

Advance Ipswich

For the future of our city and community



City of
Ipswich

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THE COMMUNITY PLANS PROVIDE A KEY
FRAMEWORK FOR MANAGING AND
CO-ORDINATING OUR RESPONSE TO CHANGE



MESSAGE FROM THE MAYOR, COUNCILLORS AND CHIEF EXECUTIVE OFFICER

Ipswich City Council was one of the first local governments in Queensland to engage with the community and prepare a long-term plan – Ipswich 2020 and Beyond. The plan was updated in 2010 when Council adopted the Ipswich Community Plan i2031.

Advance Ipswich is a continuation of the engagement process with the community. The plan is focussed on what the community wants the city to look like in the future and what actions Ipswich City Council and the community can take to realise this shared vision.

Earlier this year Ipswich City Council undertook an extensive public consultation process through Our Future Your Say.

Compared to previous calls for public participation and feedback, Our Future Your Say saw a record number of comments and submissions. The feedback and comments received contributed to the development of the Advance Ipswich Plan.

The new and revitalised plan includes:

- economic development
- infrastructure
- transport
- land use
- community well-being, safety and lifestyle
- environment
- financial capacity
- trends and opportunities

The community plans provide a key framework for managing and co-ordinating our response to change. Many of the actions and strategies identified in the previous plans have been delivered and have placed the city in a strong position.

Advance Ipswich will help to ensure this pattern of development continues for generations to come.

Ipswich City Council is responsible for an area of just over 1000 square kilometres which extends from Gables to Grandchester, and includes the newer master planned suburbs anchored by Springfield Central, the emerging Ripley Valley and the well-established suburbs based around the traditional city centre of the Ipswich CBD.

Ipswich continues to record strong population growth pushing the city's population inevitably towards 200,000 in the next two years, having already reached 190,000 in 2015. Within 17 years the population of Ipswich may more than double to 435,000, making the city the fastest growing local government area in the state.

Right across the organisation we are witnessing improvements in processes and a continued willingness to provide the best in customer service.

Importantly, we also need to devote resources and energy to long term planning which takes in a 20 or 30 year view of the kind of Ipswich the community aspires to, and how Ipswich can contribute to sustainable growth in South-East Queensland with a focus on residential capacity and employment generators.

The Advance Ipswich Plan shines a light on where we are going, where we want Ipswich to be and how to get there.



Mayor Paul Pisasale
City of Ipswich



Jim Lindsay
Chief Executive Officer
Ipswich City Council

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ACKNOWLEDGEMENTS

The release of Advance Ipswich is the culmination of extensive research, discussion and engagement with the Ipswich community.

The Mayor, Councillors and Chief Executive Officer of the City of Ipswich would like to extend sincere thanks to the individuals, businesses and other organisations that contributed their time to completing the survey.

Your participation in the Ipswich Futures Summit, attendance at group sessions and workshops and the sharing of ideas in other ways has been hugely beneficial and is greatly appreciated.



OVERVIEW OF ADVANCE IPSWICH

Advance Ipswich (the Plan) builds on the programs and strategies in the previous i2020 and i2031 Community Plans and provides a renewed and contemporary focus for the future of the city. The Plan responds to the current and future changes in the city and the related opportunities and challenges.

IPSWICH IS A GROWING CITY. THE PACE OF GROWTH AND CHANGE IS UNPRECEDENTED – STATE GOVERNMENT PROJECTIONS INDICATE THAT IN THE NEXT 17 YEARS THE CITY'S POPULATION MAY REACH 435,000 PEOPLE. THIS POPULATION GROWTH BRINGS OPPORTUNITIES, BUT ALSO CHALLENGES FOR OUR COMMUNITY AND FOR COUNCIL.

The community engagement process indicates that people want to conserve the best parts of their community – character, heritage and identity, waterways, bushland, and rural areas. There is also a real desire to ensure the city creates local jobs and businesses to grow the economy while providing housing, education opportunities, shopping and entertainment venues, recreation and sports facilities, community services, transport and other infrastructure.

The City of Ipswich does not exist in isolation but interacts with Brisbane, and the wider South-East Queensland community, Queensland, national and international economies. It is influenced by and responds to broader changes and fluctuations such as global, national and local economic changes and trends, technological change, legislation and policies, and social and demographic change.

The Plan acknowledges the influences that are changing Ipswich but recognises that addressing these issues involves not only the Ipswich community and Ipswich City Council, but also other levels of government, non-government organisations and the business sector. This Plan identifies the issues that require advocacy to respond to as well as those actions that can be undertaken by Ipswich City Council and the local community.

OVERVIEW OF ADVANCE IPSWICH



Advance Ipswich is intended to inform and be reflected in Ipswich City Council's plans, strategies and community programs. These include the following key overarching corporate planning documents, activities and reporting:

The **Corporate Plan** provides the overall roadmap for Council.

The annual **Operational Plan** identifies activities that work toward achieving the goals, objectives and strategies outlined in the Corporate Plan.

The **Budget** is about providing value for money, taking the city forward and turning vision into reality.

Council's **Annual Report** offers a snapshot of where we have been in the past 12 months and more importantly where we are heading.

Advance Ipswich will also inform and shape numerous other plans, strategies and community programs, for example:

The **Planning Scheme** sets out the overall direction for future land use and development throughout the city.

The **Strategic and Service Delivery Framework** ensures the effective, efficient and economic management of public resources, excellence in service delivery and continual improvement in Council programs.

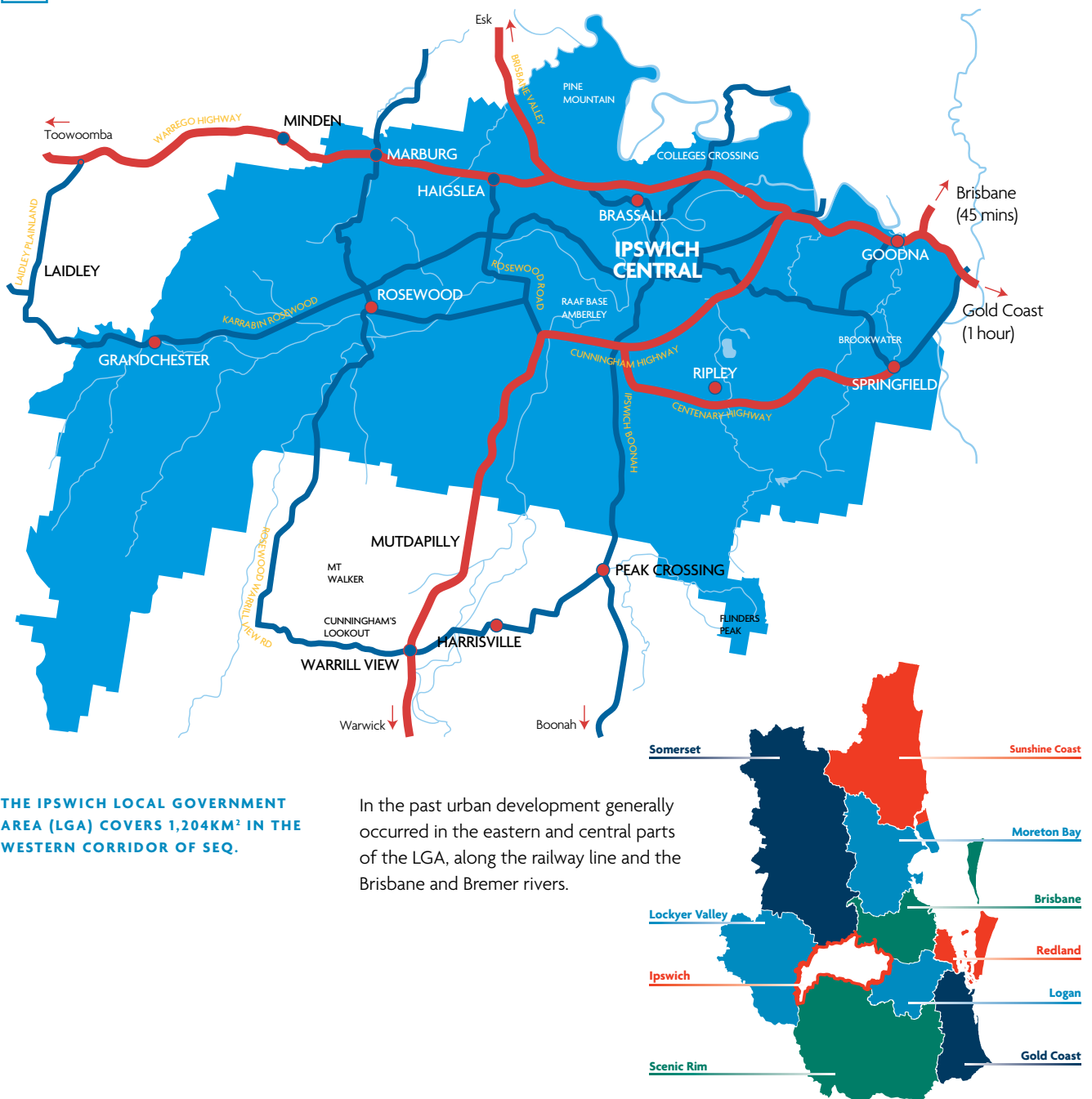
The **Customer Service Framework** identifies the direction our city is heading in and outlines vital strategic priorities for maintaining efficient customer service for our residents, businesses and visitors.

The **Social Infrastructure Plan** provides the standards, functionality and requirements to support future social infrastructure development.

The **Community and Stakeholder Engagement Guide** sets out how Council will engage and consult the community.

OUR CITY

5.1 LOCATION AND CONTEXT



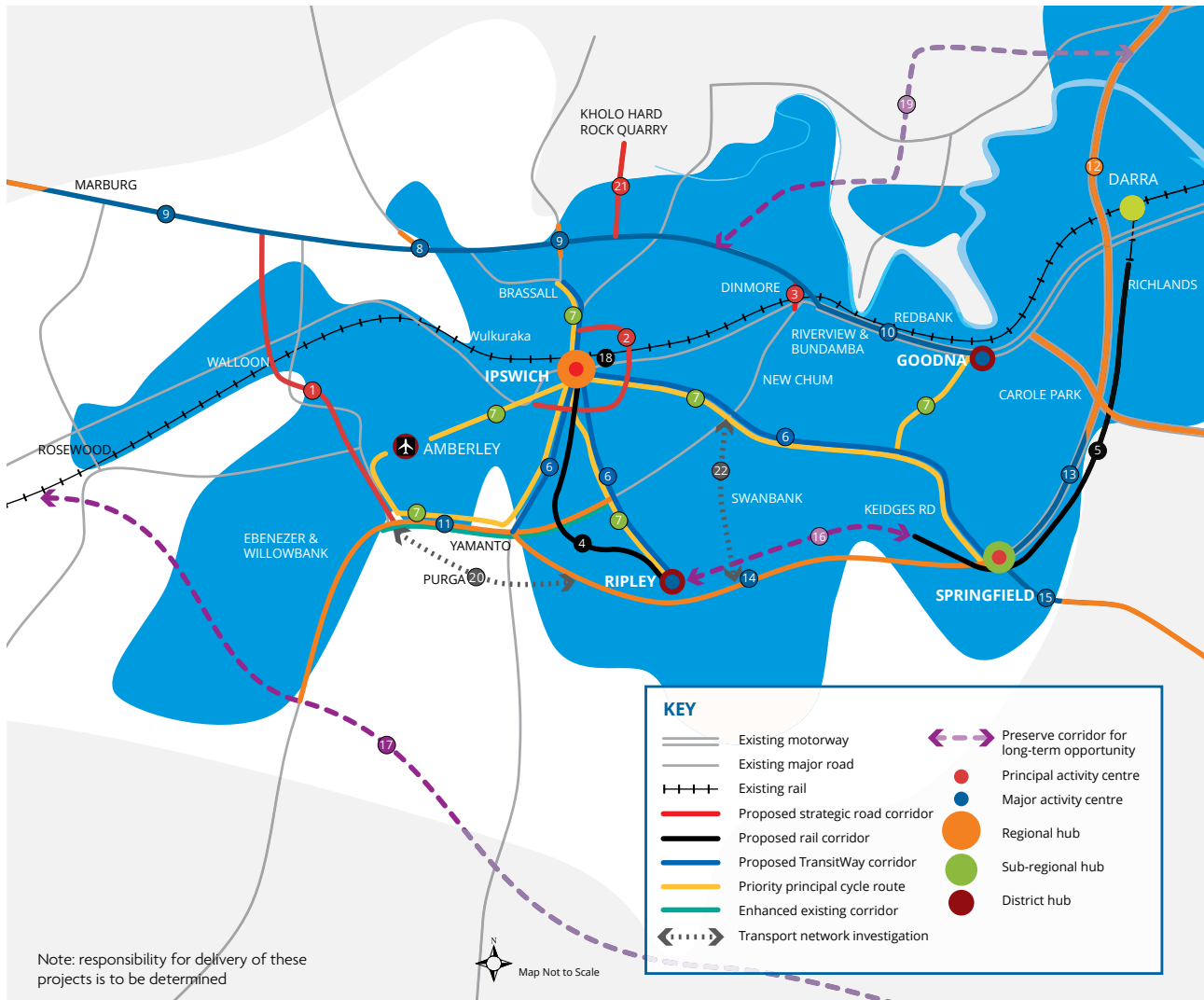
OUR CITY



The LGA is bounded by a series of vegetated hills and mountain ranges including the Little Liverpool Range and the Proctor Range to the west, Pine Mountain and the D'Aguilar Range to the North-East, the Bluff to the North-West and Flinders Peak and the Grampian Hills to the South. Many of the region's rivers and waterways converge in the Ipswich LGA including the Brisbane and Bremer rivers and the Western, Warrill, Purga, Bundamba, Six Mile, Opossum, Goodna and Woogaroo creeks.

The remnant bushland adjoining these waterways provides critical habitat for local species and acts as a network of ecological corridors connecting the Great Dividing Range to Moreton Bay.

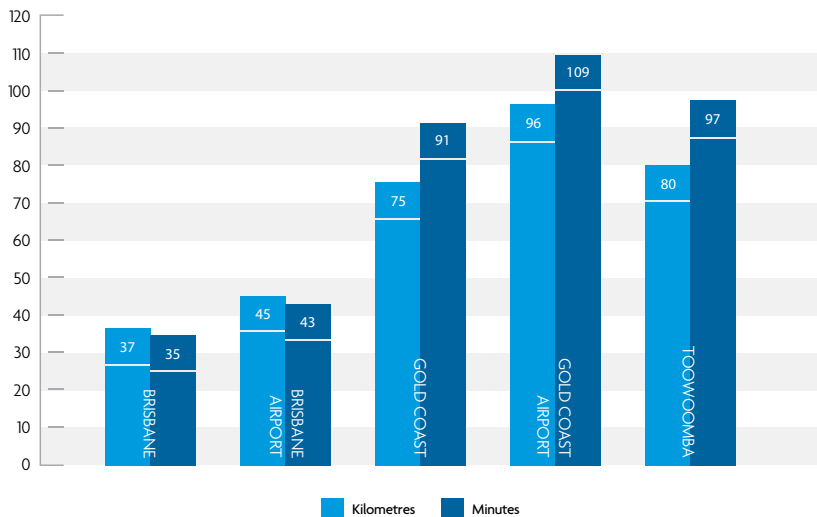
OUR CITY



An electrified rail network provides regular connections from Rosewood via Ipswich Central to Brisbane, as well as Springfield to Brisbane. The main rail freight line connecting western Queensland to the Port of Brisbane also extends through the LGA.

Six major arterial roads transect the LGA, linking Ipswich regionally and nationally via the Ipswich Motorway, Centenary Highway, Warrego Highway (National Highway A2), Brisbane Valley Highway (National Route 17), Cunningham Highway (National Highway 15) and Logan Motorway. The city also has access to a local and regional bus network.

OUR CITY



5.2 ACHIEVEMENTS

Central to this approach has been growing local businesses and jobs to provide employment for the rapidly expanding population while ensuring that core environmental areas and important landscape features are enhanced and conserved.

Ipswich is a Smart City and a leader in digital technologies. The city's gross regional product is about \$7 billion per year, representing 2.5% of the state's regional product. Ipswich's full-time employment rate of 67% is higher than the state average of 64%.

IPSWICH HAS MAINTAINED ITS POSITION AS THE PRIMARY SERVICE CENTRE AND REGIONAL CAPITAL OF THE WESTERN CORRIDOR.

Ipswich offers a diverse range of employment opportunities at:

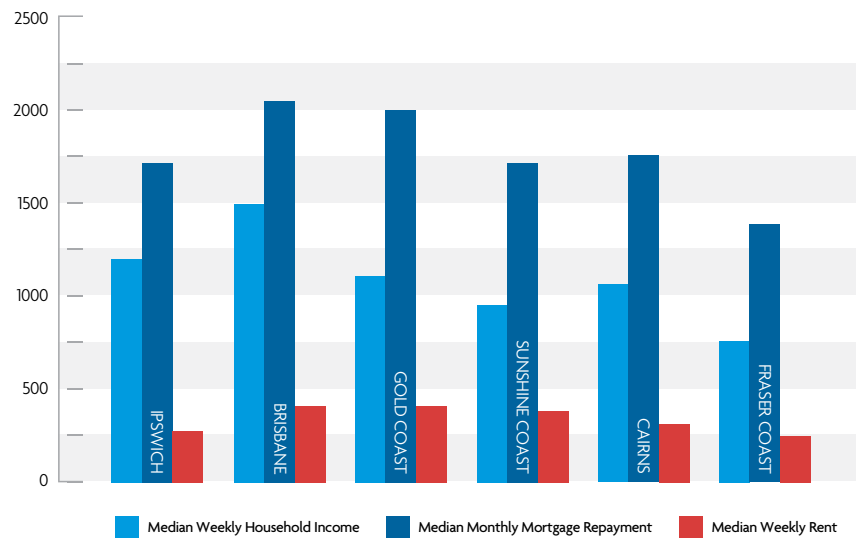
- Regionally significant industrial areas including Carole Park, Redbank, Swanbank/New Chum, Bundamba/Dinmore/Riverview, Ebenezer/Willowbank and Wulkuraka/Karrabin.
- Specialised activity areas including RAAF Base Amberley, regional medical and para-medical facilities, regional tertiary education facilities, and major sports and recreation, tourism and motorsports facilities.
- A strong network of centres including Principal Regional Activity Centres at the Ipswich CBD and Springfield Town Centre, sub-regional centres at Goodna and Ripley (proposed) and district centres at Redbank, Redbank Plains, Booval, Ripley (two proposed), Yamanto, Brassall, Karalee, Walloon (proposed) and Rosewood.
- Diverse, rural economy-supporting agriculture, pastoral, forestry, agribusiness, tourism and recreation industries.

OUR CITY

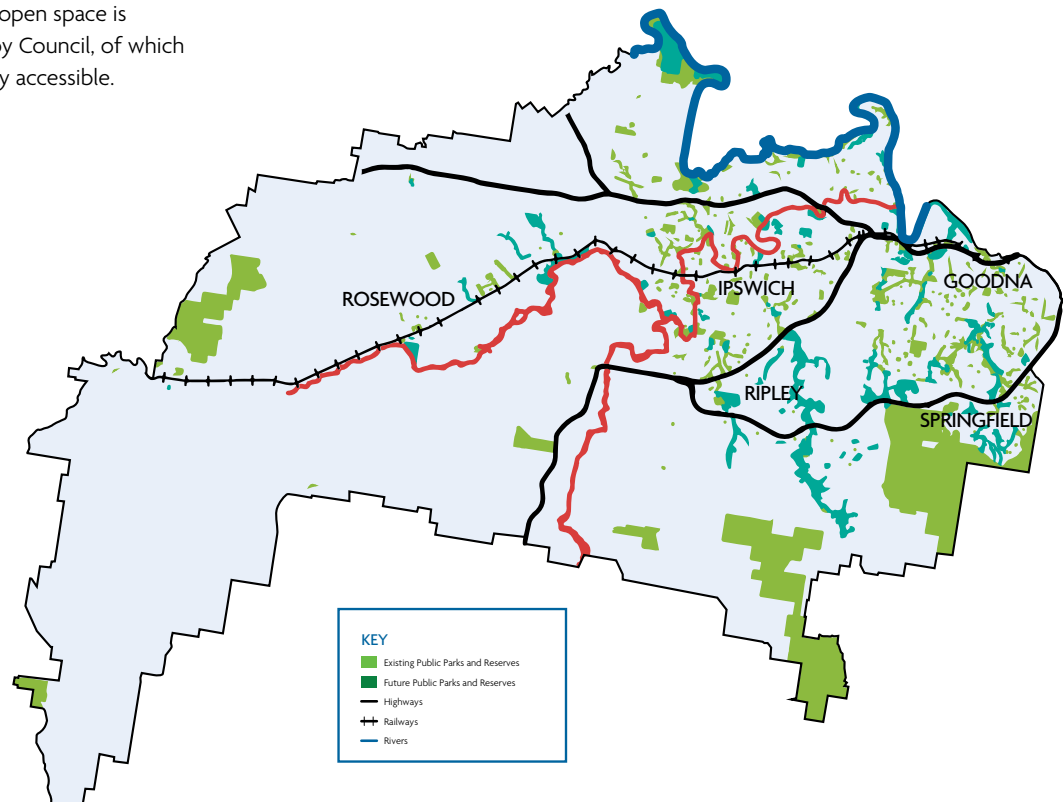
THE MEDIAN FAMILY INCOME FOR IPSWICH IS \$72,696 – HIGHER THAN THE GOLD, SUNSHINE AND FRASER COASTS.

The median monthly mortgage of \$1,733 is significantly lower than the Gold (\$2,075) and Sunshine (\$1,863) coasts. The median age of the Ipswich population is 32 years, compared to 37 years for the rest of Queensland and Australia.

Council has developed a strong and integrated open space network to meet the community's recreation and leisure needs.

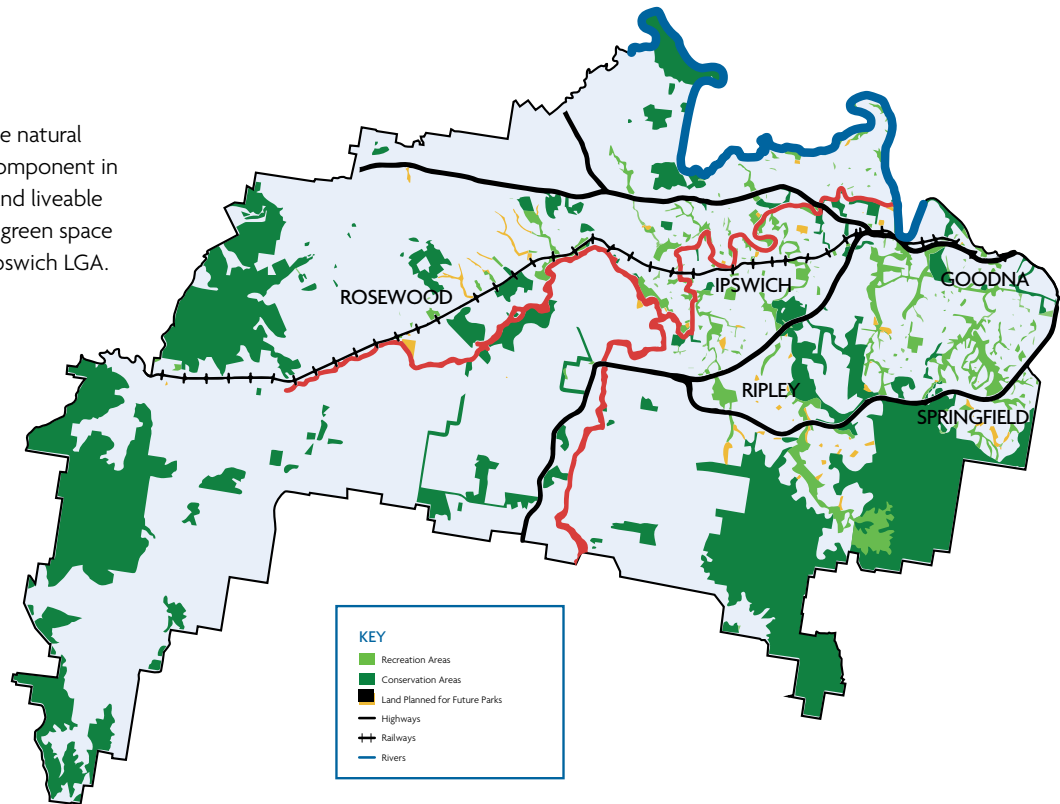


More than 8,440ha of open space is owned or controlled by Council, of which 7,774ha (92%) is publicly accessible.



OUR CITY

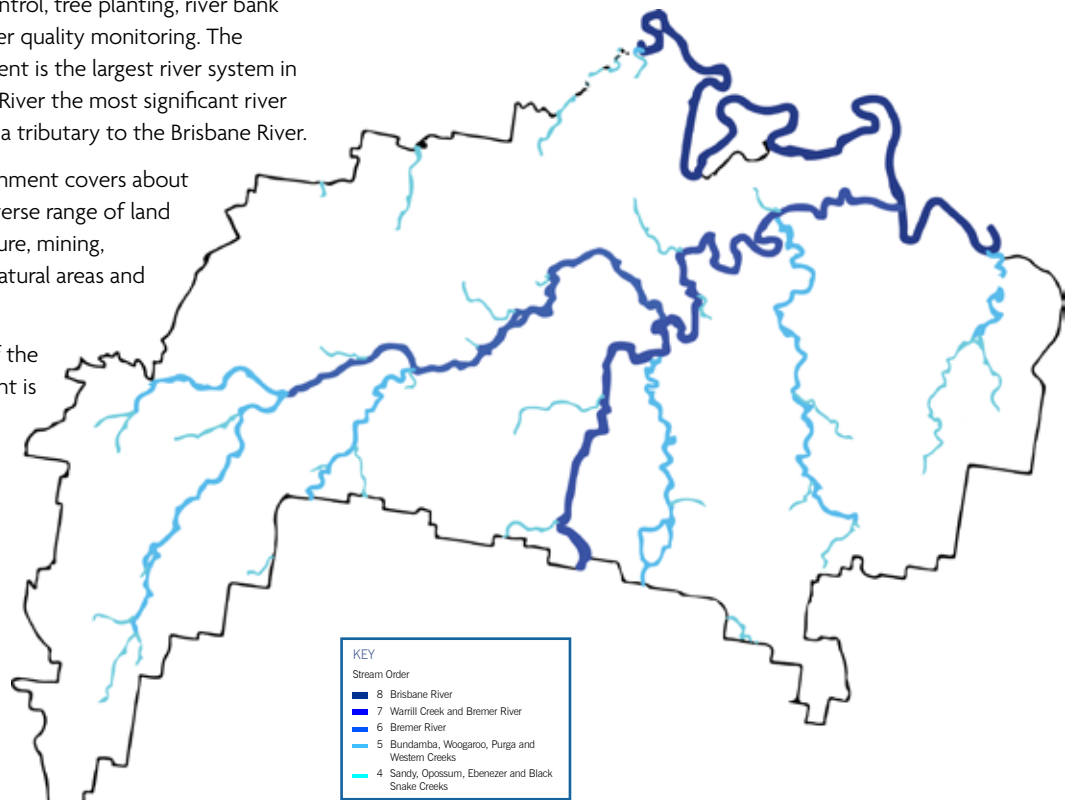
The conservation of the natural environment is a key component in creating a sustainable and liveable community. Protected green space makes up 28% of the Ipswich LGA.



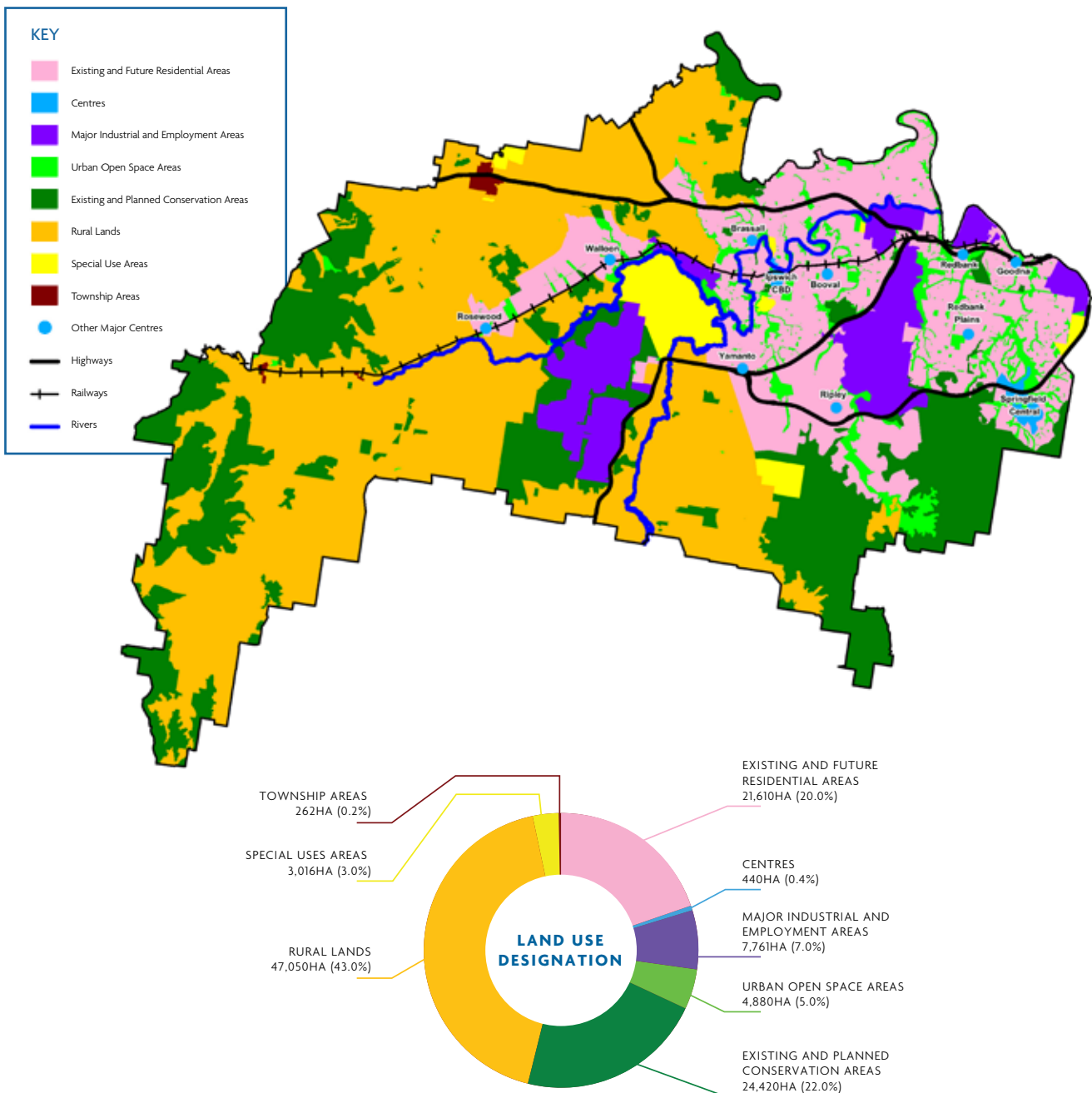
Council and the community play an important role in the management of waterways through erosion, litter and sediment control, tree planting, river bank rehabilitation and water quality monitoring. The Brisbane River catchment is the largest river system in SEQ, with the Bremer River the most significant river system in Ipswich and a tributary to the Brisbane River.

The Bremer River catchment covers about 2,030km² and has a diverse range of land uses including agriculture, mining, industry, commerce, natural areas and urban development.

Approximately 60% of the Bremer River catchment is in the Scenic Rim Regional Council area.



OUR CITY



Significant conservation outcomes have been achieved throughout the Ipswich LGA as a result of a partnership approach between Council and the community. As at 30 June 2014 Council and the community had entered into 112 Voluntary Conservation Agreements and 719 Land

for Wildlife/Habitat Garden Partnerships. In the 2013/2014 financial year Council awarded 73 Nature Conservation Grants totalling \$822,527 and with the assistance of the community planted 30,000 trees and rehabilitated 5km of waterways.

THE GROWTH AND CHANGE OF THE CITY HAS BEEN MANAGED THROUGH A STRATEGIC FRAMEWORK THAT PROVIDES LAND FOR HOUSING, EMPLOYMENT, SHOPPING AND SERVICES, CONSERVATION, RECREATION AND ENTERTAINMENT.

OUR CITY



**THE IPSWICH HERITAGE PROGRAM
IS RECOGNISED AS LEADING
PRACTICE THROUGHOUT QUEENSLAND
AND AUSTRALIA**

Council has been active in preparing master plans to support the delivery of:

- Communities at Springfield, Ripley Valley, South Redbank Plains and within the Walloon-Thagoona-Rosewood corridor.
- Ipswich City Centre and Springfield Town Centre.
- Regionally significant business and industry areas at Swanbank/New Chum and Ebenezer/Willowbank.

The program conserves more than 7,000 historic places and provides support and information for property owners, researchers, students and developers. The program is supported by active community involvement through representation on the Ipswich Heritage Consultative Committee and a Monuments and Memorials Committee.

In 2013/2014 the number of rated waste services within the Ipswich LGA grew by 2.4% from 65,535 to 67,112, the number of green waste services grew by 13.4% from 8,760 to 9,933, and 12,000t of kerbside waste was recycled.

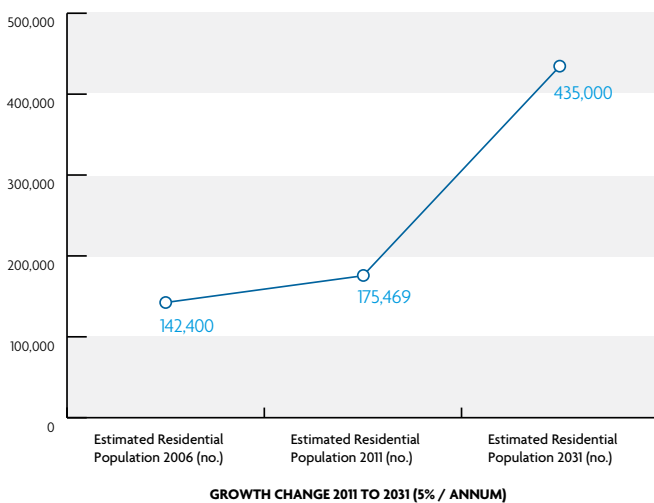


**COUNCIL TREATS WASTE AS A
RESOURCE WITH THE KEY OBJECTIVE
TO REDUCE, REUSE AND RECYCLE
WASTE TO DIVERT IT FROM LANDFILL**

OUR CITY

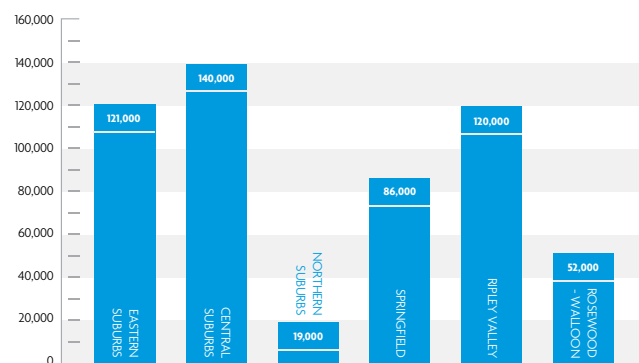
5.3 TRENDS

IPSWICH AND THE WESTERN CORRIDOR HAVE BEEN IDENTIFIED AS MAJOR GROWTH AREAS UNDER THE SEQ REGIONAL PLAN.



SEQ Regional Plan population projections

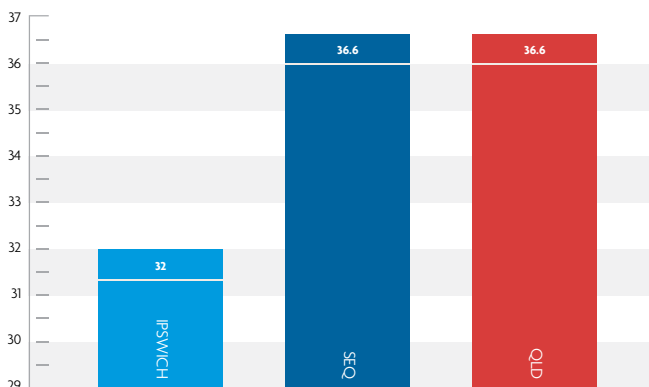
The SEQ Regional Plan projects the Ipswich population could reach 435,000 people in 2031 – the highest predicted percentage change across SEQ. The Estimated Residential Population for the Ipswich LGA as at 30 June 2014 was 189,889 people.



Residential growth - ultimate population

The current Ipswich Planning Scheme provides extensive new growth areas for residential development on greenfield sites and opportunities for urban consolidation and infill, including higher density living and mixed use areas around key centres and transport nodes.

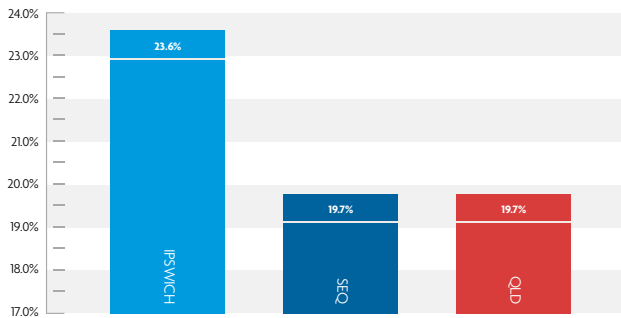
UNLIKE THE REST OF AUSTRALIA, WHICH FACES AN AGEING POPULATION, IPSWICH WILL CONTINUE TO HAVE A LOWER PROPORTION OF PEOPLE IN THE OLDER AGE GROUPS.



Average age

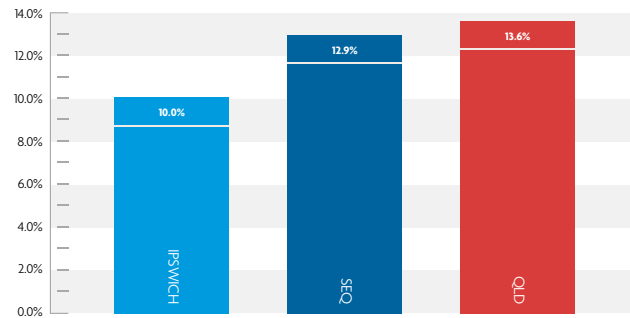
Ipswich has the youngest demographic profile in SEQ – 32 years at 2011 – and is projected to have a larger increase in young people than any other LGA in Queensland.

OUR CITY



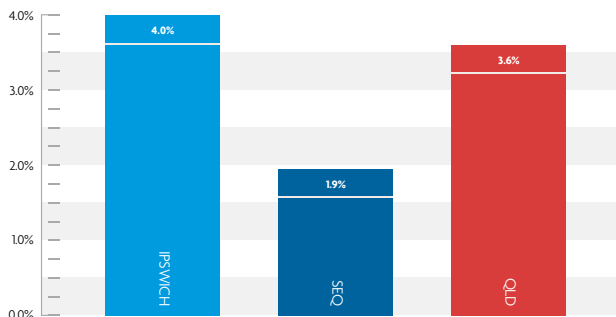
Percentage aged 0 - 14

The younger age profiles projected for Ipswich are consistent with an expected influx of young families, including children, to new greenfield residential developments. By 2031 40% of the Ipswich population will be under 25 years of age.



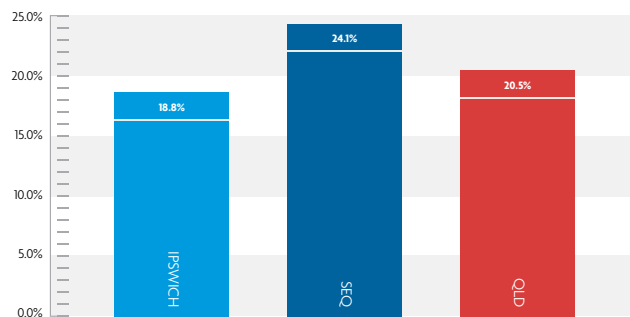
Percentage aged 65 years and over

Just 10% of Ipswich residents are over 65 years of age, compared to 12.9% for SEQ and 13.6% for Queensland.



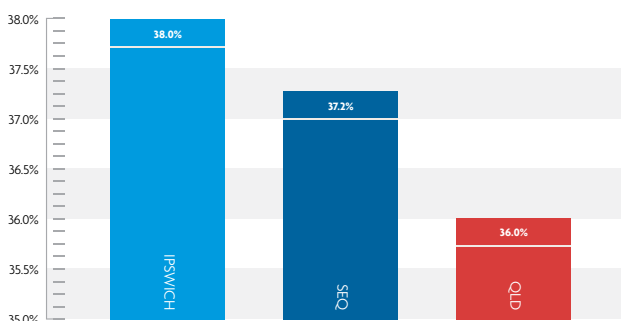
Indigenous population

The city's Indigenous population has increased over the past decade from 3.2% in 2001 to 4% in 2015.



Born overseas

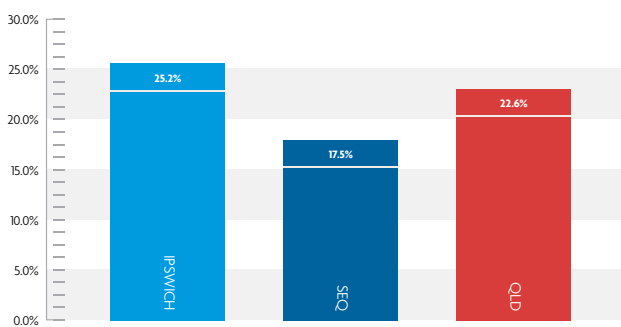
Between 2001 and 2011 the number of Ipswich residents who were born overseas increased from 14.9% to 18.8%. Of these, 10.5% arrived from English speaking countries while the remaining 8.3% were from non-English speaking backgrounds.



Language other than English spoken at home

Ipswich is home to people from more than 115 cultural backgrounds, speaking 84 different languages. The city also has an emerging refugee community.

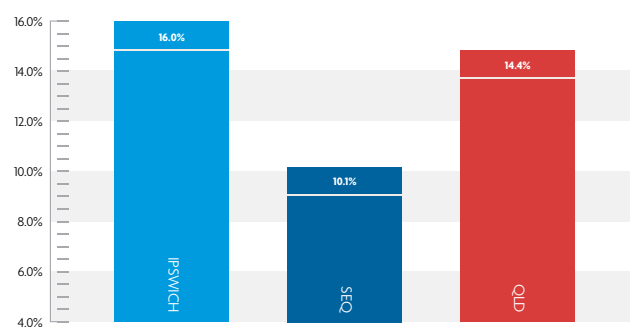
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Adult obesity rates 2011/12

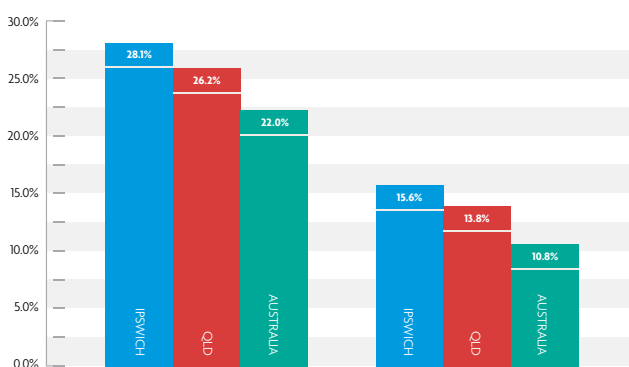
Ipswich's adult obesity rate is significantly higher than that of Brisbane and Queensland.

Diet and foods that are high in fat, salt and sugar are having a significant impact on health. The adult smoking rate is high when compared to Brisbane and Queensland.



Adult smoking rates 2011/12

The adult smoking rate is slowly increasing and is higher than rates recorded for Brisbane and Queensland.

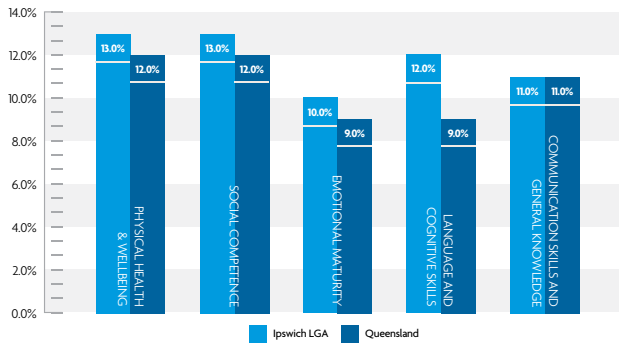


AEDI Development vulnerability - % of children who are developmentally vulnerable

The Australian Early Development Census shows how children have developed as they start their first year of education. In 2012 the proportion of young children in Ipswich considered developmentally vulnerable in one or more aspects was comparable to the rest of Queensland.

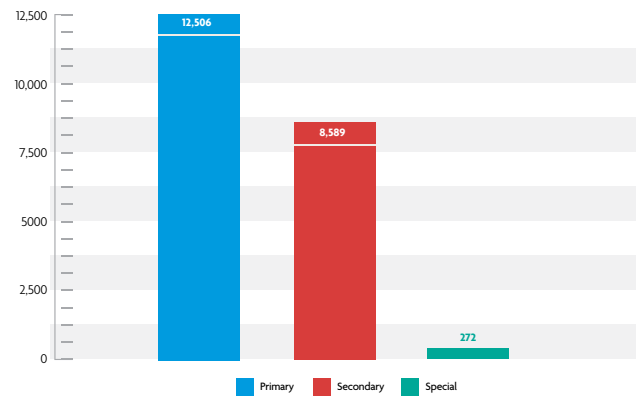
DEMAND FOR QUALITY EDUCATIONAL OPPORTUNITIES WILL INCREASE AS MORE YOUNG PEOPLE FROM DIFFERENT CULTURAL BACKGROUNDS CALL IPSWICH HOME.

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Early childhood development

Language and cognitive skills in the Ipswich LGA showed a higher proportion of vulnerable children than the rest of Queensland, according to 2012 data.



Student enrolment by section 2013 Ipswich LGA

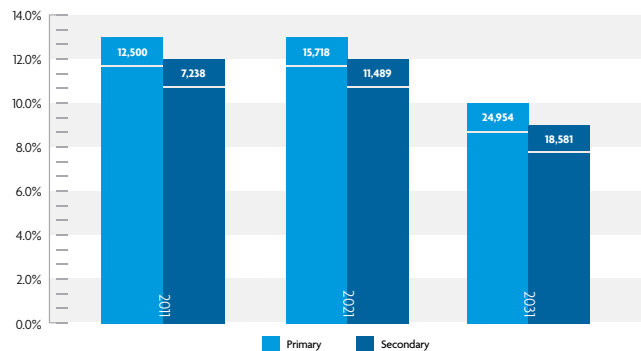
In 2013 there were 21,367 Ipswich students – 12,506 primary, 8,589 secondary and 272 special school.

Projected school age persons Ipswich LGA

Projected population and student growth will require investment in expanded and new educational facilities across the city. Education Queensland believes the following facilities will be required by 2021:

- Two to four new primary and one or two new secondary schools in Ripley.
- One new primary school in Redbank Plains.
- One new primary school in Bellbird Park or Brookwater.
- One new primary school in Springfield.

Growth areas including Rosewood, Ripley, Redbank Plains, Bellbird Park, Brookwater and Springfield will be monitored to determine the need to expand capacity or provide new educational facilities.

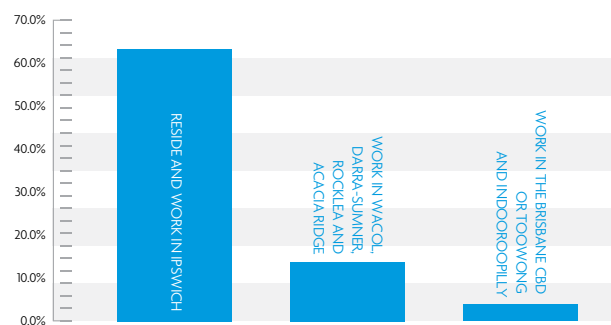
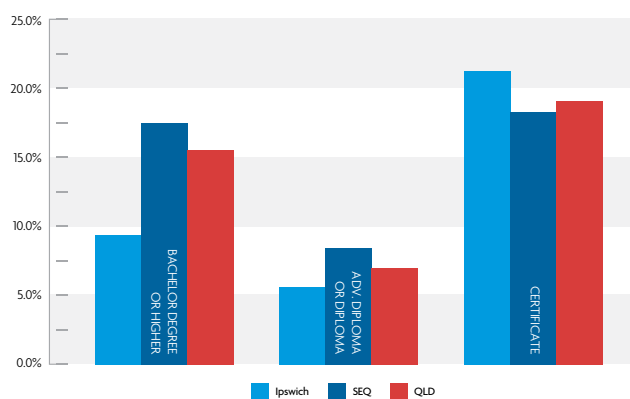


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A 2013 report by the Department of Education, Training and Employment showed 34.2% of Ipswich Year 12 graduates undertook a Bachelor Degree while 4.1% of graduates deferred a tertiary offer.

A further 26.2% of graduates were studying vocational education and training, with more than half of these being enrolled in campus-based destinations. Employment-based training accounted for 8.8% of graduates.

A significant number (39.6%) did not enter post-school education or training and were either employed (22.8%), seeking work (14.6%) or not in the labour force, education or training (2.2%).

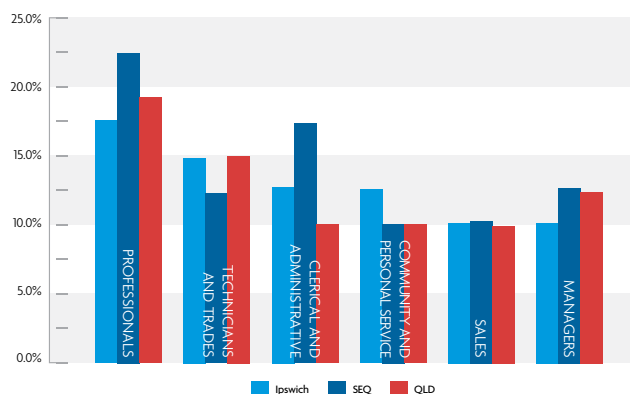


Tertiary qualifications

Between 2001 and 2011 the number of Ipswich residents with a Bachelor Degree or higher increased by 6,907 people (125%).

Employment self containment

Of the 50,898 people who work in Ipswich, 33,975 (67%) also live in the city. Between 2001 and 2011 the Ipswich labour force increased by 24,362 (44%) against a rate of 27.8% for the state.



Main occupation

- Professionals: 17.5% (SEQ 22.5%, QLD 19.2%)
- Technicians and Trades: 14.9% (SEQ 12.4%, QLD 15.0%)
- Clerical and Administrative: 12.7% (SEQ 17.0%, QLD 10.0%)
- Community and Personal Service: 12.5% (SEQ 10.1%, QLD 10.0%)
- Sales: 10.2% (SEQ 10.6%, QLD 9.9%)
- Managers: 10.1% (SEQ 12.6%, QLD 12.1%)

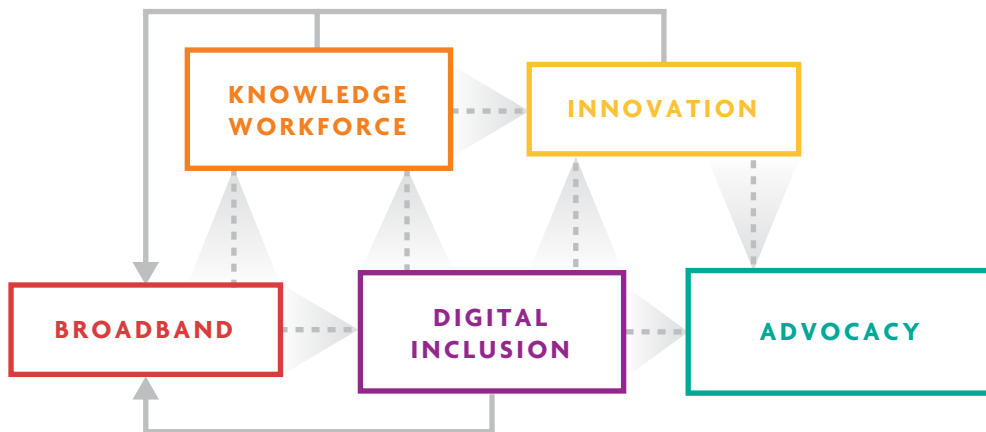
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Full-time employment in Ipswich (67%) is higher than the state average (64%). The overall unemployment rate of 9.01% remains higher than Queensland (6.56%) and national (6.21%) figures. Youth unemployment, despite decreasing, is 17%. It should be noted that these unemployment rates are derived from a statistical area significantly larger than the LGA and include areas with considerable socioeconomic disadvantages.

PricewaterhouseCoopers (PwC) analysis shows 5.1 million (44%) Australian jobs are at high risk of being affected by computerisation and technology during the next 20 years. PwC research indicates that the jobs most likely to endure over the next 20 years are ones which require high levels of social intelligence, technical ability and creative intelligence.

AS IPSWICH MOVES INTO THE 21ST CENTURY THE CITY WILL CONTINUE TO LOOK FOR NEW SOURCES OF ECONOMIC AND EMPLOYMENT GROWTH.

Ipswich was named in the world's Top 7 most Intelligent Communities for 2015 by the Intelligent Community Forum based on factors including broadband connectivity, knowledge workforce, innovation, digital inclusion, marketing and advocacy.



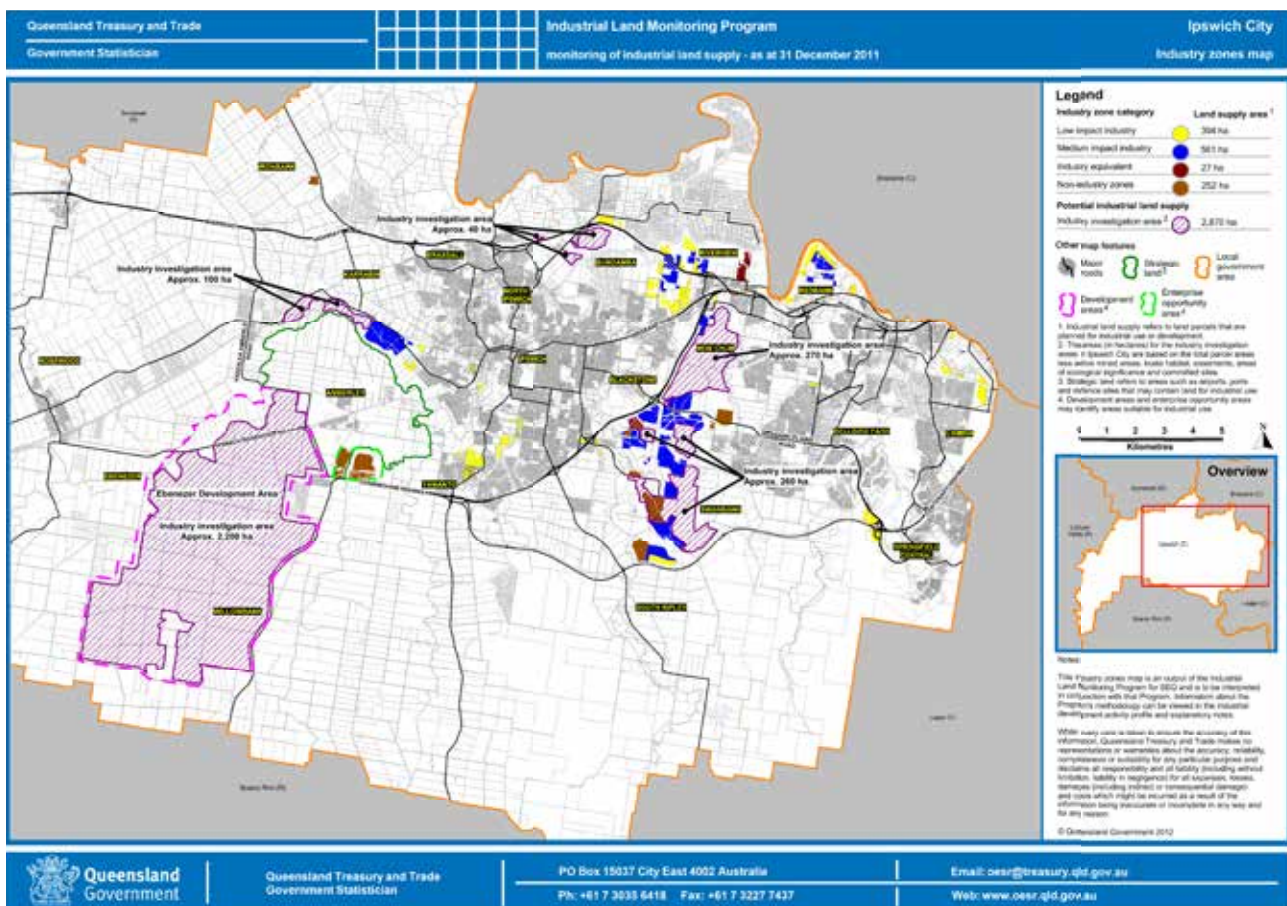
OUR CITY

IPSWICH HAS 42% OF THE AVAILABLE BUSINESS AND INDUSTRY LAND IN SEQ.

About 5,000ha of the potential industrial land is currently being used for non-industrial purposes, leaving significant land for further development. The industrial base of Ipswich is strong, representing 14.4% of the workforce compared to the state average of 8.4%. Manufacturing (16.6%) is the largest employer in the city and is also well above the state average of 8.5%. However, manufacturing is an industry in decline across the city and the state.

Other key employment sectors are health care and social services (13.8%, SEQ 13.0%, QLD 12.1%) and retail (11.7%, SEQ 11.2%, QLD 10.8%).

Employment in these industries is increasing across the city and the state.

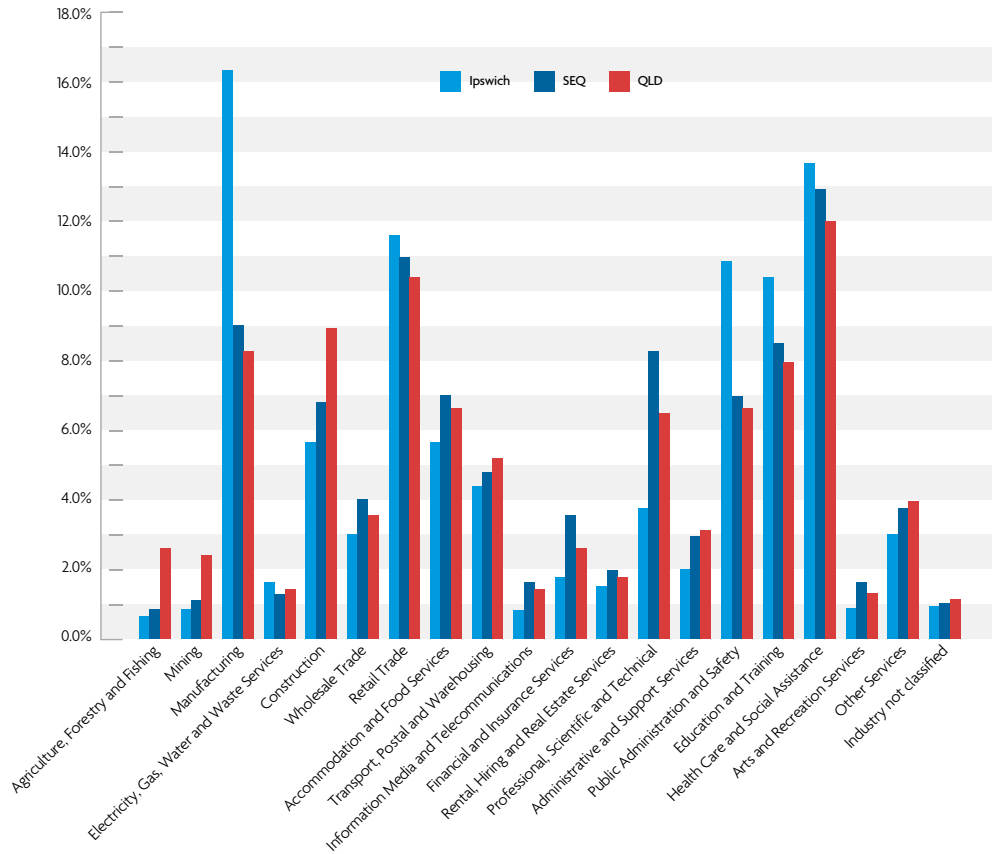


The Ipswich LGA provides industry, service and defence related activities that:

- Generate a diverse range of employment opportunities
- Are readily accessible to the local and regional economy
- Are primarily located in and adjacent to existing urban areas and growth corridors

OUR CITY

Employment by industry type



OUR CITY

THE RURAL ECONOMY MAKES A SIGNIFICANT CONTRIBUTION TO THE ECONOMIC PRODUCTIVITY OF THE CITY.

Activities within the rural economy include agricultural and pastoral production, forestry, and emerging agribusiness land uses such as hydroponics and olive growing. The total value of the city's agricultural output in 2010/2011 was \$12 million, down from \$19 million in 2005/2006. Livestock accounted for 53% of Ipswich's total agricultural output.

The majority of the city's tourism consisted of 892,000 domestic overnight visits to family and friends. There were 18,000 international visitors with an average stay of 19 nights, and a cumulative average of 335,000 visitor nights with 37% coming from New Zealand. In 2012 there were 1,013 hotel/motel beds in Ipswich.

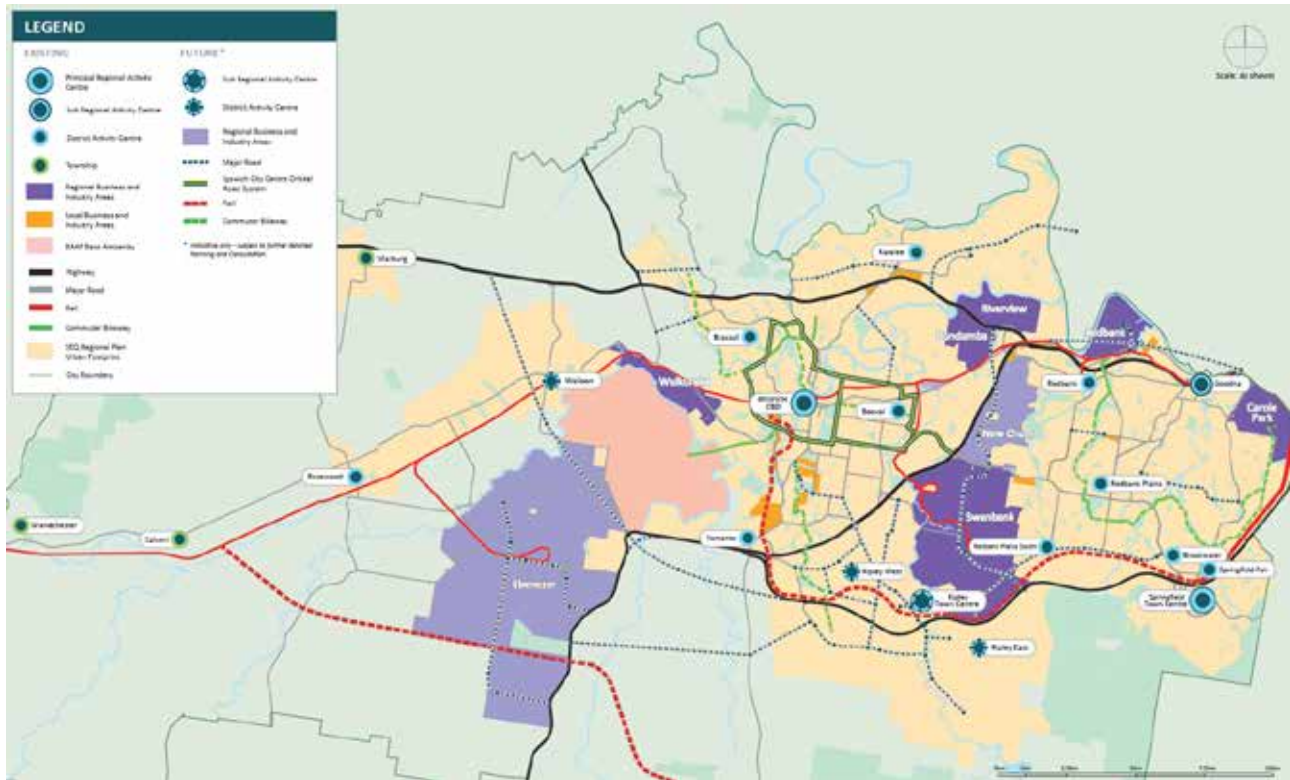


TOURISM CONTRIBUTED ABOUT \$136 MILLION TO THE IPSWICH ECONOMY IN 2011.

Ipswich has developed as a City of Centres.

During the life of the Plan Ipswich will be serviced by two Principal Regional Activity Centres (Ipswich City Centre as 'The Civic Heart' and Springfield Town Centre), sub-regional centres at Goodna and Ripley (proposed) and district centres at Redbank, Redbank Plains, Booval, Ripley (two proposed), Yamanto, Brassall, Karalee, Walloon (proposed) and Rosewood.

OUR CITY



An effective transport system supports growth, economic activity, social interaction, inclusion and access to community services.

The map above shows the existing and indicative future strategic transport network for Ipswich.

By planning for and managing growth and transport together there are opportunities to move people and goods more sustainably. Our travel patterns and urban form need to change by increasing opportunities for active transport such as walking and cycling, making public transport more competitive and creating compact mixed use communities.

| | | |
|------------------|----------------|-------------|
| PRIVATE CAR | 550,000 | 84.5% |
| PUBLIC TRANSPORT | 42,000 | 6.5% |
| WALKING | 56,000 | 8.5% |
| CYCLING | 3,000 | 0.5% |
| TOTAL | 651,000 | 100% |



WHAT IS ADVANCE IPSWICH?

6.1 INTRODUCTION AND OVERVIEW

In November 2014 Ipswich City Council established the Ipswich Futures Board to oversee the development and implementation of Advance Ipswich.

The Board determined that the primary purpose and focus of the Plan was to provide a strategic framework and guide for the future development of the Ipswich LGA. The Plan will also be used by Council to inform its corporate and operational plans, annual budgets and other key documents such as the planning scheme.

Advance Ipswich:

- provides a shared vision for the future;
- identifies key themes and areas for action;
- provides information for the planning and service delivery of Council's corporate and operational plans and budgets;
- includes a monitoring and review process;
- can be utilised by local community groups, the development industry, business groups and other stakeholder groups to align their development and growth programs with Ipswich City Council.

The Plan is structured under five themes:

- Strengthening our Local Economy and Building Prosperity (Jobs)
- Managing Growth and Delivering Key Infrastructure
- Caring for Our Community
- Caring for Our Environment
- Listening, Leading and Financial Management.

6.2 COMMUNITY ENGAGEMENT

A comprehensive community engagement process was developed and implemented based on the following objectives:

- Assist to make the Plan a better document by ensuring it shares a collective vision, shapes the future development of the city and reflects the aspirations, values, experiences and priorities of the community the Plan is meant to serve.
- Develop a consensus around a desired future for the city.
- Build support for Council's role in working toward these futures.
- Obtain essential data about the community's values, attitudes, expectations and priorities for infrastructure and services.

WHAT IS ADVANCE IPSWICH?

COMMUNITY ENGAGEMENT WAS UNDERTAKEN THROUGH FIVE MAIN STRATEGIES:

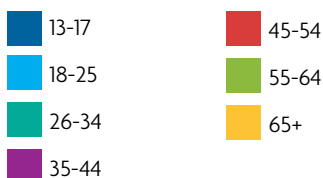
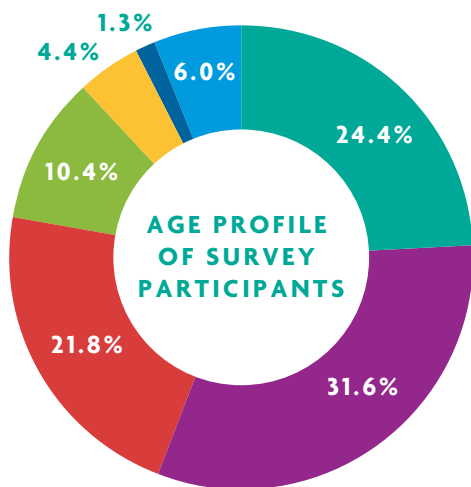
Promotional Campaign: An extensive and inclusive marketing campaign was implemented to initiate interest and involvement in the development of the Plan.

Community Survey: Community engagement company Bang the Table established a website (ipswichfuture.qld.gov.au) to manage all online aspects of the survey. The survey was used as Council's principal community engagement strategy owing to its depth and breadth of coverage. It allowed

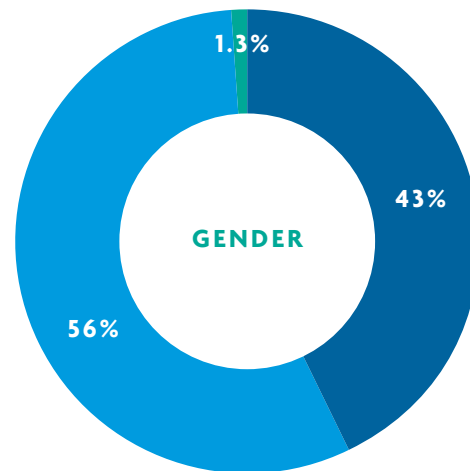
respondents to indicate their priorities, what they would like to keep, and their ideas for the future. In addition, a further question was asked: "What is the one big thing you would like to see in the City of Ipswich in the future?"

The site received 4,366 visits, resulting in 592 registrations and 377 survey respondents. A sample size of about 380 respondents is considered adequate for the purposes of an Australia-wide marketing survey. Accordingly, a survey response of 377 is considered to be

statistically accurate for the purposes of the Ipswich LGA. A more detailed summary of responses to the Our Future Your Say survey is available at the Ipswich City Council website (ipswich.qld.gov.au).

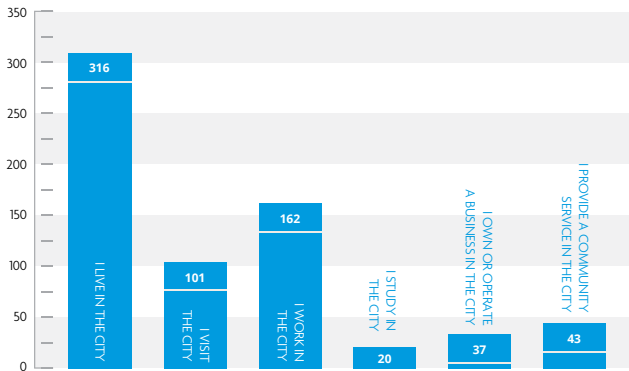


The majority of the 377 respondents (77.8%) were aged between 26 and 54 years.

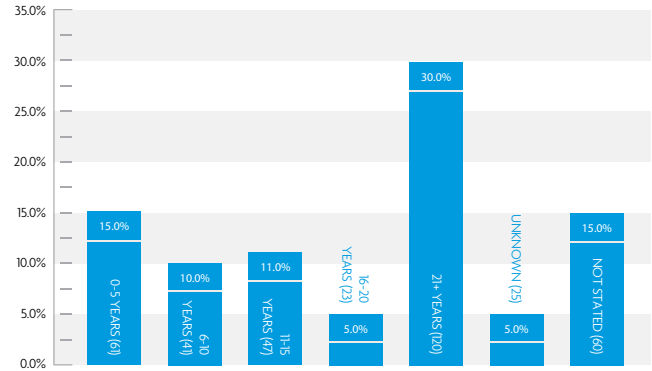


Females (56%) responded in greater numbers than males (43%).

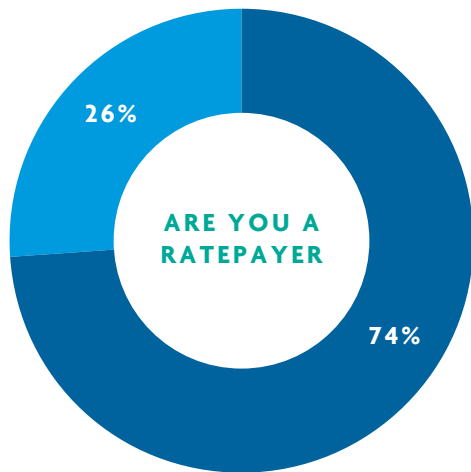
WHAT IS ADVANCE IPSWICH?



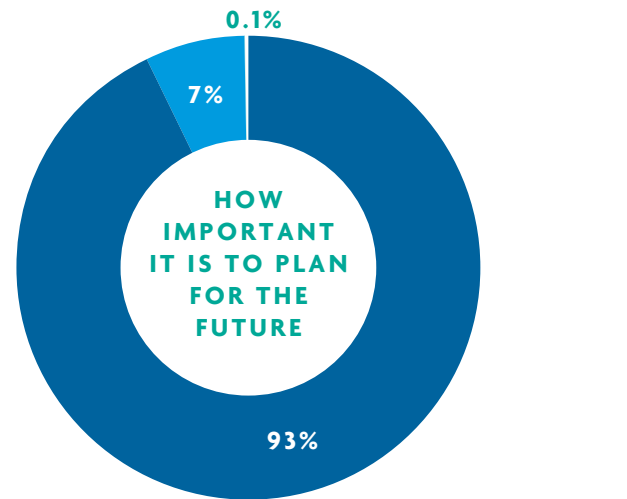
Most respondents (84%) lived in the city.



Almost half of the respondents (47.9%) had lived in the city for more than 20 years.



Most respondents (74%) identified themselves as ratepayers.



The majority of respondents (93%) considered planning for the future as very important.

WHAT IS ADVANCE IPSWICH?

Community Meetings: A number of community meetings were attended by Council staff to provide an understanding and overview of the engagement process and the online survey. These included Ipswich Youth Interagency, Ipswich Youth Summit, Ipswich Youth Advisory Council, Children Youth and Family Association, Early Years Network, Ipswich and Goodna Youth Interagency, City and Country Relations Consultative Committee, Community Chambers of Commerce Executive, and West Moreton Health and Hospital Service.

University of Southern Queensland

Workshop: A workshop was held with senior academics from the University of Southern Queensland on 27 March 2015. The workshop identified the main drivers of change in Ipswich and the surrounding region. It was recognised that:

- Ipswich does not sit in isolation. It has relationships and dependencies with its neighbours, especially Brisbane and the local government areas to the North, West and South.
- Ipswich has a key role as the service centre for the Western region of SEQ.
- Ipswich needs to be in a position to respond to global changes in industrial production processes, the emerging digital economy, employment and education.
- Ipswich City Council needs to be seen as master of its own destiny.
- the plan should be seen as strategic rather than operational.
- the plan should be able to be used by other organisations.

- the plan should not be representative of State or Federal Government responsibilities. However, it may advocate for State and Federal Government involvement.
- differences in views and opinions should be recognised and where appropriate even celebrated.
- the Plan should provide opportunities for self-regulation – not everything in the Plan needs to be subject to applications for approval or authority.
- accepting that the future is uncertain, the Plan can still identify the direction in which the City wishes to develop, as well as identify development directions which it does not wish to promote or support.

Ipswich Futures Summit: The Ipswich Futures Summit was held on 22 April 2015 at Ipswich Civic Centre. Participants included business and community leaders, government agencies and key service providers. Feedback from the summit helped to identify gaps in information and key approaches.

WHAT OUR COMMUNITY SAID

7.1

The following five tables represent the frequency that each priority item was selected by a respondent:

1. Strengthening Our Local Economy and Building Prosperity (Jobs)
2. Managing Growth and Delivering Key Infrastructure
3. Caring for Our Community
4. Caring for Our Environment
5. Listening, Leading and Financial Management.

Under each survey theme respondents were asked to rank in order a suite of priority statements. They were also asked to highlight what they like and want to keep, and their ideas for Ipswich in the future. The outcomes are the results of an algorithm that is an assessment of the frequency that each priority issue was selected. Each selected priority issue is then weighted according to the precedence in which it is selected.

ORION SPRINGFIELD CENTRAL
SHOPPING CENTRE



WHAT OUR COMMUNITY SAID

7.2 STRENGTHENING OUR ECONOMY AND BUILDING PROSPERITY (JOBS)



RESPONDENTS SAW STRENGTHENING THE LOCAL ECONOMY AND BUILDING PROSPERITY THROUGH EMPLOYMENT AS THE MOST SIGNIFICANT THEME.

Many people saw a prosperous economy being linked to other outcomes such as a caring community and servicing the city's future infrastructure.

Attracting private sector business and industry investment stands out as the top priority. This will need to be facilitated by improving qualifications and skills of the workforce, infrastructure and digital connectivity. Attracting investment can also be facilitated by the availability of well-located, affordable housing and transport.

Respondents also identified redeveloping and revitalising the Ipswich CBD as an important issue, with current

initiatives being generally supported but respondents indicated these require further strengthening and enhancement.

People want to see Ipswich as a well-rounded community – a place to live, learn, play, work and invest.

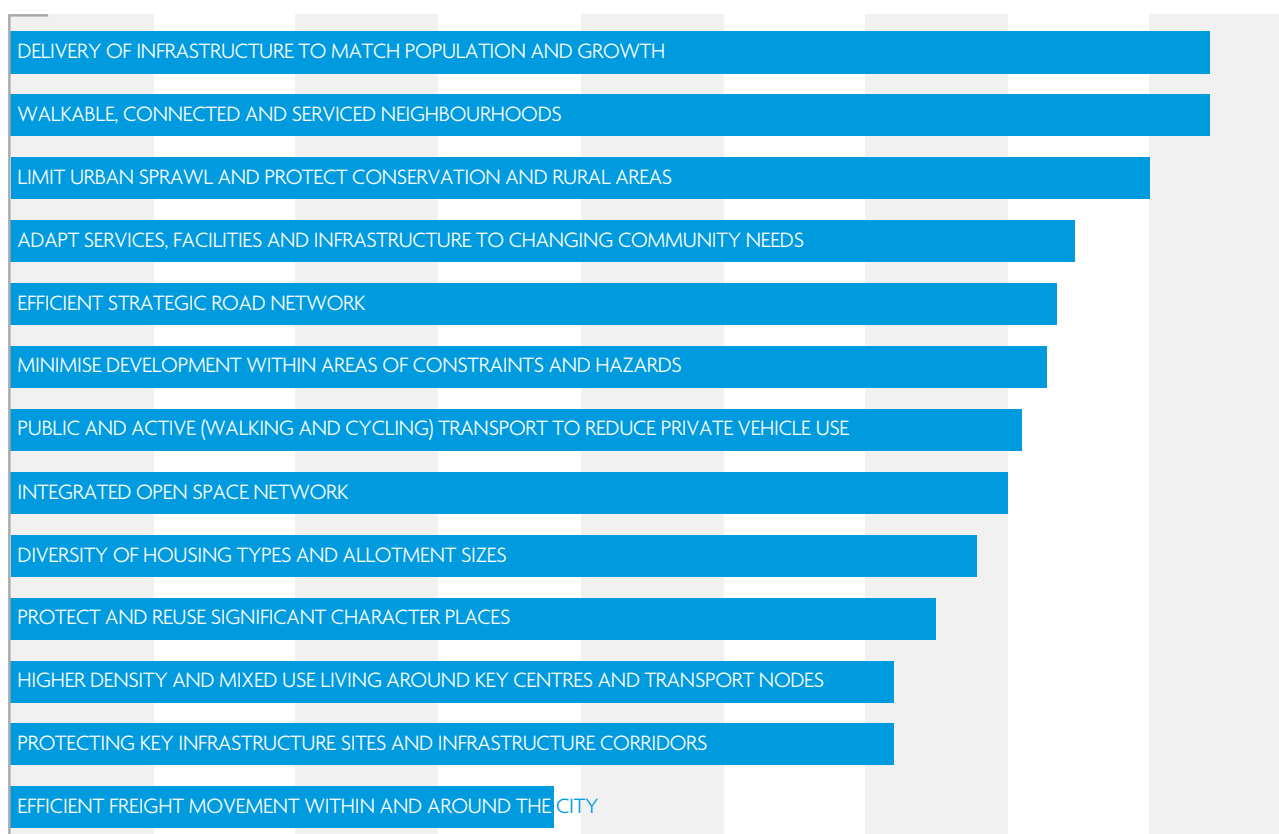
Having adequate employment opportunities is critical to making the city a desirable place to live. Local jobs creation will lead to buying locally and recirculating money into the Ipswich economy, providing a market for small and medium sized businesses.

It is not just the number of jobs but also the quality of jobs that is important, with many people commenting on the necessity to increase scientific, technical and professional jobs that respond to the emerging digital economy. Building on the multiculturalism of Ipswich was mentioned as a positive economic opportunity that should not be ignored.

Stronger and more creative marketing of Ipswich can be a powerful generator of economic growth. Despite Ipswich's heritage architecture being recognised as an important opportunity for tourism, Ipswich is also the gateway to a region that has considerable potential for business and tourism.

WHAT OUR COMMUNITY SAID

7.3 MANAGING GROWTH AND DEVELOPING KEY INFRASTRUCTURE



Survey respondents were asked to rank the most important priorities for growing and servicing the city.

THE TWO HIGHEST PRIORITIES WERE DELIVERY OF INFRASTRUCTURE TO MATCH POPULATION AND GROWTH AND CREATING WALKABLE, CONNECTED AND SERVICED NEIGHBOURHOODS.

The third priority related to limiting urban sprawl to protect conservation and rural areas.

Respondents want Ipswich to have a sustainable future where rural and natural areas are conserved. They want Council to have a long-term plan to manage growth and the roll out of infrastructure. People want Council to inform them and seek feedback before major decisions or changes are made to the long-term plan.

Respondents believe new development needs to be appropriately designed to create compact, walkable and mixed use neighbourhoods that increase community vitality and infrastructure efficiency. However, it was acknowledged that there is a tension between the outcomes of compact urban forms with smaller lots and repetitive building forms currently provided by the development industry.

The city should be supported by efficient, timely and reliable public transport and safe, shaded and comfortable cycle ways and footpaths.

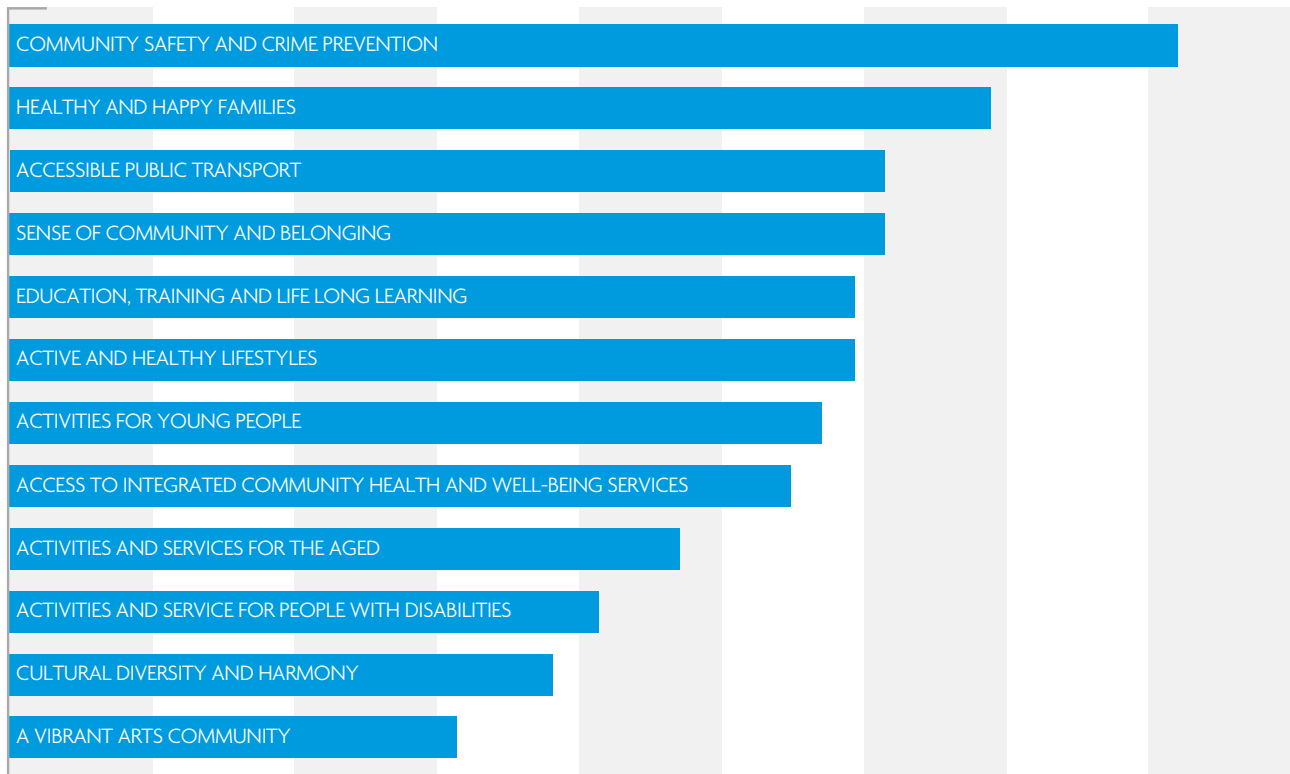
There is a strong desire for Council to continue to advocate for the extension of electric rail from Ipswich to Springfield and from Rosewood to Toowoomba.

There is a strong desire to protect our existing centres by limiting non-residential development outside of established communities and growth areas. There is support for a concerted effort to promote infill development in and around other centres to provide multi-unit dwellings and small lot residential development to take advantage of existing infrastructure.

There is a consistent desire to ensure that future infill and greenfield development avoids land subject to constraints such as RAAF Base Amberley and hazards such as floods.

WHAT OUR COMMUNITY SAID

7.4 CARING FOR OUR COMMUNITY



Respondents were asked to rank the most important priorities for their community's future. The top five priorities were community safety and crime prevention, healthy and happy families, accessible public transport, sense of community and belonging, and education, training and life long learning.

MANY RESPONDENTS EXPRESSED A DESIRE TO RETAIN THE SOCIAL ASPECTS OF THEIR COMMUNITY AND HIGHLIGHTED THE VALUE OF BELONGING, CONNECTION AND PARTICIPATION.

The most common suggestion was to continue community and family programs, activities and events. There was also an appreciation for existing amenities including parks, the art gallery and libraries.

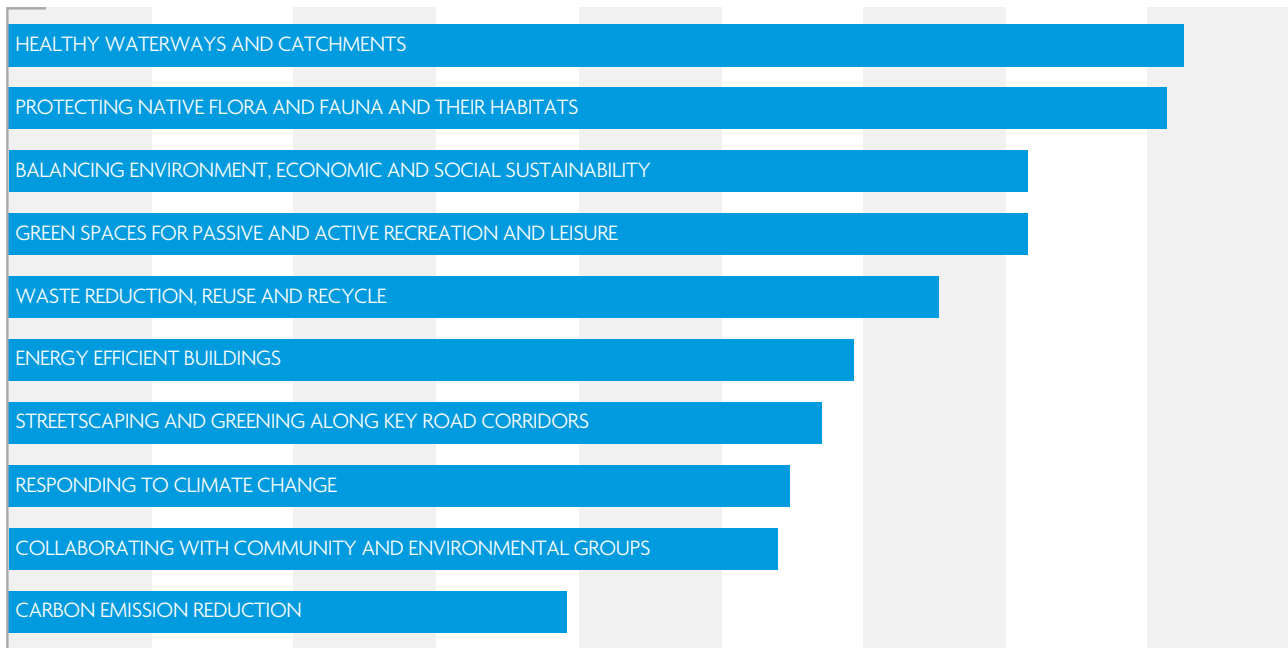
Retaining and improving education facilities and programs for all groups was a constant theme among respondents. Education from preschool to tertiary was acknowledged as important.

Respondents want revitalised and improved public spaces with new outdoor facilities to create vibrant physical spaces. Associated with the use of public spaces and public transport, preventing crime and nuisance behaviours is important.

A significant number of respondents want the Ipswich CBD to be redeveloped to attract better social and economic benefits for the city. Access to public transport is a high priority, particularly in the role it plays in ensuring equity of access to facilities and services.

WHAT OUR COMMUNITY SAID

7.5 CARING FOR OUR ENVIRONMENT



Survey respondents were asked to rank the most important priorities for caring for our environment.

THE TOP TWO PRIORITIES WERE TO CONSERVE AND PROTECT THE CITY'S WATERWAYS AND CATCHMENTS, AND TO PROTECT NATIVE FLORA AND FAUNA AND THEIR HABITATS.

Respondents want Council to develop long-term environmental recovery programs along all wetlands and waterways, particularly in the upper reaches of the city's rivers and creeks.

There is concern at the loss of trees and bushland within the city and a desire for Council to retain mature trees and green spaces in new developments.

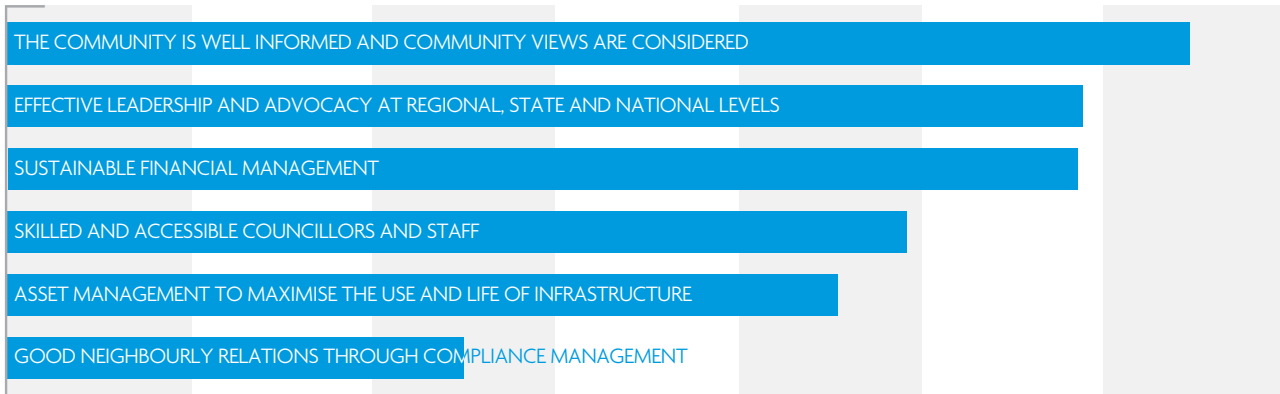
Additionally, respondents believe there should be greater controls on native bushland and tree clearing. Supporting this approach, there is a call for the introduction of a clear plan for the offsetting of cleared vegetation.

Respondents are seeking Council's continued protection of biodiversity on Council managed land and private land. Respondents value the process of acquiring land for habitat protection and believe Ipswich needs a comprehensive approach to environmental management. Respondents support sustainability and the development of compact urban places that are serviced with efficient public transport, footpaths and cycle ways. They want to see greater community involvement in decisions that affect the environment.

Respondents want Council to provide educational material, leadership in standards and design and where appropriate advocate to State and Federal governments to address the environmental, economic and social impacts of climate change. There is also a strong focus on the need to treat water as a precious resource, and to enforce compliance actions such as littering, dumping of waste and pollutants and managing domestic pets to support the achievement of environmental outcomes.

WHAT OUR COMMUNITY SAID

7.6 LISTENING, LEADING AND FINANCIAL MANAGEMENT



Keeping the community well informed and considering their views was identified as the top priority for Council. The second highest priority related to effective leadership and advocacy, while the third was sustainable financial management.

The importance of communication between Council and the community is highly valued.

Respondents believe there is a need to continually develop new and more targeted community engagement opportunities.

A significant number of respondents also believe accessibility to Councillors and Council staff should be maintained or increased.

Effective communication provides transparency in decision making, which is seen as being central to good governance.

PROMOTING THE CITY IS SEEN AS AN IMPORTANT ROLE FOR BOTH THE COUNCIL AND THE COMMUNITY

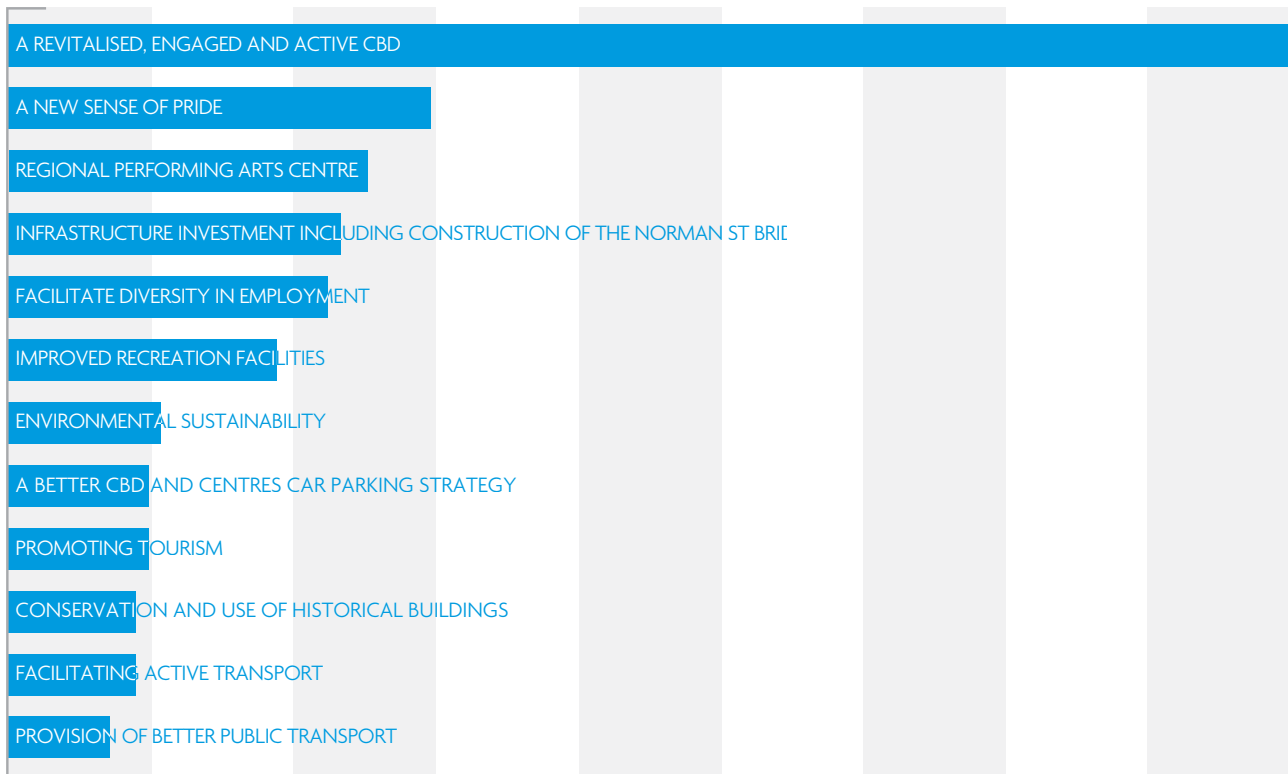
The support of events, programs and activities is an effective way to build a sense of community while promoting the city.

There is strong support for prudent financial management balancing the need to invest in infrastructure while reducing debt and ensuring value for money. People want equitable investment across the city – in older suburbs and the CBD as well as new suburbs. Central to this is the need for infrastructure to be delivered in a timely, strategic and co-ordinated way.

Respondents noted the important role that compliance and regulation plays in encouraging good neighbourly relationships. However, there was comment that the community needs access to appropriate educational material to inform them of their rights and responsibilities to promote these relationships.

WHAT OUR COMMUNITY SAID

7.7 THE ONE BIG THING



At the conclusion of the survey respondents were asked to nominate 'The One Big Thing' that they would like to see developed in Ipswich in the future. The revitalisation of the Ipswich CBD, particularly the redevelopment of the Mall to create an attractive, walkable, revitalised, engaged and active centre that overlooks the Bremer River, was by far the top priority. Creating a new sense of pride was closely linked to the development of a regional performing arts centre, and together with the redevelopment and revitalisation of the CBD constituted more than 54% of responses.

Infrastructure investment including the construction of the Norman Street Bridge, improved car parking facilities in the CBD and improved recreational facilities constituted almost 20% of responses. There were also a number of single issues or personal responses that have not been included in this assessment.

THE REVITALISATION OF THE CBD IS SEEN AS CRITICAL TO ENSURING IPSWICH REINFORCES ITS POSITION AS THE PRIMARY SERVICE CENTRE AND REGIONAL CAPITAL OF THE WESTERN CORRIDOR.

Respondents believe strengthening the local economy and building prosperity can be achieved through the appropriate and timely provision of infrastructure and facilitating employment growth. Infrastructure provision and employment that responds to the digital economy are also seen as critical matters to stimulate economic growth and prosperity.

VISION FOR THE FUTURE

It is more than 20 years since the adoption of Advance Ipswich in 2015.

Ipswich has grown and developed around a series of vibrant public transport activated centres and master planned communities. The city is rejuvenated, positioning the CBD as the primary service centre and regional capital of the Western corridor.

Ipswich is identifiable as one city incorporating its natural, rural and urban areas. It is a harmonious, safe and tolerant community, drawing together and building upon its rich multicultural diversity. The city has a unique and clear identity for people who live, work or visit, reflecting its Indigenous, European, pioneering, mining and industrial history.

Character buildings have been retained and are used appropriately. The more recently developed areas of Springfield, Bellbird Park, Collingwood Park, south Redbank Plains, Ripley Valley and the Walloon-Thagoona-Rosewood corridor are integrated with established areas of the city. Together they provide cohesive neighbourhoods with a diversity of housing, job opportunities and supporting infrastructure.

PEOPLE ARE EMOTIONALLY CONNECTED TO IPSWICH WITH A STRONG SENSE OF BELONGING AND PRIDE IN THE CITY.

Residents actively participate in community life and those who volunteer are recognised and appreciated. While the city has grown significantly to a population of more than 400,000 people, it retains an intimate quality with a friendly and engaged community.

The city has places where people of all ages can meet and socialise, gather for events, be entertained and recreate. The cultural life of the city provides opportunities for the creative arts to flourish. Visual and performing arts and other cultural venues provide the community with a wide range of experiences and a tangible sense of civic pride.

Facilities and services support all members of the community throughout their lives. The city provides a full spectrum of life long learning opportunities from early childhood to vocational training and tertiary education. Ipswich is well served by quality educational facilities and services that support the development of the skills and knowledge required for people to pursue rewarding and well paid jobs.

Innovative business and employment enterprises maximise the opportunities presented by the digital economy and other new technologies. In the rural hinterland, townships and boutique businesses thrive on tourism, specialised agricultural production, outdoor recreation and other niche markets. The city has also developed strategic logistic and distribution centres, placing it as an inland port and facilitating the movement of road and rail freight throughout the nation. Ipswich is tapping into the ever changing domestic, regional, national and global markets and is supported by research facilities and centres of academic and business excellence.

RAAF Base Amberley remains the largest defence facility in Australia and is supported by a range of economic and commercial activities. The base continues to grow and provides major social, employment and economic benefits to the region, injecting significant capital and operational investment into the local economy.

JOBS GROWTH KEEPS PACE WITH POPULATION GROWTH. IPSWICH'S RATE OF EMPLOYMENT IS HIGHER THAN THE QUEENSLAND AVERAGE.

This has reduced the need for people to travel long distances to work and retains the benefits of local wages and spending within the city, minimising escape expenditure.

Ipswich is a sustainable and ecologically resilient city that forms an integral part of the 'green lungs' of SEQ. Extensive tracts of natural vegetation sustainably support native wildlife. Waterways are rehabilitated and protected, providing a high standard of water quality, habitat and fauna connectivity and recreational outcomes while at the same time reducing the impact of major storm and flood events.

VISION FOR THE FUTURE

Green and renewable energy technologies optimise the efficient use of resources and minimise carbon emissions. Waste is used as a resource by reducing, reusing and recycling. Water is recognised as a limited resource and is used sustainably through innovative water harvesting schemes, reuse and recycling opportunities and demand management. Innovative solutions for mitigating climate variability and increasing community resilience to floods, droughts and bushfires are implemented.

The city's transport network is affordable, safe and reliable. Public transport, strategic roads, bikeways and footpaths connect compact mixed use neighbourhoods with centres, areas of economic activity and supporting services and facilities. People use a convenient public transport system to access work or education and walk or cycle for local trips.

URBAN DEVELOPMENT HAS MAXIMISED THE OPPORTUNITIES TO USE PUBLIC AND ACTIVE TRANSPORT.

Mixed use and higher density centres have developed around key rail and bus stations, particularly in the Ipswich City Centre, Springfield Town Centre, Ripley Town Centre, Goodna, Booval and Rosewood. There is a range of housing types and densities that meet the needs of residents and allow them to live within their communities throughout their lives. The city continues to be an affordable place to live.

Supporting an active and healthy lifestyle, the city has extensive parks, sportsgrounds and open space areas for residents and visitors to enjoy. This integrated open space network meets the community's recreation and leisure needs, provides opportunities to connect with nature and creates clear boundaries to help identify residential communities.

The success of the city is an outcome of deliberate long-term strategic planning and sustainable financial management by Ipswich City Council in partnership and engagement with the community, businesses, government agencies and non-government organisations and advocacy with key stakeholders and partners.

9.0

MAKING IT HAPPEN

9.1

The Plan's five themes include a Goal with supporting Strategies and Key Actions. Council's role in the delivery of each Key Action is as follows:

- **Manage (M):** Council will plan, develop and deliver the Key Action.
- **Support (S):** Council will support other responsible agencies in delivering the Key Action.
- **Advocate (A):** Council will advocate on behalf of the community to encourage other responsible agencies to deliver the Key Action.



MAKING IT HAPPEN

9.2 STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)

| Goal 1 | Use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment. | Council's role |
|--------------------|---|----------------|
| Strategy 1 | Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city. | |
| KEY ACTIONS | | |
| 1.1 | Promote a major investment pathway within Council that supports investment attraction in key sectors. | M |
| 1.2 | Develop trade and export links to support long-term competitiveness in the Ipswich economy. | M/S |
| 1.3 | Work with adjoining local governments to support shared and complementary economic growth priorities. | M/S |
| 1.4 | Utilise the city's increasing multiculturalism to diversify economic opportunity in service provision, business development and employment. | M/S |
| Strategy 2 | Provide a full spectrum of life-long learning opportunities, from early learning through to schooling, vocational training and tertiary education that aligns skills and education with emerging employment opportunities. | |
| KEY ACTIONS | | |
| 2.1 | Promote whole-of-life learning opportunities, particularly early learning and adult learning. | S/A |
| 2.2 | Implement the Skilling Ipswich Program which covers community skilling, industry sector skills strategies and Indigenous employment and expands the education and training sector in the city. | M |
| 2.3 | Ensure state, private and tertiary education facilities match population growth and provide adequate skills and knowledge to support the local economy and assist people to have rewarding careers. | S/A |

MAKING IT HAPPEN

| | | |
|--------------------|--|-------|
| Strategy 3 | Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre. | |
| KEY ACTIONS | | |
| 3.1 | Maintain a strong Council presence within the Ipswich CBD as the main administrative centre for the Local Government Area. | M |
| 3.2 | Concentrate other government services and functions within the Ipswich CBD and relocate public sector jobs from Brisbane to Ipswich. | M/S/A |
| 3.3 | Facilitate the development of Ipswich City Centre with a vibrant mix of land uses including government offices and services, commercial premises, retail, key community facilities, food and beverage outlets and higher density inner city living | M/S/A |
| 3.4 | Encourage the expansion of both public and private health services within the Ipswich CBD. | S/A |
| 3.5 | Develop a new performing arts centre within the Ipswich CBD. | M/A |
| 3.6 | Ensure the Ipswich City Centre is well served with appropriate infrastructure, including digital infrastructure, transport, parklands and public spaces. | M/S/A |
| Strategy 4 | Strengthen the local digital economy. | |
| KEY ACTIONS | | |
| 4.1 | Review critical success factors and develop a plan, including a digital infrastructure plan, to support the development of a vibrant local digital economy. | M |
| 4.2 | Develop a digital incubator hub within the Ipswich CBD. | M |
| Strategy 5 | Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries. | |
| KEY ACTIONS | | |
| 5.1 | Protect RAAF Base Amberley from land uses and activities that would impact on its operational integrity. | M/S |
| 5.2 | Ensure ongoing collaboration with the base on key issues including economic development opportunities, transport links, housing and the integration of Base personnel into the community. | S/A |

MAKING IT HAPPEN

| | | |
|--------------------|--|-------|
| Strategy 6 | Diversify the local economy. | |
| KEY ACTIONS | | |
| 6.1 | Support the development of education and research facilities and technology and knowledge-based industries. | S |
| 6.2 | Support economic activity based on health, well-being and human services. | S |
| 6.3 | Support economic activity based on retail and hospitality in the existing and proposed centres. | S |
| 6.4 | Support tourism opportunities based on heritage assets, events, motor and adventure sports, eco-tourism and nature-based recreation, rural areas and farm-based tourism. | M/S/A |
| 6.5 | Support transport, logistics and manufacturing industries, particularly where local SEQ Western corridor products and agriculture are used. | S |
| 6.6 | Support traditional agricultural production and rural activities. | S |
| 6.7 | Support emerging and niche agricultural enterprises in rural areas. | S |
| 6.8 | Research, monitor and review market and investment trends to identify opportunities for new business activities. | M/S |
| 6.9 | Retain flexibility in planning scheme provisions to accommodate emerging business activities and economic opportunities. | M |

MAKING IT HAPPEN

9.3 MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE

| Goal 2 | Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy. | Council's role |
|--------------------|--|----------------|
| Strategy 1 | Develop a compact, sustainable, mixed use urban form that supports community and economic development. | |
| KEY ACTIONS | | |
| 1.1 | Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes. | M/A |
| 1.2 | Encourage a diversity of housing types, styles and densities that meet community housing needs. | M/S/A |
| 1.3 | Encourage higher density development around major centres and transport nodes and corridors including sensitive infill development that conserves and responds appropriately to places of heritage character significance. | M |
| 1.4 | Develop a strong network of centres to support community connectedness and identity, and accessibility to services and facilities that contribute to both social and economic outcomes. | M |
| 1.5 | Establish a network of regionally significant and local business and industry activity nodes. | M |
| 1.6 | Promote urban development that supports the achievement of a water smart city that is resilient to climate variability, floods and droughts. | M |
| 1.7 | Incorporate relevant provisions and programs to support responsible pet ownership. | M |
| Strategy 2 | Provide adequate land and infrastructure to support community development and economic activity. | |
| KEY ACTIONS | | |
| 2.1 | Planning scheme provisions to provide an adequate supply of serviced land to accommodate demand for business and employment growth and to meet community housing needs. | M |
| 2.2 | Facilitate infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development. | M/S/A |

MAKING IT HAPPEN

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| Strategy 3 | Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes. | |
| | KEY ACTIONS | |
| | 3.1 Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the city being well connected for business, freight and visitors; a convenient and competitive public transport system; and more compact and mixed land uses to reduce trip lengths and make public transport, walking and cycling more viable. | M/S/A |
| Strategy 4 | Conserve the city's heritage. | |
| | KEY ACTIONS | |
| | 4.1 Places of cultural heritage significance are identified, protected and used appropriately. | M/S/A |
| | 4.2 Council continues to provide a heritage awareness, education and promotions program, including a free heritage adviser service for owners of listed historic properties. | M |
| Strategy 5 | Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors. | |
| | KEY ACTIONS | |
| | 5.1 Implement an integrated open space plan that provides land and facilities to meet the community's active and passive recreation and leisure needs. | M |
| | 5.2 Provide access to major waterways through waterside parks and linear open space. | M |
| | 5.3 Utilise the design of open space to provide urban form and to create clearly identifiable urban areas. | M |

MAKING IT HAPPEN

9.4 CARING FOR OUR COMMUNITY

| Goal 3 | Create a city that values its past and embraces opportunities to work together for the betterment of the community. | Council's role |
|------------|--|----------------|
| Strategy 1 | Inform, educate and celebrate with the community those elements of our history that have shaped our identity. | |
| | KEY ACTIONS | |
| | 1.1 Develop a clear understanding of what unites us and forms the city's identity. | M |
| | 1.2 Promote and celebrate the city's identity throughout the community and beyond. | M |
| | 1.3 Strengthen Council's branding of Ipswich to align with our identity and changing communities. | M |
| | 1.4 Implement a regular program of community opinion surveys to track changes in the values that impact Council's policy development and service delivery. | M |
| Strategy 2 | Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation. | |
| | KEY ACTIONS | |
| | 2.1 Develop greater understanding of community needs through community engagement, research and analysis to inform program, service and facility planning and delivery. | M |
| | 2.2 Develop a comprehensive set of indicators to inform the community on the direction of socioeconomic change and progress in achieving desired social and economic outcomes. | M/S |
| | 2.3 Develop a research policy to maximise the benefits of collaboration with education and research institutes. | M |
| | 2.4 Establish collaborative agreements for the co-operative development and sharing of socioeconomic data across the region. | M/S |
| | 2.5 Increase the use of online and digital communications to deliver and promote services and information to the community. | M |
| Strategy 3 | Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities. | |
| | KEY ACTIONS | |
| | 3.1 Develop a community development plan for our communities of place and interest. | M |
| | 3.2 Facilitate capacity building through a comprehensive community development training program. | M/S |
| | 3.3 Enhance the capacity of the city's community facilities to link community needs with appropriate services. | M/S |
| | 3.4 Ensure the needs of the city's growing child and youth population are incorporated through the adoption of a child and youth friendly community policy. | M/S |
| | 3.5 Build productive relationships with the city's schools to maximise their positive impact on the community. | M/S |

MAKING IT HAPPEN

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| Strategy 4 | Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities. | |
| KEY ACTIONS | | |
| 4.1 | Facilitate service planning and delivery arrangements with government and non-government agencies utilising Council's evidence base to ensure services are delivered in an equitable, timely and efficient manner to meet community needs. | M/S/A |
| 4.2 | Support local community service agencies to improve their effectiveness through local interagency collaborations and partnerships. | M/S |
| Strategy 5 | Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being. | |
| KEY ACTIONS | | |
| 5.1 | Implement a Community Events program across the city that includes community and family activities. | M/S |
| 5.2 | Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. | M/S/A |
| 5.3 | Utilise Planning Scheme provisions to encourage active recreation, the use of active transport and the development of walkable, mixed use neighbourhoods. | M/A |
| 5.4 | Acknowledge, promote and support the success and participation of Ipswich residents and teams in local, regional, national and international sporting events. | M/S |
| Strategy 6 | Build on the success of Council's community safety programs to address new and emerging issues. | |
| KEY ACTIONS | | |
| 6.1 | Develop a set of community safety indicators to track our progress on meeting community expectations. | M |
| 6.2 | Seek designation as a Pacific/Australian Safe Community. | M |
| 6.3 | Incorporate CPTED principles in the design, construction and maintenance of key development sites and public spaces. | M/A |
| 6.4 | Delivery of the Safe City program aligned to crime prevention and community safety plans. | M/S/A |
| 6.5 | Facilitate programs, education and awareness on reducing public health risks in the community. | M/S |

MAKING IT HAPPEN

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| Strategy 7 | Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes. | |
| KEY ACTIONS | | |
| 7.1 | Develop and implement an Arts and Culture Strategy to reflect the current and future needs of the city. | M |
| 7.2 | Develop a new Regional Performing Arts Centre in the Ipswich CBD. | M/S/A |
| 7.3 | Undertake a feasibility study to inform the establishment of a Children's Museum. | M/S/A |
| 7.4 | Ensure the library service is a core element of Council's Digital Strategy. | M |
| 7.5 | Provide new and enhance existing Council libraries as integrated community hubs providing life-long learning opportunities. | M |
| Strategy 8 | Develop greater community resilience and readiness. | |
| KEY ACTIONS | | |
| 8.1 | Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. | M/S/A |
| 8.2 | Develop and provide information to the community regarding effective responses to disasters and emergencies. | M/S |
| 8.3 | Facilitate capacity building and leadership to enhance resilience in the community. | M |
| 8.4 | Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. | M |

MAKING IT HAPPEN

9.5 CARING FOR OUR ENVIRONMENT

| Goal 4 | Important areas of native habitat and vegetation are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently. | Council's role |
|------------|--|----------------|
| Strategy 1 | Secure and protect important areas of native habitat and vegetation. | |
| | KEY ACTIONS | |
| | 1.1 Develop and implement Ipswich Enviroplan to secure critical areas of native habitat and vegetation, particularly where such areas form or enhance key conservation corridors. | M |
| | 1.2 Ensure natural area estates are appropriately managed to protect wildlife and environmental values, enhance public awareness and education, and avoid pest infestation and bushfire risk. | M |
| | 1.3 Seek the active involvement of the State Government in providing national parks investment in the Ipswich Local Government Area. | A |
| Strategy 2 | Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies. | |
| | KEY ACTIONS | |
| | 2.1 Review the Conservation Partnerships Program and implement changes. | M |
| | 2.2 Provide strategic delivery of environmental offsets across the city. | M/S/A |
| Strategy 3 | Protect and manage waterways to achieve enhanced environmental, ecological and water quality outcomes. | |
| | KEY ACTIONS | |
| | 3.1 Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. | M/S/A |
| | 3.2 Implement appropriate pollutant control mechanisms, particularly for sediment and erosion during the construction phase of development. | M/S/A |
| | 3.3 Provide strategic delivery of stormwater quality offsets to achieve optimal, cost effective solutions to improve water quality outcomes. | M |
| | 3.4 Ensure effective catchment and floodplain management. | M |

MAKING IT HAPPEN

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| Strategy 4 | Enhance urban greening. | |
| | KEY ACTIONS | |
| 4.1 | Increase tree planting and create urban forests on land under Council ownership or control. | M |
| 4.2 | Undertake street tree planting and landscaping and protect significant vegetation within road reserves. | M |
| 4.3 | Where possible, retain highly significant areas of vegetation within the urban footprint through negotiations and incentives with developers such as increased development yields, transferable development opportunities and parkland offsets. | M |
| Strategy 5 | Use resources efficiently and sustainably. | |
| | KEY ACTIONS | |
| 5.1 | Waste is treated as a resource and is minimised through reducing, reusing and recycling. | M |
| 5.2 | Provide leadership and advocacy in the promotion of renewable and sustainable technologies. | M/S/A |
| 5.3 | Water is treated as a precious resource within a total water cycle management framework. | M/S/A |
| Strategy 6 | Improve environmental awareness, education and compliance. | |
| | KEY ACTIONS | |
| 6.1 | Environmental education and awareness programs are planned and promoted to the community, land owners and other key stakeholders. | M/S |
| 6.2 | Ensure appropriate compliance is undertaken in relation to littering, dumping and air and water pollution. | M/S/A |
| 6.3 | Landfill sites are managed in an environmentally responsible manner. | M/S/A |
| 6.4 | Mining and extractive resource sites are appropriately rehabilitated. | M/S/A |

MAKING IT HAPPEN

9.6 LISTENING, LEADING AND FINANCIAL MANAGEMENT

| Goal 5 | Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes. | Council's role |
|------------|---|----------------|
| Strategy 1 | The Mayor and Councillors represent the Ipswich community and provide strong and visionary leadership. | |
| | KEY ACTIONS | |
| | 1.1 The accessibility to and the visibility of the Mayor and Councillors are maintained. | M |
| | 1.2 The Mayor and Councillors continue to promote and advocate on behalf of the city and the community. | M/A |
| Strategy 2 | Provide comprehensive and meaningful community engagement to inform Council decision making. | |
| | KEY ACTIONS | |
| | 2.1 Council decisions are better informed through meaningful engagement with the community. | M |
| | 2.2 Community engagement is tailored to the needs of the community and the project. | M |
| | 2.3 Council maintains a key focus on customer service and meeting the needs of the community. | M |
| Strategy 3 | Implement initiatives that strengthen governance skills and knowledge. | |
| | KEY ACTIONS | |
| | 3.1 Councillors and staff are provided with the necessary skills, training and resources to make informed, effective, efficient, impartial and timely decisions. | M |
| | 3.2 Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. | M |
| Strategy 4 | Maintain a financially sustainable and resilient approach to budgeting. | |
| | KEY ACTIONS | |
| | 4.1 Aim to operate Council's finances with a modest surplus. | M |
| | 4.2 Manage and reduce the city's debt on the basis of 'don't spend more than you earn, and borrow for assets only'. | M |
| | 4.3 Focus on achievements that are socially, environmentally and economically sustainable. | M |
| | 4.4 Where possible, provide equitable investment and expenditure across the city, subject to meeting real community needs. | M |

MAKING IT HAPPEN

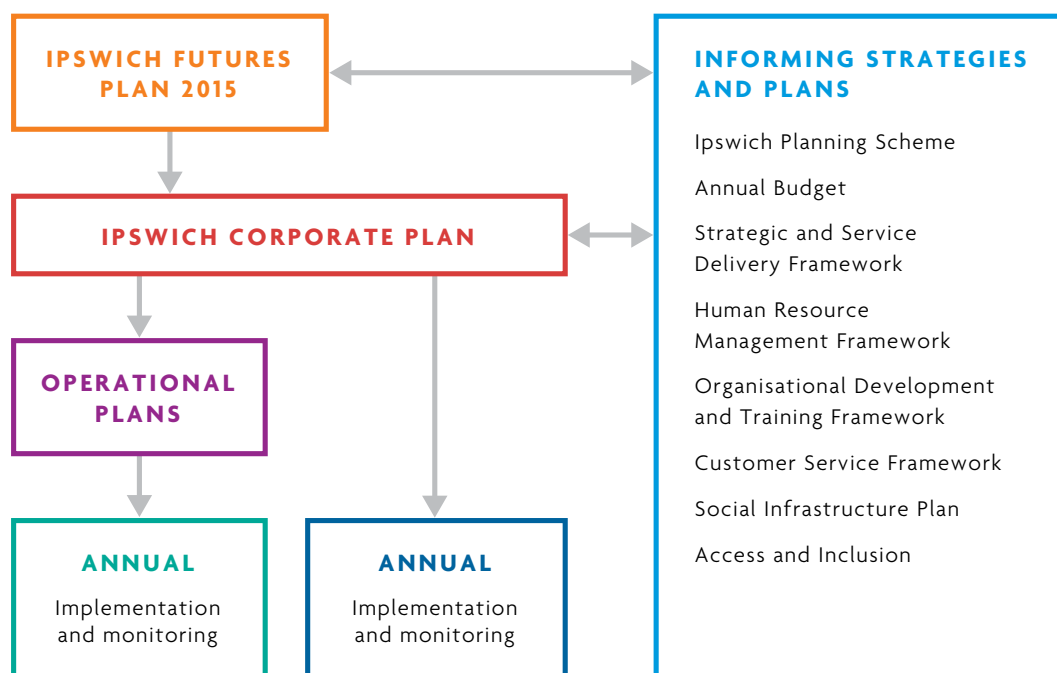
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| Strategy 5 | Good neighbourly relations are maintained through effective dispute resolution, community education and compliance. | |
| KEY ACTIONS | | |
| 5.1 | The community is provided with information, education and tools to minimise and, if necessary, resolve neighbourhood disputes and to be aware of their obligations under laws and regulations. | M/S/A |
| 5.2 | Council undertakes inspections and appropriate compliance action in respect to nuisance activities. | M/S/A |
| Strategy 6 | Maintain a consistent and efficient approach to laws and compliance activities across the city. | |
| KEY ACTIONS | | |
| 6.1 | The community is provided with information and access on how to apply for and comply with licences and permit conditions, and obligations under local laws and legislation. | M/S/A |
| 6.2 | Council will undertake programmed inspections and patrols and will respond to requests made by the community to ensure quality of life is being maintained across the city. | M/S/A |
| 6.3 | Council has local laws that are contemporary, sustainable and efficient for the good governance of the Local Government Area. | M/S/A |

MONITORING AND REPORTING

Queensland local governments must abide by the requirements of the Local Government Act 2009 and the supporting regulations. To ensure local governments are accountable, effective, efficient and sustainable the Act is underpinned by:

- Transparent and effective processes and decision-making in the public interest
- Sustainable development and management of assets and infrastructure and delivery of effective services
- Democratic representation, social inclusion and meaningful community engagement
- Good governance of, and by, the local government
- Ethical and legal behaviour of Councillors and local government employees

Advance Ipswich will be implemented through the **Ipswich Corporate Plan**. Produced every five years, the Ipswich Corporate Plan defines the goals, strategies and actions to be undertaken within that period. As Advance Ipswich is a strategic document with implementation projected over a period considerably longer than five years, it is not expected that all of the strategies and actions will be fully implemented in the first five-year **Ipswich Corporate Plan** period.



11.0

STAYING ON TRACK

The success of the implementation of Advance Ipswich will be assessed in the annual operational planning process.

Council will continue to engage with the Ipswich community and will provide leadership, embrace change where it contributes to the sustainable operation of Council's functions, and lead by example.

Council will also undertake a full review on a five-year basis, with the first major review in 2022 to align with the availability of updated Census data ensuring The Plan remains relevant and contemporary.

LIMESTONE STREET,
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Advance Ipswich

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