

Economic Development Strategy 2023–2027





Acknowledgement of Country

Ipswich City Council respectfully acknowledges the Traditional Owners as custodians of the land and waters we share. We pay our respects to their Elders past, present and emerging, as the keepers of the traditions, customs, cultures and stories of proud peoples.





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Mayor's Message

Ipswich has a growing reputation as the most attractive, affordable and accessible city within South East Queensland, one that offers families services and amenities of a large city without the price tag. We're welcoming over 6,000 new residents every year, and by 2041, our community will grow by 170 per cent, with 560,000 people expected to call the city home. This projected annual growth rate of 4 per cent is exceptional in comparison to Queensland's 1.2 per cent and Australia's 0.9 per cent.

Here at council we're focused on our community. We are committed to creating opportunity so residents can reap the rewards of working where they live. We're committed to providing skills training and employment opportunities to our local residents as a major component of our economic development within our region.

Ipswich is home to South East Queensland's youngest population and is also its oldest provincial city, and we're heading towards a modern, dynamic and innovative future. New economic precincts are emerging, and Ipswich is quickly securing strategic economic importance in health, manufacturing, defence, and logistics. Businesses and industrial investment are gathering pace due to the vast opportunities our region has to offer.

It's important to take a proactive approach to managing our growing population while retaining the character and heritage we love and cherish. The new planning scheme supports business growth in line with our population growth, while assisting to identify the necessary infrastructure to support growth and create a more diversified economy for prosperity and retain the way of life that we enjoy.

Council is collaborating closely with businesses, the community, and government to plan for the future. We've secured substantial commitments from state and federal governments to build a city for half a million people. Council's award-winning Transparency and Integrity Hub is changing the way we do openness and accountability, and look to set a new standard in governance and decision making in government. I'm very pleased to present Ipswich's roadmap to achieving our collective vision for Ipswich as a place, our people and prosperity for our exciting future.

Mayor Teresa Harding



Chair's Message

As Chair of the Economic and Industry Development Committee, I am proud to introduce the Economic Development Strategy 2023–2027. This Strategy has been developed in consultation with the city's key stakeholders, with an aim to deliver strong, sustainable growth for our region, via a clear vision. It focusses on four key pillars – People, Place, Prosperity and Partnerships which underpin our strategic process.

This Strategy was built to maximise Ipswich's position in the rapidly expanding western growth corridor and deliver sustainable growth for our region. There is a real optimism present in Ipswich, and this Strategy will enable an already robust and resilient economy to flourish.

Defining our position in South East Queensland and charting a path that will drive a new era of investment and growth focussed around our centres and high growth industries is key to our success.

The people of Ipswich are our city's biggest asset and their individual personal success, including skills development to strengthen the ability of our workers to support our new industries, is critical to our city's long-term economic success. We will endeavour to strengthen trust and foster cooperation within our diverse community. We will work towards encouraging and assisting our people to realise their potential thereby creating prosperity for our community, and in turn our city.

Council strives to enhance the liveability of our region every day through meaningful planning, seeking to capitalise on Ipswich's unique geographical position. This focus on liveability complements our drive to attract skilled people to the region, to support the growth of our businesses and local economy.

We are the gateway to our neighbouring agricultural regions, we are home to the nation's largest RAAF base, we have abundant space for industrial, commercial and residential growth and we are traversed by national highways that connect to southern states, the wider South East Queensland region, and back to Queensland's Capital, Brisbane.

Focussing on People, Places, Prosperity and Partnerships, this Strategy offers real optimism and a pathway to enable an already robust and resilient Ipswich to flourish and grow with a clear vision.

Cr Nicole Jonic

Chairperson, Economic and Industry Development Committee



Executive Summary

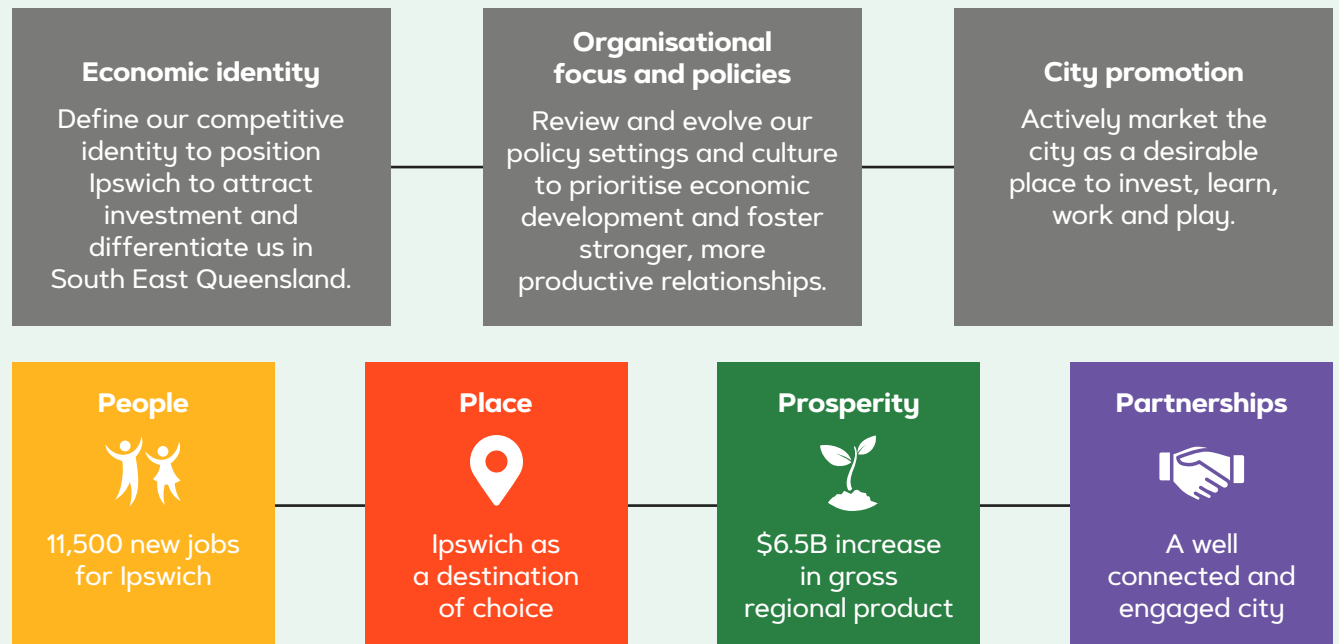
Ipswich's diverse economy and growing population faces unparalleled opportunities and challenges. As the fastest growing city in Queensland with a population of 233,302, projected to more than double over the next two decades, we are the epicentre of residential growth. It is a young community, with a median age of 33 years, where young families make up close to half of the near 80,000 households. Considerations of our social context, understanding infrastructure and transport requirements as well as environmental considerations are integral to the successful delivery of an integrated Economic Development Strategy (Strategy).

The Strategy outlines our plan for sustainable economic growth. It thoughtfully considers how we can build the economy of the future, attract and retain diverse and high value jobs for current and future generations, deliver a safe, efficient and sustainable transport network, ensure a healthy environment and foster an inclusive society.

Our economy is driven by our high value industries of manufacturing, health care and social assistance, retail trade, education and defence. Our connectivity positions Ipswich in a prime location in South East Queensland, located between Gold Coast to the south, Toowoomba to the west, Brisbane to the east, and the Sunshine Coast to the north.

The Strategy contributes to the delivery of iFuture, council's Corporate Plan under Theme 1: Vibrant and Growing in progressing council's vision and outcomes.

It is defined by its program objectives and key pillars, People, Place, Prosperity and Partnerships. All pillars are equally important and synergistic, interdependently delivering on the vision of the city, a city of opportunity for all. This will drive economic development across the city to shape Ipswich as one of the most liveable cities of South East Queensland.



Economic Foundations

Demographics Lens

233,302

residents (ABS ERP 2021)

410,631

residents (QGSO² 2031)

557,649¹

residents (QGSO 2041)

33

median age

81,952

households

5.5%

Aboriginal and Torres Strait Islander peoples

22%

born overseas

14%

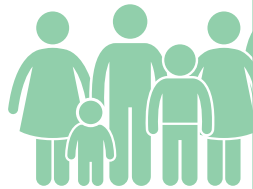
languages other than English

6.8%

unemployment (ABS March 2022 Quarter)

11.5%

youth unemployment (July 2022)³



Journey to work



47% live and work in the area

49% live in the area, but work outside

75% of residents use car as driver or passenger to get to work

All data unless otherwise specified: Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled and presented by .id (informed decisions).

¹ Revised population and employment projections are being prepared for the new Ipswich Planning Scheme. These revised projections aim to improve the alignment of projected growth with historic and current trends of actual growth.

² Queensland Government Statisticians Office.

³ Regional Development Australia Ipswich and West Moreton Inc.

Economic Lens

\$12.02B

GRP (NIEIR 2021)

83,540

total local jobs (NIEIR 2021)

+ 21,302

job growth by 2031

+ 28,307

job growth by 2041

10,638

local businesses

111,450

employed residents (NIEIR 2021)



Top Industries in Ipswich

By full time employment:

- 1. Manufacturing**
(10,941 people or 16.4%)
- 2. Health Care and Social Assistance**
(9,042 people or 13.5%)
- 3. Retail Trade**
(7,176 people or 10.8%)
- 4. Construction**
(6,584 people or 9.9%)

By contribution to the economy:

- 1. Manufacturing**
\$1.6B
- 2. Public, Administration and Safety**
\$1.4B
- 3. Construction**
\$1.2B
- 4. Health Care And Social Assistance**
\$977M

Top 4 exports

- 1. Manufacturing**
51% or \$3.6B
- 2. Public, Administration and Safety**
19.7% or \$1.4B
- 3. Electricity, Gas, Water, Waste Services**
5.4% or \$382M
- 4. Mining**
5.3% or \$373M

Tourism

1.28M

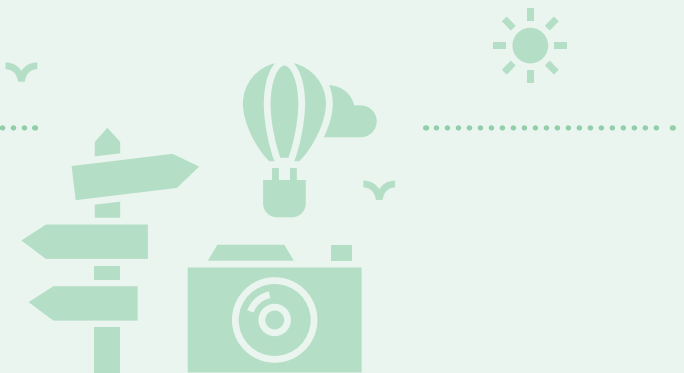
visitors to our city

45%

increase in visitor night growth
from 2020/21 to 2021/22

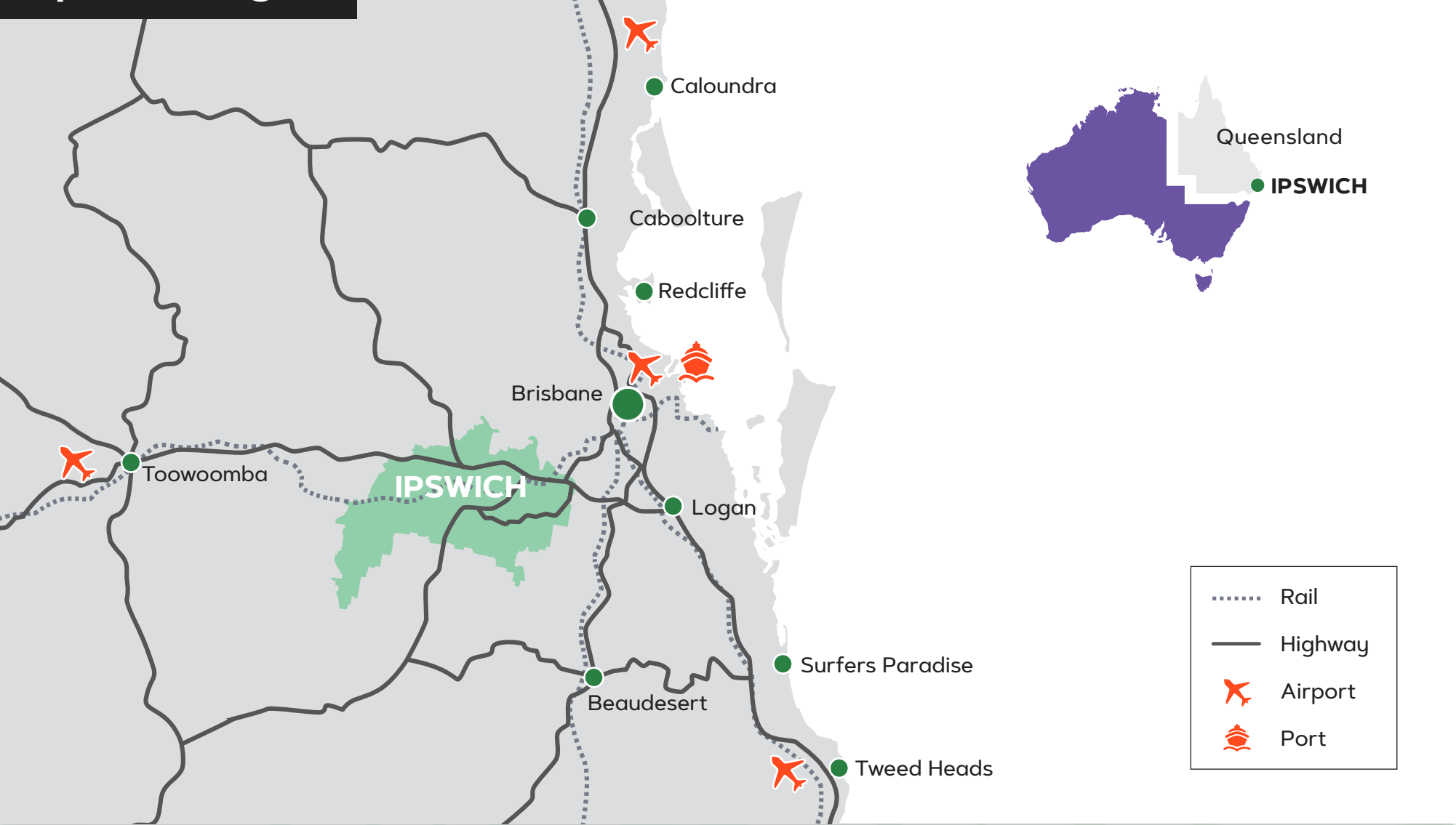
\$183M

total visitor expenditure

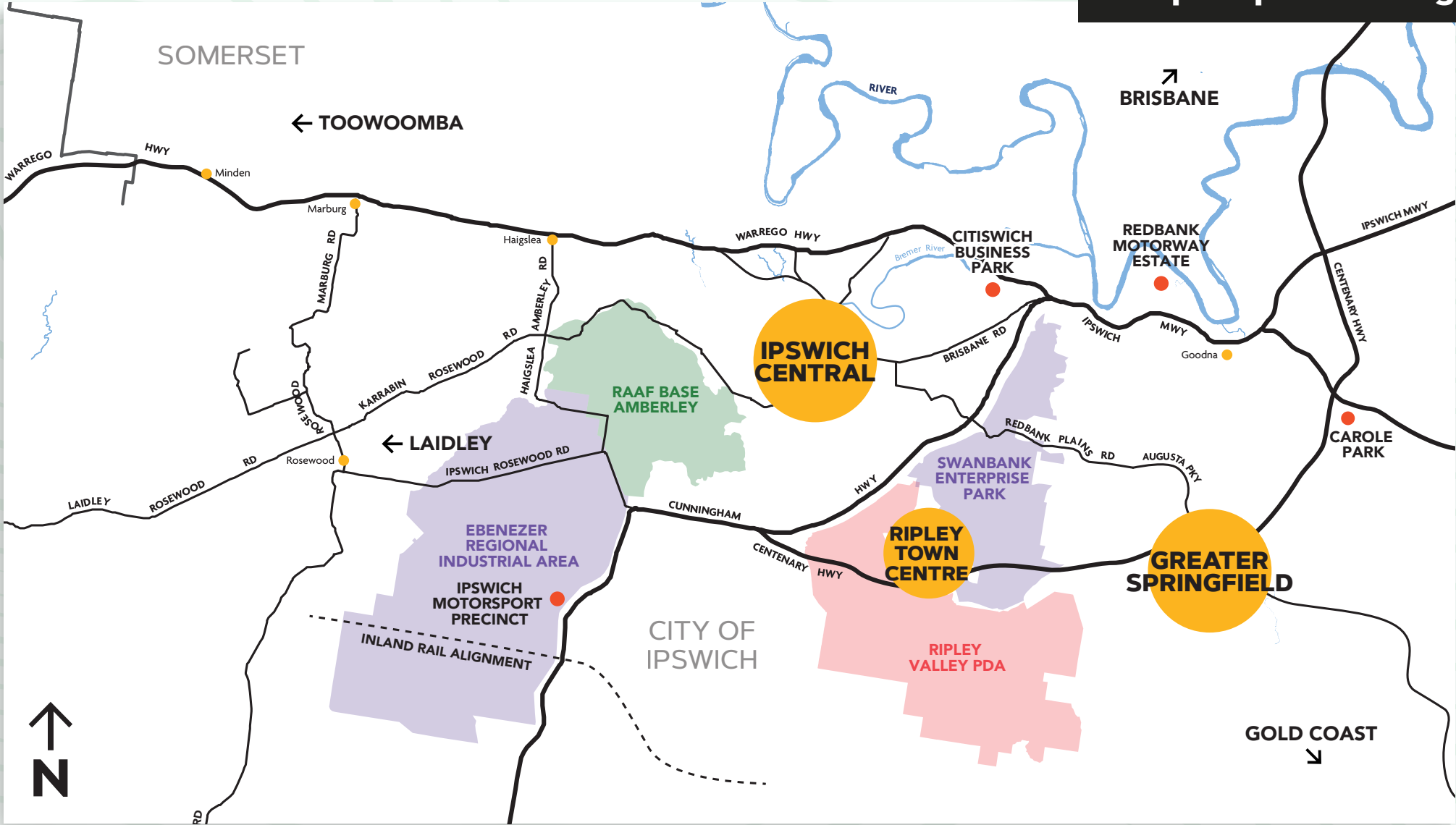


Our Region

Map 1: SEQ Region



Map 2: Ipswich City



What sets us apart

Ipswich is a significant driver of Queensland's economic prosperity.

Life in Ipswich is unlike any other city, it offers connectivity, a strong sense of community, beautiful inviting spaces and burgeoning industry sectors, all demonstrating evidence of growth, progress and prosperity. It is redefining the way the city operates, its connectivity and positioning to a national and international level.

We are capitalising on our central location, our connectivity, our greenfield spaces, our affordable housing and our diversity. We are making our connections stronger than ever – with one another, with our neighbours and with the world.

Ipswich provides a lifestyle unique to our city and together we are creating actions from opportunities to become a city where people want to invest, learn, live and stay.

Ipswich, which is known traditionally in the Yagara language of the First Nations people as Tulumur, is Queensland's oldest provincial city. It is renowned for its architectural, natural and cultural heritage. It prides itself on an inclusive, harmonious and cohesive community, celebrating the rich diversity of cultures. The city centre built on old world charm where symbols of 19th century elegance and prosperity can still be seen, is experiencing an economic and demographic paradigm move towards a contemporary, active and innovative city that offers great economic opportunities for all.

The city continues to attract strong growth accelerated by the availability of industrial greenfield land for developments in areas such as Springfield, Ripley Valley, Walloon and Thagoona.

Our success to date is reinforced by the quality of the national and international businesses that have already established in the city:

- Australia Post
- Boeing
- Bombardier Inc.
- Brisbane Lions
- Capral Aluminium
- CleanCo
- Coles
- Costco Wholesale Australia
- DB Schenker Australia
- Frucor Suntory
- JBS Foods Australia
- Leda Holdings (Riverlink)
- Mater Health
- Queensland Raceway
- Quest
- Ramsay Health Care
- Raytheon Australia
- Rheinmetall Defence Australia
- SAAB Australia
- Springfield City Group
- Sunny Queen Australia
- TAE Aerospace
- TNT Australia
- University of Southern Queensland
- Visy Industries
- Willowbank Raceway

LOCATION

Ipswich enjoys a prime location in South East Queensland, located perfectly between Gold Coast to the south, Toowoomba, Queensland's agricultural food bowl to the west, Brisbane to the east, and the Sunshine Coast to the north.



CONNECTIVITY

Strategically positioned on the national road network, with connections to Logan Motorway, Cunningham and Warrego Highways and the Centenary, Gateway and M1 Motorways in addition to train stations in Ipswich Central and Springfield puts Ipswich on the map as one of Queensland's hidden gems just outside the state's capital.



AFFORDABILITY

Affordability across a diverse range of housing types and built environments, offering big city amenity with an affordable price tag, in the geographic centre of South East Queensland.



GREENFIELD INDUSTRIAL LAND SUPPLY

Ipswich is well positioned and globally connected. Its industrial zoning is a base for global industries with high quality, sustainable, commercial and industrial properties. Together, this greenfield industrial land supply is essential for employment across South East Queensland.



OUR CULTURE AND COMMUNITY

A welcoming city that values diversity, culture and inclusion through the celebration of traditions and cultures enhancing creativity and connection within our community.



Ipswich Central

A unique city centre within a stunning natural environment and heritage aesthetic, bespoke dining, clothing and lifestyle stores, vibrant cultural events and state-of-the-art civic spaces, Ipswich Central is a dynamic mix of old and new. Council is driving investor confidence with the delivery of the transformational Nicholas Street Precinct development, and the prioritisation of placemaking and activations across Ipswich Central. Located on the banks of the Bremer River, Ipswich Central is a welcoming place with a strong sense of community. Rich in attractions and cultural experiences, Ipswich Central offers immersive experiences for everyone. Relax in Queens Park natural beauty, wander through Nerima to experience the beautiful Japanese Gardens. Head into Nicholas Street Precinct to cool off in the children's zero-depth water feature or lose yourself in the distinguished Ipswich Art Gallery. Ipswich Central plays an important cultural and civic role within the region.

Ipswich Central is a place of significant heritage, commercial, lifestyle and community value. It is an important catalyst for future community and economic growth, and development. Council continues to harness the emerging opportunities, to strengthen community engagement in the revitalisation process and elevate community contributions to inform and guide the quality and character of outcomes. Our placemaking priority, combined with investment attraction activities and the delivery of the Nicholas Street Precinct are the foundation pieces to drive regional economic growth across Ipswich Central.

Health

Ipswich Central is recognised as a first-class health hub, with significant investment from the public and private sectors and allied health services. It is home to West Moreton Health, the fastest growing hospital and health service in Queensland providing health care to more than 320,000 people. Its commitment is to deliver health and wellbeing services to the people of the region throughout their lives, through the provision of services in hospital, community, correctional, mental health facilities and in-home care. In 2020/21, the Health Care and Social Assistance industry was the second largest employer in Ipswich, generating 9,042 full-time local jobs. With a commitment to preventative health, workforce, health equity and innovation and research, the Ipswich Health Precinct will continue to drive economic growth from its city centre.

Business and Education

Ipswich Central is home to a prosperous business community that leverages their proximity clustered within the distinctive historic fabric of the centre. Ipswich Central is entering an exciting phase of growth, having seen in excess of 30 new businesses open in 2022. In addition, the City of Ipswich has a long and productive relationship with the Defence sector and it represents a key focus for the region, with Ipswich Central having its own State Government Defence Hub. Education is also a key driver of business success. Ipswich Central is home to recognised educational institutions from primary through to tertiary and trade, providing unique education and lifestyle ecosystem

opportunities through public and private providers. The proximity of two grammar schools with UniSQ and TAFE is unparalleled.

Cultural Destination

The Ipswich Art Gallery is one of the most visited regional art galleries in Australia, with more than 80,000 visitors a year. The Gallery is a visual arts and social history museum presenting a dynamic program of exhibitions and heritage displays with complementary workshops, performances and an extensive program for children and families. It is the first Gallery in Australia to have a permanent space dedicated and curated solely for children. Located in a heritage listed building, it includes the magnificent proscenium arch, scissor beam roof and arched windows making the building itself an attraction, a true example of architectural heritage within Ipswich Central.

Entertainment and Shopping

Ipswich Central is activated through its shopping and entertainment options, from high-street heritage to modern shopping centres, Ipswich Central is home to bespoke retailers, cinemas, a microbrewery, national brands, destination restaurants and boutique cafes. Across the Bremer River, The Workshops Rail Museum offers a wholly interactive authentic heritage and cultural experience located at Australia's oldest railway workshops, still in operation, 150 years on. Part of the Queensland Museum Network, it is a winner of Australian and Queensland Tourism Awards for Heritage and Cultural Tourism.

Nicholas Street Precinct

Premier Entertainment and Lifestyle Destination

The Nicholas Street Precinct is the city's leading premier lifestyle and entertainment precinct offering dining, entertainment and cultural activities in the heart of a revitalised Ipswich. Council's \$300 million investment continues to move the dial, in delivering spaces where the community comes together for entertainment, food, music, events and activation with a cultural lens. It plays host to Tulumur Place, the city's civic square with over 4,000sqm of facilities, a drawcard for tourists and visitors, proudly combining functions and conferences with an extensive year-round program of local, national and international performing arts events.

It is centrally connected offering walkability and access to public transport and road. The Ipswich Children's Library is a proud attribute as Australia's first standalone Children's Library, boasting a beautiful, purpose-designed and built space for children aged 0-12 years to explore, learn and play. Nicholas Street Precinct is about celebrating the city's invaluable past with a modern twist. With heritage sites and landmarks, the precinct is forging a path that honours how Ipswich began, and where it is headed.



Offering more than 20,000 sqm of retail, restaurant and leisure space, and national brand names already signed on, the Nicholas Street Precinct is realising its vision to become Ipswich's leading entertainment and cultural destination.

Greater Springfield



For more than 26 years Greater Springfield has been blazing a trail. As one of the country's largest master-planned, greenfield developments, the vision was always to create a new nation-building blueprint for long-term planning.

Today, Greater Springfield is a fast-emerging community in the epicentre of one of the fastest growing areas in Queensland. With half a million residents within 25 minutes of some 200,000 jobs, this burgeoning economic growth corridor is strategically positioned for new infrastructure and new jobs, comprising a new knowledge workforce, smart manufacturing and an aeronautical industry built around defence.

At the heart of this growth sits Greater Springfield, with a clear vision built on health, education and information technology, and connectivity designed in its very foundation. Already, it is one of the few locations in Australia where families can work, learn and play within 10 minutes of home, a benefit to over 40,000 residents and a drawcard for around 80,000 more as Australians pursue greater liveability beyond traditional capitals.

With \$17 billion invested in social and physical infrastructure so far, Greater Springfield remains steadily on track to provide at least one job for every three residents. We are taking full advantage of this once-in-a-lifetime opportunity to harness world-class education, advanced healthcare and new technologies, and set a new benchmark for urban prosperity.

Health

As the focus shifts from illness to wellness and more personalised care, Greater Springfield is spearheading the delivery of smarter, more efficient health services to the western growth corridor, and setting new benchmarks for integrated care.

Education

Education creates opportunity, which attracts, inspires and retains youth and talent. Greater Springfield has laid the stepping stones for life-long learning with quality pre-schools, primary and secondary schools, tertiary education and training providers.

Innovation

Like many cities, Greater Springfield is one of the few places in the world to have its own digital strategy. This blueprint guides the adaption, creation and adoption of digital technologies and processes to continually enhance liveability, making it easier to do business, attract commerce and drive innovation.

Defence

Greater Springfield's Defence Industry Technology and Research Precinct will focus on high technology defence support industries, garnering national and international attention. The Centre and Precinct is a collaboration with industry, academia and government to enhance Australia's defence industry capabilities. It is a place where Defence support industry players to collaborate, to create the next wave of innovative technologies.



Transformational Projects

We want to be celebrating our successes for Ipswich as a vibrant, connected and sustainable city in the heart of South East Queensland. Our commitment is to work collaboratively with our governments, stakeholders, partners and our communities who live, learn, work and visit Ipswich. These transformational projects form part of our city-shaping agenda to create a city of opportunity for all.

Nicholas Street Precinct

The Nicholas Street Precinct is the new urban heart of a revitalised Ipswich. This once-in-a-generation project has a \$300 million investment to create cultural experiences through centuries-old character upgraded with a mix of contemporary offerings and amenities.



2032 Olympic and Paralympic Games

The Brisbane Olympic and Paralympic Games 2032 presents a unique opportunity to leverage for investment that will accelerate critical infrastructure, boost job creation and economic growth and establish South East Queensland as a global destination for tourism, trade and investment.



Ipswich to Springfield Central (I2S) Public Transport Corridor

The delivery of this mass transit solution connecting Ipswich to Springfield will cater to a growing population offering place and possibility. This project is a critical step to addressing public transport inadequacies across Ipswich. It means more jobs, education opportunities, community services and recreation.



Ipswich Central Second River Crossing (Norman St Bridge)

This future-proof second river crossing will support inner-city connectivity and revitalisation and drive economic prosperity. Its delivery sets to transform movement and opportunities. The multi-modal flood-immune crossing will reduce congestion improving road safety, enable active travel and provide safe connectivity.



North Ipswich Sport and Entertainment Precinct

This stadium will revolutionise sport and entertainment opportunities in Queensland's sporting heartland for Ipswich's growing population. The economic and lifestyle asset will address the social infrastructure gaps, support economic productivity and create local opportunities for the 2032 Olympic and Paralympic Games.



Ripley Valley Priority Development Area

The Ripley Valley Priority Area is a \$1.5 billion master planned vision which caters to the projected growth of the city. It centers on a 20-minute neighbourhood philosophy to create a low carbon community with access to healthcare, education, recreational, commercial, community, sporting facilities and a proposed train station.



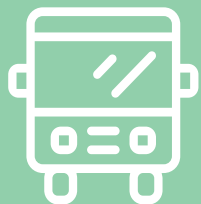
Critical and Enabling Infrastructure

As the fastest growing city in Queensland, investment is required on strategic roads to ensure that people and freight continue to move safely and efficiently, one of Australia's biggest infrastructure challenges.



Better Bus Services for Ipswich

Expanding Ipswich's bus network is a critical issue facing Ipswich. Council is advocating for improved bus infrastructure and services for the City. Two initial priority services have been identified, a network within Redbank Plains, and a bus connection between Ipswich Central and Springfield Central.



Waste and Circular Economy Transformation

Investment is critical to transform the 42% or 4.23 million tonnes (2019/20) of Queensland's waste into an innovative, efficient and sustainable circular economy. This will improve environmental outcomes, residential amenity, economic innovation and provide new employment opportunities.



Ebenezer Intermodal Terminal

The Ebenezer Intermodal Terminal would deliver catalytic trunk infrastructure to national supply chains, Inland Rail, and change the logistics landscape of South East Queensland. This employment-generating precinct will unlock 3,000 full time equivalent jobs across manufacturing, transport, postal and warehousing industries.



Industries for the Future

Defence

Ipswich is home to RAAF Base Amberley, Australia's largest air force base and is one of the largest employers with approximately 5,000 employees. It is the second largest export industry with a total \$1.4 billion, almost one fifth (19.7%) of all exports, this compared with 5.8% across Queensland. Defence has played a pivotal role to the industry and its supply chain with 14% of value added and an increase of \$313 million over five years.

TAE Aerospace, a wholly owned Australian company has eleven sites globally with a new Turbine Engine Maintenance Facility. This provides a valuable resource for identifying opportunities and upskilling businesses to meet the expectations of the defence supply chain. MILVEHCOE is world class \$170 million advanced military vehicle manufacturing facility in Australia, an asset of national significance. Rheinmetall Defence Australia is an entity and trusted partner to the Australian Defence Force. It continues to deliver on the \$5.2 billion LAND 400 Phase 2 Project, creating jobs both through its facilities and through the local supply chain. Together, they play an important role in boosting Australian's national defence capability.

Manufacturing

Ipswich has a long and proud manufacturing history. Today, it has a thriving modern manufacturing industry that provides a significant contribution to the Queensland economy. Manufacturing alone generated more than half (51%) of the total exports, \$3.6 billion, an increase of more than 2,400 full time jobs from 2019/20. This global reach is a recognised strength for the region.

Historically, Ipswich has been famously known as a rail manufacturer. Today however, it is a world-class aerospace and defence centre with a booming food manufacturing hub. Collectively, manufacturing added \$1.6 billion in value, an increase of over 14% since the previous year (2019/20).

As the largest industry across the manufacturing sector, food product manufacturing accounts for \$2.1 billion in exports, \$612 million value added to the economy and 6% of full time jobs. Ipswich is home to JBS Australia's Northern Division headquarters, alongside JBS Australia's Dinmore processing facility, the largest beef processing plant in the southern hemisphere. Its connectivity to major highways and rail ensures access to an extensive network of quality cattle.

Ipswich has established itself as a major production and distribution centre to both national and international food markets. Significant industry opportunities continue to emerge in the region including food packaging and new agri-tourism developments.



Health

Ipswich is being recognised as first-class health hub, with significant investment from the private and public sectors and allied health services.

In 2020/21, the Health Care and Social Assistance industry was the second largest employer in Ipswich, generating 9,042 full-time local jobs. Springfield Central known as Health City is underpinned by health promotion and wellness, serving as a major global leading medical, research and innovation hub. West Moreton Health is the fastest growing health region in Queensland and the second largest employer in the Ipswich region with a vibrant research culture, providing preventative and primary healthcare services to the region. The health clusters in Ipswich Central and Greater Springfield bring increased economic and workforce outcomes, with a value add of \$977 million, an area of regional economic significance.

The State Government capital works program has a combined investment of more than \$750 million.



Transport and Logistics

Ipswich is known as a major warehousing logistics hub for transporting goods nationally and internationally. Its ideal location in the heart of South East Queensland coupled with its well-established rail infrastructure and connectivity to major highways, Port of Brisbane and Brisbane Airport creates a regional advantage for continued growth across the industry.

In 2020/21, the Transport and Logistics industry generated 3,552 full-time jobs and over \$287 million in exports. Ipswich boasts location, accessibility, an established industry, skilled workforce and industrial zoned land which has attracted Australia Post to build its largest facility in the southern hemisphere at Redbank Motorway Estate, a \$240 million investment generating over 500 jobs. The Ebenezer Regional Industrial Area is the future for South East Queensland. It will support national supply chains, Inland Rail, the proposed Ebenezer Intermodal Terminal, provide trunk infrastructure to nearby residential expansion areas and attract 3,000 jobs to the area.



Strategic Context

This Strategy represents a new, exciting phase for council. Council is committed to establishing a new direction for our Economic Development Program focussed on enhancing connections throughout the city while supporting our priority industries. We want to collaborate with our developers to attract investment to the city. We want to work with local businesses to support development and growth. We want to be the enablers of economic prosperity across the region.

Council's iFuture Corporate Plan and vision, *a city of opportunity for all*, paves the way forward for how we can collectively contribute to its delivery. The Strategy aligns to Theme 1: Vibrant and Growing, which aims to be known

as a sought after location for business, industry and visitors. It provides guidance for achieving economic growth and prosperity for a city experiencing significant change. Council is committed to enhancing the liveability and investment into the area through its catalyst projects.

This Strategy will closely integrate with existing council strategies and plans to influence economic sustainability and growth in Ipswich. Collaboration, partnerships and commitment with key service areas, business and industry groups and government play an integral role. This will define a clear understanding of the needs and competitive advantages, to advance the vision for the future and deliver positive outcomes for the community.



Our Stakeholders

This Strategy has been developed by Ipswich City Council, in partnership with local businesses, industry partners and other key stakeholders across the education, employment, property and government sectors. We sat down with stakeholders over a month-long engagement period of one-on-one consultations to seek input to help inform the Strategy and identify opportunities and targets that will support and enhance the forecast economic growth for the city over the next few years.

The targeted engagement phase for this project took place between 10 October and 3 November 2022.

This cross section of sectors was selected to ensure industry expert engagement has been undertaken to explore the current needs and priorities in shaping the direction for the Strategy. Here is a snapshot of key words from our engagement.

Council values working alongside stakeholders and will continue to work in partnerships to ensure we strive for excellence across our city.



Our Objectives

Our program objectives for the Strategy provide direction for council to work collaboratively as it progresses in maturity in the economic development space. To define its identity is essential, and that is our first priority. We will structure our organisational focus and policy setting through role clarity, cross team alignments, considered regulations which benefit the sector, harnessing small business and attracting key investment. We will create strategies to promote our city, through the roles of our elected representatives, employees and key stakeholders.

Our four key pillars, People, Place, Prosperity and Partnerships set the objectives and targets to enable us to measure our progress through our delivery of this Strategy. Each Pillar is set out in more detail in the next sections.



Program Objectives

Economic Identity

Define our competitive identity to position Ipswich to attract investment and differentiate us in South East Queensland.

Organisational focus and policies

Review and evolve our policy settings and culture to prioritise economic development and foster stronger, more productive relationships.

City Promotion

Actively market the city as a desirable place to invest, learn, work and play.

Pillar Objectives

People



Local job creation

Our local employment opportunities are increased to attract and retain talent in the city.

By 2027, there will be 11,500 new local jobs, a 10% increase above projections.

Current State 2021: 83,540 jobs

Desired State 2027: 95,040 jobs¹

Place



Destination of choice

Our city promotes liveability through its unique identity, characteristics, natural and built features positioning it as a destination of choice.

By 2027, our Overall Liveability Index will improve relative to South East Queensland.

Current State 2021: 54.9 (out of 100) Overall Liveability Index

Desired State 2027: For Ipswich's liveability rating to improve relative to South East Queensland by 2027²

Prosperity



Investment attraction and regional growth

Our competitive identity sets Ipswich apart and supports investment attraction, local business success and economic growth.

By 2027, there will be an increase of \$6.5B in GRP, a 10% increase above projections.

Current State 2021: \$12.02B GRP

Desired State 2027: \$18.51B GRP³

Partnerships



Well connected and engaged

Our partnerships with government, businesses and key stakeholders will deliver a connected and thriving economy.

By 2027, we will enhance our collaboration opportunities with key stakeholders.

Current State 2021: No framework in place, council engagements are being managed at a business level

Desired State 2027: Establish a framework for managing council engagement with key stakeholders

¹ Projections have been calculated using a maintained annual average growth rate of 2.5% with an additional aspirational growth rate of 10% over five years. Reference: National Institute of Economic and Industry Research (NIEIR)

² South East Queensland liveability rating is currently 61.6 (2022). Source: Community Views Informed Decisions.

³ Projections have been calculated using a maintained annual average growth rate of 3.5% with an additional aspirational growth rate of 10% over five years. Reference: National Institute of Economic and Industry Research (NIEIR)



The attraction of skilled workers is the key to building Ipswich's economic prosperity. People drive an economy and create communities filled with connection and pride. It is the people of Ipswich who are the heart of the economy and it is our priority to have our people engaged in meaningful work.

Ipswich has entered a sustained period of major change and growth in industrial and commercial developments providing enormous opportunities for employment and businesses. One of council's primary focuses is to provide development and growth in upskilling and modernising the city's workforce.

Within the employment and training sector many initiatives are being progressed to deliver employment solutions to unlock our city's potential. Council's role will be to connect with all stakeholders in this sector to assist, deliver, enable and drive a collective response.

The priorities in the Place pillar will support the attractiveness of Ipswich to jobseekers.

Our city's implementation program for 'People'

- Develop a regional skills plan in partnership with government and stakeholders.
- Work with Regional Development Australia, Regional Jobs Program, State agencies, education and training stakeholders to ensure that growth industries are supported by the right workforce qualifications and skills.
- Continue to connect people to employers to strengthen the workforce ecosystem.
- Resource and prioritise actions within council's Community Development Strategy 2021–2026 to deliver solutions to long term and youth unemployment challenges.



People – Case Study

Ipswich Grammar School

Ipswich Grammar School (IGS), a Prep to Year 12 independent day and boarding school is the oldest grammar school in Queensland. It embraces innovation and challenges in light of our ever-changing world. A new state-of-the-art STEM Centre investment of close to \$11 million, encourages students to explore exciting new opportunities and experiences that will set them on a path of confidence, connected lifelong learners and one with strong morals. In 2021, around 30% of the graduating cohort went on to further study in STEM and related technology fields.

Greg, a former graduate of IGS is testament to this, now a systems engineer working in the defence sector in Ipswich, where he has the chance to work on platforms that fly, drive and go to the moon. "IGS laid a foundation for me, which enabled me to find my own way into engineering. It's been a significant advantage to have such high-calibre employers so close to where we live. Ipswich enables us to drive less than 20 minutes to work to respectively dispense medical services to our local community and provide engineering capability on world-first and world-leading platforms. We are able to minimise our time in transit, which maximises our time at home as a family."



Bremer State High School

Bremer State High School is a large metropolitan school with a proud tradition of providing a challenging, diverse and positive education. It challenges students to pursue their best. We Believe. We Strive. We Achieve.

Callam was awarded Bremer State High School's Outstanding Vocational Student of the Year 2022. Starting his training journey in Year 10, completing with a Certificate I and II. It was that same year, where Callam participated in a Trade Taster Program at TAFE Queensland. It was this hands on experience to different trade industries which led to his first placement, a local electrical and data company. He then completed a Certificate II in Electrotechnology (Career Start) during Year 11 and two further local work experience placements supported by the Manual Arts team at his school. Callam was recently offered a Certificate III in Electrotechnology with a local company. This school-based apprenticeship means a full-time apprentice once he graduates.

Connor has been accepted to the Armed forces to do an apprenticeship as a "Technician" which is similar to a mechanic working on machines and equipment. After receiving an A result in Furnishing he applied early/mid 2022 and was accepted October 2022.

Callam's and Connor's stories are testament to their hard work and commitment, made possible through the strong partnerships between school, training providers and local industry.



University of Southern Queensland

The University of Southern Queensland is where students, researchers, community, and partners access excellence. By offering a mix of open and flexible programs in business, education, law, arts, health, engineering, surveying, agriculture, and sciences (including paramedicine and aviation), the University of Southern Queensland meets the educational needs of students, industries, and the Ipswich community.

Matthew a first-year aviation student at University of Southern Queensland and second-year student Cassie both chose to pursue a career as a pilot. Cassie and Matthew are both pursuing a Bachelor of Aviation (Flight Operations), one of two undergraduate aviation bachelor degrees available at University of Southern Queensland.

University of Southern Queensland aviation program director Dr. Tarryn Kille said the suite of qualifications at the university were designed to capture strong employability and industry-informed skill requirements of future aviation professionals.



Destination of choice

Our city promotes liveability through its unique identity, characteristics, natural and built features positioning it as a destination of choice.

Ipswich is a place steeped in history. It is a city of centres from Greater Springfield, the largest master planned community in the southern hemisphere to Ipswich Central, the cultural hub and beating heart of the Ipswich community. An area of unique places. These centres are activated by the people who live in them, the businesses who start and grow in them and the people who visit them. Understanding and leveraging the unique characteristics of each of these localities is key to economic and social vibrancy.

Curating a strong identity and vision for a place leads to improved partnerships and contribution from the community. This in turn improves the place image and strengthens the attachment even further. A strong attachment to a place promotes pride and increases visitation, investor confidence, property valuations and ultimately, economic growth.

Ipswich has entered a new chapter recognising the essential tangible and intangible contribution of Ipswich creators to our community and the greater economy. These creative industries generate jobs, support cultural tourism, and deliver economic impact. Stronger neighbourhoods, sustainability of the built environment, public health, economic development, lifelong learning, and problem-solving are all supported by a vibrant creative life. Arts and culture is at the heart of our vibrant, active, sustainable, and productive city.

The process of creating and nurturing great places in our city starts with collaboration of locals. This leads to places people love and are proud of. While infrastructure and design are important considerations in any place, the way people use and operate in a space provides the most important insights for economic development.

Our city's implementation program for 'Place'

- Support and attract private and public sector investment to all centres, with a focus on Ipswich, Springfield and Ripley which are planned to accommodate the key services.
- Work with businesses and landowners in priority centres to foster investment and growth.
- Advance and advocate with federal and state agencies and private investors to deliver our transformational projects.
- Prioritise Placemaking outcomes in our centres:
 - Deliver the Revitalising Ipswich Central: a prospectus to guide change actions.
 - Empower the community to drive change within their own communities.
 - Prioritise key elements that make Ipswich liveable, including green and connected spaces, revitalised streets, to attract and encourage private investment.
- Develop an approach to attract diverse and quality housing options in the heart of our centres to enhance inner-city living.
- Deliver the Creative Industries Action Plan to foster a creative economy through production, employment, productivity, innovation and entrepreneurship.
- Investigate the arts and cultural industries considering future changes to the creative economy and creators of Ipswich values.
- Drive the completion and activation of the Nicholas Street Precinct.
- Deliver and implement a 2032 Legacy Roadmap which will leverage the Brisbane 2032 Olympic and Paralympic Games for investment in the city.
- Investigate options to attract hotels and accommodation to our centres.

Place – Case Study

Ripley Town Centre

Ripley Town Centre is set to become the bustling core of the Ripley region, and will support the projected growth of the area and deliver a truly sustainable masterplanned community. Sekisui House Australia, as master community developer is challenging traditional conventions of masterplanned communities by elevating the standard of economic, social and environmental sustainability to create the \$1.5 billion masterplan vision, a low-carbon, connected community.

Intelligent design features will be incorporated throughout Ripley Town Centre to reduce the community's carbon footprint, and improve the quality of life for residents, commercial operators and visitors. Several initiatives, already in place as part of Ripley Town Centre Stage One, will be carried over or reimaged as part of subsequent stages, including:

- Solar energy
- Energy efficient glazing, shading and insulation
- Raw material use
- Water sensitive urban design principles.

Key to Ripley Town Centre's way of life is the Japanese concept of Satoyama. At its core, Satoyama focuses on the mutual benefits of integrating natural habitats with built environments, connecting people through 'ribbons of green'. Guided by Satoyama, significant value has been placed on generous green spaces, creating opportunities for residents to not only engage with each other, but also lead healthy, fulfilling lifestyles — cultivating continued growth and prosperity of the community for years to come.





Investment attraction and regional growth

Our competitive identity sets Ipswich apart and supports investment attraction, local business success and economic growth.

A significant contributor to prosperity is economic growth and business success. It is through business pursuits that jobs are created, and entrepreneurship is fostered leading to innovation, productivity and ultimately, prosperity.

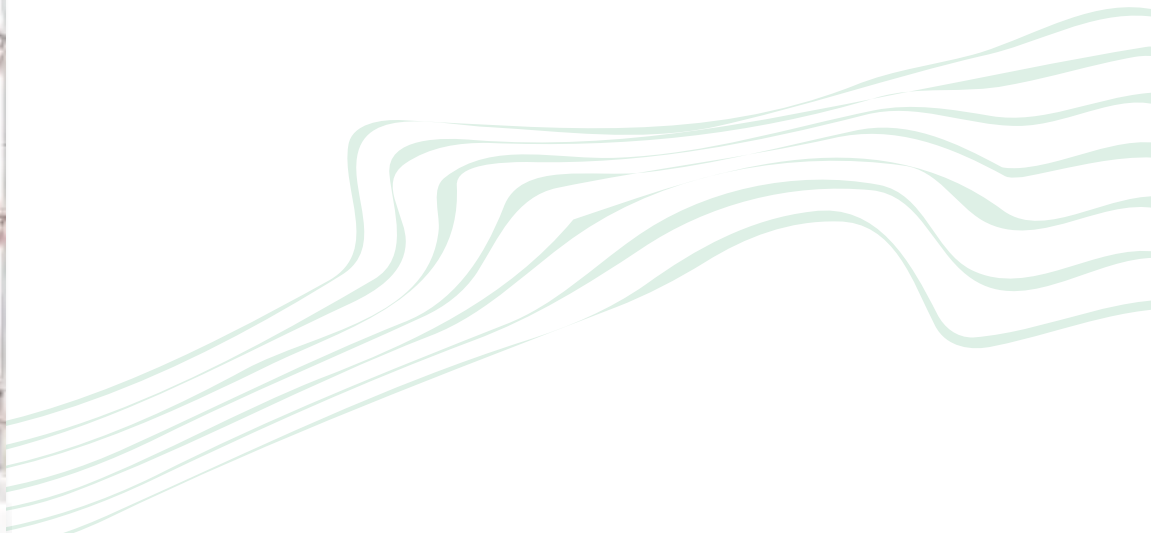
Our focus will centre around investment attraction and city promotion to support economic growth. The success of this will include a business concierge, working collaboratively with our industrial, commercial and retail landowners and priority industries.

The identified priority industry sectors will be a strong contributor to the economic growth of the city and facilitating this growth across these sectors will be council's priority in the Strategy.

Prosperity is underpinned by an open economy and created by empowered people. It is this prosperity and empowerment that sits at the heart of the community vision for Ipswich, a city of opportunity for all.

Our city's implementation program for 'Prosperity'

- Reinvigorate the Business Ipswich platform and establish a formal business concierge process.
- Develop local business capacity through education, resilience and mentoring to drive business success and growth.
- Deliver the City Events Plan of annual events to promote Ipswich as a destination, drive visitation and maximise local expenditure.
- Develop the capacity of local tourism operators and businesses to deliver relevant, certified experiences with a focus on nature, heritage, culture and food experiences.
- Work with our commercial, industrial and retail landowners to support investment in existing businesses and attract new businesses to the region.
- Investigate council incentives to attract investment to the city.
- Leverage the 2032 Olympics and Paralympics 'climate positive' mandate to support local businesses to be sustainable and attract sustainable industries to the region.
- Showcase industry advantages to attract priority industries as part of a strategic city promotion campaign.



Prosperity – Case Study

Redbank Motorway Estate – Goodman Group

Goodman is Australia's largest developer of industrial property. From concept to delivery, Goodman works side-by-side with customers to design and develop facilities that are tailored to meet specific customer needs and requirements.

They develop highly sustainable spaces for the future, with a strong design aesthetic for the enjoyment and comfort of staff and customers.

Redbank Motorway Estate is a market-leading industrial estate that provides fully serviced capabilities and is strategically located adjacent to Ipswich Motorway providing direct access to major arterial roads.

The estate benefits from significant expenditure on infrastructure upgrades to ensure better connections, decreased travel time and allows for A-double and B-double vehicle access.



Over \$6.5 billion of motorway upgrades have been completed in the last 10 years making Redbank a well-connected and highly-sought after location. The \$5.05 billion Ipswich Motorway and Centenary Motorway upgrades provide access to the Brisbane CBD (toll free via the Ipswich Motorway) and Brisbane's northern suburbs.

Redbank Motorway Estate is home to national and international corporations including Australia Post, Coles, Rheinmetall, FedEx, Zenexus and DB Schenker.



Partnerships



Well connected and engaged

Our partnerships with government, businesses and key stakeholders will deliver a connected and thriving economy.

A connected and engaged city will be a key enabler of economic growth for Ipswich over the next five years and beyond.

Partnering with businesses, through the Chambers of Commerce and other industry groups, will ensure that resources are best invested for maximum outcomes to provide relevant services and employment to the city.

Ipswich is committed to partnering with State and Federal Governments to develop the critical catalytic and enabling infrastructure today, so we don't face a crisis tomorrow. Investment now in transport, social infrastructure and employment will set us up for success. These priorities are outlined in the city's Advocacy Priorities.

Finally, working collaboratively with all stakeholders in our priority sectors will drive skill development, employment and investment opportunities.



Our city's implementation program for 'Partnerships'

- Advocate for our portfolio of regionally significant projects through the coordinated delivery of council's Advocacy Plan.
- Strengthen relationships with State and Federal Government representatives and agencies.
- Establish and formalise business networks or committees for priority industries, including the continuation of City of Ipswich Defence Industry Development and Attraction Committee.
- Continue to work collaboratively with the Ipswich Region Chamber of Commerce and Greater Springfield Chamber of Commerce.
- Partner with the region's developers in growth centres and master planned communities to support regional growth.
- Prioritise sporting partnerships to attract high quality events to the city.
- Partner with the Brisbane Lions and AFL to maximise the economic opportunity of the Brisbane Lions being headquartered in Springfield Central.
- Deliver Small Business Friendly Council actions:
 - Assist small businesses to access government, business and industry programs and resources.
 - Help small businesses develop networks, access education, and increase their capabilities.
 - Develop policies and approach that makes council easy for Small Business to work with.
- Partner with national and international brands to identify promotional opportunities for the city.

Partnerships – Case Study

Brighton Homes Arena home to the Brisbane Lions

The Brisbane Lions collaborated with Ipswich City Council since 2011 to conceptualise and deliver Brighton Homes Arena at Springfield Central.

The Arena is Australia's first purpose-designed stadium for women's football and boasts the first gender-equal Elite Performance Centre for AFL athletes.

Council facilitated Brisbane Lions input into neighbourhood planning for the Arena precinct, permitting an innovative mix of community, commercial and events uses to be built on the site.

Council also supported the project financially and the Brisbane Lions' funding advocacy to other tiers of government and the AFL, to secure the funds

required to build Arena facilities capable of both hosting major events and addressing local community needs.

The result sees the Brisbane Lions relocating 150 staff to Springfield Central and creating 100 new permanent jobs in the community. The community will further benefit from providing services and casual employment for Arena events and increased visitation to Ipswich by thousands of football spectators annually.

Brighton Homes Arena will also broaden exposure of Ipswich via regular event broadcasts and national media attention on the Brisbane Lions and other events held at the stadium. This provides opportunities for council to engage with a host of national sports and event sponsors to promote the city.





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