



City of  
**Ipswich**

**IPSWICH  
CITY  
COUNCIL**

**AGENDA**

*of the*

**ECONOMIC DEVELOPMENT COMMITTEE**

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

**On Tuesday, 10 September 2019  
At 8:30 am**



**MEMBERS OF THE ECONOMIC DEVELOPMENT COMMITTEE**

Interim Administrator Greg  
Chemello(**Chairperson**)



## **ECONOMIC DEVELOPMENT COMMITTEE AGENDA**

**8:30 am on Tuesday, 10 September 2019**

**Council Chambers**

<b>Item No.</b>	<b>Item Title</b>	<b>Page No.</b>
1	Chambers of Commerce Cessation of Annual Partnership Agreement	7
2	Defence Ipswich Supply Chain Opportunities Symposium 2019	11
3	Procurement for the North Ipswich Reserve Stadium Business Case	14
4	Procurement for Ipswich Central to Springfield Central Public Transport Corridor Strategic Business Case	284
5	Planet Ark Power Memorandum of Understanding	309
6	**Ipswich Central Program Report No. 15 to 16 August 2019	320
7	**Ipswich Central Civic Project - Contract Award	334

\*\* Item includes confidential papers



**ECONOMIC DEVELOPMENT COMMITTEE NO. 9**

**10 SEPTEMBER 2019**

AGENDA

1. **CHAMBERS OF COMMERCE CESSATION OF ANNUAL PARTNERSHIP AGREEMENT**

This is a report concerning the cessation of the Ipswich City Council annual partnership agreements with the Greater Springfield Chamber of Commerce and the Ipswich Chamber of Commerce.

**RECOMMENDATION**

That the Interim Administrator of Ipswich City Council resolve:

- A. That the cessation of the Ipswich City Council annual partnership agreements with the Greater Springfield Chamber of Commerce and the Ipswich Chamber of Commerce, be endorsed.
- B. That the cessation payment of \$7,700 Inc. GST to the Ipswich Chamber of Commerce, be endorsed.
- C. That the cessation payment of \$4,400 Inc. GST to the Greater Springfield Chamber of Commerce, be endorsed
- D. That it be noted that Ipswich City Council will maintain its annual membership to the Greater Springfield Chamber of Commerce and the Ipswich Chamber of Commerce.
- E. That it be noted that Ipswich City Council is in consultation with all local Chambers of Commerce to develop a framework to enhance engagement with the business community.

---

2. **DEFENCE IPSWICH SUPPLY CHAIN OPPORTUNITIES SYMPOSIUM 2019**

This is a report by the Senior Industry Development Officer dated 21 August 2019 concerning the proposed Defence Ipswich Supply Chain Opportunities Symposium 2019.

**RECOMMENDATION**

That the Interim Administrator of Ipswich City Council resolve:

That the report concerning the Defence Ipswich Supply Chain Opportunities Symposium 2019 be received and the contents noted.



---

3. PROCUREMENT FOR THE NORTH IPSWICH RESERVE STADIUM BUSINESS CASE

This is a report concerning the procurement of the North Ipswich Reserve Stadium Business Case as a result of the resolutions of the Growth and Infrastructure Committee of 14 May 2019.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

To note the progression of the North Ipswich Reserve Stadium Business Case in accordance with the recommendations of the Growth and Infrastructure Committee held on 14 May 2019.

---

4. PROCUREMENT FOR IPSWICH CENTRAL TO SPRINGFIELD CENTRAL PUBLIC TRANSPORT CORRIDOR STRATEGIC BUSINESS CASE

This is a report concerning the procurement of the Ipswich Central to Springfield Central Public Transport Corridor Strategic Business Case.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

To note the progression of the Ipswich Central to Springfield Central Public Transport Corridor Strategic Business Case in accordance with the recommendations of the Economic Development Committee dated 1 March 2019.

---

5. PLANET ARK POWER MEMORANDUM OF UNDERSTANDING

This is a report concerning the establishment of a Memorandum of Understanding with Planet Ark Power to investigate the practicalities and possibilities associated with this technology in pursuit of Council's carbon neutrality goal.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

To endorse the establishment of a Memorandum of Understanding with Planet Ark Power in order to investigate the viability of Planet Ark Power's offerings to support Council's net-zero carbon goals.



6.      **\*\*IPSWICH CENTRAL PROGRAM REPORT NO. 15 TO 16 AUGUST 2019**

This is a report concerning a monthly update for the Ipswich Central Program of Works.

**RECOMMENDATION**

That the report on the Ipswich Central Program Report No. 15 effective to 16 Aug 2019 be received and the contents noted.

---

7.      **\*\*IPSWICH CENTRAL CIVIC PROJECT - CONTRACT AWARD**

This is a report concerning the awarding of the design and construct contract for the Ipswich Central Civic Project.

**RECOMMENDATION**

That the report on the Contract Award for the Ipswich Central Civic Project be received and the contents noted.

---

**\*\* Item includes confidential papers**

and any other items as considered necessary.



Doc ID No: A5744672

ITEM: 1

SUBJECT: CHAMBERS OF COMMERCE CESSATION OF ANNUAL PARTNERSHIP AGREEMENT

AUTHOR: INVESTMENT ATTRACTION OFFICER

DATE: 26 AUGUST 2019

---

### **EXECUTIVE SUMMARY**

This is a report concerning the cessation of the Ipswich City Council annual partnership agreements with the Greater Springfield Chamber of Commerce and the Ipswich Chamber of Commerce.

### **RECOMMENDATION/S**

**That the Interim Administrator of Ipswich City Council resolve:**

- A. That the cessation of the Ipswich City Council annual partnership agreements with the Greater Springfield Chamber of Commerce and the Ipswich Chamber of Commerce, be endorsed.**
- B. That the cessation payment of \$7,700 Inc. GST to the Ipswich Chamber of Commerce, be endorsed.**
- C. That the cessation payment of \$4,400 Inc. GST to the Greater Springfield Chamber of Commerce, be endorsed**
- D. That it be noted that Ipswich City Council will maintain its annual membership to the Greater Springfield Chamber of Commerce and the Ipswich Chamber of Commerce.**
- E. That it be noted that Ipswich City Council is in consultation with all local Chambers of Commerce to develop a framework to enhance engagement with the business community.**

### **RELATED PARTIES (INCLUDING POTENTIAL CONFLICTS OF INTEREST IN RELATION TO RELATED PARTIES)**

The Ipswich Chamber of Commerce and Greater Springfield Chamber of Commerce.



No conflicts of interest for Council have been identified.

## **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

## **PURPOSE OF REPORT/BACKGROUND**

Both the Greater Springfield and Ipswich Chambers of Commerce are well established membership based groups that provide guidance, advice, networking and advocacy to member businesses in the Ipswich local government area. The Ipswich Chamber of Commerce has been established for over 113 years. The Greater Springfield Chamber of Commerce represents Ipswich's newest region and has been in operation for 12 years. Ipswich City Council has been a member of both Chambers of Commerce since their respective inceptions.

The continued growth in population has led to a significant increase in businesses in the Ipswich Region with an increase of more than 20% in registered businesses between 2014 and 2018.

The Office of Economic Development has undertaken a review of all of its partnerships and agreements. As part of this review it was identified that the Chamber of Commerce partnership agreements do not comply with Council's Partnerships for Community Purpose Policy or other grants and sponsorship policies.

The examination also included a peer review of financial support provided by ten Queensland regional councils to local business groups including Chambers of Commerce. This review confirmed that the majority of Councils have a standard membership only with their Chambers of Commerce.

Ipswich City Council's financial contribution to Chamber annual partnerships for the 2018-2019 financial period was:

- |                                           |                  |
|-------------------------------------------|------------------|
| • Ipswich Chamber of Commerce             | \$12,100 Inc GST |
| • Greater Springfield Chamber of Commerce | \$ 8,800 Inc GST |
| • Bremer Chamber of Commerce              | \$ Nil           |

Council will maintain its membership to all local Chambers of Commerce in line with Council's membership policy. Chamber membership fees for the 2019-2020 financial period are:

- |                                           |                 |
|-------------------------------------------|-----------------|
| • Ipswich Chamber of Commerce             | \$1,180 Inc GST |
| • Greater Springfield Chamber of Commerce | \$ 495 Inc GST  |
| • Bremer Chamber of Commerce              | \$ 60 Inc GST   |

To manage the transition to this arrangement with the Chambers, Council will provide each Chamber a cessation payment to support the delivery of business engagement activities that have already been committed to in the 2019-2020 financial period as follows:



- Ipswich Chamber of Commerce \$7,700 Inc GST
- Greater Springfield Chamber of Commerce \$4,400 Inc GST

Council aims to strengthen its engagement and collaboration with local business to ensure a high standard of programs, events and services are delivered that meet industry requirements. Council recognises the important role that Chambers of Commerce play in the business community and seeks to enhance its engagement and collaboration with Chambers and other key representative organisations and business advocates across the region.

Council is currently consulting with all local Chambers of Commerce to develop a framework for enhanced collaboration and engagement with the business community. It is intended that this framework will contribute to increased transparency, participation, united advocacy, relationship building and a greater awareness of Council activities across the business community.

### **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:  
*Local Government Act 2009*

### **RISK MANAGEMENT IMPLICATIONS**

Continuing previous partnership agreements does not comply with Council's Partnerships for Community Purpose Policy or other grants and sponsorship policies.

Failure to maintain an effective working relationship with the Chambers of Commerce has the potential to weaken Council's engagement with and support of the local business sector.

### **FINANCIAL/RESOURCE IMPLICATIONS**

There are no staff resource implications.

Funding for the proposed final cessation payments will be provided from within existing budget.

### **COMMUNITY AND OTHER CONSULTATION (INCLUDING INTERNAL STAKEHOLDERS AND CONFIRMATION THAT THEY EITHER AGREE OR DIFFER FROM THE REPORT RECOMMENDATIONS)**

The Office of Economic Development consulted with ten Local Government authorities to review and compare engagement strategies with regional Chambers of Commerce.

The Office of Economic Development consulted with Council's Legal Services Branch regarding the nature of the previous partnership agreements and was advised that they did not comply with Council policy.

The Office of Economic Development consulted with both the Ipswich Chamber of Commerce and Greater Springfield Chamber of Commerce regarding the non-compliance of their respective annual partnership agreements and the proposed cessation payments.



Council is currently in consultation with all local Chambers of Commerce to develop a framework for enhanced local business engagement.

## **CONCLUSION**

Ipswich City Council recognises the importance of strong partnerships and collaboration to further the interests and strengthen the capability of the local business community. Broadening Council's engagement with key industry representatives will develop a more equitable platform for stakeholders to help guide the strategic direction for local business development and provide leadership in the effective allocation of Council resources and budget enabling increased access to programs and activities that strengthen business capability.

Ralph Breaden

**INVESTMENT ATTRACTION OFFICER**

I concur with the recommendations contained in this report.

Paul Massingham

**ECONOMIC DEVELOPMENT MANAGER**

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"***



Doc ID No: A5733957

ITEM: 2  
SUBJECT: DEFENCE IPSWICH SUPPLY CHAIN OPPORTUNITIES SYMPOSIUM 2019  
AUTHOR: SENIOR INDUSTRY DEVELOPMENT OFFICER  
DATE: 21 AUGUST 2019

---

### **EXECUTIVE SUMMARY**

This is a report by the Senior Industry Development Officer dated 21 August 2019 concerning the proposed Defence Ipswich Supply Chain Opportunities Symposium 2019.

### **RECOMMENDATION/S**

That the Interim Administrator of Ipswich City Council resolve:

That the report concerning the Defence Ipswich Supply Chain Opportunities Symposium 2019 be received and the contents noted.

### **RELATED PARTIES**

Recipients of Request for Quote were:

- Australian Industry and Defence Network (AIDN) Qld
- Momentum Media
- Informa Australia
- Defence Teaming Centre
- ICN Qld, Aerospace
- Maritime
- Defence and Security Foundation of Australia Limited
- Rotorcraft Asia-Pacific Pty Ltd.

No conflicts of interest for Council have been identified.

### **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity



## **PURPOSE OF REPORT/BACKGROUND**

Defence is identified as a priority industry in council's Economic and Workforce Development Plan, generating annual exports worth \$707 million, accounts for 22.2% of Queensland's total defence export and 17.5% of the State's defence employment in 2017-18.

In 2017 council established the City of Ipswich Defence Industry Development and Attraction Committee (CIDIDAC) with representatives from Ipswich City Council, Queensland Government, the Australian Defence Force, industry and universities to drive Defence collaboration and industry capability opportunities.

In 2018, Council endorsed the Defence Ipswich Action Plan 2018 to 2023, which was developed in consultation with CIDIDAC. Ipswich is the only local government in Australia to have a dedicated and adopted Defence Industry action plan.

In November 2018, council delivered the Queensland Defence Summit: Ipswich 2018, which brought together over 300 delegates from Defence, all levels of government, defence industry, academia and manufacturers. This event successfully connected SMEs with defence opportunities, and provided avenues for learning and discussion on the future of sustainment and supply chains. This initiative also created awareness of the City of Ipswich's aspiration to position the region as Australia's regional defence leader.

As an action of the Defence Ipswich Action Plan, council is planning to deliver the Defence Ipswich Supply Chain Opportunities Symposium 2019 to provide opportunities for SMEs to understand and access defence opportunities.

Consultation with CIDIDAC and defence industry stakeholders directed council to focus the Defence Ipswich Supply Chain Opportunities Symposium 2019 on delivering a forum for targeted and coordinated interaction and business networking.

The Symposium will attract 150 to 180 intrastate, interstate and international industry participants including defence contractors, policy, academia and SMEs to participate and exchange information on project opportunities and attend B2B sessions. The Symposium will be held Friday, 8 November at the Ipswich Civic Centre.

Ipswich City Council has conducted the necessary Request for Quote (RFQ) to seek engagement of a suitably qualified defence industry event partner to manage the event. As a result of the RFQ, AIDN Qld has been identified as the preferred supplier of these services.

## **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:  
*Local Government Act 2009*

## **RISK MANAGEMENT IMPLICATIONS**

Risks associated with event delivery have been mitigated through the service contract with AIDN Qld, payment by council to AIDN Qld is attached to deliverables and milestones.



Non delivery of the Symposium 2019 will be a failure to deliver on actions stated in the Defence Ipswich Action Plan.

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

Budget of \$25,000 ex. GST has been allocated from within the current Office of Economic Development budget.

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

The City of Ipswich Defence Industry Development and Attraction Committee has been consulted on the event and has provided its unanimous support.

Council's Legal Services, Procurement, Marketing Services, City Events and Communication and Media teams have all been consulted on the event and have agreed to provide ongoing support in the delivery of the event.

Key industry stakeholders Austrade, the Department of Defence and the Department of State Development, Manufacturing, Infrastructure and Planning have been consulted on the event and have provided their support to promote and attend the event.

#### **CONCLUSION**

Council continues to support the significant contribution that Defence is making to the region. The Defence Ipswich Supply Chain Opportunities (DISCO) Symposium 2019 will deliver on key actions of the Defence Ipswich Action Plan 2018 – 2023.

Tamanna Monem

**SENIOR INDUSTRY DEVELOPMENT OFFICER**

I concur with the recommendations contained in this report.

Paul Massingham

**ECONOMIC DEVELOPMENT MANAGER**

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"***



Doc ID No: A5729132

ITEM: 3

SUBJECT: PROCUREMENT FOR THE NORTH IPSWICH RESERVE STADIUM BUSINESS CASE

AUTHOR: INDUSTRY DEVELOPMENT PROJECT OFFICER

DATE: 19 AUGUST 2019

---

### **EXECUTIVE SUMMARY**

This is a report concerning the procurement of the North Ipswich Reserve Stadium Business Case as a result of the resolutions of the Growth and Infrastructure Committee of 14 May 2019.

### **RECOMMENDATION/S**

**That the Interim Administrator of Ipswich City Council resolve:**

**To note the progression of the North Ipswich Reserve Stadium Business Case in accordance with the recommendations of the Growth and Infrastructure Committee held on 14 May 2019.**

### **RELATED PARTIES**

Relating to their involvement in the original consultation on the North Ipswich Reserve Stadium Feasibility and Project Definition Report prepared by Cox Architecture, the following are referenced as Related Parties to this report:

- Shayne Neumann MP – Federal Member for Blair
- Jennifer Howard MP – State Member for Ipswich
- Jim Madden MP – State Member for Ipswich West
- Greater Ipswich Expansion Bid Team
- National Rugby League
- Football Federation Australia



No conflicts of interest for Council have been identified.

## **ADVANCE IPSWICH THEME**

Managing growth and delivering key infrastructure

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

North Ipswich Reserve is a premier sporting facility in the City of Ipswich. Ipswich City Council has been investigating the redevelopment of North Ipswich Reserve since 2000.

At the Growth and Infrastructure Committee of 14 May 2019, the Interim Administrator endorsed the North Ipswich Reserve Stadium Feasibility and Project Definition Report prepared by Cox Architecture and resolved that:

- Concept Designs for the North Ipswich Reserve Stadium redevelopment be developed for Council's consideration
- The Strategic Business Case for the North Ipswich Reserve Stadium be prepared and presented for Council's consideration
- Council will provide an in-principle commitment of \$10,000,000 to the future redevelopment of North Ipswich Reserve Stadium, with any expenditure by Council subject to the prior achievement of all the following pre-requisites:
  - The outcomes of the Strategic Business Case and Concept Design support the development of a stadium of this scale
  - A commitment of at least equivalent funding by both the State and Commonwealth governments towards the first stage of the redevelopment
  - An agreement that tenure of the stadium will be transferred from Council to the State, with all subsequent capital and operating costs of the stadium being met by the State
  - Either sports code obtains a licence or has a commitment to obtain a licence from the relevant sports administrative body to operate an "A-League" or NRL competition team or equivalent.

As an outcome of these recommendations, the Office of Economic Development (OED) has developed a Request for Quote for a North Ipswich Reserve Stadium Business Case.

The specifications of the Request for Quote encompass the Strategic Business Case (SBC) and Preliminary Business Case (PBC) requirements of Building Queensland, Queensland Treasury and Infrastructure Australia, to ensure that State and Commonwealth requirements are met. The SBC and PBC are packaged together under a single piece of work to maximise both time and financial efficiencies between the different business case methodologies. The RFQ specifications for the North Ipswich Reserve Stadium Business Case can be found in Attachment 1.



OED has sourced the detailed venue specifications of the National Rugby League (NRL) and A-League and have included these requirements in the scope of works to be considered as part of the options analysis. The scope of works also includes consideration of the broader sporting and recreational precinct surrounding the proposed stadium. This will ensure that relevant adjacent assets and the North Ipswich Open Space Master Plan are considered in an integrated approach to future development.

Quotes will be requested from:

- PricewaterhouseCoopers
- KPMG
- EY
- Deloitte
- Aecom
- CPM

It is expected that a successful respondent will be identified by end September 2019 with work commenced in October 2019. Delivery of the business case will be necessary to favourably position Ipswich's role in SEQ's 2032 Olympic bid.

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

This report and its recommendations are consistent with the following legislative provisions:  
*Local Government Act 2009*

#### **RISK MANAGEMENT IMPLICATIONS**

This procurement is in response to Council recommendations which highlighted the requirements of further investigations to determine the future development options of the North Ipswich Reserve Stadium. These works are required to be undertaken to better understand and manage all project risks.

This procurement requires modest financial investment by Council and enables the consideration of future substantial financial investment by Council, State and Commonwealth governments.

Delivery of the business case will enable informed decision making by support bids for football (soccer) and rugby league teams entry into national competitions.

The packaged business case specifications are considered to have a lower risk profile than separate procurements to fulfil the recommendations of the Growth and Infrastructure Committee. This is due to the cost and time efficiencies packaging allows, and the increased alignment with State and Commonwealth business case requirements which favourably



positions North Ipswich Reserve Stadium for project development, and in seeking State and Commonwealth funding support as key funding agencies.

The timely delivery of this business case is critical in positioning Ipswich's role in the SEQ 2032 Olympic bid, which is integral in securing funding for infrastructure development. Failure to deliver a business case which meets the requirements of the State and Commonwealth governments in regards to a stadium development may negatively impact infrastructure delivery and Ipswich's participation in Olympic activities.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The once-off financial implications for this procurement is estimated with a high degree of confidence to be circa \$175,000 in professional fees. This will result in better understanding of further costings associated with planning, design, construction and management of the stadium redevelopment options. Current understanding of development options have been estimated at \$215,000,000 to \$220,000,000 in April 2019, as detailed in the May Committee paper as a result of Cox Architecture's delivery of the North Ipswich Reserve Stadium Feasibility and Project Definition report, which can be seen as Attachment 2 to this report.

Budget required for delivery of the North Ipswich Reserve business case will be funded from within existing OED budget.

### **COMMUNITY AND OTHER CONSULTATION**

Previous related reports undertook consultation with internal stakeholders, the Federal Member for Blair, State Member for Ipswich, and State Member for Ipswich West in addition to the members of the Greater Ipswich Expansion Bid Team.

Football Federation Australia (A-League) and National Rugby League (NRL) were consulted on their minimum venue specifications which would enable any stadium development to support the Greater Ipswich Expansion Bid Team and future-proof the stadiums' operational phase.

Internal stakeholders from Infrastructure and Environment Department were consulted on the Draft RFQ Specifications. They have progressed a business case project with similar specifications. The work will be merged into one approach for the North Ipswich Reserve Stadium Business Case ensuring the most efficient and effective outcome for council.



### **CONCLUSION**

Council is progressing investigations into the redevelopment of North Ipswich Reserve into a boutique stadium through a procurement for a Business Case. The North Ipswich Reserve Stadium Business Case will deliver on the recommendations of the Growth and Infrastructure Committee dated 14 May 2019.

A successful respondent to the RFQ is likely to be appointed in September 2019 and work commencing in October 2019.



**ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS**

1.	Draft RFQ Specifications for the North Ipswich Reserve Stadium Business Case <a href="#">↓</a>
2.	 North Ipswich Stadium Feasibility and Project Definition Report <a href="#">↓</a> 

Clare Coburn

**INDUSTRY DEVELOPMENT PROJECT OFFICER**

I concur with the recommendations contained in this report.

Paul Massingham

**ECONOMIC DEVELOPMENT MANAGER**

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”***



**Project Brief: North Ipswich Stadium Strategic Business Case and Concept Design**

**City of Ipswich: Office of Economic Development**

---

**Ipswich City Council (ICC) is seeking a suitably qualified consultant or consortium of specialists under the management of a lead consultant to develop a Business Case for a sporting and recreational precinct including a rectangular stadium at North Ipswich Reserve, to be developed in accordance with Building Queensland's, Infrastructure Australia's and Queensland Treasury's Business Case and Project Assessment Frameworks.**

---

<b>Introduction</b>	North Ipswich Reserve is central to Ipswich's sporting landscape, and has been subject to investigations pertaining to its development into a rectangular stadium since 2000. Such a stadium would provide significant economic and social benefit to Ipswich, providing a platform to attract elite sporting events and major non-sporting events such as concerts. This project requires further investigations to determine Council's potential commitment to the progression of a sporting and recreational precinct which includes a rectangular stadium. The development of North Ipswich Reserve into a multi-use sporting and recreational precinct which includes a stadium is considered to be integral to achieving the vision of an invigorated Ipswich Central precinct.
---------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

---

<b>Background</b>	<p>Ipswich City Council is taking a precinct approach in the development and reinvigoration of the Ipswich Central area. North Ipswich Reserve is an important piece of community infrastructure which recent reports have highlighted as a potential catalyst to positive public engagement and cross-river connectivity if developed into a stadium.</p> <p>A multi-use, rectangular stadium would be integral to supporting the Greater Ipswich Expansion Bid Team's requirements for future inclusion in an expanded Hyundai A-League and Westfield W-League. Ipswich City Council believes that a stadium as part of a multi-use sporting and recreational precinct would provide additional value proposition and an additional range of services and experiences to both residents and visitors, and would assist Ipswich in attracting elite sporting and major non-sporting events. Additionally, the South East Queensland Council of Mayor's (COMSEQ) investigations into the 2032 Olympic bid provide an opportunity to examine the feasibility of integral infrastructure for the Ipswich region. Ipswich City Council views this as a parallel opportunity to Council's own enquiries into sporting and recreational infrastructure at North Ipswich Reserve.</p> <p>Ipswich City Council is seeking to progress investigations to determine the full scope of options, benefits and costs of a multi-use sporting and recreational precinct. As such, Ipswich City Council is seeking a suitably qualified consultant or consortium of specialists under the management of a</p>
-------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



**Item 3 / Attachment 1.**

single experienced lead consultant to develop a Business Case for such a precinct, including a stadium.

This Business Case is required to be developed in accordance with Building Queensland's Business Case Framework, Queensland Treasury's Project Assessment Framework, and Infrastructure Australia's Assessment Framework, specifically drawing on Strategic Business Case and Preliminary Business Case requirements.

This Business Case is to allow Council to determine if funding a precinct, inclusive of stadium of this scale is supported by analysis. Future progression of the project is reliant upon the following considerations:

- A commitment of at least equivalent funding by both the state and Commonwealth governments towards the first stage of the development
- An agreement that tenure of the stadium will be transferred from Council to the State, with all subsequent capital and operating costs of the stadium being met by the State
- Support for sports codes (i.e. A League Football or NRL) to obtain a licence of have a commitment to obtain a licence from the relevant sports administrative body

As such, these are required to be considered as part of the Business Case development.

North Ipswich Stadium has been the subject of several planning and scoping activities over the past 20 years, the most recent of which was the North Ipswich Reserve Stadium Feasibility and Project Definition report produced by Cox Architects. *(see attached)* All relevant materials will be provided to the successful consortium in order to inform the development of the Business Case.

---

**Scope of Works**

The key objective of this project is to undertake a preliminary assessment of the capital and operating costs associated with the preferred community development of a multi-use sporting precinct and stadium.

In Scope:

- Broad community consultation on possible options taking into consideration community aspirations and demand assessments
- Preliminary designs and costings
- Market demand analysis of potential events
- Infrastructure design to meet likely demand and its costing
- Project economic and financial assessment
- Governance required for possible options
- Staging options

At a minimum, the options analysis that Council is requesting must outline two options:



**Item 3 / Attachment 1.**

- Minimum works at North Ipswich Reserve to meet the venue compliance specifications of A-League and NRL, including costings, timeframes and long term sustainability of use
- Stadium construction, including costings, timeframes and long term sustainability of use

A full outline of expected methodology inclusions is included in Attachment 1.

Out of Scope:

- Detailed Design
- Detailed economic and financial analysis
- Detailed environmental investigations and relevant approvals

<b>Project Budget</b>	circa \$175,000
<b>Requirements</b>	<p>Project requirements include:</p> <ul style="list-style-type: none"> <li>• Review existing options in the broader strategic context and prepare concept and preliminary infrastructure designs with consideration of community input</li> <li>• Quantify expected (P50) capital and operating costs</li> <li>• Prepare suitable economic and financial models to assess the viability of the proposal</li> <li>• Review sensitivity to changes in key variables</li> <li>• Recommend governance options</li> <li>• Review and recommend option to fund and finance these options considering contributions from a broad range of relevant stakeholders, and where appropriate, potential funding programs</li> <li>• Must align with the Strategic and Preliminary Business Case requirements of Building Queensland, Queensland Treasury and Infrastructure Australia.</li> <li>• All options must meet the minimum level of development required to be NRL and A-League compliant</li> <li>• Must include considerations of staged approaches and how this may impact NRL and A-League compliance</li> </ul> <p>All proposals should:</p> <ul style="list-style-type: none"> <li>• Respond to the requirements of the brief;</li> <li>• Provide details of relevant knowledge and experience;</li> <li>• Provide details of staff to be involved in the project, their roles, and experience;</li> <li>• Propose detailed costs (including by task, staff rates, and time) and timeline;</li> <li>• The consultant must demonstrate an ability to commence work immediately.</li> </ul>



<b>Key Dates</b>	10 September 2019:	RFQ issued
	11 October 2019:	RFQ close
	18 October 2019:	Project award
	1 November 2019:	Consultants detailed briefing and final deliverables
	7 February 2020:	Draft Document
	6 March 2020:	Final Document

---

#### **Selection Criteria**

Proposals will be evaluated based on the following criteria:

- Addresses the proposal requirements
- Demonstrates competency and relevant experience
- Gives clear project cost breakdown and demonstrates value for money
- Demonstrates an ability to deliver the project in the desired timeframe and within budget
- Indicates a capacity to begin work immediately upon appointment

---

#### **Project Sponsor**

Paul Massingham  
Manager – Office of Economic Development  
City of Ipswich  
Phone: 07 3810 6627  
Email: [paul.massingham@ipswich.qld.gov.au](mailto:paul.massingham@ipswich.qld.gov.au)



Item 3 / Attachment 1.

Attachment 1

Strategic Business Case Requirements	BQ SBC	TMR SASR	IA PIP
Stakeholder engagement	✓	✓	✓
Methodology	✓		
Context and background	✓		
Vision and strategic objectives		✓	
Service need (including ILM)	✓	✓	✓
Define the business case			✓
Cost and timing of the problem			✓
Stakeholders	✓		✓
Benefits sought	✓	✓	✓
Strategic response and business changes	✓	✓	✓
Potential initiatives	✓	✓	
Alignment with policy	✓		✓
Options generation		✓	
Options short list		✓	
Options for further development		✓	
Further work and governance proposal	✓		
Assurance	✓		
Recommendation	✓		
Benefits register	✓		
Risk register	✓		
Stakeholder engagement plan	✓		

Preliminary Business Case Requirements	BQ PBC	TMR PE	IA IIOD
Stakeholder engagement	✓	✓	
Market sounding	✓	✓	
Project governance	✓	✓	
Context and background	✓		
Strategic rationale	✓	✓	
Alignment with policy	✓	✓	
Options analysis	✓	✓	✓
Benefits management plan	✓	✓	
Legal and regulatory requirements	✓	✓	
Public interest considerations	✓	✓	
Sustainability	✓		
Social impact	✓		
Environment assessment	✓		
Reference design	✓	✓	
Transport demand modelling	✓		
Economic analysis	✓	✓	✓
Benefits register	✓	✓	
Financial and commercial analysis	✓	✓	
Delivery and operating model	✓	✓	
Risk analysis	✓	✓	
Risk register	✓	✓	
Recommendation	✓	✓	
Assurance	✓		
Stakeholder engagement plan	✓		



# NORTH IPSWICH RESERVE STADIUM

## REGIONAL SPORTS AND EVENTS FACILITY





## Contents

1.0 INTRODUCTION .....	1	4.9 ALTERNATIVE STAGE 1 .....	25
1.1 PROJECT BACKGROUND .....	1	4.10 ALTERNATIVE STAGE 2 .....	26
1.2 PROUD SPORTING HISTORY .....	2	4.11 ALTERNATIVE STAGE 3 .....	27
1.3 PROJECT BRIEF .....	3	4.12 ALTERNATIVE STAGE 4 .....	28
1.4 NEW STADIUM AS A CATALYST .....	4	4.13 ALTERNATIVE STAGE 5 .....	29
		4.14 ALTERNATIVE STAGE 6 .....	30
2.0 SITE ANALYSIS .....	5	5.0 TEST FIT ANALYSIS .....	31
2.1 LOCATION & SURROUNDING CONTEXT .....	5	5.1 TEST FIT ANALYSIS INTRODUCTION .....	31
2.2 SITE OVERVIEW .....	6	5.2 COUNCIL OPTIONS .....	32
2.3 SITE CONTEXT .....	7	5.3 BASIC SUN STUDY - OPTIONS 1 + 2 .....	33
2.4 CONNECTIVITY AND PARKING .....	8	5.4 BASIC SUN STUDY - OPTION 3 .....	34
2.5 SITE CONSTRAINTS .....	9	6.0 EVALUATION MATRIX / ANALYSIS .....	35
2.6 PLANNING SCHEME .....	10	7.0 STADIUM CONCEPT .....	37
2.7 SPORT CODES & IMPACT ON SITE .....	11	7.1 SPORT MODES .....	37
2.8 POTENTIAL SPORT EVENT AND CONDITIONS .....	12	7.2 CONCERT MODES .....	38
3.0 THE 'PITCH' .....	13	7.3 SEATING BOWL .....	39
3.1 IMPORTANCE OF THE PITCH & SIZE .....	13	7.4 LIGHT TOWERS .....	41
3.2 THE FIELD OF PLAY .....	14	8.0 PLANS & SECTIONS .....	42
3.3 OPTIMUM ORIENTATION .....	15	8.1 EVENT LEVEL AND SOUTHERN CONCOURSE .....	42
3.4 STADIUM FIELD ORIENTATION .....	16	8.2 GROUND FLOOR AND WESTERN CONCOURSE .....	43
4.0 THE CAPACITY .....	17	8.3 LEVEL 1 - MEDIA & PREMIUM AREAS .....	44
4.1 3-STAGE BOWL PHASES .....	17	8.4 ROOF PLAN .....	45
4.2 STAGE 1 .....	18	8.5 STADIUM SECTIONS .....	46
4.3 STAGE 2 .....	19	8.6 SECTIONAL DESIGN .....	47
4.4 STAGE 3 .....	20	9.0 OPERATIONAL PLANS .....	49
4.5 STAGE 4 .....	21	9.1 GENERAL ADMISSION FACILITIES .....	49
4.6 STAGE 5 .....	22		
4.7 STAGE 6 .....	23		
4.8 SEATING DISTRIBUTION .....	24		



9.2 PREMIUM FACILITIES .....	50
9.3 PLAYER & OFFICIALS FACILITIES .....	51
9.4 MEDIA FACILITIES .....	52
9.5 STAFF FACILITIES .....	53
10.0 FORM & MATERIALITY .....	54
11.0 TRANSPORT REVIEW .....	55
12.0 EGRESS .....	56
13.0 HERITAGE REVIEW .....	57
14.0 REVENUE OPPORTUNITIES .....	58
15.0 BENCHMARKS .....	59
15.1 NORTH QUEENSLAND STADIUM.....	59
15.2 ROBINA STADIUM.....	60
15.3 SUNCORP STADIUM.....	61
15.4 HUNTER STADIUM .....	62
15.5 NIB STADIUM.....	63
15.6 AAMI PARK .....	64
15.7 COOPERS STADIUM.....	65
15.8 CENTRAL COAST STADIUM.....	66
15.9 ARENA DAS DUNAS .....	67
15.10 DW STADIUM .....	68
15.11 KCOM STADIUM.....	69
15.12 LASESARRE STADIUM .....	70
16.0 APPENDICES.....	71



# 1.0 Introduction

## 1.1 PROJECT BACKGROUND

North Ipswich Reserve is the premier sporting facility within the City of Ipswich. Ipswich City Council [ICC] have been investigating the upgrade of the North Ipswich Reserve site since 2000, which has included the following:

- The Ipswich City Major Sport and Recreation Facilities Strategy (2000)
- The Report on Major Regional Outdoor Sports Stadium (2004)
- The Ipswich Regional Centre Strategy (2008)
- The North Ipswich Reserve Stadium Business Plan (2009)
- The Ipswich Rectangular Location Analysis Study Options Presentation (2011)
- The Ipswich Rectangular Stadium Study Stage 1 Report (2012)
- The North Ipswich Open Master Plan (2018)

The new stadium development will become a catalyst to invigorate the precinct including the old (Former) Woollen Mill and the edge of the Bremer River. It will add a vibrancy to the CBD on event day, create a flexible platform to operate outside of major events and bring both economical and social benefits to the city.

The purpose built boutique stadium will have the ability to host elite rectangular sports events at the venue. This would include but not be limited to NRL, ARU, A-League and AFLX games. In addition to this international standard events can once again be played at the venue as it will meet the minimum requirements for this to occur.

The following report will outline how this new facility can provide a flexible platform for the council to operate the venue to host these major events and potentially utilize the spaces on non-event days to maximize revenue.

The report will outline how the overall concept of the stadium can be completed in stages over a period of time to accommodate the needs of the community.



## 1.2 PROUD SPORTING HISTORY

North Ipswich Reserve has a proud sporting history and is the home of the Ipswich Jets Rugby League Football Club. It was the former home [2013-2014] of the Western Pride Football Club which was set up to represent the Greater Ipswich Region and surrounding Western Corridor.

The venue has played host to some NRL and A-league trial games in pre-season matches. It has also hosted some international representative football [soccer] teams in the 1920s.

The Jets who compete in the second best competition in Australia beneath the NRL have generated representative players for the state and national teams with 7 local players being picked in the Queensland team of the century. A glimpse of these players who have come through the ranks in Ipswich include the likes of Kevin and Kerrod Walters and Allan [Alfie] Langer.

In addition to its proud sporting lineage, the venue has a strong connection with community events which include the traditional Christmas Carols and concerts.



### 1.3 PROJECT BRIEF

The Ipswich Stadium is to be developed into a regional boutique sports and events facility to service the growing demand for elite sport in the area.

The site has a lot of potential due to points outlined below:

- It has a prominent position in North Ipswich and the Ipswich CBD.
- It has a historic and community context of sport, particularly rugby league.
- It has potential to become a catalyst for community and economic development.

The key to this being a success is outlined as a functional brief noted below:

- Develop a vision for a boutique rectangular sports and events stadium which is central and complimentary to the North Ipswich Open Space Master Plan (NIOSMP).
- Rectangular field to cater for 20,000 spectators and associated patron facilities, sized for national level events.
- Designed to cater for the needs of and host NRL, Soccer (to FFA Standards), Rugby Union, and other events such as concerts & AFLX.
- Assess the appropriate position of the stadium on the site given the footprint, neighboring areas and context within the NIOSMP.
- A comfortable seating bowl close to the action to create a fantastic game day atmosphere.
- Identify opportunities for future expansion to increase the capacity as the region grows.
- A venue concept that is uniquely designed to the area.
- Identification of mixed-use opportunities to support the proposed venue and complement revenue based design.
- A site which has a very high level of importance to and within the community. It has a strong visual presence and has the potential to be a catalyst and provide complimentary development opportunities.





Item 3 / Attachment 2.

1.4 NEW STADIUM AS A CATALYST



Recently, stadiums have become the catalyst for urban development and vibrancy. Adelaide Oval and Optus Stadium in Perth, while being larger in scale, have all had positive public influences in the community they inhabit. The new Ipswich Stadium will provide new opportunities that can bring an event platform that provides activation to the area and optimize revenue generation opportunities within the surrounding precinct of Ipswich.

The objectives of the site assessment and stadium concept will be to identify opportunities to create a stadium and sports precinct which envisages greater connectivity and accessibility to the City of Ipswich.

Opportunities can be created to develop a sports and entertainment neighborhood which reinvigorates the site and capitalizes on the views in the area. The key to the success of the site will be the integration with public transport infrastructure and other commercial opportunities. The proposed site by the City of Ipswich will have its own unique character and a bespoke approach will address the specific aspects surrounding the site.

The design and future development of a new stadium at this site builds on Council's Advance Ipswich vision to:

- Strengthen our economy and build prosperity (jobs)
- Manage growth and develop key infrastructure
- Care for our community
- Care for our Environment
- Listening, Leading and Financial Management

Key actions from the Advanced Ipswich Plan which link directly to the North Ipswich Stadium project include:

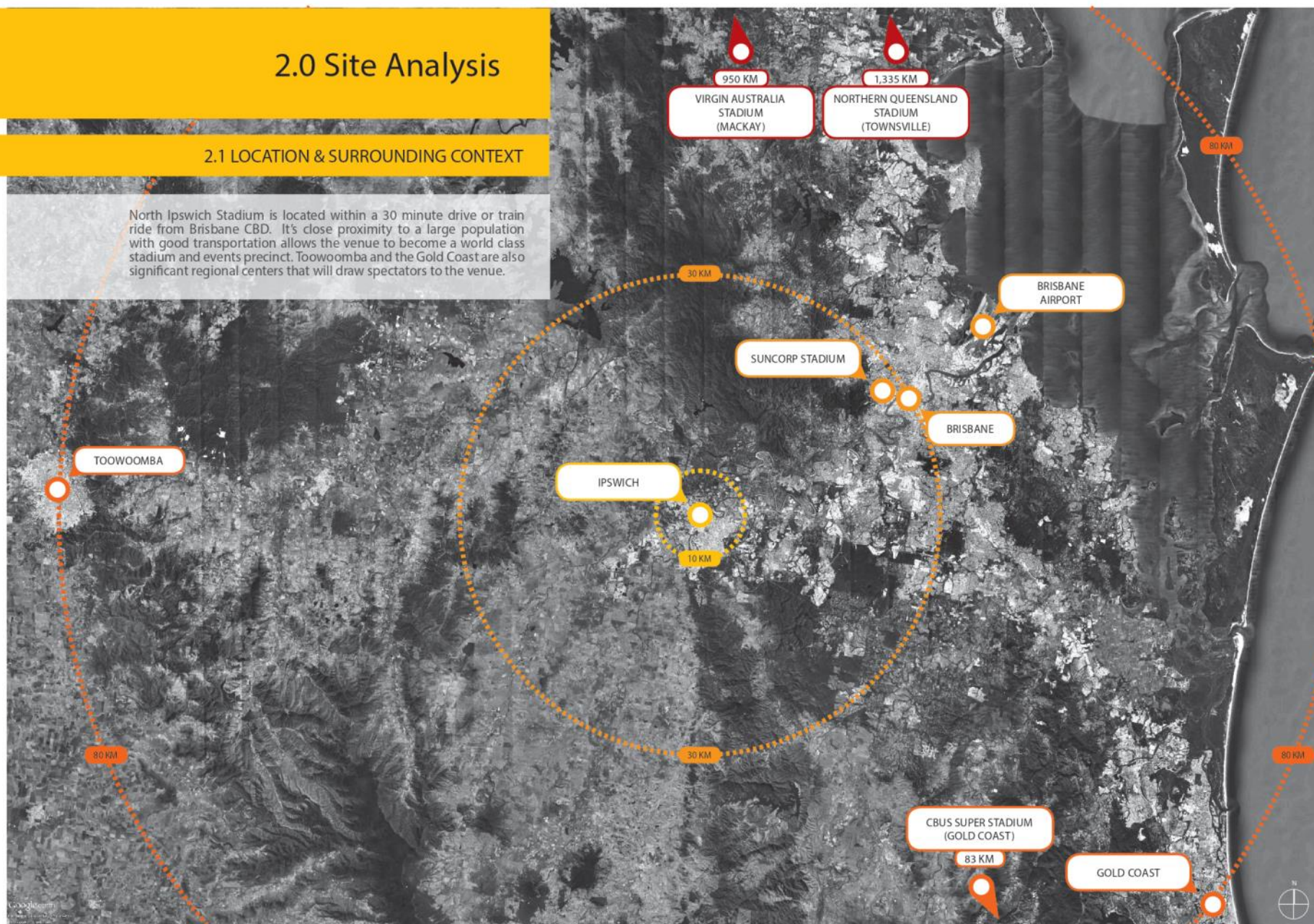
- Attracting private sector business and industry
- Land and infrastructure to underpin employment development
- New markets for local products and services
- Tourism, major events and attractions
- Investment in local business centers
- Delivery of infrastructure to match population and growth
- Adapt services, facilities and infrastructure to changing community needs
- Public and active (walking and cycling) transport to reduce private vehicle use
- Integrated open space network
- Protect and reuse significant character places
- Protecting key infrastructure sites and infrastructure corridors
- Healthy and happy families
- Accessible public transport
- Sense of community and belonging
- Active and healthy lifestyles
- Activities for young people
- Green spaces for passive and active recreation and leisure
- Improved recreation facilities
- Promoting tourism
- A revitalized, engaged and active CBD.



## 2.0 Site Analysis

### 2.1 LOCATION & SURROUNDING CONTEXT

North Ipswich Stadium is located within a 30 minute drive or train ride from Brisbane CBD. It's close proximity to a large population with good transportation allows the venue to become a world class stadium and events precinct. Toowoomba and the Gold Coast are also significant regional centers that will draw spectators to the venue.



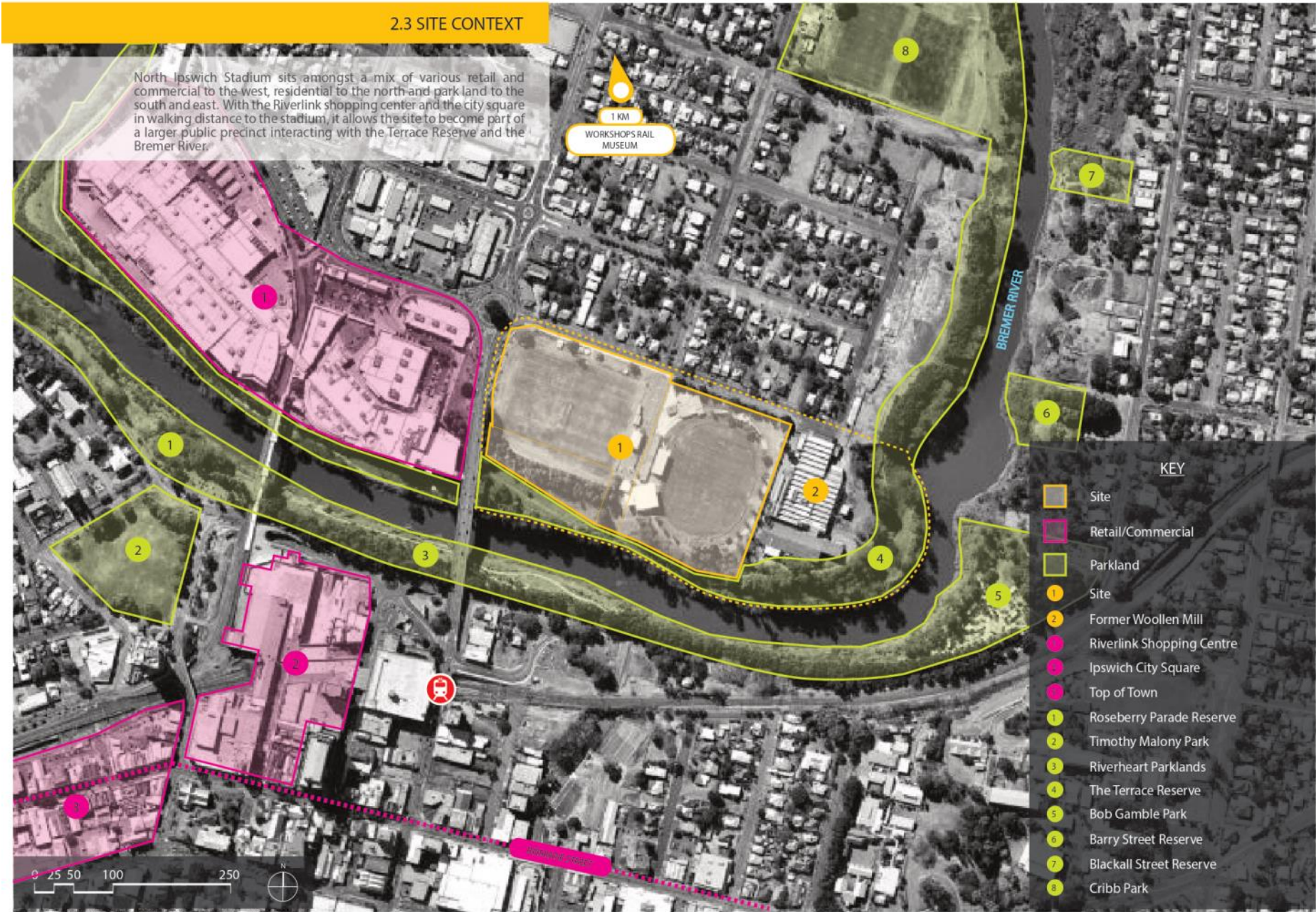
5 | NORTH IPSWICH RESERVE STADIUM CONCEPT DESIGN REPORT | COX ARCHITECTURE





NORTH IPSWICH RESERVE STADIUM CONCEPT DESIGN REPORT | COX ARCHITECTURE | 6



















## 2.7 SPORT CODES & IMPACT ON SITE

A redeveloped stadium provides the ICC with the ability to provide a platform to pitch for a new NRL or A-league franchise. A rectangular field of play with an intimate bowl that seats patrons close to the action, along with a strong business case, will give the ICC the ability to support a local team along with the capacity to host a number of major events throughout the year.

The climate of Ipswich could be conducive to hosting many of these events at night, in-lieu of the heat of the day, which would coincide with large broadcast opportunities and an activated CBD with local and interstate fans occupying the bars, pubs, hotels and restaurants. A venue close to the CBD provides a commercial impact on the trade which has successfully been identified in the Adelaide CBD upon completion of the Adelaide Oval.

A local team representing the Western Corridor of Queensland could have a similar impact to the community in the same way the Western Sydney Wanderers FC has created an identity to Parramatta. Since their inception into the competition, Parramatta has had a 200% increase in patronage at Pirtek Stadium, which included the councils upgrade of the venue, hosting key community events and advocating to the NSW Government of the value of investment into the area.



March from the Mall



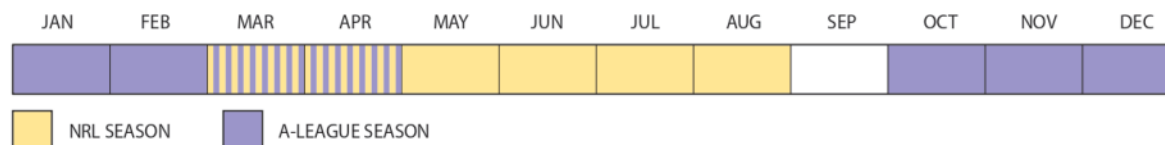
Junior League Sport



Item 3 / Attachment 2.

2.8 POTENTIAL SPORT EVENTS & CONDITIONS

SPORT CODE SEASON



Evident from the data conveyed, Ipswich has a warm climate all year round. NRL is played from March to August in the afternoon/evening with temperatures ranging from 21 - 29 degrees. A-league is played also in the afternoon/evening over the summer months from October to April, with an average temperature of 25 - 30 degrees.

Based on the data, the optimum playing time is the early evening and subsequently the stadium design is to be tailored to meet these requirements. The roof design needs to consider the conditions to allow for the ultimate fan comfort and experience.

IPSWICH CLIMATE			DAYLIGHT RANGE	
MONTH / CODE	AVERAGE HIGH (°C)	AVERAGE LOW (°C)	MEAN SUNRISE (hh:mm)	MEAN SUNSET (hh:mm)
JANUARY	31.2	19.6	5:08am	6:48pm
FEBRUARY	30.4	19.5	5:31am	6:34pm
MARCH	29.4	17.8	5:50am	6:05pm
APRIL	27.2	14.0	6:06am	5:32pm
MAY	24.1	10.0	6:23am	5:08pm
JUNE	21.6	7.1	6:37pm	5:02pm
JULY	21.2	5.4	6:37am	5:12pm
AUGUST	22.8	6.2	6:18am	5:28pm
SEPTEMBER	25.6	9.5	5:46am	5:42pm
OCTOBER	27.8	13.3	5:12am	5:58pm
NOVEMBER	29.6	16.3	4:50am	6:18pm
DECEMBER	30.8	18.4	4:49am	6:40pm

GAME START TIMES						
DAY	NRL TIME RANGE	QRL TIME RANGE	A-LEAGUE TIME RANGE	SUPER 15s TIME RANGE	STATE RUGBY	STATE FOOTBALL
THURSDAY	8PM	N/A	N/A	N/A	4PM - 8PM	7PM - 10PM
FRIDAY	6PM - 8PM	N/A	8PM	6PM - 8PM	8PM - 10PM	5PM - 8PM
SATURDAY	3PM - 8PM	1PM - 8PM	5PM - 10PM	6PM - 8PM	12PM - 10PM	2PM - 8PM
SUNDAY	2PM - 7PM	2PM - 4PM	5PM - 7PM	4PM - 6PM	1PM - 6PM	4PM - 9PM

Legend: ■ NIGHT GAME ■ DAY OR NIGHT GAME



## 3.0 The 'Pitch'

### 3.1 IMPORTANCE OF THE PITCH & SIZE

The starting point for the design of a stadium is the size and orientation of the pitch. In this section we discuss the optimum size of the pitch and the orientation requirements to provide the best outcome for the ICC to host elite sporting events.

The rectangular configuration will be able to accommodate NRL, A-league, AFLX and ARU matches. Rugby Union pitches are typically longer and have a greater range in the try/dead ball area. The team has provided the shortest possible dimension to still comply to ARU guidelines.

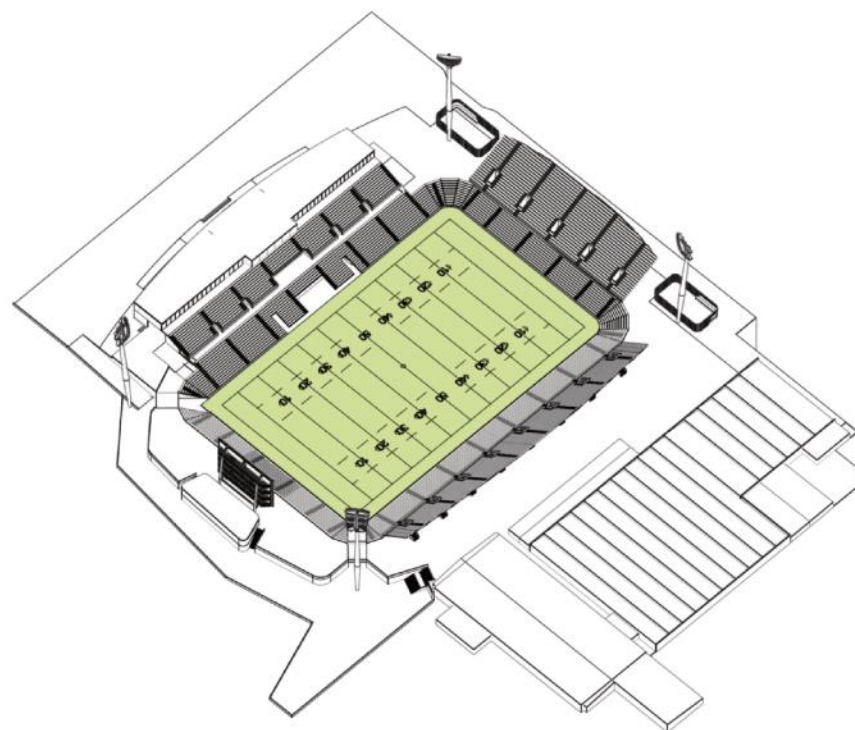
By developing a pitch that is as tight as possible, we can bring the spectator closer to the action in the seated accommodation. We have provided a Colosseum lower bowl which provides a continuous viewing platform around the perimeter of the pitch.

A 5m perimeter from the field of play line is used to accommodate a safe zone for the run off of players and provide room for LED signage. The team facilities, players officials and ground maintenance are located at pitch level to have ready access to the playing arena.

The following pages indicate the size of the pitches to host the relevant sporting codes at North Ipswich Reserve Stadium and the proposed size of the field of play that the concept has been designed to.

In addition to the size of the pitch, we have provided some diagrams of the optimum angles the pitches should be orientated for elite sports. We have indicated both southern [Australia] and north hemispheres min/max orientations as a comparison in the various ranges.

The proposed orientation along the north/south axis is within the ideal parameters of the angle to avoid the players vision being impaired by the setting sun. The alternative option where the end opens up to the Woollen Mills is more in line with the northern hemisphere parameters.

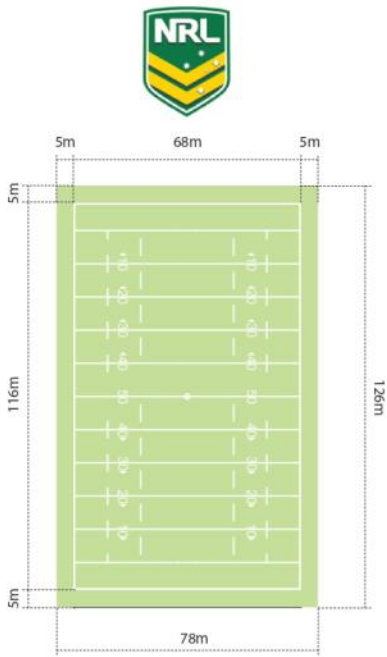




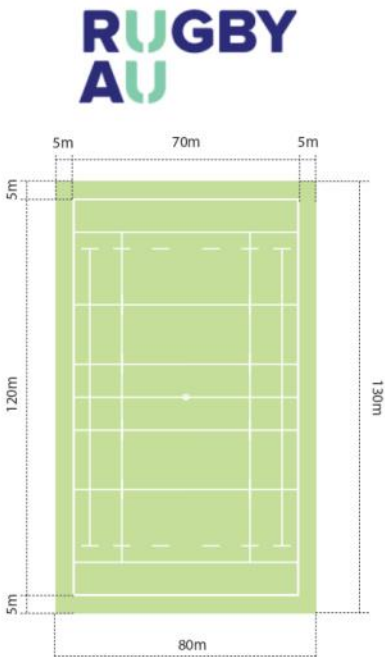
3.2 THE FIELD OF PLAY

The proposed pitch will be sized to accommodate the various field of play dimension requirements of the rectangular sporting codes (noted below) whilst enabling use from grass roots to elite level capability. The overall dimensions (below) account for the field of play and also runoff safety zone.

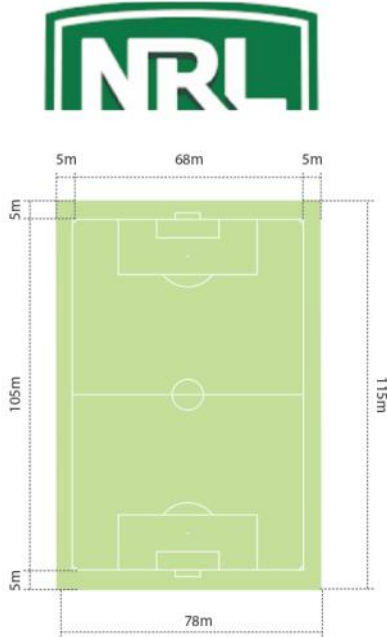
Beyond the runoff zone defines the area for spectators which allows fans to be to as close to the action as possible.



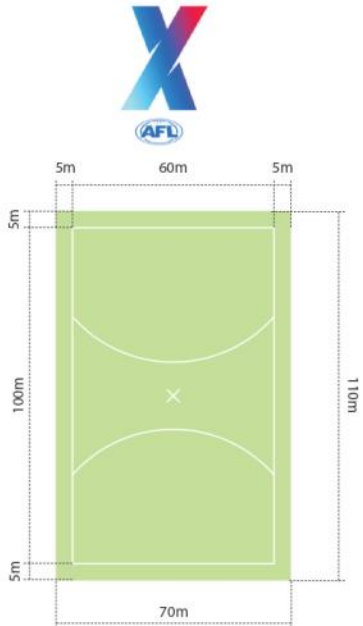
NRL  
MINIMUM DIMENSIONS  
(AS PER NRL GUIDELINES)



ARU  
MINIMUM DIMENSIONS  
(AS PER ARL GUIDELINES)



SOCCER  
MINIMUM DIMENSIONS  
(AS PER FFA GUIDELINES)



AFL X  
MINIMUM DIMENSIONS  
(AS PER AFL GUIDELINES)



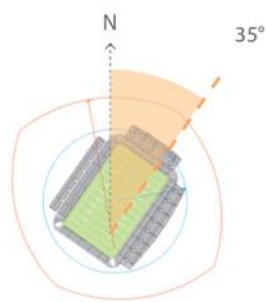
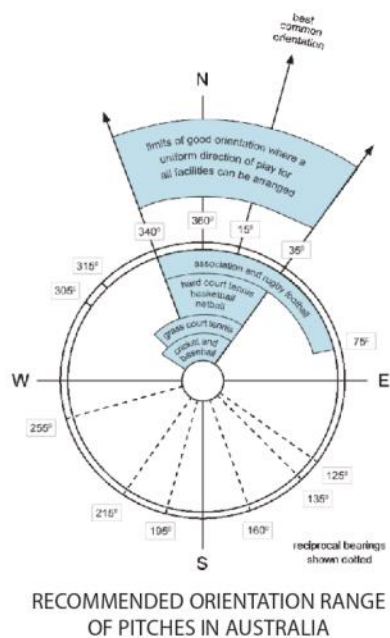
### 3.3 OPTIMUM ORIENTATION

The orientation of the playing surface depends on the type of sporting activities it will accommodate along with some main factors being:

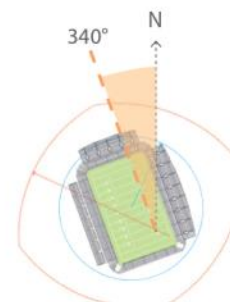
- The period of year the primary sport will be played
- The time of day the event will be played
- Specific local environmental conditions the ground is located including prevailing wind direction

The preferred orientation of the proposed stadium sits within the recommended orientation range, to ensure players avoid the late afternoon sun in their eyes (noting that popular times for rectangular sports are mid / late afternoon to early evening).

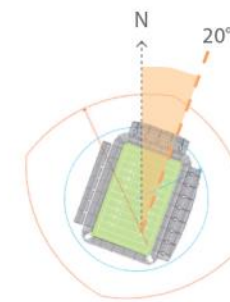
This is important for also for media / broadcasters and hospitality, who would be located within the western stands.



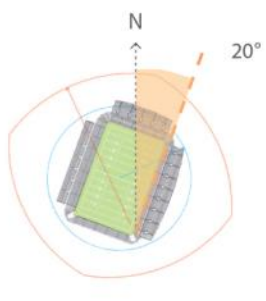
MAX 35° EAST ROTATION  
(To maintain limits of good orientation)



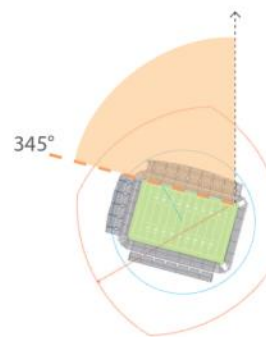
MAX 20° WEST ROTATION  
(To maintain limits of good orientation)



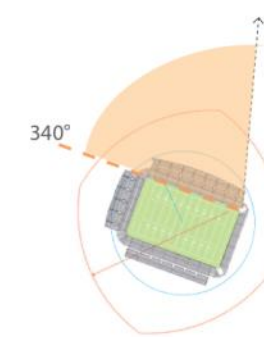
BEST FIT STADIUM FOOTPRINT  
CURRENT ALIGNMENT  
(Within the recommended orientation range)



20° ROTATION  
(To maintain limits of good orientation)



345° ROTATION  
(To maintain limits of good orientation)

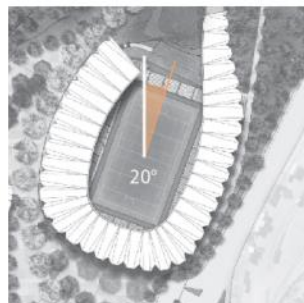


ALTERNATIVE OPTION FOOTPRINT  
(Considered best for Northern Hemisphere)



3.4 STADIUM FIELD ORIENTATION

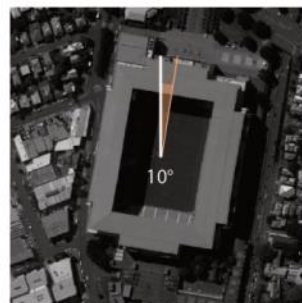
LOCAL QLD CONTEXT



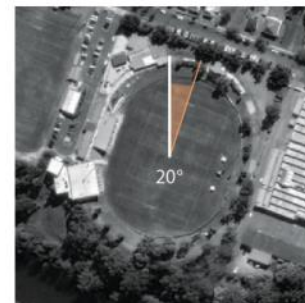
NORTH QUEENSLAND STADIUM  
North Queensland Cowboys



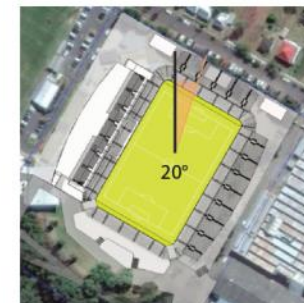
CBUS STADIUM  
Gold Coast Titans



SUNCORP STADIUM  
Brisbane Roar FC

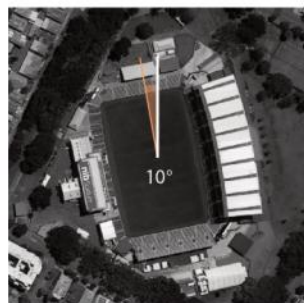


NORTH IPSWICH RESERVE  
Current



NORTH IPSWICH RESERVE  
Proposed

AUSTRALIAN CONTEXT



NIB STADIUM  
Perth Glory



AAMI PARK  
Melbourne City FC



COOPERS STADIUM  
Adelaide United



HUNTER STADIUM  
Newcastle Jets

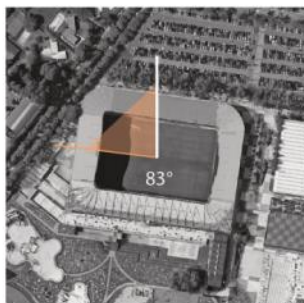


CENTRAL COAST STADIUM  
Central Coast Mariners

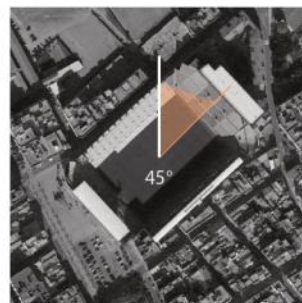
INTERNATIONAL CONTEXT



TURF MOOR STADIUM  
Burnley, England



ESTADIO DE MENDIZORROTZA  
Vitoria-Gasteiz, Spain



ESTADIO EL MADRIGAL  
Castello, Spain



VICARAGE ROAD  
Watford, England



## 4.0 The Capacity

### 4.1 STAGE BOWL PHASES

The ICC brief on the capacity of the stadium is to be 20,000 at the completion of the stages of the development. This section will show the capacity of the stadium at the various stages of the development including bump-in seating.

The design approach to the bowl is to utilize the existing topography of the site to create a continuous lower bowl on ground which is a cost effective solution to the seating. This provides a continuous concourse level in the General Admission areas to form a platform to provide food, beverage and amenities along with potential bump in seating for the staging of the development. It is proposed that the Upper Bowl to the North and East are constructed as part of the subsequent stages as an independent structure to the roof.

By providing open corners to the NE and NW we allow for visual connection to the ground and the ability for air movement to provide ventilation to the spectators.

The southern end is left open with the lower bowl. This provides the ability to provide a large replay screen that is visible to all patrons and views back to the CBD of Ipswich. Shaping the bowl and roof in this way will also focus the emanating crowd noise back towards the CBD to provide additional atmosphere of an activated precinct.

Two proposals provide alternative staging possibilities and how the stadium redevelopment will impact existing buildings. The alternative staging maintains the corporate centre until the last stage, although the construction build would be more efficient if relocation occurred at stage 3, refer to proposed staging option. The complexities of the alternative staging cost estimates suggest this would be more expensive to build, and a summary of cost is noted below, with a full breakdown in the appendices.

#### PROPOSED STAGING

STAGE 1:	\$1,194,190
STAGE 2:	\$18,429,680
STAGE 3:	\$56,465,775
STAGE 4:	\$42,432,465
STAGE 5:	\$7,265,510
STAGE 6:	\$7,259,190

The estimated net cost comes to \$133,046,810 with the estimated total cost at \$215,290,000 (including, contingency, margins, adjustments and GST.)

#### ALTERNATIVE STAGING

STAGE 1:	\$1,282,000
STAGE 2:	\$18,928,650
STAGE 3:	\$49,556,420
STAGE 4:	\$42,451,315
STAGE 5:	\$7,265,510
STAGE 6:	\$15,664,610

The estimated net cost comes to \$135,154,255 with the estimated total cost at \$219,160,000 (including, contingency, margins, adjustments and GST.)

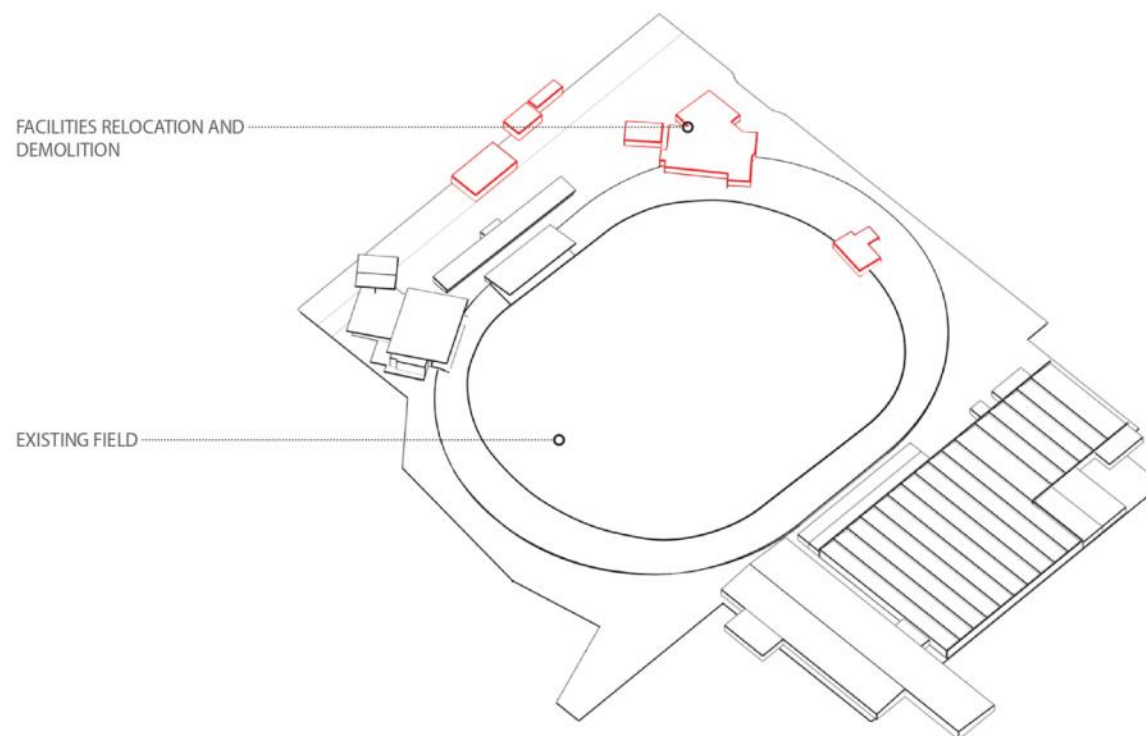
Please note: Costings are an indicative order of cost estimate from April 2019 for site wide related construction. Does not include relevant exclusions and market escalations. The project will require further detailed costings as it progresses.



#### 4.2 STAGE 1

Stage one allows for:

- Demolition of the existing clubhouse and amenity buildings.

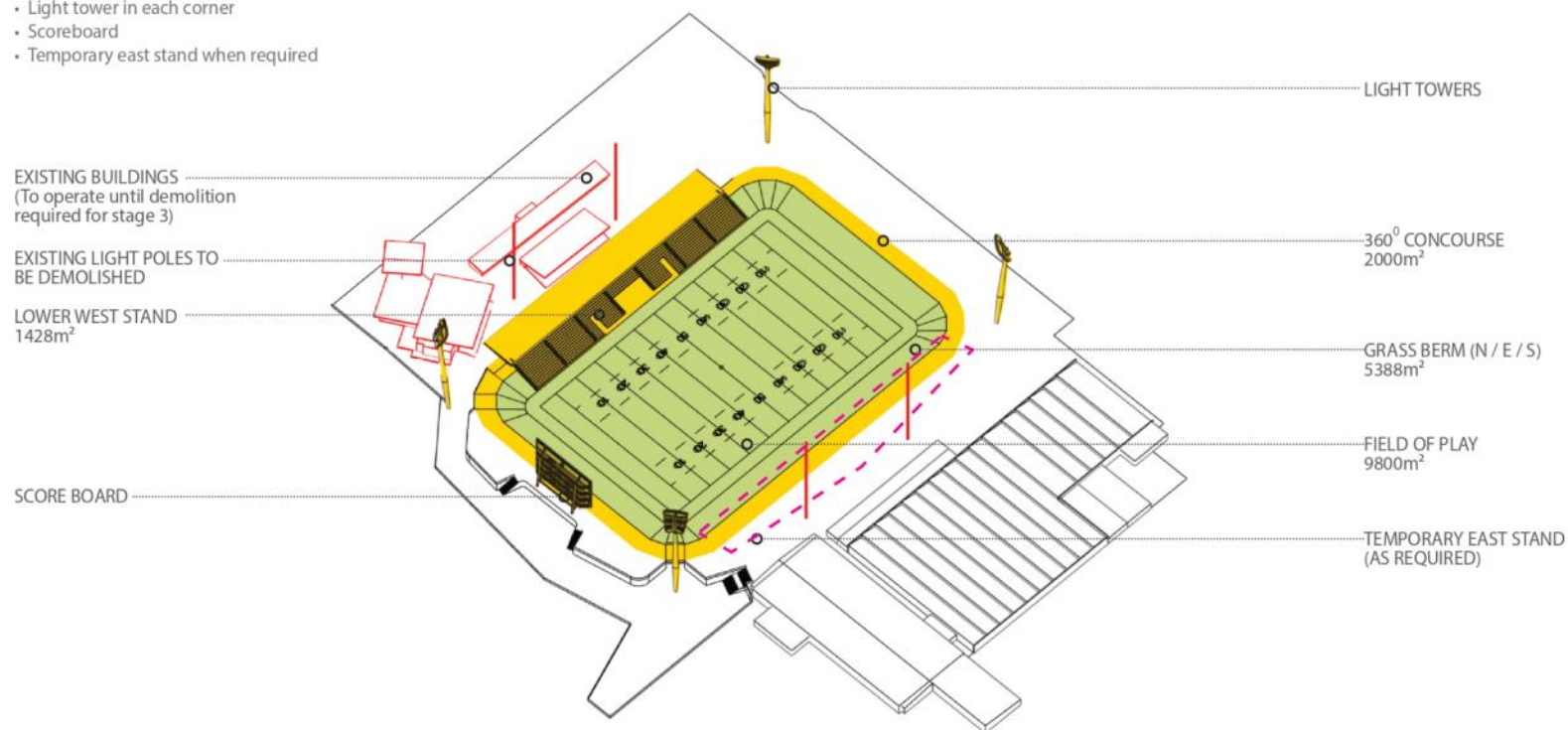




#### 4.3 STAGE 2

Stage two allows for:

- Existing function room and grandstand facilities building are to operate until demolition in stage 3
- Existing light poles to be demolished in preparation for new light towers
- Oval to rectangular playing field
- Grass berm for north, east and southern stands
- Western stand lower bowl
- Lower level players facilities and team facilities, admin and amenities
- 360° circulating concourse (material: asphalt)
- Light tower in each corner
- Scoreboard
- Temporary east stand when required



2

STAGE 2 LOWER WEST STAND  
2940 SEATS

STAGE 2 TOTAL CAPACITY  
2940 SEATS

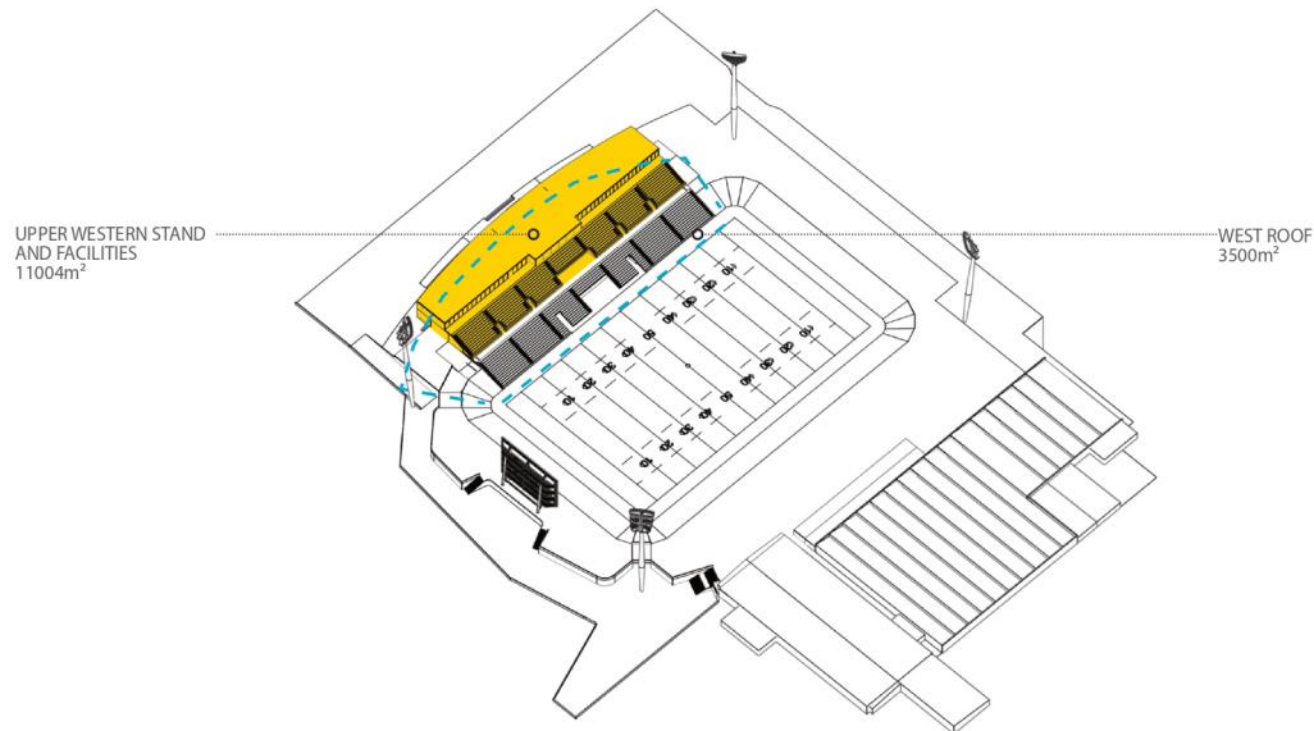


Item 3 / Attachment 2.

4.4 STAGE 3

Stage three allows for :

- Demolition of the existing function and grandstand facilities buildings to allow for construction of western stand and facilities
- Upper western stand
- Western facilities - food and beverage, public amenities, corporate and media facilities
- Western roof over west tiered grandstand



3

STAGE 3 UPPER WEST STAND  
1290 SEATS

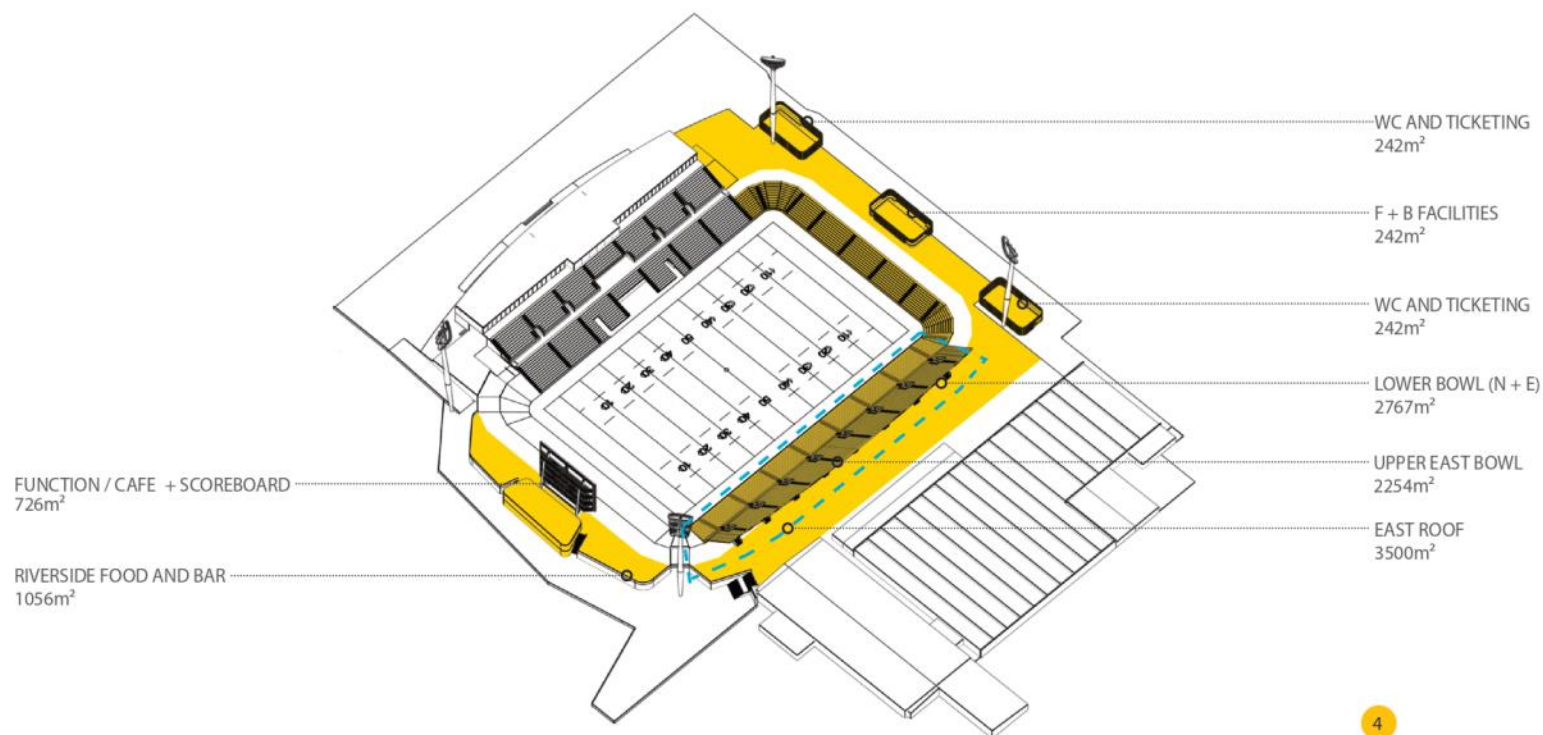
STAGE 3 TOTAL CAPACITY  
4860 SEATS



#### 4.5 STAGE 4

Stage four allows for:

- WC and ticketing facilities on ground concourse
- Food and bar facilities on ground concourse
- Lower northern and Eastern bowl seating
- Upper eastern bowl seating
- Eastern roof over eastern tiered seating
- Riverside food and bar facilities
- Ground floor general concourse around stadium



4

STAGE 4 EASTERN UPPER TIER  
4294 SEATS  
LOWER BOWL (N + E)  
5956 SEATS  
STAGE 4 TOTAL CAPACITY  
15,110 SEATS

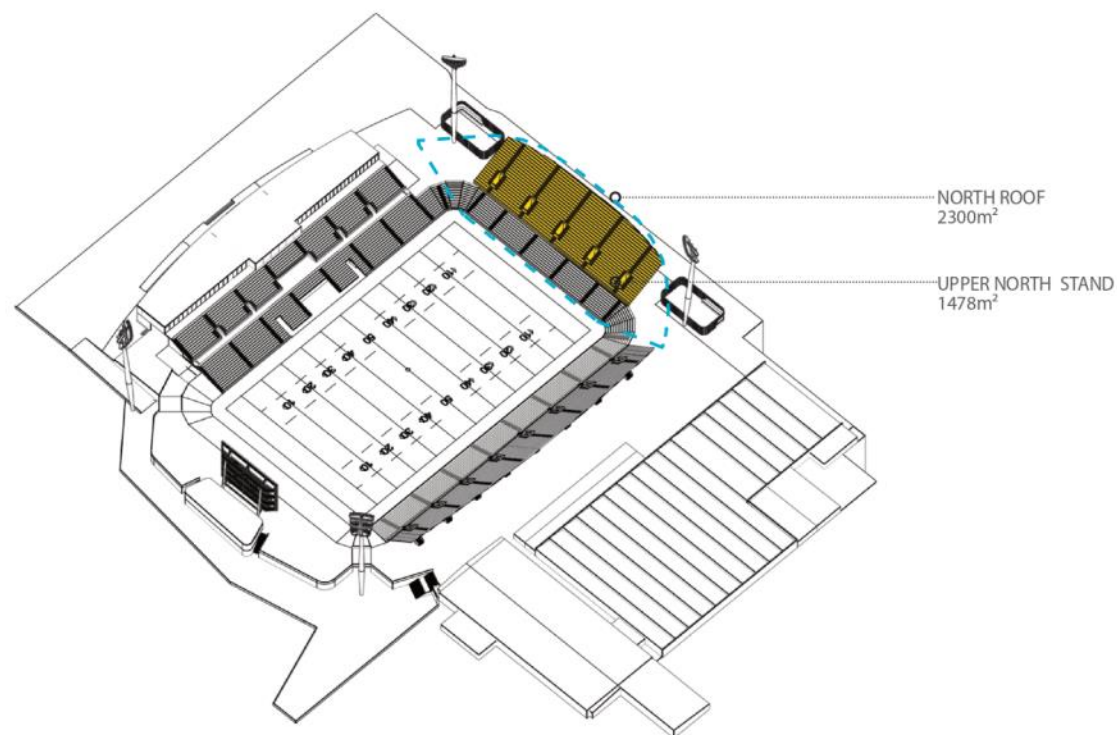


Item 3 / Attachment 2.

4.6 STAGE 5

Stage five allows for :

- Upper northern stand
- Northern roof over tiered northern seating



5

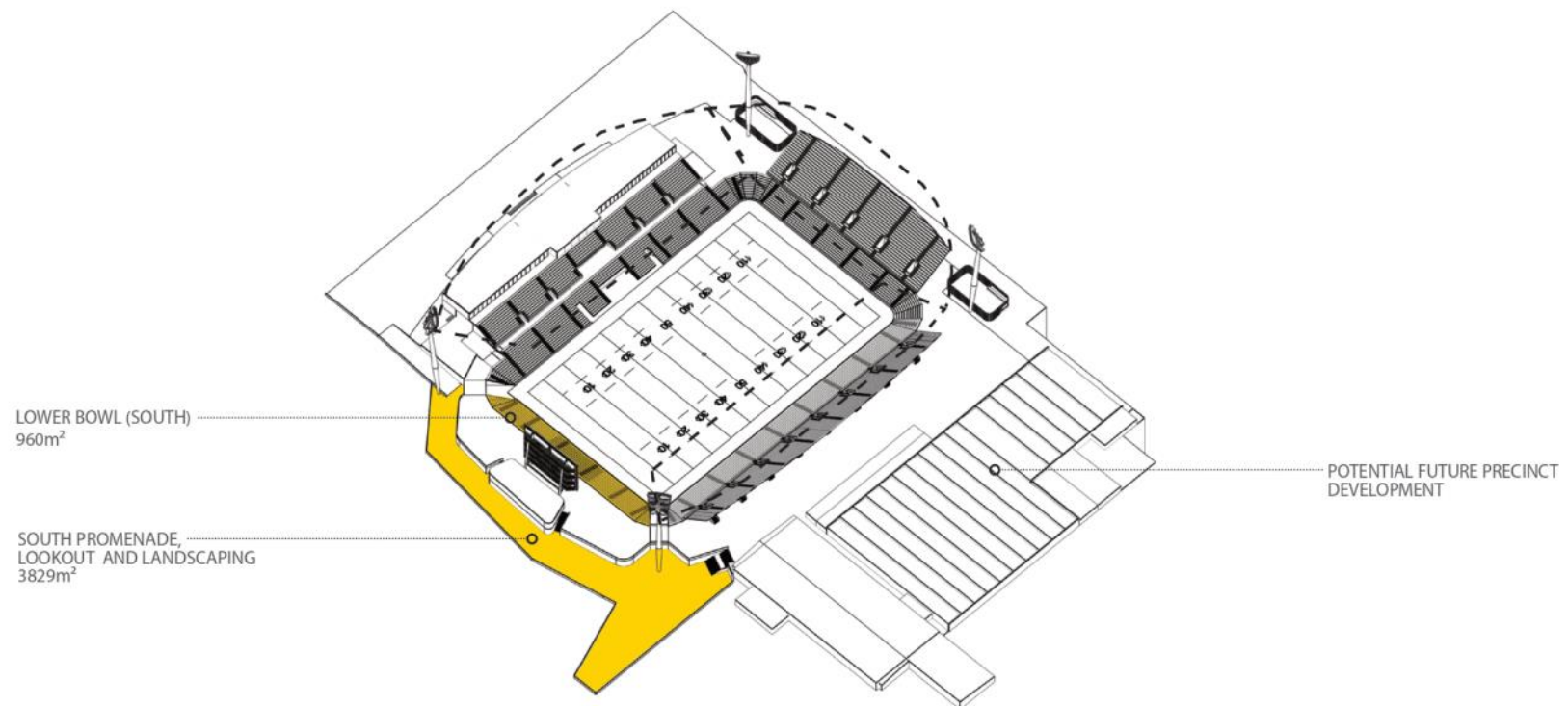
STAGE 5 UPPER NORTH STAND  
2825 SEATS  
STAGE 5 TOTAL CAPACITY  
17,935 SEATS



4.7 STAGE 6

Stage six allows for:

- Southern stand lower bowl seating
- South promenade, river lookout point and landscaping
- Potential use of Woollen Mills to further develop precinct



6

STAGE 6 LOWER SOUTH BOWL  
2063 SEATS  
STAGE 6 TOTAL CAPACITY  
19,998 SEATS



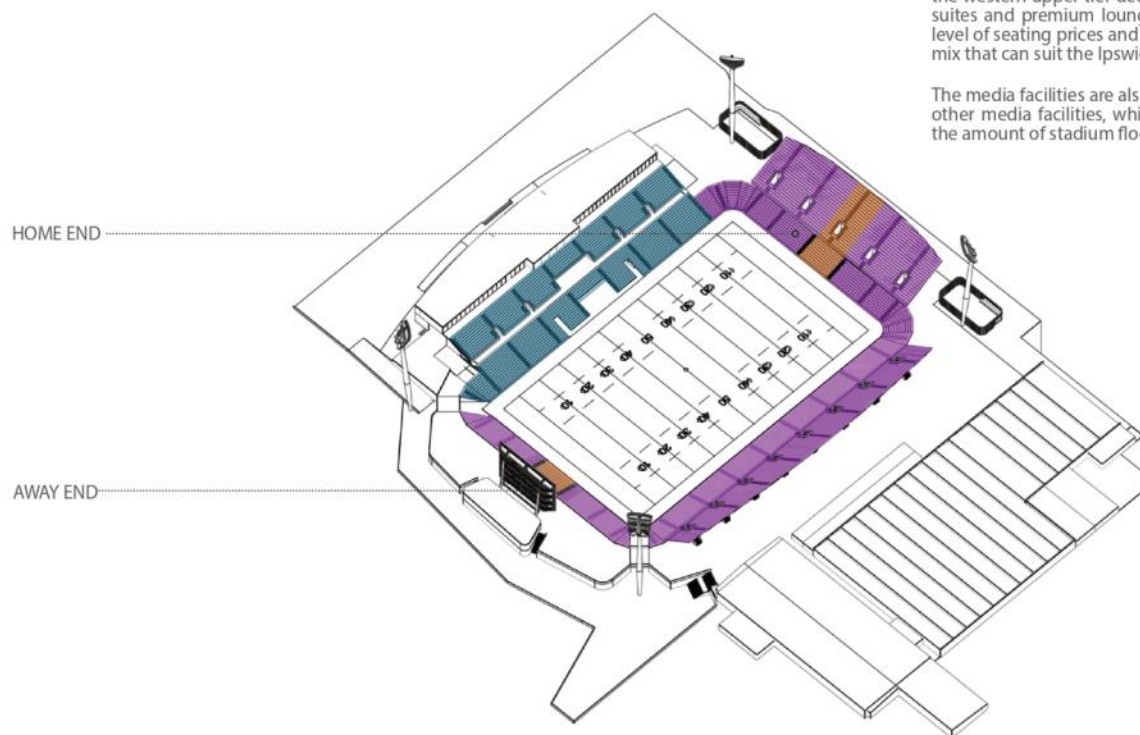
#### 4.8 SEATING DISTRIBUTION

One of the key visions for the stadium is to ensure that the facility will truly feel as if it was designed for everyone in Ipswich. As a result, the stadium seating has been designed such that every seat in the bowl has a high level of viewing quality.

Home and away ends will add to the home ground advantage of the stadium, with the potential to convert the home end into a safe standing area to amplify the passionate support of the home fans.

General admission seating has been focused on the lower bowl, with the western upper tier dedicated to premium product such as corporate suites and premium lounges. This allows the stadium to offer a tiered level of seating prices and service. There is a variety of corporate product mix that can suit the Ipswich demand.

The media facilities are also located in the western upper tier adjacent to other media facilities, which centralizes the media zone and optimises the amount of stadium floor area required for media use.



#### KEY

- GA SEATING
- GA FANS
- PREMIUM SEATING

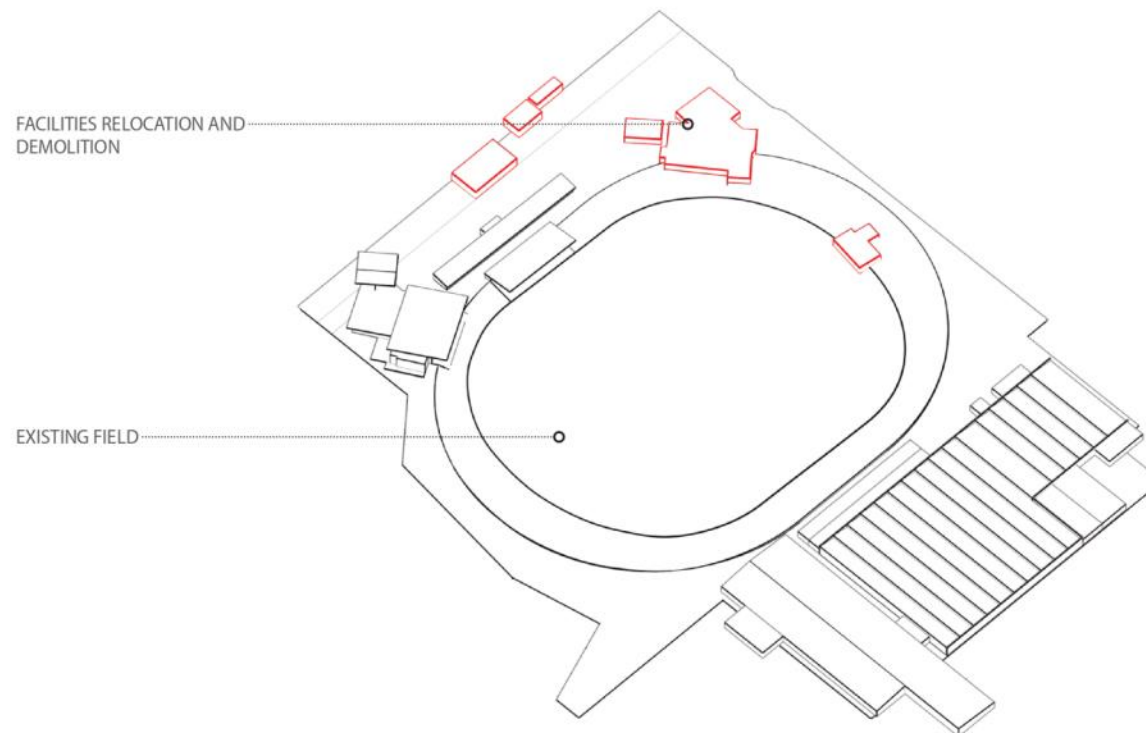


#### 4.9 ALTERNATIVE STAGE 1

Alternative staging aims to keep the corporate centre operational until the final stage. There are added complexities to achieve this outcome, but this allows the corporate centre to continue functions, events whilst providing a community facility with some restricted pitch sightlines.

Stage one allows for:

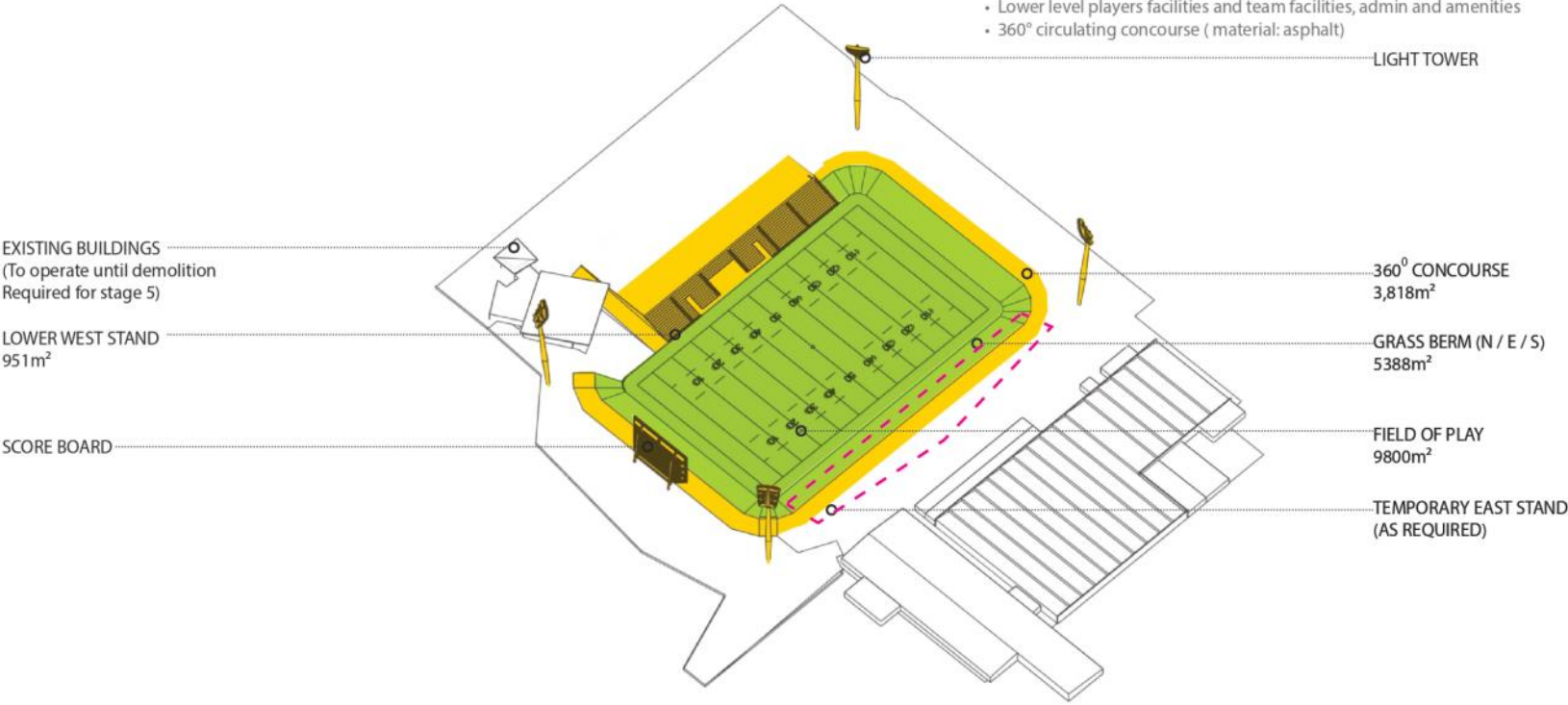
- Demolition of the existing clubhouse and some amenity buildings.





4.10 ALTERNATIVE STAGE 2

- Alternative Stage two allows for:
- Existing corporate centre to operate until demolition at the end of stage 5.
  - Existing light poles to be demolished in preparation for new light towers
  - Oval to rectangular playing field
  - Grass berm for north, east and southern stands
  - Western stand lower bowl
  - Lower level players facilities and team facilities, admin and amenities
  - 360° circulating concourse ( material: asphalt)



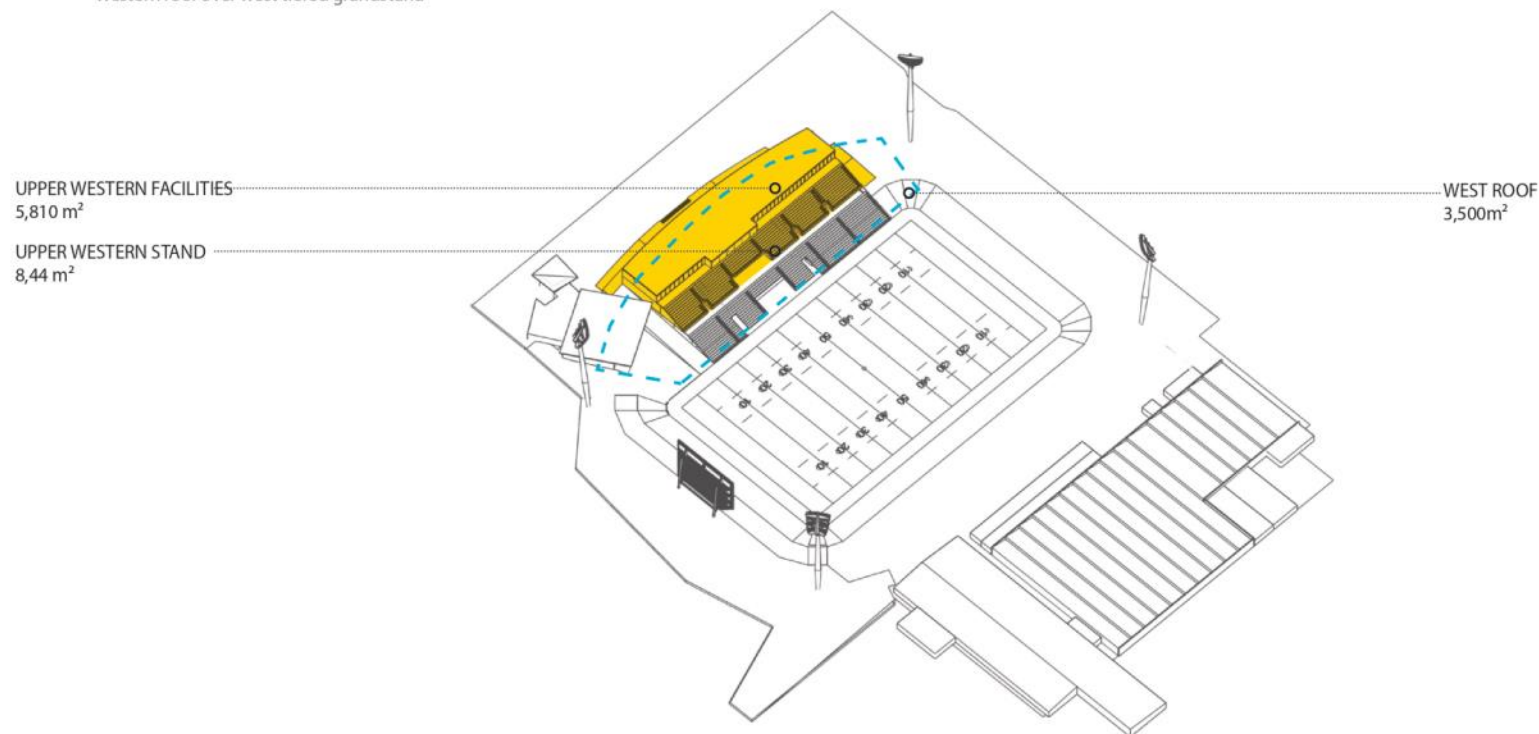
2  
STAGE 2 LOWER WEST STAND  
2520 SEATS  
STAGE 2 TOTAL CAPACITY  
2,520 SEATS



#### 4.11 ALTERNATIVE STAGE 3

Stage three allows for :

- Existing corporate centre to operate until demolition at the end of stage 5
- Upper western stand
- Western facilities - food and beverage, public amenities, corporate and media facilities
- Western roof over west tiered grandstand



UPPER WESTERN FACILITIES  
5,810 m<sup>2</sup>

UPPER WESTERN STAND  
8,44 m<sup>2</sup>

WEST ROOF  
3,500m<sup>2</sup>

3

STAGE 3 UPPER WEST STAND  
1625 SEATS

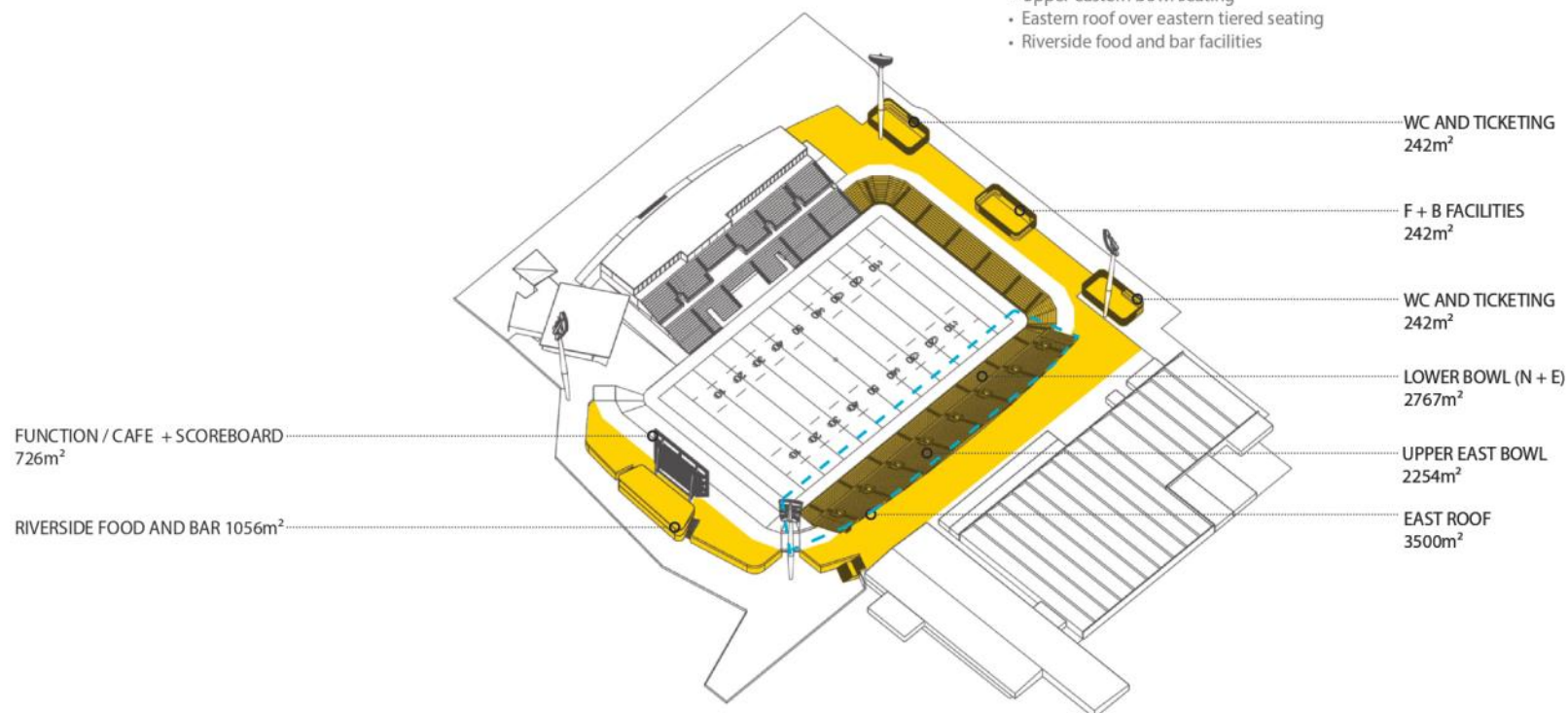
STAGE 3 TOTAL CAPACITY  
4,145 SEATS



#### 4.12 ALTERNATIVE STAGE 4

Stage four allows for:

- Existing corporate centre to operate until demolition at the end of stage 5
- WC and ticketing facilities on ground concourse
- Food and bar facilities on ground concourse
- Lower northern and Eastern bowl seating
- Upper eastern bowl seating
- Eastern roof over eastern tiered seating
- Riverside food and bar facilities



4

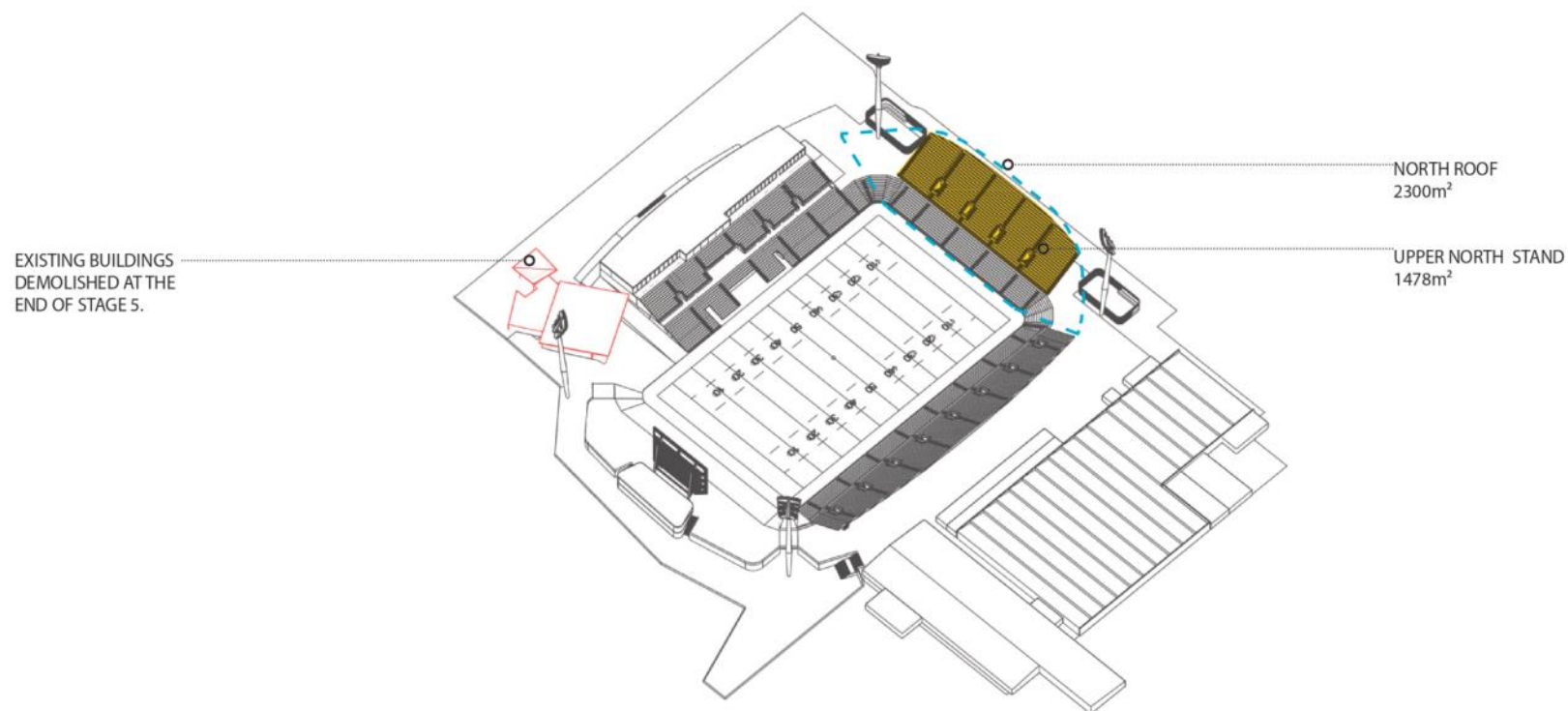
STAGE 4 EASTERN UPPER TIER  
4294 SEATS  
LOWER BOWL (N + E)  
5956 SEATS  
**STAGE 4 TOTAL CAPACITY**  
**14,395 SEATS**



#### 4.13 ALTERNATIVE STAGE 5

Stage five allows for :

- Upper northern stand
- Northern roof over tiered northern seating
- Existing corporate centre to operate until demolition at the end of stage 5



5

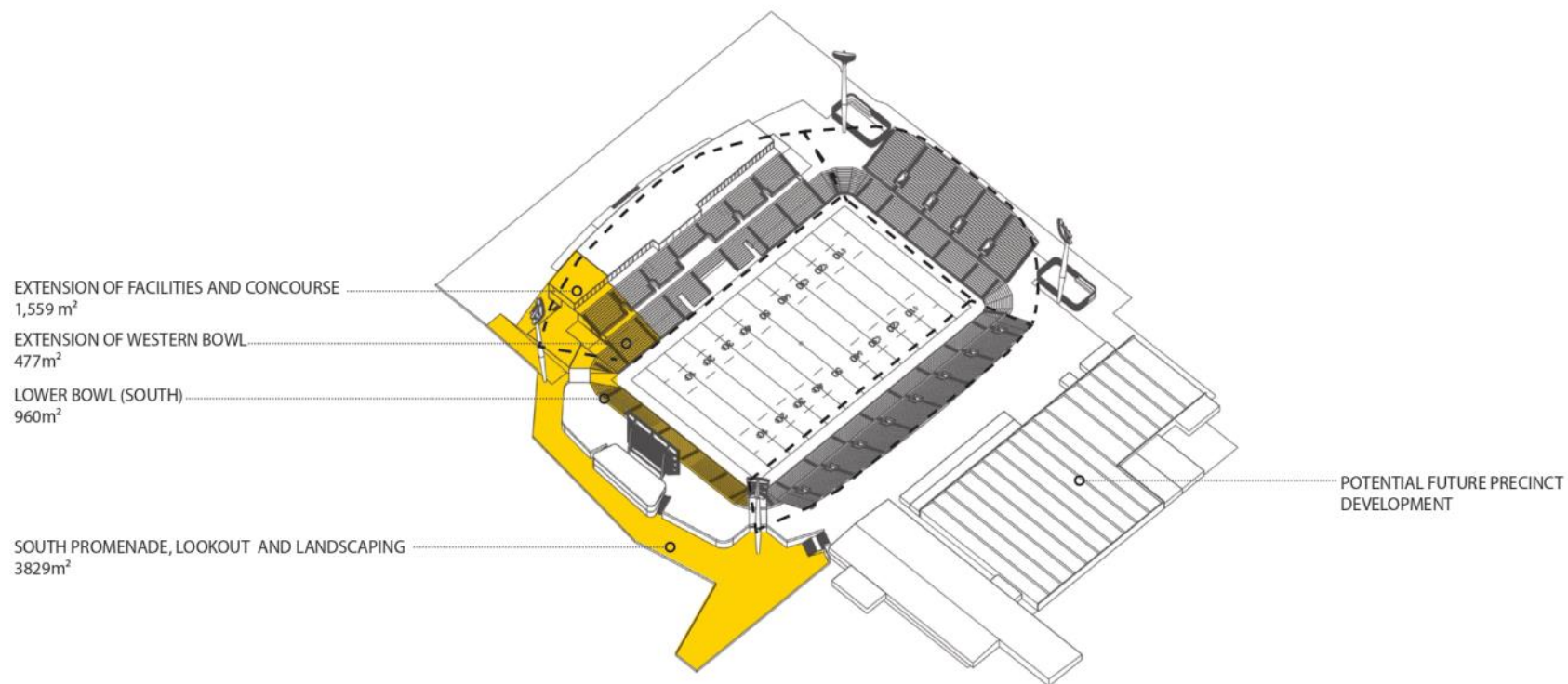
STAGE 5 UPPER NORTH STAND  
2825 SEATS  
STAGE 5 TOTAL CAPACITY  
17,220 SEATS



#### 4.14 ALTERNATIVE STAGE 6

Stage six allows for:

- Southern stand lower bowl seating
- South promenade, river lookout point and landscaping
- Western stand bay (lower and upper)
- Potential use of Woollen Mills to further develop precinct



6

STAGE 6 LOWER SOUTH BOWL  
2778 SEATS

STAGE 2 TOTAL CAPACITY  
19,998 SEATS



## 5.0 Test Fit Analysis

### 5.1 TEST FIT ANALYSIS INTRODUCTION

As part of the North Ipswich Open Space Master Plan Report there are two options identified as opportunities to provide a new Boutique Stadium in the heart of the Ipswich Community.

The vision of the redevelopment of the existing sports field is to provide the community with an Events and Entertainment platform or precinct linked to the CBD. This will activate the CBD and commercial areas of Ipswich on game day with the patrons utilizing public transport, car parking, bars and restaurants.

The objective of this section is to identify the Ipswich City Council's options on the proposed site, provide a test fit analysis and an evaluation matrix to select the preferred site.

The summary of the 2 ICC options are as follows:

#### Alan Cumming Park Stadium

Some of the advantages of this site are that it is located on the existing training field with minimal infrastructure, sits adjacent the Riverlink Shopping Precinct and provide a gateway to the center of Ipswich.

The location next to Pine Street which is a main road into Ipswich CBD causes challenges with patrons getting to and from the venue. Patrons will potentially be forced on to the road and clash with traffic flows. The north/south dimension is limited by the existing land form and would require significant retaining along the edge. This option will also limit the ability for expansion in the north/south axis and circulation of patrons.

#### JG Stephenson Oval

This site is the current main field and the redevelopment would be considered as a natural part of the life cycle of the venue. The advantages are that it moves the entry away from Pine Street and provides a platform for event day overlay activities as patrons enter the venue.

The other advantage is that the Woollen Mill can become an integral part of the stadium infrastructure which provides opportunities for Food and Beverage outlets, bars and function rooms. These spaces could also be activated on non-event days with general public access from a lane way street. The adjacent field has the potential for community sports activities, an elite training field for the primary tenant/team or a second staging area for festivals.

The design team has investigated the 2 options using our sports architecture experience and knowledge of venues this size to provide a realistic determination of the appropriate site.



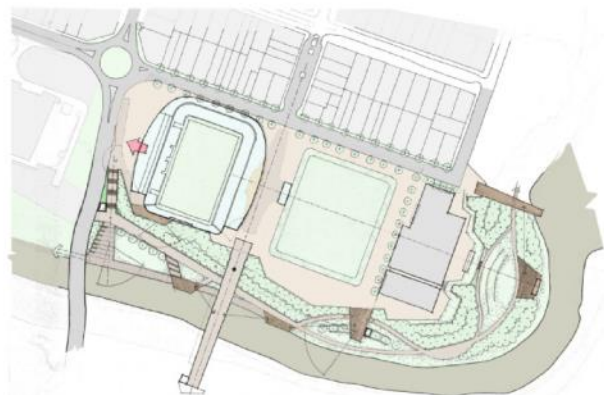
ICC INITIAL OPTIONS (1)  
ALAN CUMMING PARK STADIUM



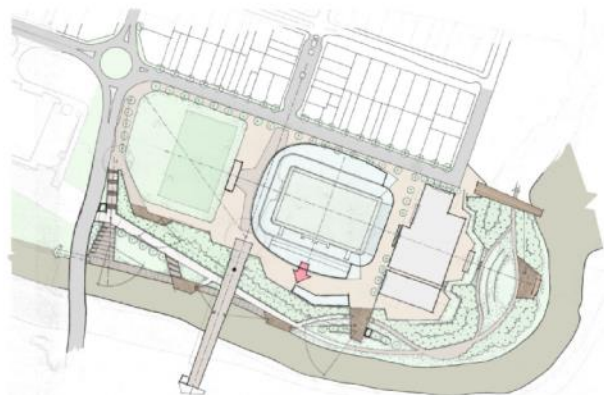
ICC INITIAL OPTIONS (2)  
JG STEPHENSON OVAL



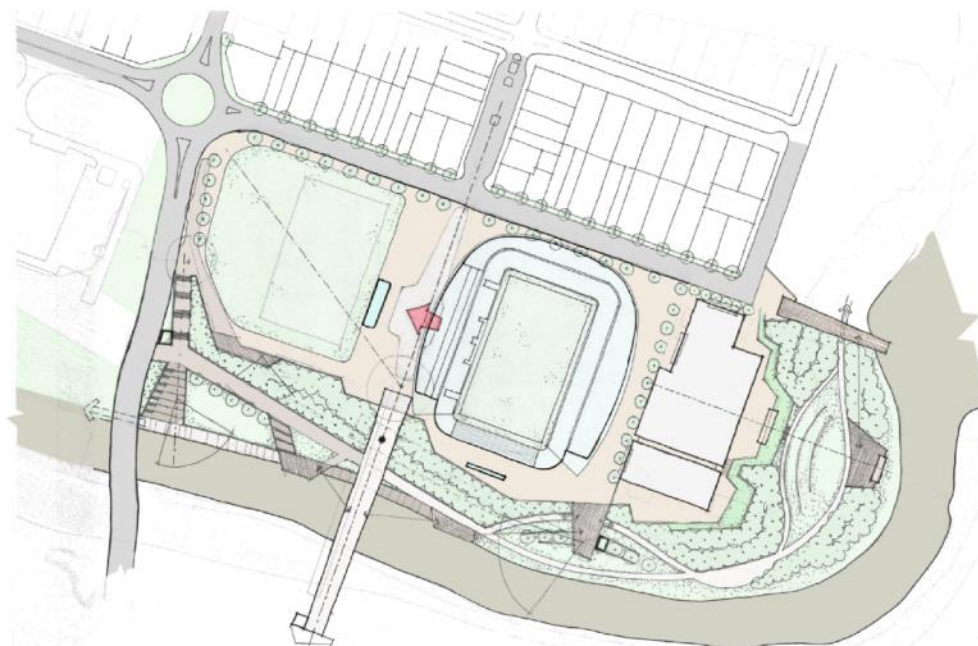
5.2 COUNCIL OPTIONS



OPTION 1 - ALAN CUMMING PARK



OPTION 3 - JG STEPHENSON OVAL (E/W)



OPTION 2 - JG STEPHENSON OVAL (N/S)



### 5.3 BASIC SUN STUDY - OPTIONS 1 + 2

In this sun study exploration, we are looking at the effect the sun has on the orientation of the stadium in options 1 and 2. It is evident that at the optimum playing time, the western sun is at its strongest which will have an effect on the players and the spectators. In option 1 + 2, the roof creates a solid protection from this sun orientation which will have a positive effect on the atmosphere and quality of the game for players and spectators.

JUNE 21 - WINTER SOLSTICE

3PM



4PM



5PM

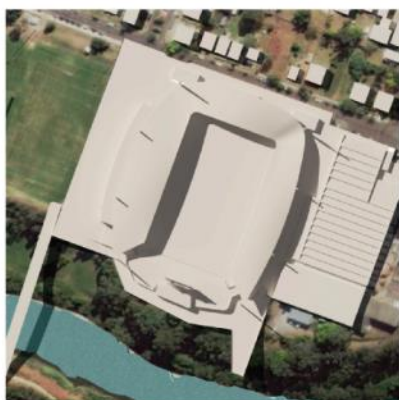


MARCH/ SEPTEMBER 21 - EQUINOX

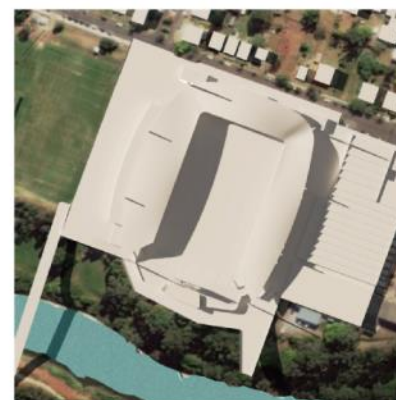
3PM



4PM



5PM





Item 3 / Attachment 2.

5.4 BASIC SUN STUDY - OPTION 3

In this sun study exploration, we are looking at the effect the sun has on the orientation of the stadium in option 3. It is evident that at the optimum playing time, the western sun is at its strongest which will have an effect on the players and the spectators. In option 3 with the orientation as is, there is minimal protection from the western sun which will have an effect on the quality of play as well as the comfort of the spectators.

JUNE 21 - WINTER SOLSTICE

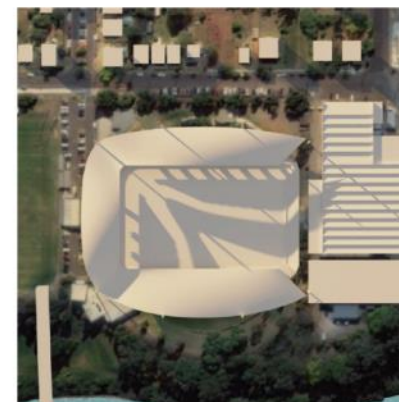
3PM



4PM

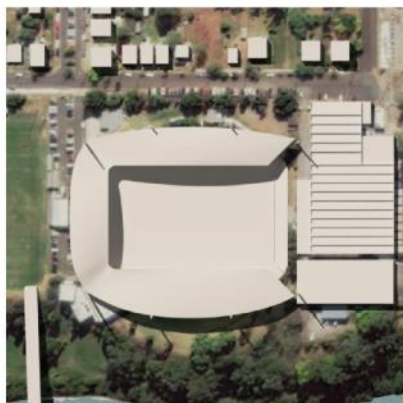


5PM

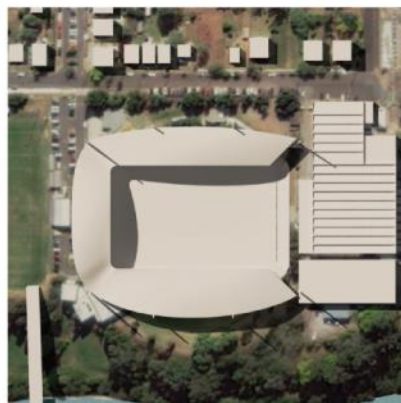


MARCH/ SEPTEMBER 21 - EQUINOX

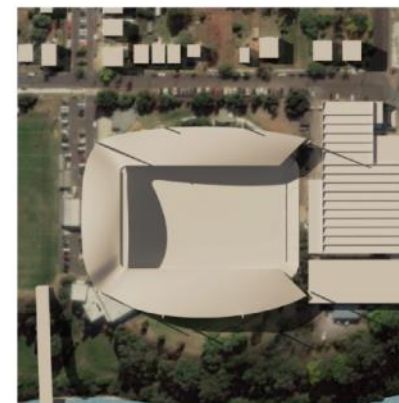
3PM



4PM



5PM





## 6.0 Evaluation Matrix / Analysis

In order to determine the best location and orientation for the stadium, a comparison between the three options using a set criteria was established. The criteria is as follows: Site, stadium, connectivity, economic impact / site prominence, access & egress and cost with each category having a rating system from 1 (poor) to 5 (excellent). Through this, it is evident that N/S (option 2) is the best orientation and location for the stadium.

**SITE:** It is clear from the matrix that option 1 is rated the worst for site position due to its smaller size, lack of potential for future development, lack of flexibility and connection with the surrounding landscape. There is only a marginal difference between options 2 and 3 orientation, however option 2 is rated higher due to its existing infrastructure, site flexibility and compatibility with existing / proposed activities on the adjacent sites.

**STADIUM:** It is clear from the matrix that option 3s orientation is the least desirable due to the western sun, while it rates higher for the other sub-categories, orientation is a significant consideration in the location. With option 1 rating lower than option 3 in servicing ease, future expansion, impact on context, and space for event day, option 2 is the best location for the stadium.

**CONNECTIVITY:** It is clear from the matrix that option 2 or 3 is the desirable location for connectivity with public transport, off street parking and food and bar facilities. With the mouth of the stadium facing the river, there is an opportunity to create a relationship with the beautiful surroundings and allow a cross flow between the Woollen Mills site and through to Alan Cummings Park.

**ECONOMIC IMPACT/SITE PROMINENCE:** It is clear from the matrix that options 2 and 3 equally have the most potential for future development on the site and the neighboring Woollen Mills site. Further to this, the potential revenue to be generated is greater with options 2 and 3 which can contribute to further community events and development.

**ACCESS AND EGRESS:** It is clear from the matrix that option 2 and 3 are better located for match day ease of access to and from the stadium with the proposed pedestrian foot bridge. The foot bridge will also create a better quality experience to and from the stadium. In addition to this, with Pine street further away from option 2 and 3 there is an added element of protection from the main road and to manage crowd dispersal post matches.

**COST:** It is clear from the matrix that while option 1 has more competitive land user relocation costs, option 2 is the most efficient cost wise with the ability to stage develop with existing facilities.

Overall, with the total score of 185, OPTION 2 gives the best outcome throughout all the categories and will produce the most efficient and effective location for the success of the Ipswich Stadium.

NORTH IPSWICH RESERVE STADIUM		RATING KEY						
		Poor	1	2	3	4	5	Excellent
REVISION: DRAFT	ALAN CUMMING PARK (N/S)	NORTH IPSWICH (N/S)			NORTH IPSWICH (E/W)			
PURPOSE: Ipswich City Council to Verify / Endorse	OPTION 1	OPTION 2			OPTION 3			
DATE: 21.03.18								
CRITERIA								
Site								
Meets size requirements	3	5			5			
Site ownership status	5	5			5			
Current usage	4	5			5			
Planning and development constraints/opportunities	3	5			5			
Existing infrastructure	2	4			3			
Site flexibility	3	5			4			
Potential for adjacent training pitches	4	4			4			
Site geotechnical suitability	3	5			5			
Natural hazard impacts (flood plains, earthquake, climate)	3	4			4			
Impact on existing natural vegetation & significant trees	3	4			4			
Compatibility with existing/proposed activities adjacent site	3	5			5			
Extent impacted on contamination issues	TBC	TBC			TBC			
Ease of stadium construction on site	3	5			5			
Stadium								
Orientation of pitch	5	5			2			
Ease of stadium servicing	3	5			4			
Ability for stadium expansion	3	5			5			
Impact on surrounding context	3	5			4			
Shade coverage to patrons	5	5			4			
Suitable Space for event day overlay	3	5			5			
Connectivity								
Proximity to public transport	4	4			4			
Quantity/quality of public transport	3	3			3			
Proximity to off-street parking facilities	4	4			4			
Proximity to bars, restaurants, and other patron facilities	4	4			4			
Proximity to suitable space for event day public transport hub	2	5			5			
Proximity to temporary accommodation/Hotels	2	2			2			
Economic Impact/Site Prominence								
Partnership opportunities	3	4			4			
Potential as a catalyst for the development of nearby areas	3	4			4			
Potential as a future icon for Ipswich	4	5			5			
Connenction with State Heritage wool mill	1	4			5			
Ability for site to generate additional revenue	3	4			4			
ability to maximise number of event day uses	4	5			5			
ability to maximise a number of non-event day uses	4	5			5			
impact of event day management on surrounding areas	3	5			5			
Access & Egress								
Ease of match-day access to the stadium	2	4			4			
Ease of post-match egress from stadium [assumes bridge]	3	5			5			
Proximity to pine street & crowd dispersal post match	1	4			4			
Potential quality experience to/from stadium	3	5			5			
Cost								
Land user relocation costs	5	3			3			
Site rectification costs	2	4			4			
Upgrade of existing infrastructure costs	3	4			4			
Ability to stage development within Council Budgets	3	5			5			
Ability to stage development with existing Corporate Centre	3	5			4			
TOTAL		130			183			







## 7.0 Stadium Concept

### 7.1 SPORT MODES

#### A STADIUM FOR THE COMMUNITY

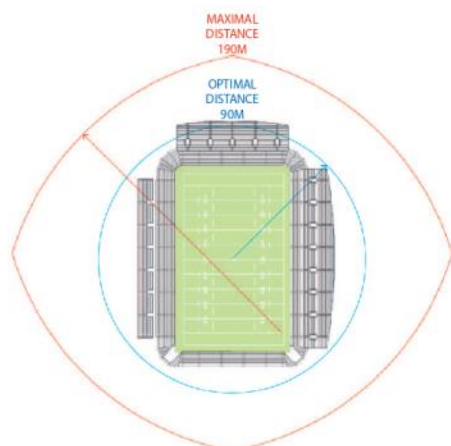
Ipswich is one of the fastest growing regions in Queensland. It is forming a central location for the Western Suburbs of Brisbane.

The new stadium has the ability to host community events for an expanding population, ensuring that the facility is used outside of match days and also giving the community a greater connection with the Stadium.

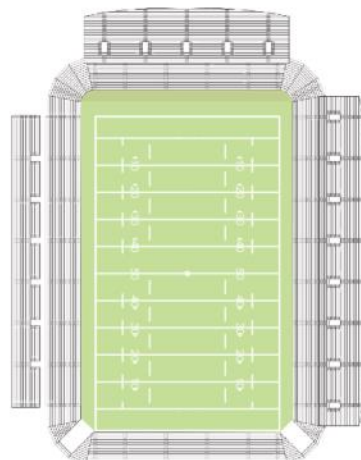
The stadium's integration with the Woollen Mills outside of event days is also crucial to the facility becoming a hub for the community.



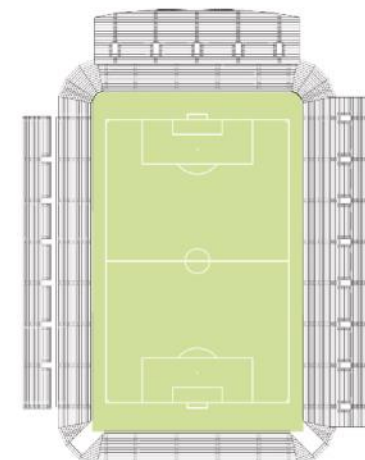
CENTRAL COAST STADIUM - NON EVENT DAY



RECTANGULAR MODE  
SPECTATOR'S DISTANCE



NRL MODE



FOOTBALL MODE



## 7.2 CONCERT MODES

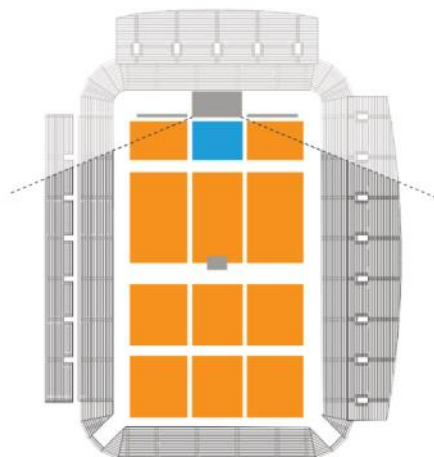
### FLEXIBILITY

Ipswich Stadium has the ability to function as both a footballing, rugby, and entertainment venue.

The diagrams below demonstrate potential stadium modes that will allow a year-round use of the facility. There is potential for use at the end, corner or center orientation within the stadium. These various uses of the stadium will allow opportunity for venue hire for festivals, events and concerts.



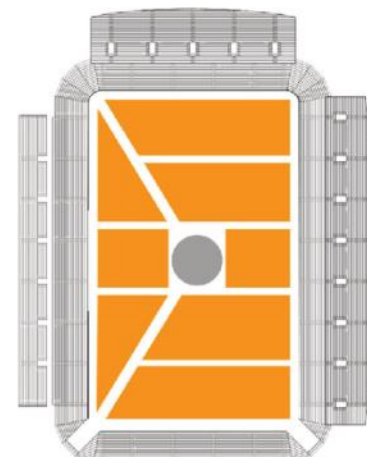
INDICATIVE IMAGE OF ALTERNATIVE USAGE OF STADIUM SUCH AS A FESTIVAL



END STAGE EVENT MODE



CORNER STAGE EVENT MODE



CENTRE STAGE EVENT MODE



### 7.3 SEATING BOWL

#### STANDARDS

An amazing atmosphere within a stadium relies on fan connection with the players. The stadium bowl has been designed to allow fans the best viewing experience possible.

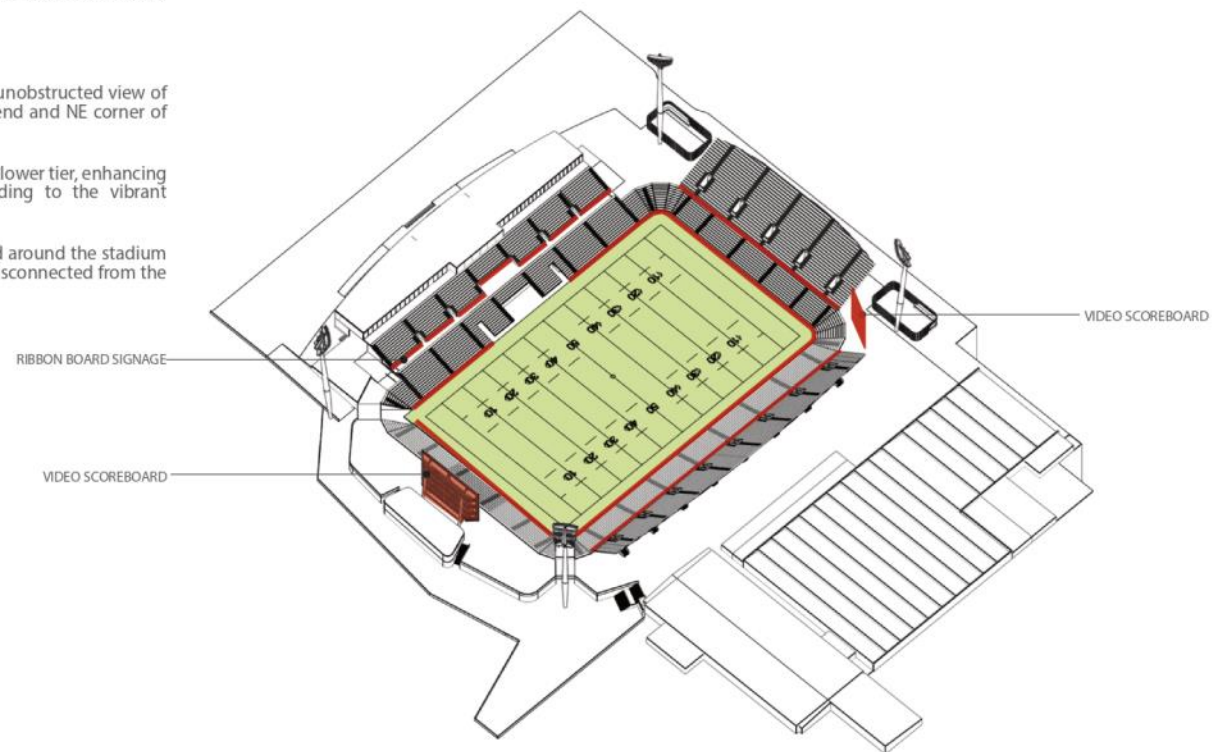
Using the internationally recognized 'Guide to Safety at Sports Grounds' (The Green Guide), the General Admission seats in the stadium has been provided with a consistent C-75 sightline with a focal point at the boundary of the football pitch while the corporates in the Western stand enjoy a C-90 sightline. This ensures perfect viewing of the match and serves to enhance the overall spectator experience of the ground.

#### A WORLD-CLASS DIGITAL VIEWING EXPERIENCE

All seating positions have been designed to have an unobstructed view of an LED video replay screen located in the Southern end and NE corner of the stadium.

Video ribbon boards are located along the front of the lower tier, enhancing fan experience within the seating bowl and adding to the vibrant atmosphere.

Televisions and digital signage will also be distributed around the stadium concourse to ensure that fans never feel like they're disconnected from the action.









## 7.4 LIGHT TOWERS

### LOCATION

Lighting Towers can only be located outside of the 20 degree goal exclusion zone specified by the FIFA lighting requirements.

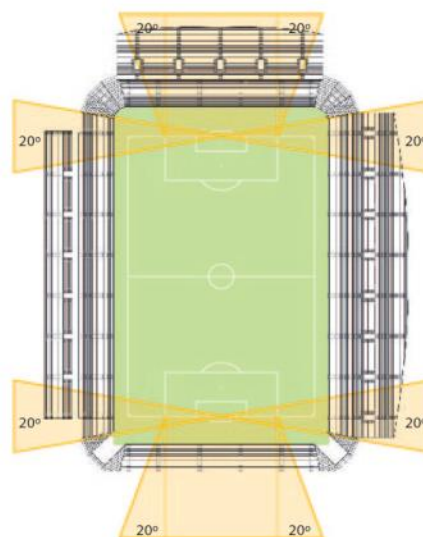
Corner locations for the light towers are recommended and they also form the masts which support the roof and reducing overall structure.

### HEIGHT

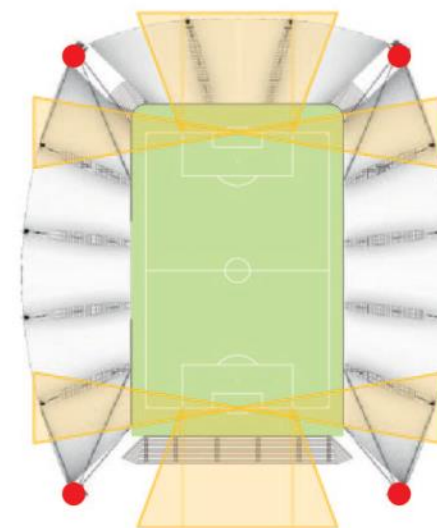
Lighting Towers height is defined by the minimum 25 degree angle from the center of pitch as per the FIFA lighting requirements.

### LUX REQUIREMENTS

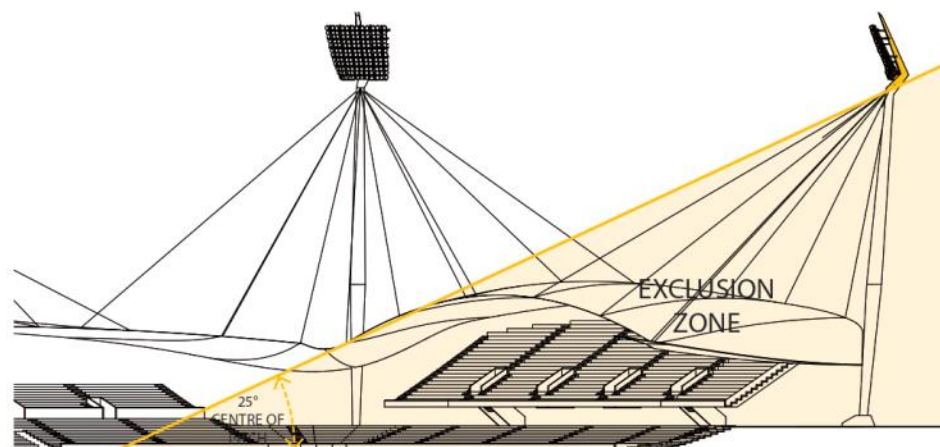
A lighting system must be installed which meets the needs of broadcasters, spectators, players and officials without spilling light into the environment and without creating a 9k nuisance for the local community.



FOOTBALL MODE  
EXCLUSION ZONES



CORNER LOCATION  
(RECOMMENDED)

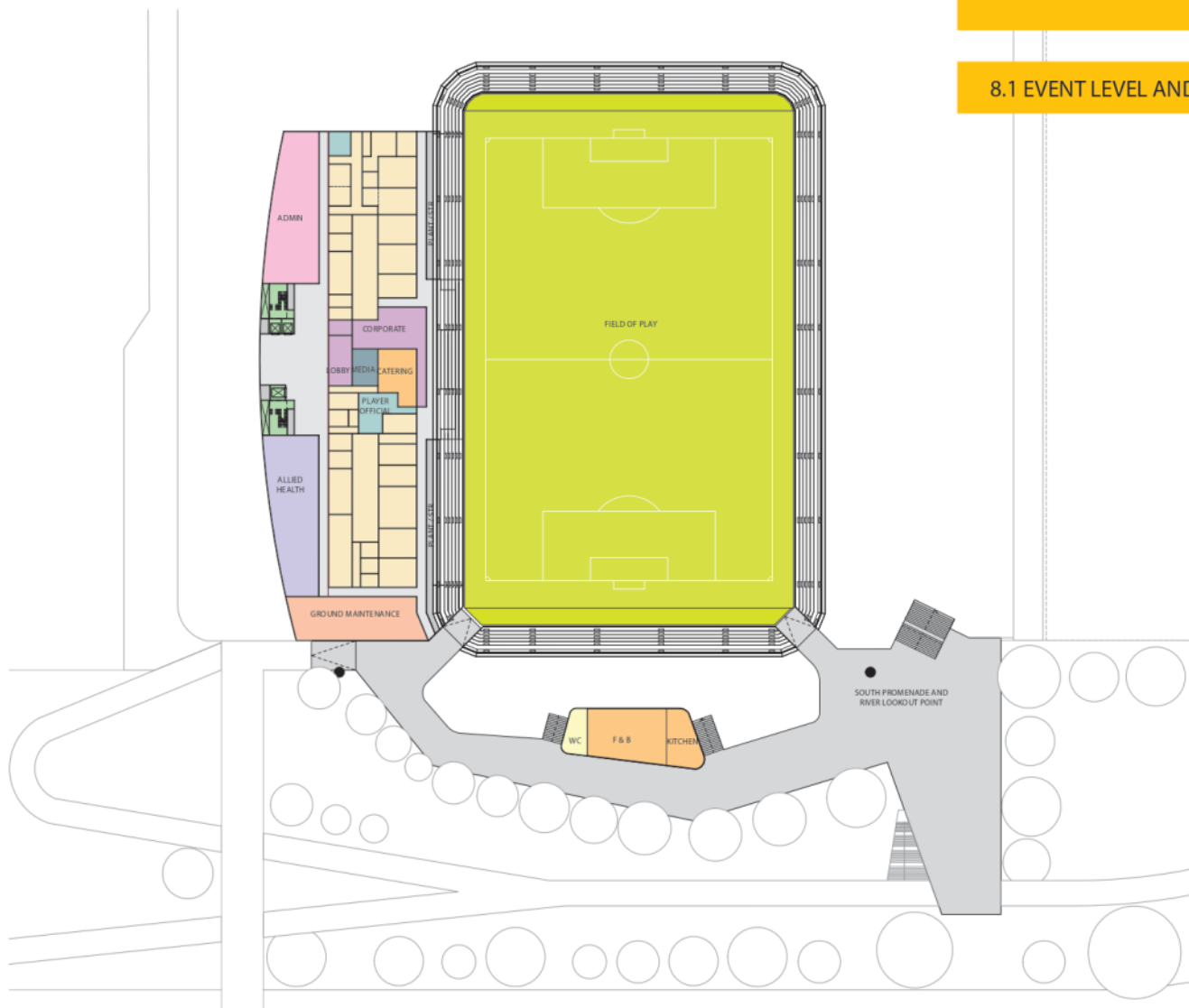


LIGHT TOWER  
INDICATIVE SECTION



## 8.0 Plans & Sections

### 8.1 EVENT LEVEL AND SOUTHERN CONCOURSE



The event level in the stadium is primarily for the players, coaches, officials and staff. This provides a secure internal level with secure paths of travel to changing facilities.

Media facilities on this level have been provided as per FFA requirements and ensures immediate opportunities for interviews over the course of the match.

Premium patrons have a dedicated entry from the western stand, with dedicated stairs and lifts to premium areas located on level one of the western stand.

The Southern concourse creates an interactive space that combines the stadium and the adjacent nature reserve. With a river look out point as well as access to the pedestrian footpath through the Terrace Reserve it creates a connection between the stadium and its natural surroundings.

#### EVENT LEVEL AREAS:

INTERNAL AREA: 5073m<sup>2</sup>  
EXTERNAL AREA: 3829m<sup>2</sup>  
FIELD OF PLAY: 9800m<sup>2</sup>

#### KEY

- WC
- CORPORATE
- GROUND MAINTENANCE
- MEDIA FACILITIES
- PLAYER OFFICIALS
- TEAM FACILITIES
- FOOD + BEVERAGE





## 8.2 GROUND FLOOR AND WESTERN CONCOURSE

Ground level of the stadium serves as the main 360° concourse for general patrons. Entry to this area is serviced by two vertical transportation areas adjacent to the premium patron entry on event level. The North, East and Southern portion of the venue are dedicated to General Admission, while the Western Stand is dedicated to the corporate experience.

All patrons on this level have dedicated food and beverage outlets and spectator amenities. This has been supplemented by open eating areas where patrons can sit with their meal while following the match from television screens distributed along the concourse.

The central area of the seating bowl in the western stand is dedicated to a premium club experience [center line club] along with suite and function room dedicated seats. Centralized views onto the pitch and close proximity to the player interchange bench and player's race tunnels provides these corporate facilities with a unique experience.

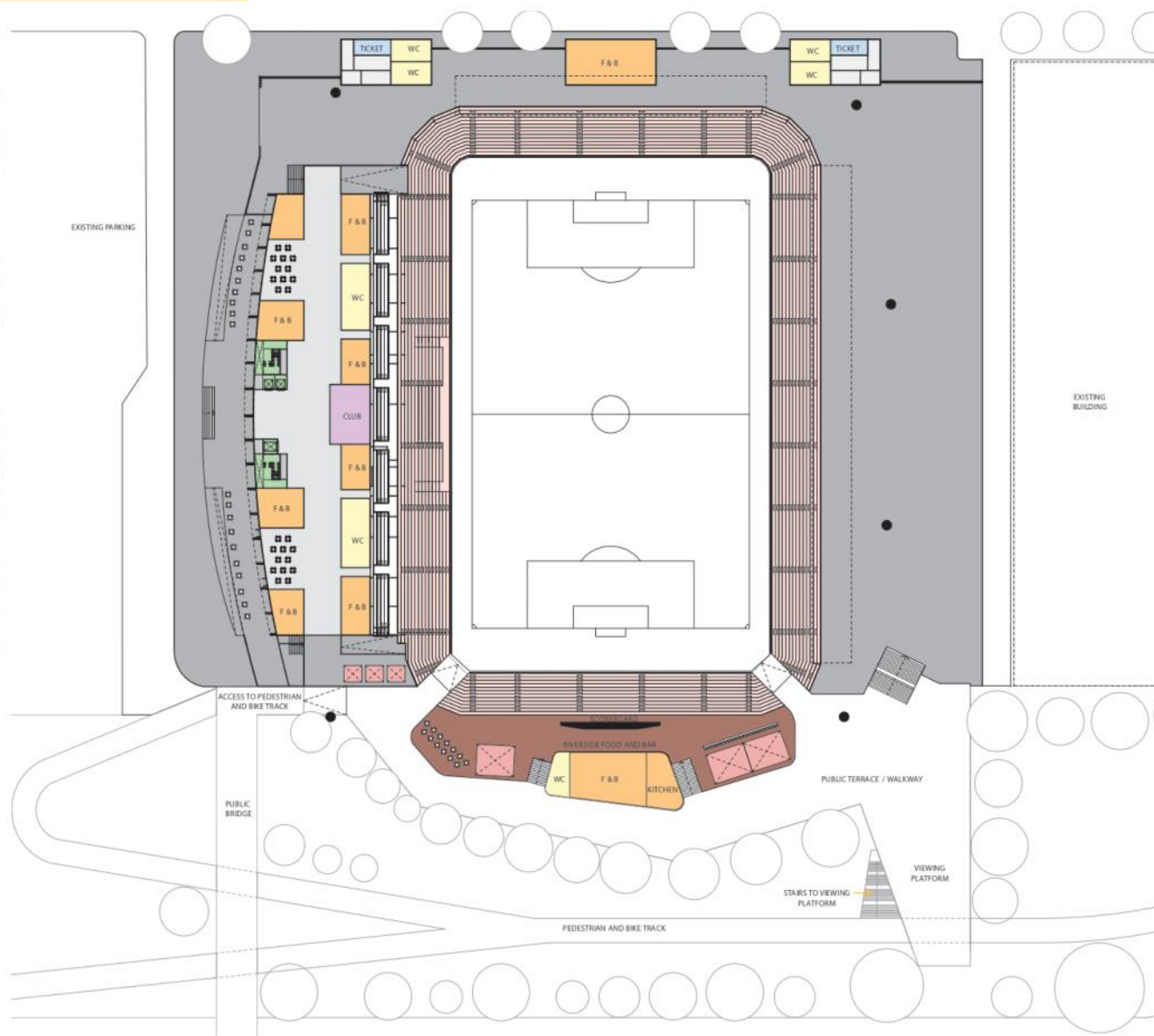
The southern end spectator has a unique product under the main replay screen which provides a 2 level experience of city views across the river and back towards the pitch. This will provide an exclusive product to this venue which is not seen in others.

### GROUND LEVEL AREA:

INTERNAL AREA: 4015m<sup>2</sup>  
EXTERNAL AREA: 13 940m<sup>2</sup>  
LOWER BOWL: 5228m<sup>2</sup>

### KEY

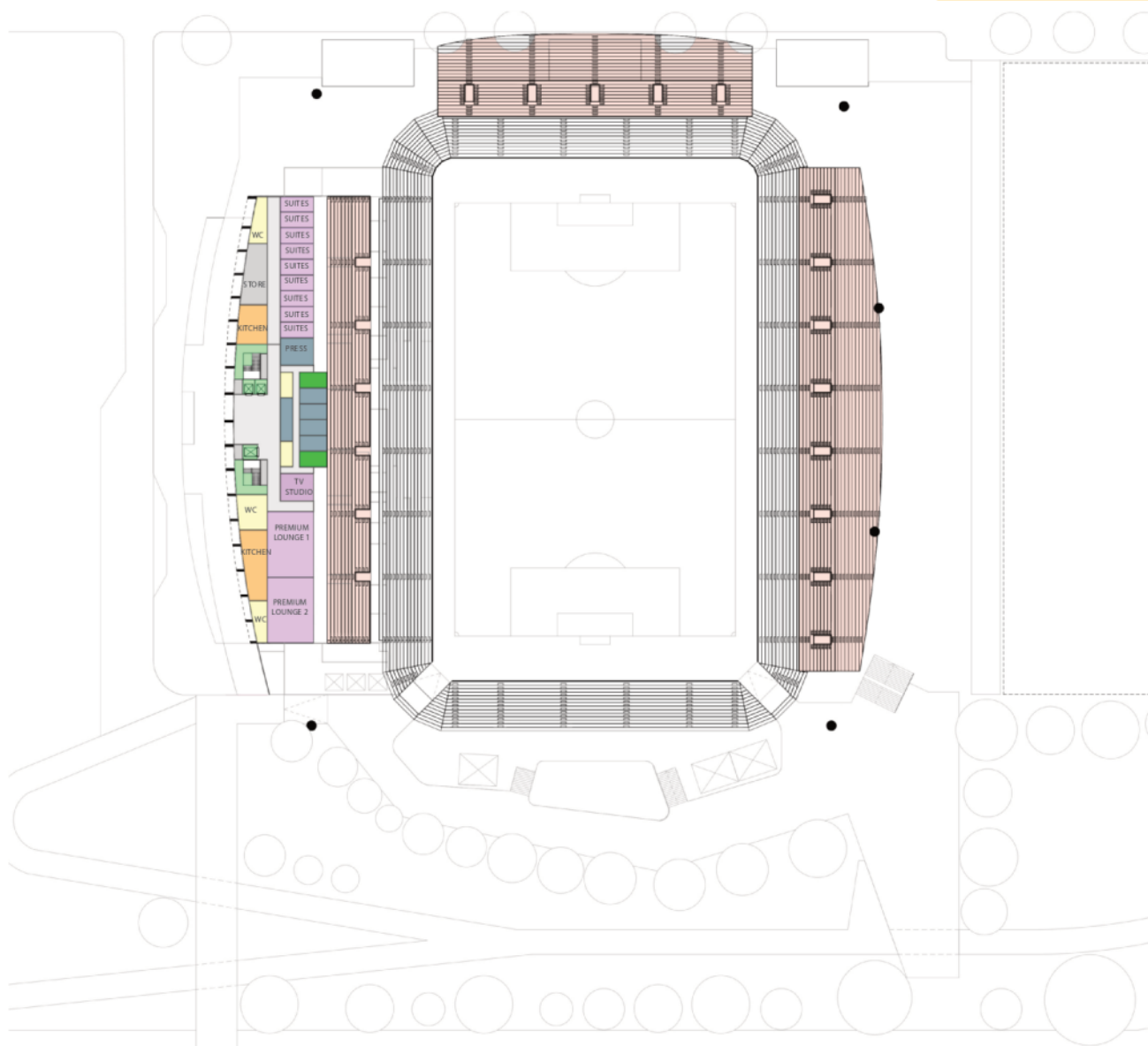
- FOOD + BEVERAGE/BAR/KITCHEN
- WC
- TICKET
- CORE
- CORPORATE
- COMMUNITY
- ADMIN





Item 3 / Attachment 2.

8.3 LEVEL 1 - MEDIA & PREMIUM AREAS



Level one is the location for premium product and media facilities in the western stand. Media facilities such as commentary boxes, television studios, and coaches boxes have been provided as per FFA and NRL requirements with centralized views onto the field of play.

Nine self-contained 12 person suites have been provided with the potential for operable walls to be used between the suites in order to create larger suites and gives the facilities a greater degree of flexibility.

Two 125-person premium lounges have been provided on this level with the ability to be opened up into one larger 250 person lounge.

The suites and lounges can potentially be used as part of partnerships with local businesses, educational institutions, and community groups outside of match day which will give the stadium an additional source of revenue but more importantly, allows the local community to have year round access to these facilities.

LEVEL ONE AREA:

INTERNAL AREA: 2265m<sup>2</sup>  
UPPER BOWL: 4873m<sup>2</sup>

KEY

- FOOD + BEVERAGE/BAR/KITCHEN
- WC
- TICKET
- CORE
- CORPORATE
- COMMUNITY
- ADMIN





## 8.4 ROOF PLAN

### ROOF DESIGN

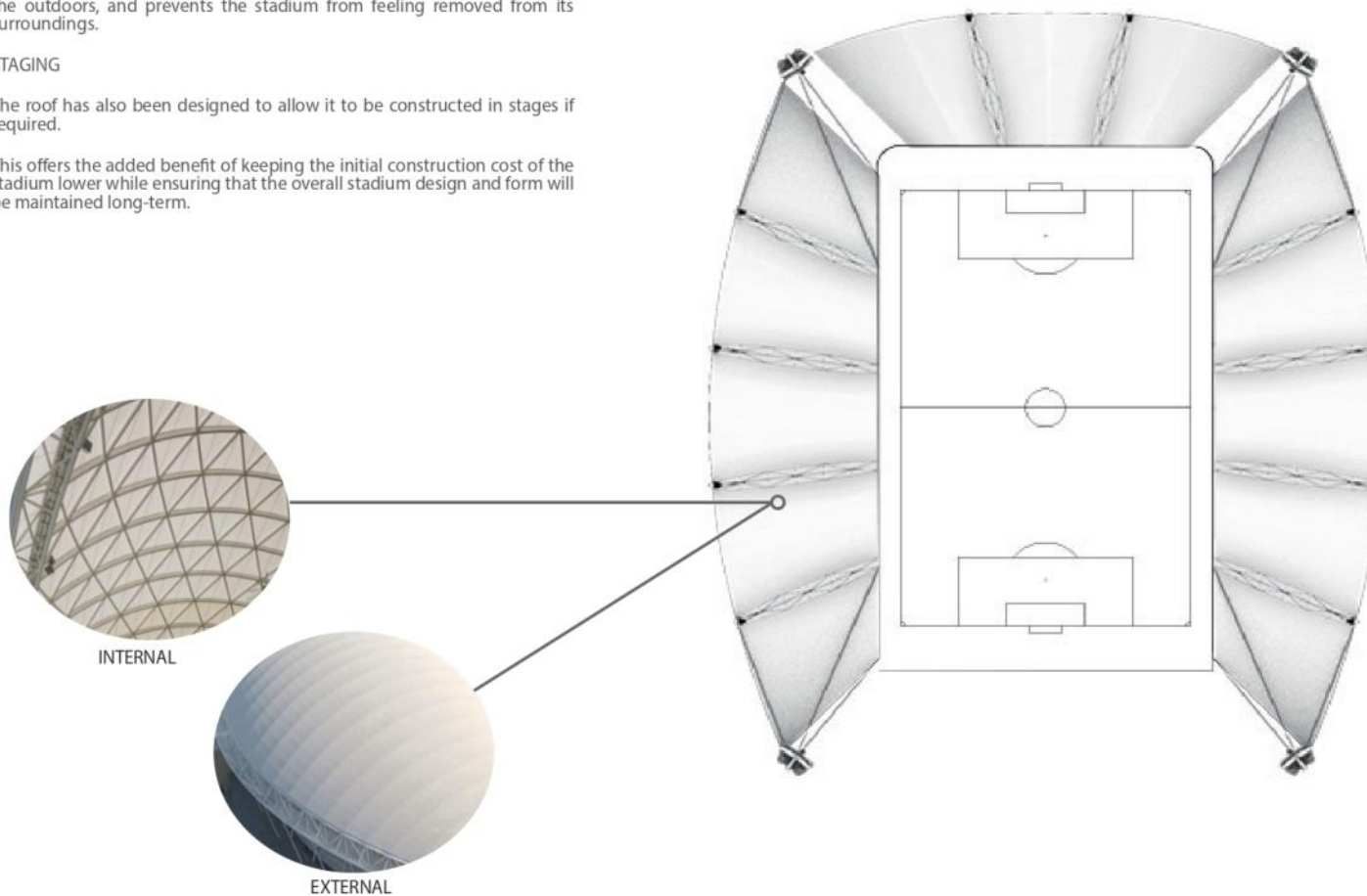
The roof has been designed to provide 100% drip-line coverage to protect fans from rainfall, using a cable stay roof structure around the stadium.

The structure is covered with a lightweight PTFE fabric which allows light into the seating area, allows fans to have a greater connection with the outdoors, and prevents the stadium from feeling removed from its surroundings.

### STAGING

The roof has also been designed to allow it to be constructed in stages if required.

This offers the added benefit of keeping the initial construction cost of the stadium lower while ensuring that the overall stadium design and form will be maintained long-term.



LIGHTWEIGHT PTFE FABRIC EXAMPLE



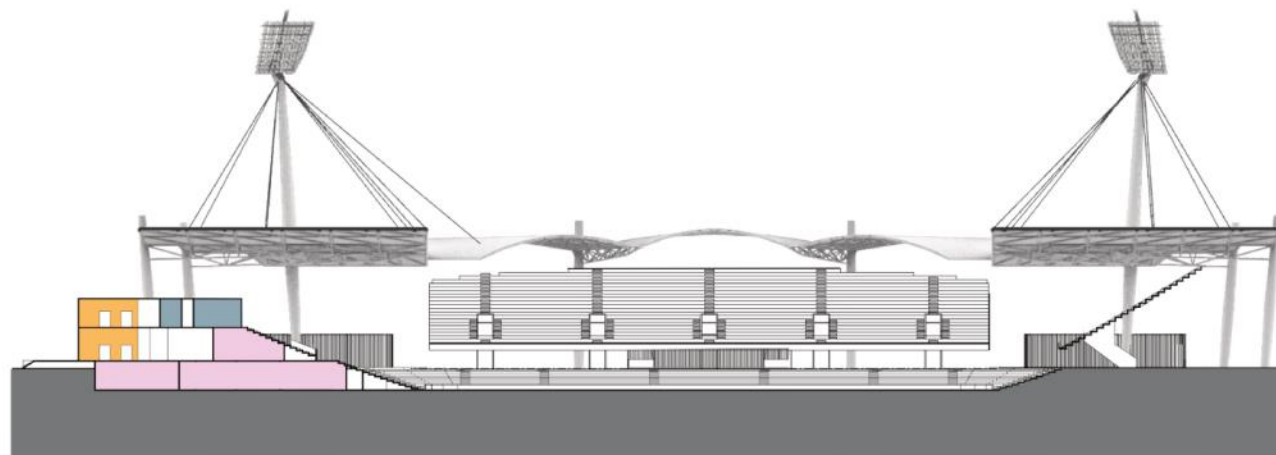
### 8.5 STADIUM SECTIONS

#### A BOUTIQUE FAN FOCUSED STADIUM

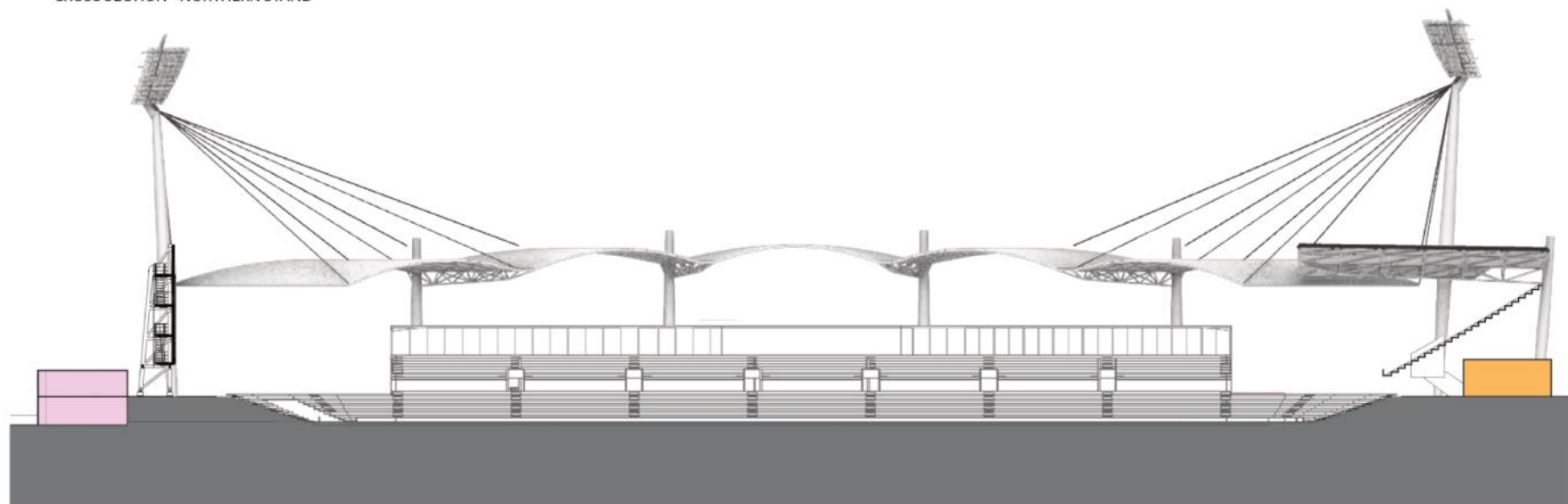
The Ipswich Stadium seating bowl has been designed to provide an exciting and intimate experience to the fans. Spectators have been brought as close as possible to the field of play to provide an electric atmosphere and a true home advantage for the home team.

With the lower seating as a natural bowl in to the landscape, the overall height of the tiered seating is reduced, allowing this unique opportunity to bring the spectators closer to the field without compromising the view lines.

The sailing roof over the seating provides weather protection while still allowing filtered light to come through, creating a comfortable and atmospheric experience.



CROSS SECTION - NORTHERN STAND



LONGITUDINAL SECTION - WEST STAND



## 8.6 SECTIONAL DESIGN

The design of the bowl and the roof has been directed to create the ultimate viewing experience for the spectators.

### DRIP LINE:

The roof has a 100% drip line coverage to keep the area dry in all weather conditions.

### SOLAR PENETRATION:

The roof design controls the amount of solar penetration during winter and summer making it comfortable to sit in all year round in all conditions.

### FEATURE LIGHTING:

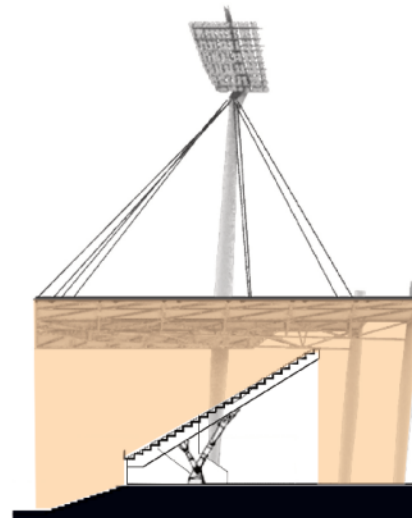
The feature lighting allows games to be viewed at night with clear visibility as well as creating a feature out of the tiered seating aesthetically.

### ACOUSTIC PERFORMANCE:

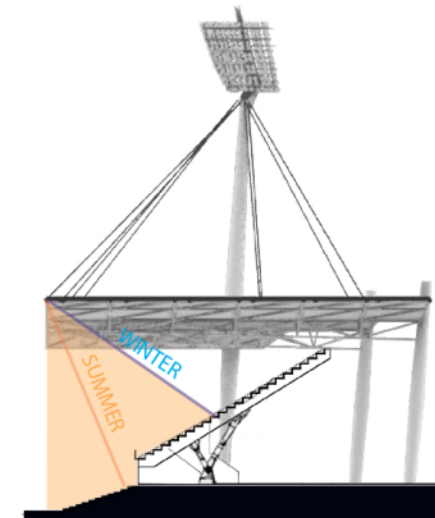
The sectional design is fitting for the ultimate acoustic performance during a game or event, for all seating locations on the tier.

### HOUSE LIGHTING:

Proposed lighting to be installed to highlight the field and to highlight the bowl.

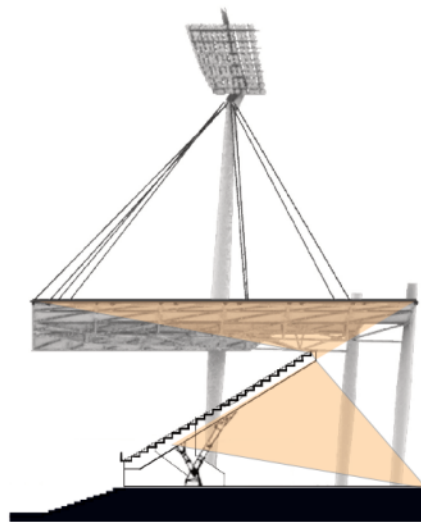


100% DRIP-LINE COVERAGE

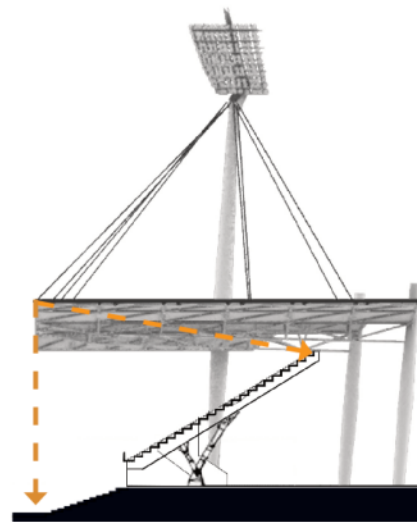


SOLAR PENETRATION

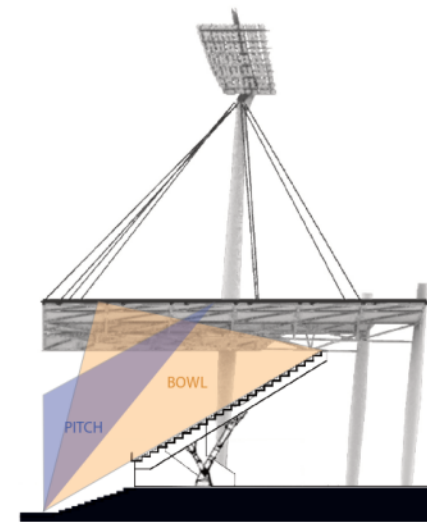




FEATURE LIGHTING



ACOUSTIC PERFORMANCE



HOUSE LIGHTING



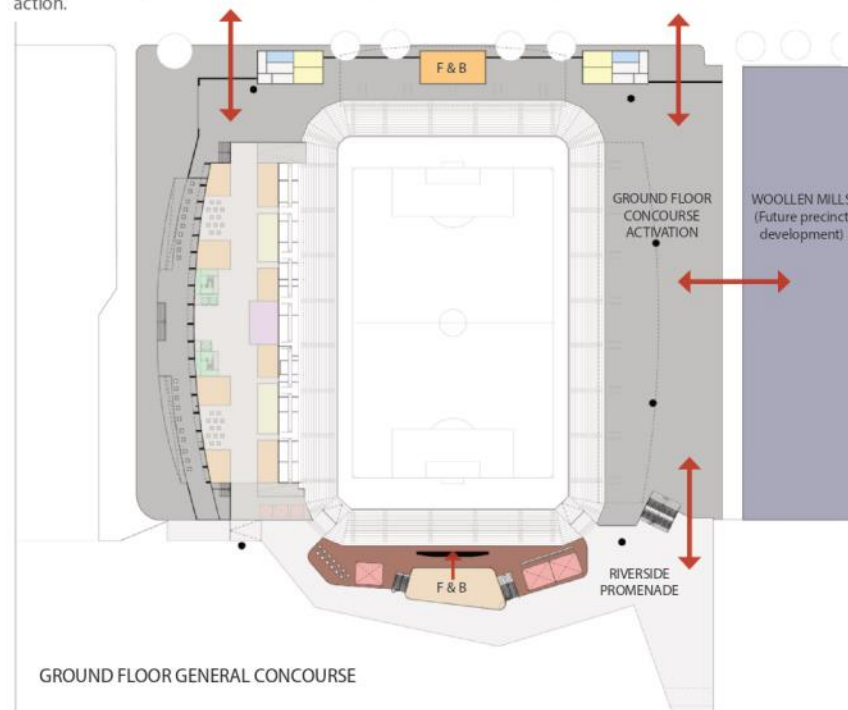
## 9.0 Operational Plans

### 9.1 GENERAL ADMISSION FACILITIES

The ground floor concourse is a semi-enclosed space which will feel generous and open. It is covered by the upper tiers as well as an arbor on the eastern flank. The concourse facilities will include toilets, food and beverage, tickets and merchandise facilities and refuse rooms.

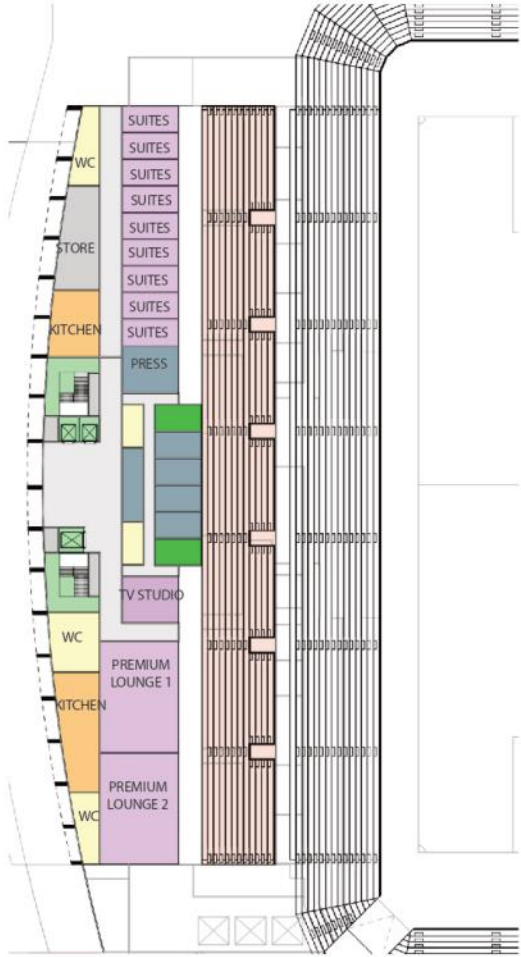
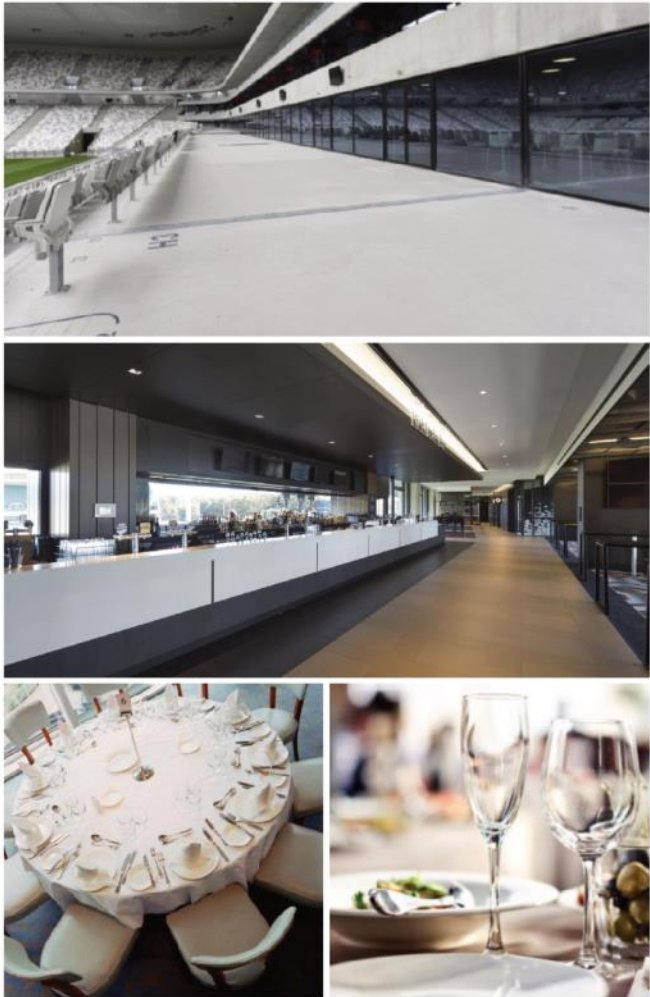
As a point of difference, the concourse has the potential in future developments to work hand in hand with the adjacent Woollen Mills heritage site to create a community precinct that has the potential for markets, food and beverage and events, activating the site on non event days.

The concourse has been designed to maximize fan experience, with good levels of natural lighting, internally and externally. The fan will be continually connected to the atmosphere of the event and where required supplemented by television screens so that spectators never miss any of the action.





9.2 PREMIUM FACILITIES



LEVEL ONE PREMIUM FACILITIES

Located on the second level of the western stand, the premium patrons have their own dedicated entry and vertical transport from event level.

Ten 12-person suites have been provided with dedicated seating and their own associated satellite kitchens to ensure the very best service for suite users. Suites have also been provided dedicated toilet facilities.

Two 125-person premium lounges are located on the southern side of the western stand with the ability to be opened up into a larger 250-person lounge.

Dedicated satellite kitchens have been allocated to the lounges. The lounges also have their own contained toilet facilities.

The suites and lounges also have the added flexibility of potential usage by community groups, local businesses, and educational facilities outside of match day.

LEVEL ONE PREMIUM  
FACILITIES LOCATION PLAN





### 9.3 PLAYER & OFFICIALS FACILITIES

Players, coaching staff, and officials have secure drop-off zones inside the western area of event level. This ensures safe movement to and from change facilities.

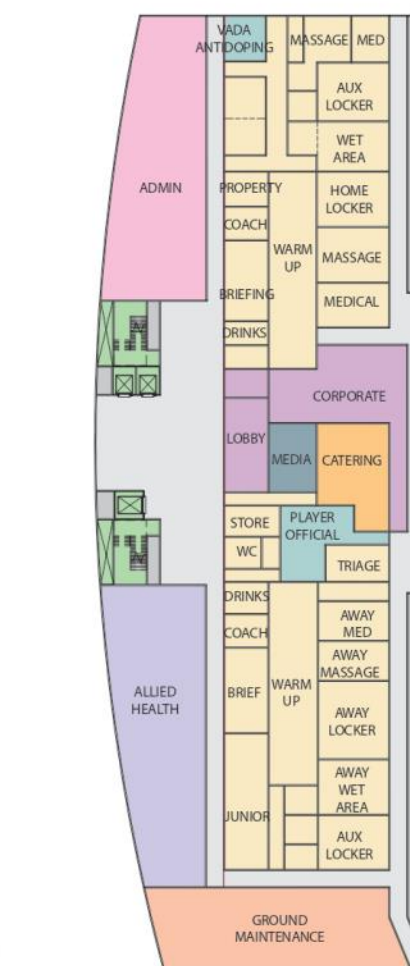
The change facilities have been designed to allow for all FFA requirements at a minimum, with the addition of home and away warm-up areas, and independent medical rooms for emergencies during a match.

An additional officials change facility has been provided on top of FFA minimum requirements, as this allows the ability to have separate male and female officials change rooms.

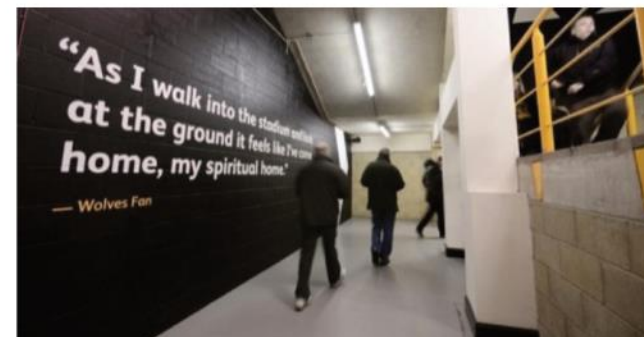
Support change rooms have also been provided to accommodate other match day back of house user groups such as ball boys, Mini-Roos, and half-time entertainment acts.

Players have access to the field of play from a centralized player's race, with additional home and away tunnels provided either side for quick access to player's change facilities at half-time.

EVENT LEVEL FACILITIES  
LOCATION PLAN



EVENT LEVEL FACILITIES



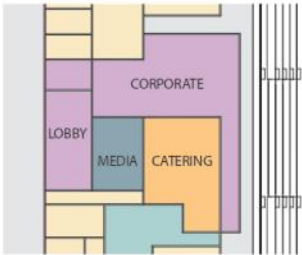


9.4 MEDIA FACILITIES

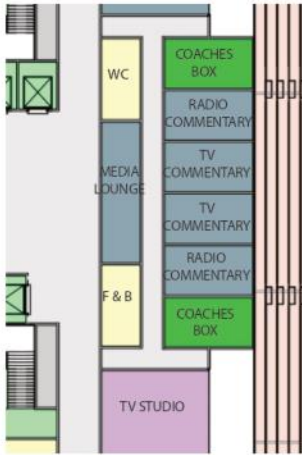
Media is predominantly located in the western stand and use the premium entry lobby for direct access to the back of house media areas on event level.

Media facilities have been provided as set out by FFA requirements at the very minimum, with an additional mixed zone provided as players walk out onto the field of play through the central player's race. This allows for flash interview areas where players can be interviewed immediately after the match. It also gives viewers rare visual access to areas near the player's change rooms and helps build up the atmosphere of the match.

A TV studio has been provided on level one with centralized views onto the field of play as the backdrop to any shows broadcast from the stadium. And a dedicated media conference room is located on event level with direct access from the pitch.



EVENT LEVEL MEDIA FACILITIES



LEVEL 1 MEDIA FACILITIES

EVENT LEVEL MEDIA  
FACILITIES LOCATION PLAN



LEVEL ONE MEDIA  
FACILITIES LOCATION PLAN





9.5 STAFF FACILITIES

Stadiums require a number of operational staff members in order for match days and other events to run smoothly.

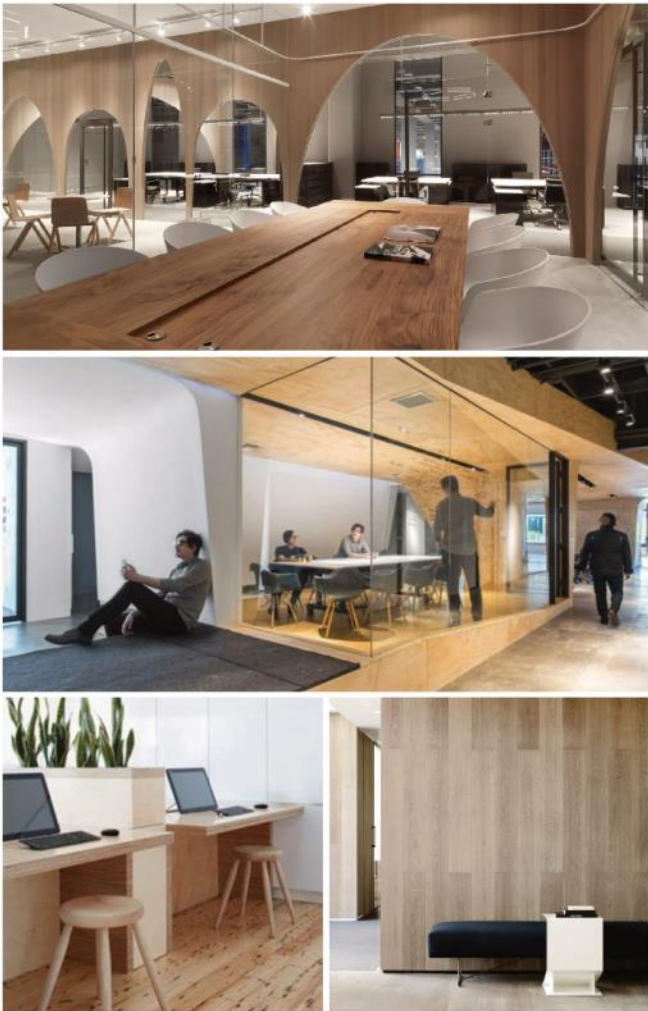
Permanent office spaces are located within the Event Level in the proposed stadium. The rooms are flexible and allow multi-purpose use, such as offices for the match day commissioner as per FFA requirements.

Dedicated change rooms and staff muster areas have been provided so that staff members can be briefed for the upcoming event.

EVENT LEVEL FACILITIES  
LOCATION PLAN

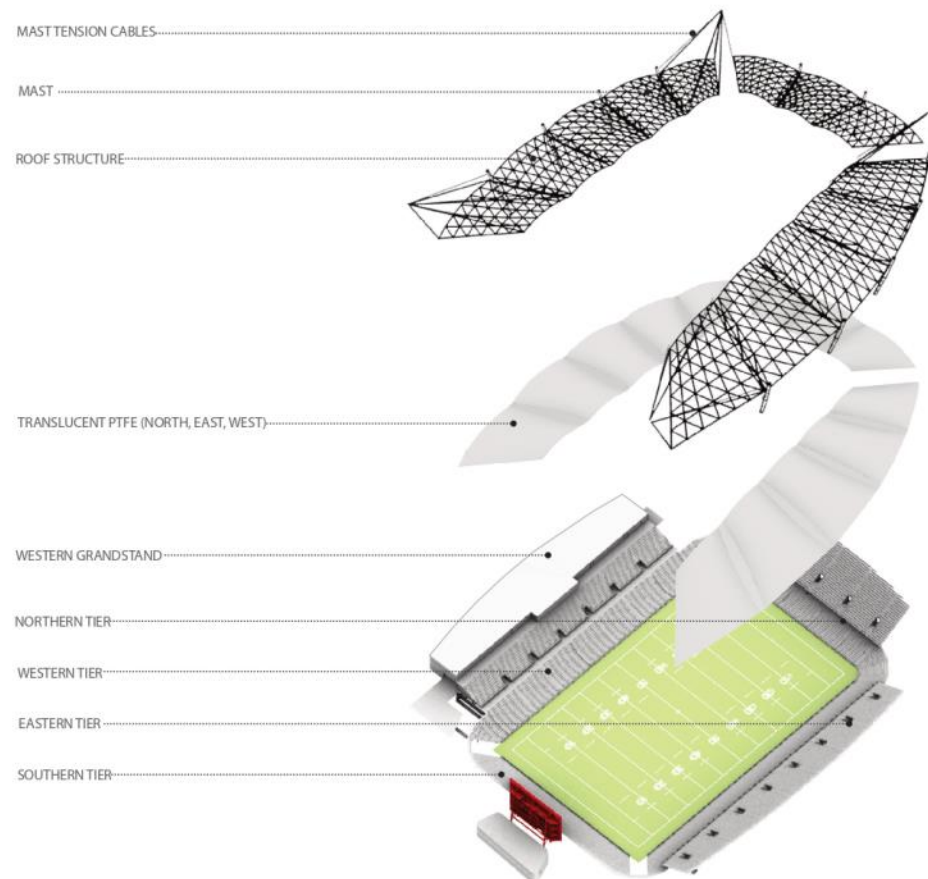


EVENT LEVEL FACILITIES





## 10.0 Form & Materiality



### KEY DESIGN ELEMENTS

- Key pedestrian connections to and from the stadium
- A continuous lower bowl to create a more intimate atmosphere
- A western serviced grandstand for premium product offerings
- An elegant and lightweight roof structure
- A sculpted fabric roof to allow ambient light into the seating bowl



## 11.0 Transport Review

PROPOSED TRANSPORT REVIEW BASED ON STADIUM CAPACITY AT 20000 PEOPLE.

The proposed site is located 35km south west of Brisbane. It is served by a transport network that includes roads and public transport. By car from Brisbane CBD takes approximately 45 minutes with available off street parking around the proposed site. The Ipswich /Rosewood line is located south of the river. 1 km from the site, which connects Ipswich to Brisbane. There are 9 bus terminals around the site with the Riverlink Shopping center as the closest and biggest one to the stadium.

**PEDESTRIAN ACCESS:** The Bremer River is a significant restraint of the movement of vehicles and pedestrians. A proposed high level pedestrian foot bridge with a minimum width of 9m to allow for bi-directional flow of people has been proposed to open up the site access to the south side of the river as well as reducing the foot traffic on the current David Trumpy Bridge which is the prime connection. Further to this, there are few formal pedestrian crossings on Pine Street limiting the connection between the site and the bus stop at Riverlink Shopping Centre.

**RAIL:** The Railway station is currently designed as a regional suburban station and the impacts of larger crowds will need to be considered including higher frequencies of trains and improved pedestrian access from the station to the site. Other stations in the area such as East Ipswich and Dinmore could also be utilized with organized shuttle buses to and from the stadium on game days.

**PUBLIC BUS:** The Riverlink shopping center is the most practical interchange to the stadium. To utilize this, improved pedestrian access across Pine Street needs to be considered as well suitable hours to match game days and not shopping center hours. With 150m of kerb available, there is an opportunity for 5 more buses to utilize this area and service the site when required.

**VEHICLE ACCESS:** With the main percentage of people using their vehicles to get to site, it is estimated that the existing off street parking could only service 50% of the vehicles during events. In this case additional parking will need to be provided.

In summary, the following should be investigated further:

- Provision of a 9m wide high level footbridge directly connecting to the proposed stadium site creating a quicker link to the station and the Ipswich CBD.
- Introducing more pedestrian crossings in Pine Street to improve access to the public transport facilities.
- Consideration of improved access between the proposed footbridge and the station.
- Increase public transport service levels to reduce the reliance on private vehicle access to site.
- Develop a parking strategy to manage parking on event days.



TRANSPORT SITE MAP



RAIL STATION ACCESS FROM PROPOSED FOOTBRIDGE

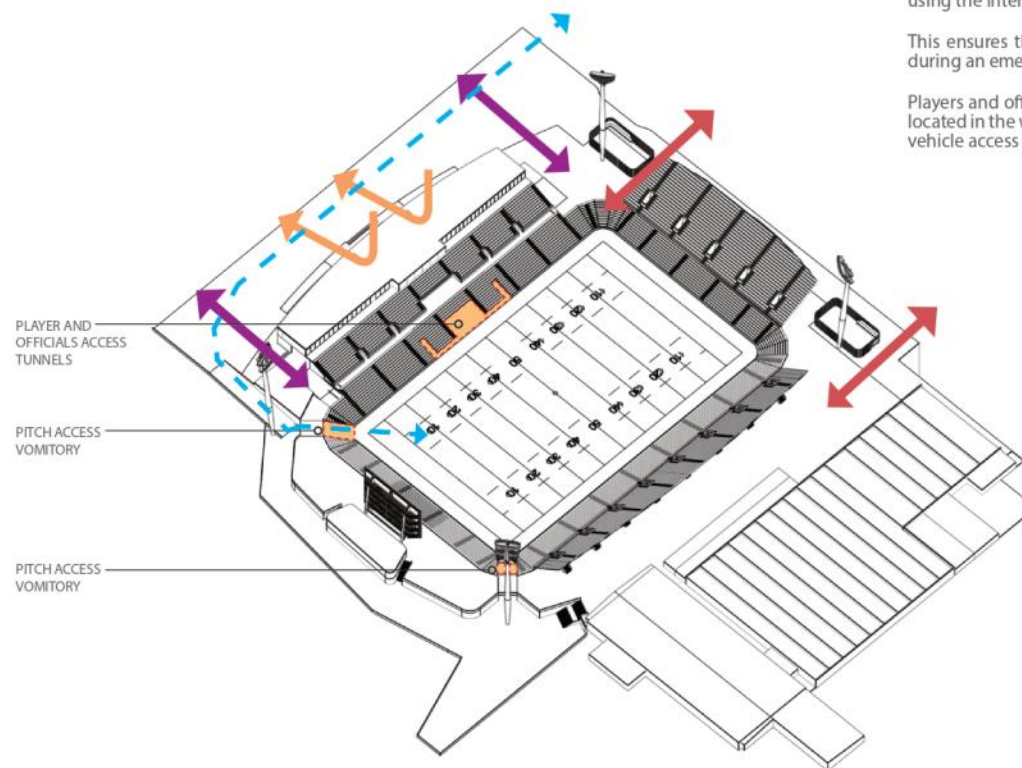


## 12.0 Egress

Concourse and egress widths in fire-isolated stair cases have been calculated using the internally recognized standard known as 'The Green Guide'.

This ensures that fans can evacuate the stadium to a safe external space during an emergency within 8 minutes as set out in 'The Green Guide'.

Players and officials have direct access to the pitch from changing facilities located in the western stand. The pitch access vomitories allow maintenance vehicle access and the ability to bump in stages for concert overlays.



### KEY

- GROUND LEVEL GA EGRESS
- WEST STAND EGRESS
- GROUND LEVEL PREMIUM EGRESS
- PITCH ACCESS MAINTENANCE EMERGENCY VEHICLES



## 13.0 Heritage Review

### (FORMER) WOOLLEN MILLS SITE

The neighboring site of the Woollen Mills has been categorized as a place of state heritage significance and is entered into the Queensland heritage register. Other items of interest in the Ipswich Planning Scheme include the trail corridor of the original rail track extending from the Heiner Road over pass through to the river bank south of the North Ipswich Reserve, as well as the reserve around to the northern bend of the Bremer river.

The (Former) Woollen Mills was the first Woollen Mill in Queensland and was an early example of a large scale manufacturing production. In 1984 Hancock Bro Pty Ltd purchased the site and it was refitted to manufacture plywood. The site was later purchased by Boral in 1995, however it closed now in 2011. The Ipswich City Council purchased the land in 2015, and it has remained empty since.

The vacant building retains significance in its form, fabric and structure. The site satisfies the following heritage criteria:

A - Historical Significance

B - Rarity

D--Representativeness: The Queensland Woollen Mills manufacturing company is important as an early example of a woollen mill in Queensland

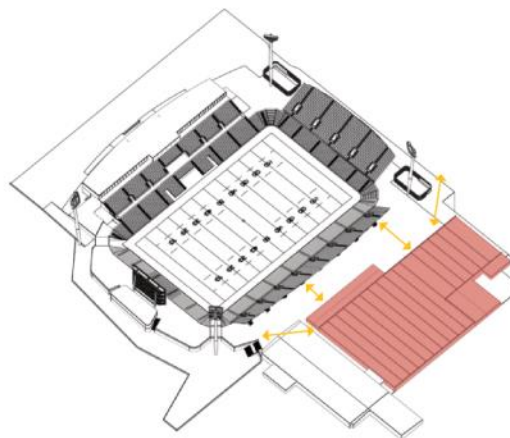
E - Aesthetic Significance: Built on the elevated corner of a bend in the Bremer river, the large brick exterior walls of the mill are a landmark in North Ipswich. It has a distinctive size, setting and compositional quality.

### HERITAGE OPPORTUNITIES AND CONSTRAINTS

In terms of future uses, the Woollen Mills have a high tolerance for change. There are a number of adaptive cultural re-use options for the site such as community markets, art galleries and mixed used commercial operations. In addition to this, improved pedestrian connections between the Woollen Mills and the eastern boundary lot will activate the building and contributing to the conservation of the building fabric which will be an important part of the revitalization of the surrounding area.

Careful consideration of the design of the grandstand seating at the eastern boundary interfacing with the Woollen Mills is required. Things to consider are the creative use of fabric to transition between the stadium and the industrial bricks, appropriate landscaping and lighting, heritage interpretation, reuse of existing openings, existing saw tooth room to remain visible, whilst not impacting the adjacent road and access requirements.

Of key importance to its development are the parts of the building that are dilapidated and weathered which do not meet current construction code. As the site has been vacant for some time, substantial conservation work needs to be undertaken for future adaptive re-use, requiring the input of a heritage professional to ensure works are carried out correctly. The site has an abundance of potential to work in conjunction with the stadium, creating an iconic culture hub whilst maintaining its heritage integrity.



PROPOSED STADIUM AND EXISTING WOOLLEN MILLS



FORMER WOOLLEN MILLS INTERNAL



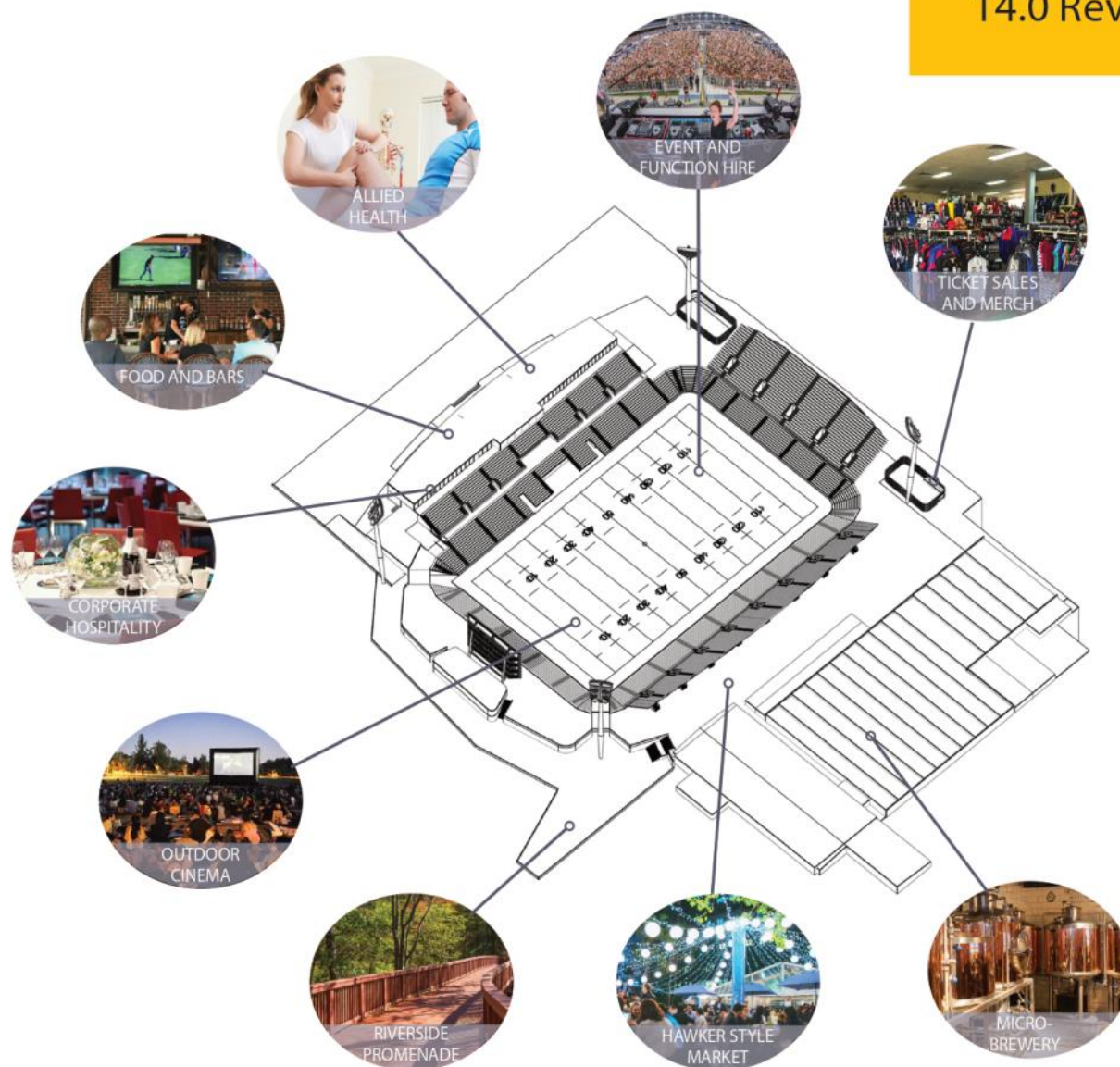
FORMER WOOLLEN MILLS EXTERNAL JUNCTION



AERIAL IMAGE OF NORTH IPSWICH RESERVE, 1944.



## 14.0 Revenue Opportunities



There are many potential revenue opportunities associated with building a new stadium in North Ipswich.

**EVENT FUNCTION AND HIRE:** With the upgrade to a rectangular playing field, state of the art score board, elite ready lighting and amphitheater bowl the stadium can be used for all sorts of events and functions all year round for a variety of occasions.

**ALLIED HEALTH:** With the available facilities in the event level, there is an opportunity to allow independent allied health individuals to use the space to practice and rent the space for a fee, this encourages local jobs as an added benefit.

**FOOD AND BARS:** An upgrade in food and bar facilities that can be used on both event and non event days and for a variety of occasions.

**CORPORATE HOSPITALITY:** An upgrade in the corporate facilities with 2 function centers and corporate suites opens the possibility of functions on even days and non event days as well as drawing an exclusive crowd to the space.

**OUTDOOR CINEMA:** The upgrade precinct and digital advancements allow the opportunity for community events such as an outdoor cinema.

**RIVERSIDE PROMENADE:** Creating a community space that interacts with the surrounding landscape has the potential to become a landmark in the community and draw people to the site of all ages all year round.

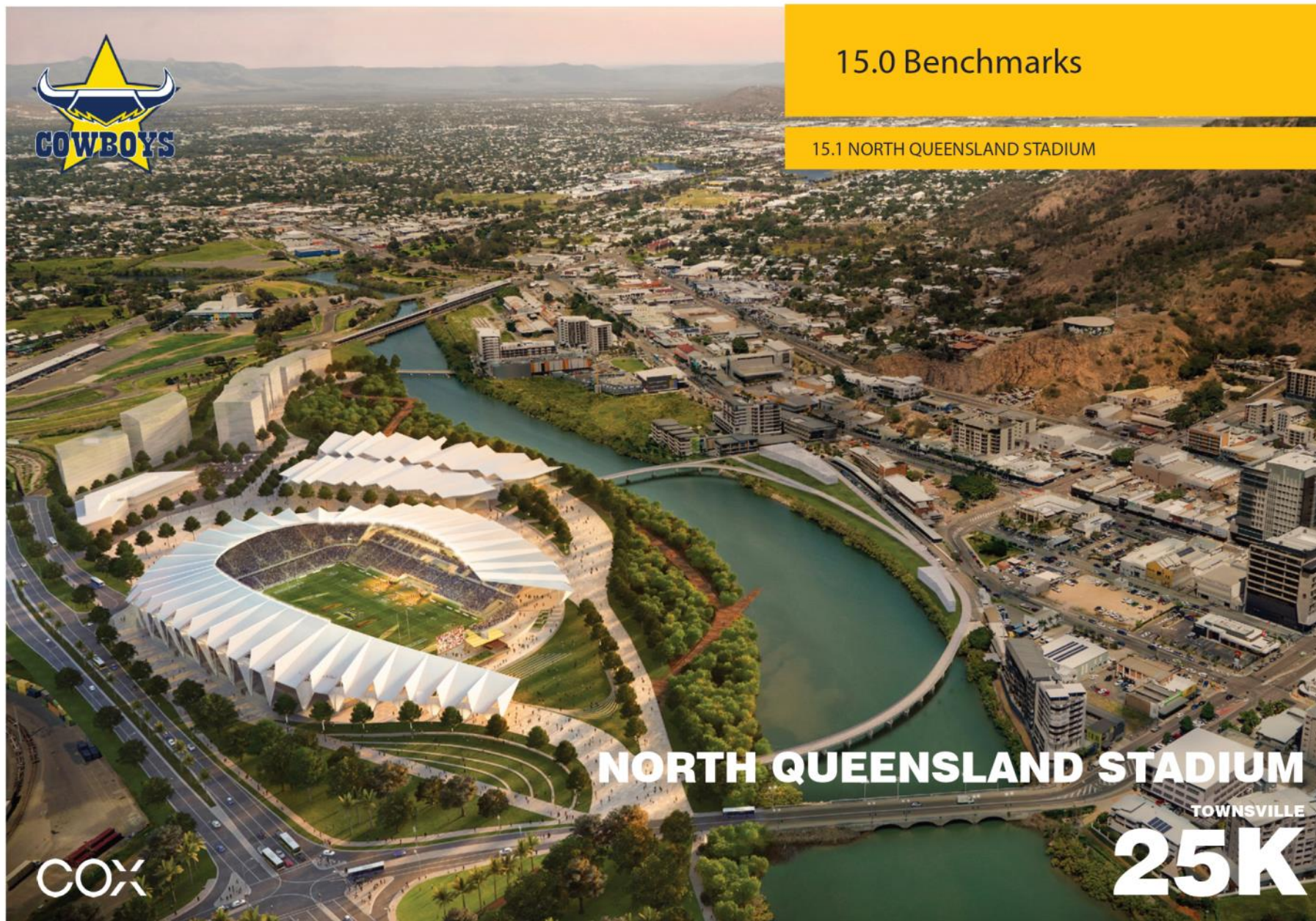
**HAWKER STYLE MARKET:** Using the site for community events such as an outdoor night food market will encourage community and build a cultural hub drawing people to the stadium on all occasions.

**MICRO BREWERY:** The activation of the Neighboring Woollen Mills site for future cultural development such as micro brewery to generate income and build community.

**TICKETS AND MERCH:** Revenue stream from sales.

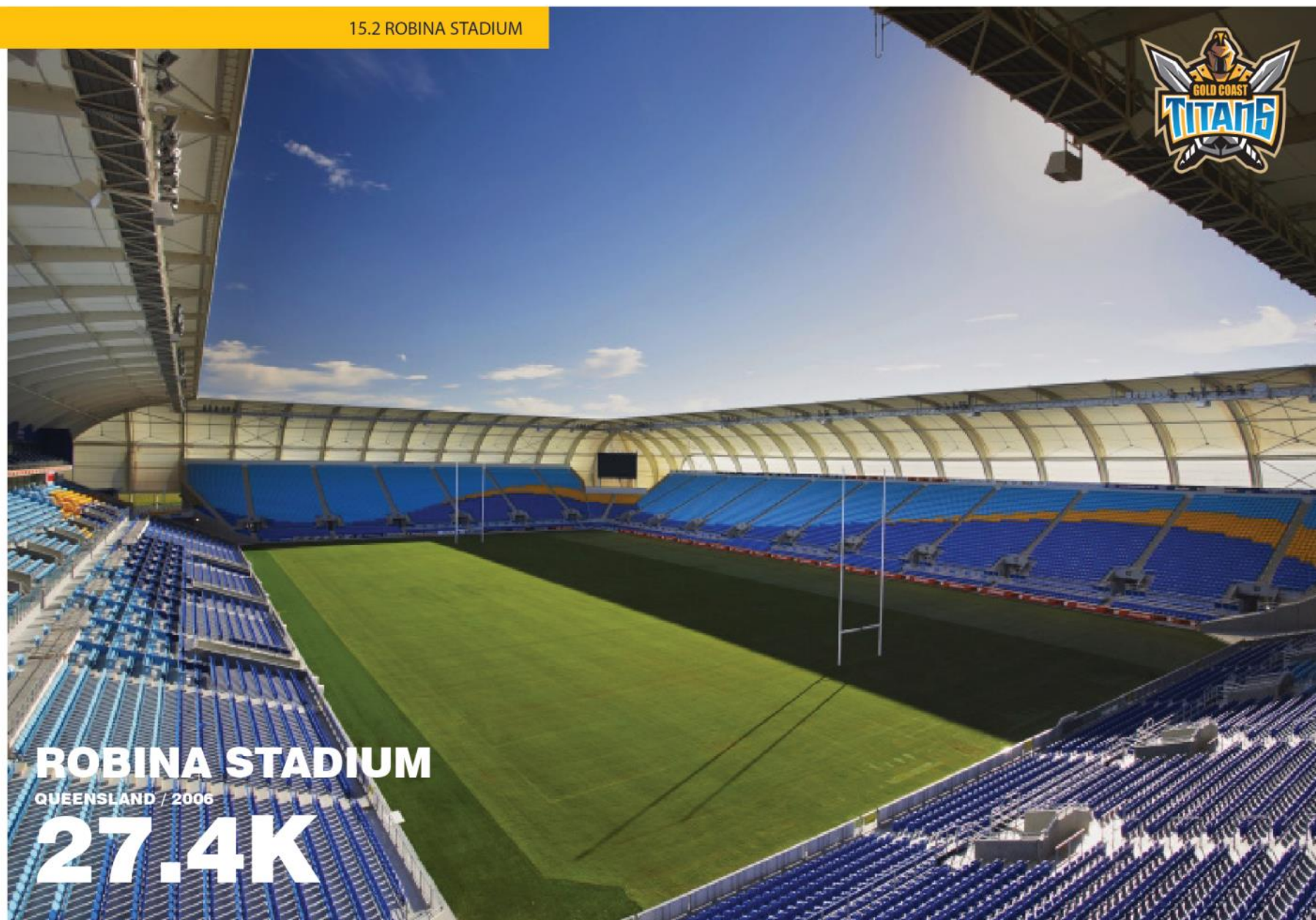
The Stadiums development evidently has many potential opportunities to generate revenue from creating a cultural hub that is advantageous for the community.





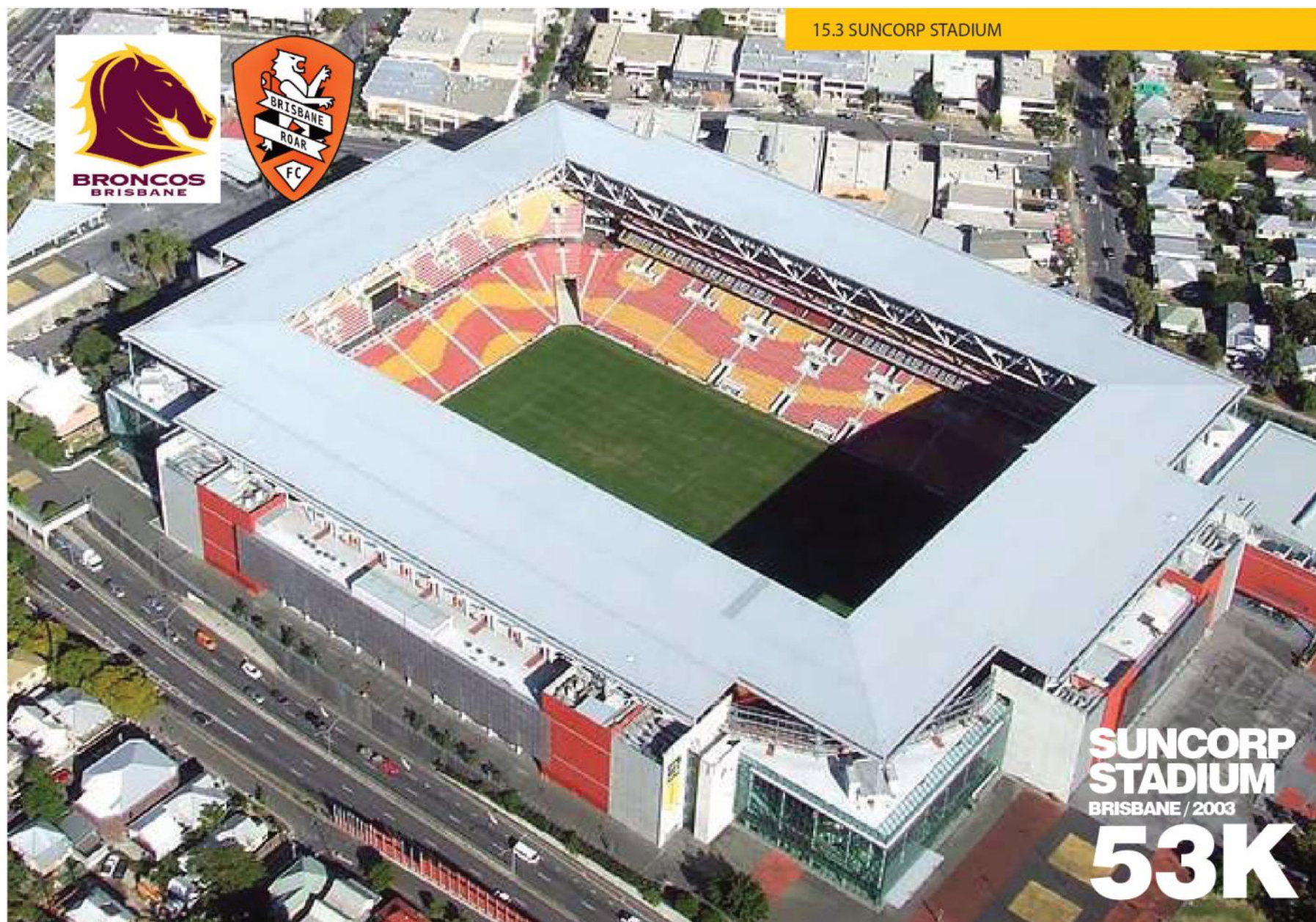


15.2 ROBINA STADIUM



NORTH IPSWICH RESERVE STADIUM CONCEPT DESIGN REPORT | COX ARCHITECTURE | 60







15.4 HUNTER STADIUM









15.6 AAMI PARK



NORTH IPSWICH RESERVE STADIUM CONCEPT DESIGN REPORT | COX ARCHITECTURE | 64







15.8 CENTRAL COAST STADIUM



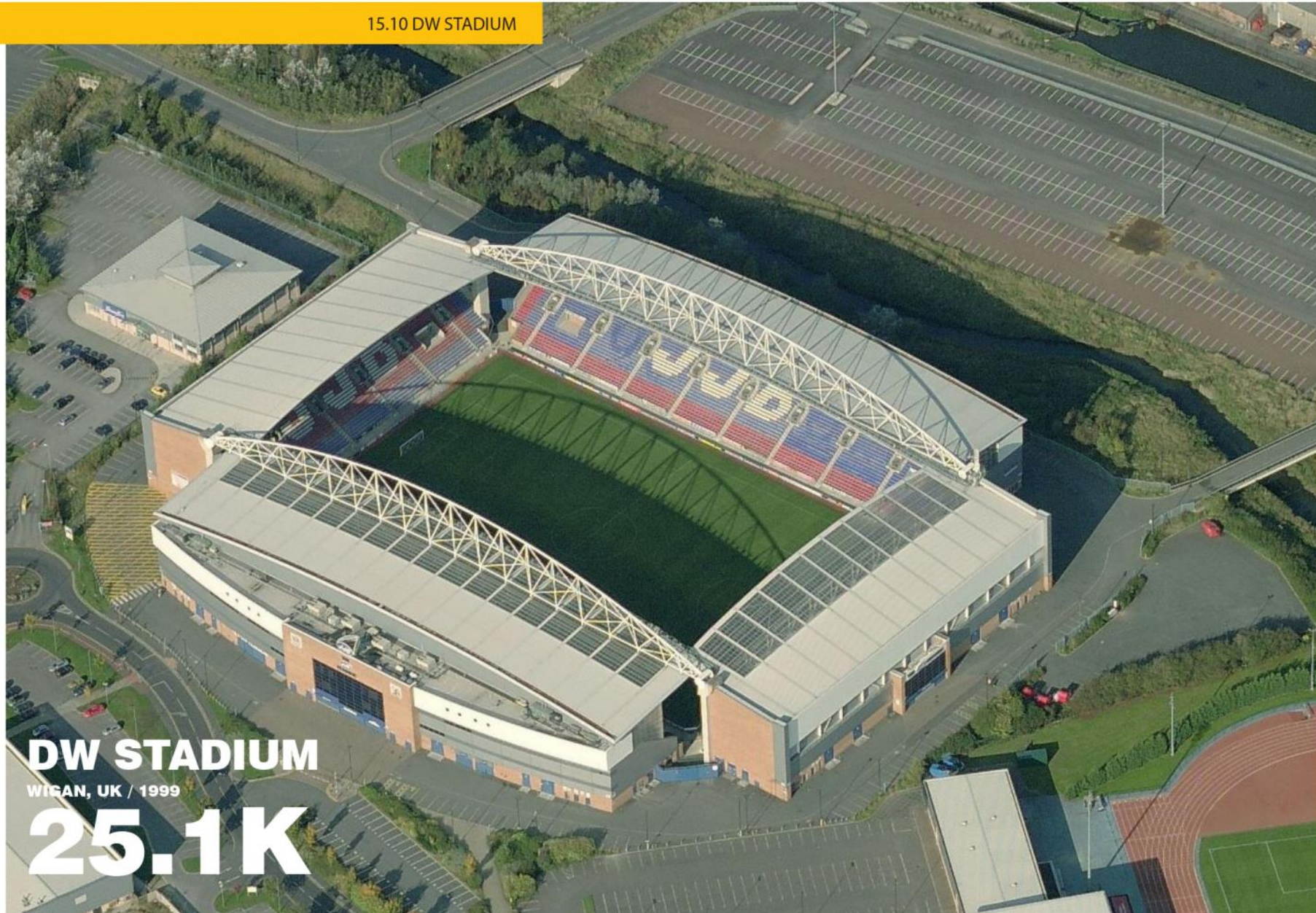


15.9 ARENA DAS DUNAS





15.10 DW STADIUM



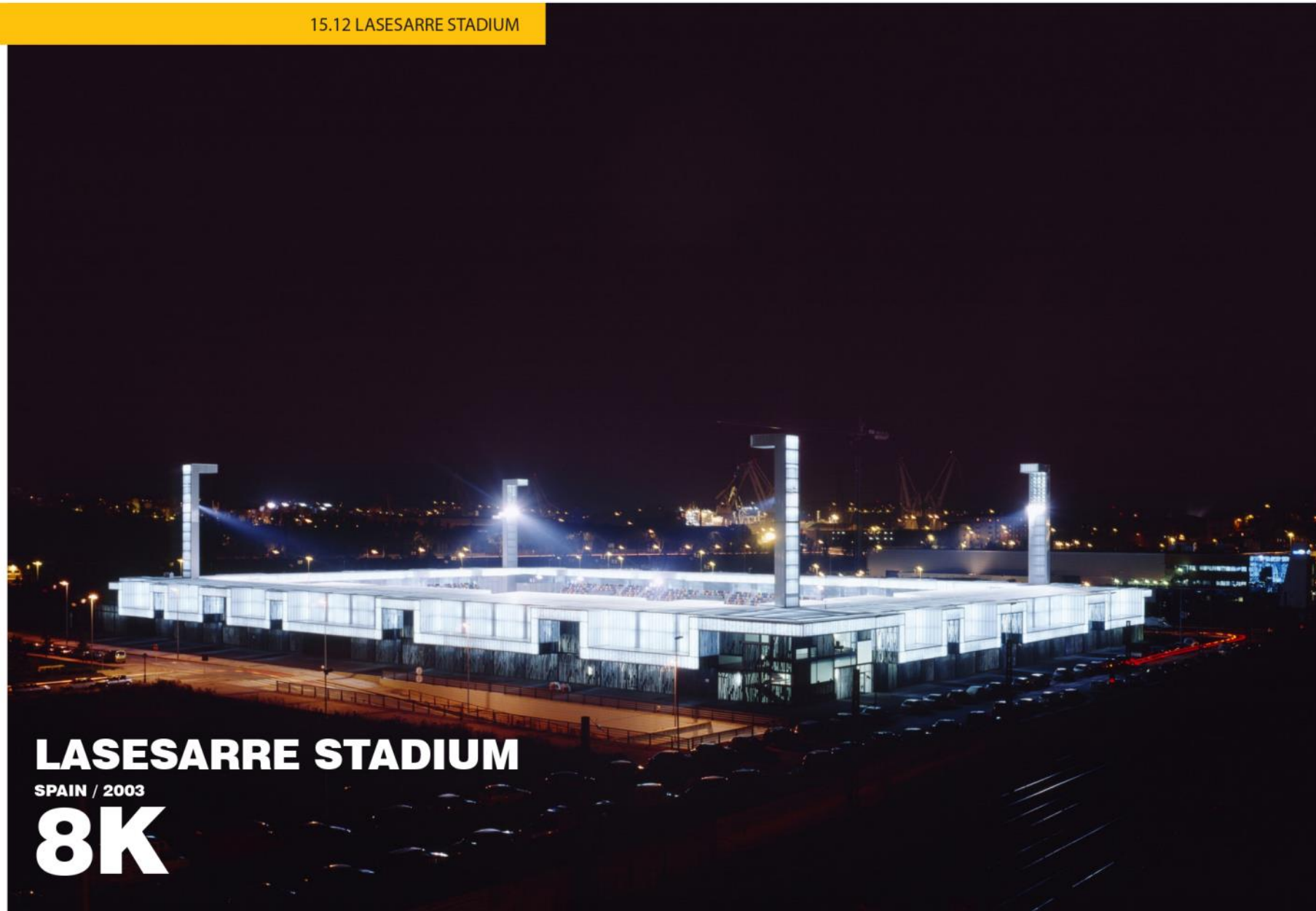
NORTH IPSWICH RESERVE STADIUM CONCEPT DESIGN REPORT | COX ARCHITECTURE | 68







15.12 LASESARRE STADIUM



NORTH IPSWICH RESERVE STADIUM CONCEPT DESIGN REPORT | COX ARCHITECTURE | 70



## 16.0 Appendices

1. INDICATIVE ORDER OF COST ESTIMATE - BASE STAGING

Prepared by: Rider Levett Bucknall

2. INDICATIVE ORDER OF COST ESTIMATE - ALTERNATIVE STAGING

Prepared by: Rider Levett Bucknall

3. REVENUE OPPORTUNITIES FOR THE PROPOSED NORTH IPSWICH  
STADIUM

Prepared by: DHW lake

4. PRELIMINARY HERITAGE ADVICE

Prepared by: Extent Heritage Advisors

5. TRANSPORT OPPORTUNITIES AND CONSTRAINTS

Prepared by: ARUP



**Item 3 / Attachment 2.**

Cox Architecture

Address: Level 2, 2 Edward Street, Brisbane QLD 4000 Australia  
Website: [www.cox.com.au](http://www.cox.com.au)




## **IPSWICH STADIUM**

### **ORDER OF COST - BASE SEQUENCING WITH BRIDGE**





Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Summary

GFA: Gross Floor Area  
Rates Current At March 2019

Location	GFA m <sup>2</sup>	Cost/m <sup>2</sup>	Total Cost
<b>1 STAGE 1 - ENABLING WORKS</b>			
1DE Demolition & Site Preparation			194,190
1SD Services Diversions			1,000,000
<b>1 - STAGE 1 - ENABLING WORKS</b>			<b>\$1,194,190</b>
<b>2 STAGE 2 - LOWER WEST STAND &amp; GENERAL STADIUM PROVISIONS</b>			
2BE Bulk Earthworks & Contaminated Material Treatment			667,170
2ST Structure, Roof & Envelope			200,000
2SB Seating Bowl			3,476,830
2FP Field of Play			7,329,900
2SD Stadium Direct Costs			3,817,600
2EW External Works			2,538,180
2TW Temporary Works			400,000
<b>2 - STAGE 2 - LOWER WEST STAND &amp; GENERAL STADIUM PROVISIONS</b>			<b>\$18,429,680</b>
<b>3 STAGE 3 - WEST STAND COMPLETE</b>			
3DE Demolition & Site Preparation			168,812
3BE Bulk Earthworks & Contaminated Material Treatment			847,340
3ST Structure, Roof & Envelope			18,409,890
3SB Seating Bowl			2,576,020
3BS Base Build Services			6,779,063
3OF Stadium Occupancy Fit Out	10,129	1,977	20,024,400
3SD Stadium Direct Costs			3,950,000
3EW External Works			3,710,250
<b>3 - STAGE 3 - WEST STAND COMPLETE</b>	<b>10,129</b>	<b>\$5,575</b>	<b>\$56,465,775</b>
<b>4 STAGE 4 - NORTH &amp; EAST LOWER BOWLS &amp; GA CONCESSIONS</b>			
4BE Bulk Earthworks & Contaminated Material Treatment			55,675
4ST Structure, Roof & Envelope			8,323,580
4SB Seating Bowl			11,091,400
4BS Base Build Services			753,960
4OF Stadium Occupancy Fit Out	1,590	3,127	4,971,550
4SD Stadium Direct Costs			2,585,600
4EW External Works			14,400,700
4TW Temporary Works			250,000
<b>4 - STAGE 4 - NORTH &amp; EAST LOWER BOWLS &amp; GA CONCESSIONS</b>	<b>1,590</b>	<b>\$26,687</b>	<b>\$42,432,465</b>
<b>5 STAGE 5 - NORTH STAND</b>			
5ST Structure, Roof & Envelope			3,632,760
5SB Seating Bowl			3,282,750
5BS Base Build Services			
5SD Stadium Direct Costs			350,000



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Summary

GFA: Gross Floor Area  
Rates Current At March 2019

Location	GFA m <sup>2</sup>	Cost/m <sup>2</sup>	Total Cost
5EW External Works			
<b>5 - STAGE 5 - NORTH STAND</b>			<b>\$7,265,510</b>
<b>6 STAGE 6 - SOUTH LOWER BOWL</b>			
6ST Structure, Roof & Envelope			
6SB Seating Bowl			1,827,940
6BS Base Build Services			
6SD Stadium Direct Costs			777,600
6EW External Works			4,653,650
<b>6 - STAGE 6 - SOUTH LOWER BOWL</b>			<b>\$7,259,190</b>
<b>ESTIMATED NET COST</b>	<b>11,719</b>	<b>\$11,353</b>	<b>\$133,046,810</b>
<b>MARGINS &amp; ADJUSTMENTS</b>			
Preliminaries	16.0%		\$21,288,000
Additional Staging & Sequencing (outside of specified)			Excl.
Overheads & Margin	4.0%		\$6,174,000
Professional Fees to completion	10.0%		\$16,051,000
Statutory Fees	1.5%		\$2,649,000
<b>NET CONSTRUCTION COST</b>	<b>11,719</b>	<b>\$15,292</b>	<b>\$179,208,810</b>
Contingency	20.0%		\$35,842,000
Escalation beyond March 2019			Excl.
Rounding	0.1%		\$239,190
<b>GROSS CONSTRUCTION COST</b>	<b>11,719</b>	<b>\$18,371</b>	<b>\$215,290,000</b>
<b>ESTIMATED TOTAL COST</b>	<b>11,719</b>	<b>\$18,371</b>	<b>\$215,290,000</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Element Item

**1 STAGE 1 - ENABLING WORKS**

1DE Demolition & Site Preparation

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
1 General site clearance	m <sup>2</sup>	34,595	2	69,190
2 Allowance for facilities relocation	Item			Excl.
3 Allowance for demolition of miscellaneous structures	Item			125,000
4 Temporary works during demolition	Item			Excl.
<b>SITE PREPARATION</b>				<b>\$194,190</b>
<b>DEMOLITION &amp; SITE PREPARATION</b>				<b>\$194,190</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Element Item

**1 STAGE 1 - ENABLING WORKS**

1SD Services Diversions

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
11 Services diversions	Item			1,000,000
12 Upgrade existing mains infrastructure	Item			Excl.
<b>SITE PREPARATION</b>				<b>\$1,000,000</b>
<b>SERVICES DIVERSIONS</b>				<b>\$1,000,000</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2BE Bulk Earthworks & Contaminated Material Treatment

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
5 Allowance for bulk earthworks (assume ave. 500mm deep)	m³	17,298	35	605,430
6 Remediation / dispose of site of contaminated ground	Item			Excl.
7 Allowance for dewatering	Item			Excl.
8 Allowance for disposal of material offsite	Item			Excl.
9 Allowance for imported fill	Item			Excl.
10 Allowance for contaminated material	Item			Excl.
123 Allowance for bulk earthworks for Lower Western Stand (assume additional ave. 1m deep)	m³	1,764	35	61,740
<b>SITE PREPARATION</b>				<b>\$667,170</b>
<b>BULK EARTHWORKS &amp; CONTAMINATED MATERIAL TREATMENT</b>				<b>\$667,170</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2ST Structure, Roof & Envelope

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>YY SPECIAL PROVISIONS</b>				
124 Allowance for provisions for linking Stage 2 and 3 works	Item			200,000
<b>SPECIAL PROVISIONS</b>				<b>\$200,000</b>
<b>STRUCTURE, ROOF &amp; ENVELOPE</b>				<b>\$200,000</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>UF UPPER FLOORS</b>				
31 Lower seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	168.28	10,000	1,682,800
33 Lower seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	1,603	750	1,202,250
<b>UPPER FLOORS</b>				<b>\$2,885,050</b>
<b>FT FITMENTS</b>				
35 Seating bowl - fixed Premium seating	No	2,818	180	507,240
37 Safety rails & barriers to seating bowl	No	2,818	20	56,360
38 Bowl metalwork	No	2,818	10	28,180
<b>FITMENTS</b>				<b>\$591,780</b>
<b>SEATING BOWL</b>				<b>\$3,476,830</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2FP Field of Play

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
78 Excavate in OTR to reduce levels for pitch (msd elsewhere - refer Bulk Earthworks)	Note			Excl.
<b>SITE PREPARATION</b>				<b>Excl.</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
79 Pitch Playing Surface - natural grass pitch including regrading, compacting, geotextile membrane, gravel layer, blinding layer, upper & lower rootzones, etc	m <sup>2</sup>	10,470	120	1,256,400
80 Allowance for irrigation to pitch	m <sup>2</sup>	10,470	20	209,400
81 Allowance for sports equipment (posts, goals etc)	Item			250,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$1,715,800</b>
<b>XK EXTERNAL STORMWATER DRAINAGE</b>				
82 Allowance for subsoil drainage to pitch	m <sup>2</sup>	10,470	30	314,100
83 Allowance for OSD tank	Item			250,000
84 Allowance for water storage tank for irrigation	Item			250,000
<b>EXTERNAL STORMWATER DRAINAGE</b>				<b>\$814,100</b>
<b>XE EXTERNAL ELECTRIC LIGHT AND POWER</b>				
86 Allowance for FOP light poles	No	4	1,200,000	4,800,000
<b>EXTERNAL ELECTRIC LIGHT AND POWER</b>				<b>\$4,800,000</b>
<b>FIELD OF PLAY</b>				<b>\$7,329,900</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
85 Allowance for additional supporting steelwork	Item			500,000
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
90 Pitch Perimeter Ribbon Signage	m	122	10,800	1,317,600
92 Videoboards to bowl including support structure	No	1	2,000,000	2,000,000
<b>SPECIAL SERVICES</b>				<b>\$3,817,600</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$3,817,600</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2EW External Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XR ROADS, FOOTPATHS AND PAVED AREAS</b>				
106 Allowance for 360 degree RC ground slab Concourse incl services infrastructure (lighting, security, drainage, FFE)	m <sup>2</sup>	2,000	600	1,200,000
117 Allowance for RC access stairs on ground (msd flat on plan)	m <sup>2</sup>	194	750	145,500
118 Allowance for retaining walls to external works areas	m <sup>2</sup>	750	600	450,000
<b>ROADS, FOOTPATHS AND PAVED AREAS</b>				<b>\$1,795,500</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
77 Allowance to create grass berm	m <sup>2</sup>	5,388	110	592,680
121 Allowance for general external landscaping and make good works	Item			150,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$742,680</b>
<b>EXTERNAL WORKS</b>				<b>\$2,538,180</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2TW Temporary Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>YY SPECIAL PROVISIONS</b>				
107 Allowance for temporary East Stand	Item			400,000
<b>SPECIAL PROVISIONS</b>				<b>\$400,000</b>
<b>TEMPORARY WORKS</b>				<b>\$400,000</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Element Item

**3 STAGE 3 - WEST STAND COMPLETE**

3DE Demolition & Site Preparation

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
1 General site clearance	m <sup>2</sup>	9,406	2	18,812
2 Allowance for facilities relocation	Item			Excl.
3 Allowance for demolition of miscellaneous structures	Item			150,000
4 Temporary works during demolition	Item			Excl.
<b>SITE PREPARATION</b>				<b>\$168,812</b>
<b>DEMOLITION &amp; SITE PREPARATION</b>				<b>\$168,812</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 3 STAGE 3 - WEST STAND COMPLETE

3BE Bulk Earthworks & Contaminated Material Treatment

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
6 Remediation / dispose of site of contaminated ground	Item			Excl.
7 Allowance for dewatering	Item			150,000
8 Allowance for disposal of material offsite	Item			Excl.
9 Allowance for imported fill	Item			Excl.
10 Allowance for contaminated material	Item			Excl.
109 Allowance for bulk earthworks for Western Stand Event Level	m³	19,924	35	697,340
<b>SITE PREPARATION</b>				<b>\$847,340</b>
<b>BULK EARTHWORKS &amp; CONTAMINATED MATERIAL TREATMENT</b>				<b>\$847,340</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Element Item

**3 STAGE 3 - WEST STAND COMPLETE**

3ST Structure, Roof & Envelope

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SB SUBSTRUCTURE</b>				
13 Allow for piling and foundations	m <sup>2</sup>	4,981	250	1,245,250
14 Allow for monolithic ground slab including beams	m <sup>2</sup>	4,981	500	2,490,500
15 Allowance for lift pit	No	3	12,500	37,500
<b>SUBSTRUCTURE</b>				<b>\$3,773,250</b>
<b>CL COLUMNS</b>				
16 Allow for columns	m <sup>2</sup>	10,129	50	506,450
113 Allowance for main roof columns fixed off top of stands	m <sup>2</sup>	3,500	50	175,000
<b>COLUMNS</b>				<b>\$681,450</b>
<b>UF UPPER FLOORS</b>				
17 Structural reinforced concrete slab including PT band beams	m <sup>2</sup>	5,757	300	1,727,100
<b>UPPER FLOORS</b>				<b>\$1,727,100</b>
<b>SC STAIRCASES</b>				
18 2200mm wide Precast concrete stairs (circulation areas)	M/R	16	4,500	72,000
112 2200mm wide Precast concrete stairs (access vomitories)	M/R	24	4,500	108,000
<b>STAIRCASES</b>				<b>\$180,000</b>
<b>RF ROOF</b>				
19 Primary roof steel incl prepainted finish (allowed 65kg/m2)	t	227.50	10,000	2,275,000
20 Secondary steel - connections incl prepainted finish (allowed 10kg/m2)	t	35.00	10,000	350,000
21 PTFE roof fabric	m <sup>2</sup>	3,500	400	1,400,000
22 Soffit lining	m <sup>2</sup>	3,500		Excl.
23 Allowance for custom box guttering to roof	m	265	250	66,250
24 Allowance for downpipes to roof	m	336	120	40,320
25 Allowance for access gantry incl supporting steel	Item			
29 Metal deck roof to the Western Stand complete incl guttering and downpipes	m <sup>2</sup>	2,084	150	312,600
30 Roof steel frame for metal deck roof to the Western Stand (allowed 20kg/m2)	t	41.68	10,000	416,800
<b>ROOF</b>				<b>\$4,860,970</b>
<b>EW EXTERNAL WALLS</b>				
26 Allowance for facade	m <sup>2</sup>	1,565	1,600	2,504,000
103 Allowance for solid external walls	m <sup>2</sup>	1,259	360	453,240
104 Allowance for cladding finish to external solid walls	m <sup>2</sup>	582	600	349,200
105 Allowance for external retaining walls	m <sup>2</sup>	1,288	600	772,800
<b>EXTERNAL WALLS</b>				<b>\$4,079,240</b>
<b>NW INTERNAL WALLS</b>				
27 Allowance for internal core and division walls	m <sup>2</sup>	8,282	360	2,981,520



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 3 STAGE 3 - WEST STAND COMPLETE

3ST Structure, Roof & Envelope (continued)

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
28 Vomitory reinforced concrete wall	m <sup>2</sup>	351	360	126,360
<b>INTERNAL WALLS</b>				<b>\$3,107,880</b>
<b>STRUCTURE, ROOF &amp; ENVELOPE</b>				<b>\$18,409,890</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 3 STAGE 3 - WEST STAND COMPLETE

3SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>CL COLUMNS</b>				
114 Allowance for columns to support upper seating bowl	m <sup>2</sup>	1,161	50	58,050
<b>COLUMNS</b>				<b>\$58,050</b>
<b>UF UPPER FLOORS</b>				
32 Upper seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	121.84	10,000	1,218,400
34 Upper seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	1,161	750	870,750
<b>UPPER FLOORS</b>				<b>\$2,089,150</b>
<b>FT FITMENTS</b>				
35 Seating bowl - fixed Premium seating	No	2,042	180	367,560
37 Safety rails & barriers to seating bowl	No	2,042	20	40,840
38 Bowl metalwork	No	2,042	10	20,420
<b>FITMENTS</b>				<b>\$428,820</b>
<b>SEATING BOWL</b>				<b>\$2,576,020</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Element Item

**3 STAGE 3 - WEST STAND COMPLETE**

3BS Base Build Services

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>HS HYDRAULIC SERVICES</b>				
39 Extra over base build for hydraulic services to Western Stand	m <sup>2</sup>	10,129	50	506,450
<b>HYDRAULIC SERVICES</b>				<b>\$506,450</b>
<b>MS MECHANICAL SERVICES</b>				
41 Base build mechanical services for air conditioned areas	m <sup>2</sup>	4,228	320	1,352,960
42 Base build mechanical to naturally ventilated areas	m <sup>2</sup>	5,902	30	177,060
<b>MECHANICAL SERVICES</b>				<b>\$1,530,020</b>
<b>FP FIRE PROTECTION</b>				
43 Extra over base building for increased fire protection services to West Stand	m <sup>2</sup>	10,129	40	405,160
<b>FIRE PROTECTION</b>				<b>\$405,160</b>
<b>LP ELECTRIC LIGHT AND POWER</b>				
45 Extra over base build for light and power to West Stand	m <sup>2</sup>	10,129	90	911,610
46 Extra over base build security to West Stand	m <sup>2</sup>	10,129	10	101,290
<b>ELECTRIC LIGHT AND POWER</b>				<b>\$1,012,900</b>
<b>CM COMMUNICATIONS</b>				
49 Base building AV allowance	m <sup>2</sup>	10,129	70	709,030
50 Base building broadcast	m <sup>2</sup>	10,129	5	50,645
51 Base building communications	m <sup>2</sup>	10,129	25	253,225
52 Base building public address	m <sup>2</sup>	10,129	10	101,290
53 Allowance for DAS equipment and cabling	Item			1,200,000
<b>COMMUNICATIONS</b>				<b>\$2,314,190</b>
<b>TS TRANSPORTATION SYSTEMS</b>				
54 Allowance for passenger lifts - 15m rise	No	2	250,000	500,000
55 Allowance for goods lifts - 15m rise	No	1	300,000	300,000
56 Allowance for builders work in connection with lifts	No	3	15,000	45,000
<b>TRANSPORTATION SYSTEMS</b>				<b>\$845,000</b>
<b>SS SPECIAL SERVICES</b>				
57 Allowance for Photo Voltaic system	Item			Excl.
<b>SPECIAL SERVICES</b>				<b>Excl.</b>
<b>BW BUILDERS WORK IN CONNECTION WITH SERVICES</b>				
58 Allowance for general builders work in connection with services	Item			165,343
<b>BUILDERS WORK IN CONNECTION WITH SERVICES</b>				<b>\$165,343</b>
<b>BASE BUILD SERVICES</b>				<b>\$6,779,063</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost - Base Sequencing with Bridge

Location Element Item

### 3 STAGE 3 - WEST STAND COMPLETE

3OF Stadium Occupancy Fit Out

GFA: 10,129 m<sup>2</sup> Cost/m<sup>2</sup>: \$1,977  
Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>FO FITOUT</b>				
59 Admin	m <sup>2</sup>	431	1,200	517,200
60 Allied Health	m <sup>2</sup>	446	1,200	535,200
61 BOH	m <sup>2</sup>	324	150	48,600
62 Circulation	m <sup>2</sup>	3,303	1,200	3,963,600
63 Core	m <sup>2</sup>	442	150	66,300
64 Corporate	m <sup>2</sup>	340	2,100	714,000
65 F&B	m <sup>2</sup>	1,072	4,000	4,288,000
66 Ground Maintenance	m <sup>2</sup>	336	150	50,400
67 Media	m <sup>2</sup>	250	1,650	412,500
68 Player Officials	m <sup>2</sup>	114	2,600	296,400
69 Team Facilities	m <sup>2</sup>	1,780	2,600	4,628,000
70 WC	m <sup>2</sup>	426	1,450	617,700
71 Premium	m <sup>2</sup>	817	4,650	3,799,050
74 Officials	m <sup>2</sup>	53	1,650	87,450
<b>FITOUT</b>			<b>\$1,977/m<sup>2</sup></b>	<b>\$20,024,400</b>
<b>STADIUM OCCUPANCY FIT OUT</b>			<b>\$1,977/m<sup>2</sup></b>	<b>\$20,024,400</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 3 STAGE 3 - WEST STAND COMPLETE

3SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
91 EO Facade for LED Mesh Screen	Item			Excl.
93 Allowance for sound system	Item			200,000
94 Allowance for wireless networking and new/mobile apps	Item			250,000
95 Allowance for Active IT (computers, phones, multi function devices etc)	Item			150,000
96 Allowance for Stadium Branding (assume Stadium Direct Operation Cost)	Item			Excl.
97 Allowance for N+1 power supply	Item			500,000
98 Allowance for FF&E (included within fitout rates)	Note			Included
99 Allowance for LED screens to concourses, lounge, F&B areas etc (assume West Stand only)	Item			300,000
100 Allowance for IPTV systems	Item			800,000
101 Allowance for fibre optic backbone and NBN connection	Item			1,500,000
102 Allowance for Communications Control Room / TV Production	Item			250,000
<b>SPECIAL SERVICES</b>				<b>\$3,950,000</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$3,950,000</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 3 STAGE 3 - WEST STAND COMPLETE

3EW External Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XR ROADS, FOOTPATHS AND PAVED AREAS</b>				
117 Allowance for RC access stairs on ground (msd flat on plan)	m <sup>2</sup>	87	750	65,250
119 Main external concourse incl services infrastructure (lighting, security, drainage, FFE)	m <sup>2</sup>	5,075	600	3,045,000
<b>ROADS, FOOTPATHS AND PAVED AREAS</b>				<b>\$3,110,250</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
121 Allowance for general external landscaping and make good works	Item			600,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$600,000</b>
<b>EXTERNAL WORKS</b>				<b>\$3,710,250</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 4 STAGE 4 - NORTH & EAST LOWER BOWLS & GA CONCESSIONS

4BE Bulk Earthworks & Contaminated Material Treatment

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
6 Remediation / dispose of site of contaminated ground	Item			Excl.
7 Allowance for dewatering	Item			10,000
8 Allowance for disposal of material offsite	Item			Excl.
9 Allowance for imported fill	Item			Excl.
10 Allowance for contaminated material	Item			Excl.
109 Allowance for bulk earthworks for Western Stand Event Level	m³	1,305	35	45,675
<b>SITE PREPARATION</b>				<b>\$55,675</b>
<b>BULK EARTHWORKS &amp; CONTAMINATED MATERIAL TREATMENT</b>				<b>\$55,675</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost - Base Sequencing with Bridge

Location Element Item

### 4 STAGE 4 - NORTH & EAST LOWER BOWLS & GA CONCESSIONS

4ST Structure, Roof & Envelope

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SB SUBSTRUCTURE</b>				
13 Allow for piling and foundations	m <sup>2</sup>	4,683	250	1,170,750
14 Allow for monolithic ground slab including beams	m <sup>2</sup>	1,183	500	591,500
15 Allowance for lift pit	No	1	12,500	12,500
<b>SUBSTRUCTURE</b>				<b>\$1,774,750</b>
<b>CL COLUMNS</b>				
16 Allow for columns	m <sup>2</sup>	1,590	50	79,500
113 Allowance for main roof columns fixed off top of stands	m <sup>2</sup>	3,500	50	175,000
<b>COLUMNS</b>				<b>\$254,500</b>
<b>UF UPPER FLOORS</b>				
17 Structural reinforced concrete slab including PT band beams	m <sup>2</sup>	407	300	122,100
<b>UPPER FLOORS</b>				<b>\$122,100</b>
<b>SC STAIRCASES</b>				
112 2200mm wide Precast concrete stairs (access vomitories)	M/R	32	4,500	144,000
<b>STAIRCASES</b>				<b>\$144,000</b>
<b>RF ROOF</b>				
19 Primary roof steel incl prepainted finish (allowed 65kg/m2)	t	227.50	10,000	2,275,000
20 Secondary steel - connections incl prepainted finish (allowed 10kg/m2)	t	35.00	10,000	350,000
21 PTFE roof fabric	m <sup>2</sup>	3,500	400	1,400,000
22 Soffit lining	m <sup>2</sup>	3,500		Excl.
23 Allowance for custom box guttering to roof	m	265	250	66,250
24 Allowance for downpipes to roof	m	336	120	40,320
110 Metal deck roof to the Pods complete incl guttering and downpipes	m <sup>2</sup>	1,182	150	177,300
111 Roof steel frame for metal deck roof to the Pods (allowed 20kg/m2)	t	23.64	10,000	236,400
<b>ROOF</b>				<b>\$4,545,270</b>
<b>EW EXTERNAL WALLS</b>				
103 Allowance for solid external walls	m <sup>2</sup>	1,074	360	386,640
104 Allowance for cladding finish to external solid walls	m <sup>2</sup>	1,074	600	644,400
105 Allowance for external retaining walls	m <sup>2</sup>	158	600	94,800
<b>EXTERNAL WALLS</b>				<b>\$1,125,840</b>
<b>NW INTERNAL WALLS</b>				
27 Allowance for internal core and division walls	m <sup>2</sup>	349	360	125,640
28 Vomitory reinforced concrete wall	m <sup>2</sup>	643	360	231,480
<b>INTERNAL WALLS</b>				<b>\$357,120</b>
<b>STRUCTURE, ROOF &amp; ENVELOPE</b>				<b>\$8,323,580</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 4 STAGE 4 - NORTH & EAST LOWER BOWLS & GA CONCESSIONS

4SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>CL COLUMNS</b>				
114 Allowance for columns to support upper seating bowl	m <sup>2</sup>	2,398	50	119,900
<b>COLUMNS</b>				<b>\$119,900</b>
<b>UF UPPER FLOORS</b>				
31 Lower seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	310.50	10,000	3,105,000
32 Upper seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	251.70	10,000	2,517,000
33 Lower seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	2,958	750	2,218,500
34 Upper seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	2,398	750	1,798,500
<b>UPPER FLOORS</b>				<b>\$9,639,000</b>
<b>FT FITMENTS</b>				
36 Seating bowl - fixed GA seating	No	10,250	100	1,025,000
37 Safety rails & barriers to seating bowl	No	10,250	20	205,000
38 Bowl metalwork	No	10,250	10	102,500
<b>FITMENTS</b>				<b>\$1,332,500</b>
<b>SEATING BOWL</b>				<b>\$11,091,400</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost - Base Sequencing with Bridge

Location Element Item

### 4 STAGE 4 - NORTH & EAST LOWER BOWLS & GA CONCESSIONS

4BS Base Build Services

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>HS HYDRAULIC SERVICES</b>				
40 Base build hydraulic services	m <sup>2</sup>	1,590	90	143,100
<b>HYDRAULIC SERVICES</b>				<b>\$143,100</b>
<b>MS MECHANICAL SERVICES</b>				
41 Base build mechanical services for air conditioned areas	m <sup>2</sup>	72	320	23,040
42 Base build mechanical to naturally ventilated areas	m <sup>2</sup>	1,519	30	45,570
<b>MECHANICAL SERVICES</b>				<b>\$68,610</b>
<b>FP FIRE PROTECTION</b>				
44 Base building fire engineering and fire protection systems	m <sup>2</sup>	1,590	30	47,700
<b>FIRE PROTECTION</b>				<b>\$47,700</b>
<b>LP ELECTRIC LIGHT AND POWER</b>				
47 Base build security	m <sup>2</sup>	1,590	25	39,750
48 Base build light and power	m <sup>2</sup>	1,590	110	174,900
<b>ELECTRIC LIGHT AND POWER</b>				<b>\$214,650</b>
<b>CM COMMUNICATIONS</b>				
49 Base building AV allowance	m <sup>2</sup>	1,590	70	111,300
50 Base building broadcast	m <sup>2</sup>	1,590	5	7,950
51 Base building communications	m <sup>2</sup>	1,590	25	39,750
52 Base building public address	m <sup>2</sup>	1,590	10	15,900
<b>COMMUNICATIONS</b>				<b>\$174,900</b>
<b>TS TRANSPORTATION SYSTEMS</b>				
56 Allowance for builders work in connection with lifts	No	1	15,000	15,000
122 Allowance for passenger lifts - 4m rise	No	1	90,000	90,000
<b>TRANSPORTATION SYSTEMS</b>				<b>\$105,000</b>
<b>BASE BUILD SERVICES</b>				<b>\$753,960</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 4 STAGE 4 - NORTH & EAST LOWER BOWLS & GA CONCESSIONS

4OF Stadium Occupancy Fit Out

GFA: 1,590 m<sup>2</sup> Cost/m<sup>2</sup>: \$3,127  
Rates Current At March 2019

Description		Unit	Qty	Rate	Total
<b>FO</b>	<b>FITOUT</b>				
62	Circulation	m <sup>2</sup>	220	1,200	264,000
65	F&B	m <sup>2</sup>	1,073	4,000	4,292,000
70	WC	m <sup>2</sup>	227	1,450	329,150
72	Ticket	m <sup>2</sup>	72	1,200	86,400
<b>FITOUT</b>				<b>\$3,127/m<sup>2</sup></b>	<b>\$4,971,550</b>
<b>STADIUM OCCUPANCY FIT OUT</b>				<b>\$3,127/m<sup>2</sup></b>	<b>\$4,971,550</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost - Base Sequencing with Bridge

Location Element Item

### 4 STAGE 4 - NORTH & EAST LOWER BOWLS & GA CONCESSIONS

4SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
90 Pitch Perimeter Ribbon Signage	m	207	10,800	2,235,600
91 EO Facade for LED Mesh Screen	Item			Excl.
93 Allowance for sound system	Item			100,000
94 Allowance for wireless networking and new/mobile apps	Item			250,000
95 Allowance for Active IT (computers, phones, multi function devices etc)	Item			Excl.
96 Allowance for Stadium Branding (assume Stadium Direct Operation Cost)	Item			Excl.
97 Allowance for N+1 power supply	Item			Excl.
98 Allowance for FF&E (included within fitout rates)	Note			Excl.
99 Allowance for LED screens to concourses, lounge, F&B areas etc (assume West Stand only)	Item			Excl.
100 Allowance for IPTV systems	Item			Excl.
101 Allowance for fibre optic backbone and NBN connection	Item			Excl.
102 Allowance for Communications Control Room / TV Production	Item			Excl.
<b>SPECIAL SERVICES</b>				<b>\$2,585,600</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$2,585,600</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 4 STAGE 4 - NORTH & EAST LOWER BOWLS & GA CONCESSIONS

4EW External Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>FO FITOUT</b>				
73 Riverside Food and Bar Deck	m <sup>2</sup>	1,283	1,600	2,052,800
<b>FITOUT</b>				<b>\$2,052,800</b>
<b>XR ROADS, FOOTPATHS AND PAVED AREAS</b>				
116 Allowance for RC ground slab for Riverside Food and Bar	m <sup>2</sup>	1,283	300	384,900
119 Main external concourse incl services infrastructure (lighting, security, drainage, FFE)	m <sup>2</sup>	9,405	600	5,643,000
<b>ROADS, FOOTPATHS AND PAVED AREAS</b>				<b>\$6,027,900</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
121 Allowance for general external landscaping and make good works	Item			200,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$200,000</b>
<b>YY SPECIAL PROVISIONS</b>				
125 Allowance for 170m x 9m width pedestrian bridge	m <sup>2</sup>	1,530	4,000	6,120,000
<b>SPECIAL PROVISIONS</b>				<b>\$6,120,000</b>
<b>EXTERNAL WORKS</b>				<b>\$14,400,700</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 4 STAGE 4 - NORTH & EAST LOWER BOWLS & GA CONCESSIONS

4TW Temporary Works

Rates Current At March 2019

Description		Unit	Qty	Rate	Total
<b>YY SPECIAL PROVISIONS</b>					
108	Allowance for temporary North Stand	Item			250,000
	<b>SPECIAL PROVISIONS</b>				<b>\$250,000</b>
	<b>TEMPORARY WORKS</b>				<b>\$250,000</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Element Item

**5 STAGE 5 - NORTH STAND**

5ST Structure, Roof & Envelope

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SB SUBSTRUCTURE</b>				
13 Allow for piling and foundations	m <sup>2</sup>	2,300	250	575,000
<b>SUBSTRUCTURE</b>				<b>\$575,000</b>
<b>CL COLUMNS</b>				
113 Allowance for main roof columns fixed off top of stands	m <sup>2</sup>	2,300	50	115,000
<b>COLUMNS</b>				<b>\$115,000</b>
<b>SC STAIRCASES</b>				
112 2200mm wide Precast concrete stairs (access vomitories)	M/R	20	4,500	90,000
<b>STAIRCASES</b>				<b>\$90,000</b>
<b>RF ROOF</b>				
19 Primary roof steel incl prepainted finish (allowed 65kg/m2)	t	149.50	10,000	1,495,000
20 Secondary steel - connections incl prepainted finish (allowed 10kg/m2)	t	23.00	10,000	230,000
21 PTFE roof fabric	m <sup>2</sup>	2,300	400	920,000
22 Soffit lining	m <sup>2</sup>	2,300		Excl.
23 Allowance for custom box guttering to roof	m	256	250	64,000
24 Allowance for downpipes to roof	m	10	120	1,200
<b>ROOF</b>				<b>\$2,710,200</b>
<b>NW INTERNAL WALLS</b>				
28 Vomitory reinforced concrete wall	m <sup>2</sup>	396	360	142,560
<b>INTERNAL WALLS</b>				<b>\$142,560</b>
<b>STRUCTURE, ROOF &amp; ENVELOPE</b>				<b>\$3,632,760</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost - Base Sequencing with Bridge

Location Element Item

### 5 STAGE 5 - NORTH STAND

5SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>CL COLUMNS</b>				
114 Allowance for columns to support upper seating bowl	m <sup>2</sup>	1,576	50	78,800
<b>COLUMNS</b>				<b>\$78,800</b>
<b>UF UPPER FLOORS</b>				
32 Upper seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	165.47	10,000	1,654,700
34 Upper seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	1,576	750	1,182,000
<b>UPPER FLOORS</b>				<b>\$2,836,700</b>
<b>FT FITMENTS</b>				
36 Seating bowl - fixed GA seating	No	2,825	100	282,500
37 Safety rails & barriers to seating bowl	No	2,825	20	56,500
38 Bowl metalwork	No	2,825	10	28,250
<b>FITMENTS</b>				<b>\$367,250</b>
<b>SEATING BOWL</b>				<b>\$3,282,750</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Element Item

**5 STAGE 5 - NORTH STAND**

5SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
91 EO Facade for LED Mesh Screen	Item			Excl.
93 Allowance for sound system	Item			100,000
94 Allowance for wireless networking and new/mobile apps	Item			250,000
95 Allowance for Active IT (computers, phones, multi function devices etc)	Item			Excl.
96 Allowance for Stadium Branding (assume Stadium Direct Operation Cost)	Item			Excl.
97 Allowance for N+1 power supply	Item			Excl.
98 Allowance for FF&E (included within fitout rates)	Note			Excl.
99 Allowance for LED screens to concourses, lounge, F&B areas etc (assume West Stand only)	Item			Excl.
100 Allowance for IPTV systems	Item			Excl.
101 Allowance for fibre optic backbone and NBN connection	Item			Excl.
102 Allowance for Communications Control Room / TV Production	Item			Excl.
<b>SPECIAL SERVICES</b>				<b>\$350,000</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$350,000</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost - Base Sequencing with Bridge

Location Element Item

#### 6 STAGE 6 - SOUTH LOWER BOWL

6SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>UF UPPER FLOORS</b>				
31 Lower seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	90.95	10,000	909,500
33 Lower seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	867	750	650,250
<b>UPPER FLOORS</b>				<b>\$1,559,750</b>
<b>FT FITMENTS</b>				
36 Seating bowl - fixed GA seating	No	2,063	100	206,300
37 Safety rails & barriers to seating bowl	No	2,063	20	41,260
38 Bowl metalwork	No	2,063	10	20,630
<b>FITMENTS</b>				<b>\$268,190</b>
<b>SEATING BOWL</b>				<b>\$1,827,940</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Element Item

**6 STAGE 6 - SOUTH LOWER BOWL**

6SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
90 Pitch Perimeter Ribbon Signage	m	72	10,800	777,600
91 EO Facade for LED Mesh Screen	Item			Excl.
93 Allowance for sound system	Item			Excl.
94 Allowance for wireless networking and new/mobile apps	Item			Excl.
95 Allowance for Active IT (computers, phones, multi function devices etc)	Item			Excl.
96 Allowance for Stadium Branding (assume Stadium Direct Operation Cost)	Item			Excl.
97 Allowance for N+1 power supply	Item			Excl.
98 Allowance for FF&E (included within fitout rates)	Note			Excl.
99 Allowance for LED screens to concourses, lounge, F&B areas etc (assume West Stand only)	Item			Excl.
100 Allowance for IPTV systems	Item			Excl.
101 Allowance for fibre optic backbone and NBN connection	Item			Excl.
102 Allowance for Communications Control Room / TV Production	Item			Excl.
<b>SPECIAL SERVICES</b>				<b>\$777,600</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$777,600</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost - Base Sequencing with Bridge**

Location Element Item

**6 STAGE 6 - SOUTH LOWER BOWL**

6EW External Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XR ROADS, FOOTPATHS AND PAVED AREAS</b>				
115 Allowance for RC ground slab to South Promenade and River Lookout Point	m <sup>2</sup>	3,898	1,000	3,898,000
117 Allowance for RC access stairs on ground (msd flat on plan)	m <sup>2</sup>	103	750	77,250
118 Allowance for retaining walls to external works areas	m <sup>2</sup>	464	600	278,400
<b>ROADS, FOOTPATHS AND PAVED AREAS</b>				<b>\$4,253,650</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
121 Allowance for general external landscaping and make good works	Item			400,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$400,000</b>
<b>EXTERNAL WORKS</b>				<b>\$4,653,650</b>




## IPSWICH STADIUM

### ORDER OF COST ESTIMATE - REVISED SEQUENCING WITH BRIDGE





Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Summary

GFA: Gross Floor Area  
Rates Current At March 2019

Location	GFA m <sup>2</sup>	Cost/m <sup>2</sup>	Total Cost
<b>1 STAGE 1 - ENABLING WORKS</b>			
1DE Demolition & Site Preparation			288,000
1SD Services Diversions			1,000,000
<b>1 - STAGE 1 - ENABLING WORKS</b>			<b>\$1,288,000</b>
<b>2 STAGE 2 - LOWER WEST STAND &amp; GENERAL STADIUM PROVISIONS</b>			
2BE Bulk Earthworks & Contaminated Material Treatment			831,740
2ST Structure, Roof & Envelope			200,000
2SB Seating Bowl			2,925,630
2FP Field of Play			7,329,900
2SD Stadium Direct Costs			3,612,400
2EW External Works			3,628,980
2TW Temporary Works			400,000
<b>2 - STAGE 2 - LOWER WEST STAND &amp; GENERAL STADIUM PROVISIONS</b>			<b>\$18,928,650</b>
<b>3 STAGE 3 - UPPER WEST STAND</b>			
3DE Demolition & Site Preparation			305,440
3BE Bulk Earthworks & Contaminated Material Treatment			706,605
3ST Structure, Roof & Envelope			16,372,770
3SB Seating Bowl			2,231,780
3BS Base Build Services			6,054,325
3OF Stadium Occupancy Fit Out	8,533	1,982	16,910,000
3SD Stadium Direct Costs			3,950,000
3EW External Works			3,025,500
<b>3 - STAGE 3 - UPPER WEST STAND</b>	<b>8,533</b>	<b>\$5,808</b>	<b>\$49,556,420</b>
<b>4 STAGE 4 - LOWER NORTH &amp; EAST BOWL, UPPER EAST STAND &amp; GA CONCESSIONS</b>			
4BE Bulk Earthworks & Contaminated Material Treatment			55,675
4ST Structure, Roof & Envelope			8,323,580
4SB Seating Bowl			11,091,400
4BS Base Build Services			772,810
4OF Stadium Occupancy Fit Out	1,590	3,127	4,971,550
4SD Stadium Direct Costs			2,585,600
4EW External Works			14,400,700
4TW Temporary Works			250,000
<b>4 - STAGE 4 - LOWER NORTH &amp; EAST BOWL, UPPER EAST STAND &amp; GA CONCESSIONS</b>	<b>1,590</b>	<b>\$26,699</b>	<b>\$42,451,315</b>
<b>5 STAGE 5 - UPPER NORTH STAND</b>			
5ST Structure, Roof & Envelope			3,632,760
5SB Seating Bowl			3,282,750
5BS Base Build Services			



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Summary

GFA: Gross Floor Area  
Rates Current At March 2019

Location	GFA m <sup>2</sup>	Cost/m <sup>2</sup>	Total Cost
5SD Stadium Direct Costs			350,000
5EW External Works			
<b>5 - STAGE 5 - UPPER NORTH STAND</b>			<b>\$7,265,510</b>
<b>6 STAGE 6 - SOUTH LOWER BOWL &amp; SOUTH END OF WEST STAND</b>			
6DE Demolition & Site Preparation			155,584
6BE Bulk Earthworks & Contaminated Material Treatment			190,735
6ST Structure, Roof & Envelope			2,300,810
6SB Seating Bowl			2,724,380
6BS Base Build Services			725,701
6OF Stadium Occupancy Fit Out	1,597	1,962	3,133,800
6SD Stadium Direct Costs			993,600
6EW External Works			5,439,750
<b>6 - STAGE 6 - SOUTH LOWER BOWL &amp; SOUTH END OF WEST STAND</b>	<b>1,597</b>	<b>\$9,809</b>	<b>\$15,664,360</b>
<b>ESTIMATED NET COST</b>	<b>11,720</b>	<b>\$11,532</b>	<b>\$135,154,255</b>
<b>MARGINS &amp; ADJUSTMENTS</b>			
Preliminaries	16.0%		\$21,625,000
Additional Substaging allowance for Stage 6 Works (West Stand)	0.3%		\$500,000
Additional Staging & Sequencing (outside of specified)			Excl.
Overheads & Margin	4.0%		\$6,292,000
Professional Fees to completion	10.0%		\$16,358,000
Statutory Fees	1.5%		\$2,699,000
<b>NET CONSTRUCTION COST</b>	<b>11,720</b>	<b>\$15,583</b>	<b>\$182,628,255</b>
Contingency	20.0%		\$36,526,000
Escalation beyond March 2019			Excl.
Rounding	0.0%		\$5,745
<b>GROSS CONSTRUCTION COST</b>	<b>11,720</b>	<b>\$18,700</b>	<b>\$219,160,000</b>
<b>ESTIMATED TOTAL COST</b>	<b>11,720</b>	<b>\$18,700</b>	<b>\$219,160,000</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Element Item

**1 STAGE 1 - ENABLING WORKS**

1DE Demolition & Site Preparation

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
1 General site clearance	m <sup>2</sup>	44,000	2	88,000
2 Allowance for facilities relocation	Item			Excl.
3 Allowance for demolition of miscellaneous structures	Item			200,000
4 Temporary works during demolition	Item			Excl.
<b>SITE PREPARATION</b>				<b>\$288,000</b>
<b>DEMOLITION &amp; SITE PREPARATION</b>				<b>\$288,000</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Element Item

**1 STAGE 1 - ENABLING WORKS**

1SD Services Diversions

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
11 Services diversions	Item			1,000,000
12 Upgrade existing mains infrastructure	Item			Excl.
<b>SITE PREPARATION</b>				<b>\$1,000,000</b>
<b>SERVICES DIVERSIONS</b>				<b>\$1,000,000</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2BE Bulk Earthworks & Contaminated Material Treatment

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
5 Allowance for bulk earthworks (assume ave. 500mm deep)	m³	22,000	35	770,000
6 Remediation / dispose of site of contaminated ground	Item			Excl.
7 Allowance for dewatering	Item			Excl.
8 Allowance for disposal of material offsite	Item			Excl.
9 Allowance for imported fill	Item			Excl.
10 Allowance for contaminated material	Item			Excl.
123 Allowance for bulk earthworks for Lower Western Stand (assume additional ave. 1m deep)	m³	1,764	35	61,740
<b>SITE PREPARATION</b>				<b>\$831,740</b>
<b>BULK EARTHWORKS &amp; CONTAMINATED MATERIAL TREATMENT</b>				<b>\$831,740</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2ST Structure, Roof & Envelope

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>YY SPECIAL PROVISIONS</b>				
124 Allowance for provisions for linking Stage 2 and 3 works	Item			200,000
<b>SPECIAL PROVISIONS</b>				<b>\$200,000</b>
<b>STRUCTURE, ROOF &amp; ENVELOPE</b>				<b>\$200,000</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>UF UPPER FLOORS</b>				
31 Lower seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	136.11	10,000	1,361,100
33 Lower seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	1,297	750	972,750
<b>UPPER FLOORS</b>				<b>\$2,333,850</b>
<b>FT FITMENTS</b>				
35 Seating bowl - fixed Premium seating	No	2,818	180	507,240
37 Safety rails & barriers to seating bowl	No	2,818	20	56,360
38 Bowl metalwork	No	2,818	10	28,180
<b>FITMENTS</b>				<b>\$591,780</b>
<b>SEATING BOWL</b>				<b>\$2,925,630</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2FP Field of Play

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
78 Excavate in OTR to reduce levels for pitch (msd elsewhere - refer Bulk Earthworks)	Note			Excl.
<b>SITE PREPARATION</b>				<b>Excl.</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
79 Pitch Playing Surface - natural grass pitch including regrading, compacting, geotextile membrane, gravel layer, blinding layer, upper & lower rootzones, etc	m <sup>2</sup>	10,470	120	1,256,400
80 Allowance for irrigation to pitch	m <sup>2</sup>	10,470	20	209,400
81 Allowance for sports equipment (posts, goals etc)	Item			250,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$1,715,800</b>
<b>XK EXTERNAL STORMWATER DRAINAGE</b>				
82 Allowance for subsoil drainage to pitch	m <sup>2</sup>	10,470	30	314,100
83 Allowance for OSD tank	Item			250,000
84 Allowance for water storage tank for irrigation	Item			250,000
<b>EXTERNAL STORMWATER DRAINAGE</b>				<b>\$814,100</b>
<b>XE EXTERNAL ELECTRIC LIGHT AND POWER</b>				
86 Allowance for FOP light poles	No	4	1,200,000	4,800,000
<b>EXTERNAL ELECTRIC LIGHT AND POWER</b>				<b>\$4,800,000</b>
<b>FIELD OF PLAY</b>				<b>\$7,329,900</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
85 Allowance for additional supporting steelwork	Item			500,000
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
90 Pitch Perimeter Ribbon Signage	m	103	10,800	1,112,400
92 Videoboards to bowl including support structure	No	1	2,000,000	2,000,000
<b>SPECIAL SERVICES</b>				<b>\$3,612,400</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$3,612,400</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2EW External Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XR ROADS, FOOTPATHS AND PAVED AREAS</b>				
106 Allowance for 360 degree RC ground slab Concourse incl services infrastructure (lighting, security, drainage, FFE)	m <sup>2</sup>	3,818	600	2,290,800
117 Allowance for RC access stairs on ground (msd flat on plan)	m <sup>2</sup>	194	750	145,500
118 Allowance for retaining walls to external works areas	m <sup>2</sup>	750	600	450,000
<b>ROADS, FOOTPATHS AND PAVED AREAS</b>				<b>\$2,886,300</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
77 Allowance to create grass berm	m <sup>2</sup>	5,388	110	592,680
121 Allowance for general external landscaping and make good works	Item			150,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$742,680</b>
<b>EXTERNAL WORKS</b>				<b>\$3,628,980</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 2 STAGE 2 - LOWER WEST STAND & GENERAL STADIUM PROVISIONS

2TW Temporary Works

Rates Current At March 2019

Description		Unit	Qty	Rate	Total
<b>YY</b>	<b>SPECIAL PROVISIONS</b>				
107	Allowance for temporary East Stand	Item			400,000
	<b>SPECIAL PROVISIONS</b>				<b>\$400,000</b>
	<b>TEMPORARY WORKS</b>				<b>\$400,000</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 3 STAGE 3 - UPPER WEST STAND

3DE Demolition & Site Preparation

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>AR ALTERATIONS AND RENOVATIONS</b>				
127 Allowance for either demolishing 360 degree RC concourse from Stage 2 or integrating with new slabs	m <sup>2</sup>	3,818	80	305,440
<b>ALTERATIONS AND RENOVATIONS</b>				<b>\$305,440</b>
<b>DEMOLITION &amp; SITE PREPARATION</b>				<b>\$305,440</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 3 STAGE 3 - UPPER WEST STAND

3BE Bulk Earthworks & Contaminated Material Treatment

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
6 Remediation / dispose of site of contaminated ground	Item			Excl.
7 Allowance for dewatering	Item			150,000
8 Allowance for disposal of material offsite	Item			Excl.
9 Allowance for imported fill	Item			Excl.
10 Allowance for contaminated material	Item			Excl.
109 Allowance for bulk earthworks for Western Stand Event Level	m³	15,903	35	556,605
<b>SITE PREPARATION</b>				<b>\$706,605</b>
<b>BULK EARTHWORKS &amp; CONTAMINATED MATERIAL TREATMENT</b>				<b>\$706,605</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Element Item

**3 STAGE 3 - UPPER WEST STAND**

3ST Structure, Roof & Envelope

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SB SUBSTRUCTURE</b>				
13 Allow for piling and foundations	m <sup>2</sup>	3,976	250	994,000
14 Allow for monolithic ground slab including beams	m <sup>2</sup>	3,976	500	1,988,000
15 Allowance for lift pit	No	3	12,500	37,500
<b>SUBSTRUCTURE</b>				<b>\$3,019,500</b>
<b>CL COLUMNS</b>				
16 Allow for columns	m <sup>2</sup>	8,533	50	426,650
113 Allowance for main roof columns fixed off top of stands	m <sup>2</sup>	3,500	50	175,000
<b>COLUMNS</b>				<b>\$601,650</b>
<b>UF UPPER FLOORS</b>				
17 Structural reinforced concrete slab including PT band beams	m <sup>2</sup>	5,088	300	1,526,400
<b>UPPER FLOORS</b>				<b>\$1,526,400</b>
<b>SC STAIRCASES</b>				
18 2200mm wide Precast concrete stairs (circulation areas)	M/R	16	4,500	72,000
112 2200mm wide Precast concrete stairs (access vomitories)	M/R	24	4,500	108,000
<b>STAIRCASES</b>				<b>\$180,000</b>
<b>RF ROOF</b>				
19 Primary roof steel incl prepainted finish (allowed 65kg/m2)	t	227.50	10,000	2,275,000
20 Secondary steel - connections incl prepainted finish (allowed 10kg/m2)	t	35.00	10,000	350,000
21 PTFE roof fabric	m <sup>2</sup>	3,500	400	1,400,000
22 Soffit lining	m <sup>2</sup>	3,500		Excl.
23 Allowance for custom box guttering to roof	m	265	250	66,250
24 Allowance for downpipes to roof	m	336	120	40,320
25 Allowance for access gantry incl supporting steel	Item			
29 Metal deck roof to the Western Stand complete incl guttering and downpipes	m <sup>2</sup>	1,867	150	280,050
30 Roof steel frame for metal deck roof to the Western Stand (allowed 20kg/m2)	t	37.34	10,000	373,400
<b>ROOF</b>				<b>\$4,785,020</b>
<b>EW EXTERNAL WALLS</b>				
26 Allowance for facade	m <sup>2</sup>	1,294	1,600	2,070,400
103 Allowance for solid external walls	m <sup>2</sup>	1,199	360	431,640
104 Allowance for cladding finish to external solid walls	m <sup>2</sup>	628	600	376,800
105 Allowance for external retaining walls	m <sup>2</sup>	1,087	600	652,200
<b>EXTERNAL WALLS</b>				<b>\$3,531,040</b>
<b>NW INTERNAL WALLS</b>				
27 Allowance for internal core and division walls	m <sup>2</sup>	7,230	360	2,602,800



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 3 STAGE 3 - UPPER WEST STAND

3ST Structure, Roof & Envelope (continued)

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
28 Vomitory reinforced concrete wall	m <sup>2</sup>	351	360	126,360
<b>INTERNAL WALLS</b>				<b>\$2,729,160</b>
<b>STRUCTURE, ROOF &amp; ENVELOPE</b>				<b>\$16,372,770</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Element Item

**3 STAGE 3 - UPPER WEST STAND**

3SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>CL COLUMNS</b>				
114 Allowance for columns to support upper seating bowl	m <sup>2</sup>	1,006	50	50,300
<b>COLUMNS</b>				<b>\$50,300</b>
<b>UF UPPER FLOORS</b>				
32 Upper seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	105.57	10,000	1,055,700
34 Upper seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	1,006	750	754,500
<b>UPPER FLOORS</b>				<b>\$1,810,200</b>
<b>FT FITMENTS</b>				
35 Seating bowl - fixed Premium seating	No	1,768	180	318,240
37 Safety rails & barriers to seating bowl	No	1,768	20	35,360
38 Bowl metalwork	No	1,768	10	17,680
<b>FITMENTS</b>				<b>\$371,280</b>
<b>SEATING BOWL</b>				<b>\$2,231,780</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Element Item

**3 STAGE 3 - UPPER WEST STAND**

3BS Base Build Services

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>HS HYDRAULIC SERVICES</b>				
39 Extra over base build for hydraulic services to Western Stand	m <sup>2</sup>	8,533	50	426,650
<b>HYDRAULIC SERVICES</b>				<b>\$426,650</b>
<b>MS MECHANICAL SERVICES</b>				
41 Base build mechanical services for air conditioned areas	m <sup>2</sup>	3,606	320	1,153,920
42 Base build mechanical to naturally ventilated areas	m <sup>2</sup>	4,928	30	147,840
<b>MECHANICAL SERVICES</b>				<b>\$1,301,760</b>
<b>FP FIRE PROTECTION</b>				
43 Extra over base building for increased fire protection services to West Stand	m <sup>2</sup>	8,533	40	341,320
<b>FIRE PROTECTION</b>				<b>\$341,320</b>
<b>LP ELECTRIC LIGHT AND POWER</b>				
45 Extra over base build for light and power to West Stand	m <sup>2</sup>	8,533	90	767,970
46 Extra over base build security to West Stand	m <sup>2</sup>	8,533	10	85,330
<b>ELECTRIC LIGHT AND POWER</b>				<b>\$853,300</b>
<b>CM COMMUNICATIONS</b>				
49 Base building AV allowance	m <sup>2</sup>	8,533	70	597,310
50 Base building broadcast	m <sup>2</sup>	8,533	5	42,665
51 Base building communications	m <sup>2</sup>	8,533	25	213,325
52 Base building public address	m <sup>2</sup>	8,533	10	85,330
53 Allowance for DAS equipment and cabling	Item			1,200,000
<b>COMMUNICATIONS</b>				<b>\$2,138,630</b>
<b>TS TRANSPORTATION SYSTEMS</b>				
54 Allowance for passenger lifts - 15m rise	No	2	250,000	500,000
55 Allowance for goods lifts - 15m rise	No	1	300,000	300,000
56 Allowance for builders work in connection with lifts	No	3	15,000	45,000
<b>TRANSPORTATION SYSTEMS</b>				<b>\$845,000</b>
<b>SS SPECIAL SERVICES</b>				
57 Allowance for Photo Voltaic system	Item			Excl.
<b>SPECIAL SERVICES</b>				<b>Excl.</b>
<b>BW BUILDERS WORK IN CONNECTION WITH SERVICES</b>				
58 Allowance for general builders work in connection with services	Item			147,665
<b>BUILDERS WORK IN CONNECTION WITH SERVICES</b>				<b>\$147,665</b>
<b>BASE BUILD SERVICES</b>				<b>\$6,054,325</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Element Item

**3 STAGE 3 - UPPER WEST STAND**

3OF Stadium Occupancy Fit Out

GFA: 8,533 m<sup>2</sup> Cost/m<sup>2</sup>: \$1,982  
Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>FO FITOUT</b>				
59 Admin	m <sup>2</sup>	431	1,200	517,200
60 Allied Health	m <sup>2</sup>	287	1,200	344,400
61 BOH	m <sup>2</sup>	285	150	42,750
62 Circulation	m <sup>2</sup>	2,955	1,200	3,546,000
63 Core	m <sup>2</sup>	442	150	66,300
64 Corporate	m <sup>2</sup>	340	2,100	714,000
65 F&B	m <sup>2</sup>	859	4,000	3,436,000
67 Media	m <sup>2</sup>	250	1,650	412,500
68 Player Officials	m <sup>2</sup>	114	2,600	296,400
69 Team Facilities	m <sup>2</sup>	1,483	2,600	3,855,800
70 WC	m <sup>2</sup>	389	1,450	564,050
71 Premium	m <sup>2</sup>	651	4,650	3,027,150
74 Officials	m <sup>2</sup>	53	1,650	87,450
<b>FITOUT</b>			<b>\$1,982/m<sup>2</sup></b>	<b>\$16,910,000</b>
<b>STADIUM OCCUPANCY FIT OUT</b>			<b>\$1,982/m<sup>2</sup></b>	<b>\$16,910,000</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Element Item

**3 STAGE 3 - UPPER WEST STAND**

3SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
91 EO Facade for LED Mesh Screen	Item			Excl.
93 Allowance for sound system	Item			200,000
94 Allowance for wireless networking and new/mobile apps	Item			250,000
95 Allowance for Active IT (computers, phones, multi function devices etc)	Item			150,000
96 Allowance for Stadium Branding (assume Stadium Direct Operation Cost)	Item			Excl.
97 Allowance for N+1 power supply	Item			500,000
98 Allowance for FF&E (included within fitout rates)	Note			Included
99 Allowance for LED screens to concourses, lounge, F&B areas etc (assume West Stand only)	Item			300,000
100 Allowance for IPTV systems	Item			800,000
101 Allowance for fibre optic backbone and NBN connection	Item			1,500,000
102 Allowance for Communications Control Room / TV Production	Item			250,000
<b>SPECIAL SERVICES</b>				<b>\$3,950,000</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$3,950,000</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 3 STAGE 3 - UPPER WEST STAND

3EW External Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XR ROADS, FOOTPATHS AND PAVED AREAS</b>				
117 Allowance for RC access stairs on ground (msd flat on plan)	m <sup>2</sup>	70	750	52,500
119 Main external concourse incl services infrastructure (lighting, security, drainage, FFE)	m <sup>2</sup>	3,955	600	2,373,000
<b>ROADS, FOOTPATHS AND PAVED AREAS</b>				<b>\$2,425,500</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
121 Allowance for general external landscaping and make good works	Item			600,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$600,000</b>
<b>EXTERNAL WORKS</b>				<b>\$3,025,500</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 4 STAGE 4 - LOWER NORTH & EAST BOWL, UPPER EAST STAND & GA CONCESSIONS

4BE Bulk Earthworks & Contaminated Material Treatment

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
6 Remediation / dispose of site of contaminated ground	Item			Excl.
7 Allowance for dewatering	Item			10,000
8 Allowance for disposal of material offsite	Item			Excl.
9 Allowance for imported fill	Item			Excl.
10 Allowance for contaminated material	Item			Excl.
109 Allowance for bulk earthworks for Western Stand Event Level	m³	1,305	35	45,675
<b>SITE PREPARATION</b>				<b>\$55,675</b>
<b>BULK EARTHWORKS &amp; CONTAMINATED MATERIAL TREATMENT</b>				<b>\$55,675</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 4 STAGE 4 - LOWER NORTH & EAST BOWL, UPPER EAST STAND & GA CONCESSIONS

4ST Structure, Roof & Envelope

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SB SUBSTRUCTURE</b>				
13 Allow for piling and foundations	m <sup>2</sup>	4,683	250	1,170,750
14 Allow for monolithic ground slab including beams	m <sup>2</sup>	1,183	500	591,500
15 Allowance for lift pit	No	1	12,500	12,500
<b>SUBSTRUCTURE</b>				<b>\$1,774,750</b>
<b>CL COLUMNS</b>				
16 Allow for columns	m <sup>2</sup>	1,590	50	79,500
113 Allowance for main roof columns fixed off top of stands	m <sup>2</sup>	3,500	50	175,000
<b>COLUMNS</b>				<b>\$254,500</b>
<b>UF UPPER FLOORS</b>				
17 Structural reinforced concrete slab including PT band beams	m <sup>2</sup>	407	300	122,100
<b>UPPER FLOORS</b>				<b>\$122,100</b>
<b>SC STAIRCASES</b>				
112 2200mm wide Precast concrete stairs (access vomitories)	M/R	32	4,500	144,000
<b>STAIRCASES</b>				<b>\$144,000</b>
<b>RF ROOF</b>				
19 Primary roof steel incl prepainted finish (allowed 65kg/m2)	t	227.50	10,000	2,275,000
20 Secondary steel - connections incl prepainted finish (allowed 10kg/m2)	t	35.00	10,000	350,000
21 PTFE roof fabric	m <sup>2</sup>	3,500	400	1,400,000
22 Soffit lining	m <sup>2</sup>	3,500		Excl.
23 Allowance for custom box guttering to roof	m	265	250	66,250
24 Allowance for downpipes to roof	m	336	120	40,320
110 Metal deck roof to the Pods complete incl guttering and downpipes	m <sup>2</sup>	1,182	150	177,300
111 Roof steel frame for metal deck roof to the Pods (allowed 20kg/m2)	t	23.64	10,000	236,400
<b>ROOF</b>				<b>\$4,545,270</b>
<b>EW EXTERNAL WALLS</b>				
103 Allowance for solid external walls	m <sup>2</sup>	1,074	360	386,640
104 Allowance for cladding finish to external solid walls	m <sup>2</sup>	1,074	600	644,400
105 Allowance for external retaining walls	m <sup>2</sup>	158	600	94,800
<b>EXTERNAL WALLS</b>				<b>\$1,125,840</b>
<b>NW INTERNAL WALLS</b>				
27 Allowance for internal core and division walls	m <sup>2</sup>	349	360	125,640
28 Vomitory reinforced concrete wall	m <sup>2</sup>	643	360	231,480
<b>INTERNAL WALLS</b>				<b>\$357,120</b>
<b>STRUCTURE, ROOF &amp; ENVELOPE</b>				<b>\$8,323,580</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 4 STAGE 4 - LOWER NORTH & EAST BOWL, UPPER EAST STAND & GA CONCESSIONS

4SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>CL COLUMNS</b>				
114 Allowance for columns to support upper seating bowl	m <sup>2</sup>	2,398	50	119,900
<b>COLUMNS</b>				<b>\$119,900</b>
<b>UF UPPER FLOORS</b>				
31 Lower seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	310.50	10,000	3,105,000
32 Upper seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	251.70	10,000	2,517,000
33 Lower seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	2,958	750	2,218,500
34 Upper seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	2,398	750	1,798,500
<b>UPPER FLOORS</b>				<b>\$9,639,000</b>
<b>FT FITMENTS</b>				
36 Seating bowl - fixed GA seating	No	10,250	100	1,025,000
37 Safety rails & barriers to seating bowl	No	10,250	20	205,000
38 Bowl metalwork	No	10,250	10	102,500
<b>FITMENTS</b>				<b>\$1,332,500</b>
<b>SEATING BOWL</b>				<b>\$11,091,400</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 4 STAGE 4 - LOWER NORTH & EAST BOWL, UPPER EAST STAND & GA CONCESSIONS

4BS Base Build Services

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>HS HYDRAULIC SERVICES</b>				
40 Base build hydraulic services	m <sup>2</sup>	1,590	90	143,100
<b>HYDRAULIC SERVICES</b>				<b>\$143,100</b>
<b>MS MECHANICAL SERVICES</b>				
41 Base build mechanical services for air conditioned areas	m <sup>2</sup>	72	320	23,040
42 Base build mechanical to naturally ventilated areas	m <sup>2</sup>	1,519	30	45,570
<b>MECHANICAL SERVICES</b>				<b>\$68,610</b>
<b>FP FIRE PROTECTION</b>				
44 Base building fire engineering and fire protection systems	m <sup>2</sup>	1,590	30	47,700
<b>FIRE PROTECTION</b>				<b>\$47,700</b>
<b>LP ELECTRIC LIGHT AND POWER</b>				
47 Base build security	m <sup>2</sup>	1,590	25	39,750
48 Base build light and power	m <sup>2</sup>	1,590	110	174,900
<b>ELECTRIC LIGHT AND POWER</b>				<b>\$214,650</b>
<b>CM COMMUNICATIONS</b>				
49 Base building AV allowance	m <sup>2</sup>	1,590	70	111,300
50 Base building broadcast	m <sup>2</sup>	1,590	5	7,950
51 Base building communications	m <sup>2</sup>	1,590	25	39,750
52 Base building public address	m <sup>2</sup>	1,590	10	15,900
<b>COMMUNICATIONS</b>				<b>\$174,900</b>
<b>TS TRANSPORTATION SYSTEMS</b>				
56 Allowance for builders work in connection with lifts	No	1	15,000	15,000
122 Allowance for passenger lifts - 4m rise	No	1	90,000	90,000
<b>TRANSPORTATION SYSTEMS</b>				<b>\$105,000</b>
<b>BW BUILDERS WORK IN CONNECTION WITH SERVICES</b>				
58 Allowance for general builders work in connection with services	Item			18,850
<b>BUILDERS WORK IN CONNECTION WITH SERVICES</b>				<b>\$18,850</b>
<b>BASE BUILD SERVICES</b>				<b>\$772,810</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 4 STAGE 4 - LOWER NORTH & EAST BOWL, UPPER EAST STAND & GA CONCESSIONS

4OF Stadium Occupancy Fit Out

GFA: 1,590 m<sup>2</sup> Cost/m<sup>2</sup>: \$3,127  
Rates Current At March 2019

Description		Unit	Qty	Rate	Total
<b>FO</b>	<b>FITOUT</b>				
62	Circulation	m <sup>2</sup>	220	1,200	264,000
65	F&B	m <sup>2</sup>	1,073	4,000	4,292,000
70	WC	m <sup>2</sup>	227	1,450	329,150
72	Ticket	m <sup>2</sup>	72	1,200	86,400
<b>FITOUT</b>				<b>\$3,127/m<sup>2</sup></b>	<b>\$4,971,550</b>
<b>STADIUM OCCUPANCY FIT OUT</b>				<b>\$3,127/m<sup>2</sup></b>	<b>\$4,971,550</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 4 STAGE 4 - LOWER NORTH & EAST BOWL, UPPER EAST STAND & GA CONCESSIONS

4SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
90 Pitch Perimeter Ribbon Signage	m	207	10,800	2,235,600
91 EO Facade for LED Mesh Screen	Item			Excl.
93 Allowance for sound system	Item			100,000
94 Allowance for wireless networking and new/mobile apps	Item			250,000
95 Allowance for Active IT (computers, phones, multi function devices etc)	Item			Excl.
96 Allowance for Stadium Branding (assume Stadium Direct Operation Cost)	Item			Excl.
97 Allowance for N+1 power supply	Item			Excl.
98 Allowance for FF&E (included within fitout rates)	Note			Excl.
99 Allowance for LED screens to concourses, lounge, F&B areas etc (assume West Stand only)	Item			Excl.
100 Allowance for IPTV systems	Item			Excl.
101 Allowance for fibre optic backbone and NBN connection	Item			Excl.
102 Allowance for Communications Control Room / TV Production	Item			Excl.
<b>SPECIAL SERVICES</b>				<b>\$2,585,600</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$2,585,600</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 4 STAGE 4 - LOWER NORTH & EAST BOWL, UPPER EAST STAND & GA CONCESSIONS

4EW External Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>FO FITOUT</b>				
73 Riverside Food and Bar Deck	m <sup>2</sup>	1,283	1,600	2,052,800
<b>FITOUT</b>				<b>\$2,052,800</b>
<b>XR ROADS, FOOTPATHS AND PAVED AREAS</b>				
116 Allowance for RC ground slab for Riverside Food and Bar	m <sup>2</sup>	1,283	300	384,900
119 Main external concourse incl services infrastructure (lighting, security, drainage, FFE)	m <sup>2</sup>	9,405	600	5,643,000
<b>ROADS, FOOTPATHS AND PAVED AREAS</b>				<b>\$6,027,900</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
121 Allowance for general external landscaping and make good works	Item			200,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$200,000</b>
<b>YY SPECIAL PROVISIONS</b>				
128 Allowance for 170m x 9m width pedestrian bridge	m <sup>2</sup>	1,530	4,000	6,120,000
<b>SPECIAL PROVISIONS</b>				<b>\$6,120,000</b>
<b>EXTERNAL WORKS</b>				<b>\$14,400,700</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 4 STAGE 4 - LOWER NORTH & EAST BOWL, UPPER EAST STAND & GA CONCESSIONS

4TW Temporary Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>YY SPECIAL PROVISIONS</b>				
108 Allowance for temporary North Stand	Item			250,000
<b>SPECIAL PROVISIONS</b>				<b>\$250,000</b>
<b>TEMPORARY WORKS</b>				<b>\$250,000</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 5 STAGE 5 - UPPER NORTH STAND

5ST Structure, Roof & Envelope

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SB SUBSTRUCTURE</b>				
13 Allow for piling and foundations	m <sup>2</sup>	2,300	250	575,000
<b>SUBSTRUCTURE</b>				<b>\$575,000</b>
<b>CL COLUMNS</b>				
113 Allowance for main roof columns fixed off top of stands	m <sup>2</sup>	2,300	50	115,000
<b>COLUMNS</b>				<b>\$115,000</b>
<b>SC STAIRCASES</b>				
112 2200mm wide Precast concrete stairs (access vomitories)	M/R	20	4,500	90,000
<b>STAIRCASES</b>				<b>\$90,000</b>
<b>RF ROOF</b>				
19 Primary roof steel incl prepainted finish (allowed 65kg/m2)	t	149.50	10,000	1,495,000
20 Secondary steel - connections incl prepainted finish (allowed 10kg/m2)	t	23.00	10,000	230,000
21 PTFE roof fabric	m <sup>2</sup>	2,300	400	920,000
22 Soffit lining	m <sup>2</sup>	2,300		Excl.
23 Allowance for custom box guttering to roof	m	256	250	64,000
24 Allowance for downpipes to roof	m	10	120	1,200
<b>ROOF</b>				<b>\$2,710,200</b>
<b>NW INTERNAL WALLS</b>				
28 Vomitory reinforced concrete wall	m <sup>2</sup>	396	360	142,560
<b>INTERNAL WALLS</b>				<b>\$142,560</b>
<b>STRUCTURE, ROOF &amp; ENVELOPE</b>				<b>\$3,632,760</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 5 STAGE 5 - UPPER NORTH STAND

5SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>CL COLUMNS</b>				
114 Allowance for columns to support upper seating bowl	m <sup>2</sup>	1,576	50	78,800
<b>COLUMNS</b>				<b>\$78,800</b>
<b>UF UPPER FLOORS</b>				
32 Upper seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	165.47	10,000	1,654,700
34 Upper seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	1,576	750	1,182,000
<b>UPPER FLOORS</b>				<b>\$2,836,700</b>
<b>FT FITMENTS</b>				
36 Seating bowl - fixed GA seating	No	2,825	100	282,500
37 Safety rails & barriers to seating bowl	No	2,825	20	56,500
38 Bowl metalwork	No	2,825	10	28,250
<b>FITMENTS</b>				<b>\$367,250</b>
<b>SEATING BOWL</b>				<b>\$3,282,750</b>



Item 3 / Attachment 2.



**Ipswich Stadium**  
**Order of Cost Estimate - Revised Sequencing with Bridge**

Location Element Item

**5 STAGE 5 - UPPER NORTH STAND**

5SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
91 EO Facade for LED Mesh Screen	Item			Excl.
93 Allowance for sound system	Item			100,000
94 Allowance for wireless networking and new/mobile apps	Item			250,000
95 Allowance for Active IT (computers, phones, multi function devices etc)	Item			Excl.
96 Allowance for Stadium Branding (assume Stadium Direct Operation Cost)	Item			Excl.
97 Allowance for N+1 power supply	Item			Excl.
98 Allowance for FF&E (included within fitout rates)	Note			Excl.
99 Allowance for LED screens to concourses, lounge, F&B areas etc (assume West Stand only)	Item			Excl.
100 Allowance for IPTV systems	Item			Excl.
101 Allowance for fibre optic backbone and NBN connection	Item			Excl.
102 Allowance for Communications Control Room / TV Production	Item			Excl.
<b>SPECIAL SERVICES</b>				<b>\$350,000</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$350,000</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 6 STAGE 6 - SOUTH LOWER BOWL & SOUTH END OF WEST STAND

6DE Demolition & Site Preparation

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
1 General site clearance	m <sup>2</sup>	2,792	2	5,584
2 Allowance for facilities relocation	Item			Excl.
3 Allowance for demolition of miscellaneous structures	Item			100,000
4 Temporary works during demolition	Item			Excl.
126 Allowance for demolition of new retaining walls for event level extension	Item			50,000
<b>SITE PREPARATION</b>				<b>\$155,584</b>
<b>DEMOLITION &amp; SITE PREPARATION</b>				<b>\$155,584</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 6 STAGE 6 - SOUTH LOWER BOWL & SOUTH END OF WEST STAND

6BE Bulk Earthworks & Contaminated Material Treatment

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XP SITE PREPARATION</b>				
6 Remediation / dispose of site of contaminated ground	Item			Excl.
7 Allowance for dewatering	Item			50,000
8 Allowance for disposal of material offsite	Item			Excl.
9 Allowance for imported fill	Item			Excl.
10 Allowance for contaminated material	Item			Excl.
125 Allowance for bulk earthworks for Western Stand Event Level South End	m³	4,021	35	140,735
<b>SITE PREPARATION</b>				<b>\$190,735</b>
<b>BULK EARTHWORKS &amp; CONTAMINATED MATERIAL TREATMENT</b>				<b>\$190,735</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 6 STAGE 6 - SOUTH LOWER BOWL & SOUTH END OF WEST STAND

6ST Structure, Roof & Envelope

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SB SUBSTRUCTURE</b>				
13 Allow for piling and foundations	m <sup>2</sup>	1,006	250	251,500
14 Allow for monolithic ground slab including beams	m <sup>2</sup>	1,006	500	503,000
<b>SUBSTRUCTURE</b>				<b>\$754,500</b>
<b>CL COLUMNS</b>				
16 Allow for columns	m <sup>2</sup>	1,597	50	79,850
<b>COLUMNS</b>				<b>\$79,850</b>
<b>UF UPPER FLOORS</b>				
17 Structural reinforced concrete slab including PT band beams	m <sup>2</sup>	671	300	201,300
<b>UPPER FLOORS</b>				<b>\$201,300</b>
<b>RF ROOF</b>				
29 Metal deck roof to the Western Stand complete incl guttering and downpipes	m <sup>2</sup>	220	150	33,000
30 Roof steel frame for metal deck roof to the Western Stand (allowed 20kg/m2)	t	4.40	10,000	44,000
<b>ROOF</b>				<b>\$77,000</b>
<b>EW EXTERNAL WALLS</b>				
26 Allowance for facade	m <sup>2</sup>	271	1,600	433,600
103 Allowance for solid external walls	m <sup>2</sup>	234	360	84,240
104 Allowance for cladding finish to external solid walls	m <sup>2</sup>	127	600	76,200
105 Allowance for external retaining walls	m <sup>2</sup>	359	600	215,400
<b>EXTERNAL WALLS</b>				<b>\$809,440</b>
<b>NW INTERNAL WALLS</b>				
27 Allowance for internal core and division walls	m <sup>2</sup>	1,052	360	378,720
<b>INTERNAL WALLS</b>				<b>\$378,720</b>
<b>STRUCTURE, ROOF &amp; ENVELOPE</b>				<b>\$2,300,810</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 6 STAGE 6 - SOUTH LOWER BOWL & SOUTH END OF WEST STAND

6SB Seating Bowl

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>CL COLUMNS</b>				
114 Allowance for columns to support upper seating bowl	m <sup>2</sup>	156	50	7,800
<b>COLUMNS</b>				<b>\$7,800</b>
<b>UF UPPER FLOORS</b>				
31 Lower seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	123.11	10,000	1,231,100
32 Upper seating bowl primary and secondary structural steel incl prepainted finish (allowed 105kg/m2)	t	16.30	10,000	163,000
33 Lower seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	1,173	750	879,750
34 Upper seating bowl precast concrete plats (msd flat on plan)	m <sup>2</sup>	156	750	117,000
<b>UPPER FLOORS</b>				<b>\$2,390,850</b>
<b>FT FITMENTS</b>				
35 Seating bowl - fixed Premium seating	No	274	180	49,320
36 Seating bowl - fixed GA seating	No	2,063	100	206,300
37 Safety rails & barriers to seating bowl	No	2,337	20	46,740
38 Bowl metalwork	No	2,337	10	23,370
<b>FITMENTS</b>				<b>\$325,730</b>
<b>SEATING BOWL</b>				<b>\$2,724,380</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 6 STAGE 6 - SOUTH LOWER BOWL & SOUTH END OF WEST STAND

6BS Base Build Services

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>HS HYDRAULIC SERVICES</b>				
39 Extra over base build for hydraulic services to Western Stand	m <sup>2</sup>	1,597	50	79,850
<b>HYDRAULIC SERVICES</b>				<b>\$79,850</b>
<b>MS MECHANICAL SERVICES</b>				
41 Base build mechanical services for air conditioned areas	m <sup>2</sup>	624	320	199,680
42 Base build mechanical to naturally ventilated areas	m <sup>2</sup>	974	30	29,220
<b>MECHANICAL SERVICES</b>				<b>\$228,900</b>
<b>FP FIRE PROTECTION</b>				
43 Extra over base building for increased fire protection services to West Stand	m <sup>2</sup>	1,597	40	63,880
<b>FIRE PROTECTION</b>				<b>\$63,880</b>
<b>LP ELECTRIC LIGHT AND POWER</b>				
45 Extra over base build for light and power to West Stand	m <sup>2</sup>	1,597	90	143,730
46 Extra over base build security to West Stand	m <sup>2</sup>	1,597	10	15,970
<b>ELECTRIC LIGHT AND POWER</b>				<b>\$159,700</b>
<b>CM COMMUNICATIONS</b>				
49 Base building AV allowance	m <sup>2</sup>	1,597	70	111,790
50 Base building broadcast	m <sup>2</sup>	1,597	5	7,985
51 Base building communications	m <sup>2</sup>	1,597	25	39,925
52 Base building public address	m <sup>2</sup>	1,597	10	15,970
<b>COMMUNICATIONS</b>				<b>\$175,670</b>
<b>BW BUILDERS WORK IN CONNECTION WITH SERVICES</b>				
58 Allowance for general builders work in connection with services	Item			17,701
<b>BUILDERS WORK IN CONNECTION WITH SERVICES</b>				<b>\$17,701</b>
<b>BASE BUILD SERVICES</b>				<b>\$725,701</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 6 STAGE 6 - SOUTH LOWER BOWL & SOUTH END OF WEST STAND

6OF Stadium Occupancy Fit Out

GFA: 1,597 m<sup>2</sup> Cost/m<sup>2</sup>: \$1,962  
Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>FO FITOUT</b>				
60 Allied Health	m <sup>2</sup>	160	1,200	192,000
61 BOH	m <sup>2</sup>	40	150	6,000
62 Circulation	m <sup>2</sup>	347	1,200	416,400
65 F&B	m <sup>2</sup>	216	4,000	864,000
66 Ground Maintenance	m <sup>2</sup>	336	150	50,400
69 Team Facilities	m <sup>2</sup>	298	2,600	774,800
70 WC	m <sup>2</sup>	37	1,450	53,650
71 Premium	m <sup>2</sup>	167	4,650	776,550
<b>FITOUT</b>			<b>\$1,962/m<sup>2</sup></b>	<b>\$3,133,800</b>
<b>STADIUM OCCUPANCY FIT OUT</b>			<b>\$1,962/m<sup>2</sup></b>	<b>\$3,133,800</b>



Item 3 / Attachment 2.



## Ipswich Stadium

### Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

#### 6 STAGE 6 - SOUTH LOWER BOWL & SOUTH END OF WEST STAND

6SD Stadium Direct Costs

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>SE SPECIAL EQUIPMENT</b>				
87 Allowance for pitch maintenance equipment (assume Stadium Direct Operator Cost)	Note			Excl.
88 Allowance for grow lights for field of play (assume Stadium Direct Operator Cost)	Note			Excl.
<b>SPECIAL EQUIPMENT</b>				<b>Excl.</b>
<b>SS SPECIAL SERVICES</b>				
89 Mid and Upper Tier Ribbon Signage	Note			Excl.
90 Pitch Perimeter Ribbon Signage	m	92	10,800	993,600
91 EO Facade for LED Mesh Screen	Item			Excl.
93 Allowance for sound system	Item			Excl.
94 Allowance for wireless networking and new/mobile apps	Item			Excl.
95 Allowance for Active IT (computers, phones, multi function devices etc)	Item			Excl.
96 Allowance for Stadium Branding (assume Stadium Direct Operation Cost)	Item			Excl.
97 Allowance for N+1 power supply	Item			Excl.
98 Allowance for FF&E (included within fitout rates)	Note			Excl.
99 Allowance for LED screens to concourses, lounge, F&B areas etc (assume West Stand only)	Item			Excl.
100 Allowance for IPTV systems	Item			Excl.
101 Allowance for fibre optic backbone and NBN connection	Item			Excl.
102 Allowance for Communications Control Room / TV Production	Item			Excl.
<b>SPECIAL SERVICES</b>				<b>\$993,600</b>
<b>STADIUM DIRECT COSTS</b>				<b>\$993,600</b>



Item 3 / Attachment 2.



# Ipswich Stadium

## Order of Cost Estimate - Revised Sequencing with Bridge

Location Element Item

### 6 STAGE 6 - SOUTH LOWER BOWL & SOUTH END OF WEST STAND

6EW External Works

Rates Current At March 2019

Description	Unit	Qty	Rate	Total
<b>XR ROADS, FOOTPATHS AND PAVED AREAS</b>				
115 Allowance for RC ground slab to South Promenade and River Lookout Point	m <sup>2</sup>	3,898	1,000	3,898,000
117 Allowance for RC access stairs on ground (msd flat on plan)	m <sup>2</sup>	121	750	90,750
118 Allowance for retaining walls to external works areas	m <sup>2</sup>	464	600	278,400
119 Main external concourse incl services infrastructure (lighting, security, drainage, FFE)	m <sup>2</sup>	1,121	600	672,600
<b>ROADS, FOOTPATHS AND PAVED AREAS</b>				<b>\$4,939,750</b>
<b>XL LANDSCAPING AND IMPROVEMENTS</b>				
121 Allowance for general external landscaping and make good works	Item			500,000
<b>LANDSCAPING AND IMPROVEMENTS</b>				<b>\$500,000</b>
<b>EXTERNAL WORKS</b>				<b>\$5,439,750</b>

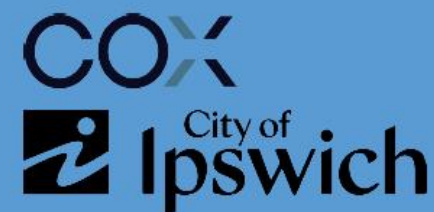




# REVENUE OPPORTUNITIES FOR THE PROPOSED NORTH IPSWICH STADIUM

12 APRIL 2019

**DHW LAKE**





COX ARCHITECTURE (COX) HAS BEEN ENGAGED BY THE CITY OF IPSWICH TO DESIGN CONCEPTS FOR THE PROPOSED NORTH IPSWICH STADIUM.

COX HAS ENGAGED SPORTS INFRASTRUCTURE PLANNING EXPERTS DHW LAKE TO CONSIDER THE REVENUE OPPORTUNITIES THAT MAY ATTACH TO SUCH A DEVELOPMENT.



- 1 SUMMARY CONCLUSIONS AND KEY IMPLICATIONS
- 2 INTRODUCTION AND LIMITATIONS
- 3 VENUE ASPIRATION
- 4 MARKET OVERVIEW
- 5 STADIUM REVENUE STREAMS AND BENCHMARKS
- 6 REVENUE STREAM ASSESSMENT
- 7 DESIGN IMPLICATIONS
- 8 RISKS AND CONSTRAINTS
- 9 CONCLUSIONS
- 10 NEXT STEPS



# 1 CONCLUSIONS AND KEY IMPLICATIONS



## EVENT CONTENT WILL DETERMINE REVENUE OPPORTUNITIES AND DESIGN OUTCOMES FOR THE PROPOSED NORTH IPSWICH STADIUM

### CONCLUSIONS AND KEY IMPLICATIONS

#### Key Conclusions:

1. The extent of the revenue generation opportunities at the proposed North Ipswich Stadium will be determined by the event schedule secured for the venue and the amount of activation it can attract on non-event days
2. Based on the current design, the delivery of stages 1 and 2 are likely to meet the requirements of a localised event schedule (with some temporary infrastructure) as well as providing non-event day revenue generation opportunities
3. Securing regular premium sports content such as a tenant NRL Club or A-League Club can be an impetus for completing stages 3 to 6 of the proposed development

The key implications as they relate to revenue generation at a new North Ipswich Stadium (Stadium) include:

- **Venue Aspirations**
  - Revenue opportunities at the Stadium need to be considered in the context of the aspiration in relation to event content and non-event day activation and allow for scaling to account for the degree in which the aspiration is achieved
- **Population and Demographics**
  - Ipswich's lower socio-economic demographics may impact revenue generation at the Stadium



## THE MARKET FOR ELITE SPORTING CONTENT IS ESPECIALLY COMPETITIVE AND IPSWICH MAY HAVE TO RELY ON NEW FRANCHISES

---

### CONCLUSIONS AND KEY IMPLICATIONS

- **Population and Demographics (cont)**
  - The population of the Greater Brisbane region presents opportunities for revenue generation at the Stadium, however the distance from Brisbane's CBD maybe a constraint
- **Existing Major (Elite) Sport and Entertainment Venues**
  - The Greater Brisbane Area is mostly well serviced for sport and entertainment venues, however an opportunity may exist for a boutique sized rectangular stadium
- **Current Events and Commercial Need**
  - North Ipswich Reserve's current event profile includes sub-elite and community sporting events and general community events, which need to be catered for
  - The current facilities do not meet the standards required for hosting elite sporting competitions and limit the capacity to attract functions / conferences to the region
  - The Ipswich region currently hosts a range of sporting and entertainment events with some of these entertainment events potentially being suitable for a stadium venue
- **Major (Elite) Sport and Entertainment Events**
  - Attracting elite sporting content is highly competitive due to its limited availability
  - The opportunity to attract regular, constant elite sporting content could reside with the establishment of new clubs / franchises in the NRL or A-League / W-League



## ATTRACTING ELITE SPORTING TENANT WILL BE CRITICAL TO OPTIMISED REVENUE OPPORTUNITIES AT THE STADIUM

---

### CONCLUSIONS AND KEY IMPLICATIONS

- **Benchmark Venues**
  - Comparative venues have a high standard of patron and participant amenity, have elite tenant sport tenants, are highly commercialised and have non-event day revenue producing activations
- **Revenue Stream Assessment**
  - Securing a premium event schedule incorporating elite sporting clubs as core tenant(s) provides greater opportunity for maximising revenue opportunities at the Stadium
- **Design Implication Risks and Constraints**
  - A content profile supporting localised content and 'one off' events may require a scaled down version of a full design solution, with staging opportunities to deliver components in line with likely demand
  - Attracting one or more elite sporting clubs as long term tenants provide the impetus for a more holistic design solution
- **Next Steps**
  - To fully assess the viability of a new stadium in Ipswich requires more detailed assessment. Two key next steps have been identified.
    1. Feasibility Assessment
    2. Detailed Business Case



## 2 INTRODUCTION AND LIMITATIONS



## A NEED FOR ADDITIONAL EVIDENCE WAS IDENTIFIED TO SUPPORT THE ASSESSMENT OF A POTENTIAL STADIUM IN NORTH IPSWICH

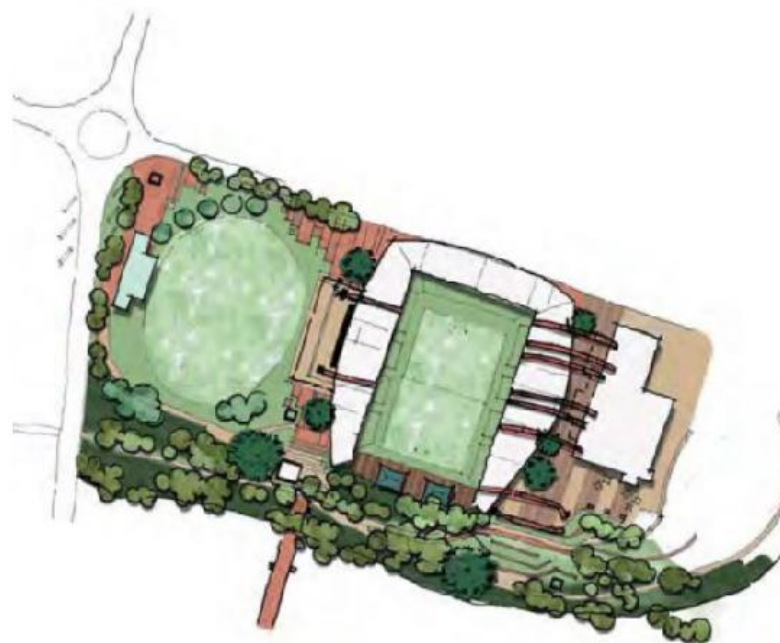
### INTRODUCTION

Cox Architecture is working with the City of Ipswich to produce a feasibility report to investigate a new stadium within the North Ipswich Reserve.

The primary aim is to develop a 20,000 capacity stadium ('the Stadium') which will be a catalyst for renewal for the Northern Reserve, Woollen Mills and Bremer River.

To support the preparation of its feasibility report DHW Lake Infrastructure was appointed to undertake an assessment of revenue opportunities that could be considered as part of a stadium development. Key tasks to be undertaken include:

- Analysis to inform revenue based design
- Opportunities and demand associated with the stadium development, and redevelopment of adjacent Woollen Mills (for stadium facilities) and surrounding community
- Recommendation on further analysis that should be undertaken as part of the next design stages





## THE DELIVERY OF THE ENGAGEMENT ADOPTED A SIX PHASE APPROACH

### PROJECT APPROACH

In preparing this report, the DHW Lake Infrastructure adopted an approach comprising six phases. The approach adopted is outlined below:





## **THERE ARE RESTRICTIONS ON THE USE OF THE REPORT THAT NEED TO BE ACKNOWLEDGED**

---

### **LIMITATIONS**

#### **Restrictions on the Report Use**

The report may be relied upon by Cox Architecture and City of Ipswich to assist with identifying revenue opportunities at the Stadium. It should not be relied upon for any other purpose. DHW Lake Infrastructure disclaims all liability to any party other than Cox Architecture and City of Ipswich for all costs, loss, damage and liability that the third party may suffer or incur arising from or relating to or in any way connected with the provision of the work products to the third party without DHW Lake Infrastructure's prior written consent.

Any commercial decisions taken by Cox Architecture and City of Ipswich (or others) are not within the scope of DHW Lake Infrastructure's duty of care and in making such decisions, Cox Architecture and City of Ipswich should take into account the limitations of the scope of our work and other factors, commercial and otherwise, of which you should be aware of from sources other than the work DHW Lake Infrastructure has performed.

#### **Basis of the Work**

In performing the work subject of this report, DHW Lake Infrastructure has reviewed information provided by Cox Architecture and City of Ipswich and other sources, undertaken discussions with representatives of the Cox Architecture and City of Ipswich, consulted with external stakeholders with interest in the engagement, and performed research and analysis of other relevant publicly available information in order to prepare the report.



## **THERE WAS LIMITATIONS ON THE LEVEL OF ANALYSIS UNDERTAKEN IN THE PREPARATION OF THIS REPORT**

---

### **LIMITATIONS (CONT)**

#### **Basis of the Work (Cont)**

DHW Lake Infrastructure has not independently verified, or accept any responsibility or liability for independently verifying, any such information nor does DHW Lake Infrastructure make any representation as to the accuracy or completeness of the information.

DHW Lake Infrastructure accepts no liability for any loss or damage, which may result from your reliance on any research, analyses or information so supplied.

#### **Other Limitations**

The preparation of this report includes a number of other limitations primarily based on the following activities being outside the scope of our work:

- No detailed condition assessment of existing infrastructure was undertaken
- The assessment is limited to the site and not adjacent sites
- No consumer research was undertaken to validate likely demand
- No stakeholder engagement was completed with professional sporting codes or clubs and entertainment promoters
- No financial assessment was completed on revenue opportunities in order to quantify value
- No assessment of costs to service revenue opportunities was undertaken



# 3 VENUE ASPIRATION



## THE CITY OF IPSWICH HAS ESTABLISHED ITS ASPIRATION FOR A NEW STADIUM PROPOSED AT NORTH IPSWICH RESERVE

---

### VENUE ASPIRATION

#### ASPIRATION SUMMARY

The aspiration established by the City of Ipswich is for a stadium that has:

- A capacity of 20,000
- The capacity to host international, national and local level sporting events
- The capacity to stage entertainment and community events
- Facilities that allow for non-event day activation and revenue generation

#### Implications for Revenue Generation:

- Revenue opportunities at the venue need to be considered in the context of the aspiration and allow for scaling to account for the degree in which the aspiration is achieved



# 4 MARKET OVERVIEW



## **TO GAIN A GREATER UNDERSTANDING OF MARKET CONDITIONS A HIGH LEVEL MARKET ASSESSMENT WAS UNDERTAKEN**

---

### **MARKET OVERVIEW**

In order to provide some context of the market for which the proposed stadium will operate within a high level market assessment has been undertaken the considers the following:

- Population and demographics
- Existing major sport and entertainment venues
- Existing event schedule at the site and city
- Local sport and commercial needs
- Factors influencing attracting sport and entertainment events to a venue

The high level analysis follows in the coming pages.



## THE IPSWICH CATCHMENT POPULATION AND ITS MAKEUP WILL HAVE IMPLICATIONS ON THE FINAL MIX OF REVENUE OPPORTUNITIES

### CITY OF IPSWICH POPULATION AND DEMOGRAPHICS

There a number of population and demographic considerations that need to accounted for when determining revenue opportunities at a major stadium. These considerations include:

DEMOGRAPHIC MEASURE	IMPACT
<b>Population</b>	<ul style="list-style-type: none"><li>• Likely catchment for the venue to support regular event attraction and patronage</li></ul>
<b>Unemployment</b>	<ul style="list-style-type: none"><li>• Likely propensity to attend and spend at events</li></ul>
<b>Household Income</b>	<ul style="list-style-type: none"><li>• Likely propensity to attend and spend at events</li></ul>
<b>SEIFA Index</b>	<ul style="list-style-type: none"><li>• Likely propensity to attend and spend at events</li></ul>
<b>Key Industries</b>	<ul style="list-style-type: none"><li>• Commercial demand to support commercial elements of a venue</li></ul>

A high level review of these relevant demographics and their implications on the potential revenue generation of the Stadium have been considered and summarised on the following pages.



## THE CATCHMENT POPULATION AND ITS LIKELY PROPENSITY TO ATTEND AND SPEND AT EVENTS IMPACTS SCALE OF VENUE

### CITY OF IPSWICH POPULATION AND DEMOGRAPHICS (CONT)

A summary of key demographic considerations:

DEMOGRAPHIC MEASURE	SUMMARY
<b>Population</b>	<ul style="list-style-type: none"> <li>The City of Ipswich has a current estimated population of 206,549 and is projected to grow to 520,000 by 2041.</li> <li>Ipswich is located within the Greater Brisbane region which has a population of 2.4 million</li> <li>2.25 million people reside within 1 hours drive of Ipswich</li> <li>Ipswich CBD is located approximately 45km from the Brisbane CBD</li> </ul>
<b>Unemployment</b>	<ul style="list-style-type: none"> <li>Ipswich's unemployment rate (9%) is higher than the South East Queensland rate (7.3%)</li> </ul>
<b>Household Income</b>	<ul style="list-style-type: none"> <li>48.5% of households earn less than \$1,500 per week compared to 45.6% in South East Queensland</li> </ul>
<b>SEIFA Index</b>	<ul style="list-style-type: none"> <li>Ipswich's SEIFA index score is 961 which is below the index score for Queensland (996) and South East Queensland (1014)</li> </ul>



## WHILE THE LOCAL POPULATION CATCHMENT IS SMALL, IPSWICH SITS WITHIN THE GREATER BRISBANE REGION WHICH HAS 2.4M PEOPLE

### CITY OF IPSWICH POPULATION AND DEMOGRAPHICS (CONT)

A summary of key demographic considerations:

DEMOGRAPHIC MEASURE	SUMMARY
Key Industries	<ul style="list-style-type: none"><li>Health Care is the the largest industry (13.2% of the region's employed labour) which is consistent with South East Queensland. Other industries include Retail (10.5%), Manufacturing (10.0%) and Public Administration (9.1%)</li></ul>

#### Implications for Revenue Generation:

- Ipswich's population, unemployment levels, household income and SEIFA index score suggests possible challenges with revenue generation from the local population
- While the population of the Greater Brisbane region presents opportunities for revenue generation at the Stadium, the distance from the Brisbane CBD may represent a constraint



## THERE ARE A NUMBER OF EXISTING SPORT AND ENTERTAINMENT VENUES IN THE GREATER BRISBANE AND GOLD COAST REGIONS

### EXISTING MAJOR (ELITE) SPORT AND ENTERTAINMENT VENUES

The Greater Brisbane and Gold Coast region houses a number existing sport and entertainment venues ranging in size and configuration. This indicates a competitive market and the need for venues to be able to provide a distinct offer.

VENUE	KEY FACILITIES	PRIMARY USES
<b>Suncorp Stadium</b>	<ul style="list-style-type: none"> <li>• 52,500 seats</li> <li>• Rectangular field of play</li> </ul>	<ul style="list-style-type: none"> <li>• Elite rectangular code sports</li> <li>• Concerts</li> </ul>
<b>QSAC</b>	<ul style="list-style-type: none"> <li>• 48,500 seats</li> <li>• Rectangular field of play</li> <li>• 10 lane athletics track</li> </ul>	<ul style="list-style-type: none"> <li>• Athletics</li> <li>• Rectangular code sports</li> <li>• Concerts</li> </ul>
<b>Brisbane Entertainment Centre</b>	<ul style="list-style-type: none"> <li>• 11,000 seats (13,600 concert mode)</li> <li>• Indoor venue</li> </ul>	<ul style="list-style-type: none"> <li>• Concert</li> <li>• Musical theatre</li> <li>• Indoor court sports (including elite)</li> </ul>
<b>Brisbane Showgrounds</b>	<ul style="list-style-type: none"> <li>• Main Arena (18,000 seats and 15,000 standing)</li> <li>• Meeting, function, exhibition and plaza areas</li> </ul>	<ul style="list-style-type: none"> <li>• Concerts / festivals</li> <li>• Conferences</li> <li>• Expos</li> </ul>



## WHILST BRISBANE IS WELL SERVICED FOR VENUES, AN OPPORTUNITY EXISTS FOR A BOUTIQUE STADIUM

### EXISTING MAJOR (ELITE) SPORT AND ENTERTAINMENT VENUES (CONT)

VENUE	KEY FACILITIES	PRIMARY USES
<b>Ballymore Stadium</b>	<ul style="list-style-type: none"> <li>• 18,000 seats</li> <li>• Rectangular field of play</li> </ul>	<ul style="list-style-type: none"> <li>• Training venue for rugby union</li> <li>• Sub elite rugby union competition venue</li> </ul>
<b>Cbus Stadium (Gold Coast)</b>	<ul style="list-style-type: none"> <li>• 27,400 seats</li> <li>• Rectangular field of play</li> </ul>	<ul style="list-style-type: none"> <li>• Elite rectangular code sports</li> <li>• Concerts</li> </ul>
<b>Metricon Stadium (Gold Coast)</b>	<ul style="list-style-type: none"> <li>• 25,000 seats</li> <li>• Oval field of play</li> </ul>	<ul style="list-style-type: none"> <li>• Elite oval code sports</li> <li>• Concerts / festivals</li> </ul>

#### Implications for Revenue Generation:

- The Greater Brisbane Area is mostly well serviced for sport and entertainment venues
- An opportunity exists for a boutique sized rectangular stadium (30,000 seats or less) in, or in proximity to the Greater Brisbane Area



## THE EXISTING EVENT PROFILE HIGHLIGHTS THE IMPORTANT ROLE THE RESERVE CURRENTLY PLAYS IN THE IPSWICH COMMUNITY

### CURRENT EVENT PROFILE

The North Ipswich Reserve currently plays an important role in providing the Ipswich community with an event space / precinct. Over the past nine years over 440 events have been staged at the reserve (using the field) attracting approximately 170,000 attendees.

The events conducted at the reserve include a mix of event types including:

- Sporting and entertainments events
- Community events (mass gathering)
- Public ceremonies

EVENT TYPE	DESCRIPTION
<b>Main Oval</b>	
<b>Sport and Entertainment</b>	Attendance up to 10,000. Events include: <ul style="list-style-type: none"> <li>• North Ipswich Jets home games (12 per annum)</li> <li>• Brisbane Roar games</li> <li>• Rodeo / pro bull riding</li> </ul>
<b>Community Events</b>	Attendance up to 10,000. Events include: <ul style="list-style-type: none"> <li>• New Year's Eve celebrations</li> <li>• Christmas carols</li> </ul>
<b>Ceremonies</b>	Attendance up to 1,000. Events include: <ul style="list-style-type: none"> <li>• ANZAC Day</li> </ul>



## THE BUSINESS AND FUNCTION EVENTS STAGED AT THE RESERVE HAVE GROWN OVER THAT PAST THREE YEARS

### CURRENT EVENT PROFILE (CONT)

The Corporate Centre (function facility) located at the site also conducts a range of events. The facilities are meeting a need for function space for community and commercial events and over the past three years the utilisation has increased from 54 events annually (2016/17) to 170 event (2018/19). Event types include

- Commercial Events
- Community Events
- Council Events

EVENT TYPE	DESCRIPTION
<b>Corporate Centre</b>	
<b>Commercial</b>	Training, functions and conferences (43% of events)
<b>Community</b>	Sports usage (during events) and community events (42% of events)
<b>Council</b>	Council events (15% of events)



## THE MAJOR EVENT PROFILE FOR THE REGION HIGHLIGHTS OPPORTUNITIES FOR ENTERTAINMENT EVENTS AT A STADIUM

### CURRENT EVENT PROFILE (CONT)

In addition to events staged at North Ipswich Reserve, the Ipswich region has a track record of attracting and staging events including:

- Entertainment
- Other sporting events
- Community events

EVENT TYPE	DESCRIPTION	ATTENDANCE	CURRENT VENUE
CMC Rocks	Entertainment	23,000	Motorsport Precinct
Earth Frequency	Entertainment	5,000	Ivory Rock
The Gathering	Entertainment	5,000	Ipswich Turf Club
State Age Netball Championships	Sport	17,000	Limestone Park
BMX State Championships	Sport	5000	BMX Facility
Ipswich Cup	Sport	20,000	Ipswich Turf Club
Supercars	Sport	30,000	Motorsport Precinct
Winternats	Sport	35,000	Motorsport Precinct
Ipswich Festival	Community	40,000	Various across city



## A GAP IN FACILITY PROVISION EXISTS TO MEET THE NEEDS OF THE BUSINESS SECTOR FOR HOSTING CONFERENCES AND FUNCTIONS

### BUSINESS/COMMERCIAL NEEDS

The Ipswich Chamber of Commerce identified a range of issues and opportunities in relation to business / commercial needs that could be addressed as part of a stadium development:

#### ISSUES

- A lack of purpose built conference / exhibition facilities necessitates the use of university (University of South Queensland) and church facilities
- There is a lack of accommodation options constraining the hosting of large corporate, sport and entertainment events
- Existing facilities at North Ipswich Reserve are functional however have layout, size, building aspect and parking issues
- The current facilities at North Ipswich Reserve are required to meet current demand
- North Ipswich Reserve is isolated from CBD and improved access is required
- Anecdotally businesses are using Brisbane facilities for larger conference events

#### OPPORTUNITIES

- Provision of conference / function space approximately 2 to 3 times the size of the current function area at North Ipswich Reserve
- An area for trade shows and expos
- Improved connections to the Ipswich CBD and public transport and parking options
- Allied health with a sport focus (given the health sector plays an important role in Ipswich)
- Non event day hospitality options (however would require improved access to the precinct)



## EXISTING FACILITIES DO NOT MEET THE STANDARD FOR ELITE SPORT AND THERE ARE OPPORTUNITIES TO SERVICE THE BUSINESS SECTOR

---

### CURRENT EVENT AND COMMERCIAL NEED (CONT)

#### **Implications for Revenue Generation:**

- The current event profile at North Ipswich Stadium is focused on sub elite and community sporting events that cater for up to 10,000 people will need to be catered for into the future
- The venue also provides an important facility for community events, functions and corporate events that also provides a revenue stream for the council
- The current facilities do not meeting the standards required for elite sporting competitions such as the NRL and A-League / W-League. This is primarily because of inadequate change rooms, broadcast lighting (a consideration given the climate) and media / broadcast facilities and infrastructure
- The Ipswich region's existing event profile includes a range of sporting and entertainment events with some entertainment events potentially being suitable for a stadium venue
- The current function and conference facilities at North Ipswich Stadium are not of an appropriate standard and there is currently a gap in provision to meet the service needs of the business sector
- To maximise event day and non event day opportunities will require improved access to the precinct



## THE ELITE SPORT MARKET IS COMPETITIVE AND AVAILABLE CONTENT IS LIMITED

### MAJOR (ELITE) SPORT AND ENTERTAINMENT EVENTS

The elite sport and entertainment market is competitive and driven by creating unique experiences for attendees as well as maximising revenue via scale.

When seeking to attract elite sporting and entertainment events there are a number of market factors that need to be taken into consideration. A summary of these considerations is set out below:

EVENT TYPE	KEY CONSIDERATIONS
<b>Elite Sporting Events</b>	<ul style="list-style-type: none"> <li>• The elite sporting content (games) conducted on rectangular fields in Australia mostly includes Rugby League, Rugby Union, A-League and W-League</li> <li>• Elite sporting clubs have the majority of content contracted to existing venues which limits opportunity to use other venues</li> <li>• Typically, elite sporting clubs have some capacity to conduct a limited number of games at alternative venues (pre-season or 'one off' games)</li> <li>• Moving games to alternative venues generally requires a guaranteed financial return from the venue</li> <li>• The provision of a modern day stadium providing appropriate patron experience is an essential ingredient in attracting sports to the venue</li> </ul>



## THE ENTERTAINMENT MARKET SEEKS EVENT SURETY, LARGE POPULATION CATCHMENTS OR TO PROVIDE A UNIQUE OFFER

### MAJOR (ELITE) SPORT AND ENTERTAINMENT EVENTS (CONT)

EVENT TYPE	KEY CONSIDERATIONS
<b>Entertainment Events</b>	<ul style="list-style-type: none"><li>• Event promoters are seeking a 'right sized' venue based on different event scales. That is, they are matching the event to the venue to maximise returns</li><li>• Where possible event promoters are seeking surety over event staging (i.e. roofed venue to reduce impact of cancellation as a result of weather conditions)</li><li>• Promoters generally seek to locate events close to large population catchments to maximise revenue generation</li><li>• The commercial return that can be generated at the venue is also a key factor in venue choice</li><li>• Events are limited and generally 'one off' without any long term commitment</li></ul>



## AN OPPORTUNITY FOR MORE REGULAR CONTENT AT A NEW VENUE MAY RESIDE WITH THE ESTABLISHMENT OF NEW CLUBS / FRANCHISES

---

### MAJOR (ELITE) SPORT AND ENTERTAINMENT EVENTS (CONT)

#### **Implications for Revenue Generation:**

- The availability of elite sporting content is limited and is largely already contracted to existing venues
- Sporting clubs / codes often seek a guaranteed return to move games to alternative venues
- Notwithstanding the above, the opportunity to attract regular, constant elite sporting content could reside with the establishment of new clubs / franchises in the NRL or A-League / W-League
- Patrons and clubs expect modern venues to enhance match day experience. A number of new rectangular stadia are setting the benchmark for amenity provision (such as Bankwest Stadium in Parramatta)
- Entertainment events are matched to 'right sized' venues, are often one off events and are focused on commercial return for the promoter (and act)



# 5 STADIUM REVENUE STREAMS AND BENCHMARKS



## MODERN STADIA HAVE A RANGE OF REVENUE STREAMS (OPPORTUNITIES) AVAILABLE TO VENUE MANAGERS AND VENUE HIRERS

### TYPICAL STADIUM REVENUE STREAMS

A modern stadium provides venue management and hirers with a number of commercial levers that generate revenue opportunities.

Revenue streams at venues on event days are driven by the quality of, and volume of elite sporting or entertainment content (and resulting attendance) and on non event days by maximising activation on site.

These revenue streams generate different scales of revenue and have varying cost bases to service. Typical stadium revenue streams are outlined below and in coming pages:

REVENUE STREAM	DESCRIPTION
<b>EVENT DAY</b>	
<b>Venue Hire Fees</b>	Fee paid by the hirer to the venue manager to access venue, for rights to revenue streams and for services (i.e security).
<b>Hospitality Rights</b>	Fee generally paid by a supplier to the venue manager for the right to be an exclusive (typically) supplier of food and beverage services and / or product for the venue.
<b>Food and Beverage Concessions (public)</b>	Food and beverage outlets in and around the venue to service general access attendees. Revenue is generally retained by the supplier with rebates to hirer and / or venue.



## EVENT DAY REVENUE IS CRITICAL FOR THE ONGOING VIABILITY OF A MAJOR STADIUM AND IS IMPACTED BY CONTENT AND ATTENDANCE

### TYPICAL STADIUM REVENUE STREAMS (CONT)

REVENUE STREAM	DESCRIPTION
<b>EVENT DAY (CONT)</b>	
<b>Retail / Merchandise</b>	Generally club / team merchandise with most revenue retained by hirer and a percentage to the venue manager.
<b>Ticketing Rights</b>	Fee generally paid to the venue for the right to be the ticketing supplier. The rights value is subject to event profile and attendance.
<b>Ticket Revenue</b> Elite Sport / Concerts / Other special events	Ticketing revenue generated from the sale of tickets and generally retained by hirer. At times a percentage of the ticket revenue forms part of the hire fee to the venue manager.
<b>Corporate Suite Licences</b>	Discrete suites provided to hirers as part of the hirer agreement and / or retained by the venue manager for on-selling as part of corporate hospitality packages.



## CLUBS ARE A RELATIVELY RECENT ADDITION TO THE SUITE OF STADIUM REVENUE OPPORTUNITIES

### TYPICAL STADIUM REVENUE STREAMS (CONT)

REVENUE STREAM	DESCRIPTION
<b>Clubs</b> Tunnel / Field / Chairman's / Member Clubs / Function Rooms / Decks / Venue Membership / Licenced Seats/ Other	Premium hospitality and seating options at different price points providing different experiences and service levels. Hospitality options and resulting revenue can be shared between hirers and the venue manager. Revenue from Venue Membership / Licenced Seats is generally retained by venue, with rebates provided to the hirer.
<b>Naming Rights</b>	Fee generally paid to the venue manager for the right to have commercial branding on and around the venue including within the venue name. The rights value is typically subject to the event profile.
<b>Signage</b>	Internal and external advertising signage with revenue generally shared by hirers and the venue manager.
<b>NON EVENT DAY</b>	
<b>Office Rent</b>	Office space provided to external parties (often sporting or community organisations) with rent paid to the venue manager.



## NON EVENT DAY ACTIVITIES DRIVE MORE REGULAR ACTIVATION OF A STADIUM PRECINCT AND SUPPLEMENT EVENT DAY REVENUE

### TYPICAL STADIUM REVENUE STREAMS (CONT)

REVENUE STREAM	DESCRIPTION
<b>NON EVENT DAY (CONT)</b>	
<b>Functions and Conferences</b>	Use of event day hospitality areas for the staging of community and corporate events.
<b>Stadium Area Hire</b>	Areas of the venue are hired to external parties for events including the field of play (i.e. moonlight cinemas) or concourses (i.e. markets). Hire fees are paid to the venue manager.
<b>Commercial (allied health, retail)</b>	Spaces provided to external parties for commercial purposes with rent paid to the venue manager.
<b>Hospitality (café/restaurant)</b>	The operation of a café, restaurant or bar on a daily basis to support precinct tenants and to act as an attractor to the precinct. The venue manager retains revenue through the commercial agreement with the external party or operating the space 'in house'.
<b>Car Parking</b>	Stadium parking used as a commercial car park on non event days.



## **‘LIKE’ VENUES PROVIDE INSIGHT INTO POTENTIAL STADIUM REVENUE STREAMS THAT ARE BEING EXPLOITED IN THE MARKET PLACE**

---

### **BENCHMARKS**

In order to demonstrate how different revenue opportunities at stadia are being exploited in the market place, a number of benchmark venues have been identified. These benchmarks have been selected as they:

- Are a regional venue, located outside of a major city and are in an area with a population of less than 600,000
- Have a capacity of less than 40,000
- Host national level sporting competitions and premium entertainment events
- Continue to be used for local sporting competitions and community events

The venues that have been identified for benchmarking purposes include:

- Metricon Stadium (Gold Coast)
- GMHBA Stadium (Geelong)
- Townsville Stadium (Townsville)

Note: These venues all have at least one elite level team based at the venue.



## THE THREE VENUES ARE LOCATED OUTSIDE MAJOR CITIES, HAVE A CAPACITY UNDER 40K AND A CAPITAL COST UNDER \$300 MILLION

### BENCHMARKS (CONT)

#### METRICON STADIUM



- Located in Gold Coast (Queensland)
- Population: 591,356
- Capacity: 25,000
- Completed in multiple stages
- Total estimated cost \$144 million
- Completed in 2011

#### GMHBA STADIUM



- Located in Geelong (Victoria)
- Population: 251,540
- Capacity: 36,000 (40,000 when final stage completed)
- Completed in stages
- Total estimated cost \$282 million
- Final stage due to be completed post 2021

#### TOWNSVILLE STADIUM (NEW)



- Located in Townsville (Queensland)
- Population: 192,988
- Capacity: 25,000
- Currently under construction
- Total estimated cost \$250 million
- Due for completion in 2020



## THE BENCHMARK VENUES HAVE A CORE PROFESSIONAL SPORT AS A TENANT AS WELL AS HOSTING 'ONE OFF' ENTERTAINMENT EVENTS

### BENCHMARKS (CONT)

In order to understand the revenue streams adopted by the benchmark venues it is important to understand the content profile of each venue. A summary of the major event content hosted at venues is outlined below:

EVENT TYPE	METRICON STADIUM	GMHBA STADIUM	TOWNSVILLE STADIUM*
<b>Elite Sport</b>	<ul style="list-style-type: none"> <li>• Australian Football League matches</li> <li>• International T20 matches</li> <li>• Twenty20 Big Bash matches</li> <li>• Commonwealth Games</li> </ul>	<ul style="list-style-type: none"> <li>• Australian Football League matches</li> <li>• Twenty20 Big Bash</li> <li>• International football matches</li> <li>• A-League matches</li> <li>• W-League matches</li> <li>• Pre-season NRL matches</li> </ul>	<ul style="list-style-type: none"> <li>• National Rugby League</li> <li>• A-League matches</li> <li>• Rugby Union matches</li> </ul>
<b>Entertainment</b>	<ul style="list-style-type: none"> <li>• Concerts (including Big Day Out)</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor Cinema</li> <li>• Supercross</li> </ul>	<ul style="list-style-type: none"> <li>• Concerts</li> <li>• Crusty Demons</li> </ul>

\*Note: Event profile based on 1300 Smiles Stadium



## LOCAL SPORT ALSO FEATURES HEAVILY IN THE EVENT PROFILES FOR THE BENCHMARK VENUES, WITH ENTERTAINMENT LESS PREVALENT

### BENCHMARKS (CONT)

EVENT TYPE	METRICON STADIUM	GMHBA STADIUM	TOWNSVILLE STADIUM*
<b>Local Sport</b>	<ul style="list-style-type: none"> <li>• North East Australian Football League matches and other local (AFL) competition matches</li> </ul>	<ul style="list-style-type: none"> <li>• Victorian Football League</li> <li>• Geelong Football League finals series</li> <li>• National Rugby Championship (Rugby Union)</li> <li>• Festival of Sport</li> </ul>	<ul style="list-style-type: none"> <li>• Unknown</li> </ul>

\*Note: Event profile based on 1300 Smiles Stadium



## GMBHA IS THE MOST ACTIVATED ON THE BENCHMARK VENUES ON NON EVENT DAY

### BENCHMARKS (CONT)

EVENT TYPE	METRICON STADIUM	GMHBA STADIUM	TOWNSVILLE STADIUM*
<b>Non Event Day</b>	<ul style="list-style-type: none"> <li>• Functions</li> <li>• Conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Functions</li> <li>• Conferences</li> <li>• Offices</li> <li>• Community facilities (Deakin / Cats Community Centre and Sunrise Centre)</li> <li>• Retail</li> </ul>	<ul style="list-style-type: none"> <li>• Functions</li> <li>• Conferences</li> </ul>

\*Note: Event profile based on 1300 Smiles Stadium



## GENERALLY THE BENCHMARK VENUES EXPLOIT THE IDENTIFIED TYPICAL STADIUM REVENUE STREAMS

### BENCHMARKS (CONT)

The benchmark venues were assessed to identify whether typical stadium revenue opportunities are being exploited either by the venue manager or the hirers. The results follow:

DESCRIPTION	METRICON STADIUM	GMHBA STADIUM	TOWNSVILLE STADIUM
<b>Venue Hire Fees</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>Hospitality Rights</b>	<b>Yes</b>	<b>Yes</b>	<b>Yet to be determined</b> (Likely)
<b>Food and Beverage Concessions</b>	<b>Yes</b> (Some temporary/ bump in)	<b>Yes</b>	<b>Yes</b>
<b>Retail / Merchandise</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>Ticketing Rights</b>	<b>Yes</b>	<b>Yes</b>	<b>Yet to be determined</b> (likely)
<b>Ticket Revenue</b> <ul style="list-style-type: none"> <li>• Elite Sport</li> <li>• Concerts</li> <li>• Other events</li> </ul>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b> (Concerts and other events to be confirmed)



## THE VENUES ALL HAVE A MIX OF CONTEMPORARY CORPORATE PRODUCTS WITH THE SCALE OF THESE FACILITIES A VARIABLE FACTOR

### BENCHMARKS (CONT)

DESCRIPTION	METRICON STADIUM	GMHBA STADIUM	TOWNSVILLE STADIUM
<b>Corporate Suite Licences</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>Clubs</b>			
• Tunnel	<b>No</b>	<b>No</b>	<b>Yes</b>
• Field	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
• Chairman's	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
• Member clubs	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
• Function rooms	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
• Deck	<b>Yes</b>	<b>No</b>	<b>Yes</b>
• Venue Membership / Licenced Seats	<b>No</b>	<b>No</b>	<b>No</b>
• Other (unique)	<b>No</b>	<b>Yes</b> (Fan Portal)	<b>Yes</b> (Centre Line Club)
<b>Naming Rights</b>	<b>Yes</b>	<b>Yes</b>	<b>Yet to be determined</b> (Likely)
<b>Signage</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>



## THE COMPARATIVE VENUES SHOW THAT A REGIONAL STADIUM CAN ATTRACT EVENTS AND ACTIVATE ON NON EVENT DAYS

---

### BENCHMARKS (CONT)

#### **Implications for Revenue Generation:**

- The comparative venues:
  - Set a high standard for patron and participant amenity
  - Have tenant elite sports
  - Commercialise key rights such as supplier and naming
  - Have a mix of price points and offerings for premium products
  - Prove that regional venues can attract one off events (sporting or entertainment events)
  - Have non event day activation and revenue as part of their business models
  - Have a mix of elite and community content



# 6 REVENUE STREAM ASSESSMENT



## IN ORDER TO ASSESS LIKELY REVENUE OPPORTUNITIES AT THE STADIUM TWO CONTENT SCENARIOS HAVE BEEN IDENTIFIED

### REVENUE STREAM ASSESSMENT

The likely content profile of the proposed stadium will have implications on the revenue opportunities for the venue. Two content scenarios have been identified for event day and has been used as a base for assessing likely revenue opportunities at the venue. The content scenarios include:

- Localised Content
- Premium Content

#### SCENARIO 1 – LOCALISED CONTENT

- Local/regional level sporting events
- Concerts
- Other special events
- One off NRL / FFA practice games

#### SCENARIO 2 – PREMIUM CONTENT

As for Scenario 1, plus...

- NRL (tenant club)
- FFA (tenant club)



# EVENT DAY



## REVENUE VIA TICKETS SALES AND RIGHTS IS DICTATED BY THE NUMBER OF MAJOR EVENT DAYS AND ATTENDANCE VOLUME

### REVENUE STREAM ASSESSMENT (CONT)

Based on the aspiration for the venue, benchmarks provided by similar venues and the content scenarios, the revenue opportunities for the Stadium have been considered.

REVENUE STREAM	LOCALISED CONTENT (SCENARIO 1)	PREMIUM CONTENT (SCENARIO 2)
Venue Hire Fee	<b>Yes</b> (Impacted by community access rates and any guaranteed return required by 'one off' events)	<b>Yes</b> (Subject to event attraction strategy)
Hospitality Rights	<b>No</b>	<b>Yes</b> (Subject to event number and attendance)
Food and Beverage Concessions	<b>Yes</b> (Limited)	<b>Yes</b>
Retail / Merchandise	<b>Yes</b> (Limited)	<b>Yes</b>
Ticketing Rights	<b>No</b>	<b>Yes</b> (Subject to event quality, volume and resulting attendance)



## THE EXTENT OF THE CORPORATE HOSPITALITY IS DICTATED BY THE EVENT TYPE STAGED AT THE VENUE AND MARKET APPETITE

### REVENUE STREAM ASSESSMENT (CONT)

REVENUE STREAMS	LOCALISED CONTENT (SCENARIO 1)	PREMIUM CONTENT (SCENARIO 2)
<b>Ticket Revenue</b> <ul style="list-style-type: none"> <li>• Elite Sport</li> <li>• Concerts</li> <li>• Other special events</li> </ul>	<b>Yes</b> (limited)	<b>Yes</b>
<b>Corporate Suite Licences</b>	<b>No</b>	<b>Yes</b>
<b>Clubs</b> Tunnel / Field / Chairman's / Member clubs / Function rooms / Decks / / Venue Membership / Licenced Seats / Other	<b>Yes</b> (likely limited to function room)  Note: Venue Membership / Licenced Seats unlikely.	<b>Yes</b> (Size and mix need subject to event quality and volume, and market appetite)  Note: Venue Membership / Licenced Seats unlikely.
<b>Naming Rights</b>	<b>No</b>	<b>Yes</b> (subject to event quality and volume)
<b>Signage</b>	<b>Yes</b> (limited)	<b>Yes</b>



NON EVENT DAY



## THE SITE'S CLOSE PROXIMITY TO THE IPSWICH CBD LENDS ITSELF TO NON EVENT DAY OPPORTUNITIES

### REVENUE STREAM ASSESSMENT (CONT)

The following non event day revenue opportunities are seen as relevant for the Stadium and have been identified from the benchmark venues and other examples. These revenue opportunities are not dependent on the proposed Stadium's event schedule (although require activation in and around the Stadium on non event days):

NON EVENT DAY REVENUE STREAMS	VENUE EXAMPLE(S)
Market precinct (utilising concourses) <ul style="list-style-type: none"> <li>• Markets</li> <li>• Food trucks</li> </ul>	Melbourne Showgrounds
Outward facing hospitality options (microbrewery or restaurant)	Optus Stadium (Perth) Tottenham Hotspur Stadium (London)
Function spaces (utilising match day hospitality areas)	Numerous



## THE FINAL MIX OF NON EVENT DAY OPPORTUNITIES NEED TO BE ASSESSED AS PART OF A BUSINESS CASE

### REVENUE STREAM ASSESSMENT (CONT)

NON EVENT DAY REVENUE STREAMS*	VENUE EXAMPLE(S)~
<p>Complementary business</p> <ul style="list-style-type: none"> <li>• Office space</li> <li>• Retail</li> <li>• Sports medicine / allied health</li> <li>• Gymnasium</li> <li>• Hospitality / café (esp. facing river front)</li> <li>• Car parking</li> </ul>	<p>GMHBA Stadium</p> <p>MCG</p> <p>AAMI PARK</p> <p>Alliance Stadium/SCG</p> <p>Optus Stadium</p> <p>Marvel Stadium</p>

The final suite of opportunities will depend on built form and will require market testing and a business case to support capital investment.

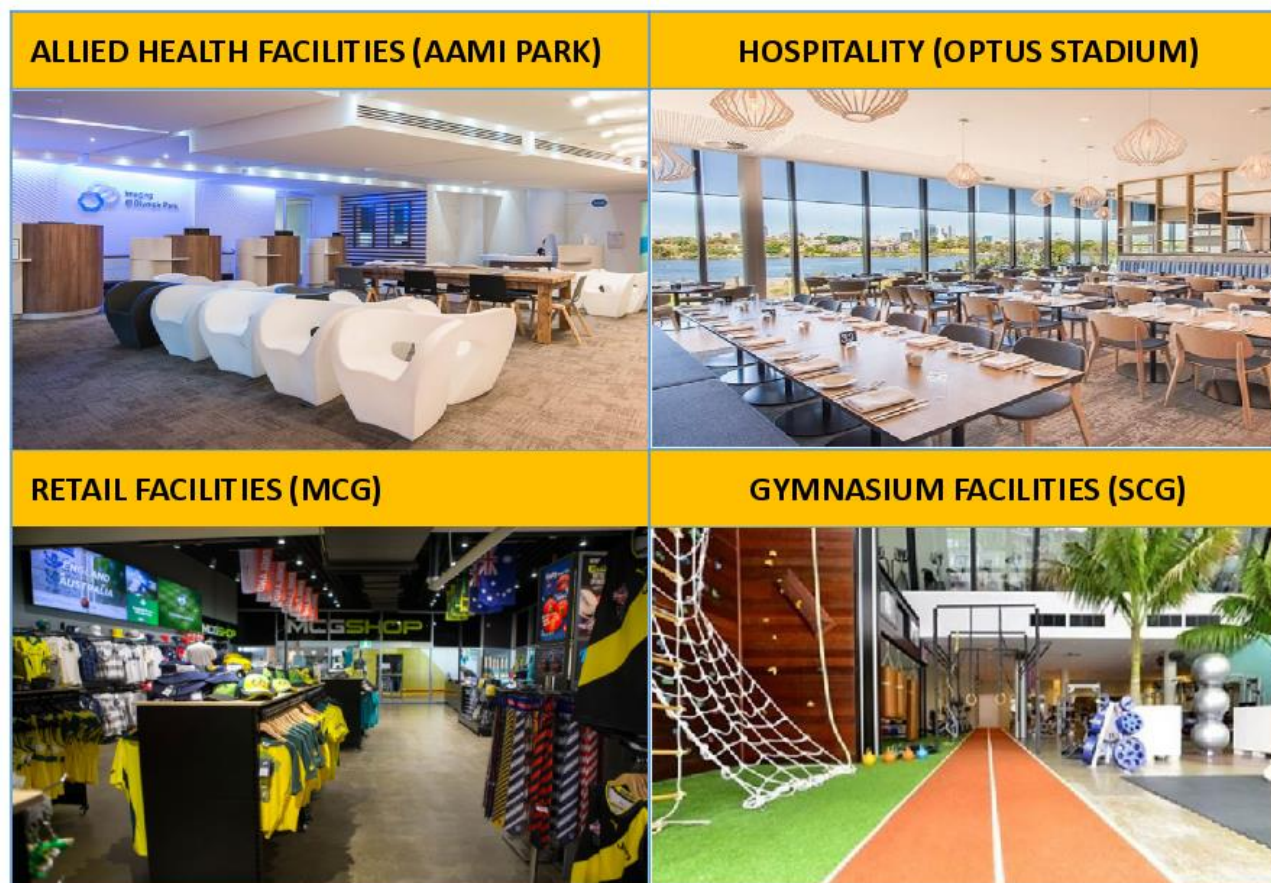
\*Note: Other items including museums and public recreation / change amenity are typically cost centres.

~See the following page for a selection of images demonstrating different revenue streams.



## THERE ARE NUMEROUS EXAMPLES OF NON EVENT DAY REVENUE STREAMS BEING INCORPORATED IN STADIUM DESIGN

### REVENUE STREAM ASSESSMENT (CONT)





## TAKING A BROADER PRECINCT PERSPECTIVE MAY DRIVE INCREASED ACTIVATION IN AND AROUND THE VENUE

---

### REVENUE STREAM ASSESSMENT (CONT)

In order to enhance event day and non event day activation, a broader precinct perspective should be considered allows for spaces adjacent to the Stadium that drive increased dwell time in and around the venue.

Examples of this include the new Perth Stadium (Optus Stadium) which includes a significant hospitality offer in the precinct (The Camfield) and the Little Creatures Brewery which is walking distance from GMHBA Stadium in Geelong.

#### **Implications for Revenue Generation:**

- A premium event schedule incorporating core tenant(s) provides greater opportunity for maximising revenue opportunities at the venue
- A localised event schedule will require a considered approach to the design of the venue and therefore revenue opportunities
- Non event day revenue opportunities are prevalent and depend on passing traffic and activation in and around the venue
- Additional attractions adjacent to the site (enhanced precinct) would be beneficial for event and non event day activation (and therefore revenue generation)



# 7 DESIGN IMPLICATIONS



## THE EXISTING CONCEPT DESIGN INCLUDES A RANGE OF REVENUE PRODUCING AMENITY DELIVERED OVER MULTIPLE STAGES

### CURRENT DESIGN

The current design proposed for the Stadium adopts a staged approach with amenity generating various revenue opportunities. The revenue opportunities for the Stadium will be dependent upon the content profile of the venue (as previously identified). Per Cox Architecture, the proposed staging of works is as follows:

STAGE	WORKS
<b>Stage 1</b>	<ul style="list-style-type: none"> <li>• Demolish existing facilities (phase 1)</li> </ul>
<b>Stage 2</b>	<ul style="list-style-type: none"> <li>• Grass berm for north/east and south west stand</li> <li>• Western stand (lower bowl) and facilities (players facilities and teams facilities)</li> <li>• Field of play</li> <li>• Concourse circulating 360° (Asphalt)</li> <li>• Scoreboard</li> <li>• Light towers</li> <li>• Administration facility</li> <li>• Temporary east stand possible</li> </ul>



## THE WEST OF THE STADIUM WOULD BE REDEVELOPED FIRST, WITH THE NORTH, EAST AND SOUTH SECTIONS TO FOLLOW

### CURRENT DESIGN (CONT)

STAGE	WORKS
<b>Stage 3</b>	<ul style="list-style-type: none"> <li>• Demolish existing grandstand and function facility (phase 2)</li> <li>• Western stand (upper tier) and facilities (corporate and media facilities)</li> <li>• West roof</li> </ul>
<b>Stage 4</b>	<ul style="list-style-type: none"> <li>• Riverside food and bar</li> <li>• Function/café facility</li> <li>• East stand (lower and upper) and roof</li> <li>• WC and ticketing (north)</li> <li>• Food and beverage concessions (north)</li> </ul>
<b>Stage 5</b>	<ul style="list-style-type: none"> <li>• Upper north stand</li> <li>• North roof</li> </ul>
<b>Stage 6</b>	<ul style="list-style-type: none"> <li>• South stand promenade and concessions</li> <li>• Lower bowl south</li> <li>• Possible use of woollen mills to develop precinct</li> </ul>



## THE TWO CONTENT SCENARIOS PREVIOUSLY IDENTIFIED WILL LEAD TO VARIED DESIGN OUTCOMES

### IMPLICATIONS FOR DESIGN

The current concept design developed by Cox Architects incorporates the physical infrastructure to enable the 'typical revenue streams' identified in Section 4. The likely content profile of the stadium will have implications on the design outcome for the venue including the final scale and mix of revenue opportunities.

The two content scenarios have been identified that propose the concept design be delivered to different scales based on completing less or more stages. The content scenarios include

- Localised content (Scenario 1)
- Premium content (Scenario 2)

PROPOSED STAGING FOR LOCALISED CONTENT (SCENARIO 1)	PROPOSED STAGING FOR PREMIUM CONTENT (SCENARIO 2)*
<ul style="list-style-type: none"><li>• Stage 1</li><li>• Stage 2</li></ul>	<ul style="list-style-type: none"><li>• Stage 1</li><li>• Stage 2</li><li>• Stage 3</li><li>• Stage 4</li><li>• Stage 5</li><li>• Stage 6</li></ul>

\*Stages could be progressively delivered in line with increased content



## STAGE OPPORTUNITIES ALLOW FOR STADIUM COMPONENTS TO BE DELIVERED IN LINE WITH LIKELY DEMAND

---

### IMPLICATIONS FOR DESIGN (CONT)

#### **Implications for Revenue Generation:**

- A content profile supporting Scenario 1 (Localised Content) and 'one off' events could require a scaled down version of the full design solution
- Staging opportunities exist that provide the ability to deliver stadium components in line with likely demand. The Scenario 1 Content is likely to require stages 1 and 2 of the proposed development
- Stages 1 and 2 still provide opportunities for non event day activation through the delivery of office space and other retail opportunities on the westerns side and space for pop up activations on the eastern side such as markets
- Stages 3 and 4 provide an enhanced premium product offer and provide additional non event day activation through a restaurant / café on the southern side
- Attracting one or more elite sporting clubs as long term tenants provide impetus for a more holistic design solution to be progressively delivered comprising permanent infrastructure around the entire ground, including more diverse premium product offerings



## 8 RISKS AND CONSTRAINTS



## **THERE ARE A NUMBER OF RISKS THAT COULD IMPACT REVENUE OPPORTUNITIES AND WILL NEED FURTHER ASSESSMENT**

---

### **RISKS AND CONSTRAINTS**

The revenue streams identified in this report have been identified as possible opportunities and are based on standard stadium revenue streams, benchmark venues and different content scenarios.

There are a number of key risks that need to be considered as part of future planning in order to determine the likely success of each opportunity. Key risks include:

- No commitment from core elite tenant club or clubs to provide regular content at the venue
- Lack of available elite sporting content in the market
- High competition for one off sporting and entertainment events
- Anticipated event profile could be overstated, which would impact anticipated attendance
- Incorrect sizing of corporate hospitality offer to meet business sector demands and needs
- Limited demand for functions and conferences
- Limited non event day activation at venue or precinct to support revenue opportunities
- Requirements to conduct community events at the venue which require subsidy
- Venue revenue not adequate to meet expenses

#### **Implications for Revenue Generation:**

- Key risks associated with the realisation of revenue opportunities relate to not fully understanding actual demand



# 9 CONCLUSIONS



## **THE PROPOSED DESIGN OUTCOME CAN BE PROGRESSIVELY DELIVERED IN LINE WITH IMPROVEMENTS IN THE CONTENT PROFILE**

---

### **CONCLUSIONS**

This report provides only a high level review looking at possible revenue opportunities, but highlights that for revenue opportunities to be maximised, permanent elite sporting club content will be needed to drive the momentum for a complete development.

The key conclusions identified based on the analysis completed are that:

1. The extent of the revenue generation opportunities at the proposed North Ipswich Stadium will be determined by the event schedule secured for the venue and the amount of activation it can attract on non event days
2. Based on the current design, the delivery of stages 1 and 2 are likely to:
  - Meet the requirements of a localised event schedule (with some temporary infrastructure required for one off events)
  - Provide enhanced community facilities that will support sporting usage (player / team facilities, scoreboard, lighting, field of play seating and corporate hospitality)
  - Provide non event day revenue generation opportunities



## **PERMANENT ELITE SPORTS CONTENT CAN BE THE IMPETUS FOR THE FULL REDEVELOPMENT OF THE STADIUM**

---

### **CONCLUSIONS (CONT)**

3. Securing regular premium sports content such as a tenant NRL Club or A-League Club can be an impetus for completing stages 3 to 6 of the proposed development (potentially progressively) that will provide:
  - New food and beverage outlets
  - Enhanced seating
  - Additional corporate hospitality offers (suites, function rooms, scoreboard club)
  - Greater non event day revenue opportunities (café, restaurant)



# 10 NEXT STEPS



## TO DETERMINE THE ONGOING VIABILITY OF A STADIUM IN NORTH IPSWICH, A FEASIBILITY STUDY SHOULD BE UNDERTAKEN

### NEXT STEPS

To fully assess the viability of a new stadium in North Ipswich, more detailed assessment is required:

NEXT STEPS	WORKS
Feasibility Assessment	A feasibility assessment that considers preliminary demand / content scenarios (through engagement with codes and clubs), attendance assumptions (supported by consumer research), concept design and cost and financial assessment and identification of funding opportunities (via State Government and Commonwealth Government).
Detailed Business Case	An investment proposal of this size and the requirement for government funding is likely to require the completion of business case that considers a detailed options analysis, detailed economic modelling, cost benefit analysis, risk analysis, implementation and procurement assessment.



# DHW LAKE

## SPORT AND ENTERTAINMENT VENUE PLANNING

### CONTACTS:

WHO:	DALE WOOD	AARON LAKE
PHONE:	+61 421 056 604	+61 423 606 942
EMAIL:	DALE.DHWCONSULTING@GMAIL.COM	AARON@LUDUSGRP.COM
TWITTER:	@DHWOOD35	@AARONSLAKE
INSTAGRAM	@DHWOOD35	
WECHAT:	DHWOOD35	
LINKEDIN:	/IN/DALEHWOOD	/IN/AARONSLAKE/
ABN:	42 217 626 137	



# EXTENT

HERITAGE ADVISORS  
TO AUSTRALIA AND  
THE ASIA PACIFIC



## North Ipswich Reserve Stadium Feasibility Preliminary Heritage Advice

Prepared for Cox Architecture.

March 2019

Sydney  
Melbourne  
Brisbane  
Perth

[extent.com.au](http://extent.com.au)





## Document control page

CLIENT: Cox Architecture

PROJECT: North Ipswich Reserve Stadium Feasibility - Preliminary Heritage Advice

SITE NAME: North Ipswich Reserve

EXTENT HERITAGE PTY LTD INTERNAL REVIEW/SIGN OFF						
WRITTEN BY	DATE	VERSION	REVIEWED	EDITED	EDIT LEVEL	APPROVED
J Pearce	22 Feb 19	DRAFT—1	J Pearce			A Sneddon
J Pearce	12 Mar 19	FINAL	J Pearce			A Sneddon

## Copyright and moral rights

Historical sources and reference materials used in the preparation of this report are acknowledged and referenced in figure captions or in text citations. Reasonable effort has been made to identify, contact, acknowledge and obtain permission to use material from the relevant copyright owners.

Historical sources and reference materials used in the preparation of this report are acknowledged and referenced in figure captions or in text citations. Reasonable effort has been made to identify, contact, acknowledge and obtain permission to use material from the relevant copyright owners.

Unless otherwise specified in the contract terms for this project Extent Heritage Pty Ltd

- vests copyright of all material produced by Extent Heritage Pty Ltd (but excluding pre-existing material and material in which copyright is held by a third party) in the client for this project (and the client's successors in title);
- retains the use of all material produced by Extent Heritage Pty Ltd for this project, for the ongoing business of Extent Heritage Pty Ltd, and for professional presentations, academic papers or publications.

**EXTENT HERITAGE PTY LTD**  
SYDNEY | MELBOURNE | BRISBANE | PERTH





## Contents

1.	THE BRIEF .....	3
1.1	METHODOLOGY .....	3
1.2	AUTHORSHIP .....	3
1.3	OWNERSHIP .....	3
2.	SITE IDENTIFICATION .....	4
2.1	LOCATION .....	4
3.	CONTEXT .....	5
3.1	NORTH IPSWICH RESERVE CONTEXT .....	5
3.2	HERITAGE STATUS .....	6
4.	BACKGROUND .....	7
4.1	HERITAGE SIGNIFICANCE .....	7
5.	REVIEW OF ADAPTIVE RE-USE OPPORTUNITIES IDENTIFIED IN THE CMP .....	9
6.	STATUTORY REQUIREMENTS .....	9
6.1	SDAP .....	9
6.2	IPSWICH PLANNING SCHEME .....	11
7.	STADIUM CONCEPT PROPOSAL .....	12
8.	ANALYSIS OPPORTUNITIES AND CONSTRAINTS .....	14
9.	RECOMMENDATIONS .....	16
10.	REFERENCES .....	17





## List of tables

Table 1. Extract from SDAP 14.2.3: Material change of use on land adjoining a state heritage place .....	11
----------------------------------------------------------------------------------------------------------	----

## List of figures

Figure 1. The location of North Ipswich Reserve. ....	4
Figure 2. Aerial view of the North Ipswich Reserve Sports Fields. ....	5
Figure 3. The location of North Ipswich Reserve indicating the QHR boundary for the Ipswich Mill (shaded in red), the areas subject to the Ipswich Planning Scheme, Schedule 3 entry (shaded in aqua blue), and areas identified as a Park or Reserve (shaded in green). ....	6
Figure 4. Aerial image of North Ipswich Reserve, 1944. ....	7
Figure 5. Extract from the North Ipswich Reserve Stadium Concept Feasibility Report, showing the 'Immediate Site' (dotted yellow line) encompassing the adjoining (former) Woollen Mills. 10	
Figure 6. Extract from the North Ipswich Reserve Stadium Concept Feasibility Report, showing Initial Options 2, JG Stephenson Oval sketch. ....	12





## 1. The Brief

EXTENT Heritage Pty Ltd (Extent Heritage) was commissioned by Cox Architecture to review the conceptual proposal for a boutique, rectangular sporting and events stadium and to provide a high level overview of the heritage aspects that inform, contribute and/or constrain the feasibility for a stadium at the North Ipswich Reserve (NIR).

The North Ipswich Reserve is the home of the Jets Rugby League team. The sports fields have a rich history and have been established since c1920s. The North Ipswich Reserve is not identified in the Ipswich City Plan Character Places, Schedule 2, nor is the North Ipswich Reserve included in the Queensland Heritage Register.

The site of the factory and mill of the former Queensland Woollen Manufacturing Company Ltd (Ipswich) adjoins the eastern boundary of the NIR. It is a place of State heritage significance and is entered in the Queensland Heritage Register (Place ID 602572).

### 1.1 Methodology

The methodology includes a detailed review of relevant background documents, analysis of site conditions via desktop investigation, and a detailed review of the concept feasibility proposal for a Stadium.

The heritage compliance requirements applicable to a proposal for the development of a stadium on the subject site, including an investigation of the heritage status of adjoining lots, are addressed. This includes a review of the Ipswich Planning Scheme to address relevant performance outcomes and state legislation around development on a site adjacent to a place on the Queensland Heritage Register.

The background research includes a review of the 'Queensland Woollen Manufacturing Company Ltd (Former) Ipswich Mill, Conservation Management Plan' (J M Pearce Architects 2016). Historic investigation of the NIR is limited to a desktop review of readily available information and a detailed history has not been undertaken for this overview.

Extent Heritage has not been engaged to assess Indigenous cultural heritage places and values.

### 1.2 Authorship

The following staff members at Extent Heritage prepared this report:

- ♦ Jacqueline Pearce, Senior Associate

### 1.3 Ownership

The subject site, North Ipswich Reserve, as well as the (former) Woollen Mills are both held by Ipswich City Council.





## 2. Site identification

### 2.1 Location

The North Ipswich Reserve is located at 43 The Terrace, North Ipswich (Figure 1). The site is situated between Alan Cumming Park at the west and the former Woollen Mills site at the east.

The NIR addresses The Terrace at the north, and is flanked by the Bremer River to the south beyond a small reserve covering the river bank.



Figure 1. The location of North Ipswich Reserve (Map extracted from Google Maps 2019).





## 3. Context

### 3.1 North Ipswich Reserve Context

The NIR has been developed into sports fields with supporting Corporate Centre and sports facilities and amenities. The field was formerly the Bendigo Bank Oval and is host to the Queensland Rugby League Club Ipswich Jets. The playing field has been developed into an oval with the buildings and supporting amenities along the western side, adjoining a vehicle access and parking area. The car parking area separates the Oval from the adjacent Alan Cumming Park.

The grounds have a capacity for approximately 10, 000 people. Besides hosting a range of Rugby League games, various football (soccer) matches have been played on the field. The adjacent Alan Cummings Park features a cricket pitch and also caters to sporting uses.

The former Woollen Mills are located to the east with the allotments separated by security fencing. Across the Terrace to the north lies a residential area, being part of the suburb of North Ipswich.

To the south, the Pine Street Reserve and an unnamed park take up the riparian area on the banks of the Bremer River, which has been improved through the planting of a large number of trees (Figure 2).



Figure 2. Aerial view of the North Ipswich Reserve Sports Fields (Map extracted from Google Maps 2019).





### 3.2 Heritage Status

The lot containing the NIR is not entered in any heritage register. At the eastern boundary, the site adjoins the Queensland Woollen Mills Manufacturing Co – (former) Ipswich Mill which is of state level heritage significance, being entered into the Queensland Heritage Register (QHR 602572). Further to the west beyond East Street, the Heiner Road Rail Overpass and the former Tarpaulin Store, elements of Ipswich railway heritage, are also of state significance.

The rail corridor of an original rail track is included in 'Ipswich Planning Scheme, Schedule 3 - Items of Interest', extending from the Heiner Road Rail Overpass through to the river bank at the south of the NIR (the area is noted in the above mapping as an 'Unnamed Park'). Continuing from the Unnamed Park and wrapping inside the northern bend of the Bremer River is 'The Terrace Reserve' that is also included in Schedule 3.



Figure 3. The location of North Ipswich Reserve indicating the QHR boundary for the Ipswich Mill (shaded in red), the areas subject to the Ipswich Planning Scheme, Schedule 3 entry (shaded in aqua blue), and areas identified as a Park or Reserve (shaded in green) (Map extracted Ipswich Planning Scheme Online Mapping, 2019).





## 4. Background

Little historic information has been published on the NIR, although fields have provided for sporting uses for many decades with a reference back to 1920. The development of the Oval is associated with the Bendigo Bank's sponsorship which formalised its use for rugby league. This coincided with the establishment of the Jets Rugby League Club in 1982.

The Oval has also been known as the QLD Group Stadium and is noted to have been re-developed in 2002. The QLD Group Stadium website records that the 'Highest Crowd' since 1/1/2003 is 6,706 for a Grand Final – Easts Tigers v Mackay<sup>1</sup>.

The upgrade of the NIR has been the subject of investigation by Ipswich City Council since 2011. The area is central to the North Ipswich Open Space Master Plan produced by the Ipswich City Council in 2018. It is envisioned that the new stadium will be a catalyst for the improvement of the surrounding area and revitalisation of the precinct, with the potential to give new life to the vacant (former) Woollen Mill.



Figure 4. Aerial image of North Ipswich Reserve, 1944 (Image provided by The State of Queensland, Department of Natural Resources and Water).

### 4.1 Heritage Significance

The NIR site has a long history of accommodating sports events; however, the cultural significance of the NIR site has not been assessed for this report, which focusses on the adjacent listed structures.

---

<sup>1</sup> Austadiums, QLD Group Stadium, <https://www.austadiums.com/stadiums/stadiums.php?id=164> accessed 11/3/19.





Further investigation of the history of the NIR and an assessment of its significance would be desirable. For example, sporting venues are commonly valued by the local community and have not just historical but also 'social' significance. It may be relevant that the NIR was a key venue in Ipswich for the development of rugby league and its players in Queensland.

The established heritage significance affecting the site is associated primarily with the adjoining (former) Woollen Mills. The mill was significant as the first woollen mill in Queensland and as an early example of large-scale manufacturing.

The (former) Woollen Mill ceased operations after its purchase by a Sydney firm and when it faced increasing competition for orders shortly after the take-over in 1968. In 1984 Hancock Bros Pty Ltd purchased the buildings and the buildings were re-fitted to manufacture plywood. Boral later purchased the firm in 1995 but this operation was closed by 2011.

The mill fixtures and fittings have all been removed and the place has remained vacant since the purchase of the site by Ipswich City Council in 2015.

The vacant building retains significance in its form, fabric and structure. Specifically, the QHR listing states that the site satisfies the following heritage criteria (paraphrasing the listing citation):

- Criterion A - historical significance.
- Criterion B - rarity - the first woollen mill in Queensland.
- Criterion D - representativeness - the Queensland Woollen Manufacturing Company is important as an early and substantially intact example of a woollen mill in Queensland.
- Criterion E - aesthetic significance - built on the elevated corner of a bend in the Bremer River the large brick exterior walls of the mill are a landmark in North Ipswich. It has a distinctive size, setting and compositional qualities.

These aspects of its heritage significance require a sympathetic response in terms of:

- Retention of significant fabric.
- Retention of its distinctive form and general appearance (for example, the sawtooth roof and brickwork walls of the industrial building contribute to the industrial aesthetic which also reflects its past uses).
- Views and vistas to the site and relative to the river.
- The Bulk and scale of adjacent development.

However, the structure is robust in terms of future uses and the heritage significance of the site impose few restrictions in that regard.

The building, being vacant for some time, requires some substantial conservation work to be suitable for future adaptive re-use, despite a level of stabilisation maintenance in the past. Generally, this would be in keeping with its heritage significance but would require the input of a heritage professional to ensure that the works are appropriately carried out.





## 5. Review of Adaptive Re-Use Opportunities Identified in the CMP

A number of adaptive re-use options for the (former) Woollen Mill were briefly considered in the CMP. These included providing for a trades and arts venue, community markets, art gallery or museum uses, gymnasium, office suites and mixed use operations including supporting sporting clubs and community groups.

All of these uses require sympathetic treatment of the surviving industrial building fabric and care with the design details. All of the proposed adaptive uses would require a consideration of appropriate access options for people with a disability, the introduction of services and amenities, safe design principles and sympathetic design with respect to the heritage significance.

Of key importance is the condition of the building which is weathered, dilapidated in some areas and it is not constructed to meet with current building code requirements. Providing an adaptive re-use for the structure will provide the opportunity for conservation work to improve its condition and provide circumstances for the significant elements to be maintained and protected.

The conceptual mixed-use and ancillary opportunities proposed in association with the development of the Stadium on the adjacent lot appear to be consistent with the acceptable adaptive re-use options identified in the CMP.

## 6. Statutory Requirements

### 6.1 SDAP

*State Development Assessment Provisions State Code 14: Queensland Heritage (SDAP14)* regulates development on and adjoining a state heritage place. The stated objectives are to:

- a. conserve cultural heritage significance for the benefit of the community and future generations,
- b. minimise or mitigate unavoidable impacts on cultural heritage significance, and
- c. maintain or enhance the setting and streetscape adjoining the state heritage place, and views to and from the state heritage place, where these aspects form part of its cultural heritage significance.

The focus of SDAP 14 is to address development of places on the Queensland Heritage Register, and directly adjacent to them. The Ipswich City Council consider the (Former) Woollen Mills to be an important heritage landmark in the city and have intent to prioritise the heritage place in the consideration of the conceptual development of the Stadium.





Therefore, the (former) Woollen Mill is included in the 'Immediate Site' area (Figure 5). In the concept feasibility for the NIR Stadium, the proposal incorporates the potential for future adaptive re-use of the adjoining (Former) Woollen Mills, for purposes that support or are conducive to the development of the stadium as a significant sporting and entertainment venue.



Figure 5. Extract from the North Ipswich Reserve Stadium Concept Feasibility Report, showing the 'Immediate Site' (dotted yellow line) encompassing the adjoining (former) Woollen Mills.

The potential future development of the (Former) Woollen Mills for purposes such a gymnasiums, offices, functions, sports museum, bars and eateries etc would be considered development on a State heritage place and when this occurs the performance outcomes of SDAP 'Table 14.2.2 Development on a state heritage place' need to be addressed.

For the purposes of the NIR Stadium proposal, a place adjoining a Queensland heritage site, the focus shifts to new development that constitutes a 'material change of use', recognising that new development that involves no change of use is unlikely to impact the setting of the registered place. The table below (see Table 1) describes the performance outcomes that must be considered.

The proposed development of a stadium on the existing sports oval may not be considered to be intrinsically a 'material change of use'; however, the scale of the proposed development would constitute a significant change to the intensity of development adjacent to the former mills, and would potentially impact their physical context and setting. The specific outcomes for PO05 would be directly relevant.





Table 1. Extract from SDAP 14.2.3: Material change of use on land adjoining a state heritage place

Performance outcomes	Acceptable outcomes	Response
<b>PO5</b> Development on land adjoining a state heritage place: 1. is located, designed and scaled so that its form, bulk and proximity does not have a detrimental impact on the cultural heritage significance of the state heritage place; or 2. where it is demonstrated that 1 is not reasonably achievable, the development minimises and mitigates unavoidable detrimental impacts on cultural heritage significance.	No acceptable outcome is prescribed.	

## 6.2 Ipswich Planning Scheme

The NIR at 43 The Terrace North Ipswich (L246SL8089) is Zoned 'SA03 – Special Opportunity' and is subject to several planning scheme overlays.

- Overlays OV4 and OV5 are related to ground slope and flooding.
- OV7A Building Height Restriction Area 90m.
- AV7A Transitional Surface.
- OV7B 8km Existing Committed Urban Townships Buffer.

With respect to the 'Special Opportunity Zone (SA3 – The Terrace)' outlined in the Ipswich Planning Scheme:

- This Sub Area is currently being used primarily for recreational and timber mill purposes, and comprises land situated between Pine Street, The Terrace and the Bremer River at North Ipswich.
- In the short to medium term, the existing sports fields will continue to be used for active recreation.
- In the long term, there is opportunity to either develop a major sporting complex or alternatively a mixed-use development with high density residential uses where located outside the adopted flood regulation line or a combination of these uses which contributes towards creating a unique sports precinct with co-located uses such as: (a) Sports Museum; (b) Institute of Sport; or (c) Accommodation
- It is considered most likely that the former Woollen Mills buildings will continue to be used for some form of business and/or mixed-use residential development.
- The Sub Area is significant in a townscape context as it adjoins — (a) the main northern approach route and one (1) of the inner gateways to the City Centre; and (b) important view corridors along Pine Street and the Bremer River.
- The Sub Area is considered likely to accommodate future additional all-mode river crossings, with the exact location and number subject to further detailed investigation.

There are no character or heritage provisions applicable to the subject Lot in the Ipswich Planning Scheme. The concept proposal potentially meets with the above zone conditions.





## 7. Stadium Concept Proposal

The concept for a new stadium to be developed is based on the Ipswich City Council brief for a regional boutique sports/events facility to service the growing demand for elite sport in the region. The stadium concept is proposed to meet with the vision for a rectangular field to cater for 20,000 spectators with a primary focus on the National Rugby League and with flexibility to host Rugby Union, Soccer and other related events such as concerts. The proposal reviews several options for the proposed stadium with Option 2 being the preferred orientation and location on the NIR (see Figure 6 below).



Figure 6. Extract from the North Ipswich Reserve Stadium Concept Feasibility Report, showing Initial Options 2, JG Stephenson Oval sketch.

The brief also highlighted the importance of providing meaningful connections to the surrounding community and to identify mixed-use opportunities to support the proposed venue. Connections to the rail and public transport were important factors for consideration, those proposed being located to the south across the Bremer River. The concept also seeks to maximise potential pedestrian access, indicating options that connect to and extend other river front amenities and park walkways.





The concept proposal also indicates pedestrian connections integrating with the (former) Woollen Mills through the eastern lot boundary. A permeable boundary is proposed with multiple connections that encourages the use and activation of a wide area of the significant building. The concept includes consideration to providing a number of mixed-use functions within the heritage building including a gymnasium, function areas, bar and eatery areas, offices and supporting amenities. This will activate the building, contribute to the conservation of the building fabric and be an important part of the revitalisation of the surrounding area.





## 8. Analysis Opportunities and Constraints

In terms of future uses, the former mills have a high tolerance for change.

Increased activation through the development of the Stadium would have a beneficial outcome for the inner city area of Ipswich. The concept would provide important opportunities for the City of Ipswich and its sporting community. It would provide an entertainment venue of benefit to the wider community. In heritage terms, this would have the positive effect of bringing new life to a dilapidated heritage structure, generating resources for its conservation and making it a focus of ongoing community activities. This is in keeping with its heritage listing for its landmark qualities.

The proposed conceptual pedestrian connections to adjoining parks and reserves reinforce existing links to the city centre and transport. These connections would beneficially extend the existing riverside pathway system. Again, this would have a positive heritage outcome for the heritage site which currently has limited public access.

The Stadium proposal would be required to meet with the SDAP 14 performance outcomes and be subject to a development approval process. Careful consideration of the design of the grandstand seating at the eastern boundary interfacing with the (former) Woollen Mill is required.

Given the necessary bulk and scale of the proposed stadium, there is high potential for it to be assessed as adversely impacting the aesthetic values of the former mills (i.e. it may be assessed as physically dominating a heritage place that has been listed on the QHR for, among other things, its landmark status).

However, this impact would be substantially mitigated by the benefits of revitalisation described above. It could be further mitigated by a range of design responses including (for example):

- The creative use of fabric to 'transition' the stadium to the brick industrial buildings to its east.
- Appropriate landscaping and lighting.
- Enhancing the pedestrian experience around the site of the mills to reinforce its past uses and its relationship with the river.
- Heritage interpretation (including signage and public sculpture).

In other words, the considerable bulk and scale of the proposed stadium relative to the former mills need not be fatal to the proposal on heritage grounds, as any adverse heritage impacts could be counter-balanced by the positive outcomes.

The proposed seating should not overhang the eastern boundary or the heritage building which should remain a distinctly separate structure.

Interconnections between the proposed stadium and former mills at ground level are encouraged. Physical impacts on the heritage building should be minimised. For example, new development should seek to make use of any existing penetrations in the building walls rather





than introduce new ones. New openings should be considered with care and no structural connections should be made.

Drainage from the Woollen Mills site should be incorporated in the design of the proposed stadium development.

The saw tooth roof should remain visible from any key vantage points across the river and in the area.

The concept proposal for NIR meets with the Ipswich Planning Scheme zoning requirements and vision providing a long-awaited resolution for the future direction of the Reserve. Given that the listing of the former mills on the QHR makes note of the mills' relationship with the river, future design development should consider landscaping and pedestrian access that promotes this physical and visual connection.

The stadium concept that proposes to separately incorporate the adjoining (former) Woollen Mill in future development would provide the opportunity to fund appropriate conservation and adaptive re-use of the building. The concept would allow for on-going activation of the place and provide interpretation opportunities for the heritage building. These outcomes substantially mitigate any potential adverse heritage impacts.

A master plan for the adaptive re-use of the (former) Woollen Mills is recommended so that the heritage aspects and constraints due to the condition of the structure can be appropriately considered before determining the use of the various areas.

Further historic research of the NIR and its use are recommended. This information would be beneficial to inform the development of the stadium and its facilities providing interpretation information. This might include targeted community consultation.

The proposal would not have any detrimental impact on other nearby state heritage places; namely, the Heiner Road Rail Overpass and the former Tarpaulin Store. These places are out of an area of influence, situated far to the west beyond the East Street Bridge and Road.





## 9. Recommendations

- Prepare a researched history and assessment of significance of the NIR site.
- Undertake a Master Plan process with key stakeholders to develop a vision for the adaptive re-use of the (former) Woollen Mill in association with the Stadium proposal:
  - i. Include a heritage professional in the Master Planning stage
  - ii. Develop/update the prioritised conservation and maintenance schedule
  - iii. Budget for ongoing building maintenance
- Ensure the design of the Stadium, especially the seating at the eastern lot boundary, considers bulk, scale and height relative to the landmark heritage structure. The aim should be to minimise visual impacts on the aesthetic values of the adjoining heritage building.





## 10. References

Australia ICOMOS. 2013. *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance*, 2013. Burwood, Vic: Australia ICOMOS.

J M Pearce Architects. 2016. 'Queensland Woollen Manufacturing Company Ltd (Former) Ipswich Mill, Conservation Management Plan'.



## Memorandum

ARUP

To Richard Morrell (Cox)

Date  
7 March 2019

Copies

Reference number

From George Kazantzidis (Arup)  
Paul Stanley (Arup)

File reference

Subject North Ipswich Stadium: Transport Opportunities and Constraints

## 1 Introduction

Arup has undertaken a high-level review of the transport access related issues and opportunities relating to the feasibility of a new stadium in North Ipswich. Arup has experience for evaluation of site location for a number of stadia around the world and recognise the importance that transport access plays for a site to be viable. Arup are excited to be involved in this early feasibility study for a proposed stadium in North Ipswich.

This high-level assessment is focused on the transport opportunities and challenges associated with the stadium.



# Memorandum

## 2 Site Assessment

### 2.1 Site Context

Ipswich is located approximately 35km south-west of Brisbane CBD. Figure 1 below shows the location of Ipswich in greater Brisbane.

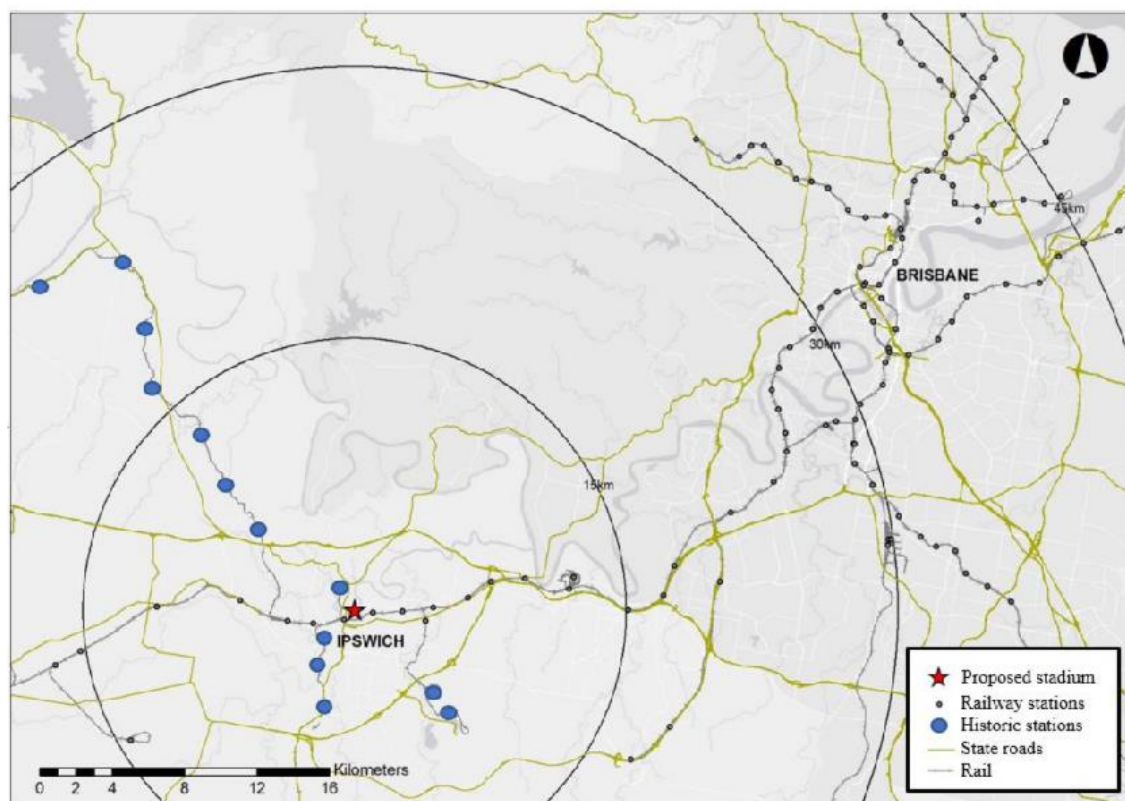


Figure 1: Greater area around Ipswich

The proposed stadium site is situated across the Bremer River from Ipswich CBD. Surrounding land uses include residential to the north, retail/commercial to the west and park land to the south and east. Figure 2 below shows the location of the proposed site within central Ipswich.



## Memorandum

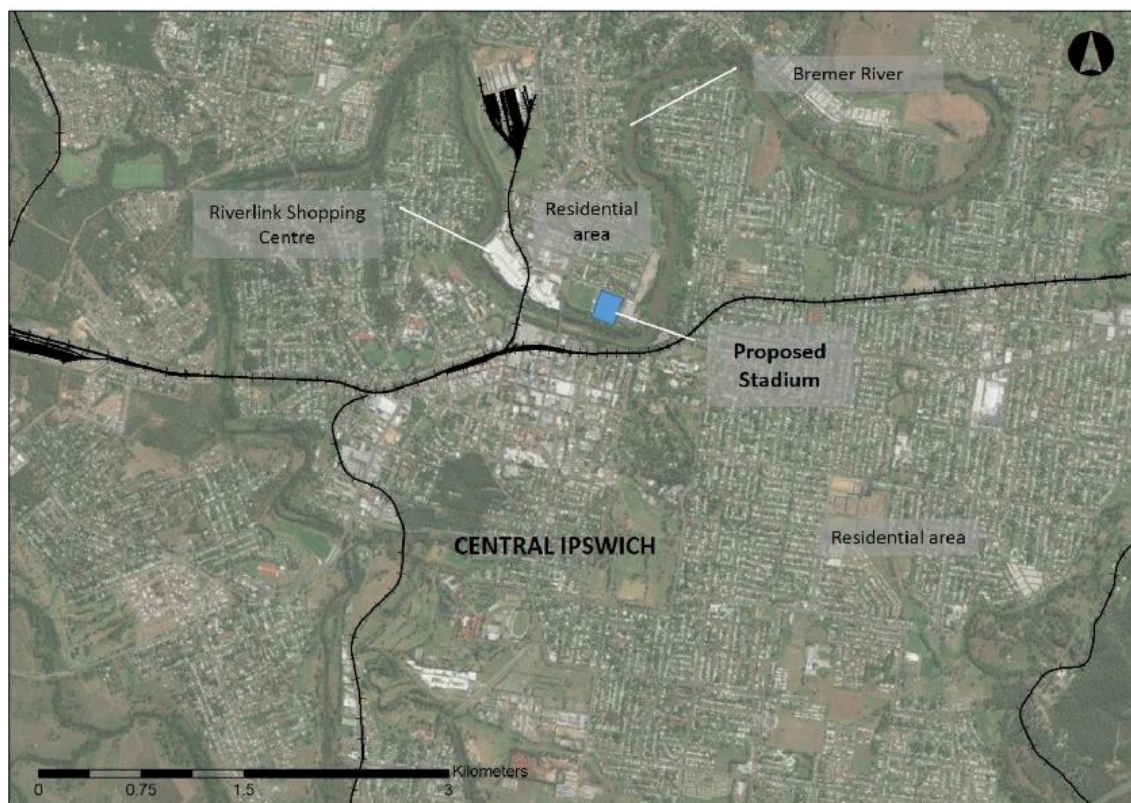


Figure 2: Ipswich local area

### 2.2 Existing Transport Network

Ipswich is well served by a transport network that include road, public transport and active transport modes. This section outlines the current transport network expected to service the demand for the proposed stadium.

#### Road Transport

The Ipswich Motorway provides the main road access from Brisbane. It is a six lane, two-way motorway that splits into the Warrego Highway, Cunningham Highway and provides access to Brisbane Road.

Private vehicles from Brisbane are likely to travel via the Ipswich Motorway, and may either exit at Brisbane Road to access from the south or may continue along the Warrego Highway and exit at Mount Crosby Road or Waterworks Road to access from the north. Travel times to Ipswich on each route are comparable and it is possible that traffic would access via both the north and south evenly and avoid significant congestion on a single route. Figure 3 shows the likely routes used to access the proposed stadium site via private vehicles.



## Memorandum



Figure 3: Wider network access

Figure 4 provides an indication of the accessibility to Ipswich by car in 15, 30, 45 and 60 minute catchments. Brisbane CBD sits on the boundary of the 45 minute catchment making private vehicle an attractive mode to access the proposed stadium site. The majority of private vehicle traffic to/from the stadium is likely to use Pine Street/East Street, as it provides the sole connection to the south across the river as well as the north, to the Warrego Highway.

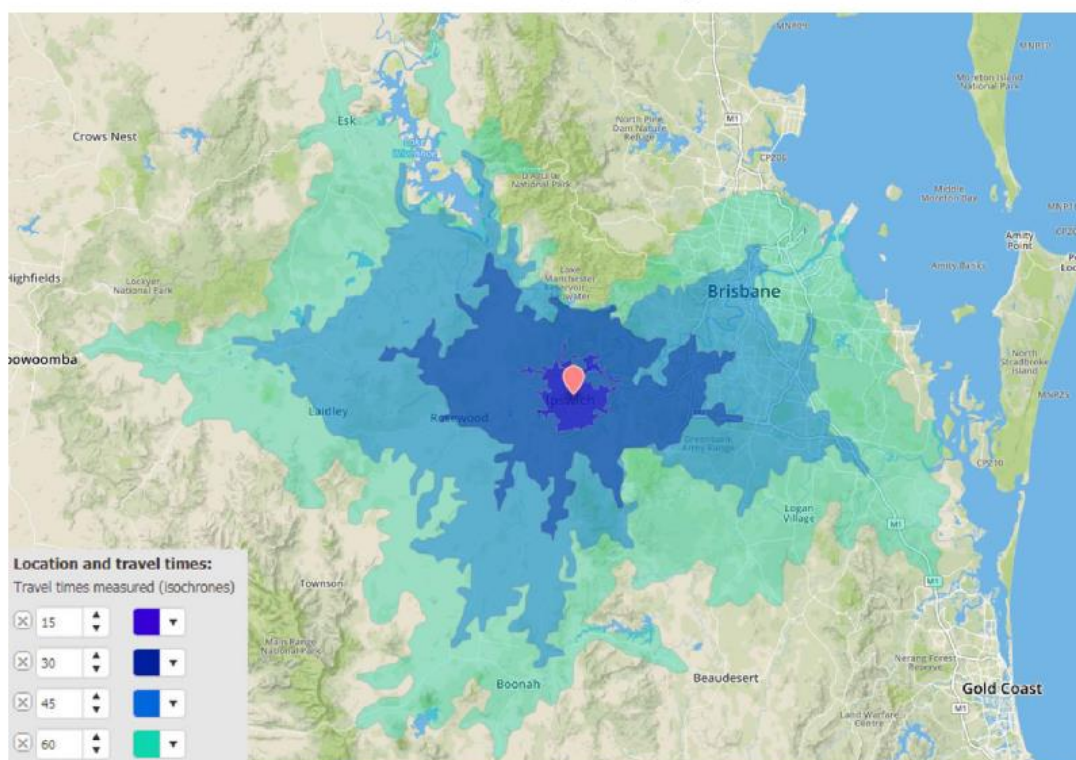


Figure 4: Driving accessibility to the proposed site



## Memorandum

### Parking

Both on- and off-street parking options are provided near the proposed stadium site. These parking locations include both public parking areas as well as public parking areas (including the Riverlink Shopping Centre). The following off-street parking locations are shown in Figure 5 below.

The most proximate major parking facility is the Riverlink Shopping Centre car park, which has an estimated capacity of 2,500 spaces. South of the river, there are approximately 2,200 off-street parking spaces across eight different locations on the north side of Brisbane Road, with a further 1,700 spaces south of Brisbane Road.



Figure 5: Off-street parking in the area

### Public Transport

Several public transport services exist around the site. The Ipswich/Rosewood line is located south of the river, which connects Ipswich to Central Brisbane where significant interchange facilities are located. There are around 20 stations between Brisbane and Ipswich, each with varying levels of parking provisions, some of which having more than 300 spaces (e.g. Dinmore Station). Given the proximity of Ipswich Station to the proposed stadium, there are park and ride opportunities to serve the localities between Ipswich and Brisbane.



## Memorandum

The Ipswich Railway Station and Bell Street Bus Interchange are both located approximately 1km from the proposed location of the stadium. However, pedestrian access across the river is currently constrained to the David Trumpy Bridge and adjacent Bradfield rail bridge.

A bus terminal exists to the west, primarily servicing the Riverlink Shopping Centre. The terminal provides two dedicated bus stops, however, there is approximately 150m of available bus pick-up and drop-off length. It should be noted that pedestrian access is difficult between Riverlink Shopping Centre and the stadium site, especially across Pine Street south of the roundabout due to lack of formalised crossings and high traffic volumes.

Several public bus routes service the local area, typically within a 5km radius around the centre of Ipswich. Based on the public transport servicing the area, public transport options can appeal to both to locals and visitors from Brisbane and surrounds. Figure 6 below shows the public transport connections near the site.

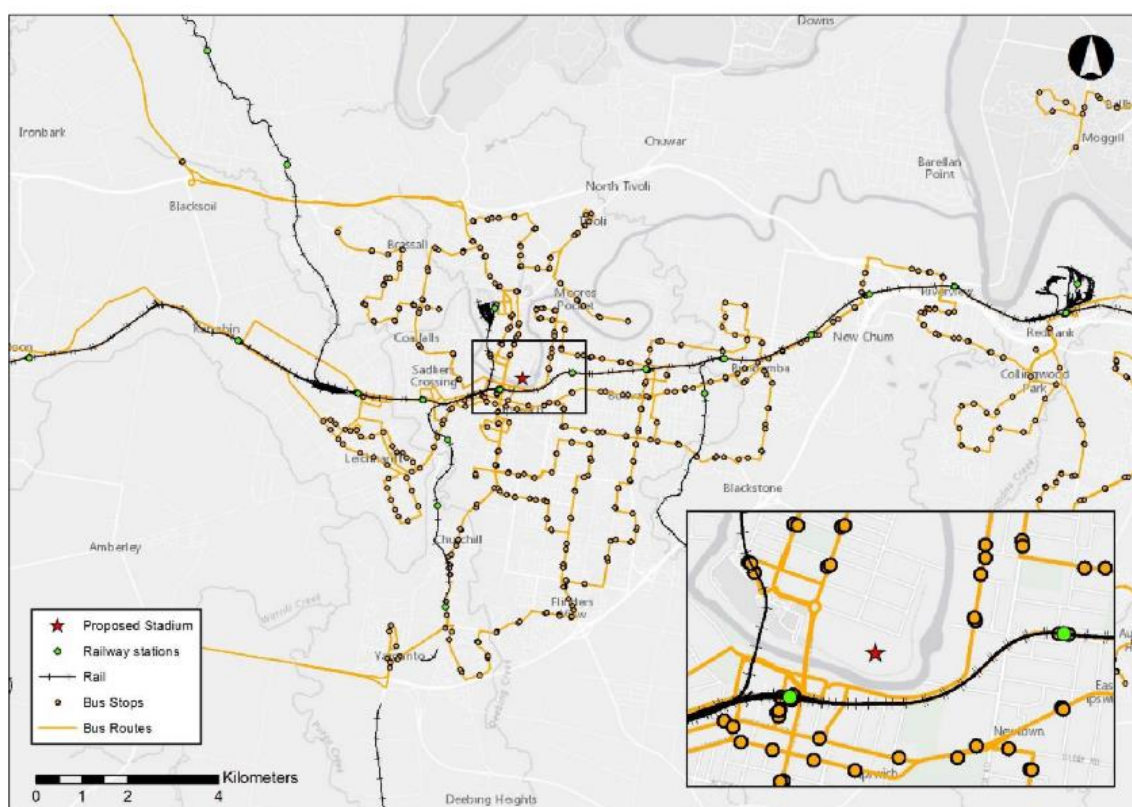


Figure 6: Public Transport services within the vicinity of the site

### Active Transport Network

Figure 7 below shows the existing pedestrian network around the proposed stadium location. The following observations were made:



## Memorandum

- Well-developed footpath network including the David Trumpy Bridge;
- Shared use paths located on the south side of the river, with a limited shared path available on the north side. However, there is limited connectivity to the footpath network and unlikely to be used to access the proposed stadium.
- Few formal crossings on Pine Street. This limits the connectivity to the proposed stadium site particularly from the bus and rail stations.
- Two formal crossings of the river including the David Trumpy Bridge and Bradfield rail bridge path. Due to the high pedestrian demands, particularly in a post-event scenario in the current condition, there would be significant numbers of pedestrians using David Trumpy Bridge. Due to its location to the west, it is unlikely there would be significant utilisation of the Bradfield rail bridge for access to the proposed stadium site.

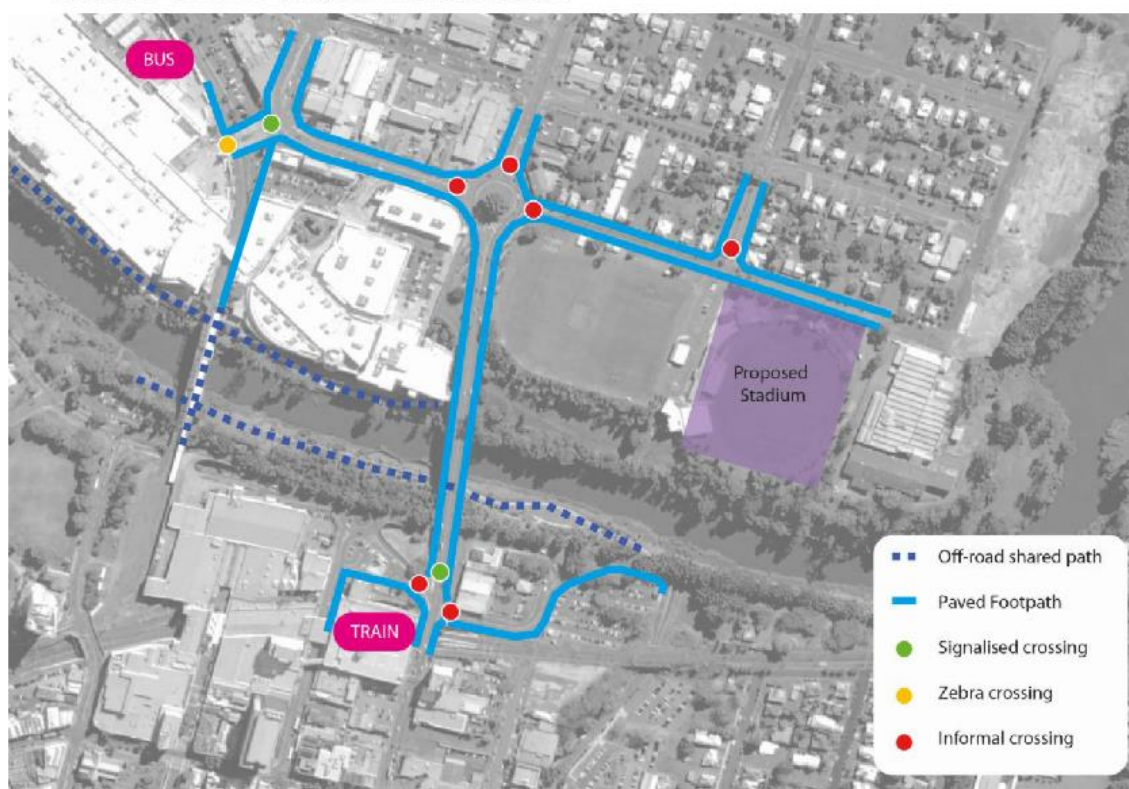


Figure 7: Pedestrian network around proposed stadium

Accessibility modelling was undertaken to inform the current walking and cycling catchment from the proposed stadium location.

- Figure 8 shows the walking catchment around the proposed stadium location at 200 m intervals, up to 1 km; and
- Figure 9 shows the cycling catchment around the stadium at 1 km intervals, up to 5 km.



## Memorandum

GIS software was used to identify and mark all existing pedestrian infrastructure and road networks. Using network analysis, walking journeys at 200m intervals to 1km and cycling journeys at 1km intervals up to 5km were modelled.

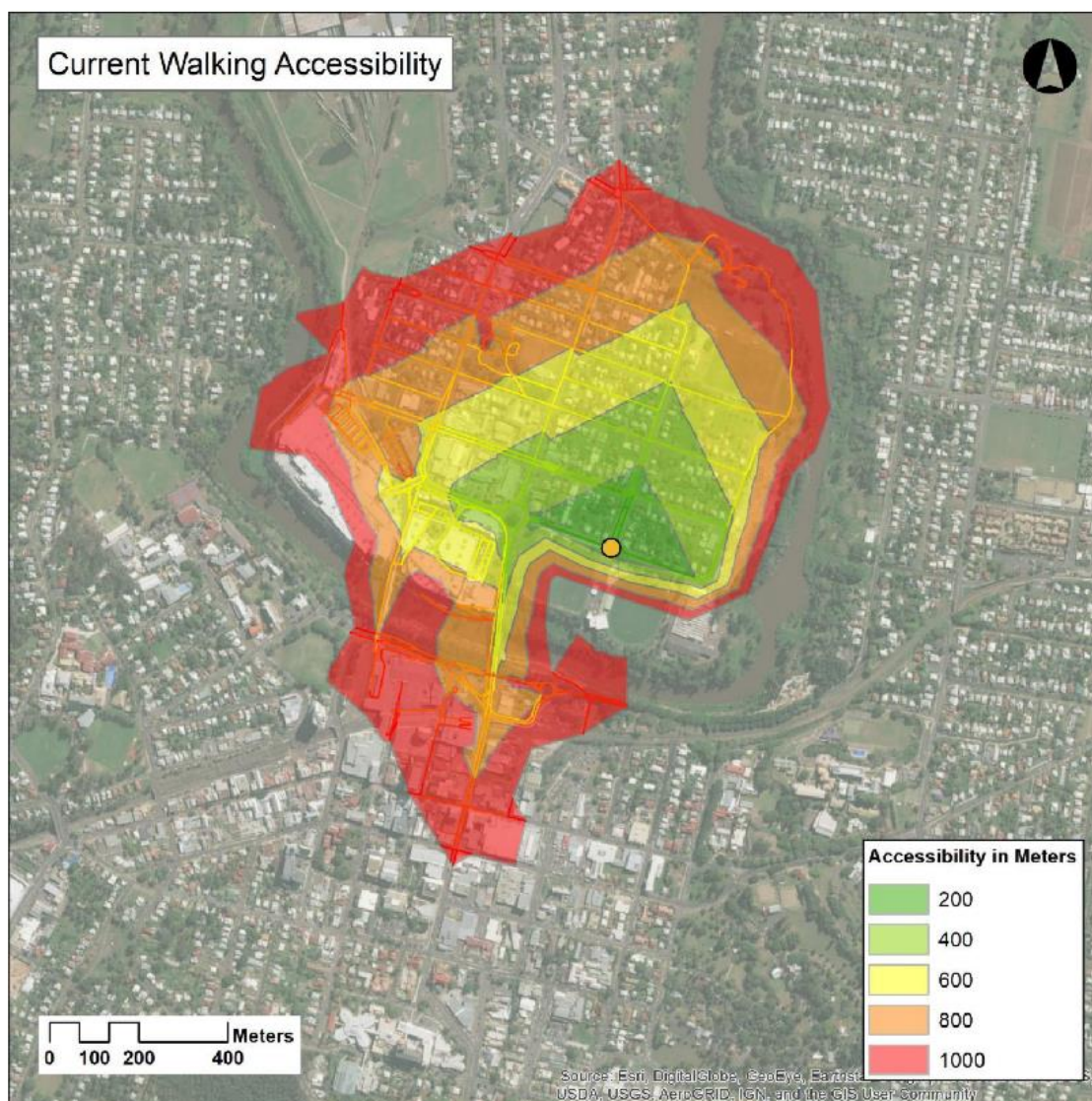


Figure 8: Walking accessibility to the proposed site using current network



## Memorandum

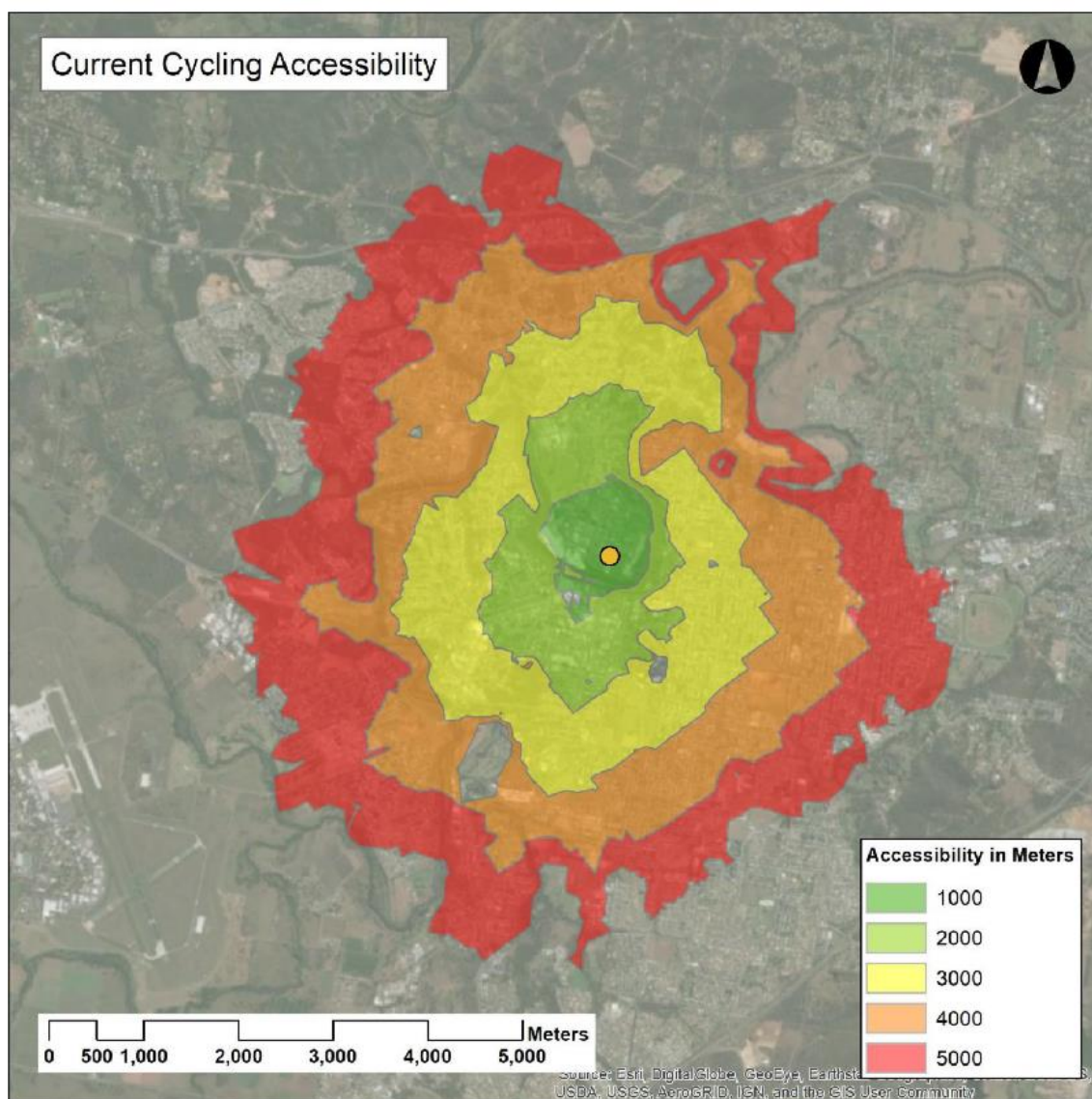


Figure 9: Cycling accessibility to the proposed site using current network

The current accessibility maps show limited access across the Bremer River, particularly to the south east and to Ipswich CBD, due to the limited active transport network around the stadium site and the location of the existing pedestrian bridges.



## Memorandum

### 3 Mode Share

An indicative mode share has been developed to estimate the proportion of patrons accessing the stadium by different travel modes. This has been developed based on assumptions made around the existing capacity of public transport and parking, as well as previous experience from past projects. This mode share is used as a base case to assess the transport impact on the road, public transport and walking networks during an event day. It assumes a 'do nothing' scenario where no transport infrastructure or services are improved.

The table below shows a high private vehicle mode is required due to the limited public transport services provided during the likely event times. An aspirational mode share is proposed to reduce the private vehicle mode share and guide the future transport provisions necessary to access the proposed stadium site.

Table 1: Estimated mode share

Mode	Existing Share (Do nothing)	Aspirational Share
Private Vehicle	65 - 70%	30%
Public Transport (heavy rail and bus)	20 - 25%	60%
Walking	10%	10%

### 4 Private Vehicle Access

#### 4.1 Road Network Capacity

The Warrego Highway and Brisbane Road are the main external road access link to Ipswich as outlined in section 2.2. The private vehicle mode share to Ipswich is anticipated to be high without public transport upgrades. However, the capacity of the intersections along Pine Street/East Street are likely to limit the private vehicle mode share in the future. A preliminary assessment of the capacity of the internal road network is outlined below. However, it is recommended that further detailed assessment should be undertaken in future design stages.

It should be noted that the following assumptions have been made for this assessment:

- Maximum stadium occupancy of 20,000 spectators;
- Typical average two-way traffic volumes on Pine Street/East Street, extracted from data.qld.gov.au for pre-event volumes (Figure 9);
- A home/away fanbase split of 65% home, 35% away;
- A private vehicle mode share of 70%, with an average vehicle occupancy of 2 passengers;
- An active transport mode share of 10%, with the remaining 20% arriving by bus or train;
- Event timing of Friday evening, for worst case scenario; and
- Vehicle arrival and departure profile over two hour period.



## Memorandum

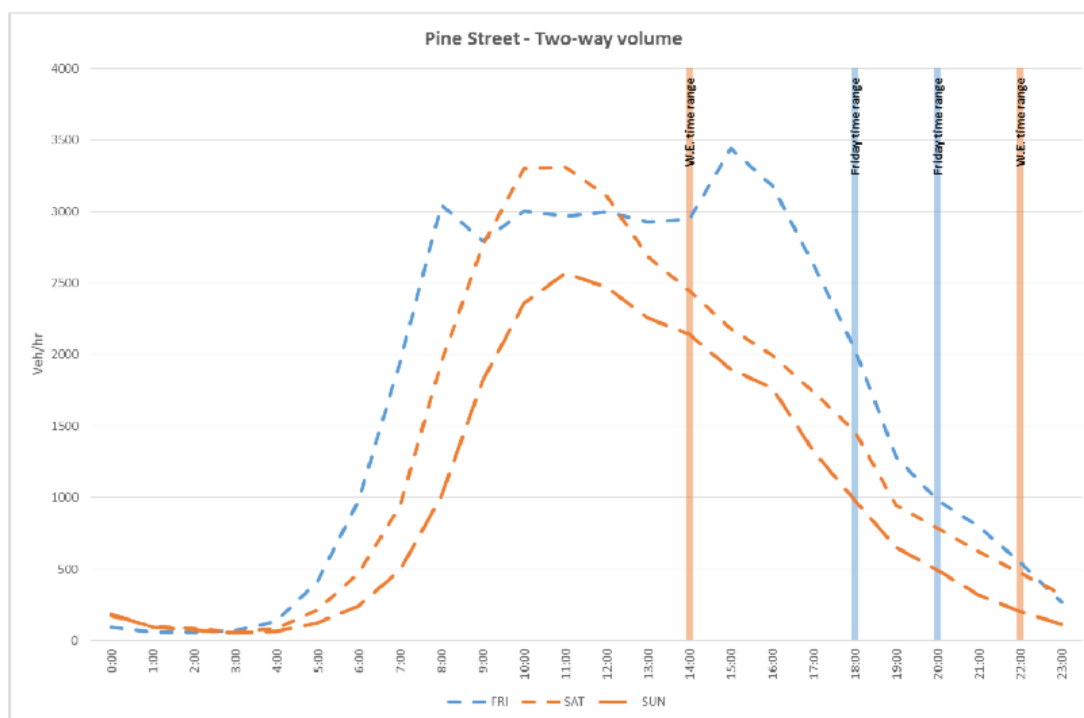


Figure 9: Pine Street 2-way traffic volumes, 2016 (north of David Trumpy Bridge)

It is estimated that Pine Street/East Street has the capacity to accommodate additional traffic volumes anticipated under these conditions, as detailed below:

- Approximately 3,500 vehicles per hour are anticipated based on the indicative 70% private vehicle mode share. Most of these vehicles could be expected to use Pine Street/East Street access Ipswich and the proposed stadium.
- A peak two-way volume of 3,500 vehicles per hour is observed on Pine Street based on the profiles detailed in Figure 9. Conservatively, a traffic flow of 4,000 vehicles per hour (1,000 vehicles per hour per lane) could be achieved with a balanced flow in each direction.
- Given that central Ipswich can be accessed through the north and south, the higher capacity could be reasonably expected as it is likely that traffic flow would be balanced in each direction.
- There appears to be a spare capacity for at least 2,500-3,500 vehicles per hour in the post-event scenarios. It is unlikely that there will be significant congestion issues following evening events. However, congestion issues are likely following afternoon events and further investigation should be conducted to ensure that the peak egress flow does not cause significant impact to the surrounding road network and key intersections including Pine Street / The Terrace and Pine Street / Lowry Street.
- There appears to be a spare capacity for at least 1,000-2,000 vehicles per hour in the pre-event scenarios. Whilst the pre-event arrival rates are flatter than the post-event egress rates, particularly for the weekend afternoon events, there is evidence that significant congestion could impact private vehicle access in the pre-event scenario.



## Memorandum

- An aspirational mode share of 30% would be accommodated on the existing road network without significant upgrades to the network being required.

Further investigation should be conducted into the impacts including minimising the private vehicle mode share through improvements to public transport services. Additionally, it has been noted that the impact of increased traffic flow on the Brisbane Road/ East Street and Pine Street/the Terrace intersections has not been investigated and should be completed in future design stages.

### 4.2 Parking

To estimate the available parking for stadium events, the following assumptions have been considered:

- Vehicle mode share of 70%;
- Vehicle occupancy of 2 people per vehicle;
- Off-street parking facilities at 50% occupancy; and
- No on-street parking included.

Based on the above, it is estimated that the existing off-street parking facilities could service approximately 50% of the vehicle mode share during events (assuming the event is at maximum capacity). Whilst it can be reasonably expected that on-street car parking would be able to accommodate additional event day parking, it is unlikely that there would be sufficient car spaces to accommodate a 20,000 spectator event with a significant private vehicle mode share.

With an aspirational private vehicle mode share of 30%, it could be anticipated that the sufficient parking could be provided using the on- and off-street car parking assuming an occupancy rate of 50%. However, parking occupancy surveys should be conducted across these locations, and Riverlink Shopping Centre should be consulted in future design stages, to ensure these estimates are reasonable.

Alternatively, additional parking would need to be provided at the proposed stadium site. This could include the use of the adjacent oval for temporary parking or permanent parking located on site. However, it is noted that the provision of additional or temporary car parking would likely increase the propensity for spectators to drive instead of considering alternative travel modes.

A lack of available parking may deter patrons from attending events if they have no other appropriate transport options. Therefore, it is recommended that the private vehicle mode share is minimised by investigating and implementing improvements to public transport services. This may also include the development of shuttle bus services and/or increased public bus services from significant off-site car parks (e.g. University of Southern Queensland, Limestone Park, Ipswich Showgrounds, etc.).

### 4.3 Ride hailing and Drop-off

Provision for ride hailing ranks will need to be considered. Pick-up/drop-off for patrons is likely to distribute to the local road network surrounding the stadium and less to the arterial roads servicing major highways.



## Memorandum

### 5 Public Transport Access

---

#### 5.1 Rail

Ipswich Station services routes to Caboolture, Nambour, Kippa-Ring and Doomben via Central (Brisbane CBD) as well as Rosewood to the west. A review of the existing rail services has found that there are generally two inbound trains per hour (from Brisbane) and two outbound trains per hour (to Brisbane) during the event times. Assuming a capacity of 1,500 people per train, it is estimated that this could serve up to 3,000 passengers per hour between the stadium and Brisbane during normal service frequency. However, a higher frequency of service of five express trains per hour runs on Friday afternoons, which would allow approximately 7,500 passengers to arrive per hour during peak service for a Friday afternoon event.

The opportunities to run extra services during event times should be investigated, to promote a greater public transport mode share. A review of the timetable during other time periods show a potential for additional services to be provided at approximately 10 minute headways between Brisbane and Ipswich. Provision of a frequency of six trains per hour could provide a capacity of up to 9,000 passengers per hour, which would accommodate approximately 45% of the 20,000 patrons estimated in the ultimate stadium capacity per hour.

Furthermore, there are other stations including East Ipswich and Dinmore Stations that have significant car parking facilities that could allow for park-and-ride opportunities.

#### 5.2 Public Bus

Nine bus routes have been identified to service the local area with the bus station at Riverlink Shopping Centre being the most practical interchange location to access the proposed stadium site.

These are low frequency services; approximately two services per hour per route on a Friday evening and one service per hour per route on the weekend. These services appear to primarily revolve around the shopping centre hours and don't typically extend into the hours at which events would be expected to finish.

Opportunities to extend services on event days should be investigated with Translink to promote public transport access to the stadium. With approximately 150m of kerb available bus pick-up and drop-off length, there is an opportunity to provide approximately 5 independent bus stops.

#### 5.3 Coach

There is an opportunity for coach services to be provided to further promote non-private vehicle access to the proposed stadium site. These services could be arranged from central Brisbane locations and other suburban and regional areas.

Figure 10 below shows a proposed coach parking site that provides an excellent connection to the proposed stadium site. Discussions with Cox have indicated the potential for this site to be used for coach parking as well as for pick-up, drop-off and corporate car parking



## Memorandum



Figure 10: Proposed coach parking location

However, it is noted that this site is currently being considered for other use as part of the North Ipswich Open Space Master Plan. An area could be provided for coach parking on event days and car parking during other times to service the Woolen Mill and visitors to the riverfront. Further investigation into the use of this site for transport access should be investigated in future design stages.

## 6 Pedestrian Access

### 6.1 Pedestrian Crossing

The Bremer River presents a significant constraint on the movement of both vehicles and pedestrians between the centre of Ipswich and the proposed stadium site. Existing footpaths are located on the David Trumpy Bridge, however, these are not of a width that would be typically suitable for post-event movements and would provide a poor pedestrian experience. The rate of departure from an 20,000 crowd is over a 1,000 people per minute, and hence if half of the crowd crosses the river, a width of approximately 9m is required to support bi-directional flow. Pedestrian crossings of Pine Street/East street are also limited, with only a signalised pedestrian crossing of East Street provided south of the bridge. Other crossings are informal and may be unsuitable given the level of traffic flow on Pine Street/East Street. To drive the higher aspirational mode shares to use public transport, a footbridge must be considered.

A well-designed connection may capture most pedestrians accessing the stadium from south of the river, particularly from the rail station, off-street parking sites and central Ipswich. This would reduce the reliance for pedestrian movement along the David Trumpy Bridge. It may also provide regeneration opportunities to the wider area including connectivity to the existing shared use paths along the river. Figure 11 below shows a possible location of the footbridge.



## Memorandum

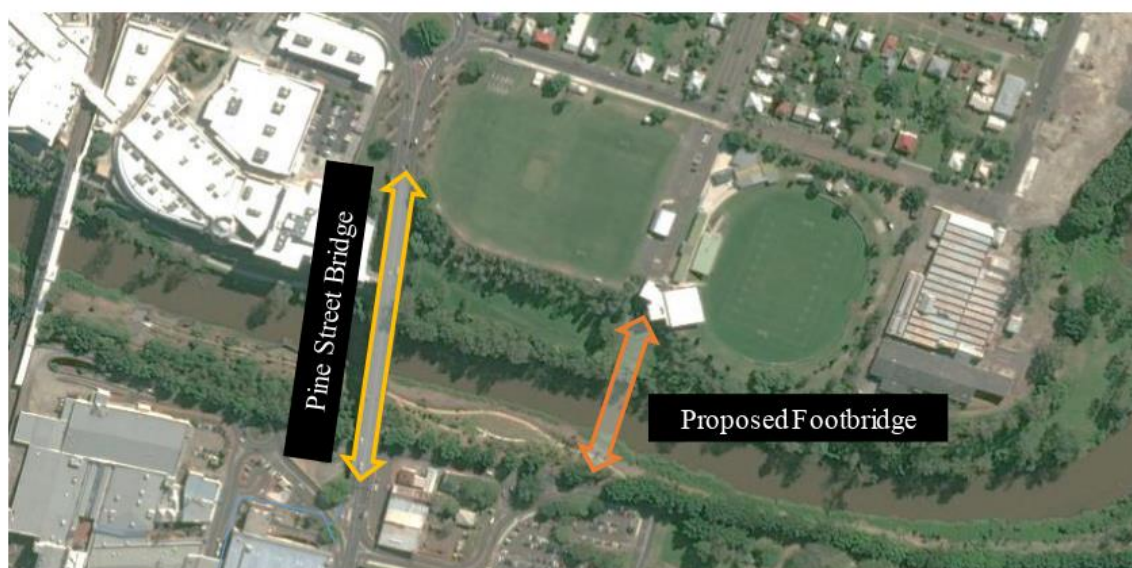


Figure 11: Proposed footbridge location

An analysis of the estimated width of the footbridge was undertaken. It considers a single bridge and a movement of 66% across the bridge when considering rail, private vehicle and local walking trips. Table 2 shows the process of calculating the clear width of the footbridge. The benefit of a dedicated footbridge is that a higher flow rate can be utilised given unidirectional flow movement from the stadium. It is noted, this should be considered a preliminary calculation only and further investigation undertaken at future design stages once a target mode share has been established.

Table 2: New footbridge sizing

Footbridge Demand	One Bridge Solution
Walk to train (all rail passengers)	3,000
Walk to residential (10% walk up of which 70% from south)	1,260
Walk to private vehicle (proportion of parking from south)	7,690
Total	11,950
New Bridge Sizing	One Bridge Solution
Peak flow proportion (post-event)	85% over 15 min
Peak flow	685 ped/min
Design rate (uni-direction flow)	74 ped/m/min
<b>New Pedestrian Bridge width (clear width)</b>	<b>9.3m</b>

Discussions with Cox Architects have indicated that a promenade type treatment will be used to connect the proposed stadium to the footbridge. This would include a series of steps and ramps to transition to the stadium level. Design of the south side of the river will need to consider the proximity to the street level and an upgrade to the existing footpath network. Measures including road closures during pre- and post-events should be considered to manage the demand, noting that consultation with the Department of Transport Main Roads and Council would be required.



## Memorandum

### 6.2 Rail Station Access

Ipswich Station is located within 1km from the proposed stadium site making it an attractive choice for accessing the stadium on event days. The station is currently designed as a suburban / regional station and would therefore need to consider the impacts of large arrival crowds from the stadium. This section explores the feasibility of providing the necessary rail station access.

The station is currently accessed from Bell Street to the west of the station platforms. The ticket line is located close to the street frontage which limits opportunities to provide significant queuing areas to the station. With a rail mode share of as little as 20%, approximately 3,600 passengers could be anticipated to arrive at the station within a short period of time following the conclusion of an event. It would be likely that passengers would need to be managed prior to the ticket line to ensure vertical transport and station platform are not overloaded with passengers.

#### 6.2.1 Proposed footbridge location

A new pedestrian footbridge across the Bremer River provides link connections to Ipswich Station and Ipswich Central. To access the existing station entrance, it would be likely that a series of road closures of Olga Street and Bremer Street would be required to service the level of pedestrian demand to the station and Ipswich Central. Improvements to the pedestrian network would also be required to connect between Bell Street and the East Street signalised crossing. Figure 12 outlines a preliminary route (in orange) between the proposed stadium site and the station.



Figure 12: Rail station access from proposed footbridge



## Memorandum

The figure above requires a significant level of improvement to provide an effective connection to the proposed footbridge. To provide an improved connection to the rail station, a new ticket line and vertical transport could be investigated from the east (off Olga Street). Whilst this would be a significant investment, it would allow for a direct connection from the new footbridge and secondary station access for event days as well as eliminating the need for pedestrian crossings of Pine Street / East Street.

An alternative connection (shown in red) could also be considered via Bremer Street which would reduce the need to allow for a crossing of Pine Street / East Street. Due to the limited pedestrian facilities along Bremer Street, pre- and post-event closures would need to be implemented.

There are some potential design challenges at this location that should be considered in future stages including.

- Flooding impacts to the proposed footbridge should be assessed, to minimise risk to the public in the event of a flood.
- The North Ipswich Open Space Masterplan (NIOSMP) shows another proposed pedestrian bridge crossing to the north-east of the current proposal.
- The pedestrian routes between the proposed stadium and public transport hubs require a formal traffic engineering assessment prior to further design.

### Impact of proposed footbridge connection

The walking and cycling catchment for the proposed stadium were modelled in the case of the existing network and presented in section 2. Using the same methodology, the proposed footbridge was added to the active transport network and the accessibility maps re-produced to understand the benefit in providing this connection. Figure 13 and Figure 14 show the accessibility maps for walking and cycling with the inclusion of the proposed footbridge.



## Memorandum

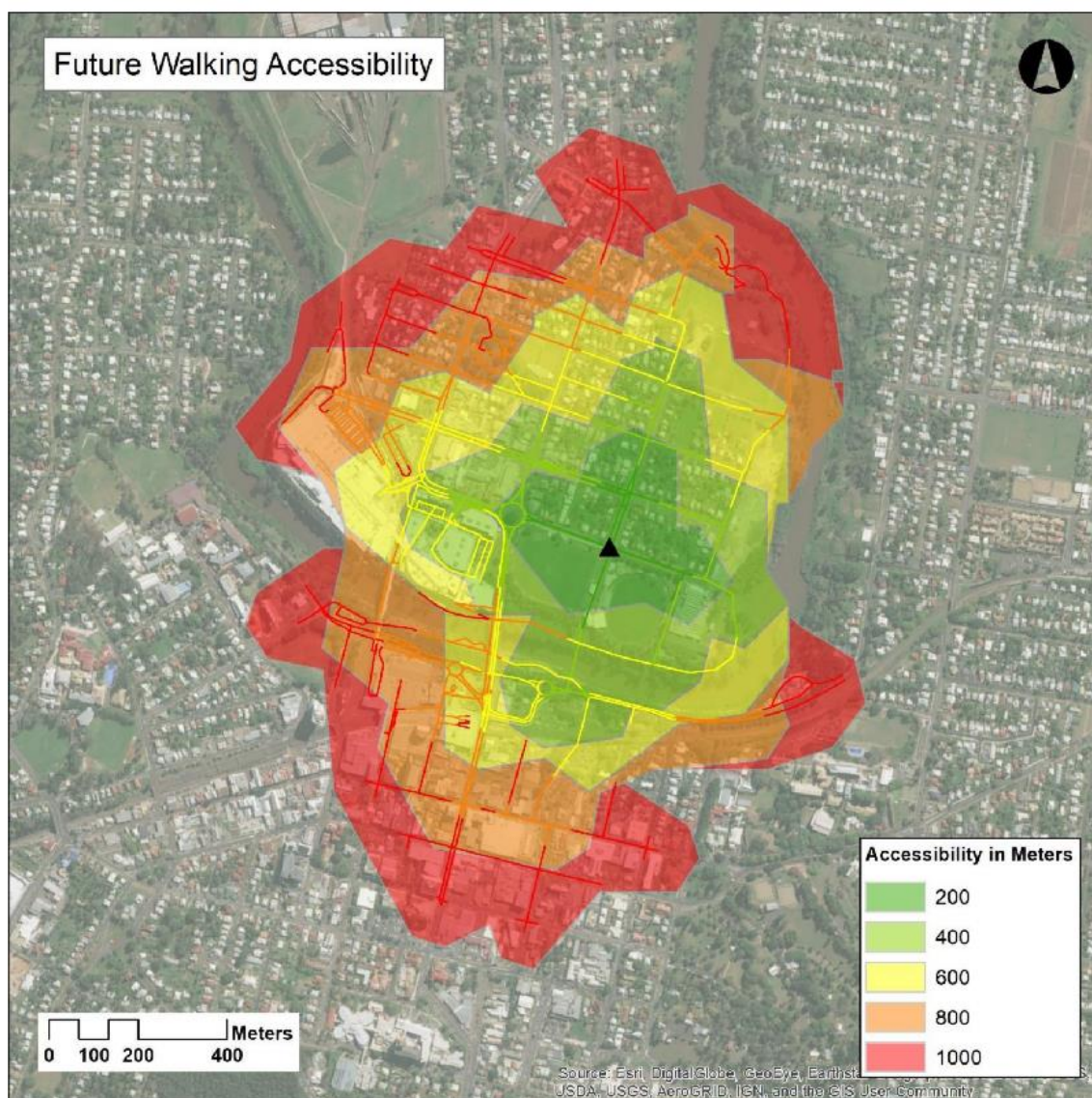


Figure 13: Future walking accessibility with proposed footbridge



## Memorandum

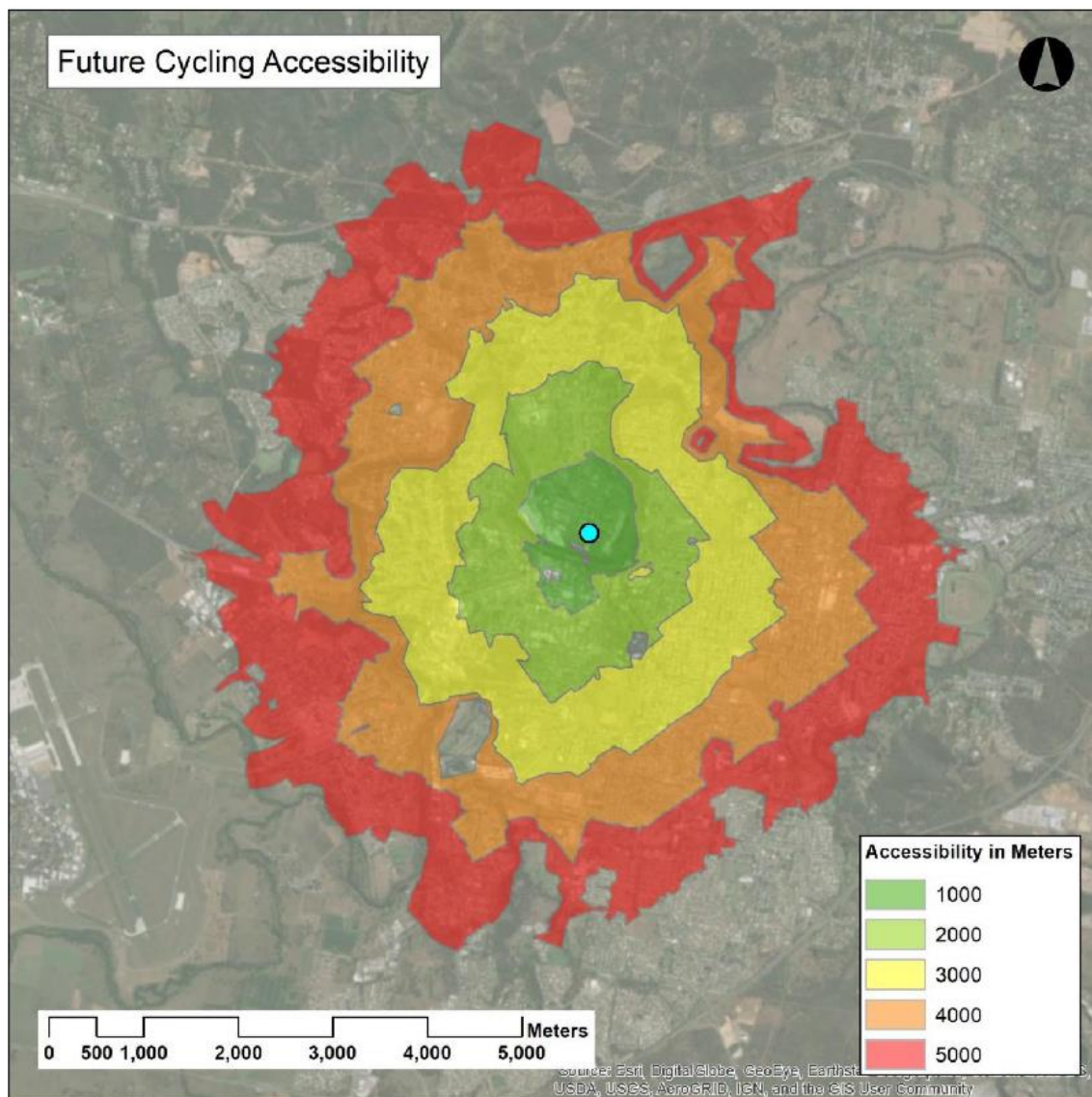


Figure 14: Future cycling accessibility with proposed footbridge

When comparing the accessibility of the current network with the accessibility of the proposed network, the proposed footbridge provides an overall access benefit to the proposed stadium access and to the local community. These changes can be observed in Figure 15 and Figure 16 which compares the accessibility with and without the proposed footbridge.



## Memorandum

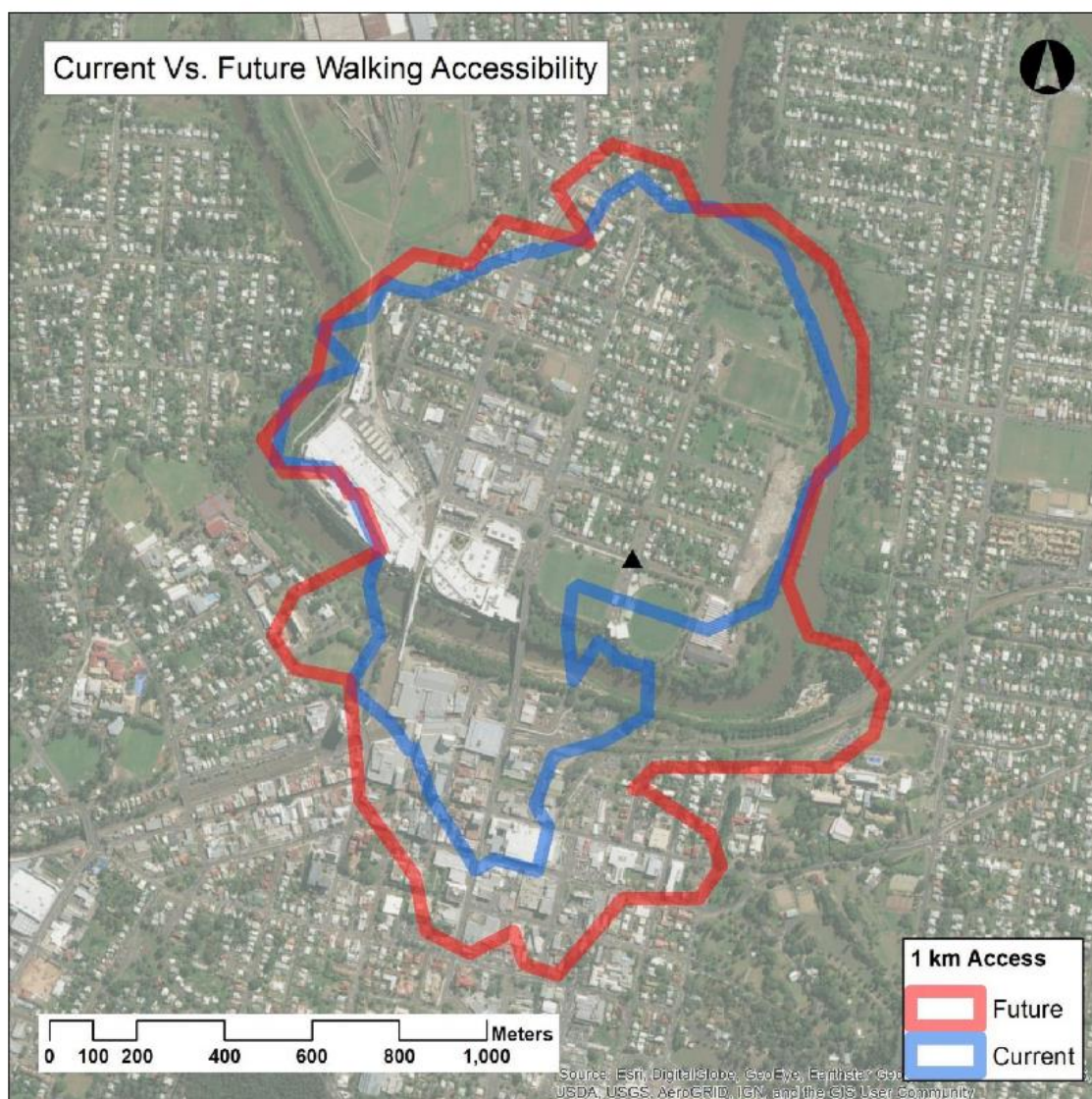


Figure 15: Comparison of walking accessibility (current = no footbridge, future = with proposed footbridge)



## Memorandum

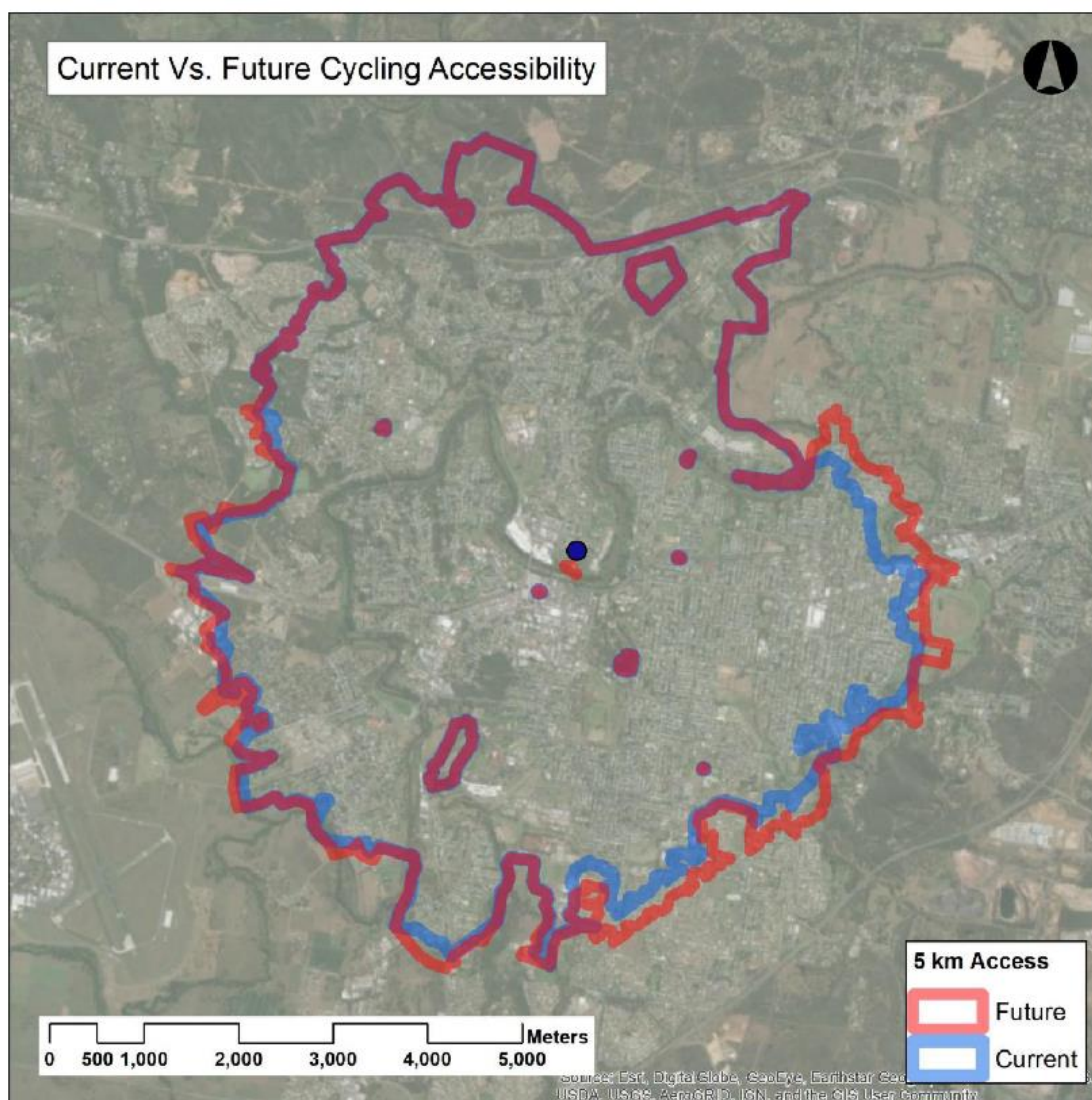


Figure 16: Comparison of cycling accessibility (current = no footbridge, future = with proposed footbridge)

The most noticeable changes may be observed in the walkability of the vicinity with smaller changes to the cycling catchments. The benefits of the construction of the proposed footbridge include the following:

- A reduction in walking distance between the railway station and the stadium by approximately 400 metres, which creates an approximate time saving of up to 5 minutes. This provides a much more accessible route for patrons to access the stadium and incentivises the use of public transport to access the stadium on event days.
- The width of the proposed footbridge will allow a higher volume of spectators to exit, compared to the existing David Trumpy Bridge (combined pedestrian path width of approximately 4.2 metres, including both sides of the road).



## Memorandum

- A reduced pedestrian flow across Pine Street, north of the David Trumpy Bridge, resulting in better traffic flow across the bridge and reduced risks to pedestrian safety.
- Improved connectivity with Ipswich CBD, both during events and outside event hours
- Improved connectivity with local parks, reserves and recreational circuits. Connections to the proposed shared use path included in the North Ipswich Open Space Masterplan (NIOSMP) (see Figure 17) would provide benefits for residents and visitors. The provision of a footbridge is largely consistent with the Masterplan which identifies a bridge connection east of the David Trumpy Bridge.



Figure 17: Preferred Masterplan (NIOSMP)



## Memorandum

### 6.2.2 Alternative footbridge location

The footbridge location above provides a series of challenges, predominately involving the crossing of Pine Street at grade. An alternative footbridge location could be provided west of the existing David Trumpy Bridge to provide an improved connection to the rail station and surrounding network. Figure 18 below shows the indicative location of the footbridge and access to the rail station.



Figure 18: Alternative pedestrian crossing location

The alternative pedestrian bridge location provides several benefits including:

- Eliminating the need for an at grade pedestrian crossing of Pine Street. This would provide an improved experience for patrons pre- and post-event;
- Providing an opportunity for a connection to the adjacent shopping centre and the bus terminal; and
- Allowing for the opportunity to extend the existing shared use paths located north and south of the Bremer River. It also provides additional connections to Ipswich CBD.

Upgrades to the pedestrian network including a pedestrian crossing of Bremer Street would need to be investigated further in future design stages. Similar design challenges are anticipated for this location as for the proposed footbridge location.



## Memorandum

### 6.3 Bus Access

Route bus access is provided from the bus interchange located at the Riverlink Shopping Centre. Access to the bus interchange requires crossing Pine Street which currently does not have any formalised crossing points adjacent to the site. A significant proportion of patrons, including those accessing the bus and parking facilities at Riverlink Shopping Centre, could be reasonably anticipated to cross Pine Street in a pre- and post-even scenario. As such, a formalised pedestrian crossing should be investigated to be provided to allow for a safe crossing of pedestrians across Pine Street.

### 6.4 Stadium Circulation

General admission access is proposed to be provided to the north, east and south with corporate entry provided from the west. The range of ticket gate locations suggests that external circulation will be minimised given that access from the west could be limited to corporate parking, coach and pick-up and drop-off access. Further investigation into the number and location of ticket gates should be undertaken in future design stages.

Internal circulation areas have been initially sized based on Green Guide requirements. Further development will be required on movement paths in both egress and ingress scenarios in future design stages of the project. Notionally, a clear circulation width of approximately 10m should be provided for a 20,000 capacity stadium excluding ticket line, run-off and food and beverage areas.

## 7 Logistics and Back of House (BOH)

---

Back of house and logistics access is proposed to be provided on the western edge of the proposed stadium site with access provided from the Terrace. Figure 19 below shows the proposed access arrangements for the stadium.



## Memorandum



Figure 19: Back of House and logistics access

Due to the constraints of the site, the location of the back of house access is limited to the Terrace. Consideration to the design of the back of house access route will need to consider the size of vehicles accessing the site and provide the ability for vehicles to turn around. Similarly, the design of the external road network will need to be considered to ensure that heavy vehicles can access the proposed stadium site. Swept paths of the back of house access and the intersection with the Terrace should be undertaken in future design stages. It is likely that heavy vehicles will be accessing the site via Pine Street and Downes Road.



## Memorandum

### 8 Summary

---

This high-level opportunities and constraints review has shown that there is sufficient evidence that the proposed stadium site is feasible from a transport access perspective. The site is near the rail and bus interchange facilities and there is a significant amount of off-street parking within walking distance to the site. However, constraints including the capacity of Pine Street to accommodate pre-event traffic demand and the poor pedestrian connectivity to the rail and bus interchange facilities need to be considered and resolved in future design stages.

An improvement of public transport access was identified through the report with the provision of the footbridge likely to increase the ability to move large spectator numbers efficiently. The lack of dedicated stadium parking and the concerns around the ability of the road network to accommodate high car mode share support the move to focus on public transport.

Several opportunities have been identified in this high-level summary that could assist in ameliorating the transport access constraints. These should be investigated in future design stages:

- Provision of a footbridge directly connecting to the proposed stadium site. Two footbridge locations have been investigated as part of this preliminary study. Walk times to and from Ipswich Station were found to reduce by up to five minutes. The design for the footbridge should take into consideration flooding impact and connectivity to existing footpaths.
- Undertake a traffic assessment of the surrounding network to understand the capacity of the road network to accommodate event period traffic volumes. This would include the modelling of proximate signalised intersection as they are likely to be the constraint to vehicle flow.
- Consideration of a formal traffic engineering assessment of pedestrian access routes to the stadium, including Pine Street/the Terrace intersection, Bremer Street, and East Street.
- Installation of formal pedestrian crossings on Pine Street to improve access to the public transport interchange facilities.
- Consideration of an improved connection between the proposed footbridge and the rail station to allow for post-event egress flows. Road closures and improved pedestrian connections would be required to facilitate the pedestrian flow. This could include an investigation into a secondary, event day station access location off Olga Street.
- Increase in public transport service levels to reduce reliance on private vehicle access. Additional rail services, bus services and shuttle services could significantly improve transport access to the stadium site during event days.
- Construction of a new coach parking area including facilities for pick-up, drop-off and corporate parking.
- Development of a parking strategy and consultation with Riverlink Shopping Centre to understand the level of parking supply during event times and assist in the management of car parking during these times.



Doc ID No: A5729966

ITEM: 4

SUBJECT: PROCUREMENT FOR IPSWICH CENTRAL TO SPRINGFIELD CENTRAL PUBLIC  
TRANSPORT CORRIDOR STRATEGIC BUSINESS CASE

AUTHOR: INDUSTRY DEVELOPMENT PROJECT OFFICER

DATE: 19 AUGUST 2019

---

### **EXECUTIVE SUMMARY**

This is a report concerning the procurement of the Ipswich Central to Springfield Central Public Transport Corridor Strategic Business Case.

### **RECOMMENDATION/S**

That the Interim Administrator of Ipswich City Council resolve:

To note the progression of the Ipswich Central to Springfield Central Public Transport Corridor Strategic Business Case in accordance with the recommendations of the Economic Development Committee dated 1 March 2019.

### **RELATED PARTIES (INCLUDING POTENTIAL CONFLICTS OF INTEREST IN RELATION TO RELATED PARTIES)**

There are no conflicts of interest in relation to this procurement.

The Ipswich Central to Springfield Central Public Transport Corridor (also known as the I2S Corridor) is recognised by the State Government in plans such as the South East Queensland Regional Plan, State Infrastructure Plan and Connecting SEQ. The Department of Transport and Main Roads is a major external stakeholder as is Queensland Treasury.

### **ADVANCE IPSWICH THEME**

Managing growth and delivering key infrastructure

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

The I2S Corridor is a critical piece of transport infrastructure required to support the growth of the Ipswich region.

At the Economic Development Committee dated 1 March 2019, the Interim Administrator resolved that a procurement plan for the Strategic Business Case (SBC) for this project be presented at a future meeting of the Economic Development Committee.



This report includes the procurement plan for the I2S Corridor as Attachment 1. A Request for Quote process will be undertaken to progress the SBC, with quotes to be requested from:

- PricewaterhouseCoopers
- KPMG
- EY
- Aecom
- Deloitte
- RobertsDay

These suppliers are considered to have the expertise and resources capable of delivering a high quality SBC within the desired timeframe and in alignment with State and Commonwealth planning requirements.

The specifications of the Request for Quote (RFQ) encompass the SBC requirements of Building Queensland, Queensland Treasury and Infrastructure Australia to ensure that State and Commonwealth requirements are met. The SBC is the first of three mandatory business cases required in large scale infrastructure planning and development.

Timely delivery of the SBC is critical to ensure ICC is well placed to advocate for a State commitment prior to the 2020 State election to progress to Preliminary Business Case (PBC) and Detailed Business Case (DBC), which are the sequential two business cases required.

## **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:  
*Local Government Act 2009*

## **RISK MANAGEMENT IMPLICATIONS**

The methodology chosen for the SBC is considered best practice by Department of Transport and Main Roads and also aligns with Commonwealth planning requirements, and therefore minimises risk of not meeting external stakeholder requirements during the planning phases of the I2S Corridor. As key funding bodies, alignment with State and Commonwealth planning requirements is critical to enhance Council's future advocacy activities associated with this project.

Timely delivery of the SBC is critical to ensure ICC is well placed to advocate for a State commitment prior to the 2020 State election to progress to PBC and DBC. This timeline poses a risk to quality of work to be delivered. Council intends to mitigate this risk by the application of RFQ evaluation criteria to ensure that the successful respondent has demonstrated experience in the delivery of high quality work on similar projects, and demonstrates timely delivery of similar projects.



The progression of the I2S Corridor is reliant on the timely delivery of the PBC and DBC by external stakeholders such as the Department of Transport and Main Roads, and funding partners such as Queensland Treasury and the Commonwealth government. Adhering to the planning requirements of these funding bodies is critical to project progression.

A project steering committee will be established to provide sound governance to the delivery of the Strategic Business Case. Stakeholders from Infrastructure and Environment, Planning and Development and Community, Cultural and Economic Development as well as Department of Transport and Main Roads will be part of the Project Steering Group.

### **FINANCIAL/RESOURCE IMPLICATIONS**

This procurement has a modest financial implication to Council, with the Strategic Business Cases costed at circa \$110,000 in professional fees. Budget for this procurement will be funded from within existing OED budget.

### **COMMUNITY AND OTHER CONSULTATION (INCLUDING INTERNAL STAKEHOLDERS AND CONFIRMATION THAT THEY EITHER AGREE OR DIFFER FROM THE REPORT RECOMMENDATIONS)**

Department of Transport and Main Roads has been consulted during the specification development for the I2S Corridor Strategic Business Case. Following TMR's recommendation, the Strategic Business Case will include the requirements from Building Queensland, Queensland Treasury and Infrastructure Australia.

Internal stakeholders from Infrastructure and Environment (Infrastructure Strategy) were provided the specifications for comment. Their feedback was taken into account and the specifications adjusted to reflect their advice.



### **CONCLUSION**

Ipswich City Council has prepared a procurement plan for the Ipswich Central to Springfield Central Public Transport Corridor Strategic Business Case for Council's review in preparation for a Request for Quote procurement process.

The methodology specified as part of the procurement plan will ensure the Strategic Business Case meets the needs of external funding body's by adhering to the requirements of Building Queensland, Queensland Treasury and Infrastructure Australia.

The RFQ process is expected to take place in September 2019 to enable the finalisation of the Strategic Business Case by end first quarter 2020.

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

1.	Procurement Plan for Ipswich Central to Springfield Central Public Transport Corridor Strategic Business Case including draft scope of works  
----	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Clare Coburn

**INDUSTRY DEVELOPMENT PROJECT OFFICER**

I concur with the recommendations contained in this report.



Paul Massingham  
**ECONOMIC DEVELOPMENT MANAGER**

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”***





# PROCUREMENT PLAN

RFQ XXXX

## IPSWICH CENTRAL TO SPRINGFIELD CENTRAL PUBLIC TRANSPORT CORRIDOR STRATEGIC BUSINESS CASE

Draft Content Prepared by: Clare Coburn  
Industry Development Project Officer  
03.06.19  
V 0.1

Template Prepared by: Craig Boyd  
Senior Contracts Officer  
01.02.18  
V 0.1



**Procurement Plan Approval Checklist**

<input type="checkbox"/>	Procurement Category or Contract is on the forward procurement schedule
<input type="checkbox"/>	The Procurement Plan is consistent with the requirements of the identified stakeholders
<input type="checkbox"/>	All procurement risks have been considered and addressed. Mitigation strategies are appropriate to risk
<input type="checkbox"/>	All relevant issues have been considered and documented in determining the recommended procurement strategy
<input type="checkbox"/>	Performance measures are consistent with procurement objectives
<input type="checkbox"/>	The recommended approach optimises value for money, takes a strategic approach and ensures appropriate governance in meeting the needs of the stakeholder.

Completing this plan: - Procurement guidance material is available on Councils internet.  
(delete this box once plan is completed – left top hand corner, right click)

DRAFT



#### Version Control and Document Approval

Version	Status	Author	Reviewed by	Date
0.1	Draft	Clare Coburn	Paul Massingham	07/08/19
0.2	Draft	Clare Coburn		23/08/19
1.0	Final			

#### Endorsed by Stakeholders

Name and Role	Signature	Date

#### Approved by

Name and Role	Approval Status	Date

DRAFT



## CONTENTS

<b>Executive summary .....</b>	<b>6</b>
<b>1. Purpose .....</b>	<b>7</b>
<b>2. Demand analysis .....</b>	<b>7</b>
2.1 Definition of goods and/or services .....	8
2.2 Spend analysis and cost breakdown.....	8
2.3 Performance of current arrangements .....	8
2.4 Stakeholders .....	8
2.5 Stakeholder Consultative Group (SCG).....	10
2.6 Identify major Risks and solutions.....	10
<b>3. Market analysis .....</b>	<b>11</b>
3.1 Number of suppliers and respective market shares .....	11
3.2 Degree and type of competition between suppliers.....	11
3.3 Substitute or alternative goods or services.....	11
3.4 Council's value as a customer.....	11
3.5 Market sounding .....	11
<b>4. Results of research and analysis .....</b>	<b>12</b>
<b>5. Procurement objectives.....</b>	<b>12</b>
<b>6. Procurement strategy options .....</b>	<b>12</b>
6.1 Strategic sourcing issues.....	Error! Bookmark not defined.
6.2 Procurement methods .....	12
6.3 Evaluation of strategy options.....	Error! Bookmark not defined.
<b>7. Specified measures and supplier management arrangements.....</b>	<b>Error! Bookmark not defined.</b>
7.1 Evaluation of the supply strategy.....	Error! Bookmark not defined.
<b>8. Strategy implementation plan .....</b>	<b>13</b>
8.1 Resources .....	Error! Bookmark not defined.
8.2 Roles and responsibilities .....	13
8.3 Implementation schedule.....	14
8.4 Transition (if applicable) .....	Error! Bookmark not defined.
8.5 Communication .....	Error! Bookmark not defined.
8.6 Risk management plan .....	Error! Bookmark not defined.
<b>9. Recommendations .....</b>	<b>14</b>
9.1 Preferred procurement strategy .....	14



9.2	Long term recommendations (optional) .....	Error! Bookmark not defined.
9.3	Estimated benefits summary .....	Error! Bookmark not defined.
10.	<b>APPROVALS</b> .....	14
11.	<b>ATTACHMENTS</b> .....	16

DRAFT



## EXECUTIVE SUMMARY

This procurement plan and all information contained herein is intended to be utilised for internal approval processes and subsequent procurement strategy for the provision of technical advisory/consultative services for the Ipswich Central to Springfield Central Public Transport Corridor (also known as I2S Corridor) Strategic Business Case.

Ipswich City Council is seeking qualified consultative services for the development of a Strategic Business Case (SBC) that utilise a cross-methodology approach in order to meet the mandatory planning requirements of Queensland Treasury, Building Queensland and Infrastructure Australia, and key external stakeholder Department of Transport and Main Roads (Queensland). A SBC is the first of three consecutive business cases which are required for large-scale infrastructure development in Queensland.

Council currently has no existing contractual arrangements which can meet the requirements of this project, nor does Council retain the technical services to undertaken this project internally to the standard required by external stakeholders.

The expenditure for this project is expected to be circa \$110,000 in professional fees. As this is a once-off defined piece of work, this figure has been estimated based on market sounding as opposed to previous similar procurements.

A Request for Quote process is the recommended procurement strategy.



## 1 PURPOSE

The aim of this plan is to detail the procurement strategy for the Ipswich Central to Springfield Central Public Transport Corridor Strategic Business Case, based on meeting the requirements of funding agencies, demand analysis, market analysis and consideration of Council's procurement objectives.

## 2 DEMAND ANALYSIS

The Ipswich Central to Springfield Central Public Transport Corridor (the Project, also known as the I2S) is a critical piece of infrastructure to support the expected population growth of Ipswich and South East Queensland. In order to safeguard the economic prosperity of the broader region and social equity within Ipswich, the progression of the public transport corridor towards funding and development is required to be advanced ahead of its current schedule.

In order for infrastructure solutions to be progressed, a series of consecutive business cases are required to be undertaken to prove the service need (Strategic Business Case), explore options for development (Preliminary Business Case), and lastly explore detailed analysis of the cost of option development (Detailed Business Case) prior to seeking investment from relevant funding bodies.. Historically for examples of similar scale to the Project, this has been driven by the Department of Transport and Main Roads (DTMR), however following consultation with recent similar project proponents an alternative model for project progression has been proven successful to expedite the process with support from DTMR.

Adapting a model proven by the Gold Coast Light Rail, Ipswich City Council has committed to funding the Strategic Business Case (SBC) supported by DTMR. This business case will be used to advocate for funding commitment towards the delivery of the Preliminary and Detailed Business Cases.

The demand for the progression of this Project through SBC is high within the organisation and reflects external demand by the Ipswich community for improved accessibility to public transport. Strategic documents at a State and regional level highlight this project as a priority for development and as an integral piece of ongoing infrastructure development to support Ipswich and South East Queensland during the expected growth of the next 25 years (SEQ Regional Plan, SEQ Council of Mayors People Mass Movement Study).

As this is a once-off project to tender that does not require an ongoing contract, there is no previous costing analysis to compare previous spending against. The budget for the SBC is expected to be circa \$110,000. Council sees value in completing the SBC prior to the State government election in 2020 in order to seek election commitments to pursue the Preliminary and Detailed Business Cases. Ipswich City Council will be encouraging a demanding timeframe to ensure delivery of the documents in line with the election cycle. As Council does not maintain the technical resources undertake the SBC in a manner which fulfils all funding body methodologies, Council is required to pursue a Request for Quote process to secure a suitably qualified technical advisor (consultant) to deliver the SBC to a high standard within the desired timeframe.



## 2.1 Definition of goods and/or services

Ipswich City Council is seeking a suitably qualified technical advisor (consultant) to deliver a Strategic Business Case for the Ipswich Central to Springfield Central Public Transport (IS2) Corridor.

SBCs are industry standards required to explore the validity of service needs and options for development. Each infrastructure funding body (Queensland Treasury, Building Queensland and Infrastructure Australia) has a unique methodology for completing SBCs. In the case of the I2S, the responsibility for funding, construction and maintenance would primarily be the purview of DTMR, but would also have federal involvement. As a result, the scale of the project requires any business case development to fulfil the business case requirements of Queensland Treasury, Building Queensland and Infrastructure Australia. A business case methodology which combines these requirements is not within the ability of Ipswich City Council to deliver due to technical and capacity constraints.

Please see Attachment 1 for a detailed outline of Strategic Business Case inclusions that is compliant with the three funding body methodologies.

## 2.2 Spend analysis and cost breakdown

As this is a once-off project for a defined piece of work, there is no historical data for analysis or comparison. Based on market sounding, it is expected that the budget for the SBC will be approximately \$110,000 in professional services.

## 2.3 Performance of current arrangements

There are currently no arrangements or suppliers engaged relating to this project or tender.

## 2.4 Stakeholders

The key stakeholders for this procurement are listed in Table 1.

	Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 5
<b>Internal or External</b>	Department of Transport and Main Roads (Queensland) - External	Business Services, Infrastructure and Environment (Infrastructure Strategy and Planning, and Business Services, Infrastructure and Environment)- Internal	Planning and Regulatory Services (Development Planning, Environmental Health and Engineering and City Design) - Internal	Community, Cultural and Economic Development (Office of Economic Development, Community and Cultural Services) - Internal
<b>Priority</b>	High	High	High	
<b>Relationship with / Interest in project</b>	DTMR has high interest in the outcomes of the project, and will be a participant on the	Infrastructure Strategy and Planning, and Business Services, Infrastructure and	City Design, Development Planning and Environmental Health and Engineering are	OED will be the project sponsors and leading the project. Community and



Item 4 / Attachment 1.

	Project Steering Committee. They will inherit the outcomes of the business cases in order to continue the Detailed Business Case. DTMR's cooperation has been agreed to and is integral to the success of the project	Environment are the resident technical experts on strategic infrastructure planning, technical services and asset management and are integral to the identification of appropriate options	responsible for strategic city planning, environmental assessments and development assessments and are experts in land use and town planning	Cultural Services have an interest in the outcomes from this project.
<b>Impact of Project</b>	DTMR will receive the business cases and utilise them to inform the Detailed Business Case	Business Services, Infrastructure and Environment will be involved in all stages of the project and likely responsible for Council-owned ancillary infrastructure and services once an option has been constructed.	Land use, residential zoning and density are impacted by and will impact the form of public transport provision	OED will be tasked with the day to day management of the successful proponents and are skilled in investment attraction and advocacy. Representatives from Community development are experts on social equity
<b>Potential Issues or Concerns</b>	DTMR would be concerned with the quality of the content of the business cases, in particular in regards to the options identified and the quality of the analysis informing the options identification	Business Services, Infrastructure and Environment has existing business-as-usual works and ongoing demands on their resources which may be either affected by or can affect the progression of the project	Planning and Environmental Health and Engineering has existing business-as-usual requirements as well as strategic planning review demands; this may affect the resources available for this project	OED views the ambitious timeline as both necessary and a challenge and will be driving all stakeholders to progress this as efficiently as their resources allow
<b>Requirements</b>	To remain informed and involved of project progression and decision making	To be involved in project progression and decision making	To be involved in project progression and decision making	To be involved in project progression and decision making
<b>Management Strategy / Method of Communication</b>	DTMR will be invited to attend stakeholder consultative group meetings and will	Business Services, Infrastructure and Environment will be on the Project Steering Group	Planning and Environmental Health and Engineering will be on the Project Steering Group	Community, Cultural and Economic Development will be on the Project



	be informed of project progression outside of this forum			Steering Group
--	----------------------------------------------------------	--	--	----------------

Table 1 – Key stakeholders

## 2.5 Stakeholder Consultative Group (SCG)

Department/group	Representative	Position
Infrastructure and Environment	Tony Dileo	Infrastructure Planning Manager
Office of Economic Development	Paul Massingham	Manager Economic Development
Planning and Regulatory Services	Nick Vass-Bowen	Strategic Planning Manager
insert agency name	insert name/s	insert position title
insert agency name	insert name/s	insert position title

Table 2 – SCG membership

## 2.6 Identify major Risks and solutions

Risk Category	Description
Environmental & Sustainable	This procurement has no impact on the environment
Political	This procurement will be positively received politically
Technological	This procurement process will have no technological impacts
Financial & Economical	This procurement will have no impact on the economy. Costs will be borne by Council
Supply	This procurement has no effect on supply chains
Delivery Method	The delivery of the services are of minimal risk to Council as there are a number of adequately skilled advisory firms with the technical skills to deliver the specifications
Reputation	This procurement is expected to have a positive impact on Council's reputation
Legislative	There is no legislative risk with this procurement
Social/Cultural	This procurement will have no social or cultural risks

Table 3 – Risk Identification

This procurement is expected to be a low risk to Council.



### 3 MARKET ANALYSIS

#### 3.1 Number of suppliers and respective market shares

There are several major players supplying technical advisory services to the public sector:

- Deloitte
- KPMG
- Ernst and Young (EY)
- PricewaterhouseCoopers (PwC)
- Aecom
- RobertsDay

There are a number of smaller advisory firms in the market but which are not of the scale, specialist experience or reputation of the above; all suitable proposals will be evaluated against the evaluation criteria and considered on the basis of the proponent's capabilities.

#### 3.2 Degree and type of competition between suppliers

There is a high degree of competition between these potential suppliers, and they are comparative in both services provided and costing. Each firm maintains a team of technical and economic advisors/consultants specialising in infrastructure development, and would be able to provide a high quality of analysis throughout the SBC.

It should be noted that KPMG has previously undertaken analysis for Sekisui House in support of the Ipswich Central to Springfield Central Public Transport Corridor and its potential impact on their Ripley Valley development. Additionally, PwC was the successful consultant retained by Council to complete a preliminary advocacy document on the subject matter in early 2019.

#### 3.3 Substitute or alternative goods or services

There are no appropriate substitute or alternative services able to be utilised by Council to meet the specifications of this project, nor does Council retain the resources to deliver the requirements within the desired timeframe.

#### 3.4 Council's value as a customer

Ipswich City Council is one of the highest-growth areas in Queensland, with significant future development expected to take place across aspects of its economy, social structure and infrastructure. It is expected that future infrastructure investigations will be required in the future to support the growth of the region, which presents opportunities for future work which advisory firms are likely to find competitive and lucrative.

The Project provides an example of work which demonstrates Council's value as a customer to these firms; the Strategic Business Case is one part of a mandatory three-stage process towards infrastructure realisation, and would provide high-visibility work to the successful consultant for up to 6 months. Additionally, high performance by the successful firm would provide a natural advantage in securing the bid for the second and third stages of Preliminary and Detailed Business Cases, which would be managed and funded by DTMR and are considered of far greater financial and reputational value.

#### 3.5 Market sounding

At the time of writing, all firms contacted in regards to this project indicated they are eager to respond to the RFQ upon invitation.



#### 4 RESULTS OF RESEARCH AND ANALYSIS

The demand for this project is expected to remain high within Council and the community for the foreseeable future, increasing in demand as time progresses due to an increased pressure on public transport access and road congestion by the growing population.

The market analysis indicates that there is sufficient number of suitable and available service providers capable of offering the services provided. This will ensure the RFQ process is successful in engaging a suitably experienced consultant to provide high quality services which align with the requirements of funding bodies.

#### 5 PROCUREMENT OBJECTIVES

The following procurement objectives have been identified:

- Adherence to the Local Government Act and Local Government Regulations by addressing the following sound contracting principles:
  - Value for money
  - Open and effective competition
  - Development of local business and industry,
  - Environmental protection, and
  - Ethical behaviour and fair dealing.
- To engage an advisor/consultant with demonstrated experience in producing high-quality, well considered, effectively analysed and technically correct infrastructure development options relevant and appropriate to local conditions
- To engage an advisor/consultant with demonstrated experience identifying and maximising efficiencies between the different funding body requirements for business cases (i.e., Queensland Treasury, Infrastructure Australia and Building Queensland)
- To engage an advisor/consultant who is sensitive to the political landscape of the region and related timeframes for delivery of the project
- To engage an advisor/consultant who has both an awareness and understanding of different transport and infrastructure innovations which may be relevant as options for exploration

It should be noted that due to the scale and technical requirements of the project, it is not expected that development of local business and industry will form a significant part of this RFQ process, however it is expected that the long-term objective of the project (i.e. development of the public transport corridor) will have a beneficial impact on these aspects.

#### 6 PROCUREMENT STRATEGY OPTIONS

##### 6.1 Procurement methods

A Request for Quote procurement method is recommended to be utilised in the engagement of an external service provider for the delivery of this defined piece of work. This is due to the scope, scale and defined methodology required for the desired outcome; in this case, an RFQ is a familiar and legislatively required process that would provide an open, fair and competitive process which also



enables Council to evaluate the best provider based on their demonstrated experience, proposed value for money and capability to deliver high quality work within the desired timeframe.

The successful consultant would be engaged for the delivery of the specifications of the quote, and will be held to key milestones.

## 7 STRATEGY IMPLEMENTATION PLAN

### 7.1 Roles and responsibilities

This Project will be led by OED, with the support of a range of internal stakeholders.

Department/Group	Responsibilities
Corporate Procurement	<ul style="list-style-type: none"><li>• Lead procurement process</li><li>• Assist in inception of the process</li><li>• Manage RFQ process</li><li>• Chair evaluation meetings</li><li>• Provide probity service</li><li>• Contract award and completion of the procurement process</li></ul>
Infrastructure and Environment	<ul style="list-style-type: none"><li>• Provide information required to complete procurement process</li><li>• Relevant subject matter expert duties including input, past experience, expectations</li><li>• Participate in evaluation process</li><li>• Support and endorse outcome of the evaluation process</li><li>• Assist with any matter in the completion of the procurement process, i.e. participating in debrief sessions requested by unsuccessful tenderers</li><li>• Assist with obtaining the necessary Council approvals to enter into Contract</li></ul>
Planning, Environmental Health and Engineering	<ul style="list-style-type: none"><li>• Provide information required to complete procurement process</li><li>• Relevant subject matter expert duties including input, past experience, expectations</li><li>• Support and endorse outcome of the evaluation process</li></ul>
Office of Economic Development	<ul style="list-style-type: none"><li>• Relevant subject matter expert duties including input, past experience, expectations</li><li>• Participate in evaluation process</li><li>• Support and endorse outcome of the evaluation process</li><li>• Responsible for the management of the day to day dealing with the successful proponent</li><li>• Responsible for related advocacy activities</li></ul>
Community Engagement	<ul style="list-style-type: none"><li>• Relevant subject matter expert duties including valid input, past experience, expectations</li><li>• Support and endorse outcome of the evaluation process</li></ul>




## 7.2 Implementation schedule

TASK	DATE
Completion of Procurement	
Request for Legal Advice (Allow minimum 5 days)	
Approval of Procurement Plan	
Completion of RFQ Documentation	
Completion of the Evaluation Criteria and Methodology Plan	
Release of RFQ Documentation	
Closing of RFQ	
RFQ Evaluation Report	
Contract Award	
Successful Notifications	
Contract signing	
Stakeholder Contract Information Meeting/s	
Contract Commencement	
Engage Suppliers to perform works	
Unsuccessful Notifications	
Debrief unsuccessful suppliers	As required

## 8 RECOMMENDATIONS

### 8.1 Preferred procurement strategy

A Request for Quote procurement process is the preferred procurement strategy.

## 9 APPROVALS

Prepared by:

Name:

Signature: \_\_\_\_\_

Position:

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Endorsed by:

Name:

Signature: \_\_\_\_\_

Position:

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Approved / Not approved:

Name:

Signature: \_\_\_\_\_

Position:

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_



Comments

DRAFT



## 10 ATTACHMENTS

Delete this section if not applicable

Attachment	Description	Document
Attachment A	Consultant's Brief including specifications	A5413509
Attachment B		

DRAFT



## Project Brief

### City of Ipswich: Office of Economic Development

---

Ipswich City Council (ICC) is seeking an experienced consultant to develop a Strategic Business Case (SBC) for the Ipswich Central to Springfield Central Public Transport – I2S Corridor. This business case is the first of a mandatory three-stage business case development process and is being developed with the intention of expediting the prioritisation of the corridor's development with State and Federal agencies by providing a considered and well developed business case in line with infrastructure and funding agency requirements. Ipswich City Council is seeking to explore public transport solutions to provide essential services to meet population forecasts and provide the catalyst for economic and social development in the region.

---

#### Introduction

The Ipswich region is one of the fastest growing regions in Australia. By 2041, the regional population is expected to double to 520,000, with development and population growth concentrated in the corridor between Ipswich City Centre and Springfield Town Centre. Within this corridor is the Ripley Valley Priority Development Area, which is expected to absorb most of Ipswich's population growth to 2041, equating to 50,000 dwellings and 120,000 people requiring equitable access to affordable, sustainable and efficient public transport.

With significant growth comes an increase in demand on the transport system, particularly on the increasingly strained regional road network. In order to avoid crippling congestion between key activity centres within Ipswich and between Ipswich and Brisbane, a mode shift is required away from private vehicles. The provision of alternative public transport solutions to promote this change is required.

The I2S Corridor provides an essential linkage between Ipswich City Centre and Springfield Town Centre via Ripley Town Centre and Redbank Plains. The development of this corridor will provide a critical component of the transport network that will connect services and support these key activity centres to function effectively within the region, and as a collective network of centres. Failure to develop this corridor within short time frames will inhibit social and economic development in the Ipswich region and negatively impact on the economic goals of the South East Queensland region.

The I2S Corridor SBC will identify the service need, articulate the benefits sought, high-level initiatives and provide a conceptualisation of the project to be confirmed in subsequent business cases.

#### Background

A number of preliminary studies and investigations have been progressed by State government and private entities since 2006. This includes identification and preservation of the I2S Corridor, preliminary Environmental Impact Studies inclusive of stakeholder consultation, and preliminary economic modelling based on varied rail options. The



Department of Transport and Main Roads is currently progressing a corridor land requirement review.

Ipswich City Council have developed an advocacy document which collated available high-level information and presented a narrative for the development of the corridor.

The I2S Corridor is acknowledged within ShapingSEQ and within the South East Queensland's Council of Mayors recent People Mass Movement Study. Ipswich City Council considers the development of the corridor to be integral to the region achieving growth projections, maximising beneficial land use mix, and promoting accessibility to employment and social inclusion for residents.

ICC agrees that the I2S corridor will be important in addressing the unprecedented growth trends in the western corridor and will be region shaping infrastructure for greater Ipswich and SEQ. As such ICC intends to progress and fund the development of the, the Strategic Business Case (SBC) to enable the future timely progression of the project towards prioritisation by the State government.

---

**Scope of Works**

Ipswich City Council is seeking the development of a Strategic Business Case (SBC) for the development of the Ipswich Central to Springfield Central Public Transport Corridor. Development of the SBC will be completed in line with Queensland Treasury's Project Assessment Framework, Building Queensland's Business Case Development Framework and Infrastructure Australia Assessment Framework processes (see Appendix 1 for inclusions) and position the I2S corridor ready for progression to a Preliminary Business Case.

It is expected that at a minimum, the body of the Strategic Business Case will be required to include:

- Engagement undertaken
- Introduction
  - Methodology
  - Context and background
- Vision and Strategic Objectives
- Strategic rationale
  - Service need (including Investment Logic Mapping)
  - Define the business case
  - Cost and timing of the problem
  - Stakeholders
  - Benefits sought
  - Strategic response and business changes
  - Potential initiatives
- Alignment with policy
- Options analysis
  - Options generation
  - High level considerations/ options filter, including legal and regulatory, market, public interest and sustainability



Item 4 / Attachment 1.

- Options short list
- Options for further development
- Further work and governance proposal
- Assurance
- Recommendations
- Benefits register
- Risk register
- Stakeholder engagement plan

**Milestones** The following project milestones are required and align with Control Points in the SBC guidance:

Milestone	Description	Indicative Dates
1	<ul style="list-style-type: none"> <li>• Stakeholder identification, engagement and documentation</li> <li>• Benefits statement and relative importance</li> </ul>	TBA
2	<ul style="list-style-type: none"> <li>• Strategic response and Business Changes</li> <li>• Potential Initiatives including criteria for success, relative importance and alignment to State Infrastructure Plan Priority Model</li> </ul>	TBA
3	<ul style="list-style-type: none"> <li>• Options Analysis</li> </ul>	TBA
4	<ul style="list-style-type: none"> <li>• Further work and Governance Proposal</li> <li>• Assurance</li> <li>• Recommendations</li> <li>• Additional Documentation</li> </ul>	TBA
5	<ul style="list-style-type: none"> <li>• Strategic Business Case Contents</li> <li>• Benefits Register</li> <li>• Risk Register</li> </ul>	TBA

**Project Budget** Circa \$110,000

**Requirements** All proposals should:

- Respond to the requirements of the brief;
- Provide details of relevant knowledge and experience;
- Provide details of staff to be involved in the project, their roles, and experience;
- Propose detailed costs (including by task, staff rates, and time) and timeline;
- Provide a clear and achievable project schedule including milestones and key dates
- The consultant must demonstrate an ability to commence work immediately.

**Conditions** This is a fixed-price contract. All proposals must outline a clear staging of milestones, staff carrying out tasks and associated budget breakdown in a clear project schedule.



---

<b>Key Dates</b>	30 Aug 2019:	Request for quote issued
	20 Sep 2019:	Request for quotes close
	04 Oct 2019:	Project Awarded
	18 Oct 2019:	Consultants detailed briefing and final deliverables
	End-Jan 2020:	Draft document
	March 2020:	Final document

---

#### **Selection Criteria**

Proposals will be evaluated based on the following criteria:

- Addresses the proposal requirements
  - Provides a detailed response outlining inclusions to the business case, and justification of how these inclusions align with specified requirements
  - Demonstrates competency and relevant experience
  - Gives clear project cost breakdown and demonstrates value for money
  - Demonstrates an ability to deliver the project in the desired timeframe and within budget
  - Indicates a capacity to begin work immediately upon appointment
- 

#### **Project Sponsor**

Paul Massingham  
Manager – Office of Economic Development  
City of Ipswich  
Phone: 07 3810 6627  
Email: [paul.massingham@ipswich.qld.gov.au](mailto:paul.massingham@ipswich.qld.gov.au)



APPENDIX 1

Strategic Business Case Requirements	BQ SBC	TMR SASR	IA PIP
Stakeholder engagement	✓	✓	✓
Methodology	✓		
Context and background	✓		
Vision and strategic objectives		✓	
Service need (including ILM)	✓	✓	✓
Define the business case			✓
Cost and timing of the problem			✓
Stakeholders	✓		✓
Benefits sought	✓	✓	✓
Strategic response and business changes	✓	✓	✓
Potential initiatives	✓	✓	
Alignment with policy	✓		✓
Options generation		✓	
Options short list		✓	
Options for further development		✓	
Further work and governance proposal	✓		
Assurance	✓		
Recommendation	✓		
Benefits register	✓		
Risk register	✓		
Stakeholder engagement plan	✓		



Doc ID No: A5758540

ITEM: 5  
SUBJECT: PLANET ARK POWER MEMORANDUM OF UNDERSTANDING  
AUTHOR: INDUSTRY DEVELOPMENT PROJECT OFFICER  
DATE: 20 AUGUST 2019

---

### **EXECUTIVE SUMMARY**

This is a report concerning the establishment of a Memorandum of Understanding with Planet Ark Power to investigate the practicalities and possibilities associated with this technology in pursuit of Council's carbon neutrality goal.

### **RECOMMENDATION/S**

**That the Interim Administrator of Ipswich City Council resolve:**

**To endorse the establishment of a Memorandum of Understanding with Planet Ark Power in order to investigate the viability of Planet Ark Power's offerings to support Council's net-zero carbon goals.**

### **RELATED PARTIES (INCLUDING POTENTIAL CONFLICTS OF INTEREST IN RELATION TO RELATED PARTIES)**

GoZERO Energy Pty Ltd, trading as Planet Ark Power is an Australian Proprietary Company, Limited by Shares.

The Ipswich Hospital Foundation is in discussions with Planet Ark Power to establish a commercial relationship and has advocated for Planet Ark Power to Council.

Llewellyn Motors has a commercial relationship with Planet Ark Power.

No conflicts of interest for Council have been identified.

### **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

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

Rooftop solar photovoltaic (Solar PV) technology has seen a significant uptake across South East Queensland in recent years, driven by government incentives, energy buy-back schemes and a sustainability agenda.



Solar PV is widely seen as an alternative fossil-fuel energy and is promoted as a means of energy diversification to lessen the reliance of households and businesses on carbon intensive energy sources in order to combat climate change and the rising cost of power.

An incentive to Solar PV uptake was energy buy-back schemes, whereby surplus power generated could be purchased by energy providers and fed back into the electricity grid. The electricity grid is a traditionally one-way energy flow (from substation and transformers to premises). Significant and uncontrolled feeding of underutilised Solar PV generated power back into the traditional grid causes voltage volatility. This disruption of the energy grid has led to energy providers imposing restriction on the export of surplus energy and limiting the uptake of rooftop Solar PV due to safety and reliability concerns.

Planet Ark Power (PAP) has developed a Dynamic Distributed Voltage Management System (Dynamic DVMS, also known as eleXsys) which manages the export of surplus energy back into the electricity grid from behind the meter. This enables a smooth, less volatile reintroduction of distributed energy into the grid, and can enable 13 times more rooftop solar to be installed across electricity network without expensive infrastructure upgrades.

PAP aims to enable a two-way clean energy grid utilising their eleXsys technology platform by providing a range of solar options such as commercial and urban solar farms supported by battery technology, grid-connected microgrids and solar carparks. This is an award-winning concept and has received international recognition.

Over the past 18 months, PAP has successfully demonstrated eleXsys at Llewellyn Motors at Bundamba and is about to commence piloting its model at the Port of Brisbane in a staged approach. PAP has the support of Energex to pilot further sites within SEQ.

Council and PAP have identified an opportunity to explore the practicalities of innovative renewable energy solutions such as the eleXsys system in Ipswich. Council's Smart City and Innovation agenda promotes Ipswich as a living lab for innovative technologies, while Council's Sustainability Strategy has a goal of net zero carbon.

Council proposes to enter into a Memorandum of Understanding (MOU) with PAP in order to investigate the viability of PAP's offerings in assisting Council to meet its net zero carbon target.

The MOU is a non-exclusive arrangement, the primary purpose of which is to facilitate information sharing and analysis of current energy arrangements of Council assets to enable an informed analysis and exploration of the use of PAP's unique technologies on suitable assets. This will also include a detailed comparative analysis of energy consumption and costs of Council assets.

MOU is available in Attachment 1.

## **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:  
*Local Government Regulation 2012*



## **RISK MANAGEMENT IMPLICATIONS**

The intent of this non-binding and non-exclusive arrangement is for both parties to explore the full extent of the projects opportunities. This will enable both parties to clearly identify outcomes based on current available data available ensuring informed decision making. It also enables Council to determine the full commercial and environmental benefits of the PAP technology solutions supporting the marketing plan to the local business community.

The MOU has minimal financial implication and minimal resourcing requirements. Resources required to share data and manage the relationship will be absorbed as part of business as usual activities.

The MOU includes binding confidentiality elements which will protect Ipswich City Council's operational data.

This MOU provides an opportunity for ICC to explore innovative methods of renewal power generation. Failure to consider these opportunities may negatively impact Council's ability to achieve its carbon neutrality target.

## **FINANCIAL/RESOURCE IMPLICATIONS**

The activities covered by this initial MOU have minimal financial implications for Council. Any further operational costings will be scoped and verified as part of the MOU activities and evaluated for value for money against Council procurement and fiscal objectives prior to any further financial commitment being made

## **COMMUNITY AND OTHER CONSULTATION (INCLUDING INTERNAL STAKEHOLDERS AND CONFIRMATION THAT THEY EITHER AGREE OR DIFFER FROM THE REPORT RECOMMENDATIONS)**

Council's Environment and Sustainability Branch (Infrastructure and Environment Department) was consulted during this process and agreed that an MOU with PAP would align with current power auditing activities and may assist in achieving carbon neutrality.



Council's Legal Services Branch (Corporate Services Department) was consulted and have reviewed and approved the MOU.

Ranbury, as Council's Program Management Partner for the Nicholas Street Development was consulted and has indicated positive potential applications for the development.

## **CONCLUSION**

Planet Ark Power has demonstrated innovative rooftop solar technology. Ipswich City Council intends to enter a Memorandum of Understanding with Planet Ark Power to investigate the practicalities and possibilities associated with this technology in pursuit of Council's carbon neutrality goal.

## **ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS**

1.	Planet Ark Power Memorandum of Understanding  
----	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



Clare Coburn  
**INDUSTRY DEVELOPMENT PROJECT OFFICER**

I concur with the recommendations contained in this report.

Paul Massingham  
**ECONOMIC DEVELOPMENT MANAGER**

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”***



## **Memorandum of Understanding**

**BETWEEN Ipswich City Council (“ICC”) ABN 61 461 981 077**

**AND GoZERO Energy Pty Ltd trading as Planet Ark  
Power (“PAP”) ACN 160 084 195**

**Together “the parties”**

**REGARDING The collaborative exploration of innovative  
renewable energy solutions in Ipswich**

**DATE 2 September 2019**

### **1. Introduction**

Terms used in this Agreement are defined in Section 11.

The parties wish to work together to explore the establishment of innovative renewable energy technology solutions within Ipswich (the Project) to enable Ipswich City Council to meet its carbon reduction targets and become a net zero emissions city.

This document sets out the basis upon which the parties intend to progress and outlines the key inputs and outcomes expected by each party.

### **2. Parties**

The parties to this MOU are as follows:

**Ipswich City Council (“ICC”)**

ABN: 61 461 981 077

Address for Notices: PO Box 191, Ipswich Q4305

**Planet Ark Power (“PAP”)**

ACN: 160 084 195.

Address for Notices: 160 Samford Road, Enoggera Qld 4150

### **3. Status of Memorandum of Understanding**

The terms in this Memorandum of Understanding (MOU) are not exhaustive and are expressly subject to contract until a final written agreement has been entered into.



This MOU falls under the laws of the State of Queensland. The terms are not intended to be legally binding between the parties except where explicitly stated.

The purpose is to outline the basis on which the parties are willing to enter into negotiations for preparing and executing concepts and any further agreements that will bind the parties.

#### 4. Timeframes

1. The parties agree to negotiate in good faith.
2. If a Party does not intend to proceed with the actions proposed under this MOU, that Party should notify the other Party in writing within seven days.
3. This MOU is valid until both Parties agree in writing to terminate.

#### 5. Background

1. Rooftop solar photovoltaic (solar PV) technology has seen a significant uptake across South East Queensland (SEQ) in recent years, driven by government incentives, energy-buy-back schemes and a sustainability agenda.
2. Solar PV is widely seen as an alternative to traditional fossil-fuel energy and is promoted as a means of energy diversification to lessen the reliance of households on carbon intensive energy sources in order to combat climate change and the rising cost of power.
3. An incentive to solar PV uptake was energy buy-back schemes, whereby surplus power generated by rooftop solar PV could be "purchased" by energy providers and fed back into the electricity grid.
4. The electricity grid is a traditionally one-way energy flow (from sub-stations and transformers to premises). Significant and uncontrolled feeding of underutilised solar PV generated power back into the traditional grid causes voltage volatility. This disruption of the energy grid has led to energy providers imposing restrictions on the export of surplus energy and limiting the uptake of rooftop solar PV due to safety and reliability concerns.
5. Planet Ark Power (PAP) has developed a Dynamic Distributed Voltage Management System (Dynamic DVMS, also known as *e/eXsys*) which manages the export of surplus energy back into the electricity grid from behind the meter. This enables a smooth, less volatile reintroduction of distributed energy into the grid, and can enable 13 times more rooftop solar to be installed across electricity networks without expensive infrastructure upgrades.
6. PAP aims to enable a two-way clean energy grid utilising their *e/eXsys* technology platform by providing a range of solar options such as commercial and urban solar farms supported by battery technology, grid-connected micro-grids and solar carports. This is an award-winning concept and has received international acclaim.
7. Over the past 18 months, PAP has successfully demonstrated *e/eXsys* at Llewellyn Motors at Bundamba and is about to commence piloting its model at the Port of Brisbane over the next 10 years in a staged approach. PAP has the support of Energex to pilot further sites within SEQ.



8. ICC and PAP have identified an opportunity to explore the practicalities of innovative renewable energy solutions in Ipswich (the Project).
9. Ipswich City Council's Smart City and innovation agenda promote Ipswich as a "living lab" for innovative technologies. ICC's Sustainability Strategy has a goal of net zero carbon by 2021. Ipswich City Council has identified that Planet Ark Power has the potential can assist meet its net zero carbon target.

## 6. Outcomes and Objectives

This MOU sets out the basis upon which the parties intend to progress the Project and outlines the key inputs and outcomes expected by each party. These objectives and outcomes are preliminary and additional scoping and confirmation is required throughout the lifecycle of the project and may be subject to change.

1. Information sharing between the parties in relation to the current energy arrangements of Ipswich City Council (ICC) assets to enable an informed analysis and exploration of the use of PAP's technologies on suitable assets.
2. PAP to conduct detailed comparative analysis of ICC assets energy consumption and costs
3. ICC to review the commercial benefits of PAP technology solutions
4. ICC to consider developing a Tender Consideration Plan in accordance with provisions contained in Local Government Regulation 2012 230(1)(a)
5. ICC and PAP to develop an agreed marketing plan and provide reasonable assistance to PAP to promote awareness of PAP technology solutions to the Ipswich business community
6. Investigation of a suitable location for the potential establishment of a PAP presence in Ipswich.

## 7. General Principles

1. All parties will work in collaboration and good faith in the scoping of Project activities to ensure identified objectives and outcomes are achieved.
2. The parties understand that there are many stages to this project, which begin with data sharing in relation to ICC assets energy usage and suitability for application of PAP renewable energy solutions, and may extend into collaborative marketing and technology implementation. Each stage will require further collaborative scoping, with attention paid to additional collaborative partnerships and potential funding requirements.
3. This MOU is non-exclusive for both parties.
4. Unless otherwise agreed, each party will be responsible for their own costs associated with the various stages of the project. These roles and costs would be identified and agreed to in future agreements.
5. Further negotiations between parties will likely be appropriate as the Project progresses through its various stages.
6. Prior to the commencement and during the course of any further negotiations, each party will be responsible for immediately advising the other of any potential or perceived conflicts of interest having arisen or reasonably be anticipated to arise.



7. There may be opportunity for cooperative funding models.
8. ICC, through the Office of Economic Development, will coordinate the deliverables as set out in this MOU.

## **8. Proposed Activities**

A preliminary outline of expected activities are as follows. This list is not exhaustive, and additional activities or actions within activities are expected to be added as the following activities are completely scoped, and based on resultant outcomes as they are completed.

1. Establishment of project governance mechanisms/ signing of Memorandum of Understanding (September 2019)
2. Data sharing and analysis
3. Cooperative marketing and brand awareness plan

## **9. Confidentiality and media**

1. While each party may reference that this MOU has been agreed to, each party is required to keep the proposed terms of this MOU and all information in connection with the Project confidential, unless as agreed between the Parties.
2. Neither party will produce or publish advertising, promotional or media statements regarding the Project without the prior written consent of both parties.
3. The Parties must not disclose Confidential Information to any person except:
  - a. To employees, agents and contractors, if required;
  - b. To legal and financial advisers;
  - c. With the other party's prior written consent which shall not be unreasonably withheld or delayed;
  - d. If required by law; and
  - e. If it is in the public domain other than as a result of a party's breach of a breach of a confidentiality obligation.
4. Parties intend that this clause 9 is intended to be legally binding.

## **10. Miscellaneous**

1. The Parties agree to immediately proceed with further preparation and execution of Proposed Activities outlined in this Memorandum of Understanding.
2. Following the date of execution of this agreement, the parties shall afford to each other free and full access to such records or resources reasonably required for the purpose of investigating ICC asset energy usage and suitability for application of renewable energy solutions, on reasonable notice during normal business hours in order to permit the parties to conduct activities associated with the project, and which do not violate laws, Council



policies and procedures. The parties respect that each other may need to hold in confidence clauses currently in place between their stakeholder, as they relate to anonymity and confidentiality

## 11. Definitions

**In this Agreement:**

**Agreement** means this Head of Agreement as executed.

**Confidential information** means information of or provided by the Discloser to the Receiving Party that is by its nature confidential information, is designated by the Discloser as confidential, or the Receiving Party knows or ought to know is confidential but does not include information which is or becomes, without a breach of confidentiality, public knowledge.

**Discloser** means the party providing or disclosing Confidential Information.

**Receiving Party** means the party who receives Confidential Information from the Discloser.

**Further Agreement** has the meaning of an agreement further to this agreement, either in addition to, relating to, or subject to.

**Activity** refers to an individual project stage with clearly defined objectives and outcomes.

**Project** means the activities associated with the research, analysis, promotion and potential application of PAP renewable energy solutions.

*Executed as an Agreement*



<p>SIGNED for and on behalf of the</p> <p><b>Ipswich City Council</b> by its authorised representative</p> <p>_____</p> <p>(Signature)</p> <p><b>Paul Massingham</b> Economic Development - Manager</p> <p>in the presence of: _____ (Witness)</p> <p><b>Date:</b></p>	<p>SIGNED for and on behalf of the</p> <p><b>Planet Ark Power</b> by</p> <p>_____</p> <p><b>Richard Romanowski</b> Executive Director, Planet Ark Power</p> <p>In the presence of _____</p> <p>_____</p> <p>Name</p> <p><b>Date:</b></p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

\*\*Please delete those titles which do not apply. The client can sign in one of the following ways:







Doc ID No: A5758891

ITEM: 6

SUBJECT: IPSWICH CENTRAL PROGRAM REPORT NO. 15 TO 16 AUGUST 2019

AUTHOR: BUSINESS SUPPORT OFFICER

DATE: 2 SEPTEMBER 2019

---

### **EXECUTIVE SUMMARY**

This is a report concerning a monthly update for the Ipswich Central Program of Works.

### **RECOMMENDATION/S**

**That the report on the Ipswich Central Program Report No. 15 effective to 16 Aug 2019 be received and the contents noted.**

### **RELATED PARTIES**

Program Management Partner, Ranbury Management Group – for the Ipswich CBD Transformation Project.

### **ADVANCE IPSWICH THEME LINKAGE**

Strengthening our local economy and building prosperity

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

This report includes Monthly Program Report No. 15 for Ipswich Central effective to 16 Aug 2019. It is to inform the Committee of the progress of the redevelopment works, including status of design, procurement, programme, potential risks with related mitigation strategies, etc.

### **FINANCIAL/RESOURCE IMPLICATIONS**

Not applicable

### **RISK MANAGEMENT IMPLICATIONS**

Not applicable

### **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:  
*Local Government Act 2009*



## COMMUNITY AND OTHER CONSULTATION

Not applicable

## CONCLUSION

This report is provided as a monthly update on the Ipswich Central Program of Works.

## ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Summary Report No 15  
	CONFIDENTIAL
2.	Executive Report No 5

Nicole Denman  
**BUSINESS SUPPORT OFFICER**

I concur with the recommendations contained in this report.

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

### Summary Report No.15

To 16th Aug 2019



Endorsed by:

Date: \_\_\_\_\_



# NICHOLAS<sup>ST</sup>

IPSWICH CENTRAL

## DOCUMENT INFORMATION

**Title:** Nicholas Street, Ipswich Central  
**Subtitle:** Summary Project Management Report  
**Date:** 23 Aug 2019

VERSION	DATE	OUR REFERENCE
1	23 August 2019	T:\Projects\Ipswich Central\16044-Program Management\9-Reporting\Program & Project Management Reports\2019-08 Aug

## AUTHOR, REVIEWER AND APPROVER DETAILS

Prepared by: Ranbury Date: 23/08/2019

## Distribution

Ipswich Central Project Steering Committee





## Contents

1.	PROJECT SUMMARY .....	4
1.1	SUMMARY .....	4
1.1	PROGRAM AMENDMENTS .....	4
2.	DESIGN & CONSTRUCTION .....	5
2.1	CIVIC PROJECT .....	5
2.2	COMMONWEALTH HOTEL .....	5
2.3	NICHOLAS / UNION .....	5
2.4	RETAIL .....	6
2.5	AV PROJECT .....	6
2.6	DEMOLITION WORK .....	6
2.7	SAFE CITY RELOCATION .....	6
3.	SAFETY & ENVIRONMENT .....	7
3.1	PUBLIC SAFETY .....	7
3.2	SAFETY IN DESIGN .....	7
3.3	ENVIRONMENT .....	7
3.4	SAFETY CONSULTANT .....	7
4.	MARKETING & LEASING .....	8
4.1	RETAILER ENGAGEMENT .....	8
4.2	SOCIAL MEDIA ENGAGEMENT .....	8
4.3	COMMUNITY ENGAGEMENT .....	8

**APPENDIX A – SUMMARY PROGRAM**

**APPENDIX B – SITE PHOTOS**





## 1. Project Summary

### 1.1 SUMMARY

The program has been updated with Data date on 31<sup>st</sup> July 2019. A summary Gantt chart is included at **Appendix A** of this Report which reflects target completion dates as per table below.

**Table 1 – Program Status Summary**

Ref	Project	Current Status	Target Completion
1.1	Admin Building	Contract Awarded	Q3 2021
1.2	Library	Contract Awarded	Q3 2020
1.3	Civic Plaza	Contract Awarded	Q3 2020
1.4	Car Park Upgrade	Contract Awarded	Q3 2020
1.5	Existing Lift in Food & Bev Bldg	Contract Awarded	Q3 2020
2.1	Commonwealth Hotel (Deconstruction)	Complete	Q3 2018
2.2	Commonwealth Hotel (Stabilisation)	Complete	Q2 2019
2.3	Commonwealth Hotel (Reconstruction & Basebuild Works)	Feasibility	Q2 2020
3.1	Nicholas St / Union Ave	In Construction	Q4 2019
4.1	Metro A (Bells St Link)	Schematic Design	Q2 2020
4.2	Metro B (2 Bell Street)	Schematic Design	Q2 2020
4.3	Eats (Food & Bev)	Schematic Design	Q2 2020
4.4	Venue (Entertainment Bldg)	Schematic Design	Q2 2020
5.1	AV Project (Nicholas / Union)	Schematic Design	Q2 2020
6.0	Demolition works	Complete	Q2 2018
7.0	Safe City Relocation	Complete	Q2 2018

### 1.1 PROGRAM AMENDMENTS

Target completion amendments this month are summarised below. Revisions are a result of awarding the Civic Project Contract to Hutchinson Builders and the target dates are based on assessment of the Contract scope of work:

1. Administration Building revised from Q2 to Q3 of 2021
2. Library / Civic Plaza / Carpark revised from Q2 to Q3 of 2020



# NICHOLAS<sup>ST</sup>

## IPSWICH CENTRAL

## 2. Design & Construction

### 2.1 CIVIC PROJECT

The tender evaluation for the Ipswich Central Civic Project (the “Civic Project”) has been completed and a recommendation a recommendation has been issued for award of the D&C Contract.

The Civic Project scope of works have been revised to cover the following separable portions:

1. The Admin Building (including integrated fit-out)
2. Library (including fit-out)
3. Civic Plaza
4. Existing Car Park Upgrade
5. Existing Lift (within future food & beverage building)

The objective for August 2019 is to grant site possession to the D&C Contract and commence design work. A separate Contract Award report provides additional details in relation to the Civic Project.

### 2.2 COMMONWEALTH HOTEL

Work to the Commonwealth Hotel has been packaged into the following work phases:

1. **Deconstruction:** Careful deconstruction of this historic asset was completed in 2018 to ensure safety of workers and the public with oversight by suitably qualified consultants.
2. **Stabilisation:** Underpinning works to the front and rear facades and internal slabs are completed and so too is services installation.
3. **Reconstruction:** As a first step in reconstruction the consultant team will be recommended. Included in this will be a review of feasibility options.
4. **Fit-out:** The brief for any fit-out elements completed by the Council will be finalised pending completion of the feasibility study.

Following the completion of the feasibility study currently underway by Brain & Poulter the design period will commence and the forecast cost estimate will be revised.

The proposed procurement strategy for the reconstruction of the Commonwealth Hotel is:

- Obtain three quotes from Consultants for each Design Discipline to undertake Concept, Schematic and Detailed Design phases;
- Prepare and release tender package to select panel of construction contractors with Heritage building experience;
- Let contract in late 2019/early 2020 to commence rebuild works;

### 2.3 NICHOLAS / UNION

Jmac Constructions continue to make progress on the Nicholas Street / Union Place project. Pavers have been ordered in accordance with the approved design.

Electrical and lighting subcontract work has been awarded and material ordered based on the approved design. Trees have been ordered and based on availability stock selection has been modified which yielded a cost saving although the maturity of the trees will be less on completion.

Works to the southern side of Union Place, adjacent to 2 Bell Street have been put on hold, pending the outcome of the schematic design phase for the Retail works.



# **NICHOLAS**

## **IPSWICH CENTRAL**

### **2.4 RETAIL**

Retail fitout works are proposed to be delivered as a consolidated program of works to ensure efficiency and facilitate coordination between activities. The projects comprising the retail program include:

1. Metro A – Bell Street Link
2. Metro B – 2 Bell Street
3. Eats – Food & Beverage tenancies on the western side of Nicholas Street (lower end)
4. Venue – Entertainment building on the western side of Nicholas Street (upper end)

KPMG have undertaken an assessment of the Retail Business Case and released a draft report on 23/07/2019 outlining their findings and recommendations. KPMG and Ranbury will work together on addressing all recommendations outlined for ICC review at the September 2019 Council meeting.

### **2.5 AV PROJECT**

The AV work is currently listed as a separate package of work. However, many elements of the AV design are proceeding as part of the Retail Schematic Design noted above.

### **2.6 DEMOLITION WORK**

Demolition work was completed in 2018 and included lot creation to facilitate construction of the Admin Building and adjacent Civic Project elements. The demolition work has reduced the risk and program duration of the Civic Project.

The Contractor, Hutchison Builders, are currently maintaining the site to ensure public safety and ensure the stability of the works. Site possession will be granted to the D&C Contractor pursuant to formal award.

### **2.7 SAFE CITY RELOCATION**

The Safe City Relocation project has been completed.





### 3. Safety & Environment

#### 3.1 PUBLIC SAFETY

The month of July included no major incidents. No further update is available regarding incidents in June 2019.

#### 3.2 SAFETY IN DESIGN

A safety-in-design workshop is scheduled to take place in August 2019. End users and maintainers of the building will be asked to attend. Council will be asked to nominate relevant staff.

#### 3.3 ENVIRONMENT

No incidents to report.

#### 3.4 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

Unsuccessful tenderer's have been notified that the work has been awarded to others.





## 4. Marketing & Leasing

### 4.1 RETAILER ENGAGEMENT

Regular memos are issued to all Ipswich Mall tenants when any changes to entry/exit points, directional changes etc. Regular meetings are being held to propose Retailers advise us of any new products, services, special offers they have so that we can assist by promoting this via our social media channels.

### 4.2 SOCIAL MEDIA ENGAGEMENT

Social media metrics are summarised below for Facebook at June 2019:

- Total reach 12,638
- Total engagement 6,250
- Instagram followers 706

### 4.3 COMMUNITY ENGAGEMENT

A 'Tradies Welcome Pack' is in progress and is being developed in conjunction with the Office of Economic Development. Encouraging local business (particularly food & beverage operators) to create special offers for workers on site e.g. Tradies' Lunch Box, discounts, loyalty incentives, delivery to site etc

Current community engagement activities include:

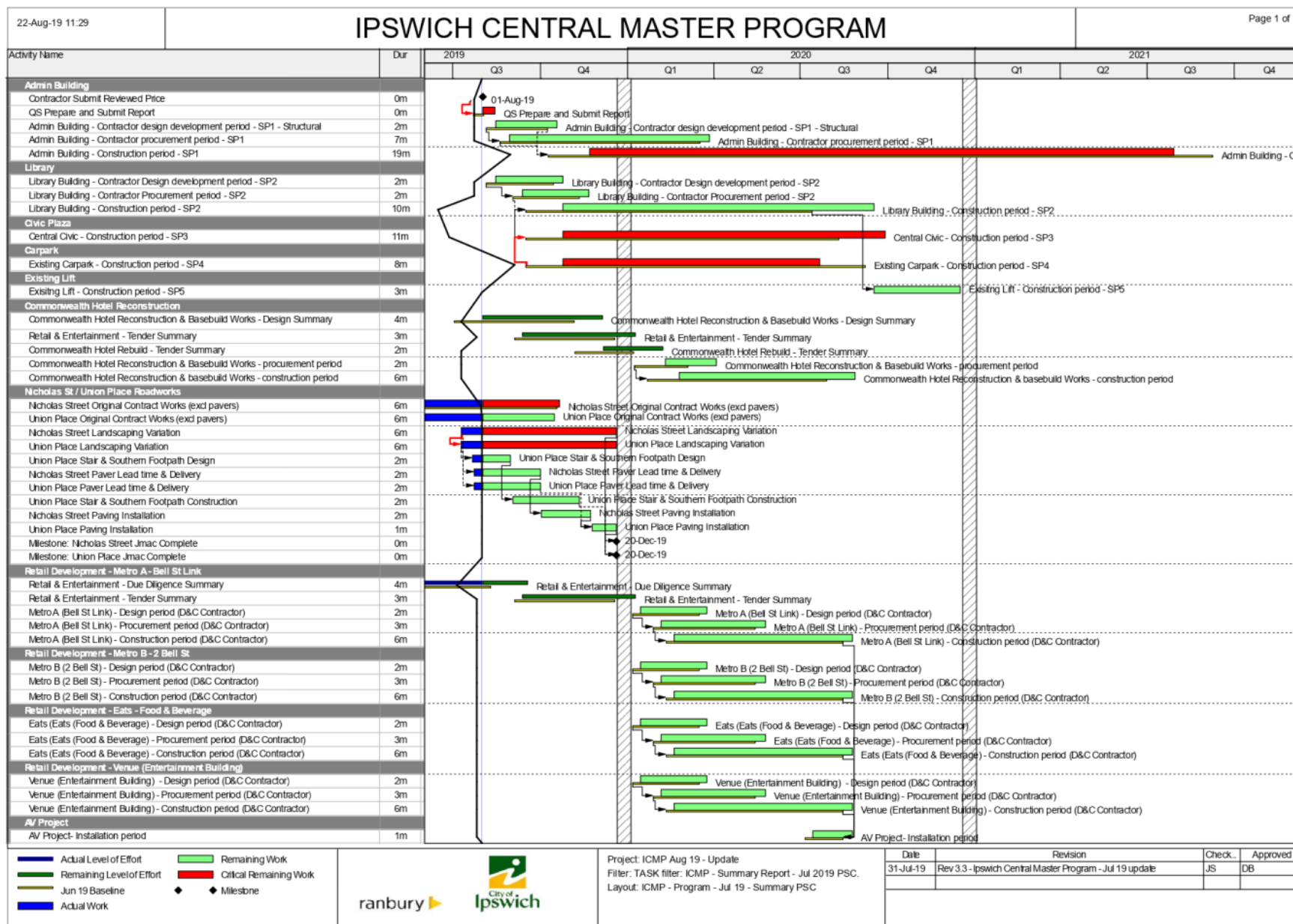
- Reinstatement of stakeholder newsletter
- Planning for on-site stakeholder tour
- Delivery of editorials design to reach new sections of the community
- Creation of project office





APPENDIX A – SUMMARY PROGRAM









APPENDIX B – SITE PHOTOS



**APPENDIX B – SITE PHOTOS**



Union Pl: Inground Services / Footpath Works



Union Pl: Inground Services / Rd Works



Nicholas St Northern: Landscaping Works



Nicholas St Southern: Inground Services / Landscaping Works



Nicholas St Southern: Inground Services / Landscaping Works



Nicholas St Central: Inground Services / Landscaping Works



Doc ID No: A5759229

ITEM: 7  
SUBJECT: IPSWICH CENTRAL CIVIC PROJECT - CONTRACT AWARD  
AUTHOR: PROJECT MANAGER  
DATE: 3 SEPTEMBER 2019

---

### **EXECUTIVE SUMMARY**

This is a report concerning the awarding of the design and construct contract for the Ipswich Central Civic Project.

### **RECOMMENDATION**

**That the report on the Contract Award for the Ipswich Central Civic Project be received and the contents noted.**

### **RELATED PARTIES**

Hutchinson Builders

### **ADVANCE IPSWICH THEME**

Managing growth and delivering key infrastructure

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

In December 2018 invitations to tender for the Ipswich Central Civic Project were issued to an approved list of tenderers. The project's scope comprised the following separable portions:

1. The Admin Building (including integrated fit-out)
2. Library (including fit-out)
3. Civic Plaza
4. Existing Car Park Upgrade
5. Nicholas Street / Union Place
6. Bremer Street ramps

Following a detailed tender evaluation process, the Tender Evaluation Committee recommended a Preferred Tenderer to the Project Steering Committee responsible for overseeing Ipswich Central redevelopment. Following consideration of the Project Steering Committee's recommendation, at the Special Council Meeting on 4 June 2019, Council resolved that Hutchinson Builders were the preferred tenderer and that Council enter in to a



contract with Hutchinson Builders for the Ipswich Central Civic Project. The Chief Executive Officer was authorised to negotiate and finalise the terms of the contract.

Council's Tender Evaluation Committee conducted a detailed negotiation process with Hutchinson Builders that included value engineering, design reviews and site investigations. As a result, Hutchinson Builders submitted a revised proposal to ICC that reflected the final agreed contract scope with a revised price (refer attached confidential paper). As the revised proposal was considered to be an optimal outcome for both the project and the Ipswich community, the contract was awarded on 23 August 2019.

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

This report and its recommendations are consistent with the following legislative provisions:  
*Local Government Act 2009*

#### **RISK MANAGEMENT IMPLICATIONS**

A detailed risk management plan is in place for the project. A number of risks to the project have been identified with mitigations available, including latent conditions applicable to works underground and development and building application conditions required by authorities.

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

The tender result is consistent with the budget allocation for the project's scope of work.

#### **COMMUNITY AND OTHER CONSULTATION (INCLUDING INTERNAL STAKEHOLDERS AND CONFIRMATION THAT THEY EITHER AGREE OR DIFFER FROM THE REPORT RECOMMENDATIONS)**

As this was the final process in the tender evaluation process, no wider consultation was required. The tender evaluation process utilised the industry expertise of both the Ranbury Management Group and Rider Levett and Bucknall.

#### **CONCLUSION**

Following an intensive period of evaluation and negotiation, Hutchinson Builders revised proposal met Council's expectations. As a result the design and construct contract between Ipswich City Council and Hutchinson Builders for the Ipswich Central Civic Project was awarded on 23 August 2019.

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

1.	CONFIDENTIAL Confidential Report
----	-------------------------------------

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”***