



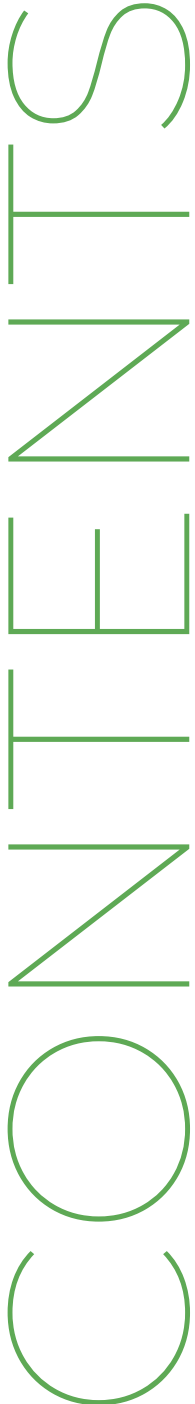
**COMMITTEE
FOR BRISBANE**

DESIGNING OUR FUTURE:

Economic, environmental & social
opportunities for south east
Queensland



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The Committee for Brisbane is an independent, not-for-profit organisation that, for the past 60+ years, has been an influential, apolitical organisation that has provided strong advocacy for the city and region.

Industry and community development are at the heart of our activities, with a focus on investment, infrastructure, environment, tourism and cultural development. The Committee for Brisbane has a Vision for greater Brisbane to be the world’s most liveable place. As we drive towards that goal, our activities are focussed on four key areas: connectivity, creativity, equity and enterprise. As part of our role to promote conversations about how to continue to grow a great city and region, some of our members have shared their thoughts and suggestions in this paper.

The Committee for Brisbane acknowledges the First Nations People of the region and their continuing connection to and care of the land, waters and community of that region. We also pay our respects to their Elders past, present and emerging.



THE GOLDEN OPPORTUNITY OF INNOVATION

PROFESSOR DEBORAH TERRY AC

Vice-Chancellor and President
The University of Queensland

At the moment, it feels like every new infrastructure project and urban development announcement in Brisbane is geared towards ‘completing’ the city ahead of that all-important Olympic and Paralympic deadline.

With such an astonishing range of projects currently in planning or underway, we have every reason to be confident that our city will shine when we have our moment in the global spotlight in 2032.

But we must also view Brisbane 2032 as more than just a global sporting event. Hosting the Olympic and Paralympic Games gives us a chance to rethink how we live, work, and play in this city – and, most significantly, it creates momentum to accelerate that change.

To truly capitalise, we need to invest in things that will generate economic activity and broaden the industrial base of the city. In particular, that means encouraging local entrepreneurship and innovation, which is so vital to the creation of new knowledge-based industries, globally competitive businesses, and high-quality jobs.

That might sound ambitious, but it’s well within our grasp. After all, Queensland produces world-leading research across a wide range of fields, including sports and life sciences, healthcare, biomedical sciences, energy, agriculture, and sustainable mining.

Our local research centres and laboratories are already generating the kind of new knowledge, discovery science, and invention that’s a critical input for innovation-led growth.

And, on top of that, we’ve seen increasing collaboration among industry, government and university partners, aimed at cultivating the local innovation ecosystem. This culture of collaborative innovation is a defining trait of innovative cities and precincts, globally.

Importantly, that approach is already evident in the new Food and Beverage Accelerator that’s based at UQ, which has a mission of driving growth in Australia’s food and beverage sector.

And it’s also apparent in the partnership between the Queensland Government, Sanofi, UQ and Griffith University to establish the \$280m Translational Science Hub that will position Queensland as a global mRNA vaccine hub.

These are encouraging developments that point to the growth and diversification of Brisbane’s economy. But we’ll need to keep building on them over the coming decade in order to truly seize this golden opportunity for our city.

OUR DECISIONS TODAY WILL ECHO INTO THE FUTURE



CHRIS BROWN

CROSS RIVER RAIL PRECINCTS
DIRECTOR
QIC

Brisbane is at a critical juncture in our evolution as a world-class city. With the forthcoming Brisbane 2032 Olympic and Paralympic Games, decisions made today will echo for generations to come.

The onus is on all of us to have the foresight to unlock the inherent value arising from this opportunity, to shape our city and our region for the better.

Generational master planning with an acute awareness of environment and societal megatrends is essential to delivering places of enduring value – creating investment opportunities and spaces that improve the quality of peoples' lives.

As we look to 2032, this is a vital operating philosophy for all of us to consider — and one we know works.

With more than 30 years' experience in master planning real estate assets, we know intentionally conceived precincts will draw investors, and create a hub for commerce and culture, which in turn drives investment and value back to users, owners and the community.

As one of Australia's significant real estate owners, incorporating a portfolio of some of the country's largest shopping centres, we are purposely disrupting the industry with our Town Centre Strategy — a response to the changing way people live, work and shop.

Our strategy involves holding a fresh, powerful vision for a centre, and incorporating a broader mix of uses so traditional destinations become multi-dimensional day and night experiences.

This creates 'nexus value' – a higher order value that delivers captive customer bases, secures the asset within the fabric of its community, creates new opportunities for retailers, and delivers dividends for our clients.

The recent ~\$1.4 billion sale of 80 Collins Street, Melbourne — our commercial, retail and residential development at the Paris-end of Collins Street — is evidence of our strategy in action.

Closer to home, we are delivering one of Australia's largest urban renewal and city-shaping infrastructure programs — the four above-ground precincts for the Queensland Government's \$6.3 billion Cross River Rail project.

As the master developers of the precincts, we will help Brisbane avoid the growing pains of other large global cities and do 'world-class city' differently. The four lively new precincts will create powerful economic opportunities, a fresh social buzz, and attract the best and brightest globally.

Our global track record in large infrastructure, retail and town centre mixed-use development, as well as in private and venture capital funding, equip us to unlock this powerful 'nexus value' for Brisbane. We know the collective decisions made today will impact us all in the future.



PUSHING THE LIMITS TO CREATE A HEALTHIER VILLAGE OF QUEENSLANDERS

DR ROBYN LITTLEWOOD

**CEO
HEALTH & WELLBEING QUEENSLAND**

Without doubt, hosting the Brisbane 2032 Olympic and Paralympic Games offers a once-in-a-lifetime opportunity to build a legacy of health and wellbeing benefits for the next generation of Queenslanders.

Stepping up to seize the myriad of opportunities arising from the games requires bold and relentless commitment and action, which is something Queenslanders are already very good at, especially when it has the potential to change the trajectory of children's lives.

At Health and Wellbeing Queensland (HWQld), we intend to build a village, not an athletes' village but rather a place where all Queensland children born today experience better health outcomes than the generations of Queenslanders before them. Where living a healthier life is easy, more affordable, accessible, and equitable. Sport and recreation is one of the great opportunities to make this happen. Good nutrition, adequate sleep and looking after your mental health are also vital.

We recognise that by uniting people, sectors and communities to champion a positive health agenda, starting with our children, we stack the odds to achieve healthier outcomes for our future generations. We are pushing the limits and driving every public health lever to ensure our village is built and sustainable. We've got about nine years to do this, and we need every hour of every day to achieve it.

Of many of the key strategies HWQld is delivering, our recent launch of the new A Better Choice Food and Drink Supply Strategy for Queensland Sport and Recreation Facilities is a game-changer. We are working with partners across all sectors to deliver healthier environments for all to enjoy, having already implemented across healthcare facilities with plans to expand into schools, stadiums, universities, cafes and restaurants, reaching across the entire state.

A village that provides 'A Better Choice' is where children understand what 'A Better Choice' means, literally, choosing healthier options as they prioritise the benefits to their health, the local economy and the climate. Our village could experience visitors to the Brisbane 2032 Games who remember Queensland as the sun-filled yet smart urban village where everyone feels healthier when they leave, something that aligns so beautifully with 'the Sunshine State' reputation we have enjoyed for many years.

A village where healthy food and drink products, clearly labelled with their nutritional value, are the preferred option, they are easy to find and even more affordable than ever before. However, this village is different. It will show the world what can be done and how a brilliantly planned 2032 Games legacy strategy can achieve it.

In 2032, this means a seamless offering of healthier food and drink options for our visitors but it's so much more than that. It means improved health outcomes for our entire population, and a true legacy that can be shared for future Olympic and Paralympic Games planning for the people of the host city, state and country.

Together, we can create a future where GenQ has the best chance to lead a healthier life, no matter who they are or where they live. We can achieve huge impact collectively by making small achievable changes within each of our spheres and environments, however, all making up our village.

We've already started the hard work to build our healthy village with outcomes already reported. In 2032, we can't wait to show the world how it's done.



BRISBANE AIRPORT'S GREAT TRANSFORMATION

GERT-JAN de GRAAFF

CEO
BRISBANE AIRPORT CORPORATION

Almost 100 years after Brisbane's first airport opened, Brisbane Airport is embarking on its next great transformation.

It will be the biggest investment in our history, with \$5+ billion of spending in the coming decade.

We're investing now, to get ahead of the population growth curve so we're ready for 2032 and beyond.

We're investing now so Queensland and the world are more closely connected.

We're investing now so passengers, cars and planes won't need to queue on the ground or in the air.

We're investing now to be a sustainability leader and to be ready for the next generation of cleaner air travel.

And we're investing to make it easier for businesses and industry to relocate to the state's best employment hub, and our freight gateway to the world.

This transformation is what we call Future BNE, and it will include a third passenger terminal, major refurbishments to existing terminals and the region's best connected commercial land.

Brisbane Airport plays a critical role in industries that are crucial to Queensland, including tourism, resources and mining, agriculture, aquaculture, healthcare, communications, and defence. Our connectivity to all parts of the country, and the world, makes this possible.

But like any good city, Brisbane Airport is about more than just the economy. It's the place that makes it possible for millions of people to easily explore their country and the rest of the world, to stay connected to their families and friends, and to pursue their dreams.

And we'll do it sustainably.

In 2025, Brisbane Airport Corporation will be net zero for Scope 1 & 2 emissions thanks to a landmark deal to use Queensland generated solar and wind energy. And we are playing a leadership role within the industry to further help decarbonise aviation.

Brisbane's future is bright indeed.



DILSHANI WEERASINGHE

**EXECUTIVE DIRECTOR
QUEENSLAND BALLET**

PUTTING QUEENSLAND ON THE WORLD STAGE THROUGH PARTNERSHIPS

At Queensland Ballet, we are guided by our own version of 'it takes two to tango'. We believe that life is a perpetual pas de deux - an opportunity to join forces and create partnerships that leverage the knowledge and skills of those around us, paving the way forward for Brisbane and our state.

In 2023, art is no longer just art for art's sake. It is a powerful vehicle to create impactful connections with our community, with fellow artists and enablers, with audiences and participants. We see a valuable opportunity to bring industries and thought leadership together, strengthening ties and driving innovation through a broad range of endeavours. Connection is the foundation of health and wellness, driving factors at the forefront of all that we do at Queensland Ballet.

A liveable city is one in which inhabitants and visitors feel safe, inspired and well, one in which the arts sit at the very core of a vibrant destination, not just to entertain, but to enrich lives. As we explore how to activate our home in Brisbane, the Thomas Dixon Centre, a major piece of WELL™ -certified infrastructure for the local landscape, we strive to put the wellbeing of our staff, our patrons, our sector and our visitors and neighbours first.

Our home on Montague Road, set to become a destination in its own right throughout the next decade, adds to Brisbane's appeal as an internationally recognised lifestyle and leisure hub. It creates opportunities

for the employment and development of artists and arts-workers, provides much needed infrastructure for the sector and promotes the development of an astute and engaged cultural community, a strong economic draw for Brisbane tourism.

By nature, our sector is creative – we are proud of the impactful outcomes achieved through partnerships, by ourselves and our peers. As a sector, we relentlessly pursue opportunities to create and sustain employment for artists and enablers, advocate for support from government, private sector and community and deliver impactful health, education and wellbeing outcomes for Brisbane and SEQ. Our collaborations hold the potential to redefine urban livability by addressing multifaceted challenges, fostering a sense of community, and inspiring transformative change.

To fully harness the positive impact of arts on health and wellbeing, effective policies and funding mechanisms need to be established to encourage cross-sector collaboration, enabling artists, healthcare professionals, researchers and policymakers to work in unison.

We are a long way from the rest of the world – it is our responsibility to put Brisbane on the world stage. By cultivating an environment where these partnerships can thrive, SEQ can usher in a new era of wellbeing and creativity for the entire community, just in time to shine brighter than ever when the world focusses its attention Down-Under in 2032.

THE CITY OF MORETON BAY - A VISION FOR A POLYCENTRIC CITY



PETER EDWARDS

DIRECTOR
ARCHIPELAGO

The City of Moreton Bay, Australia's newest city and one of its fastest-growing regions, is embracing the concept of the 'polycentric city', an innovative and sustainable urban planning model for the 21st century.

The newly developed Polycentric City Vision aims to amplify the fundamental qualities of a loose fit, lifestyle-focused urban ecosystem, rich in natural assets, with multiple centres, distributing opportunities for work, living, learning, and leisure across the region.

The traditional 20th Century monocentric city model has led to challenges like carbon-intensive transport and energy systems, highly centralised infrastructure and amenity creating socio spatial inequalities that marginalise and isolate – a form of city of the 'haves' and 'have nots'. To address this, Moreton Bay is shifting towards a polycentric approach to its conurbation through a form of city that embraces its many established centres and focusses on distributing amenity, providing diverse living and employment choice.

Connectivity is one important element. By countering the predominant north-south highway movements with enhanced east-west corridors that connect its interesting centres, Moreton Bay will become less a city that people 'go through' and more a city that people 'go to'.

Lifestyle connectors will activate and enhance existing riparian networks for pedestrian and e-mobility pathways. Transport innovations will provide new ways to move around the polycentric city. Funding has already been set aside to assess the reintroduction of a bayside ferry service as an example.

The polycentric city model has the potential to reduce socio-economic disparities by distributing opportunities more equitably across the region. With a projected rapid population growth, thoughtful urban planning is crucial to harness growth as a force for positive change.

The journey towards a polycentric city demands collaboration and vision from all stakeholders involved. Creating an inclusive vision for growth has played a vital role in building enthusiastic advocacy and optimism for the transformation, as well as contributing to a growing sense of identity.

The City of Moreton Bay's polycentric city vision presents a promising opportunity to reimagine urban living for the 21st century, fostering sustainability, equality, and connectivity.

As the region grows, the path it chooses now will shape its destiny for generations to come, inspiring other Australian cities to embark on their transformative paths toward a brighter future.



WORKING TOGETHER TOWARDS A HOUSING LEGACY

DR KALI MARNANE

ASSOCIATE DIRECTOR
URBIS

Out shopping with my grandmother recently, I started talking to the sales assistant. A single woman in her 50s, she explained to me how hard the last year has been. She was moved out of the home she raised her family in because the owner was selling to investors after the Covid-19 boom.

With her part-time wage and focus on looking after her family, she was never able to buy a house. She could no longer afford to rent in the same area and there were no smaller apartments or attached houses to downsize into. Her children had grown up and moved away, and although she visits them regularly, she did not want to burden them or uproot her life and leave the area she loves.

At first she stayed with friends, but this wasn't a long-term solution. She found accommodation in a caravan park, but it flooded in heavy out-of-season rains. Back living with friends, she was finally connected to a family with a granny flat she could rent. She's not sure how long she can stay, but for now she has a home and her independence.

It was a struggle to maintain her job throughout months of upheaval, but she managed. Although she was hoping to retire sometime soon, she is thinking about taking on a second job to ensure her stability in the long term.

Stories like this are the face of our housing crisis. Our friends, family and community are unable to meet their basic shelter needs because of regulations that have caused a lack of affordability and diversity in housing supply, exacerbated by supply chain issues and rise in land values as a result of the Covid-19 pandemic.

Increasing housing supply is still the most effective and efficient for promoting housing affordability, however, will not solve the entire problem. Investing in social and affordable housing, innovating to support local infill housing, facilitating sustainable growth, and designing for the wellbeing of our unique and diverse residents is critical in meeting the challenges we face today. To do this, we must reach across disciplinary boundaries at multiple scales.

Working together, with the Olympics and Paralympics as a milestone, on a long-term housing legacy can help to ensure that we all have access to a diverse range of sustainable, affordable housing options, well-located within supportive neighbourhoods.

Housing is not just a product, to be bought and sold for financial gain. Housing is a basic need, a right, that can unlock our potential to fully participate in society, something worth working together for.



ERIN THOMAS

VALUE PEOPLE NOT PROJECTS: TRANSPORT PLANNING FOR AN INCLUSIVE FUTURE

Board of Directors & Qld President
Australian Institute of Traffic Planning
and Management

Historically Australia has been very traditional in our approach to transport, by building new roads when we reach capacity.

The pandemic has altered our reality and the ways in which people connect and move are rapidly changing. The traditional 9-5 workday has exited stage left, we need to enable flexible working arrangements and embrace working from home by better supporting local communities with sustainable public and active transport.

New technology and a focus on sustainable transport is creating an environment where constant change is the only thing we can predict with certainty.

For south east Queensland, the 2032 Brisbane Olympic and Paralympic Games adds another layer of complexity, with the need to move large crowds long distances and economically deliver a legacy for our community.

City shaping infrastructure like Cross River Rail and Brisbane Metro need to be supported by developing the active transport network to be accessible and connected.

These are not challenges, but opportunities to reach our vision of an inclusive transport system for all Australians, which is crucial to accelerating our progress towards creating equitable, accessible cities and regions.

As transport professionals and humans, we challenge our local, state, and federal governments to work together to prioritise people and communities by valuing social, sustainable, health, and environmental benefits.

Now is the time to transform our project funding processes to value people, rather than the more easily quantified measures like vehicle travel time benefits. Now is the time to elevate our design standards, which are often seen as the bare minimum, to provide inclusive mobility as the norm, not as the award-winning exception.

The Brisbane 2032 deadline is the best opportunity, and probably the only opportunity, to enact change on this scale and shift our transport system to one of inclusive mobility. We can do it.



RACHEL NOLAN

Special Advisor at Deloitte Access Economics and Chair of Bicycle Queensland

VALUE PEOPLE NOT PROJECTS: TRANSPORT PLANNING FOR AN INCLUSIVE FUTURE

The decision for Queensland to host the Brisbane 2032 Games was a spectacularly big call. The Games bring cities international attention and the potential of genuine transformation. They also carry real risk in terms of cost and ongoing community support.

In the modern era, three cities are recognised as having positive Games legacies; Barcelona 1992, Sydney 2000 and London 2012.

Each delivered a great Games. More importantly, each used the Games to reshape the urban form.

Barcelona was transformed by the Games with a combination of a hard deadline and European investment opening up the waterfront, expanding the metro and rejuvenating the historic urban core. Sydney built a new railway line, making the old industrial area of Homebush into a high density urban space while London gentrified East London, again with rail and civic infrastructure.

In each city, Games organisers asked not just “what do we have to build to deliver the Games?” but “what is the legacy we want these Games to deliver to us?”

As public opinion has moved from excitement at Games award to inevitable circumspection through the hard years of delivery, organisers were prudent to pause and undertake an infrastructure review.

That review should focus not just on cost but on legacy; how the Games can best contribute to our city’s future liveability.

In the eight remaining years to 2032, Brisbane faces three over-arching challenges; a housing affordability crisis, population growth and an emissions reduction challenge which will see focus move to transport as the energy transition gathers pace.

These challenges all have the same solution: green, walkable, high density precincts in Brisbane’s inner city. State government and BCC leaders know that. It’s why we have priority development areas at Hamilton, Woolloongabba and Roma Street, plus a focus on West End.

In the 1980s Expo transformed Brisbane, leaving Southbank as its legacy. The Games are our chance to do it again, by thinking not just of venues but of the spaces in between. These are our Games. The legacy for our city and region remains ours to shape.



TOM RAYMOND

QLD GOVERNMENT CLIENT EXECUTIVE
ACCENTURE

LEVERAGING EMERGING TECHNOLOGY TO GROW BRISBANE SUSTAINABLY

In recent years, accelerating climate change has prompted senior leaders in Australian business and government to emphasise sustainability as a key driver of change in their organisations. This mirrors a global trend, as reported in the 12th United Nations Global Compact – Accenture CEO study which surveyed over 2600 CEOs and found that:

- 98% of CEOs believe that sustainability is core to their role, with 63% launching new products or services related to it;
- 55% are improving sustainability data collection across their value chains;
- 49% are investing in renewable energy resources.

Additionally, 93% of CEOs reported other factors – such as price volatility, talent shortages, and public health threats including COVID – as being areas of concern for their business.

Despite these challenges, Australia is well-placed to overcome them and deliver on the required climate-positive 2032 Summer Olympics

As Brisbane prepares by prioritising sustainable growth and committing to hosting a climate positive Games, it could leverage emerging technology to achieve the goal.

We have seen technology be used to drive practical, meaningful progress on sustainability goals. Some of these include:

- Develop a smart city framework to monitor and manage energy consumption, waste generation, and transportation systems in real time.
- Utilise data analytics and artificial intelligence to optimize resource allocation, reduce energy consumption, and enhance overall efficiency.
- Develop digital platforms and apps that provide tourists with information on sustainable activities, local culture, and low-impact experiences.
- Leverage digital construction techniques such as generative design for more sustainable material choices and advanced work packaging to improve the environmental footprint of end-to-end construction processes.

Brisbane has an opportunity to sustainably accelerate preparations for the Olympics and Paralympics and use cutting-edge technologies to do it.

By integrating these strategies and leveraging advanced technologies, Brisbane can not only host a successful and memorable Games in 2032, but also deliver on the promise to host the first Climate Positive summer Olympics, inspiring cities around the world by proving what is possible.

EMBRACING THE DIGITAL FUTURE



KATHRYN JONES

FIBRE EXECUTIVE
TELSTRA INFRACO

In the age of hyperconnectivity, our world is experiencing unprecedented digital transformation. The significant surge in online services, remote work, online education, high-definition gaming and streaming entertainment, and autonomous machines and AI has created an insatiable appetite for high capacity, ultra-low latency data networks.

In the midst of this, Brisbane and the south east Queensland (SEQ) region is undergoing a period of rapid acceleration and growth as it prepares to host the Olympic and Paralympic Games in 2032. Between now and then, population across the state is forecast to grow by more than 16 percent, with the majority of that growth concentrated in SEQ.

The arrival of the Games will bring unparalleled digital demands as millions across the world watch on in real-time, driving the need for cutting-edge digital infrastructure.

In response to this growth and demand for data, InfraCo has commenced building the intercity fibre network that aims to lay the foundation for Australia's future digital economy.

Building upon our existing fibre networks, we are laying dual fibre paths between capital cities – an express path and a foundation path. The express path is designed for customers seeking dark fibre over long distances connecting capital cities, while our foundation path will provide the ability to connect to regional and remote locations.

It will also enable express connectivity between capital cities, including Brisbane to Sydney, with a simulated network trial reaching speeds of up to 61.3Tbps per fibre pair capacity, which is almost seven times today's typical capacity of 8.8Tbps per fibre pair! When complete, this network will further connect Queensland, and Australia, to the world through connections to international subsea cable routes.

Construction is already underway on this significant digital infrastructure project which aims to accelerate opportunities for Brisbane and SEQ, attract investment and enable business on a world stage.

For the Games to deliver the urban transformation I'm talking about, government will have to get itself out of the mire of immediate controversies and find the capacity and the courage to crack on.

To my mind, the business community can help by doing three things –

- We can provide infrastructure, sustainability and program management capability
- We can deliver the technology like AI and digital twins to guide quality decision making, and
- We can engage thoughtfully, moving from the what to the how of the task at hand

Here, the Committee for Brisbane has a real role to play. If business hangs back and waits to see how things play out, we will become a part of the problem. If we bring our best in a thoughtful, disciplined and structured way, we can have a voice in the main game and contribute to the genuine transformation which is right here, within our reach.



SAMANTHA VIDLER

**BRISBANE MARKETS MANAGING
PARTNER
PwC AUSTRALIA**

FAMILY BUSINESSES NEED TO SECURE THEIR FUTURE

Australia's family businesses are optimistic about the future, and they are planning for growth. Strong environmental, social and corporate governance will support them across the business lifecycle and set them up to achieve their goals.

Family businesses are the backbone of our economy here in Brisbane and south-east Queensland. As well as feeding us, housing us, clothing us, transporting us, and keeping us well and healthy, family businesses are a major employer in our region.

We know that this market has enormous potential. I'm proud to be working with some of Queensland's best and brightest business leaders, bringing global and national insights to the local context.

The findings from PwC's latest Global Family Business Survey come at a pivotal time. Family businesses are optimistic about the future – 77 per cent of Australian survey respondents experienced growth in 2022 – and they are focussed on expanding into new markets, protecting their core business, and introducing new products and services.

Strong environmental, social and corporate governance (ESG) is a key enabler that can support businesses to achieve their goals. Our research shows ESG is core to value creation, and those businesses that lead on ESG can enjoy greater shareholder returns.

Yet in our 2023 survey, a concerning number of Australian respondents admitted that they invested little effort into governance, social responsibility, diversity and the environment.

Succession planning is another gap identified through the survey. In the next few years, so many of our region's business owners intend to retire, sell up, or pass the baton onto the next generation, but many lack a robust succession plan.

Addressing these areas may feel daunting, but there are many immediate, practical steps that businesses can take to strengthen their business and create value. Here are some ideas for achievable, short-term action.

- Establish foundational governance mechanisms like a shareholders' agreement, family constitution and family employment policy.
- Communicate current environmental and social contributions while developing a broader, longer term approach.
- Review the composition of key governance structures and make a concrete plan to increase diversity among the membership.

Work out the company's long-term goals over the business lifecycle and incorporate succession planning into the business strategy.

Australian family businesses have told us they're optimistic about growth. What's needed now is for family businesses to make transformative changes to prioritise family governance, ESG, diversity, equity and inclusion to best position themselves for growth.

For full results of PwC's Global Family Business Survey, visit

<https://www.pwc.com.au/pwc-private/family-business-survey.html>



ADAM BECK

HEAD OF DIGITAL URBANISM
ENE.HUB AN INDARA COMPANY

THE FUTURE OF SEQ INFRASTRUCTURE MUST BE SHARED

The future of infrastructure in SEQ must be shared, digitally connected and collaborative in nature if we are to achieve some of our most grand aspirations such as net zero, circularity and greater economic productivity.

And for the big event in 2032, a global destination must cement its place in the digital economy and offer a frictionless experience for not only local residents and businesses, but the 100,000+ visitors seeking a world class experience.

Australia over the past year experienced 40% growth in data consumed on mobile devices, rocketing it into third place globally. This confirms our desire for high quality 'on the move' digital engagement. Not surprising, but to be third highest in the world in growth, one can only imagine what's next.

While government strategy is making moves to bring 'digital by default' into our infrastructure planning and development narrative, what plays out in practice is still disconnected. We continue to see a separation between traditional infrastructure planning (roads, utilities, open space) and digital connectivity planning.

A legacy situation brought about by federal legislation, entrenched mindsets and a fundamental lack of collaboration and willingness to change the current model.

This must change if we are to attract investment in integrated infrastructure and good urbanism, but also to deliver community value from digital connectivity and data, and then sustain it.

But to do so we must treat and value digital connectivity and data differently to what we do now. We must move to a model of planning for digital connectivity, like any other infrastructure. Sharing high quality information on urban and regional growth, and where digital equity is lagging behind is the starting point.

But at the heart of this new opportunity is a need to build a new collaborative model of digital connectivity planning that does not exist now - one that brings public and private sector together in a way that is focused on creating social value that more can benefit from.

With a City Deal in play, and an Olympics and Paralympic Games within a decade, the time is now to push the boundaries and break new ground.

THREE CONSIDERATIONS TO TRANSPORT BRISBANE TO 2032 GAMES SUCCESS



GRAEME STEVERSON

TECHNICAL DIRECTOR, TRANSPORT PLANNING
AND EVENT MOBILITY
WSP



LUKE SOUTHAM

PRINCIPAL PROJECT MANAGER & MAJOR EVENTS
WSP

The operational transport needs of the Games must align with the long-term vested interests of south east Queensland communities.

Good access to walking, cycling and public transport during the Games will support travel to venues and provide alternatives to cars during busy periods.

The city's riverside commercial heart can be linked with adjacent open spaces and venues through appropriately scaled and landscaped walking. Upgrading these corridors will provide long-term social value.

Train stations near Brisbane's proposed venues can be upgraded now to support sustainable and healthy travel habits and bring tangible legacy to communities well in advance of the Games.

Personalised transport, new mobility options and more integrated technologies can deliver an exceptional and inclusive experience for public transport users. The Queensland Government's emerging role as a 'broker' for transport will be essential for ensuring incubation and successful implementation of future mobility options such as smart ticketing, MaaS (Mobility as a Service), micromobility and Demand Response Transport.

Emerging technologies and Artificial Intelligence provide scope for delivering an integrated, dynamic and responsive transport system. Travel demand management had previously done the heavy lifting to create road network capacity at Olympic Games, but with the population growth of south east Queensland additional measures are needed to provide the network capacity and resilience the Games require.

Queensland's world leading intelligent Transport System (ITS) can deliver the first 'smart Games Route Network', negating the need for costly, temporary infrastructure changes with no legacy benefit. It's ability to capitalise on all available capacity in the network will provide the network resilience required for the Games.

Cross River Rail will bolster the backbone of the Games transport network, but buses will be a critical element of the Games transport plan due to the limited capacity in the rail network compared to previous Olympic and Paralympic Host Cities.

The introduction of Brisbane Metro, the next evolution of Brisbane transport network, creates the momentum to provide Queenslanders with more high quality, high capacity and frequent services to make it easier to move around our Olympic city.



COMMITTEE FOR BRISBANE

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