

Townsville Integrated Transport Plan Strategic Directions

November 2021

ACKNOWLEDGEMENT OF COUNTRY

Townsville City Council acknowledges the Wulgurukaba of Gurambilbarra and Yunbenun, Bindal, Gugu Badhun and Nywaigi as the Traditional Owners of this land. We pay our respects to their cultures, their ancestors and their Elders – past and present – and all future generations.

Townsville City Council Foreword

Townsville City Council is committed to delivering a city for people, a clean and green city and an economically sound and forward-thinking city that sets the standard in the ways the community travels, including active and public transport.

The *Townsville Integrated Transport Plan: Strategic Directions (TITP)* has been developed to meet the transport challenges of our city in a rapidly changing environment. It introduces new language by way of strategic directions to continue the conversation around how the community would like to use and experience transport in Townsville.

To ensure the *TITP* effectively addresses new and emerging transport opportunities and challenges, Council conducted a targeted communication and engagement program with key internal and external transport stakeholders, as well as the broader Townsville community. This engagement focused on community sentiment and needs with regards to the future of Townsville's transport.

This engagement involved workshops with the Technical Working Group and the Stakeholder Reference Group, an online survey and information sessions to deliver the Transport Vision:

“Townsville has a flexible and responsive world class transport system which meets the needs and aspirations of the community and industry and reflects the city’s position as the capital of Northern Australia.”

This document provides insights into our current transport system and findings from community consultation. It provides evidence bases for a selection of strategic directions and discusses what each direction means for Townsville's transport system and city more broadly. Finally, the plan indicates initiatives which will help Townsville achieve its transport vision.

This plan is a result of best practice in community co-design and sets out the next steps in ensuring Townsville delivers on its potential as the capital of Northern Australia. It will help Townsville achieve a sustainable future with improvements to how we plan for change such as embracing renewable fuels, electric vehicles and supporting active transport.

Mayor of Townsville



Townsville's Integrated Transport Plan is a strategic document which guides the continual improvement of the city's transport system over the next 15 years, creating a system that is appropriate for our city's position as the capital of Northern Australia.

As Townsville moves into the future, as leaders we must ensure that our community's transport needs are adequately met for the continued growth of the region. As a widespread region with a population of around 200,000 people Townsville's transport network encompasses a wide range of active transport, passenger transport, including ferry, rail and road networks as well as our airport and port. Through the collective efforts of a wide range of stakeholders throughout the region and with buy in from all levels of Government, this plan aims to not only meet, but exceed our community's needs now and into the future.

As the biggest city outside of the south-east, Townsville is the economic epicentre of the North Queensland region. We are a centre for defence, health, education, tourism, industry, and public administration and with the projected growth of our population in the next 15 years we will need to ensure we adapt as our city grows or risk getting left behind.

By working to navigate change for the benefit of our community, alongside our stakeholders we will collectively work toward this shared vision with all levels of government, the private sector and the wider community to ensure we meet the objectives of the Townsville Integrated Transport Plan to create a more liveable city for our future.

Cr Jenny Hill, Mayor of Townsville

Table of Contents

Townsville City Council Foreword	1
Mayor of Townsville	2
Introduction	5
Policy context	7
Townsville Today	9
Context	9
How Townsville travels	13
What might influence travel in the future	21
Townsville Tomorrow	26
Vision	26
Strategic transport directions	26
Implementation of this strategy	31
Primary transport roles and responsibilities	31
Key initiatives	33
Conclusion	38



Introduction

The *Townsville Integrated Transport Plan: Strategic Directions* seeks to help navigate change for the benefit of the community by a shared vision and clear strategic directions.

The vision and strategies will guide the continual improvement of Townsville's transport system over the next 15 years. This will provide opportunities for fresh thinking around how the community wants to travel and transport goods considering global change and uncertainty, and as new technology increases the reliability of existing methods for transport planning and delivery. By adopting a global perspective while focusing on local capacity and capability, Townsville will create a transport system suitable for the city's position as the capital of Northern Australia.

This document provides insights into the current transport system and findings from community consultation undertaken to prepare the plan. The Survey Outcomes Report from the community consultation can be viewed on Council's Have your Say website. It provides a strong evidence base for a selection of strategic directions, and discussions as to what each direction means for the transport system and city more broadly. Finally, the plan indicates initiatives which will help Townsville achieve its transport vision.

The purpose of the *Townsville Integrated Transport Plan: Strategic Directions* document is to outline the overarching desired strategic directions for the future development of Townsville's transport system. This document will integrate with and support existing State and Local plans and policies where practicable. It will directly inform and lead to the development of more detailed plans. These more detailed plans will include specific actions to facilitate the planning and delivery of transport services and infrastructure (refer to Figure 1).

Other important documents include:

- State Infrastructure Plan (2019)
- Advancing North Queensland
- TMR Cycling Infrastructure Policy
- Queensland Cycling Strategy 2017-2027
- North Queensland Principal Cycle Network Plan
- North Queensland Regional Plan
- Queensland Walking Strategy 2019-2029
- Queensland Transport and Roads Investment Program
- Queensland Road Safety Strategy 2015-2021
- Queensland Tourism and Transport Strategy
- Queensland Freight Strategy
- Master Plan – Priority Port of Townsville
- Disability Action Plan 2018-2022
- Townsville City Plan (2014)
- Townsville 2021-2026 - Corporate Plan
- Townsville Community Plan 2011-21
- Smart Townsville
- Townsville CBD Masterplan
- Townsville CBD Parking Strategy (Draft)

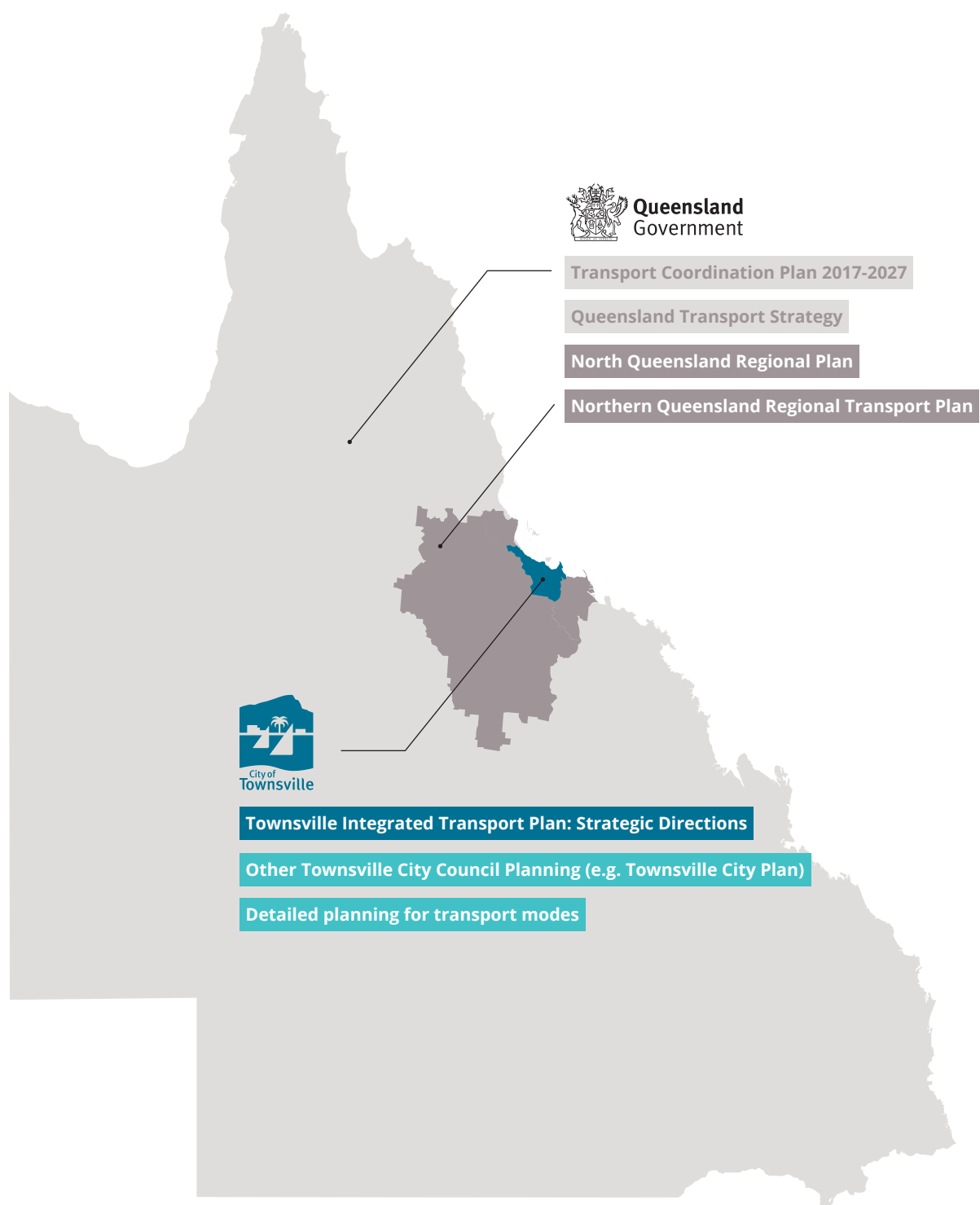


Figure 1: Planning framework

Policy context

The *Townsville Integrated Transport Plan: Strategic Directions* document outlines Council's overarching directions for the continual improvement of Townsville's transport system. This plan sits amongst other policies and strategies across all levels of government. Some of the key documents that will have a large impact on the development of the transport system are presented here.

TOWNSVILLE CITY DEAL

Signed in 2016, the Townsville City Deal is a Federal, State and Local government commitment to transform Townsville and drive economic growth over the next 15 years. The City Deal envisions that by 2030 Townsville will be the economic gateway to Asia and Northern Australia; a prosperous and lifestyle rich city for its community and visitors; and a global leader in tropical and marine research and innovation. To achieve this vision, the City Deal includes a policy framework comprised of objectives, initiatives, commitments, and future opportunities. This includes commitments that will influence planning for the city's urban commuter routes, public transport network and freight supply chains.

Key benefits of the City Deal are the unity achieved between all levels of government, its commitment to ongoing investment over the medium to long term and the provision of a governance structure that requires local partnerships.

The *Townsville Integrated Transport Plan: Strategic Directions* document has been prepared to align with the City Deal.

NORTH QUEENSLAND REGIONAL PLAN

The North Queensland Regional Plan (NQRP) is a 25-year strategic, statutory planning document for the local government areas of Burdekin, Charters Towers, Hinchinbrook, Palm Island and Townsville. The principal aim of the NQRP is to determine how land use and infrastructure planning can best cater to and support economic growth and population change in the region over the next 25 years and beyond.

The NQRP outlines a vision for the North Queensland region, which is supported by goals, outcomes, policies, implementation actions and key indicators to gauge progress and success.

The *Townsville Integrated Transport Plan: Strategic Directions* document has been prepared to align with the NQRP - where practicable.

NORTHERN QUEENSLAND REGIONAL TRANSPORT PLAN

The Northern Queensland Regional Transport Plan (NQ RTP) was prepared by the Queensland Government, through the Department of Transport and Main Roads (DTMR). NQ RTP was developed in consultation with local government, key stakeholders, customers and industry, to support the NQ RTP and provide further guidance on the future of transport in the region.

The NQ RTP provides a shared direction for shaping the region's transport system over the next 15 years. It covers all modes of transport with a focus on the networks and services in the region and the inter-regional and international connections that are vital to the region's social and economic prosperity. Specifically, the NQ RTP identifies key transport challenges and opportunities, transport priorities, objectives and actions for developing the transport system in a way that supports regional goals for the community, economy and environment.

The *Townsville Integrated Transport Plan: Strategic Directions* document has been prepared to support the regional goals in the NQ RTP to create a connected and efficient North Queensland as a leading economy in regional Australia and liveable, sustainable and resilient communities that promote living in the tropics.

TOWNSVILLE CITY PLAN 2014

Townsville City Plan 2014 is the framework for managing development and advancing Townsville's growth. It sets out the intention for the future development of the entire Townsville local government area over the next 25 years. This is achieved through the provision of a strategic vision and four themes that align with the Townsville Community Plan 2011-2021.

Of relevance to the *Townsville Integrated Transport Plan: Strategic Directions*, the City Plan aims to make Townsville a more compact city. The City Plan supports the CBD as the city's principal activity centre and a network of existing activity centres in Aitkenvale, Thuringowa Central and Hyde Park and future activity centres in Burdell and Julago. The City Plan intends to shape the city in a way that supports an effective public transport system, focusing on the CBD and activity centres. Similarly, active (walking and cycling) transport networks and options are enhanced over time through new development and infrastructure investment. These approaches work together to help achieve the ultimate transport goal which is to provide greater transport choice, beyond solely the car. This goal extends beyond the movement of people to also consider the movement of goods and the critical economic generating potential of the transport system. This includes recognition in the City Plan of the importance of the national, state, and regional road, rail, sea and air freight networks and support for their future enhancement and protection from incompatible development.

The *Townsville Integrated Transport Plan: Strategic Directions* document has been prepared to align with Townsville City Plan as the relationship between the way people and goods move around the city is intrinsically linked to where centres are located and how they are planned.

Townsville Today

CONTEXT

Townsville is Queensland's largest city outside of the south-east and the primary economic centre of the North Queensland region. It is a significant centre for defence, health, education, tourism, industry, and public administration. These services are vital in Townsville's regional context, providing not only major employment opportunities but also offering essential services to residents in surrounding centres such as Bowen, Ayr, Ingham, Charters Towers, Hughenden, and smaller regional towns. This generates demand on the transport system from a broad cross-section of our community for several reasons including for work, education, recreation, tourism and industry.



Figure 2: Primary data sourced from the online survey known as Change the Gears, developed to provide a snapshot of current behaviour, transport system usage and experiences. Further information available in Townsville Integrated Transport Plan Strategic Directions Survey Outcomes Report published on Council's website.



85%

Private vehicle stated as most suitable method for travelling around Townsville (includes 1% taxi/rideshare)

95.7%

of all people employed in the broader Townsville area reside within the same broad area



91.3%

of all Townsville households own at least one vehicle



50% of all trips in Townsville and 40% of work commutes are less than five kilometres

81,669

Number of people working in Townsville LGA

195,032

2019 population in the Townsville LGA

258,778

2036 projected population in the Townsville LGA



34.3 Townsville Median Age

37.3 Queensland Median Age



7% Townsville Indigenous Population

4% Queensland Indigenous Population

Figure 2: Primary data sourced from the online survey known as *Change the Gears*, developed to provide a snapshot of current behaviour, transport system usage and experiences. Further information available in *Townsville Integrated Transport Plan Strategic Directions Survey Outcomes Report* published on Council's website. Population data sourced from the Townsville Growth Model.

What the community said



Respondents who stated active transport as most suitable method for traveling around Townsville



Respondents who stated public transport as most suitable method of travelling around Townsville (1.5% of daily work trips undertaken on public transport (bus))



Townsville CBD
Most popular attraction on a daily basis



Local roads
Most commonly used on a daily basis



Shopping Centres
Most commonly accessed on a monthly basis



Ferries
Most positive user experience of all transport system aspects

Figure 2: Primary Data sourced from the online survey known as *Change the Gears*, developed to provide a snapshot of current behaviour, transport system usage and experiences. Further information available in *Townsville Integrated Transport Plan Strategic Directions Survey Outcomes Report* published on Council's website.

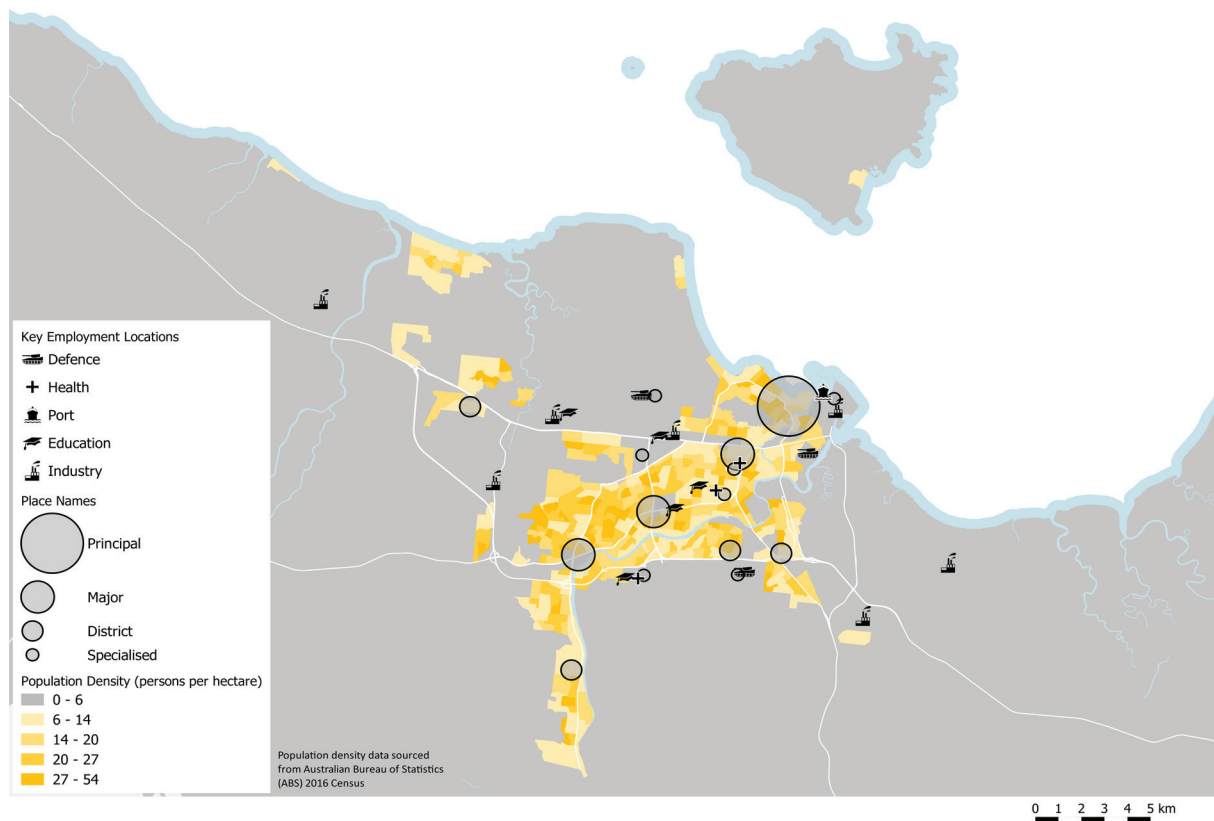


Figure 3: Key current population and employment locations

Perhaps the most influential decision with direct impacts on the transport system and its performance is where people live in relation to the areas they frequent. Of these, work is currently the most cited reason for travel in Townsville¹. *Health Care and Social Assistance, Public Administration and Safety, and Education and Training* are identified as the top three industries of employment, therefore accommodating demand, and enabling access to key relevant attractors is essential. Furthermore, as the service sector is the fastest growing employment sector in Townsville, access to service sector jobs will continue to be important in the future. Townsville's activity centres, indicated in Figure 2, are also important employment areas, attracting people and goods from across the Local Government Area (LGA) and the broader region.

Employment self-containment is one metric which helps to understand the relationship between where people live and where they work. Townsville currently has high employment self-containment at roughly 96%. This means that almost all people employed within the Townsville local government

area also reside in the same broad area. This is perhaps unsurprising since Townsville is the dominant centre within a less densely populated larger regional area.

At a local level it is estimated that roughly 40% of trips undertaken in Townsville for the commute to work are less than five kilometres and 70% are less than ten kilometres. These relatively short distances, which cover a large proportion of Townsville's existing urban area, encourage the increased uptake of more sustainable transport modes. The data demonstrates that work-related trips are the dominant reason for travel in Townsville. In areas to the north, such as Bushland Beach and Sanctum, and areas to the south such as Julago and Elliot Springs, residents experience the longest average commutes to work at roughly 27 kilometres each. These areas include significant new subdivisions on the outskirts of the city. By increasing the distance between land use, there are direct implications for the effectiveness and efficiency of the transport system. This extends not only to the effectiveness and attractiveness of

alternative modes such as public transport, but also to the efficiency of trucks and commercial vehicles accessing the Port, Lavarack Barracks and other locations across Townsville.

Tourism, events and recreation are important contributors to travel demand in Townsville due to the tropical climate, picturesque setting and access to the Great Barrier Reef. This includes travel to attractions such as Castle Hill, The Strand, The Ville Resort-Casino, Reef HQ Aquarium, the new Queensland Country Bank Stadium, dining districts in the City and Palmer Street, and events such as the Townsville Triathlon and the Townsville 400.

The transport mode residents choose is another decision which influences the transport system and its performance. When selecting a mode of transport in Townsville, the top three considerations in order of preference are the distance that is to be travelled; how efficient the mode is in terms of time; and how practical the mode is¹. There are a variety of other reasons including personal beliefs or ethics; enjoyment; safety; affordability; or a lack of other options. Generally, these can be grouped into two overarching influences – personal choice and institutional factors. Understanding the differences between the two overarching influences is important, particularly in setting directions to inform the development of Townsville's transport system in the future.

Personal choices are those that directly affect or can be controlled by an individual such as the alignment of a transport mode with an individual's personal beliefs or ethics. **Institutional factors** are those that affect an individual directly or indirectly but are outside their immediate control to influence which can include land use planning, transport and network planning, and ticketing structures and pricing.

HOW TOWNSVILLE TRAVELS

Townsville's current transport system is comprised of a number of individual networks including pedestrian, personal mobility devices, cycle, public transport (bus), ferry, rail and road (refer to Figure 4).

Although these networks are different and are used in different ways, they are deeply intertwined with one another.

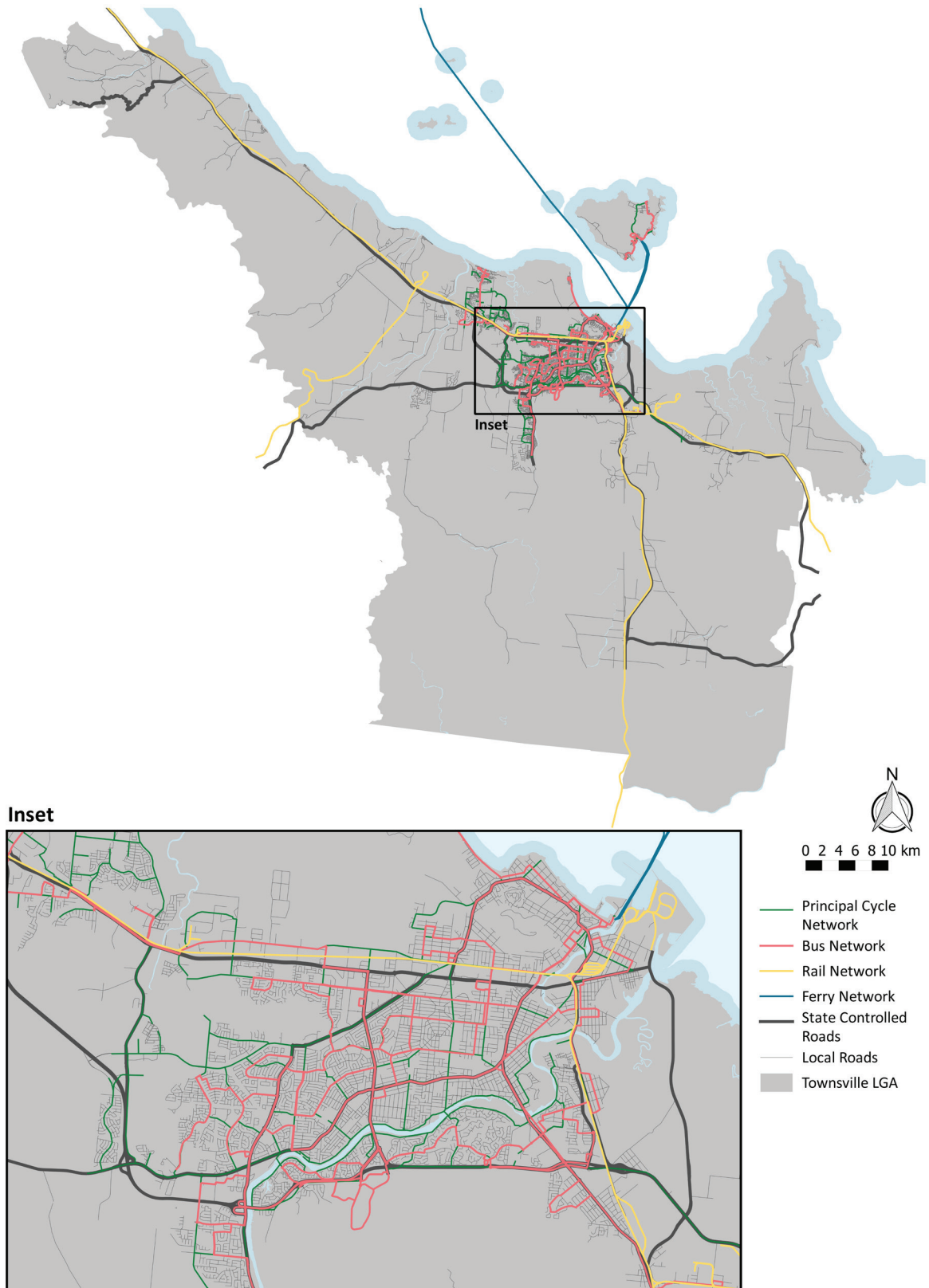
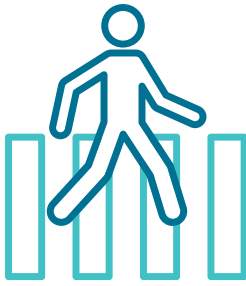


Figure 4: Current transport system



PEDESTRIAN NETWORK

The pedestrian network is the finest grain and most localised and human-scaled of all transport networks across Townsville. It is largely concentrated in the more urbanised parts of the city and comprised of footpaths, recreational paths, walking trails, shared zones, public spaces and pedestrian crossings.

When compared to private vehicles, the proportion of people who identify walking as the most suitable transport mode for travelling around Townsville is currently low, at approximately 1%. Some of the reasons for this could include, but are not limited to, the large distances between where people live and the areas they frequent, a lack of footpaths or practical connections to key destinations and bus stops, a lack of suitable footpaths for mobility devices, or a lack of shade. In some instances, this can lead pedestrians to instead use the adjacent roadway and come into contact with vehicles at speeds that increase risks to human life. Without clear direction and commitment to improving the pedestrian network, low rates challenge the justification for new or improved infrastructure and can also lead to slow construction of connected footpaths. As evidenced in a recent survey of transport behaviour and attitudes, however, there is currently community support for improving the pedestrian network². Addressing this is particularly important as the pedestrian network is typically relied upon for the beginning and end of public transport and private vehicle trips, and to easily and safely access key attractions.

The importance of the pedestrian network, its resilience in the face of uncertainty and the need to provide adequate facilities was evidenced during the early stages of the global coronavirus (COVID-19) pandemic. In response to the crisis, cities around the world, including here in Australia, adopted rapid, low-cost measures to increase the width of footpaths to support greater social distancing. Based on the learnings from other cities, a unique opportunity exists to significantly improve the pedestrian network and overall walkability, potentially at a much lower cost than traditional delivery mechanisms. This has the potential, to improve the overall resilience of Townsville's transport system while supporting healthier and more active lifestyles. Encouragingly, the recent transport survey suggests that user experience of the pedestrian network is positive and respondents support further improvements to Townsville's pedestrian network².

Supporting the network and influencing its attractiveness and practicality for use are important when considering the variety of users on the pedestrian network - which extends beyond those on foot to include those using bicycles, scooters, skateboards, rollerblades, wheelchairs and mobility scooters - and their reasons for travel.



BICYCLE NETWORK

Townsville's bicycle network is currently comprised of marked cycle lanes, road shoulders, signed routes, shared paths, mountain bike trails and shared zones. Townsville's on-road network, which typically includes marked bicycle lanes, road shoulders and signage, has a total length in excess of 100 kilometres. In contrast the off-road network, which typically includes shared walk and cycle paths, has a total length in excess of 40 kilometres². Ross River Road, Boundary Street and Railway Avenue are examples of current marked cycle lanes, road shoulders and signed routes. Gabul Way on Magnetic Island and the Douglas Mountain Bike Reserve are examples of shared walk and cycle paths and mountain bike trails, respectively.

The cycle network is currently broken down into two broad categories; primary routes and local routes. Primary routes act as the backbone of the network as they link key destinations within Townsville and cater for higher volumes of cyclists. These routes tend to be located on or adjacent to higher-order roads and are funded (fully or partially) by the Queensland Government. Local routes feed into the primary routes and provide the important connection and access function between these routes and local destinations or individual properties. These lower-order routes tend to be planned, funded, delivered and managed by Council.

The cycle network must accommodate a range of mobility devices and users who not only have vastly differing skill, confidence and ability levels, but also differing reasons for using the network. This directly influences the planning, design and implementation of cycle facilities, with specific regard to where the facilities are to be located, who they are primarily intended to serve and what they are to look like. As with the pedestrian network, supporting facilities, such as bicycle racks and repair stations in addition

to those already identified as being beneficial to the pedestrian network (for example, shade) are important. Providing a complete cycle network that is supported by appropriate facilities, that integrates with passenger transport, and that connects residential, employment, recreation and key activity centres in a safe, effective and appealing way is important. This has the potential to encourage more sustainable travel behaviour and help address the disproportionately large number of private vehicle trips currently undertaken over relatively short distances.

As with the pedestrian network, the COVID-19 pandemic highlighted the importance of cycle networks while also revealing current vulnerabilities and deficiencies. In response to the significant increase in cycle usage and the need to provide sufficient space for pedestrians, cities in Australia and around the world have implemented low cost 'pop-up' cycle lanes on existing roadways. These facilities were implemented extremely quickly with Sydney implementing six new safe cycling links in a matter of weeks (as opposed to months or even years). Melbourne committing to building 40km of additional cycle lanes and some international cities such as Barcelona, Berlin, Bogotá, Brussels and Paris each implementing between 20km and 75km of cycle lanes in a matter of weeks³. This represents a powerful opportunity to significantly improve the cycle network, potentially at much lower cost. To re-prioritise transport modes, to provide opportunities for more personalised micro-mobility (for example, e-scooters) and, coupled with improvements to the pedestrian network, to improve resilience and promote healthier and more active lifestyles. Additionally, with innovations such as electric and pedal assisted bicycles the impacts of previously constraining factors such as distance and temperature can now begin to be lessened.



PASSENGER TRANSPORT NETWORK

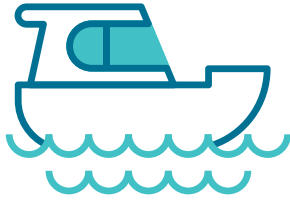
Townsville's passenger network includes public buses and personalised transport services such as taxis, limousines, community transport and ride-booking services. It is largely concentrated in the more urbanised and populated areas of the city.

A total of 14 public bus routes are currently in operation, including one service on Magnetic Island. Other than along the key corridor linking the Townsville CBD and the Health and Knowledge Precinct, each of these bus routes currently perform a coverage rather than a patronage function. This means that their intent and operating structure is focused on maximising community access to public transport rather than on maximising ridership through direct trips. The focus on coverage results in an estimated 64%² of Townsville's current population being located within 400m of the current bus network. In a constrained fiscal environment where public transport is heavily subsidised, this coverage often comes at the expense of ridership which may otherwise have been increased if bus services were more frequent and were more direct in their route alignment. This was confirmed in a recent transport survey in which only 6% of respondents stated that public buses were the most suitable method for traveling around Townsville. This rate dropped to only 1.5% when considering use of public buses daily for work purposes. The function and ultimate purpose of public buses in Townsville and the trade-offs between the two different approaches will therefore be an important consideration for public transport going forward. This is even more important considering the COVID-19 pandemic which saw significant reductions in public transport

use and growing awareness of other, more personalised transport services.

Personalised transport services such as taxis, limousines and ride-booking services have an important role in Townsville providing point to point access to residents and visitors whilst community transport services deliver services for eligible clients often subsidised by the Queensland Government.

In addition to the public bus network, a number of long-distance coach services currently service Townsville, either as a stop on a longer journey or as the ultimate origin/destination point. These services, which operate either as independent commercial operations or under contract to the Queensland Government, arrive and depart from the Breakwater Ferry Terminal and connect a number of cities and towns including but not limited to Brisbane, Cairns, Charters Towers, Hughenden, Mount Isa and Tennant Creek.



FERRY NETWORK

Two passenger ferry services currently operate from the Breakwater Ferry Terminal, connecting Townsville to Magnetic Island and Palm Island. This terminal directly interfaces with public buses and long-distance coaches and is an important gateway for residents and visitors departing Townsville for the islands. Although Palm Island is under the jurisdiction of Palm Island Aboriginal Shire Council, the corresponding ferry terminals on both islands and their integration with public buses are equally as important for the overall passenger experience. This is especially relevant for residents and visitors without access to private vehicles.

In addition to these passenger services, vehicle ferries currently operate on the southern side of Ross Creek providing vehicle and passenger access to Magnetic and Palm islands. The regular transport of vehicles between the mainland and the islands can be expensive and has direct implications for other components of the transport system, particularly car parking and active and public transport.

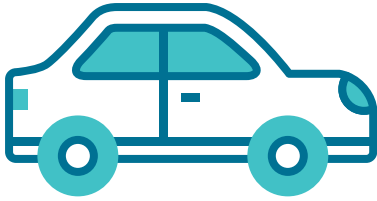
Of all aspects of the transport system, the ferry network is currently considered to provide the most positive user experience with 80% of people who had used a ferry in the last six months rating their experience as 'good' or 'very good'. Building on this positive sentiment and providing seamless, enjoyable, and customer-focused journeys on and between the mainland and the islands will be important, particularly for visitors.



RAIL NETWORK

Townsville has approximately 220 kilometres of rail track across the local government area, catering for both long distance passenger and freight functions. These different rail functions currently utilise the same two dominant non-electrified rail lines in Townsville – the North Coast line which connects Brisbane to Cairns, and the Mount Isa line which connects Townsville to Mount Isa.

These rail lines are also critically important to the movement of goods and freight, with supply chain and economic impacts felt at the local, regional, state, and national level. These lines facilitate the movement of base metals (lead, silver, zinc and copper), fuel, cement, containerised cargo and agricultural commodities such as sugar, molasses, live cattle, horticulture and fertiliser and, importantly, connect North Queensland to Asia and beyond via a connection to the Port of Townsville⁴. Despite their importance, the capacity of these lines is constrained by having to operate through Townsville's urban areas. This has implications on freight to the Port, residential amenity, and the development intent in Townsville. Although subject to future demand, the Townsville Eastern Access Rail Corridor, which will run parallel to Southern Port Road and directly connect the North Coast line to the Port, will help alleviate these constraints and provide significant benefits to the operation of the local and regional rail freight network.



ROAD NETWORK

With more than 2,700 kilometres of roads, 85% of which are managed by Council, Townsville currently has an extensive network of highways, arterial roads, and local streets. Of all networks in the transport system, the road network (including main roads, highways, and local roads) is the most frequently used with roughly 70% of people who used the network doing so daily. According to a recent transport survey, community sentiment towards the road network is currently positive with roughly 60% of respondents who had used the network in the last six months rating their experience as 'good' or 'very good'¹. Major road investments, such as the Townsville Ring Road have added capacity to the road network and residents typically experience very minimal congestion. This, combined with an abundance of inexpensive parking throughout the city, makes private vehicle use an attractive option and helps to explain the dominance of this mode of travel. Investments have also been made to help facilitate reductions in the environmental impact of vehicle use. This includes the establishment of electric vehicle charging stations in Townsville as part of Council's participation in the State Government's Queensland Electric Super Highway.

The road network is underpinned by one of Townsville's and Queensland's most critical roads, the Bruce Highway, which supports north-south movements of people and goods and facilitates access to a number of key destinations including the Townsville State Development Area in Stuart, Lavarack Barracks, James Cook University, the Townsville University Hospital and adjacent residential developments.

The Flinders Highway is another important higher-order road as it connects Townsville to the North-West Minerals Province and inland towns of Charters Towers, Hughenden, Cloncurry and Mount Isa. With high private vehicle mode share and increasing traffic volumes on these roads, particularly for shorter passenger trips as a result of urban expansion, maintaining functionality and ensuring the safe and efficient movement of people and goods is expected to be an increasingly important consideration in the future.

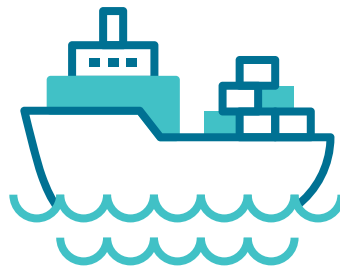
These highways are supported by a network of state-controlled roads such as Hervey's Range Road, Ross River Road and Woolcock Street, that are the key corridors within the more urbanised areas of Townsville. These roads, together with council-controlled arterial and major collectors, form the backbone upon which the lower-order and predominately Council-controlled roads are supported. Such roads provide direct access for motorists, cyclists and pedestrians to individual homes and workplaces and to supporting facilities such as schools, parks, and smaller shopping centres.



AIRPORT

Townsville Airport is a regional aviation hub currently connecting Townsville to a variety of domestic locations including Brisbane, Sydney, Melbourne, Darwin, Cairns, Mackay, Mount Isa and Palm Island. Despite a short term reduction in passenger numbers as a result of the COVID-19 pandemic, the airport is expected to continue to play a significant and expanding role in driving regional growth over the life of the *Townsville Integrated Transport Plan: Strategic Directions* document with passenger numbers expected to increase over the longer term, from an estimated 1.76 million in 2019 to 2.64 million in 2036⁵. Connections to international destinations, particularly across Asia, will help to increase access to Townsville and support economic growth in the city and the region.

Outside of the commercial passenger market, the airport provides other important functions including as a base for the Royal Australian Air Force through a Joint User Deed, as a gateway for fly-in fly-out workers in the resources sector and as a base for the Royal Flying Doctor Service, LifeFlight Rescue, and numerous private light aircraft and helicopter flight services. Although not expected to increase significantly in the next 15 years, the airport also provides an air freight function which is supported by the surrounding road network.



TOWNSVILLE PORT

Located at the mouth of Ross Creek, the Port of Townsville is a critical component of a global and domestic supply chain that enables the efficient movement of freight from producers to consumers, both domestically and worldwide. The strategic importance of the Port is enhanced by its comparative trading advantage as the largest container Port in Northern Australia and its proximity to the economies and markets of South East Asia and China. This results in over 75% of total trade being undertaken with Asian markets. Within the North Queensland region, the Port services a broader population base of around 800,000 people and facilitates the movement of 30 different commodities including base metals, fuel, sugar, molasses, fertiliser, and rice. This equates to an estimated \$9 billion worth of trade through the Port every year⁴. Maintaining effective and resilient connections to the Port that support planned expansions while balancing the impacts to the community will be an important focus for the transport system, both within Townsville and the broader region. This focus extends to other uses at the Port that are expected to play an increasingly important role in Townsville such as the tourism cruise ship market and the operational requirements for the Australian Defence Force.

Together, Townsville Airport and the Port of Townsville, are significant pieces of infrastructure that directly connect the city and the region to the world. Whether air or sea, the ongoing success of these ports is underpinned by an integrated transport system that provides effective and continued transport access.

Recognising and proactively positioning Townsville's transport system for change and uncertainty is a common thread throughout this plan.

Although change and uncertainty can come in many shapes and sizes, those that have currently been identified as most relevant to the future development of Townsville's transport system relate to the global COVID-19 pandemic, economic drivers, environmental considerations, urbanisation and settlement patterns, catalytic developments, technology and trends.



COVID-19

The outbreak of the global COVID-19 pandemic has caused significant widespread disruption to travel behaviours. Despite recent stabilisation in travel behaviour it is estimated that at the height of the disruption the pandemic led to a 72% reduction in driving, a 60% reduction in public transport use, a 61% reduction in retail and recreational trips, a 53% reduction in grocery and pharmacy related trips and a 50% reduction in work related trips across Queensland from pre-pandemic levels^{6,7}. These reductions are not limited to traditional motorised transport modes, with some e-scooter hire companies removing their devices from city streets entirely and popular ride share services experiencing reductions in bookings by as much as 80% in some of the worst hit cities around the world^{8,9}. Although not specifically representative of the local Townsville context, this provides an indication of the breadth of impact of the pandemic. These impacts were not always negative, however, as the pandemic also led to significant increases in walking and cycling and demand for wider footpaths to support social distancing measures. Although the short-term effect on travel demand and mobility have been immense, the longer-term impacts on transport behaviour, perception and policy may be even more significant and protracted.

Some of the key emerging considerations and implications of COVID-19 for the development of Townsville's transport system over the life of this Strategy include:

- Addressing health and safety concerns and low patronage associated with public transport use and air travel. According to the Australian Bureau of Statistics, 59% of survey respondents aged 18 and over said that they felt uncomfortable returning to public transport while 63% said they felt uncomfortable returning to air travel following the easing of COVID-19 restrictions¹⁰
- Changing transport policies and infrastructure priorities from all levels of government in response to ongoing economic impacts and limited availability of funds
- Demand on road networks and timing of future upgrade requirements
- Variability in local economic output and transport demand, particularly associated with tourism and freight
- Greater need to make better use of existing assets and to prioritise maintenance
- Greater need to prioritise walking and cycling and to increase active transport network connectivity, potentially by using short-term, lower cost measures to create long-term change
- Increased support and/or need for alternative approaches to infrastructure provision and delivery (for example, Tactical Urbanism)
- The need to create a transport system and overarching policy framework and approvals process that allows for faster and more locally-relevant adaptation of the transport system to changing circumstances
- The potential for greater local involvement in the planning and development of the transport system
- The potential that more flexible work arrangements (including work from home) and an increase in online services (for example, telehealth) could facilitate a further dispersal of settlement patterns which is inconsistent with this Strategy and Council's broader planning intent and which would increase the cost to develop, operate and maintain the transport system. This could, however, lead to benefits such as improved work-life balance and a net decrease in carbon emissions
- The potential to better integrate land use and transport planning, to provide greater access to employment and essential services (for example, medical, grocery stores) at the neighbourhood level and to apply travel demand measures to improve network resilience while making better use of public funds.

Although disruptive and difficult, the global COVID-19 pandemic provides a once in a generation opportunity to fundamentally reconsider established values and lifestyles at the individual and community level with far reaching and complex implications for travel needs and behaviours over the longer term. Importantly, this provides an opportunity to create a resilient transport system that more accurately reflects the needs and aspirations of the local community.

URBANISATION AND SETTLEMENT PATTERNS

The general trend in Australia has been towards a greater movement and concentration of people in towns and cities. Known as *urbanisation*, this trend is expected to continue in the future, including in Townsville. Increasing urbanisation is part of a virtuous cycle that leads to improved employment prospects, stronger and more resilient economies, improved liveability and amenity, and increased population growth in urban areas. This growth forecast for Townsville over the next 15 years will influence the geographical footprint of our city and surrounds and how people and goods move through and across it. Continuing to apply the low

density, sprawling development patterns of the last 70 years, even if justifiable due to an uptake of online employment and services, will increase the distances between where we live and the areas we frequent. This means longer travel times, reduced effectiveness and attractiveness of public and active transport, greater road congestion, reduced financial sustainability of local government due to the need to build and maintain more infrastructure, and reduced overall liveability.

The trend towards urbanisation and then how this is accommodated in Townsville will directly influence travel in and across the Council area well beyond the life of this plan.

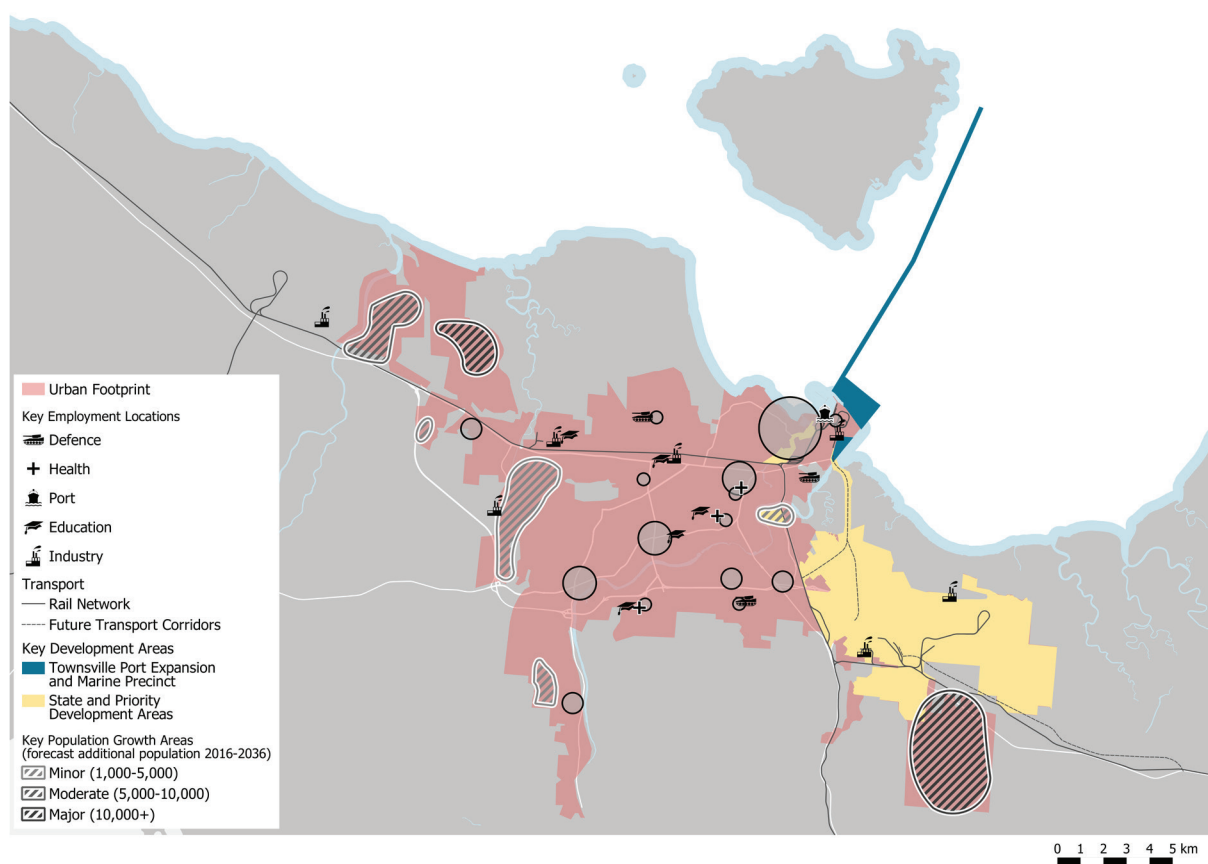


Figure 5: Key future strategic growth areas

CATALYTIC DEVELOPMENTS

There are currently several important developments planned or under construction in Townsville such as the Port of Townsville Channel Widening Project and the Breakwater Ferry Terminal redevelopment. The adoption of the Townsville City Waterfront Priority Development Area Development Scheme in 2015 provided a clear focus on future planning and stimulating economic growth in Townsville's CBD.

These projects and scheme have the potential to stimulate growth and catalyse development in Townsville, particularly in areas immediately adjacent. The impact of these developments will increase the role and attractiveness of the Townsville CBD and the regional, national and global status of the city and they provide opportunities to adjust the way residents and visitors alike think about how they move within the city.

ECONOMIC DRIVERS

The movement of people and goods in terms of type, purpose and volume is closely linked to the prevailing economic conditions in a city or region. Some of the key economic drivers likely to influence travel in Townsville in the future include:

- Fluctuations in resource and agricultural outputs
- Variability in passenger numbers at the airport and trade at the Port
- Continued and potentially expanded defence sector
- Growth in knowledge and service-based industries
- Growth in health and education
- Regular and one-off events
- Domestic and international tourism (including ecotourism).

As these drivers place different pressures on the transport system, it is important that the system can accommodate a range of different needs and is able to adapt to changing circumstances.

ENVIRONMENTAL CONSIDERATIONS

Climate change is one of, if not the largest, ongoing threat facing the global community. Non-renewable resource use is an ongoing consideration of climate change, particularly as the transportation sector is currently the third highest source of greenhouse gas emissions in Australia¹¹. The use of more efficient and/or alternatively fuelled vehicles may help address this, as will a greater emphasis on creating complete neighbourhoods in which most of the services needed on a daily basis are located within a distance that facilitates active transport. This reduces the need to use vehicles and the distance required to be travelled when used. As this transition occurs, it will be important to ensure the transport system is resilient and able to adapt to greater uncertainty and more extreme weather. This could mean providing multiple route options to ensure emergency vehicles can access homes, businesses, depots, ports, hospitals, and evacuation centres in times of extreme weather such as floods, cyclones and fires.

Greater focus will also need to be placed on the physical development of the transport system to ensure it respects and remains sensitive to environmental areas. This is especially relevant for Magnetic Island and other coastal and riverine communities due to the Great Barrier Reef World Heritage Area designation.

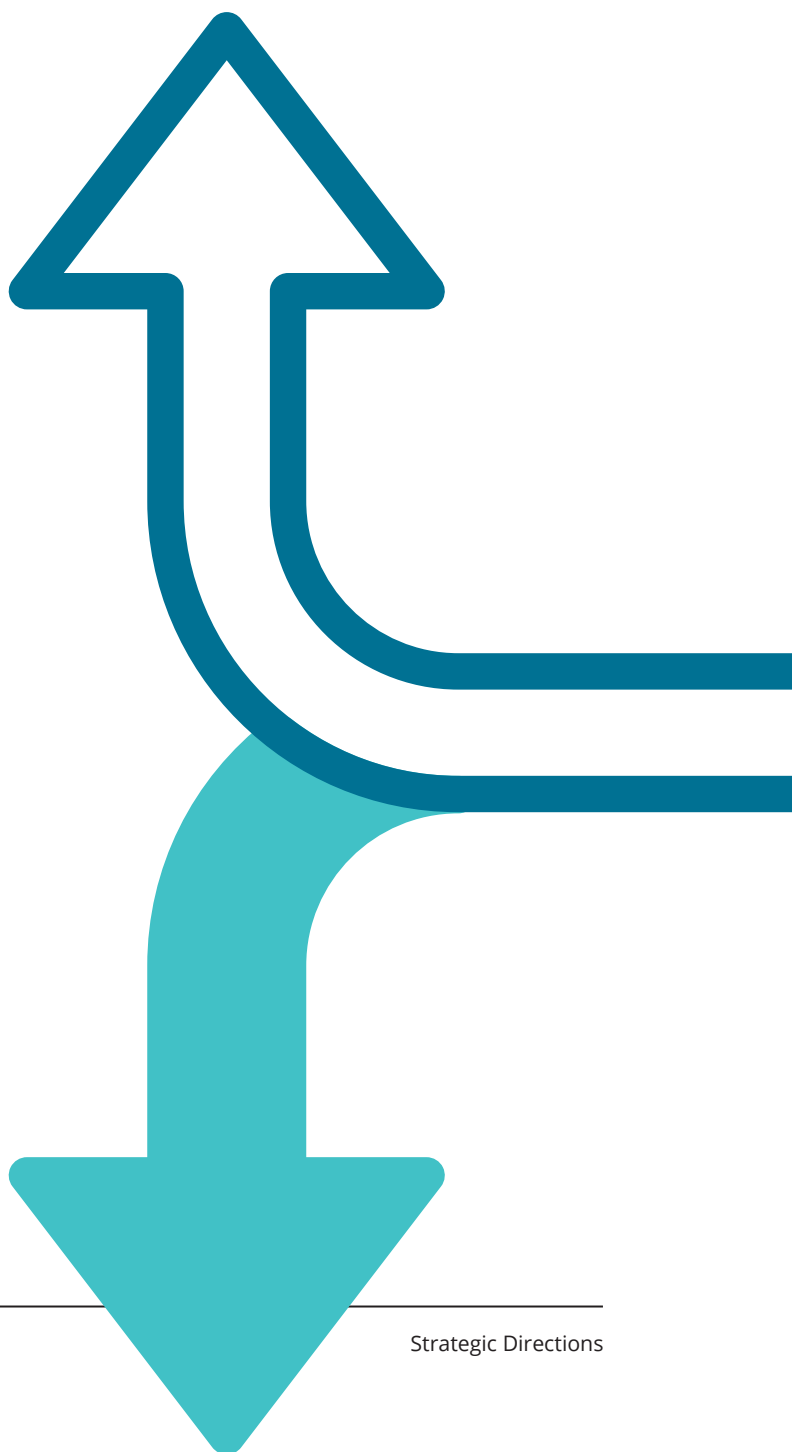
With an abundance of natural assets drawing visitors and researchers from across Australia and the globe, the environment is an important part of the local economy and culture of Townsville. Providing appropriate access to these assets while ensuring they are enhanced and preserved for future generations will be important for travel in Townsville.

TECHNOLOGY AND TRENDS

The unrelenting and increasing pace of technological change is directly transforming how people live, work, communicate and innovate. Some of the key technologies and trends that currently, and will likely continue to influence travel in Townsville in the future include:

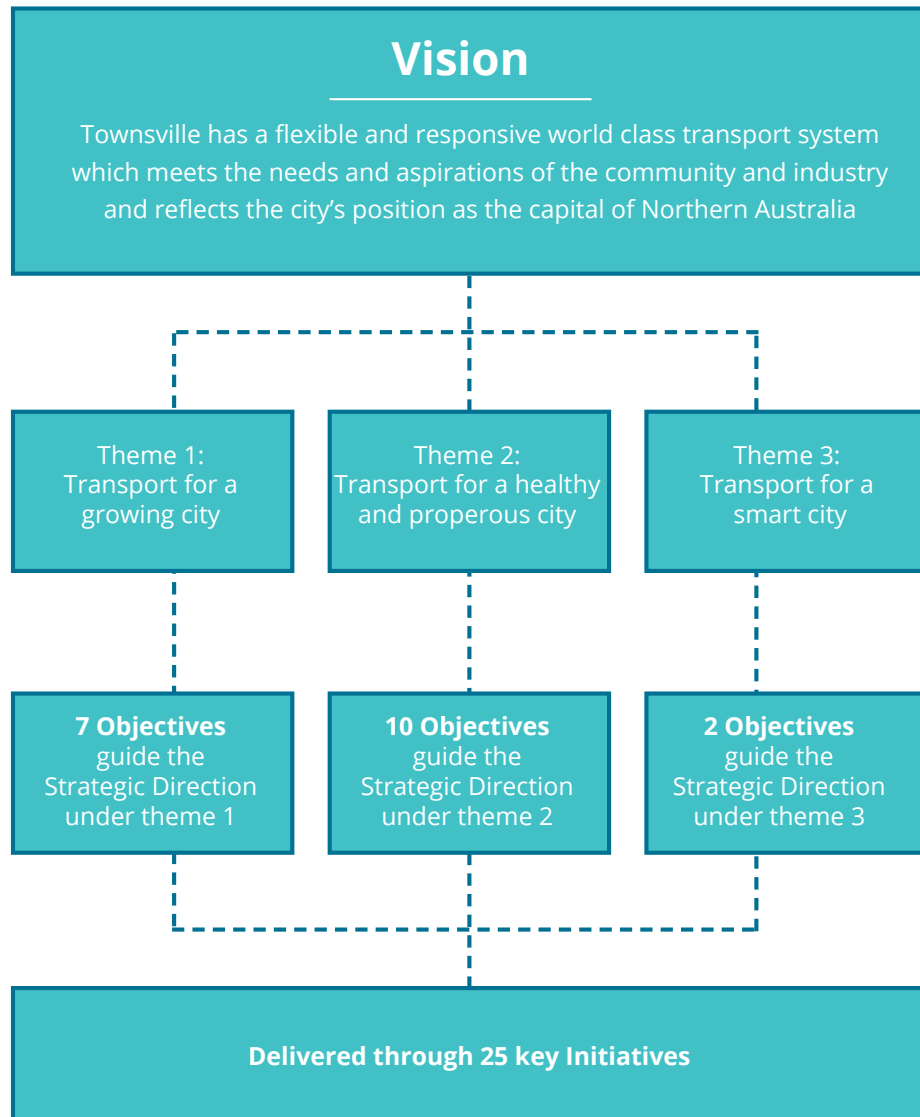
- Changing attitudes towards alternative work arrangements and online services
- Autonomous cars, trucks and trains
- Electric vehicles including bikes, cars and planes
- Micro-mobility including more compact and personal devices such as e-scooters
- Innovations in car parking (for example, smart metering, online payments and ePermits)
- Increasing smartphone use and reliance (for example, use of apps for wayfinding)
- Shared mobility – a peer to peer approach to transport service provision that seeks to make better use of existing assets. As an example, this could include increasing vehicle occupancies through ridesharing or by renting the vehicle for a specific purpose when required
- Internet-enabled and connected vehicles and city infrastructure to help manage operations, better measure, and understand the impacts of transport system changes, improve planning and deliver mobility and services more efficiently
- Mobility as a Service (MaaS) – an alternative approach to transport provision in which individual transport modes (e.g. bus, bicycle, e-scooters, e-bikes, taxi/rideshare, private vehicle) are used to provide the most effective mobility solution tailored to the needs of a user. This is underpinned by a digital platform capable of integrating end-to-end trip planning, booking, electronic ticketing and payment across all modes of transportation, whether public or private.

These emerging trends represent a selection of currently known technologies and trends that are likely to influence Townsville's transport system, to varying degrees, in coming years though the magnitude, interconnectedness and ultimate result of which are yet to be fully understood. This is complicated by the fact that there is a high probability that the technology and trends with the greatest future influence on travel may not currently even exist.



Townsville Tomorrow

The interconnection of the vision, themes, objectives and initiatives in this plan is illustrated below to provide a line of sight between our transport aspirations and the projects and programs - where the rubber hits the road.



VISION

“Townsville has a flexible and responsive world class transport system which meets the needs and aspirations of the community and industry and reflects the city’s position as the capital of Northern Australia”

Theme 1:

Transport for a growing city

OBJECTIVE 1: Undertake multifaceted and consistent advocacy for the continual improvement of Townsville's transport system

Townsville City Council, through the Townsville City Deal, will continue to work with Federal and Queensland governments to undertake improvements across all modes of transport.

OBJECTIVE 2: Ensure the planning and delivery of transport and land development in Townsville is integrated effectively and staged appropriately to ensure that public funds are expended effectively

Formal integration of land use and transport during the planning process has the potential to reduce or avoid costly infrastructure or servicing investment or remediation, promoting the maximisation of existing and planned infrastructure and services. Acknowledging and leveraging the link between land use and transport assists a more environmentally, socially, and economically sustainable future.

OBJECTIVE 3: Promote a compact settlement pattern that increases the cost effectiveness of delivering and maintaining the transport system and a built environment that encourages more sustainable travel choices

Compact settlement patterns make more effective use of limited resources, result in greater preservation of environmental areas and other natural assets, increase health and wellbeing, promote active transport use due to shorter trip distances, and reduce upfront and ongoing costs operating public transport and to build and maintain vast networks of roads, paths and other supporting facilities.

OBJECTIVE 4: Develop Townsville's CBD and suburban activity centres as vibrant, walkable and social focal points for the city that are connected by frequent and efficient public transport, supported by high quality active transport facilities

Townsville currently has a defined hierarchy of centres that provide for the daily needs of the community and act as large hubs for employment. As these centres are significant attractors of trips, they will form the focal points of the transport system, particularly active and public transport, in the more urbanised areas of the broader local government area. The presence of local centres within convenient walking or cycling distance is even more important following COVID-19. This will require integration with land use planning and economic development initiatives and involvement from a variety of government, industry and community stakeholders.

OBJECTIVE 5: Regularly measure and report on the objective performance and subjective user experience of the transport system to improve planning, delivery and advocacy

The collection, interpretation, communication and application of data is crucial for ensuring the continual improvement of Townsville's transport system. Better data helps inform decision making, increase the potency and legitimacy of advocacy efforts and determine the effectiveness of changes or amendments to the network, including from temporary trials and pilot projects. Data could include counts of vehicle, bus passenger, pedestrian or cyclist traffic, recorded travel times, route selection, congestion or vehicle delay, dollars spent at adjacent shops, counts of people sitting or using a space, engagement, consultation and surveys of user experiences.

OBJECTIVE 6: Ensure proposals for significant transport amendments or investments in Townsville consider lifecycle costs and expected return are supported by transparent and rigorous investigation, and strong evidence-based and appropriate community involvement

Significant transport investments such as the construction of a new road or bridge have impacts at the local and regional level with costs and benefits felt by the community for many years after

implementation. As with any important decision, proposals for significant transport amendments or investment in Townsville should continue to be based on business cases that carefully consider the context of the broader vision for the city.

OBJECTIVE 7: *Improve the strength of partnerships, the quality of engagement and the depth of communication between governments, industry, universities and the community to guide the development of Townsville's transport system*

Council will continue to develop a culture that values and increases partnerships, engagement and communication between Council and other levels of government, industry, universities, and the community. By proactively improving stakeholder partnerships, engagement and communication, it is intended that improvements to Townsville's transport system will be more representative of needs and aspirations, well received and readily adopted.

Theme 2:

Transport for a healthy and prosperous city

OBJECTIVE 8: *Ensure transport system amendments and investments increase mobility options and promote greater balance between transport modes*

Historic prioritisation of private vehicles above other modes of transport, particularly through continuous road network expansions and upgrades and the provision of inexpensive parking, has increased car use and led to a strong cultural bias towards this mode, largely at the expense of other transport modes. Council will work to promote greater balance between transport modes and, as a result, increase the effectiveness and overall appeal of other mobility options to suit the needs and desires of the community. This could include investigations into the function and purpose of roads with a view to accommodate the needs of other users safely and more effectively such as pedestrians, cyclists and public transport users. The need and feasibility of this was highlighted during

the COVID-19 pandemic providing a strong evidence base for any potential intervention in the future.

OBJECTIVE 9: *Develop an attractive, connected, integrated and safe active transport network with supporting facilities to provide healthier, more environmentally sustainable and inclusive travel options*

To maximise the appeal and accessibility of active transport, Council will work to address gaps in the network while maintaining existing assets. Supporting facilities such as kerb ramps, shade, water fountains, seats, wayfinding, bicycle racks and repair stations, toilets and end of trip facilities should be considered as part of the planning process for new or upgraded paths and delivered where possible. The active transport network will be planned to accommodate wheelchairs and mobility scooters and the rise of electric and pedal assisted bicycles and personalised micro-mobility devices (for example, e-scooters). Any amendments or additions to the network will be undertaken in accordance with locally relevant best practice. Council will also investigate opportunities to improve safety, such as reducing posted speeds in select local streets to 30km/h to increase pedestrian and cyclist safety, street redesign works and the application of appropriate visual cues to encourage lower vehicle speeds and reinforce any change to posted speeds. Leveraging national and international examples and learnings, Council will investigate opportunities to implement low cost, trial projects to improve the amenity and connectivity of the active transport network and the safety of all users. This could include the reallocation of space in some parts of the city towards active transport.

OBJECTIVE 10: *Support an accessible, customer focused passenger transport network that offers reliable, appealing and efficient connections between residential, educational, employment and strategically important destinations*

The suitability and appeal of the public transport network is undermined by key factors including poor community perception, circuitous networks, long travel times, poor customer legibility and ease of use (including ticketing), and a perceived lack of affordability. These are significant barriers and they

will need to be addressed to increase the appeal of public transport and to provide a viable alternative to private vehicle use. An approach to the planning and delivery of the passenger transport network that encourages greater integration with other transport modes, particularly those that can provide point to point access, could help address some of these barriers and increase the overall accessibility and appeal of the network.

OBJECTIVE 11: *Provide affordable, convenient and safe opportunities for residents and visitors to access Townsville's wealth of attractions, services, educational institutions, recreational facilities and natural assets without the need for a private vehicle*

Council will continue to partner with the Queensland Government to develop appealing and accessible active and public transport networks that are integrated and easy to use. Tourists, students, and those with mobility impairments or limited economic means, have differing transport needs and characteristics. Tourists typically have limited access to a private vehicle, students typically have lower rates of private vehicle ownership while those with mobility or economic impairments are often faced with a narrow range of transport options that are ill-suited to their needs. This means that there is an increasingly large number of people in Townsville who rely on non-private vehicle transport modes or are limited by the current state of the system.

OBJECTIVE 12: *Ensure that the local and state-controlled road networks are developed under a "one network" approach that provides a seamless user experience and accurately reflects the desired road function*

Although planned, funded, managed and maintained by different levels of government, the road network is generally experienced as one network. Jurisdictional boundaries are seldom, if ever, considered when traversing the network and for the most part this is a sign of a well-integrated network. Providing greater alignment between the design and function of roads and streets within the broader road network will be an important consideration in working towards the vision and strategic transport directions outlined in this plan.

This will require a commitment to the formation of strong partnerships between all agencies that have an interest in managing Townsville's road network.

OBJECTIVE 13: *Significantly reduce the number and severity of crashes for all transport system users*

A fundamental starting point for working towards this objective are the principles enshrined within the Safe Systems approach, which recognises that humans will always make mistakes and may have road crashes, the system should be forgiving, and crashes should not result in death or serious injury. The Safe Systems approach includes planning, design and maintenance of *safe roads*, enforcing and designing for *safe speeds*, encouraging and educating *safe people* and the use of regulated and innovative *safe vehicles*. The approach requires coordination across all levels of government and with the community to ensure the safety of all road users.

OBJECTIVE 14: *Manage parking and kerb space allocation to support land use intents, sustainable transport options and continued economic growth*

Policies will be implemented which seek to deliver an equitable, locally responsive, and safe distribution of parking infrastructure throughout the Townsville CBD, achieved via strong community engagement and parking management policies to share parking infrastructure equitably, whilst supporting visitation and economic activation of the CBD and make non-private car transport modes more attractive.

OBJECTIVE 15: *Provide resilience in the transport system to enable continued connectivity during planned and unplanned events*

With the potential for more extreme and uncertain weather events in the future, designing redundancy into the transport system now will help increase Townsville's overall preparedness. For Townsville's transport system, this could mean providing multiple route options to ensure essential vehicles can access homes, businesses, depots, ports and hospitals. As evidenced during the COVID-19 pandemic, uncertainty extends beyond environmental variability. It is therefore important to provide optionality in the transport system (for example, providing a range of different ways to

travel around the region) and to ensure that this acts as a balance to the pursuit of overly efficient and vulnerable transport networks.

OBJECTIVE 16: *Improve the accessibility and efficiency of goods and freight movements in a way that supports the safety, amenity and economic prosperity of Townsville and the wider North Queensland region*

Townsville will be the preferred location in North Queensland for the establishment of industrial development of regional, state and national significance and there is a clear vision in the Townsville City Deal for Townsville to become the economic gateway to Asia and Northern Australia. The efficient use of port, road, rail and related transport system infrastructure can act as an enabler for growth and economic prosperity, but this needs to be balanced with a focus on safety and amenity.

OBJECTIVE 17: *Undertake initiatives to encourage more sustainable travel behaviour and communicate the impacts of different travel choices*

Sustainable travel behaviour in Townsville can be encouraged through the supply and encouragement of more appealing and practical travel options. This includes raising awareness of alternative travel options such as active and public transport that exist within Townsville, addressing barriers to greater use, identifying opportunities to increase travel by active and public transport, and communicating the impacts of different travel choices and the benefits of more sustainable travel. These communication efforts can also help to activate new active and public transport infrastructure and services, creating a virtuous circle of more sustainable travel behaviour.

Theme 3:

Transport for a smart city

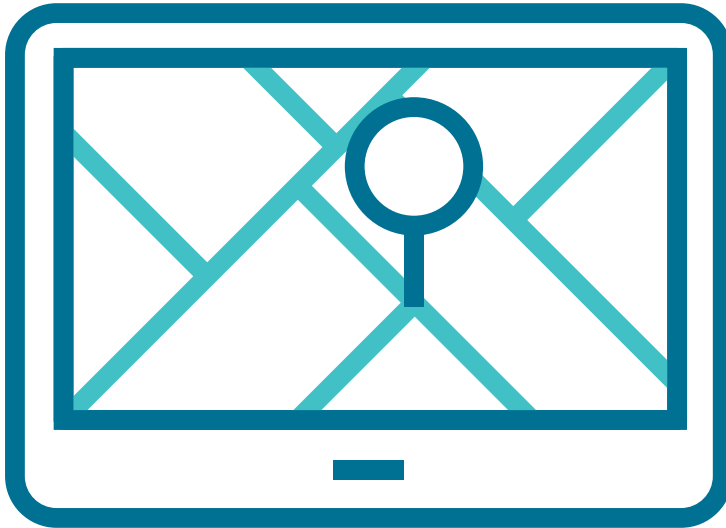
OBJECTIVE 18: *Make better use of existing assets and networks by prioritising non-infrastructure and demand management solutions*

Making better use of the infrastructure that currently exists can be sensible, particularly for the long term environmental and economic

sustainability of Townsville. Making better use of existing assets and networks, for example the rail network and pathway network, requires a commitment to prioritising creative solutions to transport problems. As an example, localised congestion around school pick-up which might otherwise be addressed with an amended road layout or a new or upgraded car park could be eased by parking short distances from the school and either accompanying or encouraging children to walk the remaining distance on foot. Making better use of existing assets, including through a greater emphasis on maintenance, will be increasingly important in a post-COVID environment and as the implications of the pandemic become clearer and better understood. Making better use of existing assets could also have important shorter term economic benefits that may help the economic recovery from COVID-19. This could include making existing freight routes more efficient for heavy vehicles and safe for all modes of transport.

OBJECTIVE 19: *Position Townsville as a leader in the development, early investigation, local adaptation and application of innovative technology, tools and processes for the net benefit of the Townsville community*

Council, through the Townsville City Deal, will encourage more innovative approaches to addressing known and potential future mobility challenges and support greater private sector and community involvement. Council will work to create a culture that values innovation and acknowledges that failure and learning is a part of the process of creating a more effective and locally-relevant transport system. As a steward of public funds for the benefit of the community, this trial and error approach will be limited as much as possible to small projects early in their development in order to learn from failure but to mitigate any potential negative impacts.



Implementation of this strategy

PRIMARY TRANSPORT ROLES AND RESPONSIBILITIES

The operation of Townsville's transport system requires the involvement of a variety of stakeholders. The successful implementation of this transport plan and advancement of Townsville's transport systems requires all stakeholders to realise their roles and responsibilities and work with all levels of government, the private sector and the community.

Council owns, manages, plans and funds a large proportion of Townsville's transport system. Council is generally responsible for the city's streets and lower-order roads, footpaths, bicycle lanes and paths, on-street parking, street trees and the majority of supporting infrastructure such as water

fountains, seats, lighting and traffic lights. Bus stops also fall under the responsibility of Council.

The Queensland Government, specifically the Department of Transport and Main Roads (DTMR), is generally responsible for the higher-order roads and highways, planning and regulating the passenger transport network and managing contracted service providers.

Other key players include private transport operators contracted by the Queensland Government to provide transport services for all residents and visitors. Examples include the ferry to Palm Island, the public bus network across Townsville and those who operate independently like taxi and rideshare services. Community transport providers also deliver services for eligible clients with some services subsidised by the Queensland Government.

Council's other key responsibility is working in partnership with the Queensland Government and the private sector in the planning and continuous improvement of Townsville's transport system. This ensures that it adequately considers and responds to changes in demographics, land uses, trends, community expectations, and technological innovation. In this regard, Council is the owner and champion of the *Townsville Integrated Transport Plan: Strategic Directions* document and is therefore responsible for its promotion, adoption, and integration with and influence on other Council planning.

Townsville City Council can take action as...



PROVIDER

Through planning and delivering infrastructure programs



PARTNER

Working with stakeholders



REGULATOR

Creating safe, fair and appropriate access to transport assets within the guides of legislation and statutory responsibilities



FACILITATOR

Catalyse smart and innovative solutions in the private sector



ADVOCATE

Demand more effective, efficient and affordable transport options for the North.

KEY INITIATIVES

To advance the vision of the Townsville Integrated Transport Plan, Council will work with the Townsville City Deal partners and relevant stakeholders to advocate for or implement the Strategic Directions, Themes and Objectives for transport through the key initiatives listed in Table 1.

Indicative time periods are Short (1 to 3 Years),
Medium (3 to 5 years), Long (5 Years +)

Table 1: Key initiatives to progress the TITP

INITIATIVE	INVOLVED AGENCIES	INDICATIVE TIME	ALIGNED OBJECTIVES
Initiative 1 Implement a Greening Strategy to improve walking comfort in key activity centres across the Local Government Area.	Led by Townsville City Council	Short	Objective 4 Objective 9
Initiative 2 Incentivise sustainable travel options for employees of large organisations and work with local businesses to encourage sustainable travel behaviour.	Led by Townsville City Council	Short	Objective 1 Objective 11 Objective 17
Initiative 3 Improve the safety and operation of school travel through the School Transport Infrastructure Program, Safe School Travel (SafeST) Program and other initiatives, with a focus on areas between schools and off-site parent pickup/drop off areas.	Led by Townsville City Council in consultation with State and non-state schools, including Parents and Citizens and Parents and Friends Associations, and the Queensland Government (Department of Education, DTMR)	Short	Objective 11 Objective 17
Initiative 4 Amend the Townsville City Plan to integrate Green Travel Planning requirements for appropriate new developments.	Led by Townsville City Council in collaboration with the Queensland Government through formal planning scheme amendment processes	Short	Objective 9
Initiative 5 Review and revise Traffic Impact Assessment policy to ensure all new transport projects and decisions contribute to the Safe Systems planning approach.	Led by Townsville City Council	Short	Objective 13
Initiative 6 Finalise and implement the Townsville Mobility Strategy.	Queensland Government (DTMR) in consultation with Townsville City Council	Short - long	Objective 9 Objective 10 Objective 11
Initiative 7 Develop and progressively implement a City-Wide Cycle Network to connect to and support the Principal Cycle Network (PCN) and major centres.	Led by Townsville City Council in consultation with the Queensland Government (DTMR)	Short - Ongoing	Objective 4 Objective 9
Initiative 8 Review opportunities within Townsville City to increase uptake of active transport and public transport modes.	Led by Townsville City Council in consultation with the Queensland Government (DTMR)	Short	Objective 8 Objective 14

INITIATIVE	INVOLVED AGENCIES	INDICATIVE TIME	ALIGNED OBJECTIVES
Initiative 9 Apply street and bus stop design to on-going upgrades programs that provide a safe, Townsville climate appropriate, comfortable and DDA compliant experience.	Led by Townsville City Council in consultation with the Queensland Government (DTMR)	On-going	Objective 10 Objective 11
Initiative 10 Undertake a public transport (bus) fare zone review.	Led by the Queensland Government (DTMR) in consultation with Townsville City Council	Short	Objective 4 Objective 10 Objective 11
Initiative 11 As part of a future public transport (bus) network plan and to improve bus travel times, consider rationalising bus stops where appropriate, and undertake a public transport (bus) route and duration of service review.	Led by the Queensland Government (DTMR) in consultation with Townsville City Council	Medium	Objective 4 Objective 10 Objective 11
Initiative 12 Assign a Townsville City Councillor as the City Transport Champion to investigate and lead transport related issues across the LGA.	Led by Townsville City Council	Short	Objective 1 Objective 2 Objective 7
Initiative 13 Regular periodical collection and analysis of user focused transport data.	Led by the Queensland Government (DTMR) with assistance from Townsville City	On-going	Objective 5
Initiative 14 Implement the first tranche of passenger transport improvements in the Townsville Mobility Strategy, including Smart Ticketing system and Real Time Passenger Information.	Led by the Queensland Government (DTMR) in consultation with Townsville City Council	Short	Objective 6 Objective 19
Initiative 15 Through the Townsville City Deal finalise Demand Responsive Transport investigations from the Logan Trial and investigate a trial in Townsville.	Led by the Queensland Government (DTMR) in consultation with Townsville City Council	Short	Objective 10 Objective 11 Objective 19
Initiative 16 Allocate kerb space at key attractors for taxi and rideshare pick-up/drop-off and non-private vehicle modes.	Led by Townsville City Council in consultation with the Queensland Government (DTMR), unless on or near a state-controlled road or for a major passenger transport facility.	Short - long	Objective 10 Objective 14

INITIATIVE	INVOLVED AGENCIES	INDICATIVE TIME	ALIGNED OBJECTIVES
Initiative 17 Advocate to the Queensland Government for a passenger transport service that utilises existing infrastructure in combination with a 'Park & Ride' facility to connect the northern suburbs with the CBD.	Led by Townsville City Council	Long	Objective 1 Objective 10 Objective 18
Initiative 18 Improve the resilience of the road network to maintain access to essential services during planned and unplanned events as part of preparedness planning. This could include, for example, identifying alternative routes around flood-prone parts of the network and improving real-time communications systems to keep customers informed.	Led by the Queensland Government (DTMR, QPS) where relating to the state-controlled road network. Led by Townsville City Council and the Queensland Government (QPS) where relating to the local road network	On-going	Objective 15
Initiative 19 Undertake locally relevant pilot projects to trial transport innovations, concepts and technology to assess their potential to provide social, economic and environmental outcomes for Townsville.	Led by Townsville City Council	On-going	Objective 19
Initiative 20 Review the Townsville City Plan to enhance the mixture of land uses and the type of services / goods available around centres to increase self-contained travel.	Led by Townsville City Council in collaboration with the Queensland Government through formal planning scheme amendment processes	Medium	Objective 2 Objective 3 Objective 4
Initiative 21 Coordinate a communication process for freight transport operators and defence transport operations to coordinate their road movements.	Townsville City Council, Transport Operators, Australian Defence Force (lead to be determined)	Medium	Objective 18
Initiative 22 Review major corridors to identify whether future opportunities for integrated mode options are available or viable. E.g. Ross River Road and Woolcock Street.	Led by the Queensland Government (DTMR) in consultation with Townsville City Council.	Medium	Objective 2 Objective 9 Objective 10 Objective 12 Objective 18
Initiative 23 Implement wayfinding information in major centres e.g. airport, shopping centres, to convey transport choice and to improve legibility for tourists and other commuters.	Led by Townsville City Council in consultation with the Queensland Government	Short - long	Objective 4 Objective 11

INITIATIVE	INVOLVED AGENCIES	INDICATIVE TIME	ALIGNED OBJECTIVES
<p>Initiative 24 Investigate appropriate standards of service thresholds through the Local Government Infrastructure Plan (LGIP) review process to ensure equitable choice in the transport network.</p> <ul style="list-style-type: none"> - Increase service tolerance for vehicles on the road network whilst improving service experience on roads for active transport and public transport operations - Measure and establish thresholds for level of service of active transport pathways. 	Led by Townsville City Council in consultation with the Queensland Government through formal statutory processes.	Medium	Objective 6 Objective 8
<p>Initiative 25 Investigate local implementation options for Mobility as a Service (MaaS) that includes considering proofs of concept in integrating end-to-end trip planning, booking, electronic ticketing and payment across all modes of transportation, across the LGA including Magnetic Island.</p>	Led by the Queensland Government (DTMR) in consultation with Townsville City Council.	Long	Objective 10 Objective 11 Objective 19

Townsville, like the rest of the world, is amongst a rapidly changing and uncertain future. This change gives us cause to pause and reassess the suitability of current and former approaches to the movement of people and goods in light of changing economic, social, environmental and technological landscapes. It also allows us to pursue a desired future that will help us navigate change for the benefit of our community. These were the two key considerations driving and guiding the development of the *Townsville Integrated Transport Plan (TITP): Strategic Directions* document.

The vision, strategic transport directions and initiatives outlined in this document are the practical outworking's of these two key considerations and are intended to start, not end, the conversation around how we would like to use and experience our advancing city and its transport system. The TITP will be reviewed regularly to ensure the initiatives effectively meet the strategic transport directions and vision.

The pursuit of this shared vision, combined with periodic reassessments of the suitability of TITP against community needs and aspirations, will help guide the continual improvement of Townsville's transport system over the next 15 years and create a system that is suitable for the city's position as the capital of Northern Australia.

ENDNOTES

- 1 TITP Change the Gears Survey, 2019
- 2 Northern Queensland Regional Transport Plan, 2020
- 3 SBS, 2020. Australians join global coronavirus cycling boom as bikes become key social distancing tool
- 4 Master Plan – Priority Port of Townsville, 2019
- 5 Townsville Airport Master Plan 2016-2036
- 6 Apple, 2020. Mobility Trends Reports
- 7 Google, 2020. COVID-19 Community Mobility Report
- 8 Tech Crunch, 2020. Lime pauses scooter operations in select markets amid COVID-19
- 9 The Washington Post, 2020. Coronavirus is forcing Uber to return to its start-up roots
- 10 Australian Bureau of Statistics, 2020. Household Impacts of COVID-19 Survey, 26-29 May 2020
- 11 Australian Government: Department of the Environment and Energy, 2019. Quarterly Update of Australia's National Greenhouse Gas Inventory: March 2019

