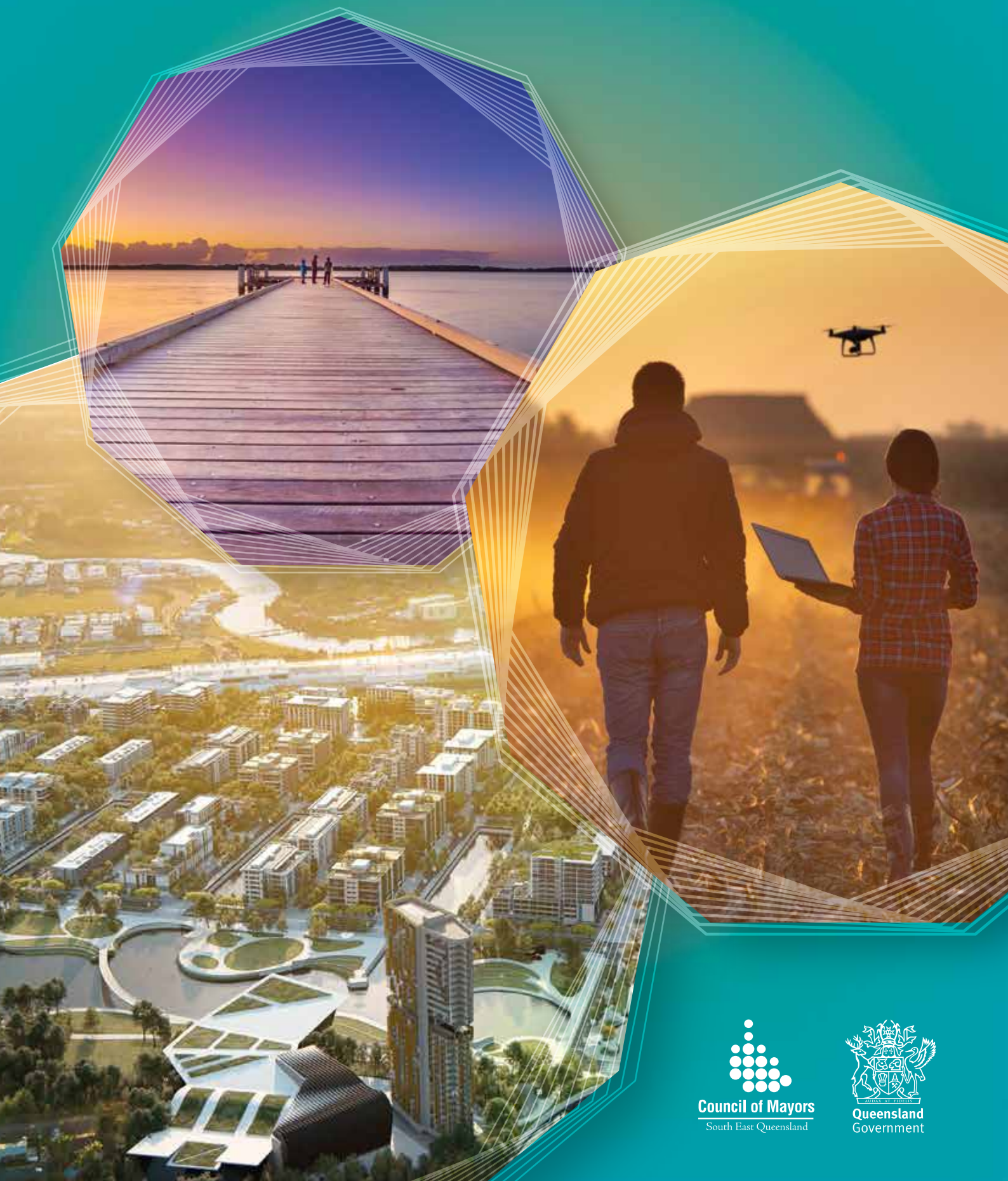


TransformingSEQ

The SEQ City Deal Proposition

February 2019



Working together for an SEQ City Deal

South East Queensland (SEQ) is a region of unmatched potential, with the ability to combine its natural assets, people, economic opportunity and liveability to deliver a significant contribution to the state and national economy.

It is the idyllic lifestyle, geographic advantage and economic diversity that attracts both talent and investment to our region, which is expected to grow by almost two million people in the next 25 years.

While this growth is an opportunity for SEQ, it cannot come at the cost of liveability and lifestyle.

In short, we need to make sure growth means SEQ gets better, not just bigger. State and local governments have long recognised this – it's why we have a long history developing and implementing the South East Queensland Regional Plan.

And it's why the Queensland Government and the Council of Mayors (SEQ) have been working together for several years to develop the concept of a City Deal for SEQ.

Our long-standing partnership to develop an SEQ City Deal is focused on securing the future prosperity and liveability of our region, and means we are more prepared than any other region in Australia to deliver a strategic and transformational agreement that will deliver an enduring benefit for our communities and the nation.

Our idea to develop a City Deal was the first of its kind in Australia, and contributed to the Australian Government including the concept in their *Smart Cities Plan* in 2016.



TransformingSEQ, the SEQ City Deal Proposition, is the next step in our journey towards a City Deal. It outlines some of the transformational opportunities an SEQ City Deal could realise for our region and the nation, and is intended to form the basis for future negotiations with the Australian Government.

The SEQ City Deal we seek will be the largest City Deal in Australia, benefitting more than three million residents and paving the way for a prosperous, liveable and sustainable future for generations to come.

At the core of our ambition is a deal that transforms regional connectivity to address congestion; ignites the potential of our employment precincts to create jobs; and that supports the development of thriving communities that are lifestyle destinations. This can only be achieved by working together collaboratively across local government boundaries to realise our region's potential. This can't be done alone, and that's why we are seeking Australian Government support for a City Deal that transforms SEQ.

We therefore invite the Australian Government to partner with us to realise the full potential of the City Deal concept. We propose a long-term partnership between all levels of government that transcends political cycles to deliver a strategic approach to planning and investment which supports our region to be even better.

Our aspiration for an SEQ City Deal comes at a time when the Australian public have shown their growing frustration with the state of politics in this country. A time when voters are looking for their leaders to put politics aside and deliver something real and visionary.

This is what the City Deal model is all about, a mechanism to deliver long term and lasting change for a region and a way to ensure we are using public funds in the smartest and most strategic way possible.

Many cities across Australia have also discovered the transformational effect that a City Deal can deliver, and as a result, their federal representatives have fought hard to secure a region-shaping deal for their communities.

State and local governments in SEQ are already united in this pursuit. We now look to our SEQ federal representatives to be our voice in Canberra and advocate for an Australian Government commitment to developing an SEQ City Deal.

This document highlights the unrealised potential that can be unlocked through an SEQ City Deal. Its purpose isn't to pre-empt future negotiations, but to propose a starting point for genuine discussion and collaboration.

The Queensland Government and the Council of Mayors (SEQ) invites the Australian Government to become a partner in this journey and work with us to create Australia's most prosperous and liveable region – one region that is connected locally and competing globally.



JACKIE TRAD MP

Deputy Premier, Treasurer
and Minister for Aboriginal and
Torres Strait Islander Partnership



COUNCILLOR GRAHAM QUIRK

Lord Mayor of Brisbane and
Chair of the Council of Mayors (SEQ)



One region.
Connected locally.
Competing globally.

Be part of the
conversation:

#SEQcitydeal

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Be part of the
conversation:
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Transforming our region's future together

South East Queensland (SEQ) is a region with enormous potential and boundless opportunity.

As Australia's premier lifestyle region, we enjoy an enviable subtropical climate; outstanding natural assets; and more than 450 kilometres of pristine coastline; and a diverse and welcoming culture.

We are a key economic gateway and Australia's closest major commercial centre to the Asia-Pacific region, and home to world-class innovators, researchers, producers and entrepreneurs.

We enjoy strong comparative advantages in sectors as diverse as tourism and creative industries; agribusiness; advanced manufacturing; transport and communications; and traded health and education.

Notwithstanding these strengths, we can do more to fully realise our potential to contribute to Australia's economic success – and are increasingly well positioned to do so.

This document sets out the shared ambition of the Queensland Government and local governments to realise this potential – identifying many of the key opportunities for strategic investments and stronger partnerships between governments, civic leaders, community and industry. Through this approach, we will make SEQ more productive, more liveable, more sustainable and more successful.

SEQ in context

SEQ is the third largest urban region in Australia, spanning around 34,000 square kilometres from the Sunshine Coast to the border, and from the Moreton Bay islands to Toowoomba.

We are already home to one in seven Australians – 3.5 million people – and we are growing at twice the OECD average. In the next 25 years, we will need to accommodate another 1.9 million residents and almost 800,000 new homes. The changing demographics of our region brings challenges and opportunities. As we look to this future, we are focused on:

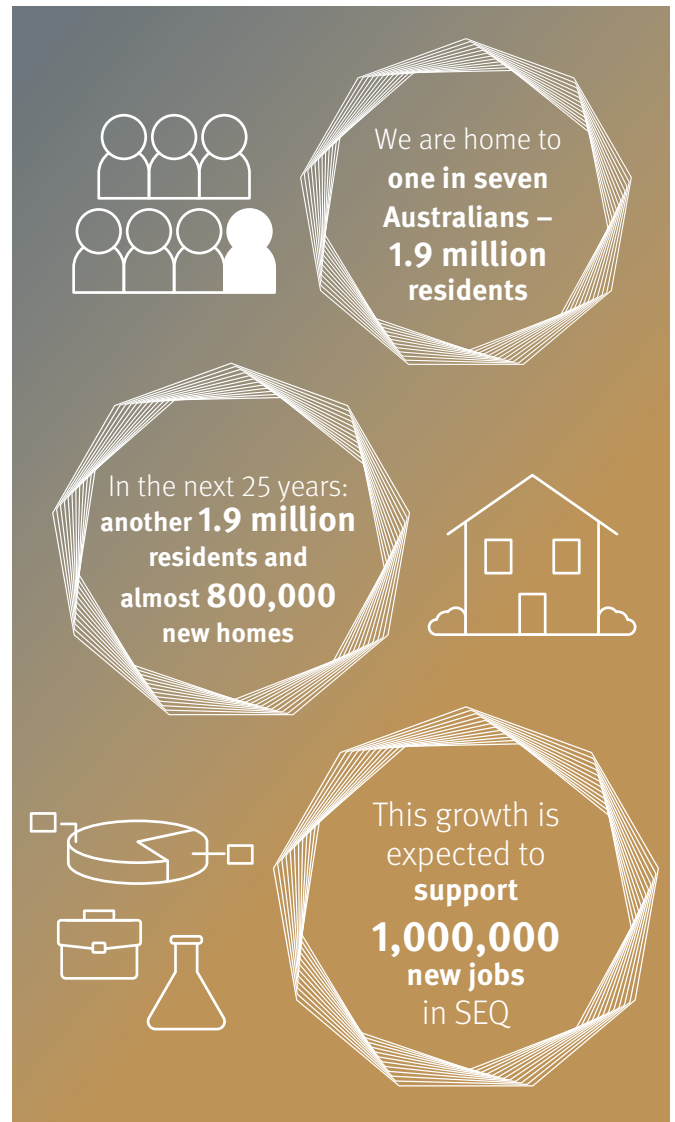
How do we ensure our region becomes more liveable and successful as a result of this growth?

This growth is expected to support around one million new jobs in SEQ. This comes at a time when the jobs that are driving our economy are changing, with new technologies, globalisation and demographic change transforming the future of work and the talent and skills of our workforce.

Sectors such as advanced manufacturing, traded health and education, agribusiness, tourism and creative industries, and transport and communications all have a strong foundation in our region and the capacity to grow.

Our region's leaders recognise that transitioning to higher-value employment sectors presents an immense opportunity. To realise this opportunity, we are also asking:

What is the value proposition that we present to talent and business as they consider SEQ as a destination to locate and grow?



An emerging economic powerhouse

Alongside Sydney and Melbourne, SEQ is a key economic driver for Australia. As we emerge from a disparate region of cities and towns to a more integrated city-region, SEQ will play an increasingly important role in Australia's national success and productivity.

The South East Queensland Regional Plan 2017 (*ShapingSEQ*) sets out a shared economic aspiration for our region:

“Australia's eastern gateway to international markets. Globally visible and competitive, SEQ will grow its export share of the economy to create new activity and skills. More jobs will be located throughout the region with better and healthier options for accessing them.”

This aspiration leverages our many economic strengths including:

- » Four international airports, including Brisbane Airport, which operates 24/7 without a curfew, is the largest airport by land size in Australia, and will soon benefit from the opening of a second runway.
- » The Port of Brisbane, which is up to five sailing days closer to Asia than Sydney or Melbourne and one of the fastest growing and least-constrained container ports in Australia.
- » An extensive land-based freight and logistics network.
- » A network of regionally-significant industry and enterprise areas.
- » Clusters of major health and knowledge hubs, including high-performing, high-quality universities, research centres, and innovation hubs.
- » By mid-2020, SEQ will be home to a direct international broadband submarine cable connection to global markets, providing the fastest data and telecommunications transmissions from Australia to Asia.
- » Globally-renowned natural and developed tourism assets, which benefit from an average of 300 days of sunshine every year.
- » Areas of fertile agricultural production with favourable year-round climatic conditions, and a nationally significant agribusiness industry.
- » A series of key activity centres, delivering retail, commercial and services to the community.
- » A highly talented, capable and skilled workforce.

We also have an established network of economic corridors that cross local government boundaries and drive local government and industry collaboration. Collectively, these economic corridors have the capacity to grow and be more productive, and we are focused on:

What initiatives and changes are required to bolster our global competitiveness?

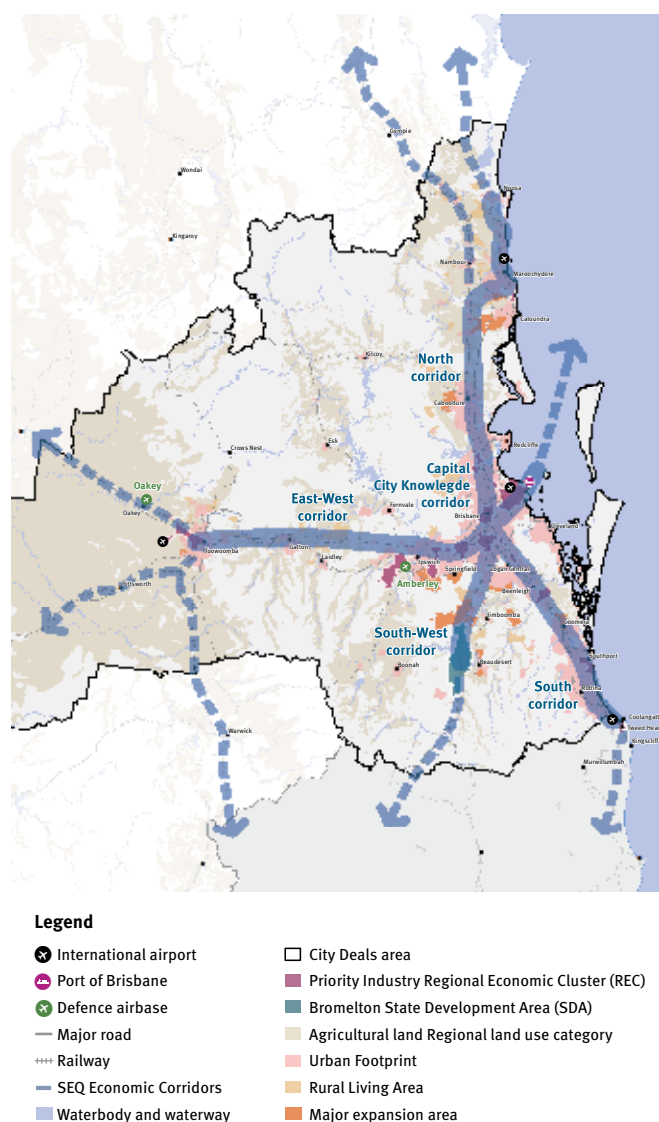


Figure 1: SEQ Economic Corridors

A record of collaboration and partnership

Here in SEQ, we have a strong history of working together for our region.

We are home to five of the ten largest local governments in Australia, with the proven capacity to partner and deliver, bringing capability and resources to the task of realising our ambition and potential.

The Council of Mayors (SEQ) was established in 2005 and provides a forum for mayors across the region to have a collective voice on critical regional issues and a forum for genuine collaboration. It is a unique forum in its size, scope and proven track record of partnering with the state government on key policy issues. This capacity to partner is unique to this region, particularly when compared with other fragmented metropolitan areas.

Similarly, state and local government have built an enduring and mature partnership in the region, focused particularly through the statutory Regional Planning Committee. This unites mayors and ministers in regional planning for SEQ, and has led to the development of consecutive regional land-use plans since 2005. Our mayors have also worked closely with the state government to inform regional transport planning.

This collaborative governance experience provides greater certainty and a stable platform of trust and cooperation for regional partnership and investment. This is further evidenced in the co-investment our region's councils have made in key regional transport projects, such as the Redcliffe Peninsula Rail Line, Gold Coast Light Rail and Brisbane Metro, now at procurement. The Queensland Government and local governments have also worked together around the delivery of integrated public transport ticketing, destination marketing and investment attraction initiatives.

Nevertheless, while a regional approach to land-use planning and transport provides a strong foundation to deliver for the future, we are also focused on:

What is the next wave of infrastructure investments and reforms for our economy to meet the needs of our growing communities?



A pivotal moment for SEQ

The opportunities for SEQ are vast. We are currently experiencing a significant wave of infrastructure investments by the three levels of government and the private sector, with major projects including:

- » Cross River Rail (\$5.4 billion) and Brisbane Metro (\$944 million) unlocking the core of our passenger network
- » Inland Rail (\$9.3 billion)¹, Toowoomba Second Range Crossing (\$1.6 billion), Beerburrum to Nambour Rail upgrade, and the Port of Brisbane's expansion plans reshaping our freight connectivity
- » the Brisbane Airport Parallel Runway (\$1.3 billion), Sunshine Coast International Airport Expansion (\$303 million), Wellcamp Airport and a new international broadband submarine cable changing the way our region is connected to the globe.

While these projects will change the way people and goods move around the region, we are now focused on:

What needs to be done to ensure we maximise the benefits of these projects at a national scale and for our residents and industry?

Private sector investment is recognising the advantages of SEQ and reshaping our economic position across the globe. Rheinmetall's decision to locate their \$5 billion LAND 400 project, Boeing's decision to locate their largest autonomous systems program outside of the US, Softbank's investment at The Precinct, and Volvo's decision to locate their national headquarters here demonstrates our strong, advanced manufacturing sector.

This reflects not only our workforce capability, but also our growing global reputation for intelligent transport systems, automated and autonomous vehicle technologies, drones and mechatronics.

Our researchers and innovators are world-class, including Tritium, which is quickly becoming a world leader in the electric vehicle industry; BiVaCor, which is leading the field in artificial hearts; and the Diamantina Institute, creators of the first cervical cancer vaccine. It's no surprise, then, that Brisbane has gone from 85 to 59 on the world index of innovative cities in the last five years.

Similarly, our tourism sector moves from strength to strength with new premium offerings such as the W, Calile, Westin, Star Grand, Howard Smith Wharves, Dorsett and Queens Wharf precinct all showcasing our region.

Our high value agribusiness sector continues to leverage the advantages of innovation to increase the value and volume of our exports. These examples demonstrate our emerging potential, and we are now asking:

How can we partner more effectively to ensure SEQ attracts and unlocks the next wave of innovation and growth?

¹ It is noted that the Inland Rail project still requires a Bi-Lateral Agreement to be formalised with the Queensland Government and this remains subject to negotiation.

Better, not just bigger

As one of the fastest growing regions in Australia, our population growth presents both opportunities and challenges, particularly noting the changing demographics that will have a structural impact on our economy.

*Critically, we want to ensure growth means our region gets **better, not just bigger**.*

We seek “good growth” for SEQ, where we maximise choice and opportunity for residents. In particular, we want to collaborate to leverage our growth to deliver:

- » **An inclusive, globally competitive economy**, where SEQ is a location of choice for innovative global firms, and a region that supports our residents and businesses to develop the skills they need to share in the benefits of our growing economy.
- » **Vibrant, fair, healthy and affordable living and housing** to meet the community’s needs, with good access to jobs, education, amenities, services, and infrastructure.
- » **Digitally enabled communities** that connect our residents and businesses with information and the globe through faster, more reliable digital infrastructure. Similarly, we want to unlock more data to support greater innovation and more responsive decision-making.

- » **A region that is globally renowned for our lifestyle**, where we enhance our liveability advantages as we grow and change. This means preserving our natural assets, enhancing the quality of our neighbourhoods and public places, and creating new destinations that reflect the aspirations of our growing communities. This liveability advantage will be critical to attract and retain talent and businesses.
- » **A resilient region** that is prepared for future climate and environmental change. This includes coordination across the region to plan and manage finite resources such as water, changes to our built form, physical environment and community behaviours to ensure our region remains sustainable.

Realising these benefits will require a genuine partnership between all tiers of government and with our civic leaders and industry. A City Deal presents the platform to facilitate the collaboration we need to make our region better, not just bigger, building on the vision and objectives of *ShapingSEQ* to get us there.



A City Deal for SEQ to unleash potential

The best way to realise the opportunities presented by our region's growth is through an ambitious and transformative City Deal.

Through an SEQ City Deal, we want to work together to create:

One region that is connected locally and competing globally.

The time to do this is now: through an ambitious City Deal we can build on the significant wave of public and private infrastructure investments now underway to deliver a long-term, tripartite commitment to SEQ that makes us more productive and more liveable. This will benefit the region and the nation.

Importantly, the proposed SEQ City Deal is not just about infrastructure investments for our region.

The SEQ City Deal we seek is focused on aligning government priorities around common objectives and outcomes, to deliver a regional transformation that ignites the potential of SEQ.

In particular, an SEQ City Deal can provide a clear platform for governments, our civic leaders, businesses and community to transform the connectivity of our region and develop the right conditions to attract and retain more high value jobs.

In fact, KPMG modelling indicates the SEQ economy may be up to \$58 billion bigger than “business as usual” if we realise an ambitious City Deal that turns the dial on our region's productivity and competitiveness.² That's why we are focused on a City Deal that transforms regional connectivity, supports leadership in innovation and technology adoption, streamlines regulation for our businesses, and ignites the potential of our key employment precincts.

By creating an even more competitive and attractive destination for investment, we can ensure that we are attracting and developing the high value jobs that our communities will thrive on and that our nation needs. Equally, we can ensure we are building on the liveability appeal that we have always been known for to truly be a globally recognised and desirable metropolitan region.

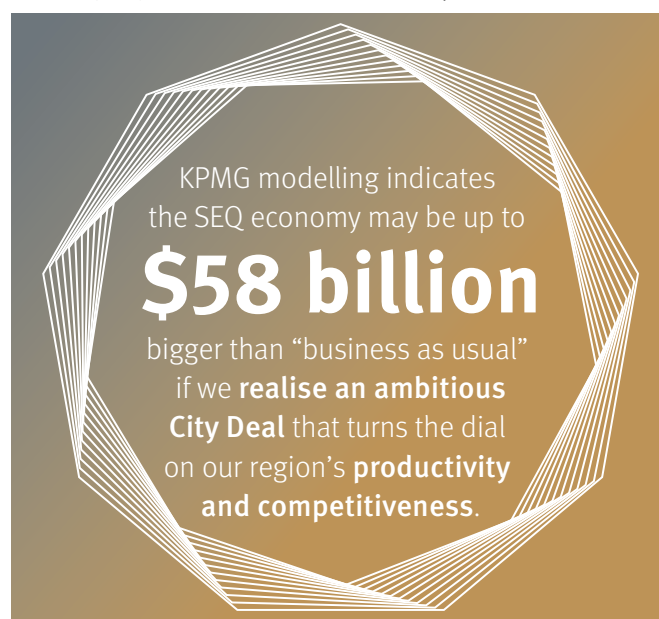
State and local government realise that now is the time to collaborate on the policy challenges and opportunities that could be challenging for any one tier of government to address and resolve.

In an era when cities are increasingly competing for talent and investment, the importance of reform to deliver more collaborative planning, investment and coordination is paramount. The Australian Government's *Smart Cities Plan* highlights “success requires all tiers of government, the private sector and the community to work together towards shared goals”.

The risk of “no deal” is clear – we risk becoming less prosperous, less liveable, less sustainable and less successful than we otherwise might.

A City Deal for SEQ presents the opportunity to genuinely alter the course of our region for the better, to deliver the regional benefits of “good growth” and avoid the pitfalls that other regions have experienced. Through the SEQ City Deal we propose, we can ensure governments are driving collaborative reform and co-investing in projects that will achieve a shared vision of **one region that is connected locally and competing globally**.

We invite the Australian Government to join us to realise his step-change for our nation. A more globally competitive, productive and attractive SEQ is essential to Australia's global standing and we look forward to working together to make this a reality.



2 KPMG (2018) modelled the impact of a 0.25% increase in annual multi-factor productivity growth across the SEQ regional economy. Given the higher productivity and flow impacts across the broader economy, the modelling estimates that the economy may be larger by up to \$58bn in 25 years (2017 dollars). Australian Bureau of Statistics estimates show that multi-factor productivity has grown by 0.73% per annum on average between 1994–95 and 2017–18. Over the same period, NSW multi-factor productivity growth has averaged 0.97%. The potential 0.25% increase in multi factor productivity used in the analysis was based on the impact required to close the historical multi factor productivity gap with NSW. The actual impact of a City Deal on multi factor productivity would be dependent on the final terms of the deal along with a range of other factors.

Six transformational opportunities for SEQ

45-minute region

Build on Cross River Rail and Brisbane Metro to move SEQ towards a 45-minute region by delivering the next wave of Rail and Metro projects to connect our key activity and growth centres.



Trade and Enterprise Spine

Supercharge an SEQ Trade and Enterprise Spine between the Toowoomba Trade Gateway and the Australia TradeCoast by connecting Inland Rail to the Port of Brisbane and unlocking new jobs in the south-west and western growth areas.



Innovation Precincts

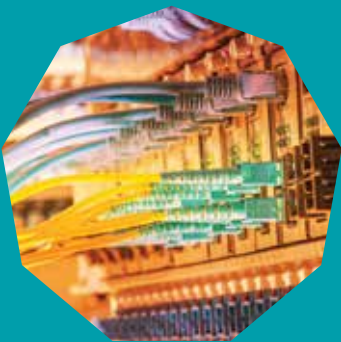
Ignite our nationally significant Innovation Precincts to deliver more high-value, knowledge-intensive jobs through enabling infrastructure and a culture of innovation and entrepreneurship.



The Queensland Government, SEQ Local Governments and key industry leaders across SEQ have identified these six transformational opportunities as having the capacity to unlock the potential of our region. All six of these transformational opportunities can only be delivered through strong collaboration and focus between all tiers of government and the private sector. Collectively we can unlock the benefits of “good growth” and deliver a step change in our region and nation’s future.

Smart Digital Region

Establish SEQ as Australia’s leading Smart Digital Region by leveraging the new international broadband submarine cable to deliver a Digital Trade Hub and taking a region-wide approach to data and digital connectivity.



Liveability Fund

Deliver and secure better open spaces, recreational areas and landscapes for our growing region, including through a new tripartite Liveability Fund to co-invest in critical blue and green infrastructure.



Regional Coordination Board

Deliver greater coordination and collaboration between federal, state and local governments, including a new tripartite Regional Coordination Board to support strategic governance for the region.



What are City Deals?

City Deals are tailored, place-based agreements between Commonwealth, state and local government aimed at creating new jobs, accelerating economic growth, and aligning governments, industry and the community to achieve productive and liveable cities.

First introduced in 2016 under the Australian Government's *Smart Cities Plan*, City Deals signal a new mechanism to develop collaborative plans for growth, renewal and reform. A City Deal is a long-term commitment which outlines the investments, planning governance and actions needed to implement them.

City Deals

Moving from:

- » different priorities for different tiers of government
- » limited engagement from the private sector as partners
- » different views on infrastructure sequencing
- » a lack of certainty over delivery timeframes
- » project by project decision-making
- » numerous short-term funding streams
- » fragmented engagement by private sector and community around key priorities and outcomes.

Moving to:

- » a shared and agreed regional narrative and vision
- » formal agreement between multiple governments that provides a foundation for private sector confidence in partnership and investment
- » shared understanding on planning and economic development priorities
- » a commitment to project priorities and delivery horizons
- » an agreed program of infrastructure and investments
- » opportunities to leverage aligned co-investment by all three tiers of government and the private sector
- » a highly engaged private sector and community, with a focus on transparent, outcomes-focused decision-making, investment and policy.

Towards a City Deal for SEQ

The Queensland Government and the Council of Mayors (SEQ) are working together to develop the concept of a City Deal for SEQ. We are focused on the entire SEQ region rather than more discrete areas because many of the problems we want to solve require a regional-scale response – particularly connectivity and mobility.

We've been on this journey for more than five years, developing a mature partnership with a strong understanding of our region's needs.

Over this time, we have:

- » developed the SEQ City Deal Gateway 1 Report (2016), scoping a potential approach to a region-wide City Deal for SEQ
- » finalised *ShapingSEQ* (2017), the statutory regional plan for SEQ which identifies the potential for a City Deal to be a key implementation mechanism
- » released the SEQ Benchmarking Report (2018), prepared by the Business of Cities and led by Professor Greg Clark, which benchmarks our region against peer regions around the globe
- » developed the *SEQ Economic Foundations Paper* (2018), which identifies the key drivers and economic issues for our region.

This SEQ City Deal Proposition builds on this work, and is intended to form the basis for future City Deal negotiations with the Australian Government. This document is not intended to represent a program of commitments or funding by the Queensland and local governments. Rather it highlights the opportunities that can transform our region. As such, it is intended to be a key input to a future City Deal, pointing to the objectives, focus areas and opportunities in which we might partner to deliver over the 15 to 20-year life of an SEQ City Deal.



Funding and financing

The Queensland Government and local governments, along with the private sector, are already investing in a range of significant projects that will reshape our region.

Through a future SEQ City Deal, we aim to achieve:

- » **Greater alignment between governments** to deliver a consistent vision and policy approach for SEQ.
- » **A prioritised program of investment**, rather than funding for siloed and disparate projects, so that we can realise our ambitions through a more strategic approach.

The formal deal negotiation will need to consider the optimal funding models and financing structures for the agreed program of investment and reform. This will include consideration as to how funding and financing structures impact on the budgets and fiscal position of the parties to the deal, as well as processes for determining investment priorities. Appropriate consideration will also need to be given to how the private sector can participate in an SEQ City Deal, particularly where private financing and delivery models are explored.

As noted in the SEQ City Deal Gateway 1 Report (2016), fiscal principles will need to be agreed between the three levels of government to provide a foundation for negotiating the funding and financing parameters. Through the deal negotiation, the potential exists to leverage existing government grants to better effect, uplift government revenue through increased economic activities, explore opportunities to partner with entities like the Clean Energy Finance Corporation and the Infrastructure and Project Financing Authority, and support increased flows of private sector investment into the SEQ economy.

Once negotiated, the SEQ City Deal should include a prioritised program of projects and policy reform commitments, which identifies responsibilities for funding, financing, risk management, delivery and evaluation. Critically, this approach does not seek to replace existing frameworks of project assessment such as those employed by Building Queensland, Queensland Treasury or Infrastructure Australia. Rather, it provides a process of strategic prioritisation to ensure that the benefits of individual initiatives are maximised through better sequencing, complementary investment and policy reform.



The SEQ City Deal Proposition

The SEQ City Deal Proposition has been shaped through a collaborative process developed by the Queensland Government and the Council of Mayors (SEQ), including participation from state and local officials, university leaders, civic leaders and the private sector.

Our approach included:

- » Developing and analysing the evidence base
- » Scoping with stakeholders
- » Co-production of the domain objectives, focus areas and opportunities.

The process culminated in this document, the SEQ City Deal Proposition, which is organised around six potential “domains” for the deal. These domains are consistent with the *Memorandum of Understanding to establish and implement City Deals* signed between the Australian and Queensland Governments in 2016:



Connecting
Infrastructure



Jobs and
Skills



Liveability and
Sustainability



Housing and
Planning



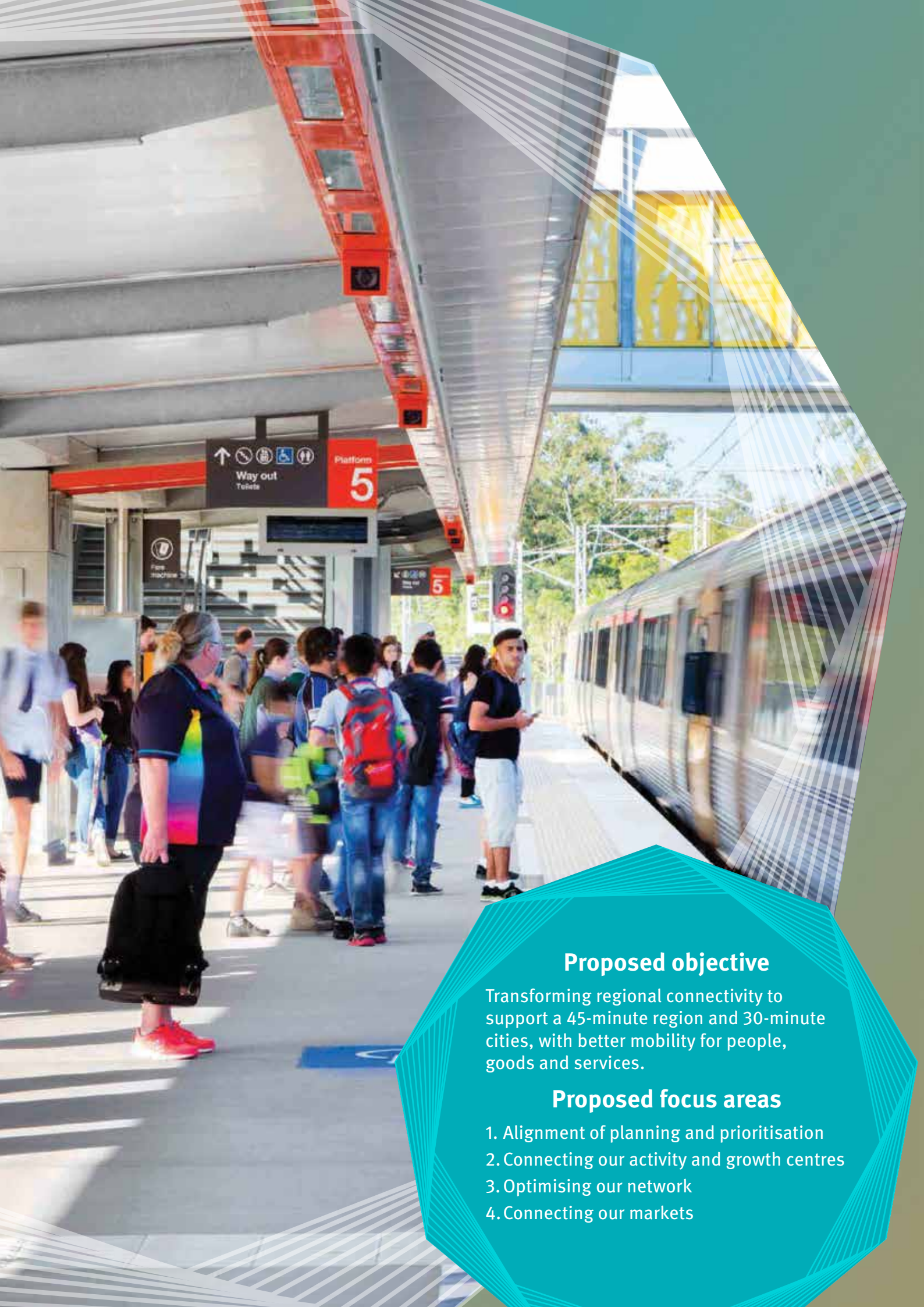
Digital



Governance and
Leadership

The strategic approach for each domain is described through:

- » **A domain objective** – outlining the aspiration we hope to achieve under this domain through a future SEQ City Deal.
- » **Domain focus areas** – outlining the key areas of focus for a future City Deal to support the achievement of the domain objective.
- » **Domain opportunities** – outlining the potential initiatives and projects that could be pursued through a future SEQ City Deal to support the achievement of the domain objectives and focus areas. Importantly, these are not funded commitments and the final SEQ City Deal may not include all of these opportunities as funded initiatives. Instead, they identify the opportunities we believe can be transformative for our region in the long-term, setting the scene for consideration and prioritisation through a future City Deal.
- » **Domain measures** – outlining potential indicators that could be incorporated into a future SEQ City Deal to measure progress in achieving the City Deal's objectives.



Proposed objective

Transforming regional connectivity to support a 45-minute region and 30-minute cities, with better mobility for people, goods and services.

Proposed focus areas

1. Alignment of planning and prioritisation
2. Connecting our activity and growth centres
3. Optimising our network
4. Connecting our markets



Connecting Infrastructure

Through an SEQ City Deal, we can make strategic transport and digital infrastructure investments with the objective of transforming regional connectivity to support a 45-minute region and 30-minute cities, with better mobility for people, goods and services.

With SEQ expected to grow by almost 1.9 million people and around one million new jobs over the next 25 years, regional connectivity is critical to shaping and supporting our economy and lifestyle.

Avoidable congestion costs will more than double to between \$4.1 billion and \$5.9 billion in Brisbane and rise to \$9 billion in SEQ by 2030³. Over this same period, Brisbane's annual avoidable congestion costs per capita are forecast to overtake Melbourne to become the second highest in Australia, behind only Sydney.

This will have a significant impact on the region's productivity and quality of life, and suggests that a "business as usual" approach to infrastructure provision will not realise the region's potential.

The Queensland Government and local governments want to leverage existing region-shaping investments to deliver additional investment and network reform that moves SEQ towards a 45-minute region with 30-minute cities. These projects include:

- » Cross River Rail, a \$5.4 billion project fully funded by the Queensland Government, which will unlock the bottleneck at the core of the region's heavy rail network, allowing more trains to run more often.

- » Brisbane Metro, a \$944 million project jointly funded by Brisbane City Council and the Australian Government, which will cut travel times, reduce congestion, and put more buses in the suburbs.
- » Inland Rail, a \$9.3 billion project funded by the Australian Government, which will deliver a 1700 kilometre freight rail line, offering less than 24 hour transit time between Melbourne to Brisbane with 98 per cent reliability.

Our goal for regional connectivity is to enable residents to access a range of essential services and daily needs within 30 minutes, and have easy access to high quality jobs, key economic clusters and major lifestyle opportunities within 45 minutes.

To achieve this, we need to support the development of more complete communities (an important focus of the Housing and Planning domain) and greater interconnectedness between the region's residential and employment centres. This requires:

- » better alignment between transport and land-use planning
- » supporting more transport and housing choice
- » delivering attractive active and public transport options
- » major investments to improve transport connectivity
- » greater social and economic inclusion
- » better digital infrastructure to support the growth of key economic clusters throughout the region.

³ www.dlgma.qld.gov.au/resources/publication/connecting-brisbane/connectingbrisbane.pdf

Access to reliable, quality public and active transport infrastructure and services is essential to drive modal shift and ensure people experience consistent journey times to better manage travel demand, reduce congestion and meet the demands of their day-to-day lives. This can also improve health outcomes, including risk of obesity, and improve social connectedness.

Economic growth, combined with population growth, will contribute to a significant increase in the freight and logistics task, with freight volumes estimated to increase from 871mt in 2011 to 1643–1741mt by 2026. To meet this transport task, we need to make the most efficient use of our existing infrastructure, while also delivering strategic investments in new infrastructure to drive economic productivity and competitiveness.

To realise the objective of transforming regional connectivity to support a 45-minute region and 30-minute cities, with better mobility for people, goods and services, it is proposed that the Connecting Infrastructure domain should have four focus areas:

1. **Alignment of planning and prioritisation** – to support greater coordination and integration between the levels of government.
2. **Connecting our activity and growth centres** – to leverage Cross River Rail and Brisbane Metro to deliver new trunk network connections for the region and support greater economic and urban agglomeration.
3. **Optimising our network** – to maximise the efficiency of our existing network and systems.
4. **Connecting our markets** – to support the region's supply chain and grow the export oriented-economy.

These focus areas are designed to deliver a targeted and strategic program of investment and reform, building on the *ShapingSEQ* Connect theme, which efficiently supports the movement of people, products and information. This domain will also support the *Smart Cities Plan* focus on accessible cities, including “investment in public transport projects that improve accessibility to job centres and promote urban renewal” in addition to “improving connectivity and reducing congestion in our cities”.





Connecting Infrastructure opportunities

There are two transformational opportunities identified for consideration under this domain:

1. Build on Cross River Rail and Brisbane Metro to move SEQ towards a 45-minute region by delivering the next wave of rail and metro projects to connect our key activity and growth centres.
2. Supercharge an SEQ Trade and Enterprise Spine between the Toowoomba Trade Gateway and the Australia TradeCoast by connecting Inland Rail to the Port of Brisbane and unlocking new jobs in the south-west and western growth areas.

The Queensland Government and local governments have identified a range of other opportunities within the Connecting Infrastructure domain which also support the objective of transforming regional connectivity to support a 45-minute region and 30-minute cities, with better mobility for people, goods and services.

These opportunities are not currently funded, and an SEQ City Deal provides a platform to partner in further developing and investing in these proposals for the benefit of the region. Specific projects identified as opportunities under this domain also align with the region-shaping infrastructure projects set out as long-term priorities in *ShapingSEQ*, the *State Infrastructure Plan* and actions in the draft regional transport plans recently released by the Department of Transport and Main Roads.

Alignment of planning and prioritisation

Opportunity	Description	City Deal value
Develop an SEQ Transport Infrastructure Partnership to achieve more strategic coordination of transport infrastructure planning and prioritisation between the three levels of government.	<p>This partnership, governed by formal tripartite arrangements, could focus on planning and prioritisation for major region-shaping projects through:</p> <ul style="list-style-type: none"> » Shared principles: developing a “one network” framework to confirm sequencing, integrated planning, prioritisation and performance measures. » Shared prioritisation: developing a tripartite long-term transport pipeline, including the identification of major projects for delivery in the short, medium and long-term. » Shared delivery: developing a transport funding and financing agreement for long-term certainty and consistency for region-shaping transport infrastructure and corridors identified in the tripartite long-term transport pipeline. 	<p>An SEQ City Deal can provide the mechanism to deliver an enduring tripartite approach to major transport projects – reducing conflict and increasing certainty about the region’s major project pipeline.</p> <p>The proposed SEQ Transport Infrastructure Partnership presents a significant opportunity to deliver greater cooperation between all levels of government, encourage more integrated planning and more strategic decision-making, and better connect communities to employment, education, cultural and social opportunities.</p> <p>Key inputs to this partnership will include <i>ShapingSEQ</i>, local government transports plans, Council of Mayors’ <i>People Mass Movement Study</i>, <i>Connecting Brisbane</i> and the draft SEQ regional transport plans.</p>
Develop a long-term digital infrastructure action plan , including high-speed connections to key innovation precincts.	<p>This opportunity is focused on facilitating a joined-up approach with industry partners to improve the digital infrastructure servicing the region.</p> <p>This can leverage existing and planned digital infrastructure, including the Sunshine Coast international submarine cable, to improve access to high-speed broadband for the region and be a critical enabler to support the region’s transition to a more knowledge intensive economy.</p> <p>As part of this, connecting the Sunshine Coast international submarine cable landing station to Brisbane (through a carrier neutral solution) and the distributed terrestrial fibre networks that service SEQ is imperative to advancing SEQ’s digital transformation.</p>	<p>An SEQ City Deal can bring a regional and tripartite approach to essential digital infrastructure network solutions, in partnership with industry.</p> <p>This can enable the high-speed connections needed to ignite the region’s innovation precincts and activity centres, support the expansion of the region’s digital export capabilities into new global markets, and support the rollout of interoperable smart and secure technologies into new and existing infrastructure build and upgrades.</p>

Connecting our activity and growth centres

Opportunity	Description	City Deal value
Build on Cross River Rail and Brisbane Metro to move SEQ towards a 45-minute region by delivering the next wave of rail and metro projects to connect our key activity and growth centres.	<p>This opportunity is focused on delivering the key missing links in SEQ's trunk network to realise agglomeration benefits and support the growth of new communities, areas with increased dwelling density and diversity, and access to employment centres.</p> <p>A range of potential projects are identified in <i>ShapingSEQ</i> as region-shaping infrastructure that could contribute to realising this opportunity over the mid to long-term, including:</p> <ul style="list-style-type: none"> » Beerburum to Nambour Rail Upgrade Project » Salisbury to Flagstone passenger rail (and ultimately Beaudesert) » Ipswich to Springfield public transport corridor (including the extension of the public transport corridor to Ripley Valley) » Eastern Busway extension to Carindale (and ultimately Capalaba) to support Metro expansion » Northern Busway extension to Chermide and bus priority to Bracken Ridge to support Metro expansion » South East Busway extension to Springwood to support Metro expansion » Sunshine Coast high frequency public transport services from Maroochydore to Caloundra to Beerwah » high frequency public transport connections to planned expansion areas including Caboolture West and Yarrabilba » extension of the Gold Coast Light Rail network. <p>In addition, the upgrade of the Cleveland Rail Line to enable increased frequencies into the future could also be considered.</p> <p>The federally-funded Toowoomba passenger rail business case may also identify further opportunities to connect this corridor to other parts of the region in the long-term.</p>	<p>This is about shaping the region to support economic productivity, liveability and sustainability. By shaping the way we meet demand for personal mobility, we can reduce the overall cost to the community, increase the value of our investments and shape a happier, healthier and more prosperous SEQ.</p> <p>New communities throughout the region would benefit from new, high-quality public transport connections as they grow, with places like Greater Flagstone planned for up to 80,000 people and Ripley Valley planned for up to 88,000 people by 2041. Caloundra South and Yarrabilba are also significant growth fronts.</p> <p>At the same time, consolidation in existing areas will see increasing demand for high-capacity public transport on the existing network.</p> <p>While the Queensland Government has traditionally been the principal funder of public transport infrastructure in the region, the Australian Government and local governments have increasingly been willing to contribute to the planning and capital cost of projects. Examples include the Redcliffe Peninsula Line, Brisbane Metro, Gold Coast Light Rail and the North Coast Connect business case. However, it is acknowledged local governments do not have the revenue options available to the state and federal governments.</p> <p>Through the proposed SEQ City Deal, this partnership could be formalised to develop a long-term commitment to deliver some of the key infrastructure and services necessary to improve public transport in SEQ.</p>
Deliver high-quality active transport connections to activity centres, educational institutions and public transport hubs.	<p>This opportunity proposes that the three levels of government ensure the region's activity centres, educational institutions and public transport hubs are serviced by high-quality, active transport connections within a five kilometre radius.</p> <p>This includes a focus on the planning, development and upgrade of networks within this catchment to encourage more walking and cycling, especially for short trips. Future consideration of new "green bridges" could also be explored through this opportunity.</p>	<p>An SEQ City Deal can bring the coordination and investment needed to deliver more transport choice for residents.</p> <p>Active transport currently represents about five per cent of all work trips in SEQ and about five per cent of journeys to work – yet a high proportion of trips for work, shopping, social and recreation, and educational purposes are less than five kilometres.</p> <p>More active transport trips will mean less congestion and healthier communities as they are a key enabler of a 45-minute region and 30-minute cities in conjunction with improved public transport. This opportunity can also leverage opportunities under Liveability and Sustainability, such as the Urban Green Grid Network.</p>



Connecting our activity and growth centres cont.

Opportunity	Description	City Deal value
Strategic roads upgrade package.	<p>This opportunity is focused on delivering new investments to upgrade key roads in the region to boost capacity and improve safety and resilience.</p> <p>This would form part of a “one network” approach to facilitate better planning, connectivity and more beneficial investment.</p>	<p>An SEQ City Deal can deliver coordinated and complementary investments in the road network to improve asset resilience, reduce congestion, enhance productivity and safety and enable public and active transport outcomes.</p>

Optimising our network

Opportunity	Description	City Deal value
Deliver a trunk and feeder public transport network to deliver “turn up and go” services.	<p>Cross River Rail and Brisbane Metro provide an opportunity to evolve SEQ’s public transport system from a radial network to a high-frequency trunk network with feeder services, with rail and metro supported by local bus, demand responsive transport and, ultimately, Mobility as a Service integration. Other opportunities to support this include interchanges and better signage and wayfinding.</p>	<p>Effective implementation of this network reform requires a genuine partnership between the Queensland Government and local government. A City Deal can provide a platform for collaboration to achieve this transformation.</p>
Shared data to facilitate Mobility as a Service.	<p>Mobility as a Service (MaaS) can influence travel demand through leveraging technological advances to deliver a single way to plan, manage and pay for a trip over multiple public and private providers. This opportunity is focused on the sharing of quality data to deliver single, integrated feeds to support the efficient operation of MaaS, a key ingredient to realising the potential of this mobility transformation.</p>	<p>An SEQ City Deal could support all levels of government to share valuable data (both open and trusted) to improve network performance, enable major efficiency and reliability improvements and drive better infrastructure decisions and productivity growth. This will support SEQ to respond effectively to emerging and disruptive technologies and provide customer-focused solutions, including MaaS.</p>
Upgrade rail level crossings and key road intersections.	<p>Through targeted investment to remove priority open level crossings and upgrading strategic intersections where they are most required, the SEQ City Deal can help reduce congestion in our region and achieve greater productivity from existing networks and systems. Open level crossings at Coopers Plains and Beams Road are considered initial opportunities, and it is noted other potential crossings are also identified in CoMSEQ’s <i>People Mass Movement Study</i>.</p>	<p>A City Deal can drive more effective cooperation between all levels of government, which are responsible for operating and/or funding different parts of the network. A targeted investment package focused on removing pinch points at open level crossings and improving strategic road intersections can realise safety and decongestion benefits throughout the network.</p>



Connecting our markets

Opportunity	Description	City Deal value
<p>Supercharge an SEQ Trade and Enterprise Spine between the Toowoomba Trade Gateway and the Australia TradeCoast by connecting Inland Rail to the Port of Brisbane and unlocking new jobs in the south-west and western growth areas.</p>	<p>This opportunity is focused on developing the concept of an SEQ Trade and Enterprise Spine, joining up key economic development assets from the east to the west of the region (Figure 2).</p> <p>A critical opportunity within this spine is the early delivery of the Rail Freight Corridor linking Inland Rail to the Port of Brisbane.</p> <p>Investment in a dedicated freight rail port connection and a significant increase in rail's modal share can deliver a more efficient supply chain, increased global competitiveness and result in fewer freight trucks on local roads. This project is critical to realising the full potential of Inland Rail and supporting SEQ's potential to be a global exporting powerhouse.</p> <p>A dedicated freight rail connection will maximise freight movements on rail, potentially removing significant truck movements from the SEQ road network, reducing congestion, increasing safety, and limiting emissions. It will also reduce existing freight/passenger rail conflicts which impede rail freight growth.</p> <p>Other potential opportunities at different stages of maturity that support the development of this Trade and Enterprise Spine include:</p> <ul style="list-style-type: none"> » The Bromelton North-South Arterial Road to support growth of the Bromelton State Development Area » An SEQ Urban Freight Strategy to improve connections to markets and network efficiency » The proposed Willowbank Intermodal Terminal, identified under the Jobs and Skills domain. 	<p>SEQ benefits from the Port of Brisbane, Brisbane Airport and Australia TradeCoast forming a critical Eastern Gateway, supporting thousands of jobs between them.</p> <p>Similarly, a Western Gateway for the region is developing around Toowoomba, supported by Toowoomba Wellcamp Airport, the Toowoomba Enterprise Hub, the Toowoomba Second Range Crossing and, in the future, Inland Rail.</p> <p>Between these gateways is the region's south west growth front, with significant planned housing development needing to be supported by new jobs, which can be leveraged through opportunities such as Land 400, advanced manufacturing, and growth of the Bromelton State Development Area.</p> <p>This arc forms the region's Trade and Enterprise Spine and the SEQ City Deal provides a significant opportunity to support the growth and development of this concept between the levels of government.</p> <p>In the longer-term, the future intermodal terminal north of Caboolture may also complement the Trade and Enterprise Spine.</p> <p>Finalising a Bi-Lateral Agreement to progress Inland Rail on acceptable terms is an important next step for the Australian Government to progress this opportunity in the short term.</p>

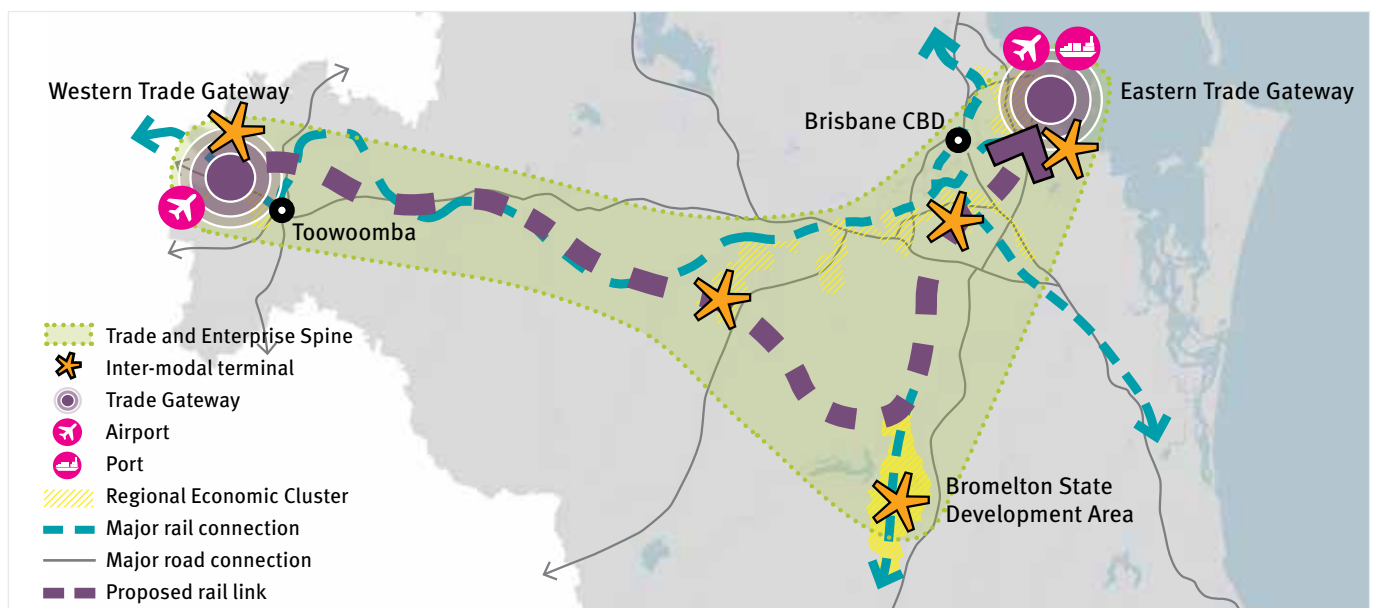
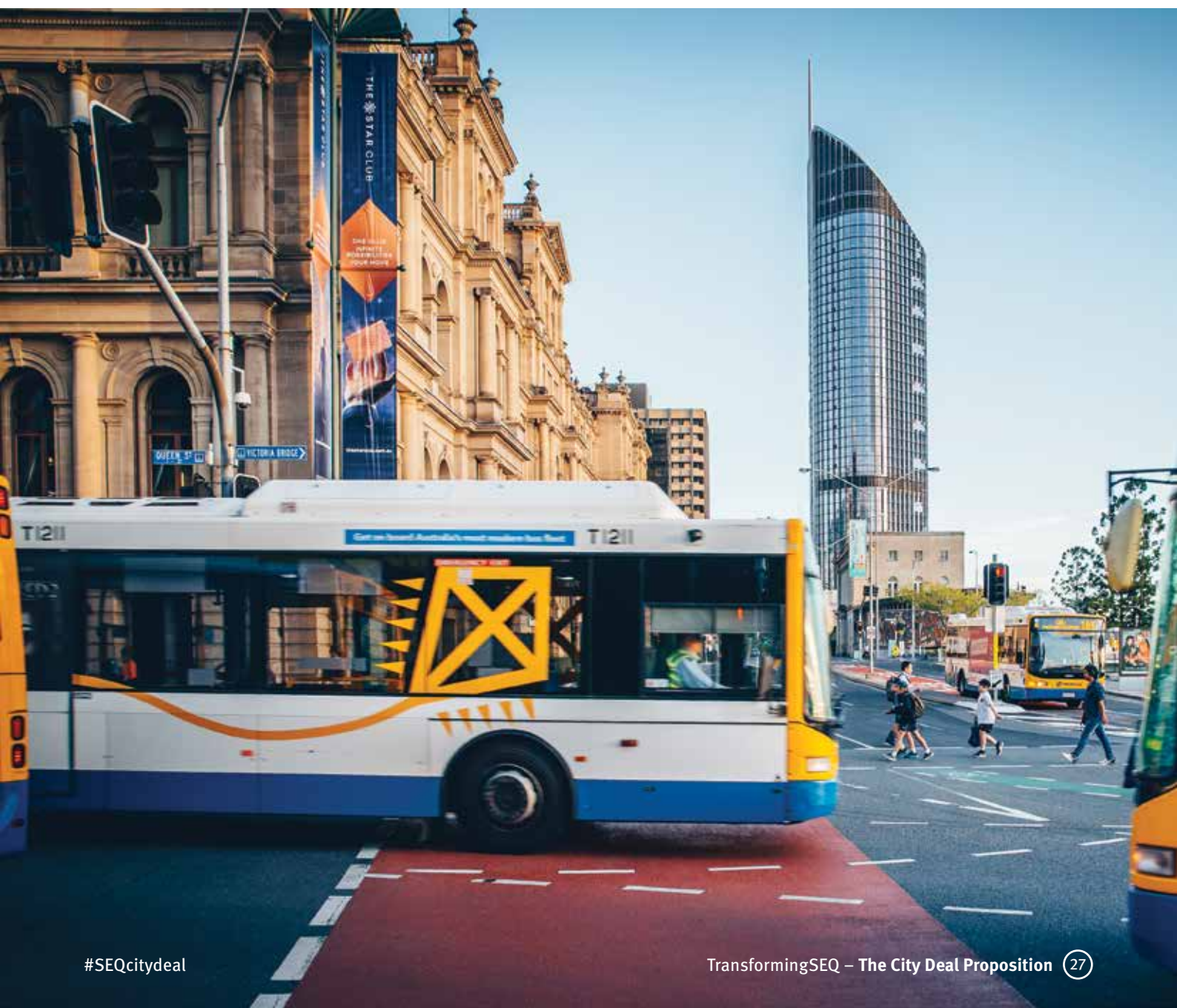


Figure 2: Trade and Enterprise Spine



Measuring progress

Potential Indicators:	Potential Source:
1. Proportion of population with access to a Regional Economic Cluster within 45 minutes	New measure
2. Proportion of population with good access to services via public transport within 30 minutes	Measures that Matter, Department of State Development, Manufacturing Infrastructure and Planning
3. Journey to work by mode share	National Cities Performance Framework
4. Rail/road mode shares for freight through the Port of Brisbane	Port of Brisbane/Department of Transport and Main Roads
5. Proportion of population with good accessibility to a range of services by walking and cycling	Department of Transport and Main Roads





Proposed objective

Developing an export-competitive and knowledge-intensive region with a skilled workforce.

Proposed focus areas

1. Growing the region's five priority sectors of comparative advantage
2. Developing a skilled workforce



Jobs and Skills

Through an SEQ City Deal, we can focus on developing an export-competitive and knowledge-intensive region with a skilled workforce to deliver more jobs, investment and region-wide prosperity.

The recently released *SEQ Economic Foundations Paper* shows that our region has significant growth opportunities, and highlights the need to increase the competitiveness of our traded economy.

Growing the traded economy presents an opportunity to capture more of the vast opportunities available in the global economy, particularly on our doorstep in the Asian region. This reflects our aspiration to accelerate the creation of higher-value jobs throughout the region.

Notwithstanding this aspiration, the SEQ Measures that Matter show that there has been a decline (38.9 per cent to 37.7 per cent) in the proportion of high value-adding and export earning jobs in the region in the five years to 2016⁴.

The *SEQ Economic Foundations Paper* also demonstrates that while more than half of the economic activity in the Sydney and Melbourne metropolitan regions is driven by trade-oriented activities, in Greater Brisbane this figure is closer to 45 per cent (Figure 3).

⁴ planning.dsdmip.qld.gov.au/planning/better-planning/state-planning/regional-plans/seqrp/mtm?theme=prosper

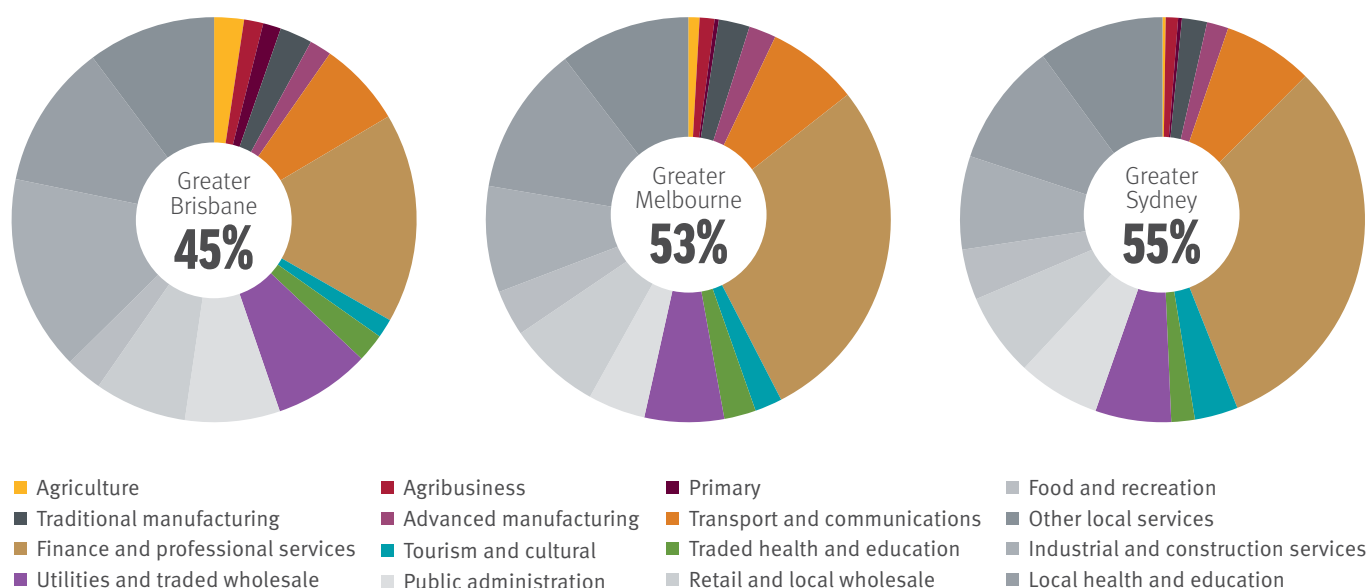


Figure 3: Trade orientated share of Australia's eastern Greater Capital City economies in terms of gross valued added (GVA), 2016
Source: CTT, Queensland Government. Refer to Appendix B – Technical Note

The relative difference between our traded share of the economy and Sydney and Melbourne's, demonstrates the need to focus our attention on actions to support growth in the traded economy. This will include targeted interventions to support the agglomeration of specialisations and skills. The *SEQ Economic Foundations Paper* identifies five priority sectors of comparative advantage where we can best drive this outcome in SEQ:

- 1. Advanced manufacturing**, where we can leverage innovation to bring new products to market, develop new technologies and innovative production systems to produce customised high-value products, replace imports, and add value across all manufacturing-reliant industries.
- 2. Agribusiness**, where we can leverage our productive agricultural soils, innovation in agricultural technology, resilience, sub-tropical climate and access to markets to feed growing global populations.
- 3. Traded health and education**, where we can leverage the critical mass of world-class health and knowledge institutions and assets, with economic and transport infrastructure, to drive innovation and the commercialisation of knowledge and research.
- 4. Transport and communications**, where we can leverage our strategic transport and digital assets and improve our supply chains to capitalise on the growth of online business and consumer transactions.

- 5. Tourism and creative**, where we can leverage the global reputation of our natural assets to provide more unique travel and leisure experiences to take advantage of the growth in domestic and international tourists.

These sectors have different spatial patterns, infrastructure requirements, and workforce needs, and will require targeted strategies to realise their potential. Their spatial distribution throughout the region can assist in expanding employment opportunities, particularly in areas where there is an emerging disconnect between affordable housing markets and the proximity of jobs, and help us move towards the Queensland Government's target of zero net emissions by 2050.

Greater access to employment opportunities, training and new skills across the region will help to share the benefits of growth, alleviating disadvantage and inequity, with broader benefits to the health, wellbeing and social cohesion of SEQ.

An SEQ City Deal can support these sectors to realise our region's economic potential, including more jobs and more investment. Importantly, these sectors have strong interdependencies to one another and other industries within the Queensland economy. This means that growth in the five priority sectors also has a "pull through" effect on other sectors, with traditional agriculture, finance and professional services, traditional manufacturing and industrial and construction services making an important contribution to key supply chains for the priority sectors (Figure 4).

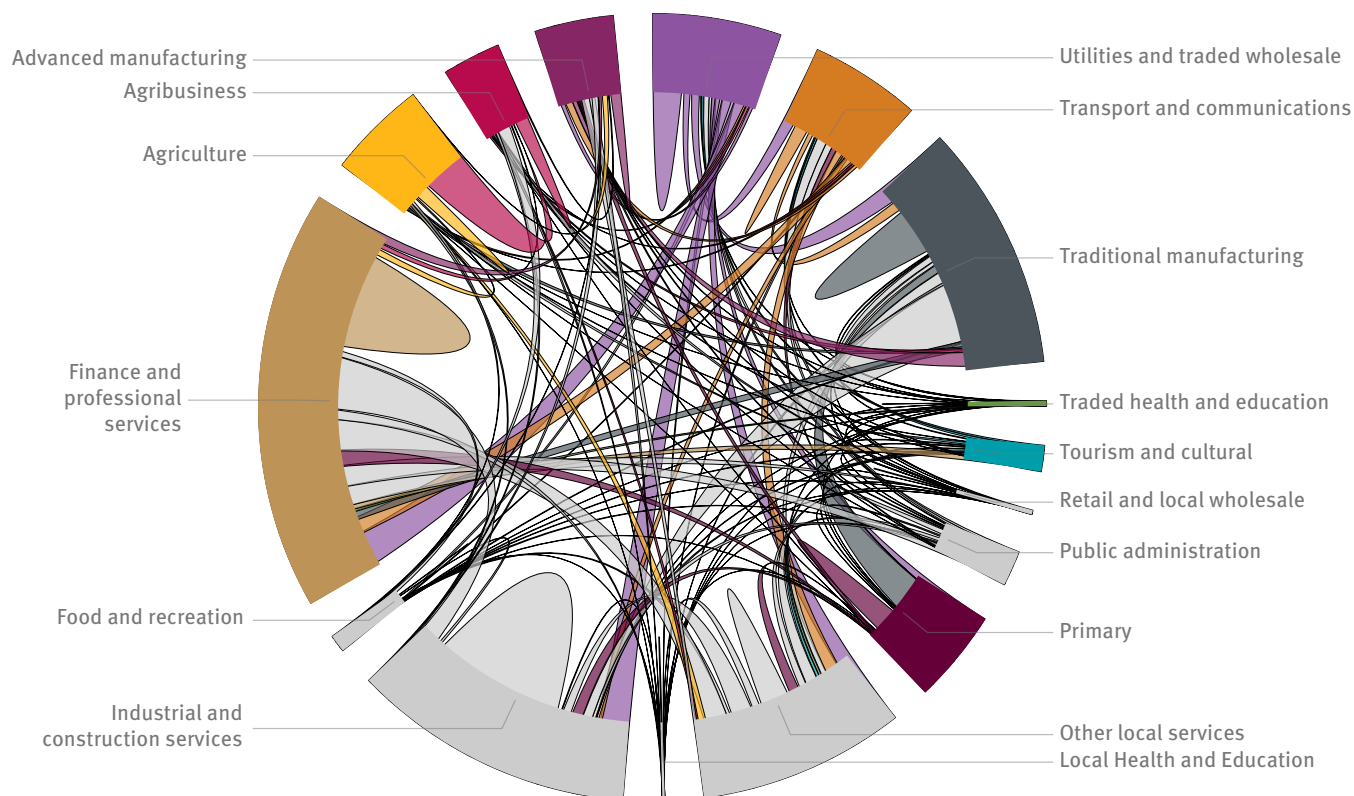


Figure 4: Queensland inter-industry relationship chord diagram
Source: CTT, Queensland Government. Refer to Appendix B – Technical Note

Our strategic focus on the traded economy and our sectors of comparative advantage will allow us to develop a clear plan for targeted job creation, diversification and innovation going forward.

Across all our sectors, businesses need to build their capabilities and have access to an appropriately skilled workforce. To ensure that growth is inclusive, we will work with industry and training providers to better align skills to future opportunities.

To realise the objective of developing an export-competitive and knowledge-intensive region with a skilled workforce, it is proposed that the Jobs and Skills domain should have two focus areas:

- 1. Growing the region's five priority sectors of comparative advantage** – to realise our region's economic potential and provide a “pull through” effect on other sectors of the economy.
- 2. Developing a skilled workforce** – to develop the workforce needed for our priority sectors, incentivise businesses to locate in SEQ through a demonstrated skilled labour force and to support the delivery of key infrastructure.

This domain builds on the Prosper theme in *ShapingSEQ*, including the Regional Economic Clusters. It can also build on:

- » Advance Queensland
- » the Queensland Government's industry roadmaps
- » Tourism and Events Queensland's tourism opportunity plans
- » Jobs Queensland's Anticipating Future Skill project
- » Positive Future: Apprenticeships and Traineeships in Queensland
- » Regional tourism workforce plans
- » a range of local government economic development plans.

It also supports the Queensland Government's *Our Future State* objective to create jobs in a strong economy. This domain will also support the *Smart Cities Plan's* focus on key industry and employment centres and help deliver key objectives including increasing jobs growth closer to where people live, developing human capital and strengthening existing or emerging economic hubs.

Jobs and Skills opportunities

A transformational opportunity is identified under this domain to ignite our nationally-significant innovation precincts to deliver more high-value, knowledge-intensive jobs through enabling-infrastructure and a culture of innovation and entrepreneurship.

This domain also contributes to the transformational opportunity to supercharge an SEQ Trade and Enterprise Spine between the Toowoomba Trade Gateway and the Australia TradeCoast.

The Queensland Government and local governments have identified a range of other opportunities within the Jobs and Skill domain which also support the objective of developing an export-competitive and knowledge-intensive region with a skilled workforce.

These opportunities are not currently funded, and an SEQ City Deal provides a platform to partner in further developing and investing in these proposals for the benefit of the region.

Growing the region's five priority sectors of comparative advantage

Opportunity	Description	City Deal value
Growing our advanced manufacturing comparative advantage.	<p>This opportunity is focused on growing advanced manufacturing, which is SEQ's highest value good per volume. While SEQ's advanced manufacturing workers are more productive than the typical advanced manufacturing worker in Australia, ensuring we have appropriately skilled workers is essential to support further growth in this sector. Accordingly, an SEQ City Deal could develop a place-based advanced manufacturing skills development pathway, building on the <i>Queensland Advanced Manufacturing 10 Year Roadmap and Action Plan</i>, and the <i>Advancing Manufacturing Skills Workforce Development Strategy</i> to:</p> <ul style="list-style-type: none"> » align education, skills development and higher education with industry requirements » develop foundation skills such as adaptability, resilience, digital literacy and Science, Technology, Engineering, Arts and Mathematics (STEAM) skills » support workers in transitioning industries to maximise opportunities resulting from changing technologies and work practices » strengthen business, leadership and workforce development skills » build supply chain management skills. 	<p>Advanced manufacturing industry networking is central to unlocking national economic prosperity through its influence on infrastructure development, job creation, research and development, export earnings, and flow-on impacts to other industries.</p> <p>Defence is a key complementary sector for advanced manufacturing in SEQ, and a City Deal could assist in leveraging more opportunities in land defence, capitalising upon Rheinmetall's Military Vehicle Centre of Excellence, the Queensland Defence Supply Chain Hub – Ipswich, and the RAAF Base Amberley.</p> <p>In addition, supporting the region's advanced manufacturing activities has the potential to significantly boost the headline value of the region's exports.</p> <p>To remain at the forefront of a rapidly changing business environment and increase productivity, advanced manufacturing needs support to continue building leadership, evolve business models, upskill employees, and develop operational enterprise management skills.</p>
Growing our agribusiness comparative advantage. (Continues over page)	<p>This opportunity is focused on growing agribusiness, which makes up the largest value share of the region's exports – more than \$3 billion. The increasing affluence of Asia's growing population will drive demand for SEQ's quality agricultural produce, and agribusiness provides opportunities to increase productivity and further "value add".</p>	<p>Through the proposed City Deal we can establish a unified focus between the private sector, researchers, and the levels of government to drive agribusiness collaboratively, increase productivity, and increase the value to volume ratio at SEQ export hubs.</p> <p>This sector leverages the region's strong comparative advantages in agriculture (which is the largest input to agribusiness), innovation driven by our producers and major universities, and recent and proposed investments in supply chain development.</p>

Growing the region's five priority sectors of comparative advantage

Opportunity	Description	City Deal value
<p>Growing our agribusiness comparative advantage.</p> <p>(Continued)</p>	<p>An SEQ City Deal could focus on developing and implementing an Agribusiness Strategy and Action Plan to realise the potential of:</p> <ul style="list-style-type: none"> » smart agriculture and next generation farming » improved supply chains, including via the proposed Trade and Enterprise Spine » our robust biosecurity practices » food provenance, assurance and data management » our agricultural technology innovation. <p>It could also assist with examining further opportunities in relation to water (such as improved water efficiency and use of recycled water) to increase agricultural production and associated agribusiness in Priority Agricultural Areas, such as the Lockyer Valley area.</p>	<p>This opportunity can also leverage the digital trade hub opportunity identified in the digital domain, and can assist in delivering upon the national digital biosecurity agenda.</p>
<p>Growing our traded health and education comparative advantage by igniting our nationally-significant innovation precincts to deliver more high-value, knowledge-intensive jobs.</p>	<p>The trade health and education sector is underpinned by the region's world class universities, hospitals and research hubs. There is strong potential to support further growth of this sector by developing an SEQ knowledge and innovation program that includes:</p> <ul style="list-style-type: none"> » Developing an Innovation Precincts Strategy that ignites our nationally-significant innovation precincts to increase the region's specialisation, profile and competitiveness in the global knowledge economy. » Growing the Capital City Regional Economic Cluster that capitalises on investments in Cross River Rail and Brisbane Metro to better connect our world-class health and education facilities at Herston, the CBD, Dutton Park/Buranda and St Lucia. » Investing in enabling-infrastructure at Dutton Park by constructing a major land bridge to join the two separated campuses across the rail line, coupled with a new bio-foundry to support ongoing development of this world-class health, environment and biotech precinct. » Supporting the emerging potential innovation precinct at the Mill at Moreton Bay (Petrie) by leveraging investment in the Redcliffe Peninsula Line, as well as the significant investment from the University of the Sunshine Coast. » Developing a Local Innovation Precincts Best Practice Guide assist the growth of other local and emerging innovation precincts, including those identified under <i>ShapingSEQ</i>. 	<p>Traded health and education is a priority sector as it drives innovation, enables industry collaboration, and improves workforce skills. All three levels of government have a role in supporting this sector, particularly the Australian and Queensland governments.</p> <p>The proposed Innovation Precincts Strategy is an important opportunity to partner with universities and industry to confirm our nationally-significant priority precincts and develop a collaborative approach to driving long-term outcomes. This could build on the Regional Economic Clusters identified in <i>ShapingSEQ</i> and the Australian Government's Statement of Principles for Australian Innovation Precincts, and include a focus on improving the translation of research into commercial activities.</p> <p>The Capital City Regional Economic Cluster holds the largest agglomeration of knowledge-intensive industries in SEQ. The SEQ City Deal could support targeted investments in enabling-infrastructure to drive further growth of this cluster. This is an unprecedented opportunity to create a corridor of world-class universities and research infrastructure to increase innovation and attract investment into catalytic research and infrastructure and continue building its global reputation for high end research.</p> <p>Finally, the Mill at Moreton Bay, including the University of the Sunshine Coast's new campus at Petrie will help increase higher education opportunities for people living north of Brisbane, leading to more job opportunities in high-value industries. There is potential through the proposed SEQ City Deal to consider opportunities to further develop the campus as well as potentially accelerate the adjoining emerging innovation precinct.</p>

Growing the region's five priority sectors of comparative advantage

Opportunity	Description	City Deal value
Growing our transport and communications comparative advantage.	<p>SEQ is unique in its concentration of transport assets, including five international gateways that connect the region directly to international markets. This infrastructure is critical to supporting the transport and communications sector, which relies on effective supply chains to compete in interstate and international markets.</p> <p>An early opportunity identified to support further growth in this sector is an expansion of the region's intermodal freight facilities, with an initial focus on progressing the proposed Willowbank intermodal facility and the associated regional industries precinct. This project also contributes to realising the Trade and Enterprise Spine concept. The transport and communications sector will also be supported through initiatives contained within the Digital domain.</p>	<p>All three levels of government are already investing in initiatives which benefit this sector, including upgrades to the national land transport network and various state and local-controlled roads.</p> <p>The transport and communications sector is also supported by a number of opportunities identified in other domains, including the proposed SEQ Urban Freight Strategy, the Port of Brisbane Rail Freight Corridor, and the Bromelton North-South Arterial Road to support the growth of the Bromelton State Development Area. These are identified under the Connecting Infrastructure domain, along with the potential to leverage circular economy opportunities under the Liveability and Sustainability domain.</p>
Growing our tourism and creative comparative advantage.	<p>This opportunity is focused on growing our tourism and creative sector, with a focus on developing new products, events and experiences.</p> <p>Tourism is a major employer and contributor to the SEQ economy, building on the unique natural and cultural experiences that SEQ offers. Similarly, creative and cultural activities contribute to vibrant, liveable communities, as well as niche exports, although they make up a smaller proportion of the overall economy.</p> <p>An early opportunity exists to develop, with Traditional Owners, an SEQ First Nations Experience. This could potentially combine the proposed World Heritage Listing nomination for southern Moreton Bay First Nations cultural heritage centres, and leverage better connections for tourists to experience Moreton Bay, and the Indigenous pathways and sites identified in <i>ShapingSEQ</i>.</p> <p>There is also an opportunity to partner with the private sector to deliver the Brisbane Live Entertainment Arena at Roma Street, to provide a world class facility for premium live events in SEQ that is highly accessible and well connected.</p> <p>Further opportunities in eco-tourism, food and festival tourism, major events, and activation and curation of public spaces could be delivered over the life of the City Deal.</p>	<p>All three levels of government have a strong interest in growing the tourism and creative sector, and SEQ's attractions form a key part of Australia's national tourism brand.</p> <p>Through the City Deal, we can also leverage recent investments such as the legacy of the Gold Coast 2018 Commonwealth Games, Queens Wharf Brisbane, the Queensland Cultural Centre and proposed new performing arts venue, the Minjerribah/North Stradbroke Island economic transition, development of Brisbane West Wellcamp Airport, Sunshine Coast Airport and Brisbane Airport expansions and the new International Cruise Ship Terminal to continue developing this important part of the economy.</p> <p>There is also an opportunity to increase tourism through the visiting friends and family sub-market by leveraging international students visiting SEQ, and leveraging the urban design and green space benefits proposed under the Liveability and Sustainability domain.</p> <p>Improving transport connectivity is also important to supporting the tourist economy, and initiatives under the Connecting Infrastructure domain will also support this outcome.</p>

Developing a skilled workforce

Opportunity	Description	City Deal value
Targeted education and training reforms to support more career opportunities for residents and help businesses succeed.	<p>Higher education and technical skills are an important input to the economic success of SEQ, yet the highest level of educational attainment rates by SEQ residents remains lower than that of the Sydney and Melbourne metropolitan regions.</p> <p>Through an SEQ City Deal, an opportunity exists for the three levels of government, in partnership with industry and education and training providers, to collaborate on a range of strategic reforms to address this challenge, including:</p> <ul style="list-style-type: none"> » Developing a long-term SEQ Workforce Blueprint to deliver a place-based approach to regional workforce planning, targeting priority sectors, supported by a JobsSEQ advisory group. » Undertaking targeted workforce planning to meet specific infrastructure delivery requirements. » Investing in programs that improve productivity, economic participation, innovation, and SME (Small and Medium Enterprises) capability. » Modernising and revitalising TAFE facilities. » Reducing training accreditation timeframes without compromising quality. » Ensuring parity between VET (vocational education and training) and higher education funding and loan programs. » A more flexible and accessible education and training system which supports retraining and upskilling in STEAM skills (Science, Technology, Engineering, Arts and Maths). 	<p>Governments share varying responsibilities for tertiary and vocational education, and through an SEQ City Deal a more targeted and place-based approach to skills attainment in SEQ can be achieved.</p> <p>A skilled workforce can help attract investment and support the growth of local businesses, and this can in turn create more employment opportunities for residents. Skills are also an important enabler for the region's five priority sectors of comparative advantage.</p> <p>This opportunity will build upon the work completed by Jobs Queensland to equip Queenslanders with the skills required for the jobs of the future.</p> <p>This opportunity can also build upon the Regional Economic Prosperity Blueprint opportunity (identified under the Governance domain) to align our workforce planning, education, and training to more quickly respond to industry needs, project demands, and emerging technologies.</p>

Measuring progress

Potential Indicators:	Potential Source:
1. Proportion of High Value / Export Earning Jobs	Measures that Matter, Department of State Development, Manufacturing, Infrastructure and Planning
2. Industry sector share of employment	National Cities Performance Framework
3. Proportion of working SEQ residents with a post-secondary qualification	National Cities Performance Framework
4. Unemployment rate, Indigenous unemployment rate, youth unemployment rate	National Cities Performance Framework



Proposed objective

Enhancing SEQ's lifestyle with sustainable communities and great places and spaces.

Proposed focus areas

1. Improved natural and urban environments
2. "Good growth" with great design
3. Sustainable resource use



Liveability and Sustainability

Through an SEQ City Deal, we can make new investments to support the implementation of *ShapingSEQ* and achieve an objective of enhancing SEQ's lifestyle with sustainable communities and great places and spaces.

SEQ is Australia's premier lifestyle region, and our great quality of life and unique natural environment are our strongest brand assets. We have ancient landscapes rich with cultural history, world-class beaches, stunning rainforests, rich and productive lands, vibrant and lively centres, the exceptional Moreton Bay and its islands, and a sub-tropical climate that affords year-round outdoor living. This differentiates our region from others and provides SEQ a natural advantage as an attractive place to live, work, recreate, learn and invest.

As population growth drives change in our urban environments, high-quality urban design will become increasingly important for our liveability as more people choose to live in more compact communities. Design excellence for our streets, buildings, green spaces, recreational spaces, parks and public squares is essential, and an SEQ City Deal presents opportunities to drive best-practice design throughout SEQ.

Crucially, the most important variable driving quality-of-life identified by participants in the *ShapingSEQ* community attitudes survey was easy access to open space and recreation areas, however data from the National Cities Performance Framework suggests we are not performing as well as we might.

Greening our urban environment can therefore be an important focus of this domain. Buildings that breathe, more parks and tree-lined streets, reduced heat island effect, and improved air and water quality offer many social, behavioural, economic and environmental benefits. The urban environment has a significant influence on our health, and well-planned neighbourhoods can support safe, socially cohesive and inclusive communities and healthy lifestyles.

The region's high population growth is also driving a need to reconsider how we use resources sustainably, including our approach to waste. SEQ would significantly benefit from increasing resource recovery and diverting waste away from landfill sites. State and local governments are already working together to more effectively value waste as a resource. An SEQ City Deal can help to realise the potential economic, social and environmental benefits of moving away from a linear economy of "take, make, dispose" towards a circular economy, where all resources have value.

This domain should also focus on our natural environment, including our key regional biodiversity assets. Through the proposed SEQ City Deal, we can bring the levels of government together to focus on the regional network of habitat and corridors, including our inter-urban breaks, that are a key part of our region's "green infrastructure", economic fabric and environmental system.

Enhancing SEQ's "blue infrastructure" is important too, and an SEQ City Deal could be a mechanism to deepen our existing regional approach to catchment management under the Resilient Rivers initiative and other catchment management activities being delivered by local governments, with the aim of supporting the quality and quantity of water in our waterways, wetlands, rivers and iconic Moreton Bay.

Through an SEQ City Deal, we could also explore opportunities to ensure that Traditional Owners in SEQ continue to play an important role in the sustainable management of the region's cultural heritage landscapes.

To realise the objective of enhancing SEQ's lifestyle with sustainable communities and great places and spaces, the Liveability and Sustainability domain should have three key focus areas:

1. Improved natural and urban environments – to deliver better urban environments in our growing communities and enhance our significant environmental networks.

2. Great design – to support high-quality places and buildings for SEQ.

3. Sustainable resource use – to move the region towards a circular economy.

This domain builds on the Sustain and Live themes under *ShapingSEQ*, the *Resilient Rivers Regional Strategy*, associated Catchment Action Plans, the Queensland Koala Expert Panel and existing commitments by councils to a 'zero waste to landfill' target. This domain will also support the *Smart Cities Plan's* focus on making our natural and urban environments more liveable and sustainable, as well as re-thinking how we plan, design and deliver our cities and towns.





Liveability and Sustainability opportunities

A transformational opportunity is identified under this domain to deliver and secure better open and recreation space for our growing region, including through a new tripartite Liveability Fund to co-invest in critical blue and green infrastructure.

The Queensland Government and local governments have identified a range of other opportunities within the Liveability and Sustainability domain which also support the objective of enhancing SEQ's lifestyle with sustainable communities and great places and spaces.

These opportunities are not currently funded, and an SEQ City Deal provides a platform to partner in further developing and investing in these proposals for the benefit of the region. We have not specifically addressed climate change as a single opportunity, but have instead embedded resilience, adaptation and sustainability throughout all domains.

Improved natural and urban environments

Opportunity	Description	City Deal value
Establish an Urban Green Grid Network .	This opportunity is focused on developing a strategic urban network that will green our streets, connect and enhance our public spaces, recreational facilities and parks, support walking and active movement, and increase our access to urban waterways and river edges. This could include an Urban Green Grid Network Strategy to identify a clear framework for enhancing open space throughout SEQ. The strategy could consider our many existing green spaces in a connected way to realise a benefit bigger than the sum of its parts, as well as identifying future regional strategic opportunities.	<p>An Urban Green Grid Network could improve the planning for high-quality urban environments, increase access to parks, recreational facilities, waterways, and natural spaces, and help to encourage greater active transport use, linking to the Connecting Infrastructure domain opportunities.</p> <p>It can also have the added benefit of reducing urban heat, providing shelter and shade, and increasing connectivity for urban fauna.</p> <p>An Urban Green Grid Network will also provide one investment pathway for the Liveability Fund opportunity.</p>
Improve regionally-significant environmental corridors .	This opportunity is focused on a program of investment to restore and rehabilitate the region's key environmental corridors and waterways. This could include scaling up the Resilient Rivers initiative (leveraging existing significant funding from State and Local Governments) and associated Catchment Action Plans to improve regional water quality and the protection of valuable agricultural land. At the same time, it could also seek to deliver a more resilient region, reach agreement to progress a Strategic Assessment for SEQ under the <i>Environmental Protection and Biodiversity Conservation Act 1999</i> and identify new approaches to protect and restore SEQ's Regional Biodiversity Corridors (identified in <i>ShapingSEQ</i>).	<p>A regional approach to environmental corridors can deliver benefits not possible at the local level. A City Deal can help establish a more coordinated approach to planning, management and funding arrangements to achieve better economic and environmental outcomes.</p> <p>A Strategic Assessment under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> can streamline environmental assessment and approval requirements and help "lock in" biodiversity outcomes.</p>
A tripartite Liveability Fund to co-invest in green and blue infrastructure.	Establishing a Liveability Fund could provide new funding to invest in local liveability and place-making projects. This opportunity sees the potential for co-investment funding, focused on supporting projects that improve amenity and open space, tailored to the character of each community.	A co-investment fund can support growth in the quality and quantity of green space, open space and recreational facilities, a key area of need in SEQ due to high population growth. The principles and criteria for the fund could encourage delivery of the Urban Green Grid Network, create healthier environments, promote active lifestyles, attract and retain a skilled workforce, foster social cohesion and promote place-making.

Great design

Opportunity	Description	City Deal value
Embed great urban design throughout SEQ.	This opportunity is focused on elevating the role of sustainable design and resilience in delivering great places and spaces for SEQ. Building on the work of the Queensland Government Architect, the Queensland Urban Design and Places Panel, and local government specific design initiatives, this opportunity would seek to drive best practice design outcomes across the region. It could start with a Regional Urban Design Collaboration to bring together government and industry design leaders to support QDesign implementation.	State and local governments have an important role to play in supporting great urban design outcomes, including through project specific initiatives and broader planning and design frameworks that enhance sustainability and resilience. A City Deal will bring together government to align resources and funding to deliver better quality urban design outcomes throughout SEQ, and to respond to community expectations for high-quality design and place-making.

Sustainable resource use

Opportunity	Description	City Deal value
Move SEQ towards zero waste and a circular economy .	<p>This opportunity is focused on moving the region from a linear economy towards zero waste and a circular economy. This could include:</p> <ul style="list-style-type: none"> » developing agreed metrics and targets » developing a consistent policy approach to managing the transition » identifying priority areas for investment » exploring opportunities for economic and market development and innovative solutions including waste-to-energy. 	<p>Moving towards a circular economy will help us drive future jobs and build economic, social and environmental resilience, and is therefore closely linked to opportunities within the Jobs and Skills and Housing and Planning domains.</p> <p>This opportunity builds upon existing work being undertaken by all levels of government, including the introduction of a waste levy.</p>

Measuring progress

Potential Indicators:	Potential Source:
1. Dwellings with access to greenspace	National Cities Performance Framework
2. Percentage of area that is greenspace	National Cities Performance Framework
3. Community greenspace	Measures that Matter, Department of State Development, Manufacturing, Infrastructure and Planning
4. Water/waterway quality	Healthy Land and Water Report Card/Measures that Matter, Department of State Development, Manufacturing, Infrastructure and Planning
5. Percentage of waste recovered	Department of Environment and Science





Proposed objective

Delivering “good growth” through greater housing choice, more affordable living, better access to jobs and community-enabling infrastructure and services.

Proposed focus areas

1. Coordinating planning and infrastructure for “good growth”
2. Leveraging government land and facilities
3. More affordable housing choice



Housing and Planning

Through an SEQ City Deal, we can collaborate to achieve better housing and planning outcomes with the objective of delivering “good growth” through greater housing choice, more affordable living, better access to jobs and community-enabling infrastructure and services.

Our region is growing at a significant rate, and through *ShapingSEQ*, we have a clear plan for managing growth in a sustainable way. Across the world, we can see how successful cities and city-regions can be when governments work together with a shared plan for managing growth. And we can see what happens if they do not.

In SEQ, the Queensland government and local governments have an effective partnership to help manage growth and ensure housing supply – beginning in the 1990s with the Regional Frameworks for Growth Management and continuing with statutory regional plans in 2005, 2009 and 2017. Through a City Deal, we can further this partnership and work collaboratively on delivering key aspects of *ShapingSEQ*.

Projections in *ShapingSEQ* indicate we will need more than 30,000 new homes each year to support our growing population, with 60 per cent of all new dwellings targeted in existing urban areas through renewal or consolidation, including diverse “missing middle” housing. To minimise the risk of land supply constraints impacting upon affordability, *ShapingSEQ* has also added almost 20,000 hectares of Urban Footprint since the 2009 regional plan.

The *State Infrastructure Plan* and local government infrastructure plans support *ShapingSEQ* by setting out the strategy and timeframes for delivery of infrastructure.

In addition, the *Queensland Housing Strategy 2017–2027* provides a statewide 10-year framework to deliver housing to support urban renewal, generate new jobs, provide affordable housing and drive innovative housing design. The housing strategy also recognises the importance of stable, appropriate housing for individuals and families to achieve economic and social outcomes.

Through an SEQ City Deal, we can continue to partner to deliver key aspects of *ShapingSEQ* and the objectives of the housing strategy to achieve “good growth” outcomes and improved liveability. The three levels of government can work collaboratively to identify ways to ensure we deliver not just more housing choice, but well-designed and well-located housing with the community-enabling infrastructure and services – the schools, transport, community services, and public spaces – that are needed to sustain communities, particularly in high-growth areas.

To better serve the unique needs of each local community, we can work together to design place-based infrastructure solutions that are tailored and more effective. Government also has significant resources, both in terms of land and facilities, that we can use more effectively to help us deliver “good growth” outcomes.

This approach can help unlock growth areas, help us stay ahead of growth pressures, and build more community confidence in governments’ approach to growth management. It also helps growing communities enjoy the benefits of “good growth” – the vibrancy of new or upgraded schools and parks, more frequent public transport, new restaurants and shops, and more job opportunities.

At the same time, we want to ensure that SEQ remains a relatively affordable place to live – something that is both important to SEQ residents, and important for attracting and retaining talent, including key workers.

To achieve this, we need to ensure we continue to deliver more housing choice for people of all ages and abilities by supporting a mix of dwelling types and sizes, to provide the mix of homes that people need across different phases of their lives and that deliver and sustain diverse communities. We can deliver this through proactive planning, better use of government land and facilities, regulatory reform and support to test innovative solutions. We also need to ensure adaptability as technology changes how we live, work, learn and recreate in our homes and our communities.

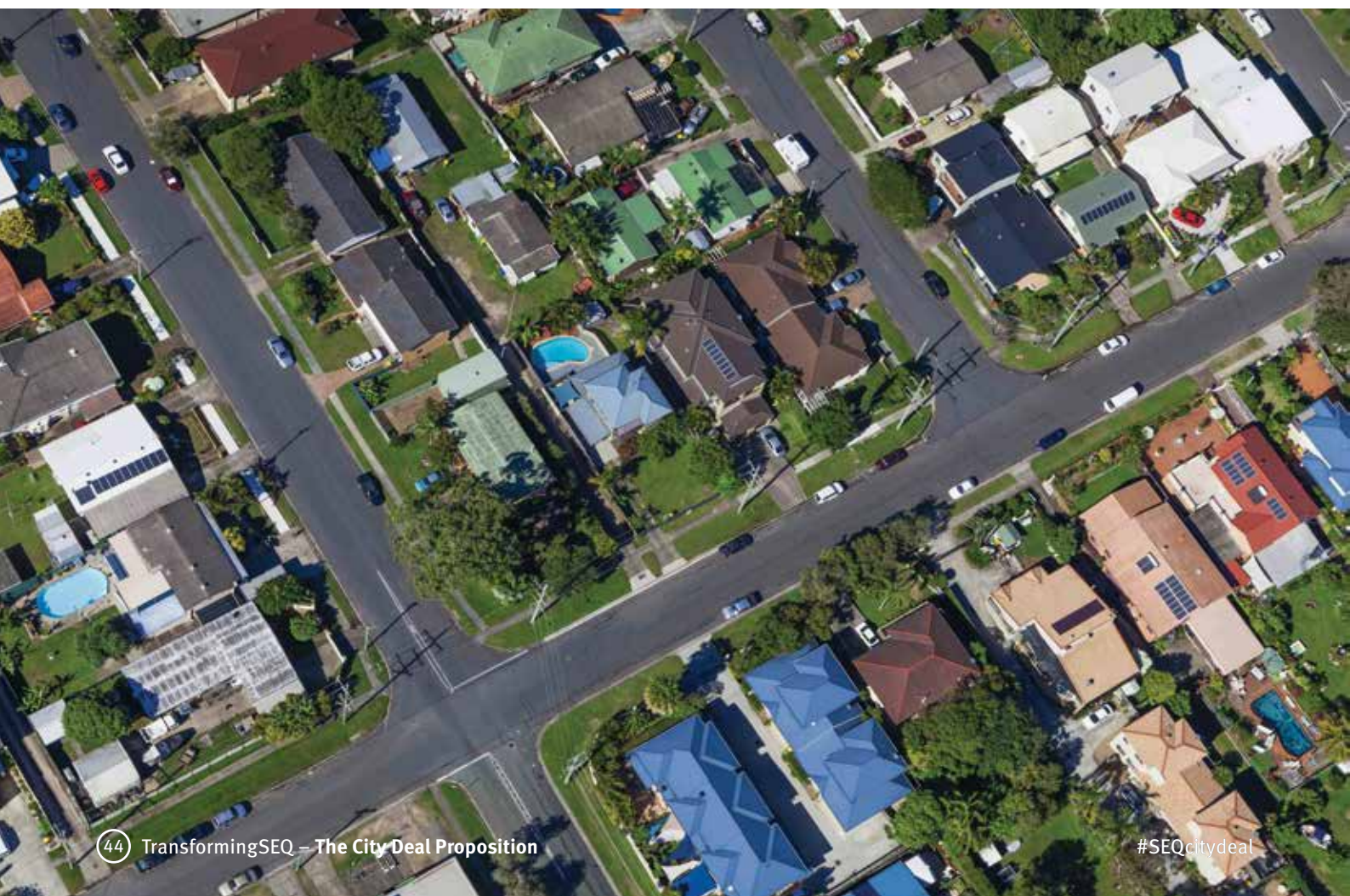
Liveability and sustainability are also crucial to “good growth”, and accordingly there is strong alignment between the opportunities identified under the Liveability and Sustainability domain and the Housing and Planning domain. In addition, the Connecting Infrastructure domain identifies an important opportunity to deliver improved transport accessibility, which is also important to achieving the aspirations set out in this domain.

To deliver the objective of “good growth” through more housing choice, better access to jobs and community-enabling infrastructure and services, the Housing and Planning domain should have three key focus areas:

1. **Coordinating planning and infrastructure for “good growth”** – to ensure SEQ gets better not just bigger.
2. **Leveraging government land and facilities** – to ensure we make the best use of our public resources.
3. **More housing choice** – to support affordable living to access economic and social opportunities, and encourage new housing design solutions.

This domain can build upon the Grow and Live themes in *ShapingSEQ*, the *State Infrastructure Plan*, and the *SEQ Growth Monitoring Program*, as well as other initiatives such as *Advancing our Cities and Regions Strategy*, the *Queensland Housing Strategy 2017–2027* and tenancy reforms, QDesign, and the Strategy for Social Infrastructure.

This domain will also support the *Smart Cities Plan’s* focus on accommodating more housing closer to services and existing infrastructure, improving connectivity between housing and employment centres, and increasing services and infrastructure to where people already live.





Housing and Planning opportunities

The Queensland Government and local governments have identified the following opportunities within the Housing and Planning domain for consideration under an SEQ City Deal.

These opportunities are not currently funded, and an SEQ City Deal provides a platform to partner in further developing and investing in these proposals for the benefit of the region.

Delivering “good growth” outcomes

Opportunity	Description	City Deal value
Develop Growth Area Infrastructure Compacts to better align, coordinate, and deliver community-enabling infrastructure and services in new communities and high-growth consolidation areas.	Growth Area Infrastructure Compacts can bring together infrastructure, utility and service providers across governments to better coordinate and align the planning and sequencing of infrastructure and services in major expansion and consolidation growth areas. The compacts would be informed by <i>ShapingSEQ</i> , the Growth Monitoring Program, the Housing Supply Expert Panel and the <i>State Infrastructure Plan</i> . Importantly, these compacts could also explore options for funding, financing and co-investment to ensure that community-enabling infrastructure is provided ahead of growth and economies of scale can be achieved.	<p>The Queensland Government and local governments, along with utility providers and the development industry, have a key role to play in providing critical community-enabling infrastructure and services in high growth areas – but this does not always occur in a coordinated and integrated manner.</p> <p>An SEQ City Deal could help deliver more collaborative infrastructure planning and timely delivery to unlock and de-risk these high-growth expansion and consolidation areas, as well as integrating sustainability and resilience strategies and measures.</p>
Foster a more integrated approach to land-use planning across the levels of government , including committed implementation of <i>ShapingSEQ</i> .	<p>This opportunity is focused on leveraging the Regional Coordination Board concept, identified in the Governance and Leadership domain, to foster a land-use planning partnership across the three levels of government that could:</p> <ul style="list-style-type: none"> » establish “good growth principles” and use these as a basis for articulating the region’s approach to growth management » better identify and employ the “planning toolbox” of existing powers available across government to deliver “good growth” » deliver the policy and regulatory changes needed to deliver <i>ShapingSEQ</i>, including the missing middle, Regional Economic Clusters and other key initiatives. 	<p>A tripartite planning partnership will deliver a joint commitment from all three levels of government to discuss and resolve major planning and regulatory obstacles to delivering “good growth” outcomes.</p> <p>This opportunity builds on the new information becoming available to decision-makers as a result of the Measures that Matter, the Growth Monitoring Program and the Housing Supply Expert Panel, and would formally bring the Australian Government to the planning table for the first time.</p>

Leveraging government land and facilities

Opportunity	Description	City Deal value
Unlock underutilised government land and facilities to deliver housing, jobs and community facilities in strategic locations.	This opportunity is focused on better use of underutilised land and facilities owned by the three levels of government, including interim uses. This could include opening up government facilities, such as school ovals or halls, for shared use by the broader community, while appropriate land in strategic locations could be reused for affordable and diverse housing and other key government objectives such as Innovation Precincts proposed under the Jobs and Skills domain.	This builds on the Queensland Government's <i>Advancing our Cities and Regions Strategy</i> and the Strategy for Social Infrastructure. An SEQ City Deal presents an opportunity to pool funds and government land and facilities to increase the provision of community facilities, expand the amount of affordable housing, and prototype new housing innovations to test the market and help build industry capability.

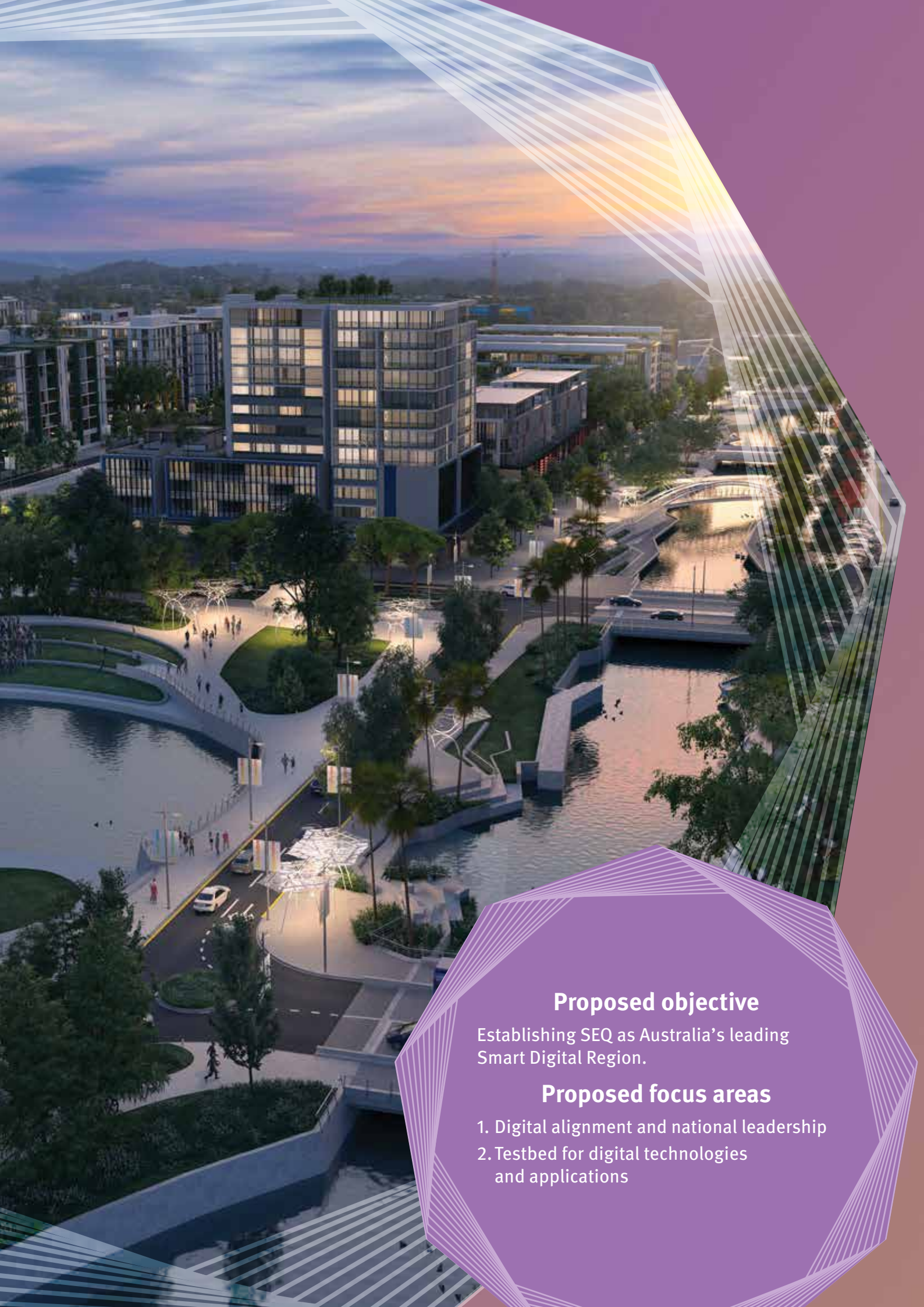
More housing choice and affordable living

Opportunity	Description	City Deal value
Encourage innovative housing solutions to support greater housing choice and affordable living.	<p>This opportunity is focused on the reforms necessary to incentivise development of affordable housing through greater investment certainty.</p> <p>Through this opportunity, governments could partner with industry and not-for-profit entities to explore federal tax treatment and incentives for social and community housing and “build to rent” projects, streamlined planning and assessment processes, and opportunities for the strategic reuse and expansion of public housing.</p>	<p>Building upon the <i>Queensland Housing Strategy 2017–2027</i> and the <i>Open Doors to Renting Reform</i>, there is an opportunity for the three of levels of government to incentivise the delivery of more housing choices that support more affordable living.</p> <p>This is an important part of maintaining our affordability advantages and meeting the needs of all SEQ residents, including key workers.</p>

Measuring progress

Potential Indicators:	Potential Source:
1. Housing density	Measures that Matter, Department of State Development, Manufacturing Infrastructure and Planning
2. Housing type	Measures that Matter, Department of State Development, Manufacturing Infrastructure and Planning
3. Public and community housing units	National Cities Performance Framework
4. Affordable living	Measures that Matter, Department of State Development, Manufacturing Infrastructure and Planning





Proposed objective

Establishing SEQ as Australia's leading Smart Digital Region.

Proposed focus areas

1. Digital alignment and national leadership
2. Testbed for digital technologies and applications



Digital

Through an SEQ City Deal, we can leverage our region's smart cities' strengths to achieve the objective of establishing SEQ as Australia's leading Smart Digital Region.

A Smart Digital Region is one that connects and empowers its residents and businesses and embraces “smart” solutions on a regional scale to accelerate productivity and improve the quality of life. It will unlock existing data assets in combination with real-time information to solve problems in a productive, cost-effective, creative and environmentally sensitive way to improve the region's prosperity.

For governments, this includes investing in smart solutions that will create efficiencies, improve services and infrastructure delivery, and seamlessly and quickly connect businesses and residents with their needs. For business, this includes opportunities to grow in a vibrant regional economy. As citizens, it includes using information and technology to improve our lives.

In short, a Smart Digital Region is all about leveraging technology to drive performance. Through an SEQ City Deal, we can support a region where we embrace innovation and digital disruption, benefit from improved data use and dynamic data insights, and deliver more responsive government for business and residents.

We already have an incredibly strong foundation to build on, with QUT research⁵ demonstrating that eight of Queensland's ten high-performing smart cities are located in SEQ. But as our region becomes increasingly integrated, it makes sense to leverage these strengths to deliver region-scale and national benefits.

Globally, investment in digital technologies and a ‘digital’ first approach is improving the performance of cities and infrastructure delivery, making cities safer, better connected people and improving the lives of their inhabitants. For SEQ to compete, a more integrated approach to the provision of digital infrastructure, use of data and deriving richer insights is necessary.

Importantly, the rapid pace of technological change coupled with SEQ's forecasted population growth to 2050 will demand new and improved ways to deliver citizen-centric services and infrastructure that can flexibly respond to the communities' changing needs and lifestyle choices. The “fourth industrial revolution” will bring data-driven solutions to traditional problems, leveraging peer-to-peer business models, Internet of Things, autonomous and electric vehicles, robotics, automation and artificial intelligence and blockchain, amongst other things. The unprecedented speed and depth of digital disruption and the sharing economy can pose significant challenges to jurisdictions and our regulatory regimes are struggling to keep pace with evolving business models and emerging technologies and applications.

While the region has made great strides in delivering innovative technological initiatives, embracing emerging technologies (such as drones and autonomous vehicles), and developing open data; there is more to do to truly capitalise on and position SEQ as a global leader in innovation and connectivity.

In the short-term, a significant opportunity will arise with a new international broadband submarine cable landing in SEQ by mid-2020. This project, facilitated by the Sunshine Coast Council and supported by the Queensland Government, has the potential to stimulate local business, generate new investment, and improve data and telecommunications diversity to Australia's east coast.

⁵ theconversation.com/just-how-city-smart-are-local-governments-in-queensland-106601

To realise the objective of establishing SEQ as Australia's leading smart digital region, it is proposed that the Digital domain should have two focus areas:

1. **Digital alignment and national leadership**, to provide the foundation we need to better share and integrate data (both open and trusted) and leverage effective data insights.
2. **Testbed for digital technologies and applications**, to attract investment and support high-value jobs by building on our digital technology credentials and reputation for innovation.

The Digital domain can leverage and build on the digital and data-related initiatives being currently undertaken through the *State Infrastructure Plan*, *ShapingSEQ*, and *Advance Queensland*.

Other policies, programs and initiatives which relate to this domain include the *Queensland Drones Strategy*, Queensland Government digital strategy, the FibreCo Qld initiative, the Australian Government's Smart Cities and Suburbs program and local government smart city strategies. It also supports the Queensland Government's Our Future State objective to be a responsive government.

This domain will also support the *Smart Cities Plan's* focus on driving the adoption of 'smart' solutions to improve the sustainability of our cities and drive innovation, including maximising the use of shared and trusted data, leveraging open and real-time data and encouraging a technology first approach.





Digital opportunities

A transformational opportunity is identified under this domain to leverage the new international broadband submarine cable to deliver a Digital Trade Hub and take a region-wide approach to data and digital connectivity.

The Queensland Government and local governments have identified a range of other opportunities within the Digital domain which also support the objective of establishing SEQ as Australia's leading smart digital region.

These opportunities are not currently funded, and an SEQ City Deal provides a platform to partner in further developing and investing in these proposals for the benefit of the region.

Digital alignment and national leadership

Opportunity	Description	City Deal value
Position SEQ as a leading 5G smart region .	<p>This opportunity is focused on positioning SEQ as a leading 5G smart region through a 5G strategy, partnering with telecommunications companies to deliver the necessary technology infrastructure.</p> <p>5G is expected to become widely utilised for connecting and communicating with IoT devices, remote-controlled robots and autonomous systems and augmented reality.</p> <p>Key enablers under this opportunity could also include developing an innovative access framework and 5G planning code to streamline and standardise the roll-out of this next generation technology. This opportunity complements the proposed Digital Infrastructure Action Plan under the Connecting Infrastructure domain.</p>	<p>5G networks will require new telecommunications infrastructure located close to end-users to optimise signal strength and latency. Consideration of telecommunications and urban planning requirements is needed to remove barriers to expediting 5G rollout and reducing associated infrastructure costs – particularly for urban areas.</p> <p>An SEQ City Deal can bring all tiers of government together with industry to work collaboratively to realise this opportunity.</p> <p>A 5G leading region of this scope and size will raise SEQ's international profile and potentially support increased direct foreign investment.</p> <p>Collaboration between all levels of government and industry is needed to coordinate the management and accelerated deployment of 5G across SEQ, targeting urban rollout (in the short-term) and region-wide coverage (in the medium term).</p>
Develop an SEQ digital twin .	<p>This opportunity proposes the development of an SEQ digital twin as a precise, authoritative and dynamic 3D representation of the physical environment to help all levels of government and industry plan, operate, and integrate projects and spatial activities across the region.</p> <p>This could allow government, business and residents to simulate plans digitally before physically implementing them, allowing for better decision-making about potential impacts.</p> <p>This opportunity could leverage data held by different levels of government, including the Queensland Cadastre, BIM datasets, the Queensland Globe, the National Map, Virtual Brisbane and other datasets.</p>	<p>At present, incredibly rich, dynamic, and highly precise 3D spatial data is being generated by regionally significant projects – but there is not a common approach to managing this data within the region. Similarly, in the current 2D cadastral environment, the opportunity for integrating this data and other property data to form an integrated digital built environment is being lost. There is a lack of capability and interoperability in core systems managed by government and the private sector.</p> <p>An SEQ City Deal can be the catalyst to drive the collaboration that is needed to realise a digital twin of the region. Important decisions will need to be made in partnership around data management, exchange and security to deliver this concept.</p>

Digital alignment and national leadership

Opportunity	Description	City Deal value
Establish an SEQ data lake and SEQ sensor network to support regional data collection and integration.	<p>The establishment of an SEQ data lake and data analytics platform could combine real-time data – from traffic monitors, water meters, air quality sensors and other devices – in one place, allowing for more effective management of the region.</p> <p>This opportunity could be enhanced through the establishment of a regional sensor network to enable more real-time data insights for decision and policy-makers.</p>	<p>An SEQ City Deal can facilitate the data-sharing needed to realise this opportunity, a functional data sharing and analytics platform to deliver both the data insights, and appropriate resolution of data management, governance, exchange, regulatory, privacy and security issues.</p> <p>Investing in reliable, comprehensive and secure data gathering and analytics can also provide a stronger evidence base for future planning and investment.</p>
Create a seamless regional economy to help grow small and medium enterprises (SMEs) .	<p>This opportunity is focused on developing a nation-leading seamless regional economy for SMEs by leveraging existing Queensland and Commonwealth government efforts to digitise and harmonise business-related regulations and processes. Early opportunities have been identified in the food, hospitality, and construction industries. This can make doing business across SEQ seamless, helping to increase business productivity and growth.</p> <p>This opportunity can build on the Business Queensland digital platform, which already allows small business to access tailored compliance information and services across multiple governments. Small business could access dynamically-generated forms that simplify the process of applying, renewing, cancelling or paying for compliance, through a single integrated customer identity and digital interface.</p>	<p>An SEQ City Deal could provide the governance mechanism to bring all levels of government to work with business and industry to digitise and harmonise business-related regulatory requirements across the region.</p> <p>Regulation, while necessary, is nested in a complex and siloed environment involving all levels of government that imposes adverse administrative and financial burdens on small business. This directly affects the rate of start-up, survival and success of small businesses in the region.</p> <p>Successful implementation of this initiative at the regional-scale could also provide the proof of concept for implementation across Queensland and other states and territories.</p>
Establish a digital trade hub by leveraging the Sunshine Coast international broadband submarine cable.	<p>Positioning SEQ as Australia's digital trade hub could enable the region to establish itself as a best-practice centre for data protection, blockchain technology and cyber security as well as encourage further investment in research and development for future technologies. The hub would nurture and attract cryptography/cyber security/blockchain talent and expertise that is applied to high-value exports to verify provenance and quality.</p> <p>This opportunity would capitalise on SEQ's lifestyle, the installation of the international broadband submarine cable by mid-2020 and the four international airports in SEQ. It would also capitalise on improved infrastructure connectivity (through the realisation of opportunities under the Connecting Infrastructure domain).</p> <p>Importantly, this opportunity could support and contribute to a "single window" for trade, which the Australian Government committed to in 2016 but has not yet implemented.</p>	<p>The establishment of a direct broadband submarine cable connection to global markets provides the infrastructure capacity to attract investment and growth in data heavy businesses to support new high-value jobs in SEQ.</p> <p>Establishing the region as a specialised hub for cybersecurity and blockchain technology also opens up the opportunity to guarantee high levels of provenance around key exports – particularly in the food and agribusiness sectors. Creating a certified and trusted supply chain directly from farm, manufacturing or service gate in SEQ to the distribution end-point (for example, the supermarket in Shanghai or the distribution centre in Hong Kong) can reinforce SEQ's ability to earn a price-premium for our clean and green products developed in a robust regulatory environment.</p>



Testbed for digital technologies and applications

Opportunity	Description	City Deal value
Review regulations to ensure an agile regulatory environment .	<p>This opportunity supports an agile regulatory environment to enable the adoption of innovative technologies and applications. This will contribute to the broader potential for SEQ to be a global testbed environment.</p> <p>This opportunity could develop and expand the existing regulatory work being undertaken as part of the <i>Queensland Drones Strategy</i>, the Cooperative and Automated Vehicle Initiative (CAVI), various SEQ local government Smart City programs and the Advance Queensland program industry roadmaps.</p>	<p>The proposed SEQ City Deal can provide an impetus for all levels of government to move forward together to create an agile regulatory environment that is responsive to and embraces innovation. This can support new business models made possible by technological change, resulting in increased investment and employment growth.</p>
Develop a digital testbed prospectus .	<p>This opportunity is focused on developing a digital testbed prospectus to promote SEQ as a leading testbed for digital technologies and applications, leveraging our existing strengths in areas such as UAVs and robotics.</p> <p>This opportunity supports several existing priorities, including the Advance Queensland program industry roadmaps, the <i>Queensland Drones Strategy</i>, CAVI, various SEQ local government Smart City programs and the Sunshine Coast international broadband submarine cable project.</p>	<p>An SEQ City Deal can support the integration and cooperation necessary to develop a comprehensive map and up-to-date prospectus to promote our region's credentials and digital capabilities to domestic and international investors.</p>

Measuring progress

Potential Indicators:	Potential Source:
1. Households with Broadband	National Cities Performance Framework
2. Business entry and exit rate	National Cities Performance Framework
3. Broadband Performance Data	Measuring Broadband Australia, Australian Competition and Consumer Commission
4. Number of open data sets available for SEQ	New measure



Proposed objective

Uniting our civic, government, industry and community leaders to collaboratively drive the success of SEQ.

Proposed focus areas

1. Economic coordination and collaboration
2. Enduring tripartite partnership
3. Regional stewardship



Governance and Leadership

Effective governance and leadership are essential ingredients for successful cities and regions, and an SEQ City Deal can provide a platform for uniting our civic, government, industry and community leaders to collaboratively drive the success of SEQ.

SEQ already has a strong history of cooperative regional governance, concentrated around land-use planning and the statutory Regional Planning Committee – where Mayors and Ministers come together to develop the regional plan.

But as we seek to take SEQ forward, new approaches are required within a broader context to deliver wider and deeper collaboration across the region, expanding the field of cooperation beyond land-use planning into other terrains.

In particular, the task of managing present and future cycles of urban growth combined with overcoming other regional-scale challenges (such as those presented by digital disruption) will require new models of governance and leadership from government as well as civic, industry and community actors.

By international standards, cities and high-growth regions within Australia require a sustained focus on evolving contemporary and responsive governance frameworks if they are to successfully manage growth and embrace change. This is not a new challenge, but City Deals present a new opportunity to drive genuine tripartite governance reform, fit-for-purpose in each location.

Here in SEQ, we can build on our sustained cooperation around land-use planning to drive new models of regional leadership and governance. We can also look afresh at ways to cooperate more effectively in economic development, including destination marketing and investment attraction.

And we can look at ways to encourage and support regional leadership from civic, industry and community actors.

The recent *Benchmarking SEQ in a Global Context Report*⁶, led by global cities expert Professor Greg Clark, highlighted the need to forge a new, permanent partnership between the Australian Government, the Queensland Government and local governments for the benefit of SEQ, as well as a need for more active civic and private sector leadership in the region.

This is important because effective leadership and governance play a key role in unifying business and the community around new agendas and adaptability to change, raising the profile for their city and region on the global stage, finding innovative ways to raise investment, and negotiating outcomes between other tiers of government.

Leaders who can make a compelling case for change based on a long-term perspective can alter the way others in the city view the world and their position in it. Working together for future prosperity is key to success across all the City Deal domains, and a robust governance structure needs to reflect this to ensure we successfully implement the deal we are seeking.

To realise the objective of uniting our civic, government, industry and community leaders to collaboratively drive the success of SEQ, the Governance and Leadership domain should have three focus areas:

- 1. Economic coordination and collaboration** – to provide a clear focus on region-wide economic development.
- 2. Enduring tripartite partnership** – to deliver wider and deeper cooperation across the region.
- 3. Regional stewardship** – to support a greater role for the private sector in providing place-based leadership in SEQ.

⁶ SEQ Benchmarking Report

Governance and Leadership opportunities

A transformational opportunity is identified under this domain to deliver greater coordination and collaboration between federal, state and local governments through a new tripartite Regional Coordination Board to support strategic governance for the region.

These opportunities are not currently funded, and an SEQ City Deal provides a platform to partner in further developing and investing in these proposals for the benefit of the region.

The Queensland Government and local governments have identified a range of other opportunities within the Governance Domain which also support the objective of uniting our civic, government, industry and community leaders to collaboratively drive the success of SEQ.

Economic coordination and collaboration

Opportunity	Description	City Deal value
Develop a blueprint for regional prosperity for a more integrated approach to regional economic development.	<p>This opportunity is focused on driving collaboration across the levels of government, business and industry to support region-wide economic development, which is currently locally focused and uncoordinated in an SEQ context.</p> <p>This is centred around a “blueprint for regional prosperity” to consolidate and coordinate key economic development activities, including investment attraction and destination marketing. This is intended to focus cooperation where it can add value, while still ensuring local programs and activities flourish.</p>	<p>Greater cooperation in economic development can result in better use of resources, more jobs, and greater success in investment attraction.</p> <p>Recent examples of governments partnering to deliver economic development opportunities demonstrate the benefits of this approach, including the Sunshine Coast Council-led International Broadband Submarine Cable, supported by both the Australian and Queensland governments.</p> <p>A clear and coherent economic blueprint also provides a mechanism for wider engagement and buy-in by the community in the shaping of the economic and community landscape of SEQ and the measures required to achieve those objectives.</p>

Enduring tripartite partnership

Opportunity	Description	City Deal value
Greater coordination and collaboration between federal, state and local governments through a new tripartite Regional Coordination Board to support strategic governance for the region.	<p>The proposed SEQ City Deal could support the establishment of a Regional Coordination Board to bring together mayors and ministers in a new institution to jointly manage and coordinate agreed matters of regional-significance linked to the City Deal, such as planning and infrastructure.</p> <p>This tripartite arrangement would build on the success of the existing Regional Planning Committee, and be supported through a jointly-resourced secretariat to ensure effective delivery of agreed activities and strategies.</p> <p>It would also provide a strategic mechanism for engagement with business, industry and the community on the economic direction and performance of SEQ.</p>	<p>The proposed Regional Coordination Board could provide an important mechanism to drive a shared approach to key issues for SEQ, but would need the support of all three levels of government.</p> <p>The proposed SEQ City Deal could deliver this support, and help drive a new alliance and permanent partnership between the Australian Government, the Queensland Government and local governments for the benefit of SEQ.</p>



Enduring tripartite partnership

Opportunity	Description	City Deal value
Provide national leadership for cities research through support for the proposed Future Cities Cooperative Research Centre (CRC) .	<p>The Australian Parliament's Standing Committee on Infrastructure, Transport and Cities recently recommended the establishment of a national institute for cities research to enhance collaboration, knowledge and data⁷.</p> <p>The proposed Future Cities CRC has strong support from state and local governments and industry partners, and are well positioned to provide stewardship for this CRC.</p> <p>Proposed research streams for the CRC include smart urban systems, integrated infrastructure, city foresight, design and planning, and citizen-centric solutions.</p>	<p>The proposed CRC is already supported by the Queensland Government and several SEQ local governments. An SEQ City Deal could deliver increased support for the CRC, including Australian Government funding support under the Cooperative Research Centres Program as a model for city making research and collaboration that has national benefit. It is currently shortlisted for consideration under this program.</p> <p>The CRC, if established, could also play an important research role in informing future development and evaluation of the proposed SEQ City Deal.</p>

Regional stewardship

Opportunity	Description	City Deal value
Pilot business improvement districts for SEQ.	<p>Business improvement districts (BIDs) are business-led partnerships where businesses in a defined area or sector elect to pay an additional levy to fund improvements within the precinct boundaries.</p> <p>In other jurisdictions, BIDs are used to fund capital improvements and precinct marketing, as well as issues ranging from improved asset management, environmental improvements and industry development.</p> <p>This opportunity is focused on developing the BIDs concept for SEQ, and piloting models to test the idea.</p>	<p>The BIDs concept requires cooperation from state and local governments for implementation, and an SEQ City Deal can bring this about.</p> <p>By investing collectively in local precinct or sectoral improvements, the public and private sector can reduce costs, share risks and create new platforms for growth. By pooling and sharing resources, local businesses, working with partners, can play a more active leadership role in improving local economic conditions by delivering investment and initiatives beyond that currently planned by governments.</p>

Measuring progress

Potential Indicators:	Potential Source:
1. Satisfaction with the quality of governance for SEQ	New measure to be developed
2. Number of BIDS pilots	New measure to be developed

⁷ www.aph.gov.au/Parliamentary_Business/Committees/House/ITC/DevelopmentofCities/Report



Be part of the
conversation:
#SEQcitydeal

Next Steps

***TransformingSEQ* is a joint production of the Queensland Government and the Council of Mayors (SEQ), outlining the potential objectives, focus areas, and opportunities that could be pursued through a City Deal.**

We are at a pivotal moment for SEQ, and a City Deal that brings together the three levels of government with the community and industry around a common agenda could be a catalyst to make the region even better. Through a City Deal, we can partner to be more prosperous and more liveable – one region that is connected locally and competing globally.

There is no doubt that a City Deal for SEQ is an ambitious proposal, but we believe our strategic approach to unlocking the region's full potential is critical for our future.

TransformingSEQ is intended to provide a starting point for discussions and not an end-point – through any City Deal negotiation the package of reforms and projects to be ultimately agreed can only be finalised through comprehensive tripartite negotiations.

Given the size and scale of the proposed SEQ City Deal, there is also scope to prioritise objectives and focus areas as part of a broader SEQ City Deal strategy to facilitate a strategic approach to advancing the region and contributing to Australia's national success.

The Queensland Government and local governments stand ready to undertake these negotiations, and we look forward to the Australian Government agreeing to partner in this project.

What you can do:

Join the conversation about the proposed SEQ City Deal: [#seqcitydeal](#)

If you wish to be kept updated on the development of the proposed SEQ City Deal, please let us know:

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