

6. REGIONAL PLANNING POLICIES

This section of the TTSP sets out an integrated suite of regional planning policies comprising a set of goals, principles and priority actions for each of sixteen key policy areas. Combined with the Regional Structure Plan and cost-effective sequencing of development, they are intended to guide the three levels of government by providing a policy framework and context for decision making on a range of issues affecting the Townsville–Thuringowa region, including land use planning and development control, and infrastructure planning and coordination.

While the regional planning policies are intended to be mutually complementary and reinforcing, it is recognised that, as a normal part of the decision making process at all levels of government, some trade-offs will be required between the various policy objectives, for example between those of economic development and nature conservation. The regional planning policies should provide a sound framework within which such trade-offs can be identified and evaluated, resulting in well informed and consistent decisions on regional issues.

Priority actions are also identified in relation to each of the sixteen policy areas. These actions are regarded as important steps towards the achievement of the policy goals, however their implementation is clearly dependent on the ability of

the responsible agencies to adequately fund and resource them. Agencies should give strong consideration to the priorities established in the TTSP when framing their corporate plans, and forward works and funding programs.

Wherever possible, a key agency or agencies have been identified for each of the priority actions. The key agency's role is intended to be that of instigating, coordinating and reporting on the implementation activities associated with the particular action, rather than of sole responsibility for implementation. In most instances the actions relate closely to the key agency's core responsibilities.

It is implicit in the following sections that a wide range of government agencies and other stakeholders would need to be involved in the implementation of many of the priority actions. This would be either in a consultative role or a direct responsibility for funding and/or undertaking particular activities, with the key agency assuming responsibility for overall coordination and reporting of progress and outcomes.

It is also implicit that implementation of the regional planning policies should be guided by any regional protocol on native title issues negotiated pursuant to the recommendation in the Planning Approach section of this Strategy Plan.

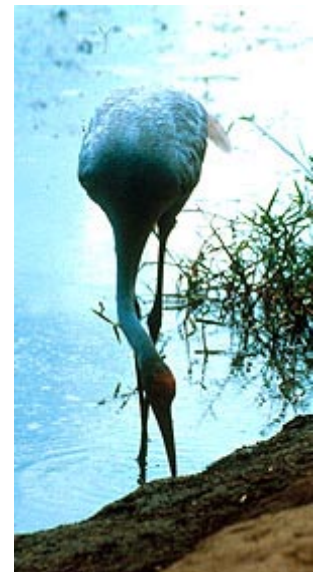
6.1 Nature Conservation

Goals: To recognise, protect and enhance the region's important nature conservation values and biological diversity.

To ensure that land uses including urban settlement patterns are harmonious with, and substantially accommodate the natural ecological processes consistent with the principles of Ecologically Sustainable Development, and with community aspirations, including Aboriginal cultural interests, in relation to natural resource management.

Principles

NCP1: Decisions affecting the natural environment should have regard to the goal, core objectives and guiding principles of the National Strategy for Ecologically Sustainable Development. In particular, decisions should consider potential and cumulative impacts on the natural environment, should be based on the precautionary principle, and should involve adequate community consultation and participation including formal consultative processes for the involvement of Aboriginal people.



- NCP2:** Viable natural areas which together are representative of the full spectrum of the region's diversity and important wildlife habitat corridors should be preserved, including the protection within nature conservation reserves of representative samples of all land systems, fauna and vegetation communities, and wetland types by the year 2011.
- NCP3:** Knowledge and understanding of the region's natural values and ecological processes should be enhanced including:
- optimum habitat retention requirements for the maintenance of biodiversity;
 - the nature, distribution and status of the range of habitat and biota; and
 - ease of access to nature conservation information which should be coordinated across agencies and use compatible formats.
- NCP4:** Areas with important nature conservation values, including those within the Very High and High Conservation Value areas shown on Map 2, should be maintained and protected by preventing detrimental impacts from incompatible development including urban and rural residential encroachment, and through the location of compatible land uses in adjacent areas.
- NCP5:** Undisturbed and important habitat areas should be protected from the detrimental impacts associated with weed invasion and inappropriate fire regimes.
- NCP6:** Degraded, disturbed or transformed habitat areas with a high potential to provide nature conservation value, public open space, scenic amenity or outdoor recreation opportunities should be rehabilitated.

Priority Actions

Key Agency*

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| NCA1: Ensure that the mapping of significant nature conservation areas (<i>shown on Map 2 — Nature Conservation Areas</i>) is maintained and updated, and the status of nature conservation values in these areas is monitored based on an agreed checklist of criteria for the assessment of nature conservation values. | EPA |
| NCA2: Ensure that important nature conservation values within State forests are maintained and protected. Priority areas are the areas of high conservation value within Clemant State forest, and the Ollera Creek Gorge and Upper Hencamp Creek sections of Hinchinbrook State forest. (<i>NRA3 also refers</i>). | DNR |
| NCA3: Seek National Park or Conservation Reserve status over other lands with important nature conservation values. Priority areas are: <ul style="list-style-type: none"> — Ant plant woodland (near Mutarnee) — Ollera Gallery forest–Hencamp Beach Vine Thicket — Hencamp–Rollingstone alluvial open forest and wetlands — Leichhardt Creek–Sleeper Log Creek Wetlands and Vine Thicket — Yabulu Vine Thicket and Saunders Beach — Patterson's Gorge — The Pinnacles — Arcadia–West Point USL — Horseshoe Bay USL — Mt Elliot Gorge — Serpentine Lagoon Wetland Complex — Long Beach and western slopes of Cape Cleveland — Cape Ferguson. | EPA |
| NCA4: Develop a Coastal Management Plan under the Coastal Protection and Management Act that satisfies the principles of the Federal Coastal Policy and the Coastal Action Plan, and is consistent with the TTSP and local government planning schemes. | EPA |
| NCA5: Amend Local Government planning schemes to incorporate specific measures aimed at the protection of nature conservation values, particularly for areas of high integrity remnant habitat. Such measures to include: <ul style="list-style-type: none"> — designation of specific nature conservation protection precincts; — establishment of land use control provisions to ensure development adjacent and upstream of wetlands of high nature conservation value or fishery importance (priority should be given to areas within the Bohle and South Bank wetlands, and Cungulla) does not unduly impact on the values of these areas; | TCC, COT |

* Refer to p59 Glossary of Terms and Abbreviations

- preparation of development guidelines to facilitate the preservation of nature conservation values (eg requiring the use of locally occurring flora species; and ensuring the retention of appropriate riparian buffer areas);
 - mechanisms for the protection of vegetation.
- NCA6:** Develop management plans for natural areas within the context of a regional conservation strategy. **EPA**
- NCA7:** Develop and implement a range of mechanisms to assist private landholders who wish to conserve the natural values of their land including:
- voluntary conservation agreements
 - financial and other incentives.
- NCA8:** Undertake a fauna survey of the region, and use the information to develop management plans for common species and recovery plans for vulnerable or endangered species. **EPA**
- NCA9:** Continue to develop and implement the Townsville–Thuringowa Pest Management Plan and ensure that it includes environmental weeds in non-agricultural environments and declared plants in all environments. Priority actions under the plan should be to:
- develop pest plant and animal inventories and management plans for State and Local government land;
 - develop catchment-based strategies for the integrated control of weed species;
 - map the distribution of major weed infestations and pest animal problems, and identify priority areas for future eradication projects;
 - provide support for Landcare and community group projects aimed at weed control;
 - establish and maintain an inter-agency weed control team to operate in conjunction with community groups and work scheme programs;
 - promote the development and implementation of industry standards regarding the movement of machinery, quarantining, site management etc to minimise the spread of weeds;
 - develop and introduce regulations to prevent the sale of high risk weed species by the nursery industry.
- NCA10:** Complete bush fire hazard mapping for Townsville and Thuringowa local government areas. **TCC, COT, QFRA**
- NCA11:** Develop a regional Rural Fire Management Strategy which includes:
- a coordinated fire hazard reduction program;
 - an interagency fire management committee which would develop and implement a Wildfire Action Plan;
 - public education on the use of fire in rural and urban areas as an ecological and land management tool;
 - support for community Landcare groups and research organisations to research and monitor the effects of fire on regional vegetation communities; and
 - support for volunteer rural fire brigades at community level.
- NCA12:** Develop a prioritised list of sites requiring revegetation and rehabilitation, and produce a revegetation/ rehabilitation manual for the region which provides information on local tree species and their suitability for different soil types and landscape settings. **DNR**
- NCA13:** Provide appropriate support to the habitat management and rehabilitation activities of Landcare and integrated catchment management groups. **DNR**
- NCA14:** Establish a joint Townsville–Thuringowa (Lower Burdekin and Dalrymple) Dry Tropics nursery to produce locally occurring native tree species for open space and habitat rehabilitation plantings, and provide information and advice to encourage the use of these species. **TCC, COT**

6.2 Natural Resources Management

Goal: To conserve and protect the region's natural resources for beneficial future use, and ensure they are managed and used in accordance with the Guiding Principles of the National Strategy for Ecologically Sustainable Development.



Principles

- NRP1:** The region's good quality agricultural land, timber and fisheries resources, and minerals and extractive resources should be protected from degradation or alienation from productive use, and from constraints to efficient operation. In particular, incompatible land uses on or adjacent to land with identified high resource value or in other locations that would constrain the use of such resources (eg adjacent to haulage routes) should not be allowed to occur.
- NRP2:** Land degradation should be controlled, prevention of further degradation should be encouraged, and where possible land should be rehabilitated to maintain and restore productivity.
- NRP3:** The region's forest and timber resources should be developed, managed and used on a sustainable basis which promotes multiple use for provision of the full range of forest products and services including a variety of recreational and open space uses.
- NRP4:** Marine and freshwater fish habitats should be managed, enhanced and conserved to prevent the net loss of fish habitat and fishery resources. Incompatible land uses upstream or adjacent to sensitive fishery habitats should not be allowed to occur.
- NRP5:** Mining and extractive industries should be efficiently managed through staged development and rehabilitation in a manner that allows for subsequent use of the land, and minimises adverse impacts on aquatic flora and fauna and water quality.

Priority Actions

Key Agency

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| <p>NRA1: Develop and implement a Land Degradation Strategy to:</p> <ul style="list-style-type: none"> — map and monitor the extent of land degradation; — improve understanding of the land degradation process, causes and impacts in the area; — rehabilitate degraded land to re-establish productivity; — minimise adverse off-site effects of land use through effective land use controls and the implementation of Natural Resource Management legislation and guidelines. | <p>DNR</p> |
| <p>NRA2: Develop and implement a Forest Resource Management Strategy which:</p> <ul style="list-style-type: none"> — promotes reforestation schemes including agro forestry; — promotes the use of forest by-products; — assesses State land in the region to identify high priority areas for State forest acquisition; — identifies and promotes opportunities for recreation and eco-tourism. | <p>DNR, DPI</p> |
| <p>NRA3: Develop and implement management plans to protect the productive capacity and conservation values of State Forests. Priority areas are the Bluewater and Mt Spec sections of Paluma State forest, as well as the Clemant and Hinchinbrook State forests. The priority in relation to Clemant State forest would be the protection of areas of conservation value. (<i>Refer to NCA2</i>).</p> | <p>DNR</p> |
| <p>NRA4: Through appropriate planning scheme provisions control inappropriate forms of development in acid sulphate soil areas, wetlands or areas which are known to be prone to erosion.</p> | <p>TCC, COT</p> |
| <p>NRA5: Prepare and disseminate guidelines to promote the proper management of development on:</p> <ul style="list-style-type: none"> — erosion prone soils; — acid sulphate soils. | <p>DNR</p> |

NRA6: Identify and protect key fishery resources. The establishment of a Fish Habitat Area over important resource areas in Cleveland Bay should be a priority.	DPI
NRA7: Negotiate for wetlands and riparian buffer areas in proposed developments to be placed in public ownership to maintain public access to fishery resources.	DNR, DPI, EPA, TCC, COT
NRA8: Through appropriate planning scheme provisions, protect mineral and extractive resources, buffer areas and haulage routes from constraints imposed by incompatible development.	TCC, COT
NRA9: Develop a strategy for the provision of sand which reduces environmental pressures on the current sources of supply and maintains the economic competitiveness of the local sand extraction and building industries at acceptable levels.	DNR
NRA10: Provide resources and support to community landcare and primary producer groups to work with and encourage private landholders to adopt sustainable land management practices.	DNR, DPI

6.3 Water Quality

Goal: To protect and enhance the region's water quality.

Principles

- WQP1:** Development and land use activities should be compatible with the environmental values of the region's surface and groundwater resources so that the following values are protected:
- life, health and well-being of humans and other life forms reliant upon healthy aquatic ecosystems;
 - recreational and aesthetic uses; and
 - water quality suitable for agricultural and industrial purposes.
- WQP2:** The development of urban areas and subsequent urban activities should be managed to achieve water quality objectives established for the region.
- WQP3:** Development impacting on highly sensitive and relatively undisturbed surface and groundwater catchment areas should only be permitted where it can be demonstrated that the proposed development will not compromise the achievement of water quality objectives.

Priority Actions

Key Agency

WQA1: Measure the existing regional water quality levels, compare with National standards and prescribed limits under the Environmental Protection Policy (Water) and set regional water quality objectives and targets.	EPA
WQA2: Establish a GIS-based inventory of contaminated sites and environmentally relevant activities capable of affecting water quality, including the identification of contaminated lands or other sites that may pose a leachate risk to surface or groundwater quality.	EPA
WQA3: Implement a monitoring program to assess potential leachate from identified sites.	EPA
WQA4: Ensure that all environmentally relevant activities within the region are licensed or approved with appropriate conditions that protect water quality.	EPA, TCC, COT
WQA5: Continue to support the Burdekin/Dry Tropics Catchment Coordinating Committee to develop and implement a catchment management strategy for the region.	DNR
WQA6: Develop and implement Storm Water Management Plans on a water catchment basis in accordance with the provisions of the Environmental Protection Policy (Water). In particular the Storm Water Management Plans should achieve:	TCC, COT
— reductions in stormwater runoff through a range of measures including onsite storage and use of rainwater;	

- improved mechanisms for the capture, treatment and movement of stormwater; and
- minimising the amount of stormwater entering marine systems.

WQA7: Identify limitations to land use and development, including required drainage standards for new development, to protect the water quality values of sensitive areas within the region.

TCC, COT,
DNR

6.4 Air Quality

Goal: To protect and enhance the region's air quality.

Principles

- AQP1:** Development and land use activities should be compatible with environmental air quality values so that the following values are protected:
- life, health and well-being of humans and other life forms;
 - visibility and visual amenity; and
 - aesthetic enjoyment of places and local amenity.
- AQP2:** Activities that are likely to create air pollution should be located and managed so as to minimise detrimental impacts on the regional airshed.
- AQP3:** Land transport systems should aim to reduce impacts on air quality by an integrated package of measures including reducing travel demand and increasing public transport patronage.
- AQP4:** Planned hazard reduction and prescribed fires for ecological and land management purposes are legitimate applications of fire, but due attention must be paid to the need to reduce the health and amenity impacts of smoke.

Priority Actions

Key Agency

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| AQA1: Measure the existing regional air quality levels, compare with National Standards and prescribed limits under the Environmental Protection Policy (Air) and establish appropriate standards and targets for regional air quality. | EPA |
| AQA2: Implement a regional air quality monitoring program. | EPA |
| AQA3: Identify all environmentally relevant activities within the region, and ensure that they are licensed or approved with appropriate conditions that protect air quality. | EPA, TCC, COT |
| AQA4: Identify and maintain appropriate buffer areas around activities likely to create air pollution. | EPA, TCC, COT |
| AQA5: Educate landholders, including government agencies to implement burning practices which reduce smoke nuisance. | QFRA |

6.5 Recreation and Amenity

Goals: To provide a network of areas throughout the region that contributes to recreational opportunities, amenity and the overall livability of the region by:

- providing a diversity of outdoor and nature-based recreational opportunities that reflects identified community needs and interests;
- enhancing the community's social and cultural life;
- protecting its significant ecological and visual features; and
- linking urban areas to the surrounding countryside and coast.

To provide a diverse range of regionally significant recreational and eco-tourism opportunities which are complementary to and integrated with nature conservation and natural resource management goals.



Principles

- RAP1:** The region's Recreation and Amenity Network (RAN) should incorporate areas with the following values:
- high nature conservation significance including existing conservation reserves and important wildlife habitat corridors;
 - designated water catchments;
 - beaches and coastal areas;
 - areas of high scenic amenity including the mountainous backdrop of Townsville and Thuringowa Cities and the important regional identifiers (Castle Hill, Magnetic Island, Cape Cleveland, Sisters Mountains, Mt. Stuart, Pinnacles, Herveys Range, Paluma Range);
 - key mountain-to-sea linkages;
 - cultural heritage and social value; and
 - high recreational significance.
- RAP2:** The RAN should be used to assist in framing and separating urban areas, and should provide for linkages to areas with similar values outside the region
- RAP3:** The RAN should accommodate a broad range of uses including a variety of nature-based and outdoor recreation and eco-tourism activities, to cater for the existing and future needs of residents and visitors in the region, provided they are consistent with the maintenance or enhancement of the area's cultural, conservation, scenic amenity or other values set out in principle RAP1.
- RAP4:** The RAN may include land and water with suitable values in a variety of tenures, with the land use and tenure rights of all parties being respected and protected. The inclusion of land in the RAN does not affect any existing land use or tenure rights in respect of that land.
- RAP5:** Local government planning schemes should be the principal mechanism for protecting RAN values on private lands, although other measures such as voluntary agreements may also be appropriate in specific circumstances.
- RAP6:** Appropriate means of public access should be provided to the community recreation components of the RAN, ranging from high levels of access and facilities for core recreational areas to limited access and facilities in "wilderness" areas, and including access for water and land based fishing opportunities and recreational boating.
- RAP7:** Public access over private lands may only be provided with the express agreement of the owner, and must not detract from existing activities or use and enjoyment of the land by the owners.
- RAP8:** The location and provision of new or enhanced recreation areas/facilities should be based on assessments of overall community need to ensure reasonable access by all sectors of the community.

Priority Actions

Key Agency

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| RAA1: | Establish an RAN Coordination Group (RANCOG) with representation from key government agencies, Aboriginal interests and other community groups to coordinate the development, maintenance, and enhancement of the RAN for the region. | DNR |
| RAA2: | Through RANCOG develop and implement a RAN Strategy based on the concept, goals and principles in the TTSP and the preliminary regional landscape assessment in the Open Space and Recreation Draft Policy Paper. Key activities include: <ul style="list-style-type: none"> — refinement and further definition of the RAN; — assessment of community needs and opportunities for nature-based and outdoor recreation and eco-tourism activities; — liaison with TEL in relation to the Eco-tourism Strategy; — resolution of funding requirements and sources; — development of planning and landscape controls and guidelines; — broad community consultation including communication and education about the RAN especially with key stakeholder groups; — resolution of inter-agency administrative/coordination issues. | DNR |

RAA3: Incorporate provisions to identify and protect RAN values into Local Government planning instruments, and ensure consistency of approach across the two local government areas.

TCC, COT

6.6 Economic Development and Major Industry

Goal: To expand, strengthen and diversify the economy of the Townsville–Thuringowa region to provide a wide range of sustainable local employment and investment opportunities by building on the area’s existing economic, environmental and social competitive advantages.



Principles

- ECP1:** An adequate supply of suitable land and infrastructure services should be provided to meet the future needs of business and industry, particularly for major downstream processing industries associated with mineral and agricultural resources.
- ECP2:** The region should be promoted as a conducive place to do business, which is capable of providing the wide range of ancillary services and facilities necessary to attract businesses and their support activities.
- ECP3:** The region should continue to develop and be promoted as the major centre for higher order health and educational services in North Queensland, with particular emphasis on applied research linked to mining and minerals processing, tropical agriculture, tropical medicine and marine sciences.
- ECP4:** Emphasis should be placed on expanding and diversifying the tourism industry based on the region’s natural attractions, and business, sporting and events tourism.

Priority Actions

Key Agency

- ECA1:** Complete the Townsville Industrial Land Project with respect to the provision of land for major industries and associated services, access corridors and buffer requirements, and implement in accordance with government decisions. **DSD**
- ECA2:** Identify and develop optimum land transport access to the Port of Townsville (*refer to TA4*). **DT**
- ECA3:** Promote the establishment of base load power generation capacity in the region. **TEL**
- ECA4:** Investigate the feasibility of establishing a cruise liner facility in the region. **TEL**
- ECA5:** Provide information, support and advice to prospective investors including:
 — demographic, economic and labour force characteristics;
 — comprehensive advice on the range of facilities and services available in the community;
 — advice on the availability and cost (including comparative costs with other centres) of serviced industrial land and housing;
 — assist difficult-to-locate businesses and industries to find suitable locations;
 — identifying opportunities for downstream value-adding investments allied to the mining and agricultural industries. **TEL**
- ECA6:** Develop and implement an education and training strategy targeted towards industry sectors in which Townsville–Thuringowa has a competitive advantage including applied research and technical/trade skills associated with mining and the processing of minerals, tropical agriculture and processing, tropical medicine and the marine sciences. **DETIR**

ECA7:	Enhance local amenity through upgrading key visitor amenities and facilities including: <ul style="list-style-type: none"> — improved aesthetics of main road entrances to the urban area; — themed signage and information at and about key tourist attractions; — new and improved walking tracks, camping and picnic facilities; — seek to extend trading hours in the City Heart, introduce night food markets and relax outdoor eating regulations; — implement plans to upgrade key tourist areas such as The Strand and along the Ross River and Ross Creek. 	TCC, COT
ECA8:	Develop and implement a Townsville–Thuringowa Eco-Tourism Strategy, which identifies eco-tourism opportunities and provides advice and financial incentives eg lease and/or rates relief (<i>in conjunction with RAA2</i>).	TEL
ECA9:	Confirm and promote Townsville Enterprise Limited as the responsible organisation for the coordination of all activities associated with promoting and facilitating economic development in the region.	DSD

6.7 Urban Growth Management

Goal: To manage the future growth and development of the region in a way that uses land efficiently, minimises transport demands, encourages the cost-effective provision of infrastructure and services, and is consistent with the community’s economic, social, cultural and environmental values.

Principles

- UGP1:** Planning and infrastructure investment decisions should support and be consistent with the Regional Structure Plan and policies adopted as part of the TTSP.
- UGP2:** Opportunities to consolidate growth within existing urban areas should be promoted by identifying and encouraging development in areas that are suitable for infill or redevelopment.
- UGP3:** The timing of development in the region should be guided by a consolidated regional benchmark development sequence to ensure that social infrastructure and services are provided cost effectively.
- UGP4:** Development should be encouraged to occur in accordance with the approved benchmark development sequence. Where out-of-sequence development is proposed the costs of bringing forward the associated infrastructure and services should be met by the developer in accordance with the Integrated Planning Act.
- UGP5:** The provision of infrastructure and services by all spheres of government needs to be coordinated and sequenced in a manner that is consistent with the approved benchmark development sequence.
- UGP6:** The non-urban, environmental and open space areas outside the designated settlement pattern should be protected from development or fragmentation of landholdings to preserve their productive capacity, rural amenity and ability to accommodate unforeseen future land uses.
- UGP7:** Rural residential development should not occur in locations likely to compromise future residential development at urban densities, and should not result in an oversupply of rural residential allotments in terms of housing take-up rates.
- UGP8:** Development in the region should be responsive to local environmental conditions, and acknowledge the traditional architectural styles and cultural heritage of the area.



UGP9: Development in the coastal zone should take the form of dispersed, discrete activity nodes in preference to continuous coastal strip development.

UGP10: Additional development in existing small townships including Cungulla, Paluma, Balgal, Magnetic Island, Toolakea, Saunders Beach, Rollingstone, Mutarnee and Toomulla should only be approved where such development assists the achievement of desired social objectives, is compatible with their existing character, and is within their planned capacity to provide services.

Priority Actions	Key Agency
UGA1: The preferred settlement pattern shown in the Regional Structure Plan and the regional planning policies contained in the TTSP should be incorporated into Local Government Planning Schemes.	TCC, COT, DCILGPS
UGA2: Jointly prepare and adopt a consolidated benchmark development sequence for the region, and review it at least annually in collaboration with key State infrastructure and services provider agencies.	TCC, COT
UGA3: Infrastructure and service providers should incorporate relevant TTSP outcomes into their corporate plans, works programs, and policy making processes to ensure TTSP recommendations are implemented.	Relevant State & Local Government Agencies
UGA4: Develop and adopt physical and social infrastructure and servicing guidelines for rural residential development and isolated townships.	TCC, COT
UGA5: Prepare an infrastructure charges plan for development infrastructure in accordance with the IPA.	TCC, COT, Relevant State Government Agencies
UGA6: Develop and disseminate regional building design guidelines aimed at encouraging climatically responsive design that reflects a local tropical image based on traditional architectural elements.	TCC, COT
UGA7: Develop and progressively implement a coordinated Flood Mitigation Strategy for existing urban areas that are severely affected by stormwater flooding during severe climatic events.	TCC, COT, DNR

6.8 Residential Development

Goal: To provide the community with a wide choice of housing types, costs and locations.

Principles

- RDP1:** Residential developments should provide a variety of housing types and densities that take account of changing demographic and socio-economic characteristics.
- RDP2:** Higher residential densities should be encouraged in areas near concentrations of employment, shopping and recreational opportunities particularly around designated major centres, and in areas with good public transport services.
- RDP3:** New residential development should occur predominantly as part of an existing or new community of sufficient population (approximately 3,500 minimum population) to facilitate the provision of local community services.
- RDP4:** The availability of housing and land should match community needs, and be located in areas with good access to open space, recreation, community services and employment opportunities.

Priority Actions	Key Agency
RDA1: Ensure planning schemes include provisions aimed at achieving residential variety, higher densities near activity centres and passenger transport routes, improved local accessibility especially by walking or cycling and reduced dependence on the private motor vehicle.	TCC, COT

- RDA2:** Audit existing planning scheme requirements to identify and amend provisions that restrict achievement of the residential development goal and principles. **TCC, COT**
- RDA3:** Prepare an annual report on the supply and demand for affordable housing in the region. Make this report available to organisations and the public to be used as a resource document for submissions for the provision of funding for housing initiatives. **DH**

6.9 Major Centres

Goal: To establish a hierarchy of major commercial, retail and entertainment centres so that facilities, services and employment opportunities are accessible throughout the region.

Principles

MCP1: The hierarchy of major centres to accommodate growth to the year 2011 should be as follows:

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|------------------------|-----------------------------------------------|
| Regional Centre — | Townsville CBD |
| Sub-Regional Centres — | Aitkenvale
Hyde Park
Thuringowa Central |
| District Centres — | Deeragun/Mt Low*
Rasmussen
Idalia |

** One of these alternatives to be selected by COT with the other to become a neighbourhood centre.*

The location and nature of major centres beyond 2011 should be determined in a cooperative fashion by the two Local Governments based on the preferred settlement pattern in the TTSP and agreed benchmark development sequencing plans.

MCP2: The Townsville CBD should be maintained and promoted as the dominant commercial, administrative, social, cultural and recreational centre for the region. The range of services and the level of employment provided in the CBD should be of a higher order of intensity, scale and function than any other centre in the region.

Higher order commercial and administrative activities, particularly the regional offices of governments and the private sector should be located in the CBD.

The CBD should continue as the premier location for tourist and business accommodation, and as the focus for tourism, entertainment, cultural and recreational services for the region.

The retailing focus of the CBD should move to higher order specialty functions related to its commercial/administrative workforce and tourist/recreation uses.

In keeping with its multi-functional nature and to support extended operating hours of higher order recreational and entertainment activities, mixed use and residential development should be encouraged in the CBD, and higher density residential development encouraged in the surrounding areas.

MCP3: The three designated Sub-Regional Centres are intended to provide a range of retail, commercial, community and recreational facilities sufficient to meet the needs of population catchments of around 50,000 persons.

Within an upper limit in the order of 55,000m² of retail floor space, Sub-Regional Centres are intended to contain a discount department store as well as major supermarkets and a full range of supporting retail facilities.

Complementary commercial office functions up to a maximum total floor area of 10,000m² may also be located adjacent to or in conjunction with the retail elements. This upper limit should include any existing commercial development in the immediate locality, or any redevelopment of adjoining strip shopping areas for office space purposes.



A range of hospitality services, community services, fast food outlets and hotels/motels may also locate within Sub-Regional Centres.

- MCP4:** The three District Centres should provide services and facilities required to cater for the weekly needs of a population of up to 25,000 persons. They should also provide neighbourhood centre functions for the immediate surrounding areas, have a lettable retail floorspace area of between 8,000–10,000m², combined with office and services floor areas up to a total of 5,000m².
- The retail mix of the District Centres should include a major supermarket, a full range of food stores and personal services, a small variety of discount stores and a range of speciality shops. They should also incorporate community service type activities such as a library and meeting places for public use.
- District Centres should be developed at Rasmussen where the potential exists to expand an existing neighbourhood centre; at Idalia; and either at Deeragun as an expansion of the existing centre or as a new centre at Burdell–Mt Low.
- MCP5:** Neighbourhood Centres should provide the retail and small scale commercial and recreational services for catchment populations of between 3,500 to 6,000 persons. Neighbourhood centres should accommodate between 3,000–5,000m² of retail floorspace, and have less than 20 specialty stores with a merchandise mix strongly oriented towards food items.
- The floorspace for combined commercial and services activities should not exceed 3,000m² and should be located as close as possible to and integrated with the retail areas.
- MCP6:** The provision and distribution of lower order centres ie neighbourhood centres and local convenience shopping and services with a total floor area less than 1,000m² should be determined on an individual basis by the relevant Local Government.
- MCP7:** The bulk of future retail and commercial development should be strongly encouraged to locate within the designated major centres.
- MCP8:** Enhanced transport linkages should be provided to and between major centres to improve access to jobs, facilities and services. This should be done through the development of a transport strategy which reflects the planning intentions and consequent travel demand implications of the major centres hierarchy. Particular attention should be directed to maximising the accessibility of the CBD.
- MCP9:** Strict controls should be imposed on the extension of strip retail/commercial development along main roads because of the detrimental effect such development has on traffic movement, visual amenity, and the viability of the proposed centres hierarchy.
- New development should be limited to infill situations within existing strip development. Such infill development should only be permitted where it can be demonstrated that existing and/or future conflicts between the amenity and safety of the area and traffic movements can be avoided, and where existing or proposed centres will not be detrimentally affected. Local area plans should be developed to identify where such infill development can occur.
- MCP10:** Provision should be made for those forms of retail and commercial development that are not capable or suited to accommodation in a multifunctional major centre (eg retail warehouses, car showrooms). These areas should be in locations which support the role and function of designated major centres; which have minimal impact on the amenity of surrounding areas; and do not jeopardise the efficient operation of the transport network.
- MCP11:** Major centres should be supported by high and/or medium density housing in surrounding areas which provide opportunities for people to live in close proximity to a range of employment and commercial and community services.

Priority Actions

Key Agency

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| MCA1: Implement the major centres policy as the basis for local government planning and decision-making involving commercial, retail and entertainment development. | TCC, COT |
| MCA2: State and Commonwealth Governments to have regard to the major centres policy when making decisions on the location of major activities. In particular regional office functions should locate in the CBD, and local service functions should be located in other designated major centres wherever possible. | State/
Commonwealth
Governments |
| MCA3: Review planning schemes to ensure consistency with the major centres policy and amend where necessary. | TCC, COT |

MCA4: Ensure that the Integrated Transport Strategy takes into account the size, role and function of major centres, and the need for linkages between centres, other major employment activity areas and the resident and tourist populations.	DT
MCA5: Prepare Centre Development Strategies for the CBD, Sub-Regional and District centres which: <ul style="list-style-type: none"> — ensure adequate land is identified to accommodate future requirements; — establish existing infrastructure capacities and future requirements; and — incorporate Local Area Planning for transport, circulation, land uses, community activities and urban design for the centres and surrounding areas. 	TCC, COT
MCA6: Ensure planning schemes include provisions that are consistent with the above principles, and which identify sites considered suitable for infill strip development based on analysis of the extent and composition of existing strip development.	TCC, COT
MCA7: Curb expansion of strip development by prohibiting new retail or commercial developments, which involve land not identified in planning schemes for infill development, or which are inconsistent with this policy.	TCC, COT
MCA8: Investigate the potential for mixed industry/business development areas to accommodate major retail warehouses/bulk goods outlets, and identify suitable areas for these activities.	TCC, COT, DSD
MCA9: Ensure that the assessment of applications for free standing major retail/office developments include an assessment of the impact on the identified hierarchy of major centres.	TCC, COT
MCA10: Undertake a review of the performance and suitability of the Major Centres policy every three years.	TCC, COT

6.10 Employment Location

Goal: To locate residential development and employment nodes such that there is good access to a variety of employment opportunities for residents.

Principles

- ELP1:** Major institutional uses such as TAFE colleges, hospitals and research institutions should be located on major public transport routes, and should be either within or near a designated Regional, Sub-Regional or District centre, or co-located with a complementary major activity node wherever possible.
- ELP2:** Major industrial employment activities should be located in designated major industrial areas. Service industries should preferably be located in or near the designated higher order major centres.
- Areas identified for future major industrial use should be protected from inappropriate interim land uses and suitably buffered from incompatible land uses such as residential or rural residential developments.
- ELP3:** Low impact, home-based employment should be encouraged in residential areas where this can occur without undue impact on residential amenity.

Priority Actions

	Key Agency
ELA1: Ensure that decisions on development applications for major employment generating activities or for sites within or near designated Major Industry Areas are taken in the context of this policy and the Major Centres policy.	TCC, COT, State Government
ELA2: Review planning schemes to ensure they are consistent with current “best practice” standards in relation to home-based employment activities, and mixed use developments.	TCC, COT

6.11 Transport

Goal: To provide transport services and facilities that meet the economic, social and environmental needs of the Townsville–Thuringowa community. In particular the transport systems should enhance economic efficiency and competitiveness, provide high levels of accessibility and safety to all sectors of the community, and result in enhanced environmental outcomes through reduced use of non-renewable energy resources, and lower production of greenhouse gases and air and water pollutants.



Principles

- TP1:** The pattern of settlement in the region should be one which encourages the use of public transport and non-motorised transport modes, and minimises overall transport costs including the external impacts of transport services and facilities on the community and its environment.
- TP2:** The urban areas of the region should be provided with high quality, integrated passenger transport services focused on providing access to and between the designated major centres, employment areas and other high activity areas.
- TP3:** New development areas should incorporate a road hierarchy that supports public transport, provides for efficient movement, maintains residential amenity, provides access for emergency vehicles, and minimises the need to use National or State controlled roads for local trips.
- TP4:** An integrated system of bicycle and pedestrian paths linking to and between the major centres and other high activity areas should be provided to encourage increased use of public transport, walking and cycling.
- TP5:** Provision of the region's freight transport systems (road, rail, air, sea and other modes [eg pipelines]) should be accorded a high priority to support and promote the region's role as the main transport and service centre for North Queensland, and as a suitable location for a range of major industries.
- Emphasis in freight transport planning should be accorded to linkages between the major industrial areas, the seaport and railway freight marshalling yards, and other wealth generating areas (including freight linkages to other regions such as the Burdekin and the North West Minerals Province).
- TP6:** The priority of provision of transport infrastructure and services should support implementation of the TTSP including the preferred settlement pattern and sequence of development for the region.
- TP7:** Transport planning and decision making processes should include assessments of the full range of financial, environmental and social costs and benefits of transport options.
- TP8:** Transport corridors should be identified and protected as part of the planning process. Corridor routes and locations should be supported by appropriate detailed studies and assessments and should be consistent with the TTSP. Wherever possible major transport corridors should be suitable for multiple transport modes including road, rail, pipelines and power distribution.
- TP9:** Social justice issues should be fully considered in transport planning and decision-making. In particular it should be ensured that:
- the community is involved in the development and management of the system;
 - the needs of people with disabilities are adequately catered to; and
 - transport is secure, safe and affordable.
- TP10:** The air and water quality and noise impacts of transport systems in the region should comply with nationally accepted recommended levels.

Priority Actions

- TA1:** Prepare, adopt and implement an Integrated Transport Plan (ITP) for the region which is consistent with and promotes the achievement of the preferred settlement pattern, regional benchmark development sequence, vision, goals and principles of the TTSP.

Key Agency

DT, TCC, COT

TA2:	Through the ITP develop targets and implementation strategies to substantially increase the proportions of trips made by public transport, walking and cycling. Such strategies could include: <ul style="list-style-type: none"> — investigation of rapid passenger transit to service the urban area; — priority for public passenger transport at traffic signals; — carparking strategies; — coordination of bus and taxi services with air, rail and ferry services; — enhancement of the safety of cyclists through the use of separate off-road bicycle lanes where possible; — provision of high quality footpaths including kerb ramps and safe road crossings; — provision of appropriate ancillary facilities (eg showers, bicycle storage etc) at major centres and other important destinations. 	DT, TCC, COT
TA3:	Undertake a Freight Movement Study as part of the ITP to: <ul style="list-style-type: none"> — identify likely future road freight origins and destinations; — investigate the potential to use alternative modes (eg pipelines) for high volume freight tasks; — identify specific minimum impact, freight efficient vehicle routes to all key areas or otherwise provide transfer points for breakdown to conventional vehicles; — identify dangerous goods routes and storage areas that minimise risks to existing and future residential areas. 	DT, DMR
TA4:	Identify and protect the region's major transport corridors including, as a matter of priority, the preferred long-term multi-modal (road, rail, pipeline, conveyor) transport access corridor to the sea port.	DT
TA5:	Monitor and enhance the private bus services in the region including: <ul style="list-style-type: none"> — extension of services to rural residential and outlying areas where feasible; — extension of services to new growth areas parallel with development; — enhanced services to and between designated major centres and other employment nodes. 	DT, Service Providers
TA6:	Develop and implement an extensive user awareness program aimed at modifying travel behaviour patterns through enhanced understanding of the real cost of travel including its impacts on community values and the environment.	DT
TA7:	Measure baseline noise levels on State controlled roads prior to any upgrading works and incorporate noise reduction measures along major transport corridors.	DMR
TA8:	Investigate the following new transport infrastructure/services (<i>in addition to TA4</i>): <ul style="list-style-type: none"> — enhanced access from Ingham Road to the airport; — calm water access for ferries and medical evacuations needed on Magnetic Island; — additional sites and facilities to meet recreational fishing and boating needs. 	DT/DMR

6.12 Community Services

Goal: To ensure that community services are planned and provided in consultation with local communities, stakeholders, government agencies and other relevant organisations in order to develop a full range of services that meet the diverse needs of individuals and families, in a coordinated and efficient manner.

Principles:

- CSP1:** Services should be planned and provided on a basis which promotes equality of opportunity and access regardless of gender, age, race, ability or location, and which addresses current disadvantage to promote equality of outcomes.
- CSP2:** Social planning and the principles of social justice should be made explicit and integrated into broader planning processes (ie corporate, strategic and local area planning) to improve linkages between land use development and the provision of community services.

- CSP3:** Community services should be provided in an efficient and cost effective manner to meet stated community objectives including high quality and affordability. Wherever possible community facilities should be provided as part of designated major centres and other activity nodes to facilitate access and multi-purpose trips.
- CSP4:** Community services in the region should be delivered in a coordinated fashion that ensures an integrated range of services and service types for users, promotes supportive networks between people, and is consistent with the preferred settlement pattern, development sequence and planning principles of the TTSP.
- CSP5:** Communication with, and the participation of users, community groups and interested agencies should be encouraged as part of the community services planning and provision process to ensure that local needs and priorities are fully considered and understood.
- CSP6:** Personal and community safety are serious concerns that should be fully considered in all planning and design activities.
- CSP7:** The inclusion of people with disabilities in community activities should be promoted, and the importance of access recognised.

Priority Actions	Key Agency
CSA1: Include social and cultural impact triggers in planning scheme development assessment guidelines.	TCC, COT
CSA2: Ensure that local employment opportunities, affordable and appropriate housing, improved public transport and affordable recreation options are included in social impact assessments and social policies.	DCILGPS
CSA3: Enhance structures to coordinate planning for community services between the three levels of government with the participation of community based and private sector organisations in the region.	DFYCC, TCC, COT
CSA4: Prepare Social Plans for local government areas, to address demographic and social profiles, community needs analysis, assessment of current policy context and action plans.	TCC, COT
CSA5: Review benchmarks and targets for community services delivery and amend as necessary to reflect the geographic and social structure of the region.	DFYCC, TCC, COT
CSA6: Coordinate the region's responses on the social impacts of implementing the National Competition Policy (NCP) and Council of Australian Governments (COAG) reforms including: — social impact assessment of essential services which may be subject to privatisation; — impacts on disadvantaged groups of reforms to funding programs.	TCC, COT
CSA7: Inform the State and Commonwealth Governments' responses to NCP and COAG through evaluation and analysis of local social and economic impacts and consultation with the community services sector.	DFYCC
CSA8: Develop strategies for the provision of information on social and cultural facilities and programs to the community.	TCC, COT
CSA9: Identify priority personal and community safety areas and develop local strategies and action plans to improve safety, including provisions in planning schemes.	TCC, COT
CSA10: Develop Council Disability Action Plans which should incorporate the objectives of Commonwealth and State disability legislation and have regard to relevant national standards.	TCC, COT
CSA11: Establish an education program to inform the community on preventative and response measures in association with existing Counter Disaster Plans.	SES, TCC, COT

6.13 Cultural Heritage and Development

Goal: To enhance the region's cultural identity through the recognition and expression of the social, natural and built environment; heritage; shared languages; arts and crafts; recreation and leisure; and the other ways by which creativity is expressed, interpreted and acknowledged.



Principles:

- CDP1:** Services should be planned and provided to ensure access and equity and to positively reflect cultural diversity. Services should be developed in consultation with local stakeholders, and endeavour to build links with local business, institutions and government.
- CDP2:** The importance of Indigenous history and cultures should be explicitly acknowledged in all relevant planning activities and decision-making.
- CDP3:** Sites and traditions of cultural and heritage significance in the built and natural environments should be identified and conserved in a culturally appropriate manner.

Priority Actions

Key Agency

CDA1: Establish a regional Reconciliation Committee to address key cultural issues including the development of Aboriginal and Torres Strait Islander cultural centres in the region.	DFYCC, ATSIIC, CQLC, TCC, COT
CDA2: Identify and map areas of high cultural heritage interest potential, and ensure that development proposals in these areas trigger an assessment of cultural heritage values and likely impacts.	TCC, COT
CDA3: Develop and adopt protocols for consulting with Aboriginal people to address their relevant cultural issues. In particular the protocol should address: <ul style="list-style-type: none"> — consultation between local government and Aboriginal people in relation to planning and development issues, including agreed mechanisms and thresholds to trigger such consultation or to require an assessment of Aboriginal cultural values and the potential impacts upon them; — consultation on broader issues of Aboriginal interest including land management, nature conservation, natural resources and cultural interests; and — the development and maintenance of a cumulative database of cultural values in conjunction with Aboriginal traditional owners in a culturally appropriate manner. 	TCC, COT, ATSIIC, CQLC, DFYCC, EPA
CDA4: Identify and preserve the region's cultural history, places and sites, and encourage the preservation of oral histories, in a culturally appropriate manner.	EPA, TCC, COT
CDA5: Encourage collaborations between governments, cultural organisations and artists to secure resources and funding for regional cultural development and facilities such as libraries, museums, galleries and performing arts centres.	Commonwealth, State & Local Governments
CDA6: Improve information, signage and public transport to enable greater community and tourist access to cultural facilities and services.	TCC, COT
CDA7: Develop further opportunities for training and employment in the cultural industry to broaden the range of local skills and retain local talent.	TCC, COT, DETIR

6.14 Water Supply

Goal: To ensure the water resources of the region are managed and distributed efficiently and equitably for urban, agricultural, industrial and environmental needs consistent with the principles of Ecologically Sustainable Development.

Principles:

- WSP1:** Water resource planning and management should address the full range of the region's water supply needs in an integrated fashion.
- WSP2:** All communities in the region should have a reliable potable water supply which meets acceptable minimum standards of quality and quantity.
- WSP3:** The future water supply requirements of non-domestic sectors of the economy (agriculture and industry in particular) should be assured to underpin the continued competitiveness and economic development of the region.
- WSP4:** Demand management should be promoted as a significant tool in managing water resources.
- WSP5:** Water supply charges should reflect the true costs of providing the service, and any subsidies should be clearly identified.
- WSP6:** The environmental quality and integrity of watercourses and bulk water storage resources, including aquifers and the catchments of the Ross River and Paluma dams, should be protected.

Priority Actions

Key Agency

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| WSA1: Initiate actions to vest ownership of all of the key elements of the water distribution system which link the three bulk supply systems (Ross River Dam, Paluma Dam and Burdekin Dam) in the TTWSB. | TTWSB |
| WSA2: Establish acceptable minimum standards of potable water supply for all communities in the region, and develop a strategy and implementation program for the provision of reticulated town water supply to appropriate rural residential communities based on: <ul style="list-style-type: none"> — an evaluation of the true costs of providing the service; — a clear identification of the aspirations of individual communities; — consistency with the principle that pricing should reflect the true costs of service provision or that any subsidies should be clearly identified. | TCC, COT |
| WSA3: Review the charges on development related to water supply to ensure consistent basis for determining charges across the two Local Governments. | TCC, COT |
| WSA4: Devise and implement a groundwater monitoring and review program as the basis for development of a Groundwater Management Plan for non-licensed bore areas in the region reliant upon groundwater as their major source of supply for domestic and irrigation purposes. | DNR, TCC, COT |
| WSA5: Ensure that TTWSB's future planning and works programs incorporate, and are consistent with the findings and recommendations (including the potential water demands of major industries) of the TTSP and TILP. | TTWSB |
| WSA6: Review the Greenvale Water Agreement, and investigate options for providing some or all of Queensland Nickel's water requirements from TTWSB bulk supply sources to maintain the viability and quality of existing groundwater reserves. | DNR, TTWSB |
| WSA7: Investigate and adopt pricing regimes that reflect COAG water policy principles and are based on consumption, full cost recovery, and removal of cross-subsidies not consistent with efficient and effective service. These pricing regimes should be based on: <ul style="list-style-type: none"> — an access fee in conjunction with a consumption fee; — volumetric based charging for urban water structured to recover costs and earn a positive rate of return on assets. | TTWSB, TCC, COT |

- WSA8:** Prepare a Catchment Management Plan for the Ross River Dam catchment area. **TTWSB**
- WSA9:** Develop and adopt demand management principles to guide future water supply provision and develop strategies for implementation. Such strategies should encourage the on-site retention and use of rainwater, and the secondary use of grey water for irrigation purposes. **TTWSB, TCC, COT**

6.15 Waste Management

Goal: To ensure that the environmental impacts of wastewater and solid waste are reduced to acceptable and sustainable levels, and that the collection treatment and disposal of these wastes is managed efficiently and effectively.

Principles

- WMP1:** Integrated waste management policies and practices should be applied in a coordinated fashion throughout the region.
- WMP2:** Waste reduction, recycling and reuse should be central to waste management practices.
- WMP3:** Waste management practices should be consistent with the achievement of the water quality objectives for the region.

Priority Actions

Key Agency

- WMA1:** Develop and implement a regional strategy for solid waste management that is consistent with the National Recycling Strategy and complies with the requirements of the relevant State legislation and policies. The strategy should address both long and short term management issues and practices including:
- “best practice” operational practices at existing landfill sites;
 - “user pays” approaches including disposal charges for domestic users;
 - development of a waste exchange register for the region;
 - public awareness campaigns;
 - strategies to reduce roadside litter; and
 - incentives for private enterprise and households to undertake waste minimisation, recovery, recycling and re-use practices.
- WMA2:** Investigate the region’s hazardous waste disposal requirements, including the viability of establishing a facility in North Queensland. **EPA**
- WMA3:** Develop and implement a Wastewater Strategy for the region which is consistent with the water quality objectives and standards specified in the Environmental Protection (Water) Policy 1997. In particular the strategy should address:
- alternatives to the discharge of treated sewage effluent to water bodies;
 - controls and guidelines for the use of septic systems in the region; and
 - controls and guidelines for the use of grey water and waste water, taking into account guidelines prepared by the Department of Natural Resources. **TCC, COT**

6.16 Energy Conservation

Goal: To achieve substantial reductions in the region's per capita energy use, and to increase the proportionate use of renewable and low polluting energy sources such as solar energy and wind generators where economically and technically feasible.



Principles

- EP1:** The use of alternative energy sources that are renewable and would have a lesser impact on the environment than current energy sources should be encouraged.
- EP2:** Demand management, including the encouragement of energy efficient practices, should be promoted as a significant tool in reducing overall energy demand.

Priority Actions

Key Agency

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|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| EA1: | Develop an energy demand management strategy for the region, including annual energy consumption monitoring and reporting. | Ergon Energy |
| EA2: | Promote community awareness and support for demand management practices. | Ergon Energy |
| EA3: | Encourage energy efficient planning, design and building practices (see UGA6). | TCC, COT |
| EA4: | Encourage and provide opportunities for the development of new energy systems in the region including expansion of reticulated gas, solar systems, wind generation and co-generation opportunities. | DME, TCC, COT |

7. IMPLEMENTATION, MONITORING AND REVIEW

Context

The development of the Townsville–Thuringowa Strategy Plan represents the completion of only the first stage in an ongoing process of managing growth and development in the region. The plan puts forward an integrated series of strategies in the form of policies, principles and associated actions to achieve optimal outcomes for the regional community.

To achieve these outcomes the plan's recommendations need to be implemented, and these implementation activities need to be monitored and reviewed to ensure they are achieving their intended objectives. The implementation, monitoring and review phase of the TTSP will continue to use the voluntary, cooperative approach that has characterised the development of the plan itself.

While the Joint Arrangements Committee has been primarily responsible for the development of the TTSP, the implementation phase requires the increased involvement and coordination of activities at both State and Local government levels. Therefore the roles, responsibilities and levels of participation of the various regional stakeholders need to change to reflect the transition to the implementation phase of the overall TTSP process. The Joint Arrangements Committee should continue with its primary role of coordinating local government activities with cross-boundary impacts.

The following sections of the plan set out the institutional arrangements to be established to coordinate, monitor and review the implementation of the TTSP recommendations.

Implementation and Coordination Principles

Activities associated with the implementation, monitoring and review of the TTSP should be guided by the following principles:

- The management of change and coordination of implementation activities in the region should be achieved primarily through voluntary, cooperative processes.
- The TTSP is not a statutory document. It is intended to inform and provide a framework and guidance for the activities of Commonwealth, State and Local Government, and the regional community.

- The regional outcomes identified in the TTSP should be achieved by integrating and coordinating the planning, development assessment and investment programs of Commonwealth, State and Local government.
- The TTSP does not challenge the roles or responsibilities of State or Local government or of individual agencies, including the development and funding of programs and projects under their portfolio interests.
- The regional community should have a significant role in the implementation, monitoring and review of the TTSP.
- Implementation and coordination processes should be cost-effective and demonstrate practical benefits; existing structures and processes should be used wherever possible.

Institutional Structure

The institutional structure shown in Figure 1 is proposed to monitor and coordinate the implementation of the TTSP.

The proposed structure incorporates elements to achieve the three major requirements of the next phase of the TTSP: implementation, coordination, and monitoring and review. It also facilitates community involvement in these processes.

Implementation

Implementation of the recommended TTSP actions will be undertaken by the nominated key agencies and other collaborating agencies. These agencies will be responsible for developing appropriate work plans and delivery processes for each action. These delivery processes will need to include suitable levels of consultation with the community, and may involve the formation of advisory or reference groups of key community stakeholders. Such groups should be formed only in response to a demonstrated need where the relevant Regional Coordination Group would be unable to perform the required role.

Coordination

There are two inter-related aspects of the coordination task: coordination of TTSP implementation activities, and coordination of infrastructure and services provision. Both aspects are accommodated in the proposed institutional structure.

The **Regional Coordination Committee**, comprising elected representatives from State and Local government, has overall responsibility for managing and coordinating the implementation of the TTSP. In performing this role the Committee will be provided with technical advice from the groups described below.

The **Regional Planning Group** (formerly known as the Sub-Regional Planning Group), comprising State and Local government officers, provides a broader technical forum for coordination of implementation activities, priority setting and information exchange. This group should also resolve any conflicts or disputes within or between the Regional Coordination Groups.

Coordination of the implementation activities between agencies at the day-to-day or operational level is intended to occur through the relevant **Regional Coordination Group**. These groups are intended to comprise officers with operational responsibility from the key agencies and main collaborating agencies, together with representatives from key stakeholder groups in the community. The Regional Planning and Infrastructure Coordination Group will also be responsible for the coordination of infrastructure and services delivery in the region. This should occur by ensuring that the planning schemes (including the benchmark development sequencing plans), programs and strategies of local government and the portfolio plans, works and funding programs of State Government agencies are consistent with each other and with the recommendations of the TTSP.

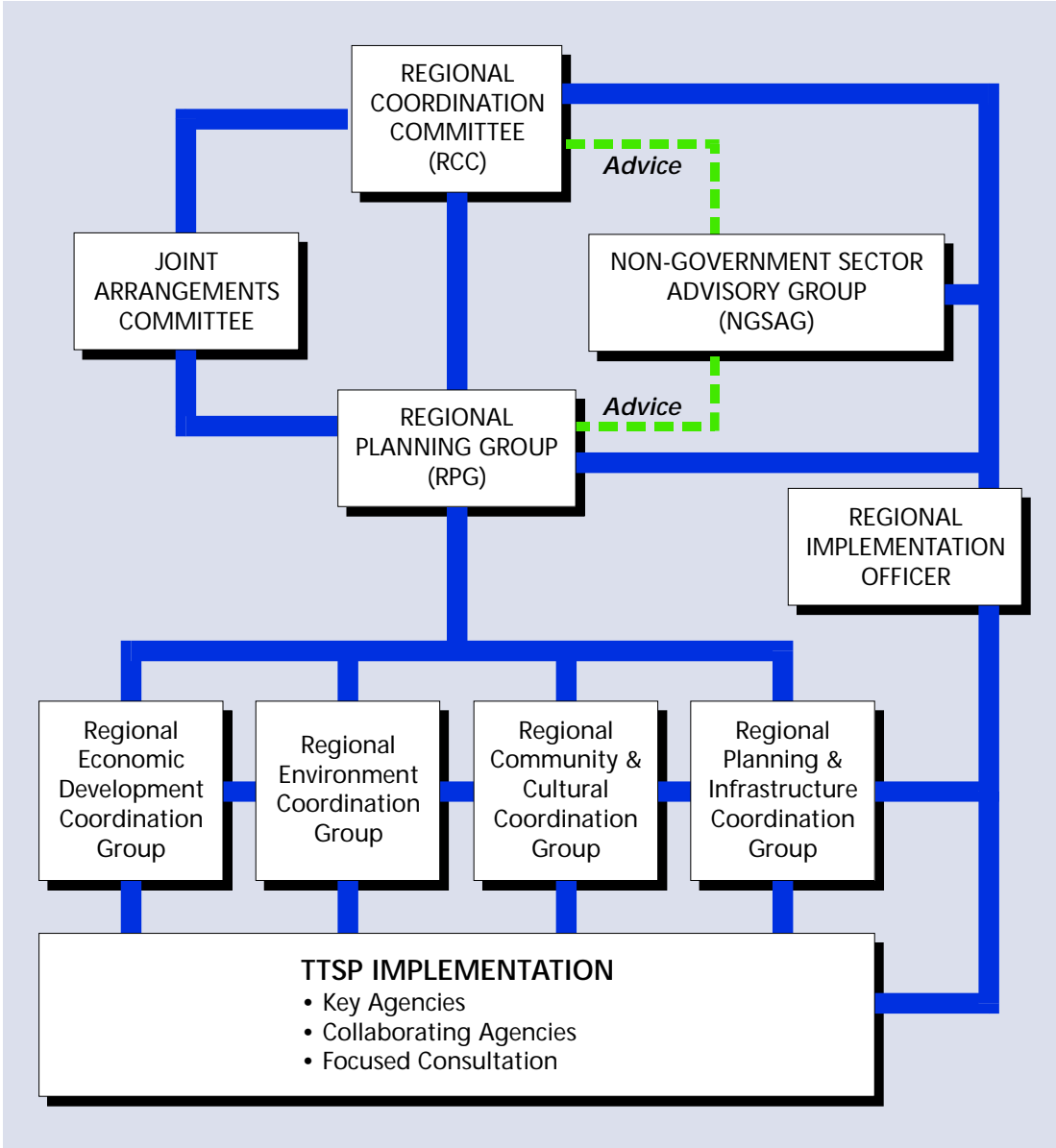


Figure 1: Institutional Structure for TTSP Implementation, Coordination and Monitoring Activities

Monitoring and Review

The TTSP process is intended to be a dynamic one that amends implementation strategies in response to new information and changes in the planning environment.

Monitoring of the TTSP and its implementation activities should be an ongoing process in which all participants, including community stakeholders, are free to raise issues or concerns. The principal forums through which these can be raised and considered include the Regional Coordination Groups, the Regional Planning Group, the Non-Government Sector Advisory Group, the Joint Arrangements Committee, and the Regional Coordination Committee. Amendments to the TTSP should be made as required subject to the endorsement of the Regional Coordination Committee.

The Regional Coordination Committee should prepare an annual progress report on the

implementation of the TTSP. This report should be made available to the public.

A major review of the TTSP should be completed by the Regional Coordination Committee within 6 years from the date of its formal approval.

Community Involvement

The proposed structure provides for community involvement at two levels in the TTSP process. The Non-Government Sector Advisory Group has direct input at the overall project management and policy development level, through the provision of advice on regional issues to both the Regional Coordination Committee and the Regional Planning Group.

At the operational level the composition of the Regional Coordination Groups includes key community stakeholder representation which will enable community input where the delivery of TTSP outcomes can be more directly influenced.

Institutional Roles and Responsibilities

Regional Coordination Committee

Composition

Elected representatives from State and Local government as nominated by State Cabinet and the Townsville and Thuringowa Councils respectively.

Functions

- Overall responsibility for the management and coordination of implementation activities, and the monitoring and review of the TTSP.
- Provision of broad policy direction and advice to State and Local governments on regional planning and coordination issues.

Operation

- Meets 2–3 times each year to consider and resolve regional issues on a cooperative and consultative basis.
- Where necessary raises issues for consideration by the State Government.
- Considers and responds to technical input and advice from the Regional Planning Group, and Regional Implementation Officer, and to community input and advice from a range of sources particularly the Non-Government Sector Advisory Committee.
- Provided with technical and administrative support by the Department of Communication and Information, Local Government, Planning and Sport including the Regional Implementation Officer.

Joint Arrangements Committee

Composition

Elected representatives from Townsville and Thuringowa Councils.

Functions

- Planning and coordination of cross-boundary local government issues including development and infrastructure issues.
- Joint development and cost sharing arrangements for facilities and services used by the residents of both local government areas.
- Formulation and promotion of joint local government positions on matters of regional interest.

Operation

- Meets 4–6 times per year to consider and resolve joint local government issues on a cooperative and consultative basis.
- Identifies and raises issues of regional concern for consideration by the Regional Coordination Committee.
- Provided with technical and administrative support on a shared basis by the two Councils.

Non-Government Sector Advisory Group

Composition

Representation from key community stakeholder groups, preferably through peak bodies, representing a broad range of regional interests and concerns. Members to be appointed by the Regional Coordination Committee, with a Chair to be selected by the Group from its membership.

Functions

- To represent community interests in the TTSP implementation, coordination, monitoring and review processes.
- To provide advice to the Regional Coordination Committee and the Regional Planning Group on key regional issues either on its own initiative or on request from these bodies.
- To provide a focus for the community in relation to regional concerns and matters of interest.

Operation

- Meets 3–4 times each year to consider regional concerns and issues.
- Actively seeks community input on regional issues using a range of approaches at its discretion including community forums, calls for community submissions, formal and informal contact with individuals and community groups.
- Provided with technical and administrative support by the Department of Communication and Information, Local Government, Planning and Sport.

Regional Planning Group

Composition

Representation at senior officer level from key State Government agencies and Local government.

Functions

- To provide broad technical direction and guidance to the activities of the implementation agencies and Regional Coordination Groups.
- To provide a focus for the exchange of information on TTSP activities and outcomes, and other significant regional projects.
- To provide technical advice and information to the Regional Coordination Committee on TTSP and other regional issues.
- To resolve issues of overlap/conflict between implementation agencies, wherever possible, or to raise these issues for consideration by the Regional Coordination Committee.

Operation

- Meets 4–6 times each year to consider and resolve TTSP implementation, coordination, monitoring and review, and other significant regional issues.
- Functions on a cooperative, consultative basis.
- Issues may be raised by member organisations, Regional Coordination Groups, the Regional Implementation Officer or the community.
- Seeks advice from the Non-Government Sector Advisory Group as required.
- Technical and administrative support provided by the Department of Communication and Information, Local Government, Planning and Sport.

Regional Coordination Groups

Composition

Each of the four Regional Coordination Groups should comprise representation at operational level from relevant State Government agencies and local government, and relevant community stakeholder groups. The Regional Implementation Officer would be an ex-officio member of each Regional Coordination Group.

Functions

- To ensure that the operational activities of the implementation agencies are coordinated and are consistent with the recommendations of the TTSP.
- To provide a forum for the exchange of information at the operational level.
- To provide an opportunity for input from key community stakeholders and interested agencies at the delivery level of TTSP implementation activities.

Operation

- Meets 4–6 times each year, or more frequently as required by project delivery activities.
- Functions on a cooperative, consultative basis.
- Technical support in respect of implementation activities to be provided by respective key agencies.
- Administrative support to be negotiated and shared among major participating agencies.

Regional Implementation Officer

Composition

Position appointed by Department of Communication and Information, Local Government, Planning and Sport.

Functions

- To facilitate the coordination and implementation of TTSP activities.

- To assist and advise implementation agencies in relation to TTSP recommendations, and the preparation of work plans for TTSP activities.
- To monitor implementation activities to ensure they are consistent with the TTSP recommendations and occur in a timely and integrated fashion.
- To assess and disseminate information relevant to TTSP outcomes and activities.
- To prepare an annual progress report on implementation for the consideration and approval of the Regional Coordination Committee, Regional Planning Group, and the Non-Government Sector Advisory Group.
- To provide technical and administrative support to the Regional Coordination Committee, Regional Planning Group and Non-Government Advisory Group.

Operation

- Would function on a full- or part-time basis as required.
- Operates on a cooperative, consultative basis, and raises issues of concern for consideration and resolution by the appropriate management/ coordination element of the institutional structure.
- Operates as a member of each of the Regional Coordination Groups, and provides technical advice to the Regional Planning Group, the Joint Arrangements Committee, the Regional Coordination Committee and the Non-Government Sector Advisory Group.
- Provides a consistent communication channel between the various coordination and advisory groups.
- Is provided with an appropriate level of secretarial and administrative support within the Department of Communication and Information, Local Government, Planning and Sport.