

2024 -2025

FEDERAL BUDGET SUBMISSION

Forging a resilient and robust
future for Far North Queensland



**ADVANCE
CAIRNS**

THE COMMITTEE FOR
TROPICAL NORTH QUEENSLAND



Foreword

These priorities are the result of extensive consultation with regional stakeholders, Advance Cairns members and the wider business community as well as engagement across three levels of Government. These are now presented to the Australian Government for consideration as part of the 2024/25 Federal Budget process. The identified priorities are strategically chosen to foster economic growth and private sector investments, impact positively on business confidence, and contribute to job creation.

Tropical North Queensland stands poised for continued growth and diversification, with our geographic location and connectivity to the Asia Pacific region identified as pivotal factors for success. Advance Cairns seeks Australian Government commitment for significant and

strategically important investments required to secure essential road and transportation infrastructure networks as well as health, water and education alongside delivering on funding for one of the region's most catalytic projects in the Cairns Marine Precinct, the Common User shiplift.

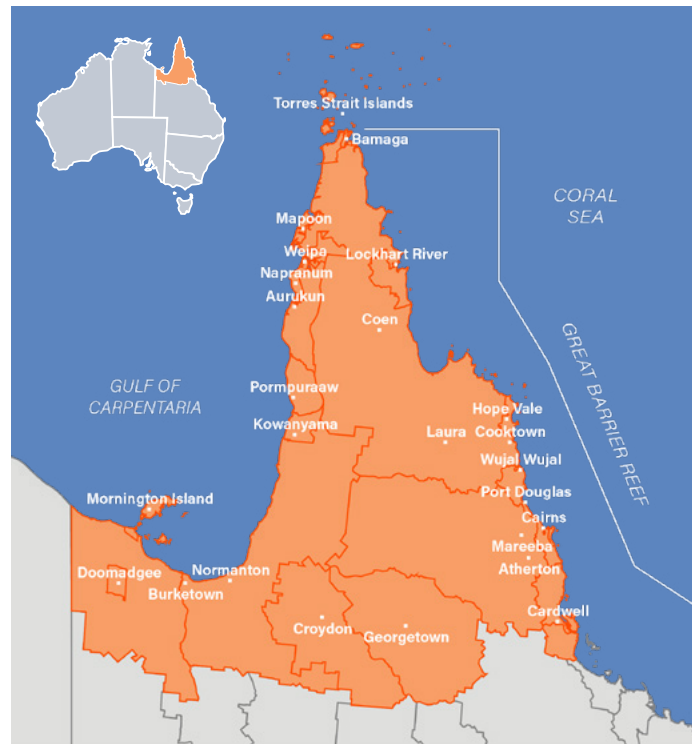
These priorities collectively present a compelling case for unlocking the untapped potential of the region. We remain grateful to the Commonwealth Government for existing support and interest and bring these priorities to your attention. We look forward to your continued engagement in our advocacy for the development of Far North Queensland.



About the region

Tropical North Queensland covers a vast and economically diverse area. The region stretches from Cardwell in the south to the Torres Strait in the north, and west to the Northern Territory border, a land mass larger than that of Japan. It is Queensland's largest region, covering over 20% of the state and 26 local government areas.

The population of the region is expected to grow by 85,000 in the next 18 years¹. It is one of the nation's most diversified regional economies



CAIRNS CITY POPULATION

171,970

REGIONAL POPULATION

285,069

CAIRNS IS THE FOURTH LARGEST REGIONAL CITY IN QUEENSLAND AND THE EIGHTH LARGEST IN AUSTRALIA

CAIRNS CITY HAS GROWN AN AVERAGE OF **1.15%** EACH YEAR OVER THE PAST DECADE



TROPICAL NORTH QUEENSLAND BOASTS A

\$16.65B

GROSS REGIONAL PRODUCT

TOP 5 JOBS SECTORS
2021/22(FTE)

- 22,013** HEALTH CARE & SOCIAL ASSISTANCE (16.5%)
- 13,393** RETAIL TRADE (10.1%)
- 12,568** EDUCATION & TRAINING (9.4%)
- 12,228** ACCOMMODATION & FOOD SERVICES (9.2%)
- 10,822** CONSTRUCTION (8.1%)

Source: Far North Queensland Regional Organisation of Councils, Economic and Community Profiles (id - the population experts) 2021-2022.

| | Project | Investment | Opportunity | Pg. |
|-----------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Road Connectivity | Cairns Western Arterial Road, Redlynch Connector to Captain Cook Highway Duplication (CWAR) | Accelerated delivery of project is required. Construction commencing no later than mid-2024. | Cut travel time, boost network reliability and efficiency. Contribute to regional economic growth and enhance safety. Promote public and active transport use. | 07 |
| | Captain Cook Highway, Cairns CBD to Smithfield, upgrade (C2S) | \$287.2m required. | Improve regional connectivity and accessibility. Improve safety, reducing number and severity of crashes. | 08 |
| | Tablelands Access | \$20m required for detailed business case. | Increased economic and social expansion. Enhanced supply chains, improving region's freight network. Improved connectivity and safety. | 09 |
| | Kennedy Developmental Road | \$30m required. | Cut freight costs, sustain northern Australia's production. Drive regional economic development in key sectors. Strengthen supply chains, enhance sovereign capability. | 10 |
| | Savannah Way (Gulf Section) | \$106m required. | Enhance economic and social advancement. Improve safety, resilience and connectivity. Support local workforce development and retention. | 11 |
| Food & Water Security | Cairns Water Security - Stage 1 | \$215 (50:50) committed. \$257 (50:50) required. | Secure water for residents and visitors Save Cairns households \$7,320 over 15 years. Boost disaster resilience with extra water source. | 13 |
| | Lakeland Irrigation Area Scheme | Facilitate and coordinate the development approval processes through formation of an independently chaired Mobilisation Group . | Expand FNQ irrigated agriculture for food security. Create economic opportunities in Cape York Peninsula. Engage Indigenous communities via Western Yalanji. Encourage population migration to FNQ regions. | 14 |
| | Etheridge Shire Agricultural and Irrigation Precinct Project | \$380k (50:50) for initial stage required. | Maximise prime agricultural area, \$900m annual value. Enable eco-culturally mindful planning, affordable approvals. Drive secondary development, boost regional economy. Create a central service hub to cut living and supply costs. | 15 |

| | Project | Investment | Opportunity | Pg. |
|------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| FNQ Health | Regional and Rural General Practitioners | 60 CSPs allocated to James Cook University to begin in 2025, additional 50 CSPs in 2026. \$5m per annum ongoing investment required. | Address GP and Rural Generalist shortage Provide quality healthcare in regional Queensland Improve education access equality Tackle nationwide skills deficits | 17 |
| | COUCH Wellness Centre | \$500k per annum in recurrent funding for five years required. | Enhance service for affected communities Retain cancer care workforce Support local, NFP cancer coordinator | 19 |
| Pacific Engagement | Office of the Pacific | Establishment of a core operational Office of the Pacific presence in Cairns. | Set up front-line Pacific Office team in Cairns. Enhance local engagement for better service. | 21 |
| Cairns Marine Precinct | Common User Facility | \$360m (50:50) committed. Accelerated delivery of project is required to have operational by 2027. | Accelerated delivery increases capability, solidifying Cairns as a leading maritime MRO destination. 4,600 ongoing jobs. | 23 |
| | Defence and Defence Industry | Delivery on \$240m expansion of HMAS Cairns required. Base and sustain additional vessels in Cairns. Expedite release of <i>Surface Combatant Fleet Review</i> . | Support and create increased sovereign capability and strong and resilient supply chains Support industry through provision of long-term continuous sustainment programs | 24 |
| | Shipyard Investment | \$12m required. | Further unlock, grow and sustain capacity for Defence and northern Australia Increase skilled workforce capacity Ensure sustainable development | 25 |



ROAD CONNECTIVITY

An integrated and efficient road transport network is critical for economic stability and growth in Far North Queensland (FNQ), a region of 380,000km² which includes some of the nation's most remote communities. The region's inland roads and Cairns' access to the northern beaches and Tablelands play a vital role in enabling the productivity of northern Australia and the contribution to the national economy through improved connectivity to southern markets. The disruption and dislocation to these road networks in the wake of ex-Tropical Cyclone Jasper have underpinned the critical importance of these links to the region and indeed, to the nation. Growth in population, employment, tourism and freight volumes coupled with the increasing importance of food security, means safety and capacity requirements on these roads will only be exacerbated. Investment in FNQ's road connectivity is crucial to avoid nationally significant productivity losses, to connect rural and remote communities and to ensure continued regional and state economic development.

Cairns Western Arterial Road, Redlynch Connector to Captain Cook Highway Duplication (CWAR)

The Cairns Western Arterial Road (CWAR) is central to freight, commuter and tourism traffic and supports resilience and connectivity when the Captain Cook Highway, Cairns CBD to Smithfield is flooded.

The effectiveness and safety of the road transport network in and around Cairns will continue to be adversely impacted until the CWAR is fully duplicated from Redlynch to Smithfield and in line with an upgrade of major intersections. A total investment of \$300m has been made by the Australian and Queensland Governments on an 80:20 basis to duplicate from Redlynch Connector Road to the Captain Cook Highway.

The CWAR is considered a priority infrastructure project as the road is heavily congested on a daily basis, with about 42,000 vehicles using the road each day¹. When the Captain Cook Highway floods in the event of a natural disaster or during wet season, CWAR is the only flood-free access route between Cairns, the northern beaches, and the Kennedy Highway. Increasing extreme weather events make this all the more imperative, as evidenced during the recent widespread flooding as a result of ex-Tropical Cyclone Jasper where CWAR was one of the few major roads to remain open throughout the flooding.

The Department of Transport and Main Roads (TMR) began detailed design in 2022 with construction set to commence in mid-2023. However, the Australian Government announced in its 2023-24 Federal Budget that it would be undertaking a strategic review of its investments across Australia through its Infrastructure Investment Program (IIP). The CWAR duplication was subject to the IIP Review which found that the CWAR project would “proceed through planning with remaining funding reserved for construction”². As a result, work on this duplication has been delayed. Advance Cairns understands that TMR has completed detailed planning and design with no need to further delay this critical link. With funds allocated and planning completed, work should begin as a priority.

Advance Cairns urges the Australian Government to expedite the CWAR duplication and prevent further delays to a project which is now one year behind schedule.

Opportunity

- Decreases travel time and increases network reliability, resilience and efficiency.
- Contributes to the growth of the regional economy.
- Improves safety.
- Encourages use of public and active transport.

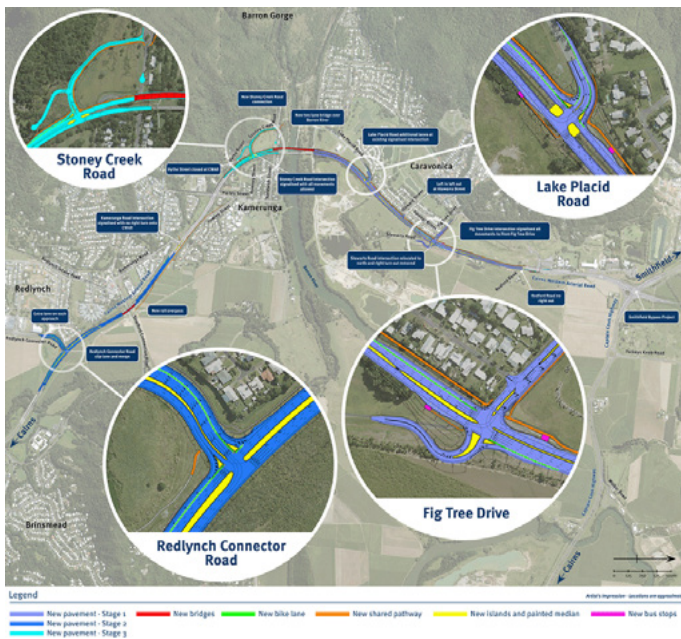
Project Status

Construction of Lake Placid Road to Captain Cook Highway (Stage 1) was scheduled to begin mid-2023, however was delayed due to the IIP Review.

Construction is now expected to start in mid-2024, in light of the IIP Review.

Recommendation

Advance Cairns urges the Australian Government to prevent further delays to this critical project and ensure construction of the Cairns Western Arterial Road (Redlynch Connector to Captain Cook Highway duplication) commences no later than mid-2024.



Captain Cook Highway, Cairns CBD to Smithfield, upgrade (C2S)

The National Highway A1 was extended by the Australian Government in 2020 to the intersection of Captain Cook and Kennedy Highways and Mount Milman Drive, Smithfield, north of Cairns. In 2019, prior to this road re-classification, the Australian Government announced it would fund the road upgrades to Smithfield together with the Queensland Government on an 80:20 basis. The need to upgrade Captain Cook Highway to enhance connectivity was recognised by the Australian Government in its July 2020 release of the 2019 National Land Transport Network (NLTN) Determination Review.

Project Status

TMR are finalising master planning, including a staged approach for the upgrades with completion expected in late 2023.

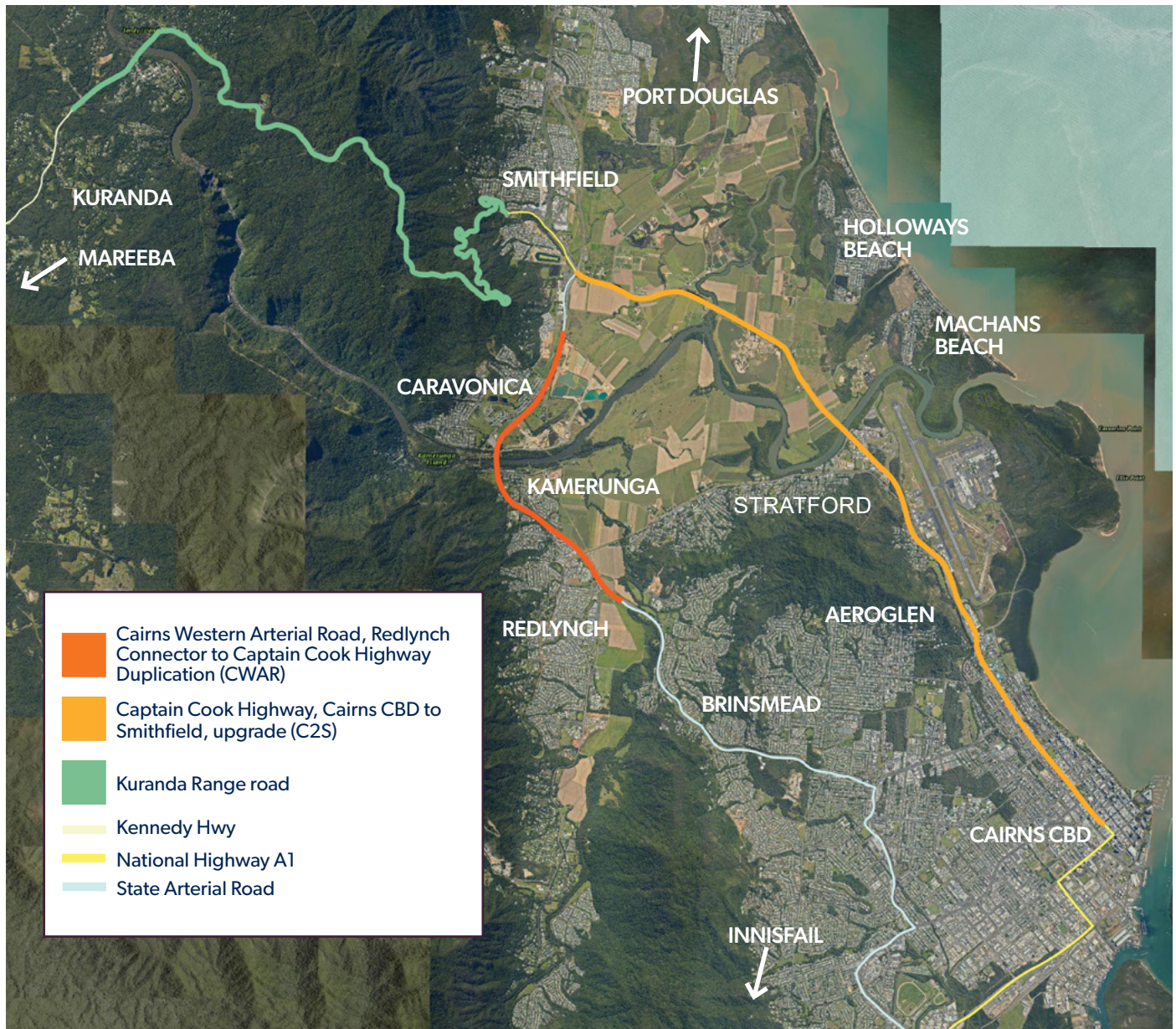
A detailed program of construction timeframes will be developed by TMR once the staging options have been identified.

Committed

The Australian Government commit \$287.2m towards the Captain Cook Highway, Cairns CBD to Smithfield, upgrade (C2S).

 Australian Government
\$287.2 million

 Queensland Government
\$71.8 million



Tablelands Access

The lack of resilient connectivity between the Tablelands and Cairns has long been a major obstacle to unlocking growth in the region. The Kuranda Range Road (Kennedy Highway, Cairns-Mareeba section) links Smithfield with Kuranda and is the main coastal gateway to the Tablelands, Cape York Peninsula, and the Gulf Savannah. It is a critical link for commuter, commercial, and visitor traffic in FNQ and a vital strategic corridor linking the Atherton Tablelands, North Tropical Coast, and Cape York to the Cairns Airport and seaports. The Kuranda Range Road underpins the commercial viability of primary industry producers and exporters in the region in providing access to markets through the Cairns air and seaports, and road links to southern markets³. In recent years, there has been a rapid increase in traffic demand due to growth in tourism, freight movement, and residential development on the Tablelands, particularly following the recent opening of Cairns' Regional Trade Distribution Centre (RTDC) at the Cairns Airport. A solution to the Kuranda Range Road would not only address FNQROC's reports that the road is operating beyond capacity with safety and traffic efficiency now at critical levels but would ensure the region capitalises on the full economic potential of the RTDC.

There are other impediments to a safe and efficient transport corridor from Cairns to the Tablelands. The Barron River Bridge on the Kennedy Highway at Kuranda was reduced to one lane and load limited to 50.5 tonnes for one year due to concerns over the safety and stability of the bridge. The bridge remains limited to 50.5 tonnes while the Queensland Government completes a business case to identify a preferred long-term solution – either rehabilitating or replacing the bridge⁴. While the business case will identify the solution, design and construction is currently unfunded. It is therefore vital that funding for construction and design is committed as a matter of urgency upon completion of the business case in late 2024 and prevent further barriers to tableland access. Further limitations have also been introduced in the wake of ex-Tropical Cyclone Jasper inhibiting what has become the sole freight link to Cairns in the wake of devastating damage to the Palmerston Highway.

In 2020, the NLTN Determination confirmed the National Highway A1 would be extended from Cairns to Smithfield. The objectives of an integrated land transport network include improving national and regional connectivity for communities and industry; improving national, regional, and international logistics; and trade and consistency with viable, long-term economic and social outcomes⁵.

Continuing the NLTN from Smithfield to Mareeba, and ultimately to Weipa, would meet these objectives and ensure the continued economic and social development of the Atherton Tablelands region and beyond. It would be the next logical step in the network, with Mareeba being the gateway to the region's agriculture production areas of Atherton Tablelands, Cape York Peninsula, and the Gulf of Carpentaria.

In the meantime, the Australian Government has committed \$210m towards safety and capacity upgrades on the Kuranda Range Road. However, a permanent solution to this long-standing issue must be found. It is recommended the Australian Government work with the Queensland Government to ensure that \$20m of the \$210m commitment is used to conduct a preliminary evaluation and detailed business case into preferred alternative routes to the Kuranda Range Road.

There have been 21 years of studies on the Kuranda Range Road with most recommendations not implemented. As a result, safety, capacity, and efficiency issues are now at a critical point with the recent extreme rainfall in the wake of ex-Tropical Cyclone Jasper highlighting this once again. Failure to address this issue has also resulted in constraints on economic development in the region, as evidenced by the abandoned \$600m KUR-World tourism development project. Continued growth in tourism, agriculture, mining, and population on the Tablelands and beyond mean it is imperative that a solution is developed for access from Cairns to the Tablelands prior to a major crisis.



Opportunity

- Increased economic and social outcomes, opening up potential new dormitory suburbs for a growing and linear city.
- Unlock critical supply chains, improving the region's freight network and waste management industry.
- Securing the nation's access to a major Australian food bowl.
- Improve safety and security.
- Improve national and regional connectivity.



Project Status

Installation of Intelligent Transport Systems stations are now underway with construction expected to be completed by early 2024, weather permitting.

Commitment sought towards a preliminary evaluation and detailed business case into preferred alternatives of the Kuranda Range Road.



Recommendation

The Australian Government work with the Queensland Government to commit \$20m of the \$210m investment to undertake a preliminary evaluation and detailed business case into a preferred alternative route to the Kuranda Range Road.

Kennedy Developmental Road

The Kennedy Developmental Road is a key strategic link from northern Australia to the southern freight hubs of Brisbane, Sydney, and Melbourne. The road is central to tourism, horticulture, freight and cattle movement through Queensland's north and north-west region. However, for many years sections of the road remained unsealed, causing safety issues for locals, tourists, and transport operators that regularly used the road.

From mid-2017 to 2020, under the *Northern Australia Roads Program*, the Department of Transport and Main Roads completed sealing 42km of the Kennedy Developmental Road (The Lynd – Hughenden). In 2018, \$50m was committed under the *Roads of Strategic Importance* to progressively seal a further 48km of the Kennedy Developmental Road (The Lynd – Hughenden), construction commenced in 2020 and was scheduled for completion at the end of 2023.

At the completion of this project, approximately 10km of the Kennedy Developmental Road will remain unsealed.

Sealing the final 10km (approx.) of the Kennedy Developmental Road and completing the White Cliffs realignment would be of significant economic benefit to the region, providing a direct transport corridor for primary producers to freight goods from FNQ to our southern markets faster and more reliably than the existing Bruce Highway route.

The recent widespread flooding in the wake of ex-Tropical Cyclone Jasper and increasing frequency of extreme weather events has highlighted the both the fragility and importance of our transport networks and of the value of providing a secure inland alternative.

Sealing the Kennedy Developmental Road in its entirety is a priority project that would provide a year-round, all-weather route to southern markets for agricultural produce and livestock, reducing costs and increasing safety for all road users.



Opportunity

- Increases resilience – would provide an alternate supply route to FNQ, vital when the Bruce Highway traffic is disrupted due to extreme weather events.
- Reduces freight costs between FNQ and southern market, supporting the sustainability of primary production in northern Australia.
- Increases regional economic development, supporting growth in agriculture, mining and tourism sectors.
- Enhances supply chains and increases sovereign capability.



Project Status

Flinders and Etheridge Shire Councils are delivering the 48km sealing works. Funding has been fully allocated and work was scheduled for completion in late 2023 (weather permitting).

\$30m is now required to seal the final 10km (approx.) of the Kennedy Developmental Road and complete the White Cliffs realignment.



Recommendation

The Australian Government commits \$30m to seal the final section of the Kennedy Developmental Road and complete the White Cliffs realignment to ensure this key strategic route between Cairns and southern freight hubs is sealed in its entirety



Savannah Way (Gulf Section)

The Savannah Way traverses northern Australia, linking Cairns in FNQ to Broome in Western Australia’s Kimberley. The route is about 3700km long, crossing 15 national parks and five World Heritage areas as it traverses the Top End.

Considered to be in the top 10 road trips of Australia, the self-drive tourism market delivers \$69.8m annually into the Gulf region⁶, with 38% of visitors starting the journey in Cairns.

The Gulf section of the Savannah Way takes in 888km from Forty Mile Scrub west of Mt Garnet to the Northern Territory border, with significant sections of the road already sealed. However, there are many substantial sections that require pavement upgrades, bitumen seal, minor realignment of substandard curves, concrete causeways, and four major river crossing upgrades.

Recognising the need to seal the Gulf section of the Savannah Way, in 2019 the Australian and Queensland Governments committed \$62.5m for road upgrades through the Roads of Strategic Importance – next priorities initiative. This will be spent across various shire councils, with a prioritised list formulated in 2021. The Mount Garnet to Carpentaria Shire border section is 510km and requires funding to upgrade the road and floodways for reliability and to meet current construction and safety standards for heavy vehicles, tourists and commuters. This includes approximately \$25m to upgrade the low-level river crossing at Gilbert River between Georgetown and Croydon. The river crossing is vital to the Gulf Savannah region and highly susceptible to flooding with unsafe entry and exit points⁷.

Burke Shire to the Queensland border requires further sealing, widening and improvements, including upgrading the causeway crossings at Gregory River (near Tirranna Springs Roadhouse) and Nicholson River (near Doomadgee).

Upgrading the remaining sections is estimated to require:

- \$40m to finish sealing 72km between Normanton to Burketown⁸
- \$41m to seal 55km between Hells Gate and the Queensland border⁸
- \$25m (approx.) to upgrade the Gilbert River crossing

Opportunity

- Increased economic and social outcomes.
- Improved safety and resilience.
- Improved regional connectivity particularly in isolated and remote communities.
- Supports local workforce development and retention.

Project Status

Some works underway.

Further funding required to complete sealing, upgrades and floodways.

Recommendation

The Australian Government (in partnership with the Queensland Government) supports the sealing and improved flood resilience of the Gulf section of the Savannah Way by investing:

- **\$40m to seal 72km between Normanton and Burketown**
- **\$41m to seal 55km between Hells Gate and the Queensland border**
- **\$25m to upgrade the Gilbert River crossing**

Inland roads, FNQ

-  Savannah Way (Gulf Section)
-  Kennedy Developmental Road (Lynch - Hughenden)
-  UNSEALED - Kennedy Developmental Road
-  UNSEALED - Savannah Way (Gulf Section)
-  National and State Roads

Road Connectivity Sources

¹ Infrastructure Australia, *Cairns Western Arterial Road capacity*, last updated April 4, 2023, <https://www.infrastructureaustralia.gov.au/map/cairns-western-arterial-road-capacity>

² <https://www.infrastructure.gov.au/sites/default/files/documents/independent-strategic-review-iip-project-changes-summary.pdf>

³ FNQROC, *Kuranda Range Road*, August 2019, <https://www.fnqroc.qld.gov.au/files/media/original/004/98d/138/272/FNQROC-Kuranda-Range-Road-August-2019-DIGITAL.PDF>

⁴ Department of Transport and Main Roads, *Kennedy Highway (Cairns – Mareeba), Barron River bridge upgrade*, planning, last updated October 30, 2023, <https://www.tmr.qld.gov.au/projects/kennedy-highway-cairns-mareeba-barron-river-bridge-upgrade-planning>

⁵ *National Land Transport Act 2014* (Cth)

⁶ Gulf Savannah Development, *Tourism Survey Report*, March 2018, <https://www.burke.qld.gov.au/downloads/file/522/gsd-tourism-report-2018>

⁷ Gulf Savannah Development, *2024-25 Queensland Budget submission*

⁸ NWQROC, *Developing Northern Australia Conference Paper*, July 2023



FOOD & WATER SECURITY

Water and food security have become priority national policy issues on the back of record drought periods in Australia, as well as disruption to supply chains through COVID-19 and recent flooding events. The ability to meet increased demand for fresh Australian produce from Far North Queensland is at major risk due to the lack of a long-term water implementation strategy. Agricultural exports are vital to FNQ with the industry sector output currently valued at \$2.7bn¹, constrained mainly by factors such as irrigation and access to market. Urban demand also continues to increase with Cairns' population growth averaging 1.9% per annum over the past 10 years². This, combined with a long-running history of three million tourists visiting FNQ annually, means an effective and multi-faceted water supply strategy is required to ensure the growing needs of the region can be met.

Cairns Water Security – Stage 1

Due to continued population growth, forecasts indicate Cairns will be at risk of a drinking water shortfall by 2026. Demand management has and will continue to play an important role in managing the city’s water resources (per capita water use in Cairns is down 35% since 2006), but access to a new water supply is now critical. The Cairns Water Security – Stage 1 (CWSS1) project meets that need securing urban water supply well into the next decade. The project is Cairns Regional Council’s (CRC) number one advocacy priority.

To reduce the burden on Cairns residents and ratepayers and secure the city’s water needs, CRC has already secured \$215m (50:50) from the Queensland and Australian Governments towards the project’s capital cost. However, since the preliminary business case was completed in 2021-22, inflation, materials, labour shortages and cost of living pressures have seen significant increases in the cost of infrastructure projects across the nation, including the CWSS1 project. The total capital cost of the CWSS1 project has now increased to \$472m³.

In the wake of the unprecedented flooding caused by ex-Tropical Cyclone Jasper, Advance Cairns supports and joins CRC’s calls for significant disaster relief and future-proofing of the city’s water security, requesting that state and federal governments increase their CWSS1 contribution to \$236m each. The recent event highlighted the need for access to an additional water supply and treatment plant after treated water storage dropped to 3% (two hours’ supply) and, as a result, the Cairns and Hinterland Hospital and Health Service was required to prepare for possible patient relocation. Additional funding will not only allow CRC to focus efforts on restoring and repairing services impacted by the flooding but will provide future disaster resilience for the community.

Opportunity

- Secure water needs of 198,000 residents and visitors (as well as industry and surrounding regions which rely on Far North Queensland’s primary population and service centre).
- Reduce cost of living pressures, saving Cairns households an estimated \$7,320 per household over 15 years.
- Build disaster resilience with an additional source of water intake and treatment.

Project Status

The procurement process for the CWSS1 design and construct tender was completed in December 2023 with the tender awarded to John Holland Queensland.

Construction is scheduled to commence in mid-2024 and be completed by mid-2026.

Joint state and federal funding of \$215m (\$107.5m each) has already been committed to the project. Additional funding is now required to support project delivery.

CWSS1 has overwhelming support from the Cairns community, industry and business sectors and all local state and federal members of parliament.

Recommendation

The Australian and Queensland Governments commit an additional \$128.5m each towards the Cairns Water Security – Stage 1 Project, bringing the total commitment to \$472m (\$236m each State/ Fed) with allocations to be made in the 2024-25 Queensland and Federal Budgets (Budget year and across the forward estimates) in accordance with the table below.

| Government | 2023-24 | 2024-25 | 2025-26 | 2026-27 | Total |
|-----------------------|---------|---------|---------|---------|--------|
| Australian Government | \$6m | \$110m | \$85m | \$35m | \$236m |
| Queensland Government | \$6m | \$110m | \$85m | \$35m | \$236m |

Food & Water Security Sources

¹ economy.id, *Total exports by industry sector - FNQROC*, <https://economy.id.com.au/fnqroc/exports-by-industry?BMID=25>

² Cairns Regional Council, *Geography & population*, <https://www.cairns.qld.gov.au/experience-cairns/facts-figures-history/geography-population>

³ Cairns Regional Council, *Our water security*, <https://www.cairns.qld.gov.au/council/projects-and-priorities/advocacy/security>

Lakeland Irrigation Area Scheme

Regional Development Australia (RDA) Tropical North has completed a Detailed Business Case for development of the Lakeland Area as a significant irrigated agricultural area. The Business Case was funded from a \$10m grant through the National Water Infrastructure Development Fund (NWIDF).

Expansion of the 1,800ha area is currently limited due to a lack of adequate and reliable water. The preferred project includes a 296,000ML dam to irrigate up to 10,000ha of identified high quality land, taking one percent of outflow of the Mitchell River to the Gulf of Carpentaria. The scheme will directly generate up to \$382m p.a. in agricultural production with an increase of up to \$213m p.a. in Gross Regional Product (GRP). The scheme would also significantly contribute to population growth and boost region wide economic productivity, with up to \$300m in additional GRP.

Bilateral government support is now required to progress the development approval processes for the project, support a proponent through the detailed design stage (including funding through the NWIDF) and accelerate the review of the Mitchell River Water Resource Plan.



Opportunity

- Contributes to food security through a significant expansion of irrigated agriculture in FNQ.
- Provides major economic opportunities for a currently disadvantaged area of Cape York Peninsula.
- Provides a pathway to Indigenous engagement through the Western Yalanji Aboriginal Corporation and 'on country' presence.
- Provides opportunities for population migration to regional areas of FNQ.

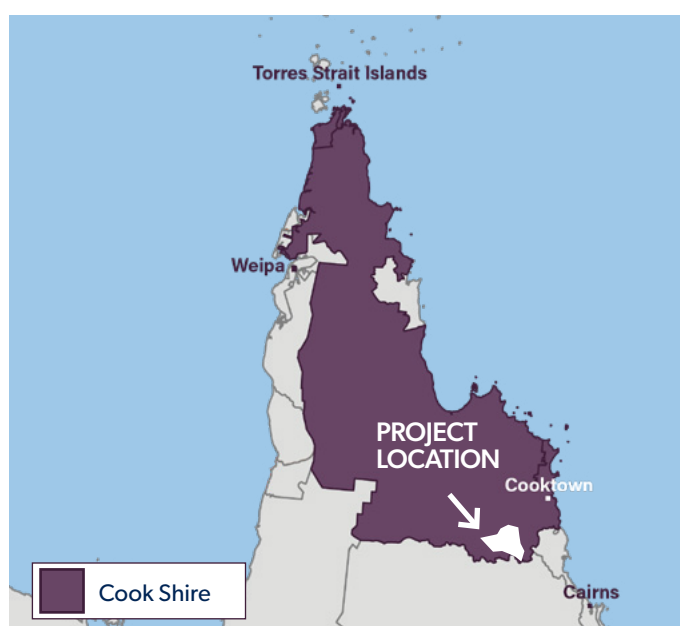


Project Status

The Detailed Business Case is with the Australian Government. While the capital costs are notable, implementation of the scheme in line with previous agricultural schemes with significant government contribution to construction, will make the scheme affordable and realise the substantial identified benefits.



Click here for project map



Recommendation

The Australian and Queensland Governments work together to facilitate and coordinate the development approval processes for the Lakeland Irrigation Area Scheme Project through formation of an independently chaired Mobilisation Group to include representatives of government at state and federal level as well as representatives of the local council of Cook Shire, the Western Yalanji peoples and the Lakeland growers. The purpose is to solve several significant issues including:

- Acknowledgement that development of Lakeland irrigation to its fullest extent be recognised as a catalytic strategic initiative for economic development of regional Queensland and Cape York Peninsula.
- The Scheme be treated like other irrigation areas where only operating costs are recovered.
- A commitment to provide the necessary water from the Mitchell catchment through a new Water Plan.
- Resolution of proposed funding split between Government and private sources to allow determination of one or more project proponents.
- That the Australian Government gives due consideration to funding the detailed design stage of the Lakeland Irrigation Area Scheme.
- The Lakeland Area be declared a precinct with established development rules around environmental protection and urban and rural development, based on a regional basis (not individual landholder basis).

Etheridge Shire Agricultural and Irrigation Precinct Project

Etheridge Shire Council, in conjunction with RDA Tropical North, aims to create a discrete agricultural zone through improved planning and development assessment largely within the Etheridge local government area. This includes promotion and development of the region’s agricultural and economic potential through the establishment of an agricultural and irrigation precinct in the Shire.

The project aims to establish protocols that facilitate the approval and expansion of agriculture and horticulture across the precinct on a regional basis. This will include clear delineation of areas required for environmental protection and Indigenous engagement (through Indigenous Land Use Agreements).

Up to 530,000ha of Class A and B soil is potentially available in the Shire, but there are limitations to water access and security, as well as barriers resulting from the high cost to individual farmers to achieve approvals. An estimated 495,000ML of water is available in the Gilbert River catchment area.

Research is currently underway through the CRC for Developing Northern Australia (CRCNA) and the Northern Australia University Alliance as part of the Water Security for Northern Australia program. Including lifting human capacity and skills in the water sector and water quality modelling and design.

An implementation strategy must also be developed and would include other key elements ranging from agreed definition of the project area to a regionwide environmental impact assessment.

A March 2022 proposal identified that \$2.5m is now required to develop the implementation strategy to complete the project and leverage work undertaken by CRCNA. The plan will identify the best means of accessing water and irrigating up to 50,000ha of land to diversify crop types and drive economic growth in the area.



Opportunity

- Unlock the full potential of this prime agricultural area to deliver an annual economic value of around \$900m.
- Deliver an environmentally and culturally considered planning framework and facilitate affordable development approvals.
- Encourage secondary development and population migration to grow the regional economy.
- Establish a significant service hub situated midway between the Coral Coast and the Gulf of Carpentaria to assist in reducing cost of living and supply chain costs.



Project Status

A project plan proposal has been presented to Queensland Government (through the Regional Economic Futures Fund grant). This includes an investigation into demand and likely areas of immediate take-up.

The proposal has previously been presented to the National Water Grid Authority (NWGA) and while not a ‘Water Project’ as usually considered, the project does conform to the NWGA guidelines where funding includes “scientific analysis and contributes to regional strategic planning and investing in business cases”.

Opportunities still exist for both state and federal governments to jointly fund the concept.



Recommendation

- **The Australian Government accepts that the Etheridge Agricultural Precinct is a relevant initiative under the NWGA.**
- **The NWGA together with the Queensland Government contributes \$380,000 for the initial stage to identify the full extent of the future work required.**
- **The Australian and Queensland Governments work together to establish a set of Precinct protocols as a model for this and other developments for agriculture, which could be supported by appropriate legislation to facilitate economic development, with least cost for approvals.**



Click here for project map





FNQ PRIMARY HEALTH

The Far North Queensland region encompasses some of the most remote communities in the state. Cairns Hospital is the only major referral hospital in FNQ, providing care to patients from Cape York and the Torres Strait. With a population experiencing increasingly complex, chronic conditions above national averages, expanded health services, clinical research, and education are critical to meet the ongoing health needs of the population. Our region's Hospital and Health Services (Cairns and Hinterland, Torres and Cape, North West), supported by the Northern Queensland Primary Healthcare Network, James Cook University (JCU), CQUniversity, TAFE Queensland and other tertiary institutions, work together to ensure that Cairns grows its own medical, nursing and allied health workforce, to expand clinical services and translate research into practice to improve health outcomes for FNQ communities.

Regional and Rural General Practitioners

Cairns' two universities continue to play vital roles in capacity building and the knowledge economy in the region. Through collaborative partnerships and to address current gaps in education pathways, the universities are working to build capacity across a range of industries and community initiatives.

In the October 2022-23 Federal Budget, JCU Medicine in Cairns was awarded 20 Commonwealth Supported Places (CSPs), meaning end-to-end medical training delivered in Cairns for the first time, thus building on almost 40 years of commitment by the University to Cairns. However, with no additional CSPs allocated from the recent nationally competitive grant round, the significant and growing unmet demand for medical labour in Far North Queensland is further exacerbated. It is critical that the Australian Government considers both JCU and the Queensland Government's submissions for additional CSPs. Whilst JCU requested 40 places from the recent grant round for places to be offered in 2024, the University has the capacity to support 110 additional places delivered over two years if these were to be provided.

Further, JCU is also unique among Australian universities in delivering Fellowship training in General Practice for medical graduates since 2016, accredited by and working with the Royal Australian College of General Practitioners (RACGP) and the Australian College of Rural and Remote Medicine (ACRRM) and the Federal Government. JCU's GP training is delivered alongside and integrated locally with JCU's professional programs in medicine, nursing, midwifery, allied health, pharmacy, and dentistry. By investing in the JCU Model of integrated local community-based primary care training across regional Queensland, the government will expand the number of doctors and other professionals pursuing primary care careers in some of the most underserved communities in the country, and specifically, meeting Far North Queensland's primary care health workforce shortages.

In the five years to 2028, projected employment in the Health Care and Social Assistance industry is forecast to increase by around 257,000¹. This trend is expected continue in the coming decades with a workforce twice the size of 2020-21 required to meet demand in 2049-50².

Ensuring demand is met will require a multifaceted approach and how our nation's education and training sector responds to these skills needs is crucial. Regional Australia continues to face acute shortages, particularly in

high-skilled roles (both in the health sector and beyond)³. To address this shortage, the importance of regional universities cannot be overstated with more than 65% of employed regional university graduates remaining in regional areas on completion of their studies⁴.

Provision of additional CSPs and further funding to support JCU deliver Rural Health Medical Training will not only begin to address the skills shortage in the region but would increase equity and reduce disadvantage.



Opportunity

- Begin to address the unmet need for General Practitioners and Rural Generalists.
- Deliver high-quality local health care for regional Queensland.
- Improve equal access to education.
- Begin to address skills deficits across the nation.



Project Status

The Australian Government has received a submission from Queensland Government seeking the allocation of an additional 400 CSPs to Queensland universities in order to meet the state's workforce requirements.

JCU has indicated it can accept 110 new CSPs over two years from 2025. Not only will this support Queensland's workforce requirements, but importantly bolster the regional workforce and improve health outcomes.



Recommendation

- **To support the training and recruitment of Cairns-based clinicians, James Cook University receives 60 CSPs for its Bachelor of Medicine, Bachelor of Surgery (MBBS) to begin in 2025, as well as an additional 50 places in 2026 to be announced in the 2024-25 Federal Budget**
- **To support the primary health care workforce and improve the supply and distribution of GPs within the Far North Queensland region, a further \$5m per annum ongoing investment is sought to secure the Rural Health Medical Training delivered by JCU, to be announced in the 2024-25 Federal Budget.**



There is a shortage of medical professionals in this region and additional medical places would complement the new development and significantly bolster the capacity of our regional medical workforce in Queensland and northern Australia.

— Professor Simon Biggs, Vice Chancellor, James Cook University



FNQ Primary Health Sources

¹ Australian Government, *Jobs and Skills Australia, Employment Projections*, <https://www.jobsandskills.gov.au/data/employment-projections>

² Australian Government, *Treasury, Intergenerational Report 2023*, <https://treasury.gov.au/sites/default/files/2023-08/p2023-435150.pdf>

³ Australian Government, *Jobs and Skills Australia, Towards a National Jobs and Skills Roadmap: Annual Jobs and Skills Report 2023*, <https://www.jobsandskills.gov.au/publications/towards-national-jobs-and-skills-roadmap>

⁴ Richardson, S. (2011). *Higher education & community benefits: the role of regional provision*. Australian Council for Educational Research (ACER). https://research.acer.edu.au/joining_the_dots/26

⁵ The State of Queensland (Cairns and Hinterland Hospital and Health Service), *Local Area Needs Assessment 2022*

⁶ Cancer Council Queensland, *What are the main geographic differences in cancer across Queensland?* (2013-2017)

⁷ COUCH, *A Year in Review 2023*, https://couch.org.au/fileadmin/user_upload/COUCH_About_Us_2023_Year_in_Review.pdf

COUCH Wellness Centre

Cancer is the greatest cause of premature death in the Cairns and Hinterland Hospital and Health Service region⁵. Far North Queensland’s high Aboriginal and Torres Strait Islander population, sparse geographic footprint and level of socioeconomic disadvantage present barriers to timely diagnosis and treatment resulting in adverse diagnosis, survival and mortality rates⁶.

The Cairns Organisation United for Cancer Health (COUCH) is a purpose-driven organisation dedicated to providing comprehensive support and services for individuals and families impacted by cancer, playing a key role in the coordination of care. Formed in 2006, COUCH set out to address the imbalance of services and support for people with cancer in Far North Queensland compared to those in metropolitan cities.

In 2010, COUCH was successful in its persistent campaign to bring radiation oncology services to Cairns Hospital with the opening of the Liz Plummer Centre.

In 2019 – with the support of the Australian Government – COUCH subsequently opened the COUCH Wellness Centre. The Wellness Centre provides evidence-based programs targeted at alleviating cancer treatment side effects, focusing on enhancing wellbeing with our reach extending from Weipa/Cooktown to the Cassowary Coast as individuals access services while in Cairns for treatment consistent with an integrated approach to cancer care.

The North Queensland Primary Health Network has provided funding to COUCH over the last three years, contributing to its establishment and service development phase. This funding is set to cease in August 2024, leaving a vital need to secure long-term sustainability for COUCH and ensure Far North Queenslanders impacted by cancer, continue to receive these essential services and support. Its impact on the health and wellbeing of people affected by cancer is immeasurable, providing 6000 individual services to clients in the twelve months to November 2023 with a significant growth rate year on year. To-date, the average Federal funding equates to \$74 per individual episode of care, demonstrating the efficacy and cost-effectiveness

of services during the development and establishment phase.

As the only regionally based, community-owned, not-for-profit cancer organisation, it is important that the organisation has the security of funding to allow it to continue providing much-needed services for patients and their families across the region.



Opportunity

- Ensure enhanced service provision for adversely impacted communities.
- Improve health and wellbeing outcomes for Far North Queensland.
- Continue to promote interdisciplinary expertise to better meet patient care needs.
- Support the retention of the cancer care workforce.
- Support the only community owned, NFP cancer organisation in the region.



Project Status

Funding provided by the North Queensland Primary Health Network will cease in August 2024.

\$500,000 in recurrent funding is sought to ensure the provision of services for people with cancer and their families across Far North Queensland.



Recommendation

The Australian Government provides \$500,000 per annum in recurrent funding, for five years to fund the Cairns Organisation United for Cancer Health and ensure enhanced service provision for Far North Queensland.

| Government | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|-----------------------|---------|---------|---------|---------|---------|
| Australian Government | \$500k | \$500k | \$500k | \$500k | \$500k |



PACIFIC ENGAGEMENT

Cairns stands at the geographic nexus of Australia’s multilateral engagement with the Pacific in a rapidly changing geopolitical environment. Australia’s engagement with our near neighbours has deepened significantly in recent times, building understanding of the increased capacity of Far North Queensland, the nation’s northern gateway, to play a greater role in enhancing and building our strategic and people-to-people ties with the Pacific. Cairns has the geographic adjacency, structures, business, defence, capacity building, education and cultural ties, and relationships to become the operational base to deliver many of the programs related to our nation’s Pacific engagement.

Office of the Pacific

The Office of the Pacific (OTP) plays a central role as the “custodian” of the nation’s deep relationship with the region. It is a cross-departmental Office drawing upon a range of policy and operational programs in its co-ordination of this role. A key function of the OTP is the delivery of the Australian Government’s suite of initiatives across the Pacific, including labour mobility and capacity building. Reflecting Australia’s close engagement and commitment to the Pacific, OTP employment numbers have grown to around 100, yet staff, including operational personnel whose role it is to deliver these programs, continue to be based largely in Canberra.

OTP operational teams currently fly more than six hours to Port Moresby from their Canberra base compared with a flying time from Cairns of just one hour and 30 minutes. Establishing a core operational presence and basing personnel in Cairns would allow the OTP to deliver its initiatives with greater efficiency, timeliness and ease of access, and would act as a key enabler for the Office to more effectively engage with our Pacific partners.

This recommendation goes deeper than questions of increased efficiency and effectiveness alone. Cairns’ large Pacific diaspora which includes a growing number of PNG-born residents (the third highest ranking overseas born population at 2,361 or 1.4% of Cairns’ total population¹) and has deep cultural, business and sporting ties across the Pacific. Cairns is home to the Exchange Innovation and Information Centre (EiiC), which works in partnership with PNG to promote business and educational links between Cairns, PNG, and the Pacific. The EiiC is unique within Australia and houses the offices of Tradelinked Cairns PNG Pacific, and of PNG National and Provincial agencies. Cairns also hosts 12 foreign consulates, and through existing business links, is engaged with and supports the Pacific Labour Scheme. In addition, Cairns Regional Council is working with a Papua New Guinean consortium to help progress a proposal for the inclusion of a PNG-based team in the National Rugby League (NRL) competition reflecting a broad desire to further cement these ties.

The opportunity to build trusted and enduring people-to-people ties can best be achieved by the establishment of a core presence of the Office of the Pacific in Cairns to build sustainable relationships and enrich our understanding of our near neighbours who value engagement arising not on a transactional basis but through enduring relationships.



Opportunity

- Establish an operational or front-line team of the Office of the Pacific in Cairns to improve service and program delivery by proximity to the market and engagement with the local business and the diaspora community.



Project Status

The OTP has expanded significantly since its inception.

Establishing a core operational presence of the OTP in Cairns is required to support and enhance government coordination and drive implementation of our regional activities with our Pacific neighbours.

Advance Cairns is joined by other key regional stakeholders in advocating for this important initiative.

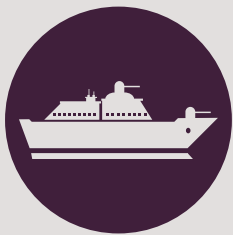


Recommendation

The Australian Government commits to establishing a core operational Office of the Pacific presence in Cairns to enhance cultural and business engagement and to provide for improved delivery of services into the region.

Pacific Engagement Sources

¹ Cairns Regional Council, *Community Profile – Cairns Birthplace*, <https://profile.id.com.au/cairns/birthplace?WebID=10>



CAIRNS MARINE PRECINCT

The Cairns Marine Precinct is a critical enabler of the Far North Queensland economy and is central to building a sustainable, diversified future for the region. A leading maritime maintenance, repair and overhaul destination for vessels nationally and internationally, the precinct is home to a large and diverse marine sector including Defence and Border Force, a world-renowned tourism-reef fleet, commercial fishing and shipping, specialist boat builders and an active cruising yacht squadron, while also playing host to superyachts and cruise liners visiting the region. The precinct also offers education and training pathways delivered by the TAFE Queensland Great Barrier Reef International Marine College which are building a workforce for the future as well as playing a key role in capacity building across the Pacific.

Common User Facility

The Cairns Marine Precinct (CMP) has continued to face rapidly growing demand domestically and globally, with maintenance, repair and overhaul (MRO) providers operating at or near capacity and struggling to meet market demand¹.

Federal and state governments have committed \$360m towards the delivery of a maritime Common User Facility (CUF) to increase the capacity and capability of the CMP, allowing the precinct to deliver on future defence and maritime industry business. Given the work that is currently being turned away, it is now vital federal and state governments work together to accelerate delivery of the CMP CUF whilst, critically, ensuring sufficient funding to deliver on the project is allocated. The importance of this project becomes even more apparent in the context of the current geopolitical environment and increased focus on engagement with the Indo-Pacific.

In April 2023, the Australian Government's *Defence Strategic Review* (DSR) outlined the force structure, posture and capability of the Australian Defence Force (ADF) over the coming decades. Key to this and one of six key priority areas identified by the Albanese Government was the need to improve the ADF's ability to operate from Australia's northern bases. As Australia's most northern naval base on the eastern seaboard, HMAS Cairns plays a key strategic role in the nation's defence capability, currently undergoing a \$240m upgrade to accommodate at least four of the 12 Arafura-class Offshore Patrol Vessels.

In addition to HMAS Cairns, the precinct is also home to the first of four strategically located Regional Maintenance Centres (RMC) established under Defence's *Plan Galileo*. RMCs are tasked with the ongoing maintenance and sustainment of multiple classes of Royal Australian Navy surface fleet which are expected to be significantly larger and more complex as a result of the continuous naval shipbuilding program. While the tonnage of the fleet is expected to increase by 132% across Australia from 2010-2048, Cairns' RMC North-East will see the largest increase of 200%². Fast-tracked delivery of the CUF is critical to attracting further home ported vessels, ensuring regional sovereign sustainment capability and benefit to local industry.

This expedited delivery would strengthen Australia's strategic, partnerships, alliances and dialogues such

as AUKUS and the QUAD. Cairns' strategic importance and longstanding status as the premier maintenance and sustainment destination for the region has seen a significant increase in visitation from foreign Defence and border force vessels with this trend only expected to escalate.

In order to meet growing demand and capitalise on these time sensitive defence and maritime opportunities while supporting local industry, it is vital the Australian Government work with the Queensland Government to ensure expedited delivery of the CMP CUF as well as ensuring sufficient funding is provided to deliver the project.



Opportunity

- Strengthen and diversify FNQ economy building a more sustainable future.
- Increase capability, capacity and competitiveness.
- Solidify Cairns as a leading maritime MRO destination.
- Boost job creation and secure future of 4,600 jobs supported by the Cairns maritime industry.
- Attract investment and re-investment.
- Progress the *Defence Strategic Review* playing a key role in Australia's strategic "hardening of the north".



Project Status

\$360m committed (50:50 funding split).

Works were set to commence in late 2023, weather and other circumstances permitting.

Accelerated delivery is required.



Recommendation

To meet rapidly growing demand and realise full economic benefit, the Australian Government works with the Queensland Government to expedite delivery of the Cairns maritime Common User Facility and commit to having an operational ship lift, undercover facilities and hardstands by 2027.

Defence and Defence Industry

As Australia's most northern naval base on the eastern seaboard, HMAS Cairns plays a key strategic role in the nation's defence and security capabilities. With over 900 Navy and civilian personnel, the base provides maintenance, logistics and administrative support to Cairns based Fleet Units as well as refit and training support for neighbouring Pacific Island nations.

The release of the *Defence Strategic Review* (DSR) highlighted the urgent need to upgrade Australia's northern bases, with the Australian Government subsequently committing \$240m for upgrades at HMAS Cairns as it prepares to accommodate at least four of the 12 Arafura-class Offshore Patrol Vessels.

The Cairns Marine Precinct is primed to support increased Defence activity, with a longstanding marine maintenance and sustainment capability. This was evidenced through the recent establishment of the first of four new Regional Maintenance Centres (RMC) in Cairns. Developed under the Royal Australian Navy's (RAN) Plan Galileo, RMCs provide a strategically positioned national naval sustainment and maintenance hub. This has allowed the CMP to build on its present commitments, servicing vessels from HMAS Cairns, Darwin, the United States, and the Pacific Islands.

While Defence has made significant commitments and contributions to the region, structural changes in strategic circumstances have required Defence to review and reform its posture and structure. An updated *National Defence* approach is necessary to meet the challenges in the current geopolitical climate, however despite recommendations of urgency and a "short, sharp" review of the RAN's surface fleet, the defence industry remains uncertain as to what future capability and capacity might be required to service Defence almost a year after the DSR's release.

Defence Connect's *2023 Australian Defence Industry Report* found that in a sample of 801 active defence industry participants, almost 50 per cent described Australia's defence sector as "difficult" or "extremely difficult" to conduct business in .

Australia's sovereign capability requirement has never been more apparent, particularly within Defence. For industry to maintain and build its capacity to support and deliver for Defence operations, greater engagement and oversight into the future Defence pipeline is required,

beginning with the urgent release of the Surface Fleet Review. This clarity will provide industry with assurance and enable preparation, investment and development of capabilities required to support Defence's operations and contribute to the nation's preparedness for major conflicts.



Opportunity

- Greater integration and collaboration between the Department of Defence and defence industry.
- Support and create increased sovereign capability and strong and resilient supply chains.
- Support industry through provision of long-term continuous sustainment programs.



Project Status

The *Defence Strategic Review* was released in April 2023 recommending a review of Navy's Surface Combatant Fleet by September 2023.

The Australian Government confirmed receipt of the Surface Fleet Review in September 2023; however, its public release remains pending.

Expedited release of the review and greater assurance and clarity for the defence industry is required to ensure enduring sovereign capability.



Recommendation

The Australian Government expedite the release of the findings and response to the surface combatant fleet review and evaluate future processes to ensure that industry central to our Defence and national security operations can continue to sustain future Defence operations.

The Department of Defence delivers on its \$240m expansion of HMAS Cairns.

The Department of Defence commits to basing and sustaining additional vessels in Cairns, including the Australian Army's Land 8710 Amphibious vessels.

Shipyard Investment

In northern Australia, shipyards are key players in industry with permanent ship repair & maintenance and in-service support capabilities, including a significant, diverse, and highly skilled workforce in Cairns. This is complemented by the ability to deliver expeditionary services across the north and Pacific regions.

To support and unlock capability, and maximise utilisation of infrastructure in the immediate term, an investment of \$12m is required to upgrade the three shipyards.

Delivery of this funding will support the optimisation of fixed infrastructure on port leaseholds in the shipyards before the significant expansion of the Cairns Marine Precinct, ensuring a sustainable development pathway, while building upon and recognising the significant Australian private sector investment in the shipyards over the past decades.



Opportunity

- Increase naval certified hardstand areas.
- Increase skilled workforce capacity.
- Increase wharfage.
- Ensure sustainable development.
- Further unlock, grow and sustain capacity for Defence and northern Australia.



Project Status

In 2023, the Queensland Government committed \$12m (matched funding) to the shipyards as part of the government's Industry Partnership Program.

To unlock and complete the proposed capacity increased, an additional \$12m is sought from the Australian Government.



Recommendation

The Australian Government commit \$12m for Stage 2 capacity increases within the city's three shipyards.

Cairns Marine Precinct Sources

¹ PricewaterhouseCoopers (2022). *Cairns Marine Precinct Infrastructure Investment Detailed Business Case*.

² <https://www.defence.gov.au/business-industry/naval-shipbuilding/plan/galileo>

³ Garman, Liam. "Businesses struggling to operate in defence industry, latest Australian Defence Industry Report finds." *Defence Connect*, January 23, 2024, <https://www.defenceconnect.com.au/industry/13486-business-struggling-to-operate-in-defence-industry-latest-australian-defence-industry-report-finds>



[Click here for detailed map](#)



Cairns Marine Precinct



Common User Facility



TAFE Queensland Great Barrier Reef International Marine College



HMAS Cairns Royal Navy Base



Key stakeholders



ADVANCE CAIRNS

THE COMMITTEE FOR
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Advance Cairns 2024-25 Federal Budget Submission
5 February 2024, V2