



City of  
**Ipswich**

**IPSWICH  
CITY  
COUNCIL**

**AGENDA**

*of the*

**IPSWICH CENTRAL REDEVELOPMENT COMMITTEE**

**Held in the Council Chambers  
2<sup>nd</sup> floor – Council Administration Building  
45 Roderick Street  
IPSWICH QLD 4305**

**On Thursday, 11 February 2021  
At 10 minutes after the conclusion of the Environment and Sustainability Committee**

<b><u>MEMBERS OF THE IPSWICH CENTRAL REDEVELOPMENT COMMITTEE</u></b>	
Deputy Mayor Marnie Doyle ( <b>Chairperson</b> ) Councillor Nicole Jonic ( <b>Deputy Chairperson</b> )	Mayor Teresa Harding Councillor Kate Kunzelmann Councillor Russell Milligan

**IPSWICH CENTRAL REDEVELOPMENT COMMITTEE AGENDA**  
*10 minutes after the conclusion of the Environment and Sustainability*  
*Committee on Thursday, 11 February 2021*  
Council Chambers

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\*\* Item includes confidential papers

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**IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 1**

**11 FEBRUARY 2021**

**AGENDA**

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

**BUSINESS OUTSTANDING**

**CONFIRMATION OF MINUTES**

1. **REPORT - IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2020(07) OF 3 DECEMBER 2020**

This is the report of the Ipswich Central Redevelopment Committee No. 2020(07) of 3 December 2020.

**RECOMMENDATION**

That the report of the Ipswich Central Redevelopment Committee No. 2020(07) of 3 December 2020 be received and noted.

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**OFFICERS' REPORTS**

2. **NICHOLAS STREET PRECINCT EXECUTIVE REPORT NO. 24 TO 31 JANUARY 2021**

This is a report concerning Executive Report No. 24 on the Nicholas Street Precinct Program of Works to 31 January 2021.

**RECOMMENDATION**

That the Nicholas Street Precinct Executive Report No. 24 to 31 January 2021 be received and the contents noted.

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3. **RETAIL SUB-PROJECT STEERING COMMITTEE REPORT NO. 7 - JANUARY 2021**

This is a report concerning Report No. 7 (January 2021) from the Retail Sub-project Steering Committee on the status of the leasing program and associated developments with the retail component of the Nicholas Street Precinct redevelopment.

**RECOMMENDATION**

That the Retail Sub-project Steering Committee Report No. 7 for January 2021 be received and the contents noted.

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\*\* Item includes confidential papers

**NOTICES OF MOTION**

**MATTERS ARISING**

and any other items as considered necessary.

Doc ID No: A6767886

ITEM: 1

SUBJECT: REPORT - IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2020(07) OF  
3 DECEMBER 2020

AUTHOR: ADMINISTRATION OFFICER

DATE: 4 FEBRUARY 2021

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## INTRODUCTION

This is the report of the Ipswich Central Redevelopment Committee No. 2020(07) of 3 December 2020.

## RECOMMENDATION

That the report of the Ipswich Central Redevelopment Committee No. 2020(07) of 3 December 2020 be received and noted.

## ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Ipswich Central Redevelopment Committee Report No. 2020(07) of 3 December 2020 <a href="#">↓</a>
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3 DECEMBER 2020

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2020(07)]

**IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2020(07)**

**3 DECEMBER 2020**

**REPORT**

**COUNCILLORS' ATTENDANCE:** Deputy Mayor Marnie Doyle (Chairperson); Councillors Nicole Jonic (Deputy Chairperson), Mayor Teresa Harding, Kate Kunzelmann and Russell Milligan

**COUNCILLOR'S APOLOGIES:** Nil

**OFFICERS' ATTENANCE:** Chief Executive Officer (David Farmer), General Manager Coordination and Performance (Sean Madigan), Project Manager (Greg Thomas), Chair – Retail Sub-Project Steering Committee (James Hepburn), Media and Communications Manager (Darrell Giles), Manager Economic and Community (Cat Matson), Theatre Technician (Ben Harth) and Theatre Technician (Harrison Cate)

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

Nil

**BUSINESS OUTSTANDING**

Nil

**CONFIRMATION OF MINUTES**

1. **CONFIRMATION OF MINUTES - IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2020(06) OF 19 NOVEMBER 2020**

**RECOMMENDATION**

Moved by Councillor Russell Milligan:  
Seconded by Councillor Nicole Jonic:

**That the minutes of the Ipswich Central Redevelopment Committee No. 2020(06) of 19 November 2020 be confirmed.**

**AFFIRMATIVE**

Councillors:

Doyle  
Harding  
Kunzelmann  
Milligan  
Jonic

**NEGATIVE**

Councillors:

Nil

3 DECEMBER 2020

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2020(07)]

The motion was put and carried.

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**OFFICERS' REPORTS**

2. **NICHOLAS STREET PRECINCT EXECUTIVE REPORT NO. 22 TO 27 NOVEMBER 2020**

This is a report concerning Executive Report No. 22 on the Nicholas Street Precinct Program of Works to 27 November 2020.

**RECOMMENDATION**

Moved by Councillor Nicole Jonic:

Seconded by Mayor Teresa Harding:

**That the Nicholas Street Precinct Executive Report No. 22 to 27 November 2020 be received and the contents noted.**

**AFFIRMATIVE**

Councillors:

Doyle

Harding

Kunzelmann

Milligan

Jonic

**NEGATIVE**

Councillors:

Nil

The motion was put and carried.

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3. **RETAIL SUB-PROJECT STEERING COMMITTEE - NOVEMBER 2020**

This is a report concerning Report No. 5 (November 2020) from the Retail Sub-project Steering Committee on the status of the leasing program and associated developments with the retail component of the Nicholas Street Precinct redevelopment.

**RECOMMENDATION**

Moved by Mayor Teresa Harding:

Seconded by Councillor Kate Kunzelmann:

**That the Retail Sub-project Steering Committee Report No. 5 for November 2020 be received and the contents noted.**

**AFFIRMATIVE**

Councillors:

Doyle

Harding

Kunzelmann

Milligan

**NEGATIVE**

Councillors:

Nil

3 DECEMBER 2020

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2020(07)]

Jonic

The motion was put and carried.

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**NOTICES OF MOTION**

Nil

**MATTERS ARISING**

Nil

**PROCEDURAL MOTIONS AND FORMAL MATTERS**

The meeting commenced at 12.02 pm.

The meeting closed at 12.15 pm.

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Doc ID No: A6746076

ITEM: 2

SUBJECT: NICHOLAS STREET PRECINCT EXECUTIVE REPORT NO. 24 TO 31 JANUARY 2021

AUTHOR: PROJECT MANAGER

DATE: 25 JANUARY 2021

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### **EXECUTIVE SUMMARY**

This is a report concerning Executive Report No. 24 on the Nicholas Street Precinct Program of Works to 31 January 2021.

### **RECOMMENDATION/S**

**That the Nicholas Street Precinct Executive Report No. 24 to 31 January 2021 be received and the contents noted.**

### **RELATED PARTIES**

Ranbury Management Group - Program Management Partner  
Ranbury Property Services – Retail Leasing Agent  
Councillor Fechner may have a potential conflict of interest in relation to this matter.  
Councillor Madsen may have a potential conflict of interest in relation to this matter.

### **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

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

This is a status report on the construction component of the redevelopment of the Nicholas Street Precinct. These works are being delivered by Hutchinson Builders, the contract containing five separable portions (SP) which include the administration building, the library, Tulmur Place (the civic space), the car park upgrade and works to the existing lift in the EATS building.

Works to both the interior and exterior of the administration building (SP1) continued in January 2021. Forecast practical completion of the administration building remains March 2021 with the building's occupation by council staff likely from June 2021. As previously reported, practical completion has been achieved for the library (SP2), Tulmur Place (SP3), the car park (SP4) and EATS façade/streetscape/lift (SP5). Replacement of lighting on car park levels B3 to B6 was completed during the month.

Some community concerns were received in January 2021 regarding lighting in the new Administration Building remaining on overnight for an extended period. During the subject period, the builder was progressively installing lighting controls and upon completion of this work, the extent of lighting throughout the tower remaining on overnight will be substantially reduced. The lighting control system for the building is quite sophisticated given the requirement to attain a specified Greenstar rating. Given this there was a level of complexity in the establishment and commissioning of the lighting controls. All lighting costs remain the builder's responsibility until Practical Completion is reached. The internal lighting controls are set for final testing and training of council staff on 4 February 2021. Maintaining a future level of security lighting within the building will minimise the potential of security breaches.

The final options and cost estimates to widen Bottle Alley between Nicholas and Ellenborough Streets will be received in early February 2021. Following review, a final position and recommendation will be available mid-February 2021.

Work on the Commonwealth Hotel continued in January 2021 in preparation for the installation of the façade panels facing Union Place, planned to commence in early February 2021. Forecast practical completion remains April 2021.

At its 28 January 2021 meeting, council delegated to the Chief Executive Office the authority to negotiate and finalise a variation to the existing Design and Construct contract with Hutchinson Builders. This variation covers works to the retail Eats and Metro B buildings together façade and adjoining streetscape works. Following execution of the retail variation anticipated to occur in February 2021, works will commence on site as early as March 2021.

#### **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:

*Local Government Act 2009*

*Local Government Regulation 2012*

#### **RISK MANAGEMENT IMPLICATIONS**

COVID-19 potential impacts on Hutchinson Builders construction activities continue to be managed effectively. Refurbishment of the Venue building remains dependant on the securing of a key anchor tenant.

#### **FINANCIAL/RESOURCE IMPLICATIONS**

The current budget for the CBD's redevelopment (including the retail project but excluding associated incentives) is \$239.1M. This budget includes funding for the recently approved retail variation for the Eats and Metro B buildings. At the time of writing, final project expenditure is forecast to meet project budget.

#### **COMMUNITY AND OTHER CONSULTATION**

No consultation was undertaken in the preparation of this report.

## CONCLUSION

Overall the construction works program remains on budget and on time. The variation to undertake construction works associated with the retail redevelopment (excluding the Venue building) and streetscape works is now being finalised with works to commence in as early as March 2021 and are forecast to be completed in late 2021.

## ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Executive Report No.24 <a href="#">↓</a>
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Greg Thomas  
**PROJECT MANAGER**

I concur with the recommendations contained in this report.

Sean Madigan  
**GENERAL MANAGER - COORDINATION AND PERFORMANCE**

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



## Nicholas Street, Ipswich Central

### Executive Report No.24

To 3<sup>rd</sup> February 2021



# NICHOLAS<sup>ST</sup>

IPSWICH CENTRAL

## DOCUMENT INFORMATION

**Title:** Nicholas Street, Ipswich Central  
**Subtitle:** Executive Report

VERSION	DATE	PREPARED BY
1	3 February 2021	CBD Redevelopment Project Team

## Distribution

Ipswich City Council

## IPSWICH CENTRAL - PROJECT WIDE - DASHBOARD - JAN 2021

**\$239.1M**

Budget

**\$202.4M**

Commitments

**\$181.1M**

Actuals

**\$36.7M**

Forecast Commitments

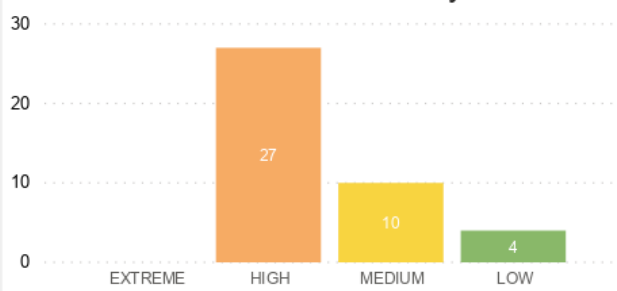
**\$239.1M**

Forecast Final Cost

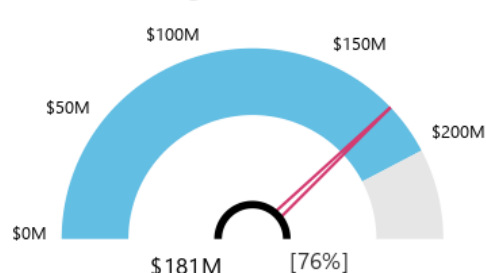
Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Ipswich Central Civic Project	\$170.47	\$158.48	\$13.28	\$171.76	\$1.28	\$154.18
Commonwealth Hotel	\$6.26	\$6.13	\$0.12	\$6.26	\$0.00	\$5.11
Nicholas St	\$9.65	\$8.49	\$0.00	\$8.49	(\$1.16)	\$8.48
Retail & Entertainment	\$45.06	\$21.78	\$23.28	\$45.06	\$0.00	\$5.83
Demolition Works	\$7.25	\$7.13	\$0.00	\$7.13	(\$0.12)	\$7.13
Safe Cities	\$0.38	\$0.38	\$0.00	\$0.38	\$0.00	\$0.38
<b>Total</b>	<b>\$239.07</b>	<b>\$202.38</b>	<b>\$36.68</b>	<b>\$239.07</b>	<b>\$0.00</b>	<b>\$181.11</b>

General & Admin	\$0.00	\$2.40	(\$2.40)	\$0.00	\$0.00	\$2.40
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### Risk Count Summary



### Actuals, Budget and Commitments



### Main Risks

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Ipswich Central Civic Project	Risk of covid-19 impact on supply chain including furniture and equipment	Monitor ongoing impact and create strategies to mitigate the impact (eg use existing equipment or chairs etc).	MEDIUM	HIGH
Project Site Wide	Risk of project contingency being used on elective variations in lieu of being reserved to cover variations for unforeseen issues.	All variations and additional costs to be approved by Council's single point of responsibility.	HIGH	HIGH
Project Site Wide	Risk of procurement delays impacting the program for supply of furniture and equipment.	Detailed program to be developed including contract dates for furniture and equipment delivery.	HIGH	MEDIUM
Retail & Entertainment	Risk of delays with engaging a cinema operator.	Proceed with Eats and Metro B construction and complete Union Place to enable vehicle traffic.	HIGH	MEDIUM

^ Collapse All

Oct 2019 Jan 2020 Apr 2020 Jul 2020 Oct 2020 Jan 2021 Apr 2021 Jul 2021 Oct 2021

- ☒ Project Wide
- 01. Admin Building
- 02. Admin Building FF&E
- 03. Library
- 04. Civic Plaza
- 05. Civic Car Park
- 06. Eats
- 07. Metro B
- 08. Venue
- 09. Commonwealth Hotel



0

Monthly Safety Incidents

4

Total Safety Incidents

## IPSWICH CENTRAL - CIVIC - DASHBOARD - JAN 2020

**\$170.5M**

Budget

**\$158.5M**

Commitments

**\$154.2M**

Actuals

**\$13.3M**

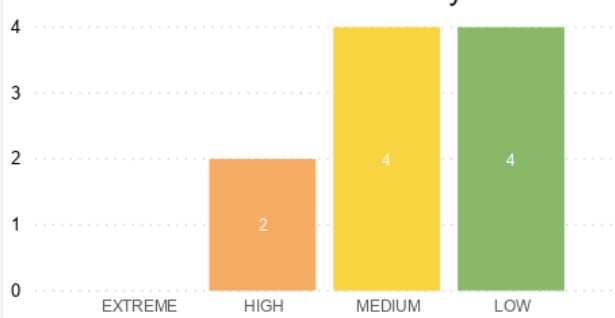
Forecast Commitments

**\$171.8M**

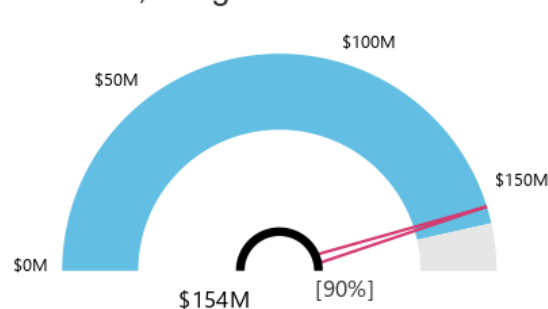
Forecast Final Cost

Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Ipswich Central Civic Project	\$170.47	\$158.48	\$13.28	\$171.76	\$1.28	\$154.18
<b>Total</b>	<b>\$170.47</b>	<b>\$158.48</b>	<b>\$13.28</b>	<b>\$171.76</b>	<b>\$1.28</b>	<b>\$154.18</b>

### Risk Count Summary



### Actuals, Budget and Commitments



### Main Risks

Work Area Name	Risk Event_1	Mitigation	Risk (Current)	Risk (Residual)
Ipswich Central Civic Project	Risk of covid-19 impact on supply chain including furniture and equipment	Monitor ongoing impact and create strategies to mitigate the impact (eg use existing equipment or chairs etc).	MEDIUM	HIGH

^ Collapse All

Jan 2020 Apr 2020 Jul 2020 Oct 2020 Jan 2021 Apr 2021

☐ Civic

01. Admin Building

02. Admin Building FF&E

03. Library

04. Civic Plaza

06. Civic Car Park

07. Library Move in Allo...

08. Admin Move in Allow...

0

Monthly Safety Incidents

2

Total Safety Incidents

## IPSWICH CENTRAL - COMM HOTEL - DASHBOARD - JAN 2020

**\$6.3M**

Budget

**\$6.1M**

Commitments

**\$5.1M**

Actuals

**\$0.1M**

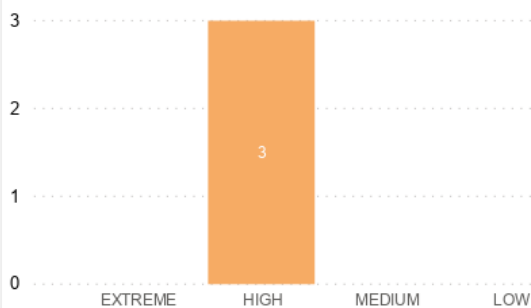
Forecast Commitments

**\$6.3M**

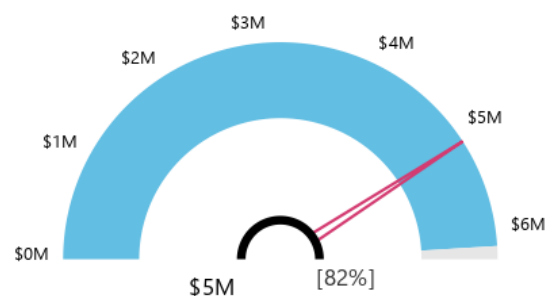
Forecast Final Cost

Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Commonwealth Hotel	\$6.26	\$6.13	\$0.12	\$6.26	\$0.00	\$5.11
<b>Total</b>	<b>\$6.26</b>	<b>\$6.13</b>	<b>\$0.12</b>	<b>\$6.26</b>	<b>\$0.00</b>	<b>\$5.11</b>

### Risk Count Summary

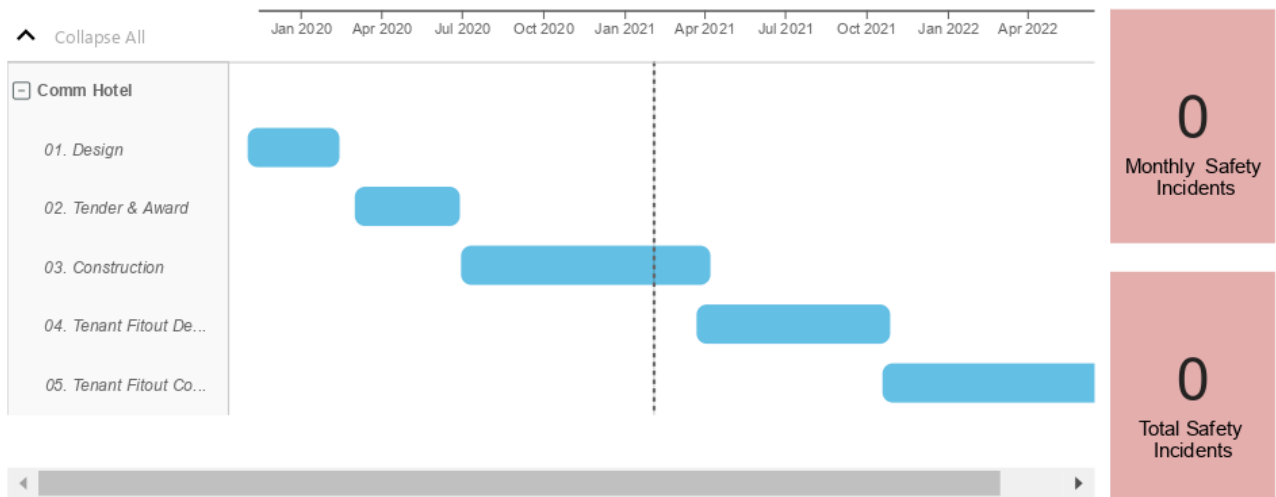


### Actuals, Budget and Commitments



### High Risk Items

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Commonwealth Hotel	Risk of program delay impacting use of Union Place for pedestrian access during Metro B construction	Review option for construction access of site via Bell Street Green so that pedestrians can safely move via Union Place.	HIGH	MEDIUM



## IPSWICH CENTRAL - RETAIL - DASHBOARD - JAN 2020

**\$45.1M**

Budget

**\$21.8M**

Commitments

**\$5.8M**

Actuals

**\$23.3M**

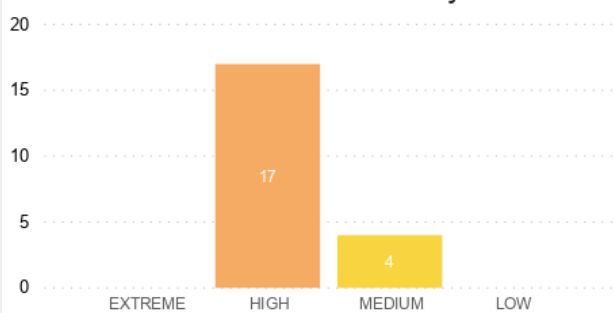
Forecast Commitments

**\$45.1M**

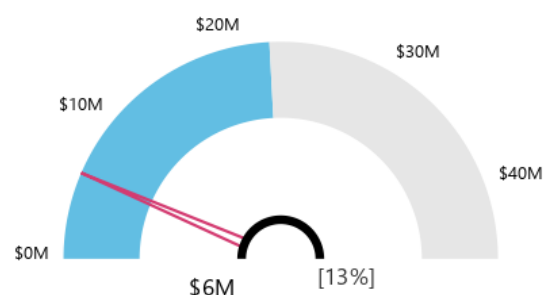
Forecast Final Cost

Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Retail & Entertainment	\$45.06	\$21.78	\$23.28	\$45.06	\$0.00	\$5.83
<b>Total</b>	<b>\$45.06</b>	<b>\$21.78</b>	<b>\$23.28</b>	<b>\$45.06</b>	<b>\$0.00</b>	<b>\$5.83</b>

### Risk Count Summary

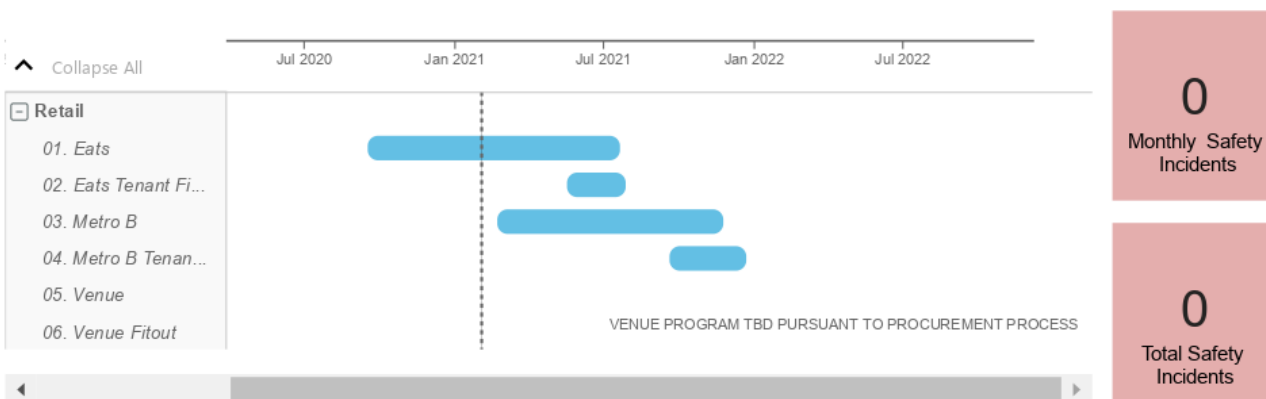
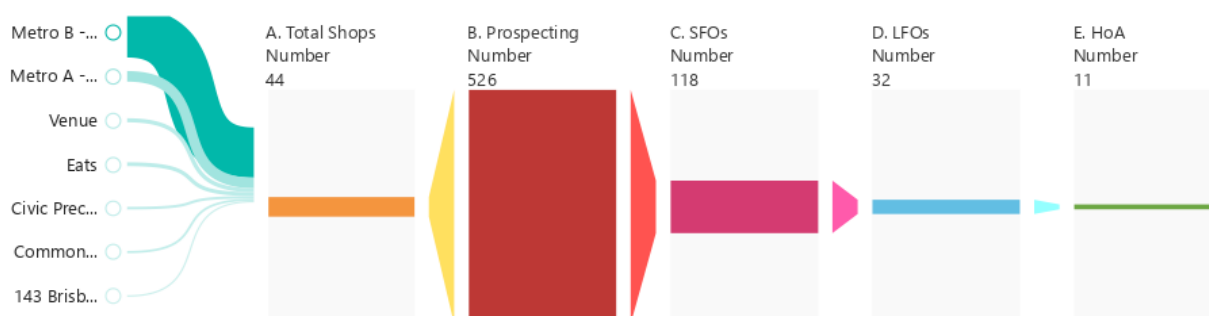


### Actuals, Budget and Commitments



### High Risk Items

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Retail & Entertainment	Risk of delays with engaging a cinema operator.	Proceed with Eats and Metro B construction and complete Union Place to enable vehicle traffic.	HIGH	MEDIUM





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APPENDIX A – SUMMARY PROGRAM

APPENDIX B – RISK DASHBOARD

APPENDIX C – SITE PHOTOS



## 1. Program

### 1.1 SUMMARY

The program has been updated with data date on 1 February 2021. A summary Gantt chart is included at **Appendix A** of this Report which reflects target completion dates summarised in the table below.

**Table 1 – Program Status Summary**

Ref	Project	Current Status	Target Completion
1.1	Admin Building	In Construction	Q2 2021
1.2	Library	Complete	Q4 2020
1.3	Civic Plaza	Complete	Q4 2020
1.4	Car Park Upgrade	Complete	Q3 2020
1.5	Existing Lift in Eats Building	Complete	Q4 2020
2.3	Commonwealth Hotel (Reconstruction)	Complete	Q2 2021
3.1	Nicholas St	Complete	Q4 2019
3.2	Nicholas St (in front of Eats)	Complete	Q4 2020
4.1	Metro A (Bells St Link)	Approved to Proceed (facade only)	TBD
4.2	Metro B (2 Bell Street)	Approved to Proceed	Q4 2021
4.3	Eats (Food & Bev)	Approved to Proceed	Q3 2021
4.4	Venue (Entertainment Bldg)	On Hold	TBD
5.1	AV Project (Nicholas / Union)	Approved to Proceed	Q4 2021
6.0	Demolition works	Complete	Q2 2018
7.0	Safe City Relocation	Complete	Q2 2018

Council has approved the ICC CEO to proceed with negotiating a variation for the following scope of work:

- Eats: Completion of interior base building and services work to enable tenant fit-out
- Metro A & B: Streetscapes and facades
- Metro B: Completion of interior base building and services work to enable tenant fit-out (provided that leasing targets are achieved)

Negotiation and documentation for this additional retail work is being completed and it is likely that construction activities will begin in March 2021 following procurement, design and mobilisation.

The forecast date for construction practical completion of the Administration Building is in March 2021. Furniture and IT installation will follow this with Council occupancy expected to commence in June 2021.



## 2. Financial

### 2.1 FINANCIAL SUMMARY

The table below summarises the current budget and forecast final cost. Final forecast costs are within the budget.

**Table 3 – Financial Summary**

	Project	Current Budget	Committed Contracts and Variations	Forecast Contracts and Variations	Forecast Final Cost
1	Civic Project	170,471,339	158,475,269	13,279,923	171,755,192
2	Commonwealth Hotel	6,255,741	6,133,965	121,776	6,255,741
3	Nicholas / Union	9,653,680	8,489,870	0	8,489,870
4	Retail & Entertainment	45,059,180	21,777,707	23,281,473	45,059,180
5	Demolition Works	7,250,069	7,130,026	0	7,130,026
6	Safe Cities	377,616	377,616	0	377,616
	<b>TOTAL</b>	239,067,625	202,384,453	36,683,172	239,067,625
	General & Admin	0	2,403,345	-2,403,345	0

### 2.2 CASH FLOW

The recent cash flow is presented below and covers all project expenditure including contractors and other fees and charges. December 2020 was significantly reduced from previous months, and similar monthly cash flow is forecast for January and February 2021 due to the limited number of working days in all three of these months, and also due to the construction activity tapering off towards completion of the Civic Project contract.

Actual costs reported below include \$181.1M of costs that fall within the original scope definition of the project plus \$2.4M of general and administrative costs that all outside the parameters or the original budget scope.

**Table 4 – Cash Flow**

Month	Monthly Expenditure	Cumulative Total
October 2020	\$9,650,093	\$163,188,159
November 2020	\$10,224,571	\$173,412,730
December 2020	\$4,777,012	\$178,189,742
January 2021	\$5,325,389	\$183,515,131



## 2.3 VARIATIONS – CIVIC PROJECT

Variations for the Civic Project are summarised below.

**Table 5 – Civic Project Variations Summary**

Status	Previous Period		This Period	
	Qty	Value (\$)	Qty	Value (\$)
Original Contract		\$128,750,332		\$128,750,332
Approved Civic Project Variations	163	\$7,263,222	170	\$7,462,143
<b>SUBTOTAL CIVIC PROJECT</b>		<b>\$136,013,554</b>		<b>\$136,212,475</b>
2020 Approved Retail Variations	3	\$2,278,642	3	\$2,278,642
2021 Approved Retail Variation			1	\$15,234,051
<b>GRAND TOTAL</b>	<b>166</b>	<b>\$138,292,196</b>	<b>174</b>	<b>\$151,446,526</b>

Variations, actual expenditure and total commitments are categorised differently in this month's report so that the cost of the Civic Project and Retail Project can be more readily identified. The \$2,278,642 of retail variations completed in 2020 as summarised below have moved from being counted under Civic Project variations, commitments, and actual costs into the Retail Project cost category.



### 3. Design & Construction

#### 3.1 CIVIC PROJECT

The Civic Project scope of works covers the separable portions listed below. The workforce on site is now around 150 people. Major construction milestones achieved in January 2021 for each of these separable portions include:

1. Administration Building: Building services testing and commissioning has commenced.
2. Library: Defect management ongoing.
3. Civic Plaza: AV screen for northern perimeter of Tulumur Place on order.
4. Car Park: B1 Signage and wayfinding program draft scope of work complete.
5. Existing Lift (within Eats Building) (no update – handed over in Nov-2020 but not being used)

The program in Appendix A shows the status of construction. Photos in Appendix C supplement this information.

##### 3.1.1 Public Art

The following public art was completed and unveiled to the public in November 2020:

- Mural to the underside of the southern pavilion
- Bronze sculptures (fish traps and platypus) at the northern pavilion
- Primary artwork adjacent Administration Building entrance

The following artwork is installed ready for unveiling by Council:

- Cultural garden including bronze sculptures of native animals north of the Administration Building.

Proposed artwork / heritage interpretation featuring components of the original Nicholas Street rail bridge is part of the Metro B work area and the program for these features will be confirmed.

##### 3.1.2 Fixtures, Furnishings and Equipment (FF&E)

Library FF&E is complete.

Administration Building FF&E design has been completed and submitted to Council. The project team have not been provided with commercial information and consequently the financial and program information presented in this report in relation to FF&E cannot be updated until contracts are awarded (expected to be in January 2021).

#### 3.2 COMMONWEALTH HOTEL

The Commonwealth Hotel reconstruction works have been formally awarded to Built QLD Pty Ltd. Work is well progressed on site and is scheduled to be completed by April 2021.

The scope of work is limited to rebuilding of the historic building shell. The current Commonwealth Hotel scope of work does not include tenant fit-out or building extension. The budget for the Commonwealth Hotel does not include tenant fit-out contribution.

The Commonwealth Hotel contingency has been drawn on to cover variations arising due to latent conditions. It is anticipated that by completion of the project the Commonwealth Hotel contingency will be fully utilised.

#### 3.3 NICHOLAS / UNION

Jmac Constructions achieved practical completion on 19/12/2019 of their scope of work. This date was one day prior to their contract completion date and enabled Nicholas Street to be opened to the public prior to the 2019 holiday period. The defect liability period has now expired. It is proposed that future work in Nicholas Street (if required) is completed by Hutchinson.

# **NICHOLAS<sup>ST</sup>**

## **IPSWICH CENTRAL**

### **3.4 RETAIL**

A Tender Consideration Plan has been approved by Council to enable Hutchinson Builders as the existing head contractor for the Civic Project to undertake the delivery of the Retail Project as a variation. This includes providing 'open book' pricing of subcontract work.

Pricing has been received and reviewed by the project cost consultant RLB. The scope of work as currently proposed includes:

- Metro A- Bell Street Link (facades only with an add-alternate price for demolition)
- Metro B – 2 Bell Street
- Eats – Food & Beverage Building
- Venue – Entertainment Building
- Audio Visual projection onto retail facades

Council has approved the ICC CEO to proceed with negotiating a variation for the following scope of work:

- Eats: Completion of interior base building and services work to enable tenant fit-out
- Metro A & B: Streetscapes and facades
- Metro B: Completion of interior base building and services work to enable tenant fit-out (provided that leasing targets are achieved)

Negotiation and documentation for this additional retail work is being completed in January and it is likely that construction activities will begin in March 2021 following procurement, design and mobilisation.

The project team are involved providing input to the procurement process for a Cinema operator.

### **3.5 AV PROJECT**

The AV work is an important element of the public domain and is included for the following reasons:

- Deloitte and Urbis reports both recommend that the AV component is important in activating the space and providing a point of difference for the precinct.
- The AV components have been featured heavily in promotion of the precinct.
- Tenants have been advised that these AV works will be proceeding, and this has been instrumental in securing these tenants and will assist in marketing the precinct to future tenants.

There are several AV elements that comprise the work in the precinct as summarised below:

- Image projections on Metro B façade facing the intersection of Nicholas Street / Union Place.
- 6m wide LED screen at the northern perimeter of the Civic Plaza.
- Programmable LED façade lighting on Administration Building.
- LED screen to the Venue Building on the Ellenborough Street façade.

Funding has been included for the capital cost of the AV work. Some initial digital contents is being provided as part of the public art strategy, however, the ongoing management of the AV content will be the responsibility of the precinct management team. Remaining AV elements will be procured now that the scope of the Metro B façade has been confirmed.

### **3.6 DEMOLITION WORK**

Demolition work was completed in 2018 and included lot creation to facilitate construction of the Administration Building and adjacent Civic Project elements.

### **3.7 SAFE CITY RELOCATION**

The Safe City Relocation project has been completed.



## 4. Safety & Environment

### 4.1 PUBLIC SAFETY

The Civic Plaza and Eats Streetscape were made available for public use in November 2020. Pursuant to feedback received following the opening event street furniture and modifications and curb painting has been undertaken to mitigate the risk of the public tripping on the Nicholas Street curb in front of the Eats Building.

### 4.2 SAFETY IN DESIGN

The handover process currently underway for the Library, Car Park and Civic Plaza presents an important opportunity to identify safety issues that weren't apparent on plans. Council staff have been invited to attend handover meetings with the Contractor and participate in review of the work prior to opening to the public or use by Council.

### 4.3 ENVIRONMENT

There are currently no environmental issues requiring the Principal's action.

### 4.4 SAFETY CONSULTANT

GCG has been appointed as Safety Consultant covering all projects in Nicholas Street. Their scope of work includes:

- Review and comment on Contractors Safety Management Plan
- Attendance at Safety-InDesign workshop
- Monthly inspection and reporting
- Attendance as required during the course of construction to inspect critical issues
- Design review of safe access submission

The monthly safety review on site has been completed for January 2021.



## 5. Marketing

### 5.1 RETAILER ENGAGEMENT

The Stakeholder Relations team continues to work with the traders and building owners located in the redevelopment 'impact zone' by providing detailed project updates, ongoing marketing and media support and activation.

- Weekly update on the project on Shape Your Ipswich platform – link sent to all traders and building owners
- Face-to-face meetings as needed
- Comms on project impacts to traders/building owners via email, update to council call centre, post to Facebook, uploaded to the Wire, emailed to Ipswich First, added to weekly project update

### 5.2 SOCIAL MEDIA ENGAGEMENT

Table 7 – Social Media Engagement

Platform	Date range	Reach	Engagement	Comment
Facebook & Instagram	Dec 2020	31,355	3,531 (11.26%)	Nicholas Street Facebook page sitting at approximately 6,600 followers with average monthly engagement rate of 8-10%

### 5.3 COMMUNITY ENGAGEMENT

January 2021 marked a significant milestone with a major celebration held in Tulumur Place on Saturday January 30<sup>th</sup>, 2021. Details of events are on the link below:

<https://www.nicholasst.com.au/events/>



## 6. Risk

The risk summary table below is taken from **Appendix B: Risk Dashboard** of this report, which also shows further details including the items from the risk register.

**Table 8: Residual Risk by Project**

Ref	Project	LOW (R)	MEDIUM (R)	HIGH (R)	EXTREME (R)	TOTAL
0	Programme - Site Wide		2	4		6
1.1	Administration Building	1	2	1		4
1.2	Library	1	1	1		3
1.3	Civic Square	2				2
1.4	Car Park Upgrade	1				1
2.3	Commonwealth Hotel	1	1	1		3
3.1	Nicholas St / Union PI Upgrade		1			1
4.1	Metro A		4	3		7
4.2	Metro B		2	4		6
4.2	Venue		1	1		2
4.3	Eats		1	5		6
<b>Total</b>		<b>6</b>	<b>15</b>	<b>20</b>		<b>41</b>

Covid-19 remains a risk for the project although greatly reduced by completion of multiple separable portions in Q4 of 2020.

With the commissioning, testing and other completion activities of the Administration Building well progressed, the risks associated with fixtures, furnishing and equipment (FF&E) will become the primary focus of the project team in February 2021. The ICC procurement team is yet to provide copies of contracts or a formal debrief to enable cost and program to be closed out as a risk to the project.



## 7. Summary

Key actions required for the coming months are summarised below:

### 7.1.1 Administration Building

- The project team have provided plans, quantities and a scope of work for the Administration Building FF&E. The calling and evaluation of tenders is being undertaken by Council's separate procurement team. Due to probity reasons the commercial and cost information received from tenderer's has not been made available to the broader project team. This information is now required in order to ensure that program and costs are properly managed.

### 7.1.2 Library

- Defect management
- Library team to be involved in the signage and wayfinding improvement activity

### 7.1.3 Civic Plaza

- Defect management
- Installation of remaining signage and wayfinding

### 7.1.4 Car Park

- Defect management
- Various council stakeholders to be involved in the signage and wayfinding improvement activity

### 7.1.5 Eats Streetscape and Lift

- Work to commence on completion of Eats to enable fit-out and occupancy by tenants.

### 7.1.6 Commonwealth Hotel

- Southern façade installation to be completed.

### 7.1.7 Nicholas / Union

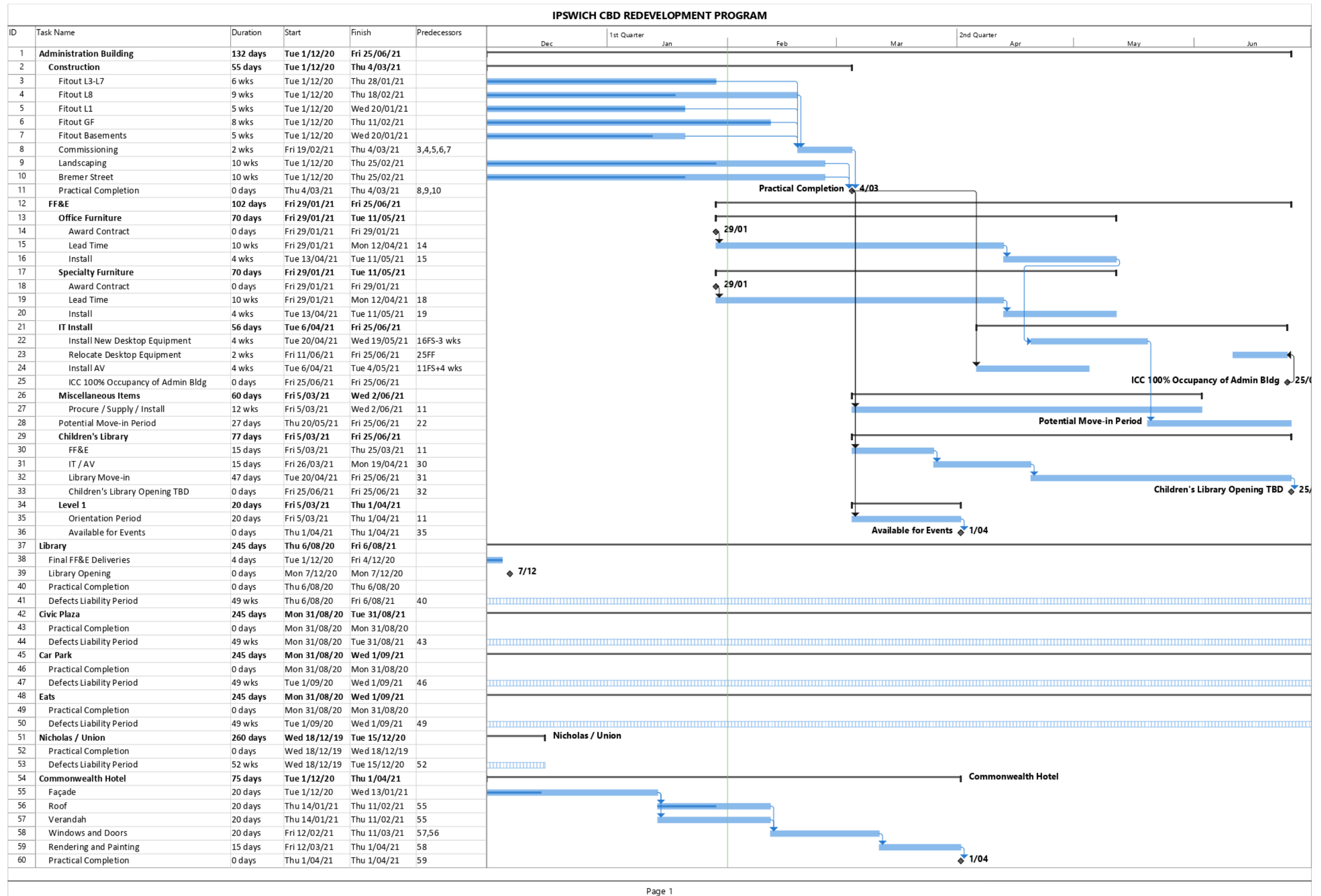
- Final certificate to be issued.

### 7.1.8 Retail

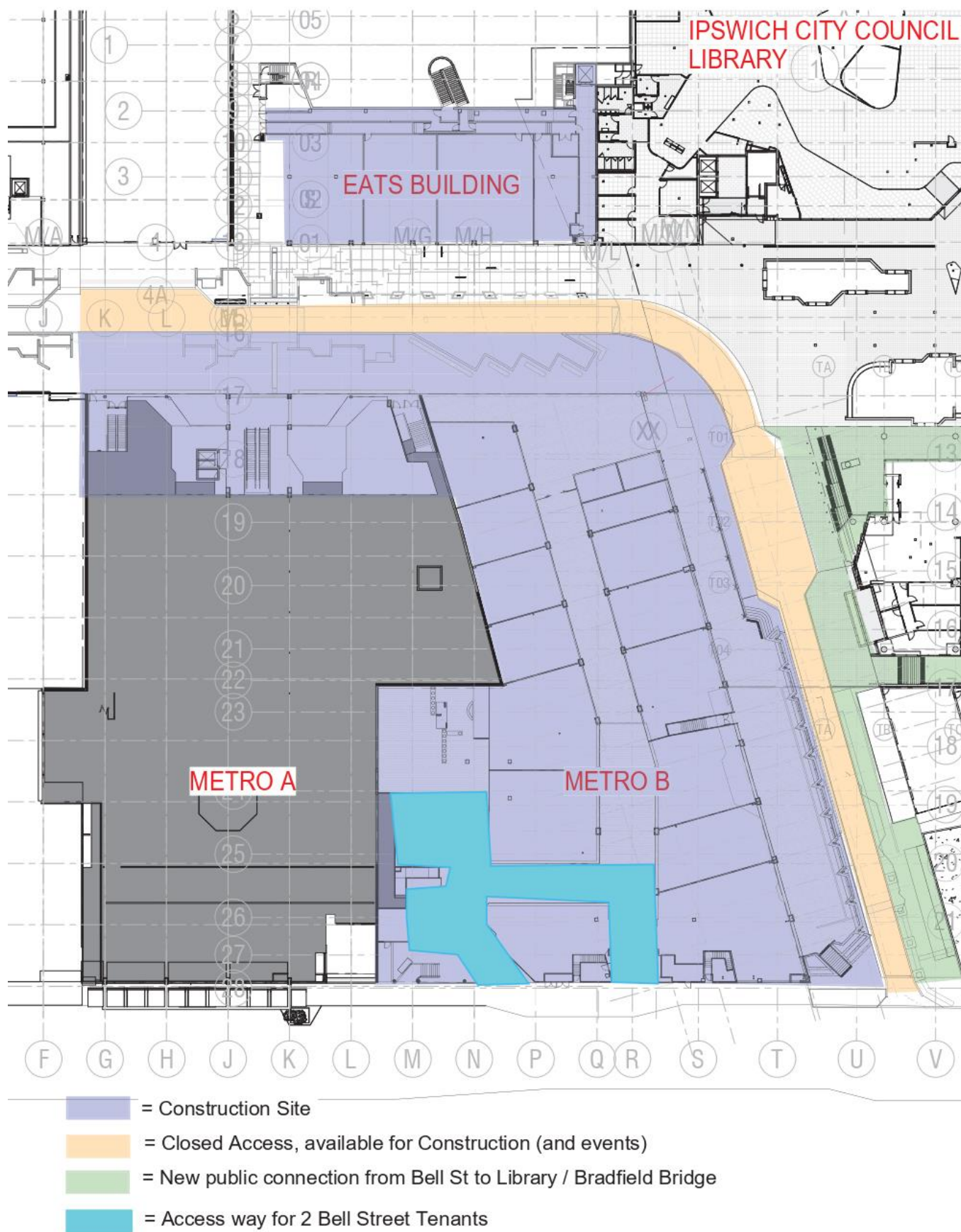
- Work to commend on Metro A and B facades and streetscape works.
- Leasing to obtain commitments sufficient to enable Council to instruct Metro B internal and services work to proceed.
- Council to arrange for 2 Bell Street tenants to vacate from Ground and Lower Ground floor by first week of April 2021



## APPENDIX A – MASTER PROGRAM



## Site Establishment April 2021 Onwards





## APPENDIX B – RISK REGISTER

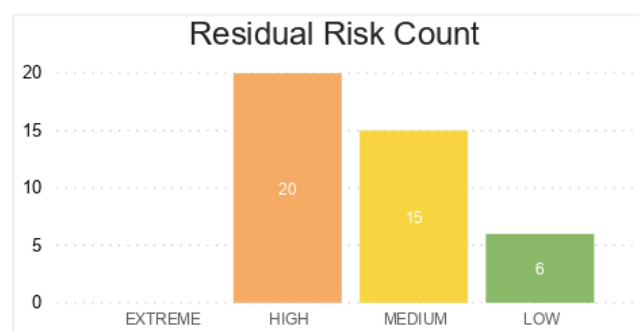
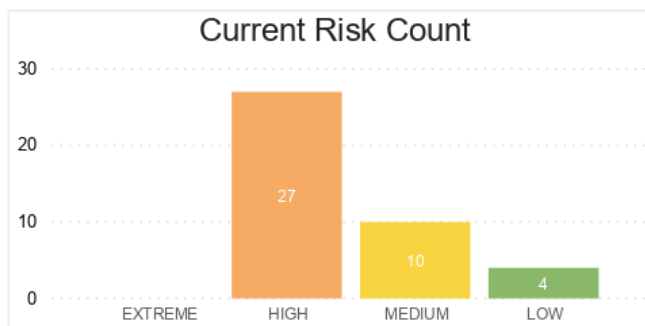
## APPENDIX B - RISK DASHBOARD - JAN 2020

HIGH &  
EXTREME  
RESIDUAL RISKS  
LAST MONTH  
**22**

HIGH &  
EXTREME  
RESIDUAL RISKS  
THIS MONTH  
**20**

### Risk Rank

	IN SIGNIFICANT	MINOR	MODERATE	MAJOR	SEVERE
ALMOST CERTAIN	11	16	20	23	25
LIKELY	7	12	17	21	24
POSSIBLE	4	8	13	18	22
UNLIKELY	2	5	9	14	19
RARE	1	3	6	10	15



### Residual Risks

Ref	Project	LOW (R)	MEDIUM (R)	HIGH (R)	EXTREME (R)	TOTAL
0	Programme - Site Wide	0	2	4	0	6
1.1	Administration Building	1	2	1	0	4
1.2	Library	1	1	1	0	3
1.3	Civic Square	2	0	0	0	2
1.4	Car Park Upgrade	1	0	0	0	1
2.3	Commonwealth Hotel	1	1	1	0	3
3.1	Nicholas St / Union Pl Upgrade	0	1	0	0	1
4.1	Metro A	0	4	3	0	7
4.2	Metro B	0	2	4	0	6
4.2	Venue	0	1	1	0	2
4.3	Eats	0	1	5	0	6
<b>Total</b>		<b>6</b>	<b>15</b>	<b>20</b>	<b>0</b>	<b>41</b>

### MAIN RISKS (based on Risk Residual Rank)

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Commonwealth Hotel	Risk of program delay impacting use of Union Place for pedestrian access during Metro B construction	Review option for construction access of site via Bell Street Green so pedestrians can safely travel on Union Place	HIGH	MEDIUM
Project Site Wide	Risk of procurement delays impacting the program for supply of furniture and equipment.	Detailed program to be developed including contract dates for furniture and equipment delivery.	HIGH	MEDIUM
Project Site Wide	Variations to the Project scope increase the budget and reduce contingency.	All variations and additional costs to be approved by Council's single point of responsibility.	HIGH	HIGH
Retail & Entertainment	Risk of delays with engaging a cinema operator.	Proceed with Eats and Metro B construction and complete Union Place to enable vehicle traffic.	HIGH	MEDIUM



## APPENDIX C – SITE PHOTOS

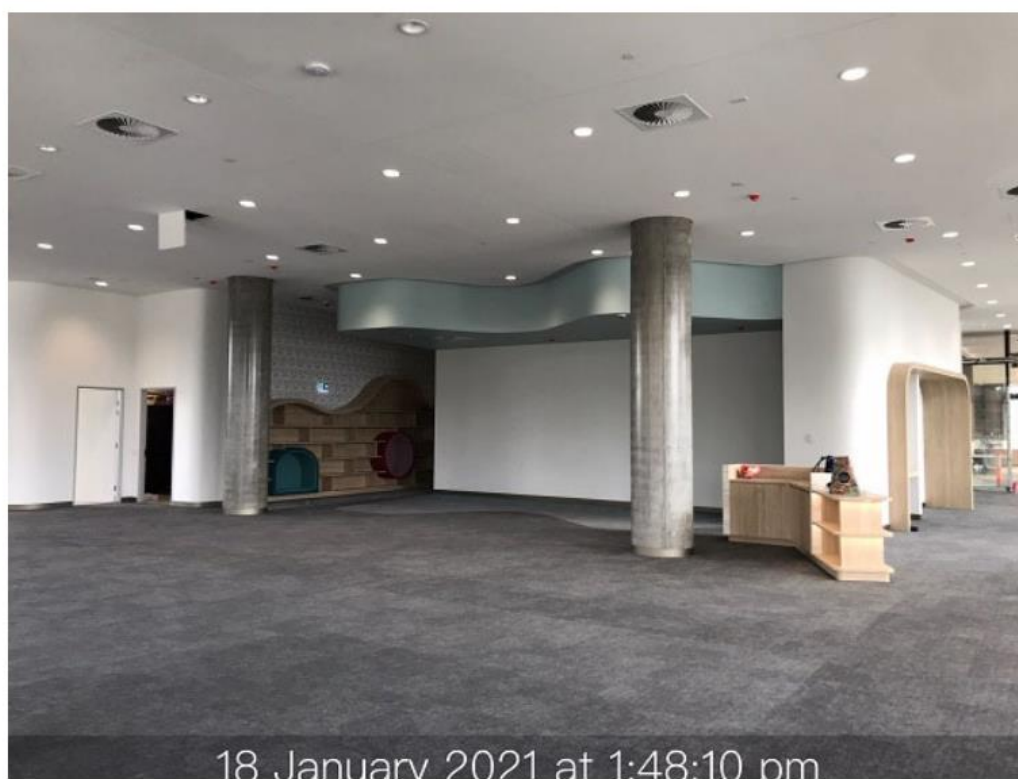
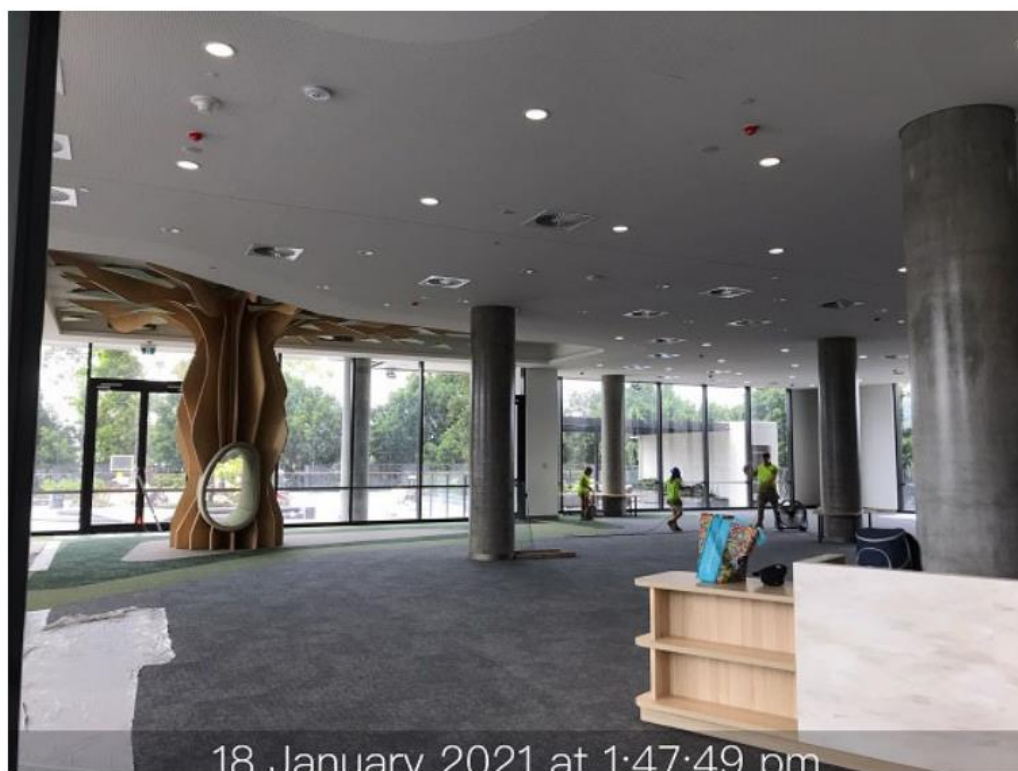
Item 2 / Attachment 1.

Appendix C - Site Photos



**Item 2 / Attachment 1.**

Appendix C - Site Photos



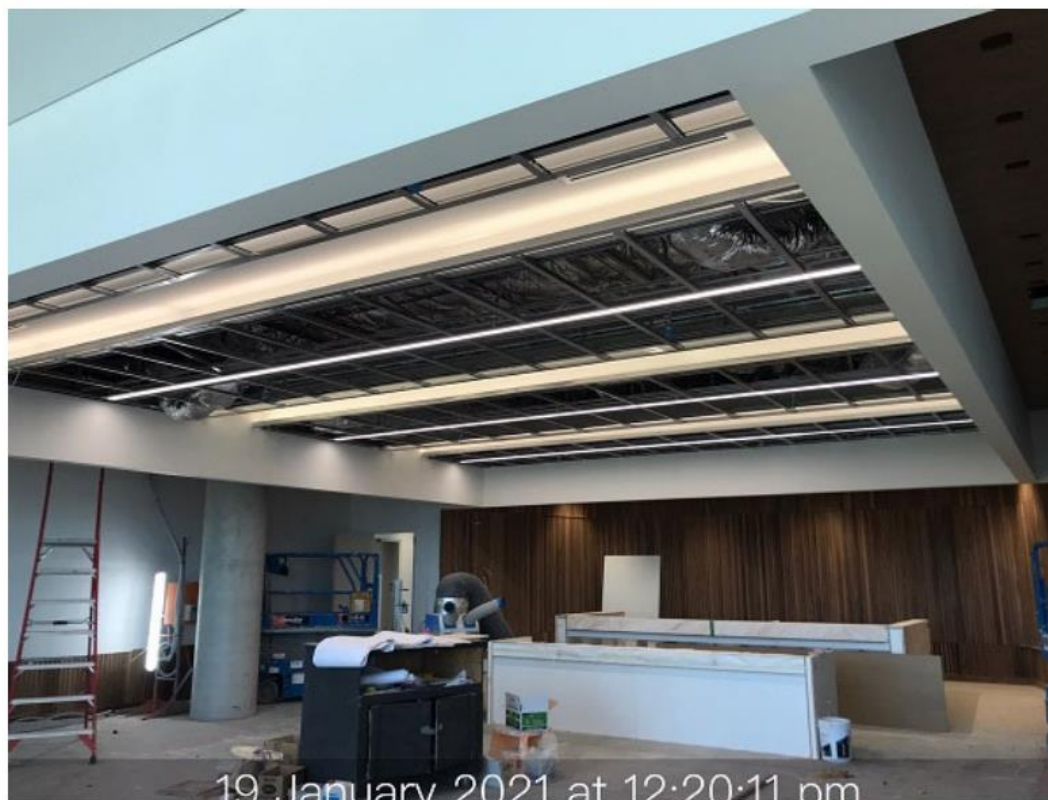
**Item 2 / Attachment 1.**

Appendix C - Site Photos



Item 2 / Attachment 1.

Appendix C - Site Photos



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ITEM: 3

SUBJECT: RETAIL SUB-PROJECT STEERING COMMITTEE REPORT NO. 7 - JANUARY 2021

AUTHOR: PROJECT MANAGER

DATE: 25 JANUARY 2021

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### **EXECUTIVE SUMMARY**

This is a report concerning Report No. 7 (January 2021) from the Retail Sub-project Steering Committee on the status of the leasing program and associated developments with the retail component of the Nicholas Street Precinct redevelopment.

### **RECOMMENDATION/S**

**That the Retail Sub-project Steering Committee Report No. 7 for January 2021 be received and the contents noted.**

### **RELATED PARTIES**

Ranbury Management Group - Program Management Partner Ranbury Property Services – Retail Leasing Agent

Councillor Fechner may have a potential conflict of interest in relation to this matter.

Councillor Madsen may have a potential conflict of interest in relation to this matter.

### **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

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

The Retail Sub-project Steering Committee (RSPSC) supports the Ipswich Central Redevelopment Committee (ICRC) in delivering the Nicholas Street Precinct redevelopment. The RSPSC reports monthly to the ICRC on the planning, development, delivery and operations of the Nicholas Street Precinct's retail and commercial assets.

The 20 January 2021 meeting of the RSPSC discussed the status of retail leasing, the progress of the precinct's valuation, the preparation of operational budgets for 2021-2022 and related procurement activities (refer Attachment 1 for draft minutes). Also discussed was the upcoming council decision of 28 January 2021 to progress works on both the Eats and Metro B through a retail variation to the existing Design and Construct contract. The associated resolution were subsequently endorsed at council's meeting on 28 January 2021.

It is anticipated the retail variation will be executed in February 2021 with works to commence on site as early as March 2021.

As at 28 January 2021, eleven non-legally binding Heads of Agreement (HOA's) had been endorsed. Of the eleven endorsed HOA's, legal documentation has been provided to six prospective tenants and documentation is currently under preparation for the remaining five parties. Legal documentation associated with the key anchor tenant is currently on hold. The three most recent HOA's were received by council in December 2020 and have had their commercial terms reviewed by council's independent industry expert. These were subsequently endorsed by council and the process commenced to the associated legal documentation. Discussions also continued with other prospective tenants during the month.

At its meeting on 28 January 2021, council endorsed an Expression of Interest (EOI) process for the procurement of a suitably qualified and experienced cinema complex operator for the management and operations of the cinema complex (Venue building) within the Nicholas Street Precinct. The EOI process will allow council to gather information to assist in defining whether a management agreement or a lease agreement offers council the best value for the operation of the cinema complex. The EOI will be released to the market in February 2021 supported by a media release and advertising.

The communications, engagement and activation team has been focused on delivering a number of community events in January and February 2021, as well as actively pursuing community partnerships with local organisations and sporting groups. Swich Summer Sounds – a celebration of Australian music, was a great success, with more than 1000 locals enjoying a six-hour music festival in Tulumur Place. Planned activities in February and March 2021 include:

- a public art launch;
- the Arts Alive "Artists in Residence" program;
- a Valentine's Day concert with the Ipswich City Orchestra;
- the Food Flavour Food Trucks and Market (with a new local event organiser);
- the second Handmade Expo Market; and
- the first monthly Tulumur Tapas event.

The Precinct Team has also been focused on supporting the leasing team with a suite of new collateral, as well as an updated website.

As part of council's desire for an ongoing public art program within the Nicholas Street Precinct, the Development Team is currently establishing the proposed approach (including scope) and a program and schedule for its delivery. It is planned to heavily consult with Michael Beckmann, Director of Ipswich Art Gallery, in the curation of this program. A number of opportunities have already been identified in the precinct including within the Administration Building (Ground Floor, Levels 1/8), Bottle Alley and the car park.

A precinct plan is to be prepared which will nominate the location and suitability of potential artwork for each location, identifying issues such as weight restrictions, mounting or establishment requirements and electricity, data and lighting requirements. This will then

be costed if required, based on the quantum of construction and other works required. As a result, any approval to establish artwork at a particular location will have clearly identified costs.

### **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:

*Local Government Act 2009*

*Local Government Regulation 2012*

### **RISK MANAGEMENT IMPLICATIONS**

The retail leasing program continues to face significant risks including but not limited to COVID-19 impacts, the pace of the retail market rebound, the securing of anchor and other tenants and the attractiveness of the offer from the lessor (council) in the current market conditions. The conversion of endorsed HOA's into legally binding AFL's/leases is a critical component in the precinct's success.

Council's activation program needs to meet community expectations and establish Tulumur Place as a 'must do' location.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The retail precinct's short-term commercial success is dependent on identifying, attracting and securing a commercially viable tenancy mix. Commercial success in the medium to longer term will require a comprehensive activation and management strategy to support tenants and deliver a revitalised and activated precinct.

The precinct development and management team have commenced a detailed review of the operational budget and resource required to manage the precinct. This is in-line with typical council End of Financial Year budgeting forecasting. The team will also create a Precinct Business and Strategy Plan to guide the precinct its operational cost, value enhancement and community initiatives over the course of the next few years.

### **COMMUNITY AND OTHER CONSULTATION**

The contents of this report did not require any community consultation.

### **CONCLUSION**

Retail leasing continues to progress according to plan. The acceleration of the redevelopment works to the Eats and Metro B buildings (including façade and streetscape works) will improve the precinct's aesthetics and prepare both buildings for fit-out by prospective tenants.

The proposed 2021 activation program is designed to continually draw visitors to the precinct through a range of positive events and experiences.

### **ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS**

1.	Retail Sub-project Steering Committee - Meeting No. 7 Minutes <a href="#">↓</a>
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Greg Thomas  
**PROJECT MANAGER**

I concur with the recommendations contained in this report.

Sean Madigan  
**ACTING GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT**

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



## IPSWICH CITY COUNCIL RETAIL SUB-PROJECT STEERING COMMITTEE (RSPSC) MINUTES

**Meeting:** Retail Sub-Project Steering Committee – No 7.

**Venue:** Level 7 Conference Room, 2 Bell Street

**Date:** 20 January 2021 (11:00AM – 12:00PM)

<b>Members:</b>	James Hepburn (Chair) (JH); Sean Madigan (GM C&P) (SM); Greg Thomas (Project Manager) (GT)
<b>Observers:</b>	Nicole Denman, Brent McKay, Rachel Vickary (on Allison Grant's behalf)
<b>Apologies:</b>	Councillor Marnie Doyle, Allison Grant,
<b>Chair / Minutes:</b>	Chair – James Hepburn                      Minutes – Nicole Denman

No.	OFFICER	DESCRIPTION
1.	JH	Attendance / Apologies
2.	JH	Previous Minutes & Actions Arising JH provided overview of previous minutes and actions arising - Discussions with Bill Rawlings - Qld Treasury Analyst - <b>ACTION:</b> JH to develop scope
3.	JH	Councillor Workshops <ul style="list-style-type: none"> <li>Workshop 3 – Format and timing discussed (proposed February 2021) <ul style="list-style-type: none"> <li>JH confirmed two associated sessions occurred late 2020</li> <li>JH spoke to draft workflow spreadsheet with meeting</li> <li>SM to include in February 2021 schedule</li> <li>Precinct Plan Workshop – <b>ACTION:</b> JH to continue to liaise with Cat Matson and attend forthcoming Precinct Plan Workshop</li> </ul> </li> <li>Status of precinct valuation (Colliers) <ul style="list-style-type: none"> <li>Valuers attending 21 January 2021 to present draft valuation figures</li> </ul> </li> <li>Status of EFY reporting and operational budgets <ul style="list-style-type: none"> <li>Overlaps with Item 6 below</li> <li>JH spoke to draft Precinct Strategy and Budget Overview - <b>ACTION:</b> JH to send copy to SM</li> <li><b>ACTION:</b> CBD team to work with ICC's financial team re the budget model</li> <li>BM provided an overview on 2021/22 operational expenditure budget build - presented spreadsheet explaining updated granular review on inputs</li> <li><b>ACTION:</b> BM to discuss with Chase Maudsley – management of current asset budgets (ICC's South Street precinct) managed by ICC</li> <li>Events activation budget currently under preparation</li> <li><b>ACTION:</b> GT, JH and SM to discuss future resourcing and FTE Budget</li> </ul> </li> </ul>

Item 3 / Attachment 1.

4.	JH	<p>Retail Leasing</p> <ul style="list-style-type: none"> <li>• Approvals <ul style="list-style-type: none"> <li>• 3 new HOAs submitted to ICC for endorsement</li> <li>• Additional new HOA - clarity being sought on incentives and deal structure</li> <li>• GT spoke on the status of legal documentation for previously endorsed HOA deals</li> <li>• Conceptual plans being finalised for final Commonwealth Hotel layout</li> <li>• Interested party for key Tulumur Place tenancy</li> <li>• Update provided on the proposed Cinema EOI in 2021 <ul style="list-style-type: none"> <li>○ External skilled modeller to assist in assessment of offers <b>ACTION:</b> GT to investigate options</li> <li>○ Panel membership discussed</li> </ul> </li> </ul> </li> <li>• Update on legal service provider</li> </ul>
5.	GT	<p>Retail Redevelopment</p> <ul style="list-style-type: none"> <li>• Hutchinson Builders – retail contract variation <ul style="list-style-type: none"> <li>○ Ranbury preparing documentation for contract variations for CEO approval post Council decision in late January 2021</li> </ul> </li> <li>• Option to Widen Bottle Alley <ul style="list-style-type: none"> <li>○ Awaiting quote for related construction works</li> </ul> </li> </ul>
6.	JH	<p>Precinct Management and Activation</p> <ul style="list-style-type: none"> <li>• Activation strategy/resourcing <ul style="list-style-type: none"> <li>○ 2021/22 calendar and budget development</li> </ul> </li> <li>• Precinct Management Budget and Precinct Strategy Overview <ul style="list-style-type: none"> <li>○ Related procurement on hold</li> </ul> </li> <li>• Commercial Leasing Agent <ul style="list-style-type: none"> <li>○ Procurement process commenced</li> </ul> </li> </ul>
7.	GT	<p>Commonwealth Hotel</p> <ul style="list-style-type: none"> <li>• Construction update provided</li> </ul>
8.	GT	<p>Procurement Activities</p> <ul style="list-style-type: none"> <li>• Retail Design Manager – <ul style="list-style-type: none"> <li>○ Quotes received – assessment underway</li> </ul> </li> </ul>
9.	JH	<p>Financials</p> <ul style="list-style-type: none"> <li>• 2021/22 operational budget build status</li> </ul>
10.	JH	<p>ICRC/Council Reports</p> <ul style="list-style-type: none"> <li>• Nicholas Street Precinct – Stage 3 Repeal Paper</li> <li>• Cinema EOI Paper</li> </ul>
11.	GT	<p>Ministerial Exemptions</p> <ul style="list-style-type: none"> <li>• January 2021 Half Yearly update to Minister for Local Government completed and circulated for authorisation</li> <li>• Next quarterly report due – late March 2021</li> </ul>
12.	JH	<p>General Business</p> <ul style="list-style-type: none"> <li>• Smokers Alley <ul style="list-style-type: none"> <li>○ Approval provided to proceed with access</li> <li>○ Meeting with key stakeholder to discuss status and approach.</li> </ul> </li> <li>• Trips &amp; Falls <ul style="list-style-type: none"> <li>○ Working with Procurement to get third party to review situation</li> <li>○ <b>ACTION:</b> Planter boxes to be installed in the short term</li> </ul> </li> <li>• Status SEQ Water Arrangement <ul style="list-style-type: none"> <li>○ BM met with SEQ late Dec 2020 re: requirements.</li> <li>○ Investigating technology options/card readers</li> <li>○ Drive nesting through structure pricing scenario</li> </ul> </li> <li>• Miscellaneous Issues <ul style="list-style-type: none"> <li>○ GT outlined current focus for the survey team</li> <li>○ <b>ACTION:</b> GT to liaise with Danielle Owen P&amp;D to check on status of gazettal and notice of non-smoking impacts.</li> </ul> </li> <li>• Venue Building <ul style="list-style-type: none"> <li>○ GT discussed the need for a QR project manager to coordinate with on the proposed bottle alley widening and other related matters with the CBD's redevelopment</li> </ul> </li> </ul>
13.	JH	<p>Next Meeting – 17 February 2021</p>