



COOK SHIRE COUNCIL ECONOMIC DEVELOPMENT PLAN

2016 – 2020

ENABLING, INNOVATIVE, OPPORTUNITY



Cook Shire
COUNCIL

MESSAGE FROM THE CEO

Cook Shire covers in excess of 80% off Cape York with a land mass of more than 100,000 square kilometres and has a population of less than 5,000. The potential of Cook Shire has long been recognised but remains unrealised. With the release of the Northern Australia White Paper, the opportunity exists to tap into the vast potential of Cook Shire and create economic, social and cultural opportunities that will benefit not just Cook Shire, but also Queensland and northern Australia.

It is timely that Cook Shire has prepared an Economic Development Plan for the period 2016 to 2020. The themes of “Enabling, Innovative, Opportunity” encapsulate the challenges, requirements and rewards of the path ahead. Key infrastructure is required to enable the private sector to invest the capital needed for economic development. The challenges of a vast landscape in a remote location necessitate innovative solutions. Finally, the opportunity is there for us to seize if we are prepared to take on the challenge.

It is only by working together with key stakeholders across Cape York along with the Queensland and Australian Governments that we can succeed in creating a unique mix of culture, environment, lifestyle and industry. Cook Shire is up for the challenge and invite you to join us in our endeavour.

Tim Cronin

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ABOUT COOK SHIRE

Cook Shire is the largest shire in Queensland in terms of land area. From the Bloomfield River in the south to just north of the Jardine River it covers over 106,000 square kilometres and encompasses 80% of Cape York Peninsula.

It is the largest Local Government Area in Queensland by land area and is larger than Tasmania, yet Council's rate base relies on around 2,321 properties. Over 90% of the Shire land tenure is in National Parks (14%), nature reserves (23%) and mining, state lands and reserves (53%). Significantly, the Shire includes two world renowned World Heritage Areas, being the Wet Tropics of Queensland and the Great Barrier Reef.

The Shire's major township is Cooktown with smaller population centres at Marton, Laura, Lakeland, Coen, Ayton, Rossville and Portland Roads and offshore islands including Lizard Island with significant numbers of people living throughout the Bloomfield and Endeavour Valleys.

Cook Shire is also well placed to benefit from current Cairns initiatives that seek to encourage development and diversify that City's economy, which historically has been dependant on tourism. This includes capitalising on the potential for major Chinese investment in development as well as State and federal investment in infrastructure such as upgrading the hospital, expanding the port and potential redevelopment of the airport (in a 20-year State Government-approved plan).

Cook Shire enjoys a mild tropical climate. January to March is the typical wet season period and also hottest time of the year. April to December brings a drier period with cooler weather and temperatures averaging around 27 degrees Celsius. In summer, Cooktown is usually 5 degrees cooler than Cairns.

Cooktown is 331kms from Cairns (3 1/2 hours by car) and 266kms from Mareeba via the fully sealed Mulligan Highway. Flights are serviced by Hinterland Aviation from Cairns, this 40 minute flight gives you a bird's eye view of our stunning landscapes. Hinterland Aviation also fly to Kowanyama, Lizard Island and Pormpuraaw.

Cooktown really is the heart of Cape York Peninsula and is positioned to become the Cape's prime health and educational service outlet, being the second biggest town in the Cape to Weipa in the far north west.



COUNCIL'S ROLE

Cook Shire Council plays a lead role in the economic development and promotion of Cook Shire and is charged with making the most of Cook Shire's assets to secure prosperity and jobs for the long-term future of the region.

Council has prepared this Economic Development Plan (EDP) to support the establishment of a strategic action plan for the Cook Shire economy. The EDP will provide guidance and reference for Council and key stakeholders in relation to economic development activities and projects. Council's operational plan will act as the working arm of the EDP and provide specific detail with regards to activities, projects and budgets. The EDP will also provide a clear and focussed direction to underpin and assist the delivery of the **Tropical North Queensland Regional Economic Plan** in partnership with key economic development bodies as well as the Tablelands, Cairns and Cassowary Coast local government areas.

While Cook Shire comprises many distinct communities, expectations for Council services, business and retail services, product range and quality is generally increasing. At the same time the commercial sector continues to deal with remoteness, skill shortage challenges in the workforce and seasonality. The competitive strengths of the Cook Shire in tourism, agriculture, aviation and renewable energy positions Cooktown as the service centre for Cape York communities and the Shire as the economic engine room for northern Queensland.

KEY CHALLENGES

Challenges are not new for Cook Shire and for communities to remain strong, independent and resilient, Cook Shire needs to participate in the digital economy; secure supplies of gravel/ rock and water for road works and construction; make improvements towards achieving food security and ensure decisions about development are sustainable and benefit the community.

Investment and development presents opportunities for the community to increase self-sufficiency, create regional and local collaboration to improve services, improve food supply (and food security), infrastructure, arts and culture and natural resource management.

Future prosperity and a stable economic structure for Cook Shire relies on certainty about where development is intended to occur; removing unnecessary impediments to such development and recognising how long-term investments can benefit communities and the environment, notwithstanding potential short-term impacts.

The current project to upgrade the Endeavour River foreshore at the foothill of Grassy Hill in Cooktown will prove to be the catalyst for investment and growth. Implementation of the adopted master plan will also provide the Shire's residents with a world class community facility for their benefit and enjoyment.

STRATEGIC AND POLICY CONTEXT

It is important that in developing this document, acknowledgement is given to key partners of Cook Shire Council including the Regional Development Australia Committee for Far North Queensland & Torres Strait, the Queensland and Federal Governments and Advance Cairns.

The Cook Shire Economic Development Plan has been created within the context of and complementary to, the **Tropical North Queensland Regional Economic Plan** (TNQREP) of which Cook Shire is one of the four major council areas. The EDP has also been developed on the basis of existing policy and a mixture of quantitative and qualitative data, including: the Cook Shire Community Plan and TNQREP consultations; statistical profiling of current economic trends and conditions; and local area business research.

Key documents analysed as part of this Plan include:

- **Cook Shire Council Community Plan 2011-2021**
(www.cook.qld.gov.au/community-plan)
- **Cook Shire Council Corporate Plan 2012-2017**
(www.cook.qld.gov.au/corporateplan#corp_plan)
- **Cook Shire Council Planning Scheme**
- **Tropical North Queensland Regional Economic Plan**
(www.advancecairns.com/economic-development)
- **Regional Development Australia Road Map**
(www.rdafnqts.org.au/index.php/rda-initiatives/regional-road-map)
- **Cape York Regional Plan**
(<http://www.dilgp.qld.gov.au/resources/plan/cape-york/cape-york-regional-plan.pdf>)
- **White Paper on Developing Northern Australia**
(<http://northernaustralia.infrastructure.gov.au/white-paper/>)

VISION

Successful communities tend to have one thing in common – an articulated, shared vision of where they want to go and of what common values exist in the Cooktown community and townships of Cook Shire.

Enabling, Innovative, Opportunity

Enabling the region to be highly productive and competitive in Cape York using **Innovative** measures to maximise output and identifying **Opportunities** to engage with investors and families seeking a better lifestyle.

Economic development does not happen in isolation but rather through the concerted efforts of many individuals and organisations, both in the public and private sector. Cook Shire Council will play a central role in the future economic development of the Cook Shire, but will rely on the important collaboration and contribution of a wide variety of partners from within the region and beyond, including, but not limited to:

Key Partners

Cooktown Chamber of Commerce and Tourism
Cape York Sustainable Futures
Laura Inter-Agency Working Group
Lakeland Progress Association
Coen Advisory Group

THE IMPORTANCE OF ECONOMIC DEVELOPMENT

Each local government area has a role to play in building the state economy, none more so than Cook Shire as each financial year significant resources are contributed to maintaining the largest shire in Queensland.

This presents a range of opportunities across a variety of industry sectors, given the focus on developing northern Australia and the countless options Cook Shire has in leading suitable economic development initiatives, appropriate in sustaining our values and lifestyle, reasons for which families choose to live in our townships.

Economic development is about working together to maintain a strong economy by creating and retaining desirable jobs, which provide a good standard of living for individuals.

Several strategies outlined in the Economic Wellbeing section of the **Cook Shire Community Plan 2011 – 2021** have already successfully been addressed or implemented, however considering this is a 10 year plan there is still time to focus on outstanding issues. These are:

- To support local production and consumption of goods and encourage households to be more efficient
- To increase business efficiency by promoting and facilitating cooperation and strategic alliances among firms and other productive enterprises to develop critical mass
- To lobby government for resolution of land tenure and other legislation to provide certainty for investors and current stakeholders to invest in their property
- To support initiatives to attract residents to the area
- To attract and actively support investment to the area
- To support the availability of relevant, effective training for workforce entrants and for existing workers to improve skills

- To work collaboratively with job service agencies and providers on projects which provide employment and skills training
- To encourage provision and uptake of small business advice and training for all businesses



PLANNING FOR SUCCESS

As outlined in the *White Paper on Developing Northern Australia*, the Federal Government has identified the five industry pillars that have the most potential for growth, in which Cook Shire's focus needs to align for funding consideration and allocation.

These are:

- Food and agribusiness
- Resources and energy
- Tourism and hospitality
- International education
- Healthcare, medical research and aged care

The framework in which the White Paper's six policy directions are:



POLICY DIRECTION	COOK SHIRE'S AIM
1. Simpler land arrangements to support investment	Lobbying for reduced "red", "green" and "black" tape
2. Developing the north's water resources	Water storage facility at Lakeland Downs
3. Our business, trade and investment gateway	Developing agriculture industry, supported by Beef Roads and other export outlets such as Cooktown Airport Aviation Park
4. Infrastructure to support growth	Peninsula Development Road, NBN, Mobile Coverage, reliable and commercially competitive electricity supplies, development of port facilities and affordable rental and housing
5. A northern workforce for growth	Increase population, lifestyle attraction
6. Good governance for Northern Australia	Collaboration with Far North Queensland Regional Organisation of Council's and longer term funding arrangements to allow Cook Shire to develop and implement strategic plans



ATTRACTIVE LIFESTYLE AND BUSINESS OPPORTUNITIES

Cook Shire Council is committed to providing quality services and infrastructure upgrades to support a growing population and to attract investment into the region.

Regionally significant projects are designed to accelerate growth in existing and new businesses, support the sustainability of the region as well as strengthen the long term prosperity of the local community. Regionally significant projects in which Cook Shire are working on at February 2016 include:

The **Cooktown Foreshore and Webber Esplanade Revitalisation** is a project Cook Shire Council has been working towards the past eight years. The **Waterfront Master Plan (2012)** identifies how public investment in community infrastructure will be a catalyst for private investment, providing an economically diverse approach to regional growth. Cook Shire Council was successful with an application to State Governments Royalties for the Regions and Local Government Grants and Subsidies program which have totalled \$3.5M and \$500,000 respectively.

The **Cook Shire Solar Project** is not only a world first, but a first for Australia in integrating large-scale solar energy and storage into fringe-of-grid location at Lakeland. Lyon Infrastructure Investments are leading this project which has taken over two years to come to fruition, with initial construction works commencing in the first quarter of 2016. This 13MW Solar PV plus battery storage project located at the very fringe of the Australian National Electricity Market will utilise between 40-50 construction and specialist trade workers to complete this project which is anticipated to take between six and nine months to complete.

The Cook Shire Solar Project creates a leadership position for Australia and Queensland, building an innovative reputation in the global renewable energy arena.

The **Cooktown Airport Aviation Park** has preliminary approvals already in place to encourage private investment into this industrial area and provide opportunities to further expand the tourism and aviation industries. The total land area on offer is 7.5Ha with distance to the town centre around a 10 minute drive. Situated in northern Australia, the Cooktown Airport Aviation Park boasts an unrestricted airspace and an opportunity for diversified expansion. Cook Shire Council will support a range of uses that meet existing and future demands of the aviation sector.

The **National Broadband Network**, delivered to the premises via multi-technology mix including fixed wireless and satellite technology is a critical enabler to diversifying our economy and increasing the economic output of the region. By facilitating access to domestic and global markets, providing flexible and innovative educational options and improving health services, Cook Shire has a much more sustainable outlook. This cross industry infrastructure is expected to be installed mid to late 2016 and any residents and businesses outside of the direct rollout map will still be able to access high speed broadband by way of wireless and satellite technology, at speeds comparable with regional cities at up to 25mbps.



ECONOMIC DEVELOPMENT GROWTH SECTORS

The Cook Shire Economic Development Plan identifies several areas in which the Cook Shire has key strengths.

These strengths have become the foundation for Economic Development to occur. The Plan identifies Foundation and Enabling Initiatives, two 'Strategic Growth Sectors' and one 'Emerging Growth Sector' on which Cook Shire will build its competitive advantage.

It is the intention that the Economic Development Plan be a five year plan. There will be opportunities that may arise outside of the identified growth sectors listed below. The opportunities will be maximised and capitalised upon at that point, however the Cook Shire Economic Development Plan is intentionally strategic in its approach rather than share an adhoc, all-encompassing or reactive approach to Economic Development.

The Economic Development Plan also identifies outcomes to be achieved over the coming twelve months. These outcomes will be updated and 'next step' outcomes will be included every twelve months throughout the life of the Plan.

The identified growth sectors for the 2016 to 2020 period are:

- Foundation and Enabling Initiatives
- Strategic Industry Development Sectors
 - Tourism, including events
 - Agriculture
- Emerging Growth Sector
 - Aviation



FOUNDATION AND ENABLING INITIATIVES

ISSUES	WHAT DO WE WANT	HOW WILL WE DO IT	CURRENT ACTIVITIES/ PROJECTS	OUTCOMES BY DECEMBER 2016
Attracting new businesses to Activity and Commercial Precincts of Endeavour Foreshore development	Endeavour Foreshore development complete with Commercial Precinct Business Plan prepared	Meet with stakeholders and interested parties as part of the community engagement workshops and Commercial Precinct Strategy Plan	Preparation of Precinct Management Plan and Commercial Precinct Strategy Plan	Precinct Management Plan and Commercial Precinct Strategy Plan developed and completed
Lack of structure around boats harboured in Endeavour River, access for fishing and tourism industry and waste removal	Cooktown Port Development in conjunction with Commercial Precinct Business Plan	Working with Ports North who control Cooktown Port along with seeking to access Government funding of port development as part of future foreshore development as set out in the Master Plan	Cook Shire Council has applied for priority to obtain the lease over water associated with its Lease E over land in the port. It is intended to offer these to the private sector through an EOI process	Cooktown Port Development focus in Commercial Precinct Strategy Plan developed
Simpler land arrangements to support investment	Create more certainty around Land Tenure and use for Council land	Create a detailed inventory of issues surrounding roadblocks and land tenure issues. Develop close working relationship with DNRM to establish a process for working through land tenure issues	Two day site visit and workshop conducted with DNRM to commence the development of processes moving forward to better enable resolution of land tenure issues and facilitate economic development	Project Plan including dossier Land Tenure issues in Cook Shire
Lack of quality rental housing for Cook Shire Council staff and other non-government agencies	Several houses to be developed as part of the Housing and Development Forum key initiative	Cook Shire Council has committed to encouraging new housing to alleviate the housing pressures and its impacts on the ability to attract quality staff to Cooktown. Council is in the process of facilitating housing development to alleviate immediate pressures in attracting and retaining staff to Cooktown	Determine aggregate housing demand and identifying solutions and opportunities	Housing Development Project Plan to ensure feasibility and adequate return

FOUNDATION AND ENABLING INITIATIVES

ISSUES	WHAT DO WE WANT	HOW WILL WE DO IT	CURRENT ACTIVITIES/ PROJECTS	OUTCOMES BY DECEMBER 2016
Senior citizens leaving town to access better health services	Retirement village developed to attract elderly and families, supported by health services at Cooktown Regional Hospital	Identify suitable land and secure private investment through appropriate tendering processes	Cook Shire Council is working with DNRM to purchase identified site. Native title will need to be resolved prior to progressing with an EOI/ Tender process	Formal valuation to be provided by DNRM. Commencement of native title negotiations through Cape York Land Council to be underway
Infrastructure to support growth: Our business, trade and investment gateway: Mobile coverage	Optimum mobile phone coverage for townships in Cook Shire	Black Spot funding round available from July 2016. Several sites in Cook Shire have already been identified and are available to view online here: http://nationalmap.gov.au/	Cook Shire Council is working in conjunction with Telstra to enhance and upgrade the Shire's access to mobile phone coverage. Lakeland has been upgraded to the latest 4GX mobile phone technology. Hope Vale was upgraded to 4GX in December 2015 and Cooktown is due to be upgraded to 4GX in the March Quarter 2016. Telstra is currently reviewing Laura and Coen for possible upgrades	Lakeland, Hope Vale and Cooktown to be upgraded to 4GX mobile technology
Infrastructure to support growth: National Broadband Network	Optimum broadband coverage for townships in Cook Shire	Council to continue working with NBN Co. to deliver Fibre to the Node, Fixed Wireless and Satellite technology to townships in Cook Shire by 2016-2017	Digital Enterprise Strategy developed	Cook Shire Council to be connected by direct fibre link with Telstra. Digital Enterprise Strategy completed and implementation commenced.

FOUNDATION AND ENABLING INITIATIVES

ISSUES	WHAT DO WE WANT	HOW WILL WE DO IT	CURRENT ACTIVITIES/ PROJECTS	OUTCOMES BY DECEMBER 2016
Provision of reliable and affordable energy to underpin business investment	Develop renewable energy installations serving fringe-of-grid and off grid communities	Lead and implement renewable energy projects in partnership with Cook Shire Community Renewables Ltd modelled on community-sized and owned generation and micro-grid energy providers	Develop large scale solar/battery installation in Cooktown to increased reliability and solar/battery installation in Coen to replace diesel generation	Successful NSRF application and contracting Cook Shire Community Renewables to deliver project
Developing the Cape's water resources	Lakeland Irrigation Scheme	CSC to play lead role to securing water for future agriculture growth, in support of Developing Northern Australia White Paper	Submission into the National Water Infrastructure Development Fund for pre-feasibility report	Pre-feasibility completed and project plan developed
Higher education services are not currently offered in Cooktown.	A northern workforce for growth: Education and training cluster: TAFE campus (virtual) JCU/ CQU	Develop training cluster and a business plan with how to attract educational institutions to service Cooktown either remotely or face-to-face lessons	Framework being developed with a strategy how to address key stakeholders	Education cluster project plan developed by December 2016
Unsealed road from Cape Tribulation to Bloomfield	30km of bitumen will ensure an all season loop road allows access for 2WD cars for tourists and locals	Working closely with Wujal Wujal and Douglas Shire Councils to ensure the state government allocates funding	Economic Impact Assessment to determine business case	Communication and lobby plan complete
Neighbouring Shires working better together	Partnership with Wujal Wujal and Hope Vale Shires to focus on South East Cape regional issues	Quarterly meetings to establish common goals and desires	Collaborative framework to be developed post March 2016 Local Government elections	Meeting dates scheduled for 2016/17



STRATEGIC INDUSTRY DEVELOPMENT

TOURISM

ISSUES	WHAT DO WE WANT	HOW WILL WE DO IT	CURRENT ACTIVITIES/ PROJECTS	OUTCOMES BY DECEMBER 2016
Tourism product development	Packaged 3,5 and 7 day itineraries covering a range of market types and self drive options.	Develop itineraries with Cooktown Chamber of Commerce and Tourism. To be promoted at tradeshow with an online booking component	Consultations with Chamber of Commerce and tourism industry	3 packages being developed and promoted
Lack of understanding of how the Bicentennial National Trail can be better utilised and promoted	Bicentennial National Trail	Contact the Bicentennial National Trail to determine an MOU to develop marketing plan and help each other leverage greater tourism awareness and usage	Incorporate trail information in tourism promotions	Close working relationship with Bicentennial National Trail
Infrequent visits of cruise ships choosing Cooktown for their itinerary	Cruise ship visits	Develop relationship with Tourism and Events Queensland and Inbound Tour Operators and coordinate cruise ship arrivals in liaison with Visitor Information Centre	Creation of central co-ordination function in Visitor Information Centre	Product options for cruise ship visits Co-ordination capacity at Visitor Information Centre
Lack of awareness and promotion of easily accessible loop roads throughout the Cooktown region	Tourism drives/ circuits	Develop a self drive tour from Cooktown including points of interest, tour and accommodation options	Audit of current attractions, facilities and road conditions	Develop itinerary and flyer and promote on website and Visitor Information Centre
Opportunity to develop on and off road cycling paths to attract this emerging market of visitors	Cycling Strategy	Work in collaboration with FNQROC cycling strategy	Assessment of cycle paths and routes around Cooktown	Development of a cycleway around Cooktown

STRATEGIC INDUSTRY DEVELOPMENT

ISSUES	WHAT DO WE WANT	HOW WILL WE DO IT	CURRENT ACTIVITIES/ PROJECTS	OUTCOMES BY DECEMBER 2016
Opportunity to investigate feasibility of health spa/ day retreat for high-end market	Health Spas	Prepare an investment prospectus for potential investor	Develop pre-feasibility report	Completed by December 2016
Lack of Indigenous tourism products	Increase in quality Indigenous tourism products	Engage with Tourism Events Queensland to develop Tourism Action Plan Work with Traditional Owners on developing awareness of Dreaming Track	Collaborative framework developed post March 2016 Local Government elections	Tourism Action Plan delivered



STRATEGIC INDUSTRY DEVELOPMENT

EVENTS

ISSUES	WHAT DO WE WANT	HOW WILL WE DO IT	CURRENT ACTIVITIES/ PROJECTS	OUTCOMES BY DECEMBER 2016
Council event support	Successfully and professionally managed, governed and executed events in Cook Shire	A three tiered approach: 1. Create Event Management Information Kit 2. Major Event Funding rounds every three years 3. Measurable in-kind support	Conduct a series of capacity building workshops	Successful implementation of Event Management Information kit
Opportunity to develop an internationally recognised one-off event showcasing Cooktown	2020 Event	Develop organisational structure and comprehensive business plan 2016 – 2020	2020 Advisory Committee has been established and developing awareness	Business Plan developed with yearly goals defined
Other event categories:	<p>Sporting</p> <ul style="list-style-type: none"> • Cooktown Mountain Bike Rally • Cardiac Challenge • Bramwell Cup • Cooktown Races • Laura Races and Rodeo <p>Fishing</p> <ul style="list-style-type: none"> • Lizard Island Black Marlin Fishing Competition • Barramundi Fishing Competition <p>Cultural</p> <ul style="list-style-type: none"> • Laura Aboriginal Dance Festival • Wallaby Creek Festival <p>Meetings and events</p> <ul style="list-style-type: none"> • Cooktown and Cape York Business Conference <p>History</p> <ul style="list-style-type: none"> • Re-enactment of Captain Cook's landing • Cooktown Discovery Festival <p>Special Interest</p> <ul style="list-style-type: none"> • Cooktown "Party like it's New Year's Eve" RV Rally 			

STRATEGIC INDUSTRY DEVELOPMENT

AGRICULTURE

ISSUES	WHAT DO WE WANT	HOW WILL WE DO IT	CURRENT ACTIVITIES/PROJECTS	OUTCOMES BY DECEMBER 2016
Locally produced food is being sent to Rocklea Markets then resent to Cooktown weeks later. Locally produced food should be sold fresh, locally	Well developed Agri-food industry supporting local growers	<ul style="list-style-type: none"> Supply chain – identifying what works well and supporting local buy initiatives Aquaculture opportunities Endeavour Valley and Mclvor Road growers School of Agri-business 	Report from Dr Nick Rose visit September 2015 received and recommendations implemented	Cooktown Agri-food project plan completed
Funding available from the Emissions Reduction Fund	Explore revenue streams from the Emissions Reduction Fund	Investigate methods and projects which can be applied for funding	Facilitate information forums for communities	Workshops on Emissions Reduction Fund supported by Cook Shire Council

AVIATION

ISSUES	WHAT DO WE WANT	HOW WILL WE DO IT	CURRENT ACTIVITIES/PROJECTS	OUTCOMES BY DECEMBER 2016
Opportunity to subdivide land at Cooktown Airport	Development of Cooktown Airport Aviation Park	A new taxiway and airport road are required to be constructed. The work has been costed at \$990,000 of which \$500,000 was successfully granted under the Building our Regions fund. Council's contribution will be \$490,000 of which a large part of Council's cost will be contributed by the two proponent companies through infrastructure contribution charges	Successful application with the Building Our Regions Fund can commence the Cooktown Airport and Aviation Park Master Plan the being developed	Two foundation tenants committed

APPENDIX 1



STRATEGIC INDUSTRY DEVELOPMENT:

TOURISM

Value of tourism in Cape York

Estimated expenditure in the Cape York area:

Overnight domestic visitor	\$84M
Domestic day visitor	\$2M
International visitors	\$12M

Direct employment in Cape York is estimated to be about 310 with most being in accommodation, cafes, restaurants, transport, attractions and services.

Takings for tourism hotels, motels and serviced apartments is estimated to be nearly \$4M.

Source: Cummings Economics from ABS Census Data



APPENDIX 1

AGRICULTURE

INDUSTRY SECTOR ANALYSIS							
Agriculture		2013/14			2012/13		
Economic measure	Cook Shire	Queensland	Cook Shire as a % of Queensland	Cook Shire	Queensland	Cook Shire as a % of Queensland	2012/13 to 2013/14
Employment (total)	2,791	2,260,174	0.1%	2,667.04	2,221,895.7	0.1%	+123.74
Employment (FTE)	3,069	1,937,594	0.2%	3,168.26	1,888,178.9	0.2%	-99.45
Output/Total Sales (\$m)	1,586.05	585,056.3	0.3%	1,624.39	573,711.7	0.3%	-38.34
Value add (\$m)	1,057.51	248,837.7	0.4%	1,149.05	246,313.6	0.5%	-91.54
Exports (\$m)	1,082.70	174,632.1	0.6%	1,226.24	168,594.1	0.7%	-143.54
Exports (domestic) (\$m)	788.58	121,423.2	0.6%	912.93	118,003.5	0.8%	-124.35
Exports (international) (\$m)	294.12	53,208.9	0.6%	313.31	50,590.6	0.6%	-19.19
Imports(\$m)	736.35	178,524.1	0.4%	809.62	175,907.2	0.5%	-73.27
Imports (domestic) (\$m)	581.43	111,949.5	0.5%	648.86	110,138.1	0.6%	-67.43
Imports (international) (\$m)	154.92	66,574.6	0.2%	160.76	65,769.1	0.2%	-5.84
Local Sales (\$m)	503.35	410,424.4	0.1%	398.16	405,118.2	0.1%	+105.20
Worker productivity (\$ per worker)	378,928.59	110,096.7		430,832.93	110,857.4		-51,904.33

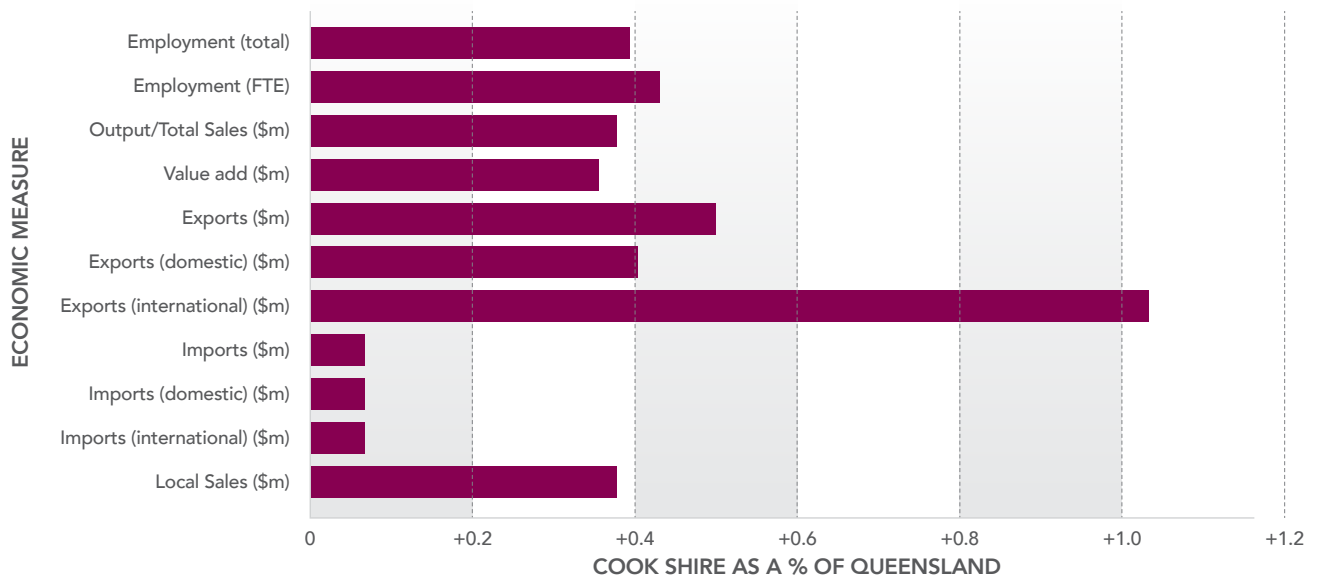
Source: National Institute of Economic and Industry Research (NIEIR) ([opens a new window](#)) ©2015. Compiled and presented in *economy.id*, the population experts. Data is based on 2012-13 constant prices for all years. NIEIR data are inflation adjusted each year to allow direct comparison, and new data releases normally adjust previous years' figures to a new base year.



APPENDIX 1

Industry contribution to Queensland 2013/14

■ Cook shire - Agriculture, Forestry and Fishing



Source: National Institute of Economic and Industry Research (NIEIR) ([opens a new window](#)) ©2015. Compiled and presented in economy.id the population experts.



APPENDIX 1

EMERGING INDUSTRY

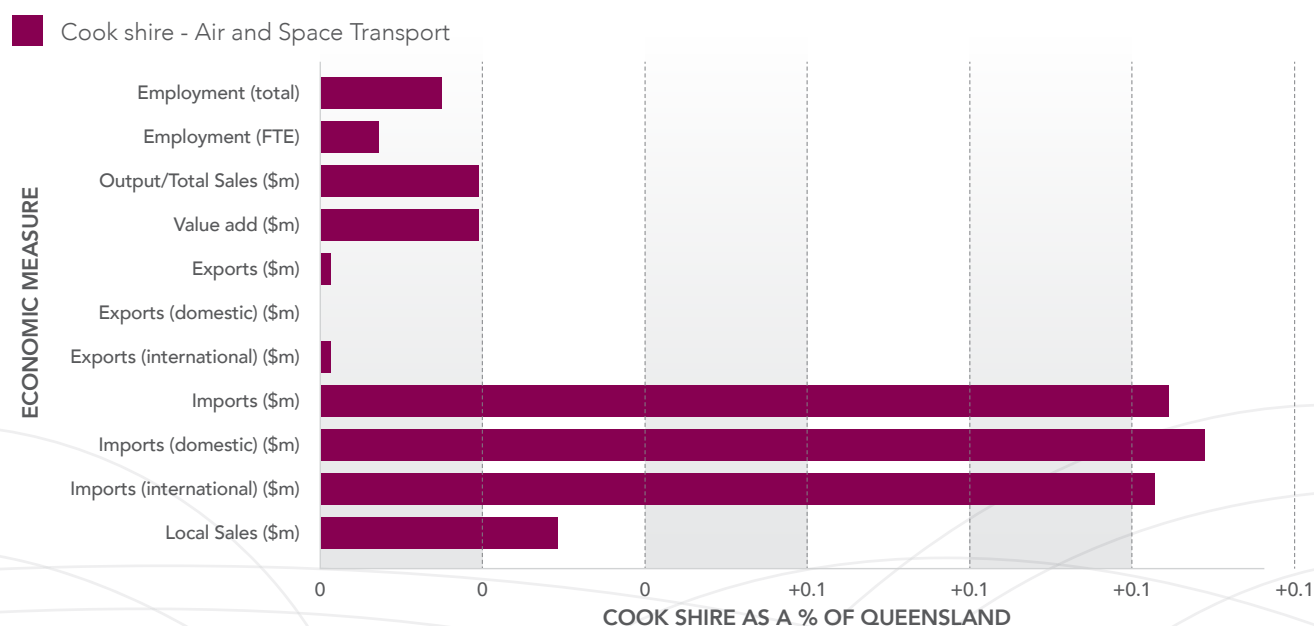
AVIATION

INDUSTRY SECTOR ANALYSIS							
Air and Space Transport	2013/14			2012/13			
Economic measure	Cook Shire	Queensland	Cook Shire as a % of Queensland	Cook Shire	Queensland	Cook Shire as a % of Queensland	2012/13 to 2013/14
Employment (total)	1.55	10,441.0	0	2.20	10,408.2	0	-0.65
Employment (FTE)	0.61	8,565.4	0	0.59	8,162.8	0	+0.02
Output/Total Sales (\$m)	0.95	4,867.6	0	1.04	4,969.2	0	-0.09
Value add (\$m)	0.34	1,752.1	0	0.37	1,774.0	0	-0.03
Exports (\$m)	0.00	3,552.8	0	0.00	3,514.7	0	0
Exports (domestic) (\$m)	0.00	1,909.0	0	0.00	1,970.6	0	0
Exports (international) (\$m)	0.00	1,643.7	0	0.00	1,544.0	0	0
Imports (\$m)	4.45	4,274.6	0.1%	5.56	4,583.1	0.1%	-1.11
Imports (domestic) (\$m)	1.03	948.1	0.1%	1.72	1,024.2	0.2%	-0.69
Imports (international) (\$m)	3.42	3,326.5	0.1%	3.84	3,558.8	0.1%	-0.42
Local Sales (\$m)	0.95	1,314.9	0.1%	1.04	1,454.6	0.1%	-0.09
Worker productivity (\$ per worker)	220,459.91	167,804.8		168,559.02	170,438.6		+51,900.90

Source: National Institute of Economic and Industry Research (NIEIR) ([opens a new window](#)) ©2015. Compiled and presented in [economy.id](#) the population experts.

Data is based on 2012-13 constant prices for all years. NIEIR data are inflation adjusted each year to allow direct comparison, and new data releases normally adjust previous years' figures to a new base year.

Industry contribution to Queensland 2013/14



Source: National Institute of Economic and Industry Research (NIEIR) ([opens a new window](#)) ©2015. Compiled and presented in [economy.id](#) the population experts.

APPENDIX 1

The Cooktown Airport Aviation Park site zoning allows for a multitude of business and industry to co-exist. Council is supportive of projects that will create a precinct of service delivery companies to meet existing demand, across the aviation sector.

As a coastal hub servicing most of the Cape York region (106,168m² land area), Cooktown is well positioned to offer new business and investment opportunities in this emerging industry.

ZONING

Approved Zoning: Aviation Industrial

Tenure: Leasehold

Infrastructure: Reticulated power is available

Location: 7.5km to town centre, 324km to Cairns

The Cooktown Airport adjoins the Airport Subdivision land – Cook Shire Council owns and operates the Cooktown Airport, which is a certified aerodrome with a runway classification of 3C.

Current facilities:

- Automated bulk fuel – H24 AVGAS and Jet A1 bowser
- Dash 8-100 access
- Passenger lounge
- Flight services
- Runway details: 1627m long and 30m wide (total cleared strip 90m wide)
- Regular 35 min flights CNS – CTN via Hinterland Aviation (27 flights/ fortnight)

Development Opportunities

- Vehicle storage area – 4WD, RV, caravan, car (secure area)
- Vehicle hire – 4WD, car
- Aircraft/ helicopter maintenance centre/ operator
- Business centre
- Training centre – aviation

EMERGING INDUSTRY

RENEWABLE ENERGY – GENERATING INVESTMENT

The Cook Shire Solar project is a combination of storage and fringe-of-grid project and is a technological world first in the renewable energy supply market. The system consists of:

- 13MW Solar Array
- 1.4MW/ 5.34 MWh Battery Storage
- System controller/ energy management

This innovative technology and functionality offers:

- Seamless integration of renewable energy into the grid network
- Voltage and frequency control/ power quality
- Islanding functionality
- Primary control reserve service potential

A fully controlled inverter system provides predictable and demandable renewable power supply and will demonstrate baseload capabilities. Ultimately this project creates a leadership position for Cook Shire Council, Queensland and Australia building an innovative reputation in the global renewable energy arena.

Cooktown is positioning itself to showcase regional Australia's ability to become a "solar city".

APPENDIX 2

BUSINESS AND INDUSTRY DEVELOPMENT

UNDERSTANDING BUSINESS NEEDS

Cook Shire Council conducts a yearly survey to better understand the business community and their diverse needs: big and small, urban and rural, established and emerging. The Cook Shire Business Survey identifies a number of key areas to develop such as addressing the staff training needs of different organisations as well as attracting more people to the region. Once collected, this information contributes to the council's evidence base for economic research. In turn this informs policy development, implementation and monitoring as well as seeking appropriate workshops to facilitate training and development.

Cook Shire Council and the Cooktown business community are closely linked through regulatory processes. The regulatory environment is one of the critical areas where the council is becoming more business-friendly and 'can-do'. Regulation has to achieve a balance between the need for businesses to have regulatory certainty, while still being flexible enough to change rapidly to meet current conditions. Cook Shire Council will make sure that regulatory decision-making processes are fair and timely.

SOURCING GOODS AND SERVICES LOCALLY

The "Local Buy" scheme and Council's preferred list of suppliers is updated annually in which this competitive tender process selects the appropriate company who can meet the needs and supply bulk goods to Cook Shire Council.

SUPPORTING NETWORKS AND INTER-AGENCY GROUPS

Professional networks are established by like-minded individuals who want to advance the professional standing of their business, industry or occupation. They are involved in advocacy, networking, leadership development and the regulation of their membership. It is vital that Cook Shire Council continues supporting proactive and productive networks and inter-agency groups with knowledge sharing programs and staffing resources where applicable. If our region continues to foster successfully functioning working groups, networks and committee, every resident will reap the rewards of this tight-knit and supportive mindset looking positively into our future.

ENTREPRENEURS, YOUTH AND INNOVATION

Young people need skills and experience for jobs of the future, not the past. 60% of students are being trained in jobs that will be radically changed by automation. Economic changes are transforming work through automation, globalisation and more flexible work. This could bring opportunity for Cook Shire's youth, but it could also further disadvantage young people in labour markets. For example, *The New Work Order* report shows currently 70% of young Australians are getting their first job in roles that will either look very different or be completely lost in the next 10-15 years due to automation.

The Queensland Government is investing \$180 million over four years to create the knowledge based jobs of the future. It will help position the state as an attractive investment destination with a strong innovation and entrepreneurial culture.



APPENDIX 2

Advance Queensland is a comprehensive suite of programs, based on international evidence of 'what works', and is designed to create the knowledge-based jobs of the future, drive productivity improvements and build on our natural advantages.

To capitalise on the opportunities of tomorrow, we need to:

- Ensure our young people have the skills that will be in demand – science, technology, engineering and maths (STEM), including computer coding abilities
- Work with the private sector to raise the rate of startups and better support businesses to access the advice, mentoring and capital to grow
- Work with industry and universities to translate more scientific and technological excellence into products and services
- Support our graduates, new businesses and scientists to think and network globally

GRANT FUNDING

Council's Community and Economic Development Grant Program aims to provide assistance to the residents of Cook Shire through funding for activities that promote community and / or economic improvement within the region. The Economic Development Grant is valued up to \$5,000 and the Community Development Grant is valued up to \$2,000.

Major Event funding is a competitive process every three years in which Council provides \$5,000 support (including in kind support) yearly, to emerging major events that will develop into iconic events in Cook Shire.

With regards to funding applications, Council's role within the community is to build resilience with community groups and not-for-profit volunteer organisations to seek funding avenues from other sources outside of Cook Shire and to further develop membership numbers and possibly regional collaboration with other like-minded organisations. Cook Shire Council also relies heavily on grant funding from State and Federal programs for a range of projects which might stimulate economic development or infrastructure upgrades for the betterment of residents and ratepayers.



APPENDIX 3

SPECIFIC GROWTH OPPORTUNITIES

GROWTH SECTOR	HIGH VALUE-ADDING ACTIVITY	WHY COOK SHIRE?
Niche Tourism Products	<ul style="list-style-type: none"> Day spa or rainforest retreat for high value tourist couples or spouses – an alternative to fishing or hunting activities Trophy hunting – Eradicating feral animals from stations or National Parks (crocodiles, pigs, cattle, horses, cats, wallabies) Adventure tourism – Water or land based activities. An opportunity to develop iconic events in the Cape or capitalise on fundraising rallies to Cape York 	<ul style="list-style-type: none"> An abundance of fully serviced vacant blocks nestled in pockets of rainforest – with 30,000 tourists visiting Cooktown each year Close relationships exist and support would be offered by Cape York Natural Resource Management, Cape York Sustainable Futures and QLD Parks and Wildlife Services Vast available land with changing landscapes and terrain. Current tourism products focus on European/ indigenous tourism or nature based activities
Food production	<ul style="list-style-type: none"> An abattoir to service the Cape with processing of feral animals Tropical food production to supply growing Asian market Carbon farming 	<ul style="list-style-type: none"> Competitive advantage of positioning of Cook Shire in Cape York would provide opportunities to source feral animals. This would immensely aid the reduction of feral animals across Cape York and reduce the destruction of vegetation and native animal habitats Vast land available suitable to a variety of produce with established supply chains and consumer markets Waste to energy
Housing development	<ul style="list-style-type: none"> Quality rental housing is failing to meet the demands of professionals and public service personnel moving to Cooktown 	<ul style="list-style-type: none"> Aging population choosing to retire and enjoy lifestyle options, plus growing young workforce (25-34 yrs) and parents and homebuilders (35 – 49yrs)



APPENDIX 4

INFRASTRUCTURE AUDIT

Transportation	<p>Two airports – Cooktown and Coen</p> <p>Two ports – Cooktown and Cape Flattery</p> <p>Sealed road to Cairns via the Mulligan Highway</p>
Communications	<p>4GX Mobile being rolled out in key communities</p> <p>Cooktown currently has ADSL2+</p> <p>Landline phone connections</p> <p>NBN Fixed wireless technology mid – late 2016</p>
Utilities	<p>Water, wastewater, electricity</p>
Social	<p>PCYC Events Centre (place of refuge for natural disasters)</p> <p>Four early childhood education and care services</p> <p>Two aged housing service providers</p> <p>Four police stations</p> <p>One ambulance station</p> <p>One fire station with other rural fire brigade services</p> <p>Six public schools including two high schools, private Christian college and Catholic Education Flexible Learning Centre</p> <p>Three hospitals with a helicopter landing pad at Cooktown and visiting specialist health services</p> <p>Three public libraries with access to the Rural Libraries Queensland online borrowing network</p> <p>One public swimming pool</p> <p>Numerous sporting grounds</p>



APPENDIX 5

NATURAL RESOURCES

WATER

Cooktown residents enjoy pristine drinking water straight from the Little Annan River and are rarely affected by drought conditions which means water restrictions during summer do not apply. Cooktown's water supply was named ORICA Australia Best of the Best QLD Water Taste Test, FNQ winner 2013.

ENERGY

Lakeland is the first township in Cook Shire to see first-hand the benefits of this renewable energy technology and the positive impacts this has on securing further solar projects in our vast Shire. This is the perfect example of Public/ Private Partnerships in which Cook Shire Council can negotiate with stakeholders using Council Freehold plus Unallocated State Land for investment initiatives. Other examples of renewable energy such as wind and hydro projects in Cook Shire has previously been explored and as further understanding regarding battery storage are discovered this will only further enhance our position to participate in future projects.

NATURAL RESOURCES

After many petitions and awareness campaigns by local residents, Cook Shire Council passed a resolution to ensure the shire remains Coal Seam Gas free. Given the vast landscapes and land available in Cape York, mining companies must negotiate the many land tenure issues that are in place.



APPENDIX 6

OUR COMPETITIVE ADVANTAGE

COMPETITIVE ADVANTAGE	STRENGTHS
Factor conditions	<p>Position of Cooktown in Cape York.</p> <p>Enviably lifestyle in lush unspoilt environment surrounded by Great Barrier Reef, Wet Tropics Management Authority and World Heritage listings.</p> <p>Favourable climate.</p> <p>Many fully serviced blocks of land readily available for investment opportunities and business/ lifestyle relocation plus sections of Unallocated State Land means Cook Shire can negotiate future use agreements with a State Government focussed on building local government resilience.</p> <p>Strong links to Australia's pioneering and indigenous history.</p> <p>Position of Lakeland within Cape York to be viewed favourably with climatic seasonal events and food security.</p> <p>Sealed bitumen road into Laura and upgraded bridge will provide better all season access.</p> <p>Sealed bitumen for the Peninsula Development Road means townships on either side will benefit from core infrastructure upgrades.</p>
Demand	<p>Cape York is seen as a "Last Frontier" on everyone's "Bucket List".</p> <p>Rich, fertile land between Lakeland and Laura in a prime position to feed the Cape and Asian markets.</p>
Supporting and relating industry	<p>The three priority industry sectors for Cook Shire are Tourism, Agriculture and Aviation. These are supported by Construction, Public Administration and Safety and Health Care and Social Assistance.</p> <p>Regional Airports: Cooktown and Coen.</p> <p>The positioning of our townships for future tourism growth and industry development to service the Cape.</p>
Innovation	<p>James Cook University and Griffith University are key partners in the Cook Shire Solar Project, with James Cook University boasting a presence already established in Cooktown with the visiting medical students.</p>



APPENDIX 7

ECONOMIC SNAPSHOT AT DECEMBER 2015

The next Census will be taking place August 2016, however this data will not be available until mid 2017. Like many other townships and LGA defined by the Australian Government as being "remote", Cook Shire Council residents cannot underestimate the importance of completing the Census which ultimately shapes the future of our region in terms of state and federal funding and consideration for future priority infrastructure and upgrades.

The estimated residential population at June 2014 is 4,260. The projected population forecast for the Cook LGA from 2011 – 2031 is estimated at 4,593, only a 1% increase.

AGE STRUCTURE - SERVICE AGE GROUPS

COOK SHIRE - TOTAL PERSONS		2011		2006		CHANGE	
Service age group (years)	Number	%	Regional QLD %	Number	%	Regional QLD %	2006 to 2011
Babies and pre-schoolers (0 to 4)	301	7.2	6.8	240	6.9	6.5	+61
Primary schoolers (5 to 11)	342	8.2	9.5	345	10.0	9.9	-3
Secondary schoolers (12 to 17)	226	5.4	8.3	226	6.5	8.7	0
Tertiary education and independence (18 to 24)	318	7.7	8.5	186	5.4	8.7	+132
Young workforce (25 to 34)	660	15.9	12.4	416	12.0	12.5	+244
Parents and homebuilders (35 to 49)	920	22.2	21.0	894	25.8	21.9	+26
Older workers and pre-retirees (50 to 59)	656	15.8	13.2	609	17.6	13.2	+47
Empty nesters and retirees (60 to 69)	509	12.3	10.7	354	10.2	9.4	+155
Seniors (70 to 84)	206	5.0	8.0	169	4.9	7.8	+37
Elderly aged (85 and over)	15	0.4	1.7	24	0.7	1.4	-9
Total population	4,153	100.0	100.0	3,463	100.0	100.0	+690

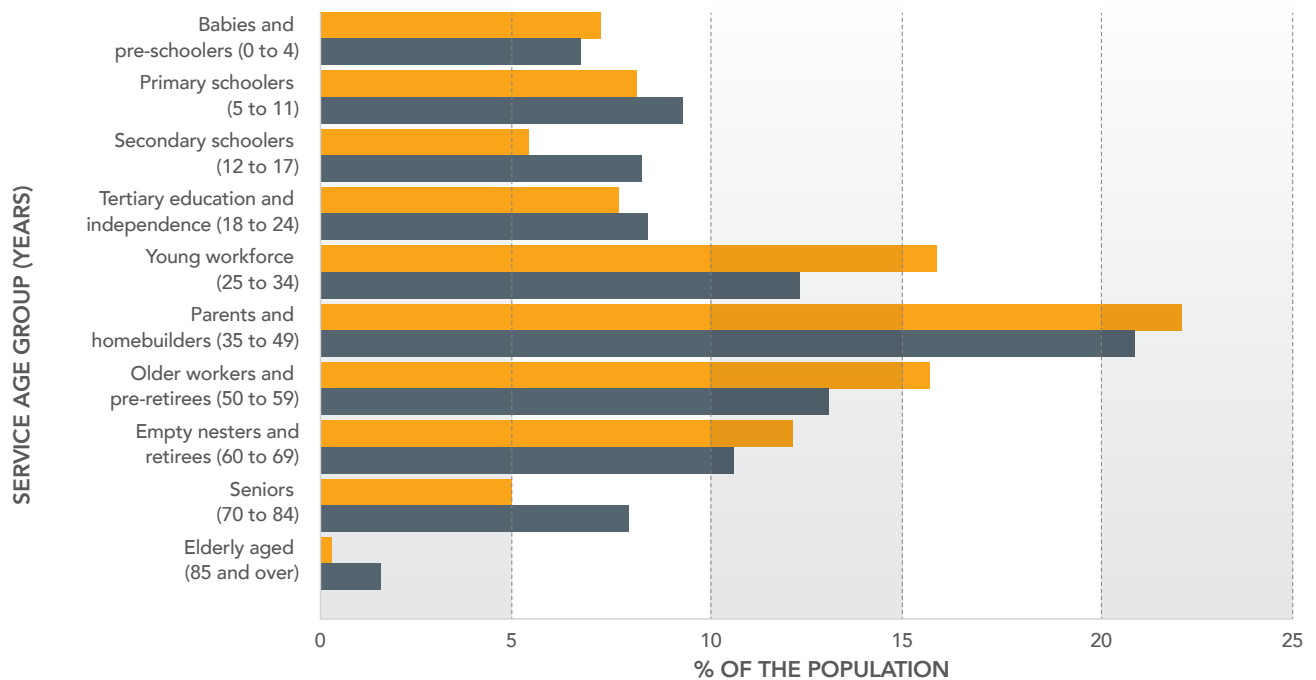


APPENDIX 7

Age structure - service age groups, 2011

Total persons

■ Cook Shire
 ■ Regional Queensland



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data) Compiled and presented in profile .id by .id the population experts.

The top five industries of employment are as follows:

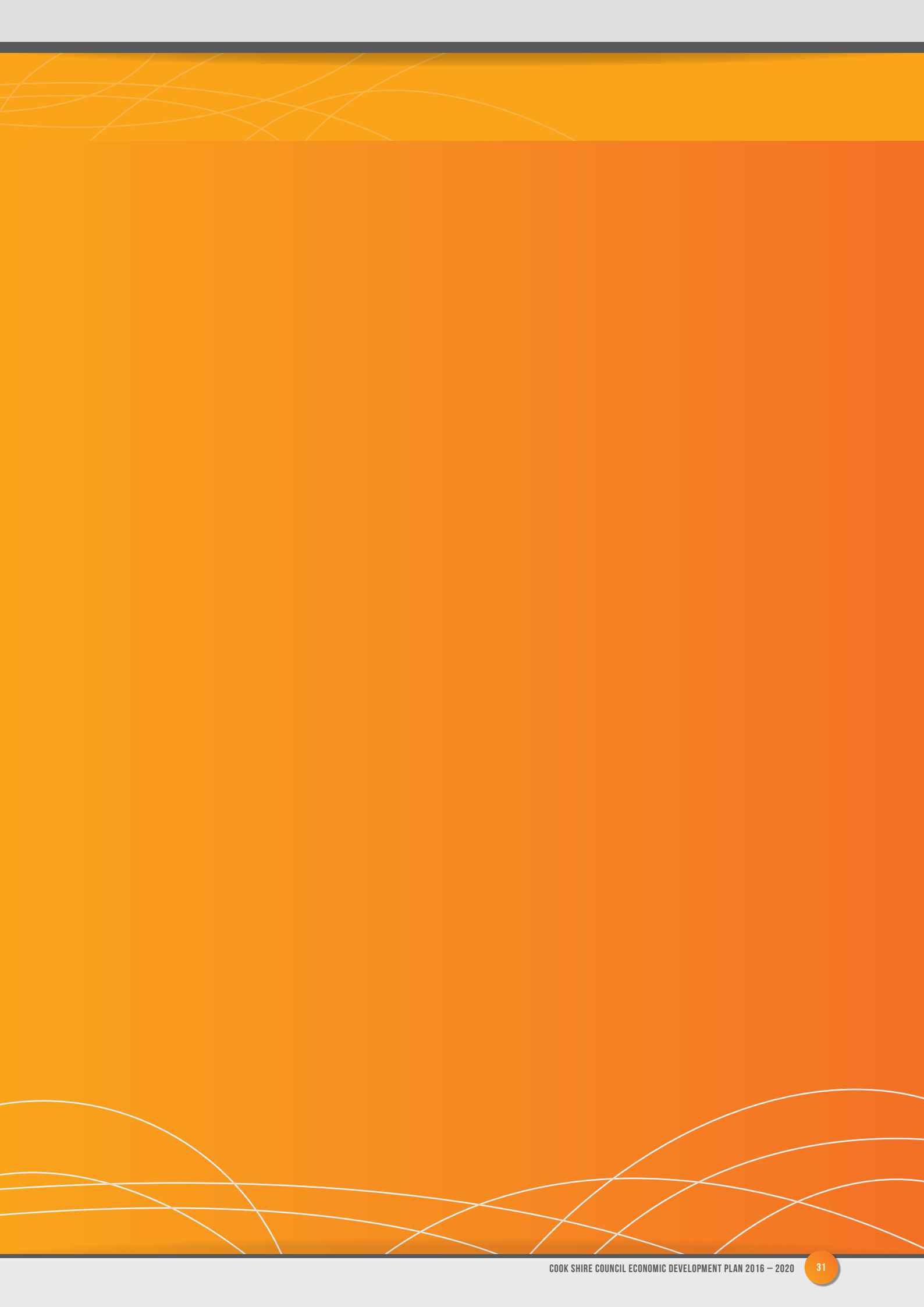
- Public Administration and Safety (224)
- Agriculture, Forestry and Fishing (208)
- Accommodation and Food Services (204)
- Health Care and Social Assistance (170)

For more information on historical Census economic and social data, visit www.economy.id.com/cook

Interestingly, this data shows Cook Shire has a larger young workforce and parents and homebuilders population than regional Queensland. With this in mind and relating it to the maternity ward being opened in January 2014, it is anticipated to see a spike in our population increase.

Declining figures from seniors and elderly indicate the essential need for specialist health services and a retirement village.







For more information on Cook Shire Council's Economic Profile,
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Cook Shire
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