


TOWNSVILLE FUTURES PLAN

A SECOND CAPITAL FOR QUEENSLAND



JULY 2011

Prepared by the Townsville Futures Plan Taskforce.
This document is not government policy and is for
consultation purposes only.



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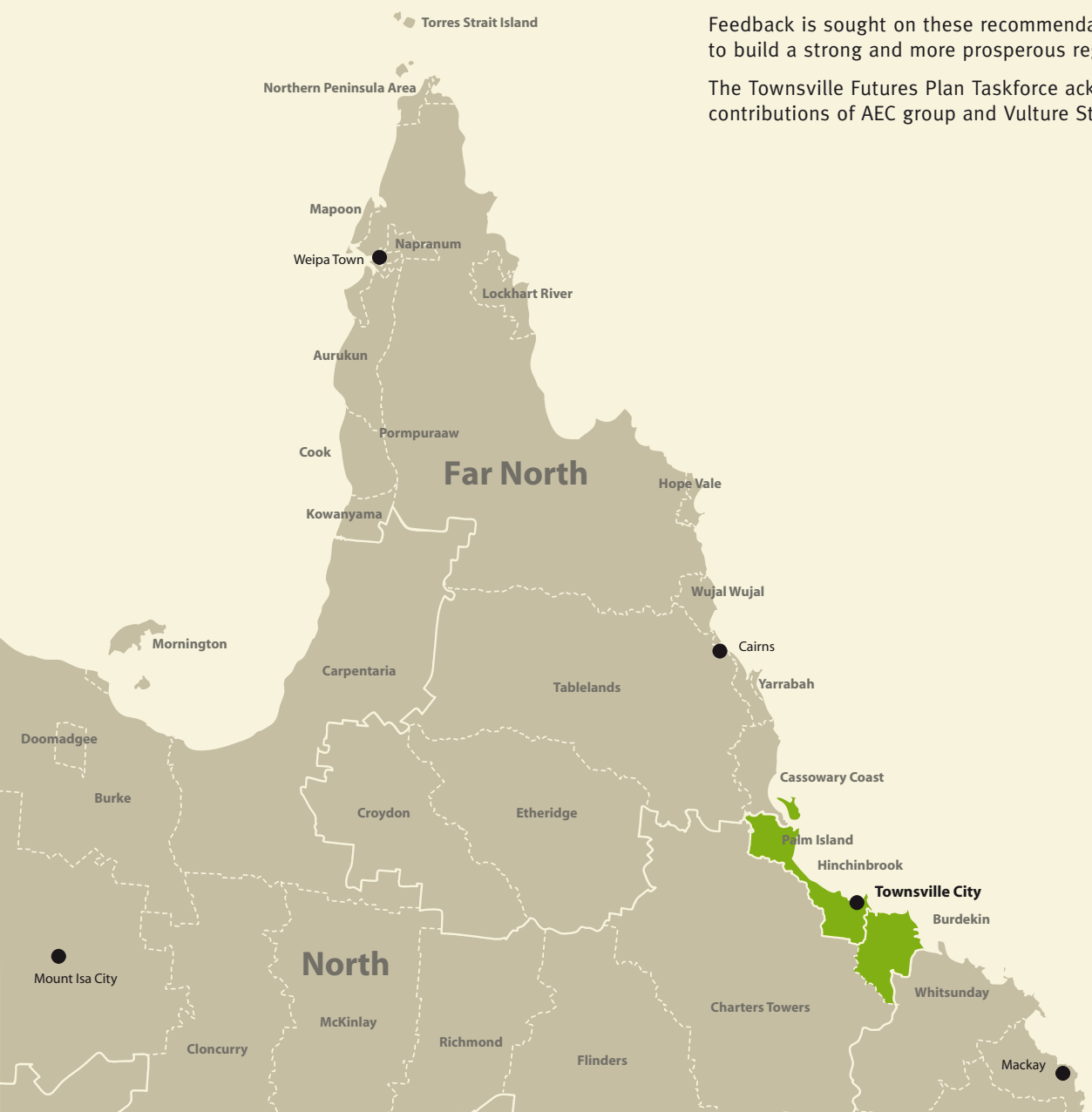
ABOUT THIS PLAN

The *Townsville Futures Plan* outlines a range of recommendations to determine the way forward for Townsville in a manner which will deliver significant benefits for the region into the future.

The *Townsville Futures Plan* is the result of a range of existing planning initiatives and deliberations by the Townsville Futures Plan Taskforce. The taskforce was an advisory body established by the Queensland Government to develop recommendations for Townsville's future. The taskforce has consolidated these efforts into a range of strategies and actions that support the shared vision to build on the region's strengths and promote investment and sustainable growth. The plan seeks to identify opportunities for greater collaboration between all levels of government, industry and the community, to realise Townsville's potential and elevate the role of the city in the state's future.

Feedback is sought on these recommendations and on how to build a strong and more prosperous region.

The Townsville Futures Plan Taskforce acknowledges the contributions of AEC group and Vulture Street Pty Ltd.





INTRODUCTION

Townsville is the largest city in Queensland outside of the South East Queensland Region with a projected population for the year 2011 of approximately 191 329 people (OESR¹, 2010—medium growth series). The city is a major coastal regional centre of Queensland located in northern Queensland as shown in **Figure 1**.

The *Townsville Futures Plan* is a practical response of the Queensland Government to the state's growth management needs. It extends the focus of the states growth beyond South East Queensland into regional Queensland. The plan recognises the importance of Townsville as a key centre servicing northern Queensland and the significant economic and social benefit it provides to the region and Queensland as a whole.

The *Townsville Futures Plan* will ensure that strong regions are maintained in northern Queensland. It will capitalise on the significant economic opportunities that exist, leveraging from Townsville's enviable location, diversity and ready access to a skilled workforce. Being the largest tropical city within Australia, together with the most broad-based regional economy outside of Brisbane, makes Townsville the logical second capital of Queensland.

Townsville is centrally located in terms of Queensland's economic zones for minerals, agriculture, tourism and coal. It also has growth potential in the areas of tropical research and health expertise, and clean energy. The *Townsville Futures Plan* aims to harness the dominant economic drivers of the area to deliver sustained economic and population growth in the region. As the economy of Townsville and the region continues to grow and mature, so too will the drivers of these zones.

The *Townsville Futures Plan* stems from the Queensland Growth Management Summit (the Summit) outcomes. The Summit was held in March 2010 and looked at ways of improving the state's growth management strategies, focusing in particular on growth potential and vitality outside South East Queensland.

Following the Summit, Premier Anna Bligh announced the preparation of the *Townsville Futures Plan* that would be a new and over-arching plan that aims to position Townsville as the key centre for North Queensland, thereby encouraging newcomers to the area. The preparation of the *Townsville Futures Plan* was developed by a taskforce appointed by the former Minister for Infrastructure and Planning, Stirling Hinchliffe, MP.

The taskforce consists of the following members:

Honourable Craig Wallace MP (Chair)

Les Tyrell, Mayor, Townsville City Council

Lyn McLaughlin, Deputy Chair, Regional Development Australia (Townsville Region) and Mayor, Burdekin Shire Council

Sandra Harding, Vice Chancellor, James Cook University

John Bearne, Chairman, Townsville Enterprise Limited

John Carey, President, Townsville Chamber of Commerce

Jeff Jimmieson, Member, Regional Development Australia (Townsville Region)

Brigadier Stuart Smith, Commander, 3rd Brigade, Australian Army.

The taskforce has had a number of meetings and workshops to consider the key requirements for a second capital.

The *Townsville Futures Plan* builds on Townsville's comparative advantages and accommodates economic and population growth within its regional, social and economic spheres of influence. In addition to a strong prosperity focus, the *Townsville Futures Plan* provides cues for a range of strategies and actions that address liveability and sustainability principles (see **Figure 2**). Townsville will continue to build on its economic strengths but also establish itself as a sustainable city with the environment playing a critical role in all aspects of Townsville's development as the second capital of Queensland.

¹ Queensland Government, Office of Economic and Statistical Research

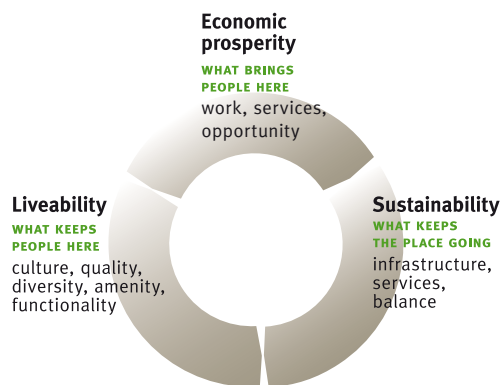


Figure 2. Growth management principles for Townsville

Sustainability principles are overarching throughout the *Townsville Futures Plan*². Sustainable economic and development practices, and protection of the region's natural beauty and biodiversity, are integral to the realisation of Townsville as a highly liveable city that complements and promotes its unique tropical setting.

The plan recognises that a great deal of work has already been done within and around Townsville to badge itself as the principal centre for growth within northern Queensland. This includes a range of economic analyses undertaken by the Townsville City Council and regional industry groups as well as contemporary studies being undertaken for community planning, land use and economic development planning by councils in the region. The *Townsville Futures Plan* pulls together many of the existing planning initiatives that have been undertaken in the region.

The vision of a second capital for Queensland is provided in terms of Townsville's role and comparative advantages within the broader framework of the Queensland Regionalisation Strategy. The Queensland Regionalisation Strategy recognises the importance of Townsville as the largest service-providing centre in northern Australia, extending to Papua New Guinea and western Pacific islands.

The *Townsville Futures Plan* recognises that detailed planning for the city, in keeping with the vision, will be achieved through specific plans including community plans, planning schemes, economic development plans and other operational plans. It will also reflect the legislative and state policy frameworks existing at the time of publishing.

The *Townsville Futures Plan* will serve as a mandate for the consideration of Townsville as the second capital of Queensland, a world class city in the tropics in prospect. The plan defines the prosperity, liveability and sustainability needs that go with such a vision. Catalyst actions, or turbochargers, to accelerate and accommodate managed growth play a significant role in helping to bring the vision to fruition. Turbochargers have been identified to bring forward the potential that Townsville already has to stimulate further growth within the region.

² Protecting areas of ecological significance and minimising risk associated with the projected impacts of climate change are recognised as integral to maintaining Townsville's quality of life; however these issues, to a greater extent, are to be regulated through statutory State and local operational policy frameworks, and are outside the scope of this plan.



TOWNSVILLE—REGIONAL READINESS FOR GROWTH

TOWNSVILLE'S ECONOMIC LEGACIES

Townsville has a strong legacy of strategic investment, decisions and circumstances that define its position as being best placed for growth outside of South East Queensland. Factors that help define its growth readiness are:

- a record of strong economic growth
- employment opportunities
- diverse and growing industries
- proximity to major projects
- strong local leadership
- a stable population base
- access to services and amenities
- a strong local community.

Factors which have contributed to this strong position include strong population growth over the past decade, significant new public sector investment and private investment in mining, mineral processing and agriculture.

Strong linkages to the mining resource sectors of the North West and North East Mineral Provinces and diverse agriculture in the hinterland (extending to the Burdekin, Hinchinbrook, Charters Towers and as far as the Gulf of Carpentaria) has led to a broad and strong local economy centred on Townsville. This has contributed to the city's steadily growing population. Since the year 2000, growth has remained between 2.2 per cent per annum and 3.4 per cent per annum, with a projected population between 248 487 and 302 044 (low and high series) by 2031.

The importance of different industry sectors to Townsville's development over the past decade is evident when considered in terms of employment generation. In 2006, no single industry sector contributed more than 13 per cent of Townsville's total employment generation. This highlights the diversity of industry across the region and Townsville's position as a centre dealing with a range of economic activity servicing the broader region.

Table 1. Population projections for Townsville

Year	Projected population			Average annual change (medium series)	
	Low series	Medium series	High series	Number	%
2011	187,441	191,329	196,145	5,210	3.0
2016	210,078	218,660	229,941	5,466	2.7
2021	226,401	239,619	257,722	4,192	1.8
2026	238,451	255,986	280,736	3,273	1.3
2031	248,487	270,500	302,044	2,903	1.1

Source: OESR (2010)

Tourism is the state's second biggest export earner, directly contributing \$9.2 billion to Queensland's economy and employing 122 600 people³. With a diverse portfolio of natural and man made tourism assets and a budding profile as an events destination, strong growth in tourism will play a key role in supporting the economic development of the Townsville region.

The strong and diverse economy of North Queensland has grown rapidly with gross regional product increasing approximately 10.6 per cent per annum since 2005–06 with an estimated gross regional product of approximately \$9.8 billion in 2008–09⁴. While North Queensland accounted for 5 per cent of Queensland's population in 2006, the region produced 7.1 per cent of the Queensland's Gross State Product.

3 www.tq.com.au/research/aviation-economic-and-forecast-data/aviation-economic-and-forecast-data_home.cfm

4 Based on findings by AEC group for North Queensland Development Alliance (NQDA) for a draft NQ2030 North Queensland Regional Economic Development Plan (unpublished)



Table 2. Employed persons by industry type⁵

Industry type (ANZSIC)	Projected population			
	Townsville LGA	Townsville LGA	Northern region	Qld
	Number employed	%	%	%
Public administration and safety	9600	12.6	11.2	7.1
Wholesale trade	8383	11.0	10.8	9.0
Health care and social assistance	8342	10.9	10.7	4.0
Construction	7565	9.9	8.9	14.3
Manufacturing	6259	8.2	8.9	13.9
Education and training	6105	8.0	8.1	4.1
Accommodation and food services	5191	6.8	6.5	5.3
Transport, port and warehousing	3871	5.1	4.7	7.2
Professional, scientific and technical services	3244	4.2	3.9	5.4
Other services	2692	3.5	3.5	3.8
Retail trade	2443	3.2	2.9	4.9
Administration and support services	2172	2.8	2.6	2.7
Mining	1989	2.6	2.9	2.7
Inadequately described or not stated	1830	2.4	2.5	3.0
Financial and insurance services	1360	1.8	1.7	2.2
Rental, hiring and real estate services	1355	1.8	1.6	1.8
Information media and telecommunications	1247	1.6	1.4	1.5
Electricity, gas, water and waste services	1079	1.4	1.3	1.5
Arts and recreation services	977	1.3	1.1	1.3
Agriculture, forestry & fishing	627	0.8	4.1	4.2
Total	76 331	100.0	100.0	100.0

As the region's economy has grown, Townsville has attracted major facilities and is establishing itself as a key centre for mineral processing in northern Australia, public administration, education, research and development,

health services and a wide range of public and private sector professional services. Townsville is also a strategic base for the Australian Defence Force with permanent forces located at Lavarack barracks and the Royal Australian Air Force (RAAF) Townsville base.

⁵ Determined from Australian Bureau of Statistics 2006 Census Data for the Townsville local government area (consisting of the previous Townsville City and Thuringowa LGAs) and the Northern Region (consisting of the new Townsville City Council, Burdekin Shire Council, Hinchinbrook Shire Council, Charters Towers Regional Council and Palm Island Aboriginal Shire Council LGAs) using Australian and New Zealand Standard industrial Classification (ANZSIC).

Townsville's growth has been significantly influenced by a range of major projects and decisions in the past that have led to its current population growth. Some specific projects that have helped Townsville's emergence as a centre of significance prior to the late 1980s and in the last twenty years are listed in **Tables 3** and **4** accordingly.

Table 3. Projects leading to economic growth—pre late 1980s⁶

Projects that have led to the diversification of the Townsville economy prior to the late 1980s	
Australia's first medical research centre, the Anton Breinl centre was established in Townsville	1910
Department of Primary Industries and Fisheries (DPIF) opened in Townsville	Early 1920s
Copper mining began in Mount Isa	Mid 1920s
Paluma dam completed for urban water consumption	Late 1950s
Townsville University College of the University of Queensland opened in Townsville	1960
Australian Army moved to Townsville	Late 1960s
Copper refining commenced in Townsville	Late 1950s
Commonwealth Scientific and Industrial Research Organisation (CSIRO) opened in Townsville	Late 1960s
James Cook University opened in Townsville ⁷	1970
Nickel refining commenced at Yabulu (in Townsville)	Early 1970s
Great Barrier Reef Marine Park was established	Mid 1970s
Royal Australian Air Force (RAAF) moved to Townsville	Mid 1970s
Australian Institute of Marine Science and Great Barrier Reef Marine Parks Authority headquarters opened in Townsville	Late 1970s

Table 4. Projects leading to economic growth—post late 1980s⁸

Projects that have led to the diversification of the Townsville economy over the past 20 years	
Significant expansion of the Townsville based RAAF	Late 1980s
Burdekin dam completed, mainly for irrigation	Late 1980s
Decision by Townsville local government to use water for the greening of public space	Late 1990s
Delfin, the first high profile national land developer, arrived in Townsville	1995
Pipeline for urban consumption from Burdekin Dam to Townsville completed	Late 1980s
Sun Metals Zinc refinery opened	Late 1990s
Re-development of the Townsville foreshore called The Strand that significantly increased its recreation use	1999-2000
New public hospital completed	Early 2000s
Approval of the pricing of water for greening public space by the National Competition Council	Early 2000s
Significant re-development of the Australian Army's Lavarack Barracks	On-going since 2002
Expansion of the mining industry fly in fly out workforce	Mid 2000s
Emergence of Palmer Street as an accommodation and hospitality precinct that is very close to the city centre	1998-2008

⁶ DEEDI Priority Sector: Turbochargers and Actions Plan Paper, 2011 – for Townsville Futures Plan

⁷ University College became James Cook University in 1970.

⁸ DEEDI Priority Sector: Turbochargers and Actions Plan Paper, 2011 – for Townsville Futures Plan

Government investment in the region has precipitated much of the economic growth. The \$30 million re-development of The Strand, quickly followed by the establishment of the SunMetals Zinc refinery with government assistance are widely attributed to be the two key catalyst projects that have led to Townsville's emergence in the last decade as a rapidly growing population centre.

Ongoing government investment into the Port of Townsville has also been seen as a strategic investment that has supported the development of regional resources (including mining and agriculture), provided greater incentive for the establishment of value-adding processes within and around Townsville and has given much needed access to interstate and overseas markets. Continued expansion of port facilities remains a key and integral component of Townsville's future economic prosperity.

Current key infrastructure advantages that place Townsville in good stead to cater for growth include:

- location on the national highway network (i.e. Bruce Highway between Brisbane, Townsville and Flinders Highway—Highway 1) which links Townsville to Cairns and provides access to most of the Queensland east coast and the inland to Mount Isa and beyond to Northern Territory
- major rail links between Brisbane and Cairns which services much of the east coast of Queensland and between Townsville and Mount Isa which in turn services the North West Region
- construction of the state and federally funded Townsville Port Access Road linking the Port of Townsville to the Townsville State Development Area and providing a direct connection to a supply of industrial land
- permanent defence facilities at Lavarack Barracks, RAAF and Townsville field base training area
- a major general port facility enabling interstate shipping and international export of mineral, agricultural (i.e. notably sugar and cattle), other processed products and general cargo
- interstate and international air terminal facilities for travel and trade purposes
- central location to enable base load power supplies with scope to enable connection of North Queensland and Townsville to the central Queensland power grid and to potential alternative renewable energy sources in the North West

- world class tertiary education and research facilities including:
 - James Cook University
 - Australian Institute of Marine Science
 - National Environmental Research Program
 - Commonwealth Scientific and Industrial Research Organisation (CSIRO)
 - specialist health facilities including the Anton Breinl Centre for Public Health and Tropical Medicine specialising in public health problems in tropical Australia and world wide
- major health facilities including the Townsville Hospital, which is the major tertiary referral hospital of the northern zone, and private hospitals
- Technical and Further Education (TAFE) College
- well serviced state and private schools.

Townsville is also well placed in terms of access to primary products including:

- rich mineral deposits in the North West and the North East Mineral Province
- cattle in the North West and Gulf regions
- sugar cane and mixed horticultural products from the Burdekin and Hinchinbrook areas
- aquaculture along the area between Cardwell and Bowen
- fisheries from the Great Barrier Reef
- emerging coal and coal seam gas deposits in the northern parts of the Galilee Basin that can have more ready export through Abbot Point or Townsville.

The relatively large population of Townsville combined with the populations of nearby centres provides a sufficiently large market to support a range of business enterprises that would otherwise be expected to operate from South East Queensland. Its position as a stable and well serviced centre within the tropics with ready access to national and international destinations is increasingly making Townsville a preferred location for a range of training activities including sporting and vocational pursuits for specialised employment needs.



TOWNSVILLE'S GROWTH CHALLENGES

Townsville's role has grown broader over time, playing across a number of regions within northern Queensland, as well as supporting the state's capital through its economic contributions and administration functions.

The increase in Townsville's population, urban area and the diversity that it offers as a regional centre has meant that it is no longer dependent on an opportunistic approach to growth. The values of the city and its residents are increasingly demanding a more strategic approach to the type of economic activity that the city attracts, their location and growth management overall. To ensure Townsville continues to grow in the desired direction of the community, it will be necessary to focus more intently on the challenges we know lie ahead.

CLIMATE CHANGE

A well planned city not only needs good infrastructure and services but also needs to protect ecological amenity, incorporate green infrastructure and be cognisant of development constraints from natural hazards. Much of the coast adjacent to Townsville is low lying. The city has a significant part of the existing built up area located where there is a moderate to high storm tide inundation risk. This risk may increase in coming decades as the effects of climate change induced sea level rise affect the city.

Anticipated effects of climate changes for Townsville may vary from increased temperatures, decreased total rainfall and changes in extreme rainfall, increased severity of droughts, more severe storm events and larger areas at risk of coastal inundation. These changes are likely to affect planning for local communities and industry. Careful planning is needed to ensure people, property, and infrastructure are located to avoid areas of risk from temporary and permanent inundation. Adaptation strategies will be needed for existing built up areas that are at risk or will become at risk in the future.

LAND USE PLANNING

Strategic land use planning through the designation of well planned activity nodes or precincts is recognised as being crucial in ensuring that Townsville remains a strong centre for regional employment and productivity. It is also essential if Townsville is to retain a high degree of liveability, in keeping with a tropical North Queensland lifestyle. The creation of activity nodes (e.g. for industry, education and research, sporting, commercial and administrative activity) also facilitates clustering of industries thereby enabling greater productivity and efficiencies to take place in a way that integrates well with the rest of the city.

While Townsville's association with the resource sector remains strong, the city recognises the regional benefits and synergies with other centres that can occur through the recognition and facilitation of development in other centres. This includes Abbot Point for heavy industrial activity and bulk mineral export; development of power generation and value-adding mineral processing facilities in the North West. Large scale industrial development should not be located in close proximity to a growing residential population. Appropriate buffer distances should be maintained where there is likely to be adverse impacts from air, noise or visual pollution, or through disruption from the transport of raw and processed products through urban centres.

TRANSPORTATION NETWORKS AND LOGISTICS

A well planned, integrated city requires a well planned and effective transportation network. Townsville has grown rapidly, particularly towards the northern beaches area to the north of the city centre. This has led to significant road traffic pressures and the need for expensive road infrastructure to enable people to commute between their work and home. There is a need for higher levels of self containment within residential estates. The aim is to provide for services and employment opportunities in order to cut down on the number and length of trips made by commuters. More frequent and efficient public transport services linked with transit oriented developments around public transport hubs can help alleviate urban sprawl and congestion as the city grows.



Apart from reliable and efficient transport networks, Townsville is now at a size which is likely to support its own regional warehousing and distribution facilities to retail outlets around the region. This includes goods such as supermarket and department store items and general fresh produce. This may also include wholesale market and farmers' market facilities for fresh produce to provide an additional market opportunity for regional fresh produce. This will decrease transport costs, reduce carbon emissions through travel, and decrease dependency on other centres.

Transport logistics, including warehousing and goods distribution facilities are recognised as a growing need as the population of Townsville and the surrounding region becomes larger. This need is further contributed towards by Townsville's distance from other large markets and the difficulty that this can bring during times of adverse weather conditions, especially in terms of transporting day-to-day consumer needs to Townsville and surrounding centres.

ENERGY

Long term energy supply and security is a key requirement for a growing city. Although Townsville has sufficient energy to meet its immediate needs, additional base load power supplies are a recognised need for Townsville and the region to enable greater value adding of products and to accommodate growth in general. The need to provide an effective means of supplying energy to Mount Isa, Townsville and communities along the way is identified as a key component of an energy plan for Townsville and the surrounding region.

As the global impacts of climate change become clearer, there is an increasing need to turn to more sustainable forms of energy. In addition to opportunities for cleaner power generation, it is important to influence the community's attitude and awareness of climate change and its willingness to support a change toward cleaner energy. Potential exists to incorporate more sustainable energy generation options and projects. Townsville is well placed to access solar-thermal and geothermal energy supplies in the North West. The development of a new transmission line that is able to complement green energy projects in the North West (e.g. CopperString Project), could provide the basis for a Clean Energy Corridor between Townsville and Mount Isa. This may provide enhanced base load power to enable better value-adding of products in the region (i.e. closer to their source) and attract further investment to the region to take advantage of carbon reduction technology and potential carbon credits that such enterprises might offer.

WATER

Unlike other locations in Australia, Townsville is endowed with abundant water supplies—both current and potential supplies. Townsville takes most of its urban water supply from its Ross River Dam and the Mount Spec System, with occasional supplementation from the Burdekin Haughton Water Supply Scheme. Townsville City must consider its future bulk water supply strategy to meet both residential and industrial needs. With water security, the city could establish a comparative advantage in terms of accommodating growth relative to many other centres and regions around Queensland. Abundant supplies already exist to support agriculture and the potential exists to support further industrial and mining development via Townsville, thereby adding to the region's economic diversity and prosperity.

Socially, Townsville has often been seen as a staging point for work forces servicing the city and the surrounding regions. This has included mining, defence, agricultural support and human service (including government services) activity. This has been reflected in the city's relatively high transient population in the past. As the city matures and grows, it is increasingly becoming a location of choice for a permanent residence and a great place to raise families.

The strong emphasis that Townsville is able to place on education and research, through its many facilities and services, has led to a greater influx of a knowledge-based society entrenched in Townsville's diverse community. This is reflected on the urban landscape and has subsequently increased demand for quality entertainment, eateries and leisure facilities. The education sector provides a basis for the city and its future direction with a need to position itself as a sophisticated and enjoyable tropical urban centre of North Queensland with an enviable lifestyle.



TOWNSVILLE'S FUTURE

The vision for Townsville emerged from input captured through workshops with the Townsville Futures Plan Taskforce and a two week on-line consultation session with targeted stakeholders throughout the region. **Figure 3** represents the essence of the collective ideas generated by the taskforce in the formation of the vision for Townsville. The number of times an idea was raised is reflected in the size of the words depicted in the cloud (i.e. ideas raised the most are the largest).

The vision for the future of Townsville is descriptive and reflects the aspirations and needs of the city. In the strategic planning process, the vision becomes the basis around which the *Townsville Futures Plan* is built and inspires the development of long-term strategies

contributing to the city's growth and future direction, as we work to make Townsville Queensland's second capital. The vision will ensure that the essence of what residents enjoy about Townsville is preserved and enhanced in the face of rapid growth.

It is acknowledged that there are many influences outside the city and beyond the region that will contribute to making Townsville a second capital for Queensland. For this reason, the vision has been developed around three spheres: a vibrant city, an integrated metropolitan fabric, and a connected capital of northern Queensland (hinterland and inter-regional areas) as diagrammatically shown in

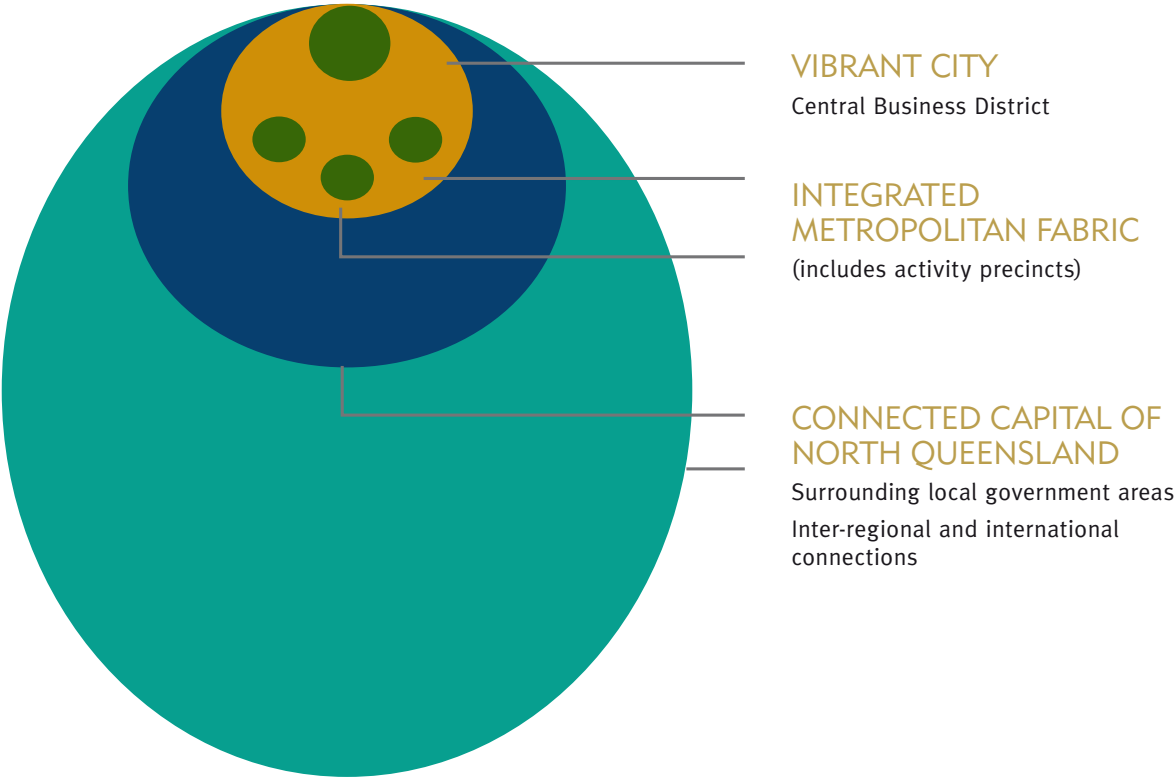
Figure 4.

Figure 3. Taskforce workshop emerging vision 'word cloud' (21 december 2010)





Figure 4. Townsville’s regional context





VISION—A SECOND CAPITAL FOR QUEENSLAND

A VIBRANT CITY

A city heart with a strong identity provides the central focus of Townsville.

The central business district (CBD) offers everything people need to live, work and play. Markets, butcher shops, bakeries and florists add colour and aroma to the city, and provide the community and visitors with quality, fresh local produce—a taste of the tropics.

There is an ease of movement—leave your car and walk or cycle through the city to better explore the surprising texture it offers. There are places within places. A melange of charming and unique shops and small galleries, pockets of cafes and restaurants are there to be discovered. There is also a sense of elite, international class shopping.

The heart of the city is a thriving commercial area which offers a full range of goods and services. Development is attractive, integrated and connected to the area's natural features. The architecture is suited to the climate and incorporates natural features which give a feeling of living in a world class city in the tropics.

The city centre is connected to the beach through a water's edge walk that runs from the city to The Strand. There are places along the way with a city's edge sophistication, where you can stop for a refreshing, fragrant coffee and people watch.

The story of the city is treasured through narratives and use of historical buildings.

People go to the city to do their business efficiently—services are available at all levels, without dependency on the capital city. The CBD is the location of choice for businesses due to the level of sophistication of services and efficiencies.

Townsville City is a business friendly, vibrant place with an engaging and safe community atmosphere.

AN INTEGRATED METROPOLITAN FABRIC

The metropolitan area offers a range of lifestyle attributes, including access to varied employment options, an attractive built environment and a range of housing choices. There is a selection of accommodation choices, including 5-star facilities, in settings that complement and provide vistas and access to the surrounding natural attributes.

The metropolitan area is well planned and has considered projected impacts of climate change. It has a clear structure with a contained urban footprint with the CBD being the clear dominant centre. The metropolitan area includes hubs for defence, knowledge, medical, sporting, transport and logistics.

Neighbourhoods are diverse with strong metropolitan pride and identity. They boast unique characteristics and advantages. Neighbourhoods have emerged as amenity clusters, which act as a magnet for potential residents.

A large depth and breadth of employment opportunities exist throughout the city, including work for the partners of people who relocate to the region.

Excellent quality health and education services are easily accessible to a growing population.

As a world-class city in the tropics, innovative green infrastructure and technology is increasingly used by businesses and residents.

The commute in Townsville is easy with many people choosing public transport as it is reliable, affordable and efficient. People cycling and walking to their destinations is also common, given Townsville's beautiful streetscapes and greenspace connectivity, which allows for safe travel to all parts of the city.

The city is conducive to a healthy lifestyle. Recreational and cultural opportunities and programs can be found in all corners of the city. Greenspace environments and parklands are prominent within the metropolitan fabric, creating natural public linkages.

The urban greenspace is alive with activity, connecting people to nature and enhancing the quality of urban life. A selection of events, concerts and festivals are regularly on offer in these spaces.



A CONNECTED CAPITAL OF NORTHERN QUEENSLAND

Townsville is the focal hub which connects other centres in the north to the rest of the world. Connectivity through telecommunication links, road, rail, air and sea attracts industries, investors and new residents to North Queensland. These connections strengthen the appeal of the city. Government departments operate cooperatively to meet the region's comparative advantages and needs. Regional Development Australia facilitates three levels of government to work in partnership to grow Townsville, enhancing sustainable economic prosperity and quality of life in the region⁹.

Townsville has a complementary relationship with other regional centres. It connects and ties other centres socially and represents a strong family base for people who work remotely within the greater region. It also offers lifestyle options to people whose preference is to live or work regionally, while still having proximity to a capital city and allowing them to experience the best of both worlds.

Businesses in the greater region are supported by the large-scale services and facilities of the capital of North Queensland. This increases the ability to develop and enhance new industries and clusters, playing an important role in both population and economic growth in regional centres. Townsville recognises that its strengths are based upon the surrounding hinterland townships and what they have to offer.

Townsville is the events capital of the north. Its first class facilities attract world class cultural and sporting entertainment which draws local, regional and national/international spectators and participants.

Townsville's geographical location makes it the natural value-adding and distribution point for the region. The Port facilities, high-capacity rail and road systems connect the city to the wider region and global export and import markets.

It is the location of choice for global companies and regional head offices. It is the support hub of North Queensland, servicing an area that reaches beyond the traditional administrative boundaries.

Townsville has an abundant supply of clean energy meeting regional service needs. The region also has a sustainable water network utilising enhanced Burdekin Dam facilities and resources to support expansion of agricultural production, diversification and value-adding throughout the region.

Co-located education, research, health, industry and community facilities and services create an internationally recognised knowledge precinct. The critical mass of skilled knowledge and industry workforce attracts international and regional firms and capital to the city. James Cook University, other technical and scientific institutes and major employers work together to advance and provide skills training and catalysts for the innovation required for the regional economy.

Townsville will assist in the diversification of economies beyond historic sectors in North Queensland.

⁹ The role of Townsville as a major regional hub and second capital of Queensland is also acknowledged by the Regional Development Australia (RDA) Committee. RDA Townsville and North West Queensland Inc is part of a national network of 55 RDA Committees, operating in a partnership with the Australian Government and State Government to strengthen and build long term sustainable communities across Australia. The RDA region that includes Townsville covers the 15 local government areas of the Northern and North West Statistical Divisions – an area approximately a quarter of the land mass of Queensland. Townsville plays a significant role in servicing the industries, businesses, communities and their people across this great area. The RDA's Regional Road Map recommendations will be the reference document for the allocation of Federal funding under the Regional Development Australia Fund.

STRATEGIES AND ACTIONS FOR SUSTAINABLE GROWTH

The vision, encompassing the three spheres of influence, has been directly translated into goals or elements. These elements are fundamental to the realisation and maintenance of a functional and prosperous second capital. They are long-term statements which programs and actions are ultimately directed towards. The six main themes have been defined and the elements of the vision have been grouped under these theme areas.

The six themes are:

- infrastructure and services
- business and innovation
- people
- lifestyle
- image and marketing
- leadership and decision making.

Together, these themes address the range of topics affecting the development of Townsville in a prosperous, liveable and sustainable way.

Where appropriate, strategies and actions have been further grouped into sub-categories (i.e. the strategies and actions under the theme Business and Innovation are grouped into two sub-categories; (i) Business environment and (ii) Innovation).

A number of actions have been developed for each strategy. Actions include the suggested lead agencies in charge of specific programs and the timing of each action. Timing is described in the short (1-5 years), medium (5-10 years) and long (10-15 years) term. On-going actions are targeted to continue through the planning period. Priority actions or turbo-chargers are highlighted in purple. These are immediate actions which will be undertaken within a shorter time frame.

Appendix 1 provides a list of acronyms to assist with the interpretation of the action plans.

PRIORITY SECTORS

Much of Townsville's attraction and capacity for growth is facilitated through employment diversity within the city and the region. The comparative advantages of Townsville and the region for economic growth in comparison to other regions can largely be considered in terms of priority sectors, being:

Government services—Townsville is considered the government services hub for northern Queensland. In addition to government, it houses a significant number of community and major business administrative offices for the northern half of the state.

Mineral processing and general industry—Townsville is the main service centre for mining projects in the North East and the North West Minerals Province providing labour, engineering and logistical support. Townsville City also houses three mineral processing refineries and a trading port specialising in the export of base metals. The strategic location of the Townsville State Development Area provides industrial land for port related, mineral processing and transport and logistic uses.

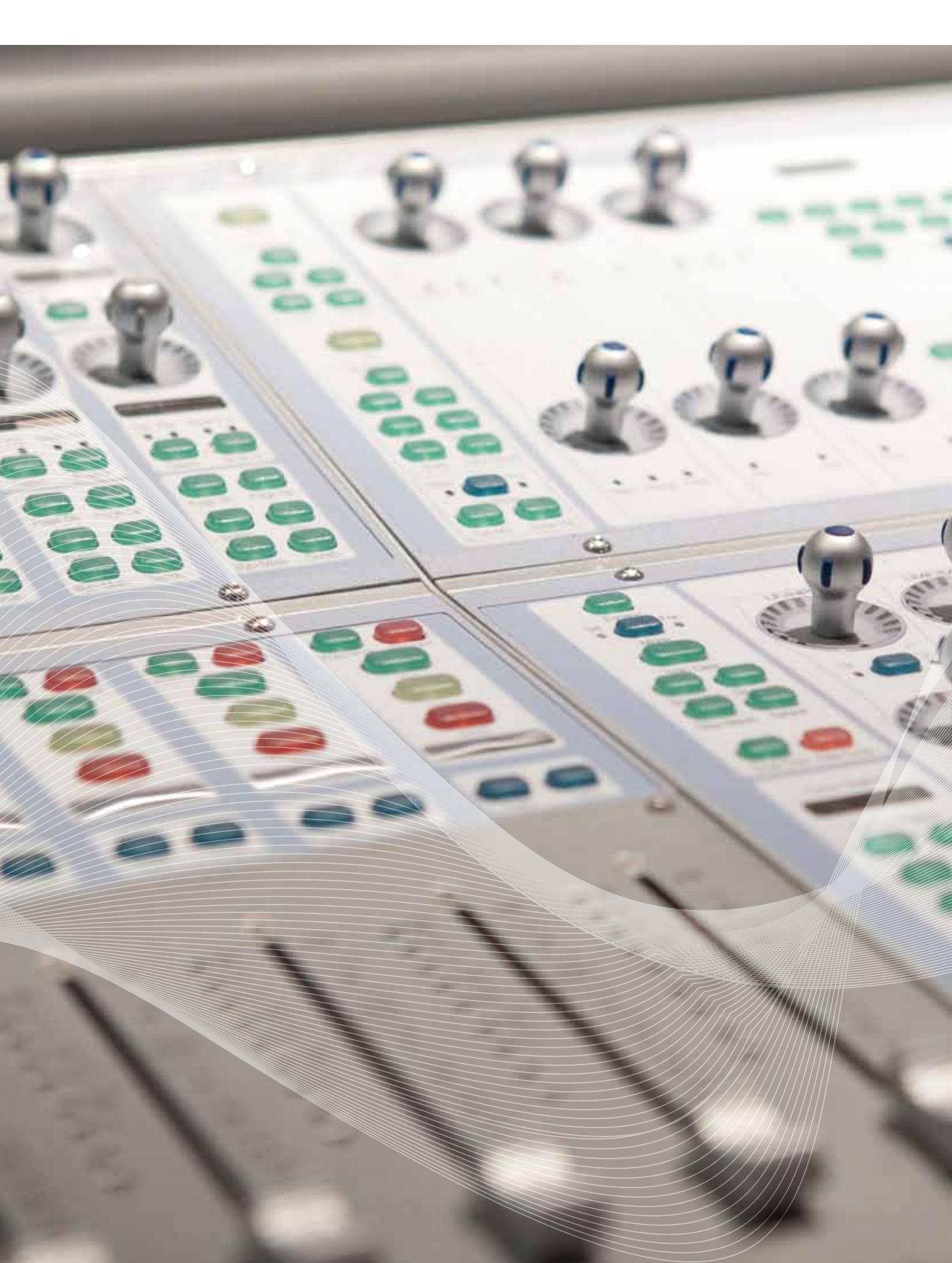
Defence—Townsville hosts one of the largest defence bases in Australia with RAAF Townsville and the Lavarack Army Base located within the city.

Education and research—Townsville hosts one of Australia's foremost research facilities in James Cook University. Known for its research capacity in the tropical sciences, JCU employs approximately 3606 people and plays host to 18 000 students across its traditional campus in Townsville and its other locations in Cairns, Mackay and Singapore.

Energy—Townsville is well placed with potential access to solar-thermal and geothermal energy opportunities in the North West region. This could position North Queensland as a leading provider of competitive renewable energy.

Agricultural expansion—Good quality agricultural land, secure water supplies and extensive grazing land have assisted the region in developing specialised agricultural activities. These include sheep, beef and sugar cane farming, with aquaculture emerging as an area of importance to the region.

Acceleration of these sectors is most likely to lead to the greatest potential to accommodate growth within Townsville and help realise and sustain its role as a second capital for Queensland. Strategies and actions have been included which specifically target these priority sectors.



TURBOCHARGERS— CATALYSTS FOR GROWTH

Turbochargers are catalyst actions that are specifically directed towards priority sectors that are most likely to support future growth and prosperity in the region. Turbochargers are represented by specific actions that have synergies with a number of other actions identified in the

Townsville Futures Plan. Priority turbochargers identified by the taskforce are summarised in **Table 5**.

The final agreed turbochargers will represent priority actions that may require support and commitment from different levels of government and will need to be considered as part of normal budgetary processes.

Table 5. Priority Turbochargers to catalyse growth for Townsville

Turbochargers
GOVERNMENT SERVICES Decentralisation <ul style="list-style-type: none"> Identify whole or sections of government departments suitable for decentralisation to the region by: <ul style="list-style-type: none"> investigating existing government services operating in the region investigating any additional services required to support priority sectors in the region and which might benefit from being regionally based investigating those services that must be dealt with and approved in Brisbane that could otherwise be dealt with and approved in Townsville. Develop a business case for the decentralisation of government services and decision making capability to Townsville that specifically accounts for: <ul style="list-style-type: none"> identified preferred services that support regional priority sectors relocation options and associated impacts (including economic benefits, financial implications) mitigation strategies preferred options. Locate all public servants, government agencies and government owned corporations within the Townsville region into the CBD, unless there are good operational reasons why they should be located elsewhere.
GENERAL ECONOMY National broadband network roll-out <ul style="list-style-type: none"> Establish a national broadband network committee to guide roll-out priorities, centralise information, promote opportunities in Townsville and liaise with NBN Co. Ltd. Identify and negotiate national broadband network roll-out priorities for Townsville with NBN Co. Ltd. Advocate expansion of the national broadband network in Townsville and northern Queensland Northern Queensland Convention and Entertainment Centre <ul style="list-style-type: none"> Continue discussions with government funding bodies and private sector enterprises over funding options for future development and operation of convention and entertainment facilities within the CBD. Central business district revitalisation <ul style="list-style-type: none"> Provide incentives for new development in Townsville's CBD in order to stimulate the revitalisation of the city heart.



MINERAL PROCESSING AND GENERAL INDUSTRY

Townsville State Development Area

- Confirm the strategic role and function of the Townsville State Development Area, including but not limited to consideration of transport and logistics uses.
- Undertake a detailed planning study to identify land use and development parcels.
- Identify infrastructure requirements including cost apportionment and funding mechanisms for the future development of the Townsville State Development Area.
- Fast track processes to establish a framework to facilitate privately owned industrial land within the Townsville State Development Area to be development ready.
- Continued project attraction and facilitation to support and encourage the establishment and expansion of industries within the Townsville State Development Area.

DEFENCE

Northern Queensland defence hub

- Recognise Townsville as the strategic centre for a North Queensland strategic defence hub providing training and industry related support for Australian Defence Force maritime, land and air capability.
- Establish a joint federal-state-local advisory body to coordinate and advise all levels of government on the growth and management of the northern Queensland defence hub.

EDUCATION AND RESEARCH

Douglas Knowledge Precinct

- Facilitate plans and actions for renewal and growth across the Douglas Knowledge Precinct.
- Consolidate James Cook University and Queensland Health master planning activities for the Douglas Campus and Townsville Hospital into a defined and recognisable centre or precinct that captures Townsville growing tropical industry base and knowledge capabilities.

1. INFRASTRUCTURE AND SERVICES

ELEMENTS

- An accessible and integrated transport plan which maintains an efficient transportation network and lifestyle amenity of the growing city.
- An integrated transport hub with a high capacity transport network, linking the region by rail, sea, road and air.
- Higher densities linked with major public transportation routes.
- Transport corridors identified and protected for future growth.
- Safe, convenient and well connected routes for pedestrians, cyclists and transit service.
- Well-patronised public transport.
- A modern court house and justice facility servicing northern Queensland.
- Provide high quality, efficient and accessible services to support the region, using the latest available technologies.
- Advanced communication logistics which connect North Queensland to the rest of the world.
- Clean energy supply that meets regional service needs.

CONNECTING PLACES

Strategies	Actions	Key agencies	Timing
1.1 Ensure Townsville has a well planned integrated infrastructure network capable of strategically responding to the city's growth needs	a) establish a second capital state–local government infrastructure planning advisory group to coordinate infrastructure planning needs and to advise Queensland Infrastructure Plan and Priority Infrastructure Plan needs and priorities	DLGP, TCC, DEEDI (SDA)	Short
	b) prepare and support an on-going strategically focused and integrated infrastructure plan that clearly reflects the needs of a second capital	DLGP, TCC	Ongoing
	c) prepare and implement a North Queensland integrated regional transport plan	TMR, TCC	Short
1.2 Maintain lifestyle amenity of the growing city through an efficient integrated transport network	a) As part of the North Queensland transport plan, include actions focusing on Townsville which complement and support well planned and structured urban centres, addressing: <ul style="list-style-type: none"> – public transport – accessibility – safe and efficient road networks – pedestrian and cycle needs – adaptability of the plan to meet changing needs over time 	TMR, TCC	Short
	b) as a priority, develop a traffic network and management plan for the Townsville CBD, The Strand and surrounds that responds to the need to maintain the CBD, The Strand, Breakwater Development Area and the Jezzine Barracks sites as important public places of activity, culture and recreation	TCC, TMR	Short

Strategies	Actions	Key agencies	Timing
1.2 Cont	c) maintain a regional Townsville roads management committee as a priority forum to review and coordinate the delivery of the integrated transport plan , which includes relevant state agencies and the Townsville City Council	TCC, TMR	Short
	d) investigate public transport needs (including timetables, transport modes, and facilities) across the city to improve and align services and increase patronage	TMR, TCC, TEL	Ongoing
	e) deliver a world class ocean terminal at Port of Townsville	DLGP, DOD, PoTL, TCC	Short
	f) ensure Townsville Airport has the facilities and services to operate as an efficient gateway to meet increasing regional, national, and international travel needs through effective integrated planning with the rest of the city	TAPL, DOD, TCC	Ongoing
1.3 Provide and maintain efficient freight movement capability to meet North Queensland's growing needs	a) through the delivery and implementation of an integrated regional transport plan, identify the region's projected freight movement needs over the next 20 years and beyond	TMR, QR, PoTL, RDA	Short
	b) develop a revised corridor strategy between Mount Isa, Townsville and Abbot Point focusing on rail requirements and the need to maintain Townsville's amenity as a second capital	TMR, QR, DEEDI (SDA), RDA	Short
	c) resolve the preferred rail route from the North West Minerals Province to ports at both Townsville and Abbott Point, including the interface with the Townsville State Development Area	TMR	Short
	d) complete the construction and commissioning of the Townsville Port Access Road to facilitate proper integration of the Townsville State Development Area with the Port of Townsville and the Bruce Highway and Flinders Highway	TMR	Short
	e) promote the construction of the rail link from Flinders Highway to the Port on the Alignment of the Port Access Road	TCC, TMR, DEEDI (SDA), RDA	Short
	f) progress planning and infrastructure arrangements for the Abbot Street Deviation (including intersection with Bruce Highway) at Fairfield Waters to accommodate logistics transport into the Townsville State Development Area	TCC, TMR, DEEDI (SDA), RDA	Short

Strategies	Actions	Key agencies	Timing
1.3 Cont	g) expedite planning and infrastructure arrangements for the creation of the Southern Corridor linking Bruce Highway and Flinders Highway with the Townsville State Development Area	TCC, TMR, DEEDI (SDA), RDA	Short
	h) implement the staged delivery of the Townsville Ring Road Project	TMR, TCC	Short - medium
	i) investigate conflicts between rail freight movement and road traffic and formulate a plan for managing any significant conflicts	TMR, QR, TCC	Medium
	j) investigate opportunities for enhanced trade export opportunities utilising Townsville Airport including potential for upgraded airport and support facilities and services	TAPL, TEL, DEEDI, TMR	Medium-long
	k) Port of Townsville expansion for minerals and general goods export through staged development is supported by state and local governments and continues to be identified as a major strategic land use for the city and region	PoTL, DLGP, DEEDI, TCC, TMR	On-going
1.4 Ensure Townsville and the surrounding local government areas have ready access to the city	a) advocate for a range of public transport options to Townsville which complement the travel needs of people living outside of the city to provide competitive access to services and facilities	TEL, MITEZ	Short – medium
	b) within context of overall highway priorities state-wide, progressively upgrade Bruce Highway and Flinders Highway flood affected hot spots to provide more secure road access with other centres during seasonal flooding	TMR	Short – medium

SERVICES

Strategies	Actions	Key agencies	Timing
1.5 Establish Townsville as the alternate centre to South East Queensland to meet the region's high level service needs	a) monitor and provide updates of the extent of primary, secondary and tertiary service needs in the region	DPC, QH, DET, DoC	Ongoing
	b) investigate and develop e-health opportunities surrounding remote operations and procedures, training, image transfer, remote medical advice and consultation	QH, JCU	Short – medium
	c) prepare and implement a health services strategy which identifies the number and type of health facilities and services (including private and public) required for the existing and projected population of Townsville and the region	QH	Short

Strategies	Actions	Key agencies	Timing
1.5 Cont	d) develop a strategy for pursuing e-education opportunities, particularly in regional communities	DET, JCU	Short
	e) establish Townsville as a regional support centre for remote schooling via the internet and to improve access to and collaboration with other learning centres (e.g. through ICT support to Charters Towers)	DET, JCU	Medium
	f) prepare and implement a strategic plan for the location and provision of both public and private education facilities, including specialist facilities to cater for Townsville's strengths and needs	DET	Medium
	g) plan for the provision of an accessible network of child centres throughout Townsville for both business and after-hours care	DoC	Medium
	h) establish a modern court house and justice facility servicing North Queensland	DJAG, DPW	Long

INFORMATION COMMUNICATION TECHNOLOGY

Strategies	Actions	Key agencies	Timing
1.6 Establish Townsville as a hub for advanced communications logistics connecting North Queensland with the rest of the world	a) establish a national broadband network committee to guide roll-out priorities, centralise information, promote opportunities in Townsville and liaise with NBN Co. Ltd	DEEDI, TEL, JCU, TCC, DPC, DBCDE, DPW, RDA	Immediate
	b) identify and negotiate national broadband network roll-out priorities for Townsville with NBN Co. Ltd	DEEDI, NBN Committee, DPW	Immediate
	c) establish agreed framework between national broadband network committee and NBN Co. Ltd for prioritising all stages of national broadband network roll-out in Townsville and the region	NBN Committee	Short
	d) monitor and review the effectiveness of the national broadband network roll-out and take-up rate in the region	NBN Committee	Ongoing
	e) educate consumers, business and government of advantages and cost benefits of high speed broadband	NBN Committee	Ongoing
	f) advocate the expansion of national broadband network in Townsville and northern Queensland	TEL, NBN Committee, DEEDI, DPW, RDA	Immediate

ENERGY

Strategies	Actions	Key agencies	Timing
1.7 Provide affordable base load energy supplies to meet growing regional needs	a) Identify viable base load power generation options to meet the region's growing needs in collaboration with private sector stakeholders, including: <ul style="list-style-type: none"> – viable and cost effective financial arrangements to supply energy markets in the region – potential incentives to unregulated proponents – potential multiplier effects to Townsville and the region through Townsville becoming an energy distribution hub for northern Queensland 	TEL, DLGP, RDA	Short – medium
	b) develop a strategy to transition future energy intensive industry to identified areas of future competitively priced energy	TEL, DLGP, DEEDI	Short – medium
	c) develop an industry engagement strategy to communicate to the private sector where attractive future energy prices and opportunities are likely to be located	DEEDI, TEL	Medium
	d) continue investigations to develop hydro-electric power generation utilising the Burdekin Dam	DEEDI, SunWater	Short
	e) progress the CopperString proposal as an option to provide additional electricity transmission capacity between Mount Isa and Townsville	TEL, DLGP, DEEDI	Short – medium
	f) investigate changes to current electricity pricing systems in North Queensland to better position the region for greater competitiveness in electricity prices	TEL	Short
	g) facilitate the provision and delivery of adequate and competitively priced electricity and gas to Townsville and the region to support industrial development and attract future investment	To be determined	Medium
1.8 Advance Townsville as a leader in the development and use of clean energy technology	a) undertake a review of green energy potential in northern Queensland including anticipated technological advancements, effects and impacts on likely carbon policy	MITEZ, TEL, DEEDI, Ergon	Short – medium
	b) identify suitable (investor ready) sites for green energy generation in North Queensland	MITEZ, TEL, DEEDI, Ergon	Short – medium
	c) engage in case building for green energy generation in the region	MITEZ, TEL, Ergon, RDA	Short – medium
	d) investigate options, for providing financial incentives for developing green energy in North Queensland	DERM, Ergon, RDA	Medium

Strategies	Actions	Key agencies	Timing
1.8 Cont	e) investigate the long term creation of a clean energy corridor between Mount Isa and Townsville to promote and attract additional investment to the region to take advantage of green energy supply	DEEDI, MITEZ, TEL, Ergon, RDA	Short – medium
	f) negotiate with the Federal Government regarding potential funding incentives to support clean energy supply to North Queensland	DEEDI, TEL, MITEZ, Ergon, RDA	Medium
	g) provide support, including investment attraction, for development of major solar facilities and supporting infrastructure in northern Queensland	DLGP, DEEDI, Ergon, RDA	Short – medium
	h) attract new investment in co-generation infrastructure in the sugar industry and other bio-fuels	DEEDI, Ergon, RDA	Short – medium
	i) attract investment to build on North Queensland's expertise in renewable energy	DEEDI, Ergon, RDA	Short – medium
	j) identify opportunities to integrate smart grid technologies into the regional distribution network	DLGP, TEL, Ergon, RDA	Long
	k) identify and target supply chain needs (skills and capabilities) for renewable energy and energy efficiency industries	DEEDI, TEL, Ergon, RDA	Medium – long
	l) implement an extension strategy to achieve greater adoption of energy efficiency and demand management practices	DEEDI, Ergon, RDA	Ongoing
	m) provide a research and development capability in Townsville to develop viable clean energy technologies suited to the region that can be connected to the national electricity grid	DEEDI, DET, JCU, Ergon, RDA	Medium
	n) research the viable opportunities to incorporate small scale renewable energy generation plants for existing and new developments	TEL, Ergon, RDA	Ongoing

WATER

Strategies	Actions	Key agencies	Timing
1.9 Optimise use of available water resources to support regional development potential	a) finalise the preparation of the North Queensland Regional Water Supply Strategy	DERM	Medium
	b) progress assessment of the raising of Burdekin Falls Dam to support urban, industrial and mining activity in North Queensland	SunWater	Short
	c) finalise and implement the integrated Water Supply Strategy to achieve appropriate security of water supply for Townsville, including the timing and delivery for the augmentation of water capacity to meet industrial and residential growth (i.e. construction of additional pipeline for the Burdekin Dam or construction infrastructure to provide for wholesale effluent re-use)	TCC	Short



2. BUSINESS AND INNOVATION

ELEMENTS

- Amenity for headquarters and signature businesses.
- Integration with the national business environment.
- Catchment hubs for defence, knowledge, medical, sporting, industry, and transport logistics.
- Strong regional hubs for defence, knowledge, medical, industry and transport logistics (including regional warehousing and distribution facilities) which support and connect North Queensland.
- Regional value adding and distribution hub.
- The capacity to accommodate growth in the mining resources sector.
- Complementary relationship with other centres based on hinterland production and markets.
- High-technology medical and health care centre for North Queensland.

BUSINESS ENVIRONMENT

Strategies	Actions	Key agencies	Timing
2.1 Establish Townsville as a business friendly environment capable of supporting a range of business activity including regional business headquarters	a) develop a detailed strategic economic development plan for key industry and business sectors to clearly identify their existing and potential contribution to the region and provide a means of attracting targeted further investment into the region from public and private sectors	DEEDI, TEL	Short – medium
	b) clearly identify development-ready opportunities for a range of businesses through regular coordinated meetings with government, industry groups and marketing sectors	DLGP, DEEDI, TCC	Ongoing
	c) investigate potential opportunities and limitations for heavy industry growth, particularly to support mining development in the region	MITEZ, TEL, TCC, DEEDI (SDA), RDA	Ongoing
	d) prepare and implement an industrial lands strategy to guide the suitable location of future industries seeking to establish in the region	DLGP, TCC, DEEDI	Short

Strategies	Actions	Key agencies	Timing
2.1 Cont	e) determine and prepare appropriate guidance material to assist proponents for industrial development to efficiently obtain required approvals	DLGP, TCC	Medium
	f) attract increased investment and exploration to identify new world class ore bodies to provide for greater long term certainty in mining and mineral processing developments	DLGP, TCC	Medium
	g) investigate a business, industry and logistics corridor from Charters Towers to the Port of Townsville utilising the Townsville State Development Area, the new Port Access Corridor and proposed eastern Access Rail Corridor to the port as well as industrial land earmarked at Woodstock (i.e. Calcium) southwest of Townsville	DEEDI	Short – medium
	h) confirm the strategic role and function of the Townsville State Development Area including consideration of transport logistics uses	DLGP, TCC, TMR	Short
	i) undertake a detailed planning study to identify land use and development parcels for the Townsville State Development Area	DLGP, TCC, DEEDI	Immediate
	j) identify infrastructure requirements including high speed broadband, cost apportionment and funding mechanisms for the future development of the Townsville State Development Area	DEEDI (SDA), TCC, PoTL	Immediate
	k) fast track processes to establish a framework to facilitate privately owned industrial land within the Townsville State Development Area to be development ready	DEEDI (SDA), TCC	Immediate - ongoing
	l) continue project attraction and facilitation to support and encourage the establishment and expansion of industries within the Townsville State Development Area	DEEDI (SDA), TCC, PoTL	On-going
2.2 Position Townsville as the regional hub connecting business throughout northern Queensland	a) recognise Townsville as the strategic centre for a North Queensland strategic defence hub providing training and industry related support for the Australian Defence Force maritime, land and air capability	DOD, DPC, DEEDI	Immediate

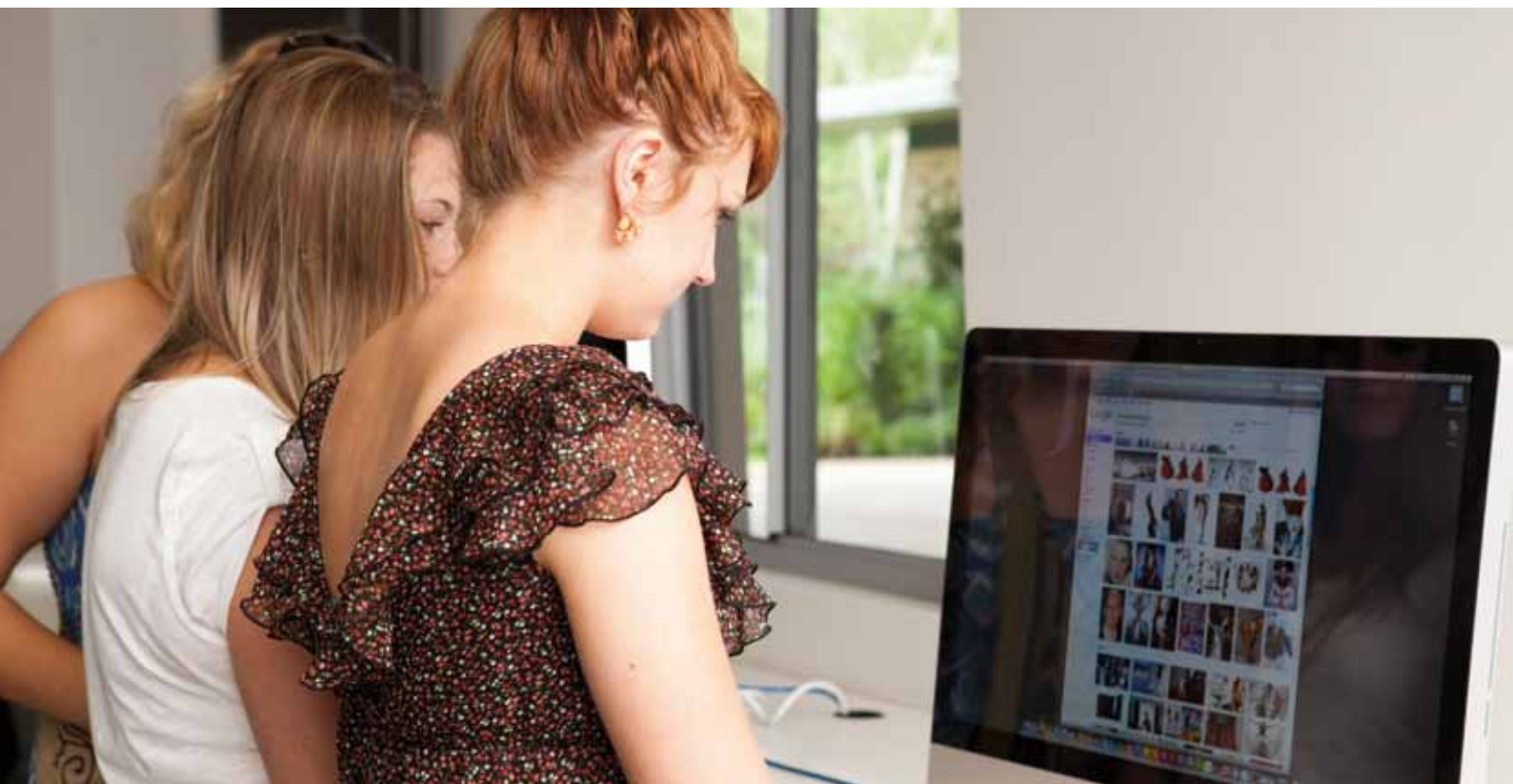
Strategies	Actions	Key agencies	Timing
2.2 Cont	b) engage with the Australian Defence Force, through a regional advisory body, to: <ul style="list-style-type: none"> – specify current and likely future defence force developments in Townsville and the surrounding region – develop joint strategies to promote and improve Townsville's attractiveness to further defence force investment and expansion – specify up-coming potential and future opportunities for local private sector supply to the defence sector – identify synergies between defence and civil needs (e.g. infrastructure) and investigate and recommend possible joint federal, state, local and private sector funding opportunities 	DOD, DPC, DEEDI	Short - ongoing
	c) monitor and review the availability of residential housing options that are available to cater for sporadic influxes of large troop numbers and ensure that appropriate strategies are developed accordingly	DoC, Regional Defence Advisory Group	Ongoing
	d) prepare and implement a strategic framework that clearly identifies regional specific opportunities, such as tropical science, to catalyse development of unique clusters of business, education, health, high value industry and research and development, by specialising in these fields	DLGP, TCC, DEEDI	Short
	e) facilitate plans and actions for renewal and growth across the Douglas Knowledge Precinct through partnerships	JCU, TCC, DLGP, QH, CSIRO	Immediate
	f) consolidate James Cook University and Queensland Health master planning activities for the Douglas Campus and Townsville Hospital into a defined and recognisable centre or precinct to capture Townsville growing tropical industry base and knowledge capability.	JCU, TCC, DLGP, QH, CSIRO	Immediate
	g) develop and implement a business and community responsive centres hierarchy for Townsville where business and strategic partnerships opportunities can be readily identified, evolve and grow	TCC, DLGP	Short

Strategies	Actions	Key agencies	Timing
2.2 Cont	h) identify a precinct for information and communication technology businesses, including data storage facilities and services, in Townsville as a hub for northern Queensland and provide the latest technologies and infrastructure that will improve the competitiveness of local and regional businesses in the global market	TCC, DEEDI, TEL, JCU	Short
	i) consolidate the Townsville CBD as the principal centre for business administration and corporate services in northern Queensland through the establishment of a strategic planning framework responsive to the business needs of a capital	TCC, TCoC	Short
	j) promote Townsville as a regional headquarters centre for major businesses locating in Abbot Point	TCC, TEL	On-going

INNOVATION

Strategies	Actions	Key agencies	Timing
2.3 Position Townsville as a world class city for innovation in the Tropics	a) continue to support Townsville City Council Smart Cities initiatives and practices with governments, private sector stakeholders and the broader community as an integral part of all aspects of city planning, service delivery and management practices	Whole-of-government response, TEL, TCC	Ongoing
	b) identify and implement integration of technology and innovative practices as part of service delivery to the city and region to achieve more effective systems management and growth sustainability	Whole-of-government response, TEL, TCC	Ongoing
	c) continue to expand Townsville Solar City project	TCC, Ergon	Ongoing
	d) showcase the Burdekin Cassava Project as a regional Green Door Project to streamline approval processes and highlight integration of innovation and sustainable development	DLGP, DEEDI	Short
	e) establish a centre for Tropical Urban Renewal	DLGP, JCU, TCC	Short
	f) conduct a workshop to showcase sustainable tropic design opportunities that can be considered for State Government Green Door support	DLGP	Short
	g) prepare a Sustainable Tropical Design Guideline for Townsville identifying opportunities to provide contemporary development that reflects the standards of a world class city and incorporates principles that reflect the tropical environment of the region and existing sound building principles	TCC, CSIRO	Medium

Strategies	Actions	Key agencies	Timing
2.3 Cont	h) identify opportunities to develop industry and academic partnerships to build technical intelligence and close the innovation gap by supporting the adoption of new technologies in small and medium sized enterprises in Townsville	DET, DEEDI, DERM, TEL, CSIRO	Medium
	i) investigate the development of a research and education and training partnership between local knowledge and industries and the Australian Defence Force	DOD, JCU, TTH	Medium
	j) work with private and public stakeholders to foster an environment that is conducive to innovation and promote excellence and global industrial competitiveness	DEEDI, TEL	Ongoing
	k) provide insight into future telecommunication and information technologies, in order to improve decision making related to ICT developments in Townsville (i.e. through a national broadband network committee)	NBN Committee, DPW	Short
	l) engage with regional peak body organisations and industry groups to progress innovative business development amongst regional businesses	TEL, DEEDI	Ongoing
	m) recognise and support creative industry as an economic driver of the future that is an integral element of Townsville's development by including it in economic development strategies for the city	DEEDI, TEL, TCC	Ongoing
	n) encourage the establishment of the creative industry sector by ensuring the interconnected industry and services involved with production, distribution, promotion and consumption, are available in Townsville	DEEDI, TEL, TCC	Ongoing



3. PEOPLE

ELEMENTS

- Internationally recognised scientific and research centre of excellence; a leader in tropical research.
- The Knowledge Precinct plays a lead role in generating a skilled knowledge and industry workforce that supports current and emerging strengths of the north.
- Inclusion and equitable distribution of economic and social resources.

SOCIAL EQUITY

Strategies	Actions	Key agencies	Timing
3.1 Position Townsville as a city recognised for its implementation of social equity principles	a) identify clear social equity principles to guide community development into the future	DoC, TCC	Short
	b) implement the Queensland Affordable Housing Strategy throughout the region	DoC, TCC	Ongoing
	c) develop the Oonoonba Urban Development Area and Cosgrove Community	ULDA, DoC, DERM	Short
	d) identify opportunities for additional affordable housing projects in Townsville and scope to expedite projects through partnerships between the state government, local government and the private sector	DLGP, TCC	Medium
	e) identify appropriate levels of service for social needs for Townsville's future population and ensure that equitable standards are reflected and implemented in relevant planning and operational frameworks	DoC, TCC	Ongoing
	f) use selected schools as community service hubs for student equity in education to widen access and participation in higher education	JCU, DET, TAFE	Short



SKILLS AND KNOWLEDGE BASE

Strategies	Actions	Key agencies	Timing
3.2 Develop a skilled workforce and knowledge base which is responsive to the region's business and industry needs	a) establish a regular regional government/business advisory group to identify skills shortages in the regional population and opportunities for joint solutions that build Townsville's ability to service and support regional skills requirements	DEEDI	Short
	b) prepare a regional skills development plan	DEEDI	Medium
	c) promote and strengthen Townsville as a principal centre in northern Queensland for hospitality training programs supported by industry sectors and tertiary training providers	DET, DEEDI	Medium
	d) offer technical training programs for workers to establish a skilled and innovative workforce and maximise the benefits of new technologies in Townsville	DEEDI, DET, Skills Queensland	Medium
	e) foster a knowledge based economy through a world class university that caters for and encourages research and innovation partnerships with regional businesses	JCU, DEEDI	Ongoing
	f) leverage off Townsville's recognition as a centre of excellence in tropical health to attract a skilled knowledge base, both nationally and internationally, to the region	JCU, DEEDI, TEL	Ongoing
	g) develop the Douglas Knowledge Precinct to play a lead role in attracting a critical mass of a skilled knowledge industry workforce that will drive the clustering and attraction of regional firms and capital as well as assist in the diversification of economies beyond historic sectors in the region	JCU, DEEDI	Short

4. LIFESTYLE

ELEMENTS

- The CBD is the dominant centre for business activity, commerce, retailing, culture, entertainment and recreation.
- The setting and accommodation options support a large and diverse population living and working in the city.
- Capital city attributes that complement lifestyle choices of people living and working in the surrounding hinterland.
- Neighbourhoods with strong identity and character which are recognised and promoted for their unique attributes.
- Family base for workers who work remotely within the greater region.
- Museums, elite shopping and cultural attractions.
- A treasured history and heritage interpretation is incorporated in the life of the city.
- Ready access to a choice of fresh and quality goods and produce.
- A well designed and connected network of public spaces from the heart of the city to The Strand and the rest of Townsville.
- Pockets of places within places reveal unexpected facets within the city.
- The integration of natural environment and the built environment in CBD are renowned for excellence in Tropical design.
- Well planned and contained metropolitan area with a clear structure.
- Compatibility between industrial and residential components of the urban footprint.
- Services, recreational and cultural opportunities are easily accessible in all neighbourhoods.
- Infill development and improvements to streetscapes throughout the metropolitan area.
- Incorporation of innovative tropical design and green technology in the built environment.
- Multi-functional network of green space throughout.
- Recognised regional hub for major social and cultural events.
- A northern Queensland Convention and Entertainment Centre holds national and international events.
- Range of accommodation options, including 5-star facilities.

ACCESSIBILITY AND CHOICE

Strategies	Actions	Key agencies	Timing
4.1 Improve access and choice to quality goods and produce	a) identify opportunities to increase the region's capacity for self-sufficiency for essential goods and services recognising its remoteness from other markets and centres of production as well as the effects from severe climatic events	DEEDI, TEL	Ongoing
	b) investigate opportunities to establish a regional food distribution centre with improvements in supply chain efficiencies, accessibility, quality and selection of produce in the region	DEEDI, TEL	Short

Strategies	Actions	Key agencies	Timing
4.1 Cont	c) improve market opportunities that provide for fresh local produce and promote Townsville as an important centre for tropical produce and food experiences	TEL	Ongoing

PLACES

Strategies	Actions	Key agencies	Timing
4.2 Recognise the role of the CBD role as the dominant centre for administration, commerce, retailing, culture, entertainment and prestige events	a) consolidate the Townsville CBD as the principal activity centre for business, retail, culture, entertainment and prestige events in northern Queensland through strategic planning frameworks, responsive to the needs of a capital	TCC	Short
	b) ensure accommodation choices are able to support and cater for a large and diverse population living and working in the city	TCC	Ongoing
	c) develop a compact urban form, maintaining higher density residential development in the CBD, as a means of providing cost effective infrastructure and services	TCC	Ongoing
	d) provide increased transport choices so residents and visitors can easily access destinations without a private vehicle	TCC, TMR	Ongoing
4.3 Recognise Townsville as a city of diverse character and urban fabric making it an interesting and enjoyable place to live, work, and play	a) establish a planning framework that ensures neighbourhoods are developed in a manner that respects and reflects the unique setting and values of the locality	TCC	Ongoing
	b) recognise Townsville's relationship to surrounding areas, including islands, as areas of economic development and lifestyle opportunity	Local Governments, RDA, DEEDI	Ongoing
4.4 Develop capital city attributes that complement and support lifestyle choices of people living and working in the surrounding hinterland	a) identify and promote centres within Townsville that offer a range of services and facilities as an alternative to South East Queensland	TCC	Ongoing
	b) clearly identify the range of services and facilities that are available within Townsville to promote it as a family base for the region's workforce	DoC	Short

AMENITY AND URBAN DESIGN

Strategies	Actions	Key agencies	Timing
4.5 Develop and maintain a world class urban environment that is responsive to the diverse land use needs and interests of Townsville	a) create a clearly defined, adaptive and integrated strategic urban design framework that recognises and maintains the community's values as a world class city in the tropics informed by the city's Community Plan and other operational plans	TCC, DLGP	Short

Strategies	Actions	Key agencies	Timing
4.5 Cont	b) prepare and regularly review commercial and industrial land strategies that identify sufficient land well in advance to ensure industry and businesses can be strategically located to both meet needs and maintain the amenity and lifestyle of the city	DLGP, TCC	Medium
	c) establish an advisory panel of architects and other development industry representatives to identify design principles and opportunities for the incorporation of improved urban design in both state and local council civic projects	TCC	Short
	d) provide a multi-functional network of green space throughout Townsville to enhance the city's social and recreational experiences	TCC	Ongoing
	e) provide high level second capital urban design specification to state and local government planners through the Board for Urban Places ¹⁰ as guidance for detailed planning studies	DLGP	Short
	f) utilise the Board for Urban Places to advise and assist in maintaining functional and aesthetic compatibility in keeping with its charter	DLGP, TCC	On-going
4.6 Create interesting places that express the lifestyle and story of Townsville	a) incorporate opportunities to identify or develop pockets of places within places that reveal unexpected facets of the CBD which enhance the experience of exploring the city through the CBD Master Plan	TCoC, TCC	Short
4.7 Recognise the strong association with maritime activity and access to the Great Barrier Reef as part of Townsville's character	a) develop Ross Creek as a valuable public space by creating a Water's Edge Walk that links adjoining activity precincts	TCC	Short – medium
4.8 Become a regional leader in the application and integration of innovative design technologies that promote sustainable development	a) provide opportunities for local enterprises to network with leaders of innovative green technologies to assist them in incorporating innovative design and green technologies in their business	DEEDI, DERM	Ongoing
	b) promote clear and responsive tropical design principles and techniques to accommodate modern and traditional design to create a distinct tropical style for the city	TCC	Ongoing

¹⁰ The Board for Urban Places is an advisory body, intended to champion high-quality urban design and help foster a holistic approach to land use and infrastructure planning to create vibrant and adaptable urban places. The Board will provide general and project-specific advice on urban design, planning, architecture, landscape architecture, sustainability and built environment issues.

Strategies	Actions	Key agencies	Timing
4.9 Create a well connected city with ease of access	a) develop the CBD in a manner that connects and improves legibility of its key cultural and entertainment locations in the city, including The Strand, Jezzine Barracks and future development of the Breakwater Development Area	TCC	Short – long
	b) ensure that services, recreational and cultural opportunities are easily accessible in all neighbourhoods through the implementation of planning frameworks for Townsville	TCC	Ongoing

CULTURE

Strategies	Actions	Key agencies	Timing
4.10 Recognise Townsville's heritage as a cornerstone of its growth, strength and quality of place	a) ensure that the architectural heritage of the CBD is preserved and that new development reinforces and relates to existing heritage designs	TCC	Ongoing
4.11 Foster the development of a rich culture through local products and experiences	a) promote and support the North Queensland Tropical Museum and Reef HQ/Townsville Aboriginal and Torres Strait Islander Cultural Centre as focal cultural points of the region and the CBD	GBRMPA, TEL, TCC	Ongoing
	b) investigate ways of providing a catalyst for new commercial development along Flinders Street in the CBD, including through Private Public Partnerships in order to increase opportunity for quality retail shopping experiences of a capital city standard	DPW, TCC	Short
	c) promote the development of Jezzine Barracks as a priority to strengthen Townsville as a strong cultural base, reflective of its past	TEL	Short
	d) recognise and support the role of creativity in developing a viable city heart by establishing a supportive regulatory environment that encourages sustainable, creative industries	DEEDI	Ongoing
	e) actively seek partnerships with the private sector to incorporate the richness of local and regional culture and foster further development of unique products that have a competitive advantage within the market place	DEEDI	Ongoing
4.12 Recognise the significance of Indigenous culture as part of the development and fabric of Townsville and the region	a) collaborate with and assist Indigenous groups and organisations to identify and promote opportunities to play an important part in local events as an integral part of Townsville's diverse character	DoC, TCC	Ongoing



EVENTS AND ENTERTAINMENT

Strategies	Actions	Key agencies	Timing
4.13 Strengthen Townsville's role as the recognised northern Queensland hub for conventions, social and cultural events across the region	a) continue to encourage a variety of quality short and longer term accommodation options, including 5 star facilities, to be developed in and immediately around the CBD	TCC, TEL	Ongoing
	b) continue discussions with relevant agencies and private sector enterprises over funding options for future development and operation of entertainment and convention facilities within the CBD	TCC, TEL	Immediate
	c) provide a new world class northern Queensland Convention and Entertainment Centre in the CBD that caters for national and international events	TEL, TCC, federal and state governments	Short
	d) research and evaluate further opportunities to host major national and international sporting and other events	TCC, Events Qld, TEL	Ongoing

5. IMAGE AND MARKETING

ELEMENTS

- Has a strong identity and brand promoting Townsville's strength and role as a world class city in the Tropics.
- Events and promotions support the position of the CBD as the central focus of Townsville.

IMAGE AND MARKETING

Strategies	Actions	Key agencies	Timing
5.1 Promote Townsville's strengths as a world class city in the Tropics, regionally, nationally and internationally	a) support the development of a brand for Townsville through the Brand NQ Project which markets its strength as a world class city in the tropics, regionally, nationally and internationally	TEL	Short
	b) recognise and market Townsville as an important recreational boating activity destination and base for the Great Barrier Reef in northern Queensland	TEL, Events Qld	Ongoing
	c) prepare an investment attraction strategy to facilitate industry establishment particularly in the Townsville State Development Area and other areas identified as being suitable for a range of industry types	DEEDI	Short
	d) conduct a regional expo in Townsville showcasing the goods and services that are available from northern Queensland	DEEDI, TEL, Events Qld	Short
	e) market incentives to encourage key future oriented industries to establish in Townsville, including ICT enterprises	TEL, TCC, JCU, DEEDI, Federal Government	Ongoing
	f) promote and support existing businesses and industries in the region through marketing that encourages residents to use locally based companies	TEL	Ongoing
	g) promote local special interest magazines to inform and showcase opportunities and events in the region	TCC, TEL	Ongoing
	h) investigate and discuss options for a high profile, regional trade advocate to promote business opportunities in Townsville and North Queensland	TCC, DPC	Short

6. LEADERSHIP AND DECISION MAKING

ELEMENTS

- Services at all levels, with decision making powers and an exclusive relationship with the capital.
- Administrative centre for the north.
- Strength through collaborative regional investment and resourcing.
- Maintains integrity of other regional centres.

GOVERNANCE

Strategies	Actions	Key agencies	Timing
6.1 Recognise and support Townsville as the State's second capital and leading administrative centre outside of South East Queensland	a) identify whole or sections of government departments to aid stronger decentralised decision-making ability in the region and revitalisation of the CBD by: <ul style="list-style-type: none"> – investigating existing government services operating in the region – investigate any additional services required to support priority sectors in the region and which might benefit from being regionally based – investigate those services that must be dealt with and approved in Brisbane that could otherwise be dealt with and approved in Townsville 	DLGP, DPC, PSC	Immediate
	b) develop a business case for the decentralisation of government services and decision making capability to Townsville that specifically accounts for: <ul style="list-style-type: none"> – identified preferred services supporting regional priority sectors – relocation options and associated impacts (including economic benefits, financial implications) – mitigation strategies – preferred options 	DLGP, DPC, PSC	Immediate
	c) establish opportunities to consolidate existing public servants into new premises in the CBD	DPW	Immediate
	d) locate all public servants, government agencies and government owned corporations in the CBD, unless there are good operational reasons why they should be located elsewhere	DPW, DPC	Immediate
	e) relocate appropriate government decision makers to Townsville	DPC, PSC	Short
	f) investigate opportunities for additional regionally-based government committee structures with advisory or delegated decision making capabilities, based in Townsville	DPC	Short



PARTNERSHIPS

Strategies	Actions	Key agencies	Timing
6.2 Enhance collaboration between public and private sectors to pursue, coordinate and manage a strong and sustainable growth agenda for Townsville	a) establish a joint federal-state-local advisory body to coordinate and advise all levels of government on the growth and management of the northern Queensland defence hub	DPC, DOD	Immediate
	b) provide a set of regionally-based guidelines to assist understanding and coordination of potential development approval processes for complex, multi-faceted proposals	DLGP, DEEDI	Short
	c) foster a relationship with federal bodies to help identify local priorities for infrastructure, services and development to be supported from Regional Infrastructure Funds	RDA, DEEDI	Ongoing
	d) develop indicators to monitor on-going prosperity, liveability and sustainability implications of growth affecting Townsville and the region	DLGP, DEEDI	Short – medium
	e) promote collaboration between Queensland Health, Townsville Hospital and James Cook University to pursue shared e-health opportunities.	QH, JCU	Ongoing

IMPLEMENTATION

The *Townsville Futures Plan* is an over-arching plan, which is intended to provide a high level state and local government framework to guide strategic and operational decision making in Townsville. This intended guidance includes agreed principles and priorities for the development of Townsville in terms of business activity, infrastructure requirements, and land use planning principles.

Importantly, the *Townsville Futures Plan* is also intended to enable Townsville to be developed into Queensland's second capital in a manner that recognises its comparative advantages, strengthens the region and provides maximum and balanced economic and social benefit to the state of Queensland as a whole. The *Townsville Futures Plan* also provides a tool to help guide private sector investment and decision making in the region, particularly in terms of envisaged business opportunities for Townsville as a second capital.

The underlying principles of the *Townsville Futures Plan* stem from the Queensland Regionalisation Strategy. The *Townsville Futures Plan* represents a fulfilment of the Queensland Regionalisation Strategy regarding the strengthening of our regions in terms of North Queensland. On-going implementation of the *Townsville Futures Plan* will take place at a state level through the Queensland Infrastructure Plan and other operational planning strategies and action plans.

The *Townsville Futures Plan* has an active, foreseeable planning horizon of 15 years. The strategies and actions in this plan accommodate, at least, this 15 year horizon. Although the vision for Townsville as Queensland's second capital is an enduring one, as further growth takes place, technologies change and new national and international opportunities arise, opportunity will also exist to revise and contemporise the strategies and actions of the *Townsville Futures Plan*. The performance and implementation of the *Townsville Futures Plan* is to be reviewed every two years in consultation with local councils, key industry sectors, other government agencies and the broader community.

REGIONAL ECONOMIC, LAND USE AND SOCIAL PLANNING FRAMEWORKS

On-going regional and local economic, land use planning and social planning frameworks are important means to implement the vision of the *Townsville Futures Plan*. Regional and local strategic and operational plans should incorporate the underlying elements of the *Townsville Futures Plan* vision and be guided by the associated strategies and actions of the plan. The intent is, to the greatest extent possible, for regional and local plans to be consistent with and to reflect the strategic intent of the *Townsville Futures Plan*, including:

- specific regional and local economic development plans
- regional plans under the *Sustainable Planning Act 2009*
- local community plans under the *Local Government Act 2009*
- local planning schemes under the *Sustainable Planning Act 2009*
- regional and local service plans, including for health and social services
- specific state funded infrastructure projects.



REGIONAL MONITORING AND REVIEW

The *Townsville Futures Plan* will be largely implemented through individual agencies and organisations using existing frameworks and review processes to meet the complex needs associated with the operation of the city as a second capital. Given the far reaching scope of the *Townsville Futures Plan*, it would be impractical to have one over-arching body controlling and implementing the vision for Townsville across the region. Coordination and alignment of strategies and actions across the city and the region is important in keeping an enduring vision and providing certainty for future investment and growth. Regional involvement informing future decisions affecting Townsville and its surrounds is critical to achieving these outcomes and represents a practical response to a second capital's needs and interests.

The formation of an advisory committee is an effective way of coordinating views, issues and influencing responses across agencies, local governments, industry and community representative groups. Facilitation of such a body or forum is best achieved through the city's local government as it is well placed to monitor performance against the vision and establish and maintain regional networks necessary for implementing the city's needs. Such a body is also an effective means of facilitating the review and update of strategies and actions to ensure that the vision is delivered in a contemporary manner.

Key requirements for an effective review and implementation program include both the identification of appropriate macro indicators used to measure the effectiveness of the city as a second capital, (i.e. population and economic growth measures, community and industry sector satisfaction levels, baseline measurements). Measures that recognise the growth and role of Townsville over time will need to be developed as a regional priority in order to ensure that the city achieves its potential in an ongoing sustainable manner.

APPENDIX 1 – KEY AGENCY ABBREVIATIONS FOR ACTIONS

Abbreviations used to identify key agencies expected to play a significant role in the implementation of actions

referred to in the Strategies and actions for growth section of the *Townsville Futures Plan* are listed below.

Abbreviation	Full description
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DBCDE	Department of Broadband, Communications and the Digital Economy (Federal)
DEEDI	Department of Employment Economic Development and Innovation
DERM	Department of Environment and Resource Management
DET	Department of Education and Training
DLGP	Department of Local Government and Planning
DJAG	Department of Justice and Attorney General
DoC	Department of Communities
DOD	Department of Defence
DPC	Department of Premier and Cabinet
DPW	Department of Public Works
Ergon	Ergon energy
GBRMPA	Great Barrier Reef Marine Park Authority
JCU	James Cook University
MITEZ	Mount Isa and Townsville Enterprise Development Zone
NBN Committee	National Broadband Network Committee
PoTL	Port of Townsville Limited
PSC	Public Service Commission
QH	Queensland Health
QR	Queensland Railways
RDA	Regional Development Australia
SDA	State Development Area
TAPL	Townsville Airport Proprietary Limited
TCC	Townsville City Council
TCoC	Townsville Chamber of Commerce
TEL	Townsville Enterprise limited
TMR	Department of Transport and Main Roads
TTH	The Townsville Hospital
ULDA	Urban Land Development Authority



