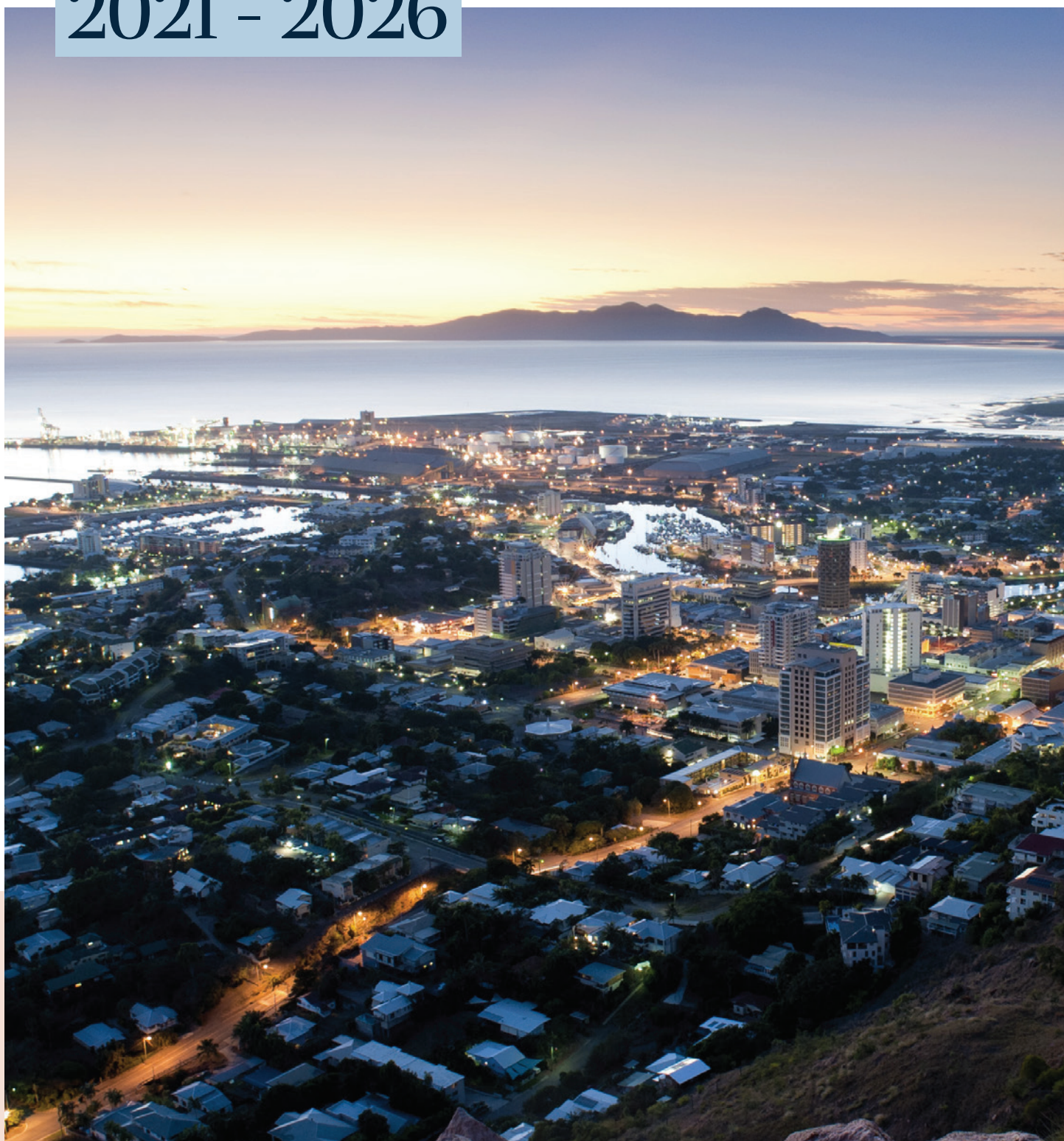




Townsville

2021 - 2026





Guiding Legislation

Townsville City Council is governed by the Queensland Local Government Act 2009 and the Local Government Regulations 2012 and operates in line with the following principles:

- Transparent and effective processes and decision making in the public interest
- Ethical and legal behaviour of Councillors and local government employees
- Sustainable development and management of assets and infrastructure, and delivery of effective services
- Good governance of, and by, local government
- Democratic representation, social inclusion and meaningful community engagement.

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.



Our Values

Council's commitment to excellence in delivery of our every day services underpin our success.

Safety | Excellence | Respect | Value | Enjoyment

Contact us

This corporate plan covers the period from July 2021 to June 2026. If you would like further assistance or information on a service or Council facility, please contact us via one of the following:

- ☎ 13 48 10
- ✉ PO Box 1268, Townsville QLD 4810
- 🌐 townsville.qld.gov.au
- ✉ enquiries@townsville.qld.gov.au
- 📍 103 Walker Street, Townsville City



Our Vision:

A globally connected community driven by lifestyle and nature.

Our Purpose:

Grow Townsville

Our Mission:

Add 6,400 new jobs by 2026.

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View to Magnetic Island from Mt Stuart



Foreword from the Mayor

I am pleased to present the Townsville City Council Corporate Plan, Townsville 2021-2026, a plan that demonstrates our commitment to ensuring our city's future.


Council has a vision for our community, and a mission to become a connected, lifestyle and innovation focused city, whilst continuing to deliver excellence in service.

Our city has faced many challenges in recent times. However, we are a resilient community and ready to capitalise on opportunities as we adapt to continuing change. I am confident Council will lead the way as Townsville embraces our journey towards 2026.

This Plan is an exciting step toward a connected future, where we all embrace and build upon our unique North Queensland identity. We will be working closely with stakeholders to position our city as a powerhouse for modern industry, embracing science and technology.

I look forward to working with our Councillors and our community as we grow our vibrant, sustainable and innovative city.

Cr Jenny Hill
Mayor of Townsville



Foreword from the CEO

2020 was a year defined by the most significant global pandemic in recent history. We witnessed industries and business, globally, pivot, adapt and innovate at speed, and as a local government we have had to do the same. The opportunities this surfaced are enormous. It has allowed us to look with greater focus toward what is required to meet the challenges of a changing world and to understand and meet community's aspiration in that. The Corporate Plan, Townsville 2021-2026 is the result.

This plan sets the direction for how we work today to lead and build a thriving, connected, resilient and sustainable community and city for tomorrow.

We have worked with business, community, staff and industry in designing this plan for growth that translates to more people choosing to live in our city, in a beautiful part of the world, enabling us to give our community more in terms of jobs, services, infrastructure and liveability.

Working towards this vision, we have outlined in the Plan how we will continue our commitment to delivering excellence in services to our community through our goals to become:

- a city that connects you to what you need at the time you choose
- a circular economy that advances business and moves towards zero waste
- the hub for modern industry
- a sustainable destination that embraces and participates in the arts, sports, events and recreational activities
- a leading centre of education, training and research commercialisation.

Together we will move toward becoming a sustainable, globally connected community, driven by innovation and renowned for our lifestyle.



Dr Prins Ralston
Chief Executive Officer



Our

Lifestyle

📍 Magnetic Island, Townsville

Townsville is the perfect place to live, work and play!

With more than 300 days of sunshine, and a daily rush hour of less than 20 minutes, Townsville's lifestyle is second to none.

From the reef and its tropical islands, to lush rainforests, and endless natural beauty – Townsville is all about easy living with plenty of big city benefits.

Townsville is home to Australia's largest garrison city, world-class events, leading education providers, cutting-edge health facilities, affordable housing, and a global bustling port.

The city offers a range of diverse experiences, from the awe-inspiring Great Barrier Reef, World Heritage Wet Tropics rainforest to the dirt and dust of the Australian outback.

The diverse economy of North Australia's largest city boasts an enviable lifestyle.



Our Role

Council is a Provider, Promoter, Funder, Facilitator, Regulator as we lead our community in growing Townsville.



Our Corporate Plan – Townsville 2021 - 2026

Our commitment to excellence in delivery of our every day services underpin our success.

Townsville 2021-2026 is Council's strategic document which sets the direction for what Council focuses on as we work to grow Townsville. It ensures Council provides intentional leadership on the way the city grows into the future. The Plan outlines the areas of focus, priorities and specific initiatives Council has committed to implementing, driving and advocating.

For Council it sets the direction to guide our work program and investments. For business it provides a guiding framework to understand emerging opportunities and to align their practices.

Council recognises the vital importance of creating jobs to build our community, reducing unemployment and having a positive impact on anti-social behaviour. Attracting industries of the future and world class research and education opportunities will drive population growth and retain our residents.

This plan continues to focus delivery on the needs of the community and will drive value through innovative asset maintenance, service delivery and transformation

to a carbon neutral Council by 2040. Providing services and assets that are safe, robust, efficient and environmentally sustainable will continue to be at the heart of Council operations. Innovation that creates value for residents and provides real-time information and support will become the driving philosophy.

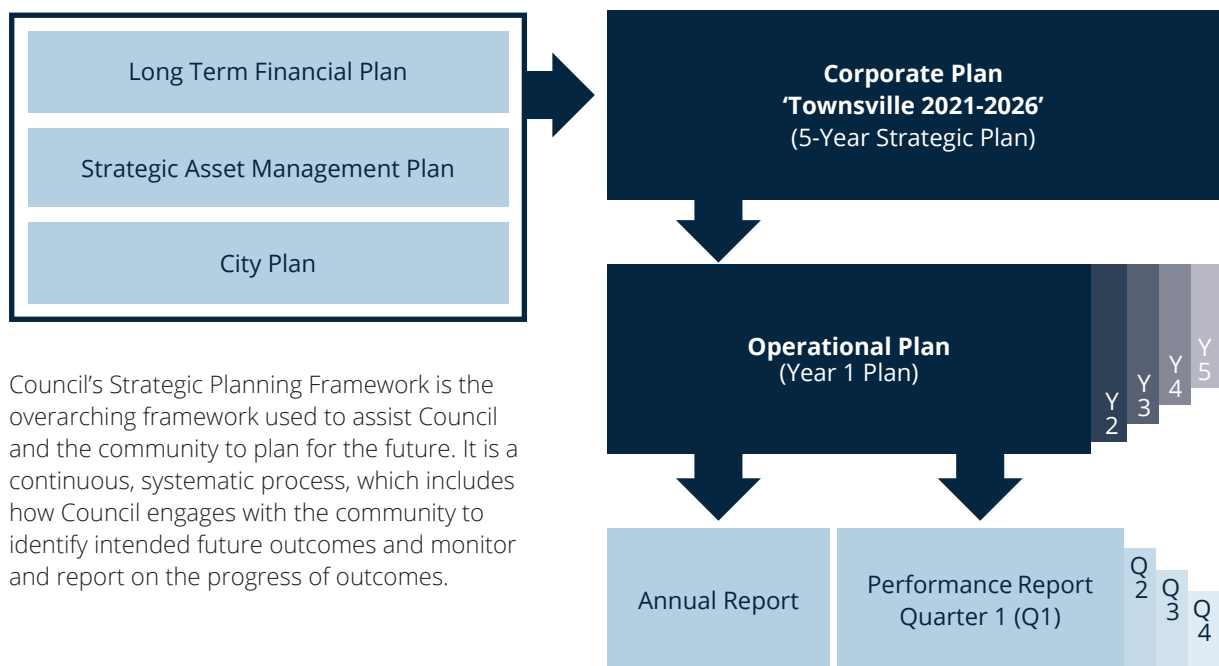
This Plan has been based on community and industry feedback that Townsville, and Townsville City Council, must pivot to meet the rapidly changing needs of the future. To ensure the Townsville community and their values are at the centre of this plan.

How Council works to achieve the goals of the plan exist in the operational plans of Council. An annual operational plan and budget are created and outline the steps that need to be taken on a daily, weekly and monthly basis in order to achieve the strategic goals of the five-year plan.



📍 QCB Stadium and Townsville CBD including Lowths Bridge connection

Our Strategic Planning Framework



Council's Strategic Planning Framework is the overarching framework used to assist Council and the community to plan for the future. It is a continuous, systematic process, which includes how Council engages with the community to identify intended future outcomes and monitor and report on the progress of outcomes.



Our Goals

GOAL 1

A city that connects you to what you need at the time you choose.

As Townsville grows, the ability to participate in activities or access services has progressed past the traditional 9am to 5pm hours. The opportunity to play sport in the evening, access non-emergency medical support, shop, pay bills, hire a library book, or go out for a late dinner is evolving and makes Townsville an attractive and flexible city for all residents and visitors.

COVID-19 has accelerated the city's adaption to technology, and this has shown how adaptable the city has been to dinner bookings, venue QR code check ins, virtual events and a massive uptake in video conferencing to stay connected with family, friends and work-related needs.

Townsville will continue its journey to being a Smart City, which focuses on enhancing technology that makes life easier, provides access to information faster and is more intuitive to people's needs.

GOAL 2

A circular economy that advances business and moves towards zero waste.

The Queensland Government highlights the importance of moving to a circular economy to manage natural resources better and decrease waste. The circular economy model reuses and recycles waste back into other valuable products as opposed to landfill.

The future of Townsville relies on us recognising the importance of reducing greenhouse gases to slow climate change. As a city with 180km of coastline the impacts of sea levels rise and increases in the frequency of significant weather events are recognised.

Procurement that supports local businesses in the transition to a circular economy will be paramount. Innovation to deliver services and infrastructure for the region in a manner that trends towards zero waste will form a key requirement for the city.

GOAL 3

The hub for modern industry.

Attracting industries of the future and world class research and education opportunities will drive population growth and retain our valuable residents.

COVID-19 has resulted in heavy competition globally to attract job creating industries, especially those focused on creating products that use circular economy philosophies with renewable energy. To be competitive Townsville must have sites ready to de-risk investment, providing positive economic impact to local industries, both directly and indirectly.

GOAL 4

A sustainable destination that embraces and participates in the arts, sports, events and recreational activities.

In 2020 Townsville was named in the top 100 sustainable destinations in the world. This recognition supports a growing eco-tourism market for jobs creation.

What's most important to Townsville residents was highlighted in a city wide Liveability Study undertaken in October 2020. Some key findings residents placed high importance on:

- things to do in the evening
- good public spaces
- spaces for specific activities or special interests
- to be connected by active and public transport networks.

Townsville has leading open spaces, with over 180km of coastline connected to the Great Barrier Reef, three botanical gardens, parks and parklands across the city and numerous heritage assets. Focus areas will be enabling access for the community to use the spaces while balancing protection of the environmental and heritage features.

To retain residents of all ages, a key focus will be on developing our local visual and performing arts, grow our successful signature events, leverage our new Stadium and support connecting people with sporting organisations. Further developing events, cultural and sporting experiences will increase both social connectivity and visitation to the city.



GOAL 5

A leading centre of education, training and research commercialisation.

Townsville already stands as an education and research leader, with worldwide recognition for its marine science and management of the Great Barrier reef, leading tertiary hospital in Northern Australia and ground-breaking research in health and tropical science with TropiQ.

The Queensland Government recognises that there are skill gaps within the development of future jobs for Townsville. In partnership with research and education facilities skill gaps can be addressed to help support a diverse industry future.

As a research leader, it is essential to harness commercialisation of research products locally. This commercialisation of research will create jobs and demonstrate new pathways for school leavers to join jobs of the future in creation of new industries, developing local industry and supply chains, and support Defence initiatives.



Central Park Boardwalk, Townsville CBD

Goal 1

A city that connects you to what you need at the time you choose.

1.1 A physically and digitally connected Smart City

1.1.1 **Transition to real time digital information.**
 - Smart monitoring.
 - Provision of real time data to support decision making.

- By 2026, operate real time dashboards that provides customers information on the status of the city across a range of performance indicators and values.
- By 2026, provision of real time data, fault reporting and status for customers, such as smart meters on all homes.

1.1.2 **Seamless digital connectivity for all.**

- By 2026, increase rating to be equal to or exceed 67 Australian Digital Inclusion Index (ADII) score.

1.1.3 **An active transport network linking the city.**

- Increase in place experience performance rating for community inclusive walking/jogging/bike paths that connect housing to communal amenity each time the Townsville Liveability Survey is completed.
- Increase in the length of access pathways and cycleways each year.

1.2 A City that facilitates 24-hour access to services

1.2.1 Engaged citizens that utilise Council's digital services.

- Council services that can be delivered digitally are available in a digital format by 2026.
- Increase the number and range of Council services that are able to be accessed digitally.

1.2.2 An increase in nighttime economy.

- By 2026, entertainment, sports and community venues are easily accessible outside of traditional 9am to 5pm hours.
- By 2026, all residents can access primary health care services after hours such as dentistry, optometry, pharmacy.
- Increase in place experience performance rating for *Things to do in the evening*, each time the Townsville Liveability Survey is completed.

1.2.3 Increase access to Council's Libraries and Galleries services.

- By 2023, complete transition to self-service at the libraries and open 24/7 unstaffed kiosks.
- By 2026, digitisation of the Townsville City Council art collection (including art in public spaces).
- By 2026, provide seamless digital access to books and supporting library services.

1.3 A vibrant city centred around inclusive connected neighbourhoods

1.3.1 Increase in population density within existing urban footprint.

- Increase in population base within the established 2020 urban footprint by 10%; in particular the key infill nodes as defined in the Townsville City Plan being the CBD, North Ward, Aitkenvale and Thuringowa Central.

1.3.2 Maintain or improve existing commute times.

- Maintain or reduce in the average commute times between key nodes across Townsville by 2026.

1.3.3 An engaged community that enables every resident to have a sense of belonging.

- Increase in place experience performance rating for *Sense of belonging in the community* each time the Townsville Liveability Survey is completed.

Goal 2

A circular economy that
advances business and moves
towards zero waste.

2.1 Zero landfill by 2030

- 2.1.1 **Divert 60% of material from landfill by 2026.**
- Divert 60% of organics from landfill by 2026.
 - Divert 60% of household waste by 2026.
 - Reduce by 20% the commercial waste quantities in landfill by 2026.

2.2 A carbon neutral Council by 2040

- 2.2.1 **Council energy transition to carbon neutral.**
- By 2023, provide waste to energy as a renewable power source.
 - By 2026, transition 60% of Council energy use to renewables.

- 2.2.2 **Circular economy principles embedded in construction of all new assets.**
- By 2026, use of recycled products in new Council assets to incorporate materials diverted from landfill.

- 2.2.3 **A Council fleet powered by renewable energy sources.**
- By 2026, transition 70% of Council's light fleet to renewable energy sources.

2.3 Procurement that encourages business innovation and circular economy principles

- 2.3.1 **Develop procurement processes that support participation from innovative small to medium businesses.**
- By 2026, 90% of Council procurement expenditure to local businesses.
 - By 2026, 65% of Council procurement expenditure to local small to medium businesses.
 - Increase procurement expenditure to indigenous owned businesses by; 3% by 2024; 5% by 2026.

- 2.3.2 **Adoption of innovative inventory management systems.**
- By 2026, 80% of Council's inventory requirements to be provided by Vendor Managed Inventory solutions at relevant Council sites.

- 2.3.3 **Have circular economy requirements embedded in specification and contracts.**
- By 2022, Council standards and documentation amended to enable circular economy principles.



Ormatas Hatchery Toomulla Beach

Goal 3

The hub for modern industry.

3.1 Enabling development ready sites that attract industry, de-risks investment and value adds to supply chains

3.1.1 Identification of high value economic sites to facilitate industry growth.

- Facilitate the master planning for Council-led industrial precincts (supporting studies and/or infrastructure) to pre-emptively support attraction of modern industry to Townsville by 2022/23.

3.1.2 Attraction of support industries for co-location to maximise local value chain.

- Year on year increase in Gross Regional Product of at least 3.5%.

3.2 Supporting the establishment of renewable energy sources to facilitate green industry

3.2.1 Generation of green energy and fuels for use within the region and export.

- By 2026, businesses and residents to have a choice to purchase locally produced green energy - including via waste to energy - at a comparable or cheaper price than current energy options, including competitive network and demand charges.
- By 2026, Townsville is a globally recognised green energy export hub.

3.2.2 Map and support behind the meter energy opportunities to attract industry to the region.

- Support creation of a major industrial precinct with behind the meter energy solution and attraction of three new advanced manufacturers through the economic attractiveness of the low-cost localised green energy provision.
- By 2026, Townsville is a leading virtual metering market with delivery of local energy options.

3.2.3 Transition to Council assets powered by renewable energy and supported by batteries.

- By 2026, 60% of Council assets to be powered by local renewable energy sources 24 hours a day.

3.3 Lead economic transition that supports future industries and business establishment in Townsville

3.3.1 Establish Townsville as a future business technology hub that attracts private investment and business start-ups.

- Attraction of private investment into new local technology businesses.
- Investment and support to upscale local businesses and to introduce to new markets.

3.3.2 Introduction of intuitive software within development assessment that enables rapid lodgement of applications and delivery of approvals.

- By 2023, introduce an intuitive enhanced e-planning platform.
- By 2026, introduction of software which automates the writing of development assessment reports to accelerate the development assessment process and availability of information to support investment attraction.



Goal 4

A sustainable destination that embraces and participates in the arts, sports, events and recreational activities.

4.1 Growing the city through world leading placemaking that provides a national and international platform

- 4.1.1 **Development of quality places where people want to live, work, play and learn.**
 - Increase the population of Townsville to 220,000 by 2026.
 - Increase in related score of care factors each time the Townsville Liveability Survey or Community Attitude survey is completed.
- 4.1.2 **Enhancing existing tourism offerings and creating new landmark tourism destinations (built, cultural and natural environment).**
 - Year on year increase in visitor bed nights.
 - Maintain Eco-Certified Sustainable Destination status.
 - By 2023, complete business cases for new tourism destinations in the region.

4.2 Growing the opportunities to participate in sport and support sporting excellence

- 4.2.1 **Resilient and self-sufficient clubs that facilitate participation at all levels.**
 - Year on year increase to club memberships.
- 4.2.2 **Support for elite athletes and coaches in Townsville.**
 - By 2026 establish Queensland Academy of Sport local presence.
 - Advocate for an increase in participation of elite sport in Townsville.

4.3 Developing home-grown entertainment and arts culture supported by world class visual and performing arts facilities

- | | | |
|-------|--|---|
| 4.3.1 | Development of world class visual and performing arts facilities in Townsville. | <ul style="list-style-type: none">• By 2026, upgrade existing facilities or construct new facilities to meet modern small and medium scale exhibition and performance needs. |
| 4.3.2 | Providing opportunities for growth of local artists as well as performance or exhibition platforms to showcase skills or works. | <ul style="list-style-type: none">• Year on year increase in local registered art practitioners on the Arts Network Townsville.• Maintain or improve the number of performances or exhibitions in Townsville by local artists.• Increase in avenues for youth art workshops, exhibitions and productions. |
| 4.3.3 | Celebrating Indigenous arts practice. | <ul style="list-style-type: none">• By 2022, develop an annual program of Indigenous exhibitions and performances.• Commencing 2022, facilitate annual national and international tours of local Indigenous art and artists. |
| 4.3.4 | International standard signature events. | <ul style="list-style-type: none">• 5% year on year increase in event attendance and generated event visitation (domestic and international). |

4.4 World class liveability through excellent open spaces which promote, protect, and encourage utilisation of our natural environment and heritage

- | | | |
|-------|---|--|
| 4.4.1 | Provision of well-maintained fit for purpose recreational and open spaces. | <ul style="list-style-type: none">• Increase in place experience performance ratings each time the Townsville Liveability Survey or Community Attitude survey is completed. |
| 4.4.2 | A well-educated community that participates in the protection and promotion of our dry tropics and reef coast. | <ul style="list-style-type: none">• Increase in place experience performance rating <i>Protection of the natural environment</i> each time the Townsville Liveability Survey is completed. |
| 4.4.3 | Showcase and protect local heritage values, including Built, Defence, Indigenous and Local History. | <ul style="list-style-type: none">• Establish and support an active Heritage Advisory Committee from 2021. |
| 4.4.4 | Level of amenity (quality and quantity) to match a growing population. | <ul style="list-style-type: none">• Increase in related score of care factors each time the Townsville Liveability Survey or Community Attitude survey is completed. |



Goal 5
A leading centre of education, training and research commercialisation.

5.1 Formalising partnerships with industry, research institutes and all levels of government to support growth, innovation and resilience across the economy

- 5.1.1 Economic strategies between all levels of government, Indigenous organisations and the private sector to target future growth areas.**

 - By 2026, attraction of high value future industries to create 2,500 jobs.

- 5.1.2 Creation of innovation partnerships to develop new assets that do not pose a long-term increase in cost to ratepayers.**

 - By 2023, establish partnerships with tertiary institutions to undertake research projects on asset performance and lifecycle cost reduction.
 - By 2026, operationalise smart city technologies for asset management.

- 5.1.3 Partnership with Townsville Economic Gateway partners to broaden economic resilience.**

 - Year on year increase in referrals to Townsville Economic Gateway partners.

- 5.1.4 Secondary and higher education completion providing pathways to careers.**

 - By 2026, increase the retention and completion of Aboriginal and Torres Strait Islander school students.
 - By 2026, increase the local retention and transition of high school graduates to local vocational and higher education.

5.2 A world leading centre of research commercialisation that drives local manufacturing

- 5.2.1 **Tropicalised medical research that is commercialised with the ability to support our Indigenous communities and northern neighbours.**
- Commercialisation of medical research that support local and regional health improvements and create local jobs by 2026.
-
- 5.2.2 **Become the hub of tropical architecture research and manufacturing of tropicalised products for export.**
- Trials and commercialisation of exportable architectural and tropicalised products by 2026.
-
- 5.2.3 **Harness the leading marine sciences research being undertaken in Townsville to commercialise reef restoration products for global use.**
- By 2026, Townsville is the leading manufacturing centre for reef restoration products.

5.3 A specialist leader in research and simulation

- 5.3.1 **Establishment of Townsville as the leading centre for air, land and sea simulation and training.**
- By 2026, Townsville to be Australia's leading centre of human simulation research.
-
- 5.3.2 **Document knowledge and experience in emergency management to become a specialist tropical climate leader.**
- By 2024, partner in the delivery of skills and simulation training to other local governments and our northern neighbours to increase health, economic and environmental resilience from disaster events.
-
- 5.3.3 **Establish collaborative research models to accelerate industry growth areas.**
- By 2024, create collaborative research models for sustainability and environmental practices.
 - By 2026, participate in, or support formation of Cooperative Research Centres (CRCs) for emerging future industry growth areas.

Business Units

In accordance with the Local Government Act 2009, Townsville City Council has maintained its significant water and waste business activities to apply the competitive neutrality principle, establishing commercial business units for these business activities. The commercial business units are separate units of council, allowing the business activities to be managed according to commercial principles.

Townsville Waste Services

Townsville Waste Services provides solid waste management services to the Townsville community through waste collection, transportation, management, disposal and recycling.

It aims to be North Queensland's best waste manager and is committed to delivering excellence in customer service, environmental management and efficient operations while maximising financial returns to Council.

Services include collection and disposal, provided to both residential and commercial customers.

Townsville Waste Services currently delivers over 80,700 domestic waste services per week, over 78,000 recycling services per fortnight, and services over 1,100 bulk bins per week. It currently operates and manages one landfill and five transfer stations, which cumulatively receive around 289,900 visits each year from customers, and receive around 360,000 tonnes of waste annually for processing.

Townsville Water

Townsville Water provides water and wastewater services to the Townsville community, including the supply of potable water, the collection and processing of wastewater, and the supply of recycled water. Its aim is to be the best regional water service provider in Australia.

Townsville Water is committed to providing safe, reliable, value for money water services for the Townsville community. It supplies more than 42,000 megalitres of safe, high-quality potable water to over 81,000 service connections in the Townsville region each year, and collects and treats between 16,000 to 20,000 megalitres of wastewater each year.

The operation of the water business includes the management and running of two major water storages, four water treatment plants, six wastewater treatment plants, 41 water reservoirs, 23 water pumping stations, 191 wastewater pump stations, 2,652 kilometres of water mains, and 1,364 kilometres of sewer mains, in accordance with health, environment and other legislative and regulatory obligations.





