



STRATEGIC PLAN 2025 - 2029



Economic Development Queensland



**Queensland
Government**



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The 2025-2029 Strategic Plan is applicable to both the Minister for Economic Development Queensland (MEDQ) and the Economic Development Queensland (EDQ) Employing Office. The EDQ Employing Office is a Queensland Government statutory body established under the *Economic Development Act 2012*. The purpose of the EDQ Employing Office is to enter into, for the State, a workforce performance and mobility arrangement with the MEDQ.

The MEDQ as the corporation sole is the legal entity under the ED Act. However, for ease of reference, when addressing the day to day operations of the MEDQ, EDQ is used throughout the Strategic Plan.

We respect, protect and promote human rights in our decision making and actions.

FOREWORD



HONOURABLE JARROD BLEIJIE MP

DEPUTY PREMIER, MINISTER FOR STATE
DEVELOPMENT, INFRASTRUCTURE AND PLANNING
MINISTER FOR INDUSTRIAL RELATIONS

The Crisafulli Government is delivering a Fresh Start for Queensland. This includes rolling out our *Securing our Housing Foundations* Plan by resetting the planning partnership with councils, scaling up housing approvals by 25% over the next five years, and delivering our landmark \$2B Residential Activation Fund to give more Queenslanders a place to call home.

We are focused on bringing more homes to market sooner, and through a re-focused Economic Development Queensland (EDQ), we can unlock housing across the State boosting supply and making the dream of home ownership a reality again. With stamp duty now abolished in Queensland for first home buyers, home ownership is one step closer for Queenslanders.

EDQ is uniquely placed to deliver important development outcomes for Queensland in the housing, commercial and industrial development space, and I look forward to working with the team at EDQ to drive and deliver projects that benefit communities right across the State.

The introduction of KPIs for development assessment reinforces our commitment to provide residents, industry, and local government unequivocal certainty on decisions, regardless of the planning decisions being a 'yes' or 'no', including these KPIs being publicly reported.

Additionally, the PDA program will become an important tool in addressing Queensland's housing crisis, including making them fit-for-purpose which reflect the realities of commercial development, and unlocking land with the required infrastructure attached.

EDQ will be well placed to drive the outcomes of the Crisafulli Government as we deliver on our Right Plan for Queensland's Future.



BRENDAN O'FARRELL

CHAIR, ECONOMIC DEVELOPMENT BOARD

Economic Development Queensland (EDQ), as the Queensland Government's land development agency, is well placed to support the Government's priorities, leveraging its expanded responsibilities to address Queensland's urgent housing needs with a plan for responsible growth.

This Strategic Plan positions EDQ as a trusted, long-term partner, optimising its impact through three key areas.

1. Establish EDQ as a national leader in land use and infrastructure planning while addressing the complex housing challenge that requires a partnership-driven, innovative, and pragmatic approach, underpinned by strong service delivery excellence.
2. EDQ will evolve into a resilient, financially viable, and future ready organisation, enabling adaptability.
3. Investing in EDQ's workforce, ensuring a capable, collaborative, and accountable team, crucial for sustained success with a truly client centric attitude.

Our 'faster, better, together' attitude underpins this strategy. By collaborating with our government partners, people, the development industry, and the community, we will deliver impactful results beyond individual capacity. This collaborative approach will accelerate development, unlock land, optimise Priority Development Areas, and deliver innovative solutions to complex challenges, benefiting all Queenslanders.

STRATEGIC PLAN OVERVIEW

VISION

A Queensland planned and built for growth.

PURPOSE

To enable transformative developments across the State with pace.

PRIORITIES

HOUSING SUPPLY

Facilitate and deliver housing supply at scale and pace across the State.

ECONOMIC PROSPERITY

Champion and secure investment for industry-led economic growth, focusing on commercial and industrial development

LIVEABLE PLACES

Plan, develop and invest in great places for communities, to facilitate growth while protecting our distinct lifestyle.

OUTCOMES

- Homes facilitated through PDAs
- Homes contracted and delivered
- Land unlocked

- Private sector investment
- Jobs created
- Land unlocked

- PDA service performance
- Infrastructure investment
- Capital expenditure

GUIDING PRINCIPLES

EDQ's Guiding Principles reflect how we aspire to operate when we are at our best.



**ACT BOLDLY
WITH PURPOSE**



**PAVE THE WAY,
TOGETHER**



**BE CURIOUS,
BE CONNECTED**



**EMBRACE CHANGE,
RAISE THE BAR**



**LOOK BEYOND
THE HORIZON**

SCOPE OF ACTIVITIES

As the Queensland Government's land use planning and property development agency, EDQ partners to:



Increase *housing supply* to create *liveable places and employment hubs* that enable communities to thrive



Deliver *projects at pace and scale*, with flexibility and agility to proactively respond to market dynamics



Leverage our *relationships and capabilities* to unlock opportunities and solve complex challenges



Facilitate and accelerate the release of *underutilised land* to create inclusive economic growth



Deliver *property solutions* for end users across the developments we facilitate



Provide *expertise across the development lifecycle* and demonstrate best practice in *innovation for translation* to the market



QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

We support the Queensland Government's objectives for the community:



A better lifestyle through a stronger economy: Growing our economy to drive down the cost of living and give Queenslanders a better lifestyle and a place to call home.



A plan for Queensland's future: Planning for Queensland's future, by building the roads and infrastructure needed for a growing population.

PRIORITY: HOUSING SUPPLY

Meeting Queensland’s growing housing need requires a proactive, coordinated approach. This strategy expands land availability, accelerates housing delivery and strengthens industry capability. By working closely with government, councils, and the private sector, we will fast-track development, and give more Queenslanders a place to call home.

OBJECTIVE

Facilitate and deliver housing supply at scale and pace across the State.



DELIVERY STRATEGIES

- 1. Refocus Priority Development Area (PDA) program** — Optimise the impact of PDAs by working with Councils and the private sector to unlock land supply for growth ‘faster, better, together’.
- 2. Accelerate Housing Supply** — Increase supply of housing, creating opportunities to address choice and affordability.
- 3. Tailor Housing Models** — Transact new housing delivery, ownership and operating models that leverage the strengths of individual partners.
- 4. Build Capacity** — Expand the capacity of government, private, and community sectors to deliver housing, including regional areas.

KEY PERFORMANCE INDICATORS

PRIORITY: HOUSING SUPPLY	25-26 FY TARGET	28-29 FY TARGET
PDA PROGRAM		
Homes facilitated through PDA declaration	14,010	16,500
Homes approved in PDAs	4,904	7,810
Increase in home approvals in PDAs	10%	25%
EDQ LED DEVELOPMENT PROGRAM		
Homes contracted on EDQ owned land	791	1,158
Homes commenced on EDQ owned land	1,585	1,927



OUTCOMES

- Contribute to 1 million homes by 2044 to support Queensland’s growth.
- Boost housing and land supply to meet demand.
- Fast-track development approvals to accelerate projects.
- Expand and optimise the PDA program for greater impact.
- Strengthen industry capacity through strategic partnerships.
- Drive policy-backed, evidence-based outcomes for long-term success.



PRIORITY: ECONOMIC PROSPERITY

Economic growth depends on strategic land use, industry expansion, and investment attraction. This strategy supports job creation, strengthens emerging and existing industries, and drives public-private partnerships to drive long-term prosperity.

OBJECTIVE

Champion and secure investment for industry-led economic growth, focusing on commercial and industrial development



DELIVERY STRATEGIES

1. **Leverage Assets** — Use new and existing land and building assets to facilitate industry and employment growth.
2. **Grow Industry** — Target and support new industries focused on economic growth opportunities to create long-term jobs, with an emphasis on the regions.
3. **Attract Investment** — Strengthen relationships across government and industry to attract new private sector investment and partnerships.
4. **Transact Development** — Adopt diverse delivery, ownership, and operating models to support industrial and commercial developments.
5. **Integrate Jobs into Communities** — Plan for the integration of jobs growth alongside housing.

KEY PERFORMANCE INDICATORS

PRIORITY: ECONOMIC PROSPERITY	25-26 FY TARGET	28-29 FY TARGET
Estimated number of jobs created or supported through the facilitation of economic and community development projects	2,983	4,367
EDQ owned land released to support industrial and commercial development	1,482ha	2,169ha
Value of private sector investment for every \$ spent on facilitation	\$50.66	\$66.05
Value of private sector investment generated through the facilitation of economic and community development projects	\$1,011M	\$1,480M



OUTCOMES

- **Grow and attract industries** by driving investment, innovation and targeted development.
- **Increase capital investment** to accelerate state-wide economic growth.
- **Expand industrial land supply** to create jobs and drive industry expansion.
- **Strengthen public-private partnerships** to support large-scale projects.
- **Accelerate project execution** with market-tailored models.
- **Create jobs closer to communities** to build local economies.

PRIORITY: LIVEABLE PLACES

Creating thriving, well-connected communities requires coordination across strategic land activation, integrated infrastructure planning, and a precinct-focused approach to development. This strategy ensures housing, employment, and amenity are seamlessly linked to enhance Queensland's liveability and long-term growth.

OBJECTIVE

Plan, develop and invest in great places for communities, to facilitate growth while protecting our distinct lifestyle.



DELIVERY STRATEGIES

1. **Activate Underutilised Land** — Unlock underutilised and well-located land to bring forward project opportunities for housing and employment growth.
2. **Coordinate Infrastructure and Planning** — Coordinate across state and local agencies to strategically plan, facilitate, and implement infrastructure in conjunction with a unified land use planning approach.
3. **Utilise Legislative Powers** — Resolve complex planning and development matters by removing barriers, enabling projects and providing decision-making certainty in an efficient and timely manner.
4. **Demonstrate Innovation** — Lead and share innovative best practice to support industry expertise.
5. **Embrace a Precinct Approach** — Harness the potential of a fully integrated precinct where the collective impact surpasses individual contributions.

KEY PERFORMANCE INDICATORS

PRIORITY: LIVEABLES PLACES	25-26 FY TARGET	28-29 FY TARGET
PDA PROGRAM		
90% of development applications determined within timeframe	40 Business Days (statutory timeframe)	30 Business Days
Total time to complete plan sealing	95% (less than or equal to 10 days)	95% (less than or equal to 10 days)
Customer satisfaction with the overall development assessment	70% (of customers satisfied or very satisfied)	80% (of customers satisfied or very satisfied)
Infrastructure Investments in PDAs	\$266M	\$390M
EDQ WIDE OUTCOMES		
Delivery of outcomes in line with Capital Program Expenditure	75%	80%
Trust and recognition by external partners (Stakeholder Survey)	70%	85%

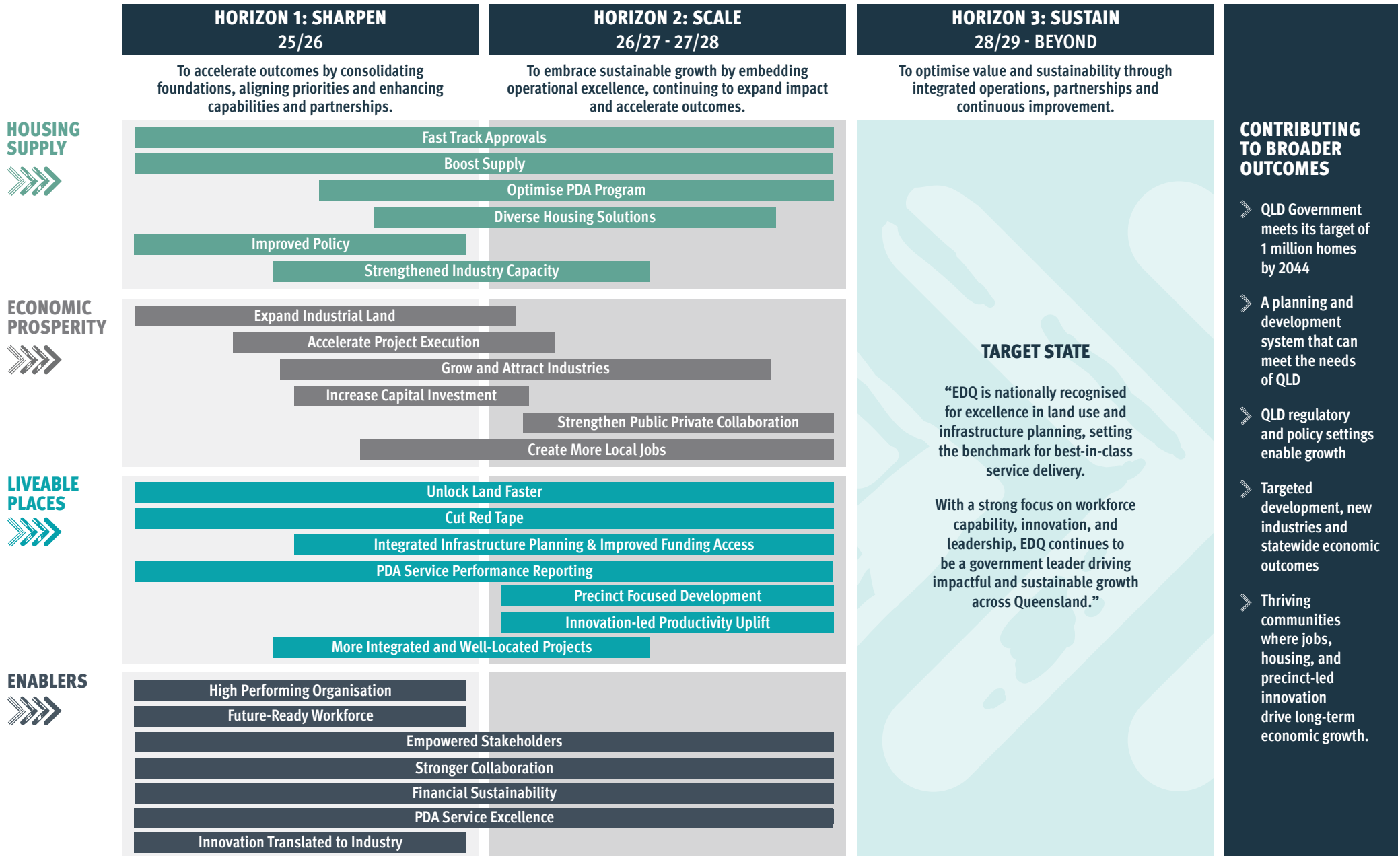


OUTCOMES

- PDA service delivery KPIs reported publicly from July 2025.
- Cutting red tape to fast-track development and remove unnecessary barriers.
- More integrated and well-located commercial and residential projects to drive economic and community growth.
- Integrated infrastructure planning to accelerate development.
- Land is unlocked faster, increasing investment and accelerating development.
- Improved infrastructure funding pathways for PDAs.
- Precinct-focused approach to unlock coordinated governance and investment.
- Productivity gains through innovation translation.

PATHWAY TO EXECUTION

We've built strong foundations for a bold, government-aligned strategy. Our execution plan is focused on delivering outcomes that will continue to mature over time.



ENABLERS

Delivering Queensland's housing, economic, and liveability priorities requires excellence in partnerships, service and operations. These enablers strengthen collaboration, streamline processes, embed innovation, enable decision making and build a capable workforce to support future growth.

1. TRUSTED PARTNER

OBJECTIVE

We build capacity and enable development by partnering with the private sector, government and communities.

STRATEGY

Foster collaborative partnerships through structured and responsive engagement.

2. SERVICE DELIVERY EXCELLENCE

OBJECTIVE

We provide development certainty through operational efficiency, transparency and a coordinated approach.

STRATEGY

Optimise processes and efficiencies by establishing a 'One-EDQ approach' across the organisation and to deliver on PDA service performance.

3. CUTTING RED TAPE

OBJECTIVE

We adopt a pragmatic approach that considers economic, financial, social and environmental outcomes, enabling the conditions for growth.

STRATEGY

Embed a value-driven decision-making framework that facilitates strategically aligned decisions and financial sustainability.

4. EMPOWERING OUR PEOPLE TO BE INNOVATIVE

OBJECTIVE

We invest in capability and culture to ensure an operating environment that delivers on our priorities and enables our people to embrace new ideas.

STRATEGY

Continue to equip our workforce for the future by strengthening capability, accountability, culture and organisational design and embedding innovation to demonstrate and translate development solutions.



OUTCOMES

- **Build a high-performance and service driven organisation** for better outcomes.
- **Meet PDA service excellence KPIs** with transparent and regular reporting.
- **Strengthen collaboration** across industry, government, and partners to drive innovation and smarter development.
- **Transparent decisions** that empower stakeholders.
- **Ensure financial sustainability** for long-term growth.
- **Develop a future-ready workforce** to drive excellence.
- **Translate innovation** more quickly and efficiently.

STRATEGIC RISKS AND OPPORTUNITIES

EDQ recognises that the achievement of its strategic objectives is subject to various risks. EDQ has identified the following key strategic risks and is actively developing and implementing mitigation strategies to address them. EDQ is dedicated to continuous improvement in its risk management practices, regularly reviewing and updating its risk profile to reflect the changing environment and to ensure alignment with its priorities.

TRANSACTION AND PROJECT: EDQ will implement robust project and cost management strategies, conduct thorough due diligence, employ flexible development strategies to respond to changing market conditions and foster strong relationships with contractors and partners.

REPUTATIONAL, COMMUNITY AND STAKEHOLDER: EDQ will engage with communities early and transparently, build trust with stakeholders, proactively manage two-way communication and be responsive to the media environment.

FINANCIAL SUSTAINABILITY: EDQ will optimise resource allocation, implement strong financial controls and explore innovative development models.

MARKET LEADERSHIP AND HOUSING SUPPLY: EDQ will conduct thorough market analysis, identify and address barriers to housing supply and collaborate with industry partners to deliver innovative housing solutions.

STRATEGY EXECUTION: EDQ will establish clear roles and responsibilities, develop detailed implementation plans, monitor progress closely and adapt our approach as needed.

POLITICAL AND REGULATORY: EDQ will maintain strong relationships with government stakeholders, actively participate in policy consultations, be regarded as a trusted advisor and partner and ensure our projects comply with all relevant regulations.

SERVICE DELIVERY: EDQ will continuously improve service delivery through streamlined approval processes, clear and accessible guidelines, consistent application of regulations and investment in technology to improve efficiency and transparency.

COMPLIANCE AND GOVERNANCE: EDQ will maintain a comprehensive compliance framework, provide regular training to staff and engage in open communication with regulatory bodies.

WORKFORCE AND CAPABILITY: EDQ will invest in employee development, foster a positive and inclusive work environment and offer competitive compensation and benefits packages.

SAFETY: EDQ are committed to maintaining a safe working environment through strict safety protocols, regular training, and a proactive approach to hazard identification and risk assessment which fosters a safety-conscious culture.

ONE STOP SHOP: EDQ will support our employees to be proactive in working with stakeholders to reduce barriers and red tape with clear expectations and fostering open communication.

CYBERSECURITY AND INFORMATION SECURITY: EDQ will ensure that robust cybersecurity measures are implemented, that security audits are regularly conducted and provide ongoing training to employees to protect our systems and data.



MAIN UNDERTAKINGS IN 25-26

- Lead the delivery of allocated election commitments and associated funding on behalf of Government.
- Lead the life cycle of PDAs including opportunity identification and assessment, declaration, land use and infrastructure planning, development assessment and revocation to increase housing supply and economic growth.
- Expedite development approvals to realise a pipeline of new housing and economic opportunities and provide monitoring and oversight of delegate councils in PDAs.
- Prepare, implement and review Infrastructure Funding Plans to support new PDAs.
- Facilitate catalyst loan funding to accelerate the delivery of essential PDA infrastructure to unlock land for housing and jobs.
- Investigate and secure new development projects to deliver housing, economic growth and liveable places.
- Establish Precinct Delivery Strategy for the Visy site in South Brisbane to support a new mixed-use precinct including housing.
- Identify, acquire, develop, sell and lease land to support housing, jobs and place outcomes.
- Continue to invest in and deliver site enabling infrastructure to bring development ready land to market for housing, economic and place outcomes.
- Secure third-party investment for the delivery of housing projects.
- Invest in new industrial and commercial assets and continue to manage, market, develop and optimise projects (including sales and leasing) to provide premises and supporting infrastructure to enable economic growth opportunities across the state.
- Provide advisory services to internal and external clients and undertake government commissioned projects in a financially and operationally sustainable manner.
- Continue to support Brisbane 2032 Olympic and Paralympic Games in line with Government objectives.
- Refine the governance frameworks, resources and operating model to refocus EDQ's delivery of its priorities.
- Undertake a process to identify eligible projects for additional catalyst infrastructure loan funding to support development within the Waraba PDA.

MAJOR INVESTMENTS IN 25-26



\$174.1 million

for delivery of new housing supply including in:

- Carseldine
- Oxley
- Oonoonba, Townsville
- Meadowbrook



\$84.6 million

for enabling infrastructure projects to facilitate new housing supply including in:

- Waraba
- Oonoonba, Townsville
- Meadowbrook



\$68.1 million

for the urban renewal development of Northshore Hamilton including the delivery of supporting civil and precinct infrastructure



\$17.7 million

for the development of Coolum Eco Industrial Park (Stage 2)



FINANCIAL OVERVIEW

PROFIT & LOSS STATEMENT

	25-26 FY \$M	26-29 CUMULATIVE \$M
Gross Profit	46.2	129.7
Total Other Income	314.5	571.2
Total Operating Expenses	348.8	647.9
Net Profit Before Tax	11.8	52.9
Income Tax Equivalent	3.5	15.9
Net Profit After Tax	8.3	37.1

GRANTS AND EQUITY FUNDING 25-26

	25-26 FY \$M	26-29 CUMULATIVE \$M
Equity Injection	288.6	569.5
Grants - Operating	61.7	87.5
Grants - Capital	205.1	264.1
Total	555.4	921.1

BALANCE SHEET

	AS AT 30 JUNE 26 \$M	AS AT 30 JUNE 29 \$M
Current Assets	668.3	718.7
Non-Current Assets	862.1	1,013.7
Total Assets	1,530.4	1,732.4
Current Liabilities	74.8	56.0
Non-Current Liabilities	235.8	204.0
Total Liabilities	310.6	260.0
Net Assets	1,219.8	1,472.4

PROPOSED BORROWINGS IN 2025-26

EDQ's proposed borrowings for 2025-26 is \$10.5 million.

EDQ also maintains a working capital facility with a limit of \$40 million with Queensland Treasury Corporation. EDQ's borrowings policy is outlined below.

RISK MANAGEMENT OF INVESTMENTS AND BORROWINGS THAT MAY ADVERSELY AFFECT FINANCIAL SUSTAINABILITY

The Economic Development Board approves the Risk Management Policy, which includes the risk appetite and risk categories. The Audit, Risk and Performance Committee is responsible for overseeing the assurance program, which includes risk mitigation, as well as reviewing and monitoring EDQ's strategic risks. Risk registers are maintained for strategic, operational and project risks and monitored in accordance with the Risk Management Policy.

Board and/or Minister approval is required for all financing arrangements over pre-defined expenditure limits as stated in the EDQ Financial Delegation and Limits Policy. All borrowings require approval under the State Borrowing Program and *Statutory Bodies Financial Arrangements Act 1982*.

ACQUISITION AND DISPOSAL OF SIGNIFICANT ASSETS

In acquiring or disposing of significant assets, EDQ complies with the Financial and Performance Management Standard 2019 and Queensland Treasury guideline—Non-Current Asset Policies for the Queensland Public Sector.

Significant assets may be acquired via purchase or transfer from other government entities. A business case will be prepared for any major acquisitions or disposal of significant assets which will be presented to the CEO, Board and/or Minister for endorsement, in line with the approval limits as stated in the EDQ Financial Delegation and Limits Policy.

CAPITAL STRUCTURE

EDQ derives its revenues from assets, projects and service fees from customers and must, to the extent practical, carry out its functions in a way that facilitates its long-term financial sustainability. Additional funding is provided from the Consolidated Fund for programs and projects approved by the Cabinet Budget Review Committee.

The ED Act allows for dividend payments to be made to the Consolidated Fund. EDQ will make a recommendation to the Minister with respect to such a payment (if any) in accordance with the ED Act.





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Economic Development Queensland



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