



NICHOLAS STREET PRECINCT

PLACE ACTIVATION PLAN

PREPARED FOR

IPSWICH CITY COUNCIL

5TH JUNE 2020

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EXECUTIVE SUMMARY

In the last 5 years Ipswich has been through a period of rapid and significant change with the introduction of new government, new centres and suburbs and an influx in population. As the region looks to the future, the potential for rail, infrastructure, tourism, events and business opportunities present exciting possibilities for a City and region on the cusp of major transformation.

Within the city itself the revitalisation and revival of Ipswich CBD through Ipswich Central and the Nicholas Street Precinct Project present unprecedented opportunities to re-establish a once thriving core.

At a cost of \$250 million this is a truly aspirational project that has led to major investment, and a significant promise by the Ipswich City Council to its resident population.

Council are to be commended on the significant work done so far in the acquisition of assets, and delivering a major construction program including major public realm upgrade and investment. Still under construction, the Nicholas Street Precinct including the Civic space (Tulmur Place) presents tremendous opportunities for the City.

RobertsDay have been asked to assist Council in this work by creating a placemaking, events and activation plan that drives attraction, interest and visitation to the Nicholas Street Precinct as a much loved local place. The objective of this plan is to activate and enhance the Precinct's public spaces through physical and non-physical interventions, economic and social recommendations, supported by clear governance and implementation strategies. This work has involved listening to internal stakeholders across multiple branches, understanding local cultural drivers, sense of place and the concerns of business and community.

Placemaking typically occurs before the design and building program as it is used to integrate all stakeholder concerns and ideas and holistically guide and shape the brief, the design objectives of a space, its tenancy curation and eventual activation and events program. Hence as recognised by Council this strategy takes what has been achieved so far as a starting point. Where necessary, recommendations of this report may encourage a refocusing of attention, design or resourcing.

The Nicholas Street precinct is evolving and over the duration of this process the design of the space has been updated. Some areas will continue to change as the design is fluid. Images that have been supplied are therefore considered representative only.



The following objectives were identified by Council to inform the Nicholas Street Precinct Placemaking, Events and Activation Plan

- Deliver a Place Value Proposition and associated Place Vision to guide future decision making based on best practice design and placemaking principles, informed by economic and commercial sophistication;
- Deliver a comprehensive engagement process that includes internal and business stakeholder input;
- Establish a meaningful and locally relevant place vision which builds on local history and knowledge of the area;
- Create an activation framework underpinned by the place vision that aligns with strategic objectives and the City Wide Events Program through collaboration with the City Events team to deliver a program of exciting and engaging events;
- Drive economic outcomes and contribute new energy to Nicholas Street and the Civic Space through commercial understanding and internal and external spatial curation recommendations;
- Foster community spirit and wellbeing for current and future tenants, residents, workers and visitors;
- Provide a precinct plan and long-term governance plan including key roles and responsibilities, key actions, partners, budgets and timeframes;
- Capitalise on the assets, inspiration and attributes of Nicholas Street and the Civic Space both in terms of the physical and non-physical, to deliver a suite of activations, plans and documents which will support a strong sense of place and a vibrant and prosperous community precinct.

SUMMARY OF FINDINGS

Placemaking typically occurs at the **earliest stage** of a masterplan and building process. The Nicholas Street Precinct project is unusual in that this work was not undertaken prior to construction of the Precinct. It is to Council and the interim administration's credit that a number of place and activation focussed studies were then rapidly undertaken during administration as departments recognized gaps in the Precincts design process. These have included: Activation Plans, Art Strategies, Consultation studies, redesigns of built form, redesigns of landscapes, Heritage and Cultural studies, Event programs, Business Cases and Tenancy Studies.

RobertsDay have included and synthesised the best elements of these strategies into this report. Where relevant we have made recommendations that relate to **space and programming, resourcing and implementation**. The spaces that make up the have been analysed in detail with a view to ongoing programming through **tenancy curation, business mix and through management of events and activation**.

An often overlooked element of urban design is that what makes a great place goes beyond bricks and mortar to an understanding of attributes of the place that make it a loved local place; the kinds of activities, events and businesses that create experience; the details and 'moments of delight' through artworks and landscape; the charm and character that heritage and history provide; the personality and brand' of a place; the **programs and partnerships** that offer a sense of ownership that allows local community to see the space as their own 'much loved' place.

These have been identified to create a series of **5 design drivers** that will now guide the placemaking process.

Within a space different user groups have different needs and desires and the best places respond to all. Places that cater specifically to, and are curated for a variety of people increase both the numbers of people in a space and longevity of stay - the most important metrics of a successful public space. **6 major user groups** were identified in our demographic analysis: RESIDENTS, WORKERS, VISITORS, FAMILIES AND YOUNG CHILDREN, YOUTH AND STUDENTS AND OVER 65's and their specific needs and desires are considered in this reports recommendations.

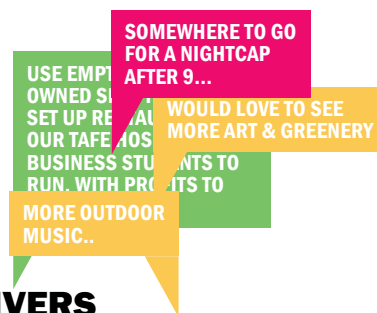
STRATEGIC ANALYSIS + ENGAGEMENT



6 USER GROUPS



THEIR IDEAS



5 DRIVERS



10 PRIORITY ACTIONS

Detailed recommendations and strategies for spaces and programs within the Precinct have been included within this report. **10 priority actions** to begin the placemaking process have emerged. They outline the first steps in getting the ball rolling. This will take the first 3 months and will take advantage of the slow down caused by Covid-19 disruption. Beyond the Place Manager and dedicated events team will guide the implementation of the remaining recommendations and strategies, further refining and bringing them to life with stakeholders and precinct partners.

- 1** Establish a Nicholas Street Precinct Placemaking **Working Group** and **Management Fund**
- 2** Appoint a **Place Manager** and establish a dedicated **Nicholas Street Precinct Event Management Team**
- 3** Start a **community partnerships process** using the Covid-19 period of disruption to progress proposals
- 4** Review **tenancy curation in light of Covid-19** and **strategic positioning** of the Precinct
- 5** Formally rename the Civic Space **Tulmur Place** and rename the Administration Events Space and other bookable events spaces
- 6** Establish a **Precinct events space booking calendar** and a **precinct marketing strategy** driven by the Place Manager
- 7** Align **place activation opportunities** with Council's **City Events** regional events program and the Civic Space, **Library and Art Gallery events program**
- 8** Review thinking behind the street façade projections and LED displays and develop program of **visual material**. Set in place guidelines for what this can be used for
- 9** Identify **interim tenancy and activation partners** and set in place agreements and timing
- 10** Implement simple, quick wins to **activate the precinct** and to improve the legibility and appearance of the carpark internal spaces.

PARTNERSHIPS

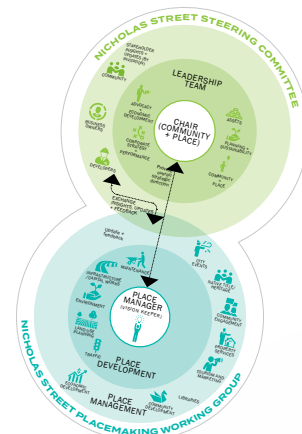
KEY RECOMMENDATIONS

- Consider how the Poetry Fest can be accommodated within the Administration building or the Nicholas Street precinct.
- Consider if and how the adult training room can accommodate children's minecraft and coding sessions. Are there other spaces within the precinct available to accommodate a Kids Code space?

GOVERNANCE



PLACE MANAGEMENT





2

PLACE **ANALYSIS**



WHAT IS THE VALUE OF PLACEMAKING?

WHAT IS PLACEMAKING?

Placemaking is a collaborative and multidisciplinary process which focuses on people and draws from a place's unique qualities. It creates great places which are loveable as well as liveable, and ensures that cities and communities are equipped for the future, responsive to people's needs and adapting with societal change and expectation. Loveable places are more authentic, more meaningful, and more resilient, because they support socially sustainable communities.

It is about more than design, engagement, programming, or branding, but also consists of how all of these things interlink and complement one another.

We define Placemaking as a collaborative and multidisciplinary process which focuses on people and draws from a place's unique qualities. It creates great places which are lovable as well as liveable, and ensures that cities and communities are equipped for the future.

Whilst 'liveability' is the benchmark of 21st century master planning, RobertsDay believe that a place-based approach can also promote 'loveability' – supporting places which people have a sense of ownership over, and which people want to return to. Loveable places are more authentic, more meaningful, and more resilient, because they support socially sustainable communities. Placemaking is about more than simply design, engagement, programming, or branding. It's about how all of these things work together and speak to each other, providing the tools to support places and communities into the future.

CREATING A SUCCESSFUL PUBLIC REALM

There are two factors that influence successful public life, the number of people and the amount of time they spend in the public realm. Therefore the more engaged people are, as well as the more opportunities and activities that support lingering, the longer people will stay.

When successful, Placemaking allows for a diverse use of human activity in a place that is organic, natural and sustainable. While 'sense of place' and 'vibrancy' are on everyone's place wish-list, they are difficult concepts to pin down, especially in relation to the place activation objectives of long-term, sustainable change, organic activity and transformation in a place. Long sustained place activation takes time and is incremental but we know when we focus on building on, and leveraging, local qualities, assets and resources, and building strategies from the bottom up, we are able to galvanise support for the cause, plan a considered approach, and work towards developing a compelling vision and strategy for ongoing and sustainable place outcomes.



BUILDING ON STRONG FOUNDATIONS

The Place Activation Plan and Vision has been developed over several months including a diverse place research and engagement program informed by a planning and literature review, demographic analysis, place analysis, external consultation with businesses within the Nicholas Street Precinct and interviews with internal stakeholders from the following teams:

- City Events
- Tourism
- Heritage Planning
- Stakeholder Relations
- Economic Development
- Nicholas Street Project Management team
- Coordination and Performance
- Ranbury Leasing Team
- Safe City
- Ipswich City Libraries
- Ipswich Art Gallery
- Ipswich Civic Centre
- Native Title and Cultural Heritage

Informed by material from:

- ICC Draft Activation Plan 2020
- ICC Library programming 2020
- Draft Public Art Governance Framework 2020 - UAP
- Ipswich City Council City Events Festival Briefs 2020
- Indigenous Community Consultation Report 2019 - In response to Ipswich CBD Redevelopment Public Art plan - ICC and Black Drum Consultants
- Ipswich Central Masterplan Engagement 2019-2020 - Co-Design
- Ipswich Central Redevelopment Nicholas Street Retail Report - 2019 KPMG
- Ipswich CBD Redevelopment Public Art plan 2019 - 2020 - iAM Consultants
- Ipswich Masterplan Review 2019 - Urbis
- ICC Nicholas Street History Document 2019
- ICC Ipswich Central and CBD Events Strategy 2019
- ICC City of Ipswich Destination Management Plan 2019
- Food and Beverage Strategy 2019 - Brain and Poulter
- Ipswich City Centre Master Plan Review and Ipswich Central Consumer Insights 2019 - Urbis
- Council Endorsed Strategic Objectives 2018
- Civic Public Car Park - Signage and Wayfinding Strategy 2018 - Dotdash
- Ipswich Public Art Plans 2018 - iAM, Positive Solutions and Maxtrix Group
- North Ipswich Open Space Draft Masterplan Report 2017 - Vee Design
- Program, Staging Plans, Internal fitouts, Fitout manual, Graphics, Renders, Documentation, Revit files, Drawings and Photographs - ICC, Ranbury, Buchan Group and Vee Design 2017-2020
- Australian Census 2016
- ICC Our Community: Demographic Profile of Ipswich 2016





NICHOLAS STREET PRECINCT HISTORY

Nicholas Street along with Bell and Brisbane Streets was once the heart of a thriving town centre - with numerous historic buildings dating to the 1800s. The traditional town centre pattern was successful and fondly remembered by many residents.

Two trends altered this historic form and, - in part the retail success of the CBD in the later half of 20th century;

Redevelopment. A significant loss of heritage buildings occurred within the Nicholas Street Precinct through the 20th century through fire and redevelopment. The construction of a carpark and pedestrianised shopping mall had limited success and also severed connectivity. Despite substantial demolition, today echoes of the past are present and include a handful of buildings on Nicholas Street and the Commonwealth Hotel building on Union Street.

A major impact on Nicholas Street and indeed the central city was the construction of Riverlink which led to a slow failure of the traditional town centre, significant loss of tenancies, stripping the centre of life and activation.

By 2009 Council had begun to investigate ways of reinvigorating the precinct. This process had some success in the construction of Icon Tower. In 2011 Ipswich City Properties started the City Heart Redevelopment project with a new masterplan for the precinct. Numerous design iterations were created over the course of 10 years with a plan finalised for construction in 2018. ICP was wound down in 2019 with Council under interim administration taking on the project delivery.

1849 -1854 LONDON STORES

Benjamin Cribb opens the London Stores on the corner of Brisbane and Bell Streets



1886 VIEW OF NICHOLAS ST. FROM BRISBANE ST.



1910 COMMONWEALTH HOTEL

Commonwealth Hotel opens in Union Place

1950 VIEW OF NICHOLAS ST. FROM BRISBANE ST.



1985 DESTRUCTION BY FIRE

Reids destroyed by fire



1985-86 IPSWICH CITY SQUARE

Kern Corporation purchases the area which will become Ipswich City Square (ICS) (including Reids and commercial/retail buildings in the Ipswich Mall) - plans announced to convert Nicholas Street into a pedestrian mall

1987 IPSWICH MALL

ICS shopping centre opens in the newly created Ipswich Mall along with a multi-storey undercover car park. Anchor tenants include department store McDonnell and East, Coles Variety and Chandlers. Kern Corporation refurbishes the Commonwealth Hotel



1991 MEMO CORPORATION

Kern goes into receivership, ICS purchased by Singapore-based Memo Corporation



1999 BIRCH CARROLL + COYLE CINEMAS

Birch Carroll and Coyle Cinemas open on the corner of Brisbane and Ellenborough Streets



2005**NEW LOOK FOR IPSWICH MALL**

Council opens a new look Ipswich Mall with new trees, landscaping and shade sails and develop D'Arcy Doyle Place.

2007**RIVERLINK SHOPPING CENTRES**

Riverlink Shopping Centre opens, within a few months traders in ICS begin to request rent relief to mitigate falling sales and reduced foot traffic due to the new centre. Suncorp and the Commonwealth Bank announce the closure of their Mall-based branches as they prepare to open in Riverlink.

2008**RISE ON VACANCY RATES**

Tenant vacancy rates in ICS rise to 60% as more businesses relocate to Riverlink

2009**IPSWICH CITY PROPERTIES**

ICP incorporated, purchases ICS from Memo Corp with a State Government loan of \$45 million dollars. The centre has a tenant vacancy rate of 55%. ICP appoints Knight Frank to manage the centre and to attract new tenants

2010**CREATION OF ICON TOWER**

ICP engages Leighton Properties as a development partner to create the ICON tower

BRADFIELD BRIDGE

Bradfield Bridge opens (linking the Mall with Riverlink)

2011**IPSWICH CITY HEART REDEVELOPMENT PLANS**

Plans announced as part of Ipswich's Ipswich City Heart redevelopment with Leighton Properties appointed as developer- first stage of the development is the ICON tower, a nine-storey office tower on the corner of Bell and Brisbane Streets

2013**OPENING OF ICON IPSWICH**

ICON Ipswich opens – ICP sells the building with expectations that up to 1,200 State Government workers will relocate to Ipswich

2021**OPENING OF NEW ADMINISTRATION BUILDING, RETAIL, DINING AND ENTERTAINMENT IN 2021****2020****FURTHER WORKS IN 2020**

Hutchinson Builders plan to deliver the library and civic plaza in October, Restoration works are expected to commence on Murphy's Town Pub – now renamed the Commonwealth Hotel, Refurbishment works planned for retail buildings

2019**DEMOLITION OF IPSWICH CITY SQUARE BUILDINGS**

Hutchinson Builders is awarded the contract to demolish some of the existing Ipswich City Square buildings and build the CBD's library, administration building and civic plaza. The \$140 million contract is the largest ever awarded by the Council.

OPENING OF REVITALISED NICHOLAS STREET

December - the revitalised Nicholas Street is opened

2018**ICP CANCELS ARRANGEMENT WITH DEVELOPER**

ICP cancels epc. Pacific arrangement and pays \$7 million for building costs and intellectual capital

ICP PURCHASES IPSWICH CITY PLAZA

ICP purchases the Ipswich City Plaza - Ranbury is engaged as the leasing agents for the redevelopment

START OF CONSTRUCTIONS - NICHOLAS STREET

JMAC Constructions commence construction of the new one-way Nicholas Street vehicular road - included landscaping, trees and street furniture

IPSWICH CENTRAL NOW NICHOLAS STREET

Ipswich Central is rebranded Nicholas Street - Ipswich Central. Key retail assets are branded as Metro (the buildings bordering Bell Street), Venue (corner of Nicholas, Brisbane and Ellenborough Streets) and Eats (the former tenancies above the car park)

ICP CEASES TRADING

ICP ceases trading on 30 June 2019 - all ICP assets and land transferred to Council.

2016**FURTHER DEVELOPMENTS TO THE MALL**

ICP announces plans to further redevelop the Mall as part of the Ipswich City Heart redevelopment

DEMOLITION OF FORMER WOOLWORTHS AND SURROUNDS

Hutchinson Builders commence demolition of the former Woolworths and adjoining tenancies

UPDATED VISION FOR IPSWICH CBD

Council releases updated vision for the CBD - demolition of existing structure on future administration building site

2014**ICP PURCHASES THE OLD COMMONWEALTH HOTEL**

ICP purchases Murphy's (originally known as the Commonwealth Hotel)

3

PLACE VALUE **PROPOSITION**



THE PLACE VISION

IPSWICH IS A CITY OF OLD SCHOOL **CHARM** ON THE CUSP OF TRANSFORMATION.

THE NEW NICHOLAS STREET PRECINCT NEEDS TO BE **A DESTINATION; INCLUSIVE** OF ALL DEMOGRAPHICS; WORKERS STUDENTS, YOUTH, FAMILIES AND YOUNG AND OLD . AS THE CIVIC HEART IT IS **A PLACE FOR PEOPLE:**

WITH THE POTENTIAL FOR **PARTNERSHIPS, PROGRAMS AND COURSES**, A PLACE FOR **ENTERTAINMENT;** THAT WILL ATTRACT AND HOLD PEOPLE TO STAY AND LINGER- THROUGH FOOD, MUSIC, ARTS, DANCE, EVENTS, ACTIVATION AND CHANGE.

IT IS A PLACE FOR THE CITY **TO CELEBRATE ITS CULTURE** AND TO **COME TOGETHER**

THE DRIVERS

1

**CHARM &
DESTINATION**

3

**A PLACE OF
PARTNERSHIPS AND
PROGRAMS**

2

**A PLACE FOR PEOPLE:
INCLUSIVE,
PROVIDING FOR
YOUTH, YOUNG AND
OLD, INDIGENOUS**

4

**ENTERTAINMENT:
FOOD, MUSIC,
EVENTS AND
ACTIVATION**

5

**TO CELEBRATE
CULTURE, COME
TOGETHER**

WHAT PEOPLE WANT TO SEE IN THE CBD

**SMALL + LARGE
BUSINESS...TO CREATE
A BUZZ IN THE CBD...**

**PRECINCTS FOR
FOOD, RETAIL
OR SERVICES...**

**SPACES ARE
GREAT MEETING +
GATHERING POINTS
FOR THE COMMUNITY**

**NICE, MODERN DINING
PRECINCTS, SPECIALTY
COFFEE SHOPS &
BREAKFAST CAFES. NICER
OPSHOPS, NURSERY & ...
STROLL AFTER BREAKFAST.
NICE MARKETS**

**IPSWICH CENTRAL
NEEDS TO FIND
IT'S OWN NICHE,
OFFERING SOMETHING
DIFFERENT**

**PROMOTION +
ENTERTAINMENT
PLACES LOCALLY TO
ENCOURAGE PEOPLE
TO VISIT IPSWICH
AND NOT GO
OUTSIDE OF IPSWICH**

**SOMETHING FOR
CHILDREN ON THE
WEEKENDS AND
DURING THE DAY**



USE EMPTY COUNCIL OWNED SHOPFRONTS TO SET UP RESTAURANTS FOR OUR TAFE HOSPITALITY & BUSINESS STUDENTS TO RUN, WITH PROFITS TO FUND UPKEEP.

WOULD LOVE TO SEE MORE ART & GREENERY

MORE OUTDOOR MUSIC..

BE GOOD TO SEE THE OLD CINEMA ENTRANCE ON ELLENBOROUGH ST. OPENED UP AS AN INVITING ENTRY TO NICHOLAS ST.

LARGE SCALE MURALS ON AREAS OF THE CITY...

BRING BACK THE NICHOLAS STREET NIGHT MARKETS + EVENTS

SOMEWHERE TO GO FOR A NIGHTCAP AFTER 9...

MAKE IT SAFER DOWNTOWN IN THE EVENINGS.

PLANT MORE TREES... ESTABLISH COMMUNITY GARDENS...

1
CHARM & DESTINATION

3
A PLACE OF PARTNERSHIPS AND PROGRAMS

2
A PLACE FOR PEOPLE: INCLUSIVE, PROVIDING FOR YOUTH, YOUNG AND OLD, INDIGENOUS

4
ENTERTAINMENT: FOOD, MUSIC, EVENTS AND ACTIVATION

5
TO CELEBRATE, TO CELEBRATE CULTURE TO COME TOGETHER

THE PLACE VALUE PROPOSITION

The Place value proposition responds to social, economic, environmental and cultural attributes of the place: determining key user groups, identifying their needs, interests and behaviours and recognising activation opportunities that respond to these attributes. This understanding is clarified by demographic analysis and stakeholder engagement.

The place proposition also explores who uses the place at different times of the day, week and year and how the activities they undertake can be facilitated within the precinct.

It guides event and activity selection appropriate to the time of day and week enlivening Nicholas Street from day to night and into the future.

The following analysis provides a high-level overview of the key trends and characteristics of the people who will use the site including their demographic characteristics, origins and daily hobbies.

KEY USER GROUP ANALYSIS

RESIDENTS: CITY & CENTRAL

Resident profiles can be broken into two demographic groups; residents of the City of Ipswich which comprises around 220,000 (which includes Springfield and Ripley) a median age of 32 and more specifically - residents of inner city Ipswich Central who live within walking distance of Nicholas Street

The population of Central is a small 6,558 people with a median age of 38, slightly older than the City generally. This group is differentiated by more professionals than other trades and interests that trend towards hobbies and craft.

6,559
RESIDENTS OF
IPSWICH CENTRAL
38
MEDIAN AGE
IPSWICH CENTRAL
32 MEDIAN AGE
IPSWICH

WORKERS

Aged 20-65, the cohort of workers will grow significantly with the construction of the Council Administration building, the library and the rest of the Nicholas Street Precinct redevelopment. An additional 750 + Council officers and workers are expected, complimenting the 1200 government workers within the Icon Tower.

With new accessibility through the space it is also likely that additional working commuters will funnel through Nicholas Street from the train station and parking areas and by bicycle. Workers within Ipswich Central are predominantly professional and administrative:

- 63% are women
- 37% live locally (within 10km)
- 81% drive to work

This suggests a high use of car parking nearby, with small numbers using the train station (1.7%) or walking or cycling (2.3%).

750+
ADDITIONAL
COUNCIL WORKERS

VISITORS

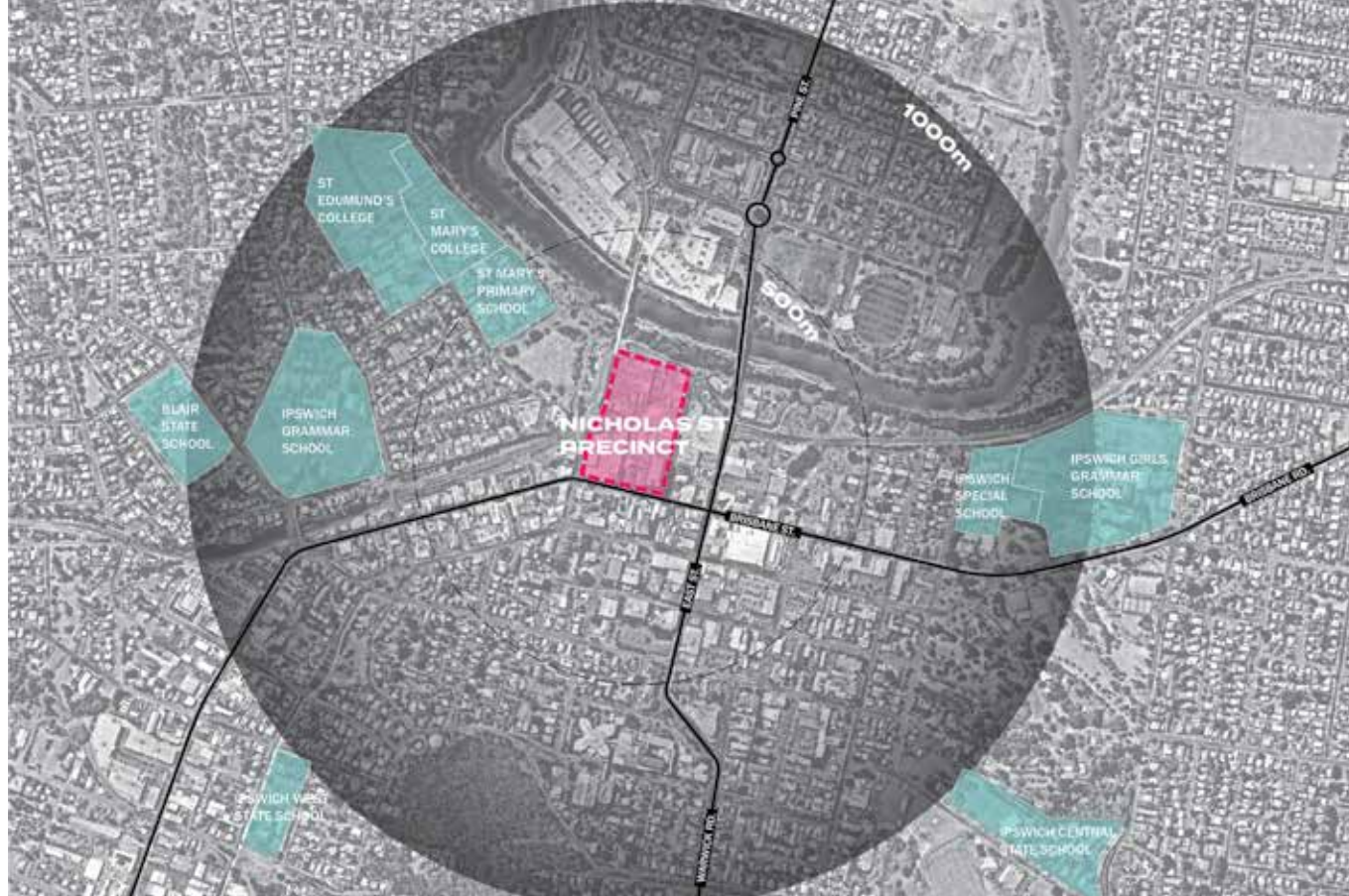
Daytrip visitors account for the most common types of visitor duration with around 77% in this bracket. Given current shortfall, and limited options for accommodation in the centre, this number is unlikely to change significantly. Overall however, visits are expected to increase.

An annual 1.5 million people visited the region in 2018 - an increase of 400,000 since 2015.

Expansion of last year's (2019) major events program is set to further increase visitation.

With parallel programming to expand the local dining, shopping, cultural and entertainment offer, Nicholas Street can leverage these significant attractions, extending the duration and purpose of visits, increasing economic activity within Ipswich.

77%
OF VISITS
DAY TRIPS
400,000
ADDITIONAL
ANNUAL VISITORS
SINCE 2015



9 SCHOOLS SURROUNDING THE PRECINCT IN A 1KM RADIUS

YOUTH + STUDENTS

14% of Ipswich's population is between 10 and 19, or over 27,000 people and within a 1km radius there are 9 schools with an estimate of over 5,600 students. Additionally there are 1,682 students enrolled at the USQ Ipswich campus to the south of the centre.

The precinct has potential as a meeting place for young people who live nearby and many who commute into Ipswich to school, provided the right attractions and social spaces are created.

5,600+ SCHOOL STUDENTS IN 1KM RADIUS

1,682 STUDENTS ENROLLED AT USQ IPSWICH

CHILDREN + YOUNG FAMILIES

There are over 47,000 under 15 year olds within Ipswich, 17% of whom are under 10 years, a population of over 32,000. In general terms Ipswich and its surrounds (Springfield and Ripley) has a higher than usual concentration of young families and children whilst Ipswich Central has a smaller population of children (764)

The dedicated Children's Library will bring in a number of both young parents and small children. Interests include events, age appropriate experiences and activities, opportunities for family outings and convenience for local working parents.

17% OF POPULATION UNDER 10

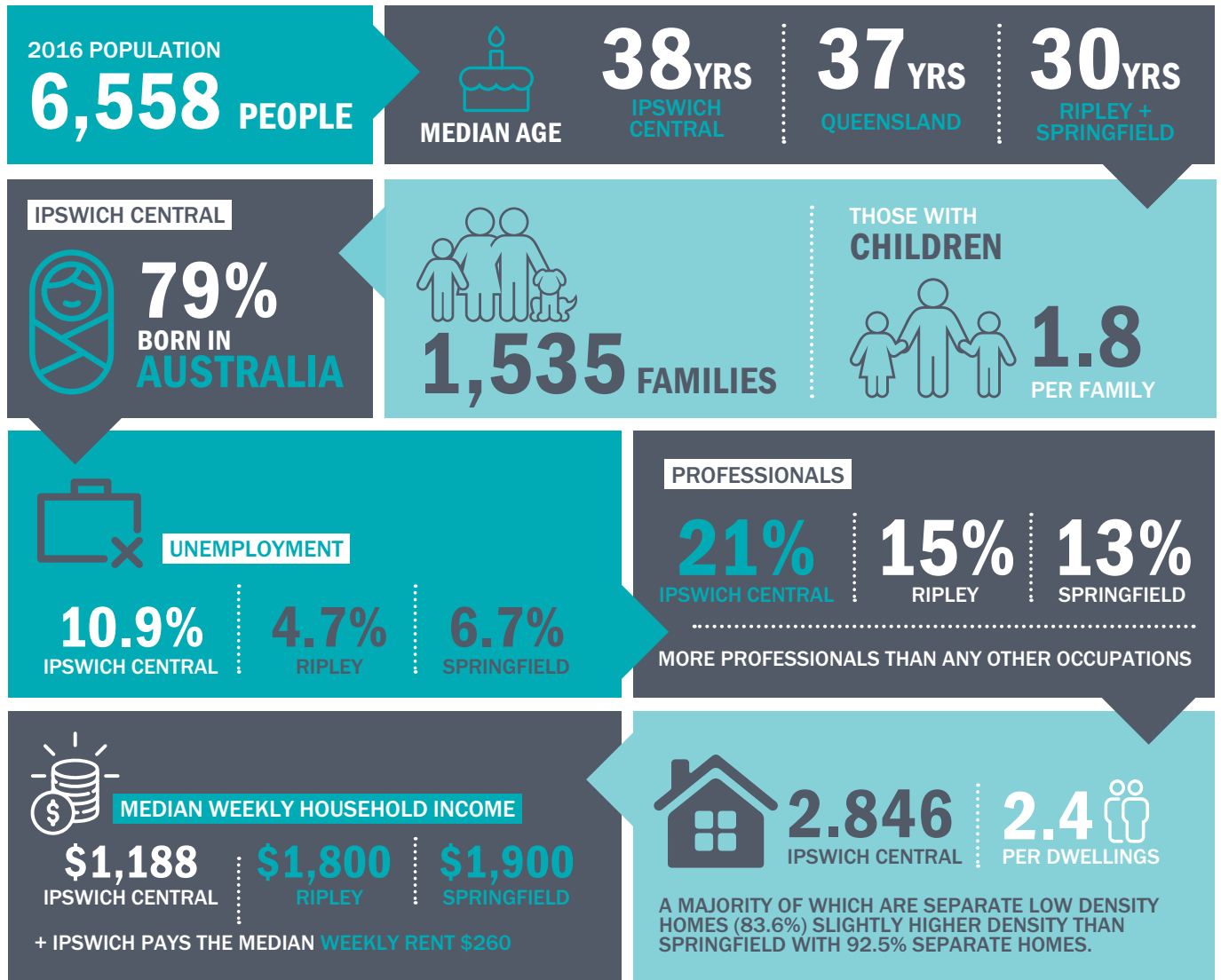
OVER 65'S

Around 10% of the population of Ipswich is over 65 with more than 20,585 individuals. The local population of Ipswich Central and North Ipswich/Tivoli have older populations than the surrounding suburbs. New aged care residences and the creation of the Health Precinct in the centre ensure the city centre will become more frequented by older residents and their families.

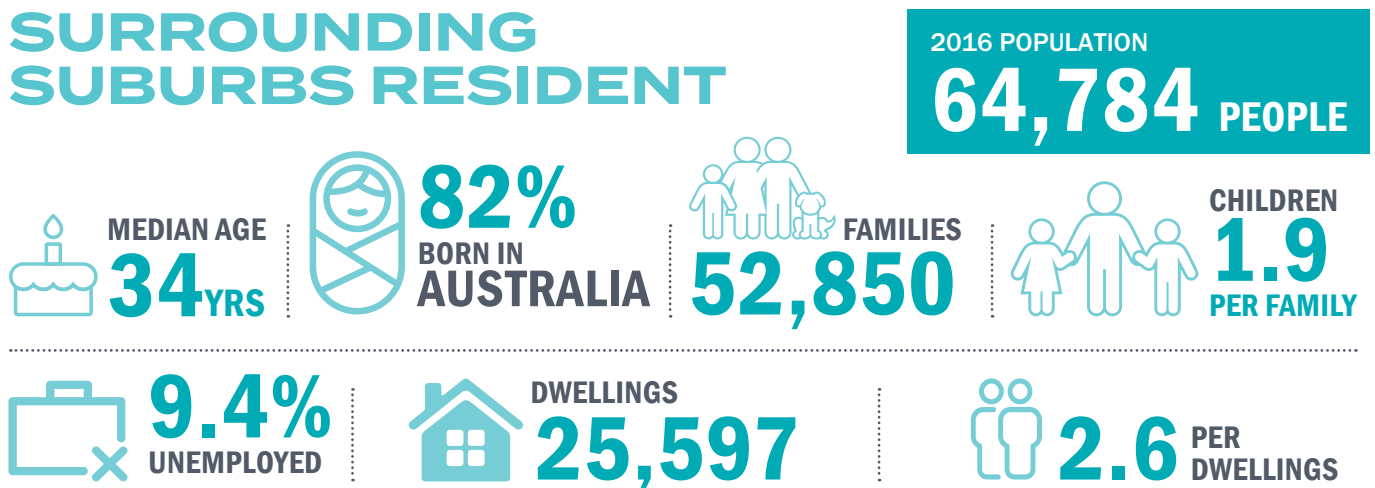
With more flexible schedules and time they are likely to use the space outside of the normal weekday working peaks and are more able to pursue social, recreation and cultural interests. With improved transport links and civic spaces the CBD offers a number of drawcards to over 65s and hence are worthy of consideration.

10% OF POPULATION OVER 65

THE IPSWICH CENTRAL RESIDENT



SURROUNDING SUBURBS RESIDENT



TAKEAWAY: The potential exists to extend the duration of time that residents spend in the city through lunchtime and afterwork shopping, by aligning child care with work location, after school education and cultural pursuits, and through social events, networking, dining and entertainment.

IPSWICH CENTRAL LOCAL WORKERS



LOCAL WORKERS

11,947



61%
FULL TIME

33%
PART TIME



MEDIAN AGE

41 YRS

TYPES OF WORK



63%
WOMEN

42%
PROFESSIONALS
OR MANAGERS

15%
COMMUNITY /
SERVICE WORKERS

18%
ADMINISTRATION
WORKERS

6%
SALES



37%
LIVE LOCALLY
(WITHIN 10KM)



1.7%
JOURNEY TO
WORK BY TRAIN



81%
JOURNEY TO
WORK BY CAR

TAKEAWAY: Ipswich Central is comprised of a high percentage of professionals suggesting a higher than average salary. With a higher proportion of women at 63%, childcare centre in Nicholas Street Precinct is something that should be considered. Car transport is higher than the national average and given 37% of people live within 10 kilometres and the high proportion of government workers, incentivisation for active transport and car sharing should be actively explored.

WHAT PLACES, THINGS AND ACTIVITIES RESIDENTS LOVE MOST:



THE COFFEE
CULTURE



THE HERITAGE
BUILDINGS



THE HISTORY



OPEN SPACES



THE COUNTRYSIDE



SPORTS



CREATIVE
& ARTS



ACTIVITIES &
HOBBIES

TAKEAWAY: Compared to other cities, Ipswich Central residents place a high value on hobbies and activities such as dance, craft, arts and sport. This indicates a high degree of community engagement and is something that should be considered in the programming of the precinct. Spatially, residents value the heritage buildings and history, as well as the open spaces and parks within Ipswich and its close proximity to the countryside and open spaces.

NICHOLAS STREET PRECINCT USE

The precinct must present a different offer and different range of experiences to Riverlink, Springfield and Ripley. Being an outdoor urban environment with high quality built form, mixed of early 1900s heritage and 80s retro modernism the precinct has the potential to differentiate as a more premium yet still accessible civic, dining, café, convenience and entertainment environment.

WHO ARE THE CORE GROUPS AND WHAT DO THEY DESIRE?

From analysis the core target groups for the precinct are:

- Local office workers/professionals: Convenience and amenity, lasting interest (requires differentiation of offer and some sophistication)
- Visitors: Day-trippers and with more accommodation overnight based on local events. Need a narrative, and dining and entertainment offer with local character, not standard fare.
- Residents of the region: destination-worthy places, facilities, entertainment and dining that can sustain interest. The library (adult's and children's) is fantastic with so many programs and events, but the precinct as a whole needs to sustain interest.

WHEN WILL IT BE BUSY?

Weekdays the precinct sees busy periods before and after work (convenience times and after work socialising) and around lunch and dinner times. This will depend on day of week peaking toward the end of the week. Programming needs to broaden activation times and user groups (older residents, young families, lunchtime music in the space, afterschool activity, Council planned and through tenant offer).

WHAT WILL IT BE LIKE ON WEEKENDS AND PUBLIC HOLIDAYS?

Weekend peaks are likely to be the breakfast traffic (walkers and cyclists), day-trippers: lunch and evening, residents for evening entertainment and dining options). Key to activation is appeal to a range of patrons and businesses that drive lasting interest.

Depending on licensing and number of bars and type of event and functions, activity may continue beyond midnight.

WHAT IS NICHOLAS STREET'S COMPETITIVE ADVANTAGE?

Nicholas Street is a true civic space. It is a street environment with history, new civic uses, heritage buildings and a high standard of finish. It is convenient and appealing to city professional workers both as a daytime lunch destination and has potential as an afterhours destination. It can offer a degree of accessible sophistication if delivered, tenanted and programmed well. It also needs to distinguish itself from the discount offer the old Ipswich City Square presented in its later years.

The tenancy mix should not comprise the same or similar chain food and beverage fare as Riverlink. Riverlink entertainment is the standard fare adopting a please all approach. Nicholas Street need to have a degree of sophistication that is still accessible. Instead of a standard arcade/gaming venue it should adopt a retro arcade with bar and precinct wide food ordering. This appeals to a wider dynamic and offer that does not exist in the sub-region. It is this differentiating of tenant offer that will bring in a wider crowd, by being destination worthy and sustain interest. This can start with careful curation of short term and temporary uses to set the scene. We are going through a period of revaluing our past both heritage and early modern. The precincts intermixing of early 1900s and 80s modernism could play to this if told through the activities and artwork, and tenancy selection in the space.

Further improvements that would round out the offer and support local workers (63% are women) would be a child care centre close to work, a convenience supermarket and a boutique retro-modern hotel offer to counter the short fall of this form of accommodation, e.g. a Lincoln Austin Art Series Hotel.

CORE ACTIVE HOURS IN PRECINCT DURING WEEK

WORKERS

Travel to Work	6.00am - 9.00am
Breakfast Meetings	6.00am - 8.00am
Meetings	9.00am - 12.00pm
Lunch	12.00pm - 14.00pm
Break	15.00pm - 16.00pm
Travel Home / Dinner / Afterwork socialising	16.00pm - 21.00pm

RESIDENTS

Travel to work	6.00am - 9.00am
Breakfast	6.00am - 8.00am
School Drop Off	6.00am - 8.00am
Lunch	12.00pm - 14.00pm
School Pick Up	15.00pm - 16.00pm
Dinner / Afterwork / Recreation	16.00pm - 12.00am

VISITORS

In & Out	All Day
Breakfast	6.00am - 8.00am
Lunch	11.00am - 16.00pm
Dinner	18.00pm - 21.00pm
Social / Drinks	22.00pm - 12.00am
Functions / Show	18:00pm - 23:00pm

YOUTH & STUDENTS

Travel	8.00am - 9.00pm
High School Attendance	8.00am - 16.00pm
After School	16.00pm - 18.00pm
Uni Classes	10.00am - 22.00pm
Study / Social Outing	18.00pm - 22.00pm

CHILDREN AND YOUNG FAMILIES

Travel	8.00am - 9.00pm
Preschool library and programs	9.30am - 11.30pm
Lunch	12.00pm - 13.30pm
School Pick Up	15.00pm - 16.00pm
After School library and programs	15.30pm - 17.00pm

OVER 65'ERS/RETIRES

Morning exercise and CBD refreshment	6.00am - 8.00am
Shopping, library and recreation	8.00am - 14.00pm
Morning Tea	9.30am - 11.30am
Lunch	12.00am - 13.30pm
Dinner	18.00pm - 21.30pm



NICHOLAS STREET PRECINCT PLAN

VENUE

Prominent corner site, venue will accommodate a new cinema, go-kart track as well as small scale retail, including a current pharmacy.

143 BRISBANE STREET

Recently acquired, 143 Brisbane Street is a 4-5 storey office tower.

NOLANS/ RAWLINGS

Historic Corner building dating to 1898, 2 storey with small scale retail, multiple owners and tenancies.

ICON TOWER 117 BRISBANE STREET

Corner Brisbane and Bell Icon is a 9 storey building with 18,000m² of office space. It contains 1200 State government workers.

34 NICHOLAS STREET

Small scale tenancies and retail.

31-33 NICHOLAS STREET

Small scale tenancies and retail.

EATS

Mid level family dining with on-street restaurants.

METRO A

Partially programmed Metro A benefits from a loading dock and may contain a mini-major.

METRO B

Mid level to premium dining, Metro B offers a dining experience similar to Little Stanley Street in Brisbane.

IPSWICH TRAIN STATION

LIBRARY

The new library will be a dedicated adults library space (ages 12+) and also includes a 20 computer training space and new technology spaces.

TULMUR PLACE

The new civic square, Tulumur Place features a waterplay area, series of grassed spaces stage, shade and seating and a cafe that looks over Bremer Street and the river.

CARPARK

Beneath Tulumur Place is the multilevel carpark. This presents a number of constraints, but has been accommodated through 5 lifts on site. This connects to Bradfield Bridge.

IPSWICH CITY COUNCIL ADMINISTRATION BUILDING

A modern 8 storey office and administration building that will hold Ipswich City Council and acts as an anchor to the site.

CHILDREN'S LIBRARY GROUND FLOOR + FIRST FLOOR EVENTS SPACE

At the bottom of the administration building is the dedicated Children's Library and outdoor space which will be programmed (baby rhyme time). On the first floor of the administration building, is a dedicated events space for events up to 180 people.

USER GROUPS

- Library Users
- Creatives & Makers
- Families with Children
- Couples with no kids
- Administration Workers
- Modernisers & Tech Savvy
- Active Seniors
- Tourists/Visitors
- Fitness Buffs
- Young Children
- Foodies
- Dog Walkers
- Mums with Bubs
- Community Groups
- Youth and Students
- Cyclists
- Commuters
- Social Butterflies
- Local Business Owners
- Music Lovers

TULMUR PLACE

IPSWICH'S CIVIC SQUARE



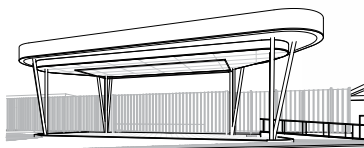
Tulumur Place, Ipswich's Civic Square has been designed as the thriving heart of Ipswich. At the terminus of Nicholas Street, connected to Bradfield Bridge and framed by the library and administration building, the space will be a hub for people. These buildings serve as natural drawcards are supported by the addition of a stage, waterplay area, grassed areas, cafe and bar, artworks and shaded spaces. Tulumur Place has immense potential presenting a number of placemaking and activation opportunities. Such opportunities should be focused around not only attracting new users but leveraging and extending the duration of visitors and everyday users.



Opportunities for activation include programming of the stage for small medium size performances of from 10 to 500 to 1000 people (1500 including Nicholas Street). The waterplay area will undoubtedly attract young families during summer times, and the cafe and bar if designed well could enjoy late afternoon and evening sunsets. Grassed spaces within the precinct can be programmed around yoga and pilates.

THE STAGE

Stage with capacity for dance and music troupes. Viewing capacity suitable for 500 -1000 person events. A grassed lawn in front offers partial shading.



PAVILION AND SEATING AREA

With mural on pavilion soffit.

SHADE, SEATING AREAS

Adjacent pedestrian boulevard which provides a visual link to Nicholas Street this area features a major artwork at the corner, by Lincoln Austin





Note: The design is unusual and constrained by construction over a parking building and a lack of a functional event brief. There are also some practical and functional issues with the design. It is recommended that after a settling period of two years a place audit is conducted to understand any issues that may have arisen and that can be remedied.

WATER PLAY AREA

The water play area features fountains, shallow pools, platypus and a hanging fish trap sculpture suspended to the shade pavilion. The play area and water can be turned off turning the space into a hard plaza space for events and at night. Toilets and change rooms sit to the west near the stage.

CAFE + BAR AREA

Views over Tulumur Place, Bremer River and hills beyond. This area features a screen that may be used to watch major sporting events and movies.

GRASSED LAWNS

CULTURAL GARDEN

Garden with native planting featuring bronze sculpture brush wallabies designed by local Aboriginal artists



KEY RECOMMENDATIONS

RENAME THE SPACE TULMUR PLACE

- Tulumur is the name for Ipswich, common across the Yagara language group and known across all clan groups within Ipswich. This has been confirmed by Desmond Crump and endorsed in external and internal consultation.

OPENING EVENT AND NAMING CEREMONY

- It is recommended that the Square have a grand opening and naming ceremony in December (subject to Covid 19 regulations).

CREATE A BOOKABLE CALENDAR FOR TULMUR PLACE

REVIEW KEY SPACES IN TWO YEARS FOR FUNCTIONALITY

- The stage in particular has an unusual configuration which remains untested. It faces the western sun and has a step in the middle of the audience area which poses risks.

CREATE A HEALTH AND SAFETY PLAN FOR THE WATERPLAY AREA

Key Questions:

- Will the waterplay area require dedicated supervision as per Southbank Parklands?
- Will there be dedicated security personnel in the area?

ACTIVATE THE CAFE AND BAR

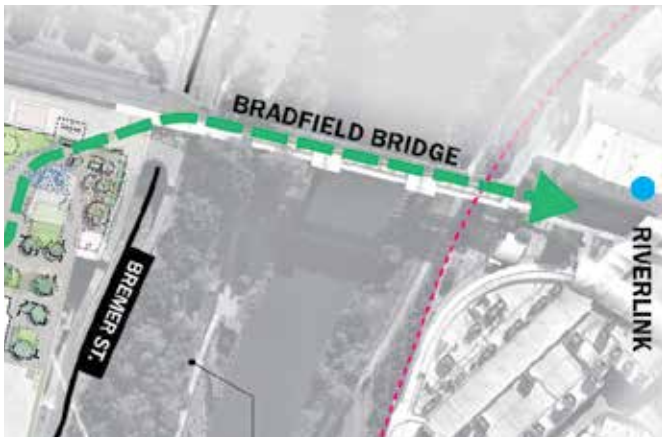
- In the evening the Civic Space Bar and Cafe offering caters to workers and visitors with views across the space to the stage and to the Bremer River. Activations could include music on a Thursday and Friday and 'sports on the screen'.

PROGRAM THE STAGE ALL TIMES OF DAY WITH

- Yoga and pilates on the lawn
- Mums and bubs yoga
- Children's musical performances, plays and storytimes
- Music on a Friday/Saturday and Sunday evening with potential for lunchtimes
- Live readings and poetry nights and guest authors (organised by the library)

1 CHARM & DESTINATION	3 A PLACE OF PARTNERSHIPS AND PROGRAMS	4 ENTERTAINMENT: FOOD, MUSIC, EVENTS AND ACTIVATION
2 A PLACE FOR PEOPLE: INCLUSIVE, PROVIDING FOR YOUTH, YOUNG AND OLD, INDIGENOUS	5 TO CELEBRATE, TO CELEBRATE CULTURE TO COME TOGETHER	

TULMUR PLACE CARPARK + BRADFIELD BRIDGE



The carpark to Tulumur Place is a five storey carpark with significant wayfinding and connection issues. Access to and from Bradfield Bridge, Tulumur Place and to Bremer Street is confusing and indirect. This was recognised early on in the design process and has been partially mitigated by the addition of new lifts to Tulumur Place and a new wayfinding and signage strategy bespoke to the carpark.

Further opportunities are available and RobertsDay recommends viewing the carparking building as an opportunity and not a constraint. The parking building will be used by a majority of visitors and there are many opportunities to enliven the space through curated artworks and activations, events and coding of levels through placemaking. This could be through choosing a 'theme' for each level, or providing art panels that can be curated on a bi-annual basis.

Despite the connectivity issues to Bradfield Bridge, this can also be seen as an opportunity. The Bridge in time, will connect the heart of Ipswich's business, food and dining precinct to the city's major retail mall.

Now closed from 6pm due to misuse after-hours, the bridge became a teenager congregation space that discouraged others from crossing. Further investigation has shown this to be a spatial problem with viewing platforms creating large gathering spaces on the bridge. Ipswich Safe City is interested in exploring activation on these viewing platforms, with a willingness to open the bridge later and patrol the bridge as the precinct becomes a more vibrant and used space. This should occur in conversation with Riverlink security with (some) shared responsibility.

1
CHARM &
DESTINATION



Brisbane Outdoor Gallery - Carpark King George Square

KEY RECOMMENDATIONS

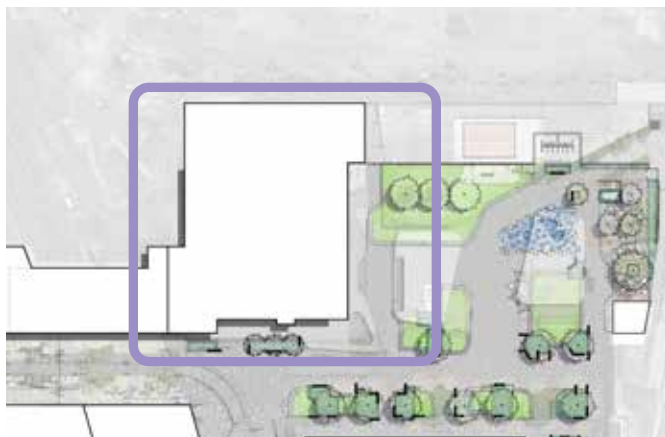
TULMUR PLACE CARPARK

- Consider the carpark an opportunity and not a constraint
- Curated art strategy for the space that can be updated periodically with a mix of permanent and temporary artworks.

BRADFIELD BRIDGE

- 400 people seems to be the maximum loading on the bridge - this needs further investigation
- Open the bridge later until 7pm within next 6 months as test case, - if successful extend timing to 8/9pm.
- Explore shared patrolling of bridge by Safe City and Riverlink security
- Investigate coffee cart/florists on Bradfield Bridge's viewing platforms
- Explore potential for screens to display activity on the bridge from either end
- Allow bikes through the bridge, through painted lines demarcating cycle and pedestrian areas

IPSWICH LIBRARIES - IPSWICH CENTRAL



The Ipswich Library is an exceptionally good library. With membership continually increasing (up 38,000 to 56,000) in the last few years. Turnover of books is 20% higher than the national average.

The new library will serve as a natural attractor to the space. Spatially and programmatically it will be split with a dedicated Children's Library housed within the administration building at ground floor and a dedicated adults library at the junction of Nicholas and Union Street on the western side. The library sits on the edge of the Civic Square.

The library is open every day with extend hours on a Thursday and shorter hours on the weekend. The adult libraries busiest times are predicted to be around lunchtime and after school.

THE SPACES

- Library Stacks with curated shelves
- Makerspace with three 3d printers - filament and additive resin that can be booked
- Technology room with computers and coding to allow for virtual reality, mixed reality holograms, rendering in virtual reality
- Room with 20 computers in a training room for older adults to learn basic computer literacy and coding for youth and teens

CURRENT PROGRAMS

- Currently kids and young people are big on the weekends makerspace champions.
- There will be digital literacy training for older adults,
- Various tech training programs such as coding, VR etc
- Library cocktail hours in the admin building with the Civic Centre catering.
- The library would be happy to use other event spaces such as a stage within the Civic Space.

- Training room has 20 computers. Minecraft and coding.
- For 12 months there is no dedicated space for the Adult programs. For adult programming they need a space. The Admin building wont be ready. Can't happen in the Nicholas Street library. Buffet breakfast with guest presenter - 2 a year. 80 to 100. Get half of the 1st floor at the existing library. A breakfast could be nice out in the open.

KEY RECOMMENDATIONS

- Consider how the Poetry Fest can be accommodated within the Administration building or the Nicholas Street precinct.
- Consider if and how the adult training room can accommodate children's minecraft and coding sessions. Are there other spaces within the precinct available to accommodate a Kids Code space?
- The library would be happy to use other event spaces such as a stage within the Civic Space. Consider using the stage for live readings and poetry nights
- The coffee shop adjacent the current library does extremely well. Tenancy curation should look at including a cafe in the immediate adjacency to the library.

2
A PLACE FOR
PEOPLE. INCLUSIVE,
PROVIDING FOR
YOUTH, YOUNG AND
OLD, INDIGENOUS

3
A PLACE OF
PARTNERSHIPS AND
PROGRAMS

5
TO CELEBRATE, TO
CELEBRATE CULTURE
TO COME
TOGETHER

ICC ADMIN BUILDING



THE IPSWICH CITY COUNCIL ADMINISTRATION BUILDING

The Ipswich City Council Administration building is eight storeys and purpose-built for Council's needs. Aside from the activation potential for Nicholas Street provided by the additional 750 staff members, the building will include a number of further activation spaces including the children's library and an event space.

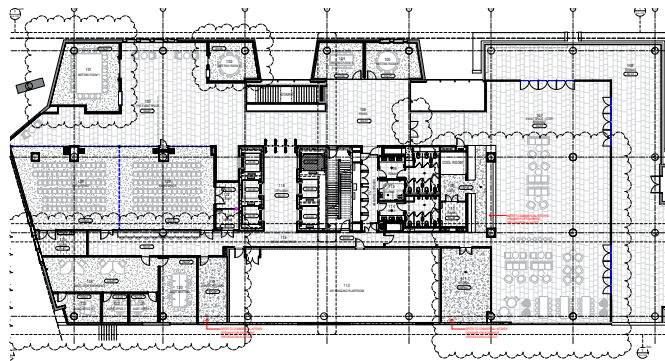
RECOMMENDATIONS

- Cafes along Nicholas and Union Street should include tenancies that cater to a lunchtime rush - including healthy options such as salad bars, vegan options and low-cost lunches.
- Grassed spaces adjacent the building will offer suitable spaces to sit and eat - this should be encouraged for health and wellbeing benefits
- Council workers will be able to access the building from the carpark but it is strongly recommended that officers avoid parking there (perhaps via a pass system, and appropriate time based pricing) and so maintain capacity for visitors. Furthermore, encourage workers to rideshare/use public transport and cycle. Cycle programs overseas that are successful include subsidising the cost of a bicycle by up to \$1,000 through grants.

2
A PLACE FOR PEOPLE: INCLUSIVE, PROVIDING FOR YOUTH, YOUNG AND OLD, INDIGENOUS

3
A PLACE OF PARTNERSHIPS AND PROGRAMS

4
ENTERTAINMENT: FOOD, MUSIC, EVENTS AND ACTIVATION



EVENT SPACE LEVEL 1 ADMINISTRATION BUILDING

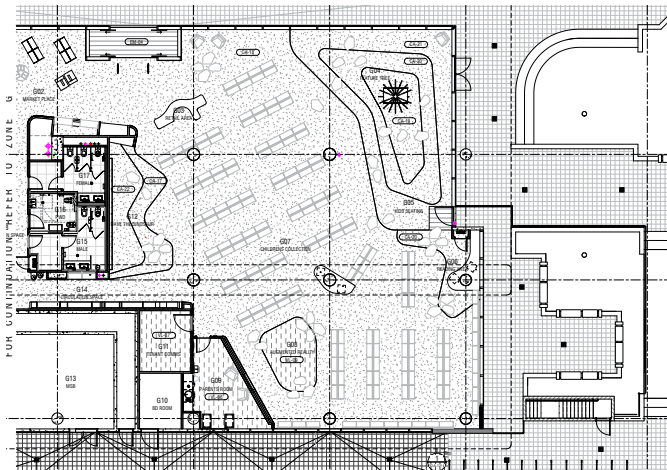
The first floor of the administration building is a dedicated events space (currently unnamed).

The southern section of the floor includes an event space for up to 180 people that can be halved with a room divider. With a large reception and spill out area this space is ideal for small conferences, community events, seminars, speaking events and networking functions. It features a large reception area and four bookable meeting rooms, along the western aspect. To the north, a large terrace looks over Tulumur Place with views to the Bremer River. The terrace offers a large internal standing/breakout space sufficient for groups of around 200 people. Seating is not allocated in this area, and would need to be considered for large functions.

In the furniture store there will be flip tables, cocktail chairs and lecterns. A rehearse kitchen space features commercial fridge, bain marie, microwave, kettle and other facilities for community group catering. For large events, catering can be provided by the Civic Centre as per their current agreement with the library.

RECOMMENDATIONS

- An array of programs provided by the library means that this space will be well used, but to fully utilise the space RobertsDay recommends creating a bookable calendar, organised by the Nicholas Street Precinct Venue Manager and Partnerships Manager.
- Additional events programming should look at community opportunities rather than business bookings. These may include; community seminars; school debating and speech competitions; USQ and TAFE speaker events; small conferences; arts and music events (depending on acoustic report) and Council community events. The five meeting rooms on this level may also be booked by community members and included on the bookable calendar run by the Nicholas Street Precinct Venue. Manager.



THE CHILDREN'S LIBRARY GROUND FLOOR

Catering from birth to 12 years of age (up to year 7), the Children's library features both indoor and outdoor spaces. In addition to a beautiful library with an extensive collection of children's books, the library will feature holographics, digital displays and mechanical installations, storyboards, augmented screens and images within glass cubes making it visually stimulating.

The librarians are qualified children's librarians and cater specifically to children's needs with dedicated programming for babies and children 7 days a week. The programming is bespoke to the children's event space and outdoor area with the library space kept as traditional library use. Programs include baby rhyme time, story times, read aloud sessions and other bespoke programs. Within this space there is events capacity for 50 people.

The library follows standard hours with the busiest times in the morning followed by a lunch time lull, with mid afternoon traffic and traffic straight after school.

RECOMMENDATIONS

- Curate tenancies nearby the library to allow for 'mums and bubs' coffee meetups with pram parking, adequate change rooms and high chairs.
- The stage offers opportunities for shared programming by the Library, Place Manager and City Events for small children's events during the week and on weekends. This could include musical performances, children's plays and storytime events.



**SOMETHING FOR
CHILDREN ON THE
WEEKENDS AND
DURING THE DAY**



KEY RECOMMENDATIONS

CURATE TENANCIES

- Curate tenancies in surrounding areas to meet the demands of additional workers in the city considering healthy and low-cost but high quality salad bars and whole food options.
- Curate tenancies to meet needs of 'mums and bub's' to ensure a feeding friendly cafe with pram storage and tables that accommodate play groups with areas for toddler play.

RENAME SPACES

- Rename the Events Space on level 1 and Meeting Rooms.

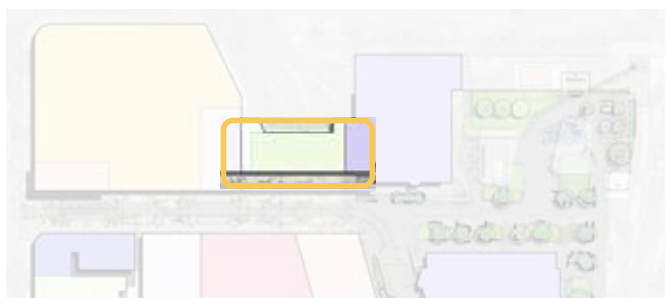
CREATE A BOOKABLE CALENDAR

- Create a bookable calendar for the Events Space.

EXTEND OPPORTUNITIES FOR THE CHILDREN'S LIBRARY TO USE THE STAGE

- For larger musical performances, storytimes and children's plays.

EATS



NICE, MODERN DINING
PRECINCTS, SPECIALTY
COFFEE SHOPS &
BREAKFAST CAFES. NICER
OPSHOPS, NURSERY & ...
STROLL AFTER BREAKFAST.
NICE MARKETS



This precinct sits adjacent the library along the western side of Nicolas Street near to Union Street. It offers street exposure and proximity to the lift access from carpark to street level. It straddles the rail line below. An existing pedestrian lane runs along its edge connecting to Ellenborough Street and the Top of Town street shopping precinct (Brisbane Street). Its focus is to offer more affordable dining and café options both dine-in and takeaway.

THE SPACES

A series of tenancy spaces that directly front the street with small awning above and street verge with space for street dining.

Laneway space (Bottle Alley) connecting along the rail line to the Top of Town. Blank wall spaces that could be enlivened with artworks and lighting, claiming this as people space rather than being functional and back of house. The Bottle Alley mural currently occupies one wall closest to Nicholas Street.



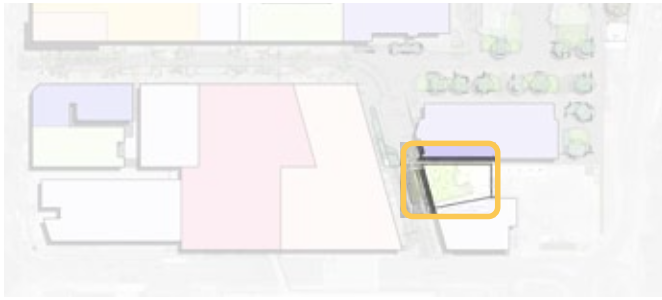
PROGRAM RECOMMENDATIONS

- Create an incubator program where a tenancy is fit out simply and can be occupied by smaller businesses (perhaps multiple) for shorter periods of time adding variation and change in the early tenant mix
- Include street front dining that comes up to the street edge to ensure the street edge is a sit down dining space rather than just circulation and takeaway waiting space
- Capacity to trade when street closes for events and markets
- Street Art program that introduces new art and more ambient lighting (perhaps using 'bottle' forms) into the link and the wire mesh fence to the railway
- Additional new bottles to bottle alley (not painting over but complementing existing mural)

SPACE RECOMMENDATIONS

- Tenancy food and beverage offer must be different from that at the River Link to create a point of difference. A patisserie/bakery with seating would also expand the offer to include staples and smaller takeaway items for passing trade and office workers
- Deliver a TAFE training restaurant. The TAFE site is removed from the dining heart of the city. These are affordable and offer very good service
- Ensure street dining is part of the tenant's model and dining areas dominate the shopfront as opposed to counters and queuing areas in tenancy fit out designs

COMMONWEALTH HOTEL



**SOMEWHERE TO GO
FOR A NIGHTCAP
AFTER 9...**



The Commonwealth Hotel will become the precinct tavern offering bar service, restaurant and courtyard dining and capacity for smaller live music events. The Commonwealth is likely to be a great place for local workers on a Friday, in the evenings and for lunch service; catering to the pub demographic.

THE SPACES

- Verge space in front of the Commonwealth Hotel
- Shaded courtyard space within the Refurbished Commonwealth Hotel
- Potential function area after refurbishment

PROGRAM RECOMMENDATIONS

- Seasonal food events including Nicholas Street precinct wide events
- Wine tasting and beers of the world days, craft brew events
- Live music program supporting local and touring musicians (smaller audiences)

SPACE RECOMMENDATIONS

- Include small street tables on the verge against the façade line to bring patrons and activity out on the street.



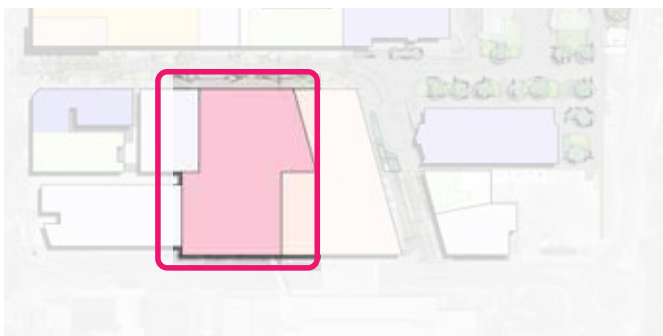
1

CHARM &
DESTINATION

4

ENTERTAINMENT:
FOOD, MUSIC,
EVENTS AND
ACTIVATION

METRO A



Metro A is the internal retail mall of the previous shopping centre. It has two levels: a Bell Street level with escalator access to Nicholas Street, and a Nicholas Street Level with a 'U' shaped mall linking Nicholas Street mid-block to Bell Street. The mall circles back to the corner of Union and Nicholas via Metro A. The intent is to host a range of convenience shopping, affordable lunchtime options such as sushi and salads, discretionary retail stores such as small scale homewares and boutique offerings. The foyer to the government office tower above is accessed via this internal mall. Metro A will pick up through traffic from the train station.

SPACES

- Interfaces with Nicholas Street, Union Street and Bell Street (crossing to the train station)
- Internal mall offering a range of tenancy sizes
- Two large tenancies on the lower (Bell Street) level which previously contained the automotive museum



5
TO CELEBRATE
CULTURE, COME
TOGETHER

4
ENTERTAINMENT:
FOOD, MUSIC,
EVENTS AND
ACTIVATION

RECOMMENDED PROGRAMS

- Tenancy curation and control over tenancy fit out
- Precinct marketing to support business tenants
- Incubation program to support new business for short term activation and for businesses to grow into longer term paid tenants

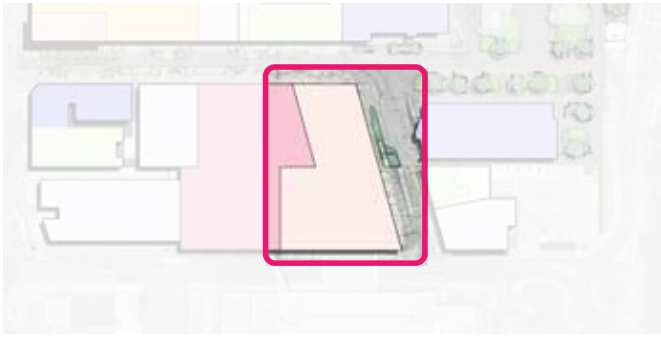
SPACE RECOMMENDATIONS

- Explore a convenience supermarket for the basement/ Bell Street level space e.g.. Woolworths Metro or similar given the local working population, proximity to the train station and worker parking. If this is Coles, Woolworths or the like it will come with a liquor license for a bottle shop .
- Incubation of local businesses given some tenancies may take time to fill, particularly small business with more niche offerings in the target retail sectors to establish awareness and shopping behaviour. Care is required to avoid stripping tenants from other areas of the city centre. Focus should be on true incubation of new business that does not enjoy city centre accommodation and so broaden the local offer.

**SMALL + LARGE
BUSINESS...TO CREATE
A BUZZ IN THE CBD...**

**PRECINCTS FOR
FOOD, RETAIL
OR SERVICES...**

METRO B



**IPSWICH CENTRAL
NEEDS TO FIND
IT'S OWN NICHE,
OFFERING SOMETHING
DIFFERENT**



This precinct frames Union Street and is the more premium dining destination. Restaurants in Metro B will have outdoor dining terraces abutting and overlooking the street with views towards Tulumur Place. A northern aspect makes the area good for morning coffee and weekend breakfast trade.

SPACES

- Verge space in front Metro B
- Outdoor dining terraces along the street edge
- Union Street

RECOMMENDED PROGRAMS

- Food events that create one off dining experiences and variation in menu offer or dining themes
- Tenancy fit out, design support and control of signage, both permanent and temporary
- Precinct marketing program to ensure a destination/precinct based approach
- Program live music along the dining terraces.

SPACE RECOMMENDATIONS

- Avoid street clap-boards or other temporary signage
- Curate a mix of more unique operators and a premium offer, including guidance with fit out design, menu, branding and tableware
- Ensure diners sit close to the street edge in Metro B to create overlook. Pedestrian thoroughfare in Metro B should be behind the dining terraces (at storefront)
- Provide a mix of seating styles from table seating to lounge and bar or railing seating.

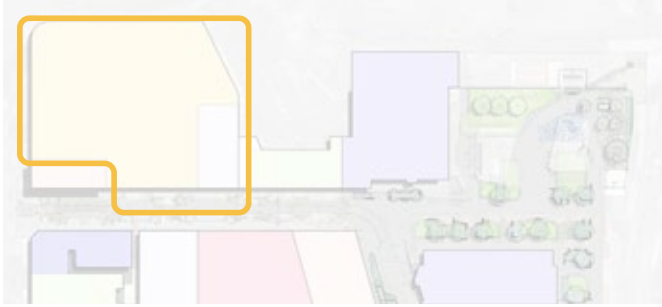


1
CHARM &
DESTINATION

5
TO CELEBRATE
CULTURE, COME
TOGETHER

4
ENTERTAINMENT:
FOOD, MUSIC,
EVENTS AND
ACTIVATION

VENUE + 143 BRISBANE



This precinct is the entertainment heart of Nicholas Street. It will house a cinema, a basement indoor kart track and a series of smaller tenancies that expand the dining and entertainment offer, including some retail and an existing local chemist. Whilst the anchor tenants are confirmed, a number of the smaller tenancies may take time to lease, creating capacity for shorter term leases and incubation. The tenant mix must ensure variety in its offer to appeal to multiple audiences, and long term, repeat visitation.

THE SPACES

- Lower level accessed via Nicholas Street with large tenancy for Indoor Kart Track, and two tenancies fronting Nicholas Street, escalator access to corner of Brisbane and Ellenborough Streets
- Upper level accessed via Brisbane St directly and Nicholas St via escalator with cinema (8 cinema complex) lobby and bar, 2 tenancies overlooking Nicholas St, and one larger tenancy with shop front to Brisbane St
- 2 ground floor tenancies in 143 Brisbane (old Ipswich customer service centre) with access from Nicholas St and the building lobby
- Internal space (upper floors of 143 Building). ICC Safe City occupies 1 floor
- Verge space on Nicholas Street
- Verge and wall space on Brisbane and Ellenborough Streets

BE GOOD TO SEE THE OLD CINEMA ENTRANCE ON ELLENBOROUGH ST. OPENED UP AS AN INVITING ENTRY TO NICHOLAS ST.



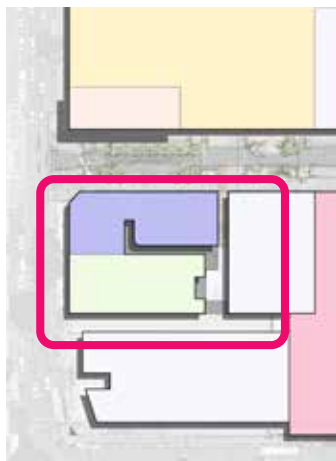
PROGRAM RECOMMENDATIONS

- Create an incubation program for shorter term opportunities: e.g... rotating gallery display spaces; music rehearsal spaces (basement), art teaching spaces (wine and paint, yoga and sketch, life drawing and music), kids indoor climbing skills gym, photography studio, circus training space (school and community programs)
- Select tenancies to increase dwelling time and diversity. Suggestions include a whiskey bar at Nicholas Street edge, arcade (or retro arcade and bar e.g.. Netherworld in Fortitude Valley for a more rounded patronage), pool hall, escape rooms
- Establish a cross ordering platform/arrangement where cinema goers, entertainment and bar patrons can order delivered food from precinct restaurants
- Investigate accommodating Fire Station 101 on near to ground upper levels of 143 Brisbane.

SPACE RECOMMENDATIONS

- Refurbish the lobby of 143 Brisbane, look at opening up the windows onto Nicholas St depending on tenancy type
- Curate tenant selection to provide balanced entertainment offer with multiple group appeal
- Investigate the business case for a small boutique hotel (accommodation) within 143 Brisbane. The location and form of this building is perfect for a retro-modern boutique hotel offering perhaps with rooftop bar. Check communication tower clearance to roof top activity. Boutique hotels are a growing accommodation option in most Australian cities. Its corner location opposite the Arts precinct is perfect
- Upgrade verge on Brisbane Street and Ellenborough Street to replace segmental paving and improve/ add street beds, seating and street trees, particularly Ellenborough which is very exposed to western Sun. This is the precinct's connection to Top of Town and so should feel more inviting and seamless
- Check equitable access from Brisbane and Ellenborough Street corner.

NOLANS AND RAWLINGS



A group of historic buildings occupying the prominent corner of Nicholas and Brisbane Streets that contain a number of predevelopment shops and businesses, Banshee's Bar and Art Space on Brisbane Street is one of Ipswich's few live music venues. A laneway to side and rear of the buildings has eclectic urban appeal and may support further activation. The basement of Rawlings Building has heritage appeal and character and would be ideal for functions.

THE SPACES

- Existing street front shops and first floor offices.
- Side and rear laneway
- Verge space under awning to Nicholas and Brisbane Streets
- Street Corner
- Basement space beneath Rawlings (potentially)

LARGE SCALE
MURALS ON
AREAS OF
THE CITY...



1
CHARM &
DESTINATION

3
A PLACE OF
PARTNERSHIPS AND
PROGRAMS

4
ENTERTAINMENT:
FOOD, MUSIC,
EVENTS AND
ACTIVATION

RECOMMENDED PROGRAMS

- Ongoing engagement and support with these buildings and tenants as part of the Nicholas Street Precinct including marketing and business support
- Street art program in the laneway with Brisbane Street Arts Festival - ongoing
- Activation program for the Lane behind the buildings with smaller boutique shops and food and beverage similar to the successful Winn Lane in Brisbane's Fortitude Valley
- Potential use of the Rawlings basement environment with its heritage appeal as a more regular venue, a space for hire for meetings, business entertaining or as a basement wine bar and tasting room running classes similar to the Baedeker Wine Bar in Fortitude Valley.

SPACE RECOMMENDATIONS

- Use of the street corner for artwork, including temporary installation as a highly visible gateway to the precinct
- Discussions with the Rawlings family regarding opportunities for the basement to become regular venue space or commercial venture
- Explore options for using the rear lane as a boutique retail and activation space.





4 PLACE STRATEGIES

PRECINCT EVENTS AND ACTIVATION

ANNUAL TOURISM AND MAJOR EVENTS

South East Queensland's tourism market is around \$20 billion per annum. This has been disrupted by Covid-19 as of April 2020 and is likely to impact events for the next six months if not longer. Note: report written in April 2020

Ipswich has emerged as a strong regional destination over the past 5 years. This foundation has been established through the Discover Ipswich program and the Destination Management Plan - seeing 1.5 million visits to the region in 2018, an increase of 400,000 over 2015 levels.

This evolution gathered pace in 2019 with the appointment and establishment of an exceptional City Events team and development of a program of major and regionally significant events beginning with Christmas in Ipswich in December of 2019. There are a number of longstanding events in Ipswich including CMC Rocks, which have now been enhanced by an aspirational events strategy led by the City Events Team, that is designed to deliver significant economic, community and cultural return to Ipswich. New initiatives and revitalised programs and events including the Galvanized Festival of Heritage, The Gathering (Celtic Festival) and so forth will raise awareness of Ipswich as a 'place to go' generating greater impact and visitation. These can and should be further supported by smaller events held within the Precinct that can be run concurrently. Whilst smaller activations have taken place within Nicholas Street in the past, given the significant investment by Council into the assets, it is recommended that Council invest appropriate and significant resourcing and funds into ensuring Nicholas Street is successful.

RECOMMENDATION

Given the extensive experience of the City Events team in delivering and managing major activations and events in Queensland such as Southbank, this team is ideally placed to lead the Events programming of Nicholas Street Precinct and the development of a regionally significant event.

The Nicholas Street precinct requires significant upfront investment in this program. We recommend that investment be put towards the creation of a specific Nicholas Street Events team with oversight by the Nicholas Street Precinct Place Manager and strategic input from the City Events Manager (see Governance and Implementation for further detail).

This team would require a series of defined roles and resourcing specific to the Precinct for governance and implementation success.

A STRATEGIC APPROACH

A strategic approach to the delivery of all Place Activation initiatives will ensure 'on-brand' activation outcomes are delivered. It will bring focus to collaborative opportunities with key stakeholders and may achieve resource efficiencies, while creating truly local experiences and establishing an authentic place brand.

Event programming needs to reinforce the place brand and promote the Nicholas Street Precinct as inviting and memorable, with a strong personality (beyond a typical local neighbourhood centre). We recommend events which celebrate local heritage, talent (i.e. makers/artists/performers), agriculture and regional produce.

Initially, events and programming must deliver an achievable mix of low key initiatives that encourage daily social interaction, and formally organised events that draw a wider crowd. When planning events, the first objective should be to entice local residents into the Precinct, working with the community's strengths and interests i.e. music, art, children's activities, and creating opportunities for interaction.

Programming needs to consider the relevance of different activities to identified user groups of the Precinct, and vary the time of day/day of week to suit, creating a varied and all-encompassing program which optimises reach within the community. Event planning should also seek to coincide with peak weekends and major city events, with complementary programming to increase tourism activity and time spent in the region and within the city centre.

Successfully managed events which prove popular for locals naturally attract a wider audience of visitors over time (go where the locals go). However, a longer term objective of events and programming should be to build towards the Nicholas Street Precinct hosting a high profile, regionally significant event, establishing itself as a destination for visitors to the region. RobertsDay recommend starting this process by consulting with local event organisers and tourism organisations to identify partnerships and opportunities which could be leveraged, and working up concepts to implement. This collaborative approach will mitigate the risks of investing significant funds and resources coordinating a major event with unknown results.



ONGOING EVENTS AND ACTIVATIONS

The Nicholas Street Precinct requires ongoing activation medium to small, the majority of which RobertsDay recommend is provided through the Nicholas Street Precinct Events Team.

Activations and events are encouraged to follow a co-delivery strategy with partnerships with the Library, Art Gallery, commercial partners and Civic Centre encouraged. These can be facilitated by the Place Manager and over time by the Partnerships Manager.

The events strategy would have input from the Place Manager, City Events Manager and Place Working Group with oversight by the Place Steering committee (see governance and implementation section). This strategy is informed by a comprehensive list of activations and events identified through consultation. These include but are not limited to:

- Live music based on the Sound Society model of Southbank or Sound City of Brisbane with a curated approach through Nicholas Street linked to Studio 188
- Yoga/Pilates on the lawn
- Sports on the screen
- Rawlings Basement Dinner
- Local food fest, with food trucks on a monthly basis (e.g. first Saturday only)
- Storytime on the stage (subject to library discussion)
- Musical dance and play performances on the stage
- Anywhere Festival (with City Events)
- Online Festivals
- Augmented Reality Trail
- Art Festivals such as Brisbane Street Art Festival
- A festival of interactive art (small scale Vivid)
- Supporting events for ongoing Galvanised Festival of Heritage, CMC Rocks, Planes, Trains and Autos
- Inner city food festival stretching from Nicholas Street to Pumpyard with new taste offerings
- Diwali, Chinese New Year and other cultural and seasonal events
- Rockabilly Festival
- Independent Music Festivals

KEY RECOMMENDATIONS

CREATE A DEDICATED NICHOLAS STREET PRECINCT EVENTS TEAM

- With steerage from the Nicholas Street Place Manager and City Events Manager

SUPPORT THE REGIONAL EVENTS STRATEGY WITHIN NICHOLAS STREET PRECINCT

- With small to mid size complementary themed events.

CREATE A BOOKABLE CALENDAR

- For all bookable events spaces through the precinct, including vacant shops and the carparking building.

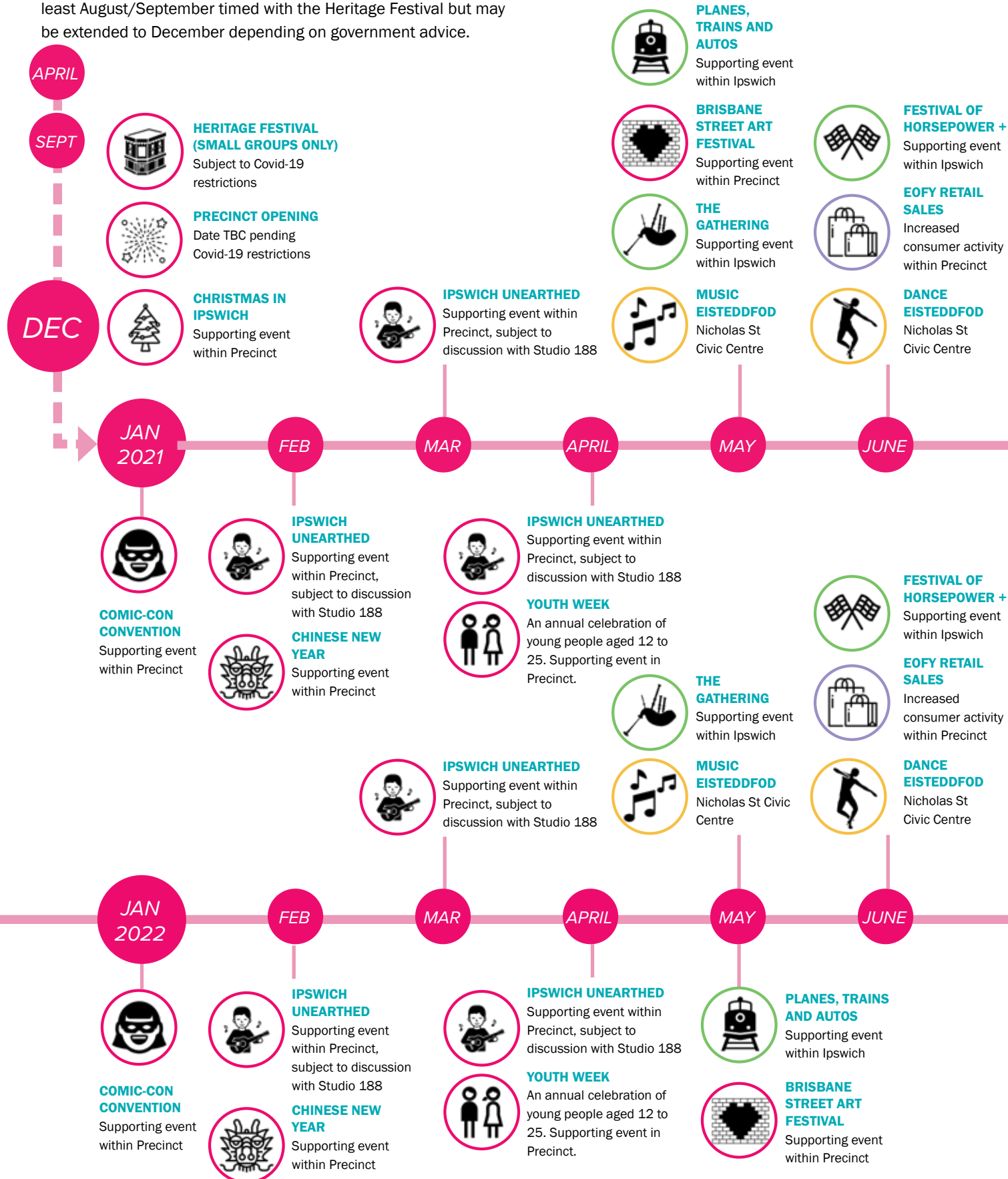


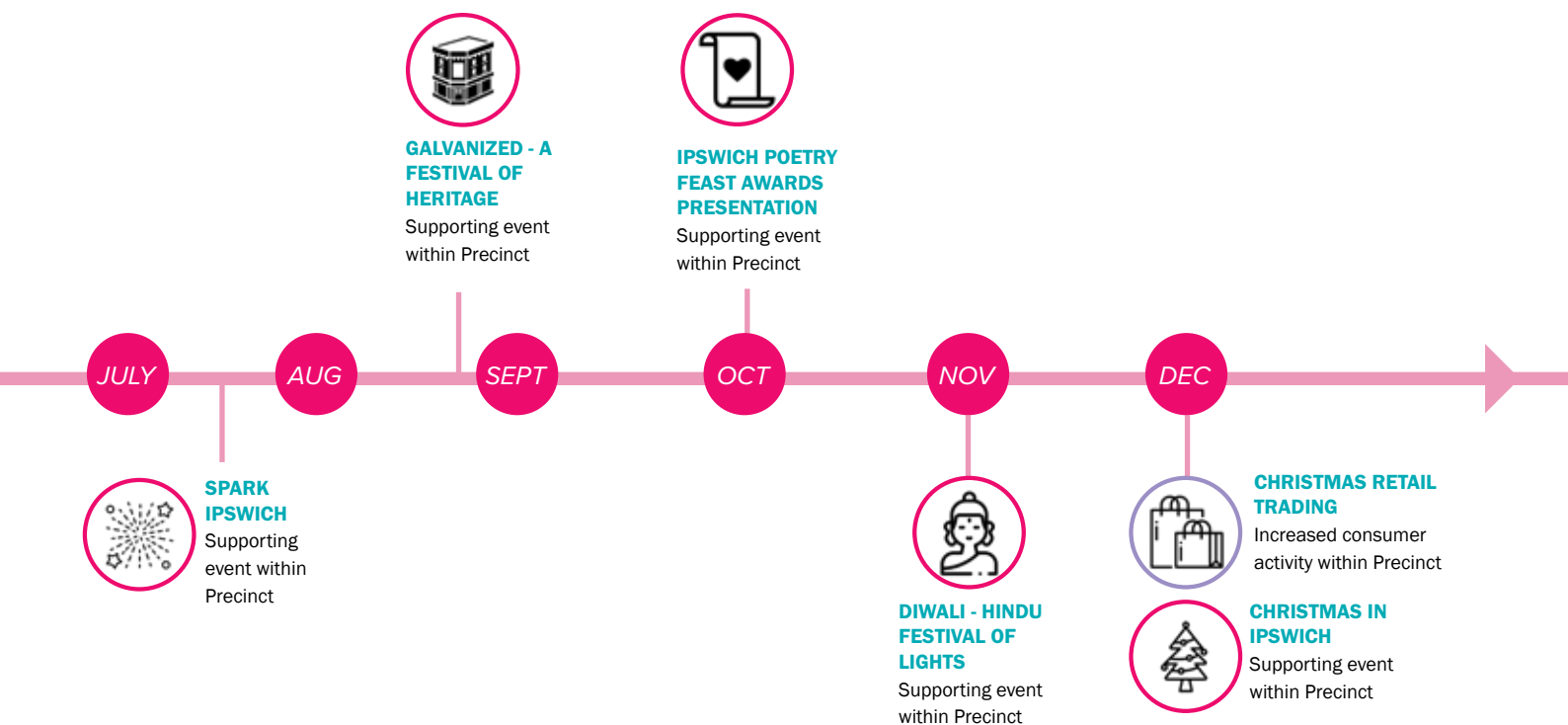
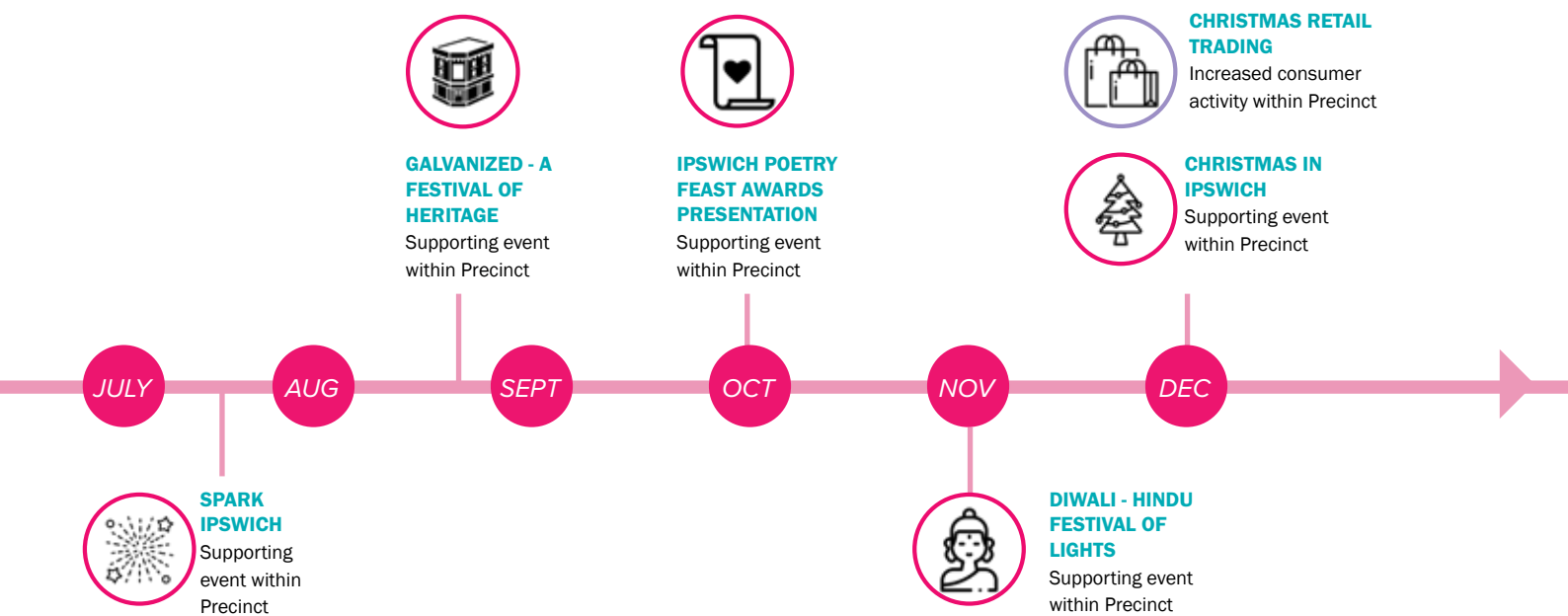
BIG EVENTS

SNAPSHOT CALENDAR

2020

All programs have been disrupted by Covid-19 as of April 2020. A Covid-19 cancellation period is therefore recommended until at least August/September timed with the Heritage Festival but may be extended to December depending on government advice.





MOVEMENT, ACCESS & CONNECTIVITY

PEDESTRIAN MOVEMENT

The precinct is well served for pedestrian connections with underground parking, close proximity to the rail station, Bradfield Bridge and Riverlink. The precinct is within walking distance to attractors including Pumpyard, Top of Town, the Art Gallery and the Civic Centre. The site is somewhat constrained however and there is poor connection to the river and Bremer Street through the parking building.

WAYFINDING AND SIGNAGE

There is a lack of coherence around wayfinding and signage within the precinct for visitors. To remedy this, Council should look at a comprehensive signage and wayfinding strategy that would provide wayfinding not only to the precinct but also to the many attractions that Ipswich Central holds.

The current access configuration of the carpark also presents difficulties with poor legibility for pedestrian and cyclists entering the site through the carpark. Access to the site was originally constrained to a lift and stairwell with several more to be built in upcoming stages of construction. Council to their credit have included new lifts and Dutch ramps for cycling and have in place a plan to 'refresh' the parking building with new painting, wayfinding and signage and a reversal of level numbering. The success of this plan should be reviewed in two years time.

A key connection to Northern Ipswich is provided by Bradfield Bridge arriving at the level below the Civic Space – funneling pedestrian and cycle access through the parking building and lifts. This too presents some issues between modes of transport and is constrained by its closure after 6pm.

CYCLING CONNECTIVITY

Cycling connectivity was highlighted as an issue in engagement. Nicholas Street and Bradfield Bridge are part of the city-wide cycling connectivity plan, however cycling through the site poses potential conflicts through Tulumur Place and the one-way road along Nicholas Street

A balanced approach to this issue is recommended with cyclists dismounting through the Tulumur Place and potentially through Nicholas Street if moving against traffic whilst keeping to the footpath. Bradfield Bridge should be cyclist friendly and include line markings demarcating cycle versus pedestrian zones. There is a desire from the Infrastructure Team to see better connectivity for cyclists through the space and this would be worth revisiting and investigating as the site matures e.g. bypassing the site via adjacent development sites.



KEY RECOMMENDATIONS

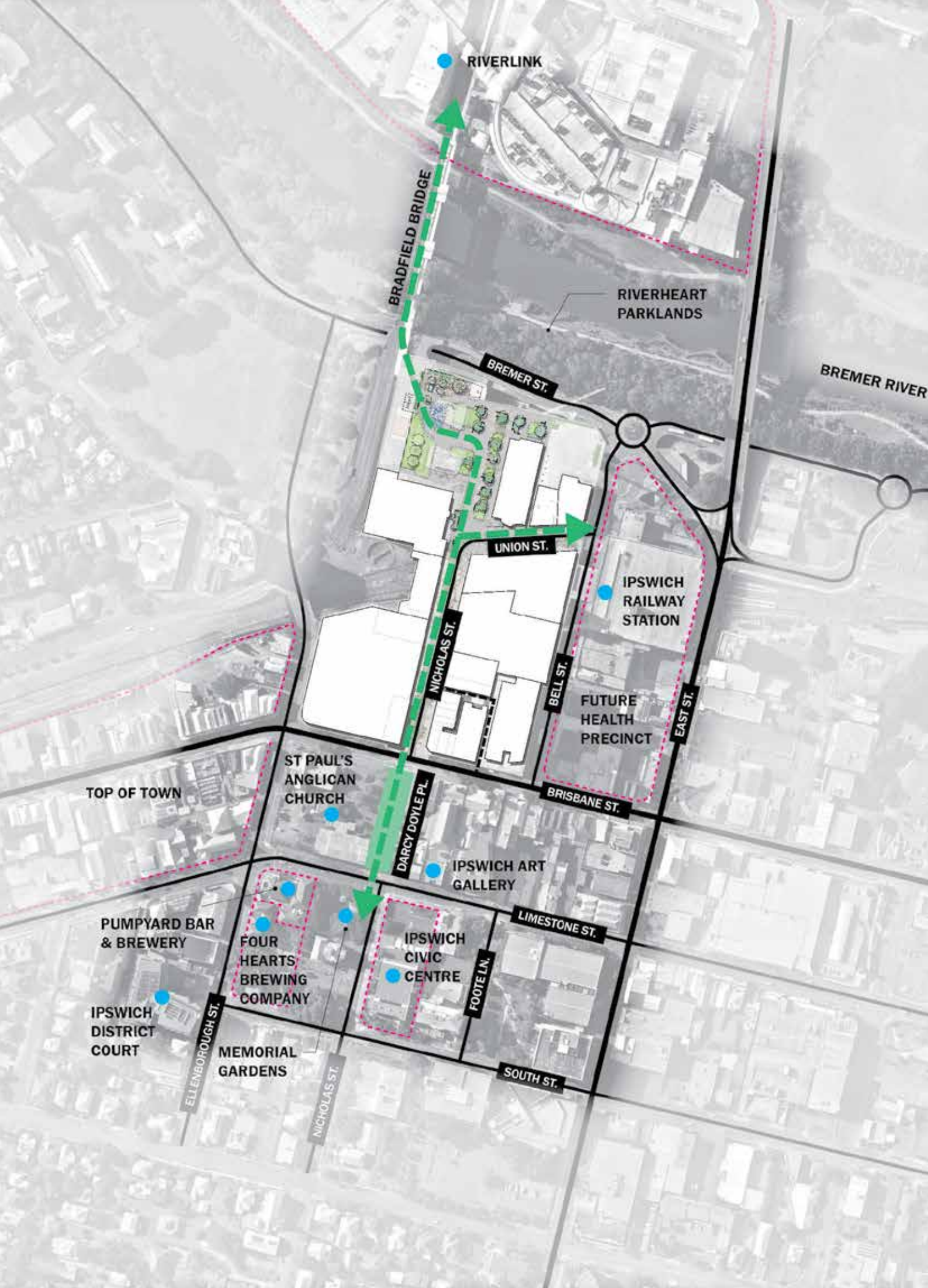
- Implement a wayfinding and signage strategy that highlights the major sites within the precinct and also the major attractors within the rest of Ipswich Central including the Art Gallery, the Civic Centre, Riverlink, Top of Town and Pumpyard. Consider the facade projections and LED display along Nicholas Street as part of this wayfinding strategy. This could include advertising around major shows at the Art Gallery or Civic Centre. This would require curation to ensure quality and appropriateness to place.
- RobertsDay recommends applying signage to Tulumur Place that asks cyclists to dismount, creating a slow speed zone through Nicholas Street and encouraging cyclists along Nicholas Street to remain on the footpath.
- Create linemarking through Bradfield Bridge to demarcate pedestrian and cyclist zones.
- Reassess cycling connectivity through site after two years through potential adjacent sites.
- The Bridge is a major connector but is closed at night. RobertsDay recommend opening the bridge later until 7pm within next 6 months as test case, - if successful extend timing to 8/9pm or later during events.
- Explore shared patrolling of bridge by Safe City and Riverlink security

2

A PLACE FOR
PEOPLE: INCLUSIVE,
PROVIDING FOR
YOUTH, YOUNG AND
OLD, INDIGENOUS

3

A PLACE OF
PARTNERSHIPS AND
PROGRAMS



RIVERLINK

BRADFIELD BRIDGE

RIVERHEART
PARKLANDS

BREMER ST.

BREMER RIVER

UNION ST.

IPSWICH
RAILWAY
STATION

FUTURE
HEALTH
PRECINCT

BRISBANE ST.

TOP OF TOWN

ST PAUL'S
ANGLICAN
CHURCH

DARCY DOYLE PL.

IPSWICH ART
GALLERY

PUMPYARD BAR
& BREWERY

FOUR
HEARTS
BREWING
COMPANY

IPSWICH
DISTRICT
COURT

MEMORIAL
GARDENS

IPSWICH
CIVIC
CENTRE

LIMESTONE ST.

FOOTIE LN.

SOUTH ST.

ELLENBOROUGH ST.

NICHOLAS ST.

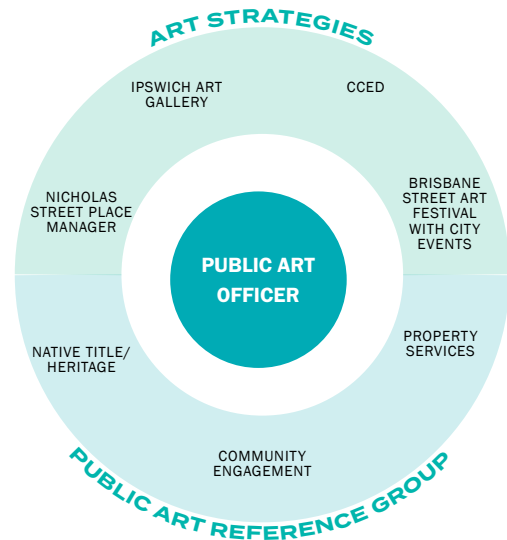
NICHOLAS STREET PRECINCT ART STRATEGIES

Over the past 12 years a number of arts strategies have been created, proposed or adopted by Council. The most recent being the 2018 Arts and Cultural Plan by Positive Solutions, the 2019 CBD Public Art Plan by iAM Consultants and the draft 2020 Public Art Governance Report by UAP. The recommendations made across most of the adopted and non-adopted reports are clear in the need for placemaking, governance and funding models with some common recommendations that RobertsDay also endorse. These include:

- The provision of a Public Art Officer within Council
- A development funding model based on capital expenditure of the project instead of gross floor area and on a percentage based contribution
- An advisory panel or reference group that includes relevant Council staff and experts as needed
- An approach that looks at permanent artworks of a national standard, temporary artworks that can capacity build and ephemeral artworks throughout the CBD
- Public engagement on the largest public murals such as Ellenborough Street to avoid community backlash.

RobertsDay recommends that the findings of the draft UAP report (upon refinement) are adopted so as to provide certainty in approach within Council and to progress work initiated so far by teams within the organisation and assist with placemaking in the Nicholas Street Precinct.

Art Strategies established within the Nicholas Street Precinct include: the Nicholas Street and CBD Public Art Plan by iAM Consultants and the Ipswich Art Gallery, the Indigenous Engagement Response to the CBD Public Art Plan by Black Drum and the Brisbane Street Art Festival (BSAF) by City Events and BSAF.



Despite no Public Art Officer within Council, the new artworks proposed within the Precinct are exceptional, these include:

- Signature Artwork to Tulumur Place. Description: Mirrored steel, sculptural, kaleidoscope, abstract geometric, tall. The artist Lincoln Austin is both nationally recognised and an Ipswich local
- Fish traps – artists creating mock ups at the moment. Fish traps will suspended be above you as you walk through with the waterplay water fall adjacent
- Cultural garden. Two themes were sandstone elements and bronze brush tail wallabies
- 143 Brisbane Street - High quality large format mural, currently in Artists brief phase. A figurative artwork: face or a figure/person or a scene



iAM Consultants: Nicholas Street Art Plan - proposed



- A mural on shade structure for Pavillion A soffit has been created by 3 local indigenous artists. Lead Artist and Weaver: Kim AhSam with Tracey AhSam and Kyra Manktelow
- Icon Alley artwork - a Council initiative in partnership with Brisbane Street Art Festival and the Regional Arts Development Fund to capacity build artists and deliver 7 new artworks in Ipswich Central featuring local, national and international artists.

With the quantum of artworks throughout the space, its recommended these artworks be incorporated into a dedicated art trail through the city. Within some cities these art trails have dedicated tour groups that take visitors through the city, which should be an aspiration as the city matures.

The street facade projections and LED lighting displays on Nicholas Street carry risks. In sections such as the Union/ Nicholas Street corner it offers opportunities for light display which should be commended, but its extensive display throughout the length of Nicholas Street risks of intrusiveness in experiencing the space with the quantum of lighting potentially overpowering the experience of the street.

Further, there is a lack of programming and detail currently applied to the facade projections and LED displays and a lack of reasoning for their current iteration. This has been raised throughout internal consultation by Council staff and decision makers.

Further work needs to be done with regards to:

- Establishing the rationale for facade projections and LED displays throughout Nicholas Street
- The curatorial display so as to avoid advertising billboards throughout the street
- Curatorial framework for facade projections and LED displays.



Curated Temporary Artwork: Brisbane

KEY RECOMMENDATIONS

ESTABLISH A PUBLIC ART OFFICER WITHIN COUNCIL AND ARTS REFERENCE GROUP

CREATE EVENTS AROUND ARTWORK OPENINGS

- Upon completion of artworks within Ipswich Central ensure appropriate engagement and opening ceremonies are created

ESTABLISH CURATION OF THE FACADE PROJECTION AND LED ART DISPLAY THROUGH NICHOLAS STREET

- Nicholas Street Project Group to provide reasoning and content plan for the facade projections and LED displays along the street
- Potential for: digital animation, vibrant, abstract colourful, indigenous, engaging and sometimes subtle
- Recommend against advertising within street unless relates to events
- There is a major risk that the facade projection and LEDs of Nicholas Street will become an extensive advertising display
- Interrogate the value of the facade projections and LED display

CREATE A CAPACITY BUILDING PROGRAM THROUGH TEMPORARY ARTWORKS AND INVEST IN PROJECTIONS AND ART FRAMES

- Create a series of artboxes, projection spaces and art frames that can be curated on a bi-annual to tri-annual basis.
- Small canvasses – light boxes Hutton Lane,
- These are great value for money and allow for emerging artists to display their works.

BOTTLE ALLEY

- Consider adding to the bottle alley artwork with new pieces but not removal of what is there now.

CONSIDER UNUSUAL SPACES AS PLACES FOR ART

- Use the Tulumur Place parking building as a space for artworks, consider Bottle Alley and beyond, stores and walls within Metro A, B, Venue and Eats.

INCORPORATE ARTWORKS INTO A PUBLIC ART TRAIL

HISTORY + HERITAGE

ACKNOWLEDGING HISTORY & CULTURE

The Ipswich region is a site of Aboriginal and Torres Strait Islander and colonial heritage significance. This history is celebrated and held by elders in stories, song and dance, by museums and art galleries and by an extensive archive collection.

REPRESENTING ABORIGINAL HISTORY

Three clans hail from the Ipswich region, the Yuggera, Ugarapul and Jagera within the language group of Yagera. Respectively their totems are the carpet snake, the sand goanna and the green tree frog. One of the most notable warriors and military strategists in Aboriginal history Multuggerah hailed from the region and there are a number of notable artists, sports people and esteemed individuals that have also hailed from here.

There is of course, a painful history that includes Deebling Creek, massacre sites and forced evictions, but Aboriginal, Indigenous and Torres Strait Islanders that reside in Ipswich are proud of their heritage and emphatically endorsed in consultation, the inclusion of their stories in the new Nicholas Street Precinct. This work by the Native Title and Heritage Officer and consultants is to be commended.

As part of the Ipswich Central Art Strategy a number of artworks will be created which is detailed in the Art Strategy section. In addition to this through consultation it has been suggested that Aboriginal stories be woven into the fabric of library soft furnishings including rugs and cushions. Other suggestions include showcasing artifacts that have been discovered upon development digs around Ipswich within the Administration building. Finally one of the biggest endorsements was for the renaming of Civic Square to Tulumur Place a name common across all Aboriginal language groups for Ipswich.



RECOMMENDATIONS

- Rename the Civic Square to Tulumur Place with an opening ceremony and Welcome to Country that includes Council and elder representatives from the three clans.
- Include indigenous weaving and artworks in the fabric of library and administration furnishings and wall art
- Create a program with the future Arts Officer and Native Title and Heritage Officer to encourage Indigenous elders, artists and speakers to visit the site and share their stories, poetry and art works.
- Showcase artifacts within the Ipswich administration building
- Need artwork and interpretation including the way art is shown on the street facade projections and LED displays. That touches on the heritage but tells the more colourful human stories of the place.



BE GOOD TO SEE THE OLD CINEMA ENTRANCE ON ELLENBOROUGH ST. OPENED UP AS AN INVITING ENTRY TO NICHOLAS ST.

IPSWICH CENTRAL NEEDS TO FIND IT'S OWN NICHE, OFFERING SOMETHING DIFFERENT

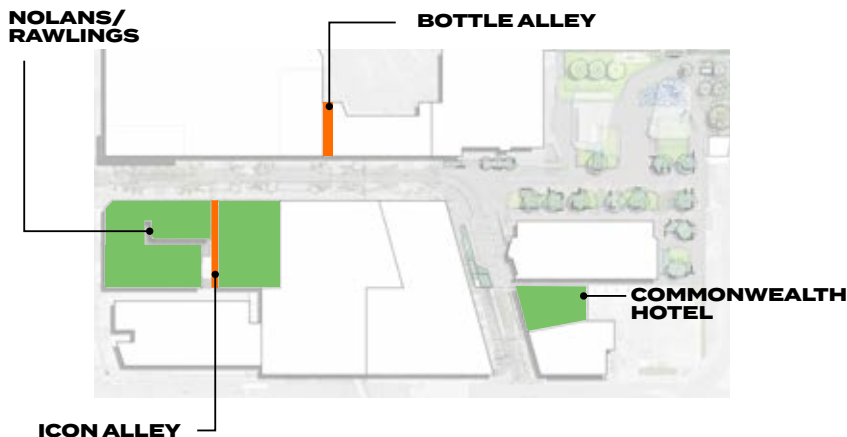


COLONIAL HERITAGE

Ipswich is one of Queensland's oldest cities. It was one of 3 principal settlements: Ipswich as gathering point for the produce of the region and inland port, Brisbane as administrative centre and Cleveland as the first port. Founded in 1827 on limestone mining it grew with its role as an inland port, with rail, coal mining and wool spurring its economic success. The Nicholas Street precinct was the destination for Queensland's first railway from Grandchester and later Laidley, then connecting to Brisbane in 1865. Its railway industry supported Queensland's growing rail network by building and maintaining locomotives and rolling stock. Ipswich was the meeting place of rail lines throughout southern Queensland. Local industry processed wool from the Downs into high quality textiles and garments that clothed soldiers at war and was exported to Europe. These industrial places are within walking distance of Nicholas Street (railyards and wool and textile sheds).

The Nicholas Street precinct became the heart of town with an array of beautiful buildings hosting the Cribb and Foote London department store on Bell Street, the TC Beirne & Co department store next to the Commonwealth Hotel, and Witherington & Co. tailors on Brisbane Street. A bridge over the railway on Nicholas is fondly remembered and parts of its balustrade were saved and sit in storage (see image). The precinct was also a focus for entertainment with short films and cinema shown in open theatres such as the Lyceum and Atheneum in Brisbane Street (early 1900s) and later indoor theatres, The Ritz in Bell Street (from 1940) and The Wintergarden (from 1925) where Venue sits now. A local symphony orchestra and travelling theatre groups also gave regular performances. The Ipswich Cinema & Theatre History Society has artifacts from this period.

REMNANT HISTORICAL SPACES WITHIN NICHOLAS STREET PRECINCT



RECOMMENDATIONS

- The stories behind the places be told through artworks, artifacts and interactive/immersive digital experience such as an Ipswich living history app. When a phone scans over a building a scene or photo from the past will come up.
- The history of cinema is told as part of the opening events via an open air theatre event in Tulumur Place (orchestra accompanying silent films then classics)
- Silent films and other works of art could be projected in one or some vacant tenancies in the precinct in lieu of marketing decals as a point of interest linking the revival of city centre entertainment here to its past heydays
- Talking statues. Combining both interactive art and heritage, bronze statues representing historical figures of the past can talk (through headphones and the living history app) about the past, what they are doing. This could for instance feature a figure outside bottle alley carting bottles to the local hotel, a finely dressed figure outside venue, off to see the theatre.
- The heritage places of the precinct both existing and lost and their stories are included in the heritage trail
- Using the street facade projections and LED panels to tell stories and show some of the former beauty of the townscape (details) based upon archival imagery and footage
- The post office and convenience store in 34 Nicholas Street has a mural from the 1940s on a tenancy wall is retained in that shop fit out.
- Historical items within storefronts. As part of the Rawlings collection a number of historical items could be included in storefronts as part of the Heritage festival.

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CHARM &
DESTINATION

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ACTIVATION





5

GOVERNANCE + **IMPLEMENTATION**

GOVERNANCE + IMPLEMENTATION

People intuitively know when they have arrived at a popular public place – they are naturally inclined to want to stay longer, and return time and time again.

The elements that tend to draw people in are: sociability; accessibility; comfort; safety and connectivity. For the most part, these factors are attributed to good management and operations, not just good design.

Places that flourish are established through the collaboration of many people. Customer focus, cleaning, security and a welcoming atmosphere are the hallmarks of success, which in turn, instill local pride, extend visitation and encourages return visits. These places work because of the supporting management structures that orchestrate and instill basic service principles, which would ordinarily be applied to good business.

Formalised place management and governance arrangements enables a coordinated multidisciplinary focus, and are proven mechanisms to enable constructive partnerships and collaboration.

2020

PLACE MANAGEMENT GOVERNANCE STRUCTURE YEAR 1 (2020)

1. Establish and facilitate regular meetings with an internal 'Nicholas Street Place Making Working Group' within the Ipswich City Council, to maintain a collaborative focus on targeted place-led outcomes for the precinct and Civic Space.

This group should include staff from all relevant areas.

2. Develop a Place Management Framework in collaboration with key stakeholders; ensuring that the high level of investment in public realm and built form will not be lost over time. This framework will also establish a platform that will assist with negotiating partnership and funding opportunities, and delivering destination experiences that are unique, compelling, and flourish commercially.

The Place Management structure for Ipswich would:

- Articulate the roles and responsibilities between Local Government, private sector stakeholders and community groups/organisations;
- Outline support mechanisms for place management and project delivery initiatives;
- Delineate between strategic and operational matters;
- Enable efficient project delivery

through clear, reporting and decision-making procedures; and

- Assist with providing investment certainty and strengthening local partnerships.
3. Review existing budgets to establish a nominal Place Making Fund with allocation for events, place maintenance, management, and marketing and grants available for community-led initiatives.
 4. Meet with Council, security, staff, relevant stakeholders and outreach service providers to discuss processes to manage antisocial behaviour and crime in the area, including establishing cultural sensitive methods where required.
 5. Establish a method of providing information to residents, businesses and local groups through an online platform, Facebook group, or twitter, with the aim to notify of activities, events, funding opportunities and place management feedback.
 6. Investigate the use of new technologies to track place use and evaluate ongoing place progress (i.e. attraction of people, unsocial behaviour, movement activities).



2021

PLACE INCUBATION AND GROWTH (YEARS 2-4)

1. Continue to facilitate regular place management meetings with key partners.
2. Reassess funding, framework and activation plan at 2 year mark.
3. Review goals/strategic initiatives annually.

2024

DIVESTMENT STAGE (YEARS 4-8)

1. Divestment of assets according to strategic directions

The Success of the activation program will be critical to the success of the precinct and hence asset sales.

2. Consideration should be put forward to the asset sale model - in particular whether assets are to be sold on a case by case basis or as an agglomeration. From a successful Main Street model, multiple landowners can ensure vitality to a precinct.

A failure of the precinct model of the past on Nicholas Street was the ownership of one party.

3. Ensure a steering committee remains in place with on-boarding of future asset holders to committee. As Council is likely to continue to own the Library, Administration Building and Tulumur Place ongoing leadership will be required but may be shared over time.

4. This report recommends that Council retain ownership of these assets (Library, Administration Building and Tulumur Place) in order to derisk the future success of the precinct.

5. Consideration needs to be paid towards the establishment of Nicholas Street as either a public or private street. Recommend a cost/benefit analysis be conducted.

6. This report recommends following the findings of the KPMG report in ensuring the asset sales occur once the precinct has been successfully established.

2028

LONGER TERM (YEARS 8+)

1. A possible model for a management arrangement for the long term is the establishment of a Business Improvement District (BID). BID's are not-for-profit organisations that promote the shared interests of commercial property owners and businesses located within specified geographic areas. A BID could potentially be explored to oversee management of the Nicholas Street Precinct in the future. Established by local governments, BID 's are funded through a special differential rate that is collected by the local government and passed on entirely to the BID with

supplementary funding by commercial property owners and businesses. These funds support programs such as marketing and promotion, street enhancement, safety and security, events and festivals and business development. Governance of a BID typically involves an elected entity independently managed by a Board, with autonomy for decision-making and priority setting.

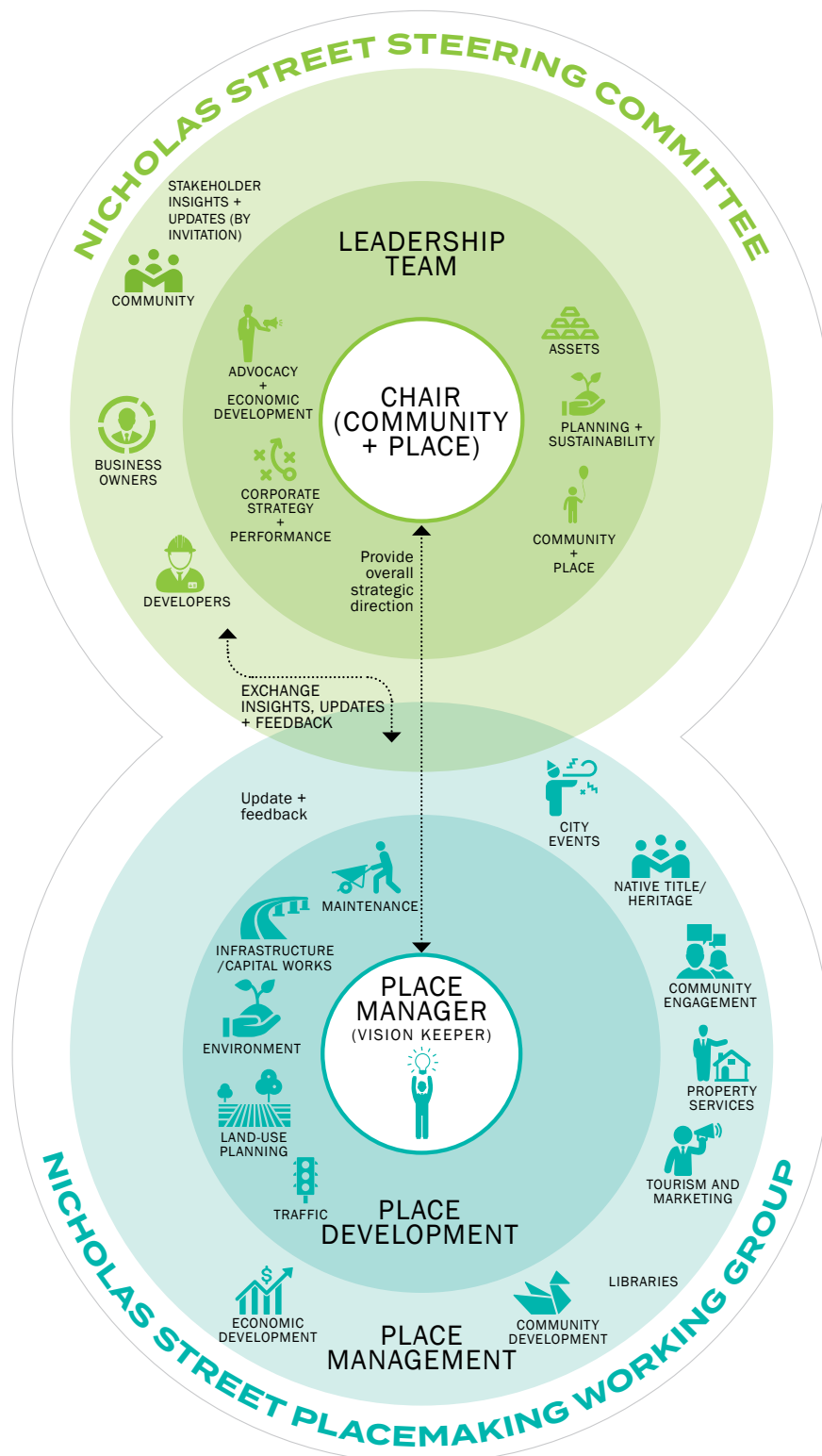
PLACE MANAGEMENT STRUCTURE

STEERING COMMITTEE

- Set strategic goals + directions (aligned to vision)
- Monitor + evaluate (accountability)
- Asset evaluation. Responsible for asset sales timeline
- Report to CEO
- Monthly

PLACEMAKING WORKING GROUP

- Manage resources
- Day-to-day operations
- Project creation and delivery
- Update reports + feedback
- Bi-Monthly
- Manage agenda items to enable efficiencies



PLACE MANAGEMENT RESOURCING



Funding

Establish a Nicholas Street and Civic Space Placemaking and Management Fund. This will be directed towards a 4 year activation program for the street and civic space. Upon divestment of assets the fund may be reassessed alongside the placemaking and activation model.

External sponsorship and partnership funding may be available as the space matures.



Resourcing

Establish a Place Manager for the Nicholas Street Precinct and Tulum Place. This will extend and cover Bradfield Bridge, Nicholas Street to the Art Gallery, Pumpyard, Limestone and Brisbane Street to Bell Street and Bremer Street. Other precincts including 'Top of Town' and Limestone Street have been identified through engagement but require separate resourcing.

The Place Manager will be responsible for the social, economic and design outcomes of the precinct through the planning, coordination and delivery of community development and tenant engagement initiatives, activities and events. A Place Manager needs to work across silos to create strong relationships, programs and activations with relevant stakeholders and teams including Economic Development, Marketing and Tourism, City Events and the Library, residents, community groups, landowners and Nicholas Street tenants. The Place Manager should ensure the retail mix and retail offering is reflective of the target demographic market.

A Place working group is proposed to meet on a bimonthly basis to plan and deliver strategies, with the Place Manager reporting to a Nicholas Steering Committee comprising executive leadership within the Council.

Place Manager's typically have a background in Planning and the Built Environment, Community Development and Engagement and have experience in project delivery or planning, implementing, evaluating community development program, and projects that enhance social and economic participation. Ideally the Place Manager will also have events experience.

A Place Manager salary range estimate: \$110,000 - 130,000



VENUE HIRE
MANAGER



SENIOR
PRODUCER



EVENTS
MANAGER



EVENTS
COORDINATOR

Establish a dedicated Events and Activation Team for the Nicholas Street Precinct in consultation with the City Events Manager and the Place Manager. This will be phased over a two year period with input and steerage on the key team roles and responsibilities from both the Place Manager and City Events Manager.

At a minimum the team after two years should consist of:

A Venue Hire Manager. Typical Salary: 90,000 - \$110,000

A Senior Producer. Typical Salary: \$90,000 - \$110,000

An Events Manager. Typical Salary: \$90,000 - \$110,000

An Events Coordinator. Typical Salary: \$60,000 - \$80,000



2-6 CASUAL
STAFF FOR
EVENTS

Casual assistance to be on-site to liaise with event hirers and to deliver weekly events produced by the Nicholas Street Precincts Events Team. Typical hourly rate: \$40 - \$50. For specialised technical assistance this rate may increase to \$80 per hour.

MARKETING + BRANDING

PLACE BRANDING

Establishing a compelling destination in the minds of both residents, investors and visitors is essential to establishing a successful community, and having a place brand that aligns with the vision is vital to achieving this objective.

A place brand extends beyond a logo or marketing campaign, and articulates the physical and programmatic elements of a place.

Rather than marketing the product offer, a place brand communicates the destination and experiential qualities, which in turn support the development of a community, local economy and ongoing investment.

Marketing strategies are currently focused on investment attraction and various mixed messages are confusing for visitors. There is also a disconnect between the signage and the reality of the experience on the ground. It is recommended that a collaborative approach is encouraged to promote the Nicholas Street Precinct opportunity. Key objectives of the brand and marketing strategies could be broadened to:

- Be informed by the Place Principles, Statement of Character and distinctive local themes.
- Communicate the future vision and what is happening.
- Clearly define the Nicholas Street Precinct as a destination and distinct area
- Promote Nicholas Street Precinct by the visitor experience, rather than investment attraction alone
- Engage local residents, promote local pride and generate interest in the area.
- Ensure there is a balanced approach between corporate and place marketing, and signage and in particular over time the street facade projections and LED displays are not dominated by corporate marketing messages.

A good example of how a place brand functions is the James Street brand: <https://www.jamesst.com.au/> which highlights shopping, restaurants and events and activations. Further afield a good example is the

City of Fremantle's brand: 'Fremantle – Be part of the Story' (www.fremantlestory.com.au). This place brand positions Fremantle as a city at the core of art, culture, festivals and beach life. Its investment in annual events programs, projects and marketing is centred on achieving this vision to support economic development and encourage a diverse range of people to visit, live and invest in Fremantle.

The place brand and marketing materials should include current imagery that reflects real time experiences of 'life in Nicholas Street'. Translating this brand on the ground through experiences is therefore important for ensuring truthfulness is delivered.

The marketing strategies outlined below focus on developing the Place Brand identity for Nicholas Street Precinct over the first 12 months, and maximising opportunities to publicise and promote the Precinct to residents and visitors within the region. Heavier investment is required upfront, to create the backbone structures which support effective marketing such as brand photography, a website, signage, and a strong launch advertising campaign.

After the initial period of set up and launch, ongoing marketing activity (and budget spend) will focus on promoting activation strategies; initiating competitions and special promotions to support retail activity; engaging with local media and identifying public relations opportunities for the Precinct. This will be supported with a continued advertising presence in local press and radio (if deemed effective following launch promotion).

Marketing activity proposed in this plan works towards a December 2020 launch campaign, to ensure that the majority of early tenancies are operational and can therefore capitalise on marketing investment, in particular the advertising campaign.

From December 2020 - December 2021, a launch advertising campaign will commence. RobertsDay recommend associating an official "launch" in December with a community event – and would suggest this tie in to City Events Winter Wonderland event program with a food and beverage theme. This provides an opportunity to promote food and beverage and retail store openings with a celebration focused on building the unique place brand identity for the City.

2020

2021

MARKETING
AND COM-
MUNICATIONS
MANAGER

MARKETING
AND DIGITAL
COORDINATOR

Funding

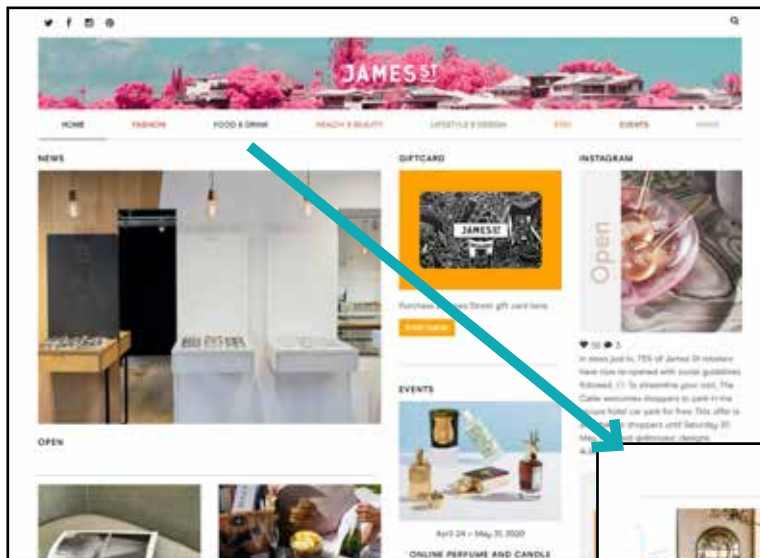
Nicholas Street and Civic Space Placemaking and Management Fund.

Resourcing

Establish a Marketing and Communications Manager and a Marketing and Digital Coordinator for the Nicholas Street Precinct and Civic Space preferably through internal Council resourcing.

Marketing and Communications Manager. Typical Salary: \$80,000 - \$110,000

Marketing and Digital Coordinator. Typical Salary: \$60,000 - \$80,000



PARTNERSHIPS+PROGRAMS

COMMUNITY + STRATEGIC

COMMUNITY COLLABORATION

For many main streets the foundation of their success is collaboration and co-creation. This is something that local government can play a lead role in, unifying and partnering with stakeholders and reaching out to private partners. This is increasingly important as retail continues to decline. Demand is shifting to internet shopping, home delivery and most recently the coronavirus pandemic has left retail outlets needing to rapidly reposition their offer to retain or gain new trade.

However, the Nicholas Street Precinct is ideally placed with an agglomeration of activity to leverage from, to serve as a counterpoint.

By focusing on the quality of experience, differentiating its offer through delivering rewarding attractions that are destinational and partnering with community to offer this, the Precinct has an opportunity to create an enduring and thriving centre. Creating a mixed use centre that is flexible and not solely reliant on retail ensures resilience.

Whilst the focus on food and beverage is to be commended this should not be the only strategy that the city undertakes. In modern streetscapes such as King Street within Brisbane (built by the developer Lendlease) the developer has understood that community programs and development is as important as retail and food outlets. King Street features not only food and beverage but gymnasiums, childcare, a hotel and an art gallery 'Artisans' which they subsidise the rent of, to serve as an attractor.

This subsidisation of community activity in order to increase vitality and for overall community benefit, is increasingly something that developers and landlords look to, in order to ensure their centres are attractors and thriving spaces and places. It is something that RobertsDay is currently working on as a model within both Ripley Town Centre and within Yarabilba Town Centre. - whether it be makerspaces and workshops, independent art galleries to not for profit and social enterprises, It is RobertsDay's recommendation that Council look to using 10% of the GFA for community attracting subsidised space. Supporting the right community and business initiatives can set the character and positioning early on making it attractive for other like-minded business.

With the ongoing impact of Covid-19 and delayed revitalisation, this supported GFA might increase to 30% as a short term strategy. Ipswich itself has a community that is comparatively

rich in hobbies, with numerous song and dance organisations, through to craftwork, jewellery making, cars, engines and motorcycles, tinkering, hobby engineering, modelling (including 3D modelling), fandoms and so forth. Whether it be jewellery making, engine repair or dancing these are incredibly valuable assets to a city as they provide purpose to people and create community, connections and resilience. They represent a wide range of diverse cultural values and moments in time for Ipswich and Australia.

RobertsDay recommends that a partnerships with these organisations be explored as soon as is reasonable in anticipation of the relaxing of Covid-19 movement restrictions.

STRATEGIC PARTNERSHIPS

Given its central location and proximity to rail, revitalized built form and landscape and agglomeration of activity, there are a number of strategic partnerships that are worth exploring. This work can be done by a Partnerships manager with the intention of securing precinct partners over time and may include but are not limited to institutional, commercial and charitable sectors.

Partners that may offer tenancy and activation potential in the short term include Firestation 101, community organisations and workshop providers. Long term partnerships should be explored with education providers such as Ipswich TAFE and the University of Southern Queensland. Many universities within Queensland and Australia more widely have locations or are seeking locations in city centres for access benefits and student appeal. Within Brisbane, Griffith University is consolidating its landholdings to focus on Southbank and the University of Queensland has increased its holdings in the CBD of Brisbane. Courses that benefit from an inner city location typically include business, design and architecture, music, dance and the arts and culinary school with proximity to established businesses. Beyond institutional partners, 143 Brisbane Street offers potential for hotel renewal and reconfiguring, potentially as a boutique hotel or redesigned co-working and business support space.

Finally both development sites adjacent the Nicholas Street Precinct need careful consideration (corner of Bremer and Bell Streets and corner of Bremer and Ellenborough Streets). These sites in the long-term will become part of the Precinct and hence their programming and role within the site are worthy of strategic planning with a view to their eventual redevelopment and inclusion. In the short term they offer parking opportunities but with time will become valuable strategic sites.

This report recommends further work be undertaken to explore potential tenancy partners in the not-for-profit, institutional, commercial and charitable sectors with the aim of increasing long term strategic partnerships in the centre. RobertsDay recommends a strategic review of adjacent development sites to understand future opportunities.

INTERNAL PARTNERSHIPS

With a vast array of excellent community programs through (including but not limited to) the Library, Art Gallery, Civic Space, City Events, Fire Station 101 and Studio 188 there are ample opportunities for internal partnerships to truly activate Nicholas Street. Internal cross collaboration would lead to some significant outcomes and it is recommended that through the Nicholas Street Working Group, led by the new Nicholas Street Place Manager with assistance from the Partnerships Manager these are fully explored.

SPONSORSHIPS

As the precinct gains momentum and recognition as an important place in the region, more sponsorship opportunities for events and activation will emerge, combining arts and culture grants and sponsorship from local and regional business.

**PARTNERSHIPS
MANAGER**

Funding

Nicholas Street and Civic Space Placemaking and Management Fund.

Resourcing

Establish a Partnerships Manager for the Nicholas Street Precinct and Civic Space preferably through internal Council resourcing.

Partnerships Manager. Typical Salary: \$80,000 - \$110,000

USE EMPTY COUNCIL OWNED SHOPFRONTS TO SET UP RESTAURANTS FOR OUR TAFE HOSPITALITY & BUSINESS STUDENTS TO RUN, WITH PROFITS TO FUND UPKEEP.

