**CAIRNS AT A GLANCE**

**RESIDENT POPULATION**
- Cairns City Resident Population: 165,000 (today)
- Cairns City Resident Population: 306,000 (projected)
- Far North Queensland (FNQ) Resident Population: 467,000 (today) 286,000 (projected)

**GROSS REGIONAL PRODUCT**
- Cairns: $8.8B (Y/E 30 Jun 18)
- Far North Queensland: $15.4B (Y/E 30 Jun 18)

**UNEMPLOYMENT**
- Cairns City Unemployment: 4.7% (MAR 2019)
- Cairns Region (SA4) Unemployment: 4.4% (JUL 2019)
- Youth Unemployment: 9.0% (JUL 2019)

**GREAT BARRIER REEF**
- One of the seven natural wonders of the world
- Covering an area of 344,000 km²
- 1,625 species of fish (10% of the world’s fish species)
- 600+ types of hard & soft corals
- $6.4B annually Economic Contribution

**TERTIARY EDUCATION (CAIRNS CAMPUS)**
- JCU
- CQUniversity
- TAFE
- Students enrolled: 3,913, 1,684, 11,269
- Persons employed: 1,213, 162, 381
- Number of courses: 134, 127, 180

**VISITORS (TROPICAL NORTH QUEENSLAND REGION Y/E 31 MAR 19)**
- Domestic visitors spending $2.3B
- International visitors spending $1.1B
- Total visitors: 2.0m

**CAIRNS AIRPORT**
- Total passenger movements: 686,000 (y/e 30 Jun 19)
- International: 4.2m
- Domestic: 7th busiest airport in Australia

**HOUSING (JUNE 19)**
- Median price:
  - House: $418,000
  - Unit: $209,000
  - Residential Land: $200,000
- Rental vacancy rate: 1.8%

**CAIRNS HOSPITAL**
- Total admissions: 82,714 (y/e 30 Jun 19)
- Total staff employed: >6,000

**AGRICULTURE (FAR NORTH QUEENSLAND)**
- Sector value: $2.95B
- Export value: $1.81B
- Export movements: 552,000 tonnes
- Import movements: 754,000 tonnes
- Average annual growth in cargo movements: 5%

**WET TROPICS RAINFOREST**
- Bioregion area: 2.0m hectares
- Plant Species: 2,800
- Australia’s mammal species: 35%
- Australia’s butterfly species: 60%

**CAIRNS SEAPORT**
- Cargo movements (y/e 30 Jun 19): 552,000 tonnes
- Export: 754,000 tonnes
- Average annual growth in cargo movements: 5%
- Total vessel arrivals: 952

**WATER**
- Cairns and FNQ region’s water run off as a % of:
  - Queensland’s total: 60%
  - Australia’s total: 26%
- Average annual rainfall (Far North Region): 1,998mm

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TRIPARTITE SUPPORT FOR A CITY DEAL FOR CAIRNS

When I look ahead, I’m genuinely excited by the possibilities for Cairns. Continued population growth, a strong and diversified economy and an enviable quality of life mean Cairns is a city ‘on the up’. But we can’t rest on our laurels. To make the most of these opportunities, we need to effectively plan for the future and maintain our focus on delivering the projects, policy and investment our community both needs and deserves.

Throughout 2018, Council led the development of the Cairns 2050 Shared Vision. With input from all levels of government and a diverse range of stakeholders from across our city and our region, this vision provides a roadmap to deliver economic prosperity and liveability for our community.

Next Step – A City Deal. Our shared vision provides the platform to secure a City Deal for Cairns. A tripartite agreement between all three tiers of government, a City Deal for Cairns would fast track many of the priorities in our vision and secure an even brighter future for our community. Using the Cairns 2050 Shared Vision as its foundation, this document sets out the projects and initiatives that should be packaged within a City Deal for Cairns.

I welcome of the support of Federal Member for Leichhardt, Warren Entsch and State Member for Cairns, Michael Healy. Working together, we’re committed to delivering a City Deal for Cairns and to making life even better for our community.

Michael Healy MP
State Member for Cairns

Cr Bob Manning
Mayor of Cairns

The Cairns City Deal is the roadmap for our future. It will deliver confidence for industry and investors, create local jobs and deliver a more diverse economy. It will significantly build on our strengths in sectors such as tourism, education, health, agriculture and manufacturing. But more importantly, it will unlock an unprecedented level of investment across three levels of government.

One key aspect of the deal will be the establishment of a new and innovative industry in our region to help with the collection and recycling of plastics recovered from our oceans and coastlines.

The Cairns City Deal is about working together to improve the liveability for thousands of people who call Cairns home. When we work together amazing things are achieved. In negotiating this deal, we want to make sure we capitalise on the city’s advantages in a way we haven’t before.

Whether that is in education, health or continuing to protect and preserve our natural wonders such as the Great Barrier Reef. It will also include major infrastructure projects including addressing concerns surrounding the Kuranda Range.

A Cairns City Deal will be a game-changer for our region and it will ensure continued prosperity for generations to come.

I sincerely look forward to working with Cairns Regional Council Mayor Bob Manning and the State Member for Cairns Michael Healy to ensure the City Deal becomes a reality.

Warren Entsch MP
Federal Member for Leichhardt

Cairns is an economic powerhouse in the north, we are also one of the largest cities in Northern Australia and a gateway to the Asia Pacific Region. It has a unique combination of economic potential, geographic location and liveability which means the city is strategically positioned as a growth centre for both Northern Australia and the State of Queensland.

And so, it is with pleasure that I write to support the Cairns Regional Council’s proposed City Deal which has the potential to accelerate the delivery of a number of key projects that have been identified as being instrumental in improving our economy and the quality of life for those living in our region.

The implementation of a City Deal will ensure that infrastructure projects are linked with urban governance and ensure sustainable funding into the future. It will improve the lives of residents through job creation, economic growth, investment in local infrastructure, a revitalised urban centre and a more vibrant and liveable city.

Cairns has an enviable reputation as a world class tourism destination founded on our natural resources and unique natural environment. A City Deal will contribute to the ongoing development of our important tourism industry, in addition to other important industries, whilst accommodating our growing population and ensuring our environment’s protection.

The City Deal will be a collective program ensuring measured and calculated planning, as our city continues to grow in both population and economically.

I fully support this concept.

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Cr Bob Manning
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Michael Healy MP
State Member for Cairns
CAIRNS CITY DEAL PROPOSAL

Cairns is the capital of Far North Queensland (FNQ), the largest region in Northern Australia (population circa 286,000) and is a strategic gateway to the Pacific, Asia and beyond. With a resident population of 165,000 people and an average 30,000 additional visitors staying in the city on any given night, Cairns is one of the largest and most dynamic regional cities in Australia. Unique liveability and solid economic fundamentals have seen Cairns experience significant population growth (2.3% per annum in the 15 years to 2016) – well in excess of the national growth rate. Significant private investment and renewed business confidence has also seen the Cairns region unemployment rate reduce significantly in recent years. The region’s unemployment rate currently sits at 4.4% (SA4, Jul 19).

A unique combination of economic potential and superior liveability means Cairns is ideally positioned as a growth centre of strategic significance to both Northern Australia and the State of Queensland. But in order to realise this potential, Cairns will rely on the three levels of government working closely together to deliver the projects, policy and investment that will truly make a difference for our community. A City Deal for Cairns formalises this tripartite collaboration around an agreed set of priorities.

BACKGROUND

Making Cairns an even better place to live, visit and do business

City Deals are a key mechanism to deliver on the opportunities and challenges in Australia’s cities by bringing together the three levels of government, the community and private enterprise to create place-based partnerships. They work to align the planning, investment and governance necessary to accelerate economic growth and job creation, stimulate urban renewal and drive economic reforms. City Deals are designed to secure the future prosperity and liveability for Australian cities.

In June 2018, the Joint Standing Committee on Northern Australia released its report ‘Northern Horizons – Unleashing Our Tourism Potential’. A key recommendation from that report was the establishment of a City Deal for Cairns. A City Deal for Cairns would support the Federal Government’s agenda for the development of Northern Australia and would also contribute to the implementation of a variety of Federal and Queensland Government strategies and policies.

A STRONG FOUNDATION

It is recognised that in order to be effective, a City Deal for Cairns needs to be developed in the context of a broader regional strategy to ensure such initiatives are complementary and contribute to the realisation of a long term vision. With this in mind, Cairns Regional Council and key regional stakeholders have worked together to develop the Cairns 2050 Shared Vision (www.cairns.qld.gov.au/vision2050).

This vision also incorporates the views and priorities of the Cairns community as expressed through the 2016 Our Cairns Survey, a community survey conducted by Cairns Regional Council which attracted over 6,000 responses.

The Cairns 2050 Shared Vision provides a framework that will deliver economic prosperity, quality of life and liveability for the Cairns community both today, and for the generations that follow. It sets out the projects, investment and policy required for the vision to be realised. The Cairns 2050 Shared Vision has provided the foundation for the priorities contained in this document.

THE COMMITMENT REQUIRED

Cairns Regional Council is calling on the Federal and Queensland Governments to join Council in signing a Statement of Intent (SoI) for the establishment of a 10-year City Deal for Cairns based on the priorities outlined in this document.

The SoI will provide an agreement between the three levels of government to work together to design and implement a City Deal for Cairns. It will also represent a commitment from all levels of government to collaborate with industry and the community to realise opportunities to improve the Cairns region’s global competitiveness, continue to diversify and grow the Cairns economy, create jobs, stimulate urban renewal and city centre revitalisation and ultimately deliver an even better quality of life for the Cairns community.
CAIRNS’ COMPETITIVE ADVANTAGES

- Strong economic fundamentals
- Well established seaport & growing marine industry
- Enviable quality of life
- Alignment with Federal focus on Northern Australia
- Connection to agricultural food bowl on the Atherton Tablelands & beyond
- Indigenous heritage, culture & connectivity
- Largest regional population in Northern Australia, & growing
- Australia’s northern terminus
- Multicultural & diverse community
- Positive investment pipeline
- Regional capital of Far North Queensland
- Direct connections to regions with 88.61 million people
- Unique environment & natural assets
- Environmental & economic alignment
- Proximity & connectivity to PNG, the Pacific, Asia & beyond
- More than 5,400 direct international flights annually
- Abundant water & rainfall
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- Abundant water & rainfall
### Trend/Contributing Factors

- **Food Production**
  - World population expected to reach 9.7 billion by 2050 (up by 2 billion from today)
  - Income growth in developing countries leading to dietary changes also driving up global food demand per capita
  - Global food demand expected to increase anywhere between 59% and 98% by 2050

- **Tourism**
  - Significant and rapid expansion of the global middle class population leading to increased discretionary expenditure
  - Global population age profile and propensity for travel both positively impacting tourism and travel
  - Cultural, nature-based and sports/events tourism are significant growth sectors
  - International inbound travel to Australia expected to increase by 75% over the 10 years to 2026-27

- **Tertiary Education**
  - Rapid expansion of global middle class expected to drive significant increases in tertiary level education attainment
  - Australia’s international education sector enrolments expected to increase by 45% in the 10 years to 2025
  - Significant growth in demand domestically for tertiary level education. In 2016, 3.8 million Australians held a bachelor degree or post graduate degree level qualification, an increase of 28% over the preceding 5 years

### Cairns Region’s Competitive Advantages

- **Physical proximity and connectivity to the Asia-Pacific and beyond**
  - Significant water resources and run off
  - Established agriculture industry
  - Established tourism industry and allied sectors
  - Established tourism industry and allied sectors
  - International airport
  - Seaport expansion underway to facilitate increased cruise ship visitation
  - ‘Clean green’ reputation

### The Opportunity Created

- **Food Production**
  - Water infrastructure (storage and distribution)
  - Demand and supply chain analysis to identify specific opportunities/markets and potential barriers to production, transport, processing and distribution/export
  - Road network investment
  - Increased direct aviation connectivity
  - Seaport development and expansion
  - Integrated transport strategy

- **Tourism**
  - Effective management and funding to support the Great Barrier Reef and Wet Tropics Rainforest
  - Tourism experience and attraction development
  - Increased support for destination marketing
  - Increased direct aviation connectivity
  - Seaport development and expansion
  - Infrastructure, services and facilities that support an increased visitor population
  - Policy change to deliver sustainable tourism funding
  - Investment in Indigenous arts & cultural tourism facilities

### What’s Needed to Unlock the Opportunity

- **Tertiary Education**
  - University facility development and expansion
  - Innovation precinct establishment
  - Increased direct aviation connectivity
  - Attainment of University Hospital status for Cairns Hospital

---

**Unlocking Opportunity and Potential**

A City Deal for Cairns will enable the significant opportunities presented below to be unlocked, positioning Cairns as an economic powerhouse in Northern Australia.
### For the Cairns Region

#### Strategic Location
- Increasing regional influence of China and other Asian countries in the PNG and Pacific region
- Increased foreign policy focus of the Australian government on the PNG and Asia-Pacific region
- Physical proximity to PNG and the Asia-Pacific region
- Existing naval base (HMAS Cairns), marine maintenance facilities and expertise, and established and expanding seaport
- International airport with direct connectivity to PNG and Asia
- Multicultural and diverse population including significant expat PNG population
- Well established business, cultural and social links between Cairns and PNG as well as many Asian and Pacific Island countries

#### Skilled & Growing Population
- Significant population growth in Australia’s metropolitan capitals has resulted in an infrastructure deficit and settlement imbalance
- Delivery of the Australian Government’s Northern Australia policy agenda will need to be supported by a skilled population base ‘on the ground’ in regions
- Direct alignment between a region’s human intellectual capital and the achievement of its economic potential
- Established track record for above average population growth
- Largest region (FNQ) and second largest city (Cairns) in Northern Australia
- Existing multicultural and diverse population
- Superior quality of life and liveability
- Well established universities and vocational institutions

#### Renewable Energy
- International commitments to emission reductions are driving record investment in renewable energy projects
- Australian government’s 2030 Emission Reduction Target is a 26-28 per cent reduction in 2005 emission levels by 2030
- Changing social attitudes towards climate change is raising expectations politically for increased renewable energy investment
- Commercial viability of renewable energy alternatives is improving as technological advances sees cost reductions and life cycle improvements in equipment and infrastructure
- Significant regional natural resources (water, sun, wind) to support renewable energy development
- Existing alignment between the environment and the economy (e.g. tourism) enhances the region’s ‘clean green’ reputation
- Significant regional renewable energy projects either planned or recently delivered

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Leverage Cairns’ strategic physical location and connectivity to support the delivery of Australia’s PNG and Asia Pacific foreign policy objectives

Contribute to the alleviation of population growth constraints in Australia’s metropolitan capitals and support the delivery of economic growth in Northern Australia

Supporting Queensland and Australia’s energy needs through the development of a nationally significant renewable energy sector

- Further development of the HMAS Cairns naval base and commitment to ongoing naval maintenance in Cairns
- Policy, investment and personnel deployment to leverage Cairns’ strategic location
- A Cairns region population and migration strategy
- Infrastructure, services and facilities that attract, retain and support a skilled and growing resident population
- Investment in the facilities required to support population growth in a naturally sensitive environment (e.g. waste management)
- Designation of Cairns and FNQ as a Priority Renewable Energy Zone
- Investment in the transmission distribution network to support further renewable energy generation project development
- Appropriate incentives to encourage investment and establishment of renewable energy operations bases within the Cairns and FNQ region
- Leveraging the ‘clean green’ reputation for the benefit of the region’s tourism and allied industries
### STRATEGIC ALIGNMENT

The implementation of this City Deal proposal for Cairns aligns with and supports the implementation of, key strategies and policies at the Federal, State and Local Government level including:

#### FEDERAL STRATEGIES AND INITIATIVES

- 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 STRATEGIES AND INITIATIVES

- Queensland Department of Health Strategic Plan 2016-2020.
- Advancing Tourism 2016-20
- 10-Year Roadmap for the Arts, Cultural and Creative Sector (Discussion Paper) 2018.
- Far North Queensland Regional Plan 2009-2031.
- Far North Regional Transport Plan (Draft) 2018.
- Cairns and Hinterland Hospital and Health Service Strategic Plan 2018-2022.
- Advancing Tourism in North Queensland 2016-20.

#### LOCAL STRATEGIES AND INITIATIVES

- Cairns 2050 Shared Vision.
- Cairns Regional Council City Centre Master Plan 2019.
- Cairns Regional Council Strategy for Culture and the Arts 2022.
A PROPOSAL BUILT ON A SHARED VISION

This City Deal proposal is underpinned by a significant body of work and consultation led by Cairns Regional Council.

Throughout 2018, Council dedicated significant resources to the development of a shared vision for Cairns. The Cairns 2050 Shared Vision (www.cairns.qld.gov.au/vision 2050) provides the framework to deliver long term economic prosperity and liveability for the Cairns community. The vision was developed with two clear objectives in mind: as a basis for direct advocacy to both the State and Federal governments; and as a foundation from which to negotiate and secure a City Deal for Cairns. The timeline provides an overview of the milestones achieved to date as well as the next steps required to secure a City Deal for Cairns.

EARLY 2018
Cairns Regional Council initiates development of 2050 vision

JUNE 2018
First stakeholder workshop to inform vision development

AUG 2018
Second stakeholder workshop to inform vision development

NOV 2018
Vision formally endorsed by Council - Shared Vision Advisory Committee established

FEB 2019
First meeting of Council’s Shared Vision Advisory Committee

MAR 2019
Local Federal and State members of Parliament endorse/support Vision

OCT 2019
City Deal Proposal developed using Shared Vision as a foundation

Q1 2019
Statement of intent for a Cairns City Deal

Q1/Q2 2020
Preparation and negotiation of Cairns City Deal

Q2 2020
Signing of the Cairns City Deal

Q3/Q4 2020
Implementation plan developed and endorsed

Desktop review of previous regional planning work undertaken.

Two half day external stakeholder workshops to inform vision development with approximately 40 stakeholders at each workshop drawn from a diverse range of interest groups.

Preparation of a draft vision and circulation to key stakeholders for comment and feedback.

Finalisation of the vision and endorsement by Cairns Regional Council.

Establishment of a Shared Vision Advisory Committee (19 members) comprising representatives from a broad range of external stakeholders as well as Council’s Mayor, Deputy Mayor and CEO to support vision implementation.

Endorsement and support for the vision provided by the relevant Federal and Queensland members of parliament and key stakeholders.

Initial public awareness and communication activities including provision for the community to register their support for the vision. Despite only being launched in late 2018, the vision has already received over 400 registrations of support from the Cairns community.
Unlocking the unique strategic opportunities for Cairns

This proposal calls for the Federal and Queensland Governments to join Cairns Regional Council in signing a Statement of Intent to establish a City Deal for Cairns based on the priorities contained in this document. The implementation of these priorities will enable Cairns’ unique strategic opportunities to be unlocked. The adjacent table outlines each priority and the Area of Focus it supports. A high level summary of each priority is contained on the following pages with further details included in Appendix 1.

The development of a City Deal is an iterative process that requires close collaboration between all three levels of government. Thus, whilst this proposal provides a starting point for initiating the discussion and negotiation of such a deal, it is also acknowledged that the proposal may evolve over time with the priorities currently included herein potentially changing, being added to or removed as the process of building consensus progresses.

### Priority Areas for Action

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<td>Sustainable Tourism Funding</td>
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<td>Water Infrastructure Development</td>
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### Areas of Focus

- **Food Production**
- **Tourism**
- **Tertiary Education**
- **Cairns’ Strategic Location**
- **Skilled & Growing Population**
- **Renewable Energy**
CAIRNS CITY DEAL PROPOSAL

**CAIRNS GALLERY PRECINCT**
$39.8 million tripartite funding commitment towards the establishment of this iconic cultural and tourism infrastructure project.

**AVIATION ROUTE DEVELOPMENT**
Funding allocation of $100 million towards securing new international aviation routes for Cairns Airport supporting an estimated $800 million pa growth in the region’s tourism, international education and agricultural export industries.

**CAIRNS DESTINATION SPORTS**
Completion of a two stage scoping study to identify and leverage the opportunity for Cairns to become an internationally recognised sports destination of choice.

**CAIRNS HOSPITAL (UNIVERSITY STATUS)**
$150 million commitment for the establishment of JCU’s Cairns Tropical Enterprise Centre and a Research, Education and Innovation Centre (REIC) at the Cairns Hospital to support the goal of Cairns Hospital becoming a university hospital in the short to medium term. $60 million to increase bed capacity at Cairns Hospital together with further recurrent funding allocations to support REIC operation and additional bed capacity.

**CAIRNS METRO/AIRPORT LINK**
$400,000 in funding to undertake the market needs assessment and business case for this innovative public transport project.

**PRIORITY AREAS FOR ACTION**
CAIRNS ROAD NETWORK PROJECTS
$370 million for capacity improvements on the Cairns Western Arterial Road (CWAR) linking Smithfield to south Cairns. Extension of the National Land Transport Network to the Cairns Airport and Smithfield and investment of $359 million in support of capacity enhancements on this road corridor. $225 million to deliver the Bruce Highway – Cairns Southern Access Corridor Stage 5: Foster Road Intersection project. $1 million for a Strategic Assessment of Service Requirements and $20 million for Preliminary Evaluation and Business Case development for the Kuranda Range Road corridor to address significant safety, capacity and reliability issues on this strategic road link between Cairns, the Atherton Tablelands and beyond. Capital investments to deliver on the outcomes of this review.

CAIRNS SEAPORT/ HMAS CAIRNS
Strategic investment over the 10 years to 2030 in upgraded facilities and infrastructure for HMAS Cairns and policy/investment to support future Seaport development.

CITY CENTRE MASTER PLAN
$100 million tripartite funding pool for the implementation of the Cairns City Centre Master Plan over the ten years to 2030.

CQUNIVERSITY CITY CAMPUS & IMPACT PLAN
$50 million towards the establishment of a new permanent city centre campus, $45 million towards Asia Pacific Aviation Hub development and $35 million for the establishment of Queensland’s first University High School.
PRIORITY AREAS FOR ACTION

INNOVATION PRECINCT
Tripartite commitment to investigate the establishment of an innovation precinct in the Cairns City Centre/city fringe with a range of Federal, State and Council incentives to support development and with direct linkages to both JCU and CQUniversity.

INTEGRATED TRANSPORT STRATEGY
Preparation of a wide ranging integrated transport strategy for the Cairns region considering air, road, sea and rail transport as well as consideration of public and active transport solutions.

NATIONAL INDIGENOUS HERITAGE CENTRE
Funding to support initial concept development and business case preparation for a National Indigenous Heritage Centre located in Cairns.

NATURE BASED TOURISM STRATEGY
Preparation of a strategy to enable the region’s significant potential for nature based tourism activities such as hiking and mountain biking to be fully realised.

POPULATION AND MIGRATION STRATEGY
Completion of a detailed population and migration strategy for the Cairns region to deliver the skilled population base needed to unlock the opportunities identified in this proposal.
CAIRNS CITY DEAL PROPOSAL

PRIORITY REGIONAL RECYCLING AND REPROCESSING HUB
Designation of Cairns as a Priority Regional Recycling and Reprocessing Hub together with funding to support recycling and processing infrastructure development and expansion as well as the investigation of innovative commercial opportunities for the use of recycled materials.

PRIORITY RENEWABLE ENERGY ZONE
Designation of the Cairns and FNQ region as a Priority Renewable Energy Zone and implementation of the policy and investment required to support regional renewable energy development.

REEF AND RAINFOREST MANAGEMENT
Commitment to undertake a detailed independent review of the Great Barrier Reef (GBR) and Wet Tropics Rainforest (WTR) management structures and GBR/ WTR funding (quantum and structure) requirements for long term management and preservation of these critical ecosystems.

SUSTAINABLE TOURISM FUNDING
Tripartite commitment to the implementation of a visitor levy in the Cairns local government area.

WATER INFRASTRUCTURE DEVELOPMENT
Funding to support project feasibility/business case work and subsequent capital investment for significant regional water storage, distribution and treatment projects such as Nullinga Dam and the Lakeland Irrigation Scheme.
COMPLEMENTARY PRIORITIES

The priorities included within this proposal not only contribute individually to the overall vision, they also complement each other. The matrix below highlights the synergies between individual priorities.

| Aviation Route Development | Cairns Destination Sports | Cairns Gallery Precinct | Cairns Hospital (University Status) | Cairns Metro/Airport Link | Cairns Road Network Projects | Cairns Seaport/HMAS Cairns | City Centre Master Plan | CQUniversity City Campus & Impact Plan | Innovation Precinct | Integrated Transport Strategy | National Indigenous Heritage Centre | Nature Based Tourism Strategy | Population and Migration Strategy | Priority Regional Recycling and Reprocessing Hub | Priority Renewable Energy Zone | Reef and Rainforest Management | Sustainable Tourism Funding | Water Infrastructure Development |
|----------------------------|---------------------------|------------------------|-----------------------------------|---------------------------|-----------------------------|----------------------------|--------------------------|--------------------------|---------------------------|-------------------------------|-------------------------------------|------------------------------|-------------------------------|-----------------------------------|-----------------------------------|-------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------------|
A SUITE OF PROJECTS/PRIORITIES THAT COMPLEMENT EACH OTHER AND ENHANCE THE ECONOMIC PROSPERITY AND LIVEABILITY OF OUR COMMUNITY
GOVERNANCE STRUCTURE

The diagram below sets out the proposed governance structure for the Cairns City Deal. The model provides for the direct and collaborative involvement of all three levels of government in the implementation of the proposed Cairns City Deal. Each level of government would dedicate specific resources/personnel to the deal’s implementation to ensure it occurs in a coordinated manner.

**CAIRNS CITY DEAL SIGNATORIES** – Provides the commitment from all three levels of government to the deal and ultimately responsible for its successful implementation.

**LEADERSHIP GROUP** – Provides strategic oversight to the deal implementation including review and approval of the implementation plan and annual progress reports. Leadership group expected to meet [six monthly/annually].

**STEERING GROUP** – Oversees the implementation of the deal on a day to day basis including liaison with the Leadership Group and Program/Project Delivery Agencies as required. The Steering Group would also provide briefings to responsible Ministers and Council about the progress, emerging issues and opportunities as required. The Steering Group would also oversee the preparation of the implementation plan and annual progress reports before submission to the Leadership Group for review and approval. Steering Group would be expected to meet [bi monthly/quarterly].

**PROGRAM/PROJECT DELIVERY AGENCIES** – Responsible for the coordination and delivery of the individual priorities/projects included within the deal.

The Leadership Group and Steering Group will also engage with and receive advice from Councillors of Cairns Regional Council as well as representatives of Council’s Shared Vision Advisory Committee. The Shared Vision Advisory Committee was established by Cairns Regional Council following the endorsement of the Cairns 2050 Shared Vision by Council in November 2018. Membership of the Committee includes 16 external stakeholders representing a variety of organisations and stakeholders in the region as well as the Mayor, Deputy Mayor and CEO of Cairns Regional Council. The Committee acts as a key communication link between Council and key stakeholders in relation to the implementation of the Cairns 2050 Shared Vision. As the City Deal proposal builds on the Cairns 2050 Shared Vision as its foundation, the Advisory Committee would logically provide input and advice to the ongoing implementation of the proposed City Deal.
The governance structure set out on the previous page provides a framework to ensure transparency and accountability. Following the execution of a City Deal for Cairns, the Steering Group will coordinate the preparation of an implementation plan. This plan will set out the following with respect to the individual projects included within the City Deal:

- Details of the specific project/priorities and the commitment/s agreed with respect to its implementation.
- Key deliverables and milestones that will be used to track progress.
- Responsibility for project implementation including relevant departments from within each of the three levels of government.
- Quantum and source of financial contributions required for implementation.
- Performance measures that will be used to measure the project’s impact and success. These are expected to be project specific.

The implementation plan would be submitted to the Leadership Group for review and approval. The Steering Group would then be responsible for overseeing delivery in accordance with the implementation plan. Annual progress reports would be prepared to formally track progress and outcomes against the implementation plan.

Whilst performance measures for individual projects would be determined through the development of the Implementation Plan, the National Cities Performance Framework would also provide an overarching reference point for the overall performance of Cairns against a range of benchmarks relevant to economic prosperity and liveability.
THIS CITY DEAL PROPOSAL FOR CAIRNS IS PROUDLY SUPPORTED BY THE FOLLOWING ORGANISATIONS: