

Regional Development Australia Brisbane



Regional Roadmap

2010 – 2011

Volume 1

RDA Brisbane Regional Roadmap 2010 – 2011

Volume 1

This document is the first of two volumes

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Message from the Chair

In 2009 Queensland's Regional Development Australia organisations were established with the broad and challenging brief of working across our communities to address social, economic and environmental issues in our regions. Since then, Regional Development Australia Brisbane has come to embrace this remit in a city with a population of more than one million people and growing.

The Regional Roadmap outlines the priorities Regional Development Australia Brisbane has identified for the Brisbane region. This has arisen from an extensive research process including stakeholder consultation. Through this process, we have come to appreciate the greater city environment as a unique place to live, work, play and learn. RDA Brisbane will be working towards ensuring that the city continues to provide abundant opportunities and realises its potential. This means we will be addressing strategically and regionally significant priorities through focused and concerted action.

Brisbane is emerging as Australia's new world city – this is a transition to be celebrated. The Roadmap's priority themes that frame our activity over the next year support this ambitious aspiration. Through consultation our stakeholders have identified a clear role for RDA Brisbane as a partner and networker in enhancing cross-sectoral communications and whole of government processes. We can only do this through processes which embed stakeholder engagement, innovation, integrated planning and relationship building.

The completion of the Regional Roadmap marks an important milestone in RDA Brisbane's evolution, outlining the strategic framework for a meaningful contribution to our city's development. The RDA Brisbane Committee hopes to create many opportunities for dialogue with sector groups and communities as we implement this strategy.

John Shepley
Chair
RDA Brisbane Committee

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1 Executive Summary

1.1 Brisbane in Brief

Regional Development Australia (RDA) Brisbane's region is the entire Brisbane Local Government Area (LGA) which is governed by Brisbane City Council (BCC). Brisbane is Queensland's key cultural, civic and business centre. The city attracts significant leisure and business visitors and is the gateway to the state and the greater South East region. Brisbane is a sub-tropical city which promotes a relaxed and friendly lifestyle, with a current population of well over one million people. The city enjoys high environmental values and is recognised as the most biologically diverse Australian capital due to its sub-tropical location and unique landscape. Over the past decade, Brisbane has experienced strong economic growth, economic diversification, significant investment in infrastructure and other construction activities, and strong population growth. The city is a major driver in Queensland's economy and accounts for almost half of the total state economy.

1.2 Evidence

RDA Brisbane's Regional Roadmap presents priority themes, issues and actions, drawing on an evidence base comprised of:

- *Desktop research* including reports, media reports and statistical data
- *Stakeholder interviews* with 21 key stakeholder organisations
- *Policy review* of key policy and planning documents produced by all levels of government

These inputs into the Regional Roadmap revealed that Brisbane is presented with a broad range of challenges and opportunities. Addressing these challenges and realising opportunities will better position the city as a competitive world city.

1.3 RDA Brisbane Role

Stakeholder interviews revealed specific opportunities and the need for RDA Brisbane to fulfil a unique 'value adding' role in enhancing regional development and consistency in decision making within a capital city context. As the city grows, there is a clear need for enhanced networks across all levels of government and all sectors. Stakeholders have particularly identified a need for a regional development agency that focuses on the following:

- Engagement and networks
- Communication (across government and sectors)
- Whole of government
- Catalyst for change (improvement)
- Research and intelligence

These are consistent with the RDA Charter and RDA Brisbane has the opportunity to develop a unique, innovative and flexible approach to fulfil this role and the expectations expressed by stakeholders.

1.4 Regional Priorities

The Regional Roadmap outlines RDA Brisbane's commitment to regional development in 2010 to 2011 with the following priorities:

Priority	To achieve ...
<i>Transport</i>	A connected city with appropriate transport infrastructure and transit efficiency
<i>Future Workforce</i>	High workforce participation and workforce skilling to foster social inclusion, productivity and competitiveness
<i>Liveability</i>	High quality of life and social sustainability promoting social inclusion and wellbeing
<i>Emerging Enterprise & Innovation</i>	Diversification of the economy through growth and development of emerging enterprise and innovation
<i>Carbon</i>	Effective greenhouse management and transition to promote economic growth, resilience and opportunity

These priorities strongly focus on economic development and job creation by leveraging regional strengths and potential. The priorities also ensure that economic development and job creation is informed and enhanced by social and environmental considerations. While the priorities and actions are focused on developing local conditions, there are potential export benefits that can be accrued by other agencies scaffolding from these actions.

1.5 Vision

This document has presented considerations in relation to RDA Brisbane's vision and identified a need for the Committee to establish a vision. In these considerations, it is regionally advantageous for RDA Brisbane to express its support for the *Brisbane: Australia's new world city* place branding strategy as developed by Brisbane Marketing and Brisbane City Council. This can be constitutive of or contribute to RDA Brisbane's vision.

2 Introduction

Regional Development Australia (RDA) is a national network of Federal, State and Local Government partnerships aiming to grow and strengthen Australia's regions. RDA Committees have five key roles assigned to them by government sponsors:

1. Consultation and Engagement with the Community
2. Informed Regional Planning
3. Whole of Government Activities
4. Promotion of Government Programs
5. Community and Economic Development

The Organisation for Economic Co-operation and Development (OECD) (2009) proposes that "regions should invest in their own growth by mobilising local assets and resources so as to capitalise on their specific competitive advantages, rather than depending on national transfers and subsidies to help them grow". To be successful, emphasis needs to be placed on *how* investments are made, *how* regional assets are used and *how* synergies are exploited. Key policy approaches recommended by the OECD include a mix of soft and hard capital (including capital stock, labour market, business environment, social capital and networks). (Department of Infrastructure, Transport, Regional Development and Local Government)

William F. Miller of Stanford University has explained the imperative of "regional habitats" in innovation-driven economic development:

What works? What is effective are "people and place" policies. What does not diffuse away quickly are infrastructure and workforce. Although a few key people may be mobile, large numbers of the workforce are not mobile. Policies that support the education and training of the workforce, that support research combined with education, that support a modern infrastructure, and support the development of institutions that facilitate collaboration between business, government, and the independent sector will have lasting effects of building capacity that does not diffuse away. Develop the people and places - the habitat for living and working. (Collaborative Economics, 2008, p. 18)

The Regional Roadmap draws on and acknowledges a range of foundational ideas, concepts and megatrends which are extrapolated in Appendix 1.

2.1 RDA Charter

Regional Development Australia is a partnership between the Australian, State, Territory and Local Governments to develop and strengthen the regional communities of Australia. It will have a pivotal role in ensuring the long term sustainability of Australia's regions.

A focus of Regional Development Australia will be on the economic, social and environmental issues affecting communities. Regional Development Australia will work with all sectors of the community, including women, young people, Indigenous Australians and people from a variety of cultural backgrounds.

Regional Development Australia will be an important contributor to and driver of:

- Regional business growth plans and strategies, which will help support economic development, the creation of new jobs, skills development and business investment
- Environmental solutions, which will support ongoing sustainability and the management of climate change (including the impact of drought, flood or bushfires)
- Social inclusion strategies, which will bring together and support all members of the community.

Regional Development Australia, in consultation with the community, business, non profit organisations and all levels of government, will articulate local priorities, identify and align resources, engage stakeholders and promote solutions. In doing this, Regional Development Australia will support the growth and development of regional communities across the country.

Regional Development Australia will support, promote and disseminate information on government policy initiatives for the benefit of local communities. To this end, Regional Development Australia Committees and Chairs will have a strong understanding of Federal, State and Local Government policies and initiatives, and the ways in which local communities can engage with them. Regional Development Australia will take a leadership role in bringing together organisations to take advantage of government programs, policies and initiatives.

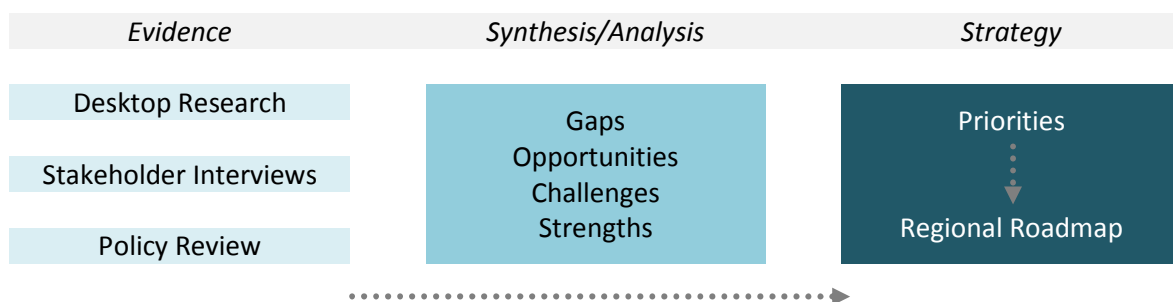
Regional Development Australia will be an effective conduit between governments and regional communities.

2.2 Methodology

The methodology for this project was based on the compilation of three main bodies of knowledge that comprise the evidence base:

- Interviews with 21 stakeholder organisations identified by a Sub-Committee of the RDA Brisbane Committee
- Policy review focused on high level government planning and policy
- Desktop research including context profile based on literature, statistical data and other data

The following diagram captures the knowledge flows:



The methodology has adopted a top down/bottom up process to ensure those inputs reflect a range of interests and to ensure some level of verification across data sources. This means there have been elements of both inductive and deductive methods used in the preparation of this document.

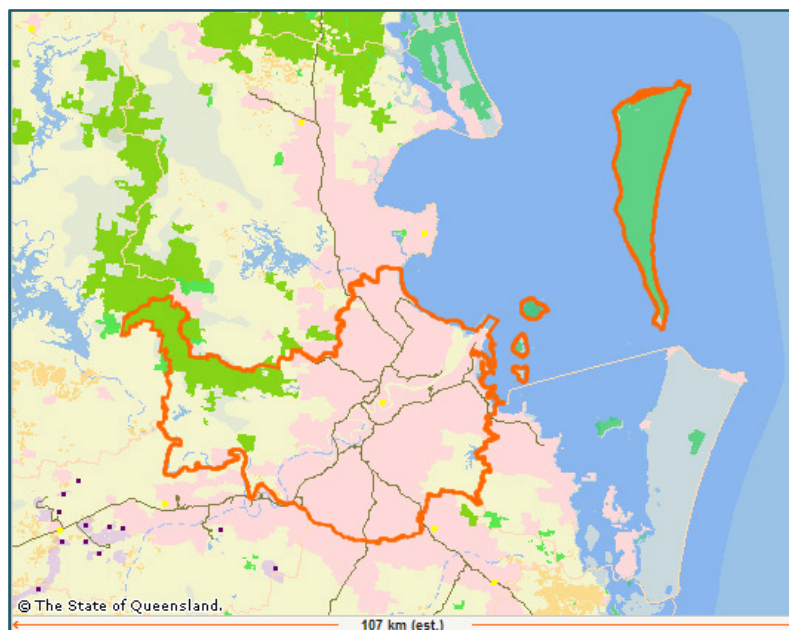
3 Regional Overview

3.1 Acknowledgement of Traditional Owners

The Jagera and Turrbal peoples are acknowledged as the traditional owners of the land on which Brisbane stands. Aboriginal people knew the area where Brisbane's CBD is now located as Mian-jin, meaning 'place shaped as a spike'. In contemporary Brisbane, Aboriginal communities continue to maintain strong ties to areas in and around the city with particular cultural significance placed on river areas and other sites, such as Musgrave Park in South Brisbane.

3.2 Overview of the Region

RDA Brisbane's region is comprised of the entire Brisbane Local Government Area (LGA) which is governed by Brisbane City Council (BCC). The 189 suburbs of the municipality of Brisbane are divided into 26 wards. As the capital of Queensland, Brisbane is the commercial and administration centre of the South East Queensland region and the focus of major regional, national and international transport routes. According to the Australian Bureau of Statistics (ABS), the LGA covers a land area of 1326.8 square kilometres¹ around the Brisbane River on the coastal plain between the Great Dividing Range to Moreton Bay and includes Moreton Island.



Brisbane Local Government Area. Source: Information Queensland

While the land area of Brisbane LGA represents 0.1% of the total area of the state, the population of Brisbane's LGA as at the 2006 Census represented 24.49% of Queensland's population (3,904,534 persons). Brisbane LGA's population (excluding overseas visitors) as recorded in the 2006 Census was 956,129 persons, 48.9% were male and 51.1% were female. The population is projected to be 1,208,295 persons in 2026.

¹ This is a slightly smaller area than reported in Brisbane City Council planning studies.

Brisbane is a key cultural, civic and business centre with over 106,000 businesses operating in the Brisbane LGA. The city attracts significant leisure and business visitors and is the gateway to the state and the greater region. Brisbane is a major driver in Queensland's economy, and accounts for almost half of the total state economy. Experiencing significant employment growth, the city will account for over 40 per cent of employment growth in South East Queensland to 2031. The city has a diverse economy and community with a strong innovation and research profile. Strongest industry profile in terms of employment is forecast to be property and business services, retail, health and community services, manufacturing and construction.

A **detailed regional overview is included in Appendix 2** which includes other information about Brisbane's social, environmental and economic conditions and establishes a significant component of the evidence base of this document. A snapshot of demographic information sourced from the 2006 Census is noted below.

Social	
Aboriginal & Torres Strait Islander Persons	<ul style="list-style-type: none"> The population includes 12,937 or 1.4 per cent Aboriginal and Torres Strait Islander persons.
Age	<ul style="list-style-type: none"> 18.1 per cent of the population usually resident in Brisbane were children aged between 0-14 years and 21.7 per cent were persons aged 55 years and over. The median age of persons in Brisbane was 34 years (compared to 37 years for persons in Australia).
Persons Born Overseas	<ul style="list-style-type: none"> 229,174 (24 per cent) were born overseas 806,376 (84.3 per cent) were Australian citizens 69.5 per cent of persons usually resident in Brisbane were born in Australia. Overseas born population are most commonly born in England (3.9 per cent), New Zealand (3.6 per cent), China (1 per cent), Viet Nam (1 per cent) and South Africa (0.8 per cent)
Language spoken at home	<ul style="list-style-type: none"> English was stated as the only language spoken at home by 79.8 per cent of persons usually resident in Brisbane. The most commonly spoken languages other than English were: Mandarin (1.9 per cent), Cantonese (1.4 per cent), Vietnamese (1.4 per cent), Italian (0.9 per cent) and Greek (0.7 per cent)
Family Characteristics	<ul style="list-style-type: none"> There are 224,767 families in Brisbane Of these families, 44.1 per cent are couples with children, 37.8 per cent are couples without children, 15.3 per cent are one parent families and 2.8 per cent are other types of families
Population Movements	<ul style="list-style-type: none"> At the time of the 2006 Census 46.6 per cent of persons were living (usually residing) at a different address five years earlier, indicating that more than half the population are settled in their current residence.
Socio-Economic Indexes for Areas (SEIFA)	<ul style="list-style-type: none"> 7.2 per cent of the 2006 usual resident population were in the most disadvantaged quintile and 39.0 per cent of the population of Brisbane were in the least disadvantaged quintile.
Disability	<ul style="list-style-type: none"> 3.4 per cent of persons are in need of assistance with a profound or severe disability in Brisbane.
Education	<ul style="list-style-type: none"> 57.1 per cent of persons aged 15 years and over hold a post-school qualification. 35.8 per cent of the labour force do not hold post-school qualifications 48.8 per cent of 15 to 24 year olds do not hold post-school qualifications

	<ul style="list-style-type: none"> 6.7 per cent of teenagers in Brisbane were neither working nor studying
Volunteering	<ul style="list-style-type: none"> 18.7 per cent of individuals aged over 15 (146,423 persons) have performed unpaid voluntary work.
Employment & Income	
Labour Force (population aged 15 years and over)	<ul style="list-style-type: none"> The total labour force in Brisbane LGA is 508,783 representing 53.21 per cent of the total population. 63.3 per cent of the labour force is in full time employment, 27.3 per cent are in part time employment. Employment figures have fluctuated as a result of the Global Financial Crisis. The participation of women in the workforce is increasing
Occupation	<ul style="list-style-type: none"> The most common occupations of employed persons usually resident in Brisbane were Professionals (26.4 per cent), Clerical and Administrative Workers (16.7 per cent), Managers (12.3 per cent), Technicians and Trades Workers (11.8 per cent) and Sales Workers (9.9 per cent).
Industry of Employment	<ul style="list-style-type: none"> Health Care and Social Assistance was the largest industry of employment, with 11.4 per cent of the region's employed labour force. Other industries with relatively large numbers of employed persons included Retail Trade (10.4 per cent) and Professional, Scientific and Technical Services (9.5 per cent).
Median Income	<ul style="list-style-type: none"> Median individual income is \$556 per week Median household income is \$1,157 per week Median family income is \$1,403 per week Brisbane median incomes are higher than national median incomes
Low Income Earners	<ul style="list-style-type: none"> 35.5 per cent of all persons aged 15 years or over stated their gross individual weekly income was less than \$400 The proportion of people earning nil or negative income is increasing
Unemployment	<ul style="list-style-type: none"> The number of unemployed persons aged 15 years and over (based on a smoothed series in March quarter 2010) was 28,372 persons. This represented an unemployment rate of 4.6 per cent, which is lower than Queensland which had a smoothed unemployment rate of 5.6 per cent.

The following **key trends and tendencies** have been identified across the domains of society, economy and environment and supporting documentation for these is in Appendix 2:

Society	<ul style="list-style-type: none"> Population growth and demographic change (e.g. ageing) in both Brisbane and surrounding LGAs Women's participation in the workforce has been increasing Incomes are generally increasing A significant proportion of the population is spending more than 30 per cent of household income on housing Median age is gradually increasing but population on average is younger than national and state median age Family structure is changing Disadvantage can be locational and complex with particular 'hot spots' in Brisbane Education levels increasing but participation in higher education, expressed as a percentage of the population, is decreasing Home based internet access is high but there are gaps Brisbane is experiencing housing affordability pressures Overseas born is increasing Indications of need and/or unmet demand for childcare
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Economy	<ul style="list-style-type: none"> ▪ Changing structure of the economy, employment profile and industry ▪ Economic activity is clustered in key locations ▪ Projections indicate employment growth in retail trade and property and business services ahead of health and community services ▪ Export dominance is projected in manufacturing and business services ▪ Small business represents 98.7% of businesses and there is a need to attract larger business and investment ▪ Infrastructure is needed to underpin economic growth
Environment	<ul style="list-style-type: none"> ▪ SEQ vulnerable to climate change and extreme weather events ▪ High carbon pollution due to industry and population concentration ▪ Significant environmental footprint ▪ Notable rainfall and temperature fluctuations recorded ▪ Significant biodiversity ▪ Significant conservation areas ▪ Heat islands manifesting ▪ SEQ waterways under stress ▪ 40% of natural species threatened with extinction

3.3 Challenges and Issues

As a major metropolitan region Brisbane faces several challenges arising from its natural and built environments. These are addressed by various planning documents including the *South East Queensland Regional Plan 2009 – 2031* (SEQRP). Typically, growing regions and cities face a range of issues and challenges in assuring long term prosperity, inclusion and sustainability. These can include:

- Investment attraction, business costs and services
- Global competition for talent, skills and workforce
- Education, research and innovation
- Demand on services particularly health and human services
- Climate change, environmental sustainability and greenhouse gas emissions
- Infrastructure provision including transport and communications
- Uptake and diffusion of emerging technologies
- Energy transition
- Housing affordability for low to middle income earners
- Urban renewal and community displacement
- Liveability and changing urban lifestyles
- Social diversity and cohesion
- Transport

Additionally, the Brisbane City Council and Brisbane Marketing are addressing the state capital's global positioning through a clearly articulated and aspirational brand strategy – *Brisbane: Australia's new world city*.

3.3.1 Sustainability

The key challenges as identified in planning documents significantly flag sustainability as a guiding principle for growth and this is embedded in statutory planning instruments.

As a macro issue, climate change will present challenges in the short and long term and it requires both mitigation and adaptation. The scope of such challenges is broad and includes the impacts of more extreme weather events, particularly flooding, on economic, social and environmental wellbeing. Responses to such issues are multiple and include retooling industry, growing sustainable skills and enterprise, a price on carbon, retrofitting cities and buildings, carbon sequestration, developing renewable energy, establishing a smart grid, climate- and resource- sensitive design of our cities and building, enhanced disaster management, rehabilitating bushland and waterways, changing behaviour (e.g. reducing car use, purchasing choice), relocalisation etc. Documents such as the SEQ Regional Plan and the Draft SEQ Climate Change Management Plan provide frameworks for managing the impacts of Climate Change. Brisbane City Council is also establishing targets and responses that are aligned to these strategies. The *State of Australian Cities 2010* cites estimates that cities produce 67-75 per cent of greenhouse emissions and that Australians are among the highest greenhouse gas emitters per capita among the OECD countries (on the basis of export oriented and greenhouse intensive industries such as mining and agriculture).

The *State of Australian Cities 2010* also proposes that because cities are the locus of the greatest concentrations of innovation:

Australian cities provide many opportunities to lead the nation towards a more sustainable future. The way in which cities are planned, built and function can promote more efficient use of resources including water, energy and land, minimise the production of waste and encourage more reuse and recycling, reduce greenhouse gas emissions, and support biodiversity in and around urban areas through better management of open and green space.

Cities can be a resource for the generation of renewable energy, they can reduce pressure on potable water supplies through decentralised water collection, and they can produce food. Some of this can be achieved through technological advances, but recent trends in water consumption and passenger travel also suggest that changing individual, household and community practices are making significant contributions to improving the sustainability of urban systems.

3.3.2 Driving Economic Growth

Cities are the main drivers of sustained national economic growth and productivity performance because they provide the following benefits:

- *Efficiency* – labour/business concentration generates opportunities for scale economies, business agglomeration and efficient resource allocation
- *Infrastructure* – infrastructure investments in cities contribute the greatest efficiency gains to the overall economy that can be maintained over the long term; the economic growth leveraged by prudent infrastructure investments generates future revenue streams that far exceed the initial investment
- *Innovation* – human capital endowments and knowledge infrastructure generates innovation and efficient services to support the rest of the productive economy
- *Employment* – between 1996 and 2006, capital cities generated almost 1 million out of 1.5 million total jobs in Australia; 60 per cent of city jobs were in highly skilled above average income professions. (BCC)

These benefits also present as significant challenges for maintaining productivity and competitiveness. Economic projections indicate that Brisbane's jobs growth will exceed population growth indicating future issues associated with labour and skills supply.

Innovation is integral in the development of a competitive economy and a recent study, *Brisbane: Innovation Scorecard 2010*, establishes that Brisbane businesses are investing in innovation revealing that:

- Exporting firms are more likely to invest in innovation
- Firms apply many different forms of innovation to improve their business performance
- Finance is currently the largest obstacle to further innovation
- Smaller businesses take more risk in bringing entirely new ideas to new markets and industries.

Brisbane's innovation profile is emerging and increasingly recognised, with as yet untapped opportunities for export and commercialisation.

3.3.3 Regional Context

There is also a need to consider Brisbane's place in the context of the SEQ Region and the need for a regional economy driven by competitiveness and productivity. Brisbane City Council's Economic Development Unit notes that population and economic forecasts demonstrate the potential to increase the economic performance of SEQ as a region by adopting planning that considers the whole of SEQ as a single, inter-connected region, not as a series of isolated settlements. Consequently the challenges for regional development, as identified by BCC, include:

- *Funding infrastructure*: future economic return will more than cover the initial costs and financial mechanisms are needed to bring investment forward
- *Addressing congestion*: Accessibility of employees to work within reasonable transport times is critical to the economic success of South East Queensland
- *Planning for business growth*: Securing land for business growth in the forecast growth locations to deliver strongest economic outcomes for the whole community
- *Economic development is focused on the major business and industry precincts*: Address connectivity between the CBD, Australia Trade Coast (ATC) and South Western Industrial Region

Many of Brisbane's systems, such as transport, food, environment, energy and water, are regionally planned and managed.

3.3.4 Infrastructure & Connectivity

Both the Brisbane City Council and State Government have undertaken infrastructure planning for the LGA and SEQ region. Supporting the SEQR, the State Government's SEQ Infrastructure Plan and Program (SEQIPP) sets out major infrastructure priorities for the region. Without appropriate investment in infrastructure the social, environmental and economic stability and security of the region may be at risk and this has been identified as a challenge for the region. Over the past decade, economic demand placed on the city's assets has outpaced the provision of additional infrastructure. Continued expansion of the city's economy and future contribution to regional and national economic growth may be impeded.

The South East Queensland Infrastructure Plan and Program (SEQIPP) addresses many of the challenges associated with infrastructure development in the SEQ Region. The core principles of the SEQIPP are:

- Efficient resource use
- Liveability and community wellbeing
- Economic activity
- Funding partnerships

Brisbane City Council is presently updating the Brisbane Long Term Infrastructure Plan (BLTIP) that will detail infrastructure priorities beyond the Priority Infrastructure Plan (PIP) (as a mechanism for infrastructure charging including community infrastructure) and with consideration of the SEQIPP. The BLTIP was released in 2007 in response to the SEQRP 2005. Issues identified in the plan include congestion, traffic delays, freight constraints, parking issues and catering for walking and cycling. BCC's Economic Development Plan 2006 – 2011 reinforces the message of maintaining and developing infrastructure to stay abreast of population and economic growth and to secure the city's competitiveness. Infrastructure is one of the central platforms of the plan which states that a backlog of infrastructure projects is inhibiting economic development in Australia Trade Coast and other areas. The plan stresses the need for innovative and collaborative arrangements in the realisation of major infrastructure projects.

The CBD is the major locus of employment and business activity in the SEQ Region, with major industrial activity concentrated in specific locations in strategically located outer precincts (e.g. Australia Trade Coast, Richlands). This causes strains on transport networks, with congestion identified as a persistent issue. A 2006 study produced by the Competition and Regulation Working Group (Bureau of Transport and Regional Economics (BITRE)) reports that the costs of congestion on the national road network are not confined to particular levels of government or specific user groups or locations and affect broader transport networks (December 2006). The BITRE report examined the likely traffic and congestion trends for the 15 years from 2005 to 2020 and found that population and economic growth drive traffic growth. It concluded that traffic levels in our cities will increase by 37 per cent over the 15 year period. For Brisbane, the report notes the avoidable costs of congestion - arising from extra travel time, increased unreliability, freight costs, higher vehicle operating costs (especially fuel use) and poorer air quality - as follows:

	2005 estimate	2020 estimate	2005-2020 growth
Brisbane	\$1.2 billion	\$3.0 billion	150%
Totals for Australian Capital Cities	\$9.4 billion	\$20.4 billion	117%

Brisbane contributes 14 per cent of the nation's avoidable costs associated with congestion. The amelioration of congestion can involve a range of measures other than expanding road networks e.g. enhanced urban design, new urbanism and compact growth, promotion of walkability and cyclability, enhanced public transport networks. Such measures are reflected in SEQ and Brisbane planning documents and strategies.

Nationally, Australia faces an infrastructure deficit and is challenged to develop funding mechanisms and approaches to ensure delivery of infrastructure. Capital cities are particularly feeling this pressure. As a growing capital city that is a driver of the state's economy and growth, Brisbane has significant needs for infrastructure. A major objective of the SEQIPP is to contain population growth within the urban footprint to ensure the most efficient use of land, infrastructure and services. This

also protects environmentally significant areas and curtails sprawl. As at 31 April 2009, the SEQIPP reported that of the 378 projects planned for the SEQ region:

- 118 were yet to commence
- 91 were in progress or underway
- 82 were under construction
- 87 were complete.²

To date, the government has invested \$16.4 billion in the program - completing around 87 projects, including the Tugun Bypass, Queensland Tennis Centre, components of the SEQ Water Grid, Inner Northern Busway, 27 new 3-car trains and 63 kilometres of new rail track. Additionally, around 173 projects are currently underway including work on the Gateway Upgrade Project, Airport Link, sections of South East Queensland's bus ways, multiple rail upgrades and line extensions, Queensland Children's Hospital and Princess Alexandra Hospital Emergency Department.

The BLTIP and the SEQRP also provide further comment on **social infrastructure** which is a necessary catalyst for social capital, liveability and social inclusion. BCC has undertaken a comprehensive audit of community facilities in Brisbane LGA and this identifies priority areas, staging and strategies for implementation. In scoping community facilities in Brisbane, the *Community Facility Network Plan 2008 – 2009* (Draft, 2009) acknowledges that community needs and funding capacities are changing and that approaches to service delivery are increasing in diversity with more possible partnership opportunities. The Community Facility Network Plan notes that current provision to be inequitable, with much lower levels of facility provision in the outer rings of the city including the outer north and outer south, outer south-west and outer south-east. The Community Facility Network Plan endeavours to address these shortfalls.

While the BLTIP acknowledges studies that cite perceived gaps in provision, it asserts a need for more accurate needs assessments in the development of strategic plans for the range of community facility types. According to the plan, Council recognises the need to generate more opportunities for performing arts activities in outer suburban areas. As part of the review of City Plan 2000, it is proposed that future social infrastructure needs of communities such as community halls, libraries and education facilities will be reflected in the updated infrastructure plans. These social infrastructure plans respond to Council's updated Desired Standards of Service for community infrastructure. This work will not only investigate the type of infrastructure required, but also where infrastructure should be located (e.g. close to high-quality public transport). (Brisbane City Council, 2009, p. 18)

High speed broadband also remains a major priority for regional development, innovation, productivity and competitiveness – this is reflected in SEQIPP and BLTIP. Brisbane City Council recently announced an initiative to expedite the installation of broadband. The city is investigating the use of its network of sewer pipes to carry the fibre optic cable. It is expected that this catalyst technology will enable growth and innovation in the region and enhance the city's innovation profile.

Brisbane's infrastructure requirements are significant to all community and economic life. There are concerted attempts at all levels of government to ensure that the city is able to provide the infrastructure needed for a socially inclusive, economically competitive and environmentally sustainable and liveable capital city.

² An update of the SEQIPP was released in 2010, *South East Queensland Infrastructure Plan and Program 2010–2031*

3.3.5 Managing Population Growth

The Brisbane LGA, with the highest population and number of jobs, is projected to record the largest amount of population growth of any LGA in Queensland over the decade to 2011. Brisbane City is projected to grow by a total of 174,000 people over the 10 years to 2011, significantly higher than the increase of 128,000 people in the previous decade. Average annual population change and SEQ share of change in Brisbane LGA is presented in the following table:

	10 years to 1991		10 years to 2001		10 years to 2011		10 years to 2021		10 years to 2031	
	No	%	No	%	No	%	No	%	No	%
Brisbane LGA	3,561	8	12,756	24.2	17,365	26.6	11,532	17.7	3,492	6.2

Source: Department of Infrastructure and Planning, July 2009

The Draft Brisbane CityShape Implementation Strategy identifies the following factors as impacting on Brisbane's capacity to accommodate a *growing population* while protecting liveability and social sustainability:

- Land availability - Brisbane City will run out of land for greenfield housing developments in this decade and this means greenfield suburbs will be found in surrounding areas (there are potential border issues associated with the establishment of settlements outside Brisbane due to issues associated with congestion and public transport).
- Changing demographics and population growth
- Challenge of the region's most significant infill or redevelopment of existing areas
- The amount of infill development proposed represents a departure from the 'business as usual' approach for much of the development industry, where there has been a focus on developing new residential estates at the fringes of the city.
- The rate that the development industry is prepared to investigate and develop sustainable sub-tropical design at higher densities is likely to be related to the commercial success of the early projects. (Brisbane City Council, 2006)

It has been noted in the Draft Brisbane CityShape Implementation Strategy that the Queensland Government is Brisbane's largest single landholder and has the capacity to make significant impacts on land availability for residential and other purposes. The development and disposal strategies adopted by the Queensland Government will significantly affect the city's capacity to accommodate additional development.

Pressures in the city have been exacerbated by inadequate investment in infrastructure over the last 15 to 20 years.

3.3.6 A Community Perspective

The State Government's response to the Population Growth Management Summit states that "when the *South East Queensland Regional Plan* was introduced, there was broad consensus about the benefits of growth. However, as the region has grown, the focus of communities has appeared to shift from the benefits of growth to the impacts on lifestyle" (Department of the Premier and Cabinet, 2010, p. 6). The Queensland Government commissioned social research on population growth and liveability in South East Queensland to help understand community views on population growth and priorities for protecting liveability prior to staging the Population Growth Management Summit. This research highlighted that while South East Queensland residents strongly agreed that

they enjoyed living in the region, they were polarised about the effect of population growth on them and their communities. The community's key concerns and priorities were canvassed and included:

Concerns	Priorities
<ul style="list-style-type: none"> ▪ Congestion ▪ Strains on infrastructure, public transport and health services ▪ Competition for jobs ▪ Crowding ▪ Housing affordability 	<ul style="list-style-type: none"> ▪ Safety in own homes ▪ Sense of community ▪ Safety in the local community ▪ Clean, pollution free air ▪ Ease of getting around ▪ Reasonable cost of living ▪ Great education system ▪ Character of housing ▪ Laid back lifestyle ▪ Range of flora and fauna

3.3.7 An Independent Assessment

An independent study commissioned for Built Environment Meets Parliament (KPMG, 2010) found that of the Australian capital cities, Brisbane ranks second (behind Melbourne and ahead of Adelaide) in relation to the criteria established for capital cities by the COAG Reform Council.³ From 2012, future infrastructure funding will be aligned to the achievement of the Reform Council criteria. Brisbane's performance against the criteria is as follows:

Criteria	1 Integration	2 Plan	3 Infrastructure	4 Policy	5 Networks	6 Land release	7 Investment	8 Urban Design	9 Implementation	%	Ranking 1-8
Melbourne	7	8	7	7	7	6	7	7	6	69%	1st
Brisbane	7	8	7	7	7	4	7	5	6	64%	2nd
Adelaide	7	7	7	8	7	4	5	5	5	61%	3rd
Perth	4	4	2	7	7	6	7	7	6	56%	4th
Canberra	6	7	6	6	3	4	5	6	6	54%	5th
Sydney	6	4	3	5	7	5	4	5	3	47%	6th
Darwin	4	4	4	4	4	3	6	6	5	44%	7th
Hobart	4	4	4	3	7	1	5	3	3	38%	8th
Average	6	6	5	6	6	4	6	6	5	54%	

Note: Scores out of 10

The report also assessed Brisbane's performance against several key external criteria:

³ The COAG Reform Council has been charged with the following tasks:

- An independent review of existing capital city planning systems and their consistency with the national criteria. This review is proposed to be undertaken during 2010 and 2011.
- Provision of support for continuous national improvement in capital city strategic planning
- Building and sharing knowledge in relation to current best practice relating to strategic planning

- Budget alignment – infrastructure budget allocated in State Government budgets compared with identified infrastructure needs
- Population Management
- Housing affordability for key workers
- Congestion

Brisbane ranked 4th in this study (ahead of Darwin and behind Hobart) and the report found that Brisbane's management of population growth, congestion and housing affordability is under pressure, indicating a need for the city's strategic planning system to develop further.

	Budget Alignment	Population Management	Housing Affordability for Key Workers	Congestion	%	Ranking 1-8
Adelaide	6	9	8	6	73%	1st
Canberra	7	8	5	7	68%	2nd
Hobart	3	3	9	8	58%	3rd
Brisbane	8	4	6	4	55%	4th
Darwin	2	N/A	5	9	53%	5th
Melbourne	7	6	3	3	48%	6th
Perth	4	5	4	5	45%	7th
Sydney	5	7	2	2	40%	8th
Average	5	6	5	6	55%	

Note: Scores out of 10

The report found that the planning system needs to respond to nationally significant policy issues including consideration of economic infrastructure, which is a weakness across all jurisdictions.

4 Stakeholders

4.1 Stakeholder Identification

Stakeholder identification is an iterative process that aims to identify those groups and individuals who have a stake in the decisions and activities of RDA Brisbane. As a capital city, Brisbane's regional development is contingent on input and comment from a wide range of stakeholders across the key areas of Government, Non-Profit, Institutions and Industry, as indicated in the following table. The multimodality of the city means regional development has implications for interests ranging from the local to the global. Stakeholders are generally understood to include the following groups.

Government <ul style="list-style-type: none"> Government departments – Federal, State and Local Government agencies and statutory authorities Government related peak bodies 	Non-Profit⁴ <ul style="list-style-type: none"> Peak bodies Human service organisations Training providers Employment service providers Think tanks Civic organisations Cultural groups Environmental groups
Industry <ul style="list-style-type: none"> Industry bodies Chambers of Commerce Progress Associations Business development and marketing bodies Investment and financial sector Enterprise and SME associations Trade Unions Utilities 	Institutions <ul style="list-style-type: none"> Tertiary education institutions Research Centres

The Committee of RDA Brisbane has undertaken a stakeholder identification and analysis process to prioritise those key or definitive stakeholders to be directly consulted in the development of the Regional Roadmap. In identifying this pool of stakeholders, the Committee considered the following:

- An appropriate mix of social, environmental and economic interests reflecting the priorities of RDA Brisbane
- Targeting groups that represent broad sectoral interests, particularly peak bodies and nodes
- High representation of government stakeholders regarded as having significant impact on, influence on, and proximity to, RDA Brisbane's core business.

A list of stakeholders as developed by the RDA Committee is included in Appendix 5 and this will be updated as part of the review process.

⁴ The International Classification of Non-Profit Organisations specifies the following types of NFPs - Culture and recreation; Education and research; Health; Social Services; Environment; Development and housing; Law, advocacy and politics; Philanthropic intermediaries and voluntarism promotion; International; Religion; Business, professional associations and unions; and otherwise unclassified. (Productivity Commission, 2010)

4.2 Consultative Mechanisms

The consultation process deployed for the development of the Regional Roadmap was focused on interviews with representatives from 21 stakeholder organisations. An outline of the interview protocol is attached in Appendix 6. The line of inquiry was designed as a generative inquiry aiming for fresh perspectives, discovery and positive change. During interviews, additional probing questions were used for clarification.

4.3 Contribution to Plan

Through interviews, stakeholders provided significant information and advice informing RDA Brisbane's regional development strategy. The interviews identified a range of issues and these are reflected in the analysis of strengths, weaknesses, gaps and opportunities (in Section 5). Stakeholder input has generally shaped the Regional Roadmap and has been integral to the identification of priorities and strategies.

In developing the Regional Roadmap, particular attention has been paid to ensuring that RDA Brisbane prioritises and brings forward projects and issues raised by stakeholders, such as the **Murri Business Directory** proposed by South East Queensland Indigenous Chamber of Commerce. This approach provides the basis for growing stakeholder relations and ensuring that RDA acts on its responsibility to stakeholders.

4.4 Government Relations

Government has been identified as a major stakeholder for RDA Brisbane and the consultation process has been specifically geared towards ascertaining any gaps in the linkages across all levels of government so as to refine the role RDA Brisbane should perform. Of the 21 interviews, 11 were with government departments and/or policy units at all levels. Of those, seven represented Local Government and the remainder represented State Government.

Additionally, through induction and networking forums involving the Chair and Deputy Chair a range of Federal Government priorities and opportunities was also accessed. These include:

- Department of Infrastructure, Transport, Regional Development and Local Government
- Major Cities Unit, Department of Infrastructure, Transport, Regional Development and Local Government
- National Broadband Network
- Department of Foreign Affairs and Trade
- Department of Immigration and Citizenship
- Department of Employment, Education and Workplace Relations
- Enterprise Connect/AusIndustry, Department of Innovation, Industry, Science and Research
- Department of Agriculture, Forestry and Fishing
- Department of Resources, Energy and Tourism
- Department of Human Services
- Department of Health and Ageing
- Department of Environment, Water, Heritage and the Arts

Department of Employment, Economic Development and Innovation (DEEDI) also coordinated a State Government Briefing Session (noted in Appendix 5) for Queensland RDAs and this included presentations by:

- DEEDI
- Office of Economic and Statistics Research, Queensland Treasury
- Growth Management Queensland, Department of Infrastructure and Planning
- Department of Premier and Cabinet
- Department of Environment and Resource Management
- Department of Public Works
- Department of Communities
- Queensland Health
- Department of Education and Training
- Department of Justice and Attorney-General
- Department of Community Safety

Stakeholder management and relationship development between Federal, State and Local Government must be considered as a reciprocal arrangement. Government departments are stakeholders of the RDA, and the RDA is a stakeholder of government departments. There is a need for these relationships to be developed coherently.

4.5 Partnerships & Collaborations

Through networking with RDAs in South East Queensland and nationally, there are potential partnering and collaboration opportunities to direct energies towards the following:

- Collaboration among RDAs based in the conurbation of South East Queensland to address common interests and priorities
- Collaboration among RDAs based in the capital cities to address common interests and priorities particularly in relation to urbanisation and population growth.

The RDA Brisbane Committee will have an ongoing relationship with the DEEDI which has expressed an interest in strategic projects.

Priority identification has revealed opportunities for collaboration and partnership including and **Innovation Mapping Project** developed by Enterprise Connect. Additionally, stakeholder interviews have presented further opportunities for partnerships and collaborations, particularly with government departments and peak bodies.

The RDA Brisbane Committee has expressed particular interest in prioritising **International Students**, which is considered to be both a social inclusion and economic development priority with relevance across Federal, State and Local Government agendas. The intention in identifying International Students as a focus area is to protect one of Brisbane's major export industries (education) while also promoting social inclusion and cultural diversity. Anecdotal evidence was also brought forward by Committee members with involvements in social planning, law, human services, multicultural community development and services, and education. In investigating this issue, the Committee engaged with Dr Margo Brereton, a QUT researcher and academic, who is developing the Nnub project, a networked community noticeboard and interaction design project piloted in suburban communities.⁵ The Committee was also briefed by Brisbane Marketing about initiatives aiming to attract and support international students. It was noted in stakeholder interviews that international students are not able to access affordable housing unlike in other states and this presents an opportunity for RDA Brisbane's involvement.

⁵ Further information about the Nnub project is available at <http://nnub.net>

In the preparation of the Regional Roadmap, the **Regional Managers Coordination Network** (a forum of State Government regional and Local Government managers) indicated that it was open to RDA Brisbane's involvement. This is an information sharing forum where regional managers are able to identify common interests and develop interdepartmental approaches to priority projects. There is interest in involving Federal Government representatives in the regular meeting. Building relationships with State Government at regional manager level is considered a priority for RDA Brisbane. Several issues that would benefit from joint state departmental response were flagged at this meeting and this included:

- Development of a Flexible School to address truancy resulting from complex disadvantage in Inala and district (Queensland Police Service)
- Closing the Gap response and initiatives with specific application in Brisbane (Department of Communities)

RDA Brisbane was invited to participate in future meetings in the development of a **Flexi-School at Inala**. It was reported that 200 children have been identified as vulnerable to slipping through the education system (and therefore into lifetime disadvantage), and that the proposed school will cater to 80 children. Funds have already been secured and potential sites identified (including two decommissioned schools in Richlands). RDA Brisbane's involvement in this project will address an issue identified by the RDA Committee in relation to employment and education opportunities for those transitioning from institutional contexts. Closing the Gap has emerged as an issue in stakeholder discussions due to stakeholder uncertainty about its application and relevance to the Brisbane context.

Other partnership opportunities have emerged during the consultation process with many stakeholders expressing an interest in partnering with RDA Brisbane. These partnership opportunities are reflected in Section 6 outlining regional issues and priorities.

5 Strategic Framework

There are significant pressures on the Brisbane LGA across the domains of environment, economy and society. Many of these are predominantly attributable to the impacts of population and economic growth. While population growth in Brisbane is expected to slow, growth in the flanking LGAs is among the most rapid in the State with major greenfield developments planned, including several new cities. Given Brisbane's significance in the SEQ region, this is impacting on the city's infrastructure, transport and services.

Research supporting the Queensland Growth Management Summit found that community preferences for Queensland's future way of life indicated strong support for public transport and environmental protection. The top five priorities are good public transport, environmental protection, walkable local centres, vibrant cities and town centres, and jobs close to home. Brisbane City Council's Lord Mayor, Campbell Newman, recently commented that population and immigration have driven many of the improvements in the city including lifestyle and amenity improvements. (Taylor, 2010) He stressed that Federal, State and Local governments need to plan for the future and the impact of policy decisions about population. This means delivering infrastructure and services and addressing congestion, which are noted as high priorities for Brisbane.

The government's existing growth management strategy sits within the regional planning framework and this represents a significant opportunity for Regional Development Australia Brisbane. The State Government regional planning framework links infrastructure provision to long term planning. This means Queensland is well positioned to attract federal investment in significant infrastructure projects. Presently, the Brisbane City Council is reviewing the City Plan and this should be completed by 2012. The review addresses the State Government's statutory requirements. Brisbane's RDA is working within a shifting policy and public administration environment. These changes are a response to existing and projected needs and will present opportunities for RDA Brisbane to address specific SEQ Regional issues, as they impact on Brisbane's prosperity and liveability, as well as the Major Cities and Capital Cities Reform Agenda (COAG) which will require a commitment from and collaboration across all levels of government.

The following sections document strengths, weaknesses, gaps and opportunities as they have arisen through desktop research, policy review and stakeholder interviews. They are presented in a distilled form and are used as the basis for the Regional Strategy (Section 6). The source material can be accessed in the Appendices.

5.1 Strengths

Society	<ul style="list-style-type: none">▪ Youthful population growth derived from both migration and natural increase▪ Migrants are increasingly coming straight to Brisbane▪ World city cultural facilities▪ Liveability, quality of life and lifestyle▪ Recognition of Aboriginal heritage, culture and community▪ Increasing cultural diversity▪ Changing household structures▪ High home based internet access▪ Volunteering▪ Low levels of social disadvantage▪ Increasing household incomes and increasing proportion of high incomes
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	<ul style="list-style-type: none"> ▪ Increasing levels of higher education ▪ Increasing participation of women in workforce ▪ Commitments to prevention and early intervention in social programs and human services ▪ Forward planning for growth areas such as Rochedale and Bowen Hills ▪ Integrated service delivery – a triage approach in human services ▪ Sharing data to enhance service provision ▪ Increased public transport patronage and travel behaviour
Economy	<ul style="list-style-type: none"> ▪ Brisbane is the major driver of the Queensland and SEQ regional economy ▪ Diverse employment and jobs growth – attracting and driving population ▪ Growing employment in professional services, retail, health care and social assistance, education and training, and manufacturing ▪ Brisbane is an important tourism destination ▪ Growing Gross Regional Product ▪ Consolidated economic, industry and business precincts ▪ Strong and large small business sector ▪ Changing economy with growth in knowledge intensive industry; growth in business services ▪ Specific strengths in medical and life science research ▪ Strong education and tourism sectors ▪ New industry and innovation including advanced manufacturing and environmental and technology services; showing strengths in innovation ▪ Six university campuses and strong education profile including export ▪ Close links between universities/research and business ▪ Several science and technology precincts ▪ Supporting employers in jobs growth
Environment	<ul style="list-style-type: none"> ▪ Sub-tropical climate ▪ Significant biodiversity ▪ Significant conservation areas ▪ Unique landscape, natural environment and natural assets ▪ Defined urban footprint to contain development ▪ Climate change adaption and mitigation
Cross-domain	<ul style="list-style-type: none"> ▪ Commitment to implementation of SEQ Regional Plan ▪ Infrastructure planning and provision across all areas – currently 80 per cent of planned congestion reduction infrastructure is underway ▪ Major node in SEQ ▪ Public transport networks ▪ Urban planning reform and reviews; significant planning agenda; revitalisation of activity centres and transit oriented development ▪ Some land availability for development ▪ Strengthened place branding ▪ Brisbane ranks well on a range of international city indices such as Mercer's Quality of Living and Eco-City (See Appendix 7) ▪ Indications of successful intergovernmental collaboration and joint planning

5.2 Weaknesses

Society	<ul style="list-style-type: none"> ▪ Concentrations of poverty and disadvantage – indications of locational disadvantage and concentrations of people with disabilities ▪ Housing Affordability – impacting on demographic groups differently e.g.
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	<p>ethnic communities are displaced from concentrations of social infrastructure and services</p> <ul style="list-style-type: none"> ▪ CALD communities, particularly young people, do not have equitable access to public spaces ▪ Population management ▪ Demographic divide between inner and outer suburbs ▪ Rising number of households with nil or negative income ▪ Indications of digital divide ▪ Low levels of volunteering in some areas ▪ Mortgage, petrol and inflation risks and expenses vulnerability ▪ Social infrastructure deficits ▪ Car dependence ▪ Outer suburban density, design and amenity ▪ Possible unmet childcare needs/deficits ▪ Lack of broad community awareness about poverty – manifests as NIMBY⁶ attitudes in relation to affordable and social housing ▪ Lack of recognition of the costs of disadvantage and social exclusion
Economy	<ul style="list-style-type: none"> ▪ Lack of recognition of Brisbane as an economic driver; the State does not recognise the role of Brisbane as economic driver ▪ Brisbane's tourism profile could be improved ▪ Integration of economic development and growth in planning including the alignment of job creation with transport and housing provision ▪ Skills and labour shortages – competition with other regions for workforce ▪ Congestion, traffic delays, freight constraints and parking issues – specific transport issues to industrial areas ▪ Decreasing participation in higher education as a proportion of the population ▪ Support and strategy for Indigenous enterprise and economic development ▪ Scarcity of industrial land ▪ Knowledge economy growth is hampered due to infrastructure shortfalls ▪ Specific road infrastructure required to support industry – Kingsford Smith Drive and Lytton Road ▪ Cost of regulation and compliance incurred by business ▪ Government to business relationships and communications ▪ Education standards lag behind other world cities ▪ The status of research and commercialisation needs to be raised and understood as global concerns ▪ Research and innovation needs to be understood as part of a global economy ▪ Low adoption of research ▪ Perception that government can fast track its own projects but 'thick treacle' slows down other projects – multiple planning approval systems emerging
Environment	<ul style="list-style-type: none"> ▪ Declining health of SEQ waterways ▪ Climate change impacts including changing temperature and rainfall ▪ Ecological Footprint significantly larger than land area ▪ Air Quality requires improvement ▪ Flood prone ▪ Higher carbon emissions than non-metropolitan areas
Cross-domain	<ul style="list-style-type: none"> ▪ Infrastructure pressures, constraints, deficits and lags impacting on all domains; projects remain in planning for long periods

⁶ NIMBY means "not in my backyard". It is usually used pejoratively to describe opposition by residents to a proposal for a new development close to them.

	<ul style="list-style-type: none"> ▪ Community is experiencing 'infrastructure weariness' ▪ Funding constraints across a range of areas including infrastructure and human services including political term funding cycles – can result in the loss of services and programs ▪ Growth in surrounding areas is placing pressure on Brisbane's infrastructure and services ▪ Land availability and conflict – for residential and industry development ▪ Urban Design, including walkability and cyclability ▪ Implementation of major plans; disconnection between policy and delivery ▪ Identifiable 'sticking points' in government decision making and collaboration at all levels; three levels of government have different planning approaches ▪ Insufficient long term planning ▪ Some weaknesses of collaboration and networking – potentially attributable to cultural dimensions of organisations, departments or teams ▪ Lack of collaboration across government departments ▪ Lack of government to business communications
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5.3 Gaps

Society	<ul style="list-style-type: none"> ▪ Outer suburban community and social infrastructure ▪ Community infrastructure supporting cultural diversity and access to facilities by culturally and linguistically diverse groups/communities ▪ Addressing NIMBYism through community education ▪ Place based planning (whole of government) for integrated service delivery ▪ Context appropriate charging for social infrastructure through Infrastructure Charging Instruments ▪ A case management (whole of person) approach to new arrivals ▪ A citywide cultural diversity coordination plan/strategy and mapping or audit of the CALD⁷ sector ▪ Affordable housing for international students
Economy	<ul style="list-style-type: none"> ▪ Major infrastructure required to expedite trade, freight and workforce movements and connectivity including broadband ▪ Better employment strategies are needed including a Jobs Growth Strategy for Brisbane – long term address of productivity and participation; big picture employment and training strategy ▪ Larger and broader discussions about Brisbane's economic significance involving all levels of government ▪ Support and strategy for Indigenous enterprise and economic development ▪ Corporate responsibility programs ▪ Need to build SEQ regional linkages and economic growth – all levels of government should play a role ▪ Disparity between investments and returns e.g. Brisbane City carries debts to invest in the city that will return significantly to higher levels of government ▪ State Government investment in the city – major partner for infrastructure is the Federal Government
Environment	<ul style="list-style-type: none"> ▪ State has not provided guidelines for Total Water Cycle Management Plan for Brisbane ▪ Regional provision of greenspace

⁷ CALD means 'culturally and linguistically diverse'

Cross-domain	<ul style="list-style-type: none"> ▪ Whole of government approaches including policy disjoints across levels of government, need for integrated planning, lack of coordination ▪ Transport to key industry and economic nodes ▪ Collaboration between planning and transport bodies ▪ Alignment of planning across three levels of government ▪ SEQ regional approaches ▪ 'Wait and see' on Infrastructure Australia's progress and impact in relation to infrastructure funding and partnerships ▪ Longer term approaches ▪ Lack of clarity among Indigenous stakeholders about how Closing the Gap will be implemented in Brisbane and what role Council plays. Need to understand how it will benefit Indigenous enterprises and communities. ▪ Brisbane City Council often not consulted by higher levels of government ▪ Community may not be aware of what State and Federal agencies are doing in relation to transport
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5.4 Opportunities

Society	<ul style="list-style-type: none"> ▪ Access to QCOSS data on the cost of inequality – collaboration opportunity ▪ Rethinking housing supply to offset infrastructure costs ▪ Place-based discussions and collaboration among sectors and government ▪ Social enterprise for transitional needs ▪ Play a role in facilitating the population debate ▪ International student support
Economy	<ul style="list-style-type: none"> ▪ Post-carbon economy and green growth including Corporate Responsibility, Skills for Sustainability, Green Infrastructure, environmental enterprise, retooling (strengthening Brisbane's status as an 'Eco-City' – see Appendix 7) ▪ Capacity building in emerging enterprise areas such as Indigenous enterprise and social enterprise ▪ Place based employment strategies e.g. Bowen Hills UDA ▪ Supply chain clustering and opportunity based collaboration ▪ Government to business relationships and communications ▪ Development of a robust economic development plan for the SEQ region ▪ Draw attention to the need for Queensland education to achieve international standards and promotion of seamless education pathways ▪ Raising awareness about significance of industrial land ▪ Promote expansion of new knowledge areas such as bio-medical research ▪ Innovation/Knowledge precinct development including UQ Pinjarra Hills and QUT's decommissioned Carseldine Campus ▪ Export development and foreign investment
Environment	<ul style="list-style-type: none"> ▪ Whole of government approach to ecological resilience in South East Queensland ▪ Refocusing of design and planning to support environmental outcomes e.g. water sensitivity and compact form ▪ Carbon sequestration in SEQ
Cross-domain	<ul style="list-style-type: none"> ▪ Coordinated response to transport – all levels of government have a role to play ▪ <i>Brisbane: Australia's new world city</i> presents an opportunity to change perceptions and attitudes about the city – needs whole of government support/engagement

- Development of cross-sectoral and intergovernmental approach to regional development – joined up approaches, better communication and better practices. Can only develop with clarity about the roles of the three levels of government (especially in infrastructure projects).
- ‘Next practice’ in planning and development
- Planning reform
- Capital Cities Reform Agenda (Federal Government/COAG) including networking with other Metro RDAs (plan ahead for 2012)
- Population Growth Management Strategy/Policy (State Government, Local Government) – See Appendix 3 – ongoing dialogue with community about growth and impacts of growth
- Alignment of three levels of government in planning and policy
- Deriving multiple benefits from investments in infrastructure, services and systems e.g. integrated water and energy capture
- Facilitate mapping studies and data/knowledge sharing
- Improved networks and collaboration
- Draw diverse expertise and experience into committees and reference groups
- Higher level engagement of local authorities in decision making
- Community engagement and education about population and economic growth
- Joint arrangements regarding Closing the Gap and facilitating collaborative arrangements
- Principle of ‘subsidiarity’ (European Union)⁸
- SEQ Transport plan (SEQ 2031) will provide the framework for integrated and collaborative transport planning
- Promote debate on the advantages of integrated regional approach
- Possible referendum on Constitutional recognition of Local Government

5.5 Refining RDA Brisbane’s Role

During interviews, stakeholders repeatedly affirmed the need for enhanced whole of government approaches and enhanced communications between sectors and levels of government. The following extracted comments are indicative of sentiments expressed by stakeholders:

- “Silos are too big and being actively defended.”
- “Policy can sometimes be seen as an end in itself and good policies can sit on the shelf – implementation is critical, particularly in the Regional Plan.”
- “We can achieve much more by facing challenges through collaborative governance.”
- “There is a level of disconnect between policy ideas and practice service delivery across government ... [it’s] particularly important that frontline workers share their experiences and expertise with policy makers.”
- “[A critical issue is] greater collaboration and consistency across and between levels of government.”

⁸ Subsidiarity is an organising principle asserting that matters ought to be handled by the smallest, lowest or least centralised competent authority, usually a local or regional authority. Subsidiarity is a principle embedded in the European Union. This can enhance localisation and there are signs that regional and local governance are emerging in Australia with propositions that hospitals, health services and schools be overseen by local decision making bodies. In Australia, the subsidiarity principle may gain ground if the referendum to constitutionally recognise local government is successful. In the UK, elements of the subsidiarity tendency are emerging in the ‘Big Society’ agenda with particular emphasis on the engagement of volunteers to operate local services.

- “There is strong engagement at senior levels of the three tiers of government, now implementation is the critical factor.”
- “There is a need for a coordinated approach to local government engagement across State Government.”

There is a clear need for collaboration and communications that is results driven. Many stakeholders also reported examples of successful collaborations across sectors and involving all levels of government, such as several of the major infrastructure projects, employment initiatives and natural resource management initiatives.

Stakeholders were asked about the role/s RDA Brisbane could play and they offered suggestions and ideas, as follows:

Engagement & Networks	<ul style="list-style-type: none"> ▪ Support for Traditional Custodians ▪ Participation in events ▪ Pulling people and purpose together ▪ Networking and ideas matching ▪ Encourage a conversation about how Brisbane should reach its full potential including how the economy is supposed to look and perform
Communication	<ul style="list-style-type: none"> ▪ Seek out champions for key issues ▪ Government to business communications – business needs to know what government is offering – RDA could undertake communication, facilitation, networking and information dissemination ▪ Advocate for the city’s competitive advantage and position ▪ Promote debate on the advantages of an integrated regional approach to working together
Whole of government	<ul style="list-style-type: none"> ▪ Bring three levels of government together to address critical issues for future sustainability and productivity – broker partnerships, enable cooperation, facilitate communications and joint activity. Encourage certainty, support and clarity. ▪ Develop meaningful engagement with the key policy initiatives such as Close the Gap ▪ RDA plans should align to existing Regional Plan
Catalyst & Change	<ul style="list-style-type: none"> ▪ ‘Bring it all together’ – i.e. stakeholders, projects, collaboration ▪ Coordinate a regional conference to get to core issues and develop a big picture strategy ▪ Catalyst for issue based cross government and stakeholder discussions to progress place based common issues ▪ Promote forward thinking on future issues e.g. post-carbon economy ▪ Overcome silos and fortress mentality ▪ Consider ‘next practice’ ▪ Address the lack of networking knowledge across the three tiers of government so one central entity could coordinate major projects (Transport)
Research & Intelligence	<ul style="list-style-type: none"> ▪ Distributing relevant research findings ▪ Partnering on research and other joint projects with a range of organisations (e.g. Property Council, SEQICC, Ai Group) ▪ Raise awareness of key issues and apply pressure e.g. importance

	<p>of industrial land, the global importance of research and commercialisation, 24/7 airport operations, Queensland education standards, conflicts over the causes of population growth and its management, Indigenous Cultural Centre, CALD communities and issues, Indigenous communities and issues, knowledge economy and research (e.g. bio-medical research), the costs and impacts of social inequality</p> <ul style="list-style-type: none"> ▪ RDA should play a facilitating role – undertake mapping studies, online data capture and open sharing ▪ Focus attention on efficiencies, smarter planning and different kinds of development
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Stakeholder interviews have also revealed several tensions and polarities that require consideration. These polarities indicate sticking points in decision making and indicate a need for processes that are more joined up and networked, and better able to negotiate and integrate complexity. Such tensions include:

<p>Regions vs City</p> <p><i>Stakeholders commented that the State Capital has not received the attention it warrants as the major economic and population centre. There are mixed views about regionalisation and what that means for the city.</i></p>
<p>Centralisation vs Decentralisation</p> <p><i>Stakeholders have mixed views about the relative merits of centralisation and decentralisation</i></p>
<p>Debt vs Investment</p> <p><i>Stakeholders commented that there is a need to consider infrastructure expenditures as investments that reap returns and that debt can be managed to achieve those ends</i></p>
<p>Planning vs Implementation</p> <p><i>Stakeholders commented that there is a disjoint between planning and implementation, that planning can sometimes be regarded as an end in itself and that sound plans are sometimes not well implemented</i></p>
<p>Policy vs Program</p> <p><i>Stakeholders commented that policy makers can be removed from the service delivery or operational aspects of programs</i></p>
<p>Silos vs Networks</p> <p><i>Stakeholders commented that collaboration and solutions-seeking can be stifled by ‘silo mentalities’ and bureaucracies. Silos are indicative of command and control structures. They also identified a range of successes that had been achieved through linkage and collaborative governance.</i></p>
<p>Scarcity vs Need</p> <p><i>Stakeholders commented that they are aware of the scarcity of resources and that other ways of meeting needs must be explored</i></p>
<p>Growth vs Sustainability</p> <p><i>Stakeholders commented that new paradigms are emerging as a result of environmental and social awareness including the post-carbon economy</i></p>
<p>Short term vs Long term</p> <p><i>Stakeholders commented that short term funding, planning and governance arrangements prevail and that long term planning needs to be strengthened</i></p>
<p>Efficient vs Smart</p> <p><i>Stakeholders commented that efficiency measures could nullify innovation needed for effective system, infrastructure and service design.</i></p>
<p>Government vs Governance</p>

Stakeholders commented that there is a need for innovation and flexibility which is more likely to arise from new approaches to governance rather than 'more government' and regulation

Best Practice vs Next Practice

Stakeholders commented on the need for future oriented and anticipatory approaches to planning and problem solving including 'next practice'.

These tensions, distilled from stakeholder interviews, provide insight into how RDA Brisbane might position itself as an entity that is stakeholder driven and endeavouring to integrate multiple stakeholders in addressing a complex circumstances and issues.

5.5.1 Models

Stakeholders have identified a clear need to improve communications across sectors and across government. RDA Brisbane can engage and progress its priorities through actions which are based on the following approaches and which are consistent with the RDA Charter and Performance Areas:

Approach	What it means
Adding value through and leveraging whole of government approaches	Focusing on regionally significant projects, issues and actions with a clear rationale for whole of government approaches
Acting as an honest broker and advocate	Expressing a commitment to regional development through an independent, transparent, respectful and open approach that promotes joined up engagements ⁹
Facilitating cross-sectoral information sharing, focus, dialogue and deliberation	Catalysing change through focused discussion, learning, effective-decision making and collaboration to generate and broker solutions and address causes Developing an ethos of co-creation and networking Product development using a range of media and methods
Developing as a 'stakeholder driven organisation' and engaging stakeholders in a meaningful and purposeful way	Doing the groundwork – identifying need and understanding impact Our stakeholders are our business – regional development depends on their success
Supporting and embedding innovation in the organisation's program and practices	Meeting objectives and commitments by supporting innovation and embedding innovation in program, processes and practices. This could include 'next practice' approaches. ¹⁰

Extensive benchmarking was not undertaken for the development of the Regional Roadmap. The following organisations are two that are positioned to add value through innovative approaches to development and policy, particularly in relation to engagement and dialogue which has emerged as a need across sectors. There are many innovative organisations addressing urban and economic development issues and RDA Brisbane can establish a workable context-specific model to facilitate its activity.

⁹ Joined-up government is a response to growing recognition that many challenges facing society need a joint response by governments.

¹⁰ According to CK Prahalad, next practice is "firstly ... future-oriented; secondly, no single institution or company is an exemplar of everything that you think will happen; and third, next practice is about amplifying weak signals, connecting the dots. Next Practice is disciplined imagination." It is focused on what could be working more powerfully.

Committee for Melbourne, Melbourne

The Committee for Melbourne brings together businesses and organisations to undertake: policy creation, activities, leadership training and networking. The Committee developed the Melbourne Model as part of its involvement with the UN Global Compact Cities Programme (UNGCCP). The Melbourne Model, based on the formation of an *all sector taskforce* (AST), provides a new form of governance and enables business, government and civil society to jointly tackle urban issues in a mutually beneficial and sustainable manner. It is a paradigm shift from current methods of engaging the private sector and provides a new mechanism to tackle intractable urban issues at a systemic level. It functions by motivating, facilitating and organising input from business, government and civil society, and providing the resulting solutions through existing policy-delivery mechanisms. Its innovation lies in its ability to: provide a neutral and facilitated forum for the development of consensus-based outcomes; engage and empower ‘the best as opposed to the usual’ local proponents; and its ability to deeply motivate and harness the capacity inherent within the private sector. The Utility Debt Spiral Project (UDS) brought together Australian water gas and electricity retailers, relevant government officials and NGOs. Its objective was to generate mutually beneficial solutions to how the private sector can more effectively work with customers experiencing financial hardship.

Uniqueness: *The Melbourne Model provides solutions and approaches to engagement emerging from cross-sector approaches. It works with diverse energies and involvements, not just the usual suspects. It values the contributions and perspectives of a wide range of interests.*

Centre for an Urban Future (CUF), New York

CUF is a public policy organisation dedicated to improving the overall health of New York City and serving its long-term interests by targeting problems facing low-income and working-class neighbourhoods in all five boroughs. It is a think tank that fuses journalistic reporting techniques with traditional policy analysis to produce in-depth reports and workable policy solutions on the critical issues facing cities. A new kind of think tank, the Centre brings a unique, community-oriented perspective to the public policy arena. The staff function more like beat reporters than like academics, going out into the field to observe and interview neighbourhood residents, local businesspeople and community organisations. They also consult with academic experts, government officials and others, in order to get the broadest possible view of an issue or problem, and to hear from all those affected by it. This means not only envisioning workable solutions, but also conveying them clearly and effectively to local advocates, policy makers, academics and the public. The Centre sees communication as a vital part of their role. It understands that the right words can generate interest, inspire action, and help frame discussions and recommendations in a positive, solution-oriented way. CUF’s publications are written for people, not just policy experts, because they are meant to be used.

Uniqueness: *An approach to research that is interdisciplinary and fuses consultation, journalism and academic research in developing responses to policy. This means CUF also understands its stakeholders and regards communication as fundamental to engagement and problem solving.*

5.6 Government Policy

The priorities of the Regional Development Council¹¹ in forming its approach to regional development highlighted the following for whole of government approaches to regional development:

¹¹ The Regional Development Council (RDC) is the Ministerial Council responsible for regional development issues in Australia. It comprises Federal, State and Territory Ministers responsible for regional development and a representative

- Infrastructure - including broadband, transport, housing, water and local and community infrastructure
- Skills shortages and workforce development
- Climate change.

This Regional Roadmap is attentive to these broad priorities as proposed by the Regional Development Council with a view to promoting whole of government approaches and adding value to a range of strategic priorities for Brisbane.

All levels of government have detailed their priorities in key strategic documents. The following documents have been reviewed (with summaries included in Appendix 4) and inform the development of the strategic framework for the Regional Roadmap:

Federal Government	<ul style="list-style-type: none"> ▪ Federal Government Policy Priorities <ul style="list-style-type: none"> ▪ Major Cities ▪ Social Inclusion ▪ Intergenerational Report ▪ COAG Reform Agenda
State Government	<ul style="list-style-type: none"> ▪ Toward Q2 ▪ SEQ Regional Plan 2009 – 2031 (SEQRP) ▪ SEQ Infrastructure Plan and Program (SEQIPP) ▪ State Government Response to Population Growth Management Summit ▪ Departmental priorities as articulated in Strategic Plans and other corporate documents
Brisbane City Council	<ul style="list-style-type: none"> ▪ Our Shared Vision - Living in Brisbane 2026 ▪ BCC Corporate Plan ▪ BCC Economic Development Plan 2006 - 2011 ▪ City Plan 2000 (currently under review) ▪ Draft City Shape ▪ Brisbane Long Term Infrastructure Plan (currently under review) ▪ River City Blueprint (draft briefing documents only)

The Regional Roadmap is drafted with reference to these documents and pays specific attention to identifying overlaps and synergies between them. There is, for example, shared priority across all levels of government for enhanced transport infrastructure to support a growing and changing region as well as expressed commitment to addressing Climate Change and environmental sustainability.

The Council of Australian Governments (COAG) Reform Agenda is noted as it provides frameworks for key reforms in intergovernmental relations and cooperation to meet strategic priorities. The goals of the COAG reform agenda are to *boost productivity, workforce participation and geographic mobility, and support wider objectives of better services for the community, social inclusion, closing the gap on Indigenous disadvantage and environmental sustainability*. Many of the State Government departmental strategic plans address the intergovernmental arrangements brokered through COAG. The Federal Government has articulated a need to lift urban productivity through new frameworks for how the different levels of government, along with businesses and the

from the Australian Local Government Association. The aim of the Regional Development Council is to facilitate more effective cooperation across all spheres of government in order to achieve sustainable economic, social and environmental outcomes for regional Australians.

community, work together to build better cities and suburbs. Subsequently, RDA Brisbane may seek to position itself in relation to the following in asserting a whole of government approach:

- SEQ Regional Planning, specifically as it impacts on and relates to the Brisbane LGA (State and Local Government)
- Major Cities and Capital City Reform Agendas (Federal Government, COAG)
- Population Growth Management (Federal, State and Local Government)

RDA Brisbane has the opportunity to work with all levels of government to address policy implementation and priorities in relation to population as it impacts on regional development and capital cities.

6 Regional Development Strategy

While the Regional Roadmap is attentive to the broad needs of the Brisbane region within a strategic framework that is drawn from existing policy, stakeholder aspiration and the context study, it is understood that the RDA's role is primarily a value adding role and the RDA needs to respond within the limits of its capacity and subject to additional funds. The priorities for Brisbane are also mindful of RDA's key output areas of:

- Consultation and Engagement with the Community
- Informed Regional Planning
- Whole-of-Government Activities
- Promotion of Government Programs
- Community and Economic Development

The Regional Roadmap establishes five priority areas:

Priority	To achieve ...
<i>Transport</i>	A connected city with appropriate transport infrastructure and transit efficiency
<i>Future Workforce</i>	High workforce participation and workforce skilling to foster social inclusion, productivity and competitiveness
<i>Liveability</i>	High quality of life and social sustainability promoting social inclusion and wellbeing
<i>Emerging Enterprise & Innovation</i>	Diversification of the economy through growth and development of emerging enterprise and innovation
<i>Carbon</i>	Effective greenhouse management and transition to promote economic growth, resilience and opportunity

In identifying these priorities, RDA Brisbane is responsive to a range of issues as well as asserts a positive approach to relationship building in addressing regional issues. In some instances, while issues emerged as warranting attention, further investigation and stakeholder engagement is warranted to establish the RDA's role. The RDA should also undertake further research to establish a more detailed knowledge base for each of its theme areas to refine or focus some of the actions. These themes are not intended to be comprehensive and the actions prescribed are not exhaustive. The themes are interconnected and activity addressing one theme may result in supports and benefits across other themes. For example, initiatives addressing transport may have implications for liveability, carbon and future workforce while initiatives supporting carbon may have implications for the other four themes. There is a need to ensure that the indicator and reporting framework is sufficiently flexible and integrated to address these interconnections.

Actions cannot be undertaken in isolation and each action should be seen within a broader system of activity that includes maximising the return on those activities. A Forum, for example, can generate opportunities for issue identification, problem solving, media coverage, publication and reporting, and profile-raising. In turn, these can generate resources and ideas that others can use or develop. There is an opportunity to engage in a generative 'open source' style of operating that stimulates ongoing and progressive response and planning. This is integral to capacity building and development.

The Regional Roadmap presents a diverse range of actions intended to address specific issues impacting on the priority themes. It should be understood that not all of these may be possible for a range of reasons – e.g. funding constraints, timing etc – but that as actions they have particular resonance in the current climate and represent opportunities relevant to RDA’s role. Further, in promoting a regional habitat, these actions are focused on improving and developing local conditions; export benefits may potentially be accrued through this focus. The Regional Roadmap informs the Business Planning process which ultimately defines the operational parameters of the RDA.

6.1 Other Issues

Stakeholders have expressed uncertainty about specific administrative and policy shifts and identified some ‘unknowns’ including:

- The impact of Infrastructure Australia as a partner in major infrastructure provision
- COAG Capital Cities Agenda and the impact of the Major Cities Unit
- Relevance and application of Closing the Gap in Brisbane as an urban area

RDA Brisbane can adopt these as investigation and relationship building areas with a view to opening lines of communication across government and stakeholders.

6.2 Brisbane: Australia’s New World City

Brisbane City Council and Brisbane Marketing have established a place branding strategy – *Brisbane: Australia’s new world city* – that seeks to provide a new narrative and direction for the city. The SEQRP also acknowledges Brisbane as a ‘subtropical world city’. The branding strategy has significant implications for regional development and can inform the direction and tone of regional development. RDA Brisbane can play a specific advocacy role in this branding strategy by aligning key messages and promoting the capital to all levels of government. In general the priorities and actions outlined in the Regional Strategy are consistent with world city considerations, such as infrastructure provision, industry development and workforce attraction and retention. Brisbane’s comparative position on various world city indexes is included in Appendix 7.



RDA Brisbane Committee supports the *Brisbane: Australia’s new world city* strategy. Brisbane Marketing has developed a brand toolkit to ensure clear and consistent communications that present Brisbane as a world city. RDA’s support for this initiative means that the RDA will be able to work with Brisbane Marketing and BCC to enhance State and Federal Government engagement with the city’s potential and competitiveness by addressing the RDA’s regional priorities as those which enhance the city’s aspirational world city status.

6.3 Priority Themes, Issues & Actions

The priorities, issues and actions nominated by RDA Brisbane are detailed on the following pages. It is expected that as the Regional Roadmap is operationalised through stakeholder relationships and partnerships, the actions will be adapted to changing conditions with consideration given to time frames.

Transport

A connected city with appropriate transport infrastructure and transit efficiency

Issues

- **Congestion**

Stakeholders have reported that congestion is a major issue for Brisbane that is impacting on both freight and passenger transport. BITRE reports that congestion is costly to city economies and quality of life while BCC reports that congestion costs jobs. Level rail crossings create local area traffic and safety hazards on major roads and junctions. This issue was identified by a member of the RDA Committee and is repeatedly featured in news reports. Issues associated with level rail crossings have been identified by the Centre for Accident Research and Road Safety and the RACQ's Red Spot Survey which has identified the worst congestion points in Brisbane including level crossings in Brisbane. Addressing rail level crossings also improves rail service delivery and reliability. Kingsford Smith Drive is identified as a major link in addressing congestion.

- **Insufficient connectivity and public transport to employment and business centres**

Connectivity is regarded as a high priority for a range of stakeholders including Brisbane Marketing, Queensland University, industry groups and Brisbane City Council. The lack of connectivity to economic centres, such as knowledge precincts and industrial areas, is compounding difficulties associated with labour supply and economic development. This issue is also related to congestion but stakeholders have raised specific concerns in terms of how the lack of connectivity is impacting on the growth of industry, access to labour and the growth of the knowledge economy. Infrastructure and public transport is required to address this issue.

Evidence

This priority is supported by the following evidence:

- BITRE research on congestion
- RACQ research on traffic
- Population and economic growth projections
- Stakeholder interviews, particularly industry bodies and economic development agencies
- Media reports

Benefits

The benefits for the region in addressing these issues include:

- Addressing infrastructure shortages and lags
- Improved movement to and from economic and employment centres (such as port and airport)
- More transport choice and improved commute/freight times
- Improved safety at rail level crossings and commute reliability
- Enhanced economic and employment growth
- Enhanced environmental outcomes due to improved public transport

Actions

Issue	Action	Potential Partnerships	Performance Area	3BL		
				Soc	Ec	Env
Congestion	Present a forum on alternative financing options for infrastructure	Property Council Green Infrastructure Council	Informed regional planning Community and economic development		✓	
	Promote whole of government approach to level rail crossings	RACQ Department of Transport & Main Roads	Consultation and engagement Whole of government activities	✓	✓	
	Raise awareness of the level rail crossing issue among key stakeholders and coordinate a roundtable	Department of Transport & Main Roads BCC	Consultation and engagement Whole of government activities	✓	✓	
	Support the Magnificent 7 campaign with particular emphasis on Kingsford Smith Drive	SEQ Council of Mayors	Consultation and engagement Whole of government activities		✓	
Insufficient connectivity and public transport to employment and business centres	Partner to commission an issues paper addressing worker transport needs in key industrial areas of Brisbane	Smith Family Partnership Brokers Ai Group	Consultation and engagement Community and economic development	✓	✓	✓
	Coordinate a solutions finding forum addressing connectivity issues for economic centres	Brisbane City Council	Consultation and engagement Community and economic development Whole of government activities	✓	✓	✓

Future Workforce

High workforce participation and workforce skilling to foster social inclusion, productivity and competitiveness

Issues

- **Workforce planning for Brisbane**

There is no widely adopted Jobs Growth or Workforce Strategy for Brisbane's specific conditions. Economic projections indicate that Brisbane's jobs growth will outstrip population growth indicating future issues associated with labour and skills supply. The economic and employment structure in industry in Brisbane is changing and Brisbane needs to ensure that it attracts and/or trains the workforce that is required to meet industry needs. Brisbane is presently experiencing skills and labour shortages.

- **Education retention and skills development**

Young people are overrepresented in unemployment figures and there is a clear correlation between employment status and post-school education. With participation in post-school education decreasing as a percentage of the population, there is a need to ensure that the labour force are refreshing their skills and gaining qualifications to enhance employment options. A small percentage of adolescents are falling through the education system as a result of complex disadvantage. In order to enhance workforce participation and to address ongoing labour and skills shortages, there is a need to address the education and skills levels of the workforce.

- **Obstacles to workforce and education participation**

There are a range of obstacles to workforce and higher education participation reported by stakeholders and recent news reports have indicated that affordability of childcare will negatively impact on workforce participation. Other workforce participation obstacles and issues emerged during stakeholder consultation including access to affordable transport, flexibility and transitional programs, overseas qualifications recognition and other issues. Workforce participation is a policy priority and there is a need to understand these obstacles and their impact on a changing workforce.

Evidence

This priority is supported by the following evidence:

- Economic and employment growth projections
- ABS data on education, population and employment
- Workforce and Education Statistics
- Stakeholder interviews, particularly industry bodies, government departments and economic development agencies
- Media reports

Benefits

The benefits for the region in addressing these issues include:

- Enhanced workforce participation through participation in education and training and addressing obstacles to participation
- Enhanced social inclusion through access to employment and education
- Meeting priorities of higher level policy statements

Actions

Issue	Action	Potential Partnerships	Performance Area	3BL		
				Soc	Ec	Env
Workforce planning in Brisbane	Develop a briefing paper about workforce planning issues for Brisbane	DEEWR DEEDI	Informed regional planning Whole of government activities Community and economic development		✓	
	Convene a regional conference to identify the workforce priorities and needs for Brisbane	CCIQ Ai Group DEEDI BCC DEEWR	Consultation and engagement Whole of government activities Community and economic development		✓	
	Develop a workforce submission to all levels of government outlining the need for a cross-sector strategy for Brisbane's workforce development	CCIQ Ai Group DEEDI BCC DEEWR SEQICC	Consultation and engagement Whole of government activities Community and economic development		✓	
Education & Skills Development	Liaise with industry groups to promote involvement in training to employment pathways	DET DEEWR Ai Group	Promote government programs Community and economic development Consultation and engagement	✓	✓	
	Identify networks across training sector to leverage enhanced collaboration and knowledge sharing	DET DEEWR Smith Family Partnership Brokers	Informed regional planning Community and economic development Whole of government programs		✓	
	Participate in planning group for the Inala Flexi-School	Queensland Police Department of Families, Housing, Community Services and Indigenous Affairs	Promote government programs Whole of government Community and economic development	✓	✓	
Obstacles to	Undertake research and prepare a	DET	Informed regional planning	✓	✓	

workforce and education participation	briefing paper on obstacles to workforce participation	DEEWR QCOSS ECCQ Smith Family Partnership Brokers	Community and economic development Whole of government activities			
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Liveability

High quality of life and social sustainability promoting social inclusion and wellbeing

Issues

- **Population growth**

Brisbane is situated in the fastest growing region in Australia and has experienced significant population growth, placing pressure on housing, infrastructure and services. This has led to a range of initiatives to address population growth management. The State Government has released its response to the Population Growth Management Summit, *Shaping Tomorrow's Queensland*, which includes a range of policy and program initiatives.

- **Housing affordability and social housing**

Housing affordability is an issue in Brisbane which impacts on the availability of labour and key workers, and the social diversity of communities. This includes the availability of affordable housing for international students which is impacting on the development of the knowledge economy. There are also significant numbers of households spending 30% or more of their household income on housing costs. A further issue is community attitudes and stakeholders have referred to issues of NIMBYism and community education in relation to social inequality and affordable housing.

- **Social and cultural infrastructure deficits**

BCC reports that there are social and cultural infrastructure deficits in Brisbane, particularly in outer suburbs. Stakeholders have also reported that CALD groups, particularly African groups, experience difficulty in accessing community facilities for events and recreation. Facilities for Aboriginal and Torres Strait Islander people and CALD groups (including international students) are needed, with potential to introduce a high level Aboriginal and Torres Strait Islander Cultural Centre (which has tourism impacts). Additionally, non-profit organisations have property assets which may be underutilised presenting some capacity issues for non-profit organisations in managing and leveraging assets for social infrastructure.

Evidence

This priority is supported by the following evidence:

- Population growth projections
- ABS data on housing affordability and demographics
- State Government Population Growth Management documents
- Stakeholder interviews, particularly human service peak bodies and economic development agencies
- Policy and planning documents

Benefits

The benefits for the region in addressing these issues include:

- Enhanced community and government awareness of social and liveability issues
- Enhanced social inclusion and social diversity
- Meeting the priorities higher level policies and plans
- Supporting the knowledge economy and export
- Addressing social/community infrastructure deficits

Actions

Issue	Action	Potential Partnerships	Performance Area	3BL		
				Soc	Ec	Env
Population growth	Respond to <i>Shaping Tomorrow's Queensland</i> with a proposal for RDA Brisbane's role in carrying this agenda forward	DIP – Growth Management Taskforce BCC	Consultation and engagement Whole of government activities Informed regional planning	✓	✓	✓
	Liaise with Major/Capital City RDAs	Other Metro RDAs	Consultation and engagement	✓	✓	✓
	Input into national Sustainable Population Policy consultations	Federal Government	Consultation and engagement Informed regional planning	✓	✓	✓
Housing affordability and social housing	Undertake further investigation to identify a value add role for RDA Brisbane	Key housing providers and agencies	Consultation and engagement	✓	✓	
	Develop a submission about affordable housing for international students	Universities	Consultation and engagement Whole of government activities	✓	✓	
	Collaboratively develop a knowledge base on the costs of inequality	QCOSS	Consultation and engagement Informed regional planning	✓	✓	
Social and cultural infrastructure	Collaborate with service providers to identify issues experienced by culturally diverse communities in accessing community facilities and infrastructure	ECCQ Multicultural Development Association	Consultation and engagement Community and economic development	✓		
	Organise a seminar program addressing property development and asset management for the NGO Sector	Foresters Community Finance BCC NGOs		✓	✓	
	Advocate for the development of a multicultural facility in Brisbane	BCC State Government	Consultation and engagement Community and economic	✓	✓	

		ECCQ Multicultural Development Association ULDA (Bowen Hills or Woolloongabba UDA)	development			
	Advocate for the development of an Aboriginal and Torres Strait Islander Cultural Centre in Brisbane	BCC DoC SEQICC	Consultation and engagement Community and economic development	✓	✓	

Emerging Enterprise & Innovation

Diversification of the economy through growth and development of emerging enterprise and innovation

Issues

- **Capacity building across a range of smaller and emerging business or economic development clusters**

Research and stakeholder interviews have identified a range of small and emerging business clusters such as social innovation, social enterprise, Indigenous enterprise and economic development as well as environmental services and enterprises (see Carbon theme). There are some policy initiatives that support these areas of business activity but stakeholders in these areas report that they are not always able to leverage those opportunities e.g. social enterprise. Others, such as Indigenous businesses, have found inconsistent policy across all levels of government. Social innovation, which can include Corporate Responsibility initiatives, is an area that does not have significant profile except through social enterprise, which stakeholders have identified as useful in addressing social issues.

- **Unrealised opportunities for new knowledge and innovation precincts**

Stakeholders have revealed opportunities to enhance the network of innovation clusters in Brisbane through strategic development of underutilised sites such as UQ's Pinjarra Hills site and the former QUT Carseldine campus (which has been vacant for over 18 months). The underlying issue is development of the knowledge economy and the need to ensure that Brisbane remains competitive through high quality precinct development. Stakeholders have also reported a shortage of land for industrial purposes, which requires further investigation. These proposed knowledge and innovation precincts will enhance employment as well as economic development.

- **Readiness to leverage communications infrastructure**

Brisbane: Innovation Scorecard 2010 reveals a strong culture of innovation in Brisbane's enterprise and a willingness to invest in innovation. High speed broadband is an 'enabling infrastructure' and stakeholders have identified a need for it to be leveraged effectively to enhance the positioning and competitiveness of the city. Open source innovation has been acknowledged as a particular strength in Brisbane. There is a need to ensure readiness across sectors to take advantage of the opportunities of high speed broadband through innovative business practices, processes and products.

Evidence

This priority is supported by the following evidence:

- *Brisbane: Innovation Scorecard 2010*
- Economic and employment growth projections
- Stakeholder interviews, particularly universities, human services peak bodies, industry peak bodies and economic development agencies
- Policy statements that prioritise high speed broadband as essential infrastructure
- Brisbane North will receive high speed broadband early in the rollout schedule

Benefits

The benefits for the region in addressing these issues include:

- Creating conditions to leverage communications infrastructure
- Leverage regional strengths in innovation
- Developing enterprise and innovation capacity across a range of organisation
- Enhancing knowledge economies through the development of new precincts

Actions

Issue	Action	Potential Partnerships	Performance Area	3BL		
				Soc	Ec	Env
Development capacity across a range of smaller and emerging business or economic development clusters	Partner with Enterprise Connect on the Innovation Mapping Project	Enterprise Connect	Informed regional planning		✓	
	Participate in social innovation and social enterprise networks to enhance whole of government support and sector profile	Social Ventures Australia Red Cross BCC DoC	Consultation and engagement Community and economic development Promotion of government programs	✓	✓	
	Partner with SEQICC on the development of the Murri Business Directory	SEQICC IAS – BCC State Government – DEEDI, DoC Federal Government – IBA Industry Groups	Community and economic development Promotion of government programs	✓	✓	
Unrealised opportunities for new knowledge	Bring key stakeholders and opinion leaders together to address the future of QUT Carseldine Campus	QUT DEEDI BCC	Informed regional development Community and economic development		✓	

and innovation precincts		Enterprise Connect				
	Bring key stakeholders and opinion leaders together to address the future redevelopment of UQ Pinjarra Hills site	UQ DEEDI BCC Federal Government	Informed regional development Community and economic development		✓	
Readiness to leverage communications infrastructure	Raise awareness of the impacts of high speed broadband across a range of industries and sectors	Federal Government Department of Public Works BCC Industry bodies Enterprise Connect	Promotion of government programs Community and economic development Whole of government activities	✓	✓	✓
	Showcase broadband enabled innovation targeting key areas such as energy, mining, health, social services, tourism, government and education	Ai Group CCIQ Universities QCOS Brisbane Marketing	Community and economic development Promotion of government programs	✓	✓	✓

Carbon

Effective greenhouse gas management and transition to promote economic growth, resilience and opportunity

Issues

- **Climate change**

Climate change is an issue of global significance which will be addressed through a combination of local, regional, national and global initiatives. Carbon dioxide (CO₂) is a greenhouse gas and the production of greenhouse gases has significantly risen through human activity such as the burning of fossil fuels and land clearing. Over time it may be anticipated that international regulatory and taxation regimes will require the management of carbon dioxide emissions. Brisbane and its region therefore need to be responsive to carbon management and carbon pollution reduction imperatives. Managing greenhouse gas emissions needs to be seen as integrated with management of other environmental and natural resource issues.

- **Business as usual**

In addressing climate change and carbon emissions, there are challenges in modifying the behaviours and attitudes of households and industry. There are also indications of emerging strengths in renewable energy, smart grid technology and other environment-supporting economic practices that flag carbon management and 'post-carbon' transition. There are also emerging interests in sustainable urban development including green building and green infrastructure and corporate responsibility programs presenting opportunities for sustainable supply chains and 'green growth'. Federal government programs supporting 'skills for sustainability' are also presenting new career and training opportunities for enterprise as it adapts to and mitigates climate change.

Evidence

This priority is supported by the following evidence:

- Reports, plans and policy statements produced by all levels of government and independent agencies including Department of Infrastructure and Planning and Bureau of Meteorology
- Stakeholder interviews, particularly with universities and industry peak bodies
- OECD research into 'green growth' and 'green recovery'

Benefits

The benefits for the region in addressing these issues include:

- Enhanced awareness of the impacts of carbon and other greenhouse gases
- Encouraging transitional training, skills and management practices
- Enhanced conditions for the introduction of sustainability initiatives in industry and the broader community
- Responsiveness to anticipated changes in the regulatory environment

Actions

Issue	Action	Potential Partnerships	Performance Area	3BL		
				Soc	Ec	Env
Climate change	Undertake consultation with key stakeholders to identify ongoing opportunities and priorities for engagement across shared policy priorities	Brisbane City Council State Government – DERM, DIP, DEEDI Federal Government	Consultation and engagement Informed regional planning	✓	✓	✓
	Develop and publish a guide on place-based and local living	University (potential student project)	Community and economic development Consultation and engagement	✓	✓	✓
	Profile regional leadership in carbon transition and management including SEQ carbon capture, smart grids, waste management and local energy networks	Federal Government DERM CSIRO Energy Sector SEQ Council of Mayors	Promotion of government programs Community and economic development		✓	✓
	Partner with key bodies to develop an inventory of sustainable design strengths and capacities to promote linkage to the manufacturing sector and export markets	DEEDI Arts Queensland Universities Industry bodies	Community and Economic Development Consultation and engagement		✓	✓
	Adopt the Global Reporting Initiative sustainability protocol	NA	Consultation and engagement	✓	✓	✓
Business as usual	Undertake a mapping and case study project showcasing industry based carbon reduction and management initiatives	Ai Group CCIQ DERM	Informed regional planning Community and Economic Development		✓	✓
	Initiate industry based roundtables addressing skills for sustainability	DEEWR DET	Promotion of government programs		✓	✓

		Ai Group	Whole of government activities			
	Promote opportunities to obtain information about sustainable business practices and their cost benefits	DERM Ai Group	Promotion of government programs		✓	✓
	Undertake a research project about 'green growth' to identify beneficial policy supports and benchmarks	Green Infrastructure Council Green Building Council Ai Group CCIQ Griffith University	Community and economic development		✓	✓

7 Economic Development & Job Creation

The research undertaken and evidence gathered for the development of the Regional Roadmap includes focused consideration of the economic development and job creation role that RDA Brisbane will play. RDA Brisbane is aware that economic development and job creation in Brisbane is particularly well serviced given the number of employment brokers/agencies and peak/industry bodies. RDA Brisbane has endeavoured to ensure that it is able to add value and provide support to a range of strategic initiatives. The priorities adopted by RDA Brisbane support economic development and job creation/employment in the following ways:

RDA Brisbane Priorities	Economic Development Implications	Employment/Job Creation Implications
Transport	Responding to congestion, workforce commutes, freight obstacles, connectivity to industry and business centres as an economic development and productivity issue	Attracting and retaining workforce in the SEQ region Accessibility to places of employment
Future Workforce	Responding to labour and skills shortages Developing a skilled and engaged workforce Enhancing educational outcomes and retention	Working towards high level levels of workforce participation
Liveability	Attracting and retaining workforce through address of housing affordability and a range of social and environmental sustainability initiatives	Responding to needs of key workers to meet labour demand Accessibility to places of employment
Emerging Enterprise & Innovation	Growth of new enterprise and innovation Diversifying economy Supporting clustering opportunities Leveraging opportunities arising from high speed broadband	New employment and training opportunities through new enterprise Enhanced environmental and social innovation opportunities for knowledge workers and professionals
Carbon	Enterprise resilience as a result of adaptation and mitigation measures 'Green growth' or new enterprise opportunities as a result of carbon capture and management Research and development opportunities to address greenhouse gas in key sectors such as energy	Employment opportunities associated with carbon management, reduction and transition such as skills for sustainability

Through the Regional Roadmap, RDA Brisbane is endeavouring to provide support to a range of initiatives aiming for strategic investments in people and place. These are diverse, ranging from

extending support to a school targeting truancy in Brisbane's south to a potential innovation hub in Brisbane's north.

A major issue for Brisbane is the attraction and retention of workforce in the face of jobs growth that will outstrip population growth. The Regional Roadmap is particularly attentive to this issue. Regions and cities globally are competing for talented and skilled labour. Brisbane must remain a competitive and attractive place to work, including manageable commuting times, in the face of economic growth in surrounding LGAs. Therefore, liveability is regarded as an attractor in terms of achieving economic development outcomes. A key consideration is the need to ensure that liveability is underpinned by a commitment to affordability, social inclusion and environmental sustainability. Promoting social inclusion and addressing social disadvantage delivers savings and benefits to governments and communities by investing in prevention and early intervention. This enables people to participate in education and work and thus improve their lifetime prospects. As 2000 Nobel laureate in economics John Heckman notes, "the later ... we attempt to repair early deficits, the costlier the remediation becomes." Consequently, economic development is significantly enhanced by sound social and environmental programs especially those focused on capacity building and employment.

8 Review

As a living document, the Regional Roadmap will be subject to ongoing monitoring as it is operationalised that will inform an annual review. It is essential that the review process receives appropriate time and resources for an effective and purposeful stakeholder engagement (which is a means to an end not an end in itself). The review of the Regional Roadmap will consider the following principles:

Principle	Action	Opportunities
<i>Stakeholder and Community Engagement</i> – ensure that there are opportunities for targeted community and stakeholder engagement through innovative and targeted approaches. This means developing a methodology for community and stakeholder engagement that is embedded in the operations of the organisation.	<ul style="list-style-type: none"> Quarterly reporting on RDA performance to stakeholders Preparation of stakeholder engagement plan including detailed stakeholder analysis for Regional Roadmap review process 	<ul style="list-style-type: none"> Stakeholder forum or presentation Develop themed focus groups led by Committee members Introduce innovative approaches to engagement
<i>Transparency and openness</i> – ensure that the RDA is at all times transparent and open in its review and evaluation processes. This means accountability and ensuring that information and reporting is effectively shared and guides the ongoing development of the Regional Roadmap.	<ul style="list-style-type: none"> Publication of Regional Roadmap Notification of review processes and results RDA promotes responses to review processes 	<ul style="list-style-type: none"> Develop mechanisms to obtain feedback in conjunction with publication of reporting Establish online engagement methods Consider a dynamic form of online publication
<i>Performance Orientation</i> – ensure that the RDA is focused on ends and effectiveness rather than means. This means it is performance oriented, benefits focused and results driven and this requires performance monitoring and reporting.	<ul style="list-style-type: none"> Quarterly monitoring and reporting Review will focus on results and ends rather than activities and outputs. 	<ul style="list-style-type: none"> Develop a rigorous performance monitoring process based on quantitative and qualitative indicators aligned to key performance areas Strengthen Triple Bottom Line reporting and planning through adoption of Global Reporting Initiative
<i>Relevance</i> – ensure that the Regional Roadmap retains its purposefulness and relevance as a mechanism for guiding regional development ends. This means that the impact of the RDA is monitored and the provisions of the Regional	<ul style="list-style-type: none"> Develop an RDA Brisbane Vision and Mission Review evidence base Enhance evidence base through ongoing research, statistical analysis and consultation 	<ul style="list-style-type: none"> Develop capacity for ongoing information management, research and analysis including managing new information releases Census 2011 will necessitate a significant review of RDA Regional

Roadmap adjusted to meet changing needs and priorities.		Roadmap <ul style="list-style-type: none"> ▪ Track the development of the Capital City Reform Agenda to inform the Regional Roadmap review ▪ OESR revised population forecasts to be released in March 2011
<i>Integration</i> – Committee to actively develop the Regional Roadmap. This means the Regional Roadmap is retained as a living document that underpins the operations of the organisation.	<ul style="list-style-type: none"> ▪ Ongoing monitoring of and reporting against the Regional Roadmap and Business Plan ▪ Business Plan development integrally related to and informed by the Regional Roadmap ▪ Strategic Planning developed through workshop with Committee 	<ul style="list-style-type: none"> ▪ Establish Sub-Committee and regular reporting to the Committee ▪ Ensure Business Plan captures the Regional Roadmap review process

8.1 Review Timetable

The review of the Regional Roadmap requires forward planning. It is anticipated that monitoring of performance against the Regional Roadmap is ongoing because planning is dynamic, iterative and continuous; the Regional Roadmap is a compass not an inflexible blueprint for action. Monitoring and review provide the basis for adapting the strategy to changing circumstances.

The RDA Brisbane Committee should be fully engaged in the review process with appropriate documentation and reporting to enable it to carrying out periodic monitoring as well as an annual review. The review of the Regional Roadmap should commence approximately five months prior to the Regional Roadmap's submission to the Federal Government and it is essential that the Committee undertake a Strategic Planning workshop in the initiation of that process. The longer time frame will enable a richer engagement process using multiple methods as well as provide the RDA with resourcing options. A Sub-Committee or Steering Committee will play a central coordination or oversight role. The review process can be made more streamlined by ensuring that information is well managed and readily available, stakeholder engagement is ongoing and well documented and that efforts are made to stay abreast of policy changes and directives. As this pool of knowledge changes and grows, the RDA is better able to respond and embed new knowledge in the Roadmap.

The Review process should generate knowledge and learning, addressing the following questions:

- What has been achieved and progressed?
- Are the priorities still current?
- What obstacles have been encountered? What couldn't happen and why?
- Were unexpected opportunities and changes considered?
- What new information needs to be considered?
- What feedback has been received or is needed?
- What is working or not working? What could work better?
- Are the performance indicators appropriate?
- What do our stakeholders think?

When	What
September 2010	<ul style="list-style-type: none"> ▪ Develop Terms of Reference for and form Regional Roadmap Sub-Committee or Steering Committee which will provide oversight of the ongoing monitoring, reporting and review of the Regional Roadmap ▪ Establish monitoring methodology (based on Business Plan) ▪ Establish mechanism for managing and developing data and knowledge base
October	<ul style="list-style-type: none"> ▪ Produce condensed version of the Regional Roadmap for publication and distribution ▪ Undertake stakeholder analysis and develop ongoing stakeholder engagement strategy ▪ Release Regional Roadmap for stakeholder feedback or workshop ▪ Revise Regional Roadmap if needed
November	<ul style="list-style-type: none"> ▪ Launch Regional Roadmap
December	<ul style="list-style-type: none"> ▪ Quarterly Monitoring
January 2011	
February	
March	<ul style="list-style-type: none"> ▪ Quarterly Monitoring
April	<ul style="list-style-type: none"> ▪ Plan and commence Regional Roadmap review process <ul style="list-style-type: none"> ○ Strategic Planning workshop with Committee ○ Develop stakeholder engagement parameters
May	<ul style="list-style-type: none"> ▪ Review evidence base and commence desktop research ▪ Undertake stakeholder engagement – consider multiple methods such as focus groups
June	<ul style="list-style-type: none"> ▪ Develop Regional Roadmap Framework ▪ Quarterly Monitoring
July	<ul style="list-style-type: none"> ▪ Write Regional Roadmap ▪ Undertake ‘ground truthing’ / workshop with stakeholders
August	<ul style="list-style-type: none"> ▪ Finalise revised Regional Roadmap and submit

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 - Property Council of Australia (Queensland)
 - Australian Industry Group
 - Brisbane Airport Corporation
 - Chamber of Commerce and Industry Queensland
 - South East Queensland Indigenous Chamber of Commerce
 - Brisbane Marketing
 - Economic Development (BCC)
 - City Planning and Sustainability Division (BCC)
 - Water Resources Branch (BCC)
 - Natural Environment & Sustainability Branch (BCC)
 - Indigenous Team (BCC)
 - Brisbane Infrastructure, Transport and Traffic (BCC)
 - Department of Employment, Economic Development and Innovation (State Government)
 - Department of Communities (State Government)
 - Department of Education & Training (State Government)
 - Department of Transport and Main Roads (State Government)
 - South East Queensland Council of Mayors
 - Queensland Council of Social Services
 - Ethnic Communities Council of Queensland
 - University of Queensland
 - Griffith University

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Statement by the Chair

I hereby certify that the RDA Brisbane Regional Roadmap 2010-11 is, to the best of my knowledge, accurate and reflects the region's priorities and strategies to be addressed by RDA Brisbane.

A handwritten signature in black ink, appearing to read 'J Shepley', with a stylized, cursive script.

John Shepley
Chair

8 September 2010