

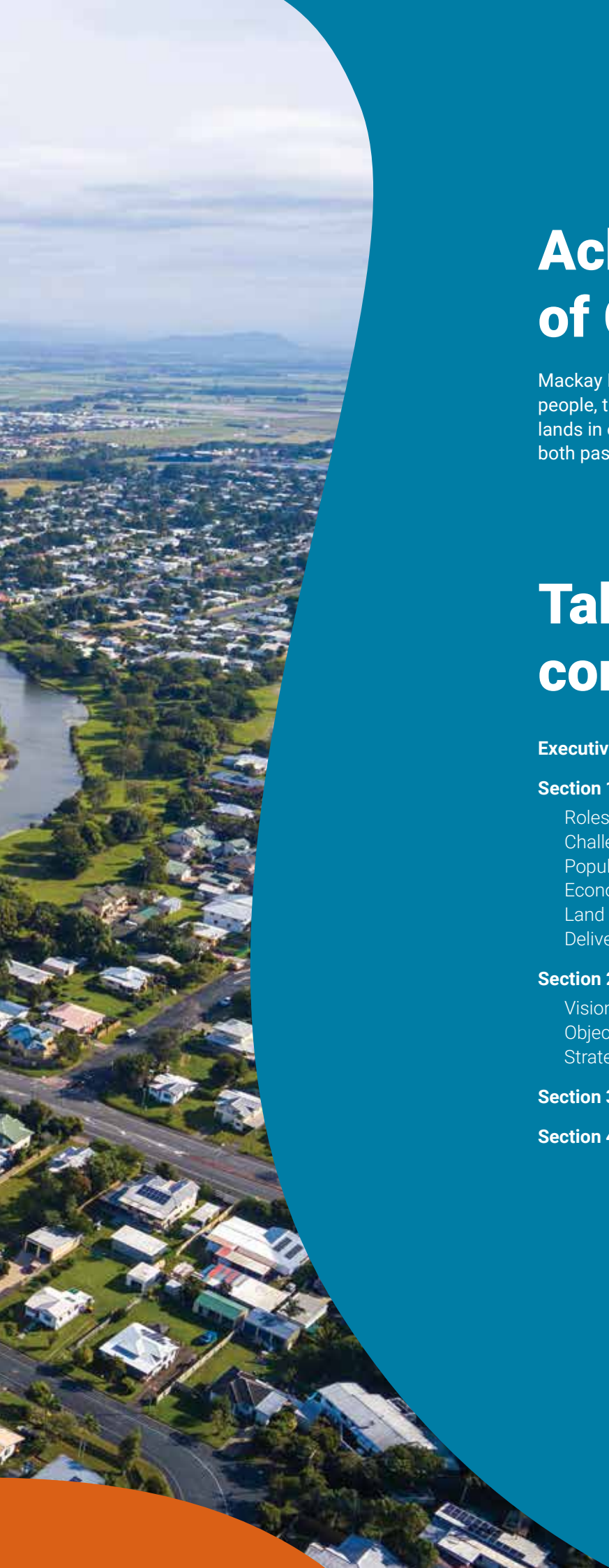
Mackay
Region

Integrated Transport Strategy

2021 – 2036







Acknowledgment of Country

Mackay Regional Council acknowledges the Yuwibara people, the traditional owners and custodians of the lands in our region, and we pay respect to the Elders both past and present.

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Executive Summary

Mackay has historically experienced fluctuations in its economy and population, brought about by its close ties with the mining, manufacturing and agricultural sectors and its role as the gateway to North Queensland. Yet this does not tell the whole story around growth and change, particularly considering the region's lifestyle and amenity factors, relaxed atmosphere, iconic rural landscapes, internationally renowned national parks and beaches, and increasingly vibrant city centre.

These characteristics will continue to influence where we live, work, study and spend our free time, how we travel around the region and how the entire transport system develops now and in the future.

In recognition of this, Mackay Regional Council (Council) – in conjunction with government, industry and the community – has prepared the Mackay Region Integrated Transport Strategy (MRITS). The MRITS provides a direction for the Mackay region's transport system up to 2036 that recognises current and emerging challenges and opportunities, is aligned with current land use planning and integrated with Council and State Government plans and policies as much as possible.

This will help improve consistency across Council in the planning, prioritisation and implementation of transport infrastructure and services and will provide a foundation for proactively developing and advocating to other stakeholders for a transport system that responds to the diverse range of current needs and aspirations, adapts to changing circumstances, and leaves a positive legacy for the benefit of future residents and visitors to the region.

This document is divided into the following four sections:

1. Background
2. Strategic Direction
3. Action Plan
4. Implementation.

The background section provides the foundation for the document and the justification for the proposed strategic direction of the region's transport system over the next 15 years. Specifically, this section includes a brief overview of the main roles and responsibilities of key stakeholders and the current and emerging challenges and opportunities that are expected to influence the planning, development and operation of the transport system. These challenges and opportunities are grouped into the four broad categories of population, economy, land use and environment, and delivery. Some of the key challenges and opportunities include variable population growth, limited economic diversity, environmental, technological and regulatory change, increased uncertainty, and a greater need to apply innovative and locally relevant approaches.

The strategic direction section provides the policy response to the identified challenges and opportunities. This includes a vision for the transport system that is aligned with the Mackay Region Planning Scheme, **three supporting objectives** which expand on different concepts contained within the vision, and 13 more detailed strategic outcomes.



Objective 1

Integrate transport planning and land use planning.



Objective 2

Invest to create a connected, accessible, resilient and safe transport system that leaves a positive legacy for future generations.



Objective 3

The community is engaged, and relevant technologies and systems are harnessed, to develop innovative transport solutions that reflect local conditions.

The vision, objectives and strategic outcomes – which collectively form the strategic direction for the future development of the region's transport system – encompass topics such as integrated land use and transport planning, active and public transport, water-based activities, road network and operations, parking, freight movement and access, infrastructure planning and maintenance, technology, community engagement, funding and delivery.

The action plan section provides an overview of Council's proposed forward planning in response to the current and emerging challenges and opportunities facing the region over the next 15 years.

The action plan contains a total of 27 actions to help focus Council's future transport planning and investment decision making and, ultimately, to work towards the attainment of the transport vision. Each action includes a cross-reference back to at least one overarching strategic outcome as well as an identification of when the action is proposed to be undertaken and who may need to be involved in its implementation.

Some of the actions have direct spatial implications for the Mackay region, such as preparing a local area transport plan for the Northern Beaches and advocating for the construction of additional stages of the Ring Road, while others have a greater regulatory or overarching policy focus such as prioritising transport infrastructure maintenance.

The implementation section identifies some immediate initiatives Council propose to implement right away and provides an overview of how the MRITS is proposed to be translated into actual improvements to the transport system. This requires the effective integration and alignment of the MRITS with other plans and policies, the application and adherence to realistic timeframes, consideration of competing priorities, recognition of available resources and funding, and the involvement of a variety of stakeholders.

Council consulted with government, industry and community stakeholders to develop the MRITS. This included multiple one-on-one meetings and group workshops, ongoing engagement, and an extended public consultation period on the Draft MRITS. The ongoing involvement of stakeholders over the next 15 years is crucial, not only to implement the actions and initiatives outlined in the MRITS, but to create a transport system that increases the liveability and prosperity of our region and leaves a positive legacy for future generations.



Section 1: **Background**

Mackay has historically experienced fluctuations in its economy and population, brought about by its close ties with the mining, manufacturing and agricultural sectors and its role as the gateway to North Queensland.

Yet this does not tell the whole story around growth and change, particularly considering the region's lifestyle and amenity factors, relaxed atmosphere, iconic rural landscapes, internationally renowned national parks and beaches, and regenerating city centre.

These characteristics, both historic and emerging, have and will continue to influence where we live, work, study and spend our free time, how we travel around the region and how the entire transport system develops now and in the future. Mackay Regional Council (Council) has prepared a multi-modal transport strategy – the Mackay Region Integrated Transport Strategy (MRITS) – for the entire Mackay region (see *Figure 1*). The Strategy provides a direction for the region's transport system up to 2036 that is aligned with current land use planning and integrated with Council and State Government plans and policies as much as possible.

As a multi-modal strategy, MRITS considers the current and future role of the more traditional transport modes such as planes, trains, motor vehicles, boats, pedestrians and bikes as well as those that are emerging and are perhaps a little less well-known such as rideshare and personal mobility devices (for example, e-scooters).

The Strategy will help improve consistency across Council in the planning, prioritisation and implementation of transport infrastructure and services and will provide a foundation for proactively developing and advocating to other stakeholders for a transport system that responds to the diverse range of current needs and aspirations, adapts to changing circumstances, and leaves a positive legacy for the benefit of future residents and visitors to the region.

This document provides insights into some of the main challenges and opportunities that are expected to affect our region and transport system over the coming years, a vision for the Mackay Region's transport system in 2036 and a discussion around how this vision could be achieved. Specifically, this includes the presentation of key outcomes for the transport system and a number of proposed actions.

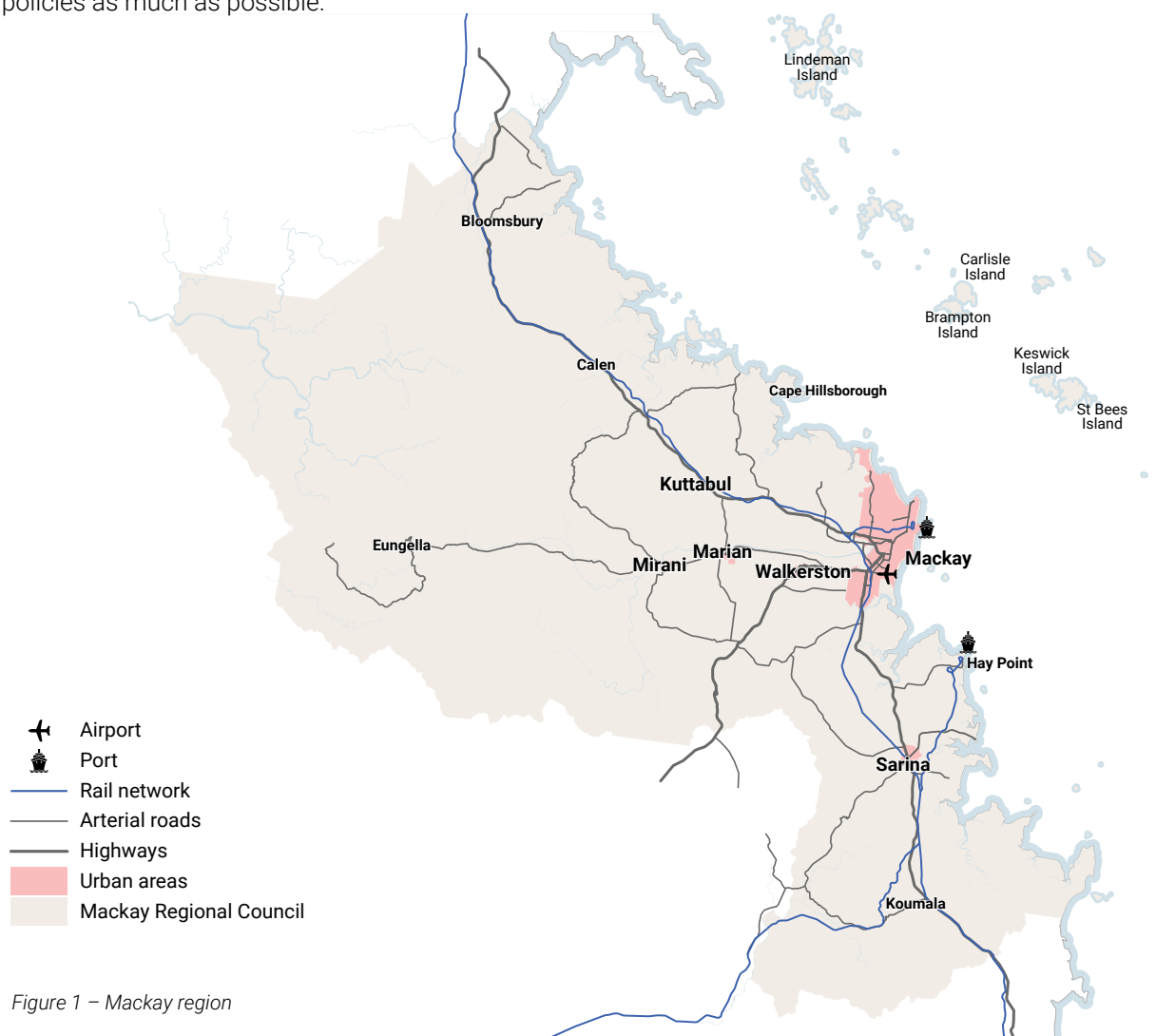


Figure 1 – Mackay region



Roles and responsibilities

The planning, development and operation of Mackay's transport system requires the involvement of a variety of different stakeholders.

Mackay Regional Council

Council owns, manages, plans and funds a large proportion of Mackay's transport system. Council is responsible for approximately 2,500km of the region's local network of streets and roads (both sealed and unsealed), bridges, bus stops, footpaths, bicycle lanes, pathways, on-street parking, traffic lights, street trees and the majority of supporting public realm infrastructure such as water bubblers or hydration stations, public amenities, furniture, signage and street lighting.

Council also works closely with the Queensland Government, utility providers, local industry and the community to plan and continually improve the region's transport system to ensure that it adequately considers and responds to changes in demographics, the economy, the environment, community expectations, trends and technology. This is driven through a variety of supporting strategies, plans and documents both directly and indirectly related to the transport system, including the following which shape the economic, social and environmental goals for the region:

- » Mackay Regional Council Corporate Plan and Operational Plan
- » Economic Development Strategy
- » Environmental Sustainability Strategy
- » Mackay Region Planning Scheme (MRPS)
- » Community Development Strategy
- » Sports and Recreation Strategy
- » Recreational Open Space Strategy.

As the owner and champion of the MRITS, Council is responsible for its integration with other planning and its promotion and adoption in Council and across the broader community.

Queensland Government

The Queensland Government, through the Department of Transport and Main Roads (TMR), is responsible for the higher-order roads and highways, for planning and regulating the passenger transport network and for managing contracted service providers. The Queensland Government has set the following goals for the transport system across the broader region through the Mackay, Isaac, Whitsunday Regional Transport Plan (MIWRTP):

- » Diverse economic opportunities that complement the region's strengths, location and environment
- » Resilient, sustainable and cost-effective transport that is accessible to everyone
- » Safe, liveable and connected communities
- » Quality, customer centric frontline services.

Through relationships with North Queensland Bulk Ports (NQBP) and Queensland Rail, the Queensland Government also has an interest in the operation of the two key seaports in the region, the Port of Mackay and the Port of Hay Point, and in the region's primary rail network, respectively.

As well as the MIWRTP, the following TMR plans and publications are relevant to the transport system in Mackay:

- » Transport Coordination Plan 2017-2027
- » Queensland Cycling Strategy
- » Queensland Walking Strategy
- » Queensland Freight Strategy – Advancing Freight in Queensland
- » Queensland Tourism and Transport Strategy
- » Queensland State Infrastructure Plan
- » Mackay Isaac Whitsunday Principal Cycle Network Plan
- » Bruce Highway Action Plan.

Challenges and opportunities

Industry and community

Industry and the community play a diverse but important role in the region's transport system. Industry players include private transport operators that supply transport and logistics services across the community and those contracted by the Queensland Government to provide transport services (for example, the public and school bus networks). Key independent industry players include North Queensland Airports Group who operates and manages Mackay Airport; Mackay Sugar and Wilmar Sugar who own and manage an extensive rail network to support cane haulage in the region; road freight providers who enable the transportation of general freight and over size over mass (OSOM) plant and equipment to support the local economy and the mining and agricultural sectors, and taxi and rideshare companies who provide passenger services. The variety of community transport providers in the region also provide passenger services for eligible clients, with some services subsidised by the Queensland Government.

Increasingly, linkages can also be drawn to industry sectors that would not traditionally be considered to have a considerable role in the system but benefit significantly from the efficient and sustainable movement of people, goods and services. In our region these sectors include Tourism, Construction, Agriculture, Health and Allied Services, and Education.



Population – Northern Beaches



Economy – Agriculture



Land use and environment
– Local industry



Delivery – Road construction

There are a number of current and emerging challenges and opportunities that are expected to influence the planning, development and operation of the region's transport system over the next 15 years. These challenges and opportunities are linked to the following four overarching key drivers of change.

Population

Population growth in the region and demographic changes over time



Economy

Economic growth and diversification across industry sectors as well as changes to employment over time



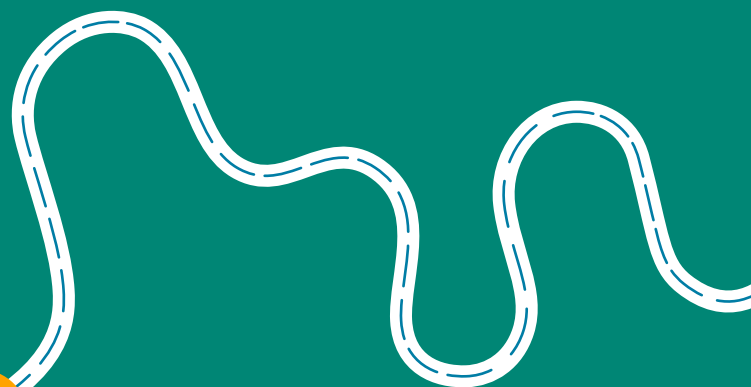
Land use and environment

The current and proposed use of land across the region and the consideration of climatic and environmental implications



Delivery

How projects and programs are funded and delivered and the implications of disruptors and technological change





Population

The population of Mackay has typically experienced periods of growth and decline, due primarily to migration and the economic prospects of the region. In recent years, the population of the Mackay region has declined from its 2014 high of 118,916 to a current population of approximately 116,800¹ in 2019.

This variability in population represents one of the key challenges for the region, with direct implications for how the transport system is planned, developed and operated in the future.

At the time of the development of Council's planning scheme, the population of the Mackay region was forecast to increase to 167,891 by 2036². This represents a total increase of over 40% from current levels – or 2.6% growth every year. This previous forecast is generally consistent with the more recent high growth series projections for the region prepared by the State Government³. Although this future population is the basis for planning across Council, including for the MRITS, it is important that the transport system is planned and developed in a manner that is flexible enough to accommodate variations in population. This is especially important considering the history of variability and the close tie between economic and population growth in the region.

The majority of the projected future population is expected to be located in key growth areas in Sarina, Mirani, Marian, Walkerston, Mackay city and the Northern Beaches. Specifically, this includes growth in Rural View (+6,801), Shoal Point (+5,919), Mackay City Centre (+5,428), Richmond (+2,944), Beaconsfield (+2,883), Andergrove (+2,160) and Sarina (+2,096)⁴. The concentration of growth in the more urbanised areas of the region represents a more sustainable use of limited resources and existing assets but has the potential to lead to isolated congestion if a sufficient number and diversity of jobs, services and other amenities (e.g., parks, schools, grocery stores) are not available locally. Managing this growth and the mobility needs of residents and businesses will be a key challenge for the region over the next 15 years.

Changes in the number and location of people in Mackay are expected to be accompanied by changes to the demographic make-up of the region's population over the next 15 years. The most significant of these changes relates to the ageing population and the transition of residents from full-time employment to retirement. According to projections prepared by the State Government, the number of residents aged 70 and over in the Mackay region is expected to more than double between 2016 and 2036⁵. This age group is expected to account for 14.4% of Mackay's total population by 2036, up from 8.3% in 2016. Concurrent with this change is the projected reduction in the proportion of Mackay residents of working age (25-64 years old) to 49.5% in 2036, down from 53.9% in 2016. Although this demographic change is generally consistent with that projected for Queensland overall, it will have important local implications for the region's transport system. An ageing population will result in an increase in the proportion of journeys made by older people putting greater reliance on journeys by accessible passenger transport and a heightened need for walkable neighbourhoods.

¹ QGSO, 2019. *Estimated resident population by local government area (LGA), Queensland, 1991 to 2019p*

² Mackay Region Planning Scheme, 2017. *Local Government Infrastructure Plan*

³ QGSO, 2019. *Queensland Government population projections, 2018 edition: Local government areas snapshot*

⁴ Mackay Regional Council, *MGAM Planning Assumptions Report, 2017*

⁵ QGSO, 2018. *Projected population (medium series), by five-year age group and sex, by local government area, Queensland, 2016 to 2041*

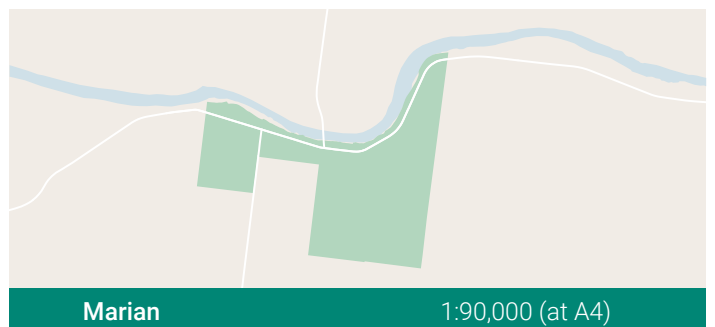
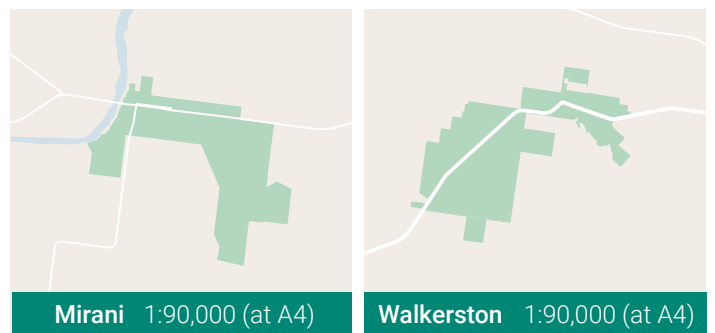
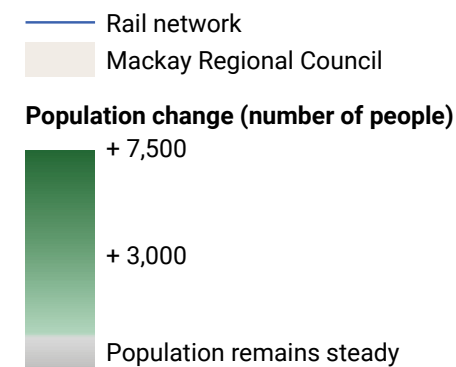
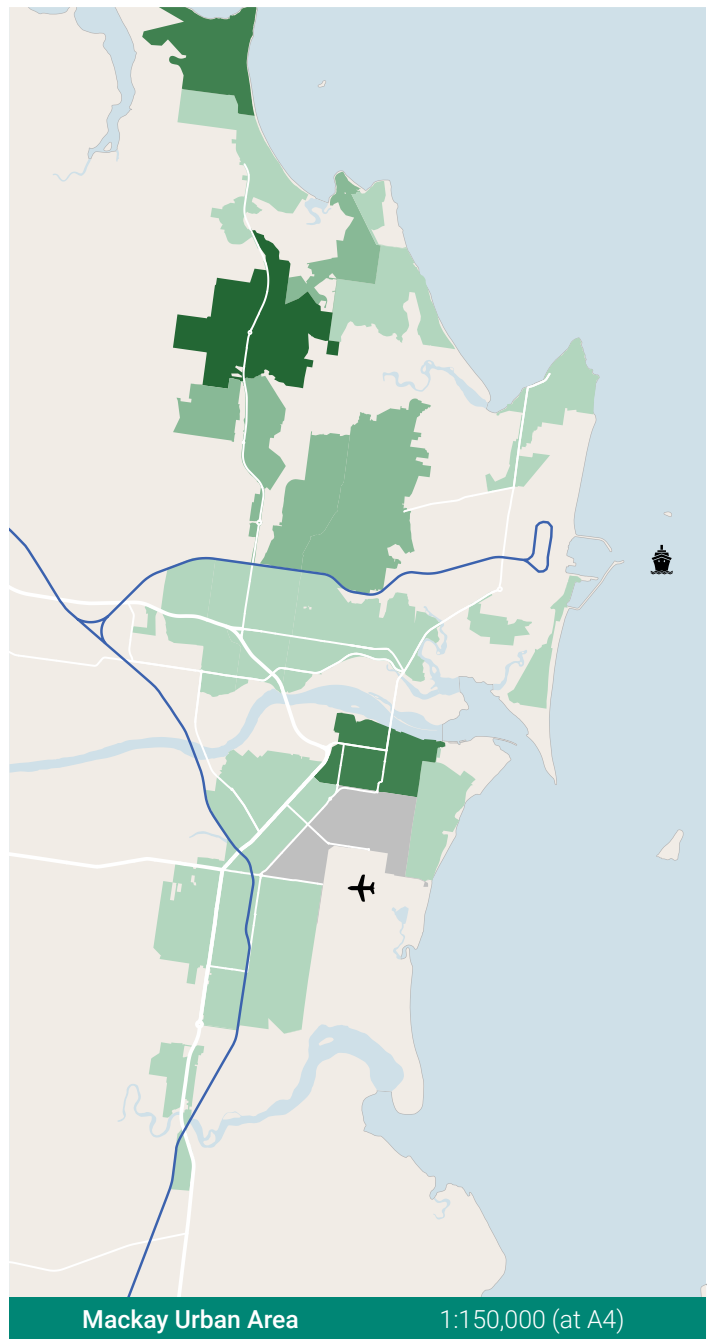
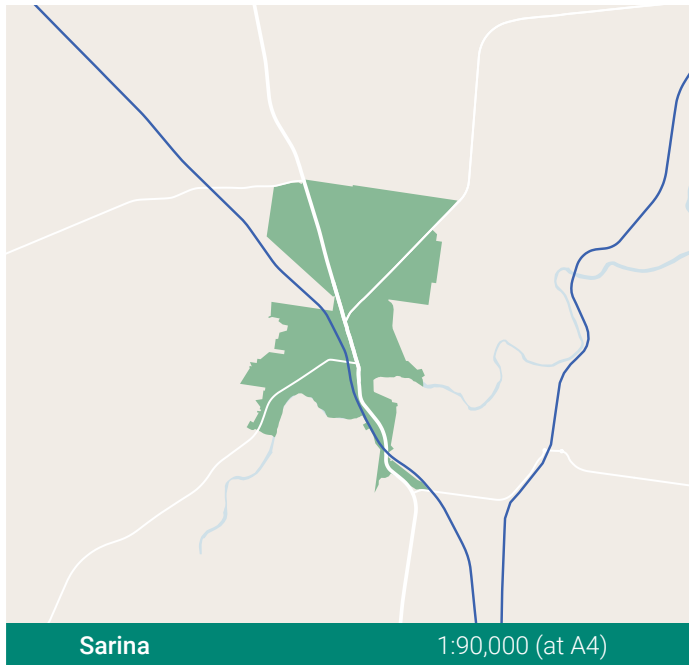
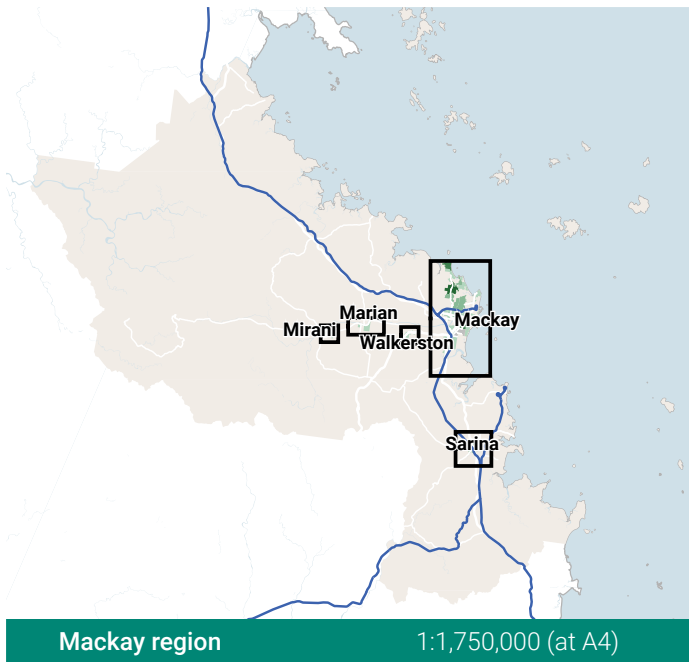
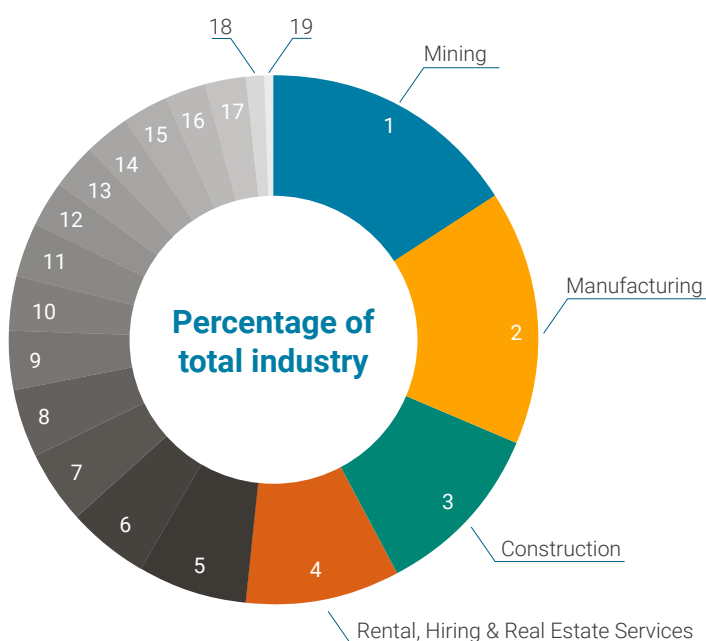


Figure 2 – Population change (2016-2036)

Economy

The Mackay region's total annual economic output of \$17.45 billion is currently spread across a variety of industry sectors, including mining, education, health, aviation, tourism and agriculture⁶.

Despite the variety of sources, more than half of the region's economic output is derived from only four industry sectors; *Mining* at 16.1%, *Manufacturing* at 15.5%, *Construction* at 10.8% and *Rental, Hiring and Real Estate Services* at 9.5%⁷. Of these, the proportional contribution of the mining sector to the Mackay region's economic output is significant, at more than double the Queensland average. The current reliance on a limited number of industry sectors to drive economic growth combined with the cyclical nature of the mining sector undermines the long-term economic stability of the region.



The implications for the transport system and the region more generally are significant, especially considering the close connection between population and the economy. The way the transport system is planned, developed and operated in the future will be heavily influenced by changes in economic growth, diversification and stability. For instance, economic growth may increase competition between different transport modes for available road space, diversification of employment may change journey to work patterns and peak travel hours, while economic instability may result in a disconnect between the need for transport infrastructure and the investment response. It is critical that the transport system is flexible enough to support growth in other sectors and encourage greater economic diversity.

	Industry	Output	%
1	Mining	\$2,809,633,525	16.1%
2	Manufacturing	\$2,698,456,214	15.5%
3	Construction	\$1,878,945,847	10.8%
4	Rental, Hiring & Real Estate Services	\$1,658,930,617	9.5%
5	Transport, Postal & Warehousing	\$1,189,301,370	6.8%
6	Wholesale Trade	\$830,927,358	4.8%
7	Health Care & Social Assistance	\$783,251,690	4.5%
8	Agriculture, Forestry & Fishing	\$739,579,523	4.2%
9	Retail Trade	\$641,192,435	3.7%
10	Professional, Scientific & Technical Services	\$599,659,860	3.4%
11	Education & Training	\$555,411,220	3.2%
12	Financial & Insurance Services	\$510,997,726	2.9%
13	Accommodation & Food Services	\$487,270,047	2.8%
14	Electricity, Gas, Water & Waste Services	\$467,341,016	2.7%
15	Public Administration & Safety	\$464,944,886	2.7%
16	Other Services	\$440,032,078	2.5%
17	Administrative & Support Services	\$427,821,555	2.5%
18	Information Media & Telecommunications	\$185,960,780	1.1%
19	Arts & Recreation Services	\$80,848,814	0.5%

⁶ Mackay Regional Council, 2019. *Key Industries*

⁷ REMPLAN, 2019. *Mackay Regional Council*

Interestingly, the large economic outputs from these key industry sectors do not result in a correspondingly large amount of employment opportunities in these same sectors. The four key sectors which accounted for just over half of the region's economic output only provided 23% of the region's jobs. At just under 6,000 jobs – or 12.4% of the total 47,975 jobs on offer in the Mackay region in 2016 – the leading employment sector is *Health Care and Social Assistance*. As can be seen in *Figure 3*, across the Mackay region there is currently a good balance between the industry sector that a resident is employed in and the number of available jobs in that same sector. The only exception is in the *Mining* sector which has a significantly greater number of Mackay residents working in the sector but with only a fraction of the jobs on offer.

This is likely due to the proximity to mines in the adjacent Isaac region and the role of the Mackay region as a Mining Equipment, Technology and Services (METS) hub and residential base for mining personnel. Significant imbalances across multiple sectors can result in disproportionately large numbers of trips being made either into or out of the region and can lead to consistently longer journeys and travel times. The impact of mining and the role of the Mackay region is expected to continue to be an important influence on the development of the transport system, particularly as Mackay is considered the gateway to the Bowen Basin and Galilee Basin coalfields.

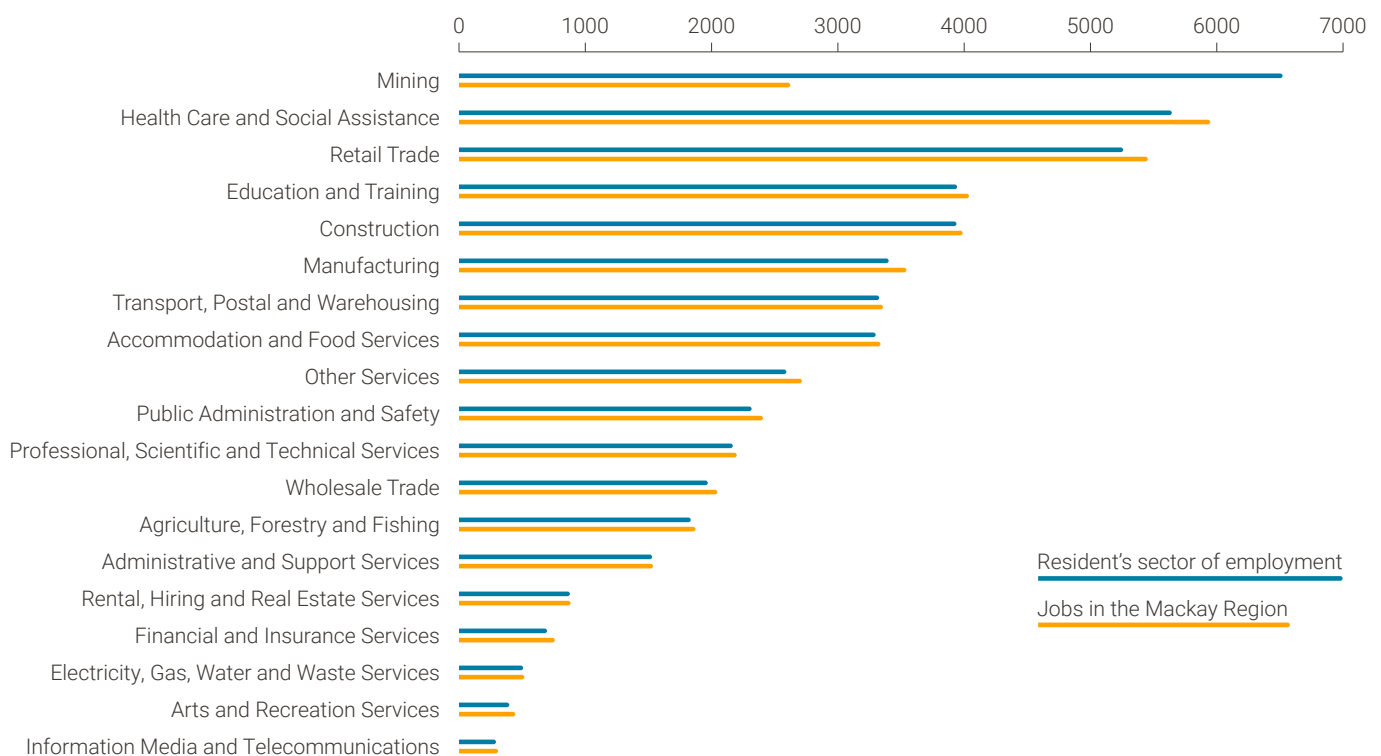


Figure 3 – Sector of employment and job availability by industry sector

Economy

The number of jobs in the Mackay region is forecast to increase to 66,415 by 2036⁸. This represents a total increase of 38% from current levels – or 2.3% growth every year. This future number of jobs is the basis for planning across Council, including for the MRITS. According to State Government projections, *Health Care and Social Assistance* is expected to continue to be a leading sector of employment, as is *Mining, Manufacturing, Accommodation and Food Services, Professional, Scientific and Technical Services*, and *Education and Training*⁹.

The majority of the projected future jobs growth is expected to be located in Mackay city and key growth areas in the Northern Beaches, Sarina, Mirani, Marian and Walkerston (see *Figure 4*)¹⁰. The growth of jobs alongside growth in population (see *Figure 2*) in the more urbanised areas of the region provides an opportunity to reduce the length and time of work-related trips and to promote more sustainable travel behaviour.

However, there is also the potential to lead to increased and isolated congestion, particularly between the location of population growth north of the Pioneer River and jobs growth south of the Pioneer River. This is more pronounced where there is misalignment between a resident's skills and experience and the type of job on offer in each growth area, which is compounded further by the overall increase in people and vehicle movements typically associated with jobs growth. Managing this growth and the mobility needs of residents and businesses will be a key challenge for the region over the next 15 years.



Local manufacturing

⁸ Mackay Region Planning Scheme, 2017. *Local Government Infrastructure Plan*

⁹ QGSO, 2016. *Regional Employment Projections Data Tables 2010-11 to 2040-41*

¹⁰ Mackay Regional Council, *MGAM Planning Assumptions Report*, 2017

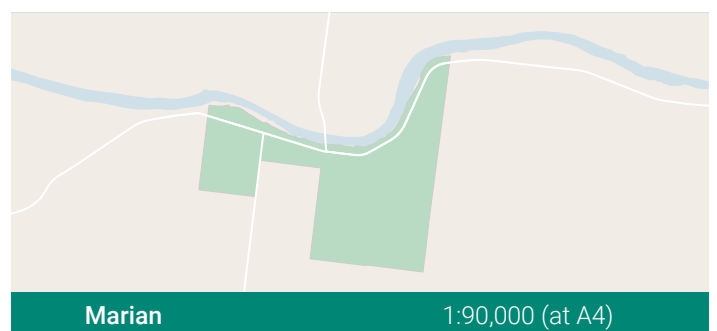
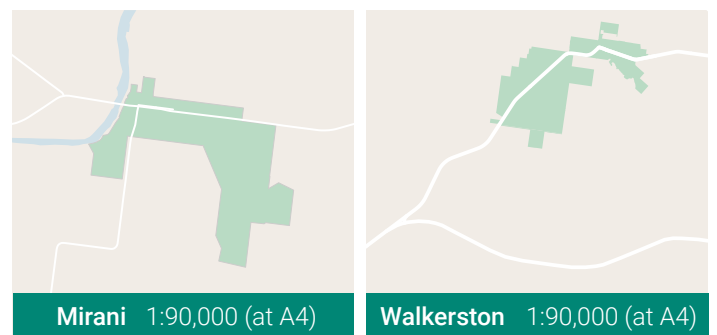
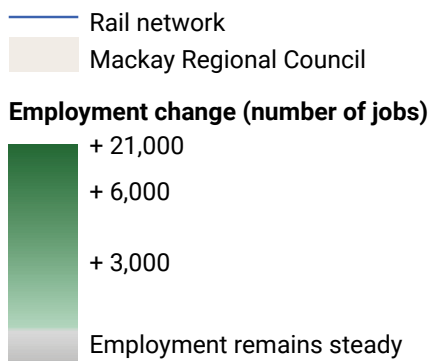
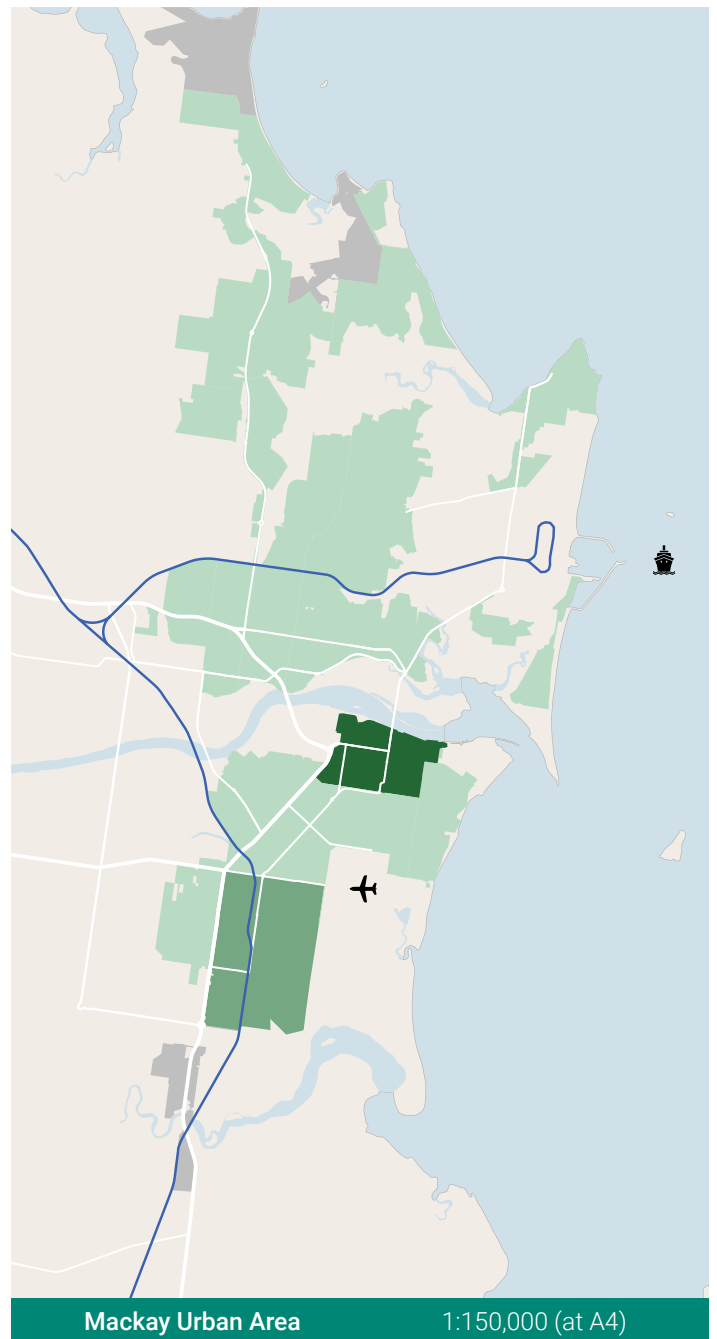
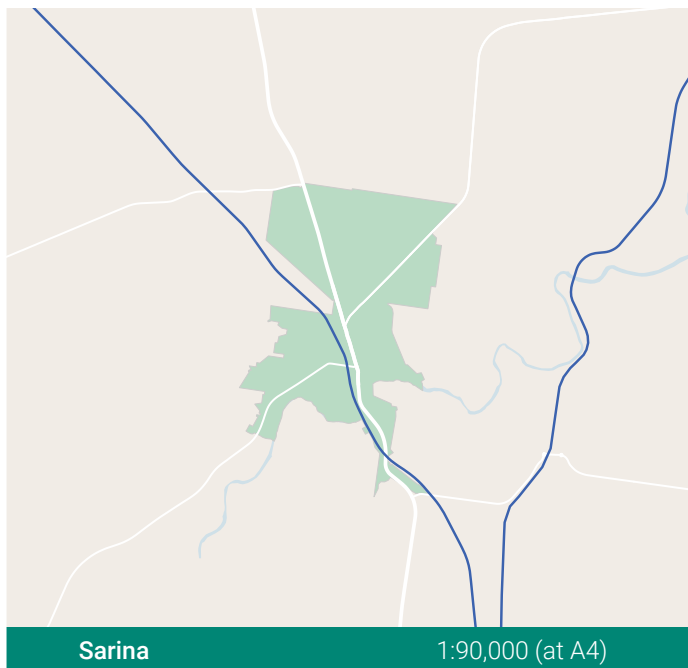
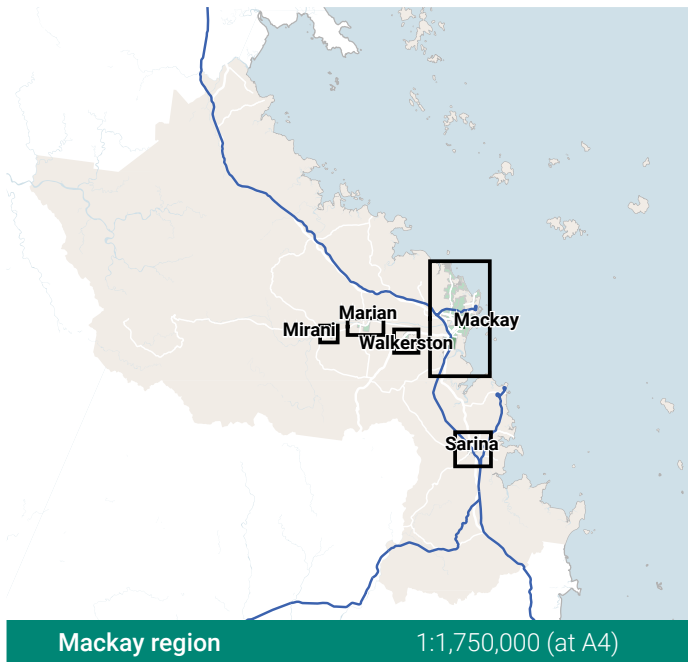


Figure 4 – Employment change (2016-2036)



Land use and environment

The Mackay region encompasses approximately 7,300 square kilometres and comprises a mix of different land uses across rural, island and more urbanised areas.

The majority of the population lives within the city of Mackay, which is the main administrative centre for the Mackay region and the broader Mackay Isaac Whitsunday (MIW) region. Additional key towns include Sarina, Walkerston, Marian and Mirani as well as other smaller townships such as Eungella, Finch Hatton, Eton, Koumala, Sarina Beach, Seaforth and Armstrong Beach.

As land is the base resource for building social and economic capital in a community, the sustainable development of land in the region will be critical to ensure that the region's liveability, prosperity and environment is protected for future generations. The MRPS and the Mackay Waterfront Priority Development Area (PDA) Development Scheme in the Mackay City Centre provides the framework for the development of the region to increase liveability and prosperity and accommodate the anticipated 2036 population. The majority of growth is planned for the Northern Beaches and Mackay City Centre along with longer-term growth areas identified in Ooralea, Richmond, Rosella, Walkerston, Marian, Mirani and Sarina which will provide a mix of residential and employment opportunities in the future (see *Figure 5*).

Priority Development Areas (PDAs) are parcels of land within Queensland identified for land development to deliver significant benefits to the community. PDAs provide an effective means for accelerating planning and development outcomes.

In 2018, the Mackay Waterfront was declared a PDA. The designation covers approximately 172 hectares of land and water on the southern side of the Pioneer River, stretching from the city centre east to Town Beach (Binnington Esplanade).

The Mackay Waterfront PDA will:

- » **Provide opportunities to redevelop the Pioneer River and Binnington Esplanade waterfronts**
- » **Promote the city centre as a key business hub**
- » **Establish a precinct for mixed light industry, innovation and knowledge-based industries**
- » **Provide exciting and activated streets, places and attractions that improve the city's liveability, tourism appeal and investment attraction.**



Bluewater Trail

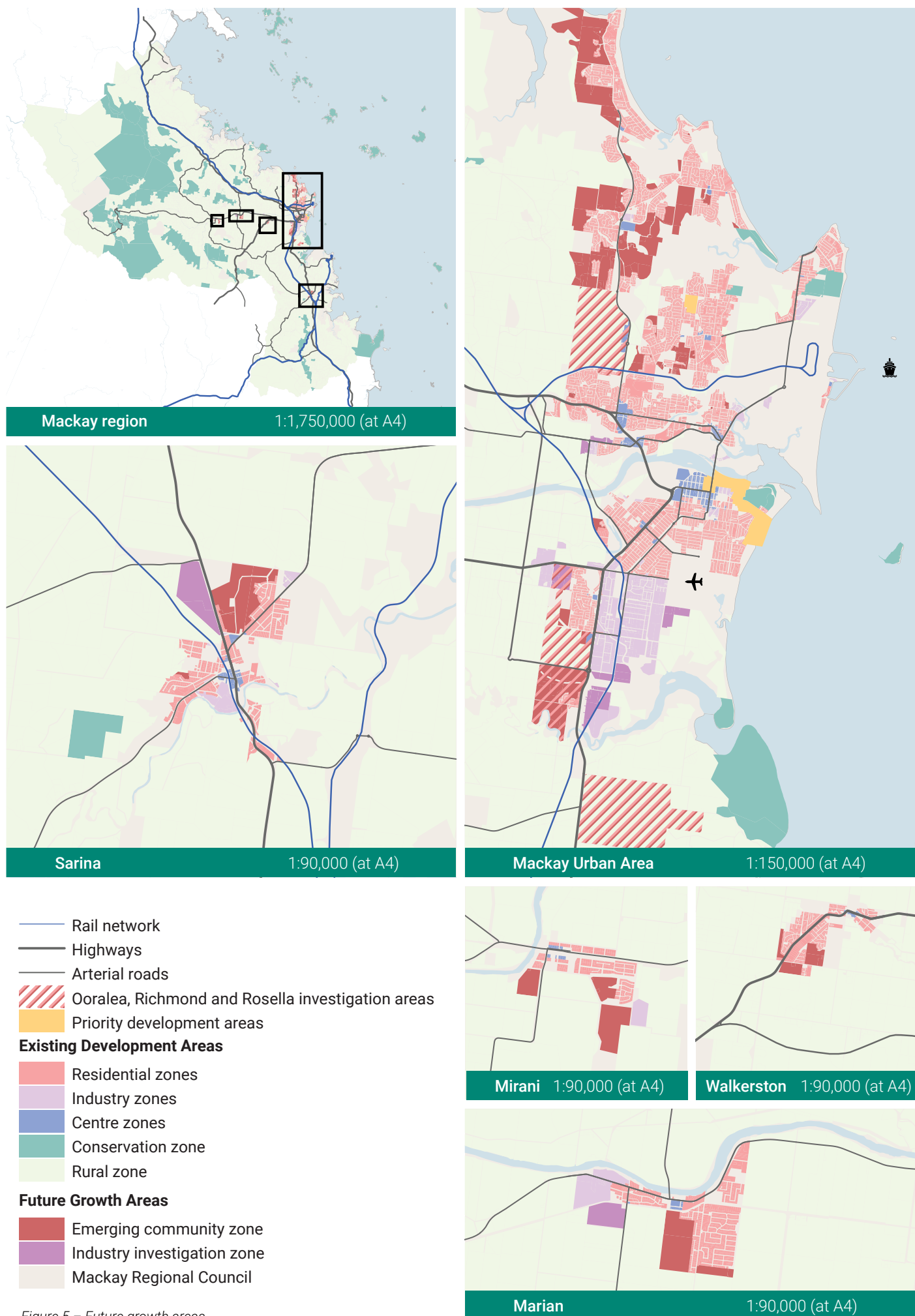


Figure 5 – Future growth areas

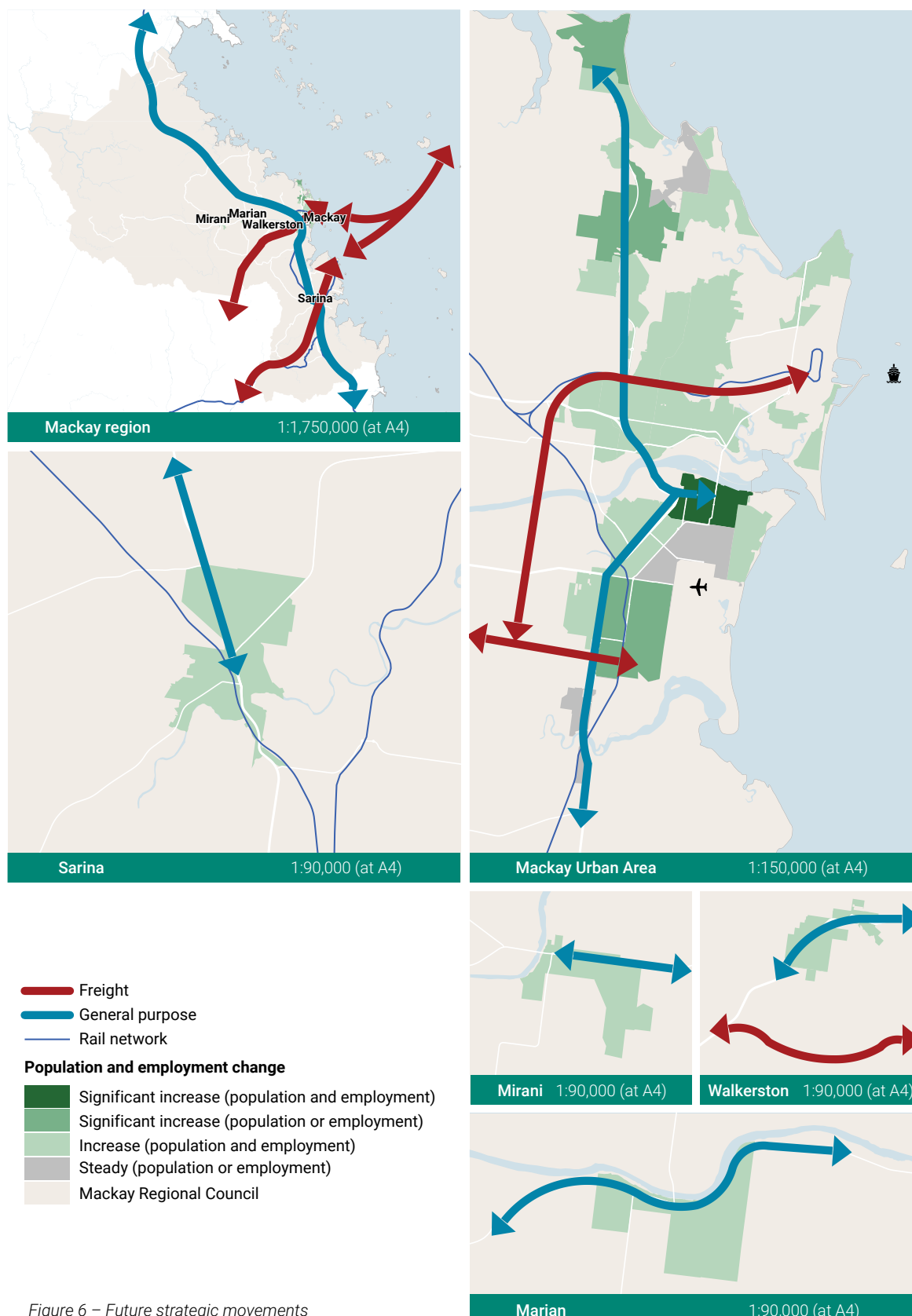


Figure 6 – Future strategic movements

Decisions around how land is used (for example, the type and scale of development or the distance between different development types) can have significant impacts on when, where, why, how and what type and magnitude of people and goods move within the region. This is due to the complex and deeply intertwined relationship between land uses and transport.

Based on the future growth areas across the region and the projected change in population and employment over the next 15 years, a number of key strategic movements have been identified focusing on traditional peak demands which include journeys to work (see Figure 6). Effectively planning for these movements and integrating the planning and delivery of land uses and transport from the outset will be important to ensure the continuing liveability and prosperity of the region.

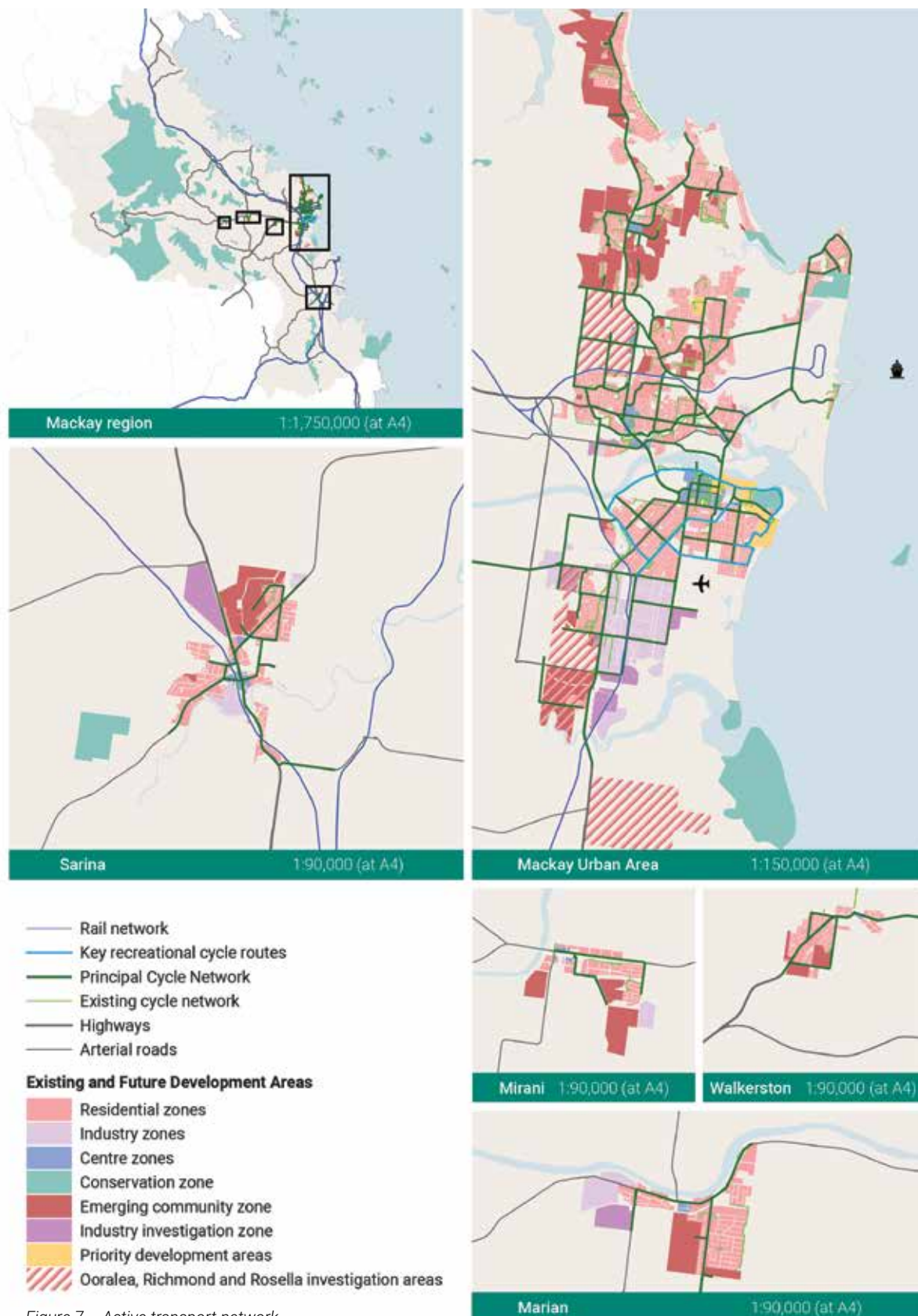


Figure 7 – Active transport network

There is always uncertainty when planning for the future, so it is important that any options for moving people and goods across the region are flexible enough to remain appropriate for a range of different future situations. The global Coronavirus (COVID-19) pandemic is a recent example of that uncertainty for the future and of the need to provide transport options and adaptable solutions to increase overall resilience.

The active transport network (see Figure 7), alongside other modes such as passenger transport, is expected to play an important role in increasing transport options while facilitating some of the strategic movements in the future, especially to, from and within the city centre and PDA.

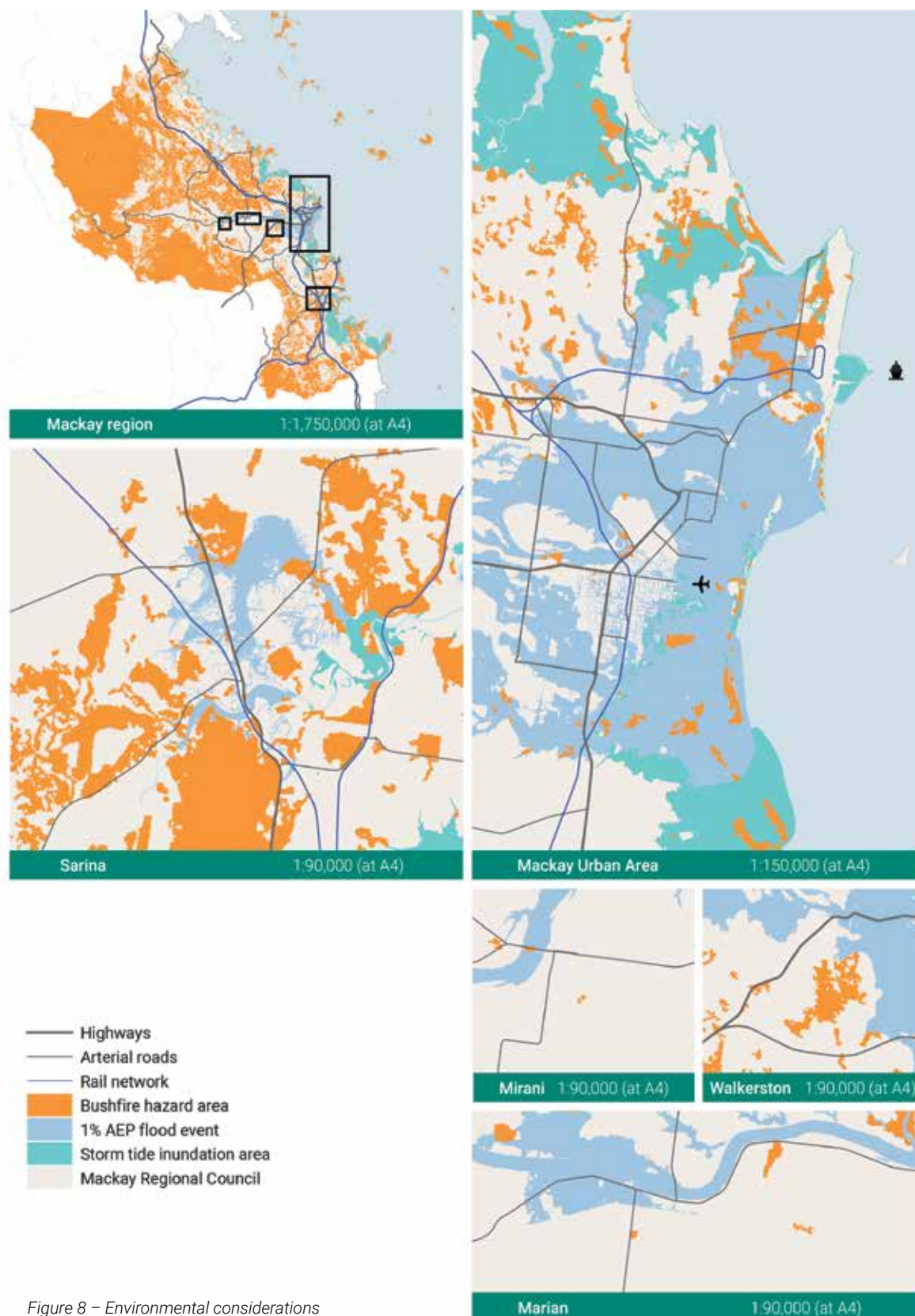


Figure 8 – Environmental considerations

An additional factor that will increasingly influence the movement of people and goods and the development of the region's transport system relates to the environment. Ensuring people and goods can continue to move safely in and through the region during extreme weather events such as fires, floods, storm surges and tropical cyclones (see Figure 8) will become increasingly important, particularly due to the impacts of climate change.

It is also important that policy and regulatory changes promote behaviour changes in response to climate change, such as the promotion of walking. As the most sustainable form of transport, walking can help reduce Queensland's carbon footprint¹¹. This reinforces the need for a resilient transport system that provides options and supports travel choice while ensuring the region's natural assets can be enjoyed by current and future generations.

¹¹ TMR – Queensland Walking Strategy (2019)





Delivery

How the transport system is delivered is just as important as how it is planned. In the context of the transport system, delivery relates to how a project or service is funded, who is involved, what the responsibilities are of those involved, and what technologies, processes and systems are applied.

The convergence of local and global factors such as population and economic variability, limited availability of funds, reassessment of the role of institutions, changing attitudes towards citizen involvement, and technological and environmental change provides a unique opportunity – and in some cases, a need – to apply innovative and locally relevant approaches to developing the region's transport system. Some of the relevant emerging trends, technologies and considerations for the future include:

- » Variations in the intensity of the resource sector and its contribution to the regional economy
- » Changes to vehicle technology and use, including alternative fuels (for example, electricity, hydrogen), autonomous cars, trucks and delivery vehicles, and personal/micro-mobility (for example, e-scooters and e-bikes)
- » Changes to travel behaviour, including shared vehicles (cars, bikes, e-scooters), demand responsive transport, mobility hubs, and improved integration of transport modes supporting end-to-end trips tailored to a user's needs (Mobility as a Service)
- » Alternative options for air travel and delivery, including electric planes, airships for the delivery of large plant and equipment direct to the mine, farm or construction site, and the use of drones for local deliveries and/or passenger trips
- » Increased digital infrastructure and connectivity (Internet of Things)
- » Alternative options for land use and development, including place making, super blocks, urban densification, walkability, focus on liveability and amenity
- » Changing demands for vehicle parking and the use of kerbside space due to changing vehicle use and development patterns.

In an age of increasing uncertainty, providing a resilient and integrated transport system – one that more rapidly and effectively responds to changing circumstances in a way that is representative of local conditions and needs – is more important than ever. This was reinforced by the COVID-19 pandemic.

The pandemic has led to the largest and most comprehensive disruption to recent travel behaviour. In Mackay, traffic volumes on key approaches to the city reduced by an average of 15% just two days after the shutdown of non-essential services on 23 March 2020¹². At its height, the pandemic resulted in a maximum reduction of 57% in public transport usage, 38% in retail and recreational trips, 10% in grocery and pharmacy trips, and 25% in work-related trips in the Mackay region from pre-pandemic levels. Over the broader two-month period following the shutdown, which the data suggests had the greatest impact on travel behaviour, the pandemic resulted in an average reduction of 42% in public transport usage, 23% in retail and recreational trips, and 16% in work-related trips in the Mackay region from pre-pandemic levels. Over this same period, grocery and pharmacy trips and residential trips in the Mackay region increased by an average of 14% and 9% respectively¹³. A year on from the start of the pandemic in Australia, retail and recreational trips, grocery and pharmacy, workplace, and residential-related trips in the Mackay region were at or above pre-pandemic levels while public transport usage had not yet recovered.

¹² TMR, 2020. Volumes In/Out Mackay March 2020

¹³ Google, 2021. COVID-19 Community Mobility Reports

There are important lessons that have emerged from the pandemic and there will likely be ongoing lessons and implications that emerge over the coming years. Some of the key observations, opportunities and challenges arising or likely to arise from the pandemic that are of relevance to the Mackay region include:

- » Awareness of fragilities in supply chains and the weaknesses and limitations of overly efficient goods delivery models (for example, just-in-time delivery) in times of crisis
- » Greater appreciation for the provision of options and redundancies in the transport system
- » The vulnerabilities of limited economic diversity
- » Changes to fly-in fly-out (FIFO) arrangements and bus-in bus-out (BIBO) (including physical distancing), leading to an increase in overall transport demand from Mackay and potentially improving job prospects for local residents
- » Changes in type of trips and trip generation from residential and non-residential destinations
- » Reduced tourism spending (domestic and international) but potential for increased domestic drive-tourism
- » Insight into the ability of citizens to rapidly adapt to changing circumstances and to alter travel behaviour accordingly
- » An increased acceptance of work from home arrangements by white collar workers
- » The provision of a strong evidence base for the effectiveness of travel demand measures
- » Increased need to prioritise walking and cycling and to promote active travel to school
- » Increased support for alternative approaches to infrastructure provision and delivery (for example, Tactical Urbanism), as evidenced in cities and towns across the world in order to respond to increased demand for mobility options that conformed with social distancing requirements such as walking and cycling
- » Reduced confidence in public transport from an already low level of base patronage
- » An uptake in telehealth, reducing pressure on car parking and other trip demands to hospitals and medical facilities
- » Increased need to revise land use planning to improve local access to groceries and other essential services
- » Greater demand for local goods and services, including food and beverage which drives demand for local place-making initiatives.



North Mackay



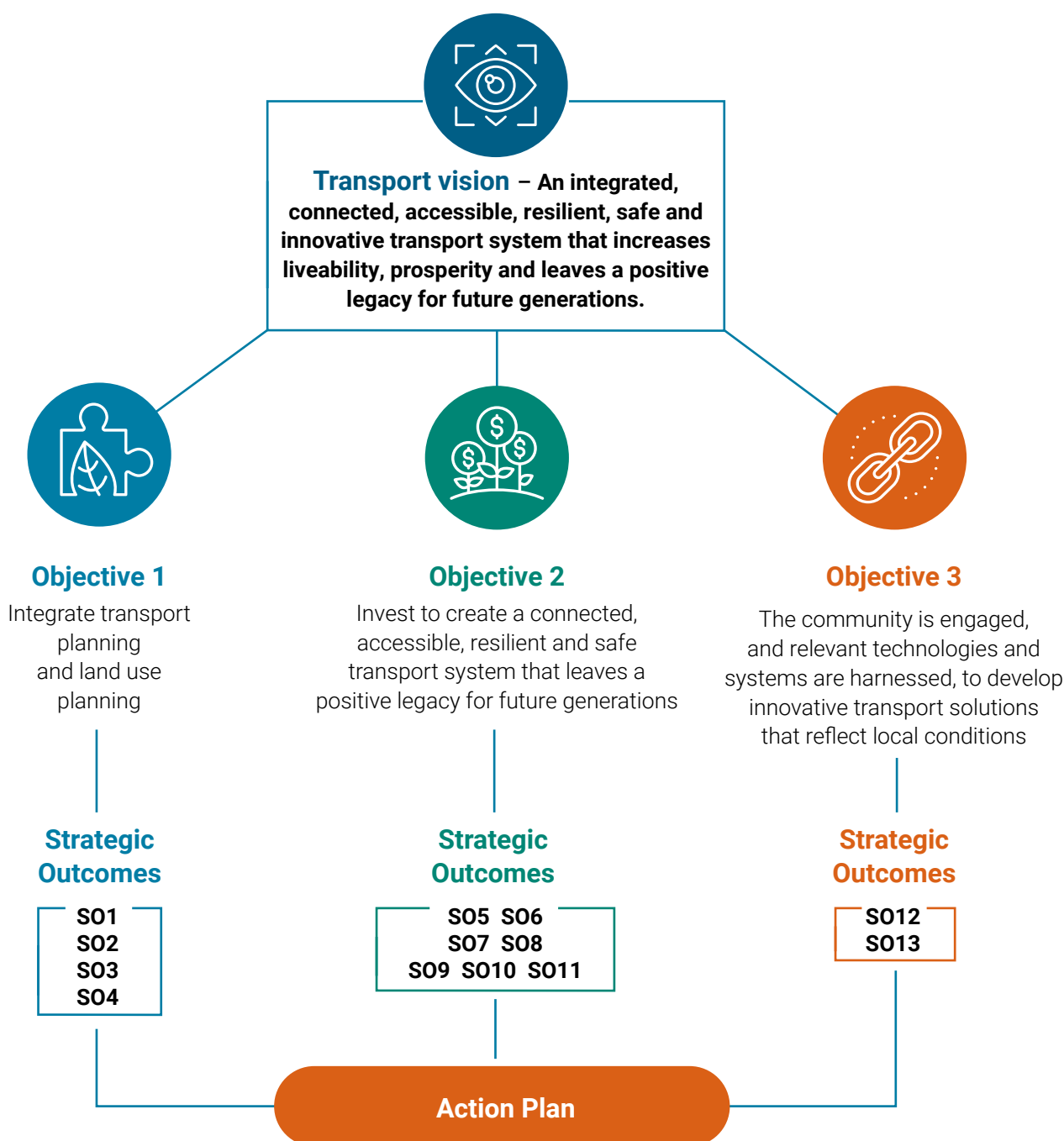
Section 2: **Strategic direction**

Vision

The transport vision represents the desired state of the transport system in 2036 and will be used to guide the development, management and operation of Mackay's transport system over the next 15 years.

Objectives

Supporting the vision are three objectives for the transport system which expand on different concepts contained within the vision, address the key issues/opportunities and provide a framework for more detailed actions.





Objectives



Objective 1

Integrate transport planning and land use planning.

The integration of transport across modes and with land use planning is a core pillar of achieving the vision. Integration across modes provides the basis for increasing transport choice and accessibility and improving the effectiveness of transport infrastructure and services. Integration with land use planning provides the opportunity to reduce or remove the need for costly transport infrastructure and ensures that the design outcomes maximise the opportunities and benefits for place-making and the movement of people and goods.

The benefits of integration are compounded by effective coordination and sequencing of infrastructure across all asset classes (for example, transport, water, sewerage, park infrastructure). This ensures that infrastructure is delivered efficiently in order to support the sustainable development of the region.



Objective 2

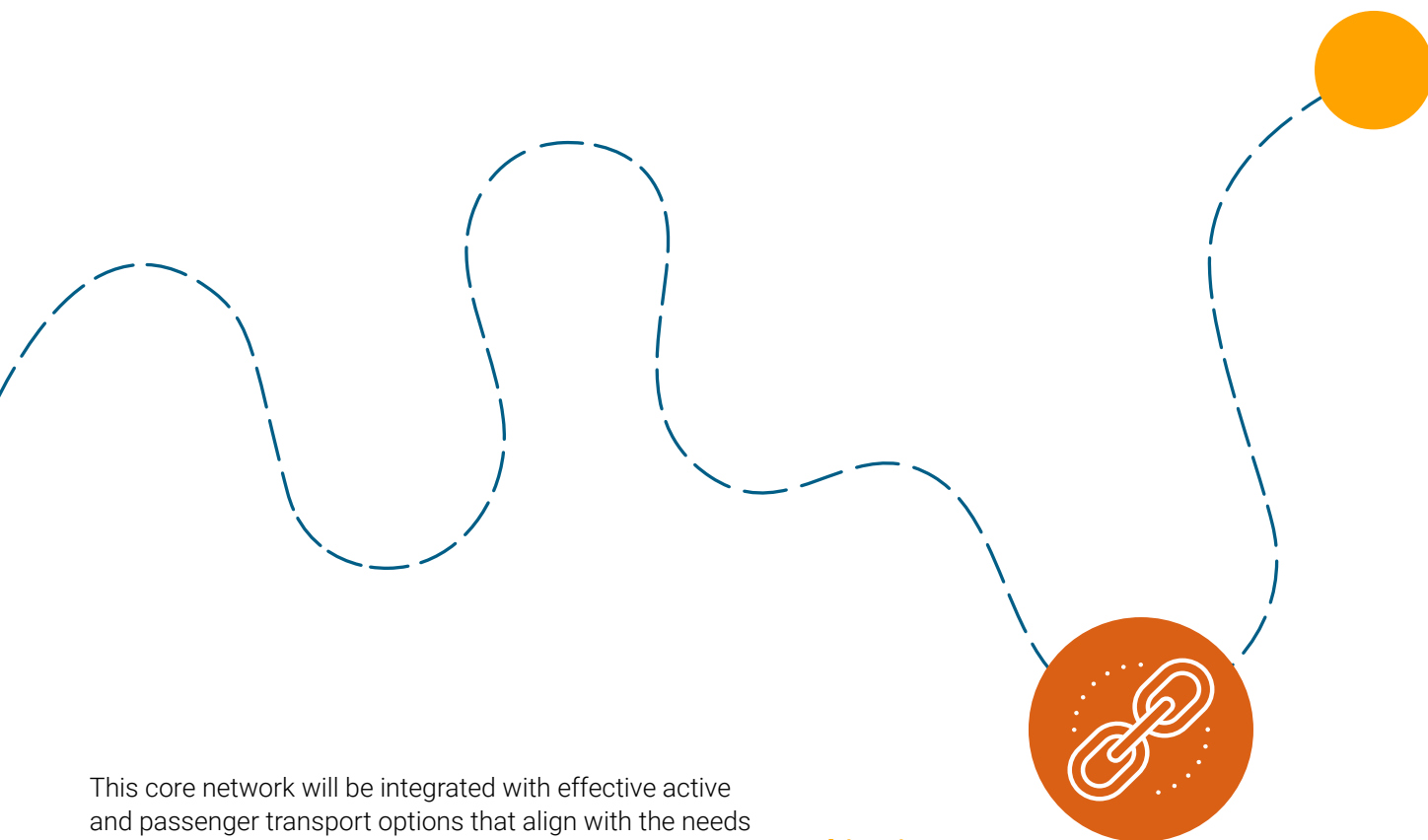
Invest to create a connected, accessible, resilient and safe transport system that leaves a positive legacy for future generations.

The transport infrastructure, services and programs provided across the region will be prioritised and targeted to achieve the transport vision and facilitate increased prosperity and liveability of residents and visitors. For these reasons, the design and care of the transport system and the management of competing priorities is critical.

Walking, cycling and using personal mobility devices (for example, wheelchairs, electric mobility scooters, roller skates, scooters) in the region will be comfortable and convenient, with a connected network of paths that are shaded, well-maintained and safe for all mobility levels. The network will be developed to encourage active and healthy lifestyles, social interaction, sustainable travel and development of the local economy.

The provision of safe and connected cycle networks in towns and communities across the region will allow people of all ages and abilities to cycle for a variety of trip purposes while the establishment of nationally and internationally significant mountain bike trails, wheeled sports facilities, events and support facilities will further increase the status of the region as a cycling friendly destination and facilitate bike tourism.

Public transport will become an increasingly attractive travel choice for residents and visitors travelling between key residential and employment areas, attractors and the city centre due to the provision of a network of frequent, reliable, time-competitive and legible services on key corridors.



This core network will be integrated with effective active and passenger transport options that align with the needs of the local community and provide equitable access and travel choice.

Access to the region's coastal and inland waterways and their supporting facilities will be progressively improved to increase liveability and tourism opportunities across the region. This will provide greater opportunities for recreational boating and fishing and support efforts to diversify the economy.

Roads will support the safe, effective and productive movement and access of people and goods within and through the region. In activity centres and areas of high pedestrian activity, roads will be designed to enhance the place function to prioritise recreation, activation and interaction with surrounding land uses. Local streets will provide high-quality facilities to support neighbourhood design outcomes and active transport.

Vehicle parking will be provided and managed in the context of localised demand and supply to support the desired transport and land use outcomes to improve amenity and the long-term social and economic strength of the region.

In times of extreme weather and/or unforeseeable events, the transport networks will be resilient to ensure the critical movement of people and goods to, from and within the region. With improved access to information and communications through digital networks, the community will be able to adapt quickly to emerging situations and network changes.

Non-infrastructure initiatives and operational management will be considered as part of normal business and, where appropriate, implemented to manage demands and make better use of existing assets.

Objective 3

The community is engaged, and relevant technologies and systems are harnessed, to develop innovative transport solutions that reflect local conditions.

Central to the development of the transport system are changes to technologies, techniques, systems, processes and the environment. Innovative technologies and systems will be investigated, adapted to the local context and applied when appropriate to provide practical transport solutions for the benefit of the community. This will include genuine engagement and participation by the community (including private enterprise) to develop a transport system that is representative of needs and aspirations.

Changes to the region's transport system will be responsive to the scale, cost and complexity of the task and the potential benefits to the community.

Strategic outcomes

This section outlines the strategic outcomes and actions, broken down by objective, that are proposed to work towards achieving the transport vision for the Mackay region.

Objective 1

Integrate transport planning and land use planning.

Strategic Outcome 1: Land use and transport planning is integrated and infrastructure and service delivery is coordinated and sequenced.

The considerations and interactions between how land is used and how people and goods move are highly complex and inseparably intertwined. These two considerations influence so many other decisions and functions of the region and really form the bedrock for building a transport system that has the potential to increase liveability and prosperity and leave a positive legacy for future generations. The coordination and sequencing of infrastructure and services, such as bringing forward underground stormwater upgrades to align with planned road resurfacing works, is a practical and visible outworking of this. This results in a more efficient use of public funds and reduced instances of travel disruptions to the community.



Road linemarking

Strategic Outcome 2: Integration of land use and transport outcomes is a core project objective and considered early in the project lifecycle.

To ensure the benefits can be realised, land use and transport integration needs to be elevated as a core objective with impacts and opportunities for coordination and sequencing considered as early as possible in a project. In addition to benefits during project implementation which have previously been mentioned, effective integration also has the potential to delay, and in some cases remove the need for, the implementation of costly facilities. This means that funding can be redirected and spread across more of the transport system for the benefit of more of the region's residents and visitors. This will be particularly important as the region recovers from the far-reaching impacts of the global COVID-19 pandemic.

Strategic Outcome 3: Compact, mixed use neighbourhoods and settlements across the region reduce travel demand and promote more sustainable travel behaviour.

Compact, mixed use neighbourhoods contain a mix of residential dwellings, local employment opportunities and access to essential goods and services (groceries, schools, medical facilities). This allows residents to address more of their daily needs in the local area and directly influences travel behaviour as residents have the potential to significantly reduce the quantity and length of trips undertaken over the course of a day. This can make the use of active and public transport more practical and attractive, thus increasing travel options and addressing equity issues, and can significantly reduce the cost of delivering and maintaining infrastructure across the region. The provision of neighbourhoods that are more compact and contain a wider mix of different land uses will be encouraged.

Did you know?



On average, every \$1 invested in walking interventions returns almost \$13 in benefits with decongestion, health and environment.

Source – Queensland Treasury, 2020.

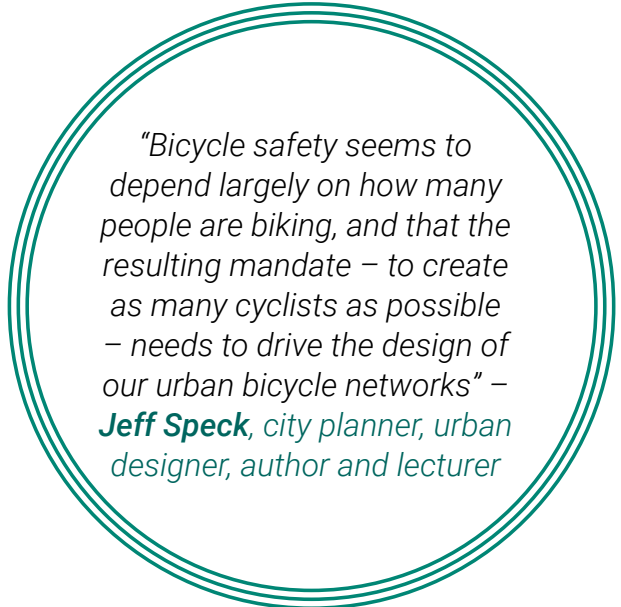
Walkability refers to how walk-friendly a place is, with highly walkable communities allowing a broad spectrum of ages and abilities to walk (or roll) safely, conveniently and comfortably. Walkability is linked to, and can be improved by positive changes in, density, the type and mix of different land uses, and physical characteristics such as footpaths, shade, lighting, block lengths, street connectivity, and safety. Walkability can positively influence physical, mental, environmental and social health and provide significant economic benefits.

Strategic Outcome 4: Transport system performance is measured through monitoring, reporting and evaluation of the MRITS.

As the saying goes, ‘what gets measured gets managed’. Measuring transport system performance is important to determine the rate of progress towards implementation of the MRITS and to help determine whether the proposed actions and any future measures from Council, industry and the community are working effectively towards the fulfilment of the stated vision. This provides an opportunity to make corrective action if required and to respond to changing circumstances over time. This measurement will be undertaken through regular monitoring, reporting and evaluation of the MRITS with the establishment of a dedicated Steering Committee within Council and regular, public reporting of the progress of relevant actions and how they are succeeding in achieving the objectives and strategic outcomes.



Strategic outcomes



"Bicycle safety seems to depend largely on how many people are biking, and that the resulting mandate – to create as many cyclists as possible – needs to drive the design of our urban bicycle networks" –

Jeff Speck, city planner, urban designer, author and lecturer

Objective 2

Invest to create a connected, accessible, resilient and safe transport system that leaves a positive legacy for future generations.

Strategic Outcome 5: A safe, connected and accessible active transport network with supporting facilities encourages healthier, more environmentally sustainable travel.

Walking, cycling and other low-impact personal transport options, known collectively as *active transport*, are an integral component of the transport system. In fact, walking (including the use of wheelchairs and other mobility aides) is required at the beginning and end of every journey, even those undertaken by motorised means. The importance of active transport and the need to provide a safe, connected and accessible network, extends beyond mere utility. Other key benefits of providing additional transport options include the ability to improve transport equality and system resilience, reduce the environmental impacts of motorised vehicles and help provide a low carbon future, improve liveability and amenity, reduce the quantity and severity of vehicle crashes involving pedestrians and cyclists, and to improve physical and mental health and wellbeing.

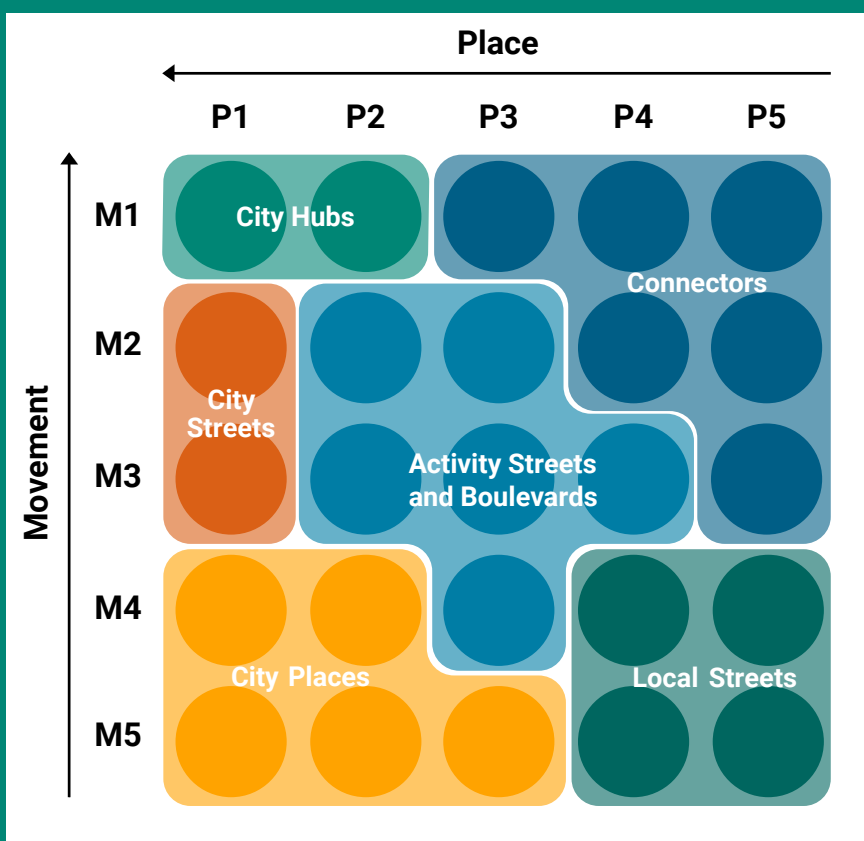
To further increase the convenience, attractiveness and safety of active transport as a viable transport option, any network improvements need to consider the provision of appropriate support facilities such as water bubblers, seats, shade, end of trip facilities, way-finding and bike racks. Together, this will help to promote the region (for example, by capitalising on natural assets including the climate, waterways and topography) and to create a much more integrated, balanced and resilient transport system. This will require the involvement of the State Government as they have an interest in the planning, delivering and funding of strategically important cycle connections in the Mackay region. These connections and the role of the State are outlined in the Mackay Isaac Whitsunday Principal Cycle Network Plan. Changes to physical infrastructure should be accompanied by initiatives to support changes towards more positive travel behaviour. This could include initiatives to raise awareness of active transport options and existing infrastructure across the region.

Strategic Outcome 6: An effective, accessible, appealing and reliable passenger transport network reflects local needs and offers a genuine alternative to private vehicle use.

Passenger transport includes traditional public transport such as buses as well as more personalised options such as community transport, taxis, rideshare and other on-demand services. These options are expected to continue to be an important part of the region's transport system, despite reassessments of their function globally during the COVID-19 pandemic. Improving integration with active transport and better aligning the passenger transport network with land use planning and development will help advocacy efforts for a more effective mixture of different passenger transport options and an improved network that reflects local needs and provides a genuine alternative to private vehicle use. This will make better use of existing transport infrastructure, provide practical transport alternatives which will also support tourism and the aging population, more effectively connect key growth areas with centres and employment, and create a more balanced transport system.

The concept of *Movement and Place* is gaining traction in Australia and New Zealand as a more effective and comprehensive way to address the complexity of street design, use and integration with surrounding land uses. The concept provides a framework for classifying and designing roads and streets based on their respective ability and/or desired intent to effectively transport motor vehicles (Movement) and to provide environments more conducive to people (Place).

This is an evolution of the traditional approach to classifying roads and streets which has historically been hierarchical and primarily based on automotive measures such as traffic volumes and speeds. The Movement and Place framework provides an opportunity to better align the design of a street or road with its function and surrounding land uses in order to provide a safer and more livable and productive region.



Source – Austroads, 2020

Strategic Outcome 7: Safe and convenient access to the water increases liveability and promotes tourism.

With more than 400km of pristine coastline coupled with picturesque rivers, dams and numerous islands, access to the water is an important factor for many in the region. The allure of the water is compounded by the variety of fish on offer for anglers as the region is situated at the natural meeting point for southern and northern fish species. Providing safe and convenient access to the water will therefore be critical to cater for future demand, increase liveability for residents and to create a desirable region that attracts and supports tourists.

Strategic Outcome 8: A safe and legible road network that facilitates the effective movement and access of people and goods and contributes to the liveability and financial sustainability of the region.

The road network is the most extensive and well utilised of all components of the overall transport system, supporting the movement of people and goods to, through and within the region. The safety of all users of the network, which includes pedestrians and cyclists is paramount. Safety considerations are multifaceted but at their core are deeply connected to the function and design of roads and streets and their integration with surrounding land uses. To support improvements to the liveability and financial sustainability of the region, it is important that the road network enables people and goods to move safely and legibly. During extreme weather and/or unforeseeable events, the transport network and specifically the road network, needs to be able to facilitate the movement of people, services and goods in a way that is integrated with emergency management plans and communication systems.



Strategic outcomes

Strategic Outcome 9: The region is positioned for sustained and diversified economic growth through the identification of current and anticipated freight needs and the removal of logistical and organisational barriers.

As the gateway to North Queensland and with the mining, manufacturing and agricultural sectors expected to continue to support the economy into the future, the movement of goods and freight is likely to be a constant in the Mackay region. Positioning the region for growth will require a deep understanding of current and anticipated freight needs and the identification and removal of logistical and organisational barriers. Logistical barriers could include inconsistencies in heavy vehicle haulage routes and issues with first and last mile access and servicing, while organisational barriers could include issues related to permitting and approval processes. This will need to be undertaken across a variety of sectors as needs and barriers are not always consistent and will need to remain sensitive to local amenity and quality of life.

Strategic Outcome 10: Parking and the allocation of road space supports land use planning intents, increases liveability and prosperity, and encourages more sustainable travel behaviour.

It has been estimated that on average, cars spend roughly 5% of their time in use and the remaining 95% of their time parked¹⁴. This is a sobering statistic with very real implications for the future of the region. It is important that parking and other road space allocations such as kerbside pick-up and drop-off areas work towards the attainment of the vision, support the intention behind land use planning efforts, increase local and regional liveability and prosperity, and encourage greater active and public transport use. Central to this and to any changes to parking that may occur in future is the provision of relevant data to inform decision making and appropriate engagement with stakeholders.

Strategic Outcome 11: Existing assets and resources are responsibly stewarded to improve quality of life and provide an enhanced environmental, economic and social foundation for future generations.

The ability of the region to not only survive but flourish, regardless of future circumstances, is a direct product of the responsible stewardship of existing integrated transport infrastructure assets and the sustainable use of limited resources. This is critical to increasing the resilience of the transport system, improving quality of life and leaving a positive legacy for future generations. This will include better understanding, acknowledging and working within limitations, maintaining and making much better use of what we have already built, and making decisions that will set future generations up to be in a stronger, healthier and more secure position than we currently experience.



"Our challenge now is not about expanding our infrastructure networks but making better use of what we've already built. We must put meat on the bones, so to speak, a shift in focus to building more wealth within the framework of our current investments" –

Charles L. Marohn, Jr,
author, speaker, founder and president of Strong Towns

¹⁴Shoup, D. *The High Cost of Free Parking*

Objective 3

The community is engaged, and relevant technologies and systems are harnessed, to develop innovative transport solutions that reflect local conditions.

Strategic Outcome 12: Locally relevant technologies, tools, approaches and innovations improve the planning, delivery, operation and management of the transport system.

New technologies, tools, approaches and innovations are inescapable but if leveraged effectively, can help improve the transport system and overall sustainable development of the region. To be effective, technologies and innovations will need to be investigated in light of the local context and tailored as appropriate to ensure they deliver consistent benefits for residents, businesses and visitors now and in the future. The long-term viability and applicability of these technologies and innovations requires consideration of the impacts of climate change and the transition and adaptation measures outlined in the State Government's Queensland Climate Change Response. Investigations will require improvements to data and integration with decision-making while better consideration of the local context will require improved community involvement and more effective engagement that reaches a diverse cross-section of society. The views of younger residents will be especially relevant as they will experience the implications of any decisions for the greatest length of time.



Roadworks

Strategic Outcome 13: Alternative funding and delivery models support the development of the transport system.

The need to investigate and apply alternative funding and delivery models to develop the region's transport system is not something that is only reserved for bigger cities. These alternative approaches could include targeted capital raising programs, more streamlined and efficient financing arrangements, innovative ways to capture value, greater community involvement in the delivery of infrastructure and new approaches to addressing the needs and aspirations of the community. The COVID-19 pandemic has highlighted some of the vulnerabilities in our current transport system, primarily around day-to-day operations, but there is the potential that over time more structural vulnerabilities may emerge, including those beyond the influence of Council. There are also opportunities that can emerge through increased demand for active transport facilities and lower private vehicle usage. New and creative ways to fund and deliver transport in the region will become an increasingly important underpinning to increase resilience, liveability, prosperity and to leave a positive legacy for future generations.



Shared pathway



Section 3: **Action plan**

Action plan

The comprehensive actions presented in this section each support and reflect different aspects of the overarching vision.

The varied nature of the actions is an outcome of the complex and multifaceted nature of transport systems and emphasises the interdependencies with other planning and the need for genuine and ongoing engagement with all stakeholders to create a transport system that is more representative of the local context.

Most actions will require the involvement of stakeholders including all levels of government, industry sectors, stakeholder organisations and the community. Rather than identify specific stakeholder organisations, the action plan identifies key and emerging industry sectors that Council will seek to partner with to deliver on the actions.

These sectors include:

- » Government (State and Federal)
- » Mining Equipment, Technology and Services (METS)
- » Sport and Recreation
- » Construction
- » Agriculture
- » Health and Allied Services
- » Education
- » Engineering and Robotics
- » Biofutures
- » Transport, freight and logistics
- » Tourism.

In addition to sectors with whom Council will partner, the action plan also provides an indication of proposed time periods for the implementation of each action. These are:

- » Ongoing – actions which continue across the life of the MRITS
- » Short term – actions which cover the period to 2025
- » Long term – actions which cover the period 2026 to 2036.

Whilst many of the actions support Council's policies and strategies, a number of the actions have direct spatial application to the region. These spatial actions are presented in *Figure 9* and *Figure 10*.



Hydration station

Action plan

Action	Description	Strategic outcomes	Stakeholder Sectors	Timing		
				Short	Long	Ongoing
1	Strengthen relationships with stakeholders who contribute to the strategic development of the transport system to improve integration, better understand current needs and issues, and capitalise on emerging trends and technological changes	1, 9	Council Government (Federal and State) Community METS Tourism Construction Agriculture Health and Allied Services Education Engineering and robotics Biofutures Transport, freight and logistics Sport and Recreation			●
2	Undertake multifaceted and consistent advocacy for the continual improvement of Mackay's transport system, including for the construction of additional stages of the Mackay Ring Road and ongoing improvements to the Bruce Highway, Peak Downs Highway and key State haulage routes	8, 9	Council Government (Federal and State) METS Agriculture Transport, freight and logistics			●
3	Continue to integrate Council planning, processes and systems to enable identification of opportunities that optimise, coordinate and appropriately sequence the delivery of infrastructure and build resilience in the network (renewal, upgrade, new) across all of Council's asset classes (for example, water, parks, transport)	1, 3, 8	Council Government (State)			●
4	Identify and protect key future priority transport corridors (for example, Principal Cycle Network routes, high frequency public transport routes, access routes to air and seaports, industrial areas and regional road and rail freight networks) from incompatible planning, development and infrastructure	1	Council Government (State)			●
5	Review the Mackay Region Planning Scheme to identify opportunities for amendments to policies and provisions that will support increased active and public transport use	1, 3	Council Government (State) Community Construction Health and Allied Services Education	●		
6	Prepare a local area transport plan for the Northern Beaches to support current and planned growth, improve multi-modal access and network resilience	2	Council Government (State)	●		

Action	Description	Strategic outcomes	Stakeholder Sectors	Timing		
				Short	Long	Ongoing
7	Develop a locally relevant Travel Demand Management toolkit to manage demand and encourage more sustainable travel behaviour, including greater active transport use for school trips	5, 11	Council Government (State) Community Health and Allied Services Education Sport and Recreation	●		
8	Develop an Active Transport Strategy to support the future prioritisation and development of walking, rolling and riding, including investigation of opportunities to deliver the Principal Cycle Network through the TMR Cycle Network Local Government Grants Program	3, 5	Council Government (State) Community Health and Allied Services Construction	●		
9	Identify opportunities to support the growth of cycle tourism in the region including investigating the feasibility of providing an iconic cycle trail linking the Mackay City Centre to the planned mountain bike trails in Finch Hatton and Eungella	5	Council Government (Federal and State)	●		
10	Improve transport infrastructure and operations in and around the Mackay Waterfront PDA to support the planning intent of the PDA and City Centre	5, 6	Council Government (State) Construction	●		
11	Ensure the active and public transport network is supported by and integrated with land use planning, demographics and existing and emerging transport modes	2, 3, 5, 6	Council Government (State)	●		
12	Research and document the requirements of emerging transport services (for example, rideshare, personal mobility devices) and the role of Council, ensuring any recommendations are tailored to the local context	6	Council Government (State) Community Transport, freight and logistics Engineering and robotics	●		
13	Ensure new transport initiatives and/or infrastructure will support the relevant transport actions in the Mackay Recreational Fishing Strategy and Mackay Region Mountain Bike Strategy	7	Council Tourism and agritourism Sport and Recreation			●
14	Work with tourism operators and industry to investigate opportunities and facilitate increased water-based tourism	7	Council Government (State) Transport, freight and logistics Tourism	●		

Action plan

Action	Description	Strategic outcomes	Stakeholder Sectors	Timing		
				Short	Long	Ongoing
15	To better integrate land use and transport planning outcomes, implement a Movement and Place Framework into Council's relevant transport and land use policies and standards	8, 10	Council Government (State)	●		
16	Continue to develop Statements of Intent for all of Council's rural roads to establish the functional requirements and consistently identify improvements and priorities across the rural road network	8	Council	●		
17	Continue to review posted speed limits across the region to address potentially unsafe, frequent variations in speed limit, to provide greater alignment between posted speed limits, adjacent developments and the design of streets and roads, and to improve safety for pedestrians and cyclists.	8	Council Government (State) Community	●		
18	Ensure that the operating characteristics and physical requirements of buses and heavy vehicles (including OSOM vehicles) are considered in the design of relevant streets and roads	8	Council Government (State) Transport, freight and logistics	●		
19	Work with stakeholders to improve freight access and/or support facilities to enable increased economic activity and freight efficiency	8, 9	Council Community METS Transport, freight and logistics	●		
20	Identify opportunities to improve network resilience (for example, intra-state coastal shipping) and to maintain the movement of essential goods and freight across supply chains and transport modes during disruptive events	8, 9	Council Government (State) Transport, freight and logistics		●	
21	Investigate options to better understand and manage parking in the region, with a focus on the Mackay City Centre, to facilitate future growth and economic vitality	10	Council	●		
22	Prioritise and increase the importance of transport infrastructure maintenance through ongoing asset management planning	11	Council	●		

Action	Description	Strategic outcomes	Stakeholder Sectors	Timing		
				Short	Long	Ongoing
23	Investigate emerging technologies, methods and information systems to improve data collection, modelling, analysis, communication and system integration to monitor and inform future planning and decision-making	12	Council Community Engineering and robotics		●	
24	Increase community involvement in the assessment, planning and delivery of the transport system through improved access to data and more effective engagement	12, 13	Council Community Engineering and robotics	●		
25	Support the integration, implementation and evaluation of the MRITS by embedding the policy framework within Council decision making processes and working with internal and external stakeholders to establish effective performance management processes	4	Council Government (State)			●
26	Investigate opportunities for the use of off-grid power/renewable energy and recycled materials in the delivery of transport infrastructure and services	5, 12	Council Government (State) Engineering and robotics Biofutures Transport, freight and logistics		●	
27	Investigate locally relevant options (for example, value capture) for funding and delivering transport infrastructure and services of varying scales across the region	13	Council		●	

Action plan



Action	Description
2	Undertake multifaceted and consistent advocacy for the continual improvement of Mackay's transport system, including for the construction of additional stages of the Mackay Ring Road and ongoing improvements to the Bruce Highway, Peak Downs Highway and key State haulage routes
4	Identify and protect key future priority transport corridors (for example, Principal Cycle Network routes, high frequency public transport routes, access routes to air and seaports, industrial areas and regional road and rail freight networks) from incompatible planning, development and infrastructure
6	Prepare a local area transport plan for the Northern Beaches to support current and planned growth, improve multi-modal access and network resilience
9	Identify opportunities to support the growth of cycle tourism in the region including investigating the feasibility of providing an iconic cycle trail linking the Mackay City Centre to the planned mountain bike trails in Finch Hatton and Eungella
14	Work with tourism operators and industry to investigate opportunities and facilitate increased water-based tourism
16	Continue to develop Statements of Intent for all of Council's rural roads to establish the functional requirements and consistently identify improvements and priorities across the rural road network
20	Identify opportunities to improve network resilience (for example, intra-state coastal shipping) and to maintain the movement of essential goods and freight across supply chains and transport modes during disruptive events

Figure 9 – Selected actions – Mackay region

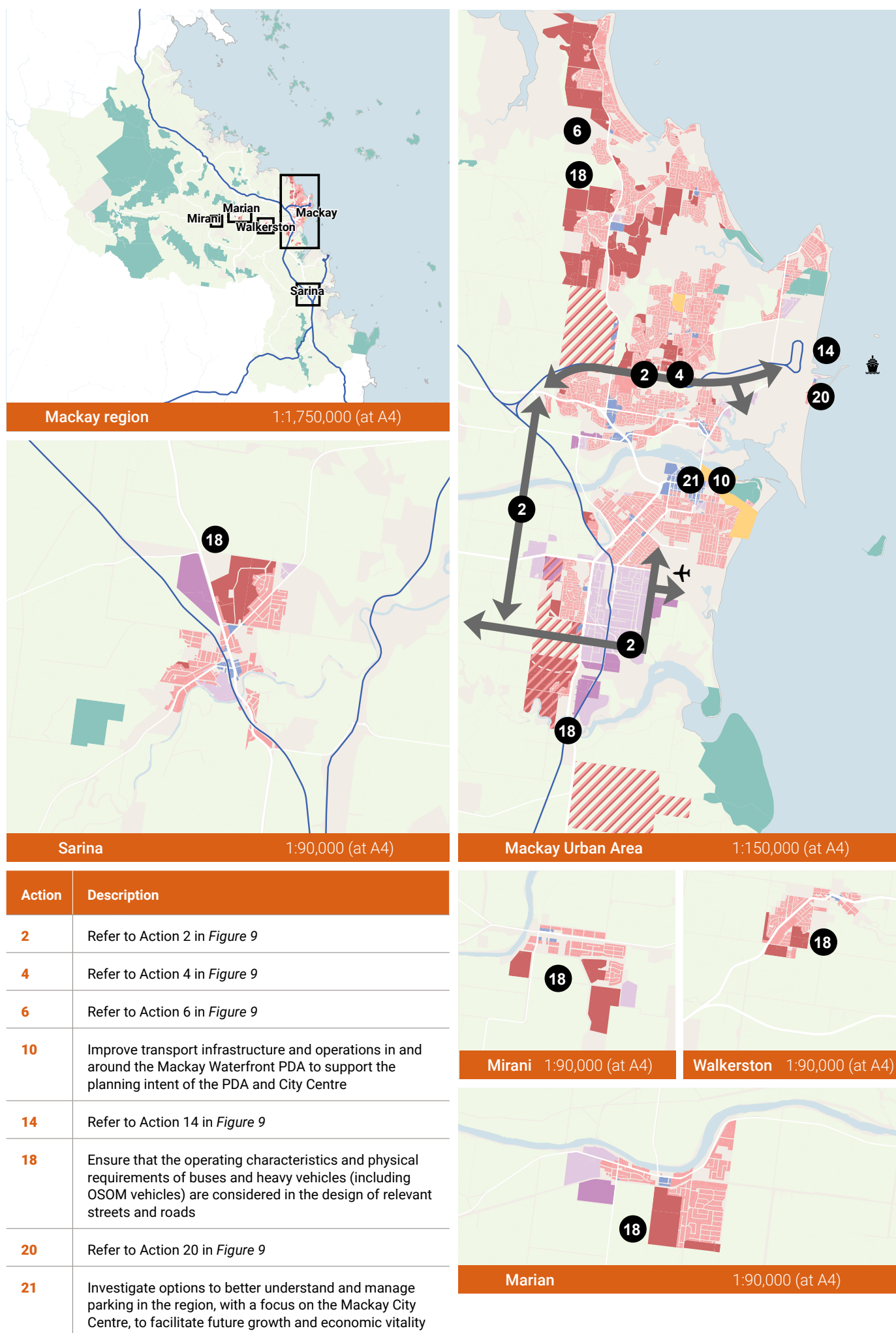


Figure 10 – Selected actions – towns



Section 4: **Implementation**

Implementation

The MRITS was prepared based on a review of existing plans and policies, consideration of growth pressures, emerging trends and technologies, and input from government, industry and the community.

The resulting actions presented in the Action Plan provide an indication of Council's strategic forward planning for the region's transport system over the next 15 years.

Because of the strategic nature of the MRITS, it is unlikely that every single proposed action will directly address the issues and challenges in the region that need to be resolved right away. In recognition of this, Council has identified a number of specific initiatives that are immediate priorities. These immediate priorities are presented below.

Initiative	Related action
Audit the MRPS to understand the effectiveness and implications of existing provisions towards the attainment of the MRITS vision	5
Prepare a local area transport plan for the Northern Beaches to support current and planned growth, improve multi-modal access and network resilience	6
Develop an Active Transport Strategy for the Mackay region	8
Identify cycle tourism opportunities across the region through research and engagement with key organisations, including Bicycle Queensland	9
Establish a MRITS Working Group and terms of reference to implement, monitor and evaluate the MRITS, drawing on available data where possible	25

Implementation

The overarching process for implementing the MRITS and translating the actions and initiatives into actual improvements to the transport system is outlined in Figure 11.

As shown below, this will require effective integration and alignment with other plans and policies, the involvement of a variety of stakeholders, the application and adherence to realistic timeframes, consideration of competing priorities, and recognition of available resources and funding.

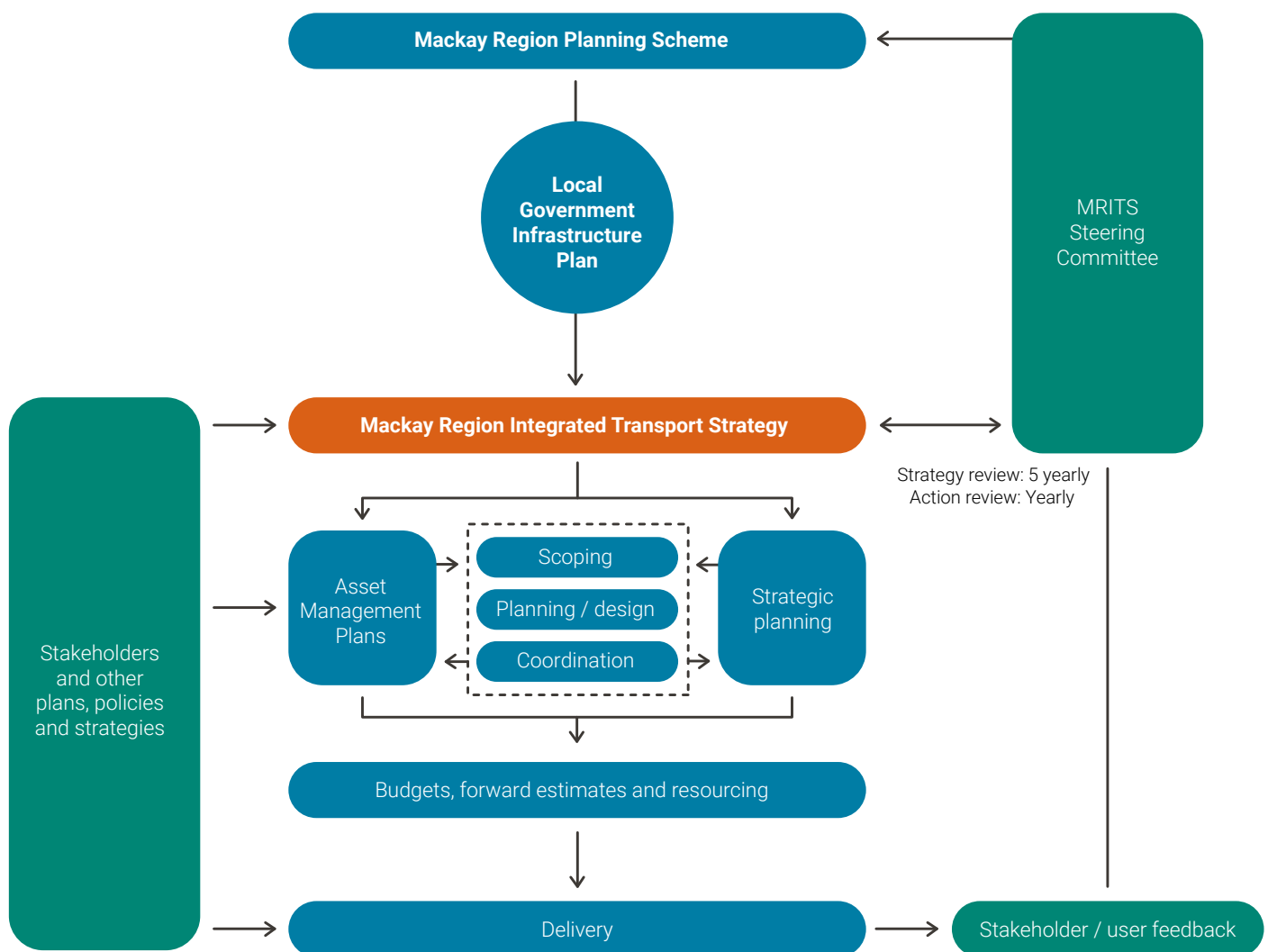


Figure 11 – Implementation process

The actions presented in the MRITS will be reviewed annually to determine their progress towards implementation and confirm their ongoing relevance. The entire Strategy, including the issues, challenges and strategic direction (i.e., vision, objectives, strategic outcomes), will be reviewed by Council every five years.

Undertaking regular reviews and evaluation will help to ensure the Strategy continues to support the development of a transport system that increases the liveability and prosperity of our region and leaves a positive legacy for future generations.





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