LOCKYER VALLEY

EQUINE PRECINCT

BUSINESS CASE

Momentum United

COHA GROUP

LOCKYER VALLEY

EQUINE PRECINCT

A multi-staged redevelopment that will harness the traditions and legacy of the Lockyer Valley's thoroughbred racing and provide a **new iconic, world-class national equine precinct**.

Business Case – Lockyer Valley Equine Precinct

Contents

KEY FINDINGS

- The Lockyer Valley Turf Club is being redeveloped into a multi-use equine precinct by the Lockyer Valley Racing and Equine Collaborative (Collaborative). The facility will become an iconic and unique venue to the region and surrounding regions.
- The precinct's long term strategic objective is to provide world class equine facilities that will cater for the anticipated growth of the equine industry in South-East Queensland.
- The proposed redevelopment will deliver a range of economic, environmental, social, and community benefits to the Lockyer Valley Region and the wider community.
- The redevelopment is planned over three or more stages, with stage 1A and stage 1B (core precinct) projected to cost $29.5m and $11.5m respectively and future stages projected to cost $70.3m (based on quantity surveyor estimates that incorporate a contingency).
- The stakeholder and community engagement undertaken has identified strong support for the redevelopment.
- The redevelopment will provide enhanced and new facilities and will cater to a wide range of user groups. The enhanced facilities will increase the range of events held at the facility and meet the current shortfall in suitable equine facilities in the region.
- In collaboration with Racing Queensland and University of Queensland's School of Veterinary Science, opportunities will present to establish transition to 'off the track' programs for thoroughbred racehorses (off precinct).
- The redevelopment is projected to be profitable from year one and by year ten generate $6.5m in revenue and an operating surplus (pre depreciation) of $0.8m.
- An integrated funding model is proposed as the most likely structure to secure the funding required for the redevelopment.
- Employment - the development will create new jobs both during construction and once operational:
    - Construction of Stage 1A is estimated to create 77 local jobs and 142 jobs Australia wide.
    - Construction of the full project is estimated to create 290 local jobs and 538 jobs Australia wide.
    - Event scenario #1 above would result in 1.2 full time equivalent ('FTE') local jobs whilst event scenario #2 would result in 6 FTE local jobs.
- The 2032 Olympics and Paralympics being held in South-East Queensland presents an opportunity for the proposed redevelopment to host Olympic and Paralympic training, pre-Olympic and Paralympics training, Olympic and Paralympics events and leave a post Olympics legacy and home for equestrian national and international events, increasing the potential funding opportunities for the redevelopment.

- Economic development and benefit that will drive increased spending in the local economy and the wider Australian economy both during construction and once operational:
    - Construction of Stage 1A at a cost of $29.5m results in economic output of $45.58m in the RDA Ipswich West Moreton economy. When combined with the wider Australian economy this figure swells to $63.55m added to Australia's output.
    - Construction of the full project at a cost of $111.3m results in economic output of $171.96m in the RDA Ipswich West Moreton economy. When combined with the wider Australian economy this figure swells to $239.77m added to Australia's output.
    - A series of 15 standard sized functions attracting 75 people with a spend of $110 per person would result in an estimated rise in output of $157,446.
    - Two larger events each held over 2 days and attracting 2,500 people per day with a spend of $62 per person would result in an estimated rise in output of $788,822.

1.0 EXECUTIVE SUMMARY

Overview - World class equine facility based in the Lockyer Valley that will be the premier equine facility and a hub for the equine industry in South East Queensland

Funding required for Stage 1A cost - $29.5m

Total project cost $111.3m

Financial projections, based on conservative assumptions, demonstrate the facility will be financially sustainable from its first year of operation

Benefits

Economic: Job creation, growth in the local economy, enhancing the appeal of the region as a tourist destination

Social and Community: broad community use, building communities, outdoor recreational facilities, enhanced facilities for community organisations and events

Long term strategic objective to facilitate the growth of the equine industry and meet the current shortfall in suitable equine facilities in the region

Lifecycle / Animal rehabilitation - The precinct will incorporate facilities and capabilities to cater for animal rehabilitation and off the track activities

The purpose of this business case is to identify, understand and analyse the feasibility and the financial viability of the proposed redevelopment of the Lockyer Valley Turf Club and to support applications for funding to realise the vision of the precincts master plan. The business case also incorporates the outcomes of the stakeholder and community engagement undertaken, and the outcomes of the geotechnical analysis of the site. A proposed governance structure is also included.

Snapshot

The Lockyer Valley Racing and Equine Collaborative (the Collaborative) has been established to plan, develop and execute the redevelopment of the Lockyer Valley Turf Club, a 53.7 ha freehold land site located at Spencer Street, Gatton, into a multi-use, world class precinct for the equine industry in South East Queensland. The precinct is named the Lockyer Valley Equine Precinct (LVEP). Its long-term strategic objective is to facilitate the growth of the equine industry while considering the 'lifecycle' journey of a horse, from thoroughbred racing to equestrian to more sedate activities off the track where there is a growing awareness for the need to rehabilitate and facilitate safe transition of horses into their later years.

The precinct will provide Gatton, and the wider region an iconic, landmark facility that will attract tourism, commercial and sporting events and business opportunities that will help develop the region as a world class equine hub and will provide significantly enhanced opportunities for the broader economy. The community benefits are not simply limited to the economic opportunities. The stimulus this precinct will bring to the local residents will create a level of local pride and social engagement that will boost the optimism and general wellbeing of not only Gatton and Lockyer Valley residents but for everyone residing in the surrounding communities of South East Queensland.

The precinct will successfully address the current gap in suitable equine and event facilities in the region and cater for the projected increasing demand for equine facilities over a long-term horizon. The precinct will provide a range of community uses that will appeal to a broad user base and deliver a wide range of economic, community and social benefits including job creation, growth in the local economy, and raising the profile of the Lockyer Valley as a destination to live, work and play. The timing of the precincts development positions it to become a pre-Olympic training venue for athletes as part of the Brisbane 2032 Olympic and Paralympic Games.

The LVEP development provides a significant opportunity for both Equestrian Queensland and Racing Queensland to successfully execute their strategic growth objectives. The facility will enable Equestrian Queensland to bid for and host larger scale international events, and the upgraded racetrack and racing facilities will provide Racing Queensland with a significantly improved race day location capable of attracting more thoroughbred owners and spectators, ultimately leading to the growth in the number and scale of race day events held in the region. The LVEP also provides the opportunity for other equine groups to utilise the precinct as a centralized hub for their operations.

The development will facilitate the hosting of a range of local, national and international equine events and will incorporate the facilities and resources to cater for animal rehabilitation and transition to off the track welfare programs as part of the industry's growing commitment to the lifecycle welfare of horses. Through the University of Queensland's involvement in the Collaborative, the LVEP will provide a unique educational resource and opportunities for students at the nearby Veterinary School in UQ's Gatton campus. This combination of practical equine activities and on-site educational opportunities will position the LVEP into a centre of excellence in equine rehabilitation, welfare and activities for Queensland and Australia.

The Collaborative

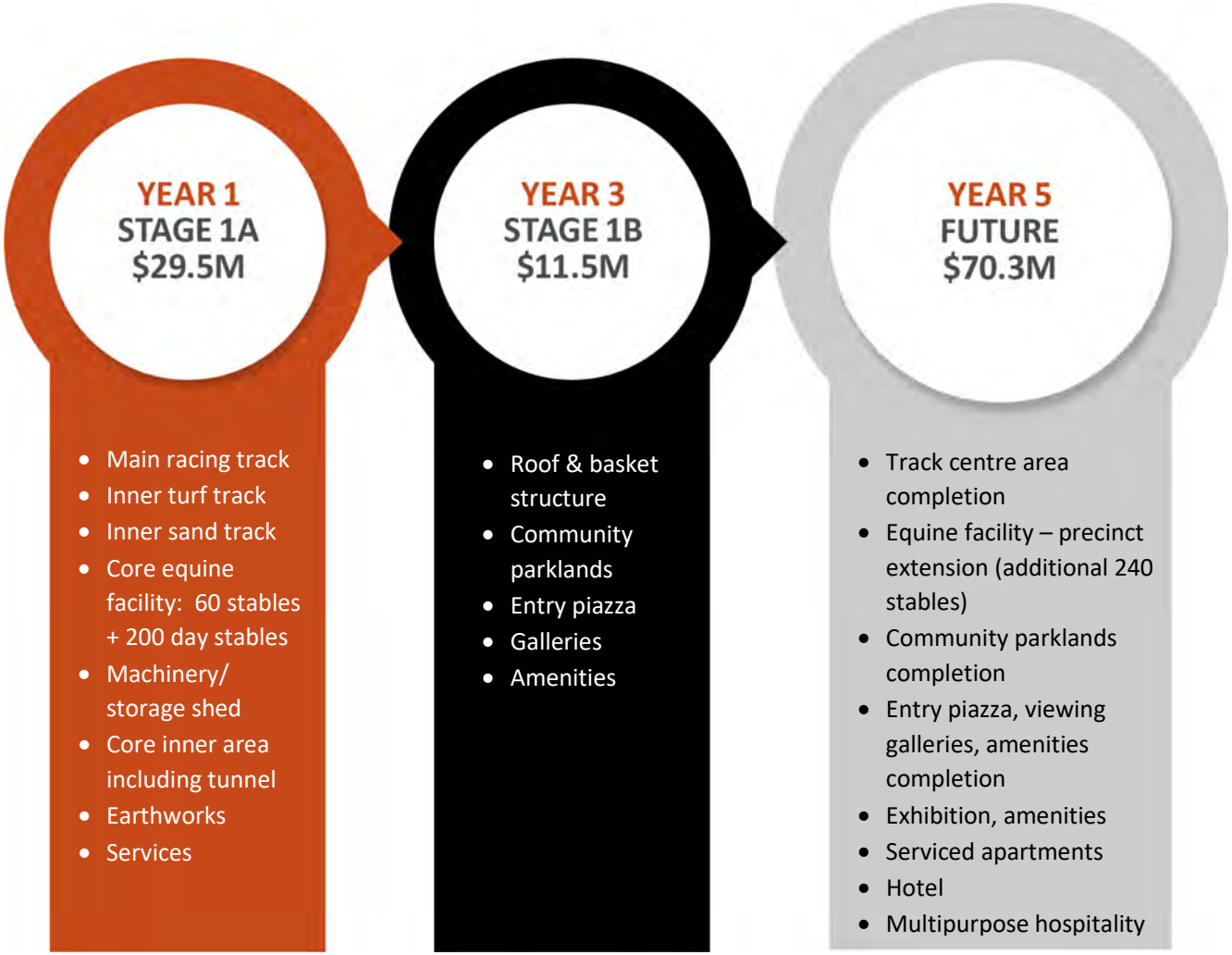
The Collaborative consists of representatives from the Lockyer Valley Turf Club, Lockyer Valley Regional Council (LVRC), Racing Queensland, Equestrian Queensland, The University of Queensland School of Veterinary Science, and Regional Development Australia Ipswich and West Moreton.

Staging

The redevelopment will be delivered over three or more stages, Stage 1A, Stage 1B, and future stages.

Stage 1A has been designed to incorporate the existing infrastructure to deliver the core elements of the precinct in a cost-effective manner.

The additional 240 stables planned in future stages will be brought forward to meet demand.



Timeline

The development and construction timeline outlined in Section 14 of the Business Case projects an indicative timeframe of two years and nine months for the entire construction of Stage 1 (1A and 1B), plus an additional twelve months for the defect's liability period. The timing of the redevelopment is dependent on the procurement methodology selected and does not factor in the projected two periods between Stage 1A and Stage 1B construction.

Capital Cost and Funding

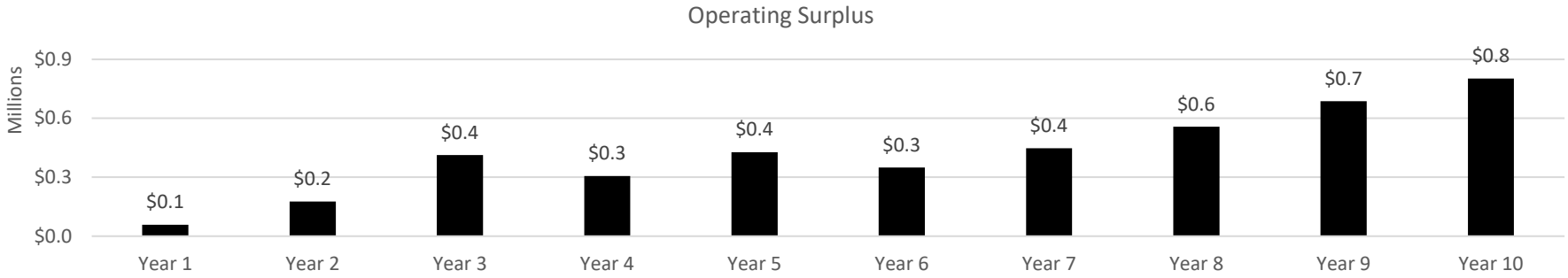
The projected cost of stage 1A of the redevelopment, based on a qualified quantity surveyor's report completed in March 2020 is $29.5m Ex-GST, which includes a 15% contingency, including a $4.1m allowance for bulk earthworks and transitional infrastructure. The earthworks allowance could potentially be reduced or eliminated through the detailed design phase and the approach taken to ground levelling. The quantity surveyor's estimate excludes escalation beyond January 2020. Funding will be sourced through several channels, including all levels of government and industry organizations. The projected cost for stage 1B is $11.5m and the projected cost for all future stages is $70.3m, **giving a total project capital cost of $111.3m.**

Stakeholder Engagement

Stakeholder engagement was undertaken across a broad range of stakeholders to understand how the proposed redevelopment aligns to the needs and requirements of the various stakeholders. The outcome of the engagement process showed a strong level of support for all components of the concept Master Plan. 93% of respondents believe the facility will benefit the community, with a range of community benefits identified. Twelve key themes were identified from the engagement process including the redevelopment having a unique offering, being ideally located, filling a gap in the market, and building on the strong equine culture in the region.

Financial Projections

A ten-year financial model has been developed for the redevelopment and subsequent operation of the LVEP that projects it will be **financially sustainable and generate a small projected operating surplus of $0.1m in year one, increasing to $0.8m by year ten of operation**. The financial model is built on the basis that year one represents the commencement of operation with all Stage 1A facilities completed. Stage 1B is assumed to be completed in year three and future stages are assumed to be completed by the end of year five. Based on the assumptions detailed in Section 9.1, the projected revenue and operating surplus outcomes are presented below.



Several revenue streams are projected to be realised through the redevelopment including revenue from racing and equestrian events, stabling fees, training fees, facilities hire (functions and events), food and beverage, facility and event sponsorships, and in the future, accommodation and restaurant revenue. A breakdown of the projected revenue streams is set out in Section 9.

A sensitivity analysis has been undertaken to assess the impact of key assumptions being higher or lower than used in the base case scenario presented above. This analysis is set out in Section 9.7.

Benefits – Social, Community, Environmental and Economic

The proposed redevelopment is expected to generate significant economic, environmental, social and community benefits across a broad range of user groups.

The projected economic benefits stemming from the redevelopment include Gross Regional Product (GRP) and job creation during the development and construction phases of the project. GRP in the RDA Ipswich West Moreton region is estimated to increase by $44.42m with 290 jobs created. With the increased number of racing and equine events held at the LVEP, the number of tourists / visitors to the region will increase significantly, driving higher spending in the local region, in turn supporting local businesses. This will also strengthen the Lockyer Valley as a tourism destination, educate visitors about the community, and promote the Lockyer Valley as a destination to live, work, and play.

Several social and community benefits are expected to be realized through the redevelopment of the LVEP. These include existing communities being strengthened, new communities emerging, enhanced facilities for community organisations and events, opportunities and activities for family days out with expansive parkland for community use, greater volunteering opportunities, and opportunities to further promote female participation in equestrian.

2032 Olympic and Paralympic Games

The successful 2032 Olympics and Paralympics bid by Brisbane presents a significant opportunity for the precinct to host Olympic and Paralympic training, or events, increasing the potential funding opportunities for the redevelopment.

It should be noted that the financial modelling within the Business Case **does not** take into account the economic benefit flowing from the 2032 Olympic and Paralympic Games given the announcement of Brisbane as the successful bidder coincided with finalisation of the Business Case.

Notwithstanding, we have made enquiries through Equestrian Queensland in relation to indicative rates and the potential economic uplift based on Australia's involvement in equestrian activities at the Tokyo Olympics. This information will be provided in due course and will also provide detail in relation to usage requirements including biodiversity quarantine requirements for international horses.

Animal Rehabilitation and Transition to Off Track Activities

Through the University of Queensland's involvement, as a member of the Collaborative, there will be the skills and capability to develop the precinct into a centre of excellence in animal rehabilitation within the state. Further to this, the opportunity presents to establish a program for the transition of horses to off track activities, placing horses into second careers through educating thoroughbred owners and the community about post-race career options and delivering the appropriate care and retraining required for racehorses. This aspect will firmly establish the LVEP as the leading hub for the equine industry generally.

Priority Recommendations (Short Term)

Section 8 provides a list of all 20 recommendations within which there are several short-term priorities considered key in order to build momentum with this project. These are:

- Governance:
    - Key stakeholders should enter into a Heads of Agreement to enable the group to attend to various tasks as outlined in Section 11 (Governance and Business Models) and jointly advocate with a united vision and commitment.
- Funding:
    - The financial projections outlined in the business case show that the project is viable and sustainable. As such it is recommended that a funding strategy and associated advocacy plan be devised and implemented to consult with all viable funding prospects. This strategy should ensure that Olympic and Paralympic opportunities are duly explored.
    - Priority areas for initial funding include seed funding for the early design development phase and funding for construction of stages 1a and 1b.
- Project Management:
    - Engage an independent Project Manager to manage cost-effective delivery of the design phases.

2.0 BACKGROUND, OBJECTIVES, APPROACH

2.1 THE COLLABORATIVE

The Collaborative has been established with a purpose to strategically plan and execute the redevelopment of LVTC to create a world class, multi-use facility that will deliver enhanced and new facilities for the equine industry, improved facilities for spectators, horse stables, and the ability to attract and host larger events.

The Collaborative consists of individuals from the Lockyer Valley Turf Club, Lockyer Valley Regional Council (LVRC), Racing Queensland, Equestrian Queensland, The University of Queensland School of Veterinary Science, and Regional Development Australia Ipswich and West Moreton.

2.2 ACKNOWLEDGEMENTS

It is acknowledged the substantial knowledge, time and enthusiasm that has been contributed to the Business Case by the Lockyer Valley Racing and Equine Collaborative. We acknowledge the involvement of representatives of these organisations as follows:

- Lockyer Valley Regional Council – Cr Jason Cook (Deputy Mayor).
- Lockyer Valley Turf Club – Bill Brown (Committee Member).
- Equestrian Queensland – Briston Toft (CEO).
- Racing Queensland – Simon Stout (Industry Policy Manager).
- Regional Development Australia Ipswich & West Moreton – Rees Banks (CEO).
- The University of Queensland School of Veterinary Science - Weston Davis (School Manager).
- Lockyer Valley Regional Council - Jason Harm (Coordinator Special Projects), Helen McCraw (Senior Economic Development Officer) and Annette Kilah (Business Support Officer).

2.3 BACKGROUND - LOCKYER VALLEY TURF CLUB

The Lockyer Valley Turf Club has been hosting race meets for over 100 years and has built a strong reputation for hosting authentic country style horse races, with all events broadcast on Sky Racing TV throughout Australia. LVTC is currently governed by a committee of nine individuals. Mr Terry Kirkwood is the current President. The club currently hosts monthly race meets and has built a membership base of circa 40 members. The LVTC has existing assets of $2.047m and generated income of $464,119 in 2020. The existing facilities and infrastructure are ageing and in need of upgrade.

A concept plan has been developed that outlines a long-term vision for the future growth and guide the redevelopment of the LVTC into a multi-use equine precinct.

2.4 THE BUSINESS CASE - APPROACH OVERVIEW

To drive the planning and development of the LVEP, the Lockyer Valley Regional Council, on behalf of the Collaborative, engaged COHA Group and Momentum to prepare a business case to assess the feasibility of the LVEP and to assist in securing funding for the redevelopment. The key objectives of the business case are to:

- Assess the financial feasibility of the redevelopment – demonstrating the capital requirements, forecast cash flows, and financial sustainability of the development.
- Undertake a geotechnical analysis of the site to ascertain the sites suitability for redevelopment.
- Complete a broad stakeholder engagement process to ascertain support and concerns about the redevelopment.
- Understand the market and market trends.
- Identify the economic, social, community and environmental benefits associated with the redevelopment and associated limitations.
- Identify funding options and propose a funding model.
- Propose a governance structure.
- Propose an operational business model.
- Consider staging and timing by priority.

The business case was completed utilising a staged approach, as outlined below:

A project commencement meeting was held with the Collaborative to confirm the business case objectives, timeframes and deliverables. A questionnaire was sent to the Collaborative to capture key information to inform the development of the business case. Individual meetings were held with all members of the Collaborative to understand their needs and gather insights and information. A broad ranging stakeholder engagement process was undertaken that utilized several engagement channels.

A geotechnical analysis of the site was completed to understand the suitability of the site for the proposed redevelopment. COHA Group and Momentum undertook a broad range of tasks that included:

- Identifying development and operational models and assessed alternate options.
- Recommendation of a proposed governance model and presented this to the Collaborative.
- Developing a set of financial assumptions for the LVEP and prepared a financial model.
- Undertaking market research and analysis and researching other equine facilities both locally and internationally
- Identifying social, community, environmental and economic benefits stemming from the redevelopment and assessed funding opportunities.
- Development of a proposed development and implementation strategy to deliver the LVEP.
- Consolidated the key findings from the staged approach to prepare and deliver a business case.

3.0 PROJECT OVERVIEW

3.1 STAGING

Under the concept plan, the project will be delivered over three or more stages. The core facility redevelopment (Stage 1A and Stage 1B) will consist of an upgrade to the thoroughbred racing track and the centre area including the addition of an underground tunnel to ensure activation of centre ring and enable racing to be conducted while still having events in the centre, development of a core equine facility incorporating stables, creation of community parklands, development of an entry piazza and viewing galleries, significant improvement to the facilities amenities, and the construction of a uniquely designed roof and basket structure.

Future stages of the development include the track centre area precinct completion, extension of the equine facility precinct, completion of the community parklands precinct, addition of multi-purpose hospitality facilities, completion of the south west portion of the entry Piazza, viewing Galleries, and amenities, development of the south east portion of the entry piazza, amenities, and exhibition, and development of a boutique hotel and serviced apartments.

STAGE 1A
Thoroughbred Racing Track (Grass and Sand) – Horse turf track including civil works, drainage, soil and sand, turf, irrigation, culverts, fencing, safety vehicle road and transitional infrastructure
Core Equine Facility – includes 60 permanent stables and 200-day stables
Machinery Storage Shed
Core Inner Area – Tunnel Earthworks, Services, Turf, Berms, Field of Play
All enabling Earthworks, based on the above criteria, included preparing the inner field pads and drainage (Allowance for earthworks, bulk cut and fill, forming of banks and grassing full area. No allowance for concrete, paved areas or covered structure)
All in ground services to the site

STAGE 1B
Roof and Basket Structure
Community Parklands
Entry Piazza / Viewing Galleries / Amenities – South West Portion – including stand, terrace seating, berms, platform and grassed parking

FUTURE STAGES
Track Centre Area Precinct Completion
Equine Facility – Precinct Extension – Including additional permanent 240 stables. 60 permanent stables will be added each year from year 1 until year 5 when 300 permanent stables will be installed
Community Parklands Precinct – Completion
Entry Piazza / Viewing Galleries / Amenities – South West Portion - Completion
Entry Piazza / Exhibition / Amenities – South East Portion
Serviced Apartments
Public Accommodation Facility
Multi Purpose Hospitality facilities

3.2 STRATEGIC OBJECTIVES

The strategic objectives of the redevelopment are:

- Create an internationally recognised iconic and world class equine precinct that can host a range of local, national, and international equine events.
- Create a multi-use precinct that integrates and complements the surrounding community and provides a range of community uses.
- Achieve optimal use of the site and facilities.
- Develop facilities and resources to cater for animal rehabilitation and transition to off the track activities and welfare programs for horses.
- Create a facility with multiple uses for a broad range of user groups.
- Deliver a positive return on investment.
- Promote immersive visitor attraction to the region.
- Deliver social, community and economic benefits for the region.
- Have the capacity to scale the venue to meet a range of events (scaling between 100 – 15,000 visitors).
- Be environmentally sustainable through design and management practices.
- Have flexibility and capacity to cater for various uses.
- Execute the redevelopment through a staged approach.

3.3 ALIGNMENT WITH GOVERNMENT OBJECTIVES

The LVEP development is well aligned with several government objectives including:

- Increasing workforce participation.
- Stimulating economic growth and innovation.
- Delivering new infrastructure and investment.
- Building regional areas.
- Multi-use community hubs.
- Backing small business.
- Increased access to universally designed infrastructure that suit the needs of women and girls.
- Foster collaboration both within the sport and recreation sector and with government to achieve community outcomes.
- Enabling industries such as Racing and Equine to grow.

3.4 VALUE PROPOSITION

Premium community-based facility which offers the opportunity for unique major events through the integration of an exceptional equestrian facility with a state-of-the-art racing and training venue.

Geographically, the facility is conveniently located in a central position to many racehorse owners and trainers and equine users.

Potential regional legacy associated with the Olympic and Paralympics Games in 2032.

3.5 VISION

To develop a premium equine precinct and entertainment venue that is sustainable over the long term, and also supports the growth in thoroughbred racing, equine industries and associated businesses whilst generating additional jobs in the region and across South-East Queensland.

3.6 CONCEPT MASTER PLAN

A concept plan for the redevelopment of the LVTC to create a multi-use equine and racing precinct was prepared by TVS Architects in March 2020. The plan provides concept designs and preliminary costings for the proposed redevelopment and enables the redevelopment to be activated in a staged development approach. The concept plan explores the potential upgrade, expansion and enhancement of the existing facilities to meet the current Racing Queensland thoroughbred venue and equipment standards, with the ability to host a range of national and international world class equine events. The design of the facility will be inspired by the regional cultural traditions and the surrounding agricultural landscape, creating a venue with its own unique identity.

The concept plan has informed the development of the Financial Projections (Section 9) and the Development Strategy (Section 13).

8.8.1 Proposed Core Precinct Concept Planning Diagram

Overall Site Concept Planning sketch scale 1:4000

This diagram also refers to section 10.1 Cost Planning – Core Precincts Concept

High Level Accommodation

1. Thoroughbred Racing Track

1.1 Grass course proper
1.2 Grass training track (optional)
1.3 Sand training track
1.4 Safety vehicle road

2. Equine Facility

2.1 40 – 60 horse training stables complex/ boxes
2.2 120 race day horse stalls
2.3 Water retention dam
2.4 Race day float parking approx. 120
2.5 Horse stables paddock
2.6 Emergency vehicle track crossing
2.7 Vehicle access road – gravel
2.8 Finish line
2.9 Storage / maintenance shed (optional)

3. Multi Purpose Hospitality

3.1 Ground, 1st, 2nd & 3rd levels comprising: spectator facilities/ grand stand seating/ amphitheatre and seating/parade ring/ retail/ food and beverage/ education & exhibition/ race day services/ back of house services
3.2 Raised spectator concourse with: landscaped trackside grass berm spectator seating/ trunk services to facilitate temporary spectator food and beverage
3.3 Spectator fan zone grass area
3.4 Spectator grass berm

4. Community Parkland

4.1 Overall site public access road – bitumen
4.2 Overall site public access road – gravel
4.3 Transport interchange area
4.4 Centre arena tunnel access
4.5 Grass parkland with existing trees

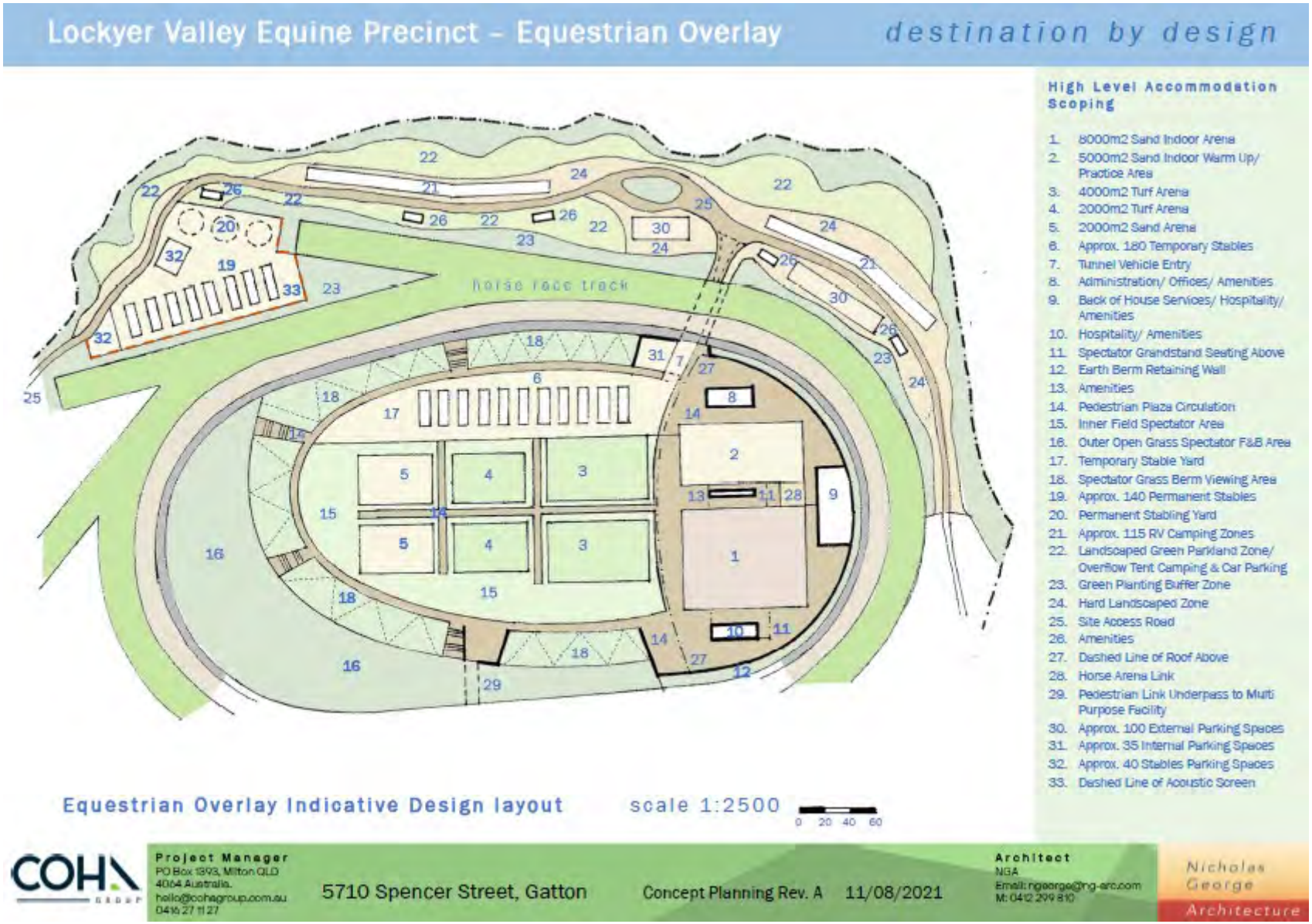
5. Centre Arena Field of Play

5.1 Lowered field of play
5.2 Grass berm spectator seating
5.3 Spectator fan zone grass area

6. Entry Plazza

6.1 Spectator fan zone grass area and informal event car parking for approx. 160
6.2 Pedestrian circulation hard landscape

3.7 EQUESTRIAN OVERLAY



3.8 SITE DESCRIPTION

The Lockyer Valley Turf Club is located at Spencer Street, Gatton in the Lockyer Valley and is situated in the Western growth corridor of Brisbane. The site has several parcels of freehold land. The existing race track and facilities are held by the Lockyer Valley Turf Club and the inside of the track and adjoining land to the North West is owned by Lockyer Valley Regional Council. A further smaller parcel (2.1524 Ha) is privately held. Combined, the total site area is 53.7087 Ha (132.72 acres) and sits within the Urban Footprint of the SEQ Regional Plan. The land is zoned Open Space and Rural Agriculture in the Gatton Shire Planning Scheme. The land topography is flat with fertile alluvial soil, with a natural buffer provided by the Lockyer Creek.

3.9 BULK EARTHWORKS AND FACILITY REQUIREMENTS DURING TRANSITIONAL PHASE

Discussions throughout the process have led to consideration of:

- Earthworks (cut and fill requirements); and
- Interim infrastructure requirements for the transitional phase.

Each item is addressed below:

EARTHWORKS

Various scenarios have been considered regarding earthworks (i.e., cut and fill). There is a strong possibility that in fact this cost might be zero and that it can be 'designed out' at a later stage. Regardless, in the interests of due diligence, various scenarios are presented and a cost indicated to ensure stakeholders are comfortable in the knowledge that this issue has been considered. This process was informed by discussions of a preliminary nature with Inertia Engineering. See section 3.8.1 for a visual representation (model).

Scenario 1:

- Excavate the centre to 4.0m deep mainly for sight lines of racing.
- New racetrack is located at the same Relative Level (RL) as the existing track.
- Will result in an Export balance of approx 150,000 m^3.
- Indicative cost of export circa: $2M to $3M (ignores any revenue from sale of excess fill).

Scenario 2:

- Excavate the centre to 3.5m deep.
- New racetrack is raised by 500 mm above the Relative Level (RL) of the existing track.
- Will result in an Export balance of approx 60,000 m^3.
- Indicative cost of export circa: $0.75M to $1M (ignores any revenue from sale of excess fill).

Scenario 3:

- Excavate the centre to 3.25m deep.
- New racetrack is raised by ca 750 mm above the Relative Level (RL) of the existing track.
- Will result in nil Export.
- Therefore, no costs to export fill (ignores any revenue from the sale of excess fill).

Scenario 4:

- Excavate the centre to 2.5m deep, and ramp the tunnel down then ramp up again.
- New racetrack is located at the same Relative Level (RL) as the existing track.
- Will result in an Export balance of approx 100,000 m^3.
- Approx estimate of export cost between $1.2M to $1.8M (ignores any revenue from the sale of excess fill).

General comments:

The distribution of fill; across the site can be carried out in the following manner:

- Underneath future building pads, particularly where the new track RL is increased.
- Across the outer lower areas of the site between the track and creek to allow stormwater management/ flood mitigation and control via one of two methods:
    - Method 1 – a build-up of a berm near the creek alignment, creating an internal swale and a concentrated point of discharge int the creek – this may be preferred by Council in a future Operational Works application.
    - Method 2 – a straight sheet flow from outer track line to creek – this will require a further 700-800mm increase in track height.

In all cases, we are confident there exists a civil design solution, aided by a focussed architectural design site planning, that will deliver a minimal cost, if not zero cost in dealing with surplus fill.

Budget allocation for earthworks in this Business Case: We have allowed a figure of $2.0M taking into account the range of possibilities and the contingency allowance already provided in the budget.

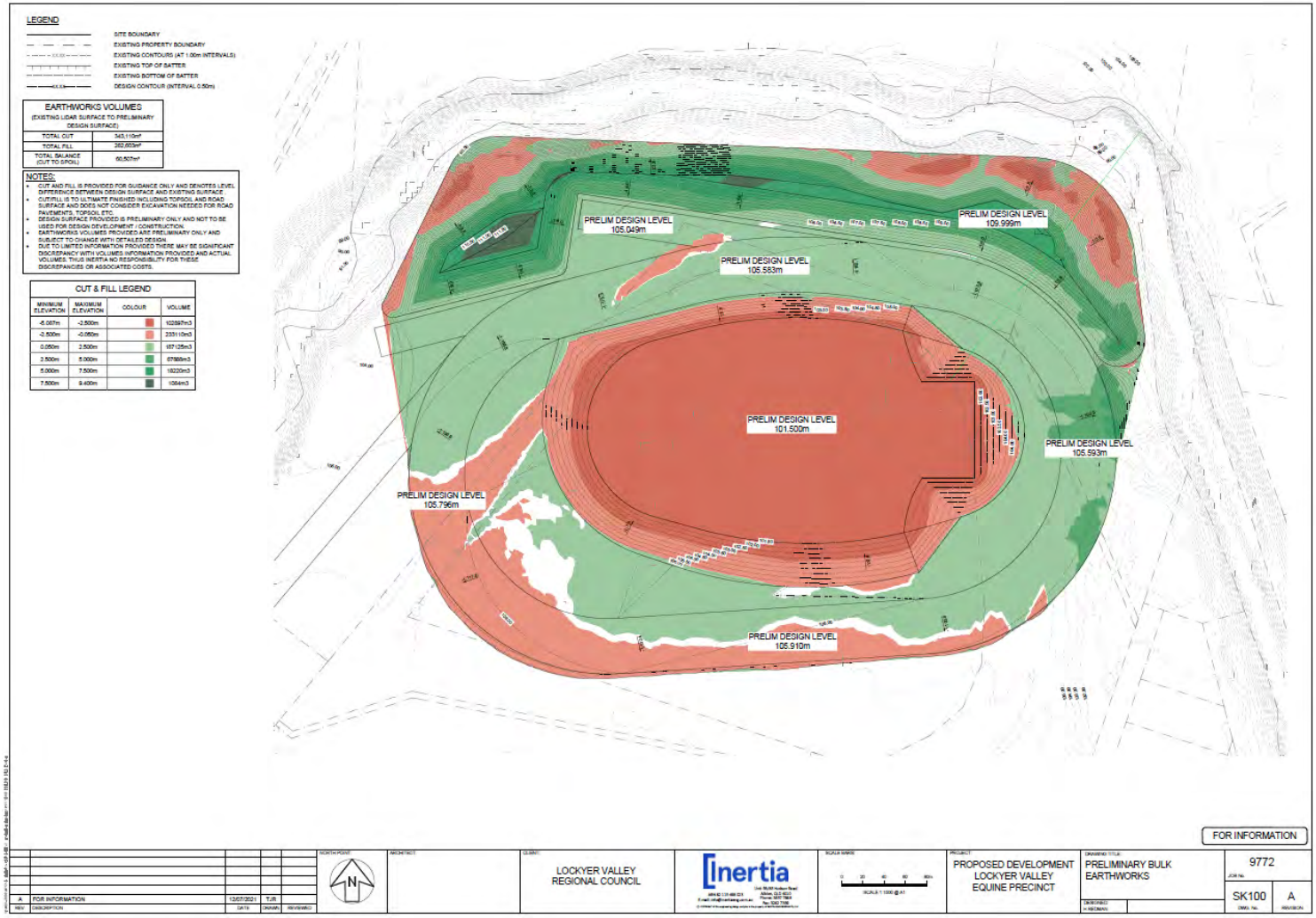
TRANSITIONAL INFRASTRUCTURE

Consideration has also been given to facility provision during the transitional period with a budget allocation provided should interim measures be necessary to maintain racetrack operations. Items required in close proximity to the track as the venue transitions from its current form into the redeveloped vision include a bookies ring, canteen and bar facilities.

Budget allocation in Business Case for transitional infrastructure: We have allowed a figure of $2.1M in this regard after consulting industry professionals as to an appropriate allowance. Note also that some of the existing infrastructure will continue to be used as the venue transforms through various stages of the redevelopment.

Total budget allocation for items above: $4.1M which is considered generous given commentary provided and noting that a sizeable contingency has already been allowed for in the budget.

3.9.1 BULK EARTHWORKS MODEL



3.10 INDICATIVE COSTS

The total projected cost of the redevelopment is $111.3m, as set out in the table below.

ITEM	TOTAL COST
Stage 1A (including $4.1m cut and fill and transitional infrastructure allowance)	$29,500,000
Stage 1B	$11,500,000
Future Stages	$70,300,000
Total	**$111,300,000**

Source: Quantity Surveyor's Report – March 2020. Includes 15% contingency. Escalation beyond January 2020 is excluded.

3.11 SCOPE

The scope of the redevelopment incorporates:

- All the required infrastructure to conduct thoroughbred racing and training on grass and sand tracks that meets or exceeds the minimum standards set out by Racing Queensland.
- Redesign of the racetrack with flexible starting points, sympathetic to the topography of the land, 22-28-metre-wide grass track and 8–18 metre wide sand track. A concept similar to Townsville, Corbould Park or Thoroughbred Park in Canberra or any similar redevelopment, (cambered track, long straight and quality 1000m options) has been envisioned to achieve the desired outcomes.
- Identify the racing venue ability to have functionality requirements for various other equine and community uses.
- A tunnel under the race and training tracks to activate the centre of the venue.
- Provisions for future lighting to fully operate racing and/or training at night.
- Race day patron facilities that provide for multipurpose hospitality allowing for use for other functions andto generate alternate revenues. Incorporating training/meeting rooms to function as an industry education facility.
- Public facilities for race day and other event patrons, including viewing areas, additional hospitality areas and adequate parking. Designed to accommodate growth and provide flexibility to use for major events.
- Capacity for growth – stakeholders estimate that future use could require 300 stables to support more race meetings per year.

- Concepts should consider maintaining scenic amenity for media broadcast of racing.
- Facilities for other equine uses, consideration to multipurpose uses including an undercover dressage/ multi use arena, show jumping grounds, polo crosse or other identified equine activities that may generate revenues.
- Provision for adequate storage for equipment and machinery for proposed uses.
- Inclusion and consideration in design for facilities that allow for equine rehabilitation and/or transition to off the track programs for thoroughbred racehorses.
- Provision for equine swimming facility, 50m pool for conditioning with walk in walk out entrance.
- Accommodation facilities either short or long term or a mixture of both. e.g. Units or townhouses
- Veterinary diagnostic room and dedicated farrier facilities

3.12 TIMELINE

The proposed timeline to reach Stage 1A and 1B construction is outlined at Section 14. The timeline is broken down into five phases with a projected timeframe for the completion of entire Stage 1 of two year's and nine months, plus a 12-month defects liability period.

3.13 POSSIBLE EVENT CALENDAR

EVENT	FREQUENCY / NUMBER PER YEAR	PROJECTED PATRONAGE
Race Meets	12 events increasing to 24 by year 5	1,000
Equestrian Events	12 events increasing to 24 by year 7 6 Local 3 National 3 International	1,000
Equine / Agricultural / Food and Wine / Music / Family Events / Attendees	1 event per year, increasing to 4 events per year by year 7	5,000 increasing to 7,500 patrons by year five. Note that events held at the facility won't impact on equine facilities.

EVENT	FREQUENCY / NUMBER PER YEAR	PROJECTED PATRONAGE
Corporate Functions	2 per year from year 5, increasing to 10 per year by year 10	50
Other functions	10 functions per year from year 6, increasing to 20 functions per year by year 10	75
Conferences	12 conferences per year from year 6after five years	25, increasing to 100 by year 10

SECTION 4

4.0 KEY STAKEHOLDER ENGAGEMENT

4.1 OBJECTIVES

Stakeholder engagement was undertaken across a broad range of stakeholders to understand how the proposed redevelopment aligns to the needs and requirements of the various stakeholders. The objectives of the engagement process were:

- To inform key project stakeholders and the community of the Lockyer Valley Equine Precinct Master Plan and build community support and buy-in.
- To gain early feedback and gather information on the proposed master plan and identify project benefits, project concerns, and opportunities to inform the business case.

4.2 ENGAGEMENT ACTIVITIES AND OUTCOMES

A range of engagement activities were undertaken through the stakeholder engagement process including:

- One on one meetings with members of the Collaborative
- An online survey
- Focus group meetings
- Community pop up information stands – Lockyer Valley (Gatton) Race Day and Brenda Wittmann Classic
- Meeting with the adjoining landowner

There were some challenges and delays for hosting engagement activities, specifically the Gatton Races pop-up event and focus groups due to heavy rain and a snap three-day COVID-19 lockdown in Greater Brisbane. However, these challenges are considered not to have affected engagement participation, with the engagement activities reaching approximately 250 people / groups.

4.2.1 STAKEHOLDER MEETINGS

One to one meetings were held with all members of the Collaborative. The purpose of these meetings was to understand the interests of each organisation, identify project benefits and risks, the priority aspects of the concept master plan, critical success factors that are imperative to the project delivery and to discuss potential ownership, management, and operating models.

Twelve key themes were identified through the stakeholder engagement process:

- **Unique offering** - The facility will be the first of its kind in that it offers a multi-purpose equine facility. The racing and equestrian oriented facilities support each other, the activation of the facility and will attract a wide user base. It has the potential to be a world-class facility, host signature events and attract national and international competitors.
- **An ideal location** - The site is ideally located in proximity of Brisbane, Toowoomba and the Gold Coast. It has good access to a user/customer base (population), international airports and road networks. It is also located in a picturesque natural setting, which enhances the experience of the place. The site itself is considered to be a "greenfield" site that is unlikely to have urban development constrain its future use. It also benefits from a good water supply and can manage biosecurity risks due to the surrounding Lockyer Creek. There are some constraints associated with the site – in particular flooding which will need to be managed in the future.
- **Filling a gap in the market** - Queensland is currently lacking equestrian facilities of an appropriate standard – many groups and individuals often travel interstate for competitions and events. Likewise in the racing industry currently has limited facilities which support entry-level and young participants into the industry. This facility could provide a "feeder" into the other tracks.
- **Building on a strong equine culture** – The region has some of the state's highest membership rates in equestrian groups. The Gatton Showground is currently used to capacity and cannot host additional competitions etc. The nearby and renowned University of Queensland Veterinary School and its teaching, equine research and specialist equine clinical functions also support this equine local culture.
- **A strong racing focus** – All representatives of the Collaborative reinforced that the proposed facility should have a strong racing focus. Once the track is realigned and improved, there is immediate demand for the stabling facilities. It was noted that the current track configuration is not conducive to racing – the cambers could be improved. There is the potential for the site to host up to 20 race meets per year once stage 1 works are completed.
- **Greater clarity for equestrian spaces** – There is a range of different requirements associated with different equestrian sports and competitions. It will be important to keep working with equestrian groups and Equestrian Queensland to determine the appropriate facilities to be provided at the site, as this aspect of the Master Plan is comparatively unresolved.

- **Catalyst for regional growth and renewal** – The facility has the potential to support local population and economic growth. It was noted that there have been new horse trainers purchasing property and establishing themselves in the region – the proposed facility would further encourage this. Many also discussed the opportunity for this project to provide a catalyst for economic growth, particularly through tourism, in Gatton. This could encourage a wider accommodation offer and more entertainment venues.
- **Olympic and Paralympic opportunities** – The successful bid for the 2032 Olympic and Paralympics bid by the Queensland Government presents a key opportunity for the future – in terms of attracting funding and future use. If this were to occur, it is likely that the equestrian related aspects of the site would be provided earlier.
- **A range of benefits** – The Collaborative identified a range of benefits associated with the facility. This includes the potential to support economic development, local employment, tourism, provide additional community and recreational opportunities and the opportunity to elevate an existing (racing) club.
- **Unique design** – The facility has a distinctive design which supports the aspirations of the Collaborative to establish a world-class and renowned equine facility. Many indicated the importance of incorporating sustainable building design and practices into its future detailed design.
- **Supporting animal health, safety and welfare** – The redesign and upgrade of the racing track will support animal welfare and safety – this is a key driver for the project. The University of Queensland Veterinary School has state-of-the-art clinical facilities which will be accessible to local users. There is also the potential for the facility to support the school's education, training and research activities.
- **Good governance will be fundamental** – Good governance will be fundamental to the success of the proposed facility, particularly to support its shared use. Most mentioned the importance of Council having a "seat at the table".

4.2.2 ADJOINING LANDOWNER

A meeting was held with the landowners of the balance parcel of land that forms part of the Lockyer Valley Turf Club site. Overall, the adjoining landowners are supportive of the project, are keen to be involved and are open to partnership opportunities. They believe the project would be excellent for the Gatton township and would generate many positive benefits for the local economy and community.

The key issue identified in the meeting is the timing for the redevelopment. They would like to ascertain the projected redevelopment timeframe so they can determine if it is feasible to invest money in their land to establish a stabling facility or other agricultural uses in the interim. In addition, access to their property via established or accessible driveways. They identified that this would need to be rectified soon and would like lawful access to be granted via the exiting driveways.

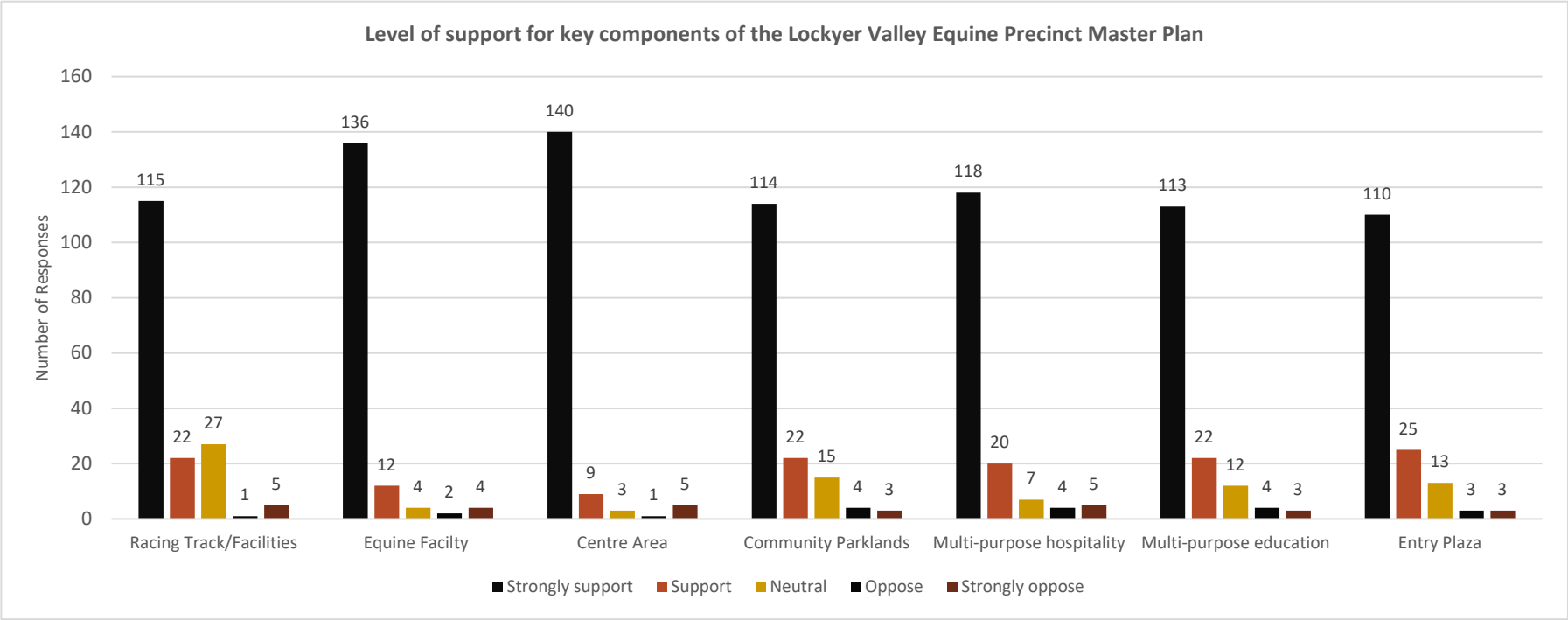
4.2.3 POP-UP INFORMATION SESSIONS

Pop-up information stands were held at the Lockyer Valley Turf Club race meet on 23 April 2021 and the Brenda Wittmann Classic on 8 and 9 May 2021. Approximately 60 race patrons were engaged at the Lockyer Valley Turf Club race meet and approximately 55 online surveys were completed by patrons at the Brand Wittmann Classic. The key messages gleaned from these sessions were:

- There was overwhelming support for the project. People were impressed with the design of the facility, the upgraded racing facilities and use of centre of the track for equine activities and events;
- Many people expressed their support for the project and the community benefits it would deliver for Gatton and the Lockyer Valley region;
- Many people identified that the precinct would be a great location to host Olympic and Paralympics events, international, national, state and local equine and racing events;
- The cost and timing for the project was a key concern. Attendees were interested in who would fund the facility, whether funding would be sought from the Federal and State Government and whether Council would be contributing;
- Some feedback was received that the design of the main building does not fit within Gatton and is too futuristic. Concerns were also raised about the sustainability of the design. Suggestions were provided by several people for buildings/facilities to be sustainable and easy to maintain (stormwater capture and re-use, solar panels, natural ventilation, landscaping for shading).
- Questions about the maintenance and management responsibilities of the new facility were raised. Detailed information about how insurance would work and who would own or manage the facility and carry the liability were raised by some trainers.
- More detailed feedback on the design and operation was provided by some of the trainers, horse owners and strappers regarding the design of the tracks and training facilities.

4.2.4 ONLINE SURVEY

An online community survey was undertaken to gain detailed feedback on key aspects of the Lockyer Valley Equine Precinct Concept Master Plan and understand the needs of the various user groups. 183 responses were received, with most respondents (78%) from racing or equine related groups, clubs or organisations. The balance of respondents were community members (14%) or identified as other (8%) (e.g., racing enthusiast, landowner, horse trainer, harness racing, Council). The survey contained a series of questions which asked respondents to indicate their level of support (from strongly support to strongly oppose) for each of the key components of the LVEP concept Master Plan. **The survey results showed there was a strong level of support for all aspects of the concept Master Plan from both equine industry participants and the general community, as presented in the graph below.**



A summary of the feedback on the different components of the concept Master Plan are presented below.

COMPONENT	DETAIL
Racing Track / Facilities	• Stabling is a key issue – there is a need for stables to be available for all events, not just racing. • Equestrian user groups require an indoor arena. • Concerns were raised in relation to the cost and scale of the project and its location adjacent to the creek and the potential for flooding. • Support for the tunnel, but it is important it is designed for vehicle access. • Other equine related sports should be incorporated into the Master Plan.
Equine Facility	• Stabling facilities are required for visiting horses. • 300 stables are supports. • Aqua training is a requirement for equestrian sports. • The development is a potential economic driver for the region. • Concerns were raised that the equine facilities wouldn't be available for equine sports other than racing. • The redevelopment will meet the growing demand for equine facilities in the Lockyer Valley region. • The following elements should be incorporated into the Master Plan: o Show arena/s o Cross-country course o Harness racing track

COMPONENT	DETAIL
Centre Area	• Key facility requirements for equestrian sports identified by respondents includes: o Sand arenas for dressage – space for 4-5 dressage arenas (60mx20m each) o Dedicated show jumping surface and separate polo field; o Hacking facilities o High quality spectator areas and catering o High quality surfaces o All weather surfaces o Undercover arena/performance area with lighting o Stabling • The following suggestions were made for different equestrian uses to be provided at the facility: o Show jumping o Dressage o Harness racing o Equestrian centre with no racing • Potential conflict associated with use of the facility simultaneously by racing horses and equestrian horses can be considered by the operator as part of booking processes.
Community Parkland	• Important to keep the public separate from the horses and competitors – safety for horses and people. • Support for the parklands and camping areas. • There were concerns raised that there is not enough parking included. Some competitions require parking and camping for up to 200 vehicles. • Other suggested uses that could be incorporated into the Master Plan included: o Camping areas o Spectator areas for other equine activities other than racing o Cross-country track

COMPONENT	DETAIL
Multi-Purpose hospitality facility	• There were concerns raised regarding the overall cost of delivering the Master Plan, particularly given the scale of the proposal. • Concerns were raised regarding the cost of hiring venues / spaces. • There was mixed feedback about the design of the facility. Some really liked it, others were wary of its scale and thought that the design may be too elaborate for the region.
Multi-Purpose education and exhibition facility	• Comments were made that the facility could be smaller, and investment could be better directed towards maintenance of other facilities and the facility may be unsustainable and the design too elaborate for the region.
Entry Plaza	• Concerns were raised regarding the cost of development as well as entry to the facility. • Several comments were received on the affordability of fees. • Respondents indicated the desire for the development to cater for more than just the racing community.
Additional Comments	• Many respondents remarked that this proposal filled a community need and would boost the Gatton economy if managed efficiently. • Some people are concerned about the design of the facility, in particular that the modern design is not aligned with the character of the area. • It is important that the facility supports a variety of equine uses, particularly if it were to be used as part of, or after, Olympic and Paralympics events. • The AELEC in Tamworth was identified as a successful equine precinct. It was suggested that this style of facility would be more appropriate for the area. • Members of the equine community should continue to be consulted for specific requirements of equestrian facilities including spectator areas, competition and training venues. • Numerous respondents highlighted that harness racing and cross-country courses should be included in the facility.

4.3 COMMUNICATION CHANNELS

A range of communication channels were harnessed to publicise and invite participation in the engagement process including:

- Website
- Social Media
- Direct email
- Local Newspapers

4.4 ENGAGEMENT - KEY TAKEAWAYS

The key takeaways from the engagement process are outlined below.

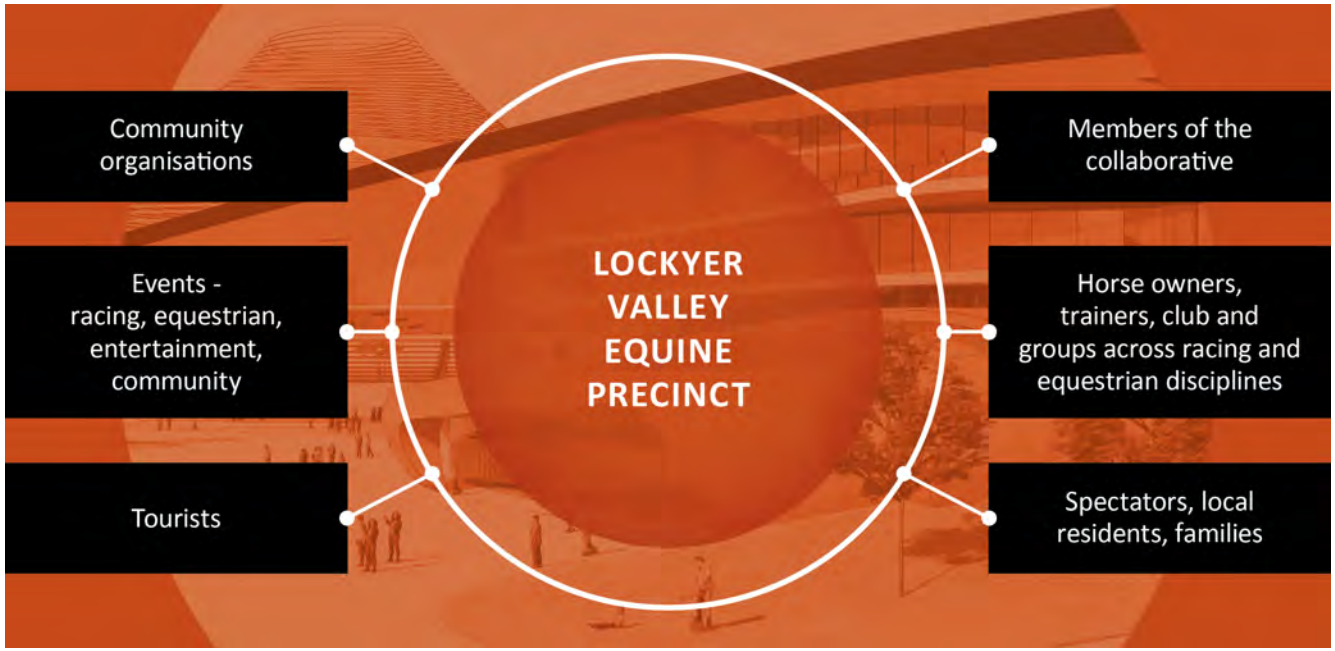
- There is a high level of support for the project and the benefits that will flow through into the community and region.
- There are specific requirements for different equine and racing user groups that need to be considered in the detailed design of the facility. There are other equine uses that have identified a desire to have facilities within the precinct.
- Consideration should be given to other uses including harness racing and cross country
- There are concerns regarding the cost of the facility, funding sources, costs of future operations / fees
- Staging the delivery of the master plan in a logical sequence will be critical to the success of the project.
- The opportunity for the facility to host pre-Olympic and Paralympics events, Olympic and Paralympics events and post-Olympic and Paralympics events should the 2032 Olympic and Paralympics bid for the SEQ region be successful (note that these comments were made prior to the successful announcement).
- The governance model of the future facility will be key to its success and sustainability.
- Future stages of the project should consider environmentally sustainable design measures, management/operating frameworks and impacts on the transport network.

4.5 RECOMMENDATIONS

As a result of the stakeholder engagement process, the following recommendations have been identified:

- Future stages of the redevelopment should include further engagement activities with key stakeholders, interest groups and the community
- Future engagement activities and redevelopment communications should be promoted on the project website and all members of the Collaborative should be involved in promoting future engagement events.
- The creation of a dedicated redevelopment page on Facebook to provide updates and promote future videos.
- Inclusion of user groups in the detailed planning and design phase to inform design and to test design features and outcomes with future patrons of the facility.
- Future engagement activities should be undertaken as face to face or meetings at equine events.

4.6 USER GROUPS



The development of the LVEP will cater to a diverse range of user groups, as presented.

5.0 GEOTECHNICAL ANALYSIS

5.1 APPROACH

East Coast Geotechnical Pty Ltd Consulting Engineers were engaged to complete the geotechnical investigation at the site of the proposed redevelopment. The scope of the investigation included:

- Safe bearing pressure and skin friction of strata encountered in accordance with AS2870 and AS1726.
- Classification of soils according to AS2870.
- Safe batter angles (long and short term).
- Batter Slope angles (short and long term).
- Any points noted onsite, which may adversely affect construction and where possible, solutions to these problems will be suggested.

5.2 FIELD AND LABORATORY TESTING

Eleven borehole locations were nominated, reviewed and approved by the Turf Club to ensure any potential clashes with underground services or other site constraints were highlighted. The borehole locations were selected to align with likely locations of built form works and major civil works.

The following testing was conducted in the geotechnical investigation:

- Pocket penetrometer testing – handheld device used to measure compressive strength of soil
- Dynamic Cone penetrometer testing - device used to measure density of soil by driving a metal cone into the ground by striking it with an 8kg weight from height.
- Shrink—swell index testing – a test used to predict the surface movements of the soil. Soil samples were taken from upper layers together with a further 11 samples from the borehole locations from depths of between 4.5m to 6m.

5.3 KEY FINDINGS OF THE REPORT

The key findings of the investigation are outlined below:

- Based on the site investigation, the site has been classified as Class "E". This refers to extremely reactive clay soils with potential for very high ground movements from moisture changes. Class E sites will require special attention from engineers when designing footings to ensure slab movements are addressed and largely prevented. Additional cost will need to be allowed to ensure Structural design caters for the variation in soil movement due to changing moisture levels in the ground.
- The water table was not encountered during the testing program.
- The profile of the site is predominantly flat with poor to fair site drainage.
- Water seepage is anticipated where the more permeable strata overlays the less permeable strata, which may cause some problems in excavating down to this level or deeper. This seepage may also cause collapse of excavations which will increase concrete volumes significantly above those normally anticipated. In addition, if a delay occurs between the time the footing is excavated and when the concrete is placed, the recommended foundation soil may soften, loosen or collapse, which will require further excavations and further increase in concrete volumes.
- The soil samples were assessed as having extreme plasticity.
- The Geological Survey of QLD mapping indicates this area may consist of Gatton sandstone, at depth. Rock breaking equipment may be required depending on the depth of the underlying sandstone, if at all.
- To ensure suitable site trafficability of the site by heavy vehicles, proof rolling of the site will be required after clearing, to improve trafficability.
- Across all 11 boreholes, no rock or sandstone was encountered with most boreholes going to a depth of 6m (4 boreholes went to a depth of between 4.3m and 5.5m).

In summary, whilst there will likely be a premium in the engineering of footing structures, the investigation undertaken doesn't appear to provide any evidence that the development on this site would be prohibitive.

The full report is attached as Appendix 1.

SECTION 6

6.0 MARKET ANALYSIS, TRENDS, AND CASE STUDIES

6.1 MARKET ANALYSIS

Knowing and understanding the latest trends and benchmarks will enable the Collaborative to plan and develop a suitable best practice facility that will address facility gaps, broader community needs, and policy objectives for the region. This enables sporting, community and government organisations to prioritise the deployment of capital in relation to facility planning and development.

The Collaborative, through this project meet a range of policy objectives of Government (at all levels), presents significant opportunity for existing stakeholders and private sector groups. The following industry trends are presented by the project:

- Integration of Sporting and Community facilities
- Integration of Multi-Sport facilities
- Partnership with Education bodies
- Planning for the development of Community Hub
- Development of facilities capable of hosting Olympic and Paralympics events, or offering Olympic and Paralympics training and/or pre-Olympic and Paralympics events
- Development of facilities creating Tourism opportunities
- Meeting the demand of competitive Racing and Equestrian sporting groups
- Meeting the community and government expectation for “off the track” outcomes for competitive Horses
- Meeting the needs associated with Regional Development
- Providing significant Social and Community benefits

Key Market Statistics:

- Figures from Racing Australia suggest there are approximately 159,000 individuals involved in thoroughbred racing nationally, including over 82,600 racehorse owners, as well as various other participants, volunteers and employees.
- 2.6 million people live within 1 1/2 hours’ drive of the proposed redevelopment.
- In 2018/19 the Queensland racing industry generated $1.6 billion in value added contribution to the Queensland economy – 46% of which directly benefits regional economies. The Toowoomba region generated $73.9 million in value added contribution to the Queensland economy.

6.2 LOCKYER VALLEY REGION DEMOGRAPHICS

- The estimated resident population of the Lockyer Valley Regional Council (LVRC) in 2020 was 42,267 (Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented .id (informed decisions), which is projected to grow to 58,500 by 2041, representing an average annual growth rate of 1.8%.
- The Lockyer Valley Regional Council's Gross Regional Product was $1,675m as of the 30th June 2020 (Source: National Institute of Economic and Industry Research (NIEIR). Compiled and presented by .id (informed decisions).

6.3 CASE STUDIES

REGIONAL AND NATIONAL – RACE CLUB

Wyong Race Club

The Wyong Race Club has been identified as a Race Club that the Lockyer Valley Race Club could be developed into over the course of the multi staged project.

Facilities offered at Wyong Race Club include:

- Training and stabling
- Race day hospitality
- Race day functions
- Weddings
- School formals
- Corporate Functions
- Private events
- 1600m Polytrack synthetic training track
- Equine swimming pool
- Entertainment marquee – capacity for 230 guests seated, 400 cocktail
- Function room – capacity for 160 guests seated, 300 cocktail
- VIP room – capacity for 140 guests seated, 180 cocktail
- Sponsorship hospitality packages

Key Data from Wyong Race Club:

- Membership - $55/year – provides free entry to all 22 race club meetings and access to members stand
- 22 race events per year
- 614 members
- 370 horses in training
- 12,550 total race day attendances in 2020
- $6.9m capital investment over the past five years
- Community and Social Benefits – community building, family participation, education, training, tourism, leisure, employment
- Economic contribution to the economy - $42.8m
- FTE jobs sustained – 304

RACE CLUBS IN WIDER REGION

- Toowoomba Turf Club
- Ipswich Turf Club
- Gold Coast Turf Club
- Sunshine Coast Turf Club
- Brisbane Race Club

EQUESTRIAN CENTRES IN WIDER REGION

- Larapinta Equestrian – outer southern suburbs of Brisbane LGA
- Queensland State Equestrian Centre – Caboolture
- Canungra Equestrian Centre

REGIONAL – PROPOSED DEVELOPMENTS

Deagon Master Plan Precinct

The Deagon Racecourse Master Plan will form part of the local area and provide a number of land uses to compliment the location. The final design and list of uses will form part of a development application. Key features of the development include:

Equine Precinct

- Stabling for 200+ horses
- Equine training uses

- State training centre (apprentice jockeys, stable hands and associated industry services)

Community / Sporting Uses

- Sports facilities
- Community farm / farmers markets

Dining / Shopping / Entertainment Precinct

- Retail outlets
- Small entertainment use
- Dining/cafe and other hospitality offerings

State training centre of excellence for racing including:

- Horse stabling and vet services
- Short stay accommodation
- Classrooms

Community Amenity Including:

- Shopping/markets
- Dining
- Entertainment

Living Options including:

- Residential
- Aged care/retirement.

North Queensland Country Club Resort and Equestrian Centre

Malaysian group (Rimbunan Hijau Group) have developed plans for a country club resort and equestrian centre. Key features of the development include:

- Beachfront site north of Toolakea
- 2,800 hotel rooms and units spread over several five storey buildings
- Staged development – 5 stages over 22 years
- Start: 2022, Opening: 2024 (first stage)

- Proposed Project Cost $1 billion
- 30 kms north-west of Townsville
- Target market – Chinese tourists
- Facilities include a country club resort, world-class equestrian centre, arenas, horse stabling, polo fields, training areas, veterinarian services, cross-country trails and camping sites, art gallery, restaurants.
- Potential patronage – 240,000 visitors per year in the first stage
- 3,750 direct FT jobs creates
- $360 million of tourism spending injected into the Townsville region

INTERNATIONAL – RACING AND EQUESTRIAN

There are a number of international equine related facilities that display the characteristics of the proposed development and meet the characteristics of the market trends listed in 6.1, on a different scale.

These venues include:

- The Happy Valley Jockey Club (Happy Valley) – Hong Kong - https://www.hkjc.com/home/english/index.aspx
- Qatar Racing and Equestrian Club – Qatar - https://qrec.gov.qa/#
- Abu Dhabi Equestrian Club – Abu Dhabi - https://adec-web.com
- Ghantoot Racing and Polo Club – Abu Dhabi - https://www.grpc.ae
- Emirates Equestrian Centre – United Arab Emirates - https://www.emiratesequestriancentre.com

	LVEP – Lockyer Valley Racing and Equine Precinct	THVJ - The Happy Valley Jockey Club (Happy Valley)	QREC - Qatar Racing and Equestrian Club	ADEC - Abu Dhabi Equestrian Club	GRPC - Ghantoot Racing and Polo Club	EEE - Emirates Equestrian Centre
Integration of Sporting and Community facilities	X	X	X	X	X	X
Integration of Multi-Sport facilities	X	X	X	X	X	X
Partnership with Education bodies	X					
Planning for the development of Community Hub	X	X	X	X	X	X
Development of facilities capable of hosting Olympic and Paralympics events, or offering Olympic and Paralympics training and/or pre-events	X	X				
Development of facilities creating Tourism opportunities	X	X	X	X	X	X
Meeting the demand of competitive Racing and Equestrian sporting groups	X	X	X	X	X	X
Meeting the community and government expectation for “off the track” outcomes for competitive Horses	X					
Meeting the needs associated with Regional Development	X					
Providing significant Social and Community benefit	X	X	X	X	X	X

6.4 SWOT ANALYSIS

The outcomes of the SWOT analysis undertaken for the proposed development are presented below.

6.5 OTHER RACE CLUBS FINANCIAL PERFORMANCE

	2020		2019	
	Turnover	Operating Surplus	Turnover	Operating Surplus
Wyong Race Club ($3.225m received from Racing NSW for Polytrack and electrical upgrades) 22 race meets Feature race - $160,000 Carlton Draught Wyong Gold Cup	$12,138,534	$92,278	$12,200,076	($349,111)
Ipswich Turf Club ($14.7m grant received from Racing Queensland) 25 race meets (46 in 2019)	$2,317,791	$11,220	$3,319,732	$5,469
Gold Coast Turf Club ($3.1m contribution from Racing Queensland in 2020)	$17,698,858	($25,218)	$17,816,716	($140,113)
Sunshine Coast Turf Club 2,655 Members	$6,941,479	$1,633,648	$5,958,904	$592,947
Toowoomba Turf Club	$5,649,307	$254,712	$5,594,669	($438,852)

SECTION 7

7.0 ECONOMIC, ENVIRONMENTAL, AND SOCIAL BENEFITS

Expected economic, environmental and social benefits stemming from the construction and operation of the facility are significant. The proposed redevelopment will make a strong contribution to the local economy and broader economy during both its development and operating phases. Construction activity which is discussed in more detail in the following section will deliver a range of economic benefits relating to economic output, jobs, wages and consumption. Events too are very important contributors to local and regional economies and provide additional cultural and social benefits.

7.1 ECONOMIC BENEFITS

The LVEP will generate a range of economic benefits both through the construction phase as well as via events once operational.

The **economic benefits** outlined in Section 7.1.1 relate to **construction scenarios** that are quantified based on economic input modelling. The economic impacts are calculated using an input-output model which is derived from the local economy microsimulation model by National Economics (NIEIR). Figures in Section 7.1.1 have been calculated based on various stages of construction as follows:

- Stage 1A = $29.5m;
- Stages 1A and 1B combined = $41m; and
- The total cost of the full project = $111.3m (all stages).

The **event impact calculator** uses input/output estimates to calculate the impact of an event based on the average spend per day by visitors to the event. Various factors including the type of event, the significance of the event, the duration of the event and the average spend per day are considered to calculate the economic impact. For the purpose of this report we have undertaken modelling scenarios as follows:

- A standard function scenario attracting 75 people to 1 event which occurs 15 times per year; and
- A larger weekend event attracting 2500 people per day = 5000 people per event and run 2 times per year.

Results of these scenarios are presented in Section 7.1.2.

Source: National Institute of Economic and Industry Research (NIEIR) through Regional Development Australia.

7.1.1 CONSTRUCTION SCENARIOS

CONSTRUCTION BENEFITS – STAGE 1A: $29.5M	DESCRIPTION
Economic Output - RDA Ipswich West Moreton economy	The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $45.58m in the RDA Ipswich West Moreton economy, representing a Type 2 Output multiplier of 1.55.
Economic Output – Australian economy	The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be $63.55m added to Australia's Output.
Employment – RDA Ipswich West Moreton	The combination of all direct, industrial and consumption effects would result in a total estimated increase of 77 jobs located in the RDA Ipswich West Moreton. This represents a Type 2 Employment multiplier of 2.60.
Employment – Australian Economy	The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be an addition of 142 jobs.
Gross Regional Product (GRP) – RDA Ipswich West Moreton	GRP in the RDA Ipswich West Moreton is estimated to increase by $11.73m.
Gross Regional Product (GRP) – Australian economy	GRP in the Australian economy is estimated to increase by $19.71m.
Economic Output - RDA Ipswich West Moreton economy	The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $63.35m in the RDA Ipswich West Moreton economy, representing a Type 2 Output multiplier of 1.55.
Economic Output – Australian economy	The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be $88.33m added to Australia's Output.
Employment – RDA Ipswich West Moreton	The combination of all direct, industrial and consumption effects would result in a total estimated increase of 107 jobs located in the RDA Ipswich West Moreton. This represents a Type 2 Employment multiplier of 2.60.
Employment – Australian Economy	The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be an addition of 198 jobs.
Gross Regional Product (GRP) – RDA Ipswich West Moreton	GRP in the RDA Ipswich West Moreton is estimated to increase by $16.30m.

CONSTRUCTION BENEFITS – STAGE 1A: $29.5M	DESCRIPTION
Gross Regional Product (GRP) – Australian economy	GRP in the Australian economy is estimated to increase by $27.39m.

CONSTRUCTION BENEFITS – FULL PROJECT: $111.3M	DESCRIPTION
Economic Output - RDA Ipswich West Moreton economy	The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $171.96m in the RDA Ipswich West Moreton economy, representing a Type 2 Output multiplier of1.55.
Economic Output – Australian economy	The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be $239.77m added to Australia's Output.
Employment – RDA Ipswich West Moreton	The combination of all direct, industrial and consumption effects would result in a total estimated increase of 290 jobs located in the RDA Ipswich West Moreton. This represents a Type 2 Employment multiplier of 2.60.
Employment – Australian Economy	The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be an addition of 538 jobs.
Gross Regional Product (GRP) – RDA Ipswich West Moreton	GRP in the RDA Ipswich West Moreton is estimated to increase by $44.24m.

7.1.2 EVENT SCENARIOS

EVENT BENEFITS – STANDARD FUNCTION (75 people x 15 events per year)	DESCRIPTION
Proposed average spend per person per day	$110
Proposed visitor spend	$123,750
Economic Output - RDA Ipswich West Moreton economy	The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $157,446 in the RDA Ipswich West Moreton economy.
Employment – RDA Ipswich West Moreton	The combination of all direct, industrial and consumption effects would result in a total estimated increase of 1.2 annual local jobs in RDA Ipswich West Moreton.
Gross Regional Product (GRP) – RDA Ipswich West Moreton	GRP in the RDA Ipswich West Moreton is estimated to increase by $64,049.

EVENT BENEFITS – 2 DAY EQUINE EVENT (2-day event x 2500 per day X 2 events per year)	DESCRIPTION
Proposed average spend per person per day	$62
Proposed visitor spend	$620,000
Economic Output - RDA Ipswich West Moreton economy	The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $788,822 in the RDA Ipswich West Moreton economy.
Employment – RDA Ipswich West Moreton	The combination of all direct, industrial and consumption effects would result in a total estimated increase of 6.0 annual local jobs in RDA Ipswich West Moreton.
Gross Regional Product (GRP) – RDA Ipswich West Moreton	GRP in the RDA Ipswich West Moreton is estimated to increase by $320,891.

7.1.3 OTHER ECONOMIC BENEFITS GENERALLY

OTHER BENEFIT COMMENTARY	DESCRIPTION
Increasing number of events and tourists and associated spending	LVEP will be the premier facility in the region- a venue of regional significance which will likely lead to the attraction of more events and tourists to the region. Increased visitation will benefit the local community in relation to consumption of products and services generally. Note that the precinct has capacity (space) to host large scale non-equine events that won't impact on equine facilities.
Location will serve the existing equine industry cluster in the Lockyer Valley	This industry is experiencing high growth and the precinct will facilitate this growth.
Ability to host a broad range of equine events	The facility will enable Equestrian Queensland to tender for equestrian events they haven't been able to tender for, including National and International events. The enhanced race-track facilities will strengthen LVRC's racing program and draw more trainers and thoroughbreds to the facility.
Quality amenities	The range of high-quality amenities available will attract people and groups to the region.
Attraction of equine industry participants to the facility	The ability for Equestrian Queensland to competitively tender for a broader range of events including National and International events is projected to result in an increase in the number and size of events secured by Equestrian Queensland. This will result in increased equine industry participants and spectators visiting the region, driving spending in the local economy.
Promoting the Lockyer Valley Region as a destination to live, work and play	Driving growth in tourism and the population of the region.

7.2 ENVIRONMENTAL SUSTAINABILITY BENEFITS

BENEFIT	DESCRIPTION
Solar	The development will incorporate sustainable elements to ensure the long-term viability of the facility including solar power and water (refer line item below).
Water efficient devices	Use of water efficient devices: glasswashers, dishwashers, flushless urinals, dual flush toilets and water harvesting systems.
Alignment to Queensland Government environmental expectations	Environmental initiatives will meet and support regulations to ensure the protection of the Queensland environment
Animal welfare	Committed to strong and sustainable animal welfare practices.
Food waste	In due course policies well be developed that will guide hospitality business areas with respect to reducing food waste generally and promotion of the use of secondary cuts.
Waste Management	Reuse and conversion of manure.
Recycling	Dual bins for plastics and cardboard on location throughout site. Reusable and recyclable products will be selected where possible (e.g., cardboard cups and no straws.
Cleaning	Policies and contracts in this area will reflect the need for staff and/or contractors to use eco-friendly and biodegradable cleaning products.

7.3 SOCIAL AND COMMUNITY BENEFITS

The thoroughbred and equine industries contribute to the development of numerous social and community benefits. A large number of social and community benefits are expected to be realised through the redevelopment of the LVEP, as outlined below.

BENEFIT	DESCRIPTION
Hub for staging community events and bringing the community together	Building new and inclusive communities and strengthening existing communities. Pre and post day event entertainment that is integrated into the surrounding urban environment. Includes integration into community through race and event days and non-race and event days as spectators attend the facility and stay in the region, interacting with surrounding businesses. Development of partnerships with community organisations and providing improved facilities for community organisations to host events. The broad range of facilities on offer is projected to see the facility become a hub of activity throughout the year, not just on race / event days.
Hub for retired horses and animal rehabilitation	Committed to strong and sustainable animal welfare practices which will provide opportunities to work with partners and UQ to develop this concept further.
Interactions between the Collaborative and stakeholders	The project provides an ongoing opportunity for a cooperative approach and exploration of partnerships between the Collaborative, industry, user groups and the broader community.
Enhanced facilities for community events	Upgraded facilities will provide increased capacity to host new events and/or grow existing events that align with the purpose of the Lockyer Valley Events Strategy. Long-term objectives of this document include increasing the profile and position of Lockyer Valley as an event destination, developing greater synergies between events and the wider tourism industry, creating a higher return on investment and delivering social benefits for the community.
Developing family relationships	Providing opportunities for families involved in the equine industries to operate from the facility, facilitating the strengthening of family relationships and bringing people and families together that share similar interests and passions. The facility will cater for and attract family attendance at events.

BENEFIT	DESCRIPTION
Training and Development	Opportunities for personal growth and development will be provided to staff and volunteers in accordance with the strategic objectives of the newly created entity. It is anticipated that a key performance area relating to people and culture will be developed to outlined objectives in this regard. Further, the venue could be booked by various business and community groups to deliver training and development programs generally.
Benefits for local equine groups and organisations	The facility will deliver flow on benefits to local equine groups and organisations through increased visitation to the region.
Volunteering opportunities	Activities held at the facility will provide opportunities for volunteers to provide their time and services, enabling these individuals to make a valuable contribution to the community, and providing a sense of purpose and fulfilment for these individuals.
Lifelong participation	Lifelong participation opportunities for equestrian industry participants
Strong female participation in equestrian	Females comprise 75% of the equestrian community and the facility will provide increased opportunities for women to participate in sport.
Outdoor recreation and leisure activity	Events held at the facility will give people the opportunity to relax and enjoy the outdoors, take in fresh air, and contribute to their health and well-being. In addition, the community parkland component will provide additional spaces for people to undertake various activities.
Community Parklands	The creation of community parklands will draw locals and visitors, delivering a strong asset for community use.

8.0 RECOMMENDATIONS

RECOMMENDATION	DESCRIPTION
Key stakeholders to enter into a Heads of Agreement to finalise and develop governance structure and progress other matters	Key stakeholders should enter into a Heads of Agreement to enable the group to attend to various tasks as outlined in Section 11 (governance and business models) and jointly advocate with a united vision and commitment. The establishment of legal entities and associated documentation as per the agreed governance model should be prioritised.
Develop Funding Strategy and Advocacy Plan	The financial projections outlined in the business case show that the project is viable and sustainable. As such it is recommended that a funding strategy and associated advocacy plan be devised and implemented to consult with all viable funding prospects. This strategy should ensure that Olympic and Paralympic opportunities are duly explored (as per below). Priority areas for initial funding include seed funding for early design development phase and funding for construction of stages 1a and 1b.
Explore funding opportunities as part of 2032 Olympic and Paralympics games	Pursue opportunities for the facility to host Olympic and Paralympics training, pre-Olympic and Paralympics training, and or Olympic and Paralympic events given the 2032 Olympic and Paralympics Games will be held in South-East Queensland. Planning of the redevelopment is well advanced, and the facilities would be suitable for use as part of training or events. The development of a one-page stand-alone summary outlining the features and benefits of the precinct is recommended for presentation to government. It is envisaged that the project will leave a post Olympics legacy with capacity to host national and international events, increasing the potential for funding of the redevelopment.
Integrated Funding Model	Liaise with key stakeholders and funding body representatives at all levels of government to raise the profile of this project, develop partnerships and explore funding opportunities under an integrated funding model approach.

RECOMMENDATION	DESCRIPTION
Engage an independent Project Manager	To manage cost-effective delivery of the design phases.
Staggered approach to Stage 1 delivery	In terms of the construction schedule the earthworks required as part of Stage 1 should be prioritised along with the tunnel to enable activation of the track and centre as soon as possible. This will enable event delivery whilst the remaining aspects of Stage 1 are undertaken.
Equine rehabilitation facilities	Undertake discussions with relevant parties including the University of Queensland for the inclusion in the design for facilities that allow for equine rehabilitation.
Off the track and lifecycle programs for racehorses	In collaboration with Racing Queensland and other equine industry participants, opportunities to develop transitional off the track and lifecycle programs for thoroughbred racehorses should be explored.
Early Contractor Involvement (ECI) procurement model	It is recommended that the methodology of procurement for the project is Design and Construct with Early Contractor Involvement (ECI) as it lends itself well to this project.
Undertake further discussions regarding adjoining land	It is recommended that further discussions take place with the private landowner regarding their land parcel. If a mutually beneficial arrangement can be struck it might enable the storage shed located on this land to be used as the store shed for the LVEP.
Develop a Signature Event – Racing / Equestrian and Food and Wine Festival – 4 per year	The redevelopment will have the capacity and facilities to host large scale tourist and community events. It is recommended that an event per season be developed with a different theme, ranging from Food and Wine, Music, Sporting and Family. Note that non equine events held at the facility won't impact on equine facilities given venue size and available space. It is also recommended that a combined Equine and Agricultural signature annual event be developed, drawing in a broad range of participants across the equine industry, tourists, locals, and families.

RECOMMENDATION	DESCRIPTION
User Group and Community Consultation	Include user groups and the community in the detailed planning and design phase to inform the design elements and ensure the facility meets the needs of its users and the community.
Development Approval	In collaboration with funding bodies and partners, progress development approval with consideration of funding requirements. As identified in the Master Plan, consideration should be given to the new town plan to zone the facility as an equine precinct.
Ensure stabling is completed	With the recognised shortage of stabling in the region, ensuring the stabling component of the redevelopment is prioritised. The strong projected demand for stabling justifies exploring the opportunity to increase the number of stables included in the redevelopment.
Development of a large function space	It is recommended that in the detailed design phase that a function space that could cater for large groups (up to 800 guests) be incorporated into the redevelopment. There is an absence of large scale functions space in the region, with the largest existing space catering for up to 400 guests. This creates a significant opportunity for the LVEP to capture a range of additional events – business functions, forums, school events including formals, University of Queensland events, government events and functions.
Innovation hub	Creation of an equine innovation hub and developing partnerships with educational bodies for students to utilise facilities.
Other interested groups	During the stakeholder engagement process, both harness racing and cross-country groups expressed interest in being based at the LVEP. This interest should be further explored.
Future Stages:	
Corporate Membership	Development of a corporate membership offering and corporate race days events.

RECOMMENDATION	DESCRIPTION
Creation of a collaborative Hub for the equine industry	Once the facility is established and regularly used, there is the potential for the creation of a collaborative hub for the equine industry that would have a permanent presence at the facility.
Public Private Partnership	Explore the potential for a PPP model for the development of the accommodation facilities. This could include an equine industry owner who could use the facilities and provide housing for trainers on site.

9.0 FINANCIAL ANALYSIS

A ten-year financial model has been prepared to forecast the projected financial outcomes of the proposed redevelopment. This financial analysis is a critical component of the business case to provide the Collaborative with an understanding of the potential revenue streams, operating costs and cash flows and to understand the financial viability and sustainability of the redevelopment.

Several assumptions have been used as inputs into the financial model and are detailed in Section 9.1. These are based on a combination of market research, the financial performance of similar operations, industry benchmarks, and discussions with the Collaborative.

The LVEP is projected to be profitable and financially sustainable over the ten year projection period, with a year one surplus of $0.1m, increasing to $0.4m in year five and $0.8m in year ten.

The financial analysis includes a sensitivity analysis that shows the impact to revenue and profitability projections based on flexing the assumptions contained within the financial model, specifically the impact to the operating surplus should revenue levels be higher or lower than projected.

Total funding required to realise the redevelopment is $112.0m, comprising $30.0m in Stage 1A, $14.0m in Stage 1B, and $68.0m for future stages.

9.1 KEY ASSUMPTIONS

The financial model has been built using assumptions developed in collaboration with the Collaborative. The financial model spans a ten year timeframe, excludes CPI and is exclusive of GST. The capital costs associated with the redevelopment are based on the quantity surveyor report prepared by MBM as of January 2020 and based on Concept CP 6a. It is noted that escalation beyond January 2020 is excluded. Allowances for the capital construction costs include a 15% contingency, 8% for preliminaries, 5% margin, and 10% for consultant fees. A 0.25% preventative maintenance cost has been included in the operational financial projections.

ASSUMPTION	VALUE	BASIS
Capital Costs		
Stage 1A	$29,500,000	Quantity Surveyor estimate, adjusted
Stage 1B	$11,500,000	Quantity Surveyor estimate, adjusted

ASSUMPTION	VALUE	BASIS
Future Stages	$70,270,308	Mid-point of Quantity Surveyor estimate
Revenue		
Racing events per year / spectators	12 events increasing to 24 by year five / 300 average spectators, increasing 10% annually	Discussions with the Collaborative Average spectators to racing events in Queensland in 2020 as per Size and Scope of the Queensland Racing Industry report was 973.
Equestrian events per year / spectators	12 events increasing to 24 by year five 6 Local 3 National 3 International Average length of event – 3 days Number of participants – 100 (Assume all require caravan site) Number of stables hired – 120	Discussions with the Collaborative and previous events held
Functions per year / Average number of guests	10 functions a year from year six increasing to 20 functions a year by year 10 75 attendees	Estimate
Conferences per year	12 per year from year 6 25 attendees in year 1, increasing to 100 attendees per conference by year 10	Estimate
Functions in existing marquee	10 events per year until the end of year 5 50 attendees	Estimate / Discussions with LVTC
Corporate Functions per year / Average number of guests	8 functions a year from year 6 increasing to 10 functions a year by year 10. 50 attendees	Estimate

ASSUMPTION	VALUE	BASIS
Equine / Agricultural / Food and Wine / Music / Family Events / Attendees	1 event per year increasing to 4 per year by year 7 5,000 attendees over the weekend, increasing to 7,500 attendees over the weekend by year 5	Estimate – Each event will have a different theme, spanning equine, agricultural, Food and Wine, Family Events, with the aim to develop signature festivals for the region
Permanent Stable Hire	60 permanent stables in year 1, 120 in year 2, 180 in year 3, 240 in year 4, 300 in year 5 Utilisation rate between 85 - 90% over the 10 year projection period	Estimate
Sand Track Hire	Hired 12 days per year in year 1, increasing to 60 days per year by year 10	Estimate
Membership Base	100 in year 1, increasing to 900 by year 10	Estimate
Training	60 horses in training, increasing to 300 by year 7.	Wyong – 370 horses in training
Stable Hire – Long Term (Thoroughbred Boxes)	$121 / mo	Based on midpoint of rate charged by Wyong Race Club of between $98 - $141 / month
Stable Hire – Daily Rate	$22 / day	200 day stables Rate charged at Gatton Showgrounds
Sand Track Fee Hire – Daily	$400 / day	Rate charged at Gatton Showgrounds
Track Hire – Number of days hired / month	1 per month, increasing to 10 per month by year 10	Estimate
Spectator Admission Fees – Race Day – Local	$15 for standard race days, $20 for feature days	$20 – Members Stand, $10 General Admission - Wyong Race Club entry fee https://www.wyongraceclub.com.au/events/wyong-rugby-league-club-group/#tickets $35 – Entry fee for ladies' day at Townsville Turf Club. Most clubs offer free entry as part of a membership. LVTC - $15 standard days, $20 feature days
Race day payment from RQ	$9,000 / meet, increasing 10% pa	Based on discussions with RQ
International Wagering Payment from RQ	$4,000 / meet, increasing 10% pa	Based on discussions with RQ

ASSUMPTION	VALUE	BASIS
Race day spectator Spending per person – Food and Beverages	$30 in year 1, increasing to $62 by year six	$62 is based on average spend in the NSW racing industry less 20% (note Queensland data not available)
Membership Fees	$75/yr – General Membership, increase to $100/yr after five years	$55/yr - Wyong Race Club Annual Membership Fee https://www.wyongraceclub.com.au/wp-content/uploads/membership-application-2021_22-racing.pdf $99/yr – Toowoomba turf Club - https://cliffordpark.com.au/wp-content/uploads/2021/04/ttc1015-2021-become-a-member-application_34.pdf $75/yr – Sale Turf Club - https://country.racing.com/sale/membership-packages/single-membership-11633
Training Fees	Weekly Training Fee - $21 / week per horse	Based on Toowoomba Turf Club Https://Cliffordpark.Com.Au/Training-Centre/Training-Centre/Fees/
Functions	$110/person (food plus venue) $75/person for existing marquee	Estimate
Corporate Suites – Functions	$149 / person - Feature days	Based on packages available at Gold Coast Turf Club – Includes 4 course meal and drinks package. Minimum 20 guests, maximum 30 guests. https://www.gctc.com.au/wp-content/uploads/2021/03/gctc-corporate-suite-function-package.pdf
Conference room hire	$45/person/ day	Based on packages available at Gold Coast Turf Club – Includes morning tea, lunch and coffee. https://www.gctc.com.au/function-rooms-2/corporate-suites/
Equine / Agricultural / Food and Wine / Music / Family Event Admission Fee and Average spend per person	Admission Fee - $15 Average Spend Per Person - $47	Estimate / Based on average spend at race day meet less 25% to cater for children population.

ASSUMPTION	VALUE	BASIS
Sponsorships	$50,000 in year 1, increasing 20% pa	2019 Sponsorship revenue generated by LVTC of $43K. Other race clubs (2020/2019): • Sunshine Coast Turf Club - $1.47m, $1.45m • Gold Coast Turf Club - $3.25m, $2.88m (inc TV rights) • Toowoomba Turf Club - $188K, $323K
Equestrian Facility Fee Hire / Event	$600	Estimate
Restaurant		
Restaurant Income	25 tables per night / 3 nights per week / $100 per table (Friday, Saturday, Sunday) – start after five years	Estimates
Restaurant COGS – Food	38%	DWS Benchmark
Restaurant – Average profit margin	5%	As per 2020 Restaurant and Catering Industry Benchmark Report, most respondents reported a profit range between 2-10%
Cost of Goods Sold (COGS)		
Food	38%	DWS Benchmark
Beverages	46%	Based on 2018 and 2019 LVTC actual data
Functions, Conferences, Events in existing marquee, Corporate Functions, Agricultural Equine Events	50%	Estimate
Operating Costs		
Facility Manager	$110,000 TRP 1 FTE, increasing to 2 FTE in year 4	LinkedIn - https://www.Linkedin.Com/Salary/Facilities-Manager-Salaries-In-Australia
Receptionist / Administration	$60,500 TRP 1 FTE	Indeed - https://au.Indeed.Com/Career/Receptionist/Salaries/Queensland

ASSUMPTION	VALUE	BASIS
Cleaners	$21.84/hr 1 FTE year 1, 2 FTE year 2, 3 FTE year 3	Payscale
Ground staff	$60,500 TRP 1 FTE year 1, 2 FTE year 2, 3 FTE year 4, 4 FTE year 6	Estimate
Sponsorship Manager	$72,000 TRP 1 FTE year 3	https://www.payscale.com/research/au/job=fundraising%2fsponsorship_manager/salary
Events staff (bump in and bump out)	$60,500 TRP 1 FTE year 1, 2 FTE year 3, 3 FTE year 6	Estimate
Operational Costs	30% of revenue in year 1, increasing to 40% by year 6 as the precinct comes into full operation	Based on Wyong Race Club 2019/2020 operational expenditure (insurance, advertising, ambulance, cleaning, consulting, entertainment, security, telecasting, utilities, other administrative expenses).
Building Maintenance	0.25%	For preventative maintenance
Restaurant Overhead Costs as a % of Revenue	53%	Industry / Other restaurants
Accommodation		
Accommodation rate / night – hotel	20 Rooms / $133, starting in year 6	Average 4-star hotel rate for Toowoomba (Source: www.booking.com)
Accommodation rate / night – serviced apartments	80 Rooms / $65, starting in year 6 1 / 2 bedrooms	Average serviced apartment rate in Toowoomba (Source: www.booking.com) is $131 Reduced to $65 to reflect combination of longer-term occupancy
Camping and Caravan Site – Powered	$25/night – powered, starting in year 3 $15/night – unpowered, starting in year 3	Based on Toowoomba Showgrounds price - https://www.toowoombashow.com.au/caravans/
Occupancy Rate	25%, increasing to 56.3% after 10 years	Queensland Tourism – Average Occupancy Rate – March 2021 – https://teq.queensland.com/research-and-insights/economics-and-specialised-reports/accommodation

ASSUMPTION	VALUE	BASIS
Accommodation – Gross Margin	32%	Per the 2019 Australian Hotel Industry Survey of Operations
Accommodation – Net Margin	11.4%	Per 2019 Accor Financial Report

9.2 REVENUE PROJECTIONS

Several revenue streams have been built into the financial model, with revenue projected to progressively increase of the projection period as the facilities use increases and awareness grows of the quality facilities and benefits the facility delivers to the region.

	YEAR 1	YEAR 2	YEAR 3	YEAR 5	YEAR 7	YEAR 10
Racing						
Race Days - Contributions from RQ	$156,000	$214,500	$283,140	$456,799	$552,727	$735,680
Race Days - Food and Beverages	$108,000	$173,250	$261,360	$527,076	$790,825	$1,052,588
Membership Fees	$7,500	$11,250	$15,000	$40,000	$60,000	$90,000
Admission Fees	$47,500	$59,925	$73,640	$89,711	$86,801	$96,519
Stabling	$78,408	$156,816	$222,156	$370,260	$370,260	$392,040
Track Fee Hire	$4,800	$7,200	$9,600	$14,400	$19,200	$24,000
Training Fees	$65,520	$131,040	$196,560	$327,600	$327,600	$327,600
Equestrian						
Stable Hire - Events	$95,040	$118,800	$142,560	$190,080	$190,080	$190,080
Caravan site hire	$-	$-	$135,000	$180,000	$180,000	$180,000
Facility Hire Fee	$7,200	$9,000	$10,800	$14,400	$14,400	$14,400
Facilities						
Functions (Existing marquee)	$37,500	$37,500	$37,500	$37,500	$-	$-
Corporate Functions	$-	$-	$-	$-	$59,600	$74,500
Conferences	$-	$-	$-	$-	$32,400	$54,000

	YEAR 1	YEAR 2	YEAR 3	YEAR 5	YEAR 7	YEAR 10
Other Functions	$-	$-	$-	$-	$123,750	$165,000
Equine Event / Festivals	$307,500	$382,500	$382,500	$686,250	$798,750	$798,750
Accommodation						
Hotel	$-	$-	$-	$-	$291,270	$546,617
Apartments	$-	$-	$-	$-	$569,400	$1,068,574
Restaurant						
Meals and Beverages	$-	$-	$-	$-	$390,000	$390,000
Sponsorships						
Event and Facility sponsorships	$50,000	$60,000	$72,000	$103,680	$149,299	$257,989
Total Revenue	**$964,968**	**$1,361,781**	**$1,841,816**	**$3,037,756**	**$5,006,362**	**$6,458,336**

9.3 PROFIT AND LOSS

	YEAR 1	YEAR 2	YEAR 3	YEAR 5	YEAR 7	YEAR 10
Revenue						
Operational Revenue	$964,968	$1,361,781	$1,841,816	$3,037,756	$5,006,362	$6,458,336
TOTAL REVENUE	**$964,968**	**$1,361,781**	**$1,841,816**	**$3,037,756**	**$5,006,362**	**$6,458,336**
Direct Expenditure	$217,860	$282,765	$319,771	$583,247	$1,588,452	$2,250,342
GROSS MARGIN	**$747,108**	**$1,079,016**	**$1,522,045**	**$2,454,510**	**$3,417,910**	**$4,207,995**
	77.4%	79.2%	82.6%	80.8%	68.3%	65.2%
Operational Expenditure						
Administration and Other overhead costs	$289,490	$408,534	$552,545	$1,063,215	$1,502,277	$1,781,258
Salaries and Wages	$325,570	$420,141	$480,641	$685,211	$806,211	$806,211
Administration Costs - Accommodation	$-	$-	$-	$-	$177,298	$332,729
Building Maintenance	$73,750	$73,750	$75,885	$278,176	$278,176	$278,176
Restaurant Overhead Costs	$-	$-	$-	$-	$206,700	$206,700
Total Operational Expenditure	$688,811	$902,425	$1,109,071	$2,026,602	$2,970,662	$3,405,075
TOTAL EXPENDITURE	**$906,671**	**$1,185,190**	**$1,428,842**	**$2,609,849**	**$4,559,114**	**$5,655,416**
NET OPERATIONAL RESULT	$58,297	$176,591	$412,974	$427,908	$447,248	$802,920
	6.0%	13.0%	22.4%	14.1%	8.9%	12.4%

9.4 BALANCE SHEET

	YEAR 1	YEAR 2	YEAR 3	YEAR 5	YEAR 7	YEAR 10
ASSETS						
Current Assets						
Cash	$367,693	$523,892	$2,457,189	$1,385,382	$2,015,701	$3,924,895
Accounts Receivable	$79,312	$111,927	$151,382	$249,679	$411,482	$530,822
Inventory	$35,813	$46,482	$52,565	$95,876	$261,115	$369,919
Total Current Assets	$$482,818	$682,301	$2,661,136	$1,730,936	$2,688,298	$4,825,637
Fixed Assets						
Stage 1A and 1B and Future Stages of redevelopment	$29,500,000	$30,354,165	$42,708,330	$111,270,308	$111,270,308	$111,270,308
IT Hardware and software	$50,000	$50,000	$50,000	$250,000	$250,000	$250,000
Furniture, Fixtures and Equipment	$100,000	$100,000	$200,000	$1,200,000	$1,200,000	$1,200,000
Net Fixed Assets	$29,650,000	$30,504,165	$42,958,330	$112,720,308	$112,720,308	$112,720,308
TOTAL ASSETS	$30,132,818	$31,186,466	$45,619,466	$114,451,244	$115,408,606	$117,545,945
LIABILITIES AND STOCKHOLDERS' EQUITY						
Current Liabilities						
Accounts Payable	$74,521	$97,413	$117,439	$214,508	$374,722	$464,829
Total Current Liabilities	$74,521	$97,413	$117,439	$214,508	$374,722	$464,829
TOTAL LIABILITIES	$74,521	$97,413	$117,439	$214,508	$374,722	$464,829
Equity						

	YEAR 1	YEAR 2	YEAR 3	YEAR 5	YEAR 7	YEAR 10
Funding received	$30,000,000	$30,000,000	$44,000,000	$112,000,000	$112,000,000	$112,000,000
Members Funds	$58,297	$234,888	$647,862	$1,382,571	$2,179,719	$4,226,951
Total Equity	$30,058,297	$30,234,888	$44,647,862	$113,382,571	$114,179,719	$116,226,951
TOTAL LIABILITIES AND MEMBERS FUNDS	$30,132,818	$30,332,301	$44,765,301	$113,597,079	$114,554,441	$116,691,780

9.5 CASH FLOW

	YEAR 1	YEAR 2	YEAR 3	YEAR 5	YEAR 7	YEAR 10
Cash Flows from Operating Activities						
Net Income	$58,297	$176,591	$412,974	$427,908	$447,248	$802,920
Adjustments for:						
Accounts Receivable Decrease (Increase)	($79,312)	($32,615)	($39,455)	($64,144)	($37,922)	($35,258)
Inventory Decrease (Increase)	($35,813)	($10,669)	($6,083)	($35,304)	($34,079)	($29,054)
Accounts Payable Increase (Decrease)	$74,521	$22,892	$20,026	$54,191	$29,921	$25,748
Net Cash Generated (Used) in Operations	$**17,693**	$**156,199**	$**387,462**	$**382,650**	$**405,168**	$**764,357**
Cash Flows from Investing Activities						
Construction Costs	($29,650,000)	-	($12,454,165)	($68,907,813)	-	-
Net Cash (Used) in Investing Activities	($29,650,000)	-	($12,454,165)	($68,907,813)	-	-
Cash Flows from Financing Activities						
Funding received	$30,000,000	-	$14,000,000	$68,000,000	-	-
Net Cash Flows from Financing Activities	$30,000,000	-	$14,000,000	$68,000,000	-	-
Net Cash Flow						
Net Movement in Cash	$367,693	$156,199	$1,933,297	($525,163)	$405,168	$764,357
Cash at Beginning of Period	-	$367,693	$523,892	$1,910,545	$1,610,533	$3,160,539
Closing Cash Balance	$367,693	$523,892	$2,457,189	$1,385,382	$2,015,701	$3,924,895

9.6 CAPITAL COSTS

The Quantity Surveyor estimate included both a low end and high end cost projection, as outlined below.

STAGE 1A	COST
Thoroughbred Racing Track (Grass and Sand) – Horse turf track including civil works, drainage, soil and sand, turf, irrigation, culverts, fencing, safety vehicle road, transitional infrastructure	$18,400,000
Core Equine Facility – includes 60 permanent stables and 200 day stables	$3,100,000
Machinery Storage Shed	$300,000
Core Inner Area – Tunnel Earthworks, Services, Turf, Berms, Field of Play	$7,700,000
All enabling Earthworks, based on the above criteria, included preparing the inner field pads and drainage (Allowance for earthworks, bulk cut and fill, forming of banks and grassing full area. No allowance for concrete, paved areas or covered structure)	Included
Al in ground services to the site	Included
Total Stage 1A	**$29,500,000**

STAGE 1B	COST
Roof and Basket Structure	$6,800,000
Community Parklands	$1,900,000
Entry Piazza / Viewing Galleries / Amenities – South West Portion – including stand, terrace seating, berms, platform and grassed parking	$2,800,000
Total Stage 1B	**$11,500,000**

FUTURE STAGES	COST (Mid-point of QS estimate)
Track Centre Area Precinct Completion	$9,874,519
Equine Facility – Precinct Extension – including 240 permanent stables	$3,332,788
Community Parklands Precinct – Completion	$2,371,654
Entry Piazza / Viewing Galleries / Amenities – South West Portion - Completion	$8,730,269
Entry Piazza / Exhibition / Amenities – South East Portion	$12,096,231
Serviced Apartments	$19,600,423
Public Accommodation Facility	$6,501,038
Multi Purpose Hospitality – Multi-purpose building including 532m2 back of house facility to ground level, 5,196m2 paved terrace area and amenities to level 1 with 1,483m2 warm shell space (no fitout) over level 2.	$9,874,519
Total Future Stages	**$70,270,308**

9.7 SENSITIVITY ANALYSIS

To understand the robustness of the financial projections, a sensitivity analysis was undertaken comprising a downside scenario and an optimistic scenario. In the downside scenario, the base case revenue projections and variable costs are reduced by 10% and in the optimistic scenario, the base case revenue projections and variable costs are increased by 10%. The impact to revenue, direct expenditure, and the operating result is presented below.

DOWNSIDE SCENARIO

	YEAR 1	YEAR 2	YEAR 3	YEAR 5	YEAR 7	YEAR 10
Revenue						
Operational Revenue	$868,471	$1,225,603	$1,657,634	$2,733,981	$4,505,726	$5,812,503
TOTAL REVENUE	**$868,471**	**$1,225,603**	**$1,657,634**	**$2,733,981**	**$4,505,726**	**$5,812,503**
Direct Expenditure	$196,074	$254,489	$287,794	$524,922	$1,429,607	$2,025,307
GROSS MARGIN	$672,397	$971,114	$1,369,840	$2,209,059	$3,076,119	$3,787,195
	77.4%	79.2%	82.6%	80.8%	68.3%	65.2%
Operational Expenditure						
Administration and Other overhead costs	$289,490	$408,534	$552,545	$1,063,215	$1,502,277	$1,781,258
Salaries and Wages	$325,570	$420,141	$480,641	$685,211	$806,211	$806,211
Administration Costs - Accommodation	$-	$-	$-	$-	$177,298	$332,729
Building Maintenance	$73,750	$73,750	$75,885	$278,176	$278,176	$278,176
Restaurant Overhead Costs	$-	$-	$-	$-	$206,700	$206,700
Total Operational Expenditure	**$688,811**	**$902,425**	**$1,109,071**	**$2,026,602**	**$2,970,662**	**$3,405,075**

TOTAL EXPENDITURE	$884,885	$1,156,914	$1,396,865	$2,551,524	$4,400,268	$5,430,382
NET OPERATIONAL RESULT	-$16,414	$68,689	$260,769	$182,457	$105,457	$382,121

OPTIMISTIC SCENARIO

	YEAR 1	YEAR 2	YEAR 3	YEAR 5	YEAR 7	YEAR 10
Revenue						
Operational Revenue	$1,061,465	$1,497,959	$2,025,998	$3,341,532	$5,506,998	$7,104,170
TOTAL REVENUE	**$1,061,465**	**$1,497,959**	**$2,025,998**	**$3,341,532**	**$5,506,998**	**$7,104,170**
Direct Expenditure	$239,646	$311,042	$351,748	$641,572	$1,747,297	$2,475,376
GROSS MARGIN	**$821,819**	**$1,186,918**	**$1,674,249**	**$2,699,960**	**$3,759,701**	**$4,628,794**
Operational Expenditure						
Administration and Other overhead costs	$289,490	$408,534	$552,545	$1,063,215	$1,502,277	$1,781,258
Salaries and Wages	$325,570	$420,141	$480,641	$685,211	$806,211	$806,211
Administration Costs - Accommodation	$-	$-	$-	$-	$177,298	$332,729
Building Maintenance	$73,750	$73,750	$75,885	$278,176	$278,176	$278,176
Restaurant Overhead Costs	$-	$-	$-	$-	$206,700	$206,700
Total Operational Expenditure	$688,811	$902,425	$1,109,071	$2,026,602	$2,970,662	$3,405,075
TOTAL EXPENDITURE	**$928,457**	**$1,213,467**	**$1,460,819**	**$2,668,173**	**$4,717,959**	**$5,880,450**

	YEAR 1	YEAR 2	YEAR 3	YEAR 5	YEAR 7	YEAR 10
NET OPERATIONAL RESULT	**$133,008**	**$284,493**	**$565,178**	**$673,359**	**$789,039**	**$1,223,720**

9.8 RETURN ON INVESTMENT

Over the ten-year forecast period, the redevelopment is projected to generate a cumulative operating surplus of $4.2m. The redevelopment is projected to be profitable from year one and by year ten generate $6.5m in revenue and an operating surplus (pre depreciation) of $0.8m.

9.9 FINANCIAL STEWARDSHIP

Strong financial stewardship will be fundamental throughout the development and operational phase. Components of this financial stewardship will include:

- Detailed project cost estimates, tracking actual spend against budgeted expenditure.
- Formulation of annual budgets.
- Cash flow forecasting – daily / weekly.
- Preparation of monthly financial reports and analysis to be presented to the Board of Directors.
- Benchmarking against similar facilities.
- Establishment and compliance with internal policies and procedures.
- Compliance with all financial legislation.

10.0 DEVELOPMENT AND FUNDING OPTIONS

10.1 DEVELOPMENT OPTIONS

The following tables sets out the potential procurement and delivery models for consideration by the Collaborative.

OPTION	DESCRIPTION
Design and Construct - Early Contractor Involvement	• ECI is a building procurement model that encourages collaborative and early engagement of a contractor in the design development stages of a project. Ownership of the design and project imperatives together with understanding the project risks prior to awarding a contract allows the parties to better alleviate the risks, ultimately achieving better price optimisation. • Under an ECI engagement, the contractor is engaged after a tender process and engaged to join the design team as effectively a "construction consultant". No building contract is entered into at this stage. The design team has the benefit of getting early advice on buildability, value management (cost cutting), building programming, and alternate building methods and alternate materials, allowing for a collaborative team dynamic that works towards achieving the client's budget and program, together. • Transparency and probity as all pricing are undertaken in an open book environment • All consultants and the contractor are engaged through a competitive tendering process • Ability to fast track between design and construction phase by overlapping both • Collaborative process where the contractor takes ownership of the design • Reduces the risk of uncontrolled variations • Transfers more of the project and financial risk from the QRU to the contractor • Have discrete parts of the work performed, and long lead items ordered, before all elements of the design have been finalised, allowing the programme to be fast tracked; • Gain input from the contractor on the design as it is being developed, not after expensive design works has progressed too far; • Have greater transparency over subcontractor/trade pricing resulting in less variations throughout construction; • Complete the project earlier than otherwise would be the case;

OPTION	DESCRIPTION
	• Unlike a traditional hard tender process, there are no nasty surprises at the end. The key risk of a traditional tender is that the tender market is not tested until almost all the design documentation has been completed, resulting in potentially significant costs due to abortive design and documentation work.
Design and Construct	Under a design and construct (DandC) model, LVEP is the principal and assumed the majority of the risk associated with the development, but ensures ownership is retained within the existing structure. The possible operating models under this model include: • Operation and Maintenance of the facility is retained within the current ownership structure • Some operations could be outsourced to external suppliers for a fixed fee • Facilities hired out to organisations for a fee
Asset Sale and Leaseback	A sale and leaseback structure would involve the sale of the facility to an investor and then leased back by the LVEP ownership vehicle under a long-term arrangement.
Joint Venture	In some instances, a joint venture could be a suitable development option. Under this model, the risk associated with development of the facility is shared. A joint venture agreement provides parties with flexibility in terms of the structure of the agreement.

The Collaborative will determine the preferred method of procurement in due course. The preferred option at this point is a Design and Construct - Early Contractor Involvement approach.

10.2 FUNDING OPTIONS

An integrated funding model is recommended as the most viable model to secure funding to undertake the development of the LVEP. Details of each potential funding source are outlined below.

Partnerships / use of entities

Given the number of entities operating from the site there is considerable potential to develop a coordinated funding strategy. That is, different entities could apply for different components of the overall development in partnership with the other groups. Tenure agreements will need to be suitably structured for groups to be eligible.

Further to this it may be appropriate to consider agreements with state bodies and local clubs (i.e. Racing Queensland and Equestrian Queensland). Lease and sub-leases as an example might be appropriate in order to provide flexibility from a funding perspective.

Variations

Contact should always be made with relevant funding bodies to discuss proposed projects before submitting applications. Funding bodies may change program details; criteria; funding program dates; and contact details without notice. No guarantees are made regarding any of the information provided in this section.

OPTION	DESCRIPTION	POTENTIAL
Local Government	The Lockyer Valley Regional Council could potentially contribute funding under an integrated funding model that incorporates Federal and State governments. This might be in the form of a cash contribution, interest free loan and or other method. Such funding might be provided contingent upon funds being secured from other sources. Funding applications might be made through the Collaborative, individual entities or by Council depending on the criteria of various programs. The Lockyer Valley Regional Council may also consider contributing land and will review its options with regard to the project in due course.	Medium

OPTION	DESCRIPTION	POTENTIAL
State Government	At State Government level potential for significant infrastructure funding could be sourced through the **Department of Tourism, Innovation and Sport ('DTIS')** and or through the **Olympic and Paralympics Games** rollout. The most appropriate options through DTIS at the time of writing would seem to be the Active Community Infrastructure fund where in the first round up to $1M was available per applicant. This program is currently closed but future rounds are anticipated. The successful bid by the Queensland State Government in partnership with the Australian Government for the 2032 Olympic and Paralympic Games could lead to funding becoming available for groups to upgrade facilities to meet standards as either training or competition venues. Finally, a new infrastructure program was announced at the time of writing. This program, known as the 'Active Gameday Projects Fund' will be released in September 2021 to help the economic recovery of the sport and recreation industry. Funding of up to $150,000 is available with applicants required to contribute 20% of the project total cost. Initial discussions indicate that stables might be an appropriate project. There is also funding available to support **event delivery** though **Tourism and Events Queensland ('TEQ').** Information on TEQ's Events Support funding streams can be found here: https://teq.queensland.com/events/events-support The two programs that are likely to be most applicable are: 1. Queensland Destination Events Program (QDEP). 2. Major Events funding. Other smaller opportunities should be maximised by way of a coordinated grant strategy utilising the various legal entities involved in this project. There is potential for each entity to apply for funding for smaller components within with the overall vision. The Gambling Community Benefit Fund is a good prospect in this regard with up to $35,000 available per entity. Approaches should also be made to the local state MP in relation to programs that may be appropriate.	Medium

OPTION	DESCRIPTION	POTENTIAL
Federal Government	Building Better Regions Fund The $1.04 billion Building Better Regions fund supports the Australian Government's commitment to create jobs, drive economic growth and build stronger regional and remote communities into the future. The latest round of Building Better Regions has not been released yet, but based on previous rounds, the project would qualify. The proponent at this point would most likely be the Lockyer Valley Regional Council however there may be flexibility in this regard as the governance model for the collaborative is formalised. The Infrastructure Projects Stream supports projects that provide economic and social benefits to regional and remote areas. The projects can be either construction of new infrastructure or the upgrade or extension of existing infrastructure. The Infrastructure Projects Stream only supports investment ready projects. The location determines the percentage of grant funding available. This project would be eligible for 50% based on previous funding rounds. • The minimum grant amount is $20,000. • The maximum grant amount is $10 million. Community Development Program This program is often used to deliver funds secured through pre-election commitments. The program is delivered by the Department of Infrastructure, Transport, Regional Development and Communications. The amount available varies however we note several examples of sporting groups being funded for between $3M and $5M. Community Sports Infrastructure Grant Program (CSIGP) In the past this program supported small to medium scale projects up to $500,000 to improve local community sport infrastructure which will support greater community participation in sport and physical activity and/or offer safer and more inclusive community sporting hubs.	Medium

OPTION	DESCRIPTION	POTENTIAL
	This program is not open at present but may be in the future. Further information: www.sportaus.gov.au/grants_and_funding/community_sport_infrastructure_grant_program Other smaller opportunities should be maximised by way of a coordinated grant strategy utilising the various legal entities involved in this project. There is potential for each entity to apply for funding for smaller components within with the overall vision. Approaches should be made to the local Federal MP in relation to programs that may be appropriate.	
Private Sector	Private sector funding could be explored for the future stages, specifically the accommodation component of the redevelopment. This could be structured as a Public Private Partnership.	Low
Racing Queensland and Queensland State Government – (Office of Racing)	Funding programs for the racing industry are delivered in partnership between the Office of Racing (Queensland Government) and Racing Queensland. The Office of Racing currently administers (under grant deeds with Racing Queensland) various funding programs with the Racing Infrastructure Fund being the relevant program for the LVEP. The purpose of the Racing Infrastructure Fund is to support priority infrastructure projects to drive the growth and sustainability of the Queensland racing industry. Discussions with Racing Queensland seems appropriate to understand their appetite for investment into the LVEP. Further information and examples of previously funded projects can be found: https://racing.qld.gov.au/racing-initiatives Examples of previous Racing Industry funding are outlined at Section 10.3.	Low
Financial Institutions	A long-term debt funding structure (Principal and Interest) could be a potential source of funding for the accommodation component of the redevelopment. Preparation of a brief Information Memorandum, the business case and financial model would support the funding application.	Medium

Previous equine industry funding secured for facility redevelopments are outlined below.

OPTION	DESCRIPTION
Gold Coast Turf Club - 2021	The Queensland Government approved $31.5m in funding to redevelop the Gold Coast Turf Club (in addition to $1.5m provided for feasibility and planning). The Club will contribute $1.5m to the project. The redevelopment would see the racing surfaces completely modernised with an all-weather synthetic track, the latest technology in lights for night racing, and an in-field tunnel to provide increased equine welfare and health and safety benefits, along with increased commercial opportunity.
Sunshine Coast Turf Club - 2019	The Sunshine Coast Turf Club received $2.5 million for a synthetic track. $2.5 million (of $7 million total project value). The project includes replacement of the club's current all-weather training/racing cushion track surface with a modern synthetic track for thoroughbred training and future TAB racing.
Ipswich Turf Club	2017 – Ipswich Turf Club received $24.8m in funding from the Racing Infrastructure Fund to undertake a redevelopment of the club including widening works to T.L. Cooney Avenue, replacement of irrigation infrastructure and drainage, new tie-up stalls, a carpark, purpose built function centre, dedicated media centre, jockeys and stewards building, Track Remediation, and Grandstand and Viewing Terrace Roof. 2015 - The redevelopment of the Eagle Farm racecourse was funded by a loan from the Racing Infrastructure Fund. The loan commenced 1 July 2015 with a repayment term of 11 years and an interest rate of 3.603%. There are two separate funding deeds for the redevelopment, being a loan receivable from BRC to RQ and a loan payable from RQ to Queensland Treasury (via DLGRMA). Annually through to 2023 - Country Racing Program - The country racing program enables Racing Queensland to sustain country thoroughbred racing in Queensland with support of $17.6 million per year to 2023. The funding comprises: $15 million per year to support prize money (including the Queensland thoroughbred incentive scheme), clubs, jockey riding fees, superannuation and WorkCover expenses and club meeting payments to support country racing meets; and $2.6 million per year for non-TAB racing club infrastructure repairs and maintenance and asset replenishment/replacement as assessed on an as needs basis by Racing Queensland.

SECTION 11

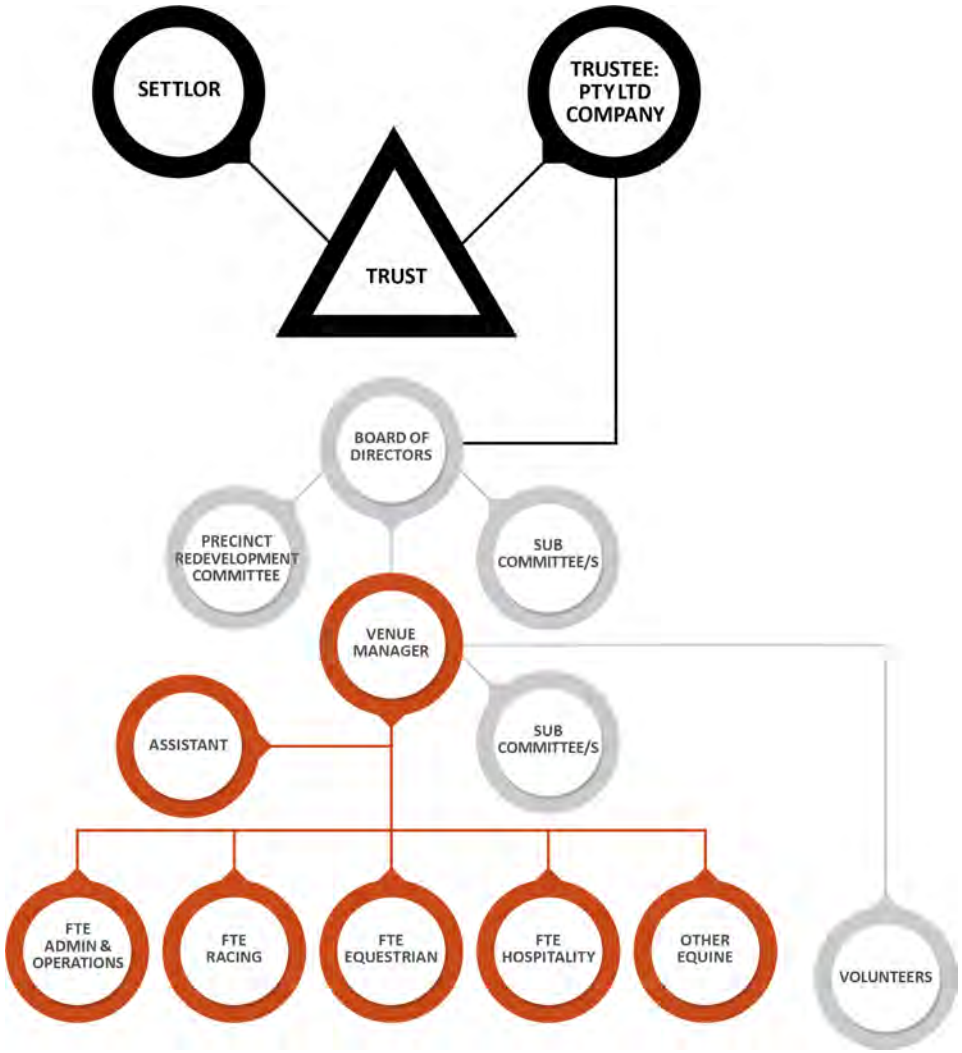
11.0 GOVERNANCE STRUCTURE AND BUSINESS MODELS

11.1 BACKGROUND AND OBJECTIVES

The LVEP redevelopment is a large-scale project that will require government funding to realise the full scope of the concept master plan. It is therefore important that an appropriate governance framework is created to guide, control and delegate the development of the LVEP. In addition, during the stakeholder engagement process, several comments were made in relation to governance, business models and management, which further highlights the importance of ensuring strong governance and oversight is established for the LVEP.

The Collaborative's objective is to ensure strong governance and financial stewardship throughout the development phase and into operations.

11.2 PROPOSED GOVERNANCE AND ORGANISATIONAL STRUCTURE



Based on initial discussions held with members of the Collaborative, a potential governance model is presented.

The creation of a Precinct Redevelopment Committee (unless the collaborative wish to be this committee) is considered appropriate. It is proposed that this committee be given the delegated authority (to an agreed level) to undertake the redevelopment in line with the ratified final Business Case.

This committee would be responsible for all precinct development matters.

This group would report to the Board and would have a mandate to undertake the Predevelopment Phase to reach financial close on each stage and manage the implementation of any works to completion, commissioning and tenanting.

Human Resource Transition - A skeleton staff may be appointed initially (i.e. lighter than the model presented above) with staff added as construction of various stages is completed thus creating need.

11.3 GOVERNANCE CONSIDERATIONS

Other governance elements to be considered as part of developing a governance structure include:

- Currently three parties' own portions of the site (LVRC, LVTC, Private Owner)
- Discussions are recommended to be initiated with the private owner re a potential land purchase
- Mechanism to be defined and established to hold assets (i.e unit trust or other)
- Pty Ltd company to be established to function as the administrator of the trust
- Determine the appropriate board composition, no. of board members (preference for odd number)
- Staffing – development of position descriptions and undertaking recruitment process
- Determine number and composition of Sub-committees
- Develop Terms of Reference for the Sub-committees
- One Sub-committee is likely to be comprised of venue user groups operating under formal agreements (i.e. lease, sub-lease, MOU or service level agreement)
- Agreements as referenced above to be drafted
- Development of Board Charter and Skills / Diversity Matrix
- Robust Trust Deed
- Development of Risk Management Policy and Establishment of Risk Registers
- Development of Stakeholder Communication Plan
- Development of Delegations of Authority
- Development of Conflict of Interest Policy
- Development of Compliance Management Policy.

11.4 BUSINESS MODELS

The business model implemented at the precinct is important as it will determine the operational roles and responsibilities, and ultimately the flow of revenues and expenses. Various business models are available in the management and operation of the precinct (including its individual components). It is important for the collaborative to understand the various models as each has implications regarding the day-to-day control, the revenue generating potential, and the financial and demand side risk.

Business models that could be implemented to operate the precinct include:

Hybrid Model* – The precinct, and some of its components are operated by LVREC or the entity that will replace the current arrangement (through Board and Venue Manager), with some components outsourced to external operators – or user groups (collaborative members) with requisite skills and experience.

LVREC Operated Model – The precinct, with its various components, is operated by LVREC or the entity that will replace the current arrangement (through Board and Venue Manager).

Outsourced Model – LVREC or the entity that will replace the current arrangement contracts the management and operation of the precinct, and its various components, to external operators.

*In the case of a Hybrid model a Precinct Committee is recommended that would include LVREC and component operators for the purposes of governance and consultation.

11.4.1 CASE STUDY: SUNSHINE COAST COMMUNITY AND SPORTING CLUB

PROJECT - CONSTRUCT THE SUNSHINE COAST COMMUNITY SPORTING CLUB INCORPORATING 3 STAGES THOSE BEING:

- - High Performance Centre including shop/reception area, practitioner's spaces, gymnasium, studios, offices for sporting clubs and professional areas.
- Accommodation facilities.
- Licensed Club.

Cost - Circa $28M.

Govt Funding - $5M (Federal).

KEY LEARNINGS AND RELEVANCE

- **Facility management / maintenance**
  - **The Sunshine Coast Community and Sporting Club** ('SCCSC') operates the facility under a hybrid model. That is, the Hub and some of its components are operated by SCCSC, with some components outsourced to external operators (i.e. High Performance Sports and Medical Centre).
  - A lease detailing the rights and responsibilities of SCCSC (lessor) and the operator (lessee) is in place.
  - Under the terms of this arrangement - the lessee will pay SCCSC an agreed fee and / or a percentage of revenue for the rights to a specific component of the Hub. The lessee will be responsible for financial performance, maintenance (furniture, fittings and equipment) and operational policies of that specific component.
  - A Hub Facility Committee was established to assist with respect to governance and consultation.
  - SCCSC as asset owner is responsible for asset management including reactive and preventative maintenance and building lifecycle costs.

- **Leasing arrangements (as flagged in funding documentation):**
  - Put and Call Deeds (for the respective lots) were prepared to support the funding bid.
  - A lease between parties was referenced as an item to be developed in the future.
  - A draft Heads of Agreement (Sub-Lease) was prepared, and an Expression of Interest ("EOI") process undertaken to identify prospective tenants. Several EOI's were received and were submitted as part of the funding application.

12.0 SOCIAL, LEGAL AND SUSTAINABILITY RESPONSIBILITY

SUSTAINABILITY

- Minimising impact on environment and carbon footprint through lean business processes
- Conservation of natural resources including water harvesting
- Using suppliers with environmental and sustainable focus
- Minimising energy consumption
- Recycling and waste reduction including e-waste

LEGAL

- Compliance with all government (Commonwealth, State, Local) laws
- Only deal with legitimate and authentic businesses
- Open and transparent partnerships
- Correct labor practices
- Fair dealings with all suppliers

SOCIAL and EMPLOYEES

- Operating with high moral principles and conduct
- Respect people of all backgrounds and treat all people fairly
- Creating a safe, supportive and healthy work environment for staff
- Training staff to operate with a corporate social responsibility focus
- Positive diversity and inclusion practices
- Responsible gambling and service of alcohol
- Compliance with Workplace Health and Safety regulations

13.0 DEVELOPMENT STRATEGY

13.1 DEVELOPMENT STRATEGY APPROACH

Based on the significant funding requirement of the redevelopment, it is recommended that the focus be on securing funding to enable Stage 1 to be developed with the timeframe for the development of future stages being flexible. It is important that the operation of Stage 1 be sustainable and operating profitably prior to Stage 2 of the development progressing. The redevelopment has a significant infrastructure investment which is essentially a "sunk cost" as it will not generate a direct financial return.

13.2 STAGING

Stage 1A and 1B incorporates the elements outlined in Section 3.1 and will attract increased spectator attendances and events, and deliver significant social, community, and economic benefits to the region. In addition, the enhanced facilities will enable the race club to increase the number of race day events, and for Equestrian Queensland to tender for national and international events with a higher probability of success. The performance of the facility in Stage 1 and the ability to secure funding will inform the development of future stages and potentially attract an investor to partly fund future stages through a Public Private Partnership, specifically for the accommodation component of the redevelopment.

13.3 DETAILED DEVELOPMENT STRATEGY

Based on the proposed staged development of the LVEP as outlined in Section 3.11, a development strategy is presented below that includes:

- Development timeframe
- Development triggers
- Funding Source

STAGE	USE	INDICATIVE TIMEFRAME	DEVELOPMENT TRIGGER	POTENTIAL FUNDING SOURCE
1A and 1B	• Thoroughbred Racing Track • Core Equine Facility • Track Centre Area and Groundworks • Community Parklands • Core Inner Area • Maintenance Storage Shed • Entry Piazza / Viewing Galleries / Amenities • All enabling earthworks • Roof and Basket Structure	Start Date: December 2022 Finish Date: TBC	• Securing government grant(s) and funding • Brisbane is awarded the 2032 Olympic and Paralympics Games and funding opportunities are created	• Government • Financial Institutions • Partnerships • Racing Queensland • Council • Lockyer Valley Turf Club • Equestrian Queensland

STAGE	USE	INDICATIVE TIMEFRAME	DEVELOPMENT TRIGGER	POTENTIAL FUNDING SOURCE
Future	• Track Centre Area Precinct Completion • Equine Facility – Precinct Extension • Community Parklands • Precinct - Completion • Entry Piazza / Viewing Galleries / Amenities - Completion • Entry Piazza / Viewing Galleries / Amenities – South East portion • Multi-Purpose Hospitality • Serviced Apartments • Public Accommodation Facility	Start Date: Flexible Finish Date: Dependent on the start date	• Securing government grant(s) and funding • Securing industry funding • As demand and increased spectator attendances are established • Securing increased number of racing and equestrian events • Community use is established	• Government Funding • Public Private Partnership – Accommodation component

SECTION 14

14.0 IMPLEMENTATION STRATEGY AND APPROACH

It is proposed the final business case be presented to the Lockyer Valley Regional Council in August 2021. Prior to this presentation, a workshop will be held with the Collaborative in late July 2021 to present the draft business case and engagement outcomes. The Collaborative will review and recommend the business case for approval to present to LVRC prior to this workshop.

Stage 1A of the development is projected to cost $29.5m, with the most likely source of funding to be through government grants and contributions. Given the successful bid by the Queensland Government for the 2032 Olympic and Paralympic Games, there is potential for the facility to host Olympic and Paralympic events as well as pre and post events for training and a legacy for the sport to continue to grow. Potential funding through the Brisbane Olympic Games body might be available. The Business Case demonstrates a wide range of economic, social, community and environmental benefits and is therefore well positioned to access government funding.

At this stage, there are no commitments to funding. This section outlines the strategy and approach to achieve the development strategy set out in Section 13.

14.1 STAKEHOLDER ENGAGEMENT – FOLLOW UP STAGE

Once the final master plan and Business Case is approved, a Community Consultation Strategy will be considered to further inform and keep the community updated as to the progress of the development. This will also be an opportunity to highlight the social, community, economic and environmental benefits that will emerge from the development. The website and social media posts by the collaborative would form part of this strategy.

14.2 PREDEVELOPMENT AND CONSTRUCTION PHASE

The project programme (presented below) outlines the recommended predevelopment and construction approach. The programme timelines are indicative only are subject to the timing of receiving funding and will be refined as the project progresses. The timing will also depend on the procurement methodology selected. The below timeline assumes an Early Contractor Involvement Procurement model for the purposes of this high-level programme. The indicative Stage 1 project timeline is approximately three years and nine months.

Phase	Timing
Collaborative / COHA	
Workshop with LVRC to present Business Case	
Finalisation and approval of business case	2 weeks
Establishment of Governance Structure including legal documentation	3 months
Development of project management plan	2 weeks
Stakeholder / Partner Engagement	
Presentation of Business Case at Lockyer Valley Regional Council meeting	
Additional stakeholder consultation process as required – 3 months	3 months
Securing funding	
Update of financial model to incorporate detailed project cost estimate	1 week
Identify and meet with potential investors, lenders and funding program representatives	1 month
Identify and target the relevant funding programs through Federal and State government	1 month
Collate/ prepare appropriate documentation to support grant programs	1 month
Prepare and lodge submission/s	1 month
Pre Construction	
Masterplan Schematic Phase (complete)	
Issue Request for Proposals (RFP) for appointment of Independent Project Manager (Week 1 – Week 3)	3 weeks
Engage Project Manager (Week 4)	1 week
Project Manager to procure Concept Design / DA Consultant Team > make recommendations to Collaborative. (Week 4 – Week 6)	3 weeks
Undertake Stakeholder (User Group) interviews to establish detailed design brief (Week 6 – Week 14)	9 weeks
Prepare Final Functional Design Brief and Accommodation Schedule (Week 10 – Week 16)	7 weeks

Phase	Timing
HOLD POINT: Collaborative Sign Off - Functional Design Brief and Accommodation Schedule (Week 16 – Week 17)	2 weeks
Stage One Concept Design (including Staging plan for remaining masterplan stages) (Week 17 – Week 29)	13 weeks
Quantity Surveyor to provide an updated Indicative Budget Estimate (Week 29 – Week 31)	3 weeks
HOLD POINT: Collaborative Sign Off - Stage One Concept Design and Budgets (Week 31 – Week 32)	2 weeks
Development Approval (DA) Documentation Phase (Week 32 – Week 36)	5 weeks
Quantity Surveyor to provide an updated Indicative Budget Estimate (Week 34 – Week 36)	3 weeks
HOLD POINT: Collaborative Sign Off – DA Documentation and Budgets prior to lodgement (Week 36 – Week 37)	2 weeks
DA Lodgement Phase including Approval (Week 37 – Week 63)	27 weeks
Design Development Phase (50-70% completion) ** (Week 56 – Week 70)	15 weeks
Prepare PPR Document (Week 58 – Week 65)	8 weeks
HOLD POINT: Collaborative Sign Off – PPR Document (Week 65 – Week 66)	2 weeks
Quantity Surveyor to provide pre-Tender Estimate (Week 68 – Week 70)	3 weeks
Seek EOIs for Contractors (Week 62 – Week 66)	5 weeks
Shortlist 5 (max) Contractors for ECI tender (Week 66 – Week 68)	3 weeks
ECI Tender Procurement Phase (including PM tender Assessment and Evaluation) (Week 68 – Week 72)	5 weeks
HOLD POINT: Collaborative Sign Off – Contractor Selection (Week 72 – Week 75)	4 weeks
ECI Contractor nominally selected. (Week 75)	1 week
Value Management Phase (Contractor and Consultant Team) (Week 75 – Week 81)	7 weeks
Design Development Phase (100% completion) ** (Week 73 – Week 83)	11 weeks
Quantity Surveyor to review Contractor’s Cost Plan (Week 83 – Week 84)	12 weeks

Phase	Timing
HOLD POINT: Collaborative Sign Off – Sign off on Contract prior to execution (Week 84 – Week 86)	3 weeks
Execute Contract with Contractor (once Scope and Budget targets are met) (Week 87)	1 week
Novation of Consultants to Contractor (Week 87)	1 week
Tender / Construction Documentation Phase (Week 88 – Week 114)	27 weeks
Construction Phase	
Construction Phase (Week 92 – Week 142)	51 weeks
Defects Liability Period (DLP) (Week 142 – Week 194)	53 weeks

DISCLAIMER

The information and data contained in this document was obtained through several sources including desktop research, meetings held with members of the Collaborative, publicly available industry reports and statistics and from feedback through the engagement process.

COHA Group and Momentum has not verified the accuracy of this information obtained.

Revenue and Cost projections included within the Business Case have been based on a combination of industry benchmarks, industry statistics, discussions with the Collaborative and comparison to similar operations.

The financial projections have been prepared for the purpose of this Business Case and are not to be relied on for other purposes.

The economic and social benefits outlined in this document have been quantified where possible using publicly available multipliers from the Australian Bureau of Statistics.

Due to the early stage of the development, COHA Group and Momentum made several assumptions and estimates in relation to the financial projections.

Although such projections are believed to be realistic, no representations can be made as to their attainability. Important factors that may cause the actual results to differ from the financial projections may include, but are not limited to:

- The success or failure of LVEP's efforts to market its products and services as scheduled;
- LVEP's ability to attract and retain quality employees;
- The effect of changing economic conditions; and·
- The ability of LVEP to obtain adequate funding.

This Business Case has been prepared at a specific point in time, and circumstances may change in the future which result in the recommendations made in the Business Case no longer being relevant.

While the information contained within this Business Case is deemed by COHA Group and Momentum to be accurate, COHA Group and Momentum shall not be held liable for the accuracy of, or omissions from this Business Case.

APPENDICES

GEOTECHNICAL REPORT

STAKEHOLDER ENGAGEMENT REPORT

QUANTITY SURVEYOR REPORT

ECONOMIC IMPACT REPORTS

EAST COAST GEOTECHNICAL PTY LTD

CONSULTING ENGINEERS

ABN 66-382-660-160

REPORT ON GEOTECHNICAL INVESTIGATION

1 Spencer Street
Gatton

Coha Group
PO Box 1393
Milton QLD 4064

Ref No G21/010
Issue 1
22nd February 2021

EAST COAST GEOTECHNICAL PTY LTD

CONSULTING ENGINEERS

ABN 66-382-660-160

18A Iris Place Acacia Ridge QLD 4110
PO Box 31 Acacia Ridge DC QLD 4110
Phone: (07) 3713 4900
Fax: (07) 3713 4950
E-MAIL: manager@eastcoast-geotech.com.au
WEB SITE: www.eastcoast-geotech.com.au

Document Details

Project No	G21/010	Document No: 1
Project Details	Feasibility study for Proposed redevelopment of Lockyer Valley Equine Precinct	
Site Address	1 Spencer Street Gatton	
Report prepared for	Coha Group	

Document Review

Issue	Prepared By	Reviewed By	Date Issued
1	DP	Johan Brink	22nd February 2021

Distribution of Copies

Issue	Electronic	Paper	Issued to
1	x		Coha Group

Table of Contents

EAST COAST GEOTECHNICAL PTY LTD
ABN 66-382-660-160
CONSULTING ENGINEERS

1.0 INTRODUCTION

The following geotechnical investigation was prepared by East Coast Geotechnical Pty Ltd for the proposed re-development of Lockyer Valley Equine Precinct.

This report was undertaken at the request of Coha Group.

The scope of our services was outlined in our Quotation JB1236-R1 dated 22nd January 2021 of which would address the following in a geotechnical report.

- Safe bearing pressure and skin friction of strata encountered in accordance with AS2870 and AS1726.
- Classification of soils according to AS2870.
- Safe batter angles (long & short term).
- Batter Slope angles (short & long term)
- Any points noted onsite, which may adversely affect construction and where possible, solutions to these problems will be suggested.

2.0 COMMISSION

Conduct geotechnical testing aimed at providing parameters for a business case/feasibility study for the proposed re-development of the Lockyer Valley Equine Precinct.

3.0 SITE CLASSIFICATION

After considering the results of our limited site investigation (recorded elsewhere in the report) at the time of our testing we have classified this site as:

Class "E"

In accordance with Section 2 of AS 2870.

The design engineer must consider the effects of any proposed earthworks, tree growth or removal on the site classification.

4.0 SITE DESCRIPTION

The construction area is on the north side of the street.
The construction area is virtually flat.
Vegetation on the construction area (and nearby surrounds) is mainly grasses.
Site drainage is poor to fair.

5.0 SITE PHOTOGRAPHS


Job #39560
5847 Spencer Street Gatton QLD 4343
4th February 2021
The Soiltesters
East Coast Geotechnical Pty Ltd


Job #39560
5847 Spencer Street Gatton QLD 4343
4th February 2021
The Soiltesters
East Coast Geotechnical Pty Ltd


Job #39560
5847 Spencer Street Gatton QLD 4343
3rd February 2021
The Soiltesters
East Coast Geotechnical Pty Ltd


Job #39560
5847 Spencer Street Gatton QLD 4343
3rd February 2021
The Soiltesters
East Coast Geotechnical Pty Ltd

6.0 UNDERGROUND SERVICES

At the time of writing this report we had not been informed of any underground services on or adjacent to this allotment which may affect the proposed structure.

7.0 TESTING PROGRAM

11 test sites were established with a nominal 100 mm diameter power auger. The locations are shown on accompanying sketch and excavated to the depths indicated on the log section. Numerous samples were collected and hand classified.

8.0 FIELD & LABORATORY TESTING

The following testing was conducted in the geotechnical investigation:

- Pocket penetrometer tests in accordance with AS1289
- Dynamic Cone penetrometer tests in accordance with AS1289
- Shrink—swell index testing of soil to determine predicted surface movements ($Y_s + Y_{t\,max}$ value) in accordance with AS1289

From the sample(s) collected the following laboratory testing was carried out:

Test Site	Depth (mm)	LS (%)	I_{ss} %/pF	Moisture Content %	Liquid Limit (%)	Plastic Limit (%)	Plasticity Index (%)
1	400-600	18.5	6.1	17.6	59.6	29.6	30.0
5	900	20.7	-	22.7	73.1	40.0	33.1
8	300-500	22.5	7.4	19.1	69.8	34.6	35.2
9	800	20.5	-	23.5	66.8	34.6	32.2
11	500	20.7	-	19.0	68.6	34.6	34.0

LS – Linear Shrinkage
I_{ss} – Shrink Swell Index

The resistance of the soils encountered was tested with an approved 9 kg penetrometer (DCP) and the results recorded at the appropriate levels on the attached log section.

The resistance of the soils encountered was tested with an approved pocket penetrometer (PP) and the results recorded at the appropriate levels on the attached log section.

9.0 FINDINGS

9.01 GROUND WATER

The soil profiles encountered are shown on the attached log section. The water table was not encountered during our testing program.

We anticipate water seepage where the more permeable strata overlies the less permeable strata, which may cause some problems in excavating down to this level or deeper. This seepage may also

cause collapse of excavations which will increase concrete volumes significantly above those normally anticipated. Furthermore, if a delay occurs between the time the footing is excavated and when the concrete is placed, the recommended foundation soil may soften, loosen or collapse, which will require further excavations and further increase in concrete volumes.

9.02 SOIL REACTIVITY

The samples were assessed as having extreme plasticity.

Using the method outlined in AS2870, we have calculated the characteristic surface movement (Y_s) and the maximum potential surface moment due to the tree induced suction change in addition to the normal design suction change ($Y_{t\,max}$) for the appropriate soil profiles.

Test Site No	Predicted Surface Movement – $Y_s + Y_{t\,max}$ (mm)	
1	Y_s	120-130 mm
	$Y_{t\,max}$	40-50 mm
8	Y_s	150-160 mm
	$Y_{t\,max}$	60-70 mm

The predicted surface movement ($Y_s + Y_{t\,max}$) value has been calculated on the site as tested. The influence of any proposed earthworks has not been considered when calculating this $Y_s + Y_{t\,max}$, therefore the site classification and predicted surface movement may vary when proposed earthworks (if any) are considered.

Note: We are aware that this structure does not fall under the scope of AS2870, but we have referred to AS2870 as a means of relating site conditions back to a common standard.

9.06 ALLOWABLE DESIGN PARAMETERS

Soil Type	Allowable Bearing Capacity (kPa)			Allowable Skin Friction (kPa)	Typical Effective Internal Friction Angle, Ø'
	Square or Circular Footings		Strip Footings		
	d/b < 4	d/b > 4			
1) Natural Silty-/Sandy Clay – Stiff to Very Stiff	200	300	100	20	20
2) Natural Silty-/Sandy Clay – Very Stiff to Hard	400	600	300	30	25
3) Natural Sand – Medium Dense to Dense (min 2000mm below E.G.L.)	300	500	N/A	30	30

Notes:

Where weaker strata is within 1 metre beneath the proposed founding depth, the design parameters for the weaker strata must be adopted.

- Ignore top 1.5 metres of soil profile for skin friction calculations
- Values are unsaturated conditions
- d = Depth of footing
- b = Breadth of footing
- Factor of safety for Skin Friction = 2 has been applied
- Factor of safety for Bearing Capacity = 3 has been applied
- E.G.L. = Existing Ground Level
- NA – Not Applicable
- NR – Not Recommended
- Typical parameters are based on values given in AS4678-2002: Appendix D – Soil and Material Properties. No testing has been carried out to determine these parameters. Additional triaxial testing will need to be completed to confirm these values.

9.07 SAFE BATTER ANGLES FOR EMBANKMENTS UP TO 2 METRES HIGH

Soil Type	Angle to Horizontal °	
	Short Term	Long Term
1) Natural Silty-/Sandy Clay – Stiff to Very Stiff	35	25
2) Natural Silty-/Sandy Clay – Very Stiff to Hard	40	30
3) Natural Sand – Medium Dense to Dense (min 2000mm below E.G.L.)	30	25

Note:

- Short term denote less than one month.
- These values assume no seepage. If seepage is present the recommended safe batter angles would need to be reduced or the use of dewatering considered.
- Subject to inspection by an experienced geotechnical engineer/engineering geologist

Where surcharges (e.g. footings, live loads etc.) are located within H (height of batter) of the top of the batter, a reduction in batter angles will be necessary.

Steeper batter angles are possible through the use of surface protection such as stone pitching or the use of retaining structures. In the case of weathered rock, steeper angles may be possible subject to engineering assessment during construction.

No trench or other excavation is permitted at the base of the embankment.

Slopes higher than 2.0m must be evaluated using accepted slope stability analysis techniques and carried out by a suitably qualified engineer. Furthermore, it is important that all slopes be inspected (progressively as construction proceeds) by an experienced geotechnical engineer/engineering geologist.

All battered banks require regular maintenance. Soil embankments should be vegetated as soon as possible as root growth binds the soil. All exposed rock faces will weather and occasionally rock pieces will fall and accumulate at the base. The steeper the embankment is, the more maintenance must be expected. If large cracks are noted in the ground above the embankment, we must be notified so further investigation can be undertaken. No surcharge load is permitted within a distance of the embankment height from the top of the embankment. No trench or other excavation is permitted at the base of the embankment.

9.08 EXCAVATABLILTY

In reference to the Geological Survey of Queensland Map Helidon 1:100 000 Series, materials in the area consist of Gatton Sandstone (at depth).

Excavatability of these materials may depend on layer orientation and medium to large excavators with rock breaking equipment may be required.

9.09 SUITABILITY OF MATERIAL FOR FILL AND COMPACTION CRITERIA

The soil material encountered during our testing may be used as structural fill provided that it is free of organic material and silt, and approximates the optimum moisture content for compaction as per AS 3798 (-1% to +2% of Optimum Moisture Content – OMC). All earthworks to be undertaken in accordance with Level 1 Inspection and Testing as defined in AS3798.

Special compaction consideration must be given to the rock encountered on site as it may not break down upon compaction which may leave voids.

Table 16. Minimum relative compaction values as per AS 3798

Location	Minimum Dry Density Ratio (%)
Building area	98

Note:

- The minimum relative compaction may need to be increased to limit deformations associated with the proposed filling (subject to a detailed analysis by an experienced engineer)

Further details on earthworks including suitability of material for fill and compaction requirements are highlighted in AS 3798.

9.10 TRAFFICABILITY

To ensure suitable site trafficability adequate drainage must be maintained to reduce any ponding of water on site which may soften underlying soils. Repetitive vehicle loading may also reduce the strength of founding material and such may promote the formation of depressions which can hinder adequate site drainage. Furthermore, proof rolling the site after clearing and grubbing can support positive conditions for suitable trafficability.

9.11 SITE FACTOR FOR SEISMIC DESIGN

In reference to AS1170.4-2007 Section 4 the Sub-Soil Class is:

- Class Ce – Shallow soil site

EAST COAST GEOTECHNICAL PTY LTD

Lindsay Baguley
Manager
BE, MIE Aust., NPER No. 70130
RPEQ No. 4566
QBCC Nominee Licence 31545
NSW Contractor Licence 75467C
SA Contractor Licence BLD287969

EAST COAST GEOTECHNICAL PTY LTD
CONSULTING ENGINEERS
ABN 66-382-660-160

APPENDIX

APPENDIX A - SITE SKETCH & BORE LOGS

EAST COAST GEOTECHNICAL PTY LTD

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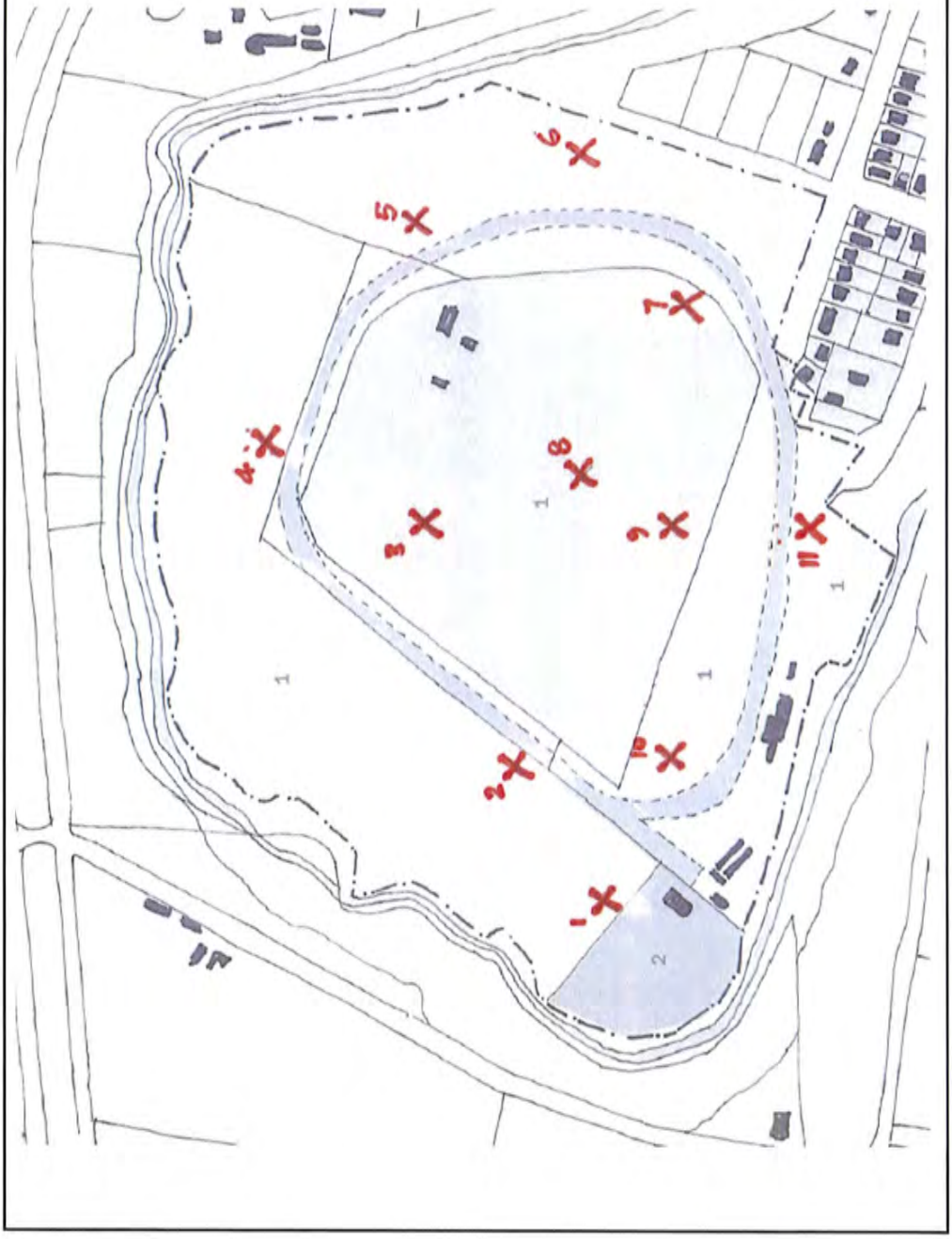
CONSULTING ENGINEERS

SITE PLAN



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CONSULTING ENGINEERS

LOG SECTION

TEST SITE NO. 1 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Silty CLAY (dark bk. br.)		2	
200	Stiff to Very Stiff and Slightly Moist		3	
300	High Plasticity		6	
400			6	450
500			8	
600			12	
700	Silty CLAY (pale br.)		R	
800	Hard and Dry, Friable			
900	High Plasticity			
1000				
1100				
1200				
1300				
1400				
1500				
1600				
1700				
1800				
1900	Sandy CLAY (pale br.)			
2000	Hard and Dry, Friable			
2100	Low Plasticity			
2200				
2300				
2400				
2500				
2600				
2700				
2800				
2900				
3000				
3100	SAND (pale br.)			
3200	Medium Dense to Dense and Dry			
3300				
3400				
3500				
3600				
3700				
3800				
3900				
4000				
4100				
4200				
4300				
4400				
4500				
4600				
4700				
4800				
4900				

TEST SITE NO. 1 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
5100				
5200				
5300				
5400				
5500				
5600				
5700				
5800				
5900				
6000				
	END OF BOREHOLE AT 6.0m			

LEGEND
R=Refusal PP= pocket penetrometer
DCP= dynamic cone penetrometer UTP= unable to penetrate
bk=black gy=grey or=orange bl=blue br=brown yllw=yellow
wh=white rd=red

Some alluvial topsoil's are indistinguishable from fill in boreholes.
When these have similar bearing capacities as fill, they may be logged as fill.
Similarly some fill could be logged as natural soil.

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CONSULTING ENGINEERS

LOG SECTION

TEST SITE NO. 2 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Silty CLAY (br.)		3	
200	Stiff to Very Stiff and Slightly Moist		5	
300	High Plasticity		3	
400			3	450
500			7	
600			10	500
700			10	
800			12	
900	Silty Sandy CLAY (br.)			
1000	Hard and Slightly Moist			
1100	Medium Plasticity			
1200				
1300				
1400				
1500				
1600				
1700				
1800				
1900				
2000				
2100				
2200				
2300				
2400				
2500				
2600	SAND (pale br.)			
2700	Medium Dense to Dense and Dry			
2800				
2900				
3000				
3100				
3200				
3300				
3400				
3500				
3600				
3700				
3800	Sandy CLAY (pale br.)			
3900	Hard and Dry, Friable			
4000	Low Plasticity			
4100				
4200				
4300				
4400				
4500				
4600				
4700				
4800				
4900				

TEST SITE NO. 2 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
5100				
5200				
5300				
5400				
5500				
5600				
5700				
5800				
5900				
6000				
	END OF BOREHOLE AT 6.0m			

LEGEND
R=Refusal PP= pocket penetrometer
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bk=black gy=grey or=orange bl=blue br=brown yllw=yellow
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Some alluvial topsoil's are indistinguishable from fill in boreholes.
When these have similar bearing capacities as fill, they may be logged as fill.
Similarly some fill could be logged as natural soil.

EAST COAST GEOTECHNICAL PTY LTD

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LOG SECTION

TEST SITE NO. 3 LOCATION: refer to sketch					TEST SITE NO. 3 LOCATION: refer to sketch				
DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP	DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Silty CLAY (br.)		2			END OF BOREHOLE AT 5.0m			
200	Stiff to Very Stiff and Slightly Moist		5						
300	High Plasticity		6						
400			8	450					
500			8						
600			12						
700			12	500					
800									
900	Silty CLAY (br.)								
1000	Hard and Slightly Moist			500					
1100	High Plasticity								
1200									
1300									
1400				500					
1500									
1600	Silty Sandy CLAY (pale br.)								
1700	Hard and Slightly Moist, Friable								
1800	Medium Plasticity								
1900									
2000									
2100									
2200									
2300									
2400									
2500									
2600	SAND (pale br.)								
2700	Medium Dense to Dense and Dry								
2800									
2900									
3000									
3100									
3200									
3300									
3400									
3500									
3600									
3700									
3800									
3900									
4000									
4100									
4200									
4300									
4400									
4500									
4600									
4700									
4800									
4900									

LEGEND
R=Refusal PP= pocket penetrometer
DCP= dynamic cone penetrometer UTP= unable to penetrate
bk=black gy=grey or=orange bl=blue br=brown yllw=yellow
wh=white rd=red

Some alluvial topsoil's are indistinguishable from fill in boreholes.
When these have similar bearing capacities as fill, they may be logged as fill.
Similarly some fill could be logged as natural soil.

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LOG SECTION

TEST SITE NO. 4 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Silty CLAY (br.)		1	
200	Stiff to Very Stiff and Slightly Moist		3	
300	High Plasticity		5	
400			6	
500			6	
600			8	
700			10	
800			10	
900			10	500
1000				
1100				
1200				
1300				500
1400				
1500	Silty Sandy CLAY (pale br.)			
1600	Hard and Slightly Moist			
1700	High Plasticity			
1800				
1900				
2000				
2100				
2200				
2300				
2400				
2500				
2600				
2700				
2800				
2900				
3000				
3100				
3200				
3300				
3400				
3500				
3600				
3700				
3800				
3900				
4000				
4100				
4200	SAND (pale br.)			
4300	Medium Dense to Dense and Dry			
4400				
4500				
4600				
4700				
4800				
4900				

TEST SITE NO. 4 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
5100				
5200				
5300				
5400				
5500				
	END OF BOREHOLE AT 5.5m			

LEGEND
R=Refusal PP= pocket penetrometer
DCP= dynamic cone penetrometer UTP= unable to penetrate
bk=black gy=grey or=orange bl=blue br=brown yllw=yellow
wh=white rd=red

Some alluvial topsoil's are indistinguishable from fill in boreholes.
When these have similar bearing capacities as fill, they may be logged as fill.
Similarly some fill could be logged as natural soil.

EAST COAST GEOTECHNICAL PTY LTD

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CONSULTING ENGINEERS

LOG SECTION

TEST SITE NO. 5 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Silty CLAY (br.)		2	
200	Stiff to Very Stiff and Slightly Moist		2	
300	High Plasticity		5	
400			6	
500			6	450
600			7	
700			8	
800			8	
900			10	500
1000			10	
1100				
1200				
1300	Silty CLAY (pale br.)			500
1400	Hard and Slightly Moist, Friable			
1500	High Plasticity			
1600				
1700				
1800				
1900				
2000				
2100				
2200				
2300				
2400				
2500				
2600				
2700				
2800				
2900				
3000				
3100	SAND (pale br.)			
3200	Medium Dense to Dense and Dry			
3300				
3400				
3500				
3600				
3700				
3800				
3900				
4000				
4100				
4200				
4300				
	END OF BOREHOLE AT 4.3m			

TEST SITE NO. 5 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP

LEGEND
R=Refusal PP= pocket penetrometer
DCP= dynamic cone penetrometer UTP= unable to penetrate
bk=black gy=grey or=orange bl=blue br=brown yllw=yellow
wh=white rd=red

Some alluvial topsoil's are indistinguishable from fill in boreholes.
When these have similar bearing capacities as fill, they may be logged as fill.
Similarly some fill could be logged as natural soil.

EAST COAST GEOTECHNICAL PTY LTD

ABN 66-382-660-160

CONSULTING ENGINEERS

LOG SECTION

TEST SITE NO. 6 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Clayey SAND (br.)		1	
200	Medium Dense and Dry		2	
300			2	
400			3	
500			3	
600			4	
700	Silty Sandy CLAY (br.)		3	
800	Hard and Dry		4	
900	High Plasticity		5	
1000			4	
1100			6	
1200			6	450
1300			8	
1400			8	
1500			10	
1600				
1700				
1800				450
1900				
2000				
2100				
2200				
2300				
2400				
2500				450
2600				
2700				
2800				
2900				
3000				
3100	SAND (pale br.)			
3200	Medium Dense to Dense and Dry			
3300				
3400				
3500				
3600				
3700				
3800				
3900				
4000				
4100	Sandy CLAY (pale br.)			
4200	Hard and Dry			
4300	Medium Plasticity			
4400				
4500				
4600				
4700				
4800				
4900				

TEST SITE NO. 6 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
5100	SAND (pale br.)			
5200	Medium Dense to Dense and Dry			
5300				
5400				
5500				
5600				
5700				
5800				
5900				
6000				
	END OF BOREHOLE AT 6.0m			

LEGEND
R=Refusal PP= pocket penetrometer
DCP= dynamic cone penetrometer UTP= unable to penetrate
bk=black gy=grey or=orange bl=blue br=brown yllw=yellow
wh=white rd=red

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CONSULTING ENGINEERS

LOG SECTION

TEST SITE NO. 7 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Silty CLAY (br.)			
200	Very Stiff to Hard and Slightly Moist			
300	High Plasticity			
400				
500				
600				500
700				
800				
900				
1000				500
1100				
1200				
1300				
1400				
1500				500
1600	Sandy CLAY (pale br.)			
1700	Hard and Slightly Moist			
1800	Medium Plasticity			
1900				
2000				500
2100				
2200				
2300				
2400				
2500				500
2600				
2700				
2800				
2900				
3000				
3100				
3200				
3300				
3400				
3500				
3600				
3700				
3800				
3900				
4000				
4100	SAND (pale br.)			
4200	Medium Dense to Dense and Dry			
4300				
4400				
4500				
4600				
4700				
4800				
4900				

TEST SITE NO. 7 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
5100				
5200				
5300				
5400				
5500				
5600				
5700				
5800				
5900				
6000				
	END OF BOREHOLE AT 6.0m			

LEGEND
R=Refusal PP= pocket penetrometer
DCP= dynamic cone penetrometer UTP= unable to penetrate
bk=black gy=grey or=orange bl=blue br=brown yllw=yellow wh=white rd=red

Some alluvial topsoil's are indistinguishable from fill in boreholes.
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EAST COAST GEOTECHNICAL PTY LTD

ABN 66-382-660-160

CONSULTING ENGINEERS

LOG SECTION

TEST SITE NO. 8 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Silty CLAY (br.)		2	
200	Very Stiff to Hard and Slightly Moist		4	
300	High Plasticity		6	
400			6	
500			8	500
600			10	
700			10	
800				500
900				
1000				
1100				
1200				500
1300				
1400				
1500				500
1600				
1700				
1800				
1900				
2000				
2100	Silty CLAY (pale br.)			
2200	Hard and Dry			
2300	Medium Plasticity			
2400				
2500				
2600				
2700				
2800				
2900				
3000				
3100				
3200				
3300	SAND (pale br.)			
3400	Medium Dense to Dense and Dry			
3500				
3600				
3700				
3800				
3900				
4000				
4100				
4200				
4300				
4400				
4500				
4600				
4700				
4800				
4900				

TEST SITE NO. 8 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
5100				
5200				
5300				
5400				
5500				
5600				
5700				
5800				
5900				
6000				
	END OF BOREHOLE AT 6.0m			

LEGEND
R=Refusal PP= pocket penetrometer
DCP= dynamic cone penetrometer UTP= unable to penetrate
bk=black gy=grey or=orange bl=blue br=brown yllw=yellow
wh=white rd=red

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EAST COAST GEOTECHNICAL PTY LTD

ABN 66-382-660-160

CONSULTING ENGINEERS

LOG SECTION

TEST SITE NO. 9 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Clayey SAND (pale br.)		2	
200	Medium Dense and Dry		3	
300			5	
400			5	
500	Silty CLAY (br.)		6	
600	Very Stiff and Slightly Moist		8	450
700	High Plasticity		10	
800			10	
900				500
1000				
1100				
1200				
1300				
1400				
1500				500
1600				
1700				
1800				
1900				
2000				
2100	Silty CLAY (br.)			
2200	Hard and Dry, Friable			
2300	High Plasticity			
2400				
2500				
2600				
2700				
2800				
2900				
3000				
3100				
3200				
3300				
3400				
3500				
3600				
3700				
3800				
3900				
4000				
4100				
4200				
4300				
4400				
4500				
4600				
4700				
4800				
4900				

TEST SITE NO. 9 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
5100	SAND (pale br.)			
5200	Medium Dense to Dense and Dry			
5300				
5400				
5500				
5600				
5700				
5800				
5900				
6000				
	END OF BOREHOLE AT 6.0m			

LEGEND

R=Refusal PP= pocket penetrometer

DCP= dynamic cone penetrometer UTP= unable to penetrate

bk=black gy=grey or=orange bl=blue br=brown yllw=yellow wh=white rd=red

Some alluvial topsoil's are indistinguishable from fill in boreholes. When these have similar bearing capacities as fill, they may be logged as fill. Similarly some fill could be logged as natural soil.

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ABN 66-382-660-160

CONSULTING ENGINEERS

LOG SECTION

TEST SITE NO. 10 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Silty CLAY (br.)			
200	Stiff to Very Stiff and Slightly Moist			
300	High Plasticity			
400				
500				
600				500
700				
800				
900	Silty CLAY (br.)			
1000	Hard and Slightly Moist			500
1100	High Plasticity			
1200				
1300				
1400				
1500				
1600				500
1700				
1800				
1900				
2000				
2100	Silty Sandy CLAY (pale br.)			
2200	Hard and Slightly Moist, Friable			
2300	Medium Plasticity			
2400				
2500				
2600				
2700				
2800				
2900				
3000				
3100				
3200				
3300				
3400				
3500				
3600				
3700				
3800				
3900				
4000				
4100	SAND (pale br.)			
4200	Medium Dense to Dense and Dry			
4300				
4400				
4500				
4600				
4700				
4800				
4900				

TEST SITE NO. 10 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
5100				
5200				
5300				
5400				
5500				
	END OF BOREHOLE AT 5.5m			

LEGEND
R=Refusal PP= pocket penetrometer
DCP= dynamic cone penetrometer UTP= unable to penetrate
bk=black gy=grey or=orange bl=blue br=brown yllw=yellow
wh=white rd=red

Some alluvial topsoil's are indistinguishable from fill in boreholes.
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ABN 66-382-660-160

CONSULTING ENGINEERS

LOG SECTION

TEST SITE NO. 11 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
100	NATURAL Silty CLAY (bk. br.)		2	
200	Stiff to Very Stiff and Slightly Moist		3	
300	High Plasticity		3	
400			6	
500			5	
600			8	500
700			10	
800			10	500
900	Silty CLAY (br.)		12	
1000	Hard and Slightly Moist			
1100	High Plasticity			
1200				500
1300				
1400				
1500				
1600				500
1700				
1800				
1900	Silty Sandy CLAY (br.)			
2000	Hard and Slightly Moist, Friable			
2100	Medium Plasticity			
2200				
2300				
2400				
2500				
2600				
2700				
2800				
2900				
3000				
3100				
3200				
3300				
3400				
3500				
3600				
3700				
3800				
3900				
4000				
4100	SAND (pale br.)			
4200	Medium Dense to Dense and Dry			
4300				
4400				
4500				
4600				
4700				
4800				
4900				

TEST SITE NO. 11 LOCATION: refer to sketch

DEPTH (mm)	DESCRIPTION soil type/colour/consistency	FILL	DCP	PP
5100				
5200				
5300				
5400				
5500				
5600				
5700				
5800				
5900				
6000				
	END OF BOREHOLE AT 6.0m			

LEGEND
R=Refusal PP= pocket penetrometer
DCP= dynamic cone penetrometer UTP= unable to penetrate
bk=black gy=grey or=orange bl=blue br=brown yllw=yellow
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ABN 66-382-660-160

APPENDIX B - DBYD

s:\geo\geo jobs 2021\g21-001-21-100\g21-010\reports\g21-010 east coast industrial report 20210222dp.docx

REPORT LIMITATIONS

Our commission from our client was to establish test sites as shown and then undertake geotechnical testing aimed at providing parameters for proposed design. Under normal circumstances the attached log sections should be representative of the soil conditions over this site, however in some cases, soil conditions can change dramatically over short distances and even careful exploration programmes may not locate all the variations. If footing excavations reveal soil conditions differing from those shown on the log sheet in this report, we recommend that we be immediately notified so that further exploration can be carried out and the designer of the footings then notified to consider the influence of the changes to the design.

In this report we have attempted to convey to the designer of the footings as much information about the site and conditions so that an economical and practical footing can be designed.

In writing this report, we have also considered all the information supplied to us by our client. Should the client or his agent have omitted to supply us with relevant information, our report may be irrelevant and/or inappropriate. We do not take responsibility for the consequences in such cases and we will make an additional charge if as a result, more testing or rewriting of this report is necessary.

This report has been signed in blue ink. If the signature on this report is in black ink, you are reading a photocopy.

This report has not taken into consideration the long-term effects of any previous, current or potential sub-surface work by mining companies, developers or local authority or potential slope instability problems. At the time of writing this report, neither our client (nor his agent) nor the local authority had made us aware that these problems may be affecting this allotment. If a mining subsidence or slope stability assessment is required for this allotment to obtain building approval, we can arrange for this to be done, but that type of report is beyond the scope of our commission and fees in this report.

SITE CLASSIFICATIONS

Australian Standard AS 2870-2011 establishes performance requirements and specific designs for common foundation conditions as well as providing guidance on the design of footing systems using engineering principles. Site classes for AS 2870 are presented IN the Table below.

Site Class	Foundation	Characteristic Surface Movement
A	Most sand and rock sites with little or no ground movement from moisture changes.	
S	Slightly reactive clay site, which may experience only slight ground movement from moisture changes	0 – 20 mm
M	Moderately reactive clay or silt sites, which may experience moderate ground movement from moisture changes	20 – 40 mm
H1	Highly reactive clay sites, which experience high ground movement from moisture changes	40 – 60 mm
H2	Highly reactive clay sites, which may experience very high ground movement from moisture changes	60 – 75 mm
E	Extremely reactive site, which may experience extreme ground movement from moisture changes	>75 mm
P	Sites which include filled site (refer to AS 2870 2, 4, 6), soft soils, such as soft clay or silt or loose sands; landslip: mine substance: collapsing soils: soils subject to erosion: reactive sites subject to abnormal moisture conditions or sites which cannot be classified otherwise.	

Reactive sites are sites consisting of clay soils that swell on wetting and shrink on drying, resulting in ground movements that can damage lightly loaded structures. The amount of ground movement is related to the physical properties of the clay and environmental factors such as climate, vegetation and watering. Higher probability of damage can occur on reactive sites WITH abnormal moisture conditions, as defined in AS 2870, due to factorS such as:

- Presence of trees on the building site or adjacent site, removal of trees prior to or after construction, and the growth of trees too close to a footing. The proximity of trees and their effect on foundation should be considered when determining building areas within each allotment (refer to AS 2870)
- Failure to provide adequate site drainage or lack of maintenance of site drainage, failure to repair plumbing leaks and excessive or irregular watering of gardens:
- Unusual moisture conditions caused by removal of structures, ground covers (such as pavements), drains, dams, swimming pools, tanks, etc.

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DEFINITIONS

In our log section we describe filled ground as stated below. It must be remembered that when sampling boreholes, particularly in alluvial soils, some top soils and other natural soils are indistinguishable from fill, therefore can be logged as fill and vice versa.

All sites with fill deeper than the limits prescribed in AS 2870 have been classified as Class "P". A predicted surface movement (Y_s) has also been supplied. The design engineer must make allowances for both possible limited bearing and reactivity affecting the footings.

CONTROLLED FILL

Fill which has been placed under supervision and at the time of writing this report we have received written certification from a Geotechnical Testing Authority that this fill complies with either Level 1 or 2 as defined in A.S. 3798. Certification of fill as controlled does not equate with STABLE conditions for design purposes.

UNCONTROLLED FILL

Fill other than controlled fill consists of many forms. In all cases consideration should be given to design by engineering principles.

VIRTUALLY FLAT

Visually assessed as minor levelling only required to form a level construction pad.

GENTLY SLOPING

Visually assessed as having gradient of less than 1:25.

MODERATELY SLOPING

Visually assessed as having gradients in the order of 1:12 to 1:25.

STEEPLY SLOPING

Visually assessed as having gradients in the order of 1:5 to 1:12.

VERY STEEPLY SLOPING

Visually assessed as having gradients steeper that 1:5.

UNEXCAVATABLE ROCK

Any material which is similar to that described in Clause 1.8.47 of A.S. 2870-1996. Strong material including shaley material and strongly cemented sand or gravel that does not soften in water. Material that cannot **readily** be excavated by a conventional backhoe with a normal bucket* may be taken to be rock.

EXCAVATABLE ROCK

A rock-like material which does not shrink or swell with changes in soil moisture, but is readily excavatable with a conventional backhoe with a normal bucket.*

GRAVEL

Coarse soil particles, larger than sand size, but less than 60mm in diameter. Generally 2mm to 60mm in size.

ROCK FLOATERS

Pieces of rock in a soil profile larger than 60mm, but can range up to well over a metre in diameter. Where these rock floaters form a layer or mat within the soil profile and difficulty is encountered in excavating them, subject to the geotechnical consultant, they may be taken to be the same as unexcavatable rock. For the purpose of this report cobbles and boulders are the same as rock floaters.

**A rubber tyred machine similar in power to a Case 580 series using a 300mm wide bucket.*

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CONSULTING ENGINEERS

Services Offered by East Coast Group of Companies

Bore Hole Drilling

Bracing, Framing and Tie Down

CBR Test

Contamination Testing

Cut and Fill Design

Density Testing

Footing Design

Inspections and Certifications

Investigation of Structural Failures

Percolation Testing

Retaining Wall / Fences

Site Contours

Site Investigations

Site Management on Small Developments

Site Visits

Slope Stability

Steel Screw Piling

Sheet Piling

Structural Design

Subdivisional Area Investigation and Certification of Earthworks

Timber Piling

Wind Ratings

ETHOS URBAN

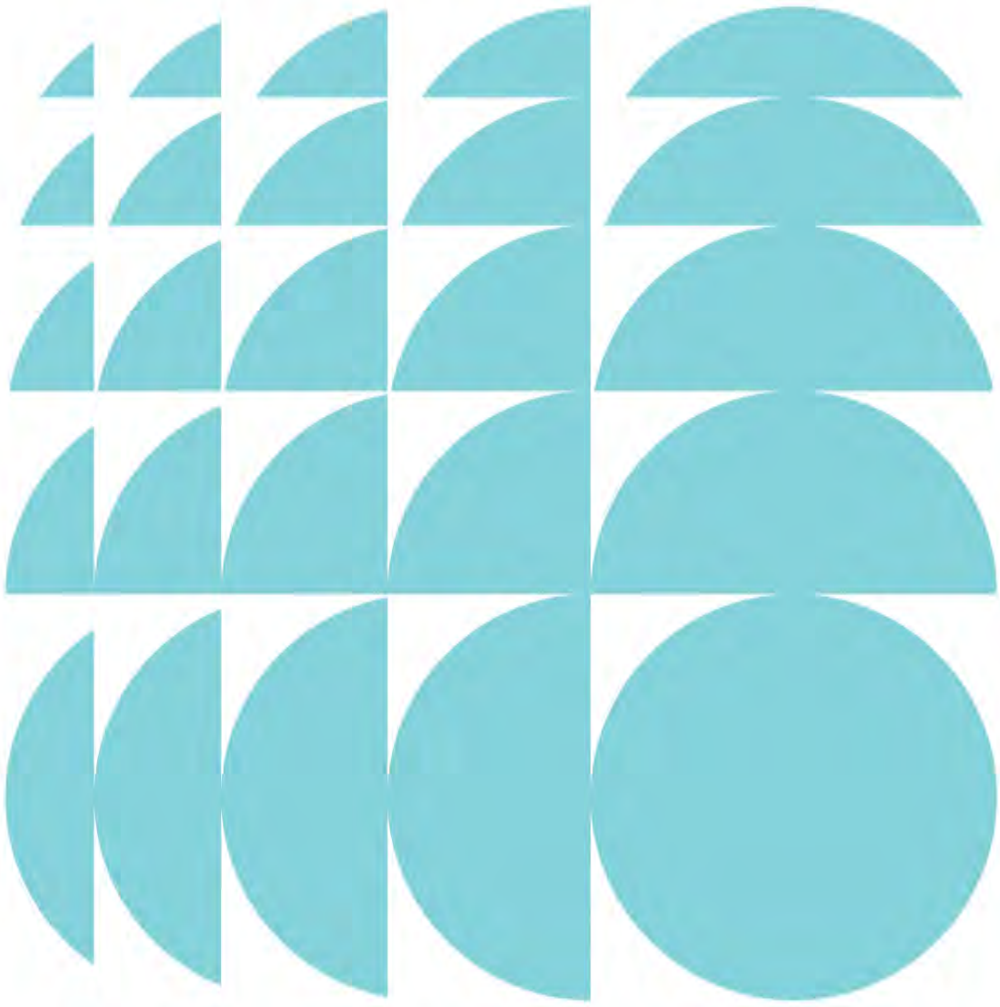
Lockyer Valley Equine Precinct Business Case

Engagement Summary

Prepared for: The Lockyer Valley Equine Collaborative

On behalf of: COHA Group and Momentum Sport Recreation and Health Consultants

4 June 2021 | 7200341



CONTACT
Julia Miller-Randle Director jmillerrandle@ethosurban.com 0419 266 699

This document has been prepared by: This document has been reviewed by:

Rebekah McDonald 11 May 2021 Julia Miller-Randle 12 May 2021

VERSION NO.	DATE OF ISSUE	REVISION BY	APPROVED BY	COMMENT
01	14 May 2021		JMR	Draft – for review
02	31 May 2021	RM	JMR	Final

Ethos Urban Pty Ltd
ABN 13 615 087 931.
www.ethosurban.com
Level 4, 215 Adelaide Street Brisbane
QLD 4000 t 61 7 3852 1822

Contents

1.0 Introduction

A Collaborative comprising the Lockyer Valley Turf Club, Lockyer Valley Regional Council, Racing Queensland, Equestrian Queensland, The University of Queensland School of Veterinary Science and Regional Development Australia (Ipswich and West Moreton) have been developing a plan to redevelop and improve the Lockyer Valley Turf Club site.

The Collaborative have prepared a master plan to create a multi-use racing and equine precinct with ability to host a variety of national and international world class equine events. The facility has been designed to support use by racing and equine groups, in addition to a range of facilities and spaces that will be available for the community to use or hire.

A business case is currently being prepared to understand the feasibility of the proposed facility and support future funding applications. This document provides a summary of stakeholder and community engagement undertaken from February – May 2021 to support the business case. It outlines the purpose and process of engagement and contains a summary of feedback, key messages and recommendations for future engagement.

2.0 Approach

A mix of online and face-to-face consultation activities were undertaken to gain feedback on the master plan and input into the business case. The overarching objectives of the engagement process were to:

1. To inform key project stakeholders and the community of the Lockyer Valley Equine Precinct master plan and build community support and buy-in.
2. To gain early feedback and gather information on the proposed master plan and identify issues, opportunities and benefits to inform the business case.

Table 1 provides a summary of the engagement activities undertaken, stakeholders engaged and number of responses and participants.

2.1 Engagement activities

Engagement activities were planned to coincide with racing and equestrian related events to maximise reach and raise community awareness. There were some challenges and delays for hosting engagement activities, specifically the Gatton races pop-up event and focus groups needed to be rescheduled due to cancellations from heavy rain and a snap three-day COVID-19 lockdown in Greater Brisbane. As a result, the pop-up event was rescheduled to the Gatton race meet on 23 April 2021. The focus group discussions were also rescheduled and shifted to an online format (video conference) for the end of April.

The changing dates and circumstances are not considered to have affected engagement participation. There were low rsvp numbers for the focus groups at both scheduled times, and in the end no community or industry representatives attended these sessions.

It is assumed that the same number of people would have attended the pop-up event.

Engagement timeframes were extended until 9th May to allow for an information stand to be set up at the Brenda Wittmann Classic. This is a popular equestrian event which attracts participants, spectators and industry representatives from across Queensland.

Table 1 - Engagement activities

Task	Stakeholders	Date(s)	Attendees / Responses
One-on-one meetings with Collaborative representatives	• Lockyer Valley Turf Club • Lockyer Valley Regional Council • Racing Queensland • Equestrian Queensland • The University of Queensland School of Veterinary Science • Regional Development Australia (Ipswich and West Moreton)	February - April 2021	
Online survey	• All stakeholders and user groups, general community	9 March 2021 – 9 May 2021	183 responses
Meeting with adjoining landowner	• John & Brett Simon – adjoining landowner	March 2021	
Focus group meetings	Three focus groups were scheduled, targeting: • **Racing focus group** –trainers based in Gatton and South East Queensland • **Equestrian focus group** – local equestrian groups and clubs • **Community focus group** – targeted local real estate agents, publicans, chamber of commerce and community group representatives	23 and 27 April 2021	No attendees RSVP'd – many indicated they completed the survey Note: All Racing Trainers in South-East Queensland were provided direct link to the LVEP website and survey.
Community pop-up at Lockyer Valley (Gatton) Race Day	• User groups (race goers and Turf Club members / volunteers) • Industry representatives (trainers, strappers, horse owners, equine photographers • Surrounding residents • Broader community Note: some user groups and industry reps were invited to the pop-up	23 April 2021 – Gatton Race Meet	Approximately 60 people attended the stand
Information stand at Brenda Wittmann Classic	• Equestrian groups Note: Equestrian Queensland facilitated this pop-up event	8 and 9 May 2021	55 online surveys were completed after this event.

2.2 Communication Channels

The following summarises the key communication channels used to publicise and invite participation in consultation activities.

Table 2 - Communication channels

Platform	Summary	Information
Website	• Lockyer Valley Regional Council engagement hub • Lockyer Valley Equine Precinct (project home page – went live on 23 April 2021 and directs users to the engagement hub)	This website provided the central information hub for the project. It included a link to the survey; project information flyer and concept plans as well as information about engagement events and activitites.
Social media	• Lockyer Valley Regional Council Facebook • Equestrian Queensland Facebook Community group and interest group pages also promoted the project (informal) • Australian Quarter Horse Sprint Racing • Lockyer Equestrian Group Inc	Project promotion and link to engagement hub. Some community groups and interest groups shared Facebook posts and information on the project in their own groups and pages.
Direct email	Direct emails advertising upcoming engagement activities: • Key project stakeholders identified by the Collaborative • Focus groups invitees – included representatives across racing, equine and general community	Direct emails were used to promote the project, invite participation in engagement activities and advertise the project survey and direct people to information contained on Council's engagement hub.
Local Newspapers	Gatton Star Newspaper article promoting the project – 12 March 2021	Deputy Mayor Jason Cook was interviewed and provided information about the project.

3.0 Stakeholder meetings

3.1 The Collaborative

One-on-one meetings were held with each of the organisations that form the Lockyer Valley Equine Collaborative. The purpose of these meetings was to understand the interests of each organisation, project benefits and risks, the priority aspects of the concept master plan (staging), critical success factors and discuss potential management and governance considerations.

Meeting notes were recorded and are attached within **Appendix A** for reference. The following summarises the key messages.

- **First of its kind** - The facility will be the first of its kind in that it offers a multi-purpose equine facility. The racing and equestrian oriented facilities support eachother, the activation of the facility and will attract a wide user base. It has the potential to be a world-class facility, host signature events and attract national and international competitors.
- **An ideal location** - The site is ideally located in proximity of Brisbane, Toowoomba and the Gold Coast. It has good access to a user/customer base (population), international airports and road networks. It is also located in a picturesque natural setting, which enhances the experience of the place. The site itself is a "greenfield" site that is unlikely to have nearby urban development or intensification constrain its future use. It also benefits from a good water supply and can manage biosecurity risks due to the surrounding Lockyer Creek. There are some constraints associated with the site – in particular flooding which will need to be managed in the future.
- **Filling a gap in the market** - Queensland is currently lacking equestrian facilities of an appropriate standard – many groups and individuals often travel interstate for competitions and events. Likewise in the racing industry currently has limited facilities which support entry-level and young participants. This facility could provide a "feeder" into the other tracks.
- **Building on a strong equine culture** – The region has some of the state's highest membership rates in equestrian groups. The Gatton Showground is currently used to capacity and cannot host additional competitions etc. The nearby and renowned University of Queensland Veterinary School and its teaching, equine research and specialist equine clinical functions also support this local equine culture.
- **A strong racing focus –** All representatives of the Collaborative reinforced that the proposed facility should have a strong racing focus. Once the track is realigned and improved, it is likely that there will be immediate demand for the stabling facilities. It was noted that the current track configuration is not conducive to racing. There is the potential for the site to host up to 20 race meets per year, once stage one works are completed.
- **Greater clarity for equestrian spaces** – There are a range of different requirements associated with different equestrian sports and competitions. It will be important to keep working with equestrian groups and Equestrian Queensland to determine the appropriate facilities to be provided at the site, as this aspect of the master plan is comparatively unresolved.
- **Catalyst for regional growth and renewal** – The facility has the potential to support local population and economic growth. It was noted that there have been new horse trainers purchasing property and establishing themselves in the region – the proposed facility would further encourage this. Many also discussed the opportunity for this project to provide a catalyst for economic growth, particularly through tourism, in Gatton. This could encourage a wider accommodation offer, more entertainment venues etc.
- **Olympic opportunities** – The South East Queensland 2032 Olympic bid is a key opportunity for the future – in terms of attracting funding and future use. If this were to occur, it is likely that the equestrian related aspects of the site would be provided earlier, targeting pre and post-Olympic infrastructure, replica cross-country course etc.
- **A range of benefits** – The Collaborative identified a range of benefits associated with the facility. This includes the potential to support economic development, local employment, tourism, provide additional community and recreational spaces and activitites and the opportunity to elevate an existing (racing) club.

- **Unique design** – The facility has a distinctive design which supports the aspirations of the Collaborative to establish a world-class and renowned equine facility. Many indicated the importance of incorporating sustainable building design and practices into its future detailed design.
- **Supporting animal health, safety and welfare –** The redesign and upgrade of the racing track will support animal welfare and safety – this is a key driver for the project. The University of Queensland Veterinary School has state-of-the-art clinical facilities which will be accessible to local users. There is also the potential for the facility to support the school's education, training and research activities.
- **Good governance will be fundamental** – Good governance will be fundamental to the success of the proposed facility, particularly to support its shared use. Most mentioned the importance of Council having a "seat at the table".

3.2 Adjoining landowner

A meeting with Brett and John Simon, the landowners of the balance parcel that forms part of the Turf Club site. Meeting notes were recorded and are included within **Appendix A** for reference.

Overall, the adjoining landowners are supportive of the project, keen to be involved and are open to partnership opportunities. They believe the project would be excellent for the Gatton township and would generate many positive benefits for the local economy and community.

The track, training facilities and equestrian facilities were identified as the priority stages. The adjoining landowners indicated support for the multi-purpose hospitality facility but had reservations over whether it would be feasible and actually delivered due to costs/funding.

The key issue for the Simons' is the timing of the project and interim use of their land. They would like to know how far off the project is so they can determine if it is feasible to invest money in their land to establish a stabling facility or other agricultural uses in the interim.

Another issue identified was access. At present they do not have a lawful form of access to their property via established or accessible driveways. The easement which provides lawful access to their property crosses over the southern side of the racetrack in two locations and through the centre field and stables which is not a practical or trafficable access arrangement. They identified that this would need to be rectified in the near future and would like lawful access to be granted via the exiting driveways.

4.0 Pop-up information session

A pop-up community event was undertaken at a Gatton Turf Club race meet on 23 April 2021 and the Brenda Wittmann Classic on 8 and 9 May 2021. The purpose of the pop-up sessions was to promote the master plan, provide event-goers and industry representatives with information on the project, collect feedback and encourage attendees to complete the project survey. An information stand was set up with large corflutes showing some of the plans and 3D renders from the master plan. Project information flyers and QR codes providing a direct link to the project survey were displayed.

Equestrian Queensland facilitated the Brenda Wittmann Classic pop-up event. No written comments were taken at this session, however approximately 55 online surveys were completed.

The project team spoke to approximately 60 race-goers at the Gatton Turf Club race meet. This included a broad range of interests, including race attendees, strappers, trainers, horse owners, racing photographers, Turf Club volunteers and staff and community members. Refer to **Appendix B** for the unedited comments from participants. Images of the information stand set up from the day are set out at **Figure 1** below. The following summarises key messages:

- There was overwhelming support for the project. People were impressed with the design of the facility, the upgraded racing facilities and use of centre of the track for equine activities and events;
- Many people expressed their support for the project and the community benefits it would deliver for Gatton and the Lockyer Valley region;
- Many people identified that the precinct would be a great location to host Olympic events, international, national, state and local equine and racing events;
- There were queries about who would fund the facility - particularly whether funding would be sought from the State and Federal Government and how much Council would be contributing;
- Some feedback was received that the design of the main building does not fit within Gatton and is too 'futuristic'. Concerns were also raised about the sustainability of the design. Suggestions were provided by a number of people for buildings/facilities to be sustainable and easy to maintain (stormwater capture and re-use, solar panels, natural ventilation, landscaping for shading).
- There were some questions about the maintenance and management responsibilities, in particular some trainers were interested in how insurance would work and who would own or manage the facility and carry the liability.
- Some detailed feedback on the design and operation of the tracks and training facilities was provided by trainers, horse owners and strappers.

Figure 1 - Drop-in information session at the Gatton Races

5.0 Survey

An online community survey was used to gain detailed feedback on key aspects of the Lockyer Valley Equine Precinct master plan and understand the needs of different user groups. Surveys were available online from 9 March 2021 to 9 May 2021.

Responses to closed questions have been analysed quantitively and open-ended questions have been analysed thematically. It is noted that many open-ended responses contained comments that fell into multiple themes. Responses were tallied to identify the most common themes and actions raised. The thematic approach used in this report was purposefully subjective and required the exercise of professional judgement to categorise and summarise comments in a logical manner. This approach was advantageous as it provided a useful means of identifying significant themes and priorities within highly variable and detailed responses.

5.1 Survey participants

A total of 183 people completed the online survey. The majority of respondents (78%) were from racing or equine related groups, clubs or organisations. The balance of respondents were community members (14%) or identified as other (8%) (e.g., racing enthusiast, landowner, horse trainer, harness racing, Council).

A full list of the organisations, groups and clubs that participated in the survey is provided at **Appendix C**. In many cases multiple people from the same club or organisation completed the survey.

5.2 Feedback on master plan components

The survey contained a series of questions which asked respondents to indicate their level of support on a five-point scale (from strongly support to strongly oppose) for each of the key components of the Lockyer Valley Equine Precinct master plan, listed below. The survey contained a written description of each component as well as a supporting extract (image) from the master plan, to ensure respondents understood what was proposed.

- Racing track / facilities
- Equine facility
- Centre area
- Community parklands
- Multi-purpose hospitality
- Multi-purpose education
- Entry plaza

Figure 2 illustrates the results from the survey. It shows that there is a strong level of support for all aspects of the master plan from the equine industry and generally community. There were very few respondents (<10) who opposed or strongly opposed the different components of the concept master plan.

Overall, the centre area, equine facility and racing track / facilities had the highest levels of support amongst respondents.

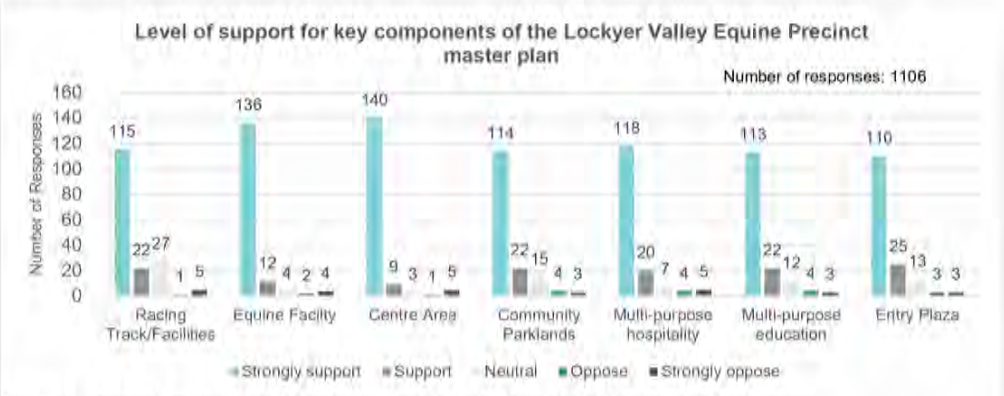


Figure 2 - Level of support for the components of the Lockyer Valley Equine Precinct

The survey was designed so that respondents who were members of equine related organisations, groups or clubs could provide additional comments on each master plan component. The following section summarises the key messages and themes drawn from these open-ended responses.

The general community were provided with an opportunity at the end of the survey to provide general comments.

5.2.1 Racing track / facilities

The following summarises the survey comments associated with the racing track / facilities component of the master plan. Many of the responses are general and do not provide specific feedback.

Table 3 – Racing track / facilities: Summary of comments

Theme	Key feedback
Facility requirements and options	• Stabling is a key issue – there is a need for stables to be available for all events, not just racing • An indoor arena is a requirement for equestrian users
Accessibility	• Queried if members of the public and the riding community would have access to the facility
Community Benefit	• The development and equine activities in general are a good type of sport for community bonding • Some respondents believe the facility would be booked out all year and very well used
Cost/Affordability	• Concerns with the cost of the proposal
Design	• Concerns were raised about the scale of the project, the location adjacent to the creek and flooding impacts (including of the tunnel)
Transport Access/ Float Access/ Parking	• Support for the access under the track, but it is important that the tunnel is designed for vehicle access. There is concern about horses being walked through the tunnel – therefore it needs to be designed for float access
Use options	• Other equine related sports (polo and harness racing) should be incorporated into the master plan.

5.2.2 Equine facility

The following summarises the survey comments associated with the equine facility component of the master plan.

Table 4 – Equine facility: Summary of comments

Theme	Key feedback
Facility requirements and options	• Stabling facilities are required for visiting horses • 300 stables are supported • Aqua training is a requirement for equestrian sports • Undercover arenas are a key requirement of equestrian competitions and training facilities
Accessibility	• Concern that the equine facilities will not be available to other equine sports other than racing
Community Benefit	• The development is a potential economic driver for the area • The project will meet a growing need for equine facilities in the Lockyer Region

Theme	Key feedback
Design	• Concerns regarding the design of the development and access to the equine training facilities by the wider equestrian community
Transport Access/ Float Access/ Parking	• Suggest inclusion of float and truck parking which include individually powered sites and numerous water points
Other suggestions	• Suggestion that the following elements be incorporated into the master plan: - Show arena/s - Cross-Country Course - Harness Racing Track

5.2.3 Centre Area

The following summarises the survey comments associated with the centre area component of the master plan.

Table 5 – Centre area: Summary of comments

Theme	Key feedback
Facility requirements	• Key facility requirements for equestrian sports identified by respondents includes: - sand arenas for dressage – space for 4-5 dressage arenas (60mx20m each); - dedicated show jumping surface and separate polo field; - hacking facilities; - high quality spectator areas and catering; - high quality surfaces - all weather surfaces - undercover arena/performance area with lighting - stabling Some examples were provided for how the proposed facility should be designed, including QSEC, Tamworth AELC and Boneo Park
Design	• Potential conflict associated with racing horses and equestrian horses interacting if the centre area and racetrack are used simultaneously
Transport Access/ Float Access/ Parking	• Consider a second (level) ground access to centre arena if horses are not able to be walked through the access tunnel.
Other suggestions	• The following suggestions were made for different equestrian uses to be provided at the facility: - Show jumping - Dressage - Harness racing - Equestrian centre with no racing

5.2.4 Community Parkland

The following summarises the survey comments associated with the centre area component of the master plan.

Table 6 - Community parkland: Summary of comments

Theme	Key feedback
Facility requirements and options	• Important to keep the public separate from the horses and competitors – safety for horses and people • Consider including a horse trail
Design	• Support for the parklands and camping areas • Comments were made regarding the proposed design compared to existing 'high quality' facilities such as the Tamworth Equestrian Prescient and other facilities in Melbourne and Sydney • Concerns the area may not be suitable for all weather use
Transport Access/ Float Access/ Parking	• Concerns that there is not enough parking included - some competitions require parking and camping for up to 200 vehicles
Other suggestions	• Other suggested uses that could be incorporated in the master plan included; - Camping areas - Spectator areas for other equine activities other than racing - Cross-country track

5.2.5 Multi-purpose hospitality facility

The following summarises the survey comments associated with the multi-purpose hospitality facility component of the master plan. Many of the responses are general and do not provide specific feedback on this aspect of the project.

- There were concerns about the overall cost of delivering the master plan, particularly given its scale
- Concern about the cost of hiring venues / spaces
- There was mixed feedback about the design of the facility. Some really liked it, others were wary of its scale and thought that the design may be too elaborate for the area.

5.2.6 Multi-purpose education and exhibition facility

The following summarises the survey comments associated with the multi-purpose education and exhibition facility component of the master plan. Many of the responses are general and do not provide specific feedback on this aspect of the project.

- Some suggested that the facility could be smaller, and investment could be better directed towards maintenance of other facilities.
- Suggestion that the facility may be unsustainable, and the design is too elaborate for the area

5.2.7 Entry Plaza

The following summarises the survey comments associated with the multi-purpose education and exhibition facility component of the master plan. Many of the responses are general and do not provide specific feedback on this aspect of the project.

- Concerns raised regarding the cost of development as well as entry to the facility
- Affordable fees were suggested numerous times
- Respondents indicated the desire for the development to cater for more than just the racing community.

5.3 Additional comments

The survey asked for any additional comments and feedback on the master plan in an open-ended question - 73 participants responded to this question. A summary of the key findings is provided below:

- The proposal fills a community need and would boost the Gatton economy if managed efficiently.
- Some people are concerned about the design of the facility, in particular that the modern design does not reflect the character of the area.
- It is important that the facility supports a variety of equine uses, particularly if it would be used as part of, or after, Olympic events.
- The AELEC in Tamworth was identified as a successful equine precinct. It was suggested that this style of facility would be more appropriate for the area.
- Members of the equine community should continue to be consulted for specific requirements of equestrian facilities including spectator areas, competition and training venues.
- Numerous respondents highlighted that harness racing and cross-country courses should be included in the facility.

5.4 Project benefits

They survey asked whether the facility will benefit the local community. A comments box was provided for written feedback. A total of 148 respondents answered this question and 93% of respondents (138 people) believe the facility will benefit the local community. Refer to **Figure 3**.

A range of benefits were identified for the Gatton community and economy. In particular the proposal has the potential to:

- Attract large events and crowds of people to the region
- Generate more jobs
- Increase the number of people moving to the region
- Have positive flow on effects to businesses and industries around Gatton and the Lockyer Valley
- Attract visitors from interstate
- Promote Lockyer Valley as a place to live, work and play
- Benefit local equestrian and equine clubs and organisations.

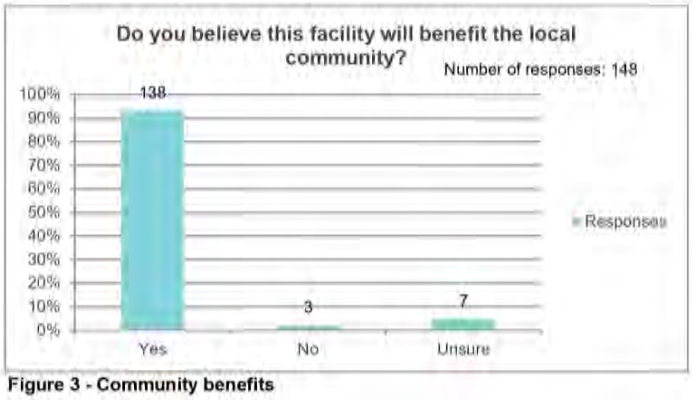


Figure 3 - Community benefits

5.5 Project concerns

The survey also sought to explore any potential concerns with the proposed master plan – 55 respondents answered this question. Key concerns included:

- Cost associated with construction, maintenance and operation, and the impact this facility will have on rates.
- Feasibility and need for the facility should it be unable to support multiple equine activities, particularly if they cannot be run simultaneously.
- Access to the precinct via local roads and the traffic impacts on residential streets and parking (including parking for cars, horse floats and trucks).
- Other equine activities such as harness racing, dressage, show jumping, and cross-country should be included within the master plan. Some suggested that the current concept focuses too much on racing facilities and does not properly consider other equine activities.
- Flooding impacts on the site and surrounds.

5.6 Future uses and users

The survey sought to understand who would potentially use the proposed facility and for what purposes. The majority of respondents indicated that they would likely use the facility (91%). Refer to **Appendix C** for a list of equine related groups that indicated their interest.

The survey participants identified that the facility could be used for a variety of purposes, including:

- Attendance / hosting of events
- Attending clinics and competitions
- Training
- Participation / attendance at racing events
- Cross discipline activities
- Venue hire
- Harness racing was also identified as a desired future use for this facility.

Only half (50%) of the respondents indicated they would actually host events at the facility (noting that only 120 people answered this question). This indicates that there is interest from organisers as well as attendees and participants. The main types of events that could be hosted from the facility include national, state and regional level equine competitions and clinics for dressage, show jumping, eventing, polo crosse, AQHA QLD State Show and Western Breeders. Other potential uses included functions (e.g., corporate events) and equestrian portrait photography sessions.

5.6.1 Special requirements

Survey participants were asked to detail any special requirements to use the facility. The requirements have been broken down into the following categories;

- **Equestrian Requirements:**
  - Indoor and outdoor arenas
  - Arena surfaces to match European standards, sand-based soils, fibre surface ideal for show jumping, all weather surface like AELEC
  - large flat areas for dressage arena (60m x 20m) and large warm up areas (80m x 80m)
  - Cross country course
  - Well maintained surfaces with irrigation
  - Gallop track for non-racehorses to train, large warm up and exercise areas
- **Stabling and training:**
  - Stabling and training for minimum 200 horses
  - Separate stabling and training areas for equestrian and racing horses
  - Vet rooms
  - Medical facilities
  - Equipment and storage facilities
- **Transport access/ float requirements and parking**
  - Stabling and parking facilities for overnight stays
- **Spectators and accommodation**
  - Camping facilities
  - Picnic areas

5.6.2 Frequency of usage

The majority of respondents (65%) indicated that they would utilise the facility about once a month. As indicated at Figure 4, there were fairly similar proportions of people who indicated that they would use the facility in the morning and afternoon. There were also a number of people who identified that they would likely use the facility a few times a year associated with key events and carnivals.

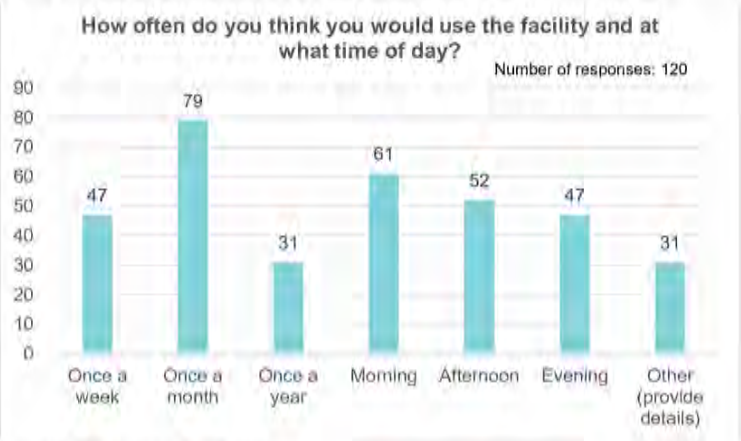


Figure 4 - Frequency of Usage

5.6.3 Cost of access

The survey sought to gauge stakeholder, user group and community feedback regarding a user pay system. As seen in Figure 5, respondents were divided with 49% of respondents agreeing that facilities should be a user pay system and 42% of respondents unsure.

The cost to use of facilities for groups and community members was identified as a potential concern by a number of respondents.

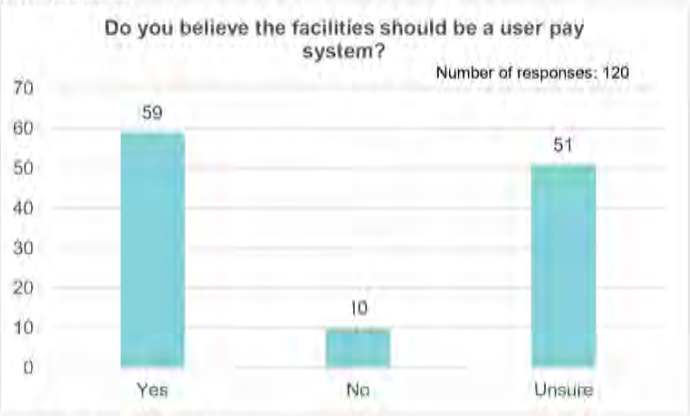


Figure 5 - Cost of access

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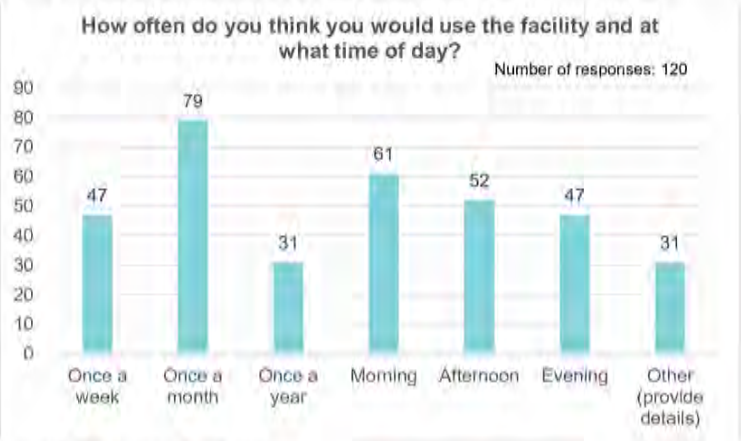

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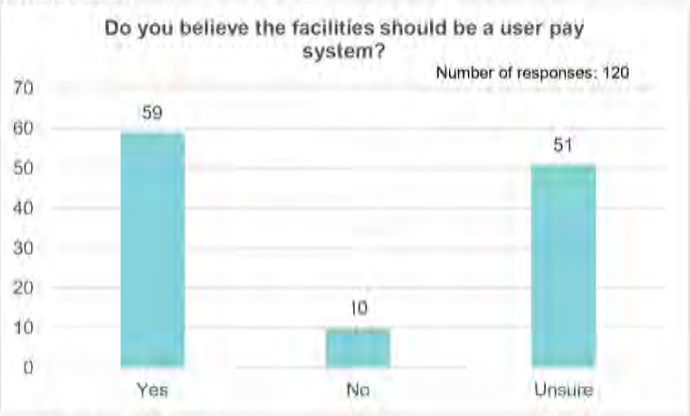


Figure 5 - Cost of access

5.7 General comments

Respondents were given an opportunity to make final comments on the master plan, key messages were:

- Community support and excitement for the new facility
- The inclusion of equestrian industry members/experts during the detailed planning and design phase
- Consideration of other use options, including harness racing and a cross country course
- Opportunity and potential for the facility to host Olympic events
- There were some concerns about the design of the facility, and the need for it in the region.

6.0 Conclusion

The engagement activities were an important step in introducing the project to the community and gaining feedback to inform the business case and the future detailed design of the facility. A range of stakeholders and interest groups were engaged, with approximately 250 people / groups providing feedback via a survey, one-on-one discussions or at face-to-face information sessions.

The following summarises the overarching and consistent messages from the engagement activities:

1. **There is a high level of support for the project and the benefits that will flow through into the community and region.**
2. **There are specific requirements for different equine and racing user groups that need to be considered in the detailed design of the facility. There are other equine uses that have identified a desire to have facilities within the precinct.**
3. **There are concerns regarding the cost of the facility and its future operation / fees as well as funding sources.**
4. **Staging the delivery of the master plan in a logical sequence will be critical to the success of the project.**
5. **The governance model of the future facility will be important to ensure its shared-use and sustainability.**
6. **Future stages of the project should consider environmentally sustainable design measures, management / operating frameworks and impacts on the transport network.**

7.0 Recommendations

It is recommended that future stages of the project include further engagement activities with key stakeholders, interest groups and the community to build on the work that was undertaken as part of preparing the business case. This report includes a database of stakeholders who would like to be involved in future stages of the project.

It is recommended that future engagement activities and project communications are promoted on the project website (www.lockyervalley.equineprecinct.com.au). If possible, all members of the Collaborative should be involved in promoting future engagement events via social media and other communication channels. The Collaborative may also wish to create a project page on Facebook as a channel for providing updates and promoting future engagement activities.

Face-to-face events and meetings at equine events were the effective ways to engage the community and key stakeholders. Future engagement activities could host similar pop-up information stands at equine events or other community events (e.g., markets / agricultural show) to capture a wide audience.

There were a number of equine and racing groups who expressed their interest in participating in the detailed design. The Collaborative could include user interest groups in the detailed planning and design phase to test design outcomes with the people who will use the facilities. From the experience of this project, targeted and one-on-one conversations may be more successful to encourage participation than group forums.

Appendix A One-on-one meeting notes

Equestrian Queensland

Topic	Response
Value proposition	**A new multi-purpose model** • True multi-purpose equine facility is very unique • This model is somewhat untried and untested – nothing that is comparable in Australia • It has the potential to be a world class facility **A facility in demand** • Can program the equestrian spaces from straight away • This facility would not replace the showground – it is complementary. Will be running a World Comp in June – less than three months after there will be a derby event.
Interest	**Equestrian-focussed facilities** • The inner area identified for equestrian use • Exclusive equine sport space – unique in the region • The ancillary infrastructure will indicate what types of events can occur (e.g., scale of competition) **Facility to host equestrian events:** • Consider potential for tiered event – can add in temporary infrastructure to "scale up" • National level qualification events; potentially international scale events (jumping). Grass is preferred in a lot of events • Consider 'lensing' the space more towards high-level jumping; could do local scale dressage • People would travel from SEQ/Downs – dressage competition • Infield exclusively grassed • Gatton World Cup Event – high level incoming and expenditure associated with event. Capacity and attendance (stabling issue) • AQUS competition event run in 2019 – highest prize money event in the country. High activation; participation • Example – large dressage event at Willunga Park (NSW). Built different arenas for different activities.
Critical elements and key success factors	**Key requirements** • Depends on the type of equestrian sports and level of competition • Equestrian Queensland will continue to advise over time • Sand – people want specific outcomes • Regional / district – dressage (stabling and surface would need investment) • Dressage is normally indoors; Olympic dressage are outdoors – surface would be different • Stabling - master plan doesn't include stabling for equestrian events (need biosecurity buffer) • Proposed facilities would be suitable for day-based activities • Parking; floats; water; power etc (multi-day events) –not shown in the scope as yet – would needed to be amended if they wanted to host multi-day events. This limits immediate activation for higher level competition • Tiered competition – State competition – 250-300 stables. • There are different ways to be able to host portable stabling (e.g., have portable panels/infrastructure) that can pop up, rather than having permanent ones. They do this at Cattle Pavilion at the Toowoomba Showgrounds. • Hydrology – banking and contours for the infield **Additional considerations for later down the track** • Land available potentially for a cross country course – at the top of the site. That is a must for eventing.

Topic	Response
	• A round yard/safety yard for the horses – combined for racing and equestrian • Engineering measuring bay – required for show horse competition • Ramp for para-riders – there is only one in Qld
Benefits	**Filling a gap** • Queensland lacking equestrian facilities of an appropriate standard – many groups / individuals will often travel interstate for competitions etc (NSW; Vic) • (e.g., AQAS – no ancillary infrastructure, because of the standard of the event, and space – attracted people) • This facility has the potential to be far superior to other existing **There is a strong equine culture** • Geographically – highest region for equestrian group membership is in Toowoomba; followed by Gold Coast and Scenic Rim (ideally located from a delivery) **Ability to capture sponsorship and spectators** – due to the quality of the space • Raise the profile of the sport • People to stay area in the week (if a long event) – grow tourism and spend in the region • There are successful examples of coupling racing with other equine-related activities (e.g., Gold Coast Magic Millions – attached polo to the event). This has increased patronage at both events.
Compatibility of uses	**There are some specific requirements associated with supporting shared use between racing and equine sports:** • Separation distances between equestrian event horses and racehorses • Some key considerations for supporting shared use are • Ambient noises – engineered noises • Noise mitigation for race/equestrian. • Sound engineering assessment **Parking and stabling location** – will be key issues for events and competitions **Event management** • Pre-training and competition training – 4-8am potentially some conflict with thoroughbred racing (parking and off-loading)
Priority and staging	• Guideline contains information about the minimum standards and requirements for different sports, competitions etc • Use that as a starting point • Phase 1 – looks about right. • The sound issue would need to be resolved during this stage. • Inner field (turf and engineering); acoustic; ingress design
User groups and customers	**Relationship with the existing showground** • Ideally try to move the equestrian activities from the Showground to the Precinct • Smaller activities to be hosted at the existing indoor facility • Showgrounds are currently multi-use from an equestrian perspective • Facility is working well • Nearly impossible to book an event at the space – it's so well utilised (Lockyer Valley Show jumping group) needed to move to because they couldn't get space. They could come to this site. Holding event in April. **There is enough demand for two equestrian-oriented spaces in Gatton**

Topic	Response
	• There is benefit in having the two spaces (e.g., interschool – would be complementary for bigger event). If you had a week of events – • Lots of positives for event organisers and clubs **Other potential groups:** • Pony Club Queensland – deliver own activities. While not in Gatton (potential user group) • Retired Race Horsing Initiative – potential synergy. Thoroughbred off the after their time off the paddock; proposed would be a good facility to support this. Coaching; accredited people • RESDEG– used to use Doomben, were there issues with proximity to Eagle Farm. Run a dressage event, every month • *Lockyer Equestrian Club – run monthly events and training.*
Partnership opportunities	• Breed Society – horse industry is highly segregated; breed events run their own events • ACE – Breed Society run own events • Camp driving association

Racing Queensland

Topic	Response
Value proposition	**Creating opportunity in the racing industry** • Under pressure in SEQ to have avenues for entry training and into the industry • Eagle Farm and Doomben are extremely constrained and currently used to capacity • All major venues are constrained for accommodating entry level and young participants into the industry **Elevating existing club** • This project will elevate an existing club – long term sustainable for club and industry • Massive opportunity to co-locate as many equestrian elements • Fully integrated equine facility
Interest	**Racing and training facilities for thoroughbred horses** Also, every interested in the equestrian precinct **Comparable race club** • Hybrid between Ipswich and Townsville – predominantly mid-week club (additional racing at Gatton would be mid-week racing). • Won't necessarily impact weekend events for equestrian
Critical elements and key success factors	**Upgraded track** • Current track configuration at Gatton is not conducive to racing • Surface needs upgrading – many characteristics which don't make it great from a welfare/wagering perspective. **Increased racing** • Currently running to 7-10 meets; would expect go to approx. 20 meets with race facility • More of a focus on trying to increase facility **Licensed venue** • Racing Queensland would not be an operator. That would sit with the club. • Support them however could. Club operates club (e.g., Gallopers, Brisbane Racing Club operates this). There are lots of models of clubs that have raced.
Benefits	• As per value proposition comments
Compatibility of uses	**Multi-tenanted facilities** • Management and governance are going to be critical • Ensuring that there is equity across the different elements • Right governance structure • Having Council involvement is going to be key • If Equestrian was elevated over and above the racing – will be important to communicate this to the racing members
Priority and staging	• Without stabling on course, able to use facility • Timing – if had to stage for the Olympics first • Would start with the Equestrian piece, and then do the racing later

Topic	Response
	Racing • All ancillary facilities even if the track is re-aligned • Already has all the existing infrastructure **Equestrian and racing – do civil con-currently** • Stage 1 stabling to generate economic activity immediately • 60 stables on course will fill them immediately; will get trainers • Olympics (pre and post) will be key consideration for staging • Once the track is online – with existing facilities in the short-to medium term, can run meets
User groups and customers	• Participants • Trainers' groups • SEQ branch of trainers' association – majority • New track, with stabling – Gatton would support in terms of racing, identified the need that the industry had. • Currently run meets on Friday, Sat, Sun – run at Gold Coast, Toowoomba, Ipswich and Brisbane • Racing Queensland – Economic Impact Study (2020)
Partnership opportunities	• Racing perspective – build it and they'll come • Investors – if we upgrade the facility, will get a lot of localised investment that will build off it (e.g., take 20 stables) and will then buy a 15-acre site nearby to run horses between. Some ancillary benefits • Hotel group may be happy to partner with the group. • Example: Ipswich facility – jockeys and trainers – significant upgrade. New function centre. It has been really well received from a local community perspective, locals are utilising the facility, running it for classes/seminars. Explore the community use
Other	• Key risk – issues within the build; Geotech was needed to ensure that the project can be built (e.g., Ipswich was issued, but they found significant issues with the site and ability to have substantial amount of work to it). Subsidence, and contamination • Utilise the natural soil as much as possible – ideally it would be great to grow out natural grass on a nearby property, do the same for a lot of the equestrian

Lockyer Valley Regional Council

Topic	Response
Value proposition	**Multi-purpose equine facility** • Affordable land – from a racing perspective won't attract tier 1 (could get tier 2 to come out here) **The site** • Greenfield site • Biosecurity management / requirements are quite good as its surrounded by Lockyer Creek • Too constrained for other urban uses • Natural environment from water perspective • Very fertile • Soil is high value; water is high quality • "There is enough water" – bore holes that aren't in the restricted zones • Constrained site – agricultural overlays; sport and recreation land; floodway • Activate a constrained site • Expression of interest has been submitted for the Water4Lockyer project **Strong local equine culture** • Have a grassroots Equestrian base to build from – racing; equestrian space • High demand from local horsing groups **Events and tourism** • Potential to host signature events for the region • Tourism opportunities • Visitor expenditure • Overnight visitors **Could support population growth in the area** People permanently relocating to the area to
Interest	• Support future growth in the equine industry • Showgrounds at capacity • Equestrian facility is full every day of the week – at capacity • Help to support growth of the equestrian groups • Learning from the showgrounds – conflicting uses and spaces; bookings • Want to see activation – sustainable revenue for the facility • Equine will add-value to racing • Need to get revenue recovery
Critical elements and key success factors	**Design to support animal welfare** Animal welfare; horse welfare – becomes a bigger issue Track has been designed to minimise impacts Animal ethics from UQ **Good governance** Good financial system; good booking system Good governance model about how different groups get to use • Prioritisation; it's not first in and first served – some kind of economic model • Good terms of reference for the facility in the future

Topic	Response
	• Risk of the other regions – that they take over, interest in other facilities • Potential that the facility could drive local population growth • Important that the region doesn't become unaffordable • Currently have a 2% rental vacancy rate • Big risk – no funding • Race club; Council – need to put $$ or use their land values forward (use for leverage) • We all know that it floods – need to consider how will this be managed
Benefits	• Equestrian groups (oval; rectangle) – detailed design; usable final product for the equestrian groups • Modelling / layout costing • That the facility will be financially sustainable and support itself • Usage numbers – check in the CPR • Passive recreation – run around the facility
Compatibility of uses	• Walking paths; • Immersive tourism experience • Can watch over the fence • Racing back of house – opening it up to the community
Priority and staging	Need to consider impacts on surrounding area • Traffic in and out • What this means for visitors • Road impacts • Car parking on the site Conflict in scheduling • Potential conflicting events vs equestrian • Relationship with other facilities
User groups and customers	Critical stage 1 – racing; earthworks and drainage Walking paths and assets around periphery **Community perception** "It's a bit out there" Building is great Industry sector and growth – community benefit • Growing our community base • Impact on rates; cost to maintain; • Accommodation – no worsening to the rest of the area Building design, programming has been designed to consider flooding **Governance**

Topic	Response
	• Council needs a key seat at the table • Racing Queensland; Turf Club • Unique site – the facility is freehold owned • Collaborative has worked well • The Water Collaborative – has an independent chair; this has worked well (Stephen Robinson). This is a paid position • Takes the self-interest out of it
Partnership opportunities	**Olympics – pre- or post- target opportunities** • How many countries, horses etc? • Would be great to host events • Strict biosecurity requirements • Positioning for the Olympics **Understand the scheduling of the site**; how can it work to maximise the numbers **Council has an events strategy** • Key signature event – Councillor has an appetite for this • Varying views about • CMC Rocks at Willowbank; feeder music event • Signature food event • Showgrounds; Recreation Grounds – • There is the need or the want for an event • Gap to be able to be able to access to space ***Events strategy*** Region currently doesn't have a space for major community gatherings
Other	• Tourism Events Queensland – funding potential • Growing Tourism Events • BBRF
	• Need to understand the equestrian requirements • Can we co-host events on equestrian spaces?

Lockyer Valley Turf Club

Topic	Response
Value proposition	**The site and setting** • Ambiance – greenfield, natural country area • Location of the site – proximity to road, airport, access out/in • Good road/highway access (unlike Sunny Coast) • Proximity – to Brisbane, Gold Coast • Feeder to Brisbane urban track events • Biosecurity – surrounded by the creek • Can never be built out Benefits to the Club and add-on businesses in the horse industry **Increase profile and number of trainers** • Turn it into a more inclusive training facility • Could assist to ease tensions between trainers **Population growth area** • Land value – ability to support population growth • Move out to the western corridor • Support future recreation over a weekend
Interest	**Primary aim is to be a racing facility** • Main interest is thoroughbred facilities and racing facilities and infrastructure • 12 race days this year (3 Saturdays); 15 last year • Expect 20-25 races per year if developed **Attract trainers** Have approx. 2-3 trainers that use the site Have just had a trainer move to the region from New Zealand Capacity is not about how many trainers; how many horses **Equestrian Queensland is a good partner** Good opportunity to utilise the middle land Racing plus equestrian improves the community benefit
Critical elements and key success factors	Stage 1 • Racing track realignment • 25m course proper • 15m #2 grass track • 8-15 polymer track • This allows the track to move between events – rest course • Tie up boxes? Can use existing? Currently have approx. 92 stables / tie up stalls / only day race stalls • Some races have up to 120 horses, don't have enough stabling • 1-2 barns • Stabling for 60 horses would be a good starting point and increase to 300 in stages of 60 at a time • Need walkers / pool or dam • Sand roll area

Topic	Response
	• 300 horses stabling is for the racing facility – needs to be a secure area (at build out) • Need the supporting infrastructure with walker, pool etc to support stables and track • Need jockey training; hospitality • Important to have the community green areas early in piece too – walking tracks etc **Sustainable design** • Important that the facility recycles water; water sensitive design • Sunshine Coast has been designed to minimise waste; sustainability component • Important that water is reused Good user / spectator experience • Sunshine Coast is a good example for viewing experience • Hospitality – host experience • Don't need lots of grandstands etc; spectator numbers are done
Benefits	Honeypot early on is great **Premier Provincial Event** • "Tier 2" provincial Important to have some green areas
Compatibility of uses	Turf Club • 2 per month = 24 • 3 per month and a couple of months where you would have none • Rest period in November • Get draft from Racing Qld **Data** Hold a Wed race meet, look like?
Priority and staging	**Governance structure** • Overarching entity; set up as governing body to oversee the conduct of the facility • Each entity (RQ; EQ; Council; etc) have a seat at the table • Needs to have a votable committee (5-7) • Set of guiding principles – Terms of Reference • Need to write into the ToR – that Turf Club retains ownership Get some good advice Business Case to provide some examples The facility is currently primarily managed though volunteers • Currently Run through a combination of employees • 1 x 30hrs • 1 x 20 hrs • Mowing - $100/week • (everything else is unpaid) • Only 3 people are currently paid

Topic	Response
	• Volunteers (100 hours across 9 people) every week • Horse strappers; bar staff etc – on race day • Race day – increased employment

Regional Development Australia Ipswich & West Moreton

Topic	Response
Value proposition	**Need for longer term activation of the facility** • Capturing the market "after" an event – has been missing in the region • After the races – there are no facilities, amenities to "continue on" • Economic input to a town after an event "What happens Monday" • Facility is really "country" – there is not a lot to make it a day • Need accommodation options so that people can stay on **Olympic Games bid – everyone wants one!** • There are five centres alone wanted in the region **Support Gatton** • What impact would the race-course have on the main street? Will it impact local business? • There isn't any night-time economy in Gatton – nowhere to go out at night • Existing pubs – backpacker focussed • Need a place for events etc • Want people from outside the region to be using the space **Animal welfare** **Education** • Skills development
Interest	**This is a race-track – primary focus; with equestrian supporting** There is a lot of interest in Equestrian Centres at the moment
Critical elements and key success factors	• We need to get what we want – don't want it changed • Stay true to the original concept • There are no systems collecting email addresses, contacts – will need to update operational approaches
Benefits	
Compatibility of uses	• Showgrounds – community run **Governance** • Who will end up owning the facility? • Who runs it – Committee (corporate association / owner corporation)? • Become its own incorporated facility/business
Priority and staging	Racetrack first – 5 days of racing Spectator facilities
User groups and customers	User groups on the space Many of the clubs can't get involved until it becomes a racetrack
Partnership opportunities	BBRF – key funding opportunities Would need to be a special announcement to get all the funding? **Connections to inland rail – open 2027** • Key funding opportunity • ARTC – potential funding

Topic	Response
Other	Engagement opportunities Rooms Gatton

University of Queensland

Topic	Response
Value proposition	**The site and location** • It's far enough away, but close enough • Toowoomba proximity (international airport), growth area, greenfield site, • Don't have site constraints • Different to Sunshine Coast, Deegan, Albion – constant problems with noise, surrounding residential uses Need make it a viable racing perspective. Full-time training facility generate local economic activity. Up to broadcaster standard – start getting through point. Advantage of the Gatton site is that it is located in proximity of an equine hospital Tourism potential, catalyst for regional growth
Interest	**UQ won't be a heavy user** – fringe benefactor and collaborator in the future • UQ – is a research-intensive university • Not a financial contributor – providing a community role / advisor **Proximity to UQ vet school / clinic** • Vet school – clinic and campus are built at Gatton. • Equine cases are mobile – generally can come in on a float • Don't need a purpose-built clinic on the site – already servicing the racehorse / equine industry • Benefit from increased case load • Clinical activities can support the facility • Clinic treats performance horses (racing and equestrian) **Teaching and research opportunities** • Teaching – going and seeing track related activities and performance issues • Research – techniques for high end racing; respiratory research is an emerging; existing researcher does research to increase airflow in horses; research into measuring breathing capacity into the horse (early in foals) Support existing courses • Two UQ schools located in Gatton – Vet school is 100% at Gatton • Equine Science currently offered at UQ (breeding) and animal science, not just vet school • UQ skills based at Gatton – doing courses in farrier – open to skills development / apprenticeships for strapping (associated with racing industry) • Would use stables; meeting rooms; main concourse to help with clinic/research • Vets could interact with the site
Critical elements and key success factors	• Equestrian and racing both are relevant to UQ's interests
Benefits	• Economic stimulus – it feeds everything

Topic	Response
Compatibility of uses	• Residential uses / accommodation surrounding the site – could be very noisy. Accommodation could be an appealing option?
Priority and staging	**Regular users** • Currently relying on race day only • Training facility with stables – stage the boxes; stage the stables • Get regular users in their straight away • Will need to also upgrade food and beverage – all the people around the World Club • Footy Club style fit out initially – then expand out to the higher-end • There is no big, licensed venue/club in Gatton. No "nice" restaurants in town. • The Cultural Centre is a good multi-purpose facility, function facility is good.
User groups and customers	
Partnership opportunities	• Philanthropists – to explore partnership opportunities – follow up with group • Training potential – regular thing "function of the business case"
Other	• Important to sell the benefits of the site • List out all the benefits to the community – be in front of noise and traffic • Outskirts of town location – moving activity from showgrounds to outskirts of town • How it opens up the showground – another opportunity (rodeo; cars) • Identity change for Gatton – could generate • How do you continue to support local business; centre

Appendix B. Pop-up information session notes

Comments
- Finish line is too close to the corner (bend in track is too sharp for finish) - Include a bull ring track - Sand rollers are required for trainers - Concerns that stabling facility is subject to flooding / very close to the creek - Grass and poly training tracks need to be a minimum of 15m wide - Do not make the track like Eagle Farm – ensure good drainage but don't make it a hard surface. Prefer not to have a Strath Ayr surface - Biosecurity of horses is important - What happens to existing trainers who use the track? - Comply with legislation – manage risk and maintenance for the facility - How will the facility manage risk and liability (management arrangement)? - Facility management arrangement? - Sustainable design – breezes, shade, longevity, maintenance of facility, landscaping, water reuse, natural ventilation, solar panels - Previous redesign of the track looked at creating a straight / shoot point on the eastern side of the track running north / south

Appendix C. Survey results – Racing / Equine respondent details

ACE Group Inc.	Laidley Dressage
Arabian Valley Horse Club	Lockyer Equestrian Centre
Australian Stock Horse Association	Lockyer Equestrian Group
Australian Arabian Racing Club	Lockyer Jump Club
Australian Painthorse Association	Lockyer Turf Club
Australian Pony Promotion Group	Marburg Harness Racing Club
Australian Quarter Horse Association	National Cutting Horse Association
Australian Quarter Horse Racing Development	National Snaffle Bit Association America
Brisbane Racing Club	Paint Horse Association of Australia
Dilutes Australia	Pony Club Association of Queensland
Equestrian Australia	Pinto Horse and Pony Association
Equestrian Federation of Australia	Pony Club Queensland
Equestrian Queensland	Park Ridge Adult Riding Group Inc.
Fassifem Pony Club	Precision Equine
Gatton Quarter Horse Performance Association	Queensland Polo Association
Gatton Show Society	Racing Australia
Gold Coast Equestrian Club	Racing Queensland
Greenbank Pony Club	Show Horse Council Queensland
Hanoverian Society	Southern Queensland Reining Horse Association
Harness Racing trainers, participants, owners and breeders	Thoroughbred Racing and trainers
Hatter Horse Association	Toowoomba Dressage Inc.
Healey Racing	Tri Valley Equestrian
Horse breeders	Western Performance
Irish Equestrian Team	Withcott Pony Club

Appendix D. Survey results – Racing / Equine groups (interested future users)

Australian Quarter Horse Association	Lockyer Jump Club
Arabian Clubs	Lockyer Valley Showjumping Group
Australian Stock Horse Society	Marburg Harness Racing Club
Australian National Working Equitation	National Cutting Horse Association
Brisbane Riders	National Reining Horse Association
Camp Drafting	Olympic Equestrian Sports
Dressage Clubs	Painthorse Clubs
Dressage Groups	Paint Horse Association of Australia
Dressage Queensland	Polo Association
Equestrian Australia	Polo Clubs
Equestrian Queensland	Pony Club Association of Queensland
Eventing Queensland	Pony Clubs
International Federation for Equestrian Sports	Quarterhorse Clubs
Gatton Show Society	Riding for the Disabled
Gatton Quarter Horse Association	Standardbred Association Queensland
Hack Club	Show Horse Council
Harness Racing	Showjumping Queensland
Hanoverian Horse Society and other breed societies	STBA
Horse Federation of Australia	
Interschool pony club competitions	
Lockyer Equestrian Group	

Lockyer Valley Equine Centre
Concept CP 6

Code	Description	Quantity	UOM	SubTotal
	CORE FACILITY			
	THOUROUGHBRED RACING TRACK 1			
1	THOROUGHBRED RACING			
1.1	Horse turf track including civil works, drainage, soil & sand, Kikuyu turf and irrigation	58,988	m2	
1.2	Training grass track	27,456	m2	
1.3	Sand track	27,456	m2	
1.4	Safety vehicle road and culvert	8,676	m2	
1.5	Culverts	3,049	m	
1.6	Fencing to horse track	4,190	m	
1.7	Fencing to training grass track	1,581	m	
1.8	Log barriers to vehicle road	2,860	m	
1.9	Timing services	1	item	
	TOTAL Thoroughbred Racing	**122,576**	**m2**	**9,958,810**
	Sub-total	122,576	m2	9,958,810
	Margins and Adjustments			
2	Preliminaries	8	%	796,705
3	Margin	5	%	538,000
	Sub-total			11,293,515
4	Escalation provision - excluded	0	%	0
5	Contingency	30	%	3,389,000
	Construction Total			14,682,515
6	Professional Fees	10	%	1,469,000
7	Authority fees, etc excluded	0.15	%	23,000
	Total	122,576	m2	16,174,515
	CORE EQUINE FACILITY 2 Provision of 60 Stables and 120 day stables			
8	EQUINE FACILITY			
8.1	Horse stables - 60 no.	60	no	
8.2	Day Stables - 120 no	120	no	
8.3	Gravel	17,218	m2	
8.4	Hydro-seeding	12,492	m2	
8.5	Pond - hydro-seeding	1,218	m2	
8.6	Pond	3,117	m2	
8.7	Storage maintenance shed 60x30m	1,800	m2	
	TOTAL Equine Facility	**34,951**	**m2**	**1,711,280**
	Sub-total	34,951	m2	1,711,280

	Margins and Adjustments			
9	Preliminaries	8 %		136,902
10	Margin	5 %		93,000
	Sub-total			1,941,182
11	Escalation provision - excluded	0 %		0
12	Contingency	30 %		583,000
	Construction Total			2,524,182
13	Professional Fees	10 %		253,000
14	Authority fees, etc excluded	0.15 %		4,000
	Total	**34,951**	**m2**	**2,781,182**
	CORE - TRACK CENTRE AREA AND GROUNDWORKS 3			
	Allowance for earthworks, bulk cut and fill, forming of banks and grassing full area. No allowance for concrete, paved areas or covered structure			
15	**EARTHWORKS AND SERVICES (FULL EXTENT AND FILL TO BERMS)**			
15.1	Bulk excavation	243,707	m3	
15.2	Filling to form platforms	121,854	m3	
15.3	Stormwater services	83,761	m2	
15.4	Electrical services	83,761	m2	
	TOTAL Earthworks and services (full extent and fill to berms)	**83,761**	**m2**	**3,960,133**
16	**CENTRE ARENA FIELD OF PLAY - GRASSED**			
16.1	Hydro-seeding	46,867	m2	
16.2	Grass berm seating - seeded	23,195	m2	
16.3	Pavement areas seeded i.l.o concrete	10,593	m2	
	TOTAL Centre Arena Field of Play - grassed	**83,761**	**m2**	**230,895**
17	**CENTRE ARENA COVERED AREA - GRASSED**			
17.1	Hydro-seeding	4,000	m2	
17.2	Grass berm seating	9,705	m2	
	TOTAL Centre Arena Covered Area - grassed	**17,221**	**m2**	**56,525**
18	Tunnel access Ground level	900	m2	1,080,000
19	**CENTRE ARENA FIELD OF PLAY**			
19.1	Food & beverage area 1 - hydro-seeding	23,446	m2	
19.2	Food & beverage area 2 - hydro-seeding	14,306	m2	
19.3	Seeding i.l.o concrete area	5,001	m2	
	TOTAL Centre Arena Field of Play	**42,753**	**m2**	**85,506**
	Sub-total	227,496	m2	5,413,059
	Margins and Adjustments			
20	Preliminaries	8 %		433,045
21	Margin	5 %		293,000
	Sub-total			6,139,103

22	Escalation provision - excluded	0 %		0
23	Contingency	30 %		1,842,000
	Construction Total			7,981,103
24	Professional Fees	10 %		799,000
25	Authority fees, etc excluded	0.15 %		12,000
	Total	227,496	m2	8,792,103
	CORE COMMUNITY PARKLANDS			
	4			
	Provision of ring road and access			
	Ground level			
26	COMMUNITY PARKLAND			
26.1	Access roads - bitumen	16,718	m2	
26.2	Access roads - gravel	5,622	m2	
	TOTAL Community Parkland	22,339	m2	1,240,905
27	MISCELLANEOUS - EXISTING GRASS FIELD			
27.1	Hydro-seeding	41,638	m2	83,275
	TOTAL Miscellaneous - existing grass field	41,638	m2	83,275
	Sub-total	63,977	m2	1,324,180
	Margins and Adjustments			
28	Preliminaries	8 %		105,934
29	Margin	5 %		72,000
	Sub-total			1,502,114
30	Escalation provision - excluded	0 %		0
31	Contingency	30 %		451,000
	Construction Total			1,953,114
32	Professional Fees	10 %		196,000
33	Authority fees, etc excluded	0.15 %		3,000
	Total	63,977	m2	2,152,114
	ENTRY PIAZZA/VIEWING GALLERIES/AMMENTIES SOUTH WEST PORTION			
	5			
	Entry Piazza including stand, terrace seating, berms, platform and grassed parking			
34	ENTRY PIAZZA			
34.1	Grass berm seating	6,971	m2	
34.2	Hydro-seeding	1,567	m2	
34.3	Coloured concrete pavement	2,500	m2	
34.4	Hydro-seeding area	5,500	m2	
34.5	Planted area	2,500	m2	
34.6	Steps	1,544	m2	
34.7	Opening parking - grass	5,250	m2	
34.8	Grandstand	1,027	m2	
	TOTAL Entry Piazza	26,859	m2	1,949,884

	Sub-total	26,859 m2	1,949,884
	Margins and Adjustments		
35	Preliminaries	8 %	155,991
36	Margin	5 %	106,000
	Sub-total		2,211,875
37	Escalation provision - excluded	0 %	0
38	Contingency	30 %	664,000
	Construction Total		2,875,875
39	Professional Fees	10 %	288,000
40	Authority fees, etc excluded	0.15 %	5,000
	Total	**26,859 m2**	**3,168,875**
	MULTI PURPOSE HOSPITALITY 6		
	Multipurpose building including 532m2 back of house facility to ground level, 5,196m2 paved terrace area and amenities to level 1 with 1,483m2 warm shell space (no fitout) over level 2. Roof included in separate section below		
	Ground level		
41	**MULTI PURPOSE HOSPITALITY - BOH**		
41.1	Back of house	532 m2	
	TOTAL Multi Purpose Hospitality - BOH	**532 m2**	**893,760**
42	**MULTI PURPOSE HOSPITALITY - JOCKEY CHANGE ROOM AMENITIES**		
42.1	Change room amenities	150 m2	
	TOTAL Multi Purpose Hospitality - Jockey change room amenities	**150 m2**	**825,000**
	Level 1		
43	**MULTI PURPOSE HOSPITALITY - TERRACE AREA**		
43.1	Terrace area - coloured concrete	5,196 m2	
43.2	Sundry building areas/toilets, etc.	200 m2	
	TOTAL Multi Purpose Hospitality - Terrace area	**5,196 m2**	**1,473,460**
	Level 2 & 3		
44	**MULTI PURPOSE HOSPITALITY - BUILDING**		
44.1	Multi Purpose Hospitality	1,483 m2	
	TOTAL Multi Purpose Hospitality - Building	**1,483 m2**	**3,173,620**
	Sub-total	7,361 m2	6,365,840
	Margins and Adjustments		
45	Preliminaries	8 %	509,267
46	Margin	5 %	344,000
	Sub-total		7,219,107
47	Escalation provision - excluded	0 %	0
48	Contingency	30 %	2,166,000

	Construction Total			9,385,107
49	Professional Fees	10	%	939,000
50	Authority fees, etc excluded	0.15	%	15,000
	Total	7,361	m2	10,339,107
	ROOF AND BASKET STRUCTURE 7			
51	ROOF AND BASKET STRUCTURE			
51.1	Roof to multi-purpose - trafficable	1,650	m2	
51.2	Basket structure to multi purpose	5,000	m2	
	Roof to added space	150	m2]	
	TOTAL Roof and basket structure	6,500	m2	4,723,250
	Sub-total	6,500	m2	4,723,250
	Margins and Adjustments			
52	Preliminaries	8	%	377,860
53	Margin	5	%	256,000
	Sub-total			5,357,110
54	Escalation provision - excluded	0	%	0
55	Contingency	30	%	1,608,000
	Construction Total			6,965,110
56	Professional Fees	10	%	697,000
57	Authority fees, etc excluded	0.15	%	11,000
58	Rounding			
	Total	6,500	m2	7,673,110
	OPTIONAL GRASS TRACK			
1	THOROUGHBRED RACING			
1.1	Horse turf track including civil works, drainage, soil & sand, Kikuyu turf and irrigation	58,988	m2	
1.2	Training grass track	27,456	m2	
1.3	Sand track	27,456	m2	
1.4	Safety vehicle road and culvert	8,676	m2	
1.5	Culverts	3,049	m	
1.6	Fencing to horse track	4,190	m	
1.7	Fencing to training grass track	1,581	m	
1.8	Log barriers to vehicle road	2,860	m	
1.9	Timing services	1	item	
	TOTAL Thoroughbred Racing	122,576	m2	3,484,440
	Sub-total	122,576	m2	3,484,440
	Margins and Adjustments			
2	Preliminaries	8	%	278,755
3	Margin	5	%	189,000
	Sub-total			3,952,195
4	Escalation provision - excluded	0	%	0

5	Contingency	30 %	1,186,000
	Construction Total		5,138,195
6	Professional Fees	10 %	514,000
7	Authority fees, etc excluded	0.15 %	8,000
	Total	122,576 m2	5,660,195
	Maintenance Shed		
8	EQUINE FACILITY		
8.7	Storage maintenance shed 60x30m	1,800 m2	
	TOTAL Equine Facility	**34,951 m2**	**567,000**
	Sub-total	34,951 m2	567,000
	Margins and Adjustments		
9	Preliminaries	8 %	45,360
10	Margin	5 %	31,000
	Sub-total		643,360
11	Escalation provision - excluded	0 %	0
12	Contingency	30 %	194,000
	Construction Total		837,360
13	Professional Fees	10 %	84,000
14	Authority fees, etc excluded	0.15 %	2,000
	Total	34,951 m2	923,360
	FUTURE		
	TRACK CENTRE AREA PRECINCT COMPLETION 5.1		
	Provision of paved areas, steps and ramps to centre and stage/covered performance and audience area		
	Lower ground level		
59	CENTRE ARENA FIELD OF PLAY		
59.1	Pavements - coloured concrete	10,593 m2	
59.2	Steps to berms	3,106 m2	
	TOTAL Centre Arena Field of Play	**83,761 m2**	**1,763,135**
60	CENTRE ARENA COVERED AREA		
60.1	Stage and shade structure	17,221 m2	
	TOTAL Centre Arena Covered Area	**17,221 m2**	**4,735,775**
	Ground level		
61	CENTRE ARENA FIELD OF PLAY		
61.1	Coloured concrete	5,001 m2	
	TOTAL Centre Arena Field of Play	**42,753 m2**	**550,110**

	Sub-total	143,735	m2	7,049,020
	Margins and Adjustments			
62	Preliminaries	8	%	563,922
63	Margin	5	%	381,000
	Sub-total			7,993,942
64	Escalation provision - excluded	0	%	0
65	Contingency	30	%	2,399,000
	Construction Total			10,392,942
66	Professional Fees	10	%	1,040,000
67	Authority fees, etc excluded	0.15	%	16,000
	Total	**143,735**	**m2**	**11,448,942**
	EQUINE FACILITY - PRECINCT EXTENSION 2.1			
	Provision of additional 240 stables			
68	**EQUINE FACILITY**			
68.1	Horse stables - 60 no.	240	no	
68.2	Gravel	5,000	m2	
68.3	Hydro-seeding	5,000	m2	
	TOTAL Equine Facility	**13,622**	**m2**	**2,378,000**
	Sub-total	13,622	m2	2,378,000
	Margins and Adjustments			
69	Preliminaries	8	%	190,240
70	Margin	5	%	129,000
	Sub-total			2,697,240
71	Escalation provision - excluded	0	%	0
72	Contingency	30	%	810,000
	Construction Total			3,507,240
73	Professional Fees	10	%	351,000
74	Authority fees, etc excluded	0.15	%	6,000
	Total	**13,622**	**m2**	**3,864,240**
	COMMUNITY PARKLANDS PRECINCT COMPLETION 4			
	Ground level			
75	**COMMUNITY PARKLAND**			
75.1	Hydro-seeding	35,978	m2	
75.2	Gravel	25,715	m2	
75.3	Amenity blocks	2	no	
	TOTAL Community Parkland	**61,693**	**m2**	**1,524,831**
76	**MISCELLANEOUS - EXISTING GRASS FIELD**			
76.1	Hydro-seeding	83,275	m2	
	TOTAL Miscellaneous - existing grass field	**83,275**	**m2**	**166,550**
	Sub-total	144,968	m2	1,691,381
	Margins and Adjustments			

77	Preliminaries	8 %		135,310
78	Margin	5 %		92,000
	Sub-total			1,918,691
79	Escalation provision - excluded	0 %		0
80	Contingency	30 %		576,000
	Construction Total			2,494,691
81	Professional Fees	10 %		250,000
82	Authority fees, etc excluded	0.15 %		4,000
83	Rounding			959
	Total	**144,968**	**m2**	**2,749,650**

ENTRY PIAZZA/VIEWING GALLERIES/AMMENTIES SOUTH WEST PORTION - COMPLETION
3.2 & 6.1

Completion and paving of Piazza, viewing galleries and patron parking.
Constriction of Farm Store

84	**ENTRY PIAZZA**			
84.1	Coloured concrete pavement	8,500	m2	
84.2	Hydro-seeding area	10,500	m2	
84.3	Planted area	2,500	m2	
84.4	Steps	4,500	m2	
84.5	Patron parking	2,308	m2	
	TOTAL Entry Piazza	**36,917**	**m2**	**3,422,450**
85	**FARM STORE/RETAILER**			
85.1	Farm retailer store	1,338	m2	2,809,800
	TOTAL Farm store/retailer	**1,338**	**m2**	**2,809,800**
	Sub-total	38,255	m2	6,232,250
	Margins and Adjustments			
86	Preliminaries	8 %		498,580
87	Margin	5 %		337,000
	Sub-total			7,067,830
88	Escalation provision - excluded	0 %		0
89	Contingency	30 %		2,121,000
	Construction Total			9,188,830
90	Professional Fees	10 %		919,000
91	Authority fees, etc excluded	0.15 %		14,000
92	Rounding			129
	Total	**38,255**	**m2**	**10,121,959**

ENTRY PIAZZA/AMMENTIES AND EXHIBITION - SOUTH EAST PORTION
3.2

Piazza and Eduction display area/teaching facility to level 1

93	**ENTRY PIAZZA**			

93.1	Grass berm seating	6,971 m2	
93.2	Hydro-seeding	1,567 m2	
93.3	Coloured concrete pavement	8,500 m2	
93.4	Hydro-seeding area	10,500 m2	
93.5	Planted area	4,500 m2	
93.6	Walkway between carparks	616 m2	
	TOTAL Entry Piazza	**32,654 m2**	**1,416,024**
94	**EDUCATION EXHIBITION**		
94.1	Exhibition area	2,625 m2	
	TOTAL Education Exhibition	**2,625 m2**	**7,218,750**
	Sub-total	35,279 m2	8,634,774
	Margins and Adjustments		
95	Preliminaries	8 %	690,782
96	Margin	5 %	467,000
	Sub-total		9,792,556
97	Escalation provision - excluded	0 %	0
98	Contingency	30 %	2,938,000
	Construction Total		12,730,556
99	Professional Fees	10 %	1,274,000
100	Authority fees, etc excluded	0.15 %	20,000
	Total	35,279 m2	14,024,556
	SERVICED APARTMENTS - ABOVE EDUCATION PRECINCT 3.2		
	Ground floor		
101	**SERVICE APARTMENT BUILDING - CARPARK**		
101.1	Patron parking	2,300 m2	
	TOTAL Service Apartment Building - Carpark	**2,300 m2**	**1,495,000**
	Level 1		
102	**PUBLIC AMENITIES**		
102.1	Public amenities	1,500 m2	
	TOTAL Public Amenities	**1,500 m2**	**1,425,000**
103	**SERVICE APARTMENT BUILDING**		
103.1	Service Apartment	1,469 m2	
	TOTAL Service Apartment Building	**1,469 m2**	**3,665,600**
	Level 2		
104	**SERVICE APARTMENT BUILDING**		
104.1	Service Apartment L2	2,970 m2	
	TOTAL Service Apartment Building	**2,970 m2**	**7,408,000**
	Sub-total	8,239 m2	13,993,600
	Margins and Adjustments		

105	Preliminaries	8 %		1,119,488
106	Margin	5 %		756,000
	Sub-total			15,869,088
107	Escalation provision - excluded	0 %		0
108	Contingency	30 %		4,761,000
	Construction Total			20,630,088
109	Professional Fees	10 %		2,064,000
110	Authority fees, etc excluded	0.15 %		31,000
	Total	**8,239**	**m2**	**22,725,088**
	HOTEL			
	3.2			
111	Boutique hotel			
	Level 1			
112	Reception	120	m2	
	Level 2 & 3			
113	**PUBLIC ACCOMMODATION FACILITY**			
113.1	Hotel	907	m2	
	TOTAL Public Accommodation Facility	**907**	**m2**	**4,108,710**
	Sub-total	1,027	m2	4,640,310
	Margins and Adjustments			
114	Preliminaries	8 %		371,225
115	Margin	5 %		251,000
	Sub-total			5,262,535
116	Escalation provision - excluded	0 %		0
117	Contingency	30 %		1,579,000
	Construction Total			6,841,535
118	Professional Fees	10 %		685,000
119	Authority fees, etc excluded	0.15 %		11,000
	Total	**1,027**	**m2**	**7,537,535**

RDA Ipswich West Moreton
Economic impact model

Economic impact modelling enables the RDA Ipswich West Moreton to explore how change in employment or output(sales) in one sector of the local economy will impact on all other sectors of the economy, by modelling the flow-on effects across different industries.
This provides the RDA Ipswich West Moreton with powerful evidence to advocate against industrial closures or strategically target new industry sectors which are likely to have the greatest positive economic impact.
Different industries will have different flow on effects. Adding jobs in a particular sector will not only add to the value of that sector, but also to other industries related to the supply chain (eg. suppliers, wholesalers) and service industries (retail, food services, administration) which will expand to service the additional workforce. Jobs in associated industries may be added in the local area or outside it, based on journey to work information.
The economic impacts are calculated using an input-output model which is derived from the local economy microsimulation model by National Economics (NIEIR).
To use the model, simply input the number of jobs (per year) to be added to (+) or removed (-) from the economy in a particular industry sector. The results show the theoretical addition (or loss) to the local economy of jobs and value added by industry sector. It also shows the proportion of the new employment that would occur inside and outside the RDA Ipswich West Moreton .
To model construction impacts related to a project, input the total cost of construction or direct jobs created. The results shown will represent total direct and indirect impacts over the life of the construction period. To estimate annual impacts, simply divide the total impacts by the estimated life of the project in years (e.g. divide results by 3 if the project will take 3 years to build, or 1.5 for 18 months).

Industry: Building Construction
Impact modelled: ADDITION of $29.5 million sales
Company name: Construction 1a

Impact Summary

RDA Ipswich West Moreton - Modelling the effect of adding $29.5m sales in Building Construction - Inflation adjusted

Summary	Output ($m)	Value-added ($m)	Local jobs	Residents jobs
Starting position RDA Ipswich West Moreton (year ended June 2020)	--	--	--	--
Building Construction	2,105.08	403.12	2,112	3,341
All industries	29,041.88	11,878.45	113,736	154,308
Impacts on RDA Ipswich West Moreton economy	--	--	--	--
Direct impact on Building Construction sector	29.50	5.65	30	–
Industrial impact	14.50	5.41	41	–
Consumption impact	1.58	0.66	6	–
Total impact on RDA Ipswich West Moreton economy	**45.58**	**11.73**	**77**	**53**
• Type 1 multiplier (direct & industrial)	1.49	1.96	2.39	–
• Type 2 multiplier (direct, industrial & consumption)	1.55	2.08	2.60	–
Impact on Queensland economy	--	--	--	--
Total impact - Queensland outside RDA Ipswich West Moreton	9.30	4.06	37	59
Total impact Queensland economy	54.88	15.76	113	112
Impact on Australian economy	--	--	--	--
Total impact outside Queensland economy	8.67	3.92	29	29
Total impact on Australian economy	**63.55**	**19.71**	**142**	**141**

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions).

Note: All $ values are expressed in 2018/19 base year dollar terms.

Impact on Output

The direct addition of $29.5 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy would lead to an increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to be an additional $14.50m in Output, representing a Type 1 Output multiplier of 1.49.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of $1.58m.

The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $45.58m in the RDA Ipswich West Moreton economy, representing a Type 2 Output multiplier of 1.55.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of $17.97m in Output.

The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be $63.55m added to Australia's Output.

Impact on Local Employment (jobs)

The direct addition of $29.5 million annual output in the Building Construction sector of the the RDA Ipswich West Moreton economy would lead to a further increase in indirect demand for intermediate good and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to result in an additional 41 jobs, representing Type 1 Employment multiplier of 2.39.

This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further 6 jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of 77 jobs located in the RDA Ipswich West Moreton . This represents a Type 2 Employment multiplier of 2.60.

Employment impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy creating a further 66 jobs.

The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be an addition of 142 jobs.

Impact on value added

The direct addition of $29.5 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy would lead to a corresponding direct increase in value added of $5.65m. A further $5.41m in value added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 value added multiplier of 1.96.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in value added of $0.66m.

The combination of all direct, industrial and consumption effects would result in an estimated addition in value added of $11.73m in the RDA Ipswich West Moreton economy, representing a Type 2 value added multiplier of 2.08.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of $7.98m in value added.

The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be $19.71m added to Australia's value added.

Impact on GRP

Value added by industry represents the industry component of Gross Regional Product (GRP). The impact on the RDA Ipswich West Moreton 's GRP as a result of this change to the economy is directly equivalent to the change in value added outlined in the section above.

In summary, GRP in the RDA Ipswich West Moreton is estimated to increase by $11.73m.

The effect on the Australian economy (including RDA Ipswich West Moreton) is estimated to be a growth in Gross Domestic Product (GDP) of $19.71m.

Impact on employment by industry sector

This table shows a detailed breakdown of how employment will be affected by the addition of $29.5 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

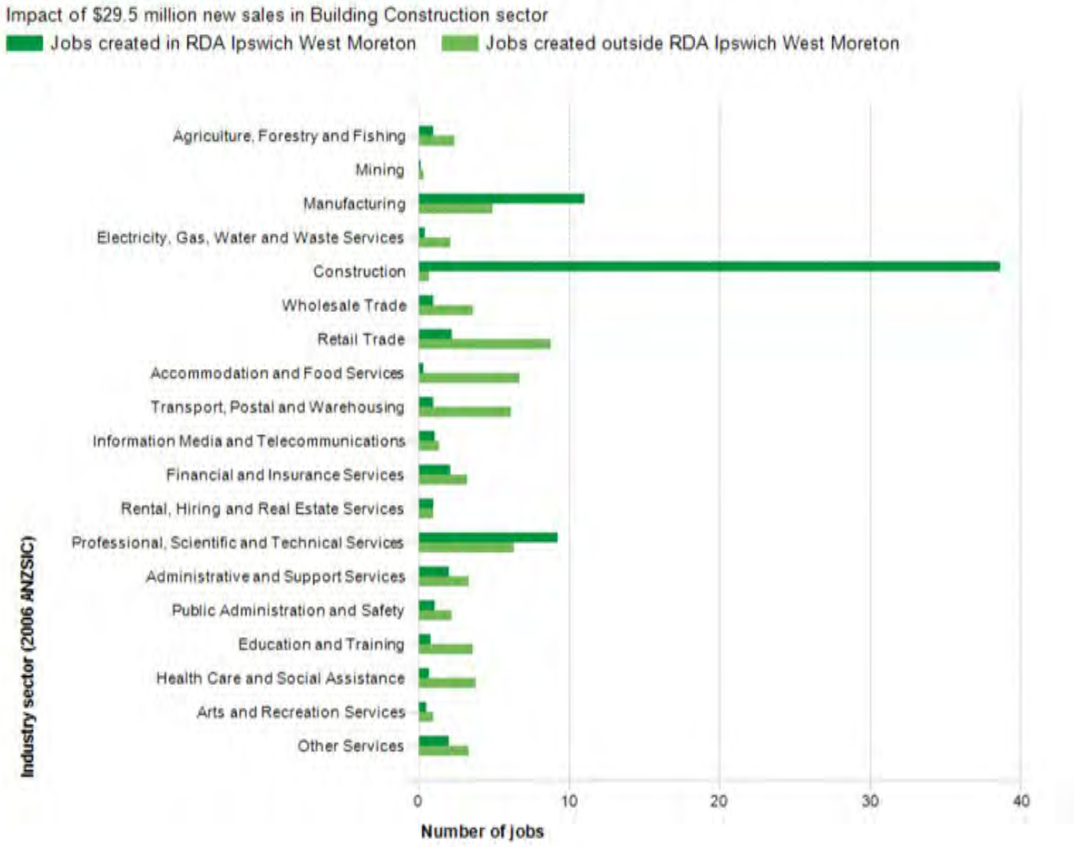
Employment by industry sector

RDA Ipswich West Moreton - Impact of $29.5 million new sales in 'Building Construction' output (Type 1 & 2 combined impact)

Industry sectors (1-digit ANSIC)	Employment impacts			
	Existing jobs in the RDA Ipswich West Moreton *	Jobs created in the RDA Ipswich West Moreton	Jobs created outside of the RDA Ipswich West Moreton	Jobs created for RDA Ipswich West Moreton residents
Agriculture, Forestry and Fishing	6,079	1	2	1
Mining	618	0	0	0
Manufacturing	13,049	11	5	7
Electricity, Gas, Water and Waste Services	1,595	1	2	0
Construction	9,691	39	1	25
Wholesale Trade	2,855	1	4	1
Retail Trade	11,928	2	9	2
Accommodation and Food Services	8,367	0	7	0
Transport, Postal and Warehousing	5,524	1	6	1
Information Media and Telecommunications	793	1	1	1
Financial and Insurance Services	1,725	2	3	1
Rental, Hiring and Real Estate Services	1,489	1	1	1
Professional, Scientific and Technical Services	3,944	9	6	6
Administrative and Support Services	3,125	2	3	2
Public Administration and Safety	9,425	1	2	1
Education and Training	11,951	1	4	1
Health Care and Social Assistance	15,592	1	4	1
Arts and Recreation Services	1,453	1	1	0
Other Services	4,534	2	3	2
Total Industries	113,736	77	66	53

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id informed decisions

Employment by industry sector



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Resident employment impacts

The combination of all direct, industrial and consumption effects of adding $29.5 million annual output to the Building Construction sector of the RDA Ipswich West Moreton economy would be an estimated increase of 53 jobs located in the RDA Ipswich West Moreton and 88 jobs located outside the RDA Ipswich West Moreton – a total of 141 jobs.
As some of the RDA Ipswich West Moreton 's residents leave the area to work and residents of other areas enter the RDA Ipswich West Moreton to work, not all of these jobs will be filled by RDA Ipswich West Moreton residents. It is estimated that of the 141 jobs created, 53 or 37.2% would be expected to be filled by RDA Ipswich West Moreton residents.

Industry employment impacts

The combination of all direct, industrial and consumption effects of adding $29.5 million annual output to the Building Construction sector of the RDA Ipswich West Moreton economy would result in an estimated increase of 77 jobs located in the RDA Ipswich West Moreton .
Of the 77 jobs created within the RDA Ipswich West Moreton , 39, or 50.3% would be added within Construction the sector. This includes the direct jobs created in the sector, and the effect of flow-on jobs within the same sector.
The largest increase in jobs outside Construction would be in Manufacturing (11), Professional, Scientific and Technical Services (9) and Retail Trade (2).
A total of 66 jobs are estimated to be created outside the RDA Ipswich West Moreton , with the largest number being in Retail Trade (9) Accommodation and Food Services (7) and Professional, Scientific and Technical Services (6).

Impact on value added by industry sector

This table shows a detailed breakdown of how adding $29.5 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy will impact on the value added of each industry sector. This highlights the relationships between industry. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

Value-added by industry

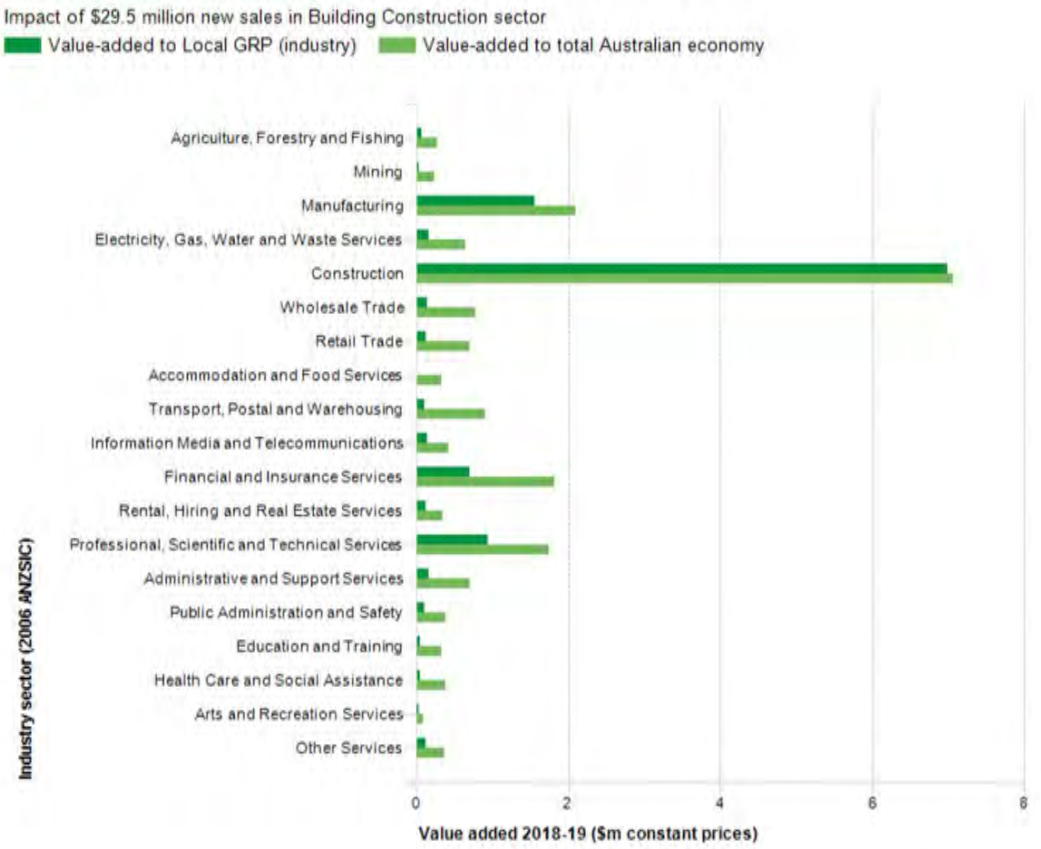
RDA Ipswich West Moreton - Impact of $29.5 million new sales in 'Building Construction' output (Type 1 & 2 combined impact)

Value added 2018-19 ($m constant prices)

Industry sectors (1-digit ANSIC)	Current local value-added*	Value-added to the RDA Ipswich West Moreton	Percentage change	Value-added to Australian economy
Agriculture, Forestry and Fishing	$513.00	$0.08	0.0%	$0.28
Mining	$227.28	$0.04	0.0%	$0.24
Manufacturing	$1,543.13	$1.55	0.1%	$2.09
Electricity, Gas, Water and Waste Services	$610.58	$0.16	0.0%	$0.65
Construction	$1,443.36	$6.99	0.5%	$7.07
Wholesale Trade	$423.84	$0.15	0.0%	$0.77
Retail Trade	$733.37	$0.14	0.0%	$0.71
Accommodation and Food Services	$318.51	$0.01	0.0%	$0.34
Transport, Postal and Warehousing	$609.13	$0.12	0.0%	$0.90
Information Media and Telecommunications	$86.59	$0.16	0.2%	$0.43
Financial and Insurance Services	$598.28	$0.70	0.1%	$1.82
Rental, Hiring and Real Estate Services	$280.31	$0.14	0.0%	$0.35
Professional, Scientific and Technical Services	$405.80	$0.96	0.2%	$1.75
Administrative and Support Services	$302.68	$0.16	0.1%	$0.70
Public Administration and Safety	$1,330.59	$0.11	0.0%	$0.40
Education and Training	$881.45	$0.06	0.0%	$0.34
Health Care and Social Assistance	$1,203.45	$0.06	0.0%	$0.39
Arts and Recreation Services	$65.01	$0.03	0.0%	$0.10
Other Services	$302.09	$0.14	0.0%	$0.37
Total Industries	$11,878.45	$11.73	0.1%	$19.71

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id informed decisions

Value-added by industry



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The combination of all direct, industrial and consumption effects of adding $29.5 million annual output to the Building Construction sector of the RDA Ipswich West Moreton economy would result in an estimated increase in value added of $11.73m in the RDA Ipswich West Moreton economy.
The Construction sector of the economy is estimated to increase in value added by 0.5%, with the total RDA Ipswich West Moreton economy estimated to grow by 0.1%.
The main impacts in value added within RDA Ipswich West Moreton , outside of Construction, are in Manufacturing (1.55m), Professional, Scientific and Technical Services (0.96m) and Financial and Insurance Services (0.70m).

RDA Ipswich West Moreton
Economic impact model

Economic impact modelling enables the RDA Ipswich West Moreton to explore how change in employment or output(sales) in one sector of the local economy will impact on all other sectors of the economy, by modelling the flow-on effects across different industries.
This provides the RDA Ipswich West Moreton with powerful evidence to advocate against industrial closures or strategically target new industry sectors which are likely to have the greatest positive economic impact.
Different industries will have different flow on effects. Adding jobs in a particular sector will not only add to the value of that sector, but also to other industries related to the supply chain (eg. suppliers, wholesalers) and service industries (retail, food services, administration) which will expand to service the additional workforce. Jobs in associated industries may be added in the local area or outside it, based on journey to work information.
The economic impacts are calculated using an input-output model which is derived from the local economy microsimulation model by National Economics (NIEIR).
To use the model, simply input the number of jobs (per year) to be added to (+) or removed (-) from the economy in a particular industry sector. The results show the theoretical addition (or loss) to the local economy of jobs and value added by industry sector. It also shows the proportion of the new employment that would occur inside and outside the RDA Ipswich West Moreton .
To model construction impacts related to a project, input the total cost of construction or direct jobs created. The results shown will represent total direct and indirect impacts over the life of the construction period. To estimate annual impacts, simply divide the total impacts by the estimated life of the project in years (e.g. divide results by 3 if the project will take 3 years to build, or 1.5 for 18 months).

Industry: Building Construction
Impact modelled: ADDITION of $41.0 million sales
Company name: RDAIWM

Impact Summary

RDA Ipswich West Moreton - Modelling the effect of adding $41.0m sales in Building Construction - Inflation adjusted

Summary	Output ($m)	Value-added ($m)	Local jobs	Residents jobs
Starting position RDA Ipswich West Moreton (year ended June 2020)	--	--	--	--
Building Construction	2,105.08	403.12	2,112	3,341
All industries	29,041.88	11,878.45	113,736	154,308
Impacts on RDA Ipswich West Moreton economy	--	--	--	--
Direct impact on Building Construction sector	41.00	7.85	41	--
Industrial impact	20.15	7.52	57	--
Consumption impact	2.20	0.92	8	--
Total impact on RDA Ipswich West Moreton economy	**63.35**	**16.30**	**107**	**73**
• Type 1 multiplier (direct & industrial)	1.49	1.96	2.39	--
• Type 2 multiplier (direct, industrial & consumption)	1.55	2.08	2.60	--
Impact on Queensland economy	--	--	--	--
Total impact - Queensland outside RDA Ipswich West Moreton	12.93	5.64	51	82
Total impact Queensland economy	76.28	21.94	158	155
Impact on Australian economy	--	--	--	--
Total impact outside Queensland economy	12.05	5.45	40	41
Total impact on Australian economy	**88.33**	**27.39**	**198**	**196**

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions).

Note: All $ values are expressed in 2018/19 base year dollar terms.

Impact on Output

The direct addition of $41.0 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy would lead to an increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to be an additional $20.15m in Output, representing a Type 1 Output multiplier of 1.49.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of $2.20m.

The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $63.35m in the RDA Ipswich West Moreton economy, representing a Type 2 Output multiplier of 1.55.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of $24.98m in Output.

The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be $88.33m added to Australia's Output.

Impact on Local Employment (jobs)

The direct addition of $41.0 million annual output in the Building Construction sector of the the RDA Ipswich West Moreton economy would lead to a further increase in indirect demand for intermediate good and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to result in an additional 57 jobs, representing Type 1 Employment multiplier of 2.39.

This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further 8 jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of 107 jobs located in the RDA Ipswich West Moreton . This represents a Type 2 Employment multiplier of 2.60.

Employment impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy creating a further 91 jobs.

The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be an addition of 198 jobs.

Impact on value added

The direct addition of $41.0 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy would lead to a corresponding direct increase in value added of $7.85m. A further $7.52m in value added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 value added multiplier of 1.96.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in value added of $0.92m.

The combination of all direct, industrial and consumption effects would result in an estimated addition in value added of $16.30m in the RDA Ipswich West Moreton economy, representing a Type 2 value added multiplier of 2.08.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of $11.09m in value added.

The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be $27.39m added to Australia's value added.

Impact on GRP

Value added by industry represents the industry component of Gross Regional Product (GRP). The impact on the RDA Ipswich West Moreton 's GRP as a result of this change to the economy is directly equivalent to the change in value added outlined in the section above.

In summary, GRP in the RDA Ipswich West Moreton is estimated to increase by $16.30m.

The effect on the Australian economy (including RDA Ipswich West Moreton) is estimated to be a growth in Gross Domestic Product (GDP) of $27.39m.

Impact on employment by industry sector

This table shows a detailed breakdown of how employment will be affected by the addition of $41.0 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

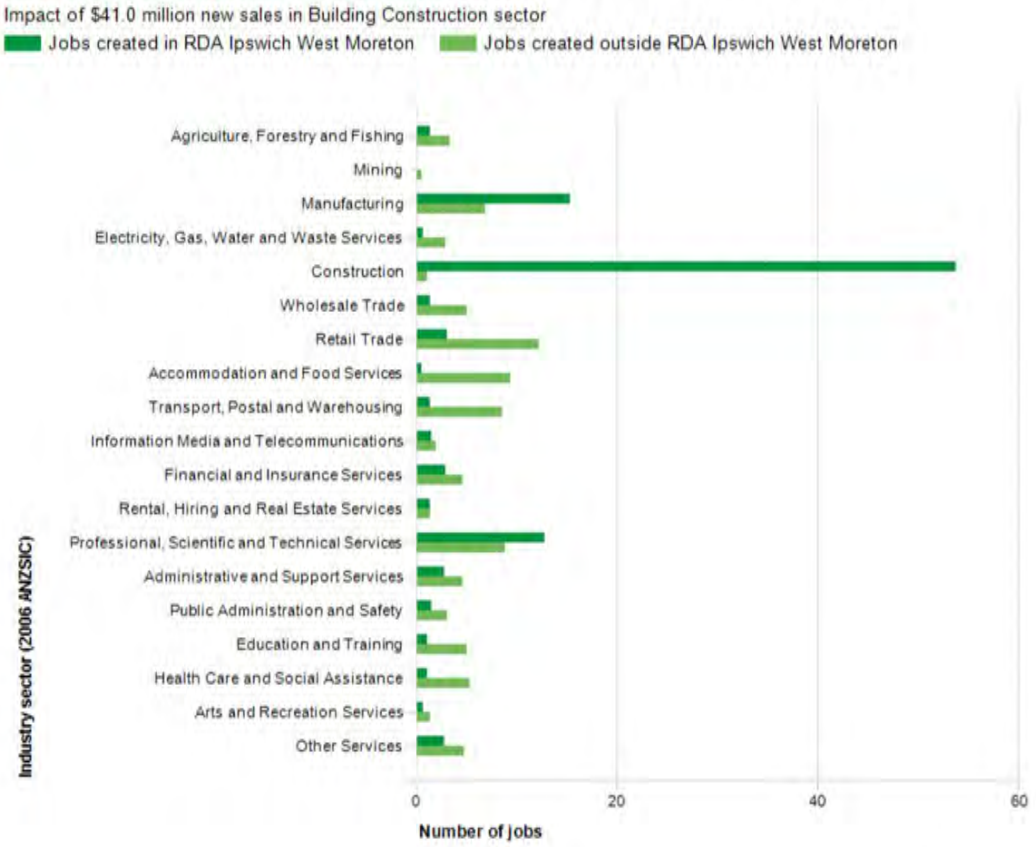
Employment by industry sector

RDA Ipswich West Moreton - Impact of $41.0 million new sales in 'Building Construction' output (Type 1 & 2 combined impact)

	Employment impacts			
Industry sectors (1-digit ANSIC)	Existing jobs in the RDA Ipswich West Moreton *	Jobs created in the RDA Ipswich West Moreton	Jobs created outside of the RDA Ipswich West Moreton	Jobs created for RDA Ipswich West Moreton residents
Agriculture, Forestry and Fishing	6,079	1	3	1
Mining	618	0	1	0
Manufacturing	13,049	15	7	10
Electricity, Gas, Water and Waste Services	1,595	1	3	1
Construction	9,691	54	1	34
Wholesale Trade	2,855	1	5	1
Retail Trade	11,928	3	12	3
Accommodation and Food Services	8,367	1	9	0
Transport, Postal and Warehousing	5,524	1	9	1
Information Media and Telecommunications	793	2	2	1
Financial and Insurance Services	1,725	3	5	2
Rental, Hiring and Real Estate Services	1,489	1	1	1
Professional, Scientific and Technical Services	3,944	13	9	9
Administrative and Support Services	3,125	3	5	2
Public Administration and Safety	9,425	2	3	1
Education and Training	11,951	1	5	1
Health Care and Social Assistance	15,592	1	5	1
Arts and Recreation Services	1,453	1	1	1
Other Services	4,534	3	5	2
Total Industries	113,736	107	91	73

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id informed decisions

Employment by industry sector



Source: National Institute of Economic and Industry Research (NIEIR) ©2021
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Resident employment impacts

The combination of all direct, industrial and consumption effects of adding $41.0 million annual output to the Building Construction sector of the RDA Ipswich West Moreton economy would be an estimated increase of 73 jobs located in the RDA Ipswich West Moreton and 123 jobs located outside the RDA Ipswich West Moreton – a total of 196 jobs. As some of the RDA Ipswich West Moreton 's residents leave the area to work and residents of other areas enter the RDA Ipswich West Moreton to work, not all of these jobs will be filled by RDA Ipswich West Moreton residents. It is estimated that of the 196 jobs created, 73 or 37.2% would be expected to be filled by RDA Ipswich West Moreton residents.

Industry employment impacts

The combination of all direct, industrial and consumption effects of adding $41.0 million annual output to the Building Construction sector of the RDA Ipswich West Moreton economy would result in an estimated increase of 107 jobs located in the RDA Ipswich West Moreton .

Of the 107 jobs created within the RDA Ipswich West Moreton , 54, or 50.3% would be added within Construction the sector. This includes the direct jobs created in the sector, and the effect of flow-on jobs within the same sector.

The largest increase in jobs outside Construction would be in Manufacturing (15), Professional, Scientific and Technical Services (13) and Retail Trade (3).

A total of 91 jobs are estimated to be created outside the RDA Ipswich West Moreton , with the largest number being in Retail Trade (12) Accommodation and Food Services (9) and Professional, Scientific and Technical Services (9).

Impact on value added by industry sector

This table shows a detailed breakdown of how adding $41.0 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy will impact on the value added of each industry sector. This highlights the relationships between industry. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

Value-added by industry

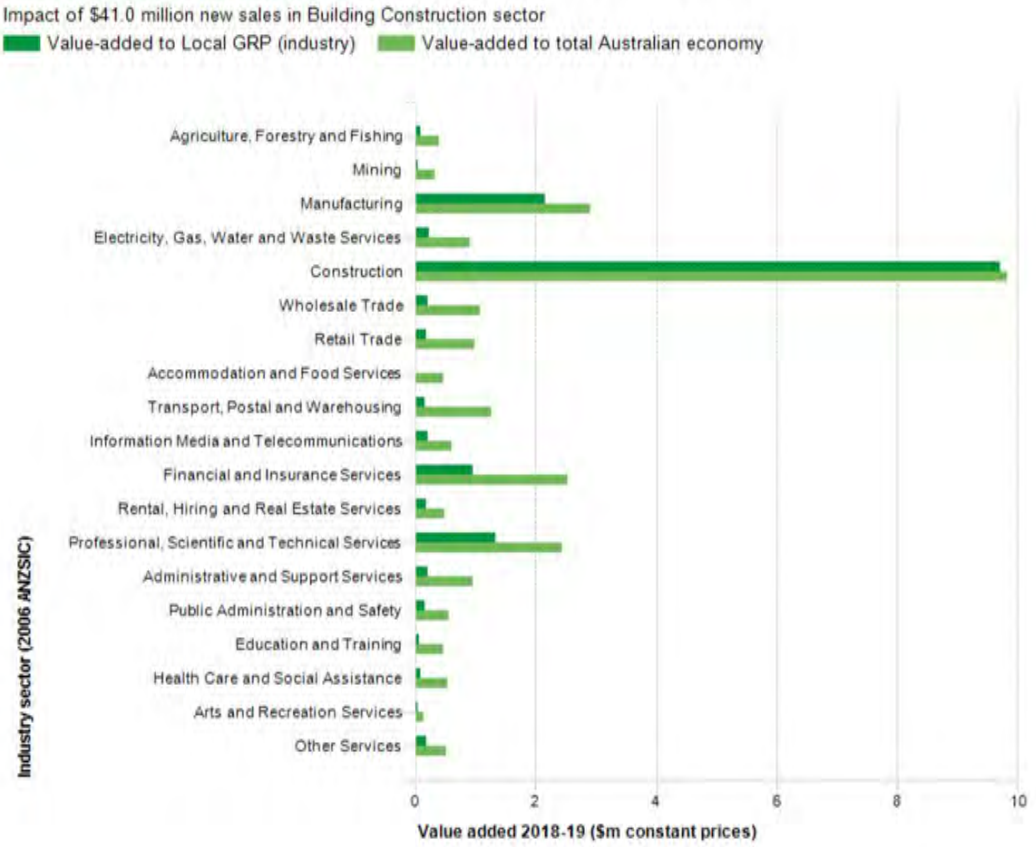
RDA Ipswich West Moreton - Impact of $41.0 million new sales in 'Building Construction' output (Type 1 & 2 combined impact)

Value added 2018-19 ($m constant prices)

Industry sectors (1-digit ANSIC)	Current local value-added*	Value-added to the RDA Ipswich West Moreton	Percentage change	Value-added to Australian economy
Agriculture, Forestry and Fishing	$513.00	$0.10	0.0%	$0.39
Mining	$227.28	$0.05	0.0%	$0.33
Manufacturing	$1,543.13	$2.16	0.1%	$2.91
Electricity, Gas, Water and Waste Services	$610.58	$0.22	0.0%	$0.91
Construction	$1,443.36	$9.71	0.7%	$9.83
Wholesale Trade	$423.84	$0.21	0.0%	$1.07
Retail Trade	$733.37	$0.19	0.0%	$0.98
Accommodation and Food Services	$318.51	$0.02	0.0%	$0.47
Transport, Postal and Warehousing	$609.13	$0.16	0.0%	$1.26
Information Media and Telecommunications	$86.59	$0.22	0.3%	$0.60
Financial and Insurance Services	$598.28	$0.97	0.2%	$2.52
Rental, Hiring and Real Estate Services	$280.31	$0.19	0.1%	$0.49
Professional, Scientific and Technical Services	$405.80	$1.33	0.3%	$2.43
Administrative and Support Services	$302.88	$0.22	0.1%	$0.97
Public Administration and Safety	$1,330.59	$0.15	0.0%	$0.55
Education and Training	$881.45	$0.08	0.0%	$0.47
Health Care and Social Assistance	$1,203.45	$0.08	0.0%	$0.54
Arts and Recreation Services	$65.01	$0.04	0.1%	$0.14
Other Services	$302.09	$0.19	0.1%	$0.51
Total Industries	$11,878.45	$16.30	0.1%	$27.39

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id informed decisions

Value-added by industry



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The combination of all direct, industrial and consumption effects of adding $41.0 million annual output to the Building Construction sector of the RDA Ipswich West Moreton economy would result in an estimated increase in value added of $16.30m in the RDA Ipswich West Moreton economy.
The Construction sector of the economy is estimated to increase in value added by 0.7%, with the total RDA Ipswich West Moreton economy estimated to grow by 0.1%.
The main impacts in value added within RDA Ipswich West Moreton , outside of Construction, are in Manufacturing (2.16m), Professional, Scientific and Technical Services (1.33m) and Financial and Insurance Services (0.97m).

RDA Ipswich West Moreton
Economic impact model

Economic impact modelling enables the RDA Ipswich West Moreton to explore how change in employment or output(sales) in one sector of the local economy will impact on all other sectors of the economy, by modelling the flow-on effects across different industries.
This provides the RDA Ipswich West Moreton with powerful evidence to advocate against industrial closures or strategically target new industry sectors which are likely to have the greatest positive economic impact.
Different industries will have different flow on effects. Adding jobs in a particular sector will not only add to the value of that sector, but also to other industries related to the supply chain (eg. suppliers, wholesalers) and service industries (retail, food services, administration) which will expand to service the additional workforce. Jobs in associated industries may be added in the local area or outside it, based on journey to work information.
The economic impacts are calculated using an input-output model which is derived from the local economy microsimulation model by National Economics (NIEIR).
To use the model, simply input the number of jobs (per year) to be added to (+) or removed (-) from the economy in a particular industry sector. The results show the theoretical addition (or loss) to the local economy of jobs and value added by industry sector. It also shows the proportion of the new employment that would occur inside and outside the RDA Ipswich West Moreton .
To model construction impacts related to a project, input the total cost of construction or direct jobs created. The results shown will represent total direct and indirect impacts over the life of the construction period. To estimate annual impacts, simply divide the total impacts by the estimated life of the project in years (e.g. divide results by 3 if the project will take 3 years to build, or 1.5 for 18 months).

Industry: Building Construction
Impact modelled: ADDITION of $111.3 million sales
Company name: RDAIWM

Impact Summary

RDA Ipswich West Moreton - Modelling the effect of adding $111.3m sales in Building Construction - Inflation adjusted

Summary	Output ($m)	Value-added ($m)	Local jobs	Residents jobs
Starting position RDA Ipswich West Moreton (year ended June 2020)	--	--	--	--
Building Construction	2,105.08	403.12	2,112	3,341
All industries	29,041.88	11,878.45	113,736	154,308
Impacts on RDA Ipswich West Moreton economy	--	--	--	--
Direct impact on Building Construction sector	111.30	21.31	112	--
Industrial impact	54.70	20.42	156	--
Consumption impact	5.96	2.50	22	--
Total impact on RDA Ipswich West Moreton economy	**171.96**	**44.24**	**290**	**198**
• Type 1 multiplier (direct & industrial)	1.49	1.96	2.39	--
• Type 2 multiplier (direct, industrial & consumption)	1.55	2.08	2.60	--
Impact on Queensland economy	--	--	--	--
Total impact - Queensland outside RDA Ipswich West Moreton	35.10	15.32	138	223
Total impact Queensland economy	207.06	59.55	428	421
Impact on Australian economy	--	--	--	--
Total impact outside Queensland economy	32.71	14.80	110	111
Total impact on Australian economy	**239.77**	**74.35**	**538**	**532**

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions).

Note: All $ values are expressed in 2018/19 base year dollar terms.

Impact on Output

The direct addition of $111.3 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy would lead to an increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to be an additional $54.70m in Output, representing a Type 1 Output multiplier of 1.49.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of $5.96m.

The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $171.96m in the RDA Ipswich West Moreton economy, representing a Type 2 Output multiplier of 1.55.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of $67.81m in Output.

The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be $239.77m added to Australia's Output.

Impact on Local Employment (jobs)

The direct addition of $111.3 million annual output in the Building Construction sector of the the RDA Ipswich West Moreton economy would lead to a further increase in indirect demand for intermediate good and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to result in an additional 156 jobs, representing Type 1 Employment multiplier of 2.39.

This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further 22 jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of 290 jobs located in the RDA Ipswich West Moreton . This represents a Type 2 Employment multiplier of 2.60.

Employment impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy creating a further 248 jobs.

The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be an addition of 538 jobs.

Impact on value added

The direct addition of $111.3 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy would lead to a corresponding direct increase in value added of $21.31m. A further $20.42m in value added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 value added multiplier of 1.96.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in value added of $2.50m.

The combination of all direct, industrial and consumption effects would result in an estimated addition in value added of $44.24m in the RDA Ipswich West Moreton economy, representing a Type 2 value added multiplier of 2.08.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of $30.11m in value added.

The combined effect of economic multipliers in the RDA Ipswich West Moreton and the wider Australian economy is estimated to be $74.35m added to Australia's value added.

Impact on GRP

Value added by industry represents the industry component of Gross Regional Product (GRP). The impact on the RDA Ipswich West Moreton 's GRP as a result of this change to the economy is directly equivalent to the change in value added outlined in the section above.

In summary, GRP in the RDA Ipswich West Moreton is estimated to increase by $44.24m.

The effect on the Australian economy (including RDA Ipswich West Moreton) is estimated to be a growth in Gross Domestic Product (GDP) of $74.35m.

Impact on employment by industry sector

This table shows a detailed breakdown of how employment will be affected by the addition of $111.3 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

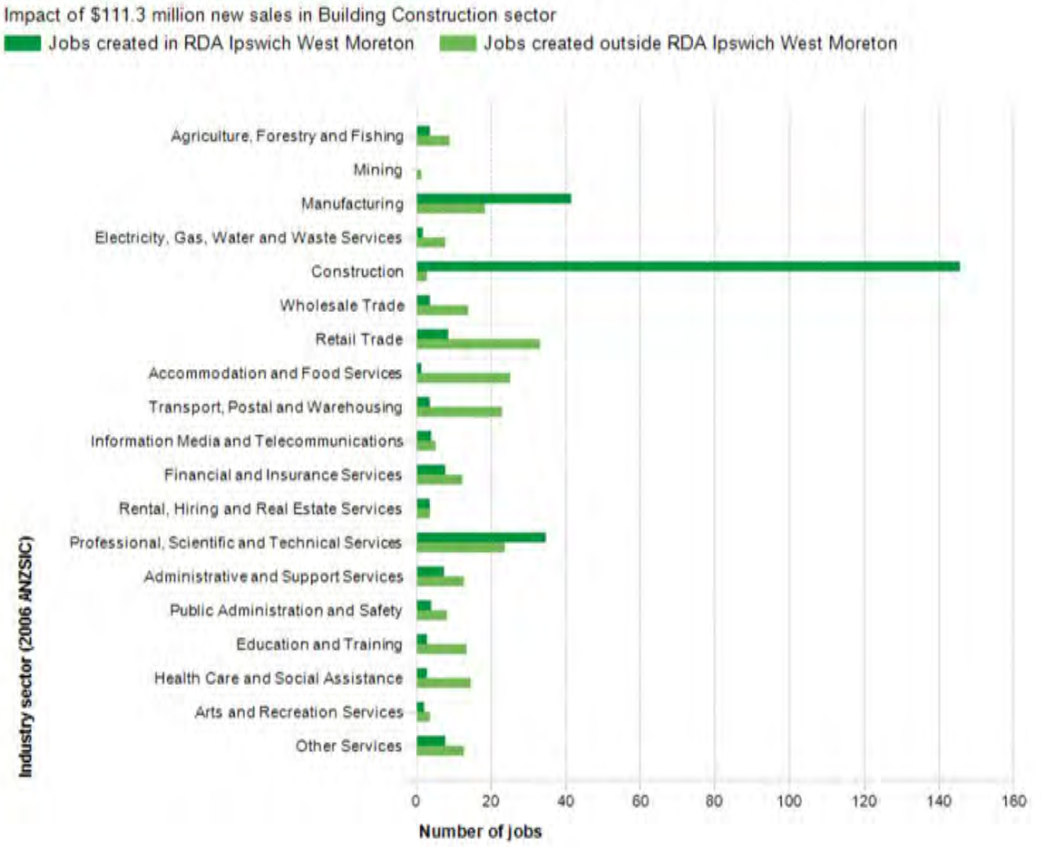
Employment by industry sector

RDA Ipswich West Moreton - Impact of $111.3 million new sales in 'Building Construction' output (Type 1 & 2 combined impact)

	Employment impacts			
Industry sectors (1-digit ANSIC)	Existing jobs in the RDA Ipswich West Moreton *	Jobs created in the RDA Ipswich West Moreton	Jobs created outside of the RDA Ipswich West Moreton	Jobs created for RDA Ipswich West Moreton residents
Agriculture, Forestry and Fishing	6,079	4	9	3
Mining	618	1	1	0
Manufacturing	13,049	42	19	26
Electricity, Gas, Water and Waste Services	1,595	2	8	1
Construction	9,691	146	3	93
Wholesale Trade	2,855	4	14	3
Retail Trade	11,928	9	33	7
Accommodation and Food Services	8,367	1	25	1
Transport, Postal and Warehousing	5,524	4	23	4
Information Media and Telecommunications	793	4	5	3
Financial and Insurance Services	1,725	8	12	6
Rental, Hiring and Real Estate Services	1,489	4	4	3
Professional, Scientific and Technical Services	3,944	35	24	25
Administrative and Support Services	3,125	8	13	6
Public Administration and Safety	9,425	4	8	3
Education and Training	11,951	3	14	2
Health Care and Social Assistance	15,592	3	15	2
Arts and Recreation Services	1,453	2	4	2
Other Services	4,534	8	13	7
Total Industries	113,736	290	248	198

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id informed decisions

Employment by industry sector



Source: National Institute of Economic and Industry Research (NIEIR) ©2021
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Resident employment impacts

The combination of all direct, industrial and consumption effects of adding $111.3 million annual output to the Building Construction sector of the RDA Ipswich West Moreton economy would be an estimated increase of 198 jobs located in the RDA Ipswich West Moreton and 334 jobs located outside the RDA Ipswich West Moreton – a total of 532 jobs.
As some of the RDA Ipswich West Moreton 's residents leave the area to work and residents of other areas enter the RDA Ipswich West Moreton to work, not all of these jobs will be filled by RDA Ipswich West Moreton residents. It is estimated that of the 532 jobs created, 198 or 37.2% would be expected to be filled by RDA Ipswich West Moreton residents.

Industry employment impacts

The combination of all direct, industrial and consumption effects of adding $111.3 million annual output to the Building Construction sector of the RDA Ipswich West Moreton economy would result in an estimated increase of 290 jobs located in the RDA Ipswich West Moreton .

Of the 290 jobs created within the RDA Ipswich West Moreton , 146, or 50.3% would be added within Construction the sector. This includes the direct jobs created in the sector, and the effect of flow-on jobs within the same sector.

The largest increase in jobs outside Construction would be in Manufacturing (42), Professional, Scientific and Technical Services (35) and Retail Trade (9).

A total of 248 jobs are estimated to be created outside the RDA Ipswich West Moreton , with the largest number being in Retail Trade (33) Accommodation and Food Services (25) and Professional, Scientific and Technical Services (24).

Impact on value added by industry sector

This table shows a detailed breakdown of how adding $111.3 million annual output in the Building Construction sector of the RDA Ipswich West Moreton economy will impact on the value added of each industry sector. This highlights the relationships between industry. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

Value-added by industry

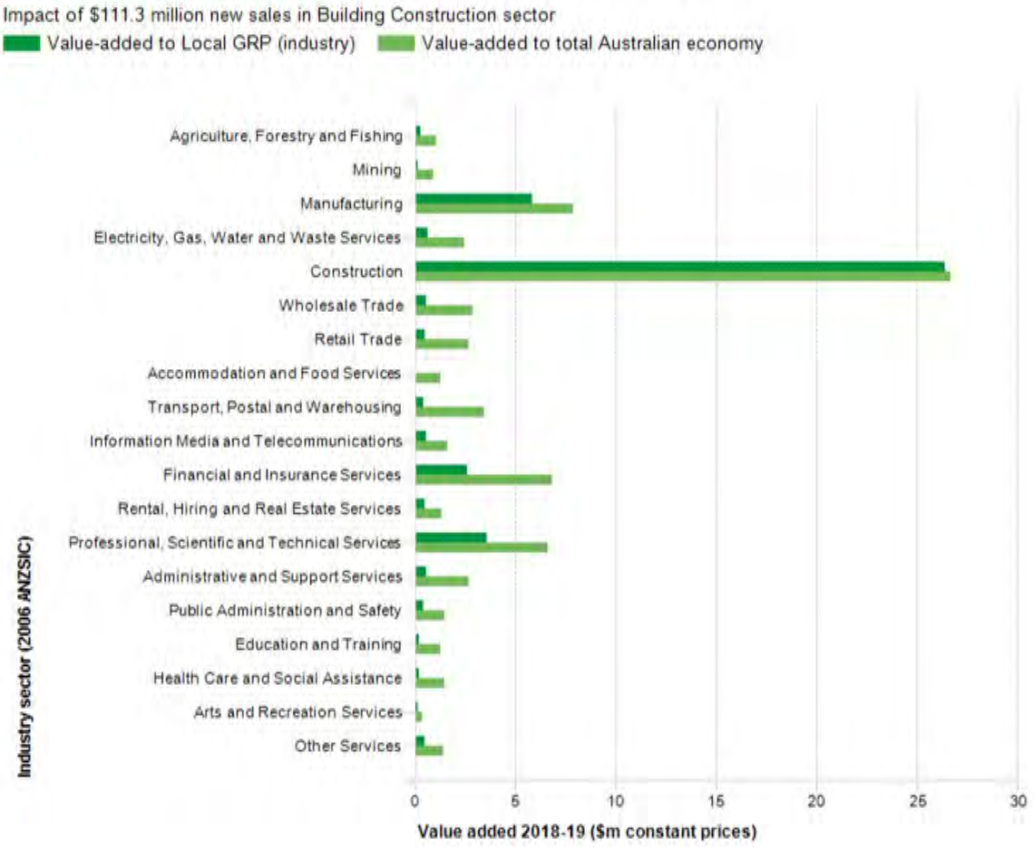
RDA Ipswich West Moreton - Impact of $111.3 million new sales in 'Building Construction' output (Type 1 & 2 combined impact)

Value added 2018-19 ($m constant prices)

Industry sectors (1-digit ANSIC)	Current local value-added*	Value-added to the RDA Ipswich West Moreton	Percentage change	Value-added to Australian economy
Agriculture, Forestry and Fishing	$513.00	$0.28	0.1%	$1.07
Mining	$227.28	$0.14	0.1%	$0.91
Manufacturing	$1,543.13	$5.86	0.4%	$7.90
Electricity, Gas, Water and Waste Services	$610.58	$0.60	0.1%	$2.47
Construction	$1,443.36	$26.36	1.8%	$26.69
Wholesale Trade	$423.84	$0.57	0.1%	$2.91
Retail Trade	$733.37	$0.52	0.1%	$2.67
Accommodation and Food Services	$318.51	$0.05	0.0%	$1.27
Transport, Postal and Warehousing	$609.13	$0.44	0.1%	$3.41
Information Media and Telecommunications	$86.59	$0.59	0.7%	$1.64
Financial and Insurance Services	$598.28	$2.63	0.4%	$6.85
Rental, Hiring and Real Estate Services	$280.31	$0.51	0.2%	$1.32
Professional, Scientific and Technical Services	$405.80	$3.61	0.9%	$6.61
Administrative and Support Services	$302.68	$0.60	0.2%	$2.64
Public Administration and Safety	$1,330.59	$0.42	0.0%	$1.50
Education and Training	$881.45	$0.21	0.0%	$1.27
Health Care and Social Assistance	$1,203.45	$0.23	0.0%	$1.48
Arts and Recreation Services	$65.01	$0.11	0.2%	$0.37
Other Services	$302.09	$0.51	0.2%	$1.38
Total Industries	$11,878.45	$44.24	0.4%	$74.35

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id informed decisions

Value-added by industry



Source: National Institute of Economic and Industry Research (NIEIR) ©2021
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The combination of all direct, industrial and consumption effects of adding $111.3 million annual output to the Building Construction sector of the RDA Ipswich West Moreton economy would result in an estimated increase in value added of $44.24m in the RDA Ipswich West Moreton economy.
The Construction sector of the economy is estimated to increase in value added by 1.8%, with the total RDA Ipswich West Moreton economy estimated to grow by 0.4%.
The main impacts in value added within RDA Ipswich West Moreton , outside of Construction, are in Manufacturing (5.86m), Professional, Scientific and Technical Services (3.61m) and Financial and Insurance Services (2.63m).

RDA Ipswich West Moreton
Event impact calculator

Events are very important contributors to local and regional economies. A successful well run event can provide significant value to an area by adding jobs and money to the local economy and providing additional cultural and social benefits. Alternatively, the wrong event may have considerable negative impacts such as a loss of money or reputation.

The event impact calculator has been developed to enable the RDA Ipswich West Moreton to calculate the potential economic impact of a proposed event. This can be used in conjunction with other methods to help the RDA Ipswich West Moreton select the most appropriate events to support. This calculator alone cannot predict which events will be successful, however it can indicate the potential economic impact a successful event may have across a range of economic measures such as output, employment, wages and salaries and local jobs.

This tool uses input/output estimates to calculate the impact of an event based on the average spend per day by visitors to the event. Simply enter the type of event, the significance of the event, the duration of the event and the average spend per day to calculate the potential economic impact.

As events can also contribute to an area in other ways, such as socially, culturally and environmentally, it is import that other tools or methods are also use to evaluate the potential or benefit of an event.

Event Impact Summary

RDA Ipswich West Moreton - Equine Event - Modelling the effect of $620,000 from a Sports and Recreation Activities event with Region significance

	Output ($)	Value-added ($)	Employment Jobs (annual FTE)	Resident (annual FTE)
Direct impact	532,952	220,479	5.0	–
Industrial impact	184,603	70,571	0.7	–
Consumption impact	71,267	29,841	0.3	–
Total impact on RDA Ipswich West Moreton economy	788,822	320,891	6.0	–

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions).
Note: All $ values are expressed in 2018/19 base year dollar terms.

The proposed Equine Event event is planned to start on the 1 and run for 4 days. It is an event of Region significance and is estimated to attract 2500 visitors per day over the 4 days, with an average spend per person per day of $62. This equals a total visitor spend of $620,000 attributed to this event. Assuming the event will be held in the RDA Ipswich West Moreton , it is calculated to have the following potential impact:

Impact on Output

The total visitor spend of $620,000 attributed to staging the Equine Event would lead to a direct impact on output of $532,952. This additional direct output from the economy would also lead to an increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to be an additional $184,603 in Output.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of $71,267.

The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $788,822 in the RDA Ipswich West Moreton economy.

Impact on value added and GRP

The impact of an additional of $620,000 spend to the local economy as a result of running Equine Event in the RDA Ipswich West Moreton would lead to a corresponding direct increase in value added of $220,479. A further $70,571 in value added would be generated from related intermediate industries.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in value added of $29,841.

The combination of all direct, industrial and consumption effects would result in an estimated addition in value added of $320,891 in the RDA Ipswich West Moreton economy.

Value added by industry represents the industry component of Gross Regional Product(GRP). The impact on the RDA Ipswich West Moreton's GRP as a result of staging this event is directly equivalent to the change in value added outlined above.

In summary, GRP in the RDA Ipswich West Moreton is estimated to increase by $320,891.

Impact on Employment (local jobs, 12mth jobs)

The employment impact of an event is expressed in local jobs. For example, an event that generates 4 weeks of work for 13 people (52 weeks of work in total), would have an employment impact equivalent to 1.0 annual local job.

The direct addition of $620,000 spend to the local economy as a result of staging the Equine Event event in the RDA Ipswich West Moreton is estimated to lead to a corresponding direct increase of employment equivalent to 5.0 annual local jobs across a range of industries. From this direct expansion in the economy it is anticipated that there would be flow on effects into other related intermediate industries, creating an additional employment equivalent to 0.7 annual local jobs.

This addition of employment in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further increase equivalent to 0.3 annual local jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of employment equivalent to 6.0 annual local jobs located in the RDA Ipswich West Moreton.

RDA Ipswich West Moreton
Event impact calculator

Events are very important contributors to local and regional economies. A successful well run event can provide significant value to an area by adding jobs and money to the local economy and providing additional cultural and social benefits. Alternatively, the wrong event may have considerable negative impacts such as a loss of money or reputation.

The event impact calculator has been developed to enable the RDA Ipswich West Moreton to calculate the potential economic impact of a proposed event. This can be used in conjunction with other methods to help the RDA Ipswich West Moreton select the most appropriate events to support. This calculator alone cannot predict which events will be successful, however it can indicate the potential economic impact a successful event may have across a range of economic measures such as output, employment, wages and salaries and local jobs.

This tool uses input/output estimates to calculate the impact of an event based on the average spend per day by visitors to the event. Simply enter the type of event, the significance of the event, the duration of the event and the average spend per day to calculate the potential economic impact.

As events can also contribute to an area in other ways, such as socially, culturally and environmentally, it is import that other tools or methods are also use to evaluate the potential or benefit of an event.

Event Impact Summary

RDA Ipswich West Moreton - Function - Modelling the effect of $123,750 from a Sports and Recreation Activities event with Region significance

	Output ($)	Value-added ($)	Employment Jobs (annual FTE)	Resident (annual FTE)
Direct impact	106,376	44,007	1.0	--
Industrial impact	36,846	14,086	0.1	--
Consumption impact	14,225	5,956	0.1	--
Total impact on RDA Ipswich West Moreton economy	157,446	64,049	1.2	--

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions).
Note: All $ values are expressed in 2018/19 base year dollar terms.

The proposed Function event is planned to start on the 1 and run for 15 days. It is an event of Region significance and is estimated to attract 75 visitors per day over the 15 days, with an average spend per person per day of $110. This equals a total visitor spend of $123,750 attributed to this event. Assuming the event will be held in the RDA Ipswich West Moreton , it is calculated to have the following potential impact:

Impact on Output

The total visitor spend of $123,750 attributed to staging the Function would lead to a direct impact on output of $106,376. This additional direct output from the economy would also lead to an increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to be an additional $36,846 in Output.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of $14,225.

The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of $157,446 in the RDA Ipswich West Moreton economy.

Impact on value added and GRP

The impact of an additional of $123,750 spend to the local economy as a result of running Function in the RDA Ipswich West Moreton would lead to a corresponding direct increase in value added of $44,007. A further $14,086 in value added would be generated from related intermediate industries.

There would be an additional contribution to the RDA Ipswich West Moreton economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in value added of $5,956.

The combination of all direct, industrial and consumption effects would result in an estimated addition in value added of $64,049 in the RDA Ipswich West Moreton economy.

Value added by industry represents the industry component of Gross Regional Product(GRP). The impact on the RDA Ipswich West Moreton's GRP as a result of staging this event is directly equivalent to the change in value added outlined above.

In summary, GRP in the RDA Ipswich West Moreton is estimated to increase by $64,049.

Impact on Employment (local jobs, 12mth jobs)

The employment impact of an event is expressed in local jobs. For example, an event that generates 4 weeks of work for 13 people (52 weeks of work in total), would have an employment impact equivalent to 1.0 annual local job.

The direct addition of $123,750 spend to the local economy as a result of staging the Function event in the RDA Ipswich West Moreton is estimated to lead to a corresponding direct increase of employment equivalent to 1.0 annual local jobs across a range of industries. From this direct expansion in the economy it is anticipated that there would be flow on effects into other related intermediate industries, creating an additional employment equivalent to 0.1 annual local jobs.

This addition of employment in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further increase equivalent to 0.1 annual local jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of employment equivalent to 1.2 annual local jobs located in the RDA Ipswich West Moreton.