connectivity to the rest of Australia, Asia and beyond
- Appropriately capturing and developing our region's significant natural resources including water, arable land and renewable energy
- Celebrating our unique Indigenous heritage and our connection to both Aboriginal and Torres Strait Islander cultures
- Retaining and attracting the human intellectual capital required to support diverse economic development
- Recognising Cairns' 'regional capital' status within Far North Queensland and developing our intra-region connectivity
- Ensuring the benefits of economic prosperity are broadly spread and that the most vulnerable in our community are not left behind
- Building a strong collaborative relationship between all levels of government and the private sector to deliver the planning, policy, investment and infrastructure required to secure our future prosperity
- Never forsaking our unique entrepreneurial spirit, culture, character and lifestyle

# Strategic Themes

It is common practice when establishing a vision to identify supporting themes. The purpose of the themes is to provide specific detail to the vision statement, as well as a basis for grouping related and complementary projects.

The following list represents a cohesive set of focused themes linking directly to the 2050 vision:

- **Natural Assets** - focused on preserving, protecting and promoting the region's unique natural environment
- **Tourism** - focused on growing, diversifying and promoting the tourism offer
- **Education, Knowledge & Innovation** - focused on delivering high-quality and varied education and skills development opportunities across the sector, further development of the region's international education sector and supporting innovation and the development of 'sunrise' industries
- **Agriculture** - focused on supporting and enhancing the local and regional agriculture, horticulture and aquaculture sectors, delivering water security and providing full supply chain logistics to export the region's prime products
- **Arts & Culture** - focused on developing and enhancing the arts and culture offer and developing and celebrating world's best Indigenous arts, education and events
- **Connectivity & Accessibility** - focused on supporting growth by enhancing connectivity for people, goods and services across air, sea and road transport and digital platforms and investing in the infrastructure that underpins these modes of connectivity
- **Community Wellbeing** - focused on delivering high quality community infrastructure, employment and improved connectivity to enhance the wellbeing of residents and visitors
- **Enabling Policy & Infrastructure** - focused on developing the infrastructure and policy required to support Cairns' strategic direction



# Key Projects & Enablers

A series of projects and enablers have been identified for each strategic theme. These represent the specific projects, policy and initiatives required to support the strategic theme and, ultimately, to deliver the shared vision. The quality of life pillars to which each project contributes are also highlighted.

At the external stakeholder workshop held on 16 August 2018, broad consensus was reached on the key projects/areas where priority emphasis and investment was required. These key projects/areas were:

**Water Security and Development** – Investing in the research, analysis and infrastructure required to ensure the region’s long-term water security needs are met for both urban use and agricultural development.

**Road Network** – Investing in the region’s road network to ensure the efficient transport of people and goods both intra region and inter region and ensuring this investment is undertaken in the context of a broader transport strategy for the region.

**Cairns Hospital** – Securing ‘university hospital’ status and continuing to expand the higher level of services offered locally to ensure the health needs of a diverse and growing resident and visitor population can be met.

**Cairns Aviation Route Development** – Securing additional flights and capacity through the city’s international airport recognising that such capacity supports further development of the region’s tourism, international education and agriculture (high value) sectors.

**Seaport Master Planning** – Completion of long-term master planning for the seaport and adjoining interfaces to balance and meet the future needs of multiple users and stakeholders. Investment in the infrastructure and development required to deliver the master plan.

**Great Barrier Reef and Wet Tropics Rainforest** – Review and implementation of effective management structures and funding streams to support the preservation of these iconic natural assets and addressing the growing domestic and international perception that the ‘Reef is dead’.

**Education and Knowledge** – Investment in tertiary education to ensure retention/attraction of human intellectual capital to the region and to further develop the region’s international education sector.

	Project name	Summary	Quality of Life Pillars
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>NATURAL ASSETS</b></p>	<p><b>Great Barrier Reef and Wet Tropics Rainforest – Preservation, effective management and funding</b></p>	<p>Cairns lies at the gateway to two of the world's greatest natural wonders in the Great Barrier Reef (GBR) and Wet Tropics Rainforest (WTR), both of which are World Heritage listed. As well as the GBR's unquestionable environmental value, it also underpins significant components of the Cairns region's economy, in particular tourism. Recent analysis by Deloitte Access Economics estimated the GBR had an asset value of \$56 billion, contributed an estimated \$6.5 billion annually to the Australian economy and supported 64,000 jobs. The condition and factors impacting reef health need to be better understood and addressed as does adverse domestic and international perceptions on the health of the GBR. The WTR also contributes significantly to the regional economy. The preservation and effective management of these two iconic natural assets must be recognised as a strategic priority of national and global importance if their significant social, community and economic benefits are to be secured for future generations.</p> <p>Key proposals include:</p> <ol style="list-style-type: none"> <li>1. Consolidation and simplification of GBR and WTR management structures including establishment of a World Heritage Commission to manage the GBR and the WTR – one entity, depoliticised and authentically located.</li> <li>2. The World Heritage Commission to be sufficiently funded recognising the significant social and economic value of both the GBR and the WTR.</li> <li>3. Establishment of a dedicated Centre of Excellence for Reef and Rainforest Research aligned to the proposed Commission, to provide unbiased, accurate assessments of the periodic health of the GBR and the WTR and the measures necessary for conservation and protection.</li> </ol>	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #6B8E23;">●</span> Natural and living environment</li> <li><span style="color: #E91E63;">●</span> Leisure and social interactions</li> <li><span style="color: #C0392B;">●</span> Governance</li> <li><span style="color: #2E3192;">●</span> Health and wellbeing</li> <li><span style="color: #00A0C0;">●</span> Education</li> </ul>
	<p><b>Water Security and Quality</b></p>	<p>Water security and quality are key priorities underpinning the future development of Cairns and the surrounding region. While the region enjoys an abundance of rainfall and water resources, strategic investment in infrastructure will be required to ensure sufficient water supply is available for both urban use and economic development. To cater for demand from an increasing population, Cairns will require additional urban water storage and supply capacity in the coming years. In recognition of the need for a strategy addressing the long-term water security of Cairns, Cairns Regional Council established the Water Security Advisory Group (WSAG). WSAG recommendations for medium-term water security for Cairns include the development of the Mulgrave River water source and access to a strategic water resource reserve under the Barron Water Resource Plan. The proposed Nullinga Dam is also a consideration in Cairns' long-term urban water security planning. Support and funding for the implementation of the WSAG recommendations and initiatives will be required.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #6B8E23;">●</span> Natural and living environment</li> <li><span style="color: #C0392B;">●</span> Governance</li> <li><span style="color: #2E3192;">●</span> Health and wellbeing</li> </ul>
	<p><b>Waste Precinct and Regional Waste Strategy Solutions</b></p>	<p>Waste management is an area of city operations that is likely to be subject to significant change in the short, medium and long term, particularly in light of the consistent population growth Cairns is experiencing, increased regulation and changing community attitudes towards waste. It is an area where a 'whole of region' approach is critical if investments in infrastructure are to deliver affordable and effective waste management solutions. Potential impacts of waste management approaches and solutions on the region's iconic natural assets are also key considerations. Cairns Regional Council has recently adopted its Waste Reduction and Recycling Strategy 2018-2027. The strategy has five core strategic objectives:</p> <ul style="list-style-type: none"> <li>• Provide education and awareness</li> <li>• Reduce waste</li> <li>• Maximise resource recovery</li> <li>• Secure our future needs</li> <li>• Advocacy and collaboration</li> </ul> <p>Investment in the infrastructure and policy required to deliver these strategic objectives will be required to meet the challenges waste management poses in a World Heritage environment.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #6B8E23;">●</span> Natural and living environment</li> <li><span style="color: #2E3192;">●</span> Health and wellbeing</li> </ul>



	Project name	Summary	Quality of Life Pillars
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>NATURAL ASSETS</b></p>	<p><b>World Heritage Gateway Centre</b></p>	<p>One of Cairns' key differentiators and competitive advantages is its unique position at the gateway to two World Heritage listed areas, the Great Barrier Reef (GBR) and Wet Tropics Rainforest (WTR). What is missing is a central location where both visitors and the local community can engage and learn more about these two iconic natural wonders and gain a better understanding of how they have evolved over time, the breadth and depth of biodiversity they contain and support, the contribution they make to the region's economy (in particular the tourism economy), and the challenges impacting their future preservation and conservation. The establishment of a World Heritage Gateway Centre in Cairns would address this current gap ensuring the 'story' of the reef and rainforest can be articulated to both visitors and the broader community in an engaging way. It would contribute significantly to a better understanding of the reef and rainforest story creating widespread advocacy for the policy, initiatives and funding required to ensure the ongoing preservation, conservation and promotion of these two unique natural wonders. It thereby supports the significant economic, environmental and social benefits these natural assets deliver. In addition, the centre itself would be recognised as a world class tourist attraction in its own right contributing to increased visitation and length of stay and further contributing to activation within the Cairns City Centre. The centre would also complement the proposed National Indigenous Heritage Centre recognising the close relationship between the GBR and WTR and the region's unique Indigenous heritage and culture. There may even be potential for both facilities to be co-located and thus provide an opportunity for further product development within the tourism sector.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #6B8E23;">●</span> Natural and living environment</li> <li><span style="color: #E91E63;">●</span> Leisure and social interactions</li> <li><span style="color: #0070C0;">●</span> Education</li> </ul>
	<p><b>Citizens of the Great Barrier Reef - Support</b></p>	<p>Citizens of the Great Barrier Reef (CoGBR) is a not-for-profit company established in 2016. CoGBR aims to create and foster a collaborative global movement engaging and inspiring people, organisations and industry to drive positive action for the Great Barrier Reef (GBR). The perception that the Reef is dead, and the apathy that comes with it, is one of the main challenges CoGBR aims to address. Key strategic initiatives include:</p> <ol style="list-style-type: none"> <li>1. Providing a global platform to engage the world into the future of the GBR</li> <li>2. Showcasing best practice science and tourism</li> <li>3. Growing collaborative relationships with the tourism sector</li> <li>4. Providing engagement opportunities for organisations</li> <li>5. Developing and supporting collaborative events</li> </ol> <p>CoGBR plays an important role in connecting the environmental and economic stakeholders of the reef and in creating the worldwide advocacy and support required to engage people in the future of the GBR. A tripartite (Federal, State and Local Government) funding arrangement for the organisation is proposed to ensure CoGBR is able to deliver on its important objectives.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #6B8E23;">●</span> Natural and living environment</li> <li><span style="color: #0070C0;">●</span> Education</li> </ul>

Project name	Summary	Quality of Life Pillars
<b>Cairns Convention Centre Expansion</b>	The operations of the Cairns Convention Centre are currently constrained by the size and layout of existing centre facilities. These constraints limit the ability of the centre to attract large conferences and run multiple events concurrently. The existing centre facilities also require refurbishment to maintain the centre's competitive position in the national and international conference market. Future expansion plans will need to consider the surrounding land uses contemplated in the proposed Global Tourism Hub development as well as Council's City Centre Master Plan. To address these issues a significant expansion of the centre, coupled with a refurbishment of existing facilities is required. The State Government announcement of \$176 million in funding to support these objectives is welcomed and will deliver significant economic benefits to Cairns through increased visitation. A business case for the \$176 million State Government investment is currently being undertaken by Building Queensland. The business case focuses on both the economic and social benefits the centre's expansion will provide. The business case is expected to be completed in mid-2019. Subject to the outcomes of the business case process, formal commitment of State Government funding to deliver the project will be required.	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #E91E63;">●</span> Leisure and social interactions</li> </ul>
<b>Global Tourism Hub/Cityport LAP</b>	The Ports North Cityport adjoins the Cairns CBD to the south-east. The Cityport precinct has seen many successful developments over the years and is home to high-quality hotels, commercial facilities, tourism venues and a high-quality public realm. The identification and attraction of business proposals (highest and best use) for several prime waterfront lots that provide an appropriate interface between the operational port and the city is continuing. In late 2017, the State Government announced the Cityport land as an ideal site for a proposed Global Tourism Hub (GTH) in Cairns. The proposed GTH aims to deliver an integrated resort development that supports tourism, employment growth and economic activity while ensuring protection of critical port uses. Following an initial registration of interest phase, the State Government issued Expression of Interest (EOI) documentation to shortlisted proponents. Shortlisted proponents were required to demonstrate in their EOI proposals their vision, capability, capacity and experience to deliver the GTH. EOI responses are currently being assessed and proponents successful in this phase will be issued with the Request for Detailed Proposals (RDP) documentation in Q1 2019. The GTH has potential to deliver significant economic benefits to the Cairns region and to also secure improvements to the public realm and enhance connectivity with the Cairns city centre. Collaborative engagement between the State, GTH project proponents and Council will be required as planning progresses to ensure there is integration and connectivity between the development and the broader city centre.	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #66BB6A;">●</span> Natural and living environment</li> <li><span style="color: #E91E63;">●</span> Leisure and social interactions</li> </ul>
<b>Wangetti Trail</b>	The Wangetti Trail is a proposed 76 kilometre dual use (mountain biking and hiking) trail stretching along the coastal plains and mountain hinterland between Palm Cove and Port Douglas. The trail will be one of Australia's leading adventure based ecotourism experiences, attracting visitors on an international scale. The trail will provide walkers and mountain-bike riders with a wilderness bushland and ocean experience, showcasing the beauty of the Wet Tropics Rainforest, national parks and the Great Barrier Reef. The trail is anticipated to be completed in six days/five nights (end-to-end) for walkers and two days/one night for riders. Due to the trail's unique accessibility, visitors will have the ability to 'drop in' and 'drop off', allowing them to complete individual sections rather than the entire trail. Detailed design and the preparation of a full business case is currently underway and being led by the Queensland State Government. The business case will define the commercial viability and management arrangements as well as the capital costs for construction and ongoing maintenance requirements. Subject to the outcomes of the business case, funding will be required to undertake the project's construction phase to establish this iconic nature based tourism experience that provides regional benefits across Council boundaries.	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #66BB6A;">●</span> Natural and living environment</li> <li><span style="color: #E91E63;">●</span> Leisure and social interactions</li> <li><span style="color: #3949AB;">●</span> Health and wellbeing</li> </ul>
<b>Tourism Funding</b>	The domestic and international market for tourism and visitation is extremely competitive. An increasing global middle class has led to the Australian tourism market growing significantly and a positive outlook for the future. However, funding directed to tourism and destination marketing is critical to retain and grow market share, particularly for regions such as Tropical North Queensland. Continued and increased investment in tourism and destination marketing by all levels of government is required in order to strengthen this important component of the Cairns region's economy. It complements the development of new regional tourism attractions and experiences (including those outlined in this shared vision) as well as the investment in airline route development to ensure there is the capacity to accommodate increased visitation.	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> </ul>

EDUCATION, KNOWLEDGE & INNOVATION

Project name	Summary	Quality of Life Pillars
<b>JCU Cairns Enterprise Bundle</b>	Cairns, as a city on the point of transition from large regional centre to an important global tropical city, is extremely well placed to capitalise on changing global dynamics. Place and proximity are important to enterprise and economic development and the projects in this bundle create the knowledge community needed to drive a knowledge economy, attracting investment, organisations and knowledge workers to Cairns. Capitalising on JCU’s expertise in the Internet of Things (IoT), the Cairns Tropical Enterprise Centre (CTEC) in particular will provide the connective tissue for activity across industry sectors in Cairns and enable translation of IoT capacity and innovative thinking in the broader Far North Queensland community into products, processes and services of economic and social benefit. This Enterprise Bundle is designed to support a consortium of entrepreneurs and innovation ecosystem enablers that, in economic terms, provide the critical mass created by the colocation of a large-scale Digital Hospital, JCU, along with residential and community amenities. This will attract further investment from allied services and industries. The Enterprise Bundle includes: Cairns Tropical Enterprise Centre \$50 million; Tropical Sports Conditioning Centre \$33 million; and Cairns Innovation Lodge \$40 million.	<ul style="list-style-type: none"> <li>● Economic prosperity</li> <li>● Education</li> </ul>
<b>CQU Cairns Campus and Community Impact Plan</b>	CQUniversity’s (CQU) Cairns CBD campus has reached capacity significantly ahead of expectations. CQU now seeks to cement its presence in Cairns permanently through the acquisition of long-term, purpose designed CBD facilities capable of accommodating 2500+ students. Expanded facilities will allow for the next stage of course offerings, bringing many new qualifications to Cairns for the first time. There are two ways in which to achieve this. Either through a single multi-purpose building or through multiple, purpose built and strategically located facilities chosen for proximity to industry. Key components of CQU’s \$55 million Cairns Community Impact Plan include: new permanent CBD accommodations; an Asia Pacific Aviation Hub focusing on state-of-the-art aviation facilities to be constructed at the airport; a First Nations Think Tank and Research Centre focused on policy and programs that respond to the needs of First Peoples and their communities; a performing arts facility to support the performance aspects of the CQU Creative Arts degree program; extension of CQU’s high impact research capability; and in replacement of the recently delivered Professional Sports Centre of Excellence, an Allied Health Facility to expand the range of allied health degree programs offered in Cairns.	<ul style="list-style-type: none"> <li>● Economic prosperity</li> <li>● Education</li> </ul>
<b>Study Cairns Initiatives</b>	International education is a key growth sector of the Cairns economy and supports regional economic diversification. The sector is a high yielding one with the length of stay of international students being significantly longer than domestic and international tourists. Family and friends visiting international students while they study in Cairns also provides a boost to the local economy. Study Cairns represents organisations, institutions and businesses in Cairns that are dedicated to providing help and support to students when they are studying in the Cairns region. Study Cairns also actively promotes the region’s education sector to international markets. A tripartite (Federal, State and Local Government) funding arrangement for Study Cairns will be critical to the continued expansion of this key sector of the regional economy and the effective marketing and promotion of the sector internationally.	<ul style="list-style-type: none"> <li>● Economic prosperity</li> <li>● Education</li> </ul>
<b>Innovation Precinct</b>	Cairns is ideally placed as a city of choice to capitalise on the ‘start-up’ trend. It offers the convenience of a modern city, has air services to all Australian mainland capital cities and connectivity to key Asian countries. Cairns also offers significant lifestyle benefits compared to competing destinations. Consideration should be given to the establishment of an Innovation Precinct offering assistance to this sector through taxation and stamp duty relief and other specific investment attraction measures. The sector could be co-ordinated through a collaborative approach to industry support and promotion, similar to the services offered by Study Cairns to the international education sector.	<ul style="list-style-type: none"> <li>● Economic prosperity</li> <li>● Education</li> </ul>

AGRICULTURE

Project name	Summary	Quality of Life Pillars
<b>Nullinga Dam</b>	The Nullinga Dam site, located on the Walsh River on the Atherton Tablelands, has been proposed as a critical piece of water supply infrastructure to stimulate and expand irrigated agriculture in the region by supplementing existing water supplies. Nullinga Dam is also an important consideration in the long term urban water security for Cairns. A preliminary business case for the Nullinga Dam project was completed in 2017 and a detailed business case is currently being undertaken by Building Queensland engaging with the project proponent (SunWater) and stakeholders more broadly. It is important that this business case be completed as a matter of urgency and that, subject to the outcomes of the business case, funding is committed to enable the construction and delivery of this strategic regional infrastructure project.	<ul style="list-style-type: none"> <li>● Economic prosperity</li> <li>● Health and wellbeing</li> </ul>
<b>Agricultural Export Development</b>	Cairns acts as a service and logistics centre for the region's significant agricultural sector. In 2016/17 the gross value of agricultural production in the Cairns region (a region encompassing the Cairns local government area and immediate surrounding shires) amounted to \$1.1 billion (around 8% of total Queensland agricultural production). A diverse range of crops and livestock farming is undertaken. An abundance of rainfall and water and favourable weather conditions support further development of the region's agricultural sector. An internationally connected airport and seaport in Cairns also provides an opportunity for direct freight connections to export markets. Cairns has the potential to act as an export freight logistics hub servicing the broader north Queensland region to the north, south and west. These competitive advantages warrant a detailed agricultural export review being undertaken to identify how potential export links can be further developed. An analysis of potential export markets, focusing on those markets that either already have established air/sea links with Cairns or where there is significant potential for direct links to be established, should be undertaken to identify potential demand for agricultural products from the region. This should include analysis of potential demand for agricultural products already being produced in the region as well as new crops/livestock that could be produced having regard to the region's climatic and other conditions. Feasibility analysis is then required for the entire supply chain (including logistics) to determine the commercial feasibility of these potential markets and to identify which markets/industry sub sectors should be the focus for further development and investment. Expansion of high value agricultural exports through the Cairns airport would also contribute positively to further airline route development and sustainability by expanding the factors underpinning the development beyond tourism visitation alone. This complementary benefit should be considered in the economic analysis of high value agricultural export development opportunities.	<ul style="list-style-type: none"> <li>● Economic prosperity</li> </ul>
<b>Mitchell River Catchment Development</b>	<p>In July 2018, CSIRO completed the Northern Australia Water Resource Assessment (NAWRA) of the Fitzroy, Darwin and Mitchell River catchments. The Mitchell River flows from the Atherton Tablelands (50 kilometres north west of Cairns) to the Gulf of Carpentaria. CSIRO's NAWRA assessment of the Mitchell River catchment concluded that:</p> <ul style="list-style-type: none"> <li>• The catchment had a mean annual rainfall of 996mm and a mean annual run off of 246mm</li> <li>• 3 million hectares of soil surrounding the catchment was assessed as being moderately suitable for agriculture</li> <li>• The catchment had the potential to support 140,000 hectares of year-round irrigated agricultural development via the establishment of four large instream dams</li> <li>• The catchment had capacity to support four large instream dams that could release 2,800 GL of water for agriculture in 85% of years</li> </ul> <p>The NAWRA has clearly identified the potential from harnessing the significant resources in the Mitchell River catchment. Funding is now required for the concept development, feasibility and business case work needed to identify the infrastructure, policy and investment required to realise the potential of this significant natural resource.</p>	<ul style="list-style-type: none"> <li>● Economic prosperity</li> </ul>



ARTS & CULTURE

Project name	Summary	Quality of Life Pillars
<b>Cairns Gallery Precinct</b>	Cairns has the opportunity to be recognised as the Arts and Cultural Capital of Northern Australia. The Cairns Gallery Precinct is a project that clearly supports this ambition. The project will transform and connect three heritage listed buildings in the Cairns City Centre (the Cairns Art Gallery, 'Old' Court House and former Mulgrave Shire Council offices) and establish a new world class gallery building to create a dynamic and unique gallery precinct with benefits for both the local community and domestic and international visitors. In addition to the significant economic impact and employment created during construction, once operational, the project will add \$19.4 million per annum to the regional economy (Gross Regional Product) and support full time jobs through its direct operation and induced tourism expenditure. Cairns Regional Council is advocating for a tri-partite funding arrangement for the project with Federal, State and Local (Council) government each contributing one third of the project's total capital cost of \$39.8 million.	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> <li><span style="color: #F08080;">●</span> Leisure and social interactions</li> <li><span style="color: #2E2E72;">●</span> Health and wellbeing</li> <li><span style="color: #00728F;">●</span> Education</li> </ul>
<b>National Indigenous Heritage Centre</b>	<p>Cairns has the highest proportion of population that is Indigenous of any city in Australia. Cairns is also the only region with direct connectivity to both Aboriginal and Torres Strait Islander culture. Protecting and preserving our Indigenous history, heritage and culture is not only an essential part of our community's identity, but it also provides employment opportunities and social benefits for the region's First Peoples. One of the great gaps that exists within our national community has been an inability to reconcile our past and to unite, accept and embrace a 'many cultures one country' philosophy. This could be demonstrated through the establishment of a National Indigenous Heritage Centre (of art, history, research, dance, language, education, story-telling and more) that unites all Australians. Cairns/TNQ provides an authentic location for the establishment of such a National Indigenous Heritage Centre. Such a centre would become an iconic part of Australia's heritage and culture and ultimately achieve similar status to attractions such as the Australian War Memorial and Australian Stockman's Hall of Fame. The National Indigenous Heritage Centre would aim to:</p> <ul style="list-style-type: none"> <li>• Protect, celebrate and preserve the unique cultural heritage of Australia's Indigenous peoples</li> <li>• Embrace a 'many cultures, one country, one world' philosophy</li> <li>• Create Indigenous business enterprise and employment opportunities</li> <li>• Be an engaging, 'must see' world-class attraction for locals and tourists</li> <li>• Be a key regional enabler supporting the promotion and sharing of indigenous culture and heritage within the Far North Queensland region including Cape York and the Torres Strait</li> </ul> <p>The centre would also complement the proposed World Heritage Gateway Centre recognising the close relationship between the region's First Nation Peoples and the GBR/WTR. There may even be potential for both facilities to be co-located. Progressing the concept must include close collaboration with the region's and the nation's Indigenous people.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> <li><span style="color: #F08080;">●</span> Leisure and social interactions</li> <li><span style="color: #2E2E72;">●</span> Health and wellbeing</li> <li><span style="color: #00728F;">●</span> Education</li> </ul>
<b>Cairns Indigenous Art Fair</b>	Cairns Indigenous Art Fair (CIAF) is a unique three day event that merges an Indigenous art market with a celebration of Queensland Aboriginal and Torres Strait Islander cultures. It is the only art fair in Australia to welcome commercial art galleries and Indigenous art centres to showcase and sell art by Queensland Aboriginal and Torres Strait Islander artists. It is committed to providing an ethical marketplace for the sale and purchase of Queensland Indigenous art and supports the career development of Queensland Indigenous artists. CIAF has grown to be one of the most recognised art fairs/festivals in Australia. Event organisers are actively seeking private sector funding for the event but in recognition of the event's significant contribution to the Indigenous art community, also require a commitment from all levels of government to secure the future of the event.	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> <li><span style="color: #F08080;">●</span> Leisure and social interactions</li> <li><span style="color: #2E2E72;">●</span> Health and wellbeing</li> <li><span style="color: #00728F;">●</span> Education</li> </ul>

Project name	Summary	Quality of Life Pillars
<b>Cairns Sea Port Master Planning</b>	Cairns Sea Port is a critical enabler for the city of Cairns and the broader Tropical North Queensland region. Importantly, the Port is part of the community, and it is infrastructure of state and national importance. The Port has served as the natural consolidation and redistribution centre for supplies shipped to the coastal communities north of Cairns as well as the Torres Strait Islands and the Gulf of Carpentaria. It also acts as a supply and service centre for the Freeport mine operations in Indonesia, with regular shipping operations transiting through the Port. Cruise shipping, freight and logistics, marine maintenance, commercial fishing, super yachts, navy and marine based tourism are just some of the many users and stakeholders reliant on an effectively operating and protected seaport. The port's existing masterplan has guided historical port development and is due for review. Future expansion of seaport operations, an increasing regional population and balancing the competing needs of the wide variety of seaport users and stakeholders needs to be considered in the detailed master planning review. The completion of long term and detailed master planning for the seaport and immediately adjoining interface areas is a critical initiative as will be investment in the infrastructure and development required to deliver that master plan to meet the demand. The objective of this master planning will be to properly assess market demands and optimise and protect the use of key port infrastructure and address operational, economic, environmental and community relationships, supply chains and surrounding land uses.	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> <li><span style="color: #669933;">●</span> Natural and living environment</li> <li><span style="color: #C0504D;">●</span> Governance</li> </ul>
<b>HMAS Cairns Expansion</b>	HMAS Cairns has a responsibility extending from Rockhampton to Thursday Island. HMAS Cairns' primary responsibility is to provide maintenance, logistic and administrative support for Cairns based units and to provide refit and training support for neighbouring Pacific Island nations (Pacific Class Patrol Boats). The Federal Government has recently pledged a \$200 million investment in HMAS Cairns to enable four new offshore patrol vessels to be based in Cairns. A further \$313 million investment is expected in 2025-26. Continued investment in the HMAS Cairns base not only strengthens Australia's border security and defence capabilities but has significant flow on economic benefits to the Cairns region and supports skills development in the marine maintenance sector. The economic contribution from this sector is also relatively stable and not subject to the impact of fluctuations in economic conditions and other factors such as interest and foreign exchange rates. As a result, this sector plays an important role in supporting regional economic resilience.	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> </ul>
<b>Cairns Shipping Development Project</b>	The Cairns Shipping Development Project will provide critical infrastructure necessary to support the expansion of Cairns' cruise ship, naval defence and commercial marine activities. The project will significantly enhance the operations and capabilities of the Cairns Sea Port. The project has direct linkages with and supports the growth of Cairns' marine maintenance industries, which service the naval, tourism and commercial fishing sectors. Specific initiatives include: dredging to widen, deepen and lengthen the existing outer shipping channel (Trinity Inlet); widening and deepening of the existing inner harbour channel and Crystal Swing Basin; establishment of a new shipping swing basin (Smith's Creek Swing Basin) to enable future expansion of the HMAS Cairns Navy base; wharf upgrades and placement of material from capital dredging on land. The \$120 million project was approved by the Coordinator General in February 2018 with dredging expected to commence in 2019.	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> <li><span style="color: #E91E63;">●</span> Leisure and social interactions</li> </ul>
<b>Super Yacht Industry Development</b>	The super yacht sector is a high growth and high yielding segment of the regional economy. Changes to the Coastal Trading Act to allow superyacht charters and longer stay times will help support this important industry sector. Recommended changes include: 12 month permits for superyachts to operate commercially in Australia without the need to enter for consumption and a charter permit system to last 12 continuous months (this allows multiple entries into and out of Australia during the 12 months). The Super Yacht Group Great Barrier Reef Inc (SYGGBR) is a not-for-profit organisation focused on continuing to develop the region's super yacht sector by undertaking marketing, business development and advocacy activities that encourage additional super yacht visitation and increased length of stay. A tripartite (Federal, State and Local Government) funding arrangement for SYGGBR is required to continue to expand the organisation's operations, which will contribute to the continued development of this strategic industry sector.	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> </ul>
<b>Cairns Marine Maintenance Precinct</b>	The aim of the Cairns Marine Maintenance Precinct is to ensure sustainable marine capacity in Cairns to service both defence and the broader marine industry. The development of the precinct will require Federal Government commitment to undertake long term refit and maintenance services for both Australian Naval and Border Force vessels and Pacific Class Patrol Boats in Cairns. Further funding will be required to complete stage 2 works associated with the development of a Sustainment Marine Hub in Cairns to ensure future defence and industry maintenance needs can be met. Potential investment in common use facilities should also be investigated.	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> </ul>









CONNECTIVITY & ACCESSIBILITY

Project name	Summary	Quality of Life Pillars
<b>Cairns Aviation Route Development</b>	<p>Continued expansion of international aviation connectivity to Cairns will be critical to the ongoing growth of the region's economy, particularly in tourism but also international education and high value agricultural exports. Target markets for future expansion include: Europe, Asia and North America. Partnership arrangements between airlines, airports, the tourism industry and all levels of Government are critical in delivering new air services to Cairns and other regional tourism destinations. The ongoing maintenance and availability of a funding pool to enable further airline routes to be identified, negotiated, de-risked and secured is critical to achieving this objective as is the broader government policy settings that underpin the destination competitiveness of Cairns in a global market for airline attraction. In addition to international aviation route development, initiatives to increase domestic aviation capacity into Cairns also need to be considered. With approximately 75% of international travellers to Cairns arriving on a domestic flight, increasing domestic aviation capacity to the city provides an avenue to support further tourism growth.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #6B8E23;">●</span> Natural and living environment</li> <li><span style="color: #E91E63;">●</span> Leisure and social interactions</li> </ul>
<b>Cairns Metro Concept</b>	<p>The Cairns Metro concept would provide for a direct and high frequency public transport link between the Cairns Airport and the Cairns City Centre including the proposed Global Tourism Hub site. Cairns is a regional city with unique potential for such a service given the region's high visitor population (almost 3 million visitors per year) and the fact the Cairns International Airport is the seventh busiest airport in Australia, ahead of all other regional airports and a number of State/Territory capital city airports. The Cairns community has expressed a desire to see innovative public transport options progressed. The Cairns Metro concept could potentially see the deployment of electric tram like vehicles or alternate innovative transport solutions. The project could also link to the future expansion of a wider public transport network to the north and south and be a key component part of the delivery of a wider transport strategy for the region. The concept warrants further investigation in consultation with key stakeholders including the Cairns Airport.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #6B8E23;">●</span> Natural and living environment</li> </ul>
<b>Transport Strategy</b>	<p>Key to the long term liveability of Cairns will be the development and implementation of a long term transport strategy for the city. Greater emphasis on alternative transport modes such as bus, rail, walking and cycling will need to be considered as part of this strategy, as well as emerging transport technologies such as autonomous and electric vehicles. A 'Green Train' and an electric bus network are among ideas that have been put forward. The Cairns Transit Network Concept Design Report was completed by Queensland Department of Transport and Main Roads (DTMR) in 2010. The report contained concept designs for a future bus oriented public transport network that serviced the main communities in Cairns. The study identified potential transport corridors that would provide efficient running for a bus network from Palm Cove in the north to Gordonvale in the south. A medium to long term transport strategy for the city is required identifying preferred modes of transport, implementation planning, and impacts on related activities such as parking.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #6B8E23;">●</span> Natural and living environment</li> </ul>
<b>Cairns Road Network Projects</b>	<p>The road networks both within Cairns and connecting Cairns to regions located to the north, south and west are critical enablers for the regional economy. An effective road transport network also contributes to the region's liveability by facilitating efficient travel both within region and to/from outside the region for work, leisure and social purposes. Safety considerations for all modes of transport are an important consideration. Key projects and priorities include:</p> <ul style="list-style-type: none"> <li>• Upgrades to the Captain Cook Highway, including the Smithfield Bypass and a series of improvements working from the city north, to facilitate improved traffic flow and reduce commute times from the city's northern suburbs</li> <li>• Upgrade of the Bruce Highway between Edmonton and Gordonvale including 'four laning' and removal and/or restriction of existing intersections to improve southern traffic flow</li> <li>• Upgrade of the Bruce Highway between Kate and Aumuller Streets to increase traffic capacity from the southern corridor</li> <li>• Potential 'six laning' of the Captain Cook Highway between North Cairns and Yorkeys Knob to improve traffic capacity between the city and the northern suburbs</li> <li>• Further upgrades to the Western Arterial Road/Brinsmead Kamerunga Road to support improved traffic flow bypassing the city centre. Upgrades to roads and intersections connecting the Western Arterial Road to the Bruce Highway are also required to facilitate efficient bypass traffic flow</li> <li>• The roads and highways to the north of where the Bruce Highway currently terminates (at Draper Street just south of the Cairns CBD) are not included in the National Land Transport Network and are therefore not eligible for Federal funding. The roads connecting the Bruce Highway to the intersection of the Captain Cook Highway and Kennedy Highway at Smithfield and associated connections to the Cairns Airport should be included in the National Land Transport Network to ensure funding is secured for the future development of these strategic road corridors.</li> <li>• Capacity improvements on the Kuranda Range Road connecting Cairns with the Atherton Tablelands and beyond. Given how critical the Kuranda Range is as a key piece of enabling road infrastructure for the region, it should also be considered and included within the National Land Transport Network review being undertaken in 2018.</li> </ul> <p>In addition to these proposals, there is a series of other road projects that would contribute positively to traffic flow, interconnectivity and economic activity in Cairns. The projects include proposals on Federal, State and Council controlled roads. Tripartite government collaboration will be required to ensure priorities are established and to deliver benefits across the entire road network targeting investment in areas of greatest priority but also ensuring all projects contribute to a wider road network strategy.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A0C0;">●</span> Economic prosperity</li> <li><span style="color: #34495E;">●</span> Natural and living environment</li> <li><span style="color: #E91E63;">●</span> Leisure and social interactions</li> <li><span style="color: #F1C40F;">●</span> Physical safety</li> </ul>

Project name	Summary	Quality of Life Pillars
<b>Cairns Hospital and Health Services</b>	<p>Health and wellbeing are critical foundations to a community's quality of life and are essential if communities are to continue to grow and prosper. Expansion of the facilities and status of the Cairns Hospital as well as investment in the broader regional services managed by the Cairns and Hinterland Hospital and Health Service will be required to meet the future needs of a growing regional population. The region's unique demographics, including significant visitor and Indigenous populations, are also a key consideration when planning for the future health needs of Cairns. The aim is for Cairns Hospital to become a university hospital within the medium term and for the hospital to continue to expand the higher level of services offered locally. Key priorities for Cairns include:</p> <ul style="list-style-type: none"> <li>• Investment in a new mental health unit at the Cairns Hospital</li> <li>• Delivery of the Cairns Southern Corridor Medical Precinct</li> <li>• Development of a research institute to support the goal of Cairns Hospital becoming a university hospital in the medium term</li> <li>• Investment in new/upgraded emergency department facilities and infrastructure</li> <li>• Continued development of specific models of care to address chronic disease, particularly in the region's Aboriginal and Torres Strait Islander populations</li> <li>• Second catheterization laboratory ('cath lab')</li> <li>• Hybrid theatre for vascular surgery</li> <li>• Ongoing investigation into the potential to provide higher level services locally at the Cairns Hospital that are currently only available 'outside of region' (e.g. neurosurgery)</li> </ul>	<ul style="list-style-type: none"> <li>● Economic prosperity</li> <li>● Health and wellbeing</li> <li>● Education</li> </ul>
<b>City Centre Master Plan</b>	<p>Cairns Regional Council has embarked on the development of a new City Centre Master Plan to provide a framework for the future development of the city's central business and tourist district. A vibrant and attractive city centre provides a valuable public realm for the enjoyment of our local community and provides diversification for the region's tourism offering encouraging both increased visitation and increased visitor length of stay. It also provides an opportunity for improved physical and personal safety by incorporating elements of CPTED (Crime Prevention Through Environmental Design). The Plan will build upon and complement significant projects either recently completed or currently in progress. The need to recognise and consider the interface between the City Centre Master Plan and adjoining land areas such as the proposed Global Tourism Hub site and broader Cityport areas will be an important consideration. Public consultation has been undertaken, focusing initially on four key project opportunities being: A renewed Esplanade Parklands, Esplanade Dining Precinct, Gallery Precinct, and City Streets. As the concepts develop and community preferences and support is established, investment will be required to implement priority projects over time. The plan will ensure this investment is coordinated in the context of a broader vision for the Cairns City Centre and delivers an integrated public realm that will be enjoyed by future generations of both locals and visitors.</p>	<ul style="list-style-type: none"> <li>● Economic prosperity</li> <li>● Natural and living environment</li> <li>● Leisure and social interactions</li> <li>● Physical safety</li> </ul>
<b>Cannon Park/Cairns Showgrounds</b>	<p>Cannon Park and the Cairns Showgrounds both occupy significant footprints within the Cairns City. There is potential for further development of these sites/facilities to deliver higher use outcomes and maximise utilisation. The city lacks a large outdoor entertainment venue for major concerts, particularly those targeted at the youth and young adult demographic. Such a facility could be considered within any proposal to further develop the Cannon Park and/or the Cairns Showgrounds sites. There may also be opportunities for certain sporting facilities to be accommodated to maximise utilisation. Continued investigation of the potential further development of the Cannon Park and the Cairns Showgrounds sites, in consultation with the respective organisations, is required.</p>	<ul style="list-style-type: none"> <li>● Economic prosperity</li> <li>● Leisure and social interactions</li> </ul>
<b>Rectangular Stadium</b>	<p>Cairns Regional Council has undertaken to determine a site for a rectangular stadium in Cairns. The ownership and operating model for any stadium is to be subject to further consideration, ideally in partnership with the State Government. Collaboration needs to occur to investigate and identify the most appropriate site for the stadium. Consultation with stakeholders and relevant organisations that manage/operate the potential sites will be required. The potential for a Cairns/PNG NRL team is an opportunity to be investigated and may help support the business case for stadium development. An elite level sporting stadium would further enhance the region's attractiveness as a destination for elite level training and tropical sports conditioning both of which would contribute to a continued diversification of the regional economy.</p>	<ul style="list-style-type: none"> <li>● Economic prosperity</li> <li>● Leisure and social interactions</li> </ul>



ENABLING POLICY & INFRASTRUCTURE

Project name	Summary	Quality of Life Pillars
<b>Cairns City Deal</b>	A City Deal is a tripartite arrangement bringing together all three levels of government (Federal, State and Local), the community and private enterprise to drive economic development and liveability within Australia's cities. A number of cities in Australia have already secured a City Deal. A City Deal for Cairns would 'fast track' the implementation of the numerous key initiatives outlined in this shared vision by securing the commitment of all three levels of government to the funding and policy required for implementation. For this reason, securing a City Deal for Cairns is, of itself, an important initiative underpinning the city's vision.	 All eight pillars
<b>Industrial Land Development</b>	Ensuring that sufficient land is available for future industrial development and in the appropriate location/s, is a long term planning initiative that will help support the future growth and development of Cairns. Balancing industrial land development with agricultural and other land uses is also an important consideration. The State Government has recently announced a State Development Area ('SDA') for the Cairns South region. The proposed Cairns South SDA is east of the Bruce Highway and north of Gordonvale at Wrights Creek. The State Government, Council and other stakeholders will need to work collaboratively to ensure the potential benefits of future industrial land development can be maximised.	 Economic prosperity
<b>Energy Security</b>	Security of future affordable energy supply will be a critical factor in the region's sustained economic development and future population growth. Renewable energy projects will play a key role in providing this energy security. To achieve effective energy security, a mix of renewable energy sources is essential. The abundance of sunshine, wind and water resources in the Cairns and Far North Queensland region mean that the development of a range of renewable energy projects including solar, wind farms and pumped hydro all have potential and warrant further attention and investigation. Commitment of resources and funding to undertake the concept studies, feasibility and business case work required to establish the viability of a variety of renewable energy projects will be an important investment in the region's long term energy security.	 Economic prosperity  Health and wellbeing  Personal material living conditions
<b>Uniform Electricity Tariff Policy</b>	The aim of the Uniform Tariff Policy (UTP) is to provide, wherever possible, that customers of the same consumption class should pay no more for their electricity merely because of their geographic location in Queensland. UTP will deliver electricity as an essential service, on a fair basis, regardless of location and encourage economic development in regional Queensland. Continuation of the principles underlying UTP are critical to the region's ongoing competitiveness.	 Economic prosperity  Personal material living conditions
<b>Regional Population and Migration Policy</b>	In August 2018, the Australian population reached 25 million people. Recent population growth in Australia has significantly exceeded forecasts which has resulted in an infrastructure deficit and settlement imbalance particularly in major capital cities such as Sydney and Melbourne where the majority of population growth has been concentrated. This rapid population growth presents significant challenges in major cities such as dealing with increased traffic congestion and delivering new infrastructure in already heavily populated areas. Policy which supports population growth and migration to regional cities such as Cairns can be part of a solution which not only relieves the pressure on our nation's major capitals, but also supports continued economic development in Australia's regions. Cairns has unique competitive advantages when it comes to attracting and retaining migrants including: an existing diverse and multicultural community and population, strong connectivity and accessibility by virtue of the city's well established international airport, low unemployment and a strong private and public investment pipeline, and a superior quality of life and liveability. With this in mind, a review of population and migration policy is required to identify measures which can support regional population growth and migration. Such a review should consider: <ul style="list-style-type: none"> <li>• Specific requirements for skilled migrants to settle in regional areas for fixed periods;</li> <li>• Implementation of a Designated Area Migration Agreement for the Cairns Region;</li> <li>• A widening of the list of occupations available for skilled migration to regional areas;</li> <li>• Incentives and policy to encourage domestic relocation to regional areas;</li> <li>• Government decentralisation; and</li> <li>• Support for the infrastructure and regional economic development initiatives needed to underpin regional employment and migration (both domestic and international).</li> </ul>	 Economic prosperity

	Project name	Summary	Quality of Life Pillars
<b>ENABLING POLICY &amp; INFRASTRUCTURE</b>	<b>Housing Supply and Affordability Policy and Review</b>	<p>The supply and availability of affordable housing represents a potential constraint to the future growth of Cairns. Despite strong regional economic fundamentals, a positive economic outlook, low rental vacancy rates and a pipeline of public and private sector investment, property values remain subdued and construction and development of new housing remains below historical averages. Physical barriers to development (mountain ranges to the west and ocean to the east) restrict available land and present development challenges. Housing policy settings (including APRA's prudential restrictions on investment lending) impacting Cairns need to be investigated to ensure there is an environment that supports the expansion of housing investment in the region. The approach to housing density also needs to be considered. Increased density provides an opportunity to improve housing affordability and would support the future development of the city's public transport systems. However, to date, barriers such as community expectations/perceptions and comparably lower prices for existing unit/high density property (versus 'new builds') have meant the development of new higher density housing stock remains subdued. A review of the benefits and barriers to higher density living in Cairns is needed to identify how the city could effectively transition to higher density housing/accommodation. Links to the CairnsPlan 2016, transport strategy and the Federal Government's proposed National Housing Finance and Investment Corporation should also be explored as part of this review.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> <li><span style="color: #003366;">●</span> Personal material living conditions</li> </ul>
	<b>Trade and Investment Resourcing and Support</b>	<p>The Cairns region has unique trade and investment potential. Significant tourism, international education, agriculture and, in the broader region, mining activities represent just some of the region's industries with significant export and investment potential. The city's airport and seaport, both with established links and growth potential, also represent key enablers for regional trade and investment. Despite this competitive advantage and potential, government resourcing 'on the ground' for trade and investment is extremely low which translates to low recognition of trade and investment opportunities in potential export and investment markets. A significant increase in the 'on the ground' resourcing in Cairns from within Trade and Investment Queensland (TIQ) and Austrade is required to address this situation. This would ensure a better understanding of regional trade and investment opportunities and also ensure that such opportunities are able to be effectively communicated through existing TIQ and Austrade channels to key export and investment markets.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> </ul>
	<b>Addressing the High Cost of Insurance</b>	<p>The high cost of insurance adversely impacts housing affordability, the attractiveness of investment housing and business and economic performance. The Federal Government established the Northern Australia Insurance Premiums Taskforce to consider the feasibility of options to lower insurance premiums in areas subject to high cyclone risk and to make policy recommendations. The Taskforce delivered its final report to the Federal Government in November 2015. It is understood that the Federal Government is still considering the Taskforce's report and findings. In addition, in July 2017, the Australian Competition and Consumer Commission (ACCC) commenced an inquiry into the supply of residential (home), contents and strata insurance in Northern Australia, following direction from the Australian Government. Early analysis by the ACCC indicates that while Northern Australia makes up only five percent of the number of insurance policies in Australia, it accounts for about 10 percent of premium revenue. Preliminary findings indicate that between 2007/08 and 2016/17, average home and contents premiums in Northern Australia have increased by between 23 and 67 per cent compared with just 16 per cent for the rest of Australia. The ACCC also notes that Far North Queensland is one of the highest cost regions for insurance in Northern Australia. It is important that the significant work completed and/or currently being undertaken by the Northern Australia Insurance Premiums Taskforce and ACCC to identify the causes of increased insurance costs translates into real and meaningful policy changes that address this significant impediment to growth and economic development of the Cairns and Far North Queensland region.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> <li><span style="color: #003366;">●</span> Personal material living conditions</li> </ul>
	<b>Land Tenure and Lease Reform</b>	<p>Supporting Traditional Owners to lead development opportunities within various tenure arrangements remains an imperative for the region. Stronger coordinated support raising the capacity of Indigenous land holding entities to plan the future of their estates and negotiate tenure-based issues that will enable financing and investment attraction to achieve their development aspirations is required. The currently prohibitive costs for Indigenous land holding entities and third parties to determine Indigenous Land Use Agreements (ILUA) warrants attention. Continued State efforts in leasehold reform to progress freeholding in strategic locations and to increase flexibility needed to enhance diversification in the pastoral lease estate are also required.</p>	<ul style="list-style-type: none"> <li><span style="color: #00A69F;">●</span> Economic prosperity</li> <li><span style="color: #C85133;">●</span> Governance</li> </ul>

A teal-colored map of the Cairns region in Queensland, Australia, is positioned in the upper right portion of the image. The map shows the coastline and major islands.

**CAIRNS**  
**2050**  
*Shared Vision*

To find out more and sign-on to support the  
shared vision for Cairns visit:

**[www.cairns.qld.gov.au/vision2050](http://www.cairns.qld.gov.au/vision2050)**