Wollondilly Shire Council – New Government Services Building

Economic impact assessment

May 2023

pwc

Contents

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Highlights

The construction and operation of the new Government Services Building will support over $730 million in gross value added (GVA)[1] to the Wollondilly Shire economy

Wollondilly Shire Council's $49.2 million investment into the new Government Services Building will support significant economic activity in the Wollondilly Shire economy in both its construction and operation phases.

Construction Phase

FY2025 – FY2027

$22 million in total GVA in present value terms over the three year construction period to the Wollondilly Shire economy

$9 million in GVA directly generated in construction activity in the Wollondilly Shire economy

$13 million in GVA in indirect economic activity generated in the Wollondilly Shire economy during the construction phase

166 FTE jobs over the construction phase

57 FTEs in construction sector directly supported by new Government Services Building

109 FTEs across industries supported by Council investment

Operations Phase

FY2028 – FY2052

$710 million in total GVA in present value terms over the 25 year operations period to the Wollondilly Shire economy

$525 million in GVA directly supported in the Wollondilly economy during the 25 year operations period

$185 million in GVA in indirect activity generated in the Wollondilly economy during the 25 year operations period

434 annual average FTEs over the 25 years of operation

An average of 324 FTEs per year directly supported through the new Government Services Building

An average of 110 FTEs per year indirectly supported across industries in the Wollondilly Shire economy

1. The GVA contributed is equal to the value of the output (the value of services in this case), less the value of inputs (the

1 Background to analysis

Background to analysis
The new Government Services Building economic impacts

Engagement

Wollondilly Shire Council engaged PwC to undertake an economic impact assessment of Stage 2 of the Wollondilly Cultural Precinct in Picton Town Centre. The purpose of the analysis is to understand the economic impacts of the presence and operations of the new Government Services Building to the Wollondilly Shire economy.

Background and context

In 2019, Wollondilly Shire Council endorsed the Wollondilly Community, Cultural & Civic Precinct Masterplan at Picton for design and construction. The purpose of the Precinct is to deliver new and improved service capabilities, enhance liveability and bolster economic viability for an expanding Wollondilly community. The Council resolved to undertake the delivery of the Precinct in two stages:

- Stage 1 works: Shire Hall Refurbishments and Children's Services Building
- Stage 2 works: Government Services Building including a new Council Services Centre and basement parking.

Wollondilly Shire Council is now well advanced in the planning for stage 2 works of the Precinct, with the Master Plan Report, business case, and schematic design now complete. The final business case identified option '7a' as the recommended option. The scope of the recommended option includes new administration and office space, Mayor and CEO spaces, community gathering spaces, basement car park and a Council shopfront to support council and community functions. Targeted benefits of the new Government Services Building comprise of increased capacity to meet current and future staff demands, a workspace that attracts and retains staff, a reduction in operating and maintenance costs and increased community space.

Understanding the analysis undertaken

In undertaking this engagement, the analysis quantifies economy-wide impacts including direct (economic activity and jobs associated directly with the construction and operations of Stage 2 of the Wollondilly Cultural Precinct), and indirect (or flow-on) impacts on the Wollondilly Shire economy. The indirect impacts are comprised of the flow on effects that Stage 2 of the new Government Services Building generates, such as:

- expenditure by staff who are employed in the new facility (e.g. Council employee buying groceries)
- stimulation of businesses activities (for example: suppliers of inputs and services used by the government services sector such as a technical consultant contracted to do land surveying)
- stimulation of activities downstream (for example: sectors that benefit from the activities of the government services sector such as a local café that opens up adjacent to the new Government Services Building).

The input-output modelling is split into two phases:

- the construction phase – inputs within this phase include the sum of capital expenditure across the three year construction period.
- the operational phase – inputs within this phase include the sum of operating expenditure over a 25-year period.

Picton as preferred location

Picton remains the preferred location for the site of the new Government Services Building over the proposed alternative in Wilton. To relocate elsewhere within the local government area, Council would need to absorb costs of acquiring a new site for construction as Wollondilly Shire Council has no landholding in Wilton. Additionally, there are several other factors that make Picton the preferred site for the new Government Services Building including:

- Wilton's proposed town centre is not currently zoned.
- It is expected it would not be possible to start construction on the new Government Services Building before 2030 if the building was to be provided in Wilton
- Wilton has a growth area plan but not until 2040
- Wilton land prices will naturally inflate with developers and investors entering the market once rezoning is completed

2 Economic impact analysis

The $49 million investment in the new Government Services Building will support over 160 jobs, while adding $22 million in GVA to the Wollondilly Shire economy

Economic impact assessment

The following assessment indicates a high level estimate of the economic activity and jobs to be generated by the construction of Wollondilly Shire Council's new Government Services Building. This has been developed using the construction costs and operational job estimates of the new Government Services Building. Results are presented in terms of:

Direct impact
The economic activity generated directly by the construction of the new Government Services Building (e.g. construction workers, engineering).

Indirect impact
The additional economic activity stimulated in the supply chain supporting the new Government Services Building.

Economic impact assessment during the construction phase

We estimate the value of the economic activity and jobs (direct and indirect) generated from the construction of the new Government Services Building over the three year construction period from FY2025 to FY2027. The simulation results in this analysis are all provided in FY2023 dollar values.

- The new Government Services Building will contribute over $22 million[2] (directly and indirectly) in GVA in present value terms to the Wollondilly Shire economy during the three year construction phase.
- The construction of the new Government Services Building is estimated to support around 166 jobs (directly and indirectly) during the three-year construction phase.

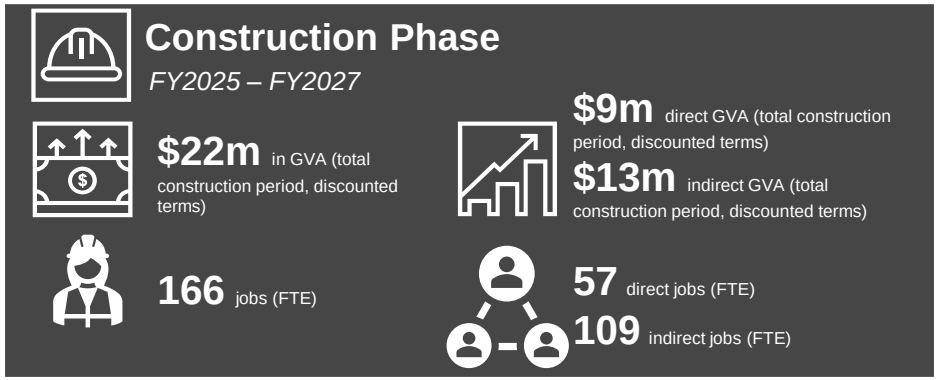
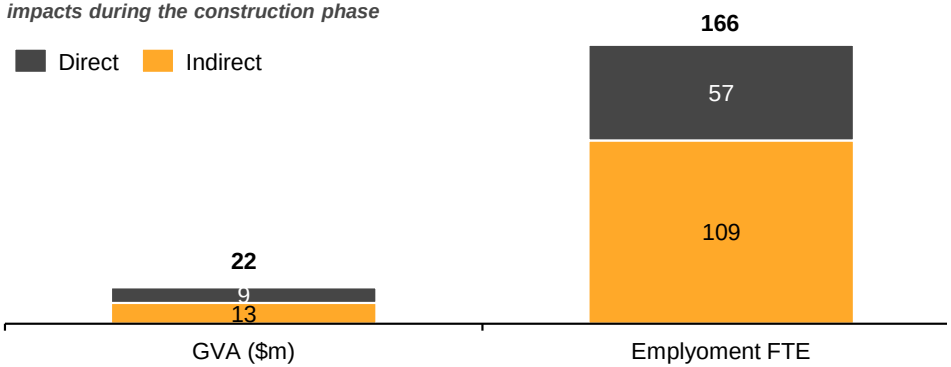


Figure 1: Total GVA ($m change, discounted) in present value terms and employment (FTE) impacts during the construction phase



2. Estimated over 3 years, discounted applying a 5 per cent real discount rate. Figures are in FY23 dollars unless otherwise stated.

Source: PwC analysis (2023) May 2023

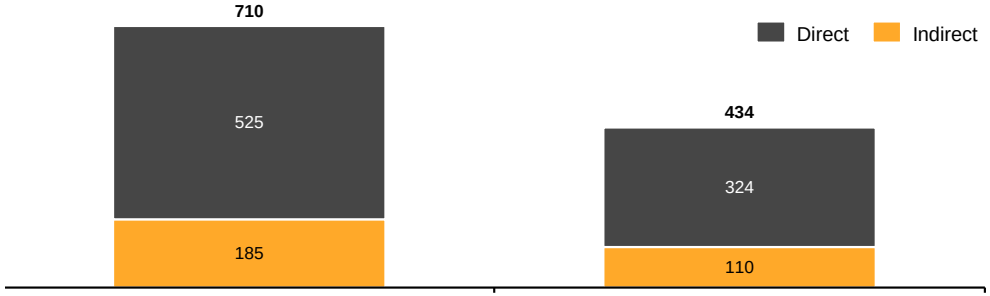
The new Government Services Building will support over $710 million in gross value added (GVA) in Wollondilly over the 25-year operation period

Economic impact assessment during the operations phase

The operation of the new Government Services Building over the 25-year period from FY2028 to FY2052 will boost economic activity and increase aggregate demand in the Wollondilly Shire economy.

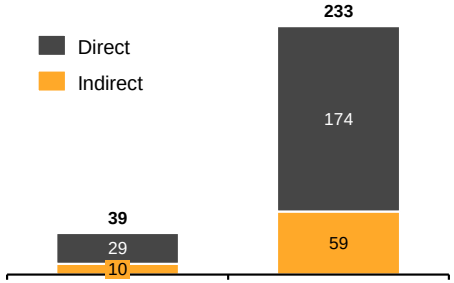
- In the first year of operation (FY2028), the new Government Services Building is estimated to support $39 million in economic activity and support over 230 jobs (directly and indirectly).
- The operation of the new Government Services Building will support over $710 million[3] (directly and indirectly) towards GVA over the 25-year operation phase.
- The operation of the new Government Services Building will support an average of 430 jobs each year over the 25-year operation phase.
- The marginal benefit attributed to the increased capacity of the new Government Services Building accounts for 38 per cent of the total economic contribution.

Figure 2: Total GVA ($m change, discounted) in present value terms and average annual employment (FTE) impacts during the operation phase



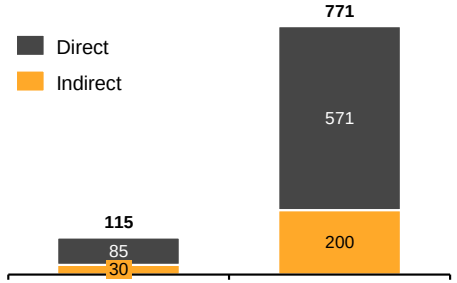
Source: PwC analysis (2023)

Figure 3: GVA ($m change) and employment (FTE) impacts – first year of operation (FY2028)



Source: PwC analysis (2023)

Figure 4: GVA ($m change) and employment (FTE) impacts – last year of operation (FY2052)



Source: PwC analysis (

3. Estimated over 25 years, discounted applying a 5 per cent real discount rate. Figure are in FY23 dollars unless otherwise stated.

Appendix – Modelling detalis

Modelling input and assumptions

What we have modelled

Model

To estimate the economic contribution of the new Government Services Building (in terms of both direct and indirect economic activities and jobs), we utilised PwC's input-output model, which is a comprehensive tool for estimating the economy-wide effects.

Modelling shocks

We modelled the following 'shocks' to identify the economy-wide impact of the construction and operation of the new Government Services Building to the economy:

1. **Investment into 'Non-Residential Building Construction' sector** - this represents total capital expenditure during the construction phase including gross construction cost, consultant fee, authority fees and chargers, project contingency, and design contingency.
2. **Investment into 'Public Administration and Regulatory Services'** - this represents the average annual operating expenditure when the new Government Services Building is up and running.

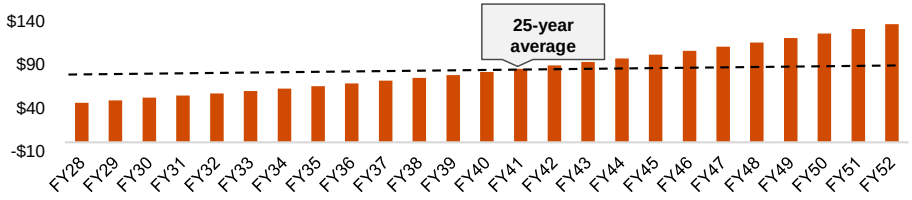
Model inputs and assumptions

The main modelling inputs for this assessment are:

- **Capital expenditure** - the total amount of capital expenditure during the development of new Government Services Building in Picton. The associated capital expenditure over three year is around $49.2 million (undiscounted, FY2022).
- **Operating expenditure** – the two inputs used to determine the operating expenditure of the new Government Service Building were employee benefits and on-costs and maintenance costs (including mechanical, electrical, fire, lift and cleaning services and other repair and maintenance), as shown in Figures 5 and 6. These were applied over a 25-year cycle.
  - In the first year of operation (FY2028), the total operating expenditure of the new Government Services Building is nearly $46.5 million. This consists of $45.7 million employee benefits and on costs, and over $0.66 million in maintenance costs.
  - The total operating expenditure during an 'average' operating year in Picton is around $86.3 million per year (over the 25-year operation phase).
  - Public sector wages and other compensation are assumed to grow at the growth rate of 3 per cent[4] annually during the operation phase.

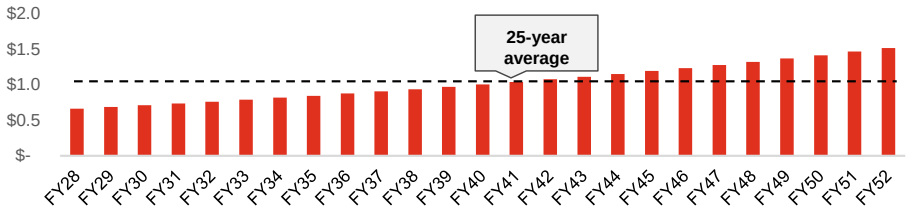
Unless stated otherwise, all information has been sourced from representatives of Wollondilly Shire Council in May 2023.

Figure 5: Employee benefits and on costs ($m, FY2028 – FY2052)



Source: PwC analysis (2023)

Figure 6: Maintenance costs ($m, FY2028 – FY2052)



Source: PwC analysis (2023)

4 *Australian Bureau of Statistics, (2023, March), Wage Price Index, Australia, ABS*

Approach to assessing economic impacts

Input - Output modelling to quantify the economic benefits

PwC's Input-Output Model

In order to measure the direct and indirect economic impact of the construction and operational activity generated from the new Government Services Building, we utilised PwC 'input-output' model. The 'input-output' model maps interactions between sectors of the economy using detailed records of the sales and inputs of each sector (known as 'input-output' tables) produced by the ABS.[5]

'Input-output' models simulate the direct (the economic activity generated directly by the investment) and indirect (or 'flow-on') impacts to other sectors of a change in one sector (in this case, Public Administration and Regulatory Services sector). PwC's 'Input-output' models consider impacts in terms of three key economic variables:

- output – the total value of goods/services produced in/by that sector
- value-added – the value contribution made by the sector (i.e. the amount by which the value of goods/services exceeds the value of intermediate inputs to that sector)
- employment income – wages and other compensation accruing to workers in that sector.

Input-Output Analysis

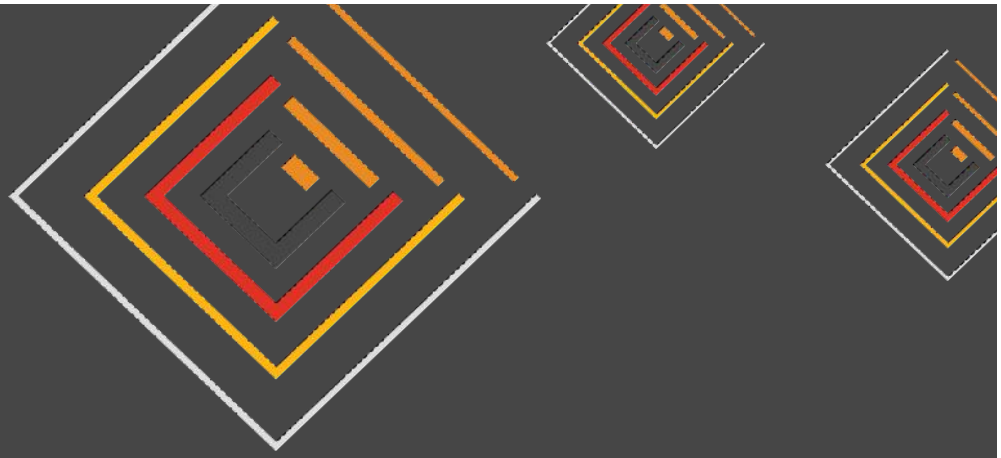
The key value of 'input-output' models is providing insights into the relationships between different sectors/industries, the flow-on impacts in one sector on other sectors in an economy, and the importance of certain sectors to regional, state or national economies. It allows policy-makers to consider:

- the importance of sectors at a regional level (rather than whole of state) – i.e. what are the opportunities and vulnerabilities of regions?
- the flow-on impacts of changes in one sector on others, as the region as a whole – i.e. what sectors provide the greatest flow-on benefits to other sectors and the region?
- interdependencies and interlinkages – i.e. what are the opportunities or vulnerabilities of one sector in relation to others?

The 'input-output' analysis assumes that the economy can expand in proportion to its current make-up, increasing all inputs in fixed proportions to their initial level. The model does not take into account capacity constraints (particularly on labour). However, for relatively small economies, this assumption isn't unrealistic: factors can often move from neighbouring jurisdictions without commanding significant price increases.

The input-output model developed for this analysis includes 114 sectors and is based on the 2019-20 ABS data set. The model includes a detailed breakdown of labour, gross operating surplus, taxes and imports for all 114 industries. It contains a detailed breakdown of the intermediate inputs used by each industry: the way that an industry uses all other commodities in the economy to produce its outputs. The model also includes all the categories of final demand: household consumption; government consumption; fixed capital creation by private enterprises, public enterprises, and general government; inventory accumulation; and exports. All of this information can be used to calculate gross value add (GVA) and employment impacts.

5. Australian National Accounts: Input-Output Tables. https://www.abs.gov.au/statistics/economy/national-



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WCCCP GSB

Options Costing

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GA Document Ref: 231018_WSC_Site Options
Issue Date: 24 October 2023

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WCCCP Government Services Building

Options Costing

24-October-2023

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Department/ Unit	Current Base Option	Option 1 - Relocating the proposed 4 storey Government Services Building to Wilton	Option 2 - Building two smaller facilities (either 2 or 3 storeys) at Wilton	Option 3A - Building the Government Services Building on the current depot site in 3 storey configuration	Option 3B - Building the Government Services Building on the current depot site in 4 storey configuration including current lettable area	Option 4 - Building the Government Services Building on the proposed site as a 3-storey building	Option 5 - Building the Government Services Building on the proposed site as a 3-storey building (50% Lettable Space)	Option 6 - Building the Government Services Building on the proposed site as a 3 storey building and converting the current library facility into leasable space to fund it	Option 7 - Utilising a "Hub and Spoke" model of several smaller facilities dispersed around the shire	Option 8 - Renewal of the Current building
Key Data										
New Build	8,043 m2	8,043 m2	6,800 m2	6,800 m2	7,800 m2	6,800 m2	7,300 m2	6,800 m2	6,800 m2	2,250 m2
Refurb								837 m2		
Total Area	**8,043 m2**	**8,043 m2**	**6,800 m2**	**6,800 m2**	**7,800 m2**	**6,800 m2**	**7,300 m2**	**7,637 m2**	**6,800 m2**	**2,250 m2**
Gross Construction Cost Rate / m2	$5,004/m2	$5,004/m2	$5,755/m2	$5,505/m2	$5,505/m2	$5,129/m2	$5,104/m2	$4,819/m2	$6,255/m2	$3,944/m2
Estimated Total Cost Rate / m2	$7,067/m2	$10,319/m2	$12,011/m2	$10,133/m2	$10,067/m2	$7,577/m2	$7,513/m2	$7,133/m2	$10,909/m2	$6,903/m2
Basement Levels	1	1	1	No	No	1	1	1	1	1
Acquisition Costs	No	Yes	Yes	Yes	Yes	No	No	No	Yes	No
Notes		- Delay of up to 8 years = introduce escalation for this period - Need the estimated cost of a 2,000m2 land acquisition, assuming this would take place in 2030 - Base cost = current building cost - Design cost uplift due to new site	- Delay of up to 8 years = introduce escalation for this period - Assume 2 X 2 Storey buildings, assuming this would take place in 2030 - Acquisition costs to cater for a facility in Wilton, assuming that this would occur in 2030 - Design cost uplift due to new site and two buildings	- Delay of up to 6 years - Build in a delay for rezoning, build in a delay for acquisition of a new depot site and construction time. As an assumption allow 6 years before construction is to commence - Cost as a three-storey option, allowing for floor space to cater for current projections of increased staffing levels, no lettable space to be included - Design cost uplift due to new site	- Delay of up to 6 years - Build in a delay for rezoning, build in a delay for acquisition of a new depot site and construction time. As an assumption allow 6 years before construction is to commence - Cost as a Four-storey option, allowing for floor space to cater for current projections of increased staffing levels, lettable space to be included as per current design - Design cost uplift due to new site	- 12 Months delay to current programme for redesign - Cost as a 3-storey option without the additional space to expand into as per current plans/assumptions, include current allowance for basement carparking	- 12 Months delay to current programme for redesign - Cost as a 3-storey option, with enough space to expand into overtime as per the current assumptions for growth in staff numbers, include current allowance for basement carparking - Include an area of up to 50% of the lettable space (as per current design) in the floor area	- 12 Months delay to current programme for redesign - Cost as a 3-storey option without the additional space to expand into as per current plans/assumptions, include current allowance for basement carparking - Library refurbishment to commence 3 years after GSB completion	- Delay of 3 years - Need to allow for the purchase of land in two other locations (Warragamba and Bargo) - Factor in a delay of three years for commencement of construction at all sites, to allow time for acquisition of suitable land in the other two locations	- 12 months delay to current programme
Gross Construction Cost	**$ 40,248,791**	**$ 40,248,791**	**$ 34,028,569**	**$ 34,028,569**	**$ 39,032,770**	**$ 34,028,569**	**$ 36,530,669**	**$ 34,028,569**	**$ 34,028,569**	**$ 8,873,683**
Adjustment to Base Option GCC			$ 5,104,285	$ 3,402,857	$ 3,903,277	$ 850,714	$ 730,613	$ 2,773,071	$ 8,507,142	
Loose Furniture	$ 701,562	$ 701,562	$ 701,562	$ 701,562	$ 701,562	$ 701,562	$ 598,391	$ 701,562	$ 701,562	$ 196,259
Fees	$ 5,049,346	$ 6,299,346	$ 6,669,424	$ 6,085,897	$ 6,726,767	$ 5,174,206	$ 5,451,528	$ 5,398,015	$ 7,531,004	$ 2,611,932
Sub-Total (excl GST)	**$ 45,999,699**	**$ 47,249,699**	**$ 46,503,840**	**$ 44,218,884**	**$ 50,364,377**	**$ 40,755,051**	**$ 43,311,202**	**$ 42,901,217**	**$ 50,768,277**	**$ 11,681,874**
Escalation	$ 4,175,413	$ 22,443,607	$ 22,089,324	$ 16,582,082	$ 18,886,641	$ 4,813,810	$ 5,167,766	$ 5,263,810	$ 11,422,862	$ 2,190,351
Contingency	$ 6,663,631	$ 9,403,860	$ 9,183,327	$ 8,102,026	$ 9,273,403	$ 5,953,964	$ 6,364,357	$ 6,309,817	$ 8,093,786	$ 1,659,605
Land Acquisition (2000m2 site)	$ -	$ 3,897,434	$ 3,897,434						$ 3,897,434	
ESTIMATED TOTAL PROJECT COST INCLUDING ESCALATION (Excl GST)	**$ 56,838,743**	**$ 82,994,600**	**$ 81,673,925**	**$ 68,902,992**	**$ 78,524,421**	**$ 51,522,824**	**$ 54,843,325**	**$ 54,474,844**	**$ 74,182,359**	**$ 15,531,831**

Wollondilly Shire Council

Government Services Building Project Financial Modelling Update

October 2023

One Fell Swoop

Contents

Project overview

03

Background and objective

Wollondilly Shire Council (WSC) has resolved to build the Wollondilly Community, Cultural & Civic Precinct at Picton to deliver a range of much needed new and improved services, enhancing liveability and economic viability for the growing Wollondilly community.

WSC has engaged APP Corporation to prepare a business case in relation to the Government Services Building project. In June 2022, One Fell Swoop (OFS) was engaged by APP to provide an update on the existing financial modelling (Existing Model), which was undertaken by a third party, to help inform the business case for the project.

In this report, OFS has updated the Financial Modelling Update Report prepared in June 2022 with the latest project cost, project timing and funding sources. We also assessed the viability of alternative options for the Government Services Building.

Scope

OFS incorporates assumptions that have been adopted in the existing model and revise where necessary to provide updated financial modelling over 50-year operations. Key outputs for the model include:

- Detailed financial modelling outputs
- Summary of key financial metrics, including net present value, internal rate of return, margin on development cost, and payback duration
- Provision of commentary regarding financial metrics and project outcomes
- Scenario analysis: based on alternative options for the provision of the government services building
- Sensitivity analysis: based on variations of project cost, debt interest rate and outgoings & vacancies of the Base Case

Base Case

04

This section outlines the key findings from our financial analysis for the Base Case. Refer to Appendix 1 for detailed assumptions.

Project cost

As advised by WSC, the updated project cost of a new Government Services Building is approximately $48,299,684, including QS Total Project Cost of $45,999,699 plus 5.0% contingency, with preconstruction starting from April 2023 and construction commencing September 2024 for 18 months.

Project cost

	Construction of a new Government Services Building including commercial lettable space
FY2023 estimate	$596,643
FY2024 estimate	$2,386,573
FY2025 estimate	$26,757,141
FY2026 estimate	$18,559,327
Total project cost	$48,299,684

Funding sources

It is assumed that the development cost is financed via:

- Internal funding of $10,000,000
- Debt funding for the remaining capital requirement: $38,299,684

Amortising loan is assumed for the debt facility in this financial analysis, with fixed interest rate and repayable by way of regular quarterly instalments to a debt term of 20 years. Each instalment includes a component of principal together with interest cost for the period ending on the instalment payment date. The first repayment is assumed to be at the start of operation. The total debt interest rate is 5.0% per annum as per advised from WSC.

Over 20-year debt term, the repayment requirements are projected as $3,110,486 per annum, and the total interest costs over 20-year debt term are estimated as $22,474,001.

Base Case

05

Debt terms and repayment

	Construction of a new Government Services Building including commercial lettable space
Debt type	Amortising loan
Debt term	20 years
Debt size	$38,299,684
Capitalised interest during development	$1,183,282
Interest rate	5.0% per annum
Repayment	$777,622 per quarterly repayment ($3,110,486 per annum)
Total interest cost during debt term	$22,474,001

Net project cash flows during operations

In this analysis, the net project cash flows during 50-year operations includes:

- Net income from commercial lease of:
    - Commercial lettable space
    - Extra office space available before full staff level is achieved (up to year 2037)
- Net incremental cash flows from council's existing operations due to improvements
- Land availability for new library development in future

Commercial lease – commercial lettable space

With respect to the commercial lettable space (floor area of 1,000 sqm), the gross commercial lease rate is assumed as $600 per sqm per annum.

The total net income is estimated as $510,000 per annum, assuming an operating margin of 85%, after deducting the associated outgoings and vacancies, which typically include rates, land tax, building insurance, repair and maintenance.

Commercial lease – extra office space available until 2037

Regarding the WSC tenancy (council office space), with a total area of 2,803 sqm, OFS understand the Council does not require the full office space until 2037, which gives opportunity for office space to be commercially leased for a period. The estimation of the extra office space potentially available for lease is based on the staff level forecast by WSC.

Base Case

06

Staff level forecast to 2037

	Year 2025	Year 2030	Year 2035	Year 2037	Average
Staff level forecast	366	410	433	457	
Staff level to full capacity	80%	90%	97%	100%	
Extra space available (approx.)	20%	10%	3%	0%	8.3%

For modelling purpose, OFS assume 8.3% of the WSC Tenancy (office space) on average, approximately 233 sqm, will be available for commercial lease, up to year 2037. The net income is estimated as $118,830 per annum, applying the same commercial lease rate and outgoings and vacancies as those of commercial lettable space.

Net income per annum from commercial lease

	Construction of a new Government Services Building including commercial lettable space
Income from commercial lettable space	$510,000 per annum
Income from extra office space for lease	$118,830 per annum
Total net income from commercial lease	$628,830 per annum

Net incremental cash flows from council's existing operations

In our opinion, there would be potential increase in net operating cash flows related to Council's existing operations if the proposed project is undertaken. The incremental cash flows could be resulted from:

- Maximise efficiency of office space
- New workplace could improve employee satisfaction, productivity and reduce turnover
- Upgraded appliances to reduce energy usage
- New development could reduce the repair and maintenance cost
- New building could remove hazards of aging structures and fixtures and strengthen safety

For modelling purpose, OFS consider net incremental cash flow of $168,907 per annum in the financial analysis, assuming reductions in the following expense items:

- 20% reduction in electricity and heating
- 20% reduction in general maintenance
- 20% reduction in employment advertising and training

Base Case

07

Net incremental cash flows from council's existing operations

	Construction of a new Government Services Building including commercial lettable space
Average net incremental cash flows per annum from existing operations	$168,907

Land for new library development

Undertaking the proposed Government Service Building project would free up land for the future development of a new library. Alternatively, a total cost of $2,000,000 (approx.), inclusive of land purchase, holding costs, and zoning, would be incurred. Accordingly, this benefit of $2,000,000 saving on land purchase is included in our financial analysis as a positive project cash flow.

Project outcomes

The project summary results are presented in table below.

Project summary

	Construction of a new Government Services Building including commercial lettable space
Total development cost	($48,299,684)
Capitalised interest during development	($1,183,282)
Total interest cost during debt term	($22,474,001)
Net project cash flows over 50-year operations	$77,803,289
Net development profit over 50-year operations	$5,846,323
Development margin over 50-year operations	8.1%
Discount rate	5.10% per annum
Project NPV	($38,127,257)
Internal rate of return (IRR)	N/A
Payback date	28-Feb-74
Payback duration post construction completion	48.0 years

Base Case

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Development margin

Net development profit is measured as the overall net project cash flows during 50-year operations minus the total project cost, including total development cost, capitalised interest cost during development phase and total interest costs during debt term. Development margin is the percentage of the net development profit over the total project cost.

Net development profit is estimated as $5,846,323 and development margin of 8.1% over 50-year operations.

Project NPV and IRR

At discount rate of 5.10% per annum, the project NPV is estimated as ($38,127,257) and the project IRR is not available. The negative NPV position is reflective of the nature of the project with high proportions of non-commercial components.

That said, there may be justification for undertaking projects with a lower IRR return than the hurdle rate given specific circumstances, including projects with a higher proportion of non-commercial components, not-for-profit missions and/or for replacement of existing aging infrastructure.

Payback duration

Payback duration measures the length of time that it takes the net project cash flows during operations to cover the total project cost. Payback duration is estimated as 48 years post completion of construction.

Project outcomes – Commercial lettable space only

Excluding the non-commercial components from the project, the Project NPV of the standalone commercial lettable space is estimated at $1,861,287 at discount rate of 5.10% per annum, with associated Project IRR of 5.91% per annum, which is higher than the discount rate.

Base Case

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Project summary - commercial components only

	Construction of a new Government Services Building including commercial lettable space
Total development cost	($9,028,250)
Capitalised interest during development	($272,029)
Total interest cost during debt term	($5,166,628)
Net project cash flows over 50-year operations	$57,694,289
Net development profit over 50-year operations	$43,227,382
Development margin over 50-year operations	298.8%
Discount rate	5.10% per annum
Project NPV	$1,861,287
Internal rate of return (IRR)	5.91% per annum
Payback date	31-Aug-47
Payback duration post construction completion	21.5 years

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Alternative Options

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This section outlines the key findings from our financial analysis for the four Alternative Options:

- **Option 4**: Building the Government Services Building on the proposed site as a 3-storey building
- **Option 5**: Building the Government Services Building on the proposed site as a 3-storey building (50% lettable space)
- **Option 6**: Building the Government Services Building on the proposed site as a 3-storey building and converting the current library facility into leasable space
- **Option 8**: Renewal of the Current building

All other options as costed by the Quantity Surveyor have been considered within the context of Councils Long Term Financial Plan and are considered unaffordable from a funding perspective.

	Base Case	Option 4	Option 5	Option 6	Option 8
New Build area	8,043 sqm	6,800 sqm	7,300 sqm	6,800 sqm	2,250 sqm
Refurbish area	-	-	-	837 sqm	-
Total area	8,043 sqm	6,800 sqm	7,300 sqm	7,637 sqm	2,250 sqm
Construction start date	September 2024	September 2025 (12 months delay)	September 2025 (12 months delay)	September 2025 (12 months delay)	September 2025 (12 months delay)
Project cost	$48,299,684	$42,792,804	$45,476,762	$45,046,278	$12,265,967
Project cost - sensitivity	-5%, +10%, +17.5%	$51,522,824	$54,843,325	$54,474,844	$15,531,831
Commercial lettable space	1,000 sqm	N/A	500 sqm	837 sqm, available four years post GSB completion	N/A
Extra office space available for lease up to 2037	233 sqm	N/A	N/A	N/A	N/A
Net incremental cash flows from council's existing operations	Yes	Yes	Yes	Yes	N/A
Opportunity from free up land for new library	$2,000,000	$2,000,000	$2,000,000	$2,000,000	N/A
Leasing cost to the Council	N/A	N/A	N/A	N/A	800 sqm until 2035 and 1,600 sqm from 2036 until end of 50-year at $600 per sqm

Alternative Options

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Option 4: Building the Government Services Building on the proposed site as a 3-storey building

The project summary results are presented in table below.

	Base Case	Option 4: Standard Cost	Option 4: High Cost
Total development cost	($48,299,684)	($42,792,804)	($51,522,824)
Capitalised interest during development	($1,183,282)	($986,485)	($1,298,465)
Total interest cost during debt term	($22,474,001)	($19,227,425)	($24,374,200)
Net project cash flows over 50-year operations	$77,803,289	$18,740,221	$18,740,221
Net development profit over 50-year operations	$5,846,323	($44,266,493)	($58,455,267)
Development margin over 50-year operations	8.1%	(70.3%)	(75.7%)
Discount rate	5.10% per annum	5.10% per annum	5.10% per annum
Project NPV	($38,127,257)	($43,320,854)	($54,119,843)
Internal rate of return (IRR)	N/A	N/A	N/A
Payback date	28-Feb-74	N/A	N/A
Payback duration post construction completion	48.0 years	N/A	N/A

Option 4: Standard Cost has a lower development cost than the Base Case due to a smaller new build area (6,800 sqm vs 8,043 sqm). The commercial lettable space is therefore not available, thus the project cost is not likely to be repaid, even within a maximum of 75 year timeframe under this Option (for both Standard Cost and High Cost scenarios).

Alternative Options

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Option 5: Building the Government Services Building on the proposed site as a 3-storey building with 50% lettable space

The project summary results are presented in table below.

	Base Case	Option 5: Standard Cost	Option 5: High Cost
Total development cost	($48,299,684)	($45,476,762)	($54,843,325)
Capitalised interest during development	($1,183,282)	($1,082,400)	($1,417,128)
Total interest cost during debt term	($22,474,001)	($20,809,750)	($26,331,798)
Net project cash flows over 50-year operations	$77,803,289	$48,452,780	$48,452,780
Net development profit over 50-year operations	$5,846,323	($18,916,132)	($34,139,471)
Development margin over 50-year operations	8.1%	(28.1%)	(41.3%)
Discount rate	5.10% per annum	5.10% per annum	5.10%
Project NPV	($38,127,257)	($45,476,762)	($54,843,325)
Internal rate of return (IRR)	N/A	N/A	N/A
Payback date	28-Feb-74	31-Oct-86	31-Aug-93
Payback duration post construction completion	48.0 years	59.7 years	66.6 years

Option 5: Standard Cost has a lower development cost than the Base Case due to a smaller new build area (7,300 sqm vs 8,043 sqm). The commercial lettable space is therefore only 500 sqm, half of the Base Case of 1,000 sqm, thus Option 5: Standard Cost payback duration is approximately 60 years post construction completion and Option 5: High Cost payback duration is approximately 66.6 years post construction completion.

Alternative Options

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Option 6: Building the Government Services Building on the proposed site as a 3-storey building and converting the current library facility into leasable space

The project summary results are presented in table below.

	Base Case	Option 6: Standard Cost	Option 6: High Cost
Total development cost	($48,299,684)	($45,046,278)	($54,474,844)
Capitalised interest during development	($1,183,282)	($1,067,016)	($1,403,960)
Total interest cost during debt term	($22,474,001)	($20,555,959)	($26,114,560)
Net project cash flows over 50-year operations	$77,803,289	$66,081,125	$66,081,125
Net development profit over 50-year operations	$5,846,323	($588,127)	($15,912,239)
Development margin over 50-year operations	8.1%	(0.9%)	(19.4%)
Discount rate	5.10% per annum	5.10% per annum	5.10% per annum
Project NPV	($38,127,257)	($36,472,124)	($48,135,211)
Internal rate of return (IRR)	N/A	N/A	N/A
Payback date	28-Feb-74	31-May-77	30-Apr-83
Payback duration post construction completion	48.0 years	50.3 years	56.2 years

Option 6: Standard Cost has a lower development cost than the Base Case due to a smaller new build area (6,800 sqm vs 8,043 sqm). Given the commercial lettable space is 837 sqm (from refurbishment of the existing library to be repurposed as a leasable space) and only available four years post the construction completion of the Government Services Building, the project cost is not likely to be repaid within 50 year timeframe under this Option.

Theoretically, Option 6: Standard Cost and High Cost payback durations are approximately 50.3 and 56.2 years post construction completion, respectively.

Alternative Options

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Option 8: Renewal of the Current building

The project summary results are presented in table below. Note that the debt term applied in Option 8 is 10 year term, comparing with 20 year term in the Base Case and other Options.

	Base Case	Option 8: Standard Cost	Option 8: High Cost
Debt term	20-year at 5.0% p.a. quarterly repayments	10-year at 5.0% p.a. quarterly repayments	10-year at 5.0% p.a. quarterly repayments
Total development cost	($48,299,684)	($12,265,967)	($15,531,831)
Capitalised interest during development	($1,183,282)	($27,698)	($100,995)
Total interest cost during debt term	($22,474,001)	($610,763)	($1,499,922)
Net project cash flows over 50-year operations	$77,803,289	($115,007,896)	($115,007,896)
Net development profit over 50-year operations	$5,846,323	($127,912,324)	($132,140,644)
Development margin over 50-year operations	8.1%	(991.2%)	(771.3%)
Discount rate	5.10% per annum	5.10% per annum	5.10% per annum
Project NPV	($38,127,257)	($35,159,599)	($38,643,578)
Internal rate of return (IRR)	N/A	N/A	N/A
Payback date	28-Feb-74	N/A	N/A
Payback duration post construction completion	48.0 years	N/A	N/A

Option 8: Standard Cost has a lower development cost than the Base Case due to a much smaller new build area (2,250 sqm vs 8,043 sqm). The commercial lettable space is therefore not available, thus the project cost is not likely to be repaid, even within a maximum of 75 year timeframe under this Option (for both Standard Cost and High Cost scenarios). It is also worth noting that the Council will need to lease office space without any sources of income to offset the cost.

Base Case sensitivity analysis

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We have conducted sensitivity analysis to assess the impact of the following inputs on the project outcomes:

- Debt interest rate
- Outgoings and vacancies
- Project cost

This section outlines the summary results and key findings from sensitivity analysis. Refer to Appendix 2 for detailed sensitivity analysis results.

Sensitivity analysis - interest rate

	Base case (5% interest rate)	Interest rate +0.5%	Interest rate +0.75%	Interest rate +1.0%
Debt repayment per annum	$3,110,486	$3,247,509	$3,317,134	$3,387,490
Total interest cost during debt term	$22,474,001	$25,060,125	$26,374,644	$27,703,244
Total project cost	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)
Net income per annum from commercial lease	$628,830	$628,830	$628,830	$628,830
Net development profit over 50-year operations	$5,846,323	$3,142,681	$1,769,458	$382,188
Development margin over 50-year operations	8.1%	4.2%	2.3%	0.5%
Project NPV at 5.10% discount rate	($38,127,257)	($39,803,661)	($40,652,874)	($41,509,292)
Project IRR	N/A	N/A	N/A	N/A
Payback duration	48.0 years	49.0 years	49.5 years	50.0 years

Key findings from the sensitivity analysis against interest rate are:

- Increasing in the debt interest rate has a negative impact on the financial results, especially for longer debt term
- Although the total debt requirement remains the same, both the required debt repayment and the total interest cost are higher than those of base case due to higher interest expenses

Base Case sensitivity analysis

Sensitivity analysis - outgoings and vacancies

	Base case (15% outgoings and vacancies)	25% outgoings and vacancies	20% outgoings and vacancies	10% outgoings and vacancies
Debt repayment per annum	$3,110,486	$3,110,486	$3,110,486	$3,110,486
Total interest cost during debt term	$22,474,001	$22,474,001	$22,474,001	$22,474,001
Total project cost	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)
Net income per annum from commercial lease	$628,830	$554,850	$591,840	$665,820
Net development profit over 50-year operations	$5,846,323	($1,614,516)	$2,115,903	$9,576,743
Development margin over 50-year operations	8.1%	(2.2%)	2.9%	13.3%
Project NPV at 5.10% discount rate	($38,127,257)	($39,982,790)	($39,055,023)	($37,199,490)
Project IRR	N/A	N/A	N/A	N/A
Payback duration	48.0 years	51.3 years	49.3 years	46.8 years

In the base case analysis, the outgoings and vacancies adopted for the commercial lease is 15% to account for rates, land tax, building insurance, repair and maintenance, vacancy, etc. Key findings from the sensitivity analysis against outgoings and vacancies are:

- Outgoings and vacancies have an impact on the project outcomes, especially when the commercial lease is the main source of income
- In the 25% outgoings and vacancies sensitivity, the payback duration is estimated to exceed 50-year timeframe

Base Case sensitivity analysis

Sensitivity analysis - project cost

	Base case	Project cost decreases 5.0%	Project cost increases 10.0%	Project cost increases 17.5%
Debt repayment per annum	$3,110,486	$2,913,434	$3,504,592	$3,800,220
Total interest cost during debt term	$22,474,001	$21,050,249	$25,321,504	$27,457,490
Total project cost	($48,299,684)	($45,884,700)	($53,129,652)	($56,752,129)
Net income per annum from commercial lease	$628,830	$628,830	$628,830	$628,830
Net development profit over 50-year operations	$5,846,323	$9,771,362	($2,003,754)	($7,892,301)
Development margin over 50-year operations	8.1%	14.4%	(2.5%)	(9.2%)
Project NPV at 5.10% discount rate	($38,127,257)	($34,991,749)	($44,398,273)	($49,102,333)
Project IRR	N/A	N/A	N/A	N/A
Payback duration	48.0 years	46.5 years	51.4 years	53.2 years

Key findings from the sensitivity analysis against project cost are:

- Increasing in the project costs has a negative impact on the financial results:
    - Increasing in project cost leads to an increase in debt funding requirement. Hence, as shown above, both the debt repayment and the total interest cost are higher than those of base case
    - As indicated in the change of development margin and Project IRR, increasing in the project cost has a negative impact on the project outcomes
    - If the project cost increases by 10% or above, the payback duration is estimated to exceed 50-year timeframe
- On the other hand, if project cost decreases, financial results are better off

Appendix 1 - Base Case assumptions

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General assumptions

Input available	Assumption
Model period	The model includes 50 operational years and the period that it takes to develop the site
Discount rate	5.10% per annum, as per the current yield of WSC Council Floating Rate Note investments
Consumer price indexation (CPI)	3.0% per annum, within the RBA target inflation rate between 2.0% and 3.0%

Project timing

Input available	Assumption
Preconstruction	Starts from 1 April 2023 for 17 months to 31 August 2024
Construction	Starts from 1 September 2024 for 18 months to 28 February 2026

Project cost

Input available	Assumption
Project cost	$48,299,684, as per advised by WSC (QS Total Project Cost of $45,999,699 +5% contingency)

Funding sources

Input available	Assumption
Internal source	$10,000,000 cash from Council, as per advised by WSC
Debt	The remaining funding requirement ($38,299,684) is financed by debt facility (amortising loan), as per advised by WSC, with: • Debt term: 20 years • Interest rate: 5.0% per annum • Debt repayment: quarterly instalments

Appendix 1 - Base Case assumptions

Operation - Commercial tenancy

<table>
<tr><th>Input available</th><th>Assumption</th></tr>
<tr><td>Commercial tenancy</td><td>Floor area: 1,000 sqm
Gross lease income: $600 per sqm per annum, indexed at CPI per annum
Outgoings and vacancies: 15% of gross lease income. As a result, the net lease income is $510,000 per annum
Letting fee: 13% of annual gross lease income for every 10 years
Incentives: 6-month rent free for every 10 years</td></tr>
<tr><td>Office space available for commercial lease</td><td>OFS understand WSC does not require the full space until 2037, the building's additional capacity gives opportunity for office space to be commercially leased for a period until such time as Council growth requires the use of the building
Office space available for lease: 233 sqm on average, up to Year 2037
The total floor area of WSC tenancy (office space) is 2,803 sqm. OFS understand the Council does not require this full office space until 2037, which gives opportunity for part of the office space to be commercially leased for a period
The estimation of the extra office space that is potentially available for lease is based on the staff level forecast by WSC, as follows:
<table>
<tr><th></th><th>Year 2025</th><th>Year 2030</th><th>Year 2035</th><th>Year 2037</th><th>Average</th></tr>
<tr><td>Staff level forecast</td><td>366</td><td>410</td><td>443</td><td>457</td><td></td></tr>
<tr><td>Staff level to full capacity</td><td>80%</td><td>90%</td><td>97%</td><td>100%</td><td></td></tr>
<tr><td>Extra space</td><td>20%</td><td>10%</td><td>3%</td><td>0%</td><td>8.3%</td></tr>
</table>
For modelling purpose, OFS assume 8.3% of the office space (WSC Tenancy) on average, approximately 233 sqm, will be available for commercial lease, up to year 2037
Gross lease income: $600 per sqm per annum, indexed at CPI per annum
Outgoings and vacancies: 15% of gross lease income. As a result, the net lease income is $118,830 per annum</td></tr>
</table>

Appendix 1 - Base Case assumptions

Other financial impacts

Input available	Assumption
Availability of land for new library development	$2,000,000 Undertaking the proposed Government Service Building project would free up land for the future development of a new library. Alternatively, a total cost of $2,000,000 (approx.), inclusive of land purchase, holding costs, and zoning, would be incurred. Accordingly, this saving of $2,000,000 is considered as a positive project cash flow in the financial analysis
Net incremental cash flows from council's existing operations	$168,907 per annum In our opinion, there would be potential increase in net operating cash flows related to Council's existing operations if the proposed project is undertaken. The incremental cash flows are resulted from: • Maximise efficiency of office space • New workplace could improve employee satisfaction, productivity and reduce turnover • Upgraded appliances to reduce energy usage • New development could reduce the repair and maintenance cost • New building could remove hazards of aging structures and fixtures and strengthen safety For modelling purpose, net incremental cash flow is estimated as $168,907 per annum, based on: • 20% reduction in electricity and heating • 20% reduction in general maintenance • 20% reduction in employment advertising and training cost

Appendix 2 - Base Case sensitivity analysis

Sensitivity analysis		Base Case (20-year debt term)	Interest rate increases by 0.5%	Interest rate increases by 0.75%	Interest rate increases by 1.0%	Outgoing and vacancies of 25%	Outgoing and vacancies of 20%	Outgoing and vacancies of 10%	Project cost decreases by 5.0%	Project cost increases by 10.0%	Project cost increases by 17.5%
Cost and Funding sources	Total development cost	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)	($45,884,700)	($53,129,652)	($56,752,129)
	Internal funding	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000
	Debt	$38,299,684	$38,299,684	$38,299,684	$38,299,684	$38,299,684	$38,299,684	$38,299,684	$35,884,700	$43,129,652	$46,752,129
	Total Funding	$48,299,684	$48,299,684	$48,299,684	$48,299,684	$48,299,684	$48,299,684	$48,299,684	$45,884,700	$53,129,652	$56,752,129
Debt funding	Repayment per annum	$3,110,486	$3,247,509	$3,317,134	$3,387,490	$3,110,486	$3,110,486	$3,110,486	$2,913,434	$3,504,592	$3,800,220
	Overall interest cost	$22,474,001	$25,060,125	$26,374,644	$27,703,244	$22,474,001	$22,474,001	$22,474,001	$21,050,249	$25,321,504	$27,457,490
Commercial lease per annum	Commercial lettable area	$510,000	$510,000	$510,000	$510,000	$450,000	$480,000	$540,000	$510,000	$510,000	$510,000
	Office space available for commercial lease, up to 2037	$118,830	$118,830	$118,830	$118,830	$104,850	$111,840	$125,820	$118,830	$118,830	$118,830
	Total net income per annum from commercial lease	$628,830	$628,830	$628,830	$628,830	$554,850	$591,840	$665,820	$628,830	$628,830	$628,830
Project summary	Total development cost	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)	($48,299,684)	($45,884,700)	($53,129,652)	($56,752,129)
	Capitalised interest cost during development phase	($1,183,282)	($1,300,799)	($1,359,504)	($1,418,174)	($1,183,282)	($1,183,282)	($1,183,282)	($1,096,979)	($1,355,887)	($1,485,972)
	Overall interest cost during loan term	($22,474,001)	($25,060,125)	($26,374,644)	($27,703,244)	($22,474,001)	($22,474,001)	($22,474,001)	($21,050,249)	($25,321,504)	($27,457,490)
	Overall net project cash flows during operations	$77,803,289	$77,803,289	$77,803,289	$77,803,289	$70,342,450	$74,072,870	$81,533,709	$77,803,289	$77,803,289	$77,803,289
	Net development profit (over 50-year operations)	$5,846,323	$3,142,681	$1,769,458	$382,188	($1,614,516)	$2,115,903	$9,576,743	$9,771,362	($2,003,754)	($7,892,301)
	Development margin (over 50-year operations)	8.1%	4.2%	2.3%	0.5%	(2.2%)	2.9%	13.3%	14.4%	(2.5%)	(9.2%)
	NPV at discount rate of 5.10% per annum	($38,127,257)	($39,803,661)	($40,652,874)	($41,509,292)	($39,982,790)	($39,055,023)	($37,199,490)	($34,991,749)	($44,398,273)	($49,102,333)
	Internal rate of return (IRR) % per annum	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Payback duration post completion of construction	48.0 years	49.0 years	49.5 years	50.0 years	Not repaid	49.3 years	46.8 years	46.5 years	Not repaid	Not repaid
Project summary - Commercial Lettable Space ONLY	Total project cost (incl. interest cost)	($9,028,250)	($9,028,250)	($9,028,250)	($9,028,250)	($9,028,250)	($9,028,250)	($9,028,250)	($8,576,837)	($9,931,075)	($10,608,193)
	Capitalised interest cost during development phase	($272,029)	($299,045)	($312,541)	($326,029)	($272,029)	($272,029)	($272,029)	($252,188)	($311,710)	($341,615)
	Overall interest cost during loan term	($5,166,628)	($5,761,161)	($6,063,361)	($6,368,797)	($5,166,628)	($5,166,628)	($5,166,628)	($4,839,317)	($5,821,251)	($6,312,300)
	Overall net project cash flows during operations	$57,694,289	$57,694,289	$57,694,289	$57,694,289	$50,442,517	$54,068,403	$61,320,174	$57,694,289	$57,694,289	$57,694,289
	Net development profit (over 50-year operations)	$43,227,382	$42,605,832	$42,290,137	$41,971,213	$35,975,611	$39,601,496	$46,853,268	$44,025,946	$41,630,254	$40,432,180
	Development margin (over 50-year operations)	298.8%	282.4%	274.5%	266.9%	248.7%	273.7%	323.9%	322.1%	259.2%	234.2%
	NPV at discount rate of 5.10% per annum	$1,861,287	$1,475,892	$1,280,664	$1,083,779	$139,838	$1,000,563	$2,722,011	$2,488,636	$606,588	($334,620)
	Internal rate of return (IRR) % per annum	5.9%	5.7%	5.6%	5.6%	5.2%	5.5%	6.3%	6.2%	5.3%	5.0%
	Payback duration post completion of construction	21.5 years	22.1 years	22.4 years	22.8 years	23.6 years	22.5 years	20.6 years	20.7 years	23.0 years	24.2 years

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Picton Town Centre Parking Strategy

80021090

Prepared for
Wollondilly Shire Council

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Glossary of terms

Term	Description
ABS	Australian Bureau of Statistics
CBD	Central Business District
Council	Wollondilly Shire Council
DA	Development Application
DCP	Development Control Plan
DDA	Disability Discrimination Act 1992
GFA	Gross floor area
ITE	Institute of Transport Engineers
LEP	Local Environmental Plan
LFA	Lettable floor area
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
NCHRP	National Cooperative Highway Research Program
PAC	Performance Arts Centre
ULI	Urban Land Institute
WCCCP	Wollondilly Community, Cultural and Civic Precinct

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1 Introduction

1.1 Aims

This document outlines a detailed parking strategy for the Picton Town Centre to support new development that enhances its role as the community, cultural and civic centre of Wollondilly Shire. The aims of this Parking Strategy are to:

- Identify the future car parking requirements and options for development scenarios to support the development of the Wollondilly Community, Cultural and Civic Precinct (WCCCP).
- Identify interim parking requirements based on development stages and resultant reductions in car parking supply.

1.2 Study area

The focus of this study is the Picton Town Centre, including the WCCCP site (detailed in **Section 1.2.3**). These are shown in **Figure 1-1**.

1.2.1 Picton Town Centre

Picton is Wollondilly Shire's historic, administrative hub located approximately 22 kilometres south-west of Campbelltown and 92 kilometres south-west of the Sydney CBD. Picton is the civic centre of Wollondilly Shire Council, with a residential population of 5,342 people in 2016 according to the ABS Census.

Picton Town Centre is centred around Argyle Street (Old Hume Highway). This street contains a range of land uses including personal business and services such as banks and realtors, eating and drinking establishments, gift and homeware stores.

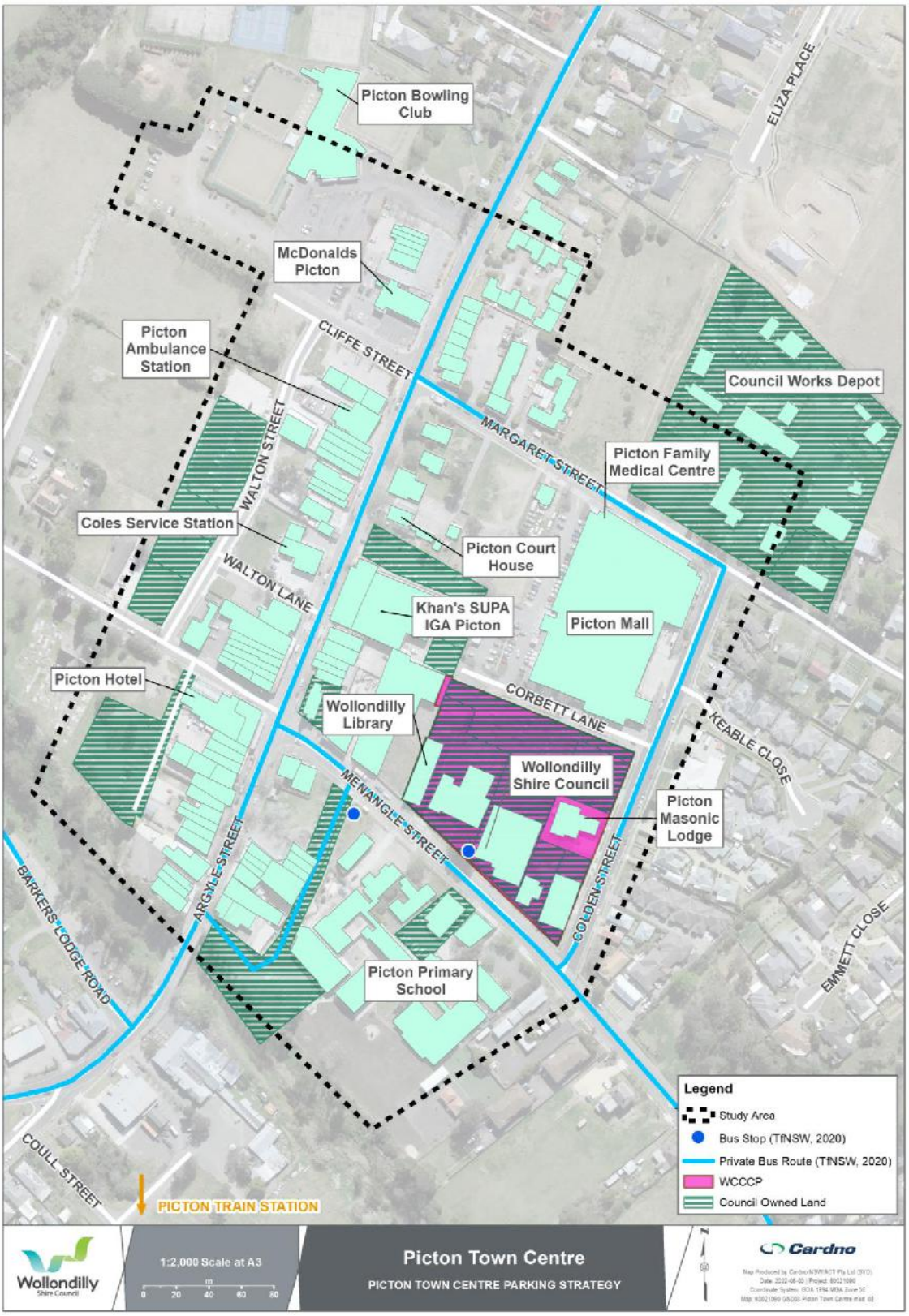
Within the core of the town centre bound by Argyle Street, Margaret Street, Colden Street and Menangle Street is Picton Mall including two supermarkets and Councils administrative and service buildings and library. These land uses generate the bulk of car parking demand from workers and the customers these businesses and services serve.

Car parking is provided throughout the town centre with on-street provisions, Council owned and managed off-street provisions located in several locations as well as publicly accessible private car parks provided by businesses, examples including Picton Mall, Picton Bowling Club and F45 Training.

The Picton Town Centre is located approximately 15 minutes' walk away from Picton Station which services the Southern Highlands Rail Line. Private bus routes 828, 900, 901, 911, 912, 913 and 914, connect Picton to key destinations including Bowral, Campbelltown, Wilton and Bargo.

Public transport in Picton Town Centre remains limited with majority of the bus routes running on hourly frequency and as a result, private vehicles account for the majority of trips in the area.

Figure 1-1 Picton Town Centre study area



1.2.2 The Future of Picton Town Centre

The role of Picton as Council's administrative and commercial heart is evolving as a result of major developments planned within the next 30 years including:

- Wilton New Town, a major commercial centre with 15,000 new homes and 15,000 new jobs across six precincts, located approximately 9.5 kilometres from Picton; and
- Picton Bypass, a future bypass of Picton Town Centre reducing congestion and through traffic.

The Picton Place Plan defines the vision of Picton as:

> ***Picton,***
>
> ***Where a beautiful township continues to flourish within a living garden;***
>
> ***Where a resilient, connected community acknowledges and expresses a proud history of its first people, exploration and architecture; and***
>
> ***Where an inspiring future springs from the best of what was, what is – and what's to come.***

To secure Picton's role as the civic, cultural and commercial heart of Wollondilly Shire Council and achieve this vision, Council has secured funding under the Western Parkland City Liveability Program to develop the WCCCP.

The resulting development will influence the land use and the number of parking spaces within the Picton Town Centre.

1.2.3 Wollondilly Community, Cultural and Civil Precinct

The proposed WCCCP will provide multipurpose and flexible community and open spaces that supports a diverse range of functions. It will also support safe and inclusive venues for a wide range of formal and informal events and activities for the community. The WCCCP is bounded by three public roads:

- Corbett Lane (formerly Manolis Lane) to the north;
- Menangle Street to the south; and
- Colden Street to the east.

The key components of the proposed WCCCP are:

- Refurbishment and extension of the Shire Hall;
- New Children's Services Community building;
- New Multifunction Theatre facility;
- New Government Services Centre;
- New Library and Learning Hub;
- Community, Arts, Exhibition and Workshop places; and
- Public open space improvements.

The WCCCP is planned to be delivered in four stages as summarised in **Table 1-1** and illustrated in **Figure 1-2**.

Table 1-1 Indicative Wollondilly Community, Cultural and Civic Precinct construction staging

Stage	Indicative period	Description
1	2020 – 2023	▪ Demolition of buildings ▪ Relocation of some services ▪ Initial refurbishments of the Shire Hall ▪ Construction of a new performance space ▪ Construction of a new childcare building.
2	2024 – 2026	▪ Construction of a new Government Services Centre ▪ New car parking (8 at-grade spaces and 80 basement spaces).
3	2026 – 2028	▪ Creation of a new green civic square ▪ Demolition of existing Council building ▪ Further Shire Hall improvements ▪ Additional car parking.
4	2028 – 2030	▪ Construction or new library ▪ Repurposing of exiting library ▪ Public domain works across Precinct and to Colden Street and Corbett Lane.

Source: Wollondilly Shire Council, 20/10/2021

Figure 1-2 Master Plan stages

Source: Wollondilly Community, Cultural and Civic Precinct Master Plan Report (William Ross Architects,2020).

Throughout all construction activities associated with the various stages, there will be increased parking demand generated from construction workers and reduced car parking availability due to construction activities occurring on former car parking land. Construction work associated with Stage 1 resulted in a small loss of parking behind the Shire Hall. The loss of parking was offset by the extension of the Walton Street car park in mid 2021.

In Stage 2, eight car parking spaces will be provided in the at-grade car park behind the Shire Hall and completion of the Government Services Centre is expected to include 80 basement car parking spaces (which will become operational upon completion of the building, for use in Stage 3).

Parking demand is already high throughout the Picton Town Centre, often resulting in informal car parking on undeveloped land. There is a risk for this issue to be exacerbated as the various stages of the WCCCP project materialise.

Appropriate supply and management of car parking is vital for the success of Picton Town Centre. Excessive parking can reduce land available for development and amenity for the public while conversely, insufficient parking supply will undermine the commercial viability of the Town Centre.

This Parking Strategy addresses these concerns and recommends a structure for parking management through parking infrastructure and management strategies for each stage of WCCCP's development to support Picton's vision as the civic, cultural and commercial heart of Wollondilly.

1.3 Key study considerations

Key parking management rationale adopted as part of this Parking Strategy include:

- Publicly accessible car parking is a shared resource provided by businesses and Council for the benefit of the community.
- Opportunities for mode shift to walking, cycling and/ or public transport are currently limited.
- It is generally accepted that people prefer not to pay for parking, nor understand the full cost to provide the service particularly when the cost structures are opaque.
- The cost of supplying and maintaining public parking needs to be assessed against the benefits to the community.
- The limit of the supply of car parking may impact the economic viability of Picton Town Centre and/ or restrict times when the planned performing arts centre can host events.
- Peak parking demand of approximately 80% of total parking supply is typically considered the optimum balance and desired target for parking infrastructure planning purposes. This aims to avoid an oversupply of parking (which would result in an inefficient use of space / resources) but also avoid undersupply (which would require vehicles to circulate around the precinct frequently searching for a space and would also result in the spaces closer to the key destinations being constantly taken).
- Parking utilisation data was captured in early June 2021. During this period some Covid-19 pandemic impacts were present but transport operation was very close to be "back to normal". Greater impacts in transport demand and parking operation were experienced in the months following the survey date. As such, the data is assumed to provide a reasonable indication of "typical operation" despite the inevitable fluctuations attributable to factors such as the pandemic, seasonal changes, weather, etc.
- While the implementation date and final configuration of the proposed Picton Bypass is unknown (and therefore not factored in the analysis described in this document), it is expected that the bypass will have no material impact on parking within the Picton Town Centre. The key Picton Bypass project benefits (sourced from TfNSW project website) have been defined as follows:
  - Reducing traffic congestion in Picton and improving amenity for the local community
  - Provide an alternative and more direct route between Remembrance Driveway and the Hume Motorway, via Picton Road.
  - Improving safety and increasing journey reliability for road users.
  - Improving safety during emergency events such as bushfire and flood.

2 Land use

A land use assessment was undertaken using GIS property data, Council's land use data and a desktop business review. The purpose was to identify existing land uses and respective floor area. This assessment was adopted to assist modelling car parking demand.

2.1 Existing land use

The study area contains approximately 33 commercial offices and 40 retail shops, which range from supermarkets to local shops selling small items. Picton Mall is located in the east of the study area and supports a range of retail outlets and trip generating land uses including Coles, Liquorland and Kmart. IGA supermarket and Picton Service Centre are also located on the premises. Picton Primary School is also a key trip generating land use, located in the south of the study area, with drop-off and pick-up trips occurring in the weekday morning and afternoon periods. The study area contains approximately 21 residential dwellings.

Within the study area, approximately 50,000m^2 of building space was identified. A lettable floor area (LFA) rate of 0.75 was applied to this gross floor area (GFA) for parking modelling purposes. The land use breakdown within the study area is shown in **Figure 2-1**, and includes 31% for retail stores, 14% for commercial premises and 13% for private residences. The land use breakdown per category is shown in **Table 2-1** and the surveyed land uses are shown in **Figure 2-2**.

Figure 2-1 Land use proportion

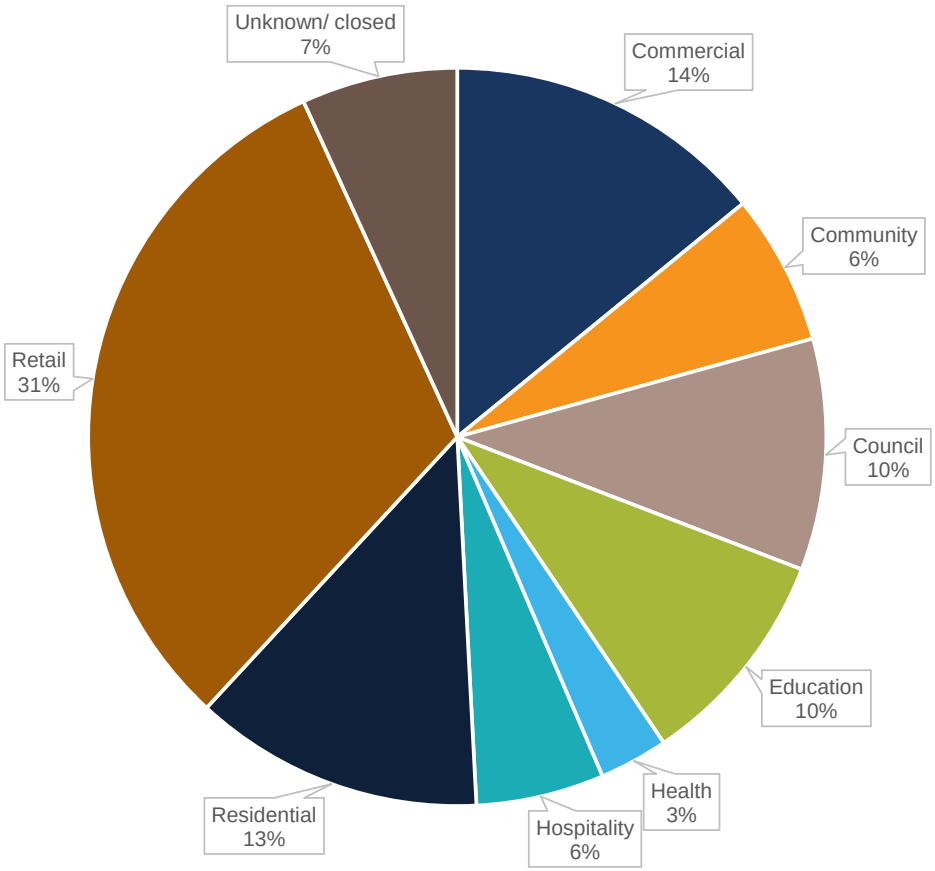
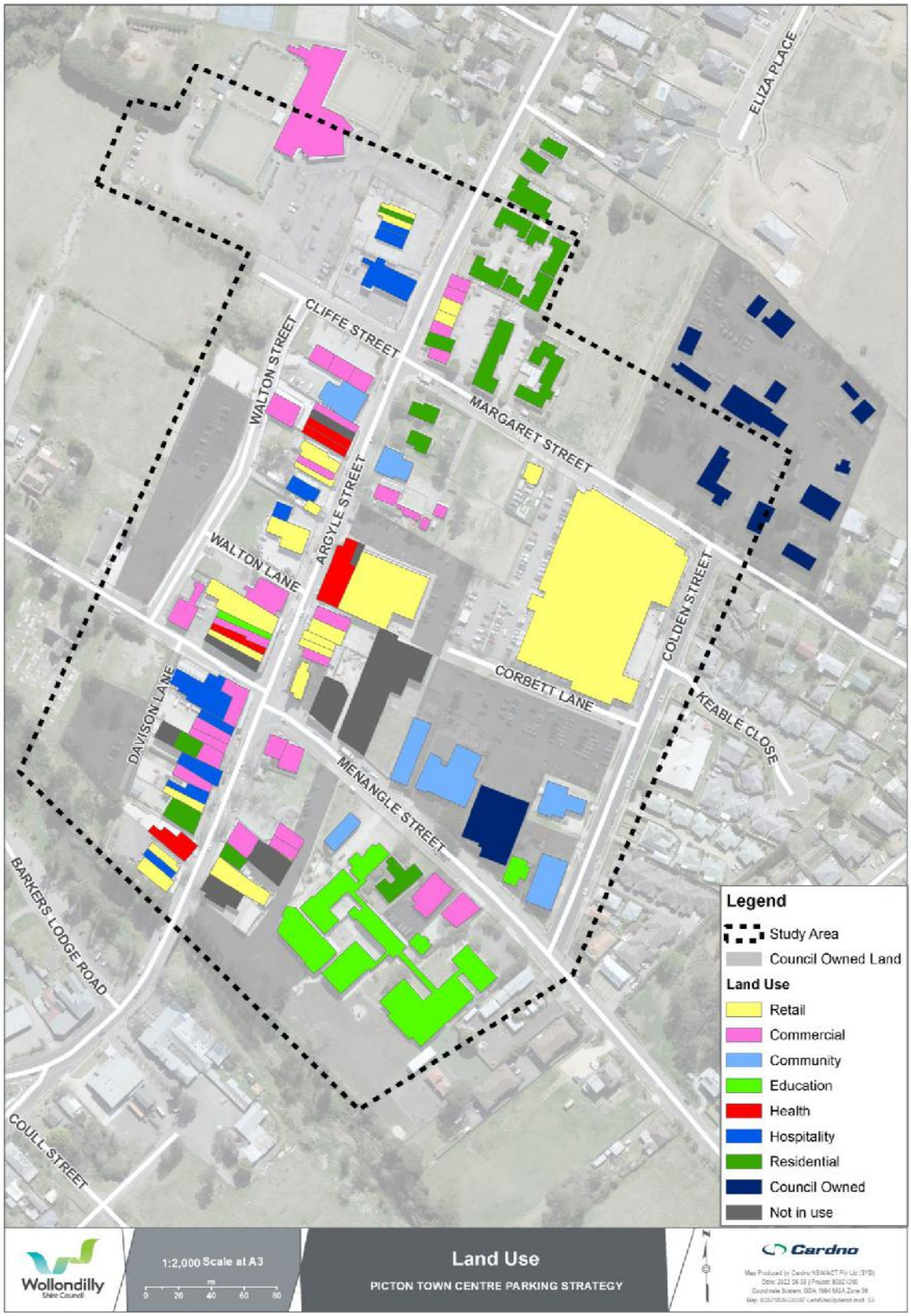


Table 2-1 Floor area survey summary

Land use type	Lettable floor area (LFA) (m^2)*
Commercial	**5,213**
Aged care	272
Entertainment	1,369
Gym	504
Hotel	200
Office	309
Office retail	2,340
Self-storage	219
Community	**2,442**
Church	165
Emergency services	951
Hall	991
Library	335
Council	**3,750**
Depot	1,920
Government office	1,830
Education	**3,589**
Child care	252
School	3,337
Health	**1,114**
Health	1,114
Hospitality	**2,074**
Café	366
Fast food	520
Restaurant	1,188
Residential	**4,701**
Residential	4,701
Retail	**11,566**
Hair/ beauty	918
Retail	3,094
Service station	342
Shopping centre	6,008
Supermarket	1,204
Total	**34,450**
Unknown/ closed	**2,529**
Grand total	**36,979**

** Category totals may not sum to grand total due to rounding.*

Figure 2-2 Surveyed land use



2.2 Council owned land

Wollondilly Shire Council owns several parcels of land within the Picton Town Centre. **Table 2-2** summarises properties of the Council-owned lands and their existing uses, together with the indicative number of parking spaces available at each site.

Table 2-2 Council owned land

Item	Property address (Picton NSW 2571)	Lot | DP	Area (m^2)	Parking bays	Current land use
1	170 Argyle Street	Lot 11 | DP535032 Lot 12 | DP536558 Lot 13 | DP537192 Lot 18 | DP539233 Lot 15 | DP534794	4,008	84	St Mary Mackillop Lane & Car Park
2	Argyle Street	Lot 1002 | DP860648 Lot 29 | DP536916	7,461	59	Argyle Street Car Park
3	Menangle Street West	Lot 1 | DP602401	3,045	54	Davidson Lane Car Park
4	24 Menangle Street	Lot 11 | DP856694	525	-	Old Picton Post Office
5	42 Menangle Street	Lot 1 | DP1272621	5,954	94	Wollondilly Library/ Picton Market/ Car Park
6	62-64 Menangle Street	Lot 4 | DP580175	2,687	37	Council Chambers
7	66 Menangle Street	Lot A | DP158722	784		Children Services Cottage
8	2 Colden Street	Lot B | DP158722	892	4	Council Offices and Picton RFS
9	6 Colden Street	Lot: 21 | Sec. 3 | DP939379	481	Included in Item 5	Colden Street Car Park
10	65 Menangle Street	Lot 1 | DP1004788	1,012	-	School of Art Building
11	3-7 Walton Street	Lot 103 - Lot 105 | DP1174568	2,226	44	Walton Street Car Park
12	10-18 Margaret Street	Lot 1 | DP816566	17,810	36*	Council Works Depot
13	20 Margaret Street	Lot 2 | DP816566	1,450	-	House (next to Council Depot)
TOTAL			**48,333**	**412**	

Source: Wollondilly Online Maps https://maps.wollondilly.nsw.gov.au/intramaps97public/. Viewed on: 05/07/2021 and parking inventory survey

(*) Indicates parking bays which have been surveyed and accessible to public only.

2.3 Future land use

The WCCCP development will result in some changes to the land uses patterns in Picton, trip attraction profiles, number of visitors, peak periods, etc. This corresponds to the main land use change in Picton in the short / medium term with no other developments of significant scale known or confirmed at this stage. Other changes (including future residential opportunities) are documented in the Picton Place Plan and are expected to materialise in the medium / long term horizon.

3 Existing Conditions

3.1 Existing parking supply and demand

Over 70% of Wollondilly residents travel by car on an average weekday, relying primarily on private vehicles to complete trips for social, work, shopping, education and personal business purposes (Household Travel Survey Data 2018/ 2019, TfNSW). These trips are supported by public parking within the town centre.

Parking surveys were undertaken to document typical parking operation in Picton. The surveys included an inventory of the number of spaces and associated restrictions of all publicly available on-street and off-street locations within the study area. The surveys also captured parking demand and duration of stay surveys. The parking surveys sought to capture typically occurring demands and were conducted on:

- Saturday, 5 June 2021 – 8:00am to 7:00pm; and
- Tuesday, 8 June 2021 – 8:00am to 7:00pm.

During this period some Covid-19 pandemic impacts were present but transport operation was very close to be “back to normal”. Greater impacts in transport demand and parking operation were experienced in the months following the survey date. As such, the data is assumed to provide a reasonable indication of “typical operation” despite the inevitable fluctuations attributable to factors such as the pandemic, seasonal changes, weather, etc.

Any vehicle parked in the study area was assumed to be generated by a land use in the Picton town centre. As such, the survey included all visible and legally accessible parking spaces irrespective of restrictions.

Off-street parking spaces on private property and on informal unmarked sites were included where possible and its capacity was estimated.

The parking inventory identified a total capacity of 1,307 parking spaces within the study area with the breakdown as follows:

- 155 publicly accessible on-street parking spaces;
- 1,152 publicly accessible off-street spaces (including 83 estimated informal/ unmarked spaces on empty lots); and

The following public off-street parking locations make up approximately one-third of the existing parking supply:

- Margaret/ Argyle Street car park;
- Colden Street car park;
- Menangle Street car park;
- Davidson Lane car park; and
- Walton Street car park.

The majority of the off-street parking bays have a perpendicular configuration, with a smaller number of parking bays with parallel and 45-degree angle configuration. The on-street parking generally has 1P restriction in commercial areas and a smaller number of parking with no restrictions in areas further away from Argyle Street, the key north-south commercial spine of the study area.

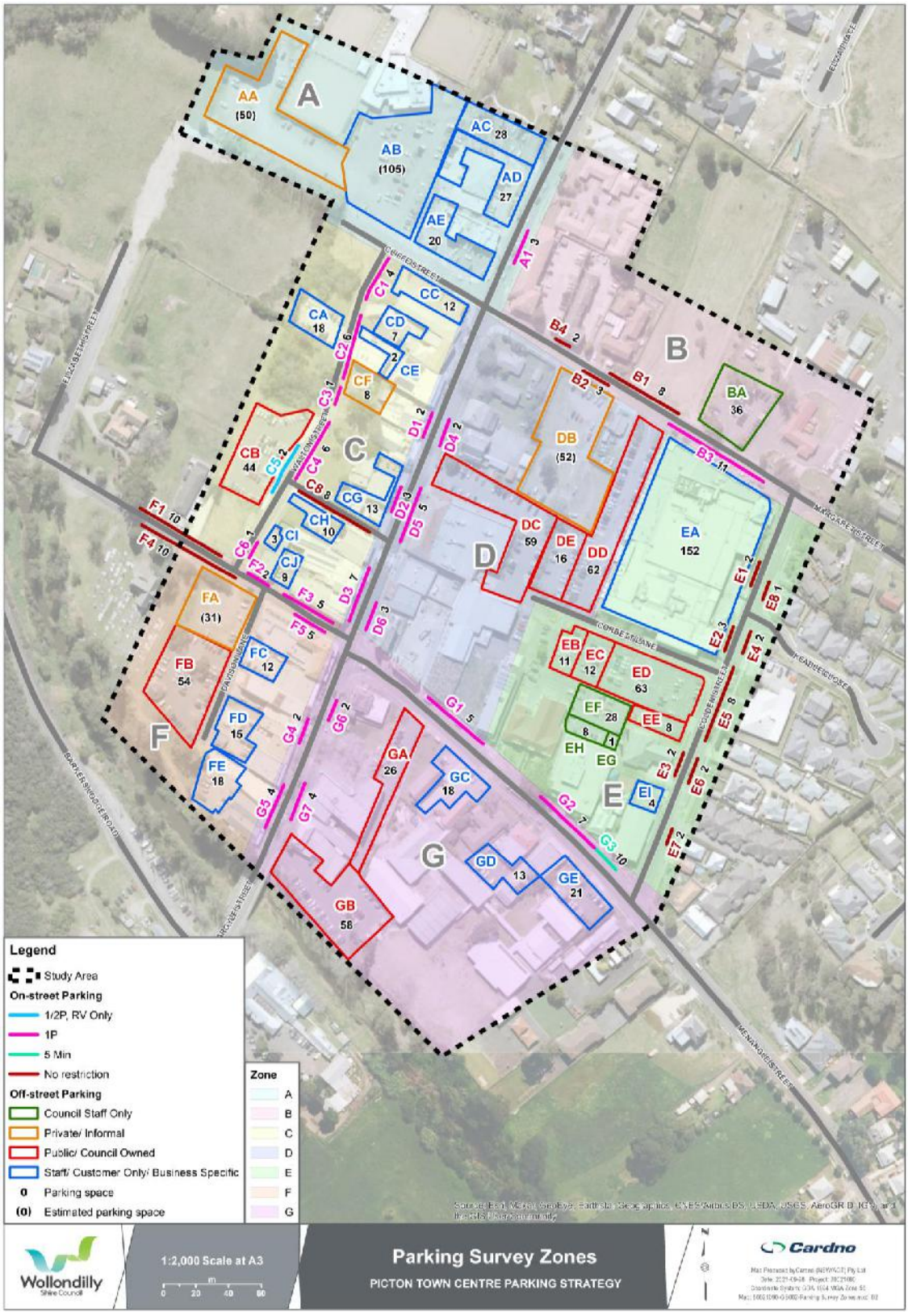
The study area was divided into 6 survey zones (A, B, C, D, E, F and G) and the capacity within each zone are summarised in **Table 3-1**.

Figure 3-1 shows the survey zones and existing parking supply within the study area.

Table 3-1 Parking supply for each parking zone (including informal/ unmarked spaces)

Parking zone	Off-street capacity	On-street capacity	Total
A	230	3	**233**
B	36	24	**60**
C	126	28	**154**
D	197	22	**219**
E	291	21	**312**
F	136	32	**168**
G	136	25	**161**
Grand Total	**1,152**	**155**	**1,307**

Figure 3-1 Existing parking supply



3.1.2 Detailed Parking Inventory

Table 3-2 and **Table 3-3** summarise the existing on-street and off-street parking supply within the study area. The timing of parking restrictions was found to be consistent throughout the precinct (i.e. weekday parking restrictions are between 8:30am and 6:00pm and Saturday restrictions are between 8:30am and 12:30pm). This standardisation is beneficial to restriction compliance by making the system legible.

Table 3-2 Existing on-street parking

Zone	Map ID	Street Name	Parking Configuration	Parking Restriction	Capacity
A	A1	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	3
B	B1	Margaret Street	Parallel	No Restriction	8
	B2	Margaret Street	Parallel	No Restriction	3
	B3	Margaret Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	11
	B4	Margaret Street	Parallel	No Restriction	2
C	C1	Walton Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	4
	C2	Walton Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	6
	C3	Walton Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	1
	C4	Walton Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	6
	C5	Walton Street	Parallel	1/2P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	2
	C6	Walton Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	1
	C7	Walton Lane	Parallel	No Restriction	8
D	D1	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	2
	D2	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	3
	D3	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	7
	D4	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	2
	D5	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	5
	D6	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	3

Zone	Map ID	Street Name	Parking Configuration	Parking Restriction	Capacity
E	E1	Colden Street	Parallel	No Restriction	2
	E2	Colden Street	Parallel	No Restriction	3
	E3	Colden Street	Parallel	No Restriction	2
	E4	Colden Street	Parallel	No Restriction	1
	E5	Colden Street	Parallel	No Restriction	8
	E6	Colden Street	Parallel	No Restriction	2
	E7	Colden Street	Parallel	No Restriction	2
	E8	Colden Street	Parallel	No Restriction	1
F	F1	Menangle Street	Parallel	No Restriction	10
	F2	Menangle Street	Parallel	1P 8:30am - 6pm MON - FRI / 8.30am - 12:30pm SAT	2
	F3	Menangle Street	Parallel	1P 8:30am - 6pm MON - FRI / 8.30am - 12:30pm SAT	5
	F4	Menangle Street	Parallel	No Restriction	10
	F5	Menangle Street	Parallel	1P 8:30am - 6pm MON - FRI / 8.30am - 12:30pm SAT	5
G	G1	Menangle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	5
	G2	Menangle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	6
	G3	Menangle Street	Parallel	P5 8:30am - 6pm MON – FRI / 8.30am - 12 Noon SAT	2
	G4	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	2
	G5	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	4
	G7	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	4
	G6	Argyle Street	Parallel	1P 8:30am - 6pm MON – FRI / 8.30am - 12:30pm SAT	2
Total on-street parking spaces					**155**

Table 3-3 Existing off-street parking

Zone	Map ID	Street Name	Parking Configuration	Off Street Type	Parking Restriction	Capacity
A	AA	Cliffe Street	Perpendicular/ Un-delineated	Private/ Informal	No Restriction	(50)
	AB	Cliffe Street	Perpendicular	Staff/ Customer Only	No Restriction	(105)
	AC	Argyle Street	Perpendicular	Staff/ Customer Only	No Restriction	28
	AD	Argyle Street	Perpendicular	Staff/ Customer Only	No Restriction	27
	AE	Cliffe Street/ Argyle Street	Perpendicular	Staff/ Customer Only	No Restriction	20
B	BA	Margaret Street	Perpendicular	Council	No Restriction	36
C	CA	Walton Street	Perpendicular	Staff/ Customer Only	No Restriction	18
	CB	Walton Street	Perpendicular	Staff/ Customer Only	No Restriction	44
	CC	Cliffe Street	Perpendicular	Public	No Restriction	12
	CD	Walton Street	Perpendicular	Staff/ Customer Only	No Restriction	7
	CE	Walton Street	Parallel	Staff/ Customer Only	No Restriction	2
	CF	Walton Street	Un-delineated	Private/ Informal	No Restriction	8
	CG	Argyle Street	Perpendicular/ 45-degree angle	Staff/ Customer Only	No Restriction	13
	CH	Walton Lane	Perpendicular	Staff/ Customer Only	No Restriction	10
	CI	Walton Street	Perpendicular	Staff/ Customer Only	No Restriction	3
	CJ	Menangle Street	Perpendicular	Staff/ Customer Only	No Restriction	9
D	DB	Margaret Street	Un-delineated	Private/ Informal	No Restriction	(52)
	DC	Argyle Street/ Corbett Lane/ Margaret Street	Perpendicular/ Parallel	Public	2P 8:30am - 6pm MON - FRI 8.30am - 12:30pm SAT	59
	DD	Argyle Street/ Corbett Lane/ Margaret Street	Perpendicular	Public	2P 8am - 6pm MON - SUN	64
	DE	Argyle Street/ Corbett Lane/ Margaret Street	Perpendicular	Public	3P	22
E	EA	Corbett Lane/ Colden Street	Basement	Staff/ Customer Only	3P at all times. Gates close 8:00 PM daylight saving, 7:00 PM Winter	152
	EB	Corbett Lane/ Colden Street	Perpendicular	Public	No Restriction	12
	EC	Corbett Lane/ Colden Street	Perpendicular	Public	3P 8:30am - 6pm MON - FRI 8.30am - 12:30pm SAT	14
	ED	Corbett Lane/ Colden Street	Perpendicular	Public	No Restriction	63

Zone	Map ID	Street Name	Parking Configuration	Off Street Type	Parking Restriction	Capacity
	EE	Corbett Lane/ Colden Street	Perpendicular	Public	3P 7am - 5pm MON - FRI	9
	EF	Corbett Lane/ Colden Street	Perpendicular	Council	3P 7am - 10pm MON - FRI	28
	EG	Corbett Lane/ Colden Street	45-degree angle	Council	3P 7am - 10pm MON - FRI	1
	EH	Corbett Lane/ Colden Street	Perpendicular	Council	3P 7am - 10pm MON - FRI	8
	EI	Colden Street	Un-delineated	Staff/ Customer Only	No Restriction	4
F	FA	Menangle Street	Un-delineated	Private/ Informal	No Restriction	(31)
	FB	Davidson Lane	Perpendicular	Public	No Restriction	57
	FC	Davidson Lane	Perpendicular	Staff/ Customer Only	No Restriction	12
	FD	Davidson Lane	Parallel	Staff/ Customer Only	No Restriction	15
	FE	Davidson Lane	Perpendicular/ Un-delineated	Staff/ Customer Only	No Restriction	21
G	GA	Menangle Street/ Argyle Street	Parallel/ 45-degree angle	Public	2P 8:30am - 6pm MON - FRI 8.30am - 12:30pm SAT	26
	GB	Menangle Street/ Argyle Street	Perpendicular/ 45-degree angle	Public	3P 8:30am - 6pm MON – FRI 8.30am - 12:30pm SAT	58
	GC	Menangle Street	Perpendicular	Staff/ Customer Only	No Restriction	18
	GD	Menangle Street	Perpendicular	Staff/ Customer Only	No Restriction	13
	GE	Menangle Street	Perpendicular	Staff/ Customer Only	No Restriction	21
Total off-street parking spaces (Excluded space estimation) *						**914 (238)**

** Exclusion of parking spaces is explained below.*

For the purpose of the parking assessment documented in this report, the following adjustments were made to the parking supply within the town centre:

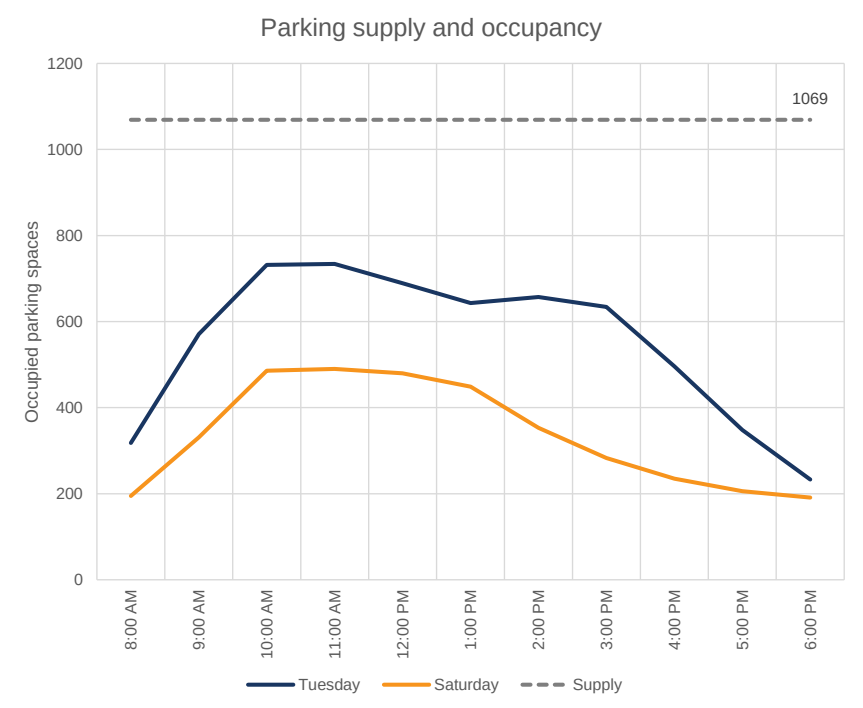
- Excluding the Picton Bowling Club provision (155 spaces) and demand. Given the relative distance to other land uses, signage outlining that parking is only for patrons of the club and the relatively large supply of car parking, the club's parking demand is generally independent of the Picton town centre.
- Excluding supply from notable off-street informal and/or unmarked provisions including the land behind the police station (area DB estimated 52 spaces) and the southwest corner of Menangle Street and Davidson Lane (area FA estimated 31 spaces). A total of 83 spaces was therefore excluded from the total supply. These locations currently provide an overflow opportunity. The land holders could prevent this at any time. Parking occupancy in these locations was included in the demand assessment as the parking is generated by land uses in Picton.

The revised total supply of car parking (excluding the bowling club and informal off-street areas) is therefore **1,069 spaces**.

3.2 Parking occupancy

A summary of the precinct's parking demand for a typical weekday (Tuesday) and Saturday is shown in **Figure 3-2**. The peak occupancy was found to occur around 11:00am, with 734 spaces (69%) and 490 spaces (46%) occupied on a typical weekday and Saturday respectively.

Figure 3-2 Picton town centre parking supply and demand



A more detailed review of the parking space occupancy for each zone was undertaken to show where the highest occupancy locations are. **Figure 3-3** to **Figure 3-10** show the parking occupancy graphs in relation to the parking supply for each zone.

The survey results show that the utilisation was low to medium across the precinct. Parking Zone B was the only zone that reached or exceeded parking capacity for a typical weekday (Council Works Depot, residential and commercial premises). This occurred between 11:00am and 12:00pm, and at 2:00pm, corresponding with high activity times of the working day.

Parking zone D has consistently higher demand than other locations as was expected given the central location and the access to a range of land uses for people parking there.

Zone E was split up between at-grade spaces and the Picton Mall basement to understand the preference and demand. At-grade spaces in Zone E have high occupancy through the weekday workday and low demand on the weekend. The Picton Mall basement generally had less than 50 per cent utilisation throughout the weekday and weekend. It is expected this would have higher demands on rainy days and hot summer days.

Zone G shows a late afternoon spike and peak in demand which is consistent with locations close to primary schools. This also seems to impact demands in Zone E, which may otherwise have a general tapering off in demand towards the end of a weekday.

Figure 3-3 Parking occupancy – Zone A (78 spaces)

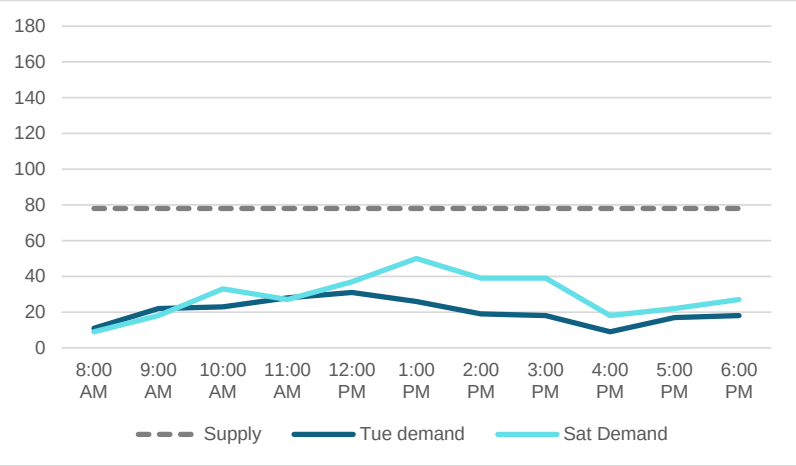


Figure 3-4 Parking occupancy – Zone B (60 spaces)

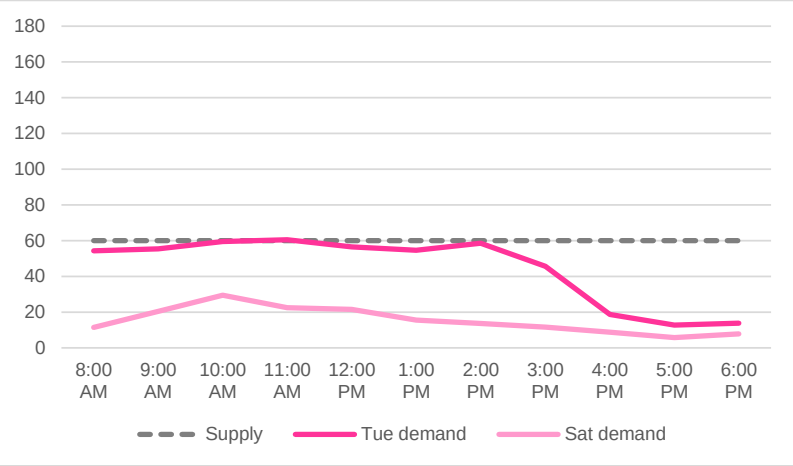


Figure 3-5 Parking occupancy – Zone C (154 spaces)

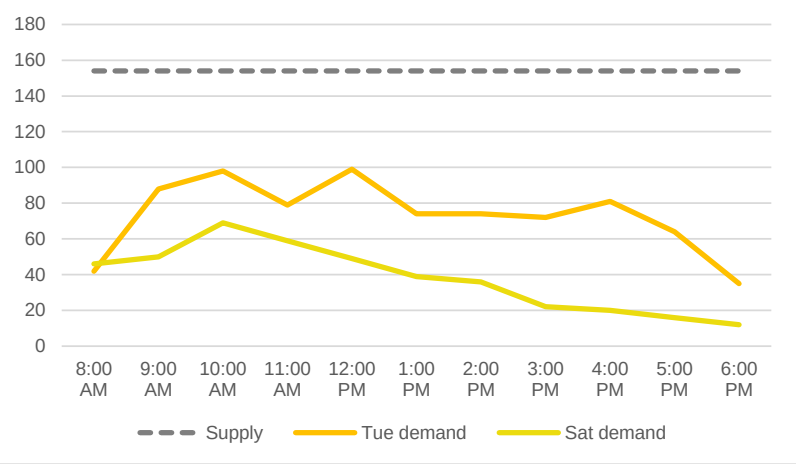


Figure 3-6 Parking occupancy – Zone D (167 spaces)

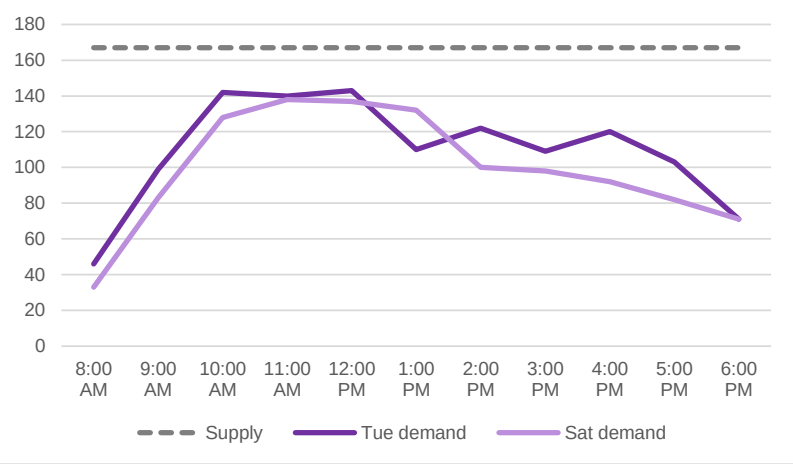


Figure 3-7 Parking occupancy – Zone E Basement (152 spaces)

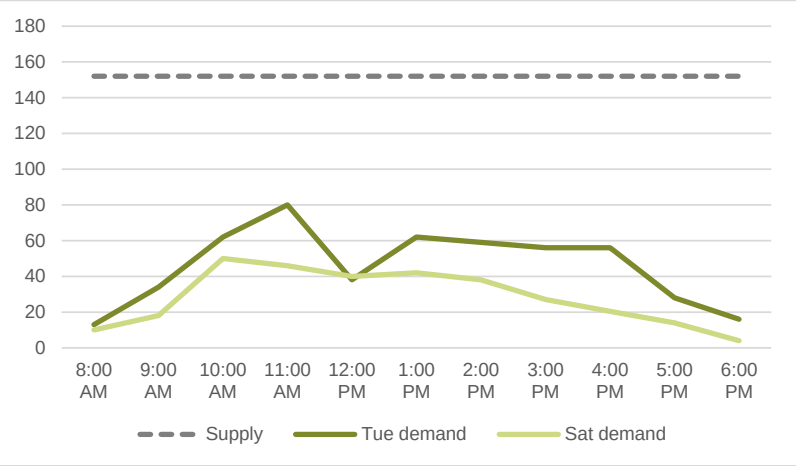


Figure 3-8 Parking occupancy – Zone E At-grade (160 spaces)

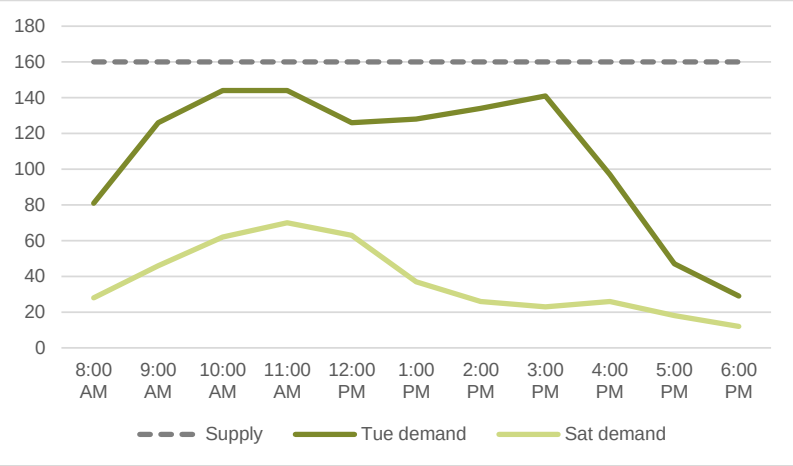


Figure 3-9 Parking occupancy – Zone F (137 spaces)

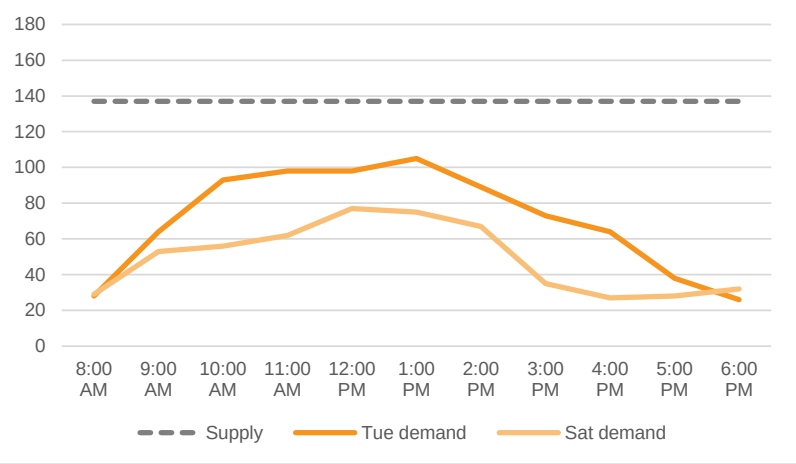
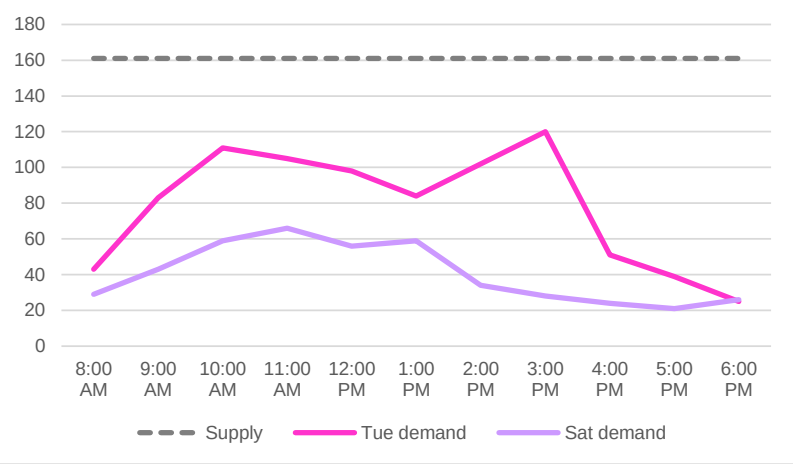


Figure 3-10 Parking occupancy – Zone G (162 spaces)



3.3 Parking duration of stay

Parking duration of stay was analysed for each space at hourly intervals, resulting in a period of approximately 59 minutes on each side of the survey period where a vehicle could arrive and leave. The durations of stay intervals were therefore defined as shown in **Table 3-4**.

Table 3-4 Average parking duration estimate

Estimated average parking duration (hours)	Possible duration of stay range
1	Less than 2 hours
2	Between 1 hour and 3 hours
3	Between 2 hours and 4 hours
4	Between 3 hours and 5 hours
5	Between 4 hours and 6 hours
6	Between 5 hours and 7 hours
7	Between 6 hours and 8 hours
8	Between 7 hours and 9 hours
9	Between 8 hours and 10 hours
10	Between 9 hours and 11 hours
11	10 hours or more

As shown in **Table 3-4,** there are time overlaps across adjacent periods. The estimated average parking duration assumed (shown in the first column) corresponds to a simplification of the average duration of stay. The following graph and tables show:

- **Figure 3-11**, the estimated duration of stay for Picton on the surveyed Saturday and Tuesday;
- **Table 3-5**, number of times vehicles parked for each of the defined durations on the surveyed Saturday and Tuesday;
- **Table 3-6**Estimated duration of stay by zone (Saturday 5 June 2021), estimated duration of stay by parking zone on the surveyed Saturday; and
- **Table 3-7**, estimated duration of stay by parking zone on the surveyed Tuesday.

Figure 3-11 Estimated parking duration of stay – Picton Town Centre

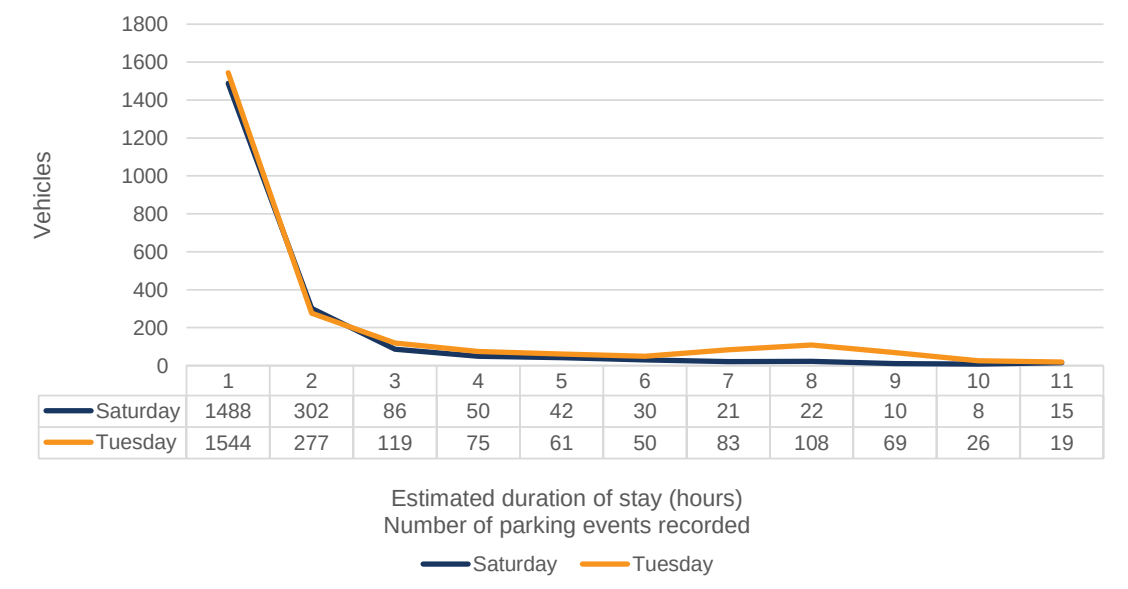


Table 3-5 Parking events and estimated duration of stay – Picton Town Centre

Estimated parking duration (hours)	Possible time range parked	Saturday		Tuesday	
		Number of vehicles	Percentage of vehicles (%)	Number of vehicles	Percentage of vehicles (%)
1	Less than 2 hours	1,488	72%	1,544	64%
2	Between 1 hour and 3 hours	302	15%	277	11%
3	Between 2 hours and 4 hours	86	4%	119	5%
4	Between 3 hours and 5 hours	50	2%	75	3%
5	Between 4 hours and 6 hours	42	2%	61	3%
6	Between 5 hours and 7 hours	30	1%	50	2%
7	Between 6 hours and 8 hours	21	1%	83	3%
8	Between 7 hours and 9 hours	22	1%	108	4%
9	Between 8 hours and 10 hours	10	0%	69	3%
10	Between 9 hours and 11 hours	8	0%	26	1%
11	10 hours or more	15	1%	19	1%
Total		**2,074**	**100%**	**2,431**	**100%**

Table 3-6 Estimated duration of stay by zone (Saturday 5 June 2021)

Area	Spaces	Total turnover	Estimated average duration of stay (hours)										
			1	2	3	4	5	6	7	8	9	10	11
A	78	165	117	17	4	7	6	8	2	2	1	1	0
B	60	66	40	12	1	3	2	1	3	3	0	0	1
C	154	198	127	33	10	3	4	11	2	4	2	2	0
D	167	781	614	107	27	14	8	2	2	2	3	1	1
E	312	378	271	47	16	11	12	4	6	5	1	1	4
F	137	249	159	43	17	4	7	1	6	6	3	3	0
G	161	237	160	43	11	8	3	3	0	0	0	0	9
Total	**1,069**	**2,074**	**1,488**	**302**	**86**	**50**	**42**	**30**	**21**	**22**	**0**	**8**	**15**

Table 3-7 Estimated duration of stay by zone (Tuesday 8 June 2021)

Area	Spaces	Total turnover	Estimated average duration of stay (hours)										
			1	2	3	4	5	6	7	8	9	10	11
A	78	127	98	9	6	2	6	2	1	0	2	1	0
B	60	117	59	6	1	1	0	0	15	26	4	3	2
C	154	272	159	31	9	6	8	7	9	22	12	4	5
D	167	834	682	86	24	6	7	10	3	6	4	5	1
E	312	509	237	67	33	37	19	13	23	30	35	8	7
F	137	240	104	40	26	16	9	7	14	10	10	1	3
G	161	332	205	38	20	7	12	11	18	14	2	4	1
Total	**1,069**	**2,431**	**1,544**	**277**	**119**	**75**	**61**	**50**	**83**	**108**	**69**	**26**	**19**

The graph and data shows that:

- The vast majority of vehicles was found to park for less than two hours (72% on Saturday and 64% on Tuesday).
- Tuesday accommodated a higher parking demand for both short stay and long stay.
- Tuesday had a notably higher long stay parking demand (of seven hours or more) compared to Saturday, which is attributed to a greater number of people commuting to the town centre to work .
- Zone D followed by Zone E have the highest amount of parking demand, reflecting the desire to use the more central areas due to its convenience and proximity to the majority of trip generators.

3.3.2 Highest turnover locations

The parking locations with the top 10 highest parking turnovers recorded on each day are shown in **Table 3-8** and **Table 3-9**. Analysis of the data showed that the top 10 locations accounted for at least 60 per cent of all parking observations.

Table 3-8 Top 10 parking spaces by demand volume (Saturday 5 June 2021)

Map ID	Turnover	Percentage of total parked cars	Land uses supported
DD	359	17%	Picton Mall/ Khan's SUPA IGA Picton/ Argyle Street shops
DC	252	12%	Picton Mall/ Khan's SUPA IGA Picton/ Argyle Street shops
EA	199	10%	Picton Mall (basement car park)
FB	139	7%	Argyle Street south (Davidson Lane carpark)
GB	98	5%	Argyle Street south (car parking adjacent to Stonequarry Creek)
AE	68	3%	Picton McDonald's
DE	66	3%	Picton Mall/ Khan's SUPA IGA Picton/ Argyle Street shops
ED	59	3%	Picton Mall and Council offices
GA	57	3%	Argyle Street shops (south of Menangle Street)
AD	53	3%	Argyle Street shops (north of Margaret Street)
Top 10 Total	**1,350**	**65%**	

Table 3-9 Top 10 parking spaces by demand volume (Tuesday 8 June 2021)

Map ID	Turnover	Percentage of total parked cars	Land uses supported
DD	383	16%	Picton Mall/ Khan's SUPA IGA Picton/ Argyle Street shops
EA	250	10%	Picton Mall (basement car park)
DC	244	10%	Picton Mall/ Khan's SUPA IGA Picton/ Argyle Street shops
FB	117	5%	Argyle Street south (Davidson Lane carpark)
GB	105	4%	Argyle Street south
DE	91	4%	Picton Mall/ Khan's SUPA IGA Picton/ Argyle Street shops
ED	74	3%	Picton Mall and Council offices
GA	73	3%	Argyle Street shops (south of Menangle Street)
CB	67	3%	Argyle Street central. (Walton Street car park)
CA	65	3%	F45 customer parking (Walton Street)
Top 10 Total	**1,469**	**60%**	

High parking turnover is generally associated with spaces only being recorded for one survey interval, indicating a duration of stay of less than two hours.

On both the surveyed weekday and weekend, Picton Mall serves as the single largest demand generator for short-stay parking. Parking area DD is located at the front and adjacent to Picton Mall. The Picton Mall basement car park (area EA) accommodated 10 per cent of parking observations on both surveyed days.

F45 Training generates a large amount of short duration parking at specific times, suggesting parking was used for scheduled fitness classes on weekdays.

4 Parking demand modelling

A car parking demand model was developed to help estimate the change in parking demand over time as the WCCCP Master Plan evolves. This section describes the method used to develop the model, the analysis and findings.

4.1 Parking demand factors

4.1.1 Shared parking

Shared parking refers to bays that permit use by multiple land uses. The peak parking occupancy is reduced as a result of different parking profiles across the year (seasonal or monthly effects) and the day (time of day effects). The differences in relative parking demand peaks create opportunities for more efficient use of a given parking quantum.

4.1.2 Reciprocal parking

Reciprocal parking (also referred to as captive parking) occurs when a visitor (using one car space) has more than one purpose within an area and hence only one parking event is required to serve two or more purposes. This primarily occurs where there is a mix of retail and office uses within the precinct, contrasting with the primarily residential catchment surrounding the precinct. As a result, there is likely to be a degree of reciprocity between these land use categories. The rate of reciprocity between applicable land uses is defined as per the National Cooperative Highway Research Program (NCHRP) Report 684. NCHRP reciprocity rates are applicable for all land use pairs determined to be within a reasonable walking catchment.

By including the effects of reciprocity, the peak parking requirement is reduced and a lower total parking supply will be required to satisfy demand.

4.2 Modelling methodology

The methodology for calculating the total precinct parking demand with consideration for shared and reciprocal parking is outlined below. Cardno's parking model uses data from best-practice documentation from the *National Cooperative Highway Research Program's (NCHRP) Report 684: Enhancing Internal Trip Capture Estimation for Mixed-Use Developments* (March 2011), *Institute of Transport Engineers'* (ITE) *Parking Generation* and *Urban Land Institute's (ULI) Shared Parking*.

4.2.1 Existing parking demand modelling

1. Land use was surveyed via desktop analysis, measuring the GFA of building envelopes. The land use profile is detailed in **Section 2**. It should be noted that the Picton Bowling Club was not included as part of the precinct's parking demand as its parking supply is used solely for the purpose of the facility, and shared and reciprocal parking is not applicable due to its distance from other land uses.
2. Land use parking generation rates for the precinct were defined as per the ITE Parking Generation, 4th Edition Guide and calibrated against the Wollondilly Shire Council DCP rates and the Victoria Planning Provision Scheme rates. The rates adopted in the parking model are shown in **Table 4-1**.

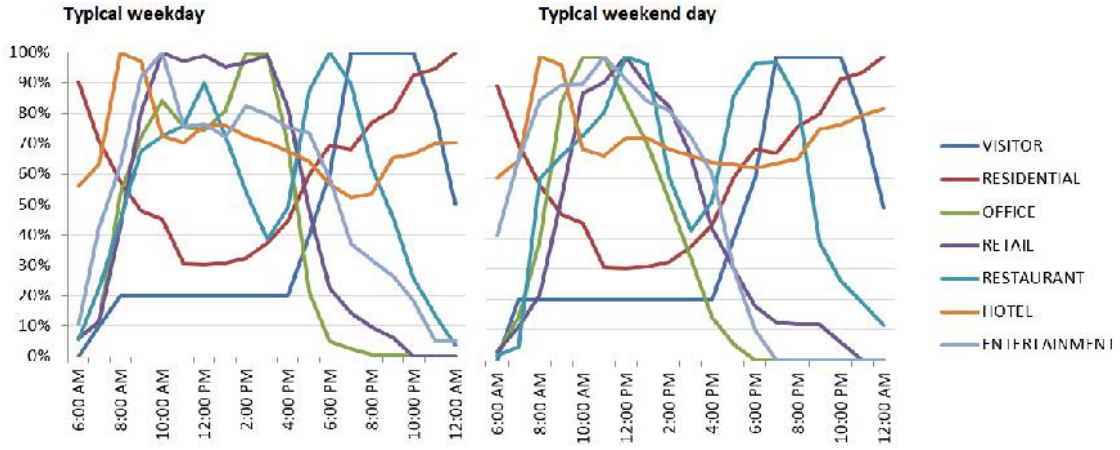
Table 4-1 Parking generation rates used in modelling

Land use category	Land use type	Unit	Rate (weekday)	Rate (weekend*)
Residential	Single Detached Dwelling	Per unit	2.1	2.1
	Low-Rise Apartment	Per unit	1.6	1.6
	Residential Townhouse	Per unit	1.5	1.5
Office	Commercial Office	Per 100m^2	2.7	0.2
	Government Office	Per 100m^2	2.5	0.2
	Medical/ Dental Office	Per 100m^2	4.0	4.0
	Clinic	Per 100m^2	4.6	3.7
	Childcare	Per 100m^2	3.4	0.0
	Library	Per 100m^2	2.3	1.6
	Primary school	Per student	0.8	0.0
Retail	Shopping Centre	Per 100m^2	6.1	6.1
	Service Retail	Per 100m^2	2.2	2.8
	Gasoline/ service station	Per fuel pump	1.0	1.0
Restaurant	Fine/ Casual Dining	Per seat	0.5	0.5
	Fast-Food	Per seat	0.5	0.5
	Bar or Lounge	Per seat	0.7	0.7
	Café	Per 100m^2	8.0	8.0
Hotel	Motel	Per room	0.8	0.7
Entertainment	Performing Arts Theatre	Per seat	0.6	0.6
	Health/fitness club	Per 100m^2	6.1	4.0
	Museum	Per 100m^2	1.1	1.6
	Recreational community centre	Per 100m^2	3.5	3.5

** Weekend terminology refers to the peak demand, expected to coincide with Saturdays*

3. Different land uses have different temporal parking demand profiles. This refers to the typical; 'busyness' of each land use type outlined in **Table 4-1**. Example temporal demand profiles for differing land uses on a typical weekday and typical weekend are shown in **Figure 4-1**. Temporal demand profiles for each land use in the study area were determined for a typical weekday and a typical weekend day, and adopted for the parking model. The temporal demand profiles adopted in the model are shown in **Appendix A**.

Figure 4-1 Example temporal demand profile per land use type



4. The LFA of each parking generating land use was estimated by applying a reduction factor of 75 per cent on the GFA of building envelopes. The LFA is the floor space that is capable of generating parking (i.e. excluding unused areas such as walls, stairwells and circulation areas).
5. Walking relationships within the precinct were assessed and it was found that all land uses within the precinct were within reasonable walking distance (400 to 500 metres or five to six minutes) of each other, and internal-internal reciprocity is therefore applicable. This means that it is assumed that drivers will not leave a secured parking space in the precinct to visit a different land use within the precinct, as they are able to comfortable walk between land uses.
6. Shared parking relationships were determined. It is more realistic to assume that parking can be shared between land uses where the peak demands occur at different times of day. The consideration of shared parking requires calculation of the peak parking demand in the context of a temporal profile for each land use category. As the usage patterns vary between land uses in a town centre environment, allowing for shared parking decreases the overall requirement for parking.
7. Internal-internal reciprocal parking relationships were defined as per the NCHRP guide, which captures the effects of mixed-use synergies on parking demand.
8. The theoretical parking demand (parking model) was calibrated against the observed demand (parking survey) in order to determine a design day for the weekday and weekend periods. This is further explained in **Section 4.3.1**.

4.2.2 Master Plan parking demand modelling

9. The future land use stages from the WCCCP Master Plan were modelled with the existing land use profile to determine future parking demand at each stage of the development.
10. Various temporal demand scenarios were developed to model parking demand from performance events at the WCCCP to capture peak demands.

4.3 Model analysis

4.3.1 Existing land use profile

The land use profile (described in **Section 2**) affects the proportion of parking trips generated within the precinct, according to the trip generation rates fed into the model.

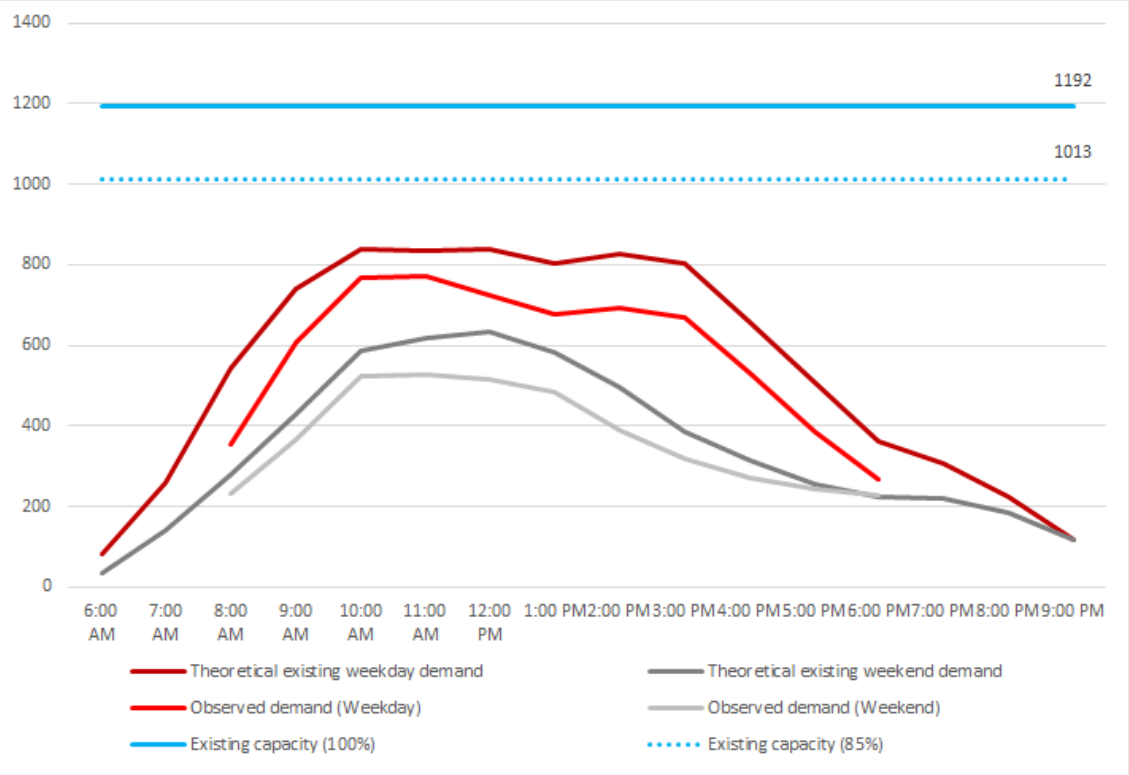
The outputs from the model establish a theoretical baseline for parking in the precinct that is related to the density of development and the mix of uses. Removing the private parking demand (residential) from the demand results in a public parking demand profile. The modelled existing public parking demand for a typical weekday and weekend day is shown in **Figure 4-2**.

It is generally accepted that when demand reaches 85% of parking capacity, it becomes difficult for people to find parking spaces and a certain level of circulation is required to search for parking. The 85% threshold is typically adopted as the optimum parking demand level for the most efficient use of parking space. This is discussed in more detail in **Section 4.4.1**. The 85% range was therefore added to the figure.

For the purpose of the parking model and estimates, the total parking supplied was increased from 1,069 spaces (see **Section 3.1**) to **1,192 spaces**. This is to account for:

- The Walton Street car park extension (51 additional spaces between zones CA and CB) which was completed after the parking surveys were conducted.
- The inclusion of on-street supply at the following four locations, originally excluded from the survey but located within the city centre walking catchment:
  - 9 spaces on Margaret Street (100m section to the east of Colden Street)
  - 13 spaces on Menangle Street (100m section to the east of Colden Street)
  - 20 spaces on Menangle Street (the spaces located between Walton Street and Elizabeth Street not already accounted for / shown in Figure 3-1)
  - 30 spaces on Bakers lodge Road (100m section to the west of Argyle Street)
- Given how these four locations were not included survey, a conservative 50% occupancy assumption was adopted at all times. Aerial imagery and anecdotal evidence confirm that on average, these locations show an actual occupancy much lower than 50%. As such, adopting this conservative assumption will not result in undercounting future year capacity requirements.

Figure 4-2 Modelled existing public parking demand



The modelled parking demand follows a similar temporal trend to the observed parking demand from the parking surveys. Modelled demand is approximately 15% above the parking survey results. It is assumed that this is attributable to:

- colder weather on the survey dates leading to lower parking demand; and/or
- the diverse land uses in close proximity resulting in parking demand efficiencies.

Given how the modelled demand was shown to be slightly higher than the demand surveyed in May 2021, the parking model is considered to provide conservative estimates (i.e. - contain a degree of over-estimation of car parking demand).

4.3.2 Future land use profile

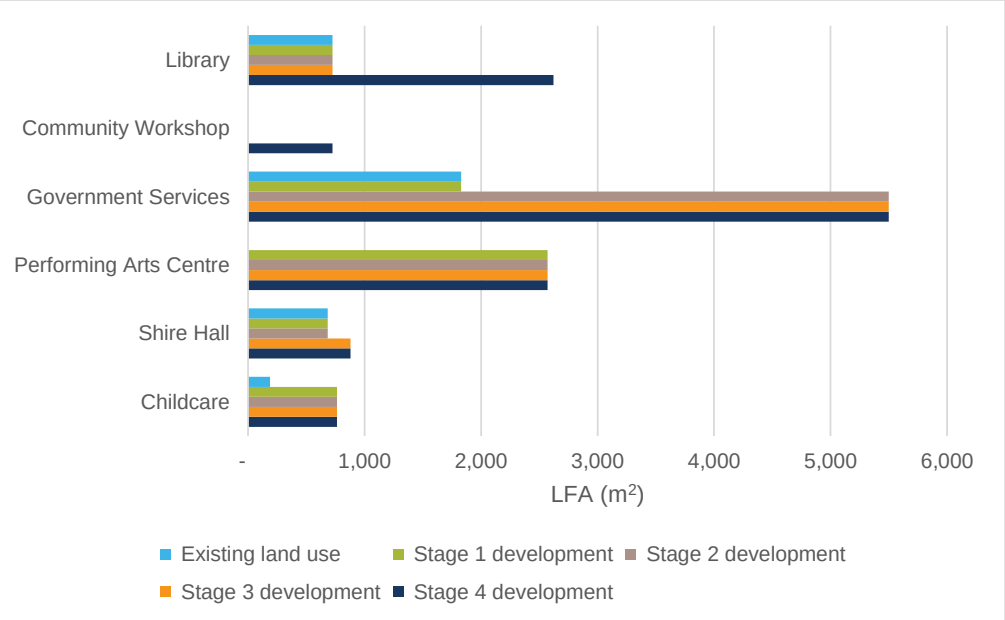
The proposed changes to land use as a result of the WCCCP project are summarised in **Table 4-2** and graphed in **Figure 4-3**. The existing land uses proposed to be removed to cater for the new land use are also shown in the table.

Table 4-2 Master Plan stages and future land use

MP Stage	MP zone	Future Master Plan land use	LFA (m^2)	Existing land use (being removed)	Existing land use area being removed (GFA m^2)	Existing land use type
1	A	Childcare centre	764	-	0	-
	E1	Multi-function Theatre	2,571	Picton Masonic Lodge and car parking (4 spaces)	188	Recreational community centre
				Picton rural fire brigade	520	Government office
				Masonic Centre	411	Recreational community centre
	C1	Shire Hall - north west extension and refurbishment	683	Picton Shire Hall and Picton Markets	911	Recreational community centre
2	D	Government Services Centre + 80* parking spaces upon completion	5,500*	Car park (94 spaces)	-	-
3	C2	Shire Hall - north east extension and refurbishment + Village Green	880	Picton Shire Hall and Picton Markets	911	Recreational community centre
4	B	Flexible Community Arts, Exhibition and Workshop Civic Forecourt and Link	724	Wollondilly Library Picton Branch	446	Library
	E2	Library and Learning Hub	2,621	Wollondilly Shire Council and car park (37 spaces)	2,440	Government office

** Subject to final design. It has been assumed that at the peak, 320 staff would be working in the Government Services Centre at any one time*

Figure 4-3 Master Plan land use changes



The proposed WCCCP works will result in some changes in the overall parking supply due to some areas being converted and/or used during the construction works. The resulting parking supply at each stage of WCCCP development are shown in **Table 4-3**.

Table 4-3 Changes in Picton parking supply from WCCCP development

Stage	Change in spaces	Supply
Existing		**1192 spaces**
Stage 1	-4 spaces (Masonic Hall zone EI)	**1188 spaces**
Stage 2	-94 spaces (at-grade car park zones EB, EC, ED, EE) +8 spaces (at-grade car park near Zone EF)	**1102 spaces**
Stage 3	+80 spaces (Government Services Centre basement)	**1182 spaces**
Stage 4	-37 spaces (at-grade car park zones EF, EG, EH)	**1145 spaces**

4.3.3 Temporal demand scenarios

A significant development in Master Plan Stage 1 is the Performance Arts Centre (PAC). Theatre use is expected to generate the highest occupancy on-site and resultant parking demand from events and functions. The anticipated use plans for the ground level theatre is shown in a range of configurations as summarised in **Table 4-4**.

Table 4-4 Indicative Theatre use formats

Configuration formats	Seats/ visitors
End-on Theatre	**356**
Thrust Theatre	220
Music Concert/ Speaker	**520**
Lecture/ Speaker	284
Large Cabaret	228
Small Medium Cabaret	76 – 110
Dinner Dance	320
Market/ Exhibition - ***(582 sq.m) Assume peak of 5sq.m per person***	116

Source: Wollondilly Community, Cultural and Civic Precinct Master Plan Report, William Ross Architects, 28/10/2020

Based on the floor area and potential configuration formats, the music concert/ event scenario is expected to have the highest site occupancy and consequentially the highest parking demand. Various temporal demand scenarios have been developed and tested using the parking model. Results for the following five scenarios have been documented in this report:

- Weekday (non-event);
- Weekday event (2:00pm performance) at 60% capacity of the 356 seats configuration;
- Weekday event (7:00pm performance) at 100% capacity of the 520 seats configuration;
- Weekend (non-event); and
- Weekend event (2:00pm and 7:00pm performances) at 100% capacity of the 520 seats configuration.

4.3.4 Modelled demand

The results of the future land use and car park demand modelling at each WCCCP stage are shown in **Figure 4-4, Figure 4-5, Figure 4-6** and **Figure 4-7** for the 'do nothing' scenario. This accounts for changes in parking capacity from WCCCP development.

Figure 4-4 Stage 1 Master Plan development parking demand and capacity

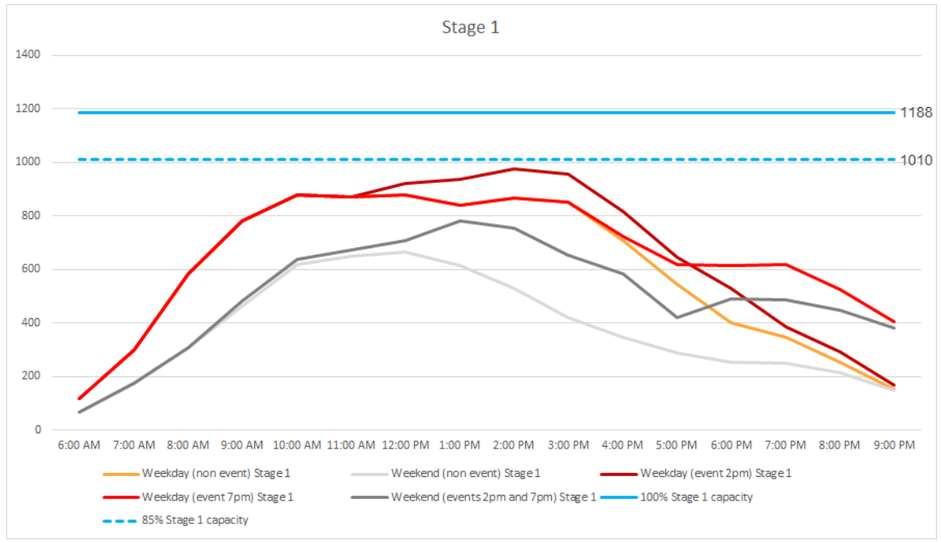


Figure 4-5 Stage 2 Master Plan development parking demand and capacity

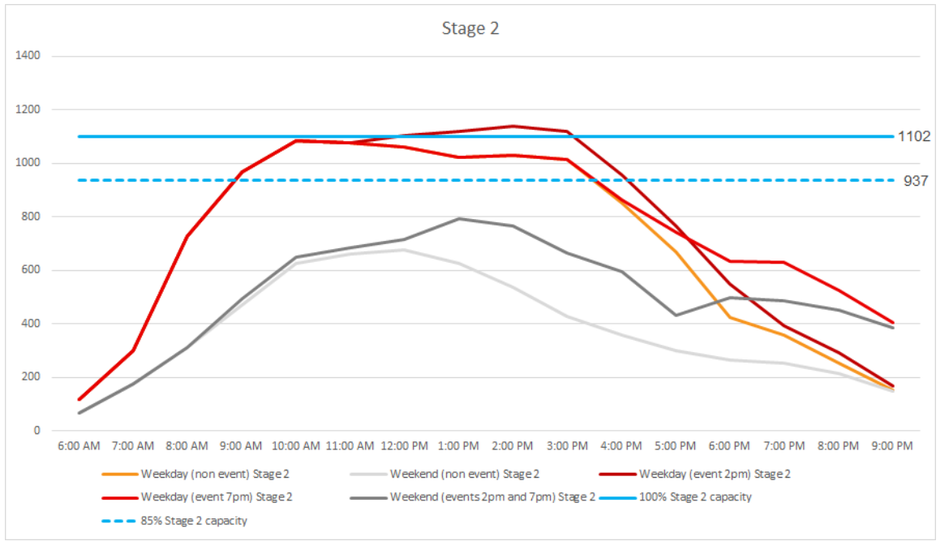


Figure 4-6 Stage 3 Master Plan development parking demand and capacity

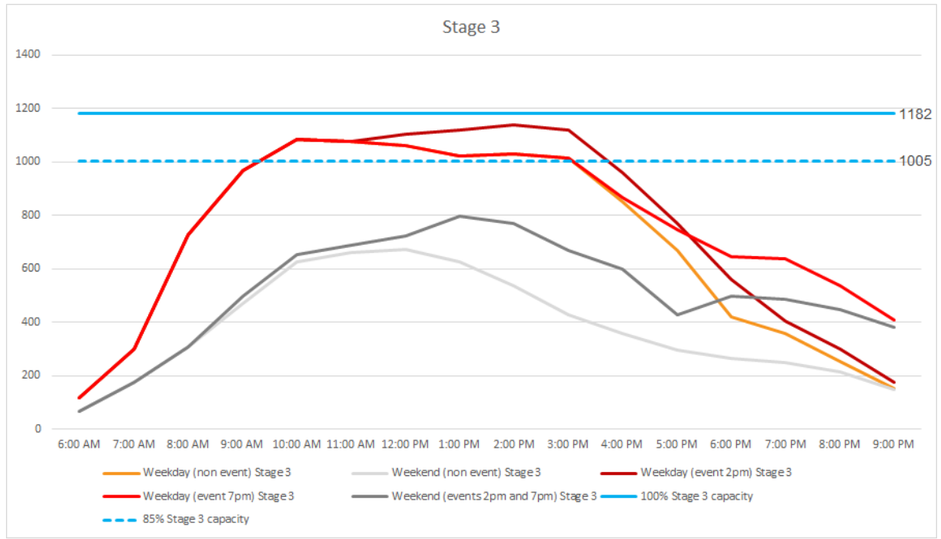
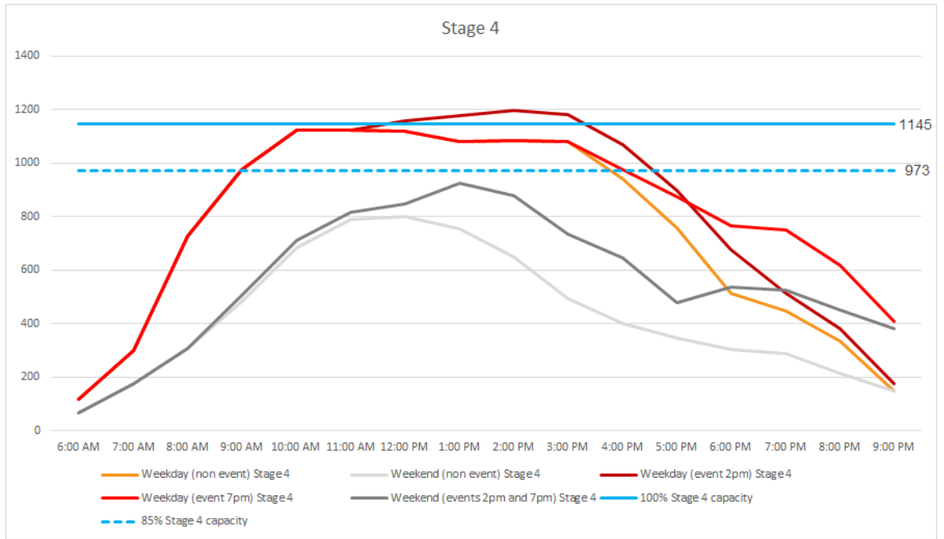


Figure 4-7 Stage 4 Master Plan development parking demand and capacity



Modelled occupancy for weekends is expected to be below 85% across all four stages of development, even when large events attracting 520 visitors take place. This indicates that sufficient parking supply is provided for weekends.

The model results show that under a “do nothing” approach, parking occupancy is not expected to exceed 85% during Stage 1 in the weekday matinee event scenario. From Stage 2 onwards, all weekday scenarios modelled (including non-event days) are expected to exceed 85% and even 100% capacity.

Timings when parking occupancy is expected to exceed 85% are shown in **Figure 4-8** for each temporal demand scenario. Stages 2, 3 and 4 exhibit similar patterns with demand exceeding 85% of the capacity in similar time periods (between 9.00am and 4.00pm).

Figure 4-8 Modelled occupancy by Master Plan stage and temporal demand scenario

STAGE 4	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM
Weekday (non event) Stage 4	10%	26%	64%	85%	98%	98%	98%	94%	95%	94%	82%	66%	45%	39%	29%	13%
Weekend (non event) Stage 4	6%	15%	27%	42%	60%	69%	70%	66%	57%	43%	35%	30%	26%	25%	19%	13%
Weekday (event 2pm) Stage 4	10%	26%	64%	85%	98%	98%	101%	103%	104%	103%	93%	78%	59%	45%	33%	15%
Weekday (event 7pm) Stage 4	10%	26%	64%	85%	98%	98%	98%	94%	95%	94%	85%	76%	67%	65%	54%	36%
Weekend (events 2pm and 7pm) Stage 4	6%	15%	27%	44%	62%	71%	74%	81%	77%	64%	56%	42%	47%	46%	39%	33%

STAGE 3	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM
Weekday (non event) Stage 3	10%	26%	62%	82%	92%	91%	90%	87%	87%	86%	72%	57%	36%	30%	22%	13%
Weekend (non event) Stage 3	6%	15%	26%	40%	53%	56%	57%	53%	46%	36%	30%	25%	22%	21%	18%	13%
Weekday (event 2pm) Stage 3	10%	26%	62%	82%	92%	91%	93%	95%	97%	95%	81%	65%	47%	34%	26%	15%
Weekday (event 7pm) Stage 3	10%	26%	62%	82%	92%	91%	90%	87%	87%	86%	73%	63%	55%	54%	45%	35%
Weekend (events 2pm and 7pm) Stage 3	6%	15%	26%	42%	55%	58%	61%	67%	65%	57%	51%	36%	42%	41%	38%	32%

STAGE 2	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM
Weekday (non event) Stage 2	11%	27%	66%	88%	98%	98%	96%	93%	93%	92%	77%	61%	38%	32%	23%	14%
Weekend (non event) Stage 2	6%	16%	28%	43%	57%	60%	61%	57%	49%	39%	32%	27%	24%	23%	20%	13%
Weekday (event 2pm) Stage 2	11%	27%	66%	88%	98%	98%	100%	102%	103%	101%	87%	70%	50%	36%	26%	15%
Weekday (event 7pm) Stage 2	11%	27%	66%	88%	98%	98%	96%	93%	93%	92%	78%	67%	58%	57%	48%	37%
Weekend (events 2pm and 7pm) Stage 2	6%	16%	28%	45%	59%	62%	65%	72%	69%	60%	54%	39%	45%	44%	41%	35%

STAGE 1	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM
Weekday (non event) Stage 1	10%	25%	49%	66%	74%	74%	74%	71%	73%	72%	60%	46%	34%	29%	21%	13%
Weekend (non event) Stage 1	6%	15%	26%	39%	52%	55%	56%	52%	44%	35%	29%	24%	21%	21%	18%	12%
Weekday (event 2pm) Stage 1	10%	25%	49%	66%	74%	74%	77%	79%	82%	80%	69%	54%	44%	32%	24%	14%
Weekday (event 7pm) Stage 1	10%	25%	49%	66%	74%	74%	74%	71%	73%	72%	61%	52%	52%	52%	44%	34%
Weekend (events 2pm and 7pm) Stage 1	6%	15%	26%	41%	54%	57%	59%	66%	64%	55%	49%	35%	41%	41%	38%	32%

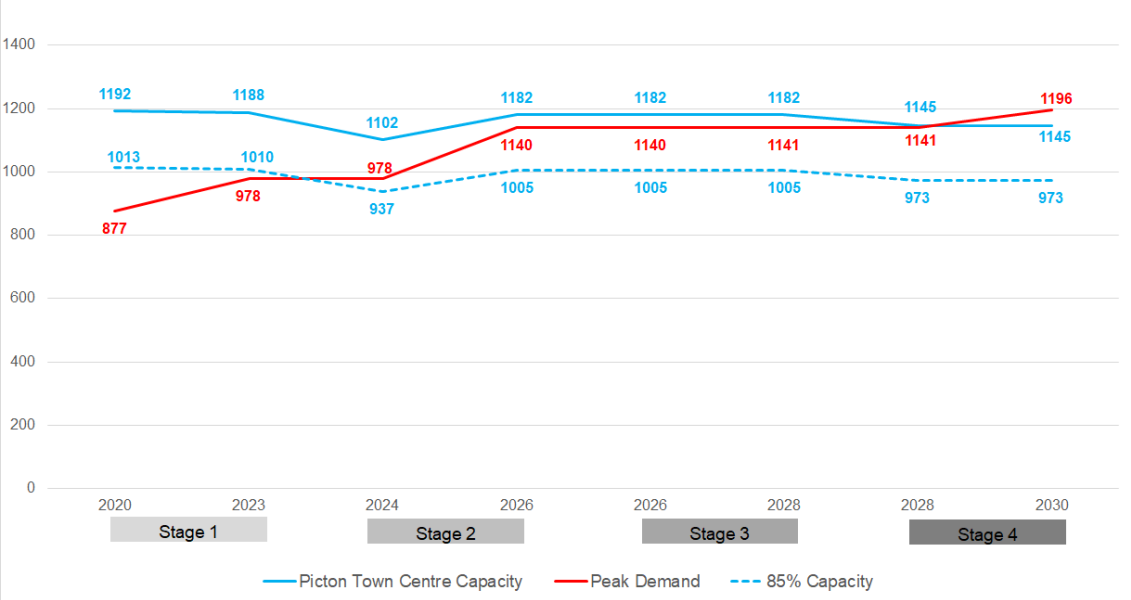
In summary, under a do-nothing approach (i.e. – no provision of additional parking), the Picton Town Centre is expected to contain sufficient parking supply to support demands generated by large events on weeknights and weekends. This is due to the lower parking demand generated by other land uses at these times and therefore a greater parking supply available to service these events.

The weekday afternoon period coincides with high parking demands in the town centre and thus this is the period which requires a closer evaluation to investigate how the increased parking demand compares with supply. For the purpose of planning the parking supply required during weekdays, the End-on-Theatre configuration (356 seats) was assumed as the largest typical day occurrence and a 60% attendance of the 356-seat capacity was adopted. This is a conservative approach given how afternoon matinee events generating large numbers of visitors are expected to be relatively rare for this to be considered a typical day.

For larger weekday matinee events (greater than 60% of the End-on-Theatre configuration) or larger events such as music concerts / speaker, an event management plan is assumed to be in place, including parking management measures such as temporary parking locations. Weekday evening and weekend events based on 100% of the 520-seat capacity being occupied (i.e. music concert configuration) are expected to take place sporadically only (e.g. once or twice a year).

The peak parking demand for a typical weekday versus “do-nothing” parking supply across all four WCCCP development stages is shown in **Figure 4-9**.

Figure 4-9 Picton Town Centre peak parking demand versus supply



4.4 Capacity analysis

4.4.1 Required capacity

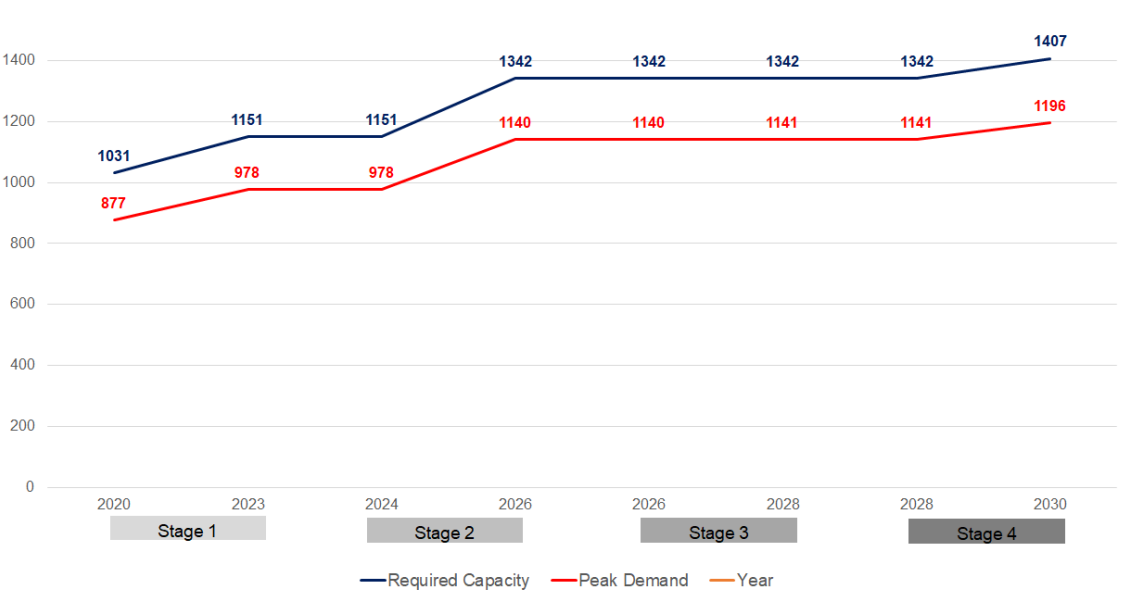
Parking availability scenarios differentiate the ability to easily find a parking space:

- **High availability:** everyone can easily find a parking space, with a precinct-wide peak parking occupancy of between 0 and 50%. This promotes a higher reliance on private vehicles in the community.
- **Medium availability:** Supply is levelled with peak demand, with a precinct-wide peak parking occupancy of between 50 and 84%. This encourages a slightly larger percentage of people to park on the periphery of the precinct and walk further or arrive at other times to visit the precinct.
- **Low availability:** It is difficult to find a parking spot during peak conditions, with a precinct-wide peak occupancy of 85 to 100%. This gradually promotes behaviour change including re-timing of trips to the precinct, and walking further to access trip attractors. The 100% availability scenario is unrealistic as it requires vehicle drivers to know exactly where the free parking spaces are located. This could be achieved in the future with a parking technology system.

For an efficient and adequate parking operation, the total demand should not exceed 85% of the capacity. 85% occupancy is accepted as the optimum utilisation where parking availability is sufficient without an oversupply in spaces.

The total capacity required to keep the peak demand equal to or less than 85% capacity is shown in **Figure 4-10**.

Figure 4-10 Required capacity



4.4.2 Supply shortfall

Additional spaces will need to be provided at various stages of the WCCCP project to ensure that the parking demand does not exceed 85% of the capacity.

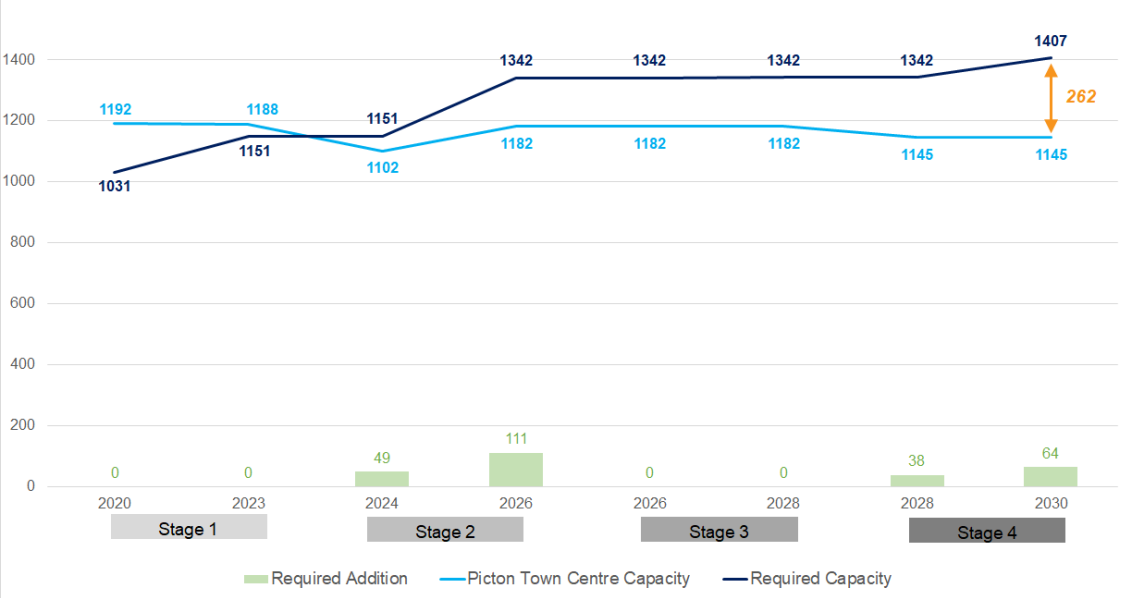
The supply shortfall is the difference between the required supply and existing supply (under a do-nothing approach) at each stage. The resultant shortfall in supply and required addition of parking spaces at each stage is shown in **Figure 1-1** and **Figure 4-11**.

Table 4-5 Parking supply shortfall and required parking addition by stage

Stage	Timing	Parking Supply (Do-Nothing)	Required Parking Supply	Shortfall (Cumulative)	Required Parking Addition
Stage 1	Start	1192	1031	0	-
	End	1188	1151	0	-
Stage 2	Start	1102	1151	49	49
	End	1182	1342	160	111
Stage 3	Start	1182	1342	160	-
	End	1182	1342	160	-
Stage 4	Start	1145	1342	197	38
	End	1145	1407	262	64

Figure 4-11

Figure 4-11 Additional parking spaces required



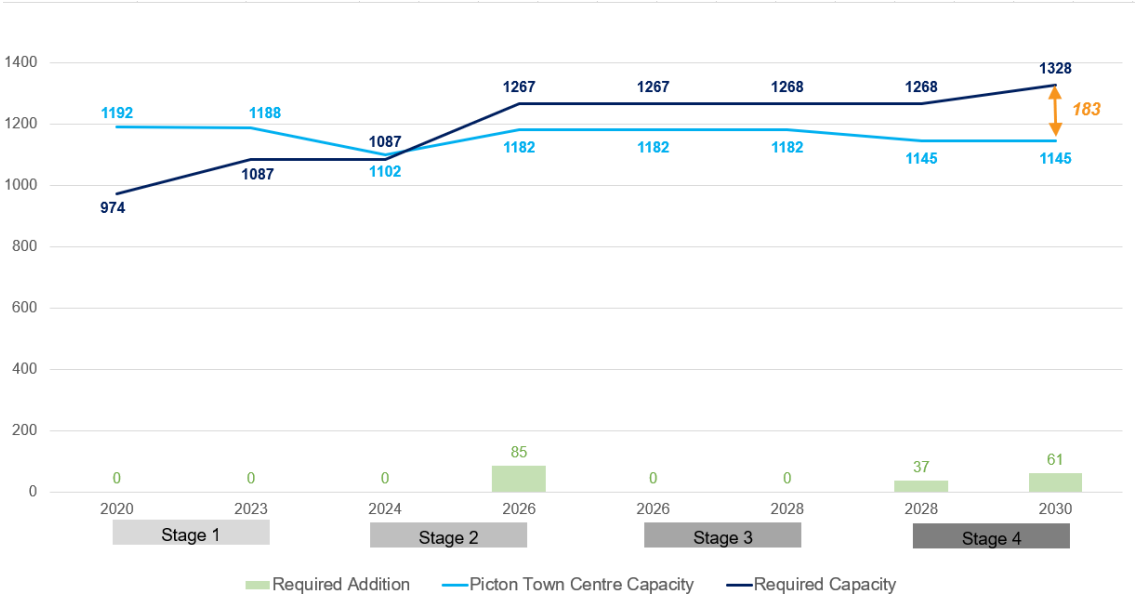
A total of 262 additional parking spaces are required in Picton Town Centre by the end of the WCCCP project to support WCCCP development. The model indicates that this provision will accommodate peak parking demands and ensure that utilisation does not exceed 85% capacity under typical conditions.

The majority of the additional spaces are required to be provided under Stage 2 (49 at the start of Stage 2 and 111 at the end of Stage 2). This is in addition to the 80 basement spaces assumed to be operational by the end of Stage 2.

4.5 Sensitivity Analysis – 90% Occupancy Threshold

As noted, 85% is the threshold typically adopted as the optimum parking demand level for the most efficient use of parking space. The parking requirements resulting from this target are described above. A sensitivity analysis was undertaken to understand the parking requirements for a 90% occupancy target. The results are summarised in **Figure 4-12**.

Figure 4-12 Additional parking spaces required (90% occupancy threshold)



The findings for the 90% target sensitivity analysis can be summarised as follows:

- With the 90% target, the need to provide new spaces is delayed until the end of Stage 2 (indicatively 2026)
- This allows more time to monitor how parking demand / utilisation evolves before making a definitive decision on the amount of spaces to provide and location
- The total amount of spaces to be provided by 2026 would reduce from 160 (49 in 2024 + 111 in 2026) to 85 (in 2026). A corresponds to a total reduction of 75 spaces
- The changes to parking requirements as part of Stage 4 are negligible

A 90% target would result in a lower number of spaces available on average (compared to 85%). Over time, by making parking slightly less available, this type of policy can assist in promoting mode shift from private vehicle to more sustainable modes namely walking, cycling and public transport. For this to be successful, the active and public transport infrastructure must be improved and promoted in parallel to the adoption of a slight constrain of parking supply as a travel demand management measure.

It is important to note that an 85% average target for the precinct is likely to result in circa 95% utilisation in the core and circa 75% in the surrounding area. The increase to a 90% occupancy target on average for the precinct would likely result in the core locations experiencing 100% occupancy. This increases risk of non-compliance and safety issues and is also expected to result in higher dissatisfaction by the community with a perception that not enough parking is available in the city centre.

In summary, the successful adoption of a 90% target would require careful planning, monitoring and community consultation. It would need to be paired with other initiatives to support a sustainable shift to other models.

5 Parking Management Options and Opportunities

As explained in Section 4, it is recommended that additional parking be provided in Picton to help mitigate the parking shortfall expected to materialise as the WCCCP project evolves. The indicative number of additional spaces to be provided at each stage of the project is shown in **Table 4-5** ("*Required Parking Addition*"). These additional spaces could be provided gradually over time in the form of small additions or by adding one or more large parking sites to the precinct. Similarly, various types of parking can be considered (on street vs off street, timed vs all day, free vs paid, etc.). The section below describes parking management principles that can assist planning with future parking supply for Picton.

5.1 Parking Management Principles

5.1.1 On street parking

On-street parking control options are described below:

- **2P parking:** Time restricted 2-hour parking is best used where there is moderate commercial visitor demand, to limit use by employees. However, where there is a scarcity of employee parking, free 2-hour parking ***may*** be used illegitimately by employees (reparking their vehicle every 2 hours).
- **4P parking**: Time restricted 4-hour parking supports medium-stay uses such as recreational and cultural facilities. However, such parking controls are generally not recommended where these areas are located close to businesses. The incentive for employees and other long-stay users to park in these zones illegitimately (reparking their vehicle every 4 hours), is strong.
- **All day parking**: All-day free parking provides the maximum flexibility for users, but is appropriate only when there is ample parking supply to cater for everyone. Where demand begins to approach 85% or more at peak times, alternative controls should be used to differentiate these parking areas.
- **Time restrictions**: Parking management is usually restricted to peak demand times, e.g. 8am – 6pm Monday – Friday. In locations where demand remains high through the weekend, or in entertainment precincts where after-hours parking is prevalent, parking restrictions may be extended to accommodate. It is recommended that a common restriction is applied across all applicable zones within the Precinct.
- **Paid parking**: Used in retail areas to support high turnover business visitors, and to redistribute longer stay parking to adjacent off-street public and private car parks. Paid parking is to be considered where parking demand is approaching a functional capacity limit across the wider Precinct.

5.1.2 Off street parking

Off-street parking controls are described below:

- **Free parking**: Off-street parking is an expensive resource, provided by a business or on behalf of Council for the community. There are many important reasons to provide parking, for the benefit of social, cultural or economic development. However, where demand for this free resource exceeds the available supply, alternative methods of control are recommended. This may include duration restrictions to increase turnover and relocate long-stay parkers, or the introduction of paid parking to manage demand.
- **Time restrictions**: These apply to off street parking in the same way described above for on street parking. Importantly, off-street parking adjacent to key destinations is particularly valuable as it provides a legible destination where parking availability is likely. The time restrictions within each car park should be carefully considered in the context of the adjacent on-street supply.
- **Private/ tenant parking**: This type of parking is privately owned and outside of the control of Council. It is beneficial for the function of the parking system that all bays are efficiently used. Relocation of parking to private bays frees up public spaces for visitors, and privately-owned public parking represents a valuable supply located close to attractive destinations.

The proximity of the off-street parking sites to the key land uses is also an important factor. More specifically:

- **Off-street parking centrally located**: Provision of highly convenient off-street parking promotes private vehicle dependency.

- **Off-street parking at the periphery of the precinct**: This promotes a 'people first' precinct, prioritising space for active and public transport, and places for people to enjoy. This control must be supported by safe and efficient active transport infrastructure to conveniently service the precinct demand. This method diverts parking circulation traffic away from the precinct core and towards the periphery of the precinct.

5.2 Off Street Parking Opportunities

Given the number of additional parking spaces required over the various WCCCP stages, it is expected that the majority of the additional supply will be achieved in the form of new or extended off street parking sites. A number of locations within Picton Town Centre have been identified as opportunities to accommodate at grade off street parking. These are shown in **Table 5-1** and **Figure 5-1**. The indicative number of spaces estimated to be viable at each location is also shown.

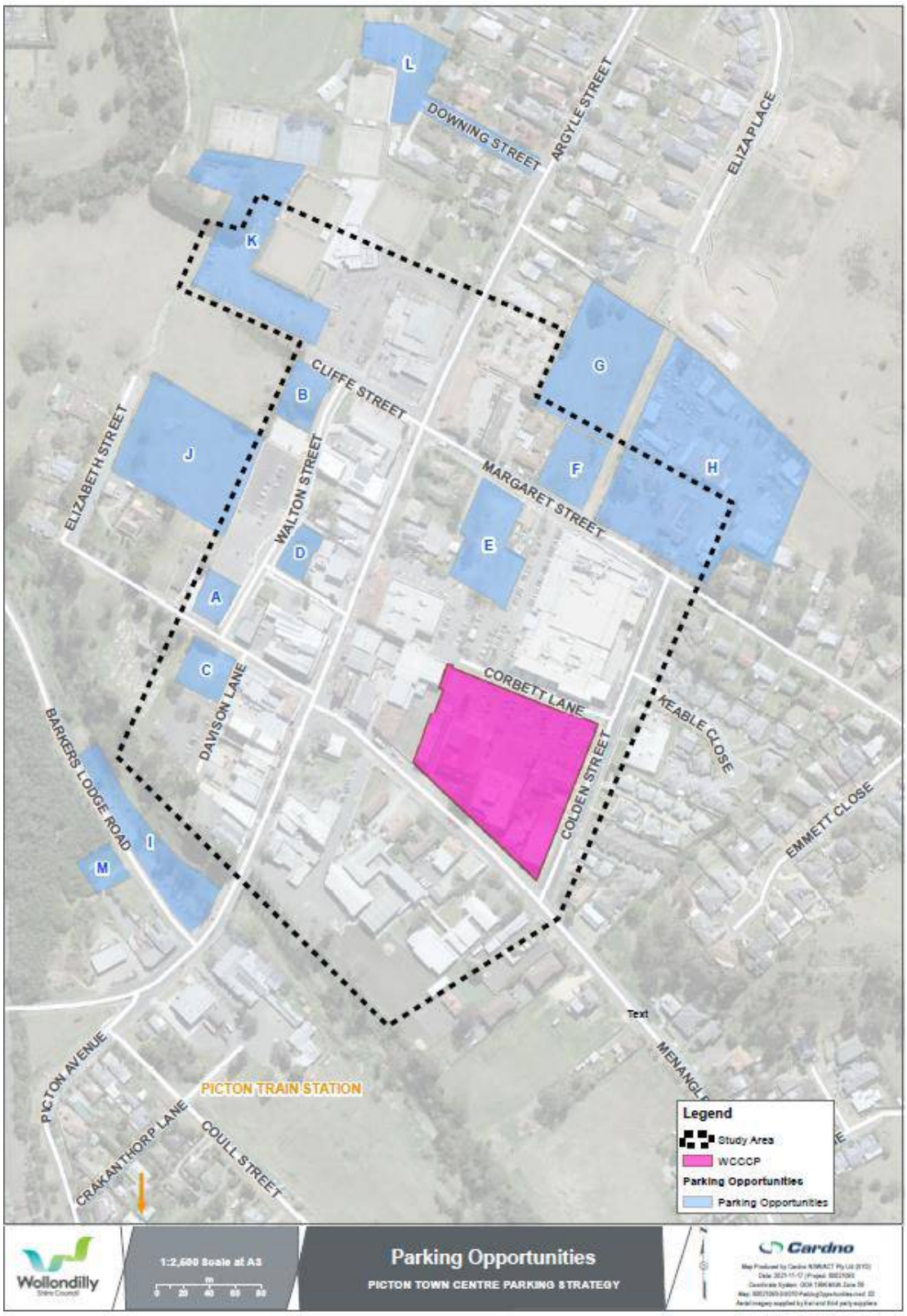
Table 5-1 Future car park opportunities

ID	Location	Indicative Number of Spaces (at grade)
A	Corner of Walton Street and Menangle Street	30
B	Corner of Walton Street and Cliffe Street	50
C	Corner of Davison Lane and Menangle Street	50
D	Corner of Walton Street and Walton Lane	30
E	Margaret Street (behind police station)	120
F	Margaret Street	70
G	Margaret Street	240
H	Council Depot (reconfiguration)	50
I	Barkers Lodge Road (north)	20
J	Elizabeth Street	280
K	Bowling Club	100
L	Hume Oval	60
M	Barkers Lodge Road (south)	25
Total		**1125**

It total, it is estimated that some 1,125 parking spaces could be considered, which demonstrates that ample options exist to mitigate the parking shortfall estimated to gradually materialise. A combination of these locations can be selected for each of the WCCCP stages to help return the parking demand to 85% or less of the total parking supply.

It should be noted while that some of these areas are located just outside of the area defined to identify current parking demand, these are still in close proximity / walking distance to any part of the town centre. Some of the land identified is currently zoned as "future residential" and might be better suited for residential. This is the case with Sites F, G and H which have been identified in the Picton Place Plan to" investigate opportunities for a mixed-use development comprising townhouse or low-rise apartments. Incorporate flexible housing typologies fronting Margaret Street that could be used for home business." Feasibility work on this is currently underway.

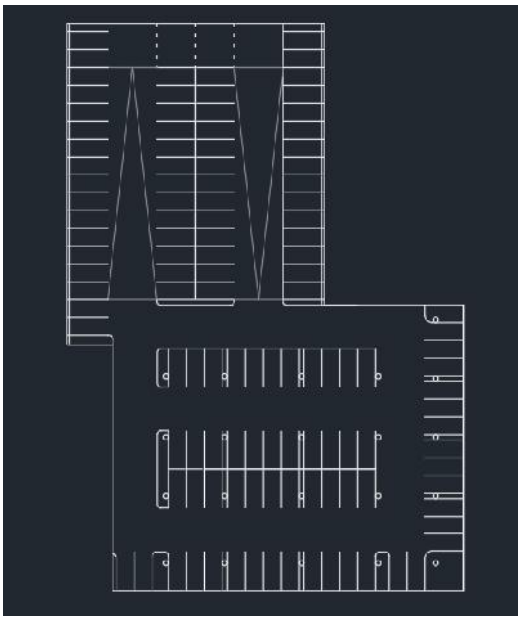
Figure 5-1 Opportunities map



In addition to the locations and indicative number of at grade spaces described above, consideration can be given to install one or more multi-deck car parks to achieve a greater number of spaces per location. This solution can be particularly beneficial if the higher number of spaces is in close proximity to the key destinations, resulting in greater convenience for residents and visitors. However, a more detailed assessment would be required to investigate the feasibility and appropriateness of multi-deck car parking in Picton and the location(s) considered, to account for the corresponding cost, environmental impacts, planning constraints, etc.

An example of a site that could be considered for multi-deck car park is site E (behind the police station). This would allow for approximately 210 parking spaces if provided in a two-storey configuration, as opposed to the indicative 120 spaces if provided at-grade. A concept sketch of a potential multi-deck layout for car parking in this lot is provided in **Figure 5-2**.

Figure 5-2 Opportunity E – Multi-deck car park concept sketch



Consideration should also be given to the parking demand for recreational vehicles (RVs) in the town centre given how these vehicles require larger parking spaces. Off-street locations are generally more suitable for these vehicles and therefore the locations identified in **Table 5-1** could have some of the new spaces allocated to RVs if sufficient demand is identified.

5.3 On-street Parking

In general, on-street parking is already provided throughout the Picton Town centre where this is appropriate and safe. It is anticipated that no significant changes to the number of on-street spaces will occur. However, consideration can be given to some parking regulations to help balance the various types of parking supply across the Town Centre. For example, consideration could be given to convert the unrestricted parking in the precinct located on Walton Lane, Walton Street, Colden Street, Margaret Street and Menangle Street West to two-hour parking. This would encourage turnover of parking spaces, increasing the likeliness that bays will be available for visitors to the precinct. This could also encourage longer stay visitors to the precinct to utilise spaces towards the periphery of the precinct.

5.4 Accessibility and Wayfinding

As future sites are selected for provision of additional parking spaces, it is essential that active transport connections are assessed and strengthened where needed to ensure that safe connectivity to the WCCCP site and other trip generators at the core of town centre is achieved. This includes the following infrastructure aspects:

- Formal pedestrian crossings following pedestrian desire lines connecting key trip generators; and
- Sufficient lighting to improve safety for pedestrians walking back to their vehicle at night.

A desktop review reveals that in general the off-street parking opportunity locations identified have adequate pedestrian connections. A safety after dark assessment may be required to determine if any lighting upgrades are required along the walking routes.

Once the parking strategy is reviewed and finalised, an accessibility and wayfinding study is recommended as well as a review of parking restrictions (timing and/ or pricing). This will ensure that all parking provisions are appropriately supported with signage and comply with Disability Discrimination Act (DDA) requirements.

6 Conclusion

Appropriate supply and management of car parking is vital for the success of Picton Town Centre. Excessive parking can reduce land available for development and amenity for the public while conversely, insufficient parking supply will undermine the commercial viability of the Town Centre. Parking availability scenarios differentiate the ability to easily find a parking space:

- High availability: everyone can easily find a parking space, with a precinct-wide peak parking occupancy of between 0 and 50%. This promotes a higher reliance on private vehicles in the community.
- Medium availability: Supply is levelled with peak demand, with a precinct-wide peak parking occupancy of between 50 and 84%. This encourages a slightly larger percentage of people to park on the periphery of the precinct and walk further or arrive at other times to visit the precinct.
- Low availability: It is difficult to find a parking spot during peak conditions, with a precinct-wide peak occupancy of 85 to 100%. This gradually promotes behaviour change including re-timing of trips to the precinct, and walking further to access trip attractors. The 100% availability scenario is unrealistic as it requires vehicle drivers to know exactly where the free parking spaces are located. Parking assessments typically adopt 85% of the total supply as the optimum occupancy rate for an efficient parking operation.

A detailed parking inventory identified a total of 1,069 formal parking spaces within the Picton town centre, with approximately 85% of these consisting of publicly accessible off-street spaces and the remaining 15% consisting of on-street spaces.

Parking occupancy and duration of stay surveys indicate that the vast majority of vehicles was found to park for less than two hours (72% on Saturdays and 64% on weekdays). Weekday parking demand was found to peak between 10.00am and 11.00am but to remain below 70% of the total supply. Parking areas located more centrally within the town centre and in proximity to the key destinations were found to attract higher parking demand with parking areas in the periphery showing lower occupancy levels. Weekend parking demand was found to be substantially lower in comparison to weekdays, with the peak occupancy reaching 45% of the total supply.

A car parking demand model was developed for the Picton town centre to help estimate the change in parking demand and quantify parking shortfall. This model is based on the existing land uses within the town centre and incorporates a number of assumptions such as mode share, reciprocal/shared parking activity, temporal demand profiles for differing land uses, etc. The parking model outputs show very a similar demand trend throughout a typical weekday and Saturday but it was found to be slightly conservative and therefore contain a degree of over-estimation of car parking demand.

The Wollondilly Community, Cultural and Civil Precinct (WCCCP) project proposes some key changes to the core of Picton town centre, including the refurbishment and extension of the Shire Hall, a new Children's Services Community building, a new Multifunction Theatre facility, a new Government Services Centre, a new Library and Learning Hub, Community, Arts, Exhibition and Workshop places and public open space improvements. Construction works commenced in 2020. The project is proposed to be delivered in four stages with completion expected by 2030.

Throughout the various stages of the WCCCP project, parking demand is expected to gradually increase as new land uses and attractions are completed and some parking supply is removed to make way for parts of the proposed development. A significant development in Master Plan Stage 1 is the Performance Arts Centre (PAC). Theatre use is expected to generate the highest occupancy on-site and resultant parking demand from events and functions.

The parking model was used to estimate future parking demand for each of the WCCCP stages and identify the corresponding parking shortfall. The outputs indicate that:

- under a do-nothing approach (i.e. – no provision of additional parking), the Picton Town Centre is expected to contain sufficient parking supply to support demands generated by large events on weeknights and weekends. This is due to the lower parking demand generated by other land uses at these times and therefore a greater parking supply available to service these events.
- The weekday afternoon period combines moderately high parking demands in the town centre with parking demand expected to be generated by the PAC. For the purpose of the parking assessment, a typical weekday was assumed to include an afternoon event with 60% attendance of the "End-on-Theatre configuration" (356 seats). This is a conservative assumption given how afternoon events generating large numbers of visitors are expected to be relatively rare for this to be considered a typical day.

- Under the typical day conditions assumed, the model outputs indicate that parking occupancy is not expected to exceed 85% supply until Stage 1 is completed.
- From the start of Stage 2 onwards, parking demand is forecast to exceed 85% of the supply for the majority of the weekday (between 9.00am and 3.00pm / 4.00pm). This is expected to occur regardless of whether there is an event at the PAC. Additional parking supply is therefore recommended to be implemented to help mitigate the expected shortfall.
- Weekday evening and weekend events based on 100% of the 520-seat capacity being occupied (i.e. music concert configuration) are expected to take place sporadically only (e.g. once or twice a year). For this type of events and for weekday matinee events attracting greater than 60% of the End-on-Theatre configuration, an event management plan is assumed to be in place, including parking management measures such as temporary parking locations.

It is recommended that additional parking be provided in Picton to help mitigate the parking shortfall expected to materialise as the WCCCP project evolves. The number of additional parking spaces required to be provided to ensure that parking occupancy remains at 85% of the total capacity is 49 spaces at the start of Stage 2, 111 additional spaces by the end of Stage 2, 38 additional spaces at the start of Stage 4 and 64 additional spaces by the end of Stage 4. This results in a total of 262 additional spaces by the end of the WCCCP project. These additional spaces could be provided gradually over time in the form of small additions or by adding one or more large parking sites to the precinct. Similarly, various types of parking can be considered (on street vs off street, timed vs all day, free vs paid, etc.).

Given the number of additional parking spaces required over the various WCCCP stages, it is expected that the majority of the additional supply will be achieved in the form of new or extended off street parking sites. A number of locations within Picton Town Centre have been identified as opportunities to accommodate at grade off street parking. The indicative number of at grade off-street spaces that could theoretically be achieved is estimated to be in the order of 1,125, which demonstrates that ample options exist to mitigate the parking shortfall expected to gradually materialise (estimated to be in the order of 262 by the end of Stage 4). A combination of these locations can be selected for each of the WCCCP stages to help return the parking demand to 85% or less of the total parking supply. Additional off-street spaces could also be achieved if one of more multi-deck parking sites were considered. While this option would also allow a larger number of spaces centrally located, it would have a substantially higher cost and also encourage car trips to the core of the town centre, in opposition to the principle of providing parking supply in the periphery of the town centre.

In general, on-street parking is already provided throughout the Picton Town centre where this is appropriate and safe. It is anticipated that no significant changes to the number of on-street spaces will occur. However, consideration can be given to some parking regulations to help balance the various types of parking supply across the Town Centre.

As future sites are selected for provision of additional parking spaces, it is essential that active transport connections are assessed and strengthened where needed to ensure that safe connectivity to the WCCCP site and other trip generators at the core of town centre is achieved. This includes the following infrastructure aspects:

- Formal pedestrian crossings following pedestrian desire lines connecting key trip generators; and
- Sufficient lighting to improve safety for pedestrians walking back to their vehicle at night.

A desktop review reveals that in general the off-street parking opportunity locations identified have adequate pedestrian connections. A safety after dark assessment may be required to determine if any lighting upgrades are required along the walking routes.

Once the parking strategy is reviewed and finalised, an accessibility and wayfinding study is recommended as well as a review of parking restrictions (timing and/ or pricing). This will ensure that all parking provisions are appropriately supported with signage and comply with Disability Discrimination Act (DDA) requirements.

APPENDIX A

TEMPORAL DEMAND PROFILES

Typical weekday

Land Use	6am	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	9pm
Childcare	10%	25%	25%	25%	20%	10%	10%	10%	10%	10%	10%	25%	25%	25%	0%	0%
Performing Arts Centre (staff/ actor)	0%	0%	0%	5%	10%	10%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Performing Arts Centre (audience)	0%	0%	0%	0%	0%	0%	10%	50%	60%	60%	60%	40%	50%	100%	100%	100%
Council/ Government office	0%	0%	70%	90%	100%	100%	90%	90%	80%	80%	70%	60%	10%	5%	0%	0%
Wollondilly Shire Hall	0%	0%	0%	5%	5%	5%	5%	5%	5%	5%	10%	20%	100%	100%	100%	50%
Library and Learning Hub	0%	0%	0%	10%	20%	30%	40%	40%	40%	50%	100%	100%	90%	80%	70%	0%
Flexible Community Arts, Exhibition and Workshop	0%	0%	0%	0%	50%	50%	50%	50%	50%	50%	50%	100%	100%	100%	50%	0%
Café	10%	70%	80%	80%	100%	80%	100%	100%	80%	20%	10%	20%	10%	0%	0%	0%
Church	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Depot	40%	80%	100%	100%	100%	100%	100%	100%	100%	100%	70%	40%	10%	0%	0%	0%
Emergency services	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fast food	10%	70%	80%	80%	90%	80%	100%	100%	80%	20%	10%	20%	100%	100%	50%	20%
Gym	100%	100%	50%	60%	80%	80%	80%	80%	40%	40%	60%	80%	100%	100%	80%	60%
Hair beauty	0%	0%	10%	90%	100%	100%	100%	80%	80%	80%	80%	70%	40%	20%	0%	0%
Health	10%	40%	70%	100%	100%	100%	100%	90%	80%	80%	80%	80%	50%	20%	10%	0%
Hotel	100%	100%	100%	100%	70%	40%	40%	40%	40%	40%	40%	80%	90%	90%	100%	100%
Office	10%	40%	70%	90%	100%	100%	90%	80%	80%	80%	80%	80%	10%	5%	0%	0%
Office retail	10%	40%	70%	100%	100%	100%	100%	80%	80%	80%	70%	50%	10%	0%	0%	0%
Restaurant	0%	0%	10%	20%	20%	20%	80%	80%	50%	10%	10%	10%	80%	100%	80%	60%
Retail	0%	0%	40%	80%	100%	100%	100%	100%	80%	80%	70%	30%	20%	60%	40%	20%
School	0%	20%	50%	50%	20%	20%	10%	10%	70%	100%	40%	10%	0%	0%	0%	0%
Self storage	10%	50%	80%	70%	20%	20%	20%	20%	20%	20%	20%	100%	100%	50%	50%	50%
Service station	10%	20%	60%	60%	60%	60%	60%	60%	60%	40%	60%	100%	100%	50%	50%	20%
Shopping Centre	0%	20%	40%	50%	100%	100%	100%	100%	90%	70%	70%	60%	50%	20%	20%	10%
Supermarket	0%	20%	50%	80%	100%	100%	100%	100%	80%	70%	70%	60%	50%	60%	40%	20%

Typical weekend

Land Use	6am	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	9pm
Childcare	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Performing Arts Centre (staff/ actor)	0%	0%	0%	5%	10%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Performing Arts Centre (audience)	0%	0%	0%	0%	0%	0%	10%	90%	100%	100%	100%	100%	100%	100%	100%	100%
Council/ Government office	0%	0%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	0%	0%	0%
Wollondilly Shire Hall	0%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Library and Learning Hub	0%	0%	0%	10%	20%	100%	100%	100%	100%	100%	80%	60%	10%	0%	0%	0%
Flexible Community Arts, Exhibition and Workshop	0%	0%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%
Café	10%	70%	80%	80%	100%	100%	100%	90%	80%	20%	10%	20%	10%	0%	0%	0%
Church	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Depot	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Emergency services	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fast food	10%	70%	80%	100%	100%	50%	100%	100%	80%	20%	10%	20%	100%	100%	50%	20%
Gym	10%	20%	30%	40%	40%	40%	20%	20%	10%	10%	0%	0%	0%	0%	0%	0%
Hair beauty	0%	10%	90%	100%	90%	80%	70%	60%	50%	30%	20%	10%	0%	0%	0%	0%
Health	10%	40%	70%	70%	70%	70%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Hotel	100%	100%	100%	100%	50%	40%	40%	40%	40%	40%	40%	80%	90%	90%	100%	100%
Office	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Office retail	10%	40%	70%	90%	90%	90%	80%	70%	50%	50%	40%	20%	0%	0%	0%	0%
Restaurant	0%	0%	10%	20%	20%	70%	90%	100%	80%	10%	10%	10%	80%	100%	80%	60%
Retail	0%	0%	10%	40%	100%	100%	100%	90%	80%	70%	60%	50%	50%	50%	40%	20%
School	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Self storage	10%	50%	80%	80%	100%	100%	100%	100%	80%	80%	60%	50%	40%	10%	10%	10%
Service station	10%	20%	60%	80%	90%	100%	90%	90%	80%	60%	60%	50%	50%	40%	30%	20%
Shopping Centre	0%	10%	20%	50%	90%	90%	100%	100%	90%	80%	70%	60%	30%	30%	30%	20%
Supermarket	0%	20%	30%	60%	90%	90%	100%	90%	80%	80%	50%	50%	60%	50%	40%	20%

REPORT FROM THE ARIC
GOVERNMENT SERVICES BUILDING (GSB): REVIEW OF REPORTS STUDIES AND ANALYSIS

We refer to point 5 of Council Resolution 148/2023 which seeks the assistance of the ARIC to review:

- the analysis of the proposed self-funding strategy for the GSB
- the analysis of alternative models for the provision of the GSB.

The ARIC accepted this request, and provides this Report in response. Our review comprised: examination of documents provided by Council officers, namely:

- a written overview report from the CFO
- GSB Pre Tender Estimate Report by Genus Advisory
- GSB Alternative Options Costing Report by Genus Advisory
- GSB Financial Modelling Report by One Fell Swoop
- a Closed Meeting of the ARIC on 8 November 2023, attended by all ARIC independent members and relevant Council Officers, and minuted.

In so doing, the ARIC notes that it is not a qualified expert in these matters, and as such our comments constitute an "advice-level" standard only.

Should Council be seeking “assurance-level” confidence in the veracity of the business case analysis, this could be obtained through engaging an independent business and commercial review. There are a range of companies and freelance specialists available to provide such independent expert "assurance-level" advice, albeit at some cost and suitable time would be required. Ultimately this is a decision for management and the Council to make.

Based upon our Review, the ARIC reached a consensus view that:

- a very thorough and professional approach, with sound methodology, was applied by Council Officers to developing and reviewing the various aspects on the business case
- the options explored appear to be relevant and appropriate
- the underlying assumptions appear to be relevant and appropriate
- the sensitivity analyses appear to be relevant and appropriate
- the conclusions reached via the analyses are supportable and pass the “reasonableness test”.

Without impacting these conclusions, the ARIC provided some suggestions to Council Officers for consideration, including:

- adding a worst-worst case scenario
- adding a graphic timeline on each milestone of the project
- undertaking a review at the completion of Phase 1, to inform subsequent phases.