



City of
Ipswich

AGENDA

ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE

Tuesday, 21 April 2026

10 minutes after the conclusion of the Community and Sport Committee or
such later time as determined by the preceding committee

Council Chambers, Level 8
1 Nicholas Street, Ipswich

MEMBERS OF THE ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE

Councillor Pye Augustine (**Chairperson**)
Councillor Marnie Doyle (**Deputy Chairperson**)

Mayor Teresa Harding
Deputy Mayor Nicole Jonic
Councillor Jacob Madsen
Councillor Andrew Antonioli
Councillor David Martin
Councillor Jim Madden

ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE AGENDA

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** Item includes confidential papers

ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE NO. 2026(05)

21 APRIL 2026

AGENDA

ATTENDANCE AND APOLOGIES

WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

BUSINESS OUTSTANDING

CONFIRMATION OF MINUTES

1. **CONFIRMATION OF MINUTES OF THE ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE NO. 2026(02) OF 17 MARCH 2026**

RECOMMENDATION

That the minutes of the Economic and Cultural Development Committee held on 17 March 2026 be confirmed.

2. **CONFIRMATION OF MINUTES OF THE SPECIAL MEETING OF THE ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE NO. 2026(03) OF 26 MARCH 2026**

RECOMMENDATION

That the minutes of the Special Economic and Cultural Development Committee meeting held on 26 March 2026 be confirmed.

3. **CONFIRMATION OF MINUTES OF THE SPECIAL MEETING OF THE ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE NO. 2026(04) OF 9 APRIL 2026**

RECOMMENDATION

That the minutes of the Special Economic and Cultural Development Committee meeting held on 9 April 2026 be confirmed.

OFFICERS' REPORTS

4. **URBAN PRECINCTS AND PARTNERSHIPS PROGRAM – PROGRESS UPDATE**

This is a report providing an update on the urban Precincts and Partnerships Program progress outlining activity to date and the key milestones for forthcoming stages.

RECOMMENDATION

That the report providing an update on the urban Precincts and Partnerships Program progress be received and noted.

5. ****NICHOLAS STREET PRECINCT - MARCH 2026 NICHOLAS STREET PRECINCT PROJECT CONTROL GROUP**

This is a report concerning the March 2026 Nicholas Street Precinct (NSP) Project Control Group (PCG) meeting focussing on the status of the leasing program and the planning, development, delivery and ongoing management of the NSP.

RECOMMENDATION

That the March 2026 Nicholas Street Precinct Project Control Group Report be received and the contents noted.

6. ****REPORT - ADVOCACY ADVISORY COMMITTEE NO. 2026(01) OF 24 MARCH 2026**

This is the report of the Advocacy Advisory Committee No. 2026(01) of 24 March 2026.

RECOMMENDATION

That Council adopt the recommendations of the Advocacy Advisory Committee No. 2026(01) of 24 March 2026.

NOTICES OF MOTION

MATTERS ARISING

QUESTIONS / GENERAL BUSINESS

ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE NO. 2026(02)

17 MARCH 2026

MINUTES

COUNCILLORS' ATTENDANCE:

Councillor Pye Augustine (Chairperson); Councillors Marnie Doyle (Deputy Chairperson), Mayor Teresa Harding, Deputy Mayor Nicole Jonic, Jacob Madsen, Andrew Antonioli, David Martin and Jim Madden

COUNCILLOR'S APOLOGIES:

Nil

OFFICERS' ATTENDANCE:

Chief Executive Officer (Sonia Cooper), General Manager Community, Cultural and Economic Development (Ben Pole), General Manager Corporate Services (Matt Smith), General Manager Asset and Infrastructure Services (Seren McKenzie), Precinct Director – Nicholas Street Precinct (James Hepburn), Manager Marketing and Promotions (Carly Gregory), Senior Media Officer (Darrell Giles) and Technical Services Officer (Trent Gray)

WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY

Councillor Pye Augustine (Chairperson) invited Councillor Marnie Doyle to deliver the Acknowledgement of Country

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

Nil

BUSINESS OUTSTANDING

Nil

CONFIRMATION OF MINUTES

1. **CONFIRMATION OF MINUTES OF THE ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE NO. 2026(01) OF 17 FEBRUARY 2026**

RECOMMENDATION

Moved by Councillor David Martin:
Seconded by Councillor Pye Augustine:

That the minutes of the Economic and Cultural Development Committee held on 17 February 2026 be confirmed.

AFFIRMATIVE

Councillors:

Augustine

Doyle

Harding

Jonic

Madsen

Antoniolli

Martin

NEGATIVE

Councillors:

Nil

The motion was put and carried.

OFFICERS' REPORTS

Councillor Jim Madden arrived at the meeting at 11.56 am.

2. **EVENT SPONSORSHIP - 2026 OCR WORLD CHAMPIONSHIPS AND SPARTAN TRIFECTA WEEKEND AND 2027 AND 2028 SPARTAN TRIFECTA WEEKEND**

This is a report concerning an Event Sponsorship application by Spartan AUS 3.0 Pty Ltd for \$70,000 excl GST in funding support over three (3) years for the 2026 Obstacle Course Racing (OCR) World Championships and Spartan Trifecta Weekend, and 2027 and 2028 Spartan Trifecta Weekend.

RECOMMENDATION

Moved by Councillor Pye Augustine:

Seconded by Councillor David Martin:

That Council resolve to provide Event Sponsorship of \$50,000 excl GST financial support over three (3) years to Spartan AUS 3.0 for the 2026 Obstacle Course Racing (OCR) World Championships and Spartan Trifecta Weekend, and 2027 and 2028 Spartan Trifecta Weekend.

AFFIRMATIVE

Councillors:

Augustine

Doyle

Harding

Jonic

Madsen

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

3. QUARTERLY EVENT SPONSORSHIP AND TICKET ALLOCATION REPORT

This is a report concerning event sponsorship approved in the period of 1 October to 31 December 2025 as required under the Event Sponsorship Policy.

RECOMMENDATION

Moved by Councillor Jim Madden:

Seconded by Councillor Marnie Doyle:

A. That Council receive and note the following event sponsorship allocations during the 1 October to 31 December 2025 period:

Major Community Event Sponsorship Category 2 over \$15,000 (excl GST) approved by Council:

- **Springfield Carols Inc \$50,000 (excl GST) cash support for the 2025, 2026 and 2027 Springfield Christmas Carols**
- **Ipswich Show Society \$90,000 (excl GST) cash support for the 2026, 2027 and 2028 Ipswich Show**

Event Sponsorship Category 2 over \$15,000 (excl GST) approved by Council:

- **Pacific Action Sports \$20,000 (excl GST) cash support for the 2026 Eastern Rumble Pro Tour and AM Series Skateboard Event**
- **GTR Events \$75,000 (excl GST) cash support for the 2026, 2027 and 2028 Ipswich Outdoor Living, 4x4 and Caravan Expo**

Event Sponsorship Category 1 under \$15,000 (excl GST) approved by the General Manager, Community, Culture and Economic Development:

- **Australian Karting Association Limited \$8,000 (excl GST) cash support for the 2026 Australian Kart Championship**

B. That Council receive and note that there were no event sponsorship ticket allocations made during the 1 October to 31 December period.

AFFIRMATIVE

Councillors:

Augustine

Doyle

Harding

Jonic

Madsen

NEGATIVE

Councillors:

Nil

Antoniolli
Martin
Madden

The motion was put and carried.

4. NICHOLAS STREET PRECINCT - FEBRUARY 2026 NICHOLAS STREET PRECINCT
PROJECT CONTROL GROUP

This is a report concerning the February 2026 Nicholas Street Precinct (NSP) Project Control Group (PCG) meeting focussing on the status of the leasing program and the planning, development, delivery and ongoing management of the NSP.

“The attachment/s to this report are confidential in accordance with section 254J(3)(c), (e), (g) of the *Local Government Regulation 2012*.”

RECOMMENDATION

Moved by Councillor Jim Madden:

Seconded by Councillor Marnie Doyle:

That the February 2026 Nicholas Street Precinct Project Control Group Report be received and the contents noted.

AFFIRMATIVE

Councillors:

Augustine

Doyle

Harding

Jonic

Madsen

Martin

Madden

NEGATIVE

Councillors:

Antoniolli (Abstain)

The motion was put and carried.

NOTICES OF MOTION

Nil

MATTERS ARISING

Nil

QUESTIONS / GENERAL BUSINESS

Nil

COMMENCEMENT OF NEXT MEETING

RECOMMENDATION

Moved by Councillor Pye Augustine:

That the Environment and Sustainability Committee commence at 12.50 pm.

AFFIRMATIVE

Councillors:

Augustine

Doyle

Harding

Jonic

Madsen

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 11.53 am.

The meeting closed at 12.18 pm.

**SPECIAL MEETING OF THE ECONOMIC AND CULTURAL DEVELOPMENT
COMMITTEE NO. 2026(03)**

26 MARCH 2026

MINUTES

COUNCILLORS' ATTENDANCE:

Councillor Pye Augustine (Chairperson); Councillors Marnie Doyle (Deputy Chairperson), Mayor Teresa Harding, Deputy Mayor Nicole Jonic, Andrew Antonioli, David Martin and Jim Madden

COUNCILLOR'S APOLOGIES:

Nil

OFFICERS' ATTENDANCE

Chief Executive Officer (Sonia Cooper), General Manager Corporate Services (Matt Smith), General Manager Planning and Regulatory Services (Brett Davey), Precinct Director – Nicholas Street Precinct (James Hepburn), Manager Media, Communications and Engagement (Mark D Strong), Technical Services Officer (Harrison Cate)

WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY

Councillor Pye Augustine (Chairperson) delivered the Acknowledgement of Country

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

Nil

OFFICERS' REPORTS

MOVE INTO CLOSED SESSION

RECOMMENDATION

Moved by Councillor Pye Augustine:

Seconded by Councillor Marnie Doyle:

That in accordance with section 254J(3)(g) of the *Local Government Regulation 2012*, the meeting move into closed session to discuss Item 1 titled Nicholas Street Precinct - Approval Of An Agreement For Lease For Tenancy 2B05 – 7 Tulumur Walk.

AFFIRMATIVE

Councillors:

Augustine

NEGATIVE

Councillors:

Nil

Doyle
Harding
Jonic
Antoniolli
Martin
Madden

The motion was put and carried.

The meeting moved into closed session at 8.17 am.

Councillor Jacob Madsen arrived at the meeting at 8.25 am.

MOVE INTO OPEN SESSION

RECOMMENDATION

Moved by Councillor Pye Augustine:
Seconded by Councillor Marnie Doyle:

That the meeting move into open session.

AFFIRMATIVE

Councillors:

Augustine

Doyle

Harding

Jonic

Madsen

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

The meeting moved into open session at 9.11 am.

1. NICHOLAS STREET PRECINCT - APPROVAL OF AN AGREEMENT FOR LEASE FOR TENANCY 2B05 - 7 TULMUR WALK

This is a report concerning an Agreement for Lease for Council's consideration associated with Tenancy 2B05 - 7 in Tulumur Walk, Nicholas Street Precinct, Ipswich.

"The attachment/s to this report are confidential in accordance with section 254J(3)(g) of the *Local Government Regulation 2012*."

RECOMMENDATION

Moved by Councillor Pye Augustine:

Seconded by Councillor David Martin:

- A. That Council enter into an Agreement for Lease and associated documentation of the Agreement for Lease with the proposed lessee for Tenancy 2B05 - 07 of the Tulmur Walk (impacting part of LOT 1 20 RP157021) ("Tenancy 2B05 - 7") within the Nicholas Street Precinct (under the commercial terms detailed in the confidential report and attachments by the Precinct Director).
- B. That conditional upon Council satisfactorily executing the Agreement to Lease with the proposed lessee, (contained in recommendation A of this report), Council enter into a lease for Tenancy 2B05 - 7 with the proposed lessee (as detailed in the confidential report and attachments by the Precinct Director).
- C. That Council note, in relation to Council's disposal of its leasehold interest in the Tenancy 2B05 - 7 to the proposed lessee, that the Ministerial exemption under s236 1(f) of the Local Government Regulation 2012 applies to the disposal of Council's interest in Tenancy 2B05 - 7 (Ministerial exemption contained in Attachment 1 of this report).
- D. That pursuant to Section 257(1)(b) of the Local Government Act 2009, Council resolve to delegate to the Chief Executive Officer the power to take "contractual action" pursuant to section 238 of the Regulation, in order to implement Council's decision at Recommendation A and B.
- E. That Council be kept informed as to the progress and outcome of the execution and publication of details.

Councillor Marnie Doyle proposed the following recommendation:

That the matter be referred to the next Economic and Cultural Development Committee meeting in April 2026.

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

RECOMMENDATION

Moved by Councillor Pye Augustine:

Seconded by Councillor David Martin:

That the matter be referred to the next Economic and Cultural Development Committee meeting in April 2026.

AFFIRMATIVE

Councillors:

Augustine

NEGATIVE

Councillors:

Nil

Doyle
Harding
Jonic
Madsen
Antoniolli
Martin
Madden

The motion was put and carried.

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 8.15 am.

The meeting closed at 9.14 am.

SPECIAL MEETING OF THE ECONOMIC AND CULTURAL DEVELOPMENT COMMITTEE
NO. 2026(04)

9 APRIL 2026

MINUTES

COUNCILLORS' ATTENDANCE:

Councillor Pye Augustine (Chairperson); Councillors Marnie Doyle (Deputy Chairperson), Mayor Teresa Harding, Deputy Mayor Nicole Jonic, Jacob Madsen, Andrew Antonioli, David Martin, Jim Madden and Paul Tully (Observer)

COUNCILLOR'S APOLOGIES:

Nil

OFFICERS' ATTENDANCE

Chief Executive Officer (Sonia Cooper), General Manager Community, Cultural and Economic Development (Ben Pole), Acting General Manager Corporate Services (Allison Ferres-MacDonald), Precinct Director – Nicholas Street Precinct (James Hepburn), Senior Project Officer, Retail Development (Fiona McDougall), Chief of Staff, Office of the Mayor (Melissa Fitzgerald), Manager Media, Communications and Engagement (Mark D Strong), Senior Media Officer (Darrell Giles), Technical Services Officer (Harrison Cate)

WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY

Councillor Marnie Doyle (Deputy Chairperson) delivered the Acknowledgement of Country

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

Nil

OFFICERS' REPORTS

MOVE INTO CLOSED SESSION

RECOMMENDATION

Moved by Councillor Pye Augustine:
Seconded by Councillor Marnie Doyle:

That in accordance with section 254J(3)(c, e and g) of the *Local Government Regulation 2012*, the meeting move into closed session to discuss Item 1 titled Nicholas Street Precinct - Approval Of An Agreement For Lease For Tenancy 2b05 - 7 Tulmur Walk.

AFFIRMATIVE

Councillors:

Augustine

NEGATIVE

Councillors:

Nil

Doyle
Harding
Jonic
Madsen
Antoniolli
Martin
Madden

The motion was put and carried.

The meeting moved into closed session at 12.03 pm.

MOVE INTO OPEN SESSION

RECOMMENDATION

Moved by Councillor Pye Augustine:
Seconded by Councillor Marnie Doyle:

That the meeting move into open session.

AFFIRMATIVE

Councillors:

Augustine
Doyle
Harding
Jonic
Madsen
Antoniolli
Martin
Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

The meeting moved into open session at 12:22 pm.

1. NICHOLAS STREET PRECINCT - APPROVAL OF AN AGREEMENT FOR LEASE FOR TENANCY 2B05 - 7 TULMUR WALK

This is a report concerning an Agreement for Lease for Council's consideration associated with Tenancy 2B05 - 7 in Tulumur Walk, Nicholas Street Precinct, Ipswich.

"The attachment/s to this report are confidential in accordance with section 254J(3)(g) of the *Local Government Regulation 2012*."

RECOMMENDATION

Moved by Councillor Pye Augustine:

Seconded by Councillor Marnie Doyle:

- A. That Council enter into an Agreement for Lease and associated documentation of the Agreement for Lease with the proposed lessee for Tenancy 2B05 - 07 of the Tulmur Walk (impacting part of LOT 1 20 RP157021) (“Tenancy 2B05 - 7”) within the Nicholas Street Precinct (under the commercial terms detailed in the confidential report and attachments by the Precinct Director).**
- B. That conditional upon Council satisfactorily executing the Agreement to Lease with the proposed lessee, (contained in recommendation A of this report), Council enter into a lease for Tenancy 2B05 - 7 with the proposed lessee (as detailed in the confidential report and attachments by the Precinct Director).**
- C. That Council note, in relation to Council’s disposal of its leasehold interest in the Tenancy 2B05 - 7 to the proposed lessee, that the Ministerial exemption under s236 1(f) of the Local Government Regulation 2012 applies to the disposal of Council’s interest in Tenancy 2B05 - 7 (Ministerial exemption contained in Attachment 1 of this report).**
- D. That pursuant to Section 257(1)(b) of the Local Government Act 2009, Council resolve to delegate to the Chief Executive Officer the power to take “contractual action” pursuant to section 238 of the Regulation, in order to implement Council’s decision at Recommendation A and B.**
- E. That Council be kept informed as to the progress and outcome of the execution and publication of details.**

AFFIRMATIVE

Councillors:

Augustine

Doyle

Harding

Jonic

Madsen

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 12.00 pm.

The meeting closed at 12.27 pm.

Doc ID No: A12504815

ITEM: 4
SUBJECT: URBAN PRECINCTS AND PARTNERSHIPS PROGRAM – PROGRESS UPDATE
AUTHOR: COORDINATOR, CREATIVE INDUSTRIES DEVELOPMENT
DATE: 29 JANUARY 2026

EXECUTIVE SUMMARY

This is a report providing an update on the urban Precincts and Partnerships Program progress outlining activity to date and the key milestones for forthcoming stages.

RECOMMENDATION/S

That the report providing an update on the urban Precincts and Partnerships Program progress be received and noted.

RELATED PARTIES

There are no discernible related party conflicts of interest associated with the report or its recommendation.

IFUTURE THEME

Vibrant and Growing

PURPOSE OF REPORT/BACKGROUND

In January 2025, Ipswich City Council successfully secured \$3,837,000 from the Australian Government under Stream One of the urban Precincts and Partnerships Program (uPPP) to undertake planning and design for the Ipswich Central Heart initiative. The uPPP funding aims to support locally-identified precinct priorities through collaborative planning and investment across all tiers of government.

The Ipswich Central Heart project is a program of planning and design activities intended to help shape the future cultural, civic and commercial core of the city. The planning and design will position the following projects to be investment-ready, with urban greening integrated throughout:

- Expansion of the Ipswich Art Gallery
- Redevelopment of the Ipswich Civic Centre
- Development of the Cultural Heart (d’Arcy Doyle Place and Nicholas Street South)
- Streetscape refresh of Brisbane Street (Top of Town)
- Inner City Centre Bikeway (Stages 1 and 2)

The Ipswich Central Heart project and its elements are not new initiatives. Rather, the project consolidates a series of existing works within a defined geographical area, which had commenced and were progressing at different stages of planning and delivery. *Attachment 1 Ipswich Central Heart Pathway to Delivery* provides an overview of these projects, outlining original commencement dates and demonstrating how each will continue to progress under the funding.

Completed Deliverables

To bring the projects together, council undertook a procurement process and engaged Urbis to create a unifying Urban Design Framework (UDF). *Attachment 2 Urban Design Framework* establishes the strategic direction and design principles that guides the project and provides a cohesive foundation for future planning and design activities. It also reaffirms the community’s vision articulated in *Attachment 3 Revitalising Ipswich Central: Prospectus to Guide Change* (2021), which positions Ipswich Central as “the cultural hub and beating heart of the Ipswich community.”

Council has submitted and met the requirements of funding milestones 1 and 2, confirming progress in line with uPPP expectations.

Significant procurement activity has progressed across the four major projects, including the release of Expressions of Interest (EOIs), issuing of full project briefs and assessment of submissions to engage lead consultants and multidisciplinary teams. This activity reflects strong market interest and positions each sub-project to advance into concept and detailed design as outlined in the funding.

Engagement has commenced with selected consultants for both the Inner City Centre Bikeway (Stages 1 and 2) and the Brisbane Street Refresh. The consultants are currently analysing and validating the previously developed concepts.

Project	EOIs Received	Tender Released	Tenders Received
Ipswich Art Gallery Expansion & Cultural Heart	37	19 Dec 2025 (closed 30 Jan 2026)	10
Ipswich Civic Centre Redevelopment	35	26 Nov 2025 (closed 10 Dec 2025)	10
Brisbane Street Refresh	28	12 Nov 2025 (closed 10 Dec 2025)	13
Inner City Centre Bikeway – Stages 1 & 2	36	Early Nov 2025 (closed 21 Nov 2025)	14

Forward Project Deliverable Summary

April 2026:

Lead consultants to be appointed across remaining projects, following completion of procurement processes. Concept and detailed design will be underway all projects.

May/June 2026:

Stakeholder and community consultation will be undertaken on the designs.

August 2026:

Concept designs finalised and progressed to detailed design, in accordance with Milestone 3 requirements (due 3 August 2026).

February 2027:

Detailed design completed and progressed to investment-ready documentation ahead of Milestone 4 completion requirements (due 31 March 2027).

LEGAL IMPLICATIONS

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

POLICY IMPLICATIONS

Not Applicable

RISK MANAGEMENT IMPLICATIONS

The delivery timelines for the uPPP projects are tight and progress across multiple design streams is required to occur concurrently. There is a risk that delays in consultant onboarding, concept design development, community and stakeholder consultation may impact Council's ability to meet funding milestones. Failure to achieve these milestones may jeopardise funding compliance and associated program outcomes.

To mitigate these risks, an Ipswich Placemaking Project Control Group (PCG) and an Ipswich Placemaking Working Group have been established to provide oversight, maintain schedule discipline, and ensure emerging risks or issues are promptly escalated and addressed. In addition, the appointment of a dedicated Project Lead provides a single point of coordination across all workstreams, improving accountability, consistency, and the timely management of dependencies.

These measures collectively support proactive risk management and strengthen Council's ability to deliver the project in accordance with funding requirements.

FINANCIAL/RESOURCE IMPLICATIONS

Ipswich City Council received \$3,837,000 from the Australian Government under Stream 1 of the urban Precincts and Partnerships Program. This will be reflected in Council's capital works budget under the individual projects.

COMMUNITY AND OTHER CONSULTATION

Summary of 2025 key engagement activities

- **28 August – State Government Working Group**

Formed through the *Healthy Places Healthy People Ipswich Central Pilot*, involving TMR, Queensland Health, West Moreton Health, and the Office of the Queensland Government Architect.

- **2 September – St Paul’s Anglican Church**
Discussed opportunities for better integration with the city.
- **2 September - Ipswich Youth Advisory Council workshop**
Engaged youth aged 13–18 to help shape the precinct’s look and feel.
- **11 September – InCommunity In – Social Insights Session**
Focused on social inclusion and lived experience.
- **11 September – Ipswich Arts Advisory Group**
Explored the importance of authenticity and cultural identity.
- **30 September – Business engagement – Brisbane Street Refresh**
Engagement commenced with local businesses and landlords with a face to face walk around of key sections of Brisbane Street targeting those who will be most involved in the project. Council undertook an EOI to establish a working group for the Brisbane Street Refresh project.
- **7 October – Councillor Briefing with Urbis**
Providing an update on the structure of the Urban Design Framework.
- **27 October – Briefing with Mayor Harding**
Provided a strategic update on the Ipswich Central Heart and explained the format of the draft Urban Design Framework.
- **29 October – Internal Stakeholder Meeting**
A focused session was held with internal stakeholders to coordinate the timing and release of the remaining project briefs for the Cultural Heart/Art Gallery, Civic Centre, and Brisbane Street.
- **29 October – Inaugural meeting of the Brisbane Street Working Group**
First meeting of the Brisbane Street Refresh Working Group, this includes a mix of business owners, landlords and residents.
- **3 November – Distribution of Draft Urban Design Framework to Councillors**
The Draft Urban Design Framework was circulated to Councillors to support ongoing engagement and feedback, ensuring transparency and alignment with elected member expectations.
- **11 November - Brisbane Street Refresh Working Group – second meeting.**
The business owners, landholders and residents shared what they appreciate about Brisbane Street and articulated aspirations for its future.
- **25 November – Briefing on the project with State Representatives**
Cr Pye Augustine, Chair of the Economic and Cultural Development Committee, Member for Ipswich, Jennifer Howard MP and Shadow Minister for the Arts, Hon Leeanne Enoch MP.
- **1 December – Ipswich Central Partnership**
The Project Lead met with the Ipswich Central Partnership Group to provide them with an update, including how their engagement has shaped the Urban Design Framework.
- **3 December – Night Life Commissioner visit to Ipswich**
Cr Pye Augustine, Chair of the Economic and Cultural Development Committee and Division 3 Cr Marnie Doyle met with Night-Life Economy Commissioner for Queensland.

- **16 December – Briefing on the project with Federal Member Shayne Neumann**
Mayor Harding and Economic Development Manager met with the Federal Member for Blair Hon Shayne Neumann MP outlining the uPPP project’s progress.
- **23 February – Divisional Councillor Updates**
Updates provided to Division 3 councillors Cr Doyle and Cr Antonioli on the progress of the projects and provided a high level update on upcoming activity.
- **12 March – Mayor Teresa Harding Update**
Updates provided to Mayor Harding on the progress of the projects and a high level update on upcoming activity.
- **18 March – Chair Economic and Cultural Committee**
Updates provided to Chair of the Economic and Cultural Committee Cr Augustine on the progress of the projects and provided a high level update on upcoming activity.




CONCLUSION

The receipt of funding through the urban Precincts and Partnerships Program provides a clear and coordinated pathway for advancing the Ipswich Central Heart. With foundational work underway, Council is well positioned to progress the project with confidence as it enters the next phase of design and delivery.

HUMAN RIGHTS IMPLICATIONS

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

ATTACHMENTS

1.	Ipswich Central Heart Pathway to Delivery ↓ 
2.	DRAFT Urban Design Framework ↓ 
3.	Revitalising Ipswich Central ↓ 

Courtney Strow

COORDINATOR, CREATIVE INDUSTRIES DEVELOPMENT

I concur with the recommendations contained in this report.

Dan Heenan

ECONOMIC DEVELOPMENT MANAGER

I concur with the recommendations contained in this report.

Ben Pole

GENERAL MANAGER (COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT)

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

IPSWICH CENTRAL PROJECTS IN MOTION

IPSWICH CENTRAL
REVITALISATION

2021: Council endorsed an innovative city-shaping process to ignite the revitalisation of Ipswich Central following extensive business and community consultation. *Revitalising Ipswich Central: A prospectus to guide change* along with supporting document *Top of Town and Centre Core Place Plans (Place Plans)*.

BRISBANE
STREET REFRESH

2021: *The Place Plans* identified the need to refresh the streetscape. Test-and-trial initiatives including Park(ing) Day (2022) and the street patio (2023) continued to demonstrate strong community appetite for increased activation and additional greening in Top of Town.

URBAN
GREENING PLAN

2022: Council endorsed the *Urban Greening Plan* that sets an informed and evidence-based direction with a goal to increase the quality and quantity of beneficial vegetation cover in urban environments including Ipswich Central.

IGO ACTIVE
TRANSPORT
ACTION PLAN

2016: Council released the *iGO Active Transport Plan* which paved the way for the creation of the *Ipswich Central Cycle Projects* (2021). Community were consulted on the *Ipswich City Centre Bikeway* (2022).

IPSWICH CIVIC
CENTRE
REDEVELOPMENT

2022: Council resolved to explore options for the renovation and expansion of the existing Civic Centre, following the pause of the Ipswich Performing Arts Centre (IPAC) project in 2018. In the FY23/24 annual plan and budget funding was allocated and work was undertaken to produce a business case and concept plan.

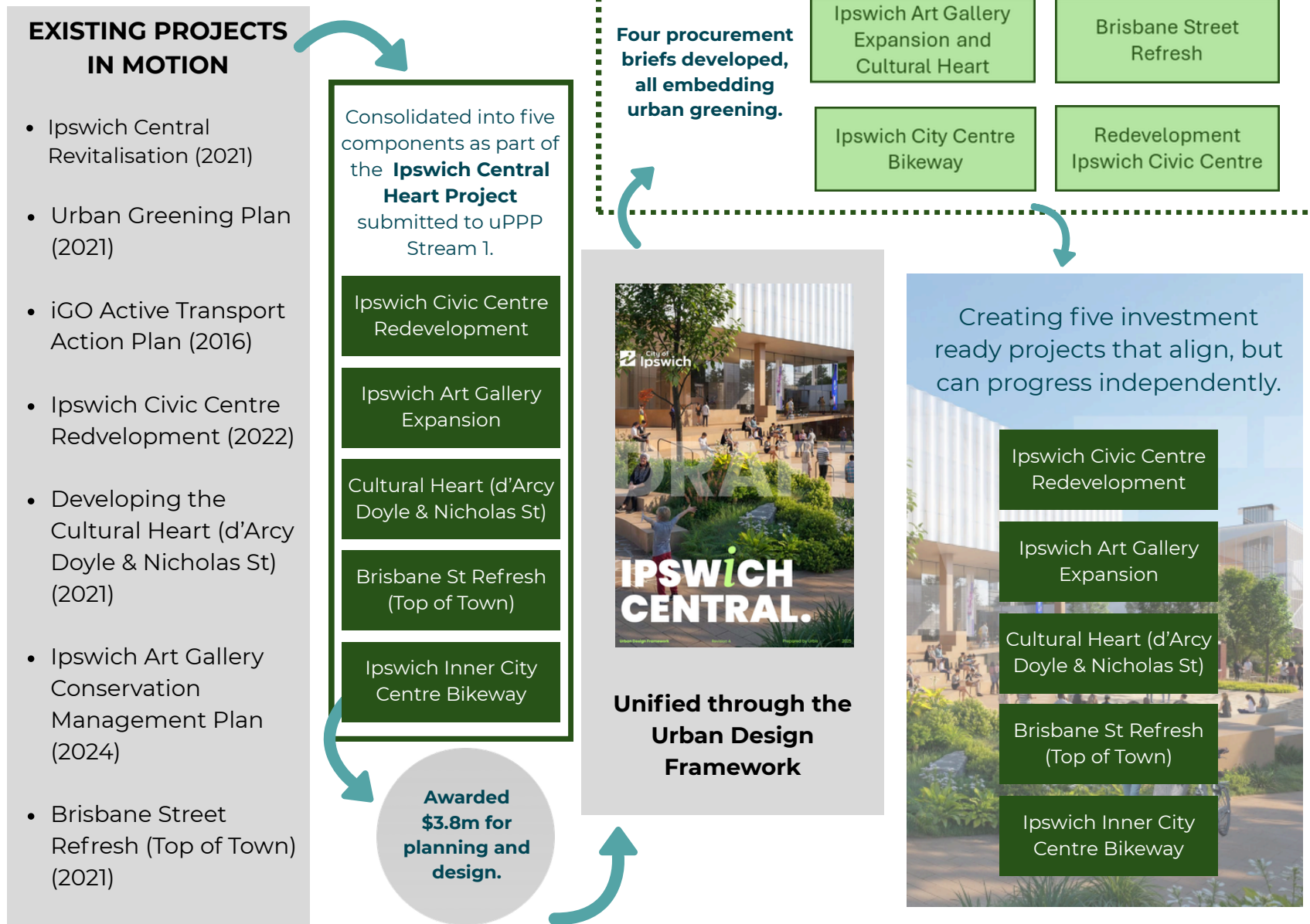
DEVELOPING
THE CULTURAL
HEART

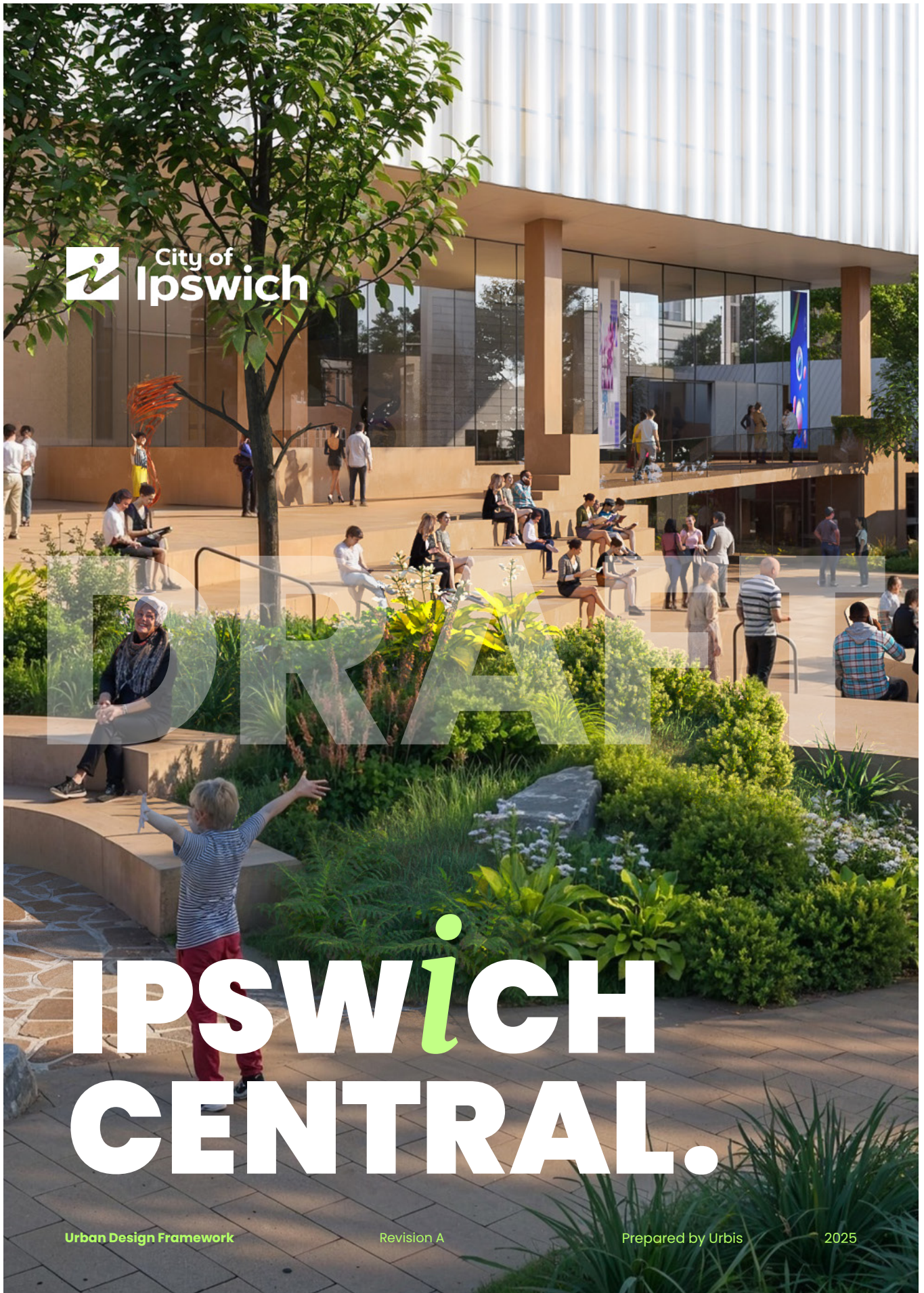
2021: Through the *Place Plans* community called for improved accessibility and amenity in d'Arcy Doyle Place. Two rounds of community engagement were completed in 2024. *Healthy Places Healthy People (2022)* identified a need for better connection between Ipswich Central and the Ipswich Hospital.

CONSERVATION
MANAGEMENT PLAN -
IPSWICH ART
GALLERY

2024: A Conservation Management Plan developed to guide the on-going care and stewardship of this heritage listed building. The plan documents the site's cultural significance and provides a strategic framework to ensure future upgrades and operational decisions.

THE PATHWAY TO DELIVERY





 City of
Ipswich

DRAFT

IPSWICH CENTRAL.

Urban Design Framework

Revision A

Prepared by Urbis

2025

Foreword

Purpose

The revitalisation of Ipswich Central is more than an urban renewal project – it is a chance to *reposition the city as the cultural capital of South East Queensland’s Western Corridor*. Ipswich stands at a pivotal moment in its evolution. As one of Australia’s fastest growing regions, the city has the opportunity to reimagine its heart – not just as a civic centre, but a connected, cultural destination that embraces urban heritage, enables creativity and celebrates community.

**IPSWICH
CENTRAL.**

Urban Design Framework

Revision A



Acknowledgement of Country

Ipswich City Council respectfully acknowledges the Traditional Owners, the Jagera, Yuggera and Ugarapul People of the Yugara/Yagara Language Group, as the custodians of the land and waters we share. We pay our respects to their Elders past and present, as the keepers of the traditions, customs, cultures and stories of proud peoples.

Figure 01

Ipswich Community Gallery

Foreword

Purpose

Purpose of the Urban Design Framework

This document sets out the Ipswich Central Urban Design Framework - a strategic framework continuing the revitalisation of Ipswich Central Heart. Building on the broader Ipswich Central vision, it defines the aspiration and direction for creating a vibrant cultural heart that celebrates heritage, strengthens the economy and enriches community life. By establishing clear priorities and implementation pathways, the framework provides a blueprint for a connected, green and distinctive destination at the heart of the city.

Whilst not policy, the Urban Design Framework forms part of a broader suite of strategies shaping the evolution of Ipswich and Ipswich Central - including documents relating to arts and culture, economic development, tourism, transport, environment, urban greening and the revitalisation of the city centre. The framework should be considered in conjunction with these documents to ensure an integrated approach to growth and long-term place-based outcomes for the city. These documents are outlined in the adjacent table.

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01	Strategic Direction	06	03	Distinctly Ipswich Central	32
	Ipswich is part of a growing region	06		Built form character	34
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Urban Design Framework

Revision A

Shaping growth.

Corporate Plan	<p>iFuture Corporate Plan 2021–2026: the five-year strategic plan guides actions to achieve the vision for 2041. Underpinned by four themes – vibrant and growing, safe, inclusive and creative and natural and sustainable – it directs projects and annual operation plans.</p>
Ipswich Central Revitalisation	<p>Revitalising Ipswich Central, a Prospectus to Guide Change: the prospectus redefines and reframes a strategy to guide change across the Ipswich Central area. It sets out a vision – Ipswich Central is the cultural hub and beating heart of the Ipswich community – and six principles to guide decision making – A Cultural Destination, Alive, Green and Connected, A Home, Future-Focused and Prosperous.</p> <p>Revitalising Ipswich Central, from Plans to Actions: the document identifies nine priority projects that establish a strategic focus for investment and the deployment of resources.</p> <p>Top of Town and Centre Core Place Plans: the document establishes actions to be delivered by the community and supported by council to facilitate the activation and revitalisation of Ipswich Centre.</p>
Strategy and Implementation	<p>Economic Development Strategy 2023–2027: the strategy aims to achieve sustainable growth by creating 11,500 new jobs and \$6.5 billion in economic growth by 2027, while positioning Ipswich as an attractive city.</p> <p>Community Development Strategy 2021 – 2026: the strategy outlines Ipswich City Council’s (council) commitment and priorities for community development in the Ipswich region. It aims to align with council’s strategic priorities, focusing on strengthening community resilience and building on existing community strengths to help shape the future of Ipswich.</p> <p>iGO Ipswich Transport Strategy 2025: the strategy defines the aspirations for future transport in Ipswich to support a population of 533,800 by 2046. It outlines strategic opportunities to advance the city’s transport system to create a more liveable city.</p> <p>Arts and Cultural Strategy 2018–2023: the strategy guides investment to strengthen cultural capacity. It responds to community aspiration and demonstrates a strong commitment to arts and culture for the future.</p> <p>Indigenous Accord 2018–2023: the strategic framework guides reconciliation and community governance with the region’s Aboriginal and Torres Strait Islander peoples.</p> <p>Sustainability Strategy: the strategy identifies how council can increase existing efforts and implement new actions towards making Ipswich a more sustainable place to live as the city continues to grow. It provides the direction as to how we work to deliver, partner and advocate for effective sustainability outcomes in meeting the city’s challenges.</p> <p>Natural Environment Strategy 2023: the strategy aims to conserve, protect and restore ecosystems through strategic action across the region.</p> <p>Urban Greening Plan 2022–2042: the plan details actions to increase the quality and quantity of beneficial vegetation cover across Ipswich’s urban footprint.</p>
Advocacy Initiatives	<p>Brisbane 2032 Olympic and Paralympic Games: an opportunity to secure a Games event venue, pre-games training venues, upgrades to grassroots sporting infrastructure, increased tourism visitation and procurement opportunities for local businesses.</p> <p>Better Bus Network for Ipswich: the proposed program will improve accessibility, connectivity, and efficiency of the transport network, as well as provide an attractive bus network that is a genuine alternative to private vehicle travel.</p> <p>Ipswich Central Second River Crossing: the preliminary business case promotes the development of a second river crossing to combat congestion and support the redevelopment of Ipswich city centre.</p> <p>Ipswich to Springfield Central Public Transport Corridor: the designated public transport corridor will provide access to jobs, education, services and recreation – promoting economic prosperity, productivity and social inclusion.</p> <p>North Ipswich Sport and Entertainment Precinct: the development will increase Ipswich’s ability to host 2032 Olympic and Paralympic Games events and could also feature as a training ground for athletes in 2032, delivering legacy benefits to the region.</p>

Ipswich Central

Strategic Direction

Ipswich is a growing region.

South East Queensland (SEQ) is experiencing one of the most significant periods of growth in its history, with more people choosing to call the region home than ever before. This momentum is matched by unprecedented investment in infrastructure, housing and employment precincts, creating a connected and liveable region that is ready to capture the opportunities that lie ahead. With the Brisbane 2032 Olympic and Paralympic Games on the horizon, SEQ will continue to grow -

strengthening its position as a thriving region. The SEQ Western Corridor is following a similar trend - and Ipswich sits firmly at its centre. With established transport connections, abundant land supply and a growing reputation for both industry and lifestyle, Ipswich is strategically positioned to support the next wave of growth. Its role is critical - not just in accommodating an increasing population, but in attracting investment and strengthening the identity of SEQ.

Toowoomba

Gatton

5.94M

People will live in SEQ by 2046, +86,400 residents per annum

2.79M

Jobs across SEQ by 2046, +973,000 new jobs for our growing population

+900,000

New homes across SEQ by 2046, +34,500 new homes every year.

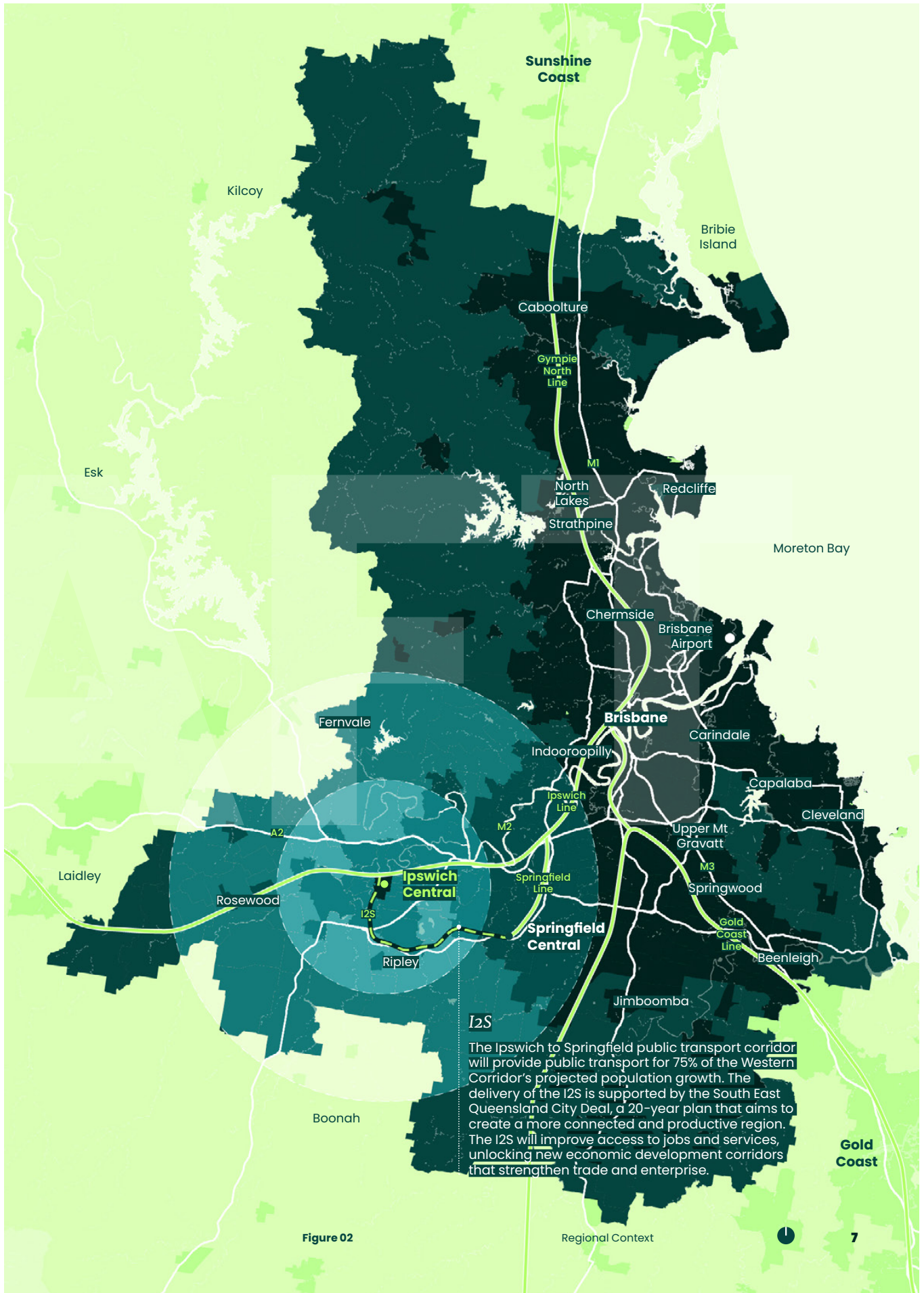
2032

The SEQ Western Corridor will play a role in the Brisbane Olympic and Paralympic Games.

Source: *Shaping SEQ 2023*.

Urban Design Framework

Revision A



Ipswich Central

Strategic Direction

Transformation has started.

Ipswich is one of Australia’s fastest-growing LGAs, with a population expected to reach 533,000 by 2046 – a testament to its position as an affordable, well-connected and highly liveable city. Capturing the benefits of public and private investment, Ipswich is building a strong foundation for a prosperous future. Urban renewal is already underway, with significant investment in health, lifestyle and

transport infrastructure across the city. As more residents and businesses gravitate towards the city centre, Ipswich will continue to transform as an urban residential neighbourhood of choice and a hub for employment, culture and entertainment. With sustained investment, the city will support the growth of the SEQ Western Corridor, strengthening the social and economic value of the region.

+533,000

Residents living in Ipswich by 2046, +254,000 from 2024

3.5%

Population growth, Ipswich is growing faster than SEQ (2.59%)

+\$15B GRP

Generated by the city in 2024, 4.2% greater than the previous year

95,532

Jobs across Ipswich in 2024, +3,500 new jobs since 2023

+\$1.2B

Investment in Ipswich Hospital expansion

\$4M

Investment in Ipswich Central second river crossing detailed business case

+\$300M

Investment in Nicholas Street Precinct, an award-winning civic destination

\$40M

Investment in North Ipswich Sport and Entertainment Precinct

\$53M

Investment in Hilton Garden Inn

Source: Ipswich City Council



**Signifying a
new chapter in
Ipswich Central.**

Advocacy Projects

Council's advocacy projects will be critical in shaping the transformation of Ipswich Central. These projects will drive lasting economic and social outcomes for the city - generating jobs, attracting investment, improving transport accessibility and enhancing liveability. Key projects - including the North Ipswich Sport and Entertainment Precinct, the Second River Crossing and the Ipswich to Springfield Central Public Transport Corridor - will unlock new opportunities for movement, culture and connection.

Figure 03

Nicholas Street Precinct







A plan for the future

The Ipswich Central Urban Design Framework establishes a strong foundation for the future of the city - intending to guide the delivery of a green and liveable urban core. Positioning the city as the cultural capital of South East Queensland's Western Corridor, the framework sensitively balances the refurbishment of heritage with the contemporisation of streets and spaces.



Figure 04



Our city is soulful.

Ipswich Central is *soulful*, enriched by its distinctive culture and heritage. An inclusive home to a diverse population, Ipswich Central has a strong sense of community belonging and pride.

Ipswich Central will be reimagined to become the cultural capital of South East Queensland's Western Corridor, supporting a community that is proud to call Ipswich Central home. Ipswich Central will accommodate the changing needs of its growing population. The expansion of the Ipswich Art Gallery and development of the Cultural Heart public realm will bring art, performance and music to the street, encouraging locals and visitors to come together to discover the story of the city.

Why is it important?

Fulfilling Ipswich Central's potential as a highly-liveable city heart and cultural destination will build local pride, support the growth of creative industries that contribute to the local economy and drive tourism. By celebrating heritage and enhancing the character of the public realm, Ipswich Central will become a more vibrant and inclusive environment that honours its past, embraces its future and reflects the community it serves.

Alignment with principles from *Revitalising Ipswich Central, a Prospectus to Guide Change, 2021*

- Ipswich Central is a Cultural Destination ●
- Ipswich Central is Alive ○
- Ipswich Central is a Home ●
- Ipswich Central is Green and Connected ○
- Ipswich Central is Prosperous ○
- Ipswich Central is Future-Focused ○



**We are creating
culture at the
Ipswich Art
Gallery.**

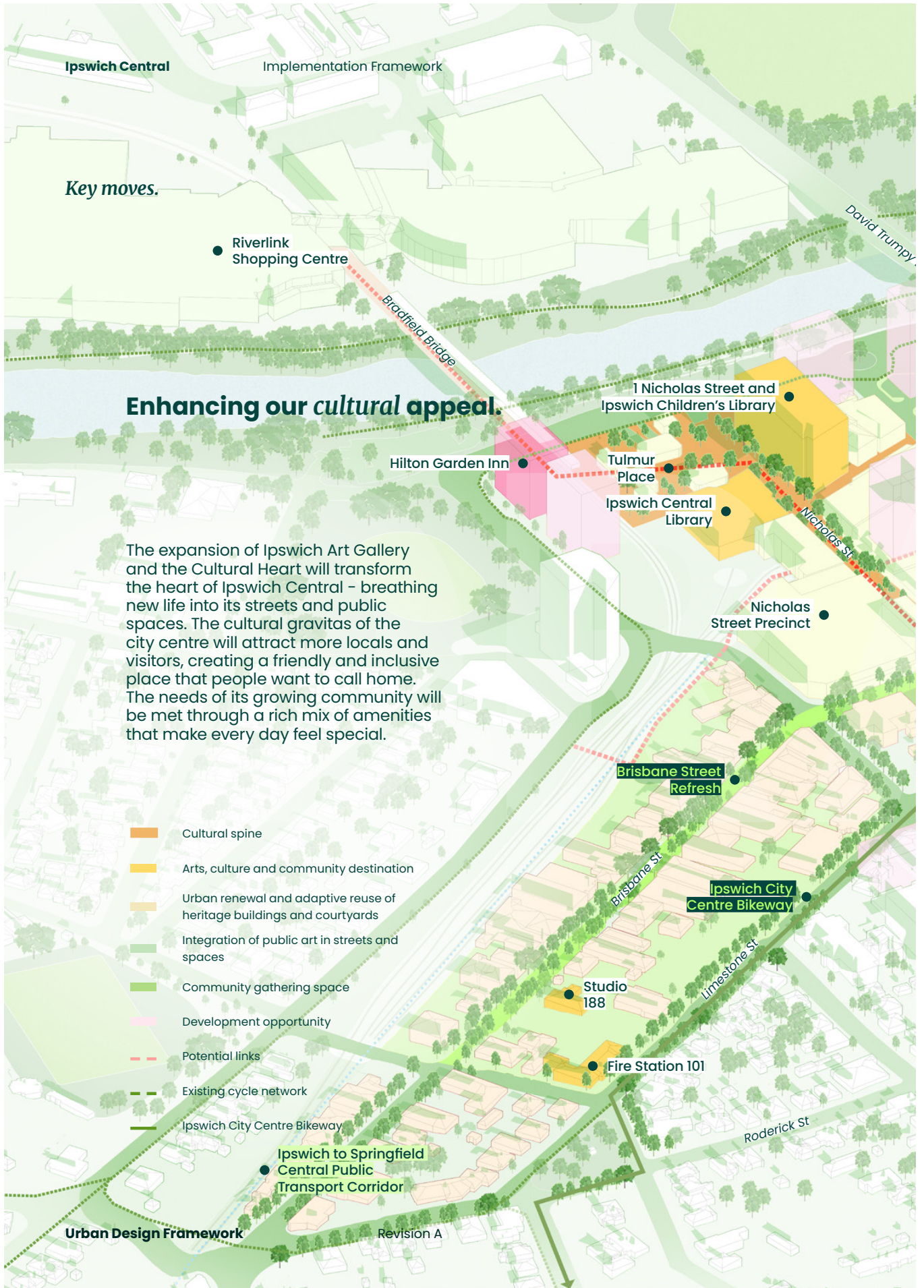
The Ipswich experience

Exhibition openings at the Ipswich Art Gallery are significant cultural moments, attracting diverse audiences, fostering intergenerational connection and showcasing Ipswich as a destination for contemporary culture. The energy of these events enrich the daily experience of the city and extend into surrounding restaurants and cafés, reinforcing Ipswich Central's role as a place where arts and culture combine to drive economic growth, promote civic pride and increase visitation.

Figure 05

Ipswich Art Gallery Exhibition Opening

15





This image is conceptual in nature and provided for discussion purposes only. Spatial configuration, architectural form, finishes, and functionality remain subject to design development, technical input, cost planning and approval processes.

Showcasing the soul of the city at Ipswich Art Gallery and the Cultural Heart.

Bold move

The expansion of the Ipswich Art Gallery and the development of the Cultural Heart is a city-shaping opportunity. Together, these projects will create a connected cultural destination at the heart of the city - showcasing its creative soul through local stories. The interconnection of galleries, performance spaces and the public realm, will position Ipswich Central as the cultural capital of South East Queensland's Western Corridor.





Artist Impression Ipswich Art Gallery and d'Arcy Doyle Place

Ipswich Central

Implementation Framework

Our city is social.

Ipswich Central is *social*, alive with activity both day and night. Streets and public spaces are memorable places where people and businesses come together to thrive.

Ipswich Central will evolve into a social city, where spaces and places come together to spark connection, creativity and a stronger sense of belonging. The redevelopment of the Ipswich Civic Centre will reinvigorate the city centre - setting the stage for events and entertainment, encouraging people to engage with each other and the urban environment. With more to experience during the day and night, Ipswich Central will become a place where people want to live, work, visit and invest - the city centre will prosper.

Why is it important?

Ipswich Central is at the heart of a transforming community and economy. Improving the quality of its place experience will attract new creative and knowledge-based businesses, support footfall for local traders and encourage dynamic partnerships between commerce and culture. By clustering diverse activities in a walkable core, the community will enjoy more of the city throughout the day and into the evening.

Alignment with principles from *Revitalising Ipswich Central, a Prospectus to Guide Change, 2021*

- Ipswich Central is a Cultural Destination
- Ipswich Central is Alive**
- Ipswich Central is a Home
- Ipswich Central is Green and Connected
- Ipswich Central is Prosperous**
- Ipswich Central is Future-Focused

Urban Design Framework

Revision A



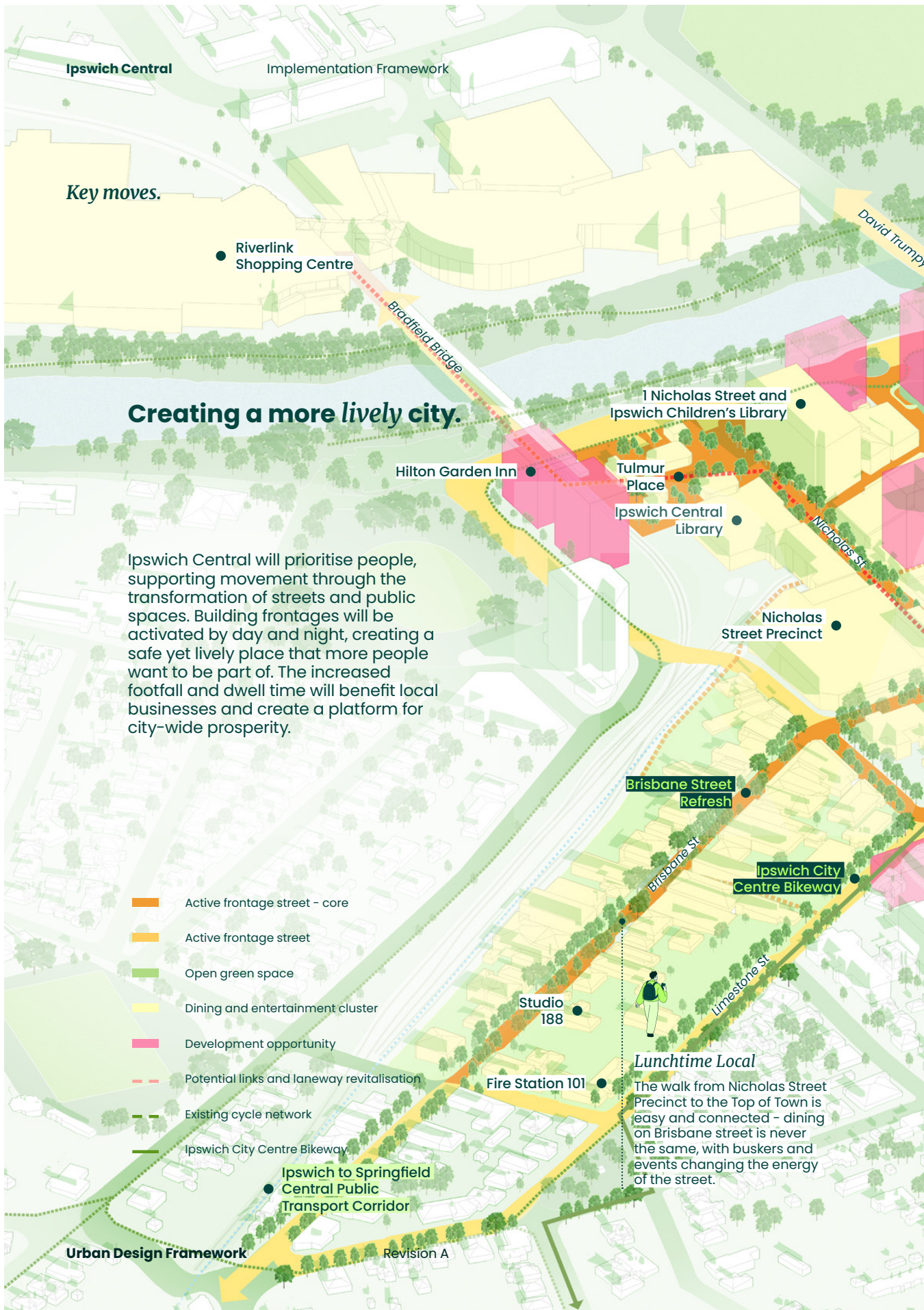
We are alive with activity at the Top of Town.

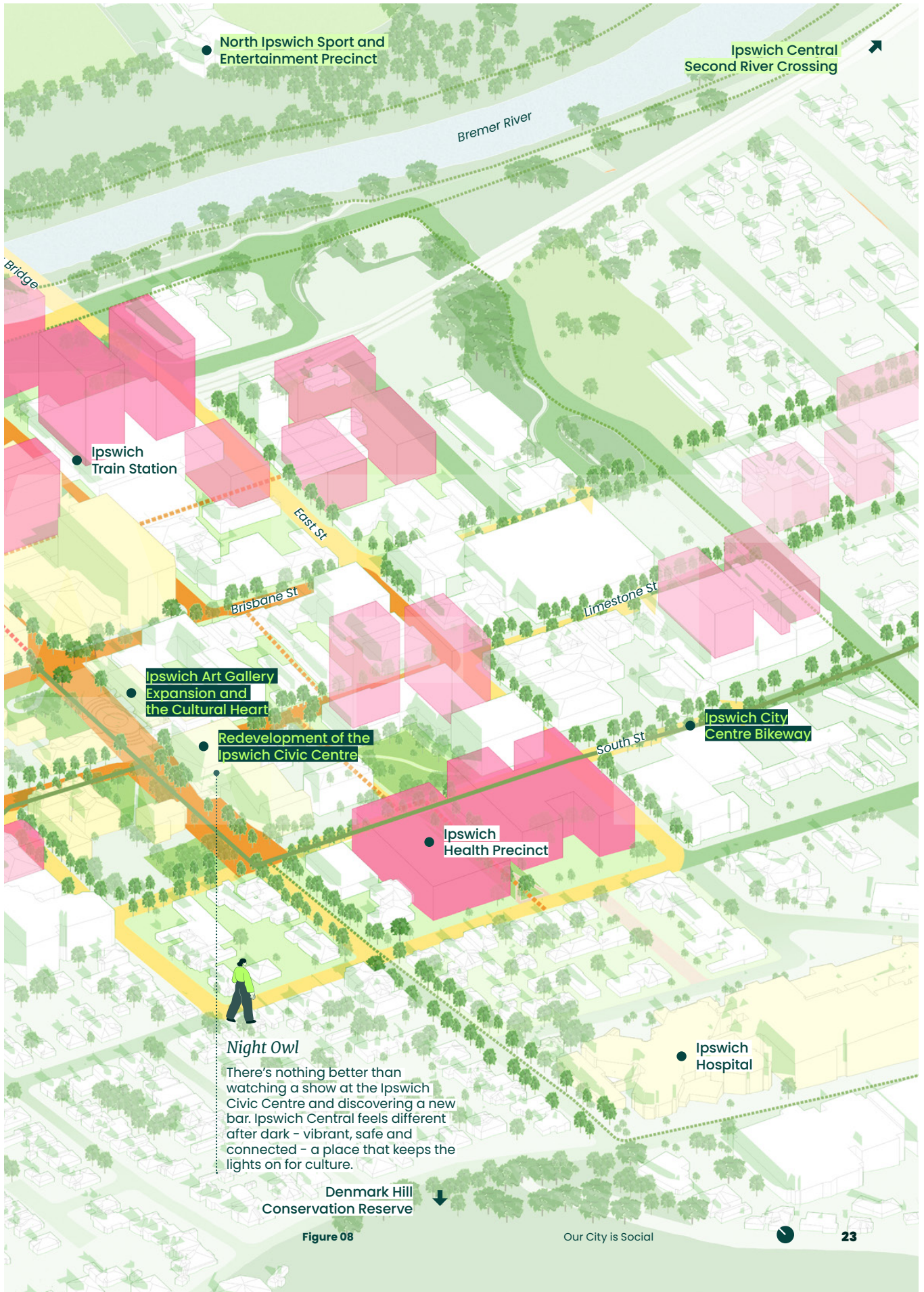
The Ipswich experience

Reimagined heritage provides a distinctive backdrop for cafés, boutiques and independent businesses that bring activity onto the street. A place where the daily life of the community intertwines. The Top of Town encourages people to connect with each other in a setting that embraces local character.

Figure 07

Brisbane Street: Top of Town





This image is conceptual in nature and provided for discussion purposes only. Spatial configuration, architectural form, finishes, and functionality remain subject to design development, technical input, cost planning and approval processes.

Setting the stage for socialisation at the Ipswich Civic Centre.

Bold move

The redevelopment of Ipswich Civic Centre will strengthen the city's stage for socialisation. Providing a flexible venue for entertainment and events, it will activate the city - encouraging the community to come together by day and night. A landmark project, the Civic Centre will attract creative talent and drive investment throughout the city centre.



Ipswich Central

Implementation Framework

Our city is seamless.

Ipswich Central is *seamless*, with a network of green and shady connections that encourage people to move between civic assets and gather in open spaces.

Ipswich Central will become a benchmark for urban subtropicality, embedding green connections throughout the city centre. The Brisbane Street Refresh, together with the Ipswich City Centre Bikeway, will increase access and improve movement corridors and comfort. These projects will enhance the connection between places, people and destinations, supporting local resilience and liveability – strengthening Ipswich Central’s role as a future-focused city.

Why is it important?

Sustainable movement is the lead predictor of sustainable urban growth and renewal. Connecting the city through a network of active green streets will support the successful transformation of the city centre – creating long term social, economic and environmental benefits. New green connections will reduce urban heat island effect, improving pedestrian comfort and increasing dwell time.

Alignment with principles from *Revitalising Ipswich Central, a Prospectus to Guide Change, 2021*

- Ipswich Central is a Cultural Destination
- Ipswich Central is Alive
- Ipswich Central is a Home
- Ipswich Central is Green and Connected**
- Ipswich Central is Prosperous
- Ipswich Central is Future-Focused**

Urban Design Framework

Revision A



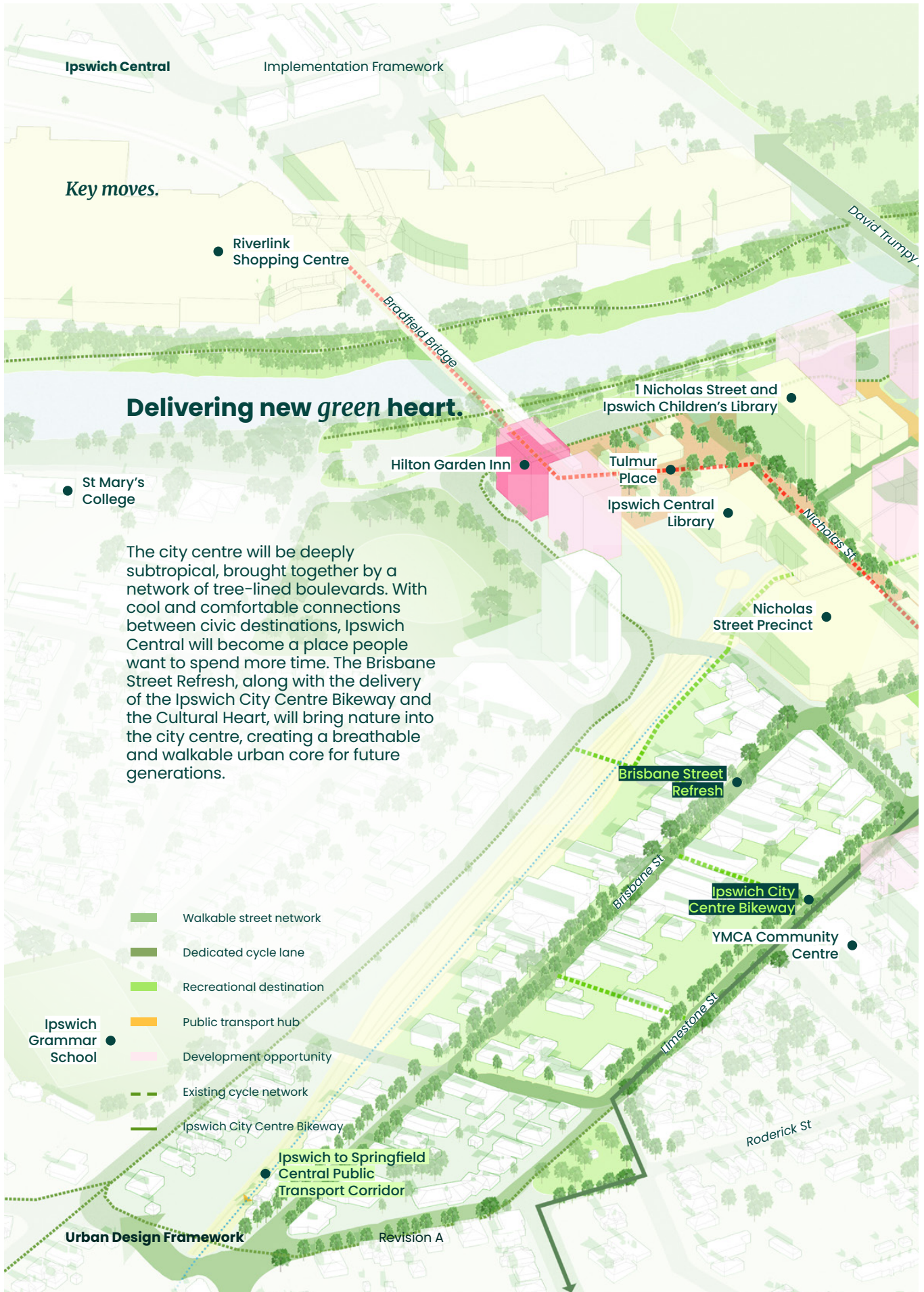
**We are connecting
people with
opportunity at
Nicholas Street.**

The Ipswich experience

Nicholas Street Precinct is a flagship revitalisation project that has transformed the mall into a walkable high-street. Through streetscape upgrades, reduced parking, traffic calming and urban greening, it supports the everyday life of those who call Ipswich Central home.

Figure 09

Nicholas Street





This image is conceptual in nature and provided for discussion purposes only. Spatial configuration, architectural form, finishes, and functionality remain subject to design development, technical input, cost planning and approval processes.

**Creating a city
where people feel
safe to use the
Ipswich City
Centre Bikeway.**

Bold move

With shady green streets and dedicated cycle amenity, the Ipswich Central Cycle projects will connect people to and through the city centre. The prioritisation of active transport will increase accessibility, support social connectivity, improve productivity and promote a healthy outdoor lifestyle.



Artist Impression

Ipswich City Centre Bikeway





Ipswich Central

Distinctly Ipswich Central

What will our buildings look like?

Ipswich Central will blend *heritage* with *subtropicality* and comfort. New architecture will complement historic fabric through materiality, scale and detail, reinforcing its identity.

- 01 Reinforce Ipswich's skyline and fine-grain urban fabric to create porosity and diversity in built form mass.
- 02 Maintain fine-grain frontages with articulated façades and vertical rhythms that complement the historic fabric of the city.
- 03 Celebrate Ipswich's heritage with contemporary references in form, materiality and architectural expression.
- 04 Encourage awnings, deep balconies and shaded verandahs that create subtropical spaces that engage with the public realm.
- 05 Seek opportunities to reveal the hidden details and places through thoughtful adaptive reuse and strategic opening up of facades.
- 06 Orientate buildings to maximise natural ventilation and daylight to support contemporary subtropical lifestyle.
- 07 Create opportunities for in ground planting and vertical and rooftop greening.
- 08 Integrate public art and lighting to express local and site specific heritage and cultural identity.
- 09 Utilise traditional building trades in unexpected and contemporary ways to bring building crafts and integrated art into the everyday.

Built form moodboard.

Climatic response

Shaded facades, deep overhangs, breezeways and integrated landscaping will reflect the warm climate - delivering buildings that are both distinctive and responsive.

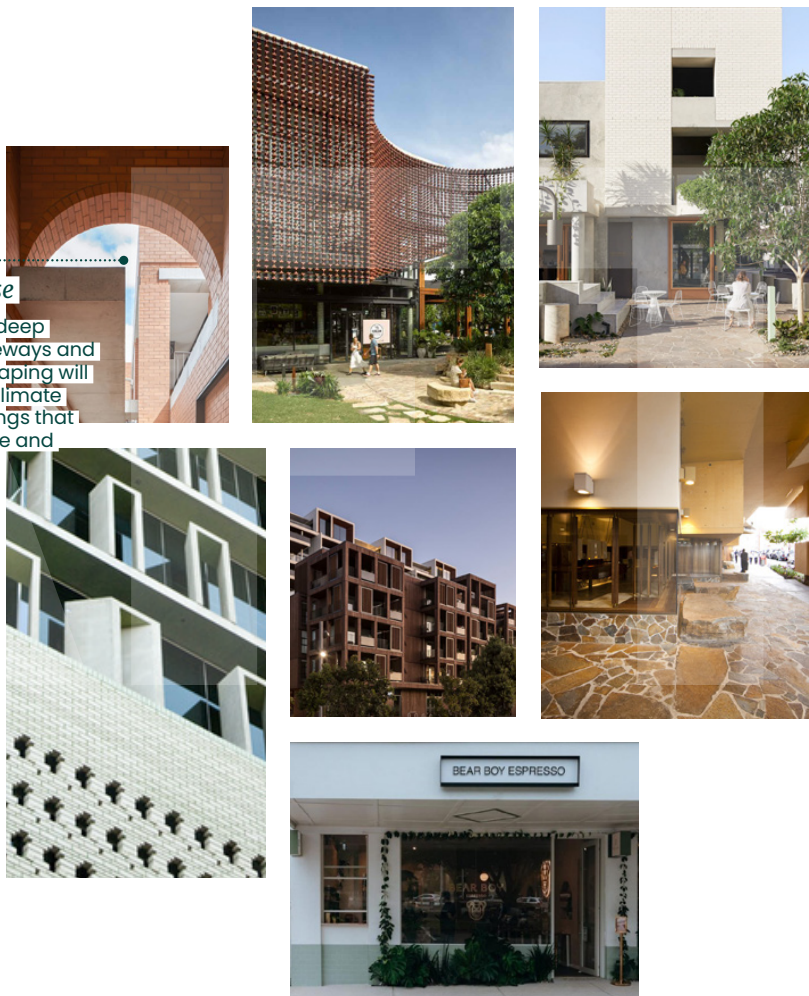


Figure 11

Built Form Moodboard

Ipswich Central

Distinctly Ipswich Central

What will our building edges look like?

New development in Ipswich Central will be designed to meet the street, with active edges and *human-scaled* frontages that invite interaction and support everyday activity.

- 01 Create activation on key streets with active frontages including shopfronts, façade glazing to offices and box windows with seating.
- 02 Provide awnings and colonnades that create continuous pedestrian comfort under shade and rain cover.
- 03 Utilise double-height undercrofts and colonnaded spaces to create shaded spaces.
- 04 Anticipate and protect from climate extremes like low angled sun in summer with screening and planting as well as cold winter winds.
- 05 Allow for forecourts in civic and cultural areas to allow public gathering and outdoor dining.
- 06 Design corner buildings as civic anchors with generous glazing and entries addressing both street frontages.
- 07 Provide for recessed entries to create opportunities for integration of landscape.
- 08 Create new pedestrian-only cross-block connections to create permeability for pedestrian network.
- 09 Articulate edges to create privately-owned public spaces that support city greening, gathering and activation.

Street interface moodboard.

Welcoming streets

Buildings will integrate intimate urban spaces along their edges, reinforcing connection between built form and the public realm - creating welcoming streets that prioritise people and community life.



Figure 12

Built Form Moodboard

Ipswich Central

Distinctly Ipswich Central

What will our streets look like?

Ipswich Central will be *unified* through a fine urban grain expressed in pavements, planting and streetscape details. Materials and urban elements will celebrate the city's heritage, creating a warm, welcoming tone that reflects local character.

- 01 Use materials that references Ipswich's historic charm and character to anchor a sense of place.
- 02 Apply a hierarchy of paving materials and formats to distinguish movement and dwelling spaces.
- 03 Deliver a consistent character across the Ipswich Central heart through materiality and urban elements.
- 04 Anticipate that some streets will have heavy traffic loads and movement - design in ways to activate hard working infrastructure so efficient yet still enriched for all users.
- 05 Integrate interpretive inlays that tell stories of culture and support wayfinding.
- 06 Ensure materials contribute to thermal comfort by prioritising lighter, warmer tones where possible.
- 07 Anticipate end user comfort with seating that is warm to touch in the winter and resilient in the summer
- 08 Deliver lighting that enhances evening vibrancy, supports safety, and reveals architectural and landscape features.
- 08 Design furniture layouts to support city greening and reinforce social interaction.

Streets moodboard.

Cohesive experience

Consistent design treatments across streets and spaces will strengthen identity, foster legibility and provide a cohesive experience throughout the city heart.

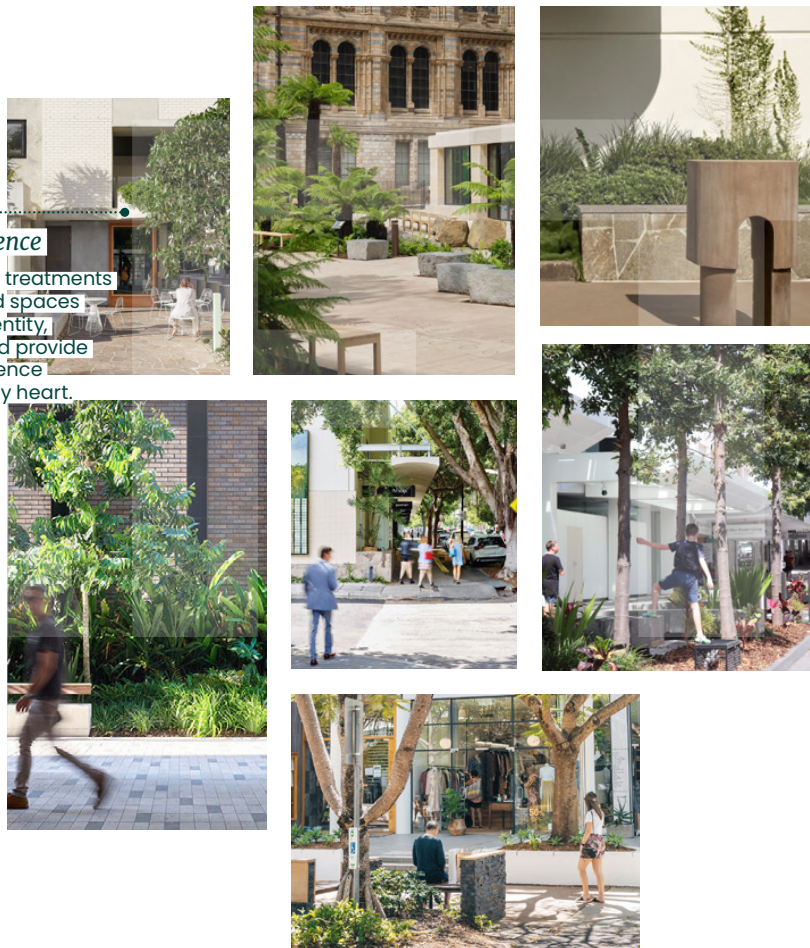


Figure 13

Public Spaces Moodboard

Ipswich Central

Distinctly Ipswich Central

What will our furniture look like?

Ipswich Central will provide a *cohesive suite* of street furniture that brings comfort and clarity to the urban environment. Bins, bus stops, seats, shade structures and street lights will be thoughtfully coordinated to create a welcoming public environment.

- 01 Provide a coordinated family of street furniture that reinforces Ipswich's civic identity and extends the Nicholas Street Precinct character.
- 02 Integrate subtle cultural cues, materials and crafted details to celebrate heritage and local stories in a contemporary way
- 03 Prioritise seating, shade and universal access to ensure comfort for people of all ages and abilities
- 04 Enable activation and social life through furniture that supports gathering, outdoor dining and informal play.
- 05 Use furniture placement and lighting to enhance legibility, guide movement and define precinct gateways.
- 06 Select durable, climate-resilient materials that minimise maintenance and suit Ipswich's subtropical conditions.
- 07 Incorporate modular elements that adapt to events, seasonal programming and evolving community needs.
- 08 Create human-scaled micro-spaces that invite lingering and contribute to a welcoming, people-focused streetscape.

Streets moodboard.

Space to gather

Street furniture will strengthen Ipswich's civic identity while creating comfortable, welcoming and culturally expressive public spaces that encourage people to gather, pause and enjoy city life.

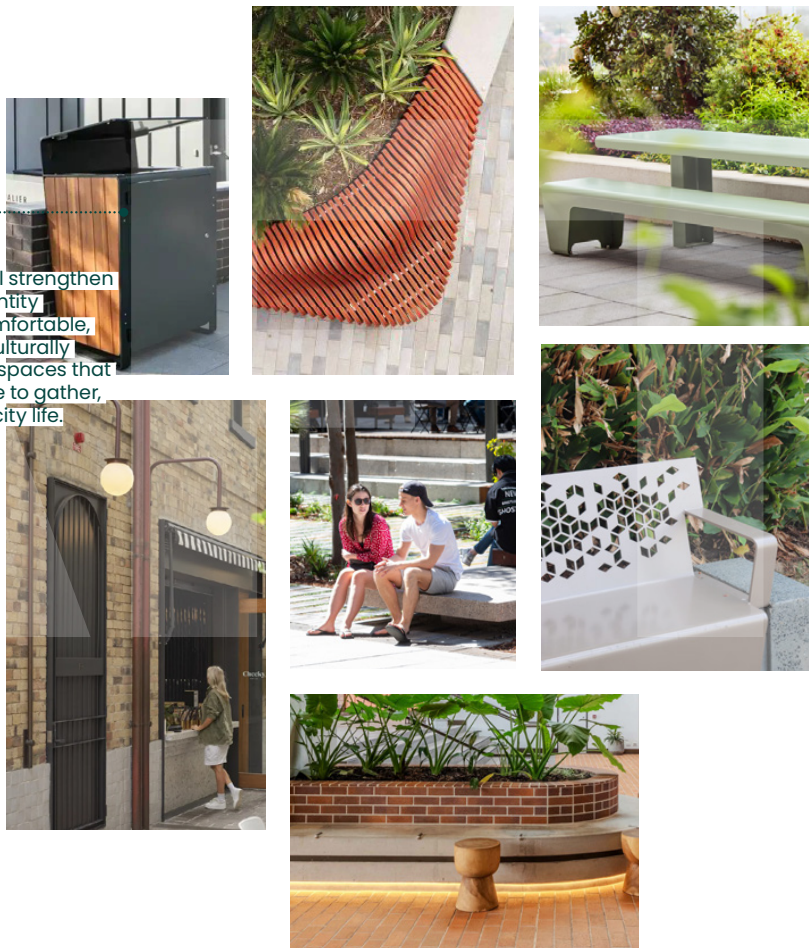


Figure 13

Public Spaces Moodboard

Ipswich Central

Distinctly Ipswich Central

What will our landscape look like?

Ipswich Central will showcase the richness of *subtropical* design, delivering a deep green environment that provides shade and comfort year-round.

- 01 Deliver a consistent subtropical palette across Ipswich Central that provides shade and comfort for users
- 02 Layer canopy, understory and groundcover planting to achieve biodiversity and ecological function.
- 03 Retain and celebrate mature trees as landmarks that anchor streets and public spaces in memory and identity.
- 04 Integrate water-sensitive design to capture and filter stormwater to enhance planting performance.
- 05 Use native and endemic species where possible to reflect local ecology and minimise maintenance.
- 06 Emphasise planting in streets to extend the urban greening and improve walkability.

Landscape moodboard.

Led by the land

Seasonal variation will bring colour and character to streets and spaces, while diverse planting palettes will support biodiversity and ecological health.

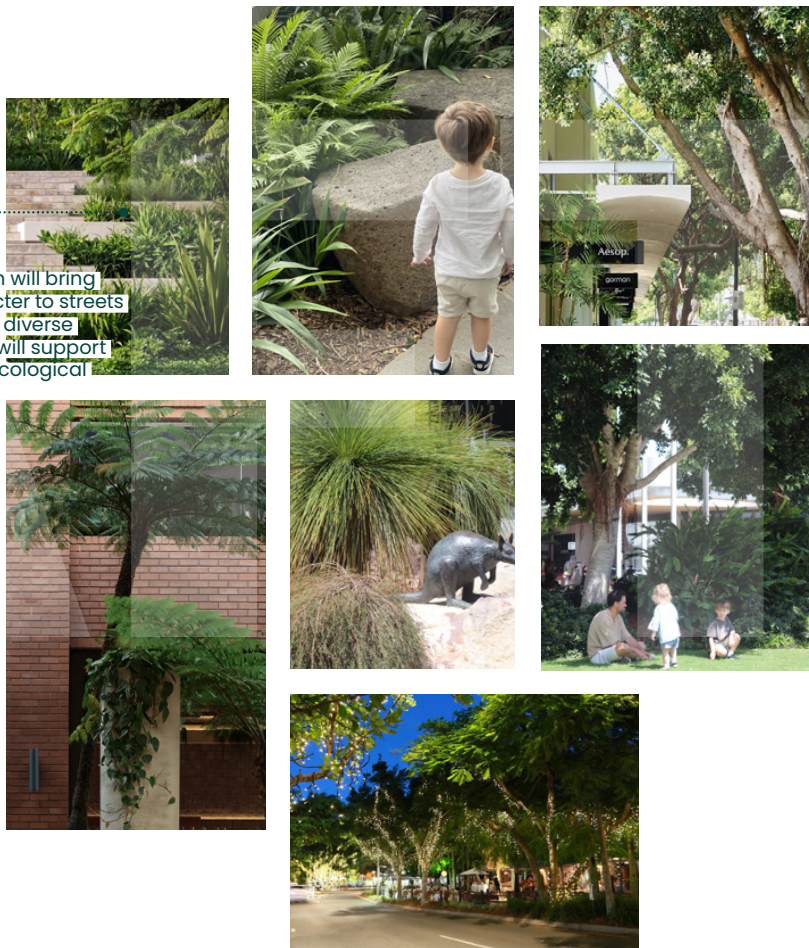


Figure 14

Landscape Moodboard

Ipswich Central

Distinctly Ipswich Central

What will our public art look like?

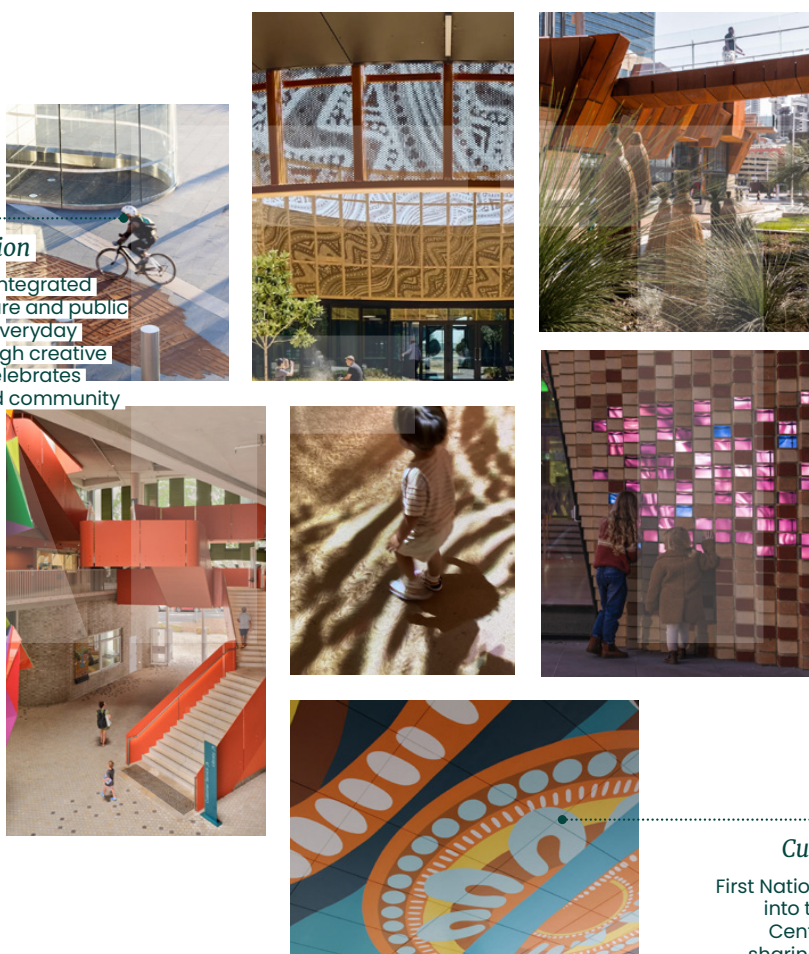
Ipswich Central will be *expressive* – revealing heritage façades, civic spaces and the creative energy of the city. Lighting and public art will shape a distinctive cultural signature that celebrates the city’s stories and spirit of renewal.

- 01 Illuminate key heritage façades and landmarks to express Ipswich’s civic pride and identity.
- 02 Integrate artistic lighting that transforms everyday spaces into evening destinations.
- 03 Seek art that belongs to its individual place telling both the big and small stories.
- 04 Embed art within infrastructure – paving, walls, seating or lighting – to create layered meaning and discovery.
- 05 Provide consistent pedestrian lighting levels for safety while minimising glare and light spill to the night sky.
- 06 Use colour, projection and shadow play to create dynamic experiences for festivals and night events.
- 07 Encourage co-creation with local artists, Traditional Owners and youth groups to foster ownership and authenticity.
- 08 First Nations art will be thoughtfully integrated into the streetscapes, architecture and public realm – embedding narratives, motifs and materials that reflect the living culture of Ipswich Central.

Public art moodboard.

Cultural expression

Art is seamlessly integrated into the architecture and public realm, enriching everyday experiences through creative expression that celebrates place, culture, and community identity.



Cultural Storytelling

First Nations art will be woven into the fabric of Ipswich Central's public spaces, sharing stories of Country, culture and continuity that deepen connection to place and celebrate the city's enduring Aboriginal heritage.

Figure 15

Public Art Moodboard





REVITALISING IPSWICH CENTRAL

A PROSPECTUS
TO GUIDE CHANGE

ipswich.qld.gov.au

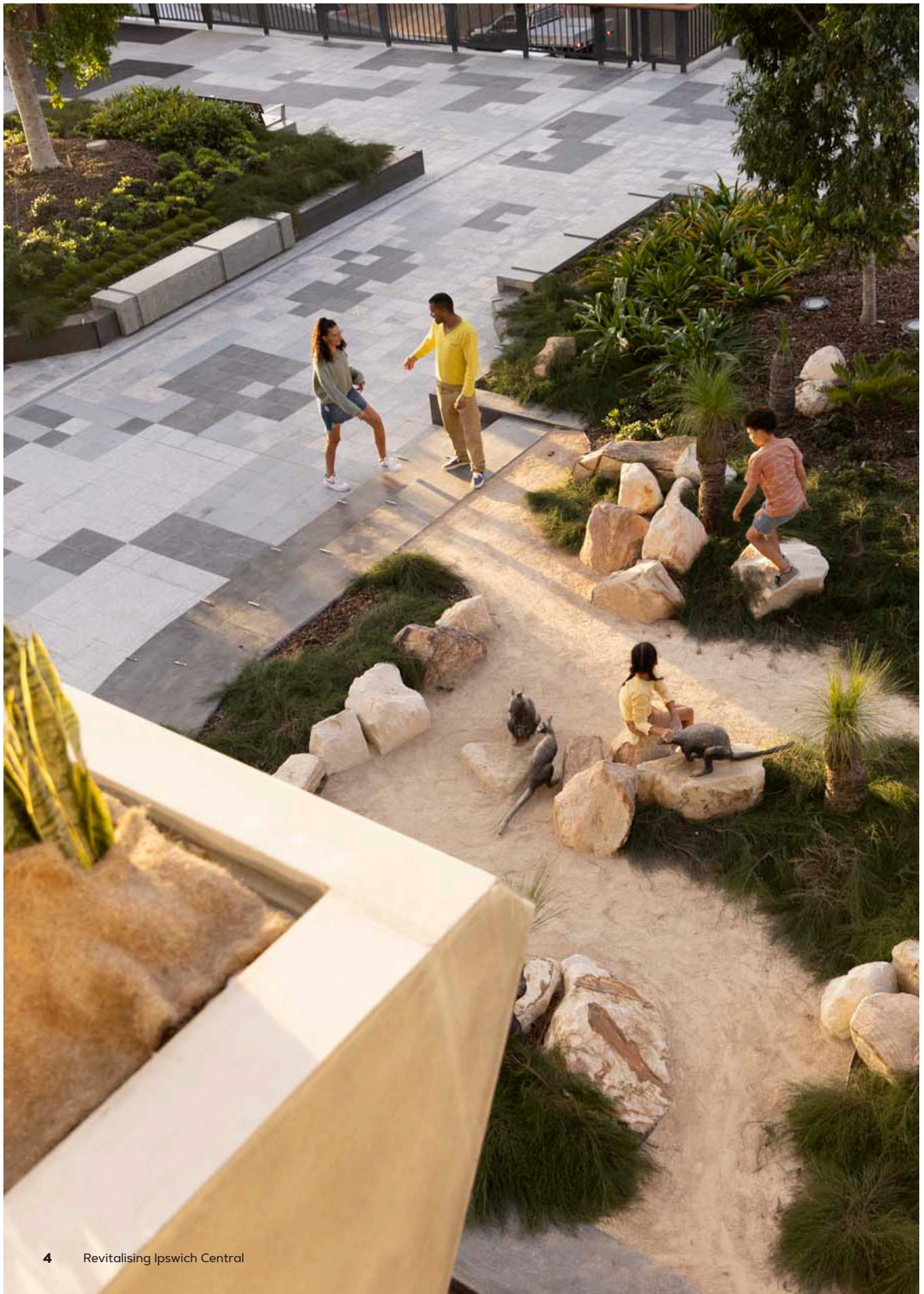


ACKNOWLEDGEMENT OF COUNTRY

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

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4 Revitalising Ipswich Central

FOREWORD



MAYOR TERESA HARDING
CITY OF IPSWICH

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

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

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

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

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

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



CR MARNIE DOYLE
CHAIR - IPSWICH CENTRAL
REDEVELOPMENT COMMITTEE

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

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

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

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

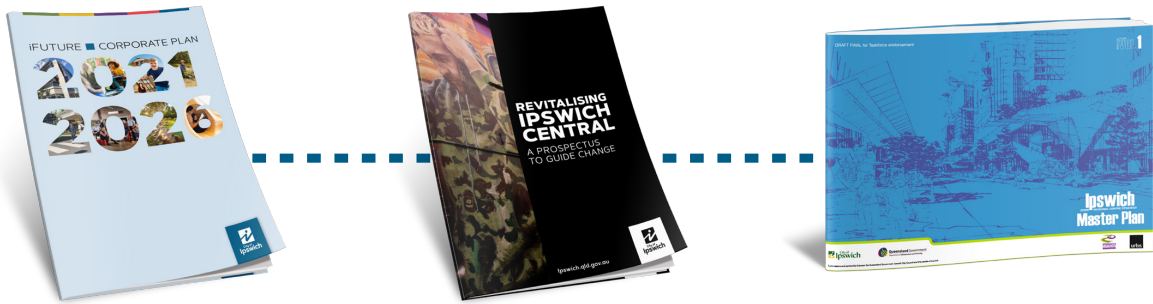


ABOUT THIS DOCUMENT

THE FOUNDATIONS FOR CHANGE

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

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



ADVANCING THE PLAN

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

THE FIVE PRINCIPLES FOR A GREAT CITY

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

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

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

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

A NEW FOCUS - REVITALISING IPSWICH CENTRAL

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

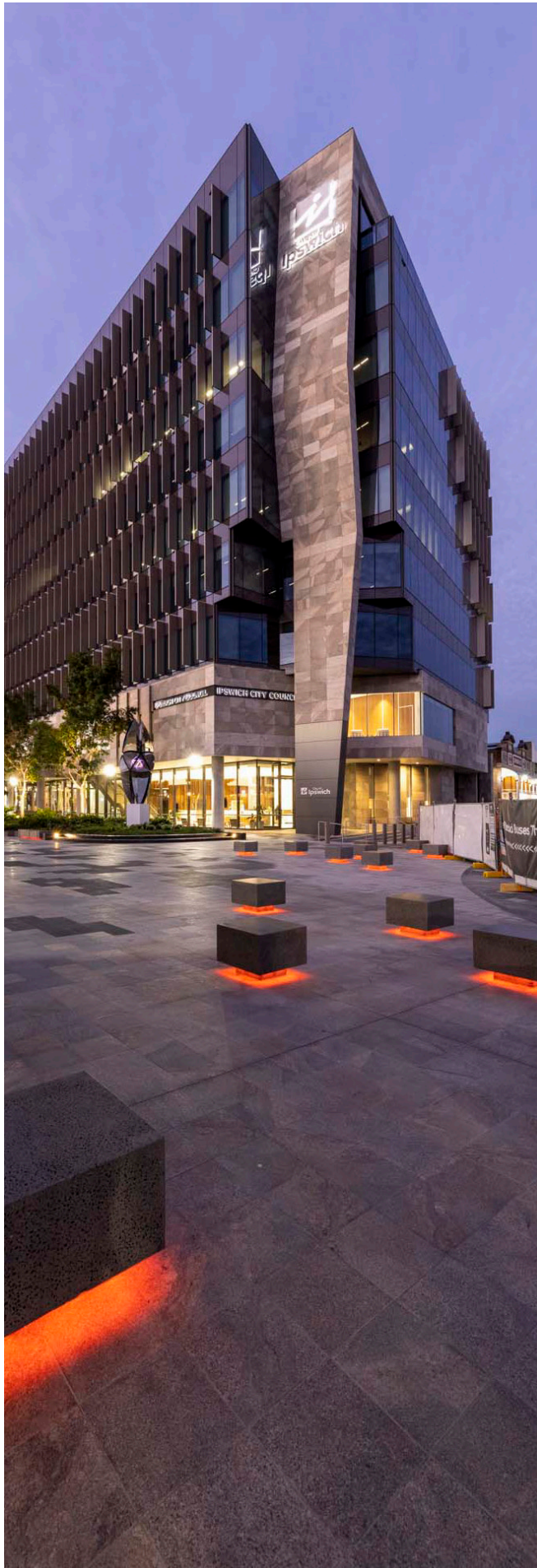
The significant transformation of Ipswich Central is well underway, with the Ipswich Central Redevelopment Committee overseeing this process. Private and public investment is already occurring, including:

- Pilot Façade Improvement Program (Ipswich Central)
- Ipswich Central to Springfield Central Public Transport Corridor (Business Case)
- Nicholas Street Precinct
- North Ipswich Sport and Entertainment Precinct (Business Case)
- West Moreton Health Master Plan

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

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

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



A PROSPECTUS TO GUIDE CHANGE

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

It defines:

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

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

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



ABOUT IPSWICH

A GROWING REGION

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

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

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

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

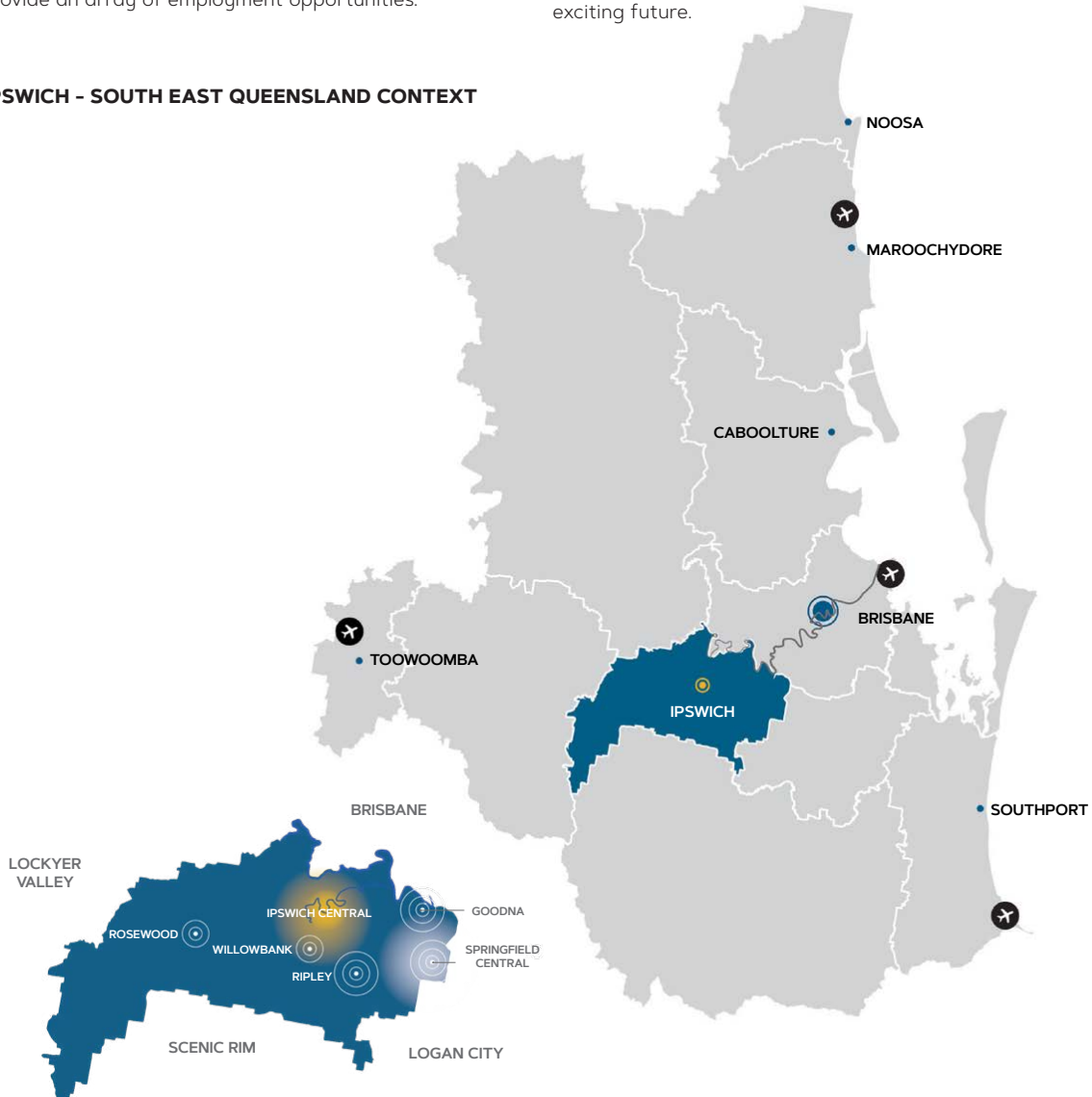
A DYNAMIC MIX OF OLD AND NEW

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

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

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

IPSWICH - SOUTH EAST QUEENSLAND CONTEXT





IPSWICH CENTRAL - SHAPING CHANGE

THE REVITALISATION RESOURCES

The document sets out:

THE IPSWICH CENTRAL VISION

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

THE IPSWICH PRINCIPLES FOR REVITALISATION

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

Each principle is accompanied by:

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



Maps are indicative only and are subject to change, correct at November 2021

VISION AND PRINCIPLES

Unique Ipswich qualities

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



The Ipswich Central vision

A statement of the desired future.



Heritage and culture

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

Commerce and civic administration

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

Parks and public spaces

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

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

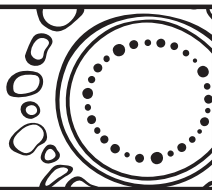


The Ipswich Central Principles for Revitalisation

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



1. A cultural destination



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

2. Alive



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

3. Green and connected



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

4. A home



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

5. Prosperous




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

6. Future focused



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



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

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

It is **GREEN AND CONNECTED.**

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

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

It is Welcoming to all.



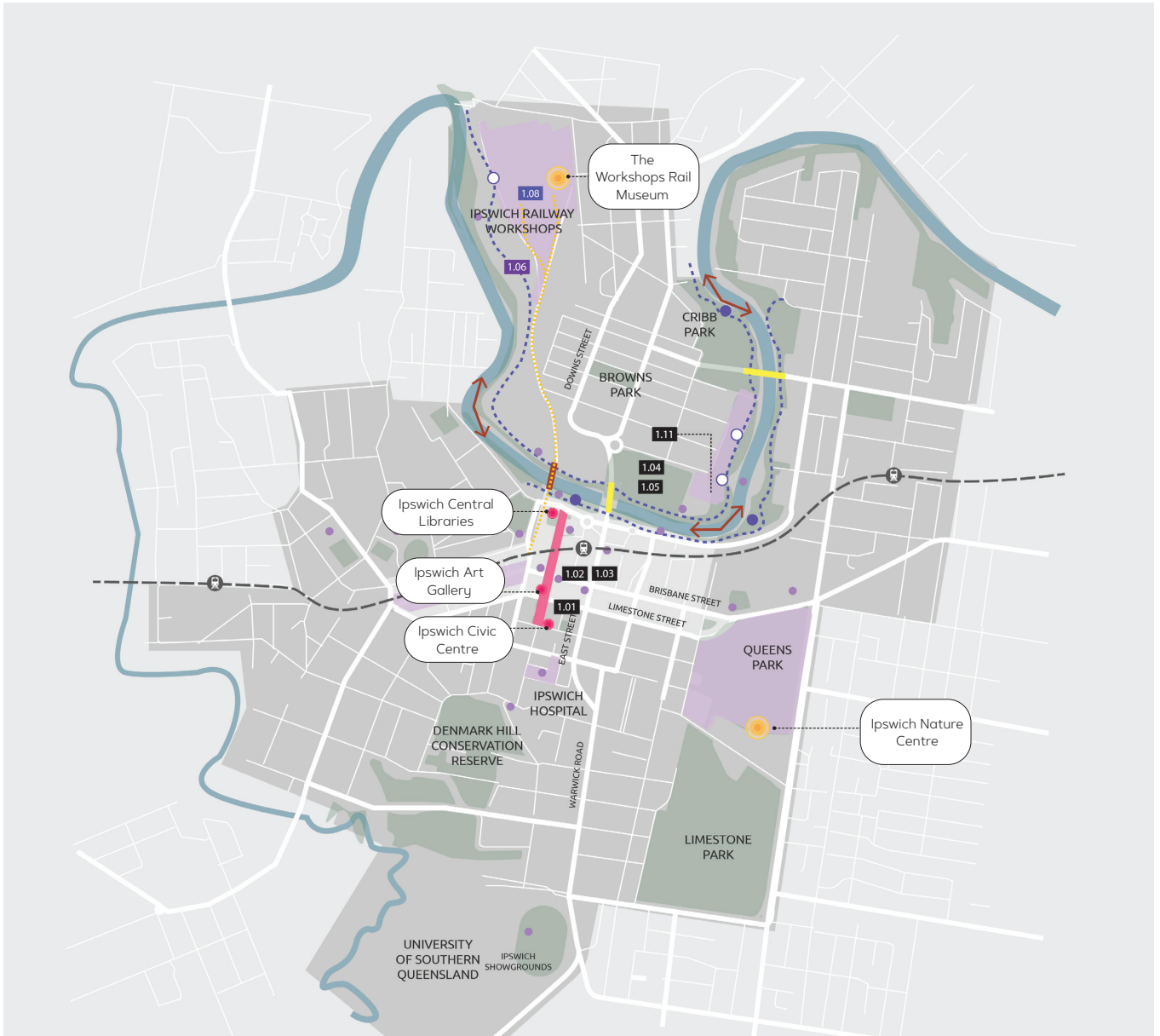
A CULTURAL DESTINATION

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

KEY OBJECTIVES

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





ACTIVITY AND INVESTMENT

OBJECTIVE 1A: CELEBRATE OUR CULTURE AND THE ARTS

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

OBJECTIVE 1B: EMBRACE THE BREMER

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

OBJECTIVE 1C: PROFILE OUR HERITAGE

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

1.04, 1.05 and 1.11 will be considered as complementary projects.
Maps are indicative only and are subject to change, correct at November 2021.

KEY

- Tourism attraction
- Tourist northern rail link
- Arts and culture attractions
- Arts and culture area
- Bremer River destination points (existing)
- Bremer River destination points (future)
- Connections along Bremer River
- All modes bridge links
- Pedestrian bridge links
- Vistas
- Heritage area (emerging and existing)
- Heritage buildings/elements
- Local Government initiative
- State Government initiative
- Private sector

ALIVE

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

KEY OBJECTIVES

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





ACTIVITY AND INVESTMENT

OBJECTIVE 2A: CREATE GREAT STREETS AND PUBLIC SPACES THAT PRIORITISE THE NEEDS OF PEDESTRIANS AND CYCLISTS

- 2.01** iGO Active Transport Action Plan
- 2.02** iGO City of Ipswich Transport Plan Parking Strategy
- 2.03** Ipswich Central Second River Crossing (Norman Street Bridge)

OBJECTIVE 2B: CREATE PLACES AND SUPPORT ACTIVITIES THAT DEVELOP A STRONG CULTURE OF STREET LIFE DAY AND NIGHT

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

KEY

- Pedestrian activity streets (refer iGO ATAP)
- - - Cycle routes (refer iGO ATAP)
- All modes bridge link
- Pedestrian bridge link
- Low speed traffic with controlled car parking
- ↻ City Centre orbital road network
- Civic spaces for gathering
- Dining and entertainment area
- 0.00 Local Government initiative

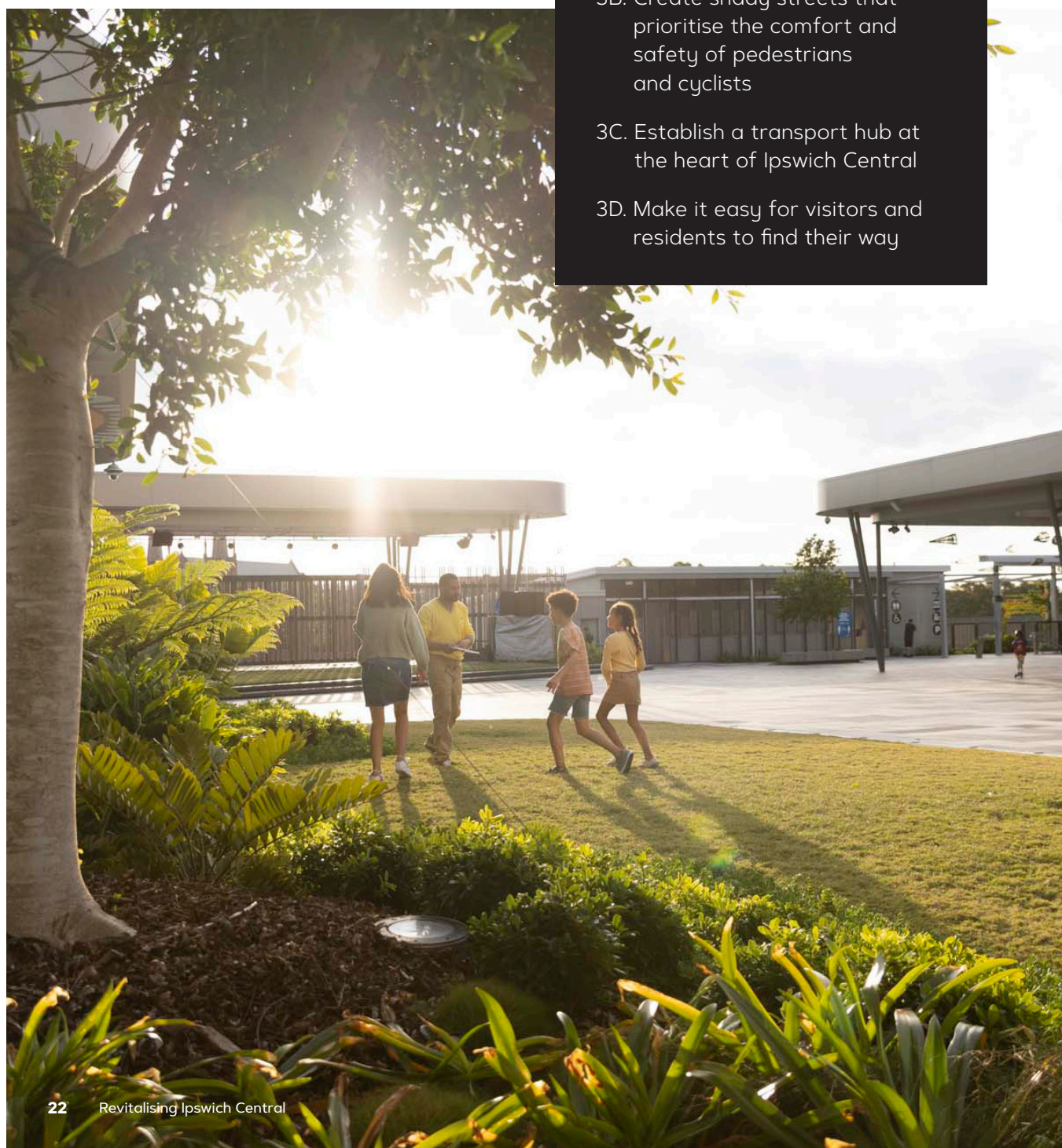
Maps are indicative only and are subject to change, correct at November 2021.
iGO ATAP ipswich.qld.gov.au/about_council/media/corporate_publications/igo

GREEN AND CONNECTED

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

KEY OBJECTIVES

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





ACTIVITY AND INVESTMENT

OBJECTIVE 3A: CREATE A CITY THAT IS CONNECTED TO NATURE

- 3.01** Limestone Park Upgrade
- 3.02** Ipswich Nature Centre and Discovery Hub Masterplan

OBJECTIVE 3B: CREATE SHADY STREETS THAT PRIORITISE THE COMFORT AND SAFETY OF PEDESTRIANS AND CYCLISTS

- 3.03** Green Walkable Streets
- 3.04** Urban Heat Island Study
- 3.05** Urban Greening Plan

OBJECTIVE 3C: ESTABLISH A TRANSPORT HUB AT THE HEART OF IPSWICH CENTRAL

- 3.06** Ipswich Central to Springfield Central Public Transport Corridor (I2S)
- 3.07** Public Transport (timetabling route updates and frequency)
- 3.08** Ipswich Central Train Station and Bell St Transport Hub
- 3.09** Transit Centre Redevelopment
- 3.10** East Ipswich Station Accessibility upgrade

OBJECTIVE 3D: MAKE IT EASY FOR VISITORS AND RESIDENTS TO FIND THEIR WAY

- 3.11** Ipswich Central Wayfinding Strategy

KEY

- Cycle routes (refer iGO ATAP)
- All modes bridge link
- Pedestrian bridge link
- Investigate new pedestrian bridge links
- Parks and greenspace
- Public transport hub
- High frequency public transport spine
- Ipswich Central to Springfield Central Public Transport Corridor
- Major city gateway
- Minor city gateway
- Local Government initiative
- State and or Federal Government initiative

Maps are indicative only and are subject to change, correct at November 2021.
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A HOME

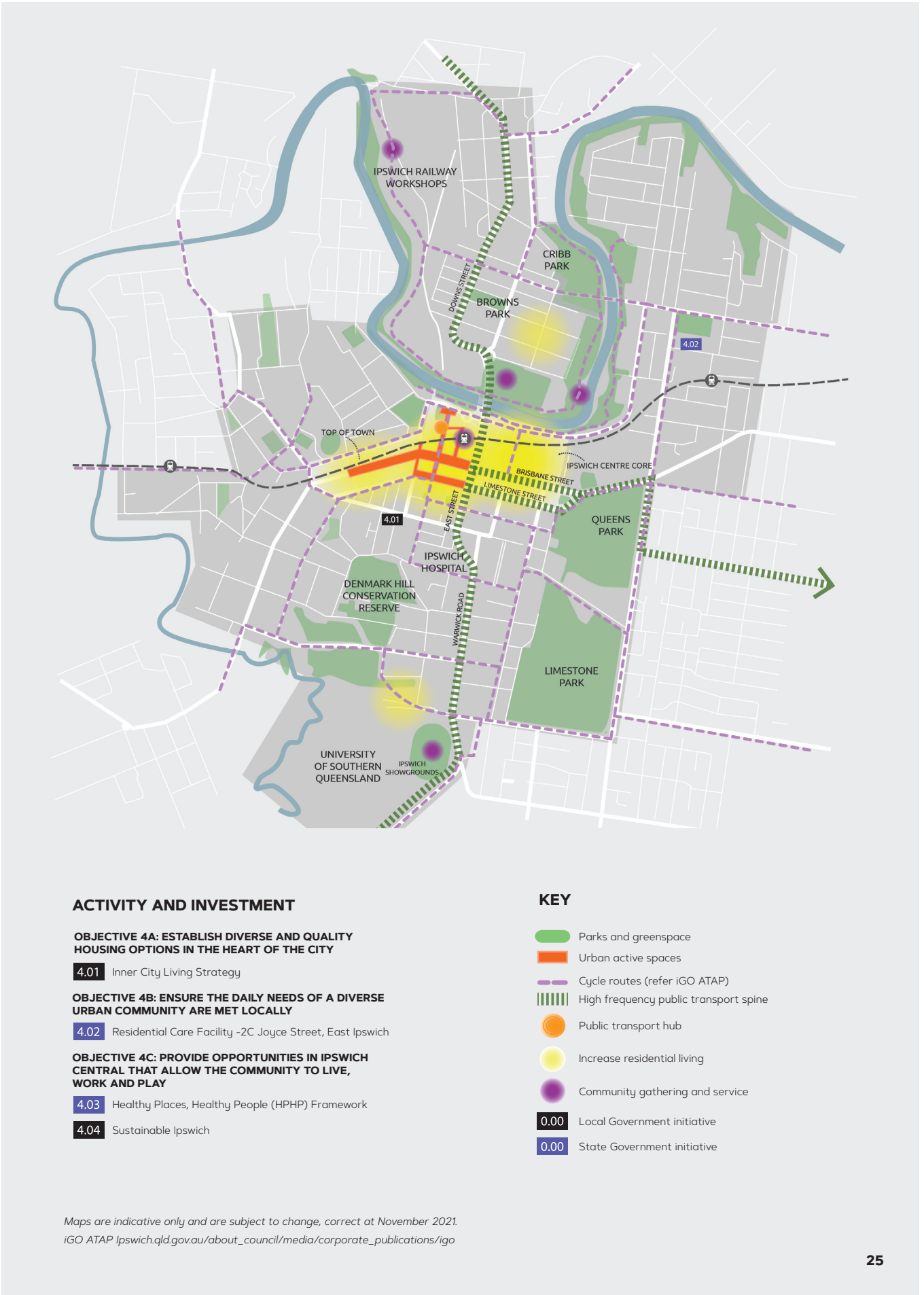
Ipswich Central is home to a diverse community. The compact city centre is neighbourly, friendly and inclusive. It is a place where all generations are able to comfortably and affordably make a home.

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

KEY OBJECTIVES

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





ACTIVITY AND INVESTMENT

OBJECTIVE 4A: ESTABLISH DIVERSE AND QUALITY HOUSING OPTIONS IN THE HEART OF THE CITY

4.01 Inner City Living Strategy

OBJECTIVE 4B: ENSURE THE DAILY NEEDS OF A DIVERSE URBAN COMMUNITY ARE MET LOCALLY

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

OBJECTIVE 4C: PROVIDE OPPORTUNITIES IN IPSWICH CENTRAL THAT ALLOW THE COMMUNITY TO LIVE, WORK AND PLAY

4.03 Healthy Places, Healthy People (HPPH) Framework

4.04 Sustainable Ipswich

KEY

- Parks and greenspace
- Urban active spaces
- - - Cycle routes (refer iGO ATAP)
- ||||| High frequency public transport spine
- Public transport hub
- Increase residential living
- Community gathering and service
- 0.00 Local Government initiative
- 0.00 State Government initiative

Maps are indicative only and are subject to change, correct at November 2021.
iGO ATAP ipswich.qld.gov.au/about_council/media/corporate_publications/igo

PROSPEROUS

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

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

KEY OBJECTIVES

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





ACTIVITY AND INVESTMENT

OBJECTIVE 5A: CREATE A PROSPEROUS PLACE OF BUSINESS ACTIVITY WITHIN THE HISTORIC FABRIC OF THE CITY

- 5.01 Development Approval (DA) Motel accommodation with restaurant
- 5.02 Ipswich Convention and Exhibition Centre (Ipswich Show Society)

OBJECTIVE 5B: CREATE OPPORTUNITIES FOR LOCAL BUSINESS AND TRADE TO OCCUPY THE CENTER AND NURTURE SMALL BUSINESS VENTURES.

- 5.03 Small Business Friendly Council

OBJECTIVE 5C: MAKE BUSINESS AND EMPLOYMENT OPPORTUNITIES IN THE CENTRE VITAL, VIBRANT AND VISIBLE

- 5.04 West Moreton Health Precinct
- 5.05 Local Jobs Program

KEY

- Drivers of economic activity
- Knowledge hub
- Clusters of health related services
- Clusters of culture, art and tourism
- Urban renewal area
- Major infrastructure opportunities
- Major development opportunities
- Ipswich Central to Springfield Central Public Transport Corridor
- 0.00 Local Government initiative
- 0.00 State/Federal Government
- 0.00 Private sector Initiative

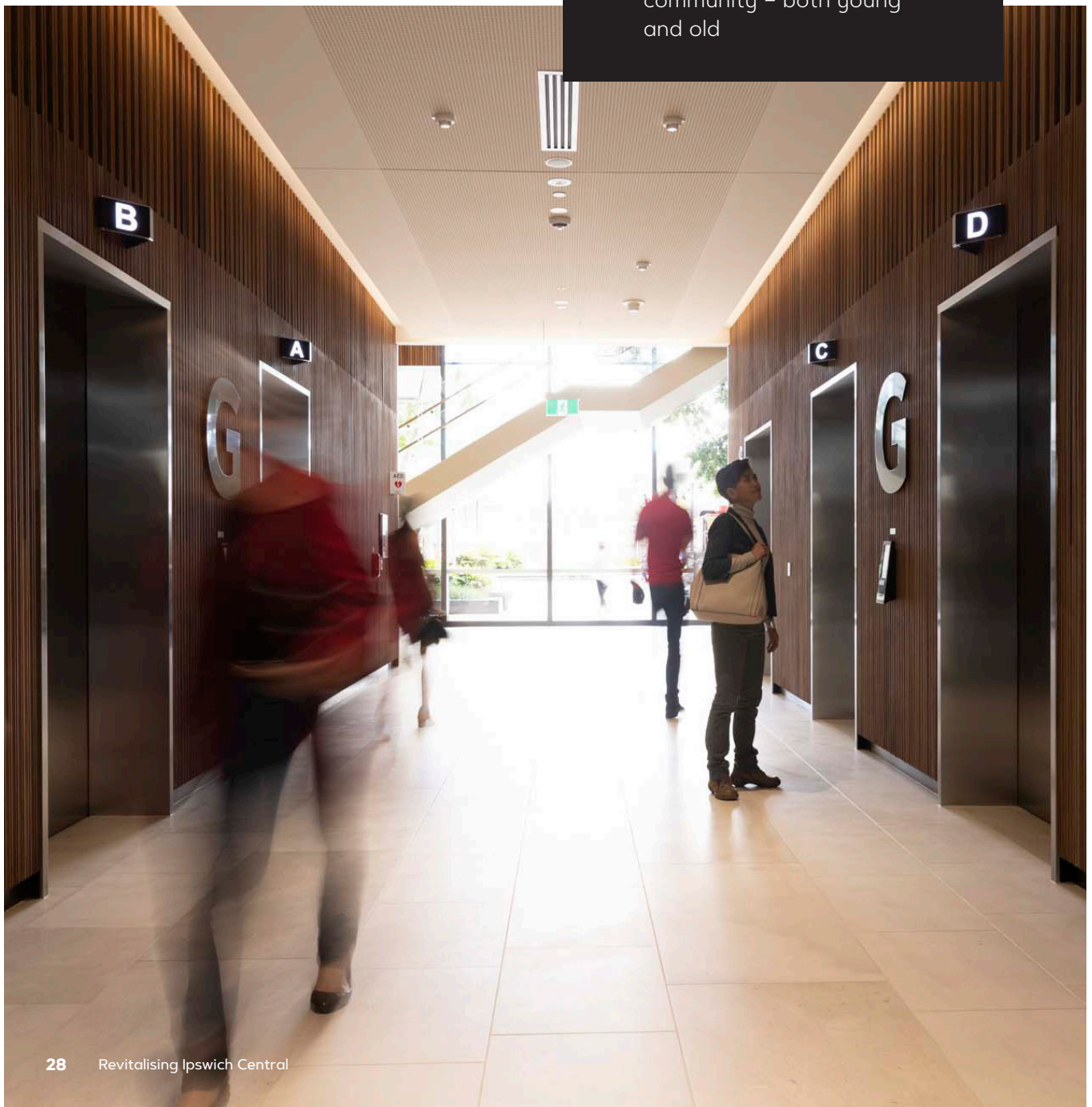
Maps are indicative only and are subject to change, correct at November 2021

FUTURE FOCUSED

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

KEY OBJECTIVES

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





ACTIVITY AND INVESTMENT

OBJECTIVE 6A: CREATE A PROSPEROUS PLACE FOCUSED ON INNOVATION AND YOUTH PARTICIPATION.

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

OBJECTIVE 6B: CREATE PLACES THAT SUPPORT THE NEEDS OF A DIVERSE COMMUNITY - BOTH YOUNG AND OLD

- 6.02** Community Development Strategy
- 6.03** Youth Entertainment and Recreation Facilities
- 6.04** Ipswich Youth Advisory Council

KEY

- Expansion of university and school curriculum with improved interaction with center's core.
- Youth services, youth sports and recreation
- Urban renewal area
- Major infrastructure opportunities
- Major development opportunities
- Ipswich Central to Springfield Central Public Transport Corridor
- Local Government initiative

Maps are indicative only and are subject to change, correct at November 2021



ENGAGEMENT JOURNEY

A PLACEMAKING APPROACH

Ipswich City Council have embarked on an innovative placemaking journey to create this shared vision for Ipswich Central.

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

From its outset, this project aimed to engage with key stakeholders and community to strengthen the project teams understanding of the factors at play in Ipswich and build project buy-in for the adoption of a placemaking process.

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

This project did not start from a blank canvas. Rather, it built on and advanced established work, ideas and initiatives and harnessed the power and passion of the local community.

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

200 
Businesses visited

400
Approx. **Postcards**
distributed at local businesses

 **6**
Pop ups

20 
Local businesses
SPARK Lounge Event

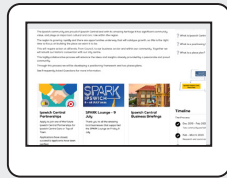
40 
Stakeholder
interviews
12 external, 28 Council officers

660  **57%**
Email recipients **Open rates**



SPARK Lounge live illustration results

ENGAGEMENT SNAPSHOT



Online views 
2,600+


43 Local business and stakeholders attended the **Business Network Briefing**


25 Members joined the **Ipswich Central Partnership**

962
First time website visits

159 
Engagement contributions online

over **660** 
People participated in an engagement

206 
Project followers

 **2,000+**
Dots added to the dotmocracy activity





SPARK Lounge live illustration results

ENGAGEMENT IDEAS

IDEAS FOR CENTRE CORE

“

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

“

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

IDEAS FOR TOP OF TOWN

“

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

“

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

IPSWICH CENTRAL PARTNERSHIP

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

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

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

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

GET IN TOUCH

FROM PLAN TO ACTION

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

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

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

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

GET INVOLVED

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

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

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

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





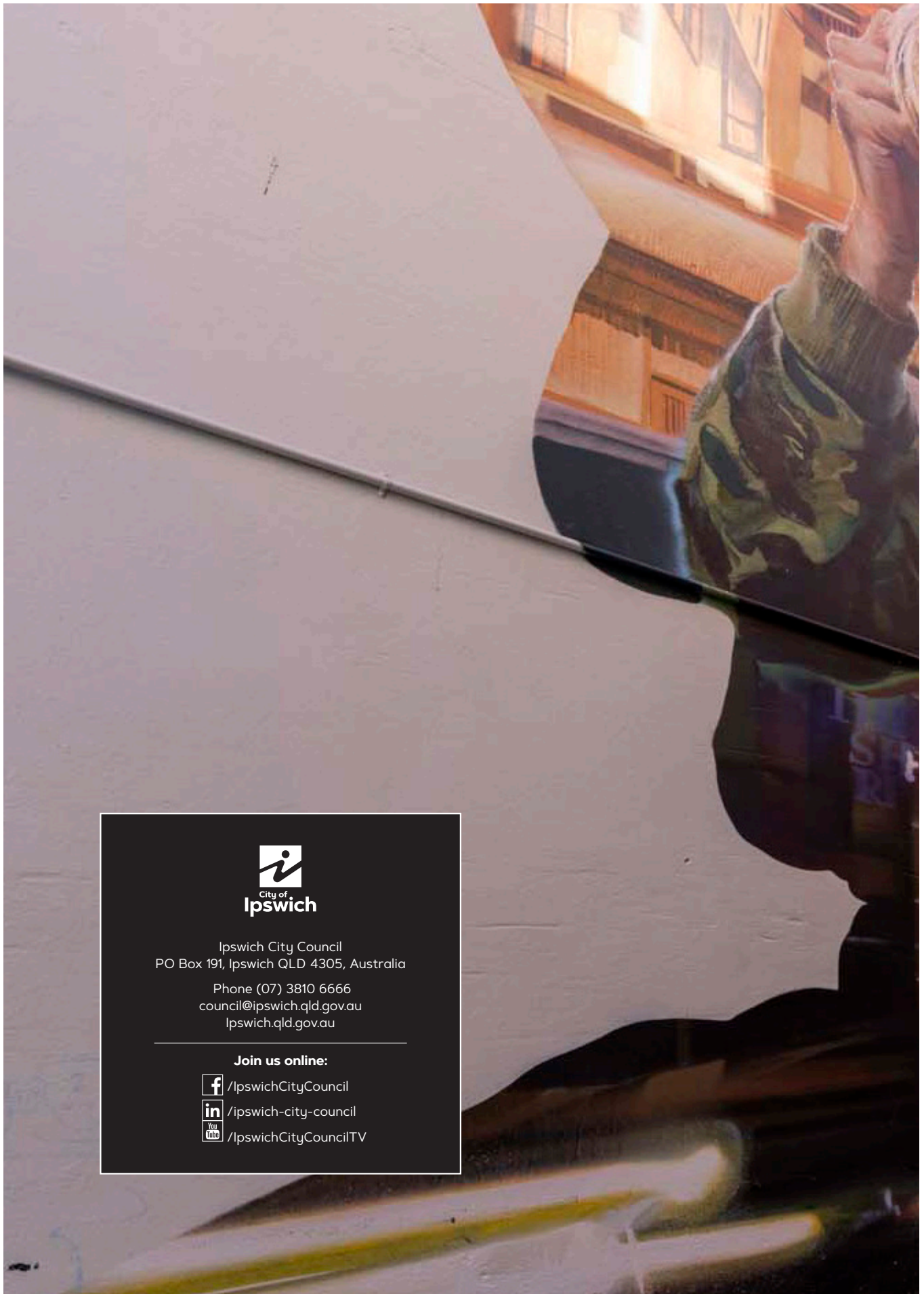
For more information, and to get involved contact:

THE IPSWICH CENTRAL REVITALISATION PROJECT TEAM

Economic and Community Development Branch
Community, Cultural and Economic Development Department
Ipswich City Council

Telephone (07) 3810 7534

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




City of Ipswich

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

Phone (07) 3810 6666
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ITEM: 5

SUBJECT: NICHOLAS STREET PRECINCT - MARCH 2026 NICHOLAS STREET PRECINCT
PROJECT CONTROL GROUP

AUTHOR: PRECINCT DIRECTOR

DATE: 1 APRIL 2026

EXECUTIVE SUMMARY

This is a report concerning the March 2026 Nicholas Street Precinct (NSP) Project Control Group (PCG) meeting focussing on the status of the leasing program and the planning, development, delivery and ongoing management of the NSP.

RECOMMENDATION/S

That the March 2026 Nicholas Street Precinct Project Control Group Report be received and the contents noted.

RELATED PARTIES

CBRE – Precinct Manager and Leasing
Colliers – Retail Leasing
Studio Spillane – Retail Design Manager

IFUTURE THEME

Vibrant and Growing

PURPOSE OF REPORT/BACKGROUND

The NSP PCG supports the Economic and Cultural Development Committee in providing governance and strategic direction for the planning, development, delivery and ongoing management of the NSP. The PCG generally reports monthly to the Economic and Cultural Development Committee on the planning, development, delivery and operations of the NSP assets.

The PCG met on 9 March 2026 and the draft PCG 9 March 2026 meeting minutes are contained in Attachment 1.

The table below identifies the status of retail and commercial leasing as at 2 April 2026. CBRE have been appointed as the new leasing agency which forms part of the

wider precinct management transition. The changes to the table below relate to a proposed tenancy for K2 in Venue.

Deal Status	As at 24 March 26	As at 02 April 26
Lease Documents Being Prepared	0	0
Lease Documents Issued for Execution	0	0
Leases Executed by Lessee	31	1
Leases Pending Approval by Lessor (Council)	0	0
Leases Executed by Lessor (Council)	31	1

Cuppabara (K2) celebrated a soft opening on 21 March 2026. Located in the Nicholas Street Venue building outside General Public and under the escalators they occupy prime position to deliver their specialty drinks offer. Further ambient lighting works to the street and clocktower are planned later this year, pending delivery and receipt of fittings.

Placemaking and leasing strategy work remains ongoing for the Nicholas Street Precinct with the team working closely with CBRE’s national agency teams.

Initial spatial planning and strategic development options have been presented to Councillor workshops in relation to the Metro A opportunity site. Alongside exploring initial occupation and activation opportunities, longer term development outcomes need to be market tested to ascertain investment viability.

MARKETING AND COMMUNICATION

March 2026 delivered a strong uplift across both physical visitation and digital channels, driven by the NSP Goes Country campaign and the Always On digital strategy.

In March 2026 the precinct recorded 272,667 entries via the footfall counters, up from 116,554 in March 2025 (134% increase). Year-to-date (Jan to Mar 2026) foot traffic reached 771,381, compared to 425,200 for the same period last year (81% increase).

Social media performance increased in March with 19 posts published, the top-performing post being NSP Goes Country Launch (25,479 views, 159 interactions). Instagram followers increased by 119, growing from 5,877 to 5,996 (2% increase). The subscriber database grew by 142 subscribers, increasing from 3,746 to 3,888 (3.8% increase).

NSP Goes Country was the primary campaign driver across digital and on-site channels and designed to align with the CMC Rocks music festival and spike to Ipswich’s tourist visitation. The NSP Digital Competition (11 to 25 March) generated 304 entries, supporting database growth and engagement.

Overall, continued strong precinct foot traffic combined with CMC Rocks related activations played a key role in driving uplift, demonstrating the precinct’s ability to attract and retain visitation leading to sales and improved tenant performance.

LEGAL IMPLICATIONS

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

Local Government Act 2009

Local Government Regulation 2012

POLICY IMPLICATIONS

Nil

RISK MANAGEMENT IMPLICATIONS

A copy of the consolidated Nicholas Street Precinct project risk register is included as confidential Attachment 2.

Challenges continue with retail leasing in the current market conditions. These conditions include the increased cost of goods, consumer caution in relation to spend and the ability for the retail and hospitality industry to absorb this over time.

Achieving legally binding agreements for lease and sub-leases with prospective precinct tenants remains a critical outcome given completion of the refurbishment works.

FINANCIAL/RESOURCE IMPLICATIONS

The table below summarises the current capital project budget and forecasts to finish. The final project cost is forecasted to be within budget.

	Project	Current Budget	Committed Contracts and Variations	Forecast Contracts and Variations	Forecast Final Cost
1	Civic Project	\$188,020,704	\$183,893,317	\$50,000	\$183,943,317
2	Commonwealth Hotel	\$16,652,052	\$16,562,252	\$89,364	\$16,651,616
3	Retail Project	\$34,407,196	\$36,002,752	\$2,478,089	\$38,480,842
4	Venue Project	\$71,935,639	\$67,816,263	\$4,123,552	\$71,939,816
	TOTAL	\$311,015,591	\$304,274,585	\$6,741,006	\$311,015,591

The civic and retail cashflow for recent months is captured in the table below:

Month	Monthly Expenditure	Project Cumulative Total
December 2025	Retail: \$93,955	\$101,449
	Civic: \$0	
	Commonwealth Hotel: \$973	
	Venue: \$6,521	
January 2026	Retail: \$458	\$80,727
	Civic: \$46,168	
	Commonwealth Hotel: \$6,109	

	Venue:	\$27,992	
February 2026	Retail:	\$16,275	\$65,350
	Civic:	\$40,304	
	Commonwealth Hotel:	(\$8,247)	
	Venue:	\$17,018	
March 2026	Retail:	\$54,848	\$63,095**
	Civic:	\$0	
	Commonwealth Hotel:	\$8,247	
	Venue:	\$0	

**** The March results are pending finalisation and may be amended**

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

COMMUNITY AND OTHER CONSULTATION

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



CONCLUSION

Recent new openings and month on month foot traffic and visitation increases reinforce market confidence in the Nicholas Street Precinct product and continue to strengthen the leasing campaign to secure tenants for the precinct. The completion of major works across the precinct and opening of anchor tenants positively reinforces Ipswich Central’s future and Council’s commitment to its success. The progressive opening of additional tenancies in the precinct, focus of the NSP branch and the ongoing investment strategy planning will continue to increase positivity and value enhancement outcomes in the precinct.

HUMAN RIGHTS IMPLICATIONS

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

ATTACHMENTS

1.	NSP PCG Minutes March 2026  
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CONFIDENTIAL ATTACHMENTS

2.	NSP Risk Register March 2026
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James Hepburn
PRECINCT DIRECTOR

I concur with the recommendations contained in this report.

Sonia Cooper
CHIEF EXECUTIVE OFFICER

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



IPSWICH CITY COUNCIL

Nicholas Street Precinct Project Control Group - Minutes

Meeting: Nicholas Street Precinct (NSP) Project Control Group
Venue: CEO Meeting Room
Date: Monday, 9 March 2026
Time: 1:00pm to 2:30pm

ATTENDEES:			
Name	Role	Branch & Department	Attendance
Sonia Cooper	Chief Executive Officer (voting)	Office of the CEO (OCEO)	Yes
Matt Smith	General Manager (voting)	Corporate Services (CS)	Yes
Ben Pole	General Manager (voting)	Community, Cultural and Economic Development (CCED)	Yes
Brett Davey	General Manager (voting)	Planning and Regulatory Services (PRS)	Yes
James Hepburn	Precinct Director (voting)	Nicholas Street Precinct (OCEO)	Yes
Fiona McDougall	Senior Project Manager (non-voting)	Nicholas Street Precinct (OCEO)	Yes
Richard Oddo	Precinct Manager (non-voting)	Nicholas Street Precinct (OCEO)	Apology
Haiden Taylor	Branch Manager (observer)	Strategy, Governance and Performance (CS)	Yes
Brodie Lane	Principal Officer (observer)	Strategy, Governance and Performance (CS)	Yes
Distribution:	Via email to attendees on 11/03/26		
Chair / Minutes:	Chair: Sonia Cooper Minutes: Brodie Lane		
No.	OFFICER	ITEM DESCRIPTION	
1.0	Chair	Opening Items <ul style="list-style-type: none"> Confirmation of Minutes of Previous Meeting – out of session 	
2.0	Chair	Governance <ul style="list-style-type: none"> Review of governance register will be undertaken out of session. 	
3.0	Chair	Items For Decision - Nil	
4.0	Chair	Discussion Item: Metro Options Report: <ul style="list-style-type: none"> Report met the commercial brief directionally; further localised refinement required. Current capital risks relate to construction costs expected to rise over the next 5 years. Market demand signals: strong demand for accommodation indicated for community housing with other residential sectors limited by viability and market trends. Demand for other use types will continue to be investigated but with any progress related to pre commits. Current market “highest and best value use” considered to be an accommodation-led mixed-use. 	

IPSWICH CITY COUNCIL | Nicholas Street Precinct (NSP) Project Control Group

		<p>ACTIONS</p> <ol style="list-style-type: none"> 1. Report refinement required to represent localised market trends. 2. Prepare a site options including short-term activation and circulate with the PCG for review and feedback prior to and for use at the forthcoming Councillor workshop.
5.0	Chair	<p>Discussion Item: Leasing deal Tulumur Walk</p> <ul style="list-style-type: none"> • Heads of Agreement (HOA) agreed. • Fit out plans presented and seating licensing discussed. <p>ACTIONS:</p> <ol style="list-style-type: none"> 3. Seek internal compliance advice on State Government approval process.
6.0	Chair	<p>Monthly Status Updates</p> <ul style="list-style-type: none"> • Taken as read.
7.0	Chair	<p>General Business</p>
Next Meeting:		<p>Monday, 13 April 2026 1:00pm to 2:30pm CEO Meeting Room</p>

Doc ID No: A12735505

ITEM: 6

SUBJECT: REPORT - ADVOCACY ADVISORY COMMITTEE NO. 2026(01) OF 24 MARCH 2026

AUTHOR: MEETING COORDINATION MANAGER

DATE: 30 MARCH 2026



INTRODUCTION

This is the report of the Advocacy Advisory Committee No. 2026(01) of 24 March 2026.

RECOMMENDATION

That Council adopt the recommendations of the Advocacy Advisory Committee No. 2026(01) of 24 March 2026.

ATTACHMENTS

1.	Advocacy Advisory Committee Report No. 2026(01) of 24 March 2026 ↓ 
2.	Minutes Attachment for Item 2 - Attachment 1 ↓ 

CONFIDENTIAL ATTACHMENTS

3.	Minutes Attachment for Item 2 - Attachments 2 and 3 ↓
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24 MARCH 2026

ADVOCACY ADVISORY COMMITTEE NO. 2026(01)]

ADVOCACY ADVISORY COMMITTEE NO. 2026(01)

24 MARCH 2026

REPORT

ATTENDANCE:

Mayor Teresa Harding (Chairperson); Councillors Pye Augustine, Andrew Antoniulli, David Martin and Jim Madden

APOLOGIES:

Councillor Marnie Doyle, Deputy Mayor Nicole Jonic and Councillor Jacob Madsen

OFFICERS' ATTENDANCE

Chief Executive Officer (Sonia Cooper), General Manager Community, Cultural and Economic Development (Ben Pole), Economic Development Manager (Dan Heenan), Advocacy Lead (Kate Adams), Senior Project Officer – Major Projects (Sibel Gradinscak)

ELECTION OF CHAIR OF ADVOCACY ADVISORY COMMITTEE

Mayor Harding advised she would be leaving the meeting around 1.30 pm for a meeting with the Brisbane 2032 Host Mayors Advisory Group.

RECOMMENDATION

Moved by Mayor Teresa Harding:
Seconded by Councillor Jim Madden:

That Councillor David Martin be elected to Chair the Advocacy Advisory Committee meeting once Mayor Teresa Harding leaves the meeting.

AFFIRMATIVE	NEGATIVE
Councillors:	Councillors:
Harding	Nil
Augustine	
Martin	
Madden	

The motion was put and carried.

Councillor Andrew Antoniulli arrived at the meeting at 1.02 pm

24 MARCH 2026

ADVOCACY ADVISORY COMMITTEE NO. 2026(01)]

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

Nil

BUSINESS OUTSTANDING

Actions update from Advocacy Advisory Committee 8 December 2025

50-CENT CONNECTED REGION INITIATIVE

Mayor Teresa Harding tabled a joint letter from the Mayor of Toowoomba Regional Council and the Mayor of Lockey Valley Regional Council seeking support for progressing the *50-cent connected* region initiative, and in particular, for advancing regional rail connectivity through a staged extension of passenger rail from Rosewood to Withcott.

ACTION

This matter to be discussed at a future councillor briefing session.

UPDATE

The Office of the Mayor will proceed with drafting the letter. No further action required from Chief Executive Officer.

UPDATE ON THE NORMAN STREET BRIDGE

ACTION

Chief Executive Officer to advise next steps at a future meeting.

UPDATE

Funding agreement has been signed with DTMR and detailed business case now under development. Letter of support has also been received from DTMR and circulated to all Councillors.

CONFIRMATION OF MINUTES

1. **CONFIRMATION OF MINUTES OF THE ADVOCACY ADVISORY COMMITTEE NO. 2025(04) OF 8 DECEMBER 2025**

RECOMMENDATION

That the minutes of the Advocacy Advisory Committee held on 8 December 2025 be confirmed.

24 MARCH 2026

ADVOCACY ADVISORY COMMITTEE NO. 2026(01)]

OFFICERS' REPORTS

2. IPSWICH LEADERS FORUM

This is a report concerning the planning for the Ipswich Leaders Forum in late 2026.

“The attachment/s to this report are confidential in accordance with section 254J(3)(g) of the Local Government Regulation 2012.”

RECOMMENDATION

- A. **That the Advocacy Advisory Committee receive and note the progression of the Ipswich Leaders Forum planning.**
- B. **That the Advocacy Advisory Committee provide input on the preferred date, guest list and facilitator.**

DISCUSSION

Advocacy Lead, Kate Adams provided an overview on the Ipswich Leaders Forum report and the potential dates for the forum.

Feedback was provided on the potential guest list and once this has been decided a date claimer will be sent out.

Councillor David Martin left the meeting at 1.07 pm and returned at 1.09 pm.

Potential facilitators for the forum were discussed.

ACTIONS

- 1. **Once date claimer is sent, seek feedback on the agenda for the Ipswich Leaders Forum.**
- 2. **Member for Moggill to be included on the invitees list in light of proposed electoral boundary changes that Karalee/Barellan Point and Chuwar would be part of that electorate.**

Attachments

- 1. Item 2 - Ipswich Leaders Forum Report
 - 2. Attachment 1 - Ipswich Leaders Forum Proposed Guest List and Potential Dates - CONFIDENTIAL
 - 3. Attachment 2 - Ipswich Leaders Forum Potential Facilitators - CONFIDENTIAL
-

24 MARCH 2026

ADVOCACY ADVISORY COMMITTEE NO. 2026(01)]

3. GROWING IPSWICH: KEY PRIORITIES FOR INFRASTRUCTURE INVESTMENT

This is a report concerning the development of a public facing advocacy document *Growing Ipswich: Key Priorities for Infrastructure Investment* proposed to be launched at the Ipswich Leaders Forum. It includes the format and structure for what the document will include as well as a recommendation for supplementary engagement with community to understand how they prioritise council's key advocacy priorities.

RECOMMENDATION

- A. **That the Advocacy Advisory Committee receive and note the development of the *Growing Ipswich: Key Priorities for Infrastructure Investment* to be released at the Ipswich Leaders Forum.**
- B. **That the Advocacy Advisory Committee receive and note that community engagement will be conducted through the existing Living in Ipswich annual survey to identify how the community ranks council advocacy priorities.**

DISCUSSION

Mayor Harding invited Councillors to meet with the Advocacy Lead to discuss the key priorities.

ACTION

- 1. **Advocacy lead to provide a report to a future Advocacy Advisory Committee around August after public consultation has been undertaken.**

Mayor Teresa Harding left the meeting at 1.29 pm and invited Councillor David Martin to Chair the meeting.

4. TEAM ATTRACTION BROCHURE UPDATE

This is a report concerning an update on the stakeholder engagement since the Team Attraction Brochure was released in December 2025. The report also includes Training Camp Investment Guidelines and proposed venue additions for a new version of the Team Attraction Brochure.

"The attachment/s to this report are confidential in accordance with section 254J(3)(g) of the Local Government Regulation 2012."

RECOMMENDATION

- A. **That the Advisory Committee receive and note the stakeholder engagement on the Team Attraction Brochure.**

24 MARCH 2026

ADVOCACY ADVISORY COMMITTEE NO. 2026(01)]

- B. That the Advisory Committee receive and note the Training Camp Investment Guidelines and the proposed venue additions to a new version of the Team Attraction Brochure.**

DISCUSSION

It was noted that the Team Attraction brochure is a living document that will be updated as new venues come on line.

The Criterium Track at Raceview was discussed and suggested to be added to the cycling offering so that a review and assessment can be undertaken when other venues are reviewed.

5. ELECTORAL COMMISSION OF QUEENSLAND PROPOSED REDISTRIBUTION

This is a report concerning the Queensland Redistribution Commission's (QRC) proposed redistribution of Queensland state electoral districts.

RECOMMENDATION

That the Advisory Committee note the QRC's proposed redistribution of the state electoral districts and the opportunity to provide objections to the proposals.

6. NEXT MEETING

The next meeting is to be advised.

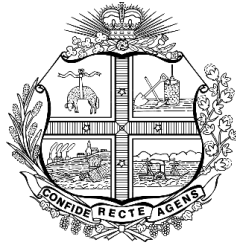
7. GENERAL DISCUSSION (within the purpose and scope of the committee)

Nil

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 1.01 pm.

The meeting closed at 1.45 pm.



City of
Ipswich

- **2 Ipswich Leaders Forum**
Attachment 1 Ipswich Leaders Forum Report..... 3

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ADVOCACY ADVISORY COMMITTEE
MEETING MINUTES

24 MARCH
2026

Item 2 / Minutes Attachment 1

ADVOCACY ADVISORY COMMITTEE
MEETING AGENDA

24 MARCH
2026

Doc ID No: A12643205

ITEM: 2
SUBJECT: IPSWICH LEADERS FORUM
AUTHOR: ADVOCACY LEAD
DATE: 16 FEBRUARY 2026

EXECUTIVE SUMMARY

This is a report concerning the planning for the Ipswich Leaders Forum in late 2026.

RECOMMENDATION/S

- A. That the Advocacy Advisory Committee receive and note the progression of the Ipswich Leaders Forum planning.
- B. That the Advocacy Advisory Committee provide input on the preferred date, guest list and facilitator.

RELATED PARTIES

There were no conflicts of interest

IFUTURE THEME

Vibrant and Growing

PURPOSE OF REPORT/BACKGROUND

The concept of an Ipswich Leaders Forum was presented as part of the new Advocacy Plan at the Advocacy Advisory Committee No. 2025(03) dated 15 October 2025.

It is proposed the Leaders Forum will involve bringing elected representatives from all three levels of government together to discuss Ipswich advocacy priorities, their status and current advocacy requests of different levels of government.

It is proposed the Forum will consist of a two hour discussion on the city's advocacy priorities focused on council's identified Regionally Significant Projects and led and managed by an experienced facilitator.

It is proposed that the public facing advocacy document *Growing Ipswich: Key Priorities for Infrastructure Investment* will be released to coincide with the Forum. Other potential media opportunities will also be explored closer to the event.

ADVOCACY ADVISORY COMMITTEE
MEETING MINUTES

24 MARCH
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Item 2 / Minutes Attachment 1

ADVOCACY ADVISORY COMMITTEE 24 MARCH
MEETING AGENDA 2026

Confidential attachment 1 – Ipswich Leaders Forum Proposed Guest List and Potential Dates seek the Advocacy Advisory Committees input on the guest list and potential dates for the Forum.

Confidential attachment 2 – Ipswich Leaders Forum Potential Facilitators seeks the Advocacy Advisory Committees input on a proposed facilitator/s for the Forum. Noting at this stage none of the facilitators have been approached to gauge their fees, interest or availability.

If agreed by the Advocacy Advisory Committee a 'Save the Date' invitation will be sent to the approved guest list following the Advocacy Advisory Committee meeting and the selected facilitator/s will be approached for engagement.

LEGAL IMPLICATIONS

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

POLICY IMPLICATIONS

The Ipswich Leaders Forum will focus on the council's advocacy Regionally Significant Projects which are identified through the Advocacy for Significant Projects Policy.

The Ipswich Leaders Forum is also contained in the calendar of events in Council's Advocacy Plan 2025.

RISK MANAGEMENT IMPLICATIONS

All advocacy activities come with risks including loss of credibility or reputation, public criticism, damage to relationships with supporters and decision-makers, and even losing access to funding or resources. There is also the risk of creating unrealistic expectations among beneficiaries or partners.

However, if executed properly advocacy leads to better funding and strategic investment in projects, resulting in improved safety, increased economic opportunities, and enhanced quality of life for communities.

Ensuring attendance from all three levels of government is a risk associated with hosting the Ipswich Leaders Forum. The Mayor and Councillors existing relationships with elected officials from other levels of government should be utilised to guarantee attendance.

The benefits of hosting a forum with all three levels of government in attendance promoting the City of Ipswich and its Regionally Significant Projects outweighs the risk and shows a positive agenda and ambition for the city with all three levels of government working together.

FINANCIAL/RESOURCE IMPLICATIONS

The planning and delivery of the Ipswich Leaders Forum is covered within the existing advocacy budget.

COMMUNITY AND OTHER CONSULTATION

The Mayor and Councillors were consulted on the Ipswich Leaders Forum concept as part of the Advocacy Advisory Committee No. 2025(03) dated 15 October 2025.

CONCLUSION

Input is sought from the Advocacy Advisory Committee on the preferred date, guest list and facilitator for the Ipswich Leaders Forum in late 2026 so planning for the event can proceed.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	That the Advisory Committee receive and note the progression of the Ipswich Leaders Forum planning. That the Advisory Committee provide input on the preferred date, guest list and facilitator.
(b) What human rights are affected?	None
(c) How are the human rights limited?	N/A
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	N/A
(e) Conclusion	The decision is consistent with human rights.

CONFIDENTIAL ATTACHMENTS

1.	Ipswich Leaders Forum Proposed Guest List and Potential Dates
2.	Ipswich Leaders Forum Potential Facilitators

Kate Adams
ADVOCACY LEAD

I concur with the recommendations contained in this report.

Dan Heenan
ECONOMIC DEVELOPMENT MANAGER

I concur with the recommendations contained in this report.

Item 6 / Attachment 2.

ADVOCACY ADVISORY COMMITTEE
MEETING MINUTES

24 MARCH
2026

Item 2 / Minutes Attachment 1

ADVOCACY ADVISORY COMMITTEE
MEETING AGENDA

24 MARCH
2026

Ben Pole
GENERAL MANAGER (COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT)

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

ADVOCACY ADVISORY COMMITTEE MINUTES ATTACHMENTS

24 MARCH
2026



City of
Ipswich

- **2 Ipswich Leaders Forum**
 - Attachment 2 Ipswich Leaders Forum Proposed Guest List and Potential
Dates 3
 - Attachment 3 Ipswich Leaders Forum Potential Facilitators 5

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Ipswich Leaders Forum Proposed Guest List:

City of Ipswich

Mayor and Councillors

State Government Representatives

Member for Ipswich Jennifer Howard

Member for Ipswich West Wendy Bourne

Member for Jordan Charis Mullen

Member for Bundamba Lance McCallum

Member for Scenic Rim Jon Krause

Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations Jarrod Bleijie

Minister for Transport and Main Roads Brent Mickelberg

Minister for Sport and Racing and the Olympic and Paralympic Games Tim Mander

Federal Government Representatives

Member for Blair Shayne Neumann

Member for Oxley Milton Dick

Senator for Queensland Paul Scarr

Minister for Infrastructure, Transport, Regional Development and Local Government Catherine King

Minister for Communications and Minister for Sport Anika Wells

Potential dates:

Rationale – Only weeks where there is no Queensland or Australian Parliament sitting dates have been proposed. Friday has been determined as the preferred day as Members of Parliament and Ministers are more likely to be in their electorates on Friday's and not travelling.

Friday 9th October 2026

Friday 23rd October 2026- please note the LGAQ Annual Conference in Cairns runs from 19-21 October

Friday 6th November 2026

Friday 13th November 2026





Ipswich Leaders Forum Potential Facilitators

Dr Kate Meyrick – Director Urbis

Dr Kate Meyrick is a place maker with over 30 years of international experience across Australia, Asia, Europe, the Middle East, and the USA. A regular keynote speaker, panellist, conference moderator, and writer, Kate is recognised as a thought leader in urban performance, city-shaping precincts, and rail-led regeneration. She thrives on collaboration and works effectively with government, community, non-profit, and private sector stakeholders.

<https://urbis.com.au/people/dr-kate-meyrick>

Amanda Newbery - Managing Director Articulous

Amanda Newbery is a nationally recognised expert in communication and engagement. As the founder of Articulous Communications, she has led transformative projects across government, infrastructure, climate, and community sectors. Known for her high-energy facilitation and strategic insight, Amanda helps leaders and organisations navigate complex conversations, build trust, and engage meaningfully.

<https://articulous.com.au/about-us/specialist-guest-speakers/>

Kendall Gilding – Journalist and MC

Kendall has worked on gala balls, awards presentations, charity fundraisers, sporting lunches, conferences, business forums, major government events and more. As a facilitator, Kendall thrives on asking thought provoking questions to generate impactful conversation. Hosting Q&A discussions is a personal favourite. Kendall's clients include UN Women, Brisbane Lions, Queensland Cricket, Queensland Government, Brisbane City Council, Sony Foundation, Red Frogs, Brisbane Racing Club, Awards Australia, Tattersall's Club, Emporium Hotel, Chandon, Star Entertainment, Hellenika at the Calile and more.

<https://kendallgilding.com/mc-host>

Rachel Nolan - Consultant and NED, former Queensland Government Minister and Member for Ipswich

Hon Rachel Nolan is a former Queensland Minister for Finance, Transport, Natural Resources and the Arts now working as Special Advisor, Deloitte Strategy, Risk and Transactions and NED.

Generalist director with particular expertise in major transactions (co-led QR National IPO, Port of Brisbane sale), infrastructure, regulated industries, stakeholder relations and public sector governance. Consulting practice focuses on public sector governance and the implementation of major programs of reform, including in public finance and infrastructure financing and delivery.

<https://www.linkedin.com/in/rachel-nolan-25437b45/?originalSubdomain=au>

David Edwards – Board Director and Infrastructure and Transaction Advisor, former Queensland Government Director-General

David has more than 25 years' experience in senior and CEO positions in Queensland's public service, David's focus is policy development, infrastructure planning and delivery, regional economic development and commercial transactions in the mining, resources, property and tourism sectors. David is also very active in the not-for-profit sector and Government board sectors and in addition to chairing the Board of Trustees for Ipswich Grammar School, he chairs LifeTec Australia, a disability and aged care service provider successfully operating for over 40 years.

<https://www.linkedin.com/in/david-l-edwards-68a7498/>

Reece Dalessandro – Channel 9 State Political Reporter

After 10 years in broadcast journalism, Reece has built a formidable reputation as a hardworking on-air all-rounder. During his eight years of reporting at Nine, Reece has worked across the network for 9 News, A Current Affair and The Today Show. He also completed a two-year stint in the Press Gallery at Nine's Parliament House Bureau in Canberra and has reported for the network abroad on assignments in London, Singapore and Vietnam. Reece has now joined the Queensland Press Gallery, stepping into the role of Nine State Political Reporter.

<https://www.nine.com.au/product-reviews/meet-the-team/reece-dalessandro>

