



City of  
**Ipswich**

**IPSWICH  
CITY  
COUNCIL**

**AGENDA**

*of the*

**ECONOMIC AND INDUSTRY DEVELOPMENT  
COMMITTEE**

**Held in the Council Chambers  
8th floor – 1 Nicholas Street  
IPSWICH QLD 4305**

On Thursday, 16 June 2022  
At 10 minutes after the conclusion of the Community, Cultural,  
Arts and Sport Committee

<b><u>MEMBERS OF THE ECONOMIC AND INDUSTRY DEVELOPMENT COMMITTEE</u></b>	
Councillor Nicole Jonic ( <b>Chairperson</b> ) Deputy Mayor Jacob Madsen ( <b>Deputy Chairperson</b> )	Mayor Teresa Harding Councillor Kate Kunzelmann Councillor Andrew Fechner

**ECONOMIC AND INDUSTRY DEVELOPMENT COMMITTEE AGENDA**  
*10 minutes after the conclusion of the Community, Cultural, Arts and  
Sport Committee on **Thursday, 16 June 2022***  
Council Chambers

Item No.	Item Title	Page No.
	<b>Welcome to Country or Acknowledgment of Country</b>	
	<b>Declarations of Interest</b>	
	<b>Business Outstanding</b>	
	<b>Confirmation of Minutes</b>	
1	Confirmation of Minutes of the Economic and Industry Development Committee No. 2022(04) of 5 May 2022	5
	<b>Officers' Reports</b>	
2	Economic Development Strategy	10
	<b>Notices of Motion</b>	
	<b>Matters Arising</b>	

\*\* Item includes confidential papers

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**ECONOMIC AND INDUSTRY DEVELOPMENT COMMITTEE NO. 5**

**16 JUNE 2022**

**AGENDA**

**WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY**

**DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA**

**BUSINESS OUTSTANDING**

**CONFIRMATION OF MINUTES**

1. **CONFIRMATION OF MINUTES OF THE ECONOMIC AND INDUSTRY DEVELOPMENT COMMITTEE NO. 2022(04) OF 5 MAY 2022**

**RECOMMENDATION**

That the Minutes of the Meeting held on 5 May 2022 be confirmed.

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**OFFICERS' REPORTS**

2. **ECONOMIC DEVELOPMENT STRATEGY**

This is a report concerning council's refreshed Economic Development Strategy. This strategy outlines council's role and priorities in driving economic growth for the region. The strategy aligns to council's corporate plan, iFuture and sets out pillars to shape the organisations thinking and programming to drive growth, while articulating specific initiatives to be undertaken in the next two years towards achieving key 'Vibrant and Growing' outcomes by 2026, as called for in iFuture.

**RECOMMENDATION**

That the Economic Development Strategy be endorsed by Council.

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**NOTICES OF MOTION**

**MATTERS ARISING**

**ECONOMIC AND INDUSTRY DEVELOPMENT COMMITTEE NO. 2022(04)**

**5 MAY 2022**

**MINUTES**

**COUNCILLORS' ATTENDANCE:** Councillor Nicole Jonic (Chairperson); Deputy Mayor Jacob Madsen (Deputy Chairperson), Mayor Teresa Harding, Councillors Kate Kunzelmann and Andrew Fechner

**COUNCILLOR'S APOLOGIES:** Nil

**OFFICERS' ATTENDANCE:** Chief Executive Officer (Sonia Cooper), General Manager Infrastructure and Environment (Sean Madigan), General Manager Planning and Regulatory Services (Peter Tabulo), Chief of Staff - Office of the Mayor (Melissa Fitzgerald), Senior Policy and Communications Officer (David Shaw), Manager Economic and Community Development (Cat Matson), Manager Marketing and Promotions (Carly Gregory) and Theatre Technician (Harrison Cate)

**WELCOME TO COUNTRY/ACKNOWLEDGEMENT OF COUNTRY**

Councillor Nicole Jonic (Chairperson) delivered the Acknowledgement of Country.

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**DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA**

In accordance with section 150EQ of the *Local Government Act 2009*, Councillor Nicole Jonic informed the meeting that she has a declarable conflict of interest in Item 2 titled Event Sponsorship – 2022 Gulf Western Oil Winternationals.

The nature of the interest is that Councillor Jonic's husband, Julian Jonic, is a lifelong member of Willowbank Raceway.

Councillor Jonic stated that although she has a declarable conflict of interest, she does not believe a reasonable person could have a perception of bias because she has not had any involvement in the sponsorship process nor is she or her husband, aware or privy to Willowbank Raceway business dealings.

Councillor Nicole Jonic invited the other councillors to determine if she can continue to participate in the decision process.

It was moved by Mayor Harding and seconded by Councillor Andrew Fechner that Councillor Nicole Jonic does not have a declarable conflict of interest in the matter because there is no personal or financial benefit to the councillor and therefore a reasonable person would trust that the final decision is made in the public interest.

The eligible councillors present at the meeting decided that Councillor Nicole Jonic may participate in the meeting in relation to the matter, including by voting on the matter.

AFFIRMATIVE

Councillors:

Madsen

Harding

Kunzelmann

NEGATIVE

Councillors:

Nil

Councillor Jonic did not participate in the vote on this matter.

The motion was put and carried.

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**BUSINESS OUTSTANDING**

Nil

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**CONFIRMATION OF MINUTES**

1. **CONFIRMATION OF MINUTES OF THE ECONOMIC AND INDUSTRY DEVELOPMENT COMMITTEE NO. 2022(03) OF 7 APRIL 2022**

**RECOMMENDATION**

Moved by Deputy Mayor Jacob Madsen:

Seconded by Councillor Kate Kunzelmann:

**That the minutes of the Economic and Industry Development Committee held on 7 April 2022 be confirmed.**

AFFIRMATIVE

Councillors:

Madsen

Harding

Kunzelmann

Fechner

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

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**OFFICERS' REPORTS**

2. **EVENT SPONSORSHIP - 2022 GULF WESTERN OIL WINTERNATIONALS**

This is a report concerning an event sponsorship application by Willowbank Raceway for financial support of the Gulf Western Oil Winternationals drag racing event in June 2022.

**RECOMMENDATION**

Moved by Councillor Nicole Jonic:  
Seconded by Councillor Andrew Fechner:

**That Willowbank Raceway receive \$35,000 excl. GST financial support for the Gulf Western Oil Winternationals 2022.**

**AFFIRMATIVE**

Councillors:

Madsen

Harding

Kunzelmann

Fechner

Jonic

**NEGATIVE**

Councillors:

Nil

The motion was put and carried.

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3. **EVENT SPONSORSHIP - CMC ROCKS 2022**

This is a report concerning the renewal of a major event sponsorship agreement with CMC Rocks Pty Ltd.

**RECOMMENDATION**

Moved by Councillor Andrew Fechner:  
Seconded by Mayor Teresa Harding:

**That Council enter into a new four year event agreement with CMC Rocks Pty Ltd with a base payment of \$100,000 (ex GST) each event and a performance payment based on growth of interstate and/or overseas visitors to a total cumulative financial commitment of no more than \$630,000 (ex GST) over four financial years.**

**AFFIRMATIVE**

Councillors:

Madsen

Harding

**NEGATIVE**

Councillors:

Nil

Kunzelmann  
Fechner  
Jonic

The motion was put and carried.

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4. QUEENSLAND SMALL BUSINESS MONTH - ACTIVITY UPDATE

This is a report concerning Queensland Small Business Month, and the contribution small businesses make to the economy and liveability of Ipswich. Council continues to support local small businesses in a number of ways and in May we celebrate the efforts of small businesses and revisit the number of services and programs available to support small businesses to start, operate and grow in Ipswich.

RECOMMENDATION

Moved by Councillor Andrew Fechner:

Seconded by Mayor Teresa Harding:

**That the report be received and the contents noted.**

AFFIRMATIVE

Councillors:

Madsen

Harding

Kunzelmann

Fechner

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

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NOTICES OF MOTION

Nil

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MATTERS ARISING

Nil

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PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 11.06 am.

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The meeting closed at 11.21 am.

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Doc ID No: A8097552

ITEM: 2

SUBJECT: ECONOMIC DEVELOPMENT STRATEGY

AUTHOR: MANAGER, ECONOMIC AND COMMUNITY DEVELOPMENT

DATE: 3 JUNE 2022

### **EXECUTIVE SUMMARY**

This is a report concerning council's refreshed Economic Development Strategy. This strategy outlines council's role and priorities in driving economic growth for the region. The strategy aligns to council's corporate plan, iFuture and sets out pillars to shape the organisations thinking and programming to drive growth, while articulating specific initiatives to be undertaken in the next two years towards achieving key 'Vibrant and Growing' outcomes by 2026, as called for in iFuture.

### **RECOMMENDATION/S**

**That the Economic Development Strategy be endorsed by Council.**

### **RELATED PARTIES**

No conflicts of interest or related parties have been identified.

### **IFUTURE THEME**

Vibrant and Growing

### **PURPOSE OF REPORT/BACKGROUND**

Council's last economic development framework, the Economic and Workforce Development Plan, was published in 2018. While economic principles don't change, there have been many changes to both the economic landscape as well as council itself.

To align with council's corporate plan, iFuture, a refreshed Economic Development Strategy (Attachment 1) has been developed to guide council's priorities in driving economic growth for the region.

This new framework identifies four pillars that will shape council's economic development activities:

- People
- Place
- Prosperity

- Partnerships

The pillars are timeless and will provide the scaffolding for programming well into the future. However, initiatives outlined in the document are short-term ones, those that will move council closer to the 2026 outcomes as articulated in iFuture.

## **People**

People are the primary focus of this economic development strategy, acknowledging that it is people who create value, not capital.

The strategy prioritises initiatives that help Ipswich residents access training, skills and pathways to meaningful, local employment and in doing so, connects skilled talent to local employers.

## **Place**

Ipswich is a region rich in history and even richer in growth. We know the value of coordinated, community-led placemaking and this strategy builds on that understanding, embedding proven placemaking methodologies to realise social and economic benefits. The implementation of the Ipswich Central Action Plan, including the Top of Town and Centre Core Place Plans will continue to drive economic investment and activity while the next centre will be identified where a community-led placemaking approach can improve vibrancy and growth.

## **Prosperity**

Prosperity is underpinned by an inclusive society, driven by an open economy, and built 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.

With People and Place as the first two pillars of the strategy, Prosperity calls out council's role in nurturing local businesses, especially small businesses, and developing priority industries.

It is well documented that small businesses are a key focus for this council, having been the first Queensland council to sign on to the Small Business Friendly Charter. Under this new strategy work will continue to streamline council processes and connecting businesses with the resources they need to start, operate, and grow in the region.

Focusing council's attention on those industries that are delivering the most economic impact is the second element of the Prosperity pillar. Industry Development activities will focus on those local industries that have the most potential for out-of-region export revenue:

- Defence and allied industries
- Manufacturing and advanced manufacturing
- Transport and logistics

Employment intensive and population-servicing industries are also critically important as the population is projected to grow by 170% by 2040. Council will work with these growth industries to connect skills, talent, and opportunities to create meaningful jobs for locals while also building the amenity required for a vibrant, safe, inclusive, creative, and healthy lifestyle. Industries in this domain of note are:

- Health and medical
- Community services
- Creative and cultural production
- Hospitality and retail

### Partnerships

The strategy acknowledges the role of council in economic development is one of connectivity, advocacy, and grassroots support. Strong partnerships with the other levels of government and their agencies, the private sector and the local community is the *only* way council can achieve its objectives. To this end, council's strategic advocacy approach will continue to garner support for our Regionally Significant Projects while we will amplify our community partnership efforts to strengthen connection to Place and capitalise on the opportunities the 2032 Olympics bring to the region.

### LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:  
*Not Applicable*

### RISK MANAGEMENT IMPLICATIONS

The development of this refreshed Economic Development Strategy mitigates the risk of unfocused or uninformed economic development activities. This strategy focuses the organisation's attention on the factors it can control and influence while acknowledging the role of others to stimulate economic growth. It asks for Ipswich to focus on leveraging Ipswich's strengths and resolving our challenges rather than compete with neighbouring regions by mimicking their strategies.

Further, the strategy identifies the priorities for Ipswich, based on inherent and existing strengths and opportunities. It guides the organisation's thinking and planning for many years to come while identifying immediate-term initiatives to build positive momentum.

### HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	Review and endorse the Economic Development Strategy

(b) What human rights are affected?	No human rights are affected
(c) How are the human rights limited?	Not applicable
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable
(e) Conclusion	The decision is consistent with human rights.

## FINANCIAL/RESOURCE IMPLICATIONS

The development of this strategy was undertaken in-house, using the resources of the Economic Development section. Therefore, there has not been any budget implications in the development of the strategy itself.

The initiatives outlined in the strategy take into account the proposed budget for 2022/23 and will be implemented within the approved Economic and Community Development branch budget and other related functions of council.

## COMMUNITY AND OTHER CONSULTATION

The development of the Economic Development Strategy has been informed by the ongoing engagement with hundreds of local business owners, workers, young people, parents, employers, education providers, industry, and government representatives. The strategy has also been informed by research publications and demographic analysis.

Specific consultation on the Strategy has taken place with:

- Council's Economic and Industry Development Committee
- Members of Council's Ipswich Central Revitalisation Committee
- Ipswich Region Chamber of Commerce
- Greater Springfield Chamber of Commerce
- SEQ West Regional Office, Department of State Development

## CONCLUSION

The Economic Development Strategy outlines pillars of People, Place, Prosperity and Partnerships, to achieve the outcomes outlined in the Vibrant and Growing and Safe, Inclusive and Creative themes of iFuture. The Strategy reflects the strengths of the region and identifies specific initiatives to leverage the unique character of Ipswich and its residents to drive relevant growth for the region. The Strategy avoids trying to be all things to all people and focuses on the specific role council plays in economic development.

The Economic Development Strategy congruently guides the organisation to achieve the Vibrant and Growing Outcomes for 2026 while working towards the vision of “Ipswich: a city of opportunity for all”.

#### ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Economic Development Strategy  
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Cat Matson

**MANAGER, ECONOMIC AND COMMUNITY DEVELOPMENT**

I concur with the recommendations contained in this report.

Ben Pole

**GENERAL MANAGER, COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT**

*“Together, we proudly enhance the quality of life for our community”*

# Ipswich City Council **Economic Development Strategy**

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







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### **ACKNOWLEDGEMENT OF COUNTRY**

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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

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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 region 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**  
June 2022



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## CHAIR'S MESSAGE

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As Chair of the Economic and Industry Development Committee, I am committed to economic growth that is relevant for our city and builds on our strengths. It's important that our economy grows sustainably and with substance, not on waves of false structures or shiny distractions that crack under pressure.

We're not after a boom. We're after strength from calculated and confident growth.

Talent in our workforce is crucial to lifting our economy. Our people, their families and ultimately their connection back to this city is key. Building our main resource, our people, to be up to the task to sustain the local economy through any changes or shocks should be our focus.

People and Place are the two biggest assets of any thriving city.

We are abundant in both.

Ipswich benefits from our unique geographical position. We are the gateway to our neighbouring agricultural regions, we are home to the nation's largest Australian Defence Force airbase. We have ample space for industrial, commercial, and residential growth, we are laced with highways and rivers that connect to southern states, South East Queensland and back to the Port of Brisbane, with an affordable price point per hectare.

Combine this with the fact we have the fastest growing and younger than average population... we are the underdogs of our region with untapped potential.

Making People a core priority of our strategy, while leveraging our unique places will ultimately shift the perception of Ipswich, empowering our people in the process and driving growth in existing businesses and attracting new ones. It's by focussing on the People and the Places, and by working together in Partnership, that we will build Prosperity for Ipswich.

**Committee Chair, Cr Nicole Jonic**  
June 2022



## SCOPE OF THIS DOCUMENT

It's important to note this document has been prepared with a pragmatic understanding of the capacity of local councils in the context of economic development. The economic growth of a region is influenced predominantly by many market factors; government interventions generally are designed to amplify positive market forces or mitigate negative ones.

It is essential to acknowledge that Local Government is not the master of all issues that affect business development and growth. At a local government level, any interventions are limited by budget and resourcing constraints and cannot be expected to counter market trends or the policies of other levels of government. Local government has several opportunities to influence the economic growth of its region:

1. A Planning Scheme which provides for business growth commensurate with population growth, providing suitable zoned land for the range of commercial, retail and industrial uses to serve the growing community
2. Local Laws and other policies which may further regulate business activity
3. Initiatives that build capability and capacity, encourage desired behaviour and attract investment in the city.

These instruments can promote economic development and seek to provide a range of products, services and employment opportunities to meet the needs of the growing community.

With this in mind, in order to promote growth it's important for local government instruments to minimise friction when it comes to licensing and business operations; and to maximise opportunities within the region to connect stakeholders and resources.

It is within this context this economic development strategy is written; outlining Council's priorities to attract priority industries, encourage new business growth and encourage desired behaviour from residents and businesses alike.



Ipswich's economic outcomes are outlined predominantly under the iFuture Themes of 'Vibrant and Growing' and 'Safe, Inclusive and Creative'.

To achieve these outcomes, we will focus on four pillars:

**People, Place, Prosperity and Partnerships.**

All pillars are equally important and synergistic; each feeds and needs the other to deliver on the vision of the city.



### OUR OUTCOMES FOR 2026

- ☑ Our city's design and development promote quality placemaking and liveability
- ☑ Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience
- ☑ Ipswich is known as a sought-after location for business, industry and visitors
- ☑ There is increased employment and a variety of educational opportunities across the city, especially for young people
- ☑ Ipswich continues to be an affordable city to live in
- ☑ Our city centres are alive with dining and entertainment
- ☑ We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.





PEOPLE

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## PEOPLE

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### People create value, not capital.

Ipswich people have always had a reputation for being hard-working, resilient and enterprising. Queensland's first coal mine was in Redbank, opening in 1843 near the junction of Six Mile Creek. And the very first train to run in Queensland ran from the Workshops, in what we now know as North Ipswich, to Grandchester. Over 200 steam locomotives were built at the Rail Workshops for the state's burgeoning rail industry at the time by thousands of workers.

In order to create value, businesses need people. Even the most advanced of technology needs people to program, code and manage the inputs to produce valuable outputs. In a world dominated by economic buzzwords like 'innovation', 'artificial intelligence' and 'technological revolutions' the critical, essential ingredient to thriving economies is often overlooked.

### People.

It is people who make a city; buildings, roads and infrastructure simply provide a container; it's people who create small businesses, make coffee and food, who perform and entertain, who make things, artisanal and industrial. It's people to who grow and make things, buy and sell things, who create an economy. And its people who breathe life into cities, who come together to form communities of companionship and shared interests. It's people who create homes, raise families, gather in neighbourhoods and nurture communities of connection and pride. Ipswich's people are at the heart of her economy and a thriving community of people, engaged in meaningful work, is the primary outcome of this economic development strategy.

## INITIATIVES 2022-2024

- [new] Develop a skills-focused working group of stakeholders across the education, training and employment ecosystem to better connect people to training and employers and create talent pathways to meaningful, local work
- [existing] Partner with the City of Ipswich Defence Industry Attraction Committee to double-down on ecosystem development and employment goals (outlined in the Defence Ipswich Action Plan 2018-2023), to build skilling and employment pathways for the defence and advanced manufacturing sectors
- [new] Work with employment service providers, schools, training providers and community services to develop programs that contribute to lowering the youth unemployment rates of the area





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## PLACE

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### **Ipswich: rich in history, richer in growth**

Ipswich is a region steeped in history. From its early coal mining and railway heritage through to its landmark churches and grand old homes, the character of Ipswich reflects the pride and resilience of her people.

Ipswich is also a culturally diverse city, with residents originating from 163 countries and speaking a collective 152 languages. The region is also home to Queensland's youngest and fastest growing population, with a median age of just 32 and a growth of 170% expected to 2041. Encouraged by State and Federal Government population accommodation and housing affordability policies and a rich tapestry of lifestyle and employment opportunities, more and more people are moving to the area to enjoy one of the most liveable cities in the state.

But Ipswich is more than the suburb of Ipswich itself. Ipswich is a city of centres. A region of unique places.

From Ipswich Central and Springfield Central as the largest commercial and residential centres; augmented by larger suburbs like Goodna, Yamanto and increasingly, Ripley as it grows; through to specific precincts like Redbank, Booval, Karalee and Rosewood; all the way through to small precincts like Top of Town in Ipswich Central and Marburg as a destination.

And then there's the emerging centres, like the Ebenezer Regional Industrial Area that alone is projected to generate \$1,428M per annum in increased economic output by 2041 thanks to the large availability of industrial land coupled with Inland Rail and

the proposed Ebenezer Intermodal Terminal. Partnerships with Federal and State Governments and industry will be essential to realise this opportunity.

### **Ipswich: richness of Place**

All these centres and precincts 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.

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 is an important consideration in any place, the way people use and operate in a space provides the most important insights for economic development.

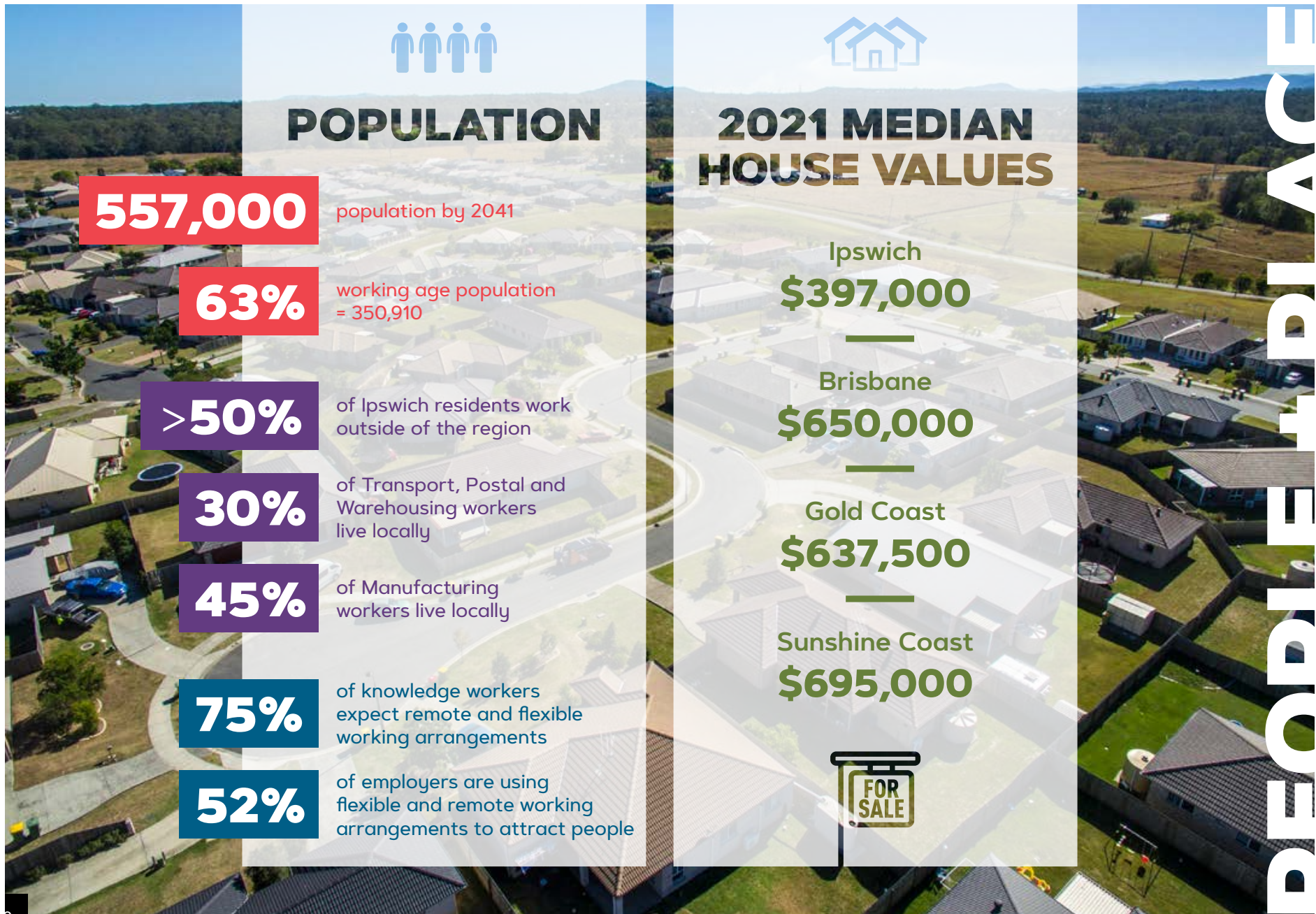
Curating a strong identity and vision for a place leads to improved partnerships and contribution from the community. This in turn improves the place image and strengthens the attachment even further. A strong attachment to a place promotes pride and ultimately increases visitation, investor confidence,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

Placemaking that is done in genuine collaboration with locals builds trust and social cohesion while enhancing the liveability of the area, as well as increasing visitation and employment opportunities. Early results from the collaborative placemaking in Ipswich Central is testament to this and place-based initiatives will continue to be used to drive prosperity.

## INITIATIVES 2022-2024

- [existing] Continue the Ipswich Central Revitalisation Project
- [new] Identify next Centre for coordinated Placemaking and develop a community-led Place Plan
- [existing] Implementation of Creative Industries Action Plan
- [new] Embed collaborative Placemaking methodologies across Council to realise social and economic benefits







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## IPSWICH: A COMPELLING OPPORTUNITY FOR PEOPLE AND BUSINESS

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Ipswich is the fastest growing region in QLD, with a projected population of 557,000 by 2041. Approximately 63% of that projected population are working age.

Currently less than 50% of Ipswich residents of working age work locally. In key industries, like Transport, Postal and Warehousing and Manufacturing, only 30% and 45%, respectively, of workers are Ipswich residents. That represents a significant opportunity to new and growing businesses in those industries.

This coincides with global trends, post-COVID, that has increased flexible and remote working arrangements and an increased desire by people to live in affordable, lifestyle-driven destinations, rather than being tied to locations for work. Now that remote working is a proven scenario, 75% of knowledge workers have said their expectations for working flexibly has increased<sup>i</sup> with 52% of employers saying flexible and remote working arrangements will be strategically used to attract talent<sup>ii</sup>.

This, combined with the affordability and availability of industrial land, presents a compelling proposition for businesses looking to establish a base in Australia or expand their current operations into Queensland. Showcasing the opportunities for businesses and people to relocate and invest in Ipswich is a key pillar of this strategy.

However, there is a collective challenge among the region's employers that they can't find suitably skilled staff. Yet the region has one of the higher youth unemployment rates in QLD and low self-containment rates<sup>iii</sup>. This points to a systems failure; at the most simplistic of levels, Ipswich residents are travelling out of the region for work yet local employers can't secure workers. Working to solve that systems failure is a further priority of this strategy. Council will work with all stakeholders to better understand the issues employers are facing in attracting people, that employment agencies are experiencing in placing people and the skill and training requirements to ensure locals are workplace-ready.



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i Gartner, "Future of Work Reinvented, Designing a Win-Win for People and Employers"

ii Northeastern University, Center for the Future of Higher Education and Talent Strategy, "Employers' Post-Covid Business Strategy and The Race for Talent: A View from the C-Suite", December 21, Accessed online [https://cps.northeastern.edu/wp-content/uploads/2022/01/NUReport\\_CFHETS\\_EmployersPostCovid\\_12-22-2021.pdf](https://cps.northeastern.edu/wp-content/uploads/2022/01/NUReport_CFHETS_EmployersPostCovid_12-22-2021.pdf) 11/5/2022

iii Self-containment rate: the percentage of employed residents who are employed within the boundaries of the Local Government Area



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## PROSPERITY

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Prosperity is underpinned by an inclusive society, driven by an open economy, and built 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.

A significant contributor to prosperity is business growth; it is through business pursuits that jobs are created and entrepreneurship and intrapreneurship is fostered, in turn leading to innovation, productivity and ultimately, prosperity.

Ipswich City Council is heavily focussed on two key elements of business development:

1. Small Business Growth
2. New Business Attraction and Industrial Investment

### Small Business Growth

Small, local businesses are a significant source of meaningful jobs, whether those businesses are entrepreneurial and globally scaleable or self-employed and lifestyle-orientated.

Small businesses contribute to approximately 41% of business employment in Queensland; that is, 2/5 people employed by businesses (rather than the public sector) are employed by small businesses.

Small businesses also provide Ipswich with many of its unique products and services that contribute to the city's liveability; beauty and health, boutique retail and hospitality, professional and personal services, are predominantly small business operators.

It therefore follows that if small businesses are enabled and empowered to start and grow, they contribute to both local employment and to the character and vibe of the city. It's for this reason that council continues to prioritise supporting local small businesses to start, grow and thrive.

In collaboration with the city's Chambers of Commerce, Ipswich Region and Greater Springfield, council will work to build the capability and capacity of the region's small businesses. Council will also continue to work on its own processes, especially compliance and regulatory, to streamline small businesses interactions with council; to become Queensland's most small business friendly council. If government's role in a free market economy is to provide optimum conditions for business growth, council strives to be the easiest city in which to start, run and grow a business.

### New Business and Industrial Investment

New jobs can also come to Ipswich through attracting new mid-large size businesses; often large numbers of jobs at a time. Ipswich is a strategic choice of operations for many businesses, with large amounts of affordable industrial land, access to transport routes and proximity to affordable housing and education for workers. This industrial land is well suited to established, high value industries, such as defence and allied industries, transport and logistics, and knowledge based industries including advanced material and precision engineering, personalised health care; as well as emerging, globally- and locally-relevant circular economy activities and advanced agriculture and food processing.

Large developers like Goodman Group, Walker Corporation and Springfield Citigroup fill the role of attracting businesses to the region's industrial parks and master planned communities; council's role is to make the planning and regulatory process consistent and as streamlined as possible and to connect new arrivals to the relevant commercial ecosystems of Ipswich to connect local talent and maximise economic opportunities.

## INITIATIVES 2022-2024

- [existing] Small Business Friendly Council
- [existing] Continue our Partnerships with the regions Chambers of Commerce, Ipswich Region and Greater Springfield, to support local business growth and connectivity
- [existing] Business concierge service for small and industrial business ecosystem connectivity





PROSPECTIVITY

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## FOCUSED INDUSTRY DEVELOPMENT

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This strategy balances the need for economic growth through tradeable industries; those that generate economic growth through exports; and non-tradeable, population servicing industries that both contribute substantially to the quality of life in a city as well as being high employers.

Given the region's existing assets, council is heavily focused on developing the following tradeable industries:

- Defence and allied industries
- Manufacturing and advanced manufacturing
- Transport and logistics

Working collaboratively with industrial land owners and developers and with industry itself, council will play its role in connecting the ecosystem, showcasing the industry strengths and opportunities and attracting new players to grow these industries.

When it comes to the population-servicing industries there are substantial opportunities to all players interested in these growth industries:

- Health and medical
- Community services
- Creative and cultural production
- Hospitality and retail

A range of programs, including industry development and small business friendly initiatives, will be used to nurture these industries, to ensure maximum job opportunities for locals and superior lifestyle amenity for residents and visitors.

Investment attraction efforts will leverage partnerships with state and federal government and private sector to secure appropriate opportunities, particularly where market dynamics alone may not deliver desired results. With such rapid growth in specific areas of the city, it's envisaged, for example, that sectors such as retail, hospitality, tourism, health and community services will need to be developed simultaneously to housing stock to provide suitable amenity. On the commercial front, emerging developments like the Ebenezer Regional Industrial Area will require a coordinated and strategic approach to fully realise economic potential.







SALES & MARKETING

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## PARTNERSHIPS

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Ipswich is a city of opportunity for all. With new economic precincts emerging and increasing strategic importance in health, manufacturing, defence and logistics, the future is bright.

The future is also arriving fast. With a population growth rate nearly 3 times that of the state's average, we must move quickly to capitalise on this unique moment in time.

And by 'we', we mean a wide range of collaborative state and federal government partners, investors, industry, local businesses and residents.

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.

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

Finally, working collaboratively with all stakeholders in the employment, health, community services and training sectors will drive skill development and employment pathways in the region's fastest growing and employment-intensive sectors.



### INITIATIVES 2022–2024

- [existing] Progress the Ipswich to Springfield Public Transport Corridor to final stage in the business case process, with recently committed State and Federal funding
- [existing] Develop the detailed business case for the Ipswich Central Second River Crossing in partnership with State and Federal Governments
- [new and existing] Support and replicate community partnerships, like the Ipswich Central Partnership, to deliver place-based economic and social outcomes to Ipswich centres and precincts
- [new] Leverage opportunities presented by the 2032 Olympics through an Ipswich 2032 Summit and resulting initiatives, partnering with South East QLD Council of Mayors, industry and community






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