



# Purpose Before Profit

## Elevating Logan and Redlands

2024





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Regional  
Development  
*Australia*

LOGAN & REDLANDS INC

# Official Open

MC, Gail Ker OAM DUniv





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# Forum Welcome

*The Hon. Gary Hardgrave  
Chair  
RDA Logan and Redlands Board*





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# Setting the Scene

*Steve McDonald*  
*RDA Logan and Redlands*



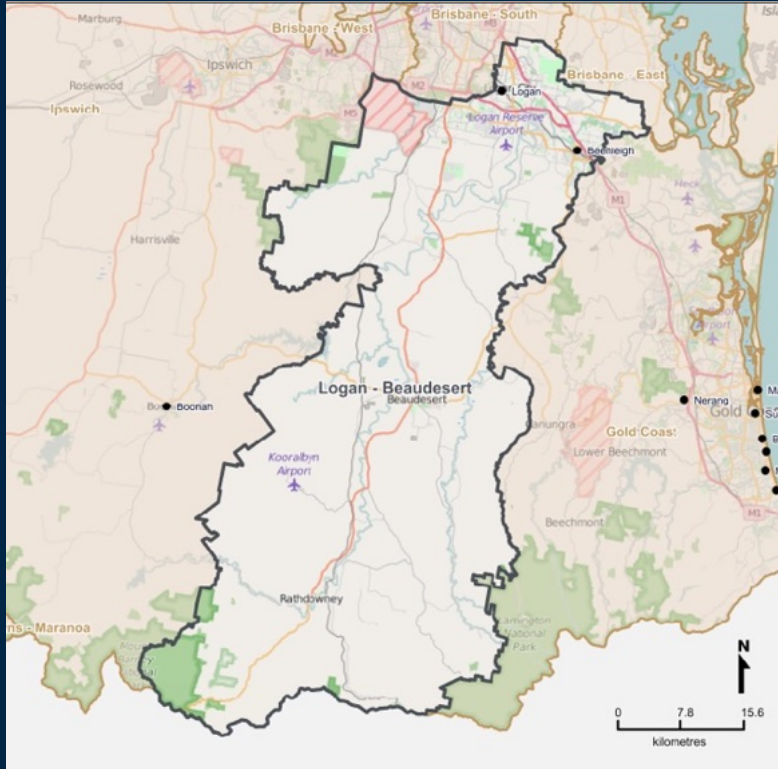


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## Queensland Statistical Areas (SA4)

### Logan - Beaudesert

Source: Queensland Government Statistical Office

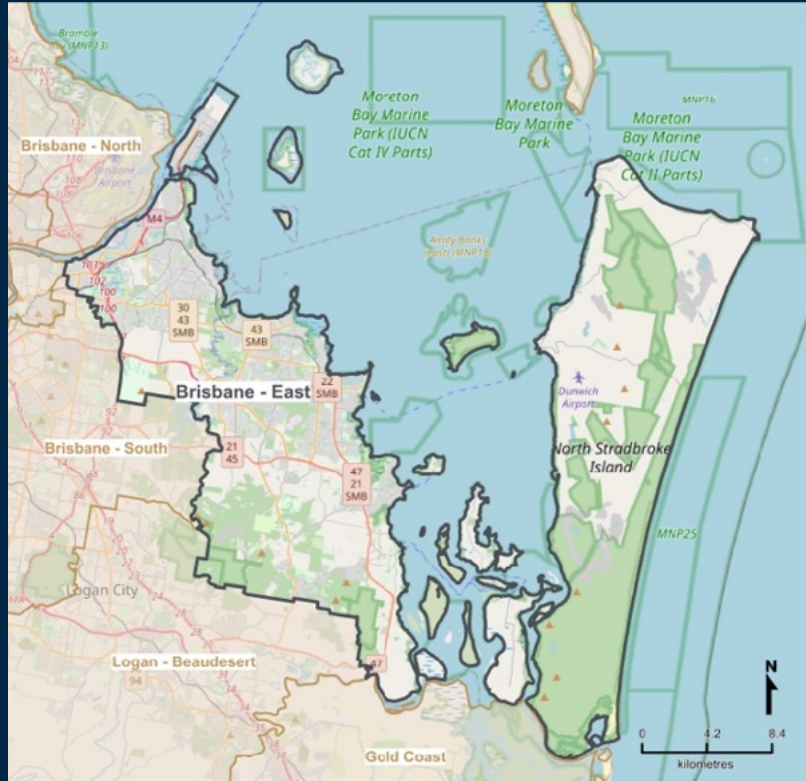


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## Queensland Statistical Areas, Level 4 (SA4, Brisbane East

Source: Queensland Government Statistical  
Office

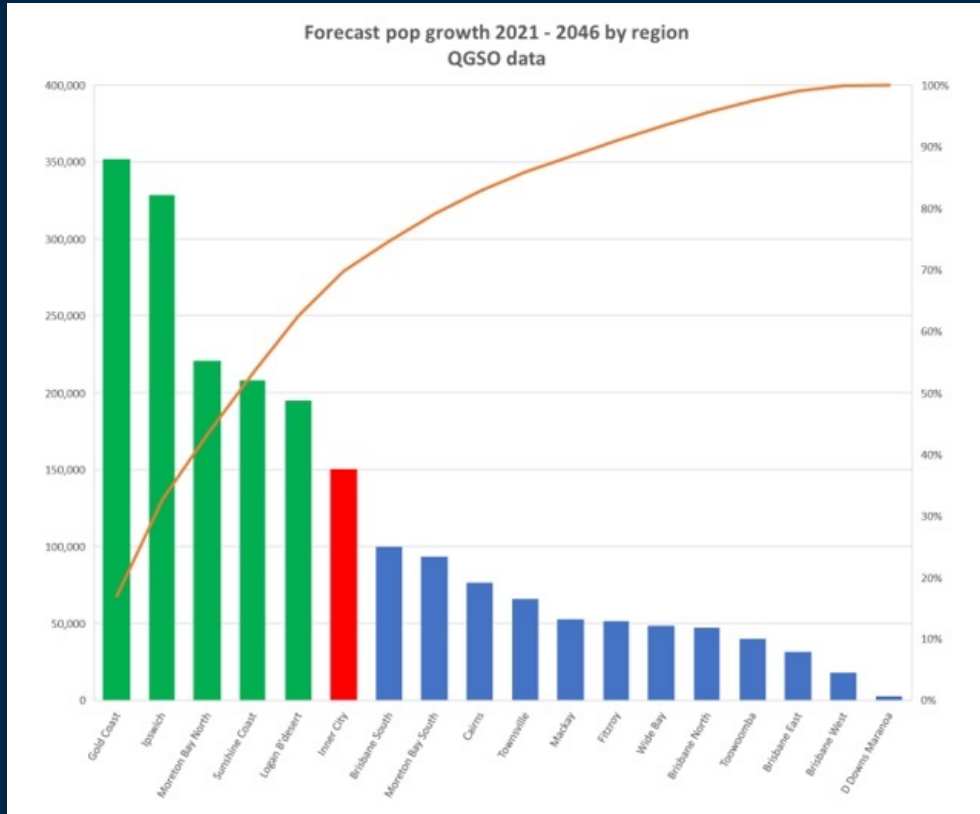


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Source: Suburban Futures June 2023 Chart Pack: Population Growth and Capital Spending in Queensland

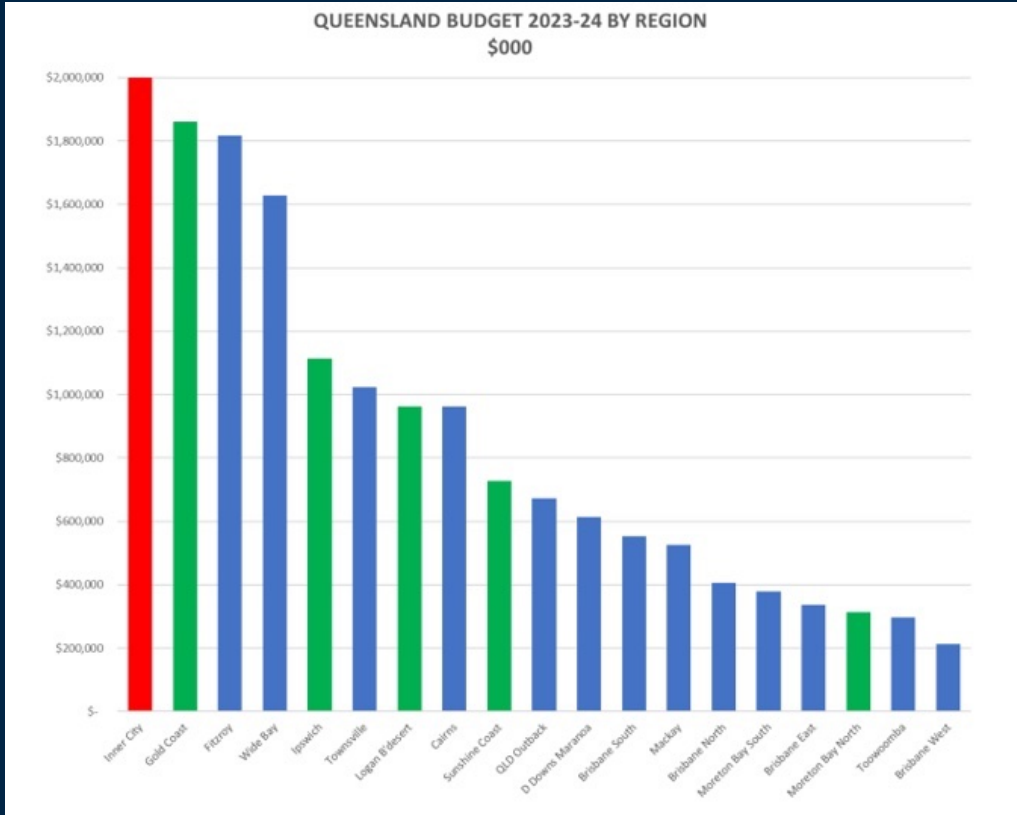


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Source: Suburban Futures June 2023 Chart Pack: Population Growth and Capital Spending in Queensland



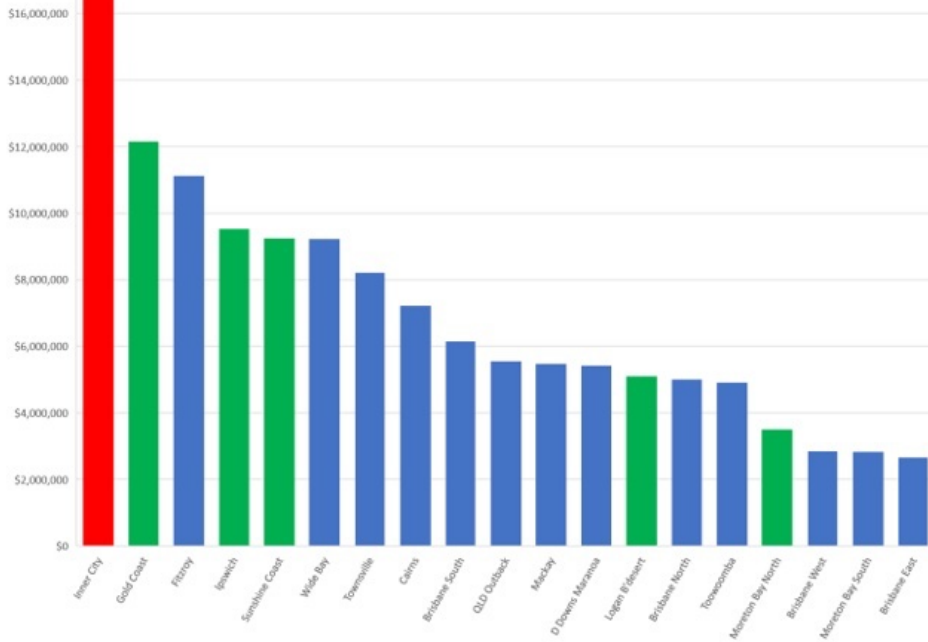
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**TOTAL QLD CAPITAL OUTLAYS BY REGION**  
12 year totals 2012-13 to 2023-24  
\$000



Source: Suburban Futures June 2023 Chart Pack: Population Growth and Capital Spending in Queensland

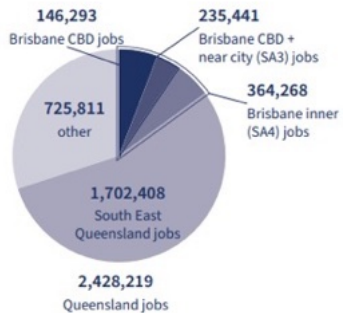
**Share of population**

5.7% of Queensland's population is located in the Brisbane "inner" (5 km radius SA4).



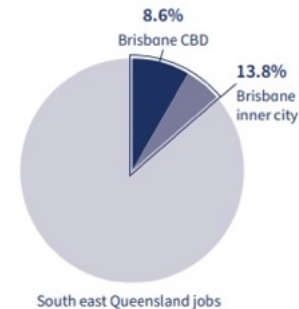
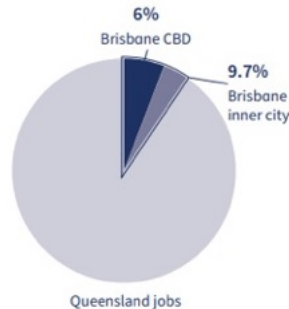
**Share of jobs**

15% of Queensland's jobs are located in the Brisbane "inner" (5 km radius SA4).



**Share of jobs by location**

91.4% of jobs in south east Queensland are outside the Brisbane CBD.



Source: Suburban Futures, June 2023 Chart Pack: Population and Capital Spending in Queensland



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## Australian Government's Growing Regions Program Guidelines



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# Keynote

*Andrew Chapman  
Chief Executive Officer  
Queensland Major Contractors Association*





# QLD Major Projects & Pipeline

RDA Logan Event  
September 2024





# Outline

- Key Findings
- Key challenges
- Opportunities & Recommendations
- The Olympics



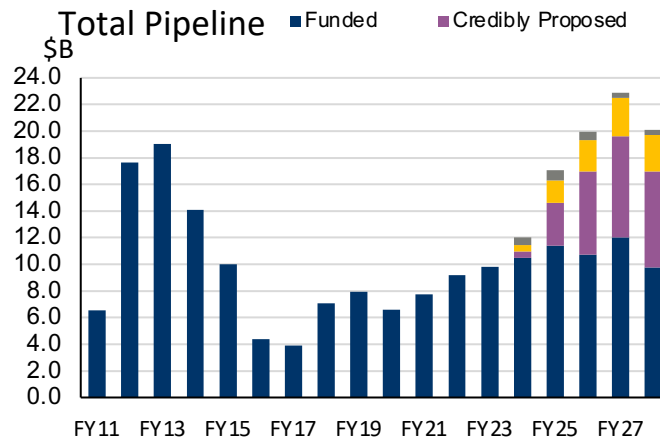
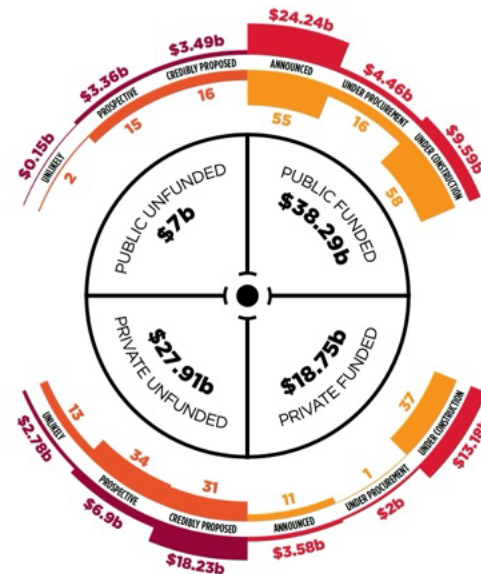


# Key Findings



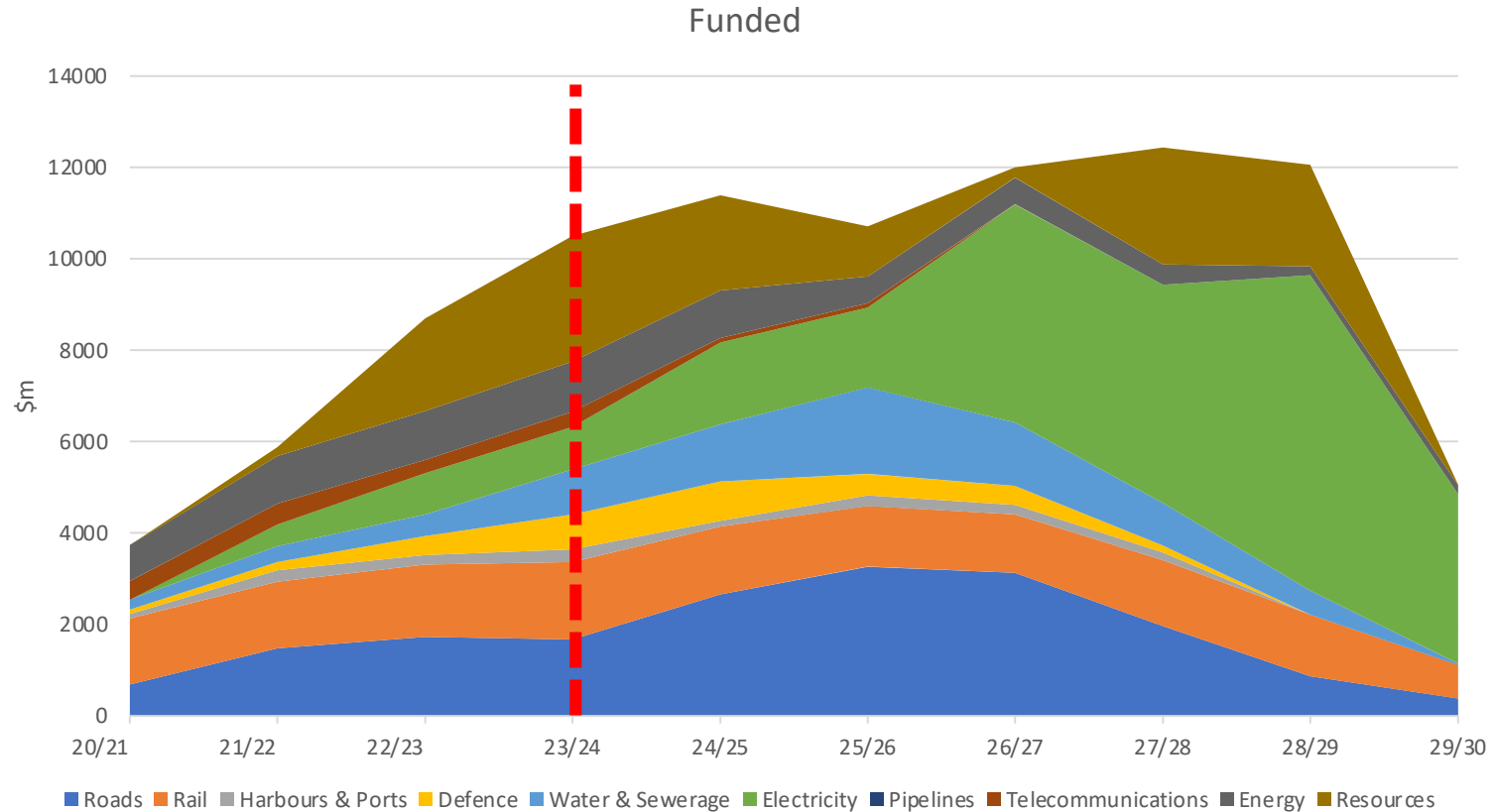
# Key Messages

- Total pipeline ~\$92b
- Funded project activity increased to \$57b (52% increase)
- Total pipeline could see a peak of ~\$23b spend in 26/27
- Rapidly approaching levels of work only seen during the 2011-15 resources & energy boom





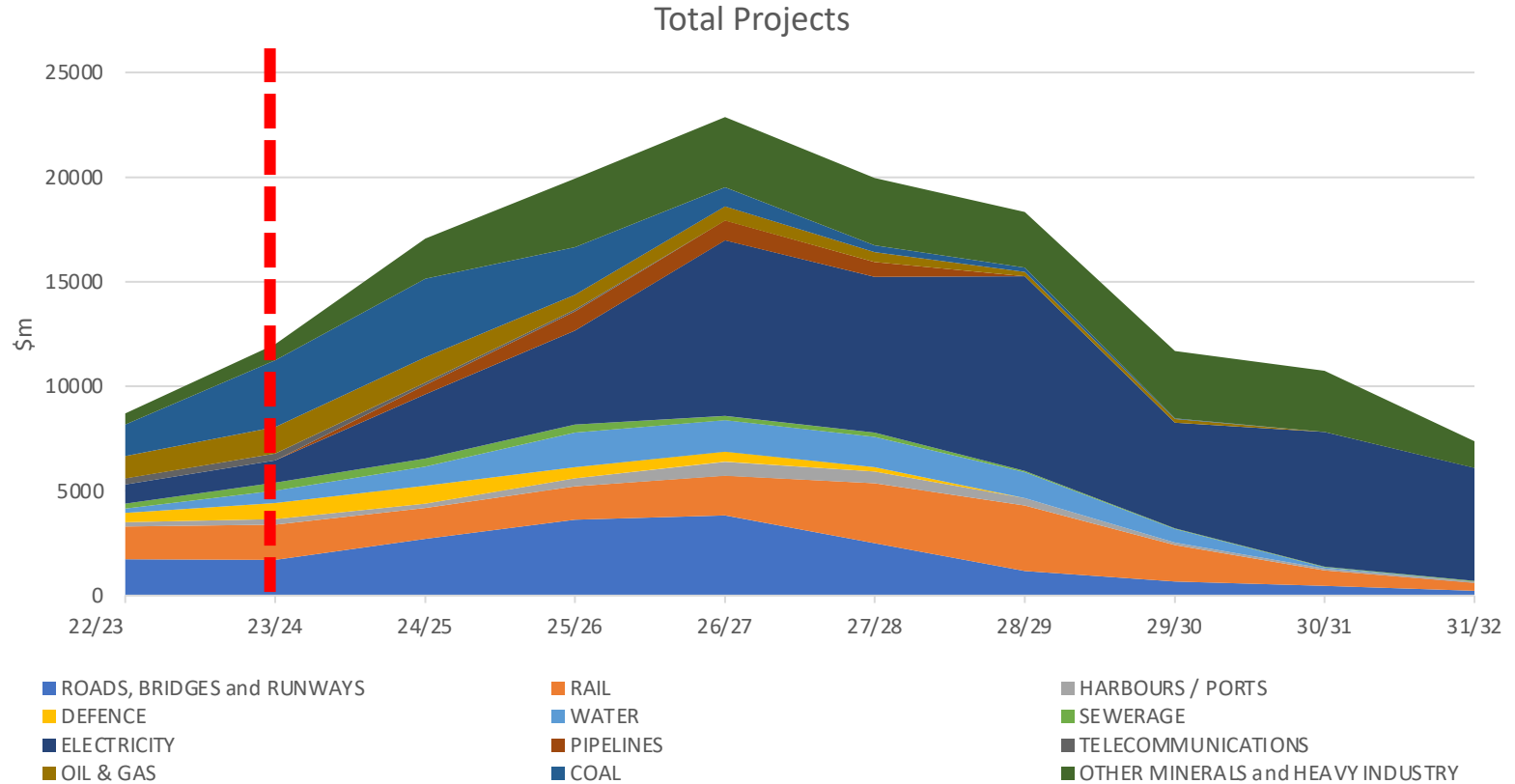
# Major Projects Outlook



Source: Oxford Economics



# Major Projects Outlook

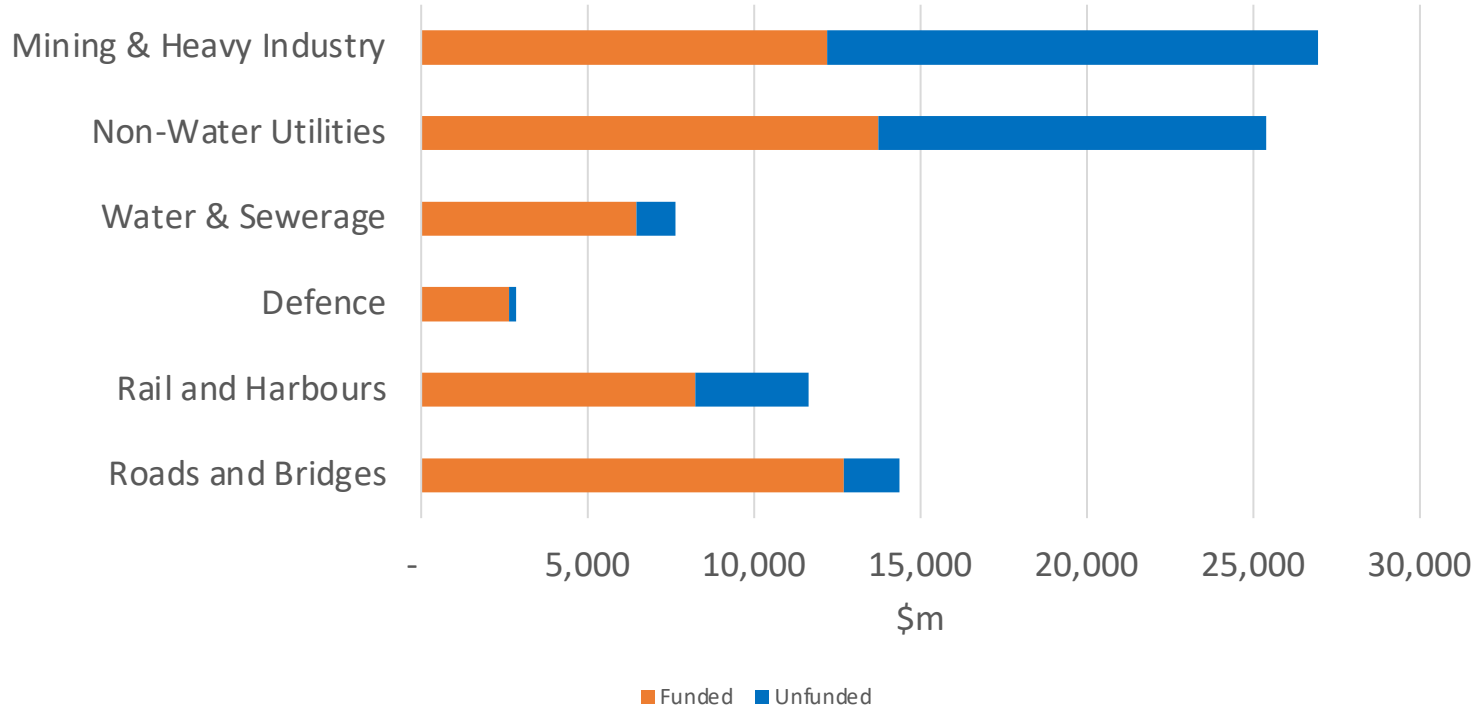


Source: Oxford Economics



# Sector Analysis

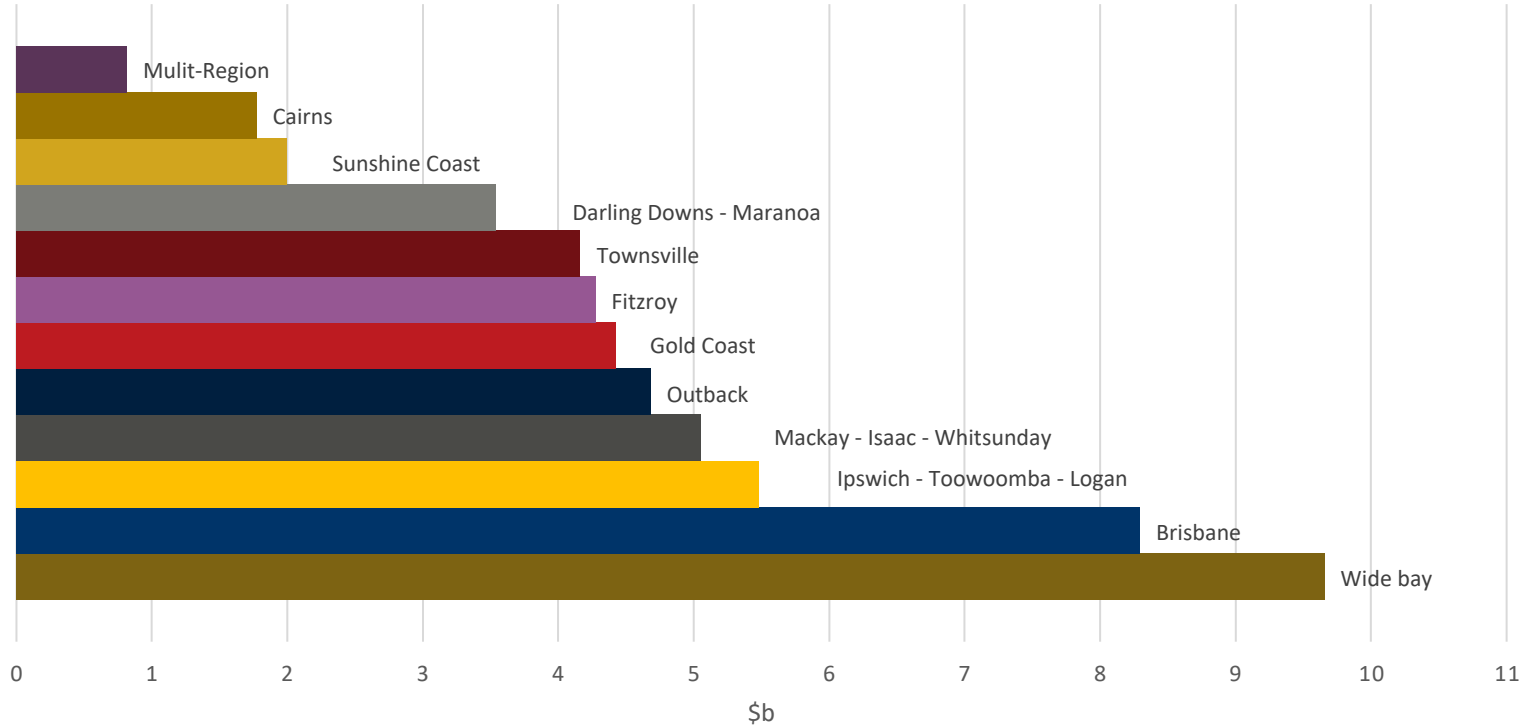
## 5 Year Pipeline





# Regional Analysis

## 5 Year Funded Works





# Key Challenges

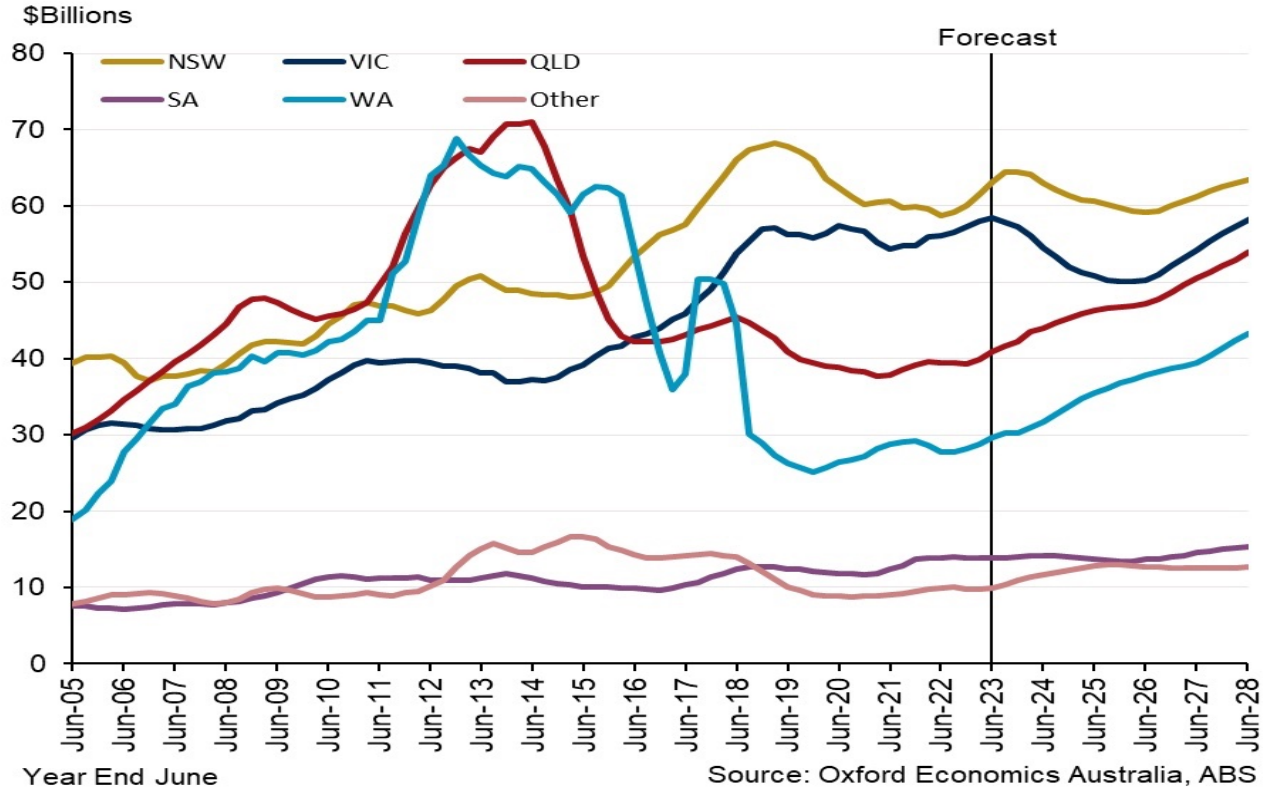


# Industry Challenges

1. Capacity: Sustaining and growing capacity
2. Capability: Developing appropriate capability, skills and technology adoption
3. Costs: Managing risks from cost escalation
4. Productivity: Reversing the trend and delivering VFM
5. Funding security
6. Approvals and procurement timeframes



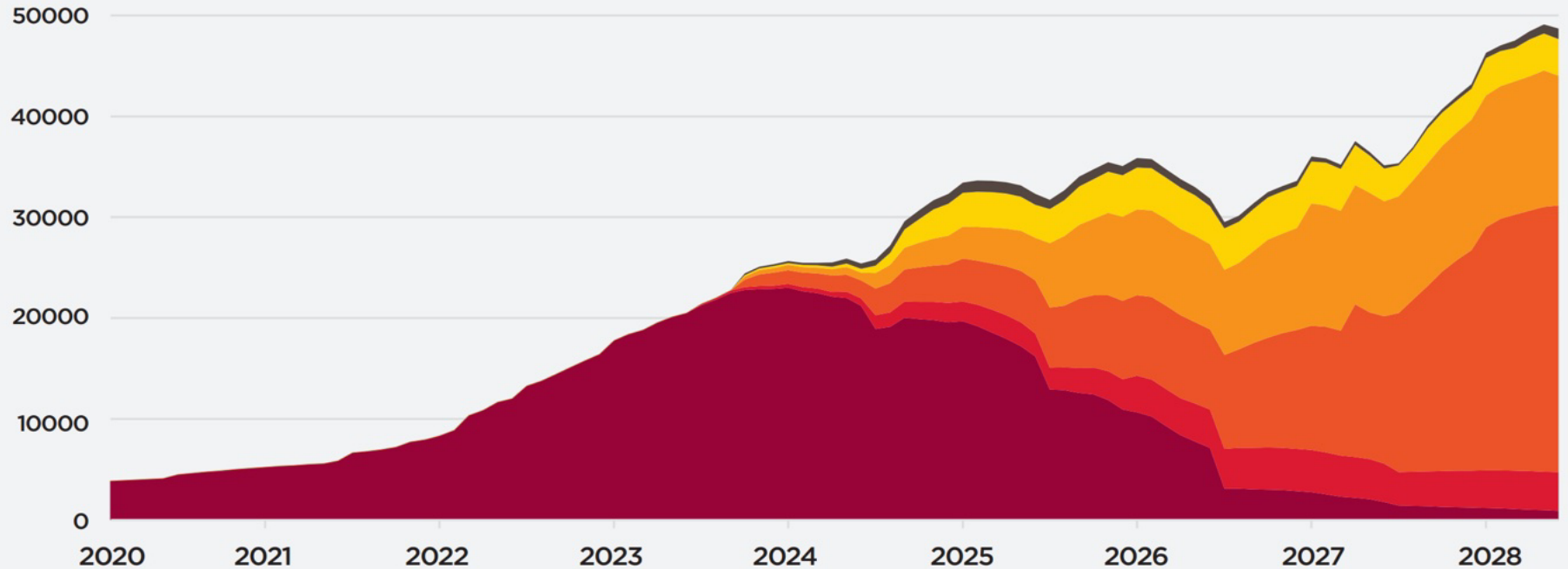
# Competing Investment Programs





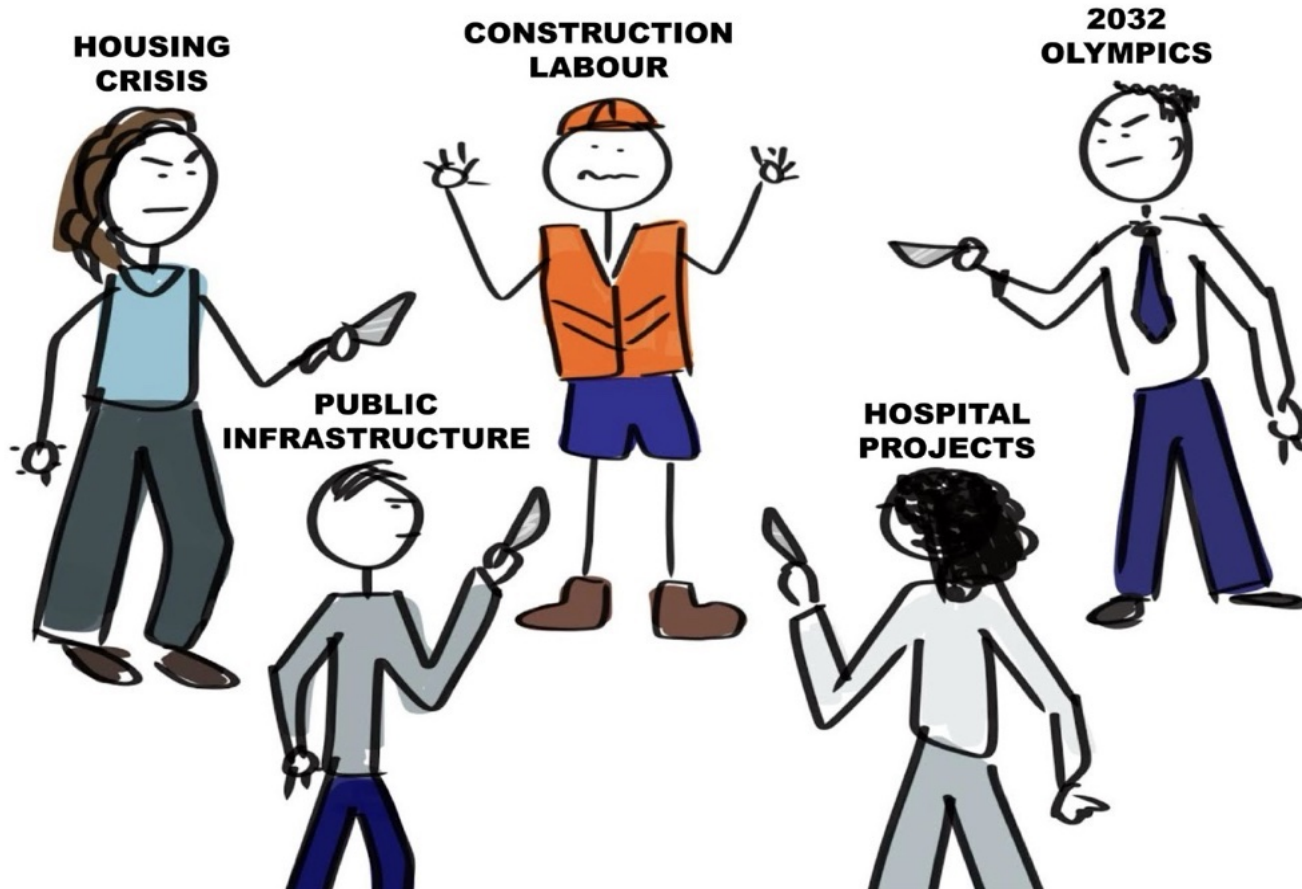
# Capacity & Capability

Average headcount required, by project status



- Under Construction
- Under Procurement
- Announced
- Credibly Proposed
- Prospective
- Unlikely

# Resources Competition



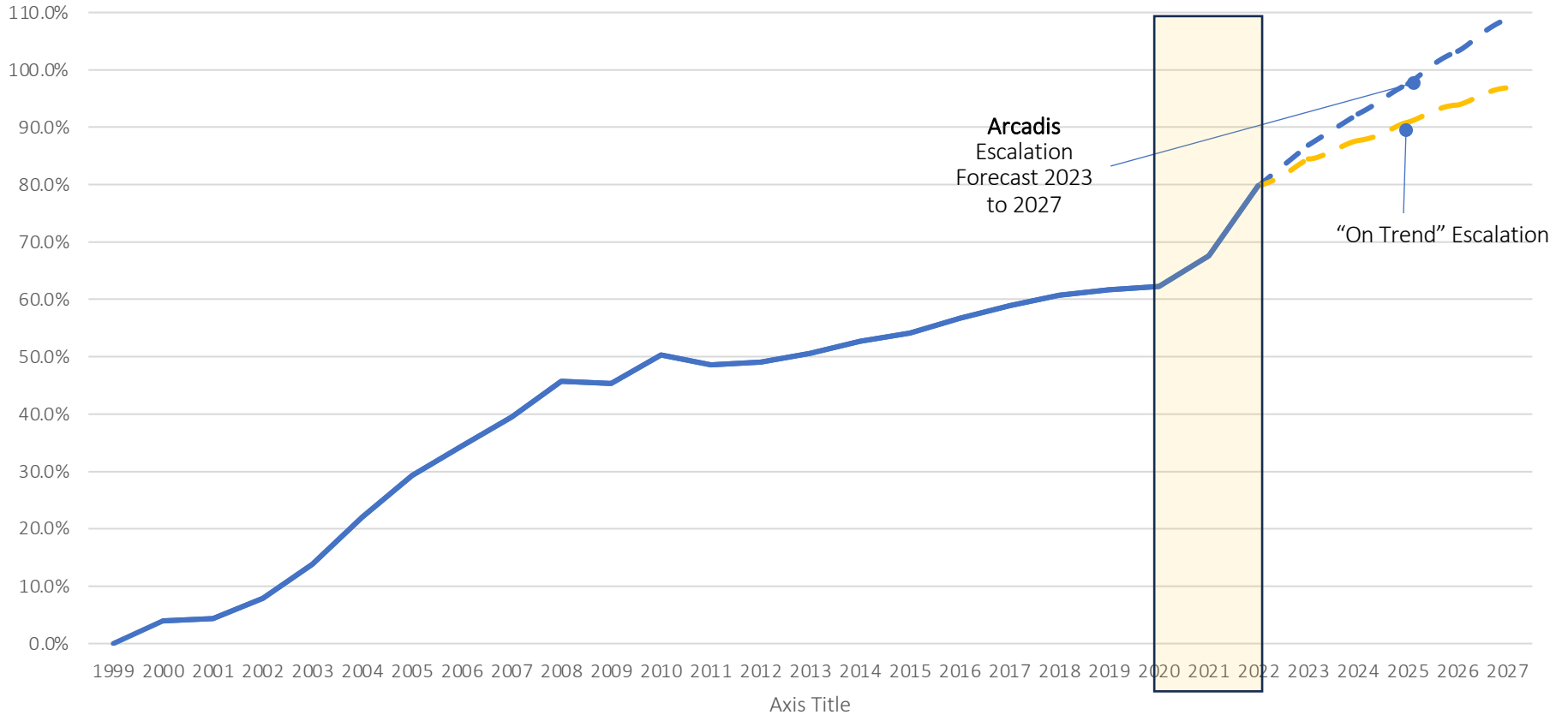


# Capability

- Different skill sets are required for the work going forward
  - Civil resources to deliver roads and rail- this remains the predominant skill set
  - Mechanical engineering & fabrication requirements will increase (energy & resources & electricity)
  - Electrical resources for “energy transition”
  - Mineral processing and manufacturing
- General project management and engineering (more efficient use too)
- Supply chain (quarries, concrete, steel, aluminium, other metals)
- Construction techniques (modularisation, pre-fabrication, automation, etc)

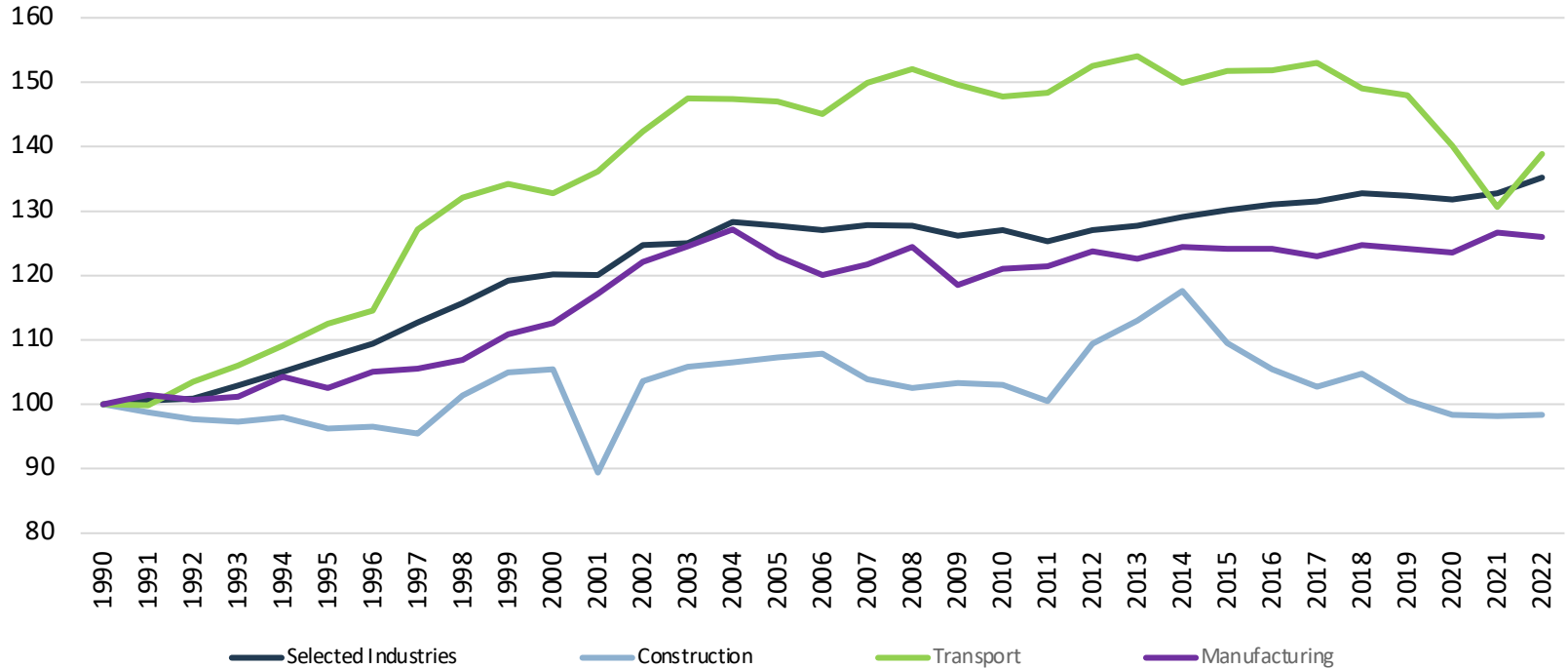


# Cost Escalation





# Productivity



Source: ABS Data

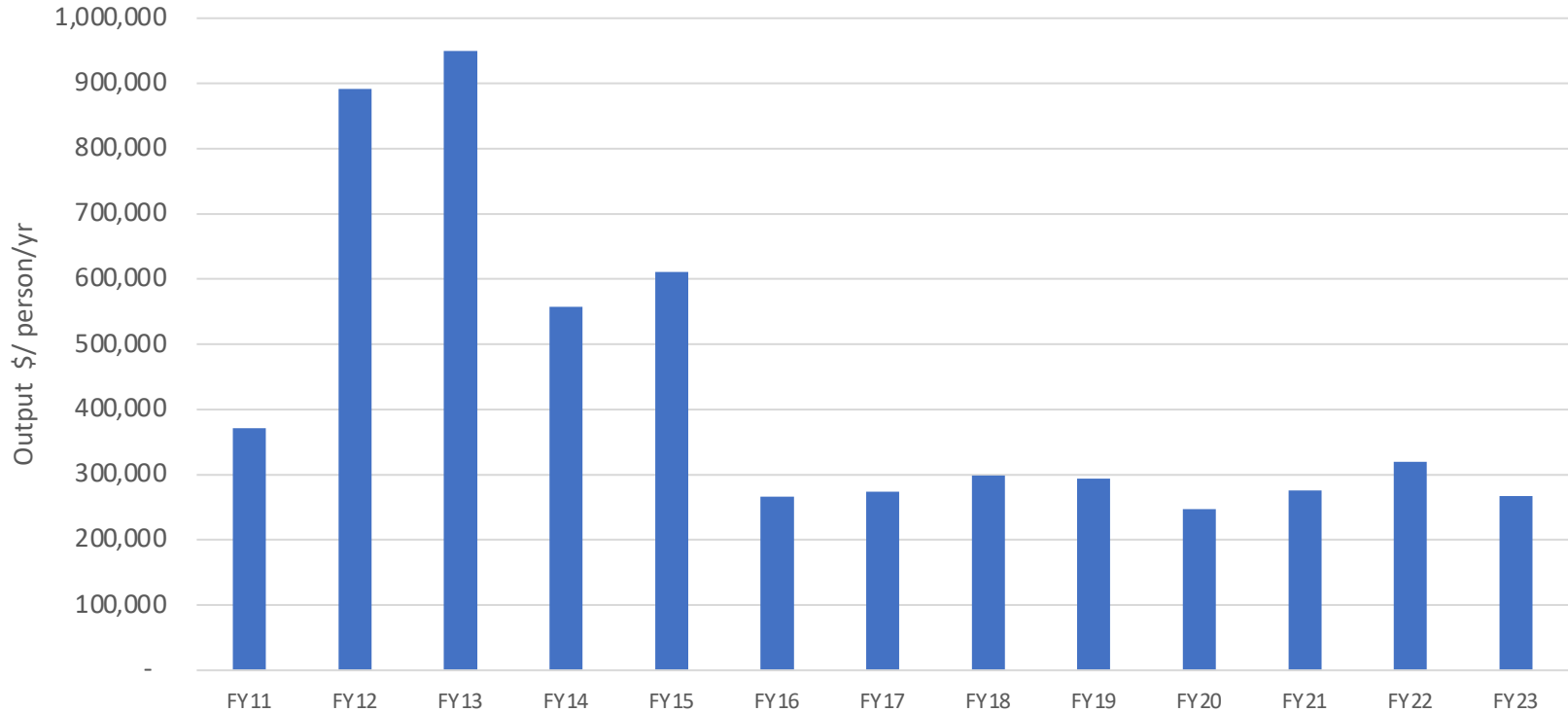
Year ended June

Selected Industries includes the following: Agriculture; Forestry and Fishing; Mining; Manufacturing; Electricity; Gas; Water and Waste Services; Construction; Wholesale Trade; Retail Trade; Accommodation and Food Services; Transport, Postal and Warehousing; Information, Media and Telecommunications; Financial and Insurance Services; Arts and Recreation Services.



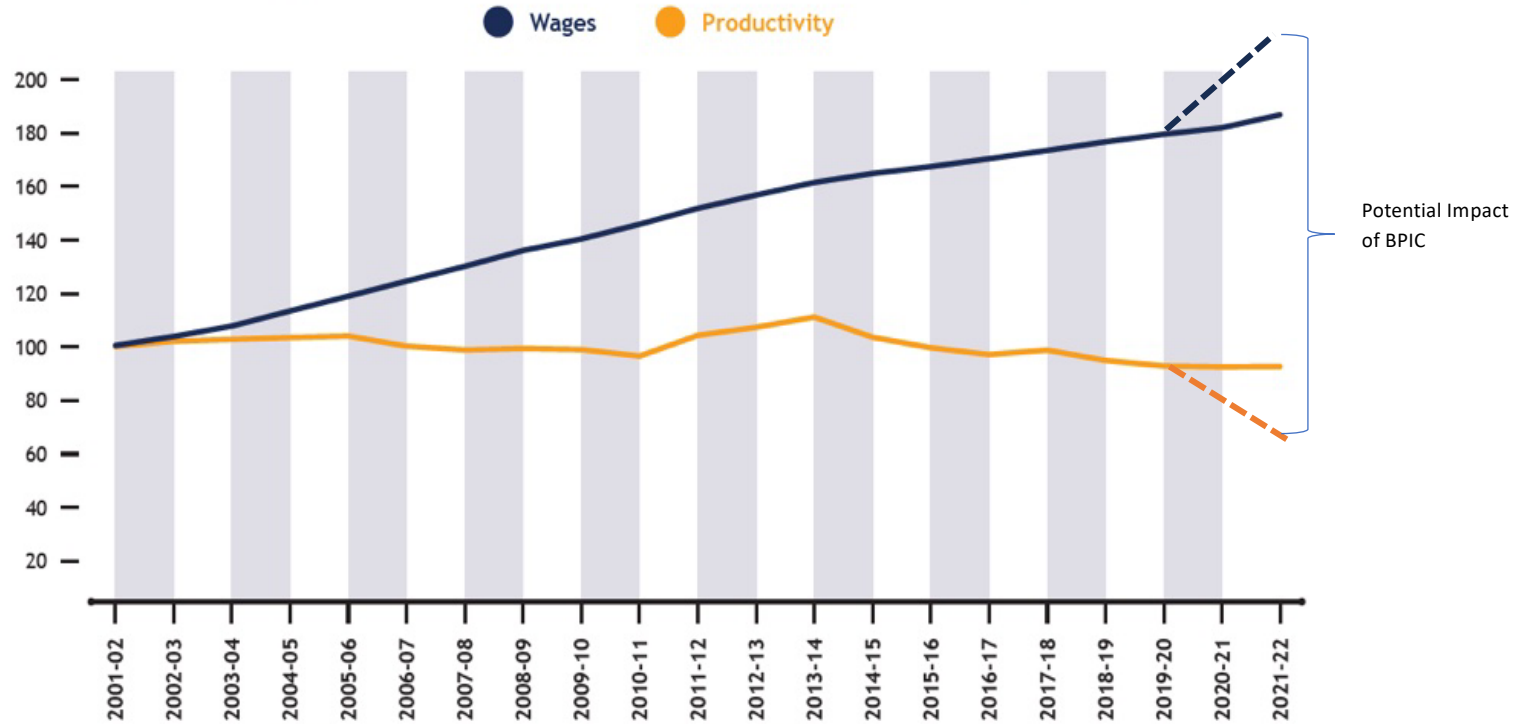
# Productivity

Productive Output per worker (QLD Major Infrastructure Works)





# Productivity & Industrial Relations



Note: Data indexed (Jun 2002=100); productivity is the annual quality adjusted hours worked GVA-based multifactor measure; wages is the Wage Price Index, total hourly rates of pay excluding bonuses, private and public, Financial Year.

Source: ABS, ACA



# Opportunities & Recommendations



# Opportunities

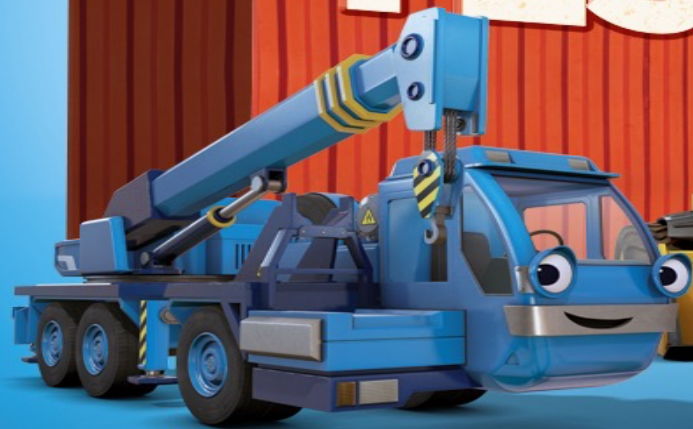
- Adoption of greater technology and innovation including:
  - Innovative construction techniques
  - Sustainable construction techniques and solutions
- Program-level partnering
- Training and upskilling
- New material supply
- Funding security through co-investment
- Collaborative procurement and delivery:
  - Understanding and management of risk
  - Strengthening of local industry
  - Embedding innovative solutions

# Recommendations

- Increasing supply:
  - Housing
  - Materials and supply chain
  - Labour and skills
  - Plant and equipment
- Funding:
  - Co investment
  - Asset recycling
  - Private sector financing and operations
- Boosting productivity:
  - Collaborative procurement and contracting
  - Digital engineering and technology (AI, automation, digital models and support systems)
  - Use of alternative approaches and materials
  - IR frameworks that work and don't inhibit delivery



**CAN WE BUILD IT?**  
**YES WE CAN!**





# The Olympics



# Rationale for the Games



## **Regional Connectivity:**

Using the deadline of a 2032 Games to accelerate critical transport infrastructure for the region's growth.



## **Job Creation:**

Delivering a cost-effective Games to boost job creation and economic growth for south-east and Queensland.

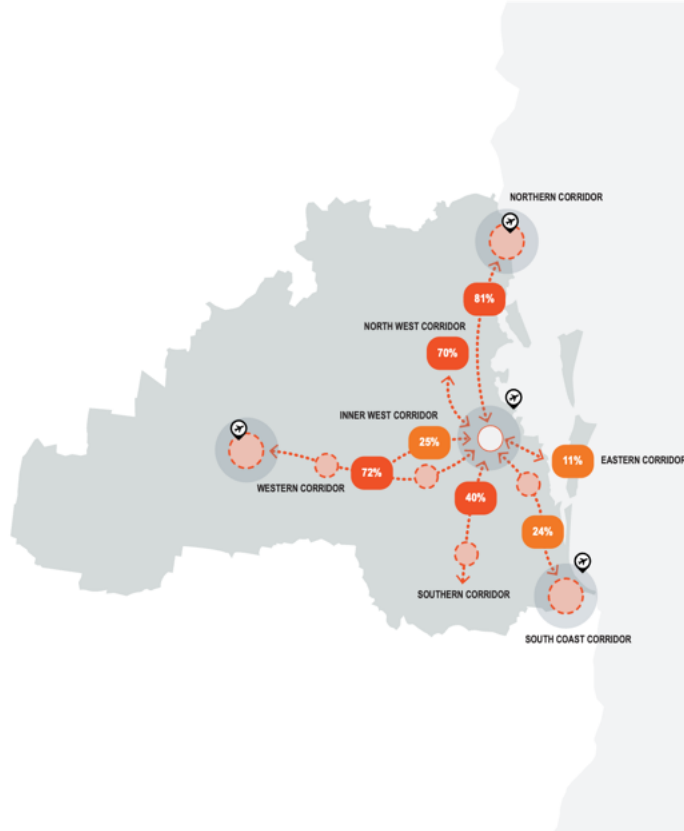


## **Global Destination:**

An opportunity to position SEQ as a global destination for tourism, trade and investment.



# Transport Challenge

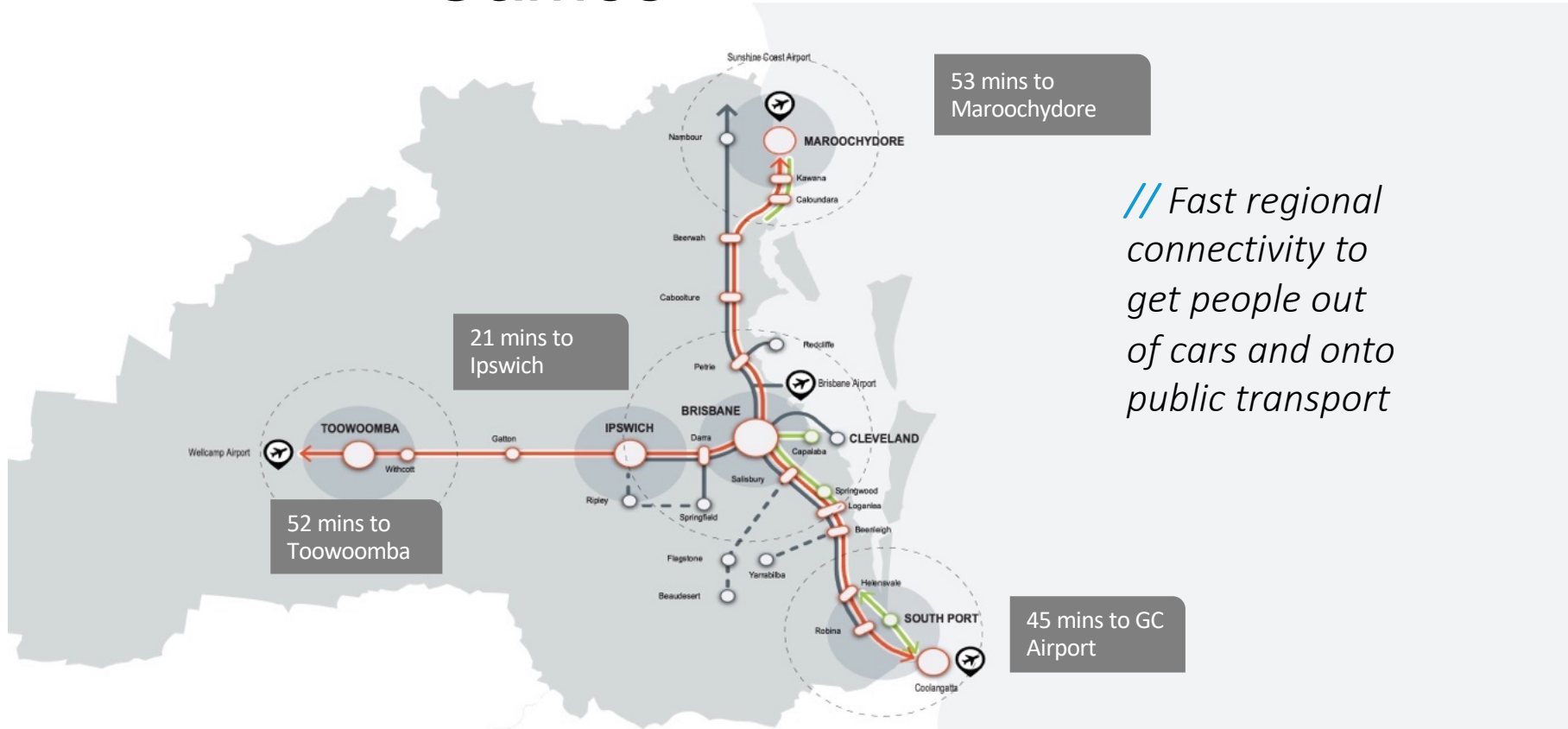


**Regional growth sparks significant increases in daily demand**  
(2031/2041 daily trips)

Corridor	2031 Forecast	2041 Forecast
Bruce Highway	Over Capacity	Over Capacity
Ipswich Motorway	Under Stress	Over Capacity
Centenary Motorway	Over Capacity	Over Capacity
South Pine Road	Over Capacity	Over Capacity
Old Cleveland Road	Over Capacity	Over Capacity
Pacific Motorway	Over Capacity	Over Capacity
Mt Lindesay Highway	Over Capacity	Over Capacity



# Faster Rail as part of the Games



// Fast regional connectivity to get people out of cars and onto public transport



# QMCA's Olympics Paper

- Opportunity for a lasting legacy
- Learnings from other Olympic cities
- Proposed Infrastructure
- Timing & Delivery Approaches
- Supply Chain
- Resources
- Sustainability & ESG



# Learnings from Other Cities

- Successful Olympic cities have a few key things in common:
  - Independent authority to coordinate and oversee the planning, delivery and operations
  - Program management approach
  - Investing in key infrastructure that supports longer term economic growth (particularly public transport)
  - Deep engagement with industry
  - Collaborative delivery models

London 2012: Olympics and Paralympics £528m under budget

19 July 2013 | Olympics



The cost of the London Olympics and Paralympics was £528m less than expected, according to the government.

The combined budget for the two events was £9.29bn, but the cost has been revised to £8.77bn.

It is an increase in savings of £151m since the last update in October, with a drop in policing and other security, transport and construction expenses.



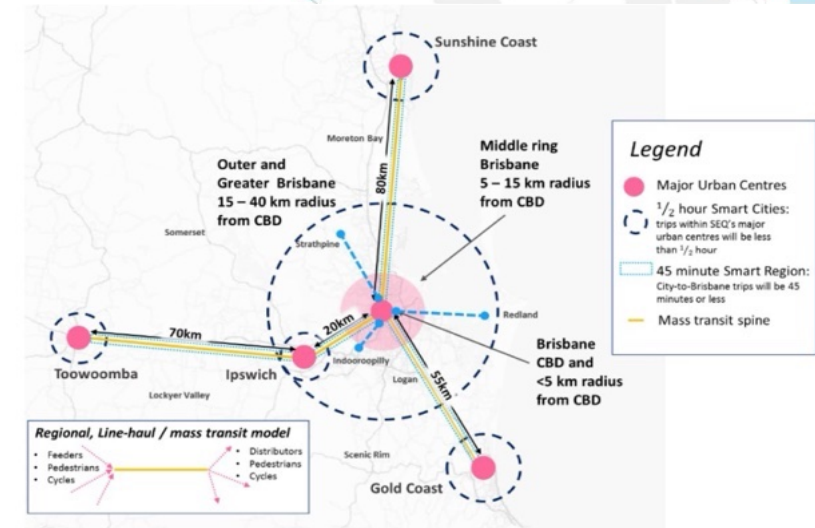
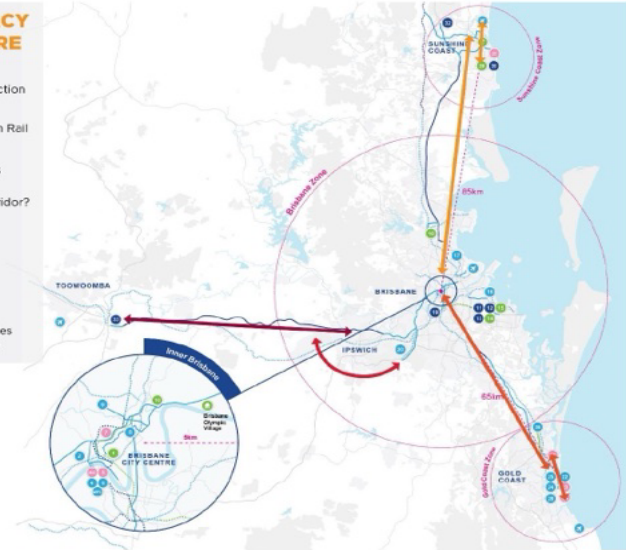
# Prioritising the Infrastructure

1. Sustainable transport
2. Fills a known existing gap
3. Perceived public acceptance
4. Legacy benefit
5. Games time contribution

## OLYMPICS LEGACY INFRASTRUCTURE

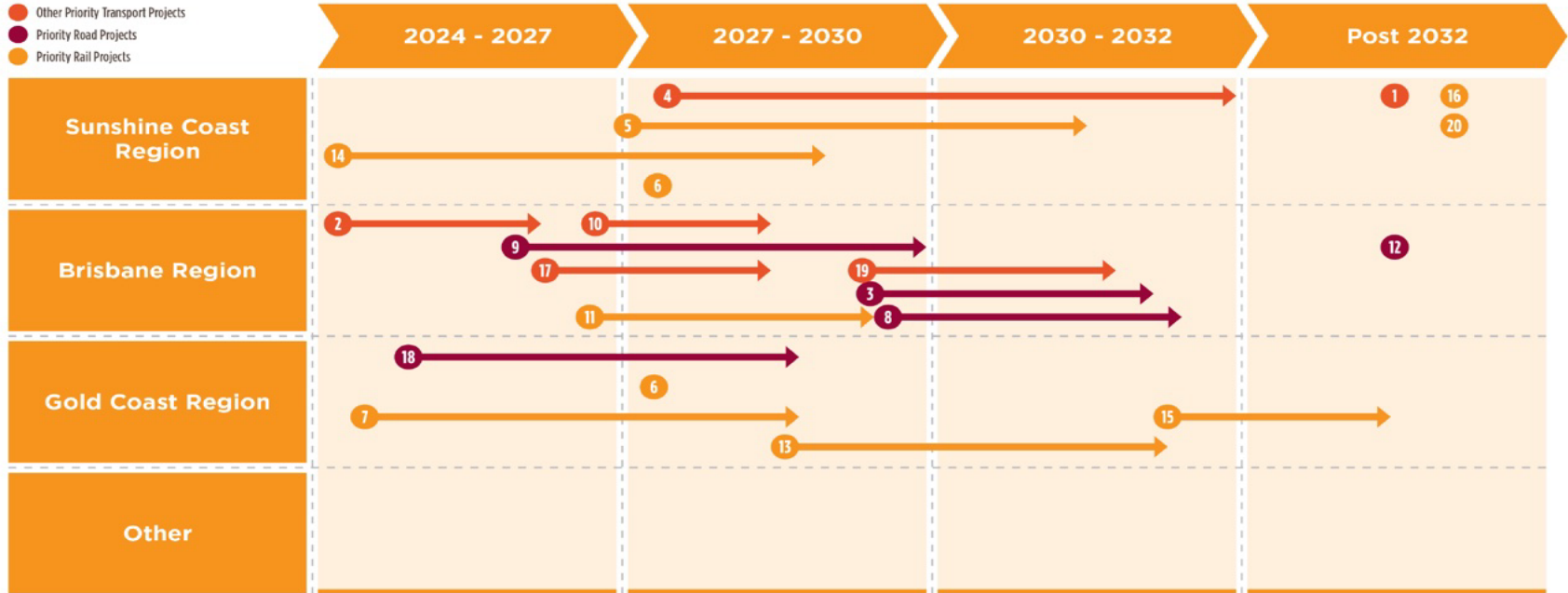
### Legend

- Passenger rail connection to Toowoomba
- Springfield to Ipswich Rail
- Metro Extensions?
- Urban road upgrades
- OLC Removals?
- Northern Transit Corridor?
- Freight links?
- Station upgrades?
- Green bridges?
- Fast(er) Rail?
- Rail line to Sunshine Coast?
- Motorway upgrade
- Arterial Road upgrades
- Sunshine Coast LRT?



# Infrastructure Timeline

- Other Priority Transport Projects
- Priority Road Projects
- Priority Rail Projects



- 1 Sunshine Coast Mass Transit Project - Stage 2
- 2 South Bank Transport Project (pedestrian infrastructure and busway station project)
- 4 Sunshine Coast Mass Transit Project - Stage 1
- 10 Gabba to City Pedestrian spine
- 17 Potential Green bridge connection between New Farm and East Brisbane

- 19 Brisbane River Crossing and Green Bridges Project
- 3 Eastern Transit Way
- 8 Mass Transit Corridor Extensions
- 9 Bruce Highway Upgrade Projects
- 12 North Brisbane tunnel
- 18 Pacific Motorway Upgrade Projects

- 5 Beerwah to Kawana. Caboolture to Maroochydore Corridor (CAMCOS) Urban Passenger Rail
- 6 New Rail Stabling Facilities
- 7 Gold Coast Light Rail (Stages 3 & 4)
- 11 Metro extension to Airport (via Albion)
- 13 Gold Coast Light Rail Extension (Miami to Robina)

- 14 North Coast Rail Line Duplication (Beerburrum to Nambour Project) (B2N)
- 15 Gold Coast Urban Rail Line Extension Project
- 16 Kawana-Maroochydore. Caboolture to Maroochydore Corridor (CAMCOS) Urban Passenger Rail 2
- 20 Faster Rail (Brisbane to the Sunshine Coast)



# Where are we?



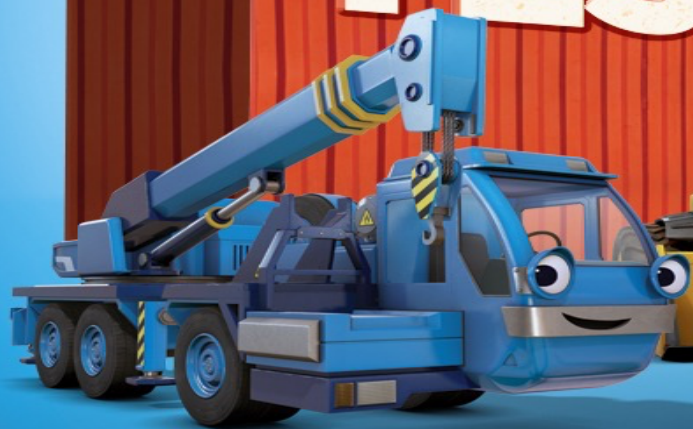
## SEQ Rail, Busway and Light Rail Network 2025



This is an unofficial map.

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**CAN WE BUILD IT?**  
**YES WE CAN!**





Questions





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# Scott Smith

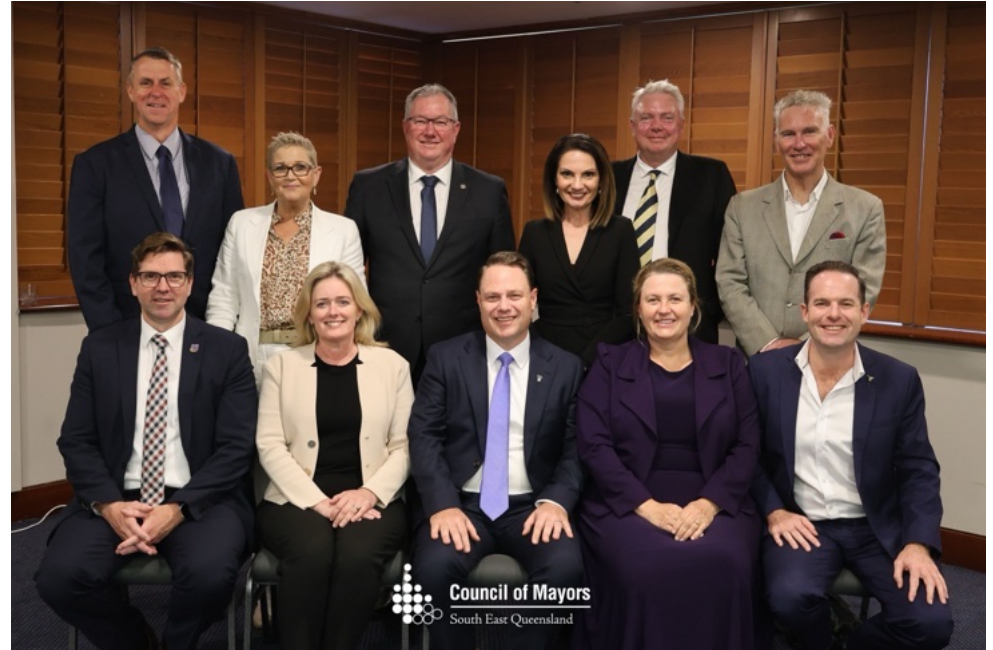
Chief Executive Officer  
Council of Mayors (SEQ)



# Council of Mayors (SEQ)

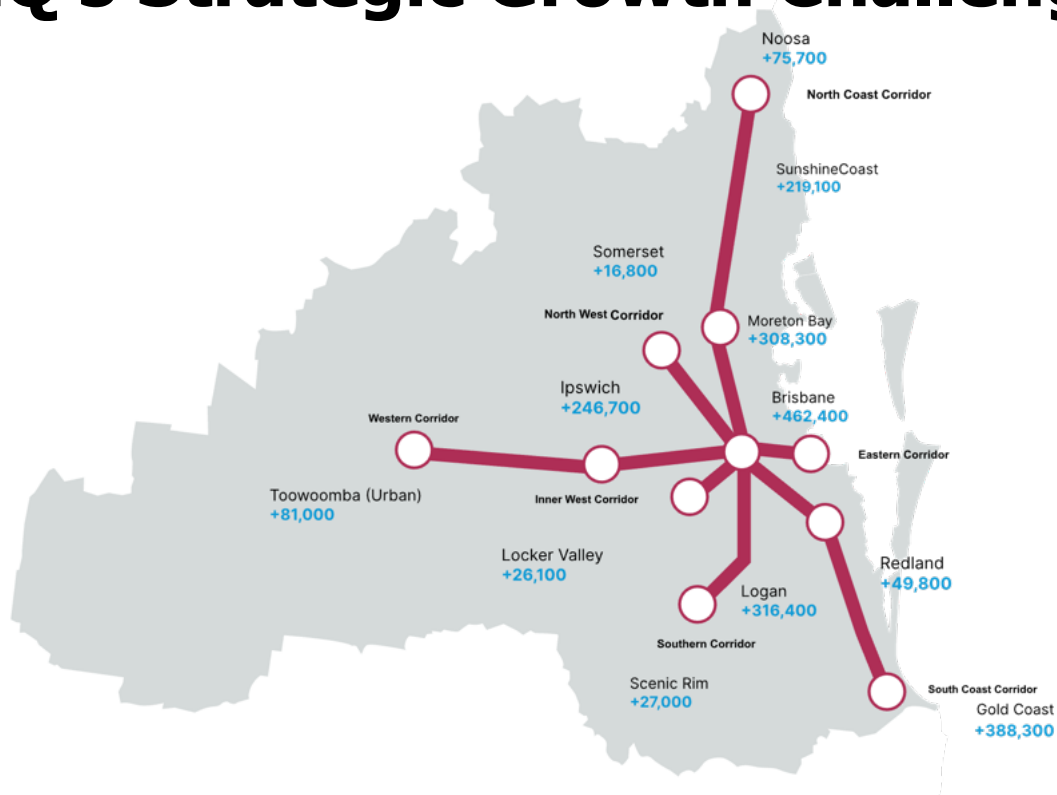
# Council of Mayors (SEQ)

- Established 2005 to represent and advance the collective strategic interests of SEQ representing 1 in 7 people
- Company owned by 11 SEQ Councils, Board of Directors consist of Mayors of each Council
- Most successful regional advocacy body in Australia
- Explore emerging ideas and global best-practice, and deliver outcomes at scale which enhance the prosperity of SEQ
- Led key projects including SEQ City Deal and Brisbane Olympic and Paralympic feasibility.



***Demonstrated the benefits of thinking big, being bold and delivering beyond business-as-usual outcomes for SEQ Councils and communities.***

# SEQ's Strategic Growth Challenge



By 2046



**6 million people**  
**+2.2 million residents**



**+900,000**  
**new homes**



**1 million**  
**new jobs**



**\$6 billion**  
**estimated cost of road**  
**congestion.**



**Corridor capacity**  
**By 2046, our transport**  
**corridors will be at**  
**capacity.**

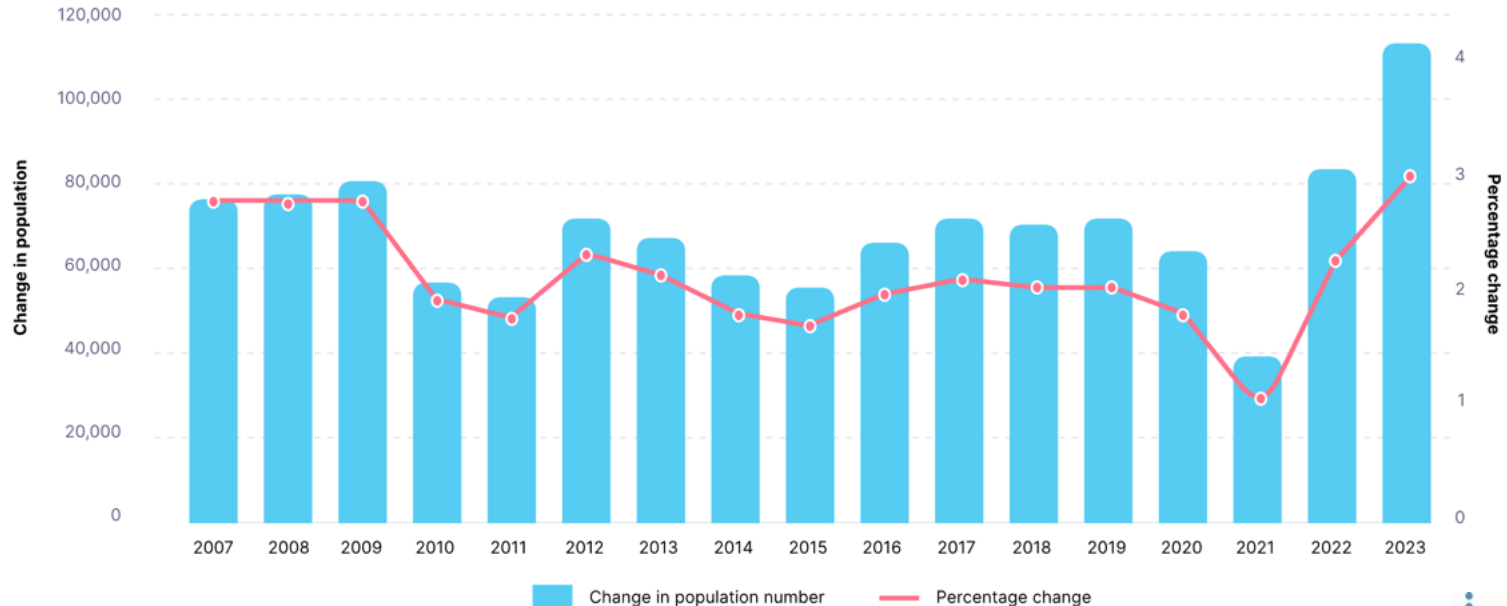
# Unprecedented Growth

South East Queensland (SEQ)

Annual Change in Estimated Residential Population (ERP)

**+115,452**

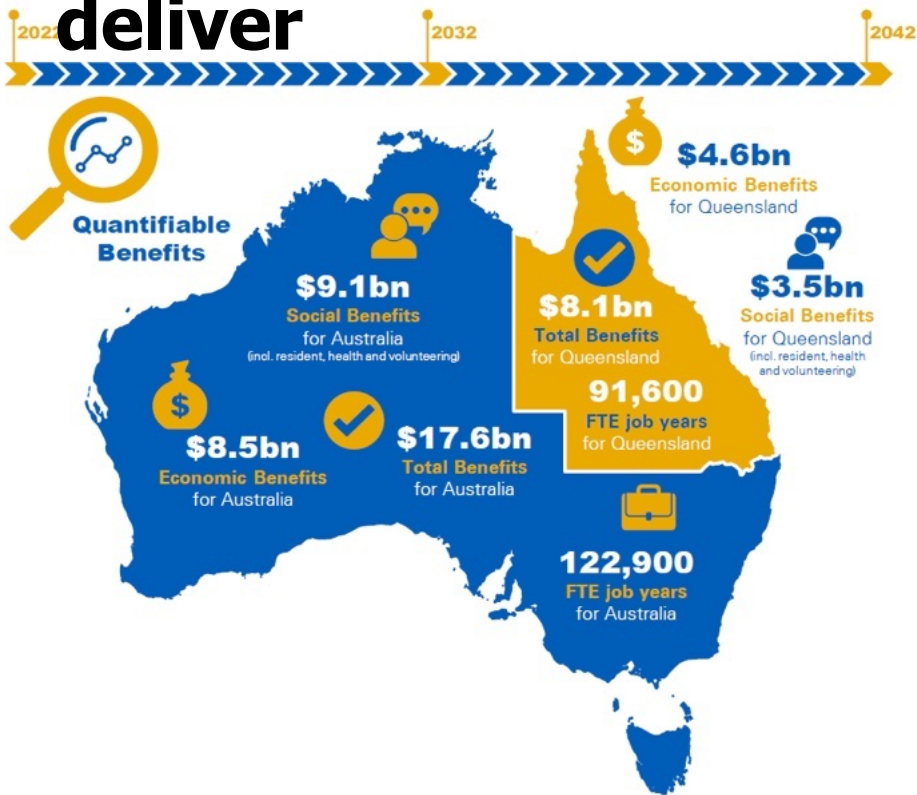
**⤴ +2.96%**





# **Key Opportunities for Brisbane 2032**

# Benefits 2032 can deliver



## Delivering additional social benefits including:

- ENHANCED** sense of community pride and social cohesion
- IMPROVED** elite sporting pathways
- ENHANCED** partnerships between industry and government
- ENSURING** the Games is inclusive for all

## Delivering a Climate Positive Games through:

- REPURPOSING AND UPGRADING** existing infrastructure with **enhanced environmental credentials**
- ENCOURAGING** behavioural change towards climate friendly policies and practices
- IMPLEMENTING** reducing, reusing and recycling initiatives
- MINIMISING** congestion and emissions through initiatives such as greater use of public transport

Source: KPMG, Brisbane 2032 Olympic and Paralympic Games - Preliminary economic, social and environmental analysis, June 2021

# Why We Pursued the Games



## Regional Connectivity

Using the deadline of a 2032 Games to accelerate critical transport and digital infrastructure for the region's growth.



## Job Creation

Delivering a cost-effective Games to boost job creation and economic growth for south-east and Queensland.



## Global Identity

An opportunity to position SEQ as a global destination for tourism, trade and investment.

# Public Support for a 2032 Olympic Games

**75%** of residents believe the Games can **accelerate transport infrastructure** in SEQ.

**72%** of residents are likely to **support a Games bid** on the basis that it **delivers transport infrastructure**.

Council of Mayors (SEQ) releases **feasibility study** in support for hosting the 2032 Games

Queensland Government releases **Value Proposition Assessment (VPA)** and announces bid for 2032 Games

Brisbane announced as **Preferred Bidder** and enters Targeted Dialogue with IOC

Brisbane announced as **2032 Olympic & Paralympic Games host City**



**Initial Council of Mayors (SEQ) meeting** to consider a Games Bid

**Australian Federal Government announces support** for Queensland 2032 Games bid

Queensland VPA and Games Master Plan **presented to the International Olympic Committee (IOC)**

Future Host Commission (FHC) **endorses Brisbane 2032 candidature**

**Brisbane 2032 Olympic & Paralympic Games**



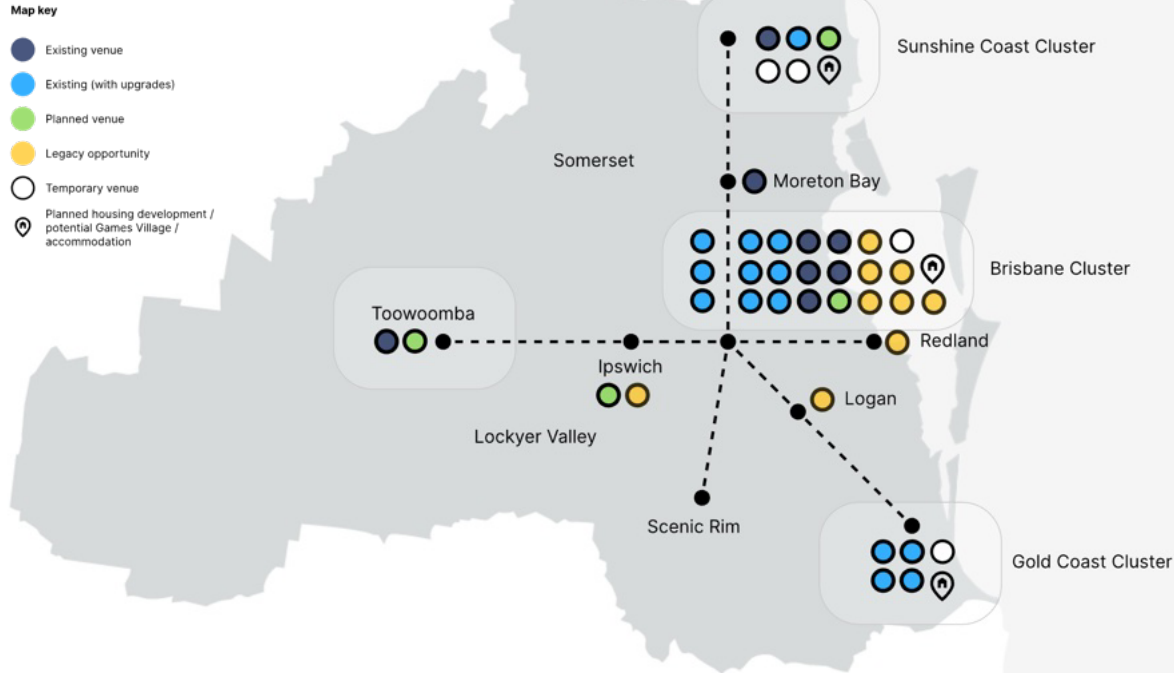
# A South East Queensland Games that delivers benefits for Queensland and Australia

# A legacy-led Master Plan for SEQ



- The proposed master plan framework for the Games was carefully aligned with the long-term planning objectives of the SEQ region with respect to:
  - Transport and mobility infrastructure and systems
  - Housing
  - Sporting venues and facilities
  - Urban regeneration opportunities

# 2019 Feasibility Study (2032 SEQ Olympic and Paralympic Games Feasibility Study)



**2019 Master Plan** was designed to accelerate legacy and support government investment in the region's growth needs.

## Significant venue audit

- Assessed all existing and planned venues/sites across SEQ – informed by strong consultation
- Considered technical, operating requirements and long-term legacy needs
- Legacy alignment opportunities

## 2019 Indicative regional master plan

- Balanced master plan spread and travel implications (achieving a 19-min average travel time)
- Aligned with regional growth planning policy i.e. SEQ Regional Plan supporting transport required to support growth – including a no-car Games.
- Integrated New Norms & Agenda 2020 principles

# Awarding the Games

- Brisbane 2032 Games was announced in July 2021 with a record-breaking lead time.
- Prioritising legacy projects to make South East Queensland faster, more liveable and more affordable for Brisbane 2032 and beyond.



# Elevate 2042

- Brisbane 2032 Olympic and Paralympic Games Legacy Strategy
- Creating lasting legacies for communities beyond the 2032 Games
- Inclusion of CoMSEQ priorities including Resilient Rivers, SEQ Waste Management Plan and Preventative Health



## Outcomes for the Region

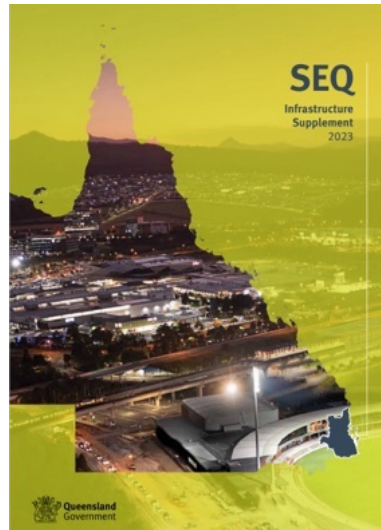
- Brisbane 2032 Mobility and Public Transport Strategy
- Resilient Rivers South East Queensland
- SEQ Waste Management Plan
- SEQ Preventative Health Initiative

# We have a critical window for regional planning that will shape our region for the future.

2032 provides an opportunity to align policy and investment horizons across government and industry.



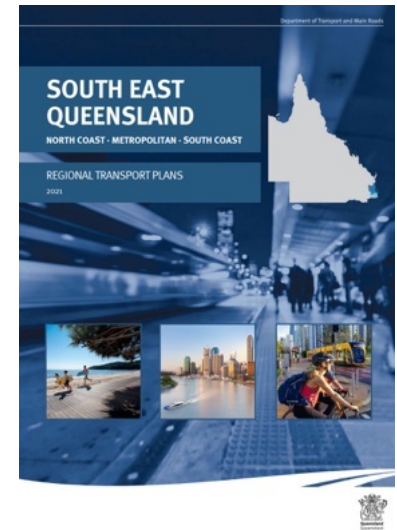
SEQ City Deal  
Implementation Plan  
**Released in 2023**



SEQ Infrastructure  
Supplement (SEQIS)  
**Released in 2023**

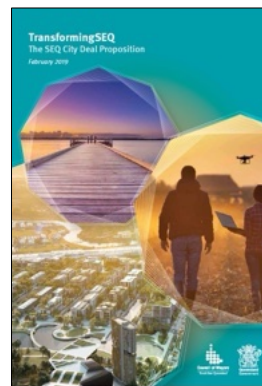
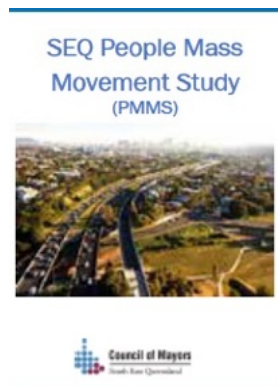
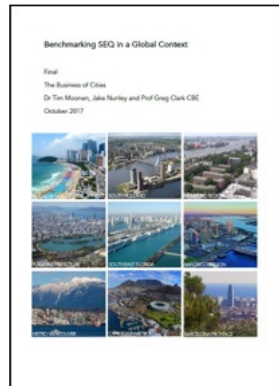
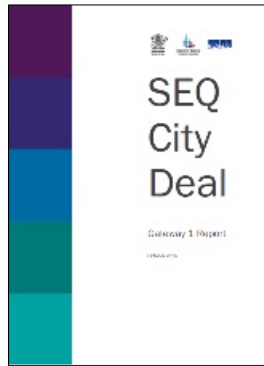
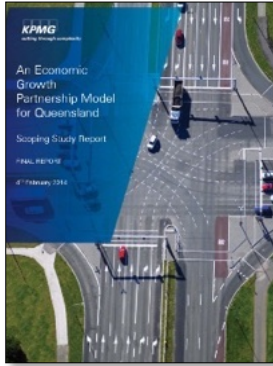


ShapingSEQ  
**Released in 2023**



SEQ Regional Transport  
Plan review  
**Due in 2024**

# Significant rationale behind the need for a new way of working and investing in SEQ



# SEQ City Deal

- Launched \$1.8b SEQ City Deal Implementation Plan with Australian and Queensland Government in July 2023.
- Significant work is underway to operationalise and implement 29 projects.



SEQCityDeal



# Strategic benefits of a City Deal



## Long term vision

Moving from numerous short term funding arrangements to committed multi-year funding packages (Foundation Deal 5 years - \$1.8b).



## Collective plan for growth

An aligned regional investment plan across all levels of government and industry creating reliability, consistency and a framework for partnership and investment.



## Smart Region

Strengthen governance and leverage opportunities to stimulate economic growth in SEQ.

# An opportunity to direct regional resources to reflect regional priorities



# SEQ Waste Management Plan

- Collaborative Plan launched in November 2022
- Aims to divert more than 1 million tonnes of waste from landfill each year by 2030.
- The Plan charts the trajectory for resource recovery over the next decade and outlines an evidence-based approach for strategic, regional investment.
- Used the Plan to negotiate State funding for implementation with standalone governance supported by CoMSEQ.



## Achievements for the Region

- Secured dedicated investment in the \$1.1b Jobs and Recycling Fund
- \$151m for GROW FOGO Program in QLD (green bins, bin lids, education) - significant funding for individual Councils
- Investigating Residual Waste solutions
- Organics processing roadmap – industry opportunity
- Funding Sunshine Coast and Logan MRF's
- Education and Behaviour Change program

# Resilient Rivers South East Queensland

- Partnership between Council of Mayors (SEQ), Queensland Government, water utilities, key regional waterways and catchment organisations and the community
- Established following 2011 and 2013 floods
- Coordinated catchment management can protect and improve the health and resilience of SEQ's catchments, waterways and the internationally significant Moreton Bay
- Deliver more through **collaboration, cooperation** and **coordination** together than working alone

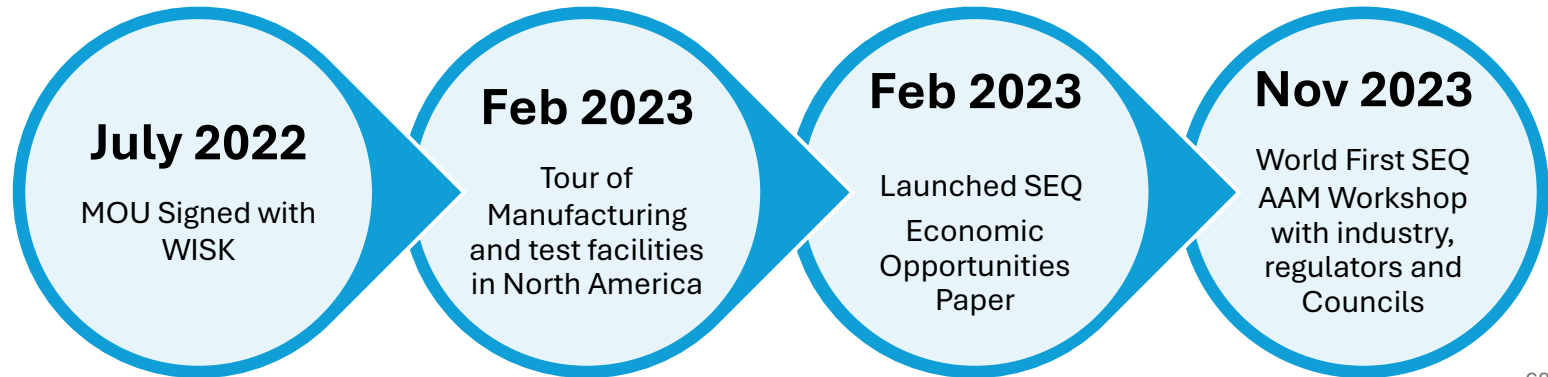


## Achievements for the Region

- Launched collaborative Strategy on 1 December 2023 with Minister Linard in partnership with Queensland Government
- Supports long-term framework for expansion and increased government and private investment
- Highlighted in ShapingSEQ and Elevate 2042
- SEQ City Deal: \$40m investment over 5 years
- Strong focus on local employment

# Advanced Air Mobility (AAM)

- Emerging sector \$2 trillion global industry by 2040, \$66b to Australian Economy
- By 2045 the AAM Industry is expected to have created over 4,600 new permanent jobs across the SEQ region
- Driver for major investment in infrastructure and advances in technology.
- Boost SEQ's international profile for global innovation and investment
- By 2031 demand for transport is projected to increase by 30%



# Collaboration and Investment Partnerships

## Local Government



## State and Federal Government



Queensland  
Government



Australian Government

## Strategic investment partnerships

New Corporate Partners



**Council of Mayors**  

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South East Queensland



An Australian Government Initiative



Regional  
Development  
*Australia*

LOGAN & REDLANDS INC

# Henry Friend

*Managing Director*  
*OneSolomons*





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# Lunch & Networking

*Reconvene 1:10pm*



## Panel Discussion



### The Raconteur

Mark Wallace,  
Principal, Econisis



**Aki Sihto**  
TinkerInk



**Ben Renwick**  
SeaLink (SEQ)



**Craig Addley**  
Walker Corporation



**Henry Tuttiett**  
Brisbane Airport  
Corporation



**Kaylee Clark**  
Clark's Logan City Bus  
Service



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Development  
*Australia*

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# Steve McDonald

*Taking Forward the Initiative*



# TMR: Your Say. Beenleigh-Redland Bay Road Upgrade







*Thank you for attending*

# Purpose Before Profit:

Elevating Logan and Redlands

