

Economic Development Queensland

STRATEGIC PLAN

2025 - 2029



DELIVERING
FOR 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.

The Strategic Plan was reviewed in March 2026 and remains current for the reporting period 2026-2027

Front cover image. Montague Road Precinct, illustration

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 \$2 billion 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 will unlock housing right across the State. With stamp duty now abolished for first home buyers building or buying their first home, the dream of home ownership is a reality in Queensland again.

Alongside Priority Development Areas (PDAs), the Land Activation Program will support the delivery of one million new homes by 2044 by activating and releasing to market surplus Government owned land for housing. EDQ will ensure there is a pipeline of development ready land across the State as they deliver the program on behalf of the Crisafulli Government.

The introduction of KPIs for development assessment reinforces our commitment to customer service and will 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.

EDQ is uniquely placed to partner with industry and deliver at pace and scale 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 right across the State over the years ahead.



Brendan O'Farrell

Chair, Economic Development Board

EDQ has a clear mandate from the Queensland Government to deliver projects at pace and scale, with a particular focus on creating a pipeline of land and projects that provide new homes for Queenslanders across the state.

EDQ has a range of levers to support the Government's housing priorities including the nation-leading Land Activation Program (LAP), working with industry to identify under-utilised government-owned sites for development. With 27 sites identified in the first five months, LAP will continue to expand as more eligible sites are brought to market.

EDQ's Priority Development Area (PDA) portfolio is also expanding, not only to support the roll-out of LAP by providing a streamlined planning pathway, but to find new growth areas and remove the unnecessary roadblocks to facilitate much needed development over the longer-term.

The \$2.4 billion Infrastructure Activation Fund (IAF) is another key program being led by EDQ, jointly with the Australian Government, to fund critical infrastructure that will unlock more than 51,000 homes, including over 20,500 for first home buyers.

EDQ is committed to delivering the Queensland Government's objectives to grow the economy, and EDQ is very much 'open for business'. Our commercial and industrial land portfolio is supporting businesses big and small to provide well-connected land in the right place at the right time. We are also accelerating bringing new industrial land to market, especially in the regions, by providing the necessary infrastructure to make the land developable.

This is all supported by the 'One EDQ Approach' of customer service excellence that provides for seamless planning, land development, and infrastructure provision to deliver great outcomes across Queensland.

Strategic Plan Overview

Vision

A Queensland planned and built for growth.

Purpose

To enable transformative developments across the State at pace and scale.

Priorities

Housing Supply

Facilitate and deliver housing supply at pace and scale 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 activation 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 service excellence to customers and stakeholders to unlock more housing and industrial opportunities at pace



Provide a one-stop-shop, reducing red tape and integrating services to give certainty to industry



Pimlico, illustration

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 pace and scale across the State.



Delivery strategies

- 1. Generate Activity in Priority Development Area (PDA) program** — Optimise the impact of PDAs by working with Councils and the private sector to unlock land supply for growth.
- 2. Accelerate Housing Supply** — Increase supply of housing through the Land Activation Program (LAP).
- 3. Build Capacity** — Strengthen the capacity of government, private, and community sectors to support all housing types.
- 4. Reduce Red Tape** — Streamline processes and simplify planning to support industry to deliver housing.

Key performance indicators

Priority: Housing Supply	26-27 FY target	28-29 FY target
PDA program		
Homes facilitated through PDA declaration	15,204	16,500
Homes approved in PDAs	5,934	7,810
Increase in home approvals in PDAs	15%	25%
EDQ led development program		
Homes contracted on EDQ owned land, including LAP sites	2,033	2,862
Homes commenced on EDQ owned land, including LAP sites	2,067	2,908



Turbot Street Precinct, illustration

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.

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

- Leverage Assets** — Use new and existing land and building assets to facilitate industry and employment growth.
- Grow Industry** — Support local governments to target and support industries focused on economic growth opportunities to create long-term jobs, with an emphasis on the regions.
- Attract Investment** — Strengthen relationships across government and industry to attract new private sector investment and partnerships.
- Integrate Jobs into Communities** — Plan for the integration of jobs growth alongside housing.

Key performance indicators

Priority: Economic Prosperity	26-27 FY target	28-29 FY target
Estimated number of jobs created or supported through the facilitation of economic and community development projects	3,353	4,367
EDQ owned land available to support industrial and commercial development	18,500ha	19,000ha
Value of private sector investment for every \$ spent on facilitation	\$60.94	\$66.05
Value of private sector investment generated through the facilitation of economic and community development projects	\$1,200M	\$1,480M



Sunshine Coast Industrial Park

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. Support a Precinct Approach** — Coordinate integrated precincts where the collective impact surpasses individual contributions.

Key performance indicators

Priority: Liveables Places	26-27 FY target	28-29 FY target
PDA Program		
90% of development applications determined within timeframe	38 Business Days	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	73%	80% (of customers satisfied or very satisfied)
Infrastructure investments in PDAs	\$296.1M	\$390M
EDQ wide outcomes		
Delivery of outcomes in line with Capital Program Expenditure	75%	80%
Trust and recognition by external partners (Stakeholder Survey)	75%	85%



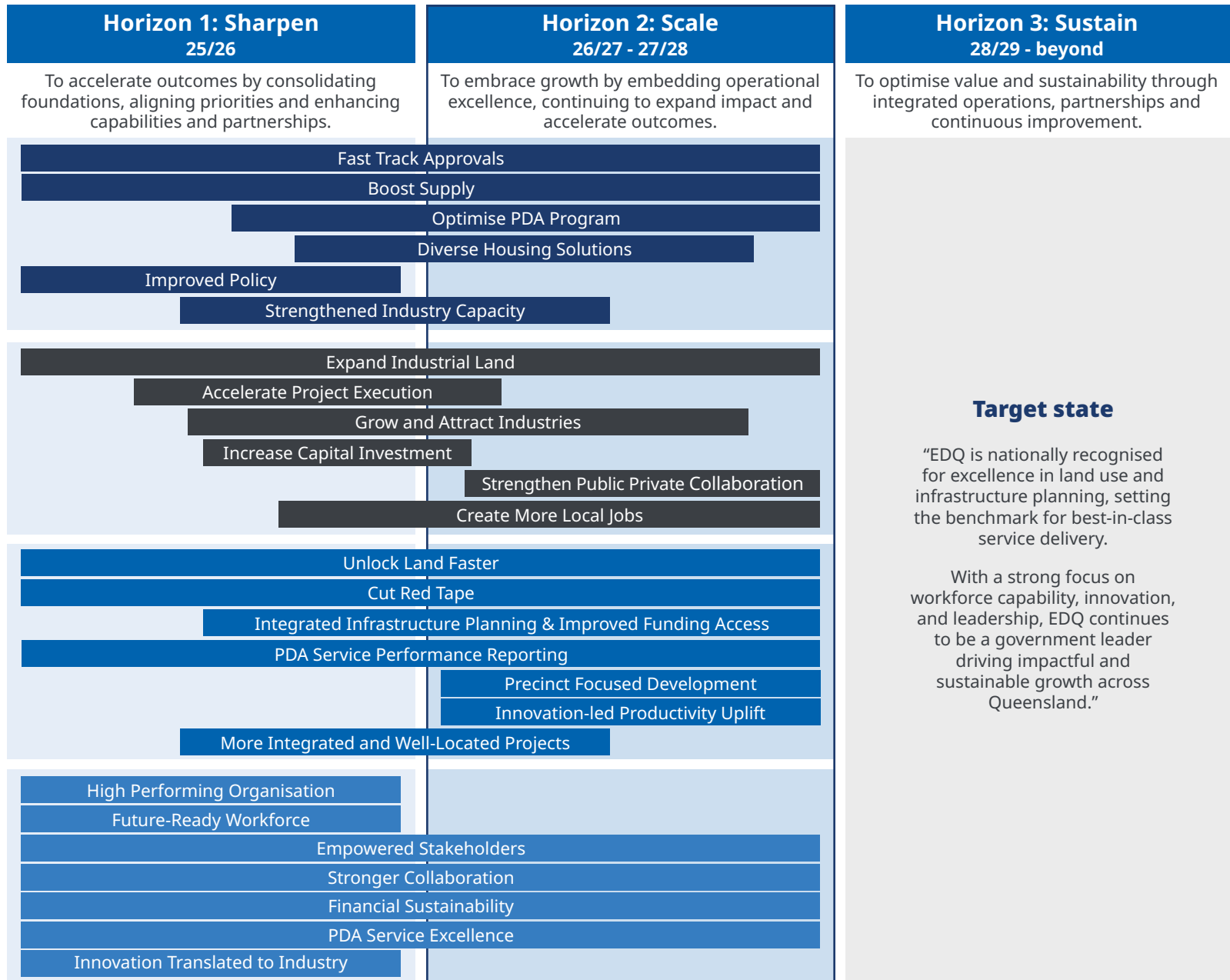
Banyo Precinct, illustration

Outcomes

- **PDA service delivery KPIs** reported publicly.
- **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.

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.



Contributing to broader outcomes

- QLD Government meets its target of 1 million homes by 2044
- A planning and development system that can meet the needs of QLD
- QLD regulatory and policy settings enable growth
- Targeted development, new industries and statewide economic outcomes
- Thriving communities where jobs, housing, and precinct-led innovation drive long-term economic growth.

Target state

"EDQ is nationally recognised for excellence in land use and infrastructure planning, setting the benchmark for best-in-class service delivery.

With a strong focus on workforce capability, innovation, and leadership, EDQ continues to be a government leader driving impactful and sustainable growth across Queensland."

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. Customer service 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 find solutions

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 to deliver development solutions.



Outcomes

- **Maintain 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.
- **Deliver outcomes** more quickly and efficiently.



Yeerongpilly

Strategic Risks and Opportunities

EDQ recognises that the achievement of its strategic objectives could be impacted by 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: Effective transaction and project delivery through robust project and cost management, thorough due diligence, flexible development approaches and strong partnerships with contractors and delivery partners, enabling timely outcomes in changing market conditions.

Reputational, Community and Stakeholder: Strengthened stakeholder engagement and clear, proactive communication with key stakeholders to support timely project delivery, build community confidence, enhance government and media trust, improve customer satisfaction, and enable strong partnerships and investment attraction.

Financial Sustainability: Maintained long term financial sustainability and liquidity through effective cash flow management, appropriate working capital buffers and timely funding receipts, enabling EDQ to meet obligations, support capital investment and sustain service delivery.

Market Leadership and Housing Supply: Successful delivery of Priority Development Area outcomes through effective cost management, navigation of regulatory and policy settings, and strong alignment between strategic intent and operational execution.

Strategy Execution: Effective implementation of the strategic plan through clear accountability, coordinated execution and performance monitoring, enabling EDQ to fulfil its statutory purposes, deliver economic and community outcomes, and sustain stakeholder confidence.

Political and Regulatory: Strong alignment with government policy and priorities through proactive engagement, policy awareness and adaptability, supporting timely project approvals, funding certainty and delivery outcomes.

Service Delivery: Effective, transparent and efficient service delivery underpinned by streamlined processes, clear and consistently applied regulatory guidance, strong governance and compliance frameworks, and appropriate use of technology, supporting accountability, regulatory confidence and stakeholder trust. EDQ will maintain a comprehensive compliance framework, provide regular training to staff and engage in open communication with regulatory bodies.

Workforce and Capability: Sustained workforce capability, retention of corporate knowledge and adaptability to evolving priorities, supporting productivity, strategic alignment, a strong organisational culture and positive reputation.

Health and Safety: Maintenance of a safe, healthy and productive workplace through proactive health and safety management, supporting employee wellbeing and regulatory compliance.

Cybersecurity and Information Security: Strong protection of EDQ systems and information assets through robust cybersecurity and information security controls, minimising reputational, financial and legal exposure and maintaining stakeholder trust.

Priority Projects in 2026-27

- Lead the delivery of allocated election commitments and associated funding on behalf of Government.
- Lead the delivery of the Land Activation Program (LAP) including contacting approved sites for housing and identifying new suitable sites to build a pipeline of land for development.
- Proactively manage EDQ's PDA portfolio, including developing a Provisional PDA (PPDA) portfolio, through opportunity identification and assessment, declaration, land use and infrastructure planning and development assessment 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.
- Lead the delivery of the Infrastructure Activation Fund (IAF), a joint initiative with the Australian Government to invest in catalyst infrastructure over the next five years. The IAF will accelerate the coordinated infrastructure necessary to unlock sites for over 51,000 homes, including more than 20,500 homes to support first home buyers.
- Deliver the Industrial Land Improvement Program and the Industrial Land Acceleration Program by bringing on-line strategically located industrial land in regional Queensland through the delivery of essential infrastructure and services.
- Investigate and secure land sites to support a pipeline of new industrial land to deliver economic prosperity.
- Undertake remedial dredging within the Port Hinchinbrook PPDA as part of the revitalisation of the precinct.
- Deliver digital strategy projects to streamline data processes and reporting and improve the customer experience.
- Embed the High-Performance Framework to strengthen and sustain EDQ's performance culture.
- Continue to support 2032 Olympic and Paralympic Games in line with Government objectives.

Major investments in 2026-27



\$98.2 million

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

- Waraba
- Bundamba
- Pimlico
- Yeerongpilly Green
- The Village (Ooonooba)
- Hervey Bay
- Banyo
- Southern Thornlands



\$50 million

to deliver infrastructure to unlock new homes in priority development areas as part of the Infrastructure Activation Fund



\$35.7 million

to lead the delivery of the Land Activation Program



\$34.5 million

for the delivery of supporting civil and precinct infrastructure to unlock housing at Northshore Hamilton



\$33.9 million

for the delivery of the Industrial Land Acceleration Program



Mount Peter PDA

Financial Overview

Profit & loss statement

	26-27 FY \$M	26-29 Cumulative \$M
Gross Profit	57.6	215.1
Total Other Income	453.1	891.5
Total Operating Expenses	510.0	1,065.2
Net Profit Before Tax	0.7	41.4
Income Tax Equivalent	1.7	16.8
Net Profit After Tax	(1.0)	24.6

Grants and equity funding

	26-27 FY \$M	26-29 Cumulative \$M
Equity Injection ¹	117.9	399.0
Grants - Operating	7.0	25.6
Grants - Capital	398.0	680.5
Total	522.9	1,105.0

Balance sheet

	As at 30 June 27 \$M	As at 30 June 29 \$M
Current Assets	840.8	873.8
Non-Current Assets	837.1	930.0
Total Assets	1,677.9	1,803.8
Current Liabilities	192.9	184.7
Non-Current Liabilities	123.6	119.6
Total Liabilities	316.5	304.3
Net Assets	1,361.4	1,499.5

¹ Excludes land acquisitions via non-reciprocal equity transfers

Proposed borrowings in 2026-27

EDQ's proposed borrowings for 2026-27 is \$20.0 million as part of the Catalyst Infrastructure Program.

MEDQ 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.



Carseldine Village

Economic Development Queensland

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Turbot Street Precinct, illustration

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