



## Smart Cities Plan

# IMPLEMENTATION

## Townsville City Deal

April 2017



Australian Government



Queensland Government



# ACKNOWLEDGEMENTS

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The Commonwealth Government, Queensland Government and the Townsville City Council would like to thank the Townsville community for their assistance with the development of the Townsville City Deal Implementation Plan.

In particular, we would like to acknowledge members of the Townsville City Deal Implementation Plan Focus Groups:

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- Tony Mooney
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- Stephen Motti
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- Raneé Crosby
- Pat Brady
- Kevin Gill
- Allan Lane
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# THE CITY DEAL

is already delivering for Townsville

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The Townsville City Deal brings together senior representatives from all three levels of government, providing an ongoing opportunity to identify and resolve issues collaboratively, break down barriers, and secure the economic success of the city and its people.

- Expressions of Interest for work on the North Queensland Stadium are now open, enabling local businesses to tender for the project. Work on site will commence later in 2017.
- The Townsville Water Security Taskforce was announced on 11 March 2017 and will provide an interim report by June 2017.
- The Board of the Townsville-based Cooperative Research Centre (CRC) for Developing Northern Australia was announced on 20 February 2017. The CRC will bring together industry, research organisations and other partners to tackle barriers to private investment in the North.
- The Clean Energy Finance Corporation (CEFC) has established a local presence in Townsville to take advantage of the huge potential to support clean energy, renewable energy and energy efficiency technology in the region. The CEFC has already confirmed financing for two major investments in renewable energy – the Kidston Renewable Energy Hub and the Ross River Solar Farm near Townsville.

The Townsville City Deal is more than the 16 individual commitments in the Deal. It is **Townsville's roadmap for the future**. All of the commitments are geared towards growing the economy of Townsville and strengthening Townsville as a prosperous and lifestyle-rich city.

This Implementation Plan identifies how commitments under the Deal will be delivered over the next five years, noting that some commitments are still in early stages. This is just the start of the process. There is still more work to be done in the months ahead, and timeframes and implementation details will continue to be refined as progress is made and reported through annual progress reports.

The three levels of government are keen to hear from local businesses and stakeholders on how their City Deal should be implemented. This includes identifying opportunities for local businesses, researchers, investors, and other community members to assist in delivering commitments, or to undertake new ventures to support the objectives of the City Deal.





## HOW WILL THE TOWNSVILLE CITY DEAL DRIVE ECONOMIC GROWTH AND CREATE JOBS?

### Short-term:

- The **North Queensland Stadium** will support 750 design and construction jobs, Indigenous employment opportunities and maximise local procurement.
- The **Development Corporation for Townsville** will encourage property and infrastructure investment, boosting construction sector jobs.
- Investment in the **renewable energy sector** will continue to grow jobs. The Kidston and Ross River solar farms will create an estimated 250 construction jobs.

### Longer-term:

- Townsville will become the preferred location in North Queensland for significant industrial development through the **expansion of the Port of Townsville**, the acceleration of development within the **State Development Area**, the **Townsville Eastern Access Rail Corridor** and the **Townsville Industrial Development Board**. This will attract more investment, industry, freight and port-related businesses to Townsville.
- The **Health and Knowledge Development Strategy** and the **International Education and Training Destination Strategy** will create new health and knowledge employment hubs and enhance Townsville's reputation as a world-class destination for education and edu-tourism.
- Improved **Defence Industry Consultation** will ensure defence industry opportunities are promoted to local industry.



## HOW WILL THE TOWNSVILLE CITY DEAL CREATE A LIFESTYLE-RICH CITY FOR THE TOWNSVILLE COMMUNITY AND VISITORS?

- Urban renewal and revitalisation will be driven by the **North Queensland Stadium**, injecting more life into the CBD and waterfront area and establishing the city as an events destination.
- The **Development Corporation for Townsville** will lead the revitalisation of Townsville, creating a more attractive urban environment, supported by high-quality open spaces.
- Better **public transport solutions**, including innovative and demand-responsive options, will increase liveability and accessibility across the city.



# IMPLEMENTING

## the City Deal

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The Townsville City Deal is a formal, 15 year commitment between the Commonwealth Government, Queensland Government and the Townsville City Council to a collective program of planning, reform and investment for Townsville.

The Townsville City Deal was signed on 9 December 2016. It outlines commitments from all three levels of government, as well as future opportunities for further collaboration to deliver a transformational impact for Townsville.

This Implementation Plan provides the detail on the delivery of the commitments under the Townsville City Deal, including timeframes, key milestones and opportunities for ongoing community and industry engagement.

This Implementation Plan should be read in conjunction with the [Townsville City Deal](#).

### Framework of the Townsville City Deal

The following commitments were agreed to by all three levels of Government under the Townsville City Deal.





<b>Vision</b>	Grow the economy of Townsville by supporting the city to be, by 2030: <ul style="list-style-type: none"> <li>the economic gateway to Asia and Northern Australia;</li> <li>a prosperous and lifestyle rich city for its community and visitors</li> <li>a global leader in tropical and marine research and innovation</li> </ul>					
<b>Objectives</b>	1. Revitalise Townsville, particularly the CBD and Waterfront PDA areas 2. Activate industry and export growth 3. Support long term growth of local businesses 4. Enhance liveability 5. Improve planning, coordination and governance					
<b>Initiatives</b>	Capital of North Queensland	Innovative and Connected City	Port City	Industry Powerhouse for the North	Defence Hub	Enabling Infrastructure
<b>Commitments</b>	North Queensland Stadium	Development Corporation for Townsville	Channel capacity upgrade	Townsville eastern access rail corridor (TEARC)	Defence industry consultation	Townsville water security, supply and use strategy
	Townsville entertainment and convention centre	Health and knowledge development strategy		Townsville Industrial Development Board		Managing energy cost and boost energy productivity
	International education and training destination	Public transport solutions		Acceleration of the State Development Area (SDA)		
	CRC for Developing Northern Australia	Smart City Strategy		Woodstock intersection upgrade		
<b>Future Opportunities</b>	Townsville workforce development plan	Smart solutions for Townsville city and suburbs	Port expansion	Maximise export opportunities	Defence investment pipeline	Review and deliver preferred water supply solutions
		Urban renewal and revitalisation		Supply chain prioritisation		Renewable energy innovation
<b>Governance</b>	Local partnerships for better Governance					



# IMPLEMENTATION

## milestones

All three levels of Government will work together to deliver the Townsville City Deal over the next 15 years. The initial focus will be to deliver the identified commitments listed in the Deal from 2017–2021. This section identifies the key milestones for commitments over this timeframe. Milestones are expressed in calendar years.

The three levels of government will continue to work together to progress the future opportunities in the City Deal.

Capital of North Queensland	
North Queensland Stadium	
Action	Delivery of a centrally-located, 25000 seat, best-practice regional stadium, built in time for the 2020 National Rugby League season.
Key milestones	Q2 2017 – Appointment of successful managing contractor. Q3 2017 – Early works on site commences. Q1 2018 – Main stadium build commences. Q1 2020 – Project completion.
Responsibilities	Led by Queensland Government in collaboration with Townsville City Council and the Commonwealth.
Townsville Entertainment and Convention Centre	
Action	Refine the business case for the entertainment and convention centre, identify available financing and funding options, and work with potential partners on the delivery of the entertainment centre and broader precinct.  The Council's business case team will work with local arts groups and education institutions, to ensure opportunities for development of an arts and cultural precinct or possible visual and creative arts activities associated with the entertainment and convention centre.
Key milestones	Q3 2017 – Refinement of feasibility study.
Responsibilities	Led by Townsville City Council, in cooperation with the Commonwealth and Queensland Government.





## Capital of North Queensland

### International Education and Training Destination

<b>Action</b>	<p>Work with Townsville Enterprise Limited and local education, training and research and tourism stakeholders to develop Townsville's global reputation as a world-class destination for education, edu-tourism, training and research.</p> <p>Central Queensland University has committed to developing partnerships with Defence to provide supplementary training and/or qualifications around existing skills and training such as logistics, emergency management, and para-medicine.</p>
<b>Key milestones</b>	<p><b>Q1 2017</b> – Announcement of first round of funding for the Queensland International Education and Training (IET) Partnership Fund.</p> <p><b>Q3 2017</b> – Second round of funding applications for IET Partnership funding.</p>
<b>Responsibilities</b>	Led by Queensland Government in collaboration with Townsville City Council, Townsville Enterprise Limited and education, training, research and tourism stakeholders.

### Cooperative Research Centre for Developing Northern Australia

<b>Action</b>	Establish an early funding round through the Cooperative Research Centre for developing Northern Australia in Townsville, create a northern cities and regions work-stream and work with local stakeholders to select a location for its headquarters.
<b>Key milestones</b>	<p><b>Q1 2017</b> – Announcement of CRC Board.</p> <p><b>Q1 2017</b> – Early funding round established.</p> <p><b>Q4 2017</b> – CRC Board to establish headquarters for CRC in Townsville.</p> <p><b>Ongoing</b> – Funding provided to projects focused on strengthening the role of northern Australian cities and regions.</p>
<b>Responsibilities</b>	Led by the Commonwealth Government, CRC for Developing Northern Australia.



## Innovative and Connected City

### Development Corporation for Townsville

<b>Action</b>	Establish a Development Corporation to negotiate acquisition and development of land to lead the revitalisation of Townsville. The Development Corporation will encourage property and infrastructure investment, ensure ongoing engagement with industry and private sectors to attract investment and help create an attractive urban environment, supported by high quality open spaces.
<b>Key milestones</b>	<b>Q2 2017</b> – Establish Terms of Reference for the Development Corporation and its board, including membership. <b>Q4 2017/Q1 2018</b> – Establishment of the Development Corporation, and preparation of key strategies for land.
<b>Responsibilities</b>	Led by Townsville City Council in consultation with the Queensland Government.

### Health and Knowledge Development Strategy

<b>Action</b>	Investigate opportunities to co-locate health and knowledge employment hubs with residential accommodation and public transport routes in key locations across the city.
<b>Key milestones</b>	<b>Q2 2017</b> – Finalise the governance arrangements and provide framework for collaboration. <b>Q4 2017</b> – Identify short, medium and long term project and collaboration opportunities in a Health and Knowledge Development Strategy.
<b>Responsibilities</b>	Led by the Queensland Government in cooperation with Townsville City Council, James Cook University, Central Queensland University, Mater and Townsville Hospitals, and other key stakeholders.

### Public Transport Solutions

<b>Action</b>	Design and construct a new purpose built bus facility in the Townsville CBD and investigate demand response transport trials for Townsville.
<b>Key milestones</b>	<b>Q1 2018</b> – Commencement of feasibility planning for a potential Demand Responsive Transport Model trial. <b>Q2 2018</b> – Open Townsville CBD bus station.
<b>Responsibilities</b>	Led by the Queensland Government in collaboration with Townsville City Council. This commitment will involve investigations with other key stakeholders to identify effective and innovative transport solutions to link key travel generators and destinations, considering how best to connect communities with existing public transport networks and key attractors such as the CBD, James Cook University and other business, health and educational precincts.

### Smart City Strategy

<b>Action</b>	Plan, conduct and implement a smart city strategy to maximise the use of digital connectivity. Develop a city dashboard to drive community engagement through continuous reporting on targets and goals.
<b>Key milestones</b>	<b>Q2 2017</b> – A short strategy statement will be developed to identify funding priorities and potential sources of funding. <b>Q2 2017</b> – Explore funding for several initiatives from Smart Cities and Suburbs Program.
<b>Responsibilities</b>	Led by Townsville City Council and working with the Queensland Government to identify opportunities for funding and delivering smart city projects in the Townsville area. The Commonwealth's Future Ready initiative is available to assist Council to build partnerships and collaborate with industry to incubate smart city ideas and projects.

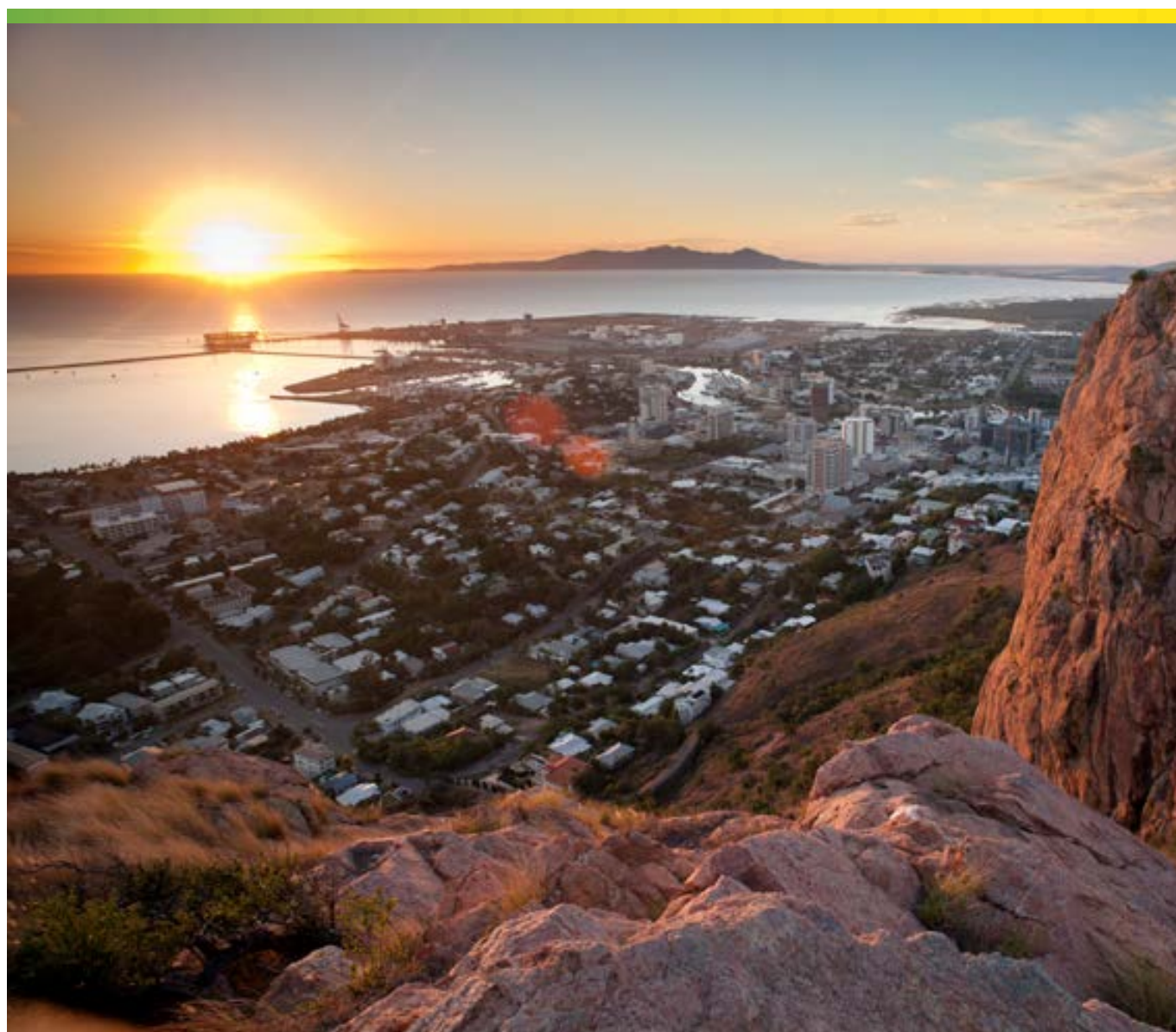


## Implementation milestones

### Port City

#### Channel Capacity Upgrade

<b>Action</b>	Complete the Channel Capacity Upgrade Business Case for submission to Queensland Shareholding Ministers.
<b>Key milestones</b>	<p><b>Q2 2017</b> – Business case completed and submitted to Queensland Shareholding Ministers for consideration.</p> <p><b>Q4 2017</b> – If project is endorsed by Queensland Shareholding Ministers, progress funding and/or financing options.</p>
<b>Responsibilities</b>	Led by the Queensland Government through the Port of Townsville Limited.







## Implementation milestones

### Industry Powerhouse for the North

#### Townsville Eastern Access Rail Corridor (TEARC)

<b>Action</b>	<p>Delivery of a business case for the TEARC which proposes an alternative rail route to the Port of Townsville.</p> <p>Undertake work on identifying innovative financing and value capture opportunities, and the wider economic benefits, related to the TEARC, acceleration of the SDA, and expansion of the Port.</p>
<b>Key milestones</b>	<p><b>Q4 2017</b> – Completion of the TEARC business case.</p> <p><b>Q1 2018</b> – Separate to the TEARC business case, all three levels of Government will work together to identify innovative financing and value capture opportunities on the wider economic benefits related to TEARC, acceleration of the SDA and the expansion of the Port.</p>
<b>Responsibilities</b>	<p>The TEARC business case will be led by the Queensland Government in collaboration with the Commonwealth Government.</p> <p>The Commonwealth will lead on the broader value capture and innovative financing work, working closely with the Queensland Government and Townsville City Council.</p>

#### Townsville Industrial Development Board (TIDB)

<b>Action</b>	Establish the TIDB to lead investment attraction, market engagement and coordinate case management for potential investors.
<b>Key milestones</b>	<p><b>Q2 2017</b> – Consult with key stakeholders on structure and membership.</p> <p><b>Q3 2017</b> – Appointment of board and first meeting.</p>
<b>Responsibilities</b>	Led by the Queensland Government in collaboration with Townsville City Council and in consultation with business and industry stakeholders.

#### Acceleration of the State Development Area (SDA)

<b>Action</b>	Develop a business case for the acceleration of the SDA in consultation with the Townsville Industrial Development Board.
<b>Key milestones</b>	<p><b>Q2 2017</b> – Business case completed, options to be considered by Queensland Government and Townsville City Council.</p> <p><b>Q3 2017 – ongoing</b> – Queensland Government will work with the Townsville Industrial Development Board to actively seek and convert industrial development opportunities within the Townsville SDA.</p>
<b>Responsibilities</b>	Led by the Queensland Government in collaboration with the Townsville City Council.

#### Woodstock Intersection Upgrade

<b>Action</b>	Investigate the upgrade to the Flinders Highway/ Woodstock-Giru Road intersection to enable access to, and the development of the Woodstock industrial and export estate.
<b>Key milestones</b>	<p><b>Q2 2017</b> – Completion of Woodstock Industrial and Export Estate Masterplan.</p> <p><b>Q1 2018</b> – Preparation of project business case.</p>
<b>Responsibilities</b>	Led by Queensland Government in collaboration with Townsville City Council.



## Implementation milestones

### Defence Hub

#### Defence Industry Consultation

<b>Action</b>	<p>Establishment of a new Townsville City Council Defence Liaison Officer.</p> <p>Strengthening of formal consultation between representatives of the Department of Defence, Defence Industries Queensland and the new Townsville City Council Defence Liaison Officer. Leverage existing support delivered by AusIndustry and Queensland Government programs to build a diversified and sustainable local industry.</p>
<b>Key milestones</b>	<p><b>Q2 2017</b> – Appointment of Townsville City Council Defence Liaison Officer.</p> <p><b>Q2 2017</b> – Establish or utilise an appropriate consultative group comprising senior members from all levels of Government and linking to existing Defence-Queensland Government governance arrangements.</p> <p><b>Q4 2017</b> – Establish operating arrangements for Defence industry engagement with local Townsville businesses.</p>
<b>Responsibilities</b>	<p>Collaboration between the Commonwealth Government, Queensland Government and Townsville City Council.</p>





## Enabling Infrastructure

### Townsville Water Security, Supply and Use Strategy

<b>Action</b>	Appoint an intergovernmental taskforce to investigate short, medium and long-term solutions to water security for Townsville, considering investment in water supply infrastructure and management of demand.
<b>Key milestones</b>	<p><b>Q1 2017</b> – Establishment of Townsville Water Security Taskforce.</p> <p><b>Q2 2017</b> – Delivery of interim report to the Prime Minister and Premier of Queensland.</p> <p><b>Q3 2018</b> – Delivery of final report to the Prime Minister and Premier of Queensland.</p>
<b>Responsibilities</b>	Collaboration between Townsville City Council, the Commonwealth and Queensland Governments.

### Managing Energy Costs and Boost Energy Productivity

<b>Action</b>	Deliver a program of energy efficiency measures to reduce peak energy demands across Townsville. This will be done through investigating opportunities to finance a range of sustainable energy and water efficiency measures.
<b>Key milestones</b>	<b>Q2 2017</b> – Refinement of Townsville Smart Infrastructure and Sustainable Energy Framework to prioritise projects and examine funding/financing options.
<b>Responsibilities</b>	Led by Townsville City Council in consultation with the Queensland and Commonwealth Governments (e.g. Clean Energy Finance Corporation).







# NEXT STEPS

## Delivering the Townsville City Deal

The delivery of the Townsville City Deal will be overseen by an Executive Board, comprising senior officials from all levels of Government. The Board will meet formally

every six months to review the progress of the City Deal and will provide advice to the Leadership Group overseeing the City Deal.

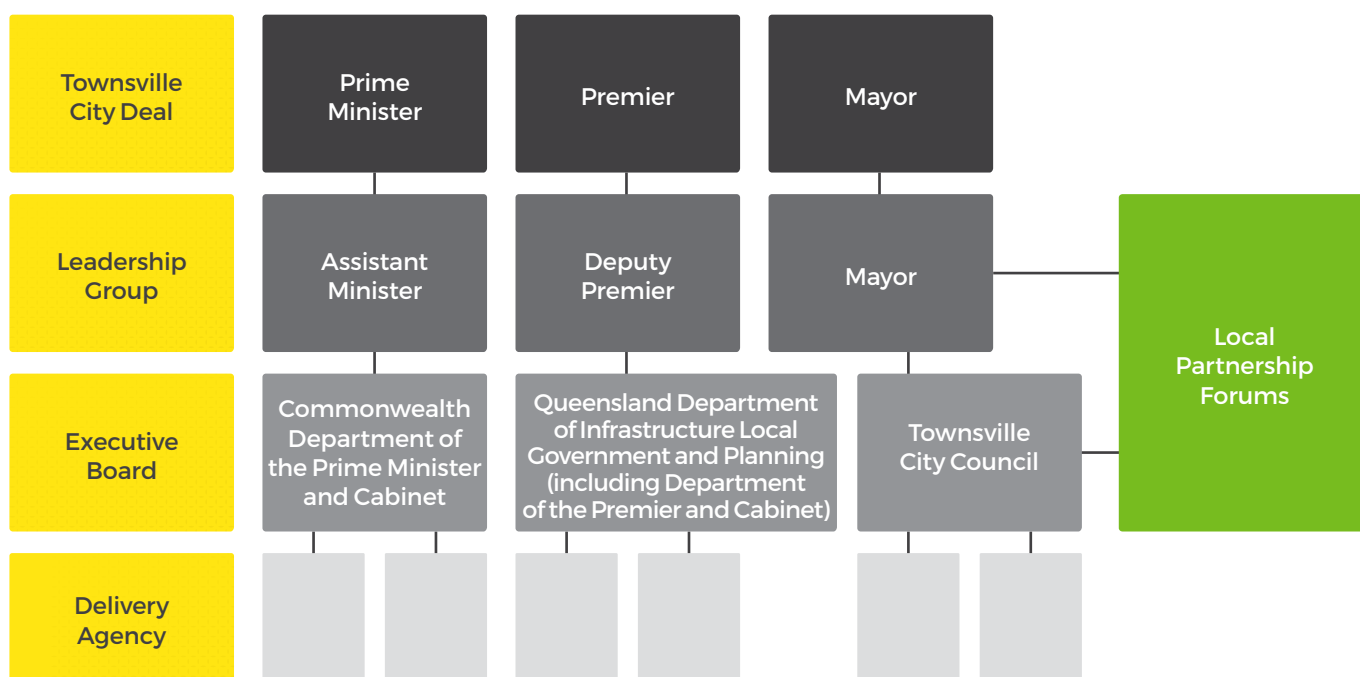


Figure: Governance of the Townsville City Deal

## Engaging key local stakeholders

During the implementation process, Townsville's stakeholders will be engaged through Local Partnership Forums in March and September each year. This aligns with the Townsville City Deal Executive Board's meetings on progress.

These partnership forums will enable local feedback to the Leadership Group and Executive Board on the City Deal's progress towards the agreed vision and outcomes for Townsville. The Local Partnership Forums will be an important avenue to:

- provide local insight on issues arising in the Townsville region;
- act as a conduit between the community and the Townsville City Deal Executive Board; and
- identify opportunities to harness or attract private sector investment to complement Townsville City Deal initiatives.



## Next steps

### Reporting progress

A report on the Townsville City Deal's progress against key milestones will be released publicly on an annual basis. The first of these reports will be provided in the last quarter of 2017. Annual reports will be made available at [cities.dpmc.gov.au](http://cities.dpmc.gov.au).

A formal review of the Townsville City Deal will be undertaken at the end of three years. The review will consider priorities and next steps for the City Deal and will report on the progress against key economic indicators identified in the City Deal.

### Timeline – Townsville City Deal



Smart Cities Plan

For more information visit:

[cities.dpmc.gov.au/townsville-city-deal](http://cities.dpmc.gov.au/townsville-city-deal)

[dilgp.qld.gov.au/infrastructure/federal-and-state-cooperation.html](http://dilgp.qld.gov.au/infrastructure/federal-and-state-cooperation.html)

[townsville.qld.gov.au/about-townsville/business-and-economy/townsville-city-deal](http://townsville.qld.gov.au/about-townsville/business-and-economy/townsville-city-deal)