An aerial photograph of Brisbane, Queensland, at dusk. The city skyline is visible in the background with several skyscrapers. In the foreground, a complex multi-level highway interchange is prominent, with several lanes of traffic. The sky is a mix of deep blue and orange from the setting sun, with scattered clouds. The overall scene is a vibrant urban landscape.

# A PLACE FOR INNOVATION

Queensland Innovation Places Strategy  
**DISCUSSION PAPER**

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# Foreword

Our innovation places are hugely important to ensure we position Queensland at the forefront of the global technological revolution.

Innovation places are recognised around the world as engines of economic growth and job creation – super star tech places where business, industry and researchers work together to bring new ideas to life and then commercialise them.

Innovation works best when industry and researchers collaborate. Bringing them together, situating them in a physical place, makes a whole lot of sense. The outcome is that you should see the development of home-grown technologies with real-life application and global commercialisation prospects.

Over the past 20 years, we have invested in establishing some key innovation places in the state, including the Herston Health Precinct; the Boggo Road Precinct including the Ecosciences Precinct, the Princess Alexandra Hospital and the Translational Research Institute; and the Gold Coast Health and Knowledge Precinct.

Regional places are also important for innovation, places such as TROPIQ in Townsville, a potential Cairns Hospital Precinct and the growing agtech, logistics and aviation capabilities in Toowoomba.

I am pleased to release the A Place for Innovation: Queensland Innovation Places Strategy – Discussion Paper that will bring together government, research and industry to create new businesses, jobs and export opportunities for our state.

The Queensland Government will work with the Chief Entrepreneur and the Innovation Advisory Council to develop the strategy. We want to hear from universities and research institutes, industry groups, startups, entrepreneurs, local government, local communities and all interested stakeholders on what will make the most difference.

We want to get this right. We want a strategy setting out a pathway which drives our economy forward over the next decade and beyond, and ensures Queenslanders score good, high-paying jobs.

**The Honourable Stirling Hinchliffe MP**

Minister for Tourism, Innovation and Sport and  
Minister Assisting the Premier on Olympics and  
Paralympics Sport and Engagement





# Introduction

Around the world and across Australia innovation places are being used to bring government, research and industry closer together, to attract talent and capital and deliver new business, new jobs and export opportunities.

Queensland is now uniquely positioned to build on our past efforts and harness our existing strengths. By capitalising on emerging and future opportunities, we can accelerate and grow our innovation places to create new economy jobs and economic recovery opportunities.

The Queensland Government wants to build and enhance opportunities and partnerships across industry, businesses, universities, startups, investors and other stakeholders. We want to encourage coordinated and collaborative partnerships and approaches to growing our innovation ecosystem and places, and with them, the new jobs and businesses that will secure our economic recovery, future resilience and growth.

This discussion paper seeks input from stakeholders to inform the development of a 10-year ‘Queensland Innovation Places Strategy 2022–2032’.

This paper provides an overview of the issues and opportunities for our innovation places and identifies key principles and other factors influencing their success, both in Queensland and elsewhere.

We want to hear from you about the issues and opportunities to grow our innovation places, what our shared vision and aspiration could be, and importantly, how we might work together to deliver that vision.

We know our innovation places provide significant opportunity now and even greater potential for the future. But how do we get there?

# The opportunity

## OUR VISION

A highly connected, engaged and collaborative system of innovation places, that brings together our economic strengths, assets and people to generate world-leading products, services, and businesses that deliver long-term economic growth and jobs for Queensland.

Our vision seeks to ensure that by 2032, Queensland's innovation places:

- have materially enhanced Queensland's productivity and global competitiveness
- have established a global reputation in key sectors and technologies, with a strong pipeline of products, services and projects
- are generating entrepreneurial culture and careers
- are led by passionate leaders working collaboratively with stakeholders across the state and the regions.

## Strategic context

Past and current investments in our innovation ecosystem have laid the groundwork for the accelerated development of a range of high potential innovation places across Queensland.

Our immediate priority is to support Queensland's economic recovery, while continuing to work to increase long-term productivity and economic competitiveness. Queensland's innovation places will play a central role in driving our recovery and long-term prosperity.

Queensland's reputation for safety, security and stability remains strong. Our robust regulatory environment provides confidence and comfort, but we need to balance this with efficiency.

While competition remains an important driver of innovation, there is growing awareness that coordination and collaboration is critical too.

Investment demand remains strong, however we need to do more to harness local investment and deliver products and projects that match demand. Our innovation places will be critical in accelerating and realising our opportunities.

Our research capabilities are world-leading, but we need to enhance our translation and commercialisation capabilities. Our innovation places will be key to achieving our potential.

Queensland's priority sectors and technologies, based on our traditional strengths and emerging opportunities, provide significant future economic opportunity and a potential focus for our innovation places.

While a focus has been on building specialisation and critical mass within our innovation places, this could be better coordinated. Innovation places need to be inclusive, driven by local aspiration and welcome all communities.

By enhancing Queensland's most significant innovation places over the next 10 years, we could deliver more than:



**\$11 billion**  
additional GSP per year



**80,000**  
new high value jobs

Source: Economic Significance of Innovation Precincts in Queensland, University of Queensland, 2020.

## What needs to change?

We need enduring commitments to deliver on a collective vision. Our 10-year Queensland Innovation Places Strategy will help coordinate our actions as we work towards our vision.

To achieve our potential, we need to:

- Create a distinct and consistent brand and message for each of our innovation places, particularly for external audiences and investors.
- Develop strong connections, collaborations and pathways across regions, sectors and technologies.
- Enhance and strengthen commercialisation, diffusion and adoption and scaling of products and services generated in our innovation places.
- Harness opportunities for industry-driven innovation.
- Engage and empower innovators from different sectors, those new to the system, Indigenous innovators and regional communities.
- Capitalise on existing, high quality assets and strengthen and coordinate project pipelines to build greater capacity and capability.
- Improve access to high quality digital infrastructure.
- Plan and deliver a strong and robust pipeline of innovation infrastructure, assets and places.
- Engage and connect local communities to ensure innovation places respond to their unique needs and strengths.





## What actions will be important?

Partnerships are critical. We need all stakeholders to come together to collaborate, connect and drive new outcomes.

Collaborative and visible leadership of innovation places across the state will be vital. This includes leaders in our universities and research institutes, our entrepreneurs, community builders, our leaders in industry, investors and customers – without this we cannot be the best.

Together we can achieve our vision by developing a coordinated strategic framework and priority actions to:

- Enhance local, regional and state-wide leadership, collaboration, engagement and governance.
- Strengthen our brand and promote our offer to investors, customers and the community.
- Capitalise on traditional strengths and emerging opportunities across sectors and technologies.
- Address key gaps in capacity, capability and/or pathways (e.g. investment, assets, organisation, skills).
- Engage the private sector, strengthen entrepreneurial culture, focus on commercialisation and support new growth and development pathways.

We need to ensure we have access to and use the best information and data possible to support strategic planning, decision-making and prioritisation.

Implementation plans, monitoring, reporting, evaluation and review of the strategy will be key to ensuring we are on track to achieve our objectives.

## Brisbane 2032 Olympic and Paralympic Games

With Queensland securing the Games comes an extraordinary opportunity. Brisbane 2032 provides the certainty and confidence needed to trigger increased investment and unlock innovation.

Brisbane 2032 provides a platform to accelerate and amplify everything from healthy and active community initiatives to arts and culture, sustainability, tourism and local business opportunities. The Games will put Queensland in the International spotlight showcasing the brilliant innovation and entrepreneurship that Queenslanders have to offer; that Queensland is the place to invest; and the opportunities to engage.

What will the world see here in Queensland in 2032 and beyond?

# Innovation places

Innovation places bring the innovation ecosystem together. They provide the spaces, places and platforms that enable the clustering of knowledge-based activity.

Innovation places represent engines for economic growth, in particular new economy growth. They create a focal point for research organisations, innovation-active businesses, talent and capital to accumulate in a specific location. They facilitate connections and create a collaboration-rich environment where research is commercialised and products and services find new markets.

The Brookings Institution, a global think-tank and recognised leader in innovation places, define 'innovation districts' as:

*“Geographic areas where leading-edge anchor institutions and companies cluster and connect with startups, business incubators and accelerators. They are physically compact, transit-accessible and technically-wired and offer mixed housing, office and retail”.*

Source: The Rise of Innovation Districts, Brookings Institution (Katz & Warner), 2014.

Innovation places typically include many of the characteristics of other precincts and economic centres, but include a range of additional characteristics that differentiate them, including:

- A diverse set of innovation-focused stakeholders which typically includes researchers, universities, government and industry, that share common areas of interest, a shared sense of identity, vision and self-awareness.
- A focus or specialisation in sectors or technologies, usually driven by existing economic strengths, capabilities and competitive advantage.
- Driven by a culture of collaboration, innovation, entrepreneurship and commercialisation, and are supported by a diverse formal and informal partnerships and networks.
- Specialised infrastructure, facilities and services that support and enable their operations.



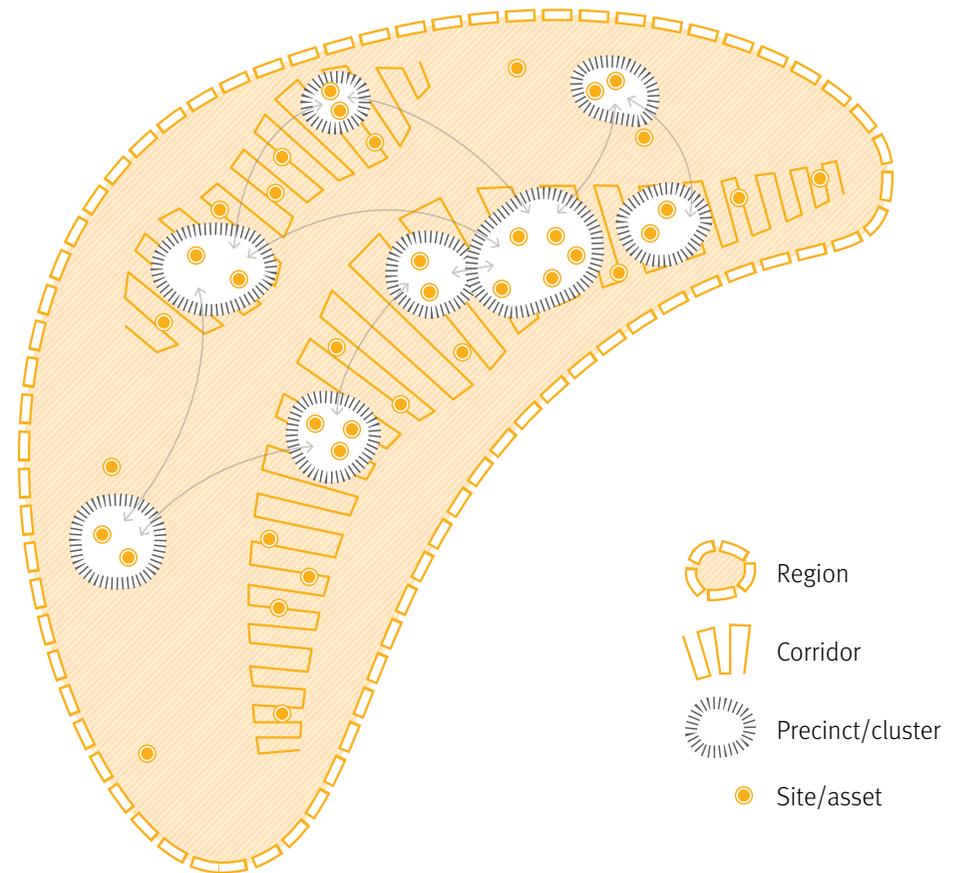
Innovation places, like traditional town centres or other economic centres, provide a focal point or location for activity. Both have physical or geographic constructs with identifiable, though not necessarily well-defined, limits. Increasingly, in the case of innovation places in particular, these also incorporate to varying degrees virtual or digital places and platforms.

Although it is difficult to determine a universal definition of innovation places, size and scale is a recurring theme that helps determine and differentiate innovation places from each other. But there is much more to understanding a place beyond size alone. Innovation places can be considered and differentiated in terms of:

- **Size and location:** size, scale, and form (e.g. extent, density) of the place and its assets within its respective urban, regional or virtual context.
- **Specialisation:** sectors, sub-sectors, technologies or other areas of expertise and interest a place is focused on and the extent of specialisation in them.
- **Maturity and organisation:** maturity, sophistication and effectiveness of planning, organisation and operations.
- **Complexity and Quality:** complexity, intensity and quality of activity conducted within the place and the supporting services and supply chains.
- **Impact and engagement:** impact of its activities, including extent to which it influences and engages with others beyond the place.

Innovation places exist and can perform differently across all aspects of these characteristics, ranging from small-scale early-stage innovative local population-serving sites and assets, to mature and complex globally-influential precincts and regions.

Innovation places are as diverse as the names used to describe them and, for the purposes of this discussion paper, include regions, corridors, precincts, clusters, districts, zones, centres, areas, hubs, sites, assets and platforms.



# Queensland's innovation places

Queensland is home to some of the world's most exciting innovators and innovative businesses. They are found across the state and throughout our innovation places.

Many of our high potential and high growth products and businesses started and continue to grow from our existing and emerging innovation places. From Vaxxas and its high-density micro-array patch that will change vaccine delivery forever, to Australia's largest pizza chain, Dominos, our innovation places are home to key drivers of our economic success.

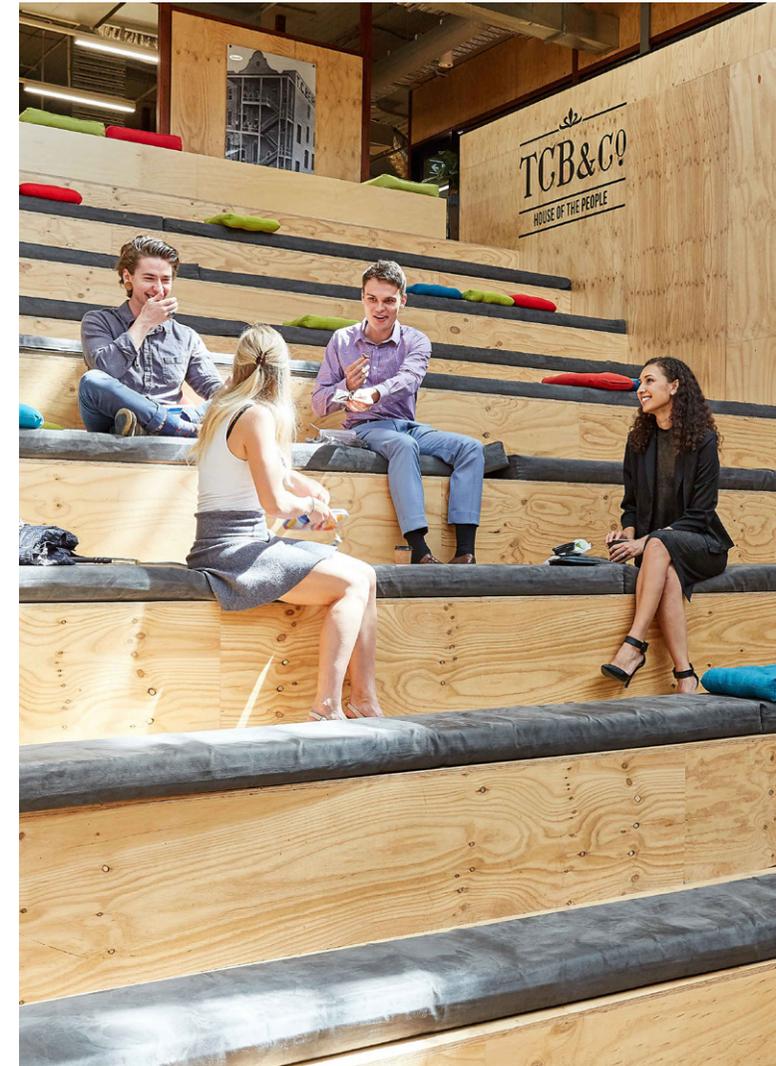
In Queensland, innovation places are often closely aligned with key economic anchors or other specialised infrastructure, including our universities, hospitals and research institutes, airports, ports, and industrial and manufacturing centres. They are connected to a range of economic activity and capability, infrastructure, services and networks.

The Gold Coast Health and Knowledge Precinct, Boggo Road Ecosciences Precinct and Princess Alexandra Hospital campus, and the Herston Health Precinct are already recognised innovation places with significant global aspirations and opportunity.

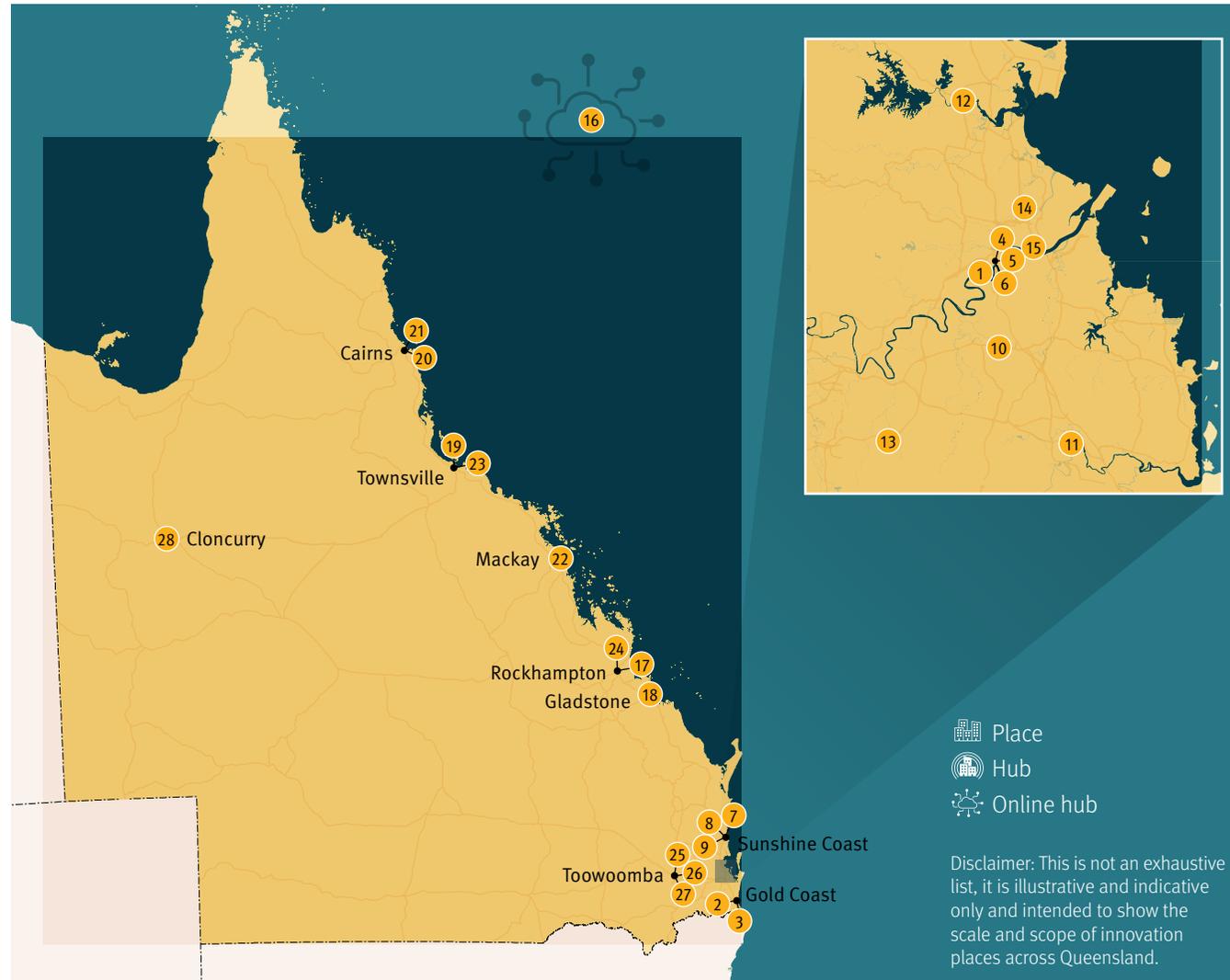
Emerging places such The Mill at Petrie, Springfield Central, Northshore Hamilton, SunCentral on the Sunshine Coast, Meadowbrook in Logan, and TropiQ in Townsville, are positioned to drive significant economic development opportunities, innovation and jobs growth into the future.

Our other innovation places, including hubs and clusters, are providing the enabling environment, services and support across the state, particularly in our regional areas. They are supporting the collaborations, businesses, skill development and knowledge transfer capabilities to support our economy now and into the future – places like the Agtech and Logistics Hub in Toowoomba, the Advanced Technology and Innovation Centre at CQUniversity in Rockhampton, Cybernodes in Brisbane, Townsville and the Sunshine Coast, Manufacturing Hubs in Cairns, Townsville, Rockhampton, Gladstone and the Gold Coast,

Our innovation places are also supporting high-potential partnerships that could transform industries and regions. For example, the Dugalunji Aboriginal Corporation, based in Camooweal, has partnered with the University of Queensland to research commercial uses of spinifex which has a tensile strength eight times that of steel, and could lead to the development of a revolutionary natural carbon fibre product.



-  1. Brisbane Knowledge Corridor\*
-  2. Gold Coast Health and Knowledge Precinct
-  3. Robina and Bond University
-  4. The Precinct
-  5. AI Hub
-  6. XR Hub
-  7. USC Sippy Downs
-  8. Sunshine Coast Health Precinct
-  9. Maroochydore City Centre
-  10. Health and Food Sciences Precinct (Coopers Plains)
-  11. Meadowbrook Education and Employment Precinct
-  12. The Mill
-  13. Springfield Central
-  14. ARM Hub
-  15. Northshore (Hamilton)
-  16. QiHub
-  17. Rockhampton Manufacturing Hub
-  18. Gladstone Manufacturing Hub
-  19. Townsville Manufacturing Hub
-  20. Cairns Manufacturing Hub
-  21. Cairns Hospital
-  22. Mackay Resource Centre of Excellence
-  23. TropiQ
-  24. CQU Norman Gardens
-  25. Agtech and Logistics Hub
-  26. Baille Henderson Hospital
-  27. University of Southern Queensland (Darling Heights)
-  28. The Queensland Flight Test Range (Cloncurry)



\* Includes Herston Health Precinct, Boggo Road – Health, Science and Education Precinct, QUT Kelvin Grove & Gardens Point, UQ St Lucia, South Bank, Brisbane CBD.

# Strong foundations

The evolution and development of our innovation places is testament to investments in capability, businesses, infrastructure and place over many years. These investments provide a strong foundation from which to build and accelerate the development of our innovation places and grow Queensland's \$360 billion economy.

Source: Budget Highlights, Queensland Budget Papers 21/22, 2021.

## Advance Queensland

Queensland has built significant innovation capacity across the state through a focus on the innovation ecosystem and collaboration. Initiatives such as Advance Queensland (AQ) are helping us keep pace with the rapidly evolving global innovation ecosystem so our businesses can attract investment and reach new global markets.

Advance Queensland programs have supported cutting-edge research and local businesses to commercialise new products and services, and delivered new hubs and places for innovation activity across the state.

Since its inception in 2015, Advance Queensland has achieved the following:

Source: Advance Queensland Update Q3 20/21, Department of Tourism, Innovation and Sport, 2021.



## Unite and recover

Queensland's Economic Recovery Plan supports the state's economic recovery from COVID-19.

Innovation places will be critical to enhancing productivity and competitiveness, and creating the new high value jobs and businesses that will fuel Queensland's economic recovery.

The Queensland Government continues to plan and invest to support innovation places. Key government investments and commitments include:

- The new flagship investment initiative, the \$3.34 billion Queensland Jobs Fund.
- \$460 million towards targeted investments in skills, training and employment programs, Skilling Queenslanders for Work and a revitalised Back to Work program.
- Delivering on our 'Infrastructure Guarantee', including a \$52.2 billion capital program over the next four years (from 21/22 financial year).
- The \$500 million Backing Queensland Business Investment Fund which is providing direct investments in business and industry.

Source: Budget Highlights, Queensland Budget 21–22, 2021.

Queensland Government initiatives, like the *Big Plans for Small Business Strategy 2021–2023*, the *Climate Action Plan 2030*, the *Buy Queensland Procurement Strategy* all provide key opportunities for Queensland's thriving innovation and entrepreneurial ecosystem and activity to drive new jobs creation and a stronger economy.

Queensland's approach to ensuring we have the infrastructure and services to support economic and community growth, and innovation place development are underpinned by key initiatives including our State Infrastructure Strategy and supporting Regional Infrastructure Plans, and Regional Plans, and our transformational Cross River Rail project. We continue to extend our capital infrastructure investment programs and projects, including in Health and Education, many of which anchor our key innovation places.

We remain steadfast in our commitment to a thriving, diverse and inclusive society, supported by a strong and resilient economy. Strategies including the *Queensland Women's Strategy* and our *Advance Queensland Deadly Innovation Strategy*, are fundamental to supporting outcomes and helping us build a bright future together.



## Priority sectors and technology

Our approach to growing our innovation places should also support and align with our efforts to grow our priority sectors, which are based on our traditional strengths and emerging opportunities. These priority sectors are supported through a range of industry and economic growth strategies, including our 10-year industry roadmaps.

The Queensland Government is supporting the development of capabilities across a range of new economy technologies that will help accelerate industry transformation. These include the *Queensland Drones Strategy*, investments in Artificial Intelligence, Immersive Technologies, Agtech, Robotics, Advanced Manufacturing and other hubs, and strong support for development of our digital economy.

These include:



Property and construction



Technology and data platforms



Energy, utilities and infrastructure



Agriculture and biofutures



Aerospace and aviation industries



Advanced manufacturing



Circular economy and CleanTech



Tourism and international education



Defence and cybersecurity industries



Resources and METS



Biomedical and health



Major events and the arts

## Legacy of past investments

Queensland has a strong history of innovation. In recent decades the Smart State strategy and other infrastructure investment programs have provided significant funding and other support to build and create world-class research infrastructure capable of igniting the state's innovation economy.

The legacy of previous investments has enabled the development and growth of key innovation places and infrastructure and places like Kelvin Grove Urban Village, the Boggo Road Ecosciences Precinct, the Translational Research Institute at the Princess Alexandra Hospital, and the Queensland Brain Institute at the University of Queensland's St Lucia campus.

These investments and places have helped support some of our great companies and inventions like Gardasil, Vaxxas, Tritium, Phibion and Gilmour Space.

Multi-billion-dollar investments across major hospital redevelopments and renewal programs have delivered new clinical services and infrastructure, and with it greater scale and new opportunities to collaborate and innovate.

Other infrastructure and urban renewal investments have laid the critical groundwork to support innovation places development.

# The importance of innovation places

The co-location and increased intensity of activities and stakeholders in precincts and places helps to support collaboration and increase productivity and efficiencies.

By increasing the opportunities to work together, precincts and places can deliver a collective impact that is greater than the individual impact of its participants. These are generally considered to be the ‘agglomeration benefits’ that accrue in addition to average rates of growth or other benefits.

Our innovation places, in particular, create a focal point for cutting-edge economic activity. They provide a unique and often specialised environment – the spaces, places, services, networks and people - that enables and accelerates our efforts and opportunities to research, commercialise, scale, and grow new high-value products and services, businesses and jobs. In doing so, our innovation places create opportunities and deliver an ‘innovation dividend’ in addition to agglomeration benefits, far beyond the average rate of growth.

Place-based development, while supporting economic outcomes, can also provide tangible social and environmental outcomes through revitalisation of the urban environment, the implementation of new technologies and design solutions, and providing opportunities to include and engage diverse communities and stakeholders.

The innovation dividend derived through the development of successful innovation places, includes:

## Critical mass

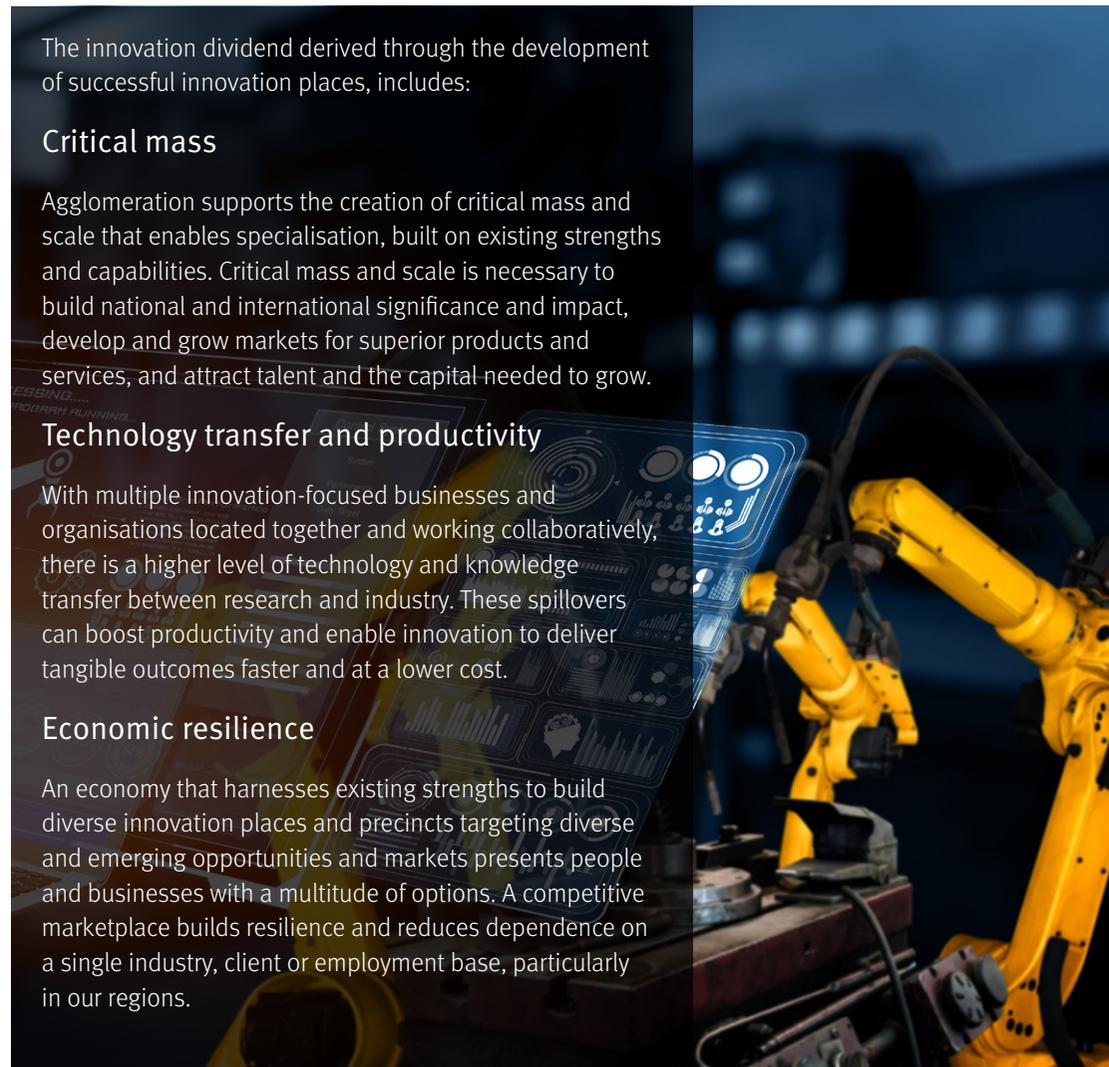
Agglomeration supports the creation of critical mass and scale that enables specialisation, built on existing strengths and capabilities. Critical mass and scale is necessary to build national and international significance and impact, develop and grow markets for superior products and services, and attract talent and the capital needed to grow.

## Technology transfer and productivity

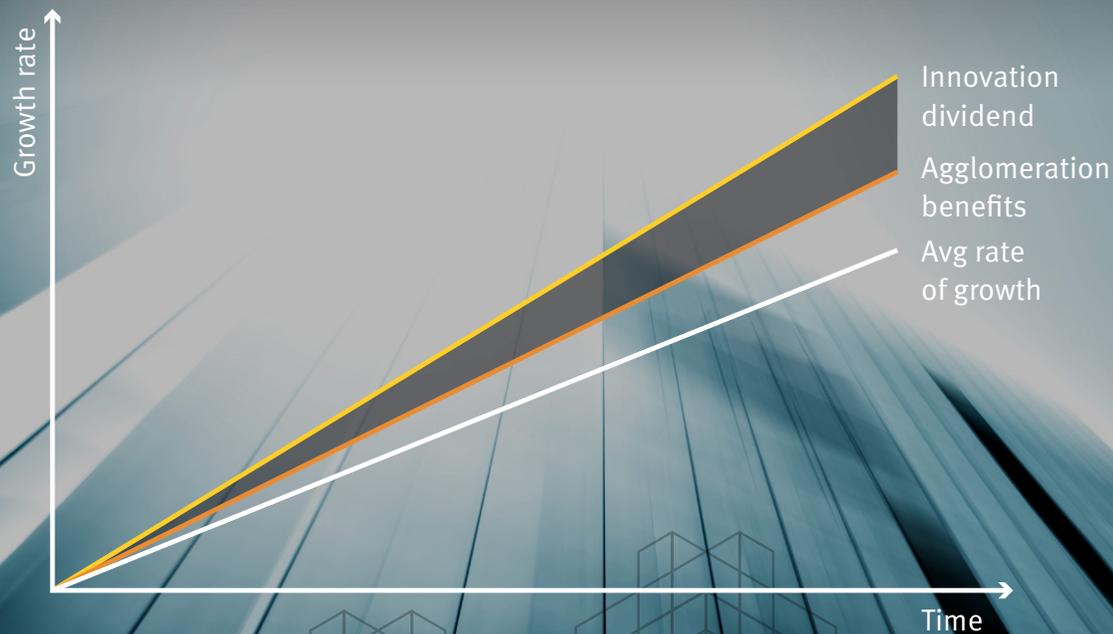
With multiple innovation-focused businesses and organisations located together and working collaboratively, there is a higher level of technology and knowledge transfer between research and industry. These spillovers can boost productivity and enable innovation to deliver tangible outcomes faster and at a lower cost.

## Economic resilience

An economy that harnesses existing strengths to build diverse innovation places and precincts targeting diverse and emerging opportunities and markets presents people and businesses with a multitude of options. A competitive marketplace builds resilience and reduces dependence on a single industry, client or employment base, particularly in our regions.



Innovation places create opportunities and deliver an ‘innovation dividend’ in addition to agglomeration benefits, far beyond the average rate of growth.



Source: The future of precinct developments, NGAA Congress, Deloitte, 2018

Around the world, successful innovation places provide lessons for how to support our innovation places to become places of mass collaboration and centres of job creation. Examples include:

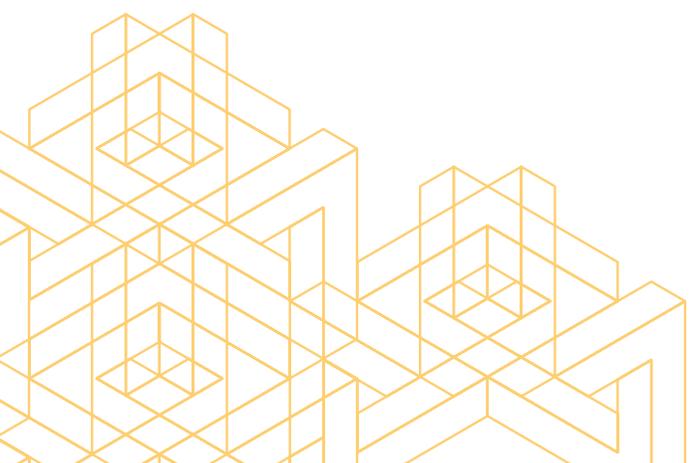
- The Discovery District, Toronto, Canada
- Boston Innovation District, USA
- Cambridge (Kendall Square), Massachusetts, USA
- Raleigh-Durham Research Triangle, USA
- Texas Medical Centre, Houston, USA
- Leeds Innovation District, UK
- Media City UK, Manchester, UK
- Queen Elizabeth Olympic Park, London, UK
- 22@Barcelona, Spain
- Jurong Innovation District, Singapore
- Toyota’s Woven City, Tokyo, Japan

In Australia, a number of jurisdictions are actively pursuing broad-based and place-specific strategies to support innovation places, with significant innovation precincts being established across all states and territories and across a range of sectors, including:

- Tech Central, Sydney, NSW
- Westmead Health and Education Precinct, Sydney, NSW
- Western Sydney Aerotropolis, Sydney, NSW
- Tonsley Innovation District, Adelaide, SA
- Lot 14, Adelaide, SA
- Parkville, Melbourne, VIC

This consistent effort is creating increasingly competitive environments, but is also encouraging specialisation and focus, and enabling greater opportunities to collaborate, particularly on matters of national and global significance.

Research and experience tell us that no two innovation places are the same, but it does provide important insights about a number of recurring elements required to ensure development of successful innovation places. Many national and global benchmark precincts have been established and provide some key principles to inform actions we might pursue to grow our innovation places.



These include:



Build on existing strengths: leverage past strengths for future success.



Support to achieve outcomes: success achieved through focused support, not by accident.



Build and maintain clear purpose: a vision for the future and consistency builds critical mass.



Prioritise and curate collaborative partnerships: work with industry, customers and other stakeholders to find problems, solutions and build momentum.



Capability before capacity: focus on know-how and capability first, then build capacity and commercial scale.



Maximise opportunities: ensure innovation precinct opportunities align with and leverage planned infrastructure investments.

The most successful innovation places are defined by their ability to harness their unique characteristics to achieve a collective aspiration for the future. These characteristics include:

- economic strengths and opportunities
- infrastructure and assets
- enabling organisational and cultural factors.



# Economic opportunity

Innovation places adapt and evolve with economic changes and help support economic resilience. Critically, they help provide solutions to emerging economic and social change.

Successful innovation places build a strong and collaborative vision and identity that harness their unique strengths and respond to changing economic conditions. They build strong and connected growth, investment, and skills pathways for people, projects and businesses.

## Economic and social context

The COVID-19 global health pandemic has created, disrupted and accelerated a range of economic and social trends, including an increasing focus on health and wellbeing. Other existing trends and opportunities for our innovation places include:

- An uncertain economic outlook, including low interest / inflation economies, changing geopolitical relationships and supply chains, and a focus on sovereign manufacturing and other capabilities.
- The rise and transition of globally-connected regional economies.
- The accelerated adoption of enabling and platform technologies, and impact on skills.
- Growing, mobile, aging, educated, affluent global populations, and their evolving demands and expectation for new products and services.
- Increasing environmental and social focus and imperatives, including climate resilience, natural resource management, social justice, equity and inclusion.

## Capability and brand

Queensland innovation place capabilities and brand are highly connected concepts. Our reputation for safety, security and stability is based on a robust system of government and regulatory environment, and underpinned by quality health, education, infrastructure systems and services.

Our enviable lifestyle; access to growing global and regional markets; climate and natural resources are key advantages. Queensland's diverse communities also provide opportunities to support economic and social outcomes and build our capability and brand.

The disruption of traditional supply chains is causing us to reflect on our capabilities. We are well-positioned to capitalise on traditional strengths and emerging opportunities across a range of priority sectors and technologies.

## Growth and development pathways

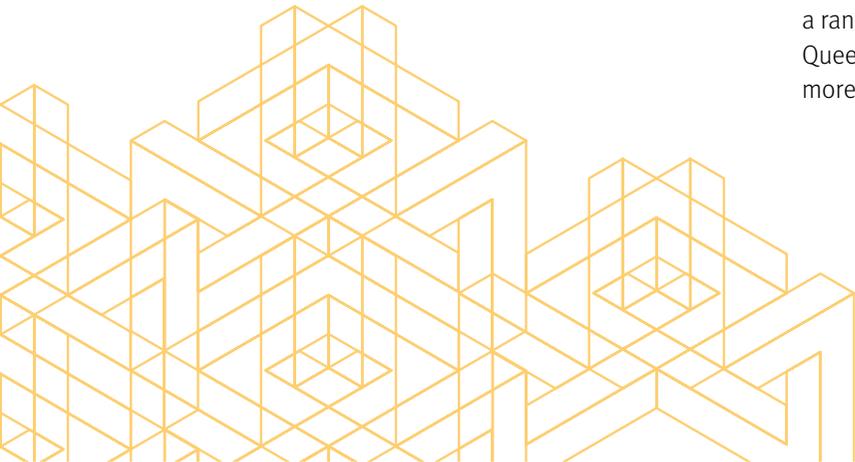
Queensland has consistently demonstrated strong research and development capabilities important to fostering innovation. There is potential to strengthen and enhance our commercialisation pathways and collaboration to scale and deliver more investment-ready products to market.

Challenging economic and fiscal environments require that new and existing investment programs meet and exceed objectives, and that strong sustainable partnerships and new investment models and opportunities are being created and leveraged.

## Talent and skills

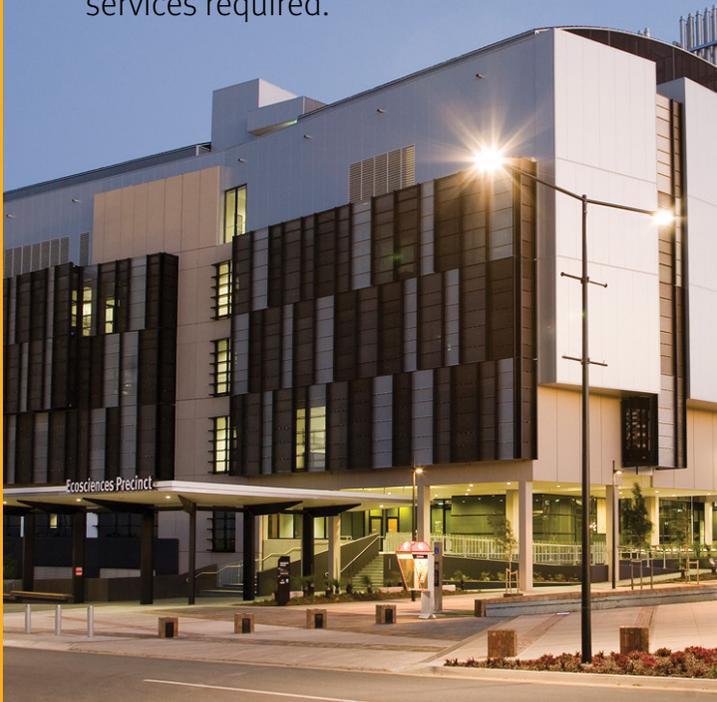
Innovation places produce and consume highly specialised skills. Queensland's skilled workforce is supported by quality education and training systems, a significant international education sector, and strong research and development capabilities. There are opportunities to strengthen skill and career pathways in innovation places, alongside enhanced commercialisation skills and pathways in priority sectors. There are also opportunities to strengthen vocational training and digital skills as we transition to automation and new technologies, and to further enhance STEM education generally.

Leveraging our strengths, and diversifying and enhancing skills and building connections will be particularly important for our regional innovation places, communities and economies. There are also long-standing challenges for a range of cohorts, including women and Indigenous Queenslanders to ensure access to education opportunities, more equitable job, career and business prospects and pay.



# Infrastructure and place

Innovation places provide the critical physical, and increasingly digital, environment in which to bring people, organisations, capability and opportunity together. They provide the spaces that foster a culture of innovation as well as a place for the specialised facilities and services required.



## Physical assets and infrastructure

In Queensland innovation infrastructure and assets are high quality. There are significant opportunities to create new investment opportunities and partnerships, and better utilise existing or develop new infrastructure and assets that secure and improve the services, supply chains, capacity and capabilities to support our innovation places. Government remains committed to and is a key investor in our research and innovation infrastructure. For example the \$25m Queensland Research Infrastructure Co-investment Fund has attracted an additional \$109m in critical co-investment to support eight infrastructure facilities that are enhancing our research capabilities.

## Connectivity and accessibility

Successful innovation places are well connected, both internally and externally. They need to support and enable opportunities to access, connect, collaborate and engage with:

- Internal precinct and place stakeholders.
- The broader economy and ecosystem, and other innovation places.
- Supply chains and service providers.
- Consumers and markets.
- Homes and communities.
- Green/open space.

Large investments in access infrastructure like the Gold Coast Light Rail and Cross River Rail are transformational in terms of providing access to our key innovation places, as well as increasing their profile and visibility within our communities.

## Project development and land use planning

Traditional approaches to infrastructure planning, assessment, development, and operation are being disrupted.

In Queensland, government has played a significant role in driving and supporting innovation places and projects. New approaches are required for project development, curation and funding to engage the non-government sector, create investment and sustainability of innovation places. Shared leadership and engagement in innovation places and infrastructure will be necessary to build successful innovation places, including emerging and novel infrastructure investment classes and funding models.

## Place-making, identity and amenity

Innovation places should encourage collaboration and be places where people want to spend time. Innovation places should be well-designed, integrated, and importantly be inclusive, open and welcoming.

Queensland's innovation places demonstrate a diverse mix of built environments. Some are high quality with excellent amenity, whereas others are emerging or representative of past or existing functional, operational or service delivery priorities. These places could benefit from further planning and investment to improve amenity.

## 'Smart' and innovative infrastructure and place

Innovation places can also provide opportunities to develop smart and innovative infrastructure. Toyota's Woven City is one such example.

Queensland's unique climatic, demographic, economic and geographic characteristics present opportunities to develop and test new infrastructure solutions, including digital, transport, energy, water, and waste management products and services, particularly when developed alongside existing and emerging capabilities.

Emerging digital, construction, infrastructure and resource management technologies and capabilities may provide new opportunities to develop 'smart and innovative' innovation places to solve both local and global challenges.

## Digital and virtual infrastructure, places, platforms and tools

The rise of automation and other rapidly evolving digital tools and capabilities (e.g. collaboration platforms, digital twins etc) bring new challenges and opportunities for digital inclusion and capability. They are also transforming how we engage, and are enabling new ways of living and working.

Digital access and inclusion remain key challenges for Queensland and our regions in particular, and for the development of our innovation places. Recent developments such as the establishment of QCN Fibre and the QiHub are helping support digital access and inclusion, but there is much more that can be done, particularly at the local level, to support innovation places.



# Organisation, community and culture

Successful innovation places create, maintain, leverage and enhance strong organisations, communities and culture within them. These include the organisations within these places, and critically, how these organisations work together to build a shared sense of identity and purpose, and organise themselves and engage with others to achieve that purpose.

## Leadership and vision

A united vision, purpose and leadership is essential to building strong and impactful innovation places. Developing a coalition of locally-based leaders and champions to build consensus and help articulate and promote innovation place vision, purpose and interests is important.

The quality and extent to which Queensland's innovation places are supported by strong leadership and vision varies significantly. Coordinated regional and whole-of-state vision and strategies for innovation place development is important to future success.

## Organisation and governance

Many of Queensland's innovation places are government-led or sponsored. There are opportunities to enhance locally-driven sustainable models that benefit from broader stakeholder interest and support.

A coordinated but bespoke approach to governance and organisation of innovation places provides opportunities to engage and empower innovation places to explore new models and structures that are fit for purpose, sustainable and agile, coordinated and collaborative.

Organisation and governance also supports the effective curation of places and ensures that economic opportunities, infrastructure, investments and people can be considered in a coordinated way.

## Enterprise/entrepreneurial culture and engagement

Queensland's strong research and development capabilities are providing solutions to real world problems, however we need to strengthen our ability to commercialise, scale and grow new products and services. This requires a strong entrepreneurial culture and skills to be able to access the investment and markets critical to growing business and jobs here in Queensland.



## Collaboration and connectedness

Our innovation places need to be places of mass collaboration. They should connect and engage internally and externally with markets, stakeholders, suppliers and communities.

In Queensland there is increasing awareness that collaboration is critical to enhancing opportunities, finding solutions and doing more with less, however competition remains a primary driver.

## Open and inclusive

Successful innovation places are open and inclusive. They encourage collaboration and engagement with diverse stakeholders and communities to help find solutions and build on purpose, as well as ensuring the innovation place itself grows, thrives and contributes to and is representative of a broader community.

## Regulatory environment

Innovation places are specialised environments that are regularly subject to regulation. This includes the development and assessment of infrastructure and projects within innovation places, the training, attraction and retention of skilled workers, or ensuring the quality of products and services is maintained. Good regulation can provide confidence and comfort, but can also impose time and costs.

Queensland's regulatory framework provides checks and balances to ensure regulation is properly considered, consistently applied, and regularly reviewed.



# Have your say

This discussion paper seeks your views and input on how government, industry, the research and innovation sectors, and the community can work together to grow Queensland's innovation places.

## Questions and comments

Comment is invited from interested organisations and individuals about the issues and opportunities outlined in this discussion paper as well as the priority actions that could be considered for inclusion in the final strategy. Your responses to the questions below are appreciated.

1. What are the key economic issues that need to be considered to ensure we are best positioned to capitalise on existing and emerging opportunities to grow our innovation places?
2. Describe Queensland's existing and emerging capabilities, including across sectors and technologies. How could Queensland's innovation places support the growth and development of these capabilities. To what extent is our brand well defined, understood and representative of our capabilities? What, if anything, needs to change?
3. What are the key challenges and opportunities and potential actions we could take to strengthen growth and development pathways, including commercialisation of research, for our innovation places and the businesses and people within them? What actions should we prioritise to help create the critical mass required to accelerate growth opportunities in our innovation places?
4. How do we ensure that great talent and capability is based within places, and that we can support the growth of teams and networks around this talent?
5. What are the most significant infrastructure, asset and place considerations for developing our existing, emerging and future innovation places? What infrastructure, asset and place-development projects and programs should be considered and how could these be prioritised?
6. What actions could we take to increase private and non-government investment in innovation places across all areas of their development and operation (e.g. investment in research, commercialisation, business and infrastructure)?
7. What priority actions could we take to enhance the amenity of innovation places and encourage open and inclusive places?
8. What role could innovation places play in developing, scaling, and promoting 'smart and innovative' infrastructure and services?
9. How do we ensure that innovation places are connected, accessible and engaged with industry, industrial and manufacturing precincts, supply chains and markets?
10. Queensland's innovation places are governed by a variety of leadership models. What mechanisms could help reduce the fragmented approaches and create greater collaboration within and between innovation places and their stakeholders?
11. How do we empower local champions, stakeholders and communities to work together to establish, grow, manage and operate innovation places across Queensland? What single action would make the biggest difference?
12. What role could digital and virtual platforms and tools play in creating strong, connected and engaged innovation places – including with external stakeholders?
13. Are there common regulatory barriers to growth of innovation places and how might these be addressed?
14. To what extent do you agree or disagree with the issues and opportunities noted in this discussion paper?
15. Do you have any other comments or feedback about the development and implementation of a Queensland Innovation Places Strategy?

## How to make a submission

Feedback and responses to the questions raised in this discussion paper should be submitted to the Department of Tourism, Innovation and Sport by 5pm, Friday 26 November, 2021.

Send your response to:

Online: [www.getinvolved.qld.gov.au](http://www.getinvolved.qld.gov.au)

Email: [innovationplaces@dtis.qld.gov.au](mailto:innovationplaces@dtis.qld.gov.au)

Post: Queensland Innovation Places Strategy  
Department of Tourism, Innovation and Sport  
PO Box 15168, City East QLD 4002

This discussion paper forms one element of a broader engagement and consultation process supporting strategy development.

Visit [advance.qld.gov.au](http://advance.qld.gov.au) for further information.

## Where to from here

Input and comments received will inform the development of a 'Queensland Innovation Places Strategy' that seeks to deliver on our vision through a coordinated approach to government activity in partnership with stakeholders.

## Connect with us

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[qihub.com.au](http://qihub.com.au)

[chiefentrepreneur.qld.gov.au](http://chiefentrepreneur.qld.gov.au)



# Further reading

There are numerous benefits of investing in innovation places and many factors which influence their success. A number of leading organisations have developed a range of frameworks and toolkits to conceptualise, consider and assess innovation place, including case studies of leading global innovation places.

## Brookings Institute

The Rise of Innovation Districts:

[www.brookings.edu/essay/rise-of-innovation-districts](http://www.brookings.edu/essay/rise-of-innovation-districts)

Assessing your innovation district: A how-to guide:

[www.brookings.edu/research/assessing-your-innovation-district-a-how-to-guide](http://www.brookings.edu/research/assessing-your-innovation-district-a-how-to-guide)

## The Global Institute on Innovation Districts

The Evolution of Innovation Districts: The New Geography of Global Innovation:

[www.giid.org/the-evolution-of-innovation-districts](http://www.giid.org/the-evolution-of-innovation-districts)

## The Business of Cities

Hubs of Innovation: The role of Districts, Corridors and Quarters as hubs of the Covid-adjusted innovation economy:

[www.thebusinessofcities.com/publications/the-success-models-for-innovation-locations-worldwide](http://www.thebusinessofcities.com/publications/the-success-models-for-innovation-locations-worldwide)

Hubs of Innovation: A Playbook for Place Leaders:

[www.thebusinessofcities.com/publications/innovation-district-handbook-published-for-city-and-place-leaders-in-mid-2021](http://www.thebusinessofcities.com/publications/innovation-district-handbook-published-for-city-and-place-leaders-in-mid-2021)

## Australian Government – Department of Industry, Science, Energy and Resources

Statement of Principles for Australian Innovation Precincts and related reports:

[www.industry.gov.au/data-and-publications/statement-of-principles-for-australian-innovation-precincts](http://www.industry.gov.au/data-and-publications/statement-of-principles-for-australian-innovation-precincts)

## NSW Government – NSW Treasury

Innovation Precincts: Lessons from International Experience:

[www.treasury.nsw.gov.au/nsw-economy/nsw-innovation-and-productivity-council/our-publications/nsw-innovation-precincts](http://www.treasury.nsw.gov.au/nsw-economy/nsw-innovation-and-productivity-council/our-publications/nsw-innovation-precincts)

## References

1. Economic Significance of Innovation Precincts in Queensland, University of Queensland, 2020.
2. The Rise of Innovation Districts, Brookings Institution (Katz & Warner), 2014.
3. Budget Highlights, Queensland Budget Papers 21-22, 2021.
4. Advance Queensland Update Q3 2020/2021, Queensland Department of Tourism, Innovation and Sport, 2021.
5. The future of precinct developments, NGAA Congress, Deloitte, 2018

