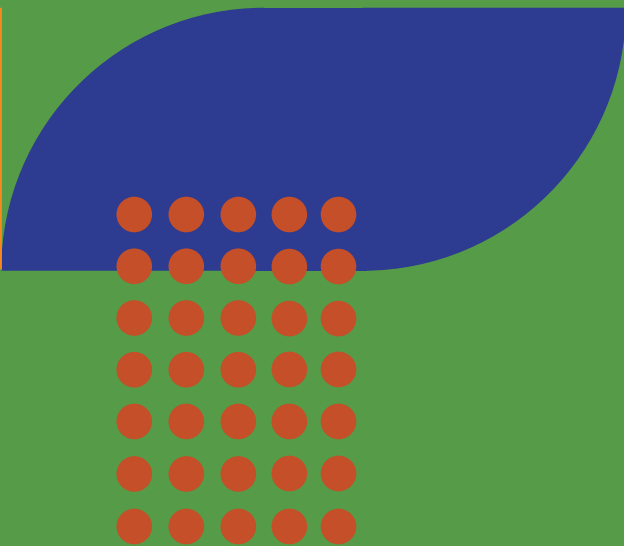


Growth Management

Strategy 2042



Welcome

The Growth Management Strategy 2042 provides an aspirational roadmap to guide the actions of Council and our partners to advance our vision and strategic direction for our region's sustainable well-planned growth over the next 20 years.

This strategy will help to deliver the 'Our Well-Planned Places' goal and outcomes identified in our Corporate Plan 2022-2027. It sets strategic priorities, policy directions, measures and actions to advance our outcomes over the short, medium and long-term. It also provides a clear approach to regular monitoring and reporting our progress towards achieving these outcomes.

It is one of six Council strategies that will play a central role in delivering long-term transformational change as our region grows and evolves. Together they enable an integrated approach to planning, ensuring our natural environments are protected and our communities have the services and infrastructure they need.

This strategy focuses on supporting a coordinated, strategic and planned approach for the region's sustainable growth. It responds to the South East Queensland Regional Plan 2017 (*ShapingSEQ*) which provides policy directions, dwelling and employment targets, recognising that these may shift with future reviews.

The Growth Management Strategy 2042 represents a new phase of growth management for the region. It builds on the strong foundations established over the last decade, while addressing identified gaps, enhancing integration, and positioning the organisation to address emerging trends and opportunities.

The strategy responds to the current housing challenges and ensures the region has an adequate and diverse housing supply while ensuring growth occurs in a sustainable way and our unique local character, heritage and values are preserved and enhanced.

Neighbourhood planning will play an important role to ensure well-designed housing with appropriate access to transport, facilities and services and employment opportunities. Ensuring adequate employment opportunities, including revitalised centres and new employment areas will help provide for more jobs locally.

This strategy has been developed collaboratively through engagement with our communities, local businesses, state government departments and other stakeholders. Ongoing collaboration and engagement underpin the strategy's success.



Corporate Plan 2022-2027

Our Vision

Our Moreton Bay. Amazing places. Natural spaces.

Our purpose

Our communities are central to what we do. Working together, we aim to make our Moreton Bay a great place now and for future generations.

Our Strategic Pillars



OUR VIBRANT COMMUNITIES

Our Goal:

Our Moreton Bay will have vibrant communities that proudly come together to participate in and celebrate different cultures and life experiences, with access to the services and facilities they need.

Community Wellbeing Strategy



OUR HEALTHY ENVIRONMENTS

Our Goal:

Our Moreton Bay will be renowned for its healthy natural and built environments that enhance our identity, support biodiversity and our sustainable lifestyles.

Environment and Sustainability Strategy



OUR PROGRESSIVE ECONOMY

Our Goal:

Our Moreton Bay will have a progressive and robust economy that capitalises on its unique competitive advantages, partnerships and technology.

Economic Development Strategy



OUR ENGAGED COUNCIL

Our Goal:

Our Moreton Bay Regional Council will be an accountable, transparent, engaged and responsive organisation committed to great customer experiences and continuous innovation in service delivery.

Organisational Excellence Strategy



OUR WELL-PLANNED PLACES

Our Goal:

Our Moreton Bay will be a network of well-planned and connected places and spaces, enhancing lifestyle, accessibility and employment choices.

Growth Management Strategy

Integrated Transport Strategy

Our Values

Service, Teamwork, Integrity, Respect, Sustainability



2018 NAIDOC Week celebrations.

Acknowledgement

We acknowledge the Jinibara, Kabi Kabi, and Turrbal peoples as the Traditional Custodians of the land, seas, skies and waterways of the Moreton Bay region and beyond, and pay our respects to their 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 Aboriginal and Torres Strait Islander peoples and this connection is enduring.

We are committed to working in partnership with Traditional Custodians and other Aboriginal and Torres Strait Islander communities to shape a shared future that celebrates Aboriginal and Torres Strait Islander histories, cultures and contributions as an irreplaceable foundation of our region's collective identity.

Taking action on reconciliation

As this strategy was being developed, Council was also developing its first Innovate Reconciliation Action Plan (Innovate RAP), informed by Aboriginal and Torres Strait Islander voices.

The Innovate RAP aims to improve Council's capacity to deliver positive

outcomes for Aboriginal and Torres Strait Islander communities by acting as a foundation for respectful relationships, stronger partnerships, and meaningful opportunities.

The Innovate RAP, along with our broader reconciliation activities, recognises the important role and deep traditional knowledge of Traditional Custodians and Aboriginal and Torres Strait Islander communities in looking after our environment and caring for our region.

It builds on existing work to strengthen positive relationships with the region's Aboriginal and Torres Strait Islander communities through initiatives such as the Moreton Bay Murri Network and Yarning Circle, Local Aboriginal Languages Project, Welcoming Places in our libraries, and cultural heritage preservation.

The Innovate RAP will help us to effectively leverage our resources and influence to combat racism and support equity and opportunities for all our region's peoples. It represents a deliberate step on a longer journey that will occur throughout the life of this strategy.

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Status

This Strategy was adopted by Council resolution on 14 June 2023.

Disclaimer

Moreton Bay Regional Council and its officers accept no liability for decisions made based on information, expressed or implied, provided in this document.

Message from the Mayor

We believe that well-planned places should grow sustainably and adapt to the needs of communities.

There's no question that the biggest challenge facing our region is the sustainable management of population growth. How can we provide adequate housing and infrastructure, mitigate the impacts of a variable climate, protect existing habitats and rise to meet evolving community expectations?

We can only do this by Going Green As We Grow, which is why we are committed to maintaining 75% of the region as rural and natural landscapes without urban development. One major way we can achieve that is by building close to existing infrastructure and services which also reduces the cost of supporting growth.

Concentrating our growth in existing suburbs will protect our wildlife and green space for recreation. New homes in established neighbourhoods will be necessary as we grow in order to address our changing housing needs including townhouses and apartments. However, this requires improved public transport connections and infrastructure to, and within, our region to sustainably support the anticipated growth.

We will also need greater investment in a range of infrastructure and services by all levels of government and the private sector, and creation of new economic and employment opportunities through catalytic projects like The Mill and its university campus, UniSC Moreton Bay.



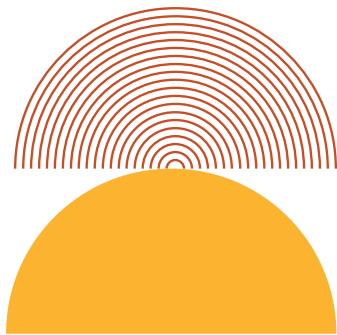
Importantly, Moreton Bay needs to proactively embrace emerging technological opportunities and innovative practices to transform our economy. We also need thriving centres and employment precincts to achieve this goal. Economic growth is integral to our region's long-term sustainability. The Brisbane 2032 Olympic and Paralympic Games will provide unique opportunities to raise our profile, inspire our communities, attract investment to the region and deliver sustainable outcomes.

Our new Growth Management Strategy is Council's roadmap for managing our region's growth while balancing the protection of our amazing places and natural spaces.

I hope you share our excitement for our region's future, which we will shape and enjoy together.

A handwritten signature in black ink, appearing to read 'P. Flannery', with a long horizontal flourish extending to the right.

Peter Flannery
Mayor Moreton Bay Regional Council



Our Moreton Bay



Our region today

Our Moreton Bay region is an amazing place located in the heart of South East Queensland.

It has been home to the Jinibara, Kabi Kabi and Turrbal peoples for thousands of years and they continue to have a deep connection to and custodianship of the region's land, seas, skies and waterways.

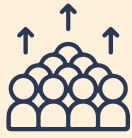
Today our region and its communities are home to people from a wide range of cultural backgrounds and welcomes visitors from all parts of Australia and around the world. We have a diverse range of community, cultural, sporting and recreation activities that contribute to an enviable lifestyle.

Our region is recognised for its natural beauty with access to the iconic waters of Moreton Bay and the D'Aguiar mountain range. We have extensive waterways, wetlands and bushland corridors with an abundance of wildlife, much of which has national and international significance.

Our region is growing at a rate of approximately 10,000 new residents each year and a population nearing 700,000 by 2041. We have a diverse set of urban, coastal, semi-rural and hinterland communities linked by multiple urban centres including Caboolture, Morayfield, North Lakes, Redcliffe, Strathpine and other smaller centres that support jobs and services for our communities

Our region's economy has evolved as the engine room of the South East Queensland economy. We are a flourishing base for a range of sectors including advanced manufacturing, food and agribusiness, tourism, and knowledge-based industries. Our proximity to key transport and logistics infrastructure provides direct access to domestic and global markets, supporting our ability to attract investment, tourism and other economic opportunities.





Nearing 500,000

Population
(additional 200,000, nearing 700,000 by 2041)



3rd largest

Local government in Australia by population



3rd largest

Number of residential dwellings in Australia
(185,149 dwellings plus over 90,000 by 2041)



5th fastest growing

Local government in Australia by population
(2.2% annual growth)



2,045km²

Land area



3,806km

Roads



294km

Coastline and estuaries



14,000+ha

Reserves and local parks



\$19 billion+

Local economy



32,000+

Registered businesses



4 million+

Visitors each year



3,000+

Students at UniSC Moreton Bay



39 years

Median resident age



94.4%

Residents in the labour force are employed



49.5%

Residents live and work in the region



65%

Residents travel to work by car

Source: Census 2021, Australian Bureau of Statistics; Queensland Government Statistician's Office, Population Projections, 2018; National Institute of Economic and Industry Research, Moreton Bay Region Economic Profile, 2022, compiled and presented in economy.id; Australian Business Register, 2022





Our growth story

Where have we come from?

Before the arrival of European pioneers, the Moreton Bay region's abundant natural resources and environs was populated by Indigenous peoples. It is believed there were about 4,000 to 5,000 Aboriginal people living in the region when the Redcliffe Penal Settlement was established in 1824. These people belonged to and continue to belong to the three large language groups: Jinibara, Kabi Kabi and Turrbal.

From Cook's first sighting of Moreton Bay in 1770, to exploration by Lieutenant Flinders and Oxley, European settlement soon followed. In 1824, a penal settlement was established at Redcliffe on John Oxley's recommendation. Although it was soon moved to Brisbane, free settlers followed.

The first free European settlers moved to the area in 1841. The Archer brothers took up Durundur Station in 1841, comprising the entire Woodford district, on the banks of the Stanley River. This was the northernmost settlement in what was then the Colony of New South Wales. Following the closure of the Moreton Bay convict settlement in 1842, the Griffin family established the Whiteside Run on the north bank of the North Pine River.

Timber was the principal industry in the Caboolture area until the 1860s. The valuable red cedar provided a good income for the timber getters, while the discovery of gold in Gympie also helped open up the region. In 1859, Queensland separated from New South Wales, then in 1862, the Redcliffe and the Pine Rivers areas were opened up for closer agricultural settlement.

Redcliffe underwent a significant land boom in the 1880s and quickly gained a reputation as a seaside resort. The opening of the Hornibrook Highway in 1935 made the town more accessible and resulted in significant population increases in the area.

During World War II, large numbers of troops were stationed in the region for varying lengths of time. As well as Australian troops, considerable numbers of American and other allied troops were also stationed in the area. After the war, many parts of the region continued their rural lifestyles and character but the establishment of new manufacturing industries such as the paper mill and brickworks resulted in sustained residential development.

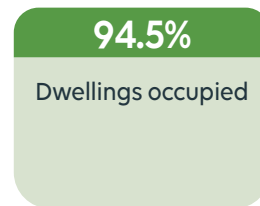
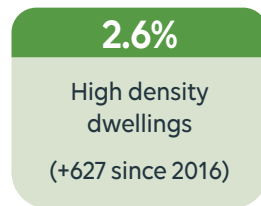
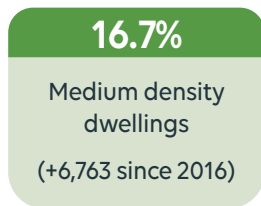
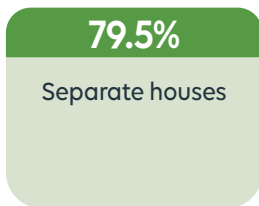
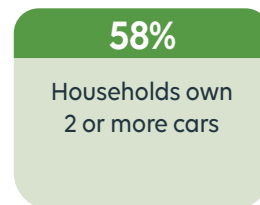
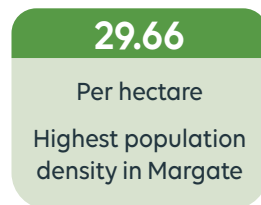
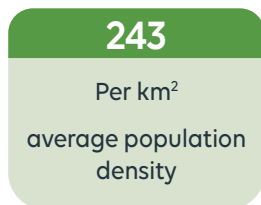
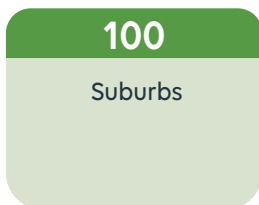
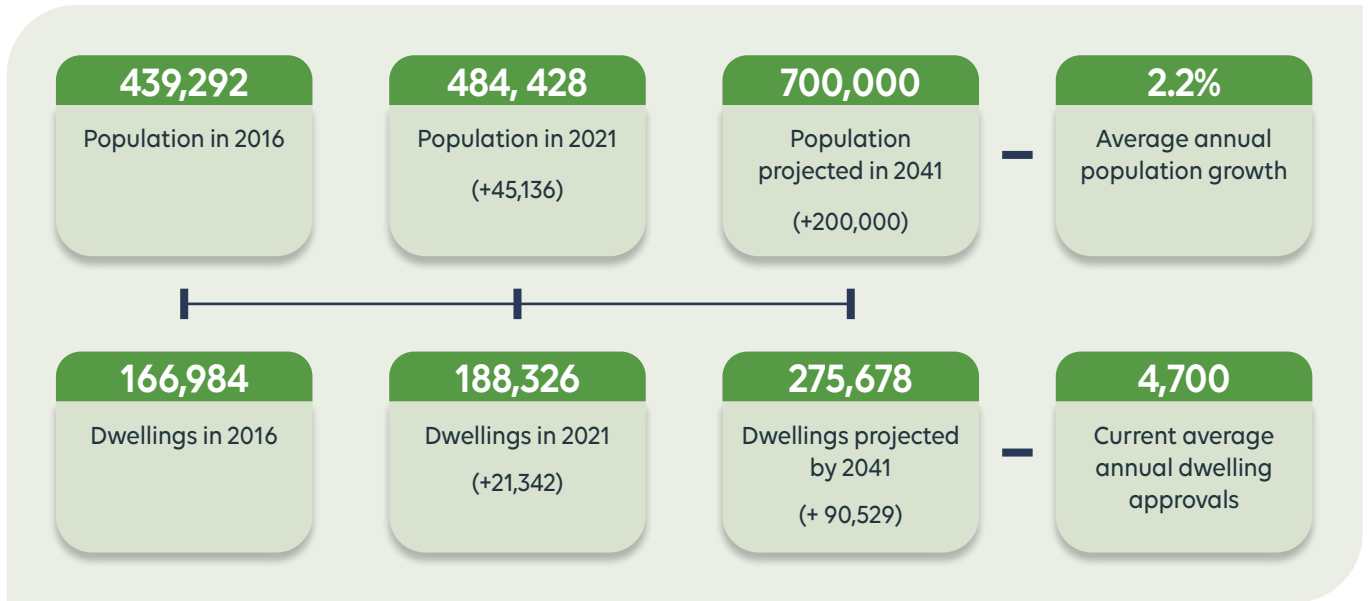
Car ownership began to increase and in the 1950s Redcliffe was the major urban centre with a population of about 11,000 people. The urban expansion of the 1960s, 1970s and 1980s dramatically changed the region's economic character and opportunities for local employment increased as the economic base diversified. The then separate districts of Pine Rivers and Caboolture were predominately rural areas until suburban residential development began to establish, and the first farms in the region were subdivided for residential purposes.

Centres began to form around well serviced locations including Caboolture, Redcliffe, Strathpine and North Lakes.

Where are we now?

Our region has experienced significant population growth over the last decade. Domestic migration has been an increasing contributor with people seeking lifestyle and more affordable, larger housing within reach of Brisbane.

A snapshot of our region's growth



Source: Census 2021, Australian Bureau of Statistics; Queensland Government Statistician's Office, Population Projections, 2018; Queensland Government Statistician's Office, Projected Dwellings, 2018.

The region faces competing challenges such as:

- promoting local jobs
- a more sustainable and diverse local economy to support self-containment
- meeting growing housing demands
- delivering suitable infrastructure and
- protecting our environment and lifestyle.

As the region has developed, the urban form has increasingly clustered around major transit corridors including the Bruce Highway, Gympie Road, North Coast Rail Line, and physical features such as the coast, waterways and hinterland.

Population and economic growth have occurred in parallel with high levels of private vehicle ownership. Reliance on car-based transport has led to a dispersed growth pattern and enabled the expansion of the region's urban form beyond the reach of efficient and attractive public transport services, which in turn impacts on the costs of living due to increased transport costs.

This has also contributed to more than half of the workforce being employed outside of the region. The daily commute is increasingly putting pressure on regional road networks during peak commuter periods.

Located to the north of the region, the inter-urban break will be retained as a regionally significant green break to assist the Moreton Bay Region and Sunshine Coast to retain their distinctive lifestyles.



Where are we going?

Our region faces a considerable challenge due to growth levels and demands on infrastructure, development form and its long-term sustainability and prosperity. This growth requires investment in a range of infrastructure and services by all levels of government and private sector, and creation of new economic and employment opportunities through catalytic projects such as The Mill and UniSC Moreton Bay.

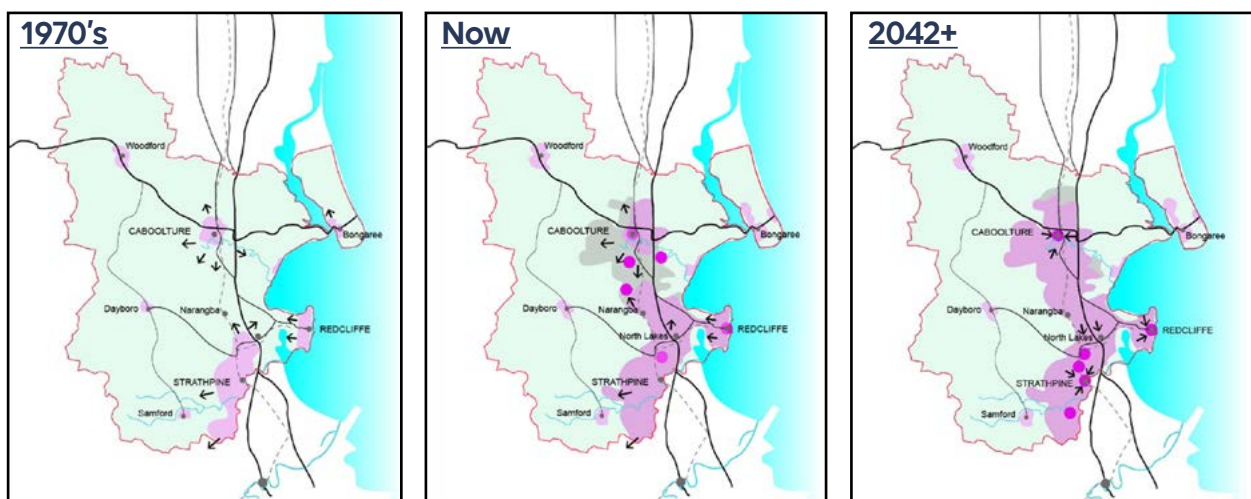
Greater infill development in existing neighbourhoods will be necessary as we grow. However, this requires improved rail services, public transport connections and infrastructure to, and within, Moreton Bay to sustainably support the anticipated growth.

Significant population growth also requires more new dwellings in locations that efficiently use land and existing or planned infrastructure. Contemporary land and housing studies have identified a need for additional industrial land supply options, and more diverse and affordable living options across the region.

Economic and employment growth is integral to our region's long-term sustainability. Future priority industries are advanced manufacturing; food and agribusiness; knowledge, innovation and entrepreneurship; and tourism, sport and major events. Achieving greater levels of business and employment self-containment enables residents to work in the region through multiple employment precincts and dispersed activities.

This will ensure Moreton Bay will continue to be a popular region to live, work, visit and invest in the future.

Growth in Moreton Bay



Our drivers of change

Council's Corporate Plan 2022-2027 identifies six drivers of change that will continue to influence our work over the next 10-20 years: sustainability, planning for growth, community identity, digital transformation, community trust and adaptive workplaces.

These drivers and the following growth trends and opportunities are likely to have a significant impact on how we grow as a region now and into the future. These opportunities underpin this strategy's priorities, policy directions and actions.

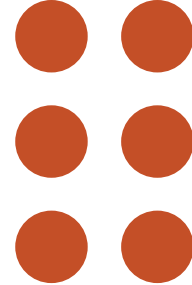
Growth trends, challenges and opportunities

Managing a growing population

Population growth is important for our region's continued economic and social success as it contributes to jobs, local businesses and community. This growth must be carefully managed in a balanced way that respects our significant environmental areas, natural, scenic and productive landscapes, and cultural heritage.

South East Queensland (SEQ) is expected to be home to an additional 1.5 million people by 2041. Based on Queensland Government medium series population projections, the population in the Moreton Bay region is expected to grow from 500,000 people in 2021 to 700,000 people in 2041, which represents a 44% population increase over 20 years.

While the region generates its own net population growth, a significant part of the population growth is from overseas and domestic (internal and interstate) migration. There is strong migration from Brisbane, with the Moreton Bay region experiencing a net increase in population of approximately 9,000 people each year between 2016-2020. This is further reinforced by the fact that majority of the net migration is people aged between 25 and 44 years. This trend of migration is expected to continue to contribute to the region's growth.



Housing

Sufficient supply and diversity are required to address our growing population's housing needs and changing demographics. Moreton Bay region is on track to meet the South East Queensland Regional Plan 2017 (*ShapingSEQ*) benchmarks for 2041.

Provision of higher density infill housing (apartments and townhouses) has been less than anticipated. High density housing has been limited mainly to the Redcliffe peninsula, Bribie Island and coastal communities. In part, this is due to more favourable financial returns for greenfield developments (e.g. housing estates) which are usually located away from existing job opportunities, public transport and centres.

There has also been a shift in housing and lifestyle preferences. Council's Housing Needs Investigation (HNI) has informed this strategy by confirming the following key trends to 2041 and beyond:

- overall decrease in average family sizes
- increase in double-income-no-kids households
- increase in single parent households
- increase in multi-generational households.





Affordable living

The cost of buying or renting housing is a major issue in Australia. However, Council has limited control over these factors apart from ensuring a reasonable supply of land for diverse housing opportunities.

The following considerations can influence ongoing affordable living:

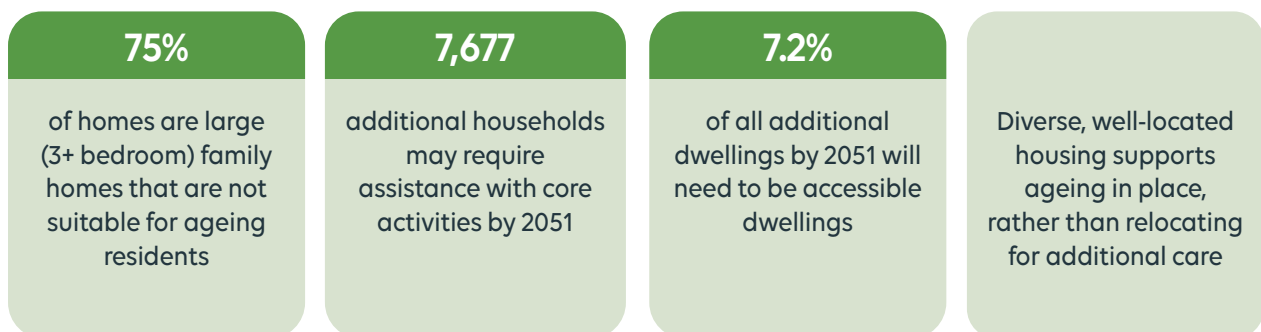
- how we live
- housing size, type and cost
- time and travel costs to employment, education, recreation, shopping and services
- reliance on private vehicles vs public transport or convenient and safe active transport
- resource use and the cost of energy to run a home such as reliance on mechanical heating and cooling.

Low maintenance homes close to employment, public transport, shops and services are considered to support affordable living, and Council's planning policy can directly influence these factors in the public interest.

Recent research by Council (HNI) has found that most new housing in the region is being built in greenfield areas, rather than near existing centres, public transport and job opportunities, which don't support affordable living.

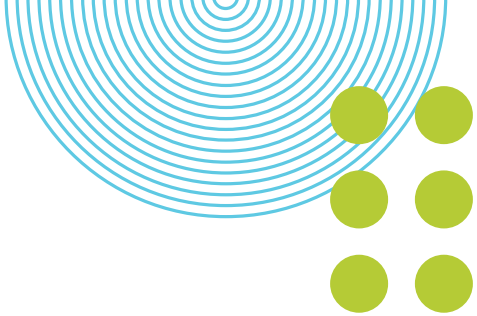
Ageing population

Our region has a population over 65 which is growing at twice the rate of the rest of SEQ. Between 2016 and 2051, this age group will increase by 182% compared to 80% in people under 65. This presents additional challenges regarding housing and accessibility, particularly in coastal communities such as Bribie Island and the Redcliffe peninsula where a higher proportion of older people live.



Source: Moreton Bay Regional Council, Housing Needs Investigation, 2022

Diverse housing types (e.g. smaller, adaptable homes and higher density housing), and walkable neighbourhoods close to transport and centres will allow older people and those wishing to downsize to continue living in their community.

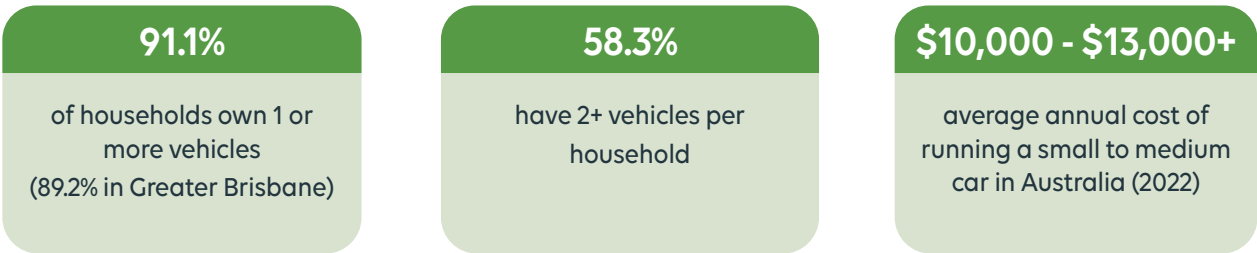


Economic and employment growth

Economic and employment growth is integral to the region's long-term sustainability.

Population growth naturally influences the demand for employment land. It is important that our centres are successful and have sufficient, well-located employment land. Our region has a network of centres and employment areas with unique roles and functions. They need to be further strengthened and connected to create vibrant places and support high value employment opportunities.

Over the last 10 years, the region's job and business growth have not kept pace with population growth. Brisbane is expected to continue supporting a large proportion of working Moreton Bay residents.



Source: Census 2021, Australian Bureau of Statistics; Royal Automobile Club of Queensland (RACQ), 2022

More sustainable and consolidated development around centres is important for a greater level of self-containment of business and employment opportunities.

Industrial employment contributes to higher levels of employment self-containment in the region. It has developed quickly in the past few years and is likely to continue. However, additional new industrial areas will also be required to cater for growth and employment. Challenges to establishing new industrial areas include locational requirements, supporting infrastructure, site constraints and land ownership.

Jobs are also changing due to new technologies and new ways of working as we respond to global challenges such as climate change. This will lead to new jobs created in the region, and new skills may be needed for existing jobs. Investment in green industries such as renewable energy, clean buildings, clean transport, manufacturing and land use are expected to create local jobs for the future.



Infrastructure

The provision of infrastructure, including roads, water, sewerage, stormwater, electricity and parks, is a key challenge in development of land for urban purposes. The high cost of supplying appropriate infrastructure places strain on Council's ability to fund the community facilities and services required to service a growing population.

Managing multiple growth fronts in various geographical locations is a significant challenge for Council in terms of demands on infrastructure, the form of development and Council's long-term financial sustainability.

When planning for growth it is critical to ensure existing and future communities are well connected to amenities such as parks, community facilities and access to reliable transport options. Existing infrastructure should be used to guide growth and economic development to encourage a more compact urban pattern.

A clear plan for growth helps to prioritise infrastructure investment, which supports the delivery of complete, sustainable, and connected communities. Our Integrated Transport Strategy 2042 outlines Council's strategic direction for transport infrastructure that ensures our growing population has access to the services they need.



Climate change and sustainability

Our communities are experiencing increased extreme weather events such as storms, floods, bushfires, droughts and temperature rises, which are expected to impact our biodiversity, habitats and ecosystems.

Council plays a critical role to ensure a balanced approach to environmental protection and growth management. Sustainability will drive existing and new initiatives such as flood and biodiversity monitoring, urban greening, reducing energy and resource consumption, and active transport improvements.

Our Environment and Sustainability Strategy 2042 outlines Council's strategic direction to ensure healthy environments, sustainable lifestyles and planning for and responding to climate change and its impacts.

Brisbane 2032 Climate Positive Games

Council recognises that the Brisbane 2032 Olympic and Paralympic Games provide significant benefits. These include an economic boost to tourism, jobs and trade, as well as community and health benefits such as increased participation in sport and volunteering.

It is also an outstanding opportunity to engage our communities in the journey to deliver climate positive outcomes, foster local innovation and influence behavioural change. Our focus will be on creating a legacy that aligns to our vision of a region of amazing places and natural spaces for a sustainable future.

Our strategic framework

Our planning approach

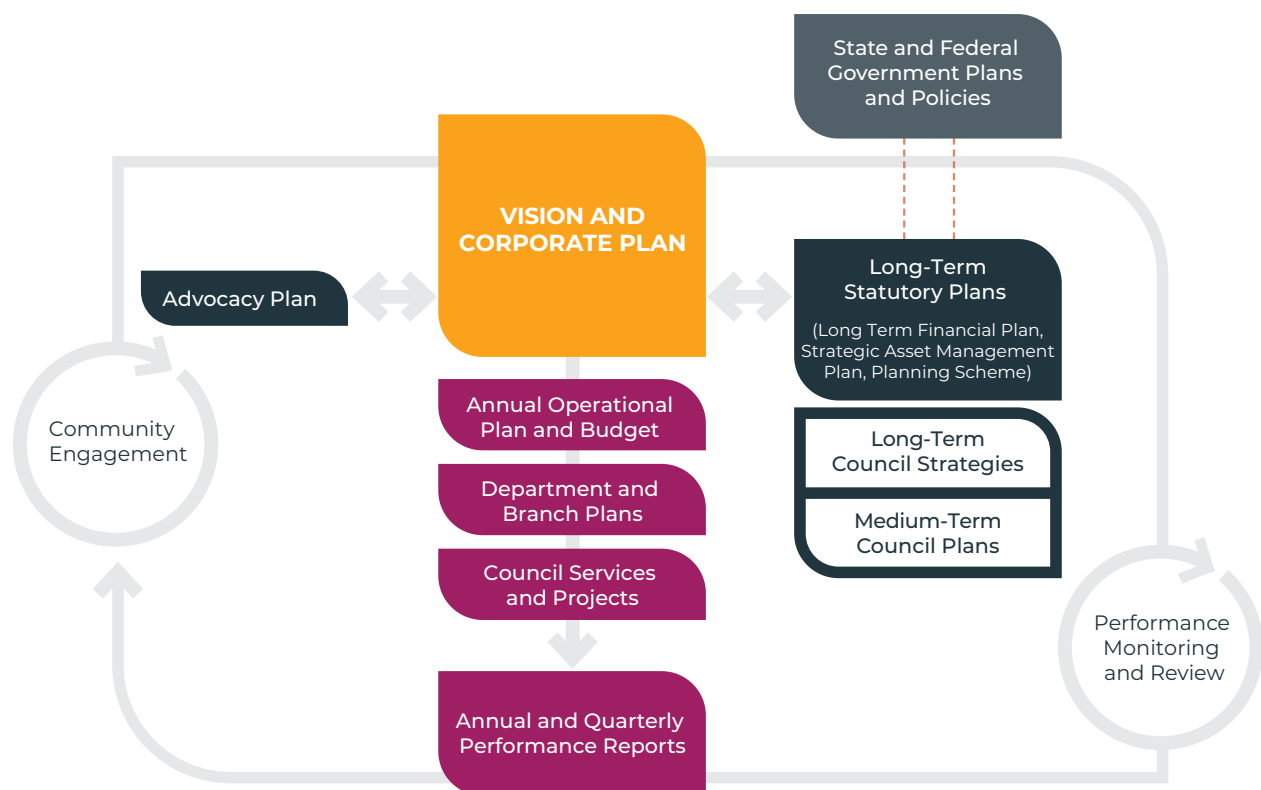
Our approach to strategic planning is based on the integration of our vision, corporate plan, long-term financial and asset management plans, planning scheme, long-term strategies and supporting plans.

Our strategies are integral to delivering long-term transformational change, and responding to current and emerging trends, challenges and opportunities. They draw on all areas of Council and are informed by consultation with our communities, stakeholders, and other levels of government.

This Growth Management Strategy is not a legal document but a long-term roadmap of how Council intends to manage growth in the region, primarily from a land use and infrastructure planning perspective.

This strategy complements Council's other five long-term strategies through a consistent program of collective planning, decision-making, performance monitoring and reporting.

Moreton Bay Regional Council Integrated Planning and Performance Framework



Our strategy framework

This strategy provides a whole-of-council framework for future policies, plans and initiatives that will drive sustainable growth management. Key plans that support this strategy's delivery are outlined below.



Existing plans will be reviewed, while other plans will be developed to address identified gaps, enhance integration and alignment with this strategy's directions.

Council policies and operational directives will also be updated to align with this strategy.

Our policy influences

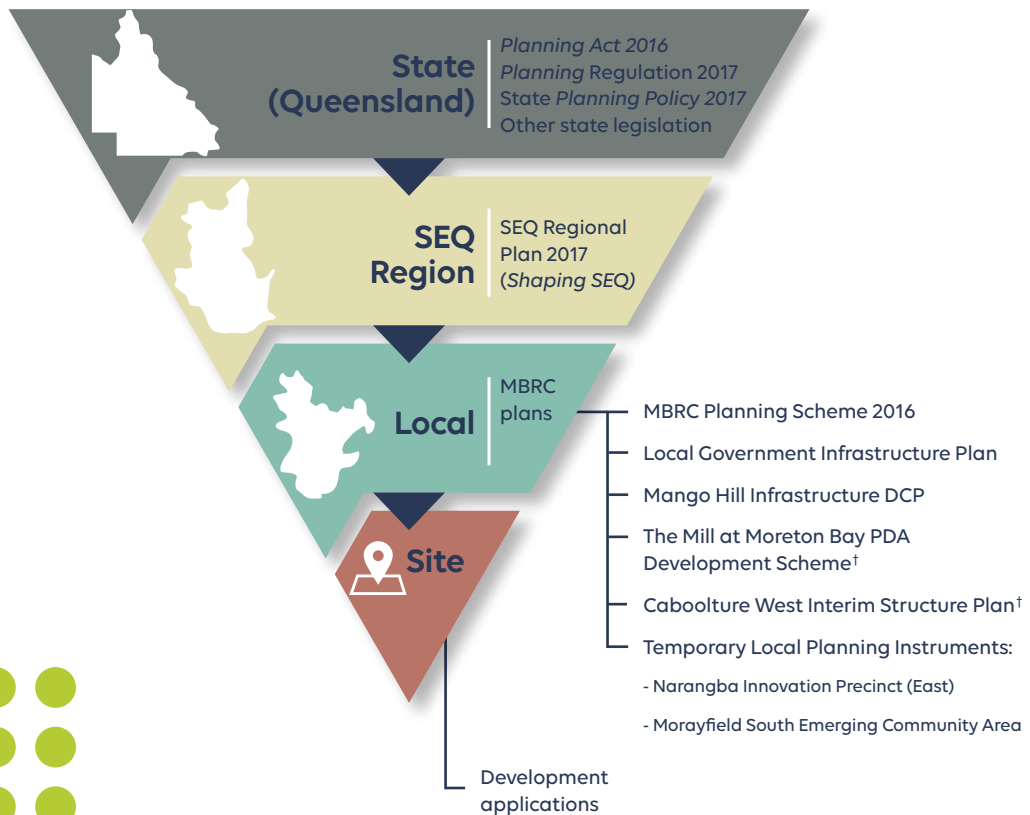
This strategy has been informed and guided by applicable international, federal and state legislation, policies, plans and standards.

National policy and plans

The federal government’s primary influence on growth in the region is from its funding of infrastructure and approach to international migration. Examples include City Deals and the National Population and Planning Framework.

In terms of legislation there is less influence, with the exception of the Environment Protection and Biodiversity Conservation Act 1999 which protects and manages nationally and internationally important flora, fauna, ecological communities and heritage places and may impact on development proposals.

State and local policy and plans*



*Relevant legislation current as at June 2023

[†]Plan made by the Queensland Government



The *Queensland Plan* provides a 30-year vision to 2044. It includes a range of targets and goals, including management of urban sprawl and impacts of population growth, and having the best balance of environmental protection and economic development in Australia.

The Queensland Government sets the planning and development system and framework through the *Planning Act 2016* and supporting plans and legislation. Growth management is regulated through a top-down approach, which means Council is guided by state and regional planning policy and uses its Planning Scheme to manage local growth and development.

The *Planning Act 2016* seeks to achieve ecological sustainability through:

- the protection of ecological processes and natural systems at local, regional, state, and wider levels
- economic development
- the maintenance of the cultural, economic, physical and social wellbeing of people and communities.

Advancing the purpose of the *Planning Act 2016* also includes applying the precautionary principle, ensuring equity between generations and avoiding or minimising adverse environmental effects, and providing for economic and housing diversity.

There are similarities with the definition of ecological sustainable development which underpins the sustainable guiding principle in the Environment Sustainability Strategy; the *Planning Act 2016* emphasises a balancing between these factors in land use planning actions and decisions.

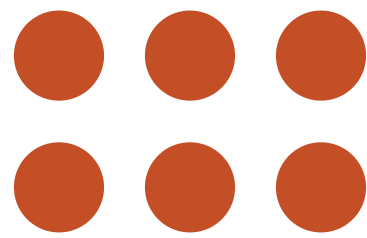
The *Planning Act 2016* is also supported by the State Planning Policy assessing development applications and preparation of planning schemes (or an amendment to a planning scheme). It provides policy directions on a range of matters including housing supply and diversity, protection of agricultural land, biodiversity, infrastructure and other matters.

The Queensland planning system is performance-based and focuses on the outcomes of expected development instead of absolute requirements, which provides some flexibility in how development can meet the required standards of planning legislation.

Planning schemes need to be consistent with state policy but also play an important role in setting the expected outcomes at a local level. Certain decisions made by Council on impact assessable development applications can be appealed through the Planning and Environment Court.

The state government also has powers to nominate development areas that are not regulated by the planning scheme, for example The Mill at Moreton Bay which is a Priority Development Area (PDA) and has its own Development Scheme.

The Minister for Planning can introduce or approve a Temporary Local Planning Instrument (TLPI) which can override a planning scheme for two years to address urgent planning matters.



Regional - South East Queensland (SEQ)

The South East Queensland Regional Plan 2017 (*ShapingSEQ*) is the Queensland Government's plan to guide the future growth of SEQ. Moreton Bay Regional Council has a statutory obligation to implement the policies and directions of *ShapingSEQ*.

An Urban Footprint is identified in *ShapingSEQ* which is expected to provide sufficient land to accommodate urban growth to 2041. The state government conducts annual monitoring of each local government area to determine whether there is a minimum of 15 years supply of residential and industrial land to cater for the anticipated growth. The Urban Footprint occupies approximately 20% of the Moreton Bay region. Efficient use of that land is required to avoid further expansions to the Urban Footprint and the potential for impacts on natural and rural areas.

In addition to dwelling supply benchmarks of a minimum 88,300 new dwellings to be built between 2016 and 2041, *ShapingSEQ* requires an increasing proportion of new houses to be built in existing urban areas (Consolidation areas) in locations that are well serviced and provide existing infrastructure.

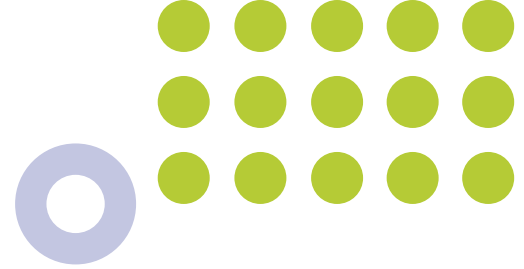
ShapingSEQ anticipates that 55% of additional dwellings in Moreton Bay to 2041 will occur in 'Consolidation areas', generally being development and redevelopment (infill). The remaining 45% of additional dwellings are expected to occur in Expansion areas, i.e. greenfield land.

ShapingSEQ limits the creation of new rural residential areas as this is considered an inefficient form of development to service and can have detrimental impacts on rural production and environmental values.

In addition to the policies of greater consolidation and densification, and better use of land within the Urban Footprint, *ShapingSEQ* identifies Potential Future Growth Areas (PFGA). For Council, these are outside the Urban Footprint, at Elimbah, and may be suitable for future urban growth. Its timing for potential inclusion in the Urban Footprint depends on a range of factors including accommodating adequate forecast growth at Caboolture West.

While *ShapingSEQ* recognises that not all areas within the Urban Footprint are suitable for urban development, the policies require the most efficient use of land within the Urban Footprint to meet the dwelling supply benchmarks and infill objectives.





Moreton Bay Regional Council

Council has several planning documents which assist in managing the region's growth.

The *Planning Scheme 2016* provides a local framework to regulate development in the region.

The Local Government Infrastructure Plan prioritises trunk infrastructure to support current and future urban development and growth primarily within the Priority Infrastructure Area (PIA).

Trunk infrastructure provides vital services to our communities such as:

- green spaces, parks and sporting fields
- roads that connect neighbourhoods to the major state government-managed roads
- walking and cycle pathways
- stormwater systems that manage the impact of development on the health of floodplains and waterways.

Council also levies infrastructure charges in accordance with the *Planning Act 2016* as part of the development assessment process. Charges apply when certain development occurs, generating extra demand on trunk infrastructure networks.

The charges collected or assets constructed contribute to the provision of essential trunk infrastructure to service new development. Trunk infrastructure is significant infrastructure that supports large areas or catchments and of these Council manages transport, public parks and land for community facilities and stormwater.

Unitywater is responsible for the connection, disconnection or alteration to water and sewage networks in the region. Council also conditions certain development applications or enters into infrastructure agreements to construct new or upgraded local infrastructure particularly for growth areas located outside of the PIA.

Additional plans apply to specific areas and sit outside the Planning Scheme, such as the Development Scheme for The Mill at Moreton Bay Priority Development Area (PDA).



Sustainable Development Goals

Council's vision for the future of the region reflects the United Nations Sustainable Development Goals (SDGs) which provide a shared blueprint to address common social, economic and environmental issues that impact all communities on a global and local level.

The 17 SDGs aim to ensure a holistic approach to sustainable development by aligning strategies that improve health and education, reduce inequality, and spur economic growth, while tackling climate change and working to preserve our natural environments.

This strategy aligns with the following SDGs. However, all SDGs complement and reinforce each other to support Our Engaged Council goal and help shape better local outcomes.



Our region's support in hosting the Brisbane 2032 Olympic and Paralympic Games provides a point of focus for the achievement of these SDGs.



Council's role

Council adopts several roles to achieve this strategy's outcomes and priorities. At different times Council will provide leadership to deliver services and programs, as well as regulate, advocate, educate, facilitate or partner with our communities and other stakeholders.

Our services

Our core services that support this strategy's delivery include:

- Strategic Planning and Place Making (including Growth Modelling and Monitoring)
- Neighbourhood and Growth Area Planning
- Parks and Open Space
- Development Assessment and Compliance
- Infrastructure Planning
- Transport and Road Network.

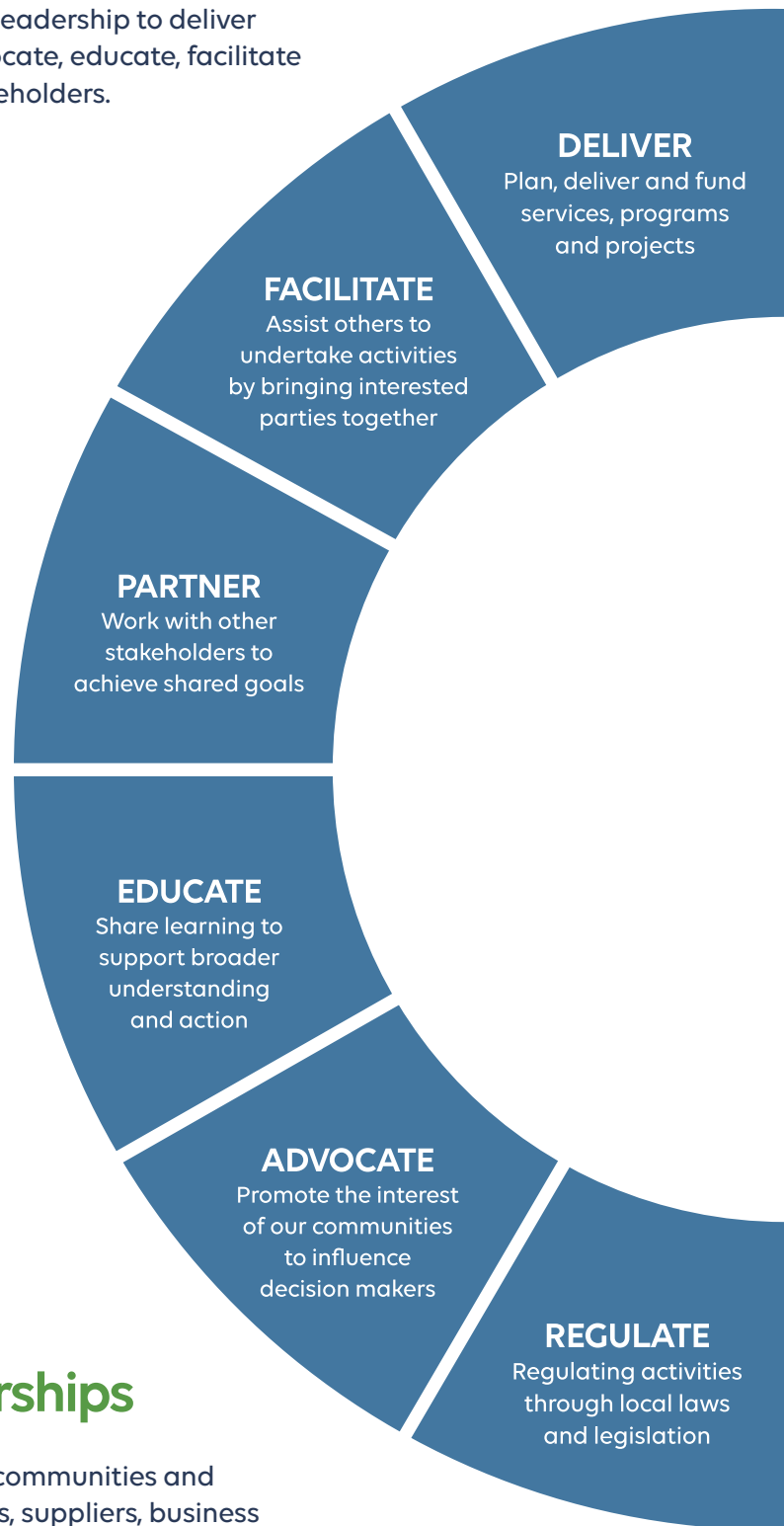
There are many other Council services that support and influence the delivery of our growth management outcomes from infrastructure and transport planning to environmental planning, asset management and investment attraction.

In some instances there may be changes to how these services have traditionally been delivered. Innovation and adaptation are required to address challenges and opportunities.

Collaboration and partnerships

Collaboration is at the core of this strategy. Our communities and other stakeholders such as government agencies, suppliers, business and industry partners, community, organisations and Traditional Custodians play an important supporting role in the strategy's delivery.

Council must also advocate and partner with others to achieve our organisational priorities in areas where we seek to influence change or require additional resources.



Our engagement and research



How we developed this strategy:



Working with our communities

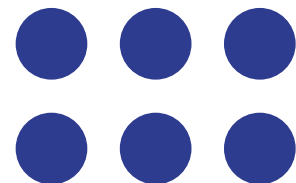
This strategy has been informed by extensive community engagement through Council's Our Moreton program, as well as data from our Moreton Says surveys.

This comprehensive engagement exceeded previous community engagement programs. It provided several opportunities for Council's strategy teams to meet with our communities. We listened to residents and visitors across the region to ensure our long-term planning reflects their aspirations and priorities.

Council has released several consultation reports that summarise community feedback during each consultation project. These are available on Council's [Your Say, Moreton Bay website](#).



What we heard from our communities



<p>Sustainable urban growth</p>	<ul style="list-style-type: none"> • A clear roadmap for growth is important to communities. Most respondents agreed that knowing where future development is going to occur and what it will look like is important to them. • Our communities want Council to set clear growth boundaries to reduce urban sprawl. For our communities, higher density housing is acceptable in the right locations such as a centre, close to a train station, coastal edges and near town centres, transport and employment.
<p>Connected communities</p>	<ul style="list-style-type: none"> • Our communities raised significant concerns about keeping the balance between growth and the natural environment and ensuring sufficient infrastructure to support growth. • Residents expressed a strong preference for higher density housing to be designed for the climate and for it to incorporate greenery. The use of environmentally responsible materials and practices and the inclusion of cafes and restaurants is also a priority for our respondents.
<p>Diverse living choices</p>	<ul style="list-style-type: none"> • Our communities want Council to prioritise affordable living to meet our communities' housing needs and ensure our region's future prosperity. • Community members often agreed that higher density housing is a good way to minimise impacts on the natural environment and address population growth and affordable living. There is still a significant number of respondents who are neutral (or undecided) about this.
<p>Well-planned neighbourhoods</p>	<ul style="list-style-type: none"> • Our communities highly value well-connected or well-planned communities with shared spaces. Younger people identified the need for communal facilities, multifunctional hubs and community spaces that drive connection.
<p>Well-planned centres and employment areas</p>	<ul style="list-style-type: none"> • Our communities expressed desire for greater use and activation of centres and nearby additional residential living and improvements to the public realm. They noted it is necessary to increase employment opportunities in the region.
<p>Well-planned infrastructure</p>	<ul style="list-style-type: none"> • Our communities support a compact urban form to ensure infrastructure and services are provided in a cost-effective way.

91% of participants agreed or strongly agreed it is important to maintain our sense of community as the population grows.

73% of participants in the draft strategy survey agreed or strongly agreed with the proposed target of 75% of the region remaining as rural and natural landscapes without urban development.

64% of our communities said higher density housing is acceptable in a centre or close to a train station, or on the region's coastal edges.

What our research told us

Urban Areas Employment Lands Investigation (UAELI) (2021)

The UAELI is part of the Reshaping our Region's Planning Portfolio that will inform Council's new Planning Scheme and supports implementation of the Regional Economic Development Strategy (2020-41).

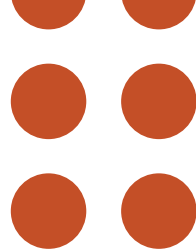
Key findings include:

- Council's planning for existing zoned industrial land and Mixed Industry and Business Areas (MIBA) meets the state benchmark to ensure an effective supply of a minimum 15 years of industry zoned land that can be serviced for the current Planning Scheme (to 2031).
- Council may fall below the required 15-years benchmark if the remaining effective supply of industry zoned land continues to be used at higher than average take up rates (as has occurred in the last few years) or used for alternative purposes.
- Elimbah East and North East Business Park are the only greenfield locations that could support new large-scale industrial estates for General Industry (GI) and MIBA. Reliance on these two areas is a risk and Council should start identifying potential additional GI and MIBA options.
- Council must also identify additional GI (and potentially MIBA) supply options for its new Planning Scheme. The timing and amount of land required depends on how effective supply of industrial land is developed and used.

Housing Needs Investigation (HNI) (2022)

Key findings include:

- Council's current planning framework supports housing choice, accessibility, location, affordability and high-level capacity. However, more can be done to improve links between the strategic framework and Planning Scheme (e.g. code provisions), and elements outside the planning framework (e.g. incentives).
- Most medium density development occurs as part of greenfield and first-generation development, rather than urban infill development around existing centres and public transport. Increased pressure will push development outward, into new greenfield areas if there is no increase of infill housing built around existing public transport and centres.
- Encouraging medium density infill housing throughout parts of Moreton Bay is important for widespread housing diversity. It will also help provide more sustainable housing options for people in the same area throughout their housing life cycles.
- Separate (detached) houses are the most common housing type in Moreton Bay (81%). However, there is also a significant need for additional medium density housing, and some need for new high density dwellings and other dwellings forecast to 2041 and beyond.
- Moreton Bay needs to encourage more medium and high density housing to meet needs. Medium density housing comprises 15% of housing in the region currently, however this will need to increase to 35% to meet projected demand by 2051.



Well-serviced, potential urban infill locations may include, but are not limited to:

- Strathpine
- Lawnton
- Petrie
- Albany Creek

Other centres generally suited to urban infill development include:

- Caboolture
- Kippa-Ring
- Burpengary
- Kallangur
- Redcliffe
- Morayfield
- North Lakes
- Deception Bay

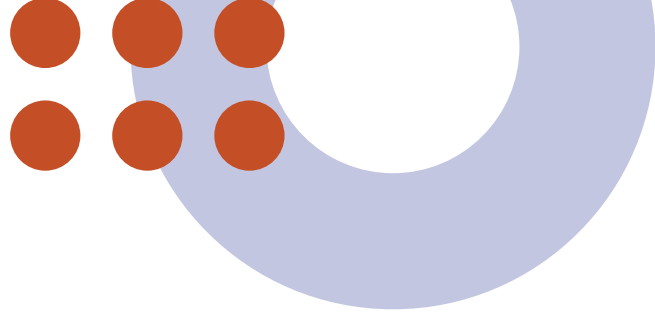
- The southern part of the region (e.g. The Hills District and Strathpine) has the best overall accessibility to jobs and services, which is unlikely to change in the future. Some of these centres have relatively affordable housing prices and facilitate affordable living.
- Housing must also provide for an expected rise in 1-2 person households and empty-nesters, and a corresponding decrease in couples with children. More diversity and affordability will be required to create housing choice across the region.

What does this mean for the future of housing?

- It must be attractive for people to want to live there and be at an appropriate scale and density to its setting.
- It is important to understand that there is a lot of diversity between low rise separate housing and high rise. Much of the higher density housing anticipated or required in Moreton Bay will need to be this form of housing.
- There will still be a need for separate (detached) houses to accommodate growth, with high rise limited to a few appropriate locations.



Our strategy roadmap



Our journey ahead

Our strategy roadmap is structured around the following six outcomes:

Outcome 1: Sustainable urban growth

We have a clear urban growth boundary that protects our unique landscapes and environmental values.

Outcome 2: Connected communities

We have a preferred sequence of growth that supports complete, sustainable and connected communities.

Outcome 3: Diverse living choices

Our communities have access to safe, affordable and diverse living choices.

Outcome 4: Well-planned neighbourhoods

We have well-planned neighbourhoods that support changing communities, respect cultural heritage and enjoy a unique sense of place.

Outcome 5: Well-planned centres and employment areas

We have well-planned centres and industrial and other employment areas that support our progressive local economy and identity.

Outcome 6: Well-planned infrastructure

We have infrastructure that integrates with surrounding land use and supports our growing communities.

These outcomes work together to achieve Our Well-Planned Places goal and strategic direction. Each outcome has strategic priorities to guide our approach to planning and decision-making over the next 20 years, including measures of success to help track our progress.

While our roadmap is designed to show the direction we want to take, there are many options for how we put it into practice.

Our guiding principles

The following principles will guide how we deliver this strategy. They work together with our organisational values and community engagement principles to support meaningful conversations to keep us on track and move beyond the status quo to achieve lasting change and value for our communities.

Leadership

We lead by example setting the strategic direction for the region, and partner with other levels of government, stakeholders and infrastructure providers to manage and plan for our forecast growth.

Well-managed growth

We have a clear plan for growth that plans for an increase proportion of urban infill development in well-served locations over future greenfield expansions that threaten our natural, scenic and productive landscapes.

Success is monitored

We regularly investigate and report on how the region is performing using the best available information, contemporary practices and advice, and make updates to this plan based on trends and evidence.

Balancing growth with the environment

We take a balanced approach to growth management that respects our significant environmental and natural hazard areas, and our natural, scenic and productive landscapes to achieve sustainable development outcomes.

Creating great places

We create memorable, safe and liveable places and recognise important elements of heritage, and existing or desired character and identity.

Informed communities

Communities are informed on initiatives to manage the region's growth and help shape the future of their neighbourhoods.



Outcome 1: Sustainable urban growth

We have a clear urban growth boundary that protects our unique landscapes and environmental values.



Why is this important?

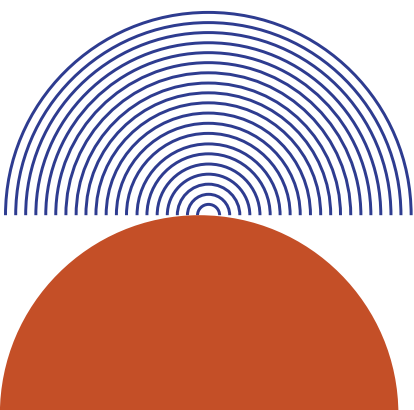
A defined urban growth boundary encourages compact urban growth and avoids expansion into valuable agricultural land or land with important environmental values.

What we are already doing

- Monitoring and reporting on urban growth to ensure 15 years' supply of residential and industrial land.
- Developed an Environment and Sustainability Strategy to support Council to be a leader in sustainability through impactful initiatives.
- Implementing Council's Reshaping our region's planning program, including key initiatives such as:
 - the New Planning Scheme (review) program to investigate, guide and ultimately deliver a new planning scheme for the region, and
 - the New Urban Growth Model to monitor growth and inform land use planning, infrastructure planning, investment and financial decision making.

Our strategic priorities


- We grow in an orderly and well-planned way within an urban growth boundary that provides sufficient land and opportunities to support our future urban housing and employment needs.
- Our region's growth is guided by the SEQ Regional Plan (*ShapingSEQ*) and Council's urban growth boundary.
- Council's urban growth boundary informs reviews of *ShapingSEQ* and our new Planning Scheme.
- Council regularly monitors growth to ensure that urban land is used efficiently and informs appropriate land use investigations for future urban areas.
- Balance our growth in a way that respects our significant environmental areas and our natural, scenic and productive landscapes.



Our policy directions

- Land in the *ShapingSEQ* Urban Footprint is used efficiently to accommodate expected population and employment growth to 2041 or beyond.
- New employment land outside the *ShapingSEQ* Urban Footprint may be considered, where necessary, to achieve Moreton Bay Regional Economic Development Strategy outcomes and where such land is not reasonably available within the Urban Footprint.
- In considering any support for expansion of the Urban Footprint for urban residential purposes, Council will consider:
 - achievement of the Urban Footprint principles and general policy directions of *ShapingSEQ*; and
 - whether such an expansion would materially affect the delivery of housing in well serviced locations within the region; and
 - whether development would result in an orderly and logical expansion to an existing urban area; and
 - whether development would result in protection of significant environmental values and avoidance of natural hazards; and
 - the coordinated, efficient and cost-effective provision of infrastructure; and
 - the delivery of sustainable complete communities with a diversity of housing choices, community facilities and access to goods and services that meets the daily needs of residents now and into the future.
- Urban development retains and connects waterways and natural areas of national, state and local environmental significance.
- The inter-urban break between Moreton Bay and the Sunshine Coast (identified in *ShapingSEQ*) provides a level of protection from urban development within our region's National Parks and state forests, and elsewhere supports appropriate environmental, rural, tourism and community use opportunities.

Our measures of success

Measure	Target
A defined urban growth boundary	75% of the region remains as rural and natural landscapes without urban development
ShapingSEQ dwelling targets 	88,300 new dwellings between 2016 and 2041

Outcome 2: Connected communities

We have a preferred sequence of growth that supports complete, sustainable and connected communities.

Why is this important?

A preferred sequence of growth helps to prioritise investment in infrastructure, which in turn supports the delivery of complete, sustainable and connected communities. It also provides for more certain, timely, efficient and cost-effective delivery of infrastructure to support growth.

What we are already doing

- Monitoring and reporting on urban growth to ensure 15 years' supply of residential and industrial land.
- Regularly updating Council's Local Government Infrastructure Plan (LGIP) to identify and prioritise trunk infrastructure to support development within the Priority Infrastructure Area.
- Implementing Council's Reshaping Our Region's Planning Portfolio, including key initiatives such as:
 - the New Planning Scheme (review) Program to investigate, guide and ultimately deliver a new planning scheme for the region, and
 - the New Urban Growth Model to monitor growth and inform land use planning, infrastructure planning, investment and financial decision making.

Our strategic priorities

- Ensure a broad preferred sequence of growth is established to enable cost effective provision of infrastructure and services to support the preferred location and timing of urban growth.

Our policy directions

- A preferred sequence of growth informs Council's land use planning, infrastructure planning and financial decision making for growth areas (including infill development) and is integrated with the urban growth boundary.
- Council leads the planning for growth areas to ensure land use planning is integrated with infrastructure planning; and the Planning Scheme is amended as informed by community and stakeholder engagement.

Our measures of success

Measure	Target
Periodic reviews of the Local Government Infrastructure Plan	Every five years

Outcome 3: Diverse living choices

Our communities have access to safe, affordable and diverse living choices.



Why is this important?

It is important there are a range of available housing types that meet our community's needs, including families, people with a disability, the elderly, and young. The choice of housing should also provide opportunities to reduce living costs (e.g. transport, heating, cooling) through the location, type and housing design.

What we are already doing?

- Waiving development fees and charges for eligible community housing providers for building social and affordable housing in the region.
- Implementing Council's Reshaping our region's planning program, including key initiatives and actions contained within strategies such as:
 - the Housing Needs Investigation to ensure matters such as housing choice, diversity and affordable living options are planned and delivered in the right locations
 - the Neighbourhood Planning Program to deliver integrated neighbourhood plans to guide growth in established urban areas that respects local character and identity
 - the Growth Areas Program to guide development in emerging / new neighbourhoods (greenfield growth areas) considering new infrastructure networks.

Our strategic priorities


- Assist in the creation of complete communities and housing diversity to improve affordable living outcomes.
- Understand and monitor the region's current and future housing needs with relevant stakeholders.
- Housing and surrounding public spaces and paths are designed to be safe and inclusive.
- Encourage whole of lifecycle needs (including ageing population needs) in the provision and design of new housing.
- Encourage housing to be designed for our sub-tropical climate to decrease reliance on mechanical heating and cooling, and reduce costs of living.
- Urban growth is directed away from areas of higher natural hazard risks. Natural hazard risks are managed and mitigated in the design of new neighbourhoods.



Our policy directions

- Incentivise affordable living opportunities and housing that meets changing needs in urban areas close to services, high frequency public transport and centres, and encourage housing diversity in new housing estates.
- Continue to undertake Neighbourhood Planning to consider communities' changing housing and other needs.
- Embed Crime Prevention Through Environmental Design (CPTED) principles in the design of public spaces and buildings, higher density housing, public transport areas, and new housing estates.
- Encourage and promote climate smart building design.

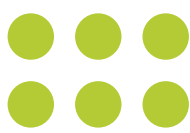
Our measures of success

Measure	Target
<i>ShapingSEQ</i> target for infill development (Consolidation areas)	55% new dwellings within the Consolidation area between 2016 and 2041
Housing diversity across the region 	Net increase in proportion of small households (1-2 bedroom dwellings)



Outcome 4: Well-planned neighbourhoods

We have well-planned neighbourhoods that support changing communities, respect cultural heritage and enjoy a unique sense of place.



Why is this important?

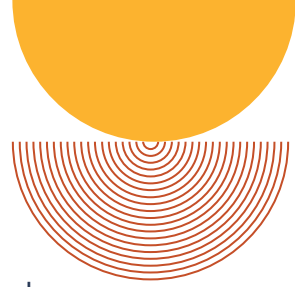
It is important that our neighbourhoods continue to grow and evolve to respond to changing community needs, and new housing estates are designed as complete communities. It is also important that the heritage, character and identity unique to each place is respected as it grows, and the community is engaged in planning for how growth and development best occurs in their area.

What we are already doing?

- Regularly asking our community for input on growth as part of the Moreton Says survey series.
- Implementing Council's Reshaping our region's planning program, including key initiatives and actions contained within strategies such as:
 - The Great Places (Urban Design and Place Making) Program to support the delivery of best practice urban design, placemaking and heritage outcomes through comprehensive guides for the community and developers.
 - The Neighbourhood Planning Program to deliver integrated neighbourhood plans to guide growth in established urban areas that respects local character and identity.
 - The Growth Areas Program to guide development in emerging, new neighbourhoods (greenfield growth areas) considering new infrastructure networks.
 - The Housing Needs Investigation to ensure matters such as housing choice, diversity and affordable living options are planned and delivered in the right locations.
 - The Heritage Planning Program to investigate, consult on, and establish local heritage planning policy, for the planning scheme and local heritage register, through heritage planning studies, strategies, and guidance projects.

Our strategic priorities

- Understand and respect the region's cultural heritage values and include them in planning and design requirements.
- Engage communities in planning for growth and defining important elements of a place's character and identity.
- Support new infill housing development in established urban neighbourhoods with well-designed buildings and places that are appropriate to its context (i.e. centre, urban or suburban), and reflect key elements of existing or desired future local character and identity.
- Create neighbourhoods as vibrant, safe and sustainable complete communities with diversity of housing choices, community facilities and access to goods and services that meet residents' existing and future needs.
- Neighbourhoods provide diverse housing options, including a mix of tenures, densities and variety of lot sizes to provide choice and affordability for different lifestyle choices, life stages and meet current and future community needs.



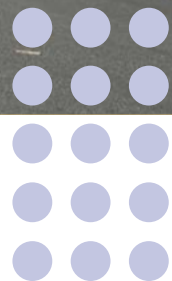
- Value and promote townships and important elements of local heritage, character and identity, and the role of good design and neighbourhood planning to create memorable and liveable places.
- Inclusive neighbourhoods provide attractive, functional, safe and accessible places to support a mix of housing choices, social diversity and cultural expression.
- Traditional Custodians' connection to Country informs our planning.

Our policy directions

- Council provides guidance on good local design outcomes that reflect the desired character and identity of place.
- Council undertakes neighbourhood planning and structure planning for growth areas that reflect local needs and aspirations.
- Develop neighbourhoods (including new communities) as complete communities with diverse housing and mixed uses. They are designed to encourage walking, cycling and public transport use to access local shopping facilities, open space and community hubs.

Our measures of success

Measure	Desired trend
Community engagement in planning programs (e.g. Neighbourhood Planning, new Planning Scheme and Planning Scheme Amendments)	Increase



Outcome 5: Well-planned centres and employment areas

We have well-planned centres and industrial and other employment areas that support our progressive local economy and identity.



Why is this important?

Accommodating the region's population growth also requires increased employment opportunities and recognises that many residents work outside the region. A connected network of centres (rural, education, industrial precincts, tourism) play an important role providing local employment.

What we are already doing

- Implementing the Regional Economic Development Strategy 2020-2041 (REDS).
- The 'Invest More: Moreton Bay' program to support the goals of the REDS, attract private sector investment projects that will stimulate and diversify the economy, act as a mechanism to support economic growth, generate the creation of new jobs and investment and encourage existing businesses to expand.
- The Attraction of Tourism Development Policy to provide support to eligible applicants to facilitate the development of key tourism land uses in the region.
- The Industrial Development Policy to provide incentives for eligible applicants to facilitate the development of key industrial land uses in the region.
- The Rural Workers Accommodation Policy to provide incentives for eligible applicants to facilitate the development of rural workers accommodation in the region.
- Implementing Council's Reshaping our region's planning program, including key initiatives and actions contained within strategies such as:
 - The Great Places (Urban Design and Place Making) Program to support the delivery of best practice urban design, placemaking and heritage outcomes through comprehensive guides for the community and developers.
 - The Neighbourhood Planning Program to deliver integrated neighbourhood plans to guide growth in established urban areas that respects local character and identity.
 - The Growth Areas Program to guide development in emerging / new neighbourhoods (greenfield growth areas) considering new infrastructure networks.
 - The Centres and Retail Lands Investigation to investigate supply and demand for retail land in centres and inform future employment land supply delivery and policy directions.
 - The Urban Areas Employment Lands Investigation to investigate supply and demand for the regions urban employment lands (excluding centres) to inform future employment land supply delivery and policy directions.

Our strategic priorities

- A connected network of centres and employment precincts creates vibrant and diverse places, supports high value local employment opportunities, and a framework for public sector investment in community infrastructure that is appropriate to each location.
- A sufficient supply of employment land supports a variety of industrial precincts across the region to diversify the economy and provide for high value local employment opportunities.
- Achieve greater use and activation of centres and increased employment with additional residential living in and around centres and improved public infrastructure and services.
- Agriculture continues to be a key industry in the northern region’s non-urban lands.
- The region realises its tourism potential provided by the Bay, hinterland and urban areas.
- Support The Mill at Moreton Bay to become a significant contributor to the region’s economy and identity, using best practice urban design and place making to create high value employment opportunities that are typically not found elsewhere in the region.

Our policy directions

- Investigate and identify new industrial land, particularly land close to highway interchanges and close to existing industrial areas to support long-term employment needs.
- Support continued use of highly productive rural land for agricultural purposes.

Our measures of success

Measure	Target or desired trend
Supply and variety of industrial land	Maintain 15-year supply of industrial land at all times
New residential, commercial and retail floorspace developed in centres	Increase



Outcome 6: Well-planned infrastructure

We have infrastructure that integrates with surrounding land use and supports our growing communities.

Why is this important?

It is important that growth is supported by necessary infrastructure and that the infrastructure is provided in a timely and cost-effective way. The most cost-effective way is for growth to utilise existing infrastructure as far as practical where there is existing capacity.

What we are already doing?

- Developed a new long-term Integrated Transport Strategy (Integrated Transport Strategy 2042) to support the delivery of a network of well-planned and connected places and spaces, enhancing lifestyle, accessibility and employment choices.
- Regularly updating Council's Local Government Infrastructure Plan (LGIP) to identify and prioritise trunk infrastructure to support development within the Priority Infrastructure Area.
- Implementing Council's Reshaping our region's planning program, including key initiatives such as:
 - The New Planning Scheme (review) program to investigate, guide and ultimately deliver a new planning scheme for the region.
 - The New Urban Growth Model to monitor growth and inform land use planning, infrastructure planning, investment and financial decision making.

Our strategic priorities

- Promote a compact urban form that ensures infrastructure and services are provided cost-effectively. Higher density housing and mixed uses occur in locations that are close to services, high frequency public transport and centres.
- Lead and partner with federal and state governments and urban utility providers to ensure timely delivery of infrastructure and services to support our growth.
- In addition to the public sector role in infrastructure and service provision, we recognise the role of private investment in delivering housing, employment, community and tourism facilities and infrastructure to support our growth.
- Support planning for new growth areas with integrated land use, infrastructure planning and Council designed community engagement processes.
- Design urban infrastructure that enables communities to connect with each other and create a positive sense of place.
- Communities are complete with a network of safe and convenient sustainable transport options, including pedestrian, cycle, mobility scooters and public transport.

Our policy directions

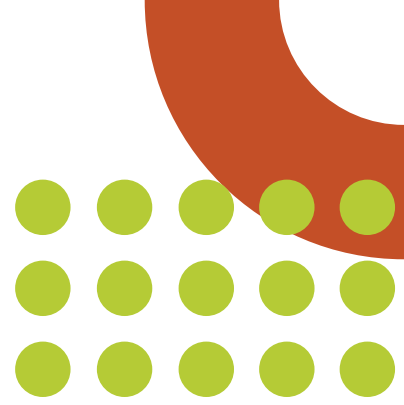
- Achieve efficient use of infrastructure by prioritising more intense growth in established urban areas that are already serviced with supporting infrastructure such as utilities and public transport.
- Use the urban growth boundary and preferred sequence of growth to plan future infrastructure investments with other providers.

Our measures of success

Measure	Target
Development of a Moreton Bay Infrastructure Plan	100% complete by 2026



Delivering our strategy



This strategy seeks to provide a consistent and integrated approach to sustainable growth management for Council, setting strategic priorities and actions for the future. The strategy's timelines look to 2042 to align with our vision, while focusing on the next 5-10 years.

Planning our actions

This strategy is supported by an action plan that identifies priority actions to be delivered over the next five years. This plan may be reviewed during this time to include new actions as they are identified or amend actions to ensure we are meeting expectations.

Monitoring our success

Our progress towards the strategy's achievements will be monitored and reported through Council's annual report. This will include progress against our measures of success, targets and actions. These reports will be shared with our communities to drive transparency and accountability.

Reviewing our strategy

This strategy is a living document that will be adjusted as required. It includes a major review every five years to align with our corporate plan review process. This will ensure our strategy keeps driving us towards our vision, responds to emerging challenges and opportunities, and meets community expectations.

Resourcing our strategy

Our annual budget and operational plan process will guide priorities and resource allocation to progress the strategy's implementation and supporting plans.

This strategy will also guide our advocacy work to help influence collaboration, partnerships and resourcing for our communities.

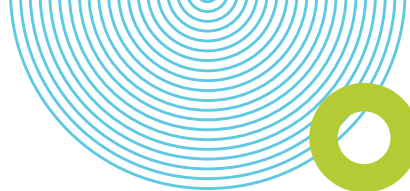
Thank you for helping us shape our amazing places into the future.



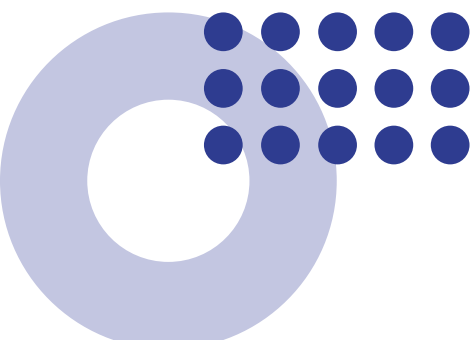
Action Plan



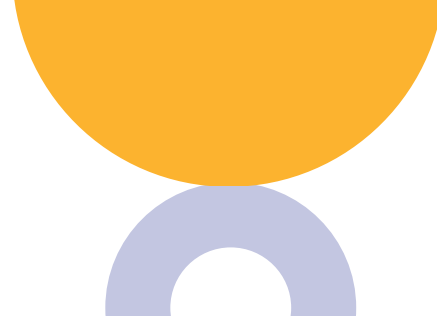
No.	Actions	Council roles	Timeframe
Outcome 1: Sustainable urban growth			
1.1	Develop an Urban Growth Boundary showing Council's preferred location of future urban development (including future investigation areas) to support projected growth to 2041 and beyond.	Deliver	Short
1.2	Inform reviews of <i>ShapingSEQ</i> using the Growth Management Strategy and Urban Growth Boundary principles and policy directions.	Advocate	Ongoing
1.3.	Monitor urban growth to ensure at least 15 years' supply of residential and industrial land. Track urban infill and housing diversity to ensure land in the Urban Growth Boundary is used efficiently and informs appropriate land use investigations.	Deliver	Medium
1.4.	Implement a new urban growth model to monitor growth and inform land use planning, infrastructure planning, investment and financial decision making.	Deliver	Short
1.5.	Investigate rural and rural residential areas in the Urban Footprint for future urban uses.	Deliver	Ongoing
1.6.	Prepare a new Planning Scheme for the Moreton Bay region.	Deliver	Medium
Outcome 2: Connected communities			
2.1	Develop a broad, preferred sequence for urban growth that considers Council's strategies and supports the urban growth boundary.	Deliver	Short
2.2	Consider the outcomes of the preferred sequence of growth when developing the new Planning Scheme.	Deliver	Medium
Outcome 3: Diverse living choices			
3.1	Establish an Infill Housing Expert Panel (IHEP) to investigate barriers to, and opportunities for, increased housing provision within existing urban areas to better address needs and affordable living options.	Deliver	Short
3.2	Implement the findings of the <i>Housing Needs Investigation</i> . Monitor and undertake periodic reviews of its data.	Deliver	Ongoing
3.3	Continue to develop guidance material that demonstrates local applications of CPTED principles and climate smart building design.	Educate	Ongoing




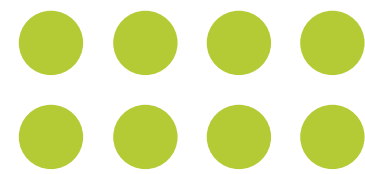
Actions		Council roles	Timeframe
3.4	Establish a new Planning Scheme and regulatory processes that streamline delivery of new housing to assist with affordable living options.	Deliver	Medium
3.5	Advocate for federal and state investment in initiatives that support affordable housing and meet housing needs.	Advocate	Ongoing
Outcome 4: Well-planned neighbourhoods			
4.1	Undertake a Regional Heritage Survey to update the region's Local Heritage Register and inform the new Planning Scheme.	Deliver	Short
4.2.	Investigate ways to improve the community's understanding of growth, planning and opportunities to engage in planning for the future.	Educate	Ongoing
4.3	Complete the Moreton Bay Region Place Identity Study to identify and preserve key elements of place identity value in the region.	Deliver	Medium
4.4	Complete the Township and Coastal Communities Character Investigation and implement its findings.	Deliver	Medium
4.5	Continue to develop guidelines that demonstrate good design and heritage outcomes.	Educate	Ongoing
Outcome 5: Well-planned centres and employment areas			
5.1	Monitor the take up of industrial land by type and location to inform future planning.	Deliver	Ongoing
5.2	Establish a Moreton Bay Future Industry Forum to inform planning for increase opportunities for existing and emerging industrial uses in the region.	Deliver	Short
5.3	Complete the Centres and Retail Lands Investigation and implement its findings.	Deliver	Short
5.4	Implement outcomes of the Urban Areas Employment Lands Investigation.	Deliver	Short
Outcome 6: Well-planned infrastructure			
6.1	Develop a Moreton Bay Infrastructure Plan which includes development infrastructure to service the Priority Infrastructure Area (PIA) beyond the Local Government Infrastructure Plan (LGIP) timeframe and growth outside the PIA.	Deliver	Short



Glossary



Term	Description
Business as usual	Actions delivered as day-to-day organisational operations.
Council	Moreton Bay Regional Council.
Consolidation	Development on land inside the existing urban area boundary. Previously known as infill development.
Corporate Plan	Council's five-year roadmap that describes the strategic goals and outcomes that support our vision: <i>Our Moreton Bay. Amazing places. Natural spaces.</i>
Council Budget	Council's annual operational and capital expenditure programs, including long-term financial forecast, financial policies, rates, and charges.
Crime prevention through environmental design (CPTED)	Designing new or redeveloped environments in ways that help to create safer spaces and reduce crime.
Infill development	Building on vacant or under-used land in well-developed urban areas.
Innovation	Doing something different to improve processes and outcomes.
Long-term	Actions that occur after 5 or more years, however planning or design may occur in the medium-term.
Measures	Indicators of success against strategy outcomes that help to monitor progress.  Icon indicates this measure is also reflected in the Corporate Plan 2022-2027.
Medium-term	Actions that occur within 3-5 years.
Moreton Bay region	Moreton Bay Regional Council Local Government Area.
New Urban Growth Model	A digital model developed by Council to generate and test growth scenarios to inform Council's ongoing land use planning, infrastructure planning and investment, and financial decision making.
Operational Plan	Council's annual program of services to deliver strategic outcomes against key performance indicators.
Outcomes	High-level focus areas that guide strategic priorities.



Term	Description
Planning Scheme	Guides the development and use of land, buildings and structures in the region.
Preferred sequence of growth	Council's preferred development sequence in areas of growth to better coordinate infrastructure planning and funding.
Reconciliation	Strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples to benefit all Australians.
Short-term	Actions that occur within 1-2 years.
Strategic Asset Management Plan	Supports the delivery of renewed and new infrastructure and ensures that existing assets are maintained to specified standards.
Strategic priority	A strategic pathway to achieve an outcome.
Urban footprint	The extent of land needed to accommodate the region's urban growth, as identified in <i>ShapingSEQ</i> .
Urban growth boundary	Council's preferred location of future urban development (including future investigation areas) to support projected growth to 2042 and beyond.





Resource list

- Australia and New Zealand School of Government (ANZSOG) (2015), The Digital Director.
- ABS (Australian Bureau of Statistics) (2019) Region summary: Moreton Bay [data set].
 - (2020) Regional Population Growth, Australia.
 - (2020a) Counts of Australian businesses, including entries and exits, June 2014 - June 2018.
 - (2020b). Building approvals, Australia.
 - (2017) Census of population and housing, Australia.
 - (2016) Moreton Bay Census All persons QuickStats.
- Department of Housing and Public Works (2021) Queensland housing profiles, housing profile dwelling and household characteristics.
- id Migration by age [data set], Moreton Bay Region community profile
 - Dwelling type [data set], Moreton Bay Region community profile
- LinkedIn (June 2016) Talent in the Australian public sector [PowerPoint slides].
- MBRC (Moreton Bay Regional Council) (2022) Local history, cultural services.
 - (2020) Moreton Bay Business Survey.
 - (2021) Regional Economic Development Strategy 2020-41, MBRC website.
- Moreton Bay Regional Libraries. Settlement and federation.
- NIEIR (National Institute of Economic and Industry Research) (2020) Moreton Bay.
- O'Keefe (2009) - The Great North Coast Road: The early development of the Bruce Highway and features of its cultural landscape.

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- QGSO (Queensland Government Statistician's Office) (2020) Queensland regional database.
 - (2016) Queensland Regional Profiles, QGSO website.
 - (2018) Queensland Government Population Projections 2016-2041, QGSO website.
 - (2021) Residential Land Development Activity Profiles, QGSO website.
 - (2019) Population projections, QGSO website
 - Queensland Government (2018) Queensland's history - 1800s.
 - (2016) Queensland public sector quarterly workforce profile.
 - Land Supply and Development Monitoring Reports, Moreton Bay, Queensland Government Planning website.
 - Randstad (2016) Talent Trends Report.
 - RACQ (Royal Automobile Club of Queensland) (2022) RACQ Vehicle Operating Costs 2022, RACQ website.
 - Savvy (29 March 2022) The Cost of Owning a Car in Australia.
 - Tourism Research Australia (2020) National and international visitor surveys.
 - UAELI (Urban Area Employment Land Investigation) (2022) - Item 3.1 - Urban Areas Employment Lands Investigation Final Report, MBRC website.
 - World Economic Forum (18 January 2016) The future of jobs – Employment, skills and workforce strategy for the fourth industrial revolution, World Economic Forum website.
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For more information on our new Growth
Management Strategy visit moretonbay.qld.gov.au

