

C.45.
CMT(2025)**2025-26 Budget – Business Case****Proposal Name:** Reopening Telstra Tower as an iconic tourist destination**Basis of authority for consideration in the 2025-26 Budget:** Election Commitment**Lead Minister:** Barr**Portfolio:** Tourism and Trade**Lead Agency:** Chief Minister, Treasury and Economic Development Directorate**Supporting Minister(s) and related portfolio/s:****Supporting Agencies:** N/A**Lead Wellbeing domain:** Economy**Net Financial Impacts Summary* (\$'000)**

	2025-26	2026-27	2027-28	2028-29	Total
Capital Impacts					
Capital Injection/capital outflows	1,379				1,379
Capital injection/capital outflows New Provision					
Capital – Offsets	-				
Net Capital					
Expense Impacts					
Expense	310				310
Expense – New Provision	1,168				
Expense – Offsets	-1,168				
Revenue – New Provision	-				
Commonwealth contribution	-				
Net Expense	310				
Staffing Impact					
Total Additional FTEs (number)	-	11.4	11.4	11.4	

Electorate: All**Funding category:** Election commitment**Existing program(s):** Yes**Year to cease funding or ongoing:** Ongoing**Link to Budget Consultation:** No**Proposal addresses Report Recommendation/Finding:** No**Name of Report and Recommendation Number:** N/A**Business case contact officer:** Sean Kelly – 02 6205 8602**1. Identifying the need for Government intervention**

A small appropriation in 2025-26 and provisional funding is sought to enable the ACT Government to enter into negotiations within the first half of 2025-26 for a commercial arrangement with Telstra Corporation Limited for the reopening of Telstra Tower.

Telstra approached the ACT Government proposing to refurbish Telstra Tower and for the ACT Government to undertake a fit out and operate it as a tourism attraction.

On 11 June 2024, the Chief Minister signed a Letter of Intent with Telstra Corporation Limited agreeing that Telstra and the ACT Government would work together on a proposal for the redevelopment and operation of Telstra Tower to reopen to the public.

[REDACTED]

Initial work has been undertaken on the proposed experience, fit out costs and operating model to determine the minimal viable product that will provide a return on investment to the Territory. However, more detailed work is required to finalise the design, operating model and associated costs. This work has to be completed in the next six months to ensure we can meet Telstra's ambitions to commence construction by the end of 2025.

Agreement to release provisioned funds will be sought from Expenditure Review Committee and Cabinet once this work is completed. Given the timeframes to opening, agreement to release funds will likely be sought outside the budget cycle.

The Tower has been closed since 2021 but remains one of the top icons in Canberra's landscape, attracting over 417,000 tourists in 2017 alone.

The tourism industry and the media have been critical of the Tower's closure and the time it is taking to decide its future^{1,2}. Expectations have also been raised in the Ngunnawal community following early consultation undertaken by Telstra with the community. Should the project be delayed, there is no guarantee that Telstra will maintain the appetite to invest in its redevelopment and reopen it in the future.

2. What solution should the Government pursue?

The following provisioned funding is sought to allow the Territory to commence commercial negotiations around the establishment of a preferred model for the opening of Telstra Tower:

- I [REDACTED]
- I [REDACTED]
- [REDACTED]

Budget appropriation is required in 2025-26 to enable the delivery of critical work that will inform a final business case that will seek the release of the provisioned funds. The portion of capital and expense funding required in 2025-26 is:

- \$1,370,000 in capital funding to support detailed design, content curation and First Nations engagement; and

¹ https://www.tripadvisor.com/ShowUserReviews-g255057-d257670-r917119068-Telstra_Tower-Canberra_Australian_Capital_Territory.html

² <https://www.abc.net.au/news/2021-07-03/canberra-tourism-icon-telstra-tower-needs-makeover/100263508>

- \$310,000 in expense funding to delivery development assessment studies and final business analysis.

All financials are estimates only at present and will be finalised subject to further detailed work being completed. This will involve further analysis to develop the final business case, including environmental, transport and other impact studies, final financial and operational modelling, as well as engagement to support First Nation's experience elements of the proposed redevelopment. This further work will be partly funded via the above and through existing budget appropriation, captured as a \$700,000 offset. This may change pending any complex issues that may arise.

The MVP covers the entry level podium, ticketed access to Level 5 (enclosed viewing deck), Level 6 (outdoor viewing deck), a café, playground and gift shop. The case for including Level 4 (rotating floor) as a premium function space is also being analysed, but early indications are that it would be a beneficial inclusion given the likely revenue generation opportunities. At this stage, the working assumption is that the preferred option is the MVP plus Level 4.

There are several options being explored around insourcing and outsourcing. At this stage the emerging model is to outsource the café and have the Canberra Region Visitor Centre manage the gift shop. While not large revenue earners, café, gift shop and playground are important elements to attract tourists and visitation from Canberrans to the Tower.

[REDACTED]

There are opportunities to generate additional revenue through corporate events, hospitality offerings and other activities (including on Level 4). However, the major driver will be visitor numbers to the viewing platforms.

A provision of funding for the core investment will allow for the commencement of commercial negotiations with Telstra in 2025-26. Economic Development intends to come back via a future ERC and Cabinet process to provide the final business case for decision and the release of the provisioned funding.

In developing this solution consideration has been given to an option for a full reopening of the Tower that includes the preferred option plus a refurbishment of the lower ground floor to cater for school and large groups. However, this is not recommended at this stage as the return on investment is minimal for the expected investment needed. Consideration has also been given to a design only option. This option is not recommended as it would delay ACT Government commencing commercial negotiation with Telstra and risks Telstra withdrawing from the project.

Refer to Appendix 4 – Options Analysis for further detail on the preferred option.

3. Collaboration and policy alignment

ACT Government agencies including EPSDD, TCCS and Treasury were engaged at the commencement of the project to determine responsibilities and ownership of the land surrounding Telstra Tower, the car park and roads. Further work will be undertaken with EPSDD, ESA and TCCS regarding access and parking. CSD and Office for Aboriginal and Torres Strait Islander Affairs will be engaged to advise consultation with Ngunawal community.

The National Capital Authority will also be engaged given the site is located within a Designated Area, per their remit.

This proposal to support the partnership with Telstra to reopen and operate the tower aligns with the following strategies: strategies.

Tourism 2030

The reopening of Telstra Tower supports the four missions of the T2030 strategy. To develop our city as a global destination, promote Canberra's strengths and celebrate our distinct character, make a positive contribution to all those who call Canberra home and provide experiences that bring our iconic offerings to life and exceed visitor expectations.

Aboriginal and Torres Strait Islander Agreement

The proposal also supports the Aboriginal and Torres Strait Islander Agreement in the significant areas of Connecting the Community, Life Long Learning and Economic Participation. It has the potential to further develop the ACT's First Nations Tourism offering and support the economic participation of Aboriginal and Torres Strait Islander businesses and people

Canberra: Australia's Arts Capital – Arts, Culture and Creative Policy 2022 - 2026

The Arts, Culture and Creative Policy 2022-2026 is a roadmap for Canberra to be recognised as Australia's arts capital. A key focus of this strategy is to drive cultural tourism opportunities and increase visibility of Canberra's arts sector nationally and internationally. Telstra Tower has potential to create new opportunities for cultural tourism. It also has potential to elevate Aboriginal and Torres Strait Islander peoples' cultural and artistic practices.

CBR Switched On

Canberra Switched On outlines the ACT's economic development priorities and states, "We will find ways to attract investment to grow our reputation as a destination for visitors. We will ensure our infrastructure projects create precincts and places that enhance how visitors engage with the city and provide benefits to the community." The reopening of the Tower supports this aim by providing an enhanced experience and perspective for visitors. The investment could support the Territory's commitment to reconciliation and celebrating First Nations' culture.

4. What risks are associated with this proposal and how will good governance be ensured?

Telstra has advised that without ACT Government involvement it will not reopen the Tower as a tourist destination. Telstra has also advised that it will not commence construction until it has a long-term commercial agreement in place with the Territory. Deferring a decision to provide provisional funding may put at risk Telstra's decision to progress this project.

Project risks include:

- Costs exceed budget provisioned. While a conservative approach has been taken to cost estimates, there is a risk that cost estimates underestimate costs to be incurred as part of the reopening of the Telstra Tower. This risk will be managed by working with Telstra to undertake a competitive procurement process undertaken to ensure the best value for money for the government. To manage risks associated with construction and equipment costs a 5 per cent

contingency has been included in the modelling as well as an additional 10 per cent for “Scope Creep”

- Sub-standard terms arising from poor negotiation outcomes with Telstra. Negotiation parameters will be subject to Cabinet endorsement. A detailed negotiation strategy will guide the negotiation with Telstra to provide the ACT Government with the best opportunity for a mutually beneficial outcome. Appropriate legal advice will be sought to support the negotiation process.
- Project delays may result in increased costs and deferred reopening. This will be managed by ensuring appropriate governance structures are in place to guide decision-making pathways.
- Revenue generation may be below expected levels which will lead to budget pressures in the operation of the facility. Again, estimates are conservative, however should funding be provisioned, further research and market soundings will be undertaken. This information will be included in advice to ERC and Cabinet.
- Insufficient capacity to reopen the tower or operate the facility effectively. Work on this project has been delivered within existing resources to date. There is a risk that continued delivery within existing resources will only be possible by ceasing delivery of other activities. High-level operational planning has been undertaken to inform operational requirements for the proposal.
- Telstra has created expectations within the Ngunnawal community that the Tower will deliver a visitor experience that showcases local Aboriginal knowledge and culture and provide space for the community to use. Incorporating Ngunnawal knowledge and culture into the Tower experience would meet commitments made by both Telstra and the ACT Government. There is a risk of failure to gain consensus among the majority of the local Aboriginal and Torres Strait Islander community for the direction of the project. Further work will be done to develop an engagement plan and procure expertise to manage engagement with the community.
- To date, work has been undertaken by a collective of staff across Economic Development on top of normal duties. Dedicated and appropriately skilled resources are needed to complete this next phase of work within the available timeframes. There is a risk that outcomes will be compromised if internal resources cannot be reallocated, or existing staff do not have the required skills.
- Funding for activities for 2025-26 has been identified to come from within the [REDACTED] strategic infrastructure budget. Given the scale of work required, this will likely involve ceasing work on EPIC redevelopment and Manuka Oval upgrades, both of which are identified government priorities. It could also require the ceasing of work related to the Canberra Convention and Entertainment Centre Precinct and the new Canberra Stadium.

Overall project risks are currently being managed via a project governance arrangement and executive oversight.

5. Measuring and evaluating our success

Success will be measured in different ways throughout the life of this proposal. Prior to the reopening, success will be measured through key performance indicators to be established in contractual arrangements with suppliers procured to provide goods and services.

Key performance measures will be established for the Tower once it is in operation and will likely include measuring visitor numbers, visitor spend, venue hire rate and revenue generation.

Ministerial endorsement

Ministerial endorsement

Ministerial Endorsement	Signature and date of endorsement
Lead Minister: Barr Portfolio: Tourism and Trade	 21.3.25

Appendix 1 – WELLBEING IMPACT ASSESSMENT

Reopening Telstra Tower

CMTEDD

The proposal aims to secure provisional funding for the redevelopment of Telstra Tower in order to support commercial negotiations with Telstra.

Wellbeing domains and impact description

Access and connectivity	Economy	Education and life-long learning	Environment and climate	Governance and institutions	Health
Housing and home	Identity and belonging	Living standards	Safety	Social connection	Time

Primary domain**Impact description****Economy**

This project will have a **positive impact** on the ACT economy.

Telstra Tower is an icon of Canberra's landscape and has been a popular tourist destination in the past. It attracted over 417,000 tourists in 2017 alone.

Reopening the Tower at Black Mountain will create a new must-do experience for both residents and visitors to Canberra. It is likely most Canberra residents will seek out the experience at least once, and most leisure visitors to the city will also want to visit the Tower. Canberrans would likely accompany their visiting friends and relatives to the Tower, generating repeat visits from residents.

Revitalising the Tower will enhance the range of visitor experiences in Canberra and our boost the visitor economy. It will also support the ACT Government's vision outlined in the ACT Tourism Strategy 2030 to deliver a thriving and sustainable destination that benefits Canberrans. It will contribute towards an enhanced total visitor expenditure target of \$5 billion by 2030.

There is also potential for Telstra Tower to draw more international tourists to Canberra.

Other domains**Identity and Belonging**

This proposal will have a **positive impact** on the identity and belonging of our community by contributing to the people's connection to Canberra.

The Tower is more than a significant landmark for Canberra locals and visitors. Situated at the top of a significant Ngannawal Cultural site, it is a symbol of home and a representation of past histories and future possibilities.

Black Mountain is a site of cultural significance for the Ngannawal people. Ngannawal people have a continued tangible and intangible cultural, social, environmental, spiritual, and economic connection to these lands and waters.

The Black Mountain Nature Reserve protects 31 Aboriginal cultural heritage sites listed on the ACT Heritage Register, but there are likely more unrecorded Aboriginal heritage sites.

Telstra Tower has a long history as a visitor destination, and Black Mountain is frequented by visitors either by car, cycle, or foot, hiking along the several trails from around the base—the Forest Loop, Little Black Mountain, Summit, Link, and Woodland walks.

Valuing Aboriginal and Torres Strait Islander cultures and recognising our Traditional Custodians. Developing Telstra Tower into a visitor experience that promotes First Nations culture has the potential to help Canberrans feel proud of Aboriginal and Torres Strait Islander cultures.

For many Canberrans, Telstra Tower also represents home, and is the first landmark they see when arriving in the ACT.

Our sense of connection to our city plays an important role in establishing a sense of belonging.

Evidence base and data

Provide evidence that your proposal will have the wellbeing impacts described above. Note that it is not enough to only provide evidence that the issue exists.

Evidence

90% of people believe that tourism has a positive impact on Canberra; and 80% believe that Canberra is an attractive place for travellers to visit.

Significance of Black Mountain to the Traditional Custodians.

Visitor experience opportunities

Source

ACT Tourism Strategy 2030

Telstra Tower Visitor Experience Stage 1 Report (Thylacine)

Telstra Tower Reimagined Final Report (Deloitte for Telstra)

Type of evidence

ACT government data or research

Other ACT data or research

Other ACT data or research

What don't we know?

We need to develop more robust analysis to understand how much the ACT Government will need to invest in Telstra Tower.

The proposal will support commercial negotiations with Telstra, consultancies to define the scope the business and commercial structures, operating models and costs to the ACT Government for the reopening and ongoing sustainable operations of a redeveloped Telstra Tower as a premier visitor experience.

Measuring wellbeing outcomes

How will the Government know this proposal has achieved the anticipated wellbeing impacts?

Your thinking on this does not need to be finalised – this is an opportunity to set out ideas about what may need to be measured in order to understand whether this proposal has had the anticipated impact.

What is the measurable outcome?

Agreement from Cabinet/ERC.

ACT government and Telstra reach agreement.

ACT Government enters into further procurement activities.

Engagement is successful with Traditional Custodians.

How will you measure it?

Release of provisional funding.

Signing of a contract.

Procurement process is managed appropriately.

Engagement plan is delivered.

Evaluation

The proposal will provide a range of evidence and information to help establish evaluation of the project to reopen and operate Telstra Tower in the future.

Who is impacted?

The primary impact of this proposal will be government stakeholders including Telstra and the Ngunnawal community and other Aboriginal and Torres Strait Islander stakeholders through engagement in concept development for the visitor experience.

Will the proposal have a different or disproportionate impact (positive or negative) on any groups?

These proposals seek to improve the economy for the benefit of the Canberra community. There are intended to be **positive impacts on some groups**. The proposal will have a **positive impact on Indigenous tourism**.

It will have a **positive impact on business** through the opportunity to be involved in procurement activity and operations of the café and gift shop if they are outsourced.

It will have a **positive impact on the experience industry** through the development of a new tourism offering to attract people to Canberra.

Gendered impacts

There are not expected to be any direct gendered impacts as a result of this proposal (either positive or negative).

Impacts on Aboriginal and Torres Strait Islander people

This project has the potential to have a **positive impact** on Aboriginal and Torres Strait Islander people and aligns with commitments under Closing the Gap. It also aligns to the ACT Aboriginal and Torres Strait Islander Agreement.

Consideration will be given in future work as to how the impacts on Aboriginal and Torres Strait Islander people, particularly the Ngunnawal community can be quantified and measured.

Early in 2024 Telstra undertook extensive engagement with the local Ngunnawal community to help guide the redevelopment of Telstra Tower develop a concept design that is inspired by First Nations culture.

There is growing demand for First Nations tourism experiences, and Telstra Tower has the potential to become an informative and educational First Nations experience. The International Visitor Survey conducted by Tourism Research Australia shows more international visitors are participating in First Nations cultural activities. Incorporating Ngunnawal knowledge and culture into the Tower experience would meet commitments made by both the ACT Government and Telstra. Further work is required to engage with the local and meet this commitment.

The proposal will allow the scoping of opportunities the reopening and operations of Telstra Tower could provide to local Aboriginal and Torres Strait Islander people, including how it could enable strong economic participation, employment, and community development and how it could strengthen connections to community, culture and country.

The proposal will enable continuation of the engagement that Telstra has begun with parts of the local Ngunnawal community to ensure they remain involved in and informed about the development of the visitor experience.

Impacts on future generations

Should Telstra Tower reopen, it would have a **positive impact** on future generations.

The proposal enables the exploration of ACT Government investment in the reopening and ongoing operations of Telstra Tower. Considered and well-evidenced advice to government will ensure the Tower has the greatest chance of sustainable operations well into the future and to engage, educate and inform generations of Canberrans and visitors about Canberra, Ngunnawal country, culture and story. The proposal has potential to engage children in learning and play-based activities.

Will the proposal have an impact on or be impacted by climate change?

Emissions reduction

This proposal will enable further exploration with Telstra on potential emissions production and abatement opportunities.

Adaptation and risk management

This proposal will enable further exploration of the climate impacts of the project.

Telstra has done significant work in assessing the potential bushfire risks to the facility and will work to mitigate those risks through its investment in the redevelopment of the tower. Further work and analysis is required to understand the full climate impact of the facility.

Cross-portfolio collaboration and partnerships

The key partnership for this project is the partnership with Telstra which will be formalised through an agreement.

Key elements of this proposal will have cross-portfolio impacts.

Key collaboration will continue to occur with the Office of Aboriginal and Torres Strait Islander Affairs (OATSIA) to ensure engagement with the Ngunnawal community and other people with a connection to the land is undertaken appropriately.

Collaboration will also occur with VisitCanberra and the tourism industry more broadly, and other similar venues such as the National Arboretum Canberra to understand how the Tower could be best positioned.

Collaboration is also occurring with Transport Canberra and City Services around the parking and transport requirements associated with the project.

Appendix 2 – Financial information

Detailed financials (\$'000)

	2025-26	2026-27	2027-28	2028-29	Total
Capital Impacts					
Capital injection / capital outflows	1,379	█	█	█	█
Capital – Offsets / capital inflows	-	█	█	█	█
Capital – Offset – existing provision ^(a)	-	█	█	█	█
New capital provision – Core Funding	█	█	█	█	█
iCBR fee – resources received free of charge (if applicable) ^(b)	-	█	█	█	█
Net Capital	█	█	█	█	█
Expense Impacts					
Expense	310	█	█	█	█
Expense – Offsets ^(c)	-1,168	█	█	█	█
Expense – Offsets – existing provision	-	█	█	█	█
New expense provision	1,168	█	█	█	█
Revenue ^(d)	-	█	█	█	█
Commonwealth contribution	-	█	█	█	█
Savings	-	█	█	█	█
Net Expense	310	█	█	█	█
Staffing Impact					
Total Additional FTEs (number) ^(e)	-	11.4	11.4	11.4	█

CABINET

Breakdown of capital injection (\$'000)

Breakdown of capital injection	2025-26	2026-27	2027-28	2028-29	Total
Core capital components					
Detailed design, content curation and First Nations engagement	1,379				
Refurbish existing (Fitout + Equipment)					
Contractor's costs					
Subtotal: raw capital components					
Contingency^(a)					
Deterministic contingency allowance (10%) <i>Specify calculation basis (e.g. 10%)</i>					
Stochastic contingency allowance (if any) <i>P90 Contingency allowance</i>					
Subtotal: real capital costs					
Escalation					
Subtotal: nominal capital costs					
Other capitalised costs (appropriated)					
ACTIA costs					
Procurement ACT costs ^(ab)					
ACTGS and other legal costs					
Other up-front costs					
Subtotal: estimated capital costs					
Other Costs (Resources received free of charge - RRFOC)					
iCBR Fee ^(c)					
Total capital injection: Appropriated capital + RRFOC					

Breakdown of expenses (\$'000)

Breakdown of expenses	2025-26	2026-27	2027-28	2028-29	Total
Employee expenses	778				
Employee expenses (Offset)	-778				-778
Market sounding	90				90
Market sounding (Offset)	-90				-90
Commercial and legal advice	300				300
Commercial and legal advice (Offset)	-300				-300
Development assessment studies (traffic management, environmental impact etc)	200				200
Final business analysis	110				110
Ticketing/Parking/IT & Consumables	-				
Rent/Leasing Costs	-				
General Admin	-				
R&M Visitor Equipment	-				
Cafe (Outsourced)	-				
Gift Shop (Outsourced)	-				
Level 4 Function Space	-				
Telstra Shared Expenses	-				
Other	-				
Total expenses	310				

Appendix 3 – Policy alignment

How does this proposal align with Priority alignment categories?

Identify which priority alignment categories are predominately or disproportionately impacted below.

Priority alignment

- | | | | |
|---|--|--|--|
| ☒ Election commitment | ☒ <u>National Agreement on Closing the Gap</u> | ☒ <u>ACT Aboriginal and Torres Strait Islander Agreement 2019-2028</u> | ☐ <u>ACT Women's Plan 2016-2026</u> |
| ☐ Housing | ☒ Physical and mental health | ☐ Early years | ☐ Women |
| ☐ Cost of Living | ☐ Addressing marginalisation and disadvantage | | |

What sections of the following groups does the proposal target?

Gender impacts: Women ○-○-●-○-○ Men

Education levels: Lower-education ●-● Higher-education

Income levels: Lower income ●-●-● Higher income

Age: All ages ●-●-●-●-●-●

CABINET

National Agreement on Closing the Gap

This proposal supports Aboriginal and Torres Strait Islander people and governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander people, and achieve life outcomes equal to all Australians.

In particular, this proposal supports;

- empowering Aboriginal and Torres Strait Islander people to share decision-making authority with governments to accelerate policy and place-based progress against Closing the Gap;
- Aboriginal and Torres Strait Islander cultures and languages to ensure they are strong, supported and flourishing;
- strong economic participation and development of Aboriginal and Torres Strait Islander people and communities; and
- Aboriginal and Torres Strait Islander people maintaining a distinctive cultural, spiritual, physical and economic relationship with their land and water

Aboriginal and Torres Strait Islander Agreement

The proposal also supports the Aboriginal and Torres Strait Islander Agreement in the significant areas of:

- Connecting community - The Tower has the potential to create connections within the Ngannawal community both in the development of the visitor experience and in the operations. It offers the opportunity to further develop the ACT's First Nation's Tourism offerings and connect local people with Ngannawal culture.
- Life Long Learning - The Tower through the development of its visitor experience has the potential to offer the opportunity to support the sharing of culture, skill development in tourism, visitor experience and customer service.
- Economic Participation - The Tower could support the economic participation of Aboriginal and Torres Strait Islander businesses and people. The project could enable the operations of First Nation's tourism businesses and employment opportunities in the development and operations of the tower.

There are no gender impacts as part of this proposal.

This proposal also aligns with a range of government strategies.

Tourism 2030

The reopening of Telstra Tower supports the four missions of the T2030 strategy. To develop our city as a global destination, promote Canberra's strengths and celebrate our distinct character, make a positive contribution to all those who call Canberra home and provide experiences that bring our iconic offerings to life and exceed visitor expectation.

CBR Switched On

Canberra Switched On outlines the ACT's economic development priorities and states, "We will find ways to attract investment to grow our reputation as a destination for visitors. We will ensure our infrastructure projects create precincts and places that enhance how visitors engage with the city and provide benefits to the community." The reopening of the Tower supports this aim by providing an enhanced experience and perspective for visitors. The investment could support the Territory's commitment to reconciliation and celebrating First Nations' culture, in particular Ngannawal culture.

Appendix 4 – Options analysis

Option 1 – Design Only and fully offset within existing [REDACTED] Strategic Infrastructure Budget – not recommended

The condition imposed on this business case is that it “be offset within existing funding [REDACTED] for design work”.

This is in reference to the 2024-25 Budget that committed [REDACTED] to progress work on key entertainment, events, sports and tourism infrastructure projects (Page 61 2024-25 Budget Statement B).

This funding has been largely committed to other priority infrastructure projects per the below table. [REDACTED] has been allocated to the Telstra Tower project to support pre-design work including experience concept design and development of business model scoping, revenue and operating profit modelling to determine possible returns on investment. There is approximately [REDACTED] remaining which will be expended on further work related to the detailed business case modelling, negotiation position development and beginning more detailed consultation/design on traditional owner elements. This is expected to be expended in 2024-25.

To fund additional works for Telstra Tower from within the [REDACTED] funding would be diverted from the Manuka Oval Eastern Grandstand and/or EPIC Redevelopment. This would pause any further progress on these priority projects.

Funding design work only will not allow ACT Government to enter a commercial arrangement with Telstra this financial year. There is a high risk that Telstra will withdraw its funding and support for the project if there is a delay.

Option 2 Minimum Viable Product plus Level 4 (Recommended)

This option seeks to secure a small appropriation in 2025-26 and provision of capital and expense funding to commence commercial negotiations and support the reopening of elements of the Tower to the public. This option would support the ability to enter into a commercial arrangement with Telstra as well as undertake necessary planning and due diligence prior to engaging a builder to commence works. Without a provision, there is a risk that Telstra will withdraw its offer. Without appropriation in 2025-26, the necessary planning and design work cannot be completed to inform the final business case.

Based on advice and business modelling, Economic Development has estimated that the following would be required to deliver this option:

I	[REDACTED]
I	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]

The table below provides the estimated Capex requirements for the preferred model (Minimum Viable Product plus Level 4). It assumes the Tower will be handed over to the ACT Government, as the Tenant, by Telstra, in a fit for purpose condition. That is, bare walls, floors and ceilings, but all with coverings and no construction rubble.

Description	Fitout Costs (,000)	Equipment (,000)	Contingency (,000)	Total (,000)
Visitor Experience	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
L4 Function Space	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Gift Shop	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Café	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Playground	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
General	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

The table below provides the expense impacts associated with this proposal.

Expense Impacts	2025-26 (,000)	2026-27 (,000)	2027-28 (,000)	2028-29 (,000)	Total (,000)
Staffing Costs	-778 (offset)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Market sounding	-90 (offset)				-90
Commercial and legal advice	-300 (offset)				-300
Development assessment studies (traffic management, environmental impact etc)	200				200
Final business analysis	110				110
Rent/Leasing Costs		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Ticketing/Parking/IT & Consumables		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
General Admin		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
R&M Visitor Equipment		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
L4 Function Space		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Café (Outsourced)		■	■	■	■
Gift Shop (Outsourced)		■	■	■	■
General Shared Expenses		■	■	■	■
Contingency		■	■	■	■
Expense Subtotal	310	■	■	■	■
Revenue		■	■	■	■
Net Expense	310	■	■	■	■
Total Additional FTEs	-	11.4	11.4	11.4	

Further work prior to construction

This option requires further work and analysis to be undertaken prior to entering into a commercial arrangement with Telstra and progressing to engaging a builder. These works include detailed design work to finalise the fit-out requirements, final business analysis to inform the business model, undertaking market sounding to inform the utilisation of Level 4, engagement with First Nations communities to inform the visitor experience, development assessment analysis to confirm car parking, traffic management and environmental matters, and engaging commercial and legal expertise to support negotiation with Telstra. This will include multiple procurement processes to be undertaken. This work is to be partly offset through existing budget appropriation.

This work will require dedicated FTE (0.4 x EBM, 2 x SOG A, 1 x SOG B) to deliver this within the constrained timeframes available. FTE will be offset through redeployment of existing staffing. To date, this project has been progressed within existing resources on top of their normal duties. Dedicated and appropriately skilled resources are needed to complete this next phase of work.

Visitor Experience

The major driver for Revenue and Profit is the visitor numbers. Operating costs and revenue projections are based on data from 2017, with seasonality adjustments based on current data ACT visitor details. Calculations have been made throughout the model to note the impact of a 20 per cent shortfall in visitors, and a 20 per cent increase. The Break Even Point (BEP) has also been calculated, which is relatively close to the 20per cent visitor shortfall number.

Rotating Level (Level 4)

The rotating level 4 is a unique feature of the Tower, however there are a number of limitations rendering it unsuitable as a restaurant or café including no space for a commercial kitchen and overall small floor space. However, this feature does present an opportunity for small functions or events, and it is recommended further market sounding and research be undertaken to determine the impact and return if included as part of the MVP.

Current estimates indicate that this floor would require:

■	■
■	■

These figures are included in the total capex and expense funding requirements for the MVP option.

Café and Gift Shop

This model assumes the Café will be outsourced. This is a more efficient model based on previous experience such as the Arboretum. The Gift Shop is also assumed to be outsourced however consideration is being given to managing this under a similar arrangement to the Visitor Centre.

General Shared Costs

The modelling undertaken to date has also estimated shared costs associated with general services provision within the tower such as utilities, rubbish removal, cleaning, grounds maintenance, insurance and communications.

Under this option, Economic Development would come back to Expenditure Review Committee (ERC) to provide further analysis and seek agreement to release the provisioned funding.

Refer to Attachment H for average salary costings.

Option 3 Full Experience

Under this higher cost option, funding would provide for the lower ground floor in addition to the preferred option. The lower ground floor would accommodate school groups visiting the site and requiring dwell space and locker space.

Capex Requirements

Description	Fitout Costs (,000)	Equipment (,000)	Contingency (,000)	Total (,000)
Lower Ground				
Visitor Experience				
L4 Function Space				
Gift Shop				
Café				
Playground				
General				
Total				

The table above provides the estimated Capex requirements for the full experience option of the Tower. It assumes that the Tower has been handed over to the ACT Government, as the Tenant, by Telstra, in a fit for purpose condition. That is, bare walls, floors and ceilings, but all with coverings and no construction rubble. Construction could be undertaken in various stages, with those areas that provide maximum revenue generation being completed in Stage 1. Although the Gift Shop, and proposed outsourced Café are not large Revenue earners, they are required services for a tourist attraction such as this.

Expense Impact

Expense Impacts	2025-26 (,000)	2026-27 (,000)	2027-28 (,000)	2028-29 (,000)	Total (,000)
Staffing Costs	-778 (offset)				
Market sounding	-90 (offset)				-90
Commercial and legal advice	-300 (offset)				-300
Development assessment studies (traffic management, environmental impact etc)	200				200
Final business analysis	110				110
Rent/Leasing					
Ticket/Parking/IT & Consumables					

Appendix 5 – Implementation, risk management, procurement, governance and recruitment

Implementation plans

Following budget provision and appropriation for 2025-26 only, further work will be undertaken to inform negotiation parameters which will be subject to Cabinet endorsement. A detailed negotiation strategy will guide the negotiation with Telstra to provide the ACT Government with the best opportunity for a mutually beneficial outcome. Appropriate legal advice will be sought to support the negotiation process.

A full implementation strategy for the project will be developed following successful commercial negotiations with Telstra.

Noting that formal commercial arrangements have not yet been agreed, timeframes are subject to change. Indicative timeframes are below and will be updated as the proposal achieves key milestones.

Once commercial arrangements with Telstra are agreed, a procurement process will be undertaken to engage a builder to complete an integrated fit-out of both Telstra's base building works and ACT Government fit-out requirements. Refer to the Procurement Plan section below for further detail on this. Once the quantum of funding required for construction is known, a submission will come back to Cabinet seeking release of the provisioned funds. This will include detailed costings.

Following an agreement between Telstra and the ACT Government, an engagement strategy will be implemented to meet both parties' commitment to create an Aboriginal and Torres Strait Islander visitor experience. This will include engaging a consultant to manage engagement with the community.

Construction timeframes, led by Telstra are dependent on the above activities being delivered successfully and efficiently. During this time market sounding will be undertaken to inform third party operations of the facility. This will be followed by finalisation of ACT Government operations planning and procurement of third-party suppliers to operate the site.

It is intended that the tower be reopened as a tourist attraction in 2026-27, however this is contingent on construction delivery timeframes.

Risk management

More detailed risk management plans will be developed as part of project and procurement planning.

Procurement plans

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Governance

The delivery of this proposal will be governed through the following:

- Executive Oversight Group (EOG) – this group is responsible for the overall delivery of the project. It is chaired by the Deputy Director-General; members comprise Economic Development and senior Economic Development executive.
- Project Control Group (PCG) – is responsible for overseeing day to day project management, including budget management and ensure coordinated delivery of project activities. The PCG reports to the EOG. The meeting is chaired by the Project Coordinator and members comprise senior executive and officials working on the project.

This proposal provides an opportunity to empower Aboriginal and Torres Strait Islander people to share decision-making authority with government. This is one of the outcomes of the Closing the Gap, Priority Reform 1. Further work will be done to inform options for governance arrangements in consultation with the community once an agreement is reached between Telstra and the ACT Government.

Governance arrangements between Telstra and the ACT Government will be controlled by the commercial agreement to be negotiated between the parties.

Recruitment

FTE will initially be required for the pre-construction phase to support with finalising the business case, supporting commercial negotiations with Telstra and supporting the finalisation of preliminary work necessary to proceed with engaging a builder. The FTE complement (0.4 SES 1, 2x SOG A and 1 X SOG B) will be drawn from within existing resources.

Staffing will be required to operate the facility once it has reopened to the public. The staffing profile below is indicative only and subject to change depending on the final operating model. Staff will be required on sight and to help manage bookings, security and the visitor experience.

The staff complement is as follows:

Breakdown of FTE positions -

Staffing Level ^a	No. of FTE 2025-26 ^b	No. of FTE 2026-27	No. of FTE 2027-28	No. of FTE 2028-29	Existing or new staff Existing/New ^c	Redirected from existing resources? Yes/No ^d	Continuing beyond forward estimates Yes/No ^e
EBM 1.4	0.4				Existing	Yes	No
SOGA	2				Existing	Yes	No
SOGA		1	1	1	New	No	Yes
SOGB	1				Existing	Yes	No
SOGC		1	1	1	New	No	Yes
ASO6		3	3	3	New	No	Yes

CABINET

ASO4		6.4	6.4	6.4	New	No	Yes
Total FTE	3.4	11.4	11.4	11.4	New	No	Yes

Organisational Chart

More detailed information regarding staffing including options for redeploying resources and justification of new resources will be provided to release provisioned funding.

Recruitment Strategy

A recruitment strategy outlining current employment market for the positions being sought, attracting an identified Aboriginal and Torres Strait Islander workforce and demonstration of cultural competency and risks to the proposal should the FTE positions not be filled in a suitable timeframe will be undertaken to release provisioned funding.

Appendix 6 – Communications

Communications support will be provided by Economic Development's Communications and Engagement team until the project reaches a point where specialist marketing and branding work is required.

This proposal recommends engagement with the local Aboriginal and Torres Strait Islander community to assist in the development of the visitor experience. This work will be undertaken by a consultant.

Appendix 7 – Additional supporting data, evidence and other materials

[See Attached]

Att B – Thylacine Telstra Tower Stage 1 Report and Costings

Att C – Telstra Tower Reopening Costing and Financial Modelling Report

Att D - Visit Canberra Visitor Audience Understanding Aug 2024

Att E - Telstra Tower Estimate Visitor Info

Att F - Manuka Oval Function Income 2023-24

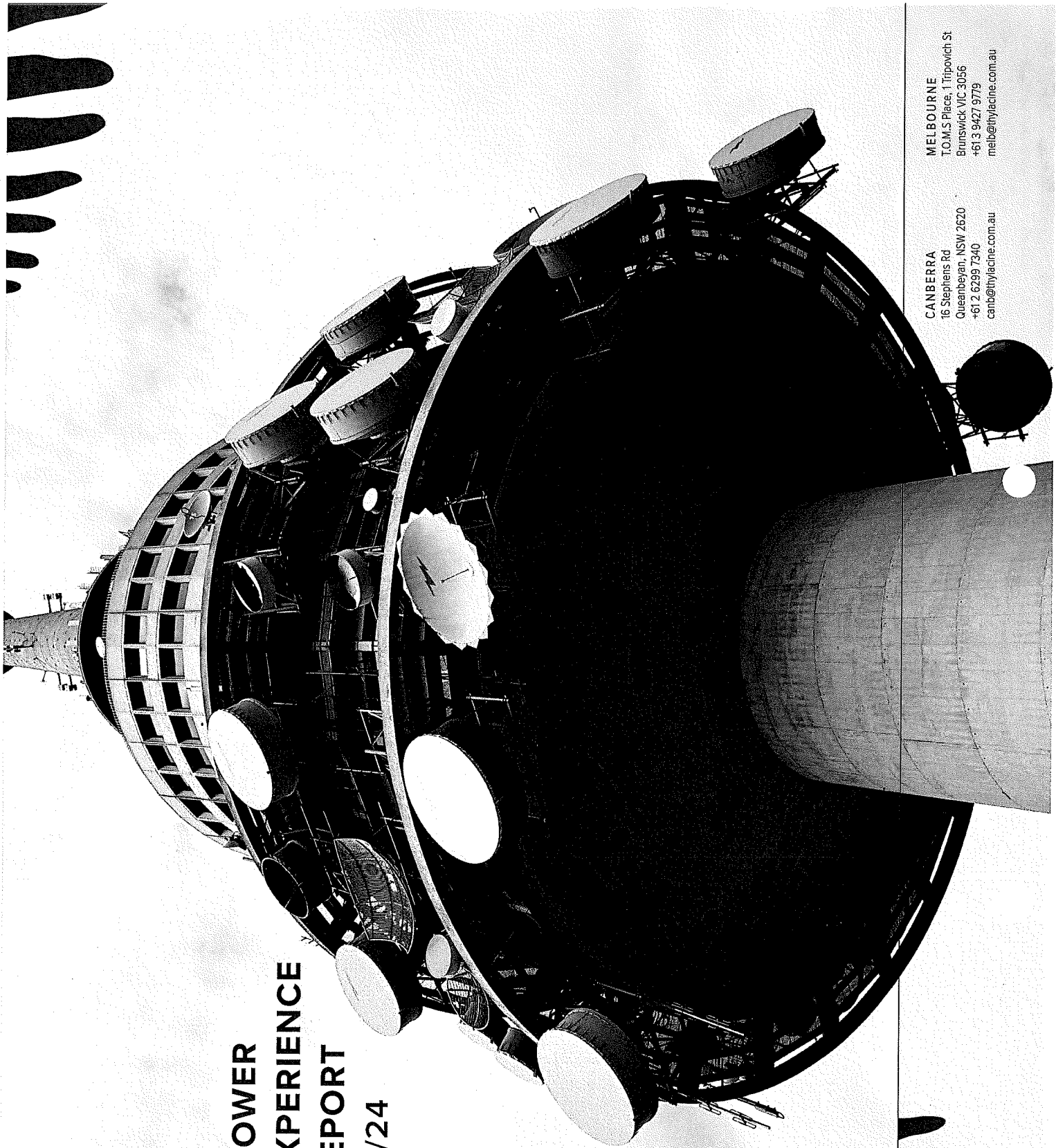
Att G – Salary Costing Template

**TELSTRA TOWER
VISITOR EXPERIENCE
STAGE 1 REPORT
REV 1 02/12/24**

thylacine

CANBERRA
16 Stephens Rd
Queanbeyan, NSW 2620
+61 2 6299 7340
canb@thylacine.com.au

MELBOURNE
T.O.M.S Place, 1 Tripovich St
Brunswick VIC 3056
+61 3 9427 9779
melb@thylacine.com.au



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TELSTRA TOWER VISITOR EXPERIENCE
STAGE 1 REPORT REV 1
DATE: 02/12/24
SCALE: NOT TO SCALE

CANBERRA
16 Stephens Rd
Queanbeyan, NSW 2620
+61 2 6299 7340
canb@thylacine.com.au

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MELBOURNE
T.O.M.S Place, 1 Tripovich St
Brunswick VIC 3056
+61 3 9427 9779
melb@thylacine.com.au



INTRODUCTION

Acknowledgment

Thylacine acknowledges the Ngannawal and Ngambri peoples as the traditional owners of this land on which we meet, work and live and upon which the Tower is built. We acknowledge and respect their continuing culture and connections to land, water and community. We pay respect to the Elders of the Ngannawal and Ngambri Nations past and present. Always was always will be.

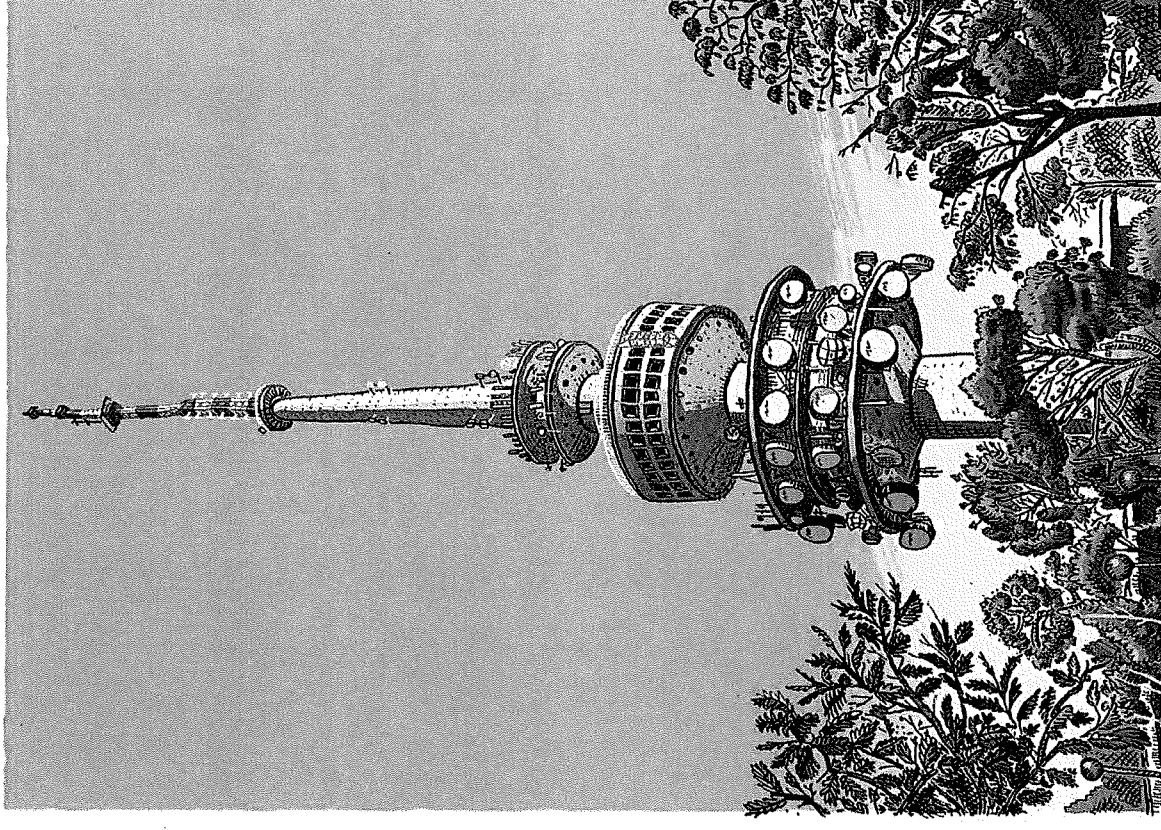
Introduction

Thylacine is delighted to present the final report for the Telstra Tower Visitor Experience. This report is the culmination of the insights and ideas developed during our draft deliverable and design workshop. Building on the valuable feedback and discussions from that session, we have refined our concepts and assumptions to create a detailed vision for the visitor experience. This document provides a comprehensive framework and design direction, paving the way for the next stages of development. We look forward to continuing our collaboration as we bring this exciting project to life.

Disclaimer

This document has been developed for scoping and costing purposes only. References to story opportunities are from documents supplied by the ACT Government and desktop research and are to be considered as placeholders only.

Site-specific content will be developed through consultation during the next stage of development. A recommended methodology is outlined in the Next Steps chapter of this document.



CHAPTER 01 BENCHMARKING

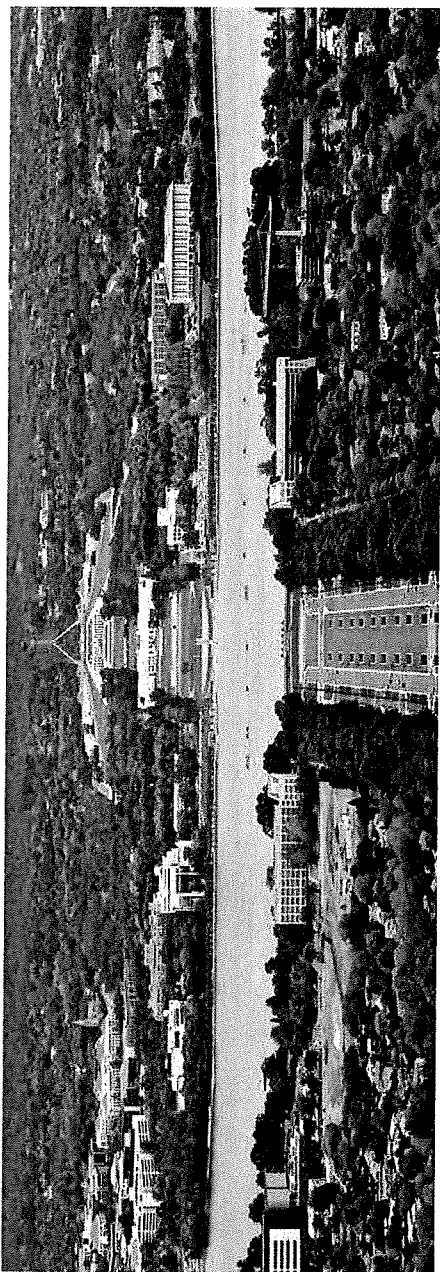


CHAPTER 01

CONTEXT

Visitor experience

Telstra Tower is a significant and prominent landmark visible from much of Canberra. Up until its closure some 13 years ago it was a popular destination for locals and their visiting friends and relatives. Anecdotal evidence is that many locals and visitors still drive (or walk or cycle) up Black Mountain for the view and are curious about access up into the Tower.



Visitor data

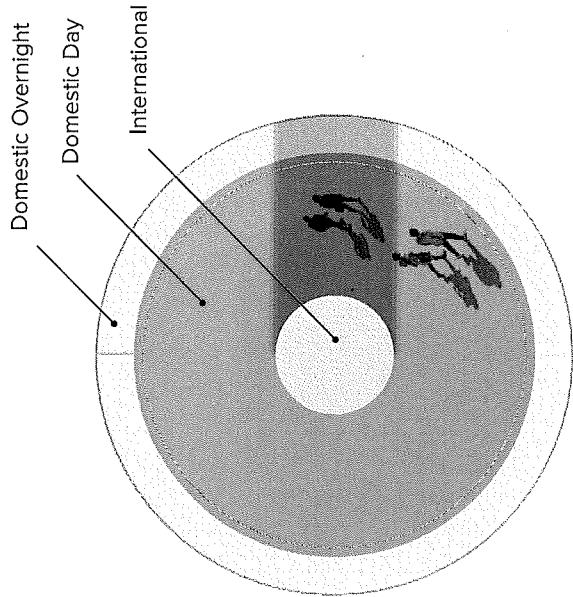
Canberra's visitor profile is well understood.

There are some 5.5M visitors to Canberra (YE March 2024) and of these 2.2M are domestic day visitors (mostly from Sydney and surrounding NSW), 3.1M are domestic overnight visitors and 190k are international visitors.

Of these more than 40% are visiting friends and relatives and 25% are on holidays, with the balance visiting for business or education purposes. About half of overnight visitors stay in hotels and 40% stay with friends or family.

Canberra's population is around 480,000.

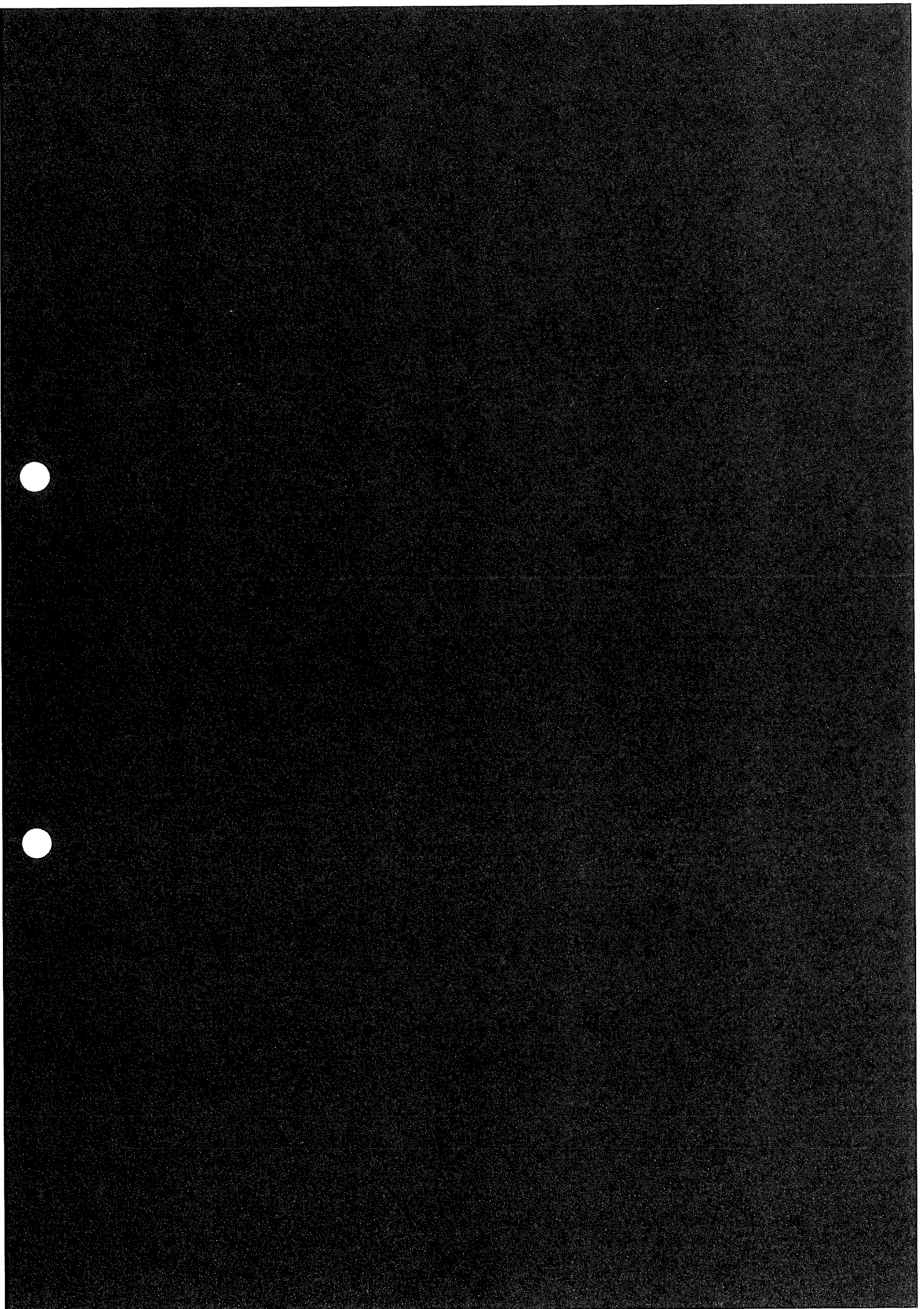
The most popular visitor sites in Canberra are the Australian War Memorial and Australian Parliament House, with around 1M visits each per annum, followed by the National Arboretum, National Museum of Australia, National Gallery of Australia and the Australian National Botanic Gardens.



Only about 5% of visitors to Canberra report having participated in a First Nations cultural experience. This is despite the Future of Tourism Demand research by Tourism Australia showing a desire by international visitors for these experiences, with 40% seeking food experiences, sacred site tours, art and craft, and guided tours and performances.

Other experiences sought by international visitors that may be relevant to Telstra Tower include architecture, notable buildings or monuments, and stargazing and night sky photography.

Although international visitors only make up about 3.5% of visitors to Canberra, these interests may mean they will be especially drawn to the offer at Telstra Tower.



CONTEXT

Potential visitor numbers

It is likely Telstra Tower will become a “must do” experience in Canberra and will be attractive to a broad range of visitors across both domestic and international markets.

Leisure visitors will be drawn to the Tower for its sightseeing potential, and a First Nations cultural offering will increase its attraction.

Canberra residents will also wish to visit the Tower to remember earlier visits or to view the city from this unique perspective. Providing for educational and corporate groups will increase this demand.

The capacity of the Tower is limited, both by the lifting capacity (number of people who can access the Tower per hour) and by an emergency response capacity, limiting the number of people in the Tower at one time based on the capacity of the emergency egress stair. These technical limitations will determine the number of visitors the Tower can welcome each day.

Even if only half of the leisure and resident segments actually followed through with a visit, these could mean a potential 240,000 locals wishing to visit over the first few years and nearly 1.8m leisure visitors to Canberra seeking to experience the Tower each year.

This demand estimate is theoretical, especially considering the most popular National Institutions ‘only’ receive a maximum of around 1m visits annually.

This estimate could generate a theoretical demand of around 5,000 visits per day which could exceed the visitor capacity at the Tower. Assessment of the lift capacity has shown that around 230 people per hour can use the lifts before waiting times become unacceptable. Over a 10 hour day this could mean 2,300 visits if dwell times average one hour.

Demand management

The challenge at Telstra Tower will likely be to manage visitor demand and expectations to avoid disappointment, rather than attracting visitors. Some initiatives that would assist this demand management include:

- A pre-booking system with specific timed bookings to manage visitor flow. Some capacity could be set aside to allow for some walk-up demand.
- A careful estimate of the average likely length of stay based on the interpretive and other experiences available, and active monitoring of these in real time.

- Long opening hours to allow for dawn and dusk and night-sky experiences, increasing the number of hours the Tower is open each day.

- Active and live monitoring of visitor demand from the booking website through to guest arrival and movement throughout the Tower to allow adjustments in real time to increase or decrease availability.

- Limiting the length of stay in the Tower, particularly on levels 3 and 4, which may limit the people at one time capacity and limit sightseeing. Having a shorter stay food and beverage offer on level 4, such as a cocktail bar rather than a restaurant, would assist.

- The creation of the café at the Podium level, accessible without necessarily visiting the Tower itself, will go some way to offsetting demand and providing for customers who are not able to access the Tower.

- The creation of an attraction in the basement level that can entertain visitors while they wait to access the Tower.

Like any visitor attraction, the success of Telstra Tower will be based on how well the visitor expectations that are raised through marketing and promotion and by word of mouth, are realised when guests actually arrive at and experience the place. Creating realistic expectations is essential to achieving visitor satisfaction.

BENCHMARKS

The Telstra Tower project is aiming to achieve several goals:

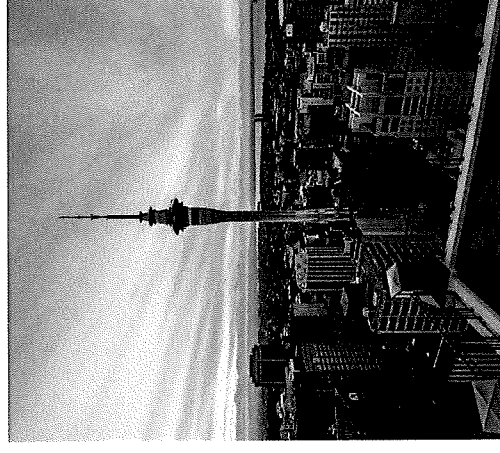
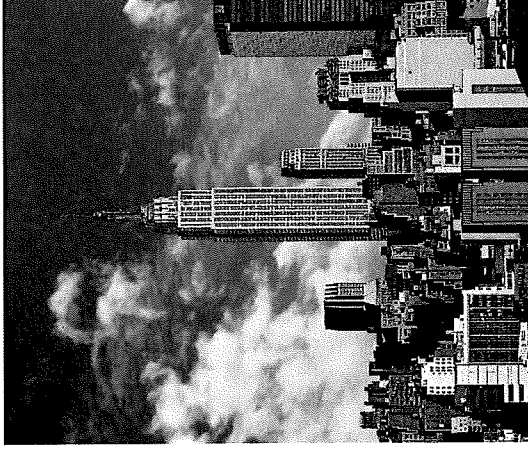
- to be an attractive sightseeing experience
- to be an informative and educational First Nations experience,
- and to be an attractive (and viable) gathering space for Canberrans and their visitors.

Given the multiple aims of the Telstra Tower project, the client requested a range of case studies be selected to inform these various aspects of the project, including some tower experiences as well as First Nations visitor experiences and examples of successful civic spaces that are well loved by their communities.

Learnings from these case studies are included to further inform the project.

Key learnings from benchmarking include:

- High quality and immersive interpretation will enhance the visitor experience and the reputation of the attraction
- Thrill experiences are often associated with tower attractions.
- Towers have real estate and other purposes, and the visitor attraction is an adjunct to these core functions.
- Sustainable cultural experiences have active involvement by First Nation's communities and are supported by Government or commercial partners on an ongoing basis.
- A viable food and beverage offer is central to activate a community space.
- Functions and events underpin the success of off-main-street food and beverage operations.
- Community engagement is core to creating successful community spaces.



CHAPTER 01

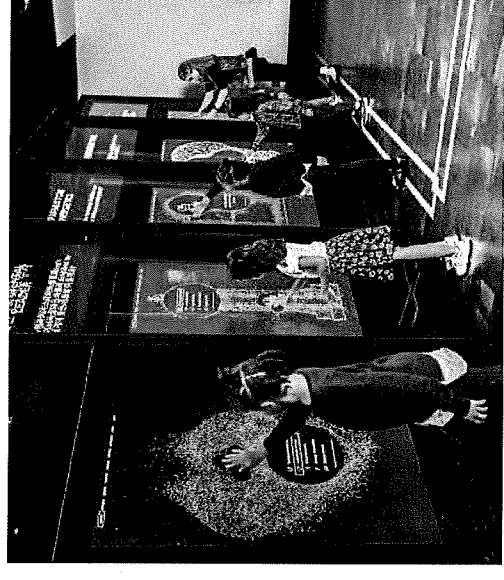
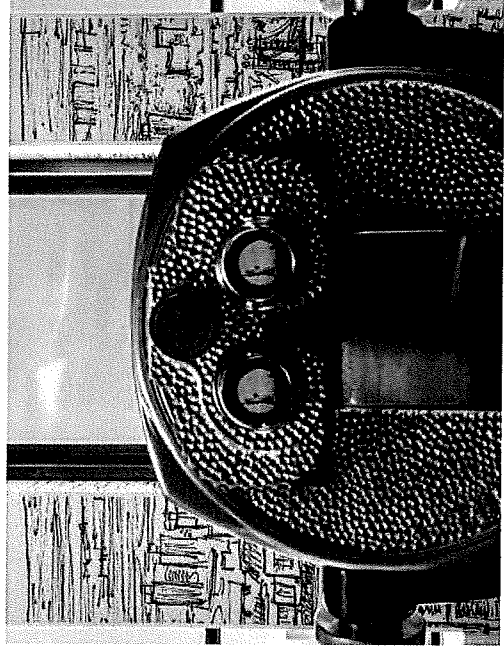
BENCHMARKS

Empire State Building, New York

Promoted as the 2024 number one attraction in the world by Tripadvisor, the Empire State Building underwent a major refurbishment costing \$165M over four years to 2020. This transformed the visitor experience to include an immersive soundscape telling the story of the construction of the place and featuring virtual and physical re-creation of the King Kong film and other parts of its history.

"Everyone aspires to come to the Empire State Building before even arriving in New York City. All our polled customers put the building on their "must-do" bucket list. When this project started, our initial step was to find out what our visitors thought of their Empire State Building experience. Everybody acknowledged they had an emotional connection with the building and wanted more. They were looking for unique ways to connect with it. They wanted to be insiders, but not quite experts."

Squint/Opera the creative studio worked beside Thinc Design and Antfood to create a new permanent immersive digital exhibition, part of the reimagined top-to-bottom Observatory Experience.



BENCHMARKS

Empire State Building, New York

ESB hosts 2.5M visitors each year. The viewing areas are open daily until 11pm with a range of observatories and interpretive experiences available for between US\$44 and US\$79 adult entry.

There is an ongoing program of changing the colour of the lighting to recognise important occasions, holidays and organisations throughout the year. The LED lighting provides a complete range of colour combinations available. This was part of a major energy efficiency retrofit program that reduced energy usage by 38%.

ESB includes an education centre with curriculum-ready resources for engaging with schools and other learning institutions. It has an active program to engage with suitable partners for brand partnerships and with influencers to support their digital marketing strategy.

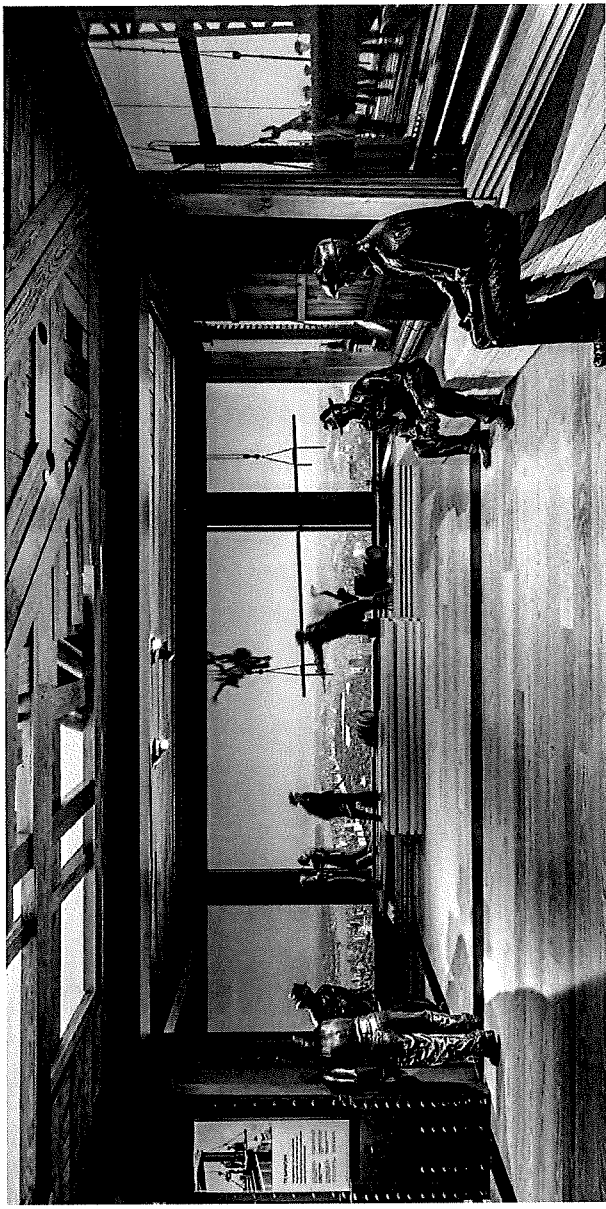
There is a loyalty program that benefits repeat visitors and provides for discounts, unique experiences and digital artworks.

ESB is owned by the Empire State Realty Trust, a for profit entity.

The Empire State Building has a sophisticated and immersive digital visitor experience focussing mainly on the history of the building and significant associations such as the King Kong story.

The quality of the experience enhances and amplifies the motivation for visiting the building and guarantees the popularity of the destination despite it no longer being the tallest building in New York or having the best views of the city.

The visitor experience enhances the reputation of the ESB as desirable real estate.



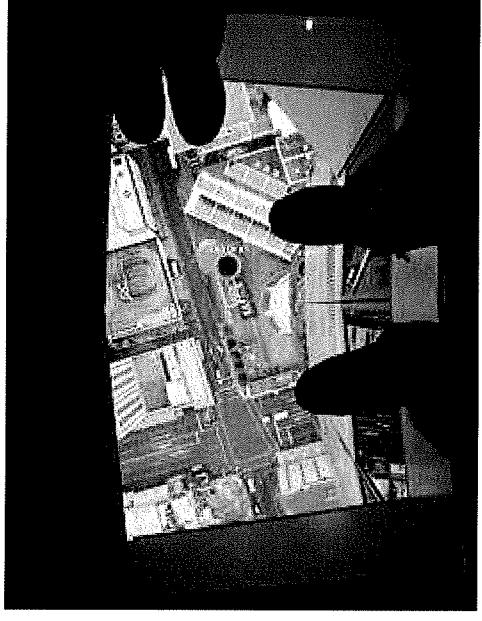
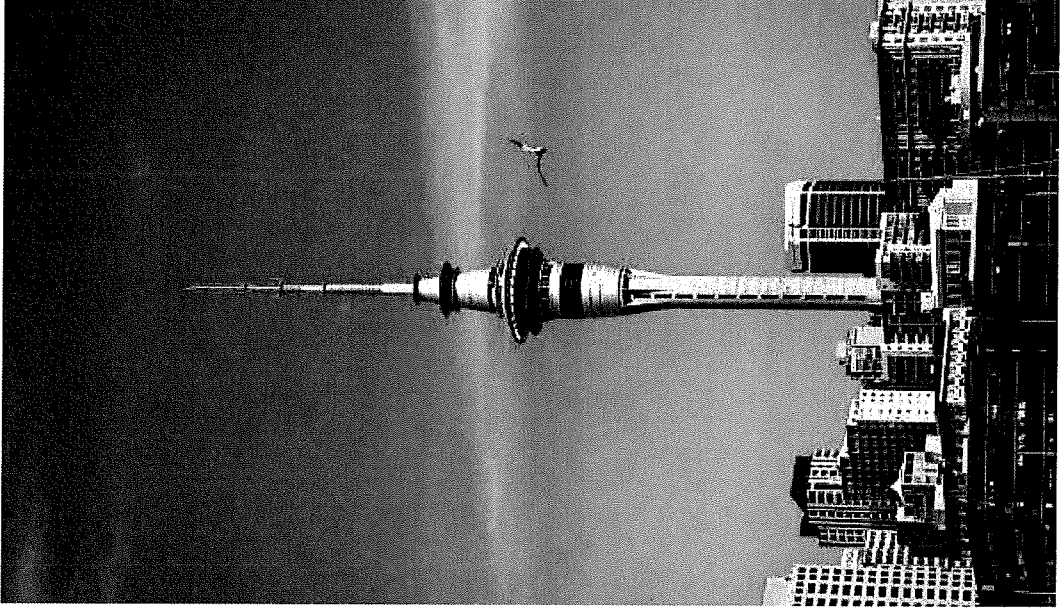
BENCHMARKS

Sky Tower, Auckland

Auckland's Sky Tower is 328 metres above street level and is part of the SkyCity casino complex. There are five upper levels accessible to the public including food and beverage facilities, a main observation deck and adventure activities. These include a glass floored observation deck, a cable-controlled jump of 192m, climbs into the antenna mast, a walk around the exterior of the tower, as well as a SkySlide VR experience that takes you on an adrenaline-fuelled 360° tour of the city's skyline, sliding through glass tubes that weave their way around the tower.

Panoramic 360° views up to 80 kilometres in every direction highlighting key landmarks, the 53 volcanoes and other historical locations within the greater Tāmaki Makaurau area.

Visitor numbers have been over 415,000 per annum, or 1,150 per day. Ticket prices start at NZ\$38 for the basic access to the observation deck, with extra experiences priced at NZ\$330 for SkyJump, NZ\$215 for SkyWalk, and NZ\$52 for the SkySlide virtual experience.



BENCHMARKS

Sky Tower, Auckland

Sky Tower has a membership club with promotional benefits for members. It offers curriculum based education program called Volcanic Auckland.

Sky Tower Gift Shop offers a wide range of gifts and souvenirs, official All Blacks merchandise as well as many other keepsakes from the Sky Tower and Aotearoa.

SkyCity Auckland lights the Sky Tower to show support for a range of organisations and charities. SkyCity has a lighting policy and the public is invited to suggest additional occasions in line with this policy. Lighting is an energy efficient LED system.

The tower is a major telecommunications hub and transmission antenna for TV and radio. The tower also hosts fundraisers including stair climb challenges.

While Sky Tower has some educational content, the focus of the visitor experience is on the thrill of being so high above the street and the draw of the adventure activities available. The range of experiences from digital to extreme cater to a range of clientele.

The visitor experience is an adjunct to the casino, hotel, retail and telecommunications functions of the development.



CHAPTER 01

BENCHMARKS

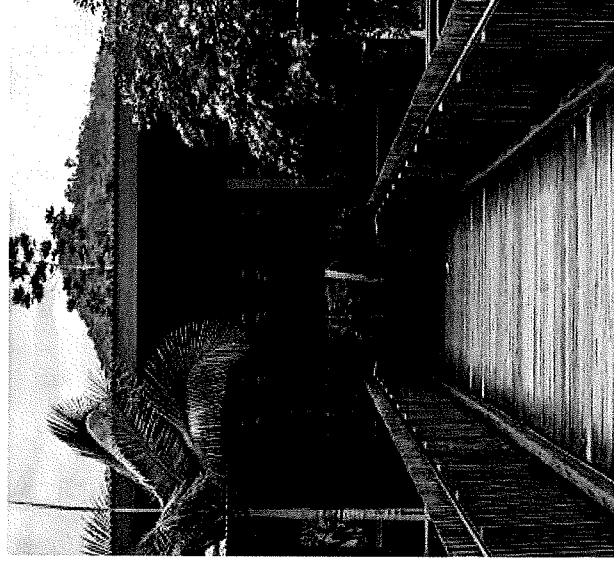
Mossman Gorge Cultural Centre

The Mossman Gorge cultural centre in far north Queensland transformed the experience of visiting the Mossman River from a focus on bushwalking and swimming in the river pools to a primarily cultural experience that places the values of the Kuku Yalanji Elders at the centre of the visit.

This transformation was possible because of a change in the logistics of visitor management. The previous uncontrolled access to the gorge caused overcrowding and traffic safety issues at peak times. By relocating the visitor destination several kilometres down the road and diverting visitors from their cars to the cultural centre, all visitors to the gorge now travel by shuttle buses where they learn about the values of the place and behaviour that is appropriate at this sensitive cultural area.

The centre was developed in 2012 through a partnership between the Indigenous Land Corporation and the Mossman Gorge Aboriginal Community. The centre includes a booking hub for Aboriginal tours and products, parking for cars, coaches and caravans, environmentally friendly shuttle bus hub, café and restaurant with local Indigenous bush foods, art gallery and shop, restroom facilities, picnic area and business events spaces.

The facility includes a hospitality training centre equipped with two live-in staff accommodation units for supervisory staff, 16 accommodation rooms for boarding students, two student kitchens, amenity areas and common rooms, family/visitor accommodation, administration offices, sick bay, dining facilities, full



BENCHMARKS

Mossman Gorge Cultural Centre

commercial training kitchen, two classrooms and seminar facilities. Students operate the visitor café and restaurant facility.

Around 370,000 people visit the centre each year, and entrance to the Centre is free. Revenue is generated through sales of shuttle bus tickets, retail sales, events and dining. The centre employs 90 people during the peak season of May to September and 90% of employees are Aboriginal.

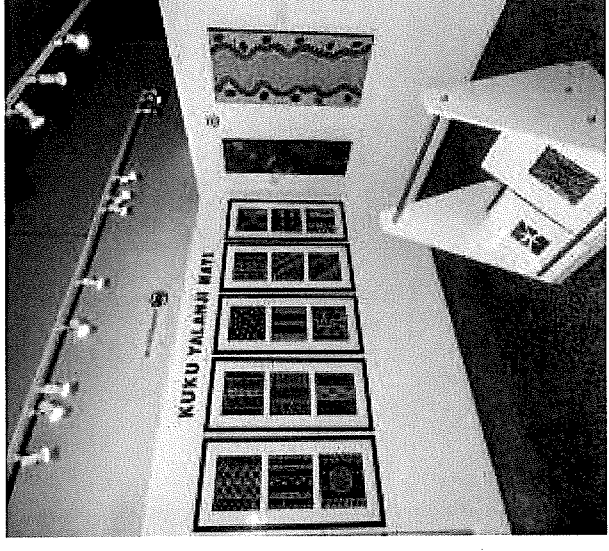
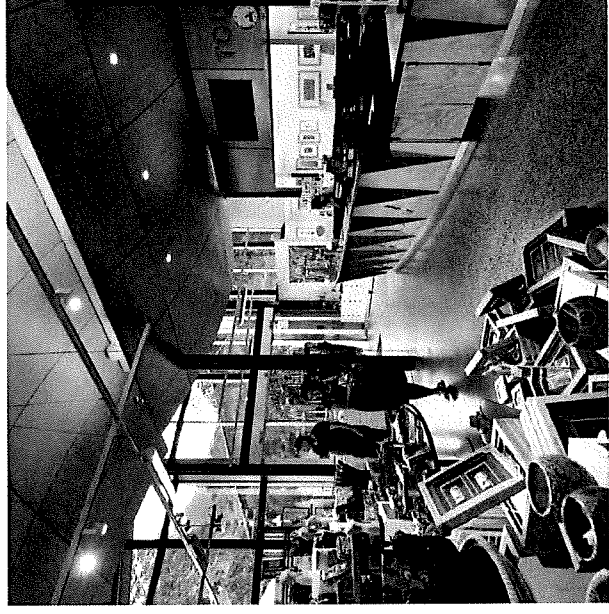
The centre is “Respecting our Culture” certified through Ecotourism Australia which acknowledges the operation respects and reinforces Indigenous cultural heritage and protocols. Close working relationships with the Mossman Gorge Aboriginal Community ensures active participation.

The Centre has been designed as the gateway into Mossman Gorge, effectively managing visitor flows into the delicate World Heritage eco-systems. The minimal impact shuttle bus also manages visitor flow, while reducing the need for visitors to drive and park within the Gorge. Due to ongoing environmental management efforts, the site and visitor centre have been Ecotourism certified for the past 10 years and as such have received ‘Green Travel Leader’ Status.

The Centre is owned by Voyages Indigenous Tourism Australia, which is a wholly owned subsidiary of the Indigenous Land and Sea Corporation.

The development of Mossman Gorge Cultural Centre transformed the nature of this World Heritage destination to a cultural experience, led by and benefiting the local Aboriginal community.

Ongoing support from Voyages Indigenous Tourism ensures its ongoing success, highlighting how commercial partnerships can underpin the long-term success of First Nation’s cultural experiences.



BENCHMARKS

Bilya Koort Boodja Centre

The Bilya Koort Boodja Centre for Nyoongar Culture and Environmental Knowledge is located in the Shire of Northam on the foreshore of the Avon River in Northam's CBD and was opened in 2018. The Centre presents the culture of the Ballardong Traditional Custodians and Elders - past, present and future and the Nyoongar Nation and the continuation of their cultural, spiritual and educational practices.

This regional tourist attraction offers an interactive educational experience that recognises the rich Aboriginal and environmental presence in the Nyoongar Ballardong region. The Centre aims to protect, celebrate and share the culture of the Nyoongar people and highlight land management practices that draws upon the knowledge of the land's traditional custodians.

The Shire of Northam Aboriginal Advisory Group provides cultural guidance to the Shire of Northam with the development and operation of the Centre and supports the operation of the Centre to ensure that a focus on culture is appropriately maintained and that the Centre continues to represent and connect with the Aboriginal community.

The Centre was developed and is owned and operated by the Shire of Northam. It receives about 5,000 visits each year which is about 1.5% of visitors to the Shire, and similar to the number that visit the local Visitor Information Centre.

Entry is free. School and other group bookings are available for cultural experiences and there are a range of spaces for event hire.

The Bilya Koort Boodja Centre demonstrates the benefit to be gained through supportive partnerships to establish cultural places.

Council developed the project in partnership with the local Aboriginal community and continues to manage the Centre under the guidance of an Aboriginal Advisory Group to ensure cultural values are upheld.

Council's commitment to the Centre has enabled the presentation of local culture and provided a focus for the Nyoongar Nation to celebrate their culture.



BENCHMARKS

Armidale Aboriginal Cultural Centre and Keeping Place

Originally opened in 1988 as a Bicentennial project, the centre was managed by the University of New England to present the culture of the Anaiwan, Kamilaroi, Dainggatti, Ngarabal, Banbai, Gumbainggier and Bigambul nations, who make up 10% of the population of the region.

In 2019 the centre became a not-for-profit entity managed by an all-Aboriginal Board of Custodians and a management team. The purpose of the centre is to develop, promote and preserve Aboriginal arts, culture and heritage by engaging with community and to provide a place of cultural awareness and a cross-cultural learning facility preserving culture history and advancing cultural excellence.

The centre provides two Art Galleries specialising in Aboriginal works of art, a family history centre, conference and learning facilities, a gift shop specialising in Aboriginal merchandise, meeting rooms, an outdoor undercover function and events pavilion and café. It attracts international, domestic and local visitors and is a meeting place for local community groups and related service providers. The centre runs a wide range of Aboriginal cultural activities and workshops including holiday programs for primary school students, art classes on Aboriginal Arts and crafts and organise services for functions and events including Welcome to Country, didgeridoo and dance performances.

The Echidna Café offers Aboriginal inspired food and workshops about local indigenous foods. The centre attracts about 16,000 visitors each year and entry is free.

While relatively modest in scale, the Armidale Cultural Centre and Keeping Place demonstrates the benefit to be gained through supportive partnerships to establish cultural places.

Allowing time to develop the skills and experience in governance, management and operations provides a secure underpinning for business and service provision. This allows for culture to be shared as determined by Elders, and to build commercial opportunities for community.



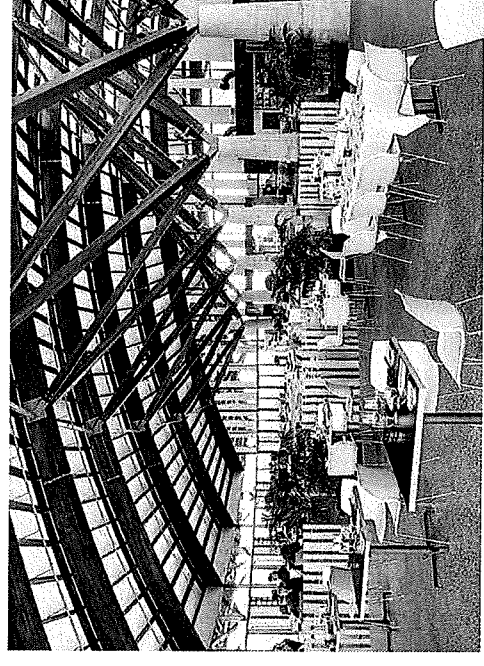
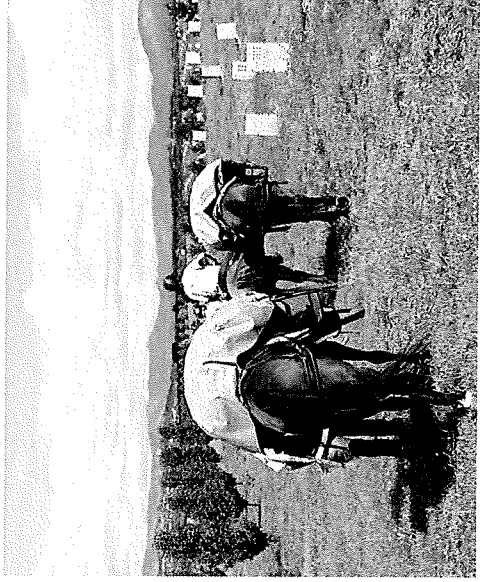
BENCHMARKS

National Arboretum Canberra

The National Arboretum is a collection of over 44,000 rare and endangered trees across a spectacular 250 hectare site overlooking Lake Burley Griffin and the Parliamentary Triangle in the centre of Canberra. The site of a former pine plantation that was burnt in the 2003 fires, a few forests survived and form the basis of the collection today.

The proposal for 100 monoculture forests of rare, threatened and symbolic trees from Australia and around the world was commenced in 2005. In 2013 the main development of the visitor centre, cafe, gift shop, bonsai and penjing centre, children's playground, picnic and barbeque areas, outdoor sculptures, amphitheatre, lookouts and an events pavilion, was opened.

The Arboretum has nearly 1m visits annually. The "village centre" has become a popular meeting place for friends and family because of its easily accessed (by car) central location in Canberra, the range of services available, and the great views over the forests and central Canberra.



BENCHMARKS

National Arboretum Canberra

There are 20kms of walking trails and cycling opportunities on shared trails and the road network, as well as horse riding opportunities. The Arboretum is accessible from Canberra's bike path network.

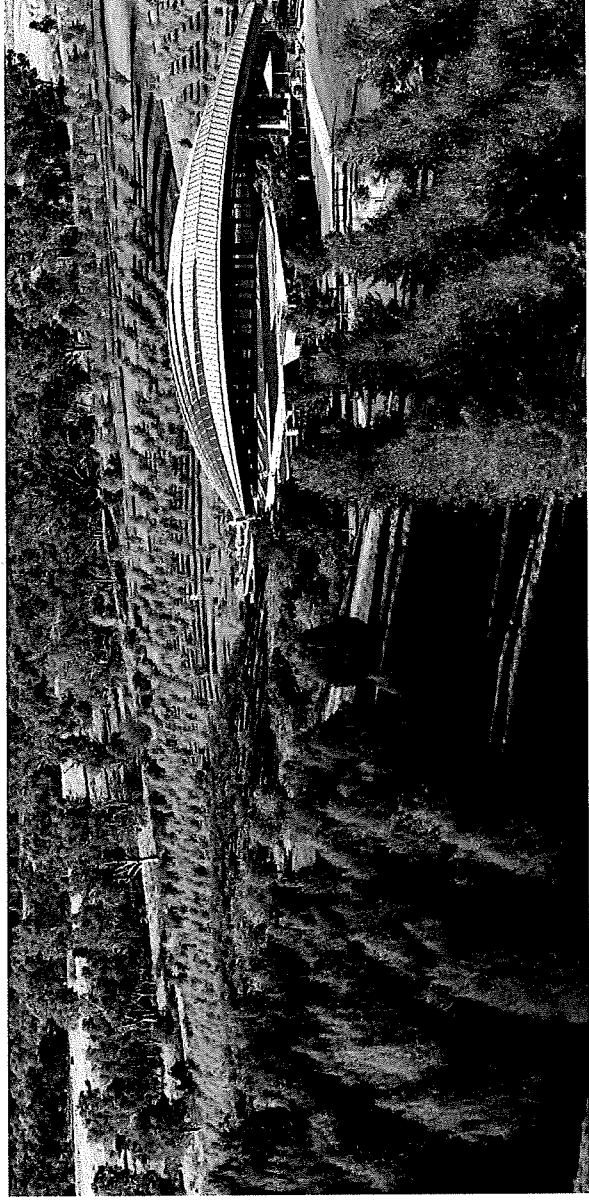
The site is the focus of private functions and events as well as major community activities and has a range of venues suitable for different sized groups.

The Arboretum offers facilitated education programs linked to the school curriculum as well as regular tours and self-guided walks. There are a number of research programs involving UC and ANU.

The Arboretum is an ACT Government entity with a small staff team and a large volunteer base. Volunteer roles include guides, bonsai assistants, forest and garden maintenance, research projects, event management, administration and training.

The National Arboretum has become an important gathering place for Canberrans. The combination of accessibility, excellent facilities, playground, wide range of activities and great views makes this a much-loved destination for locals and their visiting friends and relatives.

The food and beverage offer is central to this success and must be supported through active programs to attract visitors and high yield events and functions to remain viable in this off main street location.



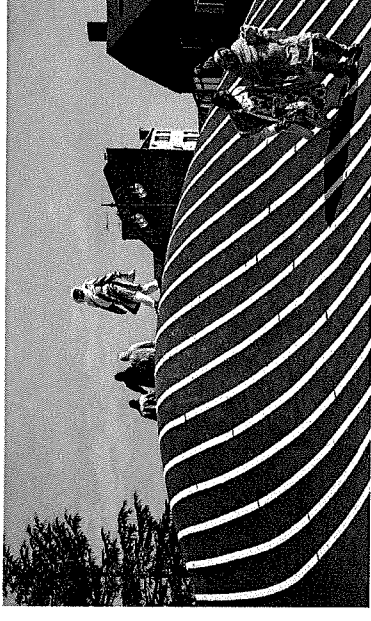
BENCHMARKS

Superkilen Park

Superkilen is a public space in Nørrebro, the most culturally diverse district of Copenhagen. The park is popular with families, skateboarders and visitors alike, and aims to bring communities together.

The park is divided into three main areas: The Red Square, The Black Market and The Green Park. While The Red Square offers modern, urban life with café, music and sports, The Black Market is the classic square with fountain and benches. The Green Park is a park for picnics, sports and walking the dog. The smooth open spaces are popular with skateboarders while the sculptural shapes and artistic lines make it a great backdrop for an Instagram post.

Superkilen covers 30,000 square metres. It features 150 elements and objects proposed by over 60 nationalities living in the area - including an Indian playground, Moroccan fountain, Palestinian soil, Bulgarian chess tables, benches from all four corners of the globe, and plenty more. Thanks to the bringing together of these objects, Superkilen developed greater social cohesion and increased feelings of being safe.



BENCHMARKS

Superkilen Park

The park opened in 2012 with a view to create a diverse experience right in the most diverse area of Copenhagen. The vision was to create a park that was like a world exhibition, filled with interesting things from around the world, that would bring people together.

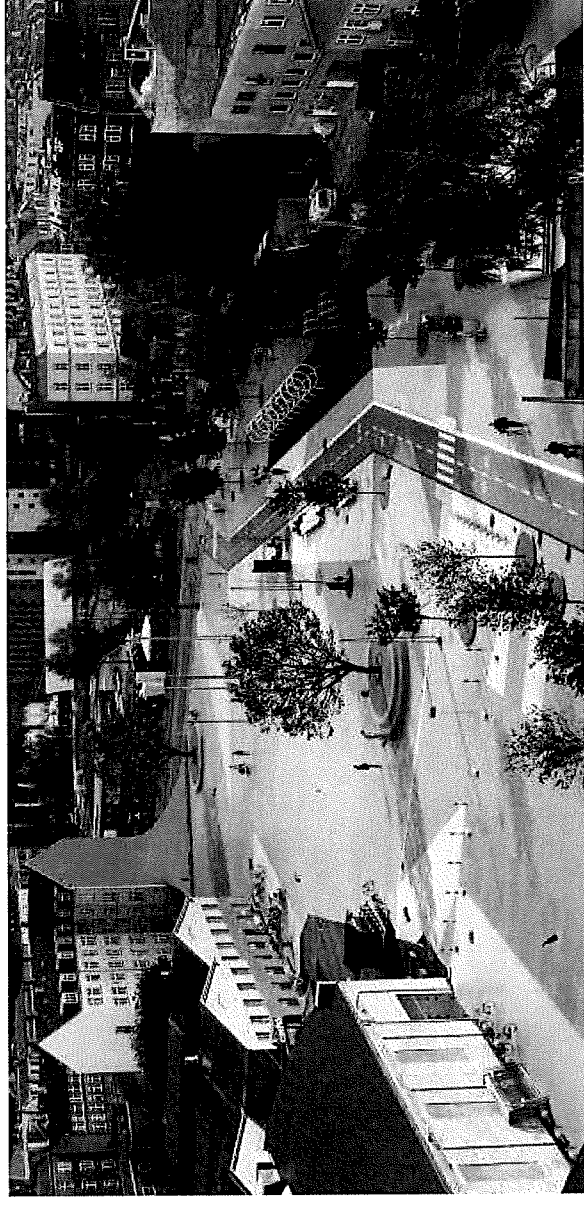
It is regularly listed as one of the best sights in the city and has won and been shortlisted for multiple global design and architecture awards.

The aim with Superkilen was to create a public space where people from diverse backgrounds could meet, interact, and feel at home. It's achieved all that, and more – having gained an impressive reputation for how deeply the local community was involved in its design. The co-design stage of the project was an example of what the planners and designers called extreme participation.

Superkilen Park has transformed an unloved and unsafe corridor in Copenhagen into a well-used and busy thoroughfare and destination.

The extensive community involvement in the design process and an over-the-top approach to urban design has created interest and opportunities for unheard migrant communities to participate more actively in the life of the city.

Providing opportunities for both active and passive users has meant a wide range of the community have benefitted from the development.



CHAPTER 02 CONCEPT OVERVIEW



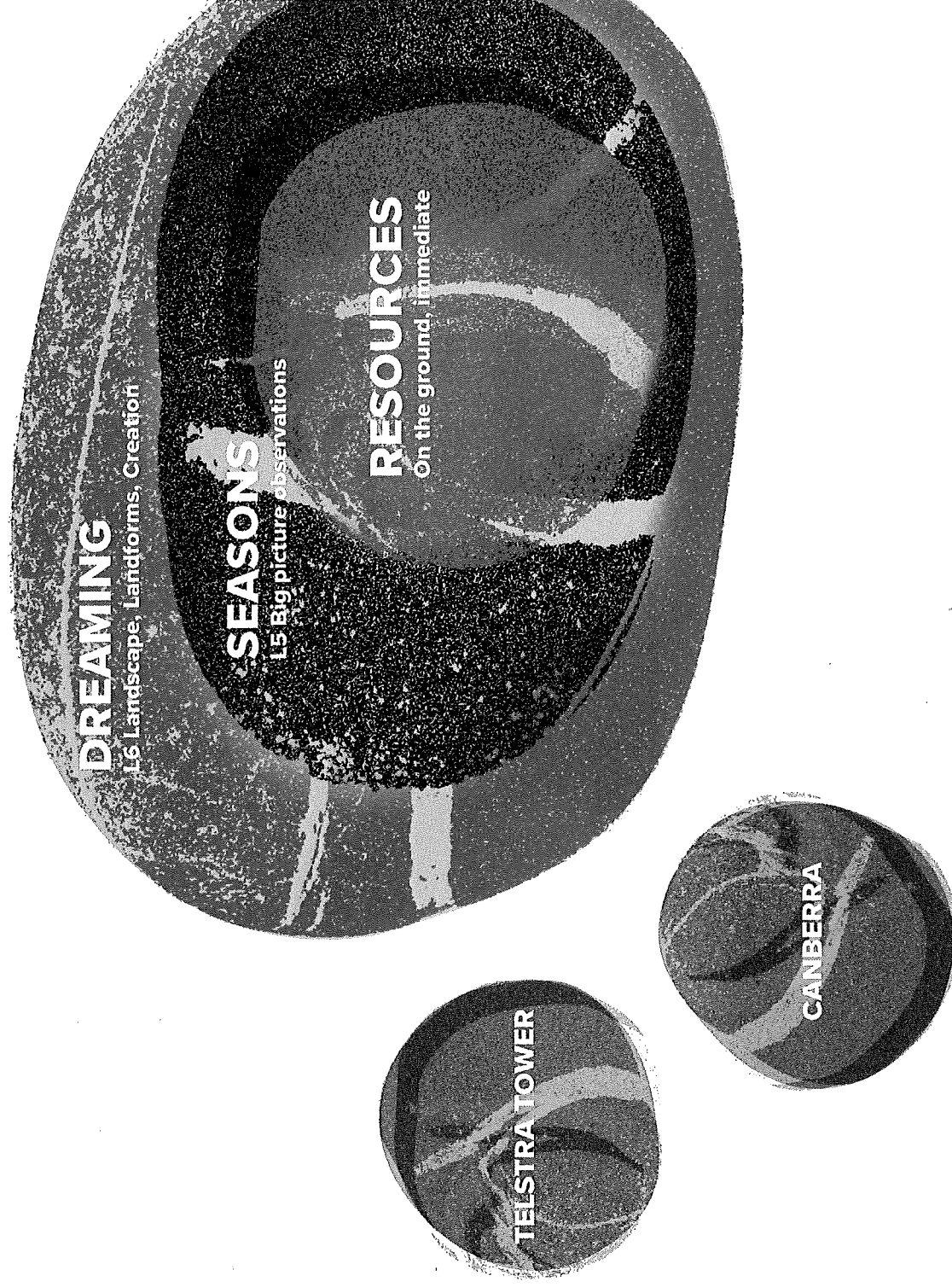
CONTENT

Primary Interpretive Lens

Key Interpretive Lens

The primary interpretive lens identified for designing the visitor experience at the Telstra Tower for this document is Ngunnawal knowledge and culture. Possible stories that interpretation can focus on might include

- **Ngunnawal resources:** cultural knowledge around plants and animals as food and resources
- **Ngunnawal seasons:** changes in the landscape indicating a change in season, observed through the shifts in activity of plants and animals
- **Ngunnawal Dreaming:** Creation stories relating to the surrounding landscape, plants, and animals (eg Mullion the wedge-tailed eagle)



CONTENT

Primary Interpretive Lens

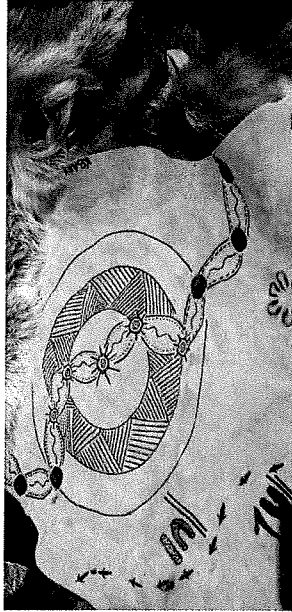
Example Stories

While these three lenses can be interwoven, they can also be a way to focus specific content delivered across three levels of the physical space, as they rely on decreasing proximity to the landscape for meaning.



NGUNNAWAL RESOURCES

The topic of **Ngunnawal resources** (plants and animals) can be delivered as content on the bridge and landscape directly surrounding the Tower. The focus is on close (and preferably tactile) engagement with what is immediately available (eg through landscaping and other interpretive interventions), such as bush food plants¹, mounted samples of stone tools, etc.



NGUNNAWAL SEASONS

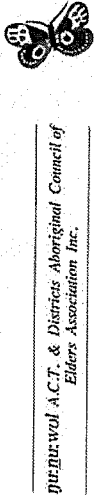
Up on Level 5, the **Ngunnawal seasons**² offers an opportunity to tune visitors into the surrounding landscape using a First Nations lens. With views spanning the surrounding landscape, this is an excellent location to invite visitors to engage with First Nations knowledge to expand their understanding of Country.

The seasonal nature of this story also allows for interpretation to be regularly updated, creating an enticement for repeat visitation.

This space might also include stories of the Molonglo River prior to its damming³, and the effects on the surrounding landscape. If there is appetite from the community, this might also offer an opportunity to tell some harder stories about the impacts of colonisation.

CONCEPT FOR SCOPII

& COSTING PURPOSES ONLY



mu:n̩u:ɲur

“Muninja” the butterfly

the first storybook in traditional Aboriginal language from south-eastern Australia



NGUNNAWAL DREAMING

Level 6, with its 360-degree views and open-air ambience offers an opportunity to take a big-picture view of Country, through sharing creation stories from the **Ngunnawal Dreaming**. These could talk to significant plants, animals, and elements of the surrounding landscape and horizon.

¹For example, see ACT Government & Aboriginal Elders, Ngunnawal Plant Use: a traditional Aboriginal plant use guide for the ACT region (Canberra: ACT Government), 2014.

²In 2022, the ACT Office of the Commissioner for Sustainability and the Environment (OCSE) began to explore the idea of developing a Ngunnawal seasonal calendar in partnership with the Ngunnawal community (see <https://www.actsosr2023.com.au/issues/valuing-ngunnawal-country/>). This work is ongoing, and developing a concept based on this may require a longer timeframe.

³See for example “What Lies Beneath” with Tyrone Bell, <https://www.nca.gov.au/events/halck-what-lies-beneath-tyrone-bell#>

CHAPTER 02

CONTENT

Secondary Content

While Ngunnawal knowledge is the key interpretive focus of the visitor experience, content relating both to **Canberra** and the **Telstra Tower** itself have also been identified as themes to be treated within the site, albeit with a light touch.

CANBERRA

Rather than focusing on Canberra's landmarks and history, which people can encounter for themselves at the NCA exhibition on Regatta Point, the civic precinct of the Podium and café area offers an opportunity to showcase Canberra's more playful side.

This (largely under-represented) aspect of Canberra can be seen in the way we embraced the moniker 'Ken Behrens' during the Covid-19 pandemic,⁴ and our humorous response to Canberra criticism.⁵

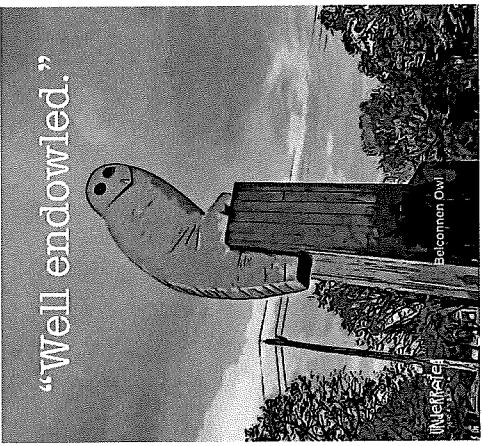
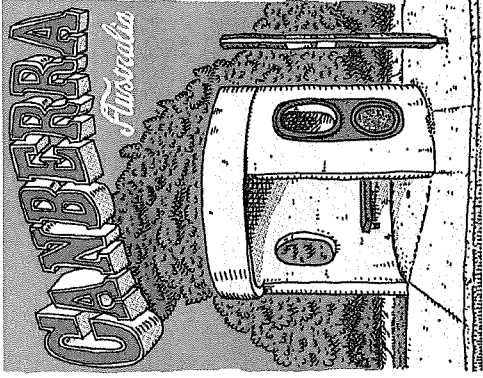
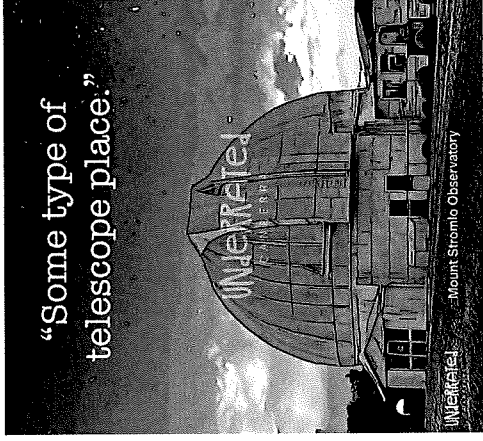
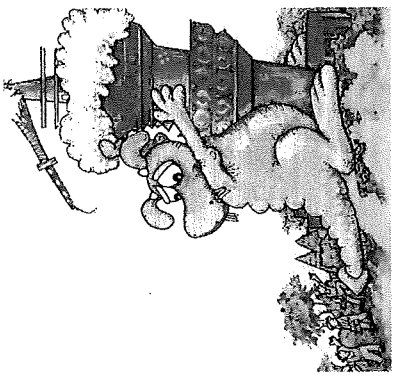
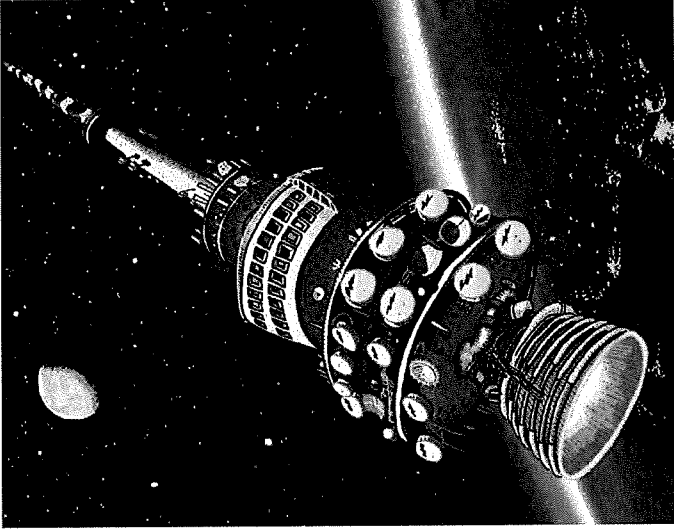
Elements that might be highlighted here include (but are not limited to) our reputation for roundabouts, our iconic cylindrical bus shelters, Alexander Bunyip's famous raid on the city,⁶ and the Belconnen Owl sculpture.

It will provide a different insight into our city for tourists, while offering a knowing wink and sense of belonging to those who call this place home.

⁴'Radford, Anolnette. "Meet the man who created Canberra's COVID-19 lockdown legend 'Ken Behrens'." ABC News, 20 August 2021 <https://www.abc.net.au/news/2021-08-20/meet-the-creator-of-canberra-covid-19-hero-ken-behrens/100393472>

⁵See for example the Instagram page #underratedcanberra <https://www.instagram.com/underratedcanberra/>

⁶Salmon, Michael. *The Monster That Ate Canberra* (Halstead Press), 2011



CONTENT

Secondary Content

THE TELSTRA TOWER

While it does not require a huge amount of real estate, the story of the Tower itself, which first opened to the public in May 1980, also needs to be addressed for visitors.

Like the Sydney Opera House and countless other sites of civic investment, the design and construction of the Tower was peppered with controversy;⁷ yet today we cannot imagine our skyline without it. The Tower's design was deliberately futuristic, evoking the significance that communication technology plays in Australia's vast landscape.⁸

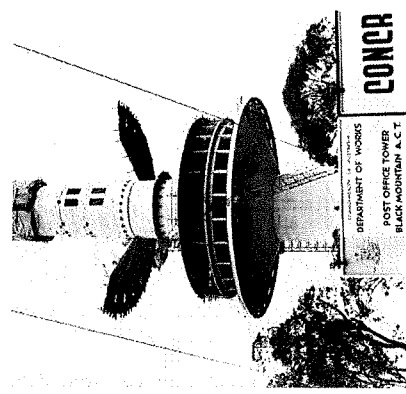
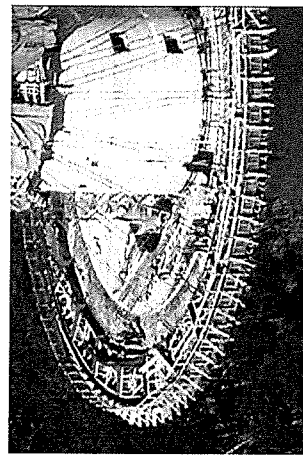
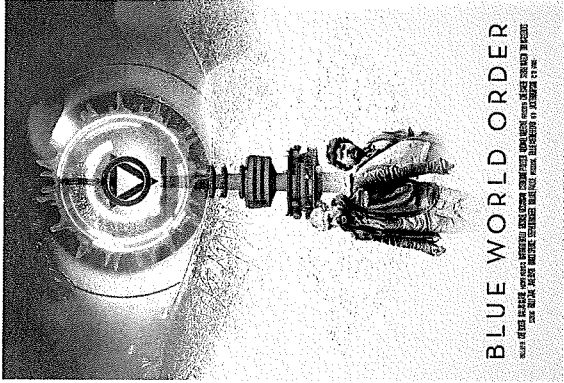
Though the Tower's core function of servicing Canberra's telecommunication needs could easily have been delivered with a simpler arrangement, plans for the Telstra Tower made provision for it to be a visitor attraction from the outset. The Tower proved to be a popular tourist destination, attracting over 500,000 visitors the year after it opened.⁹

Though not to the level of the original visitor experience, the Tower's design, construction, and function should continue to be interpreted.

⁷Taylor, F. L. C. & Briggden, W. F. (1981). "The Black Mountain Tower: an Introduction," *Telecommunications Journal of Australia*, Vol. 31, No. 2, 1981, 91-93.

⁸Bisset, Colin. "Iconic buildings: Canberra's Telstra Tower," *Radio National* 16 February 2016, updated 27 October 2022 <https://www.abc.net.au/listen/programs/blueprint/feature/solih-bisset-iconic-designs/aharchitectural-tour-of-canberras-telstra-tower/7169274>.

⁹ACT Archives. "The bid to boost tourism in the capital: the ill-fated Black Mountain Cable Car" May, 2018 https://www.archives.act.gov.au/find_of_the_month/2018/may/previous-find-of-the-month-52018.



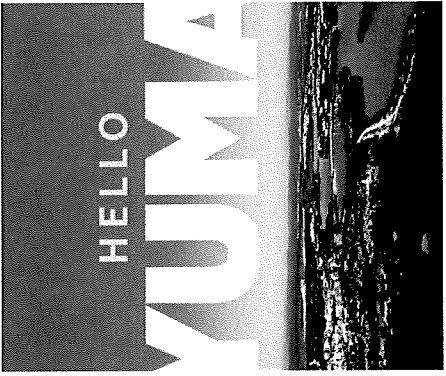
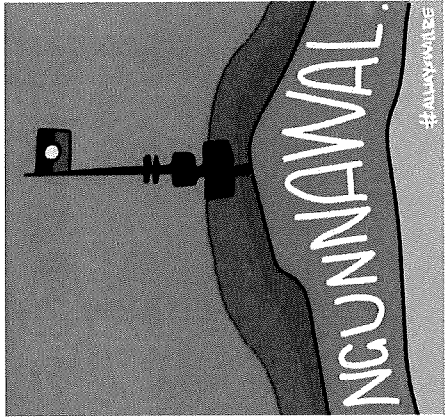
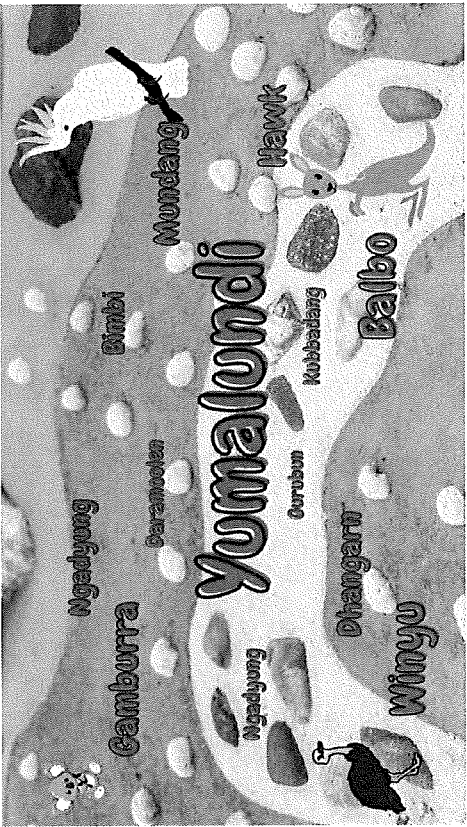
CONTENT

Secondary Content

FURTHER OPPORTUNITIES: COMMUNICATION

There may be opportunities to embrace Nggunnawal culture and knowledge through the underpinning notion of ‘communication’, connecting both traditional and contemporary themes suited to a telecommunications tower.

This could form the basis of an immersive multi-media experience, perhaps incorporating object theatre, located in the lower ground level of the Tower. Nggunnawal language can also be used to offer an audio Welcome to Country (perhaps in the lift), and by using Nggunnawal naming conventions throughout the Tower.



DESIGN OVERVIEW

Design Statement

Thylacine is committed to delivering a world-class visitor experience that aligns with the Territory's vision.

For Stage 1 of this iconic project, we are proposing immersive, high-quality experiences that will resonate with local and international visitors alike. We passionately believe in the importance of telling Ngunnawal and First Nations stories within the Tower and have developed this initial concept based on work that has already been undertaken and desktop research.

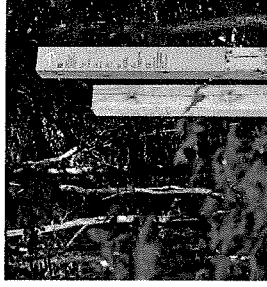
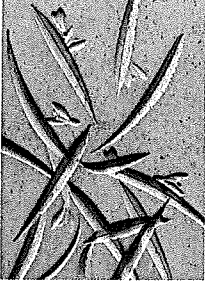
Without undertaking consultation with the community our design can only be of a preliminary nature for the purpose of assessing feasibility of the project. Extensive consultation will be required in the next stage of development in order to establish trust and productive working relationships with the community. Only after this has occurred will Ngunnawal content be able to be integrated and appropriately woven into the visitor journey across all levels of the Tower.

Whilst the scope of this concept is limited to Stage 1, we have considered future stages, including the restaurant and immersive zone, and the site of Black Mountain as a whole, to provide a holistic approach to storytelling and visitor experiences across the Tower.

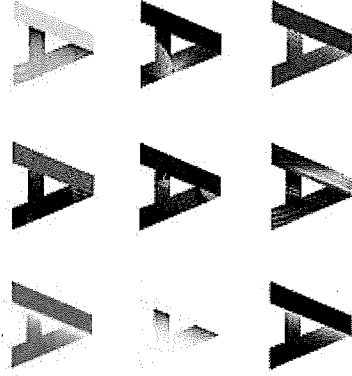
RECOMMENDATIONS

In order to ensure a cohesive approach to design across the tower and site we recommend:

- The development of a style guide that addresses spatial, graphic design and wayfinding in parallel with the experience design.
- Providing opportunities for Ngunnawal and First Nations and local artist's commissions within the design scheme.
- Integrating the stories within the Tower across the trails and upgrading signage and interpretation across the Black Mountain site
- Seasonal changeovers, to allow for seasonal changes and flexibility within the designs e.g digital signage that can allow the Tower to respond to Ngunnawal cultural knowledge, Seasons and events.



Dr Matilda House and Paul Girrawah House, Ngambri (Walgett) – Wallaballoo (Ngunnawal) – Pajong (Gundungarra) – Wiradjuri (Eramble) peoples, Mulengari yur-wang (alive and strong), 2021-22, commissioned by the National Gallery of Australia



PRICING

Most tower experiences nationally and internationally attract a fee. Comparison between experiences and ‘value for money’ are difficult because the context, offer and experience varies so much between attractions.

Entry and other costs for the benchmarked experiences have been summarised alongside other Australian tower experiences in Table 1.

The pricing shown is just the base adult price. There are wide variations in pricing policies across the sites, with discounts for various concessions, family and other groups, surge pricing for peak times, and differing booking fees.

Most tower experiences have value-added options with VR or adventure and thrill seeking, usually at significant additional cost.

Table 1: Selected price comparison experiences

Tower attraction	Base adult price	Comment
Pylon Lookout and Museum, Sydney Harbour Bridge	\$30	
Gold Coast SkyPoint	\$28	Surge pricing
Melbourne Skydeck	\$30	Surge pricing
Sydney Tower Eye	\$26	Surge pricing
Auckland Sky Tower	NZ\$38 (AUD\$34)	
Empire State Building	US\$44 (AUD\$66)	
Other benchmarks		
Mossman Gorge Cultural Centre	FREE	Shuttle bus to gorge \$14.50
Bilya Koort Boodja Centre	FREE	
Armidale Aboriginal Cultural Centre and Keeping Place	FREE	
National Arboretum	FREE	Parking fees
Superkilen Park	FREE	

Prices can be set in broadly two ways, using either a cost recovery approach or a predicted willingness to pay approach.

Cost recovery will need to consider staffing and operational costs for the visitor service component of the activity, recovery of capital costs or maintenance of visitor infrastructure, rent or other occupancy costs, management and other overheads. The price per head would be based on the predicted number of visits.

This approach requires a detailed financial analysis and determining exactly what costs are included or excluded is critical. This analysis should be undertaken irrespective of the approach chosen as this will assist in understand the degree of ‘public good’ subsidy that may be inherent in the ‘willingness to pay’ approach.

The information in Table 1 provides a basis for predicting what visitors may be willing to pay for the experience. A base adult price in the region of \$25 to \$30 would be consistent with other Australian experiences. Telstra Tower does not have associated adventure or thrill experiences however, should visitor monitoring identify days or times of peak demand, a surge pricing arrangement could be introduced.

Value added experiences such as hosted tours and the food and beverage offer will need to be priced to cover costs and ensure financial sustainability.

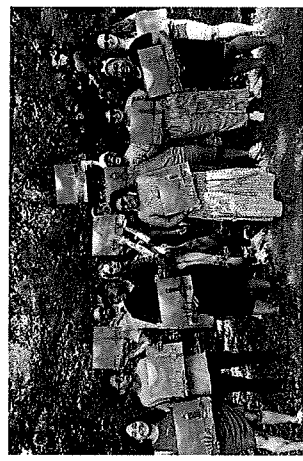
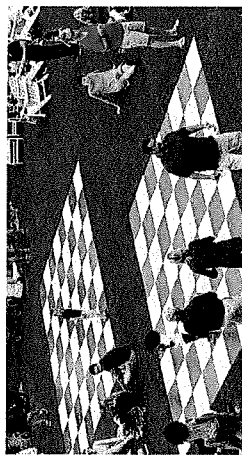
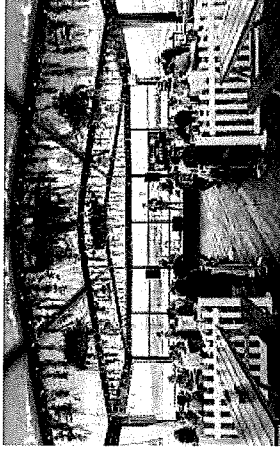
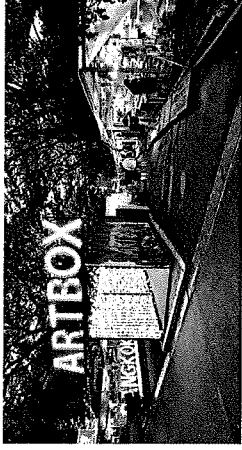
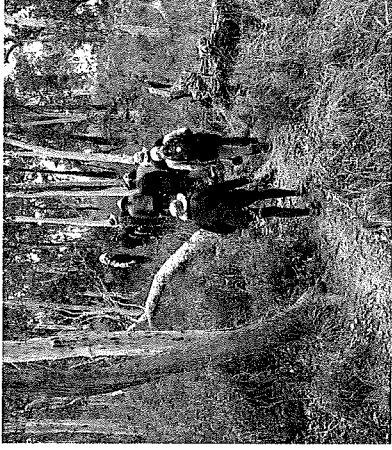
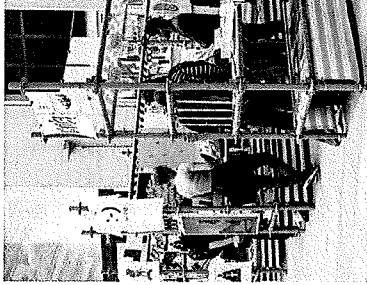
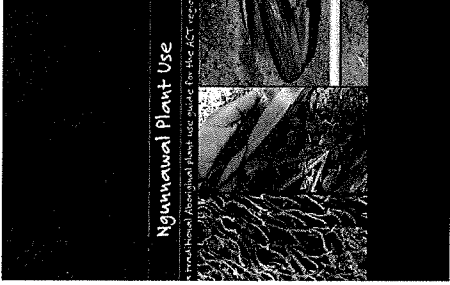
CHAPTER 02

ACTIVATION AND PROGRAMMING

While fixed and permanent interpretation is a key aspect of the visitor experience, programming and dynamic interventions will be integral to activating the site.

These could include (but are not restricted to):

- cultural and ceremonial opportunities reflecting Ngannawal and local First Nations culture
- cultural tours
- nature-based experiences
- arts-based experiences
- live music and entertainment
- themed festivals
- soft adventure experiences
- educational experiences for visitors of all ages, including school groups



CHAPTER 02

ACTIVATION AND PROGRAMMING

Schools and education

School and education audiences are a key visitor demographic. While local schools will likely make up the majority of audiences in the initial period following re-opening, creating a must-see destination that is strongly linked to the national curriculum brings the potential to add the Tower to the itinerary of interstate schools. This sought-after visitor segment is a target market for many Canberra institutions.

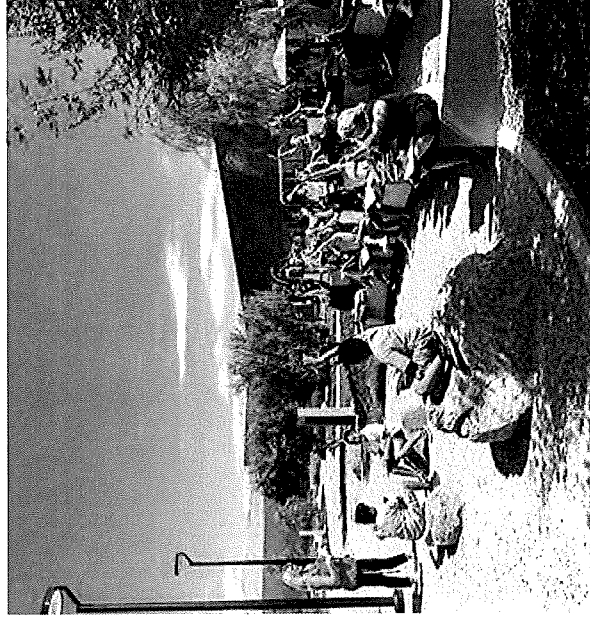
There are strong opportunities to develop specific programming for the school education market by linking to Aboriginal and Torres Strait Islander Histories and Cultures. This cross-curriculum priority can be applied to all age groups and subjects within the Australian Curriculum.^[10]

To tap into this market, specific education programs and opportunities should be developed by an Education Officer and/or the ACT Education Directorate.

Expanding beyond the local schools market will require affiliation with a platform such as Book Canberra Excursions,^[11] which offers visitors access to bookings at a suite of attractions across the Canberra region.

[10] See <https://www.australiancurriculum.edu.au/10-curriculum/cross-curriculum-priorities/aboriginal-and-torres-strait-islander-histories-and-cultures/>

[11] <https://www.bookcanberraexcursions.com.au/>



ANNUAL PROGRAM COSTS

Activities at Telstra Tower will include a range of experiences in addition to the sightseeing and fixed interpretive experiences. The cost of these activities could be based on cost recovery or a predicted willingness to pay approach.

Most of the National institutions in Canberra provide educational experiences at no or nominal cost as part of their core business. Some examples include the Museum of Australian Democracy at \$7 per student, National Library \$5 per student, National Museum \$7 per student, Australian War Memorial \$5.50 per student. All locations have programs designed to meet curriculum needs at years K-12. If student numbers are consistently high, these prices may achieve cost recovery for the programs.

This range of quality educational experiences creates a competitive environment for the schools and group markets where budgets are limited. This means that school programs cannot be charged at a full cost recovery rate as this may mean they are not competitive. Despite this, a detailed financial analysis of the cost of these programs should be undertaken so that management can understand the extent of any 'public good' subsidy inherent in these programs.

We estimate that to manage the visitor service operations on site would require a team of 9 FTE made up of two managers and seven staff as shown in Table 2.

This assumes management of all food and beverage services on site under a single lease or licence agreement, and delivery of events (including cultural, music, tours and other experiences) by others at cost. It also assumes all building management and maintenance by others.

Delivery of a small schools program by staff has been included, and this would be dependent on developing an attractive curriculum based program for all school age groups.

If this is an ACT Government operated site, it is assumed management, corporate and HR support would be provided from within existing agency resources.

Operational costs have not been included as these will be dependent on tenure and other agreements.

Table 2: Core staff team for visitor services operation:

Role	FTE	Comment
Events and community programs manager	1	Manage the team
Schools program	2	One school at a time, max four per day, curriculum based content must be developed prior to activation
Events and functions	1	Co-ordinator, annual program, bookings etc, events delivered by others at cost, functions delivered by F&B operator
Business and visitor services/finance manager	1	Manage F&B agreement, gift shop, parking fees, other??
Visitor services manager	1	Marketing, social media, bookings, visitor management
Visitor services officers	3	7 days per week, front desk operation, admin support
<i>Total</i>	9	<i>2 x managers, 7 x staff</i>

CHAPTER 03 VISITOR EXPERIENCE CONCEPT

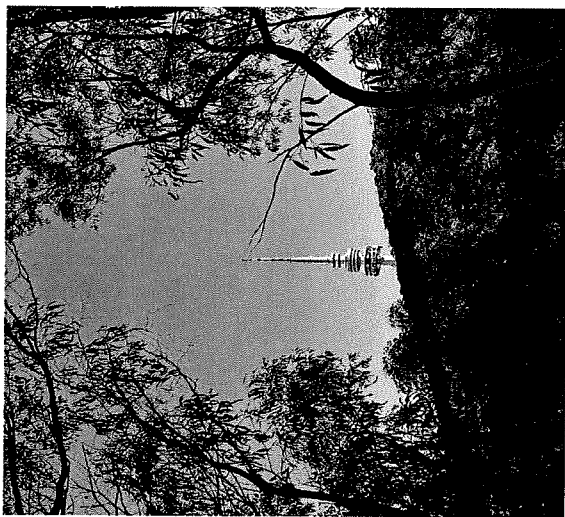
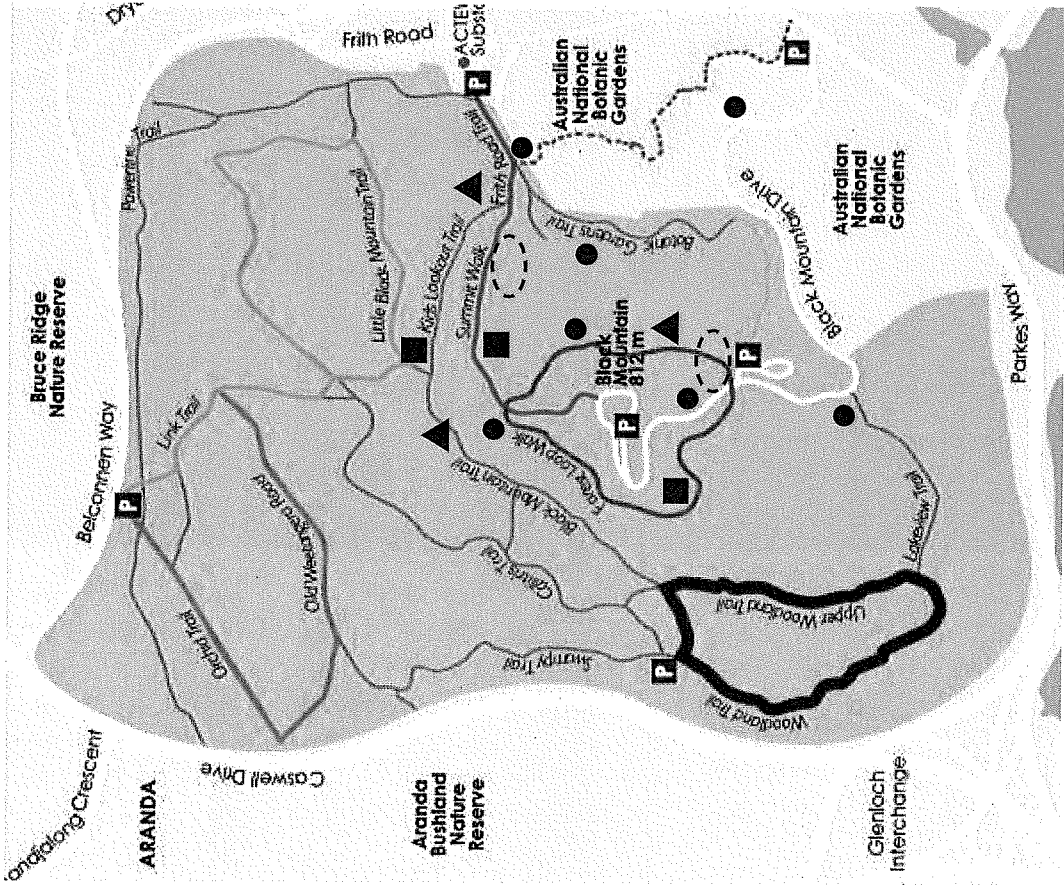


ARRIVAL

The physical visitor experience begins immediately upon arrival. Parking, wayfinding, and experiences within the landscape immediately surrounding the Tower must all be considered part of creating a unified and seamless visitor journey.

The exterior of the Tower and surrounding landscape need to cater to a variety of audience types, from tourists focused on getting to the top of the Tower, to hikers, and cyclists who ride the roads regularly. The cafe offers an attractor and destination for most visitor types, including those who have no intention of entering the Tower proper.

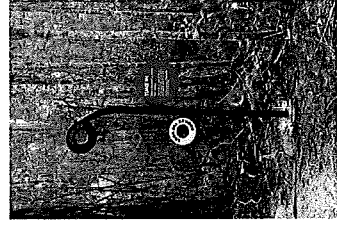
- ▲ Interactive
- Marker / Intervention
- Interpretive signage / wayfinding
- - - Secondary gathering space / seating (could be used for programming)



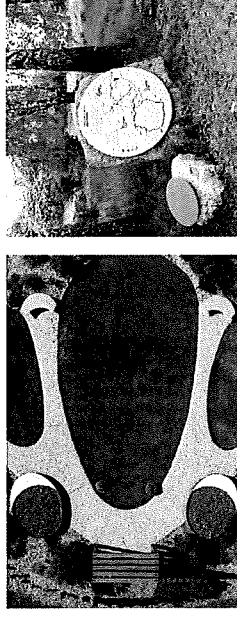
SITE ACTIVATIONS

Potential ways of activating the landscape immediately surrounding the Tower might include a series of short exploratory trails and interventions such as:

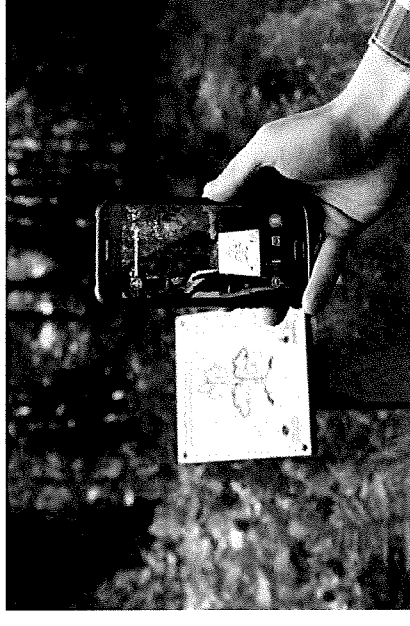
Trail Signage and Wayfinding with high-level information on local flora and fauna



Landscape markers that can be activated by First Nations knowledges, either through in-person tours or digitally



BYOD activations, including Ngunnawal creation stories, a kids trail, and/or a Ngunnawal language overlay, including opportunities for AR 'Easter Eggs'

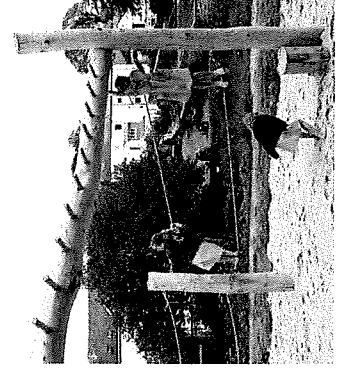
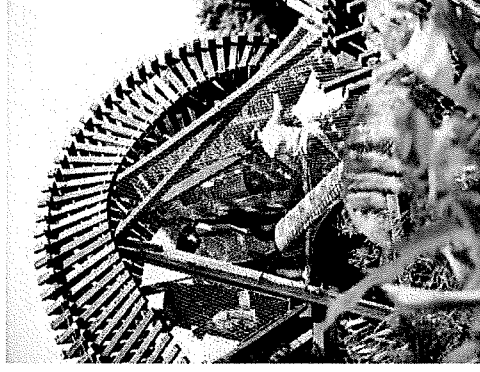
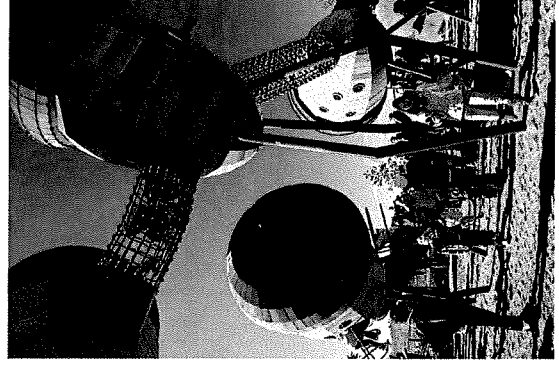
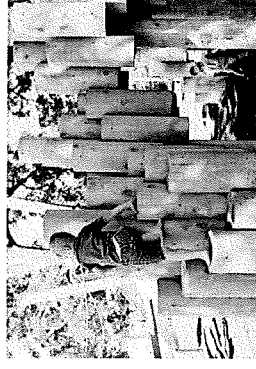
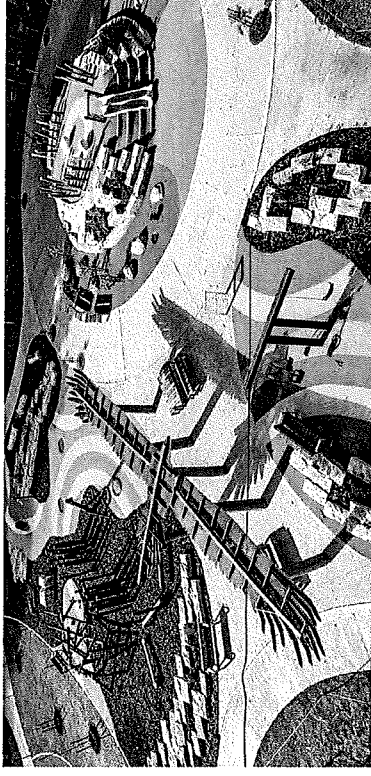
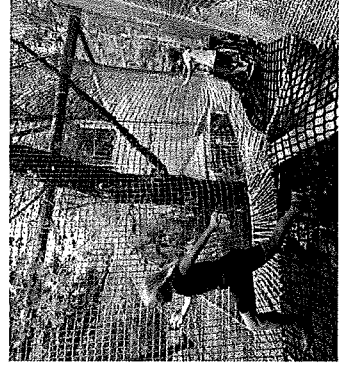
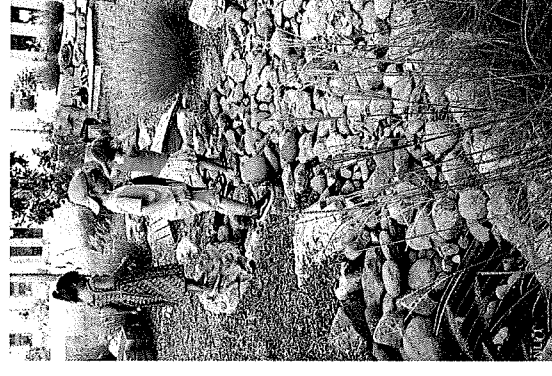
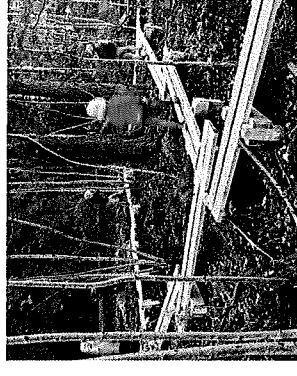


CHAPTER 03

PLAY SPACE

Developing a play space is another engaging way to activate the site around the Tower and extend the opportunities available in the civic space for families. Some adjacency to the hospitality on the podium would be ideal for parental supervision.

The design could integrate Ngunnawal story and reflect the interpretive themes explored on the ground level. There is opportunity to explore numerous styles of play that connect to the landscape, such as nature-based play –perhaps with water and pebbles connecting to the architectural concept– or tree house or net walk structures that encourage connection and exploration of the bush surrounds.



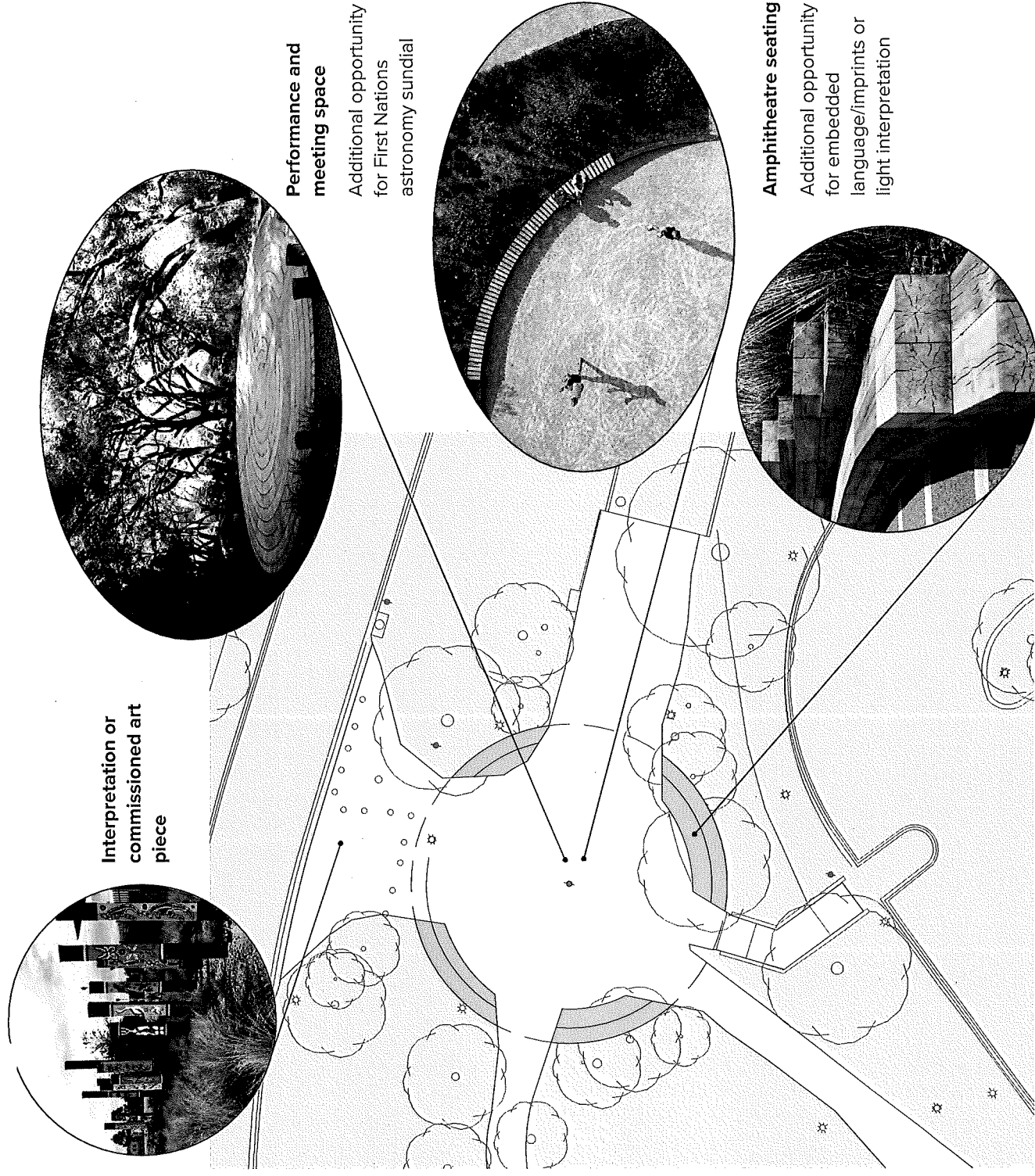
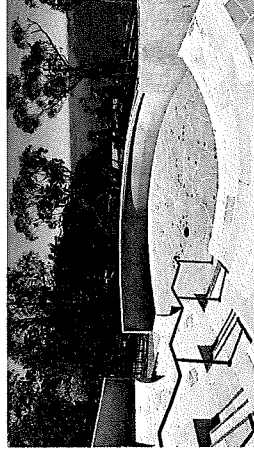
GATHERING SPACE

We recommend creating a gathering space or small amphitheatre in the area immediately below the footbridge.

This circular space, nestled into the ground using natural materials, creates a welcoming entry point and threshold for visitors, setting the tone of what is to come.

It can also be a space for First Nations activations and performances, and/or a meeting point for cultural tours.

First Nations activations



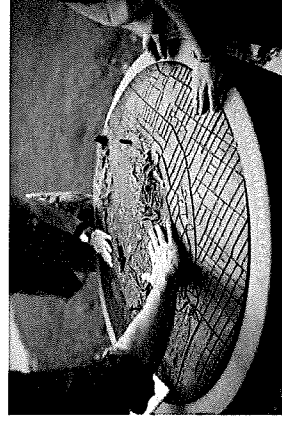
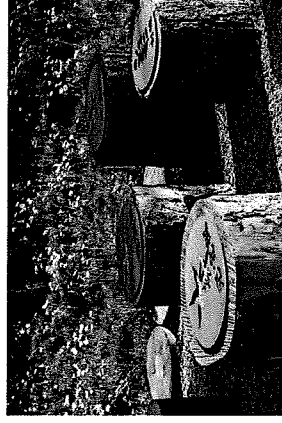
Interpretation or
commissioned art
piece

Performance and
meeting space

Additional opportunity
for First Nations
astronomy sundial

Amphitheatre seating
Additional opportunity
for embedded
language/imprints or
light interpretation

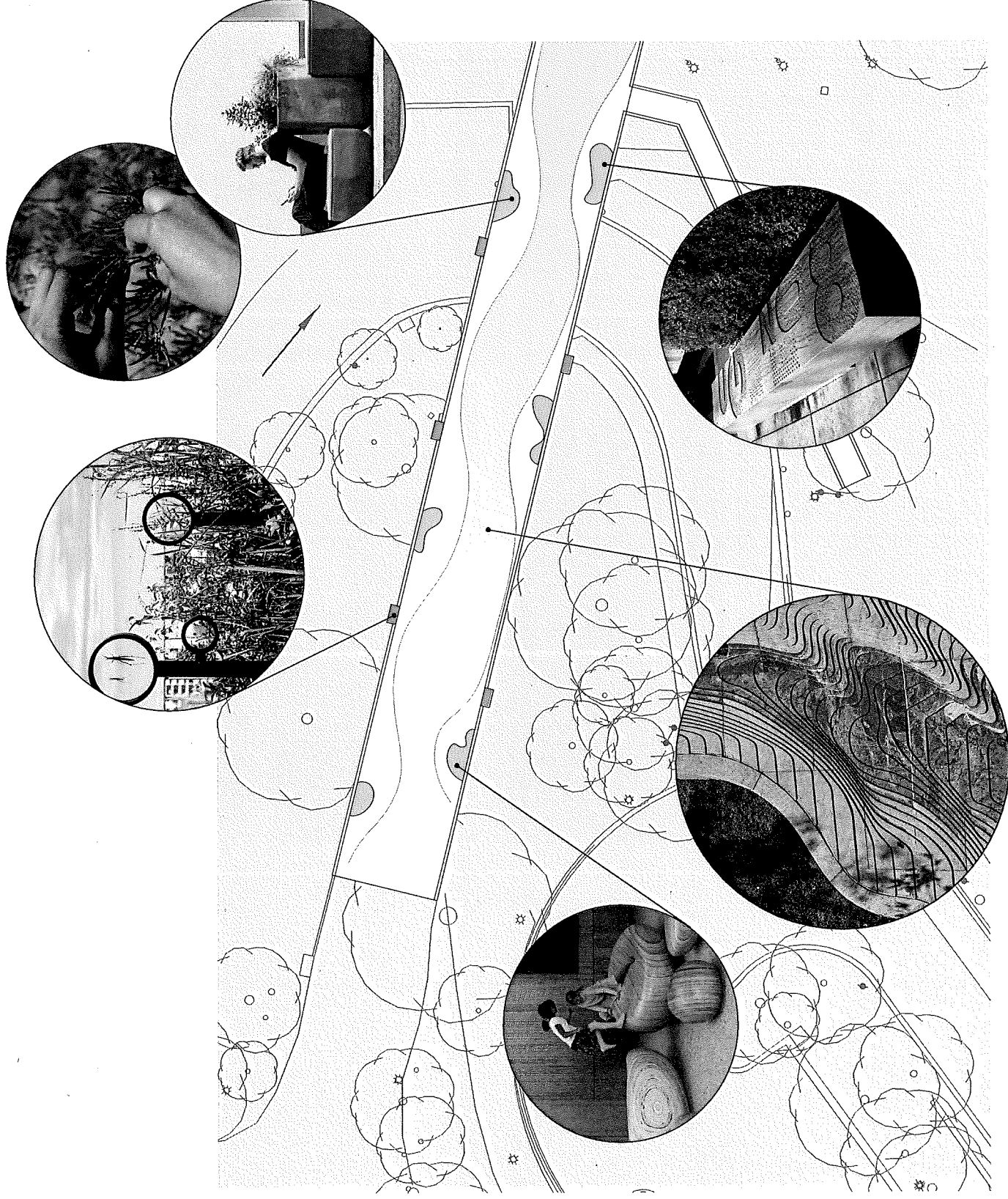
GATHERING SPACE



FOOTBRIDGE

The footbridge will be the primary entry threshold for the majority of visitors to the Tower.

This space should encourage visitors to slow down and tune into the surrounding landscape. This can be achieved through the landscaping and the provision of seating.



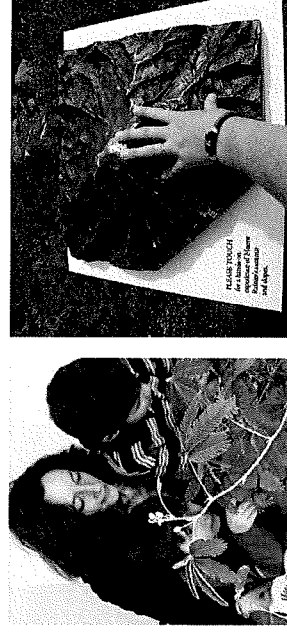
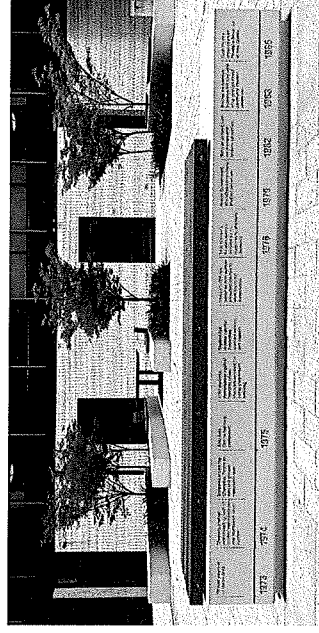
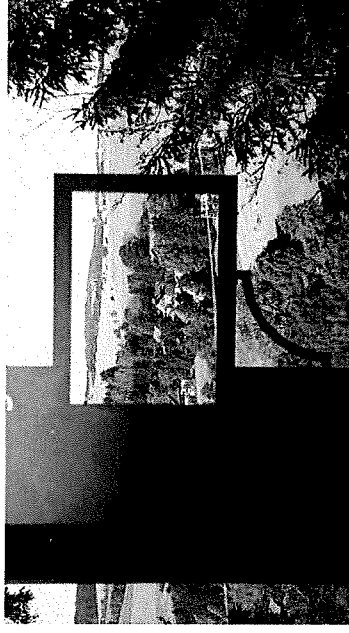
CHAPTER 03

FOOTBRIDGE

Drawing on the theme of **Ngunnawal resources**, the focus is on close (and preferably sensory) engagement with what is immediately available. This could include interventions such as plantings of key Ngunnawal food plants and framed views of the surrounding landscape.

Seating can also be used to share story by embedding material into it (tools, skins, etc) or engraving significant symbols onto it.

The language of engraving into the floor could be continued from the gathering space along the bridge, or pebble dash scree could create a river pathway. This could also include Ngunnawal words or symbols.



EXTERIOR PODIUM

The Podium is a civic gathering space that offers visitors a core experience (cafe, permanent interpretation, landscaping) that will be regularly activated in line with key events.

**Wet area /
kitchenette**

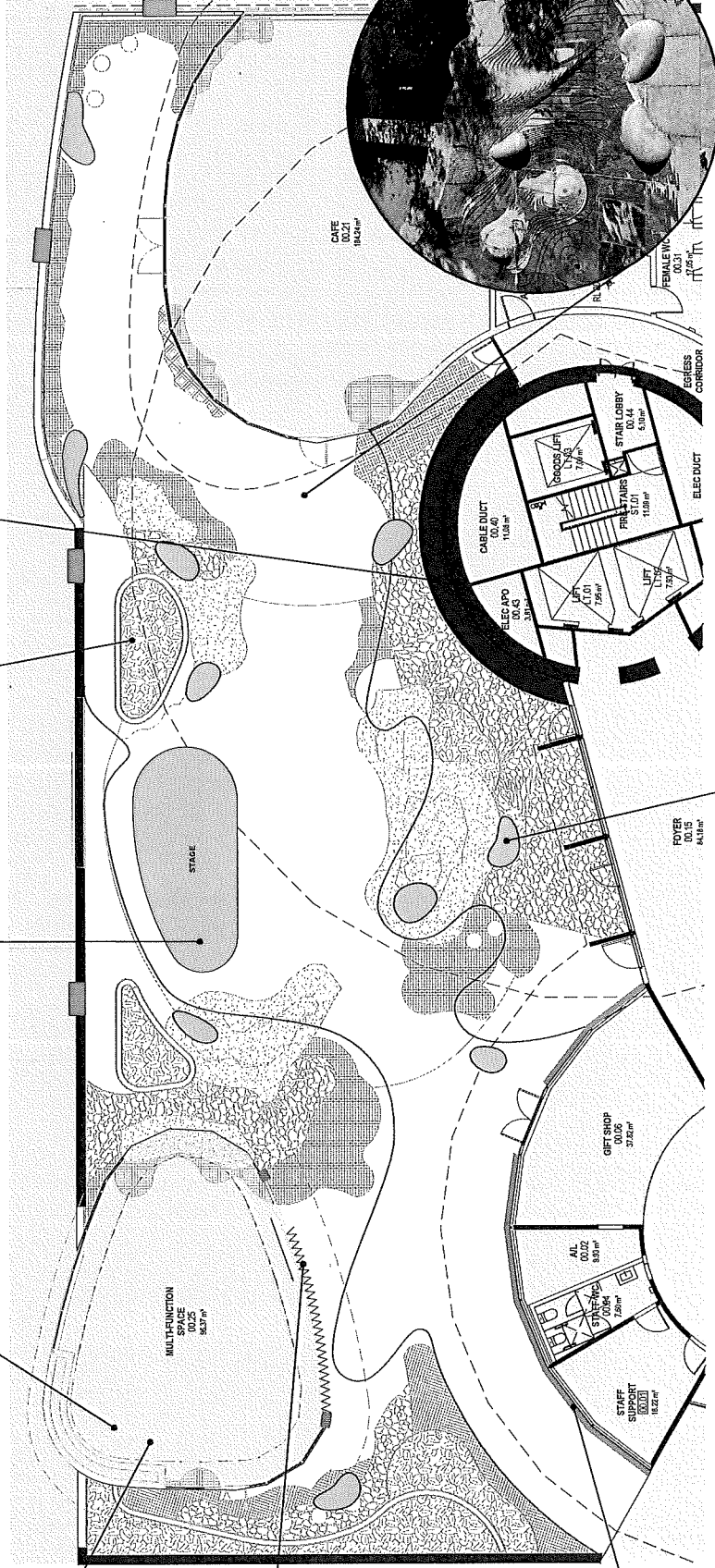
Allows for
storage, suitable
for a range of
uses

**Collapseable
/ removeable
wall**

Allows space
to be opened
up to podium

*Include modular
furniture /
removeable
walls within
FF&E*

Graphic film



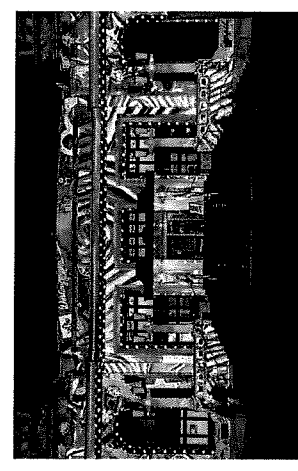
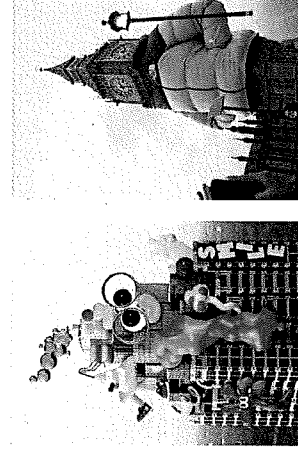
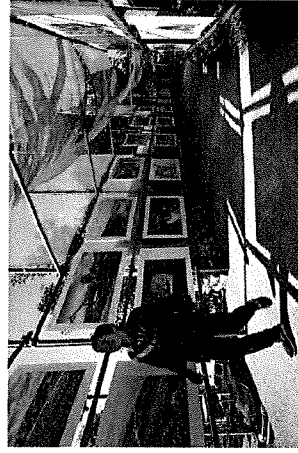
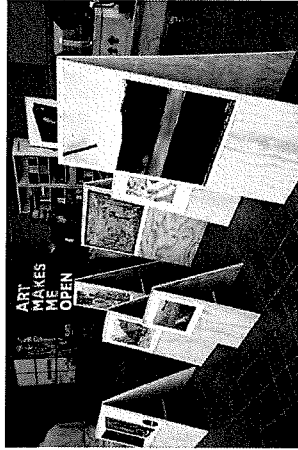
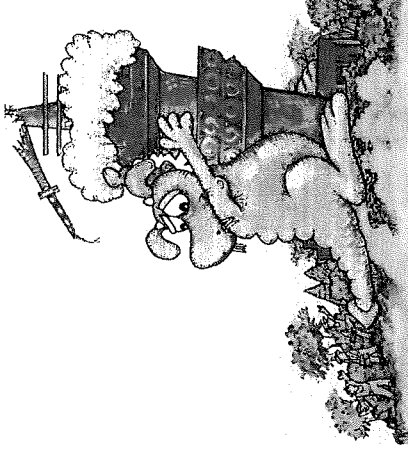
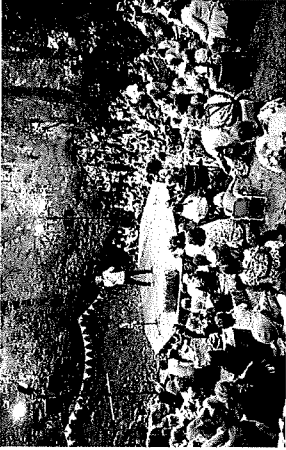
Graphics **Joinery** **Multimedia**

Removable interpretive pebbles

Provide informal seating, discoverable moments and content

Engraving or pebble scree on floor plane continues onto podium

EXTERIOR PODIUM



PODIUM WIDE PROGRAMMING

These might include:

- Fireworks viewing point (NYE, Canberra Day)
- Balloon festival viewing point
- Pop-up gallery
- Music
- Festivals

MUTIFUNCTION SPACE

An integrated food and beverage offering here grants the benefit of maximising the use of this space for the public, private functions, and business events. This might include:

- Artist in residence programs
- First Nations Gallery
- Music
- First Nations bush tucker cooking class
- Educational Programs

INTERPRETATION

Permanent interpretation can focus on Canberra, offering a playful insight into our city and her people.

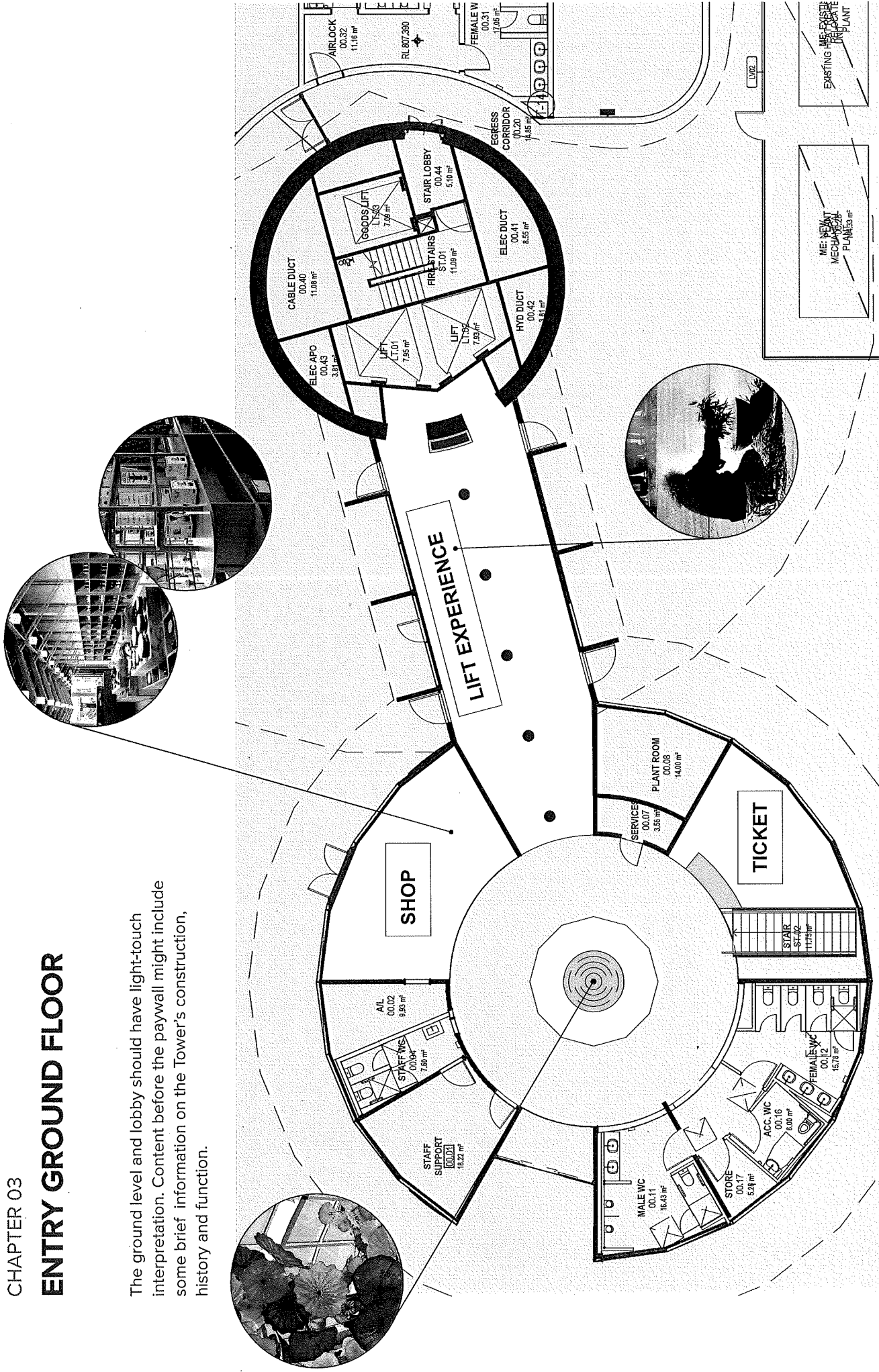
This can be delivered using AR, to retain a light touch on the surroundings.

TELSTRA TOWER EXTERIOR

The exterior of the Tower, visible across Canberra, can also become part of Canberra's cultural landscape through involvement in events such as Enlighten. There is an opportunity to replace some of the defunct dishes with rear projectors, positioning the Tower for future projection opportunities.

ENTRY GROUND FLOOR

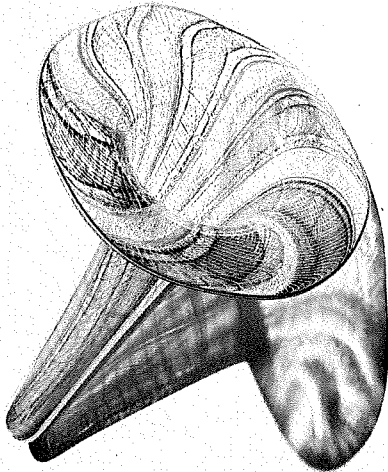
The ground level and lobby should have light-touch interpretation. Content before the paywall might include some brief information on the Tower's construction, history and function.



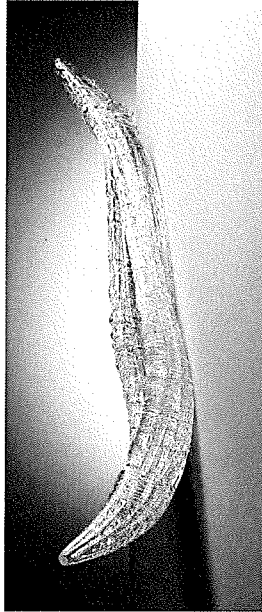
ENTRY GROUND FLOOR

COMMISSIONED FIRST NATIONS' SCULPTURE - CENTRAL ATRIUM

An installation using stained glass and natural light would be a way to light up the lobby's interior. Ideally this will be a collaboration between Ngunnawal elders and the Canberra Glassworks, combining ancient cultural knowledge with Canberra creativity.



Jenni Kenmarre Martiniello OAM, 2017, various fish traps, hot blown glass with canes



Maree Clarke, 2023, Gurrong (River Reed Canoe) #1, hot sculpted glass

TICKETING

Smart ticketing allocates visitors a dedicated timeslot for attendance, staggering entry and avoiding congested queues. This option will give a window within which their ticket will work to activate the gate and lift. Outside these times, visitors are encouraged to explore the gift shop and cafe.

There is also an option that the ticket serves as a trigger to content such as extended reality experiences and activation of the immersive zone that is exclusive to paid visitors.

Operationally, access to the downstairs area can be controlled by locating the ticketing desk alongside it. This offers the future digital immersive and/or collection experience as a paid add-on for visitors.

RETAIL SPACE

The Tower's retail space will sell unique Canberra-themed items, including locally produced offerings, souvenirs and gifts. This could include Ngunnawal artworks, produce and items.

The fit out should be high end and employ warm and natural materials that is strongly referential to local ecology and cultural practice.

PATHWAY TO LIFT

While we anticipate that a smart ticketing solution will minimise the need to queue, visitors will potentially spend some minutes in the area outside the lifts. To create ambience in this space, there might be a Ngunnawal soundscape (for example, singing in language).

There might also be an opportunity to install a thematically relevant sculpture or commissioned art piece on the platform outside the window, on the side that is not accessible to visitors.

LIFT

The lift journey, while short, might do some scene-setting by offering an audio recording of a Welcome to Country by an Elder in Ngunnawal language.



LEVEL 5

Level 5 represents the first “wow” moment of the visitor experience.

Here the **Ngunnawal seasons** story offers an opportunity to tune visitors into the surrounding landscape using a Ngunnawal lens. With views spanning the surrounding landscape, this is an excellent location to invite visitors to engage with First Nations knowledge to expand their understanding of Country.

This space might also include stories of the Molonglo River prior to its damming, and the effects on the surrounding landscape. If there is appetite from the community, this might also offer an opportunity to tell some harder stories about the impacts of colonisation.



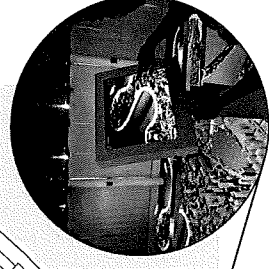
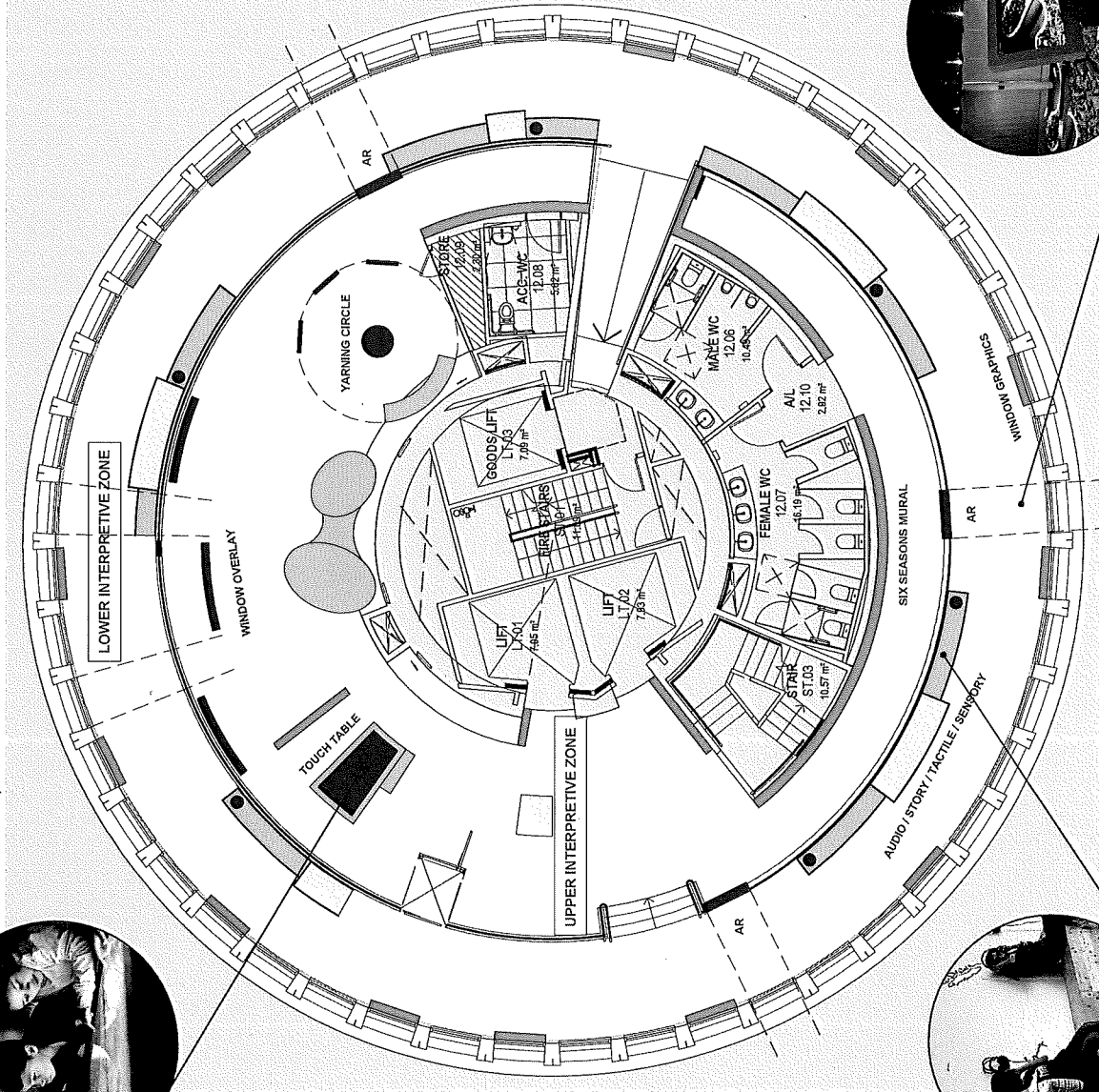
Molonglo in flood 1956 via Flickr



Cultural burning at Birrigai via Birrigai outdoor school

Showcases

- Graphics
- Joinery
- Multimedia





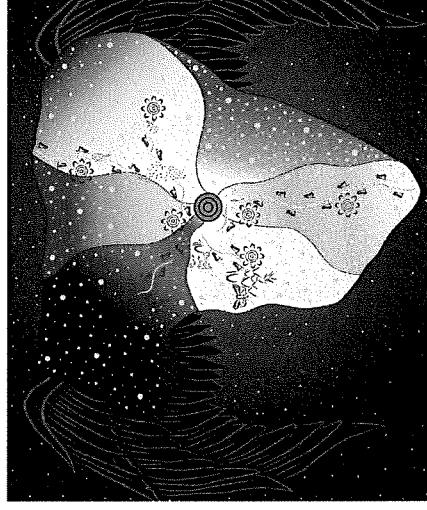
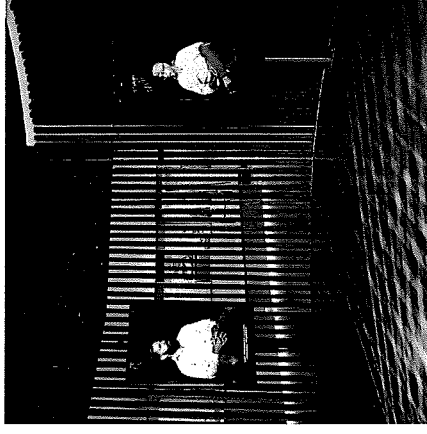
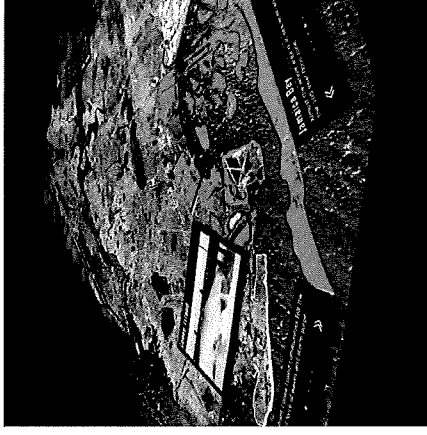
CHAPTER 03

LEVEL 5

As the main location for interpretation, we have identified three layers of experience within this space:

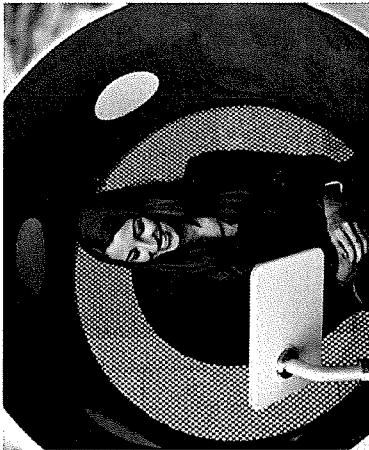
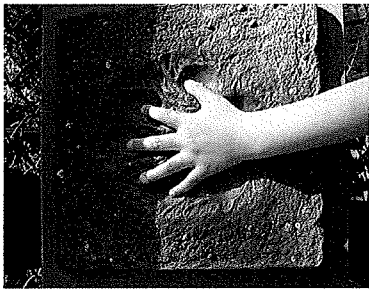
1. Upper interpretive Zone: Here content is delivered through three key interpretive experiences

- A touch table offering a map of Ngunnawal Country and identifying key sites
- A window overlay that digitally delivers Ngunnawal story content, perhaps a key story relating to changing seasons, or Mullion the Eagle
- An audio-visual yarning circle featuring elders talking
- A Ngunnawal Six Seasons mural could go on the wall in the corridor created by the amenities
- Opportunities for AR also exist in this space using tethered screens



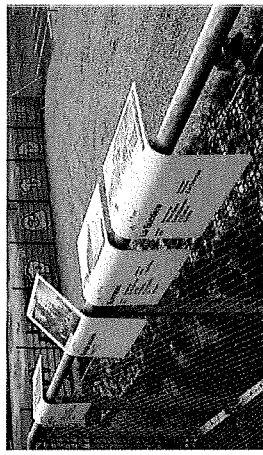
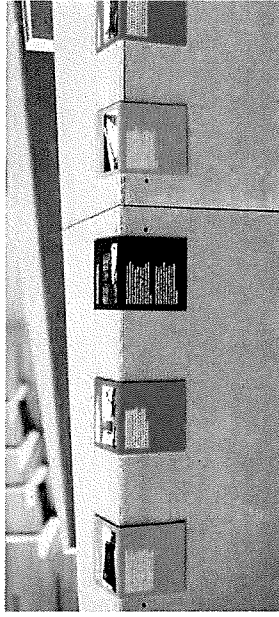
Ngunnawal Seasons, Richard Allan

2. Lower ring seated experience: featuring benches with embedded interpretation - audio, story, tactile/sensory



3. View at the window: the core experience of the view is maintained uninterrupted. Interpretation will be discrete, for example label strips on the inside window ledge - some might have content and some might just be a simple graphic treatment.

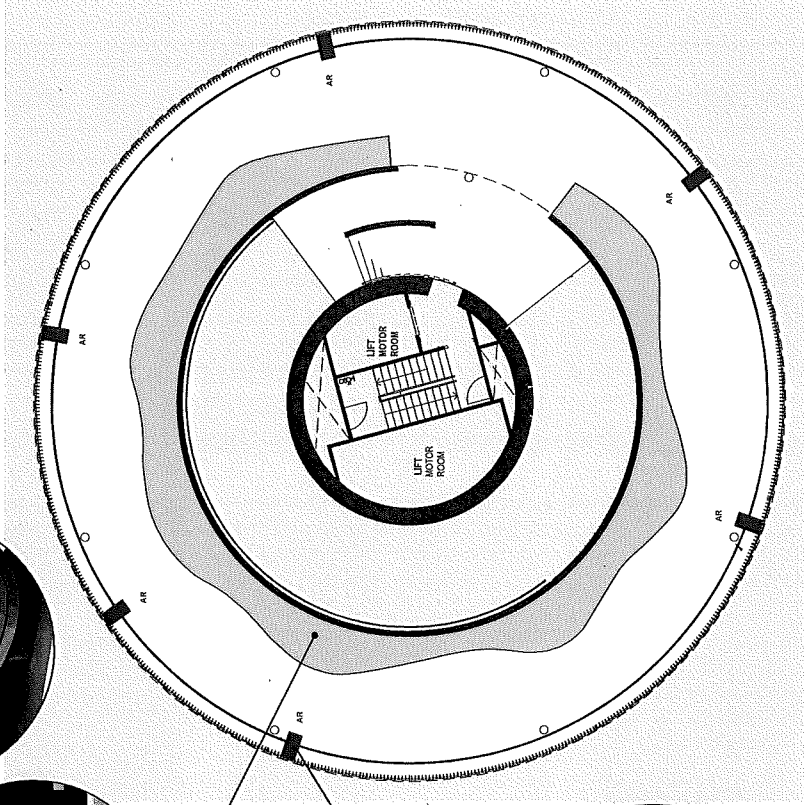
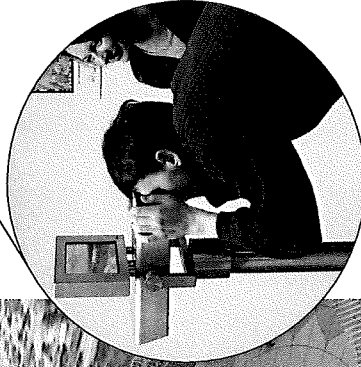
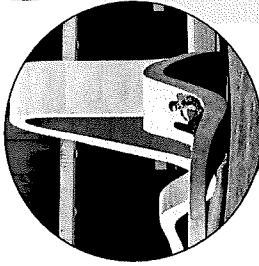
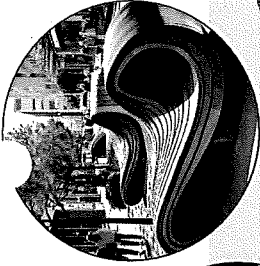
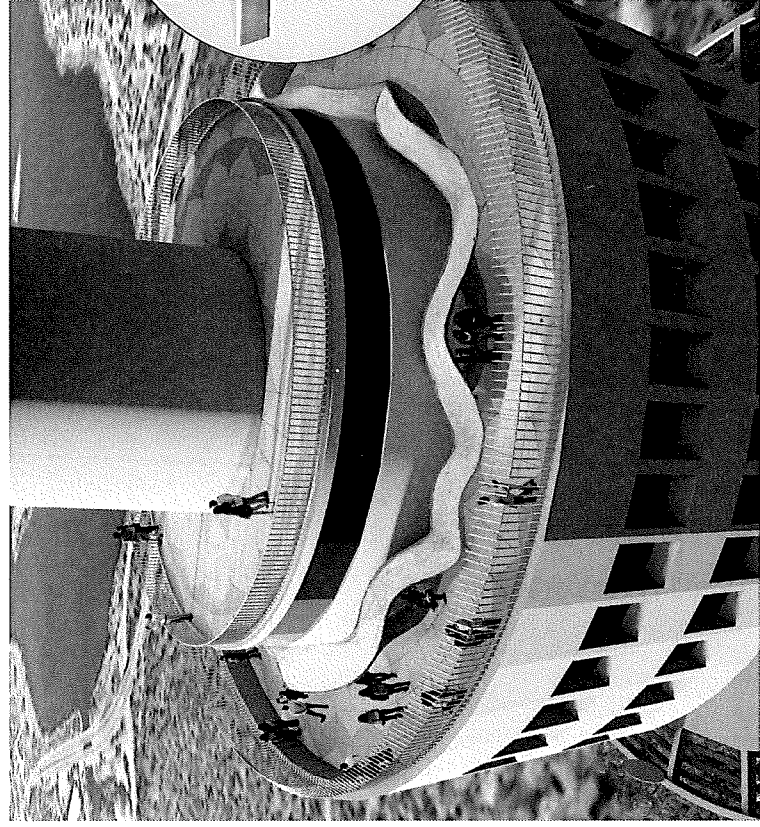
This will create a small graphic band around the ring of the room.



LEVEL 6

Level 6, with its 360-degree views and open-air ambience, offers an opportunity to take a big-picture view of Country, through sharing creation stories from the **Ngunnawal Dreaming**. These could talk to significant plants, animals, and elements of the surrounding landscape and horizon.

Graphics
Joinery
Multimedia



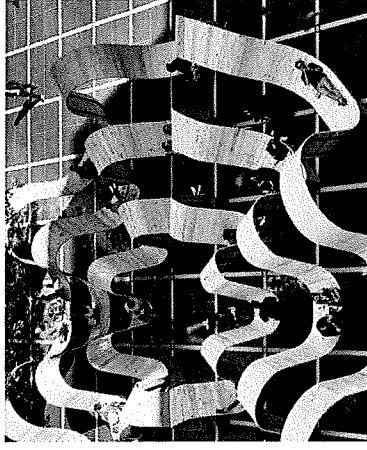
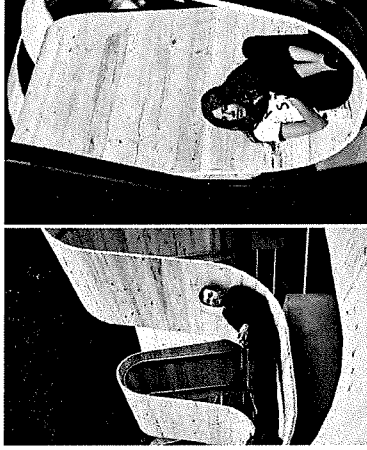
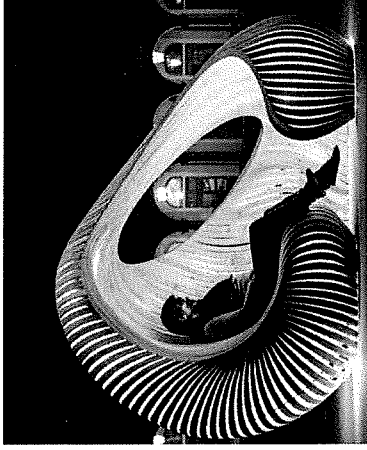
CHAPTER 03

LEVEL 6

SEATING AND INTERPRETIVE NOOKS

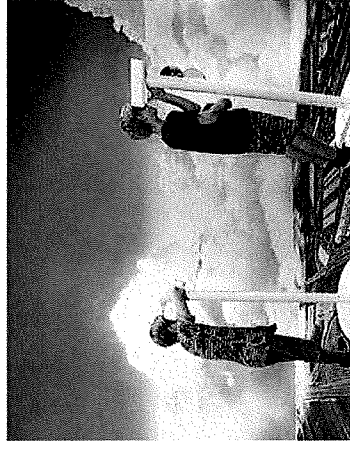
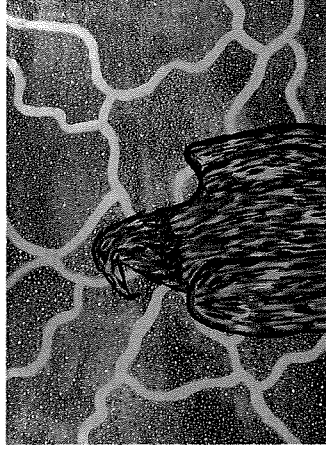
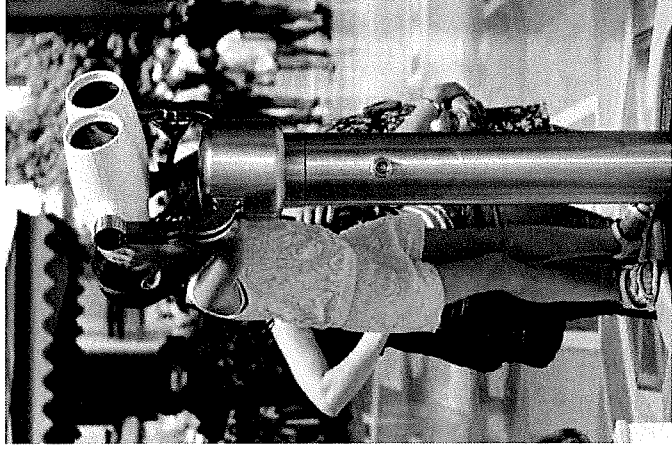
We recommend adding a second layer of seating to the current proposal, creating weather shelter seats. This custom woven wrapping structure would pick up on the notion of the eagle's nest. Additional text-based content can be located in the seating.

Considerations include weather protection, maximising photography and other memory making opportunities.



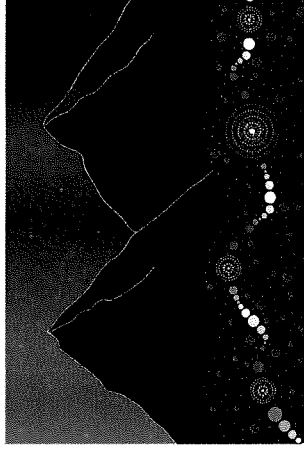
EVENTS AND PROGRAMMING

There are opportunities for a programmable overlay for this space, which means the design will need to consider flexible function spaces, pop up events, and nighttime vs daytime usage.



AUGMENTED REALITY TELESCOPES

Stories that explore the view could be delivered digitally, for example through telescopes with an AR overlay, and bone conducting audio to deliver audio without noise bleed.

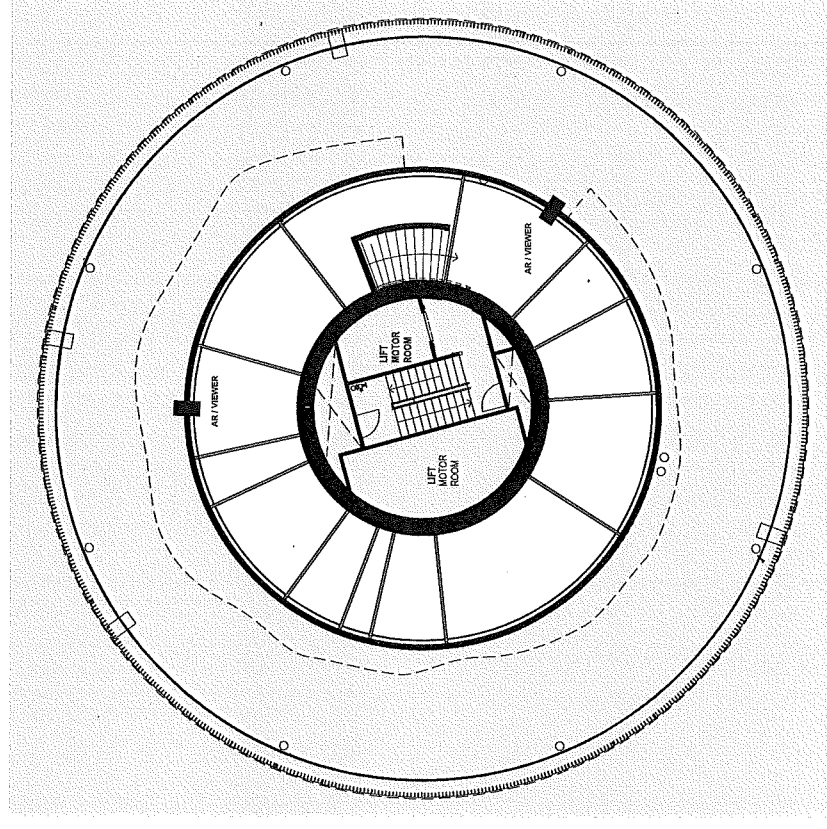
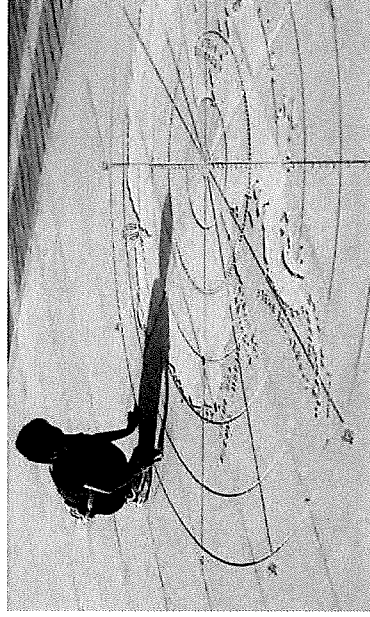


Ngunnawal Art Mountain Dreaming

LEVEL 6A

We see this being retained as more of a traditional lookout space, with light touch interpretation. This might include direction points on the ground identifying key locations, including interstate capitals.

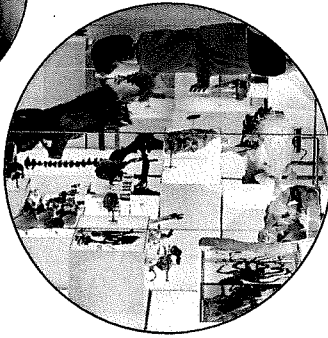
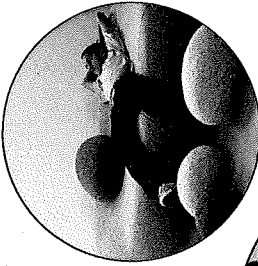
First Nations culture can be reflected through incorporating traditional place names as well.



LOWER GROUND FLOOR

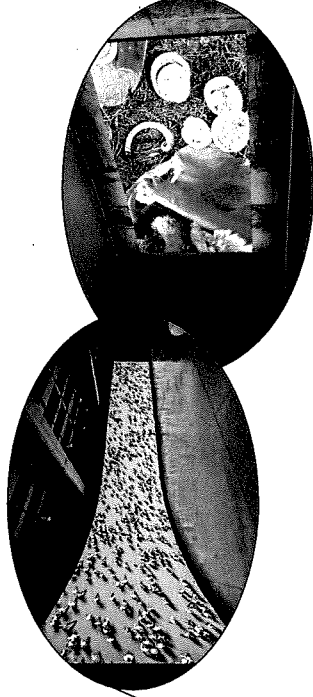
Education and Immersive Space

Though out of scope for this project, we offer some high-level ideas for the Lower Ground Floor and Level 4 over the coming pages.

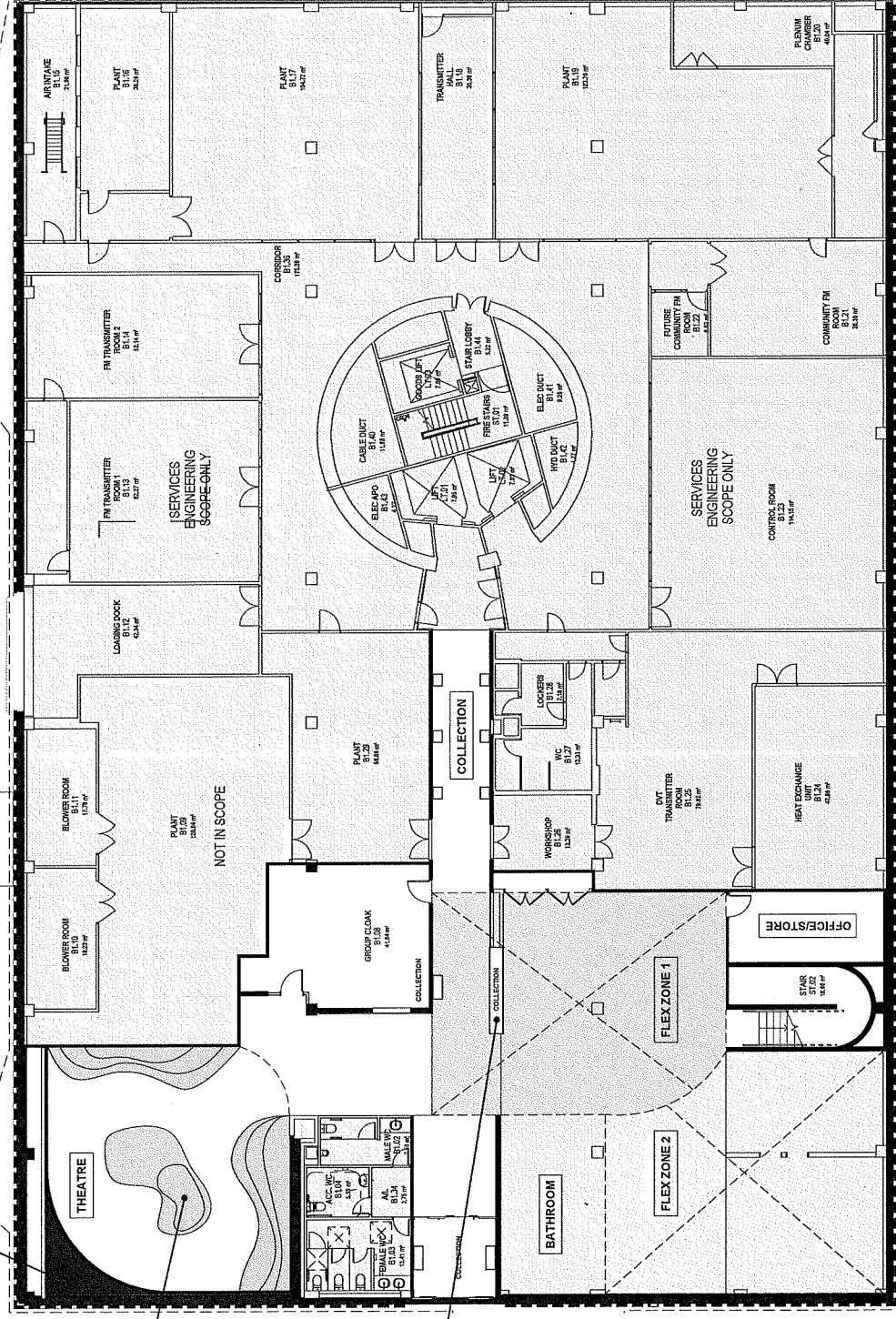


STORY & PURPOSE

This space will serve as the entry point for schools and large groups. Beyond this, the structure and limited light levels offer an opportunity for an immersive experience to be developed within this space, which can be either a core component of the visitor journey, or a paid add-on. It is also a good place to locate any collection objects, and/or to function as a temporary exhibition space.



Showcases
Joinery
Multimedia



LOWER GROUND FLOOR

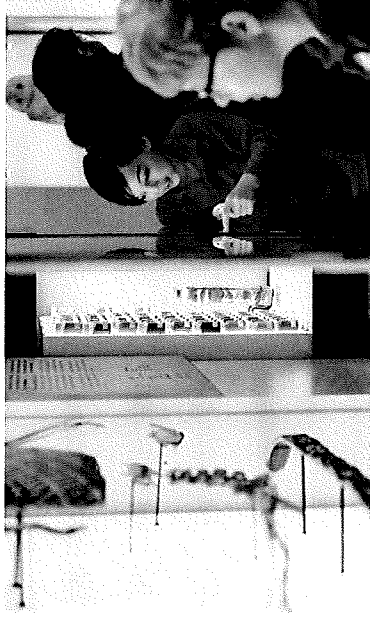
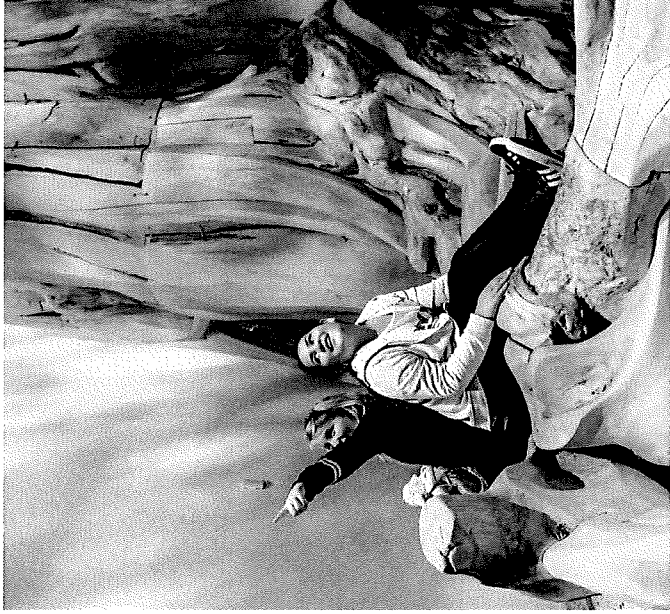
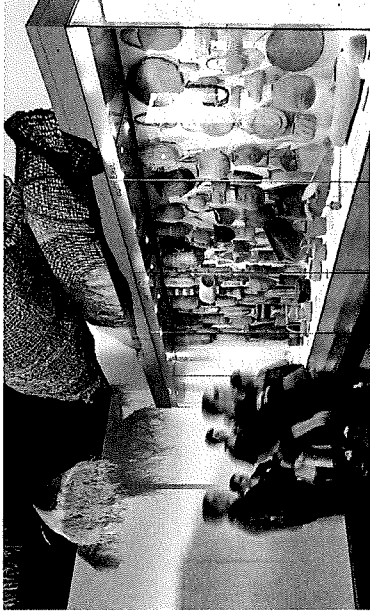
Education and Immersive Space



IMMERSIVE

This is a suitable venue to develop an immersive theatre experience. It is screened from the rest of the space, creating a sense of being enveloped within the landscape of the mountain. This could be enhanced by a curved screen, and furnishings emulating rock walls and boulders.

Content of the immersive would relate to Ngunnawal culture; there is the potential to incorporate cultural objects and integrate object theatre into the experience.



COLLECTION & EXHIBITIONS

We have identified two flexible zones that can be used to host relevant temporary or travelling exhibitions. Material culture (Ngunnawal objects either historic or contemporary) can be incorporated, and even extend into the hallway towards the lift.

CHAPTER 03

LEVEL 4

Level 4, with its revolving platform and stunning views, offers an exceptional opportunity for development into a destination venue during Stage 2.

Some possibilities for this space might include:

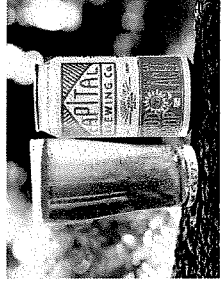
- a cocktail and canapes-style venue, open to the public during certain times of the week and available as an exclusive venue for hire at other times
- a unique accommodation opportunity, with sleeping pods offering unsurpassed view of the surrounding landscape at sunrise and sunset
- a public bar, offering a uniquely Canberra venue for locals to gather and unwind after work, with a snack-style menu

The space could also remain flexible and open to an assortment of needs, including opportunities for pop-up events, short-term activations, and programmable opportunities.

In planning the design and fit-out of the space, consideration will need to be given to

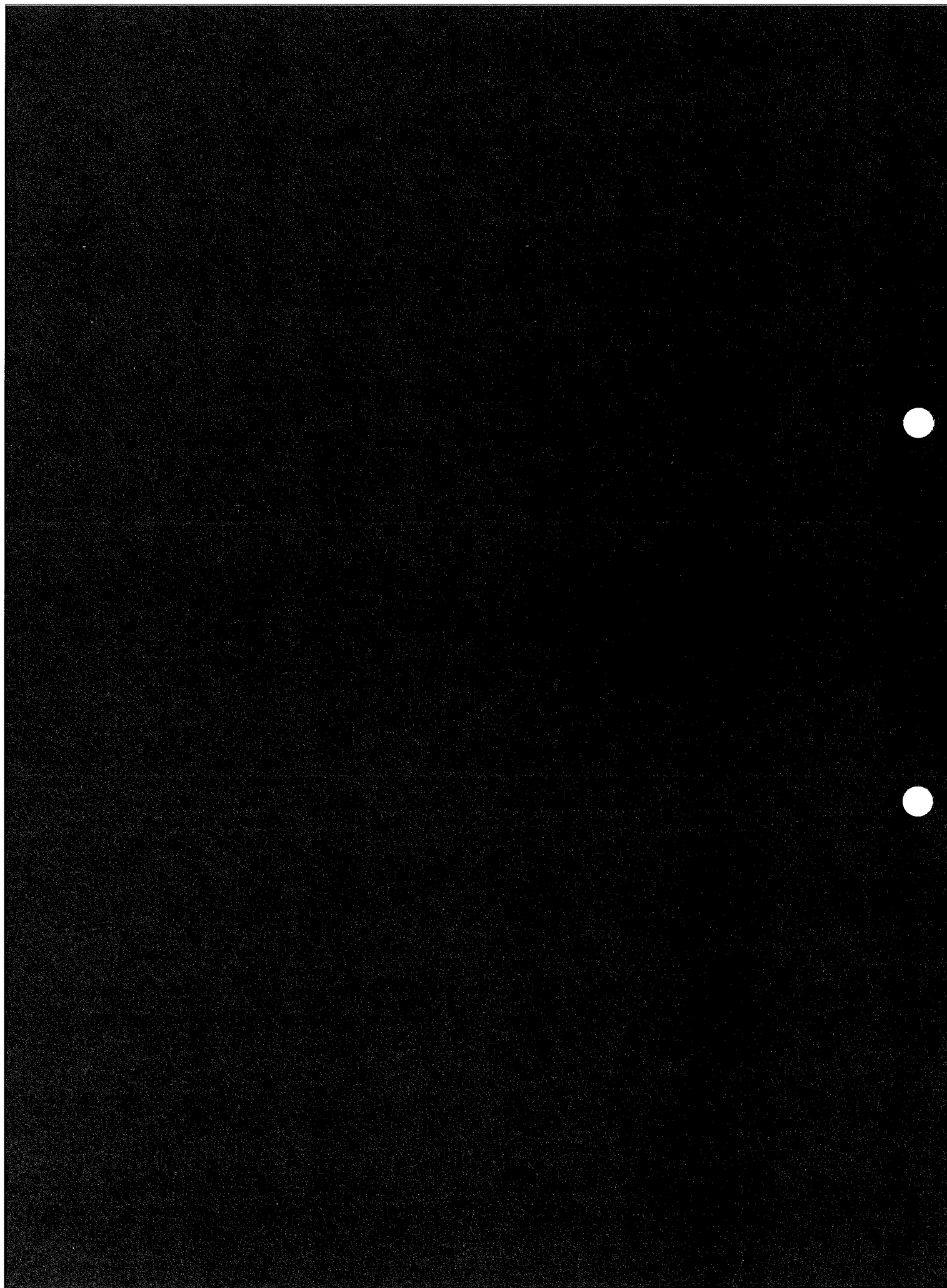
- night time vs day time usage
- flexible function spaces
- potential food and beverage serving space

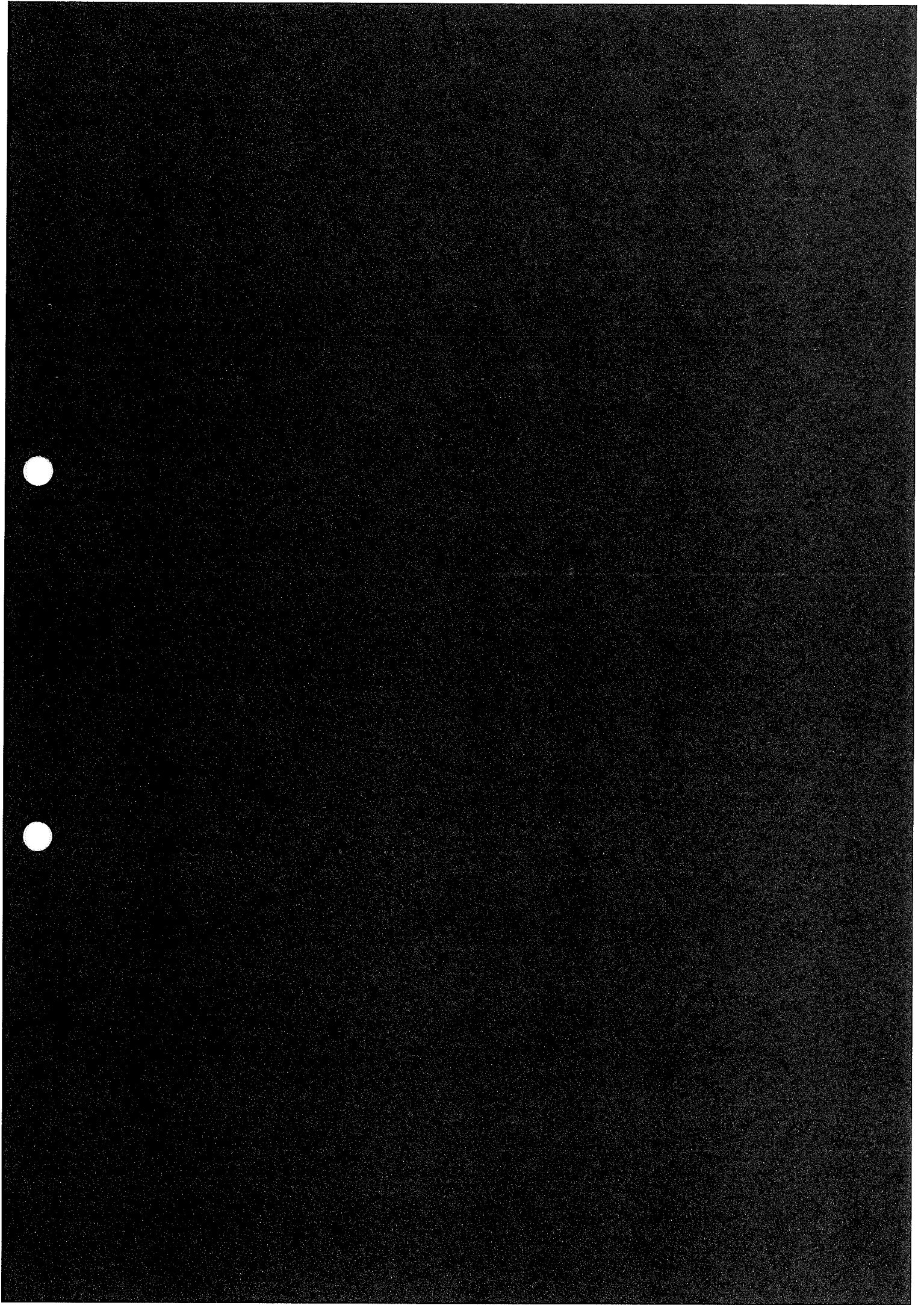
The connection to the Ngunnawal identity of the Tower can also be maintained here, though with a lighter touch. The concept of a 'gathering place' could underpin the theme of any permanent offering.

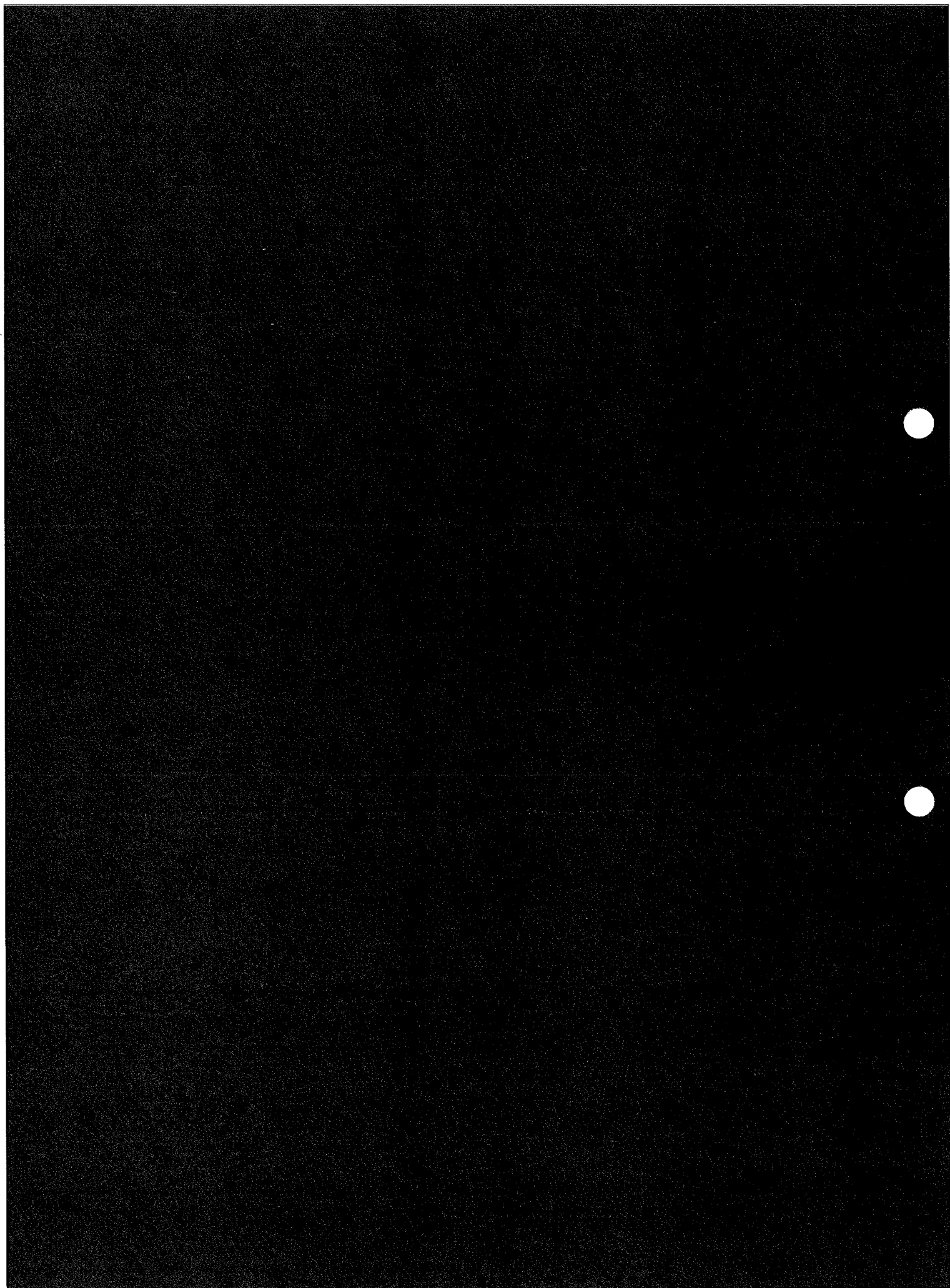


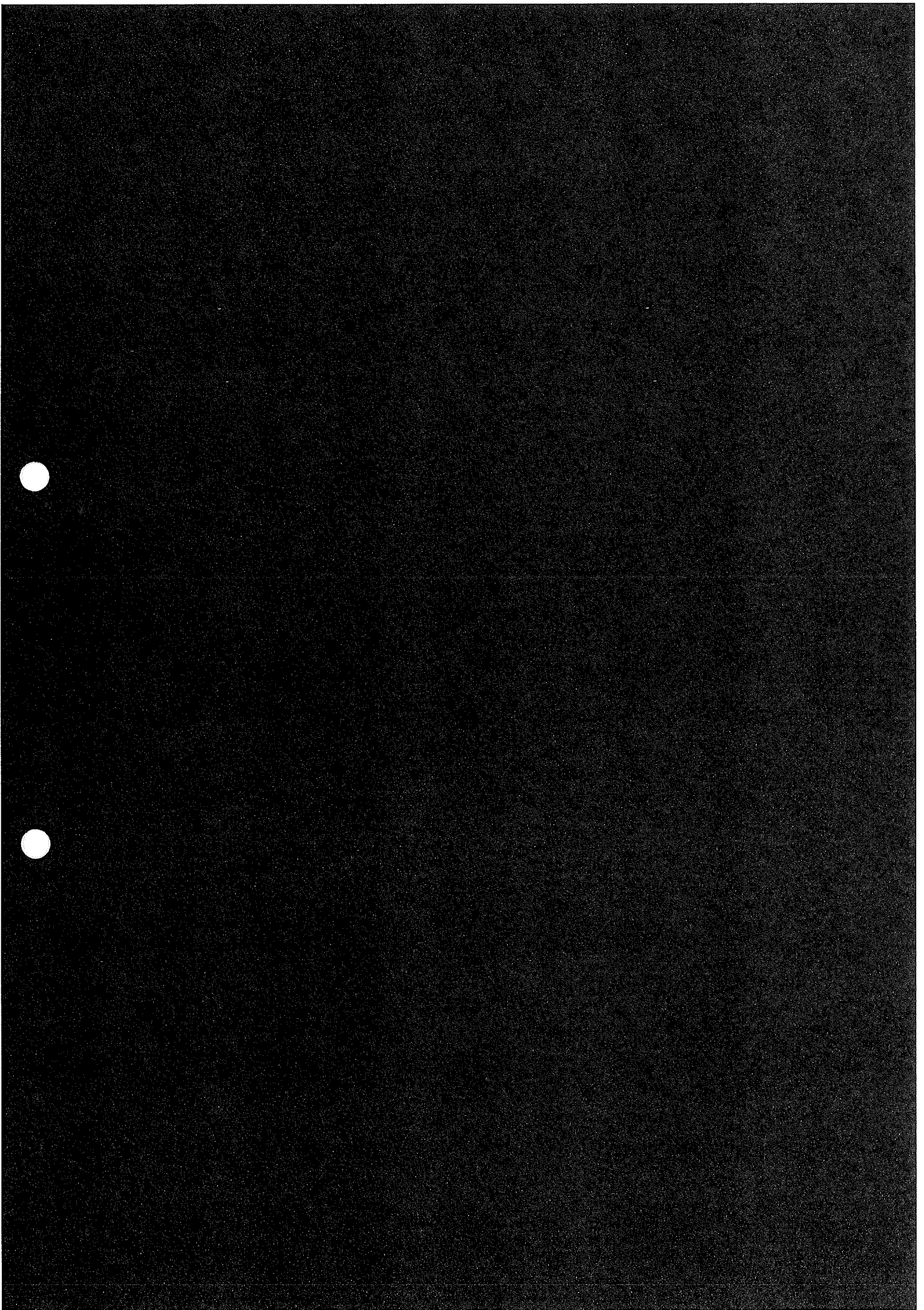
CHAPTER 04 COSTING AND METHODOLOGY

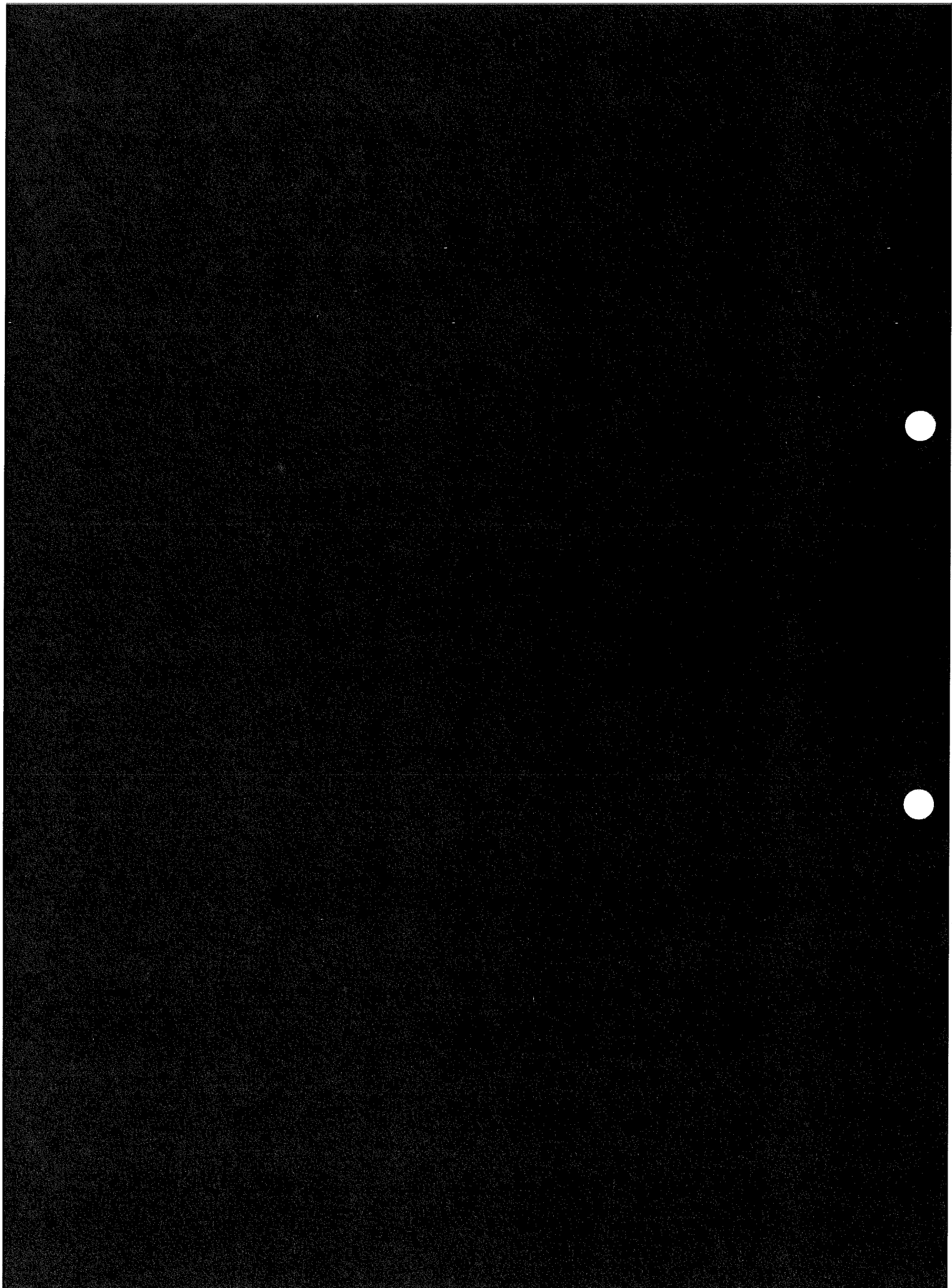












BASE BUILD RECOMMENDATIONS

MUSEUM STANDARDS AND RECOMMENDATIONS FOR BASE BUILD

The inclusion of interpretive environments within the visitor experience concept requires consideration of a number of specialist museum standards within the architectural base build architectural scheme in order to make the space ready for a tertiary works interpretive fit out. Whilst the exact requirements of the interpretive design are yet to be determined. Some or all of the specifications detailed below may be applicable to a number of spaces within the Telstra tower including:

- The Multi-function space on the podium
- The Lower Ground Immersive Zone
- Level 5 Interpretive experience

ENVIRONMENTAL CONTROL

Generally, compliance with the Australian Institute for the Conservation of Cultural Material (AICCM) is required for temperate climate.

In December 2018, AICCM ratified national environmental guidelines for Australian cultural heritage collections. In line with the guiding principles of sustainability and resilience; adaptive and proactive practices; and maintaining relevance, the environmental guidelines were reviewed and updated in 2022.

The AICCM Environmental Guidelines for cultural heritage collections provide temperature and relative humidity ranges for humid and temperate climate types and encourage the setting of temperature and relative humidity parameters that respond to a range of factors including local climate conditions.

AICCM Environmental Guidelines (2022)		
Climate type	Temperature range	Relative Humidity range
Temperate	15 – 25 °C	40 – 60 %RH 50 ±10 %RH
Humid	15 – 25 °C	45 – 65 %RH 55 ±10 %RH
Provisions		
– Stable diurnal drift in temperature and relative humidity within the deadbands is the optimal outcome.		
– Multiple short-term fluctuations of 5 to 10% relative humidity that are longer in duration than 2 hours should be investigated and addressed.		
– Unstable temperature, such as rapid increases or multiple short-term fluctuations of more than 4 degrees Celsius, should be investigated and addressed.		
– Temperature and relative humidity parameters for preservation of cultural materials will differ according to their material, construction, and condition. Constant conditions maintained within the parameters described above are generally acceptable for most objects in stable condition.		

BASE BUILD RECOMMENDATIONS

LIGHT

There are standards for museum collections determined by the vulnerability of different materials to light exposure.

The aim is to reduce the most damaging part of light, the UV radiation, as much as possible, and to keep the illumination to a level at which it is possible to view the object, noting again that fugitive dyes and delicate organic materials cannot tolerate as high levels of illumination as inorganic materials such as metals, glass and ceramics.

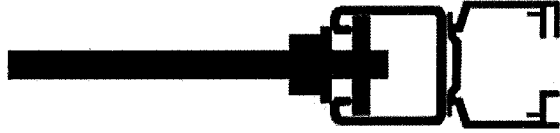
It is recommended that the lux.hours for *Very Sensitive* materials should not exceed 200000 (200 kilolux.hours). For *Sensitive* materials such as wood and leather the recommended levels are 650 kilolux.hours. For *other* materials not sensitive to light, keep out of direct sun and avoid high-powered incandescent spotlights.

Our current Lighting track of preference is:

EUTRAC 3 CIRCUIT TRACK WIRED FOR 3 SWITCHED CIRCUITS

The track is fasted to Unistrut anchored to the gallery ceiling to allow for projector suspension.

We would normally use Ljusdesign light fittings for exhibition display.



THREADED ROD DROPPER FROM ROOF STRUCTURE.

UNISTRUT P1000 SLOTTED CHANNEL

UNIVERSAL 3 CIRCUIT TRACK Global Trac, Erco, Zumtobel, iGuzzini, Eutrac, Hoffmeister, etc.

MECHANICAL AND HYDRAULIC SERVICES

Best practice:

Route mechanical and building services away from collection items.

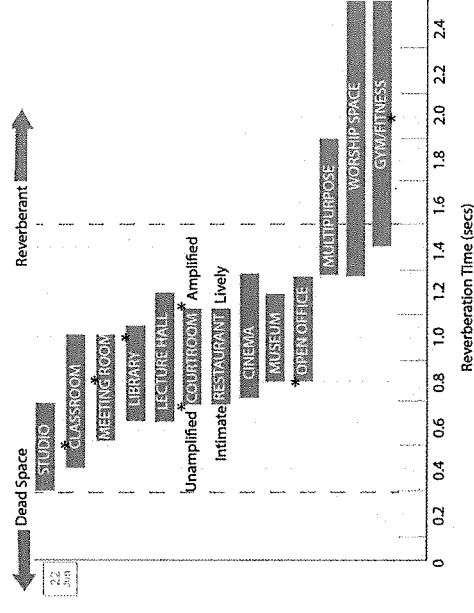
Utilise dry sprinkler supply and misting only sprinklers.

Utilise Very Early Smoke Detection devices (VESDA).

SOUND AND REVERBERATION CONTROL

This is an important consideration in the design of museum spaces with high reverberation rates experienced due to hard surfaces throughout. Studies have shown that museum fatigue is accelerated by poor acoustic design. Mechanical such as fan coil units should be fully sound insulated and mounted outside of museum space. additionally sound dampening material should be used in the ceilings and on the floor where possible.

Below is a guide from desktop research.

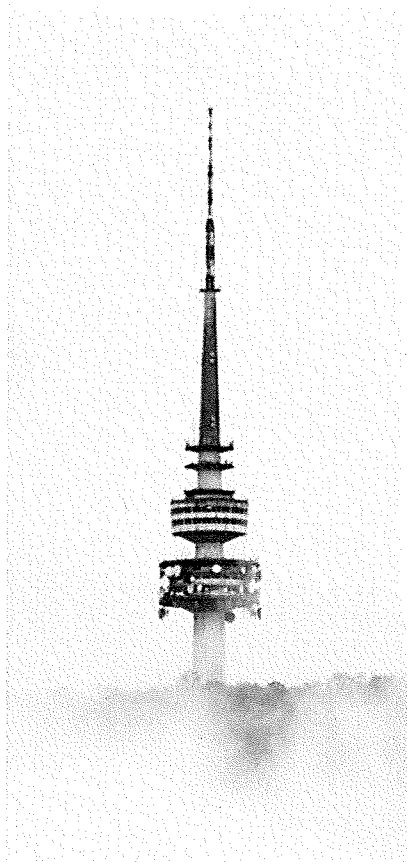


A black and white photograph of a radio tower situated on a hill. The image has a torn paper effect, with the right side of the hill and the tower's base appearing as a dark, textured shape against a lighter, grainy background. The tower itself is a dark silhouette with a long, thin antenna extending upwards. The overall composition is simple and graphic.

THANK YOU!

Telstra Tower

Costing Plan to transform and reopen.



Mathew Ryan
Dec 2024

Resources

- Thylacine Telstra Tower Stage 1 Report and Costing
- Deloitte Telstra Tower Reimagined March 2023
- Architectus Telstra Tower Concept Design
- Architectus Build Staging Options
- The ACT Visitor = Telstra Tower related activities Aug 2024 – Garrett Tyler-Parker
- Telstra Tower Reimagined – Future Food
- <https://www.canberratimes.com.au/story/6033068/canberras-telstra-tower-on-black-mountain-marks-37th-anniversary/>
- 151224 Telstra Tower Model – Complete.xls

Notes

- All figures within this report are exclusive of GST

Assumptions

- **Tower & Construction**
 - Handed over in fit for purpose condition by Telstra prior to fitout
 - All utilities covered by Telstra
 - Default pricing assumes all sections open at once (Sep 2027)
 - All Design/Management fees included in Visitor Experience Costings
 - The costs provided by Thylacine are full and inclusive of all fit-out.
 - Basement not included in scope
 - ACT Project Manager/s not included in scope prior to opening.
 - No rent until opening
 - Fitout Starts Dec 2025
 - Level 4 becomes the function/conference area
- **Staffing**
 - FTE levels remain the same throughout the year
 - Lower ACT Govt staff burden for part-time/casual staff
 - Staff phones covered under ACT Government burden
 - Managers able to fill schedule gaps during peak periods
- **Parking**
 - Bus parking free
 - Functions parking free
 - Cost of parking same as Arboretum
 - Capex of Parking requirements managed by Access Canberra
- **Visitor Experience**
 - Children Under 4 Free
 - ACT Government able to provide Ticket Software
 - Levels 5 & 6 only for Tower.
 - No price increases
- **Café**
 - Assumed Outsourced
 - Podium Building to be constructed to house main Café
 - Basement not required for kitchen
 - Same provider for Main Café, Level 5 Café and Level 6a Bar/Café
 - GFE provided on all fixed equipment
 - Café Vendor responsible for their own waste management
 -
- **Gift Shop**
 - Outsourced
- **Shared Services**
 - Costs remain the same if Staged opening or Single full opening
- **School Programs**
 - No additional Elevator charges for school groups
 - 1 Staff to manage 2 or 3 buses per weekday
 - Cultural Liaison to assist when required

Background

This report provides Capital Expenditure (Capex) requirements to open the Tower as one of Canberra's newest and pre-eminent tourist attractions.

The Tower is intended to be Revenue generative and is expected to cover all costs.

Capex requirements and Profit & Loss forecasts have been done per Revenue stream, to allow a staged approach if so desired.

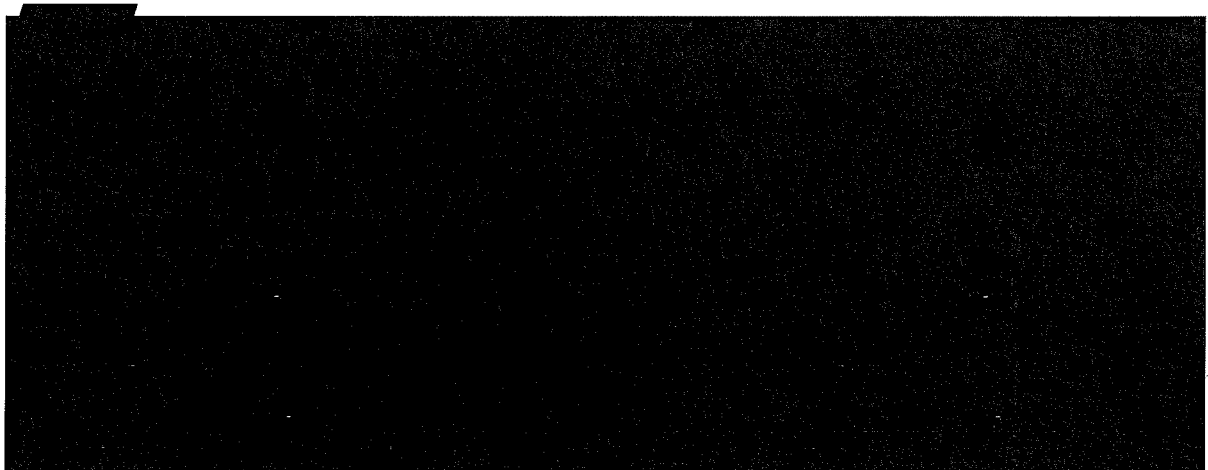
A "bottom-up" approach was employed for costing and forecasting, utilising the Bill of Materials (BOM) and anticipated per-customer expenditures to derive the figures presented in this report.

Executive Summary

The below tables show Revenue and Operating Profit under various visitor number scenarios. For the purposes of this model, it's assumed that Function numbers do not change, as that would be impacted by higher or lower total visitor numbers to the Tower. It's also assumed that School Program visitors remain constant, the Café is outsourced, and the small bar area on Level 6A is a fixed price rental, which can be used as a breakout area for the Conference/Function space. These figures also assume that all sections are opened together. ie, the Conference/Function space, and School Programs sections are to open from day 1, which is September 2027, along with Visitor Experience areas. Should tradesman or cash constraints require it, those 2 areas could be opened at a later date, although construction might affect visitor numbers, due to the inconvenience, but also the parking tradesman would require. Parking has been identified as a key inhibitor to visitor numbers, and further investigations should be undertaken to determine if parking a little further down Black Mountain could be utilised.

[REDACTED]

[illegible]



	FY27	FY28	FY29

The major driver for Revenue and Profit is the visitor numbers. The expected figures are based on data from 2017, with seasonality adjustments based on current data ACT visitor details. To this number, calculations have been made throughout the model to note the impact of a 20% shortfall in visitors, and a 20% increase. Break Even Point (BEP) was also calculated, and pleasingly, it's close to the 20% visitor shortfall number for FY28. FY29 has an additional ~\$85K in costs due to wage increases.

As the Tower regains its place within the Canberra Visitors must do list, there is upside to all of these Expected numbers, and Parking restrictions aside, the expected number should push up towards the 20% uplifted number by FY29. There is also potential upside on the Conference/Functions revenue streams, as a conservative approach has been taken to calculating the returns in this model. Done properly, it should be managed in conjunction with the bar on level 6A. That would make a great after-conference breakout space, and those Corporate visitors would add significantly to revenue in that area.

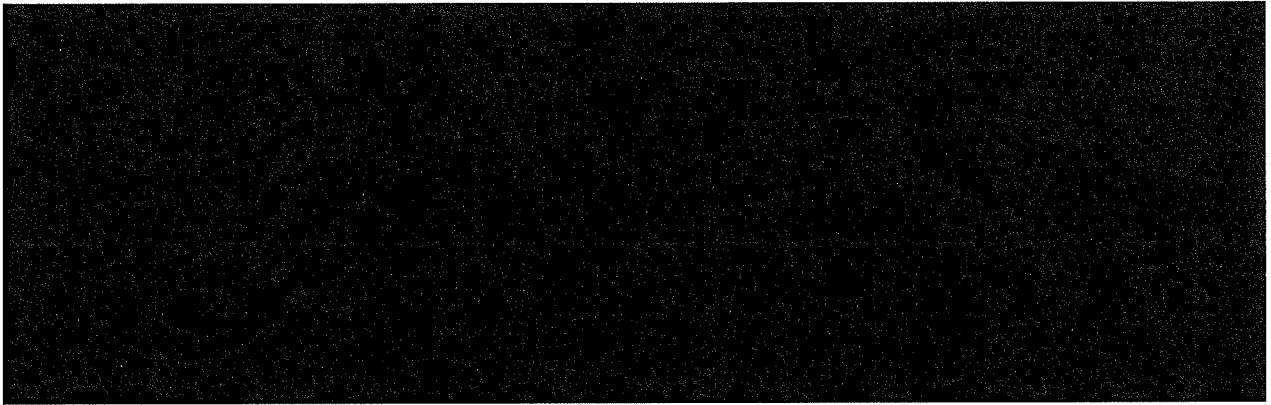
The Café being managed in-house could add additional revenue of [REDACTED] per year, however, significant costs, mostly for staffing, would eat away at most, if not all of that revenue. It would also be a major distraction to the key tourist venue management, and it would be better managed by a team experienced in F&B venues, such as is being successfully done at the Arboretum.

It is recommended that Level 4 become the Conference/function space. Plans currently have this on Level 3, however, the lack of windows would require a major external structure change, and it might be better served to keep that entire lower portion (Levels 2 and 3) out of scope. The various reports have provided additional viewing or visitor areas and high-end restaurants / cocktail bars. Utilising it as further visitors' space would put pressure on the elevators as people use them to move from floor to floor. A restaurant would require an additional kitchen to be built in the basement, which would cause logistical issues. Also, given the small size of it, a restaurant isn't recommended.

Capex

Table 1.1 below provides the estimated Capex requirements for each of the areas of the Tower. It assumes that the Tower has been handed over to the ACT Government, as the Tenant, by Telstra, in a fit for purpose condition. That is, bare walls, floors and ceilings, but all with coverings and no construction rubble. Construction could be undertaken in various stages, with those areas that provide maximum revenue generation being completed in Stage 1. Although the Gift Shop, and proposed outsourced Café are not large Revenue earners, they are required services for a tourist attraction such as this.

In order to minimise guest inconvenience, it might be considered prudent to complete all construction at once, given that the proposed Programs Area on Lower Ground Level is located directly below the visitor entrance.



Further details are provided below in each of the Revenue Stream sections.

Risk Register

Table 3.1

Risk	Likelihood	Impact	Mitigation
Price of Construction & Materials increases before or during project	High	Medium	5% allowance for Material increases from the Thylacine pricing has been taken as contingency. An additional 10% also taken for Scope creep. Higher price of calculated or BOM taken from quotes.
Cost of GFE in Café increases before procurement	Medium	Low	Non-discounted costs used for BOM estimate. Also 5% Contingency. Overall impact of even a 10% increase would be low at ~\$30K
Low availability of tradesman to commence fitout and keep project on time.	High	High	Tradesmen are in extremely high demand Australia wide, particularly Canberra with a housing build underway. Mitigation will require a robust engagement period, ensuring due notice of timelines is given well in advance of the start date. The impact on not opening on time, particularly if staff have been hired, will be excessive wages.
Visitor numbers are below expectations	Medium	High	Profits are based on significant visitors to the viewing decks. The numbers used for the model are based on real visitor data from prior years. Monitor visitor numbers and survey for fee affordability.
Staff Wages increase	High	Low	ACT Govt wage rates used through 2028/2029.

Cash Flow

The chart below shows the Cash requirements under a single opening date (all sections opened together) or a phased opening.

The phased opening has the Visitor Experience, Café and Gift shop opening September 2026, the School Programs section July 2027 and the Function & Rooftop Bar opening September 2027.

The cash burn for construction is based on standard construction payment terms, including design and initial fees upfront and peak costs occurring approximately 2/3 of the way into the project.

Chart 4.1



Return of all invested Capital based on forecast revenues would be February 2034.

Visitor Experience

Table 5.1

	FY26	FY27 (open Sep 27)	FY28	FY29
Capex				
Revenue				
Op Profit				
ROI (Op Profit)				

Details

The visitor experience part of the Tower requires lift entry to access. It covers Levels 5 (Enclosed viewing deck) & Level 6 (Outdoor viewing deck). Note that Level 4 is excluded at this stage, according to the Thylacine plans. The key to the expected revenue, and therefore margins, is the total number of visitors to the Tower site, and the % of those visitors that pay the fee to access the elevator. The calculations in this report are based on a 2017 Canberra Times article that estimated 430,000 visitors per year. That number doesn't specify how many actually went up to the viewing decks, therefore a number of estimates of "strike rates" for the visitors to purchase a ticket. The model behind these figures breaks down the different category of visitor, such as Adult with/without children and Adult retired. These different categories have different spending habits which the model allows for across Visitor Experience and Café/Gift Shop spend.

The costs of fit-out have been provided by Thylacine in their report. It's assumed Telstra provide the building to the fitout team in a suitable state. Telstra have also advised that they will pay all Utility fees. Staffing requirements are based on 9am to 6pm 7 days a week. During the Summer months, there is potential upside by providing sunset viewing, as well as Fireworks views during Canberra celebration days.

Due to the proposed uplifted Café experience at the base of the tower, and a more technologically pleasing experience on the viewing decks, the model is based on a total of 466,000 visitors (350,000 adult and 116,000 children), which is a conservative 8% higher than the 2017 figures. Of those children, 19,200 are school groups, which aren't included in this section – they're in a separate "Programs section". Seasonality variances have been calculated across that total using "The ACT Visitor" report

Elevator entry is modelled at \$ per adult and per child (non-school group).

The reasoning behind this is that the Tower does not need to make Commercial profits, it's more about increasing the total Canberra experience.

The charts below show the forecast Revenues and Operating Profits (Before Depreciation, Interest, Tax). It shows the expected numbers per the model, a Breakeven Point (BEP) and expected variances with a 20% increase or decrease in total visitor numbers.

Chart 5.1



Chart 5.2



School Programs

Table 6.1

	FY26	FY27 (open Sep 27)	FY28	FY29
Capex	██████████			
Revenue		██████████	██████████	██████████
Op Profit		██████████	██████████	██████████
ROI (Op Profit)		██████████	██████████	██████████

Details

This section covers school program visitors. A total of 1,600 student visitors per month are allowed for in this model, which is 2 busloads of 40 per day. This is a conservative approach, and if the proposed facilities beat or exceed expectations, there is upside potential in school programs, and the possibility to extend it into Indigenous programs. The model allows 1 staff to manage this program, with the Lower Ground floor dedicated to it and a [REDACTED] fee, which is within similar school experiences in Canberra. The plans include a theater and displays on this level, and then access to the elevator to take in the viewing decks.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] [REDACTED]

[REDACTED]

[illegible]

Cafe

Table 7.1

	FY26	FY27 (open Sep 27)	FY28	FY29
Capex				
Revenue				
Op Profit				
ROI (Op Profit)				

Details

As per the various plans that have been provided, a large new Café space is to be built on the Podium, at the entrance level. For the purposes of this report, it's assumed that the Café space will be tendered out, as per the Arboretum, although below, different scenarios are provided for comparison purposes. It's also assumed that a small café on level 5 will also be included in that same tender process with the same operator. The central kitchen was to be at basement level as per previous plans, however, the latest Thylacine plans include the kitchen within a new Café structure to be built on the podium. All fixed equipment, such as Benches, Ovens, Fryers, Cool room, Tables, Chairs, Fridges and Freezers, are to be supplied as Government Furnished Equipment (GFE) and are included in the Depreciation figures and a Bill of Materials (BOM) included in the model. Moveable items such as Plates, Cutlery, Glassware, Blenders, Toasters, Pots & Pans are to be provided by the successful service provider.

The charts below show not a significant impact of Revenue and Operating profit with different visitor scenarios. The reasons are that the Café would generate considerable revenue from local visitors, such as the Arboretum does. Being outsourced, a % of revenue is charged, which only makes up 3% of the total revenue for the Tower Operations under this outsourced model.

The BEP for this revenue stream is calculated on the Total Visitor numbers required for the whole of Tower operations to breakeven, not just the Café operation.

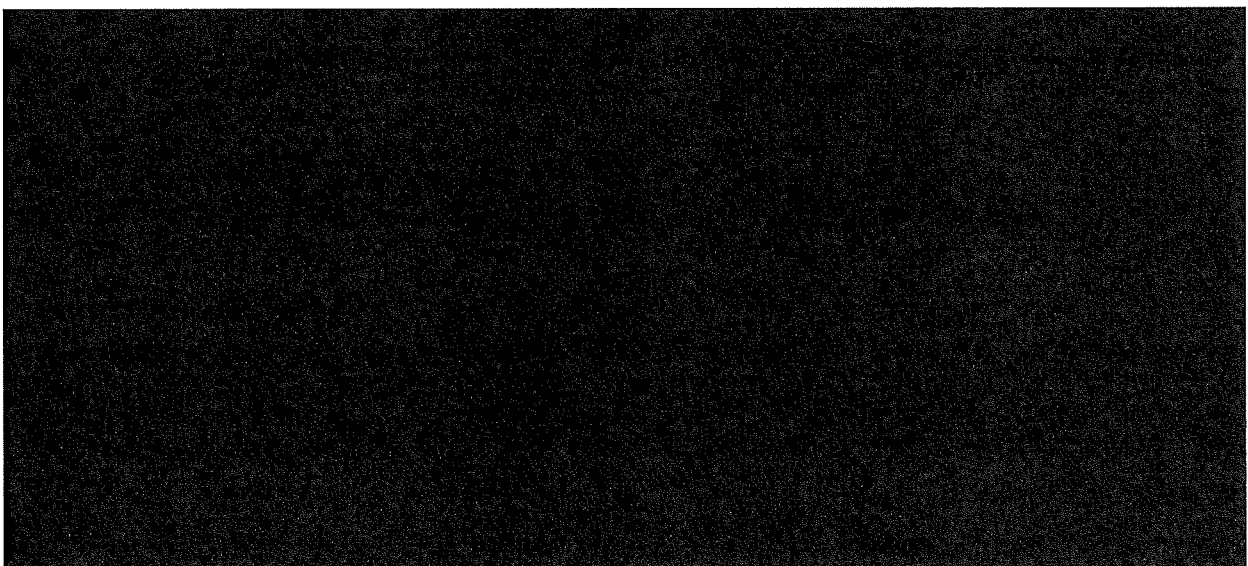


Chart 7.2



Effects of in-house provided Café.

[Redacted text block]

- [Redacted text]
- [Redacted text]
- [Redacted text]

[Redacted text line]

[Redacted text block]

Gift Shop

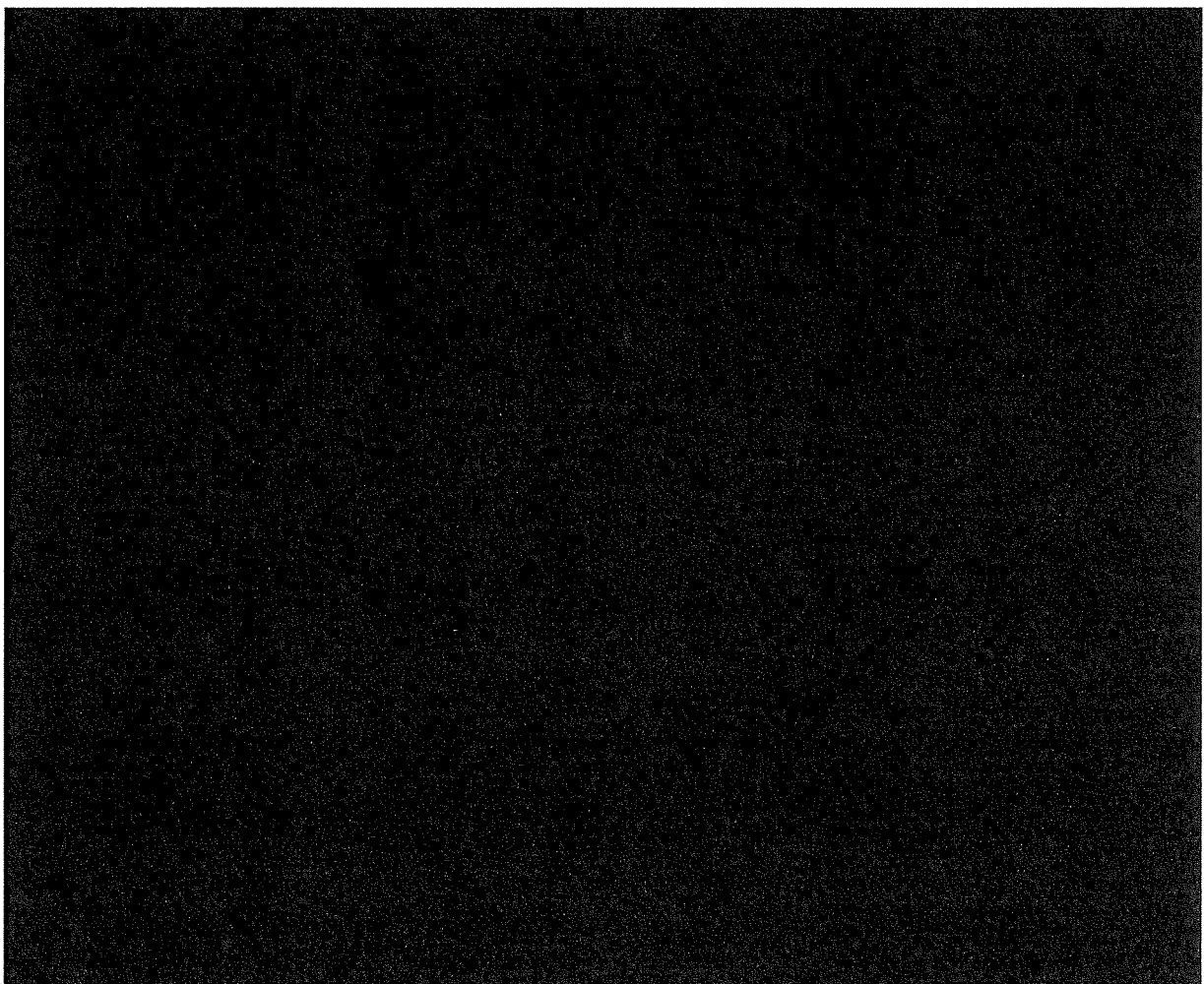
Table 8.1

	FY26	FY27 (open Sep 27)	FY28	FY29
Capex				
Revenue				
Op Profit				
ROI (Op Profit)				

Details

This report assumes the Gift shop will be tendered out, similar to the Arboretum. A % of sales revenue will be negotiated, with GFE to only include basic furnishings and fit-out. The space is to have significant renovation per the Thylacine report and will be incorporated in the entry area alongside ticketing and close to the Café.

Revenue will be low, but as the Tower becomes a major tourist attraction, a Gift shop is required, offering relevant items such as Tower models, Jigsaw puzzles etc., as well as General Canberra items and giftware.



Conference

Table 9.1

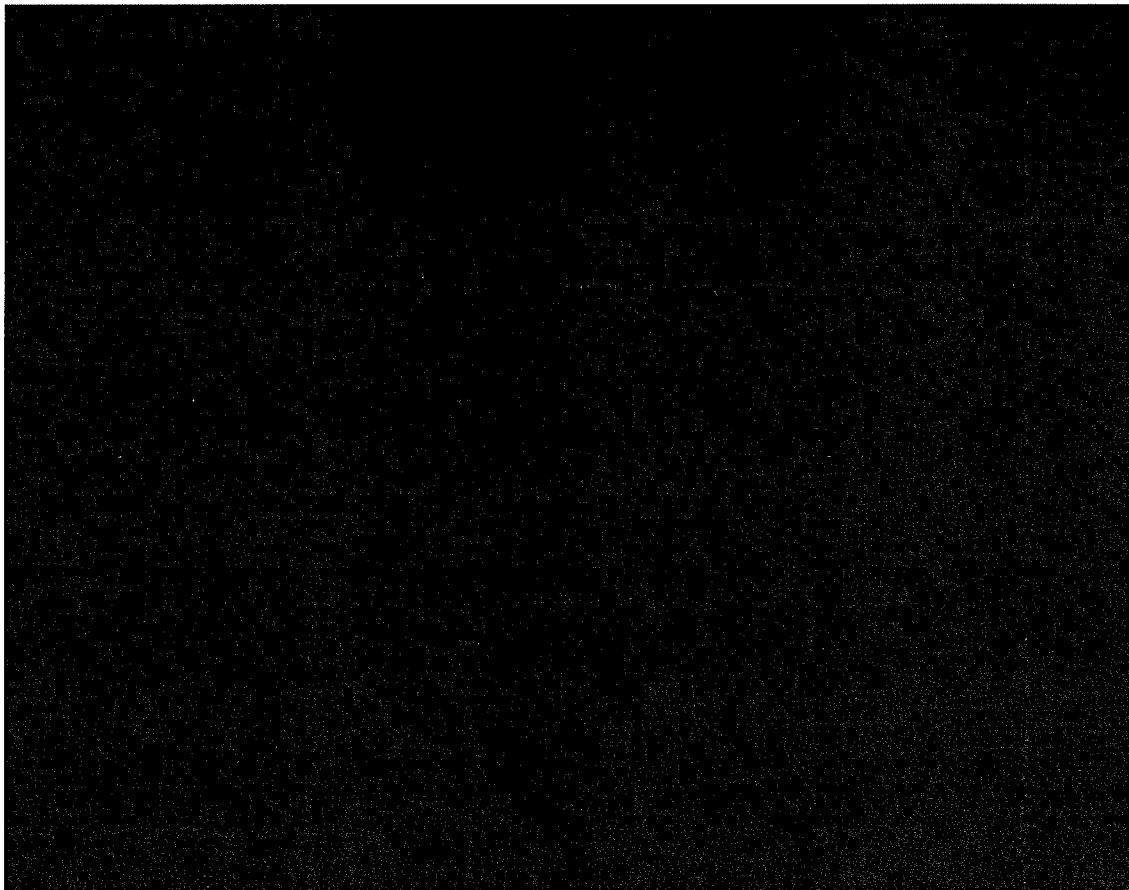
	FY26	FY27 (open Sep 27)	FY28	FY29
Capex				
Revenue				
Op Profit				
ROI (Op Profit)				

Details

This report takes a conservative approach to the Revenues and Profits that could be attributed to the Conference & Function space proposed for Level 3.

A significant expenditure is required in order to into a useable function and conference areas, however, it could be argued that it would be a very premium product. At present, the space has most of the windows cemented in, meaning external renovations would also be required to remedy this. The plans show 3 or 4 different sections at Level 3, allowing flexible spaces for 1 or multiple uses per day. It is recommended that the plans be slightly amended to allow full hire or the space which would open up Product Launches and full Corporate days.

Due to the significant expenditure required, the ROI is quite low, but this is a conservative estimate. The forecasts assume the Café provides all the Food & Beverages, so minimal staffing is required. It doesn't take into account potential "After Conference drinks" that could be accommodated in either Level 3, the Café or the Rooftop Bar for smaller groups. All of this adds revenue that hasn't been modeled.



Rooftop Bar

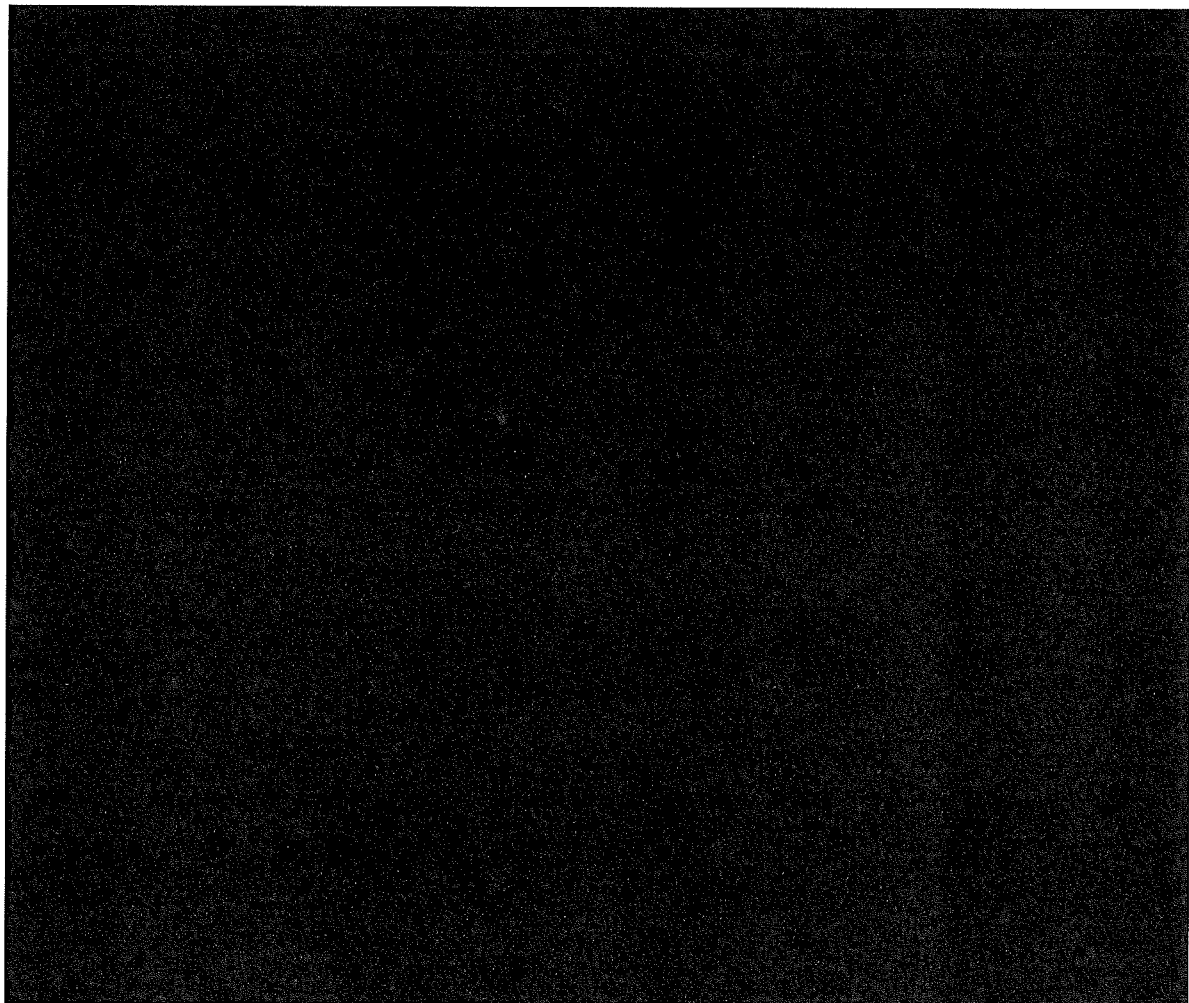
Table 10.1

	FY26	FY27 (open Sep 27)	FY28	FY29
Capex				
Revenue				
Op Profit				
ROI (Op Profit)				

Details

The Rooftop Bar on Level 6A should be seen as complimentary to other areas of the Tower. It could be open at Sunset to provide a great view with drinks and small food options such as Cheese plates. It could be a great compliment to the Conference & Functions area as an after meeting space to wind down. It could also be booked out in it's own right for smaller functions such as Birthdays.

This report takes a very conservative approach to the Revenue and operating profit, simply looking to cover costs with a small monthly fee. However, the upside to functions revenue would flow through here if that was the chosen option.



Other Potential Revenue Streams

There are numerous additional revenue stream potentials within the building.

1. Various reports recommend Level 4 as a restaurant. The restaurant would need to be very high-end, perhaps even with a celebrity chef involved. Due to the size, it's unsuitable for a family restaurant, and even on the small side for a Commercially viable restaurant. A new kitchen would need to be built in the Basement area with food sent up via the Service lift. The expected setup costs would be similar to the Café. Operationally it would be difficult.
2. A rock-climbing wall could be installed up the lower part of the tower, within the podium section. A provider such as AJ Hackett could be approached to provide this and other Adventure services.
3. Fees for lighting up the Tower for special events, both Commercial and Government. Summernats, New Years Eve, Canberra Day, Black Opal day.
4. Market days on the podium. This would require the secondary car park to be complete.
5. Level 4 could be made into a kid's playground. It wouldn't generate a lot of revenue but would be a unique territory provided experience.