LEADING, CREATING, CONNECTING: SHAPING A PLACE TO BE PROUD OF

Community Plan

TOWNSVILLE → 2011-2021
IN 2021, OUR COMMUNITY WILL BE DEFINED BY THE STATEMENT

Townsville is the northern gateway to Queensland. Our well-built city connects people to their community, via an active lifestyle that is enjoyed by all who live and visit. We are leaders of positive environmental action. We are acclaimed for our business entrepreneurship, government enterprise, innovation, technology and cultural stewardship.
I am very pleased to present *Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021*, a vision for Townsville which will guide the city over the next 10 years and beyond.

Townsville’s community plan provides an opportunity to strategically plan a future that the community, council, government, non-government organisations, business and stakeholders can work towards together.

The community plan has been developed by the Townsville community, for the community. More than 7,000 people were involved in some way in the development of this plan, and it includes the visions, comments, and suggestions of those people. The community embraced the opportunity to be part of a vision for the city, and that is reflected here.

I am sure you will agree that working together towards a positive and sustainable future is an exciting prospect.

Cr Les Tyrell OAM
Mayor of Townsville
From the Mayor 1
Townsville Local Government Area (LGA) 3
People, Place and Lifestyle 4
Townsville Community Plan 9
SpeakUp Townsville 10
The Community’s Vision 12
Strong, Connected Community 13
Environmentally Sustainable Future 19
Sustaining Economic Growth 23
Shaping Townsville 27
Moving Ahead 31

THANK YOU
Townsville City Council would like to sincerely thank the community for their enthusiasm and responsiveness to the SpeakUp Townsville engagement process. The visions, suggestions, and comments provided by the community have resulted in the development of Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021.

Many individuals, government agencies, community organisations and community groups have been part of our extensive journey in the development of this plan. Council looks forward to continuing these valued partnerships and connections, as the community moves forward with a whole-of-community response to the vision provided for Townsville.
The Ross River flows from the foothills of the Hervey and Mount Stuart ranges to its outlet in Cleveland Bay, where the central business district's skyline is dominated by the distinctive Castle Hill with beautiful Magnetic Island just eight kilometres offshore.

Townsville's local government area covers 3,736 square kilometres.
OUR HISTORY

Indigenous
For thousands of years, the ancestors of the traditional owners of the region now known as Townsville, the Wulgurukaba and Bindal people, utilised and cared for the environment. For the Aboriginal community, land has a spiritual meaning. The Dreaming tells of the journey and the actions of ancestral beings who created the natural world. Dreaming is never-ending and links the past with the present to determine the future. It is the natural world; the mountains, rivers, fauna and flora, land and country to which Aborigines belong, which is the link between the people and the Dreaming.

The traditional owners of Townsville believe that the preservation of old growth native vegetation is imperative in protecting the natural and cultural values of their homelands. *The Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021* acknowledges and respects these people as the traditional owners of the land.

First Contact
In 1770, Captain James Cook paved the way for European settlement by ceremoniously claiming the land for Britain. Less obviously, he had claimed it through placing a host of European names on the landmarks he charted along the east coast. In our region, Captain Cook named Cleveland Bay and Magnetic Island. As a result of European settlement, Indigenous people were dispossessed of their traditional land.

Settlement
With separation from the Colony of New South Wales and new land legislation in the 1860s, pastoral settlement began to spread from the frontier township of Bowen to the hinterland. John Melton Black took up land which became Woodstock Station to the north of the Burdekin River in 1863. In 1864, Black despatched Andrew Ball and Mark Watt Reid in search of a site for a suitable port and boiling down works. The establishment of a port further north on Cleveland Bay circumvented the dependence on the overland road to the port of Bowen. Ball’s party established a site by the mouth of Ross Creek which eventually became Townsville.

In the late nineteenth century, as the sugar industry blossomed, gold spurred hinterland development and western pastoralism supplied the establishment of local meat-works; the port of Townsville boomed. This economic growth in Townsville was supported by the development of the Northern Railway in the late nineteenth century, and fostered urban expansion.

Commercial and industrial development continued into the twentieth century. During World War II, the region was an important staging point for the Pacific War and was host to seventy thousand military personnel in hospitals, staging camps, air support depots and supply facilities during the 1942-45 period. The government developed infrastructure in the area to connect and support the area’s numerous military, air and service establishments.
Post World War II to the present day has been an era of progress for the region. With the establishment of Lavarack Barracks and RAAF Base Townsville and the development of Townsville as a regional centre for state and federal government departments, commercial, industrial and residential development increased. Today, Townsville offers an alternative lifestyle for people wishing to escape from bigger cities in the south and is one of the fastest growing local government areas in Australia.

**OUR PEOPLE**

Townsville is the largest city in North Australia, and one of the fastest growing cities in the state of Queensland in terms of population. At 30 June 2010, the estimated resident population of Townsville was 185,768 people, or 4.1 per cent of the state’s population, and was ranked fifteenth for fastest growth (2.2 per cent) and ranked seventh for largest growth from 2009 to 2010. Townsville’s population in 2031 is projected to be 270,500 people; at that time this will account for 4.3 per cent of Queensland’s total population.

Townsville has a strong profile of cultural diversity due to current migration, refugee and humanitarian arrivals within an existing context of Indigenous and Culturally and Linguistically Diverse (CALD) communities.

**OUR PLACE AND LIFESTYLE**

The Townsville region encompasses a major urban coastal area, a restricted rural area, mountain ranges, a major offshore island (Magnetic Island) and a number of smaller islands and rock shoals including Herald and Rattlesnake Islands. Townsville has capitalised on its low level terrain and relatively low tropical rainfall to provide an efficient access route and service centre for North Queensland. Townsville provides the northern link for state and federal governments, as well as for private enterprise in primary and secondary industries, mining, commerce, retail and community and cultural services. Townsville is widely regarded as the capital of North Queensland.

Townsville is renowned for its easygoing pace, tropical weather and natural surroundings, and the residents of Townsville are passionate about preserving the unique character and diverse experiences the region has to offer from a mix of reef, outback, rainforest, beautiful beaches and all the benefits of a big city in a beautiful part of Australia. The Townsville lifestyle has something for everyone!
ISSUES FACING OUR REGION

Every issue which Townsville faces has its own challenges and opportunities. If we fail to strategically plan as a community, these issues may develop as critical inhibitors. However, with careful planning and using Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021 as a guide, the issues identified in this plan can become opportunities to achieve the community’s vision.

An inclusive community

Townsville, like many communities, is facing rapid social change as we work towards a socially inclusive community. There are several issues which impact on our community, potentially contributing barriers to social inclusion.

Townsville has a large, transient workforce due to the growing defence presence, and the fly-in/fly-out workers from the mining industry. The subsequent social impacts on families can lead to barriers to social inclusion.

The Townsville community has identified affordable housing as a critical issue for the social and economic development of the community. The presence of the Australian Defence Force, a large mining workforce contingent and James Cook University’s increasing student numbers, contribute to increased pressure on the affordable housing market.

Townsville has a strong profile of cultural diversity contributed to by current migration, refugee and humanitarian arrivals – within an existing context of Culturally and Linguistically Diverse (CALD) and Indigenous communities. One of the key issues facing these groups within Townsville is a chronic lack of affordable housing, and the barriers that they face in accessing that housing. Another issue is employment, particularly for young people.

As the population increases and much of the new development within Townsville occurs on the urban fringes there is increased pressure on human services (health, education, family and community support, cultural development, recreation and public safety) and their associated infrastructure. Key areas of concern identified by the community include recreation, employment and training options particularly for youth, family support services to meet the needs of mobile populations (e.g. defence personnel), decentralised community health services, particularly Aboriginal and Torres Strait Islander health services and adult mental health, accessible community-based facilities, enhanced personal and community safety and the provision of community and cultural services which reflect cultural diversity and needs and ensures equity of access.

Our environment

The Townsville region supports an amazing diversity of animals and plants, comparing favourably with other, more widely recognised biodiversity hotspots, such as the Gold Coast hinterland and the broader wet tropics region. This diversity can be explained by the range of bioregions and habitats found in
the area, including the Wet Tropics, the Einasleigh Uplands, the Townsville Plains Province of the Northern Brigalow and the Dry Tropics Coast bioregions. The region is also home to internationally-recognised and significant areas such as the Wet Tropics World Heritage Area and the Bowling Green Bay Wetlands, as well as many other locally significant areas. Magnetic Island is located in the internationally-renowned Great Barrier Reef World Heritage Area. All these areas combined provide habitats on which animals, plants and entire ecological communities depend, and several species of plants, animals and some ecosystems are unique to our region. In addition, the local environment supports a diverse range of recreational, tourism and commercial activities that are valued by the community.

Due to the impact of human activities, these areas face a number of challenges.

Habitat clearing and fragmentation within Townsville has reduced the numbers of plant and animal species, isolated species populations and created a more competitive environment for introduced species, affecting the survival rates of many native species.

Changing land uses and altered hydrological regimes have affected the water quality and ecosystem health of our local waterways, wetland and the downstream marine environment of the Great Barrier Reef, including inshore reef, seagrass beds, dugong protection and fish habitat areas.

Land uses such as new urban development and existing urban areas, cattle grazing, agriculture combined with wetland loss, and activities such as coastal aquaculture and heavy industry, continue to affect our natural environment, including the water quality of receiving environments. Other uses, such as commercial and recreational fishery, marine tourism and the commercial port, also impact our natural environment.

The ready availability of water and the desire to ‘green’ a naturally dry environment, combine to create a high demand for water. In fact, within Townsville, the average household consumes approximately 450kL of water per annum, with approximately 65 per cent of this used outdoors.

Within Townsville the average household consumes 7,147kWh per annum, and only around 18 per cent of households offset some of the carbon emissions through the purchase of green energy.

Townsville can experience climatic extremes in the form of cyclones, tropical lows and flooding as part of the northern ‘wet’ season.

Economic development

Townsville’s economy has displayed a strong and stable performance over the past decade. Factors contributing to this are strong population growth, significant new public sector investment, the growing role of Townsville as a public and private sector regional service centre, and the city’s diversified economy with strengths in mining services, mineral processing, international tropical marine research, defence, education and tourism. However, there are several issues
Managing the issues the community has identified can be challenging. However ‘Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021,’ provides a framework which will enable government, community and business to address some of these issues in order to achieve the community’s vision for Townsville.
Townsville Community Plan

Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021 has been developed with the community, for the community.

The plan outlines the community's vision for the future and the steps the community as a whole needs to take to achieve this vision. More than 7,000 responses from community members, local organisations, business people and government agencies were gathered through the community engagement process SpeakUp Townsville, which was conducted by the Townsville City Council.

The development of a community plan for Townsville is in line with the requirements of the Local Government Act 2009, which places an increased emphasis on planning and accountability. This community plan will have significant influence on other council planning documents, and provides community direction for the region, community and all levels of government and non-government organisations in future planning for this region's community.

The Townsville City Council's approach to the engagement process used in the development of this plan was underpinned by the council's Community Engagement Policy principles:

- providing inclusive opportunities for informed community involvement in council's decision making.
- ensuring that all groups in the community are provided with opportunities to engage with the Townsville City Council.
- commitment to the provision of culturally appropriate processes to encourage increased access by Aboriginal people, Torres Strait and South Sea Islanders, and people from culturally and linguistically diverse backgrounds to participate in discussions about council initiatives.
- adherence to an engagement policy and framework that focus upon achieving meaningful community engagement.
- fostering a council-wide culture of community engagement.

The development of Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021 encompassed a number of phases:

Phase 1 – Information gathering – what is currently happening in the community?

Phase 2 – SpeakUp Townsville – what could be happening for the community, and how the community would like Townsville to be shaped in the next 10 years and beyond?

Phase 3 – Data collection and analysis.

Phase 4 – Development of a draft Community Plan.

Phase 5 – Community feedback stage.

Phase 6 – Policy and adoption – the finalised Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021.

This is a whole of community’s plan for everyone, individuals, business and government to work together for a better city.
SpeakUp Townsville

To identify the community’s vision for the future, Townsville City Council facilitated its largest ever community engagement process - SpeakUp Townsville.

SpeakUp Townsville was a multi-faceted, inclusive and innovative community engagement process, which involved holding over 60 community engagement activities across approximately 20 different geographical areas from Paluma to Cungulla. More than 7,000 responses were received.

Engagement sessions were also held with key representatives from the Townsville community including business owners, government departments, sport and recreation organisations, community service organisations, cultural and arts organisations, non-government organisations, Aboriginal and Torres Strait Islander representatives and noted community members. The process also sought input from the council’s youth, disability, seniors, women’s, families, community safety and Aboriginal and Torres Strait Islander Advisory Committees.

Throughout the SpeakUp Townsville engagement program, a variety of engagement techniques were used to obtain an understanding of the vision, values and aspirations of the Townsville community. (Refer to next page for diagram)
As a method of gauging individuals priorities on topics, we used a ‘vote with your hands’ activity where people used their own painted hand prints to cast votes.

Vox pops allowed individuals to video record their comments and vision for the future.

Council staff set up a SpeakOut Wall at a number of community locations and events throughout Townsville. A SpeakOut Wall is an informal method for individuals to write and display their comments and discuss their vision with council staff.

Through the use of maps of the Townsville region participants were asked to design their city by placing stickers and notes indicating where there is a need for services, buildings, roads, open spaces etc.

World Cafe Room

World Café is an engagement technique that is open and about shared communication. Multiple tables are set up in a room each with different questions/themes to evoke responses and discussions. Via a time facilitated process, participants move from table to table to discuss the various questions, and the discussions are recorded by a table facilitator.

Information Maze

An Information Maze is an open house, informal style of engagement providing multiple styles of engagement techniques with different topics, and the technique allows for participants to involve themselves in areas that they consider of interest.

Council staff attended various community group meetings to listen to, and discuss areas of challenges, visions and aspirations relating to that particular community group.

Zing Technology

Through the use of technology – one laptop, multiple keyboards and a projector screen – groups of people were able to identify and discuss their vision for Townsville. Zing Technology was used as an alternative method of engagement at major SpeakUp Townsville tents/events.

Council staff set up a SpeakOut Wall at a number of community locations and events throughout Townsville. A SpeakOut Wall is an informal method for individuals to write and display their comments and discuss their vision with council staff.

A Samoan Circle is a meeting without a leader. A Samoan Circle has people seated in a circle within a circle with the inner circle being the discussion area. People move from the inner to outer circle as they wish to be involved in the discussion topic, and all other participants are to remain silent whilst listening to the discussion.

A number of targeted workshops where held with an identified focus and attended by key community organisations and community representatives. These workshops were aimed at exploring and discussing past, present and future trends and challenges.

Post back surveys were distribution to key community facilities and handed out at all of the SpeakUp Townsville engagement activities as an alternative method for individuals to share their ideas and suggestions. Our survey was also available for completion and submission on-line.
The Community’s Vision

During the engagement process, the key topic shared was the importance of creating Townsville as a ‘great place to live and be proud of’.

This direction and passion for Townsville was reiterated throughout all of the community engagement activities and has formed the basis of the Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021 vision.

Vision

In 2021, our community will be defined by the statement:

Townsville is the northern gateway to Queensland. Our well-built city connects people to their community, via an active lifestyle that is enjoyed by all who live and visit. We are leaders of positive environmental action. We are acclaimed for our business entrepreneurship, government enterprise, innovation, technology and cultural stewardship.

Conversations and feedback from the community around how they felt this vision could be achieved included the need to create a community that is:

» resourceful, connected and safe
» takes responsibility to protect and nurture the environment
» has economic viability
» is well-planned in its design, and
» is culturally vibrant.

From this information, four overarching themes have been identified to form Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021.

» Strong, connected community
Townsville community has a diverse make-up of cultures, community groups and backgrounds which are recognised as key strengths in the community and these elements need to be embraced and nurtured. It was also identified that a well-connected community builds a strong community.

» Environmentally sustainable future
Our community values the natural environment of Townsville and recognises it as a key aspect of our lifestyle. Our community wants Townsville to be a leader in environmental sustainability, including embracing the use of renewable energy.

» Sustained economic growth
The community identified the importance of continuing to build a strong, balanced and sustainable economic base for Townsville. This vision can be achieved by continuing to embrace new technology and providing avenues for skill development and employment opportunity.

» Shaping Townsville
The community believe it is important that Townsville is well-designed, taking into account the local climate, while also preserving our heritage and traditional characteristics. The community also believe it is important that any planning for the city is done proactively and facilitates lifestyle choices, including transportation, diversity of services and open space facilities.
Strong, Connected Community

OUR VISION FOR BUILDING A STRONG AND CONNECTED COMMUNITY
A community that draws on the diversity, skills and expertise of residents to build a community that has pride in its culture and lifestyle.
Strong, Connected Community

A community that draws on the diversity, skills and expertise of residents to build a community that has pride in its culture and lifestyle.

**GUIDING PRINCIPLE**

**Strengthen community cohesion**

Becoming a supportive and interconnected community that works together to make people feel comfortable and safe within their street, neighbourhood and the wider community.

**Together we can achieve this by:**

- encouraging individuals to make connections with their neighbours and local community groups
- creating learning opportunities that encourage people to learn from each other and draw on the diversity of skills and experience of Townsville residents
- providing ‘common purpose’ community events and creating places and spaces that bring people together to meet and play
- providing opportunities for community members to be part of local clubs and groups
- building a community that works in partnership with government, community and private organisations to achieve real and lasting local cohesion.

**We can measure our achievements through:**

- the level of volunteering within the community
- the use of community venues and facilities
- participation in community activities.

**GUIDING PRINCIPLE**

**Value the richness of diversity**

The diversity of cultures and community groups represented within Townsville are embraced so that all community members can become champions of social inclusion.

**Together we can achieve this by:**

- increasing community recognition and involvement of the traditional owners, the Bindal and Wulgurukaba people, and other members of the Aboriginal, Torres Strait and South Sea Islander community
- promoting social harmony through building awareness of the needs and backgrounds of the many community groups and cultures represented in Townsville, such as people with a disability, people from a culturally and linguistically diverse background, seniors, youth, woman, families and Aboriginal and Torres Strait Islander peoples
- holding events and gatherings to bring us together to experience the social diversity within our community.

**We can measure our achievements through:**

- participation at cultural events
- availability of services and facilities
- our connection to, and awareness of, culturally and linguistically diverse backgrounds.
"A place that is welcoming and filled with stories."

Townsville community member, 2010

GUIDING PRINCIPLE
Develop a vibrant arts lifestyle
Embracing the richness and talent of the arts community.

Together we can achieve this by:
» recognising and supporting our local art professionals and groups
» encouraging festivals and events that provide opportunities for creativity and leisure
» ensuring community art facilities grow and develop according to the community’s needs.

We can measure our achievements through:
» attendance at performance centres and galleries
» participation in arts and cultural organisations
» community satisfaction with the arts and cultural opportunities available.

GUIDING PRINCIPLE
Nurture and value families
Providing opportunities to raise children within our unique lifestyle, and providing them with a great place to grow up.

Together we can achieve this by:
» increasing access to sports, arts, history, traditional culture, schooling and life-long education
» providing avenues to strengthen and support the diversity of family units
» making Townsville a fun, active and vibrant place to inspire our children and youth
» providing reasons for our young people to want to continue to live in the Townsville community.

We can measure our achievements through:
» the availability of child care facilities
» participation in welcoming ceremonies such as citizenship and Welcoming Babies
» availability of educational facilities
» participation in community workshops and events.
GUIDING PRINCIPLE

Develop a sense of safety
An environment in which the community feels safe to live, work and play.

Together we can achieve this by:
» increasing safe connection options between places and spaces within the community through adequate transport links and further expansion of bike paths and walkways
» on-going discussions with the community and key organisations to identify and address new priority areas relating to community safety and crime prevention
» advocating for a community that doesn’t accept anti-social or violent behaviour
» appropriate allocation of safety measures at popular community spaces
» creating safe environments for residents, workers and visitors.

We can measure our achievements through:
» the use of public transport within the city
» community perception of safety and wellbeing
» crime rates in the city.

GUIDING PRINCIPLE

Provide active and passive sport and recreation opportunities
An environment where there is a choice of active and passive recreational activities that contribute to the health and wellbeing of our city.

Together we can achieve this by:
» ensuring our recreation areas and open spaces are accessible, respond to the needs of the community and provide positive use for multiple activities
» ensuring Townsville has adequate sporting facilities for local and regional events
» providing recreation and sporting programs appropriate for people of all ages and levels of ability
» encouraging joint use of facilities by clubs and community groups
» managing community and recreation facilities in an accessible and equitable manner
» developing connection with our waterfront and diverse landscape to provide amenity for a healthy and active lifestyle.

We can measure our achievements through:
» opportunity to participate in sport and recreation activities
» availability of public recreational facilities and spaces
» the number of residents who regularly take part in physical activity.
GUIDING PRINCIPLE

Open, honest and accountable leadership

Inclusive engagement and communication encourages community participation in local decision-making.

Together we can achieve this by:

- ensuring that key decisions regarding the Townsville community are based on inclusive engagement with the community
- providing opportunities for all Townsville community groups to be heard and be able to participate in community consultation and activities
- establishing and maintaining constructive relationships between the community, community services, business and government sectors.

We can measure our achievements through:

- participation in community engagement activities
- community perception of the availability of information
- community perception of their ability to participate in decision making.

“A place that is still comfortable and relaxed in living with a great community feel.”

Townsville community member, 2010
Our community recognises and values the natural environment. We acknowledge the need for a more sustainable future and seek to achieve this through solutions that minimise our impact on the environment.
Environmentally Sustainable Future

Our community recognises and values the natural environment. We acknowledge the need for a more sustainable future and seek to achieve this through solutions that minimise our impact on the environment.

GUIDING PRINCIPLE

Valuing our natural environment and urban green spaces

The Townsville community recognises, protects, retains and enhances the values and condition of the natural environment, urban green spaces and scenic amenity.

Together we can achieve this by:

» maintaining and rehabilitating bushland, coastal and other natural areas
» retaining and protecting natural areas that provide habitat for native wildlife
» integrating natural area conservation into strategic planning
» participating in tree planting activities (utilising local native species)
» replacing hard surfaces with local native trees and shrubs
» providing and maintaining a mixture of parks and bushland in urban areas
» ensuring key landscapes, views and scenic amenity are maintained and protected
» providing infrastructure for improved access to these views and landscapes
» providing habitat for local species by planting local natives in our backyards.

We can measure our achievements through:

» the level of participation in natural area conservation and restoration activities
» community perception of the health of the natural environment
» the extent of natural vegetation protected or restored.
"Sustainability needs to be a mindset and hold a place in the values of residents."

Townsville community member, 2010

**GUIDING PRINCIPLE**

**Taking responsibility for the health of the local waterways, wetlands and marine areas**

The community takes appropriate actions to maintain the values and condition of the local waterways, wetlands and the marine environments.

**Together we can achieve this by:**

- reducing littering behaviour and participating in organised community clean-ups
- volunteering with community groups who undertake natural resource management activities
- monitoring water quality and ecosystem health of the waterways, wetlands and in-shore marine areas
- implementing measures to improve the health of the catchments and waterways
- providing appropriate vegetated waterway corridors
- developing partnerships with relevant government agencies to improve management, accessibility and awareness.

**We can measure our achievements through:**

- the ecosystem health of Townsville’s waterways, wetlands and marine areas
- level of participation in waterway conservation and restoration activities
- community perception of the health of the waterways, wetlands and marine areas.

**GUIDING PRINCIPLE**

**Adopting an environmentally-sustainable lifestyle at home, work and play.**

The community understands that our activities have an environmental impact. Individually and collectively, we take responsibility for undertaking appropriate actions at home, work and play to minimise these impacts.

**Together we can achieve this by:**

- increasing the use of renewable energy such as solar, wind and other sources
- promoting sustainable use of water, energy and other natural resources
- implementing measures to reduce greenhouse gas emissions
- using more energy-efficient forms of transport
- recognising and valuing community champions of sustainability
- reducing, reusing or recycling waste.

**We can measure our achievements through:**

- amount of waste produced
- levels of emissions produced
- quantity of water recycled
- number of properties choosing the two-part tariff water pricing option
- community perception of Townsville as a sustainable city.
The community recognise that it is fundamental to have a strong and balanced economic growth in order to enhance our city’s way of life.
Sustaining Economic Growth

The community recognise that it is fundamental to have a strong and balanced economic growth in order to enhance our city’s way of life.

GUIDING PRINCIPLE

Strong and diverse economy
The community recognises that sustaining a strong and diverse economy is vital for long term prosperity.

Together we can achieve this by:
» building a dynamic economy
» promoting the city’s role as the service centre for the greater North Queensland region
» promoting a cost-competitive business environment and encouraging new investment
» developing infrastructure that supports and stimulates economic development
» developing Townsville’s strengths, competitive advantages and resources.

We can measure our achievements through:
» economic diversity and growth within the region
» investment in new development within the region
» strength of tourism.

GUIDING PRINCIPLE

An innovative and highly-skilled city
We will create new skills and business opportunities.

Together we can achieve this by:
» supporting and encouraging the uptake of innovative technology
» developing a city and region that supports lifelong education and career pathways
» promoting a culture of entrepreneurship.

We can measure our achievements through:
» participation in tertiary training and education
» growth in industry sectors
» growth in research institutions.
"Continue forward thinking with regard to maximising government agencies, tourism, mining, community and local businesses."

Townsville community member, 2010

GUIDING PRINCIPLE
A community that benefits from Townsville’s economy
We will ensure that the benefits of economic growth are shared throughout the community.

Together we can achieve this by:
- building industry partnerships and promoting collaboration
- including people in planning and expanding our economic base
- supporting businesses and jobs for the benefit of Townsville and the region
- building and diversifying Townsville’s lifestyle opportunities
- working with industry to promote Townsville.

We can measure our achievements through:
- the level of participation by industry in promotional activity
- gross regional product per capita
- average household income
- employment rates and diversity.

GUIDING PRINCIPLE
A city that sustains and prospers from its environment
The community will partner with business and industry to create a more resource-efficient economy that generates new, sustainable development, businesses and jobs.

Together we can achieve this by:
- positioning Townsville to capitalise on sustainable industries
- promoting environmentally-sustainable practices within businesses
- promoting investment in the environmental business sector.

We can measure our achievement of this through:
- growth in the environmental businesses sector
- growth of the eco-tourism sector.
Shaping Townsville

Our Vision for Shaping Townsville

Our city will meet the diverse and changing infrastructure and service needs of the community.
Shaping Townsville

Our city will meet the diverse and changing infrastructure and service needs of the community.

GUIDING PRINCIPLE

A vibrant, sustainable, connected urban form
Creating places that provide for a great lifestyle.

Together we can achieve this by:
» neighbourhoods that will be well-connected with supportive transportation options
» ensuring greater diversity of housing to meet future housing needs
» improving access to housing for residents with special housing needs
» identifying and consolidating residential areas
» ensuring development is supported by attractive and convenient retailing, community facilities, entertainment areas, educational, health and cultural facilities
» ensuring weather risks are taken into consideration when planning location, scale and intensity of development
» ensuring sustainable practices are included in new development and building design
» re-energizing and improving the vitality of key areas in Townsville
» providing a diverse range of housing options to meet the needs of all residents.

We can measure our achievements through:
» population growth of Townsville
» community satisfaction with the city's design to enhance our lifestyle
» the amount of land used for urban purposes.

GUIDING PRINCIPLE

Preserve and enhance Townsville’s heritage and character
The traditional character, identity and heritage of the city is retained, enhanced or complemented by development.

Together we can achieve this by:
» protecting areas identified as having significant character and heritage value
» ensuring development is sympathetic to historic and character buildings
» promoting the importance of Townsville’s heritage
» ensuring scenic and aesthetic qualities of the landscape and key views such as Castle Hill, Mount Stuart and Magnetic Island are protected.

We can measure our achievements through:
» the number of heritage and character places preserved
» community perception of Townsville’s unique character.
“Good sense of history (such as in architecture and social history) but progressive enough to move and embrace the possibilities”

Townsville community member, 2010

GUIDING PRINCIPLE

A lively, diverse and connected city centre

Townsville’s CBD will be recognised as Townsville’s heart, bustling with activity and creativity.

Together we can achieve this by:

» creating a safe and accessible environment
» actively promoting future growth and investment
» offering a diverse range of higher-density living.

We can measure our achievements through:

» residential population and employment numbers within the CBD
» business occupancy rates in the CBD
» number of visitors to the CBD.

GUIDING PRINCIPLE

Effective and adequate public infrastructure

The effective design and timely provision of adequate infrastructure will allow a growing population to enjoy a great lifestyle.

Together we can achieve this by:

» ensuring infrastructure can meet future demands whilst exploring innovative and effective approaches to improve sustainability
» providing and maintaining an adequate infrastructure base to enable the provision of health, emergency, education, law enforcement and technological services
» maintaining the city’s energy infrastructure base to a high standard
» ensuring there is a secure, reliable and sustainable water supply, which meets the needs of a growing population.

We can measure our achievements through:

» community satisfaction with Townsville’s infrastructure.
GUIDING PRINCIPLE

Well connected Townsville

The provision of infrastructure such as public transport, roads, walking and bike paths, communications and digital networks that enables access for all in our community.

Together we can achieve this by:

» proactively planning our present and future transport linkages to ensure they allow efficient movement of people and products

» connecting communities by maintaining and delivering footpaths and bicycle links within new and existing communities

» concentrating expansion into areas that can be serviced by public transport

» ensuring that air, rail, road and sea transport movements are protected and enhanced.

We can measure our achievement of this through:

» the number of people walking and cycling

» use of public transport

» average travel time to work

» the success and strength of the air, rail, road and sea transport industries.

"Would like infrastructure to grow with the rising population"

Townsville community member, 2010
Moving Ahead

"Community involvement is vital."
Townsville community member, 2010

Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021 is a ‘living’ document for the Townsville community.

The plan is a reference point for residents, organisations, businesses and all levels of government. The plan is at the forefront of council’s planning, informing the Corporate Plan 2009-2014, long-term financial plan, asset management plans and operational plans. The plan should also be used to feed into, or in conjunction with, other broader strategic documents at all levels of government, and within community organisations and the business sector.

The success of this plan is the responsibility of the whole community and you are encouraged to actively participate in achieving a place and city that we will be proud of. The guiding principles outlined in Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021 are those that have been identified through the engagement process. However, these are by no means the only avenues available, as one idea can be tackled in many different ways.

In the development of this plan, council has worked in partnership with a number of government departments and community organisations. Council will continue to work in partnership with these organisations, which have included the Department of Transport and Main Roads, Department of Communities, Department of Defence, Department of Families, Housing, Community Service and Indigenous Affairs, James Cook University, Department of Environment, Economic Development and Innovation, Education Queensland, Department of Veteran Affairs, Department of Community Safety, Coastal Ecosystems and Water Control and numerous community groups and community organisations.

If you or your organisation would like to know how you can contribute towards the achievement of the community vision, please visit the council website at www.townsville.qld.gov.au or by contacting the Coordinator, Community Planning and Development on 1300 878 001.

Copies of Leading, creating, connecting: shaping a place to be proud of, Townsville Community Plan 2011-2021 will be available at CityLibraries branches, the Community Information Centre and on the Townsville City Council website.

WORKING TOGETHER TO MEASURE ACHIEVEMENTS

The Townsville community want to see the suggestions they made during the engagement process being put into practice to achieve their vision. This included having a Community Plan that was measurable and able to be evaluated on a regular basis to identify progress achieved.

This plan includes methods that could be used to measure achievement against each guiding principle, and these measurements will help track the well-being of our community over time. It is important to understand that council is not the only player in achieving the community vision, and that council’s degree of influence with these measurements varies. These measurements should be viewed more as ‘barometers’ of whole-of-community performance.

Through the use of a reporting system, council will provide an annual report to the community on the progress in achieving the themes.

It is anticipated that information within the plan will be reviewed every five years to consolidate progress, reconfirm direction and reflect changes that have occurred.