

Cape York SWOT Analysis

Note: As at 31 March this document continues to be a work in progress draft. Further work will need to be carried out on this SWOT after the completion of the remainder of community consultation work, and interviews with various stakeholders on Northern Cape York, and within the Cairns region.

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(Strengths, Weaknesses, Opportunities, Threats) – Cape York Investment Prospectus

Strengths	Comments/Actions/Activities
LAND TENURE	
1. Areas where land tenure is permanent are as follows: <ul style="list-style-type: none"> ▪ Cooktown ▪ Hope Vale (components) ▪ Weipa (Components) 	<ul style="list-style-type: none"> •
DEMOGRAPHIC PROFILE	
2. A significant portion of the population of Cape York is its youth – There is considerable potential to develop the youth of Cape York – they are identified as the future of the region.	<ul style="list-style-type: none"> • Investigate establishing a specialist indigenous education institution on Cape York that is modelled on the success of Djarragun College in Gordonvale which focuses on holistic education and training including life skills and work readiness in terms of attitude as well as knowledge development. • Consider the establishment of facilities such as those offered by PCYC (sporting, academic, music, recreational) as this will provide young people with both personal, career, recreational and entertainment opportunities essential to growing life skills and entrepreneurship vital to their own self reliance and as future business leaders on the Cape. • There are also large numbers of otherwise unemployed people and assisting them to become productive through generational paradigm change is essential reducing welfare dependency however this can only be made possible if there is the development of real and consistent work opportunities for them.
3. Cape York has a steadily growing population.	<ul style="list-style-type: none"> • Promote Cape York as a region that's "open for business" and investment-ready. • Continue to monitor population growth inline with existing infrastructure and resources to determine priority of any

Strengths	Comments/Actions/Activities
	additional requirements (e.g. first public swimming pool at Hopevale).
4. High proportion of Indigenous Australians	<ul style="list-style-type: none"> Indigenous Australians are the custodians of a wealth of traditional knowledge
INFRASTRUCTURE	
5. The inland road to Cooktown is now a fully sealed road providing easy and reliable access to and from the area especially during the wet season for locals, tourists, suppliers, transport companies etc.	<ul style="list-style-type: none"> Continue to promote to tourism target markets and key suppliers the fact that this road is now sealed and that Cooktown is fully accessible during the wet season. This also opens up the opportunity for heavy transport to service the region both in relation to goods transported in and commodities transported out.
6. The access road to Hope Vale has been improved – the roads to most Cape York Communities have improved vastly over the past 2 years so this can be said for Pormpuraaw, Aurukun, Lockhart River and Mapoon.	<ul style="list-style-type: none"> Only short sections of dirt remain and these sections are well maintained. A new bridge has been built over the Endeavour River
7. All the ports on the Cape (except Weipa) are managed by the same Corporation (Ports North - previously Cairns Port Authority) i.e. Cairns, Mourilyan, Karumba, Cape Flattery, Skardon River.	<ul style="list-style-type: none"> The strength in this is that all of the planning for port development and expansion is now handled by one authority which has significant tourism development experience that provides the opportunity for the extension of activities within these port areas to accommodate tourism based activities such as yachting, super yachts, fishing fleets and marinas etc.
AVAILABILITY OF GOVERNMENT AND NGO SUPPORT	
8. There are numerous government funding options available to residents of Cape York	<ul style="list-style-type: none"> Many Cape York businesses are aware of the existence of the government funding options but perceive the complexity of the application process and the time delay between starting the application process and receiving the funds to be significant barriers to accessing the available funding..
9. Many government organisations and NGOs are active on Cape York	<ul style="list-style-type: none"> Welfare is considered the main industry in many Cape York communities.

Strengths	Comments/Actions/Activities
<i>WILLING INVESTORS PENDING FAVOURABLE LEGISLATIVE CHANGES</i>	
10. There are a number of Australian and international investors who would like to invest in Cape York	<ul style="list-style-type: none"> • These investors can see the potential in Cape York, but are choosing not to invest due to the restrictive nature of legislation on Cape York
<i>NATURAL RESOURCES</i>	
11. Land	<ul style="list-style-type: none"> • There is an abundance of land that could be used for a wide range of commercial purposes. • The current legislative environment on Cape York places severe restrictions on possible land uses • The inability of non government entities to secure land tenure on Cape York severely restricts land use.
12. Water	<ul style="list-style-type: none"> • There is an abundance of water on Cape York <ul style="list-style-type: none"> ○ Seasonal rivers ○ Permanent rivers ○ Waterholes • Water on Cape York is currently inaccessible due to the Wild Rivers legislation.
13. Ecology	<ul style="list-style-type: none"> • Cape York provides a largely unmodified habitat to a significant number of endemic flora and fauna species • Endemic flora and fauna species are under threat from introduced pest species. • >99% of Cape York has not been cleared¹
14. Mineral deposits	<ul style="list-style-type: none"> • The existence of significant mineral deposits on Cape York has lead to the development of significant mining operations which lead to the establishment of communities and private and government investment in infrastructure.

Strengths	Comments/Actions/Activities
AGRICULTURE	
15. The ability of agricultural producers in Lakeland and the Cooktown area to supply produce ahead of other producers in Queensland and Australia e.g. there is a three to four week window of opportunity for certain agricultural crops.	<ul style="list-style-type: none"> • Communicate closely with supply chain partners to promote this to accommodate the market, and to continue reliable and consistent supply where possible, and consider the use of the model that is contained in the Agricultural and Horticultural Audit carried out for Cape York in 2005. • There is capacity in certain areas around Cooktown and Lakeland Downs to increase farm production, however this is directly dependant on access to an adequate supply of irrigation water which is now very limited in the region. (See point 4 of threats)
16. Banana production at Lakeland	<ul style="list-style-type: none"> •
17. Large companies are expressing an interest in developing agriculture operations on Cape York e.g. Dole (why do they want the community to invest big money. IS this because they don't have security over their own investment due to land tenure, or because they believe that the community will embrace the concept if it has it's own money behind it?)	<ul style="list-style-type: none"> •
TOURISM	
18. The eminent launch of the tourism based website for the Cooktown area which will enable domestic and international promotion of the region and operators.	<ul style="list-style-type: none"> • Launch of the tourism website by the Council is planned for the beginning of April 2010, and this links perfectly with the launch of the Think TNQ website. This opportunity also extends to a vast range of other websites, both community based, free enterprise and industry groups as well as semi government agencies and local government authorities to link with the Think TNQ website which will develop a significant critical mass of information and shared linkages that will be vital in the future development of the Cape. • Leverage off the publicity and hype of the Solar Eclipse Festival and many other activities that will spin off from the event scheduled for 14 November 2012.

Strengths	Comments/Actions/Activities
	<ul style="list-style-type: none"> • Conduct a visitor survey during the Eclipse Festival to assess their willingness to return to the region, estimate expenditure both direct and indirect, determine lengths of stay etc, the results of which will assist with future decision making regarding the tourism sector for the whole of the Cape.
<p>19. The Cooktown Discovery Festival Weekend is a major drawcard for tourists and has created an awareness of Cooktown and the significance of the town. Other events could be used in the same manner.</p>	<ul style="list-style-type: none"> • Build on the awareness and historical significance to the town to create a brand around the notion of “Australian heritage” which has been identified as the region’s key selling point. • There is a strength and opportunity in the significant Chinese history that exists in and around Cooktown, and this could be highlighted in the international tourism market as more Chinese visit the region or consider visiting FNQ. • Conduct a visitor survey during the Festival to determine why tourists visit the town, willingness to return, expenditure, length of stay etc, the results of which will assist with future decision making regarding the tourism sector.
<p>20. Cape York is considered one of Australia’s great wilderness regions and has significant growth potential for adventure tourism such as self drive 4WD adventuring, unparalleled sport fishing, wildlife spotting, and amazing land and waterscape features.</p>	<ul style="list-style-type: none"> • From these great natural attributes springs a vast range of opportunities for the engagement of private enterprise and indigenous entrepreneurs to further develop and better promote existing products as well as explore the opportunities for the development of new products and services.
<p>21. High profile visitors</p>	<ul style="list-style-type: none"> • CEO of Westpac and CEO of ANZ coming up to do Guurrbi Tours
<p>22. Appointment of a Tourism Development Officer in the Cook Shire Council</p>	<ul style="list-style-type: none"> • Job description is to identify what can be done to maximise the benefits of tourism in the region as a whole.
<p>AQUACULTURE AND FISHING</p>	
<p>23. The Cape York region is known for its biodiversity and boasts plentiful mineral and water resources.</p>	<ul style="list-style-type: none"> • To link with research and capacity building organisations under the tropical expertise banner e.g. (ATEC – Australian Tropical Expertise Consortium (ATEC) incorporating approx

Strengths	Comments/Actions/Activities
	250 member businesses) and the new research focussed Cairns Institute within JCU, linking into tropical expertise marketing groups such as TropLinks, and to encourage scientific research projects, and new industry development.
24. Cooktown has the highest level of live export in Australia for live trout and cray	•
25. Cooktown has a well developed billfish / marlin fishing industry	<ul style="list-style-type: none"> • The billfish / marlin fishing industry relies on access to the Coral Sea. • If legislation was to be passed to prohibit fishing in the Coral Sea, the billfish / marlin fishing industry would disappear, having significant flow on effects to Cooktown's economy
MINING	
26. Cape York has a long mining history	<ul style="list-style-type: none"> • Tin oxide (cassiterite) • Tin • Kaolin • Gold • Bauxite • Tungsten (Wolfram)
27. Cape York has not yet been fully surveyed	<ul style="list-style-type: none"> • It is expected that further surveying will reveal additional mineral deposits
28. Cape York is home to a number of significant mining operations	<ul style="list-style-type: none"> • Weipa bauxite mine • Ely bauxite mine • Skardon River kaolin mine • Cape Flattery silica sand mine • Mt. Carbine Vital Metals Tungsten Mine
29. Cape York has a number of recognised mineral deposits that are yet to be developed	<ul style="list-style-type: none"> • Bauxite <ul style="list-style-type: none"> ◦ Aurukun ◦ Pera Head • Black coal <ul style="list-style-type: none"> ◦ Bathurst Range • Iron ore <ul style="list-style-type: none"> ◦ Iron Range

Strengths	Comments/Actions/Activities
	<ul style="list-style-type: none"> • Silica Sand <ul style="list-style-type: none"> ◦ Shelburne Bay • Tin <ul style="list-style-type: none"> ◦ Jeannie River
SERVICE AND RETAIL	
30. Cooktown	<ul style="list-style-type: none"> • Developed regional centre with a wide range of service and retail offerings
31. Weipa	<ul style="list-style-type: none"> • Basic service and retail offerings
32. Hope Vale Arts and Cultural Centre	<ul style="list-style-type: none"> • An established, proven model that is working towards being self sustaining • Provides opportunity and free enterprise education to Hope Vale residents • Caters to a target market outside of Cape York • Has huge potential to expand the products and services that it offers • Regular flow of visitors through the dry season
33. Northern Peninsula Region - Seisia and Bamaga	<ul style="list-style-type: none"> • Basic service and retail offerings
SOCIAL AND SERVICES	
33. Cooktown hosts regular cultural events and has a number of attractions for locals and tourists alike.	<ul style="list-style-type: none"> •
34. A new \$10 million community centre will soon be built in Cooktown	<ul style="list-style-type: none"> •
35.	<ul style="list-style-type: none"> •
MISCELLANEOUS	
36. The location of the Cape York region is a major strength in its self.	<ul style="list-style-type: none"> • The region is strategically positioned in terms of border security i.e. Defence given that the tip of the Cape and the vast chain of islands directly above it gives the closest stepping stone proximity to Asia than any other part of

Strengths	Comments/Actions/Activities
	<p>Australia, and therefore Cape York is vitally important from a national security perspective, as well as agricultural protection through quarantine buffers which are essential to protecting Australia's vital agricultural and live stock interests. Its proximity to PNG, South East Asia, and the South Pacific Region also provides trade opportunities that are largely untapped.</p>
<p>37. Cape York is it's own brand. i.e. that it is region well known around Australia and in many parts of the world as the northern most point of Australia one of the worlds most diverse wilderness regions and is recognised by its land mass shape.</p>	<ul style="list-style-type: none"> • To investigate the development of a common brand for the whole Cape York region that would be used by all industries that would assist to better identify the region, and assist to promote uniformity. • Over the years many organisations have produced a vast range of documents for Cape York, and many have used the land mass shape of the Cape as the logo or unofficial brand for the Cape. This distinctive emblem also features on the letter heads, signage, and Tourism and promotional documents for many businesses and industry across Cape York thereby giving credence to the statement that the land mass shape is considered the unofficial brand for the Cape. Consequently the challenge and the opportunity exists for the land mass shape to be made the official brand and logo for Cape York.

Weaknesses	Comments/Actions/Activities
LAND TENURE	
<p>1. Significant uncertainty surrounding land tenure is currently preventing existing and future opportunities for the growth of businesses and industry in the region i.e. lack of freehold title (common law, freehold and Indigenous freehold)</p> <p>The flow on business effects of uncertain land tenure are:</p> <ul style="list-style-type: none"> ▪ Inability of land users to secure debt capital against the land or the assets on the land. This restricts land users to government funding options which are perceived as slow and cumbersome and not suited to a fast moving free enterprise environment ▪ Inability of land users to insure assets located on land with uncertain land tenure ▪ No investment security 	<ul style="list-style-type: none"> • There is a belief amongst the people of Cape York that there will be no freehold land north of Coen in the future • Possible alternatives for consideration: <ul style="list-style-type: none"> ○ Establish a freehold land system ○ Identify specific land parcels on the Cape as freehold inline with business opportunities. ○ For leasehold land to be used for both business and residential purposes, there needs to be a presumption that on the completion of the term that the occupier/owner will be allowed to roll the agreement over for a further term (the UK example of the purchase/lease of units).
<p>2. Access to required funding from banks/lending institutions to develop economic opportunities due to the location of the business/project and the legislative restraints associated with the location has proven to be a significant challenge for the development of business on the Cape.</p>	<ul style="list-style-type: none"> • There needs to be a concise statement on behalf of both Federal and State Governments that clearly articulates the precise position of the Governments in respect of the existing industries operating on the Cape in light of both existing and potential legislation (will these businesses be pushed out of the Cape or made non viable by ever increasing legislation). • Facilitate discussions with all Government agencies that are delivering services on the Cape or developing policies for the Cape, as well as banks and business leaders. • Obtain “statements of intent” from potential investors (or their representatives for confidentiality purposes) for specific projects for presentation to the Federal and State Governments that will underpin the need for certain business conditions to be met for investment to be made in the region i.e. demonstrating demand.
<p>3. Great business ideas have emerged on the Cape and unfortunately these business concepts have been diluted or altered to fit the guidelines of</p>	<ul style="list-style-type: none"> • Request to Governments that projects be considered and assessed for funding based on the needs and benefits of

Weaknesses	Comments/Actions/Activities
particular grant programs and this in effect has significantly downgraded the commercial business opportunity associated with the idea. For example, Pajinka.	projects as opposed to ticking boxes of programs. Examples of this model of funding include Indigenous Employment Program (IEP), Small Business Online (SBO) where by businesses can submit proposals/business cases for funding as opposed to filling out a form.
4. Industrial land shortages	<ul style="list-style-type: none"> • Cooktown
INFRASTRUCTURE	
5. A significant part of Northern Cape York is inaccessible due to weather conditions in December to March and the quality of local roads deteriorate significantly.	<ul style="list-style-type: none"> • Hope Vale is only 40 minutes drive from Cooktown. Lee Robertson (CEO of Hope Vale Shire Council) says that better roads are making a big difference to Hope Vale but trucks have to wait 5 days after heavy rains until they can cross the bridges to reach the township. He is calling for the road to be sealed from Cooktown, bridges raised and load limits increased. • Improve airport facilities in the region which will facilitate freight, tourism and business travel in the region, and provide access to the region during the wet season which is normally restricted due to the flooding of roads.
6. A majority of the roads north of Laura are unsealed and deteriorate because of wet weather and heavy transport which makes roads extremely rough, increasing vehicle damage and the risk of accidents. This, together with weaknesses two and three clearly demonstrate the significant lack of infrastructure on the Cape.	<ul style="list-style-type: none"> • The improvement of airport facilities to enable and encourage alternative modes of transport to the Cape. • Ascertain what the future plans are of the Main Roads Department for the Cape York region in relation to freight routes. • Determine in conjunction with Main Roads what funding and support they can provide to assist LGA's with road development and improvement. Waiting on call from Tony Potter •
7. Unfenced roads and therefore cattle on roads increases the risk of accidents.	<ul style="list-style-type: none"> • Consider fencing property boundaries that are adjacent to major thoroughfare/sealed roads to assist to ensure cattle stay off the roads. However this is not a cost property owners could bear and Government assistance will be

Weaknesses	Comments/Actions/Activities
	required.
8. Many communities don't have grid power supply therefore the costs of producing power through the use of fossil fuels is high. e.g. Coen, Lockhart River, Aurukun, Bamaga, Mapoon, Umagico, Weipa.	<ul style="list-style-type: none"> Consider green energy options such as solar and wind power. Encourage initiatives to promote consumption reduction.
9. Power supply	<ul style="list-style-type: none"> No grid power No three phase power
10. Water infrastructure	<ul style="list-style-type: none"> Not available on the scale required for large programs
11. Roads from outlying regional centres to Weipa are currently unsuitable which would need to be improved especially if Weipa is to be developed as a port.	<ul style="list-style-type: none"> Roads to Weipa need to be upgraded and gates changed to grids, however this may be difficult as landholders will be responsible for putting in the grids and the costs will be unbearable. Ascertain what the future plans are of the Main Roads Department for the Cape York region in relation to freight routes.
12. Lack of road signage makes it difficult for tourists and businesses to navigate within region.	<ul style="list-style-type: none"> Engage with Council and Main Roads to facilitate installation of sufficient signage across the Cape e.g. street, road, highway, towns, significant attractions and businesses. GIS data for the Cape would be a very useful tool and it is understood that this may be under development.
13. There is a major shortage of commercial property available for rent or lease in Cooktown which is inhibiting the establishment of free enterprise business as there is nowhere for them to lease.	<ul style="list-style-type: none"> Consider subleasing office space or street frontage within currently Government tenanted buildings where capacity is available. A new 250sq metre Government and Cook Shire office is planned for construction in Cooktown during 2010/11. This will allow for many Government agencies scattered around Cooktown to be domiciled under the one roof which will free up other offices in the town for general commercial letting, and will therefore provide opportunities for new businesses to establish themselves in Cooktown.
HOUSING	<ul style="list-style-type: none">
14. Housing	<ul style="list-style-type: none"> Insufficient housing to accommodate workers

Weaknesses	Comments/Actions/Activities
	<ul style="list-style-type: none"> • Affordable rental accommodation shortage • The cost of rental accommodation is prohibitive
ACCESS TO GOVERNMENT FUNDING	
15. Despite the availability of government funding, it is very difficult to access	<ul style="list-style-type: none"> • The money is available but the process of accessing the money is often so complex that it is not accessed. • It is perceived that the government does not spend any time on location in Cape York and therefore is not able to understand the unique needs of the people of Cape York • Government funding programs are often set up to cater for established businesses, but many of Cape York's residents are looking for funding on a much smaller scale. • Troy Dennis (Manager of Hope Vale Arts and Cultural Centre) says that the funding requirements are constant and that the red tape requires managers to devote their time to raising funds when they would rather be out in the community.
COST OF DOING BUSINESS	
16. The cost of air travel is considered very expensive when compared to travel to other parts of Australia and air services are limited.	<ul style="list-style-type: none"> • Consider a government subsidy / tax break for airlines to continue flying into Cape York to ensure regular flights are available.
17. Freight costs for transporting goods into the region is high and there is little back loading of trucks, making freight a major expense for business operators	<ul style="list-style-type: none"> • Investigate the potential to establish a transport hub on the Tablelands to better manage freight loads and capacity of b-doubles and road trains in and out of the Cape York region e.g. back loading arrangements could only come from the suitability of the transport to carry produce, lumber, or other products manufactured on the Cape. At the present time these products are not available in any volume and these industries will require a lot more development before this will be achievable.

Weaknesses	Comments/Actions/Activities
<i>BUSINESS SKILLS AND FREE-ENTERPRISE EXPERIENCE</i>	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Lack of entrepreneurs and community culture of enterprise to take on projects and businesses, and a lack of experience in the free-enterprise system. For example: <ul style="list-style-type: none"> ▪ Passionfruit and limes grown in Hope Vale by an individual with entrepreneurial flair but lack of business skills saw 70% of his crop rot on the vines. The reasons cited were that he doesn't have the skills to develop the market and he doesn't have any facilities to pack or store the produce. ▪ Hope Vale Shire Council CEO – Lee Robertson – states that there is a “lack of work ethic across the board” and that “productivity is non-existent” ▪ Estimated 2-3 generations of welfare dependency in Hope Vale 	<ul style="list-style-type: none"> • Build a sense of purpose and working for rewards within communities, for example, Art and Craft Centre at Hope Vale, whereby artists are given a percentage of sales. • Identification of entrepreneurially minded individuals within each community that are willing to take on a business and that are open to the idea of ongoing mentoring. To improve the potential for success with this element there is a need to overcome cultural disincentives to entrepreneurialism – e.g. family sharing. • On-the-ground (Cape York) mentoring of individuals on a long term, on-going basis is required. According to reliable sources DEEWR conducted or supported a project in past years that was based on case studies of successful indigenous business people around Australia – It was suggested that there could be some valuable lessons and case models in that report. • Development of a privately-funded program where by individuals would fly-into regional centres within the Cape to undertake training or on-the-job training for a week at a time and then fly-back into their communities for the weekend, back into their social network. This will provide individuals with exposure to successful businesses that they can practically apply in their community, • Link in to existing programs such as “Cape to Cairns” being developed by John McIntyre.
18. Significant parts of Cape York are paralysed by the lack of funding to develop business opportunities and this is further impacted by the hand out mentality that has been allowed to be developed through progressive successions of Government.	<ul style="list-style-type: none"> • Facilitate discussions with all Government agencies that are delivering services on the Cape or developing policies for the Cape, as well as banks and business leaders to determine exactly what they will invest money into and under what conditions.
19. There is currently a lack of Chamber of Commerce representation on Cape	<ul style="list-style-type: none"> • In small communities it is a difficult proposition to establish

Weaknesses	Comments/Actions/Activities
<p>York and there is one in Cooktown, and one on the Western Cape at Weipa which also services the emerging NPA). The Coen Chamber has recently ceased to operate.</p>	<p>and run chambers. This is due to limited populations in these communities, and therefore a very limited pool of business owners, and the limited time available of business operators in these areas to dedicate to Chamber activities. Additional Chambers of Commerce are needed to support business development in these communities and they should be promoted and supported within and form outside of the region.</p> <ul style="list-style-type: none"> • The answer may be to investigate the potential of establishing sub chapters of existing Chambers of Commerce e.g. Coen, Laura, Seisa.
<p>20. Most communities are heavily dependent on Government funding for survival and the government continues to support the welfare mentality.</p>	<ul style="list-style-type: none"> • An example of the government supporting the welfare mentality is the case of the 16 qualified tradespeople in Hope Vale who only work a couple of weeks per month while the government brings in external contractors to build government housing. • Create a sense of purpose in communities and foster employment through projects such as the Hope Vale Arts and Cultural Centre to assist to decrease the total reliance of communities on Government funding through the development of markets.
<p>21. Low regional capacity to provide own products and services.</p>	<ul style="list-style-type: none"> • Education past the early years of secondary school is rare and a very low percentage of students complete further education in the form of trades or university study.
<p>22. Lack of strategic business management expertise</p>	<ul style="list-style-type: none"> • The majority of SME owners on Cape York have not completed business studies and gain their business expertise through industry experience. Given the unique, challenging and complex business conditions that SME owners face on Cape York, some SME owners are unable to assess the feasibility of their ideas prior to launch and do not implement any formal business planning procedures. The result of this is that they may blame external conditions for their lack of success when in actual fact, they chose the wrong business opportunity in the first place.

Weaknesses	Comments/Actions/Activities
	<ul style="list-style-type: none"> Some of the recognised areas for improvement are: <ul style="list-style-type: none"> feasibility analysis business planning marketing supply chain management
23. Perception that Cooktown is a 'lifestyle town'	<ul style="list-style-type: none"> Investors have left and qualified candidates have moved to Cooktown for the lifestyle, not the career opportunities. They like the quiet nature of the town and do not want to develop it into a metropolis that reminds them of the places they have 'escaped' from.
UNEMPLOYMENT	
24. Reported unemployment rate (Dec 2009) ² by statistical local area: <ul style="list-style-type: none"> Aurukun – 17.6% - 75 people Bamaga – 11.1% - 47 people Cook – 24.4% - 485 people Hope Vale – 27.4% - 138 people Injinoo – 10.9% - 25 people Kowanyama – 17.2% - 100 people Lockhart River – 17.6% - 44 people Mapoon – 11% - 16 people Napranum – 10.9% - 37 people New Mapoon – 11.5% - 18 people Pormpuraaw – 17.8% - 65 people Seisia – 10.5% - 12 people Umagico – 10.8% - 12 people Weipa – 11% - 231 people 	<ul style="list-style-type: none"> It is widely accepted by Cape York locals that the actual unemployment rate is much higher than the reported unemployment rate. One such example is Hope Vale which has an official unemployment rate of 27.4% and an unofficial unemployment rate of 44%
LEGISLATION	
25. Increasing legislative constraints have impacted on investment attitudes and this is a major problem for the Cape.	<ul style="list-style-type: none"> Obtain clarification from State and Federal Government on short and long term plans for the Cape so that viable investment options can be identified.

Weaknesses	Comments/Actions/Activities
	<ul style="list-style-type: none"> • Identify potential investment projects that leverage off these plans. • Re-approach potential investors.
<p>26. Legislation is suppressing the entrepreneurial endeavours of businesses on Cape York</p>	<ul style="list-style-type: none"> • The high level of legislation that governs activities that are and are not permitted on Cape York and the frequency of changes and updates to existing legislation and regular addition to new legislation has created an environment where local people expect that they will not be allowed to conduct their activities even prior to applying for permission. This causes some (would be) viable activities to never be put forward. • The ability (and tendency) for governments to pass new legislation without consulting Cape York residents and businesses, leaves those people and businesses feeling helpless and at the mercy of new legislation.
<p>27. Significant increases in National Park areas with community perception that they are very poorly managed and an increasing habitat for feral animals and weed pests.</p>	<ul style="list-style-type: none"> • Investigate the opportunity of setting up programs for the commercial capture of feral animals including the associated wildlife training for rangers. • Investigate the potential to set up a commercial pig/horse/feral animal processing facility – meat for pet food and selected human consumption. Example: Exporting cane toad toxin, and dredging noxious weed for disease research • Sponsorship style investment program where companies can sponsor a National Park as a part of their triple bottom line reporting program. • Lobby for DERM to increase the number of rangers on the ground on Cape York to better manage natural parks.
<p>GEOGRAPHIC FACTORS</p>	
<p>28. The Cape is made up of small, isolated community-centric economies creating small and self contained markets. The difficulties that exist among these communities are common (e.g. lack of medical, other services). In a</p>	<ul style="list-style-type: none"> • There is a need for communities to be treated individually as opposed to a general regions in terms of specific projects, outcomes, needs, requirements, strategy – one size does

Weaknesses	Comments/Actions/Activities
developing economy, there are different standards for growth and development.	not fit all.
29. The Cape is a sparsely populated region with communities located long distances from each other in an area larger than the state of Victoria.	<ul style="list-style-type: none"> • Continue to lobby to Councils in the region and the Main Roads department for the sealing of currently unsealed roads within the region, which will improve access to and between communities. • Review airport facilities in the region and list required upgrades. • It has been identified that there are population swings on the Cape relating to students boarding away from home communities, outsourced office services based in Cairns, and fly in – fly out. It has been identified that there is a population loss from indigenous communities where people move to areas such as Cairns for reasons such as needing specialist health care, other social and family support reasons and for education and employment opportunities and in many cases these people do not retune to their communities.
LACK OF COMMUNICATION AND UNITY	
30. There are a lot of models/strategies for the growth of communities and individuals in the region – different language used but trying to achieve the same objective.	<ul style="list-style-type: none"> • Organise an annual workshop / conference/ seminar/ thinktank to which all organisations operating in and on the Cape are invited. Participants would share about the projects they are working on, their progress and challenges and identify potential areas of collaboration. The long term objective would be to develop a common sense of purpose and a unified language, and well as creating synergies and duplication reduction.
31. Lack of collaboration and cohesion between communities that is needed to move forward.	<ul style="list-style-type: none"> • Identify core values within communities and find the common threads that will allow the communities to collaborate effectively.
32. There are a range of different cultural elements within the various indigenous communities of the Cape, that in their complexity need to be clearly	<ul style="list-style-type: none"> • Many of these cultural elements are community specific, however there are commonalities across the Cape that

Weaknesses	Comments/Actions/Activities
understood by any potential investor considering a venture on Cape York in order to be able to develop sustainable business systems built around indigenous employees.	require research to understand, and to work with these communities that will provide the majority of the workforce for many of the Cape based projects, e.g. family relationships based on kinship obligations; the aspects associated with the loss of a family member and the mourning process that takes place; impacts caused by cultural and sporting events in a region that is starved for entertainment.
33. Fragmentation exists in the region with regard to approaching Governments.	<ul style="list-style-type: none"> • Develop a unified front to lobby at government level and promote a consistent message about the Cape region.
34. Lack of communal entrepreneurial endeavour	<ul style="list-style-type: none"> • There are many entrepreneurs on Cape York but most of them are individuals who are working on their own projects.
MARKETING	
35. There is a perception by the tourism market that the southern area of the Cape is inaccessible during the wet season, and many business operators close during this time as a result, and this significantly reduces the services and opportunities available to people considering travelling during this period.	<ul style="list-style-type: none"> • Educate current tourism operators about the potential revenue they are missing out on by not operating through the wet season. There may be a weakness in this in that the wet season is consider by a number as being their annual holiday or seasonal escape and therefore a mind set change may need to be promoted in order for this to work. • Organise a marketing conference for each industry sector (i.e. sport fishing, accommodation, 4WD tours). • Organise follow up consultations (one in person, and then remotely) to develop and implement promotional ideas
36. There is an identified significant gap in recent and up to date and relevant information on self drive visitors to the Cape.	<ul style="list-style-type: none"> • It is understood that visitor surveys have been conducted at two strategically important locations (The tip of the Cape at Pajinka, and at the Quarantine inspection station at Coen) and due to lack of funding to carryout and finalise the interpretation of this important information, which will be vital to a range of industry, tourism, and Government agencies these surveys remain on hold. • It is recommended that the situation with both of these surveys be urgently reviewed and a course of action

Weaknesses	Comments/Actions/Activities
	determined if it is found that the information is still current and will be of use to developing both the tourism and services sector on Cape York.
AGRICULTURE	
37. After taking into account all the relevant legislation, there is very little land available on Cape York that can be used for larger scale agri-based projects	<ul style="list-style-type: none"> Obtain clarification from State and Federal Government on short and long term plans for the Cape so that viability options can be identified and examined and informed decisions can be made by existing stakeholders and future investors.
38. Crop protection	<ul style="list-style-type: none"> The abundance of native and feral animals on Cape York makes it difficult for farmers to protect their crops Native and introduced species thrive in agricultural areas, where they have an unnatural abundance of accessible food. This leads to ballooning populations which in turn leads to greater crop damage. Farmers are restricted from culling to manage wildlife population levels and the subsequent damage to their crops
39. Inability to access water licences	<ul style="list-style-type: none"> The government is not giving out any new water licences and is restricting existing licences.
TOURISM	
40. Demand seasonality	<ul style="list-style-type: none"> The effect of seasonality on the tourism market in Cooktown is significant with only seven active months per year. Six active months per year Accommodation businesses are reliant on corporate and government travel to supplement the tourism spend.
41. Inability to purchase land north of Cooktown	<ul style="list-style-type: none"> A property owner in Cooktown says that he can't buy land north of Cooktown to build accommodation and even if he did, it would be impossible to get around the regulations.
42. Restrictions on land use	<ul style="list-style-type: none"> Another can't build anything on bushland even though he

Weaknesses	Comments/Actions/Activities
	<p>owns the land</p> <ul style="list-style-type: none"> Attempts have been made for years to build a motel in Laura but council restrictions have prevented it from going ahead
43. Staffing difficulties	<ul style="list-style-type: none"> There is a distinct shortage of willing, qualified staff in Cape York communities Many tourism businesses turn to backpackers to fill staffing shortages which means that they deal with a high staff turnover Rental costs are too expensive for qualified, reliable staff to endure
44. High operating costs	<ul style="list-style-type: none"> It is estimated that operating costs on Cape York are a minimum of 30% higher
AQUACULTURE AND FISHING	
45. Legislation	<ul style="list-style-type: none"> Wild rivers legislation severely restricts the development of aquaculture operations in areas that have been protected under the Wild Rivers legislation Great Barrier Reef Marine Park legislation Coral Sea legislation
MINING	
46. Legislation	<ul style="list-style-type: none"> The environment of Cape York is protected by a number of laws that restrict certain activities There is an increasing push from conservationists to protect Cape York by locking out developmental activities that harm the environment which is resulting in additional developmental restrictions
47. Proximity to workforce	<ul style="list-style-type: none"> Cape York is remote and has limited services. Mining companies must fly in all workers and supplies

Weaknesses	Comments/Actions/Activities
SERVICE AND RETAIL	
48. Demand seasonality	<ul style="list-style-type: none"> The dry season is busy and the wet season is very quiet
49. Small size of local market	<ul style="list-style-type: none"> Accommodation businesses catering to the needs of the local market in Cooktown have a very low chance of survival. Given that Cooktown is one of the largest towns on Cape York, it can be fairly generalised that no town on Cape York is large enough to support an accommodation business that caters to the local market.
50. Cooktown does not have a shopping hub	<ul style="list-style-type: none"> Although a significant regional town, Cooktown does not have a shopping hub due to town planning restrictions.
51. Cape York does not have a top end retail or accommodation presence	<ul style="list-style-type: none">
52. Shortage of hire cars in Cooktown	<ul style="list-style-type: none">
SOCIAL AND SERVICES	
53. Limited child care services	<ul style="list-style-type: none"> Child care is limited across Cape York due to the availability of carers.
54. No vet or dentist in Cooktown	<ul style="list-style-type: none">
MISCELLANEOUS	<ul style="list-style-type: none">
55. Tourism is perceived to provide a real opportunity for local businesses however it is also accepted that towns must diversify as tourism is a fickle industry).	<ul style="list-style-type: none">
56. The biodiversity of the land in Cape York lends itself to scientific research e.g. cancer research.	<ul style="list-style-type: none"> Potential to link with research organisations e.g. through Troplinks
57. People on the ground in Cape York experience a lack of service e.g. 2 nd class goods.	<ul style="list-style-type: none"> This is mainly created because of the lack of competitive services, and the fact that the tyranny of distance makes it difficult and costly for service work to be carried out on the Cape. Better and more rapid accessibility through improved roads, better airfreight, and airlines services will improve this

Weaknesses	Comments/Actions/Activities
58. Political representatives at state and federal level live outside the electorate	<p>situation over time.</p> <ul style="list-style-type: none"> • Concern from the community that they don't have a full appreciation for and understanding of the needs of the communities that they represent.

Opportunities	Comments/Actions/Activities
<i>DIVERSIFIED USE OF GOVERNMENT FUNDING</i>	
1. Cape York communities have a significant annual inflow of funds coming from the Government as the major investor on Cape York, and the opportunity exists to identify different uses for these funds.	<ul style="list-style-type: none"> • Investigate ways to reduce the potential for wastage through the duplication of projects and services provided on the Cape and to various communities. • Investigate the better application of available funding with clear outcomes so that expenditure is linked to an effective and accurate measurement systems that shows the return on investment for the Government (Tax payers), and the community and social benefits for various projects and initiatives undertaken.
2. It was identified that there is a strong need to further develop projects of state significance as a way of obtaining greater Government support.	<ul style="list-style-type: none"> • Engage community support to identify projects and develop plans to take to Government.
<i>NON-GOVERNMENT FUNDING</i>	
3. The potential to obtain and utilise funding from non-Government sources e.g. investors, philanthropic organisations, mining royalties.	<ul style="list-style-type: none"> • Undertake targeted approaches to major industry sector organisations that could have an alignment with or an interest in doing business on Cape York. • Encourage all existing representative bodies, businesses, industries, Local Governments, Chambers of Commerce, and all businesses on the Cape to use the Investment Prospectus to promote the Cape at every opportunity, and to provide interested investors with the document as a starting point for their journey of discovery.
<i>FREE ENTERPRISE DEVELOPMENT SUPPORT SYSTEMS</i>	
4. Develop an effective model for enterprise development in conjunction with the needs/wants/aspirations of the communities.	<ul style="list-style-type: none"> • This will need to be custom built to the specific needs of each community. • Engage and work with successful entrepreneurs in the region to develop a suitable model for enterprise development that can be applied and tailored to each

Opportunities	Comments/Actions/Activities
	<p>community e.g. Consider existing regional role models Facilitate discussions with members of each community to identify the specific needs and wants of that community.</p> <ul style="list-style-type: none"> • Implement customised models in each community. • Identify community champions and drivers and provide support to them to achieve results. • Ensure that mentoring, coaching, training, and development opportunities for young people in communities are in line with investment opportunities, and that they are provided with support that allows them to see themselves as part of the investment opportunity for their communities and the whole of the Cape York region.
RESULTING FROM INFRASTRUCTURE IMPROVEMENTS	
<p>5. To potentially develop Archer Point at Cooktown as a deep water shipping port for exports (e.g. live cattle and crops etc).</p>	<ul style="list-style-type: none"> • Based on interviews conducted for this project it appears that this concept has been discussed in various circles for some time and one of the major reasons for nothing having been progressed is the considerable costs associated with restabilising the port to an operating standard that is an economically sustainable and viable. Potential uses suggested is live cattle export, export of game meat culled from National parks and private property and TO lands, a service port for the proposed wind farm, potential to export minerals such as tin, and silica sand (although this is already well established at Cape Flattery), potential to export agricultural products and timber, as well as acting as a supply entry port for the Southern Cape. • A deepwater port would open up agricultural and horticultural business prospects in and around the Cooktown region.
<p>6. Improve airport facilities in the region which will facilitate freight, tourism and business travel, and provide access to the region during the wet season which is normally restricted due to flooding of roads.</p>	<ul style="list-style-type: none"> • Flight services to Cape York are an essential life line to the Cape, (especially during the wet season) and reliability has been a major issue in the past with a number of Airlines not

Opportunities	Comments/Actions/Activities
	<p>being able to maintain viability and as a result either going into liquidation or withdrawing their services. The costs of flying to many centres on Cape York have now risen to a point where they are more expensive than many international destinations, however this does not mean that the companies currently providing these services are in fact making money, and many of the services are having to be subsidised by the Government in order to ensure that the essential services to many communities are maintained.</p> <ul style="list-style-type: none"> • Regardless of the current cost issues the capacity to build the air services industry on the Cape is seen by many as both critical to and a strong opportunity for the development of the economic base of the Cape. Airport facilities and runways in major centres need to be developed to cater for larger jet and cargo type aircraft which will allow for more cost effective and rapid deployment of equipment and heavy construction based materials to be moved onto the Cape to underpin and resource major building projects, provide for greater passenger seating capacity on more economically viable aircraft, which in turn could reduce airfare costs making it more viable for more people to consider air travel to the Cape. • The other issue is the current flight patterns servicing many of the Cape York communities. For example if there is a need to do business in both Weipa and Bamaga there are no interconnecting flights between the centres. One has to either fly back to Cairns and book another flight to Bamaga at considerable expense, or hire a 4wd and travel the 8 hours north and return to Weipa as the vehicles can not be de-hired in Bamaga. This makes it a long and very costly journey on some of the roughest roads in Australia. Further more during the wet season the road is impassable and therefore access to Bamaga from Weipa is largely impossible ruling out vehicle travel.

Opportunities	Comments/Actions/Activities
<p>7. To improve port facilities at Cooktown in order to allow additional and bigger cruise ships and super yachts to dock outside of Cooktown, due to the economic benefits of the markets to the area.</p> <p>8. The potential to establish a Marina in the Cooktown harbour is also seen as a significant opportunity that could open up further economic development in and around Cooktown.</p>	<ul style="list-style-type: none"> • Interviews indicated this was best facilitated by the Cooktown Chamber of Commerce and the Cook Shire Tourism development officer maintaining communication with cruise ship companies to promote to have Cooktown included in ports visited. • To liaise with the super yacht industry group (Cairns) to have Cooktown included and recognised as a port of interest for visiting owners and crew. • And to encourage investment in a Marina for Cooktown to cater for what is believed to be significant unmet demand for such a facility.
<p>9. Potential to develop Weipa as a port for live exports to PNG and nearby Southeast Asian neighbours.</p>	<ul style="list-style-type: none"> • Weipa is a deep water port capable of taking large and deep draft vessels. At the present time only bauxite is loaded out of this port, and the majority of live cattle export goes from the Karumba port. However, Karumba is a shallow port and therefore is restricted in the types and size of vessels it can accommodate and there are industry players that believe Weipa should be considered for development as a multi use harbour which would include the potential to establish Weipa as a live Cattle export harbour for the Northern Cape York region.
<p>10. To establish a transport hub on the Tablelands to better manage freight loads and capacity of b-doubles and road trains in and out of the Cape York region e.g. back loading arrangements. Such an arrangement would assist to reduce overall freight costs for business operators in the Cape.</p>	<ul style="list-style-type: none"> • First ascertain Main Roads' long term plans with regard to road development in the region as a reliable road system is required to establish such a transport arrangement. • Approach local transport companies to gauge their level of interest and involvement in the potential arrangement. • Investigate the contents of the NEMP study as this contains alternatives to the establishment of a transport hub on the Tablelands.
<p>11. To develop a renewable and more reliable power supply on Cape York e.g. the establishment of a wind generators and other projects of this nature.</p>	<ul style="list-style-type: none"> • Many Cape York settlements are totally reliant on fossil fuel generated power supply which is both expensive and environmentally harmful. Technology is now significantly more advanced in renewable energy systems, however, considered expensive to purchase and install. Over time

Opportunities	Comments/Actions/Activities
	the costs are expected to fall as new systems are developed and price competitiveness takes a hold, and this may provide the opportunities in future years for the Cape to reduce its dependency on fossil fuel produced energy.
12. There is expected to be an abundance of temporary accommodation facilities e.g. dongas, setup	<ul style="list-style-type: none"> • Three major mining consortiums are in various stages of the development of what will potentially be 3 large bauxite mines both north and South of Weipa. These organisations will employ and house up to 300 hundred people during the construction phases, however on completion of construction the workforces are predicted to drop back to half of those employed during the construction phase. This provides significant opportunity for communities to approach these organisations in the early stages of their development to negotiate and obtain in principal agreements that upon completion of the construction phase that excess facilities such as dining halls, accommodation dongas etc can be purchased at nominal reduced value rates by the various communities to expand their infrastructure bases to provide more facilities for visitors to the communities.
13. Establish a dam at Hope Vale for water supply	<ul style="list-style-type: none"> •
14. Extend the power grid to Cape Flattery	<ul style="list-style-type: none"> •
MARKETING RELATED	
15. Development of a common brand	<ul style="list-style-type: none"> • Covering all industries and businesses
LOCAL EMPLOYMENT	
16. The opportunity exists to replace the employment of backpackers with local residents	<ul style="list-style-type: none"> • Lakeland Downs employs 80-100 backpackers. There are also opportunities at the various roadhouses throughout Cape York. • Locals either do not want to work, or do not understand the need to work based on their welfare payments forcing local businesses to go as far as to fly in workers from Brazil to

Opportunities	Comments/Actions/Activities
	work on the banana farm
AGRICULTURE	
<p>17. There is the potential to utilise significant areas of mining land for forestry based industries e.g. biodiesel, sandalwood, mahogany, hard woods, and agave for ethanol and the potential to create secondary industries such as extraction and distillation plants.</p>	<ul style="list-style-type: none"> Quantify the potential of land area, income and employment to be generated (directly and indirectly) to enable a business case to be built and taken to Government Ministers to start the lobbying process for the release of land title, using the recent Hope Vale Deed of Grant in Trust case as an example and precedent. This is also very relevant and essential to Aurukun, Napranum, Weipa and Mapoon, Lockhart River, Aurukun and the NPA, and all other centres around Cooktown. Refer to the Hope Vale sandalwood plantation, Teak, Mahogany
<p>18. For many years it has been a bone of contention with a range of stakeholders, successions of Government, communities, the timber industry and the environmental movement that wide scale crash and burn clearing has and will continue to take place on the Cape in front of the strip mining Industry.</p>	<ul style="list-style-type: none"> The opportunity to pre-harvest timber from mine sites as opposed to clearing and burning the timber, which is the current practice has been researched in the past. However, to date other than very small scale trials and the establishment of a small mobile mill nothing of any scale, or of a larger sustainable nature capable of handling the amount of timber created by the mine clearing process has been successfully undertaken to date. The potential to establish one or more large commercial mills on the Cape to process pre-mining harvested hard wood timber could be a viable proposition for a number of Cape communities. The pressure for facilities of this nature will continue to mount as other large mining operations move towards establishing themselves on the Cape, and will likely undertake similar strip mining operations to that already undertaken by Rio Tinto. The realisation of this opportunity would create direct and indirect employment opportunities for communities, as well as the potential to

Opportunities	Comments/Actions/Activities
<p>19. Note; DERM is running a program with Hope Vale and Lockhart River to clear hardwood timber in these areas. There may be a potential for DERM to run this program in other communities on the Cape and to even export the hardwood timber.</p>	<p>generate royalties for the harvesting of timber from traditional owner lands tied up under mining leases, as well as the potential sale of select harvestable timber off Traditional Owner lands where the vegetation management legislation is not contravened.</p> <ul style="list-style-type: none"> • Research potential investors that have skills, experience, capital, and equipment to engage with this process and to develop a plan to engage any potential interested parties in exploring and bringing this opportunity to fruition. • A central hardwood timber processing mill would be required. •
<p>20. Hope Vale Council in conjunction with community members are researching and investigating the potential to establish a banana plantation at Hope Vale with Dole (The worlds largest producer of bananas) as the joint venture partner. Dole already has a number of banana plantations in the region and is intending to export the bananas grown in Hope Vale to Japan.</p>	<ul style="list-style-type: none"> • Based on the success story of the development of the banana industry at Lakeland Downs, the Hope Vale Council are spearheading a similar operation that could be established at Hope Vale. There is suitable land, access to water, and with a willing and ready to participate community desperately seeking sustainable employment opportunities. The banana industry is labour intensive and therefore a plantation of 80 hectares (200) acres could create in excess of 30-40 full time jobs. • According to Council sources Dole have indicated a strong interest in partnering in the project and are considering a considerable capital investment in establishing a packaging shed. However, this is not likely to occur unless the Hope Vale Council is able to attract sufficient funding to establish the plantation. This project should be seriously considered for support because banana's are generally in demand, the

Opportunities	Comments/Actions/Activities
	<p>region has proven they can be easily grown there, yields are comparable to other peak growing areas, quality is considered high, the bitumen road to Cooktown has eliminated transport issues and the road to hope Vale is being continually improved, and bananas are a short duration crop that will provide returns in the second year making it a cash flow positive project in the early stages of its development. Partnering with an organisation such as Dole also means that the community will have access to world class expertise, management support, access to a modern and purpose built facility which all adds considerably towards the potential for the success of such a venture. The project will also provide both skilled and unskilled employment opportunities which will suit the Hope Vale people providing a volume of employment that has not existed in close proximity to the community in the past.</p> <ul style="list-style-type: none"> • Banana farmers in Hope Vale do not experience the same effects of winter as other regions
21. Heliconia farming (Hope Vale)	<ul style="list-style-type: none"> •
22. Passionfruit farming (Hope Vale)	<ul style="list-style-type: none"> • Help needed to get infrastructure in place • No markets • No Parking
23. Paw Paw (Hope Vale)	<ul style="list-style-type: none"> •
24. Early seasons	<ul style="list-style-type: none"> • Paw Paw and Passionfruit ripen 3 weeks earlier than other producers, providing growers with a 3 week window of opportunity every year
25. Cocoa farming (Hope Vale)	<ul style="list-style-type: none"> • Currently working with Griffith University
26. Lime farming (Hope Vale)	<ul style="list-style-type: none"> •
27. Pineapples (Hope Vale)	<ul style="list-style-type: none"> •
28. Coconut products	<ul style="list-style-type: none"> • Copra
29. Vanilla	<ul style="list-style-type: none"> •
30. Commercial capture (and hunting) of feral animals.	<ul style="list-style-type: none"> • The spiralling feral animal population on the Cape and the

Opportunities	Comments/Actions/Activities
	<p>resultant damage to native flora, fauna, and water ways was stated in a previous section related to the management of National parks. However, Cape York residents, and previous studies, as well others that are currently under development point to the potential for the commercial exploitation of the over abundance of the feral animals through the establishment of a strategically located abattoir or the establishment of one or more mobile facilities.</p> <ul style="list-style-type: none"> • The products from such a process could be used to supply the pet food market, and supply the wild game meat markets overseas such as parts of Europe and Asia turning what is going to become a major cost to both Governments and the Stakeholders of Cape York into a money making self supporting venture that will work in partnership with all stakeholders in cleaning up the Cape and significantly reducing a number of major threats.
31. Promote produce varieties that grow on Cape York to the general consumer	<ul style="list-style-type: none"> •
TOURISM	
32. To increase promotion of tourism attractions in the region to the tourism market e.g. self drive market, tour operators, inbound booking agents, other tourism agencies – both local, state based, national and international.	<ul style="list-style-type: none"> • This can be done through a range of initiatives and various forms of media, however there appears to be a need for a focused and collective marketing effort for and the development of a Cape York and a representative body for the whole of the Cape is needed that will coordinate efforts, reduce duplication, ensure the best application of funds, acts in conjunction with other regional promotional bodies and various level of Government, and presents a unified front for tourism development on the Cape.
33. As road infrastructure improves (e.g. Hope Vale) so does the abilities of the affected communities to draw tourists.	<ul style="list-style-type: none"> • Hope Vale is currently assessing the potential to open up access to Isabella Falls and Lakefield National Park. • Communities will need to invest in infrastructure to support

Opportunities	Comments/Actions/Activities
<p>34. There could be a significant opportunity for many tourism operators to continue operating through the wet season, as opposed to closing their doors over this period.</p>	<p>tourists</p> <ul style="list-style-type: none"> • They would rightly argue that there is insufficient business to sustain them during this period, and at the present time this cannot be disputed. However, the NT has embarked on a significant education campaign that the NT is a great place to visit during the “Green” season, and this has had a significant positive impact for many businesses in the NT with one example cited that their turn over doubled in the second year as a result of the campaign. Why can’t the same thing be done for the more accessible areas of the Cape? And in so doing expand their markets and grow their incomes. • Educate travel/booking agents and tourism target markets that the southern Cape is now much more accessible during the wet season e.g. RACQ, information centres, 4wd clubs and adventure tourism. • Businesses need to be encouraged to remain operating during the wet season and to link their marketing efforts to be part of the process of driving the message that the southern Cape is accessible during this period into the market place, and that the diversity of attractions during this period is significantly different to those that can be experienced during the dry period.
<p>35. The establishment of commercial bush camps in certain areas of the Cape e.g. National Parks, and the potential to link these camps with other tourism attractions e.g. would act as a base camp for walking tracks.</p>	<ul style="list-style-type: none"> • Dialogue with Tourism Operators, 4wd clubs, tourism agencies, Govt Departments, and other interested parties has been carried out through other projects which has identified the growing demand for such facilities. Further, research work and the development of a list of potential investors needs to be developed. • Research for this project indicated that the WA Government has supported and assisted with the development of a number of these camps around their State and that this is proving to be a very successful initiative.
<p>36. It has been identified that there is a need, and therefore an opportunity to</p>	<ul style="list-style-type: none"> • The ‘Fly in Fly’ out market for all Cape York communities is

Opportunities	Comments/Actions/Activities
<p>improve and provide additional services to the fly-in fly-out market.</p>	<p>both considerable and vital to their economic development and prosperity. This is a market that can and is prepared to pay to have its needs serviced.</p> <ul style="list-style-type: none"> • The essential requirements to service the needs of this market are: Adequate, clean, and reasonably modern and secure accommodation, access to hire cars – both conventional and 4wd, a reliable coach service to and from the airports, communication services at airports that link to transport, access to secure meeting rooms and hire offices, access to quality and reliable meal services, access to laundering facilities or services. In many communities some of these services exist, however the consistency of delivery and the quality of these services can be improved upon and provides significant opportunity for various communities to grow their income streams by strategically improving and growing these services and facilities to capture financial opportunities from a growing market.
<p>37. To further develop commercial opportunities at Pajinka at the tip of Cape York.</p>	<ul style="list-style-type: none"> • Strategically situated at the very tip of Cape York, Pajinka was originally owned operated, developed, and managed as a high quality resort by a major Airline in the '80's. The facility was subsequently sold and operated with little success by various interests including Traditional Owners. Eventually the facility closed and has remained so for many years, and according to various accounts has fallen into disrepair. • There are a range of opportunities that could be considered for the site as there are considerable numbers of people travelling to the tip each year. Opportunities including reconstruction of the resort, the provision for improved and expanded camp ground facilities, the establishment of a range of businesses and services that could be developed and provided by TO's as individual or collective complimentary businesses such as art and craft, guided tours of the tip, environmental and biodiversity and cultural

Opportunities	Comments/Actions/Activities
	tours.
38. Opportunity to reinvigorate the tip of the Cape inline with its iconic status and make this the focal point of a PR/advertising campaign. Tourists will be wanting and expecting new facilities on the Cape and keeping up with demand will be the key issue in the future.	<ul style="list-style-type: none"> • Improvements to and maintenance of board walk at the tip of the Cape as a priority should be considered. This also aligns with the previously stated opportunity to upgrade facilities at the Pajinka resort and camp grounds. • Undertake a targeted marketing campaign – focus on the domestic and international Market sectors that are attracted to adventure/wilderness.
39. Increased exposure to target markets	<ul style="list-style-type: none"> • A number of Cape York based tourism businesses are not exploiting the full potential of the current marketing options available to them, nor are they developing new marketing mediums where they are required. • This is largely due to tight budgets and a lack of expertise and experience.
40. Diversification of services to meet seasonal needs	<ul style="list-style-type: none"> • The seasonal nature of the tourism industry on Cape York means that tourism businesses are typically busy during the dry season and quiet during the wet season. • Many of these businesses have recognised other needs within their communities that exist throughout the year and may benefit from diversifying to supplement their tourism income.
41. Create revenue streams from Cape York National Parks	<ul style="list-style-type: none"> • Use Yellowstone National Park as a model where it is managed by private enterprise. • Revenue could be generated through paid permits to cull feral animals, lodges, walking trails, 4WD tracks and fishing.
42. Capitalise on the historical significance of Cooktown and other areas of Cape York i.e. Somerset.	<ul style="list-style-type: none"> •
43. Huge opportunities exist for serious investors e.g. Broome, Port Douglas	<ul style="list-style-type: none"> • Regulations must be changed to allow land ownership and support development
44. Provide strategic business support	<ul style="list-style-type: none"> • There is a distinct difference in perspective of the viability of tourism operations in Cape York between those with a high level of business acumen and experience and those without

Opportunities	Comments/Actions/Activities
	<ul style="list-style-type: none"> it. Help local tourism business conduct feasibility studies and develop business plans so they can optimise the profitability of their businesses by targeting the most profitable market segments and offering the correct product mix.
45. Develop Cooktown as a cruise ship destination	<ul style="list-style-type: none">
46. Set up a tourism booking office in Cooktown	<ul style="list-style-type: none">
47. Promote Cape York as a 4WD destination	<ul style="list-style-type: none">
48. Improve the development road from Cooktown to Laura	<ul style="list-style-type: none"> Encourage the 80% of 4WD travellers to drive through Cooktown on their way up Cape York.
AQUACULTURE AND FISHING	
49. Numerous suitable estuary areas exist in Hope Vale that could be used for aquaculture if legislation was amended.	<ul style="list-style-type: none"> Water quality is good Lots of species are available e.g. Potato Cod – Gold Spot
MINING	
50. Exploration	<ul style="list-style-type: none"> The opportunity exists to conduct exploration for existing and new types of mineral deposits: <ul style="list-style-type: none"> Diamonds Coal Gemstones Tin Iron ore Tin oxide (cassiterite) Kaolin Gold Bauxite
SERVICE AND RETAIL	
51. Development of an abattoir in Lakeland	<ul style="list-style-type: none"> Lakeland – Beef, pig, lamb, goat Can draw product from Mareeba, Hope Vale, Northern Cape

Opportunities	Comments/Actions/Activities
	<p>York</p> <ul style="list-style-type: none"> • All year round operation • Dongers and shift work – run like a mine • Est. 200 FTE's • \$30 million investment
52. Development of an Arts and Cultural Centre in Cooktown similar to the one in Hope Vale	<ul style="list-style-type: none"> •
53. Chicken shop in Cooktown	<ul style="list-style-type: none"> •
54. 4WD hire in Cooktown	<ul style="list-style-type: none"> •
55. Commercial freight services serving Cape York	<ul style="list-style-type: none"> •
SOCIAL AND SERVICES	
56. Step up efforts and increase resources to turn Cape York National parks into well managed and resourced business units, rather than what is currently perceived as under resourced and managed havens for feral animals and weed pests.	<ul style="list-style-type: none"> • The costs to Governments to manage and maintain National parks is significant with little or no return on investment, and given the rate of land acquisition for additional National parks on the Cape it would be fair to assume that this will continue to escalate. However, community perception seems to be that a lack of resources and adequate and experienced management has created a situation where many of these parks are considered poorly managed and festering havens for feral animals such as wild pigs, feral cattle and horses, cats, and wild dogs as well as a multitude of weed pests. Because of the rapid and largely unmolested multiplication of feral animals, the spread into adjoining properties is costing the property owners considerable amounts of money trying to control the spread. The majority of these property owners do not have the capital to control this situation and many are very concerned that it is getting out of hand, and if drastic measures are not employed in the near future it will be beyond the point of recoverability. The threat to the Australian live stock industry in the event of an outbreak of an exotic disease infiltrating from PNG or South East Asia will have

Opportunities	Comments/Actions/Activities
	<p>devastating consequences that has the potential to bring down the second largest industry on the Cape. The vast herds of feral animals residing and growing on the Cape, bordering and migrating into and out of the Northern Territory has the potential to very rapidly spread a disease outbreak which has the potential to go largely undetected because of the enormous and very sparsely populated land mass of the Cape.</p> <ul style="list-style-type: none"> • It has been suggested that part of the solution is to operate all National Parks on the Cape as adequately resourced business centres that have the capacity to generate income from sustainable fee for service activities by using other successful National Parks models from elsewhere in the world. A model of National Parks being successfully operated as an enterprise elsewhere in the world is the Yellow Stone National Park in the U.S. which has animal control programs that generate considerable income, and other fee for service programs that generate millions each year for the US Government. • This process has the potential to create significant employment opportunities for indigenous people who are a natural fit with this opportunity as they can draw on thousands of years of land management experience and can significantly enhance the visitor experience to National Parks and create fee for service businesses operating within the parks.
<p>57. The recent announcement by the Minister for Natural Resources, Mines and Energy (Stephen Robertson MP) that the Department intends to name the Hope Vale Congress Aboriginal Community as the grantee of the Hope Vale Deed of Grant in Trust which covers 110,000ha. The transfer means that the community's traditional owners, many of whom operate farms and tourism ventures on the land, the power to give security of tenure for the first time. This may set a precedent for changes to legislation in other regions and provide other groups in the region with the strength to lobby</p>	<ul style="list-style-type: none"> • Monitor and review the transfer once finalised to develop case studies for other areas of the Cape to emulate in support of their own cases.

Opportunities	Comments/Actions/Activities
the relevant Departments. (Source: The Cairns Post, Tuesday 23 March 2010, page 7)	
58. To expand facilities of the Hope Vale Arts and Cultural Centre e.g. a second building (pending the outcome of a funding application), equipment, arts and crafts programs, and to replicate the successful operational model and linking with locals of the Hope Vale centre in other areas of the Cape.	<ul style="list-style-type: none"> • Identify the interests and skills of residents in individual communities across the Cape and customise the operational model used by the Hope Vale Centre to these interests so as to build a sense of purpose in their communities, create employment opportunities in line with current skills sets, and encourage entrepreneurship. • The Centre at Hope Vale is a shining example of what can be achieved through focused consultation, nurturing of and encouraging the elderly to become involved in the project bringing with them amazing skills that can be passed on to young people, patience and creative ability combined to develop a commercial venture linked to real and growing market opportunities. This centre could use more funding support to develop other phase of its project and program that will significantly compliment and add further commercial capacity that will be essential to its future self sustaining commercial potential.
59. Affordable housing development	<ul style="list-style-type: none"> • The high level of demand and low level of supply for rental accommodation in Cooktown lends itself to the development of rental accommodation.

Threats	Comments/Actions/Activities
<i>BUSINESS CONDITIONS</i>	
1. The current business conditions on Cape York are not conducive to economic development and significant changes of attitude and legislation are required to reverse the situation.	<ul style="list-style-type: none"> It is the perception of the people of Cape York that the government needs to see economic development taking place on Cape York before it spends money of infrastructure development. It is also understood that private entities are not willing to invest in Cape York under the current business conditions. Thus, free enterprise and the government are in a stale mate on Cape York
2.	<ul style="list-style-type: none">
<i>A UNIQUE APPROACH IS NOT APPLIED</i>	
3. In a developing economy, there are different standards for growth and development.	<ul style="list-style-type: none"> Are there unrealistic expectations placed upon communities and individuals by Government to perform to higher standards that what is realistically achievable in many cases with significantly low resource bases. Unfortunately due to the remoteness of many of the communities of the Cape and the higher costs of the delivery of goods and services, the standards for many things are not necessarily in parallel with what one would find in other more urban locations. This will only change over time and with understanding and support to over come many of the barriers that currently Impede growth and development on the Cape.
4. Tailored application processes for government support	<ul style="list-style-type: none"> The local people of Cape York have specific needs that reach beyond the support offered by government programs, to the way that they can access the support offered by government programs.
5. Increase the effectiveness of government initiatives through proper community consultation	<ul style="list-style-type: none"> Indigenous communities are hardly consulted and rarely included in mainstream development and issues

Threats	Comments/Actions/Activities
LEGISLATION	
<p>6. The impacts of the potential closure of the Coral Sea marine zones, and the Coastal Management Plan are significant threats to the sustainability and continuance of the commercial and recreation fishing industries in the long term future.</p>	<ul style="list-style-type: none"> • Although recently announced by the Federal Minister that the total closure sea is unlikely, there is still significant concern among the residents of Cooktown that should a “No take” policy be allowed to be put into place for the Coral sea this will decimate the billfish spot fishing industry in Cooktown. • The importance of this industry to the Cooktown and Cairns region is largely underestimated, and it fly’s well under the radar. However, many businesses in Cooktown share in supplying the game boats that base themselves out of Cooktown during the season, covering everything from, food fuel, alcohol, ships chandlery, fishing equipment, vehicle hire, accommodation for domestic and international fishermen and crews that fly in and fly out, airfares etc. • The impacts on the Cape York economy and indigenous communities will be catastrophic if the Federal Government pushes to implement the legislation to make the now proclaimed Coral Sea conservation zone into a marine park. Coupled with concerns that Great barrier Reef green zones could be further extended, and fears (founded or otherwise) that the Wild rivers legislation may be extended to stop fishing activities has many people on the Cape very concerned about their futures as many of them own and operate businesses that are based around recreational, tourism, and commercial fishing activities. Many people are fearful of being disenfranchised with little or no compensation and therefore are reluctant to continue to invest in their businesses as a result of this significant uncertainty. This can only harm the ability of the region in terms of being able to grow and improve their service and facilities to cater for a growing number of visitors.

Threats	Comments/Actions/Activities
<p>7. The continuing growth and burden of layers of legislation, many people feel, is severely retarding the economic growth and development of the Cape, and creates such uncertainty that it severely limits the investment in Cape York enterprises.</p>	<ul style="list-style-type: none"> • The question has been raised often, and in many circles whether or not the Governments have a hidden agenda that involves a progressive lock up of the Cape to eventually ensure it remains a wilderness and conversation zone. Residents of the Cape point to: the Wild Rivers Legislation, the Vegetation management legislation, the moratorium on drilling water bores and building dams for rain water catchment, the coastal management plan, the barrier reef green zones, the continuing buy up of cattle station leases for the creation of national parks, the potential world heritage listing of the Cape, and the recently proclaimed Coral Sea Conservation zone, significant and ongoing concerns over land tenure and the track record in forcing the non renewal of leases especially in relation to grazing properties. • There appear to be increasing concerns that potential investors will see the Cape as a place that is all but impossible to get a project across the line, let alone in any reasonably acceptable time line, and they will turn to much easier locations to invest their money.
<p>8. Potential for World Heritage Listing may have a significant negative impact on farming</p>	<ul style="list-style-type: none"> • Cooktown • Lakeland • Hopevale
<p>LOSS OF MAJOR REVENUE STREAM</p>	
<p>9. Most Cape York communities rely heavily on one source of revenue leaving them susceptible to collapse if that revenue stream ceases to exist.</p>	<ul style="list-style-type: none"> • E.g. Cooktown and Hope Vale relied on tin mining until recently when the mine closed forcing the communities to diversify.
<p>RETARDED DEVELOPMENT DUE TO LACK OF COHESION</p>	
<p>10. The continued lack of cohesion and lack of community collaboration on the Cape will see the Cape continue to be under resourced. The Cape needs</p>	<ul style="list-style-type: none"> • This was dealt with in a previous section, however it is also seen as a threat to the future development and viability of

Threats	Comments/Actions/Activities
<p>a representative body empowered to be one voice for the Cape to negotiate and work with Governments and private business interests for the betterment of all communities on the Cape.</p>	<p>the Cape given that unless the Cape communities can unite and take a representative front to Governments, they will continue to face the same frustrations, delays, duplicity, and legislative overload that currently exists for many years to come.</p>
<p>LOSS OF NATURAL RESOURCES</p>	
<p>11. Some of Cape York's national parks are under threat of destruction due to inefficient and incomplete management of land by government departments</p>	<ul style="list-style-type: none"> • Cape York is noted as having an abundant, widespread population of feral pigs
<p>AGRICULTURE</p>	
<p>12. Has Cape York reached its capacity given current legislative constraints to expand its agricultural sector?</p>	<ul style="list-style-type: none"> • The limiting factors are that production can only take place on currently cleared land which is regulated by the Vegetation management legislation, and by access to irrigation water which is limited to a small handful of producers. • Environmental flows in the upper reaches of the Endeavour river during the dry season reach critical levels and restraints have been placed on any further irrigation licences and all farmers have had quotas imposed that are carefully monitored. • Surface water supplies at Lakeland are owned by one family group and two others are operating of bores with a moratorium being placed on the drilling of bores by the State Government just prior to Christmas 2009. Combined with the Wild rivers legislation this is likely to place a cap on the further development of agricultural activities on Cape York
<p>13. Lack of support and promotion from the government</p>	<ul style="list-style-type: none"> •

Threats	Comments/Actions/Activities
TOURISM	•
14. Restrictions on fishing in the Coral Sea would put a number of professional game fishing operators out of business and would have negative flow on effects into the Cooktown economy.	•
AQUACULTURE AND FISHING	•
15.	•
MINING	•
16.	•
SERVICE AND RETAIL	•
17.	•
SOCIAL AND SERVICE	•
18.	•
MISCELLANEOUS	•
19. The affects of climate change on the Cape York region and the impacts on its communities and the economy of the Cape could be an issue for consideration.	<ul style="list-style-type: none"> • Rising sea levels could have profound affect on inhabited low levels islands of the Torres Strait and may also impact on communities built on the mainland close to the fore shores. Like all other areas of Australia contingency planning must be developed and pt into place well before the impacts of such an occurrence start to have an impact beyond which there is no recovery point.
20. The threat of disease outbreaks is a major concern and risk for Cape York and indeed all of Australia.	<ul style="list-style-type: none"> • The PNG and Torres Strait Island gate way is the conduit for potential outbreaks for many forms of pests and diseases that have the potential to decimate our agricultural industries, could cause human related illnesses and

Threats	Comments/Actions/Activities
	<p>diseases, and through viruses and diseases carried by migratory birds could place both our native bird species and our poultry industries at risk. Maintenance of the quarantine zones, improved boarded security, a well trained, aware and watchful community on the Cape are essential front line defences to reducing the potential for such outbreaks.</p>
<p>21. Loss of respect (external businesses) due to non-adherence to cultural protocol.</p>	<ul style="list-style-type: none"> • External investors need to become aware of and adhere to cultural protocols on Cape York out of respect for the indigenous residents and because they have the capacity to impact the progress of projects if they are not considered.

¹ <http://www.anra.gov.au/topics/vegetation/clearing/qld/ibra-cape-york-peninsula.html#clear>

² <http://www.workplace.gov.au/Imip/SALMDataNew/qld/FarNorth/>