

Vision for the Region

# Corporate Plan 2013-2017



*This Corporate Plan sets the direction for the Cassowary Coast Region community and Cassowary Coast Regional Council decision-making over the next five years.*



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## A Message from Our Mayor

The integration of two councils to form the Cassowary Coast Region, the addressing of the backlog of infrastructure and the rebuild from two major cyclones dominated the first term of the Cassowary Coast Regional Council.

We have made very significant progress in addressing these issues such that in the second term of the council we will hopefully not be burdened with such pressing issues. We will need to double efforts locally to confront negative economic pressures still being felt around the world.

I believe we can expect an improved economic outlook in the Cassowary Coast Region due in part to the work already done by many, efficiencies achieved by Council and an improved world economic climate.

This updated five year Corporate Plan sets out the strategies and priorities which reflect this position and I commend it as the overarching policy document for the balance of this term and the beginning of the next.

### Mayor Bill Shannon

FNQ & Torres Strait Regional Development Australia  
Board  
FNQ Regional Organisation of Councils  
FNQ Regional Roads Group  
Queensland Invasive Plants and Animals Co-investment  
Model Project Board.  
Cassowary Coast Local and District Disaster  
Management Groups

Terrain Natural Resource Management Finance and  
Audit Committee  
Mission Beach Marine Advisory Committee  
Australia Day Committee  
CCRC Audit Committee  
Department of Corrective Services Innisfail Work Camp  
Committee

# Our Councillors

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## Deputy Mayor Bryce Macdonald (Division 2)

**Portfolio**— Drainage, Water Supply & Sewerage Committees:  
Cassowary Coast River Improvement Trust  
Tully Multipurpose Centre Management Committee  
Cassowary Coast Natural Asset Management Advisory Committee  
Cassowary Coast Traffic Consultative Committee  
Tully Police and Community Advisory Committee  
Tully Support Centre Inc.  
Cassowary Coast Local Disaster Management Group  
CCRC Audit Committee  
Cairns Hinterland, Hospital and Health Services Community Consultation Committee - Cassowary Coast Hub



## Cr Mark Nolan (Division 4)

**Portfolio**— Community Services & Natural Environment  
Committees: Cassowary Coast River Improvement Trust  
FNQ Local Government Pest Plan Advisory Committee  
Cassowary Coast Natural Asset Management Advisory Committee  
Pease Park Management Committee  
Innisfail Aerodrome Management Committee  
Conservatorium Management Committee  
CCRC Australia Day Committee  
Innisfail Combined Sports Association Inc.  
Community Assistance Scheme Grants Selection Panel  
Liveable Cassowary Coast 2020 Committee



## Cr Glenn Raleigh (Division 1)

**Portfolio**— Planning, Environmental Services & Waste  
Committees: Local Authority Waste Management Advisory Committee  
Cardwell and District Historical Society  
Hinchinbrook Local Marine Advisory Committee  
CCRC Australia Day Committee  
Community Assistance Scheme Grant Selection Panel  
Cardstone Working Group Committee  
Regional Arts Development Fund Committee



## Cr Ian Rule (Division 5)

**Portfolio**— Transport Infrastructure Planning  
Committees: Cassowary Coast Traffic Consultative Committee  
Pease Park Management Committee  
Community Assistance Scheme Grants Selection Panel  
Cardwell Esplanade and Marine Infrastructure Recovery Project Steering Committee



## Cr Alister Pike (Division 3)

**Portfolio**— Tourism & Cultural Development  
Committees: Dunk Island Spit Management Committee  
Regional Arts Development Fund Committee  
Mission Beach Visual Amenity Advisory Committee  
Mission Beach Liquor Accord  
Mission Beach Habitat Action Group  
Mission Beach Aquatic Facilities Reference Group  
Tourism Tropical North Queensland  
Tropical Coast Tourism Inc. Board



## Cr Kylie Farinelli (Division 6)

**Portfolio**— Economic Development  
Committees: Innisfail and District Liquor Accord  
ICM Catchment Management Association  
Johnstone River Catchment Management Association  
Innisfail Aerodrome Management Committee  
Australian Sugar Industry Museum Board  
Economic Development Committee, Innisfail Chamber of Commerce  
Queensland Regional Economic Development Advisory Group  
Liveable Cassowary Coast 2020  
Queensland Regional and Economic Development Advisory Group  
Mourilyan Port Advisory Group

# Our Vision

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Our region will retain its unique tropical lifestyle, valuing our exceptional natural environment while creating a balanced, sustainable economy for future generations.

# Our Mission

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Through integrity and strong leadership combined with excellence in customer service, we will be a Council in which the community has confidence.

# Our Values

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Council believes in strong leadership. This is achieved by:



# What is the Corporate Plan?

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**The Corporate Plan 2013-17** is a high-level strategic document that sets the direction for Council for the next five years. It is one of the most significant planning document adopted by Council and is the means by which Council delivers on its mission to continue to build on the foundations of the new regional council.

The Corporate Plan is built on a strong platform that values our past experiences and recognises our future opportunities. Success in realising our opportunities is dependent on good planning, strong leadership and a commitment to collaboration and partnering between Council, community, business and other levels of government. The Corporate Plan provides for a shared objective that ensures an effort alignment of actions and service delivery by all departments within Council. Through working together we will help build a vibrant, inclusive community based on a strong regional economy that will protect our exceptional natural environment and retain our unique tropical lifestyle.

The Corporate Plan puts into effect the aspirational goals that the community has said are important to it and which are contained in the **Cassowary Coast Region Community Plan**. In addition, the Corporate Plan has identified the need for a customer focused organisation to support and deliver the strategies and actions necessary to achieve our objectives. A customer focused organisation is now included as a key focus area, together with the four key focus areas in the Community Plan. The five key focus areas include—

- A customer focused organisation
- A diverse thriving economy
- A strong social fabric
- A unique natural environment
- A liveable built environment

The Corporate Plan sets a strategic direction and seeks to balance the often competing needs throughout the region. It has been developed while being mindful of the financial challenges facing a community that is still rebuilding from Cyclone Yasi. It identifies a number of key focus areas.

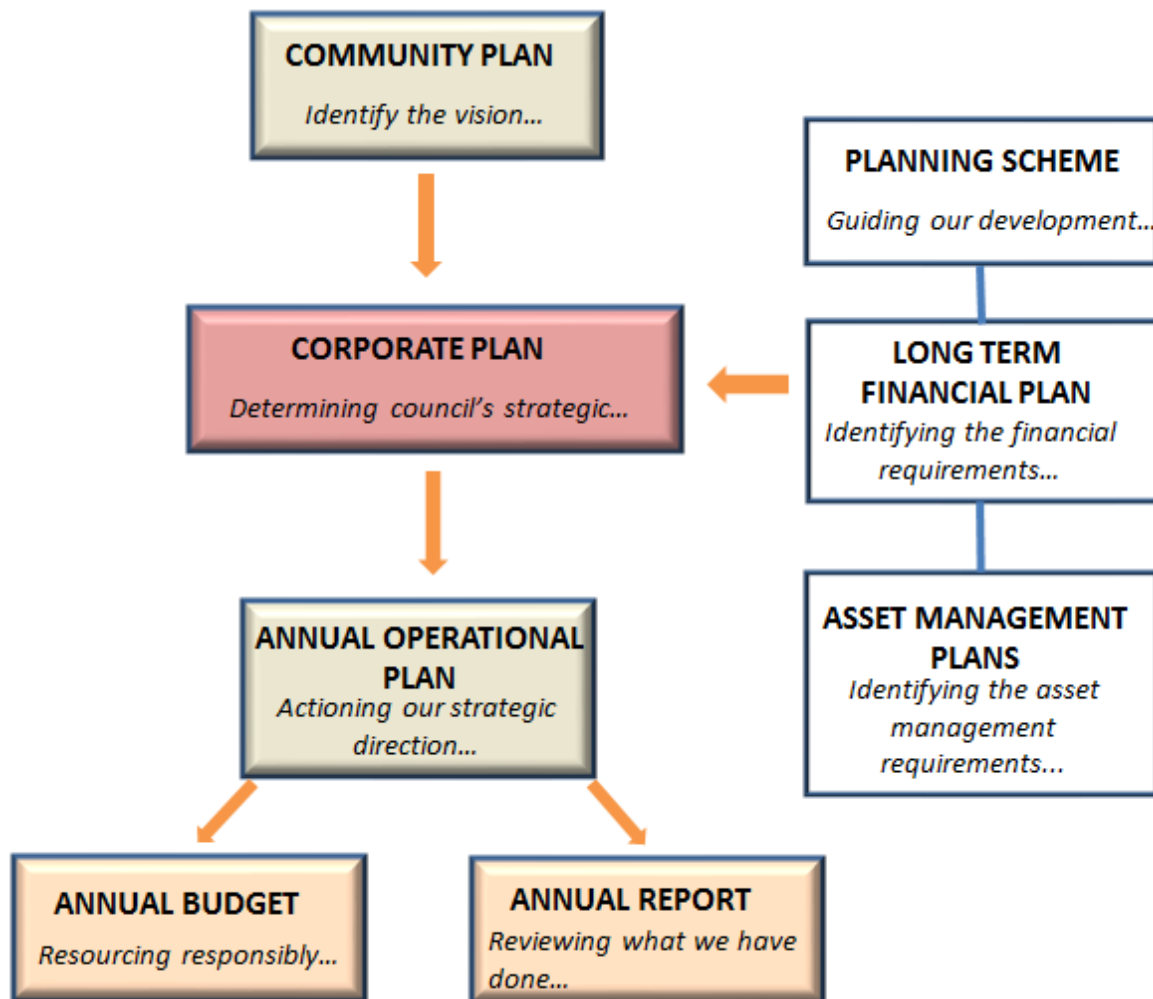
The Corporate Plan is also supported by three principal planning tools:

- Asset Management Plan
- Long Term Financial Plan
- Planning Scheme

The specific and detailed actions arising from the Plan, which will together deliver on the goals, are not specified in this Plan but will be found in Council's Annual Operation Plan and delivered by programs across Council. These annual activities are provided for in the annual budget, delivered via Council programs and reported on in Council's Annual Report.

# Corporate Planning Framework

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# Background

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As Council sets the direction for the future there was a need to examine the journey over the past five years. At the time of its formation in 2008, the Cassowary Coast Regional Council was faced with substantial challenges including:

- Ageing infrastructure
- A failed financial audit
- The challenge and cost of amalgamation
- Inadequate financial resources

In the first few years Council was successful in obtaining substantial capital grants which addressed critical infrastructure including:

- The new Jubilee Bridge
- The Innisfail Sewage Treatment plant
- The Innisfail Water Treatment plant
- The Tully Sewerage Scheme

In order to access grant funding our community had to carry an additional financial burden in the form of higher rates and charges.

In February 2011, Cyclone Yasi devastated large areas of the Cassowary Coast and over the past two years Council has worked hard to secure disaster funding to allow for the rebuilding of essential infrastructure throughout the region. While substantial funding has been secured, this has also impacted on Council's finances. In addition to the impact of the cyclone, Council is aware of the ongoing challenges for the tourism industry, which has been adversely affected by the high Australian dollar. Additionally, our two main agricultural industries, sugarcane and bananas, continue to be impacted by the vagaries of the weather and markets.

As this plan was being developed there were key projects under various stages of development and approval, all of which faced funding challenges and other logistic and management issues. These include:

- The Regional Library and Information Hub
- Mission Beach Aquatic Facility
- Cardwell Sewerage System
- Mundoo Aerodrome Redevelopment
- Tully Showgrounds Redevelopment
- Cardwell Foreshore Redevelopment
- Improved Road Transport Network
- Urban Drainage Infrastructure Plan
- NDRRA Reconstruction Program
- Kirrama Range Road
- Cassowary Coast Boating Facilities

## Review of Corporate Plan

Council has undertaken a review of its Corporate Plan originally adopted on the 24 April 2013.

The purpose of the review was to gain an understanding from Council concerning direction of the document and the effectiveness of the strategies incorporated in the Corporate Plan.

The review involved a workshop with Councillors and senior staff systematically analysing the various strategies under the five key focus areas. The strategies adopted by Council were assessed to determine whether they were effective in meeting the objectives. In some cases the strategies were no longer relevant or needed to be refocused. Minor changes have been made as a result of the review.

Overall the Corporate Plan was seen as generally on target, relevant and guiding decision making.

# Our Programs

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| General Management        | Corporate Services         | Community Services                | Works                                | Planning & Environmental Services |
|---------------------------|----------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| <i>General Management</i> | Governance & Communication | Community Services Management     | Works Management<br>Asset Management | Planning & Building               |
| <i>Human Resources</i>    | Rates & Customer Service   | Special Projects & Planning       | Engineering                          | Regulatory Services               |
|                           | Information Management     | Economic Development & Tourism    | Fleet & Depots                       | Environmental Services            |
|                           | Disaster Management        | Natural Environment               | Transport                            | Waste Management                  |
|                           | Finance                    | Community Development             | Drainage                             |                                   |
|                           | Business Systems           | Community Knowledge & Information | Marine Facilities                    |                                   |
|                           |                            | Community Facilities              | Water                                |                                   |
|                           |                            | Parks & Open Spaces               | Sewerage                             |                                   |

# A Customer Focused Organisation

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**OBJECTIVE:** *To build a strong customer focused organisation delivering effective and efficient services to the community through—*

1. Strong governance and risk awareness.
2. A customer focused organisational culture.
3. Responsible financial management.
4. Effective asset management planning.
5. Effective community engagement and communication.
6. Building skills and capacity within staff.
7. Embracing innovative technological opportunities
8. Effective disaster management.



## CHALLENGES: OPPORTUNITIES

- Effective financial management.
- Building organisational capacity.
- Increasing community expectation.
- Limited resources.
- Maximising new Technology.
- Embracing change.
- Legislative Compliance

## Key Strategies:

### 1.1 Strong Governance and Risk Awareness

- a) Provide leadership that promotes the interests and views of the community.
- b) Manage and govern the organisation according to our stated values, ensuring principles of good governance are applied to achieve the best value outcome for the community.
- c) Pursue and nurture an environment of honesty and integrity in which elected members, managers and staff work together in a spirit of trust and teamwork.
- d) Ensure the administration of the region is governed through open and transparent decision-making and reporting processes.
- e) Develop and implement proactive risk-management strategies to reduce risk to Council and the community.
- f) Develop frameworks and undertake corporate projects that effectively implement corporate and operational plans.
- g) Establish a lobbying and advocacy strategy to capitalise on the opportunities for a new region.

### 1.2 A Customer Focused Organisational Culture

- a) Review Council business practices to improve the effectiveness and efficiency of services.
- b) Undertake periodic customer service surveys to monitor customer satisfaction with Council services.
- c) Promote a best practice culture within our organisation that embodies a customer service focus.
- d) Provide professional, responsible, timely and accessible services to external and internal customers that reflect the values of the organisation.

### 1.3 Responsible Financial Management

- a) Ensure operating surpluses in Council's Annual Budget.
- b) Manage debt within financial sustainable levels.
- c) Maximise funding from external sources and commercial streams to reduce dependence on rate income.
- d) Achieve equitable rating policies across the region.
- e) Continue to enhance Council's financial systems to monitor and control the viability of Council's operations.

## 1.4 Effective Asset Management Planning

- a) Develop an effective long-term Asset Management Strategy for Council's assets.
  - Asset Management Plans for Council's assets and infrastructure
  - Priority Infrastructure Plan
  - Ten Year Capital Works Program for Council's assets.
- b) Implement and improve Council's Asset Management Portfolio to support the management and enhancement of Council's assets.
- c) Manage and maintain Council's assets in an efficient and cost effective manner optimising their value to the community, while being sustainable.
- d) Develop the following long-term plans: -
  - e) Ensure business plans and 'total cost of ownership' principles are applied to the assessment and implementation of new and significantly enhanced assets.
  - f) Foster innovative approaches to address asset management challenges and opportunities.

## 1.5 Effective Community Engagement and Communication

- a) Encourage the dissemination of accurate and relevant information to the organisation and the community.
- b) Build and strengthen Council's standing in the community through a variety of communication, branding and marketing opportunities.
- c) Promote the use of Council's community engagement framework across all areas of Council.
- d) Continue to enhance the transparency of Council's financial operations and performance, and promote awareness within the community of Council's financial management and other strategies.

## 1.6 Embracing Innovative Technological Opportunities

- a) Maximise the use of technology, information and knowledge for the benefit of the organisation and the community through effective use of business intelligence principles and the One Business Software.
- b) Establish and maintain a regional website which uses creative web design to promote the Cassowary Coast Region.

## 1.7 Building Skills and Capacity of Council Staff

- a) Encourage a participative work culture that engenders commitment and professionalism.
  - stated strategic priorities and corporate objectives.
- b) Ensure staff are provided with relevant training and personal development opportunities to achieve
  - c) Promote and support a safe and healthy work environment.

## **1.7 Building Skills and Capacity of Council Staff Cont...d**

- d) Create a safer workplace by implementing SAFEPLAN and monitoring its effectiveness.

## **1.8 Disaster Management**

- a) Ensure the organisation and the community are prepared to respond to natural disasters and other emergencies.
- b) Provide information to the community on disaster management responses and build community preparedness and resilience.

# A Diverse Thriving Economy

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**OBJECTIVE:** *To build a diverse and thriving economy through—*

1. Innovative marketing of our region.
2. Building partnerships.
3. Developing our workforce.
4. Enabling infrastructure that will support the expansion of existing industries and attract new innovative industries.
5. Planning for the future.



Maccarone's Bridge

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## OPPORTUNITIES: CHALLENGES

- Establishing our regional identity and its place in the Far North's regional economic climate.
- Ensuring the Cassowary Coast Region is seen as an economically vibrant area to do business, live and prosper.
- Overcoming real or perceived constraints to development including over regulation, lack of funding and extreme weather conditions.
- Developing effective partnerships which encourage development of training and research facilities.
- Building the capacity and mindset to seize the opportunities.
- Identifying alternative energy sources— wind, solar, hydro etc.
- Increasing the commercial usage of aviation and marine facilities
- Identifying opportunities to work in partnership with regional development agencies.
- Identifying opportunities within the Tropical North Queensland Regional Economic Development Plan.

## Key Strategies:

### 2.1 Marketing the Cassowary Coast Region

- a) Through engagement with business and industry, build a business brand for the region.
- b) In partnership with business and industry, develop and implement destination marketing and business promotion.
- c) Build capacity to assist business coordinate events, seminars and media opportunities with key stakeholders and other agencies.

### 2.2 Building Partnerships

- a) Actively engage with Advance Cairns, TTNQ, Townsville Enterprise and the Far North Region Organisation of Councils (FNQROC).
- b) Foster productive relationships with various State and Federal Government agencies.
- c) Facilitate and enhance existing local and regional business links.

### 2.3 Workforce Development

- a) Provide support to the organisations or agencies delivering workforce development activities within the region.
- b) Support business activities around existing and proposed transport networks.
- c) Work with business, industry groups and government agencies to facilitate local business-related networking opportunities.
- d) Develop effective collaborative links with local, regional and national education and training providers in the region.

### 2.4 Enabling Infrastructure

- a) Identify priority Council infrastructure that is considered necessary to support economic growth both now and in the future.
- b) Identify and advocate for key regional and state infrastructure that is considered necessary for regional economic growth.
- c) Encourage new opportunities and projects across the region that diversify the local economy and facilitate growth and investment.



## 2.5 Planning for the Future

- a) Actively engage in the development of regional planning at the state level to position the Cassowary Coast region for appropriate future growth and development.
- b) Identify the opportunities for economic growth corridors around major infrastructure.
- c) Review the effectiveness of Council's Tourism role and objectives and implement strategies to align Council activity with the Tourism Industry framework.

# Strong Social Fabric

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**OBJECTIVE:** *To build a strong and resilient community that celebrates diversity and operates within strong social networks through—*

1. An engaged and involved community.
2. Maintaining social infrastructure.
3. Promoting healthy, active and safe living.
4. Valuing a knowledge-based and informed future.
5. An inclusive, diverse, fair and cohesive community.



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## CHALLENGES: OPPORTUNITIES

- Effectively communicating Council's actions, decisions and future projects.
- Building stronger cohesiveness between the communities within the region.
- Effectively advocating for the community.
- Meeting the challenge of delivering major organisational projects.
- Effective partnerships within the community.
- Facilitating and building a positive self-reliant community.
- Community perceptions of Council's role and performance.
- Reconciliation and closing the gap.
- Celebrating cultural difference and regional identity.
- The challenge of an ageing community.
- Increasing community awareness of the fiscal and resource limits that govern Council's capacity to deliver services.

## Key Strategies:

### 3.1 An Engaged and Involved Community

- a) Incorporate community engagement plans in the development of all major projects and decisions directly impacting on the community.
- b) Increase the utilisation of new web-based technologies as a means of enhancing the connection with the community.
- c) Collaborate with and support local communities in applying "self help" local responses to demonstrated community needs.
- d) Advocate for disadvantaged and other minority groups within the community.

### 3.2 Maintaining Social Infrastructure

- a) Identify shortcomings in the provision of social infrastructure in the region and advocate for the State and Commonwealth Government to address the community needs.
- b) Develop a Sports, Recreation and Open Space Plan for the region which strengthens our social fabric.

### 3.3 Promoting Healthy, Active and Safe Living

- a) Promote the active use of recreational infrastructure and services and work with sporting and recreation clubs to increase participation.
- b) Progressively undertake safety and accessibility audits of the region's population centres.
- c) Collaborate with local health services to disseminate health promotional information across the region.
- d) Actively promote healthy and safe living spaces through the region's planning scheme.
- e) Provide the community with parks, reserves and sporting facilities that meet identified needs.

### 3.4 Valuing a Knowledge-Based and Informed Future

- a) Deliver a quality public library system that fosters lifelong learning and maximises the opportunities in the digital environment.
- b) Foster partnerships, facilitate programs and provide support to community ventures which recognise and promote cultural heritage and the arts through the region.

### **3.5 Inclusive, Diverse, Fair and Cohesive Community**

- a) Adopt a Cultural Plan to guide Council in celebrating and preserving the region's diverse cultural identity.
- b) Support the region's rich multicultural heritage.
- c) In partnership with traditional owners and/or government agencies, develop opportunities that enhance wider participation of indigenous people in our community life.

# Unique Natural Environment

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**OBJECTIVE:** *That our communities value the diversity of our region's natural environment through—*

1. Maintaining our unique biodiversity.
2. Protecting, restoring and enhancing our special places.
3. Protecting our natural resources and landscapes.

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## OPPORTUNITIES: CHALLENGES

- Preserving our natural environment.
- Sustainable farming.
- Protecting our biodiversity.
- Coastal protection.
- Healthy rivers.
- Waste disposal.
- Built environment.
- Sustainable Eco Tourism.



## Key Strategies:

### 4.1 Maintaining our Unique Biodiversity

- a) Develop effective partnerships to ensure a coordinated approach is taken to natural resource management across the region.
- b) Partner with responsible agencies such as Terrain, Great Barrier Reef Marine Park Authority and National Parks, to ensure preservation of the region's biodiversity.
- c) Support the protection of endangered species.
- d) Promote a strong network of wildlife corridors that provides movement and protection of our endangered species and other wildlife and resilience to future impacts of climate change and urban development.
- e) Recognise and promote a range of opportunities to improve the region's wealth and wellbeing.

### 4.2 Protecting, Restoring and Enhancing our Special Places

- a) Develop effective partnerships to ensure a balance between lifestyle expectations and conservation of natural values is maintained.
- b) Manage the region's coastline to sustain its amenity, accessibility and biodiversity.
- c) Prepare and protect coastal areas from the impact of storm activity and climate change.

### 4.3. Protecting our Natural Resources and Landscapes

- a) Develop effective partnerships which assist Council in meeting its natural resource management responsibilities.
- b) Provide an effective and customer focused management system for addressing environmental hazards and public health nuisances.

# Liveable Built Environment

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**OBJECTIVE:** *That the development and growth of our region demonstrates social, economic and environmental sustainability through—*

1. Effective planning for liveable outcomes.
2. Delivering sustainable community infrastructure.
3. Making sustainable decisions.
4. Embracing our places and spaces.
5. Efficiently transporting our people and goods around the community.



## CHALLENGES: OPPORTUNITIES

- Effective management of ageing infrastructure.
- Balancing conflicting community interest in land use planning.
- Delivering an effective road network.
- Reviewing community infrastructure and service levels.
- Building connected communities.
- Planning and delivering drainage infrastructure.
- Harbours and marine facilities.
- Sustainable water supply, treatment and reticulation.
- Sustainable sewage collection, treatment and disposal.
- Effective waste disposal systems.
- Building diverse public spaces.
- Management of heritage buildings and structures.



Sewer Pump Station 1

## Key Strategies:

### 5.1 Planning for Liveable Outcomes

- a) Develop and implement a new Cassowary Coast Region Planning Scheme that guides the future growth of the region.
- b) Develop and implement effective infrastructure planning that meets the community's needs and informs Council's long-term Capital Works Programs and Priority Infrastructure Plans.
- c) Ensure the availability of sufficient commercial and industrial land linked to existing and future industry needs.
- d) Undertake planning to identify environmentally suitable sites for waste disposal for the medium and long term.

### 5.2 Delivering Sustainable Community Infrastructure

- a) Encourage innovative approaches to the provision and management of smart sustainable community infrastructure.
- b) Provide and manage sustainable community facilities to meet the needs of a changing community and encourage multiple uses.
- c) Develop and implement measures to reduce Council's energy use and carbon emissions.
- d) Provide and manage appropriate marine facilities to meet the boating needs of the region.
- e) Provide and manage cost effective and efficient water supply and sewerage infrastructure, which provide for growth while being environmentally sustainable.
- f) Provide and manage appropriate and sustainable storm water drainage infrastructure to minimise the risk to the community and the environment.
- g) Maintain and enhance the operation of existing waste management sites and investigate options for alternative waste technology and methods of disposal.
- h) Ensure disaster mitigation and sustainability principles are applied to the maintenance and delivery of Council's assets.
- i) Collaborate with State Government and adjoining local governments to ensure timely delivery of essential regional infrastructure.



### 5.3 Embracing our Places and Spaces

- a) Nurture a sense of place where residents of the region value the unique wet tropical location and distinctive flavours of our region.
- b) Provide, manage and enhance the region's recreational facilities, including parks, sporting fields, open spaces and foreshores, for varying types of sporting and recreational activities.
- c) Ensure that our public spaces are safe and accessible to all community members regardless of age and ability.
- d) Develop and implement master plans for significant public spaces and streetscapes, which allow for long term staged delivery of vibrant community infrastructure.
- e) Encourage the provision of vibrant public art to enhance community buildings, public places and open spaces.

### 5.4 Getting People and Goods around our Community

- a) Provide and manage the region's transport infrastructure network to enable the safe, efficient and sustainable movement of people, goods and freight.
- b) Lobby and advocate for an efficient and sustainable integrated transport system, including road, rail, air and sea infrastructure, to provide cost effective and flexible freight solutions to industry within our region.
- c) Lobby and advocate for improved public transport options across the region.
- d) Provide and manage a network of linked, shared cycle and pedestrian friendly pathways, with supportive infrastructure for commuter and recreational use throughout the region.