

2012-2031



brisbane

Economic Development Plan





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Our measure of
success by 2031...

1.5
million
jobs

\$217
billion
economy

\$75
thousand
per capita
income

Lord Mayor's foreword



The global expansion of resource industries is bringing an unprecedented window of opportunity to Brisbane. This is expected to drive strong business investment and expansion in Brisbane until 2031 and beyond. The challenge for us is to seize this opportunity to diversify and strengthen our city's economy to secure long term success and economic prosperity.

To assist in identifying the key priorities for Brisbane, I convened the Lord Mayor's Economic Development Steering Committee and after extensive consultation with over 200 businesses, the Committee delivered the *Brisbane's Unique Window of Opportunity* report. The Committee confirmed the enormous opportunity before us and made a number of key recommendations including: ensuring that Brisbane is able to support an additional 343,000 workers by 2021, the need to develop more hotels to maintain and improve our tourism potential, attract more major events and business conventions, develop our digital economy and build relationships with Asia.

The Committee's report sets out the economic agenda that government, businesses and the education sector must address to maximise the returns from the current resource boom and deliver long term prosperity for our city and its residents.

The challenges are extensive, but by working in partnership with industry, other levels of government and through our own economic development agency, Brisbane Marketing, we will be able to meet them.

The *Brisbane Economic Development Plan 2012-2031* presents Council's policy for delivering on the recommendations of the Economic Development Steering Committee and identifies additional priorities where Council is working hard to support Brisbane's successful development.

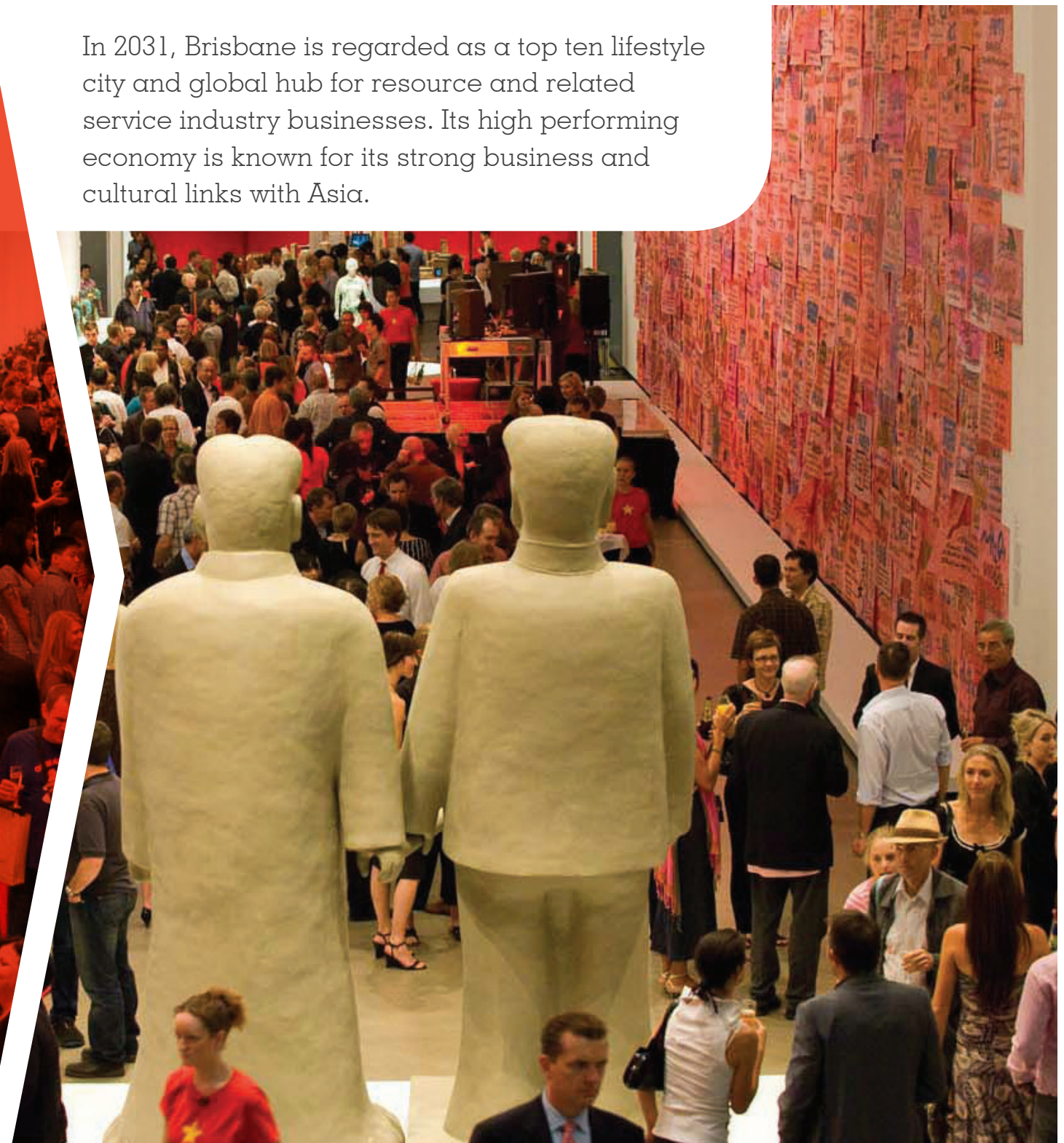
I thank the Economic Development Steering Committee for their commitment and efforts in working with us to develop the Brisbane Economic Development Plan. I look forward to continuing to work with Brisbane's businesses to deliver a successful future for our city.

A handwritten signature in black ink, appearing to read 'Graham Quirk'.

Graham Quirk
LORD MAYOR

vision

In 2031, Brisbane is regarded as a top ten lifestyle city and global hub for resource and related service industry businesses. Its high performing economy is known for its strong business and cultural links with Asia.



introduction

In 2011 the Lord Mayor's Economic Development Steering Committee consulted extensively with a wide range of industries in Brisbane and completed the *Brisbane's Unique Window of Opportunity*¹ report outlining the priorities for Brisbane over the next decade. The Brisbane Economic Development Plan sets out Council's commitment to the actions that will deliver on the economic priorities identified.

The Committee considered that Brisbane is on the verge of a tremendous economic opportunity. Brisbane's economy has rapidly grown to \$114 billion (2011 Gross Regional Product – see Figure 1) of which \$25 billion is generated from the resource sector alone. This is equivalent to half the contribution that resource industries make to the Queensland economy in total and underlies the important financial contribution this sector is providing to the city. There are currently 177 mining companies registered in Brisbane as well as a large number of companies providing goods, services, and technologies to this sector. Brisbane has become

a world leading resource sector hub, and is headquarters to some of the world's leading mining and energy companies.

Queensland's resource boom presents the single most significant opportunity for the Brisbane economy over the next two decades.

How this can be fully leveraged beyond the current resource boom is an economic priority for Brisbane over the next five years.

With forecast economic growth expected to outstrip still significant population growth, Brisbane's economic output is projected to increase from roughly \$55,000 per person in 2011 to over \$75,000 (in 2011 dollars) per person by 2031. From today's \$114 billion economy to an expected \$217 billion by 2031, Brisbane is on track to become one of the world's most prosperous cities.

The Lord Mayor's Economic Development Steering Committee

The Committee was established by the Lord Mayor to advise Council on economic development priorities for Brisbane.

Chaired by Ian Klug (Brisbane Marketing) the Committee included 12 business leaders from the media, resource, banking, aviation, construction and education industries. It considered a wide range of economic indicators and projections for Brisbane and held three industry forums attended by 200 businesses.

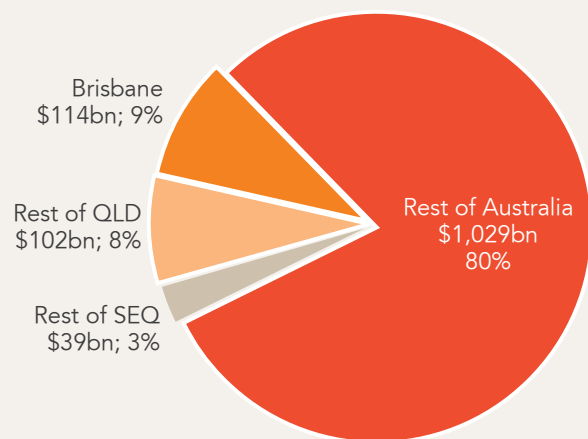


Figure 1: Brisbane Gross Regional Product estimate, 2011

¹ See www.brisbanemarketing.com.au/window

The key drivers of Brisbane's growth over the next ten years include:

- the rise of Asia as the dominant contributor to the growth of the global economy
- strong demand for professional and technology services to support the expanding global resource industry
- continuing large scale investment in infrastructure and property to support Brisbane's growing economy and population
- digital communications applications transforming society and business
- business investment opportunities attracted to local research capabilities in resource industries, biomedical and environmental technologies
- a growing multicultural population with connections to the global economy with a particular focus on the Asian region.

The immediate challenge for Brisbane is to ensure that this opportunity is used to build the city economy and its businesses while also providing the high quality living environment that will attract and retain a talented workforce. To meet the growth opportunities ahead, significant capacity building will be required including:

- expanding economic, transport, communications, community and cultural infrastructure
- addressing constraints on business growth and investment
- collaboration and innovation between industry, government and the education sector
- facilitating the awareness and take up of digital opportunities
- improving public transport services, particularly in serving commercial and industrial precincts
- providing a safe and inclusive society that is welcoming to visitors (including business and leisure tourists), students and migrants.

Brisbane Business Network

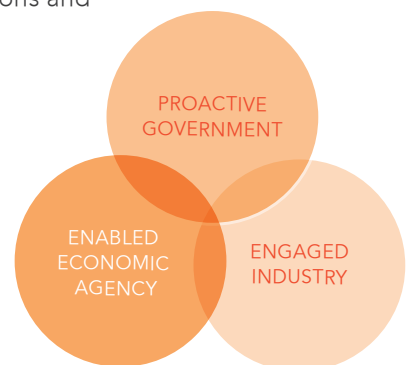
The Brisbane Business Network provides a forum through which businesses can engage on an ongoing basis with the Lord Mayor and Brisbane Marketing on matters affecting Brisbane's economic development.

The *Brisbane Economic Development Plan 2012-31*, sets out the priorities and actions that are required to support Brisbane's economic development to 2031. This plan is revised every five years as progress towards the long term vision is reviewed and new opportunities and priorities emerge.

The actions identified in this plan implement the recommendations of the Lord Mayor's Economic Development Steering Committee.

Council is committed to establishing a strong business engagement focus which will see it become the most business friendly council in Australia. This will include the establishment of a "Brisbane Business Network" to maintain connections with the wider business community in identifying and responding to emerging issues.

Strong partnerships with industry, other levels of government, educational institutions and other organisations will be essential to ensure that the changing needs of key stakeholders can be met and supported.



a unique window of opportunity for brisbane

Brisbane's importance as an economic region continues to grow. Brisbane is Australia's third largest capital city and the economic engine for Queensland. With the broader metropolitan area having a population of over two million people and over one million jobs, the Brisbane metropolitan area contributes roughly 46% of the Queensland economy and generates 9% of national Gross Domestic Product. Over the coming decades, Brisbane's importance on the national and international stage will continue to grow, while delivering rising prosperity for its residents and businesses.

Increasingly being driven by industry demand and investment, as well as population growth, Brisbane's economy is changing into one of high value professional services and niche manufacturing.

Though population growth is slowing, it continues to be a significant driver of the regional economy. Over the next two decades, an additional 820,000 people are expected to settle in metropolitan Brisbane, bringing the total population to almost three million. Of these, roughly 180,000 are expected to settle within the Brisbane Local Government Area (LGA) to bring the total population of the LGA to almost 1.3 million.

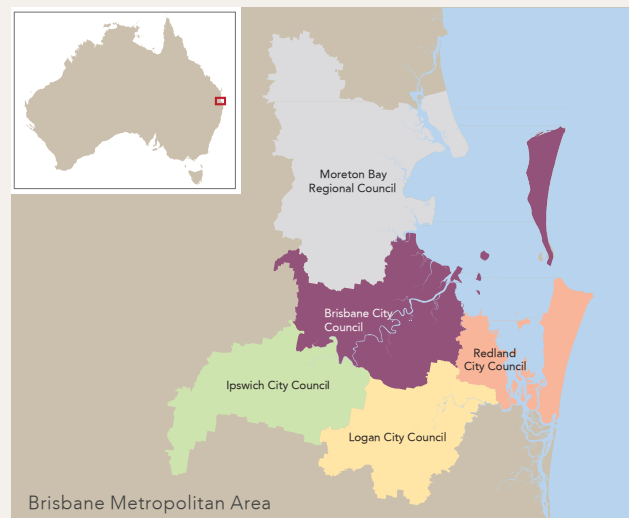
Employment forecasts indicate that metropolitan Brisbane will grow by 343,000 jobs by 2021 and a further 100,000 jobs by 2031, to reach total employment of around 1.5 million by 2031. This growth will contribute to a projected doubling of Brisbane's economic value between 2011 and 2031. Roughly two-thirds of the new jobs will be located in the Brisbane Local Government Area (LGA) with a high proportion in managerial and professional occupations.

A key driver of Brisbane's growth over the next two decades will be the demand for goods and services by resource industries.

It is estimated that the Queensland resource sector contributes around \$25 billion each year to the Brisbane economy. For every direct job created in mining, a further 19 jobs are created across greater Brisbane in the services that support the mining industry and its workers. These include jobs in mining services, in supplying industries and flow-on jobs created as a result of increased expenditure in Brisbane. With a further \$165 billion of investment in major new resource projects expected in Queensland over the next decade, the opportunity for Brisbane is to provide the long term high value service jobs that will support global resource sector demand.

The challenge for Brisbane businesses is to outperform their global competitors and to secure the work that will be on offer.

This will require a commitment to innovation and continuous improvement, a capacity to retain and attract global talent, efficient rules and regulations and a cost effective business environment supported by world class infrastructure.



The opportunities for Brisbane present a number of challenges. Brisbane's success in meeting these challenges will require strong collaboration between businesses, the community and all levels of government.

Figure 2 depicts two potential scenarios for Brisbane. The high growth scenario assumes that infrastructure, workforce and other inputs required to support the growing economy are addressed. Under this scenario, Brisbane will almost double in size to reach economic output of \$217 billion by 2031.

The lower growth trajectory shows the cost of not addressing these constraints. Skill shortages, over-utilised infrastructure adding to costs and an uncertain investment environment would result in weaker growth reducing the total potential wealth generated over the two decades by \$479 billion and resulting in a \$35 billion reduction in annual output by 2031.

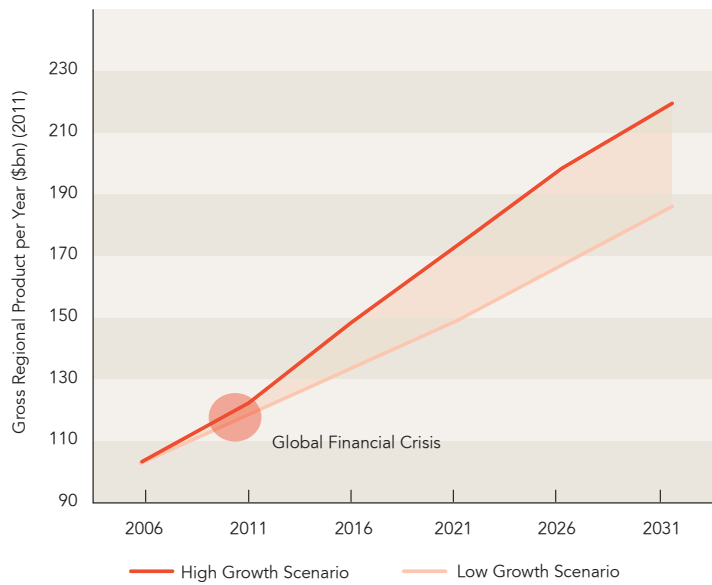


Figure 2: Future economic growth scenarios for Metropolitan Brisbane

Figure 3 shows that within the LGA most new jobs will be in business and professional services, health and education. Growing demand by the resource industries gives rise to strong growth in the business and professional services industries. This is also reflected in occupation demand forecasts where the highest growth in occupations will be for managerial and professional workers.

Additional office accommodation in the Central Business District (CBD) and CBD fringe areas will be required to support the strong office based employment growth. Other high growth sectors, including health and community, education, and cultural and recreational services will require new and improved facilities and infrastructure across the city.

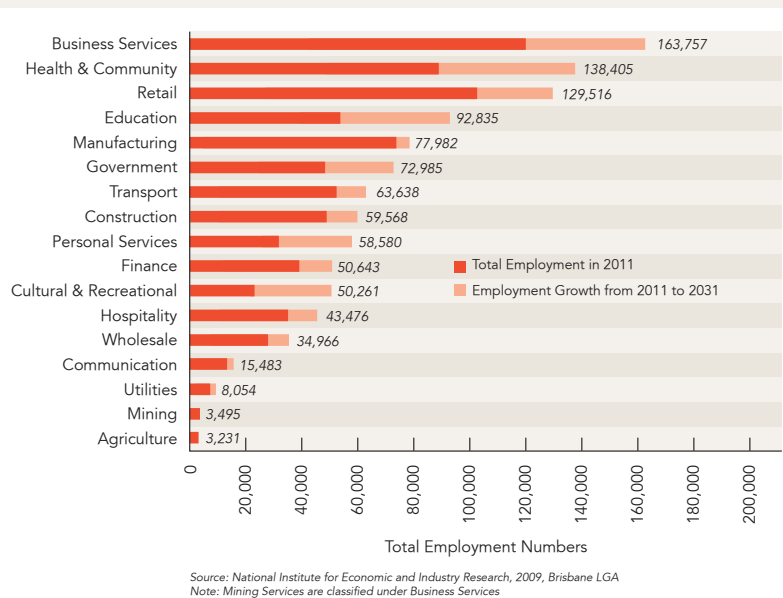
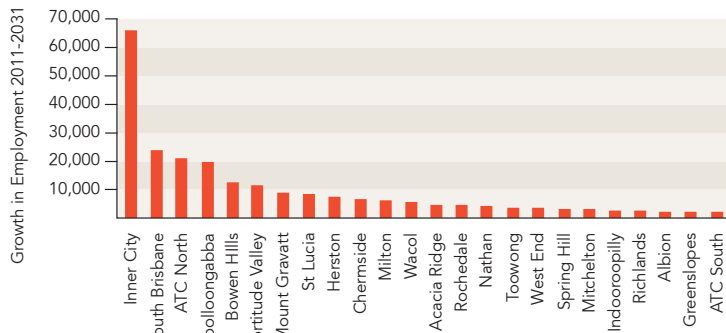


Figure 3: Employment by industry Brisbane LGA, 2011-2031



Source: National Institute for Economic and Industry Research, 2009

Figure 4: High employment growth areas in Brisbane

Figure 4 shows the forecast distribution of employment growth across Brisbane’s top economic precincts over the next two decades.

The central business district and adjacent suburbs will need to accommodate an additional 130,000 jobs by 2031.

The CBD will expand into adjacent fringe areas such as Milton, South Brisbane, Fortitude Valley and Bowen Hills. To provide a successful business environment these areas will require excellent high frequency and rapid public transport corridors that connect them to each other and to the CBD.

Most of the growth in industry is expected to occur in the Australia TradeCoast and nearby suburbs in the north, with a second major industrial area to the southwest of the city. Transport routes efficiently connecting these two areas will be important catalysts for further growth. The strongest growth areas are shown in Figure 5.

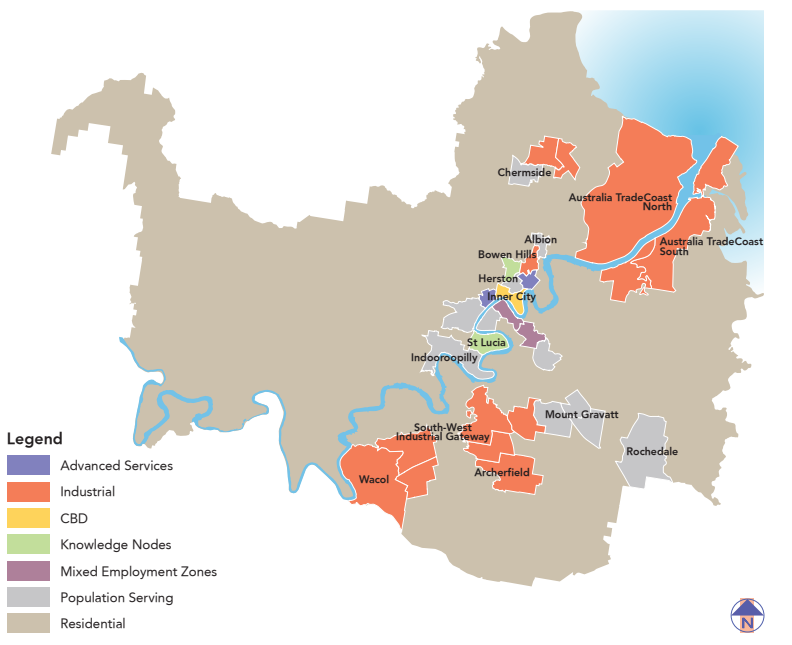


Figure 5: Fastest growing areas by economic sector up to 2031

Brisbane's exports are projected to grow from a current estimated \$44 billion to \$62 billion in 2031. Export growth will require increased capacity on freight routes as well as increased air services and better linkages to more international destinations.

While direct exports of resource products are small out of Brisbane (represented by 'mining' in Figure 6), activities related to the resource sector will drive growth in industries such as business services (exporting mining-related services such as engineering and project management), transport (fly-in fly-out) and in manufacturing (equipment for the resource sector).

Growth in international air services out of Brisbane will have a further positive effect in stimulating services exports, tourism and education, while increasing demand for temporary accommodation, education facilities and public transport.

The Lord Mayor's Economic Development Steering Committee identified three main areas of focus to drive Brisbane's economic development over the next decade:

1. **Growth** – sustaining a **productive economy** underpinned by strong **investment** growth, a **talented workforce**, **digital technology** applications, efficient **infrastructure**, **ease of doing business** and **expanding links with Asia**.
2. **Identity** – this incorporates a long term commitment to the **New World City** brand and its extension to the corporate sector, supported by a highly regarded **culture and lifestyle** that brings international students, migrants and visitors.
3. **Leadership** – Council/business engagement, a Brisbane business hotline, leadership in driving change and close collaboration between **businesses, government and tertiary institutions** will increase competitiveness and deliver a prosperous economy.

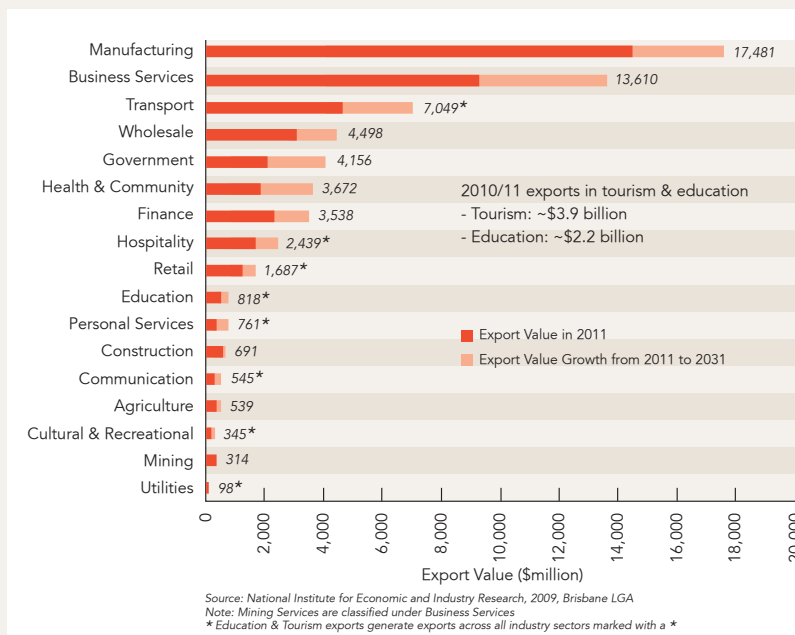


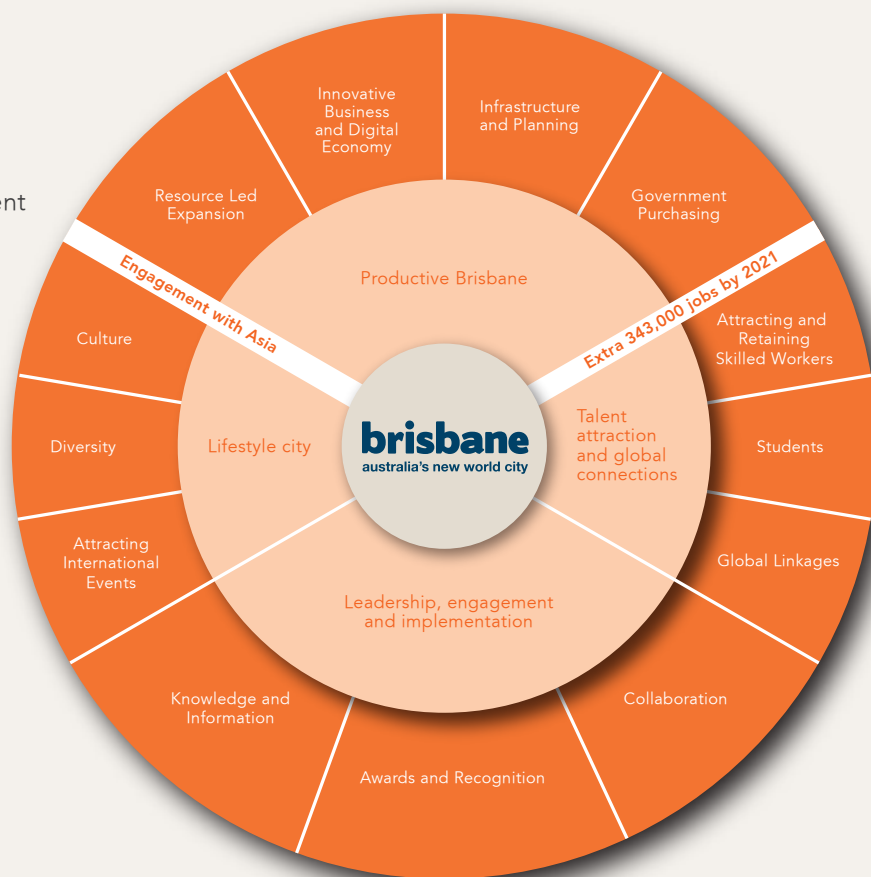
Figure 6: Export value by industry Brisbane LGA 2011-2031

The Brisbane Economic Development Plan 2012-31 framework for action

The Brisbane Economic Development Plan 2012-31 presents a whole-of-Council framework to deliver on the recommendations of the Lord Mayor's Economic Development Steering Committee. The strategy wheel presented below highlights the actions that will be delivered under five key objectives:

1. Global reputation – Brisbane Australia's New World City
2. Productive Brisbane
3. Talent attraction and global connections
4. Lifestyle city
5. Leadership, engagement and implementation

The Brisbane Economic Development Plan strategy wheel brings together the areas of intervention where action is required.



Through strong partnerships with other levels of government, business and education institutions, Brisbane will grow, deliver a prosperous economy for its citizens, retain and attract a talented workforce and provide the lifestyle to enhance Brisbane's global reputation as Australia's New World City.

A full summary of actions for the Brisbane Economic Development Plan is included in the Appendix to this report.

Objectives and key performance indicators to measure our success in implementing this plan are included on page 28.

goals



1 global reputation – brisbane, australia's new world city

Brisbane is highly regarded by residents and visitors but many people who have not been to Brisbane are not aware of the benefits it offers. To grow the economy, increase tourism, attract new investment, and bring talented workers, Brisbane needs to enhance its global reputation. Through bringing more business visitors to Brisbane and drawing attention to Brisbane's subtropical lifestyle, outdoor dining, natural attractions such as the river and bay, Brisbane can demonstrate its unique advantages to promote international business visitation and linkages that will lead to greater economic opportunity for Brisbane businesses.

Increasing the number of major conventions coming to Brisbane showcases Brisbane's strengths to the international business community while also bringing substantial economic benefits. Brisbane's business culture is highly regarded for its positive and collaborative approach. Creating opportunities for more interactions between global and local businesses will extend Brisbane's global image and increase trade and investment.

Large international business events such as the International Water Congress being hosted by Brisbane in 2016 and recurrent conferences such as the Asia-Pacific Cities Summit, which is hosted by Brisbane every four years, increase direct spending in Brisbane and create opportunities to build Brisbane's reputation and strengthen global linkages over time.

A major events strategy focused on international cultural and sporting events also increases opportunities for local businesses and builds Brisbane's global reputation. The major events strategy has already seen the establishment of the 'Brisbane International' tennis tournament, Bledisloe Cup, Chinese New Year, Brisbane Festival, Brisbane International Film Festival,

Brisbane Mercedes-Benz Fashion Festival and award winning events at the Gallery of Modern Art (GoMA). The city has also secured hosting rights to the world-class Australian Performing Arts Market (APAM) which will be held in Brisbane in 2014, 2016 and 2018. The events strategy will aim to bring more signature events to Brisbane.

Making the city more accessible to visitors, workers, investors and international students will increase Brisbane's integration into the global economy. Council will work with stakeholders to encourage more airline routes and international connections into Brisbane.

Increasing Brisbane's global exposure, promoting Brisbane's high quality lifestyle and bringing additional business and recreational visitation will increase Brisbane's economic links with the rest of the world.

An existing constraint in Brisbane is the availability of hotel accommodation and limited tourist facilities in some parts of the city. Identifying these constraints and facilitating investment to address them will further support the growth of business conventions and major events.

International Conventions

Conventions in Brisbane contribute over \$200 million annually to the Brisbane economy. Some major conventions coming to Brisbane over the next four years include:

- 29th International Conference on Data Engineering 2013
- Annual Meeting of the Asia Oceania Geosciences Society 2013
- 26th Commonwealth Agricultural Conference 2014
- International Conference on Acoustics, Speech and Signal Processing 2015
- Annual Meeting of the International Society for Paediatric and Adolescent Diabetes 2015
- World Water Congress 2016

Global reputation – priority actions

1. New World City – three year program targeting investment and business opportunities.
2. Business meetings and conventions strategy.
3. Encourage increased airline routes and connections into Brisbane.
4. Major events strategy to build a calendar of future events.
5. Create marketing collateral tailored to Asian-Pacific markets for use by partners and stakeholders.



2 productive brisbane

a. Resource led expansion and engagement with Asia

Queensland's resource boom presents the single most significant opportunity for the Brisbane economy. There are currently around 177 resource companies headquartered in Brisbane. Major global players include Rio Tinto, BHP Billiton, Santos, Peabody Energy, Xstrata, Vale and Bechtel Mining and Metals Division. More giant global resource companies will locate key operations here if Brisbane grows as a global centre for resource industry technologies and services.

Providing a competitive and efficiently connected business environment that can support an expanding supply of technical and professional services operations will give Brisbane a competitive edge over other cities. Profiling local research, training and education capabilities and connecting them to existing and new businesses will attract companies seeking to establish a foothold in Brisbane.

Brisbane sister city relationships

Council's Sister Cities program was established 26 years ago, with ties currently extending to nine cities across the Asia-Pacific. The program's broad relations with the Asian region reflect Brisbane's push towards strengthening economic and cultural ties with the area.

Council's nine sister cities are: Kobe, Auckland, Shenzhen, Semarang, Kaohsiung, Daejeon, Chongqing, Abu Dhabi and Hyderabad.

A growing resource industry also generates opportunities in a wide range of service industries supporting the resource sector. These include, financial, legal, specialist consulting, research and recruitment services. Promoting the growth of these will give Brisbane a significant competitive advantage in servicing future industries beyond the current resource boom.

One aspect of Brisbane's international character is expressed in its many global linkages. Council is committed to advancing Brisbane's place in Asia, building mutually beneficial relationships with other world cities and promoting Brisbane as Australia's New World City.

Brisbane City Council's international relations program facilitates linkages through the Lord Mayor's trade missions, the Asia Pacific Cities Summit and through ties with nine Sister Cities.

These initiatives support Brisbane businesses by:

- building and strengthening trade connections with key decision makers and businesses located in our Sister Cities
- attracting and facilitating foreign direct investment, bringing a sharper economic focus to the promotion of Brisbane abroad
- positioning Brisbane globally as a great place to live, learn, visit, work, do business and invest
- creating closer diplomatic relationships and the exchange of knowledge and skills with other cities that face similar experiences and challenges.

New investment helps to establish Brisbane as a global hub for competitively advantageous industries. Brisbane's strong growth prospects can be leveraged to attract new investment to the city, even during a time when global investment trends are weak. Specific advantages linked to Brisbane include:

- competitively positioning Brisbane within Asia as a global centre of excellence for mining and energy technologies
- a desirable location to support fly-in fly-out operations
- significant and growing capacity in innovative manufacturing, ICT, design, creative industries, biomedical, education, research, food manufacturing, clean technologies, aviation and logistics
- large and continuing infrastructure investments
- a single council looking after most of the capital city economy
- a world class air and sea port located close to the city, with capacity to accommodate new industrial developments within the precinct at Australia TradeCoast.

Resource led expansion and engagement with Asia – priority actions

1. Target Brisbane's professional services industry to join trade missions to Asia.
2. Address resource industry requirements to build Brisbane as a fly-in fly-out hub.
3. Target resource and related service industry companies to move to Brisbane.
4. Link with overseas agencies and governments to develop business opportunities in Asia, with special focus on opportunities in China and Brisbane's Sister Cities.
5. Target financial services enterprises to establish in Brisbane.
6. Target investment attraction on local opportunities e.g. infrastructure investment program.
7. Use Brisbane business networks to expand trade and investment.
8. Coordinate long term growth strategy for Australia TradeCoast through the Australia TradeCoast Partnership.
9. Enhance awareness about Brisbane in targeted Asian markets including China, Korea, Indonesia and India.

b. Innovative businesses and the growth of the digital economy

For many of Brisbane's small businesses, the coming decades present a unique opportunity to enter into one of the fastest growing regions in the world. Over the longer term, the expansion of a diverse, cutting edge services sector in Brisbane, catering for the resource sector will deliver a competitive business sector capable of adapting to any new challenge and industry.

Resource industries are also drivers of innovation in the rest of the economy. Growing service industries that employ highly talented workers will increase Brisbane's versatility in delivering the products and services of the future and responding to new market opportunities.

Government plays a role in spreading awareness of the benefits of new technologies and promoting innovation among local businesses. This can be achieved by showcasing the innovation leaders in the local community and ensuring that businesses are aware of opportunities in local and distant markets. Council's annual Innovation Scorecard measures business innovation performance and culminates in the annual *Enable* event which celebrates the achievements of Brisbane's leading innovators.

Brisbane businesses are at a comparatively early stage in adopting the benefits of the digital economy and taking up alternative business models. Government and industry can assist by spreading awareness and encouraging businesses to take up the improvements and productivity gains that are available through new digital solutions.

Cities combining strong and supportive business environments, high-speed broadband networks and highly sought after lifestyles are most successful in establishing effective clusters of innovative businesses.

Widespread take up of digital applications can be accelerated through direct and visible promotion, including showcasing local digital businesses and demonstrating the business benefits of digital solutions. Bringing global digital entrepreneurs to Brisbane by attracting digital industry forums from around the world will position Brisbane as a location for digital workers to cluster.

The appointment of a Chief Digital Officer to coordinate a focused effort on building local business capacity, demand and attracting digital industries to Brisbane is an important step in profiling the importance of the digital economy in Brisbane.

Council is also exploring complementary opportunities to facilitate communications, including: the expansion of wi-fi hotspots around the city, such as in parks, and on public transport to allow people and businesses to access the internet from many points around the city; opening Council's extensive databases to electronic access by the public; and exploring new services that can be delivered more effectively by electronic means.

Innovative businesses and the growth of the digital economy – priority actions

1. Extend wi-fi services across public areas of the city.
2. Develop a concept for a Brisbane business growth campus to support digital and creative industry entrepreneurship.
3. Appoint a Chief Digital Officer to promote city-wide update of digital solutions.
4. Develop a digital strategy to accelerate the city's digital economy including capacity building, promotion of existing digital businesses and attracting digital forums.
5. Facilitate innovation and support the growth of new businesses.
6. Council to provide open access to data.
7. Council to extend e-government processes.

c. Infrastructure and planning

One of Brisbane's strengths is its metropolitan coverage. No other Australian local government authority encompasses almost the entire metropolitan area. Significantly this means one set of rules rather than the multiplicities that operate in most other Australian state capitals. Brisbane City Council also drives the growth of the city through leveraging its substantial budget to deliver world class infrastructure and economic and cultural programs and events to support and promote business in the city.

Brisbane's economic expansion will need to be facilitated through appropriate planning arrangements and infrastructure delivery. As part of a South East Queensland regional framework for growth it is anticipated that an additional 156,000 new dwellings will be required in Brisbane by 2031.

The additional 343,000 workers required in metropolitan Brisbane over the next decade will contribute to strong demand for office accommodation in the inner city and in industrial areas such as Australia TradeCoast and the South West. Most of the residential population growth will occur in neighbouring councils such as Moreton, Logan, Redlands and Ipswich. This will necessitate better public transport and road transport connections between the areas where people will live and the places where they will work.

To achieve the potential growth, it will be essential to ensure that the growing residential population can be served by local amenities and services and localised job opportunities. At the same time, it is clear that a growing Brisbane will experience growth in commuters, as workers will not necessarily live and work in the same area. Strong integration with other levels of government will be needed in planning and implementing

the infrastructure required to support the growth and mobility that will result. Commitment by all stakeholders to the delivery of the Brisbane City Plan, Brisbane Long Term Infrastructure Plan, Brisbane Transport Plan and Priority Infrastructure Plan will be essential to ensure that Brisbane continues to deliver one of the world's most liveable cities.

Brisbane Long Term Infrastructure Plan 2012-2031

The Brisbane Long Term Infrastructure Plan identifies Brisbane's long term infrastructure requirements for the next 20 years.

The plan identifies infrastructure priorities in key areas such as transport, water, waste and economic districts. This is to ensure infrastructure provision supports Brisbane's economic, social and environmental goals.

Most demand for office space is expected to occur in the CBD, CBD-fringe and activity centres such as Bowen Hills and Mt Gravatt and in areas with good access to the airport. To ensure that the inner city provides efficient connectivity and the associated agglomeration benefits for its corporate businesses, public transport networks will be required across the inner city area which connect business precincts with each other effectively.

Major new infrastructure investments such as the TransApex network completion, BUZ routes, Kingsford Smith Drive upgrade and future cross-river connections will increase accessibility between the inner city and greater Brisbane region, creating new economic opportunities and linkages.

To ensure that Brisbane is able to support the demand for accommodation and infrastructure over the next 20 years, Council plays an active role in facilitating new development.

The SEQ Regional Plan identifies the need for significant new growth to support the population and employment. In response to this plan Council is preparing a new City Plan that will provide the framework to ensure that demand for business accommodation and new dwellings can be met in places where it can be appropriately serviced by infrastructure. A further driver for the review of the plan is to minimise regulation in an effort to encourage appropriate development. Council has also developed a Priority Infrastructure Plan that outlines detailed plans for the delivery of essential infrastructure across the city for the next 15 years.

Council's Neighbourhood Planning program will continue to add capacity for additional housing, employment and other growth opportunities across Brisbane. As part of the Neighbourhood Planning process Council is undertaking up-front consultation with the community about expected growth in an area and then calibrating the level of regulation in plans to minimise processes and obstacles for anticipated development. This deregulation of the system makes doing business in Brisbane more streamlined than most other capital cities with major approvals being able to be achieved in very short time frames.

Given the pace of change facing Brisbane, many low-risk development approvals are being expedited under the RiskSmart program, which has streamlined approval processes allowing a five day turnaround of common application types. Council is also further streamlining its development assessment system by allowing online lodgement of all development applications. Other more significant developments will be supported through senior planners, who will guide projects through to the approval stage. Council is also investigating ways

to delay payments to improve development cash flow. Council has also implemented a number of infrastructure charges subsidy schemes, valued in the order of \$50 million per annum, in an effort to support development.

A specific factor affecting the city is that hotel accommodation is currently limiting Brisbane's capacity to grow the number and size of major conventions and international events. Securing potential sites for new hotels in the city and addressing the barriers to development has been identified as an issue and will be investigated.

Infrastructure and planning – priority actions

1. City Plan to continue to allocate capacity in strategic locations to support development required to satisfy jobs growth forecasts, population forecasts and industry developments.
2. Brisbane City Council and TransLink to continue to improve public transport connectivity between economic precincts.
3. Special attention to ensuring the inner city/Central Business District maintains competitiveness and provides for economic growth.
4. Work with stakeholders to implement the Brisbane Long Term Infrastructure Plan for 2012-2031 and Priority Infrastructure Plan.
5. Facilitate major new hotel development across Brisbane.
6. Priority project teams to facilitate development applications of economic significance.





d. Government as a purchaser of goods and services

As the Brisbane economy grows and workers and residents take up the new opportunities, more infrastructure and property construction will be required. Ensuring that this is provided will build Brisbane's reputation as a rapidly growing city and bring with it more investment. Council's procurement strategy for major projects can be used to attract the world's most competitive design and construction businesses. Council has used its significant purchasing power in major projects to attract global corporations to Brisbane. Recent arrivals include Laing O'Rourke, Acciona and Bouygues.

This strategy delivers built environment outcomes in Brisbane that are cutting edge and innovative, strengthening Brisbane's reputation as a New World City, increasing the attractiveness of the city to visitors and residents and developing a local market for new investment and future exports.

Council recognises its direct role in nurturing local business growth and in attracting new businesses to Brisbane. To ensure value for ratepayers in procuring goods and services, Council generally establishes multi-year contracts with preferred suppliers. This reduces time delays when services are required and provides certainty to supplying businesses about potential workload over the coming 12 months.

To further assist business in understanding the range of procurement opportunities, Council makes information on procurement available through emails generated to suppliers registered on its website and delivers public information sessions on its procurement policies and intentions.

Ensuring that businesses can easily access information and advice from Council on a range of matters will ensure that businesses can keep their costs to a minimum.

Government as a purchaser of goods and services – priority actions

1. Continue regular procurement forums to help local businesses identify tendering opportunities.
2. Use buying power to secure innovative projects.
3. Attract world leading companies to tender for major infrastructure projects in Brisbane.
4. Use Council procurement opportunities to attract investment and grow local business capacity.



3 talent attraction and global connections

Access to an appropriately skilled workforce is critical to business growth and success. Recent forecasts indicate that greater Brisbane will need an additional 343,000 workers by 2021. Though much of this demand will be met by young people entering the workforce, critical skills gaps are expected in more experienced professional and managerial positions.

In particular, the expanding resource sector is forecast to dramatically increase its need for high end skills in Brisbane. For the resource sector, skills shortages cause wages to increase. For other businesses, higher labour costs weaken competitiveness and constrain their capacity to acquire the skills they need.

To maintain a balanced economy and support all of Brisbane's businesses and industries, all potential levers to expand skills supply need to be activated. All levels of government, education providers, recruitment agencies and employers need to work together to:

- ensure community awareness of opportunities
- maximise participation in appropriate education and training programs
- attract and retain appropriately skilled interstate and overseas migrants to Brisbane.

To develop, attract and retain skilled workers, access to clear information about the opportunities in Brisbane is critical. This includes ensuring that local residents are informed about emerging skills requirements and are able to access suitable training, and that interstate and overseas workers in areas of high skill demand are aware of job opportunities and are attracted to Brisbane as a place to live.

a. Attracting and retaining skilled workers

Overseas and interstate migration have been major sources of skills supply for Brisbane businesses. In recent years overseas migration has become more important than interstate, accounting for approximately 40% of all new entrants to Queensland. Detailed analysis of incoming migrants indicates that most are young working age individuals or couples with young families. This is a positive indication of Brisbane's attractiveness to migrants but more can be done to ensure that local businesses are able to benefit from this inflow in addressing their skills requirements.

Council will work closely with all businesses to identify emerging and critical skills gaps. This will include working directly with the resource companies to develop a plan to address emerging shortages affecting this sector. This will also include facilitating Brisbane's growth as a fly-in fly-out hub for resource industry workers.

For other industries and businesses, Council undertakes regular business surveys and reports on skills gaps to the federal and state governments to inform migration policies and the identification of skills needs for training and education programs.

Council also undertakes a range of employment access initiatives, including work readiness training, paid work experience and traineeships to improve access to employment for disadvantaged groups. Extending these programs through private sector, not-for-profit organisations and other government organisations will increase the value of this initiative.

b. Students

Australian and international students are a major source of skilled labour. The Economic Development Steering Committee recommended the identification of new strategies such as internships to retain and attract students with the right skills into the Brisbane workforce. Student internships are highly valued by students as they offer an additional source of income, experience in the work environment and the opportunity to present to future prospective employers. For

Talent attraction and global connections – priority actions

1. Coordinate and facilitate measures to support fly-in fly-out workforce needs for the resource industry.
2. Launch a global workforce talent attraction program.
3. Promote and facilitate secondment programs between companies and participate in staff exchanges with businesses where a benefit is identified.
4. Establish a global Brisbane ambassadors and alumni project.
5. Develop internships and pathways to employment for students in occupations where skills shortages exist.
6. Leverage target markets in Asia to increase international student intake.

employers, student internships can offer a path to recruiting and skilling new talent in areas of anticipated need.

The international student market is worth approximately \$2.2 billion to the Brisbane economy each year. Brisbane Marketing's Study Brisbane program has been successful in coordinating the activities of education providers to establish a welcoming environment for international students and in giving them a better experience while studying here. Under changes to Australian migration rules, international tertiary students are able to work in Australia upon completion of their studies for a period of time. Through establishing stronger networks into the corporate sector, a program of student internships to be developed under the Study Brisbane program will help to attract and retain both local and international students.

c. Global linkages

The city branding and profiling of Brisbane as Australia's New World City will assist in positioning Brisbane as a city offering diverse and growing employment opportunities combined with a desirable lifestyle. One of Brisbane's great strengths in this area is its collaborative business culture, a culture that is recognised and rewarded in the many senior positions occupied across the world by people who originate from Brisbane. Closer engagement with these ex-Brisbane business leaders, particularly in key markets through the establishment of a Brisbane business ambassadors program will create new business linkages and help spread the word about opportunities in Brisbane.



Secondments between industry and government present further opportunities for organisations to share knowledge and talent and to mentor their workforces. In addition to establishing a secondment program within Brisbane that responds to organisational need, there is also opportunity to place Brisbane's skilled workers into overseas companies for a business benefit. There are growing opportunities for Council to promote and facilitate such secondments through the international business networks being established with Brisbane's Sister Cities and through the Asia Pacific Cities Summit.

4 lifestyle city

A city's lifestyle plays an ever-increasing role in creating a place where people want to live and work. Research indicates that while people move to new cities for a job, their decision to stay is made because of lifestyle.

To successfully attract and keep the most talented workers, Brisbane needs to nurture its high quality lifestyle and to further develop its cultural and recreational assets. Supporting the growth of Brisbane's creative industries and precincts will be important to develop a uniquely Brisbane offering that appeals to young talented graduates, to Australians returning from overseas and to newcomers.

The key to economic growth lies not just in the ability to attract the creative class, but to translate that underlying advantage into creative economic outcomes in the form of new ideas, new high-tech businesses and regional growth.

Richard Florida,
The Rise of the Creative Class (2002)

A city's cultural assets include its arts, performances, music, festivals, multicultural offerings, entertainment and dining precincts. The lifestyle of a city is also measured by the quality of its food, safety, affordable housing, public transport and recreational choices.

Brisbane's entertainment precincts and performances are well attended. The Brisbane Entertainment Centre and the Brisbane Convention and Exhibition Centre are among the most successful and profitable venues of

their type but they are also constrained by their current capacity. As the city population grows and changes, further investment is required to expand and diversify Brisbane's cultural and recreational amenities. Particular opportunities exist to increase the variety of tourism and entertainment offerings as well as create stronger cultural linkages with countries in Asia, including China and India, to complement the many business and trade opportunities that are expanding.

The Lord Mayor's Economic Development Steering Committee called for a new creative strategy for Brisbane that would provide a shared vision and bring together multiple stakeholders, both commercial and public sector to strengthen Brisbane's creative industries and cultural diversity. A new creative strategy will consider opportunities to expand Brisbane's cultural infrastructure, including performance venues and recreational infrastructure. It will investigate opportunities to increase the relationship between the city and the river and the development of riverside economic opportunities. It will also target new opportunities that will expand Brisbane's links with Asian countries and communities. Existing planning and regulatory frameworks will be reviewed to better facilitate the activation of the CBD, Fortitude Valley and other precincts around the city.

New visitors, students and arriving migrants are Brisbane's global customers. Ensuring that these newcomers are given the best possible opportunity to experience all that the city has to offer will result in more visitors choosing to come to Brisbane, longer stays and the potential to develop deeper and more permanent connections through migration, trade and investment.



Lifestyle city – priority actions

1. Increase commercial, recreation and tourism opportunities focusing on the Brisbane River.
2. Establish a 'Brisbane Greeters' program offering free orientation tours to tourists and visitors.
3. Develop a cultural policy incorporating regulations, investment principles, cultural offerings, entrepreneurship and local artist facilitation.
4. Activate music and night time precincts.
5. Extend Council's social activation programs to international students, new visitors and migrants by distributing information through appropriate networks.
6. Facilitate building of developments that enhance Brisbane's attractiveness and identity.
7. Introduce foreign language signage to facilitate visitor movement in key precincts.



5 leadership, engagement and implementation

Delivery on the economic priorities for Brisbane requires strong leadership and engagement with all levels of government, businesses, education institutions and community organisations. One of Brisbane's key challenges is to change the perceptions held of Brisbane in other Australian cities and around the world. This is caused by a lack of readily available information on the Brisbane economy.

Council will use the information it holds on Brisbane's performance to highlight the city's growth and strengths in a regular newsletter on the Brisbane economy.

To ensure that Council's economic development priorities remain current and responsive, Council will update the actions in the plan through regular consultation with Brisbane businesses.

As Council's economic development agency, Brisbane Marketing provides the link between the Brisbane business community and other stakeholders around economic development priorities. Brisbane Marketing works closely with Council in communicating economic priorities and issues affecting business and in progressing many of the actions identified in the Brisbane Economic Development Plan.

Council will also engage with other levels of government and work closely with all stakeholders to ensure broad understanding and commitment to Brisbane's economic development priorities.

Key areas where Council plays an important leadership role are listed below.

a. Knowledge and information

Regular communication with Brisbane businesses through the Brisbane business network will provide an effective mechanism for businesses to communicate urgent and specific issues affecting their business in Brisbane. In addition, Council will conduct an annual Brisbane business survey to draw out the issues that might be affecting a large number of businesses in a particular area or industry and to give businesses who do not regularly communicate with Council an opportunity to have their say.

The survey will be used to identify emerging issues affecting Brisbane businesses, to inform economic development priorities and to identify high achieving businesses that can demonstrate their success and be recognised for their outstanding contribution to Brisbane's economic development.

Council will also activate a hotline for businesses to seek advice and report on urgent and emerging issues.

Information on Brisbane is essential for businesses to be able to make informed decisions. To help fill this gap, Council will make available the data sets it holds which can be made public. These include population, economic and employment forecasts, statistics about the Brisbane economy, flood maps, parking areas, bus stop locations, bin collection days, Eat Safe restaurant ratings and others.

The release of the Census data every five years provides a particular opportunity to explore recent changes that have taken place in Brisbane's workforce and population. Council will make any analysis it undertakes or commissions, available to the broader community.

b. Awards and recognition

Awards and recognition of Brisbane's high performing businesses help to showcase ideas about how to access markets, improve profitability and identify innovations. Council will continue to seek out high performing businesses in Brisbane to be recognised through the annual Lord Mayor's Business Awards, Innovation Awards and the Lord Mayor's Multicultural Business Awards.

Brisbane Business Hotline

Council is committed to providing a high level of customer service. To increase the efficiency of its service to business customers, Council will provide a 24/7 priority hotline to receive and manage all business related enquiries through its Contact Centre. This will minimise response time and ensure high level client management to Brisbane businesses.

c. Collaboration

Collaboration and networking are the life blood of a successful city. In working towards the achievement of the goals of the Brisbane Economic Development Plan, Council and Brisbane Marketing will work closely with:

- SEQ Councils and SEQ Council of Mayors
- Regional Development Australia
- Queensland Chamber of Commerce and Industry
- Queensland and Federal governments
- Austrade
- Council of Capital City Lord Mayors
- Australian Industry Group
- Sister City partners

Leadership, engagement and implementation – priority actions

1. Establish Brisbane Business Network.
2. Implement Brisbane Business Hotline.
3. Continue the annual Brisbane Business Survey.
4. Continue to recognise business through the Lord Mayor's Business Awards.
5. Continue the innovation scorecard and recognition of leading innovators in business.
6. Industry/Council/Brisbane Marketing/education institutions secondments.
7. Publish a quarterly newsletter reporting on the Brisbane economy.

objectives and performance measures

Key Performance Indicators (KPIs) have been developed to track Brisbane's progress towards achieving the goals and objectives set out in each of the strategy sections of the plan. To identify actions targeted at achieving the KPIs, refer to the Appendix.



Goal	Outcome	KPI
Brisbane achieves long term economic success.	Forecast economic and employment growth projections are met.	By 2031: <ul style="list-style-type: none"> Brisbane's economic output is \$217 billion (in 2011 dollars) the Brisbane metropolitan region accounts for over 1.5 million jobs Brisbane's per capita income exceeds \$75,000 (in 2011 dollars)
1. Global reputation – Brisbane, Australia's New World City	Brisbane is recognised internationally as a global city.	<ul style="list-style-type: none"> By 2031, Brisbane is ranked in the top 20 of world performing cities on most independent global city ranking indexes.
2. Productive economy	Trade and investment with the Asian region grows.	<ul style="list-style-type: none"> The number of international and regional offices of companies servicing Asian markets increases. 70% of Brisbane businesses participating in Council's trade missions, Sister City engagements and Asia Pacific Cities Summit report a positive outcome for their business.
	Digital industry growth raises business competitiveness.	<ul style="list-style-type: none"> By 2021, 70% of Brisbane businesses rely on high-speed broadband to conduct their business operations.
	Infrastructure and planning delivers growth capacity.	<ul style="list-style-type: none"> Annual employment growth forecasts for Brisbane are met. More than 90% of Brisbane LGA residents can get to work within 45 minutes.
	Council contributes to business efficiency.	<ul style="list-style-type: none"> Businesses rank Council highly in its responsiveness to business needs.
	Council understands business needs.	<ul style="list-style-type: none"> Council engages with businesses through an annual survey and provides regular updates on emerging issues affecting Brisbane's economic development.

Goal	Outcome	KPI
3. Talent attraction and global connections	Businesses can access the skills they require.	Brisbane businesses report minimal skills shortages.
	Students can apply their skills through employment opportunities in high growth sectors.	Student internship opportunities increase in industry growth sectors.
	Student linkages with Asia.	Asian student intake into Brisbane grows faster than at national level.
4. Lifestyle city	Residents and visitors are attracted to Brisbane's lifestyle.	Brisbane residents and visitors rank the city highly on culture and lifestyle.
5. Leadership	Lord Mayor champions the city for investment and business opportunities in Asia and leverages the city's official relationships with Sister Cities.	Businesses rate Council highly.



appendix

Action plan for the Brisbane Economic Development Plan

Goal	Action
1. Global reputation – Brisbane, Australia’s New World City	<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> • New World City – three year program targeting investment and business opportunities. • Business meetings and conventions strategy positioning Brisbane as the leading Australian destination for business meetings in key industry sectors, including an increased focus on opportunities in China. • Encourage increased airline routes and connections into Brisbane. • Implement a major events strategy to build a calendar of future events. • Create marketing collateral tailored to Asian-Pacific markets for use by partners and stakeholders. <p>ADDITIONAL ACTIONS</p> <ul style="list-style-type: none"> • Prepare a lifestyle tool kit for industry. • Prepare an Asian brand tool kit. • Extend New World City brand to industry sectors. • Develop smartphone applications to promote Brisbane tourism. • Where appropriate, apply New World City brand across all Council corporate communication channels and infrastructure assets (including active transport fleet and cityfleet).
2. Productive economy a. Resource led expansion and engagement with Asia	<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> • Target Brisbane’s professional services industry to join trade missions to Asia. • Address resource industry requirements to build Brisbane as a fly-in fly-out hub. • Target resource and related service industry companies to move to Brisbane. • Link with overseas agencies and governments to develop business opportunities in Asia, with special focus on opportunities in China and Brisbane’s other Sister Cities. • Target financial services enterprises to establish in Brisbane. • Target investment attraction on local opportunities e.g. infrastructure investment program. • Use Brisbane business networks to expand trade and investment.

Goal	Action
b. Innovative businesses and the growth of the digital economy	<ul style="list-style-type: none"> • Coordinate long term growth strategy for Australia TradeCoast through the Australia TradeCoast Partnership. • Enhance awareness about Brisbane in targeted Asian markets including China, Korea, Indonesia and India. <p>ADDITIONAL ACTIONS</p> <ul style="list-style-type: none"> • Develop investment attraction strategies that reflect Brisbane sectoral opportunities. • Promote trade and investment opportunities through the Sister Cities programme including leverage through Asia-Pacific Cities Summit.
	<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> • Extend wi-fi services across public areas of the city. • Develop a concept for a Brisbane business growth campus to support digital and creative industry entrepreneurship. • Appoint a Chief Digital Officer to promote city-wide uptake of digital solutions. • Develop a digital strategy to accelerate the city's digital economy including capacity building, promotion of existing digital businesses and attracting digital forums. • Facilitate innovation and support the growth of new businesses. • Council to provide open access to data. • Council to extend e-government processes. <p>ADDITIONAL ACTIONS</p> <ul style="list-style-type: none"> • Undertake the annual Innovation Scorecard and Enable event celebrating Brisbane's innovation leaders. • Investigate ways to support digital business start-ups.

Goal	Action
c. Infrastructure and planning	<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> • City Plan to continue to allocate capacity in strategic locations to support development required to satisfy jobs growth forecasts, population forecasts and industry developments. • Brisbane City Council and TransLink to continue to improve public transport connectivity between economic precincts. • Special attention to ensuring the inner city/Central Business District maintains competitiveness and provides for economic growth. • Work with stakeholders to implement the Brisbane Long Term Infrastructure Plan for 2012-2031 and Priority Infrastructure Plan. • Facilitate major new hotel development across Brisbane. • Priority project teams to facilitate development applications of economic significance. <p>ADDITIONAL ACTIONS</p> <ul style="list-style-type: none"> • Suburban infrastructure improvements. • Coordinate and work with resource industry to address labour requirements (including fly-in fly-out operations). • Expand business meeting and convention capacity. • Update economy and employment forecasts.
d. Government as a purchaser of goods and services	<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> • Use Council procurement opportunities to attract investment and grow local business capacity. • Continue regular procurement forums to help local businesses identify tendering opportunities. • Use buying power to secure innovative projects. • Attract world leading companies to tender for major infrastructure projects in Brisbane.

Goal	Action
<p>3. Talent attraction and global connections</p> <p>a. Attracting and retaining skilled workers</p> <p>b. Students</p> <p>c. Global linkages</p>	<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> • Coordinate and facilitate measures to support fly-in fly-out workforce needs for the resource industry. • Launch a global workforce talent attraction program. • Promote and facilitate secondment programs between companies and participate in staff exchanges with businesses where a benefit is identified. • Establish a global Brisbane ambassadors and alumni project. • Develop internships and pathways to employment for students in occupations where skills shortages exist. • Leverage target markets in Asia to increase international student intake. <p>ADDITIONAL ACTIONS</p> <ul style="list-style-type: none"> • Advocate for skilled migration policies. • Hold an annual event to welcome international students. • International officer exchange between Sister Cities. • Continue Student Ambassadors program. • Extend Study Brisbane program to provide student internships in industry. • International graduate placement program.

Goal	Action
<p>4. Lifestyle city</p>	<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> • Increase commercial, recreation and tourism opportunities focusing on the Brisbane River. • Establish a 'Brisbane Greeters' program offering free orientation tours to tourists and visitors. • Develop a cultural policy incorporating regulations, investment principles, cultural offerings, entrepreneurship and local artist facilitation. • Activate music and night time precincts. • Extend Council's social activation programs to international students, new visitors and migrants by distributing information through appropriate networks. • Facilitate building of developments that enhance Brisbane's attractiveness and identity. • Introduce foreign language signage to facilitate visitor movement in key precincts. <p>ADDITIONAL ACTIONS</p> <ul style="list-style-type: none"> • Leverage public art program to promote investment in creative industries. • Increase suitable performance venues (e.g. Riverstage). • Major event procurement and attraction. • Increase hotel range and diversity. • 24 hour city activation strategies.
<p>5. Leadership, engagement and implementation</p> <p>a. Understanding the needs of the Brisbane economy</p> <p>b. Information for a business benefit</p> <p>c. Collaboration</p>	<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> • Establish Brisbane Business Network. • Implement Brisbane Business Hotline. • Continue the annual Brisbane Business Survey. • Continue to recognise business through the Lord Mayor's Business Awards. • Continue the innovation scorecard and recognition of leading innovators in business. • Industry/Council/Brisbane Marketing/education institutions secondments. • Publish a quarterly newsletter reporting on the Brisbane economy.

glossary, references and sources

24 Hour Economy	A precinct concept where economic activity occurs 24 hours a day, often supporting a different night time economy (music, entertainment, clubs) to the daytime economy (offices, shops and restaurants).
Asia Pacific Cities Summit (APCS)	A biennial summit of Asian-Pacific cities which brings city governments and businesses together to promote trade, investment and cultural links. The APCS is hosted by Brisbane every four years and rotates around other Asian cities in the other years it is held. www.apcsummit.org/
Australia TradeCoast	Brisbane's major industrial centre which includes Brisbane Airport, the Port of Brisbane and adjacent industrial areas on both sides of the Brisbane River. www.australiatradecoast.com.au/
Australian Standard Geographic Classification	The Australian Bureau of Statistics geographic classification of areas for the collection and dissemination of statistical information. www.abs.gov.au/geography
Brisbane's Unique Window of Opportunity	A report on the economic priorities for Brisbane prepared by the Lord Mayor's Economic Development Steering Committee. www.brisbanemarketing.com.au/Resources/Publications/pages/LMEDSC-Report.aspx
Brisbane Local Government Area (LGA)	The geographic area administered by Brisbane City Council.
Brisbane Marketing	Brisbane City Council's wholly owned subsidiary responsible for working with businesses to drive Brisbane's economic development. www.brisbanemarketing.com.au/
Brisbane Metropolitan Area	The larger urban area of Brisbane which includes the following: Brisbane, Logan, Redlands Local Government Areas and the urban areas of Ipswich and Moreton.

Brisbane's Long Term Infrastructure Plan 2012-2031 (BLTIP)	The Brisbane Long Term Infrastructure Plan identifies the future infrastructure needs of Brisbane and surrounding areas that will be necessary to support the population and employment growth of the Brisbane metropolitan region.
City Plan	Council's statutory local planning scheme to guide urban planning and development across the city.
Enable	Delivered by Brisbane Marketing, <i>Enable</i> is a Brisbane forum to celebrate Brisbane's innovation leaders and showcase innovation in the city. www.enablebrisbane.com.au/
Gross Regional Product	The measure of final goods and services produced in a region.
Lord Mayor's Business Awards	An annual event hosted by the Lord Mayor to recognise high business achievers in Brisbane. www.lmba.com.au/
Lord Mayor's Economic Development Steering Committee (LMEDSC)	A Committee convened by the Lord Mayor to consult with businesses and provide recommendations on the key economic priorities for Brisbane.
New World City	New World City brands Brisbane as a vibrant, prosperous and global city. Branding tool kits for businesses to use the brand are available from Brisbane Marketing. www.brisbanemarketing.com.au/Resources/Brand-Tool-Kits.aspx
Per Capita GDP	A measure of economic performance which takes population size into account by expressing the total economic output of a region on a per person basis.
Priority Infrastructure Plan	The Priority Infrastructure Plan outlines detailed plans for the delivery of essential infrastructure within the Brisbane City Council Local Government Area over the next 15 years.
South West Industrial Gateway	A key industrial centre of Brisbane that include Richlands, Wacol, Archerfield and Rocklea.
Study Brisbane	A Brisbane Marketing program to attract and improve the experiences of international students studying in Brisbane. www.studybrisbane.com.au





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