



City of
Ipswich

**IPSWICH
CITY
COUNCIL**

AGENDA

of the

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE

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

**On Tuesday, 23 June 2020
At 10 minutes after the conclusion of the General Purposes Committee**

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

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE AGENDA
10 minutes after the conclusion of the General Purposes Committee
on **Tuesday, 23 June 2020**
Council Chambers

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** Item includes confidential papers

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 1

23 JUNE 2020

AGENDA

1. **IPSWICH CENTRAL EXECUTIVE REPORT NO 16 TO 4 JUNE 2020**

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

RECOMMENDATION

That the report on the Ipswich Central Executive Report No 16 to 4 June 2020 be received and the contents noted.

2. **RETAIL LEASING PROGRAM STATUS - IPSWICH CENTRAL REDEVELOPMENT**

This is a report concerning the status of the retail leasing program for the Ipswich Central Redevelopment.

RECOMMENDATION

That the report be received and the contents noted.

3. **MINISTERIAL EXEMPTION RETAIL LEASING - IPSWICH CENTRAL REDEVELOPMENT**

This is a report concerning the ministerial exemption for the Ipswich Central redevelopment's retail leasing program and its associated reporting regime.

RECOMMENDATION

That the report be received and the contents noted.

4. ****TENDER CONSIDERATION PLAN - APPOINTMENT OF RETAIL LEASING AGENT, NICHOLAS ST - IPSWICH CENTRAL PROJECT**

This is a report concerning the Tender Consideration Plan ("TCP") for the appointment of a retail leasing agent for ongoing services for the Nicholas St – Ipswich Central Project (the "Project").

A TCP is proposed for adoption by Council under the provisions of Section 230 of the *Local Government Regulation 2012*. This section provides Council with the

ability to procure medium-sized and large-sized contracts without conducting a tender process. The legislation requires that Council resolve to prepare a TCP and prepare and adopt the plan.

At its 19 May 2020 meeting, the General Purpose Committee considered a paper entitled 'Tender Consideration Plan – Appointment of a Retail Leasing Agent' by the Project Manager dated 6 May 2020 and resolved to support Recommendation A to prepare a Tender Consideration Plan for the appointment of a Retail Leasing Agent, to remove Recommendations B, C and D, and request a future report be provided to Council on this matter.

Ranbury Property Services (Pty Ltd) ("Ranbury") has been the retail leasing agent for the Project since early 2019 with the latest agreement with Council expiring on 30 March 2020. To ensure consistency in the delivery of the Project's leasing strategy and to maintain market confidence in relation to the leasing opportunities and the broader Project, a detailed TCP has been prepared which details the reasons for Council not undertaking a full tender process for the appointment of a retail leasing agent and recommends the reappointment of Ranbury.

The proposed contractual arrangements with Ranbury in regards to leasing have been changed from the original agreement following expert advice on standard industry practise. These changes are identified in the commercial in confidence terms of engagement attached to this report (refer Confidential Attachment 3). Fundamentally, the changes maintain Council's overall projected expenditure but reduce the risks to Council in respect of the timing of payments to Ranbury in terms of executing contractually binding lease agreements with tenants.

RECOMMENDATION

- A. That Council resolve to adopt the Tender Consideration Plan for the appointment of a Retail Leasing Agent as outlined in the report by the Project Manager dated 4 June 2020 in accordance with section 230(1)(b) of the *Local Government Regulation 2012*.
- B. That Council resolve to enter into a contract with Ranbury Property Services Pty Ltd for Retail Leasing Agency Services on the terms described in the report by the Project Manager dated 4 June 2020.
- C. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract with Ranbury Property Services Pty Ltd to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

5. ****IPSWICH CENTRAL REDEVELOPMENT - RETAIL AND COMMERCIAL PROPERTY STRATEGY**

This is a report concerning the Ipswich Central Redevelopment retail and commercial property development and divestment strategy.

On 28 October 2019 the Interim Administrator adopted the development strategy as detailed in this report. This approved Council to invest in the staged development of the retail assets owned by Council in the Ipswich Central redevelopment area. The report from 28 October 2019 is attached (Attachment 1).

This report now seeks endorsement of the Interim Administrators decision by the Council.

RECOMMENDATION

That the Ipswich Central Redevelopment Retail and Commercial Property Strategy as adopted by the Interim Administrator at the Council Ordinary Meeting of 28 October 2019 be endorsed by Council.

6. **NICHOLAS STREET PLACE ACTIVATION PLAN - IPSWICH CENTRAL REDEVELOPMENT**

This is a report concerning the Place Activation Plan as a deliverable for the Nicholas Street Precinct redevelopment.

This plan sets the expectation of a coordinated and strategic approach to the placemaking and activation for the Nicholas Street Precinct.

The plan establishes the approach for placemaking and activation of the precinct, driving traffic to the CBD and supporting each stage of the development as it is completed.

RECOMMENDATION

- A. That the Place Activation Plan be received and considered for endorsement.
- B. That the Events, Activation and Placemaking sub-working group finalise the resourcing, framework and budget required to implement this plan and present this at a future meeting of the Ipswich Central Redevelopment Committee.

7. ****COMMONWEALTH HOTEL RECONSTRUCTION - IPSWICH CENTRAL REDEVELOPMENT**

This report relates to the nomination of a Preferred Tenderer for the CEO to progress final negotiations with to enter into a Construction Contract for the Commonwealth Hotel Reconstruction Project. The CEO, through the General

Manager Coordination & Performance, will work with the Preferred Tenderer to formally enter into a Contract.

RECOMMENDATION

- A. That Tender No. 14518 for the Commonwealth Hotel Reconstruction be awarded to Built Qld Pty Ltd (ABN 43 108 064 099).
- B. That Council enter into a contract with Built Qld Pty Ltd (ABN 43 108 064 099) for the Commonwealth Hotel Reconstruction for the sum of Two Million, Three Hundred and Fifty-Three Thousand, Five Hundred and Twenty-Nine Dollars (\$2,353,529 (excl GST)) for a period of 23 weeks until practical completion plus 52 weeks defects liability period.
- C. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

8. **IPSWICH CENTRAL REDEVELOPMENT PUBLIC ART**

The purpose of this report is to provide an update to Council on the activities conducted thus far in relation to public art for the Ipswich Central Redevelopment project.

The report details the signature sculptural art installation for the Civic Plaza titled "Standing" by Ipswich based artist Lincoln Austin.

Also attached to this report is an indigenous community consultation report that was compiled by Black Drum consulting following an indigenous community consultation process. The Black Drum report contains several recommendations including public art and other cultural aspects of the development, many of which have been adopted in the Ipswich Central Redevelopment.

RECOMMENDATION

That the report be received and the contents noted.

9. **NICHOLAS STREET REDEVELOPMENT COMMUNICATIONS AND ENGAGEMENT REPORT**

This report has been produced to brief the Mayor and Councillors on all communications and engagement activity that has been undertaken by the Engagement Section in support of the Nicholas Street precinct and redevelopment since August 2019, when Council officially took over ownership of the project from Ipswich City Properties (ICP).

With a new communications and engagement strategy under development, now is the perfect time to brief the Mayor and Councillors and seek their input and ideas in regards to the delivery of this new strategy.

RECOMMENDATION

- A. That the report be received and the contents noted.
- B. That Council continue to update and implement a communications and engagement strategy for the Nicholas Street Precinct as detailed in "Part 4" of Attachment 1.

** Item includes confidential papers

and any other items as considered necessary.

Doc ID No: A6268128

ITEM: 1
SUBJECT: IPSWICH CENTRAL EXECUTIVE REPORT NO 16 TO 4 JUNE 2020
AUTHOR: BUSINESS SUPPORT OFFICER
DATE: 1 JUNE 2020

EXECUTIVE SUMMARY

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

RECOMMENDATION/S

That the report on the Ipswich Central Executive Report No 16 to 4 June 2020 be received and the contents noted.

RELATED PARTIES

Program Management Partner, Ranbury Management Group – for the Ipswich CBD Transformation Project.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

The report includes Ipswich Central Executive Report No 16 effective to 4 June 2020. The purpose of this report is to inform the Committee of the progress of the redevelopment works, including status of design, procurement, programme, budget, potential risks with related mitigation strategies, etc.

Five separable portions combine to form the work program under the Hutchinson Builders' contract:

1. Administration Building
2. Library
3. Civic Plaza
4. Car Park Upgrade
5. Existing Lift in EATS Building

Associated construction works are largely in line with program with the car park upgrade scheduled to be completed in August 2020 and the Library and Civic Plaza due for

completion in October 2020. Work on Council's new Administration building is well progressed with the structure complete to Level 6. Currently the targeted completion date for the Administration building is the end of August 2021. As required under the contract's conditions, several Extensions of Time have been granted, however these will ultimately have little impact on the final completion dates of each of the five separable portions.

No construction activity has commenced on the retail refurbishment program as the decision to endorse the funding approval by the Interim Administrator is the subject of a separate Council decision. A previously approved Tender Consideration Plan will enable Hutchinson Builders, as the existing head contractor for the Civic Project, to undertake the delivery of the Retail Project as a variation (subject to Council's approval). The Commonwealth Hotel reconstruction works have been tendered and a recommendation is currently before Council to consider the recommended tenderer. It is anticipated that the reconstruction will be completed by early December 2020.

The current budget for the CBD's redevelopment (including the retail refurbishment but excluding associated incentives) is \$239.1M. At the time of writing, final project expenditure is forecast to meet project budget. A detailed report on the retail leasing budget is to be provided to the July 2020 meeting of the Ipswich Central Redevelopment Committee.

In terms of the significant risks to the project from Covid-19, Hutchinson Builders have continued their construction activities largely unabated through the Covid-19 restrictions. Initial concerns regarding delays in the receipt of some key components from China required for the construction of the Administration building have now dissipated. However, with the expansion of Covid-19 shut-downs in other countries, the supply chain risk remains significant.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

Not applicable.

FINANCIAL/RESOURCE IMPLICATIONS

The retail refurbishment of the Venue, Eats and Metro A is yet to be confirmed by Council and will require associated funding.



COMMUNITY AND OTHER CONSULTATION

Not applicable.

CONCLUSION

This report is provided as a monthly update on the Ipswich Central Program of Works.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Executive Report No 16  
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Nicole Denman

BUSINESS SUPPORT OFFICER

I concur with the recommendations contained in this report.

Greg Thomas

PROJECT MANAGER

I concur with the recommendations contained in this report.

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

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



Nicholas Street, Ipswich Central

Executive Report No.16

To 4thth June 2020



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DOCUMENT INFORMATION

Title: Nicholas Street, Ipswich Central

Subtitle: Executive Report

Date: 4 June 2020

VERSION	DATE	PREPARED BY
1	4 June 2020	CBD Redevelopment Project Team

Distribution

Ipswich City Council



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APPENDIX A – SUMMARY PROGRAM

APPENDIX C – RISK DASHBOARD

APPENDIX D – SITE PHOTOS



1. Program

1.1 SUMMARY

The program has been updated with data date on 1 June 2020. A summary Gantt chart is included at **Appendix A** of this Report which reflects target completion dates summarised in the table below.

Table 1 – Program Status Summary

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

Retail project program is to be determined pursuant to advice on Council's intentions for approving the work to proceed.

It should also be noted that the Contractor's forecast date of practical completion for the Library is in Q3 of 2020, the above timeframe represents the completion date including Council's FF&E & IT. A checklist has been provided to Council listing the required preparations (ie property insurance, security, utilities).



1.2 D&C CONTRACT EXTENSIONS OF TIME

The Contract entitles the D&C Contractor to claim extensions of time due to adverse weather conditions. All extensions of time listed below relate to weather.

Table 2 – Construction Extensions of Time Summary

Separable Portion	Description	EOT's Granted (Business Days)
1	Admin Building	16
2	Library	16
3	Civic Plaza	16
4	Car Park Upgrade	12
5	Existing Lift in Food & Bev Bldg	NA

It should be noted that the above extensions of time will ultimately have little impact on the final completion dates of each of the separable portions.



2. Financial

2.1 FINANCIAL SUMMARY

The Cost Report for the month ending 31 May 2020 is included in **Appendix B**. The table below summarises the current budget and forecast final cost.

Table 3 – Financial Summary

	Project	Current Budget	Committed Contracts and Variations	Forecast Contracts and Variations	Forecast Final Cost
1	Civic Project	170,471,339	152,751,826	18,962,831	171,714,657
2	Commonwealth Hotel	6,255,741	3,715,909	2,539,831	6,255,740
3	Nicholas / Union	9,653,680	8,461,817	64,588	8,526,405
4	Retail & Entertainment	45,059,180	4,230,809	40,823,678	45,059,180
6	Demolition Works	7,250,069	7,130,026	4,000	7,134,026
7	Safe Cities	377,616	377,616	0	377,616
	TOTAL	239,067,625	178,233,094	60,829,838	239,067,625
	General & Admin	0	1,565,090	-1,565,090	0

2.1.1 Budget Amendment Summary

The October 2018 budget was \$215M. In August 2019 this was re-stated as \$201.5M because \$13.5M of land purchase costs was dealt with outside of the project budget (note: the retail component of the budget was unchanged).

This budget has now been increased by \$37,567,625 (excluding lease capital incentives) to cover additional works for the retail refurbishment (excluding Metro A).

The total project budget is therefore:

Item	Value
August 2019 Budget (excludes \$13.5M of property transactions)	\$201.5 million
December 2019 Budget Amendment (excludes capital lease incentives)	+ \$37.6 million
December 2019 Project Budget	\$239.1 million



2.2 CASH FLOW

The recent cash flow is presented below and covers all expenditure including contractors and other fees and charges.

Table 4 – Cash Flow

Month	Monthly Expenditure	Cumulative Total
July 2019	\$1,455,874	\$34,816,194
August 2019	\$1,032,512	\$35,848,706
September 2019	\$3,659,633	\$39,508,339
October 2019	\$7,475,156	\$46,983,495
November 2019	\$9,314,613	\$56,298,108
December 2019	\$5,190,207	\$61,488,315
January 2020	\$7,696,207	\$69,184,521
February 2020	\$5,774,856	\$74,959,378
March 2020	\$7,533,719	\$82,493,097
April 2020	\$10,207,186	\$92,700,283
May 2020	\$11,418,747	\$104,119,030

2.3 VARIATIONS – CIVIC PROJECT

Variations for the Civic Project are summarised below.

Table 5 – Civic Project Variations Summary

Status	Previous Period		This Period	
	Qty	Value (\$)	Qty	Value (\$)
Original Contract		\$128,750,332		\$128,750,332
Approved	63	\$2,987,971	65	\$3,063,235
REVISED CONTRACT VALUE		\$131,783,303		\$131,813,567



3. Design & Construction

3.1 CIVIC PROJECT

The Civic Project scope of works covers the following separable portions:

1. The Administration Building (including integrated fit-out)
2. Library (including fit-out)
3. Civic Plaza
4. Existing Car Park Upgrade
5. Existing Lift (within future 'Eats' building)

The design review process is now complete except for the precinct-wide signage and wayfinding, this is expected to be received in June 2020. Major design milestones achieved in May 2020 include:

In terms of construction, the site has continued to operate throughout the implementation of Covid-19 restrictions. Additional lunchrooms have been established on site, additional cleaning has been implemented. The workforce on site is now around 230 people. Major construction milestones achieved in May 2020 include:

- Administration Building: Structure to Level 06 is complete.
- Library: Cladding and shopfront is complete.
- Library: Internal framing is complete and most walls are sheeted
- Civic Plaza: Framing & roofing for all pavilions, amenities building, and waste enclosure is complete.
- Car Park: Lift lobby walls are complete

The program in Appendix A shows the status of construction and photos in Appendix D supplement this information.

3.2 COMMONWEALTH HOTEL

The Commonwealth Hotel reconstruction works have been tendered to a pre-approved list of four tenderers selected from an open Expressions of Interest process conducted by Council:

- Tenderers closed in May 2020;
- Tender evaluation and award is forecast to be completed in June 2020;
- Tender award is forecast for July 2020;
- Construction of the base building is targeted for completion in Q4 of 2020.

The completion date for the rebuilding work will be determined by the tender evaluation process. The evaluation will take into account time, cost, quality and risk aspects of competing offers in accordance with the Tender Evaluation Plan prepared for this purpose.

3.3 NICHOLAS / UNION

Jmac Constructions achieved practical completion on 19/12/2019 of their scope of work. This date was one day prior to their contract completion date and enabled Nicholas Street to be opened to the public prior to the 2019 holiday period. The defect liability period is due to expire in December 2020 and during this period the Contractor is returning to site periodically to address defects identified by the project team.



3.4 RETAIL

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

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

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

Progress of the retail project is dependent on Council agreeing to this variation proceeding pursuant to satisfactory progress in securing tenants. The program was originally based on engaging Hutchinson in December 2019 however the variation has not yet been approved.

In order to mitigate the impact on program – Hutchinson Builders have been given permission to proceed with preliminary design development and this work was completed in the first week of April 2020. In the event that the Retail Project construction variation does not proceed with Hutchinson Builders, this design will remain as the possession of Council.

The completion dates for Retail Project will be reassessed once the work is approved to proceed.

In the meantime, a proposal has been provided to Council for work which could commence now utilising available budget from the Nicholas / Union and Civic Project so that the streetscape and façade in front of Eats is complete in time for the opening of the Civic Plaza.

3.5 AV PROJECT

The AV work is currently included as a provisional sum within the retail variation due to the integral nature of the AV work with the Retail Project. The current design allows for projectors located on Eats, Civic Plaza and Admin Building projecting images onto Metro B and potentially Metro A facades.

3.6 DEMOLITION WORK

Demolition work was completed in 2018 and included lot creation to facilitate construction of the Administration Building and adjacent Civic Project elements. The demolition work has reduced the risk and program duration of the Civic Project. This phase of work is now concluded, and site possession has been transferred from the Demolition team to the Construction team of Hutchinson Builders.

3.7 SAFE CITY RELOCATION

The Safe City Relocation project has been completed.



4. Safety & Environment

4.1 PUBLIC SAFETY

The Civic Car Park was closed during the last weekend of May to enable high voltage electrical infrastructure work to be completed. This work was completed safely and the car park was reopened on schedule.

4.2 SAFETY IN DESIGN

The project team is currently reviewing the technical submission for the Building Maintenance Unit and roof access safety system.

4.3 ENVIRONMENT

Cleaning of the existing concrete slab has been identified as a potential environmental issue. The D&C Contractor has been asked to provide further details of how cleaning fluid and wastewater will be managed to prevent pollution of sewer and stormwater.

4.4 SAFETY CONSULTANT

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

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

The monthly safety review on site has been completed for May 2020. Measures implemented to control Covid-19 risk include:

- Awareness raising through posters
- Formal communication with workers
- Additional cleaning
- Gloves for plant operators
- Additional lunchrooms and toilets
- Rotational timing of lunch breaks
- Limitations on use of the hoist



5. Marketing & Leasing

5.1 RETAILER ENGAGEMENT

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

During April and May 2020, the Stakeholder Relations team (ICC) conducted a range of initiatives and communications with traders and building owners in the Nicholas Street impact zone. These included:

- Continuation of window branding campaign and information on how to engage with Ranbury's leasing team
- Emails to all traders and building owners on all relevant COVID-19 business recovery grants
- Council's Office of Economic Development launched a series of online web training and panel discussions for small local businesses as well as a new business concierge service to assist local businesses
- Invitation to the quarterly CBD Business briefing which covers both the Nicholas Street redevelopment and wider Ipswich Central updates in June 2020
- Regular social media posts – mix of trader products, and redevelopment updates Ongoing assistance with individual trader marketing and promotions
- Weekly project updates to traders, building owners and internal stakeholders
- Invitation to engage via Shape Your Ipswich digital platform
- The temporary closure of the Nicholas Street multi-deck car park was communicated to traders, building owners and the wider community through:
 - Signage
 - Emails
 - Scheduled social media posts
 - Council call centre scripting
 - News bite on Council's intranet
 - In weekly trader update

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5.2 LEASING

The summary of retail leasing activities is included in the table below.

Table 6 – Retail Leasing Summary

Precinct	Total Shops	Prospecting	SFOs	LFOs
Metro A - Bell Street Link	12	63	15	3
Metro B - 2 Bell Street	18	347	79	23
Eats	5	17	7	3
Venue	6	23	4	2
Commonwealth Hotel	1	20	1	1
Civic Precinct	1	9	4	0
143 Brisbane St	1	0	0	0
Totals	44	478	110	32

5.3 SOCIAL MEDIA ENGAGEMENT

Nicholas Street Facebook page and social media (Facebook and Instagram) messaging has now pivoted to reflect changing trade conditions in Nicholas Street due to the Covid-19 situation. These are updated regularly.

Table 7 – Social Media Engagement

Platform	Date range	Reach	Engagement	Comment
Facebook & Instagram	01/04/2020 – 31/05/2020	18,417	1,851 (10%)	-

5.4 COMMUNITY ENGAGEMENT

Due to current covid-19 restrictions and the ongoing requirement for social distancing, major activations and gatherings have not been planned for the second quarter of 2020.



6. Risk

6.1 RISK SUMMARY

The risk summary table below is taken from **Appendix C: Risk Dashboard** of this report, which also shows further details including a full risk register. There have been no amendments in the month of May 2020.

Table 8: Residual Risk by Project

Ref	Project	LOW (R)	MEDIUM (R)	HIGH (R)	EXTREME (R)	TOTAL
0	Programme - Site Wide		2	4	1	7
1.1	Administration Building	1	2	1		4
1.2	Library	1	1	2		4
1.3	Civic Square	1		1		2
1.4	Car Park Upgrade	2				2
2.3	Commonwealth Hotel		1	2		3
3.1	Nicholas St / Union PI Upgrade		1			1
4.1	Metro A		4	3		7
4.2	Metro B		2	4		6
4.2	Venue	1		1		2
Total		6	14	23	1	44

The extreme risk listed above is the potential shut-down of site due to Covid-19. This risk is rated as extreme due to the likelihood and magnitude.

Covid-19 risks for the supply chain previously included pavers and lifts that have arrived and are not expected to delay project completion dates. However, with expansion of Covid-19 shut-downs in other countries the supply chain risk is as significant as before.

Regarding other risks remaining on the risk register it is worthwhile to note:

- Retail project approval to proceed remains a key risk this month.



7. Summary

Key actions required for the coming months are summarised below:

7.1.1 Central Civic Project

- Resolution of remaining provisional sums:
 - IPSWICH sign
 - Civic Plaza signage and wayfinding
 - Administration Building signage and wayfinding
 - Children's Library signage and equipment
 - Admin Building L01 Kitchen
 - Main Library signage and wayfinding
 - Main Library external signage
- Pricing and finalisation of Administration Building changes requested as part of the design submission and review process.
- Resolution of public art connection details.
- Establishment of an AV content, management and activation strategy for the project

7.1.2 Commonwealth Hotel

- Award of the Commonwealth Hotel reconstruction contract.
- Certificate of Final Completion and final account to be settled for underpinning work.

7.1.3 Nicholas / Union

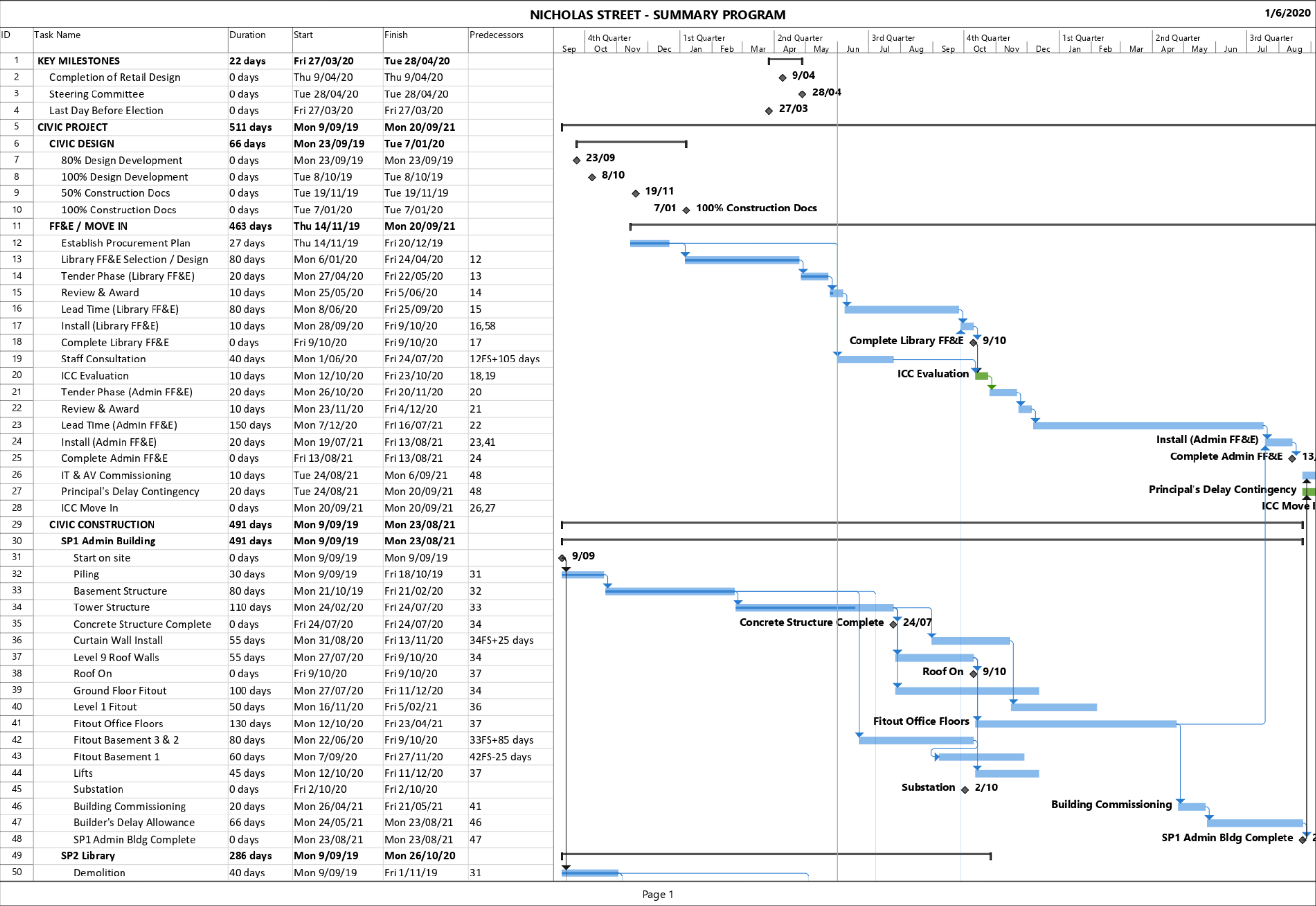
- Defect list rectification.

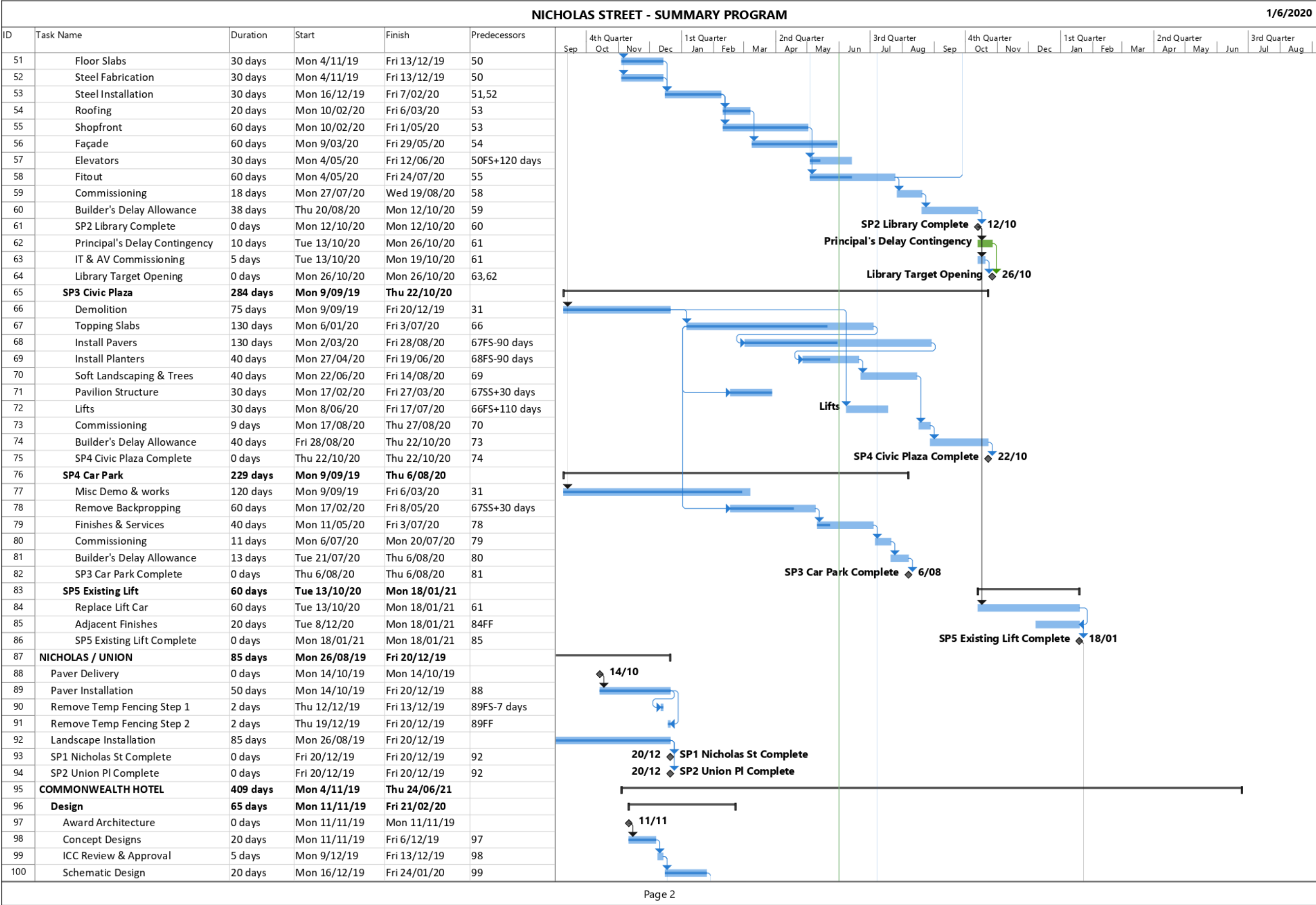
7.1.4 Retail

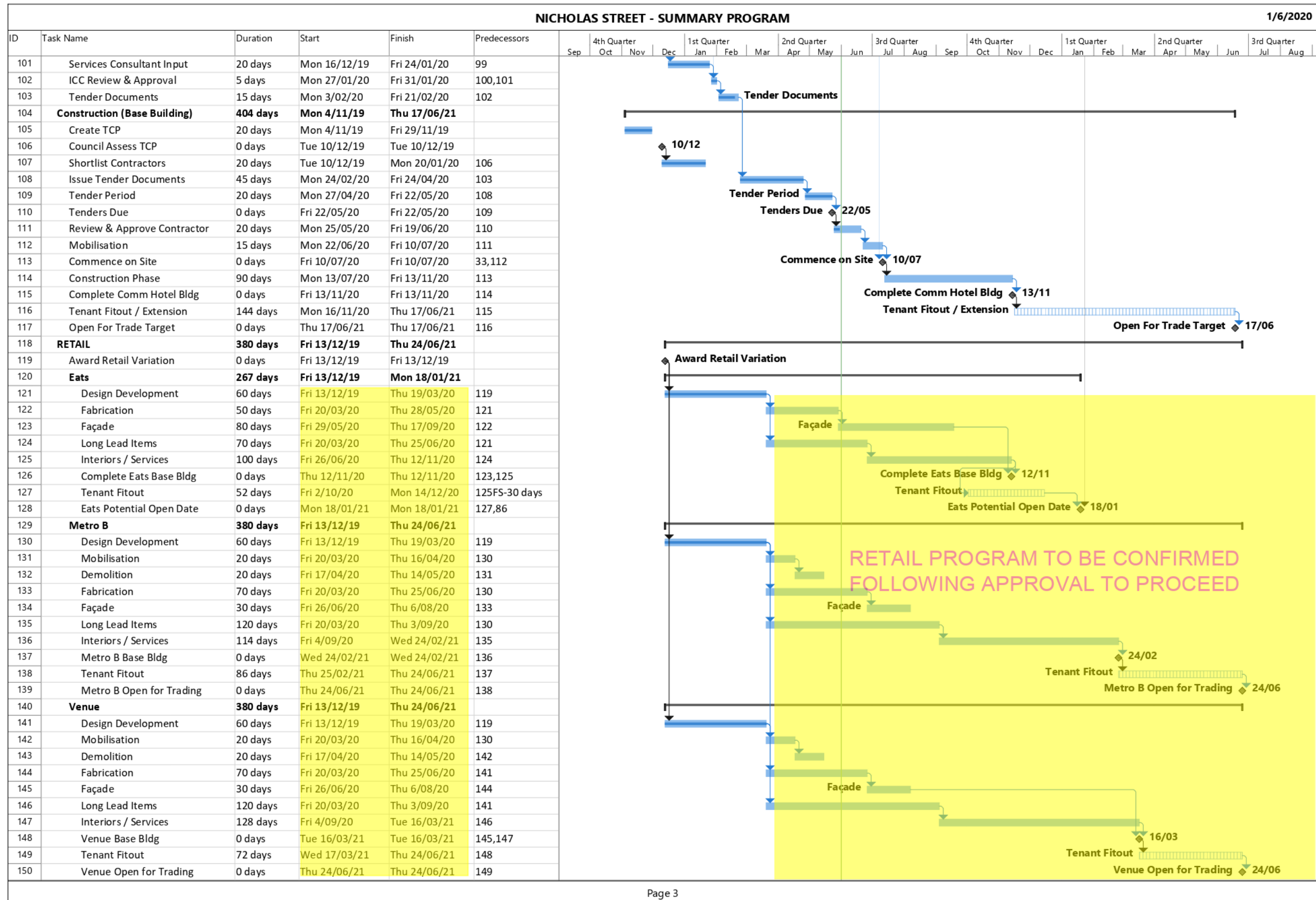
- Council to confirm approval for the Retail Project to proceed.
- Council to provide feedback/approval for minimum scope of work recommended to commence for streetscape and Eats facade



APPENDIX A – MASTER PROGRAM









APPENDIX B – RISK REGISTER

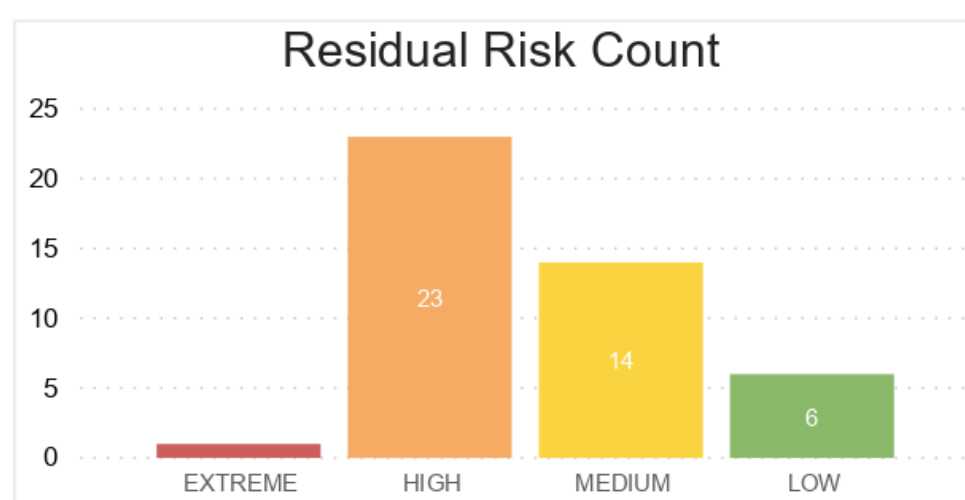
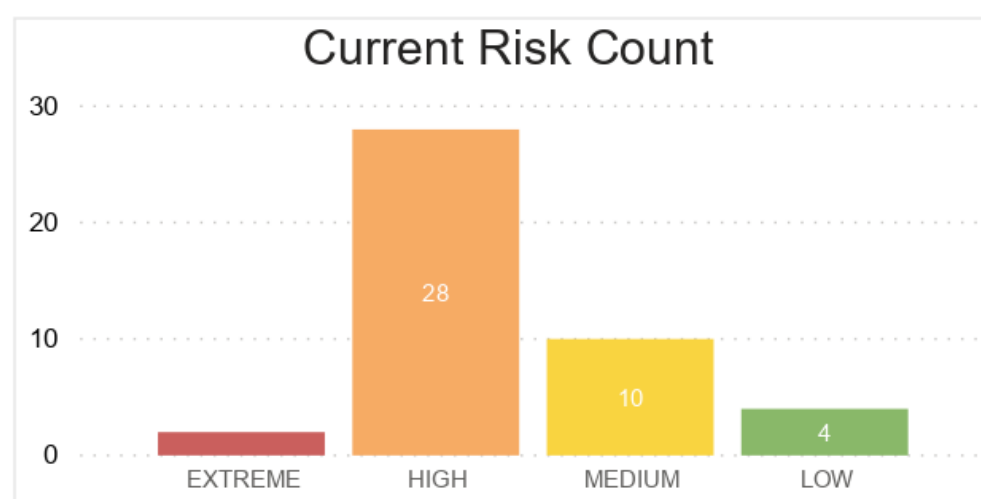
APPENDIX D - RISK DASHBOARD - MAY 2020

HIGH &
EXTREME
RESIDUAL RISKS
LAST MONTH
24

HIGH &
EXTREME
RESIDUAL RISKS
THIS MONTH
24

Risk Rank

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



Residual Risks

Ref	Project	LOW (R)	MEDIUM (R)	HIGH (R)	EXTREME (R)	TOTAL
0	Programme - Site Wide		2	4	1	7
1.1	Administration Building	1	2	1		4
1.2	Library	1	1	2		4
1.3	Civic Square	1		1		2
1.4	Car Park Upgrade	2				2
2.3	Commonwealth Hotel		1	2		3
3.1	Nicholas St / Union Pl Upgrade		1			1
4.1	Metro A		4	3		7
4.2	Metro B		2	4		6
4.2	Venue	1		1		2
Total		6	14	23	1	44

MAIN RISKS (based on Risk Residual Rank)

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Ipswich Central Civic Project	Corona virus impact on supply chain	Monitor ongoing impact and create strategies to mitigate the impact (eg allow late handover of selected paved areas).	EXTREME	HIGH
Project Site Wide	Covid-19 shut-down of site work	Cleaning, social distancing and other mitigation measures have been implemented by the Contractor.	EXTREME	EXTREME
Commonwealth Hotel	Delays in appointment of Contractor for Commonwealth Hotel Reconstruction	Contract to be issued with tender documents to ensure complete awareness and reduce negotiation time.	HIGH	HIGH
Project Site Wide	Variations to the Project scope increase the budget and reduce contingency.	Contingency tracking sheet implemented by Council to ensure sufficient contingency is reserved for unforeseen risks	HIGH	HIGH
Retail & Entertainment	AV scope of work yet to be confirmed	Buchan and other specialists to present plan for AV activation (including content management).	HIGH	MEDIUM



APPENDIX C – SITE PHOTOS

APPENDIX C – SITE PHOTOS

Civic Plaza: Library façade along Nicholas Street.



Civic Plaza: Library Entry



Administration Building: View from amenities building looking east

Nicholas Street: View from café / bar roof looking south



Civic Plaza: Northern pavilion from café / bar roof looking south

Doc ID No: A6267257

ITEM: 2

SUBJECT: RETAIL LEASING PROGRAM STATUS - IPSWICH CENTRAL REDEVELOPMENT

AUTHOR: PROJECT MANAGER

DATE: 1 JUNE 2020

EXECUTIVE SUMMARY

This is a report concerning the status of the retail leasing program for the Ipswich Central Redevelopment.

RECOMMENDATION/S

That the report be received and the contents noted.

RELATED PARTIES

Ranbury Property Services Pty Ltd

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

The retailing leasing assets (refer Attachment 1) available in the Nicholas Street – Ipswich Central Redevelopment area (freehold and leasehold) includes the following assets: lower ground of 143 Brisbane Street, the Venue, EATS, the Civic Square, the Commonwealth Hotel, Metro B and Metro A. There are currently 43 retail tenancies within the precinct with a total Gross Lettable Area (GLA) of 20,097 m² (refer Attachment 2 for location of individual tenancies).

The retail leasing program commenced in late 2018 under Ipswich City Properties Pty Ltd (ICP) with an initial market sounding process to determine interest levels for the project. Given the positive feedback obtained, ICP commenced a formal leasing campaign in January 2019. Following council's decision to transfer all assets, operating and redevelopment activities of ICP to council, it became responsible for delivery of the retail leasing strategy and leasing responsibilities. At the 27 June 2019 Special Council meeting, it was resolved to appoint Ranbury Property Services Pty Ltd as the retail leasing agent for the Project with an effective date of 18 June 2019. A detailed history of the engagement of the retail leasing agent is included in a companion paper to the June 2020 Committee meeting.

The project has provided a number of challenges from a retail leasing perspective for numerous reasons which largely stem from the retailer perceptions of the precinct's location and the chequered and prolonged history of the CBD redevelopment project.

The leasing program and strategy has focussed on securing key brands to the project 'up front'. This approach will help 'set the tone' for the project and ultimately have a cascade effect to the balance of the leasing program once these retailers can be announced to the market (following agreement for lease execution). Further the leasing strategy seeks to:

- Deliver the key uses and brands to the precinct that optimise the ability to drive foot traffic, sales, and rent (all intrinsically linked);
- Deliver new to market brands that are not currently represented in the region;
- Deliver a critical mass of food and beverage offer, that provides choice in cuisine and experience type, whilst carefully balancing the demographics spending capability and consumer aspirations;
- Deliver a critical mass of entertainment offers, which in conjunction with civic, community, and activation led initiatives, provides a precinct unrivalled in SEQ for leisure choice;
- Provide the Ipswich community with a place of which they can be proud, and that becomes a 'must-do' destination for the wider SEQ region; and
- Drive after-hours economy (that is 7am to 10pm, seven days a week).

Retailers, and particularly the higher calibre entertainment and food and beverage brands targeted for the project, are highly sought after by numerous developments around the country. In the majority these are developments within existing assets owned and managed by large institutional investors with whom these brands have long established relationships. These relationships often result in multiple site deals with extremely attractive terms for the tenant that are difficult to match by smaller private or individual asset owners. They are also in proven assets and precincts with established reported foot traffic and turnover levels.

These all represent difficult hurdles to overcome for the leasing team, however the strong vision and intent for the Nicholas Street – Ipswich Central precinct has been well communicated to potential tenants. Ipswich also has very strong growth characteristics which has also been highlighted and acknowledged, and the new political environment is also seen as a positive.

Program Status

Some 472 prospective tenants have been introduced to the project with 139 issued with offers. To date eight Heads of Agreement (HOA) with interested parties have been endorsed. Whilst HOAs are not legally binding, they are a critical step in the process to obtain an executed Agreement for Lease/Lease. The eight HOAs combined equate to 18.6% of the total retail tenancies but more importantly 36.7% of the precinct's GLA (approximately 32% of the targeted gross rent). At the time of writing, no HOAs have progressed to executed leases although this process is well advanced with draft lease documents circulated to a number of prospective tenants (with endorsed HOAs) for their review. Lease terms continue to be negotiated and finalised accordingly to achieve binding agreements with a significant focus on the lease documentation with the key anchor tenant which is in the advanced stages of finalisation.

Further to the above, return offers have been received with negotiations finalised or nearing finalisation of a number of other tenancies. A significant percentage of these brands are new to the Ipswich market, and provide an aspirational yet attainable positioning for the trade area demographic. Obtaining a commitment from the calibre of these brands demonstrates the emerging realisation of council's strategic objective to attract investment and new businesses to the Ipswich CBD.

COVID Impacts

While the scale of the impact of COVID-19 on the retail leasing program and retail generally remains uncertain, a number of potential lessees have confirmed their interest in the project. Importantly, the leasing team has contacted all tenants with signed HOA and all have confirmed their commitment to the project. With the pandemic under control in Queensland and restrictions beginning to lift, the overwhelming view is that business conditions will gradually return to normal over time. Leasing activity did slow considerably in March and April 2020 as retailers (and more particularly hospitality and entertainment businesses) were significantly impacted by the shutdown of their business. However, activity is now increasing with site inspections re-commencing and offers being requested.

Given the uncertainty around the economic outlook and the impact to retailers through the health crisis, it is anticipated that there will be a softening of the commercial terms achievable for some lease deals. This may include undertaking deals where rent is linked to sales performance, force majeure clauses to deal with any further pandemics and increased incentive levels (increased capital contributions and/or rent free periods). The Ipswich Central project opportunity also continues to compete with alternate established precincts nationally for prospective tenants to deploy their working capital towards which places further pressure on lease terms offered.

Governance

A Retail Sub-project Steering Committee will report monthly to the new standing committee on the strategic direction for the planning, development and delivery of the precinct's retail and commercial assets as well as the status of the retail and commercial leasing agenda. The Retail Sub-project Steering Committee has an independent Chairperson (James Hepburn) with extensive experience in the retail and commercial property sector. This governance structure will act as an effective control measure for the management of risks associated with the retail and commercial development and its future management and divestment.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

The retail leasing program faces a number of significant risks in achieving the goal of a rejuvenated retail precinct including but not limited to the residual impacts of Covid-19, the speed with which the retail market rebounds, the appetite of potential lessees to the precinct opportunity and the attractiveness of the offer from council.

At a tenancy level, it is imperative that negotiations on HOAs and their conversion into legally binding Agreements For Lease/Leases are concluded as soon as possible.

FINANCIAL/RESOURCE IMPLICATIONS

The opening commercial success of the retail precinct is largely dependent on the success of the leasing team identifying, attracting and securing a commercially viable tenancy mix. It should be noted that it is imperative the precinct and wider CBD management team continue to activate the area to hold existing and attract new brands. Medium to long-term commercial success relies on this strategy to repeatedly draw consumers back to a revitalised CBD. Underpinning the leasing agent's activities is a detailed leasing schedule and supporting leasing budget. This budget identifies by tenancy, targeted gross rents and forecast capital incentives. It is proposed to cover these issues in depth in a detailed report on the retail leasing schedule and budget to the July 2020 meeting of the Ipswich Central Redevelopment Committee.





COMMUNITY AND OTHER CONSULTATION

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

CONCLUSION

At this stage of the CBD's retail redevelopment, the retail leasing program is progressing well given the project's history and most recently the impacts of Covid-19.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

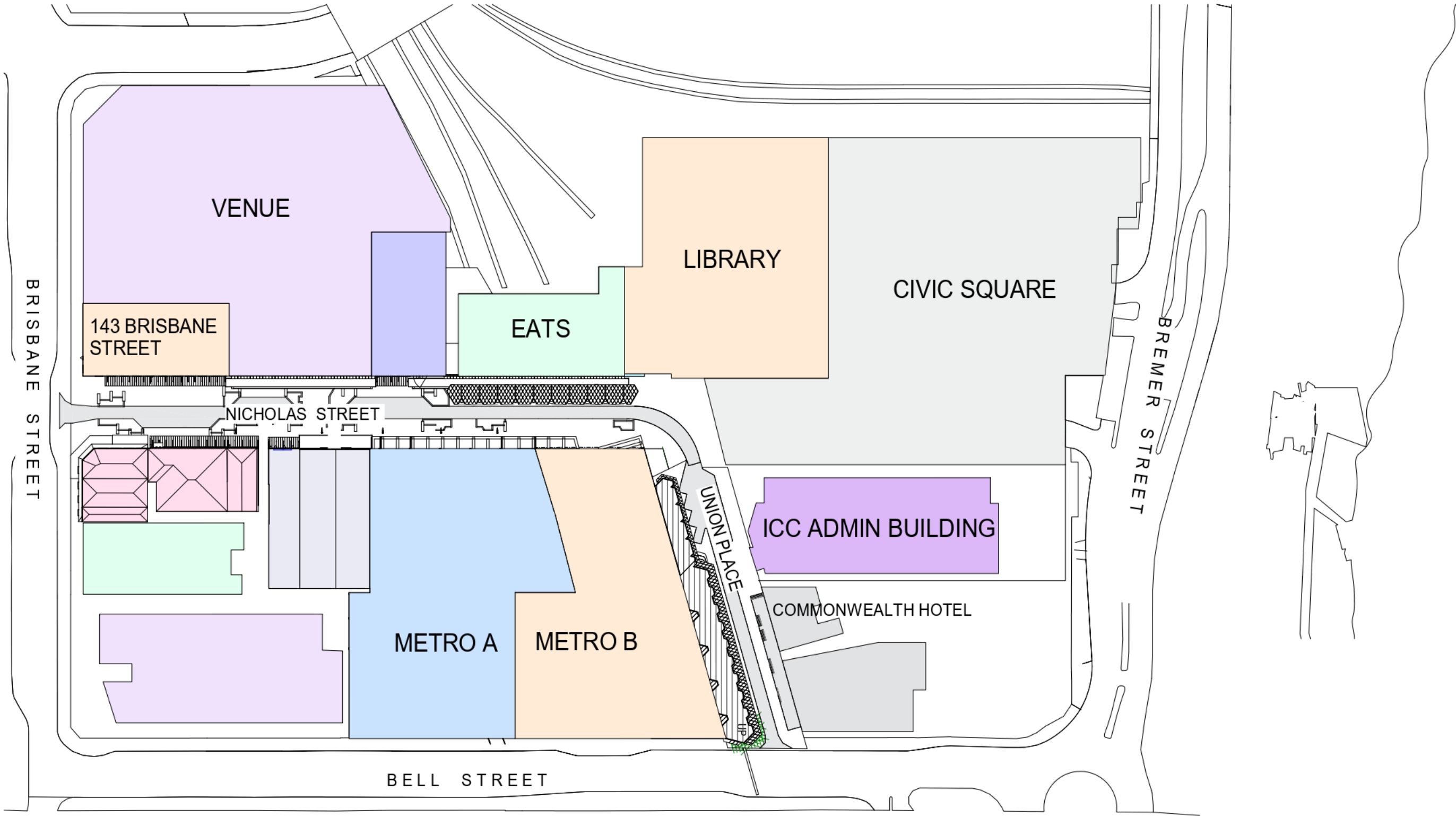
1.	Nicholas Street Retail Assets Plan  
2.	Individual Tenancy Layout Plan  

Greg Thomas
PROJECT MANAGER

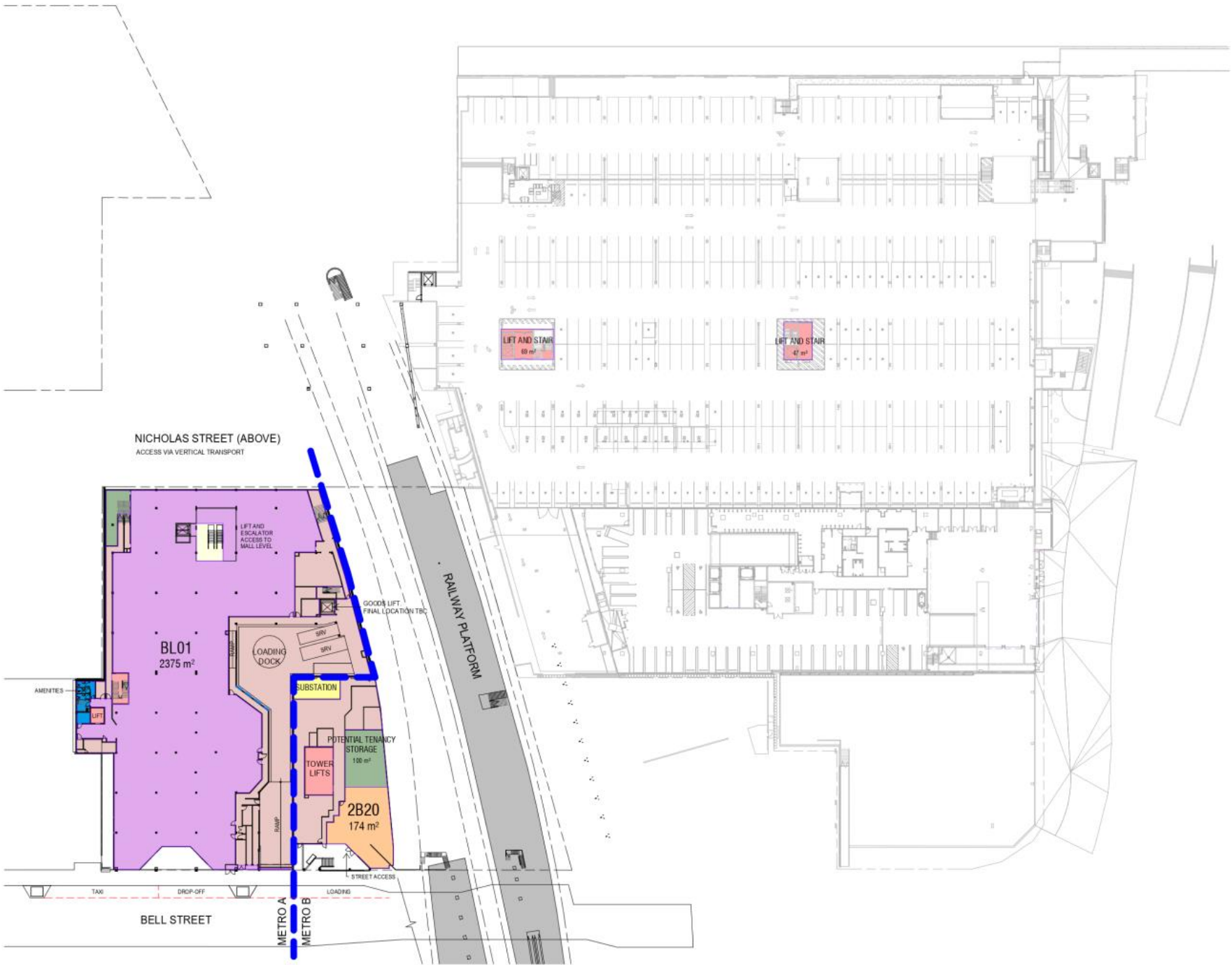
I concur with the recommendations contained in this report.

Sean Madigan
GENERAL MANAGER - COORDINATION AND PERFORMANCE

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



Item 2 / Attachment 2.



1 LEASING BELL ST LEVEL
1 : 500

Rev	Date	Description	By	App
A	12.08.19	PRELIMINARY	GC	JOL
B	26.08.19	TENANCY REVISIONS	GC	GC
C	06.09.19	SCHEMATIC DESIGN SUBMISSION	GC	JOL
D	16.11.19	SCOPE CLARIFICATION	GC	RPM
E	26.02.20	LEASING REVISIONS	GC	GC
F	16.05.20	LEASING REVISIONS	AC	GC

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File

AREA SCHEDULE: BELL STREET LEVEL

AMENITIES	28 m²
B.O.H./PLANT	1364 m²
COMMON AREA	44 m²
MINI-MAJOR	2375 m²
SPECIALTY SHOP	174 m²
SPECIALTY STORAGE	142 m²
SUBSTATION	50 m²
VERTICAL ACCESS	213 m²

HOTEL TENANCY

SCOPE NOTES

- AREA NOT INCLUDED IN SCOPE
- AREA TO BE PRICED AS SEPARATE ITEM

Project
IPSWICH CITY MALL

Project Number
718093

INFORMATION

Date Plotted: 19-May-20 3:34:21 PM
Date Issued: 18.05.20
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Drawing Number
A-SD-OA-0600

Revision
F

BUCHAN

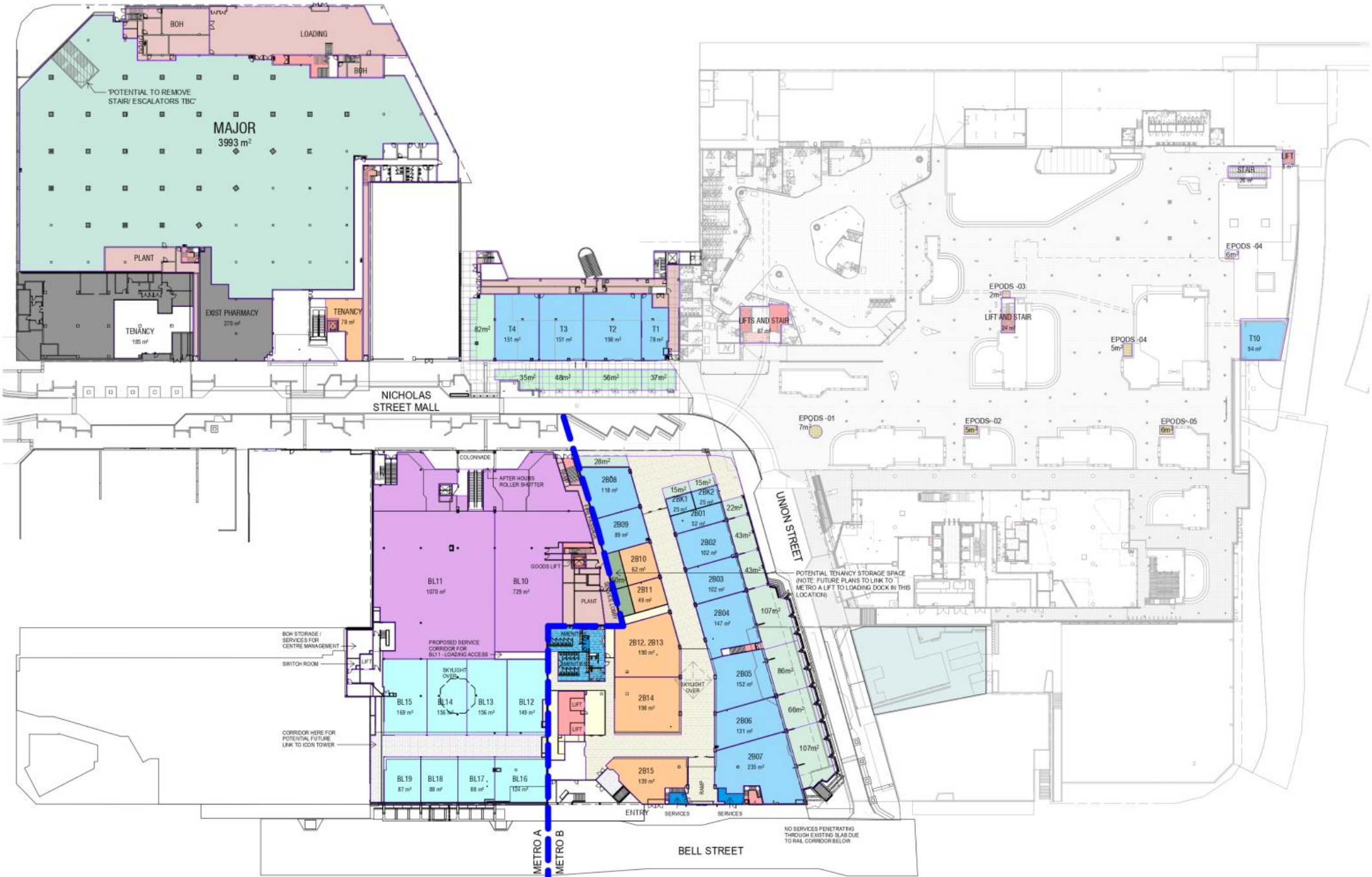
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Item 2 / Attachment 2.

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B	26.08.19	TENANCY REVISIONS	GC	GC
C	05.09.19	SCHEMATIC DESIGN SUBMISSION	GC	JOL
D	18.11.19	SCOPE CLARIFICATION	GC	RPM
E	26.02.20	LEASING REVISIONS	GC	GC
F	16.03.20	LEASING REVISIONS	AC	GC
G	19.03.20	LEASING REVISIONS	AC	GC

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1 LEASING GROUND LEVEL
1 : 500

AREA SCHEDULE: GROUND LEVEL

AMENITIES	153 m²
B.O.H./PLANT	1342 m²
COMMON AREA	998 m²
EPOD GROUND LEVEL	32 m²
EXCLUDED from GFA	806 m²
MAJOR	3993 m²
MEDICAL SUITES	1017 m²
MINI-MAJOR	1799 m²
OUTDOOR DINING	797 m²

SERVICES	26 m²
SPECIALTY FOOD	1850 m²
SPECIALTY SHOP	716 m²
SPECIALTY STORAGE	50 m²
VERTICAL ACCESS	386 m²

SCOPE NOTES

- AREA NOT INCLUDED IN SCOPE
- AREA TO BE PRICED AS SEPARATE ITEM

AREA SCHEDULE TOTAL : IPSWICH CBD RETAIL - ALL LEVEL
(BELL STREET LOWER GROUND LEVEL, GROUND, LEVEL 1 AND PROJECTION ROOM LEVEL

AMENITIES	306 m²	MINI-MAJOR	4622 m²
B.O.H./PLANT	3754 m²	OUTDOOR DINING	797 m²
COMMERCIAL	1425 m²	SERVICES	26 m²
COMMON AREA	1269 m²	SPECIALTY FOOD	1850 m²
EPOD GROUND LEVEL	32 m²	SPECIALTY SHOP	1323 m²
EXCLUDED from GFA	839 m²	SPECIALTY STORAGE	242 m²
EXISTING	460 m²	SUBSTATION	50 m²
MAJOR	9153 m²	VERTICAL ACCESS	747 m²
MEDICAL SUITES	1017 m²		

Project
IPSWICH CITY MALL

Project Number	718093
Status	INFORMATION
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Date Issued	19-05-20
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Drawing Title	LEASING PLAN - GROUND LEVEL

Drawing Number
A-SD-QA-0610

Revision
G

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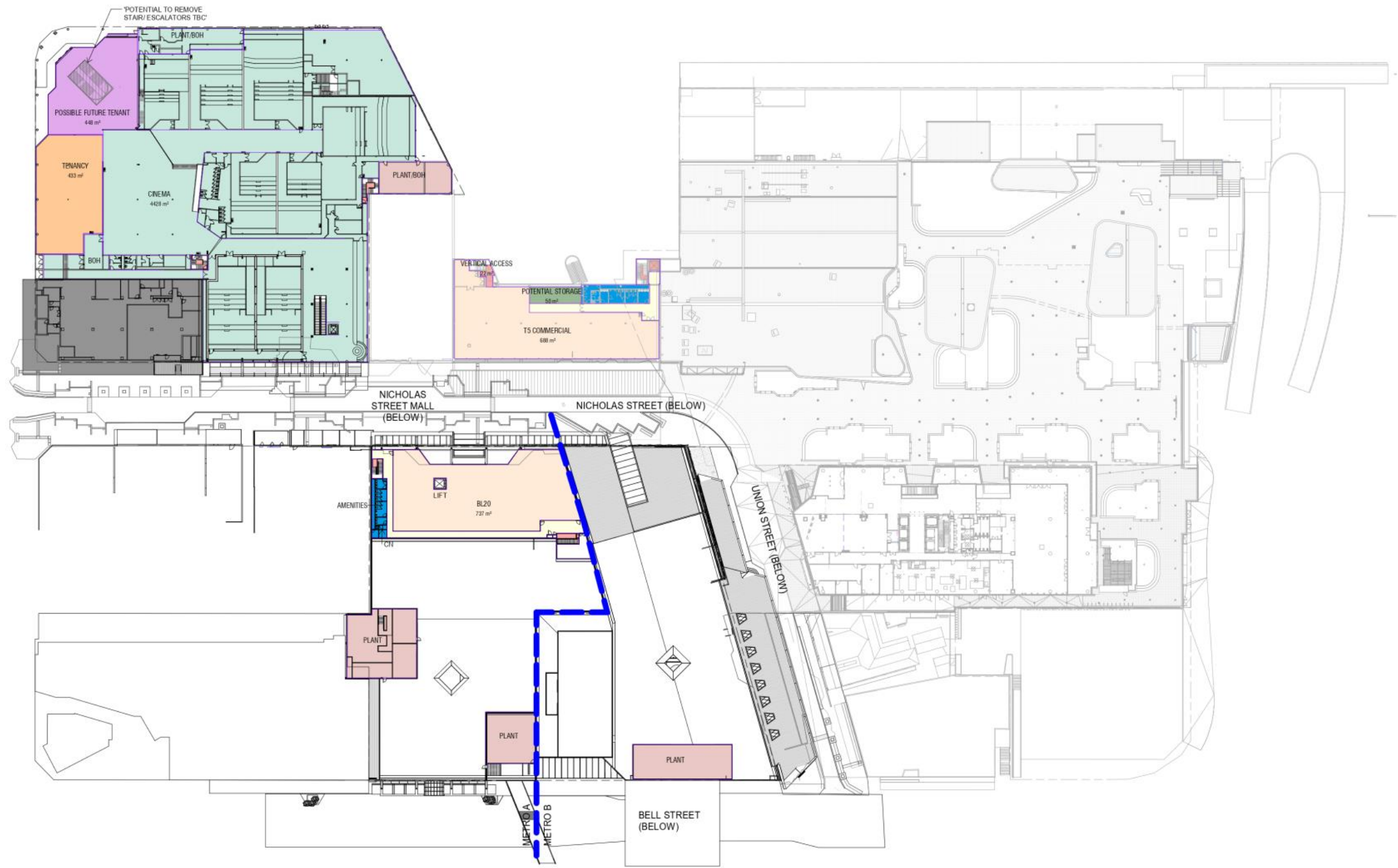
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Item 2 / Attachment 2.

Rev.	Date	Description	By	App.
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B	26.08.19	TENANCY REVISIONS	GC	GC
C	05.09.19	SCHEMATIC DESIGN SUBMISSION	GC	JOL
D	18.11.19	SCOPE CLARIFICATION	GC	RPM
E	24.01.19	AMENDED CINEMA TENANCY	GC	RPM
F	26.01.19	AMENDED CINEMA TENANCY	GC	RPM
G	28.02.20	LEASING REVISIONS	GC	GC
H	18.05.20	LEASING REVISIONS	AC	GC
I	19.05.20	LEASING REVISIONS	AC	GC

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1 LEASING LEVEL 1
1 : 500

AREA SCHEDULE: LEVEL 1			
AMENITIES	125 m²	MINI-MAJOR	448 m²
B.O.H./PLANT	759 m²	SPECIALTY SHOP	433 m²
COMMERCIAL	1425 m²	SPECIALTY STORAGE	50 m²
COMMON AREA	227 m²	VERTICAL ACCESS	108 m²
EXCLUDED from GFA	33 m²	HOTEL TENANCY	
MAJOR	4806 m²		
SCOPE NOTES			
AREA NOT INCLUDED IN SCOPE			
AREA TO BE PRICED AS SEPARATE ITEM			

Project
IPSWICH CITY MALL

Project Number 718093
Status INFORMATION
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Drawing Number
A-SD-QA-0620

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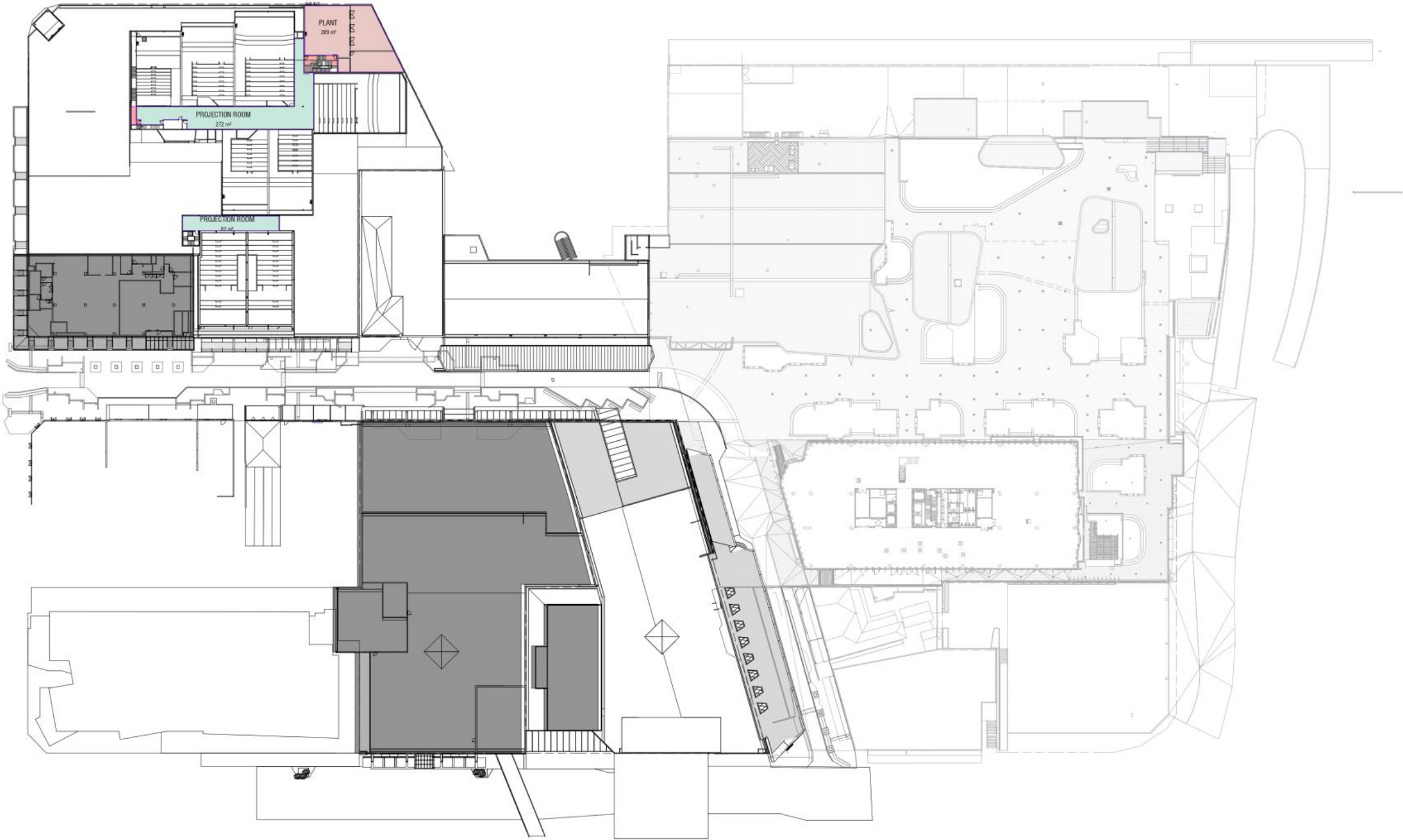
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Rev.	Date	Description	By	Appr.
A	12.08.19	PRELIMINARY	GC	JOL
B	16.11.19	SCOPE CLARIFICATION	GC	RPR
C	24.01.19	AMENDED CINEMA TENANCY	GC	RPR
D	16.05.20	LEASING REVISIONS	AC	GC
E	19.05.20	LEASING REVISIONS	AC	GC

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Project
IPSWICH CITY MALL

Project Number 718093
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Drawing Number
A-SD-OA-0630

Revision
E

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1 LEASING PROJECTION ROOM
1:500

AREA SCHEDULE: PROJECTION ROOMS LEVEL

B.O.H./PLANT	289 m²
MAJOR	354 m²
VERTICAL ACCESS	40 m²
HOTEL TENANCY	

SCOPE NOTES

AREA NOT INCLUDED IN SCOPE
AREA TO BE PRICED AS SEPARATE ITEM

Doc ID No: A6267239

ITEM: 3

SUBJECT: MINISTERIAL EXEMPTION RETAIL LEASING - IPSWICH CENTRAL
REDEVELOPMENT

AUTHOR: PROJECT MANAGER

DATE: 1 JUNE 2020

EXECUTIVE SUMMARY

This is a report concerning the ministerial exemption for the Ipswich Central redevelopment's retail leasing program and its associated reporting regime.

RECOMMENDATION/S

That the report be received and the contents noted.

RELATED PARTIES

Ranbury Property Services Pty Ltd.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

In August 2019, council sought approval from the Minister for Local Government, Racing and Multi-cultural Affairs for a ministerial exemption under section 236 (1)(f) of the *Local Government Regulation 2012* (Regulation) for the disposal of valuable non-current assets (leases/sub-leases) associated with its Ipswich Central Redevelopment (the project). The exemption was to allow council to efficiently and effectively implement its retail strategy through the disposal of related non-current assets (leases/sub-leases) by more appropriate, market accepted transactional means other than by a tender or auction process as required under section 228 of the Regulation. This exemption allows council to undertake discussions and negotiations directly with prospective lessees.

Retail leasing is generally not undertaken through a tender or auction process. It is a highly specialised process best undertaken by experienced retail leasing executives who have deep relationships with the types of tenants targeted for a project. It was considered highly likely that any invitation to tender to the market place would receive very limited responses and that those received would not contain the commercial terms sought by council. Added to

this is the inability of a tender process to create the desired mix and style of lessee required to meet council's goals for its food and beverage and entertainment areas. Further, national operators may not be aware of local or state-based public tender processes. In contrast, the direct contact leasing approach to date has introduced the project and its specifically targeted opportunity to in excess of 450 retailers.

Generally speaking retail space is never auctioned. While multiple offers might be entertained for an individual site, there is no bidding process to drive an improved commercial outcome. Also with retail, the highest bidder for a particular tenancy may not provide the lessor with the best result for the development overall. The quality of offer, fit-out, covenant, brand and overall experience a customer can expect are also important drivers for the appropriate commercial decision and long-term viability of both the tenancy and the overall retail development. This is especially critical in the case of the Ipswich Central project where the strategy is to create an enduring point of difference over other local centres and other food and beverage and entertainment providers in the Ipswich area.

The exemption was granted on 24 September 2019 (refer Attachment 1) for the period expiring 30 June 2023 with the approval subject to a number of conditions including, but not limited to:

- a quarterly report on the application of the exemption detailing specifics for each executed lease (supported by an independent market appraisal) and the management of any related conflict of interest or material personal interest for councillors or council employees; and
- a six-monthly report on the progress of the CBD redevelopment project's overall implementation, its achievements and its impacts on the wider Ipswich economy.

The second quarterly report to the Minister will detail the status of the retail leasing program as well as progress of the redevelopment and associated matters (report to be provided with the July 2020 committee papers). It is proposed that the inaugural six monthly report will be provided to the Department of Local Government, Racing and Multicultural Affairs in late July 2020.

Council has engaged Knight Frank to provide an independent market appraisal of each proposed lease arrangement's commercial terms. This advice is considered prior to council approving any Heads of Agreement (a precursor to an Agreement for Lease/Lease).

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

The medium to long-term success and viability of both the retail precinct and the overall Ipswich Central Redevelopment CBD is heavily dependent on the retail leasing program delivering a tenancy mix comprising high-quality, commercially successful tenants.

FINANCIAL/RESOURCE IMPLICATIONS

Funding for leasing agent payments is incorporated into the existing project capital budget. Council resources to manage leasing agent services are captured with the Major Projects team's budget.



COMMUNITY AND OTHER CONSULTATION

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

CONCLUSION

The flexibility provided by the ministerial exemption over the Regulation's tender and auction provisions will allow council to optimise the tenancy mix, the commercial outcomes and the long-term success for each tenancy and the project overall. Council is conditioned to provide the Minister with quarterly and half-yearly updates on both the retail leasing status and the CBD redevelopment.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Ministerial Exemption  
----	---

Greg Thomas
PROJECT MANAGER

I concur with the recommendations contained in this report.

Sean Madigan
GENERAL MANAGER - COORDINATION AND PERFORMANCE

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



Minister for Local Government,
Minister for Racing and
Minister for Multicultural Affairs

Our ref: MC19/4387

24 SEP 2019

Mr Greg Chemello
Interim Administrator
Ipswich City Council
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IPSWICH QLD 4305

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PO Box 15009
City East Queensland 4002
Telephone +61 7 3719 7560
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ABN 65 959 415 158

Dear Greg

Thank you for your letter of 12 August 2019, seeking an exemption from compliance with the tender or auction requirements in section 227 of the Local Government Regulation 2012 (the Regulation) for the disposal of the Ipswich City Council's interest in land within the Ipswich Central Business District precinct.

I am advised that officers of the Department of Local Government, Racing and Multicultural Affairs subsequently met with Council officers to discuss the scope of the application and additional information necessary to assess the Council's application. Following this meeting, the Council provided the Department with a letter dated 10 September 2019, reducing the scope of its application to solely the leasing and sub-leasing component of the Council's original request, and providing the additional information requested by the Department.

Following an assessment of the Council's request, I have approved an exemption under section 236(1)(f) of the Regulation from compliance with section 227 of the Regulation for the leasing and sub-leasing of the Council's interest in land within the Ipswich Central Business District precinct, subject to the following conditions:

- The exemption relates to the properties identified in Attachment 1 to the Council's letter to the Department dated 10 September 2019, which provided additional information regarding the Council's application.
- The exemption is for a period up to 30 June 2023.
- The Council must comply with the activities proposed by the Council to address the sound contracting principles in section 104(3) of the *Local Government Act 2009*, as outlined in the Council's letter to the Department dated 10 September 2019.
- For the period of the exemption, the Council must provide a quarterly report to me detailing the exercise of this exemption. The report must include details of the status of all lease arrangements, an independent market appraisal of the lease, reasons for any lease being under market value and details of any conflicts of interest (COI) or material personal interest (MPI) held by the Interim Administrator, members of the Interim Management Committee, Councillor or employee of the Council in relation to each lease and how the COI or MPI was managed.

- For the period of the exemption, the Council must provide a six-monthly report to me on the CBD redevelopment project's overall implementation and achievements and its impacts on the wider Ipswich economy.

I have asked for Ms Rebecca McAnalen, Principal Regional Advisor (South), Local Government Division in the Department to assist you with any further queries. You may wish to contact Ms McAnalen on 3452 6738 or by email at rebecca.mcanalen@dlgrma.qld.gov.au.

Yours sincerely



STIRLING HINCHLIFFE MP
Minister for Local Government,
Minister for Racing and
Minister for Multicultural Affairs

Doc ID No: A6277299

ITEM: 4

SUBJECT: TENDER CONSIDERATION PLAN - APPOINTMENT OF RETAIL LEASING AGENT,
NICHOLAS ST - IPSWICH CENTRAL PROJECT

AUTHOR: PROJECT MANAGER

DATE: 4 JUNE 2020

EXECUTIVE SUMMARY

This is a report concerning the Tender Consideration Plan ("TCP") for the appointment of a retail leasing agent for ongoing services for the Nicholas St – Ipswich Central Project (the "Project").

A TCP is proposed for adoption by Council under the provisions of Section 230 of the *Local Government Regulation 2012*. This section provides Council with the ability to procure medium-sized and large-sized contracts without conducting a tender process. The legislation requires that Council resolve to prepare a TCP and prepare and adopt the plan.

At its 19 May 2020 meeting, the General Purpose Committee considered a paper entitled 'Tender Consideration Plan – Appointment of a Retail Leasing Agent' by the Project Manager dated 6 May 2020 and resolved to support Recommendation A to prepare a Tender Consideration Plan for the appointment of a Retail Leasing Agent, to remove Recommendations B, C and D, and request a future report be provided to Council on this matter.

Ranbury Property Services (Pty Ltd) ("Ranbury") has been the retail leasing agent for the Project since early 2019 with the latest agreement with Council expiring on 30 March 2020. To ensure consistency in the delivery of the Project's leasing strategy and to maintain market confidence in relation to the leasing opportunities and the broader Project, a detailed TCP has been prepared which details the reasons for Council not undertaking a full tender process for the appointment of a retail leasing agent and recommends the reappointment of Ranbury.

The proposed contractual arrangements with Ranbury in regards to leasing have been changed from the original agreement following expert advice on standard industry practise. These changes are identified in the commercial in confidence terms of engagement attached to this report (refer Confidential Attachment 3). Fundamentally, the changes maintain Council's overall projected expenditure but reduce the risks to Council in respect of the timing of payments to Ranbury in terms of executing contractually binding lease agreements with tenants.

RECOMMENDATION

- A. That Council resolve to adopt the Tender Consideration Plan for the appointment of a Retail Leasing Agent as outlined in the report by the Project Manager dated 4 June 2020 in accordance with section 230(1)(b) of the *Local Government Regulation 2012*.
- B. That Council resolve to enter into a contract with Ranbury Property Services Pty Ltd for Retail Leasing Agency Services on the terms described in the report by the Project Manager dated 4 June 2020.
- C. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract with Ranbury Property Services Pty Ltd to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

RELATED PARTIES

Ranbury Property Services Pty Ltd

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

Ranbury has been the sole retail leasing agent for the Project since its original engagement by Ipswich City Properties Pty Ltd ("ICP") in early 2019. The following summarises ICP's process that resulted in Ranbury's engagement. In early 2018 ICP decided to undertake an external independent review to identify the most appropriate leasing agent and strategy to achieve the agreed retail goals for the CBD redevelopment. As a result, Whittaker Property Group were engaged by ICP and a report dated 6 June 2018 resulted entitled '*Retail Leasing Agency Recommendations for Ipswich Central*' (refer Confidential Attachment 4 - classed as confidential due to detailed assessments on the capabilities of a number of retail leasing firms and the remuneration model for the recommended appointee).

The Whittaker report assessed a range of opportunities to achieve Council's goals and noted 'main-stream' real estate agencies would not necessarily be consistent with Council's objectives and the general lack of the resources and experience in 'main-stream' real estate agencies to undertake a project of this nature. Following a review and assessment of a number of specialised leasing firms, Whittaker Property Group recommended the most appropriate leasing agent to achieve the Project's retail goals.

At its 26 June 2018 meeting, the ICP Board noted the report and resolved to review the recommendation on the appointment of Ranbury. At the 19 December 2018 meeting, the ICP Board considered the following resolution:

- "*Leasing services be re-engaged for commencement 7 January 2019, in accordance with the previous board approval. This previous approval was granted on 26 June*

2018 following the competitive tender process and independent recommendation from Whittaker Property Group dated 6 June 2018.

The recommendation above included incorrect advice indicating that the ICP Board had previously approved the appointment of the leasing agent. Based on the advice and the officer's recommendation, the new ICP Board (being the Interim Administrator) at its meeting on 19 December 2018, resolved to appoint Ranbury as leasing agent for the Project.

As a result, a Form 6 Property Occupations Form was executed on 19 December 2018 between ICP and Ranbury. The inconsistent advice by the former Council officer to the ICP Board on 19 December 2018 in relation to the approval process to engage the leasing agent was brought to the attention of the ICP Board on 24 June 2019. It is noted that the appointment of Ranbury by ICP in December 2018 as retail leasing agent was consistent with the independent recommendation of the Whittaker Property Group.

A recent review of the Whittaker Report by Council's Procurement Manager noted a number of issues including that the recommendation was not moderated or cross checked by an independent evaluation panel or Council officers and that there was no clear weighting to the evaluation criteria or agreed evaluation methodology. As a qualification the Procurement Manager noted that this procurement activity was commissioned and administered by ICP, a separate commercial vehicle not required to comply with the Council's procurement policy and legislative requirements at the time of the engagement. Procurement continue to support the use of a TCP to continue to engage Ranbury as the time/cost/intellectual property issues of engaging a new supplier part way through delivery of this project. A copy of the Procurement Manager's advice is attached to this report.

With ICP ceasing operations, at its 27 June 2019 Special Meeting, Council resolved to adopt a TCP to appoint Ranbury as the retail leasing agent for the Project. An agreement was then executed between Council and Ranbury for retail leasing agency services, ending 30 March 2020. As this agreement has now expired, Council is required to appoint or reappoint a leasing agent for the Project beyond this date.

The original agreement between Council and Ranbury had an expiry date of 30 March 2020. The Master Program issued to Council in June 2019 reflected retail development construction being completed by the end of Q2 2020. It was also envisaged that as of 30 March 2020, the majority of leasing opportunities would be identified and advanced to Agreement for Lease ("AFL") stage and that as a result, Ranbury's leasing services would no longer be required.

Since June 2019, there have been a number of factors which have resulted in significant delays to the retail development design and construction works program including:

- The preparation and adoption by Council at its 28 October 2019 Ordinary Meeting of a detailed development and divestment strategy for the various Project retail, commercial and entertainment assets (informed by market sounding and financial analysis conducted by KPMG). This report recommended funding the development of the retail, commercial and entertainment assets in a staged approach designed to achieve the key Project objectives;

- Following the retail strategy's adoption, there was an ongoing process to review the most suitable construction procurement options for the retail works, with Hutchinson Builders considered to undertake the works as a variation to their existing contract with Council;
- Impact of Covid-19 on new and ongoing negotiations with prospective future tenants to secure lease deals; and
- Delays in progressing the anchor tenant to AFL, a precursor to construction of the retail development commencing.

As of May 2020, the Project program reflects retail construction finalised and tenancies fitted out and open for trading by the end of June 2021. This timeline may extend further depending on developments with issues such as Covid-19 and the timing of commencement of retail development works.

To ensure continuity of the retail leasing program, if approved by Council, it is proposed that Council enter into a new agreement with Ranbury to deliver the remaining Project retail leasing services. An interim engagement up to a maximum of three months (until 30 June 2020) is currently in place with Ranbury to provide continuity of retail leasing activities (limited to discussions and negotiations) with existing contacts and potential tenants.

To retain the momentum in the delivery of the leasing strategy and to maintain market confidence in relation to the leasing opportunities and the broader Project, a detailed TCP has been prepared. A Council adopted TCP will remove the requirement for Council to undertake a full tender process and allow for the immediate appointment of Ranbury as leasing agent for a period encompassing leasing agency requirements for the Project.

James Hepburn, Council's independent retail advisor, has noted that Ranbury have diligently performed their leasing responsibilities. They have demonstrated an in depth knowledge of the occupier market and have a good domestic contact base. The added pressure of Covid-19 has not deterred their efforts and several attractive deals present themselves for approval and legal completion.

Full details of the proposed arrangement and substantiation for the recommendation to Council to appoint Ranbury as retail leasing agent for the Project are set out in the TCP (Attachment 1).

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

If a retail leasing agent is not appointed by Council, then leasing opportunities in relation to the Project will not be able to be marketed and successfully progressed to lease, which will put the delivery of the retail strategy at risk. Council does not hold the required leasing expertise or experience internally for the subject retail assets.

By reappointing Ranbury as retail leasing agent for the Project, Council will avoid potential delays to the Project associated with undertaking a new tender process, and Council will maintain the intellectual property, knowledge, etc. that Ranbury has brought to the arrangement/ developed through the process.

The updated remuneration model has addressed issues around financial risk to Council in the attainment of an executed AFL/lease.

FINANCIAL/RESOURCE IMPLICATIONS

Funding for leasing agent payments is incorporated into the existing Project capital budget. Resources to manage the services of Ranbury are provided within the Council's existing Project team.





COMMUNITY AND OTHER CONSULTATION

Nil

CONCLUSION

To ensure continuity of the Project leasing strategy, prospective tenant engagement and market confidence in the Project, it is recommended that Council appoint Ranbury Property Services Pty Ltd as the leasing agent for the Project for a 15 month engagement with a nine month option under the attached remuneration model (refer Confidential Attachment 3).

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Tender Consideration Plan  
2.	Procurement Manager response  
	CONFIDENTIAL
3.	Proposed Terms of Engagement
4.	Retail Leasing Agency Recommendations

Greg Thomas
PROJECT MANAGER

I concur with the recommendations contained in this report.

Sean Madigan
GENERAL MANAGER - COORDINATION AND PERFORMANCE

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



NICHOLASST

Ipswich Central

Tender Consideration Plan: Appointment of Retail Leasing Agent, Nicholas St – Ipswich Central Project

4 June 2020





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1. BACKGROUND

Summary

Ranbury Property Services Pty Ltd ("Ranbury") has been the retail leasing agent for the Ipswich Central CBD Transformation Project, now referred to as the Nicholas St – Ipswich Central Project (the "Project") since its engagement by Ipswich City Properties ("ICP") in early 2019. This arrangement ended in June 2019. Ranbury's engagement by ICP resulted from a review (discussed below) by Whittaker Property Group ("Whittaker") which recommended the most appropriate leasing agent to achieve Ipswich City Council's ("ICC") retail goals for the CBD redevelopment. With ICP ceasing operations in June 2019, all ICP's assets, operating and redevelopment activities transferred to ICC. As a result, ICC became responsible for delivery of the retail leasing strategy.

At its 27 June 2019 Special Meeting, Council adopted a resolution to adopt the Tender Consideration Plan ("TCP") and to appoint Ranbury as the retail leasing agent for the Project. An agreement was then executed between ICC and Ranbury for retail leasing agency services which ended 30 March 2020. An interim engagement up to a maximum of three months (30 June 2020) is currently in place with Ranbury to provide continuity of retail leasing activities with existing contacts and potential tenants.

As the prior agreement between ICC and Ranbury has concluded, ICC needs to appoint or reappoint a leasing agent for the Project beyond this date. To ensure consistency in the delivery of the leasing strategy and to maintain market confidence in relation to the leasing opportunities and the broader Project, a detailed TCP has been prepared in relation to ICC not undertaking a full tender process for the appointment of a leasing agent and recommends the appointment of Ranbury.

Original Appointment of the Project Retail Leasing Agent

In late 2017, ICP engaged LJ Hooker as the Project's Retail Leasing Agent, to provide leasing services and to assist with developing a leasing strategy going forward. This was subject to a monthly retainer commencing 1 November 2017. After further consideration by ICP, in early 2018 it was decided that an external independent review to identify the most appropriate leasing agent and strategy to achieve the agreed retail goals for the CBD redevelopment was required.

ICP Market Assessment

To seek recommendations on the most appropriate leasing agent and strategy to achieve the agreed retail goals for the CBD redevelopment, Whittaker was engaged by ICP and a report dated 6 June 2018 resulted entitled '*Retail Leasing Agency Recommendations for Ipswich Central*'. The Whittaker report assessed a range of opportunities to achieve ICC's goals. It identified the state of the current retail market, noting common practice for 'main-stream' real estate agencies which would not necessarily be consistent with ICC's objectives in developing a space with retailers that are complimentary with remainder of the redevelopment. The report also noted generally lack the resources and experience in 'main-stream' real estate agencies to undertake a project of this nature.

In the major retail sector, most leasing work is handled 'in-house' by the retail owners/developers with major real estate agencies unable to compete for resources to service a project the size of the Ipswich CBD redevelopment. The report recommended consideration of individual consultants/agents specialising in leasing, tenancy mix and design advice services with a profile that includes but is not limited to:

- Experienced Retail Leasing background with a proven track record and resources required in delivering projects of the size and nature of Ipswich Central;

Item 4 / Attachment 1.



- Extensive and current contact network with the retailers, with knowledge of current retail deals and what individual retailers are seeking;
- Strong understanding of the design drivers in planning and delivering a successful project;
- Network of retail specialist consultants such as architects, demographers, etc.;
- Understanding tenancy mix and its impacts on the success of a retail project; and
- Delivering projects in line with budgeted time frames and desired outcomes.

Five groups were approached with a short-list of three recommended for consideration. The written proposals received from the three groups were assessed against the above profile.

As a result of meetings with each group and a detailed review of each proposal, the report recommended Ranbury be appointed as the lead coordinating agent with responsibility for strategic advice including tenancy mix and precinct planning, financial analysis, marketing coordination and leasing services.

ICP Appointment of Ranbury

The Whittaker Property Group report entitled '*Retail Leasing Agency Recommendations for Ipswich Central*' was tabled at the 26 June 2018 ICP Board meeting. The ICP Board discussed the report and its associated strategy at this meeting and passed the following resolutions:

- *"The Board resolved to receive and note the report of recommendation from Whittaker Property Group dated 6 June 2018; and*
- *The Board resolved to review the recommendation noted therein to appoint Ranbury as joint leasing agents along with the currently appointed leasing agents LJ Hooker Commercial on the terms and conditions as stated in the report"*

At the 27 July 2018 ICP Board meeting, it was resolved:

- *"to not renew the Form 6 leasing agency appointment between ICP and LJH on its current expiry date of 31 August 2018, pending further advice to the Board by Council's acting Chief Operating Officer (Finance and Corporate Services), on the availability of future funding to ICP for capital works and leasing incentives for the retail precincts under ICP's ownership and contract as part of the Ipswich Central Redevelopment Project."*

At the 19 December 2018 ICP Board meeting, a report was presented by a (now former) Council officer titled, '*Retail Strategy and Marketing Sounding Update for Ipswich Central Project*' which contained the following recommendation:

- *"Leasing services be re-engaged for commencement 7 January 2019, in accordance with the previous board approval. This previous approval was granted on 26 June 2018 following the competitive tender process and independent recommendation from Whittaker Property Group dated 6 June 2018. A Form 6 is attached and recommended for execution accordingly."*

The officer's recommendation included incorrect advice indicating that at its meeting on 26 June 2018, the ICP Board had approved the appointment of the leasing agent. Based on the advice and the officer's recommendation, the new ICP Board (being the Interim Administrator) at its meeting on 19 December 2018, passed the following resolutions:

- *"Note the Board report tabled by (name removed) at the meeting entitled 'Retail Strategy and Market Sounding Update for Ipswich Central Project' and the advice received from (name removed) on the significant level of retail leasing interest that has been generated thus far."*

Item 4 / Attachment 1.



- *Note the Form 6 tabled at the meeting for the appointment of Ranbury as leasing agents for the Ipswich Central Redevelopment Project and resolved that (name removed) be authorised to execute the document on behalf of ICP.*

As a result, a Form 6 Property Occupations Form (Appointment and reappointment of a property agent, resident letting agent or property auctioneer) was executed on 19 December 2018 between ICP and Ranbury Properties Services Pty Ltd. The inconsistent advice by the former Council officer to the ICP Board on 19 December 2018 in relation to the approval process to engage the leasing agent was brought to the attention of the ICP Board on 24 June 2019. It is noted that the appointment of Ranbury by ICP in December 2018 as leasing agent was consistent with the independent recommendation of the Whittaker Property Group.

A review of the Whittaker Report by Council's Procurement Manager noted a number of issues including that the recommendation was not moderated or cross checked by an independent evaluation panel or Council officers and that there was no clear weighting to the evaluation criteria or agreed evaluation methodology. As a qualification the Procurement Manager noted that this procurement activity was commissioned and administered by ICP, a separate commercial vehicle not required to comply with the Council's procurement policy and legislative requirements at the time of the engagement. Procurement continue to support the use of a TCP to continue to engage Ranbury as the time/cost/intellectual property issues of engaging a new supplier part way through delivery of this project.

ICC Appointment of Ranbury

Following Council's decision to transfer all assets, operating and redevelopment activities of ICP to ICC, ICC became responsible for delivery of the retail leasing strategy and leasing responsibilities. At the 27 June 2019 Special Council meeting, it was resolved to appoint Ranbury as the retail leasing agent for the Project with an effective date of 18 June 2019 and a contractual expiry date of 30 March 2020. The prior agreement between Ranbury and ICP was subsequently terminated effective 18 June 2019.

Substantiation for the appointment was included in the Report/TCP presented to Council at that time, but in summary, the appointment was recommended to ensure continuity of the leasing strategy, prospective tenant engagement and market confidence in the Project. It was determined that a tender process for appointment of a new retail leasing agent and the associated timeframes involved could lead to delays in implementing the leasing strategy which was at that time to align with the opening of the Civic Space and Library. Market sounding and the prospective tenant engagement had already commenced under Ranbury and a change to leasing agents would have had an adverse effect on market confidence in the Project's ability to deliver the agreed leasing strategy as well as a risk in losing prospective tenant contacts. It was also identified as a risk-mitigation strategy, the intellectual property, project knowledge, etc. that Ranbury had gained should be transferred to ICC.

Appointment of Retail Leasing Agent by Ipswich City Council (after 30 March 2020)

The original agreement between ICC and Ranbury had an expiry date of 30 March 2020. The Master Program issued to ICC in June 2019 reflected Retail Development construction being completed by the end of Q2 2020. It was also envisaged that as of 30 March 2020, the majority of leasing opportunities would be identified and advanced to Agreement for Lease ("AFL") stage and that as a result, Ranbury's leasing services would no longer be required.

Since June 2019, there have been a number of factors which have resulted in significant delays to the Retail Development design and construction works program including:

- The preparation and adoption by Council at its 28 October 2019 Ordinary Council Meeting of a detailed development and divestment strategy for the various Project retail, commercial and



entertainment assets (informed by market sounding and financial analysis conducted by KPMG). This report recommended funding the development of the retail, commercial and entertainment assets in a staged approach designed to achieve the key Project objectives;

- Following retail strategy's adoption, there was an ongoing process to review the most suitable construction procurement options for the retail works, with Hutchinson Builders considered to undertake the works as a variation to their existing contract with ICC;
- Impact of Covid-19 on new and ongoing negotiations with prospective future tenants to secure lease deals; and
- Delays in progressing the anchor tenant to AFL, a precursor to construction of the Retail Development commencing.

As of April 2020, the Project program reflects retail construction finalised and tenancies fitted out and open for trading by the end of June 2021. This timeline may extend further depending on developments with issues such as Covid-19 and the timing of commencement of Retail Development works. To ensure continuity of the retail leasing program, if approved by Council, it is proposed that ICC enter into a new agreement with Ranbury to deliver the remaining Project retail leasing services. An interim engagement up to a maximum of three months (until 30 June 2020) is currently in place with Ranbury to provide continuity of retail leasing activities (limited to discussions and negotiations) with existing contacts and potential tenants.

To retain the momentum of in the delivery of the leasing strategy and to maintain market confidence in relation to the leasing opportunities and the broader Project, a detailed TCP has been prepared. A Council adopted TCP will remove the requirement for ICC to undertake a full tender process and allow for the immediate appointment of Ranbury as leasing agent for a period encompassing leasing agency requirements for the Project. A detailed proposal for the further engagement of Ranbury (including the remuneration model) is included in confidential Attachment 2 subject to final negotiations with Ranbury.

Retail Agent Performance

The Project has provided a number of challenges from a retail leasing perspective for numerous reasons which largely stem from the retailer perceptions of the precinct's location, the chequered and prolonged history of the Project and recent unfavourable publicity for the local government area and the development from a political perspective. Most recently Covid-19 has also heavily impacted the retail leasing program and the retail market's appetite for new leasing opportunities.

Given the above constraints James Hepburn, council's independent retail advisor, has noted that Ranbury have diligently performed their leasing responsibilities. They have demonstrated an in depth knowledge of the occupier market and have a good domestic contact base. The added pressure of Covid-19 has not deterred their efforts and several attractive deals present themselves for approval and legal completion.

Some 472 prospective tenants have been introduced to the project with 139 issued with offers. To date eight Heads of Agreement (HOA) with interested parties have been endorsed. Whilst HOAs are not legally binding, they are a critical step in the process to obtain an executed Agreement for Lease/Lease. The eight HOAs combined equate to 18.6% of the total retail tenancies but more importantly 36.7% of the precinct's GLA (approximately 32% of the targeted gross rent). At the time of writing, no HOAs have progressed to executed leases although this process is well advanced with draft lease documents circulated to a number of prospective tenants (with endorsed HOAs) for their review. Ranbury's goal is to negotiate and finalise lease terms to achieve binding agreements as soon as possible. Ranbury have placed a significant focus on the progression of the lease documentation with the key anchor tenant which is in the advanced stages of finalisation. Further, return offers have also been received with negotiations finalised or nearing finalisation a number of other tenancies.



2. OBJECTIVES

This tender consideration plan is intended to fulfil the following objectives:

	OBJECTIVES
1	ICC's retail leasing responsibilities should proceed in a timely manner with continuity of market and tenant activity, delivery of the leasing strategy and continued market confidence in the Project
2	Document ICC's decision not to seek quotes or tenders and to appoint a retail leasing agent
3	Consideration of the five (5) sound contracting principles outlined in the <i>Local Government Act 2009</i>
4	Key risks associated with appointing the leasing agent be identified and mitigated



3. HOW WILL OBJECTIVES BE ACHIEVED

The objectives identified for the TCP in section 2 will be achieved by the actions detailed in the following table:

	OBJECTIVE	ACHIEVED BY
1	ICC's retail leasing responsibilities of should proceed in a timely manner with continuity of market and tenant activity, delivery of the leasing strategy and continued market confidence	<p>The proposed appointment of the existing retail leasing agent for the Project will enable the timely continuation of the redevelopment and retail leasing strategies.</p> <p>The appointment ensures there are no delays or periods of time in which a leasing agent is not appointed, momentum is maintained in relation to current possible tenant activity generated and there is no market uncertainty created if ICC was to put out a new open tender to procure a leasing agent.</p>
2	Document ICC's decision not to seek quotes or tenders and to appoint a retail leasing agent	This plan outlines the objectives and reasons to support the recommendation to appoint the existing retail leasing agent for the Project without undertaking a prior quote or tender process, ensuring consideration is given to the sound contracting principles.
3	Consideration of the five (5) sound contracting principles outlined in the <i>Local Government Act 2009</i>	Continued engagement of Ranbury meets the sound contracting principles.
4	Key risks associated with appointing the leasing agent be identified and mitigated	Evaluate levels of various risk profiles with mitigation strategies to be implemented.



4. HOW WILL ACHIEVEMENTS BE MEASURED

The following table details the measurements required to confirm objectives are achieved:

	OBJECTIVE ACHIEVED BY	MEASUREMENT
1	ICC's retail leasing responsibilities of should proceed in a timely manner with continuity of market and tenant activity, delivery of the leasing strategy and continued market confidence	Monitored by achievement of the leasing strategy, the level of tenant interest generated and transitioned to Heads of Agreement and executed Agreements for Lease/Leases. The operations of Ipswich City Square are now under the management of the Coordination and Performance Department which will be responsible for the ongoing delivery of services.
2	Document Council's decision not to seek quotes or tenders and to appoint a retail leasing agent	Acceptance of this plan and recommendations by Council.
3	Consideration of the five (5) sound contracting principles outlined in the <i>Local Government Act 2009</i>	The delivery of services by the retail leasing agent as part of the Project will be managed and monitored by the project team in accordance with the agreed retail strategy.
4	Key risks associated with appointing the leasing agent be identified and mitigated	Ensure mitigation strategies provide significant effect on reducing the evaluated risk level.

5. IDENTIFICATION & ANALYSIS OF ALTERNATIVES:

The alternative option is for ICC to undertake a new tender process for the appointment of a retail leasing agent. The timeframes of undertaking this process would mean that the occupancy of retail spaces following the redevelopment could be delayed and may have an adverse effect on the overall successful delivery of the Project. As market sounding and engagement of prospective tenants has been occurring, changing leasing agents would have an adverse effect on market confidence in the Project's ability to deliver the agreed leasing strategy. There would be also a risk in leasing contacts being lost with prospective tenants (some of who may be quite advanced in the negotiation process).

In addition, to minimise the risks of the project, ICC needs to ensure that the intellectual property, knowledge, etc. generated as part of the existing leasing agents activities is retained.



6. PROPOSED TERMS OF CONTRACTS

The recommendation is to appoint Ranbury as the leasing agent on an exclusive basis. The proposed term of appointment is for 15 months, commencing 1 June 2020 and end on 30 August 2021 (with a nine month option to extend should services be required past that date). It is proposed that the arrangement may be terminated in writing with 30 days' notice, or less if both parties agree. The interim three month agreement currently in place will be cancelled immediately once the associated contractual documentation for the new arrangement has been executed.

Contractual form of engagement will be via an ICC Professional Services Contract.

The details (commission, scope, etc.) of the proposed ICC appointment of Ranbury are as per confidential Attachment 2.

7. RISK ANALYSIS OF MARKET FROM WHICH SERVICES ARE TO BE OBTAINED:

The key risks identified when assessing the market from which the services are obtained are the ability for the Project to continue without further delay and to ensure that ICC retains the intellectual property and leasing contacts associated with the existing leasing program. Further project delays will result in an increase in the overall net cost to ICC.

In addition, if the current retail leasing agent is not appointed by ICC, then the risk of not successfully delivering the project on schedule would be higher as the project knowledge amassed in relation to the leasing of future redeveloped retail spaces will not be retained.

The following general risks and mitigation strategies have been identified in relation to ICC appointing a leasing agent:

Financial Risk		Risk Level
Event	Ranbury tries to request a revision of their fee as part of the re-engagement	
Likelihood	Rare	Low
Consequence	Minimal	
Mitigation	Ranbury has proposed new financial arrangements, however this is to address concerns raised by both parties to ensure a fair agreement is reached beneficial to both in the current environment. It is not envisaged that a major dispute will occur	

Legal & Governance		Risk Level
Event	Nil	
Likelihood		N/A
Consequence		
Mitigation	Engagement will be via a standard ICC Professional Services Agreement.	

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Political / Reputation		Risk Level
Event	No leasing agent was appointed or agent did not accept appointment	
Likelihood	Rare	Low
Consequence	Minimal	
Mitigation	Ranbury are keen on continuing to provide retail leasing agency services to ICC. It is essential that the continuity of the Project leasing strategy is maintained, through appointment of a retail leasing agent as soon as possible	

Community and Environment		Risk Level
Event	None	
Likelihood	N/A	N/A
Consequence	N/A	
Mitigation	There is no perceived Community or Environmental risk due to delivering the objectives of this TCP	

Health & Safety		Risk Level
Event	None	
Likelihood	N/A	N/A
Consequence	N/A	
Mitigation	There is no perceived Health & Safety risk due to delivering the objectives of this TCP.	

Service Delivery / Business Continuity		Risk Level
Event	Delay in executing ICC Professional Services Contract	
Likelihood	Unlikely	Moderate
Consequence	Moderate	
Mitigation	The Ranbury Group are familiar with this contract template and previously advised ICC they have no objections to executing such an agreement	

Information Confidentiality, Integrity and Accessibility		Risk Level
Event	Information and Knowledge of the Project not transferred to ICC	
Likelihood	Possible	Moderate
Consequence	Moderate	
Mitigation	The strategy document and other activities and reports produced to date by the Consultant have been supplied to the Project Team. The proposal under this TCP to appoint the same agent as currently engaged by ICC ensures consistency of information and knowledge.	



8. SUMMARY

To ensure continuity of the Project leasing strategy, prospective tenant engagement and market confidence in the Project, it is recommended that ICC appoint Ranbury Property Services Pty Ltd as the leasing agent for the Project for a 15 month engagement with a nine month option under the attached remuneration model (refer confidential Attachment 2).

8 June 2020

MEMORANDUM

TO: Sean Madigan (General Manager – Coordination and Performance)

FROM: Richard White (Manager, Procurement – Corporate Services)

RE: Appointment of Retail Leasing Agent – Tender Consideration Plan

INTRODUCTION:

This memo has been prepared by the Manager, Procurement to provide advice regarding the ongoing engagement of Ranbury Property Group (Ranbury) under contract as Ipswich City Council (ICC) Retail Leasing Agent.

BACKGROUND:

In early 2018, Ipswich City Properties (ICP) engaged Whittaker Property Group to recommend a Retail Leasing Agent for the Ipswich Central development. The report recommended the engagement of Ranbury, and subsequently Ranbury were engaged by ICP. In June 2019, all ICP's assets, operating and redevelopment activities transferred to ICC. As a result, ICC became responsible for delivery of the retail leasing strategy. Below are my comments from review of the Whittaker Property Group recommendation report against Local Government procurement requirements:

- It appears the recommendation was arrived at by an individual (despite the value/risk of the contract) with no moderation or cross checking by an independent evaluation panel or council officers during the development of the recommendation.
- Offers were clarified in follow up meetings between the individual consultant and the offerors, it is not clear if there was consistent opportunity provided to the offerors. It is not presented how these conversations were documented or regulated and there are significant transparency concerns with this.
- There are no clear weighting to the evaluation criteria, no specific evaluation criteria, or prior documented and agreed evaluation methodology established. From reading of the report it appears the evaluation methodology considerations and weighting of evaluation priorities shifted after review of submissions and discussions with offerors. This presents significant concerns with numerous case law examples on the inherent lack of transparency and contestability of evaluations conducted in this way. It is unlikely however that the appointment will now be legally contested as the result has been known for some time.

- As a qualifying statement, this procurement activity was commission and administered by ICP, a separate commercial vehicle that were not required to comply with the ICC procurement policy and legislative requirements at the time of the engagement.

There should be a consideration of risk of not being fully transparent that the original evaluation process was not compliant with ICC procurement policy or legislative requirements (even though ICP were not required to comply), versus the separate identified risks of a TCP recommending the engagement of Ranbury as an ongoing supplier. To this point, Procurement Branch continue to support the use of a TCP to continue to engage Ranbury as per the time/cost/IP issues of engaging a new supplier part way through delivery of this project. I would recommend the inclusion more detail regarding the background of the initial engagement of Ranbury to improve the transparency in a new TCP.

As context for the current procurement environment within ICC, the engagement of a specialist to support the procurement of high risk and/or high value goods for council where the relevant skills or experience are not present in council (due to the market, irregularity of purchase or complexity of outcome) is within the sound contracting principles and ICC procurement framework. However when this occurs, this should be done within the principles of the procurement framework and meet all legislative requirements. I would expect an ICC procurement representative to facilitate much of the procurement activity and for it to be advertised through ICC Vendor Panel page.

CONCLUSION:

While the initial engagement of Ranbury was done outside of the legislative and regulatory environment of Local Government and did not meet the ICC Procurement Guidelines of the time, it would be disadvantageous to retender for services and ICC should continue engagement of Ranbury as it meets the current ICC Procurement Framework requirements.

RECOMMENDATION:

It is recommended that Coordination and Performance progress a Tender Consideration Plan for Council consideration for the continued engagement of Ranbury as Retail Leasing Agent for ICC.

Doc ID No: A6281313

ITEM: 5

SUBJECT: IPSWICH CENTRAL REDEVELOPMENT - RETAIL AND COMMERCIAL PROPERTY STRATEGY

AUTHOR: GENERAL MANAGER - COORDINATION AND PERFORMANCE

DATE: 8 JUNE 2020

EXECUTIVE SUMMARY

This is a report concerning the Ipswich Central Redevelopment retail and commercial property development and divestment strategy.

On 28 October 2019 the Interim Administrator adopted the development strategy as detailed in this report. This approved Council to invest in the staged development of the retail assets owned by Council in the Ipswich Central redevelopment area. The report from 28 October 2019 is attached (Attachment 1).

This report now seeks endorsement of the Interim Administrators decision by the Council.

RECOMMENDATION/S

That the Ipswich Central Redevelopment Retail and Commercial Property Strategy as adopted by the Interim Administrator at the Council Ordinary Meeting of 28 October 2019 be endorsed by Council.

RELATED PARTIES

Hutchinson Builders
Ranbury Property Services
Ranbury Project Management Services

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

Ipswich City Council (ICC) is undertaking a major redevelopment of the Ipswich Central Business District referred to as Ipswich Central. The Ipswich Central redevelopment project includes a civic precinct, a community library and the Council Administration building. These are referred to as council's "civic assets". The precinct also includes a number of retail, commercial and entertainment assets that were acquired by Council over

the last decade. When fully developed these assets will comprise retail, entertainment food and beverage and commercial buildings. These are referred to as the “Nicholas Street retail assets”. For ease of reference, the figure below has been included to clearly identify the various Council owned assets in the precinct.

Table 1: Ipswich CBD Redevelopment – Key Components	
ICC Civic Assets	Nicholas Street Retail Assets
Admin Building	Venue
Library	Metro A and B
Civic Precinct	Eats
Nicholas Street / Union Place	Commonwealth Hotel

Table 1: Components of the Ipswich Central Development

Source: Nicholas Street Retail – Business Case, 2019.



In May 2019, Council commenced a review of the strategy around the development and divestment of the Nicholas Street retail assets. In determining a pathway forward, Council was seeking to balance its primary objective of renewing the Ipswich CBD with a prudent financial and risk management overlay. Council commissioned Ranbury Management Group to prepare a business case for the redevelopment of the Nicholas Street retail assets owned by Council (hereinafter referred to as the “Project”). This business case was issued in draft format in June 2019 and was submitted to KPMG for peer review. The review of the business case was conducted by KPMG who provided Council with a number of recommendations, including that Council:

- Undertake market sounding to better inform the optimum delivery pathway and divestment strategy.
- Establish Council’s financial and commercial objectives for the Project;
- Update the financial analysis for the Project; and
- Further progress design and obtain updated cost estimates for the Project.

Council subsequently engaged KPMG to undertake the following scope of works:

- **Establish Financial and Capital Management Objectives:** assist Council define its

key financial and commercial Project objectives.

- **Market Sounding:** Engage with real estate developers, investors and agents to seek insights on the Project, including market and project risks and appetite for end asset take out and participation in delivery.
- **Coordinate an Independent Valuation:** coordinate and manage an independent valuation to provide a valuation of the Project assets on an “as-is” basis and an “as-if complete” basis.
- **Financial Analysis:** undertake financial analysis based on the updated Project inputs and assess the alternate development and divestment pathways. As part of their financial analysis, KPMG also analysed the staged delivery of the components of the Project.

KPMG completed this scope of work and provided Council with a final report detailing their findings. A copy of the KPMG report “Ipswich Central Redevelopment – Nicholas Street Retail” (Attachment 2) has previously been provided to all Councillors.

Market sounding was conducted by KPMG in relation to external investment interest in project delivery, ultimate asset divestment and leasing. Some of the key findings of this market sounding are as follows:

Investment

- Proven letting up and tenant trading performance is needed before market investment. Due to the history of the precinct, a history of proven trading performance (up to 24-months) will be important to support investment confidence and pricing from investors.
- Quality of asset, including tenant covenant and long lease profile, is critical to support marketability.

Project Delivery

- There is limited interest from the market to deliver the project.
- Any private sector involvement in project delivery will likely be highly conditional and unlikely to provide value for money to Council.
- Stage the project to deliver a sustainable quantum of retail initially. Staging the project to support retail operators and build trading history will support the long- term viability of the project.
- Co-timed delivery of the Council Administration building will support retail trading.

Leasing

- Reputable national anchor tenants, such as a cinema operator, are required to activate the precinct and underpin the end value of the development. Nationally recognised anchor tenants will also help to attract food and beverage operators and other retailers into the precinct.
- Entertainment / Leisure offerings are needed to generate critical mass. Delivery of these offerings is required upfront in the project.
- Curate the tenancy mix to minimise competition and provide a point of difference.

The significant implications for Council identified from the market sounding include:

- That Council will be unlikely to achieve the objective of divesting the assets prior to or upon completion of construction. There is limited interest from investors to purchase the assets prior to or upon completion of construction. The market sounding has indicated that the project needs to demonstrate proven letting up and tenant trading performance before the market is likely to be interested in acquiring the assets.
- Council needs to invest in the quality of the assets to support marketability
- Council needs to plan on potentially holding the assets for an extended period post completion of the development to maximise market interest in a future divestment
- Development and leasing of the Venue asset is critical to the success of the precinct
- Council needs to coordinate an extended and diverse events programme to drive trade, critical mass and precinct brand.

COORDINATE AN INDEPENDENT VALUATION

KPMG commissioned Savills Valuations to provide an independent valuation of all assets within the scope of the Project. The outcomes of this valuation are presented in Page 35 of the KPMG report (Attachment 7). The “As-Is” valuation for all of the assets totals \$18.85 million. The “As If Complete” valuation based on a fully let scenario totals \$60.8 million.

FINANCIAL ANALYSIS

KPMG conducted a detailed financial analysis of the Project. This analysis is contained in pages 42 to 51 of the KPMG report (Attachment 7). The KPMG analysis determined that the Project generates a loss of \$19.92 million, with a negative NPV of \$20.45 million. This figure incorporates the “As-Is” valuation of the land of \$18.85 million as a development cost.

The sites are already owned by council. Whilst it is entirely appropriate for KPMG to include the land costs as part of their feasibility analysis (as that reflects the conventional approach to such reports), it is critical to note that council will not actually be incurring any further land acquisition costs for the Project.

Removing the “as-is” value from the development costs, the project in fact is projected to generate a loss of \$1.07 million, with a negative npv of \$1.6 million.

Whilst this analysis reveals that Council will not meet its stated financial objective of achieving a positive return, the market sounding has identified that there is limited interest from the market to purchase the assets as they are at present. If Council decides not to invest in the development of these assets in a staged approach, it is considered that the stated Community Objectives of the Project will be put at significant additional risk.

KPMG also conducted a delivery analysis of the various assets, based on the assumption of Council retaining ownership of the assets for a 24 month period (As per the market sounding). This analysis is contained on pages 55 to 58 of the KPMG report.

KPMG finalise their report with the Conclusion and Key Considerations (Pg 61). In terms of the delivery considerations, they state that Council should consider staging project delivery to balance community and financial objectives tied to a maximum peak exposure that is manageable within Council's forecast financial capacity. The report also states that the market feedback is that delivery of the Venue asset as part of the initial stage is critical to support precinct activation. Finally, the report states that market feedback is that the number of food and beverage offerings is too large for an unproven precinct and that it should be staged and aligned to the opening of the Council Administration building.

RECOMMENDED DEVELOPMENT STRATEGY FOR THE NICHOLAS STREET RETAIL ASSETS

Based on the market sounding and the financial analysis conducted by KPMG the following staged development strategy is recommended for the development and ultimate divestment of the retail assets that are part of the Project:

Stage 1: The development of the Venue and Eats assets, dependent on the securing of key tenants such as a cinema offering. It is critical to the successful activation of the precinct and the commercial viability of the food and beverage offerings in the other assets that a nationally recognised entertainment offering such as a cinema is operating in the Venue asset.

It is also recommended that Council continue with the development of the Commonwealth Hotel as part of Stage 1. The Commonwealth Hotel has been deconstructed and it is considered imperative that the asset be developed to prevent further deterioration.

Stage 2: Development of the Metro B Asset with a completion date to coincide with the Council occupation of the new Council Administration building, again dependent of securing of key tenants.

Stage 3: Development of the Metro A asset: At this time it is not recommended that Council proceed with the development of the Metro A asset. It is proposed that the development of this asset be considered at a later time, once the rest of the assets have been developed and have been proven as ongoing commercial successes.

This development strategy was presented to the Interim Administrator for consideration at the Ordinary Council meeting held on 28 October 2019. At this time, the strategy was endorsed by the Interim Administrator.

On 22 November 2019 a tender consideration plan report (Attachment 4) was approved by the Interim Administrator to award the retail construction works to Hutchinson

Builders as a variation on the main Ipswich Central Redevelopment Contract.

This report now seeks endorsement of the strategy as previously adopted by the Interim Administrator to enable Council to proceed with the construction of the retail and commercial assets in accordance with the strategy.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

There are a number of significant risks associated with the recommended development strategy for the retail and commercial assets.

Financial Risk

There is a significant financial risk associated with investing in the development of the retail assets, in what the market has advised is an unproven retail precinct. If Council develops the retail assets and then fails to operate them as a commercial success, the value and marketability of these assets will be reduced and Council's return on investment will be impacted. Further, if the precinct is not commercially successful, Council may be forced to retain possession of the retail assets beyond the proposed 2 year period which will have cost implications.

Reputational Risk

If Council approves the recommended strategy, the reputation of Council could be damaged if the development of the retail assets is not successful in terms of demonstrating that the precinct is a commercial success and Council is then able to maximise its return on investment when the assets are divested.

Whilst there are significant financial and reputational risks associated with the recommendation to develop the retail assets in a staged approach, extensive due diligence has been conducted through the engagement of KPMG to inform this report and its recommendation. The market sounding has identified that there is limited market interest from investors to purchase or develop the assets and that the development of the Venue asset in particular, is critical to bringing people back into the Ipswich Central precinct to activate the area. If Council were to decide to not proceed with development of the retail assets, the community objectives of the precinct would be negatively impacted.

FINANCIAL/RESOURCE IMPLICATIONS

The KPMG report conducted an analysis of the construction costs for the project based on the schematic designs developed by Ranbury Management Group. The schematic design report (Attachment 3) completed by Ranbury Management is attached. The schematic designs were assessed by a quantity surveyor who has provided a construction cost estimate for the Project of approximately \$47.14 million which allows for full replacement of the

services in the assets. KPMG then assessed the total development costs at \$53.29 million. The details of these costings are contained in pages 30 and 31 of the KPMG report.

Costs for the development of the assets excluding Metro A are estimated to be \$37.57 million, however this will be subject to negotiations with Hutchinson Builders and subject to review by an independent quantity surveyor to ensure that Council is achieving value for money.

COMMUNITY AND OTHER CONSULTATION

There has been no community consultation conducted in relation to this report specifically, however community consultation was conducted as part of the master planning process for the Ipswich Central Redevelopment Project.













The Ipswich City Council finance team have been consulted in relation to this report and will provide additional information at committee.

CONCLUSION

The redevelopment of the Ipswich Central area is of significant importance to the city of Ipswich.

The redevelopment of the retail and commercial assets in the precinct are considered an important component that will contribute to the success of the project in achieving its stated objective of activating the Ipswich Central area.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Council Report of 28 October 2019  
2.	KPMG Report  
3.	Schematic Design Report  
4.	Tender Consideration / Contract Variation Report  
5.	Probity Statement  
6.	Tender Consideration Plan  
	CONFIDENTIAL
7.	KPMG Confidential Report - Financial Information - Commercial in Confidence (<i>under separate cover</i>)
8.	Schematic Design - Costings (<i>under separate cover</i>)
9.	Clayton Utz Advice (<i>under separate cover</i>)
10.	Probity Report - Confidential (<i>under separate cover</i>)
11.	Quantity Surveyor Report - Costings - Confidential (<i>under separate cover</i>)

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

I concur with the recommendations contained in this report.

David Farmer
CHIEF EXECUTIVE OFFICER

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

COUNCIL
MEETING AGENDA

28 OCTOBER
2019

Doc ID No: A5861000

ITEM: N.6

SUBJECT: RETAIL PROPERTY STRATEGY IPSWICH CENTRAL

AUTHOR: GENERAL MANAGER - COORDINATION AND PERFORMANCE

DATE: 23 OCTOBER 2019

EXECUTIVE SUMMARY

This is a report concerning Council's development and ultimate divestment strategy for the various retail, commercial and entertainment assets owned by Council in the Ipswich Central redevelopment area. This report will detail a proposed development and divestment strategy that has been informed by a market sounding a financial analysis conducted by KPMG. KPMG's analysis is based on extensive investigations by various professional firms including Ranbury Management Group, Urbis, Brain and Poulter, WSP, RLB, McKenzie Group and Savills.

The report will recommend that Council expend funds to develop the retail, commercial and entertainment assets in a staged approach designed to achieve the key objectives of the Ipswich Central redevelopment. The report cites that Council will need to hold and operate these "non-core" assets to demonstrate that they are an ongoing commercial success in order to divest the assets to maximise the return on investment for Ipswich ratepayers.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the Recommended Development Strategy for the Nicholas Street Retail Assets as detailed in the report be adopted.

RELATED PARTIES

Ranbury Management Group Pty Ltd (Program Management Partner).

The Interim Administrator has previously stated that he has, or could reasonably be taken to have a perceived conflict of interest in relation to Ranbury Management Group. The nature of the perceived conflict of interest is that Ranbury Management Group is the primary consultant for the CBD Redevelopment and from 2008 to 2012 the interim administrator was an employee and was a director and part owner of Ranbury but has had no association with the company since then other than through his current role.

Item 5 / Attachment 1.

COUNCIL
MEETING AGENDA

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KPMG

There are no other known conflicts of interest in relation to this report.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

Ipswich City Council (ICC) is currently undertaking a major redevelopment of the Ipswich Central Business District referred to as Ipswich Central. The Ipswich Central project includes a civic precinct, a community library and the Council Administration building. These are referred to as council's "civic assets". The precinct also includes a number of retail, commercial and entertainment assets that had been acquired by Council over the last decade which when fully developed will comprise retail, cinemas, food and beverage and commercial buildings. These are referred to as the "Nicholas Street retail assets". For ease of reference, Table 1 below has been included to clearly identify the various Council owned assets in the precinct.

Table 1: Ipswich CBD Redevelopment – Key Components	
ICC Civic Assets	Nicholas Street Retail Assets
Admin Building	Venue
Library	Metro A and B
Civic Precinct	Eats
Nicholas Street / Union Place	Commonwealth Hotel

Table 1. Components of the Ipswich Central Development.
Source: Nicholas Street Retail – Business Case, 2019.



A construction manager, Hutchinson Builders, has been contracted by Council to deliver the Civic Precinct, community library and the Ipswich City Council Administration building. These components of the Ipswich Central redevelopment are integral to the operations of Council and will be retained in long-term Council ownership. The adjoining retail, commercial and entertainment assets owned by Ipswich City Council are largely vacant in advance of redevelopment.

In May 2019, Council commenced a review of the then strategy around the development and divestment of the Nicholas Street retail assets. In determining a pathway forward, Council was seeking to balance its primary objective of renewing the Ipswich CBD with a prudent financial and risk management overlay. Council commissioned Ranbury Management Group to prepare a business case for the redevelopment of the Nicholas Street retail assets owned by Council (hereinafter referred to as the "Project"). This business case

was issued in draft format in June 2019 and was then submitted by Council to KPMG for peer review. The review of the business case was conducted by KPMG who provided Council with a number of recommendations, including that Council:

- Undertake market sounding to better inform the optimum delivery pathway and divestment strategy.
- Establish Council's financial and commercial objectives for the Project;
- Update the financial analysis for the Project; and
- Further progress design and obtain updated cost estimates for the Project;

Council subsequently engaged KPMG to undertake the following scope of works:

- **Establish Financial and Capital Management Objectives:** assist Council define its key financial and commercial Project objectives.
- **Market Sounding:** Engage with real estate developers, investors and agents to seek insights on the Project, including market and project risks and appetite for end asset take out and participation in delivery.
- **Coordinate an Independent Valuation:** coordinate and manage an independent valuation to provide a valuation of the Project assets on an "as-is" basis and an "as-if complete" basis.
- **Financial Analysis:** undertake financial analysis based on the updated Project inputs and assess the alternate development and divestment pathways. As part of their financial analysis, KPMG also analysed the staged delivery of the components of the Project.

KPMG completed this scope of work and provided Council with a final report detailing their findings. A copy of the KPMG report "Ipswich Central Redevelopment – Nicholas Street Retail" is attached to this report.

A summary of the key findings for each component of the scope of works conducted by KPMG are as follows:

Establish Financial and Capital Management Objectives

The overarching objectives of the CBD precinct redevelopment have previously been established by Council and are as follows:

- Deliver an enduring and activated Civic Heart;
- Deliver cultural and entertainment activities that complement other activity centres;
- Provide space for growth of key employers and service providers;
- Relocate Council's administration centre and unlock Council land for Queensland Health;
- Provide opportunities for Private sector investment in the renewal; and
- Project governance is robust, resilient and replicable.

Council worked with KPMG to clearly define and refine the retail Project objectives to support the assessment of the optimum development and divestment strategy for the Project. The strategic objectives were identified as:

- **Community:** Deliver a vibrant city centre; Provide complementary retail offerings; Generate growth opportunities.
- **Financial:** Achieve a positive project return; Income certainty to cover debt serviceability; Minimise funding cost.
- **Commercial:** Divest on or before construction completion; Stage delivery to inject critical mass; Optimise commercial offering.

Further details in relation to these objectives are contained in pages 18 to 21 of the KPMG report.

Market Sounding

Market sounding was conducted by KPMG in relation to external investment interest in project delivery, ultimate asset divestment and leasing. Some of the key findings of this market sounding are as follows:

Investment

- Proven letting up and tenant trading performance is needed before market investment. Due to the history of the precinct, a history of proven trading performance (up to 24-months) will be important to support investment confidence and pricing from investors.
- Quality of asset, including tenant covenant and long lease profile, is critical to support marketability.

Project Delivery

- There is limited interest from the market to deliver the project.
- Any private sector involvement in project delivery will likely be highly conditional and unlikely to provide value for money to Council.
- Stage the project to deliver a sustainable quantum of retail initially. Staging the project to support retail operators and build trading history will support the long-term viability of the project.
- Co-timed delivery of the Council Administration building will support retail trading.

Leasing

- Reputable national anchor tenants, particularly a cinema operator, are required to activate the precinct and underpin the end value of the development. Nationally recognised anchor tenants will also help to attract food and beverage operators and other retailers into the precinct.
- Entertainment / Leisure offerings are needed to generate critical mass. Delivery of these offerings is required upfront in the project.

- Curate the tenancy mix to minimise competition and provide a point of difference.

The significant implications for Council identified from the market sounding include:

- The market sounding has identified that Council will be unlikely to achieve its stated objective of divesting the assets prior to or upon completion of construction. There is limited interest from investors to purchase the assets prior to or upon completion of construction. The market sounding has indicated that the Project needs to demonstrate proven letting up and tenant trading performance before the market is likely to be interested in acquiring the assets.
- Council needs to invest in the quality of the assets to support marketability
- Council needs to plan on potentially holding the assets for an extended period post completion of the development to maximise market interest in a future divestment
- Development and leasing of the Venue asset is critical to the success of the precinct
- Council needs to coordinate an extended and diverse events programme to drive trade, critical mass and precinct brand.

Coordinate an Independent Valuation

KPMG commissioned Savills Valuations to provide an independent valuation of all assets within the scope of the Project. The outcomes of this valuation are presented in Page 35 of the KPMG report. The “As-Is” valuation for all of the assets totals \$18.85 million. The “As If Complete” valuation based on a fully let scenario totals \$60.8 million.

Financial Analysis

KPMG conducted a detailed financial analysis of the Project. This analysis is contained in pages 42 to 51 of the KPMG report. The KPMG analysis determined that the Project generates a loss of \$19.92 million, with a negative NPV of \$20.45 million. This figure incorporates the “As-Is” valuation of the land of \$18.85 million as a development cost.

The sites are already owned by council. Whilst it is entirely appropriate for KPMG to include the land costs as part of their feasibility analysis (as that reflects the conventional approach to such reports), it is critical to note that council will not actually be incurring any further land acquisition costs for the Project.

Removing the “As-Is” value from the development costs, the Project in fact is projected to generate a loss of \$1.07 million, with a negative NPV of \$1.6 million.

Whilst this analysis reveals that Council will not meet its stated financial objective of achieving a positive return, the market sounding has identified that there is limited interest from the market to purchase the assets as they are at present. If Council decides not to invest in the development of these assets in a staged approach, it is considered that the stated Community Objectives of the Project will be put at significant additional risk.

In plain terms, should council elect not to proceed with the Project, Ipswich Central will continue to have a substantively derelict Nicholas Street precinct with minimal retail,

commercial and entertainment “life”, albeit near a new library, plaza and council administration building.

KPMG also conducted a delivery analysis of the various assets, based on the assumption of Council retaining ownership of the assets for a 24 month period (As per the market sounding). This analysis is contained on pages 55 to 58 of the KPMG report.

KPMG finalise the report with their Conclusion and Key Considerations (Pg 61). In terms of the delivery considerations, they state that Council should consider staging project delivery to balance community and financial objectives tied to a maximum peak exposure that is manageable within Council’s forecast financial capacity. The report also states that the market feedback is that delivery of the Venue asset as part of the initial stage is critical to support precinct activation. Finally, the report states that market feedback is that the number of food and beverage offerings is too large for an unproven precinct and that it should be staged and aligned to the opening of the Council Administration building.

Recommended Development Strategy for the Nicholas Street Retail Assets

Based on the market sounding and the financial analysis conducted by KPMG the following staged development strategy is recommended for the development and ultimate divestment of the retail assets that are part of the Project:

Stage 1: The development of the Venue and Eats assets, dependent on the securing of key tenants such as a cinema offering. It is critical to the successful activation of the precinct and the commercial viability of the food and beverage offerings in the other assets that a nationally recognised entertainment offering such as a cinema is operating in the Venue asset.

It is also recommended that Council continue with the development of the Commonwealth Hotel as part of Stage 1. The Commonwealth Hotel has been deconstructed and it is considered imperative that the asset be developed to prevent further deterioration.

Stage 2: Development of the Metro B Asset with a completion date to coincide with the Council occupation of the new Council Administration building, again dependent of securing of key tenants.

Stage 3: Development of the Metro A asset: At this time it is not recommended that Council proceed with the development of the Metro A asset. It is proposed that the development of this asset be considered at a later time, once the rest of the assets have been developed and have been proven as ongoing commercial successes.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

There are a number of significant risks associated with the recommendations contained in this report for the development of the retail assets in Ipswich Central.

Financial Risk

There is a significant financial risk associated with investing in the development of the retail assets, in what the market has advised is an unproven retail precinct. If Council develops the retail assets and then fails to operate them as a commercial success, the value and marketability of these assets will be reduced and Council's return on investment will be impacted. Further, if the precinct is not commercially successful, Council may be forced to retain possession of the retail assets beyond the proposed 2 year period which will have cost implications.

Reputational Risk

If Council approves the recommended strategy, the reputation of Council could be damaged if the development of the retail assets is not successful in terms of demonstrating that the precinct is a commercial success and Council is then able to maximise its return on investment when the assets are divested.

Whilst there are significant financial and reputational risks associated with the recommendation to develop the retail assets in a staged approach, extensive due diligence has been conducted through the engagement of KPMG to inform this report and its recommendation. The market sounding has identified that there is limited market interest from investors to purchase or develop the assets and that the development of the Venue asset in particular, is critical to bringing people back into the Ipswich Central precinct to activate the area. If Council were to decide to not proceed with development of the retail assets, the community objectives of the precinct would be negatively impacted.

FINANCIAL/RESOURCE IMPLICATIONS

The KPMG report conducted an analysis of the construction costs for the project based on the schematic designs developed by Ranbury Management Group. The schematic design report completed by Ranbury Management is attached to this report. The schematic designs were assessed by a quantity surveyor who has provided a construction cost estimate for the Project of approximately \$47.14 million which allows for full replacement of the services in the assets. KPMG then assessed the total development costs at \$53.29 million. The details of these costings are contained in pages 30 and 31 of the KPMG report.

Further work is required to be conducted by the project team to test the construction costs with the market. This report is not seeking Council approval for the expenditure of these funds, however it is prudent that the financial implications of the strategy to develop these assets are considered by Council. If the strategy to develop these commercial assets is approved by Council, further analysis will be conducted by the project team in consultation with Council's Finance Department. If the strategy to develop the assets is adopted, a report will be presented at a future Council meeting, seeking funding approval.

COUNCIL
MEETING AGENDA

28 OCTOBER
2019

COMMUNITY AND OTHER CONSULTATION

The community was consulted in relation to the Ipswich Central Master Plan that was reviewed by KPMG in the completion of their report.

The Council Finance team were consulted as part of the KPMG review and agree with the recommendations of this report.

The Interim Administrator and CEO were consulted in the development of this report.

CONCLUSION

The Ipswich Central redevelopment is of significant importance to the future of the city of Ipswich. The CBD needs to be developed to bring people back into the area and the development of the retail assets is a key factor in achieving the community and economic objectives of the precinct.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Ranbury Schematic Design Report
2.	KPMG Nicholas Street Market Sounding and Financial Analysis - Public
	CONFIDENTIAL
3.	Ranbury Schematic Design Report - Construction Cost Summary
4.	KPMG Nicholas Street Market Sounding and Financial Analysis - Confidential

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

I concur with the recommendations contained in this report.

David Farmer

CHIEF EXECUTIVE OFFICER

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



KPMG

Ipswich Central Redevelopment – Nicholas Street Retail

Public Access

Ipswich City Council
October 2019

KPMG

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24 October 2019

Private and confidential

Greg Chemello
Interim Administrator
Ipswich City Council
PO Box 191
Ipswich QLD 4305

Dear Greg,

Ipswich Central – Nicholas Street Retail

We have been engaged by the Ipswich City Council (ICC) to undertake financial analysis and a market sounding of the Ipswich Central Redevelopment Nicholas Street Retail Project (the "Project") to assist ICC assess the scope, timing and delivery model for the Project.

We attach our report in connection with providing these services.

Scope of Work

Our work has been performed in accordance with our Engagement Letter dated 6 August 2019.

Information

In undertaking our work we have relied on information provided to us by ICC, Ranbury (project manager and retail leasing agent), RLB (cost estimators) and Savills (independent valuer), in addition to publicly available information, industry resources and KPMG analysis.

We have indicated in this report the sources of the information presented.

Distribution

This report has been prepared exclusively for ICC in relation to the Nicholas Street Retail Project. This report must not be used for any other purpose or distributed to any other person or party or as otherwise agreed by us in writing.

Yours sincerely,



Paul Morris
Partner



KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.

Ipswich Central Redevelopment – Nicholas Street Retail

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Glossary

AFL	Agreement for Lease	IRR	Internal Rate of Return
AV	Asset Value	NLA	Net Lettable Area
CGI	Computer-generated imagery	NOI	Net Operating Income
F&B	Food and Beverage	NPV	Net Present Value
GLV	Gross Land Value	P&R	Profit and risk
HoA	Heads of Agreement	Sqm	Square metre
ICC	Ipswich City Council	TDC	Total Development Cost



Background & Scope

Background

ICC is currently progressing with the development of the Ipswich Central Business District (CBD), known as Ipswich Central. The project contains a number of assets owned by ICC and, when fully developed, will comprise retail, entertainment and leisure, food and beverage, commercial buildings, civic space and a community library.

A preferred tenderer has been selected to deliver the Civic Precinct, community library, streetscape upgrades and ICC Administration Centre. These components of the Ipswich Central Redevelopment are integral to the operations of ICC and will be retained in long-term ICC ownership.

The adjoining retail and mixed-use assets owned by ICC (collectively known as 'Nicholas Street Retail'), are largely vacant in advance of redevelopment.

ICC is seeking a pathway for development and divestment of the Nicholas Street Retail assets. In determining a preferred pathway, ICC is seeking to balance its primary objective of renewing the Ipswich CBD as a thriving precinct with a prudent financial and risk management overlay.

In June 2019, Ranbury (project manager and retail leasing agent) prepared a draft Business Case for the redevelopment of the Project. KPMG undertook a peer review of the draft Business Case and made a number of recommendations, including that ICC:

- establish ICC financial and commercial objectives for the Project;
- further progress design and obtain updated cost estimates;
- obtain updated valuations of the development;
- update the financial analysis for the Project; and
- undertake market sounding to better inform the optimum delivery pathway and divestment strategy.

Scope

Post KPMG's review of the draft Business Case, ICC has engaged KPMG to undertake the following:

- *Market Sounding*: engage with real estate developers, investors and agents to seek insights on the Project including market and Project risks and appetite for end asset take out and participation in delivery.
- *Co-ordinate an Independent Valuation*: coordinate and manage an independent valuation to provide a valuation of the Nicholas Street Retail assets on an "As Is" basis and an "As If Complete" basis.
- *Establish Financial and Capital Management Objectives*: assist ICC define its key financial and commercial Project objectives.
- *Financial Analysis*: undertake financial analysis based on the updated Project inputs and assess the alternate development and divestment pathways.

At the same time, Ranbury progressed updated the Project designs and construction cost estimates.

Sources of Information

In undertaking the scope of works, KPMG has relied upon the following sources of information:

- Draft Nicholas Street Retail - Business Case Report (Version 1.1), dated 27 June 2019 as prepared by Ranbury;
- Development costs prepared by RLB and Ranbury, transmitted to KPMG on 19 September; and
- Valuation report and calculations from Savills (report dated 27 August 2019, and issued in final on 22 October 2019).

We have indicated in this report the sources of the information presented.



Project Overview - Ipswich Central

Overview

The Ipswich Central Redevelopment Project is a key project within Ipswich City's Economic Development Plan and is situated in the heart of the Ipswich CBD, bound by Bell Street to the east, Brisbane Street to the south, Ellenborough Street to the west and Bremer Street to the north.

The precinct is currently underutilised and largely vacant in advance of redevelopment. The Ipswich Central Redevelopment seeks to contribute to a re-enlivenment of the CBD by delivering an integrated entertainment, civic, retail and commercial precinct.

Development is underway for the civic assets within the Ipswich Central Redevelopment, which incorporate the following elements:

- a new council Administration Centre and office building over 8 storeys (target completion Q2 2021);
- a new Civic Precinct including a new Public Library and a versatile 14,500sqm public realm with water park features, that will host Ipswich City events, markets and activities (target completion Q2 2020);
- an upgraded street scape and public area along Nicholas Street and Union Place (target completion Q1 2020); and
- an upgraded 1,000 car undercover car park, with adjacency to the Ipswich Rail Station.

An events and marketing programme for the Civic Precinct is currently being developed by ICC. This programme will be essential to attract foot traffic and underpin activity in the Ipswich Central Redevelopment.

Table 1: Ipswich CBD Redevelopment – Key Components

ICC Civic Assets	Nicholas Street Retail Assets
Admin Building	Venue
Library	Metro A and B
Civic Precinct	Eats
Nicholas Street / Union Place	Commonwealth Hotel

Table 1: Components of the Ipswich Central Development
Source: Nicholas Street Retail – Business Case, 2019.



Image 1: Ipswich Central master plan

Source: Draft Nicholas Street Retail - Business Case Report (Version 1.1), dated 27 June 2019

Project Overview - Nicholas Street Retail

Overview

The Nicholas Street Retail Project components of the Ipswich Central Redevelopment comprises four separate 'precincts'. These precincts are outlined as follows and detailed further overleaf:

- Metro A and B – proposed for F&B offerings along the street frontage, in addition to mini-majors, general retail and medical uses internally and commercial uses above;
- Eats – proposed for F&B offerings along the street frontage, in addition to potential commercial uses on the upper level;
- Venue – proposed for entertainment and leisure uses, in addition to general retail; and
- Commonwealth Hotel (also known as Murphy's' Pub) – a heritage listed building proposed for use as a pub style F&B destination.

Current Status

The Project is in the early phases of the redevelopment life cycle and has been informed by a number of consultants. The current status is summarised below:

- concept and schematic designs have been developed by Buchan;
- master planning/design, research and retail mix review has been provided by Urbis and Brain & Poulter;
- RLB have provided cost estimates based on schematic designs (for replacing and re-using existing services);
- technical due diligence has been provided by Ranbury, WSP and McKenzie Group;
- marketing and leasing of the space is being undertaken by the Nicholas Street Project Leasing Team (Ranbury); and
- marketing commenced in November 2018 and eleven (11) Heads of Agreements (HOA) have been secured to date.

Table 2: Components of Nicholas Street Retail

Component	Intended uses
Venue	Entertainment, leisure & retail.
Metro A	Mini-majors, medical, health, office.
Metro B	Food & beverage, general retail, commercial office.
Eats	Food & beverage, commercial office.
Commonwealth Hotel	Hotel/pub.

Table 2: Components of Nicholas Street Retail



Image 2: Schematic Design – View along Nicholas Street, towards Brisbane Street

Source: Nicholas St, Ipswich Retail Presentation (Revision B) prepared by Buchan dated 4 September 2019.



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Project Overview - Metro A

Overview

Metro A (also known as the Bell Street Link building) is situated around the centre of Nicholas Street, near opposite the proposed Eats building. The asset comprises three levels, with the middle level adjoining and providing internal access to the Metro B building. Metro A is of a dated condition and is currently fully vacant.

Proposed Development

The internal layout of Metro A is proposed to be redeveloped to contain one large tenancy on the lower level, mini-majors and a medical precinct on the Nicholas Street level and a commercial/lifestyle tenancy (i.e. gymnasium) on the upper level. Accessibility to each level will be via escalators or internal lift.

The internal mall and connection between Metro A and B is proposed to be retained as part of the redevelopment.

A summary of the 'As If Complete' development is provided in Table 3 below, with CGIs shown in adjacent Images 3 and 4.

Table 3: Metro A 'As If Complete' Summary

Tenure	• Freehold
Land Area	• 3,772 sqm
NLA	• 5,124 sqm (retail); 737 sqm (commercial)
Tenancies	• 13
Target Mix	• Mini Majors, Medical, Health, Commercial
Target NOI	• Circa \$1.32m

Table 3: Metro A 'As If Complete' Summary
Source: Savills Valuation, 27 August 2019



Images 3 and 4: Schematic Design – Metro A
Source: Nicholas St, Ipswich Retail Presentation (Revision B) prepared by Buchan dated 4 September 2019.

Project Overview - Metro B

Overview

Metro B is situated on the corner of Nicholas Street and Union Place, directly opposite the proposed Civic Precinct and community library.

The asset contains a ground level along Nicholas Street and Union Place, plus one tenancy to the Bell Street frontage. In addition, a seven-storey commercial tower sits above the retail component. The asset is of an older standard and the retail component is fully vacant. The office component is currently occupied by various tenants on short term leases.

Proposed Development

Metro B is considered to be situated on a high profile corner within the Ipswich Central Redevelopment. The asset is proposed to be redeveloped to maximise street activation, with food and beverage proposed along the perimeter of the ground level with generous outdoor dining areas.

The internal ground mall is proposed to contain a mix of commercial, specialty and convenience retail. The office component will not be refurbished as part of the redevelopment.

A summary of the 'As If Complete' development is provided in Table 4 below, with CGIs shown in adjacent Images 5 and 6.

Table 4: Metro B 'As If Complete' Summary

Tenure	• Leasehold (58.2 years remaining as at August 19)
Land Area	• 3,334 sqm
NLA	• 3,524 sqm (retail); 1,154 sqm (commercial)
Tenancies	• 25
Target Mix	• F&B, general retail , commercial office
Target NOI	• Circa \$1.43m

Table 4: Metro B 'As If Complete' Summary.
Source: Savills Valuation, 27 August 2019



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Images 5 and 6: Schematic Design – Metro B
Source: Nicholas St, Ipswich Retail Presentation (Revision B) prepared by Buchan dated 4 September 2019.

Project Overview - Venue

Overview

Venue is situated on the corner of Nicholas and Brisbane Streets and comprises a two-storey retail building, which is of an older standard. The building is currently occupied by a chemist and is otherwise vacant.

Proposed Development

Venue is intended to be redeveloped to contain a mix of entertainment and leisure offerings that will serve to drive critical mass and activate the precinct as a strong destination appeal. In particular, this asset is intended to contain a cinema on the upper level and a leisure offering on the lower level (for example, indoor karting), in addition to general retail.

A summary of the 'As If Complete' development is provided in Table 5 below, with CGIs shown in the adjacent Images 7 and 8.

Table 5: Venue 'As If Complete' Summary

Tenure	• Freehold
Land Area	• 6,202 sqm
NLA	• 9,395 sqm
Tenancies	• 8
Target Mix	• Entertainment (e.g. Cinema, Lasertag, Indoor Karting, Kids Play) and additional F&B / general retail
Target NOI	• \$1.60m

Table 5: Venue 'As If Complete' Summary
Source: Savills Valuation, 27 August 2019



Images 7 and 8: Schematic Design – Venue
Source: Nicholas St, Ipswich Retail Presentation (Revision B) prepared by Buchan dated 4 September 2019.

Project Overview - Eats

Overview

Eats is situated to the centre of Nicholas Street, on the corner of a laneway known as 'Bottle Alley' and adjoining the proposed community library. The asset comprises a two-storey building, which is of an older standard and is fully vacant.

The building is currently situated over multiple tenures (leasehold and freehold), which may impact the marketability of the asset.

Proposed Development

Eats is considered to provide a critical connection between the proposed Civic Precinct and the Venue building, along Nicholas Street.

The proposed development will incorporate reactivation of the Nicholas Street and Bottle Alley laneway frontages of the building with covered external dining areas for food and beverage uses and undercover foot traffic.

The asset is proposed to contain food and beverage uses of complementary cuisine on the ground level, in addition to commercial uses on the upper level.

A summary of the 'As If Complete' development is provided in Table 6 below, with CGIs shown in adjacent Images 9 and 10.

Table 6: Eats 'As If Complete' Summary	
Tenure	• Mix of freehold and leasehold
Land Area	• 1,322 sqm
NLA	• 579 sqm (retail) and 755 sqm (commercial)
Tenancies	• 5
Target Mix	• F&B, commercial
Target NOI	• Circa \$0.58m

Table 6: Eats 'As If Complete' Summary
Source: Savills Valuation, 27 August 2019



Images 9 and 10: Schematic Design – Eats
Source: Nicholas St, Ipswich Retail Presentation, prepared by Buchan dated 4 September 2019



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Document Classification: KPMG Confidential

Commonwealth Hotel

Overview

The Commonwealth Hotel is a two-storey heritage listed building, which is situated on Union Place, opposite Metro B.

The asset is in a poor state of repair and foundation stabilisation works were recently undertaken.

Proposed Redevelopment

As part of the proposed redevelopment, the asset will be rebuilt, refurbished and expanded, with the intention of procuring a hotel operator.

A summary of the 'As If Complete' development is provided in Table 7 below, with floor plans shown in adjacent Images 11 and 12.

Table 7: Commonwealth Hotel 'As If Complete' Summary

Tenure	• Freehold
Land Area	• 539 sqm
NLA	• 416 sqm
Tenancies	• 1
Target Mix	• Microbrewery, gastropub
Target NOI	• Circa \$0.18m

Table 7: Commonwealth Hotel 'As If Complete' Summary
Source: Savills Valuation, 27 August 2019

Ground Level



Upper Level



Images 11 and 12: Floor Plans – Commonwealth Hotel
Source: Draft Nicholas St Retail - Business Case Report (Version 1.1), dated 27 June 2019



Project Objectives

Introduction

ICC has established a range of project objectives for the Ipswich Central Redevelopment. These objectives guide decision making for the broader redevelopment and were set during the assessment of delivering the Civic assets.

Reflecting the overarching intent for the redevelopment to contribute to a re-enlivenment of the CBD, the supporting objectives established by ICC are set out below:

- deliver an enduring and activated Civic Heart (i.e. Civic Precinct);
- deliver cultural and entertainment activities that complement other activity centres;
- provide space for growth of key employers and service providers;
- relocate Council's administration centre and unlock Council land for Queensland Health;
- provide opportunities for private sector investment in the renewal; and
- project governance is robust, resilient and replicable.

Nicholas Street Retail Project Objectives

To support assessment of the optimum development and divestment strategy for the Nicholas Street Retail, the Ipswich Central Redevelopment Project Objectives were refined to incorporate financial and commercial objectives. These refined Project Objectives seek to balance community with prudent financial and commercial considerations.

The Project Objectives were established by ICC through a workshop facilitated by KPMG, in conjunction with Ranbury, taking into account the following key considerations.

Key financial considerations:

- desired and minimum acceptable Project returns;
- funding gates / thresholds required to be achieved prior to commencing development; and
- finance strategy.

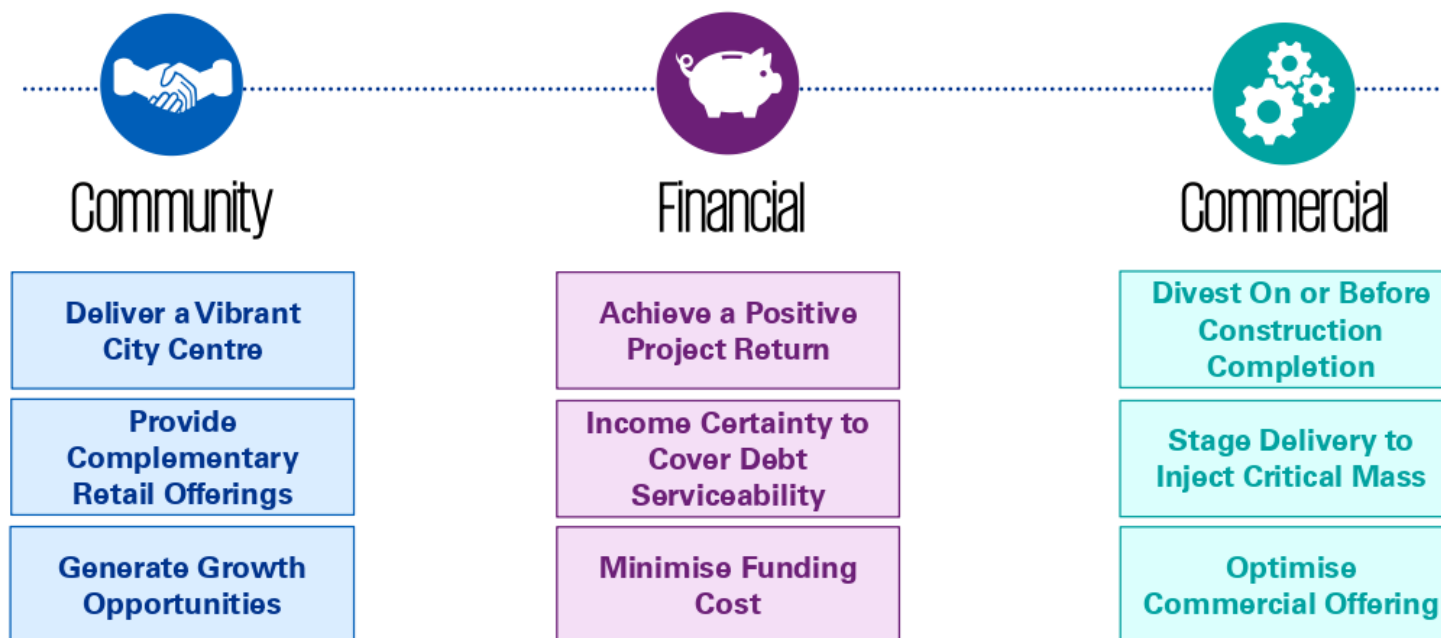
Key commercial considerations:

- desired staging strategy;
- preferred delivery strategy (private sector participation or ICC to deliver);
- willingness to consider alternate transaction structures to optimise divestment outcome (rental guarantees, pre-committing to accommodation); and
- divestment strategy (timing, portfolio or individual asset, Administration Centre to be divested or retained).

Nicholas St Retail Objectives

Overview

The strategic objectives established by ICC for the Project are identified below and further outlined on the following slides.



Community Objectives

Overview

Table 8 below outlines the community objectives adopted by ICC for the Ipswich Central project and updated to reflect the desired outcomes for the Nicholas Street Retail Project.

Table 8: Community Objectives

	Theme	Objective	Key Considerations
Community	Deliver a Vibrant City Centre	Deliver retail and commercial offerings that complement the Civic Heart and generate critical mass in the precinct.	<p>Place making: deliver retail and commercial offerings that create a 'destination' within the heart of the Ipswich CBD and supports activity in the Civic Heart.</p> <p>Connectivity: optimise design to enhance pedestrian footfall, shop front activation and public transport connections to, and through, the redevelopment.</p> <p>Sustainability: design solutions, offerings and mix ensure future-proofing concepts that deliver sustainability and smart technology integration to enhance customer experience over the long term.</p>
	Provide Complementary Retail Offerings	Provide retail, cultural and entertainment offerings that supports and reinforces differentiation rather than competes with other more retail-focused centres such as Riverlink and Springfield.	<p>Support and reinforce: uses within the precinct are aligned to community need, the civic / cultural / entertainment intent and drive place activation.</p> <p>Tenant attraction: secure key anchor tenants and service offerings, such as a Cinema operator, that will drive momentum and secure further interest in the precinct, prior to delivery of the Project.</p> <p>Complementary: attract a diverse range of operators that are differentiated from local competition.</p>
	Generate Growth Opportunities	Provide an ecosystem of offerings that provide the foundation for future growth in the Precinct, including key employers and service providers.	<p>Retain capacity for growth: maintain flexibility in the precinct to accommodate commercial tenants and higher density redevelopment.</p> <p>Tenant attraction: develop a strategy to attract commercial tenants with a large or growing presence in the region to further support critical mass injection and place making.</p> <p>Amenity: lifestyle amenity, such as food and beverage, is delivered in the initial stage of development. Scale is "right-sized" to market.</p>

Table 8: Community Objectives



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Financial Objectives

Overview

The financial objectives established by ICC for the Nicholas Street Retail Project are outlined in Table 9 below.

Table 9: Financial Objectives

	Theme	Objective	Key Considerations
Financial	Achieve a Positive Project Return	The financial return of the Project is to reflect a positive Net Present Value.	<p>Net Present Value (NPV): An NPV >\$0, including 'As Is' value but excluding sunk costs and the Commonwealth Hotel.</p> <p>Discount Rate: 2.50% without adjustment for project specific risk.</p> <p>Loss Leader: Catalyst Project components can be delivered at a loss, providing a positive NPV in aggregate.</p> <p>Current Value: the current value of each Project component ('As Is') is to be incorporated in the financial assessment of the Project.</p> <p>Commonwealth Hotel: considered a community obligation and the cost of redevelopment is to be considered 'below the line' from the financial returns of other Project components.</p>
	Income Certainty to Cover Debt Serviceability	The Project is to provide sufficient income certainty to cover ICC debt servicing at construction completion to minimise financial risk if the assets are not sold on or prior to completion.	Pre-Commitment Threshold: prior to commencing development, the committed net operating income (held via Agreements for Lease) must be no less than the forecast interest repayments on ICC debt finance.
	Minimise Funding Cost	Utilise the low cost of capital available to deliver the Project, or leverage private sector involvement if the cost versus benefit is comparable to taking on delivery risk with internal funding costs.	<p>Funding Cost: ICC will fund development utilising ICC's QTC funding facility. Modelling is to assume 80% gearing at ICC's cost of funds of 1.50%.</p> <p>Terms of Debt: construction debt will be capitalised with interest only repayment following completion. Debt will be repaid from sale of the assets.</p> <p>Alternative Funding: ICC may consider alternative sources of funding if the balance of cost, risk allocation and exit certainty outweighs traditional funding.</p>

Table 9: Financial Objectives



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Commercial Objectives

Overview

The commercial objectives established by ICC for the Nicholas Street Retail Project are outlined in Table 10 below.

Table 10: Commercial Objectives			
	Theme	Objective	Key Considerations
Commercial	Stage Delivery to Inject Critical Mass	Deliver all components of the Project if the financial outcome is positive, or stage delivery in a way that injects critical mass initially to drive broader precinct outcomes.	<p>Staging: ensure that the staging of investment and design maximises the catalytic effect of the redevelopment on the use of the Civic Heart asset and surrounding retail / commercial offerings, whilst ensuring the sustainability of operators.</p> <p>Development Trajectory: retail and commercial assets are developed in line with market demand to ensure viability and optimise value.</p>
	Divest on or Before Construction Completion	The Nicholas Street assets are to be divested on or before practical completion.	<p>Marketing: the assets are to be taken to market during construction with the aim of effecting a sale prior to, or on construction completion.</p> <p>Strategy: in considering delivery and divestment options, the preferable divestment strategy is a portfolio-wide transaction that minimises the risk of holding lesser desirable assets within the precinct. [Note: a flexible approach reflective of market conditions will be taken to divestment.]</p> <p>Timing: approval to divest the assets is to be achieved prior to March 2020 (noting a sale process is unlikely to commence until after completion of construction).</p>
	Optimise Commercial Offering	Structure the asset offering to market in a way that maximises the net monetary outcome and exit certainty to Council in the shortest timeframe.	<p>Asset Value: ICC will consider the option of rental guarantees if the value outweighs the cost and achieves other critical project objectives, such as timing of divestment.</p>

Table 10: Commercial Objectives



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Market Sounding

Introduction

KPMG, in conjunction with Ranbury, established a list of key market participants including developers, institutions and commercial agents to conduct market sounding and engage with regarding the Project.

Each participant was contacted and offered the opportunity to be part of the market sounding exercise. The participants who responded and subsequently engaged are detailed in the adjacent table (Table 11). There were parties who were invited, although preferred not to participate in the market sounding exercise.

A market sounding pack was developed for the selected participants to provide context for the Project and give further detail on the development. Questions to participants were categorised under the following aspects:

- **General Views of the Market and Project:** gauge market perception of the Project, including considerations for a successful precinct and market views on retail and office assets in Ipswich.
- **End Asset Appetite:** ascertain market appetite to acquire the Nicholas Street Retail assets and potential precinct considerations, transaction structure and asset quality requirements to support market buy-in.
- **Project Delivery Appetite:** understand what risks the market would accept and if it would have the appetite to deliver the Project, including views on structuring and degree of project resolution.

The following slides outline the key themes established across the market sounding, as they relate to leasing, investment and delivery. All responses represent the views of participants and respondent's responses have been de-identified.

The participants in the market sounding were Sentinel, CBRE, First National, Cromwell Property, McConaghy Properties and Consolidated Properties.



Key Findings – Leasing

Overview

A summary of the feedback from the market sounding relating to the leasing strategy for the Project is provided below.



Leasing

Reputable national anchors are critical (cinema, national brands).

- In the absence of a supermarket or alternate retail anchor tenant to draw critical mass, reputable national anchor tenants (particularly a reputable cinema operator) are required to activate the Precinct and underpin the end value of the development.
- Nationally recognised anchor tenants will also help to attract F&B operators and other retailers into the Precinct.

Other entertainment/leisure offerings are needed to generate critical mass.

- Delivery of Venue with entertainment and leisure anchor tenants is needed upfront and will support curation of a destination to support foot traffic through the Precinct.

Provide an incentive structure to support operators during the ramp-up period.

- Provide a balance of fit-out contribution and rent-free period to retailers (particularly F&B tenants) to support stabilisation of operations whilst the Precinct is being established.

Lease covenants are critical to investment.

- As part of lease negotiations, obtain bank guarantees with support from strong parent entities and where necessary, personal guarantees, for a minimum of 3 to 6 months rent.

Curate the tenancy mix to minimise competition and provide a point of difference.

- The Project needs to provide an unique experience that will attract consumers from other city centres or retail offerings, such as Riverlink.
- Curate the tenancy mix to minimise inter-precinct competition and cannibalisation.

Key Findings – Investment

Overview

A summary of the feedback from the market sounding relating to the end asset appetite for the Project is provided below.



Investment

Proven letting up and tenant trading performance is needed before investment.

- Due to the history of the precinct, a history of proven trading performance (up to 24-months) will be important to support investment confidence (and pricing) from investors.
- The success of the precinct is contingent upon attracting critical mass through entertainment/leisure offerings, as opposed to servicing a neighbourhood. Therefore, proven up trading performance is more critical to support end asset appetite.

A continuous programme of high quality events for the Civic Precinct is important to drive activity.

- ICC needs to invest in a high quality events marketing programme within the Civic Precinct to support a point of difference and establish a Precinct brand, as well as curating tenants during the establishment phase of the Project.

Quality of asset, including tenant covenant and long lease profile, is critical to support marketability.

- Strong tenant covenant, a minimum occupancy of 80% to 90% with an attractive WALE, is required to support investment confidence.
- Bank guarantees, preferably equivalent to 6 to 9 months rent, will be critical for non-national tenants to support asset pricing.
- Quality of the end asset build will support marketability of the asset (i.e. if the services are not replaced, this may impact saleability and divestment outcome).

High occupancy is more desirable than rental guarantees (particularly retail).

- Income certainty via rental guarantees (i.e. ICC underwriting income on vacant spaces) would not significantly support interest in the end assets.
- Low vacancy and sustainable rents (i.e. sustainable gross occupancy cost) are more critical to support market appetite.

There is otherwise limited appetite for retail and office assets in Ipswich. Leasehold tenure extension will be important.

- Regional or secondary located assets are less desirable amongst institutional investors.
- There is demand from private investors and self-managed super funds, however asset quality is critical to support demand.



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Key Findings - Project Delivery

Overview

A summary of the feedback from the market sounding relating to the delivery of the Project is provided below.



Project Delivery

Stage the Project to deliver a sustainable quantum of retail initially.

- Consistent with ICC's own studies on retail demand, the quantum of food and beverage offering is considered high for an unproven Precinct. Staging the Project to support retail operators and build trading history will support the long-term viability of the Precinct.

Co-timed delivery to the ICC Administration Centre will support retail trading.

- Delivery of the ICC Administration Centre will inject critical mass into the Precinct, which supports a staged delivery of the F&B offering timed to delivery of the ICC Administration Centre.

Any private sector involvement in delivery will likely be highly conditional and unlikely to provide value for money to ICC

- Participants indicated appetite for risk allocation would be low for an unproven Precinct and involvement in delivery would be highly conditional with long lead times for due diligence, requirement for termination rights etc.

There is limited interest from the market to deliver the Project

- Due to the unproven nature of the Precinct and level of current Project risk (market, leasing, delivery etc.), there is limited appetite from Participants to be involved in the delivery of the Project.

Implications for Nicholas Street Retail

Overview

The implications from the market sounding feedback are summarised below as they relate to the leasing, investment, delivery, development and divestment aspects of the Project.

1	2	3	4
Leasing	Investment	Delivery	Development & Divestment
<ul style="list-style-type: none"> Focus on securing a reputable cinema operator and / or other anchor entertainment / leisure tenants. Focus leasing campaign on quality tenant covenants (including bank guarantees). Provide a sustainable incentive structure that supports operators during the ramp-up period (i.e. rent relief or rent free periods) with a sustainable rent level. 	<ul style="list-style-type: none"> Invest in Precinct activation to curate tenants during the establishment phase and build market awareness in advance of a future divestment. Although there is additional cost associated with replacement of services, it will support marketability and may alleviate potential for post-redevelopment downtime and cost from services failure. Co-ordinate an extended and diverse events programme to drive trade, critical mass and Precinct brand. 	<ul style="list-style-type: none"> Stage delivery of the Project, particularly food and beverage offering, to enhance sustainability of the Precinct and retail operators and support long term viability. There is limited appetite to deliver the initial phase of the development based on the current Precinct status. Venue is critical to the Precinct's success as it will provide entertainment and leisure offerings. 	<ul style="list-style-type: none"> Obtain binding agreements for a minimum rent income sufficient to cover finance costs prior to commencing development. Sustain the leasing campaign during, and post development, to secure a high level of occupancy and support end saleability. Plan on holding the assets for an extended period post completion as the assets are established and to maximise market interest in a future divestment.



Project Development Costs



Project Development Costs - Overview

Introduction

RLB have been engaged as Quantity Surveyor on the Ipswich Central Redevelopment and the Nicholas Street Retail Project.

Cost estimates were initially developed based on concept designs, which informed the draft Business Case.

These cost estimates have since been revised and a more detailed assessment undertaken by RLB and Ranbury based on schematic designs of the development and value management opportunities/efficiencies.

RLB and Ranbury have provided two cost estimates for the Nicholas Street Retail Project, as summarised below:

- **Replace services:** cost estimates based on full replacement of mechanical and fire services for all buildings.
- **Re-use services:** cost estimates based on re-use of mechanical and fire services for all buildings.

This section provides a summary of the development and project costs based on the schematic designs, relative to the cost estimates for the concept designs.

Key Considerations

The following aspects are noted on the development costs shown in this section:

- the construction and development costs are reflective of those prepared by RLB and Ranbury, transmitted to KPMG on 19 September, and relate to Schematic Designs as at this date;
- the Project is in the early stages of redevelopment and therefore, design and costs are likely to be refined;
- costs spent to date are excluded;
- the cost estimates assume efficiencies and delivery of the Project in a single stage. Costs may increase if the Project is staged;
- a number of broader precinct costs that are not incorporated in the current tender for the Civic assets have been excluded (for example, 143 Brisbane Street awning);
- no allowance has been incorporated for the refurbishment of the Metro B commercial tower;
- the nature of redeveloping older style improvements generally entails unexpected costs during construction that may not have been accounted for during the design and cost estimate phases; and
- KPMG have allowed for a 5% contingency based on feedback from Ranbury.

Construction Costs

Overview

A summary of how the construction costs for each asset within the Nicholas Street Retail Project have changed from the Concept Design to the current Schematic Design is summarised below.

Key Findings

- Construction costs for **re-using and replacing services** is **\$43.46m** and **\$47.14m** respectively.
- Revised construction costs based on the Schematic Design have increased relative to the Concept Design estimate.
- Re-using existing services results in a net increase in construction cost of **\$2.57m**.
- Replacing existing services results in a net increase in construction cost of **\$6.25m**.
- The largest contribution to the increase in construction costs has been Metro A and Venue**, with increases of \$3.63m and \$3.40m, respectively.
- Construction costs for Metro B have decreased, although currently exclude any works to the tower (including repainting of the exterior).
- Pursuing the re-use services may result in an increase in costs to fix or replace services during the operational period if Council hold the assets post completion.
- KPMG have incorporated an additional ~\$300,000 in Metro A costs based on feedback from Ranbury.

Table 12: Construction Cost Overview (\$ millions)

	Concept Design (Business Case)	Schematic Design (Re-use Services)	Schematic Design (Replace Services)
Metro A	10.37	13.65	14.00
Metro B	11.52	10.11	10.93
Venue	13.26	14.26	16.66
Eats	3.68	3.24	3.35
Hotel	2.07 ¹	2.20	2.20
Total	40.89	43.46	47.14

Table 12: Construction cost overview.

Note: (1) Hotel construction costs exclude costs spent to date.

All figures are exclusive of GST and contingencies.

Source: RLB and Ranbury, 19 September 2019; Draft Business Case (Version 1.1).

Construction costs have increased for the Project. Full replacement of services is an additional **\$6.25m** and re-using existing services is an additional **\$2.57m** relative to Concept Design estimates.

Total Development Costs

Overview

Development costs of the Project incorporate construction costs, professional fees and statutory costs. A summary of how these have changed for each asset within the Project from the Concept Design to the current Schematic Design is summarised below.

Key Findings

- Project costs for **re-using and replacing services is \$49.39m and \$53.29m respectively.**
- Based on the concept design, the total development cost for the Project was estimated at \$46.77m. This excluded allowance for statutory costs.
- There has been a considerable increase in development costs under the 'full service replacement' scenario (**additional \$6.52m**), relative to the Concept Design.
- The 're-use services' scenario does not provide any savings relative to the Concept Design, with revised costs reflecting an **increase of \$2.62m**.
- Relative to replacing services, re-using existing services provides a **total saving of \$3.90m**. However, this saving may be eroded if services are required to be replaced before the asset is divested, or the impact to marketability (and end asset revenue) is greater than the savings.
- It is noted that Ranbury have only incorporated a 5% contingency into their cost estimates and consider this to be an appropriate contingency. At this stage of design (Schematic Design), additional design contingency may be required.

Table 13: Development Cost Overview (\$ millions)

	Concept Design (Business Case)	Schematic Design (Re-use Services)	Schematic Design (Replace Services)
Metro A	11.57	15.40	15.72
Metro B	12.57	11.44	12.30
Venue	14.17	16.14	18.76
Eats	4.04	3.67	3.77
Hotel	2.26	2.73	2.73
Total (inc. 5% Contingency)¹	46.77	49.39	53.29

Table 13: Development cost overview.

Note: (1) Contingency is calculated on construction cost for the Business Case and on construction cost and authority fees in the Re-use and Replace Services scenarios (noting that no statutory fees were incorporated in the Business case).

All figures are exclusive of GST.

Source: RLB and Ranbury, 19 September 2019; Draft Business Case (Version 1.1).

Development costs have increased for the Project.

Full replacement of services is an additional **\$6.52m** and re-using existing services is an additional **\$2.62m** relative to Concept Design estimates.



Overview

Introduction

Ranbury (project manager and retail leasing agent) prepared a draft Business Case, which assessed rent, incentives and market value for the individual assets within the Project.

In order to obtain an independent assessment, KPMG in conjunction with Ranbury, managed the instruction of an independent valuation to inform rent, incentives and market value of the individual assets within the Project.

Three Tier 1 valuation firms were invited to submit a fee proposal. Savills were successful based on a balance of fee and timing proposition.

The scope of works was to carry out the following:

- 'As Is' – an assessment of the current value of the Nicholas Street Retail assets; and
- 'As If Complete' – an assessment of Nicholas Street Retail assets under three scenarios (vacant, based on current HoAs and fully leased).

This section provides a summary of the values as assessed by Savills. It is noted that KPMG have not undertaken any independent market research or analysis and relied upon the assessment undertaken by Savills to inform the financial analysis presented in this report.

The 'vacant' scenario has been excluded from the summary on following slides, however the associated financial assumptions adopted by the independent valuation firm under this scenario are detailed in the Savills valuation report dated 27th August 2019 and issued on 22 October 2019.

'As Is' Assessment

The 'As Is' assessment has been completed based on the current leasing status, improvements and condition of each individual asset.

It is noted that Council previously obtained a desktop valuation from JLL to inform the current 'As Is' values of each asset within the Project.

'As If Complete' Assessment

The 'As If Complete' assessment was completed based on a number of assumptions including:

- parking on-site is to remain free for patrons for the first 3 hours;
- refurbishment capital expenditure are treated as a development cost and have not been incorporated in the valuation;
- full replacement of services;
- the HoA scenario assumes that existing HoAs are binding and executed lease agreements;
- the HoA scenario assumes existing HoAs as at the valuation date (i.e. nine (9) HoAs. KPMG understand that two (2) additional HoAs have been executed since);
- divestment of each individual asset occurs on construction completion (i.e. the valuation assumes a hypothetical sale, as at the valuation date);
- the Eats building is assumed to be freehold (i.e. existing tenure is simplified and converted to freehold); and
- delivery of the project occurs in a single stage (as at the valuation date).

'As Is' Assessment Summary

Overview

A summary of the 'As Is' assessment for each asset within the Nicholas Street Retail Project relative to JLL Desktop Valuation is summarised below.

Key Findings

- The JLL Desktop Valuation indicates an 'As Is' value of **\$15.05m** for the Project.
- The Savills Valuation indicates an 'As Is' valuation of **\$18.85m** for the Project.
- Overall, the 'As Is' value has increased by **\$3.80m**.
- The variation is driven by Metro A (increase of \$1.80m), Metro B (increase of \$1.15m) and Eats (increase of \$1.16m).
- The 'As Is' value of Venue and Commonwealth Hotel have decreased by \$250,000 and \$60,000 respectively.
- KPMG consider that it will be difficult to market the assets on an 'As Is' basis and the Project objectives (particularly community based objectives) are less likely to be realised.

Table 14: 'As Is' Valuation Summary (\$ millions)

	JLL Desktop Valuation (Business Case)	Savills Valuation	Net Change
Metro A	3.20	5.00	1.80
Metro B	5.30	6.45	1.15
Venue	5.25	5.00	(0.25)
Eats	0.84	2.00	1.16
Hotel	0.46	0.40	(0.06)
Total:	15.05	18.85	3.80

Table 14: 'As Is' valuation summary.

Source: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

The Savills assessed 'As Is' value has increased by **\$3.80m** relative to the JLL Desktop Valuation.



'As If Complete' Net Asset Value Assessment Summary

Overview

A summary of the 'As If Complete' assessment of the net asset value for each asset within the Nicholas Street Retail Project relative to the Business Case is summarised below.

Key Findings

- The draft Business Case 'As If Complete' assessment reflects an aggregate net asset value of **\$61.02m**.
- The Savills 'As If Complete' assessment under the fully let scenario is **\$60.80m** for the Project.
- The Savills 'As If Complete' assessment under the HoA scenario is **\$52.25m** for the Project.
- The aggregate asset value of the Project under the independent HoA assessment is **\$8.77m below** the draft Business Case assessment under the HoA scenario, and **\$0.22m below** under the fully let scenario.
- The lower net asset value under the HoA scenario is largely driven by letting up allowances incorporated as a capital adjustment.
- It is noted that there are variances between investment metrics adopted (capitalisation rate), income and incentives. These are detailed in the asset by asset summaries.

Table 15: 'As If Complete' – Net Asset Valuation Summary (\$ millions)

	Business Case	HoA	Fully Let
Metro A	13.50	13.60	16.20
Metro B	20.64	11.55	15.15
Venue	15.51	18.30	19.95
Eats	8.43	6.80	7.30
Hotel	2.94	2.00	2.20
Total:	61.02	52.25	60.80

Table 15: 'As If Complete' valuation summary.

Source: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

The independent 'As If Complete' assessment is below the Business case assessment.



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Document Classification: KPMG Confidential

'As If Complete' Summary – Metro A

Overview

A summary of the 'As If Complete' assessment of Metro A under the HoA and fully leased scenarios, which have been undertaken by the Independent Valuer, relative to the Business Case is provided below.

Key Findings
<ul style="list-style-type: none"> The independent assessment has adopted a market net income of \$1.32m for Metro A. The independent assessment has adopted an investment metric of 7.50% and 7.00% for the HoA and fully leased scenarios respectively. The independent assessment has adopted a net asset value of \$13.60m and \$16.20m for the HoA and fully leased scenarios respectively. Net income for Metro A is slightly higher under the independent assessment relative to the draft Business Case due to an increase in the NLA of the building. Capital adjustments under the HoA scenario incorporate letting up allowances and outstanding leasing commissions.

Table 16: Metro A 'As If Complete' Summary (\$ millions)			
	Business Case	Current HOA	Fully Leased
Assumed Occupancy (%)	100%	2.12%	100%
Net Income ¹	1.22	1.32	1.32
Capitalisation Rate (%)	7.00%	7.50%	7.00%
Gross Asset Value	17.37	17.56	18.81
Capital Adjustments ³	(3.86) ²	(3.92)	(2.66)
Adopted Asset Value ⁴	13.50	13.60	16.20

Table 16: Metro A 'As If Complete' valuation summary.

Note: (1) After vacancy allowances.

(2) Incentives reflect those adopted in the draft Business Case, and may differ from those reflected in the current budget.

(3) All capital adjustments under the Current HOA and Fully Leased scenarios reflect the present value, as calculated in the independent assessment.

(4) Values adopted represent rounded value.

Source: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

'As If Complete' Summary – Metro B

Overview

A summary of the 'As If Complete' assessment of Metro B under the HoA and fully leased scenarios, which have been undertaken by the Independent Valuer, relative to the Business Case is provided below.

Key Findings

- The independent assessment has adopted a **market net income of \$1.43m** for Metro B.
- The independent assessment has adopted an investment metric of **8.75% and 8.25%** for the HoA and fully leased scenarios respectively.
- The investment metric adopted by the independent assessment is **125 to 175 basis points softer** relative to the business case, which results in a substantially lower asset value. This is largely due to the risk associated with the office component of this asset and the 58.2 year leasehold interest.
- The independent assessment has adopted a net asset value of **\$11.55m and \$15.15m** for the HoA and fully leased scenarios respectively.
- Capital adjustments under the HoA scenario incorporate letting up allowances and outstanding leasing commissions.

Table 17: Metro B 'As If Complete' Summary (\$ millions)

	Business Case	Current HOA	Fully Leased
Assumed Occupancy (%)	100%	4.51%	100%
Net Income ¹	1.64	1.43	1.43
Capitalisation Rate (%)	7.00%	8.75%	8.25%
Gross Asset Value	23.49	16.25	17.20
Capital Adjustments ³	(2.85) ²	(4.77)	(2.05)
Adopted Asset Value ⁴	20.64	11.55	15.15

Table 17: Metro B 'As If Complete' valuation summary.

Note: (1) After vacancy allowances.

(2) Incentives reflect those adopted in the draft Business Case, and may differ from those reflected in the current budget.

(3) All capital adjustments under the Current HOA and Fully Leased scenarios reflect the present value, as calculated in the independent assessment.

(4) Values adopted represent rounded value.

Source: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

'As If Complete' Summary - Venue

Overview

A summary of the 'As If Complete' assessment of Venue under the HoA and fully leased scenarios, which have been undertaken by the Independent Valuer, relative to the Business Case is provided below.

Key Findings
<ul style="list-style-type: none"> The independent assessment has adopted a market net income of \$1.59m for Venue. The independent assessment has adopted an investment metric of 7.50% and 7.25% for the HoA and fully leased scenarios respectively. The independent assessment has adopted a net asset value of \$18.30m and \$19.95m for the HoA and fully leased scenarios respectively.
<p>This information has been removed as it is commercial in confidence. Disclosure may influence ICC's commercial negotiations with tenants.</p>
<ul style="list-style-type: none"> Capital adjustments under the HoA scenario incorporate letting up allowances and outstanding leasing commissions.

Table 18: Venue 'As If Complete' Summary (\$ millions)			
	Business Case	Current HOA	Fully Leased
Assumed Occupancy (%)	100%	48.22%	100%
Net Income ¹	1.48	1.59	1.59
Capitalisation Rate (%)	7.00%	7.50%	7.25%
Gross Asset Value	21.12	21.17	21.90
Capital Adjustments ³	(5.46) ²	(2.87)	(1.92)
Adopted Asset Value ⁴	15.51	18.30	19.95

Table 18: Venue 'As If Complete' valuation summary.

Note: (1) After vacancy allowances.

(2) Incentives reflect those adopted in the draft Business Case, and may differ from those reflected in the current budget.

(3) All capital adjustments under the Current HoA and Fully Leased scenarios reflect the present value, as calculated in the independent assessment.

(4) Values adopted represent rounded value.

Source: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

'As If Complete' Summary - Eats

Overview

A summary of the 'As If Complete' assessment of Eats under the HoA and fully leased scenarios, which have been undertaken by the Independent Valuer, relative to the Business Case is provided below.

Key Findings
<ul style="list-style-type: none"> The independent assessment has adopted a market net income of \$0.58m for Eats. The independent assessment has adopted an investment metric of 7.00% and 6.75% for the HoA and fully leased scenarios respectively. The independent assessment has adopted a net asset value of \$6.80m and \$7.30m for the HoA and fully leased scenarios respectively. The independent assessment adopted a lower market net income and higher capital adjustment, which is driving the lower net asset value relative to the Business Case. The assessments assume the asset holds a freehold tenure and makes no capital cost allowance to convert the current mixed tenure. Capital adjustments under the HoA scenario incorporate letting up allowances and outstanding leasing commissions.

Table 19: Eats 'As If Complete' Summary (\$ millions)			
	Business Case	Current HOA	Fully Leased
Assumed Occupancy (%)	100%	30.13%	100%
Net Income ¹	0.68	0.58	0.58
Capitalisation Rate (%)	7.00%	7.00%	6.75%
Gross Asset Value	9.64	8.29	8.60
Capital Adjustments ³	(1.24) ²	(1.51)	(1.27)
Adopted Asset Value ⁴	8.43	6.80	7.30

Table 19: Eats 'As If Complete' valuation summary.

Note: (1) After vacancy allowances.

(2) Incentives reflect those adopted in the draft Business Case, and may differ from those reflected in the current budget.

(3) All capital adjustments under the Current HOA and Fully Leased scenarios reflect the present value, as calculated in the independent assessment.

(4) Values adopted represent rounded value.

Source: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

'As If Complete' Summary – Commonwealth Hotel

Overview

A summary of the 'As If Complete' assessment of Commonwealth Hotel under the vacant and fully leased scenarios, which have been undertaken by the Independent Valuer, relative to the Business Case is provided below.

Key Findings
<ul style="list-style-type: none"> The independent assessment has adopted a market net income of \$0.58m for Commonwealth Hotel. The independent assessment has adopted an investment metric of 8.00% and 7.75% for the vacant and fully leased scenarios respectively. The independent assessment has adopted a net asset value of \$2.00m and \$2.20m for the vacant and fully leased scenarios respectively. The independent assessment adopted a lower market net income and higher investment metric, which is driving the lower net asset value relative to the Business Case. Capital adjustments under the vacant scenario incorporate letting up allowances and outstanding leasing commissions.

Table 20: Commonwealth Hotel 'As If Complete' Summary (\$ millions)			
	Business Case	Vacant	Fully Leased
Assumed Occupancy (%)	100%	0%	100%
Net Income ¹	0.27	0.18	0.18
Capitalisation Rate (%)	7.00%	8.00%	7.75%
Gross Asset Value	3.87	2.26	2.34
Capital Adjustments ³	(0.93) ²	(0.25)	(0.11)
Adopted Asset Value ⁴	2.94	2.00	2.20

Table 20: Commonwealth Hotel 'As If Complete' valuation summary.

- Note:
- (1) After vacancy allowances.
 - (2) Incentives reflect those adopted in the draft Business Case, and may differ from those reflected in the current budget.
 - (3) All capital adjustments under the Current HoA and Fully Leased scenarios reflect the present value, as calculated in the independent assessment.
 - (4) Values adopted represent rounded value.

Source: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

Tenant Incentives

Overview

A summary of the tenant incentives adopted in the independent valuation relative to the leasing budget that Ranbury have advised for each asset within the Nicholas Street Retail Project is summarised below.

Key Findings
<p>This table contains information on estimated lease incentives.</p> <p>This information has been removed as it is commercial in confidence. Disclosure may influence ICC's commercial negotiations with tenants.</p>

Table 21: Tenant Incentives Summary (\$ millions)			
	Leasing Budget	Independent Valuation ¹	Net Change
Metro A	<p>This table contains information on estimated lease incentives.</p> <p>This information has been removed as it is commercial in confidence. Disclosure may influence ICC's commercial negotiations with tenants.</p>		
Metro B			
Venue			
Eats			
Hotel			
Total			

Table 21: Tenant Incentives Summary

Note: (1) The independent valuation figures are based on the fully leased scenario and incorporate incentives for current HoAs.

(2) No leasing budget has been established for Metro B office component.

Source: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

The independent valuation has adopted lower incentives relative to the leasing budget.

This variation could be larger if the leasing budget incorporated incentives for the office component of Metro B.



Overview

Introduction

KPMG has undertaken financial analysis to determine the indicative return and commercial viability of developing the Project, in addition to each individual asset.

The financial analysis presented in this section reflects an industry accepted baseline development feasibility analysis, which assumes a hypothetical sale of the asset on construction completion.

The indicative return of development has also been analysed under the 'HoA' and 'fully let' valuation scenarios. In this regard, the analysis presents a potential range of development return outcomes.

Given that the Project is still in the early phases of development, the final return outcome could be lower, or higher, than the potential range presented in this report and will be dependent on:

- leasing outcomes (i.e. ability to secure quality anchor tenants, high pre-commitment prior to delivery, market rents and viable incentive structure);
- continued refinement and finalisation of design and construction costs; and
- future market conditions and success of the Precinct (i.e. Precinct brand curation, Civic Precinct marketing programme, tenant mix curation etc.).

Modelling Approach

The key aspects of KPMG's modelling approach, which have been endorsed by ICC, are outlined below:

- the 'As Is' assessment for each asset is assumed to be a development cost (i.e. a land acquisition cost);
- all costs expended previously (i.e. sunk costs) have been excluded from the financial analysis;
- the Project is deemed to be 'development ready' and construction can start immediately;
- the 'As If Complete' values reflect the independent assessment, which in some cases reflects the present value of future costs (such as incentives and adjustments to asset value in a capitalisation analysis); and
- the feasibility assumes a hypothetical sale on construction completion.

Sources of Inputs

KPMG have relied upon the following sources of inputs into the feasibility analysis:

- Construction and development costs have been sourced from RLB and Ranbury, as electronically transmitted on the 19 September 2019.
- 'As Is' and 'As If Complete' asset values, investment metrics, income, outgoings, tenant costs and income/outgoings growth rate assumptions have been obtained from the Savills valuation report, dated 27 August 2019.
- Discount rate, debt to equity ratio and the cost of capital has been sourced from ICC.



Key Modelling Assumptions

Overview

A summary of the key modelling assumptions is provided below.

Key Modelling Assumptions	
Item	Description
Land Value	<ul style="list-style-type: none"> Land value has been incorporated as a development cost based on the 'As Is' independent assessment.
Holding Costs	<ul style="list-style-type: none"> Holding costs are incorporated in the development period, including statutory fees, insurance and pest control, based upon the independent assessment of outgoings 'As If Complete'.
Development Cost	<ul style="list-style-type: none"> Construction, professional fees and statutory costs have been sourced from RLB and Ranbury, and assume full replacement of services for each building. No other potential costs have been included (for e.g. development management, legal fees, stamp duty and selling costs).
Contingency	<ul style="list-style-type: none"> 5% contingency on construction and statutory costs have been allowed based on feedback provided from RLB and Ranbury. KPMG consider that the contingency is low for a development project at the schematic design stage.
Incentives	<ul style="list-style-type: none"> Incentives adopted reflect the greater of the independent Valuer's assessment and the current leasing budget.
Debt	<ul style="list-style-type: none"> 80% debt funding is assumed at 1.50% interest, based on instructions from ICC. Debt Principle is only paid down on sale of the asset.
Discount Rate	<ul style="list-style-type: none"> Assumed discount rate of 2.50% for purposes of NPV calculation, based on instructions from ICC.
Sunk Costs	<ul style="list-style-type: none"> Costs spent to date have been excluded, based on instructions from ICC.
Funding Cost Coverage	<ul style="list-style-type: none"> The minimum approximate net operating income required to cover finance costs is after all outgoings (including statutory costs which may not be incurred whilst in ICC control).
Timing	<ul style="list-style-type: none"> The model start date is assumed to be 31 October and 1 November is construction commencement (i.e. development ready). The construction period is 10 months, as per feedback from RLB and Ranbury. Assumed hypothetical sale of the asset on construction completion to determine development returns.



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Development Feasibility – Project Level (Fully Leased)

Overview

A summary of the development feasibility assessment for the Project under the fully leased valuation scenario, relative to the Business Case is provided below.

Key Findings & Considerations
<ul style="list-style-type: none"> The Project generates a loss of \$19.92m, with a negative NPV of \$20.45m. The feasibility analysis incorporates the 'As Is' value of \$18.85m as a development cost. Metro A, Metro B and Venue all contribute to the loss of the Project. Venue is the largest contributor to the loss of the Project. Part of the loss is attributable to the large incentive that may be required to procure an anchor cinema tenant. The development of Eats is showing a positive return. Project costs that are not asset specific have been excluded from this analysis (such as common areas). Approximately 35% of the fully leased income is needed to cover finance costs. Peak negative cumulative cash flow of (\$~73.94m), assuming a sale on completion.

Table 22: Project Level Development Feasibility (\$ millions, NPV 2.5% at October-19)					
		Business Case		Fully Leased	
Total Asset Value		75.36		68.84	
Total Dev. Cost		(77.13)		(88.76)	
Development Costs (including land)		(61.67)		(72.66)	
Letting Up Allowance On Sale		-		-	
Tenant costs / capital adjustments		(15.46)		(15.63)	
Finance		-		(0.48)	
Dev. Profit		(1.7)		(19.92) ²	
NPV		-		(20.45) ²	
IRR (%)		-		-	
P&R (%)		(2.20%)		(11.57%)	
Development Feasibility - Per Asset Overview (\$ millions) ¹					
	Metro A	Metro B	Venue	Eats	Hotel
Dev Profit	(6.18)	(5.42)	(7.96)	1.40	(1.76)
NPV	(6.33)	(5.57)	(8.09)	1.29	(1.76)

Note: (1) The profit and NPV on a per asset basis differ slightly to individual asset results due to finance costs being apportioned at a project level.

(2) Excluding the 'As Is' land value, the Project development loss is \$0.88m (NPV: (\$1.42m)).

All return metrics are post finance.

Source: KPMG Analysis.

Development Revenue & Costs: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

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Development Feasibility – Project Level (Current HoAs)

Overview

A summary of the development feasibility assessment for the Project under the HoA valuation scenario, relative to the Business Case is provided below.

Key Findings & Considerations

- **The Project generates a loss of \$27.82m, with a negative NPV of \$28.19m.**
- The feasibility analysis incorporates the 'As Is' value of **\$18.85m** as a development cost.
- Metro A, Metro B and Venue all contribute to the loss of the Project.
- The development of Eats is showing a positive return.
- Project costs that are not asset specific have been excluded from this analysis (such as common areas).
- There is considerable letting up allowance (\$4.66 million) that would be applied as a capital adjustment if the asset was sold with current HoAs.
- A strong leasing campaign is needed to minimise letting up allowance capital adjustment that may be applied by a prospective purchaser on the sale of the asset and to enhance marketability.
- Approximately 35% of the fully leased gross income is needed to cover finance costs on construction completion.
- Peak negative cumulative cash flow of (\$73.22m), assuming a sale on completion.

Table 21: Project Level Development Feasibility (\$ millions, NPV 2.5% at October-19)

	Business Case	Current HoAs
Total Asset Value	75.36	65.54
Total Dev. Cost	(77.13)	(93.36)
<i>Development Costs (including land)</i>	<i>(61.67)</i>	<i>(72.66)</i>
<i>Letting Up Allowance On Sale</i>	<i>-</i>	<i>(4.66)</i>
<i>Tenant costs / capital adjustments</i>	<i>(15.46)</i>	<i>(15.57)</i>
<i>Finance</i>	<i>-</i>	<i>(0.48)</i>
Dev. Profit	(1.7)	(27.82)²
NPV	-	(28.19)²
IRR (%)	-	-
P&R (%)	(2.20%)	(15.84%)

Development Feasibility - Per Asset Overview (\$ millions)¹

	Metro A	Metro B	Venue	Eats	Hotel
Dev Profit	(8.48)	(8.83)	(9.48)	0.90	(1.94)
NPV	(8.57)	(8.90)	(9.58)	0.80	(1.94)

Note: (1) The profit and NPV on a per asset basis differ slightly to individual asset results due to finance costs being apportioned at a project level.

(2) Excluding the 'As Is' land value, the Project development loss is \$8.78m (NPV: (\$9.16m)).

All return metrics are post finance.

Source: KPMG Analysis.

Development Revenue & Costs: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.

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Development Feasibility - Metro A

Overview

A summary of the development feasibility assessment of Metro A under the HoA and fully leased scenarios, relative to the Business Case is provided below.

Key Findings & Considerations
<ul style="list-style-type: none"> Development of Metro A generates a negative return. The feasibility analysis incorporates the 'As Is' value of \$5m as a development cost. Additional incentives of \$1.09m has been incorporated to align with the leasing budget. Approximately ~40% of fully leased gross income is needed to cover finance costs at construction completion. Costs associated with Bell Street link, which is a proposed connection between Metro A and the station (~\$600K) has been incorporated as a construction cost.

Table 23: Metro A Development Feasibility (\$ millions, NPV 2.5% at October-19)			
	Business Case	Current HOA	Fully Let
Asset Value	17.27	17.56	18.81
TDC	(19.38)	(26.03)	(24.99)
<i>Development Costs (including land)</i>	<i>(15.28)</i>	<i>(20.88)</i>	<i>(20.88)</i>
<i>Tenant Cost / Capital Adjustments¹</i>	<i>(4.10)</i>	<i>(5.02)</i>	<i>(3.98)</i>
<i>Finance</i>	<i>-</i>	<i>(0.13)</i>	<i>(0.13)</i>
Dev. Profit	(2.11)	(8.47)²	(6.18)²
NPV	-	(8.57)²	(6.32)²
IRR (%)	-	-	-
P&R (%)	(0.90%)	(17.37%)	(12.87%)

Note: (1) Variance between the HoA and fully let scenarios is largely attributed to letting up allowance.
(2) Excluding the 'As Is' land value, the development loss under the HoA and fully let scenarios is \$3.42m (NPV: (\$3.52m)) and \$1.13m (NPV: (\$1.27m)) respectively.
All return metrics are post finance.
Source: KPMG Analysis.
Development Revenue & Costs: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.



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Development Feasibility - Metro B

Overview

A summary of the development feasibility assessment of Metro B under the HoA and fully leased scenarios, relative to the Business Case is provided below.

Key Findings & Considerations
<ul style="list-style-type: none"> Development of Metro B generates a negative return. The feasibility analysis incorporates the 'As Is' value of \$6.45m as a development cost. Additional incentives of \$1.27m has been incorporated to align with the leasing budget, with incentives adopted for the office component from the independent assessment. Approximately ~40% of fully leased gross income is needed to cover finance costs at construction completion. No allowance has been made for refurbishment of the office component of the building. The asset is assessed on the basis of the leasehold interest with 58 years remaining. There is the potential to compress the capitalisation rate should this lease be extended to 99 years.

Table 24: Metro B Development Feasibility (\$ millions, NPV 2.5% at October-19)			
	Business Case	Current HOA	Fully Let
Asset Value	23.49	16.25	17.20
TDC	(21.74)	(25.10)	(22.63)
<i>Development Costs (including land)</i>	<i>(18.45)</i>	<i>(18.89)</i>	<i>(18.89)</i>
<i>Tenant Cost / Capital Adjustments¹</i>	<i>(3.29)</i>	<i>(6.07)</i>	<i>(3.61)</i>
<i>Finance</i>	<i>-</i>	<i>(0.13)</i>	<i>(0.13)</i>
Dev. Profit	1.75	(8.84)²	(5.44)²
NPV	-	(8.92)²	(5.59)²
IRR (%)	-	-	-
P&R (%)	7.40%	(19.25%)	(12.39%)

Note: (1) Variance between the HoA and fully let scenarios is largely attributed to letting up allowance.
(2) Excluding the 'As Is' land value, the development loss under the HoA scenario is \$2.33m (NPV: (\$2.41m)). The development profit under the fully let scenario is \$1.08m (NPV: 0.93m).
All return metrics are post finance.
Source: KPMG Analysis.
Development Revenue & Costs: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.



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Development Feasibility - Venue

Overview

A summary of the development feasibility assessment of Venue under the HoA and fully leased scenarios, relative to the Business Case is provided below.

Key Findings & Considerations
<ul style="list-style-type: none"> Development of Venue generates a negative return. The feasibility analysis incorporates the 'As Is' value of \$5m as a development cost.
This information has been removed as it is commercial in confidence. Disclosure may influence ICC's commercial negotiations with tenants.
<ul style="list-style-type: none"> Approximately ~40% of fully leased gross income is needed to cover finance costs at construction completion. Potential additional development costs associated with acoustics and sound proofing may be required if the tenancy mix intent is to procure a cinema and a go-karting operator. These costs have not yet been fully quantified.

Table 25: Venue Development Feasibility (\$ millions, NPV 2.5% at October-19)			
	Business Case	Current HOA	Fully Let
Asset Value	21.12	21.17	21.90
TDC	(25.79)	(30.63)	(29.84)
<i>Development Costs (including land)</i>	<i>(20.07)</i>	<i>(23.94)</i>	<i>(23.94)</i>
<i>Tenant Cost / Capital Adjustments¹</i>	<i>(5.72)</i>	<i>(6.53)</i>	<i>(5.74)</i>
<i>Finance</i>	<i>-</i>	<i>(0.15)</i>	<i>(0.15)</i>
Dev. Profit	(4.67)	(9.46)²	(7.94)²
NPV	-	(9.56)²	(8.08)²
IRR (%)	-	-	-
P&R (%)	(18.40%)	(16.01%)	(13.58%)

Note: (1) Variance between the HoA and fully let scenarios is largely attributed to letting up allowance.
(2) Excluding the 'As Is' land value, the development loss under the HoA and fully let scenarios is \$4.41m (NPV: (\$4.52m)) and \$2.89m (NPV: (\$3.03m)) respectively.
All return metrics are post finance.
Source: KPMG Analysis.
Development Revenue & Costs: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.



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Development Feasibility - Eats

Overview

A summary of the development feasibility assessment of Eats under the HoA and fully leased scenarios, relative to the Business Case is provided below.

Key Findings & Considerations
<ul style="list-style-type: none"> Development of Eats generates a positive return. The feasibility analysis incorporates the 'As Is' value of \$2m as a development cost. Incentives reflect the independent assessment. At the current level of HoAs, gross income covers debt. <p>Approximately ~32% of fully leased gross income is needed to cover finance costs at construction completion.</p> <ul style="list-style-type: none"> The asset is situated over three separate titles with a mix of leasehold and freehold tenure, potentially impacting marketability. The current valuation and feasibility analysis assumes freehold and does not incorporate any additional costs to change the tenure.

Table 26: Eats Development Feasibility (\$ millions, NPV 2.5% at October-19)			
	Business Case	Current HOA	Fully Let
Asset Value	9.64	8.29	8.60
TDC	(6.43)	(7.40)	(7.21)
<i>Development Costs (including land)</i>	<i>(5.05)</i>	<i>(5.81)</i>	<i>(5.81)</i>
<i>Tenant Cost / Capital Adjustments¹</i>	<i>(1.38)</i>	<i>(1.56)</i>	<i>(1.36)</i>
<i>Finance</i>	-	<i>(0.04)</i>	<i>(0.04)</i>
Dev. Profit	3.21	0.89²	1.39²
NPV	-	0.79²	1.28²
IRR (%)	-	28.19%	44.73%
P&R (%)	49.90%	7.11%	11.11%

Note: (1) Variance between the HoA and fully let scenarios is largely attributed to letting up allowance.
(2) Excluding the 'As Is' land value, the development profit under the HoA and fully let scenarios is \$2.91m (NPV: \$2.81m) and \$3.41m (NPV: \$3.30m) respectively.
All return metrics are post finance.
Source: KPMG Analysis.
Development Revenue & Costs: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.



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Development Feasibility – Commonwealth Hotel

Overview

A summary of the development feasibility assessment of the Commonwealth Hotel under the HoA and fully leased scenarios, relative to the Business Case is provided below.

Key Findings & Considerations
<ul style="list-style-type: none"> Commonwealth Hotel does not generate a positive development return. The feasibility analysis incorporates the 'As Is' value of \$0.4m as a development cost. Additional incentives of \$790K have been incorporated to align with the leasing budget. The final design and construction works are likely to reflect operator requirements. An operator would need to be procured to cover debt costs.

Table 27: Commonwealth Hotel Development Feasibility (\$ millions, NPV 2.5% at October-19)			
	Business Case	Current HOA	Fully Let
Asset Value	3.84	2.26	2.34
TDC	(3.79)	(4.20)	(4.09)
<i>Development Costs (including land)</i>	<i>(2.82)</i>	<i>(3.14)</i>	<i>(3.14)</i>
<i>Tenant Cost / Capital Adjustments¹</i>	<i>(0.97)</i>	<i>(1.04)</i>	<i>(0.93)</i>
<i>Finance</i>	<i>-</i>	<i>(0.02)</i>	<i>(0.02)</i>
Dev. Profit	0.05	(1.94)²	(1.75)²
NPV	-	(1.93)²	(1.75)²
IRR (%)	-	-	-
P&R (%)	1.32%	(23.58%)	(21.62%)

Note: (1) Variance between the HoA and fully let scenarios is largely attributed to letting up allowance.
(2) Excluding the 'As Is' land value, the development loss under the HoA and fully let scenarios is \$1.53m (NPV: (\$1.53m)) and \$1.35m (NPV: (\$1.35m)) respectively.
All return metrics are post finance.
Source: KPMG Analysis.
Development Revenue & Costs: Draft Business Case (Version 1.1); Savills Valuation, dated 27 August 2019.



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Overview

Introduction

KPMG has undertaken financial analysis to determine the indicative return from developing and operating the assets (i.e. ICC retaining ownership of the assets on completion) under alternate initial staging strategies.

The analysis adopts similar assumptions to the development feasibility analysis presented in the previous section, although assumes a sale after a 24 month operational period, as opposed to a sale on construction completion.

The basis of the 24 month operational period assumption has been informed from market sounding (as detailed previously), which indicates that an established and successful precinct would support marketability and divestment outcomes.

It is difficult to predict the trajectory of Precinct outcomes, future operational circumstances and future market conditions. In this regard, the final return outcome from holding the assets is dependent on:

- the level of success in curating a Precinct brand with a strong events programme in the Civic Precinct;
- attraction of critical mass / foot traffic, that supports a sustainable day/night and 7-day retail trading environment;
- leasing status and curation of tenancy mix;
- effective and efficient management of the assets during the operational period; and
- future market conditions and investor confidence in the Precinct.

Modelling Approach

In addition to the development feasibility aspects, key features of KPMG's modelling approach under the scenario analysis, which have been endorsed by ICC, are outlined below:

- KPMG have included two cash flow analysis under each delivery scenario, that either includes or excludes the 'As Is' asset value as a cash outflow.
- a minimum pre-commitment that will generate sufficient net operating income to cover all funding costs of development on construction completion is assumed to have been achieved prior to delivery of the assets under each staging scenario;
- the staging analysis presented incorporates initial delivery of:
 - Eats and Venue;
 - Eats, Venue and Metro B; or
 - all assets within the Project, with exception to the Commonwealth Hotel.
- incentives and leasing costs have been treated as a development cost and incurred prior to construction completion, to represent a 'sinking fund' from which tenant costs can be withdrawn during the operational period (i.e. rent relief or rent free period, fitout costs etc.);
- occupancy is assumed to grow to 100% fully leased during the 24-month holding; and
- fully leased investment metrics adopted in the independent assessment are assumed on sale of the asset.

Sources of Inputs

The sources of inputs into the financial model that KPMG have relied upon are consistent with the development feasibility analysis detailed previously.



Key Operational Assumptions

Overview

A summary of the key operational modelling assumptions is provided below.

Key Modelling Assumptions	
Item	Description
Timing	<ul style="list-style-type: none"> Assume a sale of the asset 24 months post construction completion.
Occupancy Profile	<ul style="list-style-type: none"> It is assumed that on construction completion, there is sufficient pre-commitment that net operating income approximately covers finance cost, including the finance costs for the 'As Is' asset value. The net operating income fully reflects the independent valuation's assumptions as they relate to income and outgoings.
Occupancy Growth	<ul style="list-style-type: none"> Assume fully-let at the end of the operational period (i.e. 24 month period to lease up, post construction completion).
Incentives	<ul style="list-style-type: none"> Incentives are assumed to incur as a lump-sum cost on construction completion to act as a sinking fund to draw down during the operational period, as per instruction from ICC.
Escalation	<ul style="list-style-type: none"> Assume 2.11% for revenues and expenses (noting an average would be achieved from existing and new leasing).
Precinct Activation	<ul style="list-style-type: none"> Marketing costs for the Precinct during the operational period and any holding costs associated with the broader Precinct (i.e. assets not delivered under alternate staging) has been excluded, as per instruction from ICC.
Commonwealth Hotel	<ul style="list-style-type: none"> Delivery of Commonwealth Hotel has been excluded from the delivery analysis due to the community and heritage aspect of the asset, as per instruction from ICC.

Delivery Analysis Summary

Overview

A summary of the returns and cumulative cash flow from the alternate delivery analysis is provided below.

Key Findings & Considerations

- The **NPV** of delivering the Project (excluding Commonwealth Hotel) is:
 - Including 'As Is' Values - (\$16.45m).
 - Excluding 'As Is' Values - \$4.01m.**
- The **net cash position** of delivering the Project (excluding Commonwealth Hotel) is:
 - Including 'As Is' Values - (\$12.43m).
 - Excluding 'As Is' Values - \$8.15m.**
- The **peak cumulative exposure** of delivering the Project (excluding Commonwealth Hotel) is:
 - Including 'As Is' Values - (\$84.73m).
 - Excluding 'As Is' Values - (\$66.12m).**
- The delivery analysis for alternate initial staging is outlined in the adjacent tables (Tables 28 and 29), in addition to the following slides.

Table 28: Delivery Analysis Summary – Including 'As Is' Value (\$ millions)

	Eats & Venue	Eats, Venue & Metro B	All assets (exc. Hotel)
NPV	(5.29)	(9.71)	(16.45)
Net Cash Position	(3.41)	(6.74)	(12.43)
Peak Cumulative Cash Position	(37.12)	(59.74)	(84.73)

Table 29: Delivery Analysis Summary – Excluding 'As Is' Value (\$ millions)

	Eats & Venue	Eats, Venue & Metro B	All assets (exc. Hotel)
NPV	1.94	4.18	4.01
Net Cash Position	3.82	7.16	8.15
Peak Cumulative Cash Position	(30.06)	(46.17)	(66.12)

Source: KPMG Analysis.

Delivery Analysis - All Assets (with exception to Hotel)

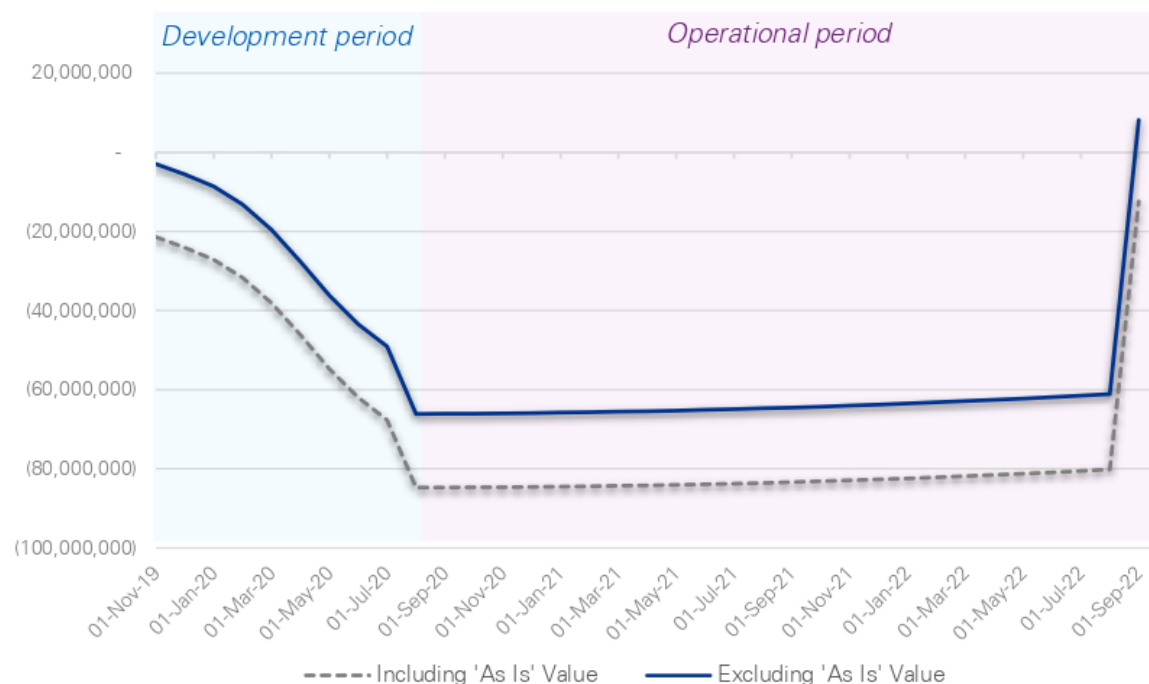
Overview

A summary of the returns and cumulative cash flow and peak exposure from delivering all assets with exception to the Commonwealth Hotel, including and excluding the 'As Is' land value (\$18.45 million) as an upfront outflow for the development.

Key Findings & Considerations

- Including the 'As Is' land value, this scenario delivers a **post-finance NPV loss of \$16.45m**.
- Excluding the 'As Is' land value, this scenario delivers a **post-finance NPV gain of \$4.01m**.
- **Peak negative cumulative cash flow is \$84.73m** when the 'As Is' land value is included.
- **Peak negative cumulative cash flow is \$66.12m** when the 'As Is' land value is excluded.
- Including the 'As Is' land value, **approximately ~40% of fully leased gross income** is required to cover finance costs at construction completion. This pre-commitment threshold is assumed constant for the alternate cash flow.

Cumulative Cash Flow / Peak Exposure



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Delivery Analysis - Eats & Venue

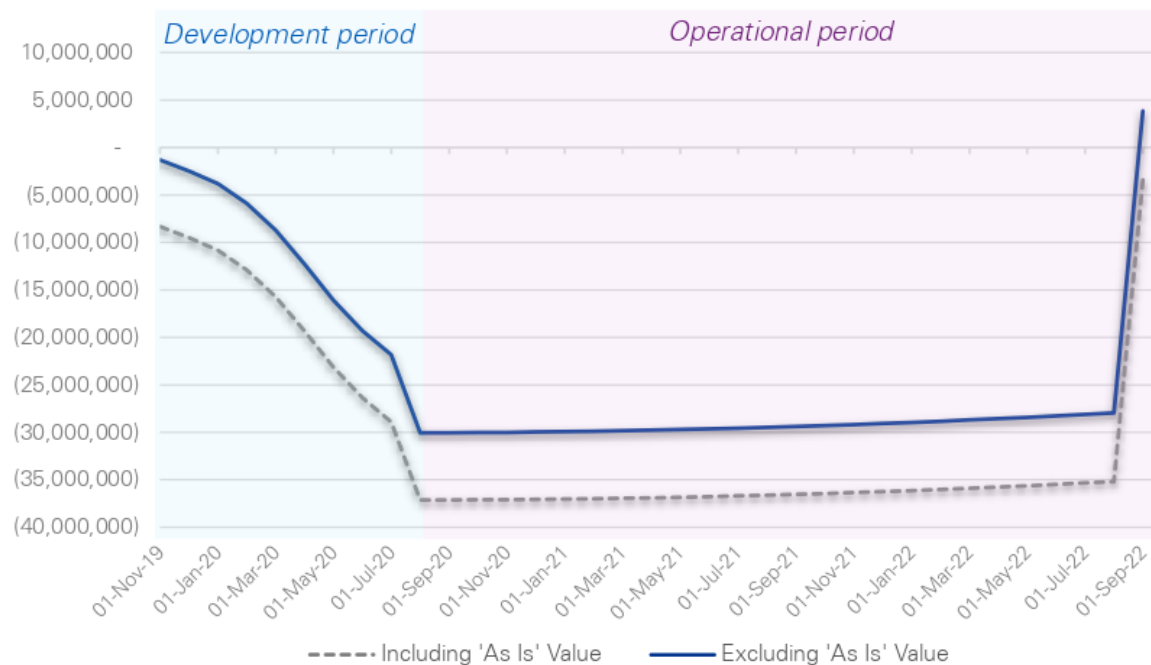
Overview

A summary of the returns and cumulative cash flow and peak exposure from delivering Eats and Venue, including and excluding the 'As Is' land value (\$7 million), as an upfront outflow for the development.

Key Findings & Considerations

- Including the 'As Is' land value, this scenario delivers a **post-finance NPV loss of \$5.29m**.
- Excluding the 'As Is' land value, this scenario delivers a **post-finance NPV gain of \$1.94m**.
- **Peak negative cumulative cash flow is \$37.12m** when the 'As Is' land value is included.
- **Peak negative cumulative cash flow is \$30.06m** when the 'As Is' land value is excluded.
- Including the 'As Is' land value, **approximately ~40% of fully leased gross income** is required to cover finance costs at construction completion. This pre-commitment threshold is assumed constant for the alternate cash flow.

Cumulative Cash Flow / Peak Exposure



Delivery Analysis - Eats, Venue & Metro B

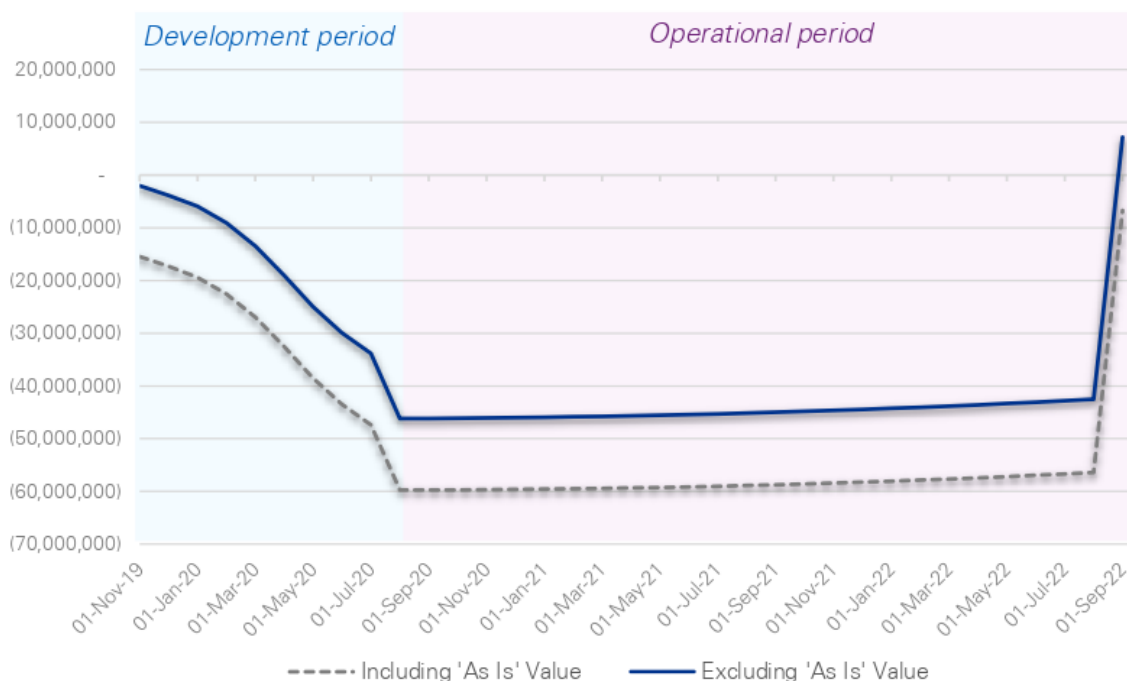
Overview

A summary of the returns and cumulative cash flow and peak exposure from delivering Eats, Venue and Metro B, including and excluding the 'As Is' land value (\$13.45 million), as an upfront outflow for the development.

Key Findings & Considerations

- Including the 'As Is' land value, this scenario delivers a **post-finance NPV loss of \$9.71m**.
- Excluding the 'As Is' land value, this scenario delivers a **post-finance NPV gain of \$4.18m**.
- **Peak negative cumulative cash flow is \$59.74m** when the 'As Is' land value is included.
- **Peak negative cumulative cash flow is \$46.17m** when the 'As Is' land value is excluded.
- Including the 'As Is' land value, **approximately ~40% of fully leased gross income** is required to cover finance costs at construction completion. This pre-commitment threshold is assumed constant for the alternate cash flow.

Cumulative Cash Flow / Peak Exposure



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Conclusion & Key Considerations



Conclusion & Key Considerations

Conclusion & Key Considerations

The development of the Nicholas Street Retail Project will serve to revitalise the Ipswich Central offering and deliver broader community outcomes.

However, the development of the Project does not deliver on ICC's objective for a zero or positive NPV return (when incorporating the 'As Is' Value of the Nicholas Street Retail).

Additionally, market sounding feedback indicates that investment confidence will be enhanced after the Precinct is rebranded and established with proven trading performance of tenants. In this regard, ICC should consider holding the assets for an extended period of time post-completion.

Acknowledging that ICC's objectives will seek to optimise community and financial components of the Project Objectives, on the following page we have summarised the key considerations for ICC in making a decision to proceed with delivery.

The Project is in the early phases of development, with continued design refinement and development cost resolution. Additionally, progressing the leasing campaign to convert existing HoAs to binding leases is critical prior to delivery.

As the Project evolves, continued revision and monitoring of potential return impacts from development is required to ensure Council's Project objectives are being met.

Conclusion & Key Considerations

Key Considerations for Project Delivery

1

Leasing Considerations

- Commit anchor tenants into the Precinct pre-delivery, including a national / global cinema operator and / or other entertainment / leisure offerings, that enhance interest from other tenants and will complement the Civic Precinct.
- Focus leasing targets outcomes on sustainable rents (in line with the current leasing budget) and securing terms with quality covenants (national retailers or strong bank guarantees).
- Structure incentives to support tenants in the establishment phase by balancing upfront capital contributions with partial rent abatement.
- Consider expanding the leasing team to drive retail and office lease commitments. Consider inclusion of a local agent with office expertise and a national brand with retail expertise.

2

Delivery Considerations

- Consider staging Project delivery to balance community and financial objectives (tied to a maximum peak exposure that is manageable within ICC's forecast financial capacity).
- Market feedback is that delivery of Venue as part of an initial stage is critical to support Precinct activation. This is a substantial driver of the Project development loss ((\$8m) to (\$9.5m) in NPV terms).
- Market feedback indicates that the number of food and beverage offering is too large for an unproven precinct. Food and beverage should be staged and aligned to opening of the ICC Administration Building.
- Set minimum leasing pre-commitment thresholds as a condition to development.

3

Divestment Considerations

- Commit a budget to re-brand the Precinct, deliver events that complement the Civic Precinct and drive Precinct activation.
- Divestment of the Nicholas Street Retail assets post establishment of the Precinct and with strong trading history, will support market confidence to acquire the completed assets.
- Consider extending the leasehold tenure on Metro B and consolidating the tenure on Eats to support marketability.
- Procure an experienced team to manage the Precinct and tenants in the operational period.



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NICHOLAS ^{\$}_T
Ipswich Central



Nicholas St - Ipswich Central Schematic Design Report

23 October 2019



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1. Background

1.1. Introduction

Ipswich City Council (ICC) is currently undertaking a major redevelopment of the Ipswich CBD referred to as Ipswich Central (the Project). A combination of Council-owned assets makes up the entire project site which is geographically located on the southern side of the Bremer River within the boundaries of Bremer St to the North, Bell St to the East, Brisbane St to the South and Ellenborough St to the West. The assets are intermixed with existing and heritage commercial buildings as well as the newer Icon Tower built in 2013.

The Masterplan for the Ipswich Central precinct was approved by ICC in April 2018 following detailed community consultation as well as analysis and reports from specialist urban redevelopment advisers. It included a range of dining, retail and entertainment/leisure offerings.

The Retail Projects include the following buildings:

- **Metro A and B** (previously known as Bell St Link and 2 Bell St respectively);
- **Eats** (previously known as the Food & Beverage building);
- **Venue** (previously known as the Entertainment Building); and,
- **Commonwealth Hotel** (also known as Murphy's Pub).

Figure 1 below highlights in red the position of the Retail buildings within the approved Master Plan for the Nicholas St Project.

Figure 1 – Nicholas St, Ipswich Central Masterplan





In late 2018 through to early 2019, Urbis undertook multiple reviews of the precinct Master plan to evaluate the project's evolving urban renewal strategy and its effectiveness in supporting the retail strategy to drive the reactivation of the city centre (refer to Appendix A). The precinct's Master plan, concept design and leasing plans were all updated and refined based on Urbis' feedback.

Specialist Food & Beverage Consultants Brain & Poulter were also engaged in late 2018 to undertake a critical review of the proposed leasing and tenancy scheme for the project. Brain & Poulter's recommendations (refer to Appendix B) focused on a mix of value-focused offers including fast brands, quick service restaurants, all-day casual dining and destination dining.

Buchan (project architect) produced a Concept Design for the redevelopment of the Metro, Eats and Venue retail assets which have been well received by key ICC stakeholders and the community following multiple public information sessions.

Council commissioned Due Diligence investigations to be undertaken across the retail buildings to identify any high-level concerns with building structure, services and or compliance issues based on the proposed Concept Plans, and the age of the retail buildings. An update to the project cost estimate initially prepared during the Concept phase was also undertaken based on the recommendations arising from the Due Diligence investigations. Refer to Appendix C for the full Due Diligence report.

In July 2019, Council gave approval for the Concept Design to be progressed to the next level of design - Schematic Design (SD). This Schematic Design report outlines key design refinements as well as providing an update on the previous cost estimate.



1.2. Retail Buildings

The five key retail buildings across the Nicholas St precinct are described as follows:

1.2.1. Venue Building

Located on corner of Brisbane Road and Nicholas Street, the building comprises of a 3 storey commercial retail space.

- Lower level accessible from Nicholas street will comprise of a combination of large and small retail tenancies.
- Level-1 accessible from Brisbane Road will comprise of cinemas and other retail tenancies.
- Level-2 and level-3 accessible via internal stairs only comprises of plantrooms and projection rooms.

1.2.2. Eats Building

Located on Nicholas street, the building comprises of a 2 storey building built above Queensland Rail corridor. There are services restrictions associated with this location as no services can penetrate into QR corridor below.

- Lower level accessible form Nicholas street will comprise of Food and Beverage tenancies.
- Upper level accessible via internal stairs will comprise of a large commercial tenancy.
- Roof level including much mechanical services plant.

1.2.3. Metro A

Located between Nicholas Street and Bell Street and accessible from both streets the building comprises of a 3 storey retail area, lower ground accessible only from Bell street with upper level accessible from Nicholas Street.

- Lower ground accessible form Bell street will comprise loading dock and large commercial tenancies.
- Upper level accessible from Nicholas street will comprise a combination of commercial, and food and beverage tenancies.
- Level-3 accessible by internal stairs only will comprise of commercial tenancies. Several main plantrooms are also located on this level.

1.2.4. Metro B

Located between Nicholas Street and Bell Street and also accessible from both streets the building comprises of a 2 storey retail area with a multi-storey commercial tower above. The commercial tower is not part of this scope of works, however will remain operational during new works.

- Lower level comprises plant rooms and a commercial tenancy.
- Ground level accessible from both Nicholas and Bell Street, will comprise multi retail tenancies being either food and beverage or commercial areas.

1.2.5. Commonwealth Hotel

Located on Union Place opposite Metro B and adjacent to the new, 8 storey Council Admin Building currently under construction. A 2 storey culturally significant 'pub' that was half deconstructed to allow underpinning rectification works on the building's foundations to prevent further subsiding and damage. Rebuilding of the culturally significant proportion of the building is forecast to start in 2020. Note that the Commonwealth Hotel does not form part of this SD Report.

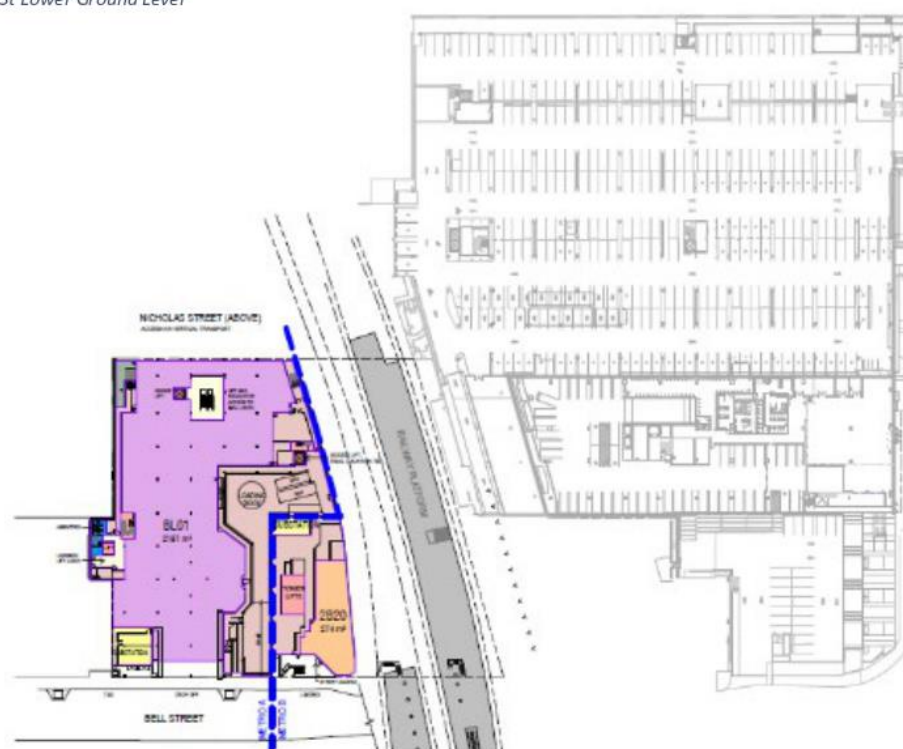
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1.3. Overall Retail Leasing Plans

Figures 2, 3 and 4 below are extracts from the Overall Leasing Plans that capture the proposed tenancy mixes across the four main retail buildings (refer to Appendix D for the full Leasing Plans), and explain how the levels of each building relate to each other across the Nicholas St precinct. The Leasing Plans are important because the tenancy mix effectively drives key design elements and building services required for each building. Note that these leasing plans are 'live documents' which will continue to evolve over the course of the project as prospective deals are negotiated and secured.

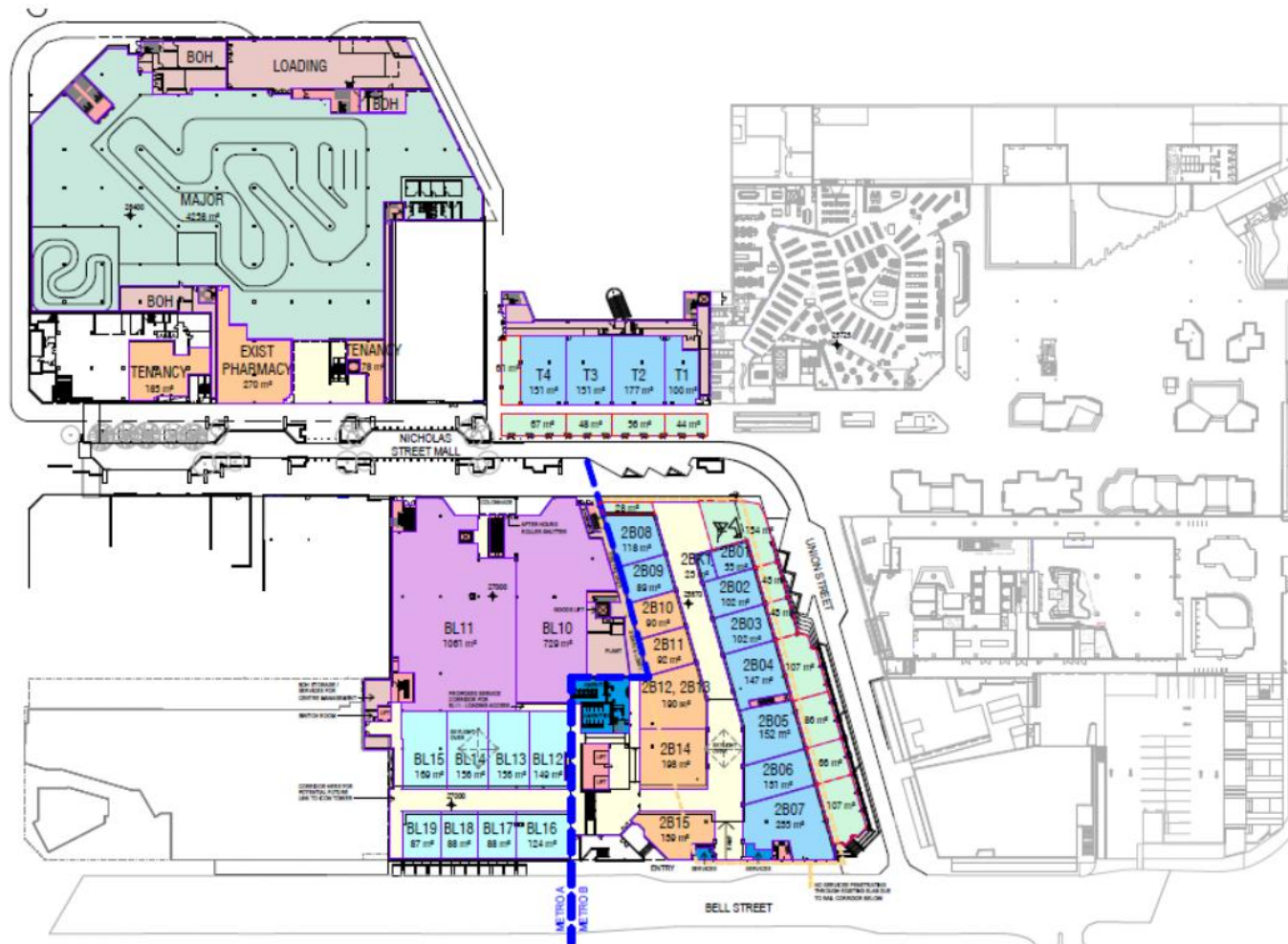
Figure 2 - Retail Precinct Bell St Lower Ground Level



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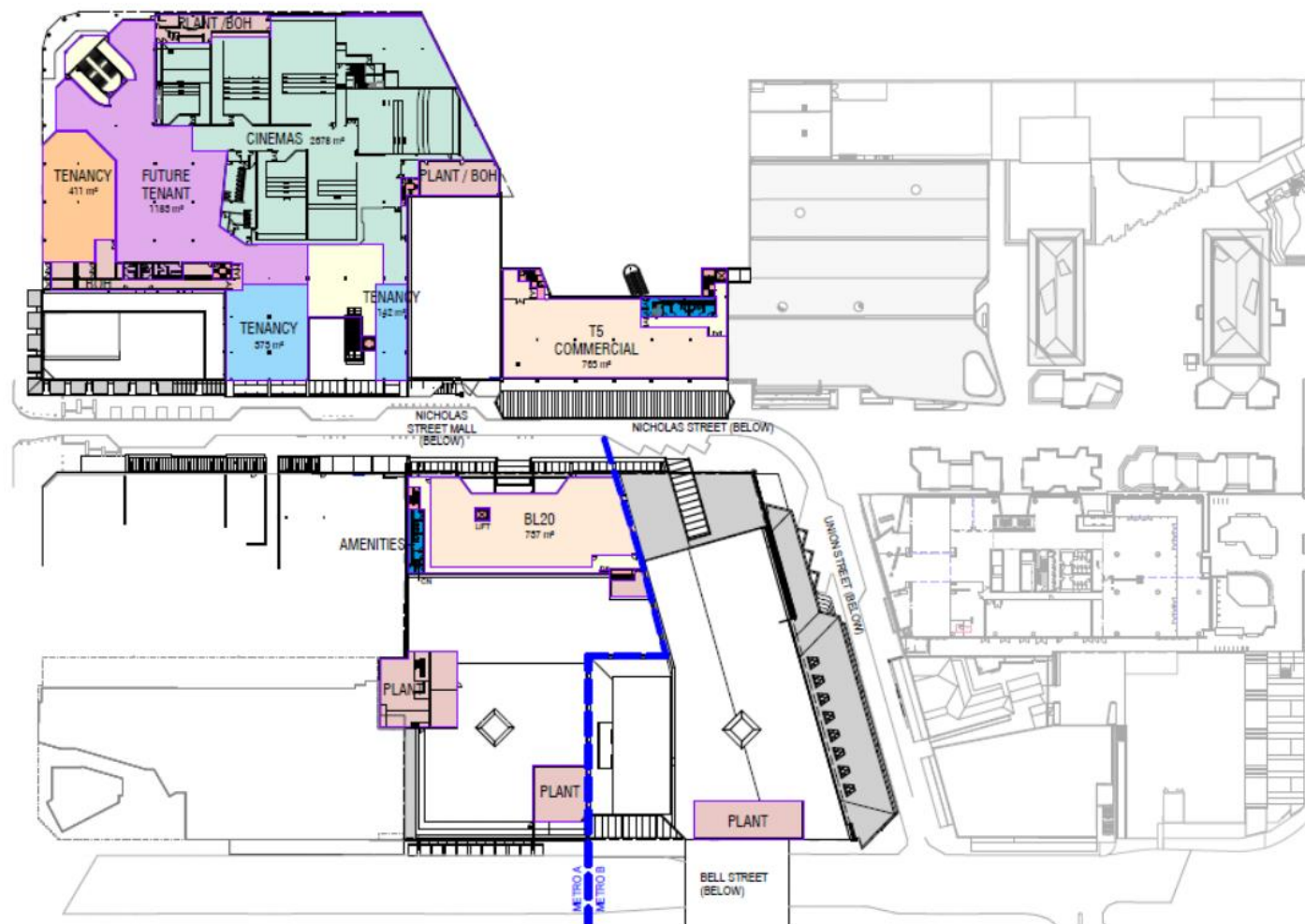
Figure 3- Retail Precinct Nicholas St Ground Floor Level



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Figure 4 - Retail Precinct Level 1





1.4. Design Team

The consultant team that undertook the Schematic Design works are outlined in Table 1 below:

Table 1 - SD Phase Design Team

Discipline	Company	Key Personnel
Client	Ipswich City Council	Sean Madigan Greg Thomas
Project Manager	Ranbury	Scott Kennelly Jason Simes Bob Newberry
Architect	Buchan	Gerry Holmes Greg Cochrane Magda Kowalczyk Katrina Tolhurst
Quantity Surveyor	RLB	Colin Brien Rowena Weeks
Structural Engineer	Bornhorst & Ward	Paul Kelly Stuart Niven
Building Services Consultants - Mechanical - Electrical - Hydraulic - Fire	WSP	Tony Pereira John Whitmore Matt Keene Aaron Zyle
Building Certification & Accessibility Consultant	McKenzie Group	Sean Igoe
Acoustic Consultant	WSP	Chris Grainger
Food & Beverage Consultant	Brain & Poulter	Taylor Westlake Kate Poulter

All consultants have been previously engaged by Ipswich City Properties (ICP) for consultancy and design services across the Nicholas St precinct. With the winding up of ICP at 30 June 2019 it was recommended that all consultants be directly engaged by Council, and standard ICC contracts or Local Buy agreements be put in place.

A tender consideration plan was approved by Council to extend the engagement of all consultants through the SD phase without having to retender. This was to ensure continuity of project works, retention of IP and avoidance of project delays due to standard procurement processes.



2. Design

2.1. Consultation Process

The brief was to incorporate learnings and recommendations from the Due Diligence investigations and further develop the existing Concept Design into a consolidated set of SD documents, with an associated updated cost estimate.

A six-week period for schematic design commenced on Monday 22 July 2019 with design meetings held weekly at Buchan's offices. Site visits were also undertaken with guidance from Council's Facilities Manager and Security team to get a thorough understanding of the building topography and existing setup.

A design/decision tracking register was kept during the SD period to ensure the design evolved within the parameters of the brief. The purpose of the tracking register was to capture outcomes agreed and or proposals made by the design team during the coordination and resolution of design elements during this phase. As an example, the decision was made to retain and refurb existing building services, where possible, to reduce construction costs. This was most applicable to the mechanical and fire services across the retail buildings which incorporated air conditioning plant, and fire sprinklers and hydrants accordingly.

Greg Thomas, Project Manager for Ipswich City Council, also attended two of the weekly design meetings and was kept informed of any major concerns that arose during the SD period.

Final SD documentation was issued on Friday 30 August, with some further updated documentation issued post this date. The consolidated documentation pack consists of:

Items	Discipline / Details	Reference
Overall Leasing Plans	Showing tenancy mixes	Appendix D
Schematic Design Drawings	<ul style="list-style-type: none"> Architectural Structural Mechanical Services Electrical Services Hydraulic Services Fire Services 	Appendix E
Fixtures & Fittings Schedule	Architectural	Appendix F
Retail Presentation Pack	Architectural 3D Renders	Appendix G
Building Services Specifications	<ul style="list-style-type: none"> Mechanical Services Electrical Services Hydraulic Services Fire Services 	Appendix H
Tenancy Services Matrix	For each retail building	Appendix I
Fire Concept Report	Fire Services	Appendix J

Furthermore, an updated Cost Plan Estimate and Building Code Compliance Report were issued based on the SD outcomes, by the project Quantity Surveyor and Building Certifier respectively.

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2.2. Eats Building

2.2.1. Concept

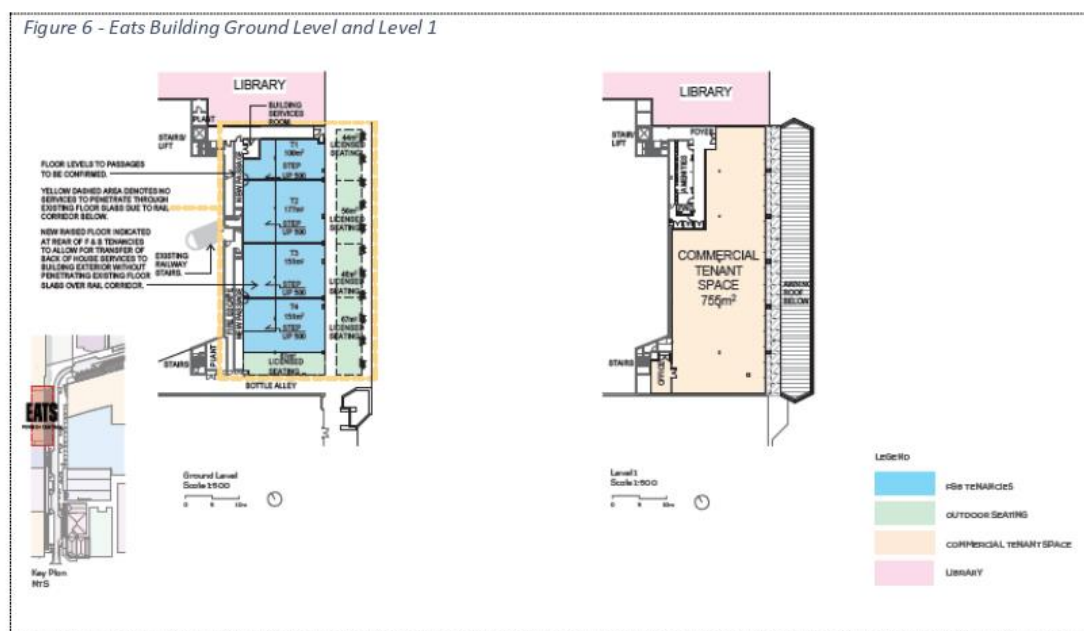
Figure 5 below shows the 3D graphical render of the Eats external dining area looking south along Nicholas St. The full pack of 3D renders are included in Appendix G.

Figure 5 - Eats building viewed from Nicholas St



2.2.2. Proposed tenancy layout

Figure 6 below outlines the tenancy mix for the ground floor and Level 1 tenancies within the Eats building.





2.2.3. Key Schematic Design Outcomes

- Level 1 tenancy space has been changed to a more appropriate commercial/office use;
- The scope and complexity of the street awning has been significantly reduced from a three-tiered structure to a two-tiered structure;
- Amenities on Level 1 will be refurbished and made available to customers of the ground floor food and beverage tenants;
- Existing lift at north-west corner of building will be refurbished and provide access between ground floor and Level 1;
- Entry to lift lobby will be via ground floor corridor off Nicholas St alongside new library building;
- Building façade will be retained, cleaned and repainted since AV projection is no longer proposed to the Eats' façade on the Western side of Nicholas St.
- Existing building fire services supplied from car park along Bremer St meet building code requirements, and are proposed to be retained, if possible.
- Some existing mechanical AC units serving Level 1 tenancy space are in useable condition and are proposed to be retained, if possible.

2.2.4. Building Services

Refurbishment, upgrade and or replacement of building services account for a significant amount of scope and subsequent cost within all retail buildings. Full details of the scope of works for building services can be found in the following sections of the Building Services Specifications enclosed within Appendix H:

- Mechanical Services – Section 3.4
- Electrical Services – Section 3.2
- Hydraulic Services – Sections 3.5 and 3.6
- Fire Services – Section 3.3

2.2.5. Risk Review

Several risks associated with the Eats building need to be addressed in future design and delivery phases of the retail project. Table 2 below outlines the key risks identified and mitigation strategies to deal with them.

Table 2 - Eats Building Risk Review Analysis

No	Category	Challenge	Mitigation Strategy
1.	Construction	Clash of proposed awning and existing landscaping and public seating requires resolution in order to provide licenced seating areas to Eats tenancy T4	Redesign landscaping to accommodate awning structure and licenced seating area, whilst retaining road crossover.
2.	Building Services	Raised kitchen areas are required to accommodate hydraulic drainage which can't be underslung due to the rail corridor underneath.	Nominated kitchen zones have outlined in lease deals. X-ray/core holing of slabs will be undertaken to confirm assumptions. Drainage works can be performed as Cat1 works to maintain control by the Principal.
3.	Building Services	Refurbishing and reusing existing building services comes with the	An alternate cost estimate has been prepared for full replacement of

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No	Category	Challenge	Mitigation Strategy
		risk of breakdown and or failure due to lifecycle	building services. This increases development costs by approx. \$4m which is taken into account with financial model outcomes.
4.	Property Title	Building services are located in adjacent properties – Building Management Statement will be required to outline how maintenance, servicing and shared use happens	Reconfiguration of lots will be completed between Civic Plaza, car park and Eats building. Building Management Statement will be put in place to confirm how maintenance, and shared use of services will occur.
5.	Construction	Coordination with adjacent building site/s and head contractor/s	It is proposed to engage the same head contractor delivering the Civic Admin project to mitigate risk of overlapping construction boundaries and site access.
6.	Building Services	Lights to retail awnings are required to achieve street lighting levels, however buildings will be sold to private landlords.	Local council by-laws to be put in place requiring building owners' requirement to maintain awning lights and street lighting levels.
7.	Property Title	Title is leasehold over rail corridor meaning end sale value may be less than a freehold property.	Investigations being made into transferring leasehold to freehold.

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2.3. Metro A Building

2.3.1. Concept

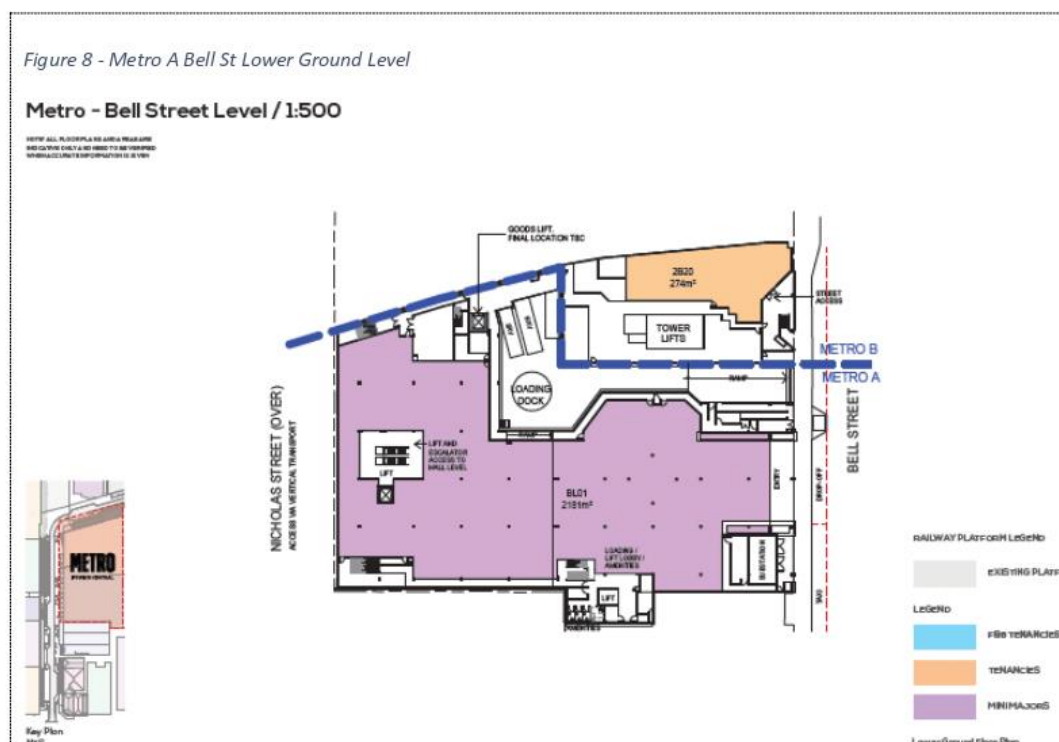
Figure 7 below shows the 3D graphical render of Bell St façade of Metro A with the new awning and main entrance for the lower level tenant. Note the proposed link to the Icon Building at the left hand edge of the building. The full pack of 3D renders are included in Appendix G.

Figure 7- Metro A Building viewed from Bell St



2.3.2. Proposed Tenancy Layout

The following figures 8, 9 and 9 outline the tenancy mix for the lower ground, ground floor and Level 1 tenancies within the Metro A building.



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Figure 9 - Metro A Nicholas St Ground Floor Level

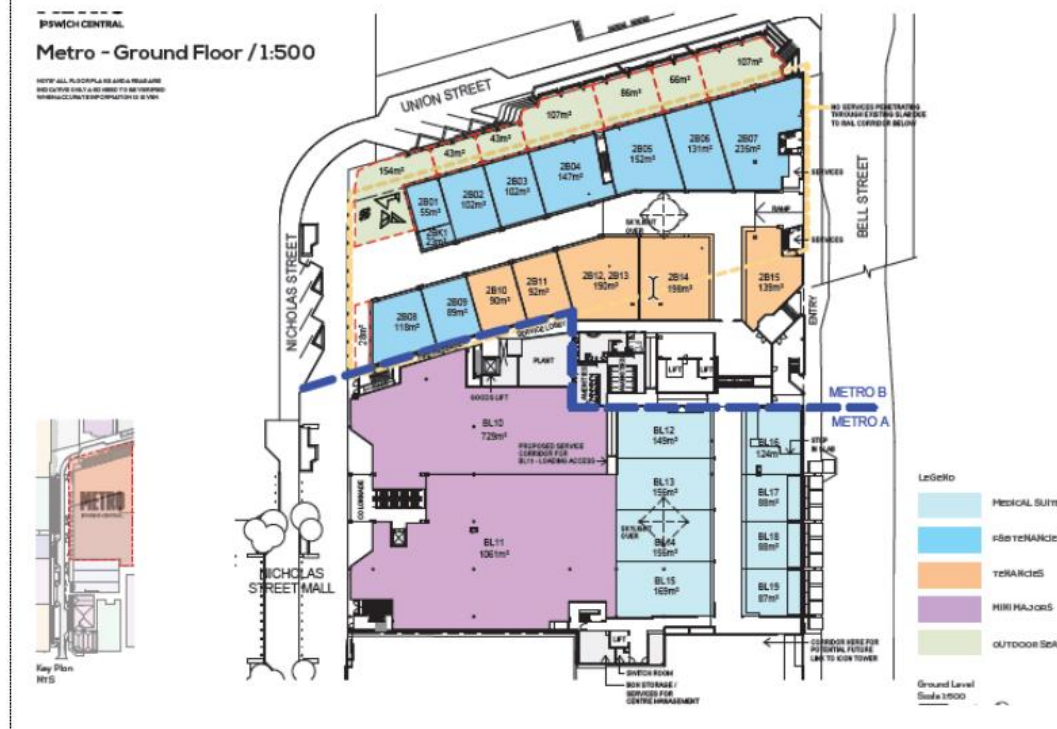
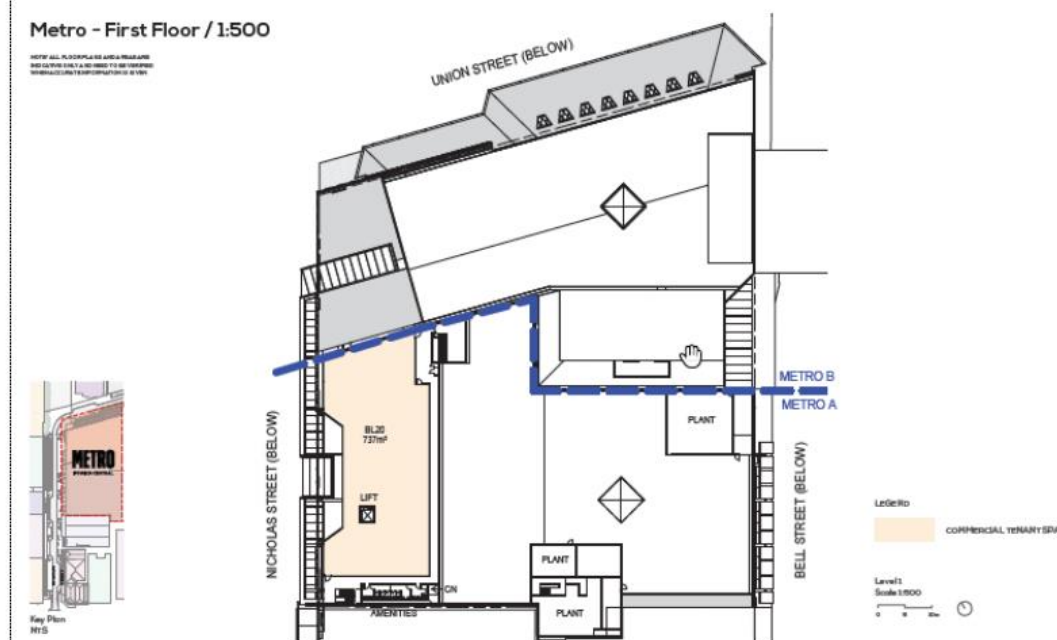


Figure 10 - Metro A Level 1





2.3.3. Key Schematic Design Outcomes

- Existing void and escalators between Bell St and Nicholas St levels are being deleted to regain lettable space.
- Entry lobby to medical precinct has been reconfigured and expanded amenities block around either side of lift core
- New elevator between loading dock and ground level, and back of house storage spaces to service both Metro A and Metro B tenancies
- New elevator to service Ground level and Level 1 commercial space along at Nicholas St;
- Negotiations are ongoing with a 'Mystery' tenant to occupy the entire lower ground floor area, and a drop-off zone on Bell St is proposed to allow movements of buses, taxis etc. for customers.
- Temporary substation on Bell St is required by Energex to be relocated within Metro A building footprint on lower ground level.
- Edge of building adjoining Icon tower (i.e. demising wall, roof, old amenities block) is to be refurbished to acceptable level.
- Connection between Ground level medical precinct and adjoining Icon tower is proposed.
- Demolition of Bell St overpass is required to enable proposed layout of Medical Suite to be achieved.
- Existing building fire services meet building code requirements, and are proposed to be retained, if possible.
- Some existing mechanical AC units are in useable condition and are proposed to be retained, if possible.

2.3.4. Building Services

Refurbishment, upgrade and or replacement of building services account for a significant amount of scope and subsequent cost within all retail buildings. Full details of the scope of works for building services can be found in the following sections of the Building Services Specifications enclosed within Appendix H:

- Mechanical Services – Section 3.4
- Electrical Services – Section 3.2
- Hydraulic Services – Sections 3.5 and 3.6
- Fire Services – Section 3.3

2.3.5. Risk Review

Several risks associated with the Metro A building need to be addressed in future design and delivery phases of the retail project. Table 3 below outlines the key risks identified and mitigation strategies to deal with them.

Table 3 – Metro A Risk Review Analysis

No	Category	Risk	Mitigation Strategy
1.	Construction	Demolition of Bell St overpass is not approved requiring redesign to proposed Medical Suite layout	Continue liaising with DNRME to agree transfer of ownership of asset.
2.	Property Title	Building services (ie. Amenities, loading dock) service adjacent properties	Building Management Statement will be required to outline how maintenance, servicing and shared use is achieved.

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No	Category	Risk	Mitigation Strategy
3.	Substation	Energex have advised the Temporary substation on Bell St footpath is to be relocated within building footprint.	Substation will be located within area to be rebuilt adjacent to Icon tower.
4.	Construction	Coordination of awning works along Nicholas St once road reopens Dec 2019.	Construction works and vehicle movements to be managed by hoarding/ gantries and traffic management respectively.
5.	Construction	Latent Conditions in 30-year-old buildings	Early demolition works during next Design Development phase will assist with understanding and addressing some items.
6.	Building Services	Lights to retail awnings are required to achieve street lighting levels, however buildings will be sold to private landlords.	Local council by-laws to be put in place requiring building owners' requirement to maintain awning lights and street lighting levels.

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2.4. Metro B Building

2.4.1. Concept

The following figures 11 and 12 show the 3D graphical renders of the proposed Metro B external balcony along Union Place, looking from Nicholas St and Bell St respectively. The full pack of 3D renders are included in Appendix G.

Figure 11 - Metro B Union St balcony viewed from Union Place



Figure 12 - Metro B Union St balcony viewed from Bell St

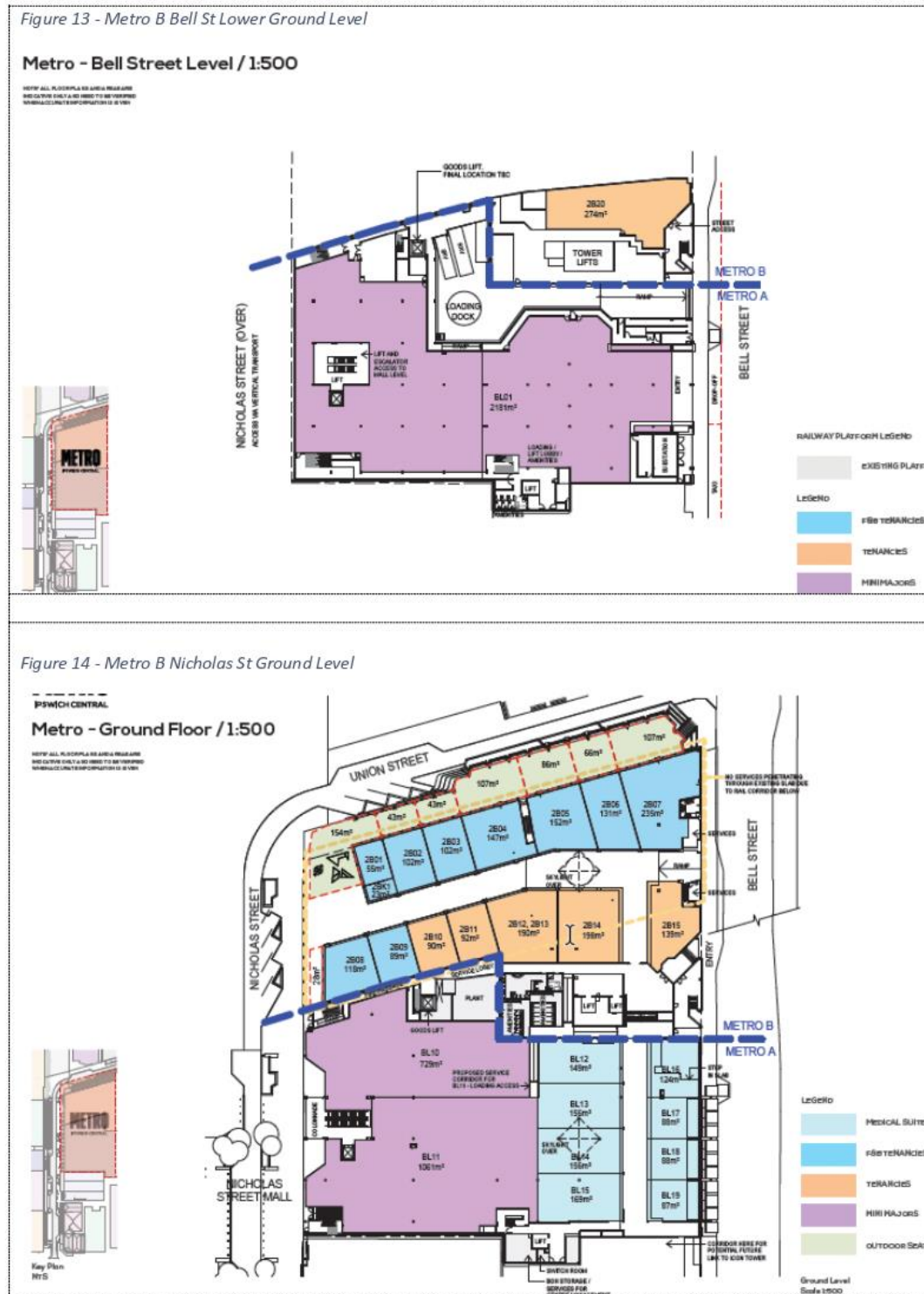


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2.4.2. Proposed Tenancy Layout

Figures 13 and 14 outline the tenancy mix for the lower ground and ground floor tenancies within the Metro B building.





2.4.3. Key Schematic Design Outcomes

- The scope and complexity of the Union Place balcony and awning has been greatly reduced to save costs
- Internal mall connection and lift lobby entrance to medical precinct in Metro A has been reconfigured to address height changes and fire safety requirements between buildings
- Amenities block has increased in size to increase provision for food and beverage tenancies.
- Building façade at corner of Nicholas and Union has been cut back to create and articulated internal-external connection.
- Level 1 – 7 tower tenancies will receive minor cosmetic updates only, i.e. repaint, new carpet etc.
- Existing building fire services meet building code requirements, and are proposed to be retained, if possible.
- Some existing mechanical AC units are in useable condition and are proposed to be retained, if possible.

2.4.4. Building Services

Refurbishment, upgrade and or replacement of building services account for a significant amount of scope and subsequent cost within all retail buildings. Full details of the scope of works for building services can be found in the following sections of the Building Services Specifications enclosed within Appendix H:

- Mechanical Services – Section 3.4
- Electrical Services – Section 3.2
- Hydraulic Services – Sections 3.5 and 3.6
- Fire Services – Section 3.3

2.4.5. Risk Review

Several risks associated with the Metro B building need to be addressed in future design and delivery phases of the retail project. Table 4 below outlines the key risks identified and mitigation strategies to deal with them.

Table 4 - Metro B Risk Review Analysis

No	Category	Risk	Mitigation Strategy
1.	Tenant Fitout	Raised kitchen areas to accommodate hydraulic drainage that can't be underslung due to the building being over the rail corridor.	Nominate kitchen zones for tenants and outline in lease deals. X-ray/core hole slabs to confirm assumptions. Perform as Cat1 works to maintain control.
2.	Property Title	Building services (ie. Amenities, loading dock) service adjacent properties	Building Management Statement will be required to outline how maintenance, servicing and shared use is achieved.
3.	Building Services	Refurbishing and reusing existing building services comes with the risk of breakdown and or failure due to lifecycle	An alternate cost estimate has been prepared for full replacement of building services. This increases development costs by approx. \$4m which is taken into account with financial model outcomes.

Item 5 / Attachment 3.

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No	Category	Risk	Mitigation Strategy
4.	Design	Roof structure at Nicholas St end of building requires significant upgrade to support new projection façade.	Value management options to be explored to reduce extent of projection façade and structural requirements.
5.	Design	Building parapet along Union Place requires replacement to install proposed balcony awning design.	Value management options to be explored to retain existing parapet whilst maintaining design intent of awning.
6.	Construction	Latent Conditions in 30-year-old buildings	Early demolition works during next Design Development phase will assist with understanding and addressing some items.
7.	Construction	Coordination with adjacent building site/s and head contractor/s	It is proposed to engage the same head contractor delivering the Civic Admin project to mitigate risk of overlapping construction boundaries and site access.
8.	Building Services	Lights to retail awnings are required to achieve street lighting levels, however buildings will be sold to private landlords.	Local council by-laws to be put in place requiring building owners' requirement to maintain awning lights and street lighting levels.
9.	Property Title	Title is leasehold over rail corridor meaning end sale value may be less than a freehold property.	Investigations being made into transferring leasehold to freehold.

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2.5. Venue Building

2.5.1. Concept

Figure 15 below is the 3D graphical render of the revamped Nicholas St entry to Venue, with proposed atrium/void as main entrance for new cinema tenant. The full pack of 3D renders are included in Appendix G.

Figure 15 - Venue Building viewed from Nicholas St





Figures 16 and 17 outline the tenancy mix for the lower ground and ground floor tenancies within the Venue building.

Figure 16 - Venue Building Nicholas St Lower Ground Floor

Venue - Lower Ground Level / 1:500

NOTE: ALL FLOORPLAN DIMENSIONS ARE
APPROXIMATE. SEE IT AS YOU SEE IT. NO
WARRANTY IS MADE FOR THE ACCURACY OF THE
DIMENSIONS.



Figure 17 - Venue Building Brisbane St Ground Floor

Venue - Ground Level / 1:500

[illegible]



2.5.3. Key Schematic Design Outcomes

- Existing Nicholas St façade will be retained as AV projection no longer proposed to the Western side of Nicholas St.
- The main cinema entrance has been relocated to the Nicholas St entrance and will incorporate a new elevator and large void at the top of the escalators to create a double storey entrance volume.
- Two of the larger cinema boxes were proposed to be split in two, however subsequent discussions with the leasing market indicate that creating two additional cinema boxes in the tenancy is more desirable.
- Existing tenancies in lower ground level will be demolished and taken back to open plan layout, with the exception of the existing pharmacy tenant which is proposed to remain trading throughout the construction period.
- Existing building fire services meet building code requirements, and are proposed to be retained, if possible.
- Some existing mechanical AC units are in useable condition and are proposed to be retained, if possible.

2.5.4. Building Services

Refurbishment, upgrade and or replacement of building services account for a significant amount of scope and subsequent cost within all retail buildings. Full details of the scope of works for building services can be found in the following sections of the Building Services Specifications enclosed within Appendix H:

- Mechanical Services – Section 3.4
- Electrical Services – Section 3.2
- Hydraulic Services – Sections 3.5 and 3.6
- Fire Services – Section 3.3

2.5.5. Risk Review

Several risks associated with the Venue building need to be addressed in future design and delivery phases of the retail project. Table 5 below outlines the key risks identified and mitigation strategies to deal with them.

Table 5 - Venue Building Risk Review Analysis

No	Category	Risk	Mitigation Strategy
a)	Construction	Latent Conditions in 30-year-old buildings	Early demolition works during next Design Development phase will assist with understanding and addressing some items.
b)	Construction	SD cost estimate includes basic sound attenuation for lower ground floor tenant, however further acoustic treatment may be required.	Acoustic Engineer recommendations to be refined through next phase of design.
c)	Building Services	Refurbishing and reusing existing building services comes with the risk of breakdown and or failure due to lifecycle	An alternate cost estimate has been prepared for full replacement of building services. This increases development costs by approx. \$4m



No	Category	Risk	Mitigation Strategy
			which is taken into account with financial model outcomes.
d)	Existing tenant/s	Pharmacy tenant will remain open during Venue project works.	Safety, noise, dust, access to tenancy etc. to be managed within strict parameters by head contractor.
e)	Building Services	Lights to retail awnings are required to achieve street lighting levels, however buildings will be sold to private landlords.	Local council by-laws to be put in place requiring building owners' requirement to maintain awning lights and street lighting levels.



2.6. Review Against Specialist Advice

Table 6 below outlines key design advice provided by external economic and planning consultants Urbis and food and beverage specialist Brain and Poulter, and how/if it was incorporated in the final Schematic Design documentation.

Table 6 – Schematic Design review against Urbis and Brain & Poulter recommendations

Report	Criteria/ Building	Recommendation	Included	Commentary
Urbis Master Plan Review, Apr 2019	Urban Structure	Concentrate the connection from the rail station into the heart of the city centre through Union Place.	Yes	Metro B also have an internal mall connecting the rail station directly to Nicholas St.
	Urban Structure	Maximise footfall to Union Place by ensuring the location and alignment of Metro A (Bell St Link) does not compete.	Yes	Metro A tenancy mix does provide a thoroughfare for customers.
	Experience & Place	Concentrate and connect active edges to maintain energy at the ground plane	Yes	Venue, Eats and Metro building tenancies focus, concentrate and connect key frontages to create activated edges.
	Experience & Place	Create F&B edges around water element to enhance the value of the retail.	Yes	A bar, café and provision for temporary food stalls/trucks are being incorporated in the Civic Square.
	Experience & Place	Deliver a clear public realm and landscape strategy built around retail principles of desire lines, sightlines, anchored connections and a central feature.	Yes	Nicholas St and Union Place awnings/balcony, seating and soft landscaping provide improved sightlines and reprieve from the harder urban fabric. AV projection technology is also used atop the Metro building facades.
	Commercial	Concentrate entertainment, leisure and culture around the public Civic space	No	However, Nicholas Street can contribute to supporting the Venue entertainment precinct through street based activation of food & beverage tenants.
	Commercial	Deliver continuous active edges with consideration to hours of operation to maintain activation by day and night.	Yes	Development application is being submitted for new trading hours in precinct to accommodate food & beverage trade up to midnight.
	Commercial	Deliver a development that seamlessly connect retail uses on Nicholas Street to transport and other tenancies along Bell Street.	Yes	Metro B also have an internal mall connecting Nicholas St to Bell St transport links.
	Masterplan	Leisure and Entertainment facilities are core strategic success drivers for the Ipswich City Centre. The range of planned uses will attract residents, visitors and city workers.	Yes	An expanded, major cinema operation is a key target in Council's leasing campaign for Venue.
	Masterplan	Focus on establishing the City Centre as a successful entertainment, leisure and dining precinct to provide foundation for extra services & convenience retail.	Yes	Proposed tenancy mixes to Venue, Eats and Metro Buildings focus on entertainment and food & beverage uses, with internal areas to Metro A & B targeting medical services and speciality retail.

Item 5 / Attachment 3.

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Report	Criteria/ Building	Recommendation	Included	Commentary
Brain & Poulter Food & Beverage Strategy, Mar 2019	All	Dining located on main travel path	Yes	Overall leasing mix places food & beverage tenancies on main street frontages and thoroughfares from adjacent car parks/train station.
	All	High visibility of food tenancies	Yes	Food & beverage tenancies are all external street facing
	All	Adequate tenancy frontages	Yes	Food & beverage tenancies are all external street facing
	All	Mix of internal & external seating	Yes	Food & beverage tenancies are all external street facing
	All	Provide external weather protection	Yes	Awnings will include shade blinds, ceiling fans and provision for heaters.
	Metro	Tenancies onto mall to be dual-sided	Yes	Tenancies will open to internal mall and external balcony
	Metro	Use balconies at Level 1 tenancies	No	Level 1 tenancies are being targeted as commercial spaces
	Metro	Create pedestrian travel path along balcony edge	No	Travel path is along shopfront edge to make pedestrians walk past shop entrances and achieve building code access/egress requirements.
	Metro	Group adjacent kitchen areas along IT walls	Yes	Incorporated in Tenancy Fitout Guide/Design Guidelines, and to be managed through tenancy delivery process.
	Metro	No more than 30% licenced seating	Yes	Proposed tenancy boxes reflect this, where possible.
	Metro	'Fast zone' on Nicholas – Union corner	Yes	Suitable prospective operators being targeted, and a kiosk is proposed in this location.
	Metro	BOH access for loading & waste	Yes	New lift from Metro A loading dock will services Metro B tenancies.
	Eats	Create pedestrian travel path between road and licenced seating	No	Travel path is along shopfront edge to make pedestrians walk past shop entrances and achieve building code access/egress requirements.
	Eats	Allow tenants to design external seating areas.	Yes	Incorporated in Tenancy Fitout Guide/Design Guidelines, and to be managed through tenancy delivery process.
	Eats	No more than 30% licenced seating	Yes	Proposed tenancy boxes reflect this, where possible.
	Eats	Sight lines through external seating	Yes	Pedestrian travel path is outside shopfronts, and height of awning creates inviting space and sightlines.
	Eats	Rear lane accessibility for loading & waste	Yes	Eats tenancies can use either Venue loading dock or refurbished lift coming from car park, although vehicle heights will be constrained within car park.
	Eats	Provision of amenities in each tenancy	No	Refurbishment of existing Level 1 amenities will service tenant's customers.



3. Procurement Strategy

3.1. Overview

Subject to Council approval the retail works are proposed to be undertaken as a contract variation to the existing Civic project contract. The contract in place was specifically drafted with a special clause to facilitate the addition of the retail precinct works, if required.

The rationale for this is that the current D&C contractor is already mobilised onsite and will be able to offer efficiencies with preliminaries and site establishment etc. and having one contractor control the entire site removes complexities and risk of access and interface of construction site boundaries between two separate contractors.

Two available contracting options were assessed for their suitability for delivering the Retail Project, as follows:

- a) Traditional Procurement (fully documented design)
- b) Design & Construct (D&C)

The decision was made to utilise a D&C delivery methodology not only because it is the most common contracting option for retail projects, but also because it is the same as the existing Civic project contract.

Furthermore, a 2-stage D&C procurement methodology is proposed as follows:

- **Stage 1** – Preferred Contractor is to undertake Design Development (DD) phase, using their own design consultants to progress the existing Schematic Design and produce a coordinated set of DD documents suitable for tender (refer to Appendix L for a detailed outline of requirements). In addition, a Guaranteed Maximum Price (GMP) and construction program for the Retail Project works will also be provided.

Note: due to the timeframes involved it is understood that some trades or certain building elements may be priced as provisional sums.

It is also anticipated that during Stage 1 some early demolition works and procurement of long lead time items (i.e. elevators and escalators) may be possible.

- **Stage 2** – If Council accepts the design, GMP and construction program presented, then the Preferred Contractor will commence D&C delivery of construction works. If the proposal is not acceptable to Council, they reserve their rights to retender the Retail Project to the open market.

3.2. Design Development Phase

Further design elements to be refined or resolved during future design stages include:

- Loading and access for tenant deliveries
- Waste management
- Signage and wayfinding/
- Traffic management
- Safety in design
- Fire Engineering performance solution



3.3. ESD Requirements

The retail project is not targeting any specific ESD outcomes (i.e. NABERS, Greenstar) other than best practice requirements under the National Construction Code.



4. Project Program

A high-level overview of the retail project delivery program is outlined in table 7 below:

Table 7 - Project Delivery Program

Item	Forecast Timeframe
D&C Stage 1 – Design Development Phase by Preferred Contractor	Oct 2019 – Dec 2019
Council Review and Approval	Dec 2019
Finalise Engagement of Preferred Contractor	Jan 2020 – Mar 2020
D&C Stage 1 – Delivery of Project by Preferred Contractor	Mar 2020 – Mar 2021
Practical Completion & Handover to Tenants	25 Mar 2021
Tenant Fitout Period	Mar 2021 – Jun 2021
Open for Trade	24 Jun 2021



5. Cost Estimate

RLB, the project Quantity Surveyor, issue an updated construction estimate in September 2019 following the completion of the SD phase. This scenario was based on the reuse and refurbishment of existing building services, where possible.

RLB also provided on value management items during the schematic design process, and prepared an additional SD cost estimate based on replacing all building services.

Both of the construction estimates prepared by RLB are '**commercial in confidence**' because the detail within them will be utilised during the negotiation of the Stage 1 Phase of the D&C procurement with the Preferred Contractor, and as such are not included within this report.

6. Building Code Compliance

McKenzie Group have assessed the Schematic Design documentation for compliance with the National Construction Code of Australia and provided summary recommendations for project elements requiring review in future design phases (refer to Appendix K for full report).

McKenzie's report identifies that the proposed building modifications to the retail buildings do not unduly reduce the level of fire safety within the buildings, and therefore does not require the upgrade of existing buildings as if they were new buildings.

However, they have identified specific areas of the Schematic Design that are expected to be assessed against the relevant performance requirements of the National Construction Code and require referral to Queensland Fire and Emergency Service as part of the Building Approval process. The two key elements involve egress/travel distances in excess of deemed to satisfy requirements, and the reuse of existing building fire services.

These will be addressed during the 2-stage D&C delivery method with the preferred contractor. Refer to Appendix K for the full Building Code Assessment Report.

7. Development Approval Status

Initial advice from Ipswich Council Planning Department was that an application for 'building works not associated with a material change of use (MCU)' could be made for the main retail buildings due to the scope of building works being mainly internal with additional refurbishment and upgrade to external facades and awnings.

This advice has since been amended to submit an MCU application. This is required due to the food and beverage uses proposed and the associated trading hours. There is a large value of existing infrastructure credits across the properties which means there will likely be no out of pocket infrastructure charges for the project.

In addition, this allows treatment of changes in GLA between the exiting building layouts and the new proposed retail mix, and address the rebuilding and reinstatement works required to the Metro A building adjacent to Icon tower. The current state of this part of the building is not fit for future use by tenants and needs to be addressed to create a saleable asset.



8. List of Appendices

A summary of Appendices referred to within this report is as follows:

- A. Urbis Master Plan Review Update, April 2019
- B. Brain & Poulter Updated Food & Beverage Strategy, March 2019
- C. Retail Due Diligence Report, June 2019
- D. Overall Leasing Plans
- E. Schematic Design Drawings
 - i) Architectural
 - ii) Structural
 - iii) Mechanical Services
 - iv) Electrical Services
 - v) Hydraulic Services
 - vi) Fire Services
- F. Fittings, Furniture and Equipment schedule
- G. Retail Presentation Pack – Architectural 3D Renders
- H. Building Services Specifications
 - i) Mechanical Services
 - ii) Electrical Services
 - iii) Hydraulic Services
 - iv) Fire Services
- I. Tenancy Services Matrices
- J. Fire Concept Report
- K. Building Code Assessment Report
- L. Design Development Documentation Requirements

Doc ID No: A5919143

ITEM: 5

SUBJECT: TENDER CONSIDERATION PLAN APPROVAL - RETAIL CONSTRUCTION - NICHOLAS STREET - IPSWICH CENTRAL

AUTHOR: BUSINESS SUPPORT OFFICER

DATE: 22 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning a proposed Tender Consideration Plan for the provision of construction work associated with the retail areas within Nicholas Street - Ipswich Central project (i.e. the Retail Project).

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That the Tender Consideration Plan for the procurement of the Nicholas Street Ipswich Central Retail Project construction work to be awarded as a variation to the civic project D&C contract, as outlined in the report by the General Manager, Coordination and Performance dated 12 November 2019, be adopted by Council in accordance with section 230(1)(b) of the *Local Government Regulation 2012*.
- B. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the Retail Project variation to be executed on behalf of Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

INTERIM ADMINISTRATOR COMMENTS

The Interim Administrator noted that three quarters of the retail construction work value would be delivered by subcontractors through a competitive tender process, with full council visibility, and that the remaining quarter would be construction management costs under relatively low margin and overhead arrangements compared to conventional industry benchmark

RELATED PARTIES

Ranbury, Hutchinson Builders and various other suppliers and sub consultants listed in Attachment 1 - Tender Consideration Plan.

The Interim Administrator has previously stated that he has, or could reasonably be taken to

have, a perceived conflict of interest in relation to Ranbury Management Group. The nature of the perceived conflict of interest is that Ranbury Management Group is the primary consultant for the CBD Redevelopment and from 2008 to 2012 the interim administrator was an employee and was a director and part owner of Ranbury but has had no association with the company since then other than through his current role.

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PURPOSE OF REPORT/BACKGROUND

The report recommends that the Tender Consideration Plan (TCP), requested to be prepared by Council on 28 October 2019, now be adopted. Pursuant to completion of a competitive bid process for selected trade subcontractors and detailed negotiation by the Chief Executive Officer the Retail Project work be awarded as a variation to the Civic Project D&C Contract.

The *Local Government Regulation 2012 Section 230* allows a local government to enter into medium and large contractual agreements, without first inviting written quotes or tenders, through the preparation and adoption of a TCP. The TCP provides the information required to comply with the regulation and to justify the use of the plan as an effective and appropriate alternative to seeking quotes or to calling for open tenders.

The scope of work for which the TCP relates (i.e. Retail Project) are summarised below as demolition and landlord works for:

- Eats Building
- Venue Building
- Metro B
- Metro A (selected work only) The work will exclude tenant fit out.

The Retail Project is part of a broader program of works taking place to revitalise the Ipswich CBD around Nicholas Street, the largest part of which is the Civic Project. A competitive tender process was undertaken to appoint the D&C Contractor for the Civic Project.

Prior to award of the contract for the Civic Project, during commercial negotiations, clauses were included in the Civic Project Contract to enable the Retail Project to be added to the scope of the Civic Project via a contract variation if the Principal (Council) requested it. The Retail Project is approximately 25% of the value of the Civic Project depending on the elements that are chosen to proceed.

During negotiations, fixed rates for profit and overheads were pre-agreed and included in the Construction Contract pursuant to review by the Council's quantity surveyor Rider Levitt Bucknall (RLB). The relevant Retail Project terms were drafted by ICC's lawyers Clayton Utz and included in the Contract.

The Retail Project is located adjacent to the Civic Project as summarised below:

- The Eats building is partially located within the Civic Project construction site. For example, the elevator to the Eats building and several internal walls are being replaced as part of the Civic Project;
- The Metro B building is immediately adjacent the Civic Project and external paving that serves Metro B is part of the Civic Project scope of work. Work to the exterior of the Metro B will require access from the Civic Project construction site;
- Parts of the Civic Project, Eats Building and Metro A are either adjacent to or directly over the operating rail corridor servicing the electrified rail network;
- The Metro A building is adjacent Metro B. It doesn't directly interface with the Civic Project with and subject to a future council decision;
- The Venue building is located on Nicholas Street approximately 50m from the current site.

INDEPENDENT THIRD-PARTY REVIEWS

Quantity Surveyor

Independent quantity surveyor RLB reviewed Hutchinson Builder's rates for preliminaries included in Retail Variation contract clause against market rates from similar projects. Their benchmarking exercise included in confidential Attachment 3 concluded that the proportion nominated for preliminaries is fair and reasonable for the scope included and falls within the cost plan allowance for these works.

RLB also reviewed the exclusions from the Retail Variation preliminaries (e.g. survey/set-out, traffic control, fencing gantries etc.) and confirmed these also fall within the current cost plan parameters.

The provision for margin/profit in the Retail Variation is the same allowance used within the main Civic Project contract.

Probity Adviser

Independent probity consultant, Argyle Corporate Advisers, performed a review to confirm that the proposed process for engaging Hutchinson Builders to undertake the Retail Project works as a variation to the existing Civic Project contract is consistent with:

- Council's procurement principles;
- The intent of '*Clause 36.7 Proposed Retail Variations*' in the existing D&C contract in place between Council and Hutchinson Builders for the Civic Project works; and,
- Adheres to the sound contracting principles as set out in Section 104(3) of the *Local Government Act 2009*.

The probity adviser concluded that the proposed retail variation to Hutchinson Builder's D&C contract is not inconsistent with the contents of Council's procurement policy 2018 – 2019, and that by implementing the measures outlined in the Tender Consideration Plan, Council will achieve the intent of Clause 36.7 and adhere to sound contracting principles,

including value for money, as set out in Section 104 (3) of the *Local Government Act 2009*.

Argyle's probity statement is included in Attachment 2, with a more detailed probity report included in confidential Attachment 4.

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LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

The existing Contract for the Civic Project has been extensively reviewed by Council and external legal resources. The existing Civic Project contract includes clauses drafted by Council's legal advisers to enable the option for incorporating the work of the Retail Project via a variation to the Civic Project contract.

Inclusion of these works into one Contract reduces the risk of managing multiple Contractors working on adjoining buildings.

FINANCIAL/RESOURCE IMPLICATIONS

The Tender Consideration Plan details the advantages of proceeding with the work as a variation including:

- Maintaining the intellectual knowledge suppliers have on the Project due to long-standing involvement;
- A single point of responsibility for the design and management of construction works in a confined area of the CBD;
- Reduced tender period and overall delivery timeframe;
- Reduced management costs to Council;
- Reduced tendering burden on the industry - reduces risk of market failure in the tender process due to the current Contractor's site location;
- Competitive pricing will still be undertaken for approximately 77% of subcontract work in a transparent process fully auditable by the Council's independent quantity surveyor;
- The main item being single-sourced is the Principal Contractor role which is benchmarked against the results for the competitive tender process for the recently awarded Civic Project;
- Reduced interface risk associated with multiple contractors since one contractor will be responsible for coordination of construction works on the site;
- Reduced risk profile due to the elimination of interface risk between different contractors and the responsibility for coordination of works by a single contractor;
- Single point of accountability remains with a Tier 1 contractor for any disruptions to the rail corridor and rail network operations;
- Reduced risk of access issues for material supply and mitigation of potential delay claims; and
- Reduced overall cost for the works.

The indicative costs as assessed by the Project Team and the quantity surveyor for the development of the Venue, Eats and Metro B are \$37.57 million. Further work is required to

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quantify the limited upgrade to the façade of Metro A. The detailed financial analysis for the development of these assets was contained in the KPMG report provided to Council on 28 October 2019. Council's Finance Branch are aware of these costs and are incorporating these into Council's budget.

COMMUNITY AND OTHER CONSULTATION

The likely impact on community and the public is expected to be reduced by streamlining construction activities to a single Principal Contractor for coordination of works within the precinct.

Council's Finance Branch have been consulted in relation to costs of the development of these assets.

Council's Legal Branch have been consulted in relation to the contents of this report and have reviewed the recommendations.

CONCLUSION

It is recommended that Council adopt the TCP for the following reasons:

- Maintaining the intellectual knowledge suppliers have on the Project due to long-standing involvement;
- Preserve a single Principal Contractor on the existing site and the expanded site area to facilitate safety for workers and the public;
- Preserve a single Principal Contractor in the precinct to streamline activities that may be disruptive to the tenants and public within the precinct;
- Avoid delays associated with a full procurement process;
- Minimise tender management costs for Council;
- Minimise tendering costs to industry;
- Make use of the Civic Project Contract clauses and rates that were negotiated prior to contract award;
- Gain a program benefit by starting on works while the site is still in possession of the current Principal Contractor;
- Reduced risk profile due to the elimination of interface risk between different contractors and the responsibility for safety and coordination of works by a single contractor;
- Single point of accountability remains with a Tier 1 Contractor for any disruptions to the rail corridor and rail network operations;
- Reduce construction risk by conducting selective demolition and site investigation using resources and expertise currently on site and familiar with the precinct; and
- Ensure consistency with finishes and fixtures across the precinct between the Civic Project and Retail Project.

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ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Tender Consideration Plan
2.	Probity Statement
	CONFIDENTIAL
3.	RLB Benchmarking Report
4.	Probity Report
5.	Clayton Utz correspondence

Nicole Denman
BUSINESS SUPPORT OFFICER

I concur with the recommendations contained in this report.

Sean Madigan
GENERAL MANAGER - COORDINATION AND PERFORMANCE

I concur with the recommendations contained in this report.

David Farmer
CHIEF EXECUTIVE OFFICER

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



ARGYLE CORPORATE ADVISERS

**IPSWICH CITY COUNCIL
IPSWICH CENTRAL CIVIC PROJECT
PROBITY ADVICE IN THE PROCUREMENT OF DESIGN AND
CONSTRUCTION SERVICES – NICHOLAS STREET RETAIL PROJECT**

PROBITY STATEMENT

Origin Securities Pty Limited as Trustee for the Origin Securities Trust trading as Argyle Corporate Advisers (Argyle), in its role as Probity Advisor to Ipswich City Council (Council) in the Ipswich Central Civic Project (the Project), has been requested to provide probity advice regarding the negotiations of a lump sum design and construction (D&C) delivery of the project works for the Nicholas St, Ipswich Central Retail Project by Hutchinson Builders (Hutchinson).

Ipswich City Council (ICC) engaged Hutchinson under a lump sum, D&C contract for the delivery of the Civic Project in August earlier this year.

The contract was specifically drafted with a special clause to facilitate the addition of the retail precinct works – 'Clause 36.7 Proposed Retail Variations'.

It is proposed that Hutchinson as the existing head contractor for the Civic Project undertake a 2-stage D&C process for the delivery of the Retail Project within the Nicholas St, Ipswich CBD precinct.

Stage 1 was approved to proceed by Council on Monday 28 October 2019, and Hutchinson are underway with progressing design works and sourcing trade pricing, in order to prepare a lump sum price submission for the D&C delivery of the Retail Project works.

Subject to Council approval of Hutchinson Builder's submitted design and pricing the Stage 2 delivery of the retail works are proposed to be a contract variation to the existing Civic project contract.

Council has sought our advice that the process to negotiate additional project management services for the project is consistent with:

- ICC procurement principles;
- The intent of Clause 36.7 Proposed Retail Variations in the existing Hutchinson contract; and
- the sound contracting principles, including value for money, as set out in Section 104 (3) of the Local Government Act, 2009.

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ARGYLE CORPORATE ADVISERS

Further, it is critical for Council that it achieves Value for Money in the Retail Development and that this is capable of verification. *Argyle believes the procurement process is sound and it includes appropriate measures to achieve this outcome.*

Argyle has undertaken this Process and Probity Review with information and assistance from representatives of Ranbury and Council who have provided significant information including documents and information in discussions.

A detailed Probity Report is being issued on the above matters on 12 November 2019.

PROBITY OPINION

Council has, or plans to, implement measures which Argyle believes ensures that adherence to Council's procurement policy 2018 – 2019, the intent of Clause 36.7 and sound contracting principles as set out in Section 104 (3) of the Local Government Act 2009, will have been achieved.

Peter Bruton
Probity Advisor
12 November 2019

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Nicholas Street - Ipswich Central Tender Consideration Plan: Retail Variation for D&C Contractor

12 November 2019





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1. BACKGROUND

1.1 INTRODUCTION

Section 230 of the Local Government Regulation 2012 allows a local government to enter into medium and large contractual agreements, without first inviting written quotes or tenders, through the preparation and adoption of a Tender Consideration Plan (TCP). This TCP provides the information required to comply with the regulation and to justify the use of the plan as an effective and appropriate alternative to seeking quotes or to calling for open tenders for the following activities:

- D&C Head Contractor engagement to deliver the Retail Project works;
- Retail Project Consultant engagements through to completion of the Retail Project works.

1.2 RETAIL PROJECT

Ipswich City Council (Council) is currently undertaking a major redevelopment of the Ipswich CBD referred to as Nicholas St, Ipswich Central. A combination of Council-owned assets makes up the entire project site intermixed with existing and heritage commercial buildings as well as the Icon Tower built in 2013.

The five Council-owned retail buildings across the Nicholas St precinct are:

- Metro A
- Metro B
- Eats
- Venue
- Commonwealth Hotel (this is treated separately under its own TCP submission).

Refer to the Figure 1 below of the Nicholas St precinct plan showing the location of each building.

Figure 1: Nicholas St Precinct Plan





Council resolved at its meeting on 28 October 2019 to proceed with the development strategy for the Nicholas St precinct and recommended development of Venue, Eats and Metro B while deferring the Metro A building works pending further lease deals being sourced.

However, pending Council's approval there are certain elements of the Metro A building that may be delivered at the same time as other the retail buildings. For example, the internal demolition and strip out of the existing tenancies will greatly assist prospective tenant inspections and completing the Nicholas St façade of Metro A will enable continuous activation of building frontages with the showcase AV projection.

Finalisation of the Nicholas St and Union Place road work and associated footpath works will also be included in the retail project scope. These works were originally part of Jmac Constructions' contract however it has been deleted from their scope to enable the works to be better coordinated with retail construction delivery.

The potential demolition of the Bell St overbridge link between the Metro A building and the Health Plaza will also be incorporated into the Metro A building scope when Council considers proceeding with the Metro A works.

Benefits of the proposed approach are detailed/incorporated in section 8 of this document.

1.3 PROPOSED PROCUREMENT METHODOLOGY

It is proposed that Hutchinson Builders as the existing head contractor for the Civic Project undertake a 2-stage D&C process for the delivery of the Retail Project within the Nicholas St, Ipswich CBD precinct. This methodology is further explained below.

Stage 1 was approved to proceed by Council on 28 October 2019, and Hutchinson Builders are underway with progressing design works and sourcing competitive trade pricing.

Subject to Council approval of Hutchinson Builder's submitted design and pricing, the Stage 2 delivery of the retail works are proposed to be a contract variation to the existing Civic project contract. This contract was specifically drafted by Council's legal advisers with a special condition to facilitate the potential addition of the retail project works.

The 2-stage D&C procurement methodology is proposed as follows:

1.1. Stage 1

- Council has engaged the building services consultant WSP to provide refined building services briefs that reflect the replacement of the majority, if not all, existing building services;
- Council has engaged Rider Levitt Bucknall (RLB) as independent quantity surveyors to audit and review the D&C Contractor's offer to ensure value for money is established;
- Council has engaged Ranbury to project manage the Stage 1 process;
- Hutchinson Builders will engage remaining consultants such as the architect Buchan and structural engineer ADG to progress the existing design documentation to a level of documentation where accurate trade tenders can be received;
- Hutchinson's Builders will then seek competitive quotes from trade sub-contractors. These competitive quotes will be reviewed by Council's quantity surveyor and the build-up of the construction cost will be transparent to Council's quantity surveyor;
- Hutchinson Builders will then prepare a lump sum price submission for the D&C delivery of the Retail Project's revised scope of works based on the refined Building services briefs and existing Schematic Design documentation;



- Stage 1 will also include a design verification and value management of the current Schematic Design by Hutchinson Builders' design team, as well as the design of any missing information and or documentation required;
- Hutchinson Builders' submission is to also include a construction delivery program and staging of the Retail Project works;
- Hutchinson Builder's submission is due 3 December 2019;
- Due to the timeframes involved it is understood that some trades or certain building elements may be provisional sums. If this is the case, then Council's Quantity Surveyor will verify the appropriate quantum for the proposed Provisional Sum.

1.2. Stage 2

- If Council accepts the lump sum price and construction program presented, then Hutchison Builders will be issued with a variation to their existing Civic Project contract and commence D&C delivery of construction works;
- Hutchinson Builder's will provide competitive quotes for review and approval by RLB when seeking approval of any remaining provisional sums;
- If the proposal is not acceptable to Council, Council reserve their rights to retender the Retail Project to the open market.

2. FINANCIAL

2.1 VALUE FOR MONEY

Several mechanisms are in place to ensure value for money is achieved:

- As part of their lump sum price submission Hutchinson Builders will provide competitive quotes for an estimated 77% of the value of trade subcontract work;
- These competitive quotes will be reviewed by RLB and the build-up of the construction cost will be transparent;
- Preliminaries and fees for the Head Contractor were provided during the pre-award phase of negotiations for the Civic Project and compared favourably with competing tenderers;
- All construction costs and consultant fees will be benchmarked against market rates from similar projects by the project cost consultant RLB.

2.2 ESTIMATED VALUES

Table 1 below outlines the project costs that are under consideration as part of this Tender Consideration Plan. These percentages are based on RLB's construction cost estimate.

The engagements are estimated to fall into the category of large to medium-sized contract arrangements as defined by the *Local Government Regulations 2012* based on the total aggregate value across the Retail Project scope of work through to project completion.



Table 1: Breakdown of Estimated Project Costs

Description	Forecast proportion of total costs	Comment
1. Trade Construction Cost	77%	Competitively tendered prior to award of Retail contract variation. Provisional Sums not agreed at time of variation approval will also require competitive pricing for review.
2. Builder's Prelims	10%	Agreed rate within Civic Project D&C contract.
3. Builder's Margin	4%	Agreed rate within Civic Project D&C contract.
4. Scaffold & Temp Works*	4%	Excluded from preliminaries in Civic Project D&C contract so is an additional entitlement for Hutchinson Builders.
5. Design & Authority Fees	5%	Whilst some consultant engagements will remain with Council, the majority will be via Hutchinson Builders.
TOTAL	100%	

* Includes craneage, traffic control, hoarding etc.

3. SUPPLIER DETAILS

Table 2 below outlines the proposed engagement details for identified suppliers providing contracting consulting and or design services for the Retail Project. Please note that this list is not comprehensive and there will be additional suppliers required in addition to those listed below, including water management, acoustics, asbestos testing and integrity testing.

Table 2: Proposed Engagements for Suppliers

Design Discipline	Proposed Supplier	Engagement Details
1. Builder	Hutchinson Builders	Variation to existing Civic Project contract.
2. Architect	Buchan	Engagement directly by Hutchinson Builders. Sole select due to involvement to date on Retail Project & existing involvement on Civic Project.
3. Structural	ADG	Engagement directly by Hutchinson Builders. Sole select due to existing involvement on Civic Project.
4. Certifier / DDA	McKenzie	Engagement directly by Hutchinson Builders. Sole select due to involvement to date on Retail Project & existing involvement on Civic Project.
5. Fire Engineer	NDY	Engagement directly by Hutchinson Builders. Sole select due to existing involvement on Civic Project.
6. Surveyor	Bennett + Bennett	Engagement directly by Hutchinson Builders. Sole select due to existing involvement on Civic Project.
7. Waste Management	tba	Engagement directly by Hutchinson Builders. Sole select due to existing involvement on Civic Project.
8. Landscape	Vee Design	Engagement directly by Hutchinson Builders. Sole select due to involvement to date on Retail Project & existing involvement on Civic Project.

A report will be presented at the 19 November 2019 Council Meeting requesting resolution for the adoption of recommendations for Hutchinson Builders to directly procure the above Retail Project suppliers based on the proposed engagement methods.



The proposed extension of the existing consultant engagements will enable the timely continuation of the retail development program and maintain the intellectual knowledge these consultants have across the entire project due to their engagement on the Civic Project and or longstanding involvement with the Retail Project.

Subject to passing of this resolution, it is proposed that the scope and agreements are finalised in accordance with the existing Civic Contract terms and conditions.

4. OBJECTIVES

This tender consideration plan is intended to fulfil the following objectives:

Table 3: Tender Consideration Plan Objectives

No.	OBJECTIVES
1.	Document Council's decision to proceed with the delivery of the Retail Project works as a variation to the existing Civic Project contract with agreed preliminaries and margin and other mark-ups negotiated prior to award.
2.	Document Council's decision not to request multiple quotes or tenders for selected consultants and or to agree to extend existing consultant engagements through Hutchinson Builders
3.	Manage key risks associated with direct engagement to be identified and mitigated.

5. HOW WILL OBJECTIVES BE ACHIEVED

The objectives identified for the TCP in Section 4 will be achieved by the actions detailed in Table 4 below:

Table 4: How Objectives will be achieved

No.	OBJECTIVE	ACHIEVED BY
1.	Document Council's decision to proceed with the delivery of the Retail Project works as a variation to the existing Civic Project contract with agreed preliminaries and margin and other mark-ups negotiated prior to award.	<p>Hutchinson Builders seeking multiple quotes from trade subcontractors covering approximately 80% of the value of the Retail Project work from a mutually agreed shortlist with a minimum of three tenderers. These competitive quotes will be reviewed by Council's quantity surveyor and the build-up of the construction cost will be transparent to Council's quantity surveyor.</p> <p>The proposed variation to the existing Civic contract will enable the timely continuation of the retail development, single point of responsibility for the design and management of construction works, and reduced interface and access risk since one Contractor will be responsible for coordination of construction works across the entire precinct.</p>



No.	OBJECTIVE	ACHIEVED BY
2.	Document Council's decision not to request multiple quotes or tenders for selected consultants and or to agree to extend existing consultant engagements through Hutchinson Builders	<p>Consideration of the five sound contracting principles outlined in the <i>Local Government Act 2009</i>.</p> <p><u>1. Value for Money</u></p> <p>The independent cost consultant RLB will review and benchmark lump sum pricing submission from Hutchinson Builders, including competitive quotes from subcontractors and fee submissions from consultants, against market rates from similar projects.</p> <p><u>2. Open Competition</u></p> <p>A competitive tender process was used to award the D&C Contract for the Civic Project and this proposed variation for the Retail Project is consistent with the terms of that contract and the rates specifically included prior to award.</p> <p><u>3. Development of Competitive Local Business</u></p> <p>Tender lists for the trade subcontract work that constitutes 80% of the total value of the variation will be compiled and mutually agreed with due consideration to the inclusion of local businesses.</p> <p><u>4. Environmental Protection</u></p> <p>As a general comment regarding environmental and other risks, the use of a single contractor across the entire site and retention of existing consultants where appropriate, is expected to mitigate the probability of error.</p> <p><u>5. Ethical Behavior and Fair Dealing</u></p> <p>With disciplines where the incumbent consultants hold a significant advantage over other market participants, it may be problematic to subject other market participants to a tender process which they are unlikely to be successful in, thus reducing the tendering burden on the industry.</p>
3.	Manage key risks associated with direct engagement to be identified and mitigated	Evaluate levels of various risk profiles with mitigation strategies to be implemented (refer Section 9).

6. HOW WILL ACHIEVEMENT OF OBJECTIVES BE MEASURED

Table 5 below details the measurements required to confirm objectives are achieved:



Table 5: Measure of Objectives

No.	OBJECTIVE	MEASUREMENT
1.	Document Council's decision to proceed with the delivery of the Retail Project works as a variation to the existing Civic Project contract with agreed preliminaries and margin and other mark-ups negotiated prior to award.	The timely delivery of the project in accordance with the project schedule, and in accordance with project budgets verified by external cost consultant RLB and monitored by the Project Steering Committee and Coordination and Performance Department.
2.	Document Council's decision not to request multiple quotes or tenders for selected consultants and or to agree to extend existing consultant engagements through Hutchinson Builders	Acceptance of this plan and final costs agreed within budget parameters.
3.	Manage key risks associated with direct engagement to be identified and mitigated	The evaluated risk level of key risks outlined in Section 9 below are reduced by the implementation of the mitigation strategies.

7. IDENTIFICATION & ANALYSIS OF ALTERNATIVES:

The analysis of reasons to support the engagement of the retail project works as a variation to the existing Civic project contract is set out below.

The rational for pursuing the proposed procurement plan includes:

- Maintaining the intellectual knowledge these suppliers have on the Project due to long-standing involvement;
- A single point of responsibility for the design and management of construction works in a confined area of the CBD;
- Reduced management costs to Council;
- Reduced tendering burden on the industry - reduces risk of market failure in the tender process due to the current Contractor's site location
- Competitive pricing will still be undertaken for approximately 77% of subcontract work in a transparent process fully auditable by the Council's independent quantity surveyor;
- The main item being single-sourced is the Principal Contractor role which is benchmarked against the results for the competitive tender process for the recently awarded Civic Project;
- Reduced interface risk associated with multiple contractors since one Contractor will be responsible for coordination of construction works on the site;
- Reduced risk profile due to the elimination of interface risk between different contractors and the responsibility for coordination of works by a single contractor;
- Single point of accountability remains with a Tier 1 Contractor for any disruptions to the rail corridor and rail network operations;



- Reduced risk of access issues for material supply and mitigation of potential delay claims; and
- Reduced overall cost for the works.

Relevant insurance and security documentation will be sought. Any effect on the works being carried out by suppliers will be negligible.

The alternative option is for Council to undertake a new procurement process for the appointment of a head contractor for the Retail Project and all consultants. The time frames of undertaking this process would have meant that the project was significantly delayed and the cost of completion increased as well as increasing project risk.

8. PROPOSED TERMS OF CONTRACTS

The existing D&C contract is in place for Hutchinson Builders and has been reviewed by Council's internal legal team and external advisors Clayton Utz. The contract was specifically crafted to enable this Retail Variation work to proceed if required.

9. RISK ANALYSIS OF MARKET FROM WHICH SERVICES ARE TO BE OBTAINED:

The key risks identified when assessing the market from which the services are obtained is the ability for the project to continue without delay and to ensure that Council has the intellectual property and a single point of contact for all warranties and defects liability obligations. If the project is delayed further than the overall cost of completion of the project would escalate.

In addition, if the current contractors and consultants were engaged by Council, then the risk of not successfully delivering the project would be much higher as implicit project knowledge across the retail assets could be lost.

The following general risks and mitigation strategies have been identified in relation to procuring this work as a variation to the existing Civic Project D&C Contract:

Financial Risk		Risk Level
Event	Competitive subcontract trade package pricing, when received, may exceed the current budget allowance	
Likelihood	Possible	Moderate
Consequence	Moderate	
Mitigation	Quantity surveyor to agree return pricing with Hutchinson Builders in advance and report on risk profiles for trade packages based on recent market experience. For trade packages that are returned significantly over-budget the mitigation is that provisional sums are carried for those trade packages in lieu of fixed contract values. Then during the delivery phase, the work relating to those trade packages will be value-engineered and retendered.	



Legal & Governance		Risk Level
Event	Competitive subcontract trade package tenderers may submit proposals with unacceptable exclusions or qualifications which are incompatible with the head contract.	
Likelihood	Possible	Low
Consequence	Minimal	
Mitigation	Subcontract terms will be issued to tendering subcontractors to ensure they are aware of the requirements	

Political / Reputation		Risk Level
Event	Other market participants may be discouraged at missing the opportunity to become involved in the project.	
Likelihood	Unlikely	Low
Consequence	Minimal	
Mitigation	Multiple trade subcontractors have been identified for seeking quotes from the broader market. In terms of the incumbent principal contractor and consultants the political and reputational risks of seeking quotes for disciplines where an incumbent holds a significant advantage is potentially more harmful to the market.	

Community and Environment		Risk Level
Event	None	
Likelihood	N/A	N/A
Consequence	N/A	
Mitigation	There is no perceived Community or Environmental risk due to delivering the objectives of this TCP. However, we note that the retention of the existing principal contractor and consultants familiar with the work and site is a risk mitigation generally	

Health & Safety		Risk Level
Event	Disruption to the rail corridor and rail network operations.	
Likelihood	Minimal	Moderate
Consequence	Moderate	
Mitigation	Engaging a tier 1 contractor as the single point of accountability for all works across the precinct through ongoing consultants with QR.	



Service Delivery / Business Continuity		Risk Level
Event	Delays in executing agreements causing project or operational delays	
Likelihood	Possible	Moderate
Consequence	Moderate	
Mitigation	The TCP and proposed procurement of this work as a variation vs undertaking a new quote or tender process helps mitigate this risk	

Information Confidentiality, Integrity and Accessibility		Risk Level
Event	Information and knowledge of the projects and assets not transferred to Council	
Likelihood	Possible	Moderate
Consequence	Moderate	
Mitigation	The TCP and proposed procurement of this work as a variation vs undertaking a new quote or tender process helps mitigate this risk	

10. SUMMARY

This Tender Consideration Plan outlines the proposed methodology to procure the Retail Project Design & Construct work as a variation to the existing Civic Project construction contract. The five sound contracting principles outlined in the *Local Government Act 2009* will be preserved as follows:

1. Value for Money

- Trade subcontract work constituting approximately 77% of the value will be competitively bid to at least three suitable tenderers and the process will be reviewed by Council's quantity surveyor
- The Principal Contractor role will be awarded based on pre-agreed margins that were determined pursuant to a major competitive tender to appoint a D&C Contractor for the Civic Project.
- The proposed extension of the existing consultant engagements will enable the timely continuation of the retail development program and maintain the intellectual knowledge consultants have across the entire project.

2. Open Competition

- A competitive tender process was used to award the D&C Contract for the Civic Project and this proposed variation for the Retail Project is consistent with the terms of that contract and the rates specifically included prior to award.
- Trade subcontract work constituting approximately 77% of the value of the work will be competitively bid.
- Due to the co-location of the Civic Project a renewed tender process may be compromised by the presence of an incumbent principal contractor on the adjacent and shared areas of the site.



3. Development of Competitive Local Business

- Tender lists for the trade subcontract work that constitutes approximately 77% of the value will be compiled and mutually agreed with due consideration to the inclusion of local businesses.

4. Environmental Protection

- The use of a single principal contractor across the entire site and retention of existing consultants where appropriate, is expected to mitigate the risk of environmental or safety issues.

5. Ethical Behavior and Fair Dealing

- Where the incumbent contractor or consultant hold a significant advantage over other market participants, it may be problematic to subject other market participants to a tender process which they are unlikely to be successful in, thus reducing the tendering burden on the industry.

6. Benefits

The following is a recap of the benefits anticipated from the proposed procurement methodology:

- Maintaining the intellectual knowledge these suppliers have on the Project due to long-standing involvement;
- A single point of responsibility for the design and management of construction works in a confined area of the CBD;
- Reduced management costs to Council;
- Reduced tendering burden on the industry - reduces risk of market failure in the tender process due to the current Contractor's site location;
- Competitive pricing will still be undertaken for approximately 77% of subcontract work in a transparent process fully auditable by the Council's independent quantity surveyor;
- The main item being single-sourced is the Principal Contractor role which is benchmarked against the results for the competitive tender process for the recently awarded Civic Project;
- Reduced interface risk associated with multiple contractor since one Contractor will be responsible for coordination of construction works on the site;
- Reduced risk profile due to the elimination of interface risk between different contractors and the responsibility for coordination of works by a single contractor;
- Single point of accountability remains with a Tier 1 Contractor for any disruptions to the rail corridor and rail network operations;
- Reduced risk of access issues for material supply and mitigation of potential delay claims; and
- Reduced overall cost for the works.

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ITEM: 6

SUBJECT: NICHOLAS STREET PLACE ACTIVATION PLAN - IPSWICH CENTRAL
REDEVELOPMENT

AUTHOR: PROJECT MANAGER - IPSWICH CENTRAL

DATE: 2 JUNE 2020

EXECUTIVE SUMMARY

This is a report concerning the Place Activation Plan as a deliverable for the Nicholas Street Precinct redevelopment.

This plan sets the expectation of a coordinated and strategic approach to the placemaking and activation for the Nicholas Street Precinct.

The plan establishes the approach for placemaking and activation of the precinct, driving traffic to the CBD and supporting each stage of the development as it is completed.

RECOMMENDATION/S

- A. That the Place Activation Plan be received and considered for endorsement.**
- B. That the Events, Activation and Placemaking sub-working group finalise the resourcing, framework and budget required to implement this plan and present this at a future meeting of the Ipswich Central Redevelopment Committee.**

RELATED PARTIES

This policy relates to all internal council staff, the mayor and councillors.

There are no apparent conflicts of interest associated with this plan.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

The 'build it and they will come' approach of the past can no longer be relied upon, and so it was essential that a Place Activation Plan (Attachment 1) be created that focuses on

activating and enhancing the unique economic, social, cultural and environmental qualities of the Nicholas Street Precinct.

This plan outlines Council's commitment to starting a new story, by creating a place that people can identify with, and develop a sense of ownership over. It allows us to celebrate and enhance the local culture and develop activations and events that promote the social and economic sustainability of the Ipswich Central area.

The plan sets out roles and responsibilities and provides governance models critical for success and recommends ten (10) priority actions:

1. Establish a Nicholas Street Precinct Placemaking Working Group and Management Fund
2. Appoint a Place Manager and establish a dedicated Nicholas Street Precinct Event Management Team
3. Start a community partnership process using the Covid-19 period of disruption to progress proposals
4. Review tenancy curation in the light of Covid-19 and strategic positioning of the Precinct
5. Formally rename the Civic Space Tulumur Place and rename the Administration Events Space and other bookable events spaces
6. Establish a Precinct events space booking calendar and a precinct marketing strategy driven by the Place Manager
7. Align place activation opportunities with Council's City Events regional events program and the Civic Centre, Library and Art Gallery events program
8. Review thinking behind the street façade projections and LED displays and develop a program of visual material. Set in place guidelines for what this can be used for
9. Identify interim tenancy and activation partners and set in place agreements and timing
10. Implement simple, quick wins to activate the precinct and to improve the legibility and appearance of the carpark internal spaces.

The plan also acknowledges the City Events plan and maximises interactions with the wider events calendar to host related special events and activations.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

Adopting a plan without budget and resourcing puts council at risk of not fulfilling the intent of the plan. The risk is being mitigated by doing further investigations on the full cost to implement the plan.

Due to the COVID-19 restrictions undertaking larger scale activations and events in the space has been impacted. We continue to adhere to the advice of the government, but acknowledge that the delivery of the place activation plan may be delayed.

Should any construction delays be experienced, the Place Activation Plan would be delayed.

The Place Activation Plan relies on dedicated resourcing and structures currently not in place.

FINANCIAL/RESOURCE IMPLICATIONS

The Place Activation Plan and supporting resources as outlined in the plan is unbudgeted.

If adopted, the Events, Activation and Placemaking sub-working group will work with the key stakeholders to ensure there is consultation on roles and responsibilities and this will form part of the finalisation of the plan.

COMMUNITY AND OTHER CONSULTATION

Extensive internal engagement occurred to inform this plan. This occurred from February until May 2020 and included an online workshop with key users of the space.

External engagement was undertaken with the project management team, Ranbury and the traders currently operating on Nicholas Street.

James Hepburn, Chair of the retail sub-working group commenced at the end of this process and was provided with a copy of this plan. He was very supportive of the approach and we recognise that there is further opportunity for collaboration.

In addition to this engagement, over 80 reports, documents and images were used to provide background to the consultant. Each of these had varying degrees of community engagement undertaken over the last four years. All of that feedback has been used to inform this plan. These documents are outlined in the Place Activation Plan.



CONCLUSION

The Place Activation Plan outlines an approach that sets clear expectations for the activation, placemaking and events for the Nicholas Street Precinct.

The adoption of this plan will assist in driving attraction, interest and visitation to the Nicholas Street Precinct and will enable us to create a space that the community will be attracted to, that is different from other offerings around the city.

The plan relies on dedicated resourcing and budget to achieve the vision.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Place Activation Plan June 2020 Roberts Day  
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Erin Marchant

PROJECT MANAGER - IPSWICH CENTRAL

I concur with the recommendations contained in this report.

Carly Gregory
MANAGER, MARKETING AND PROMOTION

I concur with the recommendations contained in this report.

Sean Madigan
GENERAL MANAGER - COORDINATION AND PERFORMANCE

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



Item 6 / Attachment 1.

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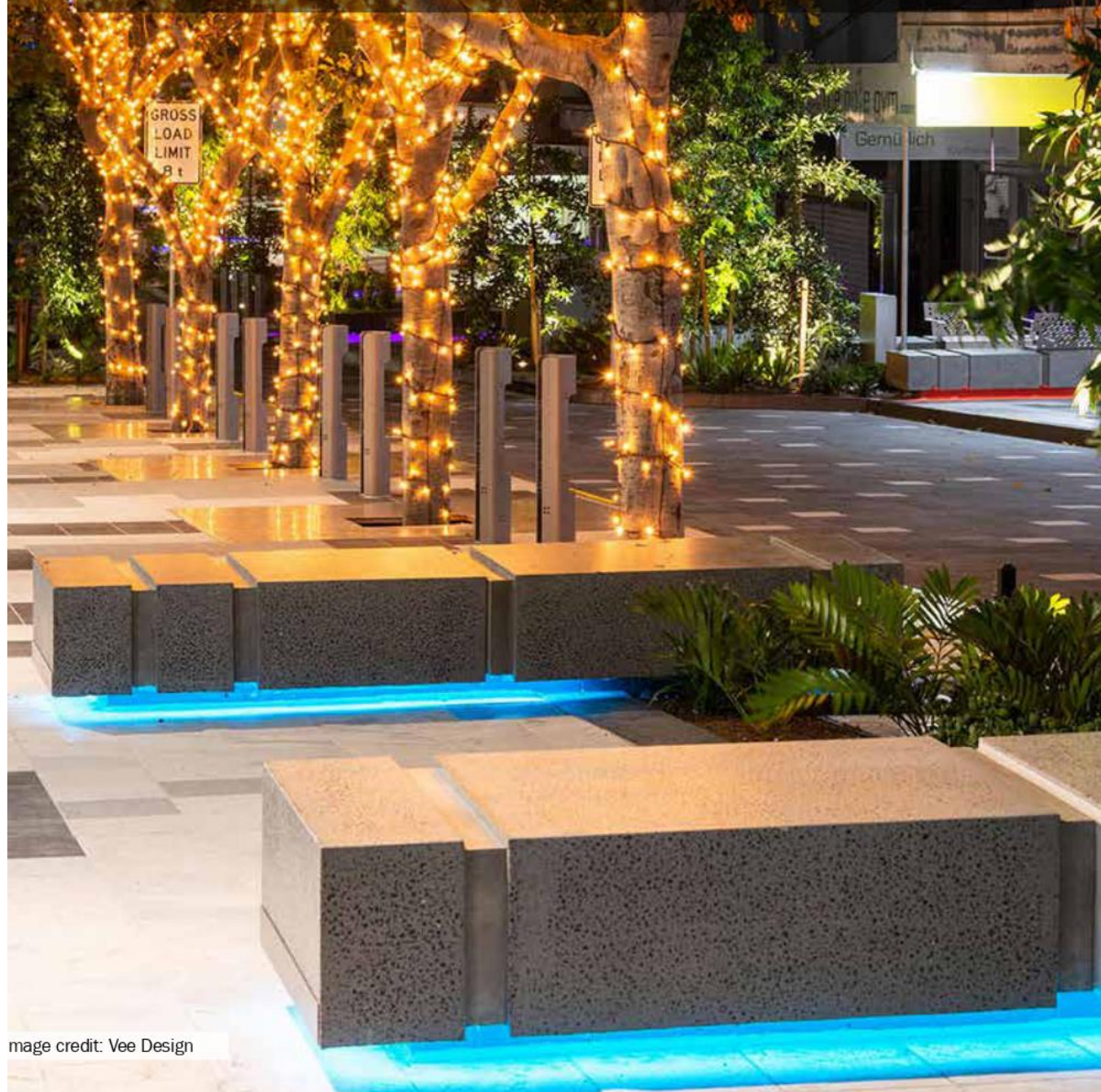


image credit: Vee Design

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01

EXECUTIVE SUMMARY

In the last 5 years Ipswich has been through a period of rapid and significant change with the introduction of new government, new centres and suburbs and an influx in population. As the region looks to the future, the potential for rail, infrastructure, tourism, events and business opportunities present exciting possibilities for a City and region on the cusp of major transformation.

Within the city itself the revitalisation and revival of Ipswich CBD through Ipswich Central and the Nicholas Street Precinct Project present unprecedented opportunities to re-establish a once thriving core.

At a cost of \$250 million this is a truly aspirational project that has led to major investment, and a significant promise by the Ipswich City Council to its resident population.

Council are to be commended on the significant work done so far in the acquisition of assets, and delivering a major construction program including major public realm upgrade and investment. Still under construction, the Nicholas Street Precinct including the Civic space (Tulmur Place) presents tremendous opportunities for the City.

RobertsDay have been asked to assist Council in this work by creating a placemaking, events and activation plan that drives attraction, interest and visitation to the Nicholas Street Precinct as a much loved local place. The objective of this plan is to activate and enhance the Precinct's public spaces through physical and non-physical interventions, economic and social recommendations, supported by clear governance and implementation strategies. This work has involved listening to internal stakeholders across multiple branches, understanding local cultural drivers, sense of place and the concerns of business and community.

Placemaking typically occurs before the design and building program as it is used to integrate all stakeholder concerns and ideas and holistically guide and shape the brief, the design objectives of a space, its tenancy curation and eventual activation and events program. Hence as recognised by Council this strategy takes what has been achieved so far as a starting point. Where necessary, recommendations of this report may encourage a refocusing of attention, design or resourcing.

The Nicholas Street precinct is evolving and over the duration of this process the design of the space has been updated. Some areas will continue to change as the design is fluid. Images that have been supplied are therefore considered representative only.



The following objectives were identified by Council to inform the Nicholas Street Precinct Placemaking, Events and Activation Plan

- Deliver a Place Value Proposition and associated Place Vision to guide future decision making based on best practice design and placemaking principles, informed by economic and commercial sophistication;
- Deliver a comprehensive engagement process that includes internal and business stakeholder input;
- Establish a meaningful and locally relevant place vision which builds on local history and knowledge of the area;
- Create an activation framework underpinned by the place vision that aligns with strategic objectives and the City Wide Events Program through collaboration with the City Events team to deliver a program of exciting and engaging events;
- Drive economic outcomes and contribute new energy to Nicholas Street and the Civic Space through commercial understanding and internal and external spatial curation recommendations;
- Foster community spirit and wellbeing for current and future tenants, residents, workers and visitors;
- Provide a precinct plan and long-term governance plan including key roles and responsibilities, key actions, partners, budgets and timeframes;
- Capitalise on the assets, inspiration and attributes of Nicholas Street and the Civic Space both in terms of the physical and non-physical, to deliver a suite of activations, plans and documents which will support a strong sense of place and a vibrant and prosperous community precinct.

SUMMARY OF FINDINGS

Placemaking typically occurs at the **earliest stage** of a masterplan and building process. The Nicholas Street Precinct project is unusual in that this work was not undertaken prior to construction of the Precinct. It is to Council and the interim administration's credit that a number of place and activation focussed studies were then rapidly undertaken during administration as departments recognized gaps in the Precincts design process. These have included: Activation Plans, Art Strategies, Consultation studies, redesigns of built form, redesigns of landscapes, Heritage and Cultural studies, Event programs, Business Cases and Tenancy Studies.

RobertsDay have included and synthesised the best elements of these strategies into this report. Where relevant we have made recommendations that relate to **space and programming, resourcing and implementation**. The spaces that make up the have been analysed in detail with a view to ongoing programming through **tenancy curation, business mix and through management of events and activation**.

An often overlooked element of urban design is that what makes a great place goes beyond bricks and mortar to an understanding of attributes of the place that make it a loved local place; the kinds of activities, events and businesses that create experience; the details and 'moments of delight' through artworks and landscape; the charm and character that heritage and history provide; the personality and brand' of a place; the **programs and partnerships** that offer a sense of ownership that allows local community to see the space as their own 'much loved' place.

These have been identified to create a series of **5 design drivers** that will now guide the placemaking process.

Within a space different user groups have different needs and desires and the best places respond to all. Places that cater specifically to, and are curated for a variety of people increase both the numbers of people in a space and longevity of stay - the most important metrics of a successful public space. **6 major user groups** were identified in our demographic analysis: RESIDENTS, WORKERS, VISITORS, FAMILIES AND YOUNG CHILDREN, YOUTH AND STUDENTS AND OVER 65's and their specific needs and desires are considered in this reports recommendations.

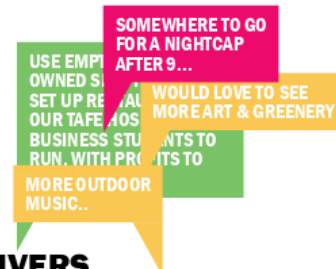
STRATEGIC ANALYSIS + ENGAGEMENT



6 USER GROUPS



THEIR IDEAS



5 DRIVERS



10 PRIORITY ACTIONS

Detailed recommendations and strategies for spaces and programs within the Precinct have been included within this report. **10 priority actions** to begin the placemaking process have emerged. They outline the first steps in getting the ball rolling. This will take the first 3 months and will take advantage of the slow down caused by Covid-19 disruption. Beyond the Place Manager and dedicated events team will guide the implementation of the remaining recommendations and strategies, further refining and bringing them to life with stakeholders and precinct partners.

- 1** Establish a Nicholas Street Precinct Placemaking **Working Group** and **Management Fund**
- 2** Appoint a **Place Manager** and establish a dedicated **Nicholas Street Precinct Event Management Team**
- 3** Start a **community partnerships process** using the Covid-19 period of disruption to progress proposals
- 4** Review **tenancy curation in light of Covid-19** and **strategic positioning** of the Precinct
- 5** Formally rename the Civic Space **Tulmur Place** and rename the Administration Events Space and other bookable events spaces
- 6** Establish a **Precinct events space booking calendar** and a **precinct marketing strategy** driven by the Place Manager
- 7** Align **place activation opportunities** with Council's **City Events** regional events program and the Civic Space, **Library and Art Gallery events program**
- 8** Review thinking behind the street façade projections and LED displays and develop program of **visual material**. Set in place guidelines for what this can be used for
- 9** Identify **interim tenancy and activation partners** and set in place agreements and timing
- 10** Implement simple, quick wins to **activate the precinct** and to improve the legibility and appearance of the carpark internal spaces.

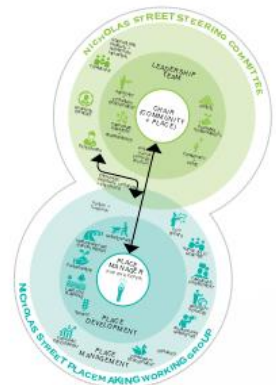
PARTNERSHIPS



GOVERNANCE



PLACE MANAGEMENT





2

PLACE **ANALYSIS**

WHAT IS THE VALUE OF PLACEMAKING?

WHAT IS PLACEMAKING?

Placemaking is a collaborative and multidisciplinary process which focuses on people and draws from a place's unique qualities. It creates great places which are loveable as well as liveable, and ensures that cities and communities are equipped for the future, responsive to people's needs and adapting with societal change and expectation. Loveable places are more authentic, more meaningful, and more resilient, because they support socially sustainable communities.

It is about more than design, engagement, programming, or branding, but also consists of how all of these things interlink and complement one another.

We define Placemaking as a collaborative and multi-disciplinary process which focuses on people and draws from a place's unique qualities. It creates great places which are lovable as well as liveable, and ensures that cities and communities are equipped for the future.

Whilst 'liveability' is the benchmark of 21st century master planning, RobertsDay believe that a place-based approach can also promote 'loveability' – supporting places which people have a sense of ownership over, and which people want to return to. Loveable places are more authentic, more meaningful, and more resilient, because they support socially sustainable communities. Placemaking is about more than simply design, engagement, programming, or branding. It's about how all of these things work together and speak to each other, providing the tools to support places and communities into the future.

CREATING A SUCCESSFUL PUBLIC REALM

There are two factors that influence successful public life, the number of people and the amount of time they spend in the public realm. Therefore the more engaged people are, as well as the more opportunities and activities that support lingering, the longer people will stay.

When successful, Placemaking allows for a diverse use of human activity in a place that is organic, natural and sustainable. While 'sense of place' and 'vibrancy' are on everyone's place wish-list, they are difficult concepts to pin down, especially in relation to the place activation objectives of long-term, sustainable change, organic activity and transformation in a place. Long sustained place activation takes time and is incremental but we know when we focus on building on, and leveraging, local qualities, assets and resources, and building strategies from the bottom up, we are able to galvanise support for the cause, plan a considered approach, and work towards developing a compelling vision and strategy for ongoing and sustainable place outcomes.



BUILDING ON STRONG FOUNDATIONS

The Place Activation Plan and Vision has been developed over several months including a diverse place research and engagement program informed by a planning and literature review, demographic analysis, place analysis, external consultation with businesses within the Nicholas Street Precinct and interviews with internal stakeholders from the following teams:

- City Events
- Tourism
- Heritage Planning
- Stakeholder Relations
- Economic Development
- Nicholas Street Project Management team
- Coordination and Performance
- Ranbury Leasing Team
- Safe City
- Ipswich City Libraries
- Ipswich Art Gallery
- Ipswich Civic Centre
- Native Title and Cultural Heritage

Informed by material from:

- ICC Draft Activation Plan 2020
- ICC Library programming 2020
- Draft Public Art Governance Framework 2020 - UAP
- Ipswich City Council City Events Festival Briefs 2020
- Indigenous Community Consultation Report 2019 - In response to Ipswich CBD Redevelopment Public Art plan - ICC and Black Drum Consultants
- Ipswich Central Masterplan Engagement 2019-2020 - Co-Design
- Ipswich Central Redevelopment Nicholas Street Retail Report - 2019 KPMG
- Ipswich CBD Redevelopment Public Art plan 2019 - 2020 - iAM Consultants
- Ipswich Masterplan Review 2019 - Urbis
- ICC Nicholas Street History Document 2019
- ICC Ipswich Central and CBD Events Strategy 2019
- ICC City of Ipswich Destination Management Plan 2019
- Food and Beverage Strategy 2019 - Brain and Poulter
- Ipswich City Centre Master Plan Review and Ipswich Central Consumer Insights 2019 - Urbis
- Council Endorsed Strategic Objectives 2018
- Civic Public Car Park - Signage and Wayfinding Strategy 2018 - Dotdash
- Ipswich Public Art Plans 2018 - iAM, Positive Solutions and Maxtrix Group
- North Ipswich Open Space Draft Masterplan Report 2017 - Vee Design
- Program, Staging Plans, Internal fitouts, Fitout manual, Graphics, Renders, Documentation, Revit files, Drawings and Photographs - ICC, Ranbury, Buchan Group and Vee Design 2017-2020
- Australian Census 2016
- ICC Our Community: Demographic Profile of Ipswich 2016





NICHOLAS STREET PRECINCT HISTORY

Nicholas Street along with Bell and Brisbane Streets was once the heart of a thriving town centre - with numerous historic buildings dating to the 1800s. The traditional town centre pattern was successful and fondly remembered by many residents.

Two trends altered this historic form and, - in part the retail success of the CBD in the later half of 20th century;

Redevelopment. A significant loss of heritage buildings occurred within the Nicholas Street Precinct through the 20th century through fire and redevelopment. The construction of a carpark and pedestrianised shopping mall had limited success and also severed connectivity. Despite substantial demolition, today echoes of the past are present and include a handful of buildings on Nicholas Street and the Commonwealth Hotel building on Union Street.

A major impact on Nicholas Street and indeed the central city was the construction of Riverlink which led to a slow failure of the traditional town centre, significant loss of tenancies, stripping the centre of life and activation.

By 2009 Council had begun to investigate ways of reinvigorating the precinct. This process had some success in the construction of Icon Tower. In 2011 Ipswich City Properties started the City Heart Redevelopment project with a new masterplan for the precinct. Numerous design iterations were created over the course of 10 years with a plan finalised for construction in 2018. ICP was wound down in 2019 with Council under interim administration taking on the project delivery.

1849 -1854 LONDON STORES

Benjamin Cribb opens the London Stores on the corner of Brisbane and Bell Streets



1886 VIEW OF NICHOLAS ST. FROM BRISBANE ST.



1910 COMMONWEALTH HOTEL

Commonwealth Hotel opens in Union Place

1950 VIEW OF NICHOLAS ST. FROM BRISBANE ST.



1985 DESTRUCTION BY FIRE

Reids destroyed by fire



1985-86 IPSWICH CITY SQUARE

Kern Corporation purchases the area which will become Ipswich City Square (ICS) (including Reids and commercial/retail buildings in the Ipswich Mall) - plans announced to convert Nicholas Street into a pedestrian mall



1987 IPSWICH MALL

ICS shopping centre opens in the newly created Ipswich Mall along with a multi-storey undercover car park. Anchor tenants include department store McDonnell and East, Coles Variety and Chandlers. Kern Corporation refurbishes the Commonwealth Hotel



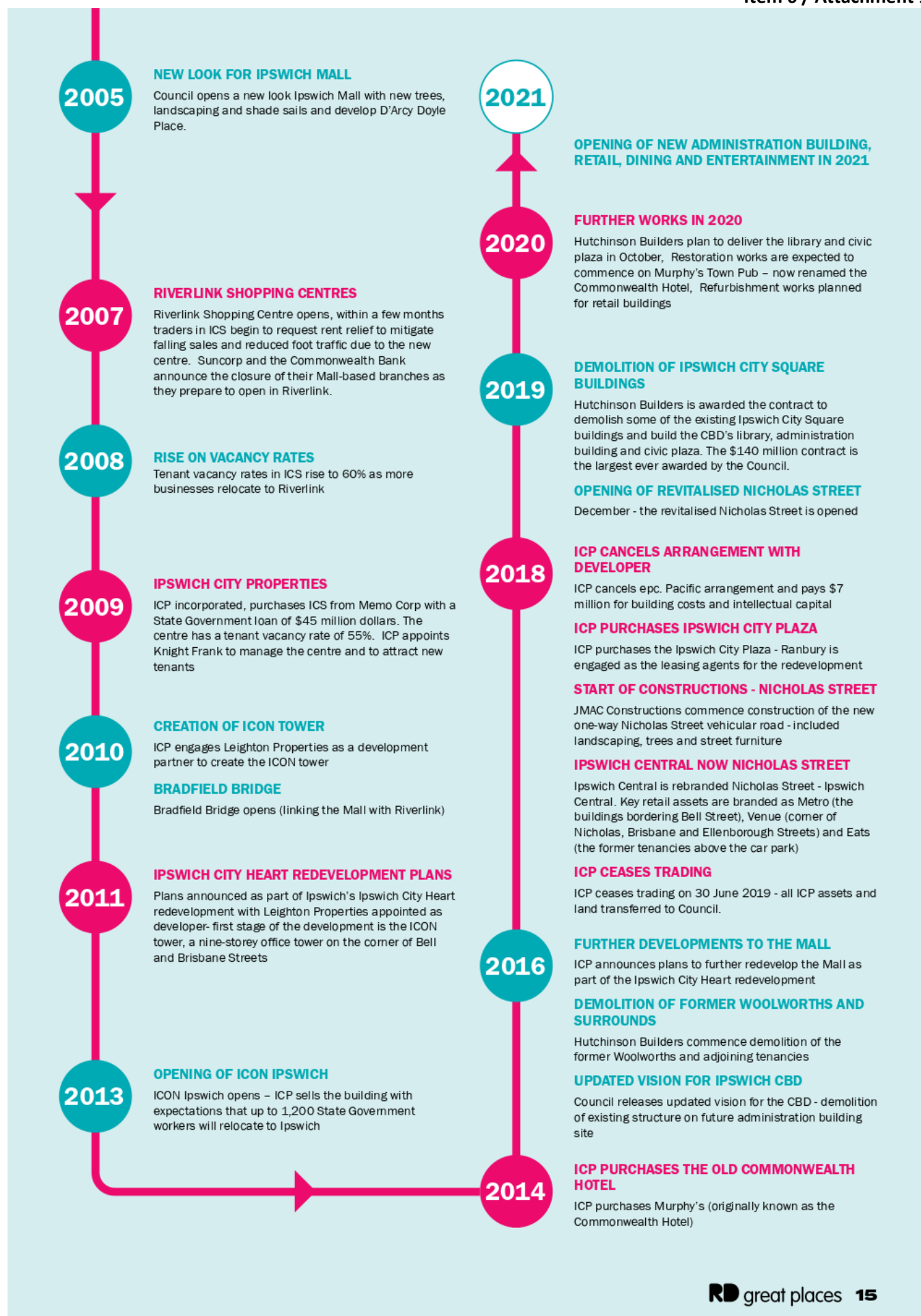
1991 MEMO CORPORATION

Kern goes into receivership, ICS purchased by Singapore-based Memo Corporation



1999 BIRCH CARROLL + COYLE CINEMAS

Birch Carroll and Coyle Cinemas open on the corner of Brisbane and Ellenborough Streets



3

PLACE VALUE **PROPOSITION**



THE PLACE VISION

IPSWICH IS A CITY OF OLD SCHOOL **CHARM** ON THE CUSP OF TRANSFORMATION.

THE NEW NICHOLAS STREET PRECINCT NEEDS TO BE **A DESTINATION; INCLUSIVE** OF ALL DEMOGRAPHICS; WORKERS STUDENTS, YOUTH, FAMILIES AND YOUNG AND OLD . AS THE CIVIC HEART IT IS **A PLACE FOR PEOPLE:**

WITH THE POTENTIAL FOR **PARTNERSHIPS, PROGRAMS AND COURSES**, A PLACE FOR **ENTERTAINMENT**; THAT WILL ATTRACT AND HOLD PEOPLE TO STAY AND LINGER- THROUGH FOOD, MUSIC, ARTS, DANCE, EVENTS, ACTIVATION AND CHANGE.

IT IS A PLACE FOR THE CITY **TO CELEBRATE ITS CULTURE** AND TO **COME TOGETHER**

THE DRIVERS

1

**CHARM &
DESTINATION**

3

**A PLACE OF
PARTNERSHIPS AND
PROGRAMS**

2

**A PLACE FOR PEOPLE:
INCLUSIVE,
PROVIDING FOR
YOUTH, YOUNG AND
OLD, INDIGENOUS**

4

**ENTERTAINMENT:
FOOD, MUSIC,
EVENTS AND
ACTIVATION**

5

**TO CELEBRATE
CULTURE, COME
TOGETHER**





THE PLACE VALUE PROPOSITION

The Place value proposition responds to social, economic, environmental and cultural attributes of the place: determining key user groups, identifying their needs, interests and behaviours and recognising activation opportunities that respond to these attributes. This understanding is clarified by demographic analysis and stakeholder engagement.

The place proposition also explores who uses the place at different times of the day, week and year and how the activities they undertake can be facilitated within the precinct.

It guides event and activity selection appropriate to the time of day and week enlivening Nicholas Street from day to night and into the future.

The following analysis provides a high-level overview of the key trends and characteristics of the people who will use the site including their demographic characteristics, origins and daily hobbies.

KEY USER GROUP ANALYSIS

RESIDENTS: CITY & CENTRAL

Resident profiles can be broken into two demographic groups; residents of the City of Ipswich which comprises around 220,000 (which includes Springfield and Ripley) a median age of 32 and more specifically - residents of inner city Ipswich Central who live within walking distance of Nicholas Street

The population of Central is a small 6,558 people with a median age of 38, slightly older than the City generally. This group is differentiated by more professionals than other trades and interests that trend towards hobbies and craft.

6,559
RESIDENTS OF
IPSWICH CENTRAL
38
MEDIAN AGE
IPSWICH CENTRAL
32 MEDIAN AGE
IPSWICH

WORKERS

Aged 20-65, the cohort of workers will grow significantly with the construction of the Council Administration building, the library and the rest of the Nicholas Street Precinct redevelopment. An additional 750 + Council officers and workers are expected, complimenting the 1200 government workers within the Icon Tower.

With new accessibility through the space it is also likely that additional working commuters will funnel through Nicholas Street from the train station and parking areas and by bicycle. Workers within Ipswich Central are predominantly professional and administrative:

- 63% are women
- 37% live locally (within 10km)
- 81% drive to work

This suggests a high use of car parking nearby, with small numbers using the train station (1.7%) or walking or cycling (2.3%).

750+
ADDITIONAL
COUNCIL WORKERS

VISITORS

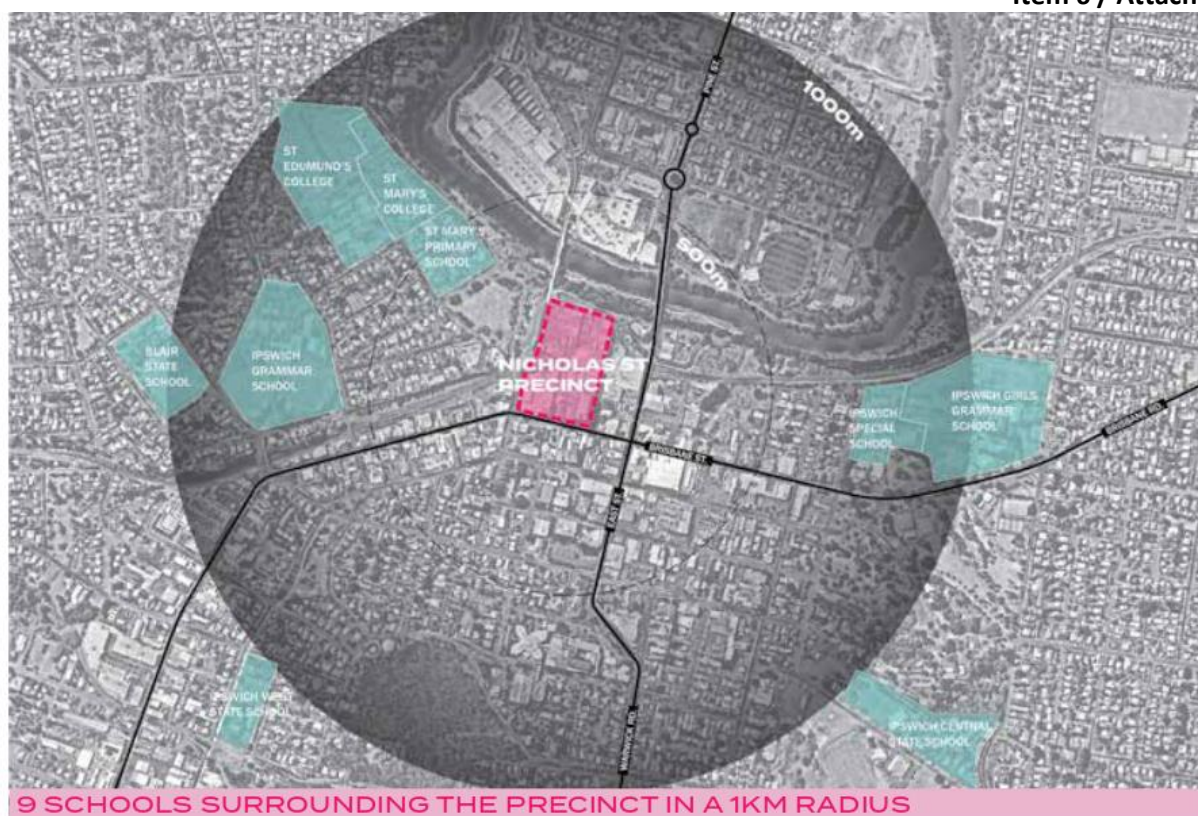
Daytrip visitors account for the most common types of visitor duration with around 77% in this bracket. Given current shortfall, and limited options for accommodation in the centre, this number is unlikely to change significantly. Overall however, visits are expected to increase.

An annual 1.5 million people visited the region in 2018 - an increase of 400,000 since 2015.

Expansion of last year's (2019) major events program is set to further increase visitation.

With parallel programming to expand the local dining, shopping, cultural and entertainment offer, Nicholas Street can leverage these significant attractions, extending the duration and purpose of visits, increasing economic activity within Ipswich.

77%
OF VISITS
DAY TRIPS
400,000
ADDITIONAL
ANNUAL VISITORS
SINCE 2015



9 SCHOOLS SURROUNDING THE PRECINCT IN A 1KM RADIUS

YOUTH + STUDENTS

14% of Ipswich's population is between 10 and 19, or over 27,000 people and within a 1km radius there are 9 schools with an estimate of over 5,600 students. Additionally there are 1,682 students enrolled at the USQ Ipswich campus to the south of the centre.

The precinct has potential as a meeting place for young people who live nearby and many who commute into Ipswich to school, provided the right attractions and social spaces are created.

5,600+
SCHOOL STUDENTS
IN 1KM RADIUS
1,682
STUDENTS
ENROLLED AT USQ
IPSWICH

CHILDREN + YOUNG FAMILIES

There are over 47,000 under 15 year olds within Ipswich, 17% of whom are under 10 years, a population of over 32,000. In general terms Ipswich and its surrounds (Springfield and Ripley) has a higher than usual concentration of young families and children whilst Ipswich Central has a smaller population of children (764)

The dedicated Children's Library will bring in a number of both young parents and small children. Interests include events, age appropriate experiences and activities, opportunities for family outings and convenience for local working parents.

17%
OF POPULATION
UNDER 10

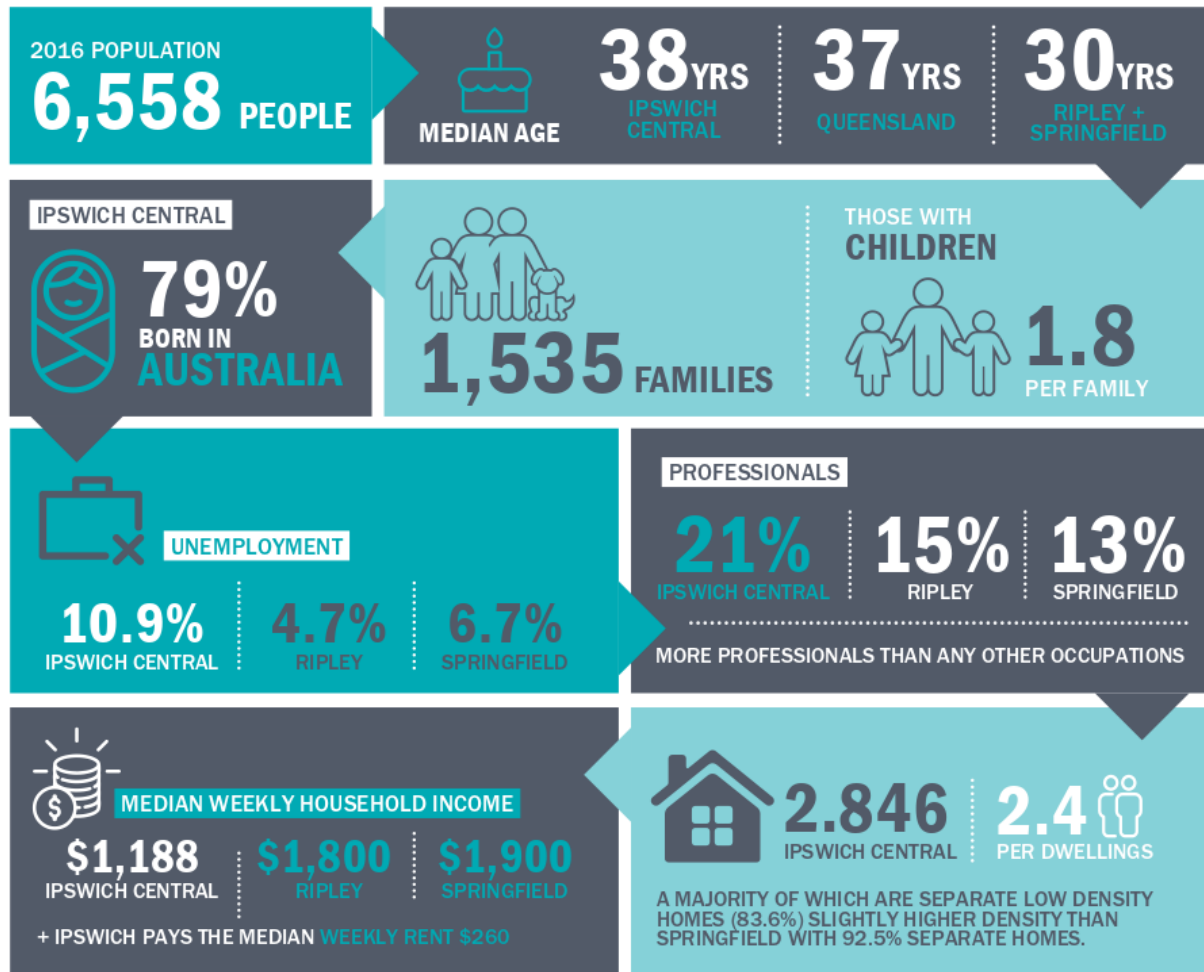
OVER 65'S

Around 10% of the population of Ipswich is over 65 with more than 20,585 individuals. The local population of Ipswich Central and North Ipswich/Tivoli have older populations than the surrounding suburbs. New aged care residences and the creation of the Health Precinct in the centre ensure the city centre will become more frequented by older residents and their families.

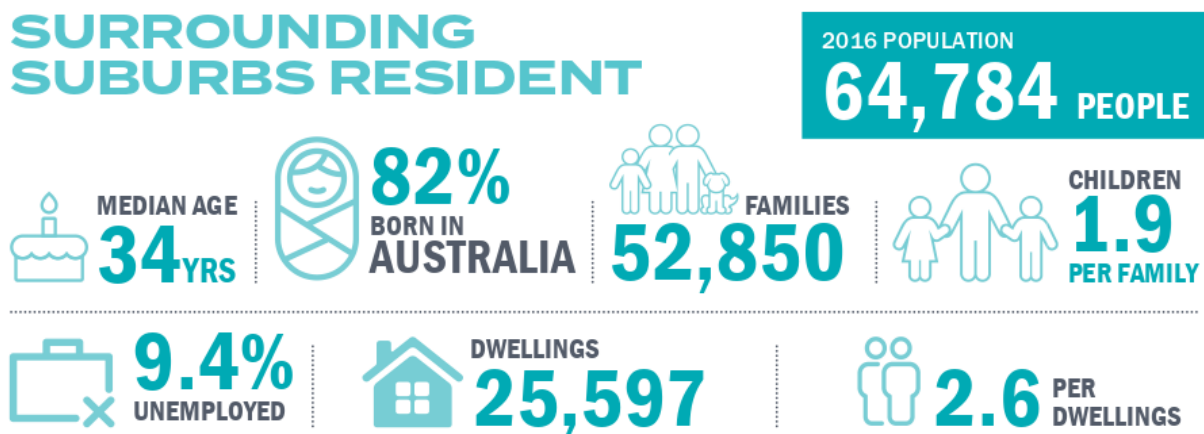
With more flexible schedules and time they are likely to use the space outside of the normal weekday working peaks and are more able to pursue social, recreation and cultural interests. With improved transport links and civic spaces the CBD offers a number of drawcards to over 65s and hence are worthy of consideration.

10%
OF POPULATION
OVER 65

THE IPSWICH CENTRAL RESIDENT



SURROUNDING SUBURBS RESIDENT



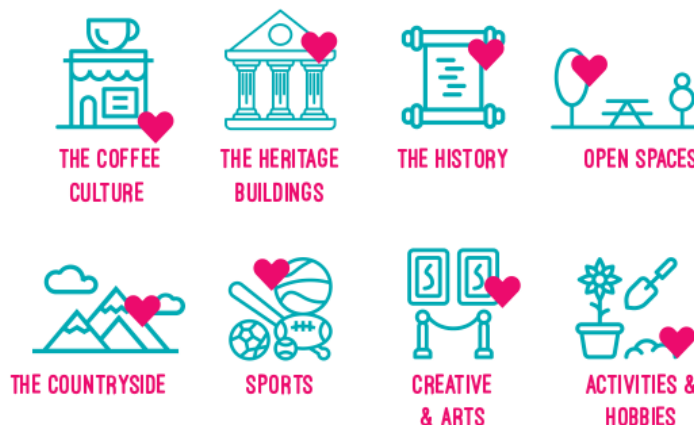
TAKEAWAY: The potential exists to extend the duration of time that residents spend in the city through lunchtime and afterwork shopping, by aligning child care with work location, after school education and cultural pursuits, and through social events, networking, dining and entertainment.

IPSWICH CENTRAL LOCAL WORKERS



TAKEAWAY: Ipswich Central is comprised of a high percentage of professionals suggesting a higher than average salary. With a higher proportion of women at 63%, childcare centre in Nicholas Street Precinct is something that should be considered. Car transport is higher than the national average and given 37% of people live within 10 kilometres and the high proportion of government workers, incentivisation for active transport and car sharing should be actively explored.

WHAT PLACES, THINGS AND ACTIVITIES RESIDENTS LOVE MOST:



TAKEAWAY: Compared to other cities, Ipswich Central residents place a high value on hobbies and activities such as dance, craft, arts and sport. This indicates a high degree of community engagement and is something that should be considered in the programming of the precinct. Spatially, residents value the heritage buildings and history, as well as the open spaces and parks within Ipswich and its close proximity to the countryside and open spaces.

NICHOLAS STREET PRECINCT USE

The precinct must present a different offer and different range of experiences to Riverlink, Springfield and Ripley. Being an outdoor urban environment with high quality built form, mixed of early 1900s heritage and 80s retro modernism the precinct has the potential to differentiate as a more premium yet still accessible civic, dining, café, convenience and entertainment environment.

WHO ARE THE CORE GROUPS AND WHAT DO THEY DESIRE?

From analysis the core target groups for the precinct are:

- Local office workers/professionals: Convenience and amenity, lasting interest (requires differentiation of offer and some sophistication)
- Visitors: Day-trippers and with more accommodation overnight based on local events. Need a narrative, and dining and entertainment offer with local character, not standard fare.
- Residents of the region: destination-worthy places, facilities, entertainment and dining that can sustain interest. The library (adult's and children's) is fantastic with so many programs and events, but the precinct as a whole needs to sustain interest.

WHEN WILL IT BE BUSY?

Weekdays the precinct sees busy periods before and after work (convenience times and after work socialising) and around lunch and dinner times. This will depend on day of week peaking toward the end of the week. Programming needs to broaden activation times and user groups (older residents, young families, lunchtime music in the space, afterschool activity, Council planned and through tenant offer).

WHAT WILL IT BE LIKE ON WEEKENDS AND PUBLIC HOLIDAYS?

Weekend peaks are likely to be the breakfast traffic (walkers and cyclists), day-trippers: lunch and evening, residents for evening entertainment and dining options). Key to activation is appeal to a range of patrons and businesses that drive lasting interest.

Depending on licensing and number of bars and type of event and functions, activity may continue beyond midnight.

WHAT IS NICHOLAS STREET'S COMPETITIVE ADVANTAGE?

Nicholas Street is a true civic space. It is a street environment with history, new civic uses, heritage buildings and a high standard of finish. It is convenient and appealing to city professional workers both as a daytime lunch destination and has potential as an afterhours destination. It can offer a degree of accessible sophistication if delivered, tenanted and programmed well. It also needs to distinguish itself from the discount offer the old Ipswich City Square presented in its later years.

The tenancy mix should not comprise the same or similar chain food and beverage fare as Riverlink. Riverlink entertainment is the standard fare adopting a please all approach. Nicholas Street need to have a degree of sophistication that is still accessible. Instead of a standard arcade/gaming venue it should adopt a retro arcade with bar and precinct wide food ordering. This appeals to a wider dynamic and offer that does not exist in the sub-region. It is this differentiating of tenant offer that will bring in a wider crowd, by being destination worthy and sustain interest. This can start with careful curation of short term and temporary uses to set the scene. We are going through a period of revaluing our past both heritage and early modern. The precincts intermixing of early 1900s and 80s modernism could play to this if told through the activities and artwork, and tenancy selection in the space.

Further improvements that would round out the offer and support local workers (63% are women) would be a child care centre close to work, a convenience supermarket and a boutique retro-modern hotel offer to counter the short fall of this form of accommodation, e.g. a Lincoln Austin Art Series Hotel.

CORE ACTIVE HOURS IN PRECINCT DURING WEEK

WORKERS

Travel to Work	6.00am - 9.00am
Breakfast Meetings	6.00am - 8.00am
Meetings	9.00am - 12.00pm
Lunch	12.00pm - 14.00pm
Break	15.00pm - 16.00pm
Travel Home / Dinner / Afterwork socialising	16.00pm - 21.00pm

RESIDENTS

Travel to work	6.00am - 9.00am
Breakfast	6.00am - 8.00am
School Drop Off	6.00am - 8.00am
Lunch	12.00pm - 14.00pm
School Pick Up	15.00pm - 16.00pm
Dinner / Afterwork / Recreation	16.00pm - 12.00am

VISITORS

In & Out	All Day
Breakfast	6.00am - 8.00am
Lunch	11.00am - 16.00pm
Dinner	18.00pm - 21.00pm
Social / Drinks	22.00pm - 12.00am
Functions / Show	18.00pm - 23.00pm

YOUTH & STUDENTS

Travel	8.00am - 9.00pm
High School Attendance	8.00am - 16.00pm
After School	16.00pm - 18.00pm
Uni Classes	10.00am - 22.00pm
Study / Social Outing	18.00pm - 22.00pm

CHILDREN AND YOUNG FAMILIES

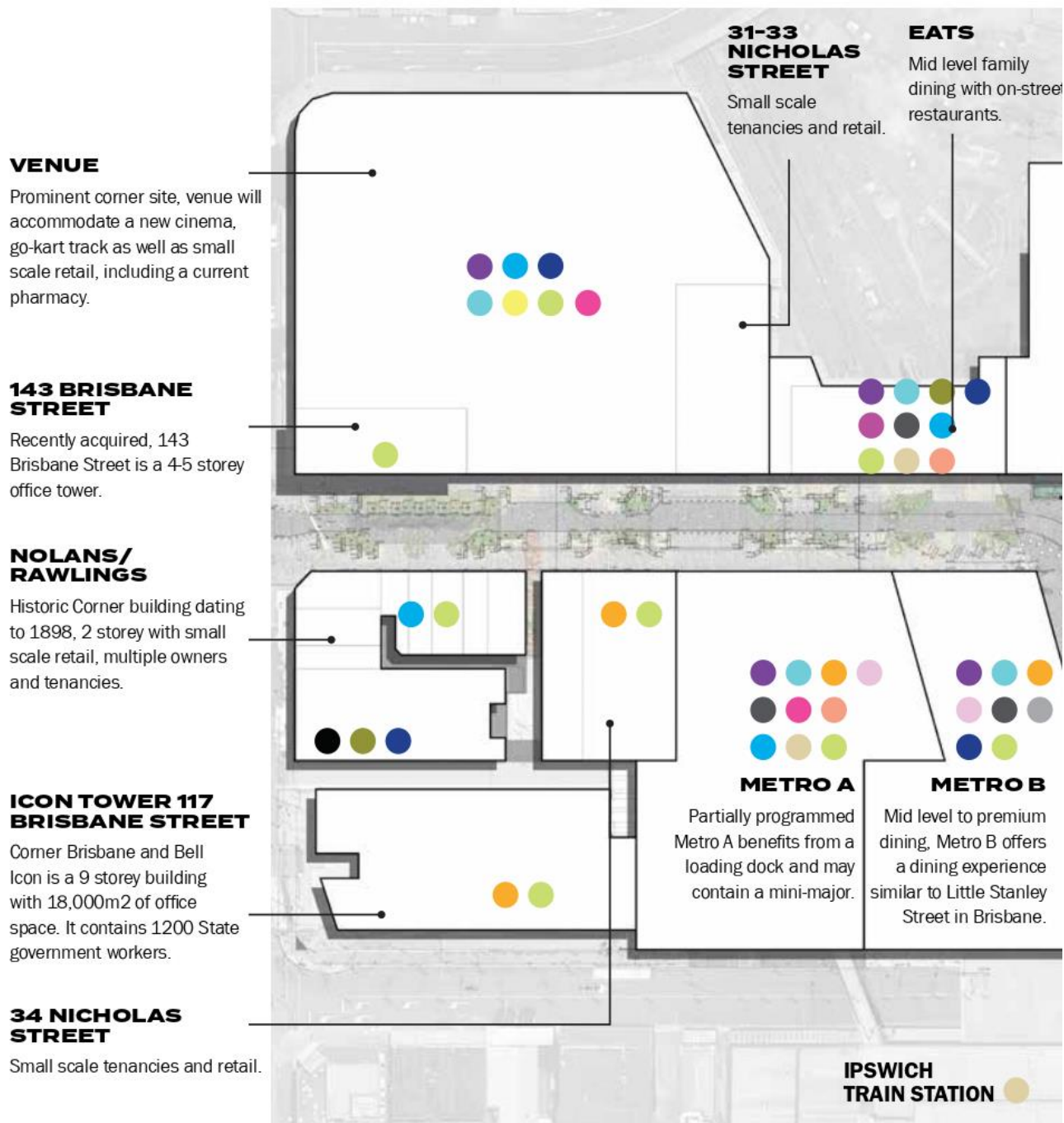
Travel	8.00am - 9.00pm
Preschool library and programs	9.30am - 11.30pm
Lunch	12.00pm - 13.30pm
School Pick Up	15.00pm - 16.00pm
After School library and programs	15.30pm - 17.00pm

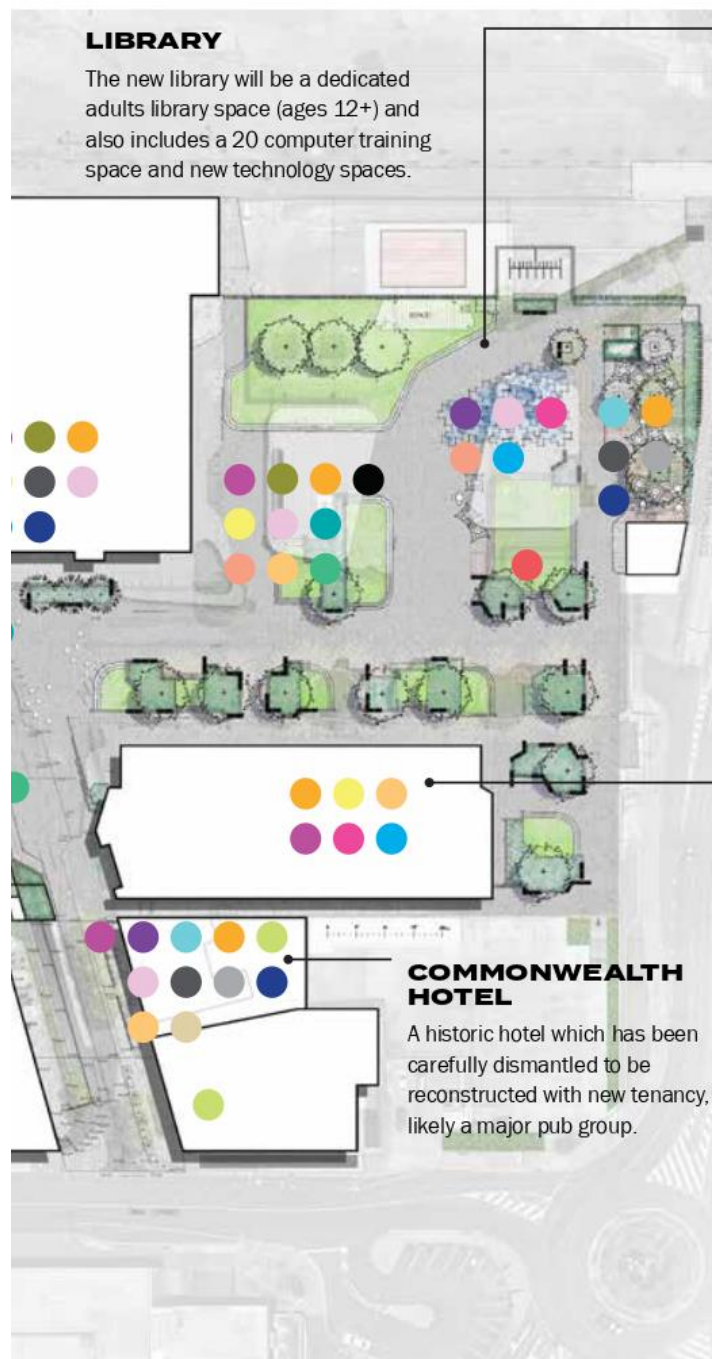
OVER 65'ERS/RETIRES

Morning exercise and CBD refreshment	6.00am - 8.00am
Shopping, library and recreation	8.00am - 14.00pm
Morning Tea	9.30am - 11.30am
Lunch	12.00am - 13.30pm
Dinner	18.00pm - 21.30pm



NICHOLAS STREET PRECINCT PLAN





LIBRARY

The new library will be a dedicated adults library space (ages 12+) and also includes a 20 computer training space and new technology spaces.

TULMUR PLACE

The new civic square, Tulumur Place features a waterplay area, series of grassed spaces stage, shade and seating and a cafe that looks over Bremer Street and the river.

CARPARK

Beneath Tulumur Place is the multilevel carpark. This presents a number of constraints, but has been accommodated through 5 lifts on site. This connects to Bradfield Bridge.

IPSWICH CITY COUNCIL ADMINISTRATION BUILDING

A modern 8 storey office and administration building that will hold Ipswich City Council and acts as an anchor to the site.

CHILDREN'S LIBRARY GROUND FLOOR + FIRST FLOOR EVENTS SPACE

At the bottom of the administration building is the dedicated Children's Library and outdoor space which will be programmed (baby rhyme time). On the first floor of the administration building, is a dedicated events space for events up to 180 people.

COMMONWEALTH HOTEL

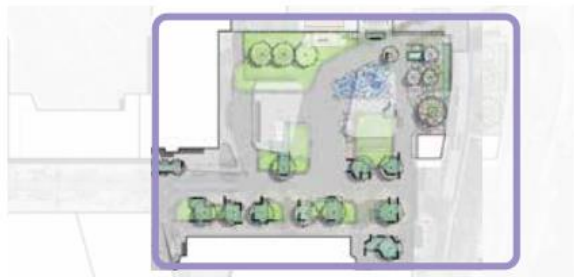
A historic hotel which has been carefully dismantled to be reconstructed with new tenancy, likely a major pub group.

USER GROUPS

- Library Users
- Creatives & Makers
- Families with Children
- Couples with no kids
- Administration Workers
- Modernisers & Tech Savvy
- Active Seniors
- Tourists/Visitors
- Fitness Buffs
- Young Children
- Foodies
- Dog Walkers
- Mums with Bubs
- Community Groups
- Youth and Students
- Cyclists
- Commuters
- Social Butterflies
- Local Business Owners
- Music Lovers

TULMUR PLACE

IPSWICH'S CIVIC SQUARE



Tulumur Place, Ipswich's Civic Square has been designed as the thriving heart of Ipswich. At the terminus of Nicholas Street, connected to Bradfield Bridge and framed by the library and administration building, the space will be a hub for people. These buildings serve as natural drawcards are supported by the addition of a stage, waterplay area, grassed areas, cafe and bar, artworks and shaded spaces. Tulumur Place has immense potential presenting a number of placemaking and activation opportunities. Such opportunities should be focused around not only attracting new users but leveraging and extending the duration of visitors and everyday users.

Opportunities for activation include programming of the stage for small medium size performances of from 10 to 500 to 1000 people (1500 including Nicholas Street). The waterplay area will undoubtedly attract young families during summer times, and the cafe and bar if designed well could enjoy late afternoon and evening sunsets. Grassed spaces within the precinct can be programmed around yoga and pilates.

THE STAGE

Stage with capacity for dance and music troupes. Viewing capacity suitable for 500 -1000 person events. A grassed lawn in front offers partial shading.



PAVILION AND SEATING AREA

With mural on pavilion soffit.

SHADE, SEATING AREAS

Adjacent pedestrian boulevard which provides a visual link to Nicholas Street this area features a major artwork at the corner, by Lincoln Austin





Note: The design is unusual and constrained by construction over a parking building and a lack of a functional event brief. There are also some practical and functional issues with the design. It is recommended that after a settling period of two years a place audit is conducted to understand any issues that may have arisen and that can be remedied.

WATER PLAY AREA

The water play area features fountains, shallow pools, platypus and a hanging fish trap sculpture suspended to the shade pavilion. The play area and water can be turned off turning the space into a hard plaza space for events and at night. Toilets and change rooms sit to the west near the stage.

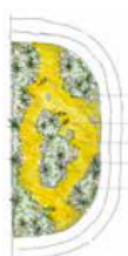
CAFE + BAR AREA

Views over Tulumur Place, Bremer River and hills beyond. This area features a screen that may be used to watch major sporting events and movies.

GRASSED LAWNS

CULTURAL GARDEN

Garden with native planting featuring bronze sculpture brush wallabies designed by local Aboriginal artists



KEY RECOMMENDATIONS

RENAME THE SPACE TULMUR PLACE

- Tulumur is the name for Ipswich, common across the Yagara language group and known across all clan groups within Ipswich. This has been confirmed by Desmond Crump and endorsed in external and internal consultation.

OPENING EVENT AND NAMING CEREMONY

- It is recommended that the Square have a grand opening and naming ceremony in December (subject to Covid 19 regulations).

CREATE A BOOKABLE CALENDAR FOR TULMUR PLACE

REVIEW KEY SPACES IN TWO YEARS FOR FUNCTIONALITY

- The stage in particular has an unusual configuration which remains untested. It faces the western sun and has a step in the middle of the audience area which poses risks.

CREATE A HEALTH AND SAFETY PLAN FOR THE WATERPLAY AREA

Key Questions:

- Will the waterplay area require dedicated supervision as per Southbank Parklands?
- Will there be dedicated security personnel in the area?

ACTIVATE THE CAFE AND BAR

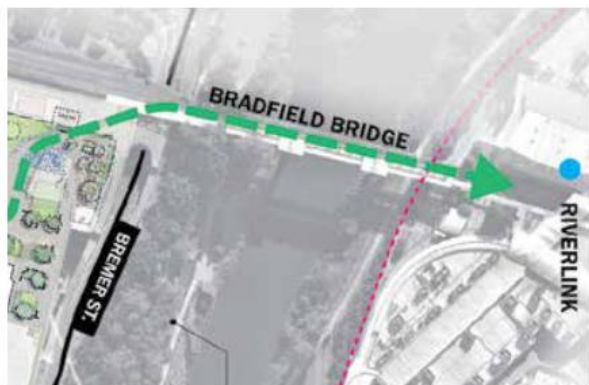
- In the evening the Civic Space Bar and Cafe offering caters to workers and visitors with views across the space to the stage and to the Bremer River. Activations could include music on a Thursday and Friday and 'sports on the screen'.

PROGRAM THE STAGE ALL TIMES OF DAY WITH

- Yoga and pilates on the lawn
- Mums and bubs yoga
- Children's musical performances, plays and storytimes
- Music on a Friday/Saturday and Sunday evening with potential for lunchtimes
- Live readings and poetry nights and guest authors (organised by the library)



TULMUR PLACE CARPARK + BRADFIELD BRIDGE



The carpark to Tulumur Place is a five storey carpark with significant wayfinding and connection issues. Access to and from Bradfield Bridge, Tulumur Place and to Bremer Street is confusing and indirect. This was recognised early on in the design process and has been partially mitigated by the addition of new lifts to Tulumur Place and a new wayfinding and signage strategy bespoke to the carpark.

Further opportunities are available and RobertsDay recommends viewing the carparking building as an opportunity and not a constraint. The parking building will be used by a majority of visitors and there are many opportunities to enliven the space through curated artworks and activations, events and coding of levels through placemaking. This could be through choosing a 'theme' for each level, or providing art panels that can be curated on a bi-annual basis.

Despite the connectivity issues to Bradfield Bridge, this can also be seen as an opportunity. The Bridge in time, will connect the heart of Ipswich's business, food and dining precinct to the city's major retail mall.

Now closed from 6pm due to misuse after-hours, the bridge became a teenager congregation space that discouraged others from crossing. Further investigation has shown this to be a spatial problem with viewing platforms creating large gathering spaces on the bridge. Ipswich Safe City is interested in exploring activation on these viewing platforms, with a willingness to open the bridge later and patrol the bridge as the precinct becomes a more vibrant and used space. This should occur in conversation with Riverlink security with (some) shared responsibility.



Brisbane Outdoor Gallery - Carpark King George Square

KEY RECOMMENDATIONS

TULMUR PLACE CARPARK

- Consider the carpark an opportunity and not a constraint
- Curated art strategy for the space that can be updated periodically with a mix of permanent and temporary artworks.

BRADFIELD BRIDGE

- 400 people seems to be the maximum loading on the bridge - this needs further investigation
- Open the bridge later until 7pm within next 6 months as test case, - if successful extend timing to 8/9pm.
- Explore shared patrolling of bridge by Safe City and Riverlink security
- Investigate coffee cart/florists on Bradfield Bridge's viewing platforms
- Explore potential for screens to display activity on the bridge from either end
- Allow bikes through the bridge, through painted lines demarcating cycle and pedestrian areas

1
CHARM &
DESTINATION

IPSWICH LIBRARIES - IPSWICH CENTRAL



The Ipswich Library is an exceptionally good library. With membership continually increasing (up 38,000 to 56,000) in the last few years. Turnover of books is 20% higher than the national average.

The new library will serve as a natural attractor to the space. Spatially and programmatically it will be split with a dedicated Children's Library housed within the administration building at ground floor and a dedicated adults library at the junction of Nicholas and Union Street on the western side. The library sits on the edge of the Civic Square.

The library is open every day with extend hours on a Thursday and shorter hours on the weekend. The adult libraries busiest times are predicted to be around lunchtime and after school.

THE SPACES

- Library Stacks with curated shelves
- Makerspace with three 3d printers - filament and additive resin that can be booked
- Technology room with computers and coding to allow for virtual reality, mixed reality holograms, rendering in virtual reality
- Room with 20 computers in a training room for older adults to learn basic computer literacy and coding for youth and teens

CURRENT PROGRAMS

- Currently kids and young people are big on the weekends makerspace champions.
- There will be digital literacy training for older adults,
- Various tech training programs such as coding, VR etc
- Library cocktail hours in the admin building with the Civic Centre catering.
- The library would be happy to use other event spaces such as a stage within the Civic Space.

- Training room has 20 computers. Minecraft and coding.
- For 12 months there is no dedicated space for the Adult programs. For adult programming they need a space. The Admin building wont be ready. Can't happen in the Nicholas Street library. Buffet breakfast with guest presenter - 2 a year. 80 to 100. Get half of the 1st floor at the existing library. A breakfast could be nice out in the open.

KEY RECOMMENDATIONS

- Consider how the Poetry Fest can be accommodated within the Administration building or the Nicholas Street precinct.
- Consider if and how the adult training room can accommodate children's minecraft and coding sessions. Are there other spaces within the precinct available to accommodate a Kids Code space?
- The library would be happy to use other event spaces such as a stage within the Civic Space. Consider using the stage for live readings and poetry nights
- The coffee shop adjacent the current library does extremely well. Tenancy curation should look at including a cafe in the immediate adjacency to the library.



ICC ADMIN BUILDING

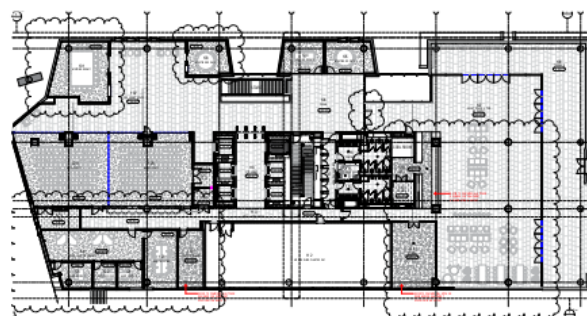


THE IPSWICH CITY COUNCIL ADMINISTRATION BUILDING

The Ipswich City Council Administration building is eight storeys and purpose-built for Council's needs. Aside from the activation potential for Nicholas Street provided by the additional 750 staff members, the building will include a number of further activation spaces including the children's library and an event space.

RECOMMENDATIONS

- Cafes along Nicholas and Union Street should include tenancies that cater to a lunchtime rush - including healthy options such as salad bars, vegan options and low-cost lunches.
- Grassed spaces adjacent the building will offer suitable spaces to sit and eat - this should be encouraged for health and wellbeing benefits
- Council workers will be able to access the building from the carpark but it is strongly recommended that officers avoid parking there (perhaps via a pass system, and appropriate time based pricing) and so maintain capacity for visitors. Furthermore, encourage workers to rideshare/use public transport and cycle. Cycle programs overseas that are successful include subsidising the cost of a bicycle by up to \$1,000 through grants.



EVENT SPACE LEVEL 1 ADMINISTRATION BUILDING

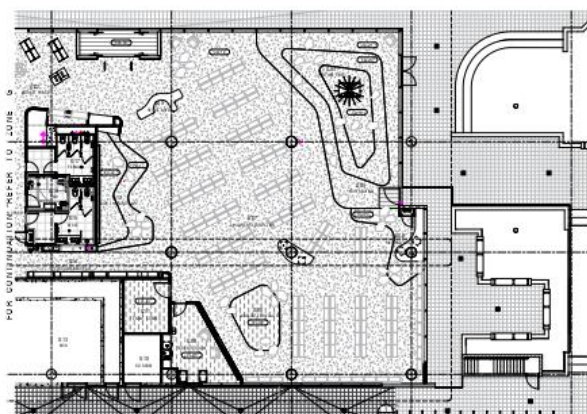
The first floor of the administration building is a dedicated events space (currently unnamed).

The southern section of the floor includes an event space for up to 180 people that can be halved with a room divider. With a large reception and spill out area this space is ideal for small conferences, community events, seminars, speaking events and networking functions. It features a large reception area and four bookable meeting rooms, along the western aspect. To the north, a large terrace looks over Tulum Place with views to the Bremer River. The terrace offers a large internal standing/breakout space sufficient for groups of around 200 people. Seating is not allocated in this area, and would need to be considered for large functions.

In the furniture store there will be flip tables, cocktail chairs and lecterns. A reheat kitchen space features commercial fridge, bain marie, microwave, kettle and other facilities for community group catering. For large events, catering can be provided by the Civic Centre as per their current agreement with the library.

RECOMMENDATIONS

- An array of programs provided by the library means that this space will be well used, but to fully utilise the space RobertsDay recommends creating a bookable calendar, organised by the Nicholas Street Precinct Venue Manager and Partnerships Manager.
- Additional events programming should look at community opportunities rather than business bookings. These may include; community seminars; school debating and speech competitions; USQ and TAFE speaker events; small conferences; arts and music events (depending on acoustic report) and Council community events. The five meeting rooms on this level may also be booked by community members and included on the bookable calendar run by the Nicholas Street Precinct Venue Manager.



THE CHILDREN'S LIBRARY GROUND FLOOR

Catering from birth to 12 years of age (up to year 7), the Children's library features both indoor and outdoor spaces. In addition to a beautiful library with an extensive collection of children's books, the library will feature holographics, digital displays and mechanical installations, storyboards, augmented screens and images within glass cubes making it visually stimulating.

The librarians are qualified children's librarians and cater specifically to children's needs with dedicated programming for babies and children 7 days a week. The programming is bespoke to the children's event space and outdoor area with the library space kept as traditional library use. Programs include baby rhyme time, story times, read aloud sessions and other bespoke programs. Within this space there is events capacity for 50 people.

The library follows standard hours with the busiest times in the morning followed by a lunch time lull, with mid afternoon traffic and traffic straight after school.

RECOMMENDATIONS

- Curate tenancies nearby the library to allow for 'mums and bubs' coffee meetups with pram parking, adequate change rooms and high chairs.
- The stage offers opportunities for shared programming by the Library, Place Manager and City Events for small children's events during the week and on weekends. This could include musical performances, children's plays and storytime events.



**SOMETHING FOR
CHILDREN ON THE
WEEKENDS AND
DURING THE DAY**



KEY RECOMMENDATIONS

CURATE TENANCIES

- Curate tenancies in surrounding areas to meet the demands of additional workers in the city considering healthy and low-cost but high quality salad bars and whole food options.
- Curate tenancies to meet needs of 'mums and bub's to ensure a feeding friendly cafe with pram storage and tables that accommodate play groups with areas for toddler play.

RENAME SPACES

- Rename the Events Space on level 1 and Meeting Rooms.

CREATE A BOOKABLE CALENDAR

- Create a bookable calendar for the Events Space.

EXTEND OPPORTUNITIES FOR THE CHILDREN'S LIBRARY TO USE THE STAGE

- For larger musical performances, storytimes and children's plays.

EATS



This precinct sits adjacent the library along the western side of Nicolas Street near to Union Street. It offers street exposure and proximity to the lift access from carpark to street level. It straddles the rail line below. An existing pedestrian lane runs along its edge connecting to Ellenborough Street and the Top of Town street shopping precinct (Brisbane Street). Its focus is to offer more affordable dining and café options both dine-in and takeaway.

THE SPACES

A series of tenancy spaces that directly front the street with small awning above and street verge with space for street dining.

Laneway space (Bottle Alley) connecting along the rail line to the Top of Town. Blank wall spaces that could be enlivened with artworks and lighting, claiming this as people space rather than being functional and back of house. The Bottle Alley mural currently occupies one wall closest to Nicholas Street.



NICE, MODERN DINING
PRECINCTS, SPECIALTY
COFFEE SHOPS &
BREAKFAST CAFES. NICER
OPSHOPS, NURSERY & ...
STROLL AFTER BREAKFAST.
NICE MARKETS



PROGRAM RECOMMENDATIONS

- Create an incubator program where a tenancy is fit out simply and can be occupied by smaller businesses (perhaps multiple) for shorter periods of time adding variation and change in the early tenant mix
- Include street front dining that comes up to the street edge to ensure the street edge is a sit down dining space rather than just circulation and takeaway waiting space
- Capacity to trade when street closes for events and markets
- Street Art program that introduces new art and more ambient lighting (perhaps using 'bottle' forms) into the link and the wire mesh fence to the railway
- Additional new bottles to bottle alley (not painting over but complementing existing mural)

SPACE RECOMMENDATIONS

- Tenancy food and beverage offer must be different from that at the River Link to create a point of difference. A patisserie/bakery with seating would also expand the offer to include staples and smaller takeaway items for passing trade and office workers
- Deliver a TAFE training restaurant. The TAFE site is removed from the dining heart of the city. These are affordable and offer very good service
- Ensure street dining is part of the tenant's model and dining areas dominate the shopfront as opposed to counters and queuing areas in tenancy fit out designs

COMMONWEALTH HOTEL



**SOMEWHERE TO GO
FOR A NIGHTCAP
AFTER 9...**



The Commonwealth Hotel will become the precinct tavern offering bar service, restaurant and courtyard dining and capacity for smaller live music events. The Commonwealth is likely to be a great place for local workers on a Friday, in the evenings and for lunch service; catering to the pub demographic.

THE SPACES

- Verge space in front of the Commonwealth Hotel
- Shaded courtyard space within the Refurbished Commonwealth Hotel
- Potential function area after refurbishment

PROGRAM RECOMMENDATIONS

- Seasonal food events including Nicholas Street precinct wide events
- Wine tasting and beers of the world days, craft brew events
- Live music program supporting local and touring musicians (smaller audiences)

SPACE RECOMMENDATIONS

- Include small street tables on the verge against the façade line to bring patrons and activity out on the street.



1
CHARM &
DESTINATION

4
ENTERTAINMENT
FOOD, MUSIC,
EVENTS AND
ACTIVATION

METRO A



Metro A is the internal retail mall of the previous shopping centre. It has two levels: a Bell Street level with escalator access to Nicholas Street, and a Nicholas Street Level with a 'U' shaped mall linking Nicholas Street mid-block to Bell Street. The mall circles back to the corner of Union and Nicholas via Metro A. The intent is to host a range of convenience shopping, affordable lunchtime options such as sushi and salads, discretionary retail stores such as small scale homewares and boutique offerings. The foyer to the government office tower above is accessed via this internal mall. Metro A will pick up through traffic from the train station.

SPACES

- Interfaces with Nicholas Street, Union Street and Bell Street (crossing to the train station)
- Internal mall offering a range of tenancy sizes
- Two large tenancies on the lower (Bell Street) level which previously contained the automotive museum



RECOMMENDED PROGRAMS

- Tenancy curation and control over tenancy fit out
- Precinct marketing to support business tenants
- Incubation program to support new business for short term activation and for businesses to grow into longer term paid tenants

SPACE RECOMMENDATIONS

- Explore a convenience supermarket for the basement/ Bell Street level space e.g.. Woolworths Metro or similar given the local working population, proximity to the train station and worker parking. If this is Coles, Woolworths or the like it will come with a liquor license for a bottle shop .
- Incubation of local businesses given some tenancies may take time to fill, particularly small business with more niche offerings in the target retail sectors to establish awareness and shopping behaviour. Care is required to avoid stripping tenants from other areas of the city centre. Focus should be on true incubation of new business that does not enjoy city centre accommodation and so broaden the local offer.

SMALL + LARGE
BUSINESS...TO CREATE
A BUZZ IN THE CBD...

PRECINCTS FOR
FOOD, RETAIL
OR SERVICES...

METRO B



IPSWICH CENTRAL
NEEDS TO FIND
IT'S OWN NICHE,
OFFERING SOMETHING
DIFFERENT



This precinct frames Union Street and is the more premium dining destination. Restaurants in Metro B will have outdoor dining terraces abutting and overlooking the street with views towards Tulumur Place. A northern aspect makes the area good for morning coffee and weekend breakfast trade.

SPACES

- Verge space in front Metro B
- Outdoor dining terraces along the street edge
- Union Street

RECOMMENDED PROGRAMS

- Food events that create one off dining experiences and variation in menu offer or dining themes
- Tenancy fit out, design support and control of signage, both permanent and temporary
- Precinct marketing program to ensure a destination/precinct based approach
- Program live music along the dining terraces.

SPACE RECOMMENDATIONS

- Avoid street clap-boards or other temporary signage
- Curate a mix of more unique operators and a premium offer, including guidance with fit out design, menu, branding and tableware
- Ensure diners sit close to the street edge in Metro B to create overlook. Pedestrian thoroughfare in Metro B should be behind the dining terraces (at storefront)
- Provide a mix of seating styles from table seating to lounge and bar or railing seating.



1
CHARM &
DESTINATION

5
TO CELEBRATE
CULTURE, COME
TOGETHER

4
ENTERTAINMENT:
FOOD, MUSIC,
EVENTS AND
ACTIVATION

VENUE + 143 BRISBANE



This precinct is the entertainment heart of Nicholas Street. It will house a cinema, a basement indoor kart track and a series of smaller tenancies that expand the dining and entertainment offer, including some retail and an existing local chemist. Whilst the anchor tenants are confirmed, a number of the smaller tenancies may take time to lease, creating capacity for shorter term leases and incubation. The tenant mix must ensure variety in its offer to appeal to multiple audiences, and long term, repeat visitation.

THE SPACES

- Lower level accessed via Nicholas Street with large tenancy for Indoor Kart Track, and two tenancies fronting Nicholas Street, escalator access to corner of Brisbane and Ellenborough Streets
- Upper level accessed via Brisbane St directly and Nicholas St via escalator with cinema (8 cinema complex) lobby and bar, 2 tenancies overlooking Nicholas St, and one larger tenancy with shop front to Brisbane St
- 2 ground floor tenancies in 143 Brisbane (old Ipswich customer service centre) with access from Nicholas St and the building lobby
- Internal space (upper floors of 143 Building). ICC Safe City occupies 1 floor
- Verge space on Nicholas Street
- Verge and wall space on Brisbane and Ellenborough Streets

BE GOOD TO SEE THE OLD CINEMA ENTRANCE ON ELLENBOROUGH ST. OPENED UP AS AN INVITING ENTRY TO NICHOLAS ST.



PROGRAM RECOMMENDATIONS

- Create an incubation program for shorter term opportunities: e.g... rotating gallery display spaces; music rehearsal spaces (basement), art teaching spaces (wine and paint, yoga and sketch, life drawing and music), kids indoor climbing skills gym, photography studio, circus training space (school and community programs)
- Select tenancies to increase dwelling time and diversity. Suggestions include a whiskey bar at Nicholas Street edge, arcade (or retro arcade and bar e.g.. Netherworld in Fortitude Valley for a more rounded patronage), pool hall, escape rooms
- Establish a cross ordering platform/arrangement where cinema goers, entertainment and bar patrons can order delivered food from precinct restaurants
- Investigate accommodating Fire Station 101 on near to ground upper levels of 143 Brisbane.

SPACE RECOMMENDATIONS

- Refurbish the lobby of 143 Brisbane, look at opening up the windows onto Nicholas St depending on tenancy type
- Curate tenant selection to provide balanced entertainment offer with multiple group appeal
- Investigate the business case for a small boutique hotel (accommodation) within 143 Brisbane. The location and form of this building is perfect for a retro-modern boutique hotel offering perhaps with rooftop bar. Check communication tower clearance to roof top activity. Boutique hotels are a growing accommodation option in most Australian cities. Its corner location opposite the Arts precinct is perfect
- Upgrade verge on Brisbane Street and Ellenborough Street to replace segmental paving and improve/ add street beds, seating and street trees, particularly Ellenborough which is very exposed to western Sun. This is the precinct's connection to Top of Town and so should feel more inviting and seamless
- Check equitable access from Brisbane and Ellenborough Street corner.

NOLANS AND RAWLINGS



A group of historic buildings occupying the prominent corner of Nicholas and Brisbane Streets that contain a number of predevelopment shops and businesses, Banshee's Bar and Art Space on Brisbane Street is one of Ipswich's few live music venues. A laneway to side and rear of the buildings has eclectic urban appeal and may support further activation. The basement of Rawlings Building has heritage appeal and character and would be ideal for functions.

THE SPACES

- Existing street front shops and first floor offices.
- Side and rear laneway
- Verge space under awning to Nicholas and Brisbane Streets
- Street Corner
- Basement space beneath Rawlings (potentially)

LARGE SCALE
MURALS ON
AREAS OF
THE CITY...



RECOMMENDED PROGRAMS

- Ongoing engagement and support with these buildings and tenants as part of the Nicholas Street Precinct including marketing and business support
- Street art program in the laneway with Brisbane Street Arts Festival - ongoing
- Activation program for the Lane behind the buildings with smaller boutique shops and food and beverage similar to the successful Winn Lane in Brisbane's Fortitude Valley
- Potential use of the Rawlings basement environment with its heritage appeal as a more regular venue, a space for hire for meetings, business entertaining or as a basement wine bar and tasting room running classes similar to the Baedeker Wine Bar in Fortitude Valley.

SPACE RECOMMENDATIONS

- Use of the street corner for artwork, including temporary installation as a highly visible gateway to the precinct
- Discussions with the Rawlings family regarding opportunities for the basement to become regular venue space or commercial venture
- Explore options for using the rear lane as a boutique retail and activation space.

Item 6 / Attachment 1.





4 PLACE STRATEGIES

PRECINCT EVENTS AND ACTIVATION

ANNUAL TOURISM AND MAJOR EVENTS

South East Queensland's tourism market is around \$20 billion per annum. This has been disrupted by Covid-19 as of April 2020 and is likely to impact events for the next six months if not longer. Note: report written in April 2020

Ipswich has emerged as a strong regional destination over the past 5 years. This foundation has been established through the Discover Ipswich program and the Destination Management Plan - seeing 1.5 million visits to the region in 2018, an increase of 400,000 over 2015 levels.

This evolution gathered pace in 2019 with the appointment and establishment of an exceptional City Events team and development of a program of major and regionally significant events beginning with Christmas in Ipswich in December of 2019. There are a number of longstanding events in Ipswich including CMC Rocks, which have now been enhanced by an aspirational events strategy led by the City Events Team, that is designed to deliver significant economic, community and cultural return to Ipswich. New initiatives and revitalised programs and events including the Galvanized Festival of Heritage, The Gathering (Celtic Festival) and so forth will raise awareness of Ipswich as a 'place to go' generating greater impact and visitation. These can and should be further supported by smaller events held within the Precinct that can be run concurrently. Whilst smaller activations have taken place within Nicholas Street in the past, given the significant investment by Council into the assets, it is recommended that Council invest appropriate and significant resourcing and funds into ensuring Nicholas Street is successful.

RECOMMENDATION

Given the extensive experience of the City Events team in delivering and managing major activations and events in Queensland such as Southbank, this team is ideally placed to lead the Events programming of Nicholas Street Precinct and the development of a regionally significant event.

The Nicholas Street precinct requires significant upfront investment in this program. We recommend that investment be put towards the creation of a specific Nicholas Street Events team with oversight by the Nicholas Street Precinct Place Manager and strategic input from the City Events Manager (see Governance and Implementation for further detail).

This team would require a series of defined roles and resourcing specific to the Precinct for governance and implementation success.

A STRATEGIC APPROACH

A strategic approach to the delivery of all Place Activation initiatives will ensure 'on-brand' activation outcomes are delivered. It will bring focus to collaborative opportunities with key stakeholders and may achieve resource efficiencies, while creating truly local experiences and establishing an authentic place brand.

Event programming needs to reinforce the place brand and promote the Nicholas Street Precinct as inviting and memorable, with a strong personality (beyond a typical local neighbourhood centre). We recommend events which celebrate local heritage, talent (i.e. makers/artists/performers), agriculture and regional produce.

Initially, events and programming must deliver an achievable mix of low key initiatives that encourage daily social interaction, and formally organised events that draw a wider crowd. When planning events, the first objective should be to entice local residents into the Precinct, working with the community's strengths and interests i.e. music, art, children's activities, and creating opportunities for interaction.

Programming needs to consider the relevance of different activities to identified user groups of the Precinct, and vary the time of day/day of week to suit, creating a varied and all-encompassing program which optimises reach within the community. Event planning should also seek to coincide with peak weekends and major city events, with complementary programming to increase tourism activity and time spent in the region and within the city centre.

Successfully managed events which prove popular for locals naturally attract a wider audience of visitors over time (go where the locals go). However, a longer term objective of events and programming should be to build towards the Nicholas Street Precinct hosting a high profile, regionally significant event, establishing itself as a destination for visitors to the region. RobertsDay recommend starting this process by consulting with local event organisers and tourism organisations to identify partnerships and opportunities which could be leveraged, and working up concepts to implement. This collaborative approach will mitigate the risks of investing significant funds and resources coordinating a major event with unknown results.



ONGOING EVENTS AND ACTIVATIONS

The Nicholas Street Precinct requires ongoing activation medium to small, the majority of which RobertsDay recommend is provided through the Nicholas Street Precinct Events Team.

Activations and events are encouraged to follow a co-delivery strategy with partnerships with the Library, Art Gallery, commercial partners and Civic Centre encouraged. These can be facilitated by the Place Manager and over time by the Partnerships Manager.

The events strategy would have input from the Place Manager, City Events Manager and Place Working Group with oversight by the Place Steering committee (see governance and implementation section). This strategy is informed by a comprehensive list of activations and events identified through consultation. These include but are not limited to:

- Live music based on the Sound Society model of Southbank or Sound City of Brisbane with a curated approach through Nicholas Street linked to Studio 188
- Yoga/Pilates on the lawn
- Sports on the screen
- Rawlings Basement Dinner
- Local food fest, with food trucks on a monthly basis (e.g. first Saturday only)
- Storytime on the stage (subject to library discussion)
- Musical dance and play performances on the stage
- Anywhere Festival (with City Events)
- Online Festivals
- Augmented Reality Trail
- Art Festivals such as Brisbane Street Art Festival
- A festival of interactive art (small scale Vivid)
- Supporting events for ongoing Galvanised Festival of Heritage, CMC Rocks, Planes, Trains and Autos
- Inner city food festival stretching from Nicholas Street to Pumpyard with new taste offerings
- Diwali, Chinese New Year and other cultural and seasonal events
- Rockabilly Festival
- Independent Music Festivals

KEY RECOMMENDATIONS

CREATE A DEDICATED NICHOLAS STREET PRECINCT EVENTS TEAM

- With steerage from the Nicholas Street Place Manager and City Events Manager

SUPPORT THE REGIONAL EVENTS STRATEGY WITHIN NICHOLAS STREET PRECINCT

- With small to mid size complementary themed events.

CREATE A BOOKABLE CALENDAR

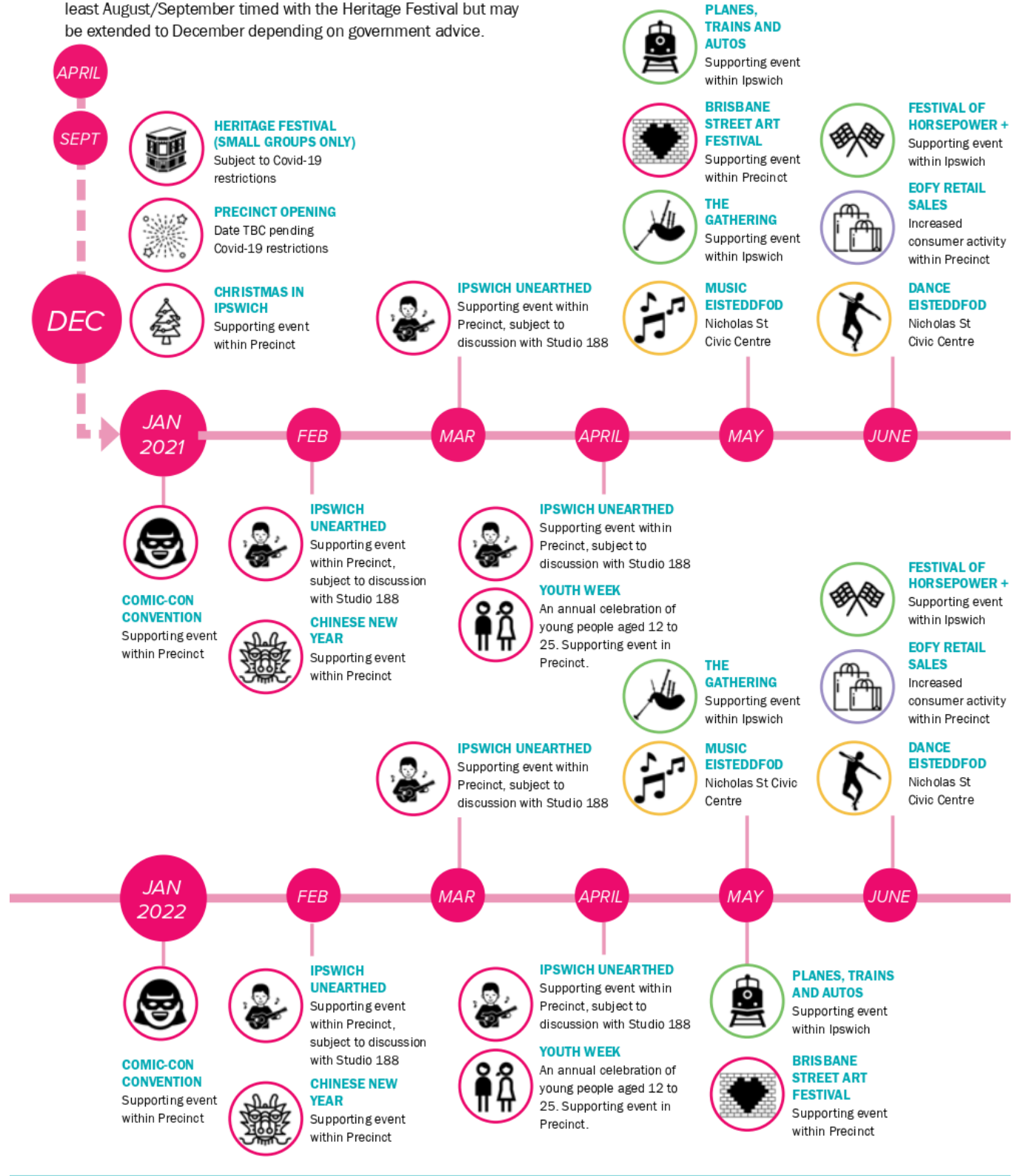
- For all bookable events spaces through the precinct, including vacant shops and the carparking building.

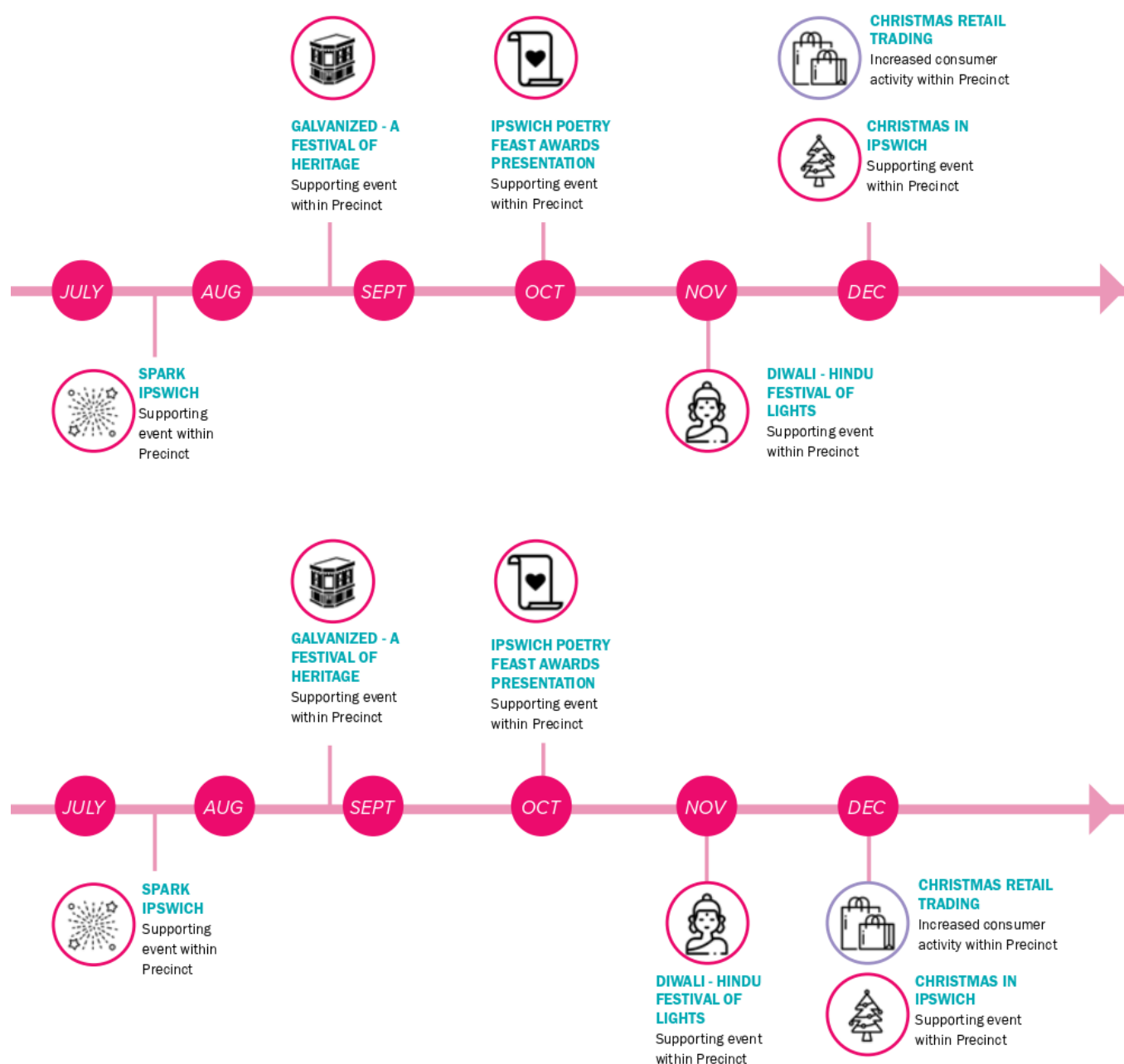


BIG EVENTS SNAPSHOT CALENDAR

2020

All programs have been disrupted by Covid-19 as of April 2020. A Covid-19 cancellation period is therefore recommended until at least August/September timed with the Heritage Festival but may be extended to December depending on government advice.





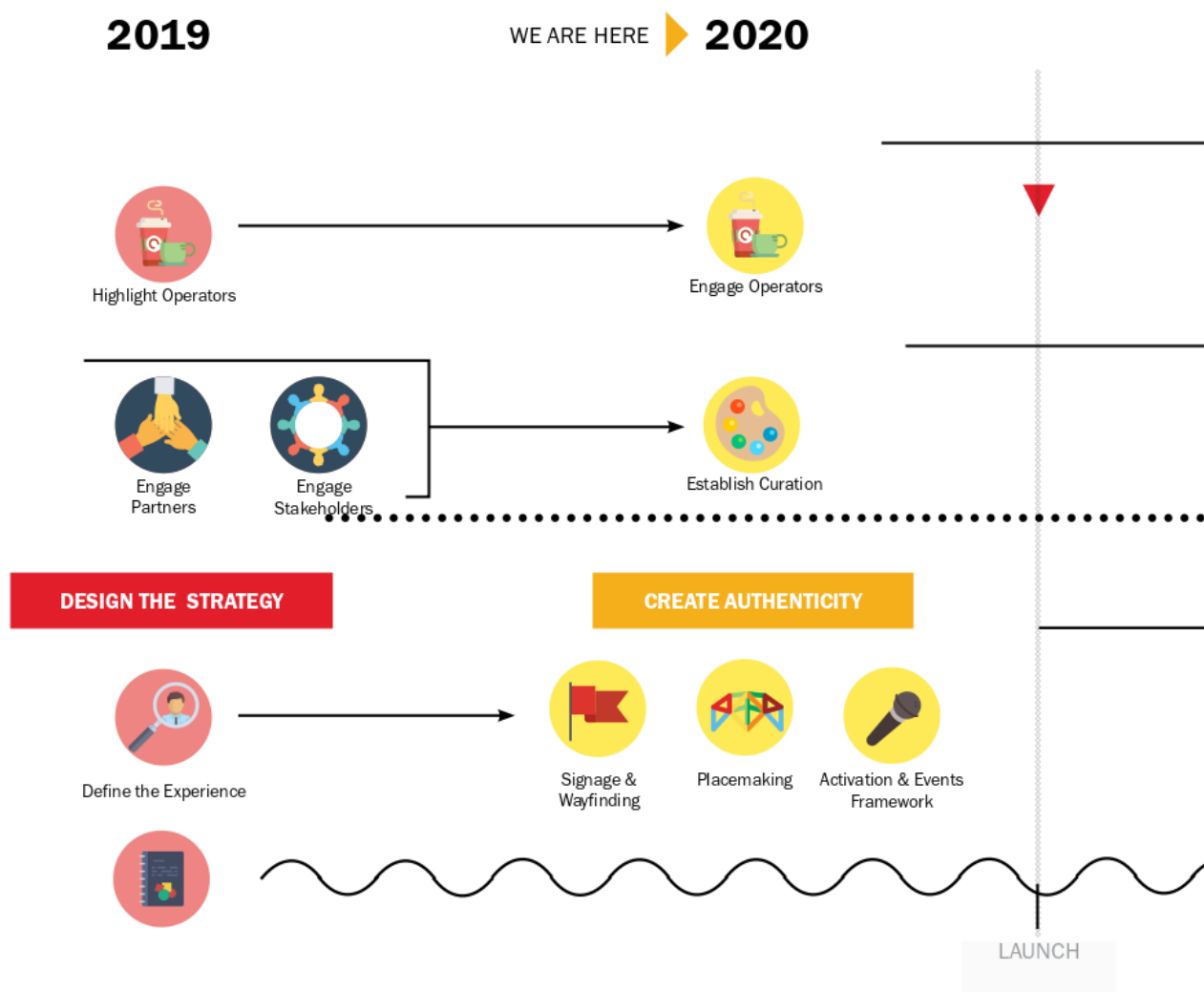
PRECINCT TRANSITION PLAN

A TOOL-KIT FOR TRANSITIONING MAJOR CONSTRUCTION PROJECTS IN ORDER TO MINIMISE DISRUPTION AND MAXIMISE COMMUNITY AND COMMERCIAL ENGAGEMENT.

A precinct transition strategy is more than simply temporary interventions. It looks at the positioning and messaging, curation and activation, management of diverse stakeholder, as well as the interim and future retail experience to propose a unique model for sites to evolve.

Precinct Positioning: Consult and involve diverse groups to help define the future of a precinct, its identity and place experience. We employ this strategy to curate precincts with the right mix activities in order to establish a vibrant and intriguing destination.

Activation & Programming: Design bespoke experiences and program spaces in order to establish familiarity, express a point of difference and drive visitation. We provide on-the-ground project management to deliver the design, build and installation of activations from day-events to seasonal pop-ups.



Retailer Engagement: Work closely with existing retailers and new operators to sign commercial leases and fulfill local demand in order to support the growth and sustainability of a precinct's 'village economy.' This enables the minimisation of disruption caused by construction, improves the place experience for area stakeholders and establishes greater interface between the project site and the neighbourhood. As the project progresses, transition tactics enable a precinct to successfully launch as an integrated and valued part of the shared environment.

Minimise Disruptions

- Develop Relationships
- Support Area Businesses
- Support Area Stakeholders
- Inform, Consult, Communicate

Improve User Experience

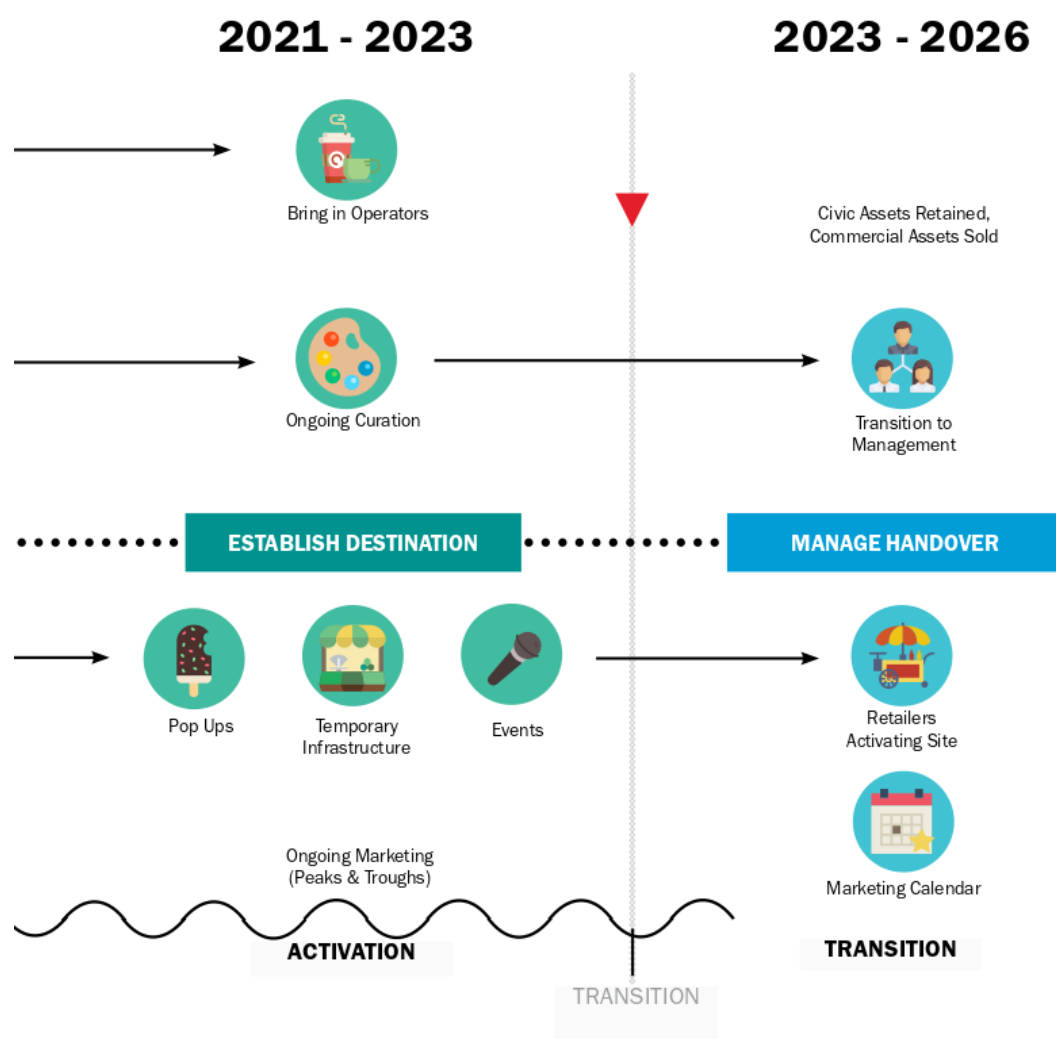
- Safety
- Walkability
- Events & Programming
- Surprise & Delight

Establish Connectivity

- Signage & Wayfinding
- Improve Access
- Connect Traders
- Support Transit Users

Maintain Aesthetic

- Site Curation
- Site Management
- Placemaking



MOVEMENT, ACCESS & CONNECTIVITY

PEDESTRIAN MOVEMENT

The precinct is well served for pedestrian connections with underground parking, close proximity to the rail station, Bradfield Bridge and Riverlink. The precinct is within walking distance to attractors including Pumpyard, Top of Town, the Art Gallery and the Civic Centre. The site is somewhat constrained however and there is poor connection to the river and Bremer Street through the parking building.

WAYFINDING AND SIGNAGE

There is a lack of coherence around wayfinding and signage within the precinct for visitors. To remedy this, Council should look at a comprehensive signage and wayfinding strategy that would provide wayfinding not only to the precinct but also to the many attractions that Ipswich Central holds.

The current access configuration of the carpark also presents difficulties with poor legibility for pedestrian and cyclists entering the site through the carpark. Access to the site was originally constrained to a lift and stairwell with several more to be built in upcoming stages of construction. Council to their credit have included new lifts and Dutch ramps for cycling and have in place a plan to 'refresh' the parking building with new painting, wayfinding and signage and a reversal of level numbering. The success of this plan should be reviewed in two years time.

A key connection to Northern Ipswich is provided by Bradfield Bridge arriving at the level below the Civic Space – funneling pedestrian and cycle access through the parking building and lifts. This too presents some issues between modes of transport and is constrained by its closure after 6pm.

CYCLING CONNECTIVITY

Cycling connectivity was highlighted as an issue in engagement. Nicholas Street and Bradfield Bridge are part of the city-wide cycling connectivity plan, however cycling through the site poses potential conflicts through Tulumur Place and the one-way road along Nicholas Street

A balanced approach to this issue is recommended with cyclists dismounting through the Tulumur Place and potentially through Nicholas Street if moving against traffic whilst keeping to the footpath. Bradfield Bridge should be cyclist friendly and include line markings demarcating cycle versus pedestrian zones. There is a desire from the Infrastructure Team to see better connectivity for cyclists through the space and this would be worth revisiting and investigating as the site matures e.g. bypassing the site via adjacent development sites.



KEY RECOMMENDATIONS

- Implement a wayfinding and signage strategy that highlights the major sites within the precinct and also the major attractors within the rest of Ipswich Central including the Art Gallery, the Civic Centre, Riverlink, Top of Town and Pumpyard. Consider the facade projections and LED display along Nicholas Street as part of this wayfinding strategy. This could include advertising around major shows at the Art Gallery or Civic Centre. This would require curation to ensure quality and appropriateness to place.
- RobertsDay recommends applying signage to Tulumur Place that asks cyclists to dismount, creating a slow speed zone through Nicholas Street and encouraging cyclists along Nicholas Street to remain on the footpath.
- Create linemarking through Bradfield Bridge to demarcate pedestrian and cyclist zones.
- Reassess cycling connectivity through site after two years through potential adjacent sites.
- The Bridge is a major connector but is closed at night. RobertsDay recommend opening the bridge later until 7pm within next 6 months as test case, - if successful extend timing to 8/9pm or later during events.
- Explore shared patrolling of bridge by Safe City and Riverlink security

2

A PLACE FOR
PEOPLE INCLUSIVE.
PROVIDING FOR
YOUTH, YOUNG AND
OLD, INDIGENOUS

3

A PLACE OF
PARTNERSHIPS AND
PROGRAMS



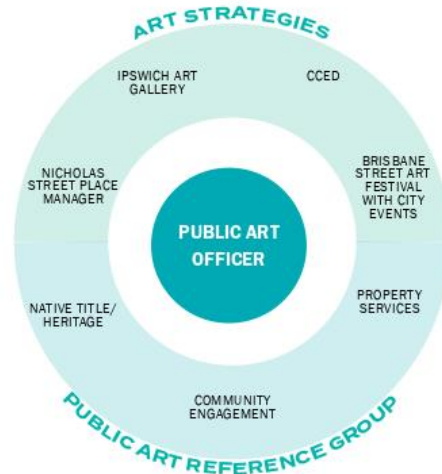
NICHOLAS STREET PRECINCT ART STRATEGIES

Over the past 12 years a number of arts strategies have been created, proposed or adopted by Council. The most recent being the 2018 Arts and Cultural Plan by Positive Solutions, the 2019 CBD Public Art Plan by iAM Consultants and the draft 2020 Public Art Governance Report by UAP. The recommendations made across most of the adopted and non-adopted reports are clear in the need for placemaking, governance and funding models with some common recommendations that RobertsDay also endorse. These include:

- The provision of a Public Art Officer within Council
- A development funding model based on capital expenditure of the project instead of gross floor area and on a percentage based contribution
- An advisory panel or reference group that includes relevant Council staff and experts as needed
- An approach that looks at permanent artworks of a national standard, temporary artworks that can capacity build and ephemeral artworks throughout the CBD
- Public engagement on the largest public murals such as Ellenborough Street to avoid community backlash.

RobertsDay recommends that the findings of the draft UAP report (upon refinement) are adopted so as to provide certainty in approach within Council and to progress work initiated so far by teams within the organisation and assist with placemaking in the Nicholas Street Precinct.

Art Strategies established within the Nicholas Street Precinct include: the Nicholas Street and CBD Public Art Plan by iAM Consultants and the Ipswich Art Gallery, the Indigenous Engagement Response to the CBD Public Art Plan by Black Drum and the Brisbane Street Art Festival (BSAF) by City Events and BSAF.



Despite no Public Art Officer within Council, the new artworks proposed within the Precinct are exceptional, these include:

- Signature Artwork to Tulumur Place. Description: Mirrored steel, sculptural, kaleidoscope, abstract geometric, tall. The artist Lincoln Austin is both nationally recognised and an Ipswich local
- Fish traps – artists creating mock ups at the moment. Fish traps will suspended be above you as you walk through with the waterplay water fall adjacent
- Cultural garden. Two themes were sandstone elements and bronze brush tail wallabies
- 143 Brisbane Street - High quality large format mural, currently in Artists brief phase. A figurative artwork: face or a figure/person or a scene



iAM Consultants: Nicholas Street Art Plan - proposed



- A mural on shade structure for Pavillion A soffit has been created by 3 local indigenous artists. Lead Artist and Weaver: Kim AhSam with Tracey AhSam and Kyra Manktelow
- Icon Alley artwork - a Council initiative in partnership with Brisbane Street Art Festival and the Regional Arts Development Fund to capacity build artists and deliver 7 new artworks in Ipswich Central featuring local, national and international artists.

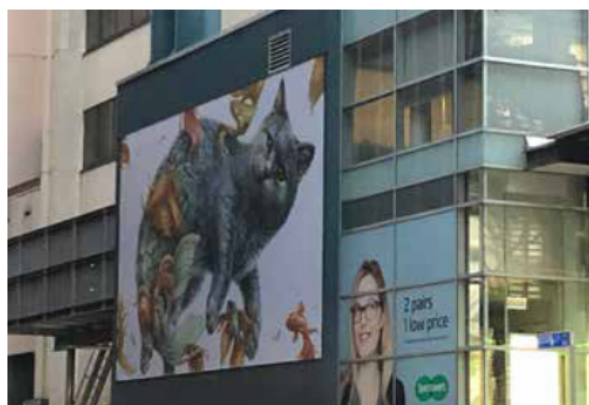
With the quantum of artworks throughout the space, its recommended these artworks be incorporated into a dedicated art trail through the city. Within some cities these art trails have dedicated tour groups that take visitors through the city, which should be an aspiration as the city matures.

The street facade projections and LED lighting displays on Nicholas Street carry risks. In sections such as the Union/ Nicholas Street corner it offers opportunities for light display which should be commended, but its extensive display throughout the length of Nicholas Street risks of intrusiveness in experiencing the space with the quantum of lighting potentially overpowering the experience of the street.

Further, there is a lack of programming and detail currently applied to the facade projections and LED displays and a lack of reasoning for their current iteration. This has been raised throughout internal consultation by Council staff and decision makers.

Further work needs to be done with regards to:

- Establishing the rationale for facade projections and LED displays throughout Nicholas Street
- The curatorial display so as to avoid advertising billboards throughout the street
- Curatorial framework for facade projections and LED displays.



Curated Temporary Artwork: Brisbane

KEY RECOMMENDATIONS

ESTABLISH A PUBLIC ART OFFICER WITHIN COUNCIL AND ARTS REFERENCE GROUP

CREATE EVENTS AROUND ARTWORK OPENINGS

- Upon completion of artworks within Ipswich Central ensure appropriate engagement and opening ceremonies are created

ESTABLISH CURATION OF THE FACADE PROJECTION AND LED ART DISPLAY THROUGH NICHOLAS STREET

- Nicholas Street Project Group to provide reasoning and content plan for the facade projections and LED displays along the street
- Potential for: digital animation, vibrant, abstract colourful, indigenous, engaging and sometimes subtle
- Recommend against advertising within street unless relates to events
- There is a major risk that the facade projection and LEDs of Nicholas Street will become an extensive advertising display
- Interrogate the value of the facade projections and LED display

CREATE A CAPACITY BUILDING PROGRAM THROUGH TEMPORARY ARTWORKS AND INVEST IN PROJECTIONS AND ART FRAMES

- Create a series of artboxes, projection spaces and art frames that can be curated on a bi-annual to tri-annual basis.
- Small canvasses – light boxes Hutton Lane,
- These are great value for money and allow for emerging artists to display their works.

BOTTLE ALLEY

- Consider adding to the bottle alley artwork with new pieces but not removal of what is there now.

CONSIDER UNUSUAL SPACES AS PLACES FOR ART

- Use the Tulum Place parking building as a space for artworks, consider Bottle Alley and beyond, stores and walls within Metro A, B, Venue and Eats.

INCORPORATE ARTWORKS INTO A PUBLIC ART TRAIL

HISTORY + HERITAGE

ACKNOWLEDGING HISTORY & CULTURE

The Ipswich region is a site of Aboriginal and Torres Strait Islander and colonial heritage significance. This history is celebrated and held by elders in stories, song and dance, by museums and art galleries and by an extensive archive collection.

REPRESENTING ABORIGINAL HISTORY

Three clans hail from the Ipswich region, the Yuggera, Ugarapul and Jagera within the language group of Yagera. Respectively their totems are the carpet snake, the sand goanna and the green tree frog. One of the most notable warriors and military strategists in Aboriginal history Multuggerah hailed from the region and there are a number of notable artists, sports people and esteemed individuals that have also hailed from here.

There is of course, a painful history that includes Deebing Creek, massacre sites and forced evictions, but Aboriginal, Indigenous and Torres Strait Islanders that reside in Ipswich are proud of their heritage and emphatically endorsed in consultation, the inclusion of their stories in the new Nicholas Street Precinct. This work by the Native Title and Heritage Officer and consultants is to be commended.

As part of the Ipswich Central Art Strategy a number of artworks will be created which is detailed in the Art Strategy section. In addition to this through consultation it has been suggested that Aboriginal stories be woven into the fabric of library soft furnishings including rugs and cushions. Other suggestions include showcasing artifacts that have been discovered upon development digs around Ipswich within the Administration building. Finally one of the biggest endorsements was for the renaming of Civic Square to Tulumur Place a name common across all Aboriginal language groups for Ipswich.



RECOMMENDATIONS

- Rename the Civic Square to Tulumur Place with an opening ceremony and Welcome to Country that includes Council and elder representatives from the three clans.
- Include indigenous weaving and artworks in the fabric of library and administration furnishings and wall art
- Create a program with the future Arts Officer and Native Title and Heritage Officer to encourage Indigenous elders, artists and speakers to visit the site and share their stories, poetry and art works.
- Showcase artifacts within the Ipswich administration building
- Need artwork and interpretation including the way art is shown on the street facade projections and LED displays. That touches on the heritage but tells the more colourful human stories of the place.



BE GOOD TO SEE THE OLD CINEMA
ENTRANCE ON ELLENBOROUGH ST.
OPENED UP AS AN INVITING ENTRY
TO NICHOLAS ST.

IPSWICH CENTRAL
NEEDS TO FIND
IT'S OWN NICHE,
OFFERING SOMETHING
DIFFERENT



COLONIAL HERITAGE

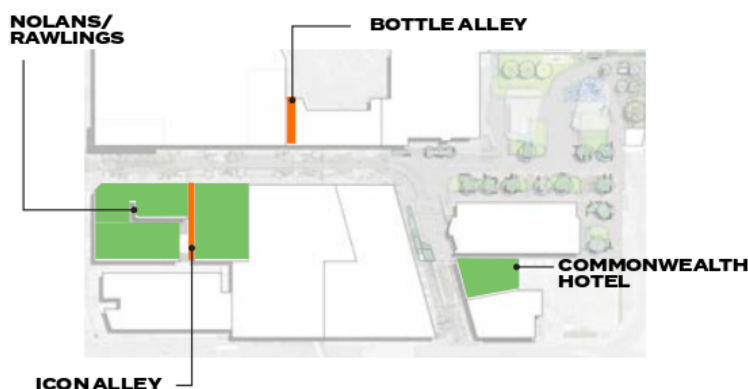
Ipswich is one of Queensland's oldest cities. It was one of 3 principal settlements: Ipswich as gathering point for the produce of the region and inland port, Brisbane as administrative centre and Cleveland as the first port. Founded in 1827 on limestone mining it grew with its role as an inland port, with rail, coal mining and wool spurring its economic success. The Nicholas Street precinct was the destination for Queensland's first railway from Grandchester and later Laidley, then connecting to Brisbane in 1865. Its railway industry supported Queensland's growing rail network by building and maintaining locomotives and rolling stock. Ipswich was the meeting place of rail lines throughout southern Queensland. Local industry processed wool from the Downs into high quality textiles and garments that clothed soldiers at war and was exported to Europe. These industrial places are within walking distance of Nicholas Street (railyards and wool and textile sheds).

The Nicholas Street precinct became the heart of town with an array of beautiful buildings hosting the Cribb and Foote London department store on Bell Street, the TC Beirne & Co department store next to the Commonwealth Hotel, and Witherington & Co. tailors on Brisbane Street. A bridge over the railway on Nicholas is fondly remembered and parts of its balustrade were saved and sit in storage (see image). The precinct was also a focus for entertainment with short films and cinema shown in open theatres such as the Lyceum and Atheneum in Brisbane Street (early 1900s) and later indoor theatres, The Ritz in Bell Street (from 1940) and The Wintergarden (from 1925) where Venue sits now. A local symphony orchestra and travelling theatre groups also gave regular performances. The Ipswich Cinema & Theatre History Society has artifacts from this period.

RECOMMENDATIONS

- The stories behind the places be told through artworks, artifacts and interactive/immersive digital experience such as an Ipswich living history app. When a phone scans over a building a scene or photo from the past will come up.
- The history of cinema is told as part of the opening events via an open air theatre event in Tulum Place (orchestra accompanying silent films then classics)
- Silent films and other works of art could be projected in one or some vacant tenancies in the precinct in lieu of marketing decals as a point of interest linking the revival of city centre entertainment here to its past heydays
- Talking statues. Combining both interactive art and heritage, bronze statues representing historical figures of the past can talk (through headphones and the living history app) about the past, what they are doing. This could for instance feature a figure outside bottle alley carting bottles to the local hotel, a finely dressed figure outside venue, off to see the theatre.
- The heritage places of the precinct both existing and lost and their stories are included in the heritage trail
- Using the street facade projections and LED panels to tell stories and show some of the former beauty of the townscape (details) based upon archival imagery and footage
- The post office and convenience store in 34 Nicholas Street has a mural from the 1940s on a tenancy wall is retained in that shop fit out.
- Historical items within storefronts. As part of the Rawlings collection a number of historical items could be included in storefronts as part of the Heritage festival.

REMNANT HISTORICAL SPACES WITHIN NICHOLAS STREET PRECINCT







GOVERNANCE + IMPLEMENTATION

People intuitively know when they have arrived at a popular public place – they are naturally inclined to want to stay longer, and return time and time again.

The elements that tend to draw people in are: sociability; accessibility; comfort; safety and connectivity. For the most part, these factors are attributed to good management and operations, not just good design.

Places that flourish are established through the collaboration of many people. Customer focus, cleaning, security and a welcoming atmosphere are the hallmarks of success, which in turn, instill local pride, extend visitation and encourages return visits. These places work because of the supporting management structures that orchestrate and instill basic service principles, which would ordinarily be applied to good business.

Formalised place management and governance arrangements enables a coordinated multidisciplinary focus, and are proven mechanisms to enable constructive partnerships and collaboration.

2020

PLACE MANAGEMENT GOVERNANCE STRUCTURE YEAR 1 (2020)

1. Establish and facilitate regular meetings with an internal 'Nicholas Street Place Making Working Group' within the Ipswich City Council, to maintain a collaborative focus on targeted place-led outcomes for the precinct and Civic Space.

This group should include staff from all relevant areas.

2. Develop a Place Management Framework in collaboration with key stakeholders; ensuring that the high level of investment in public realm and built form will not be lost over time. This framework will also establish a platform that will assist with negotiating partnership and funding opportunities, and delivering destination experiences that are unique, compelling, and flourish commercially.

The Place Management structure for Ipswich would:

- Articulate the roles and responsibilities between Local Government, private sector stakeholders and community groups/organisations;
- Outline support mechanisms for place management and project delivery initiatives;
- Delineate between strategic and operational matters;
- Enable efficient project delivery

through clear, reporting and decision-making procedures; and

- Assist with providing investment certainty and strengthening local partnerships.
3. Review existing budgets to establish a nominal Place Making Fund with allocation for events, place maintenance, management, and marketing and grants available for community-led initiatives.
 4. Meet with Council, security, staff, relevant stakeholders and outreach service providers to discuss processes to manage antisocial behaviour and crime in the area, including establishing cultural sensitive methods where required.
 5. Establish a method of providing information to residents, businesses and local groups through an online platform, Facebook group, or twitter, with the aim to notify of activities, events, funding opportunities and place management feedback.
 6. Investigate the use of new technologies to track place use and evaluate ongoing place progress (i.e. attraction of people, unsocial behaviour, movement activities).

2021

PLACE INCUBATION AND GROWTH (YEARS 2-4)

1. Continue to facilitate regular place management meetings with key partners.
2. Reassess funding, framework and activation plan at 2 year mark.
3. Review goals/strategic initiatives annually.

2024

DIVESTMENT STAGE (YEARS 4-8)

1. Divestment of assets according to strategic directions

The Success of the activation program will be critical to the success of the precinct and hence asset sales.
2. Consideration should be put forward to the asset sale model - in particular whether assets are to be sold on a case by case basis or as an agglomeration. From a successful Main Street model, multiple landowners can ensure vitality to a precinct.

A failure of the precinct model of the past on Nicholas Street was the ownership of one party.

3. Ensure a steering committee remains in place with on-boarding of future asset holders to committee. As Council is likely to continue to own the Library, Administration Building and Tulumur Place ongoing leadership will be required but may be shared over time.
4. This report recommends that Council retain ownership of these assets (Library, Administration Building and Tulumur Place) in order to derisk the future success of the precinct.
5. Consideration needs to be paid towards the establishment of Nicholas Street as either a public or private street. Recommend a cost/benefit analysis be conducted.
6. This report recommends following the findings of the KPMG report in ensuring the asset sales occur once the precinct has been successfully established.

2028

LONGER TERM (YEARS 8+)

1. A possible model for a management arrangement for the long term is the establishment of a Business Improvement District (BID). BID's are not-for-profit organisations that promote the shared interests of commercial property owners and businesses located within specified geographic areas. A BID could potentially be explored to oversee management of the Nicholas Street Precinct in the future. Established by local governments, BID 's are funded through a special differential rate that is collected by the local government and passed on entirely to the BID with

supplementary funding by commercial property owners and businesses. These funds support programs such as marketing and promotion, street enhancement, safety and security, events and festivals and business development. Governance of a BID typically involves an elected entity independently managed by a Board, with autonomy for decision-making and priority setting.

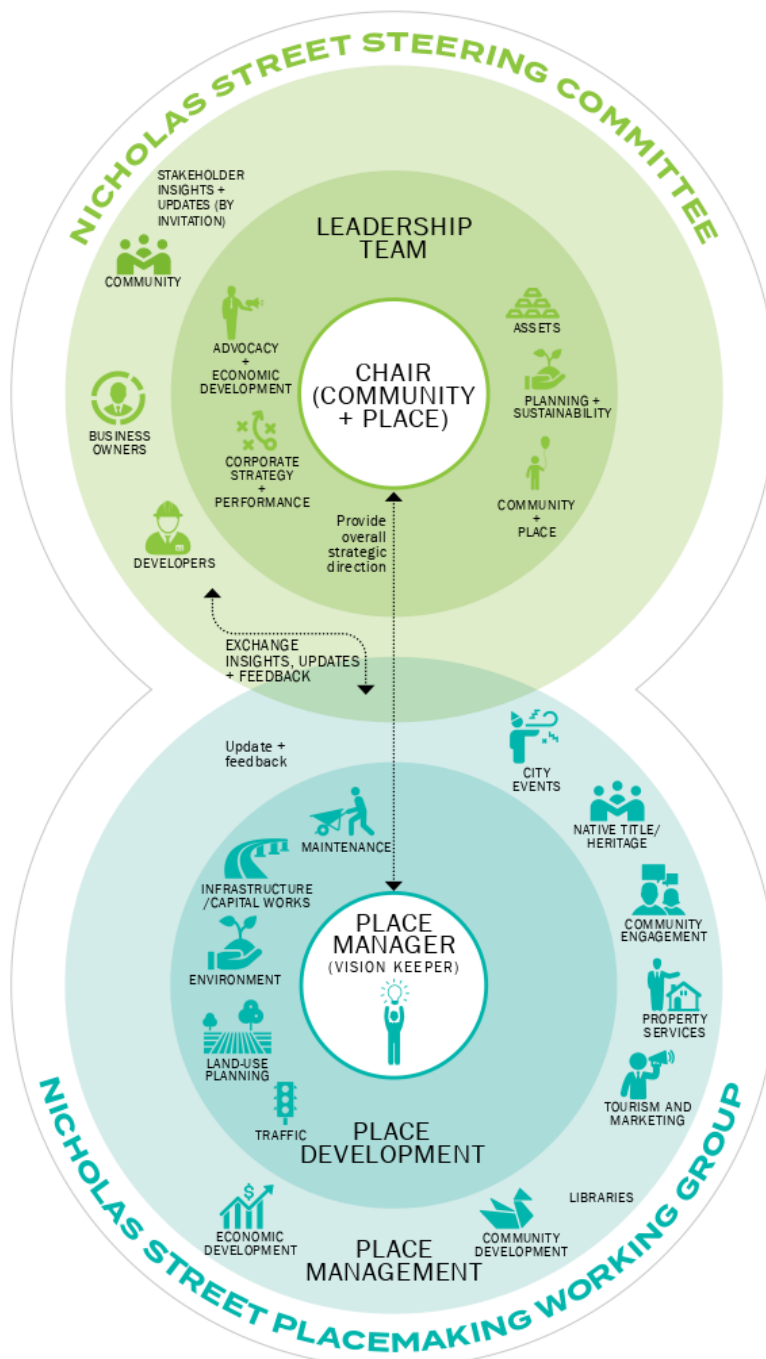
PLACE MANAGEMENT STRUCTURE

STEERING COMMITTEE

- Set strategic goals + directions (aligned to vision)
- Monitor + evaluate (accountability)
- Asset evaluation. Responsible for asset sales timeline
- Report to CEO
- Monthly

PLACEMAKING WORKING GROUP

- Manage resources
- Day-to-day operations
- Project creation and delivery
- Update reports + feedback
- Bi-Monthly
- Manage agenda items to enable efficiencies



PLACE MANAGEMENT RESOURCING



Funding

Establish a Nicholas Street and Civic Space Placemaking and Management Fund. This will be directed towards a 4 year activation program for the street and civic space. Upon divestment of assets the fund may be reassessed alongside the placemaking and activation model.

External sponsorship and partnership funding may be available as the space matures.



Resourcing

Establish a Place Manager for the Nicholas Street Precinct and Tulumur Place. This will extend and cover Bradfield Bridge, Nicholas Street to the Art Gallery, Pumpyard, Limestone and Brisbane Street to Bell Street and Bremer Street. Other precincts including 'Top of Town' and Limestone Street have been identified through engagement but require separate resourcing.

The Place Manager will be responsible for the social, economic and design outcomes of the precinct through the planning, coordination and delivery of community development and tenant engagement initiatives, activities and events. A Place Manager needs to work across silos to create strong relationships, programs and activations with relevant stakeholders and teams including Economic Development, Marketing and Tourism, City Events and the Library, residents, community groups, landowners and Nicholas Street tenants. The Place Manager should ensure the retail mix and retail offering is reflective of the target demographic market.

A Place working group is proposed to meet on a bimonthly basis to plan and deliver strategies, with the Place Manager reporting to a Nicholas Steering Committee comprising executive leadership within the Council.



VENUE HIRE
MANAGER



SENIOR
PRODUCER

Place Manager's typically have a background in Planning and the Built Environment, Community Development and Engagement and have experience in project delivery or planning, implementing, evaluating community development program, and projects that enhance social and economic participation. Ideally the Place Manager will also have events experience.

A Place Manager salary range estimate: \$110,000 - 130,000



EVENTS
MANAGER

Establish a dedicated Events and Activation Team for the Nicholas Street Precinct in consultation with the City Events Manager and the Place Manager. This will be phased over a two year period with input and steerage on the key team roles and responsibilities from both the Place Manager and City Events Manager.



EVENTS
COORDINATOR

At a minimum the team after two years should consist of:

A Venue Hire Manager. Typical Salary: \$90,000 - \$110,000

A Senior Producer. Typical Salary: \$90,000 - \$110,000

An Events Manager. Typical Salary: \$90,000 - \$110,000

An Events Coordinator. Typical Salary: \$60,000 - \$80,000



2-6 CASUAL
STAFF FOR
EVENTS

Casual assistance to be on-site to liaise with event hirers and to deliver weekly events produced by the Nicholas Street Precincts Events Team. Typical hourly rate: \$40 - \$50. For specialised technical assistance this rate may increase to \$80 per hour.

MARKETING + BRANDING

PLACE BRANDING

Establishing a compelling destination in the minds of both residents, investors and visitors is essential to establishing a successful community, and having a place brand that aligns with the vision is vital to achieving this objective.

A place brand extends beyond a logo or marketing campaign, and articulates the physical and programmatic elements of a place.

Rather than marketing the product offer, a place brand communicates the destination and experiential qualities, which in turn support the development of a community, local economy and ongoing investment.

Marketing strategies are currently focused on investment attraction and various mixed messages are confusing for visitors. There is also a disconnect between the signage and the reality of the experience on the ground. It is recommended that a collaborative approach is encouraged to promote the Nicholas Street Precinct opportunity. Key objectives of the brand and marketing strategies could be broadened to:

- Be informed by the Place Principles, Statement of Character and distinctive local themes.
- Communicate the future vision and what is happening.
- Clearly define the Nicholas Street Precinct as a destination and distinct area
- Promote Nicholas Street Precinct by the visitor experience, rather than investment attraction alone
- Engage local residents, promote local pride and generate interest in the area.
- Ensure there is a balanced approach between corporate and place marketing, and signage and in particular over time the street facade projections and LED displays are not dominated by corporate marketing messages.

A good example of how a place brand functions is the James Street brand: <https://www.jamesst.com.au/> which highlights shopping, restaurants and events and activations. Further afield a good example is the

City of Fremantle's brand: 'Fremantle – Be part of the Story' (www.fremantlestory.com.au). This place brand positions Fremantle as a city at the core of art, culture, festivals and beach life. Its investment in annual events programs, projects and marketing is centred on achieving this vision to support economic development and encourage a diverse range of people to visit, live and invest in Fremantle.

The place brand and marketing materials should include current imagery that reflects real time experiences of 'life in Nicholas Street'. Translating this brand on the ground through experiences is therefore important for ensuring truthfulness is delivered.

The marketing strategies outlined below focus on developing the Place Brand identity for Nicholas Street Precinct over the first 12 months, and maximising opportunities to publicise and promote the Precinct to residents and visitors within the region. Heavier investment is required upfront, to create the backbone structures which support effective marketing such as brand photography, a website, signage, and a strong launch advertising campaign.

After the initial period of set up and launch, ongoing marketing activity (and budget spend) will focus on promoting activation strategies; initiating competitions and special promotions to support retail activity; engaging with local media and identifying public relations opportunities for the Precinct. This will be supported with a continued advertising presence in local press and radio (if deemed effective following launch promotion).

Marketing activity proposed in this plan works towards a December 2020 launch campaign, to ensure that the majority of early tenancies are operational and can therefore capitalise on marketing investment, in particular the advertising campaign.

From December 2020 - December 2021, a launch advertising campaign will commence. RobertsDay recommend associating an official "launch" in December with a community event – and would suggest this tie in to City Events Winter Wonderland event program with a food and beverage theme. This provides an opportunity to promote food and beverage and retail store openings with a celebration focused on building the unique place brand identity for the City.

2020



PARTNERSHIPS+PROGRAMS COMMUNITY + STRATEGIC

COMMUNITY COLLABORATION

For many main streets the foundation of their success is collaboration and co-creation. This is something that local government can play a lead role in, unifying and partnering with stakeholders and reaching out to private partners. This is increasingly important as retail continues to decline. Demand is shifting to internet shopping, home delivery and most recently the coronavirus pandemic has left retail outlets needing to rapidly reposition their offer to retain or gain new trade.

However, the Nicholas Street Precinct is ideally placed with an agglomeration of activity to leverage from, to serve as a counterpoint.

By focusing on the quality of experience, differentiating its offer through delivering rewarding attractions that are destinational and partnering with community to offer this, the Precinct has an opportunity to create an enduring and thriving centre. Creating a mixed use centre that is flexible and not solely reliant on retail ensures resilience.

Whilst the focus on food and beverage is to be commended this should not be the only strategy that the city undertakes. In modern streetscapes such as King Street within Brisbane (built by the developer Lendlease) the developer has understood that community programs and development is as important as retail and food outlets. King Street features not only food and beverage but gymnasiums, childcare, a hotel and an art gallery 'Artisans' which they subsidise the rent of, to serve as an attractor.

This subsidisation of community activity in order to increase vitality and for overall community benefit, is increasingly something that developers and landlords look to, in order to ensure their centres are attractors and thriving spaces and places. It is something that RobertsDay is currently working on as a model within both Ripley Town Centre and within Yarrabilba Town Centre. - whether it be makerspaces and workshops, independent art galleries to not for profit and social enterprises. It is RobertsDay's recommendation that Council look to using 10% of the GFA for community attracting subsidised space. Supporting the right community and business initiatives can set the character and positioning early on making it attractive for other like-minded business.

With the ongoing impact of Covid-19 and delayed revitalisation, this supported GFA might increase to 30% as a short term strategy. Ipswich itself has a community that is comparatively

rich in hobbies, with numerous song and dance organisations, through to craftwork, jewellery making, cars, engines and motorcycles, tinkering, hobby engineering, modelling (including 3D modelling), fandoms and so forth. Whether it be jewellery making, engine repair or dancing these are incredibly valuable assets to a city as they provide purpose to people and create community, connections and resilience. They represent a wide range of diverse cultural values and moments in time for Ipswich and Australia.

RobertsDay recommends that a partnerships with these organisations be explored as soon as is reasonable in anticipation of the relaxing of Covid-19 movement restrictions.

STRATEGIC PARTNERSHIPS

Given its central location and proximity to rail, revitalized built form and landscape and agglomeration of activity, there are a number of strategic partnerships that are worth exploring. This work can be done by a Partnerships manager with the intention of securing precinct partners over time and may include but are not limited to institutional, commercial and charitable sectors.

Partners that may offer tenancy and activation potential in the short term include Firestation 101, community organisations and workshop providers. Long term partnerships should be explored with education providers such as Ipswich TAFE and the University of Southern Queensland. Many universities within Queensland and Australia more widely have locations or are seeking locations in city centres for access benefits and student appeal. Within Brisbane, Griffith University is consolidating its landholdings to focus on Southbank and the University of Queensland has increased its holdings in the CBD of Brisbane. Courses that benefit from an inner city location typically include business, design and architecture, music, dance and the arts and culinary school with proximity to established businesses. Beyond institutional partners, 143 Brisbane Street offers potential for hotel renewal and reconfiguring, potentially as a boutique hotel or redesigned co-working and business support space.

Finally both development sites adjacent the Nicholas Street Precinct need careful consideration (corner of Bremer and Bell Streets and corner of Bremer and Ellenborough Streets). These sites in the long-term will become part of the Precinct and hence their programming and role within the site are worthy of strategic planning with a view to their eventual redevelopment and inclusion. In the short term they offer parking opportunities but with time will become valuable strategic sites.

This report recommends further work be undertaken to explore potential tenancy partners in the not-for-profit, institutional, commercial and charitable sectors with the aim of increasing long term strategic partnerships in the centre. RobertsDay recommends a strategic review of adjacent development sites to understand future opportunities.

INTERNAL PARTNERSHIPS

With a vast array of excellent community programs through (including but not limited to) the Library, Art Gallery, Civic Space, City Events, Fire Station 101 and Studio 188 there are ample opportunities for internal partnerships to truly activate Nicholas Street. Internal cross collaboration would lead to some significant outcomes and it is recommended that through the Nicholas Street Working Group, led by the new Nicholas Street Place Manager with assistance from the Partnerships Manager these are fully explored.

SPONSORSHIPS

As the precinct gains momentum and recognition as an important place in the region, more sponsorship opportunities for events and activation will emerge, combining arts and culture grants and sponsorship from local and regional business.



Funding

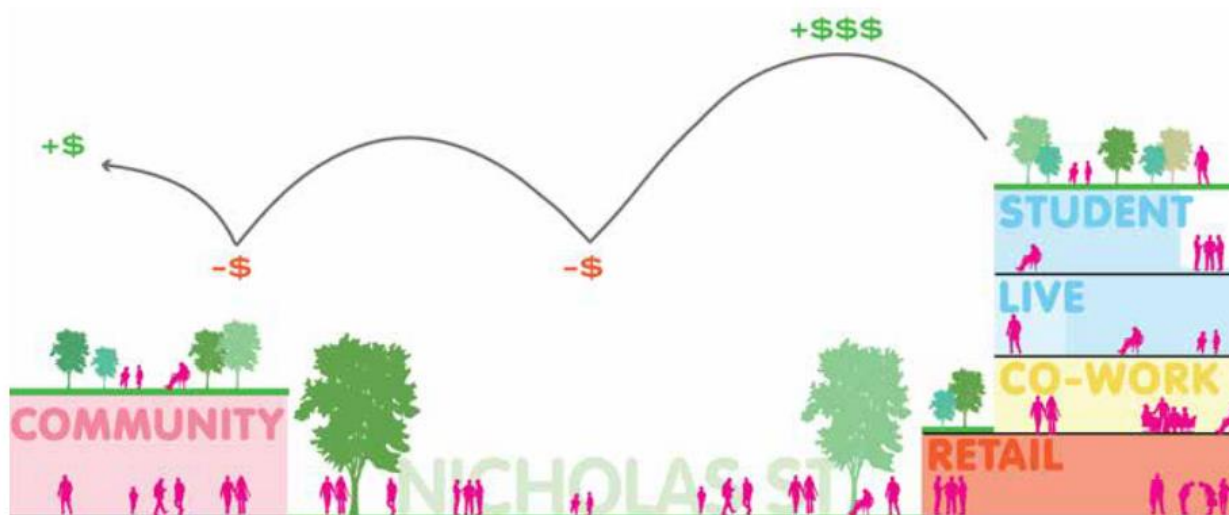
Nicholas Street and Civic Space Placemaking and Management Fund.

Resourcing

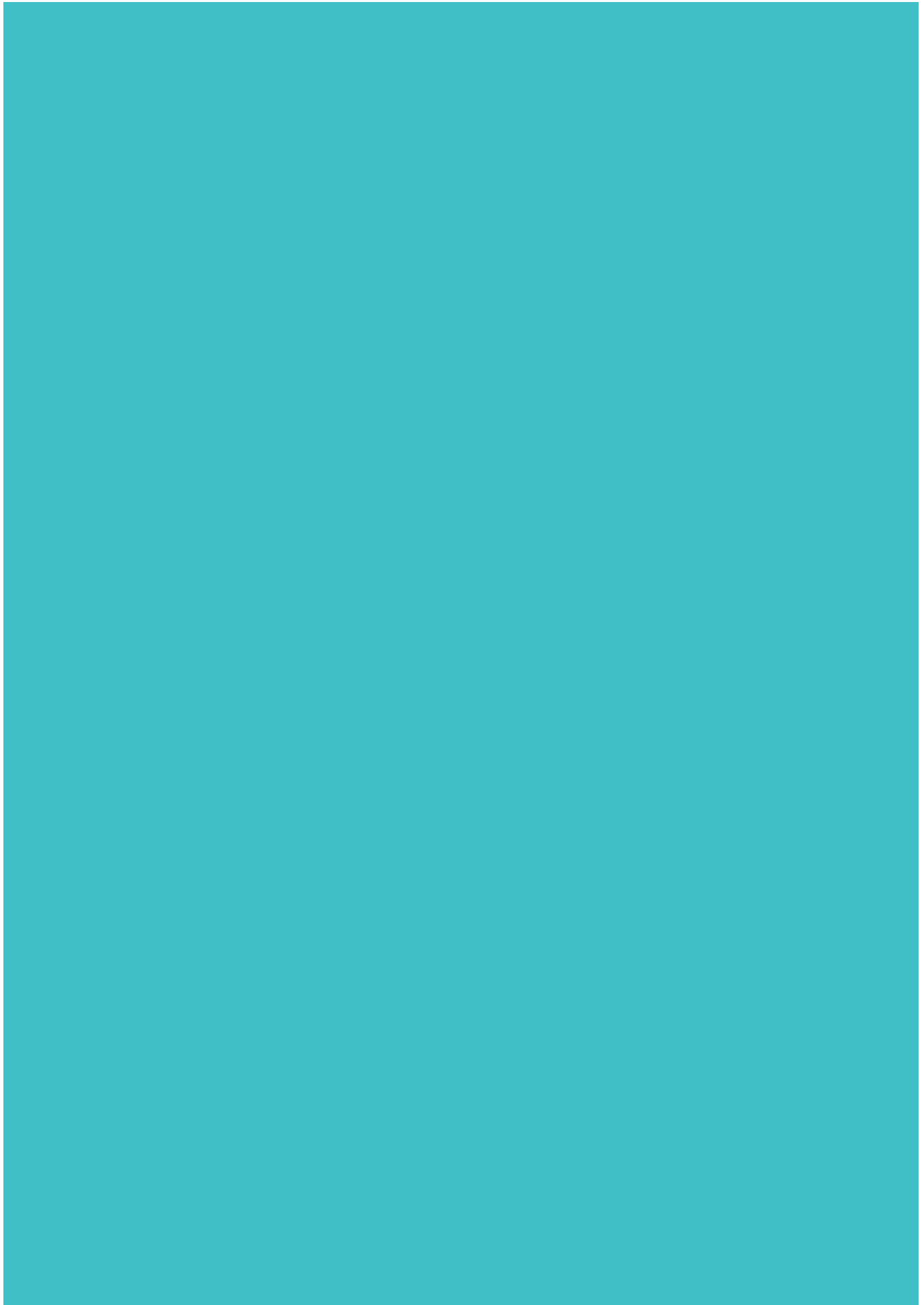
Establish a Partnerships Manager for the Nicholas Street Precinct and Civic Space preferably through internal Council resourcing.

Partnerships Manager. Typical Salary: \$80,000 - \$110,000

USE EMPTY COUNCIL OWNED SHOPFRONTS TO SET UP RESTAURANTS FOR OUR TAFE HOSPITALITY & BUSINESS STUDENTS TO RUN, WITH PROFITS TO FUND UPKEEP.



Item 6 / Attachment 1.





Doc ID No: A6279202

ITEM: 7

SUBJECT: COMMONWEALTH HOTEL RECONSTRUCTION - IPSWICH CENTRAL
REDEVELOPMENT

AUTHOR: PROJECT MANAGER

DATE: 5 JUNE 2020

EXECUTIVE SUMMARY

This report relates to the nomination of a Preferred Tenderer for the CEO to progress final negotiations with to enter into a Construction Contract for the Commonwealth Hotel Reconstruction Project. The CEO, through the General Manager Coordination & Performance, will work with the Preferred Tenderer to formally enter into a Contract.

RECOMMENDATION

- A. That Tender No. 14518 for the Commonwealth Hotel Reconstruction be awarded to Built Qld Pty Ltd (ABN 43 108 064 099).
- B. That Council enter into a contract with Built Qld Pty Ltd (ABN 43 108 064 099) for the Commonwealth Hotel Reconstruction for the sum of Two Million, Three Hundred and Fifty-Three Thousand, Five Hundred and Twenty-Nine Dollars (\$2,353,529 (excl GST)) for a period of 23 weeks until practical completion plus 52 weeks defects liability period.
- C. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

RELATED PARTIES

There was no declaration of conflicts of interest

ADVANCE IPSWICH THEME

Managing growth and delivering key infrastructure

PURPOSE OF REPORT/BACKGROUND

The purpose of this report is to recommend a Preferred Tenderer to complete the Commonwealth Hotel Reconstruction project to achieve the following objective:

- Reconstruct the Commonwealth Hotel to create a safe and attractive streetscape which minimises the expense and risk of maintaining the partially deconstructed building in its present condition.

To date approximately \$3.5M has been spent on the Commonwealth Hotel in terms of the underpinning of the site, the demolition and storage of a significant portion of the southern façade and the temporary bracing of the remaining structure. The Commonwealth Hotel still requires extensive repairs to stabilise and reconstruct the structure and reduce associated risks to site workers and the public.

In 2017, a request for Expression of Interest (EOI's) was publicly advertised to compile a shortlist of suitable contractors for this heritage project. This shortlist was presented to Council on the 24 November 2017, without progressing to the second stage being to undertake a select tender process.

On the 3 December 2019, a Tender Consideration Plan was adopted by the Council to undertake a select tender process, with four invitees drawn from the shortlist of suitable contractors.

On 28 April 2020, select invitations to tender for the Commonwealth Hotel Reconstruction Project were issued to the four tenderers. The tender process is governed by a Tender Evaluation and Probity Plan dated 24 April 2020. This plan identified in advance:

- The tender process
- Security and confidentiality arrangements
- The evaluation criteria
- Tender Evaluation Panel composition

Members of the Tender Evaluation Panel evaluated each tender in accordance with the methodology described in the Tender Evaluation and Probity Plan. The detailed results are summarised in Attachment 1 – 14518 Recommendation to Award.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Regulation 2012
Local Government Act 2009

RISK MANAGEMENT IMPLICATIONS

Commercial risks for this work are comparable to commercial risks for other Council construction projects. The proposed contract is the standard AS2124 contract including Council's standard modifications. This document was issued as part of the tender package.

A primary objective of completing this work now is to mitigate the risk to the public and the property owner (i.e. Council of completing this work after activation of Union Place). The present access to site presents an ideal opportunity to complete this work without impeding access along Union Place, impeding access to other premises or proceeding with construction work in close proximity to the public.

Not proceeding with the reconstruction work and leaving the site temporarily braced will result in risk degradation to the structure, vandalism and potential structural instability.

FINANCIAL/RESOURCE IMPLICATIONS

The scope of the project is deliberately intended to minimise the life cycle costs of the asset. The scope involves minimal landscaping or mechanical equipment being incorporated. The building will be reconstructed to present an attractive durable façade and building envelope secure from the weather and vandalism until a suitable purchaser, tenant or use is confirmed.

Further financial details are addressed in the attached Recommendation to Award.

COMMUNITY AND OTHER CONSULTATION

Council conducted a community engagement process with the public managed by the company CoDesign in 2016 for the Nicholas Street Precinct. Roberts Day have also consulted amongst internal stakeholders in 2020 for the Nicholas Street Precinct in creating the Place Activation Plan.

Both reports identify a desire to maintain heritage aspects of the precinct and these outcomes are consistent with reconstruction of the Commonwealth Hotel.

Indigenous community consultation for the precinct was undertaken in 2019 and did not make recommendations relating to the Commonwealth Hotel.

CONCLUSION

In conclusion, the recommended tender deemed to present the offer most advantageous to the Council is Built Qld Pty Ltd for a tendered value of \$2,353,529.90. Built Qld Pty Ltd provided a comprehensive submission, demonstrating experience, an extensive understanding of project requirements, minimal risks and value for money.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	CONFIDENTIAL Recommendation to Award
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Greg Thomas
PROJECT MANAGER

I concur with the recommendations contained in this report.

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

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

Doc ID No: A6280486

ITEM: 8
SUBJECT: IPSWICH CENTRAL REDEVELOPMENT PUBLIC ART
AUTHOR: GENERAL MANAGER - COORDINATION AND PERFORMANCE
DATE: 5 JUNE 2020

EXECUTIVE SUMMARY

The purpose of this report is to provide an update to Council on the activities conducted thus far in relation to public art for the Ipswich Central Redevelopment project.

The report details the signature sculptural art installation for the Civic Plaza titled “Standing” by Ipswich based artist Lincoln Austin.

Also attached to this report is an indigenous community consultation report that was compiled by Black Drum consulting following an indigenous community consultation process. The Black Drum report contains several recommendations including public art and other cultural aspects of the development, many of which have been adopted in the Ipswich Central Redevelopment.

RECOMMENDATION/S

That the report be received and the contents noted.

RELATED PARTIES

Independent Arts Management

Mr Lincoln Austin – Ipswich Based Artist

Black Drum Productions

ADVANCE IPSWICH THEME

Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

In October 2018, consultants Independent Arts Management developed a public art strategy for the Ipswich Central Redevelopment project. (Attachment 2). The report called for the installation of a signature artwork to be placed in a prominent location in the main civic plaza, along with several other smaller art installations in the precinct.

Independent Arts Management were engaged to deliver on the public art strategy for the Ipswich Central Redevelopment Project. IAM conducted a competitive process to invite artists to submit concepts and quotes for the signature artwork. These submissions were then assessed by a panel comprised of:

1. Dr Ian Lupton – President of the Ipswich Arts Foundation
2. Michael Beckman – Director Ipswich Art Gallery
3. Simon Kroger – Specialist Public Art Consultant Independent Arts Management
4. Ben Pole – General Manager Community, Cultural and Economic Development Ipswich City Council

The contract was awarded to Ipswich based artist Mr Lincoln Austin, for his piece titled Standing. The artwork is an interpretation of the floral emblem of Ipswich and will be a talking point and wayfinding point central to the redevelopment project. Mr Austin's concept drawing and quote is attached to this report (Attachment 3). The work has been commissioned and is currently under construction.

In 2019 Council engaged Black Drum Productions to conduct Indigenous Community consultation in relation to the Ipswich Central Redevelopment project. Black Drum Productions conducted the consultation and produced a report on their findings with a number of recommendations (Attachment 1). A number of the recommendations have been implemented for the project including an indigenous artwork on the underside of one of the pavilions in the civic plaza area, a cultural garden and the inclusion of fish trap sculptures in the civic plaza.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

Public art by its very nature is open to interpretation, comment and criticism from the community and as such there is a risk to Council's reputation associated with any public art.

FINANCIAL/RESOURCE IMPLICATIONS

The Ipswich Central Redevelopment budget previously approved by Council includes a \$650,000 allowance for public art.

The signature artwork "Standing" by Mr Lincoln Austin will cost \$260,000.

All financial impacts from the public art discussed in this report are covered under the existing approved Ipswich Central Redevelopment project budget.

COMMUNITY AND OTHER CONSULTATION

No community consultation was conducted in relation to the signature art piece designed by Ipswich based artist Mr Lincoln Austin however the panel that chose the piece does comprise a community representative in Dr Ian Lupton, President of the Ipswich Arts Foundation.

The panel that selected the signature artwork was comprised of:

1. Dr Ian Lupton – President of the Ipswich Arts Foundation
2. Michael Beckman – Director Ipswich Art Gallery
3. Simon Kroger – Specialist Public Art Consultant Independent Arts Management
4. Ben Pole – General Manager Community, Cultural and Economic Development Ipswich City Council

Council engaged Black Drum productions to conduct Indigenous Community consultation in relation to the Ipswich Central Redevelopment. Details of the consultation are included in the attached report.







CONCLUSION

Public art plays an important part in the aesthetics and culture of a city.

It is also important that Council makes our Ipswich Central precinct culturally accessible to all members of the Ipswich Community.

This report outlines the steps taken as part of the Ipswich Central Redevelopment project designed to achieve these outcomes.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Black Drum Indigenous Community Consultation Report  
2.	Ipswich Central Redevelopment Public Art Strategy  
3.	Lincoln Austin Artwork - Standing  

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

I concur with the recommendations contained in this report.

David Farmer

CHIEF EXECUTIVE OFFICER

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

Indigenous Community Consultation Report

in response to Ipswich CBD RE-development
Public Art Plan (September 2019)



Prepared for Ipswich City Council October 2019





1. Executive summary

The redevelopment of the Ipswich CBD presents an exciting opportunity to revitalise the heart of the city. The proposed arts and cultural precinct will be a hub for exploring local histories and stories, as well as sharing the rich cultural diversity within the Ipswich community. Incorporating art and design elements that reflect the experiences of Indigenous Australians will transform how people engage with the redeveloped spaces and buildings. Activating the creativity and cultural heritage of the local Indigenous community brings the benefits of better design outcomes with local relevance and culturally safe places where people feel welcomed and respected. This ensures a sense of ownership and pride in the civic spaces of Ipswich.

To ensure Aboriginal and Torres Strait Islander perspectives are incorporated into the redevelopment of the Ipswich CBD, Ipswich City Council has engaged Black Drum Productions to consult with the local Indigenous community to ascertain their views on what would be culturally appropriate and engaging within the Nicholas Street redevelopment. The ***Ipswich CBD RE-development Public Art Plan (September 2019)*** informed this consultation process and was the source of the three themes that were presented to the Indigenous Community for comment. The public art plan identified opportunities for the inclusion of cultural elements within these locations:

1. Library
2. Council Administration Building
3. Civic Space

Views were sought on these main areas of the redevelopment over which Council has discretion and ideas were proposed for each space, based on the opportunities identified in the public art plan. Community feedback and suggestions were documented for each location. Consultation activities included:

- Pop up information store in the mall staffed by local Indigenous elders and community members. Idea posters and architectural drawings were on display to encourage discussion.
- Direct interviews with key stakeholders to gather locally relevant feedback.
- Online survey to gather the views of people unable to attend the pop-up store.
- Social media and email promotion of all channels for providing input and feedback.

Overall, the feedback received was very positive with the local Indigenous community welcoming the opportunity to provide input and expressing a strong desire to participate as advisors and suppliers to the project. Respondents asked to be kept informed about any business opportunities, as well as key decisions relating to the redevelopment project. In total, 108 responses were received to the online survey and over 270 people visited the pop-up information store in the Mall to provide feedback.



*Thank you for giving us a voice.
To represent our culture – then, now and in the future.
Using art, stories and designs from the local people,
especially youth, to have them be a part of the
redevelopment.*



Overwhelmingly, the responses were positive, informative and encouraging, with the community expressing thanks to Ipswich City Council for having the foresight to consult with the local Indigenous community on this important civic project.

2. Indigenous community profile

Cultural diversity is a strength of Ipswich and is celebrated through events such as the annual Ipswich MultiFest and NAIDOC Week at the Briggs Road Sporting Complex. The Indigenous community makes up about 4% of the Ipswich population with around 12,985 people identifying as being of Aboriginal or Torres Strait Islander heritage. The community are active in promoting First Nation's culture and work to ensure the Indigenous people, places and events that have shaped Ipswich are remembered, shared and celebrated.

Black Drum Productions identified key stakeholders working with Aboriginal and Torres Strait Islander residents and invited them to promote the community consultation process and participate in the survey. Key stakeholders included these local organisations:

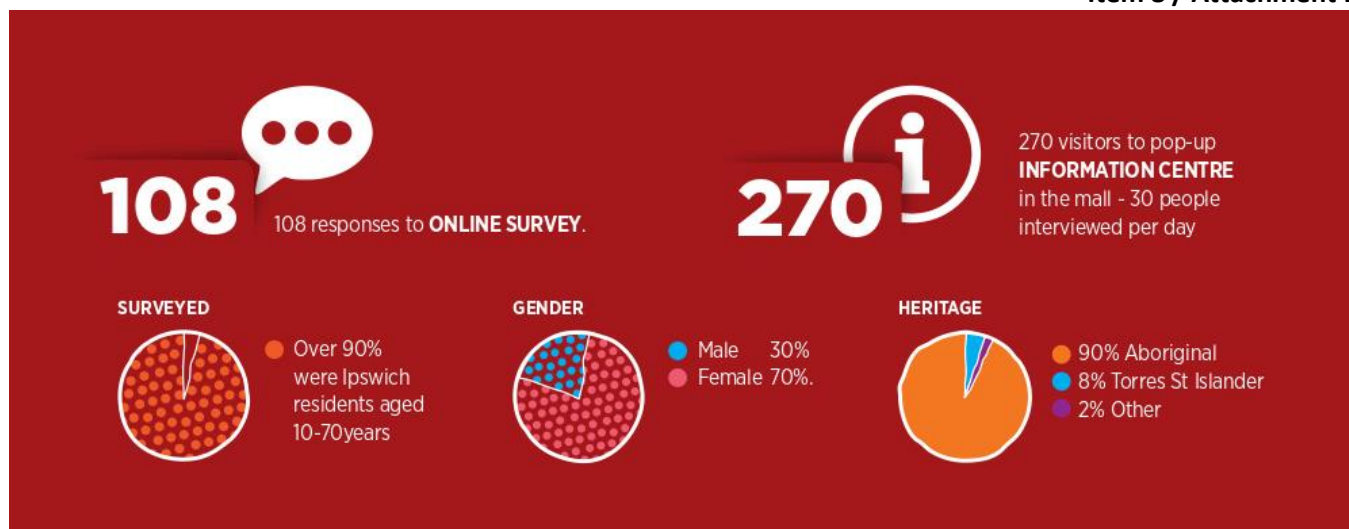
- Kambu Health Service (Based in Ipswich, Booval and Goodna)
- We Care Aboriginal and Torres Strait Islander Centre for Aged and Disability (Based in Redbank Plains)
- Liwoarji Aboriginal Corporation (based in Ipswich)
- Kumarra Family Wellbeing Service (based in Goodna)
- Goolburri Health Service Kinship Care (based in Flinders View)

- Purga Elders and Descendants Corporation (based in Purga)
- Amaroo Kindy and Pre-School (based in Raceview)
- Kambu Progress Association (based in Flinders View)
- Individual community members including members of the Traditional Owner groups
- Other Government and Not for profit community organisation in Ipswich

3. Methodology

Black Drum Productions worked collaboratively with Council personnel to develop a project methodology that would engage and inform the local Indigenous community while delivering key messages and information vital to an understanding of the redevelopment project and the opportunities it represents for local businesses, artists and community members.

Having identified the key community stakeholders, Black Drum Productions worked with Council to establish a friendly and welcoming pop-up information centre in the Terry White arcade. This pop-up centre was staffed by all indigenous team over a two-week period. It was furnished to promote relaxed discussions and information gathering through facilitated questionnaires based around architects' renderings of the proposed redevelopment spaces and site maps of potential areas where Indigenous cultural elements could be incorporated into the overall design. Posters and illustrations adorned the walls and people could write on the posters or stick Post-it notes on the posters under the



relevant headings. This proved a popular way of gathering information and sparked ideas and suggestions for artworks and design elements within the project spaces.

Staff on hand in the information store were able to guide visitors through the architects plans and assist them to supply ideas and feedback through questionnaires or Post-it notes. Local community members and elders were engaged to staff the pop-up store, and this contributed to a strong local visitation response. The pop-up store was promoted via the Black Drum Productions Facebook page and email bulletins to a database of key stakeholders and agencies. It was also promoted via Council channels and a flyer was distributed to key stakeholders promoting opening times and dates for the information store

In addition to the pop-up information centre, an online survey was also developed and opened for four weeks between 24 September and 16 October. Survey questions were developed in consultation with Council and sought to gather specific information and ideas from the local Indigenous community about key areas of the redevelopment identified in the public art plan.



4. Summary of findings

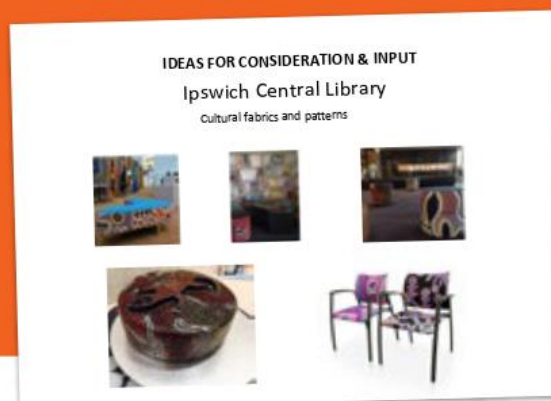
A summary of the ideas and feedback supplied through the online survey, interviews and via the pop-up information centre are listed below. They are grouped under the relevant headings for the spaces identified in the public art plan as suitable for the inclusion of cultural art and design elements within the redevelopment precinct. The three spaces are:

1. Library
2. Council Administration Building
3. Civic Space

Responses to the community consultation were overwhelmingly positive and informative about what the local Indigenous community would like to contribute to the Ipswich CBD redevelopment. Over 99% of the people surveyed want to local Indigenous stories to be shared and 100% of respondents thought that the inclusion of Indigenous art and design elements could make the CBD a culturally safe place. The involvement of youth in the design process and future public programs was vital to making the CBD space a welcoming and inclusive space for all visitors.



Item 8 / Attachment 1.



Space 1. Library

What was proposed?

- Cultural fabrics and patterns on soft furnishings and furniture (i.e. upholstery)
- Aboriginal cultural ready space

What was the Indigenous community feedback?

- Interior furnishings and décor incorporating Aboriginal and Torres Strait Islander patterns and motifs were considered appropriate, but not animal totems, as people didn't want to sit on animals.



Having the seats covered in cultural patterns is a great idea for the library.

A space that is inviting interesting and eye catching for all which includes artwork of local people and an acknowledgement of our traditional owners of Ipswich.

- The community wanted flexible spaces available for yarnning and holding workshops. They also requested more Indigenous resources, books, author talks and activities for children, such as interactive workshops to engage them in reading and learning.



Yarning circle, traditional storytelling and more indigenous books.

Digital stories of notable aboriginal Elders, maybe a circle where kids can sit and read.

- Photographs of elders and ancestors were important to connect with the past and make the space comfortable and welcoming to Indigenous Australians.
- Room names in language.

What other suggestions were provided?

- A community project to develop a feature art piece for the library.
- Local histories to be recorded and presented as part of Black History Month exhibitions.





Space 2. Council Administration Building

What was proposed?

- Wall displays (Artwork – weaving)
- Totem Poles

What was the Indigenous community feedback?

- Wall mounted and free-standing sculpture of local cultural artefacts were relevant to the space i.e. weavings, totem poles, carvings etc.
- Cultural artefacts on display to reflect local history and culture



*Weaving, carving, artwork, artefacts, upholstery, uniforms for staff, carvings on building.
Weaving is a good idea. Better than just a traditional painting.
Weavings, painting, artefacts, flags, photos of elders.*

What other suggestions were provided?

- Art built into the foyer and public spaces was a popular request and ideas included using local cultural histories and artefacts as the source materials. People wanted to be welcomed by their cultural heritage when they visited the building and reminded of the important people and events in the life of Ipswich.



An Elders gallery with portraits of Elders who contribute to or have contributed to community.

Space 3. Civic Space

What was proposed?

- Naming - Tulumur Place
- Cultural Garden - native plants, Brush-tail Rock-wallaby bronze sculptures
- Connection to water (in water play area) - Bronze sculptures of fish traps
- Shade Structure - cultural mural (underside)
- Car Ramps - cultural mural (underside, pillars as totems)



What was the Indigenous community feedback?

- Tulumur Place was endorsed by 90% of respondents as a positive choice for naming the redeveloped Civic Space. Tulumur, meaning Ipswich in Yagara Language (which is the language the three local Aboriginal groups) has been verified by Desmond Crump, the Indigenous Languages Coordinator at the Queensland State Library and it is the name advocated by the Traditional Owners in Council's prior community consultations. A graphic of two boomerangs, one above and one below the wording Tulumur Place, was a possible logo or design element.



Yes, there are so many different cultures in Ipswich and many of them are wanting to learn more about our Traditional Owners and the Aboriginal and Torres Strait Islander people.

- Use of local plants such as wattles, eucalypts, bottle brush and grass trees were requested, and these local species were suggested:
 - o Eucalyptus curtisii Plunkett Mallee
 - o Notelaea ipsviciensis Cooneana Olive
 - o Backhousia citriodora Lemon Myrtle
 - o Davidsonia jerseyana Davidson's Plum
 - o Citrus australasica Finger lime
 - o Eustrephus latifolius Wombat berry
 - o Bidgerdii plant (a local medicine)
- A bush tucker garden with plant labels in Yugara language alongside the English
- Sculpture of local animals such as Brush-tailed Rock-wallaby, koala, platypus, emu
- The history and cultural significance of local waterways was highlighted strongly with suggestions for place-naming and artworks based on waterways, water plants and aquatic animals – Bremer River, water lilies, edible plants, fish traps, platypus, turtle lungfish etc.
- A water park based on the Rainbow Serpent design with paving leading the way through the park and telling the Dreaming Story. Different water depths to denote the zones in the waterways and ripples where people are fishing with traps.
- Artwork and sculptures of fish traps cast in bronze.
- Sandstone as a local material was important to reference the hills and peaks of the region.
- Street furniture in the shape of a boomerang utilising designs burnt into the wood was suggested. Barbeques for families to access.
- Shade structures and car ramps to feature cultural designs by local artists about totems and places of significance.



*Native plants, rocks, water garden, benches with Indigenous burnt designs outside.
Just to have a space that the Indigenous community can feel connected to and be able to use and incorporate cultural activities.
More programs that represent both Aboriginal & Torres Strait culture
Space for Cultural Markets etc.*

What other suggestions were provided?

- Local artists and business owners would like to be considered for supplier opportunities on the redevelopment project and asked to be kept informed about how to apply.
- Remembering elders and people who have contributed significantly to the Ipswich community was important in this space and plaques, signage or a Remembrance Wall were suggested. Neville Bonner AO and Georgina Thompson OAM were mentioned.
- Murals or projected artworks were a way in which different community groups could come together and work collectively on the project. The benefits were being mutual respect for differing histories and opinions, as well as capturing the diversity of Indigenous cultural heritage in the region. The use of local artists and imagery was vital to the project's relevance.
- There was a definite need expressed for the spaces to be activated through cultural dance, performances, art workshops, craft markets, art exhibitions and cultural walks. The community wanted the spaces to be flexible so that they could be adapted to multiple uses and not static spaces.
- Gateway signage upon entering Ipswich was important in acknowledging the local Aboriginal cultural heritage of the region.
- Youth centre with resources for entertainment, socialising and learning is a safe environment.
- A men's shed for sharing culture and learning skills.
- A drop-in centre where people can have showers, wash clothes and access resources to improve their employment prospects and living conditions.

5. Considerations

The initial consultation process demonstrates that the Indigenous community of Ipswich are excited about the CBD redevelopment and eager to participate in public art, cultural heritage and business opportunities arising from the project. Council can support this level of enthusiasm by implementing these actions:

- Continue to involve the local Indigenous community in the ongoing design process for the Library, Council Administration Building and Civic Space by sharing information about progress and key decisions.
- Consult with local Traditional Owners and the community to ensure place naming and selection of imagery and artworks is culturally appropriate and relevant.
- Commission local Indigenous suppliers to produce cultural design elements and public artwork for the redeveloped project spaces.



In your decision making in the final stages, please make sure you include our Aboriginal and Torres Strait Islander Elders and Leaders. There needs to be a balance - a sense of community in these decisions from the bottom up. Inclusion is the best factor. Congratulations on journey towards this change.





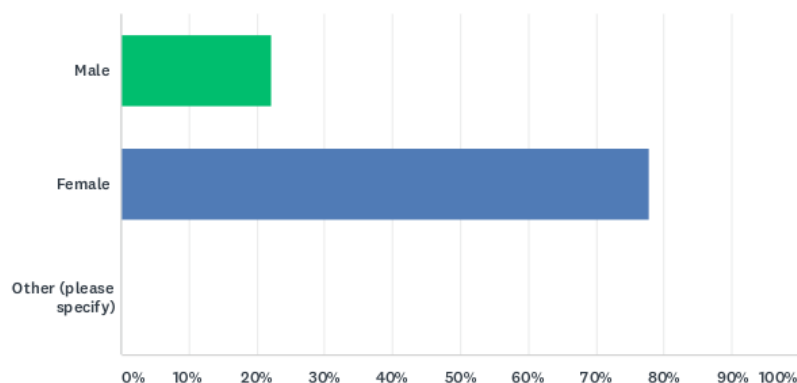
6. Appendices

Summary of online survey results

6. Appendices Summary of online survey results

Q1 What is your gender?

Answered: 108 Skipped: 0



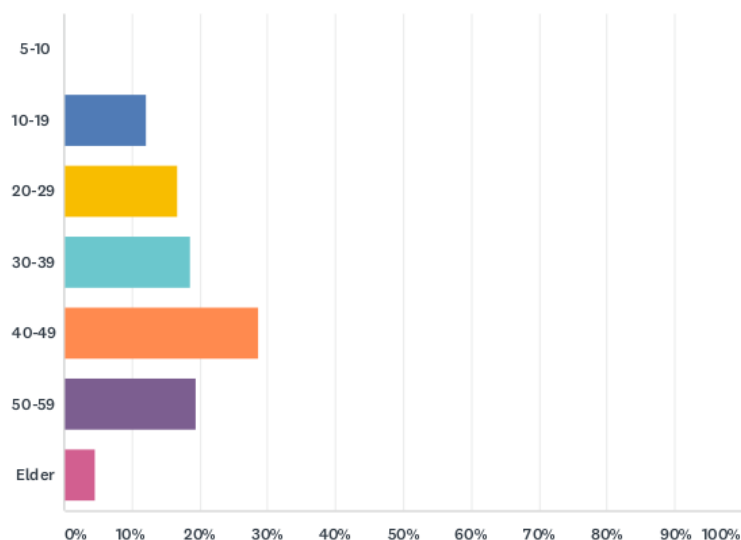
ANSWER CHOICES	RESPONSES	
Male	22.22%	24
Female	77.78%	84
Other (please specify)	0.00%	0
TOTAL		108

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

6. Appendices Summary of online survey results

Q2 What is your age range?

Answered: 108 Skipped: 0

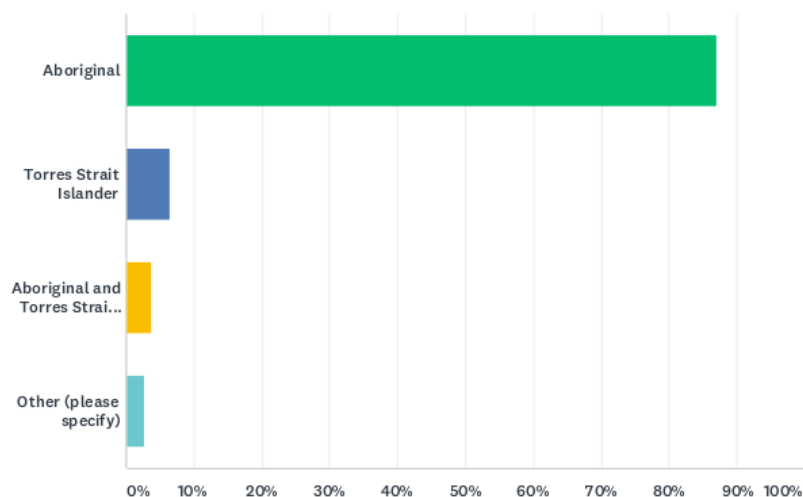


ANSWER CHOICES	RESPONSES	
5-10	0.00%	0
10-19	12.04%	13
20-29	16.67%	18
30-39	18.52%	20
40-49	28.70%	31
50-59	19.44%	21
Elder	4.63%	5
TOTAL		108

6. Appendices Summary of online survey results

Q3 Do you identify as Aboriginal or Torres Strait Islander?

Answered: 108 Skipped: 0



ANSWER CHOICES	RESPONSES	
Aboriginal	87.04%	94
Torres Strait Islander	6.48%	7
Aboriginal and Torres Strait Islander	3.70%	4
Other (please specify)	2.78%	3
TOTAL		108

#	OTHER (PLEASE SPECIFY)	DATE
1	Mother of a Aboriginal daughter (Yuggera)	10/14/2019 10:47 PM
2	PNG	10/2/2019 6:51 AM
3	PNG	10/2/2019 6:50 AM

6. Appendices Summary of online survey results

Q4 Do you live in the Ipswich City Council catchment?

Answered: 106 Skipped: 2

ANSWER CHOICES	RESPONSES
Yes	92.45% 98
No	7.55% 8

#	YES	DATE
1	I work in Ipswich	10/14/2019 10:47 PM
2	North Ipswich	10/11/2019 8:41 PM
3	Yes	10/11/2019 5:44 AM
4	Bundamba	10/11/2019 12:00 AM
5	Springfield Lakes	10/10/2019 11:19 PM
6	Raceview	10/10/2019 11:07 PM
7	Redbank Plains	10/10/2019 4:28 PM
8	Leichhardt	10/10/2019 12:35 AM
9	1/56 Warwick Road Ipswich 4305	10/9/2019 10:56 PM
10	Flinders View	10/8/2019 8:03 PM
11	Yes	10/8/2019 7:46 PM
12	leichhardt	10/8/2019 6:21 PM
13	Y	10/8/2019 5:13 AM
14	Woodend	10/5/2019 8:57 AM
15	Walloon	10/5/2019 8:29 AM
16	Yes	10/4/2019 11:47 PM
17	Yes	10/4/2019 11:39 PM
18	Y	10/4/2019 11:20 PM
19	Yes	10/4/2019 10:49 PM
20	Y	10/4/2019 10:40 PM
21	Y	10/4/2019 10:35 PM
22	Y	10/4/2019 10:31 PM
23	Leichhardt	10/4/2019 5:29 PM
24	Yes	10/4/2019 9:33 AM
25	Y	10/4/2019 9:30 AM
26	Yes	10/4/2019 9:25 AM
27	Yes Leichhardt	10/4/2019 6:53 AM
28	Yes	10/4/2019 4:44 AM
29	Yes	10/3/2019 9:04 PM
30	Yes	10/3/2019 8:52 PM
31	Leichhardt	10/3/2019 7:50 PM
32	Churchill	10/3/2019 6:52 PM
33	Churchill	10/3/2019 6:52 PM
34	brassall	10/3/2019 6:39 PM

6. Appendices Summary of online survey results

35	Yes	10/3/2019 11:48 AM
36	Yes	10/3/2019 11:45 AM
37	Ipswich	10/3/2019 4:39 AM
38	Raceview	10/2/2019 11:49 PM
39	Bellbird Park	10/2/2019 11:26 PM
40	Leichhardt	10/2/2019 11:16 PM
41	Yes	10/2/2019 9:57 PM
42	Brassall	10/2/2019 8:40 PM
43	North Ipswich	10/2/2019 8:38 PM
44	Yes	10/2/2019 8:25 PM
45	Bundamba ipswich	10/2/2019 8:24 PM
46	Yes all my life born here	10/2/2019 8:17 PM
47	Yes all my life born here	10/2/2019 8:17 PM
48	Yes	10/2/2019 8:07 PM
49	Leichhardt	10/2/2019 6:32 PM
50	Yes	10/2/2019 6:32 PM
51	Redbank plains	10/2/2019 2:16 PM
52	Redbank Plains	10/2/2019 9:37 AM
53	North Ipswich	10/2/2019 9:01 AM
54	Collingwood Park	10/2/2019 8:35 AM
55	Yes	10/2/2019 7:40 AM
56	East Ipswich	10/2/2019 7:16 AM
57	Yes	10/2/2019 6:51 AM
58	Yes	10/2/2019 6:50 AM
59	Yes	10/2/2019 6:37 AM
60	One Mile	10/2/2019 5:56 AM
61	Raceview	10/2/2019 2:44 AM
62	Brassall	10/2/2019 1:47 AM
63	Redbank Plains	10/2/2019 1:25 AM
64	Flinders View	10/2/2019 1:18 AM
65	yes	10/2/2019 1:10 AM
66	North Ipswich	10/2/2019 12:11 AM
67	Springfield	10/1/2019 11:14 PM
68	North Ipswich	10/1/2019 10:41 PM
69	Yes	10/1/2019 9:29 PM
70	Brassell	10/1/2019 10:35 AM
71	Brassall	10/1/2019 7:52 AM
72	Brassall	10/1/2019 7:49 AM
73	Riverview	10/1/2019 7:45 AM
74	Yes Redbank Plains	10/1/2019 7:36 AM
75	Yamanto	10/1/2019 7:33 AM
76	Yes	10/1/2019 7:14 AM
77	Yes	10/1/2019 6:59 AM
78	Yes	10/1/2019 6:46 AM

6. Appendices Summary of online survey results

79	Yes	10/1/2019 6:33 AM
80	Yes	10/1/2019 6:27 AM
81	Yes	10/1/2019 6:22 AM
82	Yes	10/1/2019 6:12 AM
83	Y	10/1/2019 6:02 AM
84	Y	10/1/2019 5:49 AM
85	Y	10/1/2019 5:39 AM
86	Riverview	10/1/2019 5:28 AM
87	Eastern Heights	9/30/2019 10:55 PM
88	Leichhardt, 4305	9/30/2019 8:19 PM
89	Brassall	9/30/2019 7:49 PM
90	Y	9/29/2019 11:30 PM
91	Collingwood Park	9/28/2019 6:19 PM
92	Y	9/28/2019 2:47 AM
93	Yes	9/28/2019 2:02 AM
94	yes	9/28/2019 1:29 AM
95	Yes	9/28/2019 1:07 AM
96	yes	9/28/2019 1:00 AM
97	Yes	9/27/2019 10:27 PM
98	Y	9/27/2019 8:06 PM
#	NO	DATE
1	NO	10/14/2019 9:55 PM
2	Darra	10/2/2019 11:05 PM
3	no	10/2/2019 8:12 AM
4	No, but - travel and work in Ipswich	10/2/2019 1:25 AM
5	But I work in Ipswich	10/1/2019 11:12 PM
6	I work in the Ipswich CBD area	9/28/2019 1:12 AM
7	No visitor	9/27/2019 9:45 PM
8	No	9/27/2019 6:56 PM

6. Appendices Summary of online survey results

Q5 Is it important for cultural stories to be told in the new Ipswich CBD?

Answered: 108 Skipped: 0

ANSWER CHOICES	RESPONSES
Yes	99.07% 107
No	0.93% 1

#	YES	DATE
1	Yes	10/14/2019 10:47 PM
2	YES. Absolutely!	10/14/2019 9:55 PM
3	Yes, the areas true history should be shared. Important that culture stays alive and good for our young to seee it incorporated into modern infrastructure.	10/11/2019 8:41 PM
4	Yes	10/11/2019 5:44 AM
5	yes	10/11/2019 12:00 AM
6	Absolutley, to ensure that the residents of Ipswich have access to information relating to the stories and the history of the Ipswich region.	10/10/2019 11:19 PM
7	IT is important for our stories to be told to keep our culture alive as well as educating, informing and including the non Aboriginal and Torres Strait Islander people of Ipswich about our beautiful culture	10/10/2019 11:07 PM
8	Because our Indigenous People in this area young and old have a lot o sto	10/10/2019 4:28 PM
9	YES	10/10/2019 12:35 AM
10	Without Aboriginal Stories and history it would be just an empty shell.	10/9/2019 10:56 PM
11	Yes, ALL of the regions history should be shared and that Ipswich City Council was the first LGA to have an Indigenous Accord	10/8/2019 8:03 PM
12	Yes	10/8/2019 7:46 PM
13	Yes	10/8/2019 6:21 PM
14	Y	10/8/2019 5:13 AM
15	Yes. My Elders were pivotal in the continuation of traditional stories passed down.	10/5/2019 8:57 AM
16	Yes definitely	10/5/2019 8:29 AM
17	Yes	10/4/2019 11:47 PM
18	Yes, Dreamtime Stories & Songlines	10/4/2019 11:39 PM
19	Y	10/4/2019 11:20 PM
20	Yes, Dreamtime Stories & Songlines	10/4/2019 10:49 PM
21	Y	10/4/2019 10:40 PM
22	Y	10/4/2019 10:35 PM
23	Yes	10/4/2019 10:31 PM
24	Yes, it would make me proud!	10/4/2019 5:29 PM
25	Yes	10/4/2019 9:33 AM
26	Y	10/4/2019 9:30 AM
27	Yes definitely	10/4/2019 9:25 AM
28	Yes	10/4/2019 6:53 AM
29	Yes	10/4/2019 4:44 AM
30	Yes	10/3/2019 9:04 PM
31	Yes because the old mall had nothing	10/3/2019 8:52 PM

Item 8 / Attachment 1.

6. Appendices Summary of online survey results

32	Yes	10/3/2019 7:50 PM
33	Yes	10/3/2019 6:52 PM
34	Yes	10/3/2019 6:52 PM
35	yes. it is a concept of sharing and respect	10/3/2019 6:39 PM
36	Yes	10/3/2019 11:48 AM
37	Yes	10/3/2019 11:45 AM
38	Absolutely	10/3/2019 6:16 AM
39	Yes because this is and always will be aboriginal land	10/3/2019 4:39 AM
40	As I think we to share this knowledge especially with everything going with deebing creek I think Ipswich needs to know the reason why we protest as its such a seacrit site for cultural reasons	10/2/2019 11:49 PM
41	Extremely	10/2/2019 11:26 PM
42	Because there are stories from this area to be told	10/2/2019 11:16 PM
43	Yes	10/2/2019 11:05 PM
44	Yes	10/2/2019 9:57 PM
45	Yes	10/2/2019 8:40 PM
46	Yes especially when it comes to the people that are originally from countri Yuggera Ugarapul	10/2/2019 8:38 PM
47	Yes	10/2/2019 8:25 PM
48	Most definitely	10/2/2019 8:24 PM
49	Definitely sure is for the community to know watand how my ancestors lived and treated many yrs ago an also how they lived on this land the r some beautiful stories	10/2/2019 8:17 PM
50	Definitely sure is for the community to know watand how my ancestors lived and treated many yrs ago an also how they lived on this land the r some beautiful stories	10/2/2019 8:17 PM
51	Yes	10/2/2019 8:15 PM
52	Yes	10/2/2019 8:07 PM
53	Yes	10/2/2019 6:32 PM
54	Yes	10/2/2019 6:32 PM
55	Yes very important to educate the future on our culture	10/2/2019 2:16 PM
56	Yes	10/2/2019 9:37 AM
57	Acknowledgement	10/2/2019 9:01 AM
58	Absolutely it is our history and people need to know and learn about our culture	10/2/2019 8:35 AM
59	yes	10/2/2019 8:12 AM
60	Yes	10/2/2019 7:40 AM
61	Yes	10/2/2019 7:16 AM
62	Yes	10/2/2019 6:51 AM
63	Yes	10/2/2019 6:50 AM
64	Yes	10/2/2019 6:37 AM
65	To share stories	10/2/2019 5:56 AM
66	Yes	10/2/2019 2:44 AM
67	Of course	10/2/2019 1:47 AM
68	There is strong Cultural history in Ipswich	10/2/2019 1:25 AM
69	Yes definitley, part of the journey of the changes in Ipswich	10/2/2019 1:25 AM
70	Yes	10/2/2019 1:18 AM
71	Yes	10/2/2019 1:10 AM
72	Yes	10/2/2019 12:11 AM

6. Appendices Summary of online survey results

73	Yes most defintately	10/1/2019 11:14 PM
74	Absolutely, the black history of Ipswich needs to be told	10/1/2019 11:12 PM
75	Ugarapul tribal stories	10/1/2019 10:41 PM
76	Yes	10/1/2019 9:29 PM
77	Yes	10/1/2019 10:35 AM
78	Yes	10/1/2019 7:52 AM
79	Yes	10/1/2019 7:49 AM
80	Yes	10/1/2019 7:45 AM
81	Yes	10/1/2019 7:36 AM
82	Yes	10/1/2019 7:33 AM
83	Yes	10/1/2019 7:14 AM
84	Yes	10/1/2019 6:59 AM
85	Yes	10/1/2019 6:46 AM
86	Yes	10/1/2019 6:33 AM
87	Yes	10/1/2019 6:27 AM
88	Y	10/1/2019 6:22 AM
89	Yes	10/1/2019 6:12 AM
90	Y	10/1/2019 6:02 AM
91	Yes	10/1/2019 5:49 AM
92	Yes	10/1/2019 5:39 AM
93	It is important to educate non indigenous people of the aboriginal and Torres strait cultures	10/1/2019 5:28 AM
94	Very important - it allows for Indigenous peoples to feel culturally safe and feel connected to the CBD.	9/30/2019 8:19 PM
95	Certainly	9/30/2019 7:49 PM
96	Yes	9/29/2019 11:30 PM
97	Yes	9/28/2019 6:19 PM
98	Y	9/28/2019 2:47 AM
99	Yes	9/28/2019 2:02 AM
100	yes	9/28/2019 1:29 AM
101	100% need to have cultural stories of this land	9/28/2019 1:12 AM
102	Yes	9/28/2019 1:07 AM
103	yes	9/28/2019 1:00 AM
104	Most definitely	9/27/2019 10:27 PM
105	yes	9/27/2019 9:45 PM
106	Y	9/27/2019 8:06 PM
107	Yes very important for local Aboriginal and Torres communit9	9/27/2019 6:56 PM
#	NO	DATE
1	I am not from this country, so I cannot say.	9/30/2019 10:55 PM

6. Appendices Summary of online survey results

Q6 What cultural stories do you want to see told in the new Ipswich CBD?

Answered: 104 Skipped: 4

#	RESPONSES	DATE
1	Stories of achievements of passed and present Elders eg: Georgina Thompson OAM.	10/14/2019 10:47 PM
2	I want to see stories of the places that are special to women of the area and why and how they can become involved in these areas	10/14/2019 9:55 PM
3	The dreaming story of the area. Indigenous leaders of the area. Success stories.	10/11/2019 8:41 PM
4	Stories about the local clans, ancestors, elders & about relevant meeting places and historical sites.	10/11/2019 5:44 AM
5	Dreamtime Stories	10/11/2019 12:00 AM
6	History of Purga and Deebling Creek. Information about the Traditional Owners of the area	10/10/2019 11:19 PM
7	Any dreaming stories that the traditional owners would like to share. But also the history of Ipswich for Aboriginal and Torres Strait Islander people. Including what the Aboriginal people had to live through, be subjected to and excluded from while Ipswich was becoming a city.	10/10/2019 11:07 PM
8	Stories of this country!	10/10/2019 4:28 PM
9	Multugerah, Pompil Hatton and Jung Jung Cultural Leaders and their History and their connection to local descendants etc.	10/10/2019 12:35 AM
10	Campsites, Dreamtime stories of the whole region.	10/9/2019 10:56 PM
11	An EOI should be put out to see what comes back	10/8/2019 8:03 PM
12	Local Indigenous Stories	10/8/2019 7:46 PM
13	Ipswich area	10/8/2019 6:21 PM
14	Traditional to TO's & Purga & deebling creek	10/8/2019 5:13 AM
15	Would love to see our Ugarapul story told as the creation story runs through Ipswich. We have a lot of correspondence with earlier Council seeking my Elders stories and honouring them.	10/5/2019 8:57 AM
16	Any	10/5/2019 8:29 AM
17	Yugara creation stories, the history of Yugara people living in the cbd before (Deebling creek mission and Purga mission establishments), during and current colonisation, the landscape and animals of cbd before colonisation,	10/4/2019 11:47 PM
18	Local traditional stories, Songlines, Language	10/4/2019 11:39 PM
19	Dreamtime, history, community	10/4/2019 11:20 PM
20	Local traditional stories, Songlines, Language	10/4/2019 10:49 PM
21	Traditional, local, coming together	10/4/2019 10:40 PM
22	Anything related to area	10/4/2019 10:35 PM
23	Dreamtime stories from TO & songlines	10/4/2019 10:31 PM
24	The tribes of the area and history of traditional owners and historical aboriginals.	10/4/2019 5:29 PM
25	Anything	10/4/2019 9:33 AM
26	Any that represent us	10/4/2019 9:30 AM
27	History, Purga, Deebling Creek, Elders	10/4/2019 9:25 AM
28	A short narrative on Senator Neville Bonner. A long term resident of Ipswich before his death and a proud Jagera Elder.	10/4/2019 6:53 AM
29	Cultural stories to be provided through art work	10/4/2019 4:44 AM
30	Who the Traditional Owners are, their connection to Ipswich	10/3/2019 9:04 PM
31	Our cultural connection to the land and water	10/3/2019 8:52 PM

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6. Appendices Summary of online survey results

32	The original clan groups and historical experiences to contemporary	10/3/2019 7:50 PM
33	The Traditional Owner Stories & the timeline of events for our first Nations peoples	10/3/2019 6:52 PM
34	The Traditional Owner Stories & the timeline of events for our first Nations peoples	10/3/2019 6:52 PM
35	reference to the Deebling Creek and Purga Missions, the people and the descendents	10/3/2019 6:39 PM
36	Dreamtime Stories from Traditional Owner Groups from this area	10/3/2019 11:48 AM
37	Dreamtime Stories from Traditional Owner Groups from this area	10/3/2019 11:45 AM
38	Local stories and the struggle of our Elders that lived on the Purga/Deebling Mission	10/3/2019 6:16 AM
39	The story of the river	10/3/2019 4:39 AM
40	Aboriginal History of Ipswich	10/2/2019 11:49 PM
41	Ask the traditional owners this question	10/2/2019 11:16 PM
42	Cultural history of Ipswich, traditional owners stories to be shared.	10/2/2019 11:05 PM
43	Indigenous History	10/2/2019 9:57 PM
44	Paintings	10/2/2019 8:40 PM
45	Dreamtime	10/2/2019 8:38 PM
46	History of local area	10/2/2019 8:25 PM
47	Maybe a display of art and stories told through it maybe some paintings of indigenous elders who are from the community. Or even our indigenous veterans, aboriginal stories with our people is always told through our art 😊❤	10/2/2019 8:24 PM
48	The way my ancestors lived-ate/hunting-and was treated	10/2/2019 8:17 PM
49	The way my ancestors lived-ate/hunting-and was treated	10/2/2019 8:17 PM
50	How about how the government destroys our land	10/2/2019 8:07 PM
51	Everything that is connected to our heritage here	10/2/2019 6:32 PM
52	Writing up hard hitting prices that shed light on what our ancestors went through in terms of racism. I think this is very important in regards to our culture just as much as traditional dream time stories and traditional cutlery and weapons, those are things that I see which is awesome. I think we need to use this platform to make Ipswich residents and surroundings less ignorant. Real life account of the hardships they faced. The fact that they would of been booted out of places like this. Stories of our great grand people fighting for a country that they had zero rights in, but doing it anyways. Stories like that would I believe impart some education on to the Ipswich residents. You ask for culture ? Culture, what does this have to do with that? I believe it belongs to our culture of resilience and resistance and the fact that we are still here.	10/2/2019 6:32 PM
53	The significant stories	10/2/2019 2:16 PM
54	The history	10/2/2019 9:37 AM
55	The people knowing All Sport Champions that come from Ipswich	10/2/2019 9:01 AM
56	About how people lived cultural and traditional	10/2/2019 8:35 AM
57	the actual truth	10/2/2019 8:12 AM
58	Ones about purgatory and Deebling creek	10/2/2019 7:40 AM
59	Dream time stories of our local tribes	10/2/2019 7:16 AM
60	Culture and traditional stories including culture arts and activities	10/2/2019 6:51 AM
61	Culture and traditional stories including culture arts and activities	10/2/2019 6:50 AM
62	Stories about the local indigenous tribe and culture	10/2/2019 6:37 AM
63	Stories directly about Ipswich	10/2/2019 5:56 AM
64	Tribes from the Ipswich area and historical events that took place from indigenous perspective	10/2/2019 2:44 AM
65	True history of how blacks were killed for illegal white settlement	10/2/2019 1:47 AM
66	about land, fauna and floral	10/2/2019 1:25 AM
67	the story of the Traditional Owners, where they lived, their names, what were the identified languages, customs, traditions and lore. Is there more than one group or not??	10/2/2019 1:25 AM
68	History behind the area	10/2/2019 1:18 AM

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69	Stories of Country, Elders and leaders within community	10/2/2019 1:10 AM
70	The history and future of Torres Strait/Aboriginal peoples.	10/2/2019 12:11 AM
71	More about the traditional owner groups	10/1/2019 11:14 PM
72	Stories about the sacred sites in the Ipswich area and how they still influence or impact today's Indigenous community of Ipswich	10/1/2019 11:12 PM
73	Ugarapul stories	10/1/2019 10:41 PM
74	Meeting space, artwork, acknowledgement	10/1/2019 9:29 PM
75	Idk any stories personally	10/1/2019 10:35 AM
76	Stories about sport	10/1/2019 7:52 AM
77	Stories about Ipswich	10/1/2019 7:49 AM
78	All	10/1/2019 7:45 AM
79	Any	10/1/2019 7:36 AM
80	Local history	10/1/2019 7:33 AM
81	Traditional & local stories	10/1/2019 7:14 AM
82	Not sure	10/1/2019 6:59 AM
83	Indigenous fountains, info on traditional owners legend of community	10/1/2019 6:46 AM
84	Traditonal yugera stories and language	10/1/2019 6:33 AM
85	Any	10/1/2019 6:27 AM
86	History	10/1/2019 6:22 AM
87	Traditonal yugera stories and language	10/1/2019 6:12 AM
88	Not sure	10/1/2019 6:02 AM
89	All stories	10/1/2019 5:49 AM
90	Dreaming history of local people	10/1/2019 5:39 AM
91	Dreaming history of local people	10/1/2019 5:28 AM
92	Local Aboriginal stories from the Traditional Owners of country.	9/30/2019 8:19 PM
93	Deebing Creek, Purga, Acknowledgment Traditional Owners, Historic timeline,	9/30/2019 7:49 PM
94	History dreaming	9/29/2019 11:30 PM
95	Jaggera, Yuggera and Ugurapul creation stories, first contact and the effects to acknowledge the past with current stories to show how Ipswich is moving forward together	9/28/2019 6:19 PM
96	History dreaming elders	9/28/2019 2:47 AM
97	Truth telling history and celebrating unified efforts of community	9/28/2019 2:02 AM
98	local	9/28/2019 1:29 AM
99	this story of ipswich and what the cultural name is for the area	9/28/2019 1:12 AM
100	Stories of the traditional families, as well as the stories of the families brought to Ipswich with teh mission, as well as dreamtime stories of landmarks, flinders peak mountain, white rock being a women's place etc	9/28/2019 1:07 AM
101	History of Ipswich prior to colonisation up to today. A timeline of key events.	9/28/2019 1:00 AM
102	Aboriginal cultural connection to the Bremer River and Cultural Landscapes in Ipswich	9/27/2019 10:27 PM
103	local stories of special places and local heroes	9/27/2019 9:45 PM
104	Dreaming, purga history & elders who have contributed to the community	9/27/2019 8:06 PM

6. Appendices Summary of online survey results

Q7 Would you like to see Indigenous artwork or sculpture in the new CBD?

Answered: 108 Skipped: 0

ANSWER CHOICES	RESPONSES
Definitely would	97.22 % 105
Probably would	2.78% 3
Probably would not	0.00% 0
Definitely would not	0.00% 0

#	DEFINITELY WOULD	DATE
1	Yes	10/14/2019 10:47 PM
2	Definitely would!	10/14/2019 9:55 PM
3	Yes, we should consider all aspects that we can include Indigenous design. Sculptures are good monuments to have.	10/11/2019 8:41 PM
4	Definitely	10/11/2019 5:44 AM
5	yes	10/11/2019 12:00 AM
6	DEFINITELY	10/10/2019 11:19 PM
7	This is important as Aboriginal people never had a written history, our history was told through yarning, stories and artwork	10/10/2019 11:07 PM
8	Yes I would we have a lot of Deadly Art in this area.	10/10/2019 4:28 PM
9	Definitely would like to see local Traditional Yagarra Leaders past present and future Multugerah, Pompil Hatton (Jagera) and Jung Jung (Jagera)	10/10/2019 12:35 AM
10	Aboriginal artwork would be awesome leading to the entrances.	10/9/2019 10:56 PM
11	yes	10/8/2019 8:03 PM
12	yes	10/8/2019 6:21 PM
13	Y	10/8/2019 5:13 AM
14	From a Ugarapul Artist. Namely, Cecil Anderson.	10/5/2019 8:57 AM
15	Yes!	10/5/2019 8:29 AM
16	Yes	10/4/2019 11:47 PM
17	Yes	10/4/2019 11:39 PM
18	Y	10/4/2019 11:20 PM
19	Yes	10/4/2019 10:49 PM
20	Y	10/4/2019 10:40 PM
21	Y	10/4/2019 10:35 PM
22	Yes	10/4/2019 10:31 PM
23	It would be wonderful if it could be done by local artists.	10/4/2019 5:29 PM
24	Yes	10/4/2019 9:33 AM
25	Y	10/4/2019 9:30 AM
26	Yes	10/4/2019 9:25 AM
27	Yes. Artwork and a sculpture.	10/4/2019 6:53 AM
28	Yes	10/4/2019 4:44 AM
29	Yes	10/3/2019 9:04 PM

6. Appendices Summary of online survey results

30	Artwork In the library and Admin Building. Plus cultural sculptures in the mall	10/3/2019 8:52 PM
31	Yes	10/3/2019 7:50 PM
32	Yes	10/3/2019 6:52 PM
33	Yes	10/3/2019 6:52 PM
34	yes and it should not just be the one artwork or sculpture	10/3/2019 6:39 PM
35	Yes	10/3/2019 11:48 AM
36	Yes	10/3/2019 11:45 AM
37	Art and sculpture	10/3/2019 6:16 AM
38	One hundred percent	10/3/2019 4:39 AM
39	It would bring a lot off people I would think	10/2/2019 11:49 PM
40	Yes	10/2/2019 11:26 PM
41	It is a part of our history present and future	10/2/2019 11:16 PM
42	Yes	10/2/2019 11:05 PM
43	100%	10/2/2019 9:57 PM
44	Definitely	10/2/2019 8:40 PM
45	Definitely	10/2/2019 8:38 PM
46	Yes	10/2/2019 8:25 PM
47	Yes 100 %	10/2/2019 8:24 PM
48	Yes definitely and to have someone from the 2 tribes to do an design and should be a lot more aboriginal culture around ipswich city	10/2/2019 8:17 PM
49	Yes definitely and to have someone from the 2 tribes to do an design and should be a lot more aboriginal culture around ipswich city	10/2/2019 8:17 PM
50	Definitely	10/2/2019 8:15 PM
51	Yep	10/2/2019 8:07 PM
52	Yes	10/2/2019 6:32 PM
53	Absolutely	10/2/2019 6:32 PM
54	100%	10/2/2019 2:16 PM
55	Yes	10/2/2019 9:37 AM
56	Yes it would FANTASTIC	10/2/2019 9:01 AM
57	Yes	10/2/2019 8:35 AM
58	yesssssss	10/2/2019 8:12 AM
59	Yes	10/2/2019 7:40 AM
60	Yes	10/2/2019 7:16 AM
61	Yes	10/2/2019 6:51 AM
62	Yes	10/2/2019 6:50 AM
63	Yes	10/2/2019 6:37 AM
64	Both	10/2/2019 5:56 AM
65	Yes	10/2/2019 2:44 AM
66	Yes	10/2/2019 1:47 AM
67	of course	10/2/2019 1:25 AM
68	YES, A BIG YES TO THIS	10/2/2019 1:25 AM
69	Yes	10/2/2019 1:18 AM
70	Yes	10/2/2019 1:10 AM
71	Yes	10/2/2019 12:11 AM

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72	Most definately to make more culturally appropriate	10/1/2019 11:14 PM
73	Yes, it is very important to display stories from this land	10/1/2019 11:12 PM
74	All indigenous art works	10/1/2019 10:41 PM
75	Yes	10/1/2019 9:29 PM
76	Yes	10/1/2019 10:35 AM
77	Yes	10/1/2019 7:52 AM
78	Yes	10/1/2019 7:49 AM
79	Yes	10/1/2019 7:45 AM
80	Yes	10/1/2019 7:36 AM
81	Yes	10/1/2019 7:33 AM
82	Definitely	10/1/2019 7:14 AM
83	Yes	10/1/2019 6:46 AM
84	Yes	10/1/2019 6:33 AM
85	Yes	10/1/2019 6:27 AM
86	Yes	10/1/2019 6:22 AM
87	Yes	10/1/2019 6:12 AM
88	Y	10/1/2019 5:49 AM
89	Y	10/1/2019 5:39 AM
90	Y	10/1/2019 5:28 AM
91	yes	9/30/2019 10:55 PM
92	YES	9/30/2019 8:19 PM
93	Like both mediums in the CBD	9/30/2019 7:49 PM
94	Y	9/29/2019 11:30 PM
95	Yes	9/28/2019 6:19 PM
96	Y	9/28/2019 2:47 AM
97	Yes	9/28/2019 2:02 AM
98	yes	9/28/2019 1:29 AM
99	artwork and Sculptures would be a great idea to have in the CBD up grade	9/28/2019 1:12 AM
100	YES	9/28/2019 1:07 AM
101	Yes	9/28/2019 1:00 AM
102	Both. Artwork and bronze sculptures	9/27/2019 10:27 PM
103	Yes Aboriginal and Torres Strait designs	9/27/2019 9:45 PM
104	*	9/27/2019 8:06 PM
105	Absolutely!	9/27/2019 6:56 PM
#	PROBABLY WOULD	DATE
1	Yes	10/8/2019 7:46 PM
2	Y	10/1/2019 6:59 AM
3	Y	10/1/2019 6:02 AM
#	PROBABLY WOULD NOT	DATE
	There are no responses.	
#	DEFINITELY WOULD NOT	DATE
	There are no responses.	

6. Appendices Summary of online survey results

Q8 What sort of artwork or sculpture would you like to see?

Answered: 107 Skipped: 1

#	RESPONSES	DATE
1	natives animals and plants	10/14/2019 10:47 PM
2	Something interactive	10/14/2019 9:55 PM
3	Big sculpture of the related to the areas totem or significant to the dreaming story of local TO's. A journey with a variety of sculptures to tell the story. Include monuments of reconciliation also.	10/11/2019 8:41 PM
4	Traditional owner artwork in the form of paintings, big beautiful mural on wall, sandstone rocks for yarning circle that's engraved with simple artwork in an area that people can sit and take a rest. Also can have artwork on the ground. Can be mostly traditional artwork but also some contemporary artwork. Sculptures of local totems.	10/11/2019 5:44 AM
5	Contemporary	10/11/2019 12:00 AM
6	Someone from the area, that could encapsulate the history of the Ipswich area	10/10/2019 11:19 PM
7	I would like to see "footpath art". This could be a separate pieces or larges piece that could go through the new space that may be able to link to different information/historical points. making all the new space a journey of history and education. Sculptures would also be great to see throughout the space. Sculptures of animals native to the area and/or sculptures dedicated to those elders who have passed before us.	10/10/2019 11:07 PM
8	Murals, Statues and Paintings of the area.	10/10/2019 4:28 PM
9	Things, items or features and figures that resemble and represent 'Yagarra' country peoples start with BONNER's Jagara/ Yagarra Peoples	10/10/2019 12:35 AM
10	Aboriginal art of the native animals and bushlands with the rivers and creeks.	10/9/2019 10:56 PM
11	something using local artists and local businesses	10/8/2019 8:03 PM
12	Not ones that cost a fortune like the last mistakes Ipswich City Council 'invested' in.	10/8/2019 7:46 PM
13	Proud Warrior/ Elder of this community	10/8/2019 6:21 PM
14	Turtles, Dugon, spear, fish trap, Torres Strait drums, Torre strait head dress, aboriginal man	10/8/2019 5:13 AM
15	One honouring our Ugarapul heritage. Which has never been dismissed from Native Title claims unlike others.	10/5/2019 8:57 AM
16	A combination of styles would be cool, some traditional and some contemporary/multi-ethnic/culturally blended works	10/5/2019 8:29 AM
17	Sculpture of Yugara Ancestors and fauna of cbd, artwork from Originals and Historical first nations people	10/4/2019 11:47 PM
18	Not sure, ask all the Local Traditional Owners	10/4/2019 11:39 PM
19	Turtles Emu kangaroo porky pine	10/4/2019 11:20 PM
20	Not sure, ask all the Local Traditional Owners	10/4/2019 10:49 PM
21	Murals, artefacts	10/4/2019 10:40 PM
22	Elders, boomerangs, spears,	10/4/2019 10:35 PM
23	Totems	10/4/2019 10:31 PM
24	Elders, totems, natives.	10/4/2019 5:29 PM
25	Murals, paintings, boomerangs	10/4/2019 9:33 AM
26	Paintings, murals, statues, fountains	10/4/2019 9:30 AM
27	Boomerang, spears, aboriginal man & woman sculptures	10/4/2019 9:25 AM
28	Artwork of the totems of local tribal groups. Sculpture of Neville Bonner.	10/4/2019 6:53 AM
29	Indigenous artwork	10/4/2019 4:44 AM
30	Any as long as there's something	10/3/2019 9:04 PM

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31	Any traditional aboriginal artwork. I like the idea of animals that represents our connection to water and land	10/3/2019 8:52 PM
32	Contemporary sculptures, mosaics	10/3/2019 7:50 PM
33	Something to represent our clans & totems & also figurines of our people	10/3/2019 6:52 PM
34	Something to represent our clans & totems & also figurines of our people	10/3/2019 6:52 PM
35	must be relevant to the original custodians of this area	10/3/2019 6:39 PM
36	Sculptures of Our Totems, Murals, Healing Garden	10/3/2019 11:48 AM
37	Sculptures of Our Totems, Murals, Healing Garden	10/3/2019 11:45 AM
38	Something that represents our people and their contributions to the Ipswich Community	10/3/2019 6:16 AM
39	Local stories from local ATSI artist	10/3/2019 4:39 AM
40	Aboriginal or Street Art	10/2/2019 11:49 PM
41	Something done by the local youth	10/2/2019 11:26 PM
42	One depicting the ipswich story	10/2/2019 11:16 PM
43	Traditional art and contemporary	10/2/2019 11:05 PM
44	Local Indigenous Artists	10/2/2019 9:57 PM
45	Artwork by a local yuggera or ugarpul person	10/2/2019 8:40 PM
46	Real history, animals	10/2/2019 8:38 PM
47	Cultural significance to local area	10/2/2019 8:25 PM
48	Art on walls plaques even in honour of our indigenous soldiers that lived in this community one being my grandfather who not only served his country but did good things alongside my grandmother who the only indigenous cemetery in Ipswich is named after Doreen Thompson nee davidson.	10/2/2019 8:24 PM
49	The green tree frog and sand goanna with both tribal names	10/2/2019 8:17 PM
50	The green tree frog and sand goanna with both tribal names	10/2/2019 8:17 PM
51	A brown snake design representing Victor Thompson	10/2/2019 8:15 PM
52	Metal goannas	10/2/2019 8:07 PM
53	Anything Aboriginal and Torres Str	10/2/2019 6:32 PM
54	Indigenous people from Ipswich area whom made an impact. Indigenous deployed army/raaf/navy people. Strong young indigenous leaders, strong elders who have made a difference.	10/2/2019 6:32 PM
55	A painting or mural	10/2/2019 2:16 PM
56	A range from different artists	10/2/2019 9:37 AM
57	Local Talented Artists	10/2/2019 9:01 AM
58	Like to see Gunyahs and camps and art of land sea	10/2/2019 8:35 AM
59	native wildlife	10/2/2019 8:12 AM
60	Local indigenous sporting heroes, politicians eg. Senator Bonner, local artist's work like Sally Harrison.	10/2/2019 7:16 AM
61	All indigenous arts and crafts	10/2/2019 6:51 AM
62	All indigenous arts and crafts	10/2/2019 6:50 AM
63	Traditional and contemporary art.	10/2/2019 6:37 AM
64	Artwork that goes with the story and sculpture of the three totems	10/2/2019 5:56 AM
65	Arthur conlon	10/2/2019 2:44 AM
66	Neville Bonner or other significant traditional custodians	10/2/2019 1:47 AM
67	appropriate	10/2/2019 1:25 AM
68	Local Artist and maybe sculptures of animals with indigenous art work. Also the Tribal Elder/chief of the traditional owners	10/2/2019 1:25 AM
69	Indigenous and local artists	10/2/2019 1:18 AM

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70	Art work that told stories reflective of this country from time immortal	10/2/2019 1:10 AM
71	Traditional and modern.	10/2/2019 12:11 AM
72	Any as long as its local artists doing the work	10/1/2019 11:14 PM
73	Totems of the Traditional Custodians of the land	10/1/2019 11:12 PM
74	Ugarapul art works	10/1/2019 10:41 PM
75	Murals, paintings, totems of Yuggera & story of it	10/1/2019 9:29 PM
76	More indigenous based one's ect dot paintings or portrates	10/1/2019 10:35 AM
77	Colourful	10/1/2019 7:52 AM
78	Original works by local artists	10/1/2019 7:49 AM
79	Aboriginal art work on seats and pathways	10/1/2019 7:45 AM
80	Paintings artefacts like spears boomerangs	10/1/2019 7:36 AM
81	Something traditional	10/1/2019 7:33 AM
82	Artefacts mural dot painting rainbow serpent	10/1/2019 7:14 AM
83	Any aboriginal art	10/1/2019 6:59 AM
84	Kids artwork, community handprints	10/1/2019 6:46 AM
85	Stuff representing murri and torres strait	10/1/2019 6:33 AM
86	Paintings elders	10/1/2019 6:27 AM
87	Spear didj dot paintings community paintings	10/1/2019 6:22 AM
88	Paintings wit story lines indigenous legends sculpures	10/1/2019 6:12 AM
89	Any aboriginal art	10/1/2019 6:02 AM
90	Dot paintings snakes turtles porkypine	10/1/2019 5:49 AM
91	Spear didj	10/1/2019 5:39 AM
92	Murals street art graffiti ipswich totems street art like redbank plaza	10/1/2019 5:28 AM
93	something that is reflective of the traditional owners for ipswich	9/30/2019 10:55 PM
94	Aboriginal artwork and sculptures in consultation with local Elders and Traditional Owners.	9/30/2019 8:19 PM
95	Artwork incorporated on the ground, local legend sculpture e.g. Aunty Fay Carr. But a group of locals who have made a positive impact	9/30/2019 7:49 PM
96	Totems murals sculptures	9/29/2019 11:30 PM
97	Local artists installations, some interactive some not	9/28/2019 6:19 PM
98	Rainbow serpent handprints community united	9/28/2019 2:47 AM
99	Of notable aboriginal men and women from local clan groups	9/28/2019 2:02 AM
100	Paint, projection at night,	9/28/2019 1:29 AM
101	Mural, sculpture of the totems of the area	9/28/2019 1:12 AM
102	Local artist, kids, youth adults and elders contributing to tell a story of our people in Ipswich and the importance of culture to us at all ages	9/28/2019 1:07 AM
103	A community mural which incudes several contributions from community members not just one artist	9/28/2019 1:00 AM
104	Brushtailed Rock Walaby, platypus and fish traps	9/27/2019 10:27 PM
105	local animals ie Rock Wallaby	9/27/2019 9:45 PM
106	Murals, handprints, community handprints, children wall	9/27/2019 8:06 PM
107	Both aboriginal and torres strait Islanders	9/27/2019 6:56 PM

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Q9 Do you think design elements can be used to reflect the cultural landscape of Ipswich?

Answered: 107 Skipped: 1

ANSWER CHOICES	RESPONSES
Yes	100.00% 107
No	0.00% 0

#	YES	DATE
1	Yes	10/14/2019 10:47 PM
2	Yes	10/14/2019 9:55 PM
3	Yes the cultural landscape is another great option to use apart from the dreaming story, although may also co-exist.	10/11/2019 8:41 PM
4	Yes, can include river, rocks and mountain imagery in a symbolic or contemporary manner	10/11/2019 5:44 AM
5	yes	10/11/2019 12:00 AM
6	DEFINITELY	10/10/2019 11:19 PM
7	yes	10/10/2019 11:07 PM
8	Yes I do!	10/10/2019 4:28 PM
9	YES absolutely	10/10/2019 12:35 AM
10	Yes to capture the heart and soul of Ipswich Aboriginal Culture	10/9/2019 10:56 PM
11	yes	10/8/2019 8:03 PM
12	Yes	10/8/2019 7:46 PM
13	yes	10/8/2019 6:21 PM
14	Yes	10/8/2019 5:13 AM
15	Definitely. Ask Ugarapul Elders.	10/5/2019 8:57 AM
16	Yes	10/5/2019 8:29 AM
17	Yes	10/4/2019 11:47 PM
18	Yes	10/4/2019 11:39 PM
19	Y	10/4/2019 11:20 PM
20	Yes	10/4/2019 10:49 PM
21	Yes	10/4/2019 10:40 PM
22	Yes	10/4/2019 10:35 PM
23	Y	10/4/2019 10:31 PM
24	Yes	10/4/2019 5:29 PM
25	Yes	10/4/2019 9:33 AM
26	Y	10/4/2019 9:30 AM
27	Yes	10/4/2019 9:25 AM
28	Artwork of native plants, riverways, etc	10/4/2019 6:53 AM
29	Yes	10/4/2019 4:44 AM
30	Yes	10/3/2019 9:04 PM
31	Our connection to water	10/3/2019 8:52 PM
32	Yes	10/3/2019 7:50 PM
33	Yes	10/3/2019 6:52 PM

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34	Yes	10/3/2019 6:52 PM
35	yes inland landscape not waterway landscape	10/3/2019 6:39 PM
36	Yes	10/3/2019 11:48 AM
37	Yes	10/3/2019 11:45 AM
38	Absolutely	10/3/2019 6:16 AM
39	Yes	10/3/2019 4:39 AM
40	Off course	10/2/2019 11:49 PM
41	Definitely	10/2/2019 11:26 PM
42	Of course	10/2/2019 11:16 PM
43	yes	10/2/2019 11:05 PM
44	Yes	10/2/2019 9:57 PM
45	Yes	10/2/2019 8:40 PM
46	Yes	10/2/2019 8:38 PM
47	Yes	10/2/2019 8:25 PM
48	Yes	10/2/2019 8:24 PM
49	Yes definitely	10/2/2019 8:17 PM
50	Yes definitely	10/2/2019 8:17 PM
51	Yes	10/2/2019 8:15 PM
52	Yes	10/2/2019 8:07 PM
53	Yes	10/2/2019 6:32 PM
54	Yes	10/2/2019 6:32 PM
55	Yes	10/2/2019 2:16 PM
56	Yes	10/2/2019 9:37 AM
57	Definitely	10/2/2019 9:01 AM
58	Yes	10/2/2019 8:35 AM
59	sure	10/2/2019 8:12 AM
60	Yes	10/2/2019 7:40 AM
61	Yes	10/2/2019 7:16 AM
62	Absolutely	10/2/2019 6:51 AM
63	Absolutely	10/2/2019 6:50 AM
64	Yes	10/2/2019 6:37 AM
65	I would like to see a natural oasis theme, with palms, birds nest ferns, Cordylines, Spear Lilly's, calamus, native palms,	10/2/2019 2:44 AM
66	Yes	10/2/2019 1:47 AM
67	depends on the elements	10/2/2019 1:25 AM
68	Definitely, a future that reflects change and also reflects together, the joining together of 2 societies, 2 worlds coming together.	10/2/2019 1:25 AM
69	Yes	10/2/2019 1:18 AM
70	Yes	10/2/2019 1:10 AM
71	Yes	10/2/2019 12:11 AM
72	Yes	10/1/2019 11:14 PM
73	Absolutely	10/1/2019 11:12 PM
74	Historical indigenous stories	10/1/2019 10:41 PM
75	Yes	10/1/2019 9:29 PM

6. Appendices Summary of online survey results

76	Yes	10/1/2019 10:35 AM
77	Yes	10/1/2019 7:52 AM
78	Yes	10/1/2019 7:49 AM
79	Yes	10/1/2019 7:45 AM
80	Yes	10/1/2019 7:36 AM
81	Yes	10/1/2019 7:33 AM
82	Yes	10/1/2019 7:14 AM
83	Yes	10/1/2019 6:59 AM
84	Yes	10/1/2019 6:46 AM
85	Yes	10/1/2019 6:33 AM
86	Yes	10/1/2019 6:27 AM
87	Yes	10/1/2019 6:22 AM
88	Yes	10/1/2019 6:12 AM
89	Yes	10/1/2019 6:02 AM
90	Y	10/1/2019 5:49 AM
91	Y	10/1/2019 5:39 AM
92	Yes	10/1/2019 5:28 AM
93	in all it's forms - it needs to be septicular and interactive	9/30/2019 10:55 PM
94	Yes	9/30/2019 8:19 PM
95	Yes. Think the clock tower could be painted to reflect the landscape	9/30/2019 7:49 PM
96	Y	9/29/2019 11:30 PM
97	Yes	9/28/2019 6:19 PM
98	Yes	9/28/2019 2:47 AM
99	Yes	9/28/2019 2:02 AM
100	yes	9/28/2019 1:29 AM
101	most definetly	9/28/2019 1:12 AM
102	Yes	9/28/2019 1:07 AM
103	yes	9/28/2019 1:00 AM
104	Most definitely	9/27/2019 10:27 PM
105	Yes absolutely	9/27/2019 9:45 PM
106	Yes definitely	9/27/2019 8:06 PM
107	Yes!	9/27/2019 6:56 PM
#	NO	DATE
	There are no responses.	

6. Appendices Summary of online survey results

Q10 What design elements would best reflect the cultural landscape of Ipswich?

Answered: 104 Skipped: 4

#	RESPONSES	DATE
1	Sculptures and paintings	10/14/2019 10:47 PM
2	local environment(rivers, animals, Physical landscape)	10/14/2019 9:55 PM
3	I believe elements based on the river would have significance. Landscape also relates to the dreaming story of the area.	10/11/2019 8:41 PM
4	Imagery of river, rocks, mountains, stone, native trees & plants. Can be traditional paintings, native plants & trees, local riverstones, sandstone yarning circle, sculpture of significant ancestors	10/11/2019 5:44 AM
5	Contemporary	10/11/2019 12:00 AM
6	Purga, Deebling Creek, the Bremer River and the rich culture of the Aboriginal people	10/10/2019 11:19 PM
7	waterways, animals, culturally significant symbols	10/10/2019 11:07 PM
8	The people,culture and sports.	10/10/2019 4:28 PM
9	Colour Schemes, Names, Places, Flora and Fauna and Cultural Art local Traditional art work features and in sculptured elements by Traditional Owners or done with other artists in conjunction with Traditional Owners.	10/10/2019 12:35 AM
10	The Bremer river capturing the Animals ,landscapes and People.	10/9/2019 10:56 PM
11	limitless options	10/8/2019 8:03 PM
12	traditional stories	10/8/2019 6:21 PM
13	Sculpture, cultural centre, cultural garden, artefacts	10/8/2019 5:13 AM
14	A frog being chased by a snake. This is Ugarapul dreaming.	10/5/2019 8:57 AM
15	Unsure	10/5/2019 8:29 AM
16	Water, plants (grass trees), limestone,	10/4/2019 11:47 PM
17	Maybe incorporate something with the TO's	10/4/2019 11:39 PM
18	Maybe incorporate something with the TO's	10/4/2019 10:49 PM
19	Murals, fountains, floor coverings, flags, artwork	10/4/2019 10:40 PM
20	Anything	10/4/2019 10:35 PM
21	Fountains statues artwork murals	10/4/2019 10:31 PM
22	Three tribes geographic foot print, river, communities working together	10/4/2019 5:29 PM
23	Don't know	10/4/2019 9:33 AM
24	Don't know	10/4/2019 9:30 AM
25	Anything that tells the story of our history & community	10/4/2019 9:25 AM
26	Artwork depicting the people and the landscape before white settlement.	10/4/2019 6:53 AM
27	Timber, ocre natural elements	10/4/2019 4:44 AM
28	Land and water	10/3/2019 9:04 PM
29	Art, sculptures and weaving	10/3/2019 8:52 PM
30	Unique geology, unique aboriginal stone and wooden tools and vegetation	10/3/2019 7:50 PM
31	Sandstone as it was mined in our community & also ochre colours which are symbolic in Aboriginal artwork & ceremonies	10/3/2019 6:52 PM
32	Sandstone as it was mined in our community & also ochre colours which are symbolic in Aboriginal artwork & ceremonies	10/3/2019 6:52 PM

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6. Appendices Summary of online survey results

33	not sure	10/3/2019 6:39 PM
34	Ask The Traditional Owner Groups what's significant to this area	10/3/2019 11:48 AM
35	Ask The Traditional Owner Groups what's significant to this area	10/3/2019 11:45 AM
36	Through the flora and art work throughout the city, not in just 1 area	10/3/2019 6:16 AM
37	Hills and mountains that surround it	10/3/2019 4:39 AM
38	Artwork	10/2/2019 11:49 PM
39	Nature and animals relating to traditinal owners	10/2/2019 11:26 PM
40	Colour	10/2/2019 11:16 PM
41	Hills/Mountains, White Rock sacred womens business site, Purga.	10/2/2019 11:05 PM
42	Not Sure	10/2/2019 9:57 PM
43	Ask the yuggera and ugarpul elders	10/2/2019 8:40 PM
44	Uniting	10/2/2019 8:38 PM
45	This will be best achieved through consultation with local custodians	10/2/2019 8:25 PM
46	We have a lot of different indigenous artists	10/2/2019 8:24 PM
47	Pairing from the true tribal ppl 2x TRIBES	10/2/2019 8:17 PM
48	Pairing from the true tribal ppl 2x TRIBES	10/2/2019 8:17 PM
49	Yuggera	10/2/2019 8:15 PM
50	River, animals	10/2/2019 8:07 PM
51	Anything	10/2/2019 6:32 PM
52	Gum tree, jacaranda tree.	10/2/2019 6:32 PM
53	Pass	10/2/2019 2:16 PM
54	Visual elements of design - artwork	10/2/2019 9:37 AM
55	Bush Tucker	10/2/2019 9:01 AM
56	Traditional Aboriginal camps	10/2/2019 8:35 AM
57	water/river - bush/trees - native wildlife - KEEP THEM ALIVE, CLEAN, FRESH, HEALTHY & ACCESSIBLE	10/2/2019 8:12 AM
58	The meandering line of our Bremer river	10/2/2019 7:16 AM
59	Arts	10/2/2019 6:51 AM
60	Arts	10/2/2019 6:50 AM
61	People	10/2/2019 6:37 AM
62	The stories	10/2/2019 5:56 AM
63	I think the stereotype would be bush land natives, but because it's so close to the river, I would honestly opt for a tropical rainforesty oasis theme. It's more relaxing if you're looking to bring more revenue for cafes and restaurants. I would look at doing totem poles as artwork in around the gardens designed by either indigenous students or local indigenous artists that tell a story with plaques cemented into the ground depicting the story of the artwork.	10/2/2019 2:44 AM
64	Mountain range, natural creeks and rivers,	10/2/2019 1:47 AM
65	not sure	10/2/2019 1:25 AM
66	Bush, trees, water, sand and colours that reflect the environment of the past interwoven with the future of buildings, metals and lifestyles	10/2/2019 1:25 AM
67	Mountains, rivers, and the many landscapes of the area	10/2/2019 1:10 AM
68	Nature inspired	10/2/2019 12:11 AM
69	Any	10/1/2019 11:14 PM
70	Maybe having Indigenous artwork painted onto the seating in the mall by local artists. Sculptures of the local totems and/or animal food sources. Medicine or edible plants on display or in garden beds with signage to inform the public	10/1/2019 11:12 PM
71	All aspects of indigenous arts	10/1/2019 10:41 PM

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6. Appendices Summary of online survey results

72	Meeting place, cultural centre	10/1/2019 9:29 PM
73	Idk	10/1/2019 10:35 AM
74	Real stories	10/1/2019 7:52 AM
75	Sculpture painting and storytelling	10/1/2019 7:49 AM
76	Any	10/1/2019 7:45 AM
77	Art, history, local history, flags	10/1/2019 7:36 AM
78	Mountains and animals	10/1/2019 7:33 AM
79	Murals, culture centre, model serpent	10/1/2019 7:14 AM
80	Flags paintings	10/1/2019 6:59 AM
81	Art history wall culture centre and performance	10/1/2019 6:46 AM
82	Art history wall culture centre and performance	10/1/2019 6:33 AM
83	I dont know	10/1/2019 6:27 AM
84	Art history elders	10/1/2019 6:22 AM
85	Artwork native plants culture area	10/1/2019 6:12 AM
86	More trees	10/1/2019 6:02 AM
87	Art history wall culture centre and performance	10/1/2019 5:49 AM
88	Not sure	10/1/2019 5:39 AM
89	Yarning area	10/1/2019 5:28 AM
90	consult with the Indigenous Elders group for advice	9/30/2019 10:55 PM
91	Historical artwork or design.	9/30/2019 8:19 PM
92	Wildlife, naming sections in traditional language	9/30/2019 7:49 PM
93	Trees waf	9/29/2019 11:30 PM
94	Incorporating the river, families - that's what matters most to Ipswich people	9/28/2019 6:19 PM
95	Art animals native plants	9/28/2019 2:47 AM
96	Local aboriginal language words and phrases. Local cultural designs. Have local native flora and fauna	9/28/2019 2:02 AM
97	river , community	9/28/2019 1:29 AM
98	interactive cultural experience	9/28/2019 1:12 AM
99	traditional vs historical, and now contemporary storylines	9/28/2019 1:07 AM
100	mountain ranges and their names + dreamtime stories	9/28/2019 1:00 AM
101	Cultural gardens with native plants & bronze sculptures. Art work	9/27/2019 10:27 PM
102	local native funa, reflect the nature ie rivers, country,	9/27/2019 9:45 PM
103	ATSI flags, animals, paintings, artefacts, logs etc	9/27/2019 8:06 PM
104	Nature, indigenous designs, native planets, language.	9/27/2019 6:56 PM

6. Appendices Summary of online survey results

Q11 Would it be culturally appropriate to have a dedicated cultural garden in the new CBD civic space?

Answered: 108 Skipped: 0

ANSWER CHOICES	RESPONSES
Yes	97.22 % 105
No	2.78% 3

#	YES	DATE
1	Yes	10/14/2019 10:47 PM
2	If done on the right manner, yes. The need for traditional owners to be involved in decision making (not just advisory to) for this entire project is paramount.	10/14/2019 9:55 PM
3	yes, I believe it would be culturally appropriate and well as educational. good signage around local species and fish tuckers should be taught to non-Indigenous also. Could get schools involved to help manage/maintain and teach cultural programs around it in the schools.	10/11/2019 8:41 PM
4	Yes, definitely as long as it's done in partnership with traditional owners	10/11/2019 5:44 AM
5	yes	10/11/2019 12:00 AM
6	Only if it is done in consultation with the people of the community	10/10/2019 11:19 PM
7	yes	10/10/2019 11:07 PM
8	Yes	10/10/2019 4:28 PM
9	That would be lovely and respectful to the local Traditional Owners in Country 'Neville Bonner', Jung Jung (Rodger Bell) Neville's Grandfather	10/10/2019 12:35 AM
10	Yes a yarning circle would be nice with native plants.	10/9/2019 10:56 PM
11	yes	10/8/2019 8:03 PM
12	Yes	10/8/2019 7:46 PM
13	yarning circle	10/8/2019 6:21 PM
14	Y	10/8/2019 5:13 AM
15	Definitely. So long as the rightful Traditional Owners are consulted and it's not reliant on a Cultural Heritage Body that has been proven to have no connection.	10/5/2019 8:57 AM
16	Yes	10/5/2019 8:29 AM
17	Yes	10/4/2019 11:47 PM
18	Yes Definitely	10/4/2019 11:39 PM
19	Y	10/4/2019 11:20 PM
20	Yes Definitely	10/4/2019 10:49 PM
21	Yes	10/4/2019 10:40 PM
22	Yes	10/4/2019 10:35 PM
23	Yes	10/4/2019 10:31 PM
24	Yes, for all to learn native foods, maybe even a dance floor to perform.	10/4/2019 5:29 PM
25	Yes	10/4/2019 9:33 AM
26	Y	10/4/2019 9:30 AM
27	Yes	10/4/2019 9:25 AM
28	Yes, I don't see why not.	10/4/2019 6:53 AM
29	Yes	10/4/2019 4:44 AM
30	Yes	10/3/2019 9:04 PM

6. Appendices Summary of online survey results

31	Yes. Blackboys	10/3/2019 8:52 PM
32	Yes	10/3/2019 7:50 PM
33	Yes	10/3/2019 6:52 PM
34	Yes	10/3/2019 6:52 PM
35	yes if that means a garden that depicts the native shrubs, plants specific to the ipswich area	10/3/2019 6:39 PM
36	Yes. Yes Yes	10/3/2019 11:48 AM
37	Yes. Yes Yes	10/3/2019 11:45 AM
38	Providing you include our elders	10/3/2019 6:16 AM
39	Oh definitely	10/2/2019 11:49 PM
40	Yes	10/2/2019 11:26 PM
41	With edible foods and named after an ipswich elder	10/2/2019 11:16 PM
42	Yes	10/2/2019 11:05 PM
43	Yes	10/2/2019 9:57 PM
44	A plaque recognize the traditional yuggera and ugarpul peoples	10/2/2019 8:40 PM
45	Yes definitely	10/2/2019 8:38 PM
46	Yes	10/2/2019 8:25 PM
47	I think it would be a wonderful idea	10/2/2019 8:24 PM
48	Yes it would be very respectful and the aboriginal ppl of ipswich would be recognized	10/2/2019 8:17 PM
49	Yes it would be very respectful and the aboriginal ppl of ipswich would be recognized	10/2/2019 8:17 PM
50	Absolutely	10/2/2019 8:15 PM
51	Yeah	10/2/2019 8:07 PM
52	Yes	10/2/2019 6:32 PM
53	Y	10/2/2019 6:32 PM
54	100% if with the right maintenance so it doesn't get ruined	10/2/2019 2:16 PM
55	Yes	10/2/2019 9:37 AM
56	Natural plants and flowers	10/2/2019 9:01 AM
57	Yes	10/2/2019 8:35 AM
58	OF COURSE	10/2/2019 8:12 AM
59	Yes	10/2/2019 7:40 AM
60	Yes	10/2/2019 7:16 AM
61	Absolutely	10/2/2019 6:51 AM
62	Absolutely	10/2/2019 6:50 AM
63	Yes	10/2/2019 6:37 AM
64	Designed by traditional elders	10/2/2019 5:56 AM
65	Of course	10/2/2019 2:44 AM
66	with native plants of this area	10/2/2019 1:25 AM
67	Definitely that would provide a significant space for significant events to celebrate walking together in the change.	10/2/2019 1:25 AM
68	Yes	10/2/2019 1:18 AM
69	Yes	10/2/2019 1:10 AM
70	Yes	10/2/2019 12:11 AM
71	Yes	10/1/2019 11:14 PM
72	Put in traditional medicine plants and traditonal food plants	10/1/2019 11:12 PM
73	With a story theme	10/1/2019 10:41 PM

6. Appendices Summary of online survey results

74	Yes	10/1/2019 9:29 PM
75	Yes	10/1/2019 10:35 AM
76	Yes	10/1/2019 7:52 AM
77	Yes	10/1/2019 7:49 AM
78	Yes	10/1/2019 7:45 AM
79	Yes	10/1/2019 7:36 AM
80	Yes	10/1/2019 7:33 AM
81	Yes	10/1/2019 7:14 AM
82	Yes	10/1/2019 6:59 AM
83	Yes	10/1/2019 6:46 AM
84	Yes	10/1/2019 6:33 AM
85	Yes	10/1/2019 6:27 AM
86	Yes	10/1/2019 6:22 AM
87	Yes	10/1/2019 6:12 AM
88	Yes	10/1/2019 6:02 AM
89	Y	10/1/2019 5:49 AM
90	Y	10/1/2019 5:39 AM
91	Y	10/1/2019 5:28 AM
92	consult with the Indigenous Elders group for Ipswich	9/30/2019 10:55 PM
93	Yes	9/30/2019 8:19 PM
94	That includes yarning circle and open invitation to all cultures to come and chat	9/30/2019 7:49 PM
95	Y	9/29/2019 11:30 PM
96	YES	9/28/2019 6:19 PM
97	Y	9/28/2019 2:47 AM
98	Yes but open to everyone	9/28/2019 2:02 AM
99	Cultural Graden would be great as well as having art work, sculptures within the CBD	9/28/2019 1:12 AM
100	Yes, if done so appropriately having input from both T/O and H/O's	9/28/2019 1:07 AM
101	yes, it is important to share our culture and have everyone embrace it	9/28/2019 1:00 AM
102	Most definitely	9/27/2019 10:27 PM
103	absolutely great to have what has grown here	9/27/2019 9:45 PM
104	Yes	9/27/2019 8:06 PM
105	Yed	9/27/2019 6:56 PM
#	NO	DATE
1	No because it might get vandalized which will hurt the community	10/3/2019 4:39 AM
2	Not at all	10/2/2019 1:47 AM
3	no	9/28/2019 1:29 AM

6. Appendices Summary of online survey results

Q12 Which native plants would best represent the Ipswich cultural landscape?

Answered: 101 Skipped: 7

#	RESPONSES	DATE
1	Not sure	10/14/2019 10:47 PM
2	I am not privy to this knowledge. The lived experience and knowledge of local and traditional owners will be crucial in getting this right.	10/14/2019 9:55 PM
3	Further consultation required. but we all know the Jacaranda is a favourite for the region.	10/11/2019 8:41 PM
4	I'm not sure	10/11/2019 5:44 AM
5	Not sure	10/11/2019 12:00 AM
6	You need to consult with the Traditional Owners to ensure the right plants are utilised	10/10/2019 11:19 PM
7	any local native plants that have many uses - tools, medicine and food.	10/10/2019 11:07 PM
8	Trees or Native ferns or Indigenous sense a garden!	10/10/2019 4:28 PM
9	Jagera Daran Pty. Ltd. James Bonner (Mob: 0413 423786) and Madonna Thompson nee Bonner is fantastic in this area and would be able to assist greatly he is also a Jagera Man and has managed Traditional Cultural Heritage for 25years has a lot of knowledge about Native Fauna and Flora	10/10/2019 12:35 AM
10	The Red Gum, Bottle Brushes etc.	10/9/2019 10:56 PM
11	all native plants	10/8/2019 8:03 PM
12	You would need local knowledge for this	10/8/2019 7:46 PM
13	grass tree?	10/8/2019 6:21 PM
14	Black boy, busy berries	10/8/2019 5:13 AM
15	Ask Ugarapul Elders.	10/5/2019 8:57 AM
16	Wattles and Waratah	10/5/2019 8:29 AM
17	Grass trees, Moreton bay fig, bunya, willows, bottlebrush	10/4/2019 11:47 PM
18	Native Plants <input type="checkbox"/> Indigenous to this Area	10/4/2019 11:39 PM
19	Black boy	10/4/2019 11:20 PM
20	Native Plants <input type="checkbox"/> Indigenous to this Area	10/4/2019 10:49 PM
21	Not sure	10/4/2019 10:40 PM
22	Black boy, wattle	10/4/2019 10:35 PM
23	Whatever just roll wit the flow	10/4/2019 10:31 PM
24	Wolud not be to sure, but commuinty would with further disscusion.	10/4/2019 5:29 PM
25	Not sure	10/4/2019 9:33 AM
26	Don't know	10/4/2019 9:30 AM
27	I'm not sure	10/4/2019 9:25 AM
28	Wattle, Lilly pilly, turtle, ferns etc	10/4/2019 6:53 AM
29	Bunya pine - used for trading for food	10/4/2019 4:44 AM
30	Plants that are culturally specific to Ipswich	10/3/2019 9:04 PM
31	Blackboys	10/3/2019 8:52 PM
32	Grass tree, wombat berry,	10/3/2019 7:50 PM
33	Local bush foods eg Lemon Myrtle , Davidson Plum, Finger Limes.	10/3/2019 6:52 PM
34	Local bush foods eg Lemon Myrtle , Davidson Plum, Finger Limes.	10/3/2019 6:52 PM

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35	not sure	10/3/2019 6:39 PM
36	Traditional Herbs, spices, berries, bush lemons, etc	10/3/2019 11:48 AM
37	Traditional Herbs, spices, berries, bush lemons, etc	10/3/2019 11:45 AM
38	Lilly Pilly	10/3/2019 6:16 AM
39	There are hundreds of native plants around the Ipswich area. Best to consult a local expert on bush tukka	10/3/2019 4:39 AM
40	Not to sure	10/2/2019 11:49 PM
41	Paperbark and gum trees	10/2/2019 11:26 PM
42	https://tuckerbush.com.au/burdekin-plum-pleiogyni	10/2/2019 11:16 PM
43	Not sure	10/2/2019 9:57 PM
44	Australian native flowers	10/2/2019 8:40 PM
45	Black boy plant the aboriginal people used to make spears out of the black boy plants	10/2/2019 8:38 PM
46	Best achieved with consultation with local traditional custodian	10/2/2019 8:25 PM
47	Anything with colour added would look nice	10/2/2019 8:24 PM
48	Bush plants BLACKBOY PLANT	10/2/2019 8:17 PM
49	Bush plants BLACKBOY PLANT	10/2/2019 8:17 PM
50	Casurina esquestifolia	10/2/2019 8:07 PM
51	Anything	10/2/2019 6:32 PM
52	Unsure not a plant persob	10/2/2019 2:16 PM
53	Wattle	10/2/2019 9:37 AM
54	Bush Tucker Plants and Flowers	10/2/2019 9:01 AM
55	Gumbi Gumbi and Bush soap ect	10/2/2019 8:35 AM
56	Whatever plants naturally grew there before whitefellas deared to build new houses & business centres.. coz you know.. THAT'S HOW IT'S SUPPOSED TO BE!!!	10/2/2019 8:12 AM
57	I'm not sure, but any plants native to our region	10/2/2019 7:16 AM
58	All native plants	10/2/2019 6:51 AM
59	All native plants	10/2/2019 6:50 AM
60	Plants that would stand or tolerate the extreme weather changes I'm Ipswich	10/2/2019 6:37 AM
61	To be decided by traditional community	10/2/2019 5:56 AM
62	Wollemi pines, Gum tree	10/2/2019 2:44 AM
63	Eucalypt, grevillea or wattle	10/2/2019 1:47 AM
64	consult with the Elders of the ares	10/2/2019 1:25 AM
65	Bush: Gum trees, black boys, bush tucker,	10/2/2019 1:25 AM
66	Not sure	10/2/2019 1:10 AM
67	Bottle brush & wattle	10/2/2019 12:11 AM
68	kangaroo paw , wattle, bottlebrush, ferns	10/1/2019 11:14 PM
69	Bidgerdii plant which is a medicine plant for the Health plaza, kangaroo paw because of the abundance of kangaroos	10/1/2019 11:12 PM
70	Wattles, banksias, macadamia trees	10/1/2019 10:41 PM
71	Black boys	10/1/2019 9:29 PM
72	Idk daisys or somethin	10/1/2019 10:35 AM
73	I'm not sure	10/1/2019 7:49 AM
74	Gum trees berries gum nuts	10/1/2019 7:45 AM
75	Black boys	10/1/2019 7:36 AM
76	Bush Tucker plants local	10/1/2019 7:33 AM

6. Appendices Summary of online survey results

77	Black boys, wattle, eucalyptus	10/1/2019 7:14 AM
78	Wattle trees	10/1/2019 6:59 AM
79	Black boys medicine trees berries	10/1/2019 6:46 AM
80	Black boys or any trees	10/1/2019 6:33 AM
81	Not sure	10/1/2019 6:27 AM
82	Im not sure maybe berries	10/1/2019 6:22 AM
83	Black boys or fruits	10/1/2019 6:12 AM
84	Black boys or any trees	10/1/2019 6:02 AM
85	Not sure	10/1/2019 5:49 AM
86	Black boy	10/1/2019 5:39 AM
87	Blackboy trees bottlebrush all different stuff	10/1/2019 5:28 AM
88	traditional bush foods from this region	9/30/2019 10:55 PM
89	Black Boy	9/30/2019 7:49 PM
90	Black boy bottle brush	9/29/2019 11:30 PM
91	Obviously native to this area	9/28/2019 6:19 PM
92	Black boys	9/28/2019 2:47 AM
93	Seek elders advice	9/28/2019 2:02 AM
94	wattle	9/28/2019 1:29 AM
95	native herbs, flowers, edible plants	9/28/2019 1:12 AM
96	Unsure	9/28/2019 1:07 AM
97	grass trees, wattle trees	9/28/2019 1:00 AM
98	I like the Grass Tree. It's a culturally significant plant to the Ipswich Traditional Owner community	9/27/2019 10:27 PM
99	wattles, Kangaroo paws etc	9/27/2019 9:45 PM
100	Black boys	9/27/2019 8:06 PM
101	Wattle, kangaroo paws and wattle.	9/27/2019 6:56 PM

6. Appendices Summary of online survey results

Q13 Would you like to see Indigenous inspired murals included in the CBD?

Answered: 107 Skipped: 1

ANSWER CHOICES	RESPONSES
Yes	99.07% 106
No	0.93% 1

#	YES	DATE
1	Yes	10/14/2019 10:47 PM
2	YES YES YES please :)	10/14/2019 9:55 PM
3	Definitely. Also provides a modern touch. its hip, its deadly, its creative and its allows another platform for sharing stories and history. could make it a monthly thing. could be just art both traditional and contemporary and political - Raising awareness on relevant issues.	10/11/2019 8:41 PM
4	Yes	10/11/2019 5:44 AM
5	yes	10/11/2019 12:00 AM
6	YES	10/10/2019 11:19 PM
7	yes	10/10/2019 11:07 PM
8	Yes!	10/10/2019 4:28 PM
9	Local Traditional Owners could assist her again Jagera Daran (Mob: 0413 423 786 and Or Ngaran Goori Ltd. Mob: 0418 744 645	10/10/2019 12:35 AM
10	Yes with a Dreamtime story attached.	10/9/2019 10:56 PM
11	yes	10/8/2019 8:03 PM
12	Y	10/8/2019 7:46 PM
13	yes	10/8/2019 6:21 PM
14	Yes definitely	10/8/2019 5:13 AM
15	Yes. Ask Cecil Anderson.	10/5/2019 8:57 AM
16	Yes	10/5/2019 8:29 AM
17	Yes	10/4/2019 11:47 PM
18	Yes Definitely	10/4/2019 11:39 PM
19	Y	10/4/2019 11:20 PM
20	Yes Definitely	10/4/2019 10:49 PM
21	Yes	10/4/2019 10:40 PM
22	Yes	10/4/2019 10:35 PM
23	Yes	10/4/2019 10:31 PM
24	Yes, from local artists and community!	10/4/2019 5:29 PM
25	Yes	10/4/2019 9:33 AM
26	Yes	10/4/2019 9:30 AM
27	Yes	10/4/2019 9:25 AM
28	Yes	10/4/2019 6:53 AM
29	Yes	10/4/2019 4:44 AM
30	Yes. Nothing gammon though.	10/3/2019 9:04 PM
31	Yes. As long as they mean something.	10/3/2019 8:52 PM
32	Yes	10/3/2019 7:50 PM

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33	Yes	10/3/2019 6:52 PM
34	Yes	10/3/2019 6:52 PM
35	yes	10/3/2019 6:39 PM
36	Yes Yes Yes	10/3/2019 11:48 AM
37	Yes Yes Yes	10/3/2019 11:45 AM
38	All through the CBD	10/3/2019 6:16 AM
39	Yes the community would really appreciate it	10/3/2019 4:39 AM
40	For sure	10/2/2019 11:49 PM
41	YES!	10/2/2019 11:26 PM
42	https://tuckerbush.com	10/2/2019 11:16 PM
43	Yes	10/2/2019 11:05 PM
44	Yes	10/2/2019 9:57 PM
45	Of course	10/2/2019 8:40 PM
46	Yes	10/2/2019 8:38 PM
47	Yes	10/2/2019 8:25 PM
48	Yes	10/2/2019 8:24 PM
49	Yes definitely	10/2/2019 8:17 PM
50	Yes definitely	10/2/2019 8:17 PM
51	Yes	10/2/2019 8:15 PM
52	Yeah	10/2/2019 8:07 PM
53	Yed	10/2/2019 6:32 PM
54	Yes	10/2/2019 6:32 PM
55	Yes	10/2/2019 2:16 PM
56	Yes plenty of them	10/2/2019 9:37 AM
57	Yes Definitely	10/2/2019 9:01 AM
58	Yes	10/2/2019 8:35 AM
59	YES	10/2/2019 8:12 AM
60	Yes	10/2/2019 7:16 AM
61	Yes	10/2/2019 6:51 AM
62	Yes	10/2/2019 6:50 AM
63	Yes	10/2/2019 6:37 AM
64	Yes	10/2/2019 5:56 AM
65	Yes	10/2/2019 2:44 AM
66	Definitely	10/2/2019 1:47 AM
67	definitely	10/2/2019 1:25 AM
68	Yes, not over do it. 1 significant huge one and couple of smaller ones that represent significant things about Ipswich in todays society	10/2/2019 1:25 AM
69	Yes	10/2/2019 1:18 AM
70	Yes with stories attached	10/2/2019 1:10 AM
71	Yes	10/2/2019 12:11 AM
72	Yes	10/1/2019 11:14 PM
73	Yes	10/1/2019 11:12 PM
74	Ugarapul artists	10/1/2019 10:41 PM

6. Appendices Summary of online survey results

75	Yes	10/1/2019 9:29 PM
76	Yea	10/1/2019 10:35 AM
77	Yes	10/1/2019 7:52 AM
78	Yes	10/1/2019 7:49 AM
79	Yes	10/1/2019 7:45 AM
80	Yes	10/1/2019 7:36 AM
81	Yes	10/1/2019 7:14 AM
82	Yes	10/1/2019 6:59 AM
83	Yes	10/1/2019 6:46 AM
84	Yes	10/1/2019 6:33 AM
85	Yes	10/1/2019 6:27 AM
86	Yes	10/1/2019 6:22 AM
87	Yes	10/1/2019 6:12 AM
88	Yes	10/1/2019 6:02 AM
89	Y	10/1/2019 5:49 AM
90	Y	10/1/2019 5:39 AM
91	Y	10/1/2019 5:28 AM
92	this would be wonderful	9/30/2019 10:55 PM
93	Yes	9/30/2019 8:19 PM
94	100% project from local schools or upcoming local artists	9/30/2019 7:49 PM
95	Y	9/29/2019 11:30 PM
96	YES	9/28/2019 6:19 PM
97	Yes	9/28/2019 2:47 AM
98	Yes	9/28/2019 2:02 AM
99	yes	9/28/2019 1:29 AM
100	yes to tell a story of the ipswich area in a Mural would be great	9/28/2019 1:12 AM
101	YES - art and identifying language group and people	9/28/2019 1:07 AM
102	yes, but several, from various artists and community members	9/28/2019 1:00 AM
103	Most definitely	9/27/2019 10:27 PM
104	yes for sure!	9/27/2019 9:45 PM
105	Yes	9/27/2019 8:06 PM
106	Yes	9/27/2019 6:56 PM
#	NO	DATE
1	No	10/1/2019 7:33 AM

6. Appendices Summary of online survey results

Q14 What cultural stories would you like to be told in mural artwork?

Answered: 102 Skipped: 6

#	RESPONSES	DATE
1	Dreaming stories	10/14/2019 10:47 PM
2	I would like to see various cultural stories told. As long as they are related to the land, the area and local clans and groups - i would be very happy to see them	10/14/2019 9:55 PM
3	As mentioned above.	10/11/2019 8:41 PM
4	Any deemed appropriate by traditional owners	10/11/2019 5:44 AM
5	stories of the local area	10/11/2019 12:00 AM
6	Reconciliation, the rich history of the area including Purga and Deebling Creek	10/10/2019 11:19 PM
7	any stories that the traditional owners would like to share, and any works that have been guided by the wider Aboriginal and Torres Strait Islander communities.	10/10/2019 11:07 PM
8	A story of a sand goanna!	10/10/2019 4:28 PM
9	Hunting Traditional, Foods, Tools and equipment animals and plants, Legends etc.	10/10/2019 12:35 AM
10	Dreamtime stories of Mountains ,Rivers and significant sites of importance.	10/9/2019 10:56 PM
11	up to the artist	10/8/2019 8:03 PM
12	landscape created	10/8/2019 6:21 PM
13	Elders & young ppl, coming together of cultures, coming together of various indigenous clans, modern contemporary & traditional art, community handprint, graffiti art by indigenous artists to suit young ppl	10/8/2019 5:13 AM
14	Ones told by Ugarapul Elders. The only tribe to have never been dismissed from Native Title proceedings. Look at Councils history and who they engaged with. Will save Council a lot of money in the long run to listen to the proper Custodians.	10/5/2019 8:57 AM
15	Any from locals/elders wtc	10/5/2019 8:29 AM
16	Creation	10/4/2019 11:47 PM
17	Dreamtime Stories & Songlines	10/4/2019 11:39 PM
18	Dreamtime rainbow serpent dance	10/4/2019 11:20 PM
19	Dreamtime Stories & Songlines	10/4/2019 10:49 PM
20	One dedicated to youth & children	10/4/2019 10:40 PM
21	Elders & young ppl, local artists, kids & elders handprints	10/4/2019 10:35 PM
22	Dreamtime, local stories	10/4/2019 10:31 PM
23	The three community working in unity with the rest of communities. The rivers and geographic makeup.	10/4/2019 5:29 PM
24	Elders, Dreamtime, local stuff	10/4/2019 9:33 AM
25	Local kids do murals	10/4/2019 9:30 AM
26	Elders & general community coming together Also the different groups that make up the community	10/4/2019 9:25 AM
27	Not sure	10/4/2019 6:53 AM
28	Stories that are from the traditional owners of the land	10/4/2019 4:44 AM
29	Meeting places, camp sites, waterways, pathways.	10/3/2019 9:04 PM
30	Connection to land and water	10/3/2019 8:52 PM
31	Story of Ipswich	10/3/2019 7:50 PM
32	Not only our people's journey but our past struggles & acknowledge our eldets & ancestors & what they had to endure to get to where we are today.	10/3/2019 6:52 PM

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33	Not only our people's journey but our past struggles & acknowledge our elders & ancestors & what they had to endure to get to where we are today.	10/3/2019 6:52 PM
34	significant to the Ipswich area	10/3/2019 6:39 PM
35	Dreamtime Stories	10/3/2019 11:48 AM
36	Dreamtime Stories	10/3/2019 11:45 AM
37	Stories of survival and the work our passed Elders have done in the Community, including Murri Court	10/3/2019 6:16 AM
38	Story of the indigenous Medical Center	10/3/2019 4:39 AM
39	Aboriginal Family gatherings & aboriginal animal stories	10/2/2019 11:49 PM
40	relating to the traditional owners	10/2/2019 11:26 PM
41	Ask elders	10/2/2019 11:16 PM
42	Cultural stories from this area.	10/2/2019 11:05 PM
43	Local Stories	10/2/2019 9:57 PM
44	An story by the elders	10/2/2019 8:40 PM
45	True and real history of deebing creek and Purga	10/2/2019 8:38 PM
46	Best achieved with consultation with local traditional custodian	10/2/2019 8:25 PM
47	Recognition is a big part for our people	10/2/2019 8:24 PM
48	Depends on what displays are put in should be story for each weather art work plants etc there's always a story to each mural	10/2/2019 8:17 PM
49	Depends on what displays are put in should be story for each weather art work plants etc there's always a story to each mural	10/2/2019 8:17 PM
50	Anything	10/2/2019 6:32 PM
51	Writing up hard hitting prices that shed light on what our ancestors went through in terms of racism. I think this is very important in regards to our culture just as much as traditional dream time stories and traditional cutlery and weapons, those are things that I see which is awesome. I think we need to use this platform to make Ipswich residents and surroundings less ignorant. Real life account of the hardships they faced. The fact that they would of been booted out of places like this. Stories of our great grand people fighting for a country that they had zero rights in, but doing it anyways. Stories like that would I believe impart some education on to the Ipswich residents. You ask for culture ? Culture, what does this have to do with that? I believe it belongs to our culture of resilience and resistance and the fact that we are still here.	10/2/2019 6:32 PM
52	Any significant ones	10/2/2019 2:16 PM
53	Let the artist decide	10/2/2019 9:37 AM
54	Our War Hero's Acknowledged	10/2/2019 9:01 AM
55	How the Crow got its colour	10/2/2019 8:35 AM
56	THE TRUTH & CREATION STORIES	10/2/2019 8:12 AM
57	How our local totems are relevant to our local area...	10/2/2019 7:16 AM
58	Local	10/2/2019 6:51 AM
59	Local	10/2/2019 6:50 AM
60	Stories about the local tribe	10/2/2019 6:37 AM
61	Ones signifies Ipswich	10/2/2019 5:56 AM
62	Dream time stories	10/2/2019 2:44 AM
63	All of them	10/2/2019 1:47 AM
64	the animals of the Bremer river	10/2/2019 1:25 AM
65	Yes, maybe one significant story that relates to a key prominent indigenous role model or traditional owner who is recognised as an elder	10/2/2019 1:25 AM
66	Creation, significant historical stories	10/2/2019 1:10 AM
67	Where we were & to where we're going	10/2/2019 12:11 AM
68	All	10/1/2019 11:14 PM

6. Appendices Summary of online survey results

69	Stories of the land before white man	10/1/2019 11:12 PM
70	Local ugarapul stories	10/1/2019 10:41 PM
71	Totems of TO, history of Ipswich, mission stories, new age graffiti, significant people of Ipswich	10/1/2019 9:29 PM
72	Idk any stories personally	10/1/2019 10:35 AM
73	Local historical stories	10/1/2019 7:49 AM
74	Stories from native tribes of the land	10/1/2019 7:45 AM
75	Any Dreamtime. Young & old coming together	10/1/2019 7:36 AM
76	Local stories	10/1/2019 7:33 AM
77	Young & old, rainbow serpent or any dreaming story ,	10/1/2019 7:14 AM
78	I dont know there are heaps of good things	10/1/2019 6:59 AM
79	Kids from community and schools	10/1/2019 6:46 AM
80	Coming together from different communities	10/1/2019 6:33 AM
81	History and any good stories	10/1/2019 6:27 AM
82	Community together young and old invasion art	10/1/2019 6:22 AM
83	Bringing together of community	10/1/2019 6:12 AM
84	Dot paint	10/1/2019 6:02 AM
85	History and any good stories	10/1/2019 5:49 AM
86	Community rainbow serpent	10/1/2019 5:39 AM
87	Coming together meeting plscs and rainbow serpent	10/1/2019 5:28 AM
88	as long as advice is sought from the Indigneous Elders group	9/30/2019 10:55 PM
89	As per my responses above.	9/30/2019 8:19 PM
90	Wildlife, seasons, historic timeline	9/30/2019 7:49 PM
91	Coming together yearning circles	9/29/2019 11:30 PM
92	Creation, how important the river is etc	9/28/2019 6:19 PM
93	History dreaming	9/28/2019 2:47 AM
94	Establish cultural advisory engagement group	9/28/2019 2:02 AM
95	dreaming	9/28/2019 1:29 AM
96	the totems of the people and area	9/28/2019 1:12 AM
97	dreathime stories of ipswich areas and what that means now	9/28/2019 1:07 AM
98	not just a story, but representation of the community diversity	9/28/2019 1:00 AM
99	Pathway stories and cultural significance of our watetways	9/27/2019 10:27 PM
100	local stories	9/27/2019 9:45 PM
101	Stories, community	9/27/2019 8:06 PM
102	Faces, aboriginal art, footprints, animal printd	9/27/2019 6:56 PM

6. Appendices Summary of online survey results

Q15 Can art and design elements be used to make the new CBD a culturally safe place?

Answered: 106 Skipped: 2

ANSWER CHOICES	RESPONSES	
A great deal	83.96%	89
A lot	7.55%	8
A moderate amount	8.49%	9
A little	0.00%	0
None at all	0.00%	0

#	A GREAT DEAL	DATE
1	yes	10/14/2019 10:47 PM
2	Yes	10/14/2019 9:55 PM
3	Yes, as mentioned previously it will make our people feel proud and assist youth to embrace culture more. Make us feel included and prouder! We love to shoe our culture off when we can. We are proud people and this shows it.	10/11/2019 8:41 PM
4	A great deal - it would make people feel like they belong, inspire pride, sharing with local community	10/11/2019 5:44 AM
5	yes	10/11/2019 12:00 AM
6	Visual elements will support the CBD to reflect cultural safety	10/10/2019 11:19 PM
7	yes	10/10/2019 11:07 PM
8	Yes if everyone respects the araeal	10/10/2019 4:28 PM
9	YES	10/10/2019 12:35 AM
10	Designs with the words "Respect" attached.	10/9/2019 10:56 PM
11	yes	10/8/2019 8:03 PM
12	yes	10/8/2019 6:21 PM
13	Y	10/8/2019 5:13 AM
14	When the rightful custodians are acknowledged	10/5/2019 8:57 AM
15	A great deal	10/5/2019 8:29 AM
16	Yes	10/4/2019 11:47 PM
17	Yes A Great Deal	10/4/2019 11:39 PM
18	Y	10/4/2019 11:20 PM
19	Yes A Great Deal	10/4/2019 10:49 PM
20	Y	10/4/2019 10:40 PM
21	Y	10/4/2019 10:35 PM
22	Y	10/4/2019 10:31 PM
23	Yes, it would give a sense of weelbeing and ownership	10/4/2019 5:29 PM
24	Yes	10/4/2019 9:33 AM
25	Yes	10/4/2019 9:25 AM
26	Yes	10/4/2019 6:53 AM
27	Yes	10/4/2019 4:44 AM

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28	Ipswich has never felt culturally safe. This is a good start. Should add some to Robelle Domain and Rilpy and Riverlink too	10/3/2019 9:04 PM
29	Will feel like we belong	10/3/2019 8:52 PM
30	Yes	10/3/2019 7:50 PM
31	yes if it is done correctly	10/3/2019 6:39 PM
32	Definitely A Great Deal	10/3/2019 11:48 AM
33	Definitely A Great Deal	10/3/2019 11:45 AM
34	Yes, we need to see ourselves to feel accepted and a part of the community	10/3/2019 6:16 AM
35	Yes I believe so	10/3/2019 4:39 AM
36	Certainly	10/2/2019 11:49 PM
37	yes, giving recognition to first nations people	10/2/2019 11:26 PM
38	Yes	10/2/2019 11:16 PM
39	Yes	10/2/2019 11:05 PM
40	Yes	10/2/2019 9:57 PM
41	Yes it would make our people feel proud	10/2/2019 8:40 PM
42	Yes I guarantee the place would be more respected	10/2/2019 8:38 PM
43	Yes	10/2/2019 8:25 PM
44	Yes	10/2/2019 8:24 PM
45	Definitely and should be done from the youth someone from ipswich land aboriginals needs to feel safe in there own home town	10/2/2019 8:17 PM
46	Definitely and should be done from the youth someone from ipswich land aboriginals needs to feel safe in there own home town	10/2/2019 8:17 PM
47	Yes	10/2/2019 6:32 PM
48	Yes	10/2/2019 6:32 PM
49	Yes	10/2/2019 2:16 PM
50	Yes	10/2/2019 9:37 AM
51	Yes	10/2/2019 8:35 AM
52	YESSSS.. HOWEVER.. THAT COMPLETELY DEPENDS ON THE LACK OF RESPECT & HATRED OF THE BOGANS & RACISTS	10/2/2019 8:12 AM
53	Yes	10/2/2019 7:16 AM
54	Yes	10/2/2019 6:37 AM
55	Yes	10/2/2019 2:44 AM
56	Of course	10/2/2019 1:47 AM
57	definatly	10/2/2019 1:25 AM
58	Yes - definitley , people love to see the CBD has a sense of ownership and belonging for everyone of all cultures.	10/2/2019 1:25 AM
59	Yes creates a space of inclusiness and education	10/2/2019 1:10 AM
60	Yes it can	10/2/2019 12:11 AM
61	Yes	10/1/2019 11:14 PM
62	Yes	10/1/2019 11:12 PM
63	It breaks down autonomy	10/1/2019 10:41 PM
64	Yes	10/1/2019 9:29 PM
65	Yes	10/1/2019 10:35 AM
66	Yes	10/1/2019 7:52 AM
67	Yes	10/1/2019 7:49 AM
68	Yes it will make the area feel culturally safe for indigenous people	10/1/2019 7:45 AM

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69	Yes	10/1/2019 7:36 AM
70	Yes	10/1/2019 7:14 AM
71	Yes	10/1/2019 6:59 AM
72	Yes	10/1/2019 6:46 AM
73	Yes	10/1/2019 6:33 AM
74	Yes	10/1/2019 6:22 AM
75	Y	10/1/2019 6:12 AM
76	Y	10/1/2019 5:28 AM
77	yes	9/30/2019 10:55 PM
78	Definitely	9/30/2019 8:19 PM
79	Y	9/29/2019 11:30 PM
80	Yes	9/28/2019 6:19 PM
81	Yes	9/28/2019 2:02 AM
82	yes	9/28/2019 1:29 AM
83	art and design elements would make the CBD a culturally safe place and be inclusive of the Traditional owners of the land	9/28/2019 1:12 AM
84	yes!	9/28/2019 1:07 AM
85	yes	9/28/2019 1:00 AM
86	Definitely. It's represents us and makes us feel included	9/27/2019 10:27 PM
87	it would be inclusive and inspiration and create pride!	9/27/2019 9:45 PM
88	Yes	9/27/2019 8:06 PM
89	Yes	9/27/2019 6:56 PM
#	A LOT	DATE
1	Y	10/4/2019 9:30 AM
2	Yes	10/2/2019 8:15 PM
3	Yea	10/2/2019 8:07 PM
4	Some place where community can come together and have elders mix with youth and connection to culture	10/2/2019 5:56 AM
5	Yes	10/1/2019 6:27 AM
6	Y	10/1/2019 6:02 AM
7	Y	10/1/2019 5:49 AM
8	Y	10/1/2019 5:39 AM
#	A MODERATE AMOUNT	DATE
1	Y	10/8/2019 7:46 PM
2	If it is done right	10/3/2019 6:52 PM
3	If it is done right	10/3/2019 6:52 PM
4	Hopefully without INGORANCE	10/2/2019 9:01 AM
5	Moderate	10/2/2019 6:51 AM
6	Moderate	10/2/2019 6:50 AM
7	Yes	10/1/2019 7:33 AM
8	Inviting for our mob.	9/30/2019 7:49 PM
9	Y	9/28/2019 2:47 AM
#	A LITTLE	DATE
	There are no responses.	
#	NONE AT ALL	DATE

6. Appendices Summary of online survey results

There are no responses.

6. Appendices Summary of online survey results

Q16 What cultural design elements would you like to see incorporated in the foyer of the Council Administration Building? (i.e. weavings displayed on walls)

Answered: 103 Skipped: 5

#	RESPONSES	DATE
1	Weavings, paintings, sculptures	10/14/2019 10:47 PM
2	I have no preference for this - but i would like to see the bulk of the new artwork and designs in areas that are more frequently accessed by community. There is not much point spending big dollars on artwork in a building that no-one really goes to. This is the same for all council/government administration buildings, spend the LEAST amount of money on these (this is not to exclude but to ensure that the most of the money will be spent on improvements to areas used mostly by community and not by government officers.)	10/14/2019 9:55 PM
3	Open to all elements. any culture is good culture. Mix the showcase up so all elements get a chance to displayed over time.	10/11/2019 8:41 PM
4	Paintings, weavings, boomerangs, floor mat, material of furniture, even mural on glass windows. Could do a dedicated stone tile on the floor.	10/11/2019 5:44 AM
5	artwork displays	10/11/2019 12:00 AM
6	Mural, sculpture any type of artwork however the artist needs to be a well known and established artist who lives in the Ipswich area and can confirm their identity	10/10/2019 11:19 PM
7	artwork - canvas/sculture/instillations. Artifacts - hunting tools/weaving/fishtraps. Phtotgraphs (with permission of families)	10/10/2019 11:07 PM
8	Paintings,mobiles and weaven pieces of differnt events that have happened in the pass and what is happening now for our peopele.	10/10/2019 4:28 PM
9	Yes be Great and Local Traditional Artists would be able to bring the artifacts and stone tools again I would contact Jagera Daran - James Bonner Mob:0413 423 786	10/10/2019 12:35 AM
10	Sand Goanna,footprints pathway,basket weaving,boomerangs.	10/9/2019 10:56 PM
11	artefacts and time line	10/8/2019 6:21 PM
12	Weaving, carving, artwork, artefacts, upholstery, uniforms for staff, carvings on building like Curtin University WA	10/8/2019 5:13 AM
13	Consult senior Ugarapul Artist. Cecil Anderson.	10/5/2019 8:57 AM
14	Dots, weaving, maybe some artefacts like at Springfield train station (if that's okay with elders)	10/5/2019 8:29 AM
15	Original name of ipswich	10/4/2019 11:47 PM
16	Weaving & Art Work, Handmade Possum Cloath or Kangaroo Skin	10/4/2019 11:39 PM
17	Weaving, art, photos, flags, artefacts, carvings, upholstery	10/4/2019 11:20 PM
18	Weaving & Art Work, Handmade Possum Cloath or Kangaroo Skin	10/4/2019 10:49 PM
19	Weaving, murals, artefacts, history, significant ppl	10/4/2019 10:40 PM
20	Hand prints, purga & deebing creek & history of Ipswich	10/4/2019 10:35 PM
21	Artwork, photos of Ipswich & elders & significant people	10/4/2019 10:31 PM
22	Furniture, paintings, art on fixtures, texture (somthing to feel))	10/4/2019 5:29 PM
23	Artwork, chairs	10/4/2019 9:33 AM
24	Murals, painting, acknowledgement of elders	10/4/2019 9:30 AM
25	Artwork, weaving , aboriginal design uniform like qantas	10/4/2019 9:25 AM
26	Weaving, dot painting	10/4/2019 6:53 AM
27	Artifacts from the area old photos	10/4/2019 4:44 AM
28	Weaving is a good idea. Better than just a traditional painting	10/3/2019 9:04 PM

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29	Weaving, artwork and totem poles	10/3/2019 8:52 PM
30	Weaving and artefact display and mosaic	10/3/2019 7:50 PM
31	Purga Mission & Deebling Creek artifacts. These areas are significant mission sites. Our artifacts & pictures should be in our area proudly displayed.	10/3/2019 6:52 PM
32	Purga Mission & Deebling Creek artifacts. These areas are significant mission sites. Our artifacts & pictures should be in our area proudly displayed.	10/3/2019 6:52 PM
33	not art work-photographs displaying the mission and life back then	10/3/2019 6:39 PM
34	Weaving, Possum or Kangaroo Cloath, Aboriginal Artwork, Welcome to Country in Language	10/3/2019 11:48 AM
35	Weaving, Possum or Kangaroo Cloath, Aboriginal Artwork, Welcome to Country in Language	10/3/2019 11:45 AM
36	Yes, weaving and paintings by a local Aboriginal Artist	10/3/2019 6:16 AM
37	Art work of Local indigenous elders and local indigenous art	10/3/2019 4:39 AM
38	Aboriginal artwork along with aboriginal artifacts	10/2/2019 11:49 PM
39	artefacts, artwoerk of locals, weavings etc	10/2/2019 11:26 PM
40	Weaving, shields, didgeridoos, artwork	10/2/2019 11:16 PM
41	Cultural/ traditional art/ contemporary art work/graffiti.	10/2/2019 11:05 PM
42	Paintings	10/2/2019 9:57 PM
43	All artifacts and artwork	10/2/2019 8:40 PM
44	In the council office	10/2/2019 8:38 PM
45	Weaving murals etc	10/2/2019 8:25 PM
46	Art, sculptures, indigenous stories and history of our people from here, weaving	10/2/2019 8:24 PM
47	Artefacts-painting-plants etc	10/2/2019 8:17 PM
48	Artefacts-painting-plants etc	10/2/2019 8:17 PM
49	Yuggera dancers	10/2/2019 8:15 PM
50	Photos of indigenous sites	10/2/2019 8:07 PM
51	Anything	10/2/2019 6:32 PM
52	Stories of our people. Peoples faces. Roof mural like the Sistine chapel but by an indigenous artist	10/2/2019 6:32 PM
53	Unsure	10/2/2019 2:16 PM
54	Artworks on the wall - canvas	10/2/2019 9:37 AM
55	Local Artists and Our Veteran's Acknowledged	10/2/2019 9:01 AM
56	Artifacts like bommerangs of all hunting men tool. Weaved clothing, baskets	10/2/2019 8:35 AM
57	WHATEVER REFLECTS THE LOCAL ART.. NOT IMPORTS NOR FAKES EG. WAM CLOTHING	10/2/2019 8:12 AM
58	Yes, weaving displays, local tools, artwork of local artists	10/2/2019 7:16 AM
59	All indigenous arts and crafts	10/2/2019 6:51 AM
60	All indigenous arts and crafts	10/2/2019 6:50 AM
61	Multi cultural tribute's to the variety of indigenous and non indigenous society of Ipswich	10/2/2019 6:37 AM
62	Ide like to see kookaburras, snakes and maybe street art/stencil designs of deceased elders that held high respect. I believe their should also be a vote of whom will be presented to a) Get the community involved also to filter out people who were respected but did terrible things behind closed doors, and biased opinions. (No disrespect but there's a lot of people on the community our youth could testify against in regards to ethics)	10/2/2019 2:44 AM
63	National apology	10/2/2019 1:47 AM
64	Aboriginal artefacts	10/2/2019 1:25 AM
65	Definitely indigenous art work, but-also some historical factors of the development of Ipswich from an historical factor which included the journey of our Indigenous people of Ipswich	10/2/2019 1:25 AM
66	An elders gallery portraits of elders who contribute to or have contributed to community	10/2/2019 1:10 AM

6. Appendices Summary of online survey results

67	Weavings & painting	10/2/2019 12:11 AM
68	weaving	10/1/2019 11:14 PM
69	Weavings, carvings, paintings, rugs, cushions	10/1/2019 11:12 PM
70	Local artifacts	10/1/2019 10:41 PM
71	Upholstery, acknowledgement, flags, carvings, art work, artefacts	10/1/2019 9:29 PM
72	Idk	10/1/2019 10:35 AM
73	Children's artwork	10/1/2019 7:52 AM
74	Anything	10/1/2019 7:49 AM
75	Native painting, stories and aboriginal artifacts	10/1/2019 7:45 AM
76	Uniforms of staff, elders pics, artefacts, carvings	10/1/2019 7:36 AM
77	Traditional works	10/1/2019 7:33 AM
78	Paintings, wood carvings, artefacts	10/1/2019 7:14 AM
79	Paintings	10/1/2019 6:59 AM
80	Artefacts paintings aboriginal workers history and elders wall	10/1/2019 6:46 AM
81	Artwork legends in community	10/1/2019 6:33 AM
82	Paintings artefacts local community	10/1/2019 6:27 AM
83	Weaving paintings artefacts like spears and boomerangs	10/1/2019 6:22 AM
84	Weavings painting artefacts flags photos of elders	10/1/2019 6:12 AM
85	Paintings artefacts	10/1/2019 6:02 AM
86	Art history wall weaving ornaments	10/1/2019 5:49 AM
87	Art history wall	10/1/2019 5:39 AM
88	Weavings painting artefacts flags photos of elders	10/1/2019 5:28 AM
89	The correct history of this region should be on a tv on the wall.	9/30/2019 10:55 PM
90	Weavings, Aboriginal artwork, etc	9/30/2019 8:19 PM
91	Tile artwork on the ground. Hanging elementals from the ceiling	9/30/2019 7:49 PM
92	Weaving art artefacts	9/29/2019 11:30 PM
93	Local artisan's and artist's work.	9/28/2019 6:19 PM
94	Mural carving artefacts	9/28/2019 2:47 AM
95	Cultural advisory group	9/28/2019 2:02 AM
96	projection art	9/28/2019 1:29 AM
97	weaving and artworks would be a great way to show case local artist from the region	9/28/2019 1:12 AM
98	Local artist artwork on display, weaving, and other forms of art - digital. Acknowledgement to country cards to ensure meetings can start with acknowledgement to country in all meeting rooms	9/28/2019 1:07 AM
99	rathet than just artwork - photos of community leaders	9/28/2019 1:00 AM
100	Like the idea of a huge display of a mat woven	9/27/2019 10:27 PM
101	Fish traps, weaving, artifact desplays	9/27/2019 9:45 PM
102	Decorations, floor covering, furniture, culture theatre, yarning space for storey telling, history wall	9/27/2019 8:06 PM
103	Rock wallaby, their footprints	9/27/2019 6:56 PM

6. Appendices Summary of online survey results

Q17 What cultural elements would you like to see incorporated in the Library? (i.e. Indigenous cultural patterns in the upholstery)

Answered: 103 Skipped: 5

#	RESPONSES	DATE
1	Aboriginal artwork in cushions, carpet etc	10/14/2019 10:47 PM
2	Kids cultural story telling	10/14/2019 9:55 PM
3	Same sort of concept for all areas. Don't have to pick one theme. Mix it up and showcase different things over time.	10/11/2019 8:41 PM
4	Paintings, fabric of furniture, beautiful mural on wall or on windows/glass doors as like how they did a big painting on the Inala Indigenous Health Centre glass doors, artificats	10/11/2019 5:44 AM
5	aboriginal and Torres strait islander designs everywhere	10/11/2019 12:00 AM
6	Displays. Artwork. Local information	10/10/2019 11:19 PM
7	Aboriginal and Torres Strait Islander designed furniture/cushion. Art instillations	10/10/2019 11:07 PM
8	Paintings and selection for Indigenous people so they can do any art to be displayed	10/10/2019 4:28 PM
9	Old Black N White Photo's of Traditional Elders past and present. Yagarra/ Jagera Clans	10/10/2019 12:35 AM
10	Ochre coloured designs of animals ,trees,creeks	10/9/2019 10:56 PM
11	ANything really	10/8/2019 8:03 PM
12	yarning circle, traditional story telling and more indigenous books	10/8/2019 6:21 PM
13	Upholstery, cultural area, uniforms for staff, carvings, artwork, artefacts	10/8/2019 5:13 AM
14	Consult Senior Ugarapul Artist. Cecil Anderson	10/5/2019 8:57 AM
15	Indigenous pattern on furniture/wallpaper, information walls, a massive Aboriginal painting on the floor that's covered over in glass would be deadly	10/5/2019 8:29 AM
16	Creation stories and true history of first contact with europeans	10/4/2019 11:47 PM
17	Our Artwork, Aboriginal Story Books, Posters.	10/4/2019 11:39 PM
18	As above	10/4/2019 11:20 PM
19	Our Artwork, Aboriginal Story Books, Posters.	10/4/2019 10:49 PM
20	Upholstery, weaving, art, artefacts, history, elders & area dedicated to culture	10/4/2019 10:40 PM
21	Upholstery, history section, artwork, artefacts, flags,	10/4/2019 10:35 PM
22	Floor & chair coverings	10/4/2019 10:31 PM
23	Acknowledgment to country and to aboriginal achivement, feel like the are so many negative stereotypes yet indigenous men and women be making waves. Art every where will make for better well being for everybody.	10/4/2019 5:29 PM
24	Artwork, chairs, artefacts	10/4/2019 9:33 AM
25	Artwork, artefacts, Murri workers, chairs & cushions	10/4/2019 9:30 AM
26	Artwork, artefacts, black history corner	10/4/2019 9:25 AM
27	Indigenous cultural patterns would be lovely.	10/4/2019 6:53 AM
28	Pillows, rugs, art work	10/4/2019 4:44 AM
29	Upholstery in cultural patterns is a good idea	10/3/2019 9:04 PM
30	Artwork, yarning Mats, aboriginal patterns on chairs	10/3/2019 8:52 PM
31	Mural	10/3/2019 7:50 PM
32	Photos of our Elders & Ancestors (Artwork Murals) & tribal & names of families originally from this area sht be showcased too.	10/3/2019 6:52 PM

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33	Photos of our Elders & Ancestors (Artwork Murals) & tribal & names of families originally from this area sht be showcased too.	10/3/2019 6:52 PM
34	project where the children contribute to wall hanging	10/3/2019 6:39 PM
35	Most Definitely, Artwork, Dreamtime Story Books, Aboriginal	10/3/2019 11:48 AM
36	Most Definitely, Artwork, Dreamtime Story Books, Aboriginal	10/3/2019 11:45 AM
37	Artefact displays, Indigenous patterns on furniture etc	10/3/2019 6:16 AM
38	Murals and indigenous culture area	10/3/2019 4:39 AM
39	Aboriginal Art	10/2/2019 11:49 PM
40	interactive dreamtime stories and activities	10/2/2019 11:26 PM
41	YES artwork incorporated in cloth, carpet Pieces hanging throughout	10/2/2019 11:16 PM
42	Wall Mural.	10/2/2019 11:05 PM
43	Books, Artwork, upholstery designed, desks, kids corner etc.	10/2/2019 9:57 PM
44	Artwork artifacts and something about the local people the yuggera and ugarpul peoples	10/2/2019 8:40 PM
45	Cultural activities, elder yarns	10/2/2019 8:38 PM
46	Best achieved with consultation with local traditional custodian	10/2/2019 8:25 PM
47	Mostly stories photos ect certain elders of the community given recognition for there work in the community. Like Aunt Faye Carr maybe having her present with the opening including indigenous dancers and performers.	10/2/2019 8:24 PM
48	Definitely paintings done from ppl that belong to the 2x tribe just need to be respected	10/2/2019 8:17 PM
49	Definitely paintings done from ppl that belong to the 2x tribe just need to be respected	10/2/2019 8:17 PM
50	Indigenous designs	10/2/2019 8:15 PM
51	Artwork	10/2/2019 8:07 PM
52	Anything	10/2/2019 6:32 PM
53	Indigenous roof mural like the Sistine chapel. By a traditional owner artist of the Ipswich region.	10/2/2019 6:32 PM
54	Unsure	10/2/2019 2:16 PM
55	Yes	10/2/2019 9:37 AM
56	Story Telling	10/2/2019 9:01 AM
57	Wallpaper with different bushbfood and animals	10/2/2019 8:35 AM
58	MURAL ON A WALL THAT IS THE FIRST THING YOU SEE WHEN ENTERING THE BUILDING.. WHICH AMPLIFY THE NOTION THAT AUSSIES CAN NO LONGER AVOID THE FACTS OF OUR FIRST PEOPLE	10/2/2019 8:12 AM
59	Yes, the significance of local land marks of our area	10/2/2019 7:16 AM
60	All QLD and local indigenous patterns	10/2/2019 6:51 AM
61	All QLD and local indigenous patterns	10/2/2019 6:50 AM
62	Yes	10/2/2019 6:37 AM
63	Books paintings artifacts and regular storytelling time	10/2/2019 5:56 AM
64	Dot artwork and dry faint lines	10/2/2019 2:44 AM
65	Staff Uniform featuring cultural design, tree of knowledge	10/2/2019 1:47 AM
66	digital stories of notable aboriginal Elders, maybe a circle where kids can sit and read. permanent and touring display of Aboriginal Artefacts	10/2/2019 1:25 AM
67	A space that is inviting, interesting and eye-catching for all. Which includes art work of local people and an acknowledgement of our traditional owners of Ipswich. Colourful, bright. Also - 3d art work of living styles of past.	10/2/2019 1:25 AM
68	A timeline of Ipswich's Aboriginal history both the positive and negatives	10/2/2019 1:10 AM
69	Would laik to see earthy tones and dots	10/2/2019 12:11 AM
70	yes patterns	10/1/2019 11:14 PM
71	Cushions rugs weavings artifacts	10/1/2019 11:12 PM

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72	As above	10/1/2019 10:41 PM
73	Upholstery covering, artwork, collection of books, area dedicated to culture & history, Murri children's stories	10/1/2019 9:29 PM
74	More indigenous patterns	10/1/2019 10:35 AM
75	Cultural patterns	10/1/2019 7:52 AM
76	All art forms	10/1/2019 7:49 AM
77	A space in the library dedicated to the indigenous culture	10/1/2019 7:45 AM
78	Uniforms, flags, art work, photos, chair covers	10/1/2019 7:36 AM
79	Weaving	10/1/2019 7:33 AM
80	Upholstery Yarning & elders area Artwork Flags	10/1/2019 7:14 AM
81	Cultural upholstery	10/1/2019 6:59 AM
82	Artwork history local info paintings upholstery	10/1/2019 6:46 AM
83	Culture area Elder in residence Artefacts Spears	10/1/2019 6:33 AM
84	Murri patterns on chairs	10/1/2019 6:27 AM
85	Paintings artefacts upholstery covering	10/1/2019 6:22 AM
86	Floor covering chair covers	10/1/2019 6:12 AM
87	Cushions chairs	10/1/2019 6:02 AM
88	Murri pattern on chairs Art on wall Elders	10/1/2019 5:49 AM
89	History corner artwork elders	10/1/2019 5:39 AM
90	Photos of elders and artwork and stories furniture coverings uniforms aboriginal designs	10/1/2019 5:28 AM
91	an interactive screen with the history to the present day with the local Aboriginal people, this way all visitors can engage with the information.	9/30/2019 10:55 PM
92	Indigenous cultural patterns in the upholstery or carpet. Aboriginal artwork. Opportunities for Elders or Indigenous groups to share stories.	9/30/2019 8:19 PM
93	Rooms named in traditional language eg neutral suggestions animals, plants, seasons with a plaque. Staff answer phones by saying hello in language then explaining where that language comes from and meaning behind the word. Yarning mats, bean bags, pillows from Indigenous designs.	9/30/2019 7:49 PM
94	Weaving floor and chair covering art artefacts cultural space	9/29/2019 11:30 PM
95	Yes and murals	9/28/2019 6:19 PM
96	Upholstery elders corner yarning area history section	9/28/2019 2:47 AM
97	Cultural advisory group	9/28/2019 2:02 AM
98	artifacts	9/28/2019 1:29 AM
99	maybe a design in the carpet, upholstery and a regular display of local Aboriginal / Torres Strait Islander artist.	9/28/2019 1:12 AM
100	Art, furniture, knowledge corner, large selection of resources	9/28/2019 1:07 AM
101	photos of community leaders and ancestors	9/28/2019 1:00 AM
102	Having the seats covered in cultural patterns is a great idea for the library	9/27/2019 10:27 PM
103	Indigenous designed furniture	9/27/2019 9:45 PM

6. Appendices Summary of online survey results

Q18 Would it be culturally appropriate to name the new CBD civic space 'Tulmur Place'? (Tulmur meaning Ipswich in Yagara language)

Answered: 105 Skipped: 3

ANSWER CHOICES	RESPONSES
Yes	90.48 % 95
No	10.48 % 11

#	YES	DATE
1	Yes	10/14/2019 10:47 PM
2	I am not privy to this knowledge. I would look to local elders and local traditional owners for guidance on this matter.	10/14/2019 9:55 PM
3	Perfect!	10/11/2019 8:41 PM
4	Yes as that is the local language	10/11/2019 5:44 AM
5	yes	10/11/2019 12:00 AM
6	If this has been provided by Traditional Owners and language holders then yes, I agree	10/10/2019 11:19 PM
7	yes	10/10/2019 11:07 PM
8	Yes!	10/10/2019 4:28 PM
9	YES ! YES ! YES ! YES ! YES ! YES ! Ipswich is also in England the same would be nice to have different spelling	10/10/2019 12:35 AM
10	Yes,would be appropriate and significant.	10/9/2019 10:56 PM
11	y	10/8/2019 8:03 PM
12	y	10/8/2019 7:46 PM
13	yes	10/8/2019 6:21 PM
14	Y	10/8/2019 5:13 AM
15	No because Tulmur is the anglicised word. Consult Ugarapul People for the proper pronunciation. This is not how you pronounce it Traditionally, only by the archives. Stop claiming and distorting.	10/5/2019 8:57 AM
16	Yes	10/5/2019 8:29 AM
17	Yes	10/4/2019 11:47 PM
18	Yes	10/4/2019 11:39 PM
19	Y	10/4/2019 11:20 PM
20	Yes	10/4/2019 10:49 PM
21	Yes	10/4/2019 10:40 PM
22	Yes	10/4/2019 10:35 PM
23	Yes	10/4/2019 10:31 PM
24	It would be nice, how ever the mall will technically always cbd.	10/4/2019 5:29 PM
25	Yes I guess	10/4/2019 9:33 AM
26	Y	10/4/2019 9:30 AM
27	Yes I guess so	10/4/2019 9:25 AM
28	Yes.	10/4/2019 6:53 AM
29	Yes	10/4/2019 4:44 AM
30	Yes. The three different groups (jagera, yuggera and Ugarapul) are all from Yagera language group	10/3/2019 9:04 PM

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31	100%	10/3/2019 8:52 PM
32	Yes	10/3/2019 7:50 PM
33	needs further ideas and consultation with the community. but yes should have a name significant to the peoples of this area	10/3/2019 6:39 PM
34	Yes Definitely	10/3/2019 11:48 AM
35	Yes Definitely	10/3/2019 11:45 AM
36	Absolutely	10/3/2019 6:16 AM
37	If the local indigenous elders are happy with it	10/3/2019 4:39 AM
38	Definitely	10/2/2019 11:49 PM
39	yes	10/2/2019 11:26 PM
40	Yes	10/2/2019 11:16 PM
41	Yes definitely	10/2/2019 11:05 PM
42	Yes	10/2/2019 9:57 PM
43	Yes	10/2/2019 8:40 PM
44	Yes	10/2/2019 8:25 PM
45	Yes yuggera	10/2/2019 8:24 PM
46	Yes	10/2/2019 8:15 PM
47	Yeah	10/2/2019 8:07 PM
48	Yes	10/2/2019 6:32 PM
49	Yes but that doesn't make sense. I think you can find a better meaning	10/2/2019 6:32 PM
50	Yes	10/2/2019 2:16 PM
51	Yes	10/2/2019 9:37 AM
52	That Would Be Unreal	10/2/2019 9:01 AM
53	Yes	10/2/2019 8:35 AM
54	OF COURSE	10/2/2019 8:12 AM
55	Tulma	10/2/2019 7:40 AM
56	Yes	10/2/2019 7:16 AM
57	Absolutely	10/2/2019 6:51 AM
58	Absolutely	10/2/2019 6:50 AM
59	Yes	10/2/2019 6:37 AM
60	Yes	10/2/2019 2:44 AM
61	Sure	10/2/2019 1:47 AM
62	Yes, there are so many different cultures in Ipswich and many of them are wanting to learn more about our Traditional Owners and the Aboriginal and Torres Strait Islander people.	10/2/2019 1:25 AM
63	Yes a fantastic starting point	10/2/2019 1:10 AM
64	Yes	10/2/2019 12:11 AM
65	Yes	10/1/2019 11:14 PM
66	Yes	10/1/2019 11:12 PM
67	Yea	10/1/2019 10:35 AM
68	Yes	10/1/2019 7:52 AM
69	Yes	10/1/2019 7:49 AM
70	Yes definitely	10/1/2019 7:45 AM
71	Yes I guess so	10/1/2019 7:36 AM
72	Yes	10/1/2019 7:14 AM

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73	Yes	10/1/2019 6:59 AM
74	Yes	10/1/2019 6:46 AM
75	Yes definitely	10/1/2019 6:33 AM
76	Yes	10/1/2019 6:27 AM
77	Yes	10/1/2019 6:22 AM
78	Yes	10/1/2019 6:12 AM
79	Yes	10/1/2019 6:02 AM
80	Yes	10/1/2019 5:49 AM
81	Y	10/1/2019 5:39 AM
82	Y	10/1/2019 5:28 AM
83	This would depend on the elders.	9/30/2019 10:55 PM
84	Yes	9/30/2019 8:19 PM
85	You can not please everyone but must consider	9/30/2019 7:49 PM
86	Y	9/29/2019 11:30 PM
87	Yes	9/28/2019 6:19 PM
88	Yes	9/28/2019 2:47 AM
89	Yes	9/28/2019 2:02 AM
90	yes	9/28/2019 1:29 AM
91	this would be great	9/28/2019 1:12 AM
92	Yes	9/28/2019 1:07 AM
93	Yes 100%!	9/28/2019 1:00 AM
94	Most definitely. Strongly support this!	9/27/2019 10:27 PM
95	Yes	9/27/2019 9:45 PM
#	NO	DATE
1	No	10/3/2019 6:52 PM
2	No	10/3/2019 6:52 PM
3	The name should be divided by the two groups of Ipswich The Yuggera & Ugarapul people.	10/2/2019 8:38 PM
4	It should be named after the 2 tribes from here and should be named by the 2x tribes and our elders to be involved	10/2/2019 8:17 PM
5	It should be named after the 2 tribes from here and should be named by the 2x tribes and our elders to be involved	10/2/2019 8:17 PM
6	Only one traditional language being used	10/2/2019 5:56 AM
7	there are other language groups in Ipswich other than Yagara	10/2/2019 1:25 AM
8	Coodjiraa means original place in Ugarapul	10/1/2019 10:41 PM
9	Unsure. Not just Yagara people	10/1/2019 9:29 PM
10	No	10/1/2019 7:33 AM
11	The traditional owners have not been finalised in court, matter is still pending.	9/30/2019 7:49 PM

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Q19 What other feedback would you like Council to consider in the redevelopment of the Ipswich CBD - Civic Plaza, Library and Administration Building?

Answered: 88 Skipped: 20

#	RESPONSES	DATE
1	I would like to see that this is a safe space for everyone and that it would be free from disturbance, anger, violence, drugs/alcohol/smoking. It would be child friendly and it would be respectful to ALL who use the space. Not just white fullas, not just black fullas BUT ALL AUSTRALIANS! I would like to see ALL members of community (no matter the ethnicity) using this space, learning from this space, meeting friends and communicating and teaching in this space. My vision is that this space is about collaboration and not ownership.	10/14/2019 9:55 PM
2	Allow a channel for ongoing involvement with the community. keep it interesting, engaging, collaborative, inclusive for all. Hopefully assist the non-indigenous community to deepen their pride of the aboriginal history and presence in community.	10/11/2019 8:41 PM
3	I believe that including Indigenous design elements into the redevelopment of the Ipswich CBD will encourage cultural understanding in Ipswich as the area grows in population. It will ensure the local Indigenous people feel welcome and that they belong & encourage others to embrace their whole community which can help bridge a gap between cultures, making everyone feel safer & proud of their local history.	10/11/2019 5:44 AM
4	Please ensure that in addition to this survey that you take the time to consult with the Traditional Owners face to face	10/10/2019 11:19 PM
5	more "green space"	10/10/2019 11:07 PM
6	Plaque of all Indigenous sports people young and old who had played for Ipswich.	10/10/2019 4:28 PM
7	Meeting Space and Place for local Traditional Owners to be able to meet and conduct business with I.C.C. and any other entity that has to do with dealing with Waterways, Land Management and Development in Yagarra Country especially YAGARRA - JAGERA/JAGARA Louisa Mob: 0418 744 645 Ngarran Goori Ltd.	10/10/2019 12:35 AM
8	Make sure the right Aboriginal history is told and nothing that is false, it could cause heartache for many of our Ancestors if it not done in a proper and culturally manner with respect.	10/9/2019 10:56 PM
9	Keep the cost reasonable. Put designs out there for public feedback before you spend any money	10/8/2019 7:46 PM
10	information board of women and men business if you were to go out bush walking	10/8/2019 6:21 PM
11	Nice playground like the new Springfield playground but have cultural sculptures surrounding Fountains to be designed culturally including in the CBD & the new water play area Community projects to work on this & local artists Cultural centre for learning dance, art, stories & learning from elders Also a meeting place for all community but especially our young ppl	10/8/2019 5:13 AM
12	Incorporate Traditional Owners that have a long standing relationship and respect from Council post 2009 when the ladybug ugarapul elder passed away. We have many letters attesting to the fraudulent and deceitful behaviour of the "goanna" and "snake" people. Yuggera is a language not a tribe.	10/5/2019 8:57 AM
13	Make sure locals are involved in all areas of creation and keep up the good work with community consultations!	10/5/2019 8:29 AM
14	Be sensitive to Yugara people's who have proven connection	10/4/2019 11:47 PM
15	To bring "Welcome To Country" Signage to Ipswich like in other Council & other States. For eg :- In Canberra Welcome to Canberra, Ngannawal Country . Sister City to Nara, Japan. Is displayed at every entrance coming into the city of. Canberra. Dual Naming of Parks eg Queens Park. Aboriginal Sculptures around the city & suburbs.	10/4/2019 11:39 PM
16	No	10/4/2019 11:20 PM
17	To bring "Welcome To Country" Signage to Ipswich like in other Council & other States. For eg :- In Canberra Welcome to Canberra, Ngannawal Country . Sister City to Nara, Japan. Is displayed at every entrance coming into the city of. Canberra.	10/4/2019 10:49 PM
18	Make it feel culturally safe for all our local community	10/4/2019 10:40 PM

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19	To have something that represents all the community & to have a cultural place to meet, dance, art, stories etc	10/4/2019 10:35 PM
20	Making it something for whole community & having a yarning & meeting place for community where Elders can sit & teach	10/4/2019 10:31 PM
21	Continue to yarn and communicate with community.	10/4/2019 5:29 PM
22	Not sure	10/4/2019 9:33 AM
23	Get local kids & teenagers involved	10/4/2019 9:30 AM
24	Making them comfortable for young Indigenous people too Employing local artists & workers	10/4/2019 9:25 AM
25	Unsure	10/4/2019 4:44 AM
26	Thank you for giving us a voice	10/3/2019 9:04 PM
27	To represent our culture. Then, now and in the future	10/3/2019 8:52 PM
28	Native food garden and displays	10/3/2019 7:50 PM
29	Have a couple of spokespersons from each family/ tribe as all families are big & we do not all share the same views & some families have different representatives. Ensure we are aware of the process & what is happening & remember our people like face to face meetings. Not just emails & phonecalls. Everyone can have a respected say & be included in the process. There is not alot of trust in our councils from our people so understanding & tolerance & being respectful will help developers acheive what they want for our beautiful city.	10/3/2019 6:52 PM
30	Have a couple of spokespersons from each family/ tribe as all families are big & we do not all share the same views & some families have different representatives. Ensure we are aware of the process & what is happening & remember our people like face to face meetings. Not just emails & phonecalls. Everyone can have a respected say & be included in the process. There is not alot of trust in our councils from our people so understanding & tolerance & being respectful will help developers acheive what they want for our beautiful city.	10/3/2019 6:52 PM
31	some of these questions are difficult to answer. I dont know about design and native plants of this area. would have been helpful to have an overview with examples supporting this survey. This survey was not widely advertised. I live and work in Ipswich and found out about this survey very close to the close day. more could have been done to get this survey out to the public	10/3/2019 6:39 PM
32	The City Council need to have a:- "Welcome To Country" Sign welcoming visitors when they are entering into Ipswich.... Other Councils & States have that even in Canberra, which says:- "Welcome To Ngunnawal Country" Sister City to Nara, Japan.	10/3/2019 11:48 AM
33	The City Council need to have a:- "Welcome To Country" Sign welcoming visitors when they are entering into Ipswich.... Other Councils & States have that even in Canberra, which says:- "Welcome To Ngunnawal Country" Sister City to Nara, Japan.	10/3/2019 11:45 AM
34	To celebrate our young people graduating year 12, performing in Community, Recognition of our Elders and the contribution within Departments and local Organisations that assist our Community in health, education, wellbeing etc	10/3/2019 6:16 AM
35	Unsure	10/3/2019 4:39 AM
36	using art, stories and designs from the local people, especially youth to have them be a part of redevelopment	10/2/2019 11:26 PM
37	Do the research	10/2/2019 11:16 PM
38	Local Indigenous people involved in the redesign, included in all stages of development	10/2/2019 9:57 PM
39	To change all the signs to the local yuggera and ugarplu peoples. Take out the Jagera as there people are from the nsw	10/2/2019 8:40 PM
40	For both tribes to be recognized not just 1 and to have alot of the traditional owners from ipswich involved in designing and anything to do with paintings artwork	10/2/2019 8:17 PM
41	For both tribes to be recognized not just 1 and to have alot of the traditional owners from ipswich involved in designing and anything to do with paintings artwork	10/2/2019 8:17 PM
42	A list of indigenous street names in Ipswich	10/2/2019 8:07 PM
43	None	10/2/2019 6:32 PM
44	Use a variety of artists	10/2/2019 9:37 AM
45	Updates to Traditional People of Ipswich with the development side of things	10/2/2019 9:01 AM

Item 8 / Attachment 1.

6. Appendices Summary of online survey results

46	Aboriginal Museum	10/2/2019 8:35 AM
47	THESE ARE REALLLLY DUMB QUESTIONS.. WHATEVER GOES AHEAD.. JUST PAY RESPECTS & ENCOURAGE OTHERS TO DO THE SAME.. TO ALL OF OUR FIRST NATIONS PEOPLE.. ALL OF THESE QUESTIONS RE "CULTURALLY APPROPRIATE" SUGGESTS THAT, THAT IS SIGNIFICANT. OF COURSE IT'S SIGNIFICANT.. YOU'RE CREATING YET ANOTHER MONUMENT, ON STOLEN LAND!!!!	10/2/2019 8:12 AM
48	I think it is important to talk to and consider the ideas of all who will use the spaces, to create an area for everyone to use and feel comfortable using.	10/2/2019 7:16 AM
49	No comment	10/2/2019 6:37 AM
50	Ide like to keep the design modern with historic elements left behind, with an indigenous touch in the design like certain light poles that had been there for years covered in artwork or benches that have been upcycled, even possibly artwork of what queens plaza used to look like on a wall.	10/2/2019 2:44 AM
51	Please listen and honour the wishes of the first nations people in this amazing community. There's a lot to learn from them.	10/2/2019 1:47 AM
52	Make it more welcoming for all cultures	10/2/2019 1:25 AM
53	In your decision making in the final stages, please make sure you include our Aboriginal and Torres Strait Islander Elders and Leaders. There needs to be a balance - a sense of community in these decisions from the bottom up. Inclusion is the best factor. Congratulations on journey towards this change.	10/2/2019 1:25 AM
54	I would love to cultural imagery displayed on building during significant dates etc sorry day, reconciliation week, mabo day and during NAIDOC, Indigenous Children's Day and Worlds Indigenous Peoples Day.	10/2/2019 1:10 AM
55	The use of more natives than exotics with water features. With architecture featuring both old & new.	10/2/2019 12:11 AM
56	none	10/1/2019 11:14 PM
57	Keep black people in mind when designing these spaces please. Also make sure you include Torres Strait Islander culture into the design process as well	10/1/2019 11:12 PM
58	Anything	10/1/2019 10:41 PM
59	Bridge from north Ipswich to east Ipswich, proper bridge from riverlink to Ipswich mall. Undercover bridge is no good	10/1/2019 9:29 PM
60	Nothing	10/1/2019 10:35 AM
61	No	10/1/2019 7:45 AM
62	Cultural centre & cultural programs	10/1/2019 7:36 AM
63	Nothjng	10/1/2019 7:33 AM
64	Dance & culture workshops in the cultural centre Children's books by local authors like John long Snr	10/1/2019 7:14 AM
65	None	10/1/2019 6:59 AM
66	Be good to buld a cultural centre for kids to learn and share with elders like stradbroke island Artwork Weaving Dance Didj playing Safe place for homeless ppl	10/1/2019 6:46 AM
67	More murri friendly taking into account traditional owners torres strait mob and whole community	10/1/2019 6:33 AM
68	No	10/1/2019 6:27 AM
69	Culture centre Yarning or meeting place Aboriginal workers	10/1/2019 6:22 AM
70	Contemporary aboriginal art mix with traditional	10/1/2019 6:12 AM
71	More trees	10/1/2019 6:02 AM
72	Cultural area elders visit	10/1/2019 5:49 AM
73	Aborginsl face fountains	10/1/2019 5:39 AM
74	To involve history and acknowledge elders	10/1/2019 5:28 AM
75	there should be artistic safe shelters for the people on the streets to sleep under.	9/30/2019 10:55 PM
76	Dedicated Cultural Center Museum Information Hub Timeline & journey	9/30/2019 7:49 PM
77	Lots of programs around culture	9/29/2019 11:30 PM

6. Appendices Summary of online survey results

78	Consideration of the local Indigenous people is important to develop a sense of pride and connection to Ipswich. So much money has been spent on Springfield with very little consideration to Indigenous people and their connection, that this needs to be a bigger deal than ever before. This will bring all people together.	9/28/2019 6:19 PM
79	Rainbow serpent track	9/28/2019 2:47 AM
80	Establish cultural advisory group to provide advice and assistance. Refer to draft Vic indigenous accord	9/28/2019 2:02 AM
81	Projection art by Danielle Leedie Gray , local indigenous digital artist	9/28/2019 1:29 AM
82	just to have a space that the indigenous community can feel connected to and be able to use and incorporate cultural activates.	9/28/2019 1:12 AM
83	Darcy Doyle place to be included with regard to feedback and ensuring cultural appearance is applied there too	9/28/2019 1:07 AM
84	I would love to see a community mural which represents the diversity of all aboriginal and torres strait island community members. Allow a couple workshops to have people come in a contribute. I also think welcome to country in language should be on the walls too. Signage in language throughout the whole mall. One in english and one in yuggera if possible.	9/28/2019 1:00 AM
85	Space for Cultural Markets etc	9/27/2019 10:27 PM
86	native plants, rocks, water garden. benches with indigenous burnt designs outside.	9/27/2019 9:45 PM
87	More programs Thirds that represent both Aboriginal & Torres Strait culture	9/27/2019 8:06 PM
88	How amazing to have this foresight! Including the locals!	9/27/2019 6:56 PM



P 07 3844 0238 (9AM-5PM MON-WED)
PO Box 5968, West End Q 4101
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South Brisbane

IAAM

INDEPENDENT ARTS MANAGEMENT

**IPSWICH CBD RE-DEVELOPMENT
PUBLIC ART PLAN: FINAL**

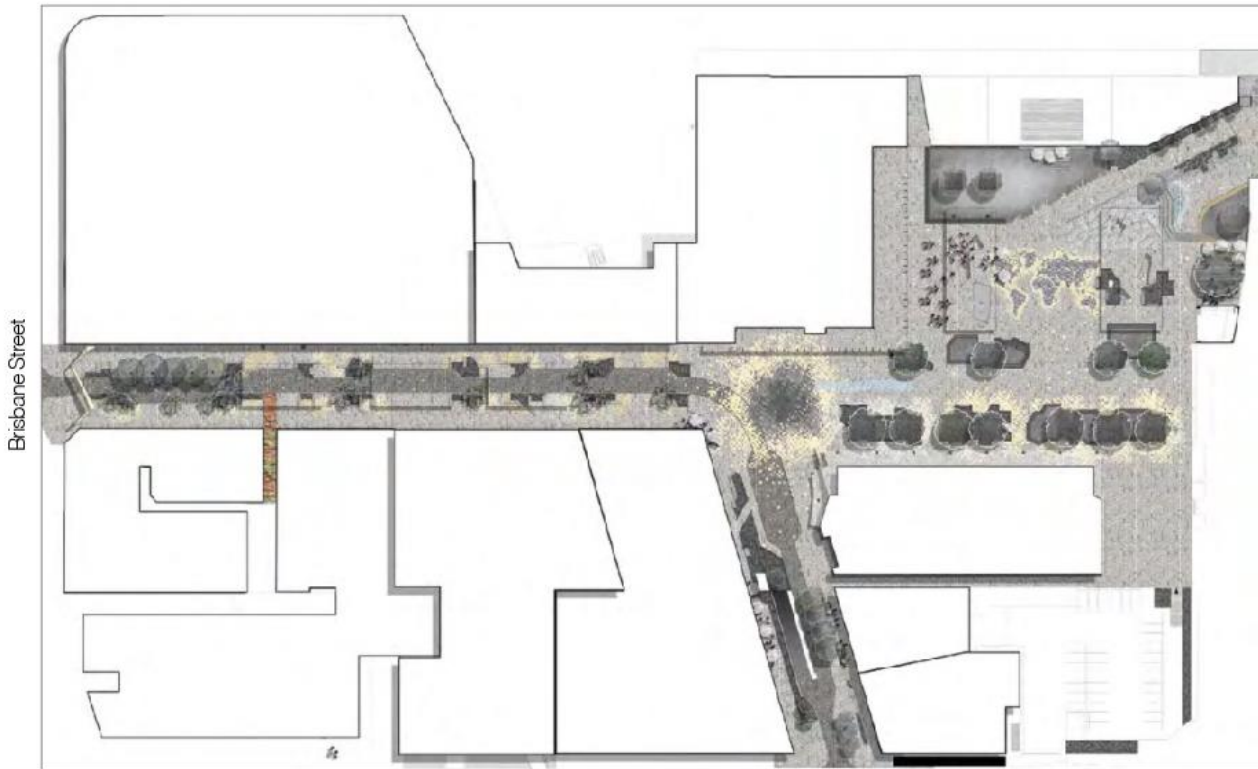
OCTOBER 2018

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1 | CBD REDEVELOPMENT OVERVIEW



Ipswich is South East Queensland’s fastest-growing city, with a population of 208,000 which is projected to rise to 520,000 by 2041. It is identified as a principal regional activity centre in the South East Queensland Plan. The multi-cultural population includes people from over 163 countries of origin, with over 153 different languages spoken. This rapid projected population growth will reshape the dynamics of the urban environment and highlight the importance of communication and connection through arts and culture.

The Ipswich Central Business District redevelopment project is currently in progress with demolition commencing in May 2017 and is scheduled to be complete in April 2020.

The overall size of the redevelopment is approximately 18,000 m² plus 37,000 m² of car parking under the civic areas. The civic area alone is larger than King George Square in Brisbane, comprising 10,500m².

The architectural intent for the redevelopment has been focused on key themes of Knowledge, Culture, Ideas and ‘Smart City’.

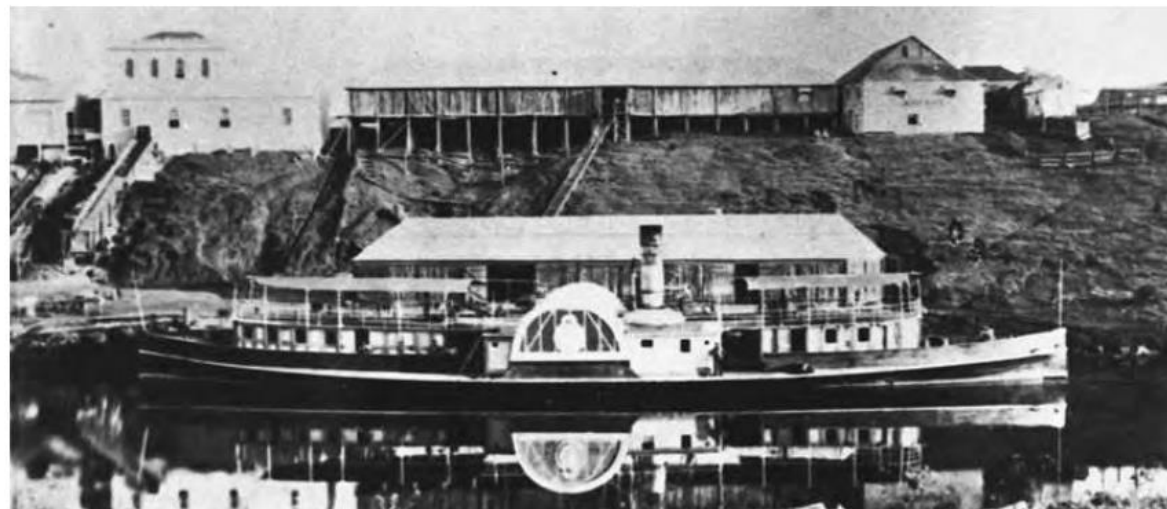
The development houses a number of sub precincts, each reflecting a different purpose and character such as historic, entertainment, knowledge, administration and performance. The new civic space will include a shaded green and water retreat space, but also as an active space for major performances and public events. The design reflects a desire to activate the space, inviting residents and visitors to come together to enjoy the Ipswich community.



2 | HISTORICAL OVERVIEW



Ipswich showing the Bremer River, 1872. Source: Picture Queensland, State Library of Queensland.



The paddle steamer "Emu", 1870. Source: Picture Queensland, State Library of Queensland.

It was the arrival of Europeans in 1824 that fundamentally changed the region now identified as Moreton Bay, Brisbane and further West to Ipswich and beyond. We know there were a number of differing Indigenous tribes, however due to a lack of record keeping and sustained population decline, there exists much contention over Traditional Ownership of the land in and around Ipswich.

It began when John Oxley, Allan Cunningham, and Lieutenant Butler of the 40th Regiment went across Moreton Bay to make a second survey of the Brisbane River. After traveling up

the river, they began the return journey and made a camp opposite a tributary, which Oxley named "Bremer's Creek."

In 1826 Captain Patrick Logan, commandant of the Moreton Bay Penal Settlement, subsequently made another trip up the Brisbane River to further explore the area, specifically the Bremer Creek. It was during this mission he discovered hills of lime stone.

In 1827 Logan sent an overseer and five convicts to utilise the resource and quarry the lime stone, constructing a lime burning kiln in the process. The lime was conveyed in small boats down Bremer's Creek and the Brisbane River then used for the erection of stone buildings in Brisbane.

The settlement hence became known as 'Limestone Station' and given its proximity to Cunningham's gap and the Darling Downs, the region became a popular stopping point for travelers on their way to Brisbane. Coal was also discovered by Cunningham in 1828.

By 1842 the Moreton Bay region had grown immensely and was opened up for Free Settlement. It was in 1843 that Governor Gipps renamed the township of Limestone to Ipswich. After which, the first private allotments in Ipswich were sold at auction in Sydney.

The main form of travel from Brisbane to Ipswich was via the river. There were numerous steam boats such as the "Breadalbane," "Ipswich," "Bremer," "Kate," "Emu," "Enterprise", the steam punt "Glide" and latterly the steam punt "Essex" which plied between 1905 and 1928. It was the construction of the railway from Ipswich to Brisbane in 1874 which took away the river trade and caused most of the steamboats to cease plying to Brisbane.

Throughout the early years of European settlement, interactions with the local Indigenous people were often violent and tumultuous. In 1827, troops from Brisbane were sent to protect the limestone kiln and relationships diminished thereafter. After free settlement in 1842 there were frequent violent interactions between the new settlers and the Indigenous people, which continued virtually unabated into the 1850's. In 1854 a significant conflict took place where approximately 800 to 1200 Indigenous people were involved. There are no recorded clashes after this period.

In the 1880's, after nearly 40 years of Indigenous population and cultural decline, neglect and inhumane treatment, the Deebing Creek Aboriginal Home was established. Owing to the ensuing dislocation of local indigenous history and culture, there is currently little information regarding the residents of the home and their heritage. This has led to some contention regarding the boundaries and origins of the local indigenous lands and language.

Sources: Viewed 30/5/2018

https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0015/20229/historical_time_line.pdf

https://www.ipswich.qld.gov.au/about_ipswich/history/ipswich_history

https://www.ipswich.qld.gov.au/about_ipswich/history/indigenous_history

3 | PUBLIC ART & PLACEMAKING

The role of public art in public spaces is critical to fostering community identity and creating a sense of place. Supporting contemporary public art, therefore, is fundamental to the ongoing cultural development of Ipswich Central Business District and surrounds.

In developing artworks for the Ipswich Central Business District redevelopment, a number of public art types will be considered. These include:

PERMANENT ARTWORKS

Permanent artworks are designed to last a long period of time, typically 20 years or more and can be categorised accordingly:

- *Stand-alone sculptural:* Artworks can act as a gateway to a development or as a landmark signature piece, or be smaller sculptural elements acting as discoverable elements within an environment.
- *Integrated:* Artworks work with either the landscape or the architecture and physically form part of the environment. A typical example would include patterned inlays as part of a ground, wall or ceiling plane.
- *Functional:* Artworks have been designed with an additional practical purpose. Additional functions may include public lighting, seating, way-finding, signage, parks and garden elements such as playgrounds, benches and bike racks.
- *Commemorative:* Artworks reflect a specific occasion celebrated in the public realm and can be sculptural, mural or media based artworks.

TEMPORARY ARTWORKS

Temporary artworks are designed for display for only a short period of time. They may be designed to be portable or may involve a tour of display from location to location. Artworks may include retail frontage activations, projection and new media works, display vitrines or performing arts based events and sound based installations.

Temporary artworks will be encouraged as a means of ongoing engagement with artists and the community.

STRATEGIC DIRECTION: PRINCIPLES AND OBJECTIVES

Council's strategic direction regarding public art has potential to connect to key planning and development priorities for Ipswich Central Business District.

Based on themes derived from the Arts and Culture Strategy and best practice public art strategies, public art in Ipswich Council should be developed in accordance with the following *principles*:

- *Place Activation:* Promote Ipswich Central Business District as a cultural destination by identifying key locations and prioritising public art projects at an early development stage;
- *Engaged Community:* Generate a vibrant local energy and encourage community interactions that build capacity including partnerships to support Temporary Cultural Art Programs;
- *Inclusiveness and Accessibility:* Increase appreciation of and interaction with public artworks so as to create memorable experiences, which will positively contribute to the local economy through increased visitation to key place destinations;
- *Supporting Artists:* In establishing a comprehensive approach to public art developments, Council is well placed to create opportunities for a diversity of artists, showcasing local and national talent in a variety of artwork forms. In turn, this will build capacity in the local arts community and allow effective artistic expression and inter-disciplinary collaborations within precinct developments.

In achieving these principles, public artworks should be developed in accordance with the following *objectives*:

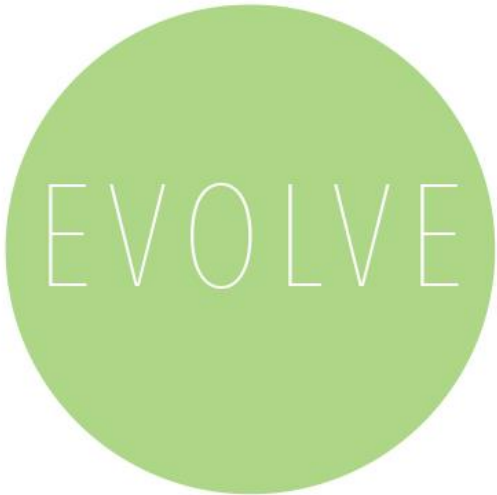
- *Contemporary & Site Specific:* Artworks should be contemporary in nature whilst connecting to the Ipswich cultural and Indigenous heritage;
- *Generational:* Appeal to a wide range of audiences;
- *Opportunity:* Provide opportunities for both emerging and established Indigenous and non-Indigenous artists through the provision of permanent public artwork opportunities and Temporary Cultural Art Programs;
- *High Quality:* Be curated and fabricated to the highest standards possible with consideration of creativity, innovation, longevity and maintenance.

4 | CURATORIAL APPROACH

The proposed curatorial rationale for the artwork opportunities at the Ipswich CBD redevelopment is *Evolve*. This is inspired by the transformation of the CBD region as a central gathering and entertainment precinct.

The theme of *Evolve* connects to the growth and evolution of Ipswich's history and culture, reflecting on the journey of change and development over time.

The rationale will allow artists to embrace the opportunity with a sense of enrichment and refinement that promotes the precincts positive lifestyle features. *Evolve* responds to the Ipswich CBD by providing a vibrant gesture to residents and visitors, capturing the essence of the redevelopment.



The theme of *Evolve* provides the artist with an opportunity to explore scale and create a dialogue between abstraction and narrative. It promotes movement, interaction, fluidity and gesture.

Evolve welcomes both residents and visitors, allowing the public artwork to engage with forms and relationships that harmonise all stages of the development.

**Reference images demonstrate artworks that create environments connected to the theme of evolve.*



Artworks Top: Wolfgang Buttress; Bottom: Konstantin Dimopoulos

5 | PUBLIC ART OPPORTUNITIES - IPSWICH CBD



Artworks Top: Davis Thomas | Bottom: James Watts

The Ipswich Central Business District (CBD) re-development has the goal of strengthening the CBD area as a highly attractive and functional centre for existing and new businesses, property investors, residents and visitors.

The re-development provides an excellent opportunity to develop a range of high quality public artworks. Works need to provide a balance between being conceptually accessible and understood by the broader community, with the need to challenge ideas and stimulate discussion and debate as a sign of an engaged and healthy community.

Proposed artworks fall in to three main categories:

PRIMARY

Primary opportunities are iconic artworks that provide enduring and memorable experiences. They can feature as a landmark or monument that provides familiarity in establishing their location. Typically, primary artworks are larger sculptural pieces that are engaging and effortlessly attract audiences into the public realm.

SECONDARY

Secondary opportunities are either smaller sculptural works or integrated artworks. These works blur the boundary between built environment and artwork, establishing a discoverable journey through the public realm.

TERTIARY

Tertiary artworks include opportunities to create a range of cultural programs that would aim to build capacity within the local community in fostering an ongoing platform for artistic expression in the public realm. Artworks could projected, new media or small scale suspended artworks.

6 | ARTWORK LOCATIONS: STAGE ONE



Note: The above locations are proposed only at this stage. Constraints include initial and ongoing public art budgets and management capabilities in overseeing the proposed temporary programs.

- Tertiary Artwork Opportunity - Projected Artworks
- Tertiary Artwork Opportunity - Laneway Artworks

- Primary Artwork Opportunity - Piazza Opportunity
- Secondary Artwork Opportunity - Vitrines x 2
- Secondary Artwork Opportunity - Indigenous Stories

7 | PRIMARY ARTWORK OPPORTUNITY



■ Primary Site: Piazza Artwork Opportunity

iAM proposes that this opportunity would consist of a permanent sculptural element located near the Piazza. The artwork would act as a landmark, its location optimised for maximum visual sight lines and pedestrian exposure.

The artwork would be a stand alone, signature piece designed invite further engagement and visitation within the civic space. It would be designed to be visible from a distance and act as both welcome piece and wayfinding for visitors. Artwork is positioned to replace a planter, and therefore does not inhibit vehicular or pedestrian traffic.

Artwork may incorporate:

- Repetition and pattern;
- Reference to natural materials;
- Textured surfaces;
- Day/night aspects (shadow, perspective);
- Kinetic movement;
- Organic forms;
- Sculptural lighting components.

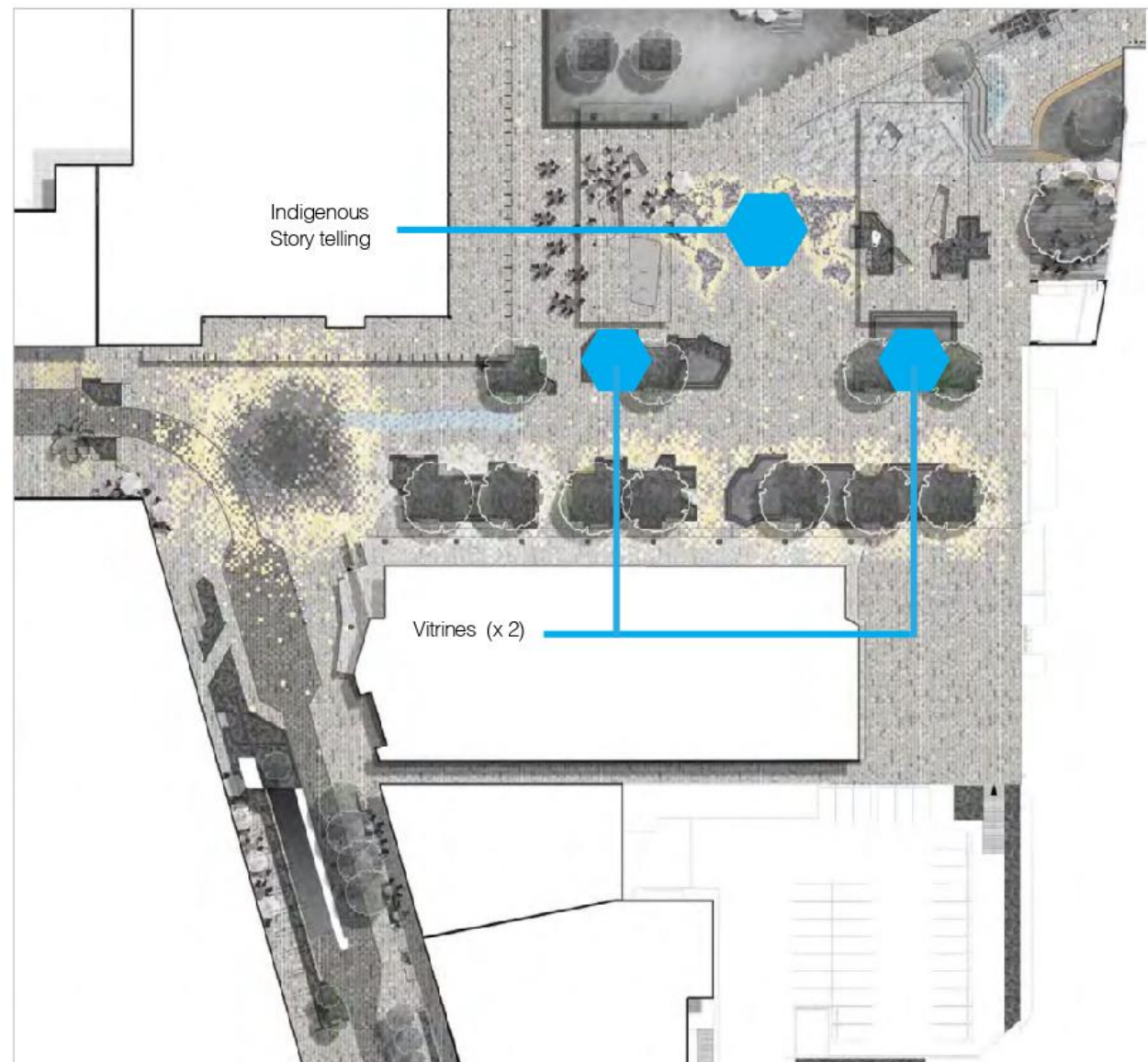
Artwork budget: \$270K

7 | PRIMARY OPPORTUNITY REFERENCE IMAGERY



Top Left: Chris Fox | Top Right: Daniel Templeman
Bottom Left: Lindy Lee | Bottom Middle: Warren Langley | Bottom Right: DavisThomas

8 | SECONDARY ARTWORK OPPORTUNITIES



Secondary Site: Vitrines x 2

Vitrines are a hard-stand exterior viewing cabinets capable of holding a range of curated temporary installation artworks. They blur the boundary between Secondary and Tertiary artworks as they are permanent fixtures that provide an ongoing opportunity for a proposed Cultural Art Program. The program would be curated in conjunction with the Ipswich City Gallery. A briefing paper including selection criteria will need to be developed as part of this process. Initially, funding will be provided from the Ipswich CBD redevelopment public art development fund, with additional ongoing funding to be determined.

Proposed Vitrine locations welcome visitation to the Civic Area Precinct and foster continued community engagement and capacity building for artists through ongoing opportunity.

Installation artworks may incorporate:

- Repetition and pattern;
- Reference to natural materials;
- Textiles;
- Organic forms;
- Sculptural lighting components.

Vitrine Construction budget: \$150K + \$50K Cultural Art Program contribution

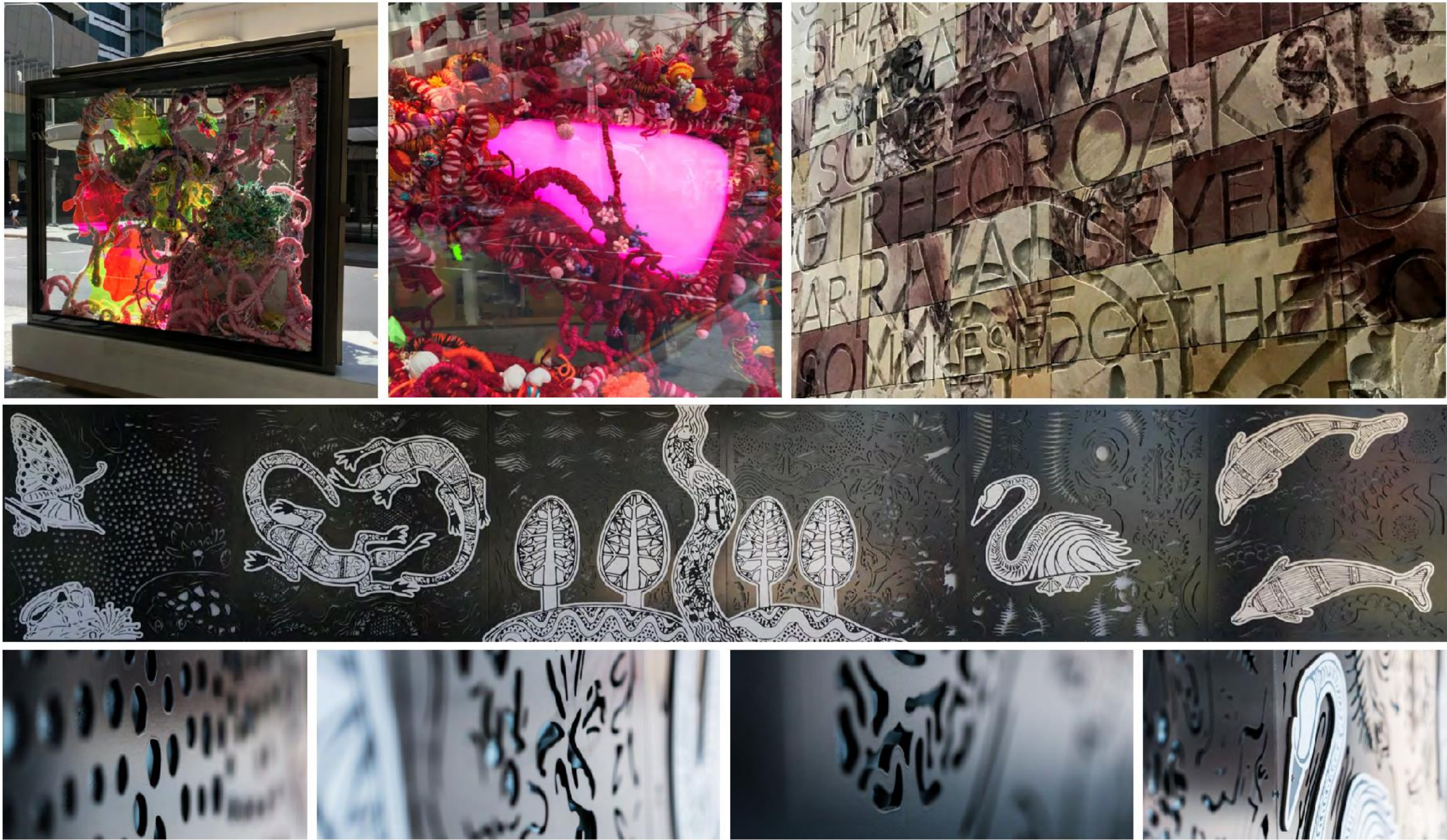
Secondary Site: Indigenous Story Telling Opportunity

Artworks would be integrated within the Civic Area Precinct and be derived from engaging with resident Indigenous artists. Stories could be told through artwork patterns and potentially small sculptural elements that integrate with the hydraulic system. Artwork would be in lieu of World Map in Civic area.

It is envisioned that both Traditional Owners and other local Indigenous artists will be engaged in this story telling process.

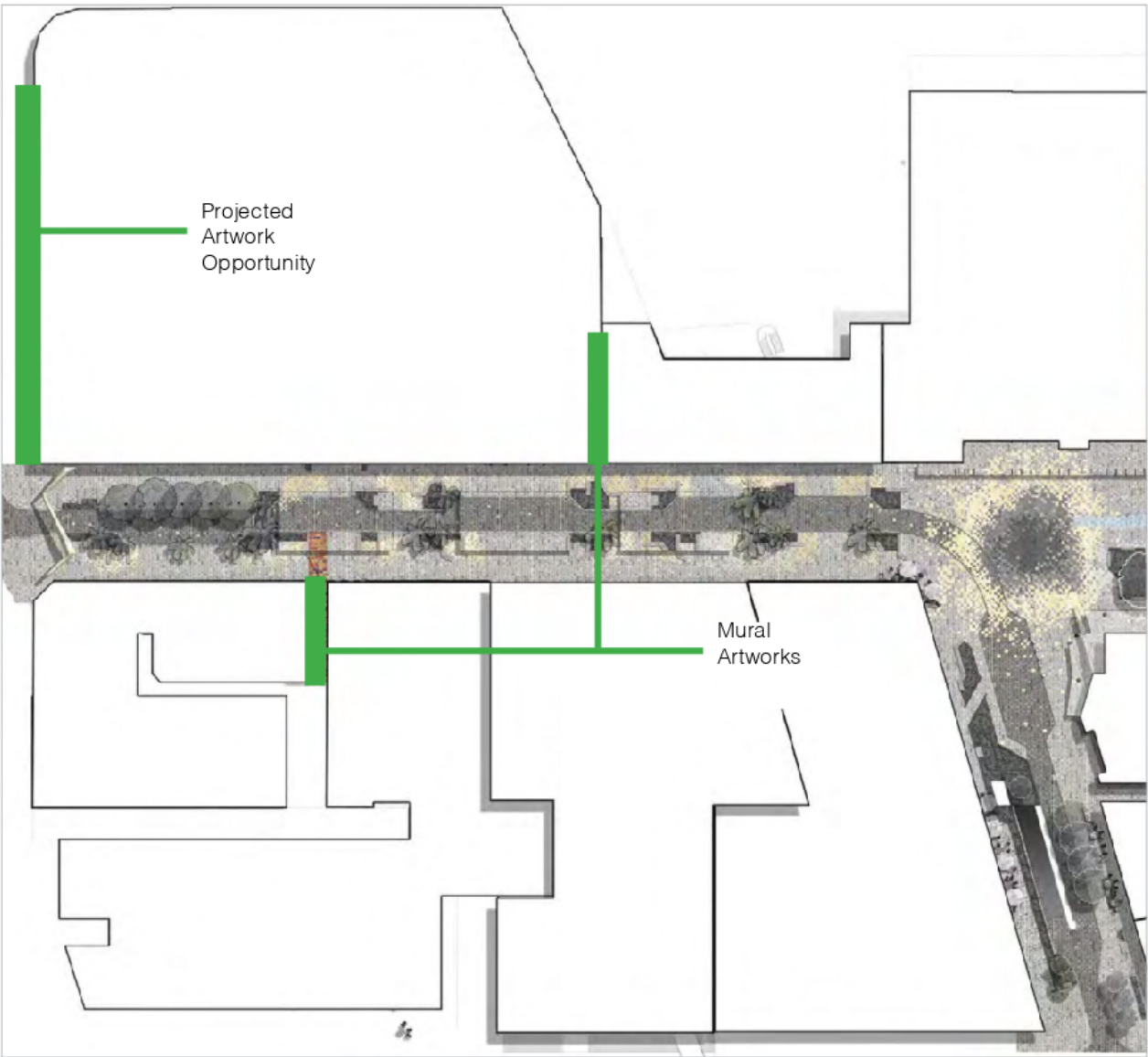
Artworks would be tiled in to the ground plane. Budget \$110K.

8 | SECONDARY OPPORTUNITIES REFERENCE IMAGERY



Top Left & Middle: Hiromi Tango | Top Right: Paul Carter
Middle: 'Wanya' Welcome Wall, Sunshine Coast University Hospital - Indigenous Compilation | Bottom: details from 'Wanya' Welcome Wall, SCUH

9 | TERTIARY ARTWORK OPPORTUNITY



Tertiary Site: Projected Artwork Opportunity at Brisbane Street

iAM proposes that in keeping with the curatorial approach, this opportunity would consist of an ongoing opportunity for local and local Indigenous artists to showcase their work as a projection on a major Council building (cnr Brisbane and Nicholas Streets). The provision of an ongoing opportunity for artists fosters inclusion and capacity building within the community.

This opportunity requires installation of permanent projection facilities and an ongoing budget to contribute towards a proposed Cultural Art Program. The program would be curated in conjunction with the Ipswich City Gallery. A briefing paper including selection criteria will need to be developed as part of this process. Initially, funding will be provided from the Ipswich CBD redevelopment public art development fund, with additional ongoing funding to be determined.

Artwork may incorporate:

- Repetition and pattern;
- Moving and still images;
- Projected textured surfaces;
- 2D and 3D elements (pending projection infrastructure).

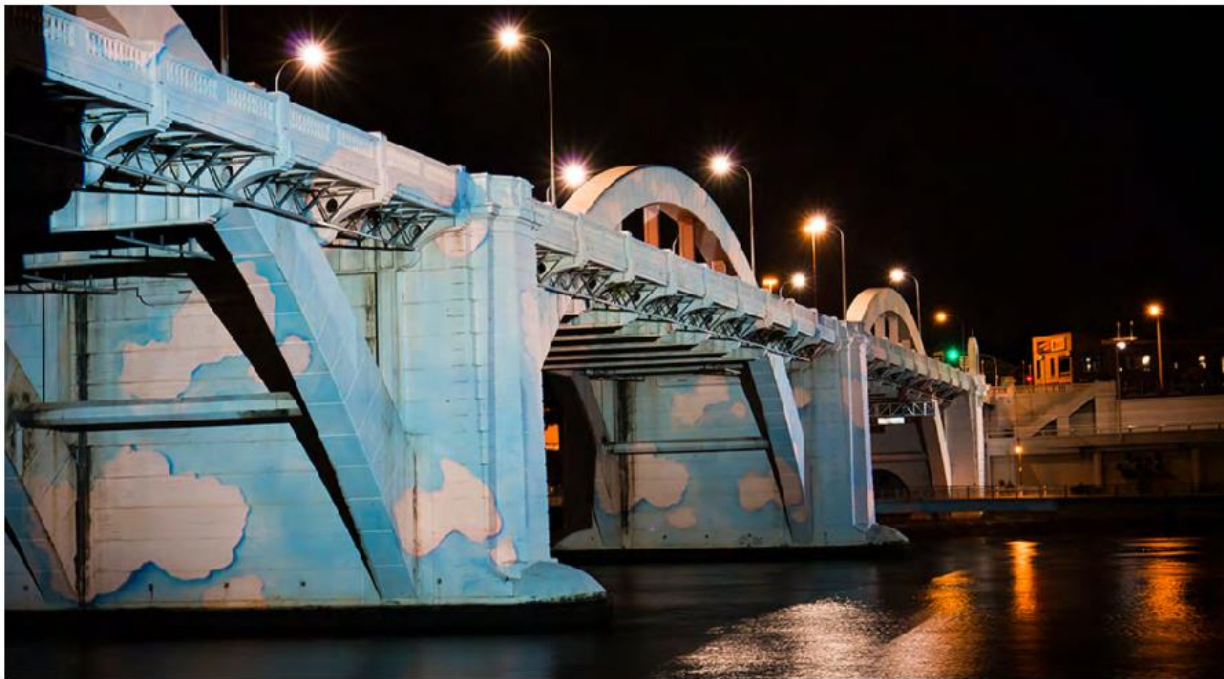
Projection Infrastructure Budget: \$100K + \$30K Cultural Art Program contribution

Tertiary Site: Mural Artworks at Icon & Bottle Alley

It is proposed that ICON alley will be a direct commission opportunity for a local artist, while Bottle Alley represents a community mural opportunity.

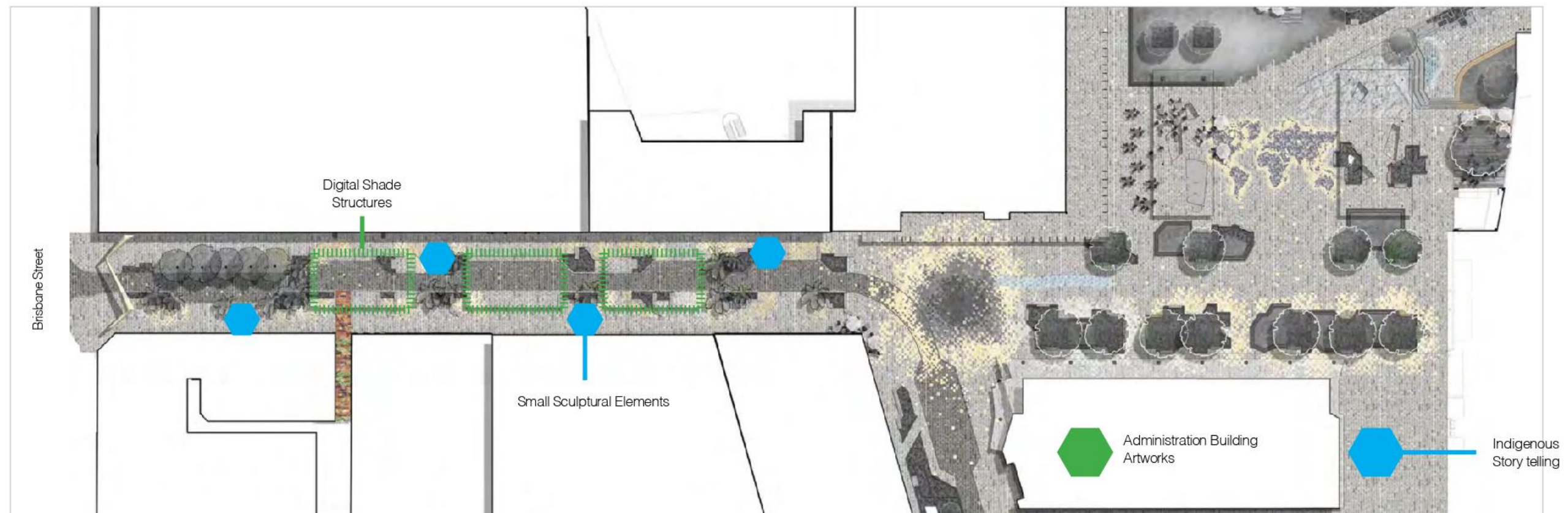
Artwork Budget: \$20K (\$10K each mural).

9 | TERTIARY OPPORTUNITY REFERENCE IMAGERY



Top Left: "As Above, So Below", by Immersive Surfaces | Top Right: Marcia Stuermer
Bottom Left: Camille Seriser | Bottom Middle: Vivid Festival 2017 | Bottom Right: Badu Gili - Sydney Opera House Artwork Projection

10 | ARTWORK LOCATIONS: STAGE TWO



Note: The above locations are proposed only and require confirmation prior to development and procurement. Constraints include initial and ongoing public art budgets and management capabilities in overseeing the proposed temporary programs.

Tertiary Artwork Opportunity - Digital Shade Structures

Artwork opportunity would establish a platform for a temporary artwork program. Would provide an ongoing opportunity to engage artists and the community in developing digital content for the shade structures. Program development would focus on capacity building within the community however would be limited to ongoing funding or sponsorship opportunities.

Tertiary Artwork Opportunity - Administration Building Artworks

Artworks may be procured for a range of offices, meeting rooms and the ground level foyer to enliven the space.

Secondary Artworks - Nicholas Street Discoverable Sculptures

Artworks would be discoverable elements traversing Nicholas Street, inviting pedestrians to further explore the Piazza and Civic Area Precinct and Civic Square.

Secondary Artworks - Administration Building Area for Indigenous Story Telling

This opportunity has been identified as a potential area where Indigenous stories could be represented as an alternative location to the Water Play Indigenous story telling opportunity.

11 | COMMISSIONING METHODOLOGY

The procurement processes for each artwork opportunity will vary according to the type of public artwork. Procurement methodologies are specifically designed to achieve the principles and objectives outlined in this document.

PERMANENT SCULPTURAL ARTWORKS

Artist Selection: Permanent artworks will be procured via a curated artist long list so as to work within the overall project timeframe. Conducting an Expression of Interest is not possible in this instance due to limited procurement time. Artists will be selected for the curated long list based on their existing professional practice and their ability to complete the commission within the available timeframe and budget. Artists will be researched as part of a local, regional and national approach to artist selection. Every attempt will be made to present local Indigenous and non-Indigenous artists as part of developing the artwork opportunity including offering mentorships and collaborations, where appropriate. Contacted artists be required to send a short biography and relevant imagery of their previous artworks.

Concept Design Phase: The concept design phase is a competitive design phase of up to three or four artists selected for the artwork opportunity. Artists will be paid a nominal concept design fee, commensurate with the overall public art budget. Concept design will run for approximately six weeks, after which Design Development and Fabrication is offered to the successful artist. Concept Design selection criteria are outlined below.

Selection Criteria: In achieving the stated principles and objectives, a number of key selection criteria have been developed in determining the successful artist. These include:

Artistic Merit (50%):

- Originality and contemporary nature of concept;
- Connection to site, design and curatorial theme;
- Scope of work proposed;
- Proposed Interactivity (Examples include: Day/night aspects, Kinetic elements, Sensors, etc).

Methodology (25%)

- Conceptual statement about the proposed artwork;
- Appropriate research undertaken for the project;
- Suitable 3D renders, drawings, Marquettes, and/or photographs of concept provided;
- Appropriate budget and program development;

Professional Practice and Technical Skills (25%)

- Demonstrated experience in developing suitable public art projects.
- Demonstrated understanding of and experience in working with the proposed materials;
- Demonstrated understanding of budget and program management with a focus on maximising artwork delivery through choice of fabricator and fabrication method;

TEMPORARY ARTWORKS

There are a number of opportunities for local artists to participate in the temporary Cultural Art Program including projection, video or new media artworks and temporary installations displayed via the proposed Vitrines. This approach ensures local artists have an ongoing opportunity to showcase their work on a regular basis and aims to build capacity in local artistic talent.

Artist selection will be undertaken on a regular basis for the cultural program. Artists will be encouraged to submit a proposal at the appropriate time. Proposal opportunities will be advertised through Council and Ipswich City Art Gallery channels. The project team will consider suitable proposals for each site and select one for development. Artwork rotation will be every six months.

The Cultural Art Program has potential to foster a number of mentorships and collaborations with wider programs and institutions such as the Ipswich Public Library and the Ipswich City Art Gallery.

Selection Criteria: In achieving the stated principles and objectives, a number of key selection criteria have been developed in determining the successful artist. These include:

Artistic Merit (50%):

- Originality and contemporary nature of concept, including materiality and potential lighting components;

Methodology (25%)

- Conceptual statement about the proposed artwork;

Professional Practice (25%)

- Demonstrated experience in developing suitable art projects, with a view to aid professional development of the artist where applicable.

12 | BUDGET & PROGRAM



BUDGET PROPOSAL

Primary Artwork Opportunity

- Signature Artwork \$270K

Secondary Artwork Opportunities

Vitrines

- Vitrine Construction Budget \$150K
- Cultural Art Program Contribution \$50K

Indigenous Story Telling - Civic Square

- Existing World Map tiling budget (estimate) \$130K
- Artist Fees (including Indigenous Liaison) \$30K

Tertiary Artwork Opportunities

Mural Artworks (subject to heritage constraints)

- ICON Alley \$10K
- Bottle Alley \$10K

Projection Artworks

- Brisbane Street Projection Infrastructure \$100K
- Cultural Art Program Contribution \$30K

Total \$650K

Budget allocations are preliminary only at this stage.

Artwork budget funding acknowledges a \$650k contribution from City Ipswich Properties under Planning Guide 31 and additional funding from Ipswich City Council for artworks outside of the administration building precinct.

PROGRAM

Public Art Plan - Ipswich CBD Complete September 2018

Undertake wider Ipswich City
Public Art Plan extension (final phase) Oct-Nov 2018

Ipswich CBD Artwork Procurement
Commence October 2018

- Artist selection phase (2 weeks) October 2018
- Concept design phase (6-8 weeks) Nov-Dec 2018
- Design Development (8 weeks) Jan-Feb 2019
- Fabrication (10 months) November 2019
- Installation (1 Month) December 2019

The above program allows for fabrication to commence February 2019 and run for 10 months, which is the minimum time required for a major public art commission.

12 | CONTACT iAM

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Creative Sight Pty Ltd
Trading as Independent Arts Management
ABN: 67154903214

Insurances
Professional Indemnity- CGU Insurance
Public Liability - CGU Insurance

Contact details:

Postal: PO Box 3436
Norman Park Q 4170

Simon Koger
simon@iamprojects.net
0415 896 586

www.iamprojects.net

LINCOLN AUSTIN

Standing

Ipswich CBD Public Art Opportunity
CONCEPT DESIGN
December 2019

LINCOLN AUSTIN

ARTIST PROFILE

Australian artist Lincoln Austin uses art to explore the blurred boundaries that exist between Ideal and physical realities. His ongoing artistic experiments perennially orbit around concepts of subjectivity, perception, and experience. Through geometry, pattern, repetition and systems Austin engages with the formal abstraction of mathematics, the poetics of metaphor and the potential of matter.

Austin's abstract sculptures meld the interests of Minimalism and Op Art to explore the ways regular, repeated forms can generate optical illusions and effects, Austin's works range in scale and process markedly; from mammoth public art projects through to small scale, delicate, intricate constructions

Austin has exhibited widely throughout Australia and internationally, completing numerous public and private commissions. His work is held in a number of public collections including QAGoMA , Museum of Brisbane, UQ Art Museum, Ipswich Art Gallery and Artbank.

In 2020 'The space between us', a 20 year survey exhibition of his work, will be mounted at Ipswich Art Gallery.



Stand and deliver – 2016 – polished stainless steel



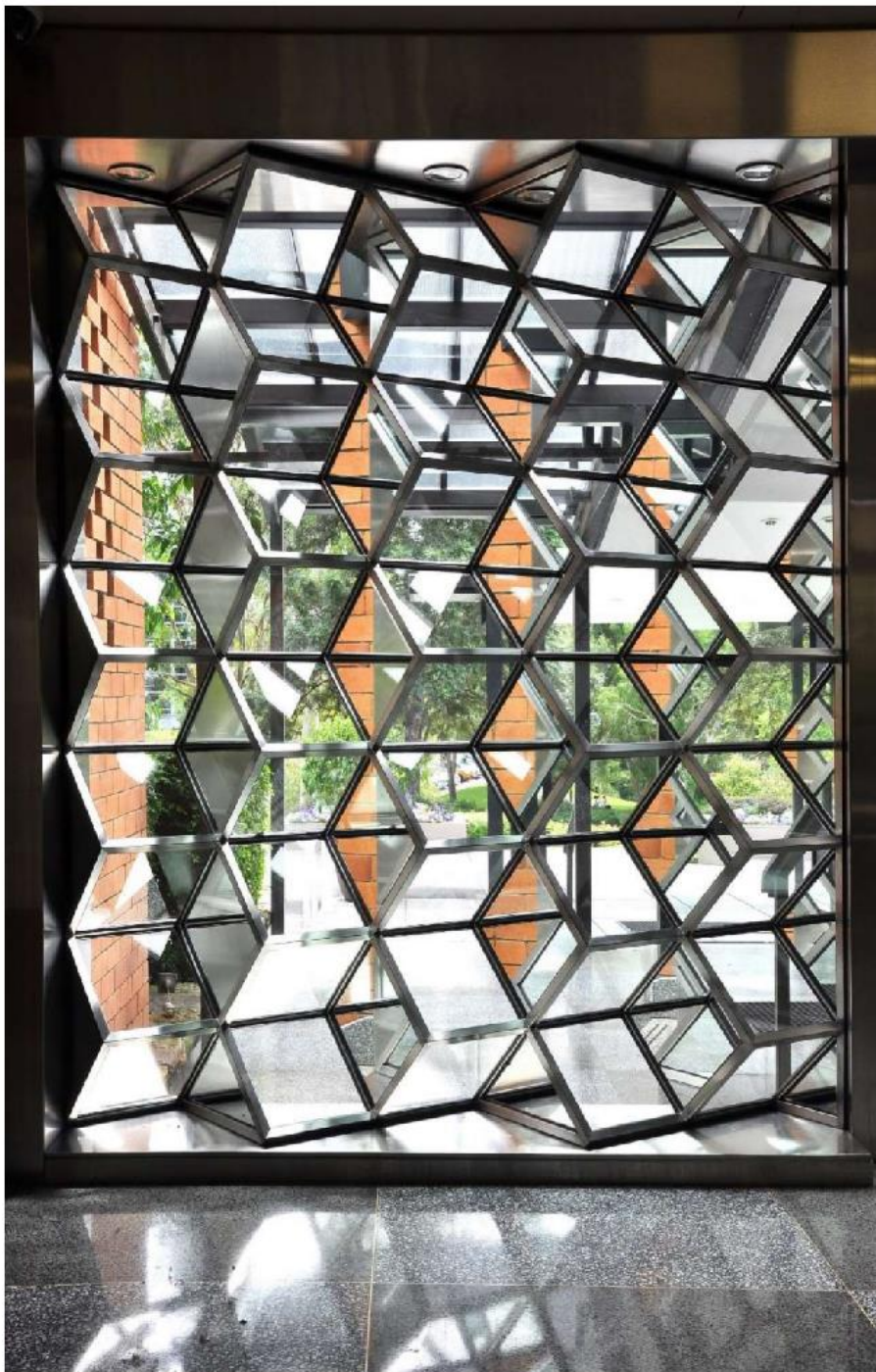
Turn and face the strange – 2015 – corflute, silicon adhesive



Once, Again – 2009 – powder coating on aluminium



Do you see what I see? (pts 1, 5 &11) – 2014 – corflute, silicon adhesive, electronics



Correlate – 2011 – stainless steel, glass, silicon



Habena - 2013– Stainless steel

ARTIST RATIONALE – Standing

Standing speaks of pride, strength and patience, in evolutionary terms it is what makes us unique and human. Standing is a celebratory moment in a child's development. Standing is the point of departure, the moment before we move forward, from where we take our first step.

I acknowledge that this artwork will stand on the traditional lands of the Jagera, Yuggera and Ugarapul people. I pay my respects to elders past, present and emerging.

The artwork I would like to propose for the Ipswich CBD redevelopment is intended to operate on multiple levels. Primarily I hope that it is an object of intrigue and beauty, that it speaks to a contemporary audience and that it will be admired and celebrated by the Ipswich community. The scale of this work is dramatic and ambitious, it will have a significant presence on the plaza, acting as both landmark and beacon. The optical device which operates within will encourage close examination and interaction with the artwork. The integrated intelligent lighting will dramatically change the appearance of the work between night and day.

Standing consists of two elements, a large cast concrete plinth with an apparently delicate painted aluminium form perched on top. This work speaks of an evolving Ipswich, paying tribute to its rich history and expressing its hopes and ambitions of a fruitful future.

The plinth form references the material wealth and associated labour on which Ipswich City was founded. The crystalline form appears as if forced from the ground, it alludes to the minerals that were mined here in the early days of European settlement. The surface of the form will be textured with timber boards, another vital material in the development of the city. The cantilevered slant of the plinth adds movement and dynamism to the form, it is also a subtle reference to heroic workers monuments of the 20th century. The plinth is about industry, tradition, stability and progress.

The form of the aluminium component is influenced by the flower bud of the Eucalyptus Curtisii, the floral emblem of the city of Ipswich



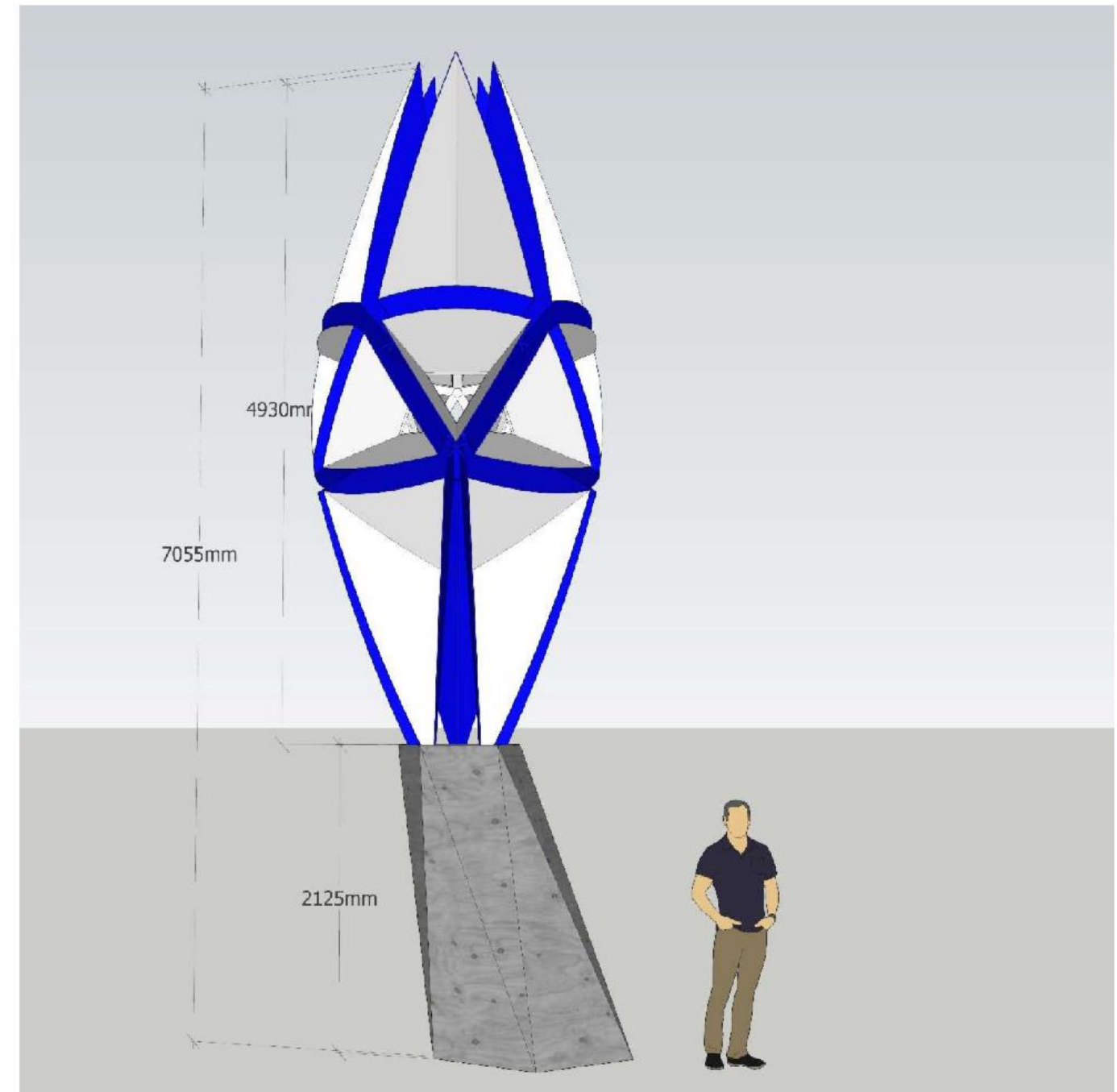
Eucalyptus Curtisii flower buds

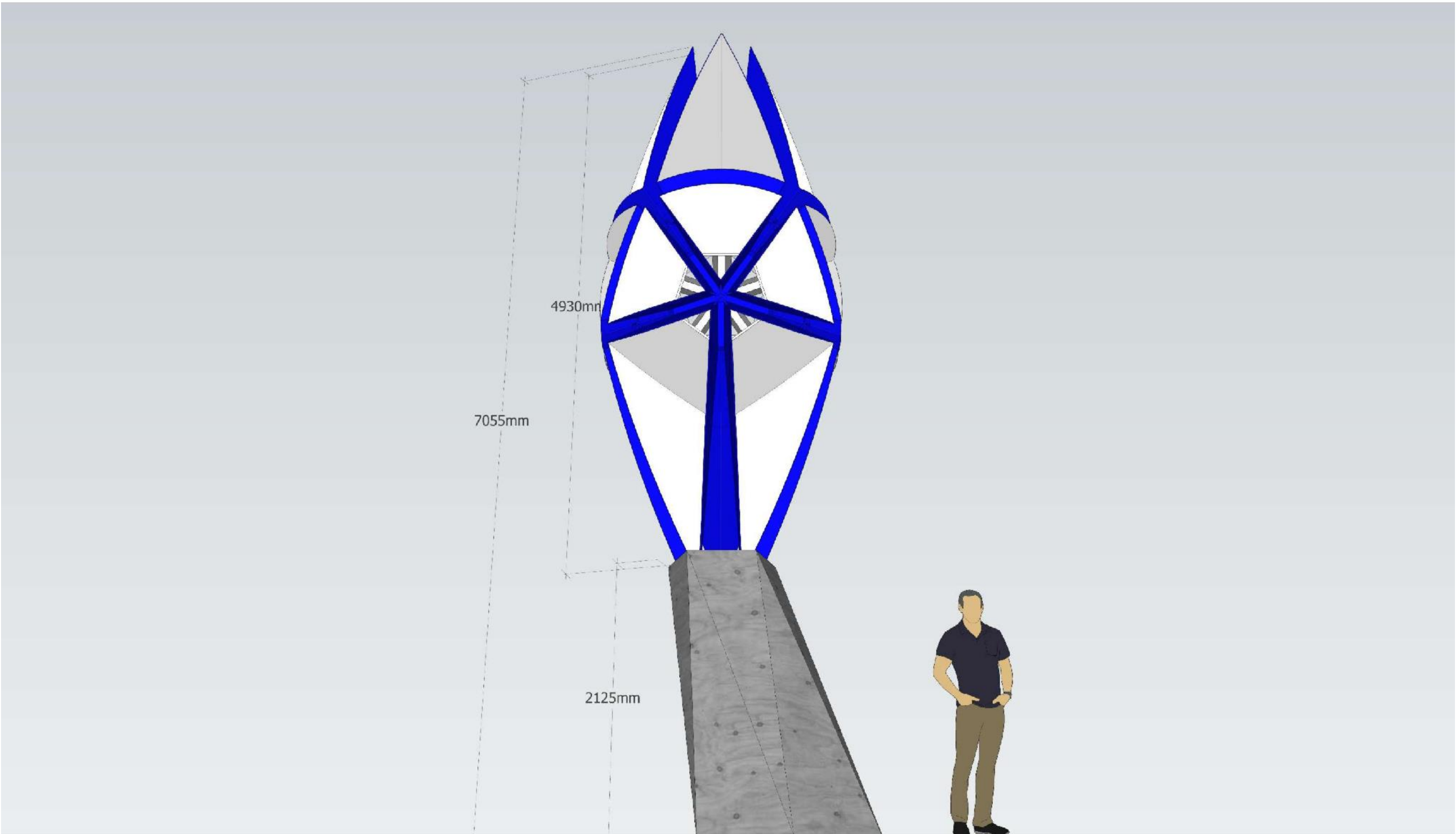
ARTIST RATIONALE – Standing

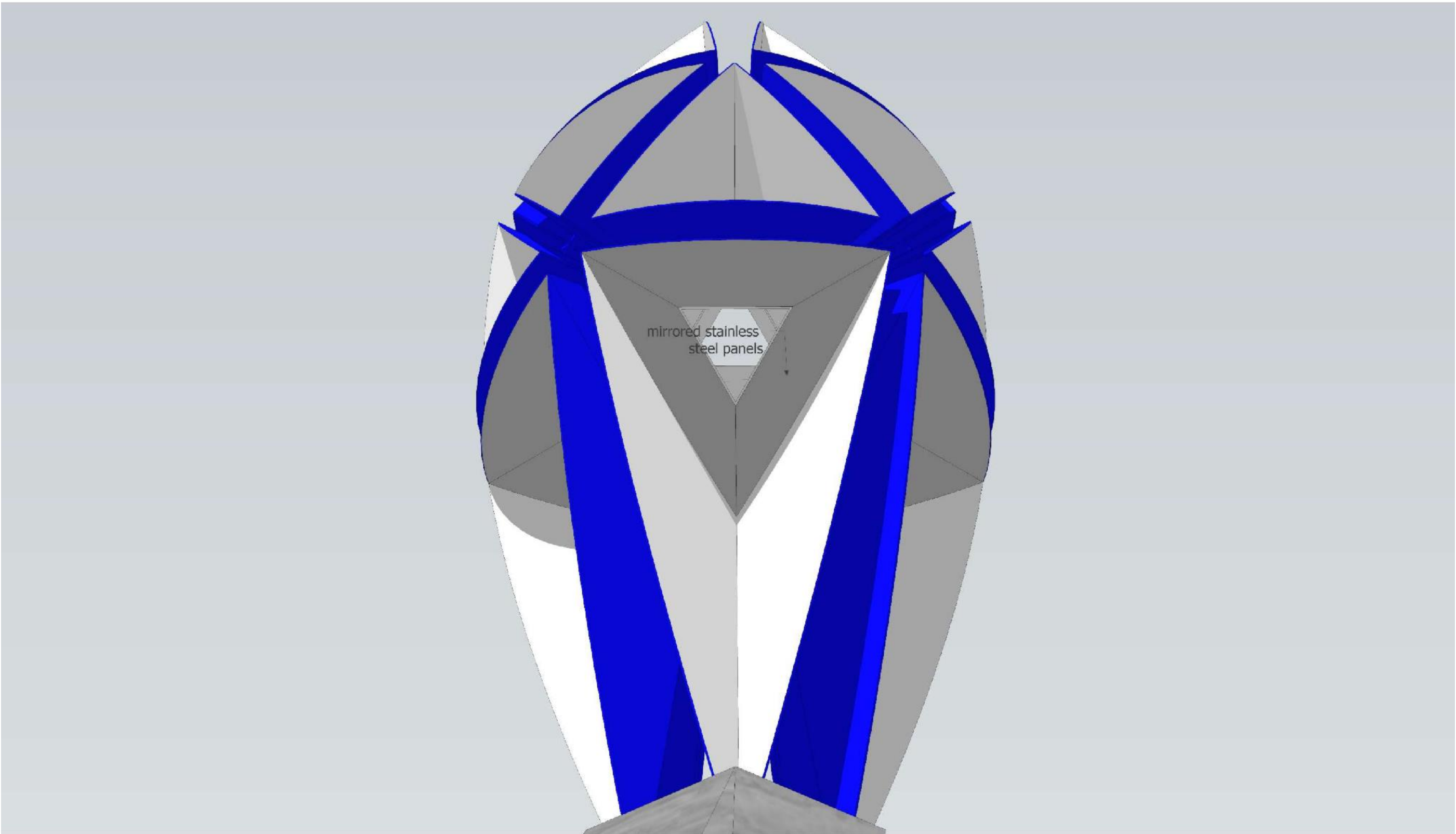
Supported by the plinth, this form is lithe and light. It is made up of 20 hollow pyramidal forms which come together in the centre of the work to form an icosahedron void. The concrete form represents stability and strength, this form represents optimism, community in harmony and joy. Independently each of the pyramid forms are unstable, in combination they create a balanced form, if one is removed the strength of the overall form is diminished. A strong community is one where all members support each other. The form projects up from the plinth on 5 stilts, much like the original houses of Ipswich on their timber stumps. The 5 segments then join to the more compact central pyramids, which in turn support the upper 5 segments, which embrace the sky as they open out at the top of the work.

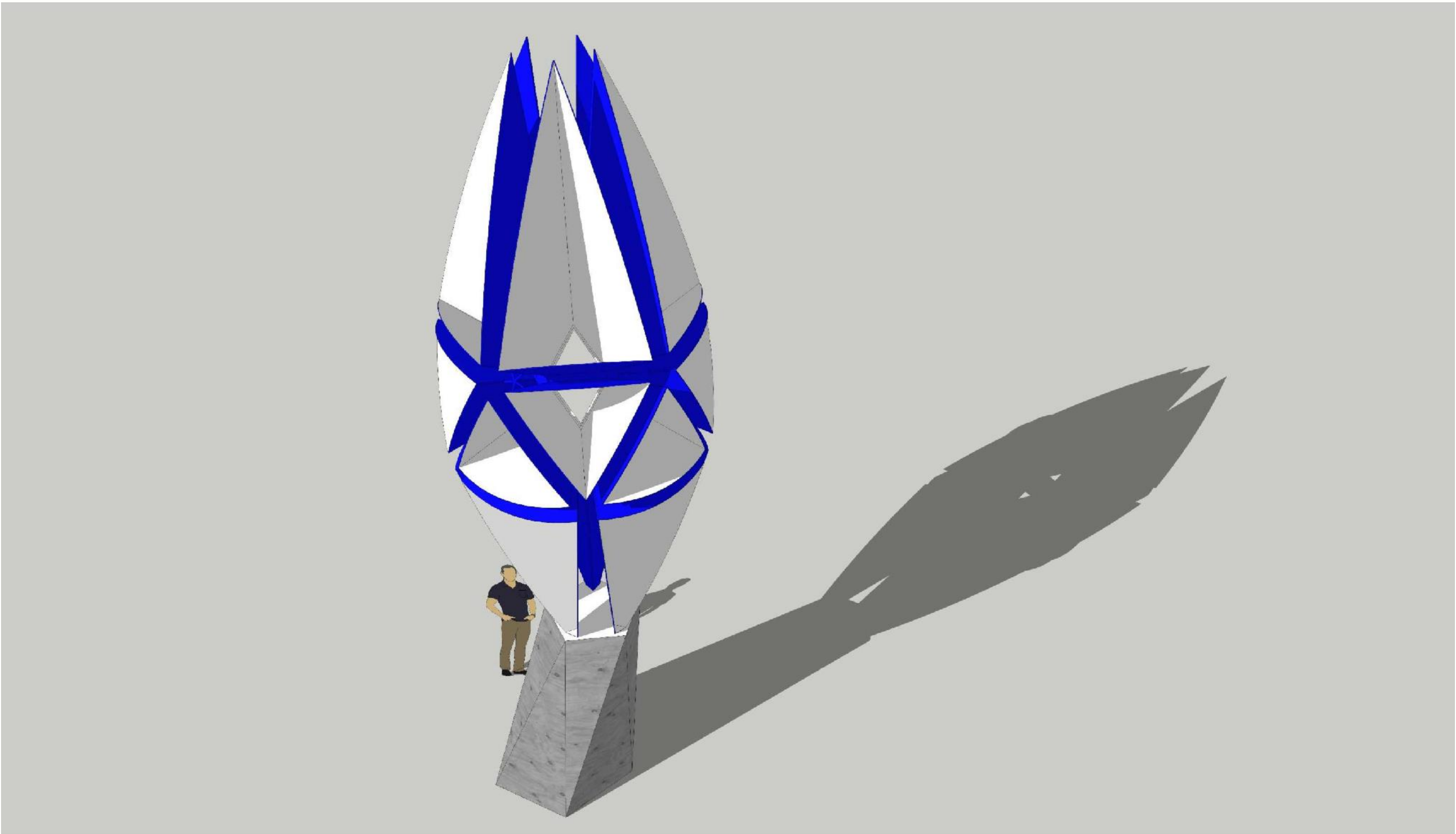
Beyond this the form is sleek and refined, its materiality is still industrial but modern. The choice of blue on the outer surfaces of the segments is dual purpose, it causes these planes to optically recede, contrasting against the white, particularly at night, and research has shown that blue is universally people's favourite colour. The white surfaces will transform throughout the day as the sun tracks across the sky, at night the LED lights within the work will illuminate these surfaces with changing colour. Within the 5 lower segments panels of mirror finished stainless steel are adhered, the angle of the internal surfaces reflect the void at the centre of the work in a kaleidoscope pattern. The illusory geodesic form which is seen in the kaleidoscope appears to be larger than the actual void within the work. When the integrated LED lighting is switched on this will be reflected in the kaleidoscope, creating exciting patterns as viewers move around the artwork. The kaleidoscope symbolises change and is a reminder that what we think we see is sometimes only part of what is actual.

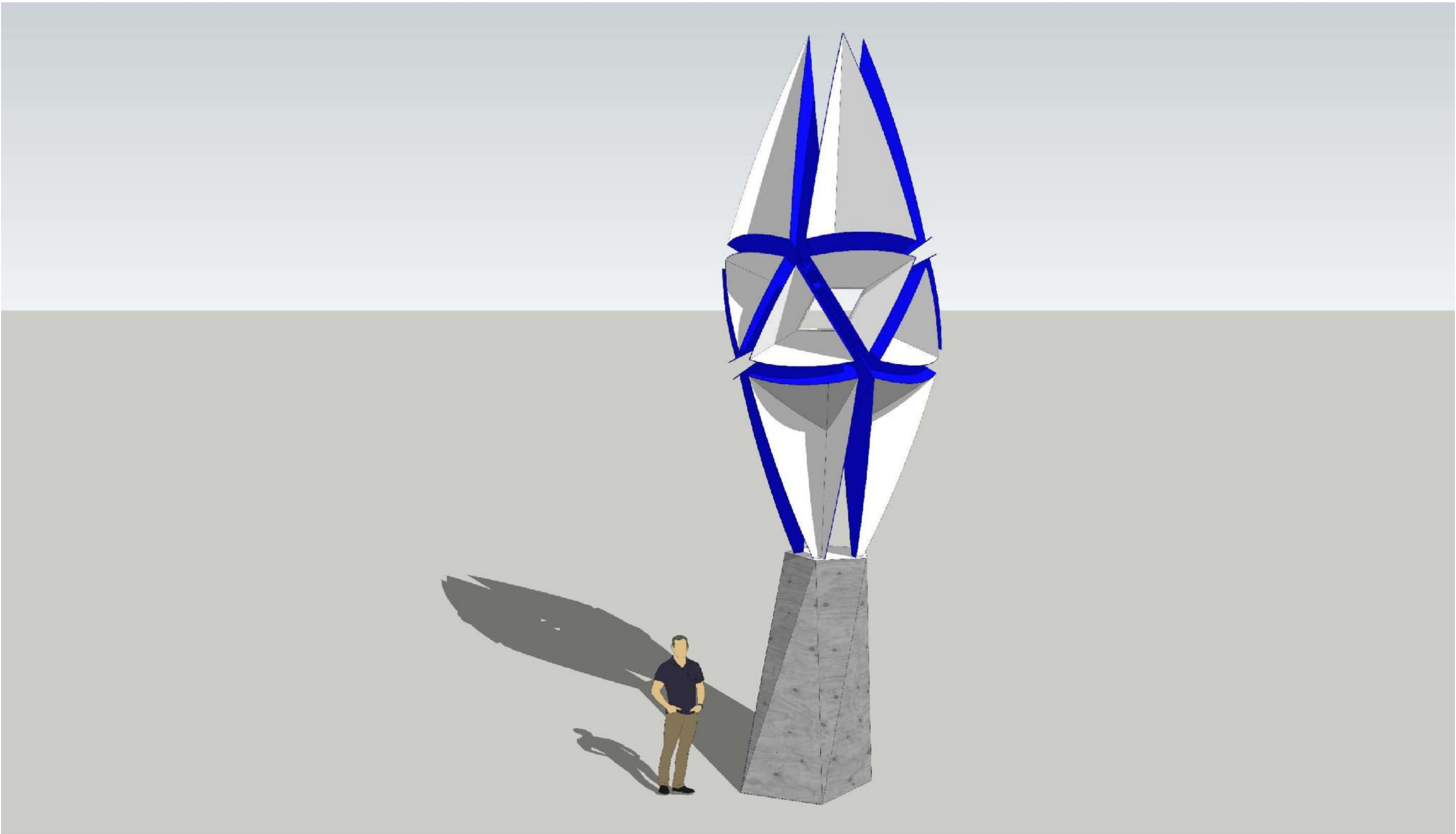
Over the 13 years since I took up residency in Ipswich I have seen many changes. Ipswich is a city on the move, striving to remain current and modern, while also respecting the heritage and history of this place. It is a city with a rich diversity of cultures and interests. I have observed the populations response to natural disasters, political upheaval and tragedy, through all this Ipswichians resilience, tenacity and an unwavering community spirit have shone through. The people of Ipswich are proud of their community and their city, I too am proud to call Ipswich my home and humbled by the welcome that this community continues to offer me.















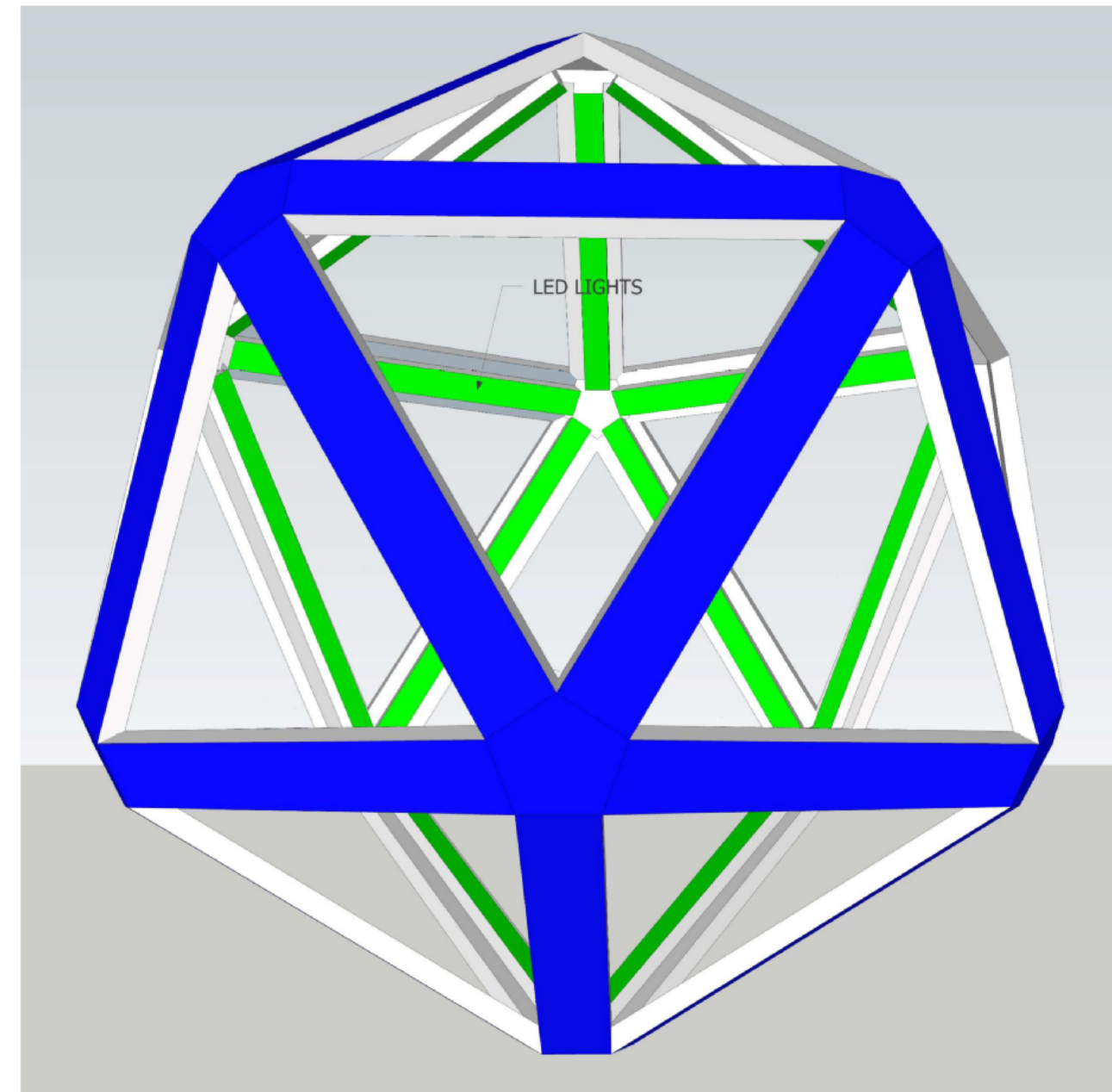
METHODOLOGY

The concrete plinth will be cast in-situ, using the 'art brut' technique of constructing a mould from timber planks with exposed wood grain. The controller for the lighting will be integrated into the plinth near the bottom of the form. The plinth has both an aesthetic and a practical purpose. It provides elevation for the aluminium form, this allows visual access to the kaleidoscopic elements and keeps this element out of reach of the public, alleviating the risk of vandalism and climbing on the artwork.

It is estimated that the overall weight of the work will be approximately 5 tonnes, the footprint of the plinth measures approximately 130 x 112 cm. The total height of the artwork will be approximately 7 meters.

The aluminium form will be constructed in sections from 6mm welded aluminium, these sections will be painted then mechanically fasten to a welded stainless steel form at the centre of the work. The colour will be a water based 2 pack polymer paint, the paint currently favoured by Brisbane City Council for its durability and ability to be repaired easily. Led strip lighting will run along the inside edge of the Internal Stainless structure. The wires for the LED's will be hidden along the length of one of the supporting aluminium struts. The aluminium and stainless steel form will be installed as one piece with the lighting in place. It simply needs to be fastened to the plinth and the lighting connected to the driver.

All work will be carried out by a highly qualified public art fabricator, this firm will oversee the work from design development through to completed installation. All elements will be tested and certified by an engineer. Both UAP and Stainless Steel Aesthetics have a reputation for producing very high quality public art, I have great faith in both of these firms and their ability to deliver a successful project on time and with impeccable professionalism.



Internal stainless steel structure with light locations

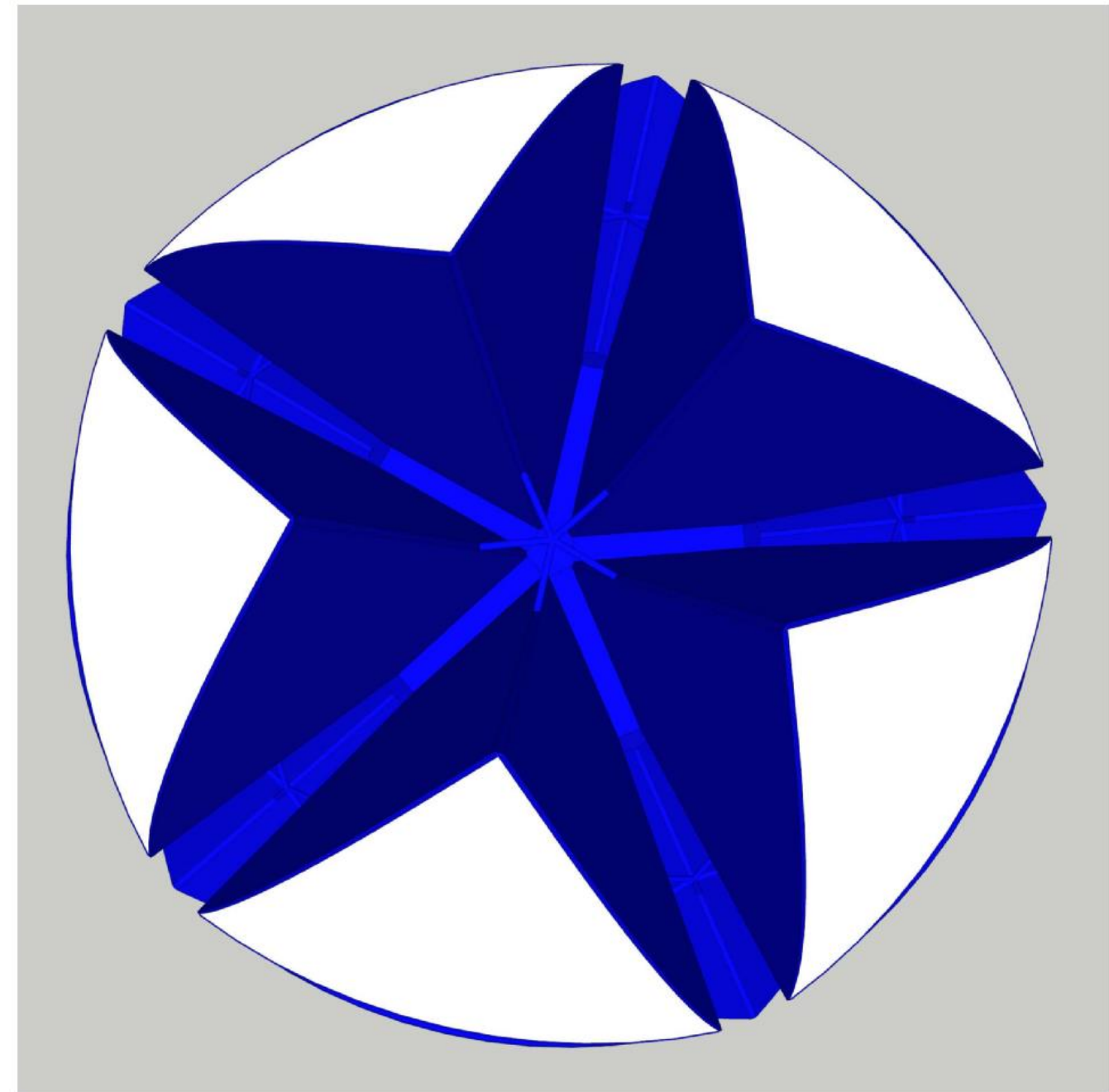
FABRICATION AND INSTALLATION

Three fabricators were approached to gauge their interest in this project. Two were willing to provide advice on the procurement of this artwork; Stainless Aesthetics and Urban Art Projects. Both of these reputable firms have provided quotes. As it stands Stainless Aesthetics are the more competitive of the two, they have assured me that the project is achievable within the artwork budget of \$265,000. UAP would require a reduction in the scale of the artwork to get the project within the budget.

Both firms anticipate around 2 weeks access to the site to complete the installation of the work. UAP have anticipated concrete footings in their quote, Stainless Aesthetics have not. It is my understanding that footings will be poured very soon (if not already). Should these footings not be sufficient for the weight of the work I assume the existing concrete will need to be removed and new concrete poured? I am not in the position to pre-empt the extra expense this might entail.

Both fabricators anticipate the aluminium form will be constructed from 6mm welded aluminium plate (subject to engineering approval). The form will be made in individually painted components mechanically fixed to each other. This form will be delivered to the site and installed as one unit with the lighting already installed.

The concrete component will be cast on site. Both Fabricators have assumed that power has been installed at the artwork site.



Standing plan view



STAINLESS AESTHETICS

We are a full service Australian design company specialising in the design, fabrication, manufacturing and installation of premium quality original projects for commercial and private applications. We work with designers, architects and creatives to develop and deliver their vision.

Stainless Aesthetics has grown a reputation for distinction. With works spotting every corner of the country, Stainless Aesthetics is fast becoming one of the most established names in design. Celebrating over 12 years in business, it is our mission to dedicate our expertise and resources to build a world inspired by design. We combine innovative technology with premium quality materials and demonstrated excellence in a wide range of techniques to deliver original custom stainless steel designs for our clients.

We aim to achieve the ideal combination of cost, quality, function and time as required from the client and the project. We achieve this through a collaborative process ensuring clients maintain control of their commissions in order to deliver superior outcomes each and every time.



URBAN ART PROJECTS

We collaborate with emerging and established artists, architects, developers & designers to deliver creative outcomes for the public realm.

BACK THEN

Brothers Daniel and Matthew Tobin originally established UAP as 'Urban Artists' in 1993. Together they created a studio and workshop that could facilitate projects, work with artists, and realise art for the public realm. Their collaborative approach provided artists the space to develop ideas, investigate materiality, deliver projects, and extend their practice. The brothers built a passionate team who worked hard, collaborated well, and delivered great projects.

HERE & NOW

These days UAP maintains the same collaborative approach, working alongside creative thinkers and leaders of all kinds. Now a global company, UAP is recognised world-round as a leader in public art and architectural design solutions. For more than 25 years we have shared our expertise and experience, collaborating with artists, architects and designers to deliver a proud portfolio of award-winning projects.

OUR TEAM

A passionate and diverse team, we work hard and collaborate well to deliver great projects. With the core skills of curatorship, design, project management, fabrication, and construction, UAP works across all parts of the creative process: from commissioning and curatorial services, concept generation and design development, right through to engineering, fabrication and installation.

OUR PHILOSOPHY

At UAP we take pride in embracing uncommon creativity and extending creative practice. We are always on the lookout for the next big challenge. Supported by our core values of creativity, collaboration, insightfulness and innovation, UAP offers pioneering design solutions, formulated through rigorous research, development and consultation. Working with expert resources and the most innovative manufacturing technologies and techniques, we deliver the world-class creative projects that transform spaces into places for people..





QUOTE

Lincoln Austin

Invoice Date
10 Dec 2019

Invoice Number
INV-1399

Reference
Kaleidoscope

ABN
66 121 077 209

Stainless Aesthetics Pty Ltd
Unit 3 / 37 Riverside Place
Morningside, Qld 4170
PO Box 669
Bulimba, Qld 4171
Ph. 07 3399 8184
Mob. 0433 709 327
mike@stainlessaesthetics.com.au
QBSA. 1177260

Description	Quantity	Unit Price	GST	Amount AUD
Create detailed shop drawings and cutting files.	1.00	3,250.00	10.00%	3,250.00
Provide engineering and structural certification for artwork, plinth and footing, Form 15 and Form 16.	1.00	3,000.00	10.00%	3,000.00
Fabricate 4.6M artwork from 6mm aluminium with 12mm Icosahedron centre.				
Multi coloured 2 pack paint finish to all faces with lower section in mirrored stainless steel. As per renders.	1.00	192,000.00	10.00%	192,000.00
Fabricate 2.4 m high triangulated plywood plinth form and pour onsite as per engineers specifications.	1.00	18,500.00	10.00%	18,500.00
Package and transport of artwork to site.	1.00	2,800.00	10.00%	2,800.00
Crane, EWP and labour costs to install artwork.				
Supply site specific safety documentation and work methodology.	1.00	6,950.00	10.00%	6,950.00
Supply and fit internal LED strip lighting to centre of artwork.	1.00	3,250.00	10.00%	3,250.00
Connection of lighting to power				

Payment Terms:

Direct Debit: Commonwealth Bank
BSB. 062148 Account: 10320501

Cheque: Stainless Aesthetics Pty Ltd, PO Box 669, Bulimba Qld 4171

Nett cash on delivery; or nett cash 30 days for approved monthly accounts

Any claim for defective goods must be advised in writing within 7 days from the date of possession.

All goods remain the property of Stainless Aesthetics Pty Ltd until full payment has been received.

Description	Quantity	Unit Price	GST	Amount AUD
source at footing. Power to be to supplied to footing by builder.				
			10.00%	
Subtotal				229,750.00
Total GST 10%				22,975.00
Invoice Total AUD				252,725.00
Total Net Payments AUD				0.00
Amount Due AUD				252,725.00

Due Date:



BRISBANE
41 Holland St, Northgate
Brisbane QLD 4013 Australia
+61 7 3630 6300
brisbane@uapcompany.com

6 December 2019

To whom it may concern,

I am writing in support of Lincoln Austin's concept proposal to develop a sculptural artwork for the Ipswich Central.

UAP collaborates with artists to develop their ideas, extend their practice and deliver art in private and public spaces around Australia and the world. UAP's expert design team works closely alongside artists to assist in development of their artwork concepts – commencing with comprehensive review of artist's Concept Design and development of a feasibility assessment, preliminary fabrication and installation methodologies, and indicative cost plans.

On review of Lincoln's concept for Ipswich Central, UAP can provide the following cost plan based on two scale options, as follows:

Option 1 – 2m tall concrete plinth, 5m tall sculpture – total 7m (approx.)

Option 2 – 1.5m tall concrete plinth, 3.5m tall sculpture – total 5m (approx.)

ITEM	OPTION 1		OPTION 2
Artist Commission Fee			\$26,500
Design Development Developed Design Final Material, Colour, Finish Selection Preliminary Engineering Visualisation Final Construction Budget Final Fabrication & Installation Methodology			\$20,000
Project Delivery, Materials & Fabrication Documentation Engineering Project Management Finish Samples Production Materials & Labour Lighting Fabrication & Finishing Labour Freight	\$233,500		\$178,500
Installation & Transport Site Establishment & Setout Footings Installation Project Management on site			\$40,000
TOTAL (All fees quoted are exclusive of GST)	\$320,000		\$265,000

(NB> Cost planning is based on the proposed concept and is dependent on further review and detailing during the design development phase).

UAPCOMPANY.COM

STUDIO

FACTORY

SUPPLY



BRISBANE
41 Holland St, Northgate
Brisbane QLD 4013 Australia
+61 7 3630 6300
brisbane@uapcompany.com

Upon endorsement of an artists' concept, UAP supports artists throughout Design Development, by managing this phase of work in close collaboration with the project team, including the artist, architects and build contractors. The approved Design Development package progresses into final delivery including Documentation, Fabrication and Installation by UAP's team of specialist Project Managers and Fabricators. Typical timeframes for completion of each of these stages is as follows: Design Development 8-10 weeks, Documentation 4-6 weeks, Fabrication 16-20 weeks, Installation 1-2 weeks (dependent on approved artwork). UAP is able to discuss acceleration program options, if needed.

With extensive experience working with artists across all stages of the public art commissioning process, we welcome the opportunity to continue our working relationship with Lincoln on the Ipswich Central project.

Sincerely,

Carolyn Karnovsky
Principal

UAPCOMPANY.COM

STUDIO

FACTORY

SUPPLY

STANDING APPENDIX

Possible questions

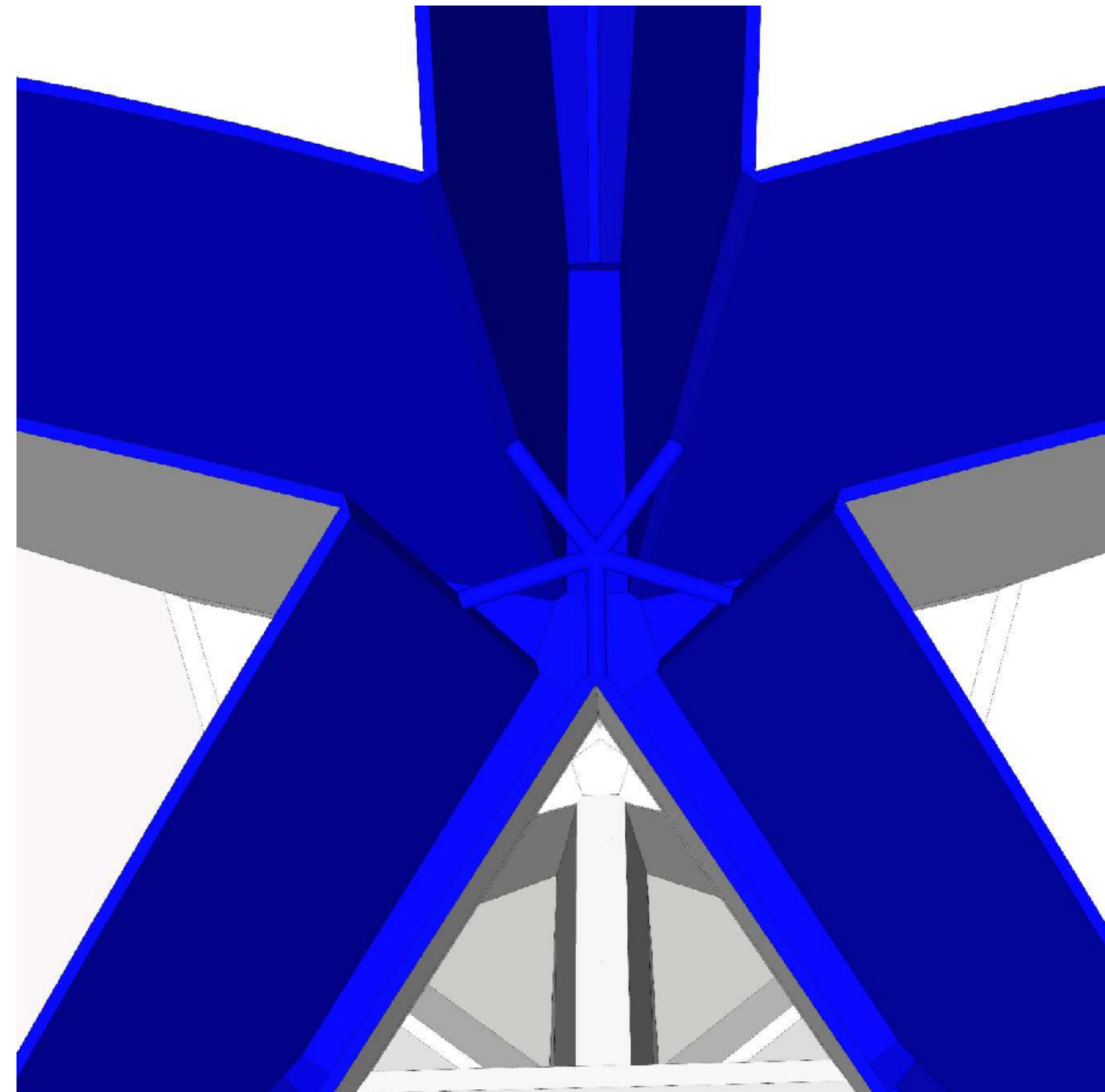
Initially you wrote about incorporating limestone and coal into the work?

The cost of locating or fabricating limestone pavers to integrate into the existing paving surface proved to be prohibitive and out of reach of the budget. On further thought I realised that painting the plinth black would increase the amount of heat that it captured and stored. I then investigated using coal as the aggregate in the concrete, I was told this would be very expensive and require specialised engineering knowledge. Beyond this I asked myself at this moment in history should we be celebrating coal, it is a contentious issue, ultimately I chose to reference 'various minerals' instead of specifics.

Why have you chosen to use a plinth, an object which is often discarded in contemporary art?

The plinth in this case is not simply a utilitarian platform supporting an object, the plinth is part of the artwork, it carries it's own meaning as well as having a purpose. As discussed previously, It allows visual access to the underside of the work. If we think of the two parts of this artwork as the past and the future combined then the plinth is what we can touch and the aluminium form is the future, visible in our imagination but perpetually just out of reach.

N.B. Stainless Aesthetics have indicated that they believe it may be necessary to integrate a simple bracing device (spoked bracer mechanically fixed) into the spaces between the pyramidal forms to guarantee that no variation is possible. This item has been included in their budget and will be refined through the DD phase. UAP are confident that they can construct the work without this device.



Proposed bracing device (15mm painted stainless steel tube)

Standing Concept Development budget 10-12-2019			
Item	Stainless Aesthetics	UAP Option 1	UAP Option 2
Development, Fabrication			
Certification, Engineering			
Installation	\$229,750.00	\$238,500.00	\$293,500.00
DD fee	\$5,000.00	\$5,000.00	\$5,000.00
Artist fee	\$26,500.00	\$21,500.00	\$21,500.00
Contingency	\$3,750.00	\$0.00	\$0.00
Total	\$265,000.00	\$265,000.00	\$320,000.00

Contact Details

Lincoln Austin

1 Kennedy Street
West Ipswich
Queensland 4305

+61 7 3281 4109
0449 180 749

austin.lincoln@gmail.com.au
www.lincoln-austin.com.au

Doc ID No: A6279612

ITEM: 9

SUBJECT: NICHOLAS STREET REDEVELOPMENT COMMUNICATIONS AND ENGAGEMENT REPORT

AUTHOR: STAKEHOLDER RELATIONS MANAGER

DATE: 5 JUNE 2020

EXECUTIVE SUMMARY

This report has been produced to brief the Mayor and Councillors on all communications and engagement activity that has been undertaken by the Engagement Section in support of the Nicholas Street precinct and redevelopment since August 2019, when Council officially took over ownership of the project from Ipswich City Properties (ICP).

With a new communications and engagement strategy under development, now is the perfect time to brief the Mayor and Councillors and seek their input and ideas in regards to the delivery of this new strategy.

RECOMMENDATION/S

- A. That the report be received and the contents noted.**
- B. That Council continue to update and implement a communications and engagement strategy for the Nicholas Street Precinct as detailed in “Part 4” of Attachment 1.**

RELATED PARTIES

There are no related parties.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

The Nicholas Street redevelopment is a once-in-a-generation reimagining of the Ipswich CBD. The project’s aim is to redevelop the precinct into a vibrant mixed use development which will ultimately incorporate civic functions, retail, commercial, entertainment and public spaces. The CBD redevelopment is viewed as the catalytic project in the Ipswich Regional Centre Strategy.

The successful delivery of the project will not only drive significant economic benefit to the Ipswich region, create jobs and encourage additional commercial investment, it will also, over time deliver a net positive financial return for Council.

With major, and often disruptive, works being undertaken in the area between Brisbane Street, Bell Street and Bremer Street, and with active businesses continuing to operate in the precinct, a dedicated engagement, marketing, events and media plan was developed to encourage the community to continue to support local small businesses impacted by the redevelopment and to reposition Nicholas Street, Ipswich Central as a vibrant, world-class, family-friendly destination.

This report outlines the communications and engagement activities and initiatives undertaken by the Engagement Section (formerly known as the Stakeholder Relations Section) since its formation in August 2019 when ownership and delivery was transferred from Ipswich City Properties (ICP) to Council. It should be noted that budget available for communications and engagement activities prior to Council taking over was limited. However, with the transfer of the project to Council, increased budget has been allocated, on a project by project basis.

The Engagement team is in the process of creating a new communications and engagement strategy to see the project through to delivery and full operations. The Mayor and Councillors will be included in a workshop, prior to the creation of this new program, to seek input and suggestions from Council to inform this strategy.

The report as outlined in Attachment 1 has been created to provide a full brief to Council on the media, marketing, stakeholder, events and communications work completed to date.

It should be noted that the delivery of the place-making and activation strategy is the responsibility of the Activation Working Group. The Engagement Section will continue to work in partnership with working group members to provide communications and engagement support, and to ensure the community is consulted on key program elements.

Key Stakeholders

The following is a list of the key stakeholders consulted with and communicated to since August 2019:

- Traders/business owners located in the Nicholas Street, Ipswich Central impact zone
- Building owners with properties in Nicholas Street
- Ipswich City Council's Media, Marketing and OED teams
- ICC's Major Projects Office in Bell Street
- Council's Interim Administrator (now Mayor and Councillors)
- ICC staff
- Ranbury project management and leasing teams
- Hutchinson Builders project and construction management teams
- Surrounding businesses
- The wider Ipswich community

Summary of Activity

The attached report details the communications and engagement activity undertaken on behalf of the Nicholas Street precinct, which, at a high level, includes such initiatives as:

- A weekly trader update sent to everyone impacted by onsite works, including building owners and tenants.
- Regular emails, instore visits and phone calls are conducted to check in with traders and offer ongoing assistance and support.
- Internal communications on the WIRE.
- Event production: VIP Christmas Event and Food
- Community event attendance
- Meetings and briefings with building owners and traders
- Social media for the precinct
- Media relations through local media and Ipswich First
- Creation of precinct signage as required
- Branding – including the creation of full shop-front window stickers for all vacant tenancies
- Ongoing liaison with all project partners – ie Ranbury, Hutchies etc
- Troubleshooting as often required
- Ongoing stakeholder engagement with building owners and traders
- Provision of marketing support and information on free workshops and grants
- Marketing campaign development – eg the “We’re open” campaign
- Paid advertising campaigns
- Copywriting as required
- Attendance at all precinct-related meetings with key stakeholders
- Representation on the Activation Working Group

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

There are several risks associated with the implementation of a comprehensive communications and engagement program, including:

1. The risk of not promoting the precinct

Promotion of the precinct is crucial for building awareness and hype, which will generate interest in and visitation once the precinct is complete. Giving the community a reason to visit is crucial. Continuing to support current traders with the “We’re open” message will ensure these local businesses remain open. This promotion and awareness will also assist the Ranbury team and building owners with attracting tenants.

2. Pockets of the community not receiving updates about the redevelopment

With a fragmented media landscape locally (especially now that the QT will be online only), which has resulted in a reliance on digital media, it’s a risk that pockets of the community will not hear about the redevelopment. Therefore, it is crucial that “feet on the street” consultation is conducted. Council needs to create an innovative, targeted program that doesn’t rely solely on digital media. A comprehensive campaign with considerable budget, which reflects Council’s financial commitment to the precinct, will be required to ensure the entire community is engaged throughout the final months of the Nicholas Street redevelopment journey.

3. Creating activities, events and programs that are not reflective of the needs of the community and key stakeholders.

While some community engagement has taken place over the past few years, the community feels that it has not been adequately consulted about the redevelopment, including the art, types of retailers, event activation etc. It’s critical that community engagement is a focus over the next few months to re-engage the community and rebuild trust. This will help the community to feel a sense of ownership and connection with the precinct. Consultation with key stakeholders should also continue.

4. The risk of disengagement between Council and traders and building owners

An incredible amount of work has been done by the Engagement Section to repair current relationships and establish new relationships with key stakeholders. Trust has been rebuilt and communication channels have been established. It’s crucial that this work continues. This work should continue.

5. The risk of not engaging the surrounding businesses (ie Top of Town)

While focus is understandably on the Nicholas Street precinct, it’s important that surrounding precincts and businesses are not forgotten in promotional activity. The redevelopment itself has and will continue to impact these local businesses in a myriad of ways – both positive and negative. Ongoing communication is key.

6. A lack of digital presence

The current Nicholas Street website is not “consumer focused”, so visitors to the site are getting a commercial experience only. It’s critical that this is rectified ASAP to ensure consistency in brand and message delivery.

FINANCIAL/RESOURCE IMPLICATIONS

No costs are associated with the creation of a comprehensive communications and engagement program. However, execution and delivery will require a considerable budget which will be created in support of the program and presented to the Ipswich Central Redevelopment Committee for consideration at its August meeting.

COMMUNITY AND OTHER CONSULTATION

All key stakeholders (noted above) will be consulted in the creation of this communications and engagement program. The Mayor and Councillors will be invited to attend a workshop in June to share their thoughts and feedback, on behalf of their community.

Community Reference Groups (CRGs) and Shape Your Ipswich will be used to consult the broader community, in consultation with the Activation Working Group in regards to events and activation plans.

Internally, the Engagement Section will continue to work in partnership with OED, Marketing, Communications and Media, the Activation Working Group and Major Projects to deliver ongoing communications and engagement support.





CONCLUSION

With stage two of the precinct to be completed later this year and the new Council building clearly taking shape, now is a great time to review and adjust the marketing plan to reflect feedback from both the city's newly elected representatives and the wider community, acknowledging Council's request for greater opportunities for consultation and input from residents and visitors who will visit the precinct.

Step one in this process would be to bring the councillors together in a workshop environment to provide their input and feedback, based on their interactions with the local community. This workshop should be held by the end of June (date TBC).

From here, a detailed communications and engagement plan with proposed timeline and budget will be created, in consultation with and support of the deliverables of the Activation Working Group. This is all noted in the attached report.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Nicholas Street Precinct Communications and Engagement Activity Report ↓ 
1.1	Brain and Poulter Food and Beverage Report ↓ 
1.2	CO Design Engagement Summary ↓ 
1.3	Sequel Marketing Communications Plan ↓ 

Allison Grant

STAKEHOLDER RELATIONS MANAGER

I concur with the recommendations contained in this report.

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

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



Ipswich City Council

Major Projects

REPORT: NICHOLAS STREET PRECINCT COMMUNICATIONS & ENAGEMENT ACTIVITY

AUGUST 2019 – JUNE 2020



PART 1: INTRODUCTION

The Nicholas Street redevelopment is a once-in-a-generation reimagining of the Ipswich CBD. The project's aim is to redevelop the precinct into a vibrant, mixed-use development which will ultimately incorporate civic functions, retail, commercial, entertainment and public spaces. The CBD redevelopment is viewed as the catalytic project in the Ipswich Regional Centre Strategy.

The successful delivery of the project will not only drive significant economic benefit to the Ipswich region, create jobs and encourage additional commercial investment, it will also, over time deliver a net positive financial return for council.

With major, and often disruptive, works being undertaken in the area between Brisbane Street, Bell Street and Bremer Street, and with active businesses continuing to operate in the precinct, a dedicated engagement, marketing, events and media plan was developed to encourage the community to continue to support local small businesses impacted by the redevelopment and to reposition Nicholas Street, Ipswich Central as a vibrant, world-class, family-friendly destination.

This report outlines the communications and engagement activities undertaken by the Engagement Section (formerly known as the Stakeholder Relations Section) since its formation in August 2019 when "ownership and delivery" transferred from Ipswich City Properties (ICP) to Council. It should be noted that budget available for communications and engagement activities prior to Council taking over was very limited. However, following the transfer of the project to Council, increased budget has been allocated, on a project by project basis.

PART 2: HISTORY

The Nicholas Street precinct is underutilised and in its current state, does not positively contribute to the local economy or community, with a large number of shopfronts and businesses vacant and tenants struggling to increase traffic and revenue. The ongoing delay in the delivery of the project, which was originally launched 10 years ago, has seen a continual decline in visitor numbers, which has significantly impacted commercial activity and community perception of the precinct.

The following have been cited as reasons why the Nicholas Street precinct needed to be redeveloped:

- The mid-80s redevelopment and creation of Ipswich City Square by Kern Corp, which saw the demolition of a number of iconic Ipswich buildings.
- During the 1990s, and up to 2009, the overseas owners of the site allowed it to fall into disrepair. As more shops became vacant, the community perceived the area to be unsafe and unappealing.
- Significant changes to the retail environment on a national level saw some of the centre's major anchor tenants such as MacDonnell and East close their doors, reducing the centre's income even further with even less residents visiting the precinct. The emergence around this time of the suburban shopping centre model caused further erosion to the centre's reputation as a viable, convenient shopping and leisure destination.
- The opening of Riverlink in 2007, and the mass exodus of many tenants who moved to the new, purpose-built retail facility, saw increased vacancies and less customer retention and attraction.
- In 1999, CBD traders were buoyed up by the news that cinema chain, Birch Carroll and Coyle was opening a six cinema offering on the upper level of the McDonnell and East building located on the corner of Brisbane and Ellenborough Streets. This was followed by the news that Harvey Norman would move into the lower level of the building.



PART 3: COMMUNICATIONS & ENGAGEMENT ACTIVITY TO DATE (AUG 2019 TO JUNE 2020)

3.1 Key Stakeholders

The following key stakeholders are considered in regards to all communications and engagement activity. Focus has been on ensuring Nicholas Street business owners and landlords are kept up-to-date with development milestones and potential impacts during the construction phase, with relevant support provided to these businesses to reduce this impact where possible.

- Traders/business owners located in the Nicholas Street, Ipswich Central impact zone
- Building owners with properties in Nicholas Street
- Ipswich City Council's Media, Marketing and OED teams
- ICC's Major Projects Office in Bell Street
- Council's Interim Administrator (now Mayor and Councillors)
- ICC staff
- Ranbury project management and leasing teams
- Hutchinson Builders project and construction management teams
- Surrounding businesses
- The wider Ipswich community

3.2 Stakeholder Engagement Activity

Overview of Activity

To ensure key stakeholders are informed and engaged, the Stakeholder Engagement Team delivers the following ongoing support:

- A weekly trader update to everyone impacted by onsite works, including building owners and tenants.
- Regular emails, instore visits and phone calls are conducted to check in with traders and offer ongoing assistance and support. This also provides the team with updated information on changes to the businesses' delivery, offer and/or trading hours, which can then be shared across social and digital media platforms.
- To engage with Council staff, the team posts news stories on the Wire and in the News Bites section. A newly-formatted Nicholas Street page on the Wire will keep staff up-to-date with how the redevelopment is tracking, and to help build enthusiasm and interest in Council's future location, as well as the newly refurbished Nicholas Street precinct.
- The Engagement and OED teams work together to deliver a quarterly business briefing which includes the latest information on the redevelopment and the impacts and effects this may have on the surrounding businesses. Attendees are encouraged to ask questions and share feedback (which is captured at each event).
- Up-to-date scripting is provided to Council's call centre so staff can answer and best redirect questions from members of the public.
- The Engagement team has engaged with various sectors of the community by employing on-site information liaison officers to answer questions and guide the public through static displays of a



“future CBD”. The team has been represented at business/industry expos and community events to provide information and answers on a wide range of redevelopment-related questions. A DL flyer featuring Nicholas Street renders and information about the project has been produced for these activities. Information has been disseminated at the Future Flavours Food Fair, the Infin8 Aged Care opening expo, the SEQ Small Business Expo and a Chamber of Commerce business event.

- Meetings have also been held with private building owners in the Nicholas Street redevelopment zone to answer questions, provide information and solutions to issues, and to link owners with leasing agents to assist with sourcing tenants.

Trader & Builder Owner Support

The Stakeholder Engagement team has built collaborative relationships with Nicholas Street traders and business owners, many of whom have owned businesses in the city square for more than a decade. This collaborative approach ensures that traders are kept up-to-date on upcoming events, project works, and promotional opportunities and feel consulted and engaged, which has not been the case throughout the entirety of the project. In fact, up until the second half of 2019, building owners had not been directly contacted or consulted by the project managers.

As follows is a summary of the support provided to these key precinct stakeholders:

- Working with traders to help find them ways to maximise their sales opportunities, including the offer of FOC marketing support and planning provided by the Stakeholder Engagement team.
- Providing precinct-wide signage as needed that includes all logos/businesses.
- Regularly checking in with all tenants and offering support (particularly important during construction impacts and COVID).
- Problem solving and going above and beyond to assist or find solutions for pressing problems, for example, council assists with sourcing urgent temporary signage, sourcing and supplying seating/tables for store events, demonstrating social media techniques on request, advising on event set ups, assisting when businesses hold in-store activations, helping problem solve with queries about shop layouts/window signage, sourcing and supplying safety equipment (eg. when social distancing started, Terry White Chemmart called Council for urgent help finding bollards to divide their store which was arranged immediately).
- Visiting stores to take photos for the Nicholas Street Facebook page (this is important for non-technically savvy traders who don't have Facebook pages but benefit from social media promotion).
- Taking a tenant to an indoor kart track to address concerns about noise issues (a very successful initiative).
- Finding and connecting traders with internal and external providers and services e.g sourcing and providing radio and media contacts as requested.
- Linking them to other ICC officers and departments, as requested.
- Providing updates on a range of external info eg. Covidsafe, business grants, free training programs etc.
- Acting as liaison between project managers and builders – including troubleshooting.
- Actively listening to their concerns and seeking solutions, which has been especially important over the last 12 months due to the increase in construction that has impacted on their businesses in many ways.



Building Owner Relationship Management

It became quickly apparent to the Stakeholder Engagement team that minimal consultation had been undertaken with the private building owners in Nicholas Street in relation to the project itself over the past 10 years.

These landlords were unaware of the leasing strategy, were not kept up-to-date in regards to development milestones and progress, and received limited communications in regards to the project itself.

Prior to August 2019, Ipswich City Square (Nicholas Street) was managed by Knight Frank and Ipswich City Properties, who had little to no contact with the private building owners in the precinct. The management at this time was focused solely on promoting, marketing and advertising both ICP and non-ICP traders through campaigns, media and events.

In September 2019, council's Stakeholder Engagement Team made contact with each of the owners to seek feedback. Recommendations were made to Council to increase engagement and support, with focus on rebuilding these relationships and working out how the two groups could move forward together, for the benefit of the whole precinct. The suggestion to create "one precinct", recognising the importance of these heritage buildings, was made. Subsequently:

- Meetings were held with all landlords to seek input and feedback.
- Marketing budget (\$20,000 approx total) was committed to creating FOR LEASE Nicholas Street branding on each empty shopfront window (both Council-owned and privately-owned) to sell and promote the vision of the precinct and ensure a cohesive brand (this work commenced on 17 January and to date council has installed artwork in five shopfronts).
- Meetings were set up between several landlords / building owners and Ranbury, with several working relationships cemented between the two parties. This is an ideal outcome for the precinct.
- Feedback from landlords re the food truck event was incredibly positive (with many attending).
- Council agreed to put the landlords in touch with Council's architects for a briefing.
- A subsequent meeting was organised for 26 March with Buchan to present overall design and look and feel to the landlords. Due to COVID-19 the meeting became an online meeting, and then due to online access issues for landlords and uncertainty, this meeting was put on hold until there was an easing of restrictions.
- The Stakeholder Engagement team has worked with the Property Section and Sean Madigan to ensure access and health and safety issues are addressed, in consultation with key building owners.
- Ad-hoc advice and support has been provided – ie issues arising from the relocation of Australia Post to the newsagency etc.
- Numerous meetings have been arranged and attended, including one with Alex Davis from Feitelsen Group, owners of the Bendigo Bank and Community i-tel buildings, about integrating their sites into the overall redevelopment. Feitelsen Group subsequently engaged Ranbury to manage their leasing and redevelopment.
- All building owners have been added to the weekly trader update email database and receive the updates sent out by Rachel Vickary.



- Council has provided information on the Façade Improvement Incentive Program and its benefits to building owners.

The Stakeholder Engagement Team has worked hard to rebuild these relationships and will continue to make every effort to keep building owners updated and engaged on the latest information in regards to the project.

Project Management and Construction Engagement:

To ensure the best and most consistent outcomes for all Nicholas Street stakeholders strong relationships have been built between Council and project managers at Ranbury, Hutchinson Builders, JMAC and the Major Projects Team to allow the Stakeholder Engagement team to harvest the most current and relevant information, with focus on changes and works that might impact the businesses and local community. It also gives Council the opportunity, through these relationships, to ask questions, seek clarity and collaborate on the best way to communicate key messaging and milestones to the wider community.

Stakeholder Engagement activity has included:

- Attendance at fortnightly project meeting with the Major Projects Group and Ranbury's project management team to get updated information and to deliver branding, marketing and media support as required,
- Attendance at fortnightly Ranbury leasing meetings,
- Attendance at monthly leasing PCG meetings,
- Attendance at weekly Hutchinson Builders construction update meeting,
- Receipt of weekly emails from Hutchinson Builders about current works and the latest site images, and
- Access to the Aconex project management program.

The information gathered from these regular meetings and communications informs the content of the weekly trader update, as well as media opportunities and internal comms where relevant.

ICC Staff: Internal Communication

To keep Ipswich City Council staff up to date with the new development, and to continue to build enthusiasm and excitement about the organisation's 2021 move to the new location, regular stories are run on the Wire. A new dedicated page on the Wire is updated weekly to keep staff up to date with the latest developments and milestones.

Stories have included the below:

- WIRE Watch our new building take shape
- WIRE Nicholas Street Ipswich Central still forging ahead
- WIRE and Ipswich First -Future Flavours – A taste of things to come
- WIRE 2021 is not so far away.. We are moving
- WIRE and Ipswich First - The fences are down and Nicholas Street is officially open for business



External Advice, Engagement & Consultation

Prior to Council taking over the delivery of the project in 2019, several external consultants were engaged to provide insight and clarity on what the community and local businesses want to achieve from / would like to see in the precinct. These consultants include:

- Co Design Studio
- Brain and Poulter/Gil Minervini
- Sequel PR

These reports have become invaluable reference tools for both the Stakeholder Engagement Team and the Activation Working Group as they work together on a long-term communications and engagement vision for the precinct.



Attachment 6 -
Brain & Poulter F&B



CO DESIGN



Sequel PR

3.3 Communications Strategy

The communications and marketing strategy has included a number of initiatives such as the design and installation of directional and promotional signage in line with site changes etc, new decals on vacant store fronts to create a holistic 'look and feel' in the precinct, media relations, social media, and the provision of a marketing grant in late 2019 to enable traders to undertake external advertising campaigns.

3.4 Communications Program

As follow is an overview of communications and marketing activity undertaken since August 2019:

Directional and promotional signage:

The Stakeholder Engagement team worked with Council's Marketing team to design a produce new Nicholas Street signage to inform customers about trading businesses and their location, and to reinforce the message that 'We're Open'.

'We're Open' postcards:

Using the 'We're Open' brand suite, postcards featuring a simple directional map and a list of current traders were produced and given to all traders for point-of-sale distribution.

Storefront upgrades:

To create a more holistic 'look and feel' in the precinct, and to make the area more attractive to prospective tenants, the Stakeholder Engagement team arranged for vinyl decals to be installed to the fronts of vacant tenancies, as noted above.

Marketing grants for Nicholas Street traders:

In November 2019, with the construction fencing along Nicholas Street creating significant stress for already struggling businesses, Council agreed to provide each business with a grant of \$1,000 to use towards external advertising, signage and marketing. This offer was well received. In addition to this



financial support, members of the Stakeholder Engagement team offered marketing and promotional advice and ideas to traders via a one-on-one marketing workshop.

Façade Improvement Incentive Program (FIIP) promotion:

Following the feedback from the local business community, Council's Office of Economic Development launched the Façade Improvement Incentive Program (FIIP) for building owners and businesses to improve their shopfronts and tenancies with a value of up to \$15,000 per business on a dollar-for-dollar basis. The launch of this program is currently on hold due to COVID-19.

Digital media: The Nicholas Street website (www.nicholasst.com.au) is primarily used as a 'sales tool'. It includes information on the Ipswich region, projected growth, available tenancies and an overview of the project. In coming weeks, this will be repositioned to include more community-specific content and become a "brand hub" for the precinct. The Engagement team has been responsible for updating this website.

External media: The wider community is kept informed about the project's progress through regular Ipswich First stories, news stories in local media (the QT) and via television and radio news outlets at press events onsite.

Event announcements and business profiles, designed to drive customer traffic to Nicholas Street and to stimulate interest in the CBD, are published in Ipswich First and the Queensland Times (as editorial). These stories are also offered up to TV and radio news outlets.

In the event that the Nicholas Street project team have a major new announcement or milestone to celebrate, journalists and camera operators from news and radio stations are invited to attend press conferences.

As follows is a list of Ipswich First stories:

- Ipswich First -Time lapse video shows rapid construction of CBD
- Ipswich First - Nicholas St update: Steel frame for new library taking shape
- Ipswich First - Timeline for Ipswich CBD's Nicholas St redevelopment
- Ipswich First - Australia Post CEO outlines plans for Ipswich
- Ipswich First and QT = New cinema complex and indoor go kart track part of plans for Ipswich CBD redevelopment
- Ipswich First - Nicholas St update: Core of new council administration building takes shape

The community is also encouraged to follow the Nicholas Street Facebook page to see updated project information and changes to retail/services, trading hours and impacts of construction works (visit <https://www.facebook.com/NicholasstIpswichCentralQLD/>).

Social media: Nicholas Street has an active Facebook page with 6,674 current followers – organically achieved. The page features regularly updated content that includes trader promotions/special offers, upcoming events, trader announcements and reminders, updates on the redevelopment, community messaging, news and product/service images and updates. While spend is allocated to special projects and events, most of the reach comes from organic content.

The team also uploads product images to Instagram during seasonal promotions, and shares posts from traders and Ipswich First.



As follows is an example of positive engagement on the Nicholas Street Facebook page before and after the food truck event on February 29 2020.

Facebook: 9 February to 7 March (including the 29 Feb food truck event)

Reach: 71,666

Engagement: 9,528 (13%)

New page likes: 226

New page followers: 242

Total followers: 6,662

The community shared many positive comments following the event, including:

- *Thank you for an awesome night! 🥳🥳*
- *Our family really enjoyed it thank you 😊*
- *Great job to the organisers, it was a great event. Consistency will be key to future success. Having consistent good food vendors/entertainment will always draw good crowds*
- *Great success. Well done to all involved.*
- *Can we have a New Year's Eve party on Nicholas Street?*
- *Had a lovely time with family*
- *Fantastic to see so many people in the mall!*
- *Looks like a great turn out... hopefully it grows and only gets better! Ipswich needs it lol*

Paid advertising: To date, little paid advertising has been placed in local, state or national industry publications to promote the redevelopment to external audiences, investors or prospective tenants with the majority of promotion conducted by the Ranbury Leasing team to possible tenants/vendors within their own networks. This was due to a lack of budget under the ICP model. With stage one to be completed later this year, it's suggested that budget be allocated to paid advertising.

3.5 EVENTS

From 2009, Ipswich City Properties had engaged Knight Frank to manage Ipswich City Square and all of its retail event delivery. In July 2019, following the closure of Ipswich City Properties, Ipswich City Council took over management of the assets and a limited events calendar.

The retail events strategy, which was formerly managed by Knight Frank Centre Management between 2009 and 2017, was designed to maximise foot traffic, visitation and customer spend in Nicholas Street businesses. Previously produced events such as Food Fair in the Square (July 2016 to November 2018), and signature events such as Kitsch in the Swich – Retro and Rockabilly Fashion Fiesta, and the Ipswich Battle of the Bands, all helped to bring new and existing customers back into the precinct, and gained appreciable and measurable results for business owners.



3.6 Events 2019-2020

With construction work taking over the precinct, the events calendar was scaled back for 2019 and 2020, with two events held over the last 12 months, as follows.

VIP Christmas Shopping Event

To assist traders during the Christmas 2019 period, the Stakeholder Engagement team created a Sunday shopping and afternoon tea event. Approximately 200 visitors attended with traders reporting increased sales due to the event.

The arcade adjacent to Terry White Chemmart was set up with tables, afternoon tea and a Council information stand, as well as gift bags created from existing surplus products in Council's storage e.g. left over dog leads, pet tidy bag dispensers cookbooks, as well as Council flyers, and specially created offers from Nicholas Street traders.

To promote this event the Engagement team produced:

- Flyers for shop counters
- Nicholas Street signage
- Social media campaign with paid posts

To assist traders, Council purchased event items from Nicholas Street traders where possible. The Ipswich Mall Newsagency provided the cold drinks and decorations from Tivity, a local business.



Flavours Food Fair

In late February 2020, following the completion of the Nicholas Street portion of the development between Brisbane Street and the future EATS and METRO buildings, the Stakeholder Engagement team held the first Future Flavours Food Fair, featuring food trucks, live local music, free kid's activities and market stalls. All Nicholas Street traders opened for the duration, and reported high sales turnover during the event. Positive feedback was also received from a number of building owners and nearby traders, outside of the precinct itself, which benefited from flow-on trade.

It is estimated that between 5,000 and 7,000 people attended the first Future Flavours Food Fair, which was considered the "soft launch opening" of this stage of the redevelopment.

To promote the event:

- A social media campaign was created, utilising targeted and paid posts
- New event signage was created for the precinct

- Paid advertising in the Queensland Times
- Editorials in local media, Ipswich First and the Wire

The overall event, including all external contractors such as security, cleaning, traffic management, came in under budget at \$9,999.



Feedback from participating Nicholas Street traders (exerts):

"Thanks for a great evening. It was highly successful for us. We gained quite a few new customers who had not been into the shop before. I have had a lot of feedback on facebook and from customers in store. All of it positive except for the issue of toilets. I was sending people over the way to the ones that are usually open during the day but was told they weren't open. Quite a few people have been asking if it is going to be a monthly event. I think there was a good mix of food options even though I didn't get to try anything as we were too busy to be away from the shop too long. I thought the setup was excellent with the food trucks facing the shop fronts. And the bunting tied to the trees and the trucks gave a fun, classy and true festival style vibe to the event. We'd love another food truck festival (sooner rather than later)." Trottie Becke

"It was great! We had a lot of people coming in for lotto and drinks and the odd few bought gifts and magazines. I also had people coming in to look at the murals which was great. All in all it was a very worthwhile event. I had a lot of conversations with people about our forthcoming Post Office opening and it was met with very favourable comments. Well done." Ipswich City Mall Newsagents

"Saturday night was very successful, it was great to see so many families out and about. The feedback i got from customers on the night was that they would like it to be a regular thing. Perhaps some more lighting would be good too." New Age Rocks

"It was so great to see so many people in the mall on Saturday night. It was a very enjoyable evening. As for our business we don't really rely on foot traffic, we get a lot of our students through word of mouth and advertising, however in saying that it was good to have a set up where people can still see we are there and what we actually do :) We received a few enquires on Saturday night which was great. It will be great to see it happen more often and can hopefully put some life back into the mall. Thanks again for a great event." MLR Training



The outbreak of COVID-19 and the introduction of new restrictions and social distancing measures has meant that the Future Flavour's events planned for the remainder of 2020 have had to be postponed.

3.7 Activation Plan

An Activation Working Group was formed in late 2019, with the brief of creating a full activation strategy for the new Nicholas Street Precinct, which would include events and entertainment, with initial engagement work already completed and a report to be presented to Council for consideration and feedback.

The Engagement Team will work with the Activation Working Group to facilitate engagement with the community to ensure the final events, entertainment and activation calendar is reflective of the needs, wants and expectations of the local Ipswich community.

Rachel Vickary, from the Engagement Team, is a member of the Activation Working Group, and has been providing input, learnings and suggestions, having worked in the precinct in a marketing and events capacity for more than seven years.

PART 4: NEXT STEPS

With stage two of the precinct to be completed later this year and the new Council building clearly taking shape, now is a great time to review and adjust the communications and engagement strategy to reflect feedback from both the city's newly elected representatives and the wider community, acknowledging Council's request for greater opportunities for consultation and input from residents and visitors who will use the precinct.

The Engagement Team is in the process of updating the current plan, across the following pillars of communications and engagement. This plan will include a detailed budget and timeline, as well as proposed tactics and deliverables.

- Community engagement
 - o Providing opportunities for the community to have their say on events and activation plans, public art
 - o Utilising the Community Reference Groups (CRGs) and Shape Your Ipswich for increased engagement
- Stakeholder engagement
 - o Continued liaison with key precinct stakeholders – tenants, building owners, project partners
 - o Increase consultation in regards to activation and events (through Community Reference Groups, Shape your Ipswich etc)
- Media relations and communications
 - o Increasing communication beyond the LGA to reach the retail, construction, property, investment and hospitality sectors
 - o Continuing to include updates on milestones etc on Ipswich First
 - o Media support for retailers as they sign on as tenants in the new precinct (beyond Ipswich), working with these businesses as third party endorsers to secure national industry coverage
- Internal communications
 - o Ensuring staff receive updates on the development, as locals and potential visitors to the precinct
- Paid advertising



- Look into industry press, and an increased presence in nearby markets, as well as local radio coverage in support of key milestone and precinct opening activity
- Social media
 - Increased activity on social media – paid and organic
 - Create a more targeted approach to paid social media content targeting key pockets of the community with relevant messaging
- Signage
 - Create new signage packs for the precinct
 - Update hoarding to better sell the vision
- Brand
 - Create promotional items and collateral that supports the brand promise
- Increased community presence at events
 - Secure a presence at community events, with key ICC staff present to sell the vision and answer questions (in accordance with COVID-19 social distancing guidelines)
- Website / online platform
 - Update the website to be more user-friendly and consumer facing
- “Selling the vision”
 - Create a city-wide marketing campaign that will sell the vision to the local community, in new and creative ways, including working with key stakeholders and community groups

Step one in this process will be to bring the councillors together in a workshop environment to provide their input and feedback, based on their interactions with the local community. This workshop will be held by the end of June (date TBC).

From here, a detailed communications and engagement plan with proposed timeline and budget will be created, in consultation with and support of the deliverables of the Activation Working Group.







B&P have focussed updated analysis on a 15min drive radius from Ipswich CBD – The PTA

b&p



Focus for Analysis

- B&P have reviewed updated data for the Ipswich PTA – which equates to the 15min radius from the CBD (a comfortable distance to drive for F&B experiences)
- There are currently ~160 F&B offers within the PTA servicing a population of ~71,000

B&P have holistically reviewed the dining economy of Ipswich to determine F&B demand

b&p

B&P Approach

- In this F&B Update, we have holistically reviewed the capacity of the Dining Economy in the PTA
- This helps us to ascertain whether or not there is demand for more food within the Ipswich area
- Ipswich Central is strategically placed at the centre of the Ipswich trade area to capitalise off any demand for more F&B
- If there is strong demand for more food, there will be opportunity to create a top of mind food and leisure destination at Ipswich Central that has a critical mass of outlets that strongly talk to the demands of the Ipswich Community

Recommendation

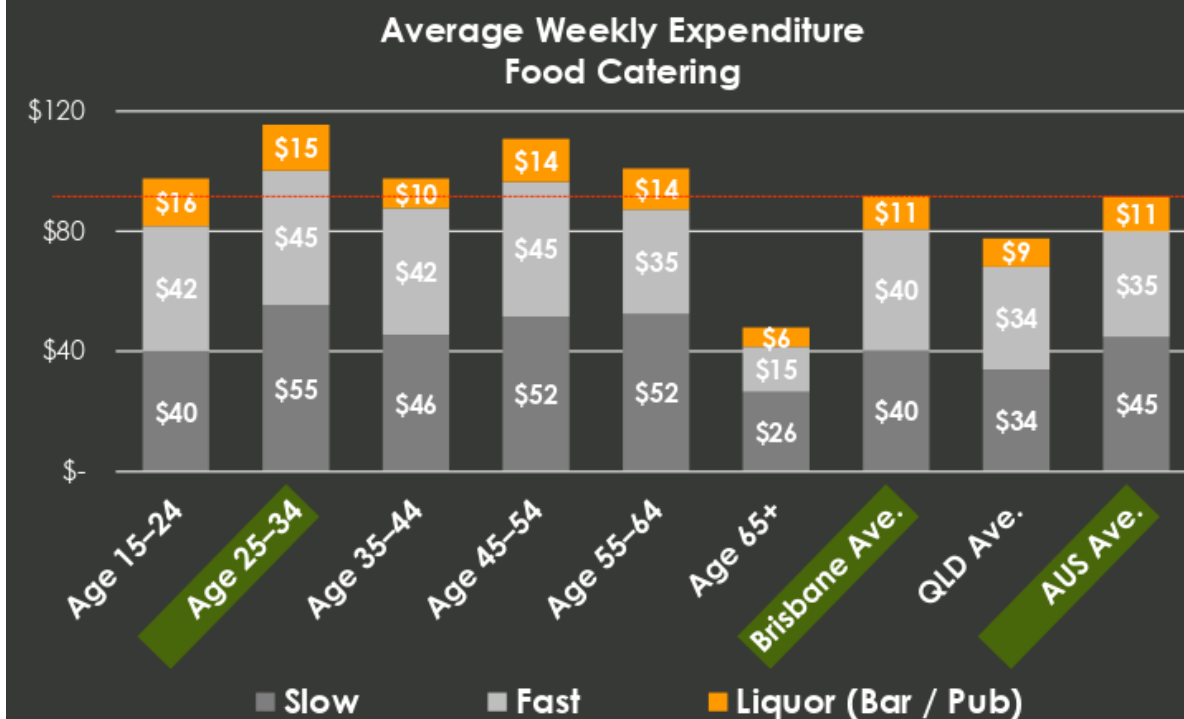
After our initial review, The Ipswich Central Primary Trade Area can sustain the addition of at least 20 new F&B tenancies based on current demand characteristics. B&P recommend expanding F&B by no more than 10% at a time so as not to saturate the market. At present, this would equate to ~16 F&B offers within the Ipswich Central PTA. This assessment will be further refined when additional stages of our research is undertaken early in 2019



Ensure your food talks to your dominant demographic – Brisbane has an average F&B spend

b&p









Demographics Matter



The PTA is dominated by younger families from an Australian Background, with some income constraints

b&p


Current Residential Demographic – Key Statistics (2016 Census)

								
	Population	Median Age	Core Age Groups	Weekly Income	Place of Birth	Household	Home tenure	Occupation
Ipswich 15min Drive Catchment	71,300	35	22% <14 yrs 14% 65+ yrs	43% Earn <\$500 11% Earn >\$1500	81% Australia	45% Have Kids 50% DINKS & SINKS	41% Renting 31% Mortgage	38% Tradies 14% Professional
Ipswich LGA (ICC)	193,800	33	24% <14 yrs 11% 65+ yrs	40% Earn <\$500 13% Earn >\$1500	73% Australia	51% Have Kids 44% DINKS & SINKS	40% Renting 36% Mortgage	38% Tradies 15% Professional
Greater Brisbane Benchmark	2.3m	35	20% <14 yrs 13% 65+ yrs	39% Earn <\$500 19% Earn >\$1500	68% Australia	45% Have Kids 48% DINKS & SINKS	35% Rent 36% Mortgage	29% Tradies 23% Professional
Key Take Out	Big & Growing Population	Younger than Average	High % of Children	Lower Income than Average	Limited Multiculturalism	Families with Kids	Not locked into mortgages	Lower Income Occupations
F&B Translation	Demand for a variety of F&B	Talk to the Millennials	Busy Life, Fast & Convenient	Price Sensitive Value Driven	Suburban Favourites	Busy Life, Fast & Convenient	Disposable income higher	Value Driven F&B offers




DINK = Dual Income No Kids; SINK = Single Income No Kids
Source: ABS 2016 Census, B&P Analysis

Office workers are looking for fast and convenient food offerings within close proximity to the office

b&p



Office Worker - F&B Preferences

-  **Daytime focus**
AM hydration and lunch dayparts have the highest F&B engagement by workers
-  **Affordable price point**
An average office worker spends between \$60 and \$104 a week on F&B
-  **On the Go**
Limited time for coffee and lunch – fast and convenient food options
-  **Local**
84% of office workers will purchase F&B within 3-4 mins of their building

National Average Worker Food Catering Spend



\$3,600 per year
\$76 per week

Above Average Spend Stronger for Food Engagement



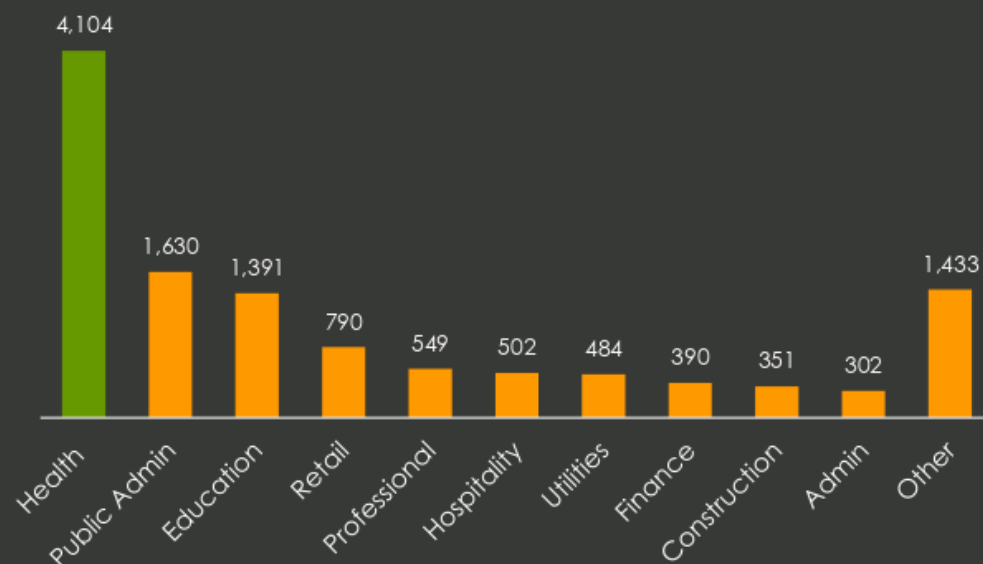
Below Average Spend Weaker for Food Engagement

Health is the biggest employer in Ipswich CBD, followed by Public Administration and Education



Current Ipswich CBD Workforce

- 12,000 jobs in 2016



Source: Economy.ID for Ipswich (Based on Ipswich – Central SA2)

F&B Translation

- Currently there are ~12,000 jobs in the Ipswich CBD area
- Large portion of workforce is in shift-oriented jobs (Health) with meal breaks at odd times of day
- Traditional Office Jobs make up ~1/4 of workforce in Ipswich CBD
- Government and public administration jobs dominate the office job category – this has a lower than average food catering engagement profile
- While there is a strong workforce in the Ipswich CBD, its food engagement profile is weaker than National average
- For workers, ensure there are a number of fast and convenient options with a value price point

Visitors to Ipswich offer an added bonus to total F&B spend, albeit small in volume

b&p

National Visitor Statistics



\$31

National Average Spend
per night on Food Catering



\$10

National Average Additional
Spend on Alcohol each night

Visitors to Ipswich

- 839,000 per year
- Equates to 2,200 per day
- Visitors to Ipswich make up only a small % of daily population of Ipswich
- F&B should still be built for local residents and workers, with additional spend from visitors to region seen as an added bonus
- On the whole, visitors have a variety of differing F&B needs ranging from quick snacks on the go to slow and casual dining



Source: TRA National Visitor Survey 2017, Data from Client

On the whole, F&B in Ipswich must talk to a value focussed audience – embrace QSR & Casual Dining

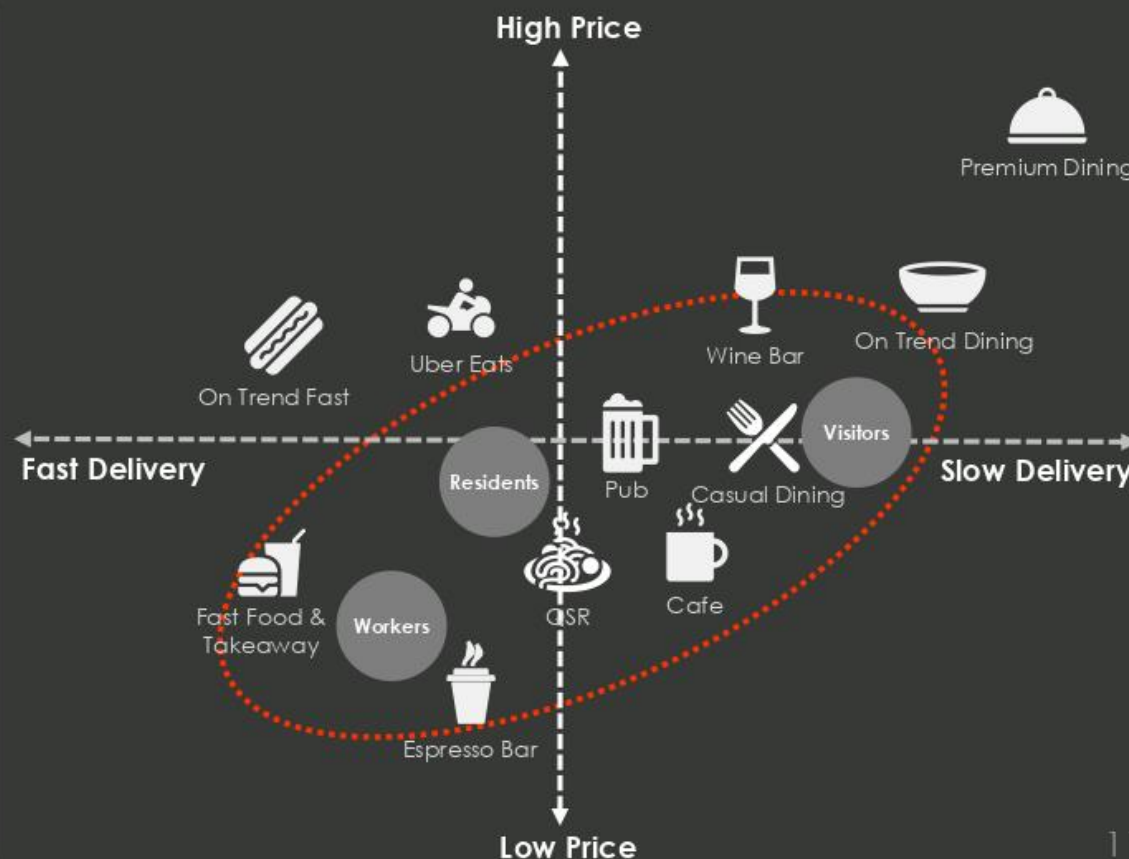
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Food Catering Translation

- A value focussed F&B profile
- Fast food for time conscious families and office workers
- Some special occasions slower dining
- Embrace on trend QSR and Casual dining which **bridges fast-slow divide** – fast and affordable options for lunch market, with table service and alcohol for dinner market



B&P Demographic Matrix





Based on B&P analysis of dining economy in Ipswich
there is strong demand for more F&B options

b&p

Ipswich PTA F&B Sustainability Summary Table

Sustainable F&B Tenancies	Step 1 Residents	Step 2 Workers	Step 3 Visitors	TOTAL SUSTAINABLE F&B IN PTA
Low	129	15	36	180
High	157	51	48	256
				Current F&B in PTA ~160

Currently there are ~160 F&B offers in the Ipswich PTA
There is substantial demand for more F&B within the PTA
Current F&B spend is leaking out of trade area – Opportunity to recapture



Residents in the PTA will support between 129 to 157 F&B Offers

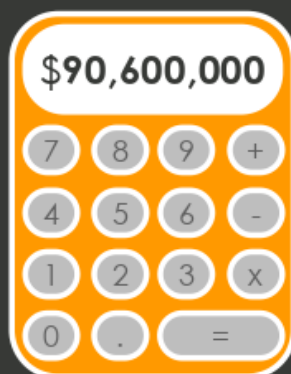


Food Catering Sustainability – Step 1 Residents

Estimated Total Household Expenditure on Food Catering (Ipswich PTA)

LOW

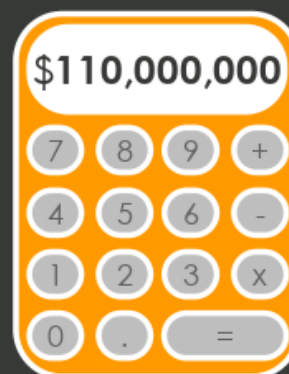
Based on B&P Analysis of Macroplan Dimasi report for Ipswich PTA



 **129** Sustainable F&B*

HIGH

Based on B&P Analysis of Urbis National Office Works Survey



 **157** Sustainable F&B*

- Within a 15min Drive of Ipswich CBD (PTA) there is approx. \$90m to \$110m spent annually on Food Catering
- Based on an average turnover for food catering, this can sustain up to 157 F&B offers
- There is strong demand for F&B from residents within the Ipswich Area

Workers in the CBD strengthen F&B sustainability, supporting up to an additional 51 F&B offers

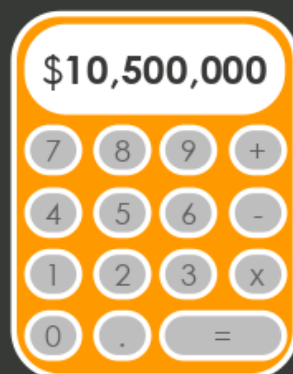


Food Catering Sustainability – Step 2 Workers

Estimated Workforce Expenditure on Food Catering (Ipswich CBD)

LOW

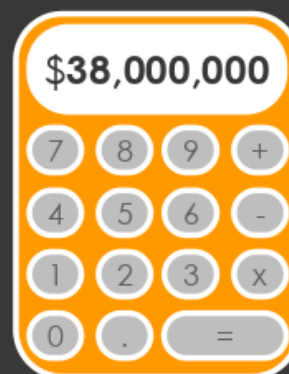
Based on B&P Analysis of Ipswich
CBD Office Job Workforce Only



 **15** Sustainable
F&B*

HIGH

Based on B&P Analysis of Total
Ipswich CBD Workforce



 **51** Sustainable
F&B*

- Within the Ipswich CBD (Ipswich Central SA2) there is approx. \$10.5m spent annually on Food Catering by office workers and up to \$38m by the total workforce
- Based on an average turnover for food catering, this can sustain between 15-51 F&B offers
- There is solid demand for F&B from workers within the Ipswich CBD which strengthens F&B sustainability

Visitors to the Ipswich region further strengthen demand for F&B

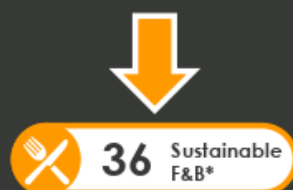
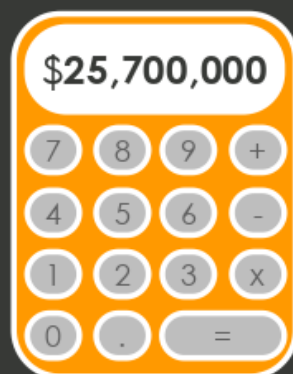


Food Catering Sustainability – Step 3 Visitors

Estimated Visitor Expenditure on Food Catering (Ipswich Tourism Region)

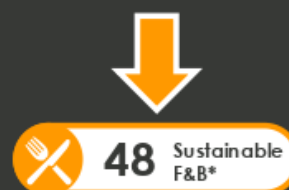
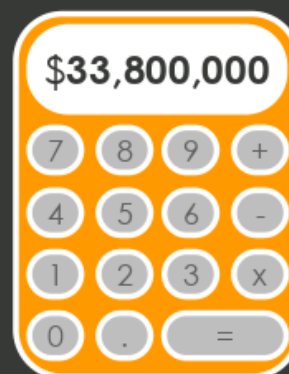
LOW

Based on B&P Analysis TRA National Visitor Survey 2018 – Food Only



HIGH

Based on B&P Analysis TRA National Visitor Survey 2018 – Food + Alcohol



- Within the Ipswich Area there is approx. \$25.7m - \$33.8m spent annually on Food Catering by visitors to the region
- Based on an average turnover for food catering, this can sustain an additional 36 to 48 F&B offers in the Ipswich Area
- There is solid demand for F&B from visitors within the Ipswich area, with opportunity for some of these to be located in the CBD





B&P have outlined the following key principles for an engaged and activated F&B precinct

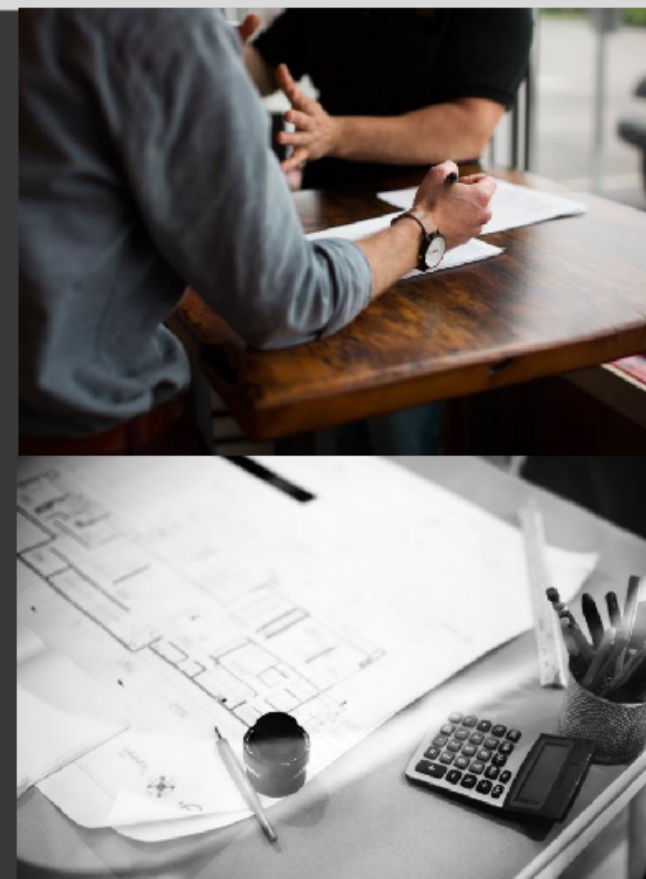
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Critical Success Factors for F&B

B&P have developed a scorecard that reviews the key design attributes of F&B precincts to highlight what opportunities exist to maximise design potential and thus performance. The scorecard produce a result out of 100%, with the benchmark being 70%.

Key Critical Success Factors include:

- Dining located on a main travel path
- High visibility (sight lines) to food catering tenancies
- Adequate tenancy frontages for maximum visibility
- Tenancies are the right sizes for use
- Sense of placemaking for external facing outlets – greenery, water feature
- Weather protection necessary for outdoor seating areas – wind, sun, rain and heat
- Mix of internal and external seating – max. 30% external
- No ramping in tenancies
- Amenities close by
- BOH accessibility for loading
- Precincting of tenancies that ensure suitable adjacencies
- Internal mall and external travel path ambience suitable for night time usage



B&P have reviewed The Bell St Link plans identifying strengthened travel paths as the main opportunity



Design Review

- Overall strong design, connected to activated community precinct
- Most box sizes appropriate for use with opportunity to review some box sizes as mix/leasing progresses
- Travel path past F&B tenancies needs to be strengthened
- Opportunity to develop strong internal / external travel paths
- Ensure tenancies onto mall are dual sided
- Level 1 F&B tenancies need to be a use / cuisine that is destinational as not on major travel path. Opportunity to design with external balconies to improve external visibility from streetscape
- How does Bell Street Connectivity work – does mall come to street level or is it above?

Ground Floor / 1:500



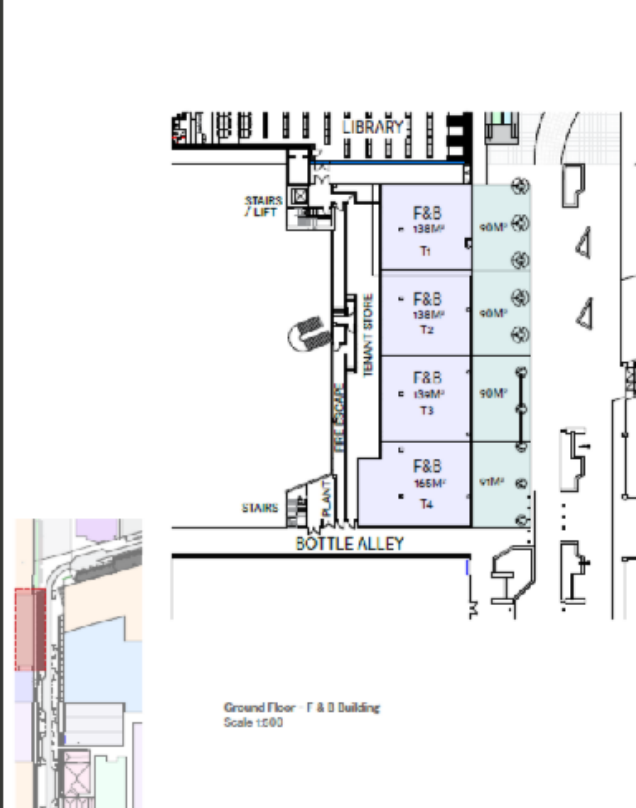
The Nicholas St F&B building has a strong design – review external seating, travel paths and amenities

b&p

Design Review

- Overall strong design, connected to activated community precinct
- Ensure no more than 30% of seating external – it looks like more than a 3rd of GLA is licensed external area
- Ensure tenancies have strong signage and branding presence from foot path
- In addition ensure that sightlines to F&B tenancies are maintained through licensed seating areas
- Rear lane accessibility is strong for loading and waste removal from rear of tenancies
- Ensure provision for amenities in each tenancy

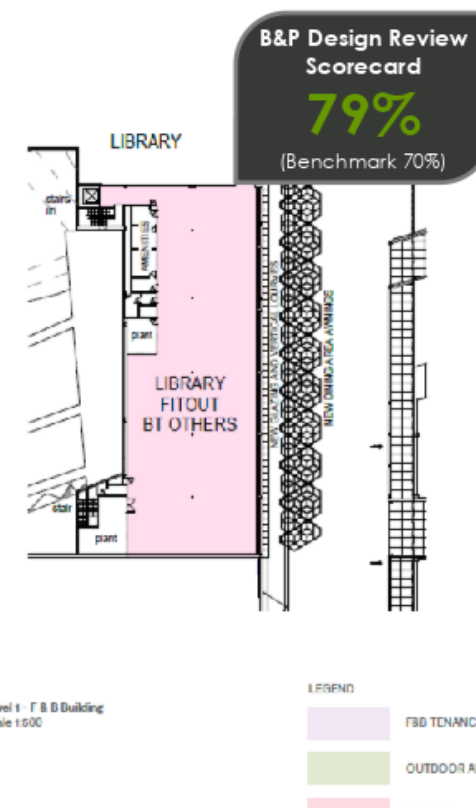
F & B Building / 1:500



Ipswich
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Stage 2 & 3 Design & Mix

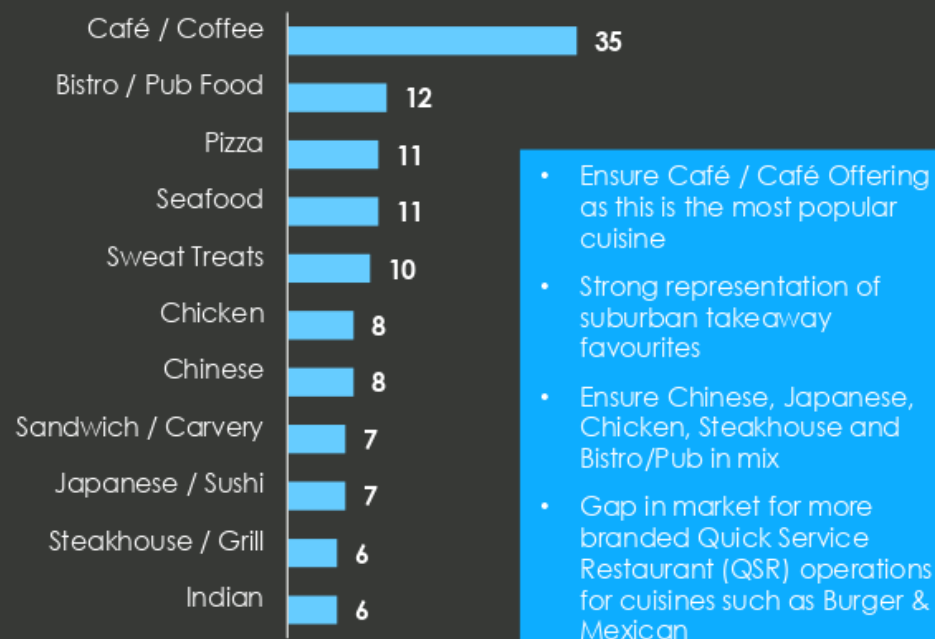
- Design Review
- Precincting Strategy
- Tenancy Mix Requirements
- Design Recommendations

Opportunity to introduce branded casual dining & QSR options that resonate with Ipswich demographic

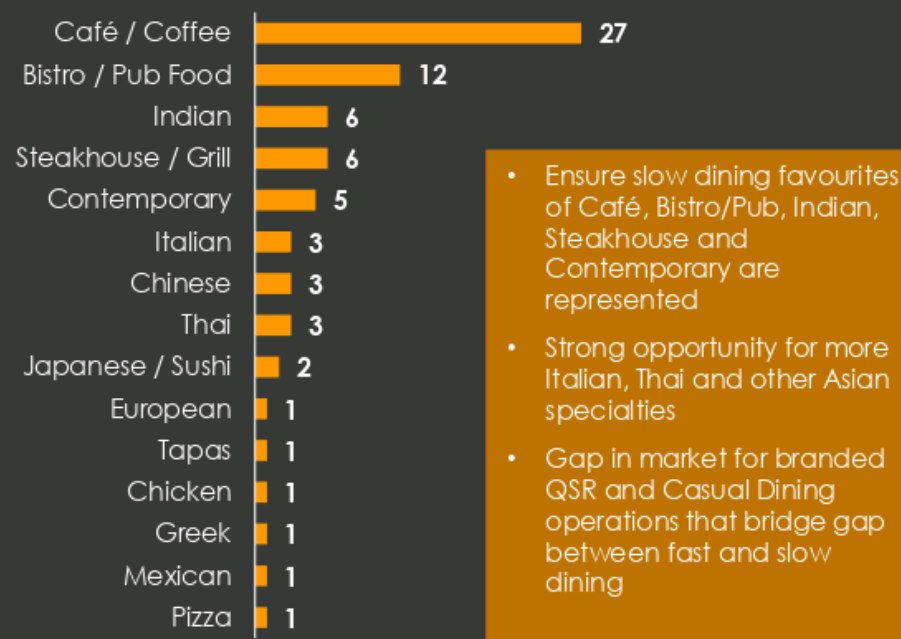
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Competition Refresher – What's Popular and What are the Gaps in the Ipswich Area?

Top 10 Cuisines - All F&B



Top 10 Cuisines - Slow Dining



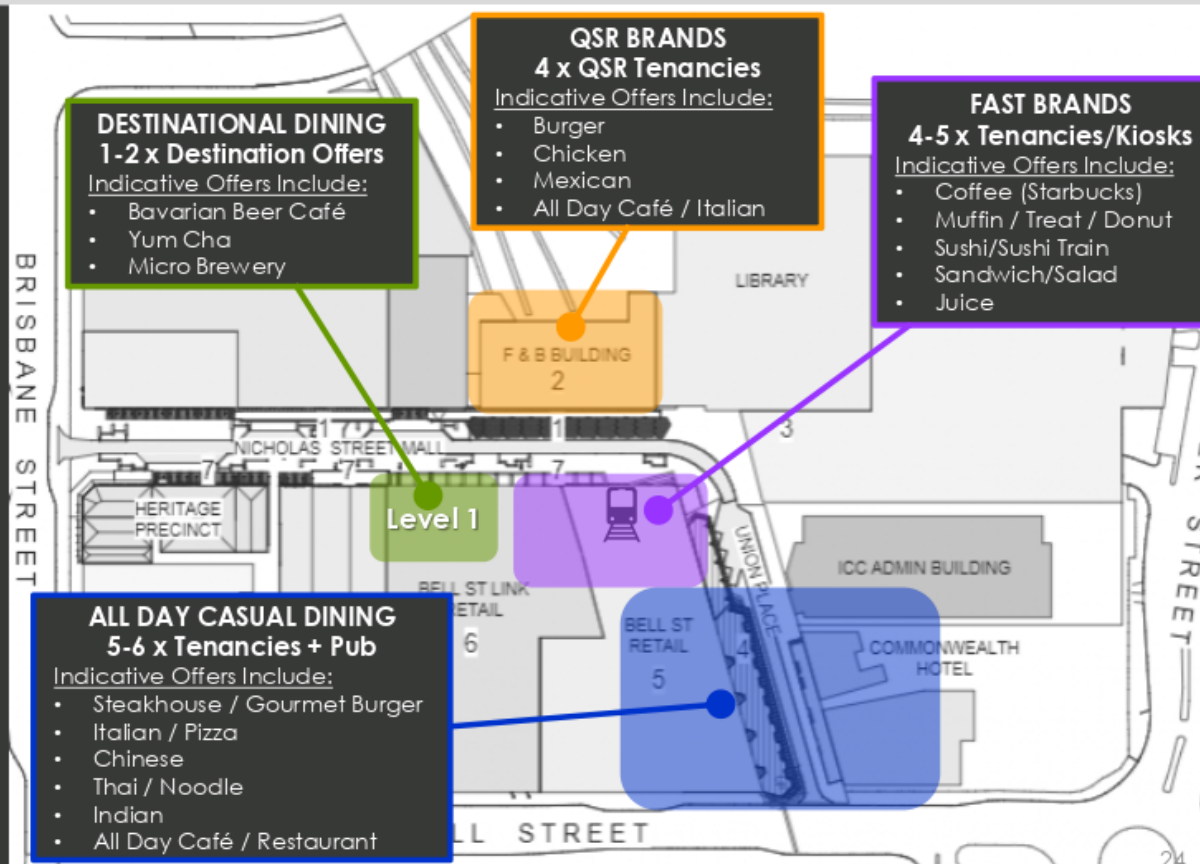
B&P propose 4 F&B zones – QSR Brands, Fast Brands, Casual Dining and L1 Destintional Dining

b&p

Precincting Strategy

Create 4 "zones" with unique offers that talk to the preferences of Ipswich customer base

- 1) **QSR Brands** (National & SEQ Local)
 - Nicholas St F&B Building
 - 4 tenancies
- 2) **Fast Brands** (Grab 'n' Go Convenience)
 - Entrance to Bell St Link
 - 3-4 tenancies
- 3) **All Day Casual Dining** (Brands & Local Heros)
 - Union Place
 - 5-6 tenancies + Murphy's Pub
- 4) **Destintional Dining** (Large Format)
 - Level 1 Bell St Link
 - 1-2 large format tenancies





B&P have reviewed initial market sounding mix by ICC and have identified opportunity for more cuisines



B&P Commentary on Market Sounding List

- B&P have reviewed the proposed list of operators / initial market sounding by ICC
- On the whole, B&P believe the majority of these operators are suitable for the Ipswich market and meet core cuisines recommended
- B&P have identified opportunity to explore more operators in the following cuisines:
 - Mexican (such as Mad Mex, Zambrero and Salsa)
 - Chinese / Dumpling
 - Thai and Other Asian Specialties
 - Salad / Sandwich / Health
 - Juice and Hydration
 - Major chains such as McDonald's, KFC, Hungry Jacks

Ipswich Central Town Centre - Initial Market Sounding						
Op Name	Address	Sub-Address	Cuisine	Project Size Comments	Notes	Key Points
1. The Hub	100-110		General	100-110	100-110	100-110
2. The Hub	100-110		General	100-110	100-110	100-110
3. The Hub	100-110		General	100-110	100-110	100-110
4. The Hub	100-110		General	100-110	100-110	100-110
5. The Hub	100-110		General	100-110	100-110	100-110
6. The Hub	100-110		General	100-110	100-110	100-110
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85. The Hub	100-110		General	100-110	100-110	100-110
86. The Hub	100-110		General	100-110	100-110	100-110
87. The Hub	100-110		General	100-110	100-110	100-110
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99. The Hub	100-110		General	100-110	100-110	100-110
100. The Hub	100-110		General	100-110	100-110	100-110

B&P have further developed the list of benchmark operators and target tenants, as well as tenancy sizes **b&p**

Cuisine Mix & Target Tenants

Zone	Cuisine	Category	Operators	Size
QSR Brands (Nicholas St Building)	Burger	QSR	Grill'd, Burger Urge, Huxtaburger, McDonalds, Bettys Burgers, Mos Burger, Burger'd	200
	Chicken	QSR	Schnitz, Gami, Oporto, Nandos, 4 Fingers	150
	Mexican	QSR	Mad Mex, GyG, Salsas, Zambrero	150
	All Day Café / Dining	QSR/Slow	Rozzis, San Churro, The Coffee Club, Stella Rossa, Devon, Degani, Scuzi Caffè, Crema Espresso, Zarraffas	150
Fast Food Brands (Bell St Link)	Coffee Brand	Fast	Starbucks, Merlo, Crema Espresso, Zarraffas	80
	Sushi / Train	Fast	Sushi Hub, Sushi Sushi, Hero Sushi, Sushi Train	80
	Treat / Branded Espresso Bar	Fast	Muffin Break, Doughnut Time, Donut King, Krispy Kreme, Mrs Fields, Merlo, Crema Espresso, a local Ipswich espresso operator/bakery café	35
	Juice	Fast	Boost, Top Juice	25
	Salad / Sandwich	Fast	Soul Origin, Subway, Sandwich Chefs, Roll'd	50
All Day Casual Dining (Union Pl)	Steakhouse / Gourmet Burger	Slow	Hogs Australia, Outback, Bootlegger, The Sporting Globe, Pig n Whistle, Lone Star	300
	Chinese / Other Asian	Slow	New Shanghai, Taste Gallery, Golden Lane, Yum Cha Cuisine, Hanaichi, Motto Motto	300
	All Day Café/Restaurant	Slow	Beachhouse, Groove Train, Coco Cubano, Bin Group	300
	Italian	Slow	Vapiano, Rozzis, Salts Meats Cheese, Fratelli Fresh, Crinitis, Corbett & Claude	200
	Indian	Slow	Miss India	150
	Thai / Noodle	Slow	Chong Co Thai, Kinn Thai	150
Destinational Dining (Level 1)	Destinational - Yum Cha	Slow	New Shanghai, Taste Gallery, Golden Lane, Yum Cha Cuisine, Landmark	~600-800
	Destinational - Beer Café/Brewhouse	Slow	Bavarian Beer Café, TGI Fridays	400+
	Micro Brewery	Slow	Tapworks	800

The following table outlines the service and utility requirements of each tenancy



Services & Utilities Requirements

Zone	Cuisine	Category	Electricity 3-phase	Extraction Capacity	Gas	Water	Waste/Trade Waste
QSR Brands (Nicholas St Building)	Burger	QSR	Yes	2500 L/s + Grease arrestor	Yes	Yes	Yes
	Chicken	QSR	Yes	2500 L/s + Grease arrestor	Yes	Yes	Yes
	Mexican	QSR	Yes	2000 L/s + Grease arrestor	Yes	Yes	Yes
	All Day Café / Dining	QSR/Slow	Yes	2000 L/s + Grease arrestor	Yes	Yes	Yes
Fast Food Brands (Bell St Link)	Coffee Brand	Fast	Yes	No	No	Yes	Yes
	Sushi / Train	Fast	Yes	2000 L/s + Grease arrestor	Yes	Yes	Yes
	Treat / Branded Espresso Bar	Fast	Yes	No	No (unless cooking on site)	Yes	Yes
	Juice	Fast	Yes	No	No	Yes	Yes
	Salad / Sandwich	Fast	Yes	No (unless cooking on site)	No (unless cooking on site)	Yes	Yes
All Day Casual Dining (Union Pl)	Steakhouse / Gourmet Burger	Slow	Yes	3500L/s + Grease Arrestor	Yes	Yes	Yes
	Chinese / Other Asian	Slow	Yes	6000L/s + Grease Arrestor	Yes	Yes	Yes
	All Day Café/Restaurant	Slow	Yes	3000L/s + Grease Arrestor	Yes	Yes	Yes
	Italian	Slow	Yes	3000L/s + Grease Arrestor	Yes	Yes	Yes
	Indian	Slow	Yes	3000L/s + Grease Arrestor	Yes	Yes	Yes
	Thai / Noodle	Slow	Yes	3500L/s + Grease Arrestor	Yes	Yes	Yes
Destinational Dining (Level 1)	Destinational - Yum Cha	Slow	Operator Dependant Further Negotiation Needed				
	Destinational - Beer Café/Brewhouse	Slow					
	Micro Brewery	Slow					



Create a clear travel path past Union Place tenancies with dual facing tenancies talking to mall and street

b&p

Recommendations – Bell St Link

- Tenancies along Union place to have dual frontages for maximum engagement
- Ensure a travel path is created along edge of veranda past dining tenancies (Road → Railing → pedestrian path → external seating → tenancy)
- 'Fast zone' tenancies must talk out to street, plaza and station escalators – potential for some to be kiosks
- Ensure external seating is not more than 30% of total seats
- Provide weather protection in external seating area – mist/cooling fans, heating, wind/rain
- Level 1 dining must be destinational – will struggle if a run of the mill operator – consider consolidating to one box for the right operator
- Consider loading options - Mall or external?
- Ensure all slow tenancies have in house amenities, with shared also provided for fast

Ground Floor / 1:500



Opportunity to create back to back kitchens on inter-tenancy walls to consolidate services

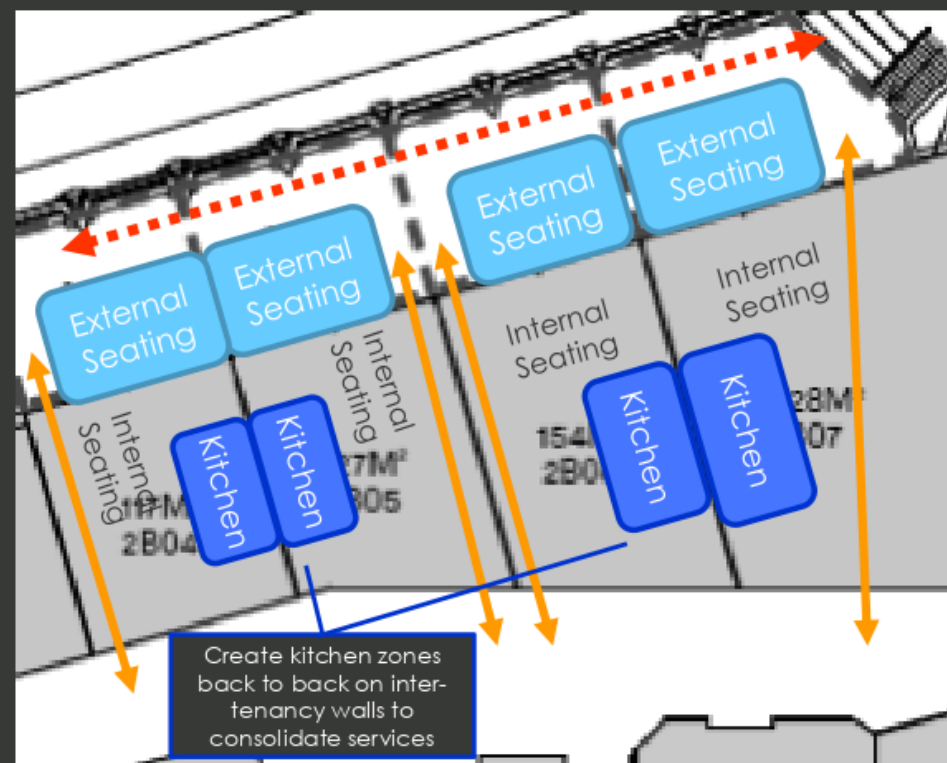
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Tenancy Layout

- Kitchen zones in these tenancies to be grouped back to back along inter-tenancy wall to consolidate services
- In tenancy amenities needed for Union Place tenancies – consider location near kitchen to make use of shared utilities
- Ensure external seating is not more than 30% of total seats
- Ensure weather protection in external seating – cooling fans, heating, wind/rain

Indicative Tenancy Spatial Breakdown (% of GLA)

- Kitchen/Back of House – 25%
- Bar/Front of House Areas – 15%
- Seating & Circulation – 60%



Look and Feel

Dual sided tenancies that talk out to street & external seating as well as internally to mall

b&p



Look and Feel

Pedestrian travel path on outside of tenancy and external seating

b&p



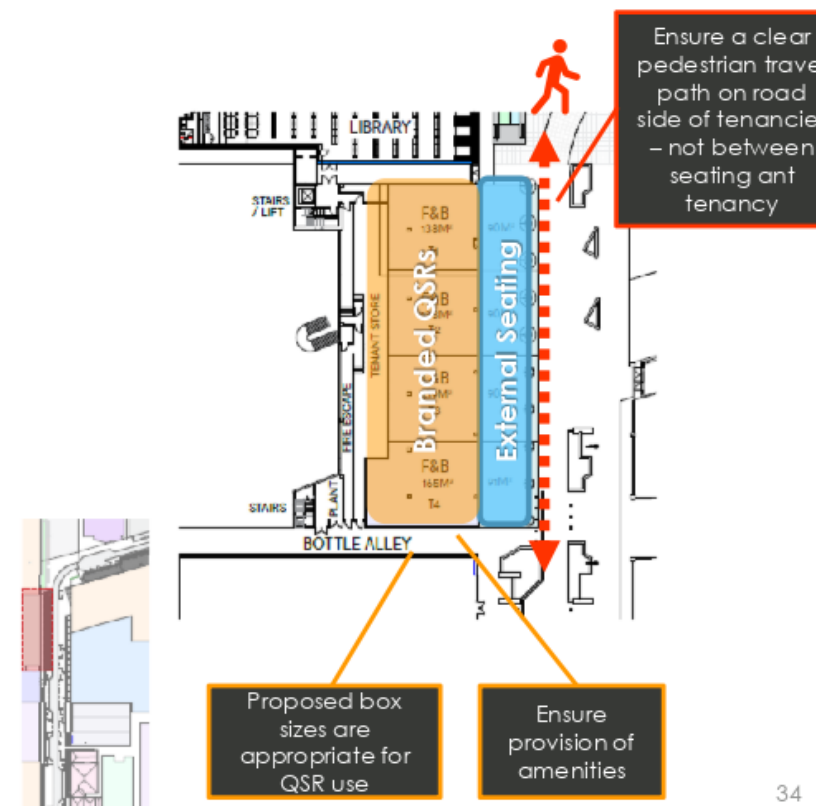
B&P recommend external seating to be located next to tenancy, with travel path on street side

b&p

Recommendations – Nicholas St F&B Building

- Proposed box sizes are appropriate for QSR-style / All Day Cafe usages
- Build external seating pods attached to tenancies, with travel path between seating and road, not between seating and tenancy
- Create clear design guidelines that will ensure a level of uniformity across seating areas and tenancy facades – ie . Seating and tenancy entrances in same locations
- Allow each tenancy to have input into design of external seating (furniture etc) to ensure each offer has its own sense of identity
- Location of amenities – if shared, ensure access is convenient and covered

F & B Building / 1:500





Thank You

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Australia's No. 1
Food Consultants

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FOOD
TRENDS
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WHAT CAN BE DONE RIGHT NOW?

- 1 BRIGHT COLOURS IN THE MALL:**
Create an interesting vibe with “Ipswich personality” to enliven the Mall.
- 2 POP-UP SHOPS:**
Work with entrepreneur businesses, local artists and existing traders to create an engaging external retail and F&B experience.
- 3 A SUBTROPICAL GARDEN FOR WORKERS:**
Attract office workers to the Mall through high quality climate appropriate amenity.





WHAT CAN BE DONE RIGHT NOW?

- 4 WORKSHOPS FOR VISITORS:**
Introduce new activities that will contribute to an attractive “day out for the family”.
- 5 FILL THE CIVIC GAP:**
Create a meeting place with free WiFi for locals and visitors where local information can be shared.
- 6 SIGNAGE AND MAPS FOR VISITORS:**
Utilise intriguing and interactive methods to celebrate Ipswich and promote local attractions.
- 7 A PLACE FOR KIDS:**
Create comfortable, safe spaces with playful activities attractive to kids (and parents) of all ages.





WHAT CAN BE DONE RIGHT NOW?

- 8 BUSKERS IN THE MALL:**
Trial removal of the “red tape” to attract live entertainment to public spaces.
- 9 NIGHT ACTIVATION:**
Introduce playful lighting and colour to the urban environment to attract visitation and increase safety.
- 10 INVITING SEATING:**
Increase social activity by introducing adaptable and comfortable seating options.





WHAT CAN BE DONE IN THE REDEVELOPMENT?

- 1 SUMMER TIME PLAY:**
Introduce water based play and other attractions for families in the heart of Ipswich.
- 2 AN EVENT READY PLATFORM:**
Build on Ipswich's calendar of events by designing flexible public spaces equipped with essential event infrastructure.
- 3 STRENGTHEN RETAIL:**
Introduce an element of high quality local boutique retail that showcases Ipswich talent and appeals to both visitors and locals.





WHAT CAN BE DONE IN THE REDEVELOPMENT?

- 4 FRESH FOOD OFFER:**
Create a place known for its high quality healthy, organic and gourmet food options.
- 5 THRIVING DINING CULTURE:**
Introduce alfresco dining opportunities and build upon the café and bar culture.
- 6 EVERYDAY ENTERTAINMENT:**
Create an ever changing environment where stumbling upon pop ups, street performers and live music is a regular occurrence.





WHAT CAN BE DONE IN THE REDEVELOPMENT?

- 7 SMART CITY:**
Introduce mobile charging stations, digital information screens, live feed social media conversations etc.
- 8 CELEBRATE IPSWICH:**
Enhance local pride in place and culture.
- 9 HOMELESS SHELTER:**
Provide a facility for citizens in need of temporary shelter and care.
- 10 AN ACCESSIBLE CENTRE:**
Provide attractions for the elderly and ensure the urban environment is accessible for wheel chairs, walkers and prams.



DOTMOCRACY TOP 15/36

- 1. Lagoon / public pool**
- 2. Water play**
- 3. Major events**
- 4. Outdoor cinema on the lawn**
- 5. Food festivals / Markets**
- 6. Live outdoor music and picnic**
- 7. Fresh food / grocer / deli**
- 8. Alfresco dining**
- 9. City Centre connection with the river**
- 10. Interesting laneways**
- 11. Subtropical outdoor seating**
- 12. Grassed areas**
- 13. Creative lighting to celebrate buildings**
- 14. Outdoor adventure play / colour**
- 15. Augmented reality and location based games**



IPSWICH PRIDE IN PLACE

- History and heritage buildings
- “Anything with a motor” – cars, planes and trains
- Well connected – An easy trip to Brisbane or the Gold Coast
- The friendly people
- Top of Town
- Passionate arts scene
- Beautiful parks
- A strong sense of community
- Small scale and diverse cafes



MANAGING EXPECTATIONS

CERTAINTY AROUND PROJECT DELIVERY:
Stakeholders express concern that retail is struggling. They feel clear messaging around project plans and timing is needed.





IPSWICH CITY PROPERTIES
Draft Marketing Communications Plan
Prepared by Sequel PR, February 2018

[IPSWICH CENTRAL LOGO]

Updated: 14/02/18

Commercial in Confidence. © Sequel PR 2018 ABN 69110567041



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BACKGROUND

Ipswich City Properties Pty Ltd (ICP) is an incorporated company owned by Ipswich City Council (ICC) and operated under a Board of Directors who include Chair Councillor Paul Tully, Mayor Andrew Antoniolli, Deputy Mayor Wayne Wendt.

ICP was created in 2009 to oversee the Ipswich Central Redevelopment Project. Work initially involved the acquisition of properties in and around the existing pedestrian mall including 2 Bell Street and 143 Brisbane Street, followed by the construction of the eight-storey Icon Tower which was completed in 2013 and now houses State Government employees on the corner of Bell and Brisbane Streets.

Plans for a reimagined Ipswich city centre came after the opening of Riverlink Shopping Centre in 2007. The Reid's Department Store fire in the mid-1980s and the economic downturn of the 1990s also provide historical context for ICC's decision to revive the city centre.

The Ipswich Central Redevelopment Project aims to bring people back to a reimagined, vibrant and modern city centre. Rather than creating a new Central **Business** District, the new Ipswich Central will be a Central **Entertainment** District (CED). It will be a place that local families and visitors will flock for free, fun entertainment during the day and where people will enjoy footpath dining and outdoor entertainment at night.

It will be a vibrant, pedestrian-friendly, connected hub with distinct retail, entertainment, food and civic precincts and adjacent to the Ipswich railway station.

An entertainment zone with ten pin bowling, laser tag, an eight-pack cinema and other offerings is planned for the existing Birch Carroll and Coyle complex and a wide range of food will be on offer in the mall, from grab-and-go meals to white linen restaurants and trendy bars. The historic Murphy's pub is being restored to its former glory.

A new civic centre will house 800 ICC employees in a purpose-built, eight-storey office block on the northern end of the site and a 2750sqm modern City library with a central atrium and new technologies will be constructed on the Bremer River.

A water play area, an events stage and seating zone and a public park realm will also be developed on the northern end of the site and will provide better access and connectivity to the Riverheart parklands and promenade as well as to the Riverlink Shopping Centre.

The jewel in the redevelopment crown is the introduction of three 3D screens that will be constructed overhead on Nicholas Street to provide people with immersive experiences of the Great Barrier Reef, Outback and more. It is envisaged that these screens will draw tourists to the rejuvenated Ipswich city centre.

In total, the redevelopment project covers eight hectares stretching from Bremer Street in the north to Brisbane Street in the south, east to Bell Street and west to Ellenborough Street where it meets Brisbane Street.



Rather than competing with retail and commercial offerings in other parts of the city and at Riverlink Shopping Centre, the aim of the development is to complement and enhance existing infrastructure and improve pedestrian connectivity and visibility between the city centre, the Bremer River, the Bells Street transport hub and adjacent business and retail precincts.

While Ipswich residents and business owners are broadly supportive of the redevelopment project, there is a growing sense of disengagement following several years of planning and little tangible evidence of the work going on behind the scenes to bring the new centre to life.

All tenants have now vacated Council-owned properties involved in the development and the mall is closed north from Union Place with demolition of the Woolworths building planned for mid-March 2018. It is currently predicted that the project will be completed in October 2019.

The Board

The company's Board of Directors oversees the planning and delivery of ICP's strategic and business objectives. It is currently sourcing two new Non-Council Directors.



Paul Tully (Chair) LLB JP (Qual) MAICD FPIA (Hon)
Paul Tully has lived in Ipswich for 42 years. He was first elected 31 March 1979 as the youngest Councillor ever elected to Ipswich City Council and is the longest serving member. He holds a Law Degree and is a Registered Australian Migration Agent.



Mayor Andrew Antoniolli (Deputy Chair) JP (Qual) MAICD
Andrew is Ipswich born and bred. He commenced his working life with the Queensland Police Service in 1989. In 2000, aged 29, Andrew was elected to the Ipswich City Council as Councillor for Division 7 and in 2017 was elected Mayor. He is a former Director of the Ipswich Visitor and Tourism Board and is currently a Director of Ipswich Events Corporation and RSPCA Qld.



service delivery.

Andrew Roach (Company Secretary) GAICD
Andrew Roach is the Chief Financial Officer (CFO) of Ipswich City Council. Andrew has 20 years' experience in the finance sector including 10 years as CEO of local councils across Australia. Andrew is recognised for making significant improvements within short time frames using his expertise in financial management, strategic planning, risk management, team building and innovator to



Daniel Best LLB(Hons) Grad Dip (Agribus) GAICD
Daniel Best is the General Counsel and City Solicitor of Ipswich City Council. Daniel holds a Bachelor of Laws (Hons) and Graduate Diploma in Agribusiness. He is a member of the Queensland Law Society, Australian Corporate Lawyers Association and Queensland Environmental Lawyers Association.



PURPOSE

The purpose of this communications strategy is to generate and secure sustained community, political and investor support for the Ipswich Central Redevelopment Project's objectives to:

- ☐ Create a unique and dynamic cultural and entertainment experience for locals and visitors alike.
- ☐ Position Ipswich as a key regional centre for South East Queensland and Ipswich Central as a world-class, vibrant and smart city centre.
- ☐ Raise awareness that Ipswich Central will stage an extensive events and activities calendar with 24/7 activations, state-of-the-art entertainment facilities and a thriving after-hours precinct.
- ☐ Cement Ipswich Central as the place to go for food, fashion and fun, as well as knowledge, arts, culture and unique urban experiences.
- ☐ Demonstrate how the rejuvenation of Ipswich city centre has helped to attract investment, population growth, a healthy and thriving local economy, new business sector and engagement from people throughout South East Queensland
- ☐ Encourage visitors to and from Brisbane, the Gold and Sunshine Coasts and the surrounding South-East Queensland regions to add Ipswich to their list of must-see destinations.
- ☐ Encourage leading global retailers and businesses to hold major product launches and key industry events in the new Ipswich Central.
- ☐ Position Ipswich Central as a technologically advanced, innovative, visionary, forward-thinking, future-focused and connected city centre.

The PR aspects of this strategy will integrate with the project's strategic marketing plan which includes advertising, marketing, government liaison and community engagement as well as all site activation plans.



EVALUATION

The entire marketing communications strategy will be subject to ongoing evaluation and adjusted where necessary to maximise effectiveness and ensure it continually reflects Ipswich City Properties' overall aims and objectives for the Ipswich City Redevelopment Project. It will contain scope for both proactive and reactive strategy as required.

The success of this strategy will be measured against several targets including:

- Positive engagement (direct and indirect) with key audiences.
- Increased inquiry prompted by media coverage or other PR activity.
- Level and value of editorial received.
- Sentiment of editorial received.
- Digital and online engagement.
- The ability to manage crisis issues in a timely manner.
- Seamless integration of all elements (PR, digital, marketing, government relationships) to deliver maximum coverage.



SWOT ANALYSIS

Identifying the project's strengths, weaknesses, opportunities and threats provides a useful analytical framework to assist in developing the strategies that ensure key objectives are achieved.

STRENGTHS	<ul style="list-style-type: none"> • 'Once-in-a-generation' rejuvenation • It's the biggest transformation of inner-city Ipswich in 30 years • Strong support for development from retailers and other traders that will occupy the precinct • Strong support from councillors and both the Mayor and Deputy Mayor • 'Smart City' – integration of technology • Retention of heritage aspects of the city • Community consultation undertaken and considered in design/plans • Capacity to deliver social, economic and community benefits • New entertainment and cultural precincts appealing in a modern, vibrant city-scape • Screen technology that is an Australian-first drawcard 	WEAKNESSES	<ul style="list-style-type: none"> • No clear narrative about the development <ul style="list-style-type: none"> ○ Overall project vision ○ Economic, community and social benefits ○ Project schedule • No clear public ownership/buy in of the development as a community project • Inconsistent communication with stakeholders • Poor public perception and sentiment towards the development and suspicion about processes and proponents • Limited awareness/promotion of the 'Ipswich Central' brand <ul style="list-style-type: none"> ○ Logo/signage created but no announcement • Only ICP spokesperson (Chair of the Board) is also a councillor, adding to confusion about role of ICC and ICP in the development • Unclear who is the public face of the project • Negative publicity surrounding ICC reflects on project • Current physical state of the Ipswich Mall • Uncertain timelines impacting on planning
OPPORTUNITIES	<ul style="list-style-type: none"> • Alter public perception/sentiment by creating a new narrative and through open/frequent communication with stakeholders • Engage community sectors to create buy-in around different parts of development (e.g. parents, artists) • Position Ipswich as a vibrant regional city and the new development as the 'heart of Ipswich' – Central Entertainment District • Exciting new retail, food and beverage, and entertainment/cultural options in Ipswich e.g. ICC to curate events 220 days per year (more choice, more opportunities) 	THREATS	<ul style="list-style-type: none"> • Ongoing media coverage of CCC proceedings against former councillors/Mayor • Ongoing negative public perception of ICC based on past actions/events • Public perception that ICC and ICP are one and the same • Perceived lack of progress in the development and subsequent potential impact on 'good news' stories • Termination of leases in an ad hoc manner creating confusion and uncertainty for those who remain and affecting their trade • Insufficient or inaccurate public communication on progress /



<ul style="list-style-type: none"> • Showcase how the community's 'wish list' is being incorporated into the plans and how any concerns are being addressed • Use third party endorsement of the development – local heroes, experts etc. • Local media reasonably receptive to story ideas and opportunities • Contrast of old and new – retention of heritage aspects of the city against creation of the 'smart city' • Showcase the distinct but interconnected precincts • Showcase local retailers/traders, artists and musicians and how the development will impact them 	<p>challenges (e.g. making predictions or promises that are not met).</p> <ul style="list-style-type: none"> • Disruption to residents and businesses during development (e.g. upcoming closure of Nicholas Street) • Impact on existing retailers/traders when new precinct is not open for Christmas 2018 • Possible 'noise' from developer of Riverlink or traders that are unhappy with ICC and ICP and the development • Public dissatisfaction with new water features (not a public pool/lagoon). • Separation/division between new CED and 'Top of Town' and 'Riverlink'. • Issues around ownership/leaseback of new Council building and cost to ratepayers • Cost and transparency around ICC borrowing from Queensland Treasury (transferred to ICP) for project. • Ipswich Central brand has been used by UK district since 2007. (See ipswichcentral.com)
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Competitor Communications Analysis

COMPETITOR	WEBSITE	MEDIA PRESENCE	BRAND STRENGTH	SPOKESPEOPLE	RISK OF MEDIA COMPETITION
New Ipswich CED	Being developed.	Some local coverage.	Undetermined. New logo created but not launched	High profile Mayor and Councillor	
Greater Springfield – Robelle Domain Central Parklands and Orion Springfield Central	Informative, professional focusing on the suburb's global connectivity. Approx. 15000 Facebook followers with semi-regular posting and moderate interaction.	Massive media presence in the lead up and launch of the master planned city in 1992. Constant and continual coverage.	Strong. Position as a connected, clever and contemporary place to live, work and play.	High profile found Maha Sinnathamby and his daughter Raynuha	High
Riverlink Shopping Centre	Functional website promoting child and family-friendly services and retail outlets. Approx. 15000 Facebook followers with regular posting and minimal interaction.	Some local coverage, largely focused on the closing/opening of retail outlets	Strong but localised.	LEDA Group owner Bob Ell	High
Other Shopping Districts: Town Square Redbank Plains Shopping Centre	Fresh, colourful, upbeat site pitched at young	Some local and state coverage with a \$75 million facelift last year,	Strong but localised		Moderate

Commercial in Confidence. © Sequel PR 2018 ABN 69110567041



Indooroopilly Shopping Centre	families. Completed \$75m make-over in 2017. Approx 12000 Facebook followers with regular posts but minimal interaction. Modern, picture driven and retail-focused.	providing for 50 extra stores	Strong		Moderate
Mt Ommaney Shopping Centre	Bright and colourful	None/low	Low		Low
Booval Fair	Bright, family-focused and social-media heavy	None/low	Low		Low
Brassell Shopping Centre	Utilitarian focused on service delivery, ie cabs and JPs	None/low	Low		Low
Rocks Riverside Park	On Brisbane City Council website - practical, limited information and not engaging	None	Low	Council	Low
Southbank	On Visit Brisbane website, owned and operated by Brisbane Marketing (BCC). Functional site but not exciting.	High	Strong		Moderate



Fortitude Valley after-hours/dining precincts	On Visit Brisbane website. Provides lists of best bars, dining options, shops, etc	High	High		Moderate
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MARKETING COMMUNICATIONS PILLARS

Sequel PR will work with ICC, ICP and other stakeholders to leverage, complement and amplify measures that aim to reach the objectives of the Ipswich Centre Redevelopment Project through an integrated approach across multiple pillars.

Pillar	
PR	Generate unpaid editorial coverage across TV, radio, print and online outlets using newsworthy angles to feature the project and its impact on Ipswich.
Marketing	Focusing on the consumer, using a range of branding, experiential engagement and other strategies to attract and sustain positive engagement.
Community Engagement	Directly interacting with those who live and/or work near the Ipswich city centre and/or are affected by the changes to keep them updated on progress and resolve issues that may arise.
Digital	Spread the Ipswich Central story, from construction progress to special events or issues management, through ICP's digital channels.
Advertising	Enhance the message and paint the vision of what Ipswich in the future.
Government/Council*	A key stakeholder and owner with strong advocacy and decision-making powers.
Issues Management	Identify, prepare and manage issues that could impact on the success or perception of the project.

***NOTE:** Sequel PR is not a registered lobbyist and does not provide this service. We note Luke Peereboom and Daniel Best are both registered lobbyists with the Queensland Integrity Commissioner. Sequel PR's remit would be to support Luke and Daniel from a communications stand point.



COMMUNICATIONS OBJECTIVES

The success of the new Ipswich Central Entertainment District depends on developing and maintaining trust and respect with key stakeholders. This will be achieved through open, frequent, proactive and reactive public relations and communications.

- Establish the 'Ipswich Central' brand within the community and local business
- Generate widespread awareness of the development's vision and objectives including the creation of a 'Central Entertainment District'
- Manage stakeholder expectations and alter public perception about the development
- Generate excitement and anticipation around plans for the new Ipswich Central and the opportunities it will present – more choice, more opportunities
- Promote the development's unique features e.g. distinct precincts; entertainment options; technology and other innovative features (e.g. the 3D screens)
- Position Ipswich Central as the focal point for Ipswich and the surrounding areas – a hub for food, fashion, entertainment and cultural experiences in South-East Queensland
- Identify and manage potential risks and threats that may impact the development/public perception of the development



SPOKESPEOPLE (Note: None has been approached re providing third party support for the project)

- Ipswich Mayor, Andrew Antoniolli Ipswich Deputy Mayor, Wayne Wendt
- Ipswich Councillor and ICP Chair Paul Tully
- Ipswich Division 7 Councillor David Martin Ipswich City Council commercial asset manager
- Steven Bannister-Tyrell University of Southern Queensland, senior lecturer Ashley Jones
- Ipswich Chamber of Commerce, president Phil Bell
- Ipswich Traders Association, Bob Slater
- Heritage and conservation specialist, Jacqui Pearce
- National Trust of Queensland, Arthur Frame and Melanie Rush
- Lost Ipswich, Greg Lyons
- Local Ipswich historians, TBC
- Ipswich City Library chief librarian
- BVN Architecture, TBC
- Vee Design, David Hatherly
- Ranbury Project Manager, Kevin Howie
- Ranbury managers, as recommended
- LJ Hooker Ipswich, Ashley Moffat
- Ipswich Tourism and Visitor Board, Daniel Best
- Business and retailers, as recommended
- Ipswich City Councillors, as recommended



KEY MESSAGES

Audience	Key communication message
Primary messaging for multiple stakeholders	<ul style="list-style-type: none"> • The new Ipswich Central Entertainment District will provide new jobs and provide a boost to the local economy • This is the biggest transformation of inner-city Ipswich in 30 years • We are re-creating the heart of Ipswich • The new Ipswich Central will be worth the wait • Ipswich Central will be a hub for entertainment, culture and dining, which will attract visitors to the city • We are creating a safe, healthy and environmentally sustainable urban heart of Ipswich • We are building a smart, integrated and connected city • Ipswich locals told us what they wanted in their new city heart and we are building it • The new Ipswich Central is due for completion in late 2019
Secondary messaging for new and existing retailers/traders, investors	<ul style="list-style-type: none"> • This is the biggest transformation of inner-city Ipswich in 30 years • We are re-creating the heart of Ipswich • We are creating a safe, healthy and environmentally sustainable urban heart • We are working closely with existing retailers and other traders to minimise disruption during construction • During construction, many of the buildings in the current CBD will be tenanted by construction companies and their employees, generating business and income for retailers/traders • Existing and new retailers will sit side-by-side in the new Ipswich Central creating a vibrant shopping precinct • The redevelopment will put Ipswich 'on the map' as a regional city in South East Queensland with unique shopping, dining and entertainment experiences and attract new investment, business and industry • The new Ipswich Central is due for completion in late 2019
Secondary messaging for Ipswich community	<ul style="list-style-type: none"> • This is the biggest transformation of inner-city Ipswich in 30 years • We are creating a safe, healthy and environmentally sustainable urban heart of Ipswich • We have undertaken community consultation and the development reflects the community's recommendations and expectations • We are committed to preserving the heritage of Ipswich, integrating it into a modern and vibrant CED • More choice and more opportunity - exciting new retail, food and beverage, and entertainment/cultural options • Nicholas Street will be pedestrian only after 6pm to provide greater access to the new entertainment and cultural precincts • The new Ipswich Central is due for completion in late 2019



DRAFT_Marketing Communications PLAN (Note: timing is subject to change)

These are the main tactics recommended for a strategic engagement of relevant stakeholders around project milestones. Other events and issues arising will mean this plan is subject to regular review and revision.

PILLAR	ACTIVITY	TIMING	DETAIL	TARGET	STATUS
			February		
PR	Communications Strategy	February	Research, draft and finalise a marketing-communications plan for board review, feedback and ultimate approval.	Internal	In progress
	Weekly WIPs	February	Set up weekly meetings via phone with Rachel Vickary and other ICP stakeholders to discuss upcoming work.	Internal	
	Media lists	February	Prepare a range of media distribution lists for various target audiences including local, business, property and other media.	Internal	
	Launch Media Release	ASAP	Draft and distribute a media release that 'announces' the new Ipswich Central, complete with logo and CGIs, and plans for precincts in the new city centre.	Local/State media	
	Fast Facts	February	Draft a list of fast facts about the project size, smart city technology, features and other statistics for easy reference.	Internal	
	Industry Update	February	Provide a monthly project update to all key infrastructure, construction and city-making publications.	Property columns and pages in mainstream media outlets as well as industry publications such UrbanDeveloper.com, Australian Property Journal, Construction Industry News, Property Daily and more.	
Issues Management	Holding Statement	February	Prepare a holding statement to assist with potential disruption, inconvenience and tenancy issues arising from construction along Nicholas Street and Union Place as well as retail precincts in the mall to explain time frame and purpose of the work.	External (reactive)	



	Q&As	February	Prepare questions and answers to assist with any specific tenancy issues that arise.	Internal	
Advertising	Media Partnership		Assist ICP to negotiate media partnerships with QT and River 94.9FM for the <i>My Ipswich</i> and <i>Shop Local</i> campaigns.		
	Media buyer		Liaise with ICP regarding potential need to appoint a media buying agency, if one is not already appointed.		
Digital	Website	February	Assist in creating and populating a website for the project by creating content.		
	Social Media	February	Assist with development of content for social media for ICP platforms. Liaise with ICP-appointed digital agency.		
Community Engagement	Newsletter	Ongoing	Assist ICP with content for fortnightly updates for stakeholder newsletter.	Local businesses, residents and stakeholders	
	Third Party Endorsers	February	Identify key stakeholders and endorsers and begin initial conversations to see where/how they can assist with the project and seek feedback on how they would like to engage.	Internal	
Government/Council	Letter	February	Work with the Mayor's staff to draft letter to Premier and other key State and Federal politicians with relevant portfolios to highlight the project's scope and progress and to point to a future briefing on its economic and jobs injection.	Federal and State MPs	
Marketing	Last Blast collateral		Assist ICP in sourcing promotional merchandise and other material for the 'last blast' event in mid-March.	Internal	
			Assist ICP to prepare collateral for the <i>My Ipswich...My Story</i> and <i>Shop Local</i> campaigns.		



	March				
PR	The Last Blast	March	Mayor Andrew Antoniolli will detonate 'the last blast' of the old CBD at a celebration to mark the beginning of a new era for the Ipswich city centre. Sequel could draft a media release outlining the amount of rubble being removed to create a green city heart with water features, landscaping, shaded areas for events, etc.	Local and possibly State TV, print, radio and online media	
	Murphy's Pub I	March	Take Queenslanders on a trip down memory lane on Seven News' Sunday night Flashback segment featuring Murphy's Pub. An Ipswich icon, the favourite watering hole is being restored to its former glory as part of a rejuvenation of the city's centre.	Seven News	Awaiting vision and images from RV
	Murphy's Pub II	March	Sequel could work with heritage consultants, Ranbury and ICP to draft a media release on the iconic pub. This would document interesting historical elements, ie 1910 wallpaper, pressed metal ceilings, etc and would be timed to coincide with an EOI for commercial operators.	Local and state-based print, TV, radio and online media	Awaiting old images of historical pub and CGIs of the revamped watering hole
	Ambassadors	March	Identify ambassadors for Ipswich Central (such as Ben Ungermann/Ash Barty/Ali Brigginsshaw) and liaise with them about ways to partner for the project. For instance, Ben could become the face of the Shop Local campaign calling for people to buy from local businesses and promoting the changing face of the city centre.		
	Economic Modelling	March	Scope the commission of economic modelling research that provides insight into what the project is likely to deliver to Ipswich residents by way of investment and jobs growth. This will provide valuable data that can be used over the life of the project to paint the picture of the future Ipswich being created.	Internal	



	Vision of project	March	Sequel could visit the construction site, take vision of work underway as Part One of a video to be pulled together showing the progress of the development. Depending on footage, this could be provided to local TV outlets for an update story, community engagement with a link embedded in the newsletter, digital channels and more.	TBC	
	My Ipswich....My Story	March	Distribute a media release to launch the start of the campaign, calling for people to provide their favourite memory and offering prizes for the best submissions. Start the campaign with pictures of high profile former and current locals, sourced from the QT photo library. Call people like Alfie Langer, Bob Slater, etc and get their story behind the photo.	QT, River 94.9FM and Ipswich First	
	Industry Update	March	Sequel could provide a project update to all key infrastructure, construction and city-making publications	Property columns and pages in mainstream media outlets as well as industry publications such UrbanDeveloper.com, Australian Property Journal, Construction Industry News, Property Daily and more.	
Advertising	Documentary	March	ICP to receive first part of documentary on the development. Assess value of vision for PR and digital channels and identify opportunities. Assist ICP with negotiations with a TV network to air a documentary.		
	Outside Broadcast	March	Work with ICP to see if it is possible to commission an outside broadcast or weather cross at the last blast event.		
Community Engagement	Newsletter	Ongoing	Sequel to write fortnightly updates for stakeholder newsletter	Stakeholders	



	Event	March	Invite mall traders and other key stakeholders to a private briefing on the development, hosted by ICP.		
	Speaking Engagements	March	Identify speaking opportunities, ie business breakfasts and panel discussions which could provide a forum to promote the project (UDIA, Ipswich Chamber of Commerce, Council events, etc)		
Digital	Website	March	Finalise website creation. Work with appointed digital supplier to develop social media posts.	N/A	
Marketing			ICP to stage the 'last blast' event with free entertainment, fireworks, food trucks and a taste of what's to come in the new Ipswich Central. Projections onto the façade of 143 Brisbane Street.		
	My Ipswich...My Story	March	Launch the campaign with QT and River 94.9FM calling for people to share their Ipswich memory and provide a photo to be in the winning of a prize. Allocate a place in the Mall/redevelopment zone for submissions to be displayed. Prizes for the best photos/stories.		
Government/ Council		March	Assist ICP with stakeholder communications, as required.		
Issues Management		Ongoing	Monitor progress and manage issues regarding investigations into ICC, in close conjunction with ICC communications team, as well as tenancy and construction issues as they arise.		
April					
PR	Streetscape	April	Draft and distribute a media release detailing the works to be done by Vee Design and Ranbury in Nicholas Street and Union Place to breath fresh life back into the city centre. This would involve an avenue of water fountains, al fresco dining and cool	Local and state media	



			climate-creating shade trees. Designed to allay concerns of inaction amongst existing retailers.		
	Trottie Beck – feature or business story	April	A mother-daughter retail team live and work together and have been running a family business for decades in the Mall and are looking forward to the new face of Ipswich.	State feature options	
	Profiling of Andrew Antonioli	April	Work with ICC/Alf Grant to coordinate a feature on the man behind the new face of Ipswich – Andrew Antonioli and his vision for the city, starting with the redeveloped Ipswich Central. This would be a profile feature on what motivates him and what he is trying to create for the next generation of Ipswichians.	State print options	
	Innovation – Smart City	April	Highlight the various state of the art technologies being incorporated into the new city centre (smart lighting/parking, way finding, etc) and offer a media opportunity that involves the Mayor experiencing the future via virtual reality. Possibly invite a relevant State/Federal MP to join this event.	Local media , property media	
	Opinion Piece	April	Liaise with ICP, ICC and Alf Grant to write an op ed for the Mayor, Deputy Mayor or ICP chair on the future of Ipswich and the pride that people living in 'The Switch' take in their home town.	Local/South East Qld	
	Shop Local	April	Launch the Shop Local campaign, using a high profile business operator like Ben Ungermann and statistics on how the community would benefit if people shopped local.	QT, River 94.9FM and Ipswich First	
	Industry Update	April	Sequel could provide a project update to all key infrastructure, construction and city-making publications	Property columns and pages in mainstream media outlets as well as industry publications such The UrbanDeveloper.com, Australian Property Journal, Construction Industry News, Property Daily and more.	



Issues Management		Ongoing	Monitor progress and manage issues regarding investigations into ICC, in close conjunction with ICC communications team, as well as tenancy and construction issues as they arise.		
Advertising			Create large versions of My Ipswich....My Story images submitted in competition and/or of redevelopment CGIs to post on hoardings and unused walls/areas throughout the site to demonstrate the vision of the new Ipswich Central.		
Marketing	LGAQ opportunities		Work with ICP and Council to identify whether there is an opportunity to host a trade exhibit/speak at the LGAQ Financial Sustainability Summit in May. The summit will look at how local governments have overcome challenges in their regions to achieve success.		
	Shop Local	April	Launch the campaign on the need to shop local, featuring local business people like Ben Ungermann, Bob Slater and others. QT could assist by publishing stories of interesting/unique/historical businesses that call Ipswich home. ICP could call on locals to nominate their favourite business and why. Prize awarded for winner company.		
Community Engagement	Newsletter	Ongoing	Assist ICP in development of content for fortnightly updates for stakeholder newsletter	Stakeholders	
	Discussion Board	April	ICP and ICC could create an online discussion board or live chat, manned by project experts on certain days/hours, to answer questions, provide updates, etc.		
Government	Economic Modelling	April	Invite key government stakeholders to a private briefing to reveal findings of economic modelling report and provide a presentation on the development.	Relevant Federal, State and local reps.	
Digital	Social Media	Ongoing	Assist ICP with the creation of social media content and fresh website material.		

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May					
PR	Library	May	Draft and distribute a media release outlining the interactive and state-of-the-art programs and services on offer in the new City Library. Use statistics on how many people use the library and the sorts of free activities likely to be available to families.	Local media	CGIs required
	Survey	May	Investigate the possibility of conducting a survey to gauge what sorts of entertainment/activities/retail /food families would like to see in their city and the biggest barriers to enjoying them, ie cost/transport, etc. The results would be used to develop media opportunities in coming months on how key demands will be met by the new development.	NA	A survey would incur an extra cost.
	Entertainment Zone	May	Using survey findings, promote plans for an entertainment zone with bowling alley, laser tag and other activities in the revamped Birch Carroll and Coyle complex.	Local	
	Hipswitch	May	Independent, retro and trendy new businesses moving into the mall are redefining Ipswich's business sector. Work with ICP and third-party endorsers/stakeholders to develop a media opportunity the changing face of Ipswich Central.	Local and business media	
	Industry Update	April	Sequel could provide a project update to all key infrastructure, construction and city-making publications	Property columns and pages in mainstream media outlets as well as industry publications such The UrbanDeveloper.com, Australian Property Journal, Construction Industry News, Property Daily and more.	
	Food	May	Develop a story on the new food outlets coming to Ipswich Central. Ben Ungermann could call for more gourmet gurus to move to town with locals seeking more variety than ever before. Data for this could come from the results of the survey.	Local/state and food media	



	My Ipswich...My Story	May	Announce winner of the campaign and prizes.	QT, River 94.9FM and Ipswich First	
Digital			Assist ICP with the creation of social media content and fresh website material.		
Community Engagement	Newsletter	Ongoing	Assist ICP in the development of content for fortnightly updates for stakeholder newsletter.	Stakeholders	
Marketing			ICP could stage a media launch in a laneway in the mall to engage with stakeholders (including local media) and brief them on the project in an informal manner.	Media, ICP and ICC stakeholders	
Government/Council			Assist ICP with stakeholder communications, as required.		
Advertising			Assist ICP to investigate the cost/value/possibility of a regular fortnightly column in the QT by Chair Paul Tully to provide updates to the community on the project and remind Ipswich residents of the bigger vision at play. Sequel would write this content to ensure it did not duplicate other opportunities.		
Issues Management		Ongoing	Monitor progress and manage issues regarding investigations into ICC, in close conjunction with ICC communications team as well as tenancy and construction issues as they arise.		
June					
PR	Screens	June	Ipswich Central will be the first in the country to boast giant 3D screens in its public realm area, offering visitors and locals immersive experiences. Generate media coverage to showcase the assets and highlight the tourism interest they are likely to generate.	State and local media, tourism publications, property and technology media	
	TV update story	June	Produce a video of vision collected over previous months to demonstrate the progress of the project. This could include time lapse, Murphy's pub vision and more. Pitch a progress update story to TV outlets and local media.	State and local media and ICP-owned media	



	Retail	June	Use survey findings to demonstrate that the sorts of stores people are wanting in their new Ipswich Centre are coming in a revamped, dynamic and vibrant environment. Involve third party endorsers to talk up the variety and unique offerings with plans for a direct underground link to the train station.		
	Administration Centre	June	Draft and distribute a media release highlighting the environmental credentials and state of the art technologies in the new purpose-built Council building.	Local/property publications	
	Architect	May	Develop a story around the design features of the new Ipswich Centre and the person behind the city's biggest face lift in decades.	Local/architecture/planning and real estate media	
	Shop Local	June	Announce winner of best value local business.	River 94.9FM, QT and Ipswich First	
	Industry Update	April	Provide a project update to all key infrastructure, construction and city-making publications	Property columns and pages in mainstream media outlets as well as industry publications such The UrbanDeveloper.com, Australian Property Journal, Construction Industry News, Property Daily and more.	
Digital			Produce a short video for ICP and ICC to post on their platforms on the progress to date, including vision of the work and short interviews with key project stakeholders.		
Community Engagement	Newsletter	Ongoing	Assist ICP in the development of content for fortnightly updates for stakeholder newsletter.	Stakeholders	
Marketing			ICP to stage a pop-up food or music event in 'smoker's alley' in the mall. This could be the first of what could be a monthly event.		
			Assist ICP with stakeholder communications, as required.		

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Government/ Council					
Advertising			ICP could create a display, possibly using space in the Bell Street link, to provide a visual narrative on what was and what will be for Ipswich Central.		
Issues Management		Ongoing	Monitor progress and manage issues regarding investigations into ICC, in close conjunction with ICC communications team as well as tenancy and construction issues as they arise.		