

BRISBANE'S GLOBAL PRECINCTS

A SHARED VISION
FOR AUSTRALIA'S
NEW WORLD CITY



brisbane
australia's new world city





FOREWORD

Brisbane is undergoing a period of significant transformation and becoming increasingly known for its entrepreneurial ambition and quality of life. To build on our current momentum and realise Brisbane's vision to be a leading new world city for lifestyle, investment, talent development and knowledge exchange, there is a clear opportunity for industry to partner and co-invest in the City's major precincts.

The existing and emerging Global Precincts identified in this document are the most significant contributors to our trade, employment and growth. These precincts attract both investment capital and leading talent; showcase our most innovative businesses; comprise our prized cultural assets and reflect the unique attributes that make Brisbane a vibrant and dynamic city. They are instrumental in shaping our identity and becoming a global top 10 lifestyle city.

Increasingly around the world, successful cities have adopted a collaborative management approach to precinct development. Some of the world's most renowned precincts are led, managed and promoted by partnerships of asset owners and institutions, supported by city government. This approach has advanced industry development, increased growth capacity, enhanced access and amenity, and raised international reputation.

This document sets out a coordinated approach to evolving Brisbane's major precincts, with a strong initial focus on the City's primary networks, namely Brisbane Metro, the Brisbane River and the existing knowledge corridor. The establishment of sustainable partnerships between investors, stakeholders and the City is key to realising the vision and potential for these major precincts.

I invite you to share the City's vision and work collectively to shape our future.

Graham Quirk
Lord Mayor

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A

EXECUTIVE SUMMARY

The City of Brisbane's vision for Global Precincts presents a significant and exciting shared opportunity to shape the future of Brisbane. Reflecting global best practice and the economic goals defined in the Brisbane 2022 New World City Action Plan, the City seeks to develop a framework built on partnerships, co-investment and unified aspirations. This sets a benchmark for how Brisbane embraces its growth potential.

Building on the Brisbane 2022 New World City Action Plan, Brisbane City Council and Brisbane Marketing have worked in partnership to develop Brisbane's Global Precincts approach. Specialist consultancy support has been provided by Urbis and JLL.

The three core drivers of the Global Precincts approach are:

Economic Internationalisation – develop our internationalised economy through fostering world-class innovation and entrepreneurship, industry specialisation, and industry and business agglomeration.

Quality of Life Enhancement – retain and expand our quality of life offer through enhancements to the urban environment, our social and cultural offer, and improved mobility and access.

Broader Leadership – diversify our leadership models through shared public, private, and community leadership in both investment and delivery.

This document establishes a clear vision and strategic direction to catalyse city-shaping change by identifying:

- Common precinct development success factors to develop a unique identity and economically powerful future
- Critical infrastructure to increase Brisbane's economic potential and lifestyle appeal
- Existing and emerging major precincts that have the strongest potential to elevate Brisbane's new world city reputation.

Implementation of the Global Precincts approach, through a sustained long-term city-shaping program, will set Brisbane among the world's best for liveability, reputation, investment, and visitation.



VISION AND CONTEXT

OUR VISION

Brisbane's major precincts play a pivotal role in strengthening the City's reputation as a top-tier global lifestyle, business and investment destination.

As our vibrant precincts evolve their unique identity and become increasingly interconnected, together they will:

- Develop our internationalised economy through increased innovation, talent development, industry specialisation and agglomeration.
- Retain and expand our quality of life offer through enhancements to the urban environment, improved mobility and access, and enriched social and cultural offer.

Our Global Precincts approach creates a targeted vision for Brisbane to be an internationally recognised city in which to live, learn, invest and grow.

“For Brisbane to be globally competitive, it must play to its strengths and make choices about its priorities and where to make assets count. In the next phase of Brisbane's transformation, the emerging and productive precincts will provide visibility and location for its industry specialisations. These industry sectors require proximity in order to grow, and exposure to attract talent and investment. Ensuring that these precincts are highly accessible and integrated within a broader network is key.”

Greg Clark
Global Urbanist

The Brisbane 2022 New World City Action Plan includes a series of guiding targets to reach by 2031 for economic output, employment and per-capita income.

These targets will see Brisbane continue to enhance its status as Australia's New World City and as the fastest-growing city at the centre of one of the highest-performing regions in Australia.

2031 TARGETS

ECONOMY	JOBS	INCOME
\$217 BILLION UP 95% FROM 2011	1.5 MILLION UP 443K FROM 2011	\$75K PER CAPITA UP 40% FROM 2011

BRISBANE'S POSITION AS A NEW WORLD CITY

Brisbane has some impressive credentials as a new world city (NWC). While the 172nd largest city in the world by population, it ranks well above this in a number of the core areas that characterise NWCs. These include investment intensity, innovation, and liveability.

Brisbane also has industry depth in several sectors including higher education, the digital economy, mining and resources, professional services, and conferences and conventions. However, many of its specialisations are known better regionally, rather than internationally.

The table below provides a summary of Brisbane's current rankings against key NWC indicators.

RISING TO THE NWC CHALLENGE

To support its NWC aspirations and continue to elevate its international reputation, the City has formulated the Brisbane 2022 New World City Action Plan. The Action Plan identifies seven key economic priorities, among which is the priority of "Diverse Districts and Productive Precincts".

Brisbane has recognised that to become a leading new world city it needs to develop precincts with scalable industry activity, world-class business environments, and global reach.

BRISBANE'S RANKING ON KEY GLOBAL INDICES

NWC Characteristic		Brisbane's Rank	
Index	Factors	(est) NWC	Global
Liveability (EIU)	Stability, Healthcare, Culture & Environment, Education, Infrastructure	9 th	18 th
Reputation (City RepTrak)	Safety, Leadership, Infrastructure (Hard & Soft), Environment, Technology, Business Environment	22 nd	46 th
Innovation (2 thinknow)	Cultural Assets, Human Infrastructure, Networked Markets	25 th	59 th
Investment Intensity (JLL)	Office, Retail, Hotel, Logistics	15 th	19 th
Visitation (Euromonitor)	International Visitor Numbers	>18 th	>150 th

NEW WORLD CITIES CASE STUDIES

To inform our precincts approach, a benchmarking study of a number of other globally recognised precincts within new world cities has been undertaken.

In looking at leading NWCs, five common structural success factors have been identified. These factors have enabled them to achieve their targeted outcomes and elevate their status as NWCs.

STRUCTURAL SUCCESS FACTORS

VISION AND LEADERSHIP

These are critical in translating an idea from concept to implementation. This is most effectively achieved through a project champion, whether an individual or organisation, government led, community led, or private entity led. Toronto's leadership came from State and Local Government through the initiation of the world's first Business Improvement Area (BIA) in 1970. This approach has underpinned over 45 years of precinct development including the Toronto Entertainment District BIA, and the Medical and Related Sciences Discovery District (MaRS), which has positioned Toronto as one of the world's leading NWCs.

GOVERNMENT SUPPORT

This is most effective in facilitating a framework for delivery that incorporates a strong vision and clear objectives. It is also key in removing road blocks to development and encouraging the empowerment of the core stakeholders. Copenhagen has a clear goal to become the world's most sustainable city. This goal has been led by the City Council over a sustained period of time and through a range of government supported initiatives including the City Pedestrianisation program, and the Liveable Green City policy.

COPENHAGEN

Plans to become carbon neutral by 2025 and the world's most sustainable city.

GLOBAL CITY RANKINGS

9th	10th	10th
Liveability	Investment Intensity	City Reputation

BARCELONA

Becoming a world leader in innovation.

GLOBAL CITY RANKINGS

13th	14th	14th
Innovation	Cultural Experience	City Reputation

DELIVERY VEHICLE

Precinct development is most successful when led by a commercially driven, autonomous entity responsible for implementation. Ideally this incorporates partnerships between government and the private sector underpinned by strong buy-in from local stakeholders. One of the most successful such organisations has been 22@Barcelona which was established by the City Council and has evolved into a municipal company owned and managed by local stakeholders. This organisation has been leading one of Europe's largest urban regeneration projects for over 16 years.

TORONTO

A world-leading city in medical technology and research.

GLOBAL CITY RANKINGS

4th	4th	5th
Liveability	City Reputation	Intellectual Capital

BOSTON

A world renowned city for education and the number one city in the US for fostering entrepreneurial growth and innovation

GLOBAL CITY RANKINGS

5th	7th	14th
Innovation	Human Capital	Investment Intensity

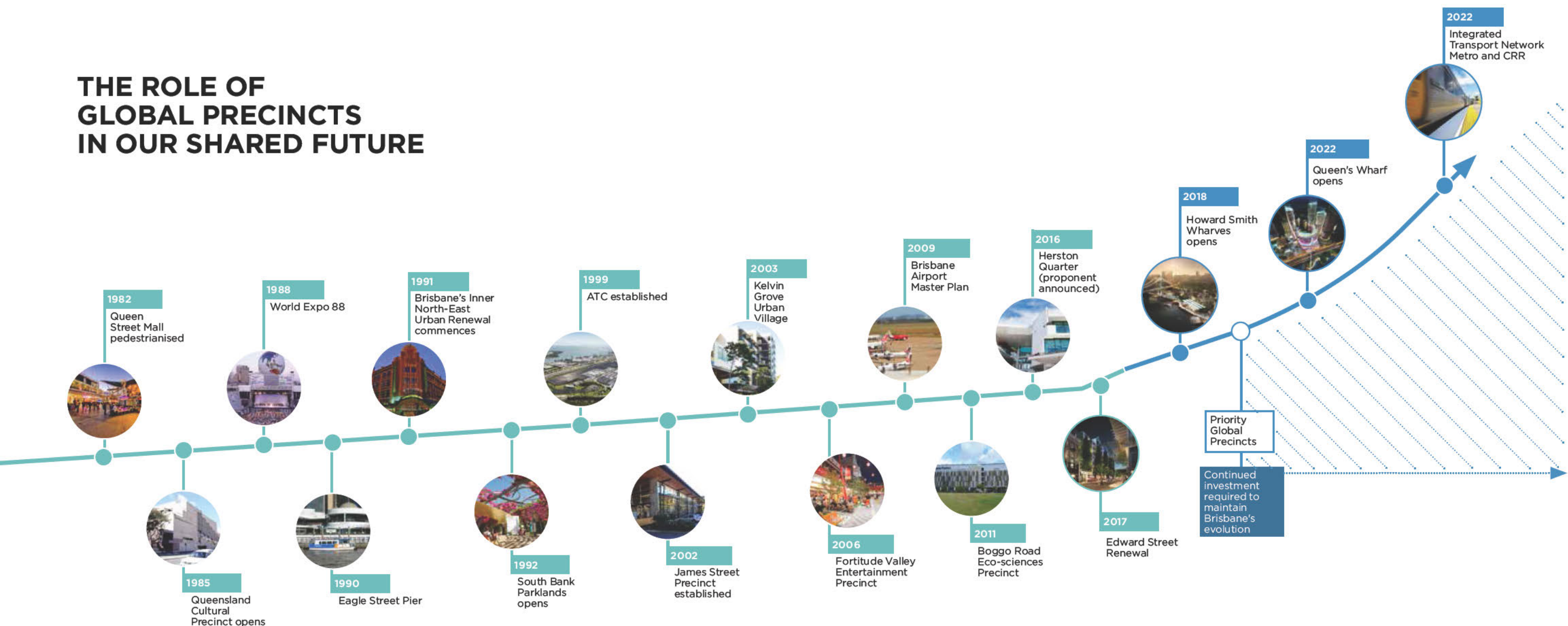
FUNDING MODEL

A multi-faceted approach to funding including tax incentives, value capture, business levies, government grants, and private sector sponsorship, provides the broadest base to sustain ongoing precinct investment and achieve meaningful precinct change. Initial funding for catalyst projects often comes from government, however ongoing precinct management is best achieved through self-funding mechanisms. In Toronto, the MaRS project funding was received from private sector developers and government funds paid back from rental revenues generated.

CATALYST OR ANCHOR USE

The incorporation of a catalyst or attraction of an anchor use is critical to building an early perception of precinct success and to encourage future investment. This may be the investment in major infrastructure to unlock an area's development potential such as the undergrounding of the freeway for Boston's Seaport district development, or securing a major event such as 22@Barcelona hosting the Mobile World Congress.

THE ROLE OF GLOBAL PRECINCTS IN OUR SHARED FUTURE



Precincts within a major urban metropolis represent an opportunity to drive collaboration and sector specialisation. They provide a focused geography for government and the private sector to optimise investment, address challenges and realise opportunities for precinct-wide, and indeed city-wide, economic development.

Brisbane's modern 30-year history of precinct development has primarily stemmed from Local and State Government initiatives, including the renewal of inner-city suburbs and development of the Queensland Cultural Precinct and South Bank. History has proven that the economic benefits for the City from these types of initiatives are immense.

For example, the initial investment of \$86 million in Brisbane's Inner North-East suburbs (Fortitude Valley, Teneriffe, New Farm, Newstead and Bowen Hills) between 1991-96 is estimated to have generated around \$5.3 billion in private sector investment in inner Brisbane over the 25 years since (Dr Lyndall Bryant, QUT, 2016). Under the tri-government partnership, seed funding for critical infrastructure was provided under the Federal Government's Better Cities Program, and combined with co-funding from Local and State Governments. Led by the Urban Renewal Task Force, this revitalisation of Brisbane's inner north is one of the City's most successful precinct projects and demonstrates the value of a partnership and co-investment model.

Public sector investment in South Bank and the Cultural Precinct was the catalyst for long-term investment by the private sector in commercial, residential, retail, and hotel land uses in the surrounding precincts. South Bank and the Cultural Precinct has also become one of our most visited and well-known destinations at a global level.

Brisbane's current largest single urban renewal project, Queen's Wharf, demonstrates the tangible results of Local and State Governments partnering to facilitate substantial private sector investment in an integrated way – through land use zoning, entertainment and gaming licensing, and public realm and infrastructure delivery.

To maintain Brisbane's evolution and accelerate progress, a shared vision and commitment to the City's future is needed. This shared vision, applied to Global Precincts and realised through collaborative partnerships between government and the private sector, provides a platform to attract major investment to Brisbane. This sustained investment will contribute to boosting our economy, evolving our urban environment and enhancing our new world city offering.



DEFINING THE OPPORTUNITY



BRISBANE IS A CONNECTED CITY

Brisbane's future transport network will be an integrated multi-modal system that connects the city's important economic hubs, inner-city neighbourhoods and residential communities. The coordinated delivery of the Brisbane Metro and Cross River Rail projects, and the potential delivery of upgraded freight rail infrastructure, presents an unprecedented opportunity for Brisbane to unlock the potential of our city's precincts. This transport infrastructure will transform how business operates in Brisbane, and will elevate the city's accessibility and liveability profile on the world stage.



BRISBANE IS A SMART CITY

Brisbane is a smart city built on research, creative knowledge and innovation. Our city's digital networks provide a framework for our innovators and researchers to connect with their peers, both interstate and overseas. The rapid transfer of knowledge and data will stimulate collaboration between the research and business sectors of our economy, driving the incubation and commercialisation of new products and services that benefit the city and the world.



BRISBANE IS A RIVER CITY

The Brisbane River is a key part of our global identity. At the river's edge our built environment meets our greatest natural asset, forming river precincts that are iconic lifestyle and cultural destinations. The extensive waterfront reach of the river connects precincts via pedestrian walkways and bridges, and water-based transport.



OUR CITY NETWORKS

Brisbane's transformation as a connected city is well underway. For precincts to prosper, we need to look at how our networks connect businesses, move people, share information and enhance supply chains. These physical and digital networks link precincts to each other, as well as to the region and the globe.

A city made up of connected precincts will stimulate economic activity, enable agglomeration and provide the quality of life that attracts the brightest talent and best enterprises.

BY 2041:



Estimated **54% INCREASE** in inner-city jobs

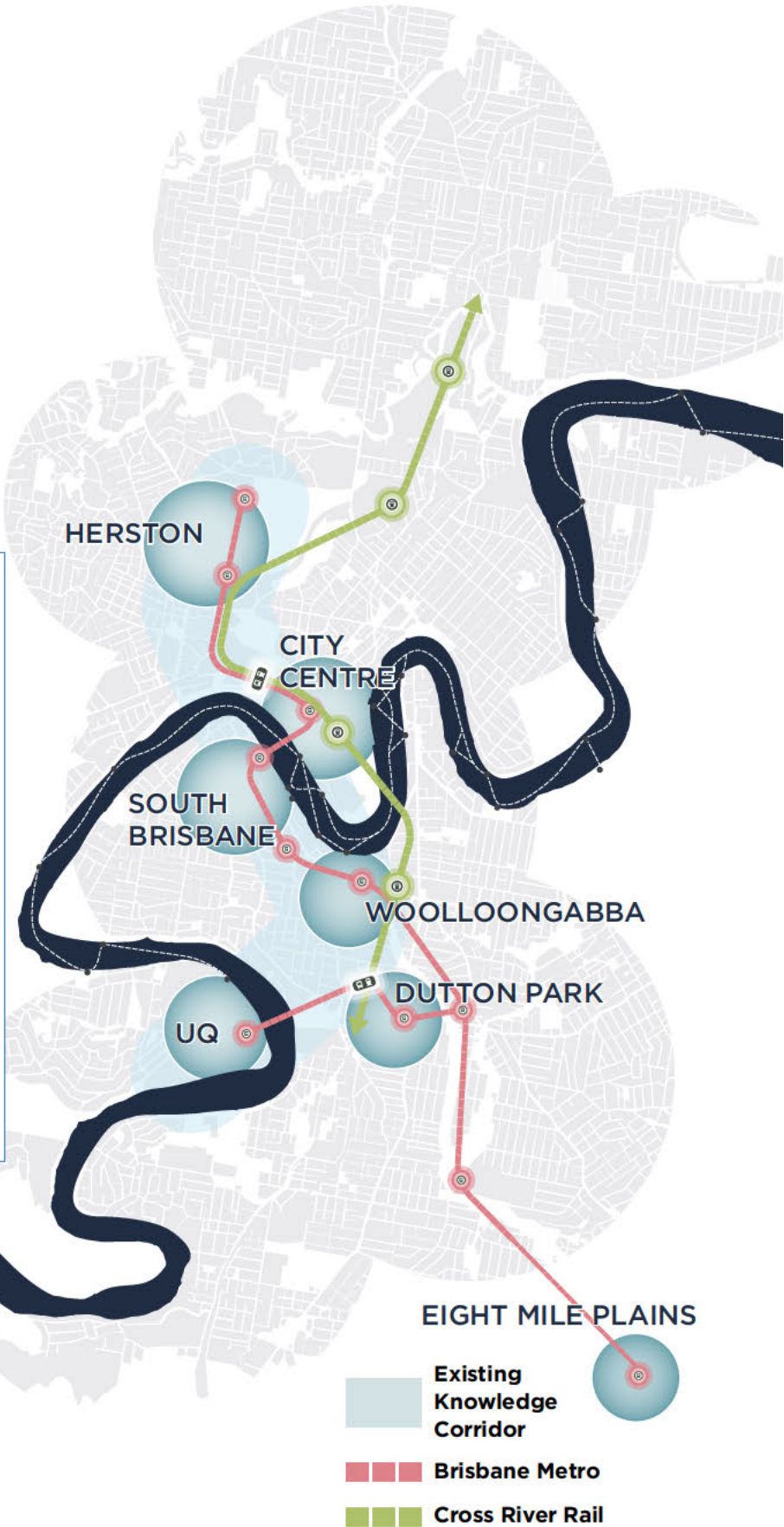


Estimated **60% INCREASE** in inner-city residents



Estimated **2X DEMAND** for bus travel

Source: Brisbane Metro business case, 2017



PRIORITISATION METHODOLOGY

The focus on Brisbane's Global Precincts is designed to increase the city's capacity for business and employment, enhance its global reputation and create a partnership model for sustainable long-term growth. To achieve this, a balanced approach that leverages existing strengths and assesses current constraints, within the context of global opportunity, has been developed.

The approach focuses on the objectives that will elevate Brisbane's position as a new world city, namely:

- » Raising the city's international reputation and visibility
- » Accelerating industry specialisation and clustering
- » Creating a globally recognised business environment
- » Building distinct area identities that reflect industry activity
- » Empowering precincts to become more self-sustaining

To accomplish this, Brisbane is adopting a strategic approach to develop its key areas into globally significant precincts.

The first step in achieving this is the identification of the city's precincts with greatest global potential. Investment and resources will then be concentrated in the areas that contribute the most to Brisbane's growth and international profile.

A detailed assessment was undertaken, taking multiple aspects into consideration, including:

- » Concentration of key industry growth sectors (as identified in the Brisbane 2022 New World City Action Plan)
- » Alignment with City Networks (transport, knowledge, river)
- » Global Precinct Attributes (trade, exposure, impact, networks, ambitions)
- » Quadruple Bottom Line (QBL) Economic, Social, Governance and Environmental factors

The prioritisation process considered 44 precincts, which were then shortlisted to the city's 16 major precincts. These range from CBD commercial concentrations, to inner-city knowledge-based precincts, to middle and outer-ring industry precincts.

	Trade	Has a globally trading economy based on Brisbane's industry growth sectors
	Exposure	Possesses at least one tangible quality that distinguishes it in the global market
	Impact	Supports enterprises and institutions with products and services that have global application and/or significance
	Networks	Connects to a network of international centres to leverage cross-cultural exchanges and economic opportunities
	Ambitions	Displays a commitment to achieving global prominence and ongoing engagement with the international community

BRISBANE2022 NEW WORLD CITY ACTION PLAN

ALIGNMENT WITH CITY NETWORKS



Connected



Smart



River

GLOBAL PRECINCT ATTRIBUTES



Trade



Exposure



Impact



Networks



Ambitions

QUADRUPLE BOTTOM LINE



Economic



Social



Governance



Environmental

IDENTIFICATION OF MAJOR PRECINCTS

Australia TradeCoast
City Reach
South Brisbane and Kurilpa
City West
Boggo Road, PA and UQ
Herston / Kelvin Grove
CBD Commercial / Retail Core
Woolloongabba / Mater

Fortitude Valley
South West Industrial Gateway
Upper Mt Gravatt / Eight Mile Plains
Toowong / Indooroopilly
Bowen Hills
Newstead
Willawong / Pallara Industrial
Wacol

BRISBANE'S MAJOR PRECINCTS

THE ECONOMIC CONTRIBUTION OF BRISBANE'S MAJOR PRECINCTS

With just over half of all Brisbane jobs, the major precincts contribute a significant 61% of GRP, and a substantial 80% of Brisbane's exports.



PROMINENT GROWTH SECTOR CATEGORY

- Knowledge-based / Education
- Advanced Industry / Food and Agribusiness
- Corporate Services / Visitor Economy / Creative and Digital

The existing and emerging Global Precincts identified in this document are the most significant contributors to our trade, employment and growth.

BRISBANE'S MAJOR PRECINCTS		STRONGEST GLOBAL PRECINCT ATTRIBUTES				
		Trade	Exposure	Impact	Networks	Ambitions
1	Boggo Rd / PA Hospital / University of Queensland		x	x	x	
2	Herston / Kelvin Grove			x	x	x
3	Upper Mt Gravatt / Eight Mile Plains	x				x
4	City Reach	x				x
5	City West (North Quay, Roma Street, Suncorp Stadium)					x
6	South Brisbane (South Bank, Cultural Centre, Kurilpa)		x		x	x
7	Australia TradeCoast (multiple precincts)	x			x	x
8	Valley Gateway	x				x
9	CBD Commercial / Retail Core		x			x
10	Woolloongabba / Mater Hospital	x				
11	South West Industrial Gateway (Archerfield and Rocklea)	x				
12	Toowong / Indooroopilly					
13	Bowen Hills					x
14	Newstead					
15	Willawong / Pallara Industrial	x				

PRIORITY PRECINCTS

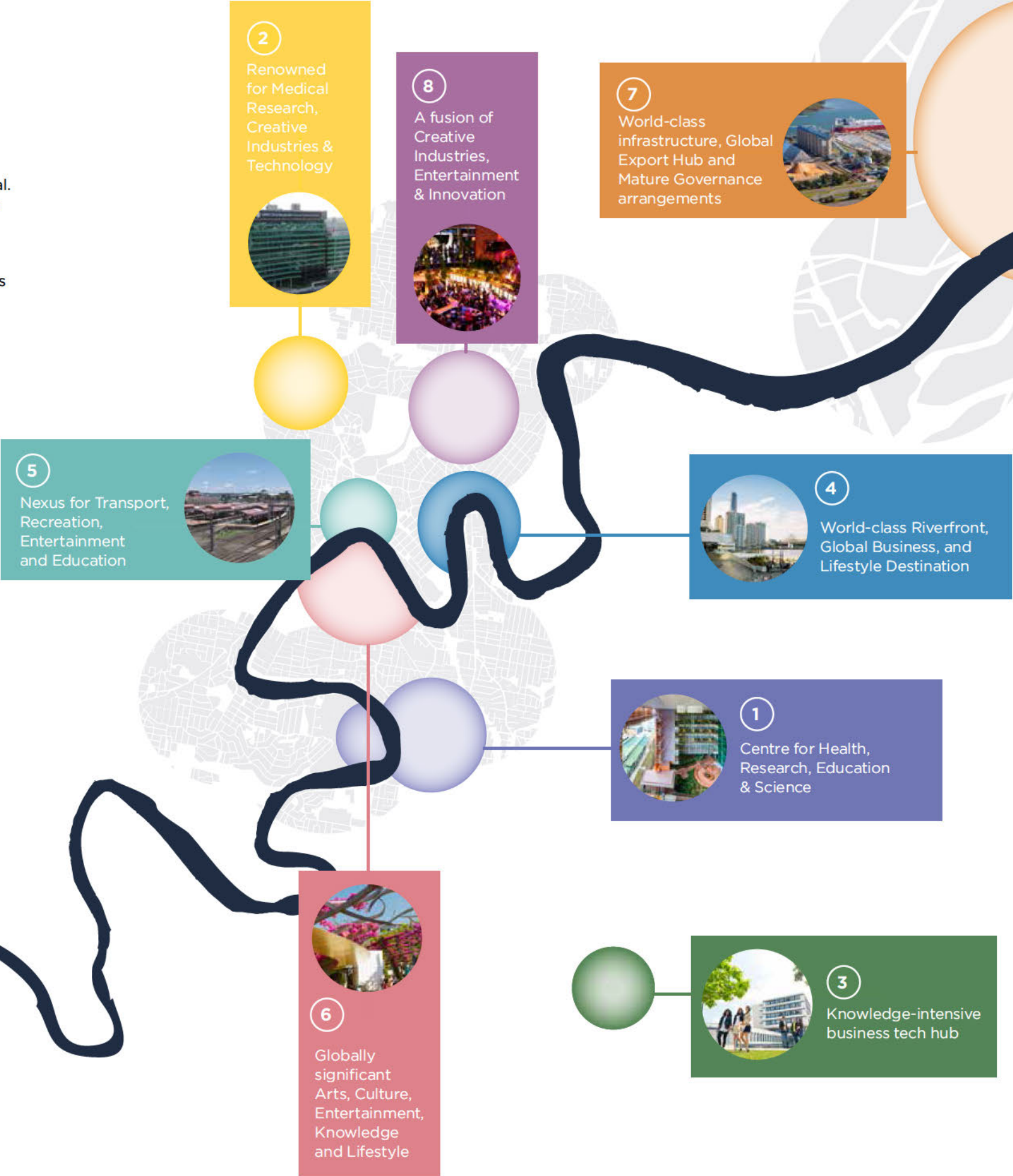
The future for Brisbane is bright — and the opportunities to create our global brand around our unique precincts are exceptional. This section identifies the priority precincts and the long-term benefits of taking a strategic approach. Importantly, the precincts work together seamlessly as an integrated city-wide solution, functioning as a network of connected opportunities that leverage the DNA of our great city.

THE TRANSFORMATION PHASE: PRIORITY PRECINCTS

Eight precincts have been prioritised from the shortlist of sixteen that have the greatest short-term potential to raise Brisbane's status as a new world city:

The first three precincts to be explored are those that most closely align with the Brisbane Metro opportunity.

- 1 BOGGO ROAD/PA/UQ
- 2 HERSTON / KELVIN GROVE
- 3 UPPER MT GRAVATT / EIGHT MILE PLAINS
- 4 CITY REACH
- 5 CITY WEST
- 6 SOUTH BRISBANE AND KURILPA
- 7 AUSTRALIA TRADECOAST
- 8 VALLEY GATEWAY



THE ECONOMIC CONTRIBUTION OF THE PRIORITY PRECINCTS

From lifestyle, entertainment and cultural assets to specialised medical research, tech-based employment and advanced manufacturing, the priority precincts each play a unique and critical role in the economic function of the city.

Over just a 15km geographic span, and with just over a third of the city's jobs, the priority precincts account for nearly half the Gross Regional Product and over 60% of Brisbane's exports.



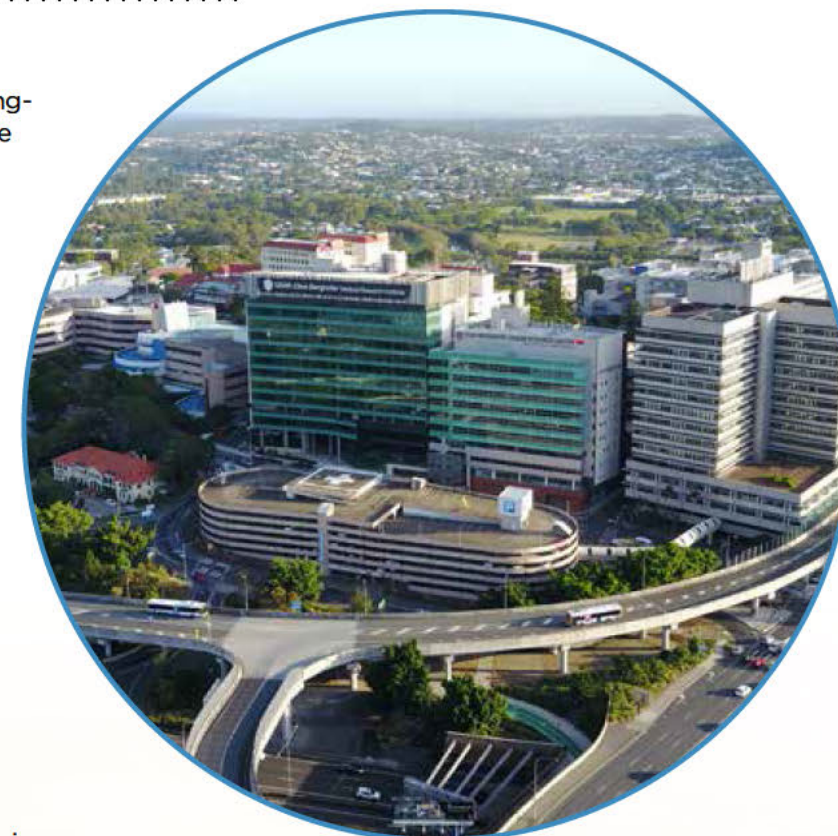
LONG-TERM BENEFITS

Brisbane's Global Precincts approach will deliver benefits to the economy of Brisbane through:

- Accelerated direct investment activity
- Rapid growth in the city's intellectual capital and innovation ecosystem
- Growth in high-value, knowledge-intensive jobs
- A significant uplift in international tourist visitation and expenditure
- An elevation of Brisbane's international reputation into the ranks of the leading new world cities

Benefits	Boggo Rd / PA / UQ	Herston / Kelvin Grove	Upper Mt Gravatt / Eight Mile Plains
Investment — Real Estate and Infrastructure Investment	\$5 billion plus long-term investment in medical and science facilities, networks, and human capital	\$1 billion plus short to medium-term investment in medical and science facilities, and mixed-use development	Promotes investment in transport infrastructure, Advanced Technology Manufacturing, commercial and residential development
Innovation and Knowledge — Improves innovation infrastructure and industry specialisations	Potential for national and international leadership in niche medical sector specialisation — adding to 2000 researchers	Advances specialisation in medical research and health care services	Enhances specialisation in Advanced Technology Manufacturing, adds to tertiary education infrastructure and encourages innovation partnerships
Reputation — Experiences; Beauty; Infrastructure; Potential for growth; Products and Services; Technologically advanced; Respected leaders	Potential to develop leading medical products and services Attract and retain internationally leading researchers	Strengthens credentials as a home to globally recognised medical products and services Attract and retain internationally leading researchers	New and improved infrastructure provides opportunities for employment growth and enhanced liveability, enabling the area to attract and retain a highly educated workforce
Visitation	Promotes business-to-business connectivity and exchange	Promotes business-to-business connectivity and exchange	Promotes business-to-business exchange, and increased professional development visitation rates

City Reach	City West	South Brisbane & Kurilpa	Australia TradeCoast	Valley Gateway	NWC Goal
\$2 billion in short-term investment in mixed-use development	\$10 billion plus long-term investment in office, entertainment, and transport infrastructure	\$5 billion plus long-term investment in Kurilpa peninsula	Revitalisation of under-utilised industrial land opens potential for major long-term investment	Potential to drive significant commercial and residential real estate development	Potential to push Brisbane into top 20 global cities for Real Estate Intensity and top 10 NWCs
Increases international Professional Services network Potential addition of 5000 office workers	Adds to secondary and tertiary education infrastructure Potential increase of 5-10% in CBD jobs	Adds to secondary and tertiary education infrastructure	Advances specialisation in Food Manufacturing and Advanced Technology Manufacturing	Facilitates large-scale development of entrepreneurial activity and business start-ups	Contribute to elevating Brisbane into top 20 most innovative cities in the world (2 thinknow index) and top 10 NWCs
Improves 2km of CBD riverfront (40% of CBD riverfront)	Expands CBD footprint by 25% Opportunity for significant public spaces and art	Added attractions — cultural and themed Improved public realm and wayfinding	Added land for industrial activities Strengthening of port and airport facilities	Improves safety of key entertainment precinct Attracts young entrepreneurs	Raise Brisbane's Global Reputation (City RepTrak index) to Top 20 cities globally and top 5 NWCs
1—2% increase in national and international visitors	2—5% increase in international visitors	5%+ increase in international visitors driven by major cultural attraction, events, conferences	Cruise ship terminal and second runway expansion will drive growth in international visitors in order of 10%+	1% increase in national and international visitors	Raise Brisbane into top 75 visited cities in world and into top 15 visited NWCs



E

EARLY INITIATIVES

Brisbane's Global Precincts vision brings together a blend of opportunities to add long-term value to the City. Outcomes will include Brisbane becoming more internationally renowned for its industry expertise, increasing investment appeal and creating a coordinated series of city networks.

To achieve these outcomes, a collective approach to prioritisation of investment, and a focus on key specialisations needs to be developed and shared.

A range of early initiatives, as part of a balanced, long-term city-shaping program has been identified. These include:

- **Industry consultation**
Build a shared understanding of the Global Precincts approach by further engaging with major precinct stakeholders and industry leaders
- **Connectivity**
Explore and define opportunities to enhance precinct success, through improved accessibility, network expansion and inter-precinct partnerships
- **Integration with Brisbane Metro**
Identify opportunities for key precincts along the knowledge corridor to optimise economic potential and engender a precinct-wide approach
- **Knowledge-sharing**
Exchange knowledge and showcase precinct approaches and governance models
- **Collaboration**
Engage with precinct leaders to identify opportunities for collaboration and strategic alignment



**FOR FURTHER DETAILS
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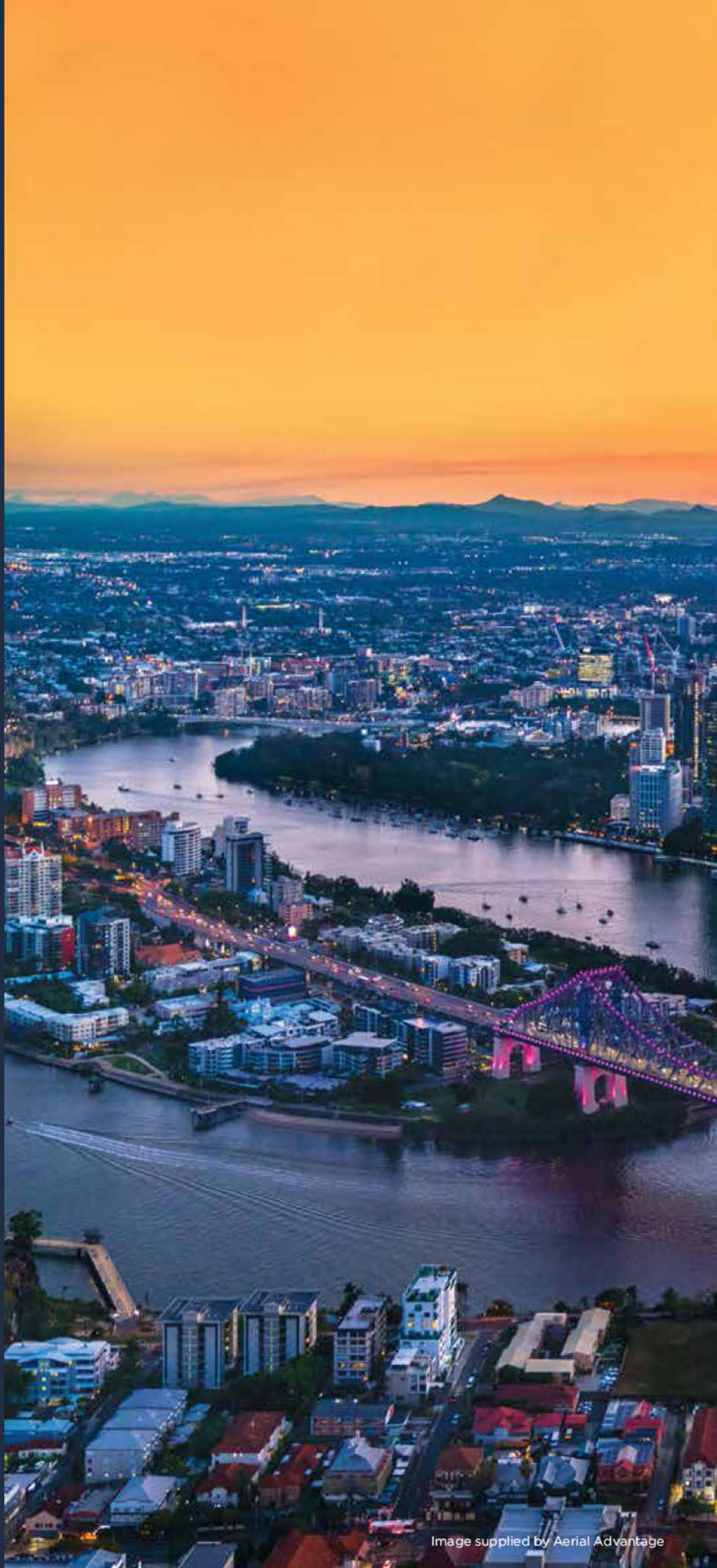


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