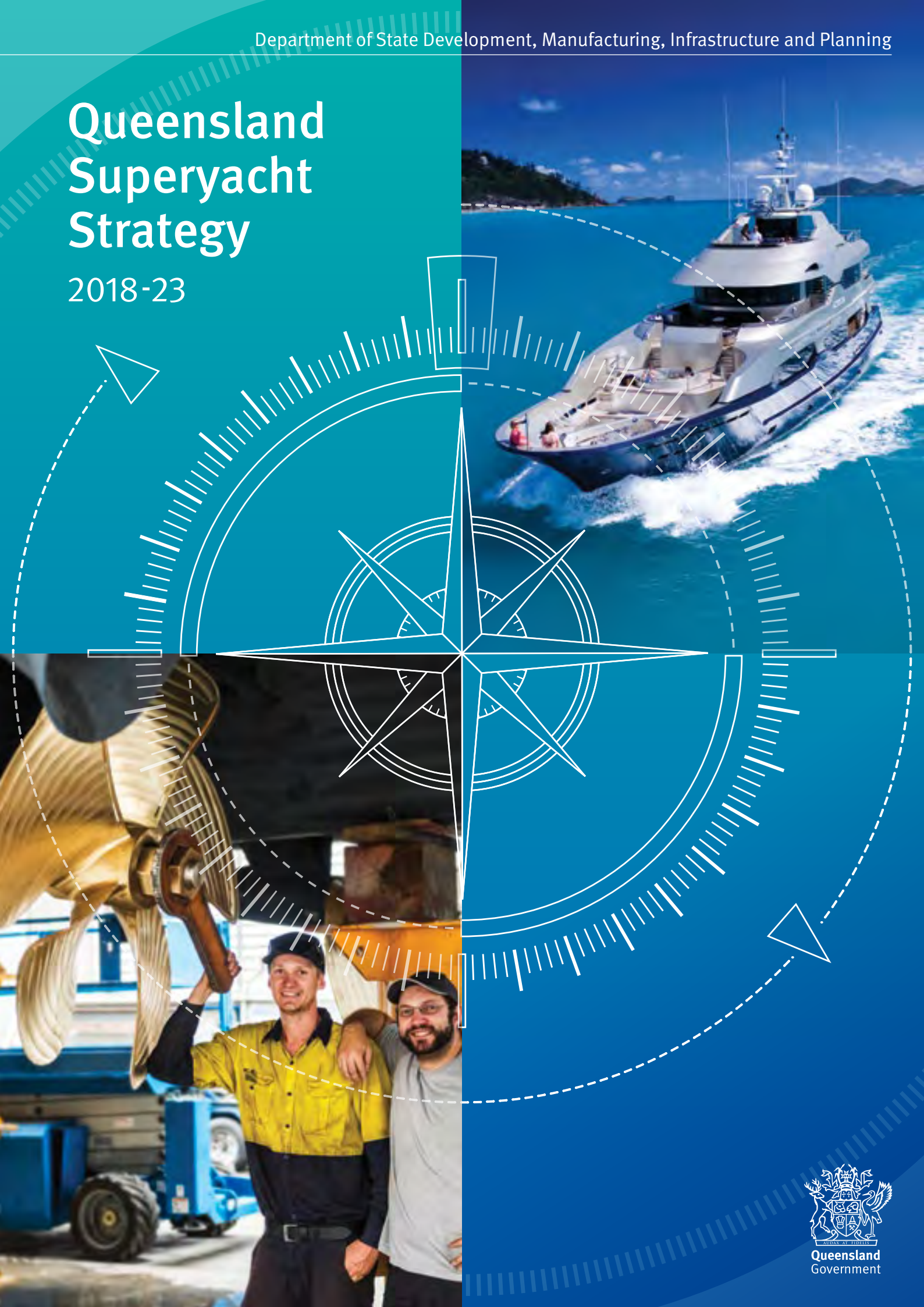


Queensland Superyacht Strategy

2018-23



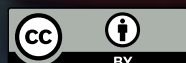


Department of State Development, Manufacturing, Infrastructure and Planning

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Foreword

Queensland has some of the most beautiful coastlines in the world, along with a skilled workforce and excellent marine infrastructure, making the state a prime location for superyacht activity.

The Queensland Government is committed to upholding a globally focused, diverse economy and is driving innovation to generate high-skilled jobs and secure Queensland's economic future.

As part of the \$518 million Advance Queensland initiative, our government is creating an environment that fosters emerging and priority sectors with global growth potential. The superyacht industry is one of these sectors and will play an important role in diversifying Queensland's economy and creating jobs.

Our vision is that, by 2023, Queensland's share of the global superyacht sector will have increased by 10 per cent, and that Queensland will be recognised as the key superyacht hub in the Asia Pacific region. To achieve this, the state government will take conscious and decisive action to leverage the natural competitive advantages Queensland presents. We also have an incredibly talented workforce and impressive marine infrastructure to support the sector's growth.

On top of this, our stunning landscape, and the niche tourism experiences we offer to visitors and crew, makes Queensland an attractive location for global superyacht activity. Our magnificent coastline includes the Great Barrier Reef, with world-class snorkelling and diving opportunities; the white sand and crystalline waters of the Whitsundays; luxury shopping and dining on the Gold Coast; and rainforest-fringed beaches in Far North Queensland. We want to use these assets in tandem with our reputation for delivering quality maintenance, refit and repair services, including in-water activities, to draw superyachts to Queensland, which will provide work for local suppliers, contractors and service providers.

Superyacht activity has the potential to deliver strong flow-on economic benefits for the state. In South East Queensland, it is expected to contribute more than \$1.1 billion to gross state product and support nearly 8000 FTE jobs by 2021, up from \$630.2 million and 4535 FTE jobs in 2016. In the Cairns and Whitsunday regions, the superyacht industry is expected to contribute almost \$580 million and 4500 FTE jobs, up from \$324.1 million and 2664 FTE jobs respectively over the same period.

The development of the superyacht industry within our greater marine sector represents an excellent opportunity for Queensland to tap into an important and high-value market. This five-year plan demonstrates the state's commitment to growing the superyacht industry and outlines our vision and priorities to guide its development.



The Honourable Cameron Dick MP
Minister for State Development,
Manufacturing, Infrastructure and Planning



The Honourable Kate Jones MP
Minister for Innovation and Tourism
Industry Development and Minister for
the Commonwealth Games





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Vision

By 2023, Queensland's share of the global superyacht sector will have increased by 10 per cent and Queensland will be recognised as the key superyacht hub in the Asia Pacific region.



What is a superyacht?

Superyachts are defined in the international market as luxury vessels with a master and crew, carrying 12 guests or fewer (not including staff), and with a minimum length of 30 metres. Superyachts do not carry cargo.

In Australia, superyachts are similarly defined, but include vessels greater than or equal to 24 metres in length.

The superyacht industry encompasses leisure and charter vessels and their global supply chains.

A high-value market for Queensland

Superyachts fall into a niche industry that primarily caters for individuals with a net wealth of at least \$30 million USD. In 2016, this cohort of the global population grew by more than 226,000 people and is responsible for 88 per cent of spending on superyachts, totalling \$22 billion.¹

Maintenance is often undertaken where vessels charter, so attracting superyacht owners to Queensland creates opportunities for the local marine sector, which is geared to service a broad range of vessels, from navy ships to luxury boats.

Queensland's boating industry turned over \$2.57 billion in 2016-17, accounting for more than 30 per cent of national revenue. Within this, Queensland's superyacht industry directly contributed \$300 million to gross state product and 3000 jobs.



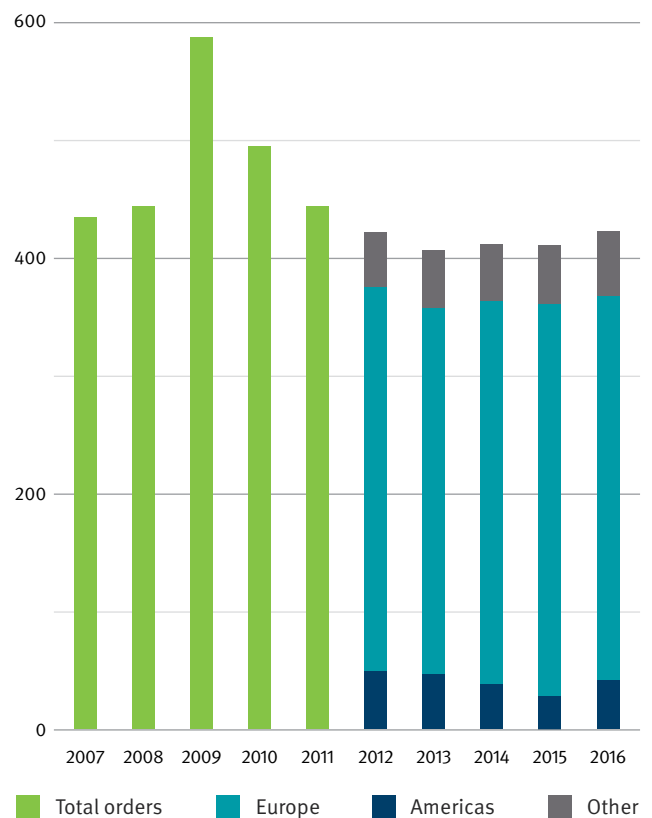


Industry overview

There are expected to be more than 6000 superyachts worldwide by 2020, delivering just over 3 per cent average annual growth.²

Most global orders are placed in the European market, which represented an average of 78 per cent of the new order market over the past five years. American orders account for around 10 per cent, leaving around 12 per cent of orders from the rest of the world.

Global superyacht orders 2007 to 2016



Note: Source data quantifies superyachts as those with a minimum length of 30m, not 24m.

Season

The core season for superyacht activity in Australia generally occurs between September and March.

Vessel numbers

During the 2016-17 superyacht season in Australia, there were around 200 superyachts operating in Australian waters.^{3,4} Approximately two-thirds of these were domestic vessels with an average length of 30-35 metres. Domestic vessels include those domiciled in Australia, as well as vessels imported for domestic use.

Chartering

Approximately 40-60 domestic superyachts are regularly used for chartering.³ This can range from day cruises to multi-day/night charters, and include corporate events and functions.

Construction, maintenance and berthing

Superyachts in Australian waters are estimated to have a capital value of between \$4.7 billion and \$10.9 billion³, based on an average value of approximately \$1 million per linear metre in length (taking into account the nature and age of the fleet). This means superyachts offer significant economic potential.

Superyacht construction in Queensland declined following the global financial crisis, but South East Queensland is now poised to ramp up superyacht construction across

three vessels - a monohull, a catamaran and a trimaran, ranging from 30-60 metres. These initial projects are anticipated for delivery to overseas markets within 4-5 years and have an estimated combined value of \$130-160 million.

Around two-thirds of domestic superyacht owners spend between 10-12 per cent of their vessel's value on maintenance each year. Most of the maintenance expenditure on superyachts in Australia occurs in Queensland with around \$155 million (27 per cent) spent in Cairns and the Whitsundays, and \$316 million (55 per cent) in South East Queensland.³

Furthermore, 20 per cent of Australia's charter revenue comes from Queensland, while approximately 45 per cent of all superyacht berthing expenditure occurs in the state.¹ An estimated 22 per cent of national guest and crew expenditure comes through Queensland and, combined, these activities added up to more than \$640 million in turnover in the state during the 2015-16 financial year.³

Case study: MY SuRi



Vessel name
MY SuRi



Length
63 metres



**Length of time in
Australian waters**
2 years



Maintenance expenditure
Approx. A\$2.3 million



Maintenance location
Brisbane

MY SuRi was custom-designed and built in 1978 for both luxury and all-destination accessibility.

The vessel accommodates a helicopter, seaplane, speedboat and jet ski and is a certified Professional Association of Diving Instructors (PADI) centre.

In 2016, MY SuRi underwent an intensive seven-week refit at BSE Brisbane Slipways. This process included installation of a new hull, and works to the vessel's propulsion, valving, rudders and propellers. The refit also included bespoke services such as the design and installation of a new galley and restoration of the teak decking. Furthermore, MY SuRi was scaffolded and tented while on the 2500-tonne slipway to receive a high-gloss paint system.

The works were carried out in collaboration with Rivergate Marina & Shipyard and Millennium Marine Australia with the support of specialist tradespeople.

The refit of MY SuRi demonstrates the capability of Queensland's marine sector to deliver time-sensitive, large-scale and complex refits to a global standard.



Queensland's strength as a superyacht destination

Globally recognised tourism assets and cruising grounds

Queensland's Great Barrier Reef is one of the world's most recognised tourist attractions and captures many tropical islands and coral atolls. The state also has pristine beaches stretching along the mainland coastline.

Marine wildlife in Queensland includes whales, dolphins, dugongs, turtles, manta rays and many tropical fish species, which can be observed while cruising the state's waters. These coastal attractions are supplemented by a range of land-based activities at key destinations, including hiking, cycling, sightseeing, designer shopping and fine dining.

World class maintenance and refit facilities

Queensland has excellent maintenance and refit facilities that service the superyacht, recreational, defence and commercial maritime industries, particularly in Brisbane, Cairns, the Whitsundays and the Gold Coast. These facilities include slipways catering for vessels up to 2500 tonnes.

Queensland companies can maintain and refit the interior and exterior of vessels. External works include hull maintenance or replacement, work to propellers and engines, painting, and reconditioning or replacement of metal fixtures. Internal activities include upgrade or replacement of facilities like kitchens and bathrooms, as well as general maintenance and refurbishment of living areas.

Ideal climate

Queensland's coastal climate ranges from balmy tropical heat in the far north, to a temperate sub-tropical environment in South East Queensland. The ocean off Queensland's coast is suitable for swimming all year round, and hence the state provides 365-day-a-year cruise potential not found anywhere else in the world.

South East Queensland's warm climate and low humidity also allows paint to dry quickly, making the region a desirable location to conduct high-quality marine painting. Other maintenance and refit work can then be undertaken in conjunction with painting activities.





Proximity to Asia and the South Pacific

Queensland is close to South East Asia, where rapidly growing levels of personal wealth are expected to drive superyacht demand. Therefore, the state is strategically positioned to capture demand from this emerging market, which in turn provides opportunities for local providers of construction, maintenance and repair services.

Queensland is also well-positioned to service the burgeoning superyacht market in the nearby South Pacific region. Strong growth has been recorded in Fiji and New Zealand in particular following the implementation of policies supporting development of the superyacht industry. Fiji, for instance, opened up previously inaccessible cruising areas and allows foreign superyachts to enter for up to 18 months. In New Zealand, changes to customs regulations mean non-resident visitors on superyachts can remain in New Zealand waters for up to 24 months provided chartering activities account for less than 65 per cent of their time in the

country. The country also has certain conditions in place that exempt some vessels from the standard 15 per cent goods and services tax (GST).

Given Queensland's proximity to these locations, there is opportunity to attract vessels visiting Asia and the South Pacific to Queensland for maintenance.

Safe and stable environment

Safety is becoming increasingly important to superyacht owners in the wake of ongoing global uncertainty and threats. Queensland has a stable political environment and strong safety record compared with other international yachting destinations, making it an attractive place to visit and undertake maintenance and repairs.

Queensland's reputation for respecting the privacy of wealthy, high-profile individuals further increases its attraction as a superyacht destination.

Queensland's key superyacht locations

Queensland has a coastline totalling more than **13,000 kilometres** across its mainland and islands, meaning the state offers extensive opportunities for superyacht activity. Within this stretch there are **four major hubs** that provide expert support services for vessels, as below.



○ Key superyacht hubs

Cairns

Cairns is one of the busiest ports of entry for visiting superyachts, particularly those visiting Australia from elsewhere in the South Pacific. The city is home to some of the most experienced and quality assured luxury refit and repair facilities in the southern hemisphere. Facilities include BSE Cairns Slipway, Norship Marine and Tropical Reef Shipyard.

Facilities such as the Crystalbrook Superyacht Marina in Port Douglas and Cairns Marlin Marina give easy access to the Great Barrier Reef. These locations also provide access to World Heritage rainforest, outback Queensland experiences and the Cairns international airport.

In Cairns, the Super Yacht Group Great Barrier Reef provides premium service and support to vessels visiting Far North Queensland.

Mackay/Whitsundays

The Mackay and Whitsundays region sits 700 kilometres south of Cairns and includes the Whitsundays' 74 islands and southern atolls of the Great Barrier Reef. This area allows for tranquil cruising and excellent snorkelling and diving around tropical islands.

Superyacht marinas in the region include Mackay Marina, Port of Airlie, Hamilton Island Marina and Abell Point Marina.

Mackay is also a major heavy engineering hub and has significant capacity to provide maintenance services to the superyacht sector.



Brisbane

Brisbane offers a high calibre of internationally cost-competitive marine services and has an outstanding track record in the refit, refurbishment and maintenance of superyachts. More than 55 businesses work collaboratively through Superyachts Queensland to promote and expand refit capability, and actively encourage more superyacht visits and increased lengths of stay.

The Rivergate Marina & Shipyard, BSE Slipways, The Yard Brisbane and Norman R. Wright & Sons form the cornerstone of Brisbane's marine manufacturing and servicing sector. More than 150 associated businesses offer an integrated and complete range of complementary services including electrical engineering, interior fit-out and specialist superyacht finishes. Brisbane has the capability and capacity to rebuild and construct superyachts, while Brisbane-based Aurora Yacht Logistics provides key transportation services.





Gold Coast

A conglomerate of more than 50 companies works collaboratively to attract international superyachts to Australia's glamour city, which is renowned for its sun, surf, nightlife and shopping. These marine companies provide a range of capabilities and services including painting, refit and maintenance, and engine reconstruction and overhaul.

Marinas on the Gold Coast offering dedicated service and facilities for superyachts include Marina Mirage Oceanus, Palazzo Versace Marina, Southport Yacht Club, Sovereign Islands and Sanctuary Cove Marina.

The Gold Coast City Marina & Shipyard on the Coomera River is the city's largest facility, with a 200-berth marina incorporating purpose-built superyacht berths for vessels up to 60 metres. The marina also includes a hardstand that caters for vessels up to 250 tonnes.

The Queensland Government is committed to dredging the Coomera River and Broadwater on the Gold Coast to provide reliable access for large vessels such as superyachts.

Case study: MY Spirit

BSE Cairns Slipway secured the refit contract for MY Spirit after political instability developed in the European city originally scheduled as the refit location

The award-winning 34.9-metre wave piercer was docked in BSE's 60-metre graving dock between August 2016 and April 2017. Several marine companies worked on the refit project including Superyacht Solutions, CJH Yachts and Scafsafe, plus other specialist trades.

The vessel underwent:

- a comprehensive refit with the superstructure changed from sky blue to flag blue
- a full blast and paint of the hull below the waterline
- removal of the shaft and rudders and manufacture of new carbon fibre props
- a new paint system
- a full overhaul of the electrical and electronic systems and a complete interior freshen up
- installation of a spa on the main deck area.

Vessel name
MY Spirit



Length
34.9 metres



Length of time in Australian waters
2 years



Maintenance expenditure
Approx. A\$2.5 million



Maintenance location
Cairns



Case study: MY Triple 8



Vessel name
MY Triple 8



Length
43.4 metres



Length of time in Australian waters
6 months



Maintenance expenditure
\$900,000



Maintenance location
Brisbane

MY Triple 8 has undertaken several charters throughout the Pacific Islands, Australia and other international cruising grounds and thus has significant maintenance requirements.

Some of this maintenance work has been carried out in Queensland.

“Upon completion of a year’s voyaging from the USA, we had a number of large and small jobs to perform, from paintwork to fabrication,” says MY Triple 8’s Captain Maccrossan. “We managed to get everything done well within the timeframe [in Queensland] and at a cost well under what we expected,” he says. “The first maintenance period was so successful that we returned for a haul-out and more extensive work simply because the companies were so good at their job.

“Rivergate Marina and Shipyard are without a doubt the best place worldwide that I have ever been to have maintenance done. I have never before felt such confidence in the management as I have at Rivergate and we received a personalised service commitment unlike any I have experienced before,” says Maccrossan.

Maccrossan also recommends Queensland as a cruising destination. “It’s a vast region and there is so much to see. Plan your voyages to take in the different areas at their optimum time to visit – this will ensure good weather and calm seas. Queensland is a long way from Europe and the Americas, so if you plan to come down here, spend a couple of seasons and make the most of it,” he says.



Opportunities for growth

Queensland has significant growth potential in the superyacht industry, given the state's supply of skilled labour, ideal cruising conditions and supportive government. Consultation with industry has indicated the areas of policy, infrastructure, collaboration and marketing provide opportunities to build on the state's existing strengths in the industry and spur further growth.

Policy

GST import fee for charter vessels

Under current Australian legislation, a foreign superyacht in national waters must be imported to be chartered, which attracts 10 per cent GST on the vessel value. This reduces the potential to capture a large share of the world's lucrative superyacht market.

In September 2017, the Federal Government introduced the *Coastal Trading (Revitalising Australian Shipping) Amendment Bill 2017* to update the *Coastal Trading Act 2012*. The revised document proposes removal of this importation cost and replaces it with GST paid on the value of the charter, rather than the vessel value. This change would see Australia's legislation on GST fees on foreign superyachts come into line with its major South Pacific competitor, New Zealand.

Border clearance

In July 2017 the Southport Yacht Club was approved as an international arrival point for customs, border force and Australian quarantine and inspection service clearance on a 12-month trial basis.

The potential extension of the trial to a permanent approved arrival point will be an important enabler of superyacht sector growth in Queensland beyond 2018.

The Queensland Government will work with the superyacht industry to identify other potential international access points in the state as appropriate.





Access to the Great Barrier Reef

The Great Barrier Reef Marine Park has a number of designated exclusion zones to protect its delicate marine ecosystem. These zones only apply to specific areas of the reef, and for the most part do not impact superyacht activity, particularly vessels under 35 metres. Therefore, providing clear information about access points and cruising areas will help captains understand the ideal areas to experience Queensland's magnificent reef, dependent on their vessel size, crew numbers and activity type (i.e. recreational or charter).

Consistent interpretation and application of legislation and planning requirements

Reports from industry stakeholders indicate Australian border force legislation may be interpreted differently by various enforcement agencies.

While transparent and rigorous processes are required to help protect Australia's borders, superyacht visitors must also feel welcome by encountering similar processes each time they enter Australian waters to encourage activity. This approach will increase the likelihood of their return.

Infrastructure

Dredging

In April 2017 the Queensland Government announced it would provide a dredged sediment management facility that ensures a depth of 3.5 metres is maintained in the river between Sanctuary Cove and the Gold Coast City Marina. This will allow reliable superyacht access to the Gold Coast.

The Brisbane River stretch to the Brisbane Riverside Centre and the access point to Port Douglas marina in Far North Queensland also have a regular dredging program, which is important to maintain.

Expansion of superyacht activity

Consultation with local governments has identified other regional areas interested in developing a superyacht industry. The Queensland Superyacht Strategy 2018-23 is designed to build on existing strengths and develop new superyacht locations in Queensland where feasible. The Queensland Government will work with local governments and industry to facilitate this process.

Berthing

Queensland's berths and associated infrastructure currently cater for superyachts up to 140 metres in length. New berths that accommodate larger yachts, plus additional berths for smaller vessels, are required in key superyacht locations to support the marine sector's growth. This includes Brisbane, the Gold Coast, Cairns, Port Douglas and the Whitsundays, and as mentioned previously, there is also opportunity to develop new locations.

In South East Queensland, development of the Queen's Wharf integrated resort development is expected to increase demand for superyacht berths in the Brisbane River when it opens in 2022. To capture this strategic opportunity, planning is required to facilitate superyacht berths as close to the new casino and resort as possible, noting that the Captain Cook Bridge prevents upstream access directly to the resort. This is essential to match other river cities globally, where there are high-quality berths close to the CBD.

In the Whitsundays, the Great Barrier Reef Marine Park Authority has a number of designated anchorage areas for superyachts less than 70 metres. Further growth can be captured by creating even more anchorage points for superyachts of all sizes.





Maintenance facilities

Queensland has a world-class maintenance and refit sector and considerable experience conducting in-water maintenance on superyachts. This capability can be bolstered by improving existing large lift and dry dock facilities to match European standards. These facilities and infrastructure should be located close to the highest concentration of available and skilled labour.

Access to facilities, services and social networks

Superyacht guests are accustomed to receiving luxury service and having easy access to social activities. Feedback from industry stakeholders indicates Queensland needs to further develop its current services and activities to increase the economic contribution of the superyacht sector. The facilitation and delivery of high-end concierge services and facilities to support superyacht guests should be considered in Queensland moving forward, as well as social activities for crews.

Collaboration and marketing

Industry fragmentation

The Queensland marine sector works collaboratively throughout its supply chain, however this is not currently recognised in the global superyacht market. Global recognition through clear messaging and a strong brand will help grow the superyacht market. Messages should be consistent between industry and government stakeholders to steer growth, and be backed by marketing collateral that clearly maps where vessels can cruise, the requirements for crew and guest entry to Australia, and the location of maintenance and refit yards. Existing regional, state and national organisations need to work together to maximise the value of marketing activities to grow the superyacht industry.

Enhanced coordination and collaboration between industry and the tiers of government will also facilitate improved delivery of a coordinated supply chain.

Case study: MY Pangaea

The 1998-built superyacht MY Pangaea visited the Gold Coast City Marina in 2017 to carry out major works within a two-month period. The works included major mechanical, fabrication, electrical and paintwork to be completed on all areas of the vessel.

“Quality was important to the owner, and it was their primary consideration in the selection of Sweep Marine, Seaspec Marine Services, Precision Diesel Works and Gold Coast City Marina to undertake the repairs, along with the paint system to be used and our location in beautiful South East Queensland,” said Gold Coast City Marina Marketing and Events Director Rebecca Gay.

Vessel name
MY Pangaea



Length
58 metres



Maintenance expenditure
\$1 million



Maintenance location
Gold Coast



Case study: MY Dragonfly



Vessel name
MY Dragonfly



Length
73.5 metres



Length of time in South Pacific waters
Regular visitor



Maintenance expenditure
\$5 million



Maintenance location
Brisbane

In 2014, the 73.5-metre superyacht MY Dragonfly arrived in Brisbane a week earlier than scheduled to receive five-year refit and maintenance works worth almost \$5 million.

Ongoing renovation at the Forgacs dry dock in Hemmant, Brisbane, meant the vessel could not be accommodated early, so the captain scoped alternative facilities in Australia and New Zealand.

To ensure the state didn't lose the maintenance contract, local industry engaged the Queensland Government to help facilitate approvals from relevant agencies to permit immediate temporary berthing of MY Dragonfly at Rivergate Marina. As a result of the collaboration between government and industry, Queensland successfully retained the project, which sustained more than 40 jobs across ten marine companies.





Priority action areas

The following priorities have been identified to grow Queensland's superyacht sector.



Priority 1

supportive,
clear and well-
communicated
policy



Priority 2

promote
infrastructure to
facilitate industry
growth



Priority 3

promote
Queensland as a
global superyacht
destination



Priority 4

support and develop
Queensland's
superyacht
supply chain

The Queensland superyacht industry development action plan responds directly to each priority action area.

Priority 1: supportive, clear and well-communicated policy

Actions	Responsible stakeholders
1.1 Encourage policy change regarding GST payable on foreign vessels to increase chartering and sale by engaging with the Australian Government on the review of the <i>Coastal Trading (Revitalising Australian Shipping) Amendment Bill 2017</i>	Government Industry
1.2 Encourage retention of the Australian Government's customs clearance services on the Gold Coast following the current trial period by contributing to the trial's review and supporting the ongoing presence of customs clearance staff.	Government Industry
1.3 Increase accessibility to superyachts within the Whitsundays region by investigating provision of additional superyacht cruising areas and associated berths.	Government Industry
1.4 Increase industry understanding of legislation that applies to cruising in Queensland by: <ul style="list-style-type: none"> • developing maps showing cruising areas and berths in the Great Barrier Reef area • providing collateral on required permits such as visas. 	Industry
1.5 Promote consistent application of policy and legislation by government agencies in the superyacht sector, particularly piloting exemptions for vessels more than 70 metres and customs by: <ul style="list-style-type: none"> • capturing and sharing key learnings and experiences of superyacht stakeholders with agencies • identifying minimum performance standards required by government agencies dealing with visiting vessels • coordinating an education program for government agencies working with the superyacht sector. 	Government Industry
1.6 Increase recognition of overseas standards by the Australian Maritime Safety Authority (AMSA) through regular meetings to discuss the experiences of stakeholders in the superyacht sector.	Government Industry



Priority 2: promote infrastructure to facilitate industry growth

Actions	Responsible stakeholders
<p>2.1 Promote infrastructure development to meet projected future demand, particularly for superyachts over 80 metres, in key destinations by:</p> <ul style="list-style-type: none">• funding 50 per cent of priority regional infrastructure studies, which may include marina developments• assisting with streamlined regulatory approvals to support marina development to identify synergies with cruise ship developments.	Government
<p>2.2 Provide world-leading superyacht construction, maintenance and refit facilities by:</p> <ul style="list-style-type: none">• undertaking a marine supply chain capability audit• identifying priority projects to implement across the state• assisting shipyards with expansion plans.	Government Industry
<p>2.3 Improve the experience of superyacht guests and crews accessing leisure facilities by developing and promoting service standards based on global benchmarks.</p>	Industry

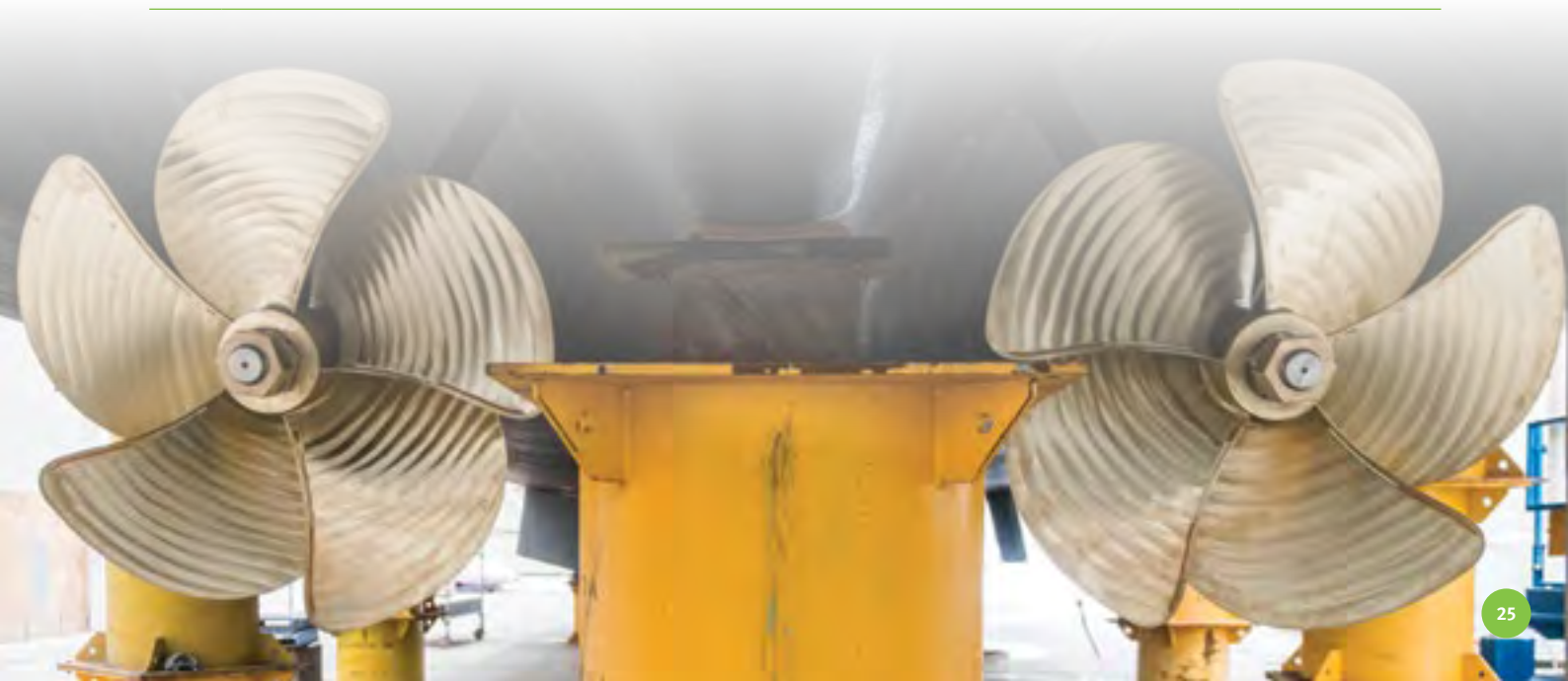


Priority 3: promote Queensland as a global superyacht destination

Actions	Responsible stakeholders
3.1 Promote Queensland as the premier South Pacific destination for superyacht activity through a state marketing strategy aligned to national activities, which targets key stakeholders, promotes key destinations, and includes ongoing funding for ASMEX.	Government Industry
3.2 Showcase Queensland's world-class maritime companies by: <ul style="list-style-type: none">• increasing Queensland industry attendance at targeted trade events through matched funding• supporting the Sanctuary Cove International Boat Show business lounge• highlighting Queensland's capabilities, including globally competitive companies operating in niche areas such as painting and finishing.	Government
3.3 Increase awareness of Queensland's potential superyacht manufacturing sites through: <ul style="list-style-type: none">• targeted international initiatives to promote Queensland's competitive advantages• the in-market presence of the Queensland Government's international trade and investment offices.	Government
3.4 Promote the achievements of Queensland companies involved in the superyacht industry through: <ul style="list-style-type: none">• a regular Queensland industry newsletter promoting Queensland's destinations and capability• development of an international marketing database.	Government Industry

Priority 4: support and develop Queensland's superyacht supply chain

Actions	Responsible stakeholders
4.1 Increase collaboration through alignment of national, state and regional branding, policy and initiatives including marketing and supply chain development.	Government Industry
4.2 Increase local cooperation and information sharing by supporting regional superyacht clusters and supply chain events.	Government
4.3 Develop superyacht career development pathways through an industry skills program, and investigate the feasibility of a superyacht centre of excellence.	Government
4.4 Improve access to Queensland's supply chain by developing a supplier database covering construction, maintenance, brokers/agents and tourism services for guests and crews, including ancillary experiences either side of the cruise.	Government Industry
4.5 Increase Queensland maritime companies' success in winning contracts through accreditation and adoption of lean manufacturing processes.	Government
4.6 Develop a profile of the Queensland superyacht industry through regular economic benchmarking and publication of an annual supply chain capability and value survey.	Government Industry





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