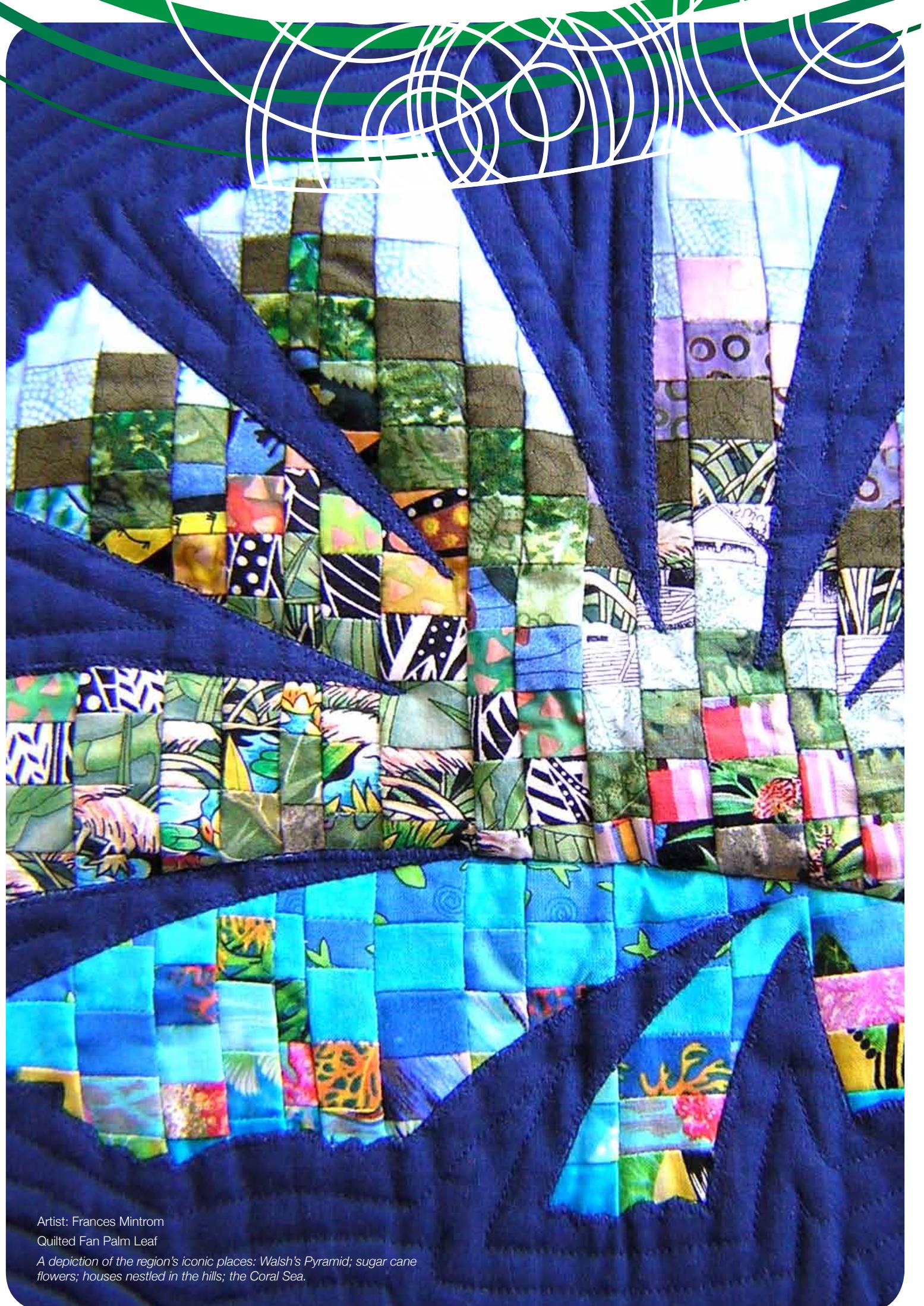
A photograph showing a row of diverse young people, mostly boys, looking upwards and to their right. They are wearing casual clothing like t-shirts and hoodies in various colors including blue, white, red, and green. The lighting is warm, suggesting it might be sunset or sunrise.

Imagine tomorrow

Your Community Plan
2011 - 2031





Artist: Frances Mintrom

Quilted Fan Palm Leaf

A depiction of the region's iconic places: Walsh's Pyramid; sugar cane flowers; houses nestled in the hills; the Coral Sea.

A message from the Mayor, Val Schier



I am proud to present the first ever Community Plan for the Cairns Region – a statement of our vision and aspirations for the next 20 years. It is clear from our extensive consultation that we see this area as having a unique tropical lifestyle and character and that is why we choose to call this special part of the world home. This plan is about growing our region whilst protecting and enhancing the special characteristics and sense of spirit that make it a great place to live. The environment was clearly an important part of the vision for the future – whether it be protecting our World Heritage listed reef and rainforest, our hillslopes and green face or creating a sustainable built environment to suit our tropical climate. Creating a strong and diverse regional economy was also one of the key concerns raised given the difficulties we have faced due to the economic downturn.

Council is already working on a number of these aspirations including diversifying the economy and creating jobs, protecting our environment and encouraging sustainable and attractive tropical designs in the built environment. This plan will enable us to continue developing initiatives to achieve these important community aims. I am very proud of the work that has gone into our Community Plan and would like to thank everyone who participated in the planning process to help us develop this comprehensive vision for our future.

A handwritten signature in black ink that reads "Val Schier".

Councillor Val Schier
Mayor, Cairns Regional Council

A message from the CEO, Lyn Russell



Over the past year, Cairns Regional Council has undertaken a wide range of community engagement activities to seek our community's vision about their hopes and aspirations for the Cairns region. This Plan reflects the culmination of all that feedback into a document that seeks to paint a vision for our city's and region's future, not just for our current community members but also for their children and grandchildren.

Some of the key issues that have emerged for our community include:

- improving our public transport
- diversifying our economy
- protecting our environment and heritage
- ensuring sustainable tropical living

Once Council adopts our Community Plan, we can then use it as a vital framework for our other planning processes in coming months and years.

The input, enthusiasm and commitment of our community in contributing to this Plan is greatly appreciated. I would also pay tribute to the Council staff who assisted us in the important process of engaging the community in the development of the Plan. Together we can work to achieve the sorts of outcomes that our community has told us they would wish to see in our future.

A handwritten signature in black ink that reads "Lyn Russell".

Lyn Russell
Chief Executive Officer, Cairns Regional Council



Acknowledgement of Traditional Owners

Cairns Regional Council acknowledges the traditional Aboriginal language groups of our region, the Mamu, Njadgon-Jii, Yidinji, Djabukay and Kuku Yalanji people, who are the custodians and first people of this country. We recognise and respect your cultural heritage, beliefs and continuing relationship and responsibility to your land and sea country. We honour and respect your elders past and present.

Council acknowledges other Aboriginal and Torres Strait Islander people who live within our region. We commit to maintain and strengthen our partnerships and respectful relationships with you in the spirit of reconciliation so that together we can increase the opportunities for successful and positive outcomes to the advantage of everyone in our community.

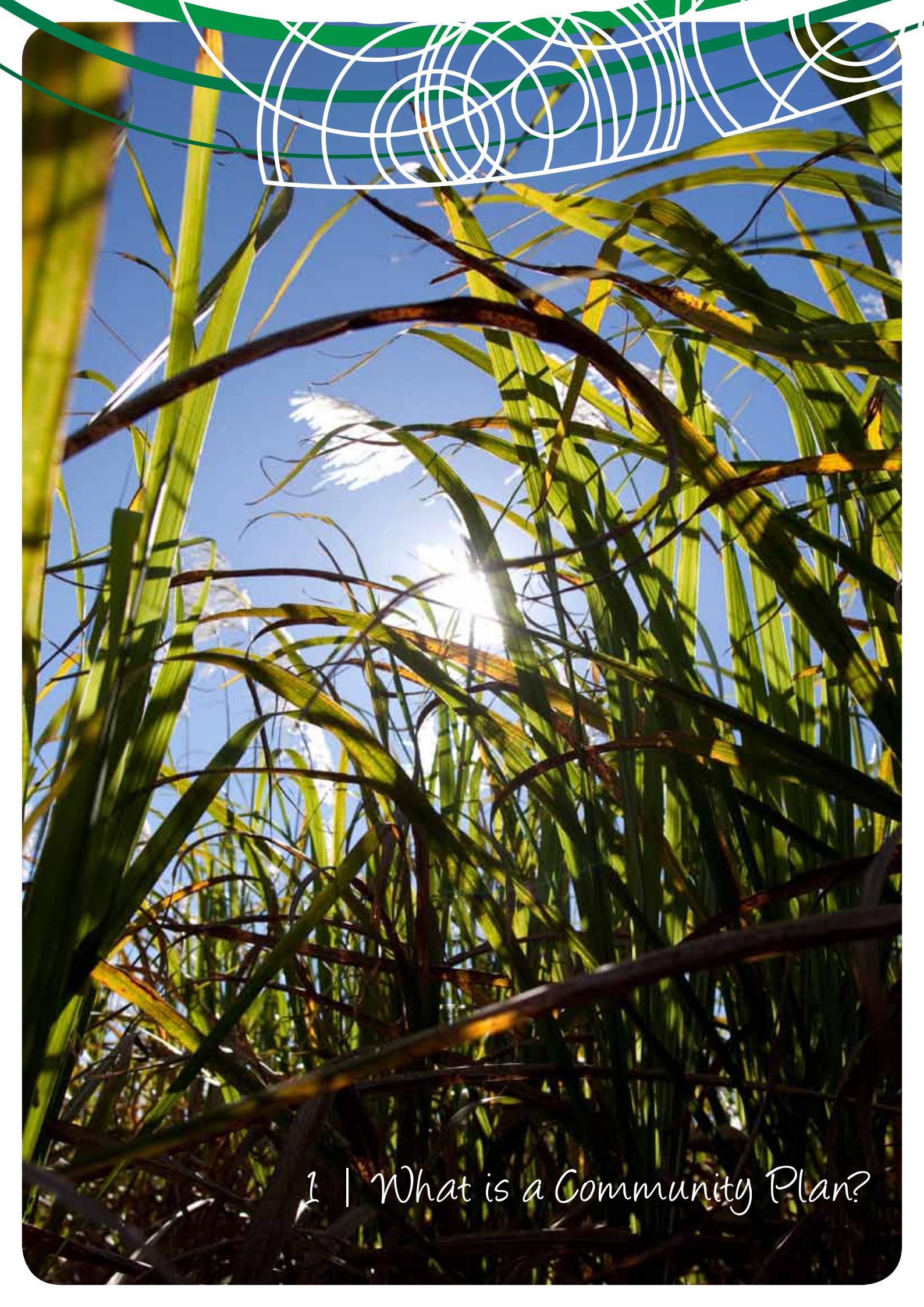
Acknowledgement of those who have helped to create this Community Plan

Cairns Regional Council would like to acknowledge and thank all of the people who have contributed to the creation of this Community Plan. Thank you for sharing your vision of what the future of our region should look and what we need to focus on to achieve your vision.



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1 | What is a Community Plan?



1 | WHAT IS A COMMUNITY PLAN?

1.1 WHY WE HAVE CAPTURED YOUR VISION

Cairns Regional Council has prepared this Community Plan to gain a clear appreciation of the needs and priorities of its residents and to provide a framework for future development and growth of the region. The Community Plan creates a vision for the regional community (which is critical considering predicted future population growth and the need to plan for strong, sustainable growth).

Community planning involves the creation of integrated short, medium and long range strategies to achieve the community's vision for the future. Community engagement is essential to help develop that vision.

Community Plans identify key issues and concerns of the community and acknowledge the long-term implications of many of the decisions of local government today while ensuring the needs of the next generation are recognised. All levels of government, regardless of which is responsible for delivering programs and services, and all of our region's residents are responsible for achieving the aspirations within this Community Plan.

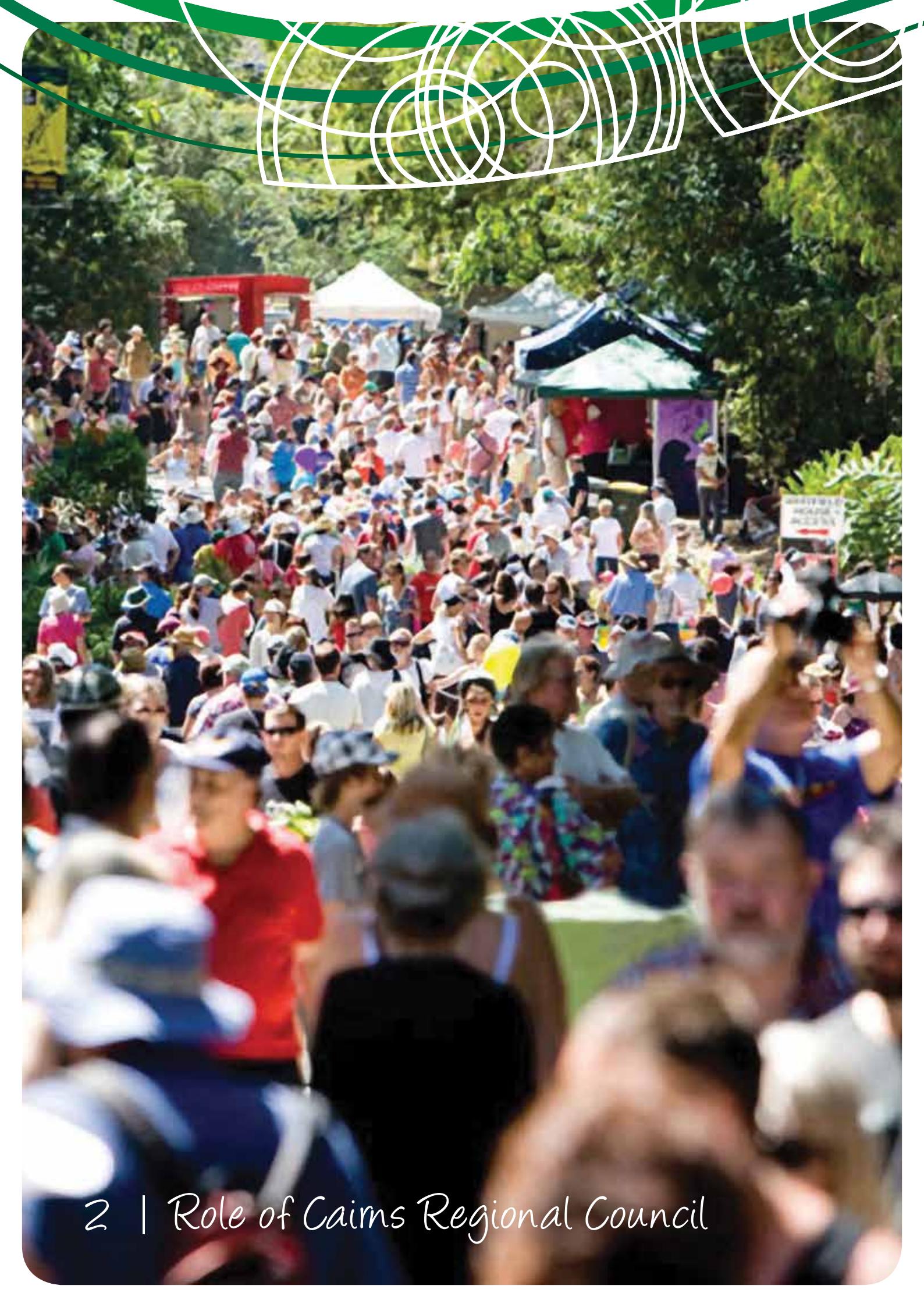
1.2 COUNCIL'S KEY STRATEGIC PLANNING DOCUMENT

The Local Government Act 2009 requires the Cairns Regional Council to create a long term Community Plan. This Community Plan is the key strategic planning document for Council and is not restricted to Council services.

The State government's Far North Queensland Regional Plan 2009-2031 is the blueprint to manage growth and guide development in the region over the next two decades and identifies enough developable land to accommodate future growth while protecting the region's environment, biodiversity and natural resources. While the State's Regional Plan is the highest level statutory planning mechanism in our region, the Community Plan is the Local government's highest plan and sits above all other planning processes of Council. It guides and directs corporate, business, asset management and long term financial planning and informs Council's Priority Infrastructure Plan, planning scheme development and annual operational objectives.

The Community Plan provides Council with a clear direction to move forward ensuring the lifestyle needs and future aspirations of the community are met. It builds foundations for a sustainable future for our communities; builds community engagement and participation; provides strong community and Council ownership; and enables Council to take advantage of future Federal and State funding initiatives.

The Plan heralds an approach which will see the Council, the community and internal and external stakeholders working together. Importantly, this Plan pre-empts fundamental changes to the ways in which the Cairns Regional Council fulfils its role. Some of these changes will be highly visible, while others will unfold over time.



2 | Role of Cairns Regional Council



2 | ROLE OF CAIRNS REGIONAL COUNCIL

To achieve the strategic directions outlined in this Community Plan Council's role will be significantly different in 2031 to the role that it is playing in 2011. The role of the Council of tomorrow will be multi-faceted with:

Vision and Leadership

Council will be at the forefront of creating the future for the region. It will do so in close collaboration with key internal and external stakeholders and state agencies. It will take the lead in thought and practice.

Custodians of Character and Spirit

The region has always been a unique place with an enviable lifestyle. This character and spirit will be evident in 2031 as Council will have held fast to the things that made it strong in the past, ensuring they remain evident in the future.

Building Resilient People and Functioning Communities

As the population grows and expectations increase, Council will work with individuals and communities to increase their desire and ability to take responsibility for themselves, and contribute to others.

Facilitation and Coordination

In 2031 working in silos will be a thing of the past. Council will be successful in facilitating interaction between agencies and communities and coordinating responses to issues and opportunities.

Positioning

A successfully executed role of Council will be the positioning the Cairns region as the service centre of Far North Queensland and the Pacific region; as the global centre for wet tropics industries and living; as the most desirable region in which to live in Northern Australia; as a vital contributor to Queensland decision-making; and as a city networked into important and relevant discussions around the world.

Engaging the Community

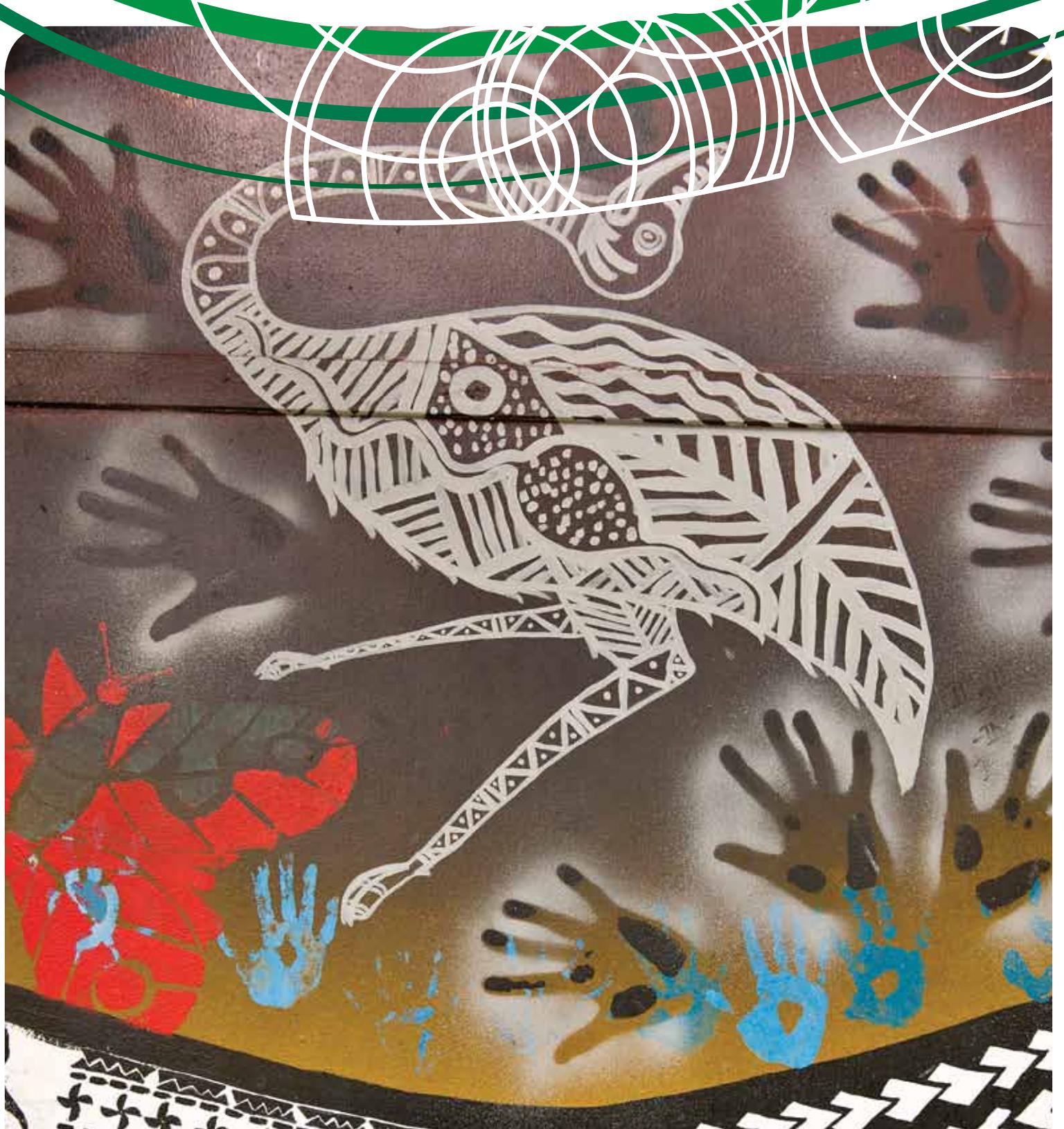
Council will be intimately connected to its residents so they are engaged in the processes that impact the future planning of the region and delivery of the lifestyle desired by residents.

Service Delivery

Council will continue to undertake delivery of its vital services. It will do so in a manner that develops leading edge approaches in cooperation with others and results in the services either being adopted by the community, being no longer required, or housed in a relevant agency.

Regulatory Practice

Council will have set minimum standards for many aspects of the region. It will have done so in a manner that encourages innovation and participation by community and stakeholders, and progresses areas of excellence throughout the region.



3 | What Makes us Different

3 | WHAT MAKES US DIFFERENT

3.1 A GLANCE BACK IN TIME

Since its foundation in 1876, Cairns and surrounding townships have waxed and waned. Our history provides a clear picture of the boom and bust cycle that remains evident today. These economic cycles can be attributed to times of decline in quality of life, however positive catalysts have always seen the region bounce back.

Prior to colonisation, the region's first inhabitants were the Aboriginal language and clan groups from north of Bloomfield, west to Kuranda range and south of Eubenangee Swamp.

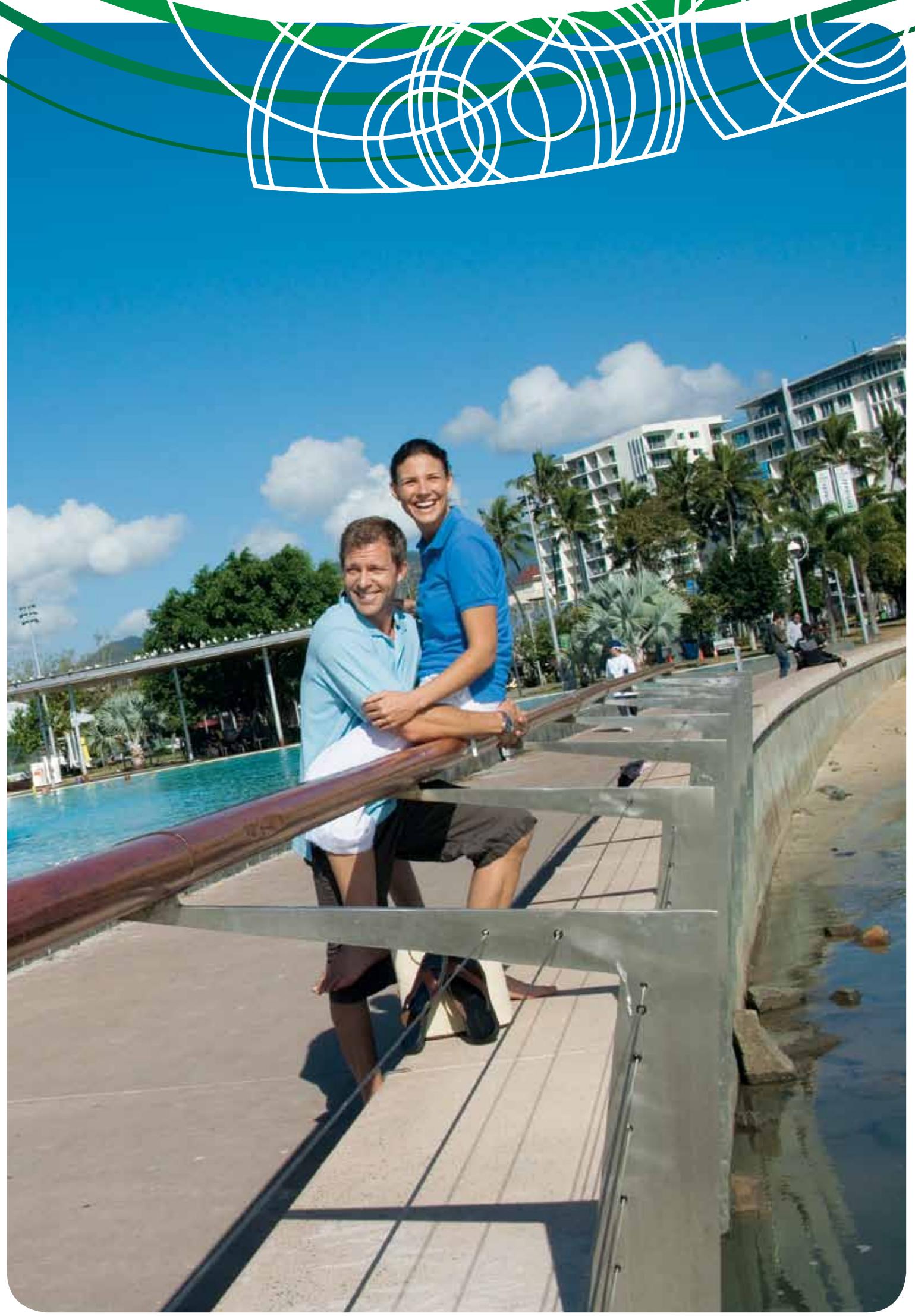
The City of Cairns was first founded as a service centre for gold mining some distance away which attracted many migrants including strong numbers of Chinese and Malays. The gold rush ultimately declined and Cairns saw an economic and employment downturn until it was decided to locate the head of the Atherton Tableland rail service in Cairns due to its access to the port. This was initially for tin and timber but the advent of the sugar cane industry changed the purpose of the rail and the role of Cairns.

Combined with the continuing growth in fishing and pearling, these new industries brought another surge of migration to the Cairns area, thus creating greater cultural diversity amongst its residential population. World War II had a profound impact on the Cairns region as it became a significant supply centre for the Pacific fleet with further migration ensuing long after the war.

The region gradually became a destination for Australian tourists and new residents seeking alternative lifestyles. The opening of the Cairns International Airport in 1984 stimulated the local tourism industry enormously, prompting investment, more migration and the arrival of significant numbers of sea and tree change retirees from all walks of life.

Each of these forks in the road and each decision or event brought significant change to the region. Each new flush of migrants brought new expectations for what the region should be like then and in the future. Each new change added to the character of the region, sometimes changing it almost imperceptibly and sometimes quite profoundly.





3.2 WHAT PEOPLE LOVE ABOUT LIVING IN THE CAIRNS REGION

Residents of the region have been attracted for many different reasons over a long period of time. As a result the things people love about the region have added to its unique character as Cairns has grown into an important regional service centre.

However, there is a constant theme that resonates from residents: lifestyle. Many people say our region's greatest asset is its laid-back and relaxed lifestyle. Some enjoy the fact that Cairns remains liveable with the amenities of a city, yet with the feeling of a big country town.

The diverse culture and history of the Aboriginal and Torres Strait Islander people is integral to the sense of place and community spirit of the region. Also important is the fact the region is multicultural and cosmopolitan with people from all over the world choosing to live and contribute to the diverse lifestyle choices the region has to offer. Aboriginal and Torres Strait Islanders and people from culturally and linguistically diverse backgrounds continue to inspire the arts sector and bring life and vitality to the region.

Of great importance is the outdoor lifestyle encouraged by the region's climate, while the natural setting provides many great destinations within close proximity. All of this is located within a unique natural garden that offers lush wet tropics, green hill sides, tablelands, reefs, ocean and rainforests. Even the cane fields are viewed as a unique and desirable contributor to the landscape.

Some even say that they live on vitamin 'G': the green essence that permeates every vista in almost every direction. Hence, the sustainability passion of residents who believe the region must remain known for its green approach to all aspects of life. Finally, the focus on their local community and the desire to keep their space unique and special is paramount in the minds of many.

3.3 TAKING THESE THINGS FORWARD

Residents want to ensure that all of these well loved attributes remain the same in 20 years rather than being lost in incremental daily decisions taken by different decision-makers.

This Community Plan is one way to ensure the features most loved by residents are part of the region's strategic direction and are present in every planning process, every implementation plan and every decision.





4 | Our Vision in 2031 - Imagine Tomorrow



4 | OUR VISION IN 2031 - IMAGINE TOMORROW

In 2031 the region will be renowned as a great place to live and visit and as Australia's premier wet tropical city, region and northern tourist destination. We will have world-class infrastructure and comprehensive health and education services. The region will be a place of social and environmental harmony where diverse people engage in sustainable living.

The cultural lifestyle will reflect the range of backgrounds people have brought with them to the villages, neighbourhoods, towns and cities of the region. When mixed with the rich local Aboriginal and Torres Strait Islander heritage, these backgrounds will create economic growth and celebrations seen as one of the hallmarks of people creating a great place. The conversations here will be dynamic, dramatic and inclusive: a true reflection of the spirit that denotes the people of this culturally and linguistically diverse community.

There is a sense of community that Cairns and the surrounding areas will retain in 2031. High value will be attached to expressions of community spirit, to relaxed and incidental interactions within localities and to outdoor recreation. People will enjoy safe places and spaces, and more vulnerable members of the community will be supported by a fair and equitable safety net.

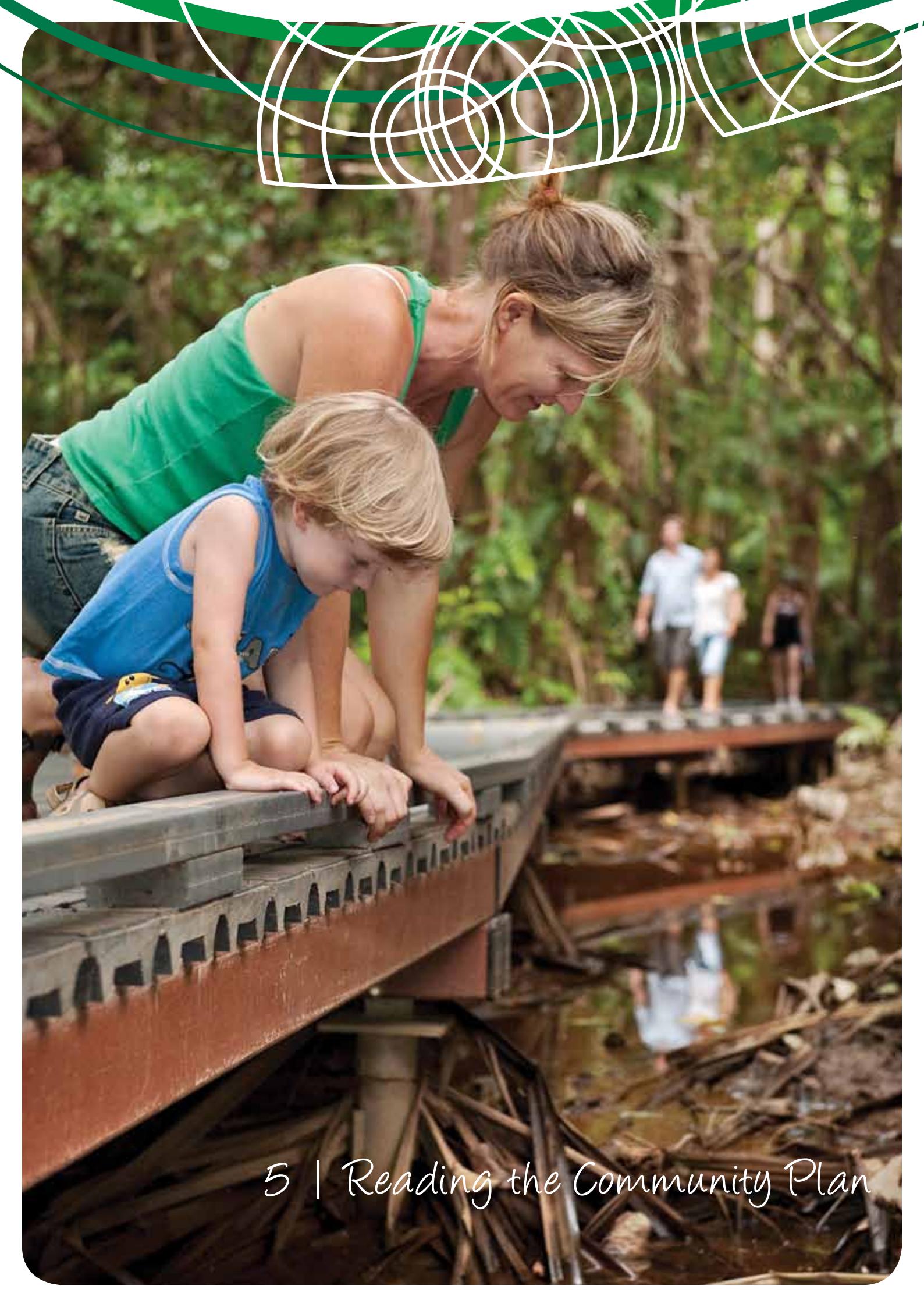
The villages and suburbs of the region will express their own character and spirit allowing for a high level of diversity yet drawn together to provide all the services that a city and a region requires to function as a unit.

In 2031 we will have a robust economy in which opportunities for enterprise are plentiful and innovation rewarded. Tourism will remain a significant driver and substantial employer, but the rise of other industries resulting from strategic economic development initiatives will see a more diverse environment for investment. Networks or clusters of entrepreneurial interest will result from a nexus between business, education and research. We will be a connected region in every sense. It will be home to many people who utilise opportunities in cyberspace and to businesses that operate with little dependence on geographic location.

The region will be the global centre of wet tropics living and industry. It will be a magnet that draws thinkers, entrepreneurs, businesses, environmentalists, humanitarians and others, where opinions can be expressed, innovative ideas explored, products developed and people celebrated.

In 2031 the people of the region will appreciate and respect the natural environment and will learn from the traditional owners of the land by also becoming custodians. They will live close to nature and demonstrate a commitment to minimising the environmental impact of development, while ensuring the region's natural resources and values will be enjoyed by future generations. There will be pride in the built environment which will continue to reflect a distinctive tropical Far North Queensland character while also utilising contemporary architectural aesthetics and sustainable design principles.

Governance in 2031 will be characterised by clear and incisive leadership. Local government will exert strong influence on decisions made outside the region that may have impacts, through effective representation that ensures the context and aspirations of the region are understood. Decisions of the Cairns Regional Council will reflect community values; implementation will be through partnering, engaging and encouraging community rather than simply providing services. Council will be a valued partner, working with other levels of government, community organisations, businesses and residents to ensure the Cairns region supports quality of life for all.

A photograph of a woman and a young child leaning over a wooden bridge railing, looking down at a stream below. The woman is wearing a green tank top and blue jeans, and the child is wearing a blue tank top and dark shorts. In the background, other people are walking on the bridge. The image is framed by a decorative border at the top.

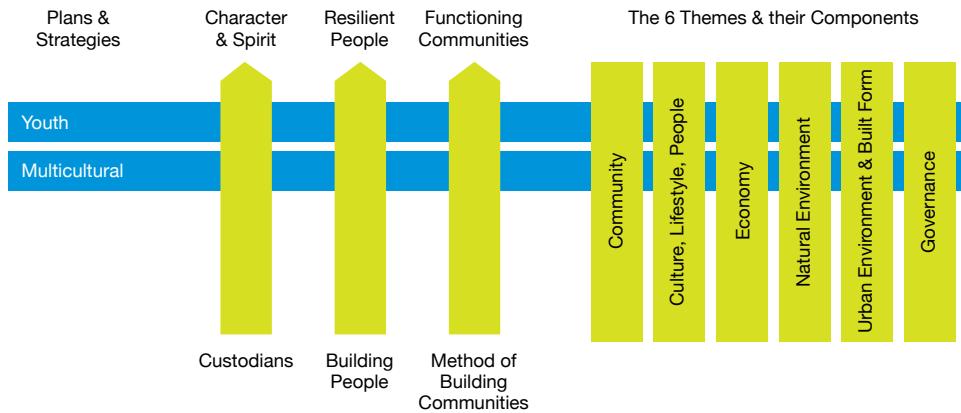
5 | Reading the Community Plan

5 | READING THE COMMUNITY PLAN

While this Community Plan provides a strategic direction for our region in 20 years, other Council processes explain how to achieve and implement the details. This plan describes what must be evident for Cairns to be a regional city providing the lifestyle and opportunities needed by its residents and surrounding communities.

The Plan identifies key elements consolidated under six themes, which need to be the focus of significant attention. It also describes three crucial ingredients through which all planning and actions should be viewed and taken. These ingredients will ensure the features that make the Cairns region so unique and special will still be evident in 20 years. They also ensure approaches that will build strong, resilient people and communities.

This diagram represents a view of how we should be incorporating the three crucial social ingredients (which are described in the following section) and the themes and their components when we are planning for our various demographics, such as youth or multicultural people. All of these components affect each person in our region regardless of age, culture or status.



5.1 THREE IMPORTANT INGREDIENTS

The region continues to grow while retaining its character, spirit and a lifestyle that is the envy of all. The Community Plan encourages people to use the three ingredients in all planning, service delivery, implementation strategies and interactions to help retain the essence of what makes Cairns and surrounds so unique.

Character and Spirit

The community is the custodian of the character and spirit of the Cairns region. In partnership with Council, the community will ensure that all processes consider the impact on the values and principles that represent it. Each town or suburb's unique character will also be recognised and enhanced through planning and delivery of projects and services.

Resilient People

Through a process of encouragement and skill development people will be engaged in projects that aim to increase independence from government and other service providers while fostering proactive lives.

Functioning Communities

In a similar manner, all processes will reflect the involvement and development of local stakeholders and community members. This will build the strength of the social fabric at a neighbourhood and regional level, through communities of interest and with virtual communities.

Rather than a passive approach to service delivery the aim is to continually encourage communities to help shape the future by actively participating in their own creation.



A photograph showing a group of women in traditional Hmong clothing performing a dance. They are wearing vibrant, colorful dresses with intricate patterns and large, tiered skirts. Their headdresses are also highly decorative. The background is dark, making the bright colors of their attire stand out.

6 | Characteristics of a Vibrant Region



6 | CHARACTERISTICS OF A VIBRANT REGION

Our challenge is to identify the characteristics of our vibrant region, listen to the vision and values of our community and apply them so that we retain the character and spirit that make our region so unique.

6.1 ICONIC CHARACTERISTICS

The people of our region want to see the key attributes of our lifestyle and our place, that are important to them now preserved into the future.

ICONS OF LIVING IN CAIRNS

- Laid back, outdoor lifestyle
- Multi-cultural community
- The green natural environment
- Tropical rainforests
- Places of individual character
- The reef and ocean
- Sustainable living
- Heritage

Retaining these iconic characteristics of the Cairns region will happen with all of our help.

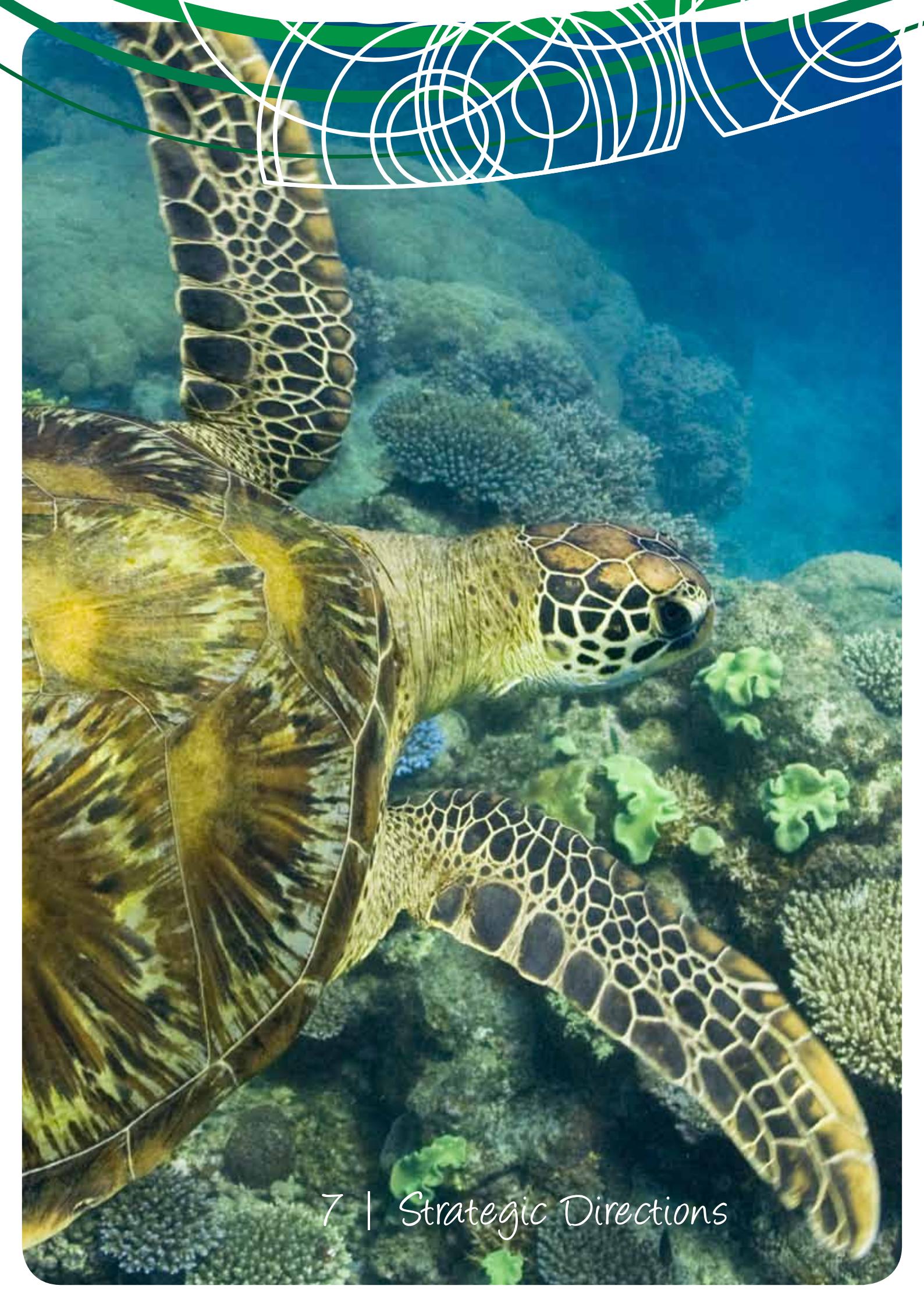
6.2 CONCERNs

Residents of the region have expressed their concerns about the present and the future for themselves, their children and grand-children. While this Community Plan includes the long term strategies for these concerns, Council's one and five year plans, known as the Operational and Corporate Plans, along with other government agency plans and processes address the short term solutions.

Some of the most frequently mentioned areas of concern raised during the Community Plan consultation are:

- Public Transport Improvements
- Economic Diversification
- Protecting our Green Environment
- Protecting our Heritage
- Sustainable Tropical Living
- Pedestrian and Cycle Facilities
- Cairns Entertainment Precinct
- Community infrastructure
- Community Safety
- Sporting Facilities and Events

While they are all multi-faceted with long term implications, elements of each of these areas can begin to be addressed now.



7 | Strategic Directions

7 | STRATEGIC DIRECTIONS

In developing this Community Plan the consultation and engagement processes captured the long-term vision, the aspirations and the concerns of the regions residents which have guided Council in preparing the long-term strategic directions for our region. These directions are consolidated under six themes. To achieve the vision for 2031 the following elements and strategic directions cannot be viewed in isolation; they depend on each other and need to work in balance to flourish.

7.1 COMMUNITY

7.1.1 EDUCATION

Our Destination for Education in 2031

Our region will have an all-of-life education system giving people equal access to educational facilities and options.

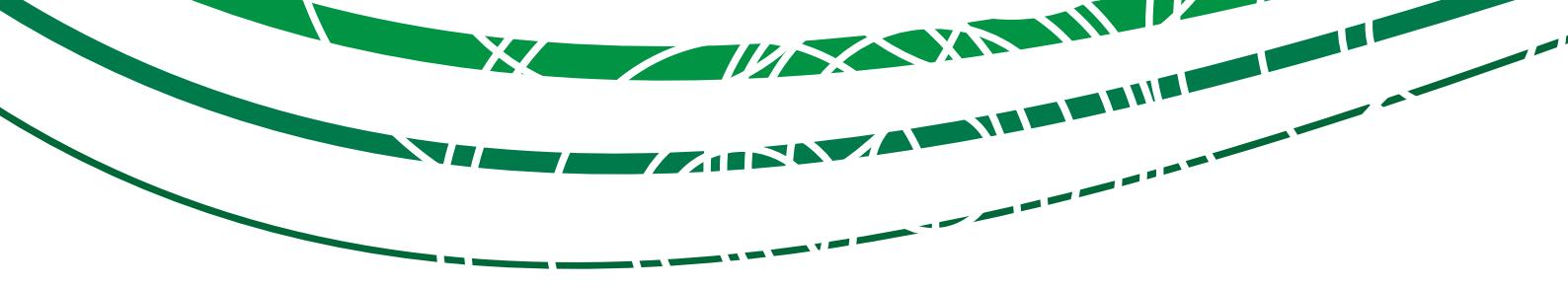
Our residents will have access to a comprehensive system that meets educational needs and leads to clear employment outcomes within our region.

Education Challenges We Face Today

- ✓ Provision of tertiary systems and foundational courses which reflect and capitalise on the location, experience and knowledge of the unique characteristics and opportunities of the wet tropics.
- ✓ Recognition of the unique challenges for education in a city which is a service hub to Cape York, the Torres Strait Islands and the Asia Pacific Rim.
- ✓ Reducing or eliminating the constant skill drain as a result of our youth leaving the region to seek education and employment opportunities offered elsewhere.
- ✓ Providing firm foundations in pre-primary, secondary through to tertiary and trade based education.
- ✓ Matching education provision with workforce needs and up-skilling people to create entry level employment opportunities. Post-secondary vocational systems based on the economic and employment drivers of Far North Queensland, such as tropical expertise, tourism and agriculture and retraining systems to ensure people can gain employment in new and emerging sectors.
- ✓ Improving educational outcomes for Aboriginal and Torres Strait Islanders who are disadvantaged in terms of educational opportunities.
- ✓ Improving provision of English language programs for the growing migrant population and for international students. Some residents who arrive under humanitarian visas speak little or no English making them particularly vulnerable and disadvantaged.
- ✓ Improve educational facilities across the region for people with a disability.

What we will do to get there

- 1 Focus will be given to developing our region as an educational service centre for Cape York, the Torres Strait Islands and the Asia Pacific Rim.
- 2 Service agencies in the region will work collaboratively to access external funding sources and other resources to ensure local education demands are met.

- 
- 3 Linkages between education providers and the economy will be strengthened and based around the economic drivers of Far North Queensland. Education pathways will allow for the transition from secondary school to vocational training and into the tertiary sector.
 - 4 The education system will specialise in catering for people from culturally and linguistically diverse backgrounds that require alternative models and incentives to maximise their potential and opportunities.
 - 5 Flexible systems will be developed to meet the educational and retraining needs of different sectors of the community, including the provision of English programs for migrants.
 - 6 Locations for higher education facilities will be considered when planning for future settlement areas.
 - 7 People with a disability will have access to quality education through provision of appropriate infrastructure, resources and quality trained educators.

Cairns Regional Council's role includes: facilitation and coordination. Examples of our on-line services and links include:

Libraries: <http://www.cairnslibrary.com.au/pages/default.asp>

Multicultural resources: <http://www.cairns.qld.gov.au/communityinformation/multicultural-information/information-resources>

Educational facilities: <http://www.cairns.qld.gov.au/region/touristinformation/educational-facilities>

Examples of Council's partnerships include: James Cook University, Education Queensland, Tropical North Queensland TAFE, and Migrant Settlement Services.

7.1.2 HEALTH

Our Destination for Health in 2031

The residents of our region will exceed all the measures of health as people lead healthy, active lifestyles. An integrated health system will be in place which combines community, government and private sector providers, minimising health costs while maximising the wellbeing of the population.

Health Challenges We Face Today

- ✓ Maximising health outcomes by integrating and coordinating health services and programs between not-for-profit, commercial and government providers.
- ✓ Establishing a health system that meets the specific needs of our region and addresses the unique requirements of non-resident health care users (e.g. people from Cape York and the Torres Strait Islands or travelling grey nomads).
- ✓ Providing adequate health care programs in our region to minimise residents' need to obtain specialist care outside the region and that allow people to age locally.
- ✓ Provision of appropriate levels of acute and chronic care and a greater focus on creating healthy, active lifestyles to decrease the call on chronic and acute health care services.
- ✓ Adequate provision of ancillary care, including home based services, which provide care outside of the hospital environment and enable residents to live in their homes longer to minimise institutional care.
- ✓ Catering for health services for Far North Queensland and beyond in relation to tropical disease.

- ✓ Aboriginal and Torres Strait Islander people have a disproportionate use of the health system while an ageing population drives demand for chronic disease programs.
- ✓ New refugee arrivals arriving under humanitarian visas often requiring access to trauma programs.
- ✓ Promoting healthy food choices and local food production as an easy choice.

What we will do to get there

- 1 Integrated health services and strategies will be developed to cater for specific health issues such as preventative, chronic and tropical diseases.
- 2 Specific health care programs will be developed and coordinated between all levels of providers for groups requiring specific needs such as Aboriginal and Torres Strait Islander people, older adults, grey nomads and refugees.
- 3 Preventative health programs will be given higher funding priority. Community education programs will be used to widely inform people about preventative health. These programs are complemented by physical activity and nutrition programs in an environment that supports creating sustainable behaviours to encourage people to take greater responsibility for their own health.
- 4 Creating active, healthy communities will be facilitated in urban design by planning for and development of bike paths, walkways and active open spaces that incorporate natural and man-made sun protection measures.
- 5 Our physical environment makes healthy food choices and physical activity an easy choice by encouraging local food production in the form of community gardens and edible landscapes.

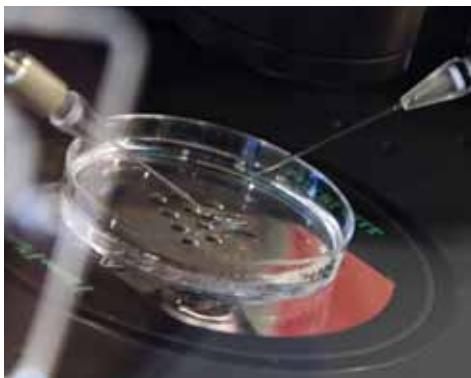
Cairns Regional Council's role includes: planning, regulating, service delivery and advocating. Examples of our on-line services and links include:

Active living – fun free fitness: <http://www.cairnsesplanade.com.au/ThingsToDo>

Sport and Recreation: <http://www.cairns.qld.gov.au/facilities-and-recreation/sportand-recreation>

Cycling and walking: <http://www.cairns.qld.gov.au/facilities-andrecreation/parks/cycle>

Examples of Council's partnerships include: Queensland health, Department of Transport and Main Roads, not for profit and non government organisations and service providers.



7.1.3 SOCIAL EQUITY

Our Destination for our Social Safety Net in 2031

Our region will encourage self contained communities and social and economic development of people and ensure systems are in place to assist those who are experiencing disadvantage.

Social Equity Challenges We Face Today

- ✓ Ensuring disadvantaged communities are given particular attention to avoid being further marginalised. (According to the Australian Bureau of Statistics 24% of the region's population in 2009 was categorised as 'most disadvantaged' compared to 20% for Queensland.)
- ✓ Improving and integrating coordination and provision of services between Government agencies and non government organisations.
- ✓ Ensuring a sufficient range of service providers with adequate resources to provide a comprehensive range of relevant services to those who experience disadvantage.
- ✓ Self-responsible people and self-sufficient communities who create self containment minimising the dependence on services from government and not-for-profit organisations.
- ✓ Social cohesion between existing residents and newly arrived migrants.

What we will do to get there

- 1 Greater emphasis will be placed on developing the social cohesion of current and emerging communities. Consequently, there will be a real focus on developing the skills and attitudes of individuals and communities to be self-sufficient.
- 2 It will be recognised that some groups require extra resources to ensure equitable access to programs and services; and to minimise disadvantage to groups such as Aboriginal and Torres Strait Islander people, refugees, people with a disability, the homeless, the unemployed, or people on low incomes.
- 3 Community engagement and capacity building programs will result in community health and well-being, where residents are more connected to their space, their neighbours and will have a greater quality of life.

Cairns Regional Council's role includes: Advocacy, engagement, facilitation, coordination and service delivery. Examples of our on-line services and links include:

Access for all directory: http://www.cairns.qld.gov.au/communityinformation/disability-services/access-for-all-directory#13158742802941&if_height=119

Community services: <http://www.cairns.qld.gov.au/communityinformation/community-services>

Examples of Council's partnerships include: Department of Communities, non government organisations and service providers.

7.1.4 SAFETY AND SECURITY

Our Destination for Safety and Security in 2031

Our region will be a safe place to live, work, relax and holiday, where resilient people are well prepared for natural and man made disasters.

Safety and Security Challenges We Face Today

- ✓ Retaining a community spirit based around friendly people, mateship, welcoming and caring. A strong sense of social cohesion in each community so neighbours care for each other and their property.
- ✓ Focusing on community well-being as well as providing facilities and services that support social services.
- ✓ Agencies responsible for crime prevention, policy and justice working together and with the community.
- ✓ Creating areas that are designed to minimise opportunistic crime.
- ✓ Engaging young people before they become adversely involved with the police and justice system.
- ✓ Ensuring injury prevention including road safety, child safety and domestic violence.
- ✓ Community resilience, preparedness and awareness in natural and other disaster events.

What we will do to get there

- 1 Community and public education programs will focus on relationships, community connection, role models, responsibility, health and life skills to better equip people for community living.
- 2 Police and justice systems will be interconnected to the community fabric so the region as a service centre and tourist destination will be renowned for its safety and security.
- 3 Design of suburbs and community hubs will be based on crime prevention through environmental design principles.
- 4 Capacity building through education and communication to ensure people are aware, prepared and able to address vulnerabilities within and external to our communities in the event of natural or man made disasters.

Cairns Regional Council's role includes: Advocacy, engagement, facilitation, coordination and service delivery. Examples of our on-line services and links include:

Safe communities program: <http://www.cairns.qld.gov.au/communityinformation/community-services/safe-communities-program>

Cyclone and emergency information: <http://www.cairns.qld.gov.au/communityinformation/cyclone-emergency-information>

Examples of Council's partnerships include: Queensland Police Service, Department of Community Safety, non government organisations and service providers, residents.

7.1.5 COMMUNITY PLACES

Our Destination for our Community Places in 2031

The regions community facilities will enhance community participation and well-being while encouraging diverse groups to come together to enjoy well connected places and activities.

Community Place Challenges We Face Today

- ✓ Meeting the social infrastructure needs (including funding) of a growing population.
- ✓ Ensuring all sectors of the community has equal access to community places and services.
- ✓ Creating social infrastructure and space with the cultural needs of a diverse multicultural society in mind.

What we will do to get there

- 1 Sequential planning and provision of social infrastructure and space will meet the current and future needs of planned future settlement areas.
- 2 Social infrastructure such as sporting, care and entertainment facilities, and outdoor recreation places such as skate parks, open spaces, bike paths and walking trails, community gardens and edible landscapes are appropriately co-located enabling ease of access for all.
- 3 Social infrastructure is collaboratively planned between all levels of service providers with consideration to the changing environment, community needs, economic development and future employment opportunities.
- 4 Community connections such as bus networks cater for tourist needs as well as locals needs.

Cairns Regional Council's role includes: Vision and leadership, engagement planning, coordination and service delivery.

Examples of our on-line services and links include:

Strategic land use planning: <http://www.cairns.qld.gov.au/building-planning-and-infrastructure/strategic-land-use-planning>

Master plans: <http://www.cairns.qld.gov.au/building-planning-and-infrastructure/master-plans>

Examples of Council's partnerships include: Various State agencies, not for profit and non government organisations and service providers, and residents.



7.2 CULTURE, LIFESTYLE, PEOPLE

7.2.1 CULTURE AND LIFESTYLE

Our Destination for Culture and Lifestyle in 2031

Our region will have the most envied lifestyle in Australia known for the abundant community events, festivals and cultural activities and for our diverse natural and cultural heritage.

Culture and Lifestyle Challenges We Face Today

- ✓ Maintaining the relaxed and laid back outdoor lifestyle, within the context of a large and rapidly expanding population.
- ✓ Providing adequate and diverse culture and lifestyle opportunities for a growing population.
- ✓ Maintaining an inclusive culture and a lifestyle based on freedom of choice.
- ✓ The ability to interact with a diverse natural environment that is the only place in the world where two World Heritage places meet, within a tropical climate.
- ✓ Maintaining and encouraging the multi-cultural nature and expression of the population.
- ✓ Strengthening our dynamic arts community.
- ✓ Maintaining the diverse and unique lifestyles that exist in different parts of our region.
- ✓ Strengthening our cultural vitality and the vibrancy of our communities.

What we will do to get there

- 1 The elements that make the tropical far north lifestyle unique and desirable will be nurtured and enhanced through deliberate attention to the character and spirit of the region and to each individual location.
- 2 Social planning for cultural diversity and inclusiveness will be integrated into all areas of land use planning, mitigating against possible adverse impacts of future growth.
- 3 Links between economic opportunities derived from the unique culture and lifestyle of the region will be maximised and developed into viable cultural tourism products, promoting community festivals and by sharing and learning from Aboriginal and Torres Strait Islander cultures.
- 4 Create a more compact, connected and sustainable City Centre which is walkable, green and welcoming and a must visit destination.

Cairns Regional Council's role includes: Vision and leadership, custodianship, engagement, facilitation and coordination, funding and service delivery. Examples of our on-line services and links include:

Creative Cairns: <http://www.cairns.qld.gov.au/facilities-and-recreation/arts-culture>

Cairns City Centre Master Plan: <http://www.cairns.qld.gov.au/building-planning-and-infrastructure/master-plans/city-centre>

Examples of Council's partnerships include: Various State agencies, non government organisations and residents.

7.2.2 A BALANCED POPULATION

Our Destination for a Balanced Population in 2031

The demographic of our region will reflect a balanced range of age groups who are able to be educated and work within the region and are able to age in place.

Population Challenges We Face Today

- ✓ Increasing the range of services for older adults with an ageing population. According to the Australian Bureau of Statistics during the period of 2006 - 2031 the median age is projected to increase from 35 years to 41 years, reflecting a substantially older age profile. A significant increase in support services, particularly health, may be required as more people move from being older adults to frail aged, requiring increased home based services and additional supported accommodation.
- ✓ Enhancing coordination of programs for older adults across program sectors.
- ✓ Ensuring the region remains multi-generational and whole-of-life friendly where residents are retained in the region for their whole life by providing for a full range of services.

What we will do to get there

- 1 Provision for and access to education, employment, specialist areas of development such as sport and culture, and health services for the ageing will be provided for in the region so that people are not be forced to leave.
- 2 Programs and services are to be coordinated and where possible integrated. A readily accessible central registry or comprehensive register/inventory of programs and support services will be explored in collaboration with other government agencies and non-government organisations.
- 3 All areas of the demographic will be considered in the planning and development and increased access to knowledge and technology.

Cairns Regional Council's role includes: Vision and leadership, engagement, planning, facilitation and coordination and service delivery. Examples of our on-line services and links include:

Creative Cairns: <http://www.cairns.qld.gov.au/facilities-and-recreation/arts-culture>

Community services: <http://www.cairns.qld.gov.au/communityinformation/community-services>

Examples of Council's partnerships include: Department of Communities, Department of Education, Queensland Health, and non government organisations and service providers.



7.3 ECONOMY

7.3.1 ECONOMIC DIVERSIFICATION

Our Destination for Economic Diversification in 2031

The region will have a sustainable, low-carbon economy that is diverse and resilient.

Economic Diversification Challenges We Face Today

- ✓ Nurturing short, medium and long term strategies to build a diverse and robust economy.
- ✓ Expanding existing employment and economic bases.
- ✓ Fostering economic and employment opportunities from sectors such as agriculture, aviation, clean energy, marine, manufacturing, mining and mining services, culture, lifestyle, education and tropical expertise.
- ✓ Capitalising on our region as the major service centre for Cape York, the Torres Strait Islands and the Asia Pacific Rim and on our location and proximity to overseas investment and potential trade links.
- ✓ Realising and fostering tropical expertise. Our region has a large base of businesses that specialise in the production of goods and services that cater to a tropical lifestyle, specifically health, environment, agribusiness, design and construction.
- ✓ Maintaining the Cairns Seaport as a major refit and maintenance base as well as a marine training location for Queensland TAFE, with a commercial fishing and an Australian Navy base, a thriving super yacht industry, and as the largest concentration of dive tourism industry in the country. Advocating for Mourilyan Harbour, primarily used for sugar and live cattle export, as a bulk commodities port in the future.
- ✓ Ensuring the standard and quantity of aviation services are a significant economic attraction.
- ✓ Retaining agricultural land for food production and agriculture. Historically, agriculture has been a key driver of the economy in Far North Queensland. Up until the 1970's the agricultural sector underpinned the region's expansion and economic development.
- ✓ Investment preparedness in our region as world demand for food and fibre expands, concerns mount about water resources and sustainability of current levels of production in southern Australia, advances in tropical biotechnology and processing become available, and as opportunities expand for development of bio fuel crops and bio plastics to replace products based on fossil fuels and non-biodegradable materials.
- ✓ Transitioning to a low-carbon economy.



What we will do to get there

- 1 We will work collaboratively with the regions economic development and education sectors to diversify our economic base.
- 2 Our region will be the global centre for wet tropics medical research, product development, manufacture and distribution.
- 3 The Cairns seaport will continue to be a key investment attraction in all areas of activity with a drive to grow the seaport as a major refit and maintenance base. Additionally research into Mourilyan Harbour's capacity as port for future bulk commodities export will be supported and encouraged.
- 4 Our region will be a base supporting the many services needed for the mining sector both in Australia and for near-by offshore mining operations. Fly-in-fly-out families will have options to live, work, and make this region their home.
- 5 Planning mechanisms will protect the regions agricultural land ensuring food security, local food accessibility and sustainable agricultural production. Protection of good quality agricultural land will be collaborative across the region.

Cairns Regional Council's role includes: Vision and leadership, building resilient people and communities, facilitation and coordination and funding. Examples of our on-line services and links include:

Economic Development: <http://www.cairns.qld.gov.au/region/economicdevelopment>

Business and Industry Development: <http://www.cairns.qld.gov.au/region/economicdevelopment/development>

Examples of Council's partnerships include: James Cook University, Ports North, Department of Employment, Economic Development and Innovation, and Advance Cairns

7.3.2 INNOVATION

Our Destination for Innovation in 2031

We will cultivate an investment culture within our region by fostering and encouraging innovation and creative design.

Innovation Challenges We Face Today

- ✓ Fostering creativity, innovation, entrepreneurialism and contribution as key values evident in the region.
- ✓ Capturing the innovative expertise developed in the region and marketing this as products emerging from the leading wet tropics' city in the developed world.
- ✓ Strategies to mitigate possible adverse impacts on the social cohesion of the region when new economic directions are canvassed.

What we will do to get there

- 1 Local expertise and skills relating to innovation, sustainable tropical building design, construction, and living and working in the wet tropics will be supported and further developed with the aim of exporting this expertise to other tropical regions of the world.
- 2 Economic leaders will collaborate locally and regionally to attract investors to support local innovation to grow within our region.

Cairns Regional Council's role includes: Vision and leadership, building resilient people and communities, facilitation and coordination, engagement and service delivery. Examples of our on-line services and links include:

Economic Development: <http://www.cairns.qld.gov.au/region/economicdevelopment>

Tropical Innovation: <http://www.cairns.qld.gov.au/region/economicdevelopment/innovation>

Examples of Council's partnerships include James Cook University, Department of Employment, Economic Development and Innovation, and Advance Cairns.

7.3.3 TOURISM

Our Destination for Tourism in 2031

The regions tourism market will build upon its solid foundation of nature based tourism to include sustainable best practice in nature conservation, and diversification into a range of sport, adventure, cultural and business tourism opportunities.

Tourism Challenges We Face Today

- ✓ Combating the global financial crisis and recent natural disasters that have had a devastating impact on the number of domestic and international visitors to the region.
- ✓ Fostering opportunities for growth within the tourism sector. Tourism has been the fastest growing industry in Far North Queensland over the past three decades and provides significant employment both directly and in a wide range of support industries. Our region is Australia's fourth most popular destination for international holiday visitors after Sydney, Melbourne and the Gold Coast.
- ✓ Expanding our existing eco-tourism and natural environment opportunities.
- ✓ Develop and support the growing sport festivals and sport culture as tourism opportunities.
- ✓ Creating our region's history and culture as tourism ventures together with our neighbouring Far North Queensland regions.
- ✓ Marketing the 'laid-back' lifestyle of tropical Far North Queensland as a 'must see' destination both for the domestic and international markets.
- ✓ Expanding marketing campaigns for our region as a major cruise ship port. Outside of Sydney the region is the most visited port for major cruise ships in Australia.

What we will do to get there

- 1 Tourism will be based on the natural environment, vibrant cultures and related businesses in the region.
- 2 Growth opportunities will be pursued in the business tourism, ecotourism and cultural tourism sectors.
- 3 The emerging sport tourism and adventure sport sector will be expanded upon both nationally and internationally and consideration given to land use planning in new and existing settlement areas for this tourism sector.
- 4 Marketing campaigns for emerging tourism ventures will be a collaborative effort between Council, state government and the relevant industry sectors.

Cairns Regional Council's role includes: Vision and leadership, positioning, engagement, facilitation and coordination and service delivery. Examples of our online services and links include:

Economic Development: <http://www.cairns.qld.gov.au/region/economicdevelopment>

Tropical Innovation: <http://www.cairns.qld.gov.au/region/economicdevelopment/innovation>

Examples of Council's partnerships include James Cook University, Department of Employment, Economic Development and Innovation, and Advance Cairns.

7.4 NATURAL ENVIRONMENT

7.4.1 PROTECTING OUR ENVIRONMENT

Our Destination for the Protecting Our Environment in 2031

Our region will be internationally renowned for its natural wonder, biodiversity values and the sustainable manner in which diverse demands are managed with minimal impacts on the surrounding natural environment.

Environment Protection Challenges We Face Today

- ✓ Retaining World Heritage reef and rainforest areas, wildlife, beaches, hill-slopes, visual amenity and landscapes. Sound environmental stewardship, particularly for World Heritage sites and for retaining biodiversity, will be required.
- ✓ Mitigation of the significant impacts of the predicted increase in the population on the environment. Impacts will include demand for more water sources; more built structures; more waste and waste water to be managed; increased use of energy possibly from non renewable sources; increased greenhouse gas emissions; and more traffic and potential road congestion particularly given the lineal shape of the region.
- ✓ Minimising the impacts of climate change particularly in the more vulnerable low laying coastal areas.
- ✓ Strategies and management systems that conserve the natural environment and adapt and respond to the impacts of climate change while allowing access for recreational, educational and commercial purposes.

What we will do to get there

- 1 Maintain and enhance the ecological integrity of the region's natural environment to ensure that these areas continue to exist to ensure future generations inherit functioning and resilient natural areas.
- 2 Use of the natural environment will be characterised by a management system that will ensure diverse users work together to guarantee the resource is available for the recreational, educational and commercial well-being of the current generation.
- 3 Strategies and plans will be in place to mitigate the impacts of climate change to protect our natural areas.
- 4 Economically sustainable, renewable, safe energy options and production will be pursued for the region.
- 5 Protection of our natural resources and biodiversity conservation will underpin planning decisions to mitigate adverse impacts from urban development.

Cairns Regional Council's role includes: Vision and leadership, custodianship, engagement, facilitation and coordination and service delivery. Examples of our online services and links include:

Environmental protection: <http://www.cairns.qld.gov.au/environment/environmentalprotection>

Natural resource management: <http://www.cairns.qld.gov.au/environment/naturalresource-management>

Examples of Council's partnerships include: Queensland Parks and Wildlife Service, Department of Environment and Resource Management, and not for profit environmental groups.

7.4.2 PROTECTING OUR HERITAGE

Our Destination for Protecting Our Heritage in 2031

Our natural, cultural and built heritage will be protected, conserved and managed so that current and future generations continue to learn and pass on the stories and experience of our past.

Heritage Protection Challenges We Face Today

- ✓ Protecting our built and natural heritage, such as heritage places, character precincts and cultural landscape values.
- ✓ Maintaining the low-rise building character of the region while planning for higher density areas.
- ✓ Ensuring our diverse cultural heritage and values are embedded into planning processes.
- ✓ Ongoing use and adaption of places of cultural heritage significance.

What we will do to get there

- 1 Planning mechanisms will ensure that character buildings are retained and managed in a sensitive manner to conserve living examples of the earlier character of the region.
- 2 State and local heritage places are conserved and managed to provide a tangible connection to the community and landscapes of the past.
- 3 Cultural practices and places are respected, accessible and are shared spaces for residents and visitors to learn from and enjoy.
- 4 Indigenous and multi-cultural heritage places are identified, conserved and managed.

Cairns Regional Council's role includes: Vision and leadership, custodianship, engagement, facilitation and coordination, and regulatory. Examples of our on-line services and links include:

Cairns Heritage: <http://www.cairns.qld.gov.au/region/cairns-heritage>

Cairns style design guide: <http://www.cairns.qld.gov.au/building-planning-and-infrastructure/strategic-land-use-planning/cairns-style-design-guide>

Examples of Council's partnerships include: Department of Environment and Resource Management, the local Historical Societies.



7.5 URBAN ENVIRONMENT AND BUILT FORM

7.5.1 PHYSICAL INFRASTRUCTURE

Our Destination for Physical Infrastructure in 2031

Our region's residents will enjoy the full range of infrastructure required for self contained, functioning suburbs.

Physical Infrastructure Challenges We Face Today

- ✓ Maintaining existing and planning for future infrastructure and corridors to cater for the projected population increase, particularly road networks and water supply.
- ✓ Recognising the geographical constraint of the narrow corridor between the coast and hinterland and the possible limitations this places on the need for additional infrastructure.
- ✓ Ensuring well connected transport infrastructure and networks for road, rail, air and sea.
- ✓ Ensuring efficient, ‘light rail like’ public transport systems and infrastructure is available in, out and around the region while recognising and planning for the impacts of peak oil.
- ✓ Prioritising delivery of public and active transport infrastructure.
- ✓ Delivering pedestrian and cycle facilities (including end of trip facilities) while promoting the health benefits and promoting the tourism gains that well connected walking and cycling trails may bring.
- ✓ Sufficient renewable power sources.
- ✓ Sustainable water provision and high levels of water efficiency.
- ✓ Waste avoidance, minimisation, recycling and efficient removal.
- ✓ Reliable digital communication.
- ✓ Self containment within community hubs that includes: sport, recreation

What we will do to get there

- 1 Timely maintenance and provision of adequate infrastructure to allow a growing population to live a pleasant lifestyle within a vibrant economic environment.
- 2 Transport infrastructure and systems will be improved and well integrated to cater for population and economic growth, while contributing to better quality of life and access to services for existing and future residents.
- 3 Public and active transport strategies will be in place with the aim to achieve State government patronage targets for all peak hour trips being made by public transport in 2031.
- 4 The region’s strong energy and water infrastructure base ensures future demands are planned for and met while exploring innovative and effective approaches to improved sustainability and reduced climate change impacts.
- 5 Community infrastructure is planned for and developed in synchronisation with residential development and encourages self-contained communities.
- 6 Planning mechanisms will support infrastructure that allows for localised employment opportunities.

Cairns Regional Council's role includes: Vision and leadership, custodianship, engagement, facilitation and coordination, service delivery and regulatory. Examples of our on-line services and links include:

Strategic infrastructure planning: <http://www.cairns.qld.gov.au/building-planning-and-infrastructure/infrastructure-planning>

Public works: <http://www.cairns.qld.gov.au/building-planning-and-infrastructure/public-works>

Examples of Council's partnerships include: Department of Transport and Main Roads, and Regional Development Australia Far North Queensland and Torres Strait.

7.5.2 UNIQUE LOCATIONS

Our Destination for Our Unique Locations in 2031

The region will have many diverse and unique communities, and while each retains their own character and spirit they are intrinsically linked to the identity of the region as a whole.

Unique Location Challenges We Face Today

- ✓ Developing growth areas while protecting environmental and agricultural values. The Cairns region has the largest population in Far North Queensland and plays a vital role in servicing the needs of the broader Far North Queensland community.
- ✓ Protecting our region's hill slopes and their significant landscape values, given future growth options for the region are limited because the mountain ranges, Barron and Mulgrave River flood plains, Trinity Inlet, and the coast constrain future development.
- ✓ Retaining the region's wide range of communities which are all unique and each have a strong sense of identity.
- ✓ Developing social cohesion while creating the physical amenity of each place.
- ✓ Developing a hierarchy of provision to ensure there are appropriate and accessible services and facilities across the region.

What we will do to get there

- 1 Future urban settlement areas will be developed in a way that protects environmental values and does not diminish agricultural land.
- 2 Encourage and foster people's passion and understanding about their communities, and the unique character and spirit of their location, while being actively involved in its development.
- 3 Town planning recognises the unique characteristics of individual communities and builds upon these qualities through local variation in development requirements.

Cairns Regional Council's role includes: Vision and leadership, custodianship, engagement, service delivery and regulatory. Examples of our on-line services and links include:

Cairns heritage: <http://www.cairns.qld.gov.au/region/cairns-heritage>

Neighbourhood character study: <http://www.cairns.qld.gov.au/building-planning-and-infrastructure/strategic-land-use-planning/neighbourhood-character-study>

Cairns region planning scheme: <http://www.cairns.qld.gov.au/building-planning-and-infrastructure/planning-schemes/cairns-region-planning-scheme>

Examples of Council's partnerships include: Department of Local Government and Planning, communities and their residents.

7.5.3 SUSTAINABLE TROPICAL LIVING

Our Destination for Sustainable Tropical Living in 2031

Our region will be an exemplar for tropical regions throughout the world in our holistic approach to sustainable living in a tropical environment.

Sustainable Tropical Living Challenges We Face Today

- ✓ Ensuring development and building are approached with the most recent environmental and sustainable methodology and technology.
- ✓ Ensuring all development considers green spaces and corridors and suitable landscaping to create well-shaded places that moderate temperature and enable biodiversity to thrive within urban places.
- ✓ Mitigating the impacts of energy inefficiency in housing design and the rising costs to residents.
- ✓ Encouraging all residents to be leaders in reducing our individual carbon footprint.

What we will do to get there

- 1 Planning mechanisms will support and encourage all new developments and renewal projects to implement sustainable tropical design principles.
- 2 Our regions residents will be influenced by excellent Council leadership and advocacy and will have access to capacity building and knowledge sharing partnerships in sustainable living in the tropics.
- 3 Developers will be encouraged to consider energy efficiency and sustainable building design options in new developments, particularly in multiple dwelling designs and higher density living areas.

Cairns Regional Council's role includes: Vision and leadership, custodianship, building resilient people and communities, facilitation and coordination, engagement and service delivery. Examples of our on-line services and links include:

Sustainable tropical living: <http://www.cairns.qld.gov.au/environment/sustainabilityand-climate-change>

Cairns style design guide: <http://www.cairns.qld.gov.au/building-planning-andinfrastructure/strategic-land-use-planning/cairns-style-design-guide>

Examples of Council's partnerships include: Sustainable Tropical North Queensland, Department of Local Government and Planning, and the regions residents.



7.6 GOVERNANCE

7.6.1 GOVERNANCE AND CIVIC ENGAGEMENT

Our Destination for Governance and Civic Engagement in 2031

Our regional community will be highly engaged in visioning and decision making and actively participate in community life.

Governance and Civic Engagement Challenges We Face Today

- ✓ Managing the transition from a smaller community to a major regional city and service centre for a much larger area.
- ✓ Managing the competing needs of major communities of interest (e.g. communities with specific considerations, the business and agricultural sectors, green lobby groups, and visitors).
- ✓ Providing leadership within a democracy which has a high level of expectation regarding community consultation, while being mitigating the risks of consultation saturation.
- ✓ Engaging all sectors in the community including vulnerable people and people where English is their second language.
- ✓ Engaging community leaders and stakeholders in the continuing development of the region and engaging the broader community in responding to the proposals and outcomes.
- ✓ Improving governance structures and processes that allow easy access to information and decision-making processes.
- ✓ Encouraging communities across the region to share responsibility for their place.

What we will do to get there

- 1 Government and commercial realms and community leaders will interact regularly to ensure the needs of the region are constantly fed into the external decision-making arena.
- 2 The regions residents will understand the decision-making processes and feel comfortable contributing to them.
- 3 All future decision making will be based on the long term benefits to the region.
- 4 Opportunities will be maximised for community to be actively involved in decision making and lends to people taking more responsibility for their place.
- 5 Government and commercial realms and community leaders will ensure opportunities for strengthening volunteerism and leadership within the community building pride and sense of place.

Cairns Regional Council's role includes: Vision and leadership, custodianship, facilitation and coordination, positioning, engagement, service delivery and regulatory. Examples of our on-line services and links include:

Council meetings, agendas & minutes: <http://www.cairns.qld.gov.au/aboutcouncil/meetings>

Community engagement: <http://www.cairns.qld.gov.au/about-council/communityengagement>

Examples of Council's partnerships include: State agencies, the local and international business sector, non government organisations and community groups.

7.6.2 CONNECTED COMMUNITY

Our Destination for a Connected Community in 2031

We will be an integrated area with leaders networked within the region and connected to major external decision-makers. This integration will be seen through all levels of community and interest areas so the region is renowned for the manner in which communication occurs within its borders and its connection to the rest of the world.

Connected Community Challenges We Face Today

- ✓ Maximising the effective use of human resources within and between program areas.
- ✓ People and groups working collaboratively, rather than in a siloed approach.
- ✓ Excellent networks between key stakeholders and community leaders.
- ✓ Integrated approaches to decision-making.
- ✓ Integrated approaches to the delivery of government services.

What we will do to get there

- 1 New and existing relationships and networks will be built and strengthened between the various sectors, organisations and communities that comprise the region.
- 2 Effective and efficient networks and linkages within and between the Cairns region, our neighbouring regions and the Asia Pacific rim will be improved and encouraged.
- 3 Greater emphasis will be given to strengthening and further developing 'e-services' such as e-health, e-education and e-economy in particular with the future roll-out of high speed broadband.
- 4 The needs and desires of the region will be well documented and known in relevant external decision making circles.
- 5 Our region will be known as a hub of national and international networks associated to each area of excellence.

Cairns Regional Council's role includes: Vision and leadership, custodianship, facilitation and coordination, positioning and engagement. Examples of our on-line services and links include:

Sister cities: <http://www.cairns.qld.gov.au/region/sister-cities>

Community Services: <http://www.cairns.qld.gov.au/communityinformation/community-services>

Examples of Council's partnerships include: State agencies, the local and international business sector, non government organisations and community groups.





8 | WHERE TO NEXT?

The Cairns Regional Council Community Plan represents a mile stone in planning for the future of this region. However this is just the beginning of our journey.

Now that we have captured the thoughts of our residents we begin the journey of integrating our frameworks with your future visions, ensuring we always imagine tomorrow while planning for our future.

APPENDIX 1 - ENGAGING WITH OUR COMMUNITY

The Local Government Act 2009 directs all local governments in Queensland to engage with their communities and capture their visions, values and views to create a Community Plan that guides strategic direction for the long term future of the region.

The Local Government Act 2009 requires that the Community Plan must state how:

- The local government engaged with the community; and
- The extent to which the engagement was consistent with the local government's engagement policy.

Council's Community Engagement Strategy, developed to complement Council's Community Policy 1:05:01, identifies how Council will meet its obligations under the Local Government Act 2009. Council, through the Strategy, has committed to consult via the IAP2 Spectrum of public participation.

The IAP2 core values include:

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision making process;
- Public participation includes the promise that the public's contribution will influence the decision;
- Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers;
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
- Public participation seeks input from participants in designing how they participate;
- Public participation provides participants with the information they need to participate in a meaningful way; and
- Public participation communicates to participants how their input affected the decision.

The Community Engagement Plan for the Community Plan was created by referencing the Community Engagement Strategy.

Reports of the consultation and engagement methodology and results are available on the Cairns Regional Council website: www.cairns.qld.gov.au

Additionally background papers and consultation and engagement reports detailing community feedback have all guided the development of this Community Plan and are all available on the Cairns Regional Council website.

Get involved

Share your ideas in an online community forum.

Go to: <http://yoursay.cairns.qld.gov.au>



Phone: 4044 3044 (Cairns) | 4099 9444 (Mossman)
1800 070 444 (STD Callers) | www.cairns.qld.gov.au

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