



Attachments

Extraordinary Meeting of Council

Notice is hereby given that an Extraordinary Meeting of Council of Council will be held at Council Chambers, 1 Belgrave Street, Manly, on:

Tuesday 28 January 2014

Commencing at 6pm for the purpose of considering items included on the Agenda.

Persons in the gallery are advised that the proceedings of the meeting are being taped. However, under the Local Government Act 1993, no other tape recording is permitted without the authority of the Council or Committee. Tape recording includes a video camera and any electronic device capable of recording speech.

Copies of business papers are available at the Customer Service Counters at Manly Council, Manly Library and Seaforth Library and are available on Council's website:

www.manly.nsw.gov.au

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ATTACHMENT 1

Corporate Services Division Report No. 1.DOC - KPMG Due Diligence Report on the Manly Oval Carpark KPMG 20131216 Manly 2015_Financial Commercial Review c.pdf



10 Shelley Street
Sydney NSW 2000

PO Box H67
Australia Square 1213
Australia

ABN: 51 194 660 183
Telephone: +61 2 9335 7000
Facsimile: +61 2 9335 7001
DX: 1056 Sydney
www.kpmg.com.au

Mr Henry Wong
General Manager
Manly Council
1 Belgrave Street
Manly NSW 2095

16 December 2013

Dear Henry

Manly 2015: Manly Oval Car Park – KPMG Financial & Commercial Review of Manly Council Analysis

Basis of preparation

KPMG was engaged by Manly Council to perform a financial and commercial review of Manly Council's analysis in relation to certain elements of its Manly 2015 Masterplan. This document contains a high level summary of our key observations.

Our work has been performed in accordance with our engagement contract dated October 2012. Our work commenced in October 2012 and was carried out up to 11 December 2013. We have not undertaken to update this summary report for events or circumstances arising after 11 December 2013.

We do not make any statement in this report as to whether any forecasts or projections included in this report will be achieved, or whether the assumptions and data underlying any prospective financial information are accurate, complete or reasonable. We do not warrant or guarantee the achievement of any such forecasts or projections. There will usually be differences between forecast or projected and actual results, because events and circumstances frequently do not occur as expected or predicted, and those differences may be material.

The information presented in this report is based on that made available to us in the course of our work. We have relied upon the truth, accuracy and completeness of any information provided or made available to us in connection with the Services without independently verifying it.

This summary report has been prepared exclusively for Manly Council in relation to its analysis of its 2015 Masterplan and is not suitable for use by any other party or for any other purpose.

No reliance

This summary report should not be regarded as suitable for use by any person or persons other than Manly Council.

No party, other than Manly Council, may rely on this summary report. If you are a party other than Manly Council, KPMG:

- owes you no duty (whether in contract or in tort or under statute or otherwise) with respect to or in connection with this summary report or any part thereof;
- will have no liability to you for any loss or damage suffered or costs incurred by you or any other person arising out of or in connection with the provision to you of this summary report or any part thereof, however the loss or damage is caused, including, but not limited to, as a result of negligence.

If you wish to rely upon this summary report or any part thereof you will do so entirely at your own risk.

Thank you for the opportunity to further assist Manly Council with the Financial & Commercial review of your analysis of the Manly Oval car park.

We have carried out a further Financial and Commercial Review of the Council analysis relating to the proposed car park beneath Manly Oval, including an update to the assessment of a Council funded option and also whether the car park could be delivered under a Public Private Partnership (PPP) arrangement.

1. Background – May 2013 Assessment

In May 2013, KPMG completed a Financial and Commercial Review of the proposed Manly Oval car park development based on information available at that point in time.

Our review as at May 2013 was based on KPMG's knowledge of typical suburban car park revenue information and utilised cost estimates provided by Altus Page Kirkland and Cardno, adopting our own cost assumptions where appropriate.

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Under the Council funded option, Council was to fund the development entirely with Council funds ("equity"). Our modelling indicated that the total return over a 20 year period under this scenario would equate to approximately 12.9%. This return was 7.9% above the Council's assumed cost of funds of 5%, representing the profit on development, over and above the Council's cost of equity.

Our previous review indicated that a PPP arrangement would not be financially attractive for a developer/operator based on the resultant returns of 14.3% with the benefit of a terminal value in year 20, or 10.9% without the benefit of a terminal value in year 20.

The following table summarises the estimated returns for the project under the Council funded and PPP options as per our previous review in May 2013:

Scenario	Council IRR%	PPP IRR%
Council Funds car park with 100% equity	12.9%	
Private sector funds car park and retains ownership		14.3%
Private sector funds car park with ownership reverting to Council after 20 year concession period.		10.9%

2. Financial Summary – December 2013 Assessment

In undertaking our most recent analysis we have reviewed and relied upon the following documentation provided by Manly Council:

- *Manly 2015: Presentation to Little Manly Precinct*, 17 March 2011
- *Manly Oval Underground Car Park Budget Estimate Rev.2*, WT Partnership, 21 October 2013.
- *Skidata: 11-2012 10-2013 by month day evening fractions*, Manly Council, November 2013.
- *Manly Oval Car Park Demand Forecasting Study*, Bitzios Consulting, November 2013.

On the basis of the above documentation, KPMG has updated its analysis of the development scenario proposed by Manly Council and analysed the cash flows to determine the financial feasibility and potential for private sector involvement.

Table 1: Changes to model assumptions and resultant movement in IRR for Council funded and PPP models

The table below indicates the changes that have been made to the Council funded and PPP models and also provides the resultant movement in the IRR for the Council funded model.

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	Assumption	Change From	Change To	Council Funded Model		
				Shift in IRR	Resultant IRR%	movement
	Base as at May 2013				12.9%	*
Timing	Model Start Date	1-Jul-13	1-Jul-14	No change	12.9%	0%
	Construction Start Date	1-Jan-14	1-Oct-14	No change	12.9%	0%
Cost Assumptions	Base Construction Cost	\$34.3 m	\$30.4 m			
	Professional Fees	\$1.71 m	\$1.375 m	Increase	13.7%	0.8%
	Contingency	\$3.43 m	\$1.86 m			
	Grant Funding	(\$3.43 m)	Nil			
	Stormwater cost	\$2.85 m	Nil	Increase	14.8%	1.1%
	Car spaces	800	760	Decrease	14.0%	-0.8%
Revenue Assumptions	Daily turnover	2.3 cars	1.55 cars	Decrease	8.2%	-5.8%
	Utilisation	50%	30%	Decrease	1.3%	-6.9%
	\$ per hour/stay	\$7 per hour	\$14 per stay	No Change	1.3%	0%
	Escalate Daily turnover	Nil	3.5% per annum	Increase	7.3%	6.0%
	Stormwater levy	\$200,000	Nil	Decrease	6.6%	-0.8%
End position for Council Funded model as at December 2013					6.6%	

Based on the updated cost and revenue assumptions presented in Table 1 above, the PPP models provide the following IRR results:

PPP Scenarios	Resultant IRR%
PPP model – ownership reverting to Council after 20 years	-5.8%
PPP model – private sector retains ownership	1.9%

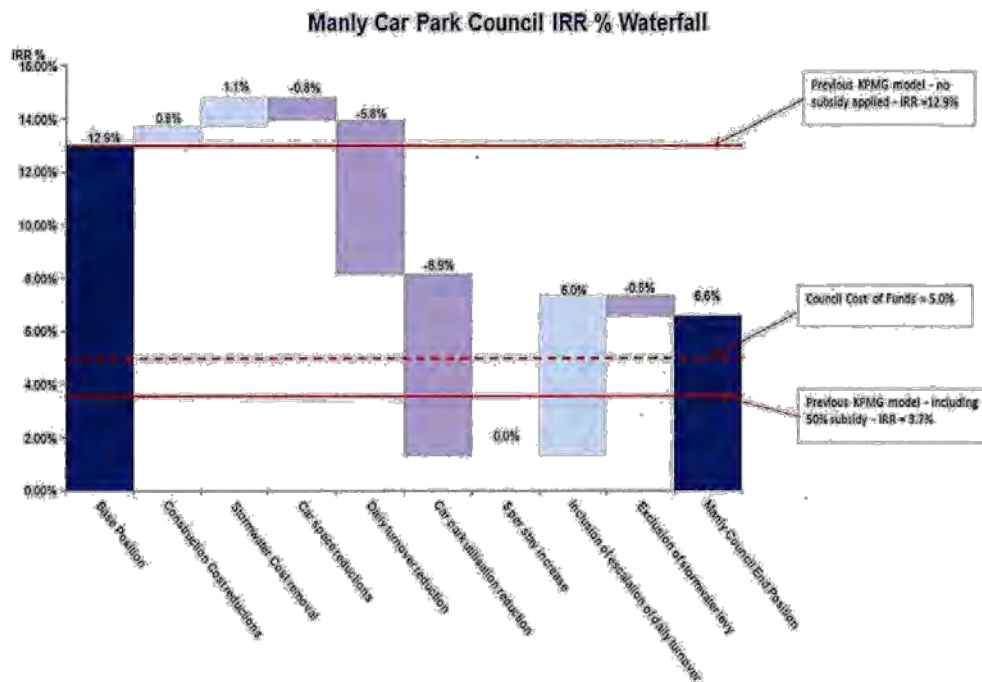
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Graph 1: Movement in IRR for the Council funded model

The graph below indicates the movements in IRR to the Council funded model as a result of the cost and revenue changes contained in Table 1 above.



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3. Manly 2015 Masterplan

Manly 2015 is a strategic, forward thinking and sustainable Masterplan for the Manly CBD. The Masterplan aims to improve, renew and capitalise on Manly as a local town centre and international destination for the current and future community.

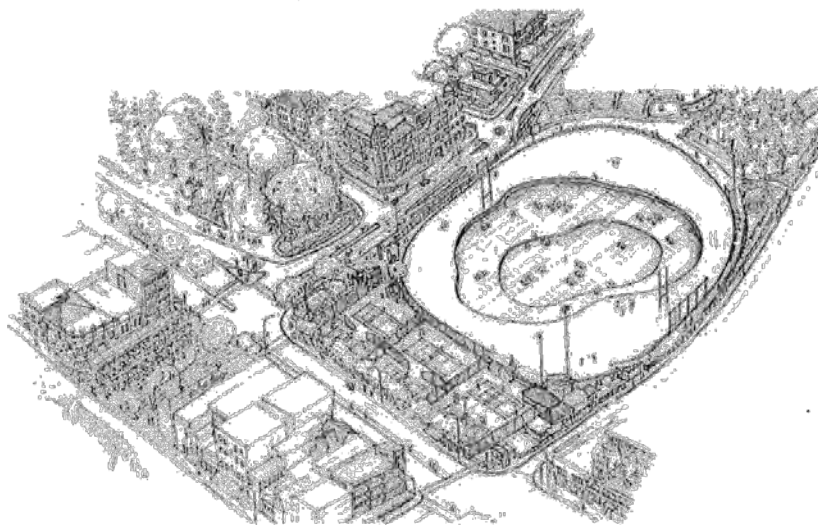
The plan is essentially a vision for improvements to the public domain and streetscape as well as a reconfiguration of traffic – all with the aim to renew the Manly Town Centre for the coming decades with long-term infrastructure benefits for the local environment, economy and community.

The Manly 2015 Masterplan is made up of seven key elements:

1. Gateway Plaza (current intersection of Sydney Road and Belgrave Street)
2. Grand Boulevard (Belgrave Street)
3. Village Centre (Market Place/Manly Library and Whistler Street)
4. North Quarter (incorporating Raglan Street, Central Avenue, Short Street and Henrietta Lane)
5. High Street (Sydney Road)
6. Beach Terrace (Ocean end of The Corso)
7. Manly Oval (incorporating a new underground car park)

4. Manly Oval Car Park – Project Overview

The focus of our analysis in this report is the Manly Oval car park. This component of the Manly 2015 Masterplan involves the relocation of the Whistler Street car park. The new purpose built car park incorporating 760 spaces will be located under Manly oval. Entry and egress points will be located on Sydney Road only – the below diagram shows two points of entry, however this has been updated since our last analysis.



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5. Manly Oval Car Park – Construction Costs

5.1 Base Build

The base build cost for the car park, inclusive of preliminaries and site preparation has been estimated by WT Partnership at \$30.4M, which equates to an average build cost of **\$40,031 per space** based on the 760 spaces. This construction estimate is generally consistent with KPMG's experience with car park construction and the industry rule of thumb of \$45k per space for a sub grade car park over two levels.

We have been advised by Council that the adopted base build assumption of \$40,031 per space is supported by the fact that there is limited below ground risk on the subject property.

5.2 Professional Fees

WT Partnership has adopted **\$1,375,000** in total for Professional Fees, which equates to **approximately 4.5%** of construction costs. This rate is at the lower end of what would be considered an appropriate range for Professional Fees, but reflects the relatively simplistic design and delivery requirements.

5.3 Contingency

WT Partnership has adopted a contingency amount equal to **6.0%** of construction costs.

Construction contingencies generally range from 5% to 10% of total construction cost depending on the complexity of construction and the perceived risks involved with completing a development. The construction of a car park is relatively straight forward and we have been advised that there is limited risk associated with the proximity of the construction to the water table.

6. Manly Oval Car Park – Revenue

We have been provided with the following two documents to assist with obtaining more accurate revenue data for the proposed car park:

- *Manly Oval Car Park Demand Forecasting Study*, Bitzios Consulting, November 2013.
- *Skidata 11-2012 10-2013 by month day evening fractions*, Manly Council, November 2013.

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Table 2: Revenue Calculation description

The table below provides the method for calculating the annual revenue for the proposed Manly Oval car park and also the description for each of the assumptions contained in the calculation

Item	Adopted rates	Cumulative Calculation	Description/Analysis
No. Of Spaces	760	760 car spaces	The total number of car parks to be provided in the proposed Manly Oval car park has been provided by Council.
Avg Daily Turnover	1.55	1,178 cars per day	The <i>Manly Oval Car Park Demand Forecasting Study</i> provided information on the likely patronage in the proposed car park redevelopment. As at 2013, patronage has been estimated at 1,178 vehicles per day. Based on a 760 space car park, this is producing an Average Daily Turnover of approximately 1.55. The demand study also provided an indication of likely demand up until 2020 based on the uplift in retail and commercial Gross Floor Area in the Manly business centre. From this we have extrapolated out an average percentage increase in patronage and on this basis average daily turnover has been escalated by 3.5% per annum.
Avg Daily Utilisation	30%	353 cars per day	The <i>Skidata 10-2012 10-2013</i> provided sufficient information to determine an average daily utilisation for the existing Whistler Street car park, which resulted in approximately 30% of the total vehicles entering the car park contributing to revenue i.e. 70% of vehicles that enter the car park utilise the 2 hours free parking currently being offered by Council. This results in approximately 353 cars per day staying for longer than 2 hours
Avg Revenue per stay	\$14	\$4,948 per day	The <i>Skidata 11-2012 10-2013</i> provided the average revenue per stay currently being paid for the existing Whistler Street car park, including casual and contract users, which equated to approximately \$14 per stay or \$4,948 per day. Given that this is the most detailed and accurate revenue information that we have for the car parking in Manly, we have adopted this rate for the purpose of our analysis.
Revenue per annum		\$1,805,874 per annum	No. Of Spaces x Avg Daily Turnover x Avg Daily Utilisation x Avg Revenue per stay x 365 = Revenue per annum

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7. Funding Structure

Our financial modelling has assumed two alternative funding structures:

- 1 The car park is funded by Manly Council entirely by equity.
- 2 The car park is funded by the Private Sector using a mix of equity, senior debt and sub debt at commercial rates.

7.1 Council Funded (Equity)

This Council Funded scenario assumes the Manly Council funding the project entirely with equity.

Source of Funds	% of Capital	Term of Funding	Cost of Funds
Equity	100.0%	50 Years	5.00%

7.2 PPP Funded

The Private funding model assumes a mix of equity and debt as follows:

Source of Funds	% of Capital	Term of Funding	Cost of Funds
Equity	50%	N/A	18 - 20%
Senior Debt	50%	20 Year Average	7.75%

- A cost of equity benchmark hurdle rate of 18-20% based on our experience with privately funded infrastructure projects.
- Debt assumptions are consistent with industry standards and real examples of financing sector in the private sector for specialised assets of this nature.
- A main factor limiting the level of debt relates to the interest or Debt Service Cover Ratios imposed by banks. Our cashflows base this assumption on an IER of 1.5x in line with industry expectations.

7.3 Financing Fees

The following assumptions have been made regarding the costs to establish financing facilities and the ongoing fees associated.

Fee	Rate
Establishment Fee	1.5%
Commitment Fee	1.0%
Annual Fee	\$3,000 /p.a

These assumptions are consistent with industry standards and real examples of financing in the private sector.

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7.4 Timing

The following table details the key dates used in the financial modelling. The timing of the construction and operating periods determines the funding requirements of the project.

	Start Date	End Date	Period
Construction Period	1 Oct 2014	30 Sep 2015	1 Year
Operating Period	1 Oct 2015	31 Dec 2033	(20 years cash flow only modelled)

8. Results and Findings

As noted in Section 2 of this report, there were changes made to the revenue and cost assumptions that formed the basis of our previous assessment in May 2013. This in turn has affected the resultant IRR calculations for the Council funded and PPP models.

Table 3: Description of Cost and Revenue Changes

The following table provides a brief description of each of the changes made to the models to derive the end position under the Council funded option and also the PPP models.

Assumption		Description of Change
Construction Cost Reductions	Construction Cost	Updated costings were provided by WT Partnership for the base build, professional fees and contingency. The costings provided were adopted for the purpose of our analysis. Grant Funding has been taken out of the modelling assumptions at the request of Manly Council.
	Professional Fees	
	Contingency	
	Grant Funding	
Stormwater Cost Removal	Stormwater cost	We have excluded the cost of the stormwater retention tank at the request of Manly Council.
Car Space Reductions	Car spaces	We have been advised that the car park size has reduced to 760 spaces. Updated costing data is based on 760 spaces.
Daily Turnover Reduction	Daily turnover	Daily turnover has been derived from a car park demand study undertaken by Bitzios Consulting, which was provided by Manly Council. The analysis of this data indicated that a lower daily turnover rate should be applied to the proposed Manly Oval car park.
Car Park Utilisation Reduction	Utilisation	The utilisation has been calculated from existing car park data provided by Manly Council for the Whistler Street car park. The utilisation is a function of the number of cars entering the car park that stay longer than 2 hours.

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Assumption		Description of Change
\$ per Stay Increase	\$ per hour/stay	Based on data provided by Manly Council for the existing Whistler Street car park, we have calculated the weighted average amount.
Inclusion of Escalation of Daily Turnover	Escalate Daily turnover	The utilisation has been calculated from existing car park data provided by Manly Council for the Whistler Street car park.
Exclusion of Stormwater Levy	Stormwater levy less operating costs	All costs and revenues related to the stormwater component have been removed from our updated analysis.

8.1 Council Funded Model

Under the Council Funded option, the Council funds the development entirely with equity. Our updated modelling indicates that the IRR over a 20 year period under this scenario would be approximately **6.6%**.

This return is **1.6% above the Council's cost of funds of 5%**, representing the profit on development, over and above the Council's cost of equity.

As previously mentioned in Section 2 of this summary report, the updated modelling produces a lower IRR for the Council funded model than that previously presented in May 2013. The breakdown of these changes in IRR is presented in the table below.

The table below shows the specific changes that occurred to the cost and revenue assumptions adopted and also the resultant movement in the IRR for the Council funded model.

Assumption		Change From (May 2013)	Change To (December 2013)	Council Funded Model		
				Shift in IRR	Resultant IRR%	% movement
Construction Cost Reductions	Construction Cost	\$34.3 m	\$30.4 m	Increase	13.7%	0.8%
	Professional Fees	\$1.71 m	\$1.375 m			
	Contingency	\$3.43 m	\$1.86 m			
	Grant Funding	\$3.43 m	Nil			
Stormwater Cost Removal	Stormwater cost	\$2.85 m	Nil	Increase	14.8%	1.1%
Car Space Reductions	Car spaces	800	760	Decrease	14.0%	-0.8%
Daily Turnover Reduction	Daily turnover	2.3 cars	1.55 cars	Decrease	8.2%	-5.8%

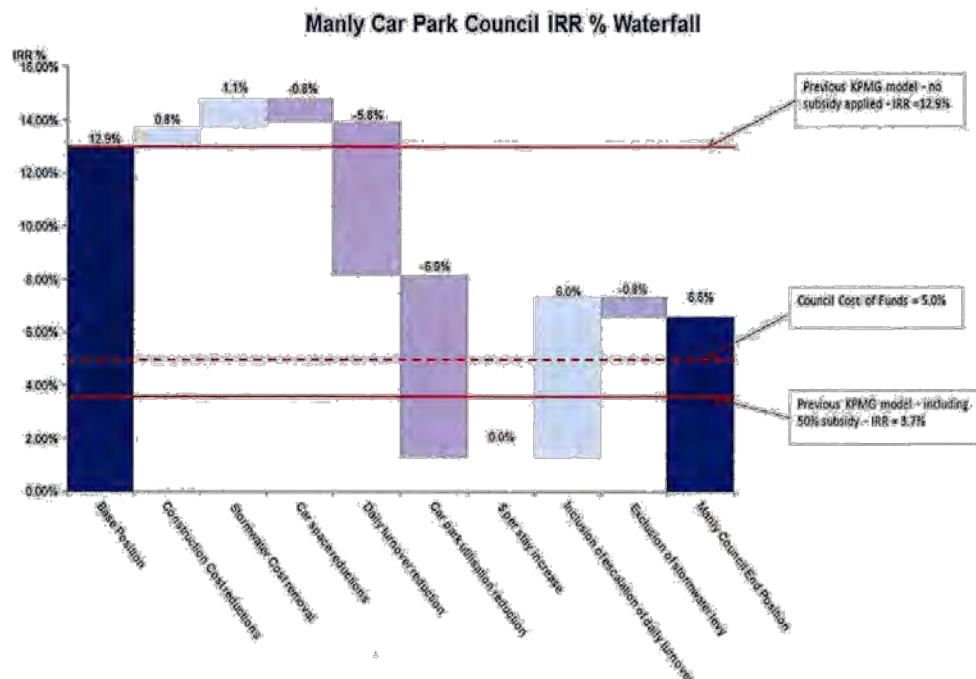
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	Assumption	Change From (May 2013)	Change To (December 2013)	Council Funded Model		
				Shift in IRR	Resultant IRR%	% movement
Car Park Utilisation Reduction	Utilisation	50%	30%	Decrease	1.3%	-6.9%
\$ per Stay Increase	\$ per hour/stay	\$7 per hour	\$14 per stay	Increase	1.3%	0%
Inclusion of Escalation of Daily Turnover	Escalate Daily turnover	Nil	3.5% per annum	Increase	7.3%	6.0%
Exclusion of Stormwater Levy	Stormwater levy less operating costs	\$200,000	Nil	Decrease	6.6%	-0.8%
End position for Council Funded model as at December 2013					6.6%	

The below graph, which is also presented in Section 2 of this summary report, indicates the movement in IRR to the Council funded model as a result of the cost and revenue changes.



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8.2 PPP Funded Model

Our PPP modelling assumes potential commercial funding of the transaction – which is naturally a very difficult proposition in today's market (especially when considering that both construction risk and demand risk would be key components).

We have modelled two PPP scenarios – one where the car park ownership reverts back to the Council at the end of the concession period, and one where the car park remains in private hands (which allows us to include a terminal value).

If applying commercial PPP funding assumptions, which assume the car park is funded 50% through debt, the return on equity to a private investor would be **-5.8%** (assuming ownership of the car park reverts to the Council at the end of the concession period) or **1.9%** (assuming the car park remains under private sector ownership at the end of the concession period).

These forecasted returns mean, quite simply, that this project would be highly unlikely to proceed as a "normal" PPP-type arrangement (given the **commercial requirement would be around 18 - 20%**). This conclusion is not unexpected and reflects our previous discussions with Manly Council.

Neither of the PPP funded options therefore prove to be commercially feasible in today's market.

9. Summary

The following table presents the potential return to Council and the private sector:

Scenario	Council IRR	Private Sector IRR
Council Funds car park with 100% equity	6.6%	
Private sector funds car park with ownership reverting to Council after 20 year concession period.		-5.8%
Private sector funds car park and retains ownership		1.9%

Under a Council funded model, which assumes the capital cost is funded entirely with equity, the financial analysis conducted shows a **20 year IRR of 6.6%**, based on the stated assumptions. This compares with a **20 year IRR of 1.9%** under the Private Sector funding model (where the private sector retains ownership).

Whilst the IRR for the project is higher under the Private sector funding model, this level of return would not be acceptable to a Private developer. Our experience with infrastructure projects of this nature indicates that a **minimum return of 18%-20% would be required in order for the project to be commercially feasible.**

Given that Manly Council's cost of funds is 5%, under a 100% equity model, the project potentially exceeds the required return.

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We are pleased to further assist Manly Council with the Manly Oval Car Park Analysis. Please do not hesitate to contact us if you require any further information.

Yours sincerely



Graham Brooke
Partner

Manly2015 Masterplan Economic Assessment

PREPARED FOR

Manly Council

December, 2013



HillPDA

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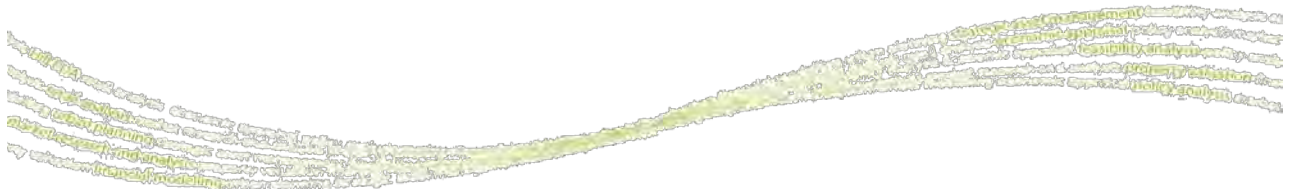
Level 3, 234 George Street
Sydney NSW 2000
GPO Box 2748, Sydney NSW 2001
t. +61 2 9252 8777
f. +61 2 9252 6077
e. sydney@hillpda.com

Melbourne

Suite 114, 838 Collins Street
Docklands VIC 3008
GPO Box 3424 Melbourne VIC 3001
t. +61 3 9629 1842
f. +61 3 9629 8315
e. melbourne@hillpda.com

www.hillpda.com

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QUALITY ASSURANCE

REPORT CONTACT:

Louise Bochner
Senior Consultant

QUALITY CONTROL:

This document is for discussion purposes only unless signed and dated by a Principal of Hill PDA.

REVIEWED BY:



2 December 2013

..... Dated

Sarah Hill

Director and Principal, Hill PDA
PHD Candidate, (Sydney University)
Master of Urban and Regional Planning Hons. (Sydney University)
BSc (Sydney University)
Justice of the Peace
Member of Australian Planning Institute
Member of Royal Town Planning Institute
Email: sarah.hill@hillpda.com

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Manly2015 Masterplan Economic Assessment

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Manly2015 Masterplan Economic Assessment

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EXECUTIVE SUMMARY

Manly Council (Council) has prepared the Manly2015 Masterplan to guide the future revitalisation of Manly Town Centre. Manly2015 aims to improve, renew and capitalise on Manly as a village for 'locals' to enjoy whilst attracting a broader mix of tourists and visitors to the area. A key objective of the plan is to enhance the quality of the public domain, streetscape and pedestrian flows in order to bring more people back to the heart of Manly for their shopping, business and leisure activities.

The Manly2015 Masterplan takes a proactive approach to maintaining Manly Town Centre's competitive edge and its role as a provider of services to locals within Manly LGA and the broader Northern Beaches Subregion. With this in mind, a number of economic benefits are likely to result from the implementation of the Manly2015 Masterplan. This Study has been commissioned to identify and where possible quantify the potential benefits of Manly2015.

ECONOMIC BENEFITS OF THE MANLY2015 MASTERPLAN

In order to inform the Study, Hill PDA has undertaken a floorspace and visitor survey to better understand how Manly operates today. We have also undertaken demographic trends analysis, market research and expenditure modelling to understand how the area is changing. We have also undertaken background research regarding comparable centres and masterplans to better understand the economic implications of proactively implementing centre improvement strategies as distinct from more passive 'wait and see' strategies. Using this information we have sought to conservatively quantify the economic outcomes of some of the components of the Masterplan specific to Manly Town Centre.

On the basis of this analysis, the key contextual findings of the Study are as follows:

- Manly's Town Centre provides over 36,000sqm of retail and commercial floorspace¹ that serves a population of over 15,000 people. Manly Town Centre is the main centre in Manly LGA providing 8% of all floorspace within Manly, Pittwater and Warringah LGA's²;
- The Town Centre has an estimated 387 businesses³ and attracts over 2.1 million visitors per year⁴. International and domestic visitors to Manly are estimated to spend over \$21m per annum on goods and services alone;
- A survey of visitors to Manly Town Centre⁵ found that 41% arrived by private vehicle. Furthermore 53% of all respondents indicated that they were visiting the Centre to purchase retail goods and use business services emphasizing the important role the centre plays in supporting local needs;
- The benefits of 'buying locally' are increasingly being recognised and valued by the Manly community. The concept of 'buy local' may be broadly defined as *the adequate provision of goods, services and facilities that are*

¹ This represents 53% of all floorspace in Manly town centre with the remaining 47% relating to community, entertainment and civic uses

² Based on analysis provided by a Centre's Study for SHOROC, Hill PDA 2009

³ Hill PDA Floorspace Audit October 2013. Note: The Audit was undertaken within the Manly Town Centre as defined by Manly LEP 2013

⁴ DestinationNSW: March 2012

⁵ Hill PDA Pedestrian Survey, September 2013

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*geared towards servicing the needs of 'locals'*⁶. Our research identifies that only 23% of businesses⁷ within Manly Town Centre are presently geared towards the needs of 'locals'. This presents a notable opportunity to enhance local offer to better meet the needs of the existing and future community;

- This latter point is particularly important in light of Manly's strong forecast population growth. In this regard our demographic analysis shows that Manly LGA is growing at a rate of 1.4% per annum (the suburb of Manly 1.6%) and becoming increasing affluent⁸. **This growth and demographic change is forecast to result in an additional \$342m of retail expenditure in Manly LGA and \$85m in the suburb of Manly between 2013 and 2031 (i.e.18 years);**
- Converting this retail expenditure growth to demand for retail floorspace shows that Manly suburb and LGA are estimated to respectively demand an additional 9,000sqm and 28,650sqm over the period to 2031. The proposed development on the Whistler Street Car Park would go some way towards meeting this demand by providing an additional 1,000sqm of retail floorspace, notwithstanding the fact that the majority of demand would be directed to other competing centres in the Subregion and to online retail;
- Furthermore, the growth in demand for quality retail services in Manly LGA can be exemplified by the notably low vacancy levels for shopfront retail in Manly Town Centre⁹. **Our research shows that shopfront vacancy rates in Manly are presently amongst the lowest of any comparable centre in Sydney at 4%.** Whilst this has proven a positive for the character and vibrancy of the centre, the tight vacancy levels are creating challenges for new businesses to enter the market to provide goods and service to support the needs of the local population; and
- The growth in demand for retail and services in Manly LGA and the broader region is being recognised with other major centres in the subregion preparing to expand or revitalise to take advantage of this growth. Examples of such centres include Warriewood Centro (i.e. investing \$36m to increase its retail floor space by an additional 8,000sqm) and Dee Why Town Centre (i.e. implementing its Dee Why Town Centre Masterplan). **In light of the growing competition for dollars generated within the Manly LGA economy, it is considered prudent for Manly Town Centre to proactively act now via a co-ordinated and strategic approach to centre growth and improvement.**

To better understand the likely local benefits of the Manly2015 Masterplan, two key elements were identified and tested by the Study. The first being the proposed net increase in car parking and the second the potential mixed use redevelopment of the Whistler Street Car Park and associated sites to enable the creation of the Village Centre. It was subsequently found that:

- **The net increase in car parking spaces could attract an additional \$15m¹⁰ of retail expenditure per annum to the Centre to the benefit of existing businesses. Over a 20 year period this could lead to an increase of close to \$300m in 2013 dollars;**

⁶ Gogreenplus.org.au

⁷ Hill PDA Floorspace Survey, October 2013

⁸ ABS Census 2011

⁹ Hill PDA Floorspace Survey, October 2013

¹⁰ Analysis by Hill PDA based on estimated spend taken from Hill PDA Shopper Survey, proposed net increase in car parking spaces owing to Manly2015 and estimated car parking occupancy rates as advised by Manly Council.

- The redevelopment of the Whistler Street Car Park and other sites in the vicinity could generate the potential for:
 - Over 50 new residential dwellings for locals generating an additional \$1.6m in retail expenditure per annum;
 - Close to \$15m of construction works leading to the direct generation of 42 jobs years; and
 - an increase in demand for local goods (in the order of \$120,000) from construction workers alone;
 - The provision of additional ground floor retail would also provide opportunities for new businesses and a complementary mix of food retailers and services for locals;
 - Once fully developed, these retail and commercial facilities could generate in the order of 107 operational jobs that in turn would generate an additional \$290,000 annually in retail expenditure; and
 - Finally the mixed used redevelopment of key sites within Whistler Street is expected to generate approximately \$15m in additional investment to the economy and an additional \$34m in production and consumption induced multipliers¹¹.

These findings are supported by research and various studies that highlight the importance of investing in town centres like Manly and the overall positive economic benefits of public domain improvements. Some of the key relevant conclusions of this research may be summarised as follows:

- Improvements to the public domain can increase the **number of pedestrians by up to 40% during weekdays and 98% during weekday evenings**¹²;
- Investing in better streets and public spaces that improve walking and cycling accessibility can **increase retail sales by up to 30%**¹³; and

Good quality urban design is likely to increase the value of land within the nominated area by well in excess of the amount initially invested¹⁴.

THE NEED FOR A PROACTIVE APPROACH

To maintain the role of Manly Town Centre as a thriving location for locals with a strong competitive edge for businesses, it will be important for Council to proactively improve and enhance the quality of the public domain over time. In the event therefore that Council decided not to progress with the implementation of Manly2015, there could be:

- A 'missed' opportunity to secure investment in Manly's Town Centre. This investment could otherwise be directed to alternative / competing locations within Manly LGA and / or the northern beaches region. Conversely, the revitalisation of the Town Centre could act as a catalyst project that encourages sustained investment over the medium to long-term;
- A continued deterioration of the streetscape environment and public domain in and around Manly Town Centre, which could lead to a decline in overall amenity and the potential decline in tourism / local visitation;

¹¹ It is important to note that caution should be applied when interpreting economic multipliers as the geographic location of the expenditure is dependent on the extent of the goods, services and labour used to undertake the works.

¹² The Pedestrian Pound. The Business Case for Better Streets and Places. Livingstreets.org.au

¹³ The Pedestrian Pound. The Business Case for Better Streets and Places. Livingstreets.org.au

¹⁴ RICS Property Journal: Not just a pretty place by Stuart Croucher. September/October 2013

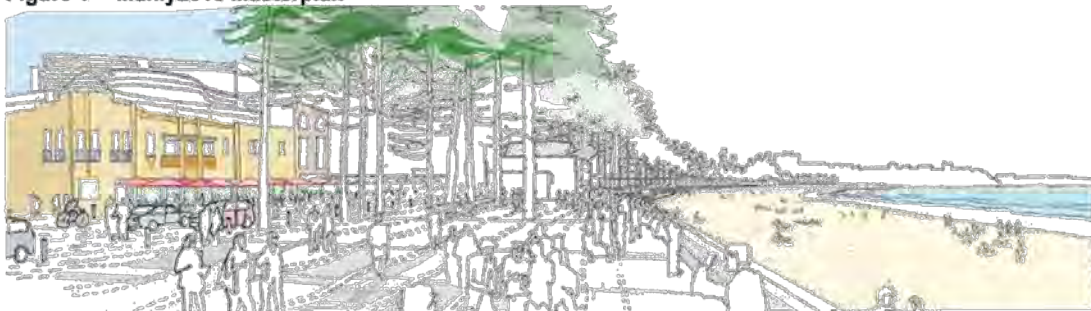
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- A reduced service offer for the growing local population;
- Increased access concerns as a result of traffic congestion contributing to economic inefficiencies and leading to a loss of retail trade;
- An overall reduction in competition resulting in reduced price benefits for local residents and other visitors; and
- Impacts to the attractiveness of Manly as a place to invest as a business and / or property owner.

Figure 1 - Manly2015 Masterplan



Source: Manly 2015 Masterplan

1. INTRODUCTION

Manly Council (Council) has prepared the Manly2015 Masterplan to guide the future revitalisation of Manly's Town Centre. Manly2015 was prepared as a direct response to public concerns regarding issues surrounding public safety, street lighting, vandalism, inadequate public domain and poor urban design in and around the Manly Town Centre.

Manly2015 aims to improve, renew and capitalise on Manly's Town Centre as a village for 'locals' to enjoy whilst enhancing existing and future business opportunities that will attract tourist and visitors to the area. The overall objective is to ensure improvements to the public domain, streetscape as well as a reconfiguration of traffic with the aim of bringing people back to the heart of Manly for their shopping, business and leisure activities. Other benefits sought from the Masterplan aim to make Manly pedestrian and cycle friendly whilst activating laneways and streets within the Town Centre.

The proposed revitalisation of 'geographical areas' within Manly is seen as a positive step to ensure the long-term economic prosperity of the area. Council is making a considerable investment in the Town Centre to ensure Manly remains well maintained, aesthetically pleasing and relevant for the times well into the future.

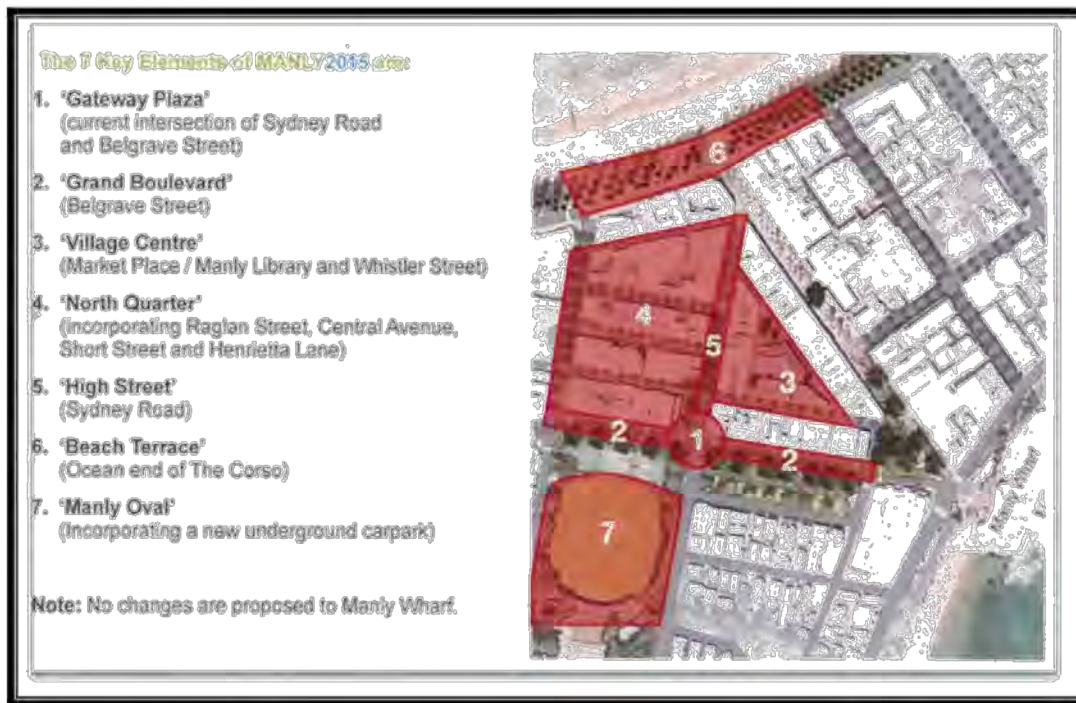
Manly2015 is in the preliminary concept phase and all development works considered within the Masterplan are envisaged to be stage over a number of years. Council has made public the project expenditure for all works proposed and the cost of the car park beneath Manly Oval is estimated at \$33million¹⁵.

1.1 SUBJECT AREA

The Subject Area is located within the commercial zone of Manly Town Centre and comprises the 'geographical areas' outlined in Manly2015. The Subject Area therefore incorporates the '7 elements' of the Masterplan as shown in Figure 1.

¹⁵ KPMG Consultants (2013)

Figure 2 - Manly2015 Masterplan



Source: Manly2015 Masterplan

1.2 METHODOLOGY AND STUDY APPROACH

In order to inform this assessment, Hill PDA undertook the following tasks:

- Inception meetings with Council to inform the scope of the Study;
- A review of relevant background information and technical specialist reports to provide the relevant economic information for the assessment;
- An assessment of Council's Masterplan (Manly2015) and associated relevant documentation;
- A socio-demographic analysis of the population within the area;
- An assessment of visitors and tourist to Manly;
- An audit of the existing floorspace within the broader Manly Town Centre;
- A pedestrian survey to understand the composition of visitors to Manly's Town Centre and how they got there;
- Calculation of economic flow-on benefits and multipliers resulting from development within Whistler Street;
- Calculation of likely economic benefits of additional car parking in the Town Centre; and
- Calculation of the economic benefits of public domain improvements in the Town Centre.

2. THE NEED FOR MANLY2015 MASTERPLAN

Manly2015 provides the framework to facilitate the revitalisation of Manly's Town Centre to make it a great place to live, work and play particularly for 'locals'. The Masterplan was developed as a direct response to public concerns regarding issues surrounding public safety, vandalism, inadequate public domain and poor urban design in Manly's Town Centre.

A key component of the Masterplan is to realise Gilbert Smith's (founding father of Manly) vision to create a village atmosphere for Manly. Manly2015 provides considerable scope to increase opportunity for 'locals' by transforming Sydney Road into a 'High Street' enabling new retail business opportunities focused on catering for the local community and the redevelopment of the Whistler Street Car Park to create a village centre for locals to enjoy.

Council's aim is to spread the intensity of activities of the Corso across the entire town centre and to redress the 'imbalance' of The Corso as the main economic driver for tourist and their needs over local needs.

The Masterplan ultimately aims to make Manly 'My Town' 'My Services' 'My Playground'.

2.1 THE MANLY2015 VISION

The Manly2015 Masterplan provides the strategic vision to guide the future revitalisation of Manly's Town Centre. The key aims of Manly2015 are as follows:

- Realising Gilbert Smith's vision for a 'Public Common' on the Whistler Street Triangle Site by removing the Whistler Street Car Park to make way for new public spaces and community uses;
- Constructing a new parking station beneath Manly Oval to augment the 5 other town centre parking spaces;
- The pedestrianisation of Sydney Road from Belgrave Street through to The Corso to form a 'Gateway Plaza' and 'High Street' for shopping as an alternative destination to The Corso;
- Broadening the appeal of Manly for locals by introducing new community programs as well as new shops and services;
- Revitalising Manly's laneways and streets, many of which are degraded and considered unsafe at night;
- Increasing opportunities for walking and cycling;
- Integrating water sensitive urban design initiatives into the design of new public spaces;
- Incorporating sustainable energy generation within the design of the new community facilities;
- Introducing greater traffic calming within the town centre area including the introduction of shared use zones and the conversion of Whistler Street to one way heading north, and North Steyne and South Steyne to potentially one lane heading south between Raglan Street and Wentworth Street, although both a one-way and a two-way option are being looked at as part of the Manly2015 process; and
- Realising Henry Gilbert Smith's vision for a 'Grand Boulevard' in Belgrave Street¹⁶.

¹⁶ Manly2015 Masterplan (Council's website as at 20 November 2013);

2.2 KEY ELEMENTS OF MANLY2015

2.2.1 GATEWAY PLAZA

The 'Gateway Plaza' proposes to welcome locals and visitors parking in the proposed new car park facility located beneath Manly Oval. Locals and visitors parking in the new car park facility would emerge into the 'Gateway Plaza' via an underground entrance / exit point located within the plaza. The 'Gateway Plaza' is pedestrian friendly and is proposed to provide licensed stallholders and small retail business opportunities.

2.2.2 GRAND BOULEVARD

Create a 'Grand Boulevard' along the full length of Belgrave Street. The vision of the Boulevard is to extend landscaping elements along the western side of Belgrave Street and along the eastern side a pedestrian friendly pathway and cycleway. In addition, the concept of promoting a sustainable transport option in the form of an electric tram with scope to support Park n Ride in and around Manly's Town Centre.

2.2.3 VILLAGE CENTRE

The village centre would form a community hub in Manly. The forecourt area outside Manly Council Chambers would be complemented by the rejuvenation of what is known as the 'Triangle Site'. The vision in Manly2015 proposes the demolition of the existing Whistler Street Car Park and the redevelopment of a new larger state of the art library and / or upgrade the existing library. The redevelopment of this area would incorporate retail, commercial and / or residential components to assist in street activation along the southern portion of Whistler Street to service the needs of both locals and visitors. Council has considered two options for the redevelopment of the library which include:

- **Option 1** – Involves adding to and upgrading the existing building; and
- **Option 2** – envisages the construction of a new building on the current library site. This option proposes two additional storeys in height (making five floors overall). The additional space would be used for the purpose of the library as well as multipurpose community space functions. A designated area could also be used for the purposes of commercial or office space.

Both options involve the creation of additional retail, commercial and possibly residential buildings five storeys high along Whistler Street. Along the street frontage would comprise retail activities whilst the upper levels are proposed to be designated for commercial and/or residential purposes.

2.2.4 NORTH QUARTER

The 'North Quarter' comprises the small streets and laneways splaying from The Corso known as Henrietta Lane, Short Street, Central Avenue and Raglan Street. These existing streets / laneways are well known to 'locals' and the objective is to improve urban design by incentivising private public partnerships to reactivate business along these strips. For example, Henrietta Lane would consist of cafes and shops providing activation along the laneway whilst Central Avenue would become more pedestrian friendly.

2.2.5 HIGH STREET

Manly2015 aims to transform Sydney Road into a new 'High Street' comprising retail businesses focused on providing services to the local community. The 'High Street' would comprise pedestrian friendly areas and outdoor dining facilities without the dominance of cars.

2.2.6 BEACH TERRACE

The 'Beach Terrace' aims to provide a seamless interface between The Corso, Raglan and Wentworth Streets and the Beach Esplanade. It is envisaged to have a 'shared zone' where pedestrians are prioritised and where traffic is limited to 10km/h.

2.2.7 MANLY OVAL

A significant component of Manly2015 is to relocate the existing Whistler Street Car Park beneath Manly Oval. The purpose built car space facility over two levels (capacity for up to 800 vehicles) would have entry and egress points from Sydney Road and Raglan Street. An underground pedestrian link would provide a safe and convenient access between the car park and the new Gateway Plaza along Sydney Road.



3. WHO LIVES IN AND VISITS MANLY?

The following Chapter provides a brief insight into the existing and future population of Manly LGA and more specifically the suburb of Manly. Consideration is also given to visitors to Manly and the importance of tourism to the area.

Various data sources have been used to inform this Chapter. To estimate the scale of the existing population and to forecast population growth, we have used the Bureau of Transport Statistics (BTS) population figures (release in 2012)¹⁷. These figures differ from the ABS Census Data estimates of population that are also used to inform relevant sections of this Chapter. The difference between the figures generally relates to Census undercount with the BTS factoring in this undercount (which may be in the order of 10% to 20%).

In light of these data differences, we have used the BTS figures as estimates of the actual residential population whilst we have used the ABS figures to indicate the proportional break down of other relevant characteristics.

3.1 EXISTING POPULATION

As of the 2011 Census the population within the suburb of Manly was recorded as 15,072 persons representing 38% of Manly LGA's population (39,747 people). Over the 2006 to 2011 Census period the population within the suburb of Manly grew notably (by 8% or 1.6% per annum). This compared to a similar rate of population growth experienced across Manly LGA (7% or 1.4% per annum) over the same period.

In 2011 the average age of residents in the suburb of Manly was 35 years, being slightly younger than the Manly LGA of 37 years. Proportionally there were fewer residents aged below 30 years of age (34%) and more aged between 30 to 59 years of age (48%), with the over 60 years of age comprising the least (18%). Consistent with national and NSW trends, Manly's population is forecast to age towards 2031.

Manly contains a large number of family households (58%), however, the proportion of households comprising lone persons (32%) or group households (10%) is higher than that which occurs in the State i.e. 24% and 4% respectively. This may be in part due to the number of professionals and elderly residents attracted to the suburb of Manly.

Compared to the Manly LGA, Manly residents are more likely to live in a unit (72% compared with 47% Manly LGA) and rent (52% compared with 37% Manly LGA). The high proportion of rental accommodation may be a reflection of Manly being an attractive place for professionals to live. In 2011, 71% of the suburb's resident labour force were managers, professionals, clerical and administrative staff. The high proportion of white collar workers was reflected in Manly's median household income per week (\$2,084), which was significantly higher than the median for NSW (\$1,237) yet slightly lower (by \$137) of that recorded for the Manly LGA.

¹⁷ It should be noted that the Department of Planning and Infrastructure released population forecasts post the BTS release in 2012. Whilst the DP&I figures closely align with the BTS, they are only available to an LGA level. Accordingly, we have used the BTS estimates to analyse forecasts for the Study Area.

3.2 FORECAST POPULATION GROWTH

With respect to population change, the BTS forecasts that the suburb of Manly and the broader LGA will grow steadily over the period 2013 to 2031. Forecasts from the BTS show that the Manly LGA will accommodate an additional 4,713 persons by 2031. Of these additional residents, approximately 27% or a total of 1,258 will be located within the suburb of Manly.

As the population grows in the broader Manly LGA demand will increase for retail goods and services within the suburb of Manly.

Table 1 - Forecast Population Growth 2011 - 2031

Trade Area	2011	2013	2016	2021	2026	2031	Change 2013- 2031	Average Annual Change (2013- 2031)
Manly Suburb	16,128	16,351	16,686	16,997	17,291	17,609	1,258	0.44%
Manly LGA	42,095	42,743	43,716	45,067	46,172	47,456	4,713	0.60%

Source: Bureau of Transport Statistics Population Projections (2012)

3.3 VISITORS TO MANLY

According to Destination NSW, each year the average number of visitors to Manly was over 2.1 million¹⁸. This figure is considered a conservative estimate as the definition of a day trip is "a round trip distance of at least 50 kilometres and away from home for at least four hours". Therefore, visitors to Manly from most inner parts of Sydney would not be counted.

A snapshot is provided below of the scope and scale of international tourism in Manly:

- Of all the international visitors that travelled to Sydney, 32% visit Manly;
- The number of international visitors to Manly over the past 3 years was 837,300¹⁹ (279,100 per year);
- The most popular activity for international visitors when in Manly was going to restaurants and cafes (an estimated 91% of visitors undertook this activity. Other popular activities included going to the beach (85%), sightseeing (84%), shopping (80%), going to clubs / pubs (61%) and visiting national parks (60%)²⁰; and
- The average spend for an international visitor is estimated at \$94 per day²¹.

A snapshot of the scope and scale of domestic tourism in Manly is provided below:

- A total of 14% of domestic visitors to Sydney travelled to Manly²²;

¹⁸ This figure is based on a three year average (YE March 2012) to improve the sample size reliability of the results.

¹⁹ International visitors staying overnight in Manly (45,600), International visitors staying overnight elsewhere but visiting Manly on a daytrip (791,700).

²⁰ These were the most popular activities for international visitors to Australia who visited Manly

²¹ Based on Regional Tourism Profiles for New South Wales 2011/12

²² Note: This is a combined total of both domestic overnight visitors (11%) and the domestic day trip market (3%).

- The number of domestic visitors to Manly over the last three years was 603,000²³ (201,000 per year);
- The most popular activities for domestic overnight visitors to Manly were eating out at restaurants (78%), visiting friends and relatives (56%), sightseeing (46%), going shopping (45%) and going to the beach (39%);
- Of all the domestic day trip visitors close to two thirds (64%) come to Manly for leisure activities and 29% to visit family or friends; and
- The average spend for a domestic day and domestic overnight visitor is \$104 and \$189 per day respectively²⁴.

3.4 TOURISM IN MANLY

Tourism is an activity generated by visitors travelling to and staying in places outside their usual environment for leisure, business or other purposes. When visitors 'visit' areas they purchase a wide range of goods and services. This visitor expenditure adds external income across the economy of an area and hence is an export earner and job creator.

The National Tourism Planning Guide²⁵ states that "across Australia, tourism is a \$92 billion industry generating 4.6% of total employment (486,000 people) and around 8.3% of export earnings (\$23.5 million)".

There are notably economic benefits of tourism to popular tourist destinations. Visitors require short term accommodation, transport, food services and retail. For every dollar spent on accommodation an estimated \$2.50 to \$3.50 will be spent in other sectors²⁶.

The employment benefit of tourism is also significant. For example, on average for every 10 rooms in a short term accommodation facility an additional 4.9 jobs are required. The 'spillover effect' of expenditure from the visitors staying in these 10 rooms also creates another 13.4 jobs in the general economy²⁷.

In considering international, domestic day and overnight visitors to Manly, it is estimated that over \$21 million per annum is spent on goods and services alone in Manly's Town Centre²⁸.

Clearly, there are a number of benefits that accompany high volumes of tourism in Manly, not least of which is the significant injection of expenditure in local retail and other facilities. The key issue that needs to be addressed in order to establish Manly Town Centre as also a destination for 'locals' is to incentivise residents in Manly and surrounds to shop in the centre. As outlined throughout this study, there are a number of methods to achieve this which are being progressed in the Manly2015 Masterplan.

²³ Note: This is a combined total of both domestic overnight visitors (135,000) and domestic day trip market (468,000).

²⁴ Based on Regional Tourism Profiles for New South Wales 2011/12.

²⁵ Guidelines prepared for the Tourism Ministers' Council.

²⁶ International and National Visitor Surveys, Tourism Research Australia, (2009).

²⁷ Based on ABS Survey of Tourist Accommodation, (2009).

²⁸ Based on Tourism Research Australia Data Sources and Hill PDA's analysis.

4. EXISTING RETAIL SUPPLY

This Chapter outlines the findings of Hill PDA's Floorspace Audit on the existing land uses / businesses located within Manly's Town Centre. The Chapter provides insight into how the Town Centre's composition of floorspace and businesses differ from other comparable centres within the Sydney Region.

4.1 EXISTING FLOORSPACE IN MANLY TOWN CENTRE

Hill PDA's land use Audit was undertaken on October 3rd 2013 and comprised the area (light blue area on Figure 3) defined as the Manly Town Centre pursuant to Manly LEP 2013.

Figure 3 - Manly Town Centre Zoning Map



The Audit found (refer Table 2) approximately 387 shops fronts and an estimated 67,034sqm of floorspace as follows:

- Retail – 27,469sqm (a total of 272 premises or 41%);
- Commercial – 8,570sqm (a total of 74 or 13%);
- Other²⁹ - 29,753sqm (a total of 26 premises or 44%); and
- Vacant – 1,242sqm (a total of 15 premises or 2%).

²⁹ Community services, entertainment facilities, government services, hotels and commercial gyms and fitness facilities

ATTACHMENT 2

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Table 2 - Manly Town Centre Floorspace Survey (October 2013)

Category	Floorspace (sqm)	Floorspace % of total	Count of Business Type
Retail			
Cafes & Restaurants	10,531	16%	84
Clothing	3,894	6%	45
Convenience Store	205	0%	4
Furniture Retailing	1,128	2%	5
Personal Services	2,009	3%	40
Speciality Food	939	1%	18
Speciality Non-Food	6,168	9%	62
Supermarket	1,927	3%	3
Take Away Food	668	1%	11
Sub-Total	27,469	41%	272
Commercial			
Commercial – General	1,732	3%	17
Commercial – Legal	125	0%	2
Commercial – Medical	3,449	5%	20
Commercial – Real Estate	1,178	2%	15
Commercial – Travel	378	1%	7
Commercial – Finance	1,320	2%	10
Commercial – Government	389	1%	3
Sub-Total	8,570	13%	74
Other			
Community	23,946	36%	12
Entertainment	210	0%	1
Government	2,302	3%	5
Hotel	2,950	4%	6
Recreation Fitness	345	1%	2
Sub-Total	29,753	44%	26
Vacant	1,242	2%	15
Sub-Total	1,242	2%	15
Total	67,034	100%	387

4.2 VACANCY RATES

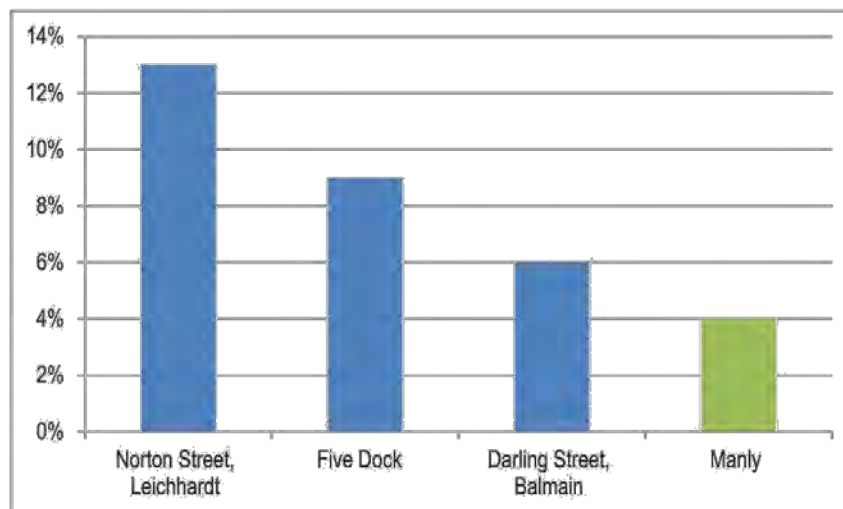
The floorspace audit found that Manly Town Centre had an overall vacancy rate of 4%. When discussing the vacancy rates for any given town centre, it is important to note that they are dynamic and susceptible to change due to varying market conditions. Vacancy rates also vary with respect to the type of unit, what level of the building the unit is located in, the overall quality of the building, location and nature of the broader economy.

As at October 2013, it was found that:

- There were 15 vacant premises in Manly Town Centre an overall total of 1,242sqm; and
- 11 of the vacant premises (73%) were retail units comprising a total of 688sqm.

Figure 4 below illustrates that the vacancy rates for Manly Town Centre are comparably lower than to other centres within the Sydney Region.

Figure 4 - Town Centre Vacancy Comparison Data

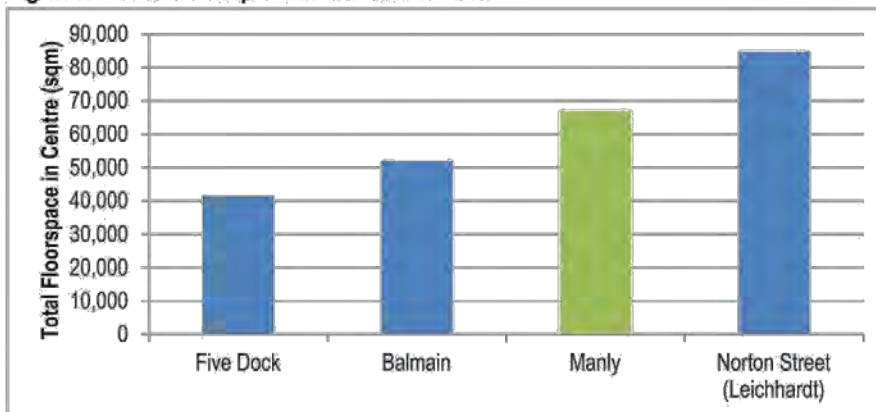


Source: Hill PDA floorspace data (Leichhardt 2012, Five Dock 2011, Balmain 2012, Manly 2013)

4.3 HOW DOES MANLY COMPARE TO OTHER CENTRES?

A comparison with other high street centres is a useful way to illustrate Manly's relative floorspace mix and its potential competitive advantage. Figure 5 compares the total commercial and retail floorspace of Manly Town Centre with other well know high streets: Five Dock, Balmain and Norton Street, Leichhardt.

Figure 5 - Total Floorspace in Selected Centres

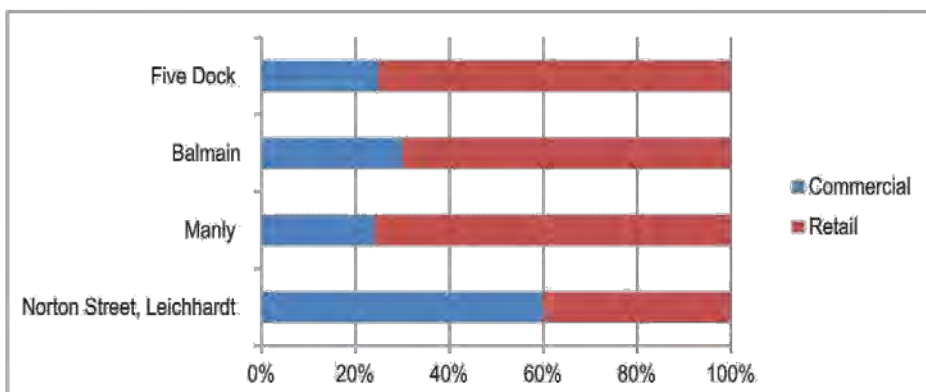


Source: Hill PDA floorspace data and Leichhardt Council Employment Lands Study.

Figure 6 compares the commercial and retail mix in each of the selected centres. At 24% Manly has the lowest proportion of commercial floorspace of all the centres. However, with respect to retail floorspace (76%) Manly has the highest proportion of all the centres. The higher proportion of retail floorspace in Manly is to be expected given the important role of tourism to the centre. This reliance on tourism means that Manly Town Centre does not play an important role in the provision of commercial activity, with tourism / visitation demand encouraging retail development over office activities.

Whilst a full retail demand assessment has not been conducted for Manly Town Centre, the low vacancy rate of just 4% (at October 2013) indicates that demand is strong and there may be scope for further retail floorspace development in line with population and real growth in retail expenditure.

Figure 6 - Commercial and Retail in Selected Centres



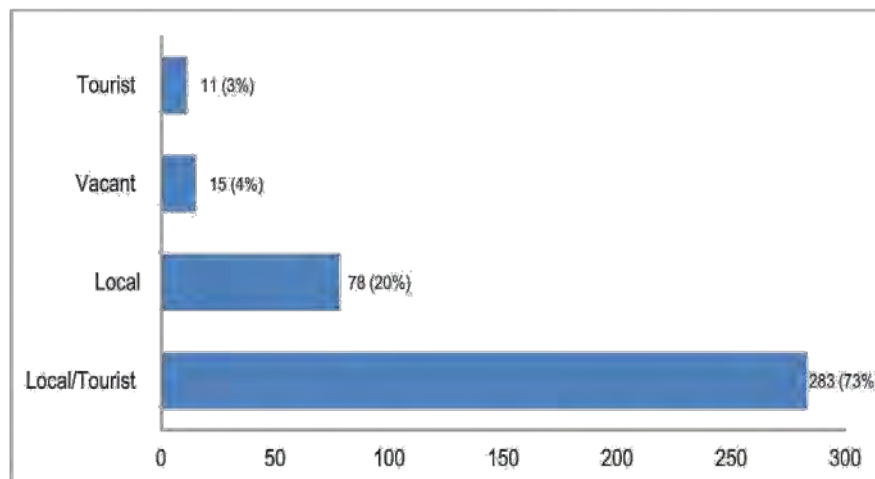
Source: Hill PDA floorspace data; Leichhardt Council Employment Lands Study.

4.4 WHAT PROPORTION OF BUSINESSES SERVICE TOURISTS VS. LOCAL RESIDENTS?

The Manly Town Centre comprises a range of businesses that service the needs of international / domestic tourist and 'locals' residing in the area. During the floorspace survey undertaken for this study, analysis was carried out to determine what businesses catered to locals and tourists alike. The results shown in Figure 7 illustrate that of the 387 shops in the Manly's Town Centre, 283 businesses cater for both tourists and locals (i.e. cafes, restaurants, clothes shops, personal services and travel agents).

The survey results demonstrate that 78 businesses service locals more specifically (i.e. medical practices, legal firms, real estate agents, financial planners and government services e.g. local library). There were only 11 businesses that catered specifically to tourists (i.e. hotels, motels and serviced apartments). It must be noted that there were 15 vacant premises at the time the survey was undertaken and therefore these premises could not be categorised for the purpose of this Study.

Figure 7 - Tourist and Local Businesses within Manly's Town Centre



Source: Hill PDA Floorspace Data, Manly Town Centre 2013

In summary, Manly's strengths are its cafes, restaurants, personal services and speciality food stores. These retail sectors attract a large number of consumers to the Town Centre. This is a substantial competitive advantage for Manly that provides opportunities for other business types and should be built upon.

Figure 8 - The Corso, Manly



Source: commons.wikimedia.org



Source: trevorstravels.com

5. GROWING DEMAND FOR RETAIL

In light of the forecast growth in population discussed in Chapter 3 for the suburb of Manly and broader Manly LGA, the following Chapter estimates the likely resulting growth in retail expenditure. This Chapter also investigates likely additional retail expenditure generated in the Town Centre as a result of some key components of the Manly2015 Masterplan.

5.1 GROWTH IN TRADE AREA EXPENDITURE

As the highest order centre designated under the North East Subregional Strategy³⁰ within the Manly LGA, Manly Town Centre plays a key role in meeting the weekly and convenience shopping needs of residents within both Manly suburb and Manly LGA. In order to better understand the scope and quantum of demand for retail within the LGA we have calculated the existing and forecast growth in retail expenditure from residents.

For the purposes of the projections, household expenditure was sourced from:

- ABS Household Expenditure Survey (HES) 2003-04 (updated to 2013) which provides household expenditure by broad commodity type by household income quintile; and
- MarketInfo 2009 database (updated to \$2013) which is generated by combining and updating data from the Population Census and the ABS Household Expenditure Survey (HES) using “microsimulation modelling techniques”.³¹

Based on the above methodology, it is estimated that there will be significant growth in retail expenditure in both the Manly LGA and more specifically the suburb of Manly between 2013 and 2031. More specifically this growth is shown in Table 3 as increasing from \$1.01b as of 2013 to \$1.35b as of 2031 across Manly LGA representing a net increase in available retail spend from Manly LGA residents of around \$342m. This is equivalent to compound growth of 1.6% per annum which incorporates population as well as real growth in retail expenditure. Supermarkets and grocery stores make up the greatest proportion of spend (approximately 26%), followed by other personal and household goods retailing (14%) and bulky goods (13%).

As shown in Table 4, retail expenditure generated by households in the suburb of Manly are forecast to increase from \$272m as of 2013 to \$357m as of 2031. This represents an increase of approximately \$85m at an average annual growth rate of 1.5%.

Applying target turnover rates for retail floorspace (\$ per square metre)³² to expenditure growth in Manly suburb and LGA shows that these areas demand an additional 9,000sqm and 28,650sqm of retail floorspace respectively over the 2013 to 2031 period.

³⁰ NSW Government's Metropolitan Strategy

³¹ MarketInfo combines the data from the Census, HES and other sources to derive total HES by commodity type. The ABS Retail Survey 1998-99 (Cat No. 8624.0) provides a cross-tabulation of store type (defined by ANZSIC), by commodity type. Multiplying the percentages in the cross-tabulation by total dollars spent generates household expenditure by retail store type.

³² Derived from industry sources including the ABS Retail Survey 1998-99 (escalated to 2013 dollars), Urbis Retail Averages and various consultancy studies.

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When considering the scale of this forecast growth in retail expenditure, it is important to note that not all of it will be directed to Manly Town Centre. Some expenditure would be directed to alternative locations (i.e. bulky goods clusters, places of work or competing centres in the Subregion). The exercise shows however that there is notable potential for additional retail floorspace demand capture by Manly Town Centre. It further highlights the importance of proactively attracting these additional dollars generated within the trade area to Manly Town Centre as opposed to 'losing' or 'leaking' a higher proportion of expenditure to alternative centres.

In considering anticipated growth in demand for retail floorspace in Manly suburb and LGA, the additional component of retail floorspace proposed (1,000sqm) within the framework of Manly2015 will be easily absorbed over the period to 2031. Indeed, the proposed retail floorspace represents just 11% of additional retail floorspace demand in Manly suburb to 2031 and 3.5% of additional demand in Manly LGA. Furthermore, projections of retail expenditure in Manly suburb and LGA do not include additional expenditure from tourists / visitors to the Manly Town Centre.

Table 3 - Manly LGA: Expenditure by Retail Store Type (\$m2009)

YEAR	2013	2016	2021	2026	2031
Supermarkets & Grocery Stores	264.0	278.8	302.3	326.4	353.2
Specialty Food Stores	92.5	97.7	105.9	114.4	123.8
Fast-Food Stores	83.0	87.6	95.0	102.5	111.0
Restaurants, Hotels and Clubs*	119.6	126.3	136.9	147.8	159.9
Department Stores	85.8	90.5	98.2	106.0	114.7
Clothing Stores	57.5	60.7	65.8	71.1	76.9
Bulky Goods Stores	133.7	141.2	153.1	165.3	178.9
Other Personal & Household Goods Retailing	139.3	147.1	159.5	172.2	186.3
Selected Personal Services**	37.0	39.0	42.3	45.7	49.4
Total Retailing	1,012.4	1,068.7	1,159.0	1,251.4	1,354.2

* Turnover relating only to consumption of food and liquor (excludes all other types of revenue such as accommodation, gaming and gambling)

** Selected Personal Services includes hair and beauty, laundry, clothing hire and alterations, shoe repair, optical dispensing, photo processing and hire of videos

Table 4 - Manly Suburb: Expenditure by Retail Store Type (\$m2009)

YEAR	2013	2016	2021	2026	2031
Supermarkets & Grocery Stores	68.9	72.6	78.2	84.0	90.3
Specialty Food Stores	24.3	25.6	27.6	29.6	31.9
Fast-Food Stores	23.0	24.2	26.1	28.0	30.1
Restaurants, Hotels and Clubs*	34.5	36.4	39.2	42.1	45.3
Department Stores	22.8	24.1	25.9	27.8	29.9
Clothing Stores	15.2	16.1	17.3	18.6	20.0
Bulky Goods Stores	35.8	37.8	40.6	43.7	47.0
Other Personal & Household Goods Retailing	37.3	39.3	42.3	45.4	48.9
Selected Personal Services**	10.1	10.6	11.4	12.3	13.2
Total Retailing	272.0	286.8	308.6	331.5	356.6

* Turnover relating only to consumption of food and liquor (excludes all other types of revenue such as accommodation, gaming and gambling)

** Selected Personal Services includes hair and beauty, laundry, clothing hire and alterations, shoe repair, optical dispensing, photo processing and hire of videos

5.2 ADDITIONAL RETAIL EXPENDITURE POTENTIAL FOR MANLY

In addition to the growth in retail expenditure forecast for the broader Manly trade area, it is anticipated that the Manly2015 Masterplan could generate opportunities for redevelopment and thereby additional residents within the town centre that would have a flow on benefit to local retailers and businesses. An example of such an element of the Masterplan is the proposed redevelopment of the area commonly referred to as the 'Triangle Site' or 'Central Manly' (this area is referred to as the 'Village Centre' in Manly2015).

To provide an example of the economic benefits that could be generated by the mixed use redevelopment of sites within the Village Centre, along with other sites in the locality, we have assumed the following net increase in floorspace:

- 1,000sqm of retail;
- 1,000sqm of commercial; and
- A net increase of 50 apartments.

A mixed use redevelopment of this nature would directly result in approximately \$14.8m in construction works³³. Additional economic benefits could include:

- The generation of an additional \$34.2m in production and consumption induced flow-on effects from direct construction costs (\$14.8m)³⁴;
- The generation of 155 job years through direct (42 job years) and indirect (113 job years) construction multiplier impacts³⁵. This is equivalent to 155 additional full-time equivalent (FTE) jobs for one year; and
- The generation of an additional 107 jobs annually from retail and commercial floorspace operations based on the application of employment ratios (square metres per job) to the commercial and retail components of the development³⁶.

5.2.1 RETAIL EXPENDITURE IN THE LOCALITY

Redevelopment of this nature would also generate additional retail spend to the benefit of retail stores and services in the Manly Town Centre. Additional retail spend would come from three sources being:

1. Construction workers;
2. Operational employees including office and retail workers; and
3. Residents living in new apartments within the village.

³³ Rawlinsons Construction Handbook 2013

³⁴ Source: Hill PDA and ABS Australian National Accounts: Input-Output Tables 2008-09 (ABS Pub: 5209.0).

³⁵ Ibid

³⁶ Hill PDA. 15sqm per job applied for commercial uses and 25sqm per job applied for retail activity.

In estimating the quantum of retail expenditure that could be generated directly by construction and operational workers to the benefit of the Manly Town Centre, Hill PDA has assumed that each construction worker would spend approximately \$2,750 per annum on retail goods and services near to their place of work³⁷.

Based on the above assumptions, the potential for additional retail expenditure is as follows:

- \$0.12m from construction workers on site during the course of construction; and
- \$0.29m from operational workers annually.

When assessing the potential additional retail expenditure generated from new residents in the centre, the following assumptions were made:

- There would be an average of two persons per dwelling³⁸;
- All residents would be new residents to the locality; and
- Real retail growth would average 1.1% between 2011 and the completion of construction at 2015.³⁹

The proposed development would therefore generate an additional 100 residents that are likely to spend in the order of \$1.6m per annum⁴⁰. It is recognised that whilst the majority of this resident retail expenditure would be captured by retail facilities in the Manly Town Centre, a portion would be directed to other competing centres in the Subregion, to online retail and to holidays / business trips.

Figure 9 - Sydney Road, Manly (Manly Markets)



Source: northernbeachesplayground.com

³⁷ Around 20-25% of average total per capita retail expenditures across the Manly LGA.

³⁸ Manly Suburb ABS Community Profile (2011)

³⁹ Hill PDA, based on historic real retail growth analysis

⁴⁰ It has been assumed that construction would be complete by 2015

6. THE ECONOMIC BENEFITS OF INVESTING IN TOWN CENTRES

This penultimate Chapter provides an overview of the importance of investing in Town Centres such as Manly. Building on the evidence and analysis provided in Chapters 1 to 5 of this Study, the Chapter explores three key factors and their relevance to the Manly2015 Masterplan. These three factors being:

1. The economic benefits of improving the town centre's public domain;
2. The importance of protecting the economic vitality and viability of the Centre; and
3. The importance of meeting local needs through initiatives such as 'Buy Local' and creating a 'sense of place'.

The analysis is based on research and comparable examples of other centres and shopping areas in Sydney. It subsequently concludes by using this research to quantify the potential economic benefits of one component of the Masterplan to Manly Town Centre over a 20 year period.

6.1 THE ECONOMIC BENEFITS OF PUBLIC DOMAIN IMPROVEMENTS

6.1.1 QUALITY URBAN DESIGN

There is considerable research that points to the economic benefit of investing in public domain improvements to ensure the overall success of an area. It is acknowledged, however, that there are challenges in accurately quantifying the overall economic benefits to the broader business and local community.

Research undertaken more recently⁴¹ highlights seven key objectives of good urban design which emerge as common themes shared by successful streets, spaces, villages and town centre, they include:

- **Character** - a place with its own identity that responds to and reinforces local uniqueness;
- **Continuity and enclosure** – a clear delineation between private and public space;
- **Quality** – spaces that are attractive and work effectively for all people within the community;
- **Ease of Movement** – places that are well connected and easy to move through, which ultimately puts people before traffic and effectively integrates different land uses and modes of transport;
- **Legibility** – recognisable routes and signage, intersections and landmarks to assist way finding;
- **Adaptability** – places that are adaptable, either over the long term (in response to changing economic conditions) or in the short term, so that the place works well during different times of the day / night / week; and
- **Diversity** – promoting variety and choice through a mix of uses that work well together.

⁴¹ Rics Property Journal: Not just a pretty place by Stuart Croucher, September/October 2013

The Manly2015 Masterplan has adopted many of these key objectives to improve the quality of the Town Centre and public domain.

Danish Architect Jan Gehl highlights that in today's society people "choose to be somewhere they like over somewhere they do not"⁴². It therefore follows that a poor quality public domain ultimately means fewer people look to spend time in the area which in turn reduces its overall attractiveness and commercial / retail viability.

In an attempt to quantify this, Transport for London found that for each measurable improvement in public lighting, security, public realm maintenance or enhancements to the quality of an area, there is a related increase in the sale price of apartments within the same area by over 1.6% and retail rental values by over 1.2%⁴³. The Study goes on to conclude that a high-quality public domain is likely to increase the value of land within a given area well in excess of the amount initially invested.

6.1.2 ENHANCED PEDESTRIAN MOVEMENT

A key objective of Manly2015 is to facilitate the pedestrianisation of a number of existing streets and laneways to increase opportunities for walking and cycling within Manly's Town Centre.

The concept of pedestrianisation is simply "to restrict vehicle access to a street or area for the exclusive use of pedestrians". The pedestrianisation of a street or an area can only occur where servicing of premises, whether for residential, retail or commercial purposes, can be undertaken from another entrance, back street or underground facility⁴⁴.

Research evidence⁴⁵ and a number of case studies identify the economic benefits that can be secured for a local economy by improving walking and cycling accessibility in centres. One such study identified that better public spaces for walking can provide a competitive return and increase sales for retail businesses by up to 30%⁴⁶.

The overall investment to improving pedestrian and cycle-friendly areas can attract people to visit, spend money and stay longer in their local centres. Greater pedestrian activity along with a higher quality public domain can increase retail rental values and generate increased business activity for the local economy due to increasing the overall exposure of local shops within the centre.

In Victoria, The City of Melbourne underwent a 'whole of city renaissance to revitalise city life'⁴⁷. Over a period of ten years (1994 to 2004) substantial changes to the City Centre were undertaken including wider footpaths, more greenery, street art and usable laneways. The overall benefits were noted to include a 39% increase "in pedestrian traffic on weekdays and a 98% increase on weekday evenings". What was generally considered as an 'empty useless city centre' has been transformed and revitalised into an urban environment that has attracted more local and businesses alike.

⁴² Rics Property Journal: Not just a pretty place by Stuart Croucher. September/October 2013

⁴³ Rics Property Journal: Not just a pretty place by Stuart Croucher. September/October 2013

⁴⁴ Traffic, Transport and Road Safety Associates Ltd Ireland (TTRSA)

⁴⁵ Good for Business Discussion Paper – The benefits of making streets more walking and cycling friendly (Heart Foundation 2011)

⁴⁶ The Pedestrian Pound. The Business Case for Better Streets and Places. Livingstreets.org.au

⁴⁷ Good for Business Discussion Paper – The benefits of making streets more walking and cycling friendly (Heart Foundation 2011)

A report prepared by Gehl Architects in 2006⁴⁸ notes the revitalisation of the City clearly illustrates that places well designed to be people-friendly attract people and public life will follow.

Figure 10 - Manly2015 Masterplan vision for pedestrianisation



Source: dailytelegraph.com.au

6.2 THE IMPORTANCE OF PROACTIVE ACTION

As outlined in Chapter 4, there is substantial forecast growth in retail expenditure in Manly suburb and Manly LGA over the next 18 years. However there are no new planned centres in the LGA reinforcing the importance of Manly Town Centre as the key centre in the LGA's hierarchy to meet the needs of locals. To maintain this role, our research and industry experiences points to the importance of proactively improving and enhancing so as to not only maintain but gain market share from competing centres.

As discussed in this Chapter, the overall character of the physical environment plays a critical role in where people choose to shop, relax and entertain themselves. Locals and visitors will be attracted to a place where they feel comfortable, enjoy a location in which they wish to favourably identify themselves with. It is with this respect that Manly Town Centre may find an advantage over its competitors whereby its 'village' and 'open' atmosphere is promoted as a merit and part of a positive shopping / dining / entertaining experience. The revitalisation of Manly Town Centre as envisaged in Manly2015 will create an alternative to the Corso for 'locals' to enjoy.

Despite this potential advantage, there is a general consensus amongst businesses and 'locals' that the physical environment within Manly's Town Centre is lacking in a number of ways and is in need of revitalisation. As examples, many respondents during the consultation stage of the Manly2015 Masterplan raised concerns regarding issues surrounding public safety, poor street lighting, vandalism, inadequate public domain and poor urban design.

⁴⁸ Hayter JA: Places for People 2004: Melbourne, Australia, Melbourne, Gehl Architects, 2006.

In this regard it is commonly recognised in the industry that shopping environments generally have a 7 year life after which time a significant refurbishment will be required to keep a fresh and inviting atmosphere for shoppers. With the exception of The Corso, Manly's Town Centre has not had a substantial co-ordinated physical overhaul of its Town Centre for many years.

In comparison to the Oxford Street Case Study discussed below, the Centro Shopping area at Warriewood is planning to invest \$36m to expand the existing shopping centre⁴⁹. The proposed redevelopment and revitalisation of the centre proposes an increase in additional retail floor space of over 8,000sqm. The additional retail offer would include a department store, speciality shops and three additional levels of car parking facilities.

Warringah Council has also exhibited a draft Masterplan for the revitalisation of Dee Why Town Centre. The Masterplan aims to make Dee Why the 'northern beaches' premier commercial and residential district. The proposed redevelopment of Dee Why Town Centre proposes a new civic centre, outdoor plaza, new library facility, 560 additional car spaces and public domain and urban design enhancements.

The investment in the Centro Shopping Centre and Dee Why Town Centre will enhance the existing retail 'offer' whilst ensuring the long term viability of these Centres. To protect its competitive edge, Manly Town Centre should also seek to invest in its image and appeal.

CASE STUDY: IMPORTANCE OF BEING PROACTIVE - OXFORD STREET PADDINGTON

The importance of a proactive approach to centre revitalisation may be exemplified by experiences in other Centres across Sydney such as Oxford Street. Once a thriving retail shopping strip, Oxford Street, Darlinghurst (located across two LGAs) has experienced considerable retail decline in particular over the last decade. Whilst a number of reasons for this downturn have been cited (i.e. the growth of online shopping, the close proximity of Westfield Bondi Junction etc.) a key concern has related to the lack of proactive action and commitment to revitalise the area by stakeholders.

As a result the strip shopping along Oxford Street is grappling with higher than average vacancy rates. The Property Observer 2013 states that nearly one in five storefronts along Oxford Street are currently vacant. Furthermore, the article above suggests that 35 out of 198 storefronts on the north side of Paddington's Oxford Street shopping strip (between Barcom Street and Jersey Road) are empty. Real Estate Agents suggest that there are considerably more vacant premises at the Darlinghurst Road end of Oxford Street (Victoria Street to College Street).

Due to the decline of the retail shopping strip and lack of commitment from both Councils, landowners are no longer willing to invest in Oxford Street. This is demonstrated by a decline in street property values which have halved since 2007 and average annual rents which have fallen from \$171,000 to about \$113,000.



Source: A shopping nightmare on Oxford St amongst the vacant shops, Sydney Morning Herald (2012).

⁴⁹ Manly Daily 18 October 2013

6.3 THE BENEFITS OF 'BUY LOCAL' AND CREATING A 'SENSE OF PLACE'

The Manly2015 Masterplan aims to broaden the appeal of Manly for 'locals' by introducing new shops, facilities and services that better cater for the needs of local residents. As discussed in Chapter 4, only 23% of businesses within Manly are geared to service the needs of the local community.

For the purposes of this Study, the concept of 'buy local' is broadly defined as ensuring adequate provision of goods, services and facilities that are geared towards servicing the needs of 'local's rather than the needs of tourists.

There are a number of reasons why buying locally benefits local residents as well as local businesses:

- Buying local creates vibrant town centres, links neighbours and creates networks of local businesses with good relationships;
- Buying local maintains local character and prosperity in the locality;
- Buying locally keeps monies in the local economy and creates and keeps more jobs in the community;
- Creating a vibrant local economy within a town centre like Manly leads to more sustainable communities where businesses are within walking distance to other businesses and to residential areas; and
- Increases the opportunities for 'locals' to walk and cycle to obtain good and services in Manly.

There are a number of factors to ensure 'locals' buy in Manly's Town Centre. Of particular importance is to encourage local convenience retailing which encourages daily shopping trips and may include such store types as bakeries, newsagents, butchers, pharmacies and small grocery / convenience stores.

The pedestrian survey undertaken for this Study (refer Appendix 1) identified that almost 40% of all those surveyed were visiting for leisure⁵⁰. This is a very significant component of total visitors to the Centre that can potentially be leveraged off in order to increase local retailing provision within the Manly Town Centre.

In addition to convenience retailing, the provision of community facilities such as medical and community centres, libraries etc. would help to encourage local trips into the Town Centre. Ideally, further community and social facilities provided as part of the Town Centre would lead to dual-purpose trips that include local shopping.

As a final consideration, capitalising on the 39% of respondents visiting the Town Centre for leisure would help to increase the proportion of local retailing and enhance the 'buy local' theme.

Creating a local economy that focuses on the 'buy local' theme will enhance a strong 'sense of place' for locals in Manly. Manly2015 aims to make the suburb of Manly more attractive, interesting, comfortable and safe for locals to enjoy. The overall objective is to create an urban environment whereby local residents, workers, shoppers, and visitors choose to spend more of their time and in turn discretionary spend within Manly Town Centre.

⁵⁰ Hill PDA (2013)

6.4 ECONOMIC BENEFITS OF ADDITIONAL CAR PARKING BENEATH MANLY OVAL

A review of the research identifies challenges associated with directly translating the benefits of amenity improvements within a town centre into a dollar figure. For the purposes of this Study we have however sought to conservatively estimate what benefit a net increase in car parking could have to visitors and retail trade within Manly Centre. Based on our visitor survey (please refer to Appendix 1), it is understood that parking constraints are a perceived barrier to visitors in Manly. Accordingly it may be argued that an improvement in provision would also attract a greater number of visitors and more specifically locals to the area.

To calculate this benefit we have prepared an economic model based upon;

- The net increase in car parking spaces resulting from the proposed 800 space car park beneath Manly Oval as part of the Masterplan;
- Information gained through our visitor survey regarding visitor spend;
- Estimates of car park utilisation; and
- Average number of people per car.

On the basis of these factors and the net increase in visitors likely to the Centre, we forecast that an additional \$15m⁵¹ of retail expenditure could be gained by the Centre. Over a 20 year period this could lead to an increase of close to \$300m in \$2013 dollars.

It is likely that much of this additional expenditure would be gained from local residents and the continued use of the Centre as a place of leisure lifestyle and convenience shopping. In addition to these benefits from local residents, it may not be unreasonable to assume that the Centre would benefit from an increase in the number of domestic visitors and international tourists on account of its improved visual and amenity appeal. This growth is likely to increase the potential quantum of expenditure that would be gained by the Centre and its local businesses.

⁵¹ Hill PDA, Manly2015, Manly Council, Bureau of Transport Statistics 2013.

KEY FINDINGS / SUMMARY

In summary, the Manly2015 Masterplan takes a proactive approach that seeks to maintain Manly's competitive edge as the key centre within the Manly LGA. This Study finds there are a number of notable economic benefits to be gained from the future revitalisation of Manly Town Centre as envisaged in Manly2015.

The study identifies two key elements that were likely to contribute to the economic benefits of the Manly2015 Masterplan, being the proposed net increase in car parking and the potential mixed use redevelopment of the existing Whistler Street Car Park and associated sites to enable the creation of the Village Centre. The study found the following:

- The net increase in car parking spaces (in particular beneath the Manly Oval) could attract an additional \$15m of retail expenditure per annum to the Centre to the benefit of existing businesses. Over a 20 year period this could lead to an increase of close to \$300m in 2013 dollars;
- The redevelopment of the Whistler Street Car Park and other sites in the vicinity could generate the potential for:
 - Over 50 new residential dwellings for locals generating an additional \$1.6m in retail expenditure per annum;
 - Close to \$15m of construction work leading to the generation of 42 job years;
 - An increase in demand for local goods (in the order of \$120,000 per annum) from construction workers;
 - The provision of additional ground floor retail which could also provide opportunities for new businesses and a complementary mix of food retailers and services geared towards locals;
 - Once fully developed, these retail and commercial facilities could generate in the order of 110 operational jobs that in turn would generate an expected additional \$290,000 annually in retail expenditure; and
 - Finally, the mixed used redevelopment of key sites within Whistler Street could generate approximately \$15m in additional investment to the economy and an additional \$34m in production and consumption induced multipliers.

ATTACHMENT 2

Corporate Services Division Report No. 1.DOC - KPMG Due Diligence Report on the Manly
Oval Carpark
HILLPDA Study - Manly Economic Assessment - Final 20131202 .pdf

Manly2015 Masterplan Economic Assessment

Appendix 1 - MANLY PEDESTRIAN SURVEY RESULTS

Overview

Hill PDA has undertaken a pedestrian survey to inform the Manly Business Impact Assessment Report which is currently being prepared.

The Manly Pedestrian Survey comprised 10 questions and was undertaken by members of the Hill PDA team on the following days / times:

- 11 September 2013 between 10am-3pm;
- 12 September 2013 between 4pm-8pm; and
- 14 September 2013 between 10am-2pm.

The surveys were undertaken at 5 geographical locations (refer figure 1) and the number of surveys completed at each location is summarised as follows: 32% in the Corso, 21% on corner of Sydney Road and Belgrave Street, 20% in Wentworth Street, 14% in Raglan Street and 14% on the corner of Whistler and Belgrave Streets, Manly (refer figure 2).

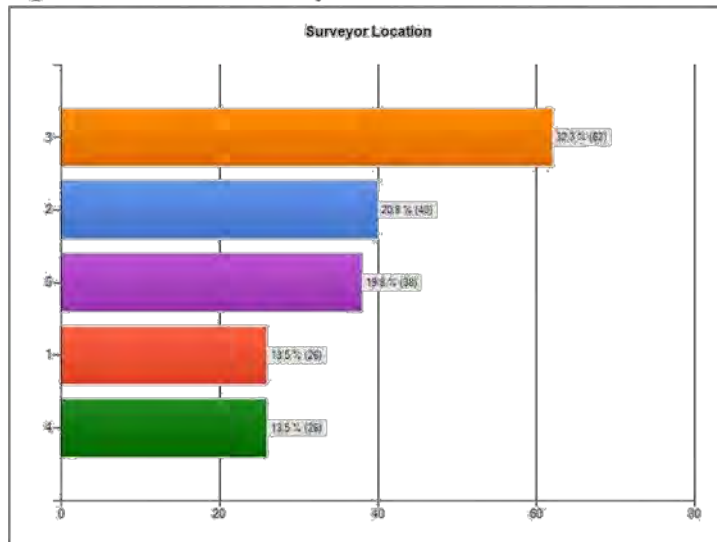
A total of 192 surveys were complete and the results for each question are summarised below.

Figure 11 - Survey locations



1	Raglan Street
2	Cnr Sydney Road and Belgrave Street
3	The Corso
4	Whistler Street and Belgrave Street
5	Wentworth Street

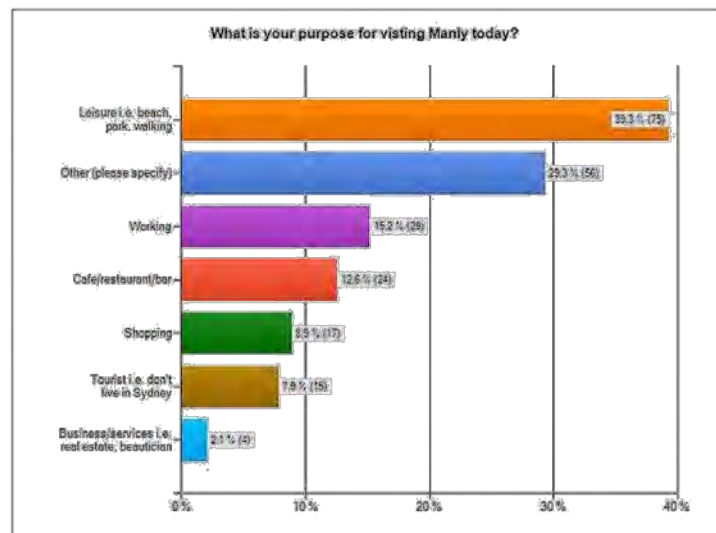
Figure 12 - Number Of Surveys' Undertaken At Each Location



Questions / Results

Question 1: What is your purpose for visiting Manly today?

The survey results demonstrate that the top three reasons for visiting Manly were as follows: Leisure (39%), Other (29%) and Working (15%). The majority of respondents who answered "other" were local residents who advised their main reason for being in Manly was to access local services and facilities.



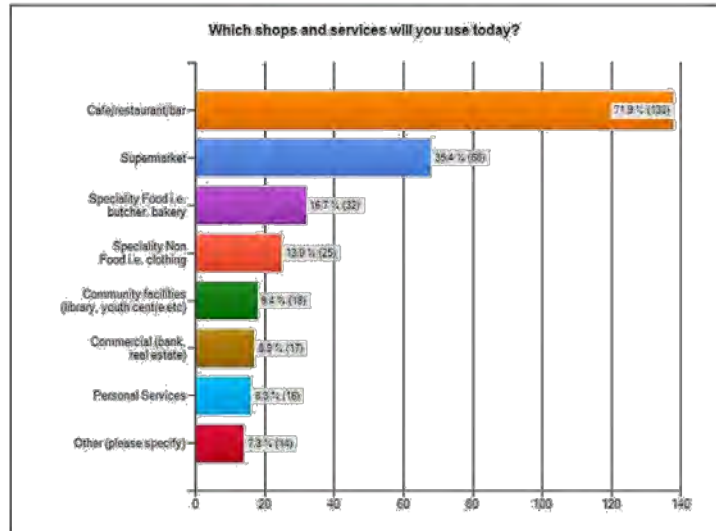
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Manly2015 Masterplan Economic Assessment

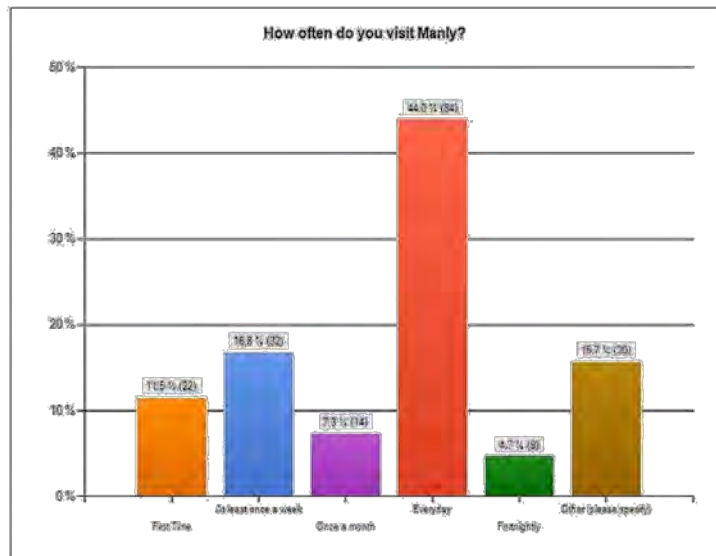
Question 2: Which shops and services will you use today?

Survey respondents advised the main three shops/services they were likely to use were: Café/restaurant/bar (72%), Supermarket (35%) and Speciality Food (17%).



Question 3: How often do you visit Manly?

The majority of survey respondents advised they visited Manly "Everyday" (44%). Survey respondents also advised they frequent Manly "At least once a week" (17%) and "Other" (16%). There were a range of responses provided by those who nominated "Other" including: 2-3 times a week, once a year and every two months.

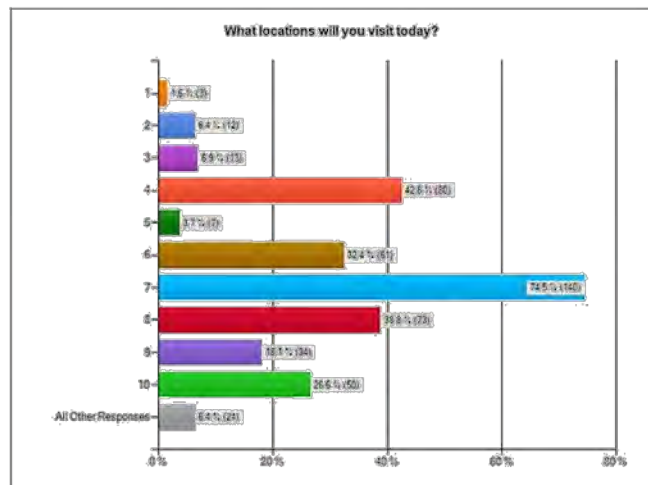


Question 4: What locations will you visit today?

Survey respondents were most likely to visit the following locations (refer diagram 3 below):

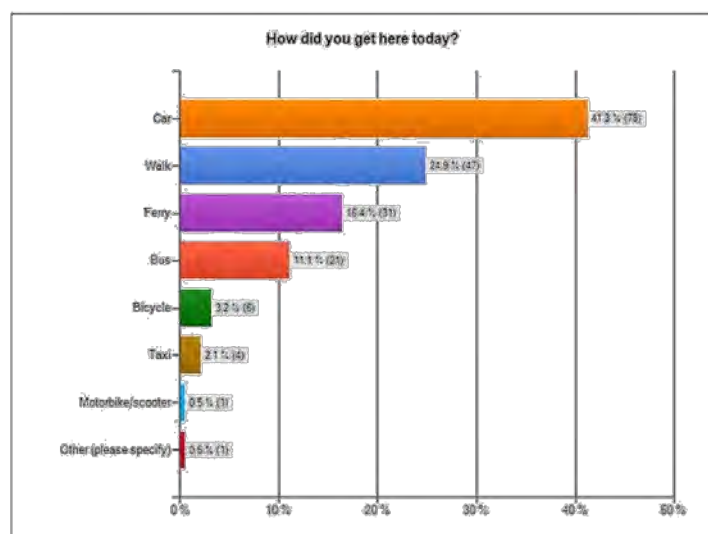
- Location 7: The Corso (75%);
- Location 4: Beach Front (44%); and
- Location 8: Wentworth Street and Beach Front (39%).

Figure 13 - Locations within Manly



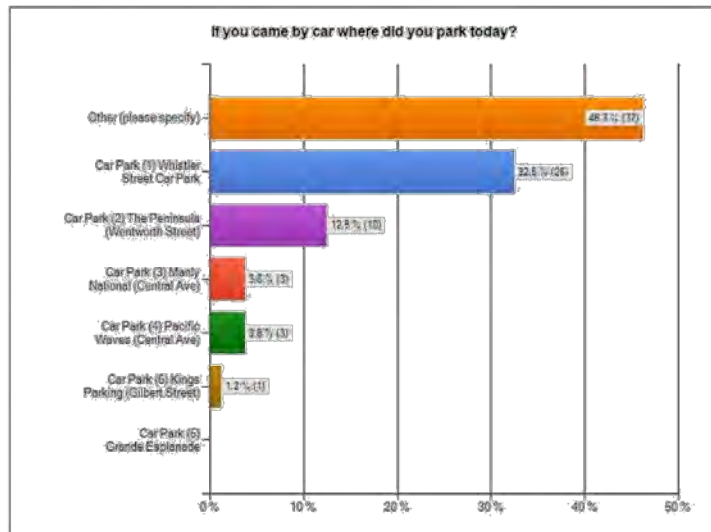
Question 5: How did you get here today?

The survey results demonstrate the largest single portion of people drove to Manly (41%). The other modes of transport used to arrive at Manly were Walking (25%), Ferry (16%) and Bus (11%).



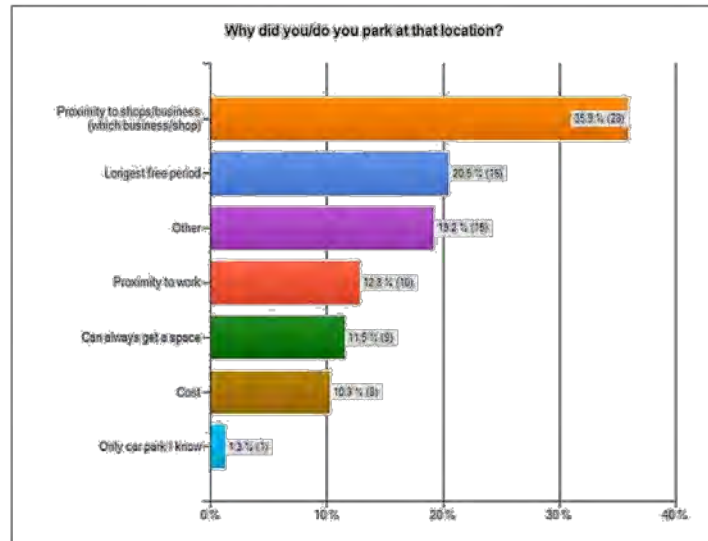
Question 6: If you came by car where did you park today?

The majority of people interviewed responded "Other" (46%), i.e. all respondents advised that they had parked in the street in close proximity to their destination. Of those who arrived in Manly by car, the majority of survey respondents parked in the Whistler Street Car Park (32%). The Wentworth Street Car Park was also nominated as a car park utilised by survey participants (12%).



Question 7: Why did you/do you park at that location?

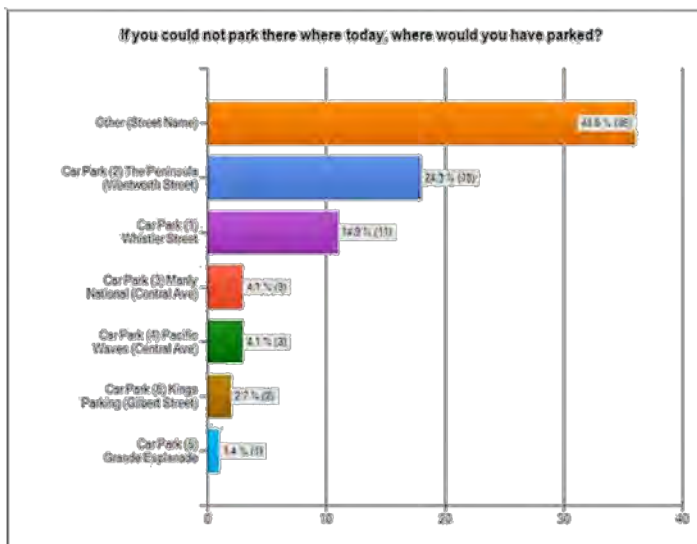
The survey results suggest that the majority of survey participants chose their parking destination based on the proximity to shops/businesses (36%), longest free period (21%), other (19%) and proximity to work (13%). Of those who stated "other" as their response, they gave reasons such as "where they found a spot", "live nearby" or "close to beach".



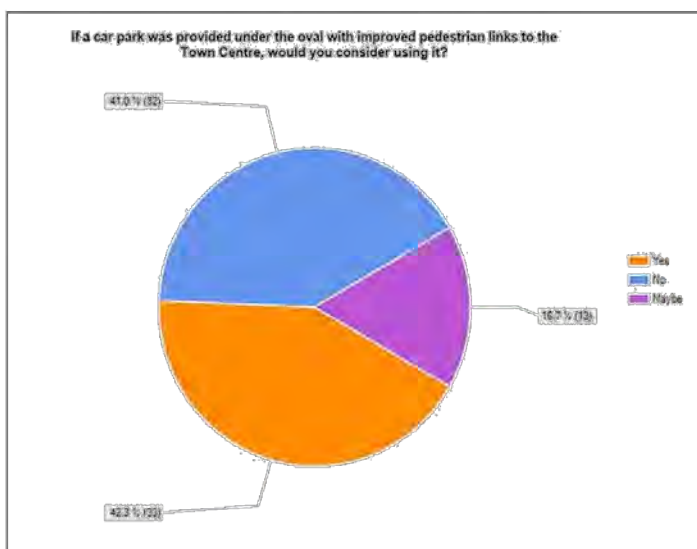
Manly 2015 Masterplan Economic Assessment

Question 8: If you could not park there today where would you have parked?

Survey respondents stated that if they were not able to find a parking spot in their preferred location, they would have parked at the following locations: "Other" (i.e. Street parking) (49%), Car Park 2- Wentworth Street Car Park (24%) and Car Park 1 – Whistler Street (15%).

**Question 9: If a car park was provided under the oval with improved pedestrian links to the Town Centre, would you consider using it?**

Of the survey participants who drove to Manly, 42% said they would utilise the proposed car park under the oval, 41% said they would not use the car park under the oval and 17% stated they might use the proposed car park.



10. Do you have any other comments/observations regarding the parking in Manly?

A number of respondents made comment/s relating to this question. Whilst not an exhaustive list, some of the comments were similar in nature and a sample of overall comments are listed below:

- It is difficult to park in Manly especially all day;
- There are not enough parking spots;
- When we have visitors they struggle to find parking;
- Parking is terrible, it is detrimental to everyone;
- Parking should be free rather than paying for it;
- Two hours free parking is good. Free parking should be a selling point;
- Please do not ruin our oval;
- The proposed car park would be too far to walk;
- Short term parking is not convenient if working in Manly;
- More parking in Manly is needed;
- Don't agree with the car park under the oval;
- Came to Manly with my disabled son and the Whistler Street Car Park is very convenient;
- Elderly people won't walk that far (from proposed car park);
- Always easy to park at the Whistler Street Car Park;
- The proposed car park is too far and parking in Manly is difficult. If the Whistler Street Car Park is removed the shops nearby will lose business; and
- Every residential building should have underground car parking with at least two spots per apartment.

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MANLY OVAL CAR PARK DEMAND FORECASTING STUDY



FOR

MANLY COUNCIL

BITZIOS
consulting

Gold Coast
Suite 26, 58 Riverwalk Avenue
Robina QLD 4226
P: (07) 5562 5377
E: admin@bitziosconsulting.com.au

Brisbane
Level 2, 428 Upper Edward Street
Spring Hill QLD 4000
P: (07) 3831 4442
E: admin@bitziosconsulting.com.au

Sydney
Studio 203, 3 Gladstone Street
Newtown NSW 2042
P: (02) 9557 6202

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ATTACHMENT 3

Corporate Services Division Report No. 1.DOC - KPMG Due Diligence Report on the Manly Oval Carpark BITZIOS P1425 001R Manly Oval Car Park Demand Forecasting Study.pdf

Demand Forecasting Study



DOCUMENT CONTROL SHEET

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Demand Forecasting Study

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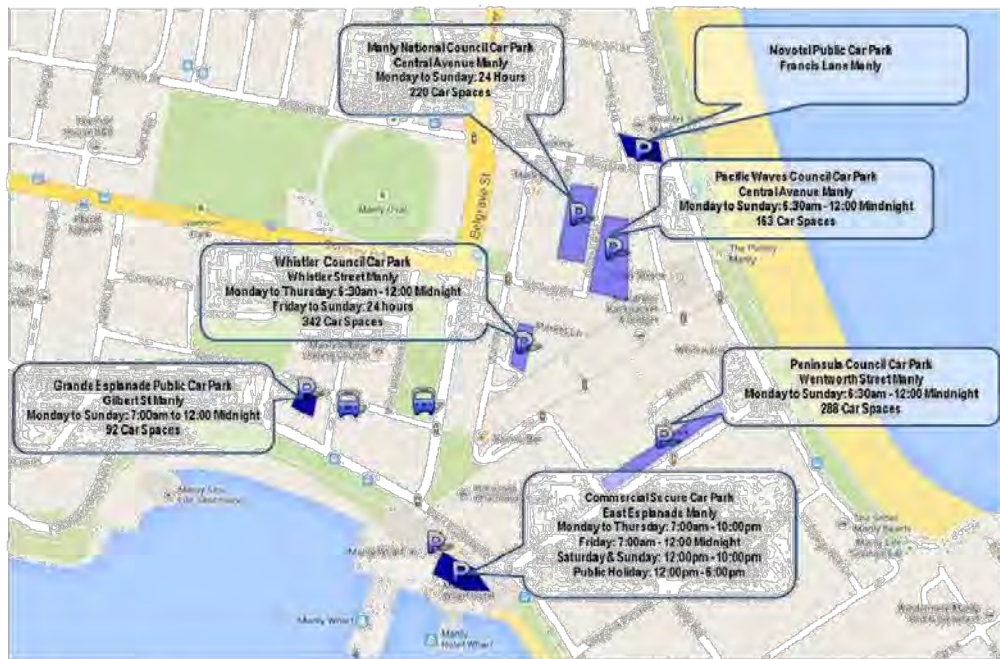
1. INTRODUCTION

1.1 BACKGROUND

As part of the *Manly 2015 Masterplan*, Manly City Council proposes to demolish the existing Whistler Street car park and construct a new 800 space car park beneath Manly Oval.

Bitzios Consulting has been commissioned by Council to estimate forecast parking demands using detailed survey data in order to verify parking demand assumptions previously used in the feasibility report entitled *Financial and Commercial Review of Manly 2015 Car Park and Town Centre Proposals*.

Existing car parks in and around the Manly CBD are shown in Figure 1.1.



Source: Google Maps

Figure 1.1: Manly CBD Existing Car Parks

The project involved interview surveys with car park users with a view to developing a parking cost/time elasticity model in order to test a range of parking scenarios at the proposed Manly Oval car park. A base year of 2013 was adopted along with a demand forecast horizon of 2033.

1.2 SCOPE

The scope of work for this study included:

- undertaking a Manly CBD parking preference survey (via customer interviews);
- analysis of existing usage data from a number of off street car parks in the CBD;
- creation of a time/cost parking elasticity model (choice model);
- Manly Oval car park parking demand forecasting using the parking model; and
- parking scenario analysis based on modifying time and cost assumptions.

2. INTERCEPT SURVEYS

2.1 QUESTIONNAIRE DESIGN

Parking usage characteristics and parking preference surveys were undertaken by Traffic Data and Control (TDC) on Thursday 10th of October, 2013 and on Saturday 12th of October, 2013. The two-page questionnaire consisted of two sections. The first section included general questions to identify parking usage characteristics such as location of residence, customer type ('early bird', resident card), trip destination in the CBD, trip purpose, duration of stay, etc.

The second part of the questionnaire involved a preference survey identifying which car park customers would use when Whistler Council car park was demolished, testing parking price and walk time elasticities and importance of adequate signage and search time to find an empty parking space on car park choice. The survey questionnaire form has been included in Appendix A. The preference survey randomly selected parking costs and times to identify parking location choices under various scenarios. These "games" are often used in developing choice models under consumer choice theory.

2.2 IMPLEMENTATION

The survey methodology involved intercepting car park customers on their way back to their parked car at one or more of the pedestrian access points to three of the four off street Council car parks in the CBD (Whistler Street, Manly National, and Pacific Waves). The interviews were conducted from 7am to 9pm on both survey days, while each individual interview lasted approximately 1-2 minutes.

2.3 GENERAL RESULTS

A total of 287 interviews were completed on the Thursday and 417 interviews on the Saturday. The parking survey data provided a range of information required for parking demand forecasting and establishing the cost/time elasticity model. In addition to the surveyed information, duration of stay and occupancy data was made available for each of the Council car parks and this was used for expanding the survey sample to the total parking "population".

Figure 2.1 below indicates that only 28% of car park customers on a Thursday and 15% on a Saturday are Manly Council residents.

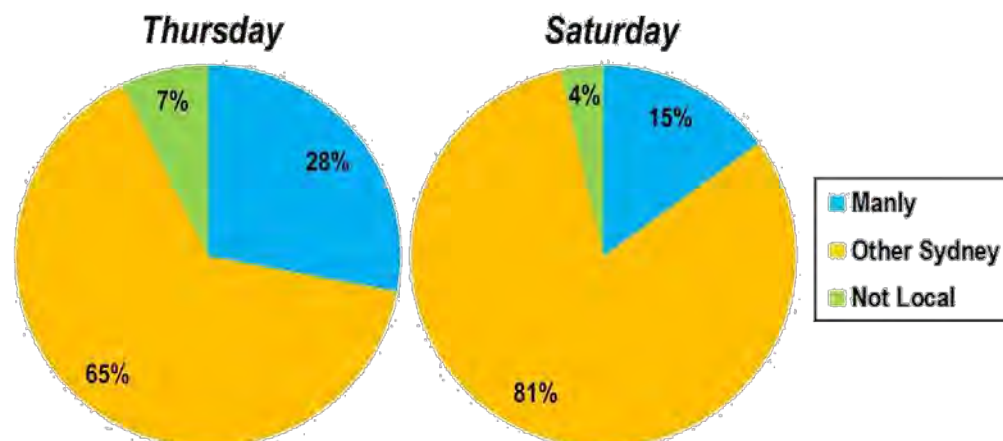


Figure 2.1: Car Park Customer Place of Residence

The survey results also indicate that approximately 30% of Manly residents who responded own a resident card for parking. Only 5.9% of all parkers interviewed take advantage of the "early bird" offer. Also, the proportion of prepaid account users was 8.4% on Thursday and only 3.1% on Saturday.

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Figure 2.2 below shows that typical walking distance from the car park to the final destination is generally up to 400m. Customers were willing to walk a longer distance between the car park and their destination in the CBD on the Saturday with 20% of respondents walking over 400m, compared to only 7% on the Thursday.

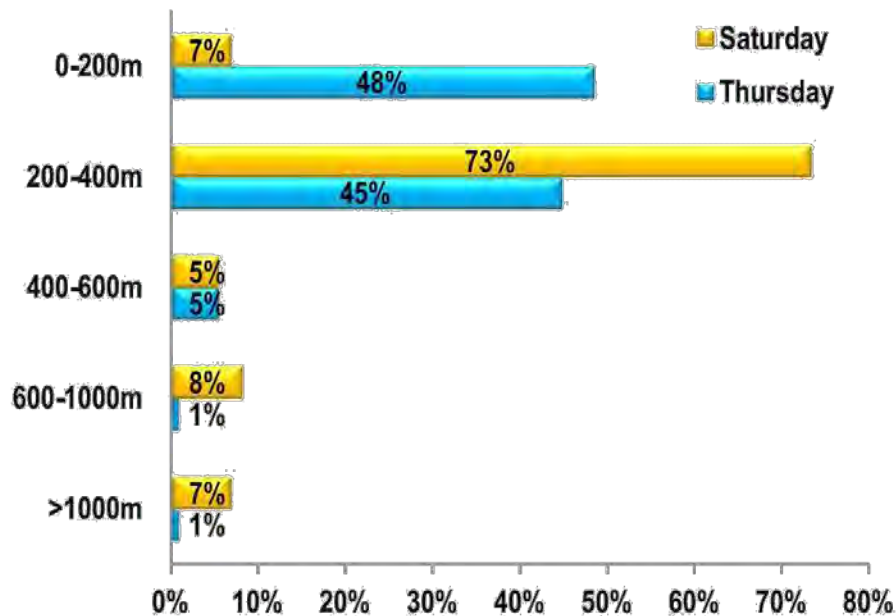


Figure 2.2: Average Walking Distance between Car Park and Destination

As can be seen from Figure 2.3 below, the majority of the customers currently do not pay for parking (85% on Thursday and 74% on Saturday). Only 7% of customers use long-term parking (5+ hours), paying the maximum parking fee of \$33.

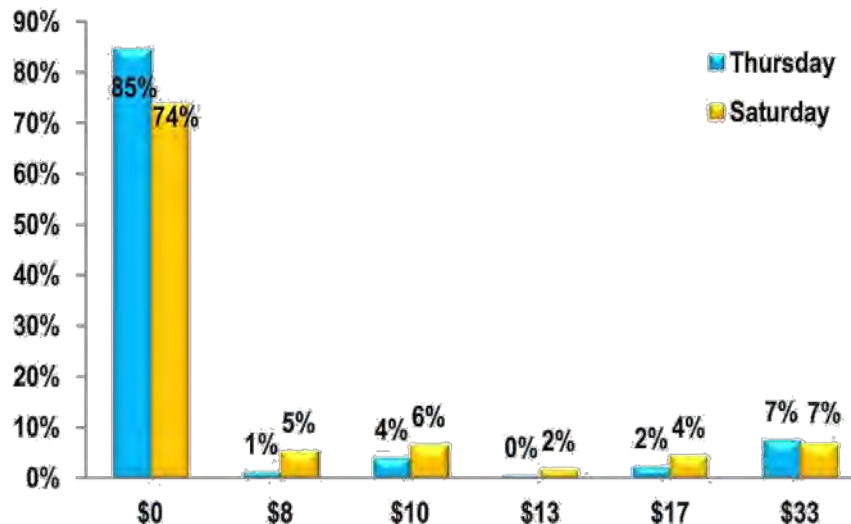


Figure 2.3: Amount Paid for Parking

Figure 2.4 provides a trip purpose comparison between the Thursday and the Saturday surveyed. As expected, there is a larger proportion of personal business trips during the week and more recreation-based trips on the Saturday.

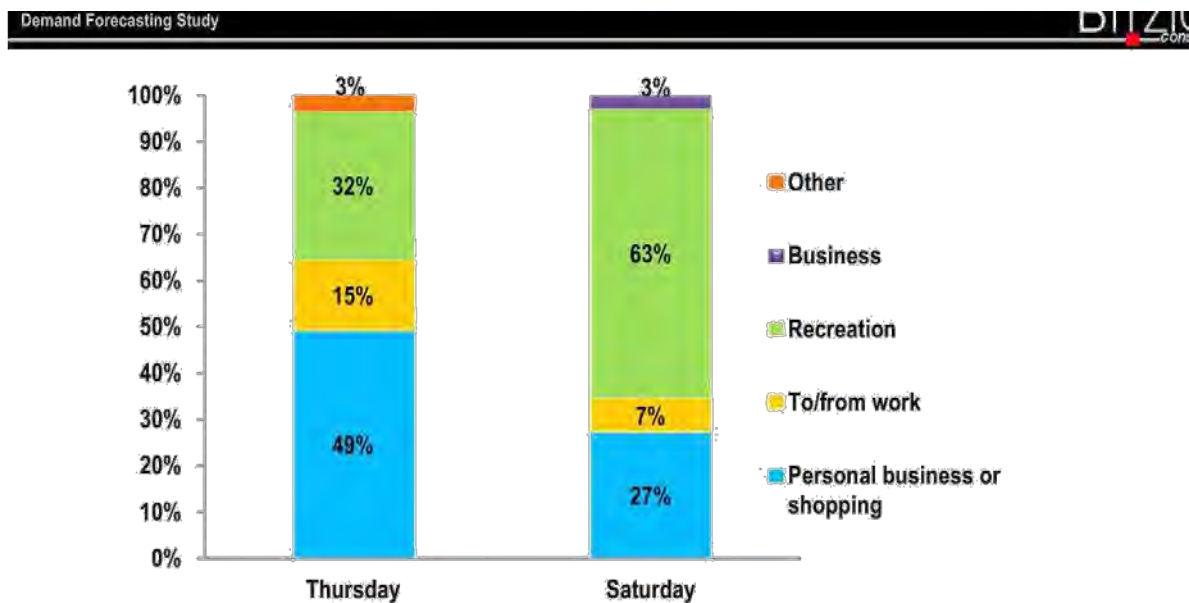


Figure 2.4: Trip Purpose

The parking survey results suggest that the majority of respondents park in Manly CBD at least once per week, while 29% of Thursday's respondents and 16% of Saturday's respondents park there at least four times a week.

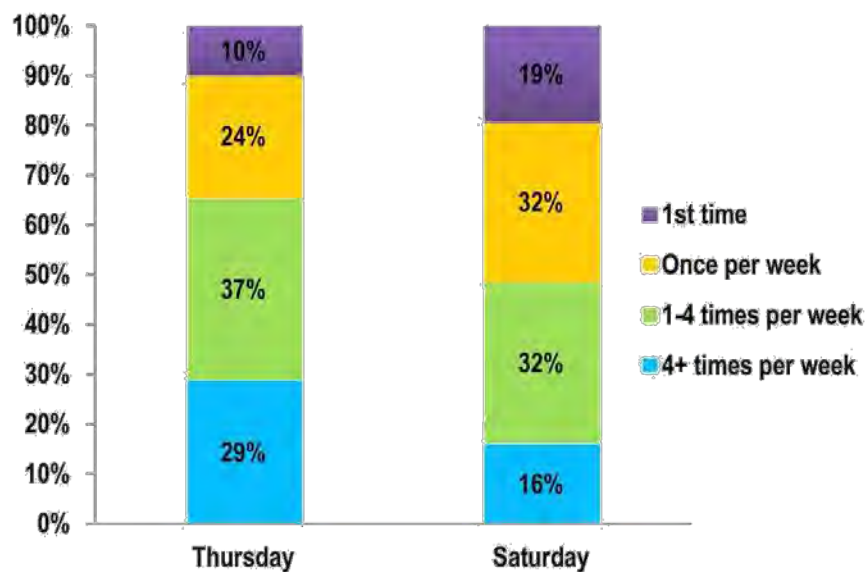


Figure 2.5: Parking Frequency in Manly CBD

Average parking cost by parking duration has been provided in Figure 2.6. A large proportion of residents appear to take up the opportunity for parking for free for up to two hours. The average value paid for parking was generally lower on the Thursday compared to the Saturday partly due to the provision of 'early-bird' parking during the week.

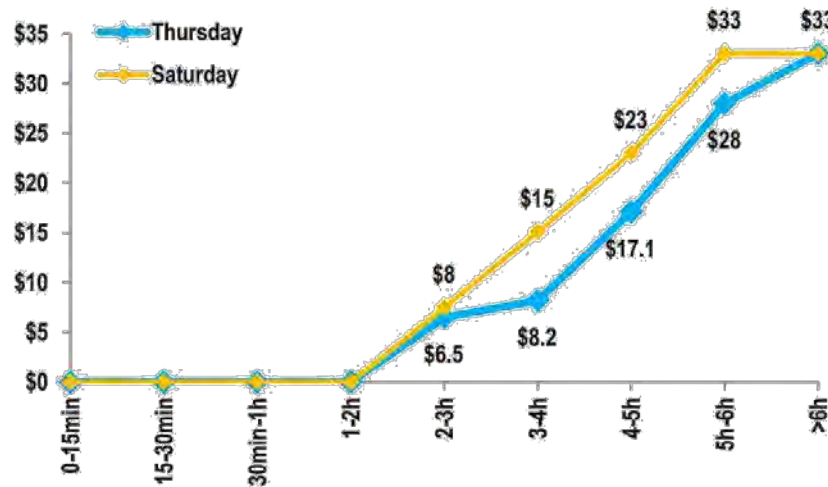


Figure 2.6: Parking Cost and Duration

Figure 2.7 below indicates that the average parking cost increases proportionally with walking distance, indicating that long-stay parkers (who pay more for parking) are less sensitive to walking distance compared to "drop-in" customers. This is expected as the incremental walking time, as a proportion of the entire trip time is far less for an all day trip.

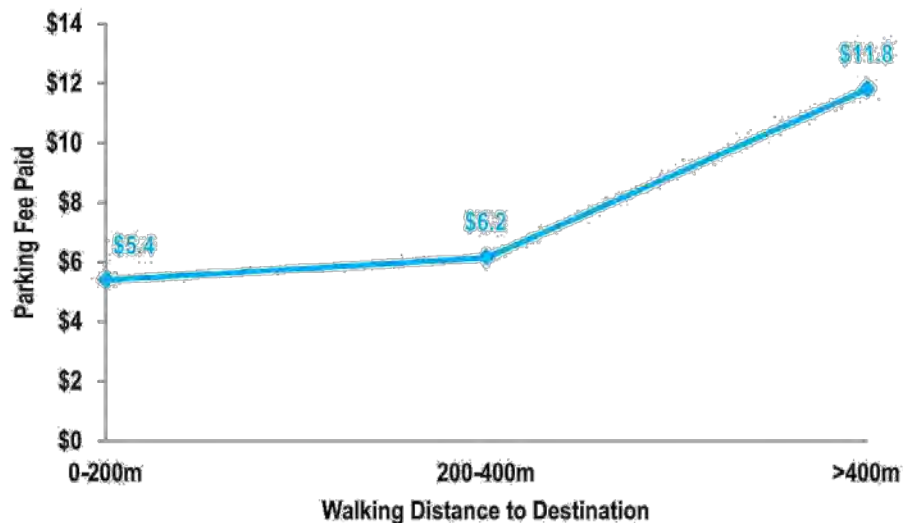


Figure 2.7: Average Parking Cost and Walking Distance

One of the survey questions specifically asked respondents what they would do once the Whistler Street car park was demolished and the Manly Oval car park was constructed. This question was posed for existing Whistler Street car park users as well as users of Manly National and Pacific Waves car parks. Firstly, the proportion of car park customers who said that they would divert from the Whistler Street car park was identified as shown in Figure 2.8 below.

The survey results suggest that 26% of the Whistler Street car park's customers stated that they would move to the proposed Manly Oval car park once the Whistler Street facility was demolished.



Figure 2.8: Whistler Car Park Customers Expected Diversion to Attractions

The results in Figure 2.8 need to be considered in the context that respondents may not recognise the influences of parking capacity and delays at Pacific Waves, Peninsula and Manly National Car parks would have on their car park choice once many parkers try and divert from Whistler to these alternative facilities. That is, a parking time/cost elasticity model provides a better indication of likely diversion to Whistler Street car park based on parking capacity and delay considerations as well.

Only 5% of customers at the Pacific Waves car park stated that they would divert to the proposed Manly Oval car park whereas 83% would continue using the Pacific Waves car park. It is important to note that these respondents would be assuming the same level of capacity/ease of finding a space at Pacific Waves as currently exists. The survey also indicates that 33% of customers at the Manly National car park would be expected to divert to the proposed Manly Oval car park whereas 56% would continue using the Manly National car park. Again, these results are on the basis that respondents presume the same level of service at the alternative car parks as they are currently used to, which is unlikely to be the case with more demand at these facilities when they are already approaching capacity.

3. PARKING MODEL DEVELOPMENT

3.1 SOFTWARE

Gretl (*Gnu Regression, Econometrics and Time-series Library*) open-source statistical analysis software package was used for developing the parking cost/time elasticity model (or parking choice model). Gretl software is mainly used for econometric analysis. With its easy to use intuitive interface, it enables a wide variety of estimations, time series methods and limited dependent variables including logit, probit, and interval regression.

3.2 TESTING MULTINOMIAL VERSUS BINOMIAL CHOICE

Initially, the multinomial logit estimation was used for establishing the model; essentially as a choice between Manly Oval and each of the alternative car parks. The logarithmic regression attempted to estimate parameters for walk time, parking cost, search time and signage for each of the four parking options.

When running the multi-nominal regression, the parking preference data was found to be heavily correlated between the alternative sites, resulting in poor models and some parameters moving in counter-intuitive directions. In addition, the presence of signage did not appear to be a significant variable.

Due to these issues, a binomial logit model formulation was tested with only time and cost variables, as discussed below.

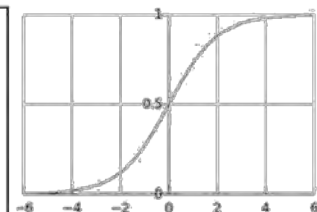
3.3 BINOMIAL MODEL EVALUATION

The binomial model compares Manly Oval car park and the "best option of the rest of the car parks in the choice set" (Manly National, Peninsula and Pacific Waves) considering parking cost, walk time and search time. The binomial choice model, also known as the choice "S" curve is of the form:

$$\% \text{ using Manly Oval} = \frac{e^{-(\text{generalised cost of the alternative})}}{e^{-(\text{generalised cost of the alternative})} + e^{-(\text{generalised cost of Manly Oval})}}$$

Or, represented as (where Manly Oval = 2 and alternative = 1):

$$\% \text{ using Manly Oval} = \frac{1}{e^{(a \times \text{cost1} - b \times \text{cost2} + c \times \text{time1} - d \times \text{time2} + \text{etc...})}}$$



Using the above formulation, the exponent was regressed in Gretl with the following form:

$$M = c \cdot u + w_{\text{Manly}} \cdot v + c \cdot x + w_{\text{BestAlt}} \cdot y + s_{\text{BestAlt}} \cdot z, \text{ where}$$

- c - parking cost;
- u - Manly Oval car park cost coefficient (GRETl model output);
- w_{Manly} - walking time from Manly Oval car park to destination;
- x - best alternative's cost coefficient (GRETl model output);
- y - best alternative's walk time coefficient (GRETl model output);
- s - best alternative's search time; and
- z - best alternative's search time coefficient (GRETl model output).

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Table 3.1 below provides the coefficient used in the parking model for both Thursday and Saturday.

Table 3.1: Coefficients from GRETl Model

Day	Cost_Manly	Walk_Manly	Cost_BestAlt	Walk_BestAlt	Search_BestAlt
Thursday	0.0320068	0.0153434	-0.0769681	-0.027497	-0.0229678
Saturday	0.0320068	0.0153434	-0.0769681	-0.027497	-0.0229678

3.4 PARKING MARKET SEGMENTATION

The parking market was segmented to five categories as follows:

- free parking with resident card;
- free parking without resident card;
- paid for parking \$1-\$15;
- paid for parking \$15-\$30; and
- paid for parking over \$30.

The data was split between free and paid parking, whereas paid parking was also split to three categories based on the parking cost. Without any segmentation, the model would simply be input into the average parking fee paid, which would reduce the sensitivity of the results.

The proportion of each market segment was determined from the survey data, along with the segments average parking fee paid and this data was used in the parking model application.

3.5 PARKING MODEL APPLICATION AND SCENARIOS

3.5.1 Scenarios

The binomial logit model was used for testing three parking model scenarios as follows:

- **High Scenario**
 - 10 minute congestion to access other car parks (i.e. not Manly Oval);
 - 220 on-street parking bays removed from the Manly CBD; and
 - 20% discount in Manly Oval car park fees;
- **Medium Scenario**
 - 5 minute congestion to access other car parks;
 - 140 on-street parking bays removed from the Manly CBD; and
 - no discount parking at Manly Oval car park;
- **Low Scenario**
 - no congestion to access other car parks;
 - 62 on-street parking bays removed from the Manly CBD; and
 - no discount parking at Manly Oval car park.

3.5.2 Methodology – Direct Demand

The direct demand component of the usage of Manly Oval car park is the proportion of users who would use the facility purely on time and cost comparison reasons, without considering if the alternative car parks were full. The “diversion” methodology below accounts for parking diversions due to capacity being reached.

Each of the five parking market segments was subdivided into eight categories based on Table 3.2 below, resulting in 40 categories (or sets of inputs) for application of the model. The proportion that each category is of the total population was determined from the survey sample.

The *Manly Oval Car Park_Category* and *Best Alternative Car Park_Category* were found by dividing data to three categories based on the average walking distances (i.e. walking distance ranges) from the car park to

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the destination and the *Combined_Code* combined Manly and "Alternative" site's codes to create scenarios to code into the model.

The coefficients found when applying the binomial logit model were used to calculate the split between customers choosing the Manly Oval car park versus an alternative car park in the Manly CBD, for each of the forty categories (8 walk distance categories x 5 price categories) and for each of the three scenarios (low, medium, high).

Table 3.2: Parking Segments Division to Categories

Manly Oval Car Park_Category	Best Alternative Car Park_Category	Combined Code	Count	Proportion
1	1	1_1	36	13%
1	2	1_2	9	3%
2	1	2_1	42	15%
2	2	2_2	22	8%
2	3	2_3	0	0%
3	1	3_1	161	58%
3	2	3_2	3	1%
3	2	3_3	4	1%

The weighted average of forty categories was calculated in order to determine the final percentage split between Manly Oval and the best alternative car park for each scenario.

3.5.3 Diversion Methodology and Assumptions

It was assumed that if one of the four car parks available in the Manly CBD (Manly Oval, Peninsula, Manly National, and Pacific Waves) would reach its capacity, then the parking overflow would be equally split between the other three car parks. If two car parks reach their capacity the overflow is split between the other two that still have free capacity and if Peninsula, Manly National, and Pacific Waves are all full the overflow would divert to Manly Oval car park. This incremental analysis was undertaken in a spreadsheet.

Under the Low Scenario, 62 on-street parking bays were removed. The customers previously using on-street parking were diverted to Manly National and Manly Oval car park assuming a 50/50 split, as these car parks are located the closest to the streets from where the on-street parking was removed from.

A total of 141 on-street parking bays were removed under Medium Scenario and 220 bays under High Scenario. Customers previously using these spaces were diverted to other car parks using the following split assumptions:

- 30% Manly National;
- 30% Pacific Waves;
- 30% Manly Oval; and
- 10% Peninsula.

4. PARKING MODEL RESULTS

4.1 HIGH SCENARIO

4.1.1 2013

Analysis of the parking data suggested that, based on the survey answers in regards people's parking preference assuming Whistler Council car park will be demolished, firstly the Peninsula car park would reach its capacity at 9am and Pacific Waves reaches its capacity at 10am. It has been assumed that one third of the overflow from the Peninsula car park would use both of the two other major car parks in the CBD (Pacific Waves and Manly National) whereas one third would use the proposed Manly Oval car park. The Manly Oval car park maximum occupancy under the High Scenario is expected to be 280 bays on Thursday (the peak being from 10am-2pm) and 341 bays on Saturday, peaking at 2pm, as shown in Figure 4.1 below.

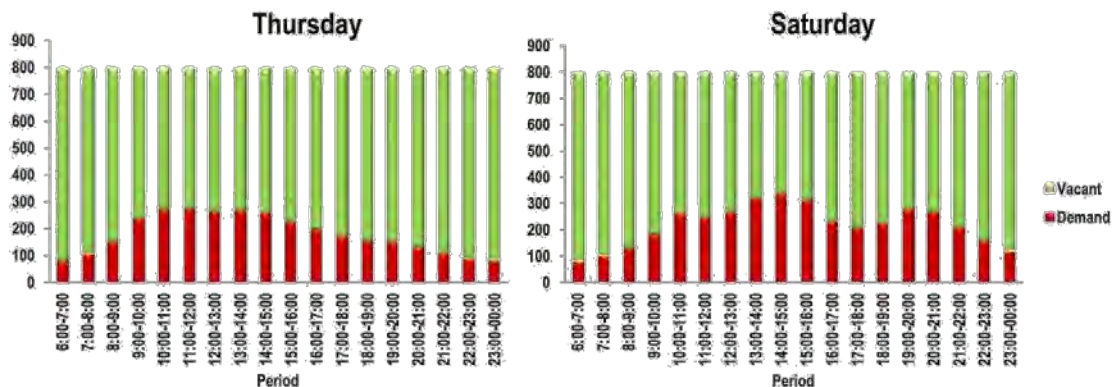


Figure 4.1: Manly Oval Expected Occupancy (2013) – High Scenario

4.1.2 2033

The parking demand forecast for 2033 has been based on the assumption that the current Manly CBD Commercial GFA of 111,124m² would increase by 46,783 m² (42%) to a total of 157,907 m². The same 42% increase was also applied to 2013 parking demand. Figure 4.2 below indicates that maximum forecast occupancy is expected to increase to 618 parking bays on Thursday and 747 on Saturday.

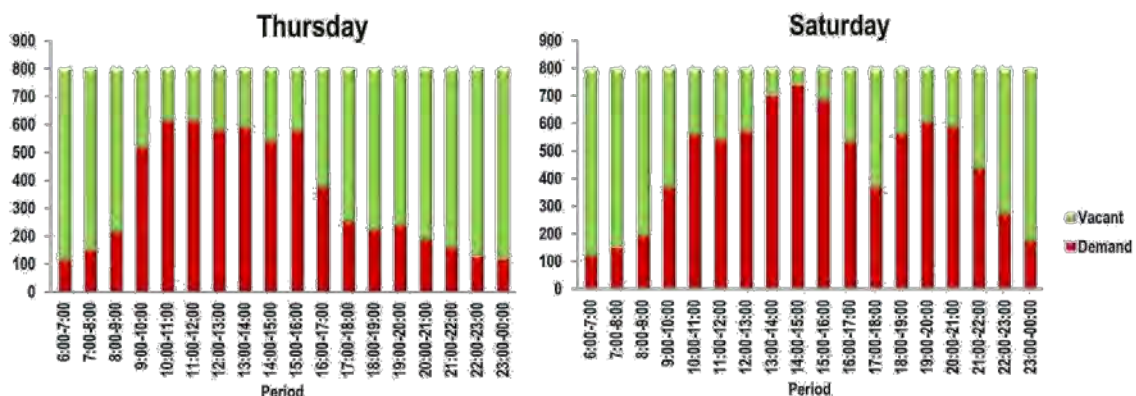


Figure 4.2: Manly Oval Expected Occupancy (2033) – High Scenario

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4.2 MEDIUM SCENARIO

4.2.1 2013

Under the medium scenario, Manly Oval maximum occupancy is expected to be 241 spaces on Thursday and 286 spaces on Saturday. The weekday peak is at 10am and the weekend peak at 2pm (refer to Figure 4.3 below).

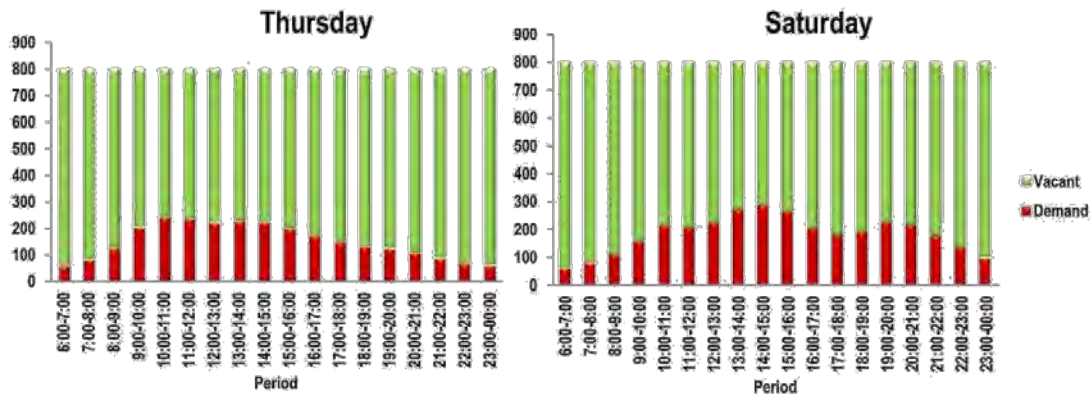


Figure 4.3: Manly Oval Expected Occupancy (2013) – Medium Scenario

4.2.2 2033

Manly Oval peak is expected to occur again at 10am during a typical weekday and at 2pm at the weekend, with maximum usage at 525 and 606 parking spaces, respectively (refer to Figure 4.4).

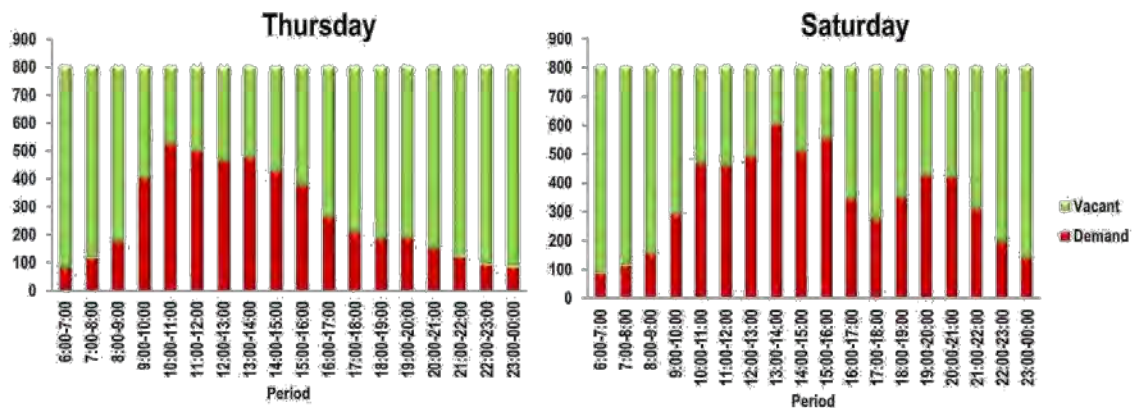


Figure 4.4: Manly Oval Expected Occupancy (2033) – Medium Scenario

4.3 LOW SCENARIO

4.3.1 2013

The Low Scenario, which assumes that there would be no congestion to access other car parks, there would be no discount parking in Manly Oval car park, and only 62 on-street parking bays would be removed from Manly CBD, indicates that a maximum of 178 bays would be used on Thursday and 225 on Saturday, as shown in Figure 4.5 below.

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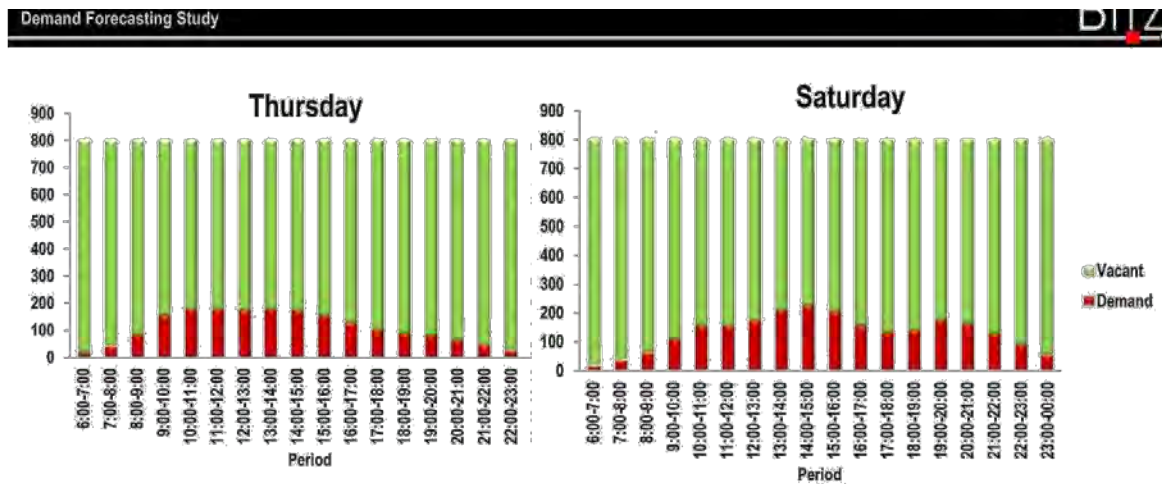


Figure 4.5: Manly Oval Expected Occupancy (2013) – Low Scenario

4.3.2 2033

Year 2033 parking demand prediction suggests that 387 bays would be occupied on a weekday and 498 during a weekend day, as shown in Figure 4.6 below.

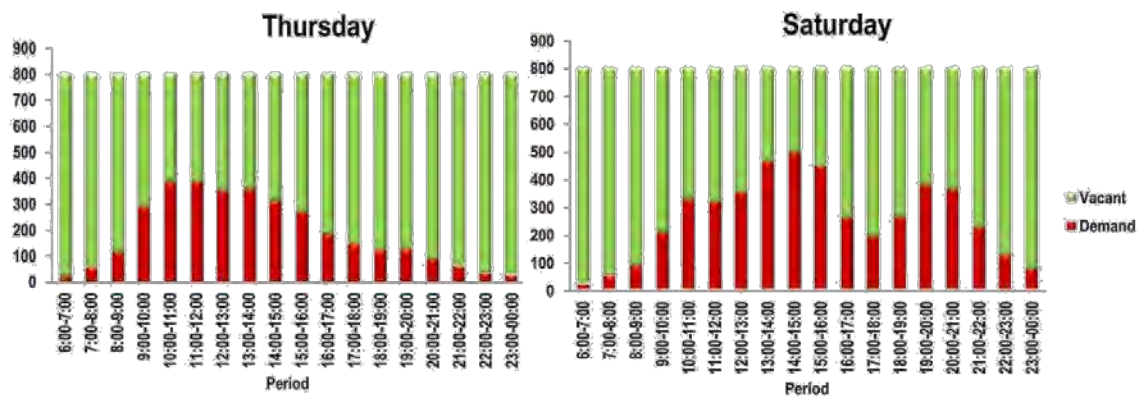


Figure 4.6: Manly Oval Expected Occupancy (2033) – Low Scenario

5. RESULTS SUMMARY

5.1 SCENARIO RESULTS COMPARISON

Figure 5.1 below provides a comparison of maximum parking demand under each scenario on Thursday and Figure 5.4 on Saturday, between 2013 and 2033. It also shows typical daily parking demand profile for both year 2013 and 2033.

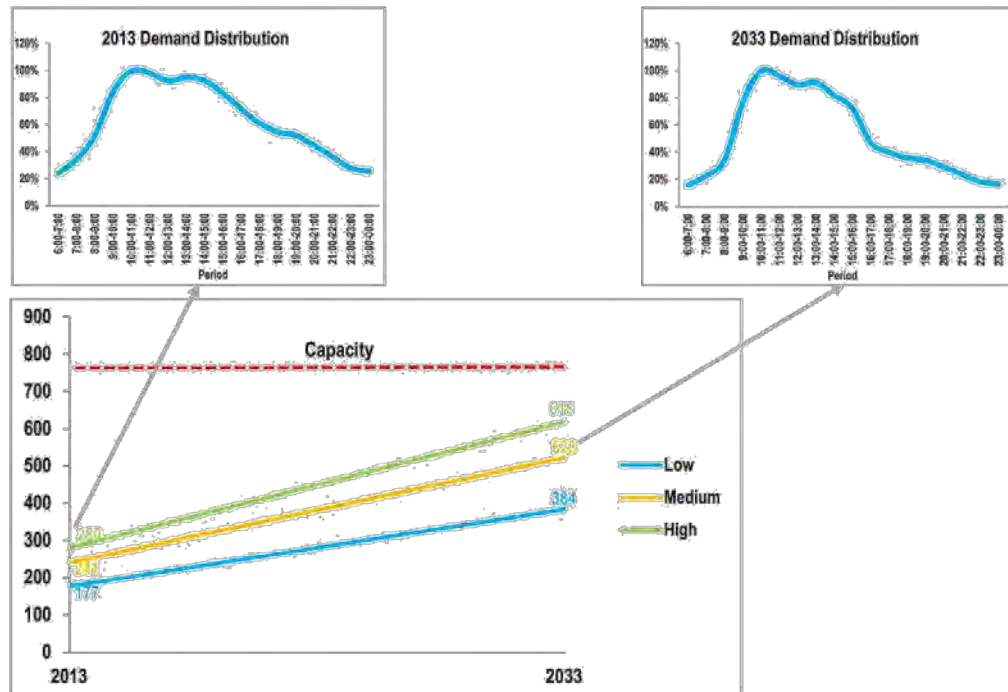


Figure 5.1: Manly Oval Parking Demand Summary (Thursday)

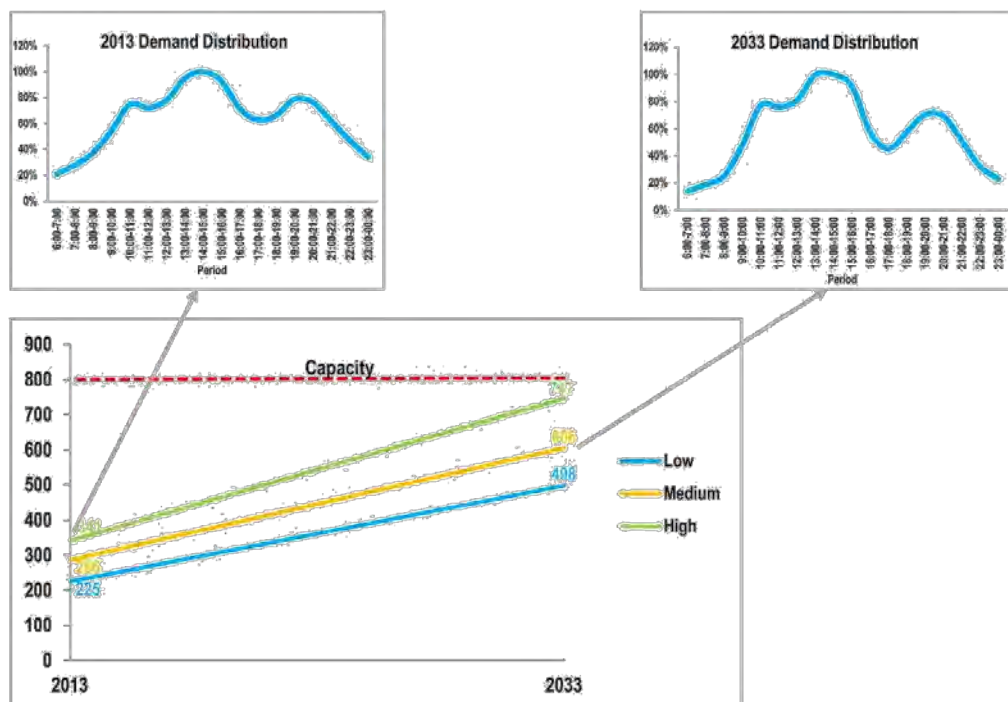


Figure 5.2: Manly Oval Parking Demand Summary (Saturday)

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5.2 PEAK PARKING DEMANDS BY YEAR

Table 5.1 summarises peak parking demand in Manly Oval car park for all scenarios.

Table 5.1: Maximum Parking Demand Comparison

Scenario	Thursday		Saturday	
	2013	2033	2013	2033
High	280	618	341	747
Medium	241	525	286	606
Low	178	387	225	498

5.3 MEDIUM SCENARIO PARKING DEMANDS, ARRIVALS AND TURNOVER

For the medium scenario, further calculations were undertaken based on current relationships between arrival times, turnover and peak parking demand to develop the year-by-year medium scenario results in Table 5.2 and 5.3.

Table 5.2: Medium Scenario-Parking Demands, Arrivals and Duration of Stay (Thursday)

Time / Year	2013	2014	2015	2016	2017	2018	2019	2020
6:00-7:00	58	60	61	62	63	64	66	67
7:00-8:00	83	85	86	88	90	92	93	95
8:00-9:00	126	129	131	134	137	139	142	145
9:00-10:00	204	214	224	234	243	253	263	273
10:00-11:00	241	255	269	283	297	311	325	339
11:00-12:00	236	250	263	276	289	303	316	329
12:00-13:00	222	235	247	259	271	284	296	308
13:00-14:00	228	241	253	266	278	291	303	315
14:00-15:00	223	233	243	254	264	274	284	295
15:00-16:00	201	209	218	227	236	245	254	263
16:00-17:00	172	176	179	183	187	190	194	198
17:00-18:00	147	150	153	156	159	162	165	168
18:00-19:00	131	134	137	140	142	145	148	151
19:00-20:00	126	128	131	133	136	139	141	144
20:00-21:00	107	109	112	114	116	118	121	123
21:00-22:00	87	89	91	92	94	96	98	100
22:00-23:00	67	68	70	71	72	74	75	77
23:00-00:00	62	63	64	66	67	68	70	71
Total entries	1130	1176	1222	1268	1313	1359	1405	1451
Average duration of stay (hrs)	2.06	2.10	2.13	2.17	2.20	2.24	2.27	2.31

Table 5.3: Medium Scenario-Parking Demands, Arrivals and Duration of Stay (Saturday)

Time / Year	2013	2014	2015	2016	2017	2018	2019	2020
6:00-7:00	60	61	62	64	65	66	67	69
7:00-8:00	81	82	84	86	87	89	91	92
8:00-9:00	107	109	112	114	116	118	121	123
9:00-10:00	157	164	170	177	184	190	197	204
10:00-11:00	214	227	239	252	265	278	290	303
11:00-12:00	206	219	231	244	257	269	282	295
12:00-13:00	223	237	250	264	277	290	304	317
13:00-14:00	272	288	305	322	338	355	372	389
14:00-15:00	286	302	318	334	350	365	382	398
15:00-16:00	264	279	293	308	322	337	351	366
16:00-17:00	204	211	218	225	233	240	247	254
17:00-18:00	179	184	189	194	198	203	208	213
18:00-19:00	190	198	206	214	222	230	238	246
19:00-20:00	226	236	246	256	266	276	286	297
20:00-21:00	218	228	238	248	258	268	279	289
21:00-22:00	176	183	190	196	203	210	216	223
22:00-23:00	135	138	141	144	147	150	153	156
23:00-00:00	98	100	102	104	106	108	110	112
Total entries	1197	1271	1344	1418	1492	1566	1639	1713
Average duration of stay (hrs)	2.60	2.60	2.61	2.61	2.61	2.61	2.62	2.62

6. RECOMMENDED CAR PARK SIZE

The modelling suggests that the Manly Oval car park would open with a weekend demand of approximately 250 – 300 bays growing to a demand of 600 – 700 bays in 2033.

It would be prudent to cater for at least 10 years of demand when constructing the facility and target a typical maximum parking utilisation of 85% of capacity. On this basis, 500 bays (approximately) would be suggested initially, increasing to 800 bays ultimately as demand increases. The staging of construction would however be dependent on a range of economic and financial considerations and it may be more cost effective to build the entire car park at one time.

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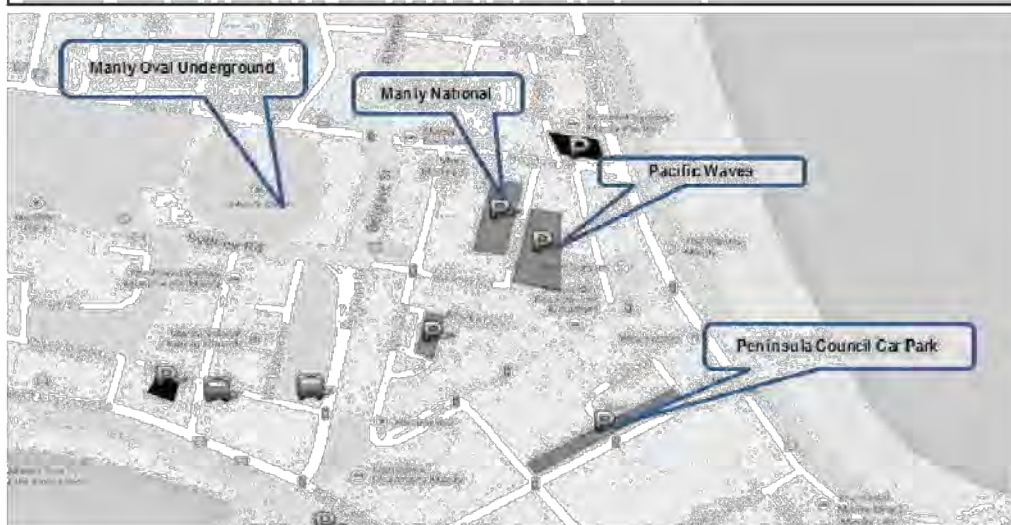
APPENDIX A

SURVEY QUESTIONNAIRE

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Surveyor: <input style="width: 100%;" type="text"/>	Date: <input style="width: 100%;" type="text"/>	Time: <input style="width: 100%;" type="text"/>
Car Park Location: <input style="width: 100%;" type="text"/>		
MANLY CBD PARKING PREFERENCE SURVEY		
Introductory statement: Hi, we are conducting a very quick survey about parking to help Manly Council improve off street parking in the CBD. Do you have 2 minutes to answer a few quick questions?		
Which suburb do you reside in?	If "Manly", do you have a resident card?	
<i>(if a tourist in a hotel or other accommodation, write "not local")</i>	Early bird parker?	
Where have you been in the CBD?		
<i>(nearest cross streets or major feature or major development)</i>		
What is the main purpose of your trip today?		
Personal business or shopping <input style="width: 100%;" type="text"/>	Recreation <input style="width: 100%;" type="text"/>	
To/from work <input style="width: 100%;" type="text"/>	Other (specify) <input style="width: 100%;" type="text"/>	
How long have you been parked for?		
<input style="width: 100%;" type="text"/> Hours		<input style="width: 100%;" type="text"/> Minutes
How often do you park in the Manly CBD?		
Prepaid account parking? (Y or N) <input style="width: 100%;" type="text"/>		
>4 times per week <input style="width: 100%;" type="text"/>	< once per week <input style="width: 100%;" type="text"/>	
1-4 times per week <input style="width: 100%;" type="text"/>	First time <input style="width: 100%;" type="text"/>	
If the Whistler Street Car Park is demolished, and a new car park is built under Manly Oval, where do you think you'll park instead? <i>(show map)</i>		
The new car park under Manly Oval <input style="width: 100%;" type="text"/>		
Pacific Waves <input style="width: 100%;" type="text"/>		
Manly National <input style="width: 100%;" type="text"/>		
Other (specify) <input style="width: 100%;" type="text"/>		
Peninsula <input style="width: 100%;" type="text"/>		
<i>Go to page 2 to only if answer is not "Other"</i>		



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MANLY CBD PARKING PREFERENCE SURVEY

For each of the following scenarios, please select which car park you would have parked in for this trip if the Whistler Street Car Park was not available, and there was a new car park under Manly Oval. [Show Form](#)

Scenario 1

1. Fee at the Manly oval car park was **50% more than** the fee at the other car parks
 2. Took an extra **0** minutes at the alternative car park to find an empty parking space
 3. Had **clear** signage directing me to the Manly Oval car park entry

Car park choice:

The new car park under Manly Oval Pacific Waves
 Manly National Other (specify)
 Peninsula

Scenario 2

1. Fee at the Manly oval car park was **50% more than** the fee at the other car parks
 2. Took an extra **2** minutes at the alternative car park to find an empty parking space
 3. Had **no** signage directing me to the Manly Oval car park entry

Car park choice:

The new car park under Manly Oval Pacific Waves
 Manly National Other (specify)
 Peninsula

Scenario 3

1. Fee at the Manly oval car park was **the same as** the fee at the other car parks
 2. Took an extra **5** minutes at the alternative car park to find an empty parking space
 3. Had **clear** signage directing me to the Manly Oval car park entry

Car park choice:

The new car park under Manly Oval Pacific Waves
 Manly National Other (specify)
 Peninsula

