

ORDINARY MEETING	10
28 AUGUST 2019	

PROGRESS REPORT - IMPLEMENTATION OF CAIRNS REGIONAL COUNCIL'S ECONOMIC DEVELOPMENT STRATEGY 2018-2022

A Finocchiaro | 1/8/4-02 | #6064637

RECOMMENDATION:

That Council notes this progress report on the implementation of the Cairns Regional Council Economic Development Strategy 2018-2022.

EXECUTIVE SUMMARY:

The Cairns Regional Council Economic Development Strategy 2018-2022 was adopted by Council on 9 May 2018. This report sets out the significant progress made in implementing the strategy during the period 9 May 2018 to 30 June 2019. Highlights include:

- Continued management and review of Council's three (3) year Resource & Performance (R&P) Agreement with Tourism Tropical North Queensland (TTNQ) which provides for \$3 million (ex GST) per annum in financial support to TTNQ over the period ending 30 June 2020.
- Review and approval of an additional \$400,000 (ex GST) in project funding in 2018/19 to TTNQ for specific project based initiatives.
- 2018 Tropical North Queensland Innovation Awards (TNQiA) delivered with support of 10 sponsors and with over 54 entries. 200-250 attendees.
- Development of a new three (3) year R&P Agreement with Citizens of the Great Barrier Reef Foundation Limited providing funding of \$50,000 (ex GST) per annum.
- Performance review and implementation of a new R&P Agreement with Study Cairns for 1 July 2018 to 30 June 2020 providing \$100,000 (ex GST) in funding per annum.
- Performance reviews completed and new R&P Agreements finalised for period the 1 July 2018 to 30 June 2021 for both the Babinda Taskforce for \$7,500 (ex GST) per annum and Babinda Information Centre for \$12,000 (ex GST) per annum.
- Delivered three (3) Economic Deliverables meetings involving all key economic agencies across Cairns.
- Performance review and implementation of a new R&P Agreement with Superyacht Group Great Barrier Reef for the period 1 July 2018 to 30 June 2021 providing \$30,000 (ex GST) in funding per annum.
- Performance review and approval of a new two (2) year sponsorship agreement (with subsequent options) with Taipans Basketball Incorporated with funding of \$125,000 (ex GST) per annum recognising the significant economic and social benefits the Cairns Taipans contribute to the Cairns region.
- Support and participation in Tradelinked delegation to Lae, PNG as well as hosting and supporting inbound delegations from Lae in partnership with the Department of Foreign Affairs and Trade (DFAT) and Tradelinked.

- Coordination and support for the Regional Export Distribution Hub Working Group.
- Coordination of freight opportunities meeting with Singapore Airlines and Qantas.
- Sponsored Naomi Simpson presentation and workshop in conjunction with Cairns Chamber of Commerce.
- Partnered with the Cairns Chamber of Commerce and CCIQ to undertake the Cairns Business Survey, which received over 600 responses.
- Provided assistance to the Cairns Chamber of Commerce in relation to their business case for a designated migration area agreement (DAMA) for the Cairns region.
- Analysis of Queensland State Government budgeted capital expenditure undertaken and associated advocacy delivered.
- Pre-federal budget submission for Cairns Gallery Precinct provided to Department of Treasury.
- Federal Election Priorities document prepared and utilised as a basis for advocacy for the 2019 Federal election and budget.
- Queensland State Budget Advocacy document prepared and circulated to relevant ministers and members of parliament and supported by direct advocacy including Deputy Mayor visit to Brisbane.
- Mayor participated in FNQROC Mayors delegations to Canberra and Brisbane.
- Council participated in Advance Cairns' Convoy to Canberra.
- Commenced, in non CBD areas, listening sessions for residents, business owners and not-for-profit groups to hear directly from them regarding their issues (including business related issues).
- Council supported many major events which attracted intrastate, interstate and international events to the region. These major events included:
 - NRL Premiership Match
 - Targa Great Barrier Reef
 - Swimming Australia – Para Pan Pacific Swimming Championships
 - 7 Cairns Marathon
 - Cairns Airport Adventure Festival incorporating IRONMAN Asia Pacific Championships
 - Red Hot Summer Tour April 2019.
- Council supported approximately 10 regional events, which contributed to the regional Cairns economy through attracting intrastate and interstate visitation.
- Hundreds of local events were supported by Council providing key economic development outcomes to local communities such as Gordonvale and Babinda.

BACKGROUND:

The Cairns Regional Council Economic Development Strategy 2018-2022 was adopted by Council on 9 May 2018. The Economic Development Strategy 2018-2022 outlines how Council will support economic development in the Cairns region and deliver on its objective of a strong, diversified and resilient regional economy that supports the growth of new and existing industry, business activities and provides long-term employment opportunities.

The strategy identifies 10 key actions which will underpin the achievement of Council's strategic objectives for the economy of Cairns:

- **Preservation, Conservation & Promotion** – promote Cairns as one of Australia’s most desirable places to live, visit and do business and preserve and conserve the natural assets that underpin our economy and lifestyle.
- **Trade & Investment** – Undertake and actively participate in, activities that will attract trade and investment.
- **Events** – Facilitate and support the attraction of events and performances that bring economic and social benefits to the community.
- **Resources** – Facilitate business and community access to relevant economic information and resources to assist business and industry development.
- **Development & Diversification** – Support industry development and economic diversification.
- **Entrepreneurship & Innovation** – Foster and support innovation and entrepreneurship.
- **Shared Vision** – Develop a shared vision and strategic framework for Cairns which can be used as a foundation for advocacy initiatives and collaboration.
- **Government Relations** – Undertake direct advocacy activities in support of economic development.
- **Collaboration** – Foster a collaborative working relationship between agencies and stakeholders involved in the delivery of economic development activities.
- **Targeted Activities** – Undertake targeted and specific economic development activities in priority areas.

Officers from Council’s Economic Development team undertake quarterly progress reviews of the strategy implementation to ensure actions are being delivered within anticipated timeframes and to identify and address any areas of potential risk. The strategy also provides for an annual report to be presented to Council on the progress and performance made against the key actions and initiatives contained within the strategy. This report provides this update and covers the period from strategy adoption (9 May 2018) to 30 June 2019.

COMMENT:

Economic update

Economic conditions in Cairns over the last 12 months have remained positive with all major indicators showing growth in the economy. Strong construction activity and its flow on to other sectors has put downward pressure on the unemployment rate. Key infrastructure upgrades in the marine and aviation sectors aimed at increasing capacity and capability have further diversified the economy. The comparatively lower Australian dollar has continued to have a positive impact on our key export sectors of Tourism, Marine, Aviation and International Education. Media coverage relating to weather events and the health of the Great Barrier Reef continues to negatively affect the tourism industry. This combined with stagnant growth in domestic aviation capacity into Cairns has slowed growth in tourist visitation. The snapshot below provides an overview of the performance of the Cairns economy.

Gross Regional Product (GRP) is a measure of size or net wealth generated by the local economy. Cairns’ Gross Regional Product was \$8.83 billion in the year ending June 2018, growing 3.3% from the previous year. (Highest growth recorded since 2007 and

above the GRP growth recorded for 2018 at the National level). An analysis of the valued added by industry sectors (contribution to GRP) in Cairns in 2017/18 shows the three largest industries were:

- Health Care and Social Assistance \$897 million
- Public Administration and Safety \$723 million
- Construction \$595 million

In combination, these three industries accounted for \$2,215 million in total or 29.4% of the total value added by industry in Cairns.

Gross Regional Product

Cairns

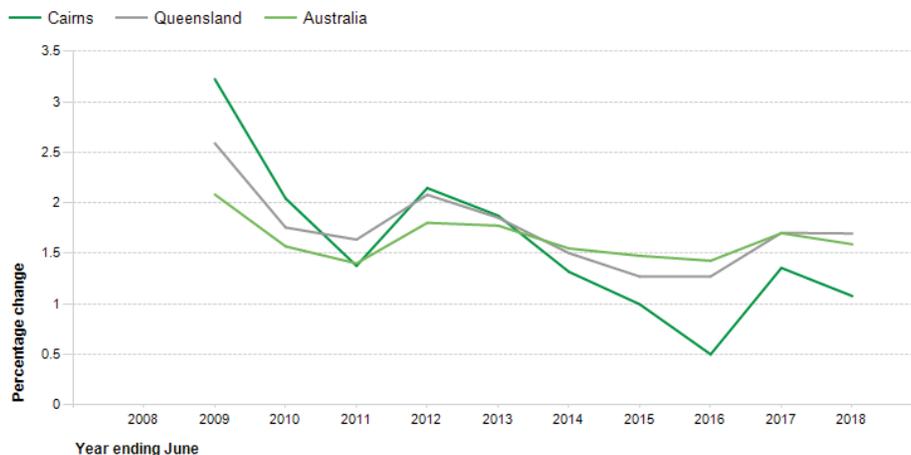


Source: National Institute of Economic and Industry Research (NIEIR) ©2018
Compiled and presented in economy.id by .id the population experts



The **Estimated Resident Population (ERP)** is the official population of the area. A growing population can indicate a growing economy. The ERP of Cairns was 165,525 as at 30 June 2018. This represents an increase of 1,763 person or 1.08% from the previous year. The population growth rate has slowed in recent years compared to the longer term growth rate achieved in the period to the last Census (2.3% per annum growth rate for the 15 years to 30 June 2016).

Estimated Resident Population (ERP)



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in economy.id by .id, the population experts

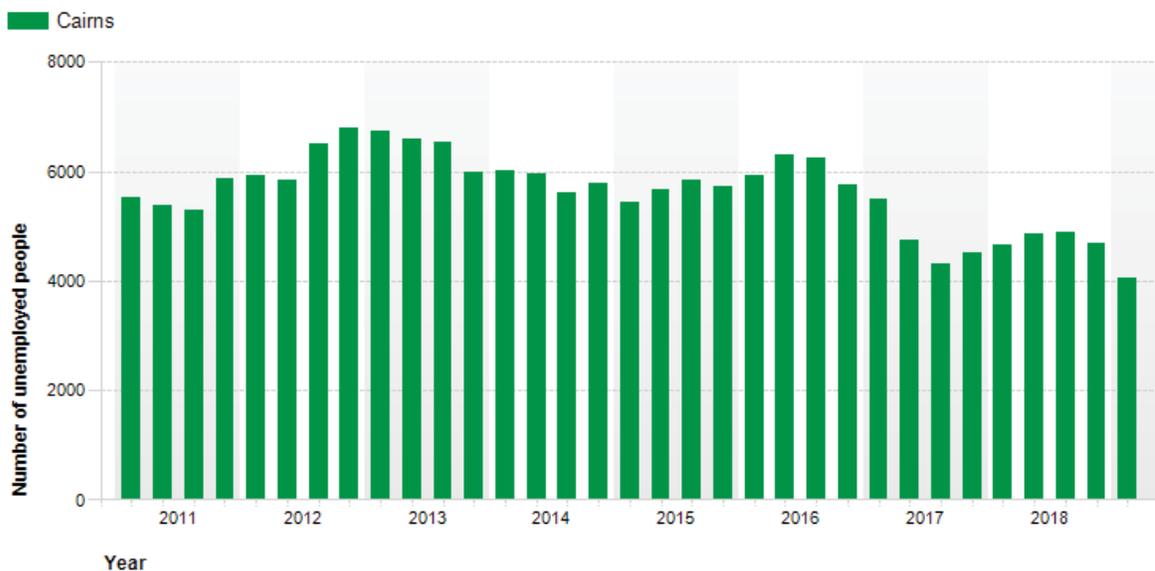


The Queensland Government Statisticians Office (QGSO) have recently released updated population projections by local government area (LGA) for the period to 2041.

The QGSO projections estimate the annual population growth rate over the period to 2041 to be 1.5% per annum on average. QGSO population projects are used, amongst other things, to inform State Government infrastructure investment decisions. Council engaged an independent economic advisory firm to undertake a separate population growth forecast and sense check the results against the QGSO projections. The results of this review indicate that the QGSO projections appear to be appropriate and robust.

The Unemployment Rate in Cairns for the March 2019 quarter was 4.71%. This is the lowest level recorded in the current data set. The unemployment rate for the March quarter 2018 was 5.49% and in 2017 it was 6.73%. Strong economic growth (GRP) combined with historically low population growth has contributed to the fall in unemployment levels.

Quarterly unemployment



Source: Australian Bureau of Statistics, Labour force survey, catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, December 2018. Compiled and presented in economy.id by .id the population experts.

.id the population experts

Total **Employed persons** in Cairns in 2018 was 83,465. This represents an increase of 5,267 or 6.7% from the previous year. The largest changes in the jobs held by local workers between 2016/17 and 2017/18 in Cairns were for those employed in:

- Construction (+1,572 local workers)
- Health Care and Social Assistance (+745 local workers)
- Accommodation and Food Services (+737 local workers)
- Retail Trade (+684 local workers)

An analysis of the jobs held by the local workers in Cairns in 2017/18 shows the three largest industries were:

- Health Care and Social Assistance (12,546 people or 15.0%)
- Retail Trade (9,529 people or 11.4%)

- Accommodation and Food Services (8,641 people or 10.4%)

In combination, these three industries accounted for 30,715 people employed in total or 36.8% of the local workforce.

Tourism is a key sector and major contributor to Cairns' economic growth. In 2017/18, tourism sales in Cairns totalled \$2,213 million with a total value added (contribution to GRP) of \$1,125 million. This figure increased 9% and 8% respectively from the previous year. In terms of employment (total), there were 13,376 persons employed either directly or indirectly in the tourism sector up 1,171 from the previous year.

Analysis of National and International Visitor Survey results produced by Tourism Research Australia for the year to March 2019 indicate that for the TNQ region, domestic visitor expenditure reached \$2.3 billion (an increase of 8% on the prior year) and international visitor expenditure reached \$1.1 billion (an increase of 2.7% over the prior year). Whilst domestic tourism expenditure growth has been strong, international growth has been somewhat subdued and below the growth achieved for both Queensland and Australia as a whole.

Despite historically low interest rates, a review of building approvals and anecdotal feedback indicates that the **residential housing construction sector** remains relatively soft. Lower population growth, tightened lending restrictions (albeit there has been some loosening recently) and uncertainty regarding negative gearing policy for investment housing in the lead up to the May Federal election, appear to have been contributing factors in this regard.

Key outcomes delivered

The table below summarises the key outcomes delivered during the period 9 May 2018 to 30 June 2019 under each of the Economic Development Strategy 2018-2022's key action areas.

Table 1: Key outcomes delivered

Strategy Key Action Area	Key Outcomes Delivered
Preservation, Conservation & Promotion	<p>Council approved a three-year R&P Agreement with Citizens of the Great Barrier Reef Foundation Limited (CoGBR) providing funding of \$50,000 (ex GST) per annum.</p> <p>Cairns feature piece placed in the PNG Courier entitled Visit, Live, Learn & Invest.</p> <p>Participation in Advance Cairns' Convoy to Canberra.</p> <p>Presentation to Virgin Airlines in conjunction with Cairns Airport and TTNQ.</p> <p>Council officers and Sister Cities Ambassador attended the Tradelinked Delegation to Port Moresby and Lae.</p>

Strategy Key Action Area	Key Outcomes Delivered
	<p>Lae business/government delegations hosted by Council and Tradelinked Cairns and PNG.</p> <p>Worked with industry and Screen Queensland in the development of the Far North Queensland Screen Production Strategic Plan.</p> <p>Attended film industry round table, facilitated by The Hon. Curtis Pitt and Screen Queensland.</p> <p>Organised, in partnership with Screen Queensland the Premier Screening of Celeste (which was filmed in Cairns, Babinda and Innisfail). This included an industry Q&A.</p> <p>Council, under an existing R&P Agreement with TTNQ provided \$2 million (ex GST) per annum core funding and \$1 million (ex GST) per annum for the Connecting with Asia Fund. Council approved an additional \$400,000 (ex GST) in project funding to TTNQ in 2018/19.</p> <p>Ongoing support for advocacy in conjunction with the Mayor's office for Reef and Rainforest management and funding.</p>
Trade & Investment	<p>Property, Real Estate and Valuation Services Panel established for a period of two (2) years, commencing 1 May 2019 to 30 April 2021, with the purpose to support investment enquiries.</p> <p>Coordination and support for Regional Export Distribution Hub Working Group.</p> <p>Coordinated Singapore Airlines freight opportunities meeting.</p> <p>Coordinated Qantas freight opportunities meeting.</p> <p>Ongoing engagement with Trade and Invest Queensland and Austrade in relation to trade and investor enquiries.</p> <p>Coordination of individual inbound investment enquiries including a number of investor presentations and coordinating appropriate introductions and provision of information.</p> <p>Participation in Trade and Investment Group stakeholder meetings.</p>
Events	<p>Council supported many major events which attracted intrastate, interstate and international events to the region. These major events included:</p> <ul style="list-style-type: none"> • NRL Premiership Match • Targa Great Barrier Reef

Strategy Key Action Area	Key Outcomes Delivered
	<ul style="list-style-type: none"> • Swimming Australia – Para Pan Pacific Swimming Championships • 7 Cairns Marathon • Cairns Airport Adventure Festival incorporating IRONMAN Asia Pacific Championships • Red Hot Summer Tour April 2019. <p>Council also supported approximately 10 regional events, which contributed to the regional Cairns economy through attracting intrastate and interstate visitation.</p> <p>Additionally, hundreds of local events are supported annually by Council providing key economic development outcomes to local communities such as Gordonvale and Babinda.</p>
Resources	<p>A monthly e-newsletter is distributed to businesses, which includes news, relevant grants, business events and training opportunities such as ASBAS workshops.</p> <p>.id training (economic, social and demographic data) delivered for small business.</p> <p>Promotion of the free and publicly available .id resource (economic and demographic information) to small business at a Cairns Chamber of Commerce breakfast.</p> <p>Sponsorship of Cairns Chamber of Commerce Queensland Small Business Week program of events, including opening keynote presentation by Lisa Curry.</p> <p>Sponsored Naomi Simpson presentation and workshop in conjunction with Cairns Chamber of Commerce.</p> <p>Chinese payment platform workshops delivered in conjunction with Union Pay and Alibaba.</p> <p>Solar and battery workshop for businesses delivered.</p>
Development & Diversification	<p>Council approved new Study Cairns R&P Agreement for 1 July 2018 to 30 June 2020 providing \$100,000 (ex GST) in funding per annum.</p> <p>Council approved new Superyacht Group Great Barrier Reef Resource and Performance Agreement for 1 July 2018 to 30 June 2021 providing \$30,000 (ex GST) in funding per annum.</p> <p>Council approved a new two-year sponsorship agreement (with subsequent options) with funding of \$125,000 (ex GST) per annum with Taipans Basketball Incorporated recognising the significant</p>

Strategy Key Action Area	Key Outcomes Delivered
	<p>economic and social benefits the Cairns Taipans contribute to the Cairns region.</p> <p>Provided assistance to Cairns Chamber of Commerce in relation to reviewing their business case for a Designated Area Migration Agreement (DAMA) for the Cairns region.</p> <p>Review and update of Council's Industry and Economic Development Fund (IEDF) grant policy. IEDF grants to the total value of \$28,700 (ex GST) were awarded to Cairns Chamber of Commerce/Tradelinked (\$9,800), Cairns Aviation Skills Centre (\$9,000), and Dive Queensland (\$9,900).</p>
Entrepreneurship & Innovation	<p>2018 Tropical North Queensland Innovation Awards (TNQiA) delivered with support of 10 sponsors and with over 54 entries. 200-250 attendees. Keynote speaker, Amantha Imber well-received.</p> <p>Three workshops held on day of TNQiA in partnership with JCU, Cairns Chamber of Commerce and Ignite FNQ.</p> <p>Financial and in-kind support provided to Ignite FNQ.</p> <p>Implementation of a range of joint initiatives between Council and both James Cook University and CQUniversity pursuant to Council's memorandums of understanding with both universities.</p> <p>Collaborated with Startup Tablelands to co-promote TNQiA 2018 and the Future Agro Challenge Australia 2018.</p>
Shared Vision	<p>Cairns 2050 Shared Vision developed in conjunction with key regional stakeholders and formally endorsed by Council in November 2018 with associated collateral developed.</p> <p>Specific advocacy papers prepared for the 2019 Federal election/budget and the 2019 Queensland budget utilising the Cairns 2050 Shared Vision as a foundation.</p> <p>Preliminary development of a 'City Deal for Cairns' proposal document based on the Cairns 2050 Shared Vision.</p>
Government Relations	<p>Analysis of Queensland State Government budgeted capital expenditure undertaken and associated advocacy delivered.</p> <p>Pre-Federal budget submission for Cairns Gallery Precinct provided to Department of Treasury.</p> <p>2019 Federal Election Priorities document prepared for both election and 2019 Federal budget advocacy.</p>

Strategy Key Action Area	Key Outcomes Delivered
	<p>2019 Queensland Budget Advocacy document prepared and circulated to relevant ministers and members of parliament and supported by direct advocacy including Deputy Mayor visit to Brisbane.</p> <p>Mayor participated in FNQROC Mayors' delegations to Brisbane (Queensland Government).</p> <p>Mayor participated in FNQROC delegation to Canberra (Australian Government).</p> <p>Council participated in Advance Cairns' Convoy to Canberra (Australian Government).</p> <p>Prepared submission for Senate Inquiry on – The indicators of and the impacts of regional inequality in Australia.</p> <p>Prepared submission to the Joint Standing Committee on Trade and Investment Growth – Enquiry into Austrade's role in attracting investment in Australia.</p> <p>Provided input into LGAQ's submission in relation to the inquiry into how the mining sector can support businesses in regional economies.</p> <p>Commenced, in non CBD areas, listening sessions attended by the relevant divisional Councillor and Mayor to hear directly from residents, business owners and not-for-profit groups regarding their issues (including business related issues).</p>
Collaboration	<p>Coordinated and delivered three (3) Economic Deliverables meetings involving all key economic agencies across Cairns.</p> <p>Continue to work with all key stakeholders on the delivery of the Cairns Economic Development Strategy and related advocacy activities.</p> <p>Partnered with the Cairns Chamber of Commerce and CCIQ for the Cairns Business Survey which received over 600 responses. Plans developed in conjunction with Cairns Chamber of Commerce for action and advocacy required in light of the survey results.</p> <p>Sponsored business awards held by TTNQ, the Cairns Chamber of Commerce and the Cairns Business Women's Club.</p>
Targeted Activities	<p>New R&P Agreements finalised for the period 1 July 2018 to 30 June 2021 for the Babinda Taskforce \$7,500 (ex GST) per annum and Babinda Information Centre \$12,000 (ex GST) per annum.</p>

Strategy Key Action Area	Key Outcomes Delivered
	<p>Supported indigenous businesses by working with Indigenous Business Australia to promote events and promotion of the Black Business Finder Directory.</p> <p>Continued implementation of Council's Economic Development Plans for both Babinda and Gordonvale with progress report presented to Council in November 2018.</p>

In addition to strategy implementation, Council's Economic Development Team also supported a broad range of internal Council activities during the period. This included grant support, business case development and the provision of data and statistics.

Successful grant applications supported included:

- Local Government Grants and Subsidies Program (Queensland Government) - \$1.5 million for new water laboratory and \$1.078 million for Henleys Hill Water Reservoir refurbishments.
- Building Our Regions Round 4 (Queensland Government) - \$3 million for the Materials Recycling Facility (MRF) upgrade and \$0.65 million for the Munro Martin Parklands (MMP) Back of House project.
- Building Better Regions Fund Round 3 (Australian Government) \$0.5 million for MMP Back of House project and \$50,000 for Youth Urban Art project.
- Resource Recovery Industry Development Grant (Queensland Government) - \$240,000 for Construction and Demolition recycling facility.
- Safer Communities Round 2 (Australian Government) - \$282,000 for CCTV related initiatives.
- Smart Cities and Suburbs (Australian Government) - \$250,000 for smart urban irrigation project.
- Maturing the Infrastructure Pipeline Program 2 (Queensland Government) - \$438,000 for Cairns Gallery Precinct Business Case.
- Department of Agriculture and Fisheries (Queensland Government) Net Free Zones Grant - \$100,000 to support Cairns Recreational Fishing Strategy Implementation.

Council's Economic Development Team also led the development of the business case for the Cairns Gallery Precinct project (AECOM preparing) in conjunction with other Council officers.

Risks and challenges

The key risks and challenges for the Cairns economy in the short to medium term and suggested strategies to address these include:

Table 2: Risks and challenges

Risk and challenge	Strategy
Potential downturn in construction activity	<ul style="list-style-type: none"> • Advocate for increased Queensland and Australian Government investment in infrastructure. • Complete update of Council's Investment Prospectus and actively participate in/support activities aimed at attracting inbound investment.
Potential downturn in tourism visitation and loss of direct international aviation connections	<ul style="list-style-type: none"> • Continue to provide financial support for destination marketing activities via TTNQ. • Advocate for sustainable funding for TTNQ. • Where appropriate, collaborate with Cairns Airport, TTNQ and the Queensland Government to attract sustainable direct international passenger flights to Cairns in support of the region's tourism industry.
Global economic conditions	<ul style="list-style-type: none"> • Continue to focus resources to ensure a diverse industry base. • Continue to work with key stakeholders to develop international market opportunities such as PNG/Pacific. • Maintain regular communication with all levels of Government and key stakeholders.
Negative media coverage relating to weather events and the health of the GBR	<ul style="list-style-type: none"> • Continue to work with key stakeholders, including Citizens of the Great Barrier Reef Foundation and TTNQ, to deliver positive messages about the region.
Appreciation of the Australian dollar	<ul style="list-style-type: none"> • Current economic conditions indicate that this is not likely in the short term. However, it will be monitored closely as any significant appreciation would likely have an adverse impact on the economy.
High insurance and energy costs	<ul style="list-style-type: none"> • Work with key stakeholders, including the Cairns Chamber of Commerce to advocate for affordable insurance and energy. Results from the Cairns Business Survey can support advocacy initiatives in this regard.

Strategic direction

An economic development strategy needs to remain flexible to enable priorities and actions to be adapted to the prevailing economic conditions and outlook as well as the specific risks and challenges impacting the local economy from time to time.

The Cairns Regional Council Economic Development Strategy 2018-2022 notes that “*The strategy will remain flexible and will evolve and adapt to reflect the action and focus needed as economic conditions and outlook change*”.

With this in mind, Council Officers continue to monitor the current economic conditions of the local, state, national and international economies and ensure that strategies are reviewed and adapted to the prevailing economic conditions.

At this stage, Council Officers do not propose any changes to the ten key action areas included in the Economic Development Strategy and as highlighted in the Background section of this report.

OPTIONS:Option 1: (Recommended)

That Council notes this progress report on the implementation of the Cairns Regional Council Economic Development Strategy 2018-2022.

Option 2:

That Council **does not** note this progress report on the implementation of the Cairns Regional Council Economic Development Strategy 2018-2022 and provides feedback to Council Officers on the further information required before reconsidering this matter.

CONSIDERATIONS:Risk Management:

Council is one of a number of stakeholders who contribute to the economic development of the Cairns region. Without collaboration and communication, there is a risk that duplication of activities may occur or that inconsistent messages may be delivered. To mitigate this risk, a key goal within the Economic Development Strategy 2018-2022 is for Council to *“Foster a collaborative working relationship between agencies and stakeholders involved in the delivery of economic development activities”*. A detailed action plan supporting this goal has also been developed and the outcomes achieved are presented in this report.

The body of this report also highlights the potential risks and challenges facing the Cairns economy and how future strategy implementation can assist in addressing these risks. Having said this, there are a number of factors impacting the Cairns economy that are beyond the direct control and/or influence of Council. These include global and national economic conditions, business confidence, interest and foreign exchange rates and consumer sentiment. Council Officers monitor such factors and their potential impact on the Cairns economy on an ongoing basis including consideration of what actions Council may be able to implement in response.

Council Finance and the Local Economy:

Actual operating expenditure (including staff costs) relating to the implementation of Council's Economic Development Strategy was delivered within budget for the 2018/2019 financial year.

Council's operating expenditure budget for 2019/2020 (adopted on 3 July 2019) includes appropriate allowances to support continued strategy implementation in the coming year.

Community and Cultural Heritage:

Implementation of Council's Economic Development Strategy 2018-2022 benefits the community by providing an environment in which Cairns' broader economy can thrive, where businesses of all shapes and sizes are able to grow innovate and prosper, where ongoing investment is encouraged and supported and where the principles of inclusion equity and fairness are embraced to ensure the benefits of a strong economy permeate throughout the entire community.

Natural Environment:

Council's Economic Development Strategy 2018-2022 specifically recognises the value of the region's natural environment and balances economic development with the preservation and conservation of the region's unique natural assets.

Corporate and Operational Plans:

The Economy is one of five central pillars of Council's Corporate Plan 2017-2022. Council's Economic Development Strategy 2018-2022 aligns directly with Council's Corporate Plan in this regard.

The implementation of Council's Economic Development Strategy 2018-2022 was a key action within Council's Operational Plan 2018/2019 and is also included as a key action in the 2019/2020 Operational Plan.

ATTACHMENTS:

Nil

Angelo Finocchiaro
Program Leader Economic Development



Nick Masasso
Executive Project Officer