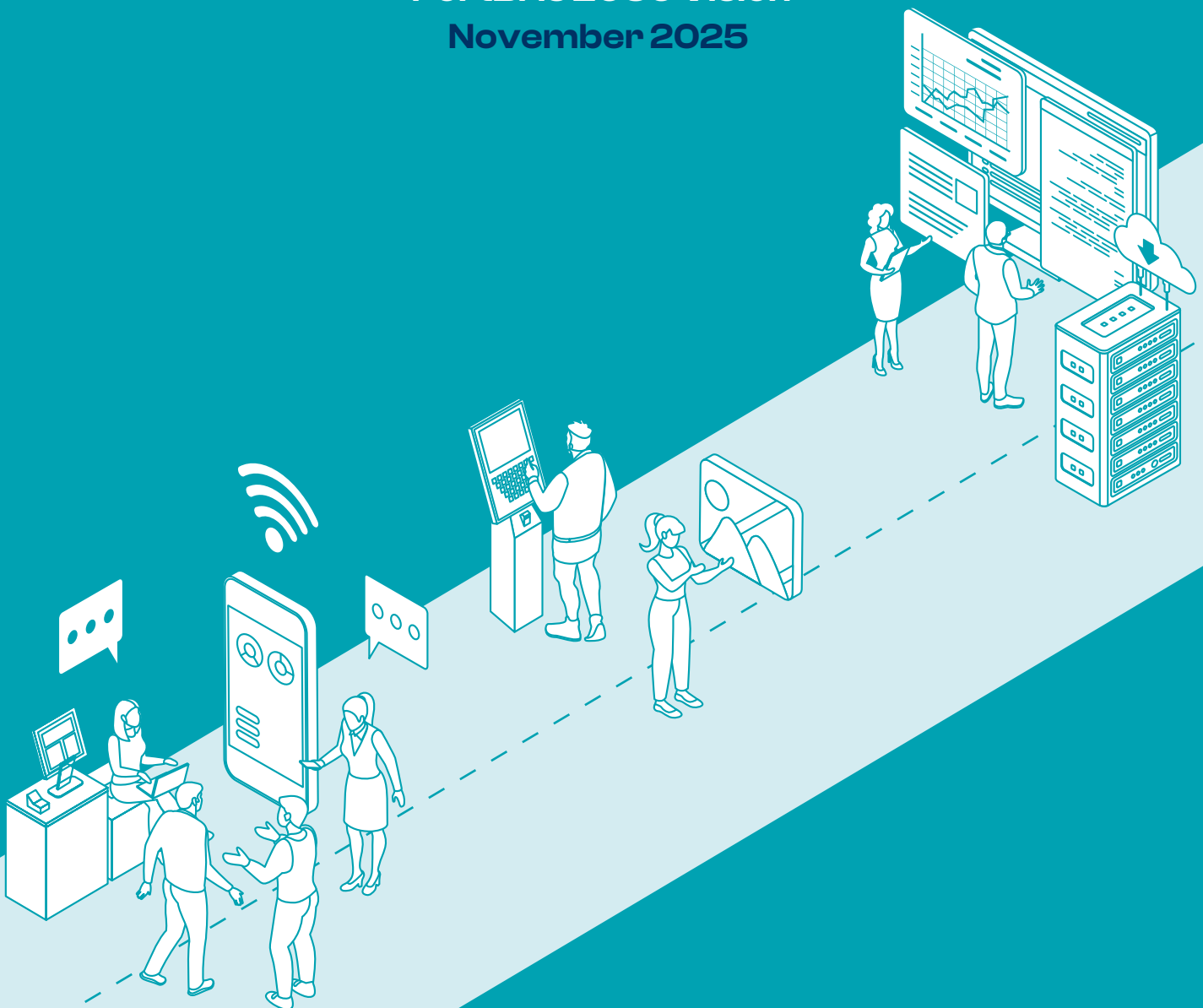


# Journey to 2060

PortBris 2060 Vision  
November 2025



# Acknowledgement of Country

Port of Brisbane Pty Ltd acknowledges the Traditional Custodians of the lands, seas and waters it operates on. We honour the wisdom of Aboriginal and Torres Strait Islander Elders past and present and embrace future generations.



**GALONPIN**  
Quandamookajara

'Ngalongpin is on Quandamooka Country, where the Port of Brisbane is situated. This painting visually analyses the mapping of the three clan groups of Quandamooka Country and highlights their Ancestral pathways that flow from the mouth of Maiwar (Brisbane River) where the Port of Brisbane stands. The circular and lineal design bears traces of the journey of Ancestors that are enacted in Quandamooka storylines.

The symbolism of the lines is rooted in Ngalongpin and Maiwar and is a statement of Quandamooka survivance that is evident through the visibility of the maguydan (story) that connects to jara (land) and tabiyil (water)'.

Shara Delaney

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# Why Vision 2060?

## A message from the Port of Brisbane

The future is arriving fast.

As global trade shifts, technology accelerates and Queensland's population continues to grow, the Port of Brisbane's role will only become more pivotal and complex. Preparing for that future starts now.

That's why we've launched **Vision 2060**, a long-term roadmap to guide the Port through the decades ahead. It's more than a response to change. It's a clear and considered plan for what we want to become: a port that leads with purpose, performance and long-term value for all our stakeholders.

Looking to the horizon, our ambition is focused: to become Australia's premier port and logistics hub. That future won't unfold by chance. It will be shaped by deliberate choices, ongoing partnerships and a shared commitment to progress. Vision 2060 will guide us on that path.

This is a story of **collaboration**, **ambition** and **possibility**. The future is already arriving.

Let's shape it together.

The vision reflects insights drawn from close collaboration with employees, customers, industry, government and community partners. It was also informed by work we've done in strategic foresight and scenario planning, including partnering with external experts to explore emerging trends and test our thinking. These inputs helped us engage with the uncertainty ahead and ensure the vision is grounded, yet adaptive.

This report captures the story of the PortBris 2060 journey. It brings together the Port community's perspectives, learnings and shared aspirations, all of which underpin the vision.

And now, we look ahead. Vision 2060 will not only shape where we are going but also how we get there. The future of the Port of Brisbane is not just about growth. It's about smart, sustainable and responsible growth. We know we won't do it alone. The vision will be realised through genuine partnership with industry, government, customers and community, working together to create a port that's ready for the future.

# Overview

Shaping a vision that is both bold and far-reaching is not about predicting the future, but designing a path forward with enough resilience, adaptability and shared intent to navigate change with confidence.

It's about listening closely: to signals on the horizon, to our customers and partners, and to the evolving needs of the communities we serve.

With this ambition, the Port of Brisbane Pty Ltd (PBPL) launched PortBris 2060 – a capstone project that set out to explore the long-term future of the port in collaboration with our customers, stakeholders and community partners. We began with a simple but powerful question: **What does it look like to be Australia's premier port and logistics hub in 2060, and how might we get there?**

To answer this question, PBPL embarked on a major consultation project, involving employees, customers, industry, government and community partners as well as subject matter experts. Strategic foresight and scenario mapping methods were used to surface a range of possible futures, unpack uncertainties, and identify emerging opportunities.

We took a long-range view of the forces shaping the future of our port, analysing data on population growth, trade volumes, freight trends, and projected cruise passenger demand. This was layered with insights into macroeconomic conditions and global supply chain shifts. But numbers only tell part of the story. We also listened closely to emerging priorities across state and regional contexts.

In early 2024, the **Beyond Tomorrow Discussion Paper** was released – a foundational document outlining four distinct scenario narratives that helped provoke fresh thinking and challenge assumptions. These stories created a platform for open dialogue across the port ecosystem, ultimately informing the priorities, principles and commitments that underpin **Vision 2060**.

### THE PORTBRIS 2060 JOURNEY






# Embracing uncertainty with futures thinking

A compelling vision draws on collective intelligence and is resilient enough to flex with changing conditions. It’s not a masterplan or a fixed strategy, but a bold narrative about the future that inspires action and brings long-term intent into focus. Designing such a vision calls for imagination, courage and a willingness to challenge assumptions.


Strategic foresight and scenario planning offer structured ways to explore long-term change. Rather than predicting outcomes, these practices help organisations navigate uncertainty by considering a range of plausible futures. They create space to surface risks, reveal opportunities and test assumptions before decisions are locked in. Grounded in research and shaped through diverse perspectives, this approach supports more deliberate, adaptive planning – especially in complex environments where long-term infrastructure, environmental thresholds and societal shifts intersect.

Our approach was collaborative by design, recognising that the challenges and opportunities ahead for the Port will be shared – and that enduring, future-focused solutions must be shaped collectively. By blending creativity with rigour, we applied futures thinking tools and strategic foresight methods to bring the right mindset, skillset and toolset to the table, enabling shared insight and direction.


## Five strategic drivers of change

**Sustainability shift**


Transitioning towards a more responsible and transparent future.

**Capacity shift**


Catering for investment in larger and more efficient assets.

**Digital shift**

Enabling digital and technological transformation.

**Adaptability shift**

Building greater resilience and diversification for future uncertainties.

**Growth shift**

Population growth, urbanisation and freight task.

# Beyond tomorrow: Exploring four possible scenarios

To explore how different external forces might shape the future, four plausible scenarios were developed using two key uncertainties: the openness of the global system and the stability of international conditions. Each scenario presents a distinct version of 2060 – highlighting potential risks, opportunities and the strategic choices the Port may need to navigate. It’s important to remember these aren’t definitive predictions – they’re stories designed to challenge our assumptions, spark new thinking, and help us reflect on the choices we’re making today.

The four scenarios outlined in the Beyond Tomorrow Discussion Paper formed the basis for engaging Port employees, customers and stakeholders in early conversations about the future. Published on Port of Brisbane’s website and shared with stakeholders, the paper served as the foundation for the project’s first phase of external consultation. This initial stage focused on understanding what participants saw as the key drivers, trends and influences likely to shape their organisations and industries in the years ahead. Engagement took place through focus groups, interviews, workshops, surveys and digital channels. The insights gathered during this process helped surface shared priorities and inform the development of a preferred future direction.

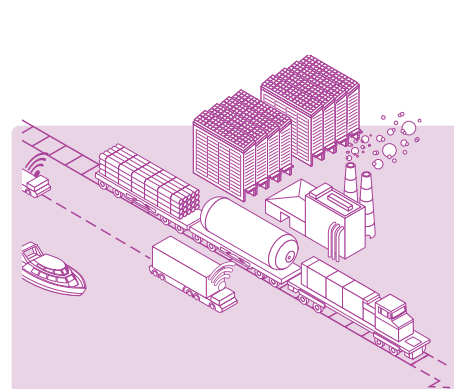
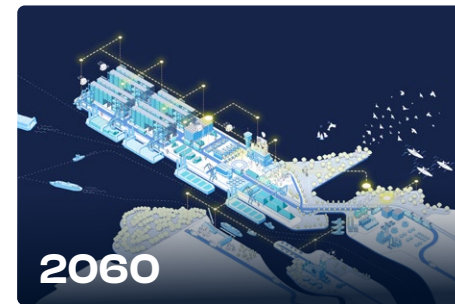




## Vision 2060: Where horizons meet

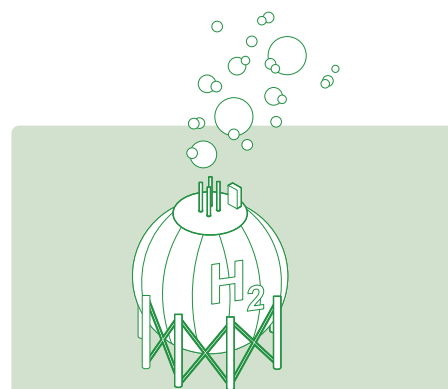
Vision 2060 sets a bold course for the Port of Brisbane – a long-term vision to lead in innovation, logistics, infrastructure and clean energy.

It is shaped around three interconnected priorities (or horizons) that reflect what the Port could look like and how it will work. These priorities will help to guide decisions today to ensure the Port remains a critical driver of Queensland's economy, sustainability, and regional prosperity through to 2060 and beyond.



### Driven by seamless connectivity

The Port becomes a high-performance logistics hub, seamlessly linking physical and digital networks. Smart infrastructure, autonomous transport and integrated freight systems unlock new supply chain efficiencies and reduce pressure on road networks.



### Powered by clean energy

A clean energy network powers the port ecosystem, with future fuels, renewables and electrified operations at the core. The Port leads in emissions reduction while building resilience and supporting national energy transition goals.



### Designed for future generations

The Port grows with purpose – embedding sustainability, equity and climate resilience into every decision. It becomes a place where environmental stewardship, innovation and community outcomes shape long-term value for future generations.

## Co-creating the path

Over an 18-month period from early 2024, PBPL worked closely with employees and stakeholders across industry, government, and the broader Port community to develop a shared view of the Port's long-term future.

As the largest public consultation project in PBPL's-history at the time of delivery, this process aimed to collect industry insights which would play a pivotal role in shaping a vision that resonates with Port customers and the broader port ecosystem.

Technical research and stakeholder consultation was conducted in **four key stages**:

01

### Initial research

In early 2024, PBPL engaged a team of research partners to develop an initial trade and population growth model, as well as scan the horizon for key trends, potential disruptions and key innovations for the future.

02

### Beyond tomorrow

In March 2024, PBPL published the **Beyond Tomorrow Discussion Paper** – an outline of four possible futures for the Port, based on geopolitical frameworks and five strategic drivers of change – digital, growth, sustainability, capacity, and adaptability shifts. **Beyond Tomorrow** provided the platform for the first phase of consultation, stimulating conversation about the driving forces that will shape the Port's future. In total, 139 individuals were engaged to share their perspective through the online surveys, focus groups, interviews, and a government roundtable. They provided rich insights and feedback on the four scenarios, clearly outlining which of the strategic drivers most resonated with their business' needs and an extensive list of considerations that need to be made when bringing the vision to life.





03

→

Technical research  
with Subject Matter  
Experts

To bring additional rigour and technical insight to the process, PBPL re-engaged its research partners in late 2024. This second phase of research helped ground Vision 2060 in practical considerations and within a local context – not just what the Port could look like, but how it could work.

WHAT WERE THE RESULTS?

Respondents leaned towards the open world scenarios (Full Speed Ahead and Fast and Furious), vying for a future that represented rapid growth. While a stable world scenario was the preferred vision for participants, they recognised that given the context of COVID-19 and recent weather impacts, instability gives PBPL an opportunity to accommodate and adapt and be a leader in the industry. This scenario was seen as a positive driving force for innovation in the future.

Reflecting this, respondents believed the highest priority – not only for their sector but also for PBPL's future planning – was to focus on a Sustainability shift. Discussions about the Sustainability Shift included transition to green and alternative fuels, future energy sources and energy hubs, electrification of operations, the role of government and regulation, the timeframe for Net Zero and how sustainability includes environmental, economic and social considerations.



04

Stakeholder  
validation

In early 2025, PBPL undertook a second, highly targeted phase of consultation, inviting key external stakeholders to review the draft vision and share their views on the vision's alignment with the future direction of their shared industries and PBPL's evolving role. A total of 25 individuals were consulted during this phase, primarily through online surveys and interviews, through which they provided feedback on the vision's three horizons, the feasibility of the proposed timelines and key interdependencies.

Focus groups

3

17

Focus groups conducted by PBPL.

Total no. of participants.

- We asked questions like:
- What would a leading Port look like in 2060?
  - What will your organisation or sector most need to adapt to over time?
  - What stands out to you most about the strategic drivers of change, and why?



Government roundtable

10

No. of Queensland departments and agencies represented.

The Government Roundtable convened key representatives from across 10 Queensland departments and agencies to discuss critical considerations and interdependencies associated with long-term infrastructure planning and the shift toward cleaner sources of energy, among other topics.



Business Leaders Forum

Held on July 15, 2024, the Business Leaders Forum convened leaders from within PBPL to discuss key insights that have been surfaced in the project to date, with the goal of narrowing our focus on a preferred path for the future.

- We asked questions like:
- What stands out?
  - What's missing?
  - What are the key priorities?



Stakeholder interviews  
and surveys

28

108

Stakeholder interviews conducted.

Survey responses received.

Across both stakeholder consultation phases, a total of 28 1:1 stakeholder interviews were conducted to gather feedback on the direction of Vision2060. Surveys were also distributed to port staff and the broader port community, garnering a total of 108 responses.

- We asked questions like:
- How does this align with steps your organisation is taking towards becoming future-ready?
  - Do you see any key challenges in achieving this vision?

Town Hall  
draft vision launch

On 25 March 2025, PBPL's CEO Neil Stephens launched the PortBris 2060 Draft Vision to PBPL employees at a Town Hall meeting. PBPL presented the draft vision, top priorities, and the timelines across the three key horizons.



# What we heard: Key priorities that emerged

The future Port should be driven by **seamless connectivity**, creating a coordinated system of infrastructure, both digital and physical, that ultimately supports trade growth needs.

## WHAT WE HEARD

“The focus should be improving efficiency to reduce overall logistics costs... and the goal should be to bring cargo quicker and closer to where it’s ultimately going.”

– Shipping line customer

“The last mile is always the most inefficient, but the challenge is finding the right places to have hubs near final consumers.”

– Terminal operator

“Future ports will be transparent, immersive and interconnected in how they do their operations.”

– Strategic supplier/partner



The future Port should be powered by **clean energy**, enabling greater efficiency and contributing to the decarbonisation of supply chains at both a local and global scale.

## WHAT WE HEARD

“When thinking about alternative energy, batteries and electrification, safety is the big thing.”

– Transport infrastructure operator

“New energy and new technology will dominate the industry in the next 50 years.”

– Shipping line customer

“An average vessel has a lifespan of 29 years. Effective planning, retrofitting solutions and infrastructure will be required to support the transition of entire fleets.”

– Shipping line customer



The future Port should be **designed for future generations**, prioritising resilience and workforce readiness through responsible growth and long-term preparedness.

## WHAT WE HEARD

“People should be a centrepiece to any automation... the workforce is very mobile.”

– Strategic supplier/partner

“We need to look through the lens of how the port can operate during more significant impacts than we would ever anticipate.”

– Investor

“The channel is foundational: without deeper access for larger vessels, other investments won’t matter.”

– Terminal operator



## WHAT THE FUTURE HOLDS

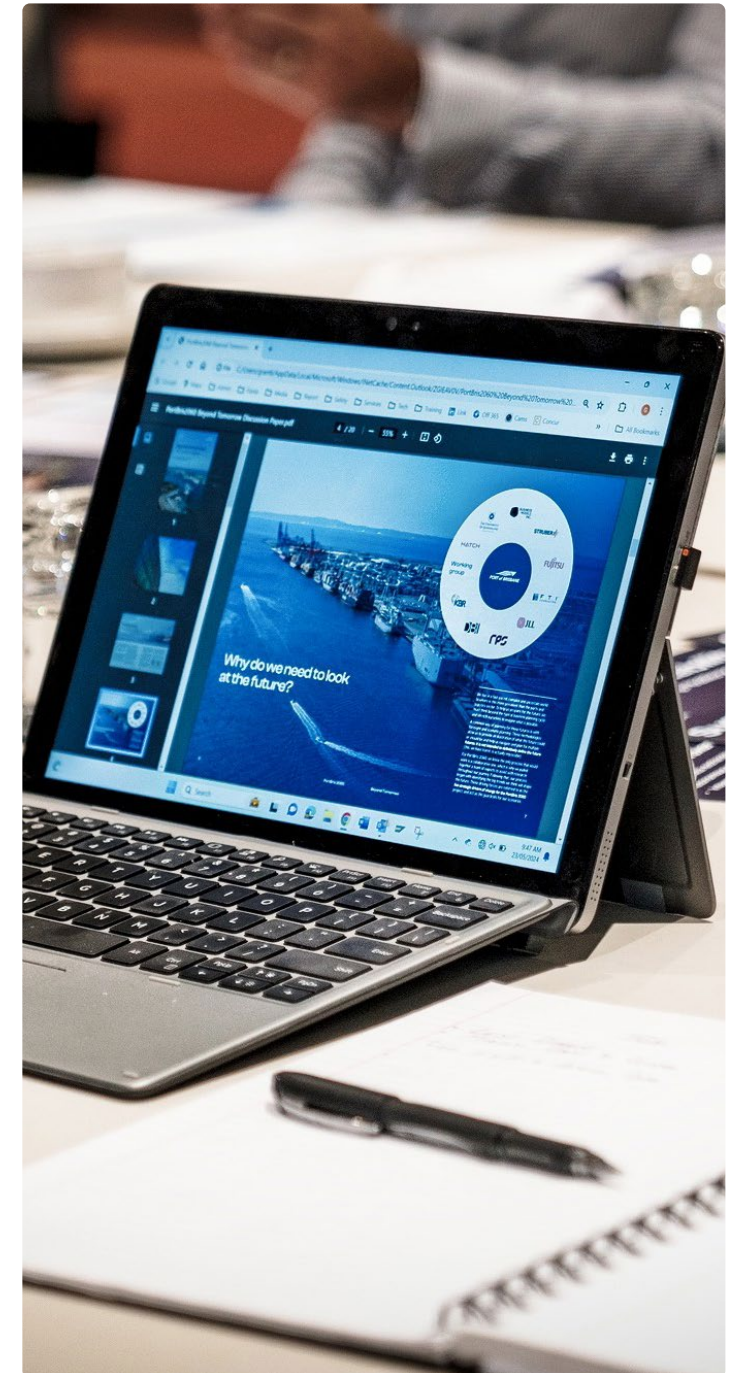
- Dedicated freight rail connection
- Integrated regional logistics hubs
- Autonomous zero-emission road corridors
- AI-enabled cargo coordination
- Cruise terminal expansion

## WHAT THE FUTURE HOLDS

- Electrified port operations
- Renewable energy generation
- Low-carbon fuel infrastructure
- Waste-to-energy solutions and circular economy

## WHAT THE FUTURE HOLDS

- Vertical warehousing and modular design
- Workforce development and innovation precinct
- Climate-resilient and adaptable infrastructure
- Coastal resilience and biodiversity protection
- Active engagement with community and local Traditional Owners



# Shared future, collective vision

The launch of Vision 2060 in June 2025 marked a significant milestone for the Port – setting out a clear direction for the future of trade, sustainability and innovation.

A series of launch events enabled PBPL to share the vision widely with employees, customers and partners, government and Brisbane’s business leaders.



VISION 2060 LAUNCH

Launch moments

3



Launch events (internal and external)

1



Parliament House exhibition

315



Stakeholders attended launch events

Stakeholder outreach

58



Letters to local, state and federal elected representatives

17



Outreach activities to industry associations

570



Stakeholders received launch EDM

Digital reach

7,853



PortBris 2060 website visits since launch\*

11,861



Impressions on LinkedIn launch post\*

\*as at 12 June 2025

# The journey ahead

The world will be a different place in 2060. With the support of all its stakeholders, the Port of Brisbane will become a place where horizons meet – a responsibility and ambition stretching beyond the domains of trade and logistics.

We look forward to collaborating with our customers and all our stakeholders as we work towards a shared vision for the Port of Brisbane in 2060.

Thank you again to all our stakeholders and project partners.

Our customers and stakeholders

- Ampol Refineries (QLD)
  - ANL
  - Arrow Transport
  - Australian Amalgamated Terminals
  - Australian Container Freight Services
  - AWS – Amazon Web Services
  - Blue Water Shipping
  - BMT
  - Brisbane Airport Corporation
  - Caisse de dépôt et placement du Québec
  - Carnival Australia
  - Cruise Lines International Association Australasia
  - DHI Seaport
  - DP World Australia Limited + DP World Brisbane
  - DSV Air & Sea
  - Energy Queensland
- GrainCorp Operations Limited
  - IFM Investors
  - IOR Terminals
  - Maersk
  - Mondiale VGL
  - MSQ – Regional Harbour Master
  - New Hope Group (incorporates QBH)
  - NYK Line
  - Patrick Terminals
  - Ports Australia
  - PrixCar
  - QIC
  - Quandamooka Yoolooburrabee Aboriginal Corporation
  - Queensland Commodity Exports
  - Queensland Government
  - Queensland Transport and Logistics Council
- Royal Caribbean International
  - Steelforce
  - Sunstate Cement Ltd
  - Svitzer Australia
  - Tawreed Investments Ltd, a wholly-owned subsidiary of the Abu Dhabi Investment Authority
  - Toowoomba and Surat Basin Enterprise
  - Transurban
  - Viva Energy Australia
  - Wagners
  - Wallenius Wilhelmsen Logistics Australia
  - Young Guns Container Crew

Project lead

- Business Models Inc

Project partners

- ARUP
  - Struber
  - Hatch
  - FTI Consulting
- The University of Queensland
  - Fujitsu
  - KBR
- RPS
  - Jones Lang LaSalle





#### **Journey to 2060**

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For more information, please visit [portbris.com.au/portbris-2060](https://portbris.com.au/portbris-2060) or contact Brendan Connell, Executive General Manager Sustainability and Corporate Relations, at 07 3258 4888 or email [info@portbris.com.au](mailto:info@portbris.com.au).