



# Advocacy Plan 2021-24

A BLUEPRINT FOR COLLABORATION



### MORETON BAY RAIL LINE

12.6km dual-track passenger rail line between Petrie and Kippa-Ring, including 6 new stations, completed in 2016 with funding from Australian Government (\$595 million), Queensland Government (\$322 million) and Council (\$108 million). The project has been a catalyst for significant investment between Petrie and Kippa-Ring.

### AUSTRALIAN GOVERNMENT'S LOCAL ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM

With the support of our federal MPs, Council received \$20.6 million from the Australian Government over two rounds of funding. The program has enabled Council to bring forward construction of 57 projects valued at more than \$53 million, supporting more than 800 local jobs. A further \$10 million has been announced for projects to be delivered between 1 January 2022 and 30 June 2023.



Scouts Queensland representatives, Mayor Peter Flannery, Member for Dickson Peter Dutton MP and Deputy Mayor Denise Sims discuss plans for new Scout Den at Murrumba Downs funded by Council and the Australian Government.



Cr Mick Gillam, Pine Rivers Swans AFC coaches and players, then Local Government Minister Stirling Hinchliffe MP, Mayor Peter Flannery and Member for Pine Rivers Nikki Boyd MP at Rob Akers Reserve, Strathpine. The Swans will receive new changerooms and amenities funded by Council and the Queensland Government.

### QUEENSLAND GOVERNMENT'S COVID WORKS FOR QUEENSLAND AND UNITE AND RECOVER COMMUNITY STIMULUS PROGRAMS

With the support of our state MPs, Council secured \$13.4 million through these programs in 2020-21. Funding enabled Council to bring forward 65 projects valued at \$17.6 million, ranging from missing footpath links to major upgrades to sports facilities. The program is estimated to have supported more than 330 local jobs. A further \$13.8 million has been announced for projects to be delivered between 1 July 2021 and 30 June 2024.

### CABOOLTURE SPORTS CRICKET DEVELOPMENT CENTRE

Major upgrades funded by Federal Government (\$500,000), Council (\$500,000), Caboolture Sports Club (\$360,000), State Government (\$150,000) and Queensland Cricket (\$30,000). The new facility will support year-round training and provides a platform for the club to compete in the Brisbane Premier grades.



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# Mayor's foreword



Moreton Bay has many strengths. Above all else, we boast a diverse and enviable lifestyle that provides our residents with choice.

Choice of coast or country, choice of housing options, choice of local transport and services, and choice of local education, including tertiary study thanks to our recent partnership with the University of the Sunshine Coast (USC) at Caboolture and Petrie.

However, significant long-term growth also presents a range of challenges. Challenges for the provision of infrastructure and services to support a prosperous and growing region. Where will people live, where will they work, where will they recreate and how do we maintain the current lifestyle that makes Moreton Bay so great?

This is an enormous challenge and one we cannot address alone. To be truly successful we need the support of industry and all tiers of government, including our region's 10 State and 3 Federal Members and one locally-based Senator.

Council has a track record of working with other tiers of government to deliver projects that address regional challenges and capitalise on opportunities. These initiatives include, for example, signature and region-shaping projects that deliver new or improved transport infrastructure, community services and industry and employment hubs. Projects that come to mind include the Moreton Bay Rail Link and the Mill at Moreton Bay which will deliver a full-service university campus and 8,600 new local jobs for our region into the future.

This Advocacy Plan builds on our track record and outlines a plan for how Council will work with our strategic partners on initiatives to build stronger collaborative relationships and deliver greater benefit for Moreton Bay. It is a blueprint for collaboration, and I look forward to working with our region's partners and decision makers to deliver these exciting projects.

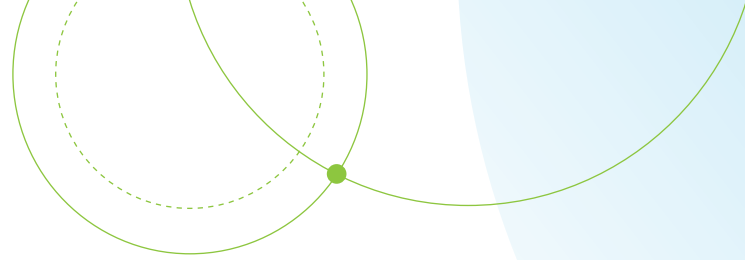
**PETER FLANNERY**  
Mayor Moreton Bay Regional Council

*We respectfully acknowledge the Traditional Country across our region. We also acknowledge and pay our respects to the Kabi Kabi, Jinibara and Turrbal Traditional Custodians, and their elders past, present and emerging.*

Council received COVID Works for Queensland funding from the Queensland Government to upgrade access to Woorim Beach, Bribie Island.

# 1.

## Snapshot of the Moreton Bay Region



## Snapshot of the Moreton Bay Region

Since its inception in 2008, the Moreton Bay Region has quickly earned a reputation for exceeding its ambition and delivery expectations. Examples of this success include catalytic projects such as the Moreton Bay Rail Link (opened in 2016) and USC's Petrie campus - Australia's newest greenfield university campus (opened in 2020).

The region is the third most populated local government area in Australia, with an annual population growth rate above the national average (around 2.8%). The region is projected to grow from 470,000 to 697,000 by 2041, making it the fifth fastest-growing local government area in Australia. It is clear the unique combination of affordable housing, employment opportunities, natural environment and Council's investments into community sport and recreation spaces make this the perfect place to live, work and play.

Council's advocacy priorities outlined in this plan are aimed at building on these strengths whilst at the same time addressing the challenges arising from the rapid population growth that the region is experiencing.





## OUR REGION



Land area  
**2,037 km<sup>2</sup>**



Roads  
**3,684 km**



Coastline  
and estuaries  
**294 km**



Environmental  
reserves  
**5,272 ha**



Rateable  
properties  
**178,879**

## OUR COMMUNITY



Current  
population  
**469,465**

(ABS ERP 2019) 3rd largest local  
government area in Australia



Median age  
of population  
**38 years**

(QGSO 2018)



Population under  
15 years  
**21%**

(QGSO 2018)



Couples  
with children  
**44%**

(QGSO 2016)



Population  
born overseas  
**20%**

(QGSO 2016)

## OUR ECONOMY



Gross Regional  
Product  
**\$17.18 billion**

(NIEIR 2019) - half the size of  
Tasmanian economy



Local jobs  
**149,344**

(NIEIR 2019)



Employed  
residents  
**223,708**

(NIEIR 2019)



Local  
businesses  
**28,813**

(ABS 2019)



Australia's  
newest greenfield  
university campus

**3,000** enrolments  
in 2021  
**10,000** by 2030



Council's \$750,000 Equity Scholarship Program supports students studying at USC's campuses at Petrie and Caboolture.



# 2.

## Aim and purpose of the Advocacy Plan



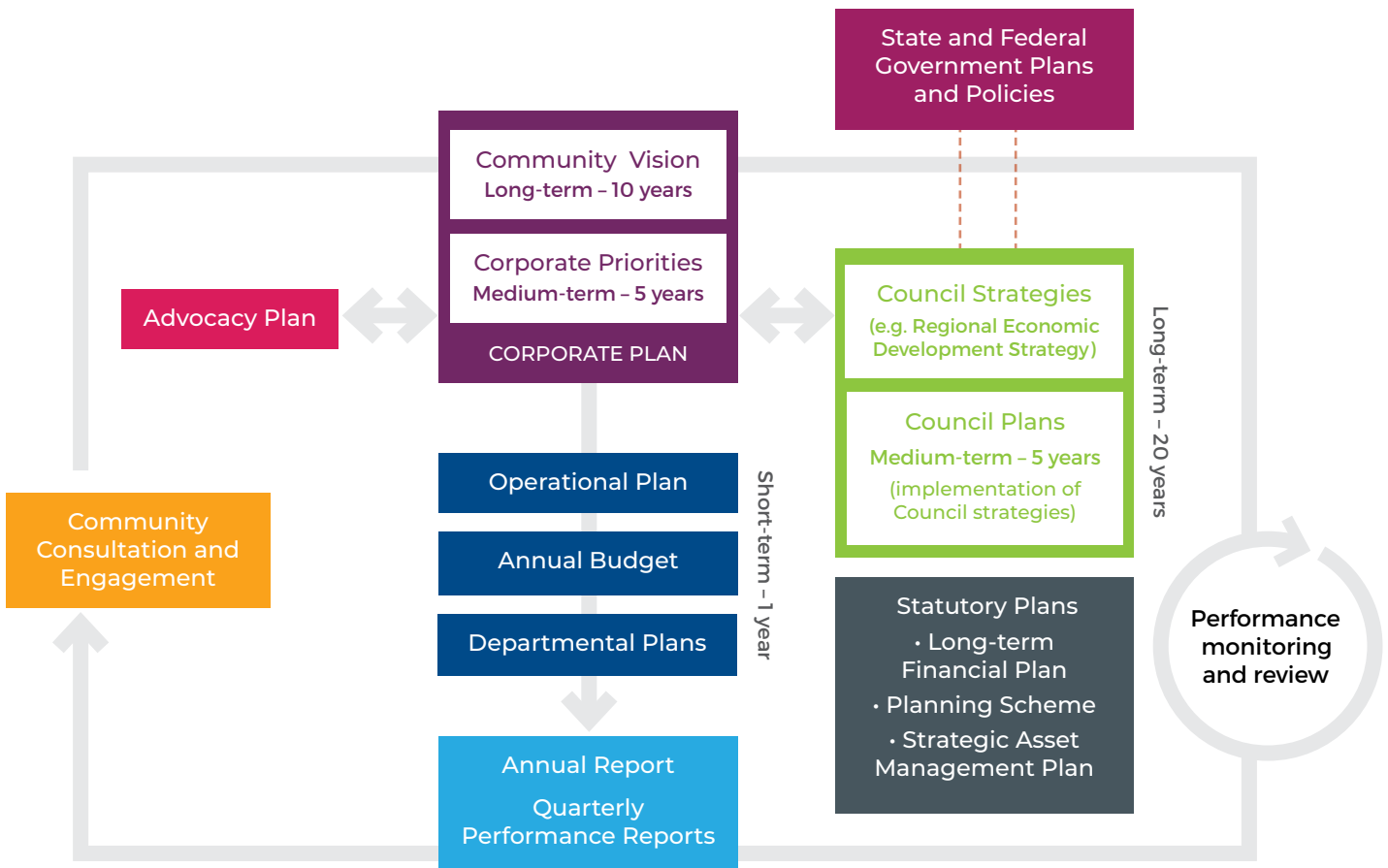
# Aim and purpose of the Advocacy Plan

Our Vision, **‘A thriving region of opportunity where our communities enjoy a vibrant lifestyle’**, articulates our community’s long-term aspirations and drives strategic planning for the region. Our Vision was developed in partnership with the community and is structured upon three key themes: creating opportunities, strengthening communities and valuing lifestyle.

These themes reflect our community’s desire to see Moreton Bay Region as a place with increasing opportunities for residents to live and work, a place with healthier and more sustainable lifestyles, and a place that has a healthy natural environment.

Our Corporate Plan 2017-22 is Council’s medium-term planning document that drives the delivery of the community’s vision for the region.

The Advocacy Plan is closely aligned with the current Corporate Plan and will be updated once the new Corporate Plan is adopted in 2022. The Advocacy Plan sits alongside Council’s other long-term strategies and supports their delivery. These relationships are illustrated in the following diagram:



## OUR SUCCESS TO DATE CASE STUDY

### Moreton Daily Stadium



The third stage of Moreton Daily Stadium was officially opened in February 2021, taking its capacity to 11,500 spectators. The \$24 million stadium has been delivered as the result of a collaboration between Redcliffe Leagues Club, Council, and the Australian and Queensland Governments.

The stadium is a national standard venue and is key to the Moreton Bay Region becoming a leading sporting and major events destination in Queensland. The stadium is home to the Brisbane Roar A-League in 2021 and 2022 and has played host to a number of other significant events, including the Intrust Super Cup Grand Final and NRL pre-season matches. By attracting these events, it generates more tourism and visitor spending in local businesses. The stadium supports the Dolphins' bid to become the next NRL team, providing an elite training facility and capability to host some NRL fixtures. Even though Council was the largest contributor to the three stages of upgrades, they would not have been possible without the generous contributions of the Australian and Queensland Governments.



## Creating opportunities

This theme reflects our community's desire to see Moreton Bay Region as a region of opportunity for all. Our strategic priorities under this theme are:

- **Well-planned growth:** our residents will live in places that maintain the balance between a sense of community, growth, environment and lifestyle.
- **Digital literacy and commerce:** our households and businesses will be part of a global network using the very latest digital technology.
- **Local jobs for residents:** our vibrant and sustainable business and industry sectors will be employing well-trained and suitably qualified local residents.

Redcliffe Dolphins CEO Tony Murphy, Mayor Peter Flannery, Member for Redcliffe Yvette D'Ath MP, Redcliffe Dolphins Chairman Bob Jones and Member for Petrie Luke Howarth MP launch the Dolphins NRL bid.

## Strengthening communities

This theme reflects our community's desire to see Moreton Bay Region as a region with safe, strong and inclusive communities. Our strategic priorities under this theme are:

- **Safe neighbourhoods:** our residents will live in safe and resilient communities.
- **Healthy and supportive communities:** our residents will be making healthier lifestyle choices and we will live in stronger, more inclusive communities.
- **Strong local governance:** our residents' values and ideas are echoed through the actions of our civic leaders.

### OUR SUCCESS TO DATE CASE STUDY

## A Community Hub for Samford

The Samford Community Hub is a \$4.45 million facility jointly funded by the Australian Government and Council. Council worked with the Australian Government to secure \$2.225 million from the Building Better Regions Fund. The state-of-the-art multi-purpose facility was built on a site that previously contained uninhabitable and unsafe buildings. It meets strong local demand for a vibrant community hub in the Samford Valley.

This community space is a thriving hub for both residents and visitors to enjoy through the provision of multiple community activities in a new facility located within the attractive Samford Parklands setting. The facility is intended to support a diverse range of community activities and comprises a community library, shared offices, a kitchen and food distribution centre, amenities and meeting spaces with operable walls that can also function as a multi-purpose community pavilion space.

Local organisations that are using the new hub include the Samford Support Network, Samford RSL Sub-Branch Veteran Support Centre and Meals on Wheels Pine Rivers and District, with more space for other groups and residents to use.



Member for Dickson Peter Dutton MP and Mayor Peter Flannery officially open the new Samford Community Hub funded by Council and the Australian Government.

## OUR SUCCESS TO DATE CASE STUDY

### Caboolture to Wamuran Rail Trail



The Caboolture to Wamuran rail trail is a 10.5 km long shared pathway extending from Beerburrum Road, Caboolture to Atwood Street, Wamuran. This is a unique project that follows the old Caboolture to Kilcoy railway corridor that closed in 1964. The aim of the project is to showcase the history of the railway while providing a quality shared pathway and support facilities that will attract cyclists and walkers to the area.

The project also provides great benefits to the Caboolture and Wamuran local communities by providing high quality cycling and walking connections to local schools including Tullawong State School, Tullawong State High School, St Paul's Lutheran Primary School, Grace Lutheran College, St Peter's Catholic Primary School and Wamuran State School. The project also provides a key connection to employment and transport nodes in Caboolture, including the railway station and Caboolture CBD.

Collaboration with the Queensland Government resulted in a joint investment of \$7 million to deliver cycle and pedestrian facilities between Caboolture and Wamuran, making sustainable travel easier.



### Valuing lifestyle

This theme reflects our community's desire to see Moreton Bay Region as a region that celebrates our vibrant lifestyle. Our strategic priorities under this theme are:

- **Healthy natural environment:** our residents will collectively contribute to creating a cleaner and healthier environment for future generations.
- **Diverse transport options:** our region will consist of well-connected places and residents will embrace more sustainable travel choices and behaviour.
- **Quality recreation and cultural opportunities:** residents of all ages will have greater choice of recreation and cultural activities in the region.

Member for Glass House Andrew Powell MP, Mayor Peter Flannery, Cr Tony Latter and Member for Morayfield Mark Ryan MP inspect the latest section of the Caboolture to Wamuran Rail Trail funded by Council and the Queensland Government.

## The Mill at Moreton Bay: a catalyst for innovation and jobs



In 2015, well-known demographer Bernard Salt prepared a demographic case for a university in the Greater Moreton Bay Region.

At the time no other region in Australia with similar proximity to a major city was as poorly serviced by universities. In fact, 13,000 of the region's 19,000 tertiary students travelled into the Brisbane CBD to attend university, some spending up to 3 hours a day travelling.

This had contributed to poor tertiary education levels across the region which were well below Queensland and Australian averages.

Mr Salt found that unlike other states, there were no knowledge worker precincts 20-25 km from the Brisbane CBD, and that Moreton Bay was perfectly placed for such a precinct.

In response, Council secured 'The Mill at Moreton Bay' which is now home to the region's first full service university campus - USC Moreton Bay.

The Mill is a catalytic gamechanger that will provide world-class education, investment and job opportunities that support the region's continued economic development and growth.

Once fully realised, it is expected to deliver 8,600 ongoing jobs and add more than \$813 million into the regional economy each year. It also has a strong environmental focus with more than 110ha dedicated to environmental protections and koala habitat.

### THE MILL AT MORETON BAY TIMELINE

- **Council secures site August 2015**
- **University Precinct launched and education partner announced October 2015**
- **Federal Government provides \$35 million for essential infrastructure 2016**
- **State Government declares PDA September 2016**
- **Detailed planning and early works Late 2017**
- **Koala Management Plan finalised November 2017**
- **USC Moreton Bay Foundation Facility opens March 2020**
- **Water park and play space opens December 2020**

The site has received \$35 million from the Federal Government for essential infrastructure and is part of a Queensland Government declared Priority Development Area (PDA). Council is seeking further support for a range of exciting projects to assist the site's transformation into a world-class innovation and technology hub.

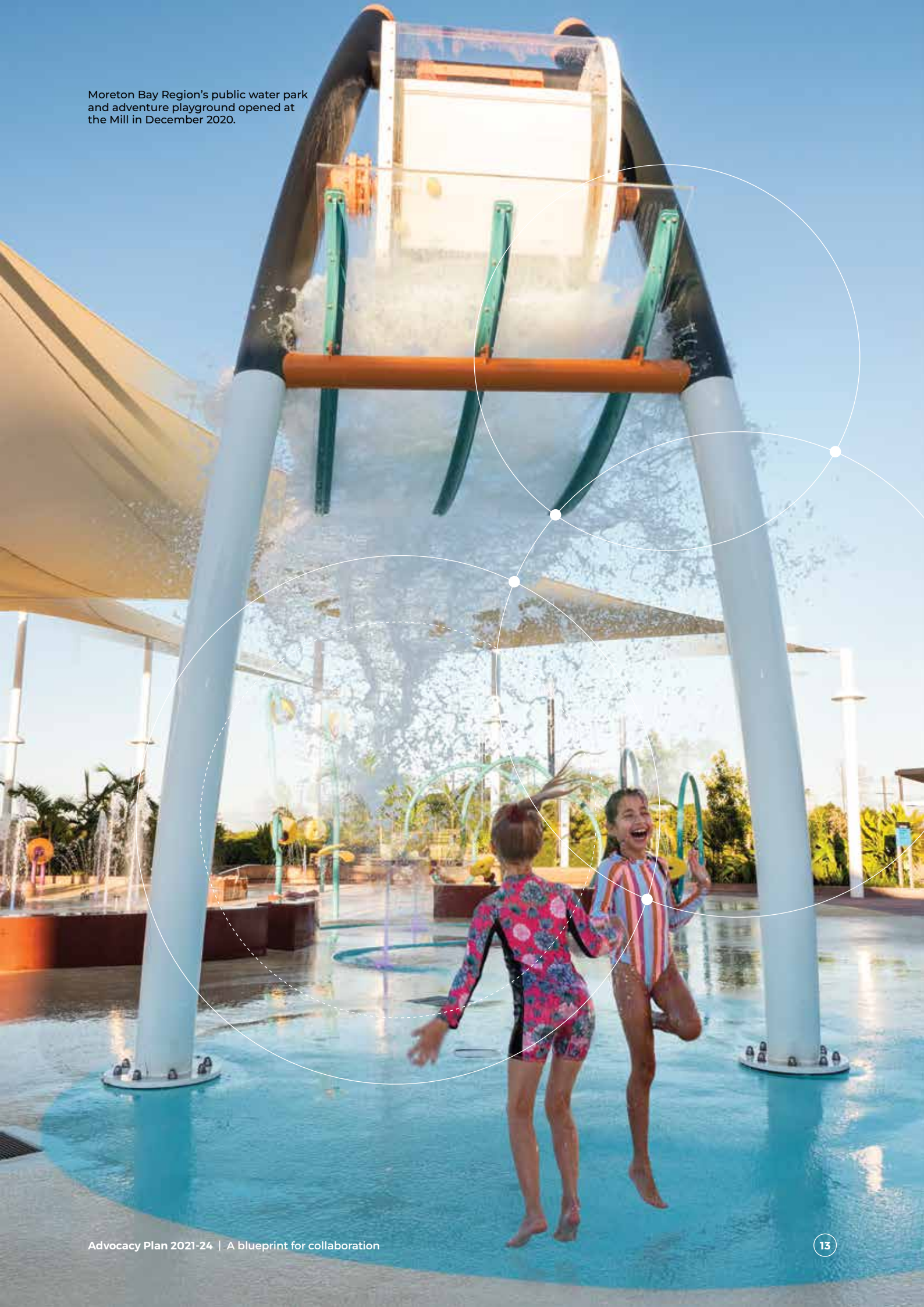
### Millovate

Council has established Millovate Pty Ltd as a wholly-owned commercial entity.

Millovate is led by an experienced independent and professional board that will lead the successful development and activation of Council's land at the Mill at Moreton Bay.

For more information visit [www.millatmoretonbay.com.au](http://www.millatmoretonbay.com.au)

Moreton Bay Region's public water park and adventure playground opened at the Mill in December 2020.



## What is advocacy?

Advocacy is the process of working with key decision makers to bring about change.

Advocacy is an important tool used to raise awareness of, and champion, issues that sit outside Council's control. Advocacy is a tool that can be harnessed by local government to drive change in State and Federal government policy and investment. Advocacy priorities reflect the desires of the community and are usually focused on game-changing projects or initiatives that are most likely to address whole of region opportunities or challenges.

Council's advocacy promotes changes to public policy, community resourcing or investment that impact our local area. Effective advocacy requires Council to have a clear understanding of the issues and challenges facing our region, and strong ideas on how to address and/or solve such challenges or opportunities.

## Why do we need an Advocacy Plan?

The purpose of this Advocacy Plan is to provide a blueprint for collaboration with strategic partners and the Queensland and Australian Governments which will enable us to realise the region's potential and address remaining challenges.

The Advocacy Plan highlights key region-building projects which cannot be successful without the collaborative support of industry and all tiers of government, including our region's federal and state representatives. This Plan serves as a tool to help build this support.

The priority projects presented in Section 4 of this Plan have been selected out of Council's conviction that, if realised, they will make a vital contribution towards achieving our Community Vision of a region of opportunity for all, a region with safe, strong and inclusive communities, and a region that celebrates our vibrant lifestyle.

The projects are grouped under these three themes. Projects located at the Mill site have been grouped separately, given the catalytic nature of these projects for the Community Vision as a whole.

## Where are we now?

The aforementioned case studies, together with the successes listed in Council's Annual Reports, demonstrate that much has been achieved already on the journey towards achieving our Community Vision. However, significant opportunities and challenges remain. For example:

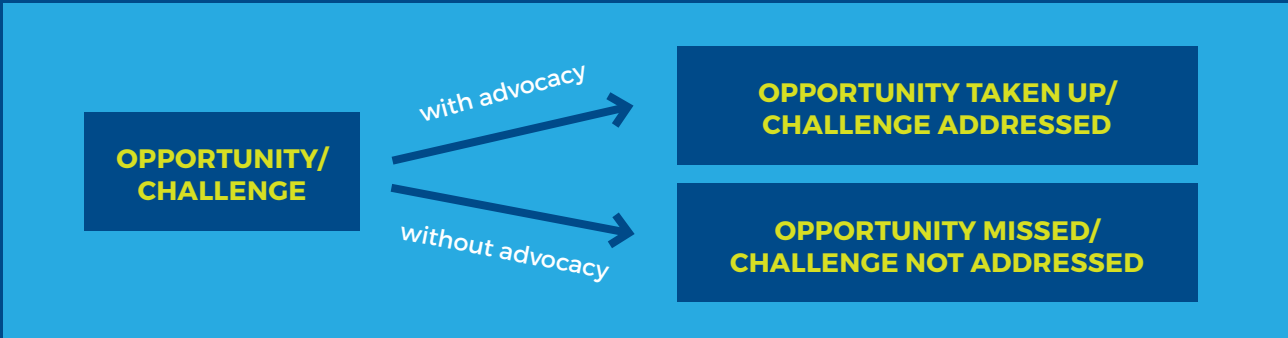
- Over the last 10 years, the Moreton Bay Region has seen significant population growth, but employment and business growth have not kept pace.
- The regional economy relies on population growth and, as a result, lacks sophistication, value and exports compared to many other SEQ regions.
- The region's employment self-containment rate is low: only 47.7% of Moreton Bay Region's resident workers are employed locally (ABS 2016).
- Tertiary education rates remain below Queensland and Australian levels, with only 13.9% of residents having a Bachelor's Degree or above, compared to 18.3% for Queensland and 22% for Australia (ABS 2016).
- On average, Moreton Bay residents rely more on a car (as driver or passenger) for their travel to work: 74.1%, compared to 71.3% for Queensland and 68.4% for Australia (ABS 2016).
- Reducing pollution and building resilience across the region's waterways is paramount to retaining the \$2.5 billion in benefits they provide each year to industry, tourism, recreation and fishing.

The provision of transport infrastructure to keep up with population growth and reduce traffic congestion remains a major priority for Council, as is the creation of local jobs in value-adding industries to reduce pressure on residents to seek employment elsewhere. Also vital is providing residents with the skills and knowledge to access the jobs of the future economy, particularly residents in pockets of socio-economic disadvantage.

Moreton Bay has a well-earned reputation as a region with quality sport, recreation and cultural facilities. Keeping up with population growth, environmental sustainability and preserving the region's enviable lifestyle remain important priorities.



# Advocacy in action



Council’s advocacy processes and prioritisation are guided by a three-tiered model of advocacy\*:



**LEVEL 1** consists of our regional advocacy priorities. Advocacy is proactive and planned, with significant support or strategic coordination by Council’s Strategy and Advocacy Department. These priorities are identified in this document.

**LEVEL 2** priorities are more reactive in nature and they respond to emerging opportunities or challenges. Advocacy may be less planned but may continue to receive strategic support from Council’s Strategy and Advocacy Department.

**LEVEL 3** priorities respond to on-going community and business needs and are led by the responsible Council departments or strategic partners.

Categorisation within these three levels is not a rigid process. Priorities will flow organically between levels, influenced by changes in the political environment, a shift in the community’s needs, major events such as natural disasters or pandemics, and other factors.

\*Adapted from Bass Coast Shire Council Advocacy Strategy

Council works in collaboration with State and Federal Government to attract major sporting events to the region.

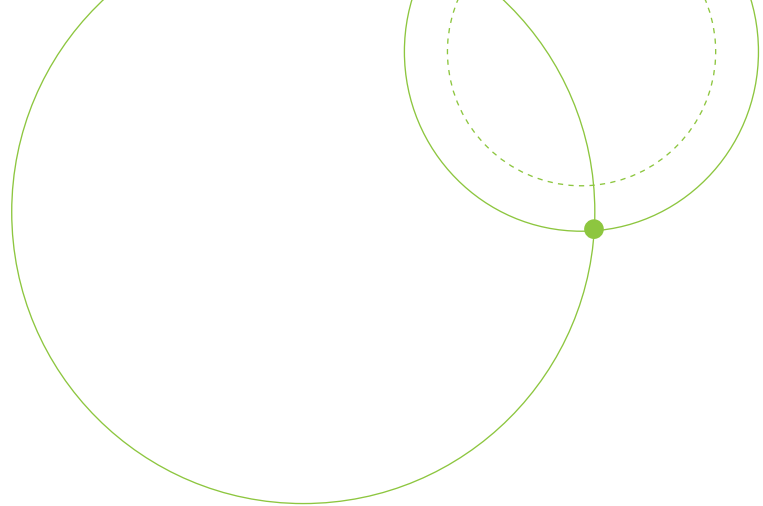


# 3.

## Collaboration



# Collaboration



Our advocacy agenda is focused on creating positive collaboration between strategic partners and other tiers of government to unlock our region's potential.

Council's Strategy and Advocacy Department coordinates Council's efforts to bring challenges and opportunities to the attention of decision makers through constructive engagement and collaboration. With the support of our strategic partners, this ensures policy and investment decisions of other tiers of government deliver the greatest benefit to our region.

Council's role within individual advocacy initiatives will range from advocate to facilitate and deliver:



Council partners with Federal and State Governments, including Ministers and Members of Parliament (MPs), to achieve outcomes for Moreton Bay residents. Council is not party-political and is strictly apolitical in its dealings with the other tiers of government. Council also maintains constructive relationships with members of the Opposition and the cross-bench at the Federal and State level to ensure broad political support for its advocacy priorities.

The nature of the partnership with other tiers of government varies from project to project. On some projects, Council is the lead partner, whereas other projects are led by the State or Federal Government.

Council engages regularly with Queensland and Australian Government representatives, including local MPs, and all our strategic partners on a one-on-one basis, as well as through a series of strategic advocacy initiatives which bring together several key partners in the one place at the one time. These include:

- Biennial Leaders' Forum with key government and community representatives to workshop issues and develop advocacy solutions;
- Open forum sessions with key industries and other tiers of government to discuss, promote and acknowledge economic development issues and improvements across the region (in collaboration with Council's Economic Development Department); and
- Delegations both in collaboration with Council of Mayors (SEQ) and independently.

To ensure the success of Council's advocacy to the other tiers of government for funding and other support, Council works in close collaboration with a range of strategic partners, including but not limited to:

### **COUNCIL OF MAYORS (SEQ)**

Council is a member of Council of Mayors (SEQ), Australia's largest regional local government advocacy organisation representing the one in seven Australians who call SEQ home. Council partners with this organisation in the pursuit of SEQ-wide initiatives, including:

- 2032 SEQ Olympic and Paralympic Games Feasibility Study;
- Transforming SEQ - The SEQ City Deal Proposition;
- SEQ People Mass Movement Study; and
- SEQ Waste Management Plan.

### **LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND (LGAQ)**

Council is a member of the LGAQ, the peak body for the 77 councils in Queensland, and partners with this organisation on shared, state-wide advocacy priorities. Mayor Flannery is a member of the LGAQ's Policy Executive, representing the Northern SEQ district (Moreton Bay, Sunshine Coast and Noosa Councils).

### **MILLOVATE**

Millovate is a beneficial enterprise of Council responsible for the vision, development and activation of 75 hectares within the Council-owned Mill at Moreton Bay precinct. Millovate works with Council to attract investment and innovative businesses (and jobs) to the precinct.

### **MORETON BAY REGION ECONOMIC DEVELOPMENT AND INDUSTRY GROUPS**

There is a variety of active industry groups in the region which play an important role across the region's economy, including local chambers of commerce, Regional Development Australia (RDA) Moreton Bay, and the Moreton Bay and SEQ tourism organisations.

### **SEQWATER**

Seqwater is the Queensland Government Bulk Water Supply Authority responsible for delivering safe, secure and cost-effective bulk water supply for more than three million people across South East Queensland.

### **PROPERTY DEVELOPMENT INDUSTRY**

Council works in collaboration with representatives of the property development industry, including the Urban Development Institute of Australia (UDIA) Queensland (Moreton Bay Branch) and the Property Council of Australia (Queensland division), to attract major infrastructure investment into the region.

### **UNITYWATER**

Unitywater provides customers in Moreton Bay, the Sunshine Coast and Noosa with a high-quality, safe and reliable water and sewerage service that is economically and environmentally sustainable.

### **UNIVERSITY OF THE SUNSHINE COAST (USC)**

As the only tertiary education provider in the Moreton Bay Region, USC will be a key driver of workforce development initiatives. The region's education and training system (USC, TAFE, RTOs, schools) will be heavily involved in creating the required workforce for the future. Council will support USC through coordination and other assistance.

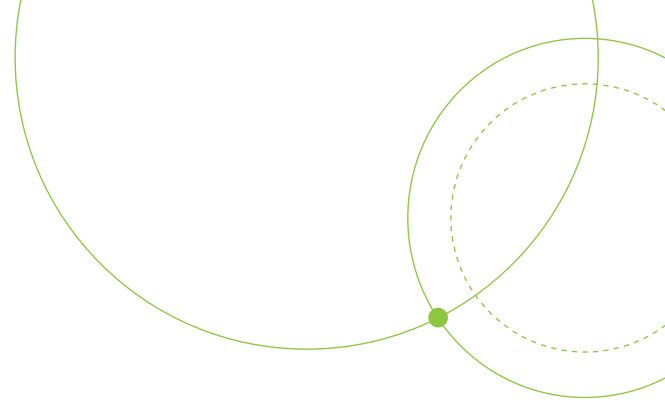
Council is working with the State and Federal Governments to build new, and update existing, road and transport infrastructure in the region to accommodate the expected population growth.

# 4.

## Advocacy Agenda for 2021-24



# Advocacy Agenda for 2021-24



Intervention	Opportunity	Benefits to the Region
<b>The Mill: a catalyst for innovation and jobs</b>		
Knowledge and innovation centre	<ul style="list-style-type: none"> <li>Encourage business innovation and ensure residents have the necessary skills and knowledge to access jobs that support our growing population</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate social and economic connectivity and access to knowledge/skills across the region</li> <li>Support region's ambitions to improve lifelong learning, increase education and employment opportunities</li> <li>Support and aid locally grown innovation through micro and SME business development</li> <li>Provide specialised shared facilities that can be utilised by local schools, businesses and students</li> </ul>
Regional advanced manufacturing hub	<ul style="list-style-type: none"> <li>Establish a regional hub that specialises in innovation and advanced manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>Create pathways to employment through coordinated workforce development</li> <li>Support the regional innovation ecosystem</li> <li>Develop the entrepreneurial capabilities of 18-30 year-old residents</li> <li>Develop a reputation for entrepreneurship and innovation</li> <li>Support local jobs and sustainability of the manufacturing sector</li> <li>Support the development of one of Moreton Bay's priority industries</li> </ul>
Regional skills and training hub	<ul style="list-style-type: none"> <li>Expand into micro-credentials and VET training</li> <li>Provide flexible pathways for reskilling and upskilling, allowing Moreton Bay to remain resilient to changes in the way we work</li> <li>Provide stronger links between education and employment, which will tackle existing issues of underutilisation of skills</li> </ul>	<ul style="list-style-type: none"> <li>Support the region's existing strength in manufacturing and assist in its transition to smart/advanced manufacturing</li> <li>Address the region's low education level and high rate of unemployment by integrating degree offerings with the local economy</li> <li>Establish Moreton Bay as a leader in recognition of on the job learning and micro-credentials</li> </ul>

The Level 1 priority projects presented here have been selected because, if realised, they will make a significant contribution towards achieving our Community Vision. Projects located at the Mill site have been grouped separately, given the catalytic nature of these projects for the Community Vision as a whole. Other projects identified as priorities by Council but not listed here will also be supported, in line with the advocacy model on page 15.

Our Role	Our Strategic (Non-Government) Partners	Our KPI
Advocate and Deliver	Millovate, USC	<ul style="list-style-type: none"> <li>Through the SEQ City Deal, secure a commitment from the State and Federal Governments to support construction of the centre to accelerate the region's long-term education, jobs, innovation and investment potential</li> </ul>
Facilitate and Advocate	Millovate, USC	<ul style="list-style-type: none"> <li>Secure funding to establish an Advanced Manufacturing Hub at The Mill PDA as part of a knowledge and innovation precinct</li> <li>Transform the Mill into a 'smart' precinct for knowledge innovation and advanced manufacturing</li> </ul>
Facilitate and Advocate	Millovate, USC	<ul style="list-style-type: none"> <li>Secure funding to establish a training facility focused on advanced manufacturing (VET college)</li> <li>Establish a pilot for on the job training via a Skills Passport</li> </ul>

## REGIONAL ECONOMIC DEVELOPMENT STRATEGY (REDS) - A PROGRESSIVE ECONOMY

The REDS 2021-41 outlines our plan to make Moreton Bay Region:

1. **Bigger:** our region will become bigger, with our economy reaching \$40 billion in 2041, more than double its current size.
2. **Bolder:** we act bolder, with the creation of 100,000 new jobs and 16,000 new businesses by 2041. We will focus on ensuring our residents have the necessary skills and knowledge to access these jobs.

3. **Brighter:** our region's future will be brighter, by focusing on our growth and talent and making Moreton Bay one of the top 10 regional knowledge and innovation hubs in Australia.

**Join #teammoretonbay at:  
moretonbay.qld.gov.au/REDS**

Intervention	Opportunity	Benefits to the Region
<b>The Mill: a catalyst for innovation and jobs CONT.</b>		
Natural hazards collaborative research centre	<ul style="list-style-type: none"> <li>• Establish a state-of-the-art natural hazards research hub that supports local jobs and improves resilience and response to extreme weather events</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a state research centre at Petrie with state and federal support to attract world-class research</li> <li>• Secure significant state and federal funding to the region to attract world-class research programs</li> <li>• Education and training for existing and future emergency services practitioners in Australia and overseas (e.g. Pacific), including through formal tertiary courses offered at the USC campus located on site</li> <li>• Support an integrated approach to disaster preparedness and recovery</li> </ul>
Koala rehabilitation and education centre	<ul style="list-style-type: none"> <li>• Establish a facility that supports community and tertiary education, and delivers important emergency care and rehabilitation for local wildlife</li> </ul>	<ul style="list-style-type: none"> <li>• Support wildlife centre</li> <li>• Deliver tourism opportunities and community education programs which support STEM pathways for local school students</li> <li>• Develop innovative and significant solutions for wildlife management, conservation and research</li> <li>• Mitigate travel times and costs incurred by volunteers travelling to surrounding wildlife rescue centres</li> </ul>
Digital health and wellbeing hub	<ul style="list-style-type: none"> <li>• Ensure future health and hospital services can meet the needs of our growing population</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a health sector technology campus, establishing Australia's first virtual hospital, incorporating primary, community and aged care</li> </ul>
Cultural, civic and economic hub	<ul style="list-style-type: none"> <li>• Support the region's growing cultural and civic needs</li> </ul>	<ul style="list-style-type: none"> <li>• Boost investor confidence in the Mill at Moreton Bay</li> <li>• Establish a major cultural, community and tourism destination north of Brisbane</li> </ul>



## SEQ CITY DEAL

In March 2019, all three tiers of government signed a statement of intent to progress a South East Queensland City Deal. The City Deal has significant potential to act as a catalyst for several of the region-building projects listed in this Advocacy Plan. Council will, in partnership with Council of Mayors (SEQ), be a strong proponent for accelerating the deal and is seeking to finalise it in 2021.

Our Role	Our Strategic (Non-Government) Partners	Our KPI
Facilitate and Advocate	Millovate, USC, LGAQ	<ul style="list-style-type: none"> <li>Secure a commitment from the Federal Government to establish a Collaborative Research Centre at Petrie</li> <li>Secure a commitment from the State Government to investigate opportunities to relocate emergency management personnel and thus benefit from presence of researchers on site</li> </ul>
Facilitate and Advocate	Millovate, USC, property development industry	<ul style="list-style-type: none"> <li>Secure a capital contribution from the Federal and State Governments to deliver the Koala Rehabilitation and Education Centre</li> <li>Secure private investment for some of the operational costs of running this facility</li> </ul>
Facilitate and Advocate	Millovate, USC	<ul style="list-style-type: none"> <li>Secure State and Federal Government support to partner in delivering a Digital Health and Wellbeing Hub</li> </ul>
Advocate and Deliver		<ul style="list-style-type: none"> <li>Seek support from Queensland Treasury Corporation to explore partnerships with the private sector</li> <li>Deliver a Council customer hub which includes a new library and art gallery as community and tourism assets</li> </ul>

Intervention	Opportunity	Benefits to the Region
<b>Creating opportunities (local jobs for residents, digital literacy and commerce, well-planned growth)</b>		
Increased allocative infrastructure funding for Council	<ul style="list-style-type: none"> <li>Provide funding certainty for Council to support investment in important community infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Support investment in the local economy and jobs</li> <li>Infrastructure delivery that keeps pace with population growth and ongoing asset maintenance</li> <li>Allocative funding provides certainty and enables long-term planning by Council</li> <li>Supplement funding through existing programs such as Roads to Recovery which does not keep pace with infrastructure demand</li> </ul>
Secure support for region-building projects	<ul style="list-style-type: none"> <li>Increase high-value jobs, exports and investment through support for region-building projects identified in Council's Regional Economic Development Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Individually and combined, these projects will create opportunities for economic growth and major new employment areas into the future, ensuring Moreton Bay is Bigger, Bolder and Brighter by 2041</li> </ul>
Greater support for the region's growth areas	<ul style="list-style-type: none"> <li>Support the region's growth areas through appropriate investment in essential and supporting government services including transport corridors</li> </ul>	<ul style="list-style-type: none"> <li>Ensure services keep pace with the region's growth</li> <li>Local job creation and diversification of the economy</li> <li>Reduce cost of living and increase housing choice</li> </ul>

### 2032 SEQ OLYMPIC AND PARALYMPIC GAMES

Council is continuing to partner with Council of Mayors (SEQ) and the Queensland and Australian Governments to deliver key infrastructure and legacy benefits from hosting the 2032 Olympic and Paralympic Games. The successful bid will result in the delivery of an Olympic-standard Moreton Bay Indoor Sports Centre, providing a range of sporting, community and other legacy benefits for the region.



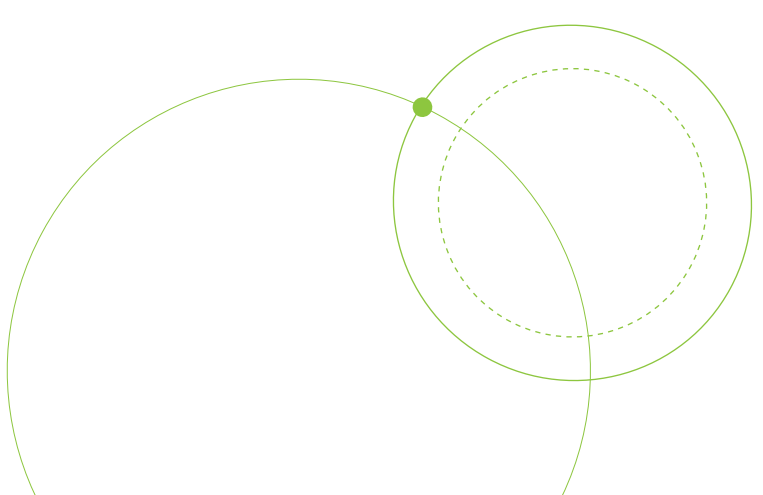
Our Role	Our Strategic (Non-Government) Partners	Our KPI
Advocate	LGAQ, COMSEQ	<ul style="list-style-type: none"> <li>Secure a commitment from the State Government to a permanent Works for Queensland type program for SEQ Councils</li> <li>Secure a commitment from the Federal Government to make the Local Roads and Community Infrastructure (LRCI) or similar program permanent</li> </ul>
Advocate	Unitywater, chambers of commerce, industry groups, RDA MB	<ul style="list-style-type: none"> <li>Secure declaration of a PDA for North Harbour that balances economic, social and environmental outcomes</li> <li>Secure State Government support for the transformation of Scarborough Harbour under the Masterplan</li> <li>Secure a commitment towards the development of a detailed business case for the SEQ Northern Rail Freight Terminal</li> <li>Provide secure supply of high-quality recycled water from the South Caboolture Sewage Treatment Plant to the Wamuran Irrigation Scheme to unlock the region's agri-business potential</li> </ul>
Advocate	Property development industry, Unitywater	<ul style="list-style-type: none"> <li>Secure a commitment for the delivery of State Government services in growth areas, including hospitals, schools, arterial roads and emergency services</li> <li>Secure State Government commitment to the gazettal of the entire West Moreton Arterial Corridor to unlock the development of Caboolture West and other major growth fronts to the south to relieve congestion on the local, state and federal road network</li> <li>Secure Brisbane City Council and State and Federal Government agreement for a North West Transport Network</li> <li>Secure funding for Unitywater infrastructure at Caboolture West under the Building Acceleration Fund<sup>1</sup></li> <li>Prioritise planning for the upgrade of the Buchanan Road/ Bruce Highway interchange, Blewers Road at Morayfield South and Oakey Flat Road at Narangba to support emerging growth fronts</li> <li>Secure State Government commitment for a Transport and Mobility Study that will explore the future transport needs of the Caboolture West greenfield project</li> </ul>

1. During the development of this plan, the State Government awarded Unitywater \$10.5 million in loan funding from the Building Acceleration Fund for water supply and sewerage networks and a sewerage pumping station.

### MORETON'S RAIL FUTURE

Council is strongly committed to working in close partnership with Council of Mayors (SEQ) to secure significant investments into the region's rail network, including exploring an SEQ Fast Rail Network. The Council of Mayors' plan will deliver a transport system that supports the economic competitiveness of the Moreton Bay Region, reduces commuter times and lessens the impact on the environment.

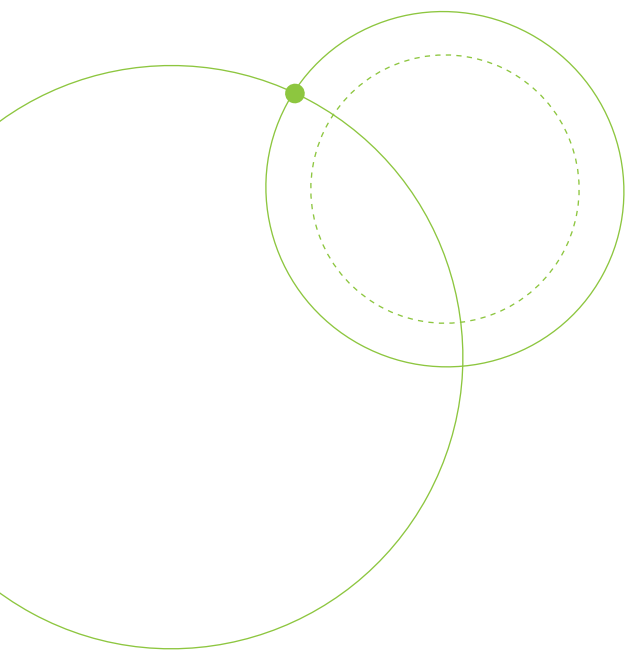
Intervention	Opportunity	Benefits to the Region
<b>Creating opportunities (local jobs for residents, digital literacy and commerce, well-planned growth) CONT.</b>		
Increased transport connectivity	<ul style="list-style-type: none"> <li>Support the region's existing transport corridors to ensure they keep pace with demands of population growth</li> </ul>	<ul style="list-style-type: none"> <li>Effective and efficient transport networks for a fast growing region</li> <li>Relieve congestion, improve safety outcomes and improve flood resilience of key road corridors</li> </ul>
Unlock our tourism potential	<ul style="list-style-type: none"> <li>Grow our regional economy and support local jobs through increased investment and support for the region's tourism economy</li> </ul>	<ul style="list-style-type: none"> <li>Tourism funding equity across SEQ</li> <li>Major events and tourism attraction</li> <li>Increase economic benefit and local jobs</li> <li>Create a visitor hub in Scarborough with barge access to Moreton Island</li> </ul>
<b>Strengthening communities (safe neighbourhoods, strong local governance, healthy and supportive communities)</b>		
Water security for Dayboro and surrounds	<ul style="list-style-type: none"> <li>Improve access to a reliable source of drinking water for Dayboro residents</li> </ul>	<ul style="list-style-type: none"> <li>Reliable town water supply for residents of Dayboro and surrounding communities</li> <li>Make Dayboro more resilient to drought</li> <li>Reduce cost burden to Council and ratepayers</li> </ul>
Mitigate impacts of natural disasters	<ul style="list-style-type: none"> <li>Improve community resilience to the impacts of natural disasters</li> </ul>	<ul style="list-style-type: none"> <li>Increase mitigation to natural hazards</li> <li>Communities better prepared to withstand extreme weather</li> <li>Reduce reconstruction and recovery costs for all tiers of government</li> <li>Support resilience of community and regional economy</li> </ul>



Our Role	Our Strategic (Non-Government) Partners	Our KPI
Advocate, Facilitate and Deliver		<ul style="list-style-type: none"> <li>Secure agreement and funding from State and Federal Governments for an integrated solution for the Gateway Motorway and Bruce Highway Upgrade, including delivery of a second bridge over the Pine River, north-facing on-ramps at Dohles Rocks Road and the Moreton Connector</li> <li>Secure state and federal funding contributions for the vital Youngs Crossing Bridge Upgrade<sup>2</sup>, agreement from State Government to expedite the design of the Youngs Crossing and Dayboro Roads intersection and funding for necessary upgrades</li> <li>Secure funding for the upgrade of Bribie Island Road and Bridge</li> <li>Secure increased funding for active and passenger transport services identified in Council's Passenger Transport Framework</li> </ul>
Advocate	Economic development and industry groups	<ul style="list-style-type: none"> <li>Secure direct funding from State Government to support the marketing of Moreton Bay as a tourism region distinct from Brisbane, proportionate to Council's investment in tourism services</li> <li>Secure funding for new tourism infrastructure which generates new opportunities for investment and jobs</li> </ul>
Advocate	Unitywater, Seqwater	<ul style="list-style-type: none"> <li>Secure State Government commitment to connect Dayboro to SEQ water grid</li> </ul>
Advocate	LGAQ	<ul style="list-style-type: none"> <li>Secure funding from the Federal Government's Emergency Response Fund (ERF) for Council disaster mitigation projects, such as flood investigations, flood mitigation studies, flood levee development and reinstatement projects, flood studies and warning systems, fire trail construction and renewal, improved emergency access route initiatives, road upgrades for improved flood resilience, storm water drainage upgrades and other mitigation projects</li> </ul>

2. During the development of this plan, Council secured an additional \$25 million from the Federal Government for the Youngs Crossing project.

Intervention	Opportunity	Benefits to the Region
<b>Strengthening communities (safe neighbourhoods, strong local governance, healthy and supportive communities) CONT.</b>		
Provision of services and facilities that support our community's vulnerable	<ul style="list-style-type: none"> <li>Reduce crime and anti-social behaviour, provide education and employment opportunities, and improve support services through accessible facilities and support services</li> </ul>	<ul style="list-style-type: none"> <li>Assist youth who are disadvantaged and previously disengaged through community development, health and well-being, social inclusion and life skills programs</li> <li>Provide activities, programs and services that support the objectives of social inclusion</li> <li>Establish an integrated service delivery hub that enables people experiencing homelessness to attend a single location to receive services from both specialist providers and volunteer-based services</li> </ul>
Stricter regulation for regulated dogs	<ul style="list-style-type: none"> <li>Protect our community from serious dog attacks</li> </ul>	<ul style="list-style-type: none"> <li>Improve community safety</li> <li>Improve community confidence in Council's ability to manage serious dog attacks</li> </ul>



### Koala management Did you know?

The koala population at the Mill has doubled in the last three years and an additional 50,000 canopy and understorey trees are being planted as koala habitat over 45 hectares at the site.

Council has built more than 20 fauna rope bridges, around 10 kilometres of fauna exclusion fencing and 10 wildlife underpasses to keep our wildlife away from our roads.

Council is implementing a \$1.8 million land buyback initiative to protect wildlife corridors, koala habitat and greenspace.

Council is committed to continuing to work with all tiers of government to manage our precious koala population and achieve sound environmental outcomes.



Our Role	Our Strategic (Non-Government) Partners	Our KPI
Facilitate and Advocate	PCYC Queensland	<ul style="list-style-type: none"> <li>• Seek a commitment from the Federal Government of \$5 million as a capital funding contribution to the new Caboolture PCYC</li> <li>• Secure state and federal Government funding support for a new \$3 million Homelessness Hub (Old Pensioners Hall Redevelopment)<sup>3</sup></li> <li>• Secure funding commitments from Federal and State Governments for a new Deception Bay Community Hall to provide desperately needed social and community services<sup>4</sup></li> <li>• Secure federal and state funding towards CCTV initiatives such as Licence Plate Recognition</li> </ul>
Advocate	LGAQ	<ul style="list-style-type: none"> <li>• Secure State Government commitment to shorten the decision-making process in relation to serious dog attacks and regulated dog offences</li> <li>• Secure State Government commitment to a review of the Queensland Civil and Administrative Tribunal (QCAT) Act and Regulation and QCAT Practice Directions to reduce extended delays in hearing and determining matters, reduce complexity associated with the process of review surrounding local government decision making and imminent risks to community safety</li> </ul>

3. During the development of this plan, Council secured \$3 million from the State Government's SEQ Community Stimulus Program.

4. During the development of this plan, Council secured \$2.5 million from the Federal Government's LRCI program.



Intervention	Opportunity	Benefits to the Region
<b>Valuing lifestyle</b>		
A home for high performance sport and recreation	<ul style="list-style-type: none"> <li>• Create jobs, attract major events and grow opportunities for recreation and sport</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in quality sport and recreation facilities for residents</li> <li>• Establish strong local pathways to professional sport and industry</li> <li>• Major events attraction and economic benefit</li> <li>• Boost the region's reputation as a place to live, work and play</li> </ul>
Inter-urban break - Pumicestone Passage to hinterland	<ul style="list-style-type: none"> <li>• Protect and conserve habitat while providing recreation opportunities for residents</li> </ul>	<ul style="list-style-type: none"> <li>• Protect the regionally significant green break located between Moreton Bay Regional Council and Sunshine Coast Council, preserving water quality in the Pumicestone Passage around Bribie Island, green space for future generations and allowing wildlife movement from mountains to mangroves</li> </ul>
Maintain healthy waterways	<ul style="list-style-type: none"> <li>• Improve water quality - marine and freshwater</li> <li>• Develop a clear SEQ dredge spoil management plan in anticipation of the closure of Mud Island to dredge spoil disposal</li> </ul>	<ul style="list-style-type: none"> <li>• Support a healthy natural environment for generations to come</li> </ul>

## WASTE MANAGEMENT

Council is embracing a zero-waste future through effective waste management. Council is working closely with the LGAQ and Council of Mayors (SEQ) to secure a commitment from the State Government for a Local Government Sustainability Fund for Energy-from-Waste facilities and resource recovery and recycling initiatives. With the LGAQ, Council is also seeking agreement that 100 per cent of waste levy revenue be committed to the funding of sustainable resource recovery, recycling infrastructure and circular economy initiatives.



Our Role	Our Strategic (Non-Government) Partners	Our KPI
Advocate, Facilitate and Deliver	Redcliffe Dolphins	<ul style="list-style-type: none"> <li>• Make Moreton Bay the home of the next NRL team</li> <li>• Secure further contributions to the state-of-the-art \$17.6 million Women's Centre of Excellence and Youth Academy at South Pine Sports Complex. Secure a training site for FIFA Women's World Cup 2023</li> <li>• Secure funding contributions for the \$130 million masterplan for the South Pine Sports Complex</li> <li>• Secure funding contributions for Stage 2 upgrades for the Moreton Bay Central Sports Complex</li> </ul>
Advocate and Facilitate	Sunshine Coast Council	<ul style="list-style-type: none"> <li>• Assist State Government finalise northern inter urban break (NIUB) Values Assessment and formally endorse values and protection mechanisms, in collaboration with Sunshine Coast Council and through the SEQ Regional Plan review</li> </ul>
Advocate and Facilitate	COMSEQ, Healthy Land and Water	<ul style="list-style-type: none"> <li>• Advocate for funding for programs that monitor water quality in the SEQ rivers and streams, Pumicestone Passage and Moreton Bay</li> <li>• Advocate to the State Government to increase funding for the SEQ Ecosystem Health Monitoring Program (EHMP)</li> <li>• Ensure State Government reviews and updates its long-term dredged material disposal strategy for Moreton Bay/SEQ</li> </ul>

# Monitoring and evaluation: how we will track our progress

Council's Advocacy Plan delivers a framework for a unified and consistent approach to the region's advocacy. It is designed to create and foster an environment that will encourage collaboration and support positive regional outcomes.

We will monitor and report on our progress towards achieving our Advocacy Agenda and measure the success of our efforts.

We acknowledge external factors may influence priorities, and the success of our advocacy efforts, and neither Council nor our strategic partners can control these outcomes.

Council's Advocacy Plan is intended to be a 'living document' and will be updated as priorities and circumstances shift. Through our Corporate Plan and Annual Report process, we will report our progress with the projects listed in this plan as well as any additional initiatives pursued in response to emerging opportunities. Review functions will also be built into each advocacy campaign on an ongoing basis.

**Council's advocacy alone is not enough. To be successful, we need the support of our residents and businesses.**

**If you think you can play a role in supporting any of the priorities presented in this plan or have suggestions for major initiatives that are not currently listed, please contact Council on [strategy.advocacy@moretonbay.qld.gov.au](mailto:strategy.advocacy@moretonbay.qld.gov.au)**



Member for Murrumba Steven Miles MP  
with Deputy Mayor Denise Sims and Mayor  
Peter Flannery.

Council has received Queensland Government funding for a new, state-of-the-art BMX track at Nolan Park, Brendale.



# 5.

## Advocacy actions already underway



# Advocacy actions already underway

## COVID-19 economic stimulus funding

The Australian and Queensland Governments provided over \$34 million in funding to Council in 2020-21 for 122 job-creating projects. The projects were valued at more than \$70 million in total and supported over 1,130 jobs. The funding was provided under the following programs:

### COVID Works for Queensland and Unite and Recover Community Stimulus Package\*

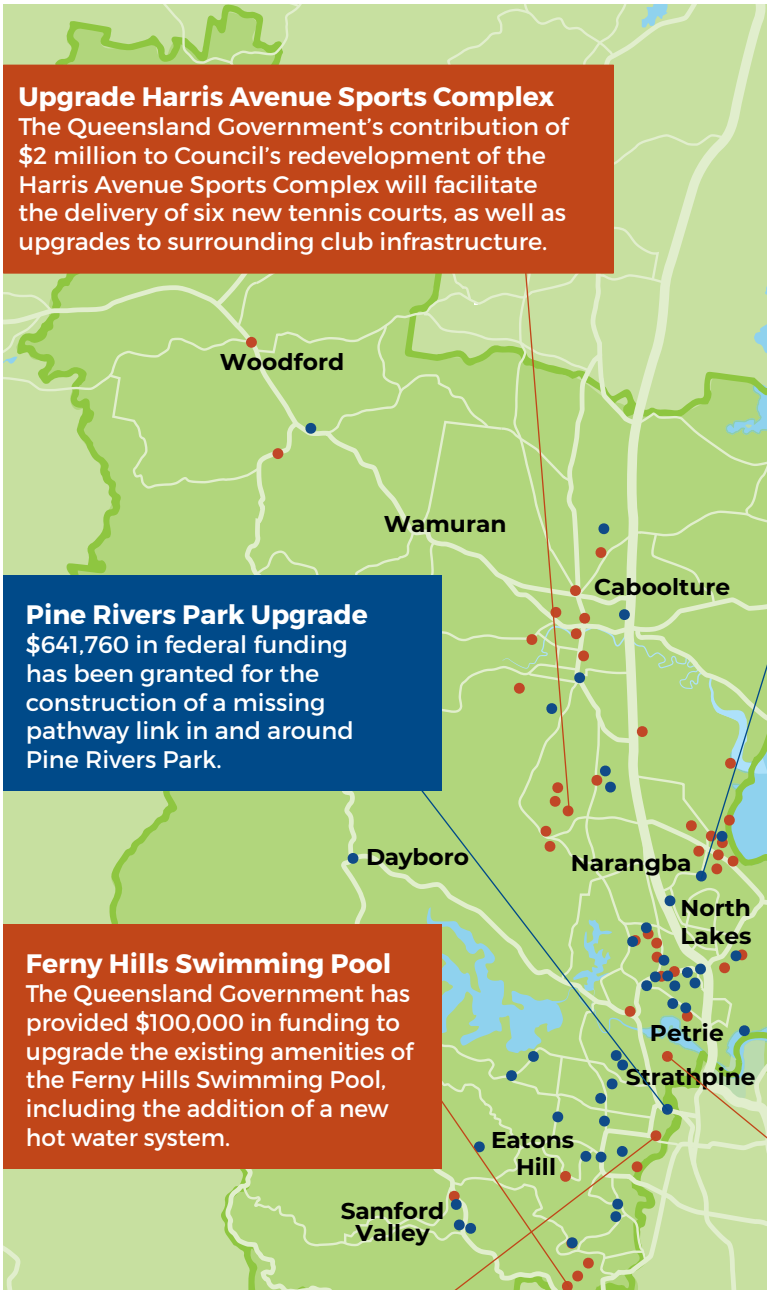
Under the 2020-21 COVID Works for Queensland program, the Queensland Government allocated \$7.92 million to Council to pursue priority local infrastructure projects. Council was also allocated \$2 million in Unite and Recover Community Stimulus funding for new infrastructure and community assets. Project locations are indicated on the map and two project examples are highlighted.

In 2020-21, Council also secured \$3.5 million in competitive funding from the Unite and Recover Community Stimulus Package, which supported the Harris Avenue Sports Complex and Nolan Park BMX Precinct.

### Local Roads and Community Infrastructure\*

This Australian Government program provides funding support for priority local road and community infrastructure projects. Moreton Bay was allocated \$20.6 million to support eligible projects. Project locations are indicated on the map and two project examples are highlighted.

\*During the development of this plan, a further \$13.8 million was announced by the State Government and \$10 million by the Federal Government, bringing the total infrastructure spend to \$105 million, including \$43 million from Council.



**Nolan Park BMX Precinct**  
Council received \$1.5 million in funding from the Queensland Government for the construction of new facilities for the Pine Rivers BMX Club.

## Other co-funded projects currently being delivered

### Synthetic running track - Zammit Oval

The Queensland and Australian Governments are jointly funding an upgrade to Zammit Oval, home of Deception Bay Little Athletics, providing contributions of \$1 million and \$1.5 million respectively.

### Klingner and Boardman Road

\$4 million in funding has been granted by the Australian Government to improve the capacity, performance and safety of the intersection at Klingner Road and Boardman Road.

### Henry Road and Dohles Rocks Road

The Australian Government has committed \$4 million to the upgrade of Henry Road and Dohles Rocks Road in Griffin.

### Sandstone Point Sports Ground Lighting

The Australian Government contributed \$242,000 under its Community Development Grants program to facilitate the delivery of a \$710,000 lighting upgrade at Sandstone Point Community and Sports Complex.

### Hills District PCYC

The Australian Government has committed \$450,000 in funding for the redevelopment of the Hills District PCYC.

### Fauna Crossings

\$537,687 in federal funds have been granted to date in 2020-21 to deliver fauna crossings to assist our wildlife in crossing busy roads at Woorim First Avenue and Lipscombe Road.

Bribie Island

Redcliffe

Moreton Bay

### Rob Akers Reserve Building Renewal

With \$500,000 funding assistance from the Queensland Government, Council will deliver a \$1.4 million renewal of the existing amenities and change facilities at the ground.

Brisbane

## Other funding programs

### Financial Assistance Grants

In 2020-21, Council will receive over \$9.8 million in general purpose funding and a further \$7.33 million for roads expenditure and road assets under this longstanding federal grant.

### Roads to Recovery

The Australian Government has provided Council with over \$5 million in funding in 2019-20 for roads throughout the region including Kremzow Road in Warner, Regent Street in Joyner, and Victoria Avenue in Margate.

### Black Spot Program

Council has received over \$1.9 million in funding to reduce the risk of crashes on our roads thanks to the Australian Government's Black Spot Program.

### Queensland Resilience and Risk Reduction Fund

The Queensland Resilience and Risk Reduction Fund is jointly funded by the Queensland and Australian Governments to increase Queensland's resilience against natural disasters. Council was granted \$160,000 in joint funding to upgrade fire weather and flood warning systems in the region.

### Bus Stop Shelter Program

The Queensland Government's Bus Stop Shelter Program provides funds to improve the accessibility of public transport networks throughout the state, allowing Council to both upgrade existing infrastructure and to provide additional bus stops at key locations in the region.

### Communities Environment Program

Council received \$132,800 under the Australian Government's Communities Environment Program to support projects including the revegetation of Burpengary Creek and restoration of the South Pine River.



## MORETON BAY CENTRAL SPORTS COMPLEX FOOTBALL PRECINCT

Council partnered with the Queensland Government to deliver a world-class football (soccer) precinct in Burpengary. The \$11 million facility boasts two senior-grade grass fields and the region's first senior-grade synthetic football field, as well as a multipurpose clubhouse, field lighting, supporting roads and a 194-bay car park. The Queensland Government contributed \$1.5 million through its Get Playing Plus program.



## SCARBOROUGH HARBOUR MASTERPLAN

The Queensland Government has committed \$400,000 for the development of a masterplan for the harbour. The masterplan is set to develop Scarborough Harbour into a key hub for Australia's \$74 billion marine industry and create a range of new opportunities for tourism operators.

## ALL ABILITIES PLAYGROUND, LESLIE PATRICK PARK

Council received a \$200,000 contribution from the Australian Government towards the \$1.8 million all-abilities playground in Arana Hills. The playground is designed for people of all physical and intellectual abilities and has become a popular destination for families across South East Queensland.



## PUMICESTONE PASSAGE, BRIBIE ISLAND SHELLFISH REEFS

Council and the Australian Government partnered to provide funding for a project aimed at restoring Pumicestone Passage's shellfish reefs. Shellfish reefs improve the bay's water quality, aquatic habitats and fish numbers.

Dr Ben Diggles with Mayor Peter Flannery

Phone (07) 3205 0555  
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