



City of
Ipswich

**IPSWICH
CITY
COUNCIL**

AGENDA

of the

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE

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

**On Thursday, 4 November 2021
At 10 minutes after the conclusion of the Environment and Sustainability Committee**

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

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE AGENDA
*10 minutes after the conclusion of the Environment and Sustainability
Committee on **Thursday, 4 November 2021***
Council Chambers

Item No.	Item Title	Page No.
	Declarations of Interest	
	Business Outstanding	
	Confirmation of Minutes	
1	Confirmation of Minutes of the Ipswich Central Redevelopment Committee No. 2021(09) of 7 October 2021	7
	Officers' Reports	
2	Ipswich Central Revitalisation - Positioning Framework and Place Plans	11
3	Nicholas Street Precinct - Communications, Engagement and Events Report October 2021	91
4	Nicholas Street Precinct - Retail Sub-Project Steering Committee October 2021	94
	Notices of Motion	
	Matters Arising	

** Item includes confidential papers

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 10

4 NOVEMBER 2021

AGENDA

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

BUSINESS OUTSTANDING

CONFIRMATION OF MINUTES

1. **CONFIRMATION OF MINUTES OF THE IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2021(09) OF 7 OCTOBER 2021**

RECOMMENDATION

That the Minutes of the Meeting held on 7 October 2021 be confirmed.

OFFICERS' REPORTS

2. **IPSWICH CENTRAL REVITALISATION - POSITIONING FRAMEWORK AND PLACE PLANS**

This is a report concerning the approval and adoption of the Positioning Framework, including the Priority Projects and Place Plans for the Ipswich Central Revitalisation Project.

RECOMMENDATION

- A. That the Ipswich Central Positioning Framework, including the supplementary Priority Projects be endorsed. (Attachment 1 and 2)
 - B. That the Place Plans – Ipswich Centre Core and Top of Town be endorsed. (Attachment 3)
-

3. **NICHOLAS STREET PRECINCT - COMMUNICATIONS, ENGAGEMENT AND EVENTS REPORT OCTOBER 2021**

This is a report concerning the communications, engagement and events activity undertaken and planned for the Nicholas Street Precinct in October 2021

RECOMMENDATION

That the Nicholas Street Precinct Communications, Engagement and Events Monthly Report be received and the contents noted.

4. **NICHOLAS STREET PRECINCT - RETAIL SUB-PROJECT STEERING COMMITTEE
OCTOBER 2021**

This is a report concerning the October 2021 report from the Retail Sub-Project Steering Committee on the status of the leasing program and associated developments with the retail component of the Nicholas St Precinct redevelopment.

RECOMMENDATION

That the October 2021 Retail Sub-Project Steering Committee Report be received and the contents noted.

NOTICES OF MOTION

MATTERS ARISING

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2021(09)

7 OCTOBER 2021

MINUTES

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

COUNCILLOR'S APOLOGIES: Nil

OFFICERS' ATTENDANCE: Acting Chief Executive Officer (Sonia Cooper), Acting General Manager Infrastructure and Environment (Kaye Cavanagh), General Manager Community, Cultural and Economic Development (Ben Pole), General Manager Planning and Regulatory Services (Peter Tabulo), Acting General Manager Corporate Services (Sylvia Swalling), Project Manager (Greg Thomas), Chair – Retail Sub-Project Sub Committee (James Hepburn), Communications, Events and Engagement Manager (Karyn Sutton), Manager Economic and Community Development (Cat Matson), Manager Communications and Engagement (Laura Bos), Senior Digital Media and Content Officer (Jodie Richter) and (Theatre Technician) Trent Gray

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

Nil

BUSINESS OUTSTANDING

Nil

CONFIRMATION OF MINUTES

1. **CONFIRMATION OF MINUTES OF THE IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2021(08) OF 2 SEPTEMBER 2021**

RECOMMENDATION

Moved by Councillor Marnie Doyle:
Seconded by Councillor Russell Milligan:

**That the minutes of the Ipswich Central Redevelopment Committee
No. 2021(08) held on 2 September 2021 be confirmed.**

AFFIRMATIVE

Councillors:

Doyle

Harding

Kunzelmann

Milligan

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

OFFICERS' REPORTS

**2. NICHOLAS ST PRECINCT - RETAIL SUB-PROJECT STEERING COMMITTEE REPORT
SEPTEMBER 2021**

This is a report concerning the September 2021 report from the Retail Sub-Project Steering Committee on the status of the leasing program and associated developments with the retail component of the Nicholas St Precinct redevelopment.

RECOMMENDATION

Moved by Mayor Teresa Harding:

Seconded by Deputy Mayor Nicole Jonic:

That the September 2021 Retail Sub-Project Steering Committee Report be received and the contents noted.

Councillor Kate Kunzelmann moved an amendment to the recommendation with the addition of the following Recommendation:

That Attachment 1 titled Draft RSPSC Minutes – September 2021 be amended by removing Councillor Kunzelmann from the Observers list.

After discussion Councillor Kunzelmann withdrew the proposed amendment.

RECOMMENDATION

Moved by Mayor Teresa Harding:

Seconded by Deputy Mayor Nicole Jonic:

That the September 2021 Retail Sub-Project Steering Committee Report be received and the contents noted.

AFFIRMATIVE

Councillors:

Doyle

Harding

Kunzelmann

Milligan

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

3. NICHOLAS STREET PRECINCT - COMMUNICATIONS, ENGAGEMENT AND EVENTS
REPORT AUGUST 2021

This is a report concerning the communications, engagement and events activity undertaken and planned for the Nicholas Street Precinct in September 2021.

RECOMMENDATION

Moved by Councillor Russell Milligan:

Seconded by Deputy Mayor Nicole Jonic:

That the Nicholas Street Precinct Communications, Engagement and Events Monthly Report be received and the contents noted.

Councillor Kate Kunzelmann proposed an amendment to the officer's report:

That the opening hours of the Bradfield Bridge as outlined on page 31 of the agenda be replaced with 'open 6.00 am to 9.00 pm' instead of 'open 6.00 am to 9.00 am'.

The mover and seconder of the original motion agreed to the proposed amendment.

RECOMMENDATION

Moved by Councillor Russell Milligan:

Seconded by Deputy Mayor Nicole Jonic:

A. That the Nicholas Street Precinct Communications, Engagement and Events Monthly Report be received and the contents noted.

B. That the opening hours of the Bradfield Bridge as outlined on page 32 of the agenda be replaced with 'open 6.00 am to 9.00 pm' instead of 'open 6.00 am to 9.00 am'.

AFFIRMATIVE

Councillors:

Doyle

Harding

Kunzelmann

Milligan

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

NOTICES OF MOTION

Nil

MATTERS ARISING

Nil

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 11.35 am.

The meeting closed at 12.00 pm.

Doc ID No: A7589833

ITEM: 2

SUBJECT: IPSWICH CENTRAL REVITALISATION - POSITIONING FRAMEWORK AND PLACE PLANS

AUTHOR: PROJECT MANAGER - IPSWICH CENTRAL

DATE: 27 SEPTEMBER 2021

EXECUTIVE SUMMARY

This is a report concerning the approval and adoption of the Positioning Framework, including the Priority Projects and Place Plans for the Ipswich Central Revitalisation Project.

RECOMMENDATION/S

- A. That the Ipswich Central Positioning Framework, including the supplementary Priority Projects be endorsed. (Attachment 1 and 2)**
- B. That the Place Plans – Ipswich Centre Core and Top of Town be endorsed. (Attachment 3)**

RELATED PARTIES

There are no discernible conflicts of interest arising as a result of this report and its recommendations.

IFUTURE THEME

Vibrant and Growing

Safe, Inclusive and Creative

PURPOSE OF REPORT/BACKGROUND

The Ipswich Central Revitalisation Project has been identified in the iFuture Corporate Plan as a catalyst project for 2021-2026.

The documents presented with this report are a result of extensive engagement on the project, they provide a clear vision for Ipswich Central with a strong direction and an actionable plan for implementation.

Attachment 1: Revitalising Ipswich Central: A prospectus to guide change (Positioning Framework)

The positioning framework sets out the following vision: *Ipswich Central is the cultural hub and beating heart of the Ipswich community*. The vision is supported by six principles that describe the place attributes and priority areas of focus:

1. A cultural destination
2. Alive
3. Green and connected
4. A home
5. Prosperous
6. Future focused

Within each of these principles are key objectives which align:

- current activities;
- investment opportunities and projects; and
- strategies, policies and plans

The development of the Positioning Framework was informed by extensive community engagement from June – August 2021, including:

- 40 stakeholder interviews
- Business briefing night attended by 42 local stakeholders
- 200 businesses visited during the trader door-knock
- Online engagement with three different activities on Shape your Ipswich, generating more than 2,600 views, 206 project followers and 159 specific contributions
- Six in-person pop-up engagement sessions at different locations around Ipswich Central, generating engagement from 423 people and 34 unique project ideas
- The SPARK Lounge pop-up event where approximately 150 attendees contributed 434 dots to the dotmocracy activity while enjoying food, entertainment and shopping experiences provided by 20 local businesses

A complete summary of the community engagement can be found in Attachment 4: Ipswich Central Revitalisation Engagement Summary 2021.

Further community engagement was undertaken on the draft Positioning Framework; this commenced on Friday 3 September and concluded on Friday 24 September 2021. The community were asked to respond to the draft through the Shape your Ipswich platform.

From the feedback received on the framework, 80% said that ‘we have got it right’. The other 20% provided specific feedback on the Positioning Framework’s relationship with

iFuture, infrastructure projects, First Nations and liveability. That feedback was incorporated into the final document. In addition to the formal online feedback, supportive emails were received from key external stakeholders who contributed to the interviews in the initial engagement phase for the project.

Attachment 2: Revitalising Ipswich Central: From Plans into Actions

To supplement the Positioning Framework, this document outlines the priority projects and establishes the significant potential to move Ipswich Central forward towards its vision.

The 43 projects identified through the engagement process have been scored based on the following four criteria:

1. Aligned to the Ipswich Central vision and principles
2. Quick delivery
3. Transformational impact
4. Enabling capacity

The top six projects have been identified and prioritises projects that will guide transformational change.

The following projects will establish a strategic focus for investment and deployment of resources:

- Place Plans - Ipswich Centre Core and Top of Town
- Green Walkable Streets
- Ipswich Central Wayfinding Strategy
- Development of the Inner-City Living Strategy
- Arts and Cultural Strategy, 2018-2023 and the Addendum, 2021
- Development of a Public Art Strategy

Attachment 3: Place Plans

The Place Plans for Ipswich Centre Core and Top of Town have captured community ideas and aspirations and built on those ideas to create a roadmap for future use, activation and reimagining spaces.

The ideas noted in this plan were all gathered through the face-to-face community engagement pop up sessions held in July and the feedback from the engagement activities on Shape your Ipswich.

The Ipswich Central Revitalisation project has been built on a place-based approach. This approach puts local community and stakeholder voices at the centre of decision-making through a highly engaging and collaborative program - where local people can be actively involved in shaping change. As such, it is important the plans and recommended actions for Ipswich Centre Core and Top of Town align with the three pillars for place creation – Shape, Activate and Manage.

The Ipswich Central Partnership Group will be instrumental in implementing these plans. The group is made up of passionate individuals including local businesses, landowners and residents. This volunteer group was formed to drive place-based outcomes. They form a conduit between council and the community with the objective of building support and leading implementation of the Place Plans in partnership with other local community members, businesses, private sector, schools, and landowners.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

Financial: Currently there is no specific budget allocated to the Ipswich Central Revitalisation project. While many of the projects outlined can be considered business-as-usual across different departments within council, other projects aren't planned for the immediate future. Realisation of the vision and plans will require a coordinated approach to funding projects across departments. To mitigate this, the project team will work with the project management office to put forward mid-year budget bids and develop a specific budget for 2021/2022 financial year.

Reputational: The development of these documents; the prospectus, the action plan and the place plans; have been developed with significant community engagement. They are substantially community-led. The risk of not endorsing the plan could reflect adversely on council's commitment to engage and deliver based on community input.

Strategic: The risk of not endorsing the recommendation is that Council will not have a strategic direction for the Ipswich Central Revitalisation project; a lack of strategic direction for the City Centre will have a negative impact on wider economic and strategic plans for the region.

Further, the Ipswich Central Revitalisation Project has been identified as a catalyst project in the iFuture Corporate Plan. Failure to endorse and adopt the plans could hinder Council's ability to deliver on this project.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	<p>Recommendation A states that the Ipswich Central Positioning Framework, including the supplementary Priority Projects are endorsed and adopted.</p> <p>Recommendation B states that the Place Plans – Ipswich Centre Core and Top of Town be endorsed.</p>
(b) What human rights are affected?	No human rights are affected by this decision. The Ipswich Central Revitalisation is the strategic direction for prioritising and directing Council's 10-year work plan in Ipswich Central.
(c) How are the human rights limited?	Not applicable
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

All activities to date have funded from the approved Economic Development Section budget, 2020-2021.

Budgets for implementation need to be developed or sourced from existing budgeted projects.

COMMUNITY AND OTHER CONSULTATION

Ipswich Central – Visioning and Placemaking Consultation

As outlined in the Ipswich Central Redevelopment Committee No. 2020(02) dated 21 July 2020, titled 'Ipswich Central – Visioning and Placemaking' the following community consultation has occurred:

In November 2019 an invitation was sent to the Business Ipswich database (approx. 400) inviting stakeholders to attend two external workshops in early December. Ipswich First published a story, inviting the community to be part of these workshops.

The workshops were two hours in length, were interactive and facilitated by Co-Design Studio with the assistance of Vee Design, after business hours. The participants in the workshop represented a broad cross section of demographics, including youth, business owners, retirees, and community members.

In addition to the external workshops, the questions were replicated on the Shape your Ipswich platform and allowed people who could not attend in person to be part of the engagement. The workshops were promoted to registered users of Shape your Ipswich through their newsletter and the community engagement remained open until the end of January 2020.

The two workshops had 32 people in total with an additional 50 responses on Shape your Ipswich.

On 31 January 2020 Co-Design Studio and Vee Design held an internal workshop with approximately 35 people from across Council including Section Managers, Branch Managers, General Managers and subject matter experts. The same exercise was undertaken with internal staff as what was taken with external participants, with an additional section on implementation and roles and responsibilities.

To further inform the approach, Neighbourlytics was used to compare and contrast Ipswich Central, Springfield and Ripley. It provided a summary of data within each neighbourhood and then an analysis was undertaken into the social chatter and geotagging in each of the areas. It added an additional layer of economic data and ABS was also used to inform aspects of the user profiles for Ipswich Central.

Positioning Framework, Priority Projects and Place Plans Engagement

The interaction from the June/July engagement program was strong and the information gathered was used to inform both the positioning framework and the place plans.

Approximately 3,500 people were directly engaged in this series of activities:

- 2,600 + online views on Shape your Ipswich – Ipswich Central site
 - 962 visitors visiting the site for the first time
- 159 contributions on Shape your Ipswich
- 27 applications for the Ipswich Central Partnership Groups
- 13 expression of interest to be involved in the SPARK Lounge event
- 20 local businesses contributed to the SPARK Lounge event
- 662 approximately people participated in the in-person engagement opportunities
- 207 followers on the Shape Your Ipswich – Ipswich Central site

Draft Positioning Framework Engagement

Further engagement was sought on the draft Positioning Framework to confirm the plan truly articulated the community vision and aspirations. This phase of engagement ran from Friday 3 September until Friday 24 September 2021.

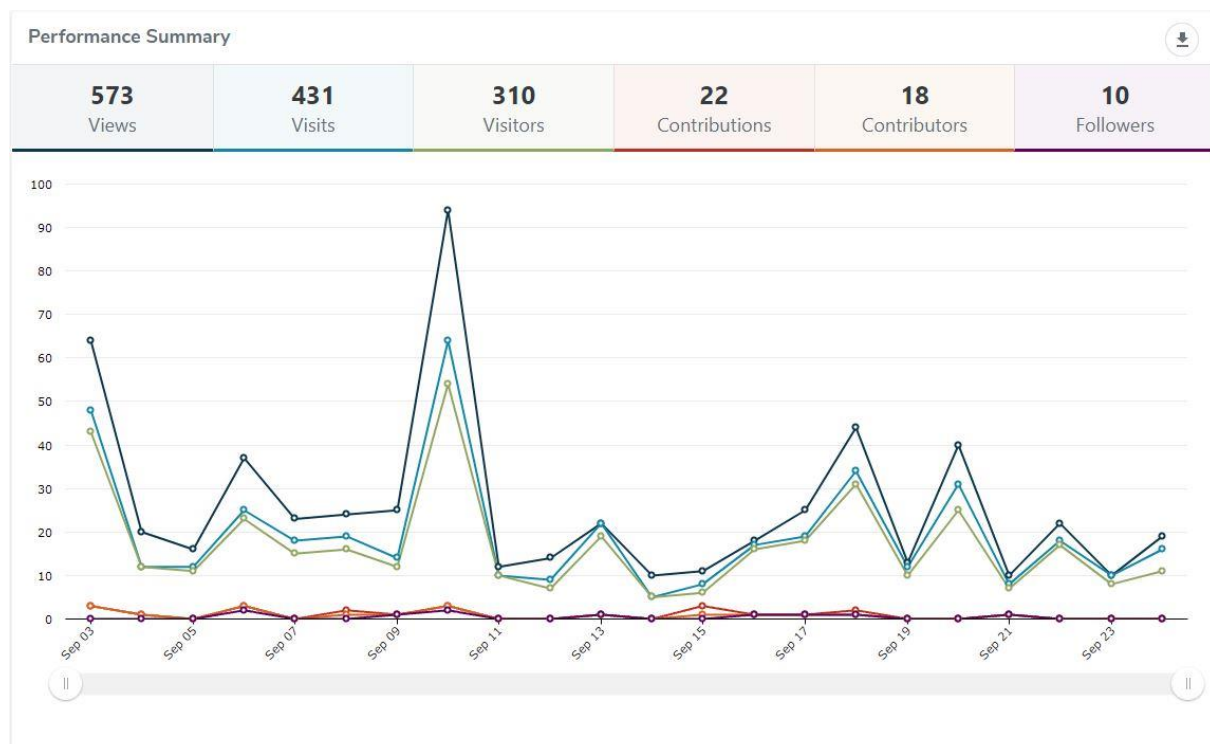
In addition to the media release on 17 September, the community were notified by emails on 3 and 10 September that they could have their say on the draft through Shape your Ipswich. The lists and platforms used are outlined below:

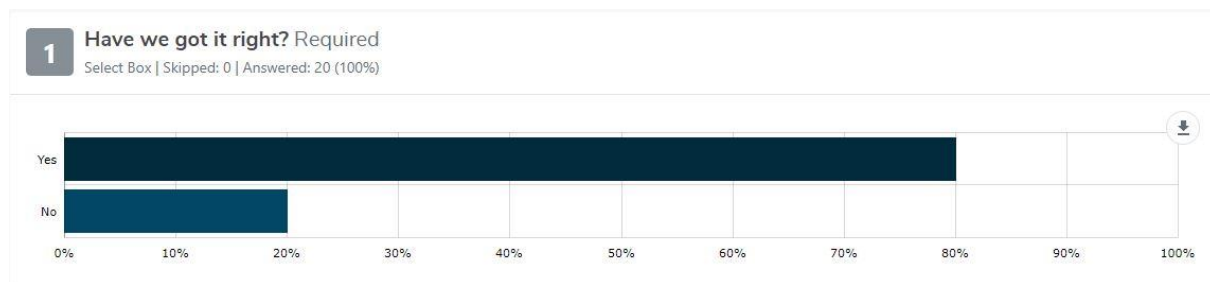
Channel	Date sent	Number of Recipients	Number of Opens	Number of Clicks	Percentage
Shape your Ipswich – Ipswich Central	3/09/2021	205	114	38	33.33%
Ipswich Central databases	10/09/2021	548	239	48	20.08%

The community were asked ‘Have we got it right?’ and they had the opportunity to provide feedback on whether anything was missing or any other feedback they wanted to provide. All feedback was directed through Shape your Ipswich – Ipswich Central and the results are outlined below.

80% of respondents said that we had it right. The other 20% provided specific feedback on the Positioning Framework’s relationship with iFuture, infrastructure projects, First Nations and liveability. For those that answered no, we were able to take the feedback provided and make changes.

Below is the graphical data showing the engagement during the period on the Shape your Ipswich – Ipswich Central page.





During the initial consultation which commenced in April 2021, key external stakeholders were invited to meet one on one with the consultant team and Economic Development to discuss their thoughts and ideas on Ipswich Central Revitalisation. The participants from these meeting were individually sent a copy of the draft Positioning Framework seeking feedback. Responses were received from private business holders and State Government personnel and consequently updates to the draft Positioning Framework occurred.

Place Plans

The Place Plans for both precincts were informed by community feedback. The ideas gathered through the six pop up engagement sessions, SPARK Lounge, staff in 1 Nicholas Street, and the online engagement on Shape your Ipswich were organized into the two Place Plans. (See Attachment 4 – Community Engagement Summary August 2021)

In the first meeting of the Ipswich Central Partnership Group participants were divided into smaller groups to develop further ideas relevant to either the Top of Town or Ipswich Centre Core precincts. The Ipswich Central Partnership Group spent time expanding on ideas and concepts provided through the community engagement. Members voted for their preferred ideas to prioritise the groups focus. During subsequent meetings the ideas identified will continue to change and evolve as they progress toward implementation.




CONCLUSION


The Ipswich Central Revitalisation Project has been identified in the Ipswich iFuture Corporate Plan as a catalyst project for 2021-2026.

The project has taken a place-based approach which involves working collaboratively with local business the community and internal council stakeholders to drive the change required to see the vision for Ipswich Central come to life.

The Prospectus, Priority Projects and Place Plans provide a clear direction for Council, investors, local business owners, asset owners and the community as a whole. Endorsing these plans will align the resources, imagination and willingness of all stakeholders who are chomping at the bit to help revitalise Ipswich Central.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Revitalising Ipswich Central: A prospectus to guide change (Positioning Framework) ↓ 
2.	Revitalising Ipswich Central: From Plans to Action (Priority Projects) ↓ 
3.	Top of Town and Centre Core Place Plans ↓ 

4.	Ipswich Central Revitalisation Engagement Summary 2021 ↓ 
----	--

Erin Marchant

PROJECT MANAGER - IPSWICH CENTRAL

I concur with the recommendations contained in this report.

Cat Matson

MANAGER, ECONOMIC AND COMMUNITY DEVELOPMENT

I concur with the recommendations contained in this report.

Ben Pole

GENERAL MANAGER - COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

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



REVITALISING IPSWICH CENTRAL

A PROSPECTUS
TO GUIDE CHANGE

ipswich.qld.gov.au

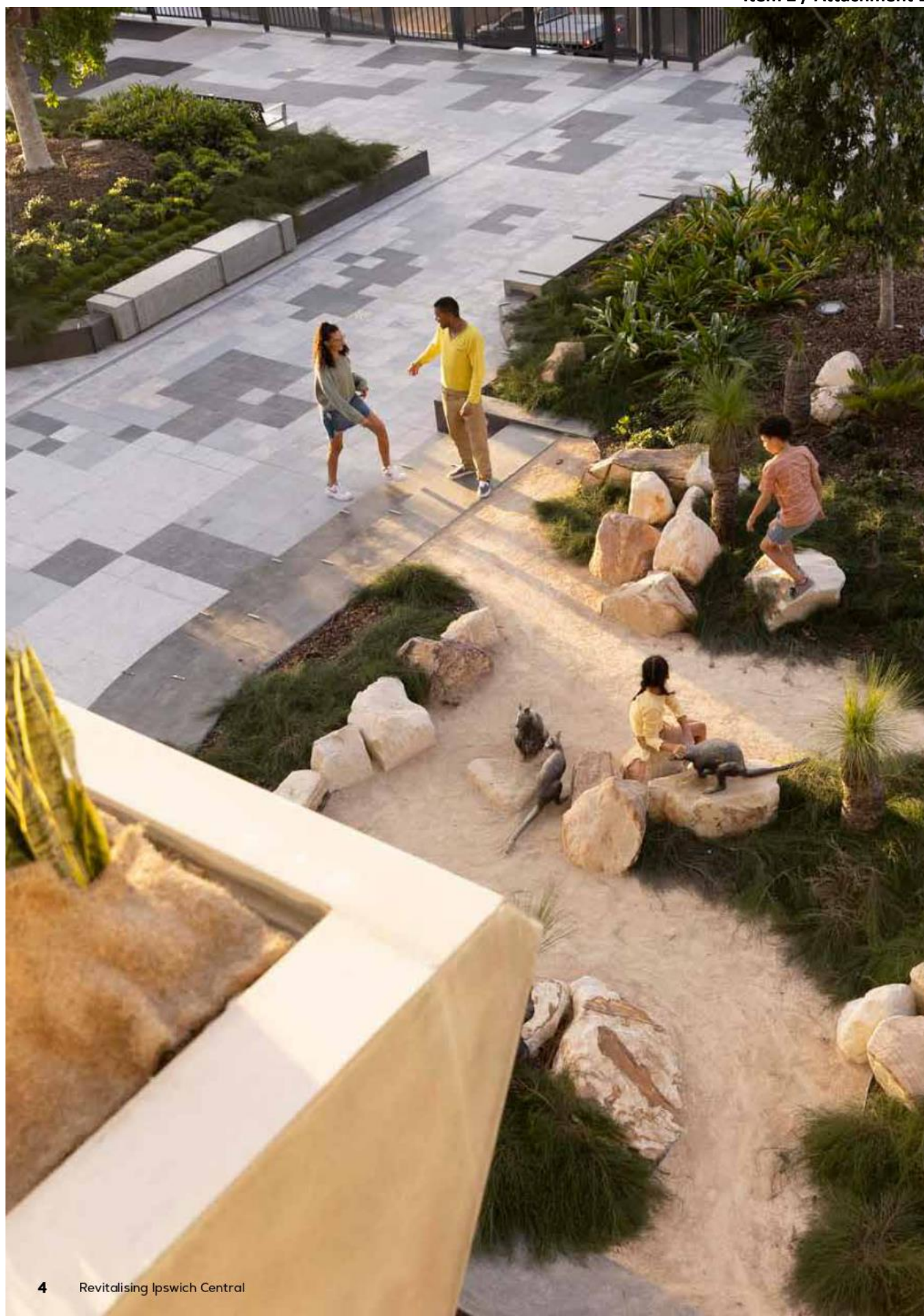


ACKNOWLEDGEMENT OF COUNTRY

Ipswich City Council respectfully acknowledges the Traditional Owners as custodians of the land. The Traditional Owners whose earth, winds and water we share, and have had a deep spiritual and cultural connection to country for thousands of years. We pay our respects to their elders, past, present and emerging, as the keepers of the traditions, cultures and stories of a proud people.

CONTENTS

FOREWORD	5
1.0 ABOUT THIS DOCUMENT	6
2.0 ABOUT IPSWICH	10
3.0 IPSWICH CENTRAL - SHAPING CHANGE	14
4.0 ENGAGEMENT JOURNEY	30
GET IN TOUCH	34



FOREWORD



MAYOR TERESA HARDING
CITY OF IPSWICH

Big things are happening in Ipswich, and it's only just beginning. We've been on a journey with the community to plan our 20-year vision – iFuture – and we're just starting out on the road to delivering.

Our Council and community's vision is of a city of centres where we can enjoy creative pursuits and active recreation. A city with a thriving economy with businesses ranging from the bespoke and entrepreneurial to the international and established.

To achieve this vision, we need a vibrant city centre that is the cultural hub and beating heart of the broader Ipswich community. The transformation of Ipswich Central is well underway and momentum will continue to build in the coming months and years.

It is important to get it right, which is why we've redefined and reframed a strategy to guide change across the Ipswich Central area. At the heart of this new approach are six principles – a cultural destination; alive; green and connected; prosperous; future focused; and a home.

There is also a commitment to meaningful conversations with stakeholders and increased community participation. This document sets out how council and the community can work together to continue to transform Ipswich Central in the years ahead, driving our city forward.

Collaboration will be key to the realisation of our community's shared vision. I encourage you to take a look and join with us on this exciting journey.



CR MARNIE DOYLE
CHAIR - IPSWICH CENTRAL
REDEVELOPMENT COMMITTEE

A prosperous and vibrant city needs a strong heart. The work that Ipswich City Council, in close collaboration with the community, is undertaking to revitalise Ipswich Central is about ensuring our city's heart beats strongly now and into the future.

It is about creating an environment that attracts investment to our city centre and beyond, and in turn builds confidence in our city's economic future. Great places are not made through grand gestures, but by a series of small actions made by many over time. That is why collaboration with community is at the centre of our efforts to revitalise Ipswich Central.

It is also about accelerating change in line with other major investment in Ipswich Central including the West Moreton Health Master Plan which will see further investment and the delivery of much-needed additional health services for the community.

I would like to thank all who have helped develop this prospectus which I am confident will play an important role in aligning our vision for the city with the community's needs as exciting new opportunities continue to advance our city for many years to come.



ABOUT THIS DOCUMENT

THE FOUNDATIONS FOR CHANGE

In 2010 Council endorsed and adopted the Ipswich Regional Centre Master Plan. These documents and the subsequent iFuture Corporate Plan 2021- 2026 emphasise the opportunity to capitalise on the existing strengths of Ipswich and the passion of the community as a way of building the momentum for change.

Both documents were prepared within a framework of collaboration, drawing on the passion and commitment of government, key stakeholders, and the people of Ipswich to establish a comprehensive and rigorous platform from which the future physical planning and development of the city is being guided. The Ipswich Central Revitalisation Project is one of the catalyst projects identified in Theme 1: Vibrant and Growing in iFuture.



ADVANCING THE PLAN

The Ipswich Regional Centre Master Plan set out a vision for the city centre 'To be the vibrant and prosperous Regional Activity Centre for the Western Corridor of South East Queensland'. It defined five principles as the foundations for action, and detailed associated strategies and actions, to create a framework to guide the implementation of the vision.

THE FIVE PRINCIPLES FOR A GREAT CITY

1. A working centre
2. A connected centre
3. A living centre
4. A centre of celebration and place
5. A centre that fosters community, health, education and well-being

Since the endorsement of the Ipswich Regional Centre Master Plan, The City of Ipswich and its community have experienced economic and political change. This change has slowed the regeneration process.

With a newly formed Council, the re-organisation of Council departments and the continued growth projections for the population and prosperity of the Region, there is significant opportunity to reset, reconnect and refresh the revitalisation process with renewed resources, a new approach and new focus.

Council is seeking to reignite community spirit, build on the passion and capacity of local business and the development industry to advance the transformational journey begun with the Ipswich Regional Centre Master Plan, to collaboratively transform Ipswich Central into a regional destination loved by both locals and visitors - to revitalise Ipswich Central.

A NEW FOCUS - REVITALISING IPSWICH CENTRAL

The Ipswich community are proud of Ipswich Central. It is a place of significant heritage, commercial and community value, and plays an important cultural and civic role within the region. It is also an area identified as an important catalyst for future community and economic growth, and development.

The significant transformation of the Ipswich Central area is well underway, with the Ipswich Central Redevelopment Committee overseeing this process. Private and public investment is already occurring, including:

- Pilot Façade Improvement Program (Ipswich Central)
- Ipswich Central to Springfield Central public transport corridor (Business Case)
- Nicholas Street Precinct
- North Ipswich Reserve Sports and Entertainment Precinct (Business Case)
- West Moreton Health Master Plan

The growth in Ipswich Central is supported by our key industries of:

- Health care and social assistance
- Public administration and safety
- Professional and technical services
- Education and training
- Arts, culture and recreation services

As part of a new and reprioritised focus for action, investment and change within Ipswich Central, there is the opportunity to strengthen the contribution and role of the community in the revitalisation process, elevating community involvement as significant contributors to spatial change, to inform and guide the quality and character of outcomes.



A PROSPECTUS TO GUIDE CHANGE

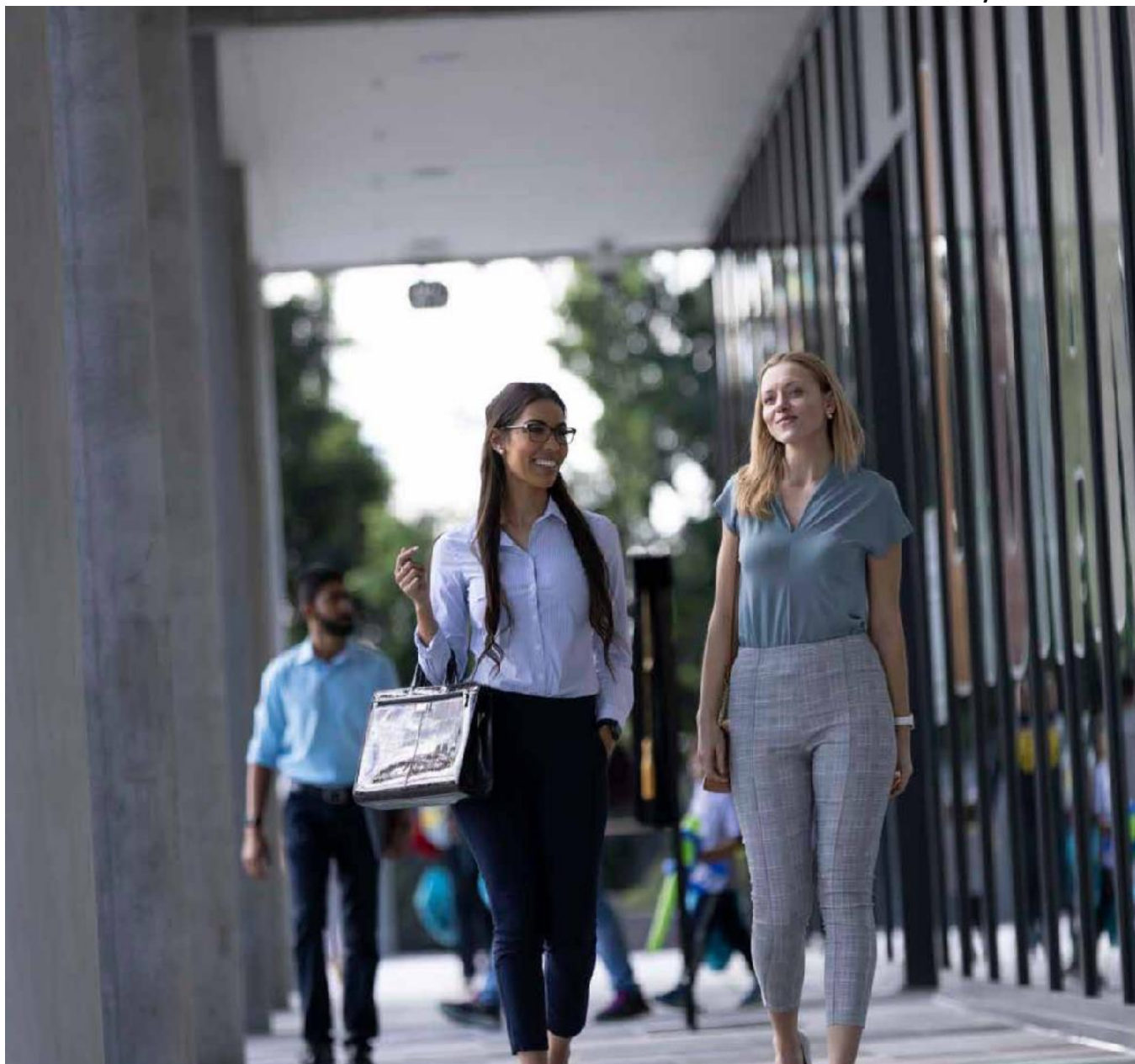
This document redefines and reframes a strategy to guide change across the Ipswich Central area. It draws on established directions, as well as new inputs and investment from stakeholders, to look forward and reprioritise action.

It defines:

- A refreshed 'Ipswich Central Vision' to guide the future growth of the Ipswich Central area
- Six priority principles aligned to the vision, to guide decision making, align ideas and investment, and embed the valued qualities and characteristics of Ipswich in the future experience of the city
- Priority spatial opportunities associated with each principle .

This document is a resource for the whole community, it has been developed to:

- Unite stakeholders
- Start conversations
- Guide and align action and investment
- Reveal opportunities
- Measure success
- Build confidence.



ABOUT IPSWICH

A GROWING REGION

Spanning an area of 1,090 km², Ipswich enjoys a prime location in South East Queensland, located between the Gold Coast to the south, Toowoomba to the west, Brisbane to the east, and the Sunshine Coast to the north.

It is an area experiencing significant growth. It is the fastest-growing city in Queensland and one of the top 10 nationwide. With its population of over 231,000 projected to more than double in the next two decades.

In many ways, Ipswich Central is the nexus of the region's centres. The combination of entertainment, cultural venues and industry, anchors the network of centres surrounding Ipswich Central.

Ipswich is rich in cultural history. It is home to varying sectors including defence, health care, manufacturing, education, retail and construction. All these industries provide an array of employment opportunities.

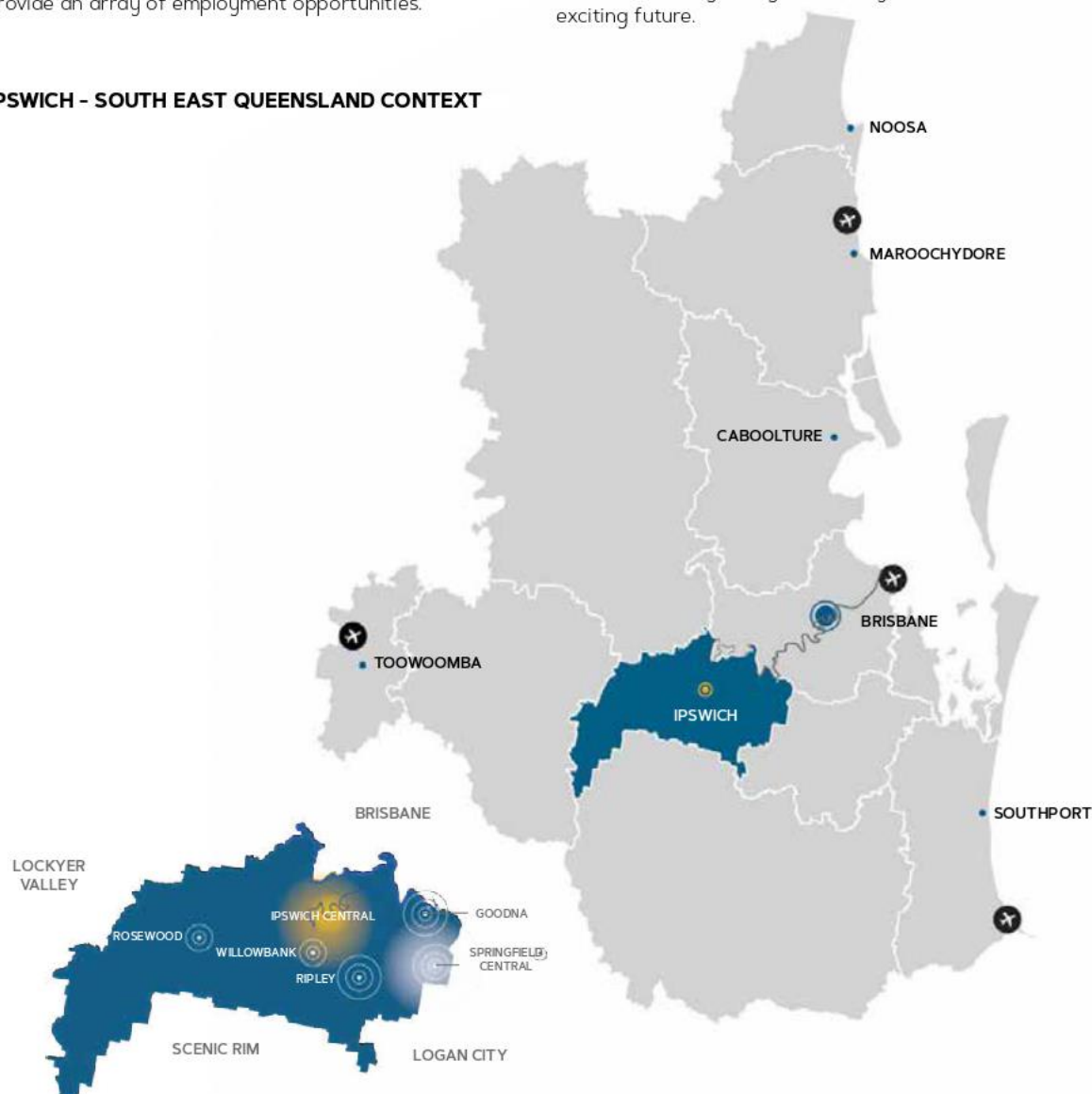
A DYNAMIC MIX OF OLD AND NEW

Ipswich is a culturally diverse city, with its residents originating from 163 countries and speaking a collective 152 languages. Ipswich is home to South-East Queensland's youngest population – median age just 32 – with young families making up close to half of the near 80,000 households. More and more people are moving to the area to enjoy one of the most liveable cities in the state.

Ipswich Central area has benefited from significant recent investment with the opening of the \$250 million Nicholas Street Precinct, a new civic space, Tulum Place, new libraries and 1 Nicholas Street, the Ipswich City Council administration building. All of which are bringing new life into the city centre.

Ipswich is a dynamic mixture of old and new. It has culture, creativity and history and a passionate, industrious and growing community with an exciting future.

IPSWICH - SOUTH EAST QUEENSLAND CONTEXT





IPSWICH CENTRAL - SHAPING CHANGE

THE REVITALISATION RESOURCES

The document sets out:

THE IPSWICH CENTRAL VISION

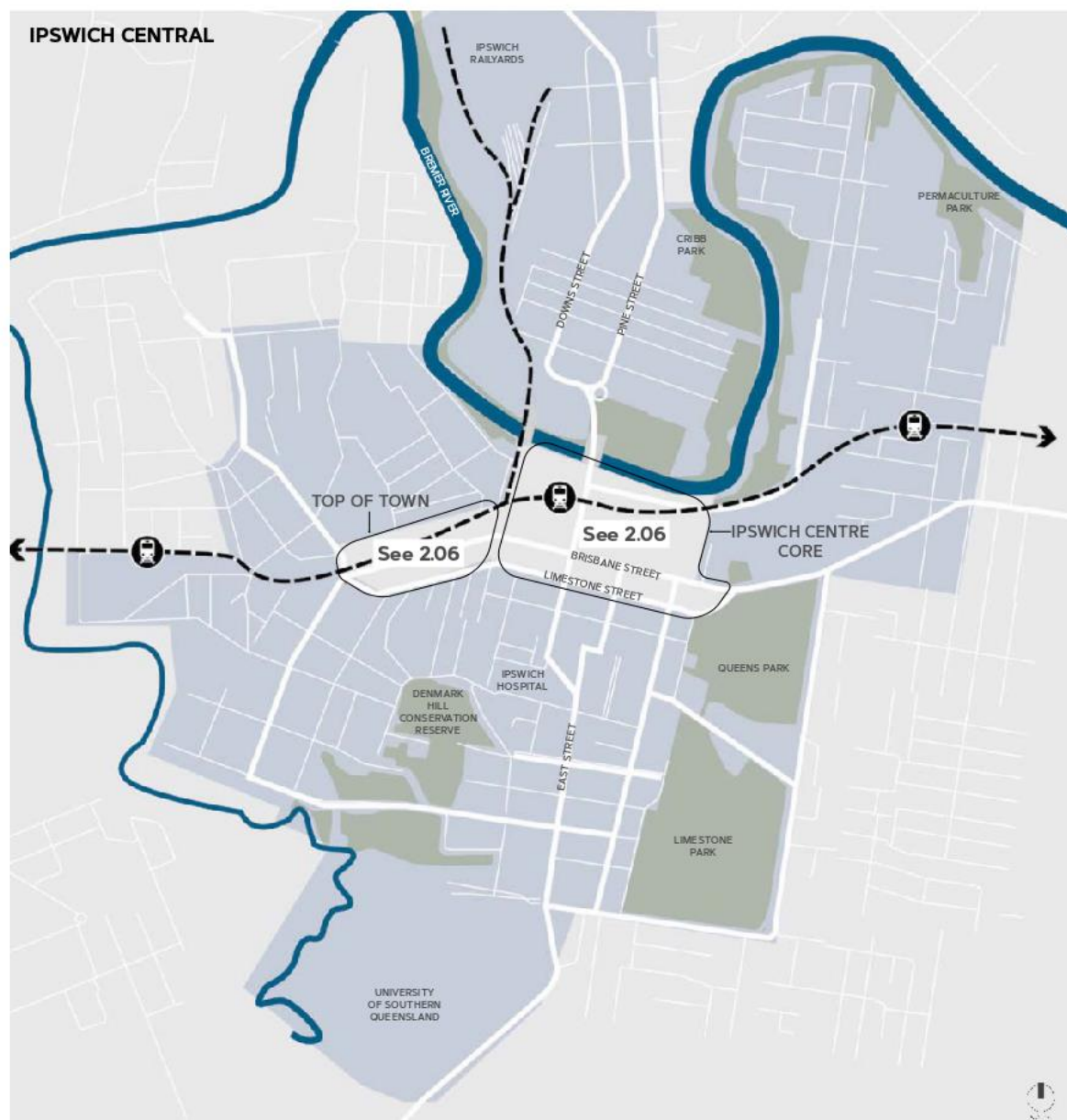
A refreshed 'vision' statement to guide the future growth of the Ipswich Central area. The vision states clearly and succinctly the desired future character and qualities of the Ipswich Central area.

THE IPSWICH PRINCIPLES FOR REVITALISATION

Six principles have been identified to describe the collective place attributes and priority areas of focus required to achieve the Ipswich Central vision.

Each principle is accompanied by:

- A concise list of the key strategies, required to deliver the outcomes described in the principle.
- A simple diagram that spatially locates and illustrates the activity, investment and initiatives already underway, as well as other priority project proposals identified, to support the delivery of the strategies and by extension the principle.



VISION AND PRINCIPLES

Unique Ipswich qualities

Three key qualities, that combined, set Ipswich Central apart from other cities or towns.



The Ipswich Central Vision

A statement of the desired future.



Heritage and culture

Ipswich Central has a rich and tangible cultural and built history.

Commerce and civic administration

Ipswich Central is a key centre for business and commerce and is the focus for civic administrative activity for the region.

Parks and public spaces

Ipswich Central is green, benefitting from numerous significant parks and public spaces.

**IPSWICH
CENTRAL IS THE
CULTURAL HUB
AND BEATING
HEART OF
THE IPSWICH
COMMUNITY.**

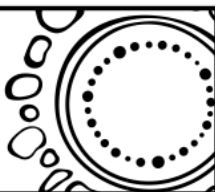


The Ipswich Central Principles for Revitalisation

Six principles describe the place attributes and priority areas of focus required to achieve the Ipswich Central Vision.



1. A cultural destination



Ipswich Central is a favoured entertainment and cultural destination for the local community and visitors to the city - both day and night.

2. Alive



The streets of Ipswich are alive with activity. They are memorable places that prioritise the safety and comfort of pedestrians and cyclists all year round.

3. Green and connected



Businesses, residents and visitors to Ipswich Central enjoy access to a connected network of shady green streets and public spaces that make it comfortable and easy to get around throughout the day and throughout the year.

4. Prosperous



Ipswich is home to a prosperous business community that leverage economic benefit from their proximity, clustered within the distinctive historic fabric of the centre.

5. Future focused

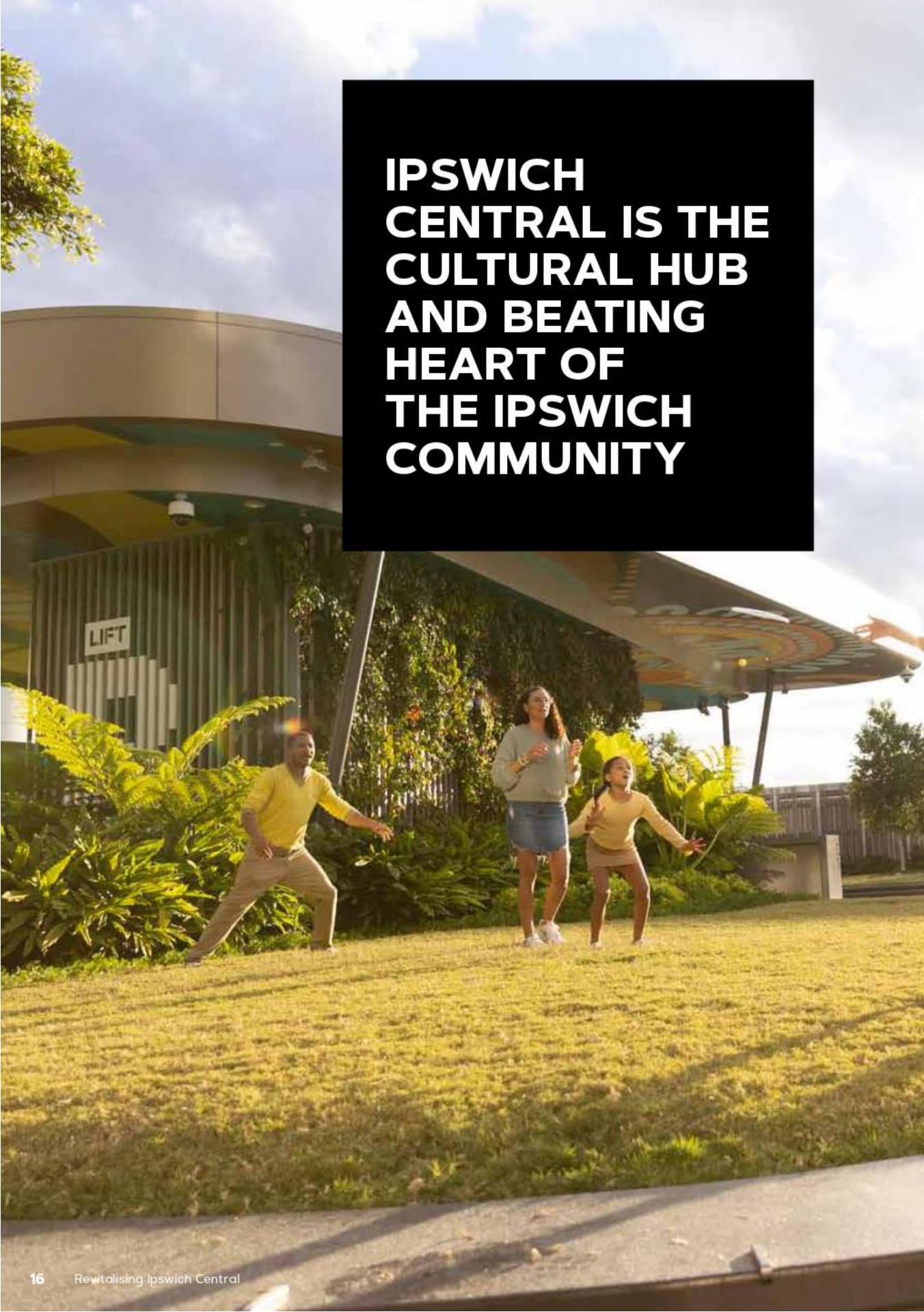


The commercial and cultural vitality of Ipswich Central is strengthened due to the strong participation and presence of a diverse and engaged young community.

6. A home



Ipswich Central is home to a diverse community. The compact city centre is neighbourly, friendly and inclusive. It is a place where all generations are able to comfortably and affordably make a home.



IPSWICH CENTRAL IS THE CULTURAL HUB AND BEATING HEART OF THE IPSWICH COMMUNITY

It is a **CULTURAL DESTINATION**
with streets that are **ALIVE** with activity.

It is **GREEN AND CONNECTED.**

It is a thriving hub for supporting
PROSPEROUS and
FUTURE FOCUSED enterprise.

It is **HOME** to a proud community.

It is Welcoming to all.



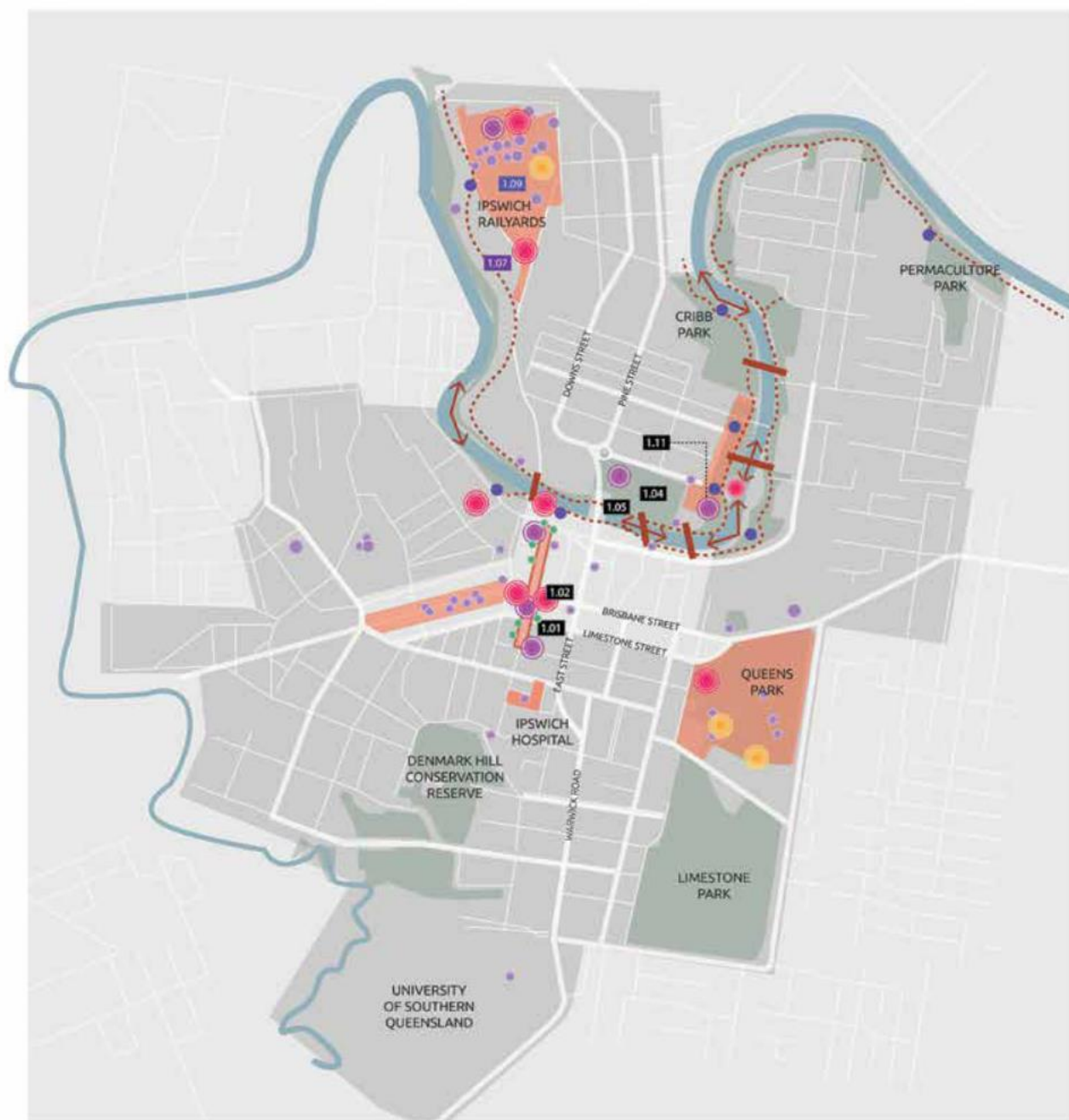
A CULTURAL DESTINATION

Ipswich Central is a favoured entertainment and cultural destination for both the local community and visitors to the city - both day and night. It is a place that cherishes, celebrates and shares its heritage and home to a thriving art and music scene that is vital and visible within the city streets.

KEY OBJECTIVES

- 1A. Celebrate our culture and the arts
- 1B. Embrace the Bremer
- 1C. Profile our heritage





ACTIVITY AND INVESTMENT

OBJECTIVE 1A: Celebrate our Culture and Arts

- 1.01 Civic Centre Redevelopment
- 1.02 Arts and Cultural Strategy
- 1.03 Public Art Strategy

OBJECTIVE 1B: Embrace the Bremer

- 1.04 North Ipswich Sport and Entertainment Precinct
- 1.05 North Ipswich Open Space Master Plan
- 1.06 Entertainment and Outdoor Recreation Development Approval (DA)

OBJECTIVE 1C: Profile our Heritage - Create places and support activities that develop a strong culture of street life day and night

- 1.07 New Planning Scheme
- 1.08 North Ipswich Railyards Vision Plan
- 1.09 Picture Ipswich website
- 1.10 Indigenous Accord
- 1.11 Woollen Mills

CULTURE KEY

- MAJOR ATTRACTIONS (SEQ)
 - Arts and culture
 - Tourism
 - Heritage

BREMER RIVER ACTIVATION

- Connections along the river
- Bridge links (pedestrian)
- Destination points
- Visitas

ARTS AND CULTURE PRECINCTS

- Key Streets
- Stops and destinations

HERITAGE PRECINCTS

- Areas of Heritage
- Heritage Buildings/Elements

- 0.00 Local Government initiative
- 0.00 State Government initiative
- 0.00 Private Government initiative

1.04, 1.05 and 1.11 will be considered as complementary projects

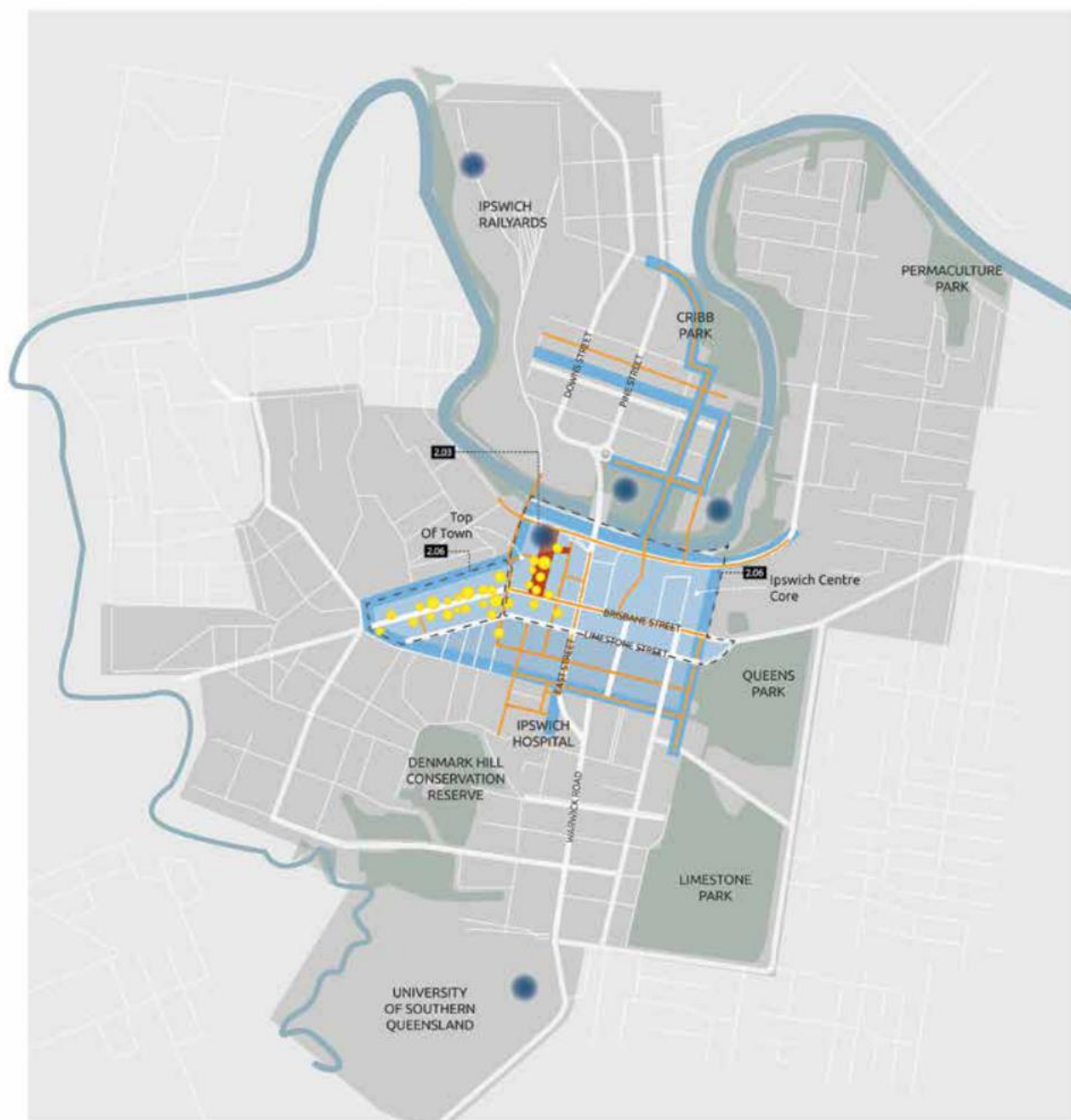
ALIVE

The streets and public spaces of Ipswich Central are alive with activity. They are memorable places that prioritise the safety and comfort of pedestrians and cyclists all year round. They connect businesses to the community they serve and support a thriving daytime and night-time café culture in the heart of the city.

KEY OBJECTIVES

- 2A. Create great streets and public spaces that prioritise the needs of pedestrians and cyclists
- 2B. Create places and support activities that develop a strong culture of street life day and night.





ACTIVITY AND INVESTMENT

OBJECTIVE 2A: Create great streets that priorities the needs of pedestrians and cyclists

- 2.01** iGo Active Transport Action Plan
- 2.02** iGo City of Ipswich Transport Plan Parking Strategy

OBJECTIVE 2B: Create places and support activities that develop a strong culture of street life day and night

- 2.03** Nicholas Street Precinct/Leasing Strategy
- 2.04** Facade Improvement Program
- 2.05** Ipswich Central Activation Strategy
- 2.06** Place Plans (Ipswich Centre Core and Top of Town)
- 2.07** Street Art Trail

ALIVE KEY

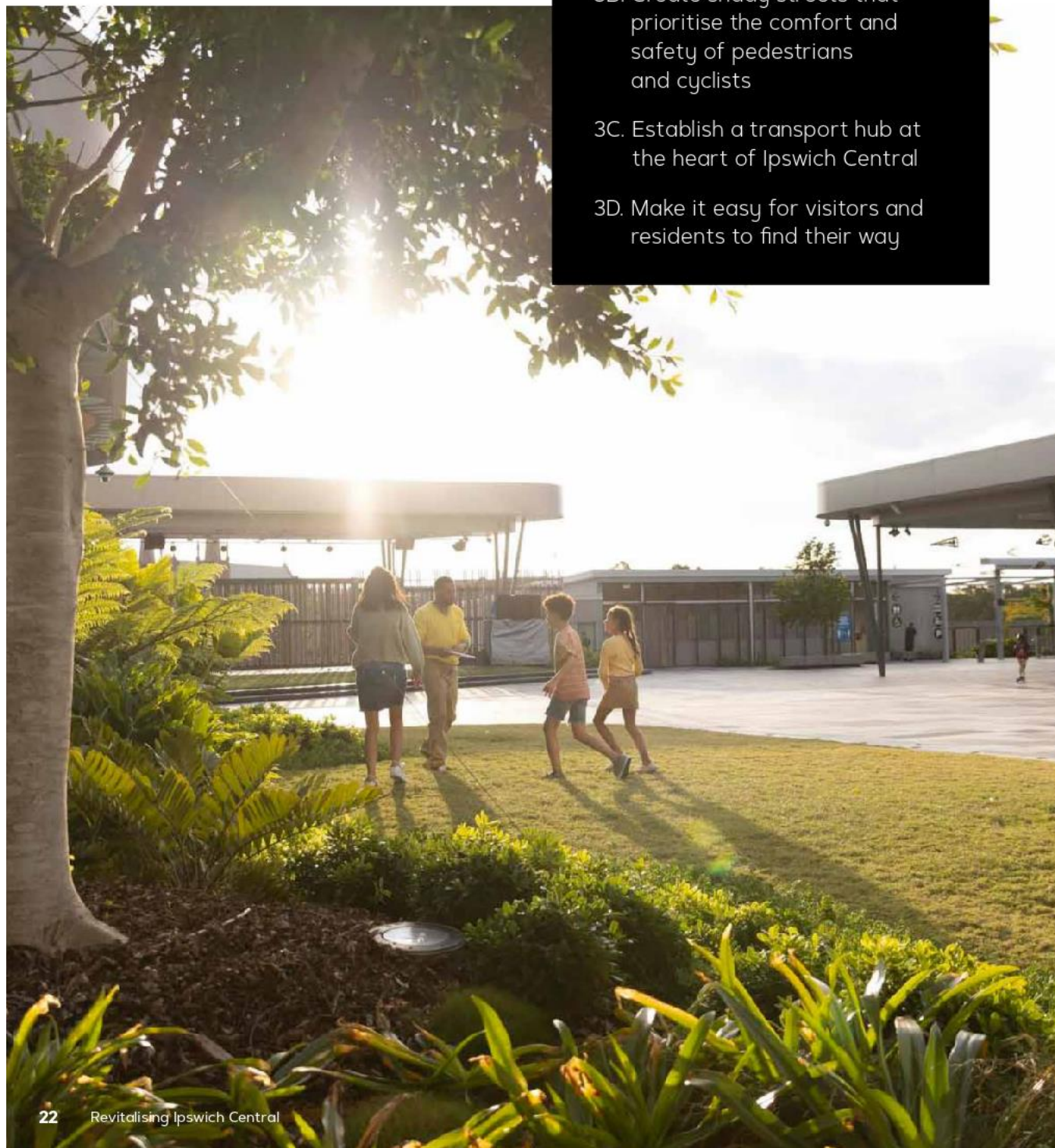
- PEDESTRIAN FOCUSED STREETS**
 - Primary Pedestrian boulevards streets and laneways
 - Low speed traffic with controlled car parking, primary pedestrian boulevards streets and laneways
- CIVIC SPACES FOR GATHERING**
- DINNING AND ENTERTAINMENT**
 - Streets and laneways
 - Stops and Destinations
- 0.00** Local Government initiative

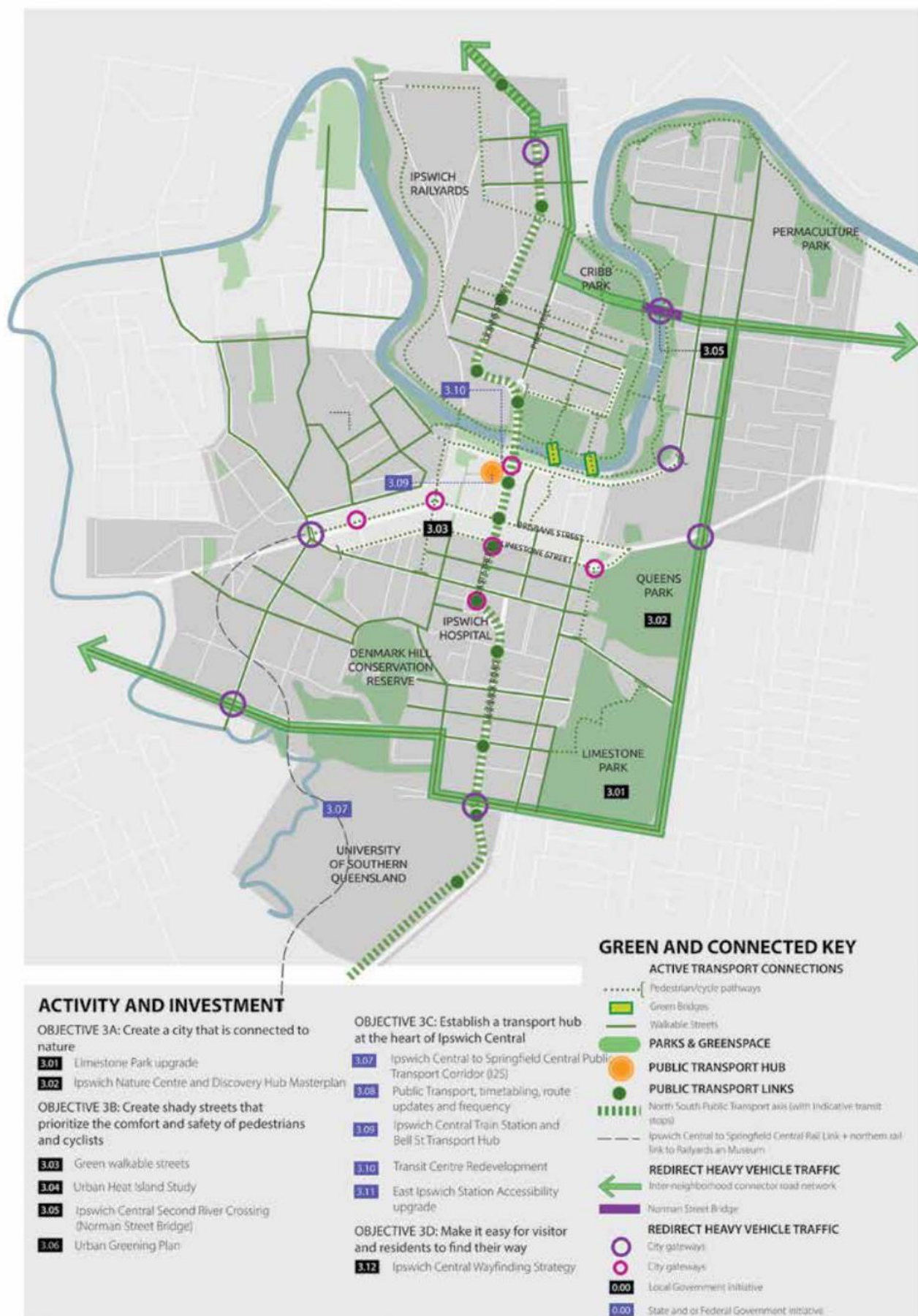
GREEN AND CONNECTED

Businesses, residents and visitors to Ipswich Central enjoy access to a connected network of shady green streets and public spaces that make it comfortable and easy to get around throughout the day and throughout the year. The city is known nationally for being clean and green.

KEY OBJECTIVES

- 3A. Create a city that is connected to nature
- 3B. Create shady streets that prioritise the comfort and safety of pedestrians and cyclists
- 3C. Establish a transport hub at the heart of Ipswich Central
- 3D. Make it easy for visitors and residents to find their way





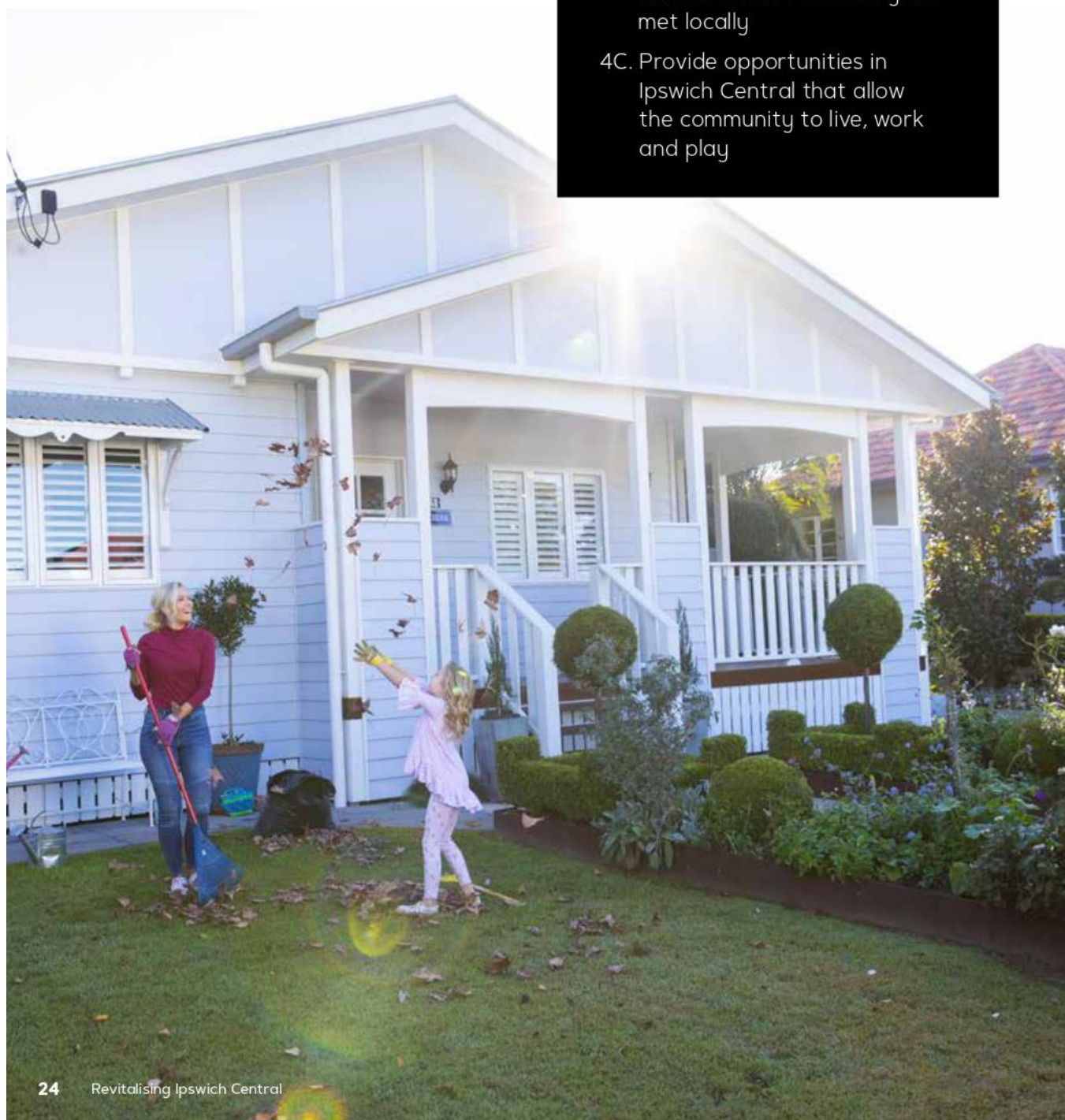
A HOME

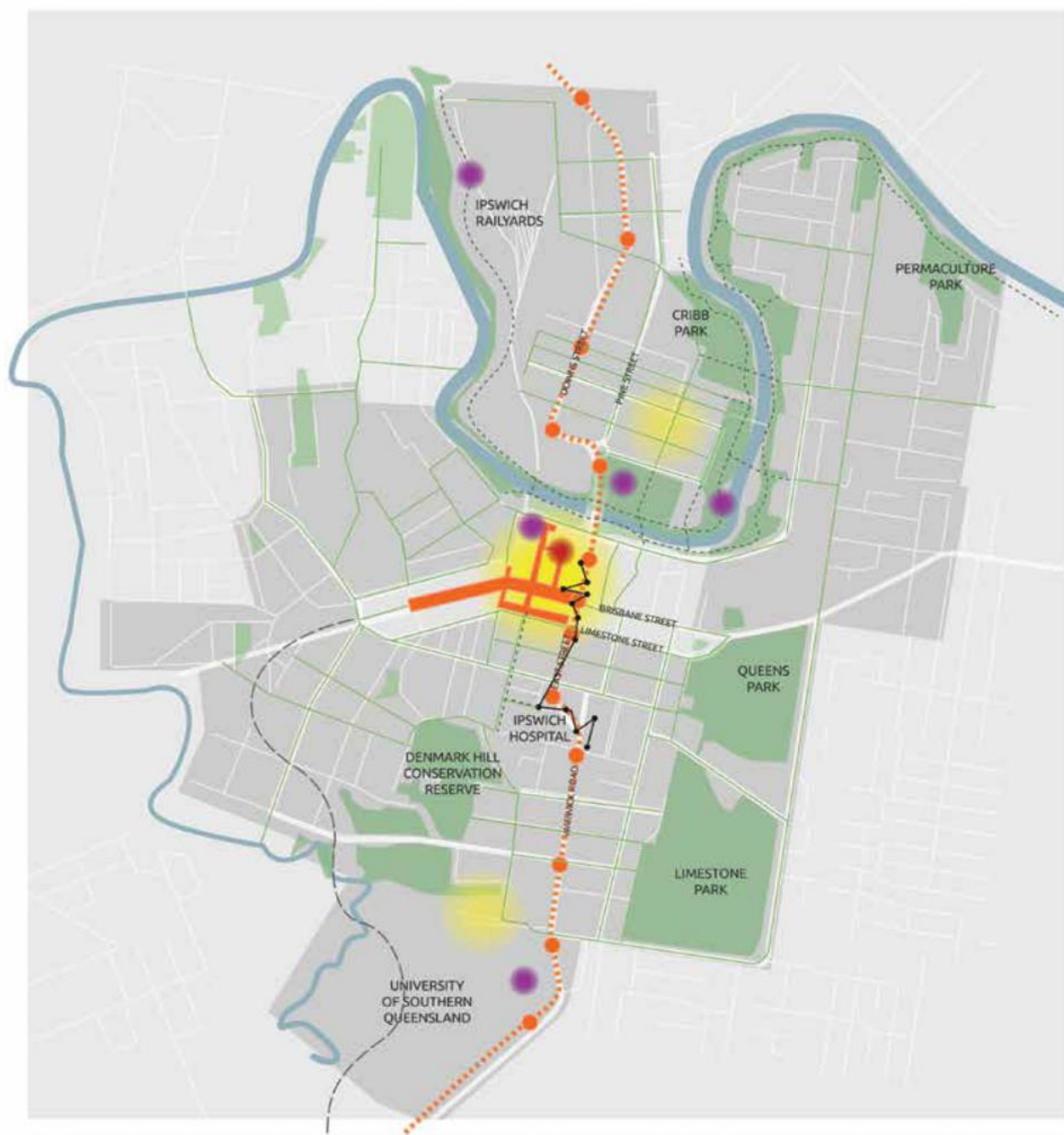
Ipswich Central is home to a diverse community. The compact city centre is neighbourly, friendly and inclusive. It is a place where all generations are able to comfortably and affordably make a home.

It is a place to live, work and play and offers a rich mix of housing choices and amenities to accommodate the changing needs of the community throughout life.

KEY OBJECTIVES

- 4A. Establish diverse and quality housing options in the heart of the city
- 4B. Ensure the daily needs of a diverse urban community are met locally
- 4C. Provide opportunities in Ipswich Central that allow the community to live, work and play





ACTIVITY AND INVESTMENT

OBJECTIVE 4A: Establish diverse and quality housing options in the heart of the city

4.01 Inner City Living Strategy

OBJECTIVE 4B: Ensure the daily needs of a diverse urban community are met locally

4.02 Residential Care Facility - 2C Joyce Street, East Ipswich

OBJECTIVE 4C: Provide opportunities in Ipswich Central that allow the community to live, work and play

4.03 Healthy Places, Healthy People (HPPH) Framework

4.04 Sustainable Ipswich

HOME KEY

AMENITIES

- Parks and Open Space
- Urban active spaces

ACCESSIBLE

- Walkable Streets
- Active Transport
- Public Transport
- Transport Hub

● Increase Residential Living

COMMUNITY GATHERING COMMUNITY SERVICES

● Indicative network of community services and facilities

■ Local Government Initiative

■ State Government Initiative

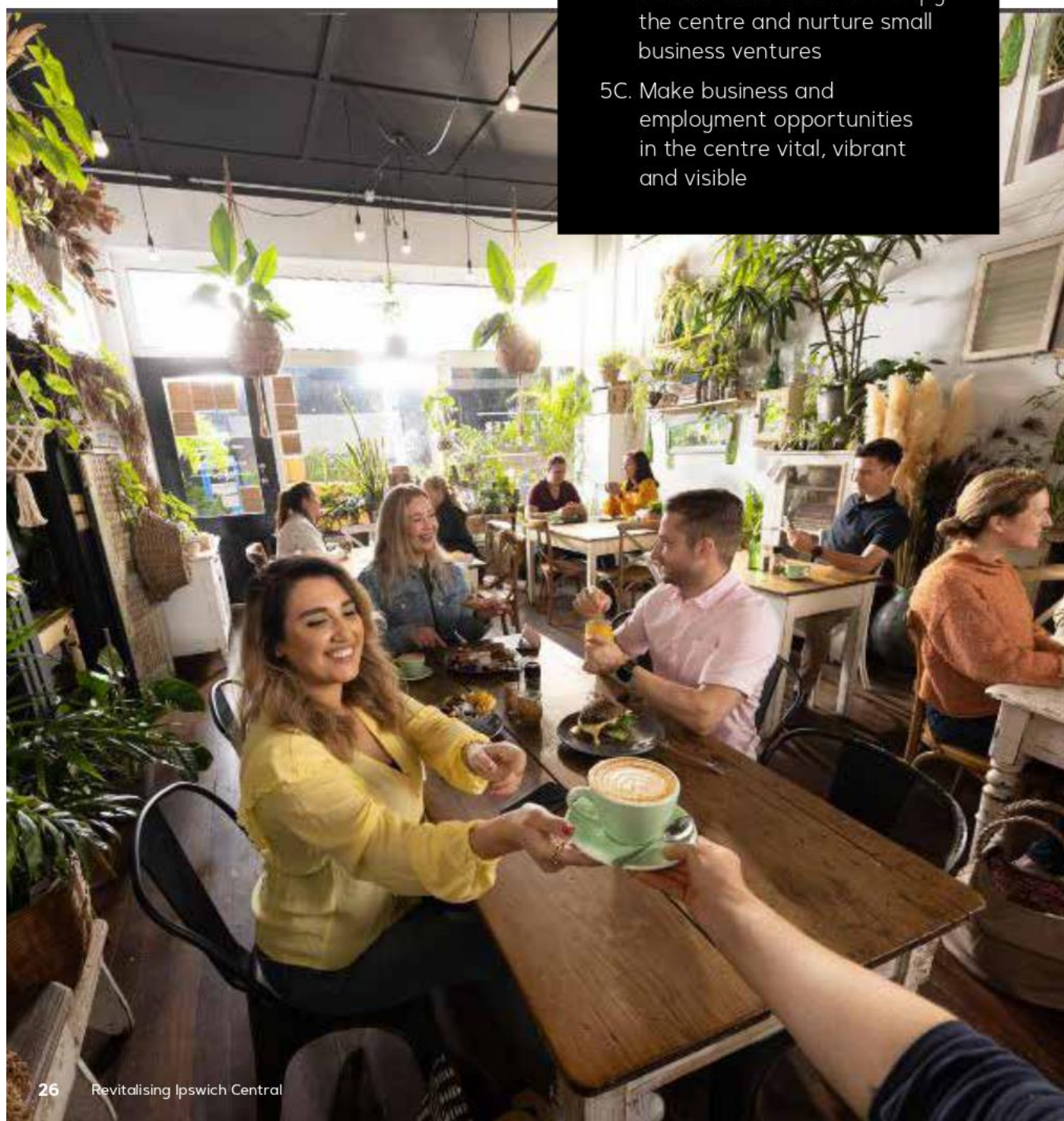
PROSPEROUS

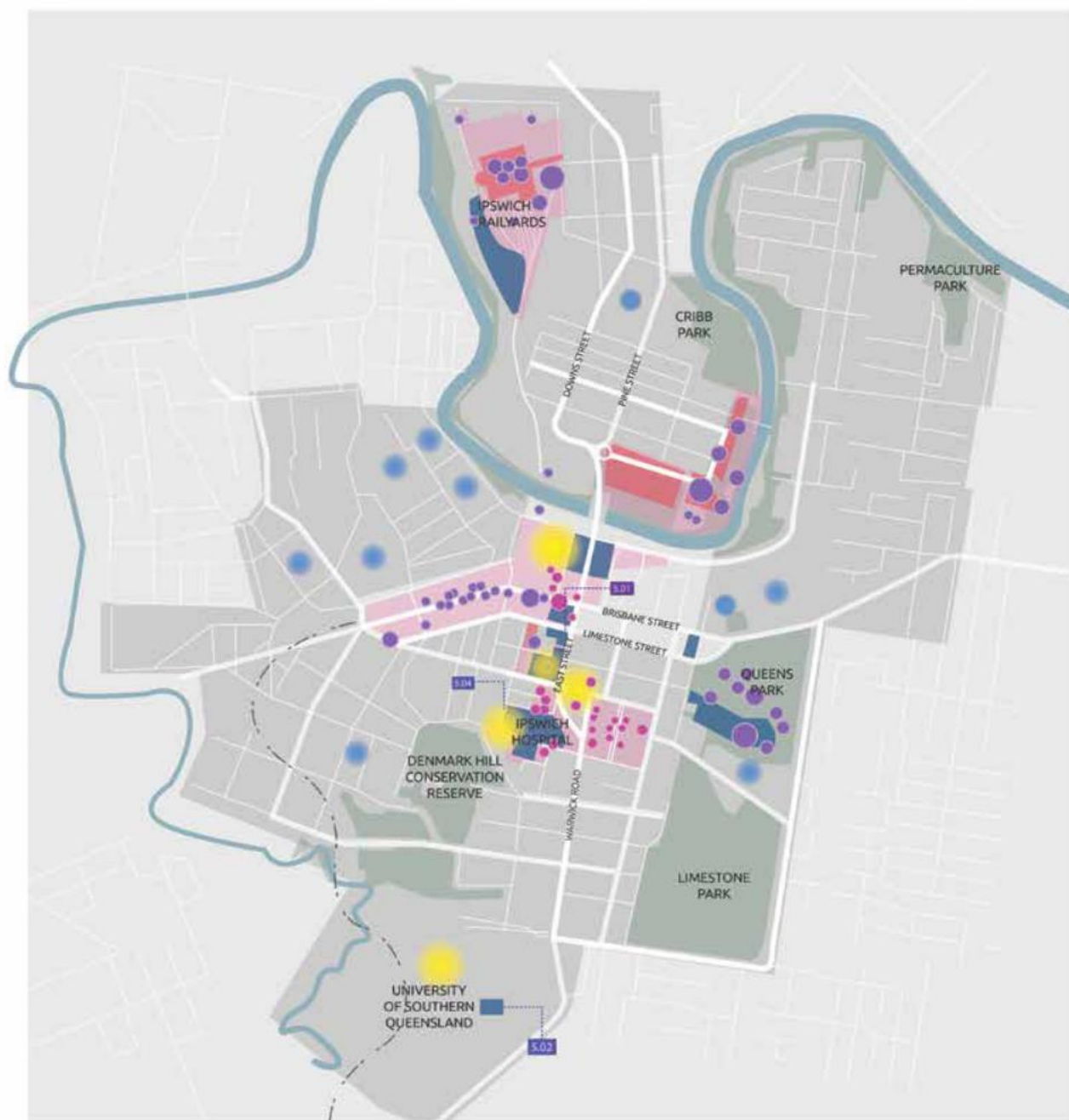
Ipswich Central is home to a prosperous business community that leverage economic benefit from their proximity clustered within the distinctive historic fabric of the centre.

Ipswich Central has a strong history of employment generation. At the heart of this principle is the desire to create a prosperous place of business activity within the attractive historic fabric of the city.

KEY OBJECTIVES

- 5A. Create a prosperous place of business activity within the historic fabric of the city
- 5B. Create opportunities for local business and trade to occupy the centre and nurture small business ventures
- 5C. Make business and employment opportunities in the centre vital, vibrant and visible





ACTIVITY AND INVESTMENT

OBJECTIVE 5A: Create a prosperous place of business activity within the historic fabric of the city

S.01 Development Approval (DA) Motel accommodation with restaurant

S.02 Ipswich Convention and Exhibition Centre (Ipswich Show Society)

OBJECTIVE 5B: Create opportunities for local business and trade to occupy the center and nurture small business ventures.

S.03 Small Business Friendly Council

OBJECTIVE 5C: Make business and employment opportunities in the center vital, vibrant and visible

S.04 West Moreton Health Precinct

S.05 Local Jobs Program

PROSPEROUS KEY

ECONOMIC AND EMPLOYMENT HUBS

ECONOMIC ACTIVITY

Health

Culture (and tourism)

Knowledge

URBAN RENEWAL AREA

MAJOR INFRASTRUCTURE OPPORTUNITIES

MAJOR DEVELOPMENT OPPORTUNITIES

FUTURE RAIL LINE

0.00 Local Government initiative

0.00 State/Federal Government

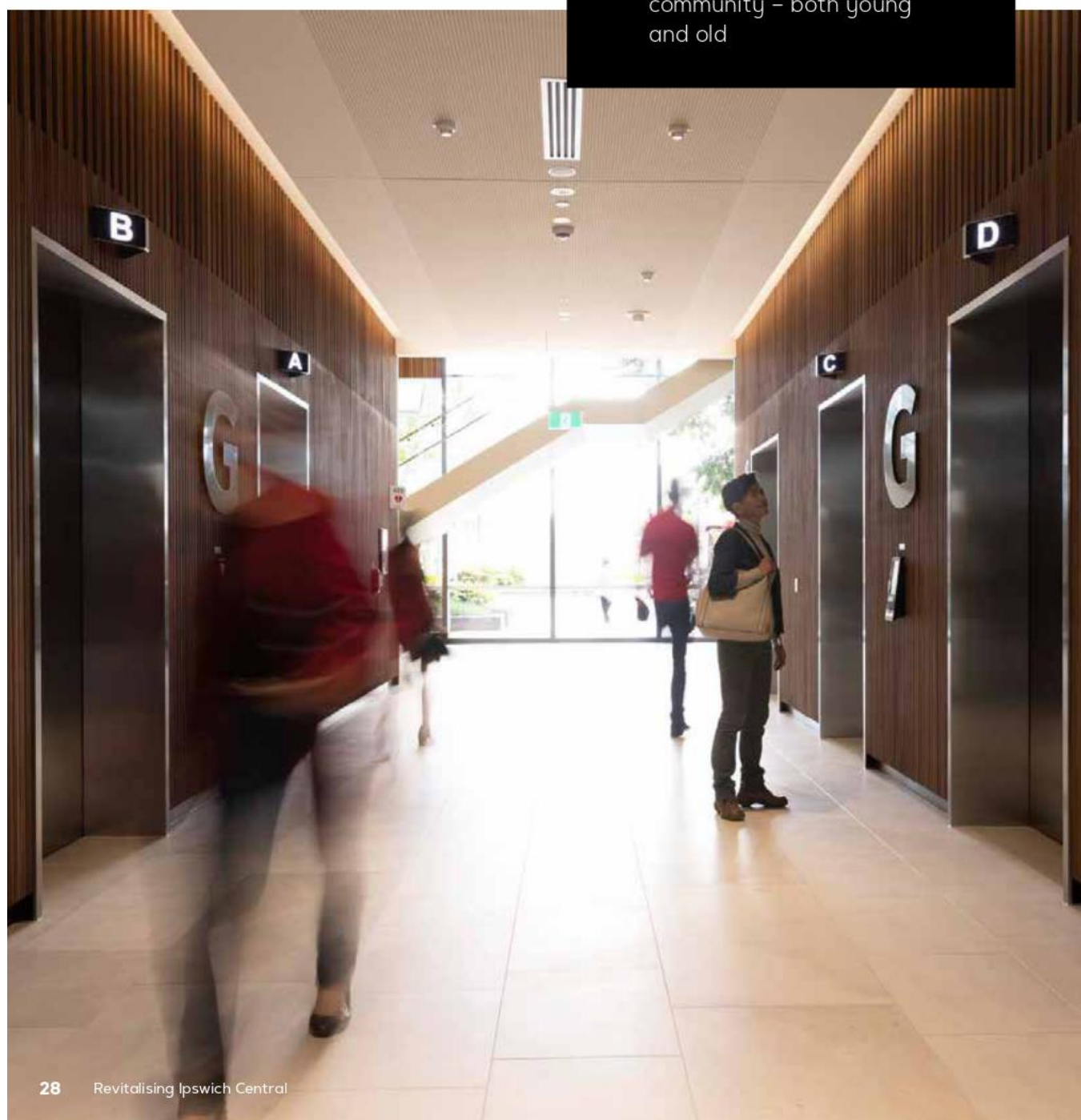
0.00 Private Sector initiative

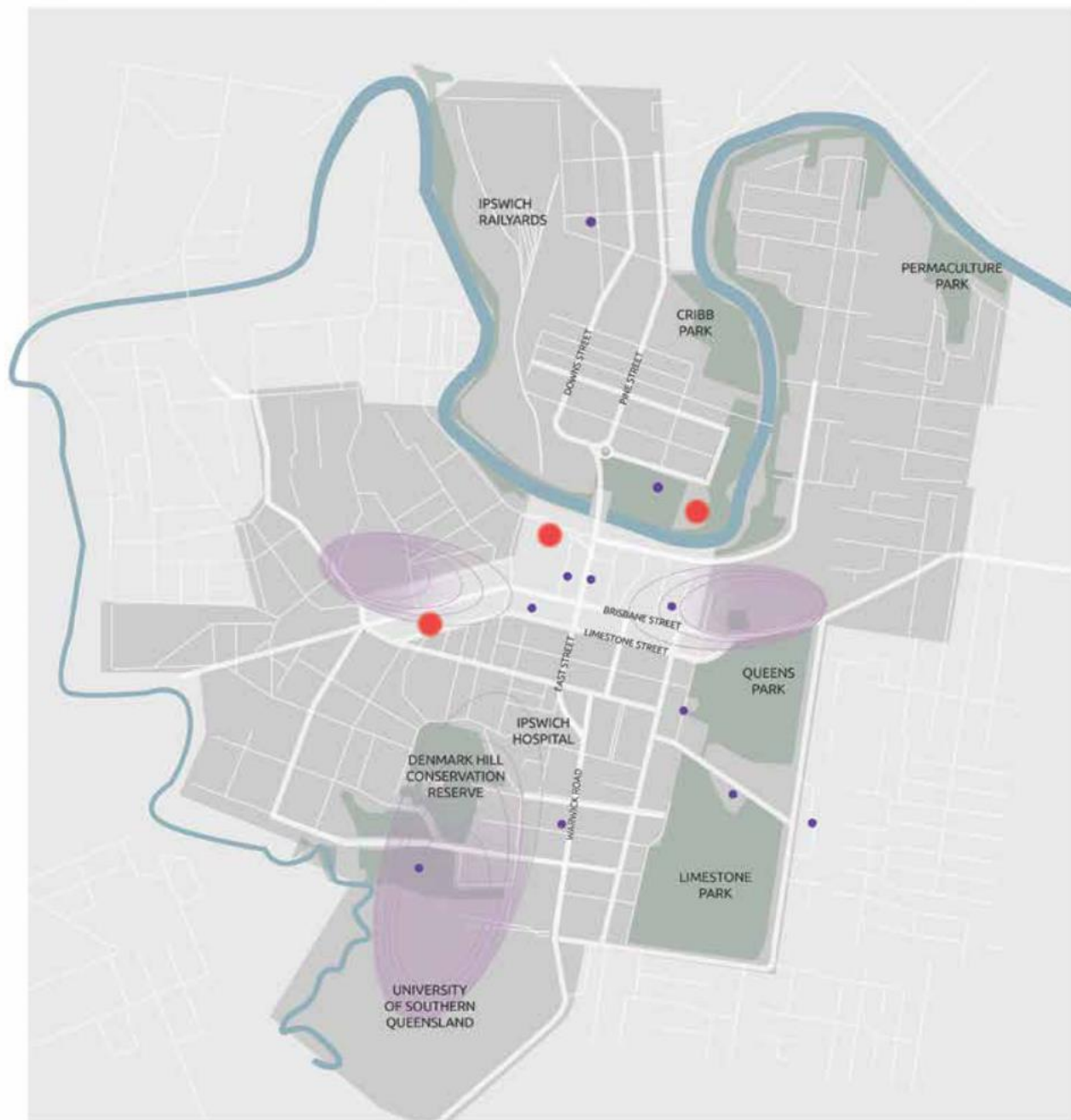
FUTURE FOCUSED

The commercial and cultural vitality of Ipswich Central is strengthened due to the strong participation and presence of a diverse and engaged young community. Activity in the centre attracts and supports entrepreneurial ventures and fosters partnerships between business and the areas young people.

KEY OBJECTIVES

- 6A. Create a prosperous place focused on innovation and youth participation
- 6B. Create places that support the needs of a diverse community – both young and old





ACTIVITY AND INVESTMENT

OBJECTIVE 6A: Create a prosperous place focused on innovation and youth participation.

- 6.01** Study Ipswich Strategy (schools and university partnerships)

OBJECTIVE 6B: Create places that support the needs of a diverse community – both young and old

- 6.02** Community Development Strategy
- 6.03** Youth entertainment and recreation facilities
- 6.04** Ipswich Youth Advisory Council

FUTURE FOCUSED KEY



KNOWLEDGE HUBS EXPANDED

Expansion of university and school curriculum with improved interaction with center's core.



YOUTH DESTINATIONS

Youth services, youth sports and recreation

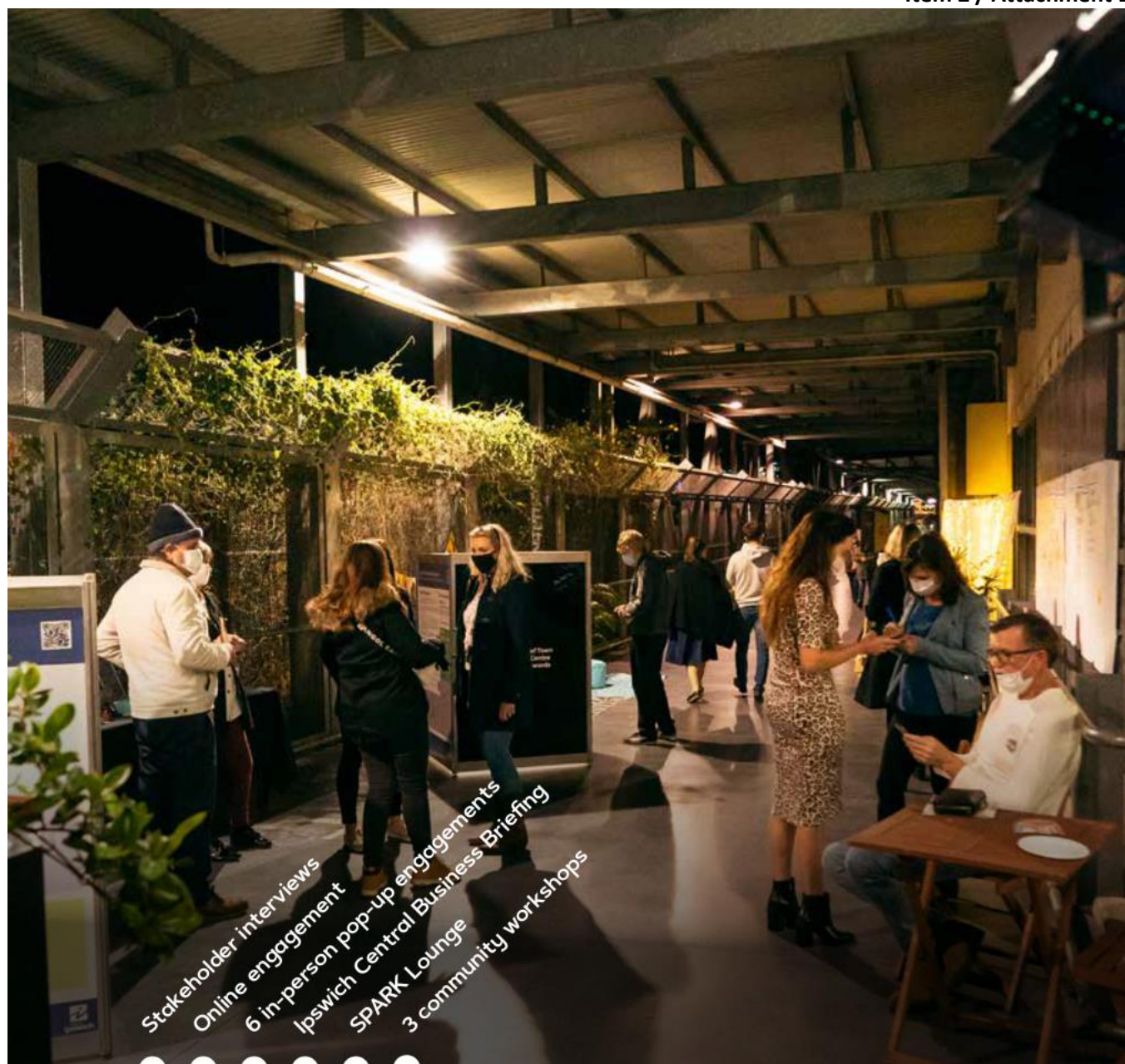


INNOVATION AND TECHNOLOGY HUBS

Youth services, youth sports and recreation



Local Government Initiative



ENGAGEMENT JOURNEY

A placemaking approach recognises that everyone has a role to play in the transformation of great places. The place-based approach adopted for this project puts local community and stakeholder voices at the centre of decision-making through a highly engaging and collaborative program - where local people have the opportunity to be actively involved in shaping change. This vision has been informed by those who know and understand the unique opportunities and challenges of Ipswich Central best.

Across all discussions it was clear there is strong support for the adoption of a coordinated approach to revitalising Ipswich Central, and that this positioning framework is essential to align the ambitions of existing documentation and delivering an action-oriented resource for both Council and community.

The implementation of the Ipswich Central Revitalisation program will continue to build on the new and strengthened relationships. The implementation of an innovative place governance model has been a key outcome of the project to coordinate public sector, private sector and community contributions toward the revitalisation of Ipswich Central.



SPARK Lounge live illustration results

ENGAGEMENT SNAPSHOT





SPARK Lounge live illustration results

ENGAGEMENT IDEAS

IDEAS FOR CENTRE CORE

“

We have a unique opportunity to make this area like the old town it was when I grew up. Lovely little shops, friendly staff, bakeries. A place you just popped to when you wanted something special but something classy.”

“

It would be great to see the city centre become an arts and culture hub and be an attraction to showcase our local talent. It would become a sought after tourist destination.

IDEAS FOR TOP OF TOWN

“

I would like to see the top of town street scape changed with a focus on trees, greenery and no through traffic.

“

Close some streets for a day and run a food and wine festival in town amongst the backdrop of historical buildings with live music scattered throughout.

IPSWICH CENTRAL PARTNERSHIP

Ideas captured throughout engagement have informed the creation of Place Plans for Ipswich Centre Core and Top of Town. A Place Plan is a vision and action plan developed in partnership with community and stakeholders with shared implementation responsibility between private sector, public sector and community.

To support and drive implementation of the actions within the Plans, the Ipswich Central Partnership has been formed. The Ipswich Central Partnership is a volunteer group of passionate local business owners, landowners and residents who will provide a conduit between Council and the community.

The Partnership will get hands-on in the delivery of authentic citizen-led action. They may be called upon to provide advice to Council, share updates with their networks and rally community support.

Council will endeavour to support the community to deliver on actions. This may be via guidance, funding, or other initiatives either in part or full.

GET IN TOUCH

FROM PLAN TO ACTION

The revitalisation of Ipswich Central will be delivered over many years and by many hands.

This document sets in place a simple spatial and action-based framework to guide the transformation of Ipswich Central. It synthesises both Council's and community's long-term ambition and defines six priority principles to guide investment and focus collective action to achieve ambitious change.

Ipswich City Council is committed to realising the community's vision for the area and invite you to join them on this transformational journey to deliver a future where:

"Ipswich Central is the cultural hub and beating heart of the Ipswich community"

GET INVOLVED

As part of the renewed revitalisation process Council has already initiated two projects for key areas of the Ipswich Central area. The proposed project will develop 'Place Plans' (also known as a Precinct Plans) will establish a vision and action plan in partnership with the community and stakeholders, with shared implementation responsibility between private and public sector. The process is designed to:

- Enable these key precincts to become more self-sufficient and prosperous over time
- Leverage private sector investment
- Build a sense of responsibility and ownership over place
- Drive visitation through quick win actions.

The proposed 'Place Plans' will be developed for the 'Ipswich Core' and 'Top of Town' precincts.

We are looking for members of the community, interested businesses and the broader private sector to be part of this journey.





For more information, and to get involved contact:

THE IPSWICH CENTRAL REVITALISATION PROJECT TEAM

ECONOMIC AND COMMUNITY DEVELOPMENT BRANCH
COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT DEPARTMENT
IPSWICH CITY COUNCIL




Telephone (07) 3810 7534

E-mail business@ipswich.qld.gov.au



Ipswich City Council
PO Box 191, Ipswich QLD 4305, Australia
Phone (07) 3810 6666
council@ipswich.qld.gov.au
ipswich.qld.gov.au

Join us online:

 /IpswichCityCouncil
 /ipswich-city-council
 /IpswichCityCouncilTV



REVITALISING IPSWICH CENTRAL

FROM PLANS
INTO ACTION

PRIORITY PROJECTS

ipswich.qld.gov.au



FROM PLANS INTO ACTION

REVITALISING IPSWICH CENTRAL

The Revitalising Ipswich Central Prospectus redefines and reframes a strategy to guide change across the Ipswich Central area. It draws on established directions, as well as new inputs and investment from stakeholders, to look forward and reprioritise action.

It defines:

- A refreshed 'Ipswich Central Vision' to guide the future growth of the Ipswich Central area
- Six priority principles aligned to the vision, to guide decision making, align ideas and investment, and embed the valued qualities and characteristics of Ipswich in the future experience of the city
- Priority spatial opportunities associated with each principle.

PRIORITY PROJECTS

This document should be read in conjunction with Revitalising Ipswich Central: A prospectus to guide change.

Within the extensive list of planned activity for the centre, listed in the above mentioned document, are a number of projects which due to their direct relevance to the Ipswich Central vision and principles, their potential for quick delivery and transformational impact are proposed as 'Priority Projects'.

These projects establish a strategic focus for investment and the deployment of resources, to catalyse change and have the most significant potential to move Ipswich Central forward, towards its vision.

IDENTIFYING OPPORTUNITIES

Nine priority projects have been identified using the following four considerations:

- 1. Aligned to the Ipswich Central vision and principles** - The projects align with and support most strongly the defined Ipswich Central principles for revitalisation.
- 2. Quick delivery** - The projects are already underway, or can be achieved quickly because of either their scale or committed resources/ funding
- 3. Transformational impact** - The projects present the greatest opportunities to deliver change to the way the community use and perceive Ipswich central.
- 4. Enabling capacity** - The projects have the greatest potential to catalyse other initiatives.

PRIORITY PROJECTS - SUMMARY LIST

The priority projects establish a strategic focus for investment and the deployment of resources.

- 1.02 **Arts and Cultural Strategy (2018 - 2023) - Addendum (2021)**
Guides how Ipswich City Council will invest in building community cultural capacity focused on collaborating with the local arts and cultural sector. Preceded by the Arts and Cultural Strategy (2018 - 2023) the Creative Industries Action Plan (2021).
- 1.04 **Public Art Strategy (2023 onwards)**
An implementation plan, to guide Local Government action, to create new public artworks and programs that activate the imagination, reflect the uniqueness of the community, and invoke deeper connection with the places celebrated.
- 2.06 **Place Plans (Ipswich Centre Core and Top of Town)**
Place specific vision and action plans developed in partnership with the community and stakeholders, with shared implementation responsibility between the private and public sector.
- 3.03 **Green Walkable Streets**
A public realm improvement initiative to establish a connected network of comfortable and safe pedestrian focused streets, to bring life and vitality back into the heart of Ipswich and onto its streets.
- 3.12 **Ipswich Central Wayfinding Strategy**
Creative wayfinding and place identity considering existing Active Transport Wayfinding Strategy and Active Transport Sign Design Manual.
- 4.01 **Inner City Living Strategy**
A strategic planning and design initiative to establish diverse and quality housing options in the heart of the city. The initiative will develop and promote opportunities to increase the amount and diversity of available residential accommodation within Ipswich Central.

REGIONALLY SIGNIFICANT PROJECTS

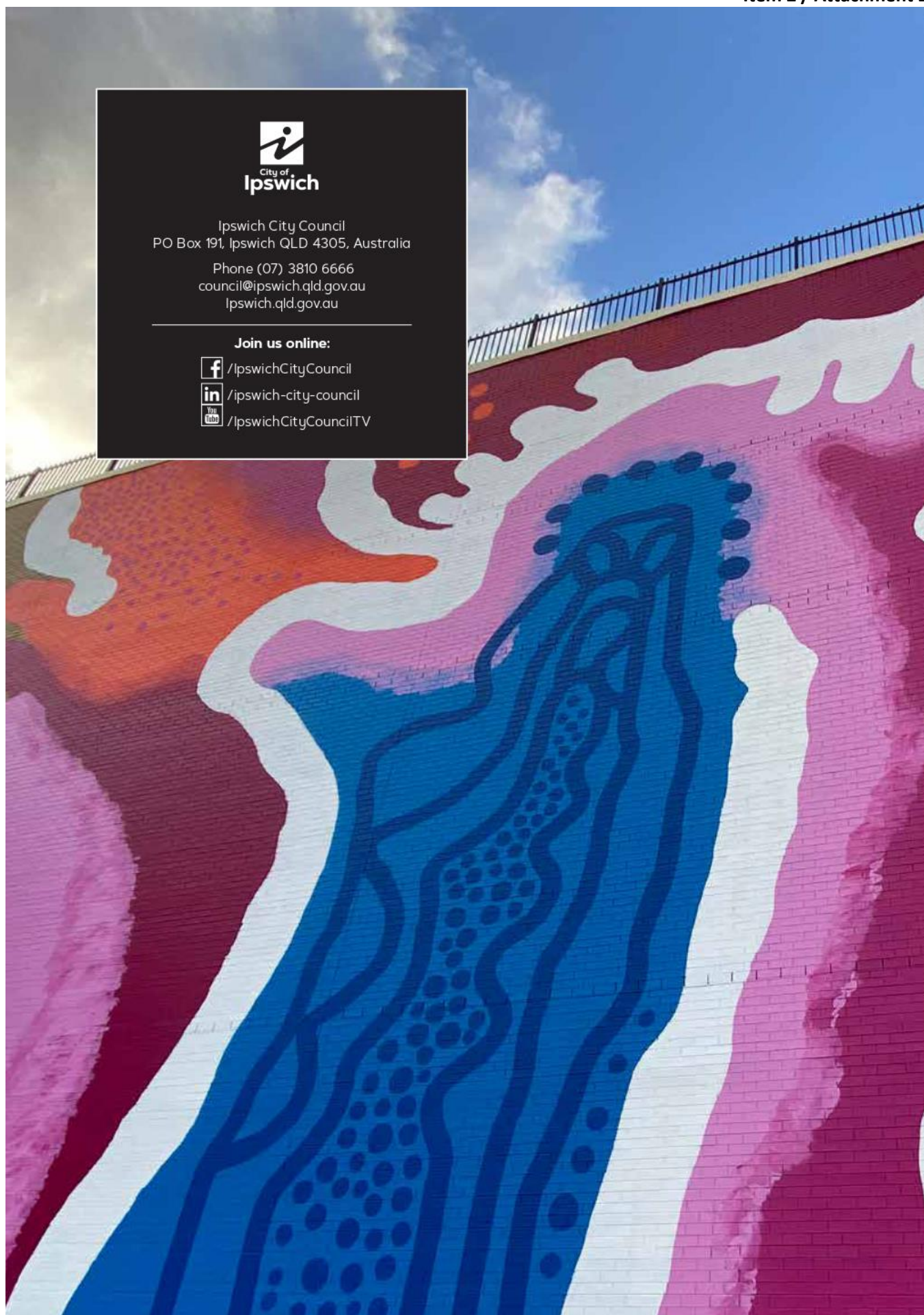
In addition to the six priority projects, three projects have been listed separately, due to their regionally significant scale and benefits.

These are projects which will not be delivered quickly. However, they have direct alignment to the Ipswich Central vision and principles, and have the potential to be transformational and enabling.

- 1.06 North Ipswich Sport and Entertainment Precinct
- 3.07 Ipswich Central to Springfield Central Public Transport Corridor (I2S)
- 3.05 Ipswich Central Second River Crossing (Norman St Bridge)

IPSWICH CENTRAL PRIORITY PROJECTS





City of
Ipswich

Ipswich City Council
PO Box 191, Ipswich QLD 4305, Australia

Phone (07) 3810 6666
council@ipswich.qld.gov.au
ipswich.qld.gov.au

Join us online:



[/IpswichCityCouncil](https://www.facebook.com/IpswichCityCouncil)



[/ipswich-city-council](https://www.linkedin.com/company/ipswich-city-council)



[/IpswichCityCouncilTV](https://www.youtube.com/IpswichCityCouncilTV)

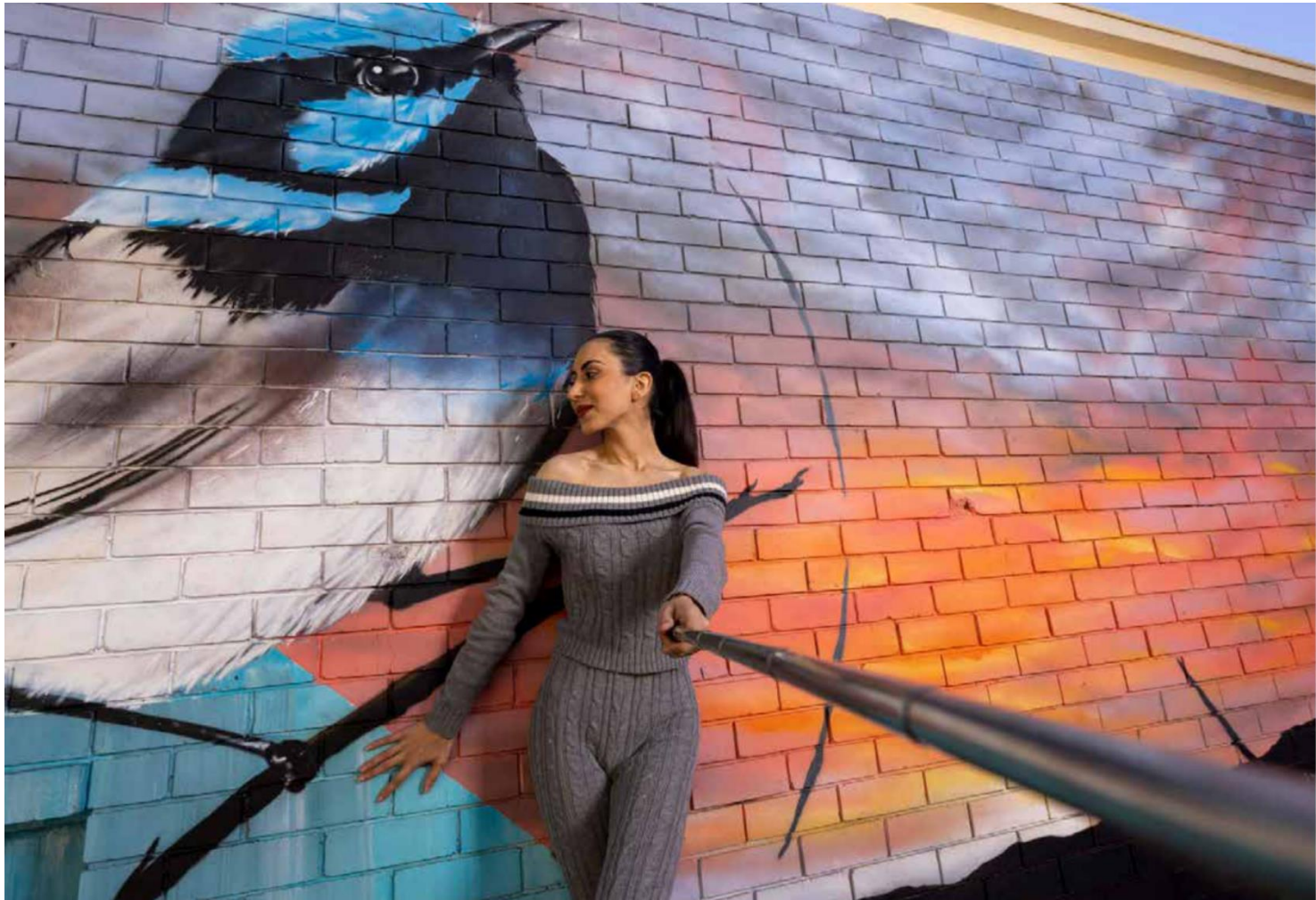


TOP OF TOWN AND CENTRE CORE PLACE PLANS

WORKING DOCUMENT

ipswich.qld.gov.au





INTRODUCTION

The Ipswich community is proud of Ipswich Central. From its amazing heritage facades, to its passionate local businesses, Ipswich Central has significant community value and plays an important cultural role within the wider region. Recent rapid growth in population has meant there has been significant investment in the region with opportunities already underway that will catalyse growth. However, at the same time our main streets and activity centre have been in decline for some time now. This has been further exacerbated by COVID-19 restrictions to retail and businesses’ operations and inter-state travel. In light of this, now is the right time for Ipswich City Council to work collaboratively with local businesses and community to create a roadmap for the future of Ipswich ensuring the creation of a place that reflects local ideas, aspirations and retains the unique character of Ipswich.

The revitalisation of Ipswich Central will require action at all levels; from Council to local businesses and the community. In 2021, the ‘Ipswich Revitalisation’ project was commissioned. The project has taken a place-based approach to revitalisation which has involved working collaboratively with local people to unpack the challenges experienced in local centres and explore opportunities for a community-led responses. An important part of this place-based approach was ensuring that the unique identity and character of Ipswich Central is retained and showcased through actions in the project.

The key deliverables for this scope of work includes:

- **Ipswich Central Positioning Framework** unites existing strategies to influence the future of Ipswich Central to create a united roadmap for the future success of, and future investment in the city.
- **Ipswich Centre Core Place Plan** captures actions to be delivered by the community and supported by Council to facilitate the activation and revitalisation of Ipswich Centre.
 - Ipswich Centre Core
 - Top of Town

WHAT IS A PLACE PLAN?

A Place Plan captures community ideas and aspirations for the future of Ipswich and uses them to create a roadmap for future use, activation and development of spaces. This includes a series of short, medium and long-term actions aligned to the three place pillars, Shape, Activate and Manage. The document is intended to be accessible to all. From Council staff, to local businesses and community members, all Ipswich stakeholders have the ability to action recommendations made within these documents and contribute to the cities revitalisation.

To date, Place Plans have been created for Ipswich Centre Core and Top of Town precincts. Following the roll out of this approach within these two precincts, there is an opportunity to adopt a similar approach in other precincts in the future.

WHAT IS THE IPSWICH CENTRAL PARTNERSHIP GROUP?

The Ipswich Central Partnership is a volunteer group of passionate local business owners, landowners and residents formed to drive place-based outcomes within their local centres. They form a conduit between Council and the community with the objective of building support and leading implementation of the Place Plans in partnership with other local community members, businesses, private sector, schools and landowners. They may also be called on to provide advice to Council, share updates with their networks, rally community support and, where relevant, get hands-on in the delivery of actions that have been identified within the Place Plans. Council will endeavour to support the community to deliver on the actions. This may be via guidance, funding, or other initiatives either in part or full.

The Ipswich Central Partnership is currently an informal group, however this may be reviewed with the group in due course and either a formal Terms of Reference may be instituted or the group may wish to apply to become incorporated.



4 Top of Town and Centre Core Place Plans

IPSWICH CENTRE CORE

PRECINCT IDENTITY

'To strengthen the Centre Core precinct as the civic and community heart of Ipswich City. It is a place where people live, work and gather, where local history and heritage is celebrated and future Ipswich culture forged.'

PRECINCT CHARACTER

- Heart of Ipswich
- Strong links to local features and assets
- Places to meet and gather
- Link in the vision from Nicholas Street Activation Plan
- Centre for culture and arts.



TOP OF TOWN

PRECINCT IDENTITY

'A place to showcase fresh local hospitality with a touch of historic elegance and charm. Where locals take friends and visitors for breakfast, lunch and dinner, a place where you feel at home day or night with laneways offering local destinations and hidden local delights.'

PRECINCT CHARACTER

- Local gathering
- Meet with friends for breakfast, lunch and dinner
- Come alive at night every day of the week
- Comfortable and safe
- Laneways with local destinations and hidden local delights
- Showcase local hospitality
- Local festivals



5

PLACE PLAN PILLARS: SHAPE, ACTIVATE, MANAGE

Great places are not made through grand gestures, but by a number of small actions made by many over time. The most successful places have been ones that have avoided business-as-usual approaches to place creation. They have instead considered innovative ways to mobilise local energy and have actively involved local people in how a place is **Shaped, Activated** and **Managed**. It is through this process that we create places people love and feel connected to.

The three pillars for place creation:

SHAPE

Design and build the private and public realm in collaboration with stakeholders. This is the place canvas.

ACTIVATE

Prototyping products, delivering interim uses and facilitating events to bring life to spaces of all sizes. This is the incubator model.

MANAGE

Empower place leaders to take ownership of the sense of place and sustain activity. This is the engine room.



PLACE PLAN PROJECTS

The following section provides a summary of recommended actions for the Ipswich Centre Core/Top of Town Precincts. Recommended actions have been developed using findings from the Ipswich Central Revitalisation engagement, discussions with the Ipswich Central Partnership Groups, Ipswich City Council, stakeholders and additional research and insights from the project team.

A number of actions recommended as part of this strategy are interrelated and have adopted a test, trial and scale approach. For example, a proposed action may suggest a short-term event or pop-up to test a concept prior to investing in a more permanent upgrade or change.

Guiding implementation is the following timeframes and estimated costs.

TIMING

- Short < 12-months
- Medium 1-2 years
- Long 2-4 years

COST

- S = < \$10,000
- SS = \$10,000- \$25,000
- SSS = \$25,000 +

Project cost refers to monetary funds required to bring the project to fruition. It does not include time Council staff will provide through assisting project delivery or latent social capital which may be unlocked through project volunteering.

PROJECT EVALUATION

To ensure implementation of each Place Plan is evaluated and refined on an ongoing basis, it is proposed that the following regular evaluations occur:

- Place Management Team: Implementation evaluation to occur quarterly. This includes specifying the status of each action four times a year. As the conduit between Council and the Community, the Place Management Team will have a detailed understanding of the priorities from both parties.
- Ipswich Central Partnership Groups: Reflect on implementation, in partnership with the Place Management Team, twice a year.
- Ipswich Central Working Group: Progress reviews to be undertaken twice yearly to align with the Partnership review.



PLACE PLAN PROJECTS - IPSWICH CENTRE CORE

#	Recommendation	Proposed location	Partners	Timing	Cost
SHAPE					
1	<p>Creating a sense of arrival</p> <p>Defined gateways to mark arrival into the Ipswich Centre Core precinct. Locations to consider include:</p> <ul style="list-style-type: none">▪ End of David Trumpy Bridge and Bremer Street▪ Western end of Brisbane Street▪ Eastern end of Limestone Street▪ Intersection of Limestone Street and East Street <p>Opportunities to explore for creating a sense of arrival include:</p> <ul style="list-style-type: none">▪ Small or large art installations or structures▪ Landscaping▪ Feature lighting including on structures▪ Pavement and surface treatments▪ Directional signage and wayfinding▪ Landmarks▪ Public art	<p>End of David Trumpy Bridge and Bremer Street</p> <p>Western end of Brisbane Street</p> <p>Eastern end of Limestone Street</p> <p>Intersection of Limestone Street and East Street</p>	<p>Council</p> <p>DTMR</p> <p>Ipswich Central Partnership</p> <p>Local Businesses</p> <p>Local artists and creatives</p>	<p>Short - Medium</p>	<p>\$\$ - \$\$\$</p>
2	<p>Network of Living Boulevards</p> <p>Streetscape improvements to Brisbane, Bell, East and Limestone Streets to reinforce the unique identity of Ipswich and it's Centre Core, to promote pedestrian comfort, amenity and activation.</p> <p>Develop a 'Centre Core Living Boulevards Strategy' in collaboration with the Ipswich Central Partnership. The objective of the strategy will be to define the role, look and feel of each of these key Ipswich Boulevards and document actions to promote activation.</p> <p>There is an opportunity to test and trial some of these initiatives through small scale tactical projects before progressing to more permanent infrastructure change.</p>	<p>East Street</p> <p>Brisbane Street</p> <p>Bell Street</p> <p>Limestone Street</p>	<p>Council</p> <p>Developers and Private Industries</p> <p>Ipswich Central Partnership</p>	<p>Medium</p>	<p>\$\$</p>

#	Recommendation	Proposed location	Partners	Timing	Cost
3	Develop the Cultural Heart of Ipswich The strategic positioning of Darcy Doyle place makes it a key connecting thoroughfare for the Centre Core and the perfect place to promote creative activation. Renew Darcy Doyle Place to enhance access and awareness of surrounding historical buildings and entry to the Ipswich Art Gallery. The aim is to showcase Ipswich's heritage and to promote Darcy Doyle Place and the Nicholas Street Spine (South of Brisbane Street) as a Cultural Heart of Ipswich. Promote the activation of Darcy Doyle Place for Art exhibitions and installations to begin promoting the area for art and culture. An initial light-touch activation could include a temporary outdoor gallery. Extend South along Nicholas St to the Civic Centre.	dAarcy Doyle Place	Ipswich Art Gallery Ipswich Central Partnership Council Civic Centre Community Art Gallery	Short - Medium	\$\$ - \$\$\$
4	Activating Bell Street Green Utilise the "Bell Street Green" site (corner of Bell Street and Bremer Street) to improve pedestrian connectivity between Tulumur Place and River Heart Parklands. Explore opportunities to co-design this space with members of the community to understand their ideas and aspirations of the space, but also what sorts of programming and activation could bring this key designation to life. *Currently this site is used by Nicholas St Precinct for construction	Bell Street Green site	Council Ipswich Central Partnership Local businesses Developers Community	Medium - Long	\$\$
5	Community Ideas for catalyst development sites Explore opportunities to run a local community ideas competition for key redevelopment sites. Locations could include: <ul style="list-style-type: none">Transit Centre to maximise the pedestrian and green link between Bell Street and River Heart ParklandsRefurbishment of the Ipswich Train Station, the Health Plaza Building and Bell Street to establish an improved public transport hubOlga Street precinct as a signature redevelopment site to establish a landmark gateway from North Ipswich and to facilitate improved pedestrian connectivity between Bell Street, Train Station and River Heart Parkland	Bell Street through to Bremer Street and King Edward Parade	Ipswich Central Partnership Community Council	Short - Long	\$ - \$\$\$

#	Recommendation	Proposed location	Partners	Timing	Cost
6	Activating Ipswich's Laneways Establish a network of laneways to promote inter-block connectivity and opportunities for outdoor dining. Spaces to consider include linking Bell Street and Cribb & Foote Lane, Bottle Alley and the Lane between Brisbane Street and the Art Gallery Enhance the user experience of travelling through these spaces through small-scale place improvements and locally and trader-led activations along with creative wayfinding that encourages you to move through the network. This action could follow after some initial trial events as more people return to the Centre Core.	Bell Street, Crib & Foote Lane, Bottle Alley, Lane between Brisbane Street and the Art Gallery	Ipswich Central Partnership Local Businesses Local Developers Local artists and creatives Council	Medium	\$\$ - \$\$\$
7	Improving connectivity for active transport Co-design process between Council and Community to determine priorities and preferred routes, building upon the strategies already being developed by Council <ul style="list-style-type: none">Improve cycle connectivity from Bradfield Bridge through to Denmark Hill and Queens Park without having to negotiate the Nicholas Street Precinct.Encourage pedestrians to move through Nicholas Street to improve economic benefit for local businesses.Improve pedestrian connectivity between Tulumur Place and Bremer Street and onto River Heart Parklands.Improve pedestrian connectivity and amenity along Bremer Street, maximising its proximity to the Bremer River and River Heart Parklands. Establish a pedestrian bridge link between North Ipswich Reserve and King Edward Parade to improve connectivity between these two future developing precincts.	Whole precinct	Council Ipswich Central Partnership State Government	Medium - Long	\$\$\$



12 Top of Town and Centre Core Place Plans

#	Recommendation	Proposed location	Partners	Timing	Cost
ACTIVATE					
8	Activating Vacant Storefronts Improve the aesthetics of vacant storefronts and their contribution to the public realm through the use of sticker decal activations. This can be done either as purely aesthetic improvements by engaging local artists to design large scale sticker decals or installations for display in vacant stores. Alternatively, windows can be used to display the wares of online makers and retailers. QR codes accompanying the installation can be used by passers by to find out more about the products, services or to make a purchase via their online store.	Precinct wide	Local real estate agents. Building owners Local artists or schools to complete the artworks Ipswich Central Partnership Council	Short	\$\$
9	Sunday Farmers Market Enjoy a morning in the CBD, whilst completing your weekly shop and supporting local growers and suppliers. Encourage a regular, fortnightly, farmers market to operate in the Centre Core. There is also an opportunity to explore Walking Markets, a series of smaller markets in key locations linked by pedestrian orientated paths and streets that could complement those more centrally located. Regular markets should be coordinated with existing brick and mortar stores in the precinct. This could include encouraging them to have a stall, or to open during the markets. A further suggestion to scale the initiative could be to expand the area the markets can take place.	Nicholas Street Precinct and surrounds	Ipswich Central Partnership Market or events coordinator Council	Short - Medium	\$\$
10	Pop-up Laneway Bar Explore an opportunity to engage a local business to operate a temporary, pop-up bar in one of the Ipswich Laneways. This initiative will test the use of the laneway spaces for events and will provide evening activation in the CBD. To improve the appeal of these spaces creative lighting options will need to be explored. It will also provide an opportunity for a business to test the business idea before investing in a permanent brick and mortar premises. Should it be deemed that the Ipswich Laneways are not an appropriate location, the group could consider other locations including local open spaces or in vacant stores.	TBC	Local Business or entrepreneur Council (for permit approvals)	Medium	\$

#	Recommendation	Proposed location	Partners	Timing	Cost
11	Cycle and Scoot Ipswich What better way to explore Ipswich than on two wheels. This cycling tour not only encourages physical activity, it also encourages people of all ages to explore the hidden gems in and around Ipswich Central. This can be self-organised and coordinated by volunteers informally. Work with local bike shops and transport authorities to engage locals and visitors in the initiative and to ensure that the infrastructure provided is supportive of these activities. E.g. making sure there are bike racks in appropriate locations.	Ipswich Centre Core and surrounds	Volunteers Ipswich Central Partnership Council	Short	\$
12	Night Markets Promote the trial of a pop-up night market in Ipswich Central area with food stalls and music. This trial event will be for all ages and will encourage evening visitation to the City Centre. There is an opportunity to involve local businesses in the event by encouraging them to have a pop-up stall. Explore different spaces for this to take place that are weather appropriate. <i>"Bring back DJs and dance floors and jazz bars and spaces where people of all ages can relax or get up and groove".</i>	Various public car parks and Council controlled vacant development sites (i.e. Bell St Green)	Market Coordinator Local Business or entrepreneur Council (for permit approvals) etc.	Short - Medium	\$\$
13	Picnic in the Park Host an event where the community can visit Market Square with a picnic. Invite local theatre groups, music ensembles or dance schools to put on a performance in the space. Not only will it allow these groups to practice playing to crowds, it will showcase local Ipswich talent. This event could also be hosted as a fundraiser through a gold-coin donation on arrival or to cover the costs associated with bumping in a temporary stage. After an initial trial, an 'Event Plan in a Box' guide could be created to streamline the process and make it easier for community groups to roll out events without Council needing to be heavily involved.	Market Square Park or other appropriate space	Ipswich Central Partnership Local theatre groups, music ensembles and dance schools Council - for permit approvals etc.	Medium	\$

#	Recommendation	Proposed location	Partners	Timing	Cost
14	Ipswich Eisteddfod moves outdoors Ipswich has a wonderful Eisteddfod, but we would like to activate the Centre Core by taking their performances outdoors and showcasing their talent. This event will include music and performance but also work with local businesses and have pop-up food stalls for patrons to enjoy. Also encourage businesses to stay open to support the event. It will also encourage visitation from the wider Ipswich area.	Tulmur Place	Eisteddfod Organisation Dance schools Local schools Musicians schools of music, choirs and theatre Council (to support with locations)	Medium Term 3 2022	\$
15	Co-Designing Youth Events Engage the young people of Ipswich in a co-design session to understand what sorts of events and activations they would be interested in participating in. This will assist in refining actions that youth are not only interested in attending, but that they may be interested in getting involved in the programming or delivery of. Suggestions raised during project engagement included arcade style games or DJ events.	Whole of precinct/ Ipswich Central	Ipswich youth Ipswich Youth Advisory Council Local schools Sports teams Headspace Kambu Youth-focused service providers Ipswich Central Partnership Council USQ	Short	\$
16	Handmade Expo Markets Continue supporting local handmade markets to operate in the Nicholas Street Precinct monthly. This highly successful market not only attracts people into the, but supports local creatives and makers. Explore opportunities to involve creatives who participate in the markets in other initiatives proposed within the Place Plans. Also explore opportunities to link this event with other activations in Ipswich including pop-up food stalls and music.	Nicholas Street Precinct	Market organisers Local Creatives Small business	Short	\$



#	Recommendation	Proposed location	Partners	Timing	Cost
17	<p>Christmas in Ipswich</p> <p>Council is currently exploring opportunities to host a Christmas-oriented event in the Nicholas Street Precinct. To ensure the event is well attended and resonates with the local community, it is important to involve them in the planning and delivery of the event. Recommendations include working with local businesses and creatives to host a Christmas market accompanied by live music, food and beverage opportunities. This will promote people to come and visit Ipswich Central and support traders as locals are encouraged to shop from Ipswich businesses rather than opting to purchase online. It is also recommended that complementary events are explored that can run alongside this main event in other precincts. The process of developing the initiative will ensure it resonates with the community of Ipswich.</p>	Multiple locations across Ipswich Central	Local Businesses Ipswich Central Partnership Event organisers Council Events Team Explore sponsorship packages	Medium Likely the first year will run Christmas 2022	\$ - \$\$\$ depending on sponsorship and partnerships

PLACE PLAN PROJECTS - TOP OF TOWN

#	Recommendation	Proposed location	Partners	Timing	Cost
SHAPE					
1	Creating a sense of arrival Currently, the Top of Town Precinct lacks a distinctive arrival point when travelling from different destinations. Establish a primary gateway at the intersection of Brisbane and Burnett Streets to mark a sense of arrival into the Top of Town precinct. Also consider establishing a secondary gateway/ landmark at the intersection of Brisbane and Waghorn Streets and Brisbane and Ellenborough Streets to mark arrival and reinforce the identity (look/ feel/ vibe) of the Top of Town precinct. Opportunities to explore for creating a sense of arrival include: <ul style="list-style-type: none">Small or large art installationsLandscaping to the intersectionFeature lightingPavement and surface treatments	Intersection of Brisbane and Burnett Streets Intersection of Brisbane and Waghorn Streets Intersection of Brisbane and Ellenborough Streets	Council DTMR Ipswich Central Partnership Local Businesses Local artists and creatives	Short	\$\$ - \$\$\$
2	Brisbane Street Refresh Refresh the look and feel of Brisbane Street and improve the streetscape aesthetic through streetscape embellishments that will reinforce the precinct's unique identity. Embellishments could include a mixture of: <ul style="list-style-type: none">PavementsFurniturePlantersLandscape walls There is an opportunity to test and trial some of these initiatives through small scale tactical projects before progressing to more permanent infrastructure change.	Brisbane Street and surrounds	Council Local Businesses Ipswich Central Partnership	Medium	\$\$ - \$\$\$

#	Recommendation	Proposed location	Partners	Timing	Cost
3	Creating a comfortable pedestrian environment Improve pedestrian amenity along Limestone Street with increased provision for shade. Explore a range of interventions including canopy trees, living arbours or similar planted structures.	Brisbane Street	Council Ipswich Central Partnership Local Businesses	Medium	\$\$ - \$\$\$
4	Showcasing the local identity Improve pedestrian amenity along Limestone Street with increased provision for shade. Explore a range of interventions including canopy trees, living arbours or similar planted structures.	Top of Town	Council Ipswich Central Partnership Local Businesses	Medium - Long	\$\$ - \$\$\$
5	Facilitating temporary use and pop-ups Explore opportunities to install pop-up bollards in different locations throughout the precinct. This will better enable the temporary closure of streets or sectioning off of areas for events and activations. <i>"Food and wine festival in town amongst the backdrop of historical buildings with live music scattered throughout. Have pop up stalls through the streets where people can taste and buy local and regional produce and enjoy the day in an almost 'picnic in the city' style setting."</i>	Whole of precinct/ Ipswich Central	Council Ipswich Central Partnership Local Businesses	Medium - Long	\$\$ - \$\$\$
6	Creating places for people, not cars Explore opportunities for the reallocation of spaces currently designated for cars, to be places for people. This could include the reconfiguration of some car parking bays to create spaces for siting and dining. It is recommended that a tactical urbanism approach is adopted to test and trial alternative configurations before investing in permanent infrastructure change. This could also include temporarily closing streets for one-off events to test parking requirements and creating more space for pedestrians. This also presents an opportunity to gain stakeholder support and refine the design before investing in permanent infrastructure change. Ensure detailed consultation is done with businesses and community prior to making these changes. This will also assist in identifying appropriate locations for the project pilot. Pilot initiatives could tie in with larger global events including Park(ing) Day.	Brisbane and Limestone Streets	Council Ipswich Central Partnership Local Businesses	Short - Long	\$\$ - \$\$\$

Item 2 / Attachment 3.



#	Recommendation	Proposed location	Partners	Timing	Cost
7	Activating Ipswich laneways The Top of Town laneways and carparks create a unique opportunity not only to create an enjoyable experience for people using them as thoroughfares, but as a space for activation. Encourage the use of laneways and rear car parking for permanent and temporary uses such as outdoor dining and bars, trader events and pop-ups. Small scale place improvements including lighting, facade treatments and furniture will improve the aesthetic appeal of these spaces. There are also opportunities to link in other project actions and involve the local community in the design and activation of these spaces.	Laneways between Brisbane St and Limestone St	Building owners and tenants Ipswich Central Partnership Community Members and Schools Local Creatives Council	Short - Medium	\$\$ - \$\$\$
8	Exploring Top of Town Develop and implement an Art, Interpretation and Wayfinding strategy across the precinct to reinforce local history, heritage, arts and culture. For example, explore creative ways to encourage visitors to explore and learn more about the rich rail history in Ipswich. Designated Art and Heritage trail supported by creative wayfinding, QR code signage and audio trails. Explore opportunities to have a QR code activated historical tour throughout Ipswich. Explore the heritage and history of businesses, buildings and people within Ipswich Central. This could include history that is well documented and known, but also more nuanced personal stories from locals. The first iteration of this could be done in a light-touch way, with more permanent fixtures coming in future stages. Static signage could also be accompanied by interpretive artworks or audio story trails. In addition, explore opportunities for creative wayfinding and signage to encourage pedestrians to move through less highly trafficked areas including laneway thoroughfares. This could include the backs of buildings and grittier areas of Ipswich which are often just as interesting as the front.	Top of Town	Building owners and tenants Historical Library Ipswich Historical Society Council	Short	\$\$ - \$\$\$

#	Recommendation	Proposed location	Partners	Timing	Cost
9	Light up the Top of Town Develop and implement a feature lighting strategy across the precinct to bring Brisbane Street to life in the evening. Feature lighting embellishments may include catenary lighting, bud lighting to trees, façade lighting and projection lighting. Work with the Ipswich Central Partnership group and local businesses to identify where these lights would be best positioned. This partnership will also assist in gaining permissions should some of the lighting need to be fixed onto existing buildings. The process could also encourage individual businesses to light up their building. In the short term explore opportunities to use fairy lights to light up the top, middle and bottom of Brisbane Street.	Top of Town	Building owners and tenants Ipswich Central Partnership Council	Short - Medium	\$\$ - \$\$\$
10	Build on works done to date Build upon the success and momentum of the façade improvement program with a follow-up program to assist in activating and enhancing the streetscape environment.	Brisbane Street and surrounds	Council	Short	\$\$ - \$\$\$
ACTIVATE					
11	Pop-up creative enterprise Opportunity for a small enterprise hub to be established in one of the empty storefronts along Brisbane Street. The project could begin by being coordinated by Council in the first 6-months. Once the project gains momentum, Council could take a step back with someone stepping into the role as an independent coordinator. It is recommended to have one manager to facilitate the project and coordinate creatives.	Vacant storefronts along Brisbane Street. Ensure the premises is accessible and highly- visible to passing foot traffic.	Local real estate agents Building owners Local creatives and small businesses looking to trial a brick and mortar store Ipswich Central Partnership Council	Short	\$

#	Recommendation	Proposed location	Partners	Timing	Cost
12	Local Business Showcase Small businesses know better than anyone that a picture tells a thousand words. Action 12 proposes to run a photography competition where local photographers are encouraged to take pictures of businesses in the Top of Town precinct. Images will be shown through an exhibition and can be used by Council for promotion material as well as to develop short trader profiles to promote each of the participating organisations. Putting a face to the business will help to build local rapport amongst the community and encourage people to shop local. Outcomes from this exercise can also be used to reach out to promotional platforms.		Local photographers Discover Ipswich Local businesses Ipswich Central Partnership	Short	\$
13	Twilight Wine and Dine Soiree Host a twilight food and wine market in partnership with local businesses and producers. Enjoy a glass of wine and a bite to eat while browsing local providers offering take-home goods. With the backdrop of the Brisbane Street historic facades, the bespoke event will include pop-up stalls and live music, attracting attendees from Ipswich and beyond. Explore creative and temporary opportunities to do this including roaming dinners where local businesses are encouraged to partner to create a three-course dining experience across Top of Town. An additional suggestion was to also include music or short films as part of the project.	Options include: Brisbane Street or West Street	Council; liquor license and permit to close a portion of the identified street. Ipswich Central Partnership or independent event organiser depending on identified skills. Local businesses and producers.	Medium	\$\$
14	Shop Front Competition Collaborate with traders in the Top of Town precinct to run a shop front competition. Coordinated by the Ipswich Central Partnership Group, this event could be a great way to bring activation to the streets of Ipswich, within the boundaries of private property. It could also be run as a competition with a guest panel of judges to incentivise participation. Work collaboratively with locals to determine what the theme is and it could rotate yearly.	Whole Top of Town Precincts and surrounds	Local Businesses Ipswich Central Partnership	Short	\$



#	Recommendation	Proposed location	Partners	Timing	Cost
15	Modern Flea Market + Goods Exchange Host a flea market event in Top of Town. Not only is this an opportunity to give your unused belongings a second life, but it also improves the activation of the main streets as people flock to the local area. The nature of the event will have a vintage, bespoke feel to tie in with the identity of the precinct. Local creatives could also be encouraged to use the day as an opportunity to sell home made goods, potentially testing a business idea. Additionally, businesses open on the day benefit due to the increased foot-traffic to the centre. Should the event reach a scale where it is feasible to do so, explore opportunities to temporarily close the street to through traffic.	Brisbane Street and surrounds	Local traders Community Ipswich Central Partnership Council	Medium	\$
16	Long Table Event Host a long table event in different locations throughout Top of Town and the wider Ipswich area. This could begin as an annual ticketed event. The dinner itself would feature local produce and local restaurants and cafes. Work with Council to explore unique locations the dinner could take place create a memorable experience for attendees.	Top of Town and surrounds	Local restaurants, cafes, businesses and suppliers Event organiser Ipswich Central Partnership Council	Medium	\$\$ (depending on ticketing and sponsorship)
17	Car Enthusiast Meet-ups, Lapping During consultation, the history of 'lapping' was raised on a number of occasions. Celebrate the proud local car culture in Ipswich through regular events. This will be an opportunity for like-minded car enthusiasts to come together, connect and share their common interest. Work with local police and event organisers to specify a route for participants. Complement the event with live music and engage local businesses to provide food specials. Explore opportunities for a car spares swap and sell events and temporary activations to complement this.	Tie into Plane, Trains and Automobiles (PTA)	Local car enthusiasts Police Local Businesses Ipswich Central Partnership Council	Short	\$

#	Recommendation	Proposed location	Partners	Timing	Cost
18	Projection Festival to activate and showcase heritage building facades Tying in with the Spark Festival, action 18 specifically looks at opportunities to light up the heritage facades in the Top of Town through temporary projections. Work with local businesses to provide complementary offerings to the festival and capture the increased footfall that the festival brings.	Top of Town and surrounds	Spark Festival Local businesses Ipswich Central Partnership Council	Short	\$\$
19	Historical Open House Encourage participation of Ipswich businesses and building owners in the annual Open House program. This would include tours of historical buildings and infrastructure in and around the Top of Town precinct as well as showcasing heritage cars, clothing and other relevant products.	Top of Town and surrounds Ipswich Central	Open House Ipswich Central Partnership Building Owners Council	Short	\$\$

PRECINCT WIDE ACTIONS				
#	Recommendation	Partners	Timing	Cost
MANAGE				
1	Digitise the Ipswich Central Plans Create an independent, interactive project page for the Ipswich Place Plans. This page will not only house project documents, but will be a place for locals to come to learn about what is happening in Ipswich and to track the plan's implementation over time. Other capabilities that could potentially be included as part of the platform: <ul style="list-style-type: none">Map displaying where projects have been implemented including project pictures.A what's on page where local businesses can submit their events or programs to be promoted.Shop local campaign where traders can share their businesses offering and events and projects that are happening in and around town.Ability for community to 'volunteer' to be involved generally or with a specific project of interest.	Council Discover Ipswich Ipswich Central Partnership	Short	\$\$
2	Spending money locally Explore creative initiatives that encourage people to shop locally. This could be a traditional shop local campaign including brochures and online material that showcases the offerings of different stores. More creative initiatives could include the creation of Ipswich Dollar tokens. Examples of this include the Brixton Pound where a community created their own currency aimed at keeping money invested locally.	Council Local Businesses Council	Medium	\$\$ - \$\$\$
3	New Business Incentives Support new businesses to move into empty buildings. Review regulation requirements which may currently be preventing businesses from opening in Ipswich Central.	Council	Short	\$



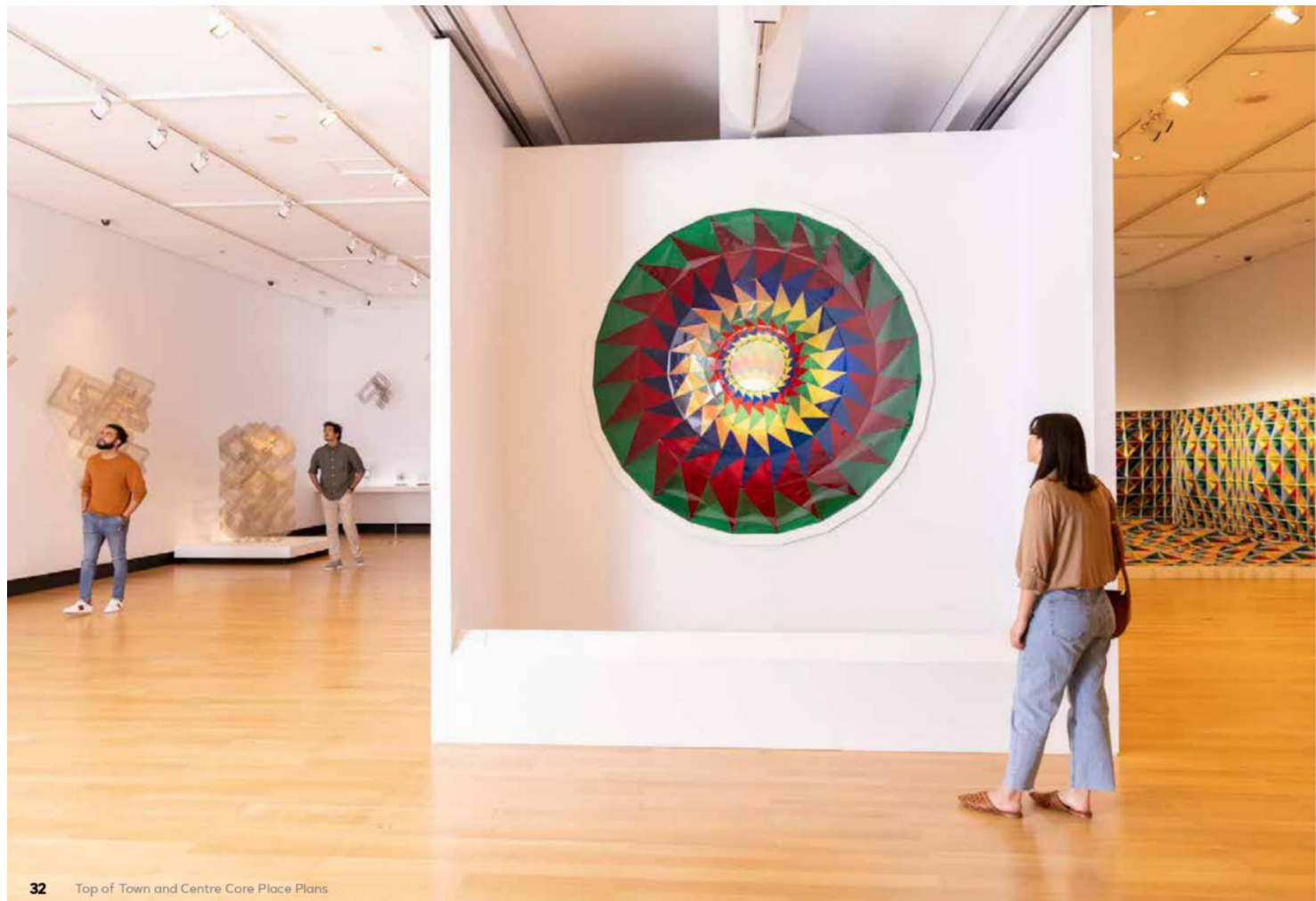
#	Recommendation	Partners	Timing	Cost
4	Shop-Top Living Encourage the activation of second story tenancies for shop-top living or short-term rental accommodation. Council to review heritage requirements to better incentivise refurbishment by landlords and tenants.	Council Small Business Friendly Council	Medium	\$
5	Creating the Enabling Environment Revise processes and barriers to better enable and support community-led initiatives. This includes opportunities to better facilitate temporary pop-ups and activations as well as more permanent infrastructure change including the refurbishment of heritage buildings for appropriate reuse. Work with the Ipswich Central partnership and local businesses to understand barriers they face and what red-tape should be addressed.	Council Ipswich Central Partnership Local Businesses and Building Owners	Short	\$
6	Promoting Ipswich, Adventure Mapping Create a short promotional flier detailing businesses and organisations in Ipswich. This could build off the work done in Action 12 of the Top of Town Place Plan to document local businesses along with activities and attractions in and around town. This flier can be made available in local retailers and also online to encourage people to come and explore Ipswich.	Ipswich Central Partnership Discover Ipswich Local Businesses	Short	\$
7	Enabling On-street Dining and Trading Cut red tape and remove barriers that prevent local business from displaying their wares on the footpath and offering on-street dining. In the short term and to promote the initiative, it could be run as a pilot where Council waives all on-street dining permit and providing table and chairs for the required for 3-months over the Summer. This exercise will allow businesses to experience the benefits of on street trading, whilst allowing Council to streamline their approvals process to make it easier and more straightforward to obtain relevant permissions.	Council Local Businesses	Short	\$\$
8	Explore Strategic Partnerships for Activations Consider opportunities to partner with local TAFE's, Universities, social enterprises and other organisations in the delivery of revitalisation activations and activities. To assist in project delivery, Council could explore opportunities to provide seed funding for project delivery.	Ipswich Central Partnership Council Local organisations, TAFEs and Universities	Medium	\$

#	Recommendation	Partners	Timing	Cost
9	Measure the impact and change over time Measurement is the key to understanding not only the outcomes of a project, but what worked well and what you would do differently if it was to run again. It is recommended that Council, in partnership with local stakeholders, collect baseline place measurements to track progress over time. Additionally, it is recommended that different measurement initiatives are integrated into different projects. It does not need to be Council who delivers all measurement activities. For example, if trialling Action 7 in Manage, Council could encourage local businesses to undertake a simple survey or voting activity with customers regarding their experience with outdoor dining.	Council Place management Team Local stakeholders and project participants	Short	\$ - \$\$
10	Exploring Public, Private Partnerships Maximise opportunities presented by private redevelopment sites to revitalise and activate the streetscape and urban fabric at ground level. (Hotel on the corner of Limestone & East Streets; site on the corner of Brisbane & Limestone Streets). Ideas to help facilitate may include: <ul style="list-style-type: none">Developer incentivesEOI from interested parties	Council Developers and Private Industries	Short	\$ - \$\$\$
11	Community-led Placemaking Handbook Develop a short 1-pager that provides tips and recommendations for community members looking to run their own project. This might include things for the group to consider as well as an overview of permissions required and options to explore for funding.	Council Ipswich Central Partnership	Short	\$
12	Review events processes for Tulumur Place Review current processes, including bump-in and out guides, to make it easy and quick for suppliers and stall holders to enter the site, set-up and pack-down. Review cancellation policy and inclement weather contingency plans to prevent regular cancellation of events.	Council Market coordinators and stall holders	Short	\$

LEAD PROJECTS

Catalyst projects have been developed by the Ipswich Central Partnership during their second workshop. The objective of the lead projects are to have a ready-to-deliver concept idea that demonstrates the Place Plan in action. Lead projects meet a number of recommendations made in the Place Plans as well as unlock latent capital within each of the areas of interest. Actions are proposed to be delivered as a partnership between Ipswich City Council, specifically the Place Management team, and the Ipswich Central Partnership, local businesses and community members. The ideas identified will continue to change and evolve as they progress toward implementation.





32 Top of Town and Centre Core Place Plans

LIVING BREATHING GALLERY

IPSWICH CENTRE CORE

The living breathing gallery concept is about encouraging people to visit Ipswich Centre Core and creating a sense of arrival, through creative artworks and markers. This project looks to address this on two scales. One is looking at bold initiatives in streets such as Bell Street and Limestone Street, that will encourage people to visit and capture the moment on social media to share with friends. One suggestion was a large-scale mural or painting all the street furniture one colour. This bold focus will be balanced with smaller initiatives including artworks, installations, pavement art and digital opportunities through streets such as Bell, Limestone and Brisbane Street. These smaller moments will create interest for visitors as they move in and around the streets.

A further action the group discussed involved greening the City Centre through pop-up gardens and trees in strategic locations such as Limestone Street, where there are currently no trees.

Overall the main objective of the group was to bring people back into the City Centre, both day and night, weekdays and weekends.

WHY?

- Improve perceptions of safety during the day and at night through activation
- Encourage more people to visit the City Centre outside peak times such as weeknights
- Share the history of the City as well as showcasing different features
- Involve local creatives
- Demonstrate the benefits of City living
- Established as the heart for community gathering

AREA OF FOCUS

- Key locations at Bell Street (through to Bremer Street), Limestone Street, Brisbane Street, East Street and surrounds

YOUR PEOPLE

- Volunteers

TARGET AUDIENCE

- Residents and their networks
- 'Day trippers' and people from surrounding places who are curious about Ipswich

PLACE PLAN ACTIONS

- 1. Creating a sense of arrival
- 3. Develop the cultural heart of Ipswich
- 6. Activating Ipswich Laneways

EXPLORING THE TOP OF TOWN

TOP OF TOWN PRECINCT

The 'Exploring Top of Town' Action focuses on showcasing the city through an art and history trail. The bones of the project are already in place, being the beautiful heritage buildings. A QR activated trail will tell the stories and history of these buildings creating a unique experience for visitors as they move through the Top of Town. Depending on funding opportunities, a further iteration of the project could include the use of VR allowing users to see what the building used to look like through historical imagery.

"We have a story to tell, we always have". This project will allow it to be told easily and effectively.

Not only will this project bring the people of Ipswich back into the City Centre, but also people from out of town and the wider SEQ region. More people moving in and around the Top of Town will positively benefit the local businesses through increased footfall and may even encourage new businesses to open up.

This project will draw people back into the City Centre, and will encourage them to come back and bring their friends!

In the longer term, the Top of Town Partnership was also interested to build on this project to explore ways to create places for people, not cars.

WHY?

- Improve the evening economy
- Showcase the identity of Top of Town and its history and heritage
- Create a destination
- Strengthen community connection and sense of place

AREA OF FOCUS

- All of the Top of Town precinct. Back and front of buildings and the laneways between

YOUR PEOPLE

- | | |
|---|--|
| <ul style="list-style-type: none">▪ Landlords▪ Art Time▪ Arts Alive▪ Arts Society▪ Arts Connect▪ Lost Ipswich▪ Historians | <ul style="list-style-type: none">▪ Historic Society▪ Tour organisers▪ Council: Events, Tourism, Picture Ipswich, traffic▪ Environmental Groups▪ Local businesses▪ Community constriction group: Mens Shed, TAFE etc. |
|---|--|

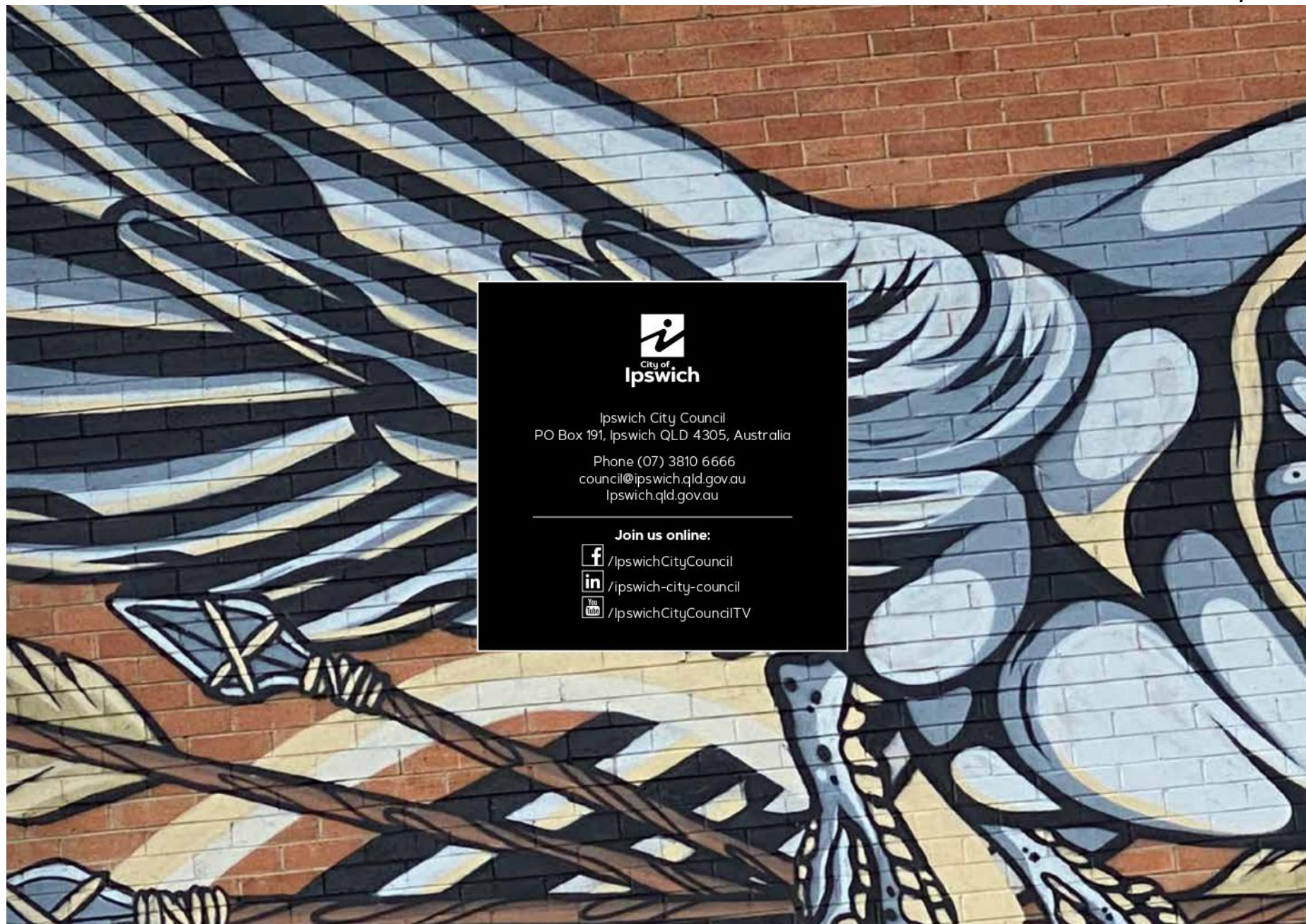
TARGET AUDIENCE

- Ipswich Community
- Wider SEQ Region
- Demographic 30-60 years old

PLACE PLAN ACTIONS

- 6. Places for people not cars
- 8. Exploring Top of Town





Ipswich City Council
PO Box 191, Ipswich QLD 4305, Australia

Phone (07) 3810 6666
council@ipswich.qld.gov.au
ipswich.qld.gov.au

Join us online:



[/IpswichCityCouncil](https://www.facebook.com/IpswichCityCouncil)



[/ipswich-city-council](https://www.linkedin.com/company/ipswich-city-council)



[/IpswichCityCouncilTV](https://www.youtube.com/IpswichCityCouncilTV)

Ipswich Central Revitalisation

Community Engagement Summary

August 2021

four
STUDIO fold

vee

URBANENQUIRY



Table of contents

01.	Introduction	05
02.	Engagement objectives	06
03.	Outcomes at a glance	07
04.	Sharing your ideas	09
	Brand and promotion	09
	Online engagement	10
	Trader door-knock	11
	Business Briefing	11
	SPARK Lounge	12
	Pop-up engagement	13
05.	Engagement outcomes	15
06.	Next steps	20

Acknowledgment of country

Fourfold Studio and our team acknowledges the Jagera, Yuggera and Ugarapu people as the Traditional Owners on which the town of Ipswich, known traditionally in the Yagera language as Tulumur, stands.

We pay our respects to their elders, past present and emerging and acknowledge the important role Aboriginal and Torres Strait Islander people play within the design, arts and placemaking community.

01

Introduction

The Ipswich community are proud of Ipswich Central. From its amazing heritage facades, to its passionate local businesses, Ipswich Central has significant community value and plays an important cultural and civic role within the wider region. Rapid growth in population has meant there has been significant investment in the region with opportunities already underway that will catalyse growth. In light of this, now is the right time to work collaboratively with the local community to create a roadmap for the future of Ipswich ensuring the creation of a place that reflects local ideas aspirations and retains the unique character of Ipswich. Achieving this will require action at all levels; from Council, to local business and the community.

In June 2021, Ipswich City Council launched the Revitalise Ipswich Central project, inviting the business sector and community to undergo a highly collaborative process to advance the ideas and insights already provided by a passionate and proud community. The key deliverables for this scope of works include the production of a Positioning Framework and two Place Plans aligned to the two areas interest; Ipswich Centre Core and Top of Town (Figure 1).

Consultation was structured around two areas of interest. Both local businesses and the community were eager to participate in engagement activities and to share ideas for projects, events and activities that will breathe new life into the two precincts.

An overview of insights collected during the aforementioned engagement activities has been captured within this engagement summary and will be used to inform the development of two Place Plans for each of the areas of interest. Each place plan will provide an action oriented framework for the revitalisation of these important precincts.



33 **The Nicholas Street Precinct is stunning and has great outdoor events. I love the regular Handmade Expo Markets, it's nice to see so many people enjoying themselves in the city**
~Life on the street

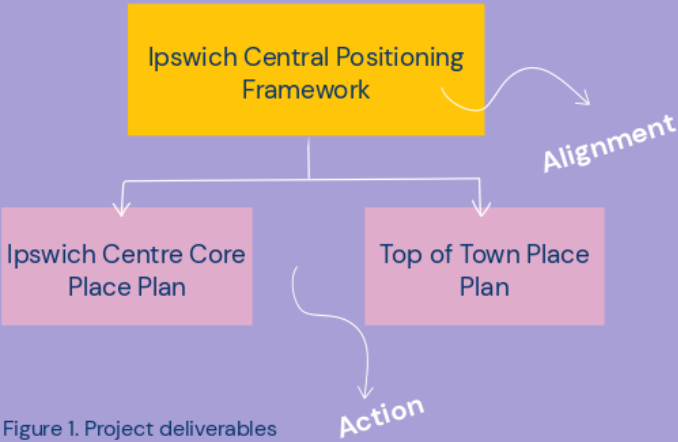


Figure 1. Project deliverables

02

Engagement objectives

The targeted engagement phase for this project took place between the 17th of June and 24th of July (Figure 2). The main objectives of the public engagement were to:

- Publicly launch the Ipswich Central Revitalisation program and build awareness and excitement.
- Showcase the draft Positioning Framework principles and communicate key messages for the program.
- Begin collecting ideas for the Ipswich Centre Core and Top of Town Place Plans.
- Create a database of participants interested in being involved and learning more about the project
- Gather expressions of interest for the Ipswich Central Partnership Group.
- Provide visibility and transparency in the process to strengthen the relationship between the community and Council.

Consultation process

- June–July 2021**
Online engagement.
- June 2021**
Trader door-knock.
- June–July 2021**
In-person pop-up engagement.
- June 2021**
Ipswich Central Business Briefing.
- July 2021**
SPARK Lounge.
- July 2021**
Ipswich Central Partnership Workshop 1.
- August 2021**
Engagement Summary.

03

Outcomes at a glance

Engagement activities undertaken for the Ipswich Central Revitalisation Project ensured a wide audience was reached. An overview of engagement outcomes has been summarised below:



2,600+
Online views

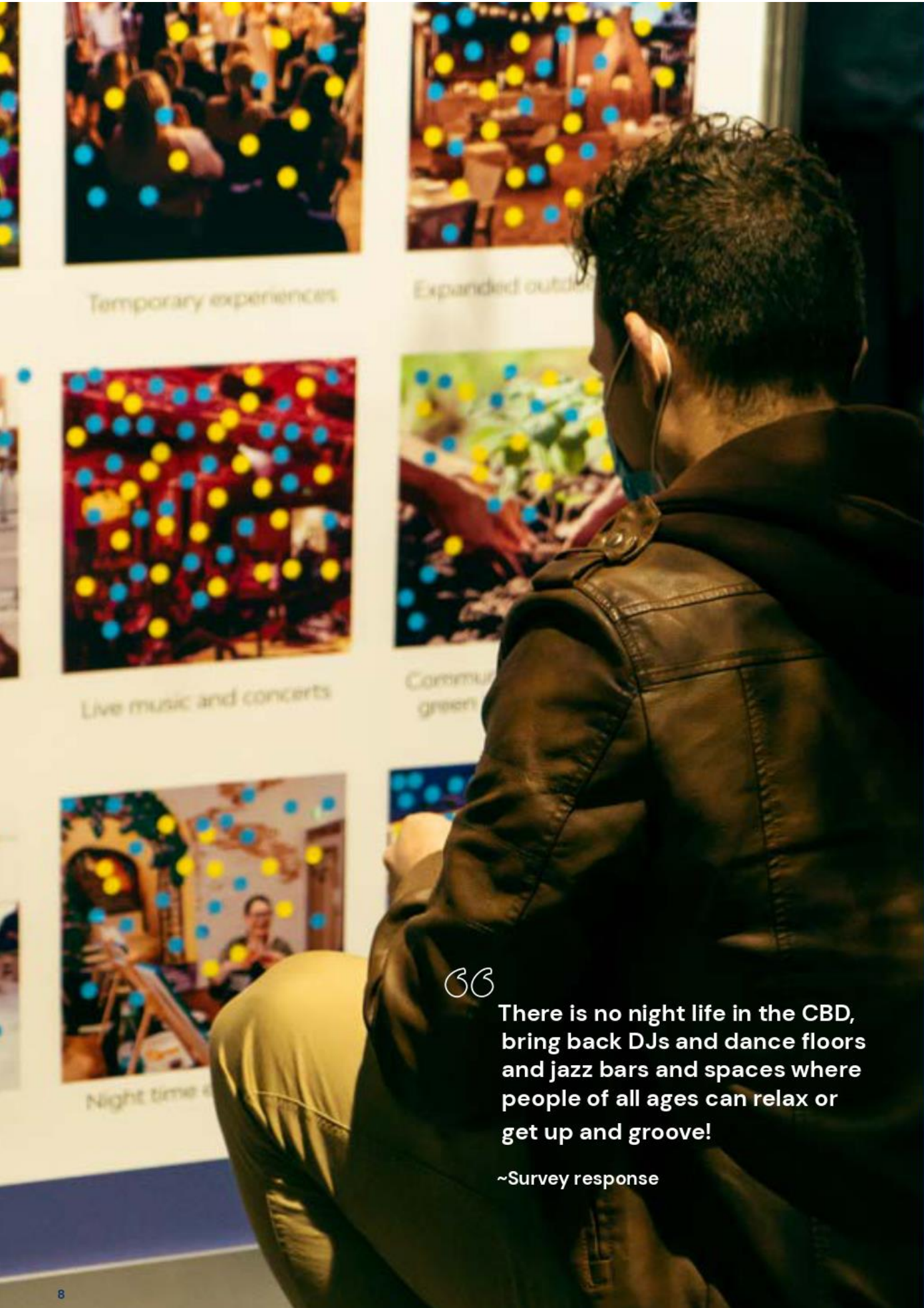
1 Event
20 Local businesses



Approx 662
people participated in an engagement

2,000+
dots added to the dotmocracy activity





04 Sharing Your Ideas

A series of engagement activities were undertaken to allow the community and stakeholders to share their ideas for future projects, events and activities for Top of Town and Ipswich Core. An overview of the engagement activities is included below and on the following pages.

1

Project Brand and Promotion

A project postcard was created providing an overview of the project and QR code linking to the online platform. The postcard was handed out at all engagement activities including the trader door-knock, business briefing, the SPARK Lounge event and pop-up engagement events.

A media release was also sent out via Ipswich City Council channels announcing the project. This was further supported by EDMs sent to Ipswich Central project followers on Shape Your Ipswich, relevant stakeholders on Ipswich Central, Creators of Ipswich and Business Ipswich Databases as well as through the Ipswich region Chamber of Commerce.

Approx **400**
Postcards distributed to
local businesses

“I’d like to see the Top of Town streetscape changed with a focus on trees / greenery and no through traffic. Focus on pedestrians and a more attractive place for people to shop/browse/eat at cafe’s outside.”

660 
Email recipients
57%
Open rates



2

Online Engagement

Council's Shape Your Ipswich platform formed the main destination to collect ideas. The page was highly interactive and included frequently asked questions, a project timeline and invitations and applications to contribute to the SPARK Lounge and Ipswich Central Partnerships. Online feedback and community insights were collected via three different activities including a survey, asking people to share what their relationship is with Ipswich Central; an activity to share ideas on what projects people would like to see, hear and interact with; and an activity to understand what values align to the unique features within Ipswich Central.



3

Trader Door-Knock

Across two days representatives of the project team door-knocked local businesses in the Centre Core and Top of Town precincts to notify them of the project and ways to get involved. Postcards promoting the project along with a letter to all businesses were handed out during conversations with traders. This provided an opportunity to promote the Business Briefing event and SPARK Lounge local trader event as well as to gather expressions of interest for individuals to apply for the Ipswich Central Partnership.



4

Business Briefing Night

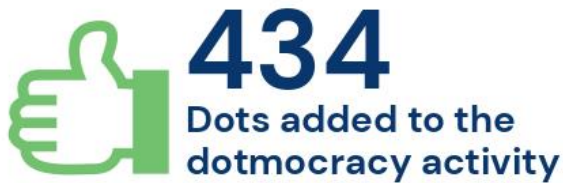
On the 22nd June Ipswich City Council hosted their monthly business briefing meeting attended by 43 local business owners, stakeholders and land owners. Representatives from the project team presented on the Revitalise Ipswich Central project. Interactive engagement activities were facilitated during the session to gather initial insights from the group and ideas and aspirations for the future of Ipswich Central.





SPARK Lounge Engagement Event

The SPARK Lounge was a collaborative pop-up event undertaken on Friday 9 July 2021. It was delivered by locals for locals and generated ideas for the future of Ipswich Central. The event transformed part of the Bradfield Bridge and Nicholas Street Precinct car park into a showcase of local Ipswich businesses and fun interactive engagement activities.



Pop-up Engagements

To promote the project and to ensure a broad engagement reach, 6 pop-ups were hosted at different locations throughout Ipswich Central.





03

I would love to see unique homewares and furniture shops plus unique clothing shops and more quirky cafes plus maybe some random live open air music.

~ Centre Core idea via Your Say

05

Engagement outcomes

The engagement results indicate that the Ipswich community are passionate and the majority of participants have an positive outlook on the future of Ipswich Central. There is a strong urge from participants for both precincts to collaborate on a range of projects to support social activity and local businesses. However, this needs to be balanced with a focus on retaining the unique character of each precinct and addressing the needs identified in the areas.

03

Farmers market help on Sundays every week in the Nicholas St Precinct "mall" area...Holding markets has the potential to create a rich connection within the community and further connect the community to their health, well-being and culture.

~ Idea submitted via Your Say





Precinct identity

When asked to describe Top of Town and Ipswich Centre Core in three words, the following were used to describe each precinct.

Ipswich Centre Core Responses

Top of Town Responses

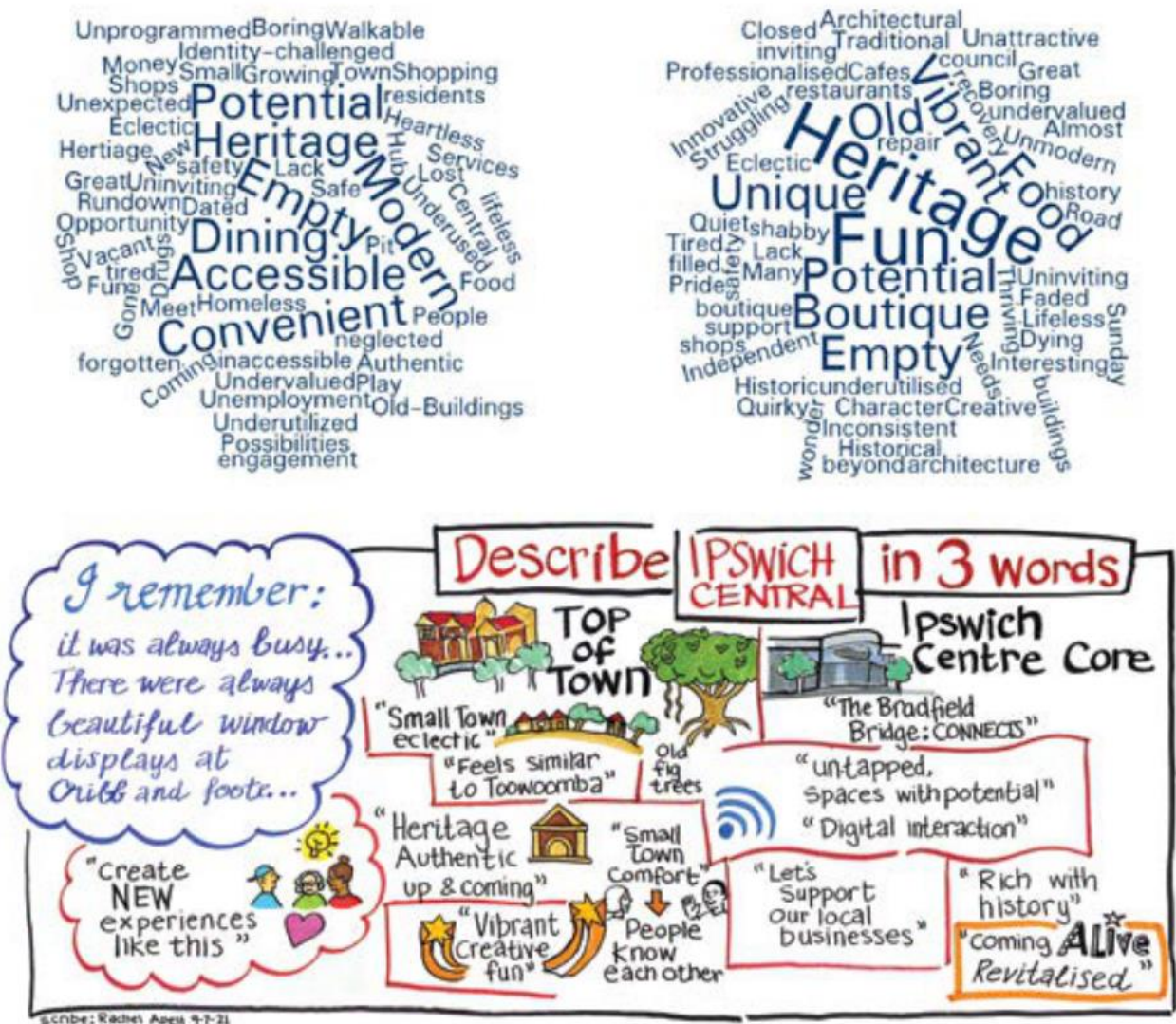


Figure 3. SPARK Lounge live illustration results

Precinct needs

When asked what are the needs you see and hear about in the community? The top 5 identified needs in the community were...

Top 5 identified needs for Ipswich Central

- 1 Heritage preservation
- 2 Opportunities for people to gather, meet and connect
- 2 Greater support for local traders and aesthetic improvements including art
- 4 Family friendly activities and authentic identity
- 5 Improved neighborhood pride

The priority areas of focus for each of the two precincts are:

Ipswich Centre Core	Top of Town
1 Better transport connections	Heritage preservation
2 More open outdoor space and heritage preservation	Improved safety
3 Family friendly activities	Improved neighbourhood pride
4 More greenery / greater sense of belonging	Family friendly activities
5 Improved safety / opportunities for people to gather, meet and connect / improved neighbourhood pride	More open outdoor space

Precinct values

When asked to align the draft values with features that were uniquely Ipswich, 19 features were suggested.

66

The antique centre is one of my favourite antique shops. It's shops like this that help differentiate the centre from Riverlink and give it character. Beautiful building, great antique collection and quite reasonably priced.

~ Traditional Heart value

66

The view from Denmark Hill is stunning. You can see just how green the city is from up here. It's be great if the water tower was opened up again so that people could enjoy even better views. The conversation park is a pleasant walk, you forget you're in the city.

~ Cool & Green

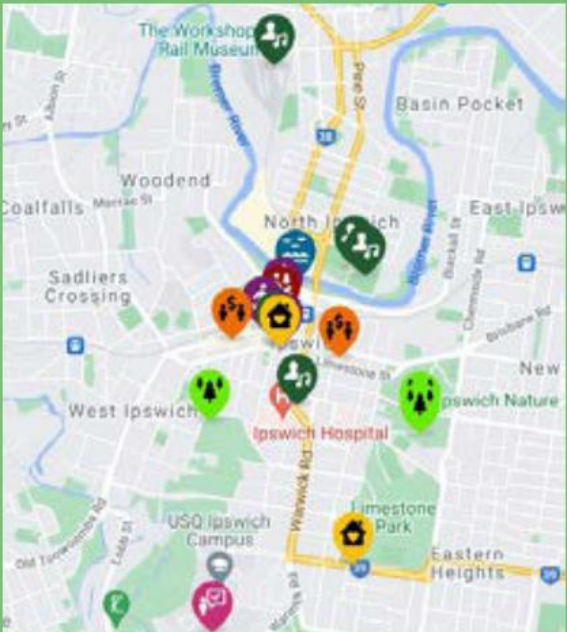


Figure 4. Outcomes from the Your Say activity

Dotmocracy

During each pop-up engagement and event, participants were asked to vote for the community-led projects and activities that most appealed to them for Ipswich Centre Core and Top of Town. The overall outcomes have been collated and the top 10 ideas from 18 options are provided below.

Ipswich Centre Core	Top of Town
Top 10 results from 18 options	Top 10 results from 18 options
1 Light Installations	1 Community markets and food stalls
2 Annual events and celebrations	2 Light installations
2 Community markets and food stalls	3 Live music and concerts
4 Expanded outdoor dining	3 Expanded outdoor dining
5 Live music and concerts	5 Children's play activities
6 Children's play activities	6 Riverfront and water activities
7 Riverfront and water activities	7 Annual events and celebrations
8 Community gardens and green thumb activities	7 Art installations and murals
9 Active transport	9 Community gardens and green thumb activities
10 Green streets and sustainable places	10 Green streets and sustainable places

Project Ideas

When asked to share ideas for projects participants would like to see, do and interact with in Ipswich Centre Core and Top of Town, 129 project ideas with common themes emerged across both online and in-person activities. The most popular project suggestions related to the following overarching categories:

- Activities and events with food and beverage offerings
- Facade and streetscape upgrades
- A vast range of bespoke or unique retail and service offerings
- Projects to support the locals
- Family activities

A full list of project ideas were be provided to the Ipswich Central Partnership for consideration within the Place Plans.



Figure 5. Ideas captured during the SPARK Lounge event

Project Ideas Ipswich Centre Core

- “ We have a unique opportunity to make this area like the old town it was when I grew up. Lovely little shops, friendly staff, bakeries. A place you just popped to when you wanted something special but something classy.”
- “ Music and other events like Fringe Festival, to celebrate cultures and local and future artists.
- “ More shaded areas in Nicholas Street for families to sit.
- “ The area would be ideal as a restaurant district, with gastronomic delights from around the world, catering for omnivores, vegetarians and vegans, This would help Ipswich CBD become the booming hub it deserves to be.
- “ It would be great to see the city centre become an arts and culture hub and be an attraction to showcase our local talent. It would become a sought after tourist destination.

Project Ideas Top of Town

- “ Youth music events that showcase emerging young talent
- “ Have a clearer online calendar for what's on Ipswich wide.
- “ Bring back what was; hotels with cafes that spill out onto the streets.
- “ I would like to see the top of town street scape changed with a focus on trees, greenery and no through traffic.
- “ Close some streets for a day and run a food and wine festival in town amongst the backdrop of historical buildings with live music scattered throughout.
- “ I would love to have an inner city tram - old, cute, fun.

Business Briefing insights

Participants at the Business Briefing event on the 22 June, 2021 were asked who their target audience is. The following responses were received:

- Home owners
- Values-aligned community groups
- Families
- Young couples
- Investors
- Young people
- All types
- CBD workers
- People of all walks of life
- Outdoor dining patrons

When asked what things would extend their audiences visit to Ipswich Central, 23 suggestions were made. A selection is provided opposite and the full list of suggestions will be provided to the Ipswich Central Partnership Groups for consideration within the Place Plans.



An overwhelmingly positive response, 83% of local businesses and stakeholders in the room felt the Ipswich Central Revitalisation project would benefit their business.

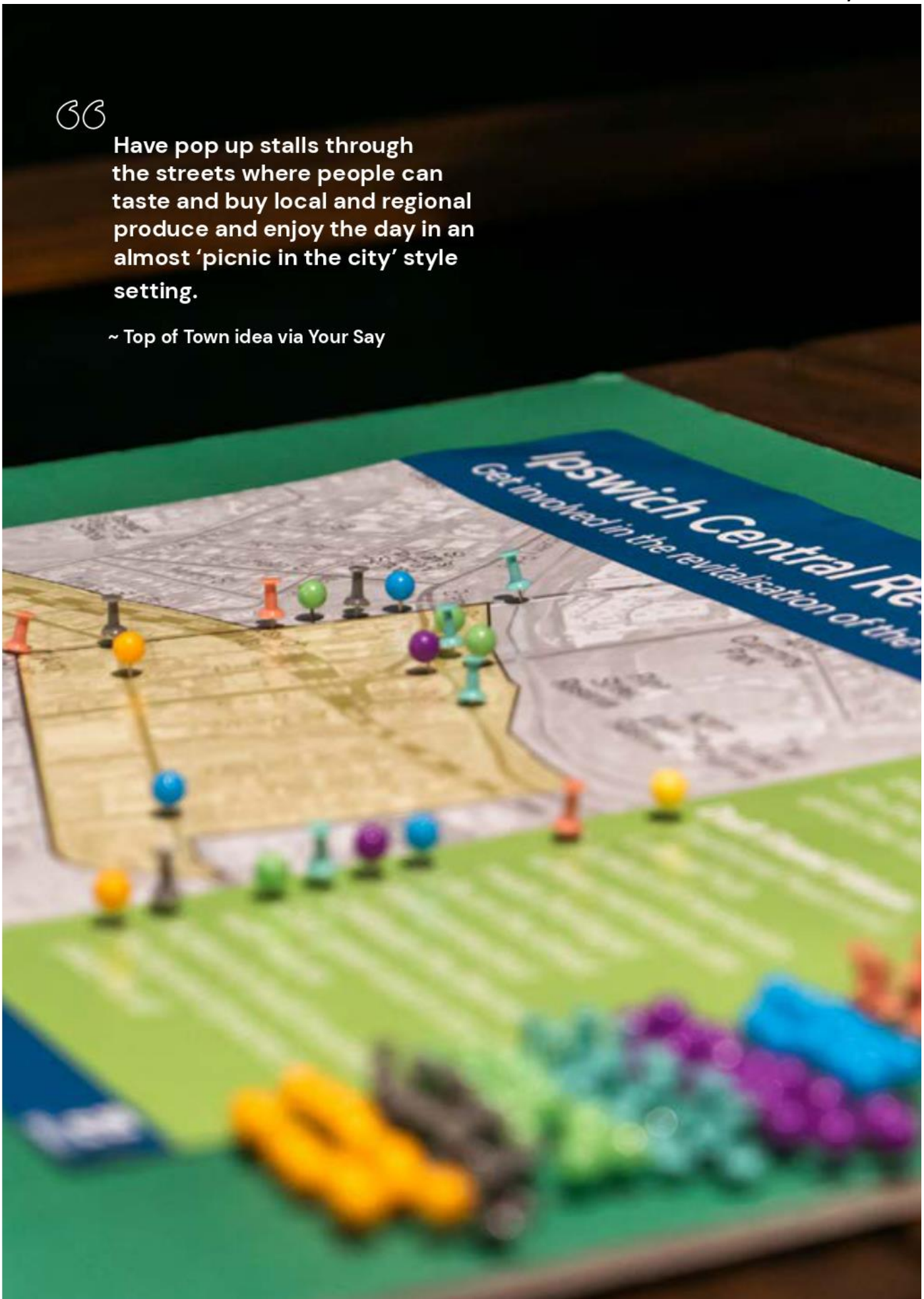
“Adventure mapping- linking multiple things to do while you’re in town. Business’ could collaborate better to achieve this.

“Night time economy!

“A variety of shops. More eating areas. Weekday activities and weekend activities.

“Have pop up stalls through the streets where people can taste and buy local and regional produce and enjoy the day in an almost ‘picnic in the city’ style setting.

~ Top of Town idea via Your Say



06

Next steps!

The engagement process undertaken for the Ipswich Central Revitalisation has provided valuable insights for future project ideas and aspirations for Ipswich Central. The ideas gathered will inform the two place plans for Ipswich Core and Top of Town.

Following the development of the draft Place Plans, Ipswich City Council in partnership with the consultant team will undertake further engagement with community and traders to refine ideas.

The newly established Ipswich Central Partnership Groups will collaborate on developing and refining actions for the Place Plans and will be responsible for championing their implementation. This will include multiple touch points and discussions with community and businesses.

Having all stakeholders working together for a united vision will ensure the revitalisation of Ipswich Central and the creation of a prosperous place for all.



four
STUDIO fold

vee

URBANENQUIRY

TRIANGLE HOUSE



Doc ID No: A7650586

ITEM: 3

SUBJECT: NICHOLAS STREET PRECINCT - COMMUNICATIONS, ENGAGEMENT AND EVENTS
REPORT OCTOBER 2021

AUTHOR: COMMUNICATIONS, EVENTS AND ENGAGEMENT MANAGER

DATE: 22 OCTOBER 2021

EXECUTIVE SUMMARY

This is a report concerning the communications, engagement and events activity undertaken and planned for the Nicholas Street Precinct in October 2021.

RECOMMENDATION/S

**That the Nicholas Street Precinct Communications, Engagement and Events
Monthly Report be received and the contents noted.**

RELATED PARTIES

The Acting General Manager of Infrastructure and Environment has declared a conflict of interest in relation to the Handmade Expo Markets operation. The conflict of interest has been declared to the Chief Executive Officer and the Acting General Manager and has not been involved in relation to this aspect of the program.

IFUTURE THEME

Safe, Inclusive and Creative

Calendar of Events

The Nicholas Street Precinct calendar of events for October included daily food trucks, the regular monthly Ipswich Twilight Market and Handmade Market Expo, all well received by the community with growing attendance.

Upcoming events

A Spooktacular Halloween movie night will take place on Saturday, 30 October featuring Hotel Transylvania 3. Guests will be invited to dress up in Halloween costume, and the event will feature popcorn, jumping castle and treats for the children.

Day for Daniel Walk on Friday, 29 October, in partnership with the Daniel Morcombe Foundation, Queensland Police Service, Ipswich Community Youth Services and ICC will celebrate the 10th year of the walk with the purpose to raise awareness and education of Child Safety.

The Ipswich Plant and Garden Expo will take place on Saturday, 6 November, from 9am to 1pm with over 50 stallholders. This new event offers free entry and will feature a selection of indoor, outdoor, and rare plant species for purchase.

Finalisation of the Christmas holiday program is underway in partnership with the city events team, and a family friendly Australia Day celebration event featuring live music, waterplay and children's activities is also in final planning stages.

Marketing

We look forward to welcoming our first tenant into EATS in late November with newly designed hoardings installed across all tenancies.

Following a vendor panel application, Sabio (previously known as P4) has been selected as the agency to facilitate brand development and website delivery for the Nicholas St Precinct. Sabio will facilitate a brand workshop to support the expansion of the current brand into the next stage of tenant onboarding, events and customer loyalty with the aim to deliver a new Nicholas St Precinct website for the new year.

Strategic Spaces have delivered a cohesive strategy and design concept for all external signage within the precinct and carpark. The strategy is positioned to build a unique identity whilst connecting place and heritage. Following consultation, the strategy will move into fabrication stage to ensure delivery and completion by Easter 2022.

The quarterly stakeholder meeting is scheduled for Thursday, 28 October with an invitation extended to current tenants. This meeting offers an engagement opportunity to update tenants on the progression of the precinct and learn more about their business heading into the busy holiday period.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

Comprehensive COVID-19 plans are in place for all events utilising the dedicated QLD Check-in app to support contact tracing. In addition, the enforcement of the issues and crisis plan, emergency plan and engagement of 1800-medics to support as appropriate.

Licencing remains an ongoing discussion in regard to permits and licencing for events and general use of the precinct to ensure compliance and long-term framework.

HUMAN RIGHTS IMPLICATIONS

RECEIVE AND NOTE REPORT
The recommendation states that the report be received and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

A budget for 2021-2022 for the delivery of the communications, engagement and activation program has been approved by Council.

COMMUNITY AND OTHER CONSULTATION

Internal and external consultation during August included key precinct stakeholders (landlords and business owners), West Moreton Health, project partners and contractors (Ranbury, Hutchinsons, event organisers, etc).

CONCLUSION

This report features a summary of the communications, engagement and event activity undertaken throughout October in support of the Nicholas Street Precinct with the goal of creating awareness, enlivening the space and encouraging the community to 'come and explore'.

Karyn Sutton

COMMUNICATIONS, EVENTS AND ENGAGEMENT MANAGER

I concur with the recommendations contained in this report.

Sean Madigan

ACTING GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

"Together, we proudly enhance the quality of life for our community"

Doc ID No: A7618318

ITEM: 4

SUBJECT: NICHOLAS STREET PRECINCT - RETAIL SUB-PROJECT STEERING COMMITTEE
OCTOBER 2021

AUTHOR: PROJECT MANAGER

DATE: 11 OCTOBER 2021

EXECUTIVE SUMMARY

This is a report concerning the October 2021 report from the Retail Sub-Project Steering Committee on the status of the leasing program and associated developments with the retail component of the Nicholas St Precinct redevelopment.

RECOMMENDATION/S

That the October 2021 Retail Sub-Project Steering Committee Report be received and the contents noted.

RELATED PARTIES

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

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

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

IFUTURE THEME

Vibrant and Growing

PURPOSE OF REPORT/BACKGROUND

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

The October 2021 meeting of the RSPSC focussed on the status of retail leasing including the cinema tender process, progress of works to refurbish the Eats and Metro B buildings assets and the outcomes of the recent consultancy to improve wayfinding. Refer Attachment 1 for the draft RSPSC October 2021 minutes.

During the month, the Green Building Council of Australia confirmed that following a post construction assessment, 1 Nicholas Street is now officially rated as a 5 Star Green Star building.

The table below identifies the status of tenancy negotiations as at Friday 22 October 2021. During the month one Heads of Agreement was submitted for Council's consideration, the commercial terms of which have now been assessed by council's independent advisor. Positive discussions have continued with offers issued to several operators for tenancies in both Eats and Metro B. It is anticipated that due to proposed loosening of Covid-19 restrictions in both NSW and Victoria, previously stalled negotiations with southern based operators will recommence.

Deal Status	October 2021	Change from September 2021
HOA Signed (non-legally binding) #	15	+1
Pending Approval by Council	1	+1
Lease Documents Issued	11	+1
Lease Documents Being Prepared	3	-1
Leases Executed by Lessee	1	-
Leases Executed by Lessor (Council)	1	-

In January 2021, Council resolved to undertake an Expression of Interest (EOI)/tender process for the management and operations of the precinct's cinema complex. Following a successful EOI component, the tender process closed on 4 August 2021 with submissions from each of the EOI participants. Council is undertaking a thorough tender assessment process to deliver the best possible outcome for the anchor tenancy. It is still anticipated that the resulting arrangement with the preferred operator will be finalised and executed within the next few months.

Refurbishment of the Eats and Metro B buildings (including Metro A façade and adjoining streetscape works) continued during the month. Eats' refurbishment will be completed in time to allow for the first tenancy (Eats T1) to open on 12 November 2021. The opening of the precinct's first tenancy is a positive step in the redevelopment's future success. Works to Metro B and adjacent streetscape works are on track for completion in December 2021, with the completion of associated landlord works allowing for tenant fit-out for the planned opening in Easter 2022.

As conditioned by Council, the extension to the Commonwealth Hotel is subject to an executed AFL. Negotiations with the preferred operator are well advanced and it is currently anticipated that that an AFL for the future operation of the hotel will be executed by January 2021. The development application associated with the extension has been lodged with Council. Preparations for the procurement of a contractor to deliver the design and construct contract are advanced.

Due to the proximity of the Ipswich Central Redevelopment Committee's meeting to the end of the reporting month, the October 2021 Executive Report will be provided as part of the November 2021 committee report. Refer Attachment 2 for the September 2021 Executive Report.

LEGAL/POLICY BASIS

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

Local Government Act 2009

Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

Challenges to retail leasing continue including but not limited to COVID-19 impacts, the pace of the retail market rebound, the NSW and Victoria lockdown causing a loss of focus by prospective tenants, the securing of anchor and other tenants and the attractiveness of the offer from the lessor, (council) in the current market conditions.

The conversion of endorsed HOA's into legally binding AFLs/leases remains a critical outcome given the progress of refurbishment works on both the Eats and Metro B buildings.

The extension to the Commonwealth Hotel and the refurbishment of the Venue building are both contingent on the execution of AFL (or management agreement in the Venue's case) with the anchor tenants.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
The recommendation states that the report be received and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

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



COMMUNITY AND OTHER CONSULTATION

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

CONCLUSION

Retail leasing including the process to secure key anchor tenants for both the cinema and the Commonwealth Hotel has continued to progress with the conversion of HOA's into AFL's/leases remaining a key priority. Achieving executed leasing arrangements with prospective tenants is critical given the upcoming completion of the Eats and Metro B refurbishments and the proposed works to the Commonwealth Hotel and Venue buildings.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Draft RSPSC Minutes - 20 October 2021 ↓ 
2.	Nicholas Street Precinct Executive Report - October 2021 ↓ 

Greg Thomas
PROJECT MANAGER

I concur with the recommendations contained in this report.

Sean Madigan
ACTING GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

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



IPSWICH CITY COUNCIL

MINUTES - RETAIL SUB-PROJECT STEERING COMMITTEE

Meeting: Retail Sub-Project Steering Committee (RSPSC) – No 16
Venue: Claremont Room, Level 8 - 1 Nicholas Street
Date: 20 October 2021 (11:00 AM – 12:30 PM)

Members:	James Hepburn (Chair) (JH); Greg Thomas (Project Manager) (GT)	
Observers:	Councillor Marnie Doyle, Councillor Nicole Jonic, Karyn Sutton (KS), Nicole Denman, Brent McKay (BM)	
Apologies:	Councillor Kate Kunzelmann, Sean Madigan (A/General Manager I&E) (SM)	
Chair / Minutes:	Chair – James Hepburn	Minutes – Nicole Denman
No.	OFFICER	DESCRIPTION
1	JH	Attendance / Apologies
2	JH	Previous Minutes & Actions Arising
3	JH	Workshops <ul style="list-style-type: none"> Upcoming strategic discussion on Venue building
4	JH	Retail Leasing <ul style="list-style-type: none"> Leasing Status <ul style="list-style-type: none"> Discussed the updated Leasing Schedule circulated at the meeting Prospective tenants Opportunity for an Employment Charter – ACTION: GT to provide to Cr Doyle with associated information on the opportunity Update provided on cinema EOI/RFT process
5	GT	Retail Redevelopment <ul style="list-style-type: none"> Metro B/Eats <ul style="list-style-type: none"> Eats – construction nearing completion, first tenancy open for trade November 2021 Metro B – construction completion by year end, tenant fit-out to follow for April 2022 opening Commonwealth Hotel status <ul style="list-style-type: none"> DA lodged, status of preparations for Design and Construct procurement discussed
6	KS	Precinct Activation and Events <ul style="list-style-type: none"> Activation/event calendar for remainder of 2021 together with associated stakeholder consultation issues discussed
7	JH/KS	Precinct Management <ul style="list-style-type: none"> Precinct management challenges Marketing, social media, website update included a review of draft AV concepts for Metro B Upcoming NSP Occupier's Forum Wayfinding – scope, process timing and concept option consideration <ul style="list-style-type: none"> Presentation of Strategic Spaces consultancy key findings/options Steering Committee endorsed Concept Option 2 - ACTION: KS to prepare a briefing package on the Strategic Spaces outcomes for the Mayor's review Cr. Jonic requested consideration of the circular economy in the signage roll-out Resourcing – NSP team requiring future additional support and structural discussions
8	GT	Procurement (current) <ul style="list-style-type: none"> Commercial leasing agent, Commonwealth Hotel D&C, cinema operator
9	JH	Financials <ul style="list-style-type: none"> Discussion on resourcing requirements in relation to approved/future operational budgets
10	GT	November 2021 ICR Committee Reports <ul style="list-style-type: none"> October 2021 - RSPSC report and Communications Engagement and Events Report under preparation

No.	OFFICER	DESCRIPTION
11	GT	Upcoming Retail Ministerial Exemption Reports <ul style="list-style-type: none">December 2021 quarter/December 2021 half-yearly reports
12	GT	General Business <ul style="list-style-type: none">Update provided on discussions with QR on volumetric title options and other titling mattersRSPSC endorsed registration of the business name 'Nicholas Street Precinct'Upcoming Sunshine Coast Council tour of 1 Nicholas Street PrecinctBell Street Overbridge – State discussionHistoric arrangements – ACTION: GT to obtain related legal advice
13	GT	<ul style="list-style-type: none">Next Meeting – 17 November 2021



Nicholas Street, Ipswich Central

Executive Report No.31

To 8 October 2021



NICHOLASST

IPSWICH CENTRAL

DOCUMENT INFORMATION

Title: Nicholas Street, Ipswich Central
Subtitle: Executive Report

VERSION	DATE	PREPARED BY
1	8 October 2021	CBD Redevelopment Project Team

Distribution

Ipswich City Council

IPSWICH CENTRAL - RETAIL - DASHBOARD - OCT 2021

\$254.6M

Budget

\$215.1M

Committed Costs

\$206.5M

Actual

\$39.3M

Forecast Costs

\$254.5M

Total Forecast Cost

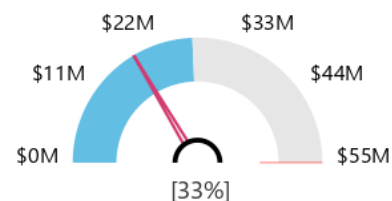
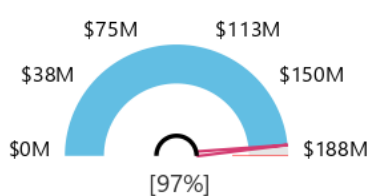
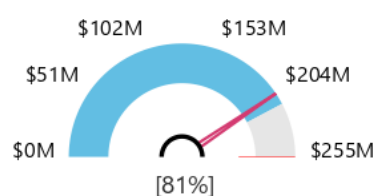
Description	Budget	Committed Costs	Forecast Costs	Total Forecast Cost	Actual
Commonwealth Hotel	\$11,987,570	\$6,405,398	\$5,582,172	\$11,987,570	\$6,405,398
Retail Project	\$54,555,349	\$26,556,620	\$27,848,834	\$54,405,454	\$17,939,385
Civic Project	\$188,020,704	\$182,147,089	\$5,873,616	\$188,020,704	\$182,147,089
Total	\$254,563,623	\$215,109,107	\$39,304,622	\$254,413,729	\$206,491,871

Actual, Budget and Commitments

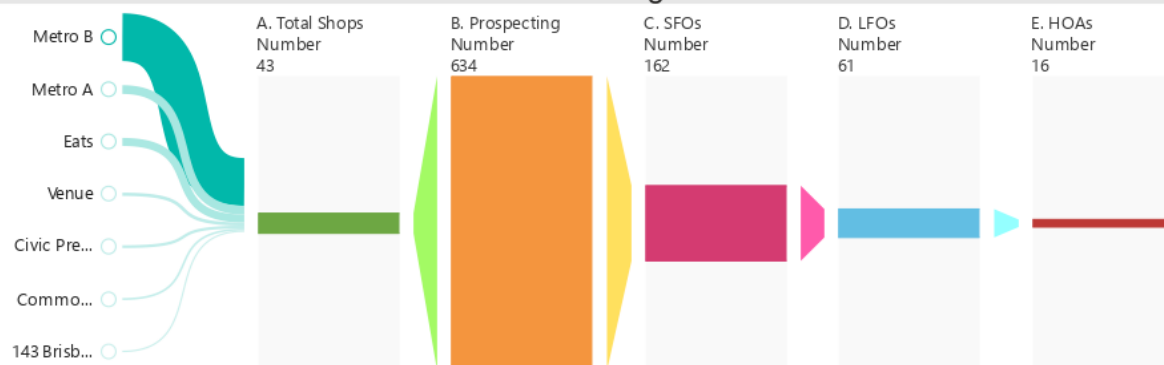
Total

Civic

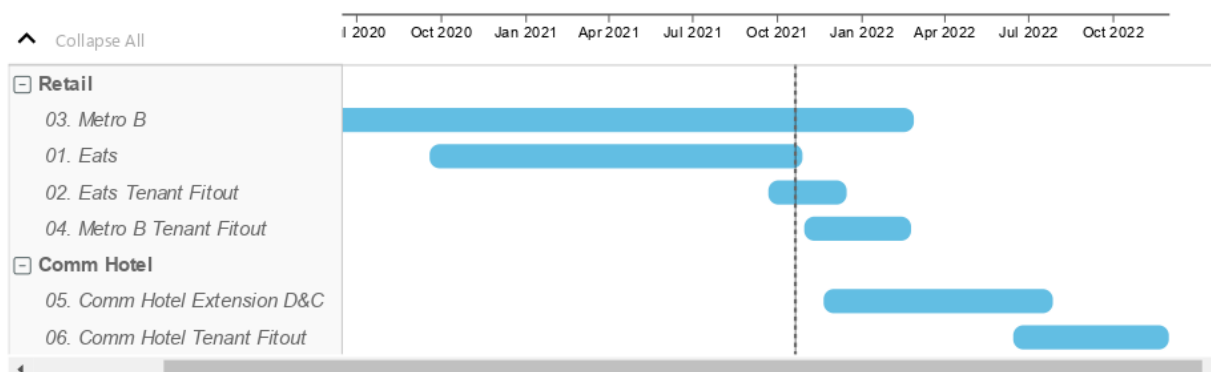
Retail



Leasing



Retail Schedule



Contents

1.	PROGRAM	1
1.1	SUMMARY	1
2.	FINANCIAL	2
2.1	FINANCIAL SUMMARY	2
2.2	CASH FLOW	2
3.	DESIGN & CONSTRUCTION	3
3.1	CIVIC PROJECT	3
3.2	COMMONWEALTH HOTEL	3
3.3	RETAIL	3
	APPENDIX A – MASTER PROGRAM	4
	APPENDIX B – SITE PHOTOS	5



1. Program

1.1 SUMMARY

The report format focuses on the Retail Redevelopment given the Civic Project has now reached Practical Completion and Council moved into the building on 28 June 2021.

The program has been updated as of 8 October 2021. A summary Gantt chart is included at **Appendix A** of this Report which reflects target completion dates summarised in the table below.

Note that Hutchinson Builders were instructed to proceed with Pre-agreed Variation 2 - Internal Works to Metro B (Landlord works) on 1 June 2021 and the below summary includes this.

Table 1 – Program Status Summary

Ref	Project	Current Status	Target Completion
SP6	Eats Façade & Streetscape	Complete	Q4 2020
	Eats Landlord Works	In Construction	Q3 2021
	Eats Tenant Fit-out	In Design	Q4 2021
SP8	Metro B Façade & Streetscape	In Construction	Q4 2021
	Metro B Landlord Works	In Construction	Q1 2022
	Metro B Tenant Fit-out	In Design	Q2 2022
SP7	Metro A Façade & Streetscape	In Construction	Q4 2021
	Metro A Landlord Works	On Hold	TBD
	Metro A Tenant Fit-out	On Hold	TBD
TBC	Venue Façade & Streetscape	On Hold	Q4 2022
	Venue Landlord Works	On Hold	Q4 2022
	Venue Tenant Fit-out	On Hold	Q2 2023
TBC	Commonwealth Hotel Façade & Streetscape	Complete	Q2 2021
	Commonwealth Hotel Extension	Developing Concept	Q4 2022
TBC	Tulmur Place F&B Tenancy	Developing Concept	Q2 2022



2. Financial

2.1 FINANCIAL SUMMARY

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

Table 3 – Financial Summary

	Project	Current Budget	Committed Contracts and Variations	Forecast Contracts and Variations	Forecast Final Cost
1	Civic Project	\$188,020,704	\$182,147,089	\$5,873,616	\$188,020,704
2	Commonwealth Hotel	\$11,987,570	\$6,405,398	\$5,582,172	\$11,987,570
3	Retail Project	\$54,555,349	\$26,556,620	\$27,878,834	\$54,405,454
	TOTAL	\$254,563,623	\$215,109,107	\$39,304,622	\$254,413,729

The Civic Project has absorbed the cost of General & Administrative expenses and other excluded costs that had been allocated to the project.

An increase of \$5m was approved by Council and added to the Commonwealth Hotel budget in the table above.

2.2 CASH FLOW

Following the opening of the Administration Building on 28 June 2021 the cashflow for the Civic component of the project has reduced significantly, whilst the Retail component is increasing until the end of this calendar year, after which it will taper off into the new year. Client-instructed variations are extending program and cashflow forecasts into the 2022 first quarter.

Table 4 – Cash Flow

Month	Monthly Expenditure	Cumulative Total
June 2021	Retail \$1,872,199 Civic \$4,524,666	\$198,243,019
July 2021	Retail \$1,723,438 Civic \$794,998	\$200,761,456
Aug 2021	Retail \$2,697,579 Civic \$307,496	\$203,771,760
Sep 2021	Retail \$2,378,267 Civic \$341,844	\$206,491,871



3. Design & Construction

3.1 CIVIC PROJECT

The official opening of the Admin Building and Children's Library occurred on Monday 28 June 2021.

The Defects Liability Period runs until 18 March 2022 and all outstanding defects are being worked through with Hutchinson Builders.

3.2 COMMONWEALTH HOTEL

The proposed extension to the Commonwealth Hotel has been approved by Council as has its budget.

The DA application has been lodged and is currently going through the state referral agencies review process. A decision from the Council Planning Department is anticipated in November 2021.

Lease negotiations with the prospective tenant are well progressed with a view to receiving a signed AFL in late 2021.

3.3 RETAIL

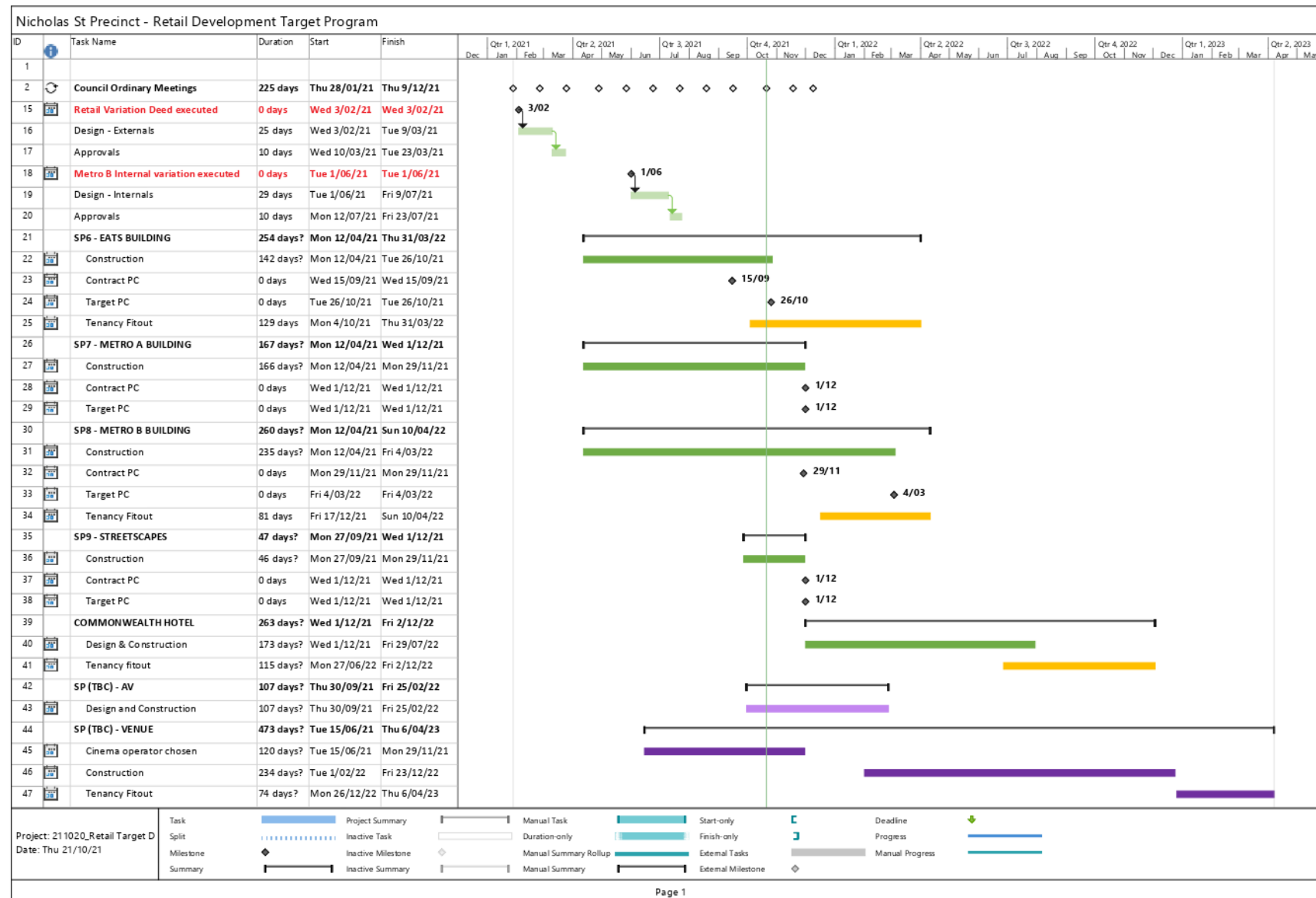
Eats Practical completion is forecast for late October and the project's first retail tenant accepted handover in early October to commence their tenancy fitout works. Additional Landlord works will be required in the eats building post-Practical Completion once tenancy deals are secured, which Hutchinson Builders will complete as 'Day 2' works.

The installation of GRC panels to the Metro A and B facades is now complete. Internal partition walls and building services are being installed, and all tenant requests for Category 1 works are being incorporated where possible.

Delivery of client-instructed variations are extending dates for Practical Completion (e.g. Metro B full roof replacement, installation of PWD lift to Bell St entry), however, this is not materially impacting forecast precinct opening dates which have recently been reset due to protracted timeframes with closing leasing deals in the current economic climate.



APPENDIX A – MASTER PROGRAM



NICHOLASST

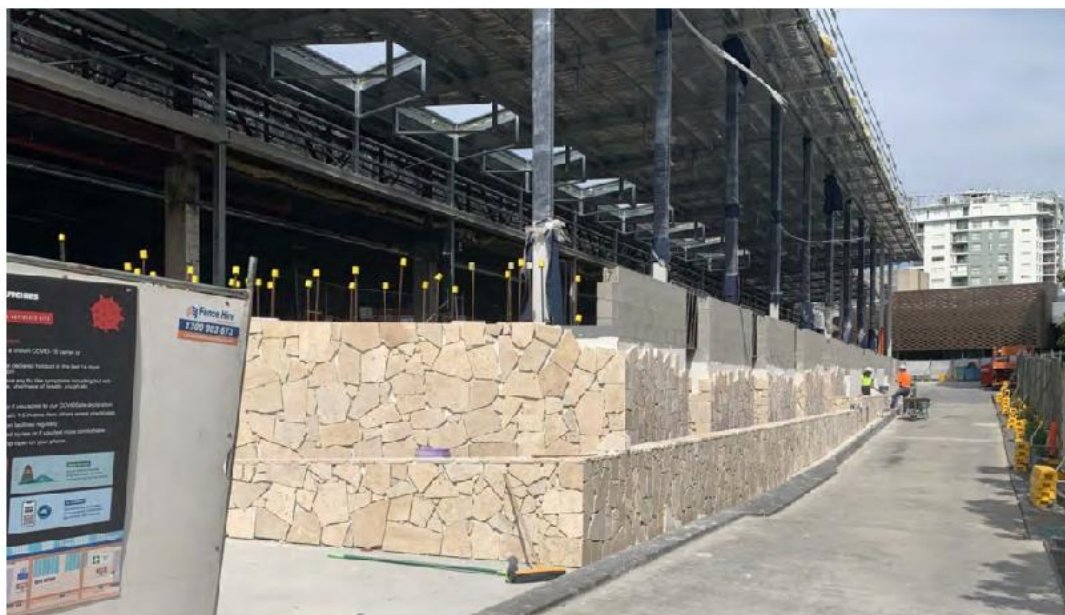
IPSWICH CENTRAL

APPENDIX B – SITE PHOTOS

Metro B



Corner of Nicholas St & Union Place



Awning over Union Place external dining area