

Ipswich Future Master Plan Discussion Paper



A vision for
Ipswich 2020 and Beyond..



One City • One Council • One Direction



We value your comments



If you have any comments or suggestions concerning this exciting project, please forward them to:-

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Table of Contents

SECTION 1 –NEED, PURPOSE AND IMPLEMENTATION	4
1. INTRODUCTION	4
2. NEED FOR A MASTER PLAN	5
3. PURPOSE OF THE MASTER PLAN	6
4. MASTER PLAN PREPARATION ACTIVITIES	7
1: Where Are We Now?	7
2: Where Are We Going?	7
3: What Do We Want To Be?	7
4: How Do We Get There?	8
5. IMPLEMENTATION OF THE MASTER PLAN	8
Ipswich 2020 and Beyond Vision	8
Corporate Plans	9
Operational Plans and Budgets	9
Monitoring and Reporting	10
SECTION 2 –THE FUNDAMENTAL COMPONENTS OF A MASTER PLAN	11
1. LAND USE	11
<u>Regional Perspective</u>	11
<u>Ipswich Planning Scheme</u>	11
<u>A City of Centres</u>	11
<u>A City of Job Generators</u>	12
2. COMMUNITY CAPACITY, SAFETY, CHARACTER AND LIFESTYLE	13
3. INFRASTRUCTURE	13
<u>Essential Services / Infrastructure</u>	13
Water, Sewerage and Recycled Water Infrastructure	14
Energy	14
Communications	14

<u>Lifestyle Infrastructure</u>	14
Leisure and Recreation	14
Housing Choice and Affordability	14
Education	15
Health	15
Community Safety	15
4. WATER / ENVIRONMENT	15
<u>Conservation</u>	15
<u>Catchments and Waterways</u>	16
<u>Pollution</u>	16
<u>Waste and Recycling</u>	16
5. ECONOMIC DEVELOPMENT	17
<u>Ipswich Economy Model</u>	17
<u>Economic Profile</u>	17
<u>Employment</u>	17
<u>Attracting Investment</u>	17
<u>Growing Existing Business</u>	18
6. TRANSPORT AND MOVEMENT	18
<u>Major Transport</u>	18
 SECTION 3 –OTHER MAJOR INFLUENCES	 19
1. PARTNERSHIPS	19
2. FINANCIAL CAPACITY	19
3. TRENDS AND OPPORTUNITIES	19
 SECTION 4 –DEVELOPMENT OF THE MASTER PLAN	 20
PROPOSED ACTION PLAN	20
4.1.1 Concept Development	20
4.1.2 Research and Investigation	20
4.1.3 Stakeholder Engagement	20
4.1.4 IFMP Formulation	21

SECTION 1 – NEED, PURPOSE AND IMPLEMENTATION

1. INTRODUCTION

This discussion paper has been prepared to assist key agencies and partners to appreciate the issues involved in the proposed Ipswich Future Master Plan (IFMP) and to seek their valuable knowledge contribution to the scoping and development of the IFMP. Importantly, this inaugural master plan is being prepared in the year the City of Ipswich is celebrating its centenary.

The paper enunciates the need, purpose and role the Ipswich Future Master Plan will play in setting a strategic direction for the sustainable ultimate development of the City with a clear focus on measurable achievements for 2020 – a vision for “Ipswich 2020 and Beyond”. It outlines a process for developing this master plan and likely fundamentals which will need to be considered and issues that might attract feedback.

There are a number of attachments incorporated into the discussion package.

Attachment 1 is a draft of a vision which could be applied. Its purpose is to demonstrate how the steps and principles raised and discussed in the paper might be applied. The fundamental components discussed in the discussion paper are used as the key focus areas for a master planning framework and strategic visioning process.

Attachment 2 is material which puts into context:-

- The background around which Ipswich might contribute to growth in South East Queensland focussing on residential capacity and employment opportunities. This material is supported by the Ipswich Future City of Centres and Job Generators Map (**Attachment 3**) and a map showing the scenario for South East Queensland based on an amalgamation of current local government approved planning schemes (**Attachment 4**).
- A statement of financial performance for Ipswich City Council (**Attachment 5**).

This material puts in context some of the material raised in this discussion paper.

The process for the development of this master plan is discussed under the following headings:

- The need for a master plan.
- The purpose of the master plan.
- Activities to prepare the master plan
- The implementation methodology of the master plan.
- A brief overview of the likely fundamentals of the master plan to support a vision for Ipswich 2020 and beyond.
- Other major influences.
- Action plan for preparing the master plan.

2. NEED FOR A MASTER PLAN

The IFMP will provide a direction for Ipswich in terms of lifestyle, well-being, prosperity and sustainability.

The IFMP is a major project that will take in the order of 12 – 18 months to complete. It will require commitment from Council combined with community, business and government. It will provide the guide for appropriate Council services, organisation structure and future budgets. Council will commit to achieving the outcomes of this plan and will seek support from other governments and groups.

The Queensland State Government has projected the population of South East Queensland (SEQ) will grow by around 1 million residents between 2001 and 2021. This is a 42% increase on the 2001 population of 2.4 million. Ipswich is well positioned to play a significant role in the sustainable development solution for SEQ. Ipswich's population of 137,000 is likely to substantially increase to approximately 240,000 by 2021. This equates to average annual growth in the order of 3.2% which, over the period, represents annual population growth ranging from 4,300 to 7,300. Ipswich has the jobs generation capacity to grow its existing 49,000 jobs to improve its existing 36% jobs/population ratio as well as accommodate the population increase.

Under plans to be developed for SEQ 2021 by the new Queensland Government's Office of Urban Management, it could be the case that growth will be even higher in Ipswich e.g. 4% plus. Importantly, with Ipswich accommodating this jobs and population growth, in excess of 800,000 population increase would still need to be accommodated elsewhere in South East Queensland in this period. The greater challenge for SEQ is to provide the jobs generation in proximity to, and matching, the residential growth.

Current trends are supporting these projections. For the year ending June 2004, Ipswich lot approvals are in excess of 4,000. For the year ended March 2003, Ipswich achieved the fourth highest lot approvals in Queensland after Brisbane, Gold Coast and Maroochy. Substantial growth occurred during the 2003 calendar year, with total lot approvals reaching 2,742, up from previous annual lot productions of less than 1,000. The continuation of these unprecedented growth patterns will have significant impacts on all aspects of the City. Council needs to be well prepared to best position the community in terms of lifestyle, well-being, prosperity, environmental quality and sustainability. Sustainable growth management will be the key to optimising development opportunities. Fundamentals to be focused on include:

- Land use
- Community capacity, safety, character and lifestyle
- Infrastructure
- Environment
- Economic development
- Transport and movement

Other major factors which influence the capacity of a Master Plan include:-

- Partnerships
- Financial capacity
- Trends and opportunities

These fundamentals and influences are inter-connected and form the foundation for a strong community master plan. Poor planning or failure to plan and act will impact detrimentally later in the lifecycle of the city.

3. PURPOSE OF THE MASTER PLAN

The IFMP will establish a long-term vision for sustainable development of Ipswich City and co-ordinate the activities and resources needed to achieve the vision. The master plan will consider sustainable ultimate development with a clear focus on measurable achievements by the year 2020. This focus will be encapsulated in the term 'Vision for Ipswich 2020 and Beyond'. The aim is to achieve a balanced approach to optimise the social, environmental and economic benefits for the Ipswich community.

The suggested draft vision “Ipswich 2020 and Beyond” acknowledges that much of what might be described would occur beyond 2020. The Plan will involve developing integrated short, medium and long range programs to achieve the vision.

A strategic vision is an effective planning technique not only because of the sense of direction it can give, but it involves people, groups and organisations which are brought together in a common effort to develop a desired future scenario.

The Ipswich Future Master Plan is an opportunity to identify and build the kind of city we want, knowing Ipswich and our region is changing at an ever increasing rate.

What do we want this city to look like? What should it be like to live in? How do we move towards the city we want for the future?

“Ipswich 2020 and Beyond” is about a city and community which chooses a vision and future, and works towards achieving it.

The next section provides an overview of a staged process for developing a master plan.

4. MASTER PLAN PREPARATION ACTIVITIES

The following outlines the activities which will be undertaken as part of four discrete stages set out in Section 4 in the action plan for the development of the IFMP.

1: Where Are We Now?

This focuses on:-

- Placing Ipswich in the context of South East Queensland.
- Profiling the community and the city in the present by scoping and defining current core issues, concerns and priorities.
- Articulating and establishing the community values which will be upheld in the future vision – a statement of values establishes a set of qualitative criteria against which to elevate new ideas / concepts.
- Investigate information and baseline data relevant to the city and its community eg. data related to population, jobs, community safety, airshed quality, water quality, greenspace and good quality agricultural land preservation, private vehicle commute, public transport, water and energy consumption, communication services, product delivery logistics, etc.

2: Where Are We Going?

This focuses on:-

- Likely future trends across Ipswich and South East Queensland determining where the community is headed if the current direction persists. Demographic, economic, environmental and social trends are identified and emerging issues that affect the community are postulated.
- A “business as usual” scenario can be developed as a baseline for development of the Ipswich Vision, a position which can be compared to that of the desired vision.

This “business as usual” scenario may well identify an outcome which compromises the statement of values identified under the question “Where are we now” and prompts the question “What needs to be done?”.

3: What Do We Want To Be?

This is the core of the Ipswich Futures Master Planning process. Involves engaging Councillors and key government, business leader, education provider and community stakeholders to articulate what they envisage for a future Ipswich. A preferred scenario can be developed showing what the Ipswich community will be like in the future respecting the core values identified under the first question.

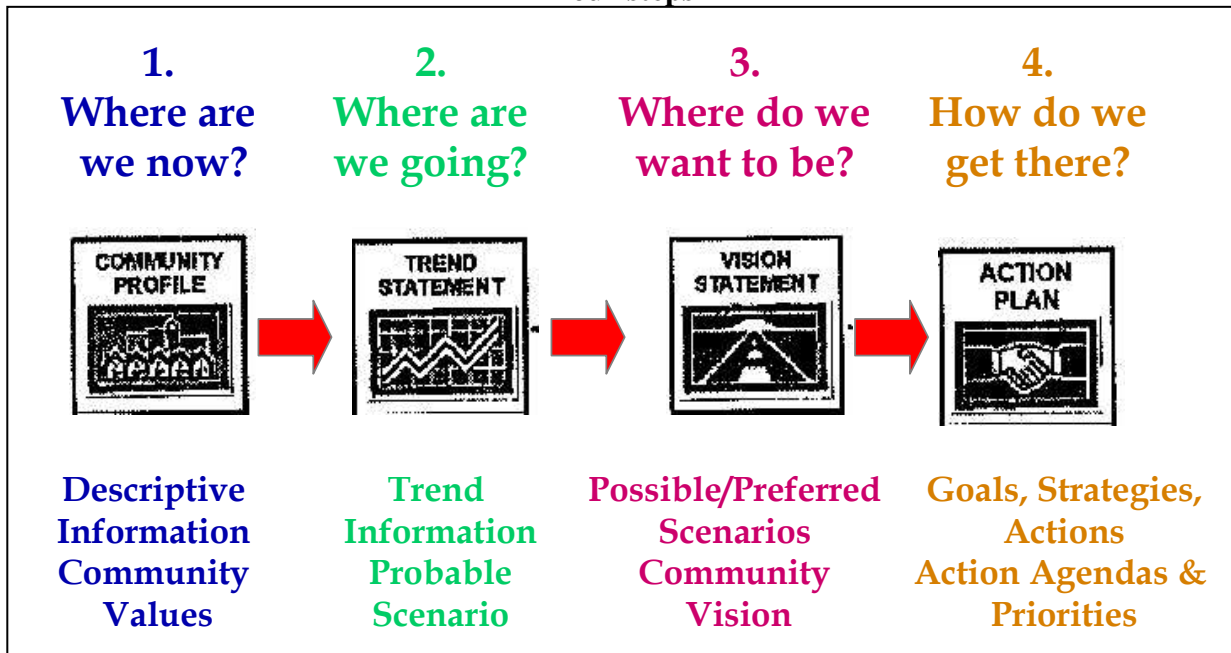
Well assembled consultative processes are a feature of success at this stage of the master planning process.

4: How Do We Get There?

From the Ipswich 2020 and Beyond Vision, intended outcomes, strategies and action plans are put in place. A self contained goal setting and strategic planning process to move the community in the direction of the vision. Strategic visioning is only as successful as the master plan which is put in place.

The plan identifies partners i.e. community, business and other levels of government and establishes a monitoring program, benchmark dates, financial overview, issues and key performance indicators.

Diagram 1: Diagram demonstrates the relationship and elements associated with each of the four steps

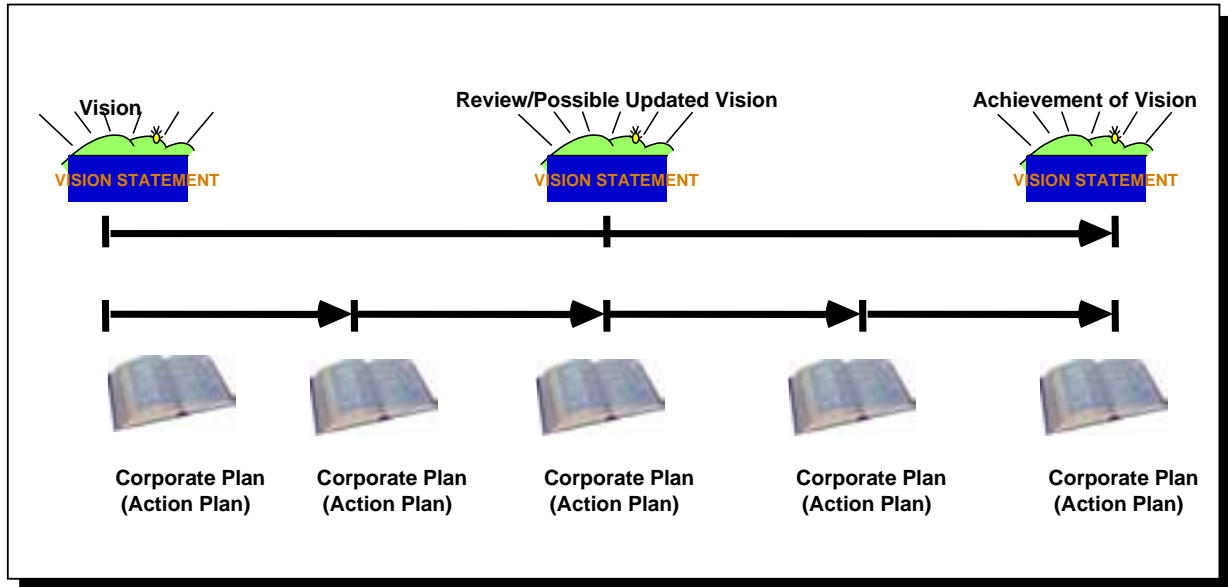


5. IMPLEMENTATION OF THE MASTER PLAN

Ipswich 2020 and Beyond Vision

The Ipswich Future Master Plan will set the strategic direction for the sustainable ultimate development for the City with a clear focus on measurable achievements for 2020. Its implementation will be by a series of rolling Corporate and Operational Plans and budgets.

Diagram 2: Representation of timeframes and relationship between long range master plan and corporate plan



Master Plan – Based on sustainable ultimate development scenario and 2020 target
 Corporate Plan – 4 year horizon

Whilst Council is a key delivery agent, the Master Plan will also provide the framework to engage other agencies in achieving the Ipswich 2020 and Beyond vision through identified partnerships i.e. other government agencies, organisations and private enterprise.

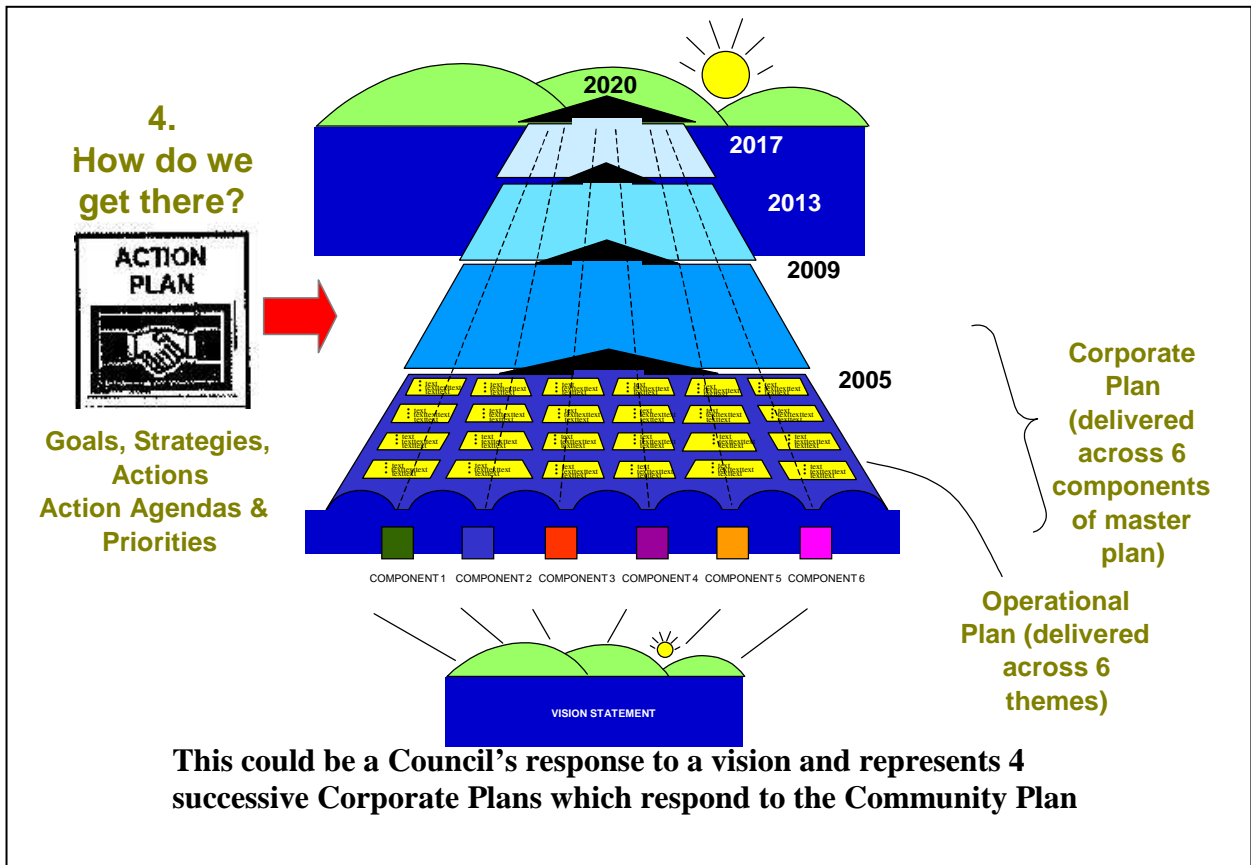
Corporate Plans

A Corporate Plan sets the direction for a four year window and is the guide for all of Council’s activities over that period. Based on the IFMP, key priorities and targeted outcomes will be determined for the upcoming period and documented accordingly. Towards the completion of each Corporate Plan, the IFMP will be updated to reflect Council’s achievements, determine any re-prioritisation of future activities, as well as consider any new and emerging issues. Attainment or otherwise of parts of the longer term vision will also be reviewed in the preparation of subsequent corporate plans.

Operational Plans and Budgets

Annual Operational Plans are to be established to detail the core services and projects to be delivered each financial year by Council. Across a four year period, these should secure the achievement of the Corporate Plan targeted outcomes. The Operational Plans form the basis for the annual budgets and clearly outline the resources required and activities to be undertaken.

Diagram 3: Diagram depicting relationship of vision to master plan, corporate plan and operational plan



Monitoring and Reporting

This evaluates the balance between social, environmental and economic outcomes. Council will continue to use this methodology to determine the success or otherwise of the IFMP. A series of high-level key performance measures will be established and regularly monitored.

SECTION 2 –THE FUNDAMENTAL COMPONENTS OF A MASTER PLAN

These component areas will be significant in developing the vision for Ipswich 2020 and Beyond and the master plan.

1. LAND USE

Land use provides the platform on which many other elements are based. It is essential that Council delivers suitable land use planning solutions.

Regional Perspective

Ipswich cannot be viewed in isolation, It is likely to play a key role in providing economic and employment growth for the western subregion of SEQ known as WESROC, which comprises the local government areas of Boonah, Esk, Gatton, Ipswich, Laidley and Toowoomba.. Integration with other SEQ regions is also essential to avoid the inefficiencies in expensive infrastructure and prevent the destruction of natural environs that will impact on the whole amenity of the SEQ corner.

Ipswich Planning Scheme

Council is primarily responsible for controlling land use in Ipswich. The recently adopted Ipswich Planning Scheme provides a framework for managing the nature and location of new development across the City to:

- Ensure integration with existing development.
- Enable the co-ordination and implementation of infrastructure.
- Accommodate economic development and employment generation.
- Protect key attributes such as the environment, agricultural lands and heritage buildings.

A City of Centres

Council has commenced planning for a City that will acknowledge the role of key centres over the coming decades.

In the context of the Ipswich Futures Master Plan, what is a centre? Is it a centre for retail and commercial functions, for transport, education, administration or community infrastructure? A centre is all things – that is, a centre for human activity, a hub of a community of interest and a major focus for promoting community identity. Attention to centres will be a key tool for the delivery of outcomes for the Ipswich 2020 and Beyond vision. Centres provide identity through connectivity between the dimensions of people’s lives in a work, social and living sense.

In relation to public transport, centres provide efficiency on the basis of connection points within the urban framework.

(a) **Major Centres**

The highest order or 'major' centres are the existing Ipswich CBD, the new Springfield 'Gateway' CBD and a future town centre at Ripley. The Centres regime will aim to continue to promote these centres as major employment, residential and service nodes in the City.

(b) **District, Neighbourhood and Local Centres**

The three major centres will be supported by a network of district, neighbourhood and local centres.

Goodna, Redbank Plaza, Redbank Plains, Booval, Brassall, Yamanto, Rosewood and Walloon. These centres provide shopping and business facilities, together with community and recreational activities to serve the needs of residents.

(c) **Smaller Centres**

The City also has a network of small centres ranging in profile and function. Examples of these are neighbourhood and local centres distributed throughout the suburban areas and rural service centres at Marburg, Harrisville and Peak Crossing.

Local centres will also serve residents in the future, long term urban growth areas at Grandchester, Calvert and Lanefield.

A City of Job Generators

Population growth necessitates employment generation. The estimated ultimate population of Ipswich is 676,000 which is planned to be supported by 313,000 jobs. Council has identified three (3) major precincts that could facilitate large scale industrial development.

- Bremer Business Park – 11,000 jobs
- Swanbank Enterprise Park – 14,000 jobs
- Ebenezer Industrial Park – 94,000 jobs

(Ebenezer is the largest committed industrial park in Queensland).

These major job generation sites are in reasonable proximity to quality residential development areas, providing the opportunity to reduce commute times, with attendant lifestyle, community capacity, air quality and energy consumption advantages.

These three (3) precincts are also located in reasonable proximity to the major agricultural producing areas of the Bremer, Warrill and Lockyer valleys. This provides a unique opportunity for the region to utilise recycled water for industrial purposes prior to final application in these agricultural areas.

Other identified major job generating precincts and ultimate development job capacity which will be factored into the IFMP include:

- Ipswich Central – 49,000 jobs
- Springfield Gateway CBD – 20,000 jobs
- Wulkaraka / Karrabin – 15,000 jobs
- Redbank Peninsula – 10,000 jobs
- Carole Park – 10,000 jobs
- Amberley Aerospace – 8,500 jobs
- Job opportunities also exist within the broader fabric of the city. For example, tourism and accommodation and other enterprises within the rural areas of the city.

2. COMMUNITY CAPACITY, SAFETY, CHARACTER AND LIFESTYLE

Community capacity and safety are critical elements of a community's lifestyle expectations. (Infrastructure aspects of these elements are considered in the lifestyle infrastructure component of the infrastructure section.)

Also, lifestyle expectations are strongly linked to the composition of a community. Age, income, education, family structure, cultural background and employment are only a few of the major factors that influence resident choices in terms of services required, leisure, cultural and recreational activities, shopping needs, environmental concerns, educational institutions and community facilities.

For community well being, it is essential that the community's needs and aspirations are understood and met with appropriate infrastructure and services.

3. INFRASTRUCTURE

Essential Services / Infrastructure

Essential services infrastructure forms the building blocks of community lifestyle. Such infrastructure is commonly called 'hard infrastructure' and comprises the transport, energy, communications, water, sewerage and drainage networks across the City. It is owned and operated by a combination of local, state and federal governments, as well as private companies and government owned corporations.

Council owned roads, water, sewerage and drainage systems have an estimated value in excess of \$800m, which constitutes over 90% of Council's total physical asset base. In 2003/04, around \$125m (64%) of Council's annual budget was dedicated towards the planning, design, maintenance, rehabilitation and augmentation of this infrastructure.

Water, Sewerage and Recycled Water Infrastructure

Preliminary investigations have highlighted that water supply will be a major constraint to the development of the western subregion unless innovative and efficient management strategies are adopted. Achieving multiple uses of available water supply through treatment and recycling is an imperative and if successfully achieved can be the key to a sustainable future. Development of the major industrial parks on this basis is critical for Ipswich and SEQ.

Energy

(Subject to research)

Communications

(Subject to research)

Lifestyle Infrastructure

A major factor that influences where people live is the availability of infrastructure that supports their preferred lifestyle. It comprises a combination of Council, commercial and publicly funded structures that enable community integration, socialisation and connectivity.

Leisure and Recreation

This focuses on the use of personal time for a variety of passive and participatory activities directed towards enjoying life and having fun. It covers purposes such as relaxation, entertainment, exercise, hobbies, social gatherings and the like. Components within this category:

- Sporting fields, venues and clubs.
- Swimming and aquatic centres.
- Parks, gardens and open spaces.
- Shopping centres and malls.
- Community halls and churches.
- Cycleways and walkways.
- Cinemas, art galleries, performing arts centres and museums.
- Restaurants, cafes, pubs, clubs and dining establishments.
- Retailing.

Housing Choice and Affordability

To meet the diversity of needs within Ipswich, the provision of a mix of appropriate housing type and affordability is of major significance.

Education

Modern society necessitates strong education, knowledge and life skills in both technical and professional fields as the foundation for successful career paths, including access to:

- Quality public and private schools
- Tertiary facilities such as universities and TAFE colleges
- Libraries
- High speed, high quality information and telecommunications technology

Health

A major concern is access to quality healthcare facilities and service providers such as general practitioners, specialists, dentists, optometrists, chemists and numerous other health services including alternative remedies. This demand will only become stronger in the foreseeable future as the population grows older and lives longer. The following types of infrastructure are essential for a healthy community:

- Public and private hospitals.
- Medical and dental centres.
- Child and community care facilities.
- Nursing homes and retirement villages.
- Respite centres.

Community Safety

Personal safety and protection of assets is a prime community focus. This is a key consideration in the improvement of essential services infrastructure, such as roads and transport networks to prevent traffic accidents. Other structural elements can be implemented in public space areas to assist safety endeavours.

4. WATER / ENVIRONMENT

Protecting and preserving the natural environment and surrounds is essential to retain the level of flora and fauna biodiversity in SEQ. Whilst strongly related with leisure and recreational activities, it also serves to enhance the health and well-being of the community.

Conservation

Throughout the region there are significant natural areas that possess unique characteristics and features, such as rare and endangered species or sensitive ecosystems. These important areas must be conserved for future generations.

Catchments and Waterways

Healthy waterways are an integral part of modern society. They can comprise the centrepiece for a large number of social and recreational activities, as well as potentially provide pleasant visual aspects and attractions for residential development. After decades of neglect and poor management practices, the Bremer River is considered a waterway under stress. The Bremer River feeds directly into the Brisbane River and ultimately into Moreton Bay. The river quality is a concern for Ipswich City Council, Brisbane City Council and the Queensland Government.

This requires detailed investigations and management of the catchment areas across the subregion. This requirement needs to be encapsulated in the IFMP. Improving water quality needs to be a feature of the Ipswich 2020 and Beyond vision.

Pollution

Air, noise and water pollution are major problems that can have substantial impacts upon the health of the environment and residents. Airshed degradation is the hardest to control as society's reliance on motor vehicles for transportation heavily contributes to the decline in air quality. We feel the impact of air pollution generated by the entire SEQ area. It is essential for Ipswich to partner with other government agencies to collectively address these air pollution issues.

A key factor that could greatly assist Ipswich with the management of air pollution is the location of major employment areas in close proximity to the residential growth corridors. Effective road network infrastructure, together with good public transport systems will minimise vehicular traffic and congestion, thereby reducing major air pollution sources.

Waste and Recycling

Growing populations generate waste. Effective management of the collection, transportation, recycling and disposal of all waste streams will be vital to the environmental health and amenity of the city. Any adopted waste management practices will need to:

- Minimise the level of waste entering the system per capita.
- Maximise the recycling of products.
- Maximise the recovery of resources from all waste streams including, domestic, commercial and industrial, and construction and demolition waste streams.
- Embrace technologies and processes to generate useful bi-products such as energy production.
- Reduce the environmental impacts from the collection and transport processes

5. ECONOMIC DEVELOPMENT

Ipswich will drive the economic and employment growth of the western SEQ subregion. The IFMP will need to identify and target those residential, commercial and industrial sectors that will optimise development opportunities based on our competitive advantages. Ipswich offers tremendous opportunities to build a desirable economic structure for the entire region.

Ipswich Economy Model

To be able to develop appropriate strategies, it is essential to understand the current economic composition of the region and model future trends. The Ipswich Economy Model was initially developed in 1997 and updated in 2000. It enables Council to analyse the local economy, as well as perform impact studies on major events and developments occurring in the City to ascertain economic and employment benefits.

Economic Profile

It will be necessary to develop an economic profile of Ipswich.

Employment

Local employment is essential for the economic well-being of a community. The current Ipswich population of 137,000 is supported by 49,000 jobs representing a 36% jobs/population ratio. Under the planned sustainable ultimate scenario, the Ipswich population will be 676,000 and supported by 313,000 jobs. This is a jobs/population ratio of 46%.

To achieve this substantial increase will require the development of strongly focused strategies targeted at attracting new industries and expanding the operations of existing businesses in reasonable proximity to quality residential areas. The social, environmental and economic benefits in achieving these outcomes should include reducing the length of journey to work, taking pressure off the road network, lowering/delaying the provision of expensive transport infrastructure, as well as reducing air and noise pollution. It can also allow more time for family and community activities.

In addition the range and mix of employment available needs consideration to ensure that the community builds as a diverse community.

Attracting Investment

Attracting investment, whether it be through new industries or expanding / retaining existing businesses, brings with it challenges as well as opportunities. It requires addressing many variables dependent upon the nature of the particular industry segment.

Growing Existing Business

There is evidence to show that over 70% of a regions new investment comes from within the region. For this reason we need to be sure that the business environment within the City is conducive to and supportive of growth.

Factors must be thoroughly investigated and appropriate strategies developed.

6. TRANSPORT AND MOVEMENT

The capacity of residents of the City of Ipswich to move both within the City and to areas outside is essential for economic growth, personal mobility and general quality of life. Promotion of a variety of transportation modes that are integrated, economically efficient, accessible and environmentally sustainable involves the preparation of integrated plans for:-

- Public transport (trains and buses);
- Bikeways and trails;
- Road transport (motor vehicles including freight vehicles); and
- Walkways and footpaths.

Transport / movement strategy should endeavour to:-

- Reduce the need for travel by integrating land use planning with movement strategies;
- Promote alternative modes of transport;
- Protect the livability and environment of the community; and
- Inform and educate the community about transport choices.

Major Transport

The State and Federal Governments are responsible for arterial roads and rail networks that traverse Ipswich.

To encourage significant investment from these parties, Council must be able to prove the long-term benefits from a regional, state and national perspective. The IFMP will need to encapsulate the impact magnitude of the transport networks in the development of the City.

SECTION 3 – OTHER MAJOR INFLUENCES

1. PARTNERSHIPS

The Ipswich 2020 and Beyond vision will emphasise connections – connecting people to places, people to each other and present to future to the past. A connected community with an optimistic vision and unified strategies and steps can be a successful, well functioning community.

Accordingly, there are a number of key partners / stakeholders required to be involved in planning for the future development of the City. Identification of and partnerships with these stakeholders will be essential in the development and subsequent implementation of the IFMP. These include:-

- State and Federal Governments
- SEQ Councils
- Community
- Business and Industry Groups
- Education Groups

2. FINANCIAL CAPACITY

Whilst the master planning model assists in focusing effort and funding into areas most relevant to the vision, the availability of funding sources, both capital and operational, will have a substantial impact on the formulation of the IFMP and related strategies. The master plan by its very nature could seek to see spending programmed and focused around key outcome areas.

3. TRENDS AND OPPORTUNITIES

Current trends tell us that the Ipswich local government area in the early to mid 21st century will be an eclectic place with many and varied communities, with diverse populations, a diverse economic base, variety of lifestyles and job choices. The Ipswich community can uniquely position itself to become a model community and city region.

The master planning process and Ipswich 2020 and Beyond vision can present us with an agenda. To thrive, Ipswich must understand its needs and aspirations, understand its strengths and weaknesses and act as one connected community with a clear focus on the future. Vision 2020 and Beyond has and can give capacity to acknowledge change in the context of change contributing to the quality of life and shared community values.

Understanding trends, creating opportunities, aligning with partners are a feature of achieving Ipswich 2020 and Beyond.

SECTION 4 –DEVELOPMENT OF THE MASTER PLAN

PROPOSED ACTION PLAN

The Ipswich Future Master Plan process will be rolled out over the next 12 – 18 months and will require the application of substantial resources.

4.1.1 Concept Development

This will include:

- Distribution of this discussion paper to Councillors and a well targeted government and business leader audience to gain support for the concept and feedback to assist in the scoping exercise.
- Scope and assemble a program to develop a collective master plan based on the four stage process:-
 - Where are we now
 - Where are we going
 - What do we want to be
 - How do we get there

4.1.2 Research and Investigation

Various project teams will be established comprising a cross-section of Council managers and may also involve external stakeholders. These teams will undertake research and investigation activities, including consultation with external groups and agencies. This process will produce fundamental baseline data, together with an overview of current issues and likely future trends in Ipswich and SEQ. Additional activities will involve the preparation of various models, including a detailed assessment of financial capabilities.

The results of this phase will be used to support or challenge the fundamentals of the future vision, as well as provide detailed support information. This will provide the platform from which to prepare appropriate strategies.

4.1.3 Stakeholder Engagement

Engage Councillors and key government, business leader, education provider and community stakeholders to understand their expectations with regards to preferred outcomes and timelines. This collaboration will form the basis of future partnership and funding arrangements to deliver the required outcomes. The information received during this process will be reviewed , refined and if deemed relevant, incorporated into the preparation of the IFMP and related strategies.

4.1.4 IFMP Formulation

This is an extensive component of the project. Based on all of the preliminary findings, detailed information gathered and stakeholder feedback received, this phase will involve the development of the following:

- The Ipswich Future Master Plan with the vision for Ipswich 2020 and Beyond
- Detailed goals and strategies.
- Action plans targeting specific intended outcomes.
- A master timeframe schedule nominating detailed milestones.
- A register of roles and responsibilities for all parties, including stakeholders.
- A comprehensive financial overview.
- The Corporate Plan for the period 2005 – 2009.