

# Townsville City

## Activation Plan 2026



# Purpose

Implement a funded, accountable and staged activation plan that delivers visible improvements, early successes, and long-term operational consistency.

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, present and all future generations.





# Contents

|    |                                        |    |
|----|----------------------------------------|----|
| 1. | Introduction and Scope .....           | 4  |
| 2. | Implementation Plan .....              | 6  |
| 3. | Vision Statement –Townsville CBD ..... | 7  |
| 4. | Resource Allocation.....               | 11 |
| 5. | Project Governance.....                | 11 |
| 6. | Measures of Success.....               | 12 |
| 7. | CBD Event Calendar .....               | 13 |



## 1. Introduction and Scope

Townsville's CBD has experienced reduced footfall, increasing vacancies, and perception challenges around safety and amenity. Council is taking a long-term approach to reinvigorate commercial and community use of the city centre while delivering immediate actions that complement work already underway.

### Geographic scope

The "CBD" refers to the Flinders–Sturt core and connecting streets/links to key destinations (Perc Tucker Regional Gallery, Central Park, Queensland Country Bank Stadium, river crossings/bridges, bus hubs, council facilities), acknowledging interdependencies with adjoining precincts and city wide programs (events, transport and safety).

### Related Sources

- [Townsville City Plan \\_ CBD Zone Townsvilles-CBD.pdf](#)
- [Townsville City Deal 2026 Smart Cities Plan — Townsville City Deal](#)
- [Townsville Priority Development Area Townsville Waterfront PDA | Planning - Townsville City Council](#)
- [Townsville City Council Corporate Plan 2025-29](#)
- [Townsville City Council Operational Plan](#)
- [Townsville City Council Capital Plan](#)
- Townsville City Council Long Term Financial Plan

# Townsville CBD



## City Planning Scheme Land Use

|                                                                                                                                                  |                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <span style="display:inline-block; width:15px; height:10px; background-color:darkblue; border:1px solid black;"></span> Principal centre (CBD)   | <span style="display:inline-block; width:15px; height:10px; background-color:lightgreen; border:1px solid black;"></span> Open space             |
| <span style="display:inline-block; width:15px; height:10px; background-color:teal; border:1px solid black;"></span> High density residential     | <span style="display:inline-block; width:15px; height:10px; background-color:pink; border:1px solid black;"></span> Character residential        |
| <span style="display:inline-block; width:15px; height:10px; background-color:maroon; border:1px solid black;"></span> Mixed use                  | <span style="display:inline-block; width:15px; height:10px; background-color:lightpink; border:1px solid black;"></span> Low density residential |
| <span style="display:inline-block; width:15px; height:10px; background-color:yellow; border:1px solid black;"></span> Medium density residential | <span style="display:inline-block; width:15px; height:10px; background-color:lightpurple; border:1px solid black;"></span> Low impact industry   |
| <span style="display:inline-block; width:15px; height:10px; background-color:lightblue; border:1px solid black;"></span> Sport and recreation    | <span style="display:inline-block; width:15px; height:10px; background-color:grey; border:1px solid black;"></span> Specialised centre           |
| <span style="display:inline-block; width:15px; height:10px; background-color:orange; border:1px solid black;"></span> Community facilities       |                                                                                                                                                  |

### Focus areas

- ① Principal centre (CBD)
- ② High density infill residential development
- ③ Mixed use focus

**Note:** All development within the Townsville City Waterfront Priority Development Area (PDA) will be assessed against the Townsville City Waterfront PDA Development Scheme. See Council's website for details.

## 2. Implementation Plan

The implementation plan targets five themes of activity.

### 1. Safety and Social Wellbeing



**Objective:** Improve real and perceived safety through an increased visible presence, surveillance upgrades, partnerships and a coordinated outreach response while enhancing social wellbeing and activating community spaces through inclusive programs, engagement initiatives, and local capacity-building.

### 2. Amenity and Hygiene



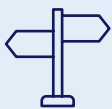
**Objective:** Lift baseline presentation and amenity to support visitation and trader confidence.

### 3. Placemaking and Visitation



**Objective:** Increase footfall and visitation with regular activations, cultural programming, pop-up initiatives, increased shade and comfort, and large event support for the CBD.

### 4. Wayfinding and Transport



**Objective:** Make the city easy to navigate, more legible, with improved connectivity, and more comfort to encourage a longer stay.

### 5. Business and Investment



**Objective:** Reduce friction for traders, catalyse property and tenant improvements, enable pop ups, and encourage outdoor dining.

Actions and activity identified in this Plan will contribute to achieving the vision of the CBD.





### 3. Vision Statement – Townsville CBD

Townsville's CBD will be a vibrant and welcoming urban heart where locals and visitors gather to experience the city's unique tropical character, culture and opportunities.

A city centre that feels alive, optimistic and distinctly Townsville.

We envision a CBD that is green, walkable and connected, where streets and public spaces invite people to linger, explore and participate in a vibrant community. High quality amenity, clean and well maintained environments, and thoughtful lighting will create comfort and confidence at all hours.

“ Townsville's CBD will be a centre of activation and creativity, with frequent events, public art, performances and pop ups that reflect our region's personality and celebrate its stories. It will serve as a welcoming front door for visitors, a dynamic hub on game days, and a thriving destination for families, workers, students, artists and entrepreneurs.

The CBD will be a competitive and resilient commercial precinct supported by strong partnerships, streamlined permitting, improved business confidence, and the steady re-occupation of ground floor spaces. Diverse retail, hospitality and service offerings will flourish alongside emerging industries and cultural enterprises.

Above all, the Townsville CBD will evolve into a confident, contemporary city centre that feels safe, activated and people focused, offering memorable experiences that build loyalty, pride and repeat visitation, a place that locals love and visitors seek out.

| Safety and Social Wellbeing |                                                                                                                                                                                                                                                              |                                                |              |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------|
|                             | Action                                                                                                                                                                                                                                                       | Budget                                         | Complete     |
| 90 Days – Quick Wins        | City Safe Patrol <ul style="list-style-type: none"> <li>Increased visibility in business hours</li> </ul>                                                                                                                                                    | Council Operational Budget                     | ✓            |
|                             | Security upgrades <ul style="list-style-type: none"> <li>11 CCTV cameras upgraded from 1 into 4 cameras, across the network</li> <li>135 public lighting enhancements through CBD</li> </ul>                                                                 | \$350,332 (Council Budget) + \$350,332 (Grant) | ✓            |
|                             | Security mobility improved <ul style="list-style-type: none"> <li>2 new mobile CCTV trailers purchased</li> </ul>                                                                                                                                            | \$200,000 (Council Budget) + \$200,000 (Grant) | ✓            |
|                             | Not for profit charities and non-government agencies support <ul style="list-style-type: none"> <li>Coordinated response with outreach providers to reduce anti-social behavior hot spots and provide suitable assistance services</li> </ul>                | NIL                                            | ✓<br>Ongoing |
| 2026 – 2028                 | Pedestrian lighting improvements <ul style="list-style-type: none"> <li>Improved lighting along council pedestrian paths including Hanran Park and Central pathways</li> </ul>                                                                               | \$75,000 (Council Budget) + \$75,000 (Grant)   |              |
|                             | City Safe Patrol <ul style="list-style-type: none"> <li>Increase in visible presence within the CBD, 7 days a week from 6am – 10pm</li> <li>Support businesses, monitor community safety concerns, and respond to issues impacting public amenity</li> </ul> | Council Operational Budget                     |              |
|                             | Security upgrades <ul style="list-style-type: none"> <li>Flinders Street West upgraded CCTV cameras and public lighting enhancements</li> </ul>                                                                                                              | \$213,395 (Council Budget) + \$213,395 (Grant) |              |
|                             | Targeted CPTED <ul style="list-style-type: none"> <li>Mobile CCTV program to target emerging hotspot locations, business precincts and public spaces</li> </ul>                                                                                              | NIL                                            |              |
|                             | Night Safe Precinct <ul style="list-style-type: none"> <li>Advocate and support coordinated enforcement</li> <li>Boundary advocacy/expansion cover CBD hotspots</li> </ul>                                                                                   | NIL                                            |              |
| Amenity and Hygiene         |                                                                                                                                                                                                                                                              |                                                |              |
|                             | Action                                                                                                                                                                                                                                                       | Budget                                         | Complete     |
| 90 Days                     | Deep clean frequency uplift <ul style="list-style-type: none"> <li>Pressure clean priority blocks; litter and graffiti hotspots</li> </ul>                                                                                                                   | \$30,000 (Council Budget)                      | ✓            |
| 2026 – 2028                 | Deep clean frequency uplift <ul style="list-style-type: none"> <li>Pressure clean priority blocks; litter and graffiti hotspots</li> <li>Increase in frequency from 6 monthly to quarterly</li> <li>Night sweep cleaning + pressure washing</li> </ul>       | Council Operational Budget                     |              |
|                             | Toilets Amenity <ul style="list-style-type: none"> <li>Anti vandal finishes; CPTED lighting</li> <li>Re-open Flinders Square toilets</li> </ul>                                                                                                              | \$6,000                                        |              |

| Placemaking and Visitation |                                                                                                                                                                                                                                                                                                                                   |                                                                                                                  |          |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------|
| 90 Days – Quick Wins       | Action                                                                                                                                                                                                                                                                                                                            | Budget                                                                                                           | Complete |
|                            | Business led initiative <ul style="list-style-type: none"> <li>Support for the establishment of the CBD UpTown program for small pop-up activations to support additional CBD visitation</li> </ul>                                                                                                                               | \$80,000 (Council Budget)                                                                                        | ✓        |
|                            | CBD pop up activations <ul style="list-style-type: none"> <li>Night time “Live &amp; Local” pilots pop up performances</li> </ul>                                                                                                                                                                                                 | \$45,000 (Council Budget)<br>+ \$100,000 (Grant)                                                                 | ✓        |
|                            | Youth Fest 2025 <ul style="list-style-type: none"> <li>Learning for Life Townsville Youth Fest 2025 two-day activation</li> <li>Flinders Lane activation</li> </ul>                                                                                                                                                               | \$25,000 (Council Budget)                                                                                        | ✓        |
|                            | Irrigation renewal <ul style="list-style-type: none"> <li>Sturt Street irrigation renewal</li> </ul>                                                                                                                                                                                                                              | \$200,000 (Council Budget)                                                                                       | ✓        |
|                            | City Centre’s Revitalisation Investment Program (design) <ul style="list-style-type: none"> <li>Streetscape renewal</li> <li>Increase shade through landscaping</li> <li>Sturt and Walker Street priority</li> </ul>                                                                                                              | \$200,000 (Council Budget)                                                                                       | ✓        |
| 2026 – 2028                | Adopt CBD Activation Plan                                                                                                                                                                                                                                                                                                         | Council Operational Budget                                                                                       |          |
|                            | Youth Fest 2026 <ul style="list-style-type: none"> <li>Learning for Life Townsville Youth Fest 2026 two-day activation</li> </ul>                                                                                                                                                                                                 | \$25,000 (Council Budget)                                                                                        |          |
|                            | Perc Tucker Regional Gallery <ul style="list-style-type: none"> <li>Curated exhibitions</li> <li>Align hours to cruise ships and special events</li> </ul>                                                                                                                                                                        | \$262,000 (Council Budget)                                                                                       |          |
|                            | Event Strategy <ul style="list-style-type: none"> <li>CBD focused (calendar integration, partnership model)</li> <li>Events Calendar to be developed</li> <li>Including Christmas event, Socceroos vs Brazil Street Party and Dream Fields events</li> </ul>                                                                      | Major Event Strategy being developed under the Major Event Acquisition agreement (Townsville Enterprise Limited) |          |
|                            | Sports Event Attraction <ul style="list-style-type: none"> <li>Targeted national level sports-based events calendar (outcome to drive bed nights and economic activation)</li> <li>Included in the Event Calendar</li> <li>Including the Socceroos vs Brazil, Wallabies and Rugby League + Rugby Union World Cup games</li> </ul> | \$200,000 (Council Budget)                                                                                       |          |
|                            | V8 Supercars Townsville Event <ul style="list-style-type: none"> <li>National visitor attraction and exposure</li> </ul>                                                                                                                                                                                                          | Council Operational Budget                                                                                       |          |
|                            | Northern Australia Festival of Arts (NAFA) <ul style="list-style-type: none"> <li>2 week festival celebrating the arts with performances, pop-up events, activations and community activities</li> </ul>                                                                                                                          | \$6,800,000                                                                                                      |          |
|                            | City Centre’s Revitalisation Investment Program <ul style="list-style-type: none"> <li>Streetscape renewal</li> <li>Increase shade through landscaping</li> <li>Sturt and Walker Street priority</li> </ul>                                                                                                                       | \$2,063,000 (Council Budget)                                                                                     |          |
|                            | Activation Budget <ul style="list-style-type: none"> <li>Program to be developed for small pop-up events and activations</li> <li>Increase attraction and visitors to the city centre</li> <li>Proactive engagement with City Traders</li> <li>Target footpath activations</li> </ul>                                             | \$250,000 (Council Budget)                                                                                       |          |

## Placemaking and Visitation

|             | Action                                                                                                                                                                                                         | Budget                                 | Complete |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------|
| 2026 – 2028 | UpTown <ul style="list-style-type: none"> <li>City Centre business led activations</li> <li>Tactical Urbanism temporary amenity and shade installations</li> <li>Discovery campaigns and challenges</li> </ul> | \$60,000 (Council Budget)              |          |
|             | Cotters Markets <ul style="list-style-type: none"> <li>Sunday morning Flinders Street activation</li> </ul>                                                                                                    | \$450,000 (Council Budget)             |          |
|             | Activation Infrastructure <ul style="list-style-type: none"> <li>Flinders Street removeable bollards, service points</li> <li>Services points in key activation sites</li> </ul>                               | \$2,400,000<br>(Grant funding pending) |          |
|             | City Centre Christmas Lighting Trail <ul style="list-style-type: none"> <li>Christmas themed pop-up installation</li> </ul>                                                                                    | Council Operational Budget             |          |

## Wayfinding and Transport

|             | Action                                                                                                                                                                                                                                                 | Budget                             | Complete |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------|
| 90 Days     | Wayfinding Strategy <ul style="list-style-type: none"> <li>Focus on key locations, destinations</li> </ul>                                                                                                                                             | Council Operational Budget         | ✓        |
|             | Bus stop upgrades <ul style="list-style-type: none"> <li>Screening, CPTED lighting at Ogden St; DDA compliance checks</li> </ul>                                                                                                                       | \$49,000 (Council Budget)          | ✓        |
| 2026 – 2028 | CBD/Strand Bus loop/Airport <ul style="list-style-type: none"> <li>CityFlyer City Bus</li> </ul>                                                                                                                                                       | Translink Funding                  |          |
|             | Bus stop upgrades <ul style="list-style-type: none"> <li>CPTED lighting at Ogden St; DDA compliance checks</li> </ul>                                                                                                                                  | \$32,000 (Council Budget)          |          |
|             | City lighting and wayfinding improvement implementation <ul style="list-style-type: none"> <li>New wayfinding signage to connect to key locations and destinations</li> <li>Improved lighting levels for city centre pedestrian connections</li> </ul> | \$1,300,000<br>(City Deal Funding) |          |

## Business and Investment

|             | Action                                                                                                                                                                                                                                                                                          | Budget                                                    | Complete |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------|
| 90 Days     | Outdoor Dining & Special Permit <ul style="list-style-type: none"> <li>Review policy/promote</li> </ul>                                                                                                                                                                                         | NIL                                                       | ✓        |
| 2026 – 2028 | Refresh Flinders Square signage                                                                                                                                                                                                                                                                 | \$10,000 (Council Budget)                                 |          |
|             | Review Rating Categories <ul style="list-style-type: none"> <li>Review and implement rating categories, addressing derelict and empty buildings</li> <li>Align to re-invest into activation activities</li> </ul>                                                                               | NIL                                                       |          |
|             | City Incentives Program <ul style="list-style-type: none"> <li>Improving Building Facades (Incentive component 2) <ul style="list-style-type: none"> <li>50-50 funding for up to \$50,000 per grant</li> </ul> </li> <li>City Centre Heritage Adaptive Reuse (Incentive component 4)</li> </ul> | \$250,000 (Council Budget)<br><br>General Rates Incentive |          |

## 4. Resource Allocation

A total budget of over \$18 million has been committed to support delivery of the City Activation Plan. This investment brings together multiple funding sources, reflecting our commitment to revitalising the city centre and responding to community and business priorities.

The total allocation includes contributions from:

Council's Operational FY25/26 budget

**\$1,203,332**

Council's Capital FY25/26 budget

**\$49,000**

Council's Operational FY26/27 budget

**\$10,000,102**

Council's Capital FY26/27 budget

**\$4,757,395**

Grant funding

**\$2,238,727**

**TOTAL**

**\$18,248,556**



The proposed City Activation Program Manager role will be partly funded from the FY26 Operational budget and potential revenue earned from the ratings category of Derelict and Vacant Buildings.

We will continue to seek co-investment, partnerships and additional grants to offset project costs and expand the program's impact, particularly in areas such as precinct infrastructure, safety improvements, and activation.

## 5. Project Governance

A Project Management Group (PMG) will be established to oversee the full program and report via the Executive Leadership Team (ELT) to the Councilors.

A structured performance reporting framework will ensure ongoing visibility and accountability.

| Audience                  | Frequency            | Format                                                    |
|---------------------------|----------------------|-----------------------------------------------------------|
| Executive and Councillors | Monthly / Bi-monthly | Briefing                                                  |
| Businesses & UpTown       | Quarterly            | Multiple sources                                          |
| Community                 | 6-monthly            | Social media, milestones, Annual Report, Operational Plan |

## 6. Measures of Success

The following KPIs will be used to baseline and provide indicators of quantitative and qualitative data.

| Indicator                                             | Source                                     | Frequency |
|-------------------------------------------------------|--------------------------------------------|-----------|
| <b>Placemaking and Visitation</b>                     |                                            |           |
| Footfall at priority blocks and event attendance      | Counters, tickets sales, mobile pings      | Annual    |
| Tenancy vacancy improvement                           | Industry data                              | 6-monthly |
| Media reach                                           | Web analytics                              | Monthly   |
| <b>Safety and Social Wellbeing</b>                    |                                            |           |
| Reported incidents trend                              | QPS/safety patrol record                   | Annual    |
| Perceived safety                                      | Social media, trader pulse, visitor survey | Annual    |
| Coverage/quality of safety infrastructure             | CCTV, lighting                             | Annual    |
| <b>Amenity and Hygiene</b>                            |                                            |           |
| Cleaning frequency increase                           | Council data                               | Annual    |
| Community satisfaction with presentation              | Trader/resident surveys                    | Annual    |
| Increased proportion of maintenance requests resolved | Internal performance reporting             | Quarterly |
| Increase in shade cover percentage                    | Council data                               | Annual    |
| <b>Wayfinding and Transport</b>                       |                                            |           |
| City Flyer Bus Service Implementation                 | # of routes, # of passengers               | Annual    |
| Improved wayfinding installations                     | # new installations in key locations       | Annual    |
| <b>Business and Investment</b>                        |                                            |           |
| Permit turnaround (busking/outdoor dining/pop ups)    | Council data                               | Annual    |
| Provision of grants                                   | Council data                               | Annual    |
| Improved trader satisfaction with Council engagement  | Pre/Post engagement surveys                | 6-monthly |
| <b>Planning, Policy and Precinct Vision</b>           |                                            |           |
| Activation Plan implementation                        | Council report                             | Annual    |
| Adopted planning controls                             | Adopted documents, policies                | Annual    |
| # of capital projects delivered or advanced           | Capital delivery plan                      | Annual    |

## 7. CBD Event Calendar

|                |                                         |                                          |                                   |
|----------------|-----------------------------------------|------------------------------------------|-----------------------------------|
| SEPTEMBER 2026 | Friday 25 September                     | QLD Football Series: Australia v Brazil  | 📍 Queensland Country Bank Stadium |
|                | Monday 28 September – Sunday 11 October | North Australian Festival of Arts (NAFA) | 📍 Various Locations               |
| OCTOBER 2026   | Saturday 3 October                      | AusX Supercross Championships 2026       | 📍 Queensland Country Bank Stadium |
|                | Saturday 31 October                     | Rugby League World Cup 2026              | 📍 Queensland Country Bank Stadium |
| NOVEMBER 2026  | November – December                     | Christmas City Dressing                  | 📍 CBD – Christmas lights          |
|                | Saturday 7 November                     | Foo Fighters                             | 📍 Queensland Country Bank Stadium |
|                | Wednesday 11 November                   | Remembrance Day                          | 📍 ANZAC Memorial Park             |
| DECEMBER 2026  | Wednesday 2 December                    | Guns N' Roses                            | 📍 Queensland Country Bank Stadium |
|                | Thursday 31 December                    | New Year's Eve                           | 📍 The Strand                      |
| MARCH 2027     | March – September                       | NRL NQ Cowboys season                    | 📍 Queensland Country Bank Stadium |
| APRIL 2027     | April                                   | Youth Fest                               | 📍 TBC                             |
|                | Sunday 25 April                         | ANZAC Day                                | 📍 ANZAC Memorial Park             |
| MAY 2027       | Sunday 9 May                            | Battle of the Coral Sea                  | 📍 ANZAC Memorial Park             |
|                | May                                     | Dream Fields Event                       | 📍 Central Park                    |
|                | May – June                              | NRLW State of Origin                     | 📍 Queensland Country Bank Stadium |
| JUNE 2027      | June – July                             | V8 Supercars Townsville                  | 📍 Reid Park                       |
| JULY 2027      | Saturday 17 July                        | Wallabies v Argentina                    | 📍 Queensland Country Bank Stadium |
| OCTOBER 2027   | October – November                      | Rugby Union World Cup                    | 📍 Queensland Country Bank Stadium |



| REOCCURRING EVENTS    |                      |                                                                                    |
|-----------------------|----------------------|------------------------------------------------------------------------------------|
| Weekly – Every Sunday | Cotters Market       | 📍 Flinders Street                                                                  |
| Monthly               | Citizenship Ceremony | 📍 103 Walker Street Forecourt<br><i>*venue may change pending attendee numbers</i> |
| March to September    | NQ Cowboys season    | 📍 Queensland Country Bank Stadium                                                  |
| Adhoc                 | Civic Receptions     | 📍 103 Forecourt<br><i>*venue may change pending attendee numbers</i>               |

## Legend

- Council run event
- Major event
- NQ Cowboys





[townsville.qld.gov.au](https://townsville.qld.gov.au)