




CITY OF TOMORROW

Advocacy Strategy



**Welcome to
the City of Tomorrow**



Here in City of Moreton Bay, we're shaping our future, and we're focused on what a well-planned, modern, and innovative city can be.

In the not-too-distant future, we will be home to a million people.

We're thinking well beyond election cycles and we're planning to deliver what our polycentric city needs to set us up for a very bright future.

The city where our community, our economy and our environment thrive in equal measure.

The City of Moreton Bay we all want to live, work and play in.

We invite you to join us on that journey.

Acknowledgement

City of Moreton Bay acknowledges the Jinibara, Kabi Kabi and Turrbal peoples, and pays respects to Elders, past, present and emerging.

We recognise that the Moreton Bay region has always been a place of cultural, spiritual, social and economic significance to its Traditional Custodians.

We are committed to reconciliation and working in partnership with Traditional Custodians and Aboriginal and Torres Strait Islander communities to shape a shared future for the benefit of all communities within City of Moreton Bay and beyond.



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City of Moreton Bay and its officers accept no liability for decisions made based on information, expressed or implied, in this document. Nothing in this document should be taken as legal advice.



Mayor's message



Welcome to the City of Tomorrow.

We are shaping the future, and we are focused on what a well-planned, modern and innovative city can achieve.

Underpinning all that we do is the vision to create a future focused polycentric city – one where our community, our economy and our environment thrive in equal measure.

In 2023, Moreton Bay was officially awarded city status, heralding the beginning of a new chapter in our rich history. Already home to more than half a million people, we are third largest and in the top 10 fastest growing local government areas in Australia.

We know the unprecedented growth opportunity in front of us, and we are taking the reins to ensure we deliver a thriving city as our population doubles to one million people in the next 30 years.

We need to be laser focused on what it is going to take to get us there – the City of Moreton Bay we all want to live, work and play in.

For too long we have been underfunded by successive State and Federal Governments.

We know the infrastructure needed in our city to tackle congestion, unlock housing and provide employment opportunities and it must be provided ahead of this significant growth.

We have always been ambitious and innovative – the Redcliffe Peninsula rail line and the acquisition of the old Petrie Paper Mill to become Moreton Bay Central to name just two examples. Moreton Bay Central is now home to UniSC's Moreton Bay campus and will be home to our Moreton Bay Indoor Sports Centre – a landmark venue for the 2032 Olympic and Paralympic Games (2032 Games).

Now we are focused on what is next. This strategy includes our 10-year Advocacy Action Plan, and outlines our six focus areas, strategic advocacy priorities and the partnerships we need to deliver our City of Tomorrow:

1. **Catalytic initiatives**
2. **City-building infrastructure and growth**
3. **Environment and resilience**
4. **Safety and accessibility**
5. **Sporting and cultural opportunities**
6. **Economic opportunities**

We are fostering a culture of opportunity. We are working towards delivering more for Moreton Bay – a more educated, healthy, innovative, prosperous, resilient and sustainable city – all while providing the services we need to ensure our communities continue to thrive.

We will do the heavy lifting of managing our growth. Of critical importance are the other levels of government. We simply cannot do this alone. Our community is also your community.

We are calling on the State and Federal Governments to help provide the critical and enabling infrastructure our city needs. We need to redouble our efforts now to accommodate this growth.

We are looking forward to strengthening our current relationships and forging new partnerships to help us shape a more prosperous and sustainable future for City of Moreton Bay.

Cr Peter Flannery GAICD

Mayor

Board Director, Local Government Association of Queensland

Deputy Chair, Council of Mayors SEQ

CEO's message



Rewriting the rule book on what a city should be.

We are a new, polycentric city with renewed ambition – the future of our city, and our community is in our hands.

The significance of that responsibility is not lost on us.

As the third most populous local government area in Australia and one of the fastest growing, we are focused on shaping and delivering a thriving city that will be home to a million people in the next 30 years.

We are creating a progressive, unique and new urban experience – redefining what a city can be – by embracing our enviable lifestyle, beautiful environment and rich history, and combining it with an energetic and open-minded culture of ideas, collaboration and tenacity to deliver a truly vibrant city.

We are innovative and ambitious, strategically leveraging our transformative growth with a bold future focus.

We are well positioned to deliver for our community as the Council with the lowest debt level per capita in South East Queensland (SEQ) and the highest credit rating. In 2025/26, we adopted our first of many \$1 billion budgets. But our list of critical infrastructure requirements to ensure our city's liveability and prosperity is extensive.

Our Council needs to make decisions now to accommodate an additional 240 people per week, every week for at least the next 25 years. This is a huge challenge but also an opportunity.

As City of Moreton Bay continues to mature as a city whilst simultaneously managing significant growth, we urgently need innovative approaches to funding and partnerships to efficiently deliver for our residents.

Our impressive reputation for collaboration and advocacy has recently seen increased growth and investment, however this only scratches the surface.

City of Moreton Bay's new Advocacy Action Plan focuses on catalytic city-shaping initiatives that will propel us forward and address high priority challenges.

This Strategy is informed by benchmarking key elements of other cities, with populations of one million people and provides further evidence to justify what City of Moreton Bay needs to support existing and future growth.

To create our City of Tomorrow, we must work together with key stakeholders to accelerate growth and job creation, support emerging industries, boost innovation and connectivity, stimulate urban renewal, enhance our polycentricism and protect our local environment.

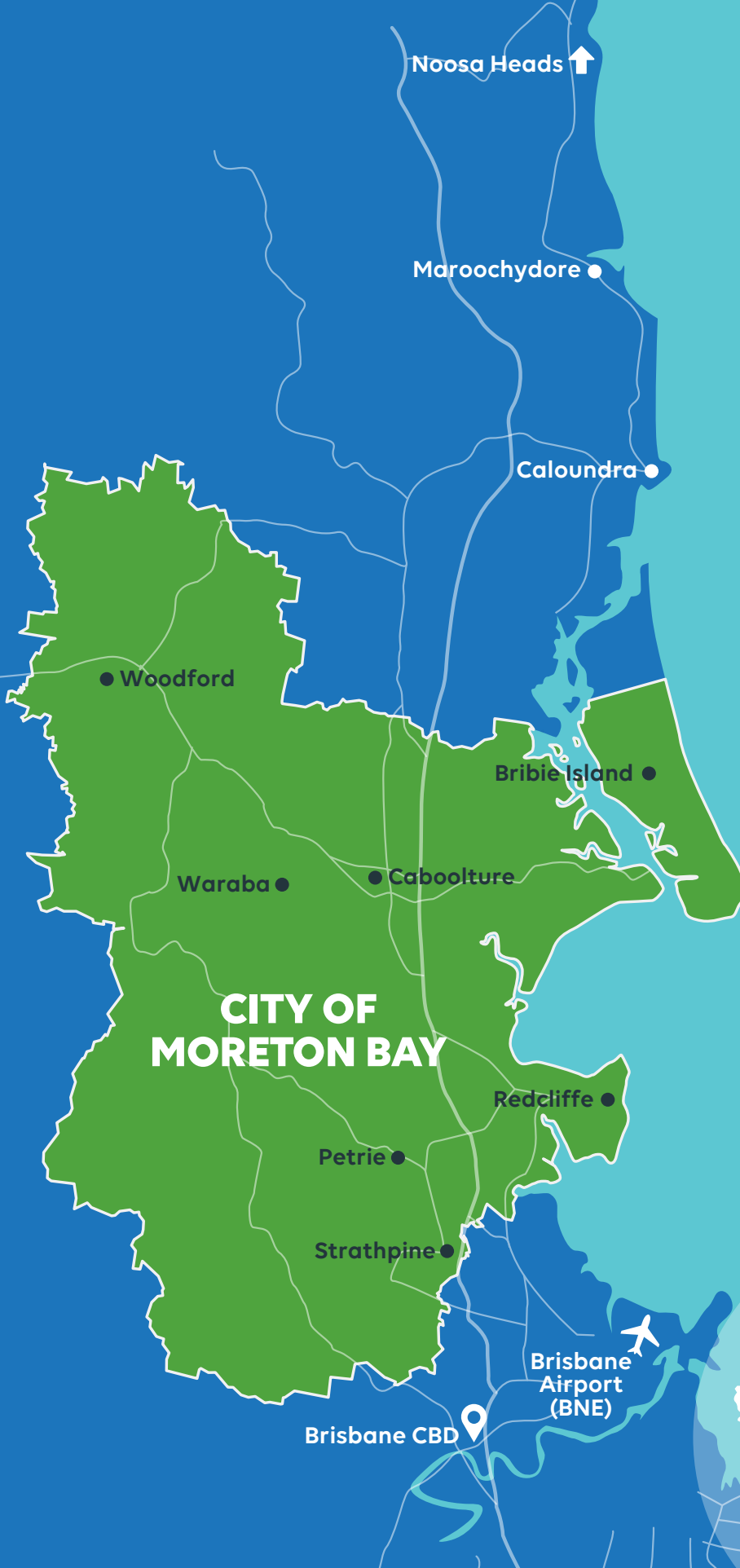
Together, we can shape and prepare City of Moreton Bay for a bright future.

Scott Waters
Chief Executive Officer
MAICD MLGMA



Strategic Context

Our City



Current population
522,494
(ABS ERP, 2025)



Projected population
796,515 by 2046
(QGO, 2023)



Planning for a
population of **1 million**
within 30 years



3rd largest local
government in Australia
by population



Top 10 fastest growing
local government in
Australia by population

- **1 in 10** Queensland voters
- **10** State electorates
- **3** Federal electorates



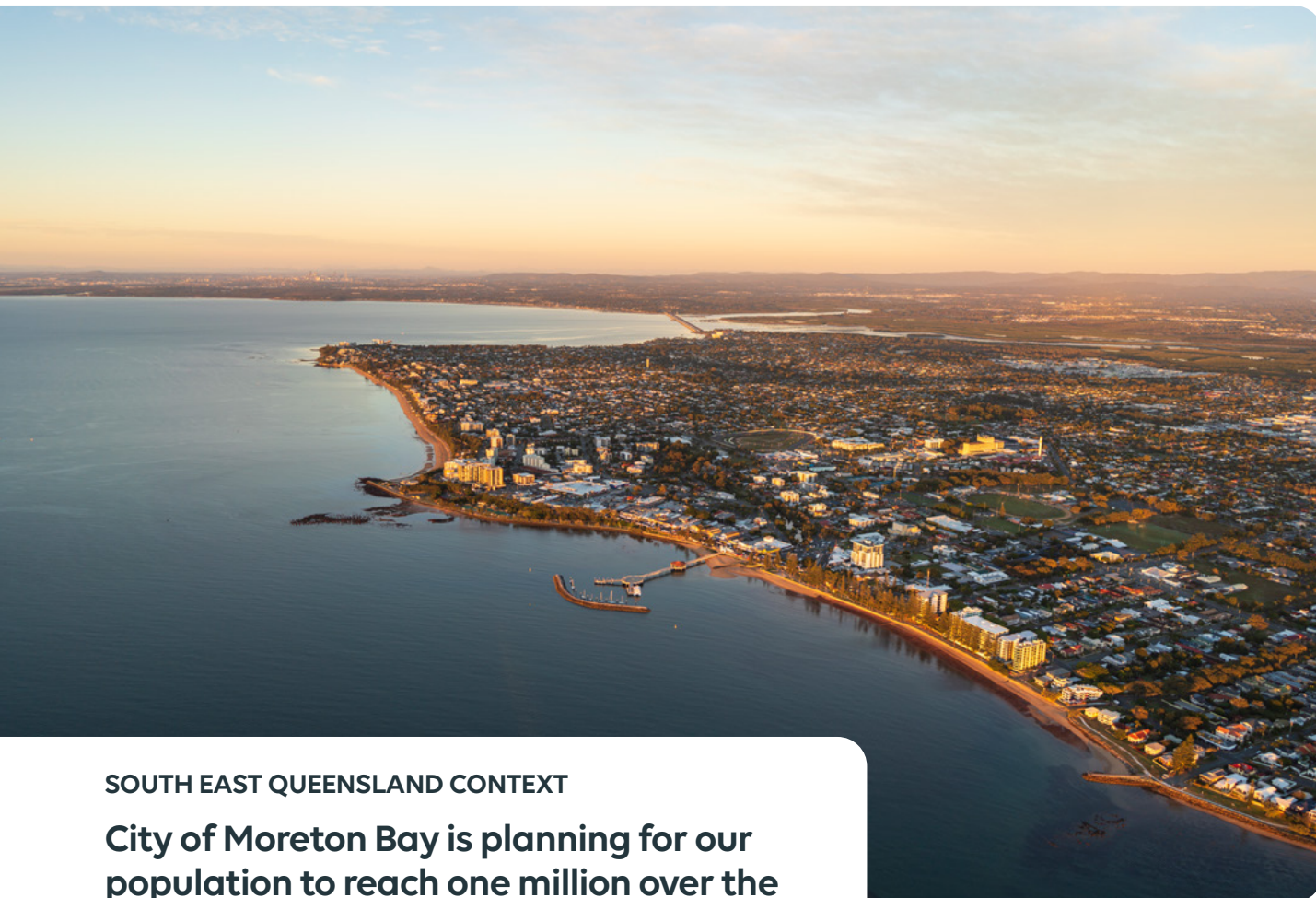
City overview



Locations are indicative only

Legend

.....	North Coast Rail and Redcliffe Peninsula Rail Line		Urban footprint		Young's Crossing		Moreton Bay Central/UniSC/Tafe
	Level Crossing		Regional landscape and rural production areas		Kayo Stadium		Suttons Beach Pavilion
	Bruce Highway		Waste facilities		Uni/Tafe		



SOUTH EAST QUEENSLAND CONTEXT

City of Moreton Bay is planning for our population to reach one million over the next 30 years. However, our growth needs to be considered within the context of SEQ's growth and regional opportunities.

6m

City of Moreton Bay sits at the heart of the SEQ region, which is currently home to around 4 million people and 1 in 7 Australians. SEQ will grow to 6 million people by 2046.



2,045km²

City of Moreton Bay land area

– larger area than Logan City (975m²), Ipswich City (1090km²) and Brisbane City (1342km²)

capital city proximity

City of Moreton Bay is uniquely placed to capitalise on the benefits of the adjoining capital city of Brisbane and be part of the emerging cosmopolitan SEQ region that is attracting international business and events, whilst we also become a unique and 'new kind of city'.¹

2032

Event city for the 2032 Games

roads

All major road corridors across SEQ will be at capacity by 2046 (Council of Mayors SEQ, 2024)

¹ Information from The Benchmarking South East Queensland in a Global Context Report (2025).

Our Growth Story



City of Moreton Bay has always been a 'heavy lifter' when it comes to accommodating population growth across SEQ. Between 2000 and 2020, the city grew on average around 10,300 residents per year, nearly doubling its population. This has made us one of Australia's largest and fastest-growing local government areas. Historically, our growth has been underestimated, resulting in a lack of timely State and Federal investment and infrastructure.

Recent State Government forecasts indicate that future population growth will now occur at a greater rate of around 12,500 residents per annum, requiring around 5,000 new dwellings each year. ShapingSEQ 2023: the South East Queensland Regional Plan, outlines that we will grow by 308,300 people from 2023 to 2046, taking our population to almost 800,000.



In comparison, Ipswich will be adding 247,000 people and Logan will grow by 316,000. Our city's growth is equivalent to adding a city the size of Ipswich within our current urban extent.

In 2021 City of Moreton Bay had an estimated 188,100 dwellings. The dwelling supply target for 2031 is 236,000 and 313,900 by 2046, requiring a total of 125,800 additional dwellings to support population growth.

City of Moreton Bay has the highest increase of dwellings needed after Brisbane City and City of Gold Coast.



First \$1 billion budget



**during
2025/26
financial year**

Another key feature of our growth story is the Waraba Priority Development Area that will eventually be home to 70,000 people living in 27,000 new homes over the next 40 years. With the growth of surrounding areas added, this is equivalent to Gladstone's current population.

To demonstrate our commitment to playing our part in delivering the infrastructure and services required for our future population growth, City of Moreton Bay will deliver its first \$1 billion budget during 2025/26 financial year. This budget includes a record capital works program of almost \$400 million which is predicated to remain at this high level over the next decade.

For City of Moreton Bay drinking water and wastewater services are provided by Unitywater, not Council. Unitywater is currently planning to deliver nearly \$3 billion in infrastructure that supports future growth and development including the roll out of water and sewerage connections to 145,000 lots – which exceeds the 125,800 new dwellings required in City of Moreton Bay by 2046 under ShapingSEQ 2023.

The magnitude of the task of funding the city's growth is such that Council is not able to fund all infrastructure required out of its own budget. The pressure on Council's budget will only increase as our population grows, hence the vital importance of this strategy and action plan, which seeks the collaboration of all levels of government to ensure delivery.



Purpose of City of Tomorrow

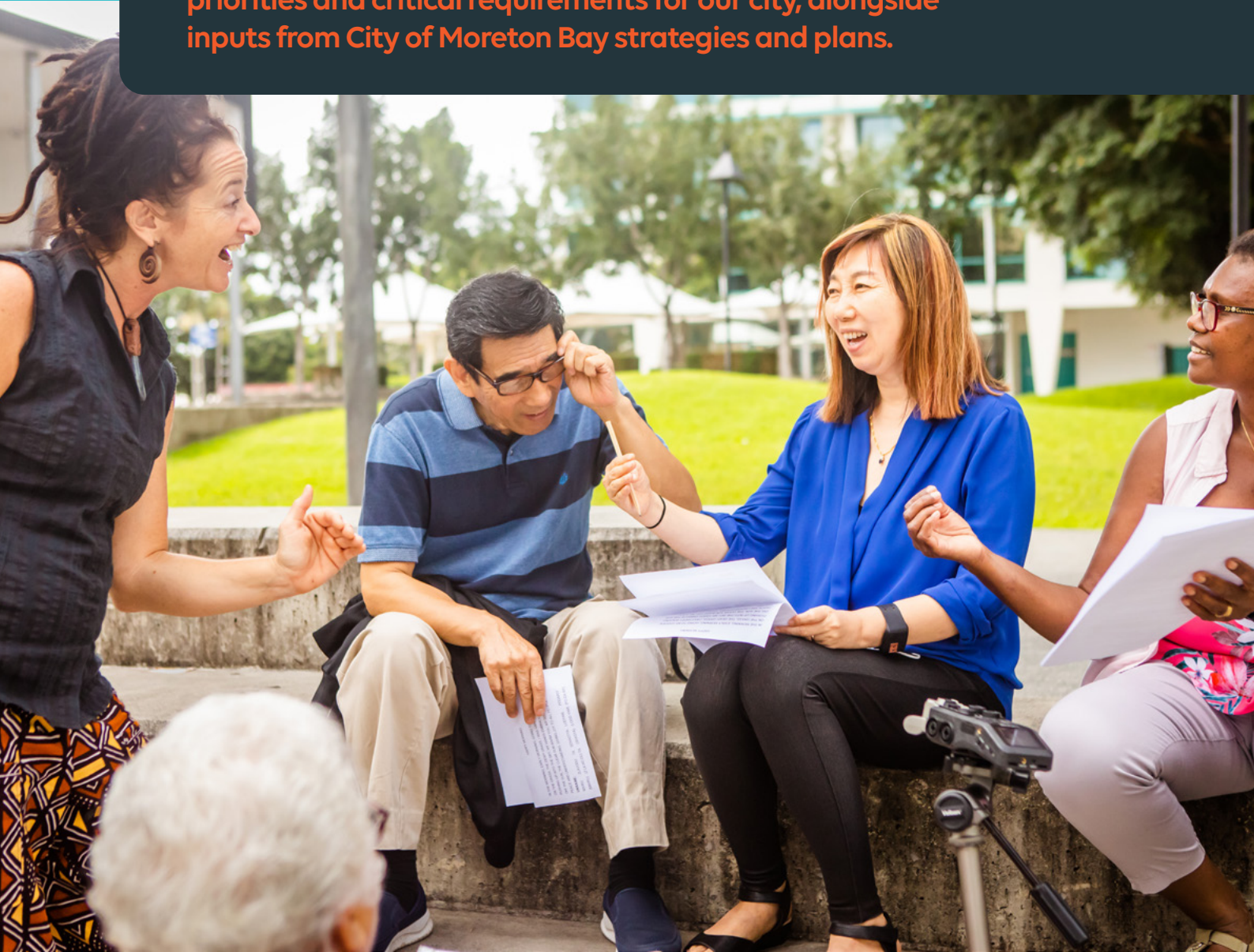
City of Tomorrow, a Futures Strategy and Advocacy Action Plan for City of Moreton Bay, outlines six focus areas for our future and the strategic priorities and partnerships Council will pursue as our population grows to one million people in the next 30 years.

City of Tomorrow outlines:

- Key features of our city as it grows to be home to one million people (2055 and beyond).
- The infrastructure that needs to be delivered in the next 10 years to prepare for this future city and the opportunities that can be realised if all levels of government work together. Conversely, City of Tomorrow reveals what the outcome will be if the Federal and State Governments fail to support the required infrastructure.
- An Advocacy Action Plan that includes 50 projects to be progressed over 5 years and 10 years. This includes projects that will contribute to the delivery of the 2032 Games and legacy outcomes are also highlighted.

Benchmarking

This strategy has been informed by benchmarking research, including national and international comparisons of cities with one million people and the infrastructure they require. This analysis has shaped the identification of the advocacy priorities and critical requirements for our city, alongside inputs from City of Moreton Bay strategies and plans.



Strategic drivers



The following strategic drivers guide our future planning and the advocacy asks that are needed to ensure a successful and sustainable city.

1

Enhancing City of Moreton Bay's liveability, resilience and long-term sustainability as we grow to become a city of one million people

The scale of growth that will occur during this period will be unprecedented, but the foundations of our strategic objectives, like retaining 75% of our city as rural and natural landscapes, are already in place.

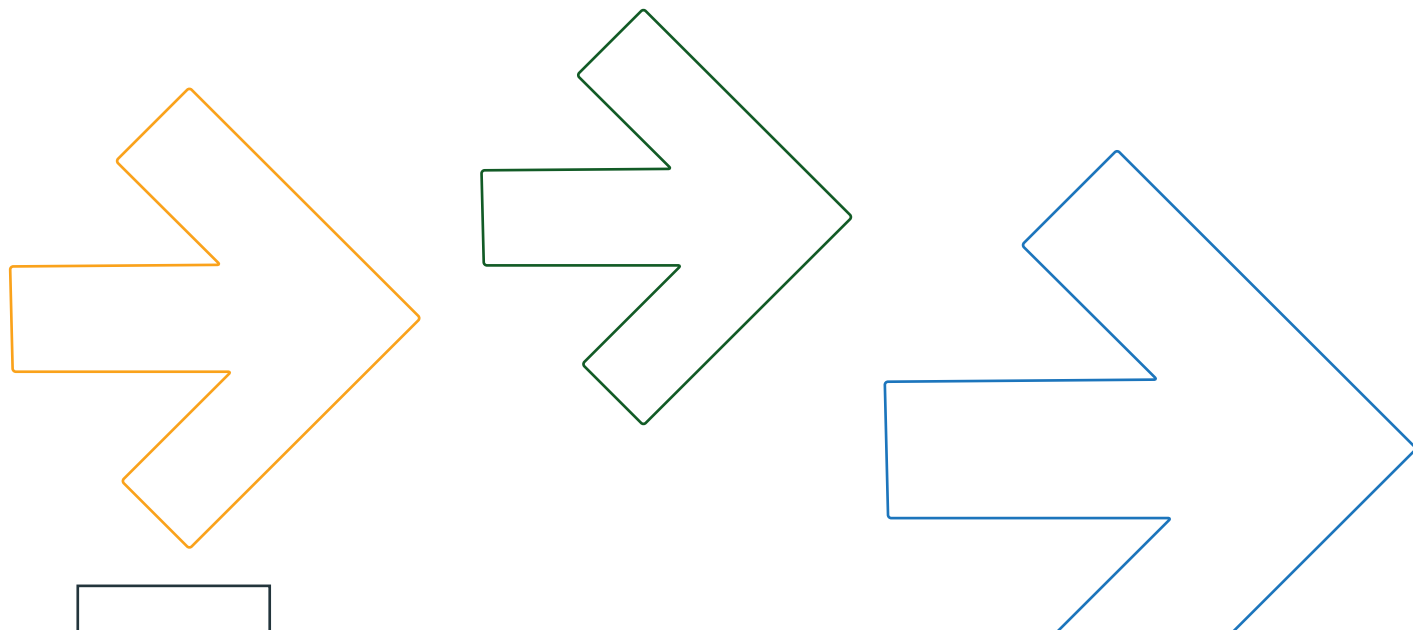
The city will face unrivalled opportunities and challenges including growth management, congestion, job creation, and ensuring a resilient and sustainable city in the face of a variable climate.

2

Maximising the long-term legacy benefits from our role as an event city for the 2032 Games

The 2032 Games provide an unparalleled opportunity for the long-term spotlight to be firmly placed on Queensland, including event cities such as Moreton Bay.

City of Moreton Bay will be a sporting, accessibility and cultural hub while showcasing our exceptional tourism experiences. Our businesses will thrive through opportunities associated with the Games. Our Advocacy Action Plan includes a focus on key projects that directly contribute to Games operations, or those that leverage long-term legacy benefits.



3

Address the critical need for funding for the city's growth

City of Moreton Bay has a long history of chronic underfunding from the other levels of government. This can partly be explained by the fact our population continually exceeds growth modelling and predictions. This strategy outlines the significant funding that must be provided for the city's future growth.

The evidence

An independent report, prepared in 2023, examined State Government funding to City of Moreton Bay and concluded that:

- **On a per capita basis our residents consistently receive one of the lowest levels of funding across key portfolios,** particularly when it is considered that the Bruce Highway provides state-wide and national benefits, not just for Moreton Bay residents.
- Our future public sector infrastructure investment from 2021 to 2033 lags behind comparable regions, despite a larger and faster-growing population.
- Out of the seven largest SEQ councils, City of Moreton Bay ranks 5th for the Queensland Transport and Main Roads Investment Program funding on a per capita basis.
- City of Moreton Bay is the **lowest funded council** in terms of investment in local road networks.
- Ipswich and Logan receive more per capita funding from the State Government.
- Moreton Bay has consistently surpassed State Government population projections, including an extra 16,000 residents above the 2011 forecast. By comparison, most SEQ local governments grow slower than projected, with one council recording 53,000 fewer residents than expected. This historic underestimation helps explain the ongoing underinvestment in Moreton Bay.



Our focus areas

The following focus areas are a core part of our strategy, to ensure a prioritised approach to addressing our strategic drivers and our futures focused advocacy:

- 01** Catalytic initiatives
- 02** City-building infrastructure and growth
- 03** Environment and resilience
- 04** Safety and accessibility
- 05** Sporting and cultural opportunities
- 06** Economic opportunities



01

Catalytic initiatives

City of Moreton Bay has an impressive pipeline of infrastructure projects to meet future growth needs. The focus of this section is on catalytic initiatives that will transform our public transport and road networks while delivering wide-ranging benefits for our communities. However, due to the significant scale of these project opportunities, delivery partnerships and external funding support is required.



PUBLIC TRANSPORT TRANSFORMATION REQUIRED

No significant investment in public transport infrastructure across the city since 2016 resulting in private transport as the preferred option



NEED FOR A BRUCE HIGHWAY WESTERN ALTERNATIVE

The Bruce Highway running through City of Moreton Bay was the second most congested road in Queensland (RACQ, 2023)



CRITICAL INFRASTRUCTURE

Investment needed to service growth before it comes and not play catch up



What is missing and must be addressed

- Only areas in Redcliffe and Rothwell are serviced by all-day frequent public transport. The Hills District has some of the worst availability of public transport services in greater SEQ. Current public transport services do not meet existing needs and will not support future growth.
- Effective use of existing heavy rail infrastructure.
- East-west connections across the growth corridors of our city.
- Safe and efficient rail crossings in priority locations across the city.
- An alternative to the Bruce Highway – the national highway and key freight network.
- Innovative solutions for addressing key operational requirements for our city, including waste management and improved operations through digital technologies.
- Activation of Caboolture to enable it to function as a Principal Regional Activity Centre servicing the future growth in the northern part of our city.



Cost of doing nothing

Ongoing and increasing need for more infrastructure

City of Moreton Bay is at the threshold where the lack of funding for major road and transport projects is hindering our ability to service the growth areas across the city. This puts a 'hand break' on growth and prevents the delivery of much-needed housing urgently required to accommodate population growth to 2046.

Ineffective public transport

Ongoing unacceptable travel times between key locations on public transport and low reliability of services will contribute to significant congestion issues across the city.

Congestion

Key evidence on the impacts of congestion include:

- State Government figures indicate that every day, approximately 160,000 vehicle movements take place between City of Moreton Bay and north Brisbane across the Pine River on the Gateway Motorway, Bruce Highway and Gympie Arterial Road. The Pine River Bridge is a critical connection point and current infrastructure is already at capacity at peak times.
- Traffic growth from Bracken Ridge in northern Brisbane to Anzac Avenue at North Lakes is expected to grow by more than 50 per cent in the next 20 years.
- Without further action on road and public transport infrastructure including east-west connections, congestion on the Bruce Highway and across City of Moreton Bay and SEQ will increase to unsustainable levels.
- In 2021, the census identified that of the twenty most populated local government areas (LGAs) in Australia, **City of Moreton Bay residents are the fifth most reliant on cars** to get to and from work. With our growth and that of SEQ's, solutions must be delivered.

Open level crossing issues

By 2036, for open level crossings south of Petrie, boom gates could be down for an entire hour during peak periods. As the city grows to be home to one million people, based on current trends, extensive productivity and liveability losses will occur. This is an unacceptable outcome for our communities.

Missed opportunities for revitalisation

Without action, our city risks missing key opportunities to revitalise our existing centres and precincts efficiently.

Increasing costs of service delivery

Without support to facilitate cost effective solutions for our city, opportunities to address key requirements such as waste management technologies to reduce our waste volumes and innovative city administration improvements may not be implemented as quickly.



Priorities for catalytic initiatives

Our Advocacy Action Plan includes the following priority catalytic projects:

- 1.1 Bruce Highway Western Alternative/ Moreton Motorway
- 1.2 East-West connections (road infrastructure) including Buchanan Road Overpass – Investment and Corridor Upgrade Program
- 1.3 Enhanced connections through faster public transport
- 1.4 Caboolture revitalisation
- 1.5 Technology-enabled Operations Centre
- 1.6 Enhanced connections into Brisbane
- 1.7 Open level crossing removals
- 1.8 Energy from waste facilities

02

City-building infrastructure and growth

With City of Moreton Bay's growth trajectory, and its role as the engine room for SEQ, a business-as-usual approach to critical and enabling infrastructure provision will not meet our future needs.

We are committed to maintaining 75% of the city as rural and natural landscapes without urban development. To financially and sustainably support growth, we are focused on renewing or building close to existing infrastructure where possible. Investing in digital infrastructure and evolving into a digitally-enabled city will also guide innovation and faster access to services and information for our communities.

The city faces the challenge of meeting growing housing demand and affordability, particularly as our population expands and ages, and household sizes continue to shrink. Ensuring greater housing diversity is essential for residents to access homes that suit their needs at every stage of life. This is coupled with the strategic need to provide land for employment-generating uses, where critical shortages are already emerging. To support future growth, the city must also intensify industrial and economic activity, particularly in the north.

Support is required from all levels of government in order to provide city-building infrastructure, manage growth, increase crisis accommodation and social housing availability, and funding initiatives to facilitate housing supply.

OVER

300,000

MORE PEOPLE

will call City of Moreton Bay home by 2046, higher growth than Ipswich (247,000 people)

70,000

PEOPLE calling Waraba home over the next 40 years, equivalent to Gladstone's current population

313,900

NEW DWELLINGS

by 2046 to meet demand, the highest required increase behind Brisbane and the Gold Coast



What is missing and must be addressed

Further to the challenges identified in focus area 1, the following is missing from our city and must be addressed:

- Sufficient provision of social and supportive housing.
- Utilisation of our waterways for transport and tourism opportunities.
- Comprehensive active transport networks across our city.

Digital

- Significant investment required in digital infrastructure to support productivity, increase national and global connections, and **address digital disadvantage particularly in our peri-urban areas.**
- Investment in digital infrastructure, with a focus on mobile connectivity, is needed to support economic growth and productivity through 'connectivity everywhere, all the time'. The investment will also support public safety through the expansion of real-time crime mitigations, building on Moreton Bay's unique use of license plate recognition technology in partnership with the Queensland Police Service.
- According to the Australian Communications and Media Authority, 95% of Australians aged 18 and over used a mobile phone in 2024 and Australians used an average of 20 GB of mobile data per month

in 2023. This is steadily increasing and Moreton Bay's forecasted growth will add hundreds of thousands of mobile phones and other devices to the network.

- Currently, 18% of Australian retail spend is online (CommBank iQ), therefore connectivity is essential for Moreton Bay businesses.
- Our focus on always/everywhere mobile connectivity will support real-time information systems to enable Moreton Bay communities to receive timely information about disasters, emergencies, public transport, events and other community notices. The same network will deliver traffic congestion solutions, including intelligent transport systems. The proposed investment will reduce blackspots in less populous areas of the city, providing improved safety for remote workers, and support for rural businesses.
- Industry partnerships will underpin digital infrastructure delivery across our city. Partnerships with property developers via the Telecommunications in New Developments (TIND) framework will deliver mobile connectivity earlier in the development cycle to support everyone to be connected when they move into Moreton Bay. Partnerships with telecommunication infrastructure providers will support co-design and co-investment programs, bringing forward additional private investment to enhance coverage and capacity of the Moreton Bay mobile network.

Cost of doing nothing

Ongoing gridlock across the city and SEQ

Leading to lost productivity and substantial impacts on liveability and mental health.

Inability to effectively unlock growth areas for new housing, without increasing congestion on already at-capacity local roads and infrastructure

Unrealised opportunities to improve digital connectivity and the associated social and economic benefits

Excessive waiting lists for social housing

The evidence

In March 2025, 5,493 people on the Queensland Social Housing Register waitlist were seeking accommodation in City of Moreton Bay. This number has doubled since June 2018 and is the second highest in the State, only trailing behind Brisbane City. In addition, based on independent analysis conducted for City of Moreton Bay prior to the State election in October 2024, City of Moreton Bay has less social housing dwellings per 10,000 people than Ipswich, Logan and Redland, and ranks fourth for communities and housing funding per capita. Although social and crisis accommodation has been a significant focus for the State recently, there is still a significant shortfall in meeting the city's basic requirements.

The impact

Insecure housing or homelessness experienced by vulnerable members of our communities.



Managing our future growth

- The decisions we make today will influence our city's shape, accessibility, sustainability and liveability for generations to come.
- As we approach 800,000 residents by 2046 and plan for a city of one million, greenfield development opportunities will become more limited and inefficient. **The importance of well-planned and vibrant primary mixed-use corridors and areas throughout the city, will emerge as the key tool to facilitate urban transformation.**
- The city continues to position itself for growth through infill development in existing urban areas, which will become the key focus to accommodate the largest proportion of our growth beyond 2046.
- Over the next 20 years, areas such as Waraba, Morayfield South, North Harbour, parts of Narangba (East and West) and Elimbah North (SEQ Development Area) will be key areas where development occurs to create new communities.
- Locations in the southern portion of the city that will see infill development throughout existing urban areas and the most extensive form and scale of urban development include Strathpine, North Lakes, Moreton Bay Central, Caboolture, Morayfield and Redcliffe – including parts of Scarborough, Kippa-Ring, Margate, Woody Point and Clontarf.
- Accommodating the required dwellings for our future population necessitates a focus on efficiently maximising the use of existing spaces in all urban parts of our city.
- Beyond 2046, the city's northern half will need to adopt a more compact urban form, with infill development becoming the primary growth management approach, as existing communities evolve.
- It is critical that catalytic infrastructure is prioritised within the city's highly urbanised areas over the coming decades, as availability of land for infrastructure will become increasingly constrained by the established urban environment context and opportunities for accessing additional land will be limited.
- Planning for new and expanded enterprise and employment areas, revitalising many of our centres and facilitating economic use is critical to improving local employment opportunities. **General industry land in the southern half of the city, favoured for the access it provides to Brisbane, is likely to be exhausted by 2031, if not before.** This is forecast to occur around the same time as Brisbane's own industrial land supplies are expected to be exhausted entirely. Planning for additional general industry supply options in the southern half of the city area is of critical importance over the short to long term.
- Our long-term planning also focuses on ensuring our existing non-urban areas like our rural, environmental and natural landscapes including our drinking water catchments continue to be protected and enhanced.
- First Nations peoples are also integral to shaping our city into the future and this will be advanced through building relationships, engagement and partnerships.

Priorities for city-building infrastructure and growth

Our Advocacy Action Plan includes the following priority infrastructure projects:

- | | |
|---|---|
| 2.1 Housing and Homelessness Action Plan (HHAP) initiatives | 2.8 Digital tools to support housing and infrastructure delivery |
| 2.2 State land availability for social and affordable housing | 2.9 Completion of Bruce Highway/Gateway Motorway upgrades including new bridges across the Pine River |
| 2.3 Hills District Community Place | 2.10 Mango Hill to Griffin Urban Arterial/ Moreton Connector |
| 2.4 Active Transport Projects | 2.11 Bay Cats (Moreton Bay Ferry Service) |
| 2.5 Bribie Island Road and Bribie Bridge | 2.12 Advanced air mobility projects (existing Council-owned aerodromes and other opportunities) |
| 2.6 Funding for Dohles Rocks Road Connector and Dohles Rocks Road upgrade | |
| 2.7 Digital connectivity | |

03

Environment and resilience

City of Moreton Bay is going green as we grow because our natural environment and liveability are key reasons residents choose to live in Moreton Bay. Equally, visitors are increasingly discovering our beautiful coastal, urban, and hinterlands areas. As we grow to a city of one million, protection of our environmental values and ensuring a sustainable future is an increasing challenge and opportunity.

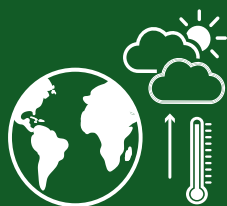
As climate change continues to intensify the frequency and severity of natural hazards, Council will continue to face the key challenge of increasing resilience for all our residents. Heatwaves, bushfires, severe thunderstorms, east-coast lows and cyclones are all extreme weather events we experience in our sub-tropical climate.

City-wide risk assessments will guide our growth and infrastructure strategies and inform climate resilience action. Digital solutions are increasingly a focus and will be a key tool to address our city's priorities.

\$100M

OVER THE LAST DECADE

this is the amount of damage caused by severe weather events prior to Tropical Cyclone Alfred



CITY OF MORETON BAY RESIDENTS

are focused on ensuring their resilience to natural hazards



What is missing and must be addressed

- Waste – in January 2025, City of Moreton Bay's waste diversion and resource recovery rates were 35.5%. Currently not achieving the Federal Government's 2035 target of 80% and the State Government's 2050 target of 90%.
- Biodiversity – innovative methods for protecting critical biodiversity corridors particularly in urban areas, to address persistent threats to biodiversity values.
- Water quality improvements for aquatic biodiversity and liveability – the Caboolture River had a fair rating in 2023 under the Ecosystem Health Monitoring Program Report Card for SEQ (on par with other catchments experiencing similar growth).
- Funding – adequate funding to address emissions reduction efforts, provide waste management infrastructure, biosecurity and environmental education priorities.
- Council's existing Local Disaster Coordination Centre (LDCC) will not be fit for purpose as our city grows or for when our residents need us the most. A purpose-built centre, which includes the utilisation of the latest digital solutions to coordinate local, district and state level disaster and recovery operations must be built. The new LDCC will act as a hub for northern SEQ and effectively support first responders.
- Significant funding for the implementation of targeted responses to address complex natural hazard considerations across our city, including a proactive program for property buybacks in significant floodprone areas.

Cost of doing nothing

Ongoing liveability and sustainability impacts

Increased threats to our biodiversity ...

that would reduce our current vegetation cover of 42% or reduce the diversity of flora and fauna species across the city.

Reduction in quality of sustainable tourism/visitor experiences ...

which could impact upon our status as a destination of choice for nature-based and sustainable destination experiences.

Inadequate waste management infrastructure ...

filling up landfill and costing residents more: our three major landfills will reach capacity in 2037, 2042 and 2048, respectively.

Increasing and negative impacts from natural disasters ...

including significant financial and environmental impacts and impacts to public and private property.

Inability to effectively coordinate our disaster operations without a fit for purpose facility ...

that is able to assist with responding to the scale and complexity of our city.



Priorities for environment and resilience

Our Advocacy Action Plan includes the following priority environment and resilience initiatives:

- 3.1 Food Organics and Garden Organics (FOGO) Program**
- 3.2 External partnerships for environmental land purchases in priority locations**
- 3.3 Waterway/Catchment Management priorities e.g. Resilient Rivers**
- 3.4 Biosecurity: invasive species management**
- 3.5 Living Coast Plan implementation**
- 3.6 New Local Disaster Coordination Centre (LDCC)**
- 3.7 Proactive flood-prone property acquisition program**
- 3.8 Key initiatives from Natural Hazard Risk Assessments (bushfire, landslide and flood risk)**
- 3.9 Funding and partnerships to support emissions reduction targets**

04

Safety and accessibility

City of Moreton Bay aspires to be the most accessible city in Queensland. Residents and visitors will have full and equal access to infrastructure, services and opportunities, but partnerships are required to deliver outcomes for our communities including ensuring community safety.

45%

OF RESIDENTS

see crime and law and order as the most pressing issues in their local areas in 2024

7.1%

OF RESIDENTS

have a need for assistance with day-to-day activities whereas the SEQ average is 5.8%

(ABS Census, 2021)

33%

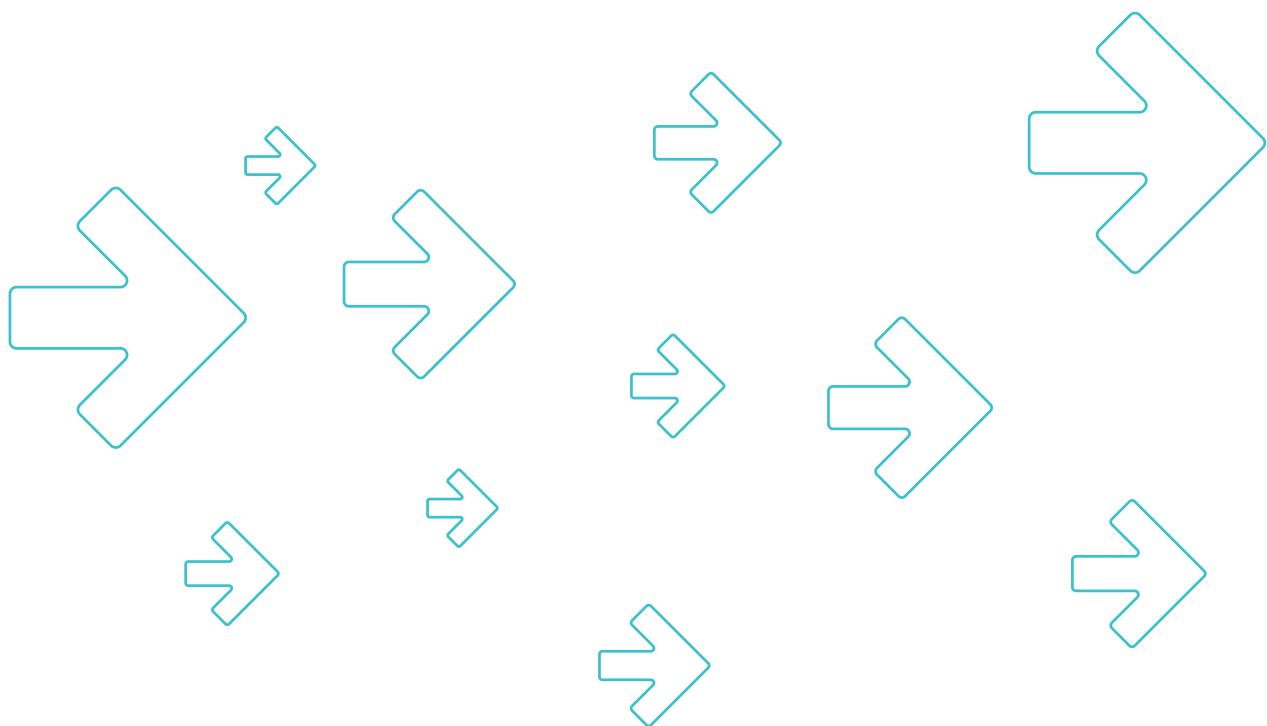
OF RESIDENTS

have at least one long-term health condition. The second highest for the most populated local governments in the country



What is missing and must be addressed

- Crime prevention and safety measures beyond CCTV.
- Further expansion of our CCTV network to meet the future requirements of our polycentric city.
- Equitable access to all facilities including appropriate changing places.
- Accessible tourism opportunities.
- Significant support services for Youth Mental Health.



Cost of doing nothing

Community safety impacts

In 2024, almost half of our residents (45%) told us they see crime and law and order as the most pressing issues in their local areas. Our communities require action as they want to feel safe from illegal activities and to enjoy the city's open spaces and natural areas.

If no action is taken to provide equitable opportunities and address community needs ...

improvements will not result for our communities including vulnerable members and the goal to be the 'most accessible city in Queensland' will not be realised. This would also result in the inadequate provision of accessible tourism facilities for residents and visitors.

Lack of equitable opportunities for all community members

City of Moreton Bay has a higher rate of residents with disability compared to SEQ.

7.1% of Moreton Bay residents (33,740 people) have a need for assistance with day-to-day activities due to disability, a long-term health condition or old age (ABS Census, 2021), whereas the SEQ average is 5.8%.

Between 2016 and 2021, the number of people with a need for assistance due to a disability in City of Moreton Bay increased by 29%. Current analysis to 2041 shows that an additional 52,000 people will need assistance assuming the current rate (7.1%) remains constant.

In 2021, **37% of City of Moreton Bay residents had at least one long term health condition**. Of Australia's twenty most-populated councils, City of Moreton Bay ranks second on this measure.

Mental health-related presentations to emergency departments have increased an average of 200 people per year for the past decade in Moreton Bay North and South statistical areas, according to the Australian Institute of Health and Welfare.



Priorities for safety and accessibility

Our Advocacy Action Plan includes the following priority safety and accessibility initiatives:

- 4.1 Crime prevention and public safety initiatives
- 4.2 Changing Places facilities

- 4.3 Youth mental health services
- 4.4 All-Abilities Playgrounds
- 4.5 City of Moreton Bay becoming an Accessible Sports Hub

05

Sporting and cultural opportunities

City of Moreton Bay is well known as a city of cultural and sporting opportunities. As we grow to a city of one million people, we will continue to provide enhanced opportunities for our diverse communities including the need to reduce barriers to participation.

The 2032 Games provide a once-in-a-generation opportunity to deliver long-term outcomes for our city in the lead up to, and well beyond the Games. Ahead of the Games we will take our place on the world stage, as our city will also host the Softball Women's World Cup finals in 2027, the largest sporting event our city has ever hosted.

2032

**OLYMPIC AND
PARALYMPIC
GAMES EVENT CITY**

43%

**OF OUR SURVEY
RESPONDENTS**
like to be active in
public outdoor spaces

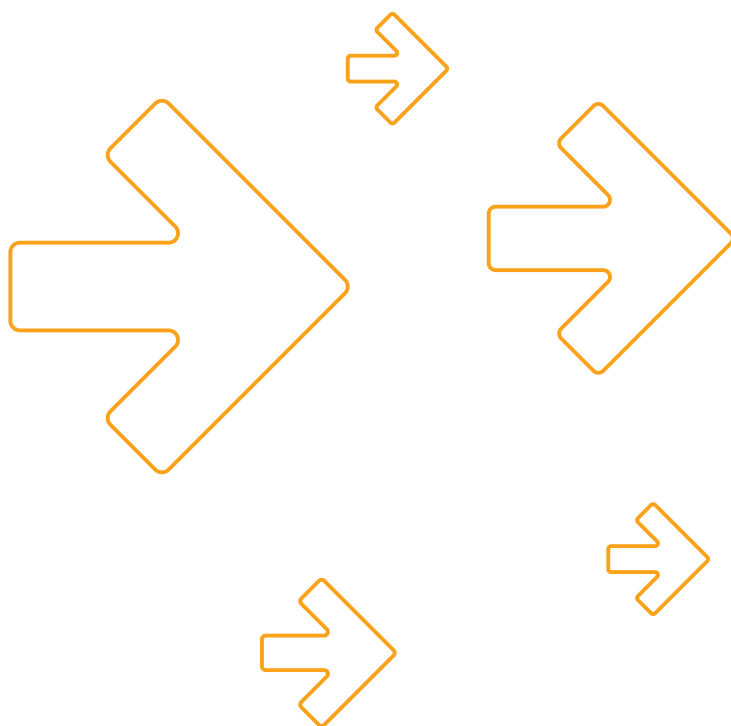
12,500

NEW RESIDENTS EVERY YEAR
who will get involved in community
activities and help shape a thriving,
dynamic city



What is missing and must be addressed

- Key sporting infrastructure for our current and future populations, as some facilities are already at capacity.
- Better utilisation of facilities like schools for community sport.
- Cities of one million people require cultural and library facilities beyond what our city currently provides. A new Regional Performing Arts Centre and new libraries are required.



Cost of doing nothing

Lack of adequate facilities provided to promote active and healthy lifestyles and tourism and recreation opportunities.

Will lead to greater health impacts and pressure on the health system.

Reduced sense of community and identity ...

due to a lack of cultural opportunities for our growing communities.





Priorities for sporting and cultural opportunities

Our Advocacy Action Plan includes the following priority sporting and cultural opportunities:

- 5.1 James Drysdale Reserve upgrades
- 5.2 Shared use of school sports and recreation facilities
- 5.3 Moreton Bay Indoor Sports Complex: enhancement for legacy use
- 5.4 Queensland State Equestrian Centre (QSEC)

- 5.5 Upgrade for Kayo Stadium
- 5.6 Sports and recreation parks and facilities
- 5.7 Aquatic facilities
- 5.8 District/Regional Performing Arts Centre
- 5.9 Libraries
- 5.10 Sensory art gallery

06

Economic opportunities

Our city's economic strengths provide an incredible foundation to support our city's growth. City of Moreton Bay is implementing our ambitious economic agenda outlined in Our City's Economic Strategy 2020–2041.

Council is taking action to ensure that by 2041, our economy is greater than the entire state of Tasmania as it stands today. We are supporting the creation of 100,000 new jobs and 16,000 new businesses to fuel growth and opportunities, as we aim to host 45,000 businesses in the city. We will be brighter and become one of Australia's top 10 regional knowledge and innovation hubs.

\$40B

ECONOMY BY 2041 –
turbocharging our economy



CITY OF MORETON BAY
provides a workforce catchment of over 1 million workers, and this will continue to increase as we grow



MORE THAN 110,000 RESIDENTS
currently work in other local government areas, and this will increase as we grow



Moreton Bay's rate of employment self-containment is amongst the lowest in SEQ (49.5% compared to 76.7% on the Sunshine Coast)

23%

OF VISITORS STAY OVERNIGHT
and contribute a total of 5.2 million visitor nights in the city



Each year, around **4 MILLION PEOPLE TRAVEL AT LEAST 50 KILOMETRES** (round trip) to visit the City of Moreton Bay



What is missing and must be addressed

As we look to create a thriving and productive city for one million people, the following opportunities must be pursued:

- Employment opportunities close to where people live, particularly in new growth areas across the city. This is critical for the functioning of our polycentric city and to reduce traffic congestion.
- Headquarters of major corporations and large employers, required to offer improved and diverse job opportunities for residents.
- A sufficient level of post-high school education attainment to drive skills development. Currently only 22% of residents have a post high-school qualification, which is below the Queensland average.
- Recognition of the food supply role that City of Moreton Bay plays, including 61% of the total fruit produced in SEQ, with exceptional opportunities to build on our food and agriculture success ahead of the 2032 Games.
- A tertiary-level hospital to deliver specialist care, pioneering research, and provide comprehensive health services to support a city of one million people.
- Rapid transport and advanced digital infrastructure will be critical for connecting economic hubs to each other and to residents.
- Social infrastructure that generates economic activity, including a diverse range of short-term accommodation and sporting and cultural infrastructure, to capitalise on visitor economy opportunities.

Cost of doing nothing

Inadequate job and educational opportunities ...

for our growing city and unrealised productivity, exacerbating the challenge to address our employment self-containment (49.5%) which is among the lowest in SEQ.

Missed opportunities to create the northern business hub for SEQ ...

at Moreton Bay Central and to capitalise on the 2032 Games attention on this unique precinct.

Missed opportunity to secure legacy social infrastructure that generates economic activity.

Inadequate tourism experiences provided for the 2032 Games and our long-term future.

Inability to deliver required health services and employment ...

in the health sector to address that over half of the city's health workers currently work outside of City of Moreton Bay.



Priorities for economic opportunities

Our Advocacy Action Plan includes the following priority economic opportunities:

- 6.1 Moreton Bay Central: SEQ's northern business hub including expansion of UniSC**
- 6.2 Support to implement City of Moreton Bay Leveraging 2032 for Business Plan**
- 6.3 City-building projects in City Economic Strategy**
- 6.4 Sustainable Tourism – Experiences Investment Fund**
- 6.5 Certification funding for Sustainable Tourism Experiences**
- 6.6 Tertiary level hospital for City of Moreton Bay residents**



ADVOCACY ACTION PLAN

This ten-year action plan guides Council's responses and approaches to achieve the purpose of City of Tomorrow.

Council's role in these projects is to advocate for them, and where relevant, to deliver the project or work in partnership with funding organisations and key stakeholders, with a particular focus on expediting the delivery of critical infrastructure for the city.

The criteria used to determine what is included in this plan includes:

- Can the initiative be substantially progressed over the next ten years with a particular focus on the period up to 2030, ahead of the 2032 Games
- A significant project requiring over \$10 million in funding, or
- Significant local projects that will shape the future of our city and have city-wide benefits, or
- Projects that will significantly improve liveability, connectivity, accessibility and that will have a significant cost to the community if not delivered.



**Find out
more inside**

Advocacy Action Plan Projects

Priority projects with city-wide benefits

- LDCC – central location (site TBD)
- Energy from waste facilities
- Advanced Air Mobility (Caboolture and Redcliffe Aerodromes)
- Social/affordable housing options (State provided)
- Housing and Homelessness Action Plan initiatives
- Digital tools to support housing and infrastructure delivery
- Digital connectivity
- FOGO
- External partnerships for environmental land purchases
- Waterway/Catchment Management priorities
- Biosecurity/invasive species management
- Living Coast Plan implementation
- Proactive floodprone property acquisition program
- Crime prevention and public safety
- City-building projects in Our City's Economic Strategy
- Key initiatives from Natural Hazards Risk Assessments
- Funding and partnerships to support emissions reduction targets
- Changing Places
- Youth Mental Health Services
- All-abilities playgrounds
- Accessible sports hub
- Sensory Art Gallery
- Shared use of school sports and recreation facilities
- Sports and recreation parks and facilities
- Aquatic facilities
- District Regional Performing Arts Centre
- Libraries

01

Bruce Highway Western Alternative/Moreton Motorway

State and Federal funding

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02

Buchanan Road Upgrade

>\$550m

Page 46

03

Enhanced connections through faster public transport

State and Federal funding

03a – New peak hour express train off the Redcliffe line from Petrie to Strathpine**03b** – High capacity metro from Newport/Scarborough to Kippa-Ring Station**03c** – High capacity metro from Clontarf/Margate to Kippa-Ring Station**03d** – Waraba to Caboolture rapid bus

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04

Priority Open Level Crossings

Upgrading grade separated crossings at:

- Buchanan Road, Morayfield, as well as Station Road, Morayfield
- Mackie Road/Boundary Road, Narangba
- South Pine Road, Strathpine
- Pumicestone Road, Caboolture
- McKean Street, Caboolture
- Todds Road, Strathpine

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05

Enhanced connections into Brisbane

Connect Gympie Road tunnel with the Bruce Highway/Gateway Motorway merge

State and Federal funding

Page 48

06

Caboolture Revitalisation

\$14m for stormwater drainage upgrades

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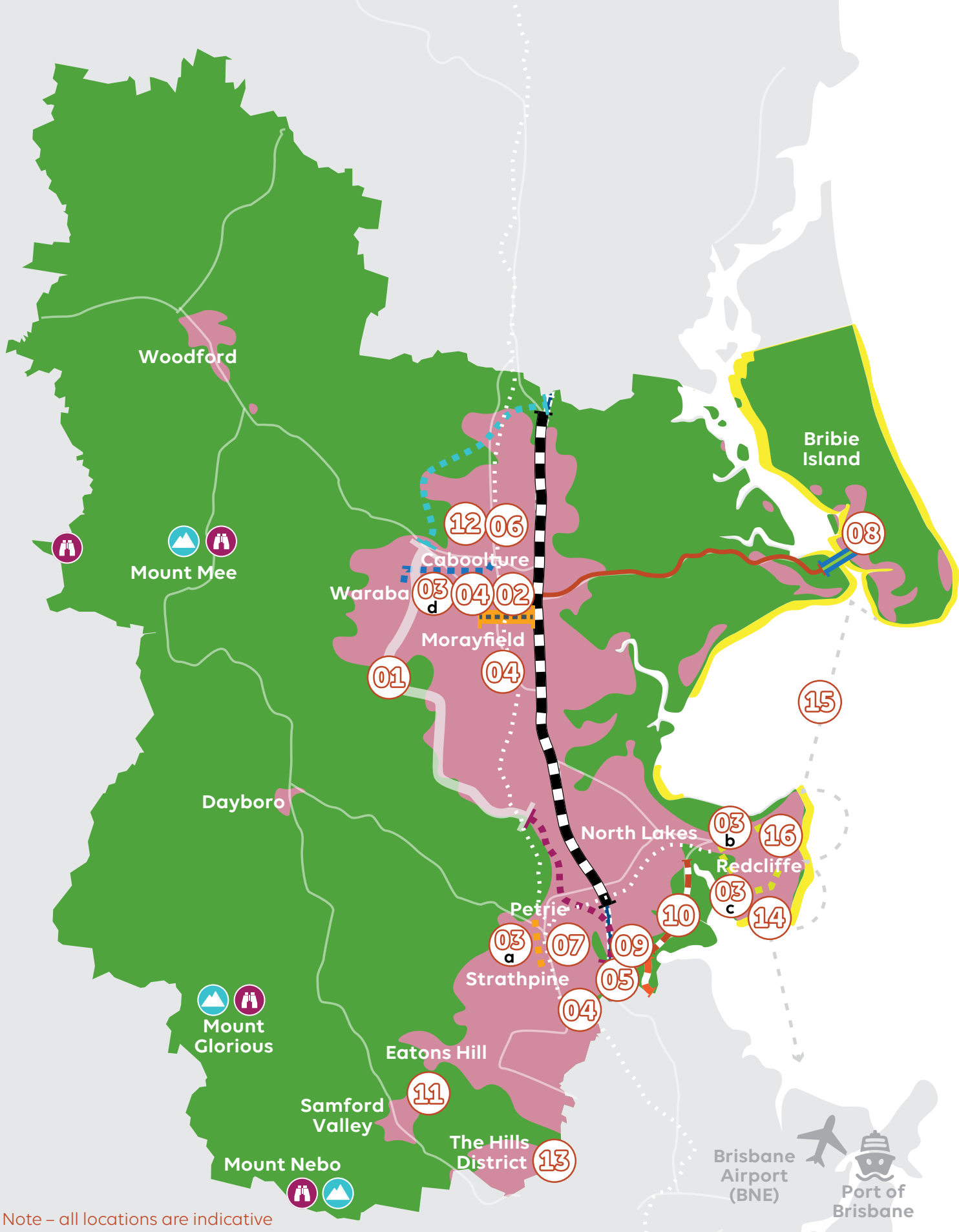
07

Moreton Bay Central

- Moreton Bay Indoor Sports Centre (enhancement for legacy use)
- UniSC expansion
- Short Term Accommodation Option for the Games
- Northern Business Hub
- Dohles Rocks Road Connector and Dohles Rocks Road Upgrade
- Technology-enabled Operations Centre
- Links to Moreton Bay Rail Cycleway

>\$500m for all projects

Page 48, 51, 61 and 65



Legend

Buchanan Road Upgrade

Bay Cats potential route

Bribie Island Road duplication

Bruce Highway

Bruce Highway Upgrade

Bruce Highway Western Alternative Stages 1 and 2

Bruce Highway Western Alternative Stage 3 (indicative study area)

Bruce Highway Western Alternative Stage 4 (indicative alignment)

Express train line (proposed)

Gateway Mtnwy/Bruce Highway upgrade

Metro line (proposed)

Moreton Connector (proposed)

New Bribie Island Bridge

Rapid bus (proposed)

Regional landscape/rural production areas

Train line

Urban footprint

08

Bribie Island Road and Bridge

State and Federal funding

Page 50

09

New bridges across Pine River, Bruce Highway and Gateway Motorway upgrades

State and Federal funding

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10

Mango Hill to Griffin Urban Arterial/Moreton Connector

State and Federal funding

Page 52

11

James Drysdale Reserve

>\$10m

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12

Queensland State Equestrian Centre upgrades

\$16m

Page 62

13

Hills District Community Place

Page 50

14

Active Transport – Hornibrook Esplanade Cycleway Project

\$3m

Page 50

15

Bay Cats

Initial focus on commuter transport options

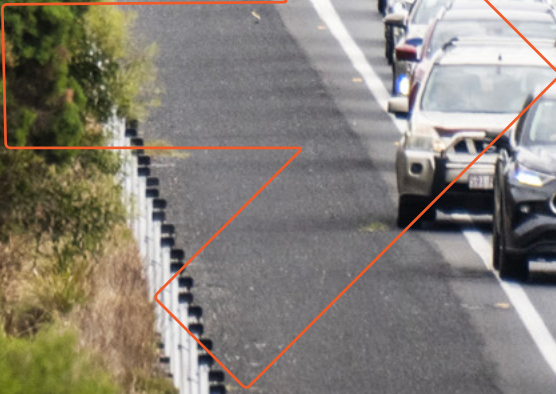
\$500k State funding contribution required

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16

Upgraded Kayo Stadium

Page 62



01

Focus Area 1

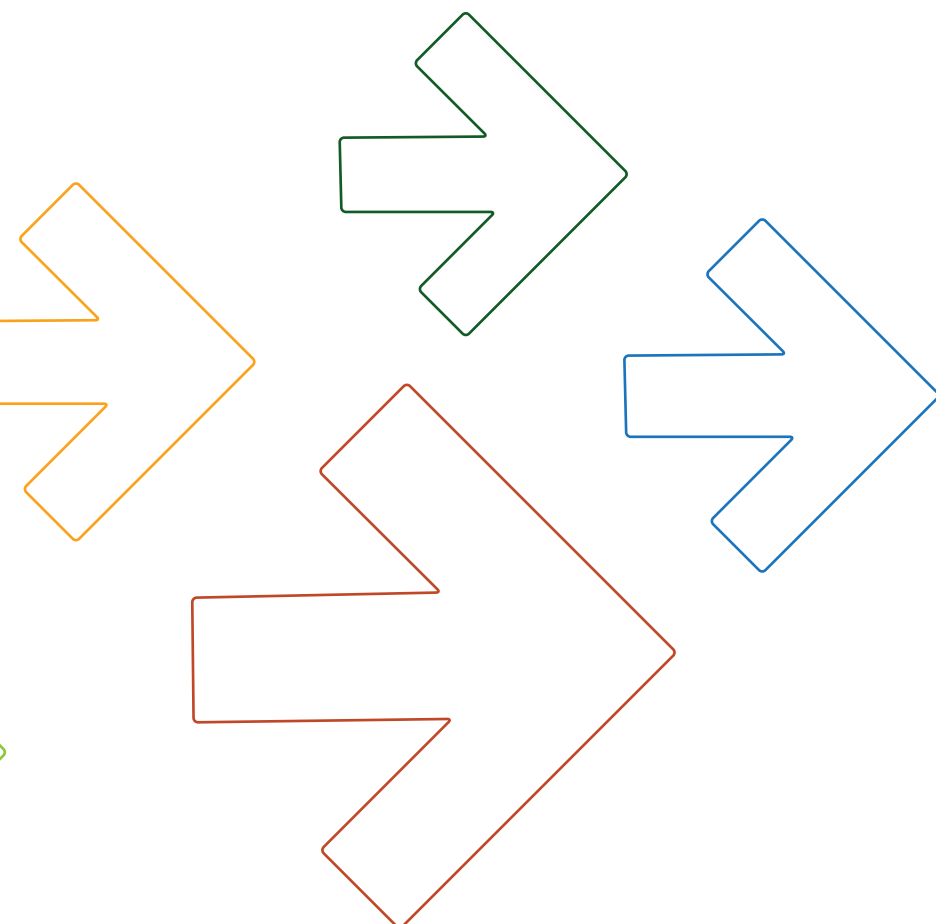
Catalytic initiatives

Strategic Advocacy Priorities – Projects Focus

- 1a Source external funding and partnerships to ensure delivery of **our catalytic initiatives**.
- 1b Secure support from State and Federal Governments to achieve the **fundamental mode shift and transformation required away from a reliance on car transport. This will require significantly greater provision of public and active transport options for the city**, including a focus on rapid transit services.
- 1c Focus on **the ongoing revitalisation of Caboolture**, as a catalytic opportunity to drive investment into this Principal Regional Activity Centre. Source external partnerships to facilitate private and government investment in its renewal and activation.
- 1d **Priority Open Level Crossing Removal projects** must be delivered across the city by the State Government. Significant congestion issues will be exacerbated in future without any interventions. This is a critical and urgent priority for the functioning of the city.

Strategic Advocacy Priority – Policy Focus



- 1e Embed our **polycentric city requirements and catalytic city-shaping opportunities** in key Council programs, projects, strategies and policies including our new planning scheme.
- 1f State Government support is required for our **new planning scheme**, to ensure it can be fast-tracked to guide our future growth.







Key Focus Area 1




Catalytic initiatives to shape the future, polycentric city of one million residents

ADVOCACY ACTION PLAN PROJECTS

Priority	Description	Key deliverables	Benefit	Strategic alignment
 1.1 Bruce Highway Western Alternative /Moreton Motorway	<p>Highest priority city-shaping project for City of Moreton Bay to provide critical connections across our city to access growth areas and divert traffic from the Bruce Highway to better accommodate long-distance travel and freight. Delivery of this project is crucial for integrating the local road network particularly in the Waraba Priority Development Area.</p>	<p>An expedited, 2032 delivery commitment (currently estimated for 2041) and funding partnership between State and Federal Governments.</p>	<p>City-shaping, critical infrastructure requirement addressed including providing greatly improved access to the Waraba Priority Development Area and support for other major growth areas to the south. Significant reductions in congestion on the local, state and federal road network.</p> <p>As SEQ grows to a region of 6 million people this catalytic infrastructure will have SEQ region wide benefits, and in particular for City of Moreton Bay and the 70,000 residents that will call Waraba home.</p>	<p>Drivers 2 and 3</p> <p>Advocacy priority 1a</p>
 1.2 East-West connections (road infrastructure) including Buchanan Road Overpass – Investment and Corridor Upgrade Program	<p>Critical need for east-west connections across our city, to ensure access is provided to key growth areas and improved mobility around the city.</p> <p>Key initiatives include the Buchanan Road Overpass – Investment and Corridor Upgrade Program which is essential for connecting the city's transport networks to major state roads and the national highway, linking the Bruce Highway and Morayfield Road and will be one of the largest ever road projects undertaken within City of Moreton Bay.</p>	<p>Secure:</p> <p>Commitments towards initial requirements:</p> <ol style="list-style-type: none"> 1. Support from the State and Federal Governments to bring forward design then delivery of the Buchanan Road interchange with the Bruce Highway, to support the Buchanan Road Overpass – Investment and Corridor Upgrade Program. 2. Commitment to provide a bus service from Morayfield Shopping Centre eastwards across the Bruce Highway to support interim connectivity between Morayfield and Burpengary East, via Weier Road (in the interim). 3. Funding from the State and Federal Governments towards preliminary design for the Buchanan Road Overpass – Investment and Corridor Upgrade Program following completion of the business case. <p>Medium term requirements:</p> <ol style="list-style-type: none"> 4. Funding from the State and Federal Governments towards construction of the Buchanan Road Overpass – Investment and Corridor Upgrade Program. 5. Commitments towards other priority road infrastructure projects that will create further east-west connections. 	<p>Relieves congestion to provide reliable traffic connections for all of SEQ.</p>	<p>Drivers 1, 2 and 3</p> <p>Advocacy priorities 1a and 1b</p>

Priority	Description	Key deliverables	Benefit	Strategic alignment
<p><5</p> <p>1.3</p> <p>Enhanced connections through faster public transport</p>	<p>Critical need for east-west connections across our city, to ensure access is provided to growth areas and improved mobility around the city, alongside faster connections to key centres across SEQ including access to Brisbane.</p>	<p>Secure planning support, funding and delivery commitments for priority public transport improvements across the city, including feeder services to transport commuters to rail stations, to enable rapid connections across key locations including:</p> <p>Within five years:</p> <ol style="list-style-type: none"> 1. New peak-hour express train off the Redcliffe line from Petrie to Strathpine express to Brisbane CBD/Bowen Hills. 2. High-capacity metro with integrated timetabling with rail from Newport/Scarborough to Kippa-Ring Station and from Clontarf/Margate to Kippa-Ring Station. 3. Feeder bus service with integrated timetabling with rail from priority locations. 4. Loop bus service with integrated timetabling with rail from Redcliffe centre/Hospital to Kippa-Ring Station. <p>Within ten years:</p> <ol style="list-style-type: none"> 5. Waraba to Caboolture (rapid bus priority with integrated timetabling with rail). 	<ul style="list-style-type: none"> • Addressing the critical need for public transport options for existing and new residents (currently only 4.4% of residents use public transport) and acting as a critical enabler of polycentric growth and employment self-containment. • Maximise the benefits arising from improving services utilising existing heavy rail infrastructure. • Utilise the 2032 Games to facilitate improved SEQ region wide transport outcomes, that will have a long-term legacy for SEQ. 	<p>Drivers</p> <p>1, 2 and 3</p> <p>Advocacy priorities</p> <p>1a and 1b</p>
<p><5</p> <p>1.4</p> <p>Caboolture Revitalisation</p>	<p>As City of Moreton Bay implements its polycentric vision, we are focusing on the revitalisation of the Caboolture centre. We are seeking commercial and partnership investment, to provide greater employment and transport options, greater supply of diverse housing including social and affordable housing and safety and amenity improvements.</p> <p>This is to ensure Caboolture can take on an increased role as the Principal Regional Activity Centre, servicing the northern part of the city, particularly as Waraba is developing. This initiative will be informed by an Infrastructure Coordination Plan currently being prepared for Caboolture.</p>	<ol style="list-style-type: none"> 1. Attract State Government and partnership investment which supports Council's vision including use of underutilised offices for government organisations and corporate companies, and social and affordable housing opportunities. 2. Secure funding from the State and Federal Governments towards a \$14 million stormwater drainage upgrade to address serious flooding issues in the eastern part of the CBD (medium risk flood hazard area), which is essential to pave the way for future development and revitalisation. 	<p>Activation of the Caboolture CBD to provide social and economic benefits and facilitate it providing greater services to the central and northern parts of SEQ through its role as a Principal Regional Activity Centre for SEQ.</p>	<p>Drivers</p> <p>1 and 3</p> <p>Advocacy Priorities</p> <p>1a, 1c and 1e</p>

Priority	Description	Key deliverables	Benefit	Strategic alignment
 1.5 Technology-enabled Operations Centre	<p>A visionary initiative to take advantage of Council's current technological base and ingest all data inputs to a single point via a remote operating/control centre, with Moreton Bay Central as the preferred site. This centre will provide data outputs in real time, integrate with our call centre operations and provide analysed data overlaid with historical data for the provision of services, decision making, safety and security, disaster management, overall city operations, the more efficient use of transport infrastructure and utilising the data to predict our future needs and requirements of the city through the use of AI.</p>	<p>Secure State Government support through innovation funding or a pilot project, linked with opportunities related to digital requirements for delivering the 2032 Games including SEQ region wide digital twin innovations and other initiatives like the SEQ City Deal.</p>	<p>Efficiencies in Council operations that will provide far reaching benefits across the city, enable enhanced coordination activities with other levels of government and provide an enhanced customer experience.</p>	<p>Drivers 2 and 3</p> <p>Advocacy Priorities 1a and 1e</p>
 1.6 Enhanced connections into Brisbane	<p>Planned road and transport upgrades on Brisbane's northside need to be expanded to connect with Moreton Bay's network, to stop pressure points being transferred from one area to another.</p>	<p>Connect Gympie Road tunnel with Bruce Highway/Gateway Motorway merge. Deliver improved connections and congestion reduction through a parallel focus on the delivery of project 2.9 (completion of Bruce Highway/Gateway Motorway upgrades including new bridges across the Pine River).</p>	<p>Relieves traffic congestion to provide reliable connections for all of SEQ given 160,000 vehicle movements between City of Moreton Bay and Brisbane currently. Outcomes obtained through this priority would be enhanced through the delivery of project 2.9.</p>	<p>Driver 3</p> <p>Advocacy Priority 1a</p>
 1.7 Open level crossing removals	<p>Urgent removal of priority open level crossings across the city to address traffic flow, resilience and safety.</p>	<p>Secure a commitment from the State Government to collaborate with City of Moreton Bay on the planning for solutions for priority OLCs, which are already causing significant problems for city-wide and SEQ transport networks. These problems are exacerbated by the Queensland Rail network and the imminent commencement of Cross River Rail.</p> <p>Secure a commitment from the State Government for them to deliver the solutions. Council's priorities:</p> <ol style="list-style-type: none"> 1. Upgrading grade separated crossings at Buchanan Road, Morayfield, as well as Station Road, Morayfield. 2. Mackie Road/Boundary Road, Narangba. 3. South Pine Road, Strathpine. 4. Pumicestone Road, Caboolture. 5. McKean Street, Caboolture. 6. Todds Road, Strathpine. 	<p>Significant reductions in traffic congestion and delays for drivers and commuters. Increased economic productivity for businesses. If these projects are delayed or not undertaken, they will result in delays of up to an hour at certain crossings during peak periods by 2036 and even further delays as our city continues to grow.</p>	<p>Drivers 1, 2 and 3</p> <p>Advocacy Priority 1d</p>
 1.8 Energy from waste facilities	<p>Facilities are required in SEQ to support higher-value treatment of residual waste as an alternative to landfill, given that Council's landfills are expected to reach capacity by the mid-2040s.</p>	<p>Secure the establishment of relevant facilities in SEQ (likely thermal energy from waste, supported by a network of bulking Transfer Stations), with funding from the State and Federal Governments.</p>	<p>SEQ region level infrastructure will support Council's 2039 net zero target (38% of Council's emissions are from landfills) and provide outcomes for City of Moreton Bay residents due to cost effective and sustainable solutions to effectively managing waste.</p>	<p>Driver 1</p> <p>Advocacy Priority 1a</p>

-  Projects that will significantly and directly contribute to 2032 Games operations and legacy outcomes.
-  Projects that need to be delivered within five years (i.e. by 2030) to set City of Moreton Bay up for a successful future.
-  Projects important to progress during the first five years of this plan, but are flagged for delivery between 2030 and 2035, with 2032 legacy projects to be delivered by 2032.
- For an explanation of strategic drivers 1, 2 and 3, refer to pages 10 and 11.

02

Focus Area 2

City Building Infrastructure and Growth

Strategic Advocacy Priorities – Projects Focus

ACTIVE AND PASSENGER TRANSPORT AND ROAD INFRASTRUCTURE PRIORITIES

- 2a **City-wide and local active and passenger transport and road infrastructure priorities** must be funded by the State and Federal Governments, to provide improved access to employment, reduce congestion and provide a catalyst for further supply of housing, in priority urban consolidation locations across the city.

ADVANCED AIR MOBILITY

- 2b **Advanced air mobility opportunities to be delivered through SEQ regional partnerships** will enhance opportunities across our city. Focus on setting up the city to be a leader in this evolving industry, which is expected to assist with transport operations for the 2032 Games.

SOCIAL AND SUPPORTIVE HOUSING

- 2c Historic underinvestment has resulted in a significant shortfall of social housing provision in City of Moreton Bay. Based on the State Government's target of **53,500 new homes by 2044** and the **dwelling target set out under ShapingSEQ 2023**, Council calls on the State Government to deliver our fair share:
- 2,715 homes to address historical underinvestment (March 2025); and
 - 9,417 homes to maintain 3% of projected dwellings by 2046.

This equates to an **additional 6,198 homes above the current stock of 5,934** (December 2024) and requires the delivery of **295 additional social homes per year**, subject to change if growth projections are adjusted.

- 2d **Supportive Housing** must be delivered for our city's most vulnerable residents facing complex challenges and long-term housing needs. In line with Queensland's Supportive Housing Policy, **Council calls on the State Government to partner with City of Moreton Bay and the supportive housing sector to provide secure homes with wrap-around supports** such as health, domestic violence, and employment services.

Strategic Advocacy Priorities – Policy Focus

FUTURE SETTLEMENT PATTERN

- 2e Retaining **75% of our city as rural and natural landscapes** without urban development.
- 2f The State Government must focus on city-wide and SEQ region wide planning for **industrial (employment) land opportunities** given our strategic location in the northern growth corridor and as a gateway to the Port of Brisbane, Australia Trade Coast and Brisbane Airport.


DIGITAL




- 2g City of Moreton Bay will **focus on facilitating digital opportunities and partnerships with government and external stakeholders** that enable increased digital connectivity, economic opportunities and focus on digital infrastructure being established at the start of developing new growth areas.







ADVOCACY ACTION PLAN PROJECTS

Priority	Description	Key deliverables	Benefit	Strategic alignment
<5 2.1 Housing and Homelessness Action Plan (HHAP) initiatives	<p>All levels of government need to play their part in addressing the housing and homelessness crisis and shortage of support services in the city.</p> <p>To address the ongoing crisis in housing affordability and accessibility, significant investment from the State and Federal Governments is required to deliver well-located social and affordable homes that meet population growth alongside supportive housing solutions that assist our community's most vulnerable.</p>	<p>Support from the State/Federal Governments for key initiatives outlined in Council's HHAP, including:</p> <ol style="list-style-type: none"> 1. Additional and sufficient ongoing funding for specialist homelessness services to deliver assertive outreach and specialist case management services (including supportive housing options). 2. Expanding crisis and transitional housing options. 3. Support for homelessness service providers that specifically address the needs of Aboriginal and Torres Strait Islander peoples, Culturally and Linguistically Diverse communities and young people. 	<p>City of Moreton Bay currently lacks the established supportive housing options and services available in other parts of SEQ. Supportive housing provides people experiencing chronic homelessness with long-term, stable accommodation, along with appropriate health care, case management, and other wrap-around services. Its aim is to break the cycle and end homelessness.</p>	<p>Drivers 1 and 3</p> <p>Advocacy Priority 2c and 2d</p>
<5 2.2 State land availability for social and affordable housing	<p>Queensland Government to partner with Council and the community housing sector to unlock suitable surplus land for social and affordable housing.</p>	<p>Commitment to identifying suitable state-owned land parcels for housing developments in City of Moreton Bay, to assist with achieving the target of doubling social housing stock in Moreton Bay by 2046.</p>	<p>Increased housing diversity and supply of social and affordable homes.</p>	<p>Drivers 1 and 3</p> <p>Advocacy Priority 2c</p>
<5 2.3 Hills District Community Place	<p>Council is planning a mixed-use community development at 303 Dawson Parade, adjacent to Leslie Patrick Park in Arana Hills, to maximise community and economic benefits and provide more inclusive housing options.</p>	<p>Funding support for key community facilities at the site and social/affordable housing options.</p>	<p>Enhanced community facilities and more inclusive housing options.</p>	<p>Drivers 1 and 3</p> <p>Advocacy Priority 2c</p>
<5 2.4 Active transport projects	<p>It is a critical requirement for the functioning of the future City of Moreton Bay that active transport options are provided, as supported by benchmarking of the city's needs.</p>	<ol style="list-style-type: none"> 1. Hornibrook Esplanade Active Transport - focus on Stage 2b Bells Creek Bridge, at an estimated cost of \$3 million. 2. Improved active transport access to Moreton Bay Central (missing part of the Moreton Bay Rail Cycleway). 	<ul style="list-style-type: none"> • These projects will support the broader transformation of transport required across the city and provide a great choice of travel modes to support an increased uptake in use of active transport options from a baseline identified in 2021, where 2% of residents walked or cycled to work (compared to 1.4% who used public transport). • Congestion reduction, active and healthy lifestyles and sustainability improvements will result. 	<p>Drivers 3</p> <p>Advocacy Priority 2a</p>
<5 2.5 Bribie Island Road and Bribie Bridge	<p>Bribie Island Road Upgrade and a new Bridge are required to provide efficient access to the Island, enabling critical emergency services to an ageing and growing population and enhancing liveability.</p>	<p>Secure State Government commitment to construction timing and funding.</p>	<p>Safe and efficient access to Bribie Island, including significantly enhanced active transport. Improving ability for critical emergency services to be provided to an ageing population, support for tourism and visitors.</p>	<p>Drivers 3</p> <p>Advocacy Priority 2a</p>

Priority	Description	Key deliverables	Benefit	Strategic alignment
 2.6 Funding for Dohles Rocks Road Connector and Dohles Rocks Road upgrade	<p>A new connection road from Moreton Bay Central to Dohles Rocks Road is required to support the Moreton Bay Indoor Sports Centre and public access to the Moreton Bay Central precinct, to unlock further economic development and mobility outcomes for residents.</p> <p>Dohles Rocks Road needs to be considered a main road by the State Government and can be planned and delivered over a five-year timeframe. This infrastructure will support congestion reduction and access around Moreton Bay Central; it should be extended to two lanes in key locations. This also provides the opportunity to link with the start of the Bruce Highway Western Alternative.</p>	<ol style="list-style-type: none"> 1. Dohles Rocks Road must be considered a main road by the State Government, with Transport and Main Road to lead the planning and delivery of this project over a five-year timeframe, including establishing this project as the start of the Bruce Highway Western Alternative and removing the Strathpine East Arterial from State level planning. 2. Funding contribution secured for construction of the new connection road from Moreton Bay Central to Dohles Rocks Road, including two lanes in key locations 	<ul style="list-style-type: none"> • Improved access around Moreton Bay Central and much needed upgrades to Dohles Rocks Road which will provide city-wide benefits including congestion reduction. • It will provide a natural start to the Bruce Highway Western Alternative from the Bruce Highway via Dohles Rocks Road ultimately to Waraba using existing infrastructure and additional routes to the South. • Delivering this connector road and upgrade would assist with improving connections across City of Moreton Bay and addressing the lack of investment in City of Moreton Bay infrastructure, as demonstrated by City of Moreton Bay ranking fifth out of the seven largest SEQ councils, for Queensland Transport and Main Road Roads Investment Program funding on a per capita basis. 	<p>Drivers 2 and 3</p> <p>Advocacy Priority 2a</p>
 2.7 Digital Connectivity	<p>Partnerships are required with the telecommunications industry to deliver a consistent, high-class telecommunications experience for residents, businesses and visitors, including reduced blackspots, that will benefit our city resilience and productivity.</p> <p>Moreton Bay is leading the development of these partnerships for wider adoption by the rest of SEQ.</p> <p>This includes a focus on pit and pipe, fibre, wireless, mobile towers, and other infrastructure to deliver 4G, 5G and future 6G services.</p>	<p>Federal and State Governments should incentivise a partnership approach, with funding support to enable delivery of this initiative ahead of the 2032 Games.</p>	<p>Key expected outcomes and benefits of these telecommunications partnerships will include:</p> <ul style="list-style-type: none"> • Reduced coverage blackspots across City of Moreton, with SEQ region wide benefits to address the SEQ digital disadvantage identified by the Council of Mayors (SEQ) through the Benchmarking South East Queensland Report 2025. • Private investment leveraged and increased direct and in-direct employment opportunities. • Faster delivery of digital/ telecommunications infrastructure to new housing developments. • Improved Government Wireless Network that is used by emergency services. • Assists the delivery of the 2032 Games and legacy outcomes for digital infrastructure including through strengthening connections nationally and globally. 	<p>Drivers 1, 2 and 3</p> <p>Advocacy Priorities 2g and 4f</p>

Priority	Description	Key deliverables	Benefit	Strategic alignment
 2.8 Digital tools to support housing and infrastructure delivery	Establish data sharing and systems and processes alignment between SEQ councils and State Government agencies to support housing growth and infrastructure planning/delivery.	Secure State Government support through innovation funding or a pilot project to build advanced forecasting tools to support the planning and delivery of housing and infrastructure investments.	<p>Wide ranging benefits will include:</p> <ul style="list-style-type: none"> Accelerated timeframes for the planning and delivery of major infrastructure to unlock land for development, to provide serviced lots for housing. Through this opportunity, a secondary benefit will be modelling of transport networks and corridors, that will inform the expedited design and delivery of new infrastructure and improvements to existing infrastructure. 	<p>Drivers 3</p> <p>Advocacy Priority 2g</p>
 2.9 Completion of Bruce Highway/Gateway Motorway upgrades including new bridges across the Pine River	Several planned Bruce Highway upgrades are currently unfunded, including new bridges across the Pine River and upgrades between Uhlmann Road and Bribie Island Road. These upgrades must be fully funded to alleviate congestion and prepare for significant population growth across City of Moreton Bay and the SEQ region.	Funding is required from Federal and State Governments to deliver all Bruce Highway/Gateway Motorway upgrades currently planned by Transport and Main Roads between northern Brisbane and Caboolture.	<ul style="list-style-type: none"> Reduced traffic congestion at critical connection points, easier movements around the northern Brisbane/ Moreton Bay areas and increased economic productivity. The 2023 Congestion Survey conducted by the RACQ stated the Bruce Highway running through City of Moreton Bay was the second most congested road in Queensland. 	<p>Drivers 2 and 3</p> <p>Advocacy Priority 2a</p>
 2.10 Mango Hill to Griffin Urban Arterial/ Moreton Connector	The Mango Hill to Griffin Urban Arterial would provide a much-needed new arterial road connection to the growing North Lakes Principal Regional Activity Centre and the Regional Economic Cluster. The road would relieve traffic pressure on the already congested Anzac Avenue, including the interchange with the Bruce Highway, and create a more direct link to the City of Moreton Bay 'southern gateway'. The project would create a resilient alternative option for residents and business accessing North Lakes and may bring opportunities for a new direct and high-frequency bus link. A corridor for this road has already been preserved by Transport and Main Roads and City of Moreton Bay for future potential use.	Secure State Government commitment to undertake planning to support the Mango Hill to Griffin Urban Arterial as part of an integrated transport solution for better connectivity to North Lakes and address the growing pressures on Anzac Avenue and Bruce Highway interchanges.	<ul style="list-style-type: none"> Enables development of the North Lakes Principal Regional Activity Centre and the Regional Economic Cluster by addressing significant pressure on Anzac Avenue at key congestion points around the North Lakes area and Bruce Highway and supporting continuing residential and business growth of the centre. Moreton Bay is the lowest funded council in terms of investment in local road networks. 	<p>Drivers 2 and 3</p> <p>Advocacy Priority 2a</p>

Priority	Description	Key deliverables	Benefit	Strategic alignment
  2.11 Bay Cats (Moreton Bay Ferry Service)	Enhancing access to City of Moreton Bay to grow a first-class commuter, service which is required to address the dearth of public transport options for City of Moreton Bay and to increase environmental and tourism opportunities on Moreton Bay ahead of the 2032 Games.	Secure State Government support from concept to delivery including a \$500,000 funding contribution required from the State Government towards feasibility and business case investigations and ultimately a trial of a commuter-based service.	<ul style="list-style-type: none"> Reduction of congestion on the Bruce Highway, whilst offering residents an alternative mode of transport that offers similar or faster travelling distances (around one hour and based on a 25-knot vessel) between key locations such as Redcliffe Pier to Riverside in Brisbane. Ultimately a service would also provide recreation and tourism-based offerings, which open up a range of activation and economic opportunities along our coastal foreshores. 	Drivers 1, 2 and 3 Advocacy Priority 2a
  2.12 Advanced air mobility projects (existing Council-owned aerodromes and other opportunities)	Advanced Air Mobility is a collection of new and emerging technologies being applied to the aviation ecosystem particularly in terms of new aircraft types and equipment. It offers a significant opportunity for faster, cleaner and more accessible transport networks, with wide reaching community and economic benefits, including through the increased activation of our existing Council-owned aerodromes, which are in close proximity to Brisbane.	Activate council facilities, like the Redcliffe and Caboolture Aerodromes for advanced air mobility operators, as an initial pilot prior to broader introduction across SEQ.	Additional opportunities for attracting visitors and economic development for the city. Reduced environmental impact, travel times and pressure on the road network across the city and SEQ region, noting that demand for transport in SEQ is projected to increase by 48% by 2041.	Driver 1 Advocacy Priority 2b



Projects that will significantly and directly contribute to 2032 Games operations and legacy outcomes.



Projects that need to be delivered within five years (i.e. by 2030) to set City of Moreton Bay up for a successful future.



Projects important to progress during the first five years of this plan, but are flagged for delivery between 2030 and 2035, with 2032 legacy projects to be delivered by 2032.

For an explanation of strategic drivers 1, 2 and 3, refer to pages 10 and 11.

03

Focus Area 3

Environment and Resilience

Strategic Advocacy Priorities – Projects Focus

SUSTAINABILITY AND WASTE MANAGEMENT

- 3a Support is required from State and Federal Governments for our **emissions reduction efforts, which will contribute to emission reduction targets established by all levels of government**, including our Net Zero by 2039 target for Council operations. This will ensure sustainable outcomes as Council's operations and infrastructure increase to service our growing population.
- 3b Support is required from State and Federal Governments to **reduce emissions generated by our communities** including innovative new policies, technologies and products that will reduce the costs for the community of their emissions reduction efforts.
- 3c **Funding support for the infrastructure required to expand to a full Food Organics, Garden Organics (FOGO) service must be provided** to assist with our target of diverting 85% of waste from landfills. FOGO makes a key contribution towards our Net Zero by 2039 target for Council's operations.

BIODIVERSITY

- 3d Ensure State Government regional planning policy and funding support to enable the protection of **unique and critical biodiversity values** particularly within our urban footprint.
- 3e Secure partnerships to enable innovative approaches for ensuring sustainable funding for **environmental restoration** including through carbon offset projects.
- 3f With progressive infill development across our urban areas, it will become even more important to ensure a focus on **environmental education and care for wildlife**. Secure external funding for improvements to our environmental education centres, establishing new centres and ensuring the delivery of the Wildlife Hospital at Dakabin in partnership with the State Government and the Moreton Bay Wildlife Hospital Foundation.

WATERWAYS AND CATCHMENTS

- 3g Through collaborative arrangements such as the SEQ Resilient Rivers Initiative, City of Moreton Bay requires **critical funding for the implementation of finalised Catchment Action Plans for priority catchments** including Pumicestone Passage, Caboolture River and Pine River. This is a key requirement to restore our creek banks and ensure water quality improvements.

BIOSECURITY

- 3h Financial support must be provided by the State Government to assist with implementing **city-wide biosecurity initiatives** to address increasing biosecurity threats.



NATURAL HAZARDS

- 3i Funding from State and Federal Governments **must be provided for risk management infrastructure and programs** to assist with improving community resilience, including to support the implementation of our Natural Hazard Risk Assessments (in preparation) and Living Coast Plan.

EMERGENCY MANAGEMENT

- 3j City of Moreton Bay requires a **purpose-built Local Disaster Coordination Centre (LDCC)** to provide vital coordination for response and recovery efforts and to ensure community safety. This is increasingly important due to our increasing natural hazard risks, population growth and increasing extreme weather events including tropical lows/cyclones.






Strategic Advocacy Priorities – Policy Focus

- 3k The State Government must provide a **streamlined process for the updating of statutory instruments** that regulate new developments, to quickly reflect new natural hazard data when it is available.
- 3l The Federal Government must **provide fair access to mobile and NBN connectivity in Moreton Bay's rural areas**. This is critical for the resilience and productivity of our rural communities.
- 3m A **Public Safety National Broadband** is required to prioritise emergency alerts and give first responders priority access.



ADVOCACY ACTION PLAN PROJECTS

Priority	Description	Key deliverables	Benefit	Strategic alignment
<p><5</p> <p>3.1</p> <p>Food Organics and Garden Organics Program</p>	Access to FOGO processing capacity in SEQ is required so that City of Moreton Bay can expand its GO service to a full FOGO service and reduce emissions associated with food organics going to landfill.	Secure State Government investment in FOGO processing capacity in SEQ from the Queensland waste disposal levy.	A full FOGO service will support Council's net zero by 2039 for Council operations target (as 38% of Council's emissions are from landfills) and reduce the cost of living for households by alleviating the impact of the State Government's waste levy.	<p>Drivers</p> <p>1 and 3</p> <p>Advocacy Priorities</p> <p>3b and 3c</p>
<p><5</p> <p>3.2</p> <p>External partnerships for environmental land purchases in priority locations</p>	City of Moreton Bay is keen to explore partnerships with other levels of government to build on Council's Land Buyback for Environmental Purposes Program. Since its introduction in 2020, over 100 hectares of key environmental land and connecting wildlife corridors has been preserved.	Establish a Memorandum of Understanding (MOU) with the State Government and partnership funding for priority acquisitions of land with significant biodiversity values. Federal funding would support acquisition of priority areas with nationally significant environmental values.	Partnership acquisitions of environmental land will boost biodiversity conservation in City of Moreton Bay and contribute to federal, state and local conservation targets, where council management of a priority area is advantageous. They will assist with managing biodiversity values within the context of the significant growth of the city.	<p>Drivers</p> <p>1 and 3</p> <p>Advocacy Priorities</p> <p>3d and 3e</p>
<p><5</p> <p>3.3</p> <p>Waterway/ Catchment Management priorities e.g. Resilient Rivers</p>	Ongoing funding is required for catchment management priorities including support funding to keep Moreton Bay waterways clean. This SEQ region wide initiative provides important opportunities to showcase environmental improvements ahead of the 2032 Games.	Secure funding through an ongoing Resilient Rivers program for priorities identified in Catchment Action Plans.	Healthy and clean waterways for aquatic biodiversity improvements and for residents and visitors to enjoy and so that the multitude of environmental services provided by waterways can be maintained.	<p>Drivers</p> <p>1 and 2</p> <p>Advocacy Priority</p> <p>3g</p>
<p><5</p> <p>3.4</p> <p>Biosecurity: invasive species management</p>	There is a lack of acknowledgment that feral deer, feral pigs and other invasive species, such as fire ants, pose an increasing biosecurity threat to SEQ and insufficient support for the most effective response, namely joint action by landowners and Local Government Biosecurity and Pest Management Officers.	<p>Increased State Government funding for local governments in peri-urban areas, catchment groups and traditional custodians to assist landowners manage feral deer and feral pigs.</p> <p>Advocate for replacing the precept levy with a fair and equitable funding arrangement to support landholders with invasive species management.</p> <p>Continued State Government investment for the eradication of fire ants, with specific focus on community engagement, industry compliance and financial support to local governments involved in suppression and eradication actions.</p>	Effective pest control improves biodiversity and ecosystems, reduces costs and biosecurity threats for agricultural producers and improves public safety. This initiative would also support other councils in peri-urban areas.	<p>Driver</p> <p>1</p> <p>Advocacy Priority</p> <p>3h</p>
<p><5</p> <p>3.5</p> <p>Living Coast Plan implementation</p>	State Government support and program guidance is required to help Council deliver the Living Coast Plan and reduce coastal hazard risks to public and private infrastructure, particularly as we have over 294 kilometres of coastline and estuaries.	Seeking a long-term commitment from the State Government to support Council delivering the Living Coast Plan actions, currently supported through alignment with the QCOAST2100 program.	Strengthens the resilience of our coastal communities against coastal hazards including sea erosion and storm tide inundation from cyclones. This support is increasingly required as coastal hazards cost Council and City of Moreton Bay property owners an average of \$13 million a year in damage to physical assets, which could increase to \$151 million by the year 2100.	<p>Driver</p> <p>1</p> <p>Advocacy Priority</p> <p>3k</p>

Priority	Description	Key deliverables	Benefit	Strategic alignment
  3.6 New Local Disaster Coordination Centre (LDCC)	<p>Funding from State and Federal Governments is required to deliver a new \$30 million LDCC at a central, resilient location to support local government responsibilities as detailed in the <i>Qld Disaster Management Act 2003</i> during emergencies.</p>	<p>Funding from State and Federal Governments to deliver a new \$30 million LDCC at a central, resilient location to support local government responsibilities as detailed in the <i>Qld Disaster Management Act 2003</i>.</p>	<p>A dedicated LDCC would provide essential, centralised coordination across all disaster phases, reducing risk and safeguarding community resilience. It would enhance regional capability during emergencies and major events such as the 2032 Games. The centre would offer SEQ and statewide value by serving all Local Disaster Management Group members, while also functioning as a cost-effective alternative to the State Disaster Coordination Centre at Kedron.</p> <p>This investment delivers long-term operational continuity, maximises resource efficiency and strengthens Queensland's strategic disaster readiness.</p>	<p>Drivers 1 and 3</p> <p>Advocacy Priority 3j</p>
 3.7 Proactive flood-prone property acquisition program	<p>City of Moreton Bay calls on the State Government to develop and support an ongoing, proactive flood-prone property acquisition program.</p> <p>The program should focus on properties that have a high likelihood of flooding with deep, fast-flowing water as well as shorter warning and evacuation times.</p>	<p>Access to a funding program for a range of proactive measures identified in Flood Risk Management Plans, including property acquisition.</p>	<p>Support for property owners that are significantly impacted by flooding and reduction in ongoing issues by removing people from these locations before they experience flood events (not after).</p> <p>Required to assist with managing growth across our city, so that growth can be avoided in inappropriate locations within the floodplain.</p>	<p>Drivers 1 and 3</p> <p>Advocacy Priority 3i</p>
 3.8 Key initiatives from Natural Hazard Risk Assessments (bushfire, landslide and flood risk)	<p>Council is undertaking natural hazard risk assessments which will identify strategic initiatives that will make City of Moreton Bay more resilient to future disasters.</p>	<p>Support for actions identified in Council's natural hazard risk assessments.</p>	<p>Strengthens the resilience of our city's communities against natural hazards including flooding.</p>	<p>Drivers 1 and 3</p> <p>Advocacy Priority 3i</p>
 3.9 Funding and partnerships to support emissions reduction targets	<p>Through the implementation of the Organisational Net Zero Plan, the city will be seeking partnerships and funding support for major initiatives that will assist with achieving our net zero by 2039 target for council operations.</p>	<ol style="list-style-type: none"> 1. Advocate for funding to deliver priority initiatives that will assist with contributing to emissions targets established by State and Federal Governments, alongside Council's emissions reduction efforts. 2. Advocate for community emissions reduction programs particularly focused on waste emissions. 	<p>Reduced Council emissions and enhanced environmental outcomes for the city.</p>	<p>Driver 1</p> <p>Advocacy Priorities 3a and 3b</p>



Projects that will significantly and directly contribute to 2032 Games operations and legacy outcomes.



Projects that need to be delivered within five years (i.e. by 2030) to set City of Moreton Bay up for a successful future.



Projects important to progress during the first five years of this plan, but are flagged for delivery between 2030 and 2035, with 2032 legacy projects to be delivered by 2032.

04

Focus Area 4

Safety and Accessibility

Strategic Advocacy Priorities – Projects Focus

SAFETY








- 4a City of Moreton Bay requires further support from State and Federal Governments to implement **ongoing enhancements to precinct security and public safety at existing Sports and Recreation Precincts** as part of our rolling program for CCTV infrastructure, alongside our 10-year strategic plan for licence plate recognition technology.

ACCESSIBILITY

- 4b City of Moreton Bay will seek support from State and Federal Governments to achieve our ambitious goal to be the **most accessible city in Queensland**. This includes efforts to facilitate accessible tourism opportunities and undertake accessibility upgrades of key facilities across our city ahead of the 2032 Games, to position our city as an Accessible Sports Hub. Support is also critical for the identification and progressive resolution of barriers that people with a disability face.
- 4c City of Moreton Bay recognises the importance of **mental health initiatives for our communities**, particularly youth mental health services. We will advocate to secure services and facility funding from State and Federal Governments to support a range of options to improve mental health outcomes.



ADVOCACY ACTION PLAN PROJECTS

Priority	Description	Key deliverables	Benefit	Strategic alignment
  4.1 Crime prevention and public safety initiatives	There's an opportunity to build on Council's leadership role in the provision of CCTV and license plate recognition technology and to seek funding support to provide other crime prevention infrastructure, such as improved lighting.	The establishment by the State Government of a grant program, similar to Victoria's Crime Prevention Innovation Fund, to support local councils to develop projects that deliver innovative crime prevention initiatives.	9,400 CCTV alerts provided to QPS in 2023 has reduced instances of stolen vehicles by 3.9% and improved public safety. This initiative will continue to improve safety for our communities.	Drivers 1 and 2 Advocacy Priority 4a
 4.2 All-Abilities Playgrounds	To further support population growth and Council's goal to make City of Moreton Bay the most accessible city in Queensland, there is a need to expand Council's network of all-abilities playgrounds so residents in all areas of our city can benefit.	Funding contributions towards all-abilities playgrounds in new locations. In some precincts across the city, integrated outcomes could be achieved to include with social and employment opportunities.	Build inclusive communities that support the 7% of residents needing daily assistance with core activities by removing social, economic and cultural barriers to full participation in everyday life.	Drivers 1 and 3 Advocacy Priority 4b
  4.3 Changing Places	As City of Moreton Bay's population grows, there is a need for accessible bathrooms for people with disabilities and high support needs. Changing places facilities include specialised equipment like height adjustable adult change tables and ceiling hoists.	Funding contributions towards temporary and permanent facilities, including across our aquatic centre network, to complement the current Council-owned sites. Indicative costing for a permanent facility is \$500,000 each and for a portable facility \$350,000.	Inclusion and dignity for people with high support needs to fully participate in the social, economic and cultural life of our communities.	Drivers 1 and 3 Advocacy Priority 4b
 4.4 Youth Mental Health Services	There is a need to address a shortage of mental health services for young people across City of Moreton Bay who make up a quarter of the city's residents (aged 5–24).	Secure service and facility funding from State and Federal Governments supporting young people in matters including: <ul style="list-style-type: none"> Housing Mental Health and Wellbeing Alcohol and Other Drugs (safety and use) Safe Spaces (suicide prevention) Domestic Family Sexual Violence Youth Drop-In spaces Flexi Schools Youth Service Hubs. 	<ul style="list-style-type: none"> Improved mental health outcomes for young people, to address the urgent need for services as mental health-related presentations to emergency departments have increased an average of 200 people per year for the past decade in Moreton Bay North and South statistical areas. In 2021–22, across Australia people aged 12–24 made up 23% (643,000) of all people receiving Medicare-subsidised mental health-specific services and with this trend increasing, it is vital to ensure youth mental health service provision meets the needs of our growing city. 	Driver 1 Advocacy Priority 4c
 4.5 City of Moreton Bay becoming an Accessible Sports Hub	Council is developing a framework to position City of Moreton Bay as a hub for accessible sports as part of the lead up to the 2032 Games, which will require support from all levels of government.	Funding contributions towards upgrades of existing facilities to make them more accessible, including community clubs, community recreation spaces and community halls.	<ul style="list-style-type: none"> While 5.5 million Australians (21.4%) live with disability, only one in four participate in sport compared to almost half of the general population. As City of Moreton Bay continues to grow, there is a clear opportunity to close this participation gap through the creation of an accessible sports hub, that will also provide state-wide benefits. Attraction of accessible sports events to the city particularly in the lead up to the 2032 Paralympic Games and to support the delivery of the entire 2032 Games program. 	Drivers 1, 2 and 3 Advocacy Priority 4b

Sporting and cultural opportunities

Strategic Advocacy Priorities – Projects Focus

SPORTING AND RECREATION OPPORTUNITIES

- 5a City of Moreton Bay will be the **city of sporting and recreational opportunities**. Partnerships and external funding will be sourced to upgrade sporting facilities to ensure long-term community benefits. We will promote our key facilities as training venues ahead of the 2032 Games and aim to attract lead-in competitions to the city, to ensure economic and community benefits.
- 5b City of Moreton Bay requires support from State and Federal Governments to deliver much-needed sporting facilities. We focus on ensuring **sports facilities are fit for purpose**, with flexible field configurations that can change and adapt with trends, while providing efficient and financially astute sports master planning. Multifield sports complexes will provide the most effective and efficient way to support regional sports that require multiple competition games, parking and support infrastructure for multiple sports.
- 5c The 2032 Games provide a significant platform to position the city as a **health and wellbeing legacy leader**. Partnerships will be facilitated to achieve this outcome.

CULTURAL OPPORTUNITIES




- 5d **Cultural initiatives are required** to contribute to the lifestyle and visitor economy opportunities across the city.
- 5e City of Moreton Bay will seek support to investigate and deliver a **Sensory Art Gallery** for people with sensory processing difficulties, to be an attraction to residents and visitors alike.





Strategic Advocacy Priorities – Policy Focus




- 5f Advocate to the State Government to promote the importance of providing community access to existing school sporting and recreation facilities to address community demand for sports infrastructure. City of Moreton Bay calls on the State Government to plan for future schools to **proactively consider the opportunities for community access to school sport and recreation facilities to maximise land use**, which is critical for our growing city.
- 5g Ahead of the 2032 Games, the city calls on the State and Federal Governments to enable investment in recreation and lifestyle opportunities such as **multi-day canoe, hiking, horse riding and cycling trails**, including connections between our hinterlands to adjoining local government areas to provide liveability and tourism benefits.



ADVOCACY ACTION PLAN PROJECTS

Priority	Description	Key deliverables	Benefit	Strategic alignment
 5.1 James Drysdale Reserve upgrades	<p>Situated in the heart of the district-level sports complex, this state-of-the-art, multi-level facility is a bold response to the challenges posed by limited land availability and the increasing demands on existing sport and recreation resources.</p>	<p>Secure \$10 million in funding contributions towards this transformative project.</p>	<p>This project will support the demand for greater facilities for our community's sports clubs and recreational users. It will respond to recent changes in waste facility management at the adjacent site which have significantly reduced the available land for sport and recreation by over 50 hectares and maximise our current footprint to support the continued growth of our community's sports clubs, schools and recreational users. The project will provide enhanced facilities for the Little Athletics Club, hockey, netball and baseball.</p>	<p>Drivers 1 and 3</p> <p>Advocacy Priorities 5a, 5b and 5c</p>
 5.2 Shared use of school sports and recreation facilities	<p>Establishment of a MOU with the Department of Education to provide access to much needed sports and recreation facilities across our growing city, including the implementation of initial pilot school sites and establishment of access to additional sites in priority areas across the city.</p>	<p>Establish pilot sites to trial arrangements for shared use of school facilities, with a focus on areas with significant needs for access to additional facilities to meet the demand from residents.</p> <p>Establish a Memorandum of Understanding to govern the city-wide approach for community access and use of school sites.</p> <p>Education Queensland to support the ongoing implementation of additional sites.</p>	<ul style="list-style-type: none"> Implementation of a cost-effective approach to ensure effective utilisation of existing facilities and reduction in the need for establishment of new sporting infrastructure. Community benefits through increased opportunities for community activities and the delivery of community sport closer to where people live. A successful pilot will provide a repeatable model for other locations across Queensland. 	<p>Drivers 1 and 3</p> <p>Advocacy Priorities 5c and 5f</p>
 5.3 Moreton Bay Indoor Sports Complex: enhancement for legacy use	<p>Legacy enhancements over and above the base build commitment by the State Government are required for the Moreton Bay Indoor Sports Centre to realise it's much needed legacy potential for sporting uses and events spaces. These include:</p> <ol style="list-style-type: none"> Initial enhancements required as part of the initial build of the centre (e.g. base build to ideally include air conditioning, acoustic treatment, structural design for event rigging/ floor loads, floor plan provisions to enable future corporate facilities, kitchens, retractable seating, services considerations for audio visual upgrades). Ongoing enhancements that will assist with the operation of the venue following the 2032 Games – fit out of the corporate facilities, commercial kitchens, purchase of retractable seating, upgrade AV to suit events needs etc. 	<p>Funding from the State and Federal Governments is required for the delivery of initial and ongoing legacy enhancements.</p>	<p>Maximise legacy outcome by addressing a city-wide shortage of suitable community use space, entertainment opportunities, economic development outcomes, and elite sporting opportunities for the centre and that will enhance the overall facilities at Moreton Bay Central.</p>	<p>Drivers 1 and 2</p> <p>Advocacy Priorities 5a and 5c</p>

Priority	Description	Key deliverables	Benefit	Strategic alignment
 5.4 Queensland State Equestrian Centre (QSEC)	Significant works are proposed for QSEC to improve the ability of it to operate as a competition hub and are considered critical for the future operation of the facility, including for attracting sponsors and additional revenue.	Secure funding contributions for this upgrade project which is estimated to cost at least \$16 million.	The proposed developments will bring the QSEC facility up to industry standard and allow for the venue to host national championships including Dressage, Jumping, Showing, and Interschool. It would also place QSEC as a high ranked contender to host pre-2032 Olympic Games qualifying competitions.	Drivers 1 and 3 Advocacy Priorities 5a and 5b
 5.5 Upgrade for Kayo stadium	Establish a boutique 23,000 seat rectangular stadium at Redcliffe, through upgrades to increase capacity at Kayo Stadium. Upgrades include a grandstand at the southern end of the field and additional tiered seating in the Des Webb Stand.	Establish a boutique 23,000 seat multi-purpose stadium at Redcliffe, through upgrades to increase capacity at Kayo Stadium including a grandstand at the southern end of the field and additional tiered seating in the Des Webb Stand, along with a high performance centre.	<ul style="list-style-type: none"> Attraction of sports events and associated economic opportunities. Addresses the gap in sporting infrastructure available prior to the 2032 Games. 	Drivers 1 and 2 Advocacy Priorities 5a and 5b
 5.6 Sports and Recreation Parks and Facilities	City of Moreton Bay requires significant additional sports parks and facilities to meet the needs of our growing population and the demand for facilities, many current sports facilities are operating at capacity.	Secure funding contributions towards priority projects.	<ul style="list-style-type: none"> Access to quality recreation facilities supports improved health outcomes and will meet the demand for sporting infrastructure across the city. Enables City of Moreton Bay to position itself as a health and wellbeing leader, a key focus through our 2032 Games legacy initiatives. Brisbane North Primary Health Network, which services the entire Moreton Bay local government area, has an estimated proportion of overweight or obese persons of 70.6%, the second highest area in Queensland, and over the Australian average of 65.8%, provision of sports and recreation facilities will enable further opportunities to focus on healthy lifestyles. 	Drivers 1 and 3 Advocacy Priorities 5a
 5.7 Aquatic facilities	Major upgrades to Council-owned aquatic facilities are required, as well as new facilities, as many current sports facilities are operating at capacity.	Secure funding contributions from State and Federal Governments for new and upgraded aquatic facilities.	<ul style="list-style-type: none"> Aquatic facilities must remain fit-for purpose for our fast-growing city to boost participation and healthy lifestyles, evidenced by over 1.58 million visits to our pools and 316,171 learn-to swim participants in the 24/25 financial year. Provision of upgraded and new infrastructure will support City of Moreton Bay to respond to the Royal Life Saving Society's State of 2025 report, which identified outer-metropolitan communities such as Narangba among the most disadvantaged communities in Australia in terms of public pool access. Enables City of Moreton Bay to position itself as a health and wellbeing leader, a key focus through our 2032 Games legacy initiatives. 	Drivers 1 and 3 Advocacy Priorities 5a and 5b

Priority	Description	Key deliverables	Benefit	Strategic alignment
 5.8 District/Regional Performing Arts Centre	City of Moreton Bay lacks a performing arts space that is large enough and fit-for-purpose to serve a city-wide function. There is also an opportunity for a smaller "black box theatre" for local performing arts to be co-located at the same site.	Secure funding contributions for the preferred site identified by Council.	Attract performing arts events to the city and support the local performing art scene.	Drivers 1 and 3 Advocacy Priority 5d
 5.9 Libraries	Major upgrades to Council-owned library facilities and new developments are required to meet levels of service for forecast population growth, as outlined in Council's Libraries Network Plan, including a new library facility in Waraba Town Centre.	Secure funding contributions towards the expansion of Council's libraries network to cater for population growth.	<ul style="list-style-type: none"> Library facilities that are fit-for-purpose for a fast-growing city, increasing participation and learning. In 2024/25, 1.35 million people visited Council libraries and 183,598 attended 8,434 public programs. With anticipated population growth, our Libraries Network Plan identifies that the equivalent of more than six new North Lakes-sized libraries will be required to serve residents. Essential library services include access to technology for equitable participation in the online world, a place of refuge in extreme weather events, and early years literacy and sensory needs programs for young families. 	Drivers 1 and 3 Advocacy Priority 5d
 5.10 Sensory Art Gallery	Investigate and deliver a Sensory Art Gallery for people with sensory processing difficulties, to be an attraction to residents and visitors alike.	City of Moreton Bay will seek funding support to investigate and deliver this opportunity.	<ul style="list-style-type: none"> Increased cultural opportunities for our diverse communities and visitors, including through responding to the need for these opportunities as around 25% of children in the city are considered developmentally vulnerable, a rate higher than many peers, according to the Brisbane North Primary Health Network. A Sensory Art Gallery would offer therapeutic spaces promoting developmental support, creativity, and emotional wellbeing. 	Driver 1 Advocacy Priority 5e



Projects that will significantly and directly contribute to 2032 Games operations and legacy outcomes.



Projects that need to be delivered within five years (i.e. by 2030) to set City of Moreton Bay up for a successful future.



Projects important to progress during the first five years of this plan, but are flagged for delivery between 2030 and 2035, with 2032 legacy projects to be delivered by 2032.

For an explanation of strategic drivers 1, 2 and 3, refer to pages 10 and 11.

06

Focus Area 6

Economic Opportunities

Strategic Advocacy Priorities – Projects Focus

MORETON BAY CENTRAL

- 6a Sustained advocacy for State Government support is required to ensure **Moreton Bay Central at Petrie establishes its role as a northern SEQ business hub**, building on 2032 Games infrastructure. Delivery of infrastructure must occur to realise the vision for this significant hub.

HIGHER EDUCATION

- 6b Partnerships are required to **expand existing and create additional higher education facilities** across the city.

2032 GAMES

- 6c Advocate to the State Government to provide incentives for the private sector to establish **short-term accommodation opportunities**, to set up the city and SEQ ahead of the 2032 Games and to investigate opportunities for Moreton Bay Central to provide accommodation options directly for the Games and beyond.
- 6d Partnership support is required to **implement our Leveraging 2032 for Business Plan**, including promoting the city as an engine room for supporting the Games before and during this catalytic event and beyond.
- 6e **Sustainable procurement** opportunities must be established for the 2032 Games to ensure increased opportunities for business through circular economy opportunities.

SUSTAINABLE TOURISM




- 6f City of Moreton Bay will continue the **focus on promotion of its Sustainable Tourism Destination certification and expansion of opportunities and experiences** in an environmentally sensitive manner, including through partnering with other levels of government and external organisations. This is particularly important ahead of the 2032 Games and to ensure legacy outcomes.





ECONOMIC DEVELOPMENT PROJECTS




- 6g External funding is required **for city-building projects** that will increase high-value jobs, exports and investment including North Harbour PDA, Scarborough Harbour Masterplan, and for the provision of a tertiary level hospital within the city.



ADVOCACY ACTION PLAN PROJECTS

Priority	Description	Key deliverables	Benefit	Strategic alignment
 6.1 Moreton Bay Central: SEQ's northern business hub including expansion of UniSC	<p>Seek partnerships and funding to deliver on the Moreton Bay Central's potential, noting its key role as a 2032 Games Venue and links to Brisbane Airport, Brisbane City and the Sunshine Coast, through key initiatives including delivering required infrastructure, expanding UniSC and facilitating additional opportunities to deliver short-term accommodation requirements for the 2032 Games.</p>	<ol style="list-style-type: none"> 1. Partnership funding and delivery of infrastructure to support the ongoing development of the precinct and ensure it can take its place as the northern SEQ business hub. 2. Working with UniSC, secure further support from the State and Federal Governments for the UniSC expansion on Council-owned land and development of the Moreton Bay Central site into a broader knowledge and innovation precinct. 3. State Government support to explore short-term accommodation options at Moreton Bay Central ahead of and during Games Time (including for participating athletes). 	<ul style="list-style-type: none"> • Boost economic and lifestyle opportunities for residents across the city and SEQ. • With more than 70% of students studying at UniSC Petrie campus also residents of City of Moreton Bay, and 41% of students as the first in their family attending university, the UniSC expansion (on council-owned land) will further facilitate an uplift in tertiary education rates, benefitting the local economy in vital fields such as nursing, education, psychology and social work. • Ensuring that all visitors and spectators can be accommodated is essential for a successful 2032 Games and capitalising on short-term accommodation opportunities at Moreton Bay Central, will result in increased economic and legacy benefits for the city. 	<p>Drivers 1, 2 and 3</p> <p>Advocacy Priority 6a, 6b, 6c</p>
 6.2 Support to implement City of Moreton Bay Leveraging 2032 for Business Plan	<p>City of Moreton Bay is aiming to maximise economic opportunities for the city that will arise through being an event city for the 2032 Games, both in the lead up to the Games and well beyond the 2032 events.</p>	<p>Advocacy activities that will support the city's economic development agenda include a focus on promoting the benefits of Moreton Bay businesses supplying goods and services for the Games, calling for circular economy opportunities and further eco-tourism products.</p>	<p>Boost economic opportunities for businesses and residents. This initiative will assist with meeting SEQ requirements for delivering the 2032 Games.</p>	<p>Drivers 1 and 2</p> <p>Advocacy Priorities 6d and 6e</p>
 6.3 City-building projects in Our City's Economic Strategy	<p>Our City's Economic Strategy 2020–2041 includes priority city-building projects which will result in economic uplift opportunities through increasing high value jobs, exports and investment: Moreton Bay Central at Petrie, North Harbour, Scarborough Harbour Masterplan and Northern Freight Terminal (freight management solution).</p>	<p>Secure State Government support for city-building projects and requirements for the future including freight management solutions.</p>	<p>Increase high-value jobs, exports and investment including:</p> <ul style="list-style-type: none"> • 8,600 ongoing jobs and an additional \$813 million to the City's economy at Moreton Bay Central, • The creation of 7,000 jobs through a marina berth, dry boat stacker, mixed industry, marina village, retail, commercial and residential elements at North Harbour, • Scarborough Harbour Masterplan – new jobs in mixed use precinct including art gallery, aquarium, hotel/conference facility, new and expanded recreational areas, new maritime facilities and supporting infrastructure. 	<p>Drivers 1 and 3</p> <p>Advocacy Priority 6g</p>

Priority	Description	Key deliverables	Benefit	Strategic alignment
  6.4 Sustainable Tourism – Experiences Investment Fund	Increasing awareness of the opportunities that could be funded across Moreton Bay as a sustainable tourism hotspot, is a priority of Council's Economic Strategy and aligned with the State Government's Destination 2045 plan. The city will continue to advocate for dedicated funding for sustainable tourism experiences.	Secure the establishment of an Experiences Investment Fund, modelled on the Hotel Investment Attraction Fund, to attract and develop world-class tourism experiences across the City of Moreton Bay.	Increased tourism offerings across the city to ensure economic development outcomes through sustainable tourism that will provide benefits to Queensland, as well as increasing our overnight visitor nights from 5.2 million currently.	Drivers 1 and 2 Advocacy Priority 6f
  6.5 Certification funding for Sustainable Tourism Experiences	With funding from the State Government, City of Moreton Bay achieved the Sustainable Destinations Silver Certification from EarthCheck in 2024. It showcases our city as a sustainable tourism destination on the world stage. The annual certification renewal process involves comprehensive reporting and auditing, data collection, multi-criteria assessments and stakeholder consultation. The complex and lengthy process requires dedicated funding and resources.	Reestablish and secure long-term funding for the Eco-certified Tourism Destination Program to assist local governments and eco-tourism operators achieve and retain their EarthCheck or Ecotourism Australia certifications, in line with the State Government's Destination 2045 plan.	International recognition of City of Moreton Bay as a sustainable tourism destination, with state-wide benefits through the establishment of a certification program for Queensland.	Drivers 1 and 2 Advocacy Priority 6f
 6.6 Tertiary level hospital for City of Moreton Bay residents	City of Moreton Bay supports the provision of a tertiary hospital within the city, that would provide specialised high-level facilities for complex medical cases. This is as a critical requirement to service our existing and future residents, which would include an upgrade to one of the existing public hospitals in our city. Queensland examples of tertiary level hospitals include the Royal Brisbane and Women's Hospital, Sunshine Coast University Hospital and the Gold Coast University Hospital.	Council will advocate for the provision of a facility at an existing public hospital.	<ul style="list-style-type: none"> Subject to the confirmation of the priority location, broader socio-economic benefits are expected for the surrounding precincts and through the facilitation of additional health sector and other jobs. Our benchmarking has indicated that this a significant need for all cities with our future population and would provide a vehicle for a range of health and economic opportunities for the city. 	Driver 3 Advocacy Priority 6g

-  Projects that will significantly and directly contribute to 2032 Games operations and legacy outcomes.
-  Projects that need to be delivered within five years (i.e. by 2030) to set City of Moreton Bay up for a successful future.
-  Projects important to progress during the first five years of this plan, but are flagged for delivery between 2030 and 2035, with 2032 legacy projects to be delivered by 2032.
- For an explanation of strategic drivers 1, 2 and 3, refer to pages 10 and 11.

Monitoring Our Success

Our progress towards delivering the Advocacy Action Plan will be reported to Council on an annual basis to ensure transparency and accountability. Council will make a six-monthly Advocacy Highlights report publicly available, as well as quarterly reporting on our Operational Plan implementation progress.

A review of the Advocacy Action Plan will occur halfway through its implementation to respond to any emerging challenges and opportunities. Key advocacy opportunities during the first five years of this plan include ongoing advocacy in the lead up to the 2028 State and Federal Government elections and significant opportunities to leverage the benefits of being an event city for the 2032 Games.

Key evaluation considerations during implementation and review will include:

- The success of seeking funding and partnerships to deliver the outlined priorities, including a focus on the catalytic city-shaping projects and any adaptations required to the advocacy approaches adopted including additional tactics, to increase the likelihood of securing support.









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