



2022–2026

# STRATEGIC PLAN

**Economic Development Queensland**

Creating and investing in sustainable places for Queensland to prosper





## ACKNOWLEDGEMENT

Economic Development Queensland (EDQ) acknowledges the First Nations peoples in Queensland: Aboriginal and Torres Strait Islander peoples and their connections to the lands, winds and waters we now all share. We pay our respect to Elders, past, present and emerging.

We also acknowledge the continuous living culture of First Nations Queenslanders – their diverse languages, customs and traditions, knowledges and systems. We acknowledge the deep relationship, connection and responsibility to land, sea, sky and Country as an integral element of First Nations identity and culture.

The Country is sacred. Everything on the land has meaning and all people are one with it. We acknowledge First Nations peoples' sacred connection as central to culture and being.

We acknowledge the stories, traditions and living cultures of First Nations peoples and commit to shaping our State's future together. EDQ recognises the contribution of First Nations peoples and communities to the State of Queensland and how this continues to enrich our society more broadly.

Cover page: Artist's indicative impression of Northshore Hamilton + Close up of 'Three Circles' artwork by Birrunge Gallery, from a mural created for EDQ at Northshore, Brisbane.

This page: 'Three Circles' artwork by Birrunge Gallery. Mural created for EDQ at Northshore, Brisbane.

The Department of State Development, Infrastructure, Local Government and Planning is working to shape Queensland's future by driving economic growth and enabling well-planned, inclusive and resilient local communities.

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Copies of this publication are available on our website at [www.edq.qld.gov.au](http://www.edq.qld.gov.au) and further copies are available upon request.

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## FOREWORD

### THE HONOURABLE STEVEN MILES MP MINISTER FOR ECONOMIC DEVELOPMENT QUEENSLAND

Queensland’s communities and regions offer an exceptional quality of life. With diverse housing choices, healthy lifestyle options and easy access to services and world-class leisure activities, it’s no wonder people are moving here, businesses and industries are choosing to operate here, and Queenslanders are choosing to grow their lives and families here.

Economic Development Queensland (EDQ) plays an integral role in creating and investing in sustainable and liveable communities, helping make Queensland a great place to live. Through specialist planning, infrastructure and property development expertise, EDQ is delivering innovative developments, offering opportunities for employment, investment and growth across Queensland.

With its 10-year anniversary approaching, EDQ remains as relevant as ever in addressing existing and emerging government priorities, and driving development and investment that supports economic recovery from impacts of the COVID-19 pandemic.

As we look to the next five years, Queensland will be experiencing historic levels of migration. This will require even more connected, integrated, liveable, sustainable, inclusive and innovative places to live and work, through development and planning that provides a lasting legacy for future generations.

EDQ continues to demonstrate leadership in land use and infrastructure planning, as well as project facilitation and delivery. It works in partnership with industry, the community and government to identify opportunities that respond to challenges while meeting the diverse and changing needs of Queensland.

This includes leveraging opportunities associated with the Brisbane 2032 Olympic and Paralympic Games which will accelerate the delivery of planned infrastructure, including civic spaces, public realm, community facilities and a range of outcomes for housing after the event.

The Economic Development Queensland Strategic Plan 2022 – 2026 provides a framework that will support thriving communities right across the State, and deliver infrastructure and property projects that drive economic growth and jobs.

As the Minister for Economic Development Queensland, I consider EDQ’s role is central to delivering a bright and thriving future for our State, so we can continue to offer a way of life that is second to none and unique to Queensland.

A handwritten signature in black ink, appearing to read 'S Miles', positioned below the text of the foreword.

## INTRODUCTION

This Strategic Plan outlines EDQ’s future direction from 2022 to 2026. It provides clarity in relation to EDQ’s purpose and its alignment to Queensland Government priorities within the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP).

The Plan will ensure EDQ maintains a strategic focus in relation to its leadership role, service offerings and business model. Specifically, the Plan describes the priorities, strategies and outcomes across five key areas providing our stakeholders with a clear understanding of EDQ’s future direction and commitments.

It provides a point of reference for decision-making and guidance for project-related planning and development strategies enabling

EDQ to prioritise its resources to advance Queensland Government priorities.

The Plan also commits to establishing a new performance framework to better recognise the value that EDQ delivers across its broad range of functions and projects.

Finally, the Plan outlines our commitment to reframing the relationship with Aboriginal and Torres Strait Islander peoples through greater inclusion, cultural competency, respect, enhanced relationships and increasing economic participation in the Queensland economy.

This Strategic Plan has been endorsed by the Minister for Economic Development Queensland and the Economic Development Board.



## ABOUT THIS STRATEGY

EDQ’s 2022–2026 Strategic Plan is the result of extensive engagement encompassing more than 100 one-on-one meetings with industry, community, and government partners to discuss EDQ’s role, shared challenges and opportunities alongside our current and future priorities.

There was overwhelming support for EDQ to continue a leadership role in the facilitation and delivery of planning, infrastructure, and development outcomes.

There was strong recognition of the value we deliver, our approach to partnering and our track-record for innovation and delivering best-practice.

Those we spoke to shared the view that EDQ has a unique opportunity to do more and play a larger role in unlocking and accelerating land-based economic growth; calling out our potential to ‘cut through’ and deliver solutions to complex opportunities through a progressive, agile and tailored approach.

As we celebrate our 10<sup>th</sup> anniversary, we at EDQ are excited about future opportunities for us to build momentum and work in partnership with stakeholders to deliver thriving and liveable communities.

A handwritten signature in dark ink, appearing to read 'Debbie McNamara', written in a cursive style.

Debbie McNamara, EDQ General Manager

## ABOUT US

EDQ is the Queensland Government's land use planning and property development agency. We embrace partnerships across government, industry and the community to deliver new residential communities, urban precincts and industrial ecosystems.

Backed by the *Economic Development Act 2012*, EDQ has unique planning and approval powers and a mandate to create private sector investment opportunities by de-risking and unlocking land for redevelopment. EDQ has planned and facilitated the delivery of some of the largest residential developments in Queensland, as well as some of the state's most iconic urban renewal projects. We set benchmarks for the property industry through innovations like zero net energy communities, and we're creating jobs of the future in regional Queensland by opening up tens of thousands of hectares of industrial land supply for clean energy and large-scale manufacturing.

As a commercial business unit of the Queensland Government, we measure our success by the value we create in economic, social and environmental impacts. In the last 10 years we have generated more than \$3.7 billion in private sector investment, and more than \$1 billion in infrastructure for Queensland. We also focus on achieving a commercial outcome for the state while delivering on government priorities.

Find out more about EDQ at [edq.qld.gov.au](https://edq.qld.gov.au)



The chevrons forming part of EDQ's corporate identity reflect our role in advancing Queensland, and pay tribute to one of the most widely used symbols of the Jagera and Turrbal peoples, on whose land many of our projects are situated.

# OUR VISION

**Creating and investing in sustainable places for Queensland to prosper.**

## CREATING

Initiating, designing, planning, innovating, developing, partnering, and delivering opportunities.

## SUSTAINABLE

Meeting our economic, social, and environmental needs now without compromising the ability of future generations to meet their own needs.

## QUEENSLAND

Inclusive of individuals and organisations living and working across the state.

## PROSPER

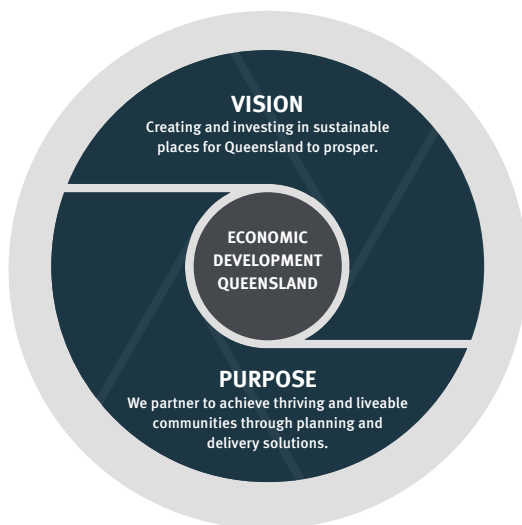
Flourish, thrive and succeed through future-focused outcomes.

## INVESTING

Attracting, resourcing, funding, financing, structuring and transacting opportunities.

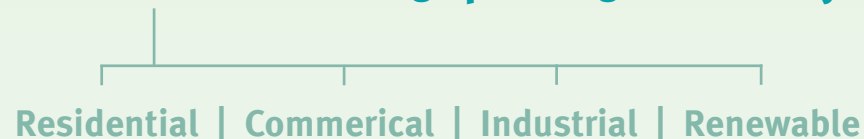
## PLACES

Our cornerstone: building strong communities and safe and inclusive environments for people to live, learn, work and play.



# OUR PURPOSE

**We partner to achieve thriving and liveable COMMUNITIES through planning and delivery solutions.**



We succeed when we partner together. We strive to work with industry, government, and the community to deliver outcomes together. We use our capabilities, including development, planning and infrastructure services to facilitate projects and investment across the state and deliver on the long-term needs of Queensland communities.

**We respond to the government's strategic priorities by contributing to the Department's objectives of:**

- » Future-focused, innovative, well planned and diverse economy.
- » Growth in investment, infrastructure and priority industry sectors.
- » Co-ordinated, integrated, interconnected opportunities for regions, industry sectors and private sector proponents.
- » Jobs for Queensland through leveraged opportunities in development, priority and highly skilled industries, associated supply chains and circular, localised economies.

# OUR TRACK RECORD OF DELIVERING VALUE

In the 10 years since the *Economic Queensland Act 2012* was legislated, EDQ has made an incredible contribution to the state’s economic, social and environmental growth. Creating value is core to EDQ. It’s part of our DNA.





# OUR OPPORTUNITIES

EDQ has identified the following strategic opportunities for the organisation reflecting the current operating environment and informing the strategic priorities.

## STATE-SHAPING INVESTMENT – THINK BIG

Leverage significant government-led projects such as the Brisbane 2032 Olympic and Paralympic Games, Cross River Rail, Inland Rail, City Deals and renewable energy to establish high aspirations across economic, place-based and community outcomes.

## QUEENSLAND WIDE

Recognise the diversity, strengths, and unique characteristics of locations across Queensland and working with partners to capitalise on delivering opportunities that align with local priorities.

## WHOLE OF GOVERNMENT

Maximise synergies across government by providing a co-ordinated pathway to unlock strategic place-based and precinct opportunities to deliver and demonstrate government policy.

## LONGER-TERM HORIZON

Capitalise on the strategic, longer-term economic development approach to decision-making supporting government priorities and investment certainty to enable the development of sustainable and resilient communities and high-growth industries.

## STAKEHOLDER RELATIONSHIPS

Harness our track record of collaborative relationships and leveraging industry expertise to create productive partnerships that deliver successful outcomes.

## HOUSING SUPPLY AND AFFORDABILITY

Optimise existing and create new housing projects in response to demand, contributing to the Queensland Housing and Homelessness Action Plan 2021–2025.

## PATH TO TREATY

Commitment to be Treaty Ready by 2026 catalyses the approach as a land-based agency to embed this commitment across all aspects of the organisation.

## DECARBONISING THE ECONOMY

Meaningful response to climate change, working collaboratively with stakeholders to transition our communities and economy to net zero emissions.

## ORGANISATIONAL CAPABILITY

Utilise the legislative powers under the *Economic Development Act 2012* and the multi-disciplined expertise of EDQ to provide a tailored and accelerated response to individual opportunities delivering enhanced outcomes.






## INNOVATION

Continue demonstrating innovative solutions to place-based challenges through partnerships, contributing positively to the development of sustainable communities and high-growth industries.



# OUR PRIORITIES AND OBJECTIVES

EDQ has identified five strategic priorities and corresponding objectives

| PRIORITIES  | OBJECTIVES  |
|---|---|
|  MARKET LEADERSHIP       | To engage with partners to set the benchmark for sustainable and innovative development that also demonstrates a pathway toward First Nations reconciliation. |
|  PLACE-BASED OUTCOMES    | To lead property development, specialist land use and infrastructure planning, delivering high quality places and people-focused community outcomes.          |
|  GROWING ENTERPRISE     | To engage with industry to facilitate new projects and investment opportunities supporting economic growth and jobs.  |
|  ORGANISATIONAL LEGACY | To create a lasting organisational legacy and reputation delivering value into the future for our communities.  |
|  INSPIRING TEAM        | To be an employer of choice where individuals can make a meaningful contribution, realise their unique potential and feel valued.                             |



# OUR STRATEGIES

| PRIORITY                 |  <p><b>MARKET LEADERSHIP</b></p>  |  <p><b>PLACE-BASED OUTCOMES</b></p>  |  <p><b>GROWING ENTERPRISE</b></p>   |  <p><b>ORGANISATIONAL LEGACY</b></p>  |  <p><b>INSPIRING TEAM</b></p>   |
|--------------------------|--|---|--|--|--|
| <p><b>STRATEGIES</b></p> | <ul style="list-style-type: none"> <li>• Deliver evidence-based best practice outcomes by working with government, institutions, private sector and community.</li> <li>• Maximise the use of the <i>Economic Development Act 2012</i> to resolve complex planning and development matters unlocking agreed outcomes.</li> <li>• Inform broader government policy advocating for land supply, housing diversity, sustainability and innovation.</li> <li>• Maximise opportunities for Aboriginal and Torres Strait Islander people through meaningful engagement, tailored project approach and economic activities.</li> <li>• Provide the private sector with a co-ordinated approach to working with the state by drawing on expertise across DSDILGP and government.</li> <li>• Harness the expertise and contribution of partners to optimise our development outcomes.</li> <li>• Embrace our climate change responsibilities by maximising clean energy and pursuing pathways to carbon positive development.</li> <li>• Drive innovation in all that we do by being bold in our thinking and our actions.</li> </ul> | <ul style="list-style-type: none"> <li>• Enable and demonstrate quality design, creative thinking and sustainability principles across our portfolio.</li> <li>• Create and curate urban precincts and places utilising planning and development expertise facilitating enduring positive economic, social and environmental impacts.</li> <li>• Lead the Brisbane Athletes Village and support the delivery of infrastructure and surrounding precincts for the Brisbane 2032 Olympic and Paralympic Games.</li> <li>• Create opportunities and lead interventions to address affordability, supply and diversity of housing.</li> <li>• Enable strategic industrial land supply responding to market demand.</li> <li>• Unlock and activate surplus, underutilised, or fragmented land.</li> <li>• Provide strategic land-use planning and streamlined development assessment in priority development areas.</li> <li>• Plan, fund and deliver timely catalytic infrastructure including facilitating the provision of community infrastructure.</li> </ul> | <ul style="list-style-type: none"> <li>• Facilitate public and private investment opportunities by leveraging our investment, expertise and services.</li> <li>• Target and support priority industries with high growth potential to create long-term jobs.</li> <li>• Attract new business and industry partnerships to our precincts.</li> <li>• Create and manage industry ecosystems for enterprise to invest and flourish.</li> <li>• Leverage Queensland’s clean energy advantage to enable sustainable industries and jobs.</li> <li>• Demonstrate diversity of delivery, tailoring the solution to the individual opportunity.</li> </ul> | <ul style="list-style-type: none"> <li>• Embed good Governance practices that demonstrates public value, transparency and integrity.</li> <li>• Secure EDQ’s long-term financial sustainability by maintaining an agile business model responsive to change.</li> <li>• Engage and communicate to build our reputation as a partner of choice.</li> <li>• Implement a Value Framework that informs and balances EDQ’s value creation across economic, social and environmental outcomes.</li> <li>• Embed and deliver legacy for communities through our activities, contributing to the emerging Brisbane 2032 Olympic and Paralympic Games legacy plan.</li> <li>• Adopt a life-cycle approach for future opportunities, defining the risk appetite and exit strategy.</li> <li>• Implement continuous improvement disciplines into our work practises.</li> </ul> | <ul style="list-style-type: none"> <li>• Foster a values-based culture where individual and collective contributions are recognised.</li> <li>• Attract and retain a talented and engaged workforce who are proud to work at EDQ.</li> <li>• Support wellbeing and develop a diverse and inclusive workplace that is reflective of the wider community.</li> <li>• Build a high-performing team by developing our skills and capabilities while empowering our people.</li> <li>• Strengthen our leadership and management proficiencies.</li> <li>• Unleash our workforce by using our diverse capabilities to build cross-organisational relationships and share knowledge.</li> <li>• Implement a workplace health and safety approach that delivers continuous improvement.</li> </ul> |

# OUR OUTCOMES

EDQ is establishing a new performance framework to better reflect the nature and breadth of the value that we create by adopting a triple-bottom line approach - economic, social and environmental. The overall performance framework is in line with EDQ’s statutory purpose to “facilitate economic development and development for community purposes.”

| PRIORITY        | <br><b>MARKET LEADERSHIP</b>   | <br><b>PLACE-BASED OUTCOMES</b>   | <br><b>GROWING ENTERPRISE</b>  | <br><b>ORGANISATIONAL LEGACY</b>   | <br><b>INSPIRING TEAM</b>  |
|-----------------|---|--|---|---|---|
| <b>OUTCOMES</b> | <ul style="list-style-type: none"> <li>• Bringing parties together to achieve exceptional outcomes.</li> <li>• Trust and recognition by industry and other stakeholders.</li> <li>• Delivery of sustainability targets and certification.</li> <li>• Growth in renewable economy.</li> <li>• Inclusive Aboriginal and Torres Strait Islander participation with improved engagement, procurement, employment and program results.</li> <li>• Tailored project delivery structures maximising private sector expertise.</li> <li>• Applied research outcomes informing innovation priorities.</li> </ul> | <ul style="list-style-type: none"> <li>• Delivering excellence across urban, mixed-use and industrial precincts and projects.</li> <li>• Increased land supply for development across all sectors.</li> <li>• Brisbane Athletes Village delivery strategy and enabling activities on-track.</li> <li>• Increased supply of new homes including housing diversity and affordability.</li> <li>• Demonstrating new housing typologies providing greater choice.</li> <li>• Delivery of the zero net emission homes.</li> <li>• Highly effective PDAs that facilitate development.</li> <li>• Delivery of cost-effective catalytic trunk infrastructure programs.</li> <li>• Timely and co-ordinated delivery of community infrastructure.</li> <li>• Land remediation and rehabilitation.</li> </ul> | <ul style="list-style-type: none"> <li>• Sustained direct capital investment.</li> <li>• Significant private sector investment.</li> <li>• Jobs created through project delivery.</li> <li>• Jobs created through operations and long-term economic growth.</li> <li>• Growth in priority industries within our precincts.</li> <li>• Funding programs delivering new buildings and infrastructure.</li> <li>• Improved use of public land and assets.</li> <li>• Improved public service provision through tailored property solutions.</li> <li>• Secured future project pipeline.</li> </ul> | <ul style="list-style-type: none"> <li>• Financially sustainable business that delivers value now and for future generations.</li> <li>• Projects that balance financial, economic and social outcomes while delivering on state priorities.</li> <li>• Reputation for value creation, partnering, innovation and delivery across a diverse portfolio.</li> <li>• New community infrastructure and supported social enterprises.</li> <li>• Enhanced public amenity through public realm, transport connectivity, arts and cultural activities and recreation spaces.</li> <li>• Revitalised built heritage.</li> </ul> | <ul style="list-style-type: none"> <li>• Attracting and retaining the best and brightest.</li> <li>• Improved key workforce outcomes including diversity, inclusion and retention.</li> <li>• Improved Working for Queensland survey results.</li> <li>• Increased team knowledge capital.</li> </ul> |

# OUR RISKS

EDQ has identified the following strategic risks for the organisation and considered how these will be addressed through our strategic priorities.

|   |  | <br><b>MARKET LEADERSHIP</b> | <br><b>PLACE-BASED OUTCOMES</b> | <br><b>GROWING ENTERPRISE</b> | <br><b>ORGANISATIONAL LEGACY</b> | <br><b>INSPIRING TEAM</b> |
|---|--|---|--|--|---|--|
| <b>ECONOMIC CONDITIONS</b>                | Changing global economic conditions and geopolitical dynamics, including impacts of the COVID-19 pandemic.   | ✓   | ✓  | ✓  | ✓   | ✓  |
| <b>CLIMATE CHANGE</b>                     | Contributing to Queensland’s commitments on reducing emissions and addressing climate change risk through delivering resilient and clean energy-based communities while supporting the transition to a renewable energy economy.             | ✓   | ✓  | ✓  | ✓   | ✓  |
| <b>SERVICE DELIVERY</b>                   | Effective and timely delivery of outcomes by managing human, natural, and financial capital across current and future requirements.  | ✓   | ✓  | ✓  | ✓   | ✓  |
| <b>GOVERNANCE &amp; REPUTATION</b>        | Adopting effective and efficient governance arrangements combined with a culture of robust ethical standards to support accountability, decision-making and outcomes.  |   |  |  | ✓   | ✓  |
| <b>SUSTAINABLE COMMUNITIES</b>            | Responding to community needs and land supply challenges, collaborating with project partners and stakeholders to create sustainable places.   | ✓   | ✓  |  | ✓   | ✓  |
| <b>STATUTORY COMPLIANCE</b>               | Complying with legislation while providing appropriate pathways to deliver the strategic outcomes.   | ✓   | ✓  |  | ✓   | ✓  |
| <b>FINANCIAL SUSTAINABILITY</b>           | Maintaining a long-term financially sustainable organisation through delivery of commercially viable projects and services while managing expenditure.   |   | ✓  | ✓  | ✓   | ✓  |
| <b>WORKFORCE CAPABILITY &amp; CULTURE</b> | Sustainable workforce to deliver the organisations objectives. Attracting and retaining experienced staff; creating a diverse and inclusive workforce; and providing an environment of wellbeing, performance, and professional development. |   |  |  | ✓   | ✓  |

# OUR APPROACH

## STRATEGIC PLANNING FRAMEWORK

EDQ’s priorities are co-ordinated through a strategic planning framework that ensures an integrated approach across the Department of State Development, Infrastructure, Local Government and Planning, and the Queensland Government.



## GOVERNANCE FRAMEWORK

Implementation of EDQ’s strategies and performance outcomes are governed through a clear framework that supports accountability.



## LEGISLATIVE FRAMEWORK

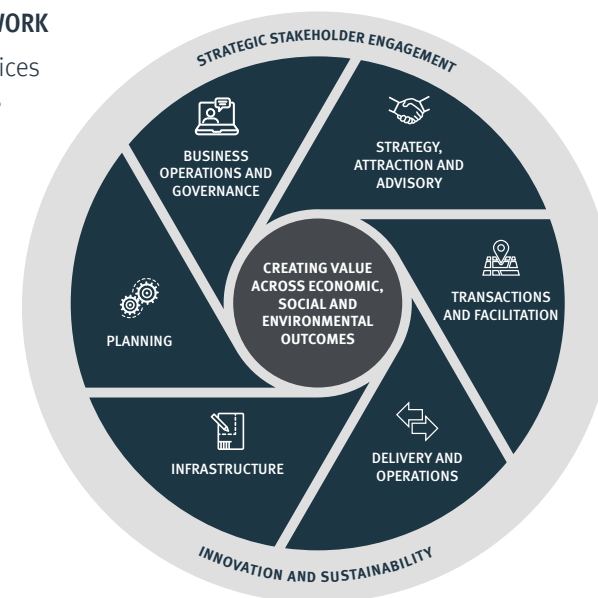
The *Economic Development Act 2012* (ED Act) establishes the Minister for Economic Development Queensland (MEDQ) as a corporation sole. The MEDQ’s main function is to give effect to the purpose of the ED Act ‘to facilitate economic development and development for community purposes, in the State’ with a requirement that the ‘MEDQ must, to the extent practicable, carry out its functions on a commercial basis’.

The ED Act also provides the MEDQ the following powers:

- Develop and deal in land and other property
- Enter into financial arrangements as part of land/property dealings
- Declare and administer priority development areas (PDAs) including development assessments
- Co-ordinating infrastructure delivery in PDAs.

## FUNCTIONAL FRAMEWORK

EDQ delivers its services and functions across six core areas.



# OUR VALUES

EDQ’s 2022–2026 Strategic Plan is built upon the Queensland Government’s values which guide our behaviour, partnerships and decision-making in delivering value to Queensland communities.

|  | OUR VALUES                      | WHAT THIS MEANS TO US   | THE BEHAVIOURS WE DEMONSTRATE   |
|--|---------------------------------|---|---|
|    | <p><b>COLLABORATE</b></p>       | <p>We bring people and organisations together developing strong partnerships, maximising synergies and valuing expertise.</p> | <p>We engage openly to develop productive relationships, foster aligned objectives and harness expertise to deliver shared outcomes. We celebrate achievements with our partners.</p>                                 |
|    | <p><b>UNLEASH POTENTIAL</b></p> | <p>We set clear expectations, facilitate greatness, and embrace feedback.</p>   | <p>We strive for excellence and exceeding expectations, adapt to change and foster a culture of continuous improvement.</p>   |
|    | <p><b>BE COURAGEOUS</b></p>     | <p>We own our actions, take calculated risks and act with transparency.</p>   | <p>We embrace challenges and take a robust risk management approach that supports an increased appetite for managing complexity, adopting an evidence-based approach while always protecting the public interest.</p> |
|  | <p><b>IDEAS INTO ACTION</b></p> | <p>We challenge the norm, embrace new ideas and work across boundaries.</p>   | <p>We lead through innovation and diversity of capability, tailored to the individual opportunity and we finish what we start.</p>  |
|  | <p><b>CUSTOMERS FIRST</b></p>   | <p>We know our customers and partners, deliver what matters and make decisions with integrity.</p>                            | <p>We ‘cut through’ to achieve results with our partners and always act with the highest level of integrity.</p>  |
|  | <p><b>EMPOWER PEOPLE</b></p>    | <p>We trust our people to lead, play to everyone’s strengths and develop our team.</p>  | <p>We harness the multi-discipline expertise of our team by empowering, challenging and developing our people.</p>  |

# OUR VALUES IN ACTION

## UNLEASH POTENTIAL

### Greenfield Infrastructure Development

More Australians than ever want to call Queensland home and in order to unleash the potential of our growing population, EDQ has a vital role delivering key trunk and community infrastructure for major new housing estates, giving developers and new residents access to major roads, sewer lines, water infrastructure, open space, parkland and more.

## BE COURAGEOUS

### Lumina and Cohort, Gold Coast Health and Knowledge Precinct

It takes courage to stick to a long-term vision that will ensure that Lumina is dedicated to growing the life sciences sector on the Gold Coast. EDQ's vision is contributing to the diversification of the economy of Queensland's second largest city, and creating a new place on the world stage as a legacy of the 2018 Commonwealth Games.

## COLLABORATE

### Fortescue Future Industries (FFI)

When FFI went on the global hunt for a site to create the world's largest electrolyser manufacturing facility – a crucial element in green hydrogen production – EDQ was instrumental in a whole-of-government approach to ensure Queensland was their #1 choice. The new facility will be a game changer for the state's clean energy economy and FFI said one of the main reasons they chose Queensland was because the people they were dealing with made the process so easy.



# OUR VALUES IN ACTION

## IDEAS INTO ACTION

### Vaxxas at Northshore

Vaxxas' revolutionary needle-free technology will be a game-changer for millions around the globe. EDQ is delivering a new state-of-the-art facility and global HQ at Northshore by adaptively reusing a government asset to ensure that Queensland's advanced manufacturing industry can grow in place.

## EMPOWER PEOPLE

### Carseldine Village






EDQ has a leadership role to set industry benchmarks for sustainability and innovation. We've shown the world the future of energy by creating the first 100% solar + battery zero net energy community in Queensland. We have demonstrated wider sustainability through achieving a five-star Green Star community rating for our Carseldine Village project.

## CUSTOMERS FIRST

### Queen's Wharf

EDQ has partnered with Destination Brisbane Consortium through a priority development area to turn an underutilised part of the city into a breathtaking and vibrant oasis for locals and visitors, blending beautifully repurposed heritage buildings with stunning contemporary architecture.

## 2022–2026 STRATEGIC PLAN ON A PAGE

| VISION     | CREATING AND INVESTING IN SUSTAINABLE PLACES FOR QUEENSLAND TO PROSPER   |   |  |  |  |
|------------|--|---|--|--|--|
| PURPOSE    | WE PARTNER TO ACHIEVE THRIVING AND LIVEABLE COMMUNITIES THROUGH PLANNING AND DELIVERY SOLUTIONS  |   |  |  |  |
| VALUES     | <br>COLLABORATE   | <br>UNLEASH POTENTIAL  | <br>BE COURAGEOUS  | <br>CUSTOMERS FIRST   | <br>EMPOWER PEOPLE  |
| PRIORITIES | MARKET LEADERSHIP  |   | PLACE-BASED OUTCOMES   |  | INSPIRING TEAM   |
| OBJECTIVES | To engage with partners to set the benchmark for sustainable and innovative development and demonstrate a pathway to First Nations reconciliation.   |   | To lead property development alongside specialist land use and infrastructure planning, that delivers high quality places and community outcomes.  |  | To be an employer of choice where individuals can make a meaningful contribution, realise their unique potential and feel valued.  |
| STRATEGIES | <ul style="list-style-type: none"> <li>Deliver evidence-based best practice outcomes by working with government, institutions, private sector and community.</li> <li>Maximise the use of the <i>Economic Development Act 2012</i> to resolve complex planning and development matters unlocking agreed outcomes.</li> <li>Inform broader government policy advocating for land supply, housing diversity, sustainability and innovation.</li> <li>Maximise opportunities for Aboriginal and Torres Strait Islander people through meaningful engagement, tailored project approach and economic activities.</li> <li>Provide the private sector with a co-ordinated approach to working with the state by drawing on expertise across DSDILGP and government.</li> <li>Harness the expertise and contribution of partners to optimise our development outcomes.</li> <li>Embrace our climate change responsibilities by maximising clean energy and pursuing pathways to carbon positive development.</li> <li>Drive innovation in all that we do by being bold in our thinking and our actions.</li> </ul> | <ul style="list-style-type: none"> <li>Enable and demonstrate quality design, creative thinking and sustainability principles across our portfolio.</li> <li>Create and curate urban precincts and places utilising planning and development expertise facilitating enduring positive economic, social and environmental impacts.</li> <li>Lead the Brisbane Athletes Village and support the delivery of infrastructure and surrounding precincts for the Brisbane 2032 Olympic and Paralympic Games.</li> <li>Create opportunities and lead interventions to address affordability, supply and diversity of housing.</li> <li>Enable strategic industrial land supply responding to market demand.</li> <li>Unlock and activate surplus, underutilised, or fragmented land.</li> <li>Provide strategic land-use planning and streamlined development assessment in priority development areas.</li> <li>Plan, fund and deliver timely catalytic infrastructure including facilitating the provision of community infrastructure.</li> </ul> | <ul style="list-style-type: none"> <li>Facilitate public and private investment opportunities by leveraging our investment, expertise and services.</li> <li>Target and support priority industries with high growth potential to create long-term jobs.</li> <li>Attract new business and industry partnerships to our precincts.</li> <li>Create and manage industry ecosystems for enterprise to invest and flourish.</li> <li>Leverage Queensland's clean energy advantage to enable sustainable industries and jobs.</li> <li>Demonstrate diversity of delivery, tailoring the solution to the individual opportunity.</li> </ul> | <ul style="list-style-type: none"> <li>Embed good Governance practices that demonstrates public value, transparency and integrity.</li> <li>Secure EDQ's long-term financial sustainability by maintaining an agile business model responsive to change.</li> <li>Engage and communicate to build our reputation as a partner of choice.</li> <li>Implement a Value Framework that informs and balances EDQ's value creation across economic, social and environmental outcomes.</li> <li>Embed and deliver legacy for communities through our activities, contributing to the emerging Brisbane 2032 Olympic and Paralympic Games legacy plan.</li> <li>Adopt a life-cycle approach for future opportunities, defining the risk appetite and exit strategy.</li> <li>Implement continuous improvement disciplines into our work practises.</li> </ul> | <ul style="list-style-type: none"> <li>Foster a values-based culture where individual and collective contributions are recognised.</li> <li>Attract and retain a talented and engaged workforce who are proud to work at EDQ.</li> <li>Support wellbeing and develop a diverse and inclusive workplace that is reflective of the wider community.</li> <li>Build a high-performing team by developing our skills and capabilities while empowering our people.</li> <li>Strengthen our leadership and management proficiencies.</li> <li>Unleash our workforce by using our diverse capabilities to build cross-organisational relationships and share knowledge.</li> <li>Implement a workplace health and safety approach that delivers continuous improvement.</li> </ul> |
| OUTCOMES   | <ul style="list-style-type: none"> <li>Bringing parties together to achieve exceptional outcomes.</li> <li>Trust and recognition by industry and other stakeholders.</li> <li>Delivery of sustainability targets and certification.</li> <li>Growth in renewable economy.</li> <li>Inclusive Aboriginal and Torres Strait Islander participation with improved engagement, procurement, employment and program results.</li> <li>Tailored project delivery structures maximising private sector expertise.</li> <li>Applied research outcomes informing innovation priorities.</li> </ul>  | <ul style="list-style-type: none"> <li>Delivering excellence across urban, mixed-use and industrial precincts and projects.</li> <li>Increased land supply for development across all sectors.</li> <li>Brisbane Athletes Village delivery strategy and enabling activities on-track.</li> <li>Increased supply of new homes including housing diversity and affordability.</li> <li>Demonstrating new housing typologies providing greater choice.</li> <li>Delivery of the zero net emission homes.</li> <li>Highly effective PDAs that facilitate development.</li> <li>Delivery of cost-effective catalytic trunk infrastructure programs.</li> <li>Timely and co-ordinated delivery of community infrastructure.</li> <li>Land remediation and rehabilitation.</li> </ul>  | <ul style="list-style-type: none"> <li>Sustained direct capital investment.</li> <li>Significant private sector investment.</li> <li>Jobs created through project delivery.</li> <li>Jobs created through operations and long-term economic growth.</li> <li>Growth in priority industries within our precincts.</li> <li>Funding programs delivering new buildings and infrastructure.</li> <li>Improved use of public land and assets.</li> <li>Improved public service provision through tailored property solutions.</li> <li>Secured future project pipeline.</li> </ul>  | <ul style="list-style-type: none"> <li>Financially sustainable business that delivers value now and for future generations.</li> <li>Projects that balance financial, economic and social outcomes while delivering on state priorities.</li> <li>Reputation for value creation, partnering, innovation and delivery across a diverse portfolio.</li> <li>New community infrastructure and supported social enterprises.</li> <li>Enhanced public amenity through public realm, transport connectivity, arts and cultural activities and recreation spaces.</li> <li>Revitalised built heritage.</li> </ul>  | <ul style="list-style-type: none"> <li>Attracting and retaining the best and brightest.</li> <li>Improved key workforce outcomes including diversity, inclusion and retention.</li> <li>Improved Working for Queensland survey results.</li> <li>Increased team knowledge capital.</li> </ul>  |



[edq.qld.gov.au](http://edq.qld.gov.au)

## Economic Development Queensland

Creating and investing in sustainable places for Queensland to prosper

