4.1 BASE ASSUMPTIONS

An extensive consultation and workshop process was undertaken to develop the following nine key base assumptions which were then used as the foundation for developing the Vision Plan.

4.1.1 ONE INTEGRATED PRECINCT
Although the study area is owned by two separate entities, i.e. Queensland Rail and Queensland Museum, in the interests of achieving integrated and consolidated ‘best practice’ outcomes, the planning process approached the study area as one integrated precinct.

4.1.2 PRECINCT INTEGRATED WITH SURROUNDING URBAN FABRIC
Establish alternate entry points to the site (Bremer River parklands, W.M.Hughes Street via new northern linkage). As development progresses, review ticketing arrangements (ticketed/gated site vs ticketing at each individual venue/facility) in line with developments and ownership/management structures. Some proposed developments will require unticketed access. Ticketing arrangements will impact on the overall revenue generation for the site.

4.1.3 PROMOTE IMPROVED PUBLIC TRANSPORT ACCESS TO THE SITE.
Improved train link from Ipswich Station (platform upgrades and new turntable at the rail yards to be investigated). Improved bus stops and service to rail yards and ferry link to Riverlink and Ipswich Central.

Investigate additional ‘overflow’ parking alternatives for major events and ‘park and ride’ opportunities.

4.1.4 OPEN UP TO THE BREMER RIVER
Provide a positive interface from rail yards to river-parkland and link with pedestrian cycle network along the Bremer River. Establish a secondary entry to rail yards, integrated with amenities such as café, info centre etc.

4.1.5 TRAVERSER TRACK AS ‘MAIN STREET/SPINE’ OF THE PRECINCT
Traverser to continue to operate and offer a unique visitor experience (public safety issues to be addressed). Pedestrian access to the traverser track to be investigated. Active interfaces at building entries/openings orientating onto the traverser tracks. Reinforce the traverser corridor as the key link and view corridor to the parklands. Provide alternative east-west linkages through the precinct to the north of the traverser track.

4.1.6 REINFORCE BUILT FORM HERITAGE CHARACTER
Remove identified structures of little heritage significance and extensions identified as ‘intrusive’ to the quality of existing heritage fabric. Restore vacant heritage buildings through adaptive re-use program.

Activate ‘laneways’ and spaces between buildings to establish east-west pedestrian networks and a linear ‘arcade’ approx. midblock to the north of the traverser. (Recommendation for update to Conservation Management Plan.)

4.1.7 EFFICIENT, SUSTAINABLE AND ADAPTABLE USE OF THE ENTIRE PRECINCT
Ensure flexible and adaptive reuse of existing structures for short, medium and long term developments. Consider a range of interim uses.

Investigate use of outdoor disused areas for overflow parking requirements, outdoor covered displays and function space.

4.1.8 QM WILL CONTINUE TO OPERATE THE MUSEUM WITH A FOCUS ON RAIL HERITAGE
Additional display space appropriate for rolling stock display will be accommodated, adjoining the existing museum infrastructure, enabling the museum to develop additional displays/working displays.

4.1.9 OR WILL MAINTAIN AND OPERATE A HERITAGE FLEET AT THE RAIL YARDS.
Steam train and other rolling stock experiences are a key component of visitor attraction and experience at the rail yards. Additional infrastructure is required, including an upgraded platform, track realignment to integrate with visitor centre and a turntable. Storage/maintenance facilities to be consolidated and maintained. ‘Working displays’ to be further developed.

4.2 DEVELOPING THE VISION PLAN: KEY PRINCIPLES

4.2.1 AN ICONIC WORLD CLASS DESTINATION
A unique national and international tourist destination, ultimately attracting in excess of 250,000 visitors per year. A destination that offers a broad and engaging range of opportunities for recreation, education and cultural experience.

4.2.2 A GRASSROOTS COMMUNITY ASSET FOR THE IPSWICH REGION
Reinforce a sense of community ownership and pride, through improving access to this precinct, ‘unlocking’ the site, hosting community events and training/education opportunities. Connect with the Bremer River and develop safe, convenient and attractive public paths, spaces and amenities.

4.2.3 A UNIQUE PLACE
Conserve and celebrate the unique historic character, cultural and architectural heritage of the workshops. A staged approach to be adopted for the restoration and adaptive reuse of the many vacant and underutilised structures and spaces at the rail yards.

4.2.4 A PROSPEROUS PLACE
Establish a complementary mix of land uses that bring activity, choice, commerce and vitality to the rail yards precinct. Establish an integrated management system to promote an economically sustainable model for site redevelopment and reinvestment opportunities, for the precinct.
4. THE VISION PLAN

KEY OPPORTUNITIES

1. North Street streetscape improvements
2. New arrival centre
3. Arrival square upgrade
4. Information centre
5. New road link, access and parking
6. Heritage skills centre of excellence
7. Multi purpose exhibition hall
8. Power House Museum
9. Cycle and pedestrian links
10. Outdoor stage
10a. Construction/innovation museum
11. Bremer park upgrade stage 1
12. North Street commercial and retail building
13. New car park (P2)
14. Museum extension
15. Parkland entry
16. Park square and facilities
17. New parking court (P3)
18. Sleeper carriages
19. Sustainability centre
20. Bremer park upgrade stage 2
21. Food court canteen
22. Health and recreation centre
23. QR maintenance sheds
24a. Boutique hotel
24b. Boutique hotel – alternative location
25. Conference and exhibition centre
26. New parking area (P4)
27. Ferry stop
28. Road link
4.3 STAGING

To realise the extensive and potentially capital intensive opportunities that the rail yards precinct has to offer, it is necessary to promote a staged approach to site development. This strategy also enables a flexible approach that can adapt to market conditions, funding availability and project priorities.

The three stages outlined below, present a scenario that enables the flexible and incremental growth of facilities and infrastructure at the rail yards. It is acknowledged that the realisation of the ultimate vision for the railyards (as illustrated by the Vision Plan) is a long term undertaking and it is important to facilitate the development of key projects through this process, by allocating a preliminary ‘priority’ to these projects, through the staging process.

It should also be noted that the potential viability of projects allocated to Stage 2 and in particular, Stage 3, will be influenced by projects completed in Stage 1. Stage 1 projects will substantially contribute to increased visitation (an anticipated 92% increase) and concomitant revenue generation, thereby establishing the appropriate preconditions to assist in facilitating the stages that follow.

The stages are not mutually exclusive. Planning for a project may be initiated in Stage 1, but implementation might only occur in Stage 2 and/or Stage 3.

4.3.1 STAGE 1: 2011 – 2016

All Stage 1 projects are located either to the east of the existing museum and/or to the north of the traverser tracks. These projects will have a minimal impact on current Queensland Rail operational activities at the rail yards.

Projects allocated to Stage 1 will be highly visible and will start to integrate new attractions and related facilities at the rail yards. This will generate increased visitation and increased visitor expenditure for the precinct.

Eleven potential projects have been identified under Stage 1. Four projects fall outside the rail yards study area but have been allocated to Stage 1 as these projects will contribute substantially to integrating the rail yards into the surrounding urban fabric and reinforcing its presence as an accessible community node for this region. It is intended that the planning for these projects be initiated in Stage 1, with implementation extending over all three stages.

The numbering for Stage 1 projects does not reflect a hierarchy or priority. Projects may be initiated out of ‘sequence’ and/or simultaneously as funding is made available.

The projects for Stage 1, external to the study area include:
- North Street Improvements (1),
- New road link from W.M. Hughes Street (5),
- Cycle and pedestrian links (9)
- Bremer River parkland upgrade (11)

The projects for Stage 1, within the study area include:
- The arrival centre (2)
- Arrival Square upgrade (3)
- Information Centre (4)
- Heritage skills centre of excellence (6)
- Multi-purpose exhibition hall (7)
- Power House Museum (8)
- Outdoor stage area (10)
- Construction / innovation museum (10A)

On completion of the above five projects, it is estimated that visitation to the rail yards precinct could be increased by 93%, an additional 136 permanent jobs will be created for the region and an additional $9 million will be spent in this region. (Refer to Potential visitation summary chart for stage 1 on page 39).
1. North Street improvements
(Approx. 350m x 30m strip)

North Street is a 30m wide road, providing access and interfacing with the rail yards precinct. This street provides a sense of ‘arrival’ and ‘gateway’ to the rail yards and is the visitor’s first experience of the rail yards precinct.

Key Components of the upgrade may include:
- new boundary fencing / entry gates where required
- additional off street parking
- tree planting
- street lighting
- museum/educational signage

2. New arrival centre
(NB1, approx. 1000m²)

The proposed arrival centre adjoins the south eastern facade of the existing museum (R14). This is a strategic location as it allows the arrival centre high visibility for visitors, easy access from both the existing and proposed new car park and will include an arrival platform/station.

The arrival centre is visualised as a light weight, transparent structure that provides a contemporary design response reflecting both its function and its key location, adjoining the museum.

Key components of the arrival centre include:
- new ‘train arrival platform’ (catering for an increase in steam train visitor experiences and enabling disabled access).
- new entries to the rail yards from parking areas, directing visitors through the arrival centre.
- displays, ticketing and visitor information
- ablution facilities
- museum retail.

The arrival centre is integrally linked to the opportunities that exist to create a suite of experiences to value add to the museum - as outlined on page 39.

It is anticipated that the Arrival Centre will draw an additional 12,500 visitors to the Rail yards (Refer to Appendix 3, Tourism Market Assessment, compiled by EC3 Global).

3. Arrival square upgrade
(approx. 5000m²)

The ‘arrival square’ is currently a vast, multi functional outdoor area in front of The Workshops Rail Museum. The addition of the arrival centre to the south of the arrival square space will assist in defining and consolidating this area into a legible ‘square’.

Key components of the Arrival Square upgrade include:
- new turntable (possibly relocated from current location near Ipswich Station).
- signage and interactive way finding
- surfacing improvements
- additional street furniture and shading
- lighting etc.
- Outdoor displays

4. Information Centre
(R17, 165m²)

The existing ticketing office will be converted into an information and display centre, as ticketing will be accommodated in the new arrival centre. This proposed use is closely aligned with the existing use and as such, will only require minor investments in updating displays and supply of brochures etc.
5. New road link, access and parking
(Approx 240m in length)

The proposed new road link extends from W.M. Hughes Street to the northern boundary of the rail yards, as identified in the IRCS. This road will be located adjacent to the proposed heritage skills centre precinct. Approximately 45 parking bays are accommodated along this road, within the northern boundary of the site.

This new linkage will need to be negotiated with adjoining land owners and will provide a key alternative entry point to the rail yards precinct.

Current view of rail yards from the north.

6. Heritage skills centre of excellence
(Part R3 (K-Mill; 1120m2, R4; 2450m2, R5; approx. 1100m2, R6; 1100m2, R7; 2888m2).

This centre is intended as an ‘arts factory’; a skills training and development precinct for specialised artisan skills pertaining both to rail heritage fleet maintenance and to a broader range of architectural heritage skills, general artisan, arts and craftsmanship.

Currently the Museum offers tours of the rolling stock maintenance, the Blacksmith Shop and the Steam Shop. The opportunity exists to teach these unique skills to a younger generation through the establishment of a Heritage skills centre of excellence. Of the visitors to the Workshops Museum in Sept – Oct 2010 only 20% were within the 15 – 34 age group, where this age cohort accounts for over half (56%) of the South East Queensland population. If the workshops were able to secure a trade training course in one of the buildings, based on the assumption of five, two hour classes per day for three days a week each with 25 students, this course has the potential to attract 19,500 visitors to the site. In addition, visitors to the site could have the opportunity to tour these workshops as well as visit the attached retail facilities.

This Heritage skills centre precinct includes the existing Blacksmiths shop that currently operates as a metal work training facility, the K-Mill, currently still operating as a timber mill. These uses will continue to operate and potentially expand.

Three additional sheds located in close proximity to the Blacksmiths shop have also been identified for possible studio, workshop and training space.

The staged development of this centre at the rail yards will ensure that the rail yards evolves into the creative epi-centre of the region, where industry networks are built and strengthened and a wide range of creative arts and heritage skills are made accessible to the broader community.

Key components will include;
- increased blacksmith training facilities
- increased timberwork training facilities
- additional heritage skills training workshops
- artists and crafts studios
- markets/display and retail areas (focused on the promotion of emerging artists)
- classrooms / lecture rooms and support facilities.

Examples: Jam Factory - Adelaide, Midland Railway Workshops and FORM - West Australia, John C Campbell Folk School - North Carolina.

7. Multi purpose exhibition hall
(R8; approx. 3500m2)

The proposed exhibition hall is currently used as a storage shed. It is located adjacent to the Power House and the Rail Museum, the Power House garden space and the traverser track. This is a very visible and accessible location, ideally suited to accommodating large crowds and a wide array of facilities and activities.

It is recommended that building R8 be developed into a multi-purpose, flat floor exhibition and event space for events such as home and car shows, travel expos etc. In a similar fashion to the Brisbane Convention and Exhibition Centre, staging, seating and lighting could be erected to support a broad range of event types.

Growth in events in Brisbane, the Gold and Sunshine Coasts suggests that the demand for large events would support at least six large events annually at the rail yards. Based on visitation to the Tinnie and Tackle Show in Brisbane (35,000) accounting for 2% of the Brisbane population. A similar event at the Ipswich rail yards could account for approximately 8,500 visitors per annum (2% of the Ipswich and surrounds population). With fortnightly local events such as markets, stalls and community events requiring indoor spaces for up to 1,500, the rail yards could attract a further 62,700 visitors (of which 15% would be visitors).

Key components include;
- flexible, multi purpose indoor exhibition space
- flexible multi purpose outdoor exhibition space
8. Power House Museum
(R10; 1321m²)

The existing Power House is an iconic heritage building within the rail yards precinct, that is currently vacant and in a state of disrepair. This building has been identified as the location for the future Power House Museum, a facility that will attract a broader demographic, as currently, The Workshops Museum is predominantly focussed towards young children, ages 10 and under. The Power House Museum could attract up to an additional 22,000 visitors (children and adults) to the rail yards.

Key components include:
- museum displays
- science centre type displays
- general facilities

9. Cycle and pedestrian link

This new link extends from W.M. Hughes Street to connect with existing pedestrian network to the west of the rail yards, providing access to the site, through the Bremer River parklands and improving the broader network of cycle and pedestrian movement in this region.

10. Outdoor stage

An outdoor stage area is proposed for the current location of the ‘speakers platform’, adjacent to the proposed exhibition centre or alternatively, to be integrated into the Bremer River Parkland upgrade, to the west of the rail yards precinct.

This facility will enable various performances, music concerts etc. to be performed at the rail yards, adding another draw card for visitors and providing a venue for local emerging artists.

The stage should be suitable for night time performances. If the workshops were to secure 9% of the Ipswich population for outdoor concerts throughout the year this would equate to an additional 14,000 visitors per annum. (9% reflects the equivalent participation in the Brisbane region).

10.a Construction/Innovation Museum
(R9, 1600m²)

This museum location is proposed for building R9 and presents an alternative land use to the ‘Health and recreation centre’ proposed in Stage 3. R9 is adjacent to the Power House and the proposed exhibition centre and as such, these facilities would complement and reinforce each other. It is proposed that the Construction/Innovation Museum facility may be a private sector initiative that complements the themes of The Workshops Museum and the proposed Power House Museum.
11. Bremer park upgrade stage 1

This river front parkland upgrade is part of a larger Bremer River upgrade initiative to improve the quality, accessibility and activity on the banks of the Bremer River.

Historically, the rail yards has turned its back on the river, however the river is an attractive and valuable asset to this region. Access and connectivity will enhance the public realm and visitor experience.

(Source; International Visitor Survey 2006 - 2009)

11A Steam Train and soft programming experiences

A range of new rail related opportunities and experiences can be developed to extend the existing successful rail experiences on offer at the rail yards. Some additional opportunities include; party trains for hire, murder mystery rides and dining carriages etc.

These experiences are offered at other rail museums in Australia and overseas and have proved to be very popular. For example, the Puffing Billy steam train experience in Victoria is a major tourist attraction and services over 250,000 visitors annually.

The concept put forward is to develop a steam train experience servicing the rail yards from Brisbane and Ipswich city centres. This currently occurs during school holiday periods only. To facilitate this, the turntable will need to be refurbished and installed at the workshops.

If the workshops could create a unique rail experience, they could increase their market share of the ‘rail enthusiast’ market from 9% to 15% of the international market and up to 45% of the domestic market. This would equate to an additional 16,000 visitors. The opportunity also exists to attract a corporate and events market and it is likely that similar volumes of visitors to the river-based dining and touring experiences would mean around 35,000 visitors could utilise the train, creating a total of 51,000 visitors.

Potential visitation summary chart for Stage 1

<table>
<thead>
<tr>
<th>Stage 1: 2011 – 2016</th>
<th>Additional paying visitors and/or potential income p.a.</th>
<th>Estimated visit numbers p.a.</th>
<th>Regional visitor expenditure</th>
<th>New jobs created (b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrival centre (2)</td>
<td>no additional charge</td>
<td>12,500</td>
<td>$62,500 (a) (based on $5.00 spend per visitor)</td>
<td>1</td>
</tr>
<tr>
<td>Heritage skills centre of excellence (6)</td>
<td>5,000</td>
<td>24,500</td>
<td>$1,641.00 (based on $76 spend/day, student fees included)</td>
<td>24</td>
</tr>
<tr>
<td>Multi-purpose exhibition hall(7)</td>
<td>Ticket sales generated will go to events operator</td>
<td>56,750</td>
<td>$1,778,167.00 (based on $31/day spend per visitor)</td>
<td>26</td>
</tr>
<tr>
<td>Power House Museum (8)</td>
<td>22,000</td>
<td>22,000 (c)</td>
<td>$1,474,000 (based on $67/day spend per visitor)</td>
<td>22</td>
</tr>
<tr>
<td>Outdoor stage (10)</td>
<td>15,000 (d) (Assuming 9% of Ipswich and surrounds population, as per Brisbane figures)</td>
<td>29,000</td>
<td>$908,667 (based on $31/day spend per visitor)</td>
<td>13</td>
</tr>
<tr>
<td>New rail experiences (11A)</td>
<td>51,000 (e) (an increase from 9% to 15% of rail enthusiast market)</td>
<td>51,000</td>
<td>$3,417,000 (based on $67/day spend per visitor)</td>
<td>50</td>
</tr>
<tr>
<td>Sub total</td>
<td>93,000</td>
<td>195,750</td>
<td>$9,281,833</td>
<td>136</td>
</tr>
</tbody>
</table>

(a) The above calculations are based on the 2007 average day visitor expenditure ($67) and overnight expenditure ($94).
(b) The ‘new jobs created” is based on the Tourism Satellite Accounts estimate for full time equivalent (FTE) jobs created in Queensland for every dollar spent in a destination. These jobs may not be specific to the rail yards but include the broader region.
(c) This calculation is based on an increase from 3% to 7% of the 10 - 14 age group in South East Queensland.
(d) 9% of Ipswich population. Similar attractions such as Riverstage attract 8,000 - 9,000 per event.
(e) By 2019 there are likely to be 150,000 international and 124,000 domestic rail enthusiasts visiting Brisbane - International Visitors Survey, 2009 and National Visitors Survey 2009.
4.3.2 STAGE 2: 2017 – 2021

Stage 2 focuses on two main areas; the extension to the existing Workshops Rail Museum to house additional displays etc. and the activation of the north western area of the site for the sustainability centre and for sleeper carriage accommodation.

Stage 2 consists of nine potential projects:
- (12) North Street commercial and retail
- (13) New parking area (P2)
- (14) Museum extension
- (15) Parkland alternative entry
- (16) Park square and facilities
- (17) New parking area (P3)
- (18) Sleeper carriages
- (19) Sustainability centre

Completion of Stage 2 projects are estimated to generate approximately 42,000 additional visitors to the rail yards, and result in almost $5 million in additional expenditure in the region and 72 permanent jobs for the region. (refer to Potential visitation chart for Stage 2 on page 42).

(12) North Street commercial and retail building (R18, R19, R20, 2450m²)

Three existing structures are located to the north of the existing ticketting office, along North Street. With a direct street address, these buildings lend themselves to commercial and retail uses that can operate independently of the workshops precinct and potentially generate rental revenue for the precinct.

Key components will include:
- new museum offices (relocated out of R13)
- meeting rooms (museum use and for hire)
- new office space for lease
- ablutions
- coffee shop
- retail

13. New car park (P2)

This proposed car park is located adjacent to the new museum extension and the existing parking area. Approximately 160 parking bays will be accommodated. Existing rail lines will be maintained through the use of appropriate (removable) surfacing material.
15. Parkland entry

An alternate entry to the rail yards precinct is proposed for the western end of the traverser track, adjacent to the Bremer River parklands. This entry point helps establish closer connectivity between the river and the rail yards site. With the addition of an esplanade road and cycle paths along the park frontage and the introduction of a ferry stop, this entry point will offer a new sense of arrival to the rail yards site and bring ongoing activity and surveillance to a currently desolate and isolated area.

Existing interface

Proposed interface - parkland square and facilities

16. Park Square and facilities

The park square is intended as a public plaza located adjacent to the alternative parkland site entry, the proposed sustainability centre (R2) and close to the future conference centre. Key public amenities and facilities located around the square, will be accommodated in a new light weight structure and will include:
- visitor information and signage
- exhibitions
- café/coffee shop
- retail/gift shop
- under cover outdoor seating areas
- outdoor displays.

17. New parking court (P3)

This additional parking area is located close to the entry road adjoining the parkland esplanade road and the entry road from W.M. Hughes Street. It accommodates approximately 100 bays and is well located for the hotel/sleeper accommodation, sustainability centre and heritage skills training centre visitors. Extensive tree planting is to be included to minimise the visual impact of a parking area on surrounding amenities.

18. Sleeper carriages

In keeping with the ‘rail’ theme of the workshops precinct, sleeper carriages present the opportunity for a unique visitor accommodation experience. A range of carriages should be provided, from luxury carriages located along tracks adjacent to the Bremer River parkland, to budget carriage accommodation, ideal for school groups, located within shed R3.
- 32 luxury sleeper cabins (4 carriages with 8 cabins per carriage. Park frontage location, sleeps 32 - 64).
- 20 roomette cabins (adjacent to luxury cabins, sleeps 20 - 40, 2 carriages).
- 100 roomette cabins within R3 (budget tours, school groups, sleeping approx. 100 -200).

At 55% occupancy (200 days), the sleeper carriages can generate at least another 5600 visitors to the rail yards. It is assumed that when decommissioned sleeper carriages become available, they will be refurbished and utilised at the rail yards.

14. Museum extension

Existing shed R13, is located directly behind the museum and currently accommodates the museum offices, archives and QR storage. The close proximity to the museum, coupled with the large, open expanse and reasonable condition of R13, make this an ideal extension to existing museum facilities.
Key components will include:
- new museum exhibits
- working museum exhibits (Queensland Rail heritage restoration work in progress etc.)
- treasure house (It is likely that a QM treasure house will attract an additional 12,800 visitors to the rail yards).

Building R13

16. Park Square and facilities

(New building (NB3), approx. 450m2)

18. Sleeper carriages

In keeping with the ‘rail’ theme of the workshops precinct, sleeper carriages present the opportunity for a unique visitor accommodation experience.

A range of carriages should be provided, from luxury carriages located along tracks adjacent to the Bremer River parkland, to budget carriage accommodation, ideal for school groups, located within shed R3.
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20. Bremer Park upgrade stage 2

Continued upgrade to Bremer River parklands.

19. Sustainability Education Centre
(NB2 approx. 700m²)

The Sustainability Education Centre is located on the western edge of the rail yards precinct, adjacent to the Bremer River parklands. This is the location of the existing water storage tanks and troughs.

Energy production was a key historic activity, accommodated at the rail yards precinct, in the past. The sawtooth roofs of many sheds, lends themselves to solar power and can assist in generating a centre of excellence for renewable energy and sustainability education for the region. Preliminary investigations demonstrate this product would appeal to an older family market and education groups.

Key components include:
- research and monitoring facilities
- public displays
- education and training facilities
- solar panels and other energy saving devices.

This centre will be supported by the sleeper carriage accommodation options.

<table>
<thead>
<tr>
<th>Phase 2: 2017 – 2021</th>
<th>Additional Paying site visitors</th>
<th>Estimated visitor numbers p.a.</th>
<th>Regional visitor expenditure</th>
<th>New jobs created (regional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Museum extension (14)</td>
<td>12,280</td>
<td>12,280</td>
<td>$822,760 (based on $67 visitor spend per day)</td>
<td>12</td>
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<tr>
<td>Commercial / retail (12)</td>
<td>(refer to rental revenues)</td>
<td>-</td>
<td>$1,210,000 (an increase in visitor spending by $5.50 per visitor).</td>
<td>18</td>
</tr>
<tr>
<td>Sleeper carriages (18)</td>
<td>5,621</td>
<td>5,621</td>
<td>$528,374 (32 guests x 200 days @ $94 per day)</td>
<td>8</td>
</tr>
<tr>
<td>Sustainability education centre (19)</td>
<td>25,000 (1.25% of Brisbane population)</td>
<td>25,000</td>
<td>$2,350,000 (based on $94 visitor spend per day)</td>
<td>34</td>
</tr>
<tr>
<td>Sub total</td>
<td>42,901</td>
<td>42,901</td>
<td>$4,911,134</td>
<td>72</td>
</tr>
</tbody>
</table>
4.3.3 STAGE 3: 2022 – 2027

There are eight projects included in stage 3. Two projects are external to the rail yards, namely 27 and 28; the proposed ferry stop and the extended road linkage along the western boundary of the precinct. Stage 3 projects may require public/private sector partnerships and their viability may be influenced by the extent of delivery of stage 1 and 2 projects and the concomitant increase in visitation to the rail yards. These six projects include:

- (21) Food court canteen
- (22) Health and recreation centre (alternative to Construction and innovation museum)
- (23) QR maintenance shed
- (24) Boutique hotel
- (25) Conference centre
- (26) New parking area

21. Food Court Canteen (R16 – 1386m²)

The existing canteen is to be refurbished to accommodate a broader range of food and beverage suppliers, cafés and delicatessens. This use is consistent with existing and historic uses of R16 and as such will not require extensive remodeling/building work. Food outlets’ facilities need to complement and be consistent with the overall vision for the precinct.

Additional outdoor tables should be provided adjacent to the canteen, as part of the Arrival Square upgrade. It is anticipated that approximately five food operators could be accommodated within this existing facility.

22. Health and Recreation Centre (alternative to 10A; construction/innovation museum). (R9, 1000m², New build of approx. 580m²)

This proposed centre is located adjacent to the exhibition centre, along the northern boundary of the site. It is provides and alternative to the construction/innovation museum outlined in Stage 1. The centre comprises an existing shed R9 and two new additions/extensions of approximately 580m², connected to R9. Direct access is provided by the new road extension from W.M. Hughes Street.

The development of this centre presents an opportunity to attract private sector operators, thereby generating another revenue source for the rail yards precinct, and another attractor to the site, with an anticipated additional visitation of 12 000 people.

Possible components of the health and recreation centre include; gymnasium, bowling, laser force etc.

(It should be noted that this proposed land use is not consistent with the heritage theme of the site and is dependant on the realisation of visitation numbers as outlined for Stage 1 and Stage 2).
23. QR maintenance shed
(NB4 approx. 4000m²)

The QR maintenance shed is a proposed new structure, adjoining R12, the existing QR maintenance/storage shed. This new shed replaces the area of R12 that may potentially be utilised for conference and exhibition facilities. This shed will be constructed over the existing rail infrastructure, maintaining this infrastructure for carriage access.

24a. Boutique hotel
(Site area; 2100m², GFA approx. 2000m²
3 - 4 storeys)

This boutique hotel location is directly adjacent to the Bremer River parklands, along the north western portion of the study area. This location offers river views as well as convenient access to the ferry stop.

The boutique hotel reinforces the viability of the proposed conference centre.

24b. Boutique hotel – alternative location

This alternative location for the boutique hotel, is external to the boundaries of the study area, located on the north east corner adjacent to the study area, along North Street.

This location is visible and accessible, however currently this site is privately owned.

25. Conference and exhibition centre
(part R12, 4400m², R11, 2250m²)

The proposed conference centre includes two existing sheds; part of R12, existing QR storage shed and R11, the existing paint shop and storage shed. This centre is located adjacent to the parklands interface, so as to maximise the character, views and potential ferry access to this precinct. In addition, the short stay accommodation is conveniently close to these conference facilities.

Key conference centre space requirements need to cater at a minimum for 1000 persons cocktail, 300 banquet and 500 theatre style.
26. New parking area

This new parking area is located adjacent to the conference and exhibition centre facilities and accommodates approximately 310 parking bays. It is intended for over flow and event parking.

27. Ferry stop

Barges and other small craft were operated on the Bremer River for many decades and represent an important part of the Ipswich region’s heritage.

The proposed ferry stop, linked via a pedestrian path to the parkland entry, offers an additional opportunity to increase public transport modes to the rail yards, provide linkages to Ipswich Central and beyond, and a unique visitor experience and amenity. (Subject to further investigation).

28. Road link W.M. Hughes Street to Lawrence Street

The road linkage from W.M. Hughes Street through to Lawrence Street is reflected in the Ipswich Regional Centre Strategy, in order to improve connectivity through this region and improved parkland access.

While this linkage is desirable, cost factors are likely to prohibit its delivery. It is not a prerequisite to the success of the rail yards Vision Plan that this full road linkage is implemented; however, the road portion from W.M Hughes Street to the proposed conference facility (R11 and R12) parking area is a highly desirable linkage, improving access to the precinct.

Stage 3 could generate an additional 133,000 visitors to the rail yards, $12m regional visitor expenditure and an additional 177 new jobs.

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Potential visitation summary chart for Stage 3

<table>
<thead>
<tr>
<th>Stage 3: 2022 – 2027</th>
<th>Additional paying site visitors</th>
<th>Paying site visitors rent</th>
<th>Estimated visitor numbers p.a.</th>
<th>Regional visitor expenditure</th>
<th>New jobs created (regional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and recreation centre (22) (private sector operator)</td>
<td>- income to facility operator</td>
<td>- rental to rail yards management group.</td>
<td>12,000</td>
<td>$376,000 (based on $31/day visitor spend)</td>
<td>5</td>
</tr>
<tr>
<td>Boutique hotel (24) (private sector operator)</td>
<td>3,252</td>
<td>21,681</td>
<td>$2,400,000 (based on $110 spend per visitor per day)</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Conference centre (25) (public/private partnership)</td>
<td>100,000</td>
<td>$9,400,000 (based on $94 spend per visitor per day)</td>
<td>137</td>
<td></td>
<td></td>
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<tr>
<td>Ferry link to Ipswich (27)</td>
<td>-</td>
<td>-</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Sub total</td>
<td>3,252</td>
<td>133,681</td>
<td>$12,176,000</td>
<td>177</td>
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<tr>
<td>TOTAL</td>
<td>139,153</td>
<td>378,282</td>
<td>$26,555,401</td>
<td>388</td>
<td></td>
</tr>
</tbody>
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