Maritime Safety Queensland

# Bowen State Boat Harbour Master Plan

# **Background Summary Report**



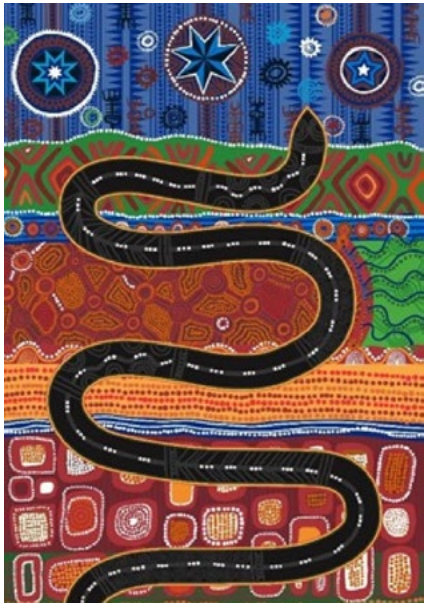
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Queensland Government

# Acknowledgement of Country

Maritime Safety Queensland respectfully acknowledges the Traditional Owners and Custodians of the land and waterways.

We pay respect to their Elders past, present and emerging. Maritime Safety Queensland recognises those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future First Nations people.



**Travelling** by Gilimbaa

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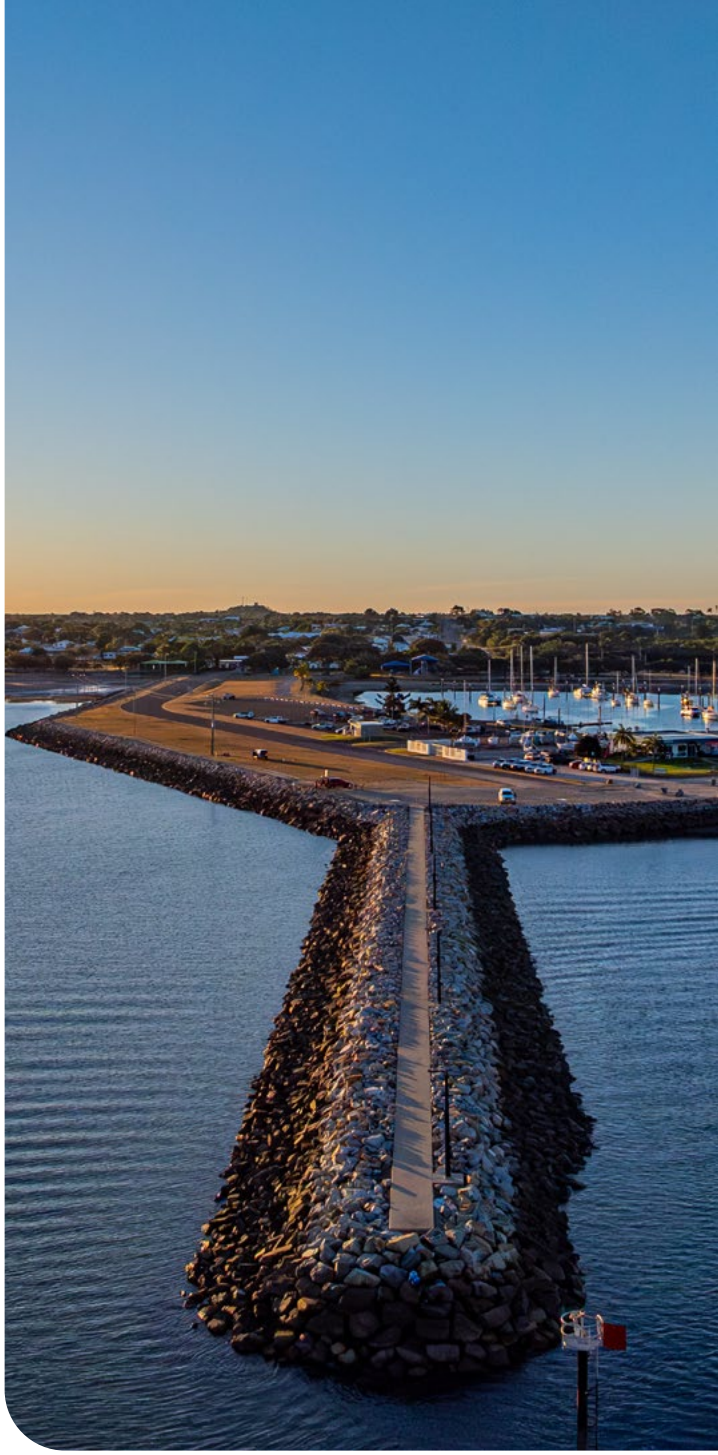
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# 1 Introduction

# Project background

Maritime Safety Queensland is preparing a master plan for the Bowen State Boat Harbour (Harbour) to guide the long-term evolution of the Harbour, responding to changing economic conditions, growing tourism demand and the need to optimise land and water-based assets.

## State-managed boat harbour network

Maritime Safety Queensland owns and manages eight Queensland State Boat Harbours located at Manly, Cabbage Tree Creek (Shorncliffe), Scarborough, Mooloolaba, Snapper Creek (Tin Can Bay), Urangan (Hervey Bay), Rosslyn Bay (Yeppoon) and Bowen. These harbours form a network of strategically important maritime public assets that:

- Provide safe, efficient all-tide deep-water sheltered access for recreational and commercial vessels.
- Support sustainable recreational and commercial boating, and the broader maritime and tourism sectors.
- Support maritime-related community functions, government services and public recreation.

## Master Plan objectives

- Establish a clear long-term vision to support safe and sustainable Harbour operations.
- Align future planning with government strategy, policy, and portfolio objectives.
- Provide a collaborative planning process informed by technical evidence and stakeholder input.
- Give Harbour users, tenants and the community greater clarity about future direction.
- Identify opportunities, constraints and further investigations required to support delivery.
- Strengthen public access, amenity and place outcomes where compatible with Harbour function.
- Inform future leasing, investment and infrastructure decisions.
- Enable staged implementation through clear project and planning actions.

## Background Summary Report

The purpose of this report is to provide a high-level summary of the key findings from the background technical analysis undertaken. These findings provide evidence on site specific constraints and opportunities that have been explored as part of the development of the draft master plan.

# Study area

The study area, referred to as Lot 310 SP198022, is owned by Maritime Safety Queensland. This 55-hectare area includes public and private marine infrastructure supporting access to Port Denison and the Coral Sea. Located on Bowen's eastern foreshore, it adjoins the town centre to the west, Denison Park to the north, and Flagstaff Hill and Dalrymple Point to the east.

The study area sits on Juru Country, with the Juru People and their clan groups recognised as the Traditional Owners of the land and surrounding Sea Country.




**Figure 1** Context map

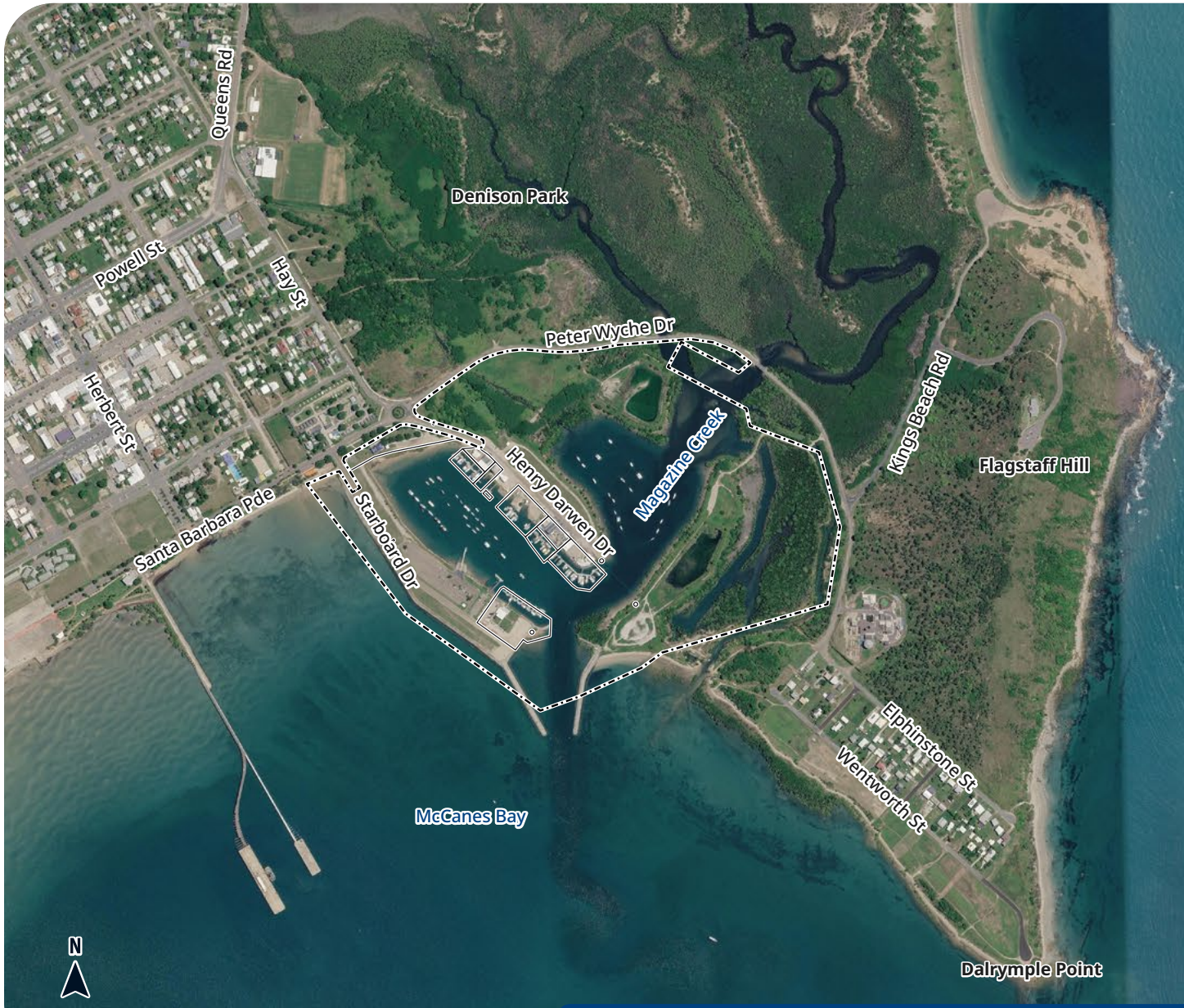



**Figure 2** Bowen State Boat Harbour study area



# 2 Infrastructure

# Landside infrastructure

## Existing infrastructure

- The key local roads within the Harbour include Starboard Drive and Henry Darwen Drive.
- There are two public car parking areas owned and maintained by Maritime Safety Queensland within the Harbour. Pavement condition in these areas is considered to be serviceable.
- There is an informal car park within the area leased to Whitsunday Regional Council (WRC) to service park land (includes an outdoor gym, shaded playground and undercover seating).
- Active transport infrastructure is limited to the WRC lease area.
- Pedestrian access infrastructure is installed on the breakwater at the end of Starboard Drive and off Peter Wyche Drive.
- There are two public toilet blocks present in the Harbour.

## High-level condition assessment

- The pavement condition of Starboard Drive is serviceable and kerb condition is adequate.
- The pavement condition issues are present on Henry Darwen Drive and shoulder conditions have deteriorated. However, kerb condition remains to be adequate.
- The pavement condition in car parking areas is considered to be serviceable as it is largely free of defects and deterioration.

## Utilities

- Power supply is provided through overhead and underground distribution networks (including an overwater electrical connection spanning Henry Darwen Drive and Peter Wyche Drive which imposes vessel clearance restrictions) (see Figure 3).
- Telecommunication services is primarily delivered via underground fibre optic networks along Henry Darwen Drive and Starboard Drive (see Figure 4).
- Water and sewer infrastructure is distributed via a network of underground pipelines generally aligned with road corridors (see Figure 5). Asbestos Cement water mains area also present within the Harbour.
- Stormwater infrastructure is limited to isolated locations and predominantly provided through underground pipelines, surface drainage paths and open outlets (see Figure 6).

## Considerations for the master plan

- There is an opportunity to rationalise, upgrade and renew ageing infrastructure.
- Retaining the overhead powerline would limit extent to which the basin can accommodate future demand.
- Coordination with service providers is required to confirm service arrangements and capacity required.

# Landside infrastructure

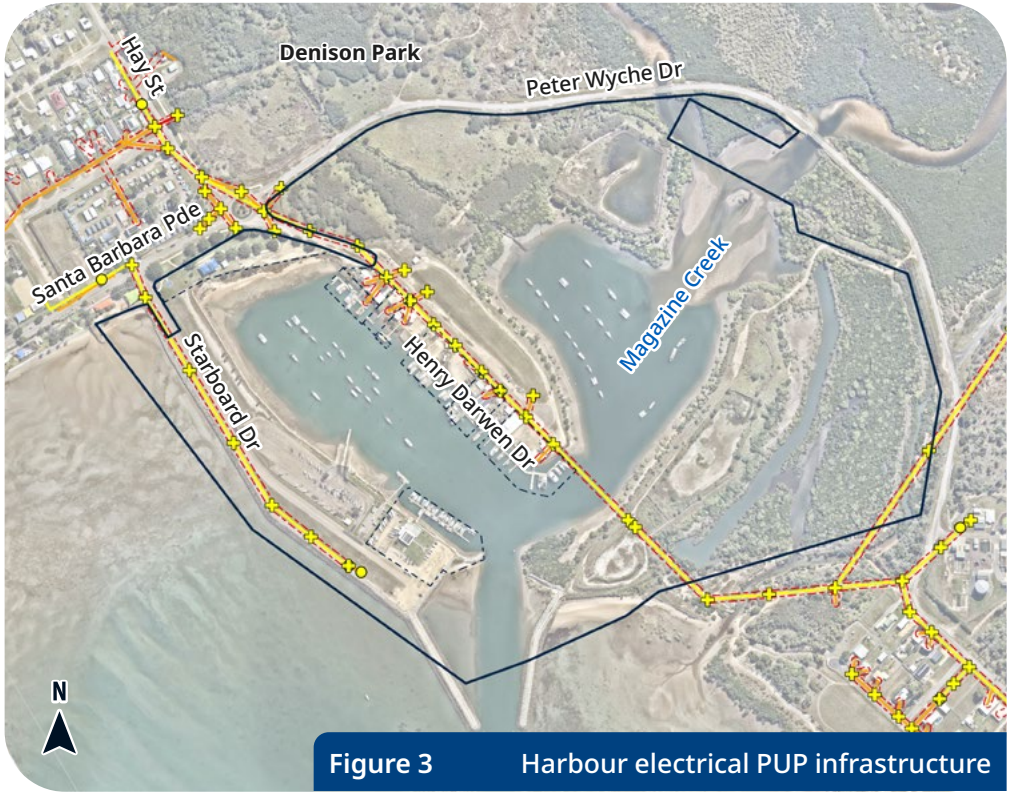



**Figure 3** Harbour electrical PUP infrastructure

LEGEND

- Site boundary
- Lease boundaries
- Poles
- Other devices
- Exclusion zone
- High voltage line
- Low voltage line
- Other line

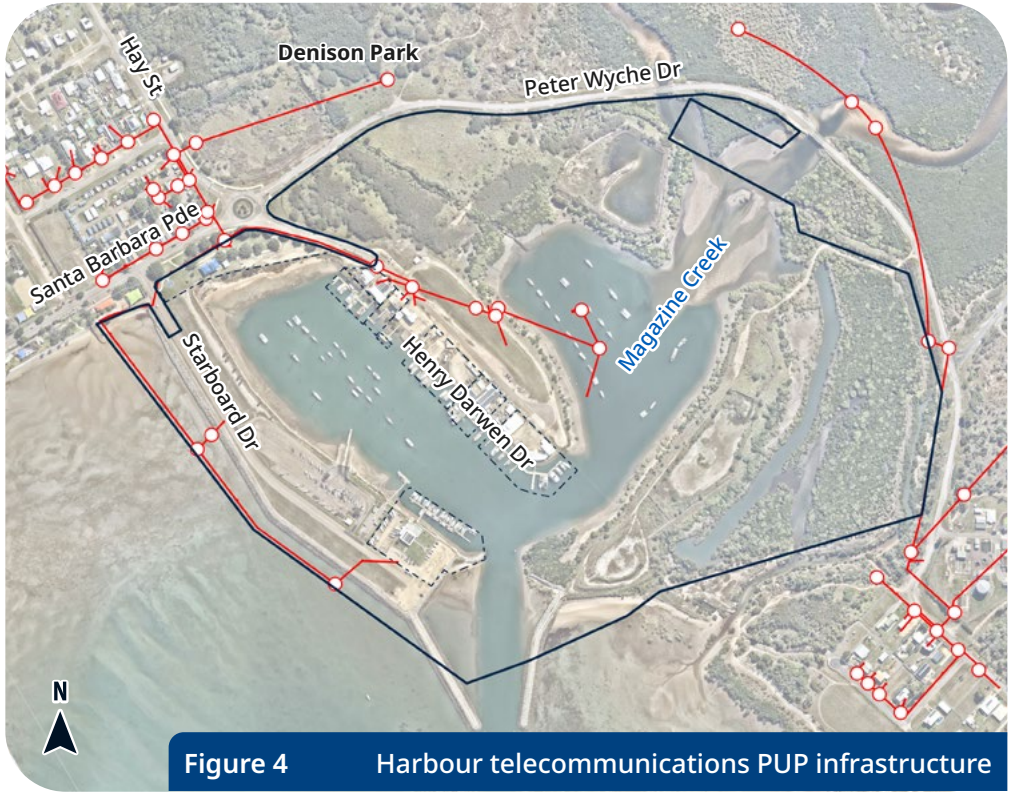



**Figure 4** Harbour telecommunications PUP infrastructure

LEGEND

- Site boundary
- Lease boundaries
- Telecommunications pit
- Telecommunications cable

# Landside infrastructure

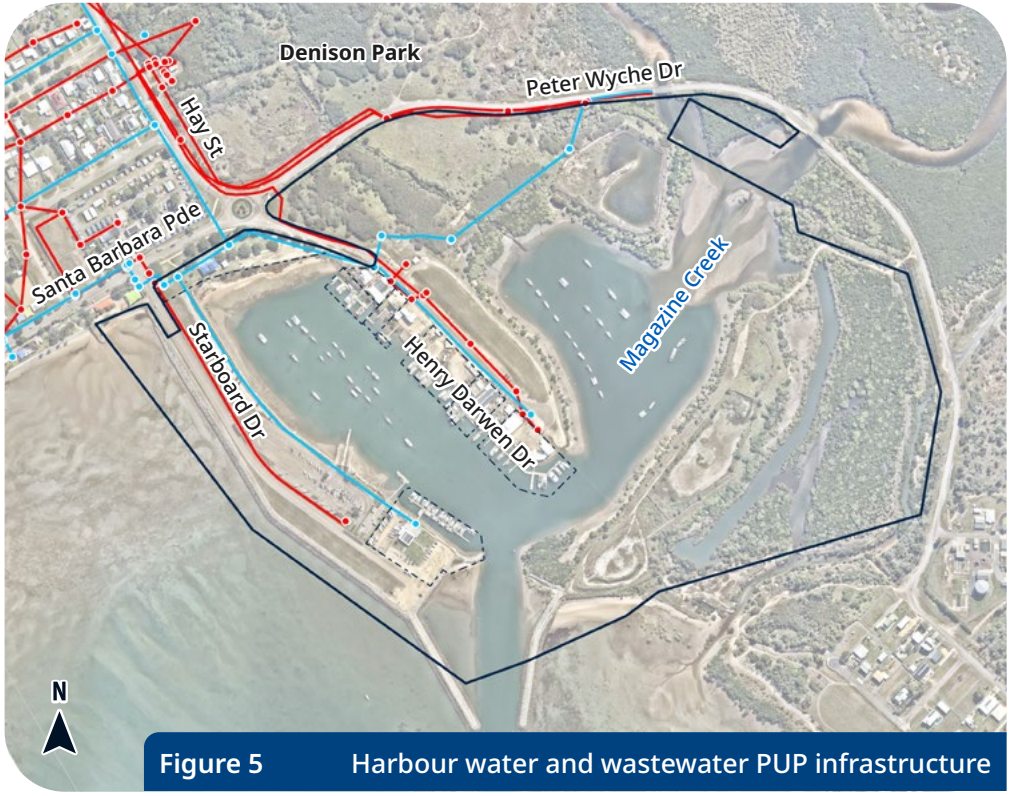



**Figure 5** Harbour water and wastewater PUP infrastructure

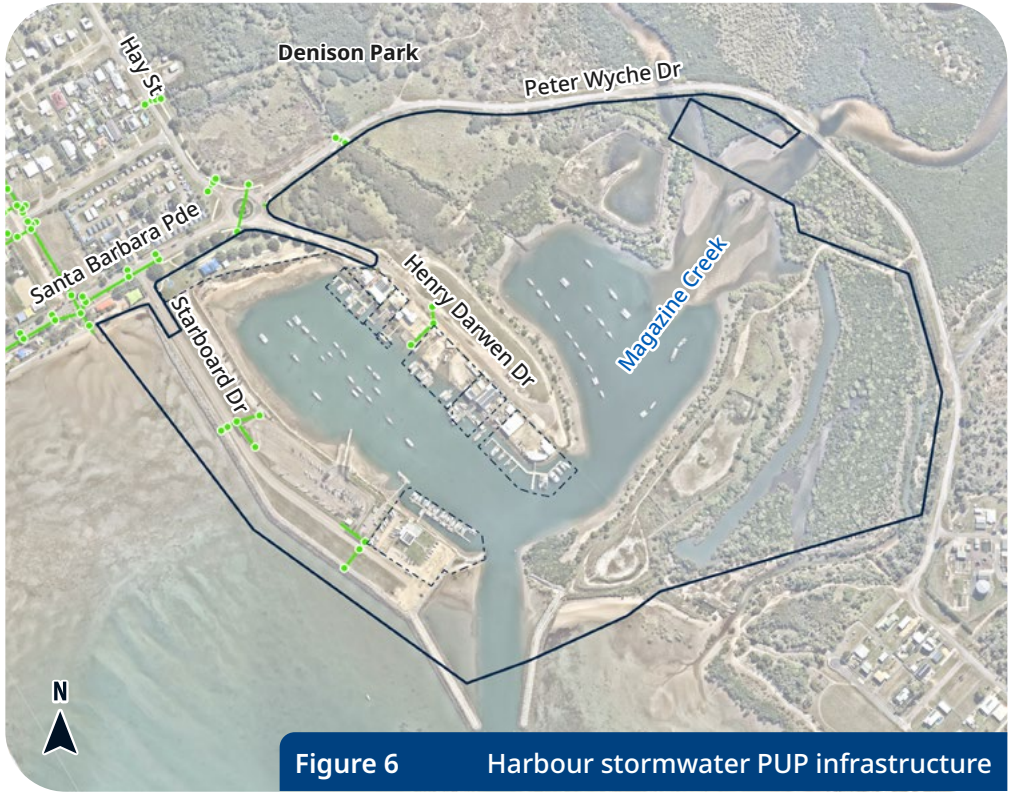



**Figure 6** Harbour stormwater PUP infrastructure

**LEGEND**

- Site boundary
- Lease boundaries
- Water nodes
- Water mains
- Sewer manholes
- Sewer mains

**LEGEND**

- Site boundary
- Lease boundaries
- Stormwater pit
- Stormwater drain

# Waterside infrastructure

## Existing infrastructure

The waterside infrastructure present in the Harbour is described below and shown in Figure 7:

- A public boat ramp is located on the western side of the outer Harbour which is heavily used by the local community as it provides all tide access.
- Two state-owned pontoons located on eastern side of outer harbour.
- 46 steel mooring piles within the outer Harbour are owned and maintained by Maritime Safety Queensland. These are reaching their end of life and are in a deteriorated condition.
- 28 mooring buoy berths are located in the inner Harbour area. Private berths are also located on the northern side of the Harbour.
- Breakwaters were constructed in 2020 to provide wave attenuation and shelter to the Harbour and accommodate navigational aids and pedestrian access. No major defects identified during a visual inspection conducted in 2023.
- The western revetment wall provides shoreline protection on the western edge.
- Six aids to navigation are located within the Harbour (three port and three starboard lit beacons) at the entrance channel.
- Two existing privately owned slipways are located on the eastern side of the outer Harbour providing vessel repair and maintenance services. However, slipway operations have ceased in recent years due to the deteriorated condition and lease uncertainty.

## Vessel restrictions

- Vessels accessing the Harbour area are limited to 35m in length and 8m in beam due to access channel width restrictions. Access channel depth is also 2.5m at Lowest Astronomical Tide (LAT).
- Vessels accessing the Harbour area are limited to an air draft of 18.3m.
- Due to the deteriorated condition of mooring piles, a vessel length restriction of 15m has been imposed.

## Dredging

- The most recent dredging was conducted in 2016. No maintenance dredging has been carried out since 2016 suggesting sediment transport into the Harbour and access channel is relatively low.

## Considerations for the master plan

- Additional dredging below the existing level would require further assessments to confirm ground conditions and potential impacts.
- Overhead powerline could be realigned or re-routed underground to help provide access for larger vessels into the Harbour.

# Waterside infrastructure




LEGEND

- Site boundary
- Lease boundaries
- Waterside infrastructure
- Mooring area
- Mooring pile
- Yacht area
- Wharf
- Boat ramp
- Public pontoon
- Seafood company
- Slipway

**Figure 7** Waterside infrastructure

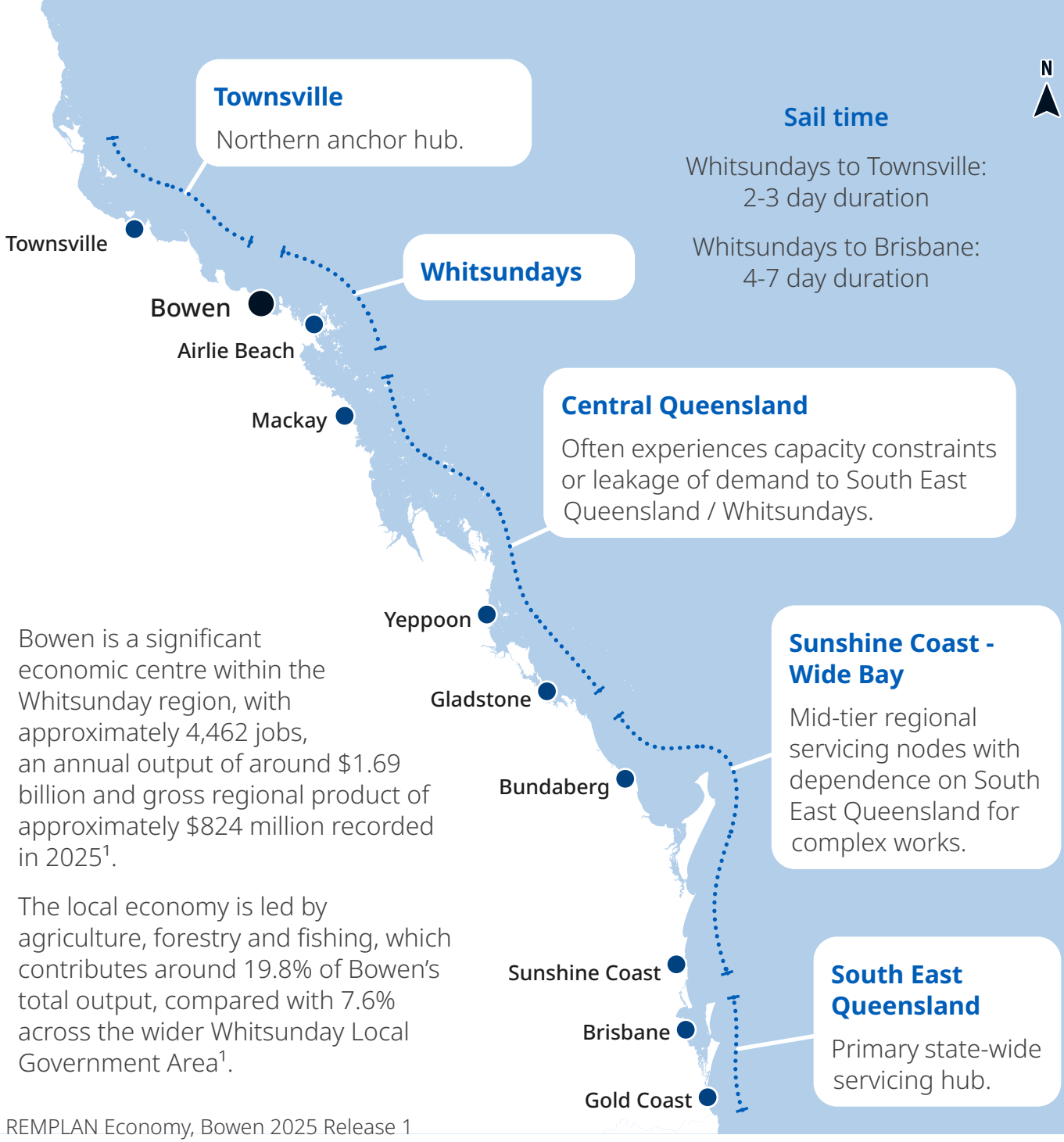


# 3 Economy and Tourism

# Regional market context

## Role in Whitsunday economy

- The Harbour forms part of a broader coastal network of harbours and marinas. Within this network, Bowen occupies a distinct role between the tourism-oriented facilities and more industrial maritime locations further north and south.
- The Harbour supports a specialised marine economy made up of marina berthing, moorings, seafood processing, fuel sales, fishing activity, marine servicing, community boating, emergency and operational functions, and a small but important visitor role.
- Existing activity is concentrated around a small number of core operators and facilities.
- The Harbour has the potential to function as a complementary Harbour within the wider regional network, accommodating marine activity, servicing demand and visitor movements not always well suited to higher-cost or more specialised locations.




- Bowen is a significant economic centre within the Whitsunday region, with approximately 4,462 jobs, an annual output of around $1.69 billion and gross regional product of approximately $824 million recorded in 2025[1].
- The local economy is led by agriculture, forestry and fishing, which contributes around 19.8% of Bowen's total output, compared with 7.6% across the wider Whitsunday Local Government Area[1].

[1] REMPLAN Economy, Bowen 2025 Release 1

# Economic challenges and opportunities

## Challenges

- There is reduced effective capacity and infrastructure decline within the Harbour. Limited pile-moorings operational and ageing infrastructure limits the level of economic activity that can currently occur within the Harbour.
- Shallow channel depth and tidal limitations affect navigability which increases operating risk and reduced attractiveness.
- Physical constraints present within the Harbour reduce the range of vessels that can be accommodated (e.g. overhead powerline clearance requirements).
- Current lease uncertainty for existing tenants reduces confidence for operators to reinvest in berths, infrastructure and marine facilities.
- Environmental legacy issues within the Harbour and compliance requirements add to redevelopment and expansion complexity.

## Opportunities

- The strongest opportunity is to establish Bowen as a regional marine servicing hub, including haul-out, repair, maintenance, vessel storage, marine trades and associated industries, capturing boating and marine servicing demand that cannot be accommodated elsewhere in Whitsunday region.
- The current marine industries including commercial fishing, marine servicing, berthing, haul-out, storage, and refuelling needs to be supported and strengthened.
- Supporting complementary opportunities exist around food and beverage, seafood experiences, public realm improvements, short-stay boating, and stronger town-Harbour connections built upon the strong foundation of a working harbour and marine industry.
- Long-term or conditional opportunities (i.e. dependent on improved access, navigability and servicing capability within the Harbour) exist around logistics-style functions, barge support, larger-scale visitor uses and expanded character or marine tourism.

## Considerations for the master plan

- Protect working harbour land and water access.
- Prioritise safe entry, navigability and berth/mooring renewal.
- Plan for a fit-for-purpose berth mix that captures under-serviced market segments.
- Re-establish marine servicing and haul-out as an anchor use.
- Provide clearer tenure and staging signals.
- Locate public-facing uses where they add value without displacing operations.
- Treat tourism as a value-add layer, and the economic case founded on working harbour uses.



# 4 Environment

# Constraints

## Environmental constraints

- Key areas to exclude as they are likely to trigger extensive environmental assessments and approvals include (highlighted in red in Figure 8):
  - Intertidal/subtidal wetlands (likely to contain high numbers of marine plants and/or habitat area.
  - Lacustrine Wetlands (likely to contain high numbers of marine plants and/or habitat area).
- Key areas to avoid (works that would likely require environmental approvals) (highlighted in amber in Figure 8):
  - The Great Barrier Reef World Heritage Area (GBRWHA).
  - Matters of State Environmental Significance.
  - Areas host to fisheries resources under the Fisheries Act 1994.
- Areas to consider for future development (highlighted in green in Figure 8) as they are less constrained compared to amber areas. Minimising impacts in these areas should still be considered, however.

## Geotechnical environment

- Surface geology within the Harbour is expected to consist mainly of man-made deposits.
- The underlying bedrock is dominated by three volcanic units (Edgumbe beds, Flagstaff Hill Granite, and Mount Nutt Granite).
- The study area is mapped as containing Dermosol type soil (has a loam to clay texture and expected to have good water-holding capacity).
- Extensive reclamation works have occurred at the site which alters the soil characteristics.
- Detailed laboratory testing undertaken across the Harbour indicates low risk of acid sulfate soils.
- Groundwater encountered between 1.25m and 1.8m below ground level in 2005 and between 3.0m and 4.2m below ground level in 2016.
- Historical investigations identified fill materials and potential contamination sources within parts of the site.

## Considerations for the master plan

- Development should be focused in areas least environmentally constrained, and areas of higher ecological significance protected.
- Additional assessments required to ground-truth mapped wetlands and marine plants, understand potential impacts to shallow groundwater levels and confirm risk of acid sulfate soils.

# Constraints




LEGEND

- Site boundary
- Lease boundaries
- Areas to consider
- Areas to avoid
- Areas to exclude

**Figure 8** Environmental constraints traffic light map

# Flooding and hydrology

## Tides

- Based on Maritime Safety Queensland Semidiurnal Tidal Planes (2026), Bowen recorded mixed semi-diurnal tides with a tidal range of 3.77m between LAT and Highest Astronomical Tide (HAT). The typical mean tidal range is 2.15m between Mean Low Water Springs (MLWS) and Mean High Water Springs (MHWS).
- Stakeholder feedback indicates that tidal restrictions limit access to the Harbour for certain vessels during low tide.

## Flood and storm tide risk

- The recommended storm tide levels identified in the Whitsunday Regional Council Hazard Mapping Refinement report (BMT, 2018) for a 1 in 100 year return period include:
  - Current (2018): 2.48m Australian Height Datum (AHD).
  - Future (2050): 2.91mAHD – Sea Level Rise (SLR) 0.4m.
  - Future (2100): 3.39mAHD – SLR 0.8m.
- The Whitsunday Regional FloodInform report for the Harbour states that the maximum flood height within the Harbour is 4.25m AHD.
- Catchment/overland flooding is the dominant mechanism for inundation levels within the Harbour.

## Considerations for the master plan

- Proposed land uses in areas below highest astronomical tide levels should be appropriate for this type of risk.
- New and upgraded structures should be of flood-compatible design and incorporate climate and coastal resilience outcomes where possible.
- Critical assets and the hazardous need to be appropriately planned and designed to respond to flood and storm tide inundation risk.

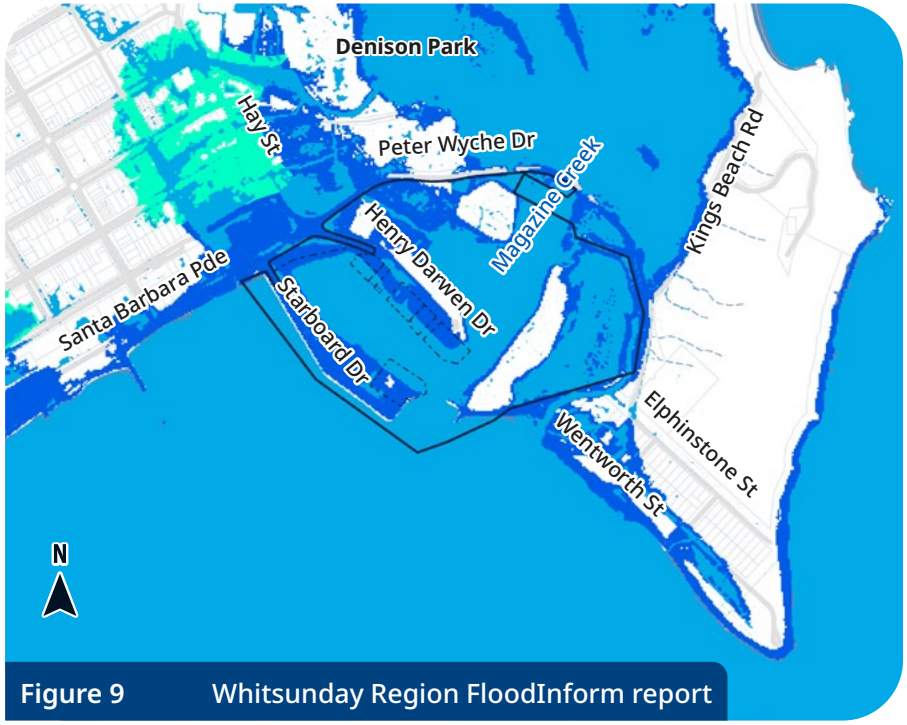



**Figure 9** Whitsunday Region FloodInform report



# 5 Movement and Access

# Landside access

## Road network and performance

- Traffic surveys were carried out in 2026 which identified that:
  - Starboard Drive had a traffic volume of 686 vehicles per day.
  - Henry Darwen Drive had a traffic volume of 767 vehicles per day.
- Main landside access points to the Harbour include:
  - Intersection of Santa Barbara Parade / Henry Darwen Drive / Hay Street / Peter Wyche Drive which is a single lane roundabout.
  - Intersection of Santa Barbara Parade and Starboard Drive.
  - Intersections considered to have 'ample' traffic capacity and can cater for increased development intensity or land use uplift.
- Informal landside access from Peter Wyche Drive exists for construction and maintenance access to the northern side of the Harbour.

## Parking

- Formal public car parking is limited to 95 car-trailer unit bays at the public boat ramp and 20 light vehicle bays at the public jetty.
- Multiple informal parking bays are provided along Henry Darwen Drive and Santa Barbara Parade servicing commercial and marine industry facilities and around the North Queensland Cruising Yacht Club at the end of Starboard Drive.

## Active and public transport

- No pedestrian or cyclist facilities are provided within the Harbour. However, pedestrian facilities (e.g. pathways) are provided along Santa Barbara Parade.
- Public transport services within the surrounding area are limited to four urban bus routes (the closest to the Harbour is Route 842 with a bus stop on Santa Barbara Parade).
- Starboard Drive and Henry Darwen Drive nominated as secondary active transport routes and outside the one-kilometre walking catchment in the Bowen CBD Walking Network Plan (WNP).
- Santa Barbara Parade, Hay Street and Peter Wyche Drive identified as Principal Cycle Network routes. However, proposed changes to the network not likely to have an impact on the immediate study area.

## Considerations for the master plan

- Opportunity to reduce or reallocate existing road space for Starboard Drive for other road users and activities.
- Opportunity to reduce vehicle speeds and introduce defined pedestrian priority of Starboard Drive, Henry Darwen Drive and Santa Barbara Parade.
- Existing formal parking facilities provides sufficient capacity to increase waterside capacity of the public boat ramp to around six lanes.

# Marine access

## Access points

- A public, multi-lane boat ramp is located on the western side of the Harbour with adjacent car parking.
- A public pontoon for small boat marine access is located on the western side of the Harbour and is accessed via a gangway.
- Two private slipways are located within the Harbour which are operated by Bowen Marina Slipways Pty Ltd. One is for smaller vessels on the northern side and a larger slipway for bigger vessels is located on the southern side of their lease area.

## Harbour utilisation

- Key marine users within the Harbour include:
  - A recreational boating facility supporting deep draft vessel services and sheltered, all tide access for trailed boats (one of two facilities in the region).
  - The Harbour supports a range of commercial activities including vessel maintenance, refuelling and fishing services. However, due to the deteriorated condition of the slipways, these activities have declined from 140 vessels per year to almost zero in 2025. Vessels therefore need to travel to distant ports in Airlie Beach and Townsville for servicing.
- Airlie Beach which is the closest repair and maintenance facility to the Harbour is nearing capacity and is therefore pushing demand north towards Bowen.

## Considerations for the master plan

- Upgrades to the boat ramp facility are required to meet current and future demand.
- As the pile mooring nears the end of its service life, assess options to upgrade and expand berthing facilities to accommodate a wider range of vessels and meet future demand.

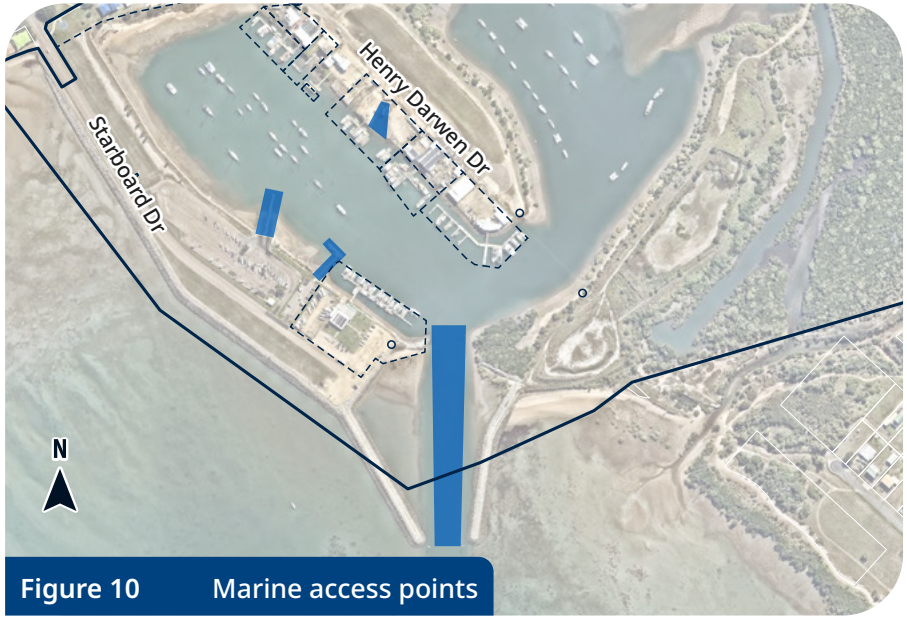



**Figure 10** Marine access points



# 6 Policy and Planning

# Policy context

## Strategic policy context

- There are several opportunities for the project to support both local and state strategic objectives such as:
  - Rejuvenate an existing asset to encourage economic growth in the region.
  - Provide a coordinated approach at the local and state level to help de-risk future investment and enable tourism, marine industry and associated commercial uses.
  - Align with the Bowen Foreshore Master Plan which identifies the Harbour to be transformed into mixed-use marine-focused precinct.

## Statutory planning control

- The Whitsunday Regional Council Planning Scheme identifies several restrictions for the site including:
  - Building height restrictions for different areas of the site.
  - Ensure development does not constrain or interfere with current and future viability of extractive resource industry.
  - Ensure structures are designed to resist hydrostatic and hydrodynamic loads.
  - Ensure that development not materially increase the number of people at risk of flooding.
  - Ensure that development does not result in significant electrical or electromagnetic emissions and lighting.

## Considerations for the master plan

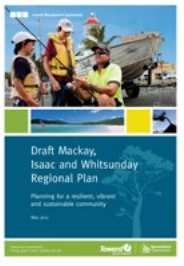
- Ongoing collaboration with key government stakeholders (in particular, Whitsunday Regional Council) is required as the master plan develops.
- Align with state, regional and local planning strategic objectives where possible.
- Reinforce the marine-focused working-harbour role and support complementary tourism.
- Provide clear land use plan to support leasing and investment certainty.
- Focus broader mixed-use and residential opportunities in surrounding areas, helping retain the Harbour's working waterfront character.





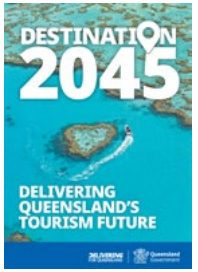












# Land ownership and tenure

## Tenure and permitted land use

- The site is owned and managed by Maritime Safety Queensland. The Harbour area is leased to a number of tenants. There are currently seven different leaseholders within the Harbour.
- Current permitted uses within the Harbour by tenants include:
  - Receive, store, process and distribute seafood and ice.
  - Berthing and minor maintenance for ships.
  - Management and administration.
  - Building and repairing of vessels, use of boat sheds and slipways.
  - Sale of marine engines and parts, ship chandlery, boat plans and various items of equipment required by owners of marine vessels.
  - Licensed cruising yacht club, including boat storage yard and walk on/off pontoon berthing facility.
  - Berthing of a pilot vessel for purposes connected with the provision of pilotage services by the Licensee to the Port of Abbott Point.
  - Air-Sea Rescue Squad usage.

## Considerations for the master plan

- Ongoing engagement with existing tenants required to both inform the master plan and enact identified projects and actions.
- The master plan would provide a clear land use plan to support leasing and investment certainty.

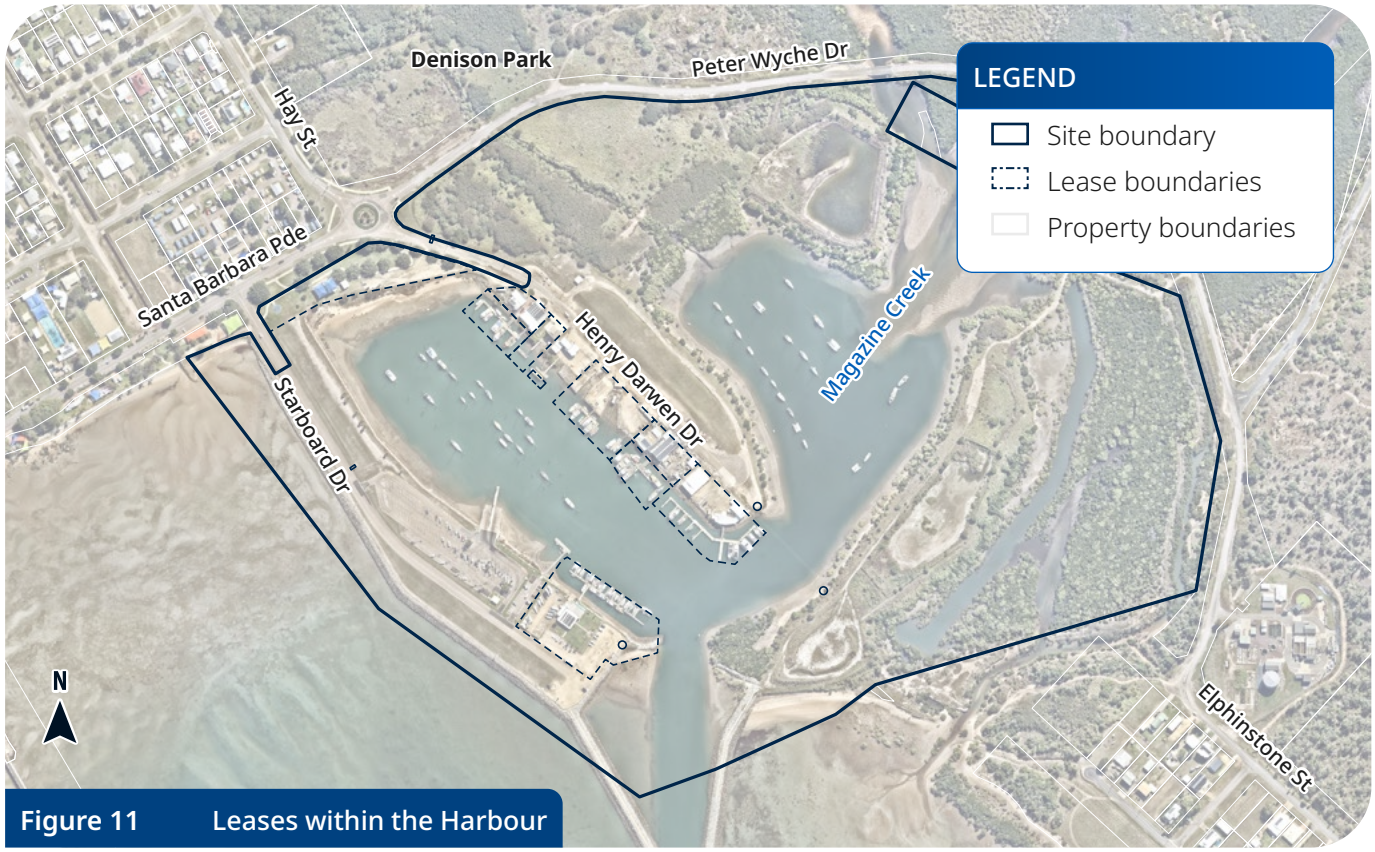



**Figure 11** Leases within the Harbour



# 7 Urban Character

# Existing structure and usage

## Current land use

- Zoning within the Harbour includes Community Facilities, Mixed Use, Recreation and Open Space, and Waterfront and Maritime Industry.
- Usage patterns and activities within the Harbour includes Recreational boaters and fishers, yachters, Bowen locals, general tourists, business operators and agencies.

## Built form and structure

- The built form and structure is typically of low-density, low-rise and based on simple construction techniques (e.g. to achieve functional, cost-effective, and weather resistant buildings). This results in a generally weak architectural character.
- Existing buildings are largely concentrated along Henry Darwen Drive facing the Harbour.
- The land northeast of Henry Darwen Drive and along Starboard Drive is mostly undeveloped.

## Public realm

- Relatively little public realm and few amenities exist in the Harbour. However, spaces for recreation, amenity and other public use exist (primarily along Starboard Drive, Santa Barbara Parade, and Henry Darwen Drive).
- There is a sheltered playground to the west of the site a key anchor for community gathering and recreation.
- The public boat ramp helps to anchor community uses between land and water.
- The area along Henry Darwen Drive and Starboard Drive has large expanses of undeveloped land and scattered buildings which creates a weak sense of arrival.

## Considerations for the master plan

- Define a clear Harbour character that balances a working harbour and public waterfront.
- Organise the Harbour into distinct but connected character precincts.
- Utilise existing mixed-use zoning to create development that is flexible and market-responsive while safeguarding the long-term marine industry function.
- Apply a tiered placemaking and activation approach for everyday Harbour amenity, waterfront activation and higher-order destination uses.
- Create a legible public realm network.
- Shape the built form to a resilient working harbour identity.
- Diversify new amenities and opportunities for recreation to cater to broad user groups and strengthen community.
- Reinforce recreation boating as a core component of Bowen's character and identity.

# Character and amenity

## Native Title and cultural heritage

- Native Title interests exist in proximity to the project area.
- The study area is located within the Determination Area for the Juru People (Federal Court Reference QUD2014/014 Part A and QCD2015/006 Part B). Nonexclusive native title does not currently include lots within the existing harbour footprint, however native title continues to exist in surrounding land and water areas.
- Depending on the nature, location and extent of works progressed through the master plan, activities outside the existing harbour footprint may constitute Future Acts under the *Native Title Act 1993* (Cth) and may trigger procedural rights, including notification and an opportunity to comment or object.
- The Bowen area including the Harbour has an Indigenous Land Use Agreement between Juru and the Local Government.

## Historic heritage

- Although there are no registered heritage sites within the Harbour, there are sites on the Queensland Heritage Register in the Bowen township close to the harbour.
- The Great Barrier Reef World Heritage Area which is of global heritage significance extends to the edge of the Harbour.

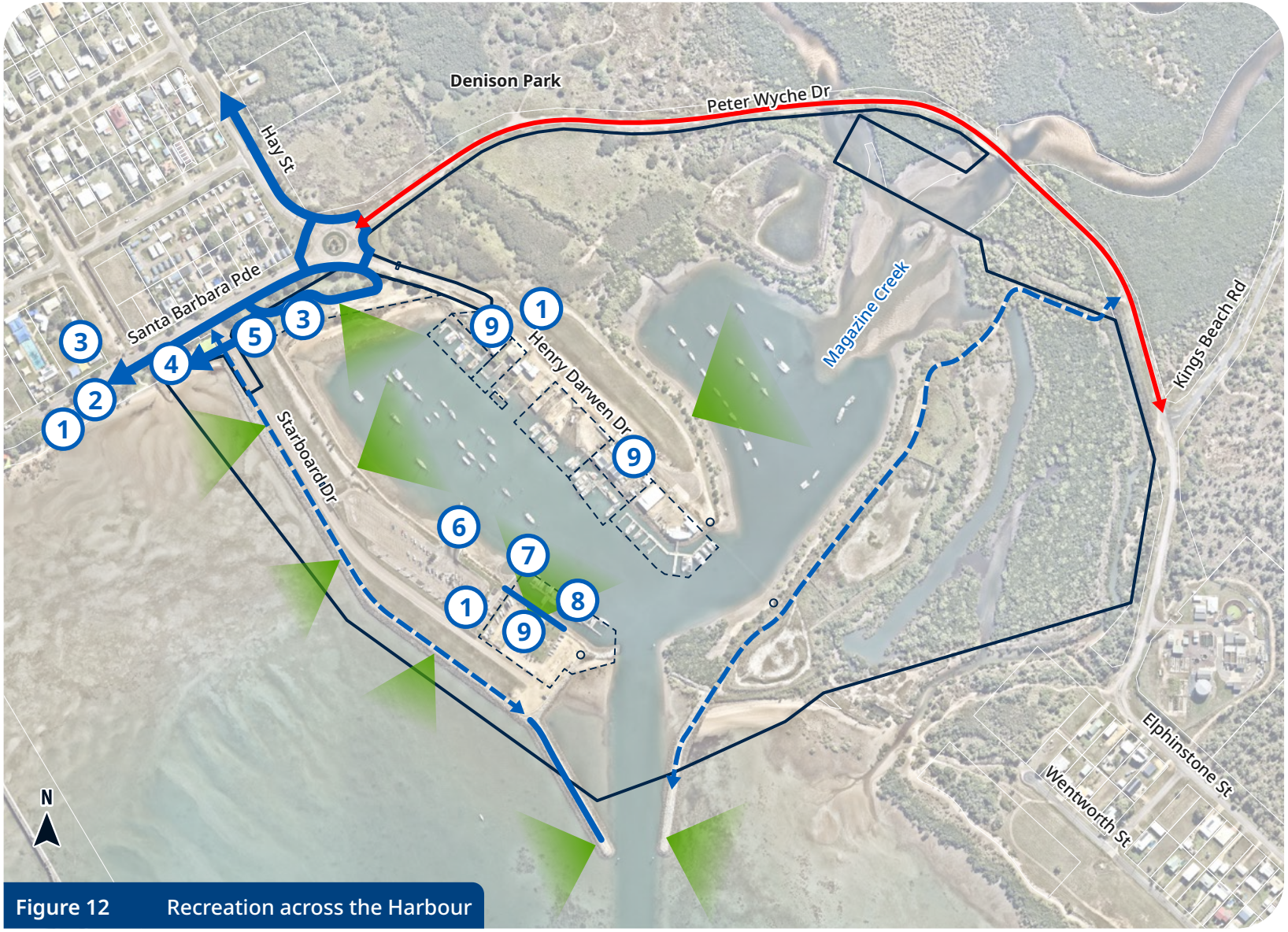
## Views and visual amenity

- Flat topography of the Harbour means many locations around the Harbour have attractive view shafts.
- Key views focus on built attractions and landscape qualities.
- The Flagstaff Hill viewpoint is important as a tourist and local amenity location.
- Views from Maritime Safety Queensland Harbour Office and Marine Rescue Qld are important to maintain safe operations.

## Considerations for the master plan

- Embed Country, heritage and storytelling into the spatial framework.
- A detailed native title assessment is recommended once the master plan is finalised and prior to the commencement of project works requiring ground disturbance or statutory approvals. This assessment would identify affected parcels, applicable procedural rights and relevant Registered Native Title Body Corporates.
- Depending on the nature, location and extent of development progressed through the master plan, further engagement with the Juru People may be undertaken at a later project stage.
- Ensure foreshore infrastructure connects Bowen with wider Great Barrier Reef coastline and protects threatened coastal and marine ecosystems.
- Use landscape across the Harbour as a natural means for climate and weather hazard mitigation.
- Protect views as both amenity and operational infrastructure.

# Character and amenity




LEGEND

- Site boundary
- Lease boundaries
- Established pathway
- Informal pathway
- Active transport link
- Key view
- 1 Toilet
- 2 PCYC
- 3 Playground
- 4 Skate park
- 5 Outdoor gym
- 6 Boat ramp
- 7 Public pontoon
- 8 Yacht berthing
- 9 Food and beverage

**Figure 12** Recreation across the Harbour



# 8 Stakeholder Engagement

# Outcomes

## Engagement activities

- Key engagement activities carried out for the project to date include:
- Targeted in-person stakeholder interviews with key stakeholders such as WRC, tenants and Chamber of Commerce.
- Online stakeholder interviews carried out to inform the economic analysis.
- Co-design workshops with key stakeholders and WRC on initial master plan design considerations.

## Key values and opportunities raised

- **Expand marine servicing and marine industry –** Establish marine industry hub to provide range of marine industry facilities and services, capturing industry overflow demand from Whitsundays region.
- **Improve vessel access, berthing and storage –** Expand wet berths, accommodate larger vessels, introduce dry stacking and cyclone season vessel storage and improve mooring options.
- **Support fisheries and seafood industries –** Support expansion of seafood processing, berthing, commercial fishing support facilities and strengthen Bowen's seafood identity through visitor experiences.
- **Strengthen access and connectivity –** Better pedestrian links, clearer movement networks, safer circulation and stronger connections between Harbour, foreshore and town centre.
- **Clearer land use structure –** Separate marine industry, tourism, recreation and operational uses into complementary precincts to reduce conflicts and improve functionality.
- **Training and workforce development –** Marine trades training, apprenticeships and skills development to support future industry growth and local employment.

## Key concerns raised

- **Lease and tenure uncertainty –** The most consistent issue across stakeholders. Short-term or uncertain tenure is limiting investment, business expansion and confidence.
- **Ageing and inadequate infrastructure –** Existing marine assets, marina facilities, servicing infrastructure and public facilities are constraining growth and functionality.
- **Wave action within the Harbour –** Stakeholders reported wave penetration affecting berthing conditions, marina infrastructure, vessel safety and operational reliability.
- **Environmental issues –** Concerns around sewerage pollution, contamination from historic slipway activities, limited water circulation, pump-out facilities and future environmental approvals.
- **Workforce attraction and retention –** Difficulty attracting labour and competition from mining and regional centres may constrain future growth.

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