

City of Joondalup Business Case – Multi Storey Car Park



City of Joondalup

BUSINESS CASE FOR MULTI STOREY CAR PARK

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Comments _____

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Status of Business Case

Ref	Section	RAG	%	Details
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5	Financials - Assumptions		100%	
6	Financials – Summary Cashflows		100%	
7	Option Evaluation & Recommendation		100%	
8	Financials – Other Considerations		100%	
9	Additional Info		100%	
10	Next Stages		100%	
	Appendices		100%	

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Note

Except where otherwise stated:-

- All figures are quoted including inflation
- Figures within tables will be shown in \$000s
- Figures quoted within text will be shown to the exact dollar

1. **SUMMARY**

1.1. Executive Summary

Paid parking was introduced in 2008, and the utilisation has continually increased from 62% in 2009/10 to 82% in 2011/12. This demonstrates, together with the continued economic development of Joondalup City Centre, the requirement to provide additional parking for workers and visitors. The construction of a Multi Storey Car Park (MSCP) is one of a number of key projects in the Strategic Community Plan ("Joondalup 2022").

The project proposes the construction of a five storey car park in Boas Avenue, providing facilities which are accessible, safe and affordable. The construction cost of the MSCP is estimated at \$19,422,000 (including inflation). This is funded partly from the Parking Reserve, \$6,665,000, with the remainder borrowed. Income would initially be expected to be low with a 46% utilisation and a starting rate of \$1.00 per hour. It is assumed that utilisation will increase to 77% by 2019/20. The price is assumed to increase by \$0.20 each year, so that by 2019/20 the rate per hour is \$1.80. Private parking bays would be encouraged where bays could be sold as a season ticket, providing exclusive annual use, and guaranteed income to the City.

On this basis the MSCP would generate an operating surplus each year (excluding the repayment of finance). By the fifth year of its opening (2019/20) an operating surplus of \$734,000 is estimated. However there would be finance costs of \$909,000, therefore resulting in an overall net loss in 2019/20 of (\$175,000). Paid parking in the rest of the City Centre in 2019/20, however, is expected to generate a surplus of over \$1.2m, more than sufficient to cover the finance costs of the MSCP.

The finance costs are spread over 20 years, with the final loan payment in 2033/34. Up until 2022/23, the net cash position each year would be a deficit. From 2024/25 to 2033/34 a small surplus is generated. From 2034/35 onwards, when there are no longer any finance costs to pay off, the project delivers a much larger annual surplus. It takes until 2036/37 (24 years) to generate adequate surpluses to pay back the investment costs and break even.

The project has been modelled over 40 years, and by 2052/53, the cumulative net cash flow benefits are estimated at \$43,742,000. The 'Do Nothing' option has also been modelled i.e. continue with the existing at-grade car park at both the sites considered, and this would provide benefits of \$16,844,000 by 2052/53. The recommended option is therefore providing incremental benefits of \$26,898,000 when compared to the 'Do Nothing' option.

The design of the proposed facility is a key consideration. Comparisons have been made with the City of Perth Elder Street Car Park, a facility noted for its attractive design, openness and colourful specifications. To build to this standard is estimated to cost an additional (\$2,496,000), and there is a decision that needs to be taken as to whether the City should spend this to achieve the extra specification. This is best addressed at the detailed design and specification stage. The cost of (\$2,496,000) is included in the capital costs. As the costs of the project are significant, a detailed procurement and sourcing strategy will be completed, so that the City can maximise the leverage and achieve the best possible value for money.

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In summary, the business case recommends that the City of Joondalup should proceed with the construction of a MSCP at Boas Avenue.

1.2. Project Summary

Project Title	Multi Storey Car Park
Strategic program (link to Draft 2022 Strategic Plan)	Economic prosperity, vibrancy and growth
Concise Scope \$000s	<ul style="list-style-type: none"> Construction of a five storey Multi Storey Car park at Boas Avenue Investment of \$19,422 required Net Cashflow surplus by 2052/53 of \$26,898
Principal Outcomes	<ul style="list-style-type: none"> Completion during 2014/15 Total 393 bays, 253 additional to the current 140 at Boas Avenue

Finance Summary \$000s

A) Overall Cashflows versus Baseline	Net Cashflow, including Inflation	Net Present Value
	\$43,742	\$11,133
B) Payback	By When	How Long
	2036/37	24 yrs
C) One Off Costs	Without Inflation	With Inflation
	(\$17,994)	(\$19,422)
D) Funding	Parking Reserve	External Loans
	\$6,665	\$11,329

Timing Summary	Approval required	Proposed start of Project	Planned complete
Key Dates	December 2012	January 2013	November 2014

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1.3. Recommendations

Table 1 - Recommendations

Ref	Issue	Who	Details
1	Business Case	Council	o Council approve Business Case for construction of Multi Storey Car Park (MSCP) at Boas Avenue (Option 2)
2	Timescales	Council	o Construction to be aimed for completion by November 2014
3	20 Year Strategic Financial Plan	DCS	o 20 Year <i>Strategic Financial Plan</i> 2012/13 to 2032/33 to include the revised cashflows (updated next year)

1.4. Council/Committee Reference

The Strategic Financial Management Committee (SFMC) considered the MSCP proposal at its February 2012 meeting. Council subsequently considered the SFMC recommendation and resolved (CJ034 – 03/12 refers)

2.1 *RECEIVES the Report detailing Car Park Utilisation and Multi-Storey Car Parks;*

2.2 *REQUESTS that the Chief Executive Officer prepare detailed business plans and financial analysis of three options for multi-storey car parks as follows:*

2.2.1 *P2 - McLarty Avenue Car Park with a commercial component;*

2.2.2 *P2 - McLarty Avenue Car Park without a commercial component; and*

2.2.3 *P3 – Boas Avenue and Reid Promenade Car Park.*

The Business Case for the 3 options was reviewed by SFMC October 24 2012 and the action was as follows:-

REQUESTS the Chief Executive Officer to UNDERTAKE a parking study incorporating McLarty Avenue and Boas Avenue car parks and the findings be reported to a Special Meeting of the Strategic Financial Management Committee

This case resolves the actions as described above.

1.5. Disclaimer

It is vital to emphasise that the numbers in the case are best estimates at this point in time. Building areas, car bay numbers, estimated costs etc are very approximate. Plans and sections produced are sketches and need to be accepted as such. They were produced to a 1:500 scale as a feasibility tool incurring minimal cost. More detailed development of the plan and design will produce more accurate bay numbers and a more accurate cost estimate.

A Parking Survey has provided data to help with income projections. There is a reasonable level of confidence in assessing which option is better for the majority of the income

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assumptions e.g. Boas Avenue has, and would continue to have more all-day users than McLarty Avenue. Nevertheless the overall financial projections are best estimates and there is still a level of risk in the projections.

In summary the Business Case does not contend that the numbers projected will come to pass exactly as stated, however the business case does provide sufficient justification for:-

- i. MSCP is required in the City Centre and will pay back within the life of the project
- ii. Boas Avenue option has greater benefits than McLarty Avenue option

2. PROJECT DESCRIPTION

2.1. Background

Paid parking has been in place in the City since October 2008. This has resulted in the following benefits:-

- On street parking now firmly established as short stay parking to conduct business, or for professional type appointments
- Off Street parking (ie. in car parks) is established as place for workers, commuters and others who require to be in the City Centre for longer periods
- Off Street car parks which offer an all day rate have good levels of occupancy
- Parking Facility Reserve, established to hold the surplus from paid parking is now at \$4,461,506

2.2. Location

The map below shows the two locations that are under consideration

a) McLarty Avenue ('Parking 2 zone) OR b) Boas / Reid Prom ('Parking 3 zone)



There are other parcels of land (eg. Collier Pass), which could potentially, be used for the construction of MSCP. The locations available have been subject to previous evaluation with the two locations above considered the most viable to meet requirements. The Joondalup Performing Arts & Culture Facility (JPACF) will also be considering the provision of future paid parking at a location close to Collier Pass.

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2.3. Strategic Fit/Community Expectations

The construction of a MSCP is in *Joondalup 2022*, and recognised as a key part of “Economic Prosperity, vibrancy and growth”. The MSCP is deemed an essential facility to support the Joondalup City Centre business community, and their patrons.

Throughout this case, the Target Area will be referred to. This relates to the following area:-

- McLarty Avenue, Shenton Avenue, Lakeside, Boas Avenue
- Additionally the Car Park at Lawley Court is also considered relevant and in scope

Appendix 1 shows the location of the car parks within the Target Area.

The Target Area relates to the area that the MSCP is primarily being built for. The Target Area excludes Lakeside Shopping Centre, Joondalup Health Campus and Train & Bus area. However the users of these facilities may still be considered as possible users of the facility.

2.4. Utilisation Trends in the Target Area

Utilisation of the car parks continues to show an increase in the use of parking. Income from Off Street parking has increased from \$868,000 (2010/11) to \$953,000 in 2011/12. This represents an increase of \$85,000 (10%). These increases have been achieved without any increase in price.

Table 2 below summarises car park utilisation of the Target Area over the past three years:-

Table 2 – Utilisation of Existing Car Parks

<u>Car Parking in Target Area</u> (excluding on-street short stay)		<u>No of</u> Bays	<u>Utilisation % #1</u> 2009/10 2010/11 2011/12		
P1	McLarty / Shenton	178	81%	83%	91%
P2	McLarty	137	57%	60%	61%
P3	Boas	140	76%	85%	95%
P4	Davidson / Reid East	70	82%	89%	95%
T1	Lottery House	149	48%	55%	68%
T2	Reid & Davidson	33		115%	129%
T3	Lawley Court - Public	109	44%	46%	65%
T3	Lawley Court - Joondalup Health Campus	136	100%	100%	100%
Zone 4	Grand Boulevard / Lakeside Drive	118	42%	49%	57%
Zone 5	Lakeside Drive	130	40%	67%	54%
Total Bays / Weighted Average Utilisation usage %		1,200	62%	72%	77%

#1 ‘Utilisation’ is calculated as the actual income generated divided by the maximum income

2.5. Joondalup Health Campus (JHC) – Impacts on Existing Utilisation

Visitors and Employees to the JHC are affecting existing utilisation in a variety of ways. This has the potential to distort existing trends and distort the forecast use of car parking. The issues to note with regards JHC are as follows:-

- Temporary Construction workers for JHC were displaced from hospital parking recently, and this is causing increased utilisation of City Centre Car Parks. Based on the parking surveys of Boas Avenue (see section 3), it is estimated that approximately 50 of the bays at Boas Avenue each day are filled with JHC temporary construction workers

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- Neil Hawkins Park. Car Park users who may have used Boas Avenue are displaced and many are parking each day at Neil Hawkins. Temporary JHC construction workers are also parking there. Observations were made at 10am on 2 days during the survey, and over 100 vehicles were parked there, although it is not possible to determine how many vehicles were there to use the park itself.
- Owners of JHC (Ramsey Group) have declared that they will build enough car parking bays to accommodate their staff and visitors. Indeed a MSCP is currently being constructed and will be open early 2013. However it is unclear, and unlikely that the provision of car parking bays will cover temporary employees at JHC, of which there are many.
- Table 3 below shows the revised utilisation of City Centre Car parks, excluding JHC workers. The estimate of 250 for JHC workers comprises 136 bays currently leased by the City to JHC at Lawley Court Car Park (T3) and an anecdotal estimate of 114 other bays taken up by individuals. If these 250 bays are not used in future by JHC employees, and all other factors remained the same, the utilisation for the Target Area would reduce from 77% to 61%.

Table 3 – Utilisation excluding Joondalup Health Campus and RAC

<u>Utilisation without Joondalup Health Campus</u>	<u>No of Bays</u>	<u>% Usage</u>
Car Parking totals from table above	1,200	77%
estimated Joondalup Health Campus users	-250	
Utilisation excluding Hospital Staff	950	61%

The RAC call centre has recently relocated from the northern part of the City Centre (corner of Shenton Avenue / McLarty Avenue) to the southern part of the City Centre, near Collier Pass. Their employees were estimated to take up approx 50% (90 bays) of Car Park P1 at McLarty Avenue, thereby leaving more bays available. However the utilisation of P1 has been observed and it would appear that other users have now taken up the bays.

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2.6. Increase in Number of Bays if a MSCP is Constructed

Table 4 below summarises the current capacity of parking, firstly for the all bays within the City and secondly within the Target Area. The provision of a MSCP would increase capacity by 15% overall, and 21% within the Target Area.

Table 4 – Proposed increase in the number of car parking bays

Summary 1 – Overall COJ Paid Parking	EXISTING NO OF BAYS	PROPOSED BAYS (with 1 MSCP #1)	Difference
On-Street	650	650	0
Off-Street (at grade)	1,018	881	(137)
Multi Storey	0	393	393
Total	1,668	1,924	256 (15%)

Summary 2 – City Central ('The Target Area') #2	EXISTING NO OF BAYS	PROPOSED BAYS (with 1 MSCP #1)	Difference
On-Street	248	248	0
Off-Street (at grade)	952	815	(137)
Multi Storey	0	393	393
Total	1,200	1,456	256 (21%)

#1 based on Boas Avenue with Commercial #2 see Table 2 for full details of areas included in the "Target area"

2.7. Description and Scope

The project would construct a five storey car park at either McLarty Avenue or Boas Avenue. If built at McLarty Avenue there would be Commercial premises (720 m2) on the ground floor. The facility would be built to a reasonably high standard, to ensure it is aesthetically pleasing.

The facility needs to be....



A key issue is who is expected to pay for the facility Car Park Users or Rate Payers?

The long-term objective is that car park users within the overall City should be paying for the facility, not rate payers. Therefore surpluses being earned on all car parking can be considered as relevant when assessing the funding of the MSCP.

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2.8. Objectives

The summary of the project objectives are summarised in Table 5 below:-

Table 5 – Project Objectives

Issue	Objective	Details
1 Capital Costs	10% less than Business Case estimate	<ul style="list-style-type: none"> ○ The financials within the business case include capital costs which originate from QS estimates, with some additional costs not included in the QS estimates ○ The Capital costs included in the business case should be considered the worse case ○ The project should then seek to deliver a 10% saving on the capital costs estimated within the business case ○ See sourcing strategy for more details
2 Completed by	Nov 2014	<ul style="list-style-type: none"> ○ Ready before Christmas 2014
3 Attractive	Yes	<ul style="list-style-type: none"> ○ Compliant with City Centre Structure Plan ○ Attractive design (see benchmarks)
4 Income per bay	Yr 1 \$2.45	<ul style="list-style-type: none"> ○ \$2.45 income per bay in Year 1 (2015/16)
5 Income per bay	Yr 5 \$7.27	<ul style="list-style-type: none"> ○ \$7.27 income per bay in Year 5 (2019/20)
6 Expenses	(\$249,000)	<ul style="list-style-type: none"> ○ Estimated annual budget of \$249,000/annum

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3. OPTIONS

3.1. Options Considered

A detailed review of locations has been considered and the locations/options now reduced down to two options. Three options were initially included within the Business Case as presented to the SFMC in October 2012. However this included an option for a MSCP at McLarty Avenue without any commercial frontage. This would be non-compliant with the City Centre Structure Plan and therefore this option is now discounted, leaving just two options to consider as described in Table 6 below.

Table 6 – Option Parameters

<u>OPTION PARAMETERS</u>		<u>Option 1</u>	<u>Option 2</u>
(Table summarises the key parameters of each option)		McLarty Avenue WITH Commercial Frontage (400 bays)	Boas Avenue (393 bays)
A	<u>The Lots</u>		
	Lot Number <i>Lot</i>	456	535
	Adjacent to Street <i>Yes / No</i>	Yes	No
	Square Metres <i>m2</i>	3,726	3,701
B	<u>Asset Management Initial Design</u>		
	Number of Bays Total <i>Bays</i>	400	393
	Comprising of <i>Bays</i>	Level 0 93 bays, Level 1 64 bays, Level 2,3 and 4 comprising 81 average	4 Decks x 79, Ground 77
	Commercial Area <i>m2</i>	720	0
	Area per space <i>m2</i>	40	36
C	<u>QS (Davis Langdon) Estimates</u>		
	QS Estimate <i>\$</i>	\$18,299,555	\$13,710,501
	less costs for building commercial frontage <i>\$</i>	\$3,109,931	\$0
	Cost for MSCP, excluding Commercial <i>\$</i>	\$15,189,624	\$13,710,501
	Cost per Bay, excluding Commercial cost <i>\$</i>	\$37,974	\$34,887
	Exclusions from estimates <i>text</i>	Professional Fees, Inflation, Ticket machines and other Parking infrastructure, Commercial Fit-out, Demolition, Finance Cost	

The Do Nothing option is also relevant and is considered throughout. The existing at-grade car parks at both locations currently generate combined revenue of \$304,000 (\$191,000 at McLarty Avenue Car Park and \$113,000 at Boas Avenue Car Park).

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3.2. Existing use of McLarty Avenue Car Park & Boas Avenue Car Park

Table 7 below summarises the current use of the two locations. Although the Boas Avenue site enjoys high usage, it is long-stay and the fees are cheaper than McLarty Avenue short stay fees. The average income per bay per day (based on 2011/12) at Boas Avenue was \$2.83, compared to \$4.87 for McLarty Avenue.

Table 7 – Income earned from paid parking at two locations considered

Current use of 2 locations (2011/12)	McLarty Avenue	Boas Avenue	Diff Boas vs McLarty
Bays	137	141	4
Utilisation %	61%	93%	32%
Income per year \$000	\$191k	\$113k	(\$78k)
Income per bay per day \$	\$4.87	\$2.83	(\$2.04)
Pricing: per hour \$	90c	70c	(20c)
Pricing: all day \$	\$7.20	\$3.50	(\$3.70)
Type of usage (mostly)	Short-Term	All-day	
Main reasons for using car park	Medical Food / Personal Banking Work	Hospital Workers Other workers	

Tables 8 and 9 below provide further data to help understand the existing use of both car parks. This shows that:-

- McLarty Avenue has higher demand between 9am and 3pm, with the spread of ticket purchases being relatively even
- Boas Avenue Car Park is full by approximately 8:30am each day. Tickets purchased after this time only arise after users have vacated a space
- There is little difference in the number of tickets purchased on weekdays in each car park

Table 8 – McLarty Avenue Car Park – Ticket Purchases w/c 03 September 2012

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<u>P2 McLarty</u>	<u>Number of Tickets bought per day per time slot</u>					<u>Total</u>
	Monday	Tuesday	Wednesday	Thursday	Friday	Weekday
before 9am	56	63	53	69	48	289
9am to 11am	105	112	133	98	86	534
11am to 1pm	104	110	96	114	121	545
1pm to 3pm	92	79	70	89	107	437
after 3pm	57	68	59	89	119	392
Total for the Day	414	432	411	459	481	2,197
<u>% Split by Day by Time Slot</u>						
	Monday	Tuesday	Wednesday	Thursday	Friday	
before 9am	♦ 14%	♦ 15%	♦ 13%	▲ 15%	♦ 10%	13%
9am to 11am	● 25%	● 26%	● 32%	▲ 21%	▲ 18%	24%
11am to 1pm	● 25%	● 25%	▲ 23%	▲ 25%	● 25%	25%
1pm to 3pm	▲ 22%	▲ 18%	▲ 17%	▲ 19%	▲ 22%	20%
after 3pm	♦ 14%	▲ 16%	♦ 14%	▲ 19%	▲ 25%	18%
	100%	100%	100%	100%	100%	100%

Table 9 – Boas Avenue Car Park – Ticket Purchases w/c 03 September 2012

<u>P3 Boas</u>	<u>Number of Tickets bought per day per time slot</u>					<u>Total</u>
	Monday	Tuesday	Wednesday	Thursday	Friday	Weekday
before 9am	137	125	121	118	118	619
9am to 11am	6	7	4	9	6	32
11am to 1pm	10	7	11	11	8	47
1pm to 3pm	7	7	10	14	15	53
after 3pm	16	16	18	6	8	64
Total for the Day	176	162	164	158	155	815
<u>% Split by Day by Time Slot</u>						
	Monday	Tuesday	Wednesday	Thursday	Friday	
before 9am	● 78%	● 77%	● 74%	● 75%	● 76%	76%
9am to 11am	♦ 3%	♦ 4%	♦ 2%	♦ 6%	♦ 4%	4%
11am to 1pm	♦ 6%	♦ 4%	♦ 7%	♦ 7%	♦ 5%	6%
1pm to 3pm	♦ 4%	♦ 4%	♦ 6%	♦ 9%	♦ 10%	7%
after 3pm	♦ 9%	♦ 10%	♦ 11%	♦ 4%	♦ 5%	8%
	100%	100%	100%	100%	100%	100%

3.3. Research

Option 1 was initially designed, and previously proposed to the SFMC, with ground floor commercial only, and then a void above it. This was initially due to the assumption that a car deck could not be economically built above the commercial street frontage. This assumption has now been amended with car deck running above the commercial area.

There has been some comparison of the construction (notably with Elder Street Car Park in City of Perth), and further estimates have been obtained from Quantity Surveyor for having some extra requirements that provide similar specification as Elder Street.

3.4. Option Description / Features

Appendix 2 summarises some of the key features of each of the options. The table has summarised Red / Amber / Green for each feature. This is in no way intended to provide

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any conclusions on the options, merely an indication of some of the key features. Some of the key issues to note are:-

- Boas Avenue option is not directly adjacent to the street, and therefore provides limitations in attracting users into the site. However once users know where the facility is, and are comfortable using it, then this does not become a major issue
- McLarty Avenue is on a slope, which provides some construction issues
- McLarty Avenue has some easements on either side, which have to be carefully managed

4. **PARKING SURVEYS**

4.1. Parking Surveys - Overview

Two separate parking surveys have been undertaken:

- Individual users of Car Parks at McLarty Avenue & Boas Avenue
- Businesses within the Target Area

There are separate reports for each survey, which are included as Appendix 8 and Appendix 9. Following is a summary of the key questions, responses together with some comments on each of the surveys.

4.2. Individual Survey - Overview

The issues to note regarding the Individual Survey are

- How - users of McLarty Avenue & Boas Avenue Car Parks were surveyed at ticket machines
- Dates - the surveys took place over six working days from Wednesday 14 November to Wednesday 21 November
- Quantity - 925 Surveys were collected as follows
 - 266 Surveys at Boas Avenue
 - 659 Surveys at McLarty Avenue
- Less time was spent at Boas Avenue as the Car Park become full from 8:30 in the morning, and there are a lot less tickets purchased at Boas (long-stay) than McLarty (short stay)

4.3. Individual Survey – Questions & Responses

Table 10 below summarises the key questions asked of the 925 respondents, together with a summary of the responses.

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Table 10 – Individual Survey – Questions, Responses and Comments

No	Question	Response	Comments
1	<u>SUBURB</u> <i>Which suburb do you live in?</i>	City of Joondalup – 381 (41%) City of Wanneroo – 343 (37%) Other – 201 (22%)	<ul style="list-style-type: none"> There are more people from outside the City using the parking than from within the City of Joondalup City of Joondalup is not forecast to experience high levels of population growth in the next 20 years, however other areas, in particularly City of Wanneroo, are experiencing large growth Therefore the services that are provided within the City Centre will experience greater demand as a result This is consistent with the response from Businesses, where the majority indicated a level of growth forecast in the next five years
2	<u>REASON</u> <i>What is your reason for coming into Joondalup City Centre today?</i>	Boas - 91% (243) are in the City Centre due to work McLarty had varied reasons for using the car park <ul style="list-style-type: none"> - 174 (26%) Medical / Dentist - 135 (20%) Other - 122 (19%) Banking / Financial - 115 (18%) Restaurant/Café/Pub - 113 (17%) Work 	<ul style="list-style-type: none"> This data helps support views already held about the use of both Car Parks Boas Avenue is a commuter car park, where most of the tickets purchased are all-day tickets McLarty is a short stay car park and has a wider range of reasons for it being used
3	<u>DISTANCE</u> <i>How far away are you from your destination?</i>	Boas - 80 (30%) of respondents were 200 metres or less McLarty - 544 (83%) respondents were 200 metres or less	<ul style="list-style-type: none"> Commuters are willing to walk longer distances than short-stay users, from the car park to their destination
4	<u>CAR PARK CHOICE</u> <i>Why did you choose to park here today?</i>	Boas Respondents <ul style="list-style-type: none"> - 47 (18%) for Price - 164 (62%) Proximity - 88 (33%) Availability (responses add up to more than 100% as there were multiple answers from some respondents) McLarty respondents <ul style="list-style-type: none"> - 4 (0.6%) Price - 478 (73%) Proximity 	<ul style="list-style-type: none"> Proximity to destination is clearly the main driver

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No	Question	Response	Comments
5	<p><u>PRICE SENSITIVITY</u></p> <p><i>On a scale of 1 to 5, how significant is the cost of parking in your decision of where to park?</i></p>	<p>Responses from both car parks were broadly similar, the combined responses are (where 1 is not significant and 5 is very significant) are:-</p> <ol style="list-style-type: none"> 1. 116 (13%) Not significant 2. 124 (14%) 3. 194 (21%) 4. 120 (13%) 5. 359 (39%) Significant 	<ul style="list-style-type: none"> Price of car parking is a sensitive issue, with many individuals and businesses preferring not to pay for parking A large number of people (40%) state that Pricing is very significant to them
6	<p><u>Number of Visits per week</u></p> <p><i>How often do you usually come into Joondalup City Centre?</i></p>	<p>Boas responded with:-</p> <p>188 (71%) – more than 4 times 58 (22%) – 2 to 4 times a week</p> <p>McLarty respondents:-</p> <p>140 (21%) – more than 4 times 253 (39%) – 2 to 4 times a week 128 (20%) – once a week 135 (20%) – less frequently</p>	<ul style="list-style-type: none"> Results are consistent with other responses and
7	<p><u>MULTI STORY CAR PARK</u></p> <p><i>If the City were to construct a multi-storey car park at this location, would you still park here?</i></p>	<p>Boas – 253 (96%) said YES McLarty – 547 (84%) said YES</p>	<ul style="list-style-type: none"> Both car parks provided a very strong response to this question, a combined response of 88% Boas response is stronger than McLarty which is probably due to the nature of the car park i.e. commuters will be keen for a space, even if it means a MSCP, whereas short-term users want as much convenience as possible, and having to go into a MSCP (and use lifts, etc.) may be seen as inconvenient The Boas response is important in consideration of the income projections as the response tells us that there is more confidence / certainty in the use of Boas as a MSCP than McLarty

4.4. Boas Avenue – Vehicles Unable to Secure a Space

Boas Avenue Car Park fills up by approx 8:30am each day. There are some limited movements thereafter with some cars leaving and other cars filling the space. Additional data was collected on two days of the survey to count the number of vehicles that entered Boas Avenue looking for a space but unable to find one

- Friday 16th November – 72 vehicles entered between 9:00 and 2:00 and did not find a space
- Wednesday 23rd November – 83 vehicles entered between 8:30 and 12pm and were unable to obtain a space

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This suggests that if Boas Avenue currently had 200 bays it would be filled. Comments received in the survey also suggest that many people are aware that Boas Avenue is usually full early and may not bother to look after a certain time. Potentially there is latent demand not being catered for.

4.5. Business Survey - Overview

Issues to note regarding the Business Survey are:-

- How - hard-copy surveys were distributed to local businesses, by hand, and were preceded by a letter from the Chief Executive Officer detailing the purpose of the survey (also delivered by hand). Surveys were then personally collected from each business. Distribution of the initial letters and surveys, and collection of the completed surveys were undertaken by a City staff member. The staff member returned to businesses up to 3 times to collect completed surveys.
- Dates – the survey took place over 10 working days, from Wednesday 14 November to Tuesday 27 November
- Who – 217 businesses were located in the Target Area. City was unable to contact 17 of them, mostly due to irregular opening hours (e.g. Nightclubs). Businesses in the catchment area ranged from restaurants and cafés to small retail premises, real estate agents, financial institutions, training centres, lawyers, health professionals and other general service providers.
- Responses - a high response rate of 76% was achieved, this is deemed statistically sufficient to consider the response as an accurate representation of the views. Of the eight businesses in the area who employ 30 staff or more, submissions were received from all eight of them. 141 businesses responded in total. There were 153 survey forms submitted, 12 of them being from businesses that provided more than one response.

4.6. Business Survey – Number of Employees & Customers

The survey asked businesses of the number of employees and customers, by asking a range e.g. between 11 and 20 employees, more than 30 employees, etc. Although the responses do not give us an exact number of employees and customers in the Target Area, they do provide a reasonable estimate as summarised in Table 11 below. This informs us that there are approx 1,700 employees in the Target Area, and approx 6,600 customers.

Meanwhile the estimated growth that businesses are projecting has been applied to the number of employees and customers, also shown in Table 11 below.

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Table 11 – Business Profile – Number of Employees & Customers

Business Profile	No of Businesses	Employees #1	Customers #1	Total
a) Current Profile				
Businesses who responded	141	1535	6010	7545
Businesses who did not respond #2	59	154	601	755
Total	200	1689	6611	8300
b) Future Profile, based on Growth Projections #3				
Businesses who responded	141	1852	7149	9001
Businesses who did not respond	59	185	715	900
Total	200	2037	7864	9901

#1 Employee & Customer numbers are estimates only, and NOT exact. The estimates are based on the assumption of the mid-point from the question asked e.g. if employees are between 11 and 20, then assume 15. For businesses over 30 employees assumed 100 employees for each of those 8 businesses

#2 Businesses who did not respond are 59 out of 200, comprising 29.5% of the total. The large businesses have all responded so have assumed that the 59 missing response would add just a further 10% to the total employees and customers

#3 GROWTH is based on the response provided by businesses. Where business has projected growth up to 20%, have assumed growth of 10%,. Where growth of up to 50% is predicted have assumed 25%. Where growth up to 100% is predicted have assumed 50%

When considering the responses it is important to use the above data to provide further context on the responses i.e. if the majority of businesses responded in a certain way to a question, the majority of businesses may not necessarily represent the majority number of employees and/or customers.

The Business Survey asked questions in three sections covering employees, customers and Multi Storey Car Parking. The following sections cover the responses & comments from each of the three sections.

4.7. Business Survey – Employees

Table 12 below summarises the key questions asked of the Businesses regarding their employees, together with a summary of the responses and some comments.

Table 12 – Business Survey – Employee Questions, Responses & Commentary

No	Question	Response	Commentary
1	<u>Employee Driving Habits</u> What proportion of your staff would you estimate drive a motor vehicle to work?	86% (129) stated that between 81-100% of their employees drive a motor vehicle to work 14% (21) stated that less than 81% drove a motor vehicle to work	<ul style="list-style-type: none"> ○ Result is as expected as the culture for people to travel to work is mostly by vehicle ○ However the quantity of the response is very high, and provides good context for the strength of some of the other responses and need for a MSCP

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No	Question	Response	Commentary
2	<u>Employee Parking Bays</u> Does your company provide parking bays for staff, and if so how many?	76% said they do provide s Approx 300 bays are provided	○
3	<u>Sufficient Parking</u> Do you believe there is sufficient car parking available?	68% said no 14% said yes 18% were not applicable	○ Just over 2/3 of the responses indicating that there is insufficient car parking available for their employees ○ This issue comes out quite strongly in the comments, see table below

Table 13 below provides the comments from Businesses regarding their employees. The comments below are a selection of the comments deemed relevant with regards the MSCP Business Case. Other comments were provided which are listed in Appendix 9.

Table 13 – Business Survey – Employees – Do you believe there is sufficient car parking available?

No	Comments
1	Staff are arriving between 30-60 mins before starting JUST to get parking
2	We have 231 staff employed within our call centre - 216 of which are required to source parking in the joondalup area. Davidson terrace has nowhere near the amount of parking needed for the businesses in the area
3	My staff have to get to work prior to 8am even though they don't commence till 8.30 to ensure a car parking bay
4	I have lost 2 employees as in the last 3 months they have been unable to get parking within reasonable walking distance or use of CAT bus
5	There are no bays left in our building to provide - The public parking is getting worse by the day, If you arrive after 9.30am it is a struggle
6	Not enough all day parking - staff have to continually move their cars!
7	We have 2 part time staff that start at around 10am that struggle to find parking on Tuesday's and Friday's
8	Staff on later shifts (after 8.30am) complain about finding suitable parking nearby
9	Not enough affordable parking
10	It ranges from difficult to impossible to park for a full day within walking distance of the Joondalup CBD unless you arrive at work before 8AM
11	Multilevel parking required to meet demand
12	If an extra staff member arrives later, approx after 9.30am there is no all day parking available (free) anywhere nearby . They have to park in multi-story at Lakeside
13	Need more bays
14	For 9 am starters - The long term car parks are already full and roadside parking too expensive/unable to park for the day
15	It is a common & important problem. It definitely affects staff attraction and retention
16	At the moment there is, but soon there won't be, my staff had to arrive 30mins early to secure a parking spot - 2 years ago they didn't have to. They have since found another car park, but if the growth continues at the same rate they will soon have the same problem with the other car park

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No	Comments
17	<i>The current economical parking bays are too few and no available after 8.30. Staff buying weekly tickets cannot guarantee a bay and occur additional costs</i>

4.8. Business Survey – Customers

Table 14 below summarises the key questions asked of the Businesses regarding their employees, together with a summary of the responses and some comments.

Table 14 – Business Survey – Customers Questions, Responses and Commentary

No	Question	Response	Commentary
1	<u>Customer length of stay</u> <i>How long do you think is the average length of stay for customers to your business</i>	11 - Less than 15 minutes 34 – 15 to 30 minutes 44 – 30 to 60 minutes 33 – 1 to 2 hours 16 – 2 to 4 hours 4 – all day 9 – other	<ul style="list-style-type: none"> ○ Taking account of the varied mix of businesses in the Target Area (e.g. cafes and professionals), not surprising to see a wide ranging response
2	<u>Parking Bays</u> <i>Does your company provide parking bays for your customers</i>	87% said they do NOT provide bays Approx 75 bays are provided	<ul style="list-style-type: none"> ○ Very few bays provided for customers
3	<u>Sufficient Parking</u> <i>Do you believe there is sufficient car parking available?</i>	71% said no 22% said yes 7% were not applicable	<ul style="list-style-type: none"> ○ A very high number of businesses believing that there is insufficient car parking for customers ○ A wide number of comments provided in this area also, see below
4	<u>Customer Growth</u> <i>Do you expect the number of customers to your business to increase over the next 5 to 10 years?</i>	36 – No, Stay the same, or decrease 56 – YES, Increase by up to 20% 35 – YES, increase by up to 50% 16 – YES, increase by up to 100% 6 – YES, other	<ul style="list-style-type: none"> ○ A very positive response from businesses ○ Using the question regarding how many customers each business has, the results can be further extrapolated to estimate that the number of customers could increase from approx 6,600 to approx 7,800

Table 15 below provides the comments from Businesses regarding their customers. The comments below are a selection of the comments deemed relevant with regards the MSCP Business Case. Other comments were provided which are listed fully in the full Business Survey Report.

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Table 15 – Business Survey – Customers – Do you believe there is sufficient car parking available?

No	Comments
1	<i>We lose clients because of this</i>
2	<i>Our clients visit the centre regularly and always have issues finding available parking</i>
3	<i>Never any car parking available, parks are always full</i>
4	<i>The majority of our appts are in hourly blocks so if they are unable to get a bay in the main car parks and go to street parking the hour isn't sufficient</i>
5	<i>At this stage it is OK. In the near future there may not be enough</i>
6	<i>Disabled clients and disabled clients with bus and car access have great difficulty. I have clients who have rung and cancelled as they cannot find parking</i>
7	<i>Patients are always complaining that they can't find a parking spot</i>
8	<i>Most definitely not; patients are frequently late even though leave early to find parking, which makes our appt behind all day, which affects everyone's parking times</i>
9	<i>Vehicle volumes have increased so much in the last 2-3 years, clients have to spend time searching for parking</i>
10	<i>Our clients come here to get spoilt and pampered. Instead every hour while they are having their nails, hair etc done they have to go and put money in the meter. As there treatments last for a lot longer than 1 hr</i>
11	<i>temporary parking is filled with desperate employees of local business trying to find parking spaces, combined with the local construction, there is minimal parking for clients</i>
12	<i>Very hard to find parking bays close by at times depending on what's going on in Joondalup at the time</i>
13	<i>The large parking place behind our building gets filled by morning, therefore only have meter parking on Lakeside Drive or Reid Prom. They often come in saying they have been driving round and round - trying to find a parking bay</i>
14	<i>There is definitely sufficient paid parking available however there should be more unpaid parking bays for staff and clients</i>
15	<i>Our company has suffered for many years due to a car park across the road (car park #1) being used by all day parkers</i>
16	<i>Parking out the front is only 2 hours. My business requires longer parking. We have to leave our clients to put more money in the machine for more tickets. This is disruptive to my business and time consuming and costly</i>
17	<i>We currently have our business premises up for sale. The sole reason for us relocating OUT! Of Joondalup is the number of our customers who are upset and frustrated by the lack of all day parking</i>
18	<i>Car park across the road (car park#1) filled with all day parkers from 7am each morning</i>
19	<i>All spaces within larger car parks are always filled with long term all day workers - needs allocated max 2 hour bays to supplement street parking</i>
20	<i>need multi-level parking</i>
21	<i>Clientele needing to park further away to attend my place of business</i>
22	<i>Complaints by constituents at difficulty finding parking</i>
23	<i>Roadside parking is paid, however they are for all businesses in this stretch, with the addition of a 2nd floor to this building it will put even more pressure on limited bays</i>
24	<i>It is always difficult to direct customers to parking because it is always full and hit and miss at best</i>
25	<i>Not always as car park opposite is full and paid parking outside is 30min and sometimes full</i>
26	<i>Varies daily but usually yes</i>

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4.9. Business Survey – Multi Storey Car Park

Table 16 below summarises the key questions asked of the Businesses regarding their employees, together with a summary of the responses and some comments.

Table 16 – Business Survey – Questions, Responses and Comments

No	Question	Response	Comments
1	<u>Location of MSCP</u> <i>In your opinion, if a multi-storey car park was constructed in either location, would this be used by your staff & customers</i>	32 (21%) respondents said that NO it would not be used or were unsure. Of the remaining 79% that said YES, it would be used the location was split as follows:- 46 (30%) McLarty Avenue 60 (39%) Boas Avenue 15 (10%) Either	<ul style="list-style-type: none"> ○ Very strong response to this question, indicating a high likelihood that a MSCP is used ○ This is consistent with the earlier responses regarding employees and customers. ○ A higher number of businesses stated a preference for Boas Avenue than McLarty ○ Perhaps more important though is analysing the number of employees and customers that make up the businesses, see the next section "Further Analysis" – this brings the issue out much more strongly for Boas
2	<u>Season Ticket (annual) Bays</u> <i>Would you consider applying for an annual use of one or more designated bays?</i>	70 (57%) said No 53 (43%) said Yes In then asking for the number of bays they would be interested in, a total response of approx 200 Bays was replied	<ul style="list-style-type: none"> ○ This question was asked without any context of price, so there would likely be a number of businesses who would change their response if further consideration was given on price i.e. the business would be charged a premium

Table 17 below summarises comments regarding the key question in the survey, regarding the possibility of a Multi Storey Car Park. The table only includes responses from those who provided additional comments.

Table 17 – Business Survey – Multi Storey – In your opinion, if a multi-storey car park was constructed in either location; do you believe this would be used by your staff and customers?

No	Preferred Location	Comments
1	Boas	Staff would use it - especially if ALL day parking. However, can't say for our customers
2	Either	Depending on the cost of parking
3	Boas	Staff and customers would use the carpark if the cost is not prohibitive. Our customers are elderly or disabled and may not be able to comfortably walk the distance
4	Boas	My disabled clients/elderly/clients with sore feet would find it difficult, however at the moment, I am losing paying patients currently

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No	Preferred Location	Comments
5	Boas	<i>Yes, but there should be a policy in place for people who work in the area to get discounted parking like the current \$3.50/day everywhere in joondalup! \$9.00 a day is ridiculous</i>
6	Boas	<i>By staff yes, by patients no. They are injured and need parking close by for obvious reasons, minimal close enough disabled parking also</i>
7	McLarty	<i>'Boas suitable for staff only</i>
8	Either	<i>either location we would love any long term parking</i>
9	Boas	<i>Our clients would definitely use this one</i>
10	Either	<i>Most probably both would be used</i>
11	Perhaps Boas	<i>Too expensive, maybe Boas if had cheaper rate for all day (perhaps early bird special like Fremantle before 9am)</i>
12	McLarty	<i>It would depend on cost of this parking</i>
13	No – Neither	<i>People do not want to pay</i>
14	Unsure	<i>Depends on costs</i>
15	Boas	<i>There is a significant lack of parking available to employment in Joondalup. McLarty would not seem so practical since shoppers have available to them the shopping centre parking. Employed staff do not. Takes me longer to walk from my car than to drive to Joondalup sometimes</i>
16	McLarty	<i>If the all day parkers parked in McLarty and car park #1 McLarty had allocated 15 - 30 minute free and 1/2/3/4 hour bays we might survive</i>
17	No – neither	<i>Parking at hospital will be opening soon</i>
18	McLarty	<i>McLarty is a better place for a multi-storey car park due to the number of businesses in the area & the shopping centre next door</i>
19	No – Neither	<i>Prefer not to have the eyesore</i>
20	McLarty	<i>My office overlooks the McLarty Ave site and there appears to be sufficient space everyday for the traffic using this car park - never seen it at 100% capacity since the introduction of paid parking. Would be good to have a section at a lower all day parking rate for workers</i>
21	McLarty	<i>I think this solution will serve all the CBD customer needs for the business ring and current retail to flourish</i>

A wide number of other comments related to parking were received from Businesses, out of the scope of the MSCP itself. These are not subject to comment in this paper. The other comments will be reviewed separately.

4.10. Business Survey – Further Analysis Boas Avenue vs McLarty Avenue

The previous section indicated that a large number of businesses indicated Boas was preferred over McLarty Avenue. However the difference was not compelling in terms of the number of businesses. The response is further analysed by looking at the specific businesses that responded and how many customers / employees they have. Table 18 below summarises the response in regard to preferred location for a MSCP in a different way, providing a much greater difference between the two locations.

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The Boas Avenue preferred location is favoured by 51 businesses (47% of total), but they employ twice as many employees as the businesses who preferred McLarty Avenue.

Table 18 – Preferred Location of MSCP – Number of Employees & Customers represented

Preferred Location, based on CURRENT Number of Employees & Customers	No of Businesses	Employees #1	Customers #1	Total
a) Total Responses				
None & Unsure	31	115	1005	1120
Either	13	355	690	1045
McLarty	46	358	1470	1828
Boas	51	708	2845	3553
Total	141	1535	6010	7545
b) Responses excluding "None" & "Unsure"				
Boas as a %	51	50%	57%	55%
McLarty as %	46	25%	29%	28%
Either	13	25%	14%	16%
Responses excluding "None" & "Unsure"	110	100%	100%	100%

#1 Employee & Customer numbers are estimates only, and NOT exact. The estimates are based on the assumption of the mid-point from the question asked e.g. if employees are between 11 and 20, then assume 15. For businesses over 30 employees assumed 100 employees for each of those 8 businesses

Note, that the 12 duplicate submissions received were excluded, so that only those 141 businesses who responded were analysed.

4.11. Surveys Summary – Why a Multi Storey Car Park is needed

The Parking Survey data supports the proposal to build a MSCP. The reasons are:-

- Population boom in NW corridor affects Joondalup (evidence from survey)
- Business growth would benefit from MSCP. Some businesses are being stifled (and some even relocating) due to lack of car parking availability
- Business Community wants the MSCP (85%)
- Parking survey of individual users confirms need (88%)
- Employees and visitors to Joondalup are experiencing difficulty conducting their business through lack of car parking.

5. FINANCIALS - ASSUMPTIONS

5.1. General Assumptions

The following general assumptions have been included in the financial model.

- Escalation of expenses assumed at 3%, except for utilities assumed 8%
- 40 years have been modeled (from 2013/14 to 2052/53)
- For ease of modeling, assumed that the facility opens on July 2015 (this avoids any part year impacts in 2014/15)

5.2. Investment Costs

Table 19 below summarises the current assumptions for one-off costs. The numbers exclude inflation, so that they provide a clear audit trail to the numbers provided by QS

Table 19 – Investment Costs

Investment Costs \$000s (excluding inflation)	<u>Opt1</u> McLarty Avenue WITH Commercial Frontage (400 bays)	<u>Opt3</u> Boas Avenue (393 bays)
1) Building Costs (QS)	(\$18,300)	(\$13,711)
2) Building Costs - extra spec items (QS)	(\$2,671)	(\$2,284)
3) Fit-out	(\$720)	
4) Professional Fees 10%	(\$2,169)	(\$1,599)
5) Parking Infrastructure, incl CCTVs	(\$350)	(\$350)
6) Marketing	(\$50)	(\$50)
Total investment costs	(\$24,259)	(\$17,994)

Lines 1 and 2 above (“Building Costs” and “Building Costs – extra spec items”) are sourced from the estimates provided by the QS. Lines 3, 4, 5 and 6 have been estimated by the City. The QS estimates include contingency of 7.5%, and therefore no further contingency has been added by the City.

The key differences between the options are:-

- Option 1 includes \$3,109,931 within Line 1 for commercial frontage, and a further \$720,000 for the Fit-out of the commercial (Line 3)
- Option 1 includes higher costs in Line 2 of \$2,284,000 for the extra-spec items

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5.3. Funding

Funding for the MSCPs has been assumed in the financial model to be:-

- Parking Reserve of \$6,665,000 to partially fund costs during 2013/14. This figure is higher than the \$4,461,506 as referred to in section 2.1. The figure of \$6,665,000 relates to the forecast of the reserve, whereas the lower figure is the current value of the reserve
- Remaining Capital expenditure funded by 20 year loan from Western Australia Treasury Corporation (WATC)
- Interest cost for a 20 year loan from WATC as at 21 November 2012 is 4.45%. However as cost of borrowing is likely to rise in future an assumption of 5.0% has been included for the cost of finance.

Conditions at present are favourable for borrowing. The interest cost of a loan is cheaper than the earnings that the City can generate from its own cash reserves. In such conditions it is better to borrow than use internal reserves.

The assumptions above are different to the assumptions in the 20 Year *Strategic Financial Plan* (SFP). The SFP assumed that Municipal Reserves would be used, rather than external loans. However due to the favourable economic conditions it is recommended that external loans be used to partially fund.

Although economic conditions are favourable for borrowing, it is proposed that the Parking Reserve should still be used, so as to minimise the amount of interest that the City would incur with such a large loan.

The funding assumptions are consistent with the City Borrowing Strategy. The proposed borrowing would meet one of the requirements listed in the "Authorised Borrowing Purposes", where it states borrowing is authorised "for capital expenditure on infrastructure assets with expected useful life of ten years or more".

The Borrowing Strategy provides several limitations, relating to the impact that a loan should have on various ratios. None of the ratios listed would fail as a result of the proposed borrowing for the MSCP.

5.4. Recurring Expenses

Annual expenses are estimated at approx \$249,000. The assumptions are listed in detail appendix 3 and summarised below. These have been reviewed with the Parking Team.

- \$128,000 Labour costs (assumed 2 Full Time employee)
- \$28,000 Lift Repair and Maintenance (\$7,000 per quarter)
- \$20,000 Parking equipment maintenance and repair
- \$15,000 Building maintenance and CCTV maintenance
- \$14,000 Cleaning costs and graffiti removal
- \$44,000 other costs (signage, cash collections, advertising)

The expenses are assumed to be the same in both options.

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5.5. Income Assumptions – Type of Car Park

The most fundamental assumption in the income projections of each option is to determine the status of each car park; how the MSCP would be used, who are the users, how long would users stay for and how the City would set the prices and encourage use of the facility. Taking account of the current use of each location, and the information from the Parking Study, the following assumption is made about the Type of Car park that each option could be:-

1. Option 1 (McLarty Avenue) = SHORT-STAY
 - Income projections are based on the MSCP mostly being used as short-stay car park
 - There would be season ticket bays (and the survey informs us that some local businesses would be interested in that), whilst there also be long-stay (all day) use encouraged as well
 - However the majority of users would, as they currently are, be expected to be short-stay users
2. Option 2 (Boas Avenue) = COMMUTER
 - Income projections are based on the majority of bays being taken up by workers within the City Centre, who would want a bay all day
 - More businesses have expressed an interest in Boas Avenue for Season tickets and therefore there would be an expected higher number of Season Ticket bays
 - Some Short-Stay parking would be available
70% of the Bays would be established / designated as long-stay

The major reasons for the differences in the income streams of each option are based on the assumption above.

5.6. Income Assumptions – General Features

The income projections are the most critical factors in the project, as they determine whether the project can pay back the initial investment and whether it can eventually generate a surplus. The general features of the income projections are:-

- Opening Hours Monday to Friday assumed between 6am and 8pm Monday to Friday. There are 2 distinct time periods to consider within this:-
 - 06:00 to 08:30 - Commuters to the City of Joondalup i.e. people who work in the City
 - 09:30 to 16:30 – Peak usage for Short Term users / visitors to the City
- Opening Hours Saturday are assumed to be between 8am and 2pm. The closing time of assumption of 2pm simply allows a buffer over the current 12noon closing time. This assumption, and the Monday to Friday opening hours above are not fixed by this Business Case, and are subject to further review.
- Charges - are assumed to be rounded up to the nearest hour i.e. a user who stays for 65 minutes is charged for two hours.
- Bays – are split into four categories for pricing as follows:-
 - Commercial / Disabled use
 - Season Ticket (annual) bays
 - Long Stay (all day)

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- Short Stay. The remainder of the bays after the above assumptions are determined
- Pricing of Long Stay (all day) bays – it is assumed that the price charged would be a multiplier of 5 to the hourly rate.
- Income for Short Term Bays is calculated, based on 3 factors
 - Price per hour
 - Occupancy %. A % assumption is applied to the overall number of bays. For the number of bays where there is assumed to be occupancy, there is projected income, for the % that are assumed to be unoccupied, there is assumed to be no income.
 - Usage of Occupied Bays – for those bays that are occupied and attract income, an assumption is made of the number of visits to the bay per day and the average length of stay for each visit
- Usage of short term occupied bays - it is assumed a high level of usage, with three visits to the bay per day, and an average two hour charge to each visit. The six hours assumed for occupied bays initially appears low when compared to the 14 hours that the facility is open Monday to Friday. However when the six hours estimated use is compared to the seven peak hours available (09:30 to 16:30), then the usage assumption is high at 86% (calculated as six hours divided by seven hours). To illustrate the six hours charged, it is worth considering how these six hours may occur during a weekday:-
 - Assume a user stays between 9:30 and 11:30
 - Vacant from 11:30 to 12:00
 - Second user from 12:00 to 2:00
 - Vacant from 2:00 to 2:30
 - Third user from 2:30 to 4:30
 - Vacant from 4:30 onwards
- Utilisation – the measure of utilisation is consistent with previous Car Parking reports to the SFMC. Utilisation % is calculated as the amount of income as a % of the maximum income that could be earned. Therefore utilisation % is based on monetary values, as opposed to specific time that bays are used or the number of bays that are occupied
- Year 1 (2015/16) is assumed to have low utilisation. From Year 2 (2016/17) to Year 5 (2019/20) there are steady increases assumed in the use of the facility. It is assumed that by Year 5 (2019/10) the use of the facility has reached the most it can. The assumptions for Year 6 to Year 40 are the same as Year 5.

5.7. Income Assumptions – Years 1 to 5

It is assumed that by Year 5 the use of the site will have matured, and from Year 6 onwards the utilisation assumptions are the same as year 5. In assessing the importance of the assumptions, it is vital to bear in mind that the Year 5 assumptions are far more important than the preceding years, because the Year 5 assumptions make up 36 years of the 40 year projections. Years 1 to Year 4 are important in their own right in only as far as allowing the facility to steadily increase utilisation until it matures at Year 5.

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Table 20 summarises the key income assumptions assumed from year one to year five. The explanations of the assumptions are:-

- Low Utilisation - It is assumed that utilisation would be low in the early years, and therefore a careful balance with pricing would have to be achieved. A starting price of just \$1.00 is therefore assumed. The starting price of \$1.00 may appear low, particularly as the facility provides car park users with more facilities (shading, security, more spaces) than the current sites. However the first year or so should concentrate on encouraging users to the site
- Price Increases year one to year five - Price increases are assumed at \$0.20 per year from year two to year five, therefore the cost is \$1.80 by Year 5 (2019/20)
- Pricing of Season Ticket (annual) bays – users (mostly businesses) would be willing (as is the case in other City's) to pay a premium for having a reserved bay, available all day. It is assumed that the price charged eventually would be a multiplier of 10 to the hourly rate, from Year 5 to Year 40. Prior to Year 4 it is assumed that. As the utilisation of the MSCP is assumed to be low in the early years, the Season ticket holders would enjoy a discount for exclusive use of a bay. However from year three onwards, a premium would be levied, as it is assumed that users would be willing to pay extra for the exclusive use of a bay. Therefore the price changes from \$4.00 per day in 2015/16 to \$14.40 in 2019/20. Although this increase appears steep this is caused by the discount in 2015/16 and 2016/17, and then a premium charged from 2017/18 onwards
- Boas Avenue - Long Term & Season Ticket Bays. Boas Avenue is assumed within the projections to be a commuter car park. Consequently the key factors in the income projections are the number of bays and occupancy of those bays. The assumptions made are:-
 - 70% (274) of Bays by Year 5 eventually designated as dedicated long term (74 Season tickets and 200 Long Stay as indicated on Table 20)
 - Occupancy of the Long Stay bays estimated initially at 70% (year 1) then increasing to 90% by Year 5. There are more ways to sell commuter bays (e.g. offering 'early bird' discounts), than short-term
 - Short Term bays remaining at Boas is just 114 and the occupancy level of those remaining bays is of less importance than the occupancy of the long-stay bays
- Utilisation of Short Term Bays (McLarty Avenue) year one to year five – it is assumed that utilisation of the MSCP will gradually increase
 - 40% Occupancy of the 264 Short-stay bays in Year 1
 - 50% Year 2, increase to 60% Year 3 and 65% Year 4
 - 70% Year 5 is then projected as the occupancy rate for Year 5 onwards

An occupancy level of 70% is quite close to the maximum possible as there will be a number of empty bays as users leave and join the car park.

- Usage of short term occupied bays – the same assumption is assumed in all years as described in year one assumptions above i.e. six hours are charged per occupied bay. The assumption that six hours are charged does not necessarily mean that the bay would be occupied for the full six hours though, merely that charges would be applied for six hours (i.e. if a user stays for 65 minutes they are charged for two hours)

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Table 20 – Income Assumptions Year 1 (2015/16) to Year 5 (2019/20)

<u>INCOME ASSUMPTIONS</u>		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Years 1 to 5		2015/16	2016/17	2017/18	2018/19	2019/20
<u>Season Ticket (Annual) Bays</u>						
Opt1 - McLarty Avenue WITH Commercial Frontage (400 bays)	<i>Bays</i>	20	30	50	50	50
Opt2 - Boas Avenue (393 bays)	<i>Bays</i>	50	60	50	62	74
<u>Long Stay (all day)</u>						
Opt1 - McLarty Avenue WITH Commercial Frontage (400 bays)	<i>Bays</i>	60	60	60	60	60
Opt2 - Boas Avenue (393 bays)	<i>Bays</i>	120	140	160	180	200
<u>Short Stay</u>						
Opt1 - McLarty Avenue WITH Commercial Frontage (400 bays)	<i>Bays</i>	294	284	264	264	264
Opt2 - Boas Avenue (393 bays)	<i>Bays</i>	218	188	178	146	114
<u>Occupancy - Long Stay</u>						
Opt1 - McLarty Avenue WITH Commercial Frontage (400 bays)	<i>%</i>	70%	70%	75%	80%	80%
Opt2 - Boas Avenue (393 bays)	<i>%</i>	70%	70%	75%	80%	90%
<u>Occupancy - Short Stay</u>						
Opt1 - McLarty Avenue WITH Commercial Frontage (400 bays)	<i>%</i>	40%	50%	60%	65%	70%
Opt2 - Boas Avenue (393 bays)	<i>%</i>	40%	45%	50%	55%	60%
<u>Assumptions that are same for Both Options</u>						
Charges Per Hour	<i>\$</i>	\$1.00	\$1.20	\$1.40	\$1.60	\$1.80
Long Stay (all day) Price (5 x Hourly Rate)	<i>\$</i>	\$5.00	\$6.00	\$7.00	\$8.00	\$9.00
Season Ticket (Annual) Multiplier x Daily Rate	<i>Bays</i>	4.0	4.8	6.0	6.4	8.0
Season Ticket Daily Rate	<i>\$</i>	\$4.00	\$5.76	\$8.40	\$10.24	\$14.40
Usage of Short Stay bays (Monday to Friday) - 6 hours charged	<i>%</i>	86%	86%	86%	86%	86%

5.8. Income Assumptions – Option Comparison and Comments

Table 23 below summarises the overall income estimates at Year 5 and calculates the Utilisation, by calculating the income as a % of the maximum. Key issues to note on the table below are:-

- McLarty Avenue is estimated to have much higher level of revenue from Short-term stays than Boas
- Conversely Boas is estimated to achieve a lot more income from stable sources, Season Tickets and Long-Stay
- Excluding the Commercial income for McLarty Avenue, the Boas Avenue option is projected to achieve higher income from parking

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Table 23 – Utilisation year one to year 5

<u>INCOME PROJECTIONS \$000s</u>		<u>Option 1</u>	<u>Option 2</u>	<u>Difference</u>	
Year 5 (2019/20)		McLarty Avenue WITH Commercial Frontage (400 bays)	Boas Avenue (393 bays)	Opt 2 vs Opt 1	%
A	<u>Income Estimates</u>				
	Season ticket (annual) \$000s	\$180	\$266	\$86	48%
	Long Stay (all day) \$000s	\$108	\$405	\$297	275%
	Short Stay \$000s	\$499	\$185	(\$314)	-63%
	Saturday \$000s	\$17	\$6	(\$11)	-63%
	Commercial \$000s	\$239	\$0	(\$239)	-100%
	Total including Commercial \$000s	\$1,044	\$862	(\$181)	-17%
	Total excluding Commercial \$000s	\$804	\$862	\$58	7%
B	<u>Utilisation</u>				
	Maximum Income, excl Commercial \$000s	\$1,245	\$1,118	(\$127)	-10%
	Utilisation Projection 2019/20 %	65%	77%	13%	19%
	Utilisation Actual 2011/12 %	61%	93%	33%	54%

5.9. Income Assumptions – Price Increases Year 6 onwards

Price increases are assumed to increase by 5% per year, 2% above the estimated impact of inflation – the increased costs are assumed necessary to help pay for the facility within a reasonable time frame.

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6. FINANCIALS – SUMMARY CASHFLOWS

6.1. Summary 40 Year Cashflows

Table 24 summarises all cashflows for the 40 years of the project up to 2052/53, including inflation.

Table 24 – Summary 40 Year Cashflows

OPTION SUMMARY (40 Year Total, including Inflation)		<i>Opt No</i>	Opt0	Opt1	Opt2	Diff
		<i>Option Title</i>	Do Nothing - P2 & P3 continue	McLarty Avenue WITH Commercial Frontage (400 bays)	Boas Avenue (393 bays)	Opt 2 vs Opt1
One-off Expenditure & Income						
A	Capital Expenditure & one-off	\$000s		(\$26,188)	(\$19,422)	\$6,766
B	Income one-off	\$000s				
C	Borrowings & Reserve funding	\$000s		\$25,782	\$17,994	(\$7,788)
D	Surplus (Deficit) / One-off A+B+C	\$000s		(\$406)	(\$1,429)	(\$1,023)
Recurring Expenditure & Income						
E	Funding repayments and interest	\$000s		(\$30,680)	(\$18,181)	\$12,499
F	Expenditure recurring	\$000s	(\$11,551)	(\$30,682)	(\$29,903)	\$778
G	Income recurring	\$000s	\$28,395	\$102,193	\$93,255	(\$8,938)
H	Surplus (Deficit) / Recurring E+F+G	\$000s	\$16,844	\$40,831	\$45,171	\$4,339
I	Surplus (Deficit) / Total D+H	\$000s	\$16,844	\$40,425	\$43,742	\$3,317
J	vs Option 1 Baseline	\$000s		\$23,581	\$26,898	\$3,317
Rankings Cashflows						
K	Ranking	Rank		2	1	
L	Difference to Number 1 option	\$000s		(\$3,317)		
M	Difference to Number 1 option	%		-12.3%		
N	Net Present Value	\$000s	\$6,968	\$7,419	\$11,133	\$3,713
N	Net Present Value vs Baseline	\$000s		\$452	\$4,165	\$3,713
O	Benefits / Cost Ratio	Ratio	-1.1	-1.1	-1.3	-0.1
P	Payback	Yrs	28.9	28.9	24.6	-4.3
Rankings (NPV)						
Q	Ranking	Rank		2	1	
R	Difference to Number 1 option	\$000s		(\$3,713)		
S	Difference to Number 1 option	%		-89.2%		

The key summary from the 40 year cash flows above are:-

- Option 0, the 'Do Nothing' option, where projections are assumed to continue with paid parking at both locations, is estimated to generate a surplus of \$16,844,000.
- Option 2 has a higher overall benefit of \$43,742,000 than Option 1 \$40,425,000 due mostly to the lower capital costs.
- Each option is compared to the 'Do Nothing' option to calculate the incremental impacts of the project. For Option 2, the cash flows for the project itself are

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\$43,742,000, but when compared to the 'Do Nothing' option of \$16,844,000 the incremental impacts are \$26,898,000.

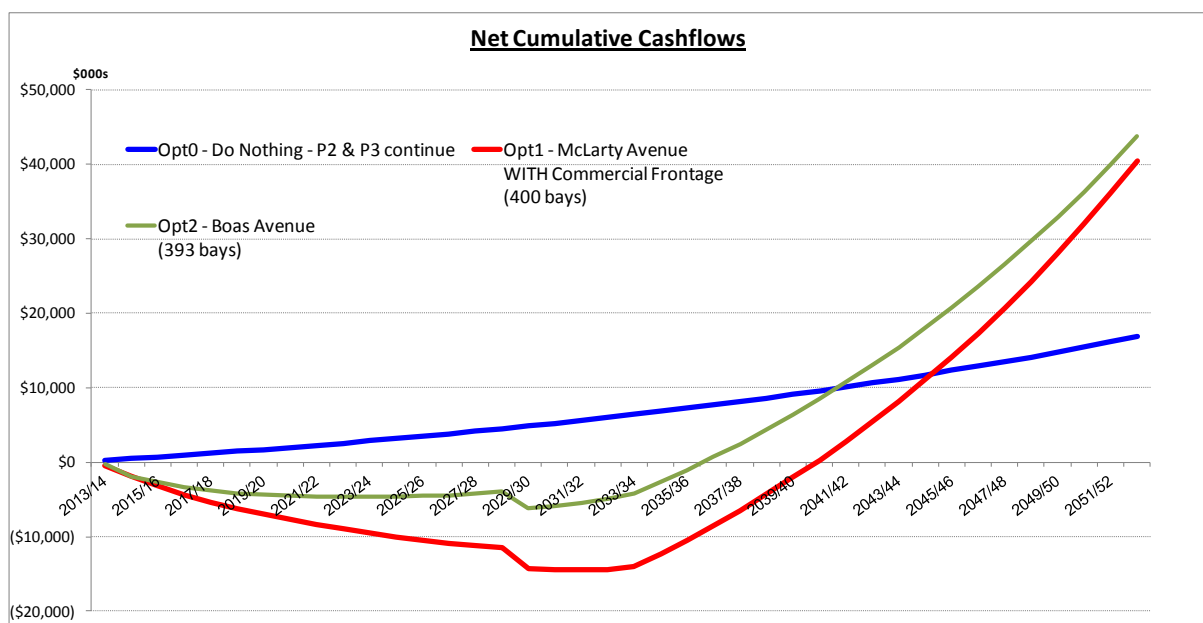
- As described earlier it takes a considerable time (24 years) for Option 2 to pay back the initial investment and move into a cumulative surplus position. As it takes such a long time to pay back, the Net Present Value (NPV) of \$4,165,000 for Option 2 is very low when compared to the overall cash flow benefits of \$31,527,000.

6.2. Summary Net Cumulative Cashflow

Chart 1 below summarises all cashflows (including inflation) up to 2052/53. The observations to note from this are:-

- Option 0 (do nothing) – continue to operate car parks at McLarty Avenue & Boas Avenue as they are currently used. This option is positive throughout. This assumes that current revenues of \$355,000 continue to be earned for both locations. With estimated expenses of (\$144,000), it is estimated that both locations enjoy a surplus of \$211,000 per year combined. This option is the baseline used for other options to compare against
- Option 1 has the following trends:-
 - 2013/14 to 2031/32, a deficit in cash flow each year. The income from the MSCP is insufficient to cover the operating expenses and loan repayment
 - 2032/33 and 2033/34, a minor surplus is estimated
 - 2034/35 onwards – a larger surplus is estimated. The last loan repayment is 2033/34, and therefore from 2034/35 the income generated creates a healthy surplus (approx 5 times the operating expenses)
- Option 2 has similar trends to Option 1, in that a deficit is estimated in the early years, whilst a large surplus is enjoyed from 2034/35 once the finance costs have been paid back. However, Option 2 is estimated to achieve a net surplus in 2024/25, eight years before Option 1 is estimated to have a net surplus

Chart 1 – Net Cumulative Cashflows



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6.3. Risk Analysis

Table 25 below and Chart 2 below summarise the overall financial risks and opportunities for the 2 options. The key issues to note are:-

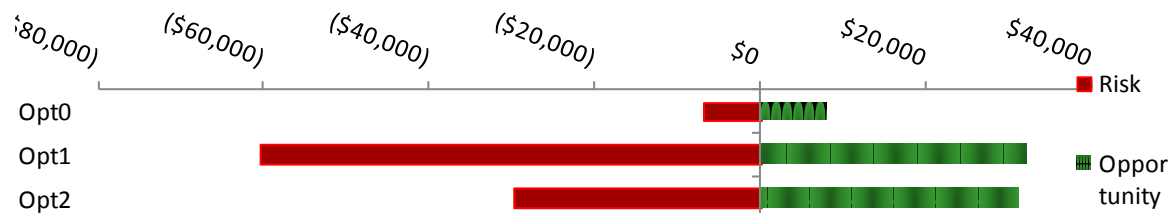
- Capital expenditure – for both options there is more opportunity here than risk, because the estimates include 10% contingency, plus opportunities to negotiate better costs. As Option 1 has higher Capital Costs than Option 2, it has higher risk and opportunity
- Expenditure recurring – there are risks and opportunities of approximately an equal amount; this indicates that the assumptions included are mid-point and reasonable. The assumptions for expenditure are the same for both options
- Income – the utilisation of the MSCP is high from Year 5 onwards for both Options (63% Option 1 and 75% Option 2), and is therefore more optimistic than pessimistic. There is the possibility that further income could be generated above these levels although there is more income that may not be realised if the assumptions do not come to pass. The risk analysis for both options has more risk than opportunity. Meanwhile Option 2 is deemed to have less risk than Option 1 as there is assumed to be a greater level of confidence in the certainty of long-stay and annual bays.

In summary Option 2 carries less risk than Option 1.

Table 25 – Option 1 Risks & Opportunities \$000s

Risk Analysis Overall Summary by Option		CashFlow Total	%age Low & High		Impact	
		20 Yr	Risk	Oppor tunity	Risk	Oppor tunity
Opt0	Do Nothing - P2 & P3 continue	\$16,844	-41.6%	48.2%	(\$7,011)	\$8,124
Opt1	McLarty Avenue WITH Commercial Frontage (400 bays)	\$40,425	-149.8%	79.8%	(\$60,560)	\$32,261
Opt2	Boas Avenue (393 bays)	\$43,742	-68.2%	71.5%	(\$29,814)	\$31,289

Chart 2 – Risks & Opportunities \$000s



7. OPTION EVALUATION AND RECOMMENDATION

7.1. Option Evaluation – Assessment Scores

The decision for which option is most suitable needs to take account of the cashflows as they affect the City directly, as well as the wider issues & benefits for businesses and visitors of the City of Joondalup. Table 26 below provides a scoring assessment for each option. Appendix 10 provides explanation of the criteria and the scoring range applied.

Table 26 – Option Evaluation - Scores

<u>Option Evaluation - Scores</u>			<u>Option 1</u> McLarty Avenue WITH Commercial Frontage (400 bays)	<u>Option 2</u> Boas Avenue (393 bays)	
			Max Score		
A <u>FINANCIAL SUSTAINABILITY</u>					
A	Capital Costs & Funding	Are the Capital Costs and Funding, within the approved 20 Year Strategic Financial Plan	8	0	2
A2	Income Projections	Does the Income allow the project to break even within the life of the project ?	12	6	9
A3	Risk	What level of risk is there with the Financial Cashflows ?	8	2	4
SUB-TOTAL FOR FINANCIALS			28	8	15
B <u>BUSINESSES, VISITORS & ECONOMIC DEVELOPMENT</u>					
B1	Business Needs	Will the option provide benefits to the business community of Joondalup	8	6	8
B2	Visitor Parking Needs	Will the option provide benefits to the visitors to Joondalup	4	4	2
B3	Prominence	Does the project provide added prominence to the City on a regional, state, national or international level ?	4	4	2
B4	City Centre Office Development	How much will the project support the City Centre Office Development ?	8	4	6
SUB-TOTAL FOR BUSINESS, VISITORS & ECONOMIC DEVELOPMENT			24	18	18
TOTAL SCORES			52	26	33
%age of Max				50%	63%
% Score vs Pass %				0%	13%

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7.2. Option Evaluation – Assessment Comments

Table 27 below explains the reasons for the scores assigned to each option, and more importantly the differences for each option

Table 27 – Option Evaluation – Assessment Comments

	Criteria	Best Option	Explanation of Maximum Score
A1	Capital Costs & funding	Boas	<ul style="list-style-type: none"> Both options are in the red, as they are estimated to cost more than the \$17.5m included in the <i>Strategic Financial Plan</i> McLarty Avenue option costs \$6,766,000 more than Boas option and therefore scores less than Boas
A2	Income Projections	McLarty	<ul style="list-style-type: none"> Both options have income projections which would pay back the investment within the 40 year life of the project McLarty is estimated to have greater income than Boas, due to the commercial component, however it does not generate enough to offset the high capital costs and overtake Boas Option as the better option Boas pays back in 24.6 years, McLarty in 28.9 years
A3	Risk	Boas	<ul style="list-style-type: none"> Both options have a high level of risk in both the capital costs and income projections Boas is deemed to have an acceptable level of risk and scores 4 out of 8, because the sensitivity of the income projections (see section 8) informs us that if the income projections fall below the estimates there is still a high probability of the project paying back within 40 years McLarty scores less than Boas because it has higher capital costs, higher income projections and also because McLarty has less certainty on the income projections
B1	Business Needs	Boas	<ul style="list-style-type: none"> Both options would support the needs of the business community Boas is deemed better for the business community as it provides a shorter distance for more employees than the McLarty option. For example, there are 8 employers within the Target Area who have more than 30 staff, 3 of them have indicated a preference for Boas outright, 2 of them indicated that either option was fine, whilst only 1 of them indicated McLarty outright
B2	Visitor Parking Needs	McLarty	<ul style="list-style-type: none"> Both options provide increased parking for visitors to Joondalup Boas option satisfies the minimum score here, because more spaces would be provided with a MSCP, and also because the existing bays at McLarty would still be available for all the visitors that currently use McLarty McLarty is given greater score in this criteria than Boas, because it is more likely to attract short-term visitors than Boas
B3	Prominence	McLarty	<ul style="list-style-type: none"> Both options would be designed to ensure that they are aesthetically pleasing MSCP built at McLarty Avenue Car Park would provide greater opportunity for a stand-out facility than Boas

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	Criteria	Best Option	Explanation of Maximum Score
B4	City Centre Office Tower	Boas	<ul style="list-style-type: none">○ Both options compliment the Office Tower project○ Boas is deemed better than McLarty though because it is closer than the McLarty option, albeit only by a couple of minutes, but there would be less traffic for users to walk to the office tower

7.3. Recommendation Summary

Taking account of the assessment above, it is recommended that the City of Joondalup construct a Multi Storey Car Park at the Boas Avenue Car Park. The reasons for this recommendation are:-

- Scoring Assessment has scored Boas Avenue 10% higher than McLarty Avenue
- Financials – the cashflows described in Section 4 inform us that the Boas Projections would provide a higher return than the McLarty Avenue projections. Also the Boas Avenue option costs significantly less than the McLarty option. Additionally, the income for Boas is enough to pay back the investment after 24 years (4 years earlier than McLarty Avenue). Meanwhile the risk profile for Boas Avenue is more favourable
- Business, Visitors & Economic Development – both options provide a good enabler to business, visitor demand and economic development. However when we consider the location of existing large employers (e.g. Joondalup House, Centrelink), together with the very important criteria of the Office Tower project, the Boas Avenue option scores higher

In summary, both Options are worthwhile and satisfy the objectives of the project; however Boas Avenue option is a better option for the reasons outlined above.

8. **FINANCIALS – OTHER CONSIDERATIONS**

8.1. Opportunities

Further opportunities that could be explored to further increase the income and/or reduce the expenses. The issues below have not been built into the project at this stage and are merely ideas that could be explored at a later date:

- Joint Venture to share risk and reward. The business case currently assumes that the facility is run by the City
- Teams incentivised to bring in income
- Partnerships with local businesses
- Cheaper introductory rates
- Rewards to encourage users to park at the new facility
- Early bird prices
- Portion of City Centre rates allocated to offset a part of the debt costs as the MSCP would benefit commercial activity in the locality

8.2. Budget – Comparison to the 20 Year *Strategic Financial Plan*?

Table 28 below summarises the overall one-off costs, and compares to the numbers currently included in the SFP. All options are currently estimated to be above budget.

Table 28 – Options vs Budget (20 Year Plan)

One-off costs (incl Inflation) \$m	Option 1 McLarty Avenue	Option 2 Boas Avenue
One off costs (\$m)	(\$26.1m)	(\$19.4m)
SFP	(\$17.5m)	(\$17.5m)
Variance	(\$8.6m)	(\$1.9m)
Within budget	No	No

The Boas Avenue option is \$1.9m higher than the \$17.5m in the 20 Year *Strategic Financial Plan*. Initial assessment of the SFP has been carried out; this additional cost can be afforded within the next update of the 20 year SFP without adverse impacts on other key ratios.

It is therefore recommended that the SFP be amended at the next update (2013) to reflect all of the cashflows of the business case.

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8.3. Scenario Modelling – Reduced Utilisation

Scenario modelling has been prepared to consider the overall impacts on cashflows if the income projections are less than the 75% utilisation that has been assumed from Year 5 to Year 40. Five other scenarios have been prepared, reducing the utilisation in steps of 5% from 70% to 50%.

Chart3 below analyses the reductions in the preferred option versus the baseline that would arise from reduced income. The analysis shows that scenario 6 would still pay back by year 40, just breaking. The analysis also shows that if the project generates above 50% utilisation, and all other assumptions remain the same, the project would deliver a net surplus.

Chart 3 – Sensitivity Analysis – Option 1 vs Baseline

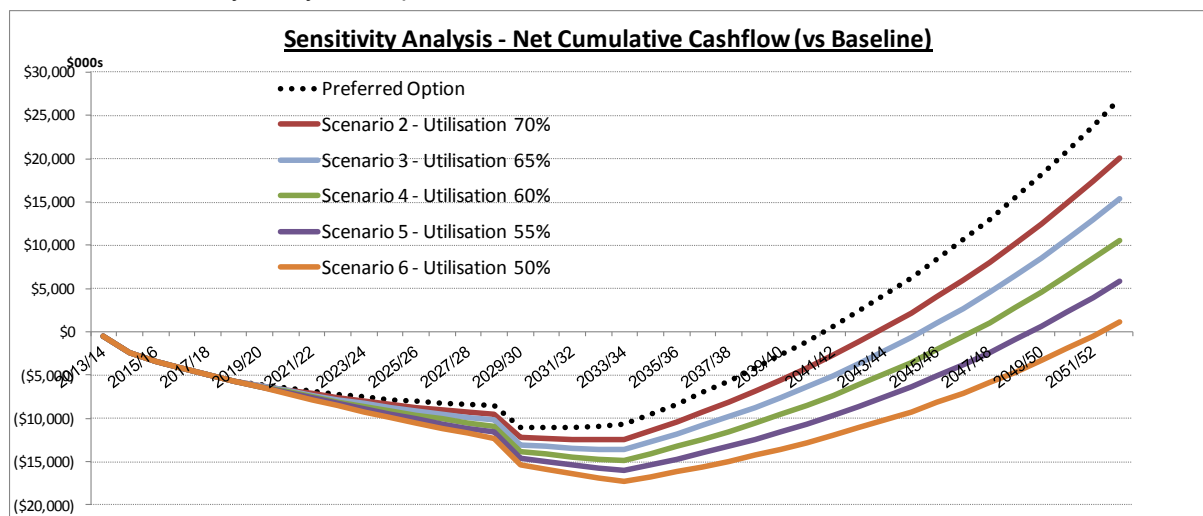


Table 29 below summarises the overall impacts of the six scenarios.

Table 29 – Sensitivity Analysis Summary

Scenario	Assumptions from Year 5 to Year 40			Project Cashflow vs Baseline \$'000
	Estimated Income	Maximum Income	Overall usage	
	\$'000	\$'000	%	
Option 2	\$862	\$1,118	77%	\$26,898
Scenario 2 - Utilisation 70%	\$783	\$1,118	70%	\$20,113
Scenario 3 - Utilisation 65%	\$727	\$1,118	65%	\$15,357
Scenario 4 - Utilisation 60%	\$671	\$1,118	60%	\$10,601
Scenario 5 - Utilisation 55%	\$615	\$1,118	55%	\$5,845
Scenario 6 - Utilisation 50%	\$559	\$1,118	50%	\$1,089

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8.4. Break even from Year 1

Analysis has been calculated to determine the price per hour that would have to be charged from Year 1 (2015/16), to break even from year 1 (ie. the income is sufficient to cover both operating expenses and loan repayments). A rate of \$3.52 per hour would have to be charged from year 2015/16.

8.5. Overall Parking Impacts

The construction of a MSCP is costly. The previous section indicates that the cashflows may provide different outcomes dependent on the price structure. However it would be very difficult within the earlier years for the MSCP project to break even on a standalone basis. It would be more appropriate, however, to consider the MSCP as part of the overall parking options provided by the City in the City Centre. A more holistic view would be to take account of the net position across all paid parking in the City Centre including the MSCP.

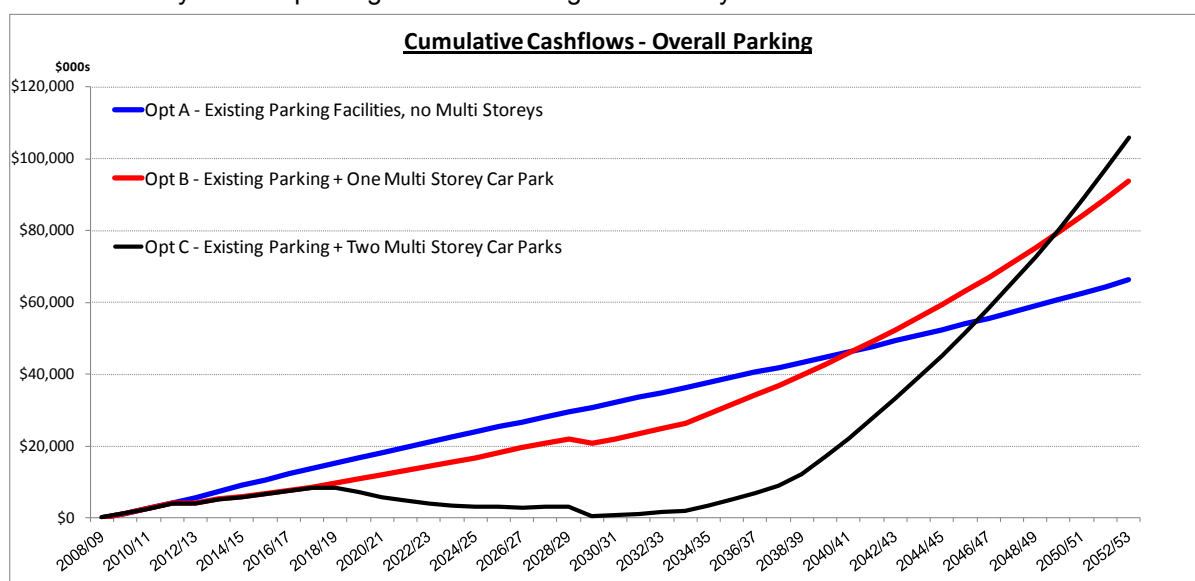
A separate financial model has been prepared which looks at the following options:-

- A. No MSCPs built, just continue with all parking facilities as at present
- B. One MSCP built at McLarty Avenue, with all Parking revenues assessed
- C. Two MSCPs built, the second one completed by 2019/20

Chart 4 below summarises the net cumulative Cashflow for these 3 options. The observations to note in relation to these options are:-

- A. Generates large profits but does nothing to address the growth in parking demand
- B. Demonstrates the construction of a MSCP can be covered, when we consider the total parking revenues received by the City
- C. Building another MSCP does not, at this stage appear affordable (although this is not a decision that needs to be taken now)

Chart 4 – Analysis of all parking revenues throughout the City



The analysis above is based on the following assumptions:-

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- MSCP1 is based on Option 1 (Mclarty Avenue with Commercial frontage)
- All assumptions pertaining to income, expenses, funding are the same as outlined earlier
- Parking fees for all other sites are assumed to increase by 3%
- Parking infringement income is forecast to reduce over time

9. ADDITIONAL INFORMATION

9.1. Comparisons to Other Multi Storey Car Parks

The following activities have been completed regarding comparisons:

- City of Perth (Elder Street) – visit to the car park
- City of Perth – review of learning points with the Head of City Parking
- Fremantle Queensgate – Met with the Facility Manager and obtained/reviewed details of operational expenses
- On-line research / advice from other stakeholders

There is not any one facility that can be recognised as the comparison for the MSCP that the City of Joondalup will build:-

- Construction - From a construction point, the Elder Street facility had advantages and disadvantages
- Expenses - The facility at Fremantle is very old (constructed in 1971) and is of course not suitable as a construction benchmark. However the facility provided some useful insights of cost drivers for the ongoing recurring costs
- Income - It should be noted that neither Elder Street, nor Fremantle has exactly the same market (car park users) that the City of Joondalup has. For example, Fremantle has a much larger tourist base. Although there are some learning points in terms of pricing structure and income generation, they cannot be deemed to be viable benchmarks from an overall income perspective.

Table 30 below summarises the key learning points obtained from the activities undertaken so far:

Table 30 – Comparisons Learning Points

Ref	Issue	Where	Learning Point
1	Façade	Elder St	○ Attractive, award winning façade (see Appendix 4)
2	Façade	Brisbane	○ See Appendix 5. This façade appears to move as you go past it, due to the reflections of the sun
3	Solar Panels	Elder St	○ Eco-friendly, has paid back within 1.5 years
4	Electric vehicles	Elder St	○ This initially (according to internet) appear to be a big positive, however the chargers are not fully operational due to expense
5	Electric vehicles	Queens gate	○ 2 points are up and running

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Ref	Issue	Where	Learning Point
6	Lifts	Queens gate	<ul style="list-style-type: none"> Major cause of concern Supplier market for lift maintenance is not great, they will not respond quickly to non-urgent breakdowns Ensure that the lifts are together, not on different ends of the building
7	Signage	Elder St	<ul style="list-style-type: none"> Put a lot of effort into the signs up-front This is crucial in helping customers The signage used is colourful and attractive
8	Openness	Elder St	<ul style="list-style-type: none"> The design of Elder St gives a sense of openness, as opposed to many MSCPs (see Appendix 4)
9	Management model	Queensgate & City of Perth	<ul style="list-style-type: none"> Pay on foot is the traditional option, BUT both City of Perth and Fremantle are trialling LPR (License Plate Registration) City of Perth are now installing LPR into 3 of their car parks The City of Joondalup should review the management model. The business case has assumed costs for pay on foot
10	Staffing	Queens gate	<ul style="list-style-type: none"> Unmanned facility is a consideration for City of Joondalup learning experience from Queensgate (Fremantle) is that there are a constant number of issues that arise from customers, with not knowing how to operate the pay machines, problems at barriers, etc.

Table 31 below summarises the costs per bay estimated for the recommended option compared to 2 other comparisons. Elder Street, Perth has a much lower cost per bay than the estimates for the City of Joondalup, however that is due to the number of bays i.e. the more bays that are built, the lower the average cost per bay

Table 31 – Costs per bay comparisons

BENCHMARK COMPARISONS		<u>McLarty Avenue WITH Commercial Frontage (400 bays)</u>	<u>Elder Street, Perth</u>	<u>Davis Langdon Benchmark</u>
Capital Cost (excluding Retail)	\$	\$15,189,624	\$33,800,000	\$126,999,252
Number of Bays	Bays	400	1065	3558
Cost per Bay	\$	\$37,974	\$31,737	\$35,694

9.2. Project Interdependencies

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The CBD Office Development has a linkage to the MSCP project. The provision of a MSCP could be useful to the Office Development project, by confirming to prospective tenants that there is adequate public car parking space in the City Centre.

9.3. Specification

QS Estimates are initially obtained based on a basic car park design. However, after comparison with Elder Street, additional extras have now been costed. The specification for the MSCP is therefore now deemed to be high. These extras relate mostly to the nicer finishes that have been adopted from the Elder Street design. These extras amount to a total of \$2,671,000. These amounts could be taken out of the costings to deliver a lower specification MSCP, and achieve capital cost savings.

9.4. Delivery Model

There are 3 types of management model considered for the use of a MSCP:-

- I. Pay & Display – as used in the existing off-street facilities
- II. Pay on Foot – the traditional method used for MSCP. An exit/entry barrier is used to control access. The driver takes a ticket on entry and then pays at a machine before they leave
- III. Pay by Plate/License Plate Registration (LPR). Paperless solution based on automatic reading of the number plate

The preferred model (at this stage) is the 'Pay on Foot' option. LPR could be added at a later date. Appendix 6 evaluates the 3 options in further detail.

The City of Perth are now installing LPR in 3 of their car parks and Queensgate, are now trialling LPR as well. The management model for the City of Joondalup should further review the decision at a later point in time, and in particular to consider whether there benefits for using LPR.

9.5. Sourcing Strategy

The capital outlay is a significant amount. The sourcing strategy should be established at an early part of the project, so that the City can explore all avenues to maximise leverage from the market place. The City will of course need to comply with the Local Government Act (LGA), and ensure that the winning supplier is one who will provide the best overall value for money to the City.

With such a large contract, the City should consider how it would negotiate the best value for money. Opportunities to negotiate need to be created and considered at an early part of the process. It may be worthwhile to consider the use of an EOI (Expressions of Interest) process to help the City refine the negotiation strategy. The use of an EOI could impact on project timescales (although some actions, such as detailed design may be run in parallel). However the benefits of an EOI may outweigh the disadvantage of timescales.

City of Joondalup Business Case – Multi Storey Car Park

9.6. Legislation, Policies, Protocols and Processes

Table 32 below lists the relevant City Policies that need to be adhered to by the project:-

Table 32 – Applicable City Policies

Ref	CITY POLICIES	Relevance
1	Joondalup City Centre Structure Plan	○ Commercial frontage
2	Environmentally Sustainable Design for City Buildings Policy	○ To ensure that the building complies
3	Dedicated Car Parking for Seniors & Parents with Prams Policy	○ Provision of adequate facilities
4	Parking Schemes Policy, Setting Fees and Charges, Access and Equity Policy	○ Current policy for parking

Table 33 below lists the relevant City Plans that have links to the MSCP project:-

Table 33 – Applicable City Plans

Ref	CITY PLANS	Relevance
1	Strategic Community Plan	○ Overall plan for Joondalup 2022
2	Economic Development Plan 2012 to 2017	○ MSCP is part of the economic development of the City
3	Asset Management Plan	○ MSCP would have to be included in new asset management plan
4	5 year Capital Works Program	○ MSCP was not included in last update, would have to be included in next plan, 2013/14 to 2017/18

9.7. Risk Management

In accordance with the City Risk Management Framework, a risk register has been prepared (see Appendix 7). This will be subject to further review, in conjunction with the City Internal Auditor.

9.8. Environmental Issues

The design and specification will adhere to the policy for Environmentally Sustainable Buildings in the City of Joondalup. It is recommended that the specification includes solar panels to generate the electricity for lighting and lifts.

9.9. Safety and Security

There would be a number of safety issues that would need to be addressed with the project:-

- Construction – ensuring that the relevant supplier complies with all necessary H&S requirements, for both construction workers and indeed the general public. The safety issues would be covered as a matter of course in the builders contract conditions
- Local businesses / General public – at the recommended location (McLarty Avenue), the proposed site is already surrounded by a number of businesses. During construction there will be issues in terms of access for those businesses and safety
- Users of the car park – CCTV is recommended as a key safety feature of the facility, and has been included in the capital expenditure estimates. The CCTV could be linked either to the car park operator on site (if it is manned), or alternatively at the CCTV centre already operated by the City in the Admin offices
- Closed – when car park is not open, access would be secured using shutters

10. NEXT STAGES / IMPLEMENTATION

10.1. Key Milestones

The key milestones to progress the business case and the project are:-

Table 34 – Key Milestones

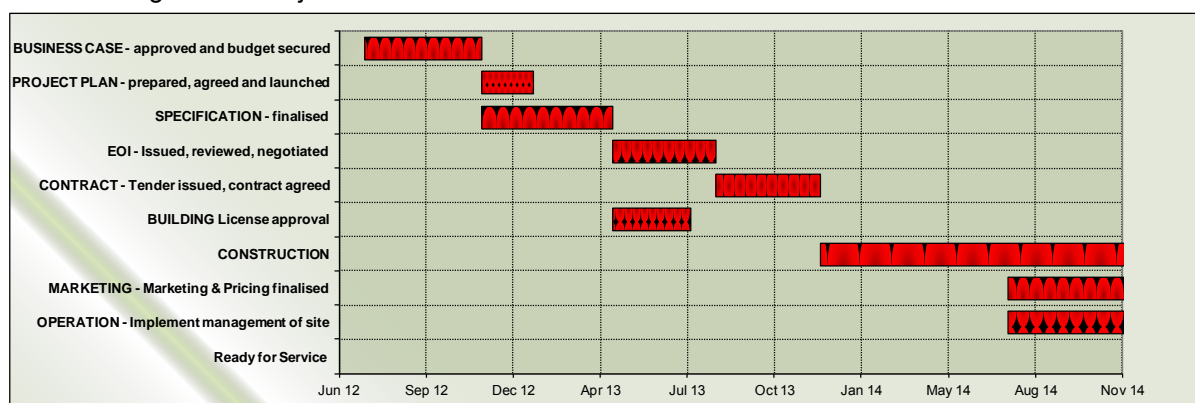
Ref	Issue	Date	Details
1	SFMC	03 Dec	○ Endorsement of case
2	Council	11 Dec	○ Approval of case

10.2. Project Plan

A high level assessment of the project plan has been prepared (see Chart 5 below for details). This would need to be developed in more detail, and at this stage the timescales are merely indicative. Some of the key issues to note are:-

- 5 months at least for detailed design and specification
- Building License approval may be sought at the same time as the contract is being tendered

Chart 5 – High Level Project Plan



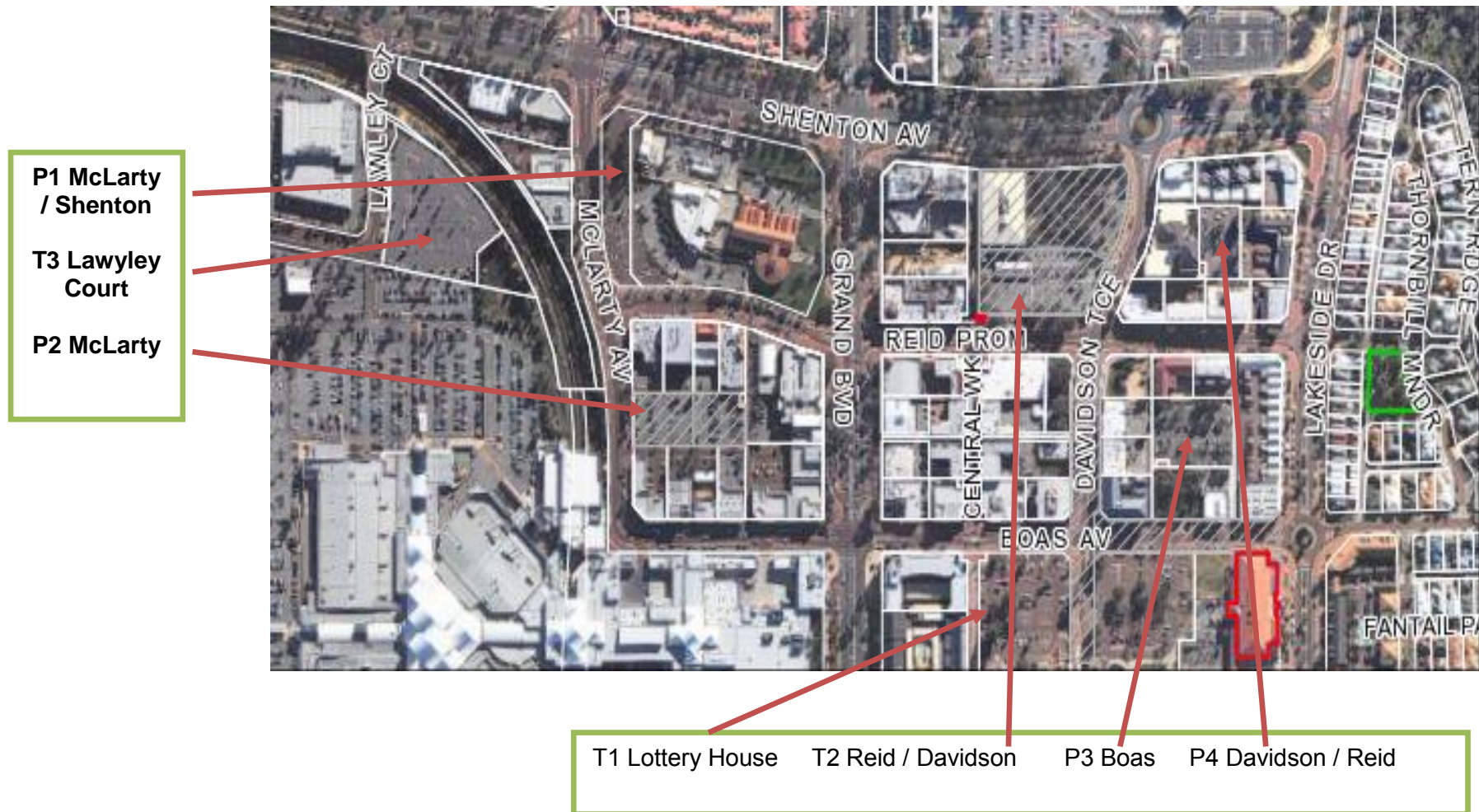
10.3. Project Team

A number of teams from within the City have been involved in the project, and contributed to the business case:-

- Parking
- Asset Management
- Planning
- Traffic
- City Projects
- Finance

A project manager will need to be appointed to see the case through to implementation.

APPENDIX 1 – CAR PARKS IN THE TARGET AREA



City of Joondalup Business Case – Multi Storey Car Park

APPENDIX 2 – OPTION COMPARISON

		GENERAL FEATURES	
REF	ISSUE	Option 1	Option 2
		McLarty Avenue WITH Commercial Frontage (400 bays) Score & Comments	Boas Avenue (393 bays) Score & Comments
A GENERAL FEATURES			
A1	Visible / Accessible to users Site needs to be able to be found by users (albeit with help of signs)	Green Not adjacent to a main road, but is adjacent to street	Amber Site is not adjacent to street, so there will be issues attracting people. Once signage is created though people would know
	A2	Size What size is the site	Amber Some restrictions either side that require care during design and build, narrow site
A3	Residents Close to residents and may be an issue for them	Green Not close to residents	Amber There are residents to the east of the site, but should not be a major issue
	A4	Safety / Security For users	Green
A5		Flexibility Does the site provide some degree of flexibility for change of use	Amber
B CONSTRUCTION			
B1	Flat, no digging	Red On a slope	Amber Not completely flat
	B2	Construction access and room	Red Not ideal, as insufficient room for their site cabins etc.
B3		50% Ventilation required How easy for the site to comply ?	Green
	B4	60 degree parking Reduces number of bays	Amber Due to nature of site, would have to build in a certain way and force 60 degree parking
B5		City Centre Structure Plan ease with which each option can comply	Green New design for Option 1 would be compliant
	B6	Environmental issues	Green

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APPENDIX 3 – RECURRING EXPENSES (\$000s)

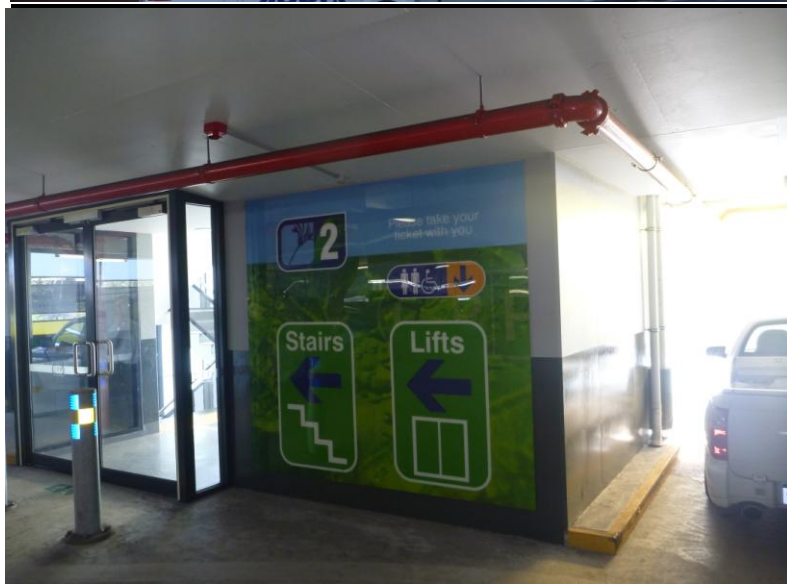
OPERATING EXPENSES	Queens gate	Annual Cost #1			Comments
		Low	Med	High	
1 Employee Costs	(\$719)	(\$5)	(\$110)	(\$165)	This could range from an unmanned facility (Low) to 2 Full time employee (Med) to 3 Employees
2 Other add on costs for Labour		(\$1)	(\$18)	(\$20)	16.5% additional costs
3 Stationary, Printing	(\$11)	(\$2)	(\$3)	(\$5)	
4 Equipment Maintenance & Repair	(\$35)	(\$15)	(\$20)	(\$40)	\$3k per current parking machine. Assume 2 machines for MSCP, albeit more sophisticated so \$5k per machine, \$10k in total. Then the estimate for maintenance and repairs to the gate assume \$10k
5 General Insurance	(\$12)	(\$3)	(\$5)	(\$7)	Previous estimate
6 Telephone & Faxes	(\$7)	\$0	(\$)	(\$)	
7 Electricity	(\$36)	(\$5)	(\$10)	(\$15)	Solar Panels used so minimal estimate
8 Mobile Phones, Pagers, Radios		\$0	(\$)	(\$)	No additional costs if we have a multi storey
9 Postage, Courier and Freight Services	(\$2)	\$0	(\$)	(\$)	No additional costs if we have a multi storey
10 Credit Card Merchant Fee	(\$8)	(\$)	(\$3)	(\$5)	
11 Cash collections	(\$24)	(\$3)	(\$6)	(\$15)	\$11 per cash collections x 2 machines per day x 250 days
12 Lodgement Fees		\$0	(\$)	(\$)	No additional costs if we have a multi storey
13 License searches		\$0	(\$)	(\$)	No additional costs if we have a multi storey
14 Advertising & Promotion	(\$7)	(\$1)	(\$2)	(\$5)	
15 Security	(\$2)	(\$3)	(\$5)	(\$10)	
16 Signage / Decals	(\$57)	(\$5)	(\$5)	(\$5)	Last year's expense was \$40k. 15% of this is just \$6k. However, MSCP would require more signage
17 Other	(\$14)	(\$5)	(\$5)	(\$15)	
18 Lift Repair & Maintenance	(\$26)	(\$16)	(\$28)	(\$30)	\$7000 per quarter for 2 lifts currently at Admin offices, Assume 2 lifts for new facility
19 CCTV Maintenance		(\$2)	(\$5)	(\$10)	
20 Car Park Sweeping	(\$78)	(\$5)	(\$12)	(\$20)	Assume once a week only at this stage just \$1,000 per mth
21 Building Repair & Mtce	(\$33)	(\$1)	(\$10)	(\$15)	
22 Graffiti removal		(\$1)	(\$2)	(\$3)	
Total Operating Expenses	(\$1,070)	(\$73)	(\$249)	(\$385)	

#1 Annual Costs have been estimated 3 times, a Low Estimate, a Medium Estimate and a High Estimate. The medium estimates are used in the financial model, the Low and High estimates are used in the Risk Analysis

The Low and High estimates indicate the level of confidence with the Medium Estimate, and / or the risk and opportunity that may be available to reduce or increase the costs

City of Joondalup Business Case – Multi Storey Car Park

APPENDIX 4 – COMPARISONS – ELDER STREET CAR PARK, PERTH



APPENDIX 5 – COMPARISONS – BRISBANE AIRPORT



City of Joondalup Business Case – Multi Storey Car Park

APPENDIX 6 – MANAGEMENT MODEL COMPARISONS

<u>CAR PARK MANAGEMENT MODEL</u>		<u>Management Model 1</u>	<u>Management Model 2</u>	<u>Management Model 3</u>
		Pay & Display	Pay on Foot	Pay by Plate
ISSUE	WEIGHT #1	The pay and display parking control system requires a subset of ticket machines on each level, and the customer to obtain a ticket after parking their vehicle	The pay on foot system requires a driver to take ticket on entry and then visit a self service payment machine on their departure prior to exiting the car park, obtain their receipt and exit ticket	The pay by plate system is a paperless solution based on the automatic reading of the vehicle number plate. A single entry and exit lane would be sufficient The LPR (License Plate Recognition) compares the parking time of car entering and leaving
A CASHFLOWS				
A1	Infrastructure	High	Red	Green
	What is the requirement for capital costs to make the management model work ?	Machine(s) on each level required, 2 on each level, \$11k per go including installation x 6 Ongoing maintenance per machine is an issue	Exit & Entry barriers (one or two ?) One (or two ?) Machines on Ground Floor only where fees are paid Network the machines back to back-office	Amber How much is LPR We would still require double entry in case of breakdowns
A2	Impact on number of bays	Low	Amber	Red
	How much impact would the model have on the number of bays, ie. by taking up space	Pedestrian refuge to be constructed at each ticket machine location on each level	Pedestrian safe areas near pay stations (perhaps only on ground floor ?), entry and exist infrastructure to accommodate barriers and allowances for external vehicle queuing to accommodate vehicles waiting whilst other drivers obtain an entry ticket and / or exit Room for 2 cars to avoid sitting out	Green Only 1 exit lane required rather than 2 for the Pay on Foot facility. Meanwhile we would only need pay machines on ground floor
A3	Staff Costs	High	Red	Amber
	What level of staffing would be required to operate the facility	There would need to be constant inspections to enforce the policy 1 person 4 hours per day Additionally there would need to be cash collections	Cash collections required from machines	Green Cash collections required from machines

City of Joondalup Business Case – Multi Storey Car Park

CAR PARK MANAGEMENT MODEL			Management Model 1	Management Model 2	Management Model 3
ISSUE		WEIGHT #1	Pay & Display	Pay on Foot	Pay by Plate
			The pay and display parking control system requires a subset of ticket machines on each level, and the customer to obtain a ticket after parking their vehicle	The pay on foot system requires a driver to take ticket on entry and then visit a self service payment machine on their departure prior to exiting the car park, obtain their receipt and exit ticket	The pay by plate system is a paperless solution based on the automatic reading of the vehicle number plate. A single entry and exit lane would be sufficient The LPR (License Plate Recognition) compares the parking time of car entering and leaving
A4	Income risk	High	Red	Green	Amber
	Which model will maximise revenue, and avoid the risk of people not paying		Relies on customer purchasing a ticket - there would always be a risk that people don't pay the right amount (or not at all) How much of a risk ? Is it possible that the revenue from infringements actually makes up the shortfall, if not actually makes it better ?	People unable to leave the facility until they pay up. The maximum period of parking is achieved for each vehicle Fee structure to be same as other car parks in the City Centre.	There are 4 methods of collecting the revenue:- i) User registers on-line with the City and pays on-line. When the vehicle enters the facility it is recognised and there is no demand for payment when exiting ii) Users are not registered on-line, and need to pay at a machine before they exit and before they enter their vehicle iii) Users are not registered on-line and do not pay at machine before they try to exit. They are reminded before exit that they have not paid and directed to a pay machine on a side road. The site would not have an exit barrier and any users who do not pay would then have to pay an infringement
A5	Maintenance Costs	Med	Red	Amber	Amber
	How much maintenance would there be, how often replaced ?		Machines would cost more to maintain	Barrier maintenance, but only really an issue if broken	
A6	Overall Cashflows		Red	Green	Amber
	Overall 20 year impact of above ?				
B BENCHMARK					
B1	City of Perth	High	Red	Green	Amber
	What is the approach used by City of Perth, and why ?			Proven, accepted and used	Now being implemented by City of Perth, so we need to revisit this
B2	Queensgate	Med		Green	Amber
				Proven, accepted and used	Now being trialled by Queensgate so we need to revisit this

City of Joondalup Business Case – Multi Storey Car Park

<u>CAR PARK MANAGEMENT MODEL</u>		<u>Management Model 1</u>	<u>Management Model 2</u>	<u>Management Model 3</u>
		Pay & Display	Pay on Foot	Pay by Plate
ISSUE	WEIGHT #1	The pay and display parking control system requires a subset of ticket machines on each level, and the customer to obtain a ticket after parking their vehicle	The pay on foot system requires a driver to take ticket on entry and then visit a self service payment machine on their departure prior to exiting the car park, obtain their receipt and exit ticket	The pay by plate system is a paperless solution based on the automatic reading of the vehicle number plate. A single entry and exit lane would be sufficient The LPR (License Plate Recognition) compares the parking time of car entering and leaving
C NON FINANCIAL				
C1	Customer Satisfaction	Med	Amber	Amber
	How smooth is access and exit for each model	Easy access to and from the facility, only inconvenience is having to obtain a ticket and return to car	If printer runs out of paper then risk, the line of waiting cars causes traffic congestion both external to and from facility Risk that barrier doesn't work and jams created	Perhaps concern initially on set up of details
C1	Technology	High	Green	Red
		Tried & Trusted	Tried & Trusted	Not tried and Trusted
C1	Safety	Med	Red	Amber
		More pedestrian journeys to and from car	Can split pedestrian and vehicles Also if some people could pay via account, and not having to	Some people may not have to leave car
TOTAL SCORES		#2	9	39
%age of MAX		#3	19%	81%

#1 Weighting is Low / Medium / High. Each issue is given a weighting which impacts on the overall Issue / Option. The weightings are converted to numbers 1,2 and 3 within the scores, where Low= 1, Medium = 2 and High = 3

#2 Total Scores are calculated using a combination of the Weighting and the Red / Amber / Green. The Red / Amber / Green will provide a value of 0, 1, or 2. The score of 0,1,2 is multiplied against the weighting to give the score for each option. For example for the first issue (A1), the scores for Management Model 1 are 0 (where red is 0), Management Model 2 has a score of 6 (Green is 2 x Weighting of 3), and Management Model 3 has a score of 3 (Amber is 1 x Weighting of 3)

#3 Maximum Score is 96

City of Joondalup Business Case – Multi Storey Car Park

APPENDIX 7 – RISK REGISTER

Ref	Risk	Likelihood	Consequences	Overall Threat	Current controls in place	Additional actions
1	Low utilisation	Possible	Medium	Moderate	○	○ Marketing & Comms plan to ensure that people get in habit of using
2	Customer security	Unlikely	Major	Moderate	○ CCTV fed back to central location in City	○ CCTV to be installed in facility
3	Graffiti	Almost certain	Minor	Moderate	○ As above	○ Anti graffiti paint to be used
4	Cash collections (machines in MSCP would be taking more cash than other parking machines)	Possible	Medium	Moderate	○ Contract already in place for cash collections	○ Daily collection ○ Machine to be situated so that the back of it goes into office (i.e. not open to the public)
5	Barrier fails	Almost certain	Medium	Moderate	○	○ 2 barriers, so if one fails, there is still one there ○ Robust service and repair contract (if possible with guaranteed repair times)
6	Capital costs (higher than business case)	Possible	Medium	Moderate	○	○ There should be opportunity, not risk, with the capital costs, as there is a 10% contingency included in the business case ○ Additionally, there will be a sourcing strategy established to reduce costs as much as possible

APPENDIX 8

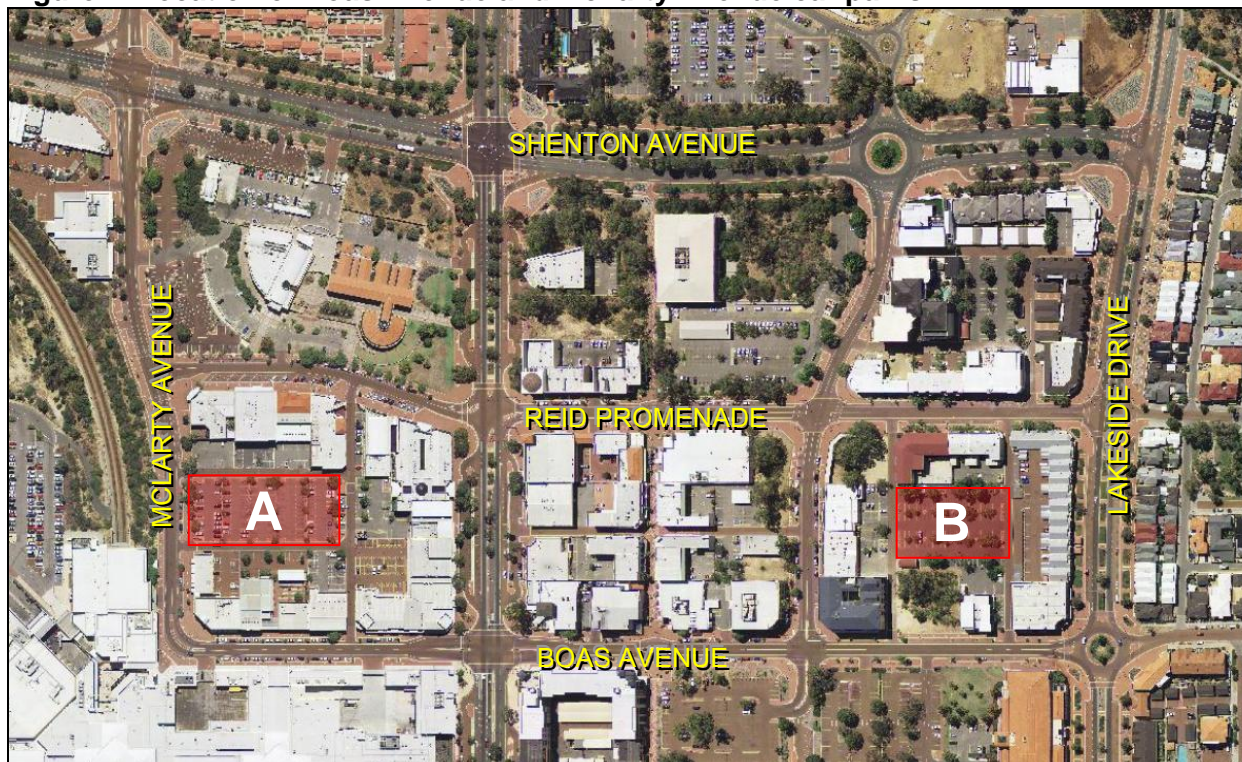
ANALYSIS OF 'PARKING SURVEY — CAR PARK USERS'

The following provides an analysis of the quantitative and qualitative data gathered from the *Parking Survey — Car Park Users* interviews conducted in the Boas Avenue and McLarty Avenue Car Parks between Wednesday, 14 November 2012 and Wednesday, 21 November 2012.

BACKGROUND

The City consulted directly with car park users at the Boas Avenue and McLarty Avenue car parks. The location of these car parks is shown in Figure 1 below. Car Park A refers to the McLarty Avenue car park and Car Park B refers to the Boas Avenue car park.

Figure 1. Location of Boas Avenue and McLarty Avenue car parks



Interviews were conducted by City staff and were undertaken in an informal manner with responses recorded by the interviewers. Respondents were offered free parking permits valid for the day of the survey. Multiple surveys were permitted (i.e. same respondent on different days).

Interviewers were established at the car parks based on ticketing data over the 6 month period — 1 January 2012 to 30 June 2012. Tables 1 to 3 below show the average number of tickets sold at each car park, the total number of fines and the average duration of stay.

City of Joondalup Business Case – Multi Storey Car Park

Table 1: Average number of tickets sold each weekday, 1 January 2012 to 30 June 2012 in Boas Avenue and McLarty Avenue car parks

Day	Boas Avenue	McLarty Avenue
	N	N
Monday	158.5 tickets	391.0 tickets
Tuesday	158.1 tickets	439.0 tickets
Wednesday	147.5 tickets	401.2 tickets
Thursday	150.7 tickets	412.7 tickets
Friday	157.6 tickets	483.7 tickets
TOTAL	154.5 tickets	425.5 tickets

Table 2: Average number of fines given by the City per day, 1 January 2012 to 30 June 2012 in Boas Avenue and McLarty Avenue car parks

	Boas Avenue	McLarty Avenue
Average number of fines	0.3	2.4

Based on the data in Tables 1 and 2 above, it can assumed that *actual* usage of the Boas Avenue and McLarty Avenue car parks is + 0.3 ($N_{Boas} = 154.8$) and + 2.4 ($N_{McLarty} = 427.9$) respectively, per day.

Table 3. Average duration of stay each weekday, 1 January 2012 to 30 June 2012 in Boas Avenue and McLarty Avenue car parks

Day	Boas Avenue	McLarty Avenue
	N	N
Monday	10.1 hours	2.1 hours
Tuesday	9.3 hours	2.1 hours
Wednesday	8.2 hours	2.1 hours
Thursday	8.0 hours	2.0 hours
Friday	6.6 hours	2.0 hours
AVERAGE	8.4 hours	2.0 hours

Based on the ticketing data above, interviewers were established at the 2 car parks. A timetable of when the interviewers were based in each car park is shown in Table 4 below.

Table 4: Timetable for interviewers in Boas Avenue and McLarty Avenue car parks

Date	Boas Avenue		McLarty Avenue	
	Start time	End time	Start time	End time
Wed, 14-Nov-2012	—	—	10.30am	4.30pm
Thurs, 15-Nov-2012	—	—	7.30am	4.00pm
Fri, 16-Nov-2012	6.00am	2.00pm	8.30am	2.30pm
Mon, 19-Nov-2012	6.00am	8.30am	8.30am	2.00pm
Tues, 20-Nov-2012	6.30am	2.00pm	8.30am	2.00pm
Fri, 21-Nov-2019	8.00am	2.00pm	7.30am	4.00pm

City of Joondalup Business Case – Multi Storey Car Park

RESPONSE RATES

The City collected a total of 925 surveys via these interviews, 266 from the Boas Avenue car park and 659 from the McLarty Avenue car park. These surveys are summarised by collection date and time in Table 5 below. For the Boas Avenue car park the majority of surveys were collected before 9.00am (93.2%). For the McLarty Avenue car park, the time of arrival for respondents was more varied, with the majority being collected between 9.00am and 2.00pm (78.5%). The total survey responses by time are shown for both of the car parks in Chart 1 below.

For (per day) populations of this size ($N_{Boas} = 154.8$ and $N_{McLarty} = 427.9$ — see Tables 1 and 2 above), sample sizes of at least 111 per day (Boas Avenue) and 203 per day (McLarty Avenue) would be required to achieve a 95% confidence level ($\pm 5\%$) on a 50% distribution. Based on the responses received ($N_{Boas} = 88.6$ per day and $N_{McLarty} = 109.8$ per day), the per day response rates equate to approximately 57.2% (Boas Avenue) and 25.7% (McLarty Avenue). Although this is lower than desirable, the requirement for having the surveys conducted in such a short timeframe meant that additional interviewers were not available. The confidence level for surveys conducted at the Boas Avenue car park has therefore been reduced to 95% ($\pm 6.8\%$) and for McLarty Avenue car park 95% ($\pm 8.1\%$).

Table 5: Total survey responses by date and time for Boas Avenue and McLarty Avenue car parks

Date/time (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Wed, 14-Nov-2012						
before 7.00am	—	—	—	—	—	—
7.00 to 7.59am	—	—	—	—	—	—
8.00 to 8.59am	—	—	—	—	—	—
9.00 to 9.59 am	—	—	0	0.0%	—	—
10.00 to 10.59am	—	—	1	0.2%	1	0.1%
11.00 to 11.59am	—	—	13	2.0%	13	1.4%
12.00 to 12.59pm	—	—	28	4.3%	28	3.0%
1.00 to 1.59pm	—	—	10	1.5%	10	1.1%
2.00 to 2.59pm	—	—	15	2.3%	15	1.6%
3.00 to 3.59pm	—	—	20	3.0%	20	2.2%
4.00pm or after	—	—	6	0.9%	6	0.7%
SUBTOTAL	—	—	93	14.2%	93	10.1%
Thurs, 15-Nov-2012						
before 7.00am	—	—	—	—	—	—
7.00 to 7.59am	—	—	0	0.0%	0	0.0%
8.00 to 8.59am	—	—	25	3.8%	25	2.7%
9.00 to 9.59 am	—	—	28	4.3%	28	3.0%
10.00 to 10.59am	—	—	18	2.7%	18	2.0%
11.00 to 11.59am	—	—	16	2.4%	16	1.7%
12.00 to 12.59pm	—	—	21	3.2%	21	2.3%
1.00 to 1.59pm	—	—	23	3.5%	23	2.5%
2.00 to 2.59pm	—	—	20	3.0%	20	2.2%
3.00 to 3.59pm	—	—	14	2.1%	14	1.5%
4.00pm or after	—	—	0	0.0%	0	0.0%

City of Joondalup Business Case – Multi Storey Car Park

Date/time (grouped)	Boas Avenue		McLarty Avenue		<i>TOTAL</i>	
	N	%	N	%	N	%
<i>SUBTOTAL</i>	—	—	165	25.2%	165	17.9%

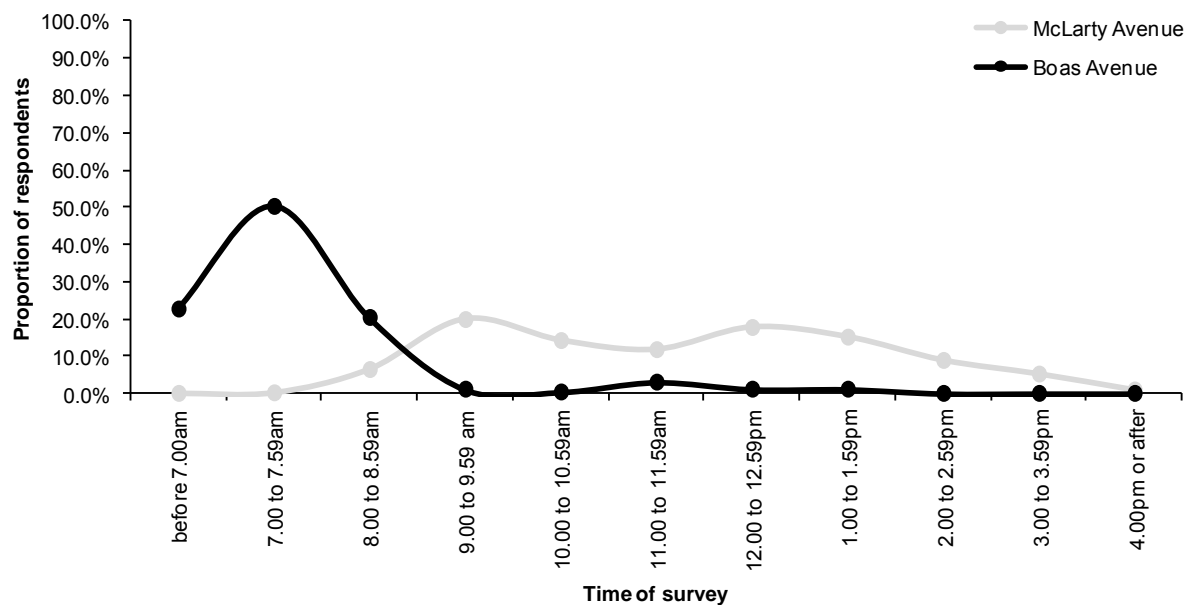
City of Joondalup Business Case – Multi Storey Car Park

Date/time (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Fri, 16-Nov-2012						
before 7.00am	13	4.9%	—	—	13	1.4%
7.00 to 7.59am	37	14.0%	—	—	37	4.0%
8.00 to 8.59am	16	6.0%	2	0.3%	18	2.0%
9.00 to 9.59 am	0	0.0%	17	2.6%	17	1.8%
10.00 to 10.59am	1	0.4%	14	2.1%	15	1.6%
11.00 to 11.59am	4	1.5%	8	1.2%	12	1.3%
12.00 to 12.59pm	1	0.4%	18	2.7%	19	2.1%
1.00 to 1.59pm	2	0.8%	14	2.1%	16	1.7%
2.00 to 2.59pm	—	—	9	1.4%	9	1.0%
3.00 to 3.59pm	—	—	0	0.0%	0	0.0%
4.00pm or after	—	—	0	0.0%	0	0.0%
SUBTOTAL	74	27.9%	82	12.5%	156	16.9%
Mon, 19-Nov-2012						
before 7.00am	27	10.2%	—	—	27	2.9%
7.00 to 7.59am	49	18.5%	—	—	49	5.3%
8.00 to 8.59am	18	6.8%	1	0.2%	19	2.1%
9.00 to 9.59 am	—	—	30	4.6%	30	3.3%
10.00 to 10.59am	—	—	24	3.7%	24	2.6%
11.00 to 11.59am	—	—	14	2.1%	14	1.5%
12.00 to 12.59pm	—	—	25	3.8%	25	2.7%
1.00 to 1.59pm	—	—	22	3.4%	22	2.4%
2.00 to 2.59pm	—	—	0	0.0%	0	0.0%
3.00 to 3.59pm	—	—	0	0.0%	0	0.0%
4.00pm or after	—	—	0	0.0%	0	0.0%
SUBTOTAL	94	35.5%	116	17.7%	210	22.8%
Tues, 20-Nov-2012						
before 7.00am	20	7.5%	—	—	20	2.2%
7.00 to 7.59am	47	17.7%	—	—	47	5.1%
8.00 to 8.59am	14	5.3%	0	0.0%	14	1.5%
9.00 to 9.59 am	—	—	36	5.5%	36	3.9%
10.00 to 10.59am	—	—	23	3.5%	23	2.5%
11.00 to 11.59am	—	—	19	2.9%	19	2.1%
12.00 to 12.59pm	—	—	16	2.4%	16	1.7%
1.00 to 1.59pm	1	0.4%	16	2.4%	17	1.8%
2.00 to 2.59pm	—	—	0	0.0%	0	0.0%
3.00 to 3.59pm	—	—	0	0.0%	0	0.0%
4.00pm or after	—	—	0	0.0%	0	0.0%
SUBTOTAL	82	30.9%	110	16.8%	192	20.8%

City of Joondalup Business Case – Multi Storey Car Park

Date/time (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Wed 21-Nov-2019						
before 7.00am	—	—	—	—	—	—
7.00 to 7.59am	—	—	1	0.2%	1	0.1%
8.00 to 8.59am	6	2.3%	14	2.1%	20	2.2%
9.00 to 9.59 am	3	1.1%	19	2.9%	22	2.4%
10.00 to 10.59am	0	0.0%	13	2.0%	13	1.4%
11.00 to 11.59am	4	1.5%	7	1.1%	11	1.2%
12.00 to 12.59pm	2	0.8%	8	1.2%	10	1.1%
1.00 to 1.59pm	0	0.0%	14	2.1%	14	1.5%
2.00 to 2.59pm	—	—	14	2.1%	14	1.5%
3.00 to 3.59pm	—	—	0	0.0%	0	0.0%
4.00pm or after	—	—	0	0.0%	0	0.0%
SUBTOTAL	15	5.7%	90	13.7%	105	11.4%
TOTAL	265	100.0%	656	100.0%	921	100.0%

Chart 1: Total survey responses by date and time for Boas Avenue and McLarty Avenue car parks



City of Joondalup Business Case – Multi Storey Car Park

DEMOGRAPHICS

In order to establish how far car park users are travelling to get to the Joondalup City Centre, survey respondents were asked what suburb they live in. In both car parks the largest proportion of respondents came from suburbs within the Cities of Joondalup and Wanneroo. In the Boas Avenue car park, 29.3% of respondents lived in suburbs within the City of Joondalup and 35.3% of respondents lived in suburbs within the City of Wanneroo. In the McLarty Avenue car park, it was 46.0% and 37.8% respectively. Responses in the Boas Avenue car park were slightly more variable, with a significant proportion of respondents also living in suburbs located within the City of Stirling (14.7%). The suburbs where respondents live are outlined in full in Table 6 below.

Table 6. Total survey respondents by local government area and suburb for Boas Avenue and McLarty Avenue car parks (only the suburbs in each local government area that respondents actually provided are included)

Suburb/local government area	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
City of Joondalup						
Beldon	4	1.5%	9	1.4%	13	1.4%
Burns Beach	1	0.4%	9	1.4%	10	1.1%
Connolly	2	0.8%	15	2.3%	17	1.8%
Craigie	0	0.0%	5	0.8%	5	0.5%
Currambine	7	2.6%	20	3.0%	27	2.9%
Duncraig	0	0.0%	9	1.4%	9	1.0%
Edgewater	1	0.4%	8	1.2%	9	1.0%
Greenwood	3	1.1%	7	1.1%	10	1.1%
Heathridge	6	2.3%	21	3.2%	27	2.9%
Hillarys	1	0.4%	14	2.1%	15	1.6%
Iluka	3	1.1%	25	3.8%	28	3.0%
Joondalup	11	4.1%	66	10.0%	77	8.3%
Kallaroo	3	1.1%	4	0.6%	7	0.8%
Kingsley	3	1.1%	6	0.9%	9	1.0%
Kinross	10	3.8%	19	2.9%	29	3.1%
Marmion	0	0.0%	5	0.8%	5	0.5%
Mullaloo	2	0.8%	8	1.2%	10	1.1%
Ocean Reef	7	2.6%	33	5.0%	40	4.3%
Padbury	1	0.4%	4	0.6%	5	0.5%
Sorrento	2	0.8%	0	0.0%	2	0.2%
Warwick	1	0.4%	2	0.3%	3	0.3%
Woodvale	10	3.8%	14	2.1%	24	2.6%
SUBTOTAL	78	29.3%	303	46.0%	381	41.2%
City of Bayswater						
Maylands	0	0.0%	1	0.2%	1	0.1%
Morley	2	0.8%	3	0.5%	5	0.5%
SUBTOTAL	2	0.8%	4	0.6%	6	0.6%
City of Belmont						
Cloverdale	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	0	0.0%	1	0.2%	1	0.1%

City of Joondalup Business Case – Multi Storey Car Park

Suburb/local government area	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Town of Cambridge						
City Beach	2	0.8%	1	0.2%	3	0.3%
Floreat	0	0.0%	1	0.2%	1	0.1%
Wembley	1	0.4%	0	0.0%	1	0.1%
SUBTOTAL	3	1.1%	2	0.3%	5	0.5%
City of Canning						
Bentley	2	0.8%	0	0.0%	2	0.2%
Canningvale	1	0.4%	2	0.3%	3	0.3%
Lynwood	0	0.0%	3	0.5%	3	0.3%
Shelley	1	0.4%	1	0.2%	2	0.2%
St James	2	0.8%	0	0.0%	2	0.2%
SUBTOTAL	6	2.3%	6	0.9%	12	1.3%
City of Cockburn						
Bibra Lake	0	0.0%	1	0.2%	1	0.1%
Jandakot	0	0.0%	1	0.2%	1	0.1%
Success	2	0.8%	1	0.2%	3	0.3%
Yangebup	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	2	0.8%	4	0.6%	6	0.6%
City of Fremantle						
Hilton	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	0	0.0%	1	0.2%	1	0.1%
City of Gosnells						
Maddington	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	0	0.0%	1	0.2%	1	0.1%
Shire of Kalamunda						
Forrestfield	3	1.1%	2	0.3%	5	0.5%
High Wycombe	1	0.4%	0	0.0%	1	0.1%
Lesmurdie	1	0.4%	0	0.0%	1	0.1%
Kalamunda	0	0.0%	1	0.2%	1	0.1%
Wattle Grove	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	5	1.9%	4	0.6%	9	1.0%
City of Melville						
Palmyra	0	0.0%	1	0.2%	1	0.1%
Alfred Cove	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	0	0.0%	2	0.3%	2	0.2%
Shire of Mundaring						
Bellevue	1	0.4%	0	0.0%	1	0.1%
Helena Valley	3	1.1%	0	0.0%	3	0.3%
Mount Helena	1	0.4%	0	0.0%	1	0.1%
Mundaring	0	0.0%	1	0.2%	1	0.1%
Stoneville	2	0.8%	0	0.0%	2	0.2%
SUBTOTAL	7	2.6%	1	0.2%	8	0.9%
City of Perth						
East Perth	2	0.8%	0	0.0%	2	0.2%
Perth	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	2	0.8%	1	0.2%	3	0.3%

City of Joondalup Business Case – Multi Storey Car Park

Suburb/local government area	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
City of Rockingham						
Rockingham	2	0.8%	1	0.2%	3	0.3%
Secret Harbour	1	0.4%	1	0.2%	2	0.2%
SUBTOTAL	3	1.1%	2	0.3%	5	0.5%
City of South Perth						
Como	0	0.0%	1	0.2%	1	0.1%
Kensington	0	0.0%	1	0.2%	1	0.1%
Salter Point	1	0.4%	0	0.0%	1	0.1%
South Perth	1	0.4%	1	0.2%	2	0.2%
SUBTOTAL	2	0.8%	3	0.5%	5	0.5%
City of Stirling						
Balga	3	1.1%	3	0.5%	6	0.6%
Carine	2	0.8%	0	0.0%	2	0.2%
Churchlands	1	0.4%	1	0.2%	2	0.2%
Dianella	2	0.8%	1	0.2%	3	0.3%
Doubleview	2	0.8%	1	0.2%	3	0.3%
Hamersley	4	1.5%	2	0.3%	6	0.6%
Inglewood	0	0.0%	1	0.2%	1	0.1%
Innaloo	5	1.9%	0	0.0%	5	0.5%
Joondanna	1	0.4%	2	0.3%	3	0.3%
Karrinyup	2	0.8%	2	0.3%	4	0.4%
Mirrabooka	1	0.4%	0	0.0%	1	0.1%
Mount Lawley	4	1.5%	0	0.0%	4	0.4%
Nollamara	2	0.8%	0	0.0%	2	0.2%
North Beach	1	0.4%	1	0.2%	2	0.2%
Scarborough	2	0.8%	2	0.3%	4	0.4%
Stirling	4	1.5%	1	0.2%	5	0.5%
Wembley Downs	0	0.0%	4	0.6%	4	0.4%
Woodlands	1	0.4%	0	0.0%	1	0.1%
Yokine	2	0.8%	3	0.5%	5	0.5%
SUBTOTAL	39	14.7%	24	3.6%	63	6.8%
City of Subiaco						
Shenton Park	0	0.0%	1	0.2%	1	0.1%
Subiaco	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	0	0.0%	2	0.3%	2	0.2%
City of Swan						
Ballajura	2	0.8%	3	0.5%	5	0.5%
Bullsbrook	1	0.4%	5	0.8%	6	0.6%
Ellenbrook	2	0.8%	8	1.2%	10	1.1%
Herne Hill	0	0.0%	1	0.2%	1	0.1%
Midland	1	0.4%	0	0.0%	1	0.1%
Stratton	1	0.4%	0	0.0%	1	0.1%
The Vines	0	0.0%	1	0.2%	1	0.1%
Swan View	5	1.9%	0	0.0%	5	0.5%
Woodridge	0	0.0%	5	0.8%	5	0.5%
SUBTOTAL	12	4.5%	23	3.5%	35	3.8%

City of Joondalup Business Case – Multi Storey Car Park

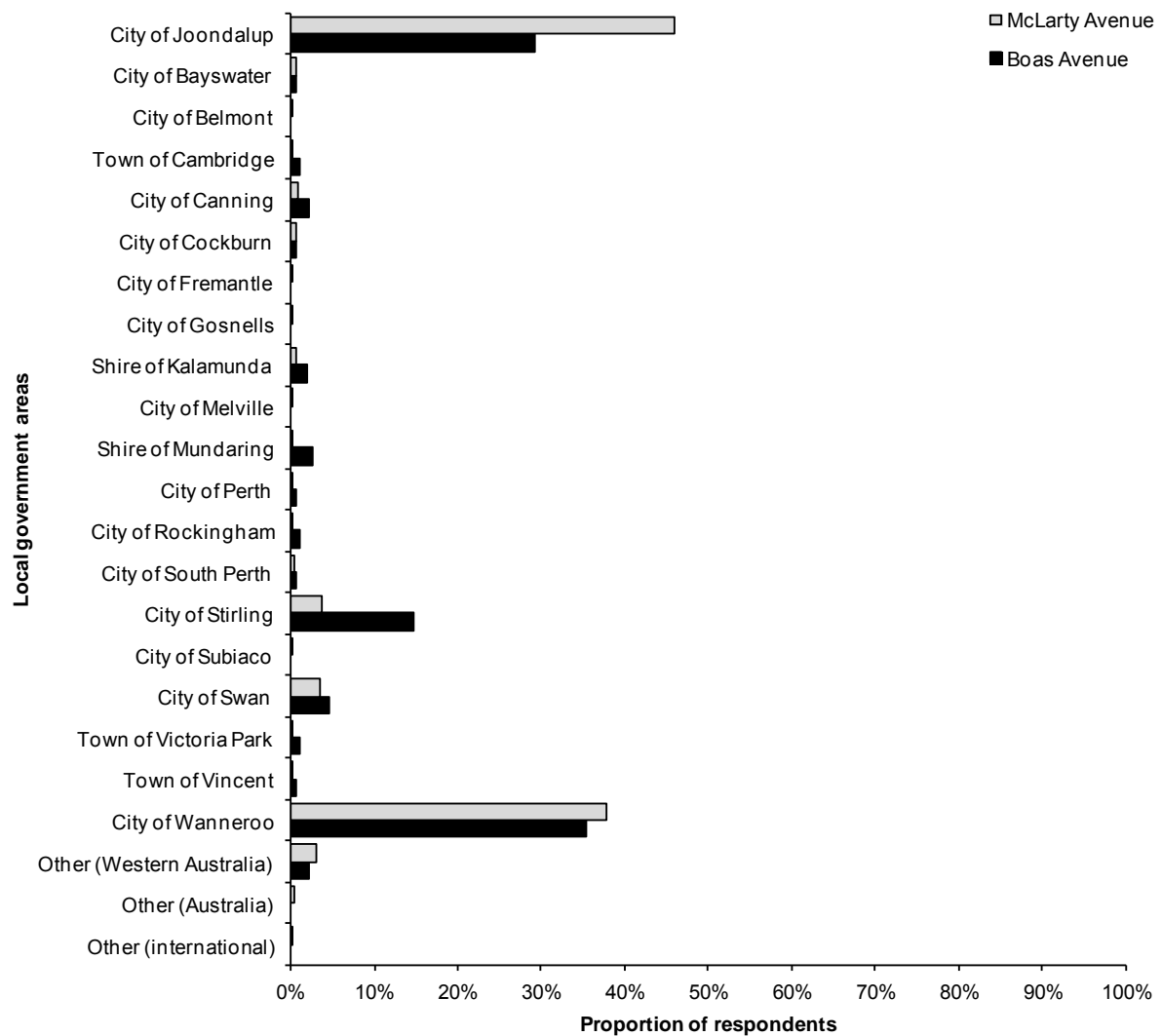
Suburb/local government area	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Town of Victoria Park						
Carlisle	1	0.4%	0	0.0%	1	0.1%
Victoria Park	2	0.8%	1	0.2%	3	0.3%
SUBTOTAL	3	1.1%	1	0.2%	4	0.4%
Town of Vincent						
Mount Hawthorn	1	0.4%	1	0.2%	2	0.2%
North Perth	1	0.4%	0	0.0%	1	0.1%
SUBTOTAL	2	0.8%	1	0.2%	3	0.3%
City of Wanneroo						
Alexander Heights	1	0.4%	3	0.5%	4	0.4%
Alkimos	3	1.1%	1	0.2%	4	0.4%
Ashby	1	0.4%	12	1.8%	13	1.4%
Banksia Grove	4	1.5%	12	1.8%	16	1.7%
Butler	6	2.3%	21	3.2%	27	2.9%
Carabooda	0	0.0%	2	0.3%	2	0.2%
Carramar	10	3.8%	25	3.8%	35	3.8%
Clarkson	16	6.0%	16	2.4%	32	3.5%
Darch	2	0.8%	3	0.5%	5	0.5%
Girrawheen	1	0.4%	3	0.5%	4	0.4%
Gnangara	0	0.0%	2	0.3%	2	0.2%
Hocking	3	1.1%	8	1.2%	11	1.2%
Jindalee	0	0.0%	1	0.2%	1	0.1%
Koondoola	1	0.4%	0	0.0%	1	0.1%
Landsdale	1	0.4%	3	0.5%	4	0.4%
Madeley	3	1.1%	6	0.9%	9	1.0%
Marangaroo	1	0.4%	3	0.5%	4	0.4%
Maringiup	1	0.4%	0	0.0%	1	0.1%
Merriwa	1	0.4%	6	0.9%	7	0.8%
Mindarie	9	3.4%	18	2.7%	27	2.9%
Neerabup	0	0.0%	1	0.2%	1	0.1%
Pearsall	0	0.0%	2	0.3%	2	0.2%
Quinns Rocks	7	2.6%	18	2.7%	25	2.7%
Ridgewood	1	0.4%	5	0.8%	6	0.6%
Sinagra	0	0.0%	2	0.3%	2	0.2%
Tapping	10	3.8%	29	4.4%	39	4.2%
Two Rocks	2	0.8%	7	1.1%	9	1.0%
Wangara	0	0.0%	3	0.5%	3	0.3%
Wanneroo	10	3.8%	32	4.9%	42	4.5%
Yanchep	0	0.0%	5	0.8%	5	0.5%
SUBTOTAL	94	35.3%	249	37.8%	343	37.1%

City of Joondalup Business Case – Multi Storey Car Park

Suburb/local government area	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Other (Western Australia)						
Aveley	3	1.1%	1	0.2%	4	0.4%
Bunbury	0	0.0%	1	0.2%	1	0.1%
Busselton	0	0.0%	1	0.2%	1	0.1%
Chittering	0	0.0%	1	0.2%	1	0.1%
Geraldton	0	0.0%	1	0.2%	1	0.1%
Gingin	1	0.4%	2	0.3%	3	0.3%
Guilderton	0	0.0%	1	0.2%	1	0.1%
Jurien Bay	0	0.0%	1	0.2%	1	0.1%
Lancelin	1	0.4%	0	0.0%	1	0.1%
Ledge Point	0	0.0%	2	0.3%	2	0.2%
Lower Chittering	0	0.0%	2	0.3%	2	0.2%
Moora	0	0.0%	1	0.2%	1	0.1%
Moore River	0	0.0%	1	0.2%	1	0.1%
Muchea	1	0.4%	1	0.2%	2	0.2%
Nabawa	0	0.0%	1	0.2%	1	0.1%
Northam	0	0.0%	1	0.2%	1	0.1%
Port Hedland	0	0.0%	1	0.2%	1	0.1%
South Yunderup	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	6	2.3%	20	3.0%	26	2.8%
Other (Australia)						
Darwin	0	0.0%	2	0.3%	2	0.2%
Sydney	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	0	0.0%	3	0.5%	3	0.3%
Other (international)						
Italy	0	0.0%	1	0.2%	1	0.1%
SUBTOTAL	0	0.0%	1	0.2%	1	0.1%
TOTAL	266	100.0%	659	100.0%	925	100.0%

City of Joondalup Business Case – Multi Storey Car Park

Chart 2: Total survey responses by local government area for Boas Avenue and McLarty Avenue car parks



City of Joondalup Business Case – Multi Storey Car Park

DETAILS OF TODAY'S JOURNEY — “WHAT IS YOUR REASON FOR COMING INTO THE JOONDALUP CITY CENTRE TODAY?”

Respondents were asked “What is your reason for coming into the Joondalup City Centre today?” A variety of reasons were provided which have been summarised in Table 7, Chart 3 and Figures 2 and 3 below. For the Boas Avenue car park, the vast majority of respondents had travelled into the Joondalup City Centre for work (90.3%). In contrast, in the McLarty Avenue car park, only 17.1% of respondents had travelled into the Joondalup City Centre for work. Responses from the McLarty Avenue car park were much more varied, with a significant number of respondents having travelled into the Joondalup City Centre to access medical services (26.4%), banking and financial services (18.5%), to go to a restaurant, café or pub (17.5%), and/or to go shopping (10.5%).

Table 7. Reasons for coming into the Joondalup City Centre (on the day of surveying) for Boas Avenue and McLarty Avenue car parks¹

Reasons (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Appointment (type not specified)	0	0.0%	5	0.8%	5	0.5%
Banking/financial services (taxation, accounting, etc.)	0	0.0%	122	18.5%	122	13.2%
Business matters (type not specified)	2	0.8%	21	3.2%	23	2.5%
Cinema	0	0.0%	3	0.5%	3	0.3%
Courthouse	0	0.0%	11	1.7%	11	1.2%
Educational/training institute (WCIT, ECU etc.)	3	1.1%	11	1.7%	14	1.5%
Exercise/sporting activities	4	1.5%	27	4.1%	31	3.4%
Government services (Centrelink, Medicare, Licensing etc.)	3	1.1%	19	2.9%	22	2.4%
Hair and beauty services	1	0.4%	10	1.5%	11	1.2%
Library	1	0.4%	1	0.2%	2	0.2%
Local resident requiring additional parking	4	1.5%	4	0.6%	8	0.9%
Medical services (doctor, dentist etc.)	5	1.9%	174	26.4%	179	19.4%
Restaurant/café/pub	1	0.4%	115	17.5%	116	12.5%
Shopping	0	0.0%	69	10.5%	69	7.5%
Take the train	0	0.0%	3	0.5%	3	0.3%
Visit/meet with friends/family	0	0.0%	7	1.1%	7	0.8%
Work	243	91.4%	113	17.1%	356	38.5%
Other reason(s) (misc.)	2	0.8%	6	0.9%	8	0.9%
TOTAL (RESPONDENTS)	266	101.1%	659	109.4%	925	107.0%

¹ N.b. Percentages in Table 7 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

City of Joondalup Business Case – Multi Storey Car Park

Chart 3. Reasons for coming into the Joondalup City Centre (on the day of surveying) for Boas Avenue and McLarty Avenue car parks²

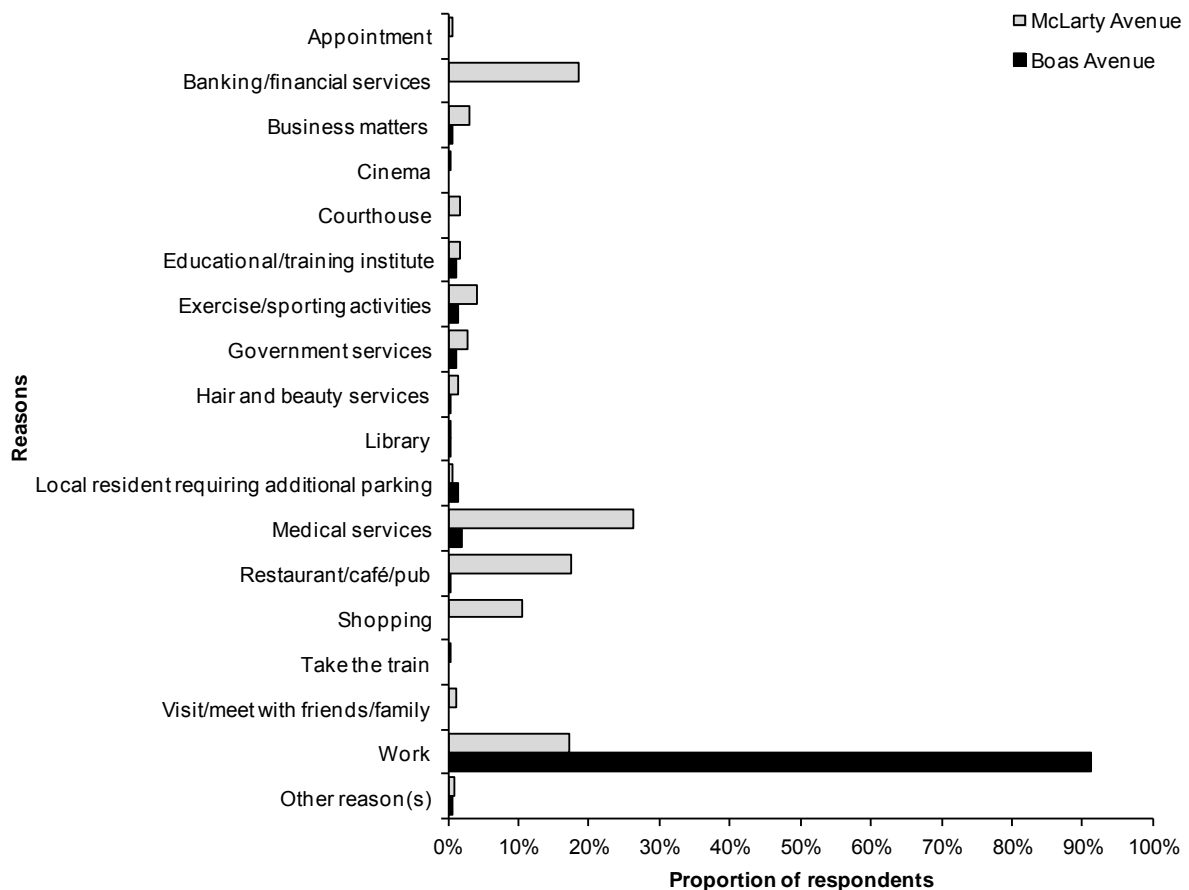


Figure 2. Word cloud of Reasons for coming into the Joondalup City Centre (on the day of surveying) for Boas Avenue



² N.b. Percentages in Chart 3 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

Figure 3. Word cloud of Reasons for coming into the Joondalup City Centre (on the day of surveying) for McLarty Avenue



City of Joondalup Business Case – Multi Storey Car Park

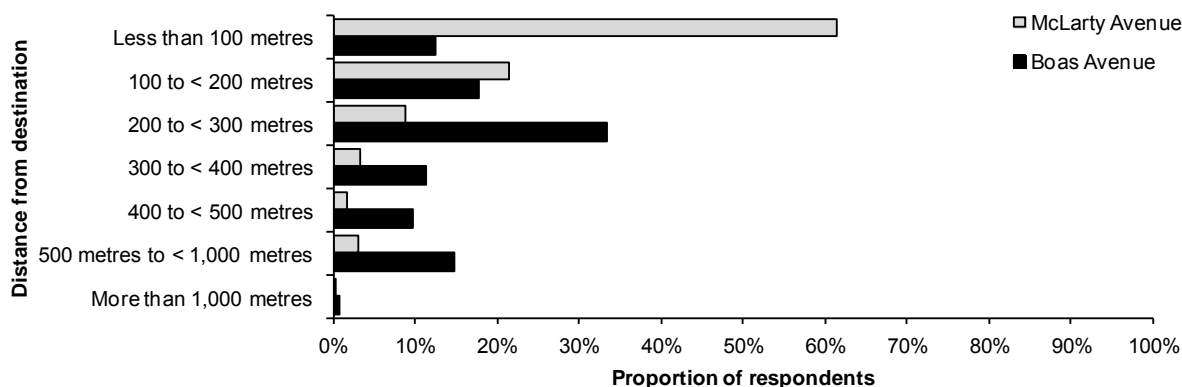
DETAILS OF TODAY'S JOURNEY — “HOW FAR AWAY ARE YOU FROM YOUR DESTINATION?”

Respondents were asked “How far away are you from your destination?” The responses to this question have been grouped and are summarised in Table 8 and Chart 4 below. For the Boas Avenue car park, the largest proportion of respondents were between 200 and < 300 metres from their destination (33.5%). The average distance respondents were from their destination was 263.3 metres and the median was 200 metres. For the McLarty Avenue car park, respondents were much closer to their destination; the majority of respondents were less than 100 metres away (61.5%). The average was 109.2 metres and the median, 75 metres.

Table 8. Distance respondents at Boas Avenue and McLarty Avenue car parks were from their destination (on the day of surveying)

Distance from destination (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Less than 100 metres	33	12.4%	403	61.5%	436	47.3%
100 to < 200 metres	47	17.7%	141	21.5%	188	20.4%
200 to < 300 metres	89	33.5%	58	8.9%	147	16.0%
300 to < 400 metres	30	11.3%	21	3.2%	51	5.5%
400 to < 500 metres	26	9.8%	11	1.7%	37	4.0%
500 metres to < 1,000 metres	39	14.7%	20	3.1%	59	6.4%
More than 1,000 metres	2	0.8%	1	0.2%	3	0.3%
TOTAL	266	100.0%	655³	100.0%	921	100.0%

Chart 4. Distance respondents at Boas Avenue and McLarty Avenue car parks were from their destination (on the day of surveying)



³ N.b. 4 respondents declined to provide an answer to this question.

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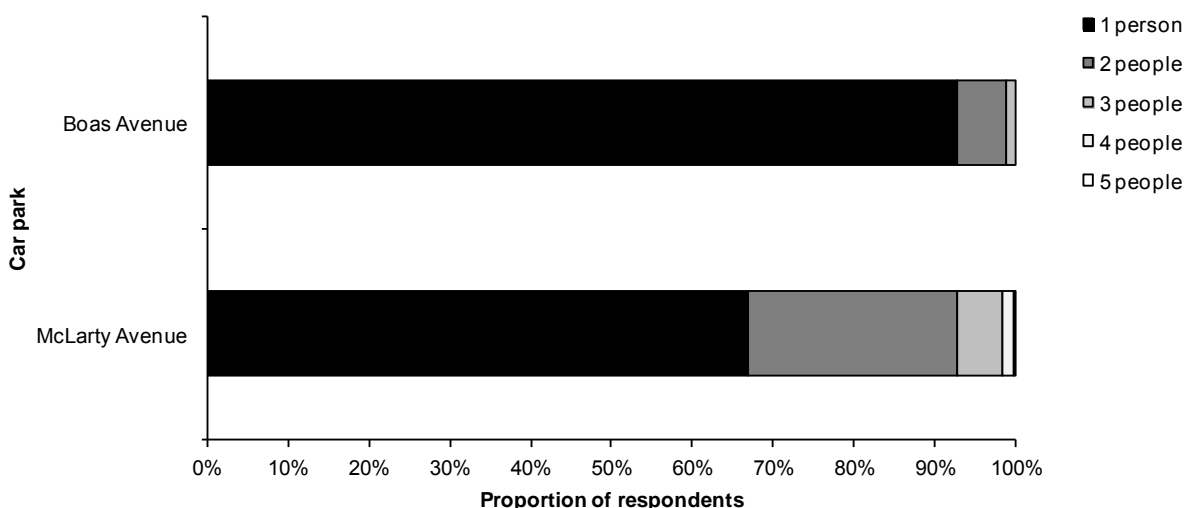
DETAILS OF TODAY'S JOURNEY — “HOW MANY PEOPLE CAME IN YOUR CAR WITH YOU?”

Respondents were asked “How many people came in your car with you” The responses to this question have been grouped and are summarised in Table 9 and Chart 5 below. For both car parks the majority of respondents only had 1 person in the car (themselves). At the Boas Avenue car park this was 92.8%, with the average number of people in the car being 1.1 and the median, 1. For the McLarty Avenue car park, 66.9% of respondents came to the Joondalup City Centre with only themselves in the car; however, a sizable proportion (26.0%) had 2 people. The average number of people was slightly higher than at the McLarty Avenue car park at 1.4 and the median was 1.

Table 9. Number of people in the car with each respondent at Boas Avenue and McLarty Avenue car parks (on the day of surveying)

Number of people in car	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
1 person	246	92.8%	438	66.9%	684	74.3%
2 people	16	6.0%	170	26.0%	186	20.2%
3 people	3	1.1%	36	5.5%	39	4.2%
4 people	0	0.0%	10	1.5%	10	1.1%
5 people	0	0.0%	1	0.2%	1	0.1%
TOTAL	265⁴	100.0%	655⁵	100.0%	920	100.0%

Chart 5. Number of people in the car with each respondent at Boas Avenue and McLarty Avenue car parks (on the day of surveying)



⁴ N.b. 1 respondent declined to provide an answer to this question.

⁵ N.b. 4 respondents declined to provide an answer to this question.

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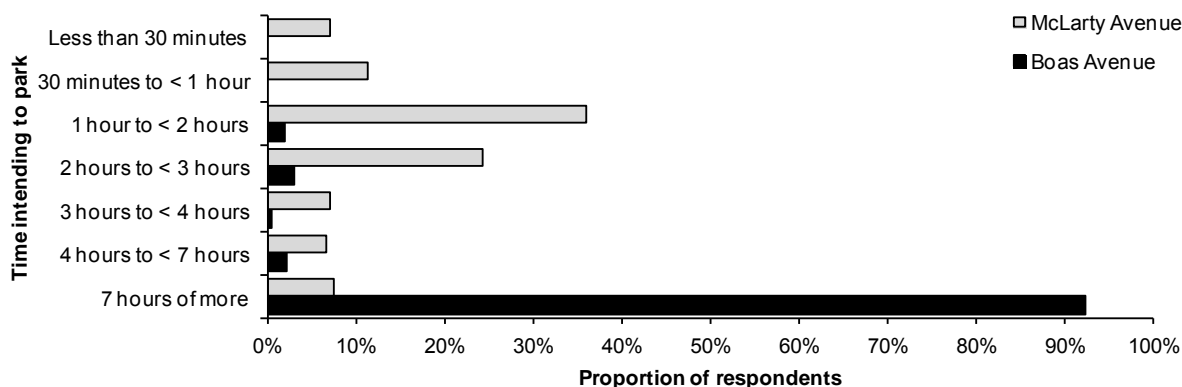
DETAILS OF TODAY'S JOURNEY — “HOW LONG DO YOU INTEND TO PARK HERE FOR?”

Respondents were asked “How long do you intend to park here for?” The responses to this question have been grouped and are summarised in Table 10 and Chart 6 below. For the Boas Avenue car park, the vast majority (92.5%) of respondents were intending to park for 7 hours or more (i.e. all day). The average intended parking time was 6.74 hours and the median was 7 hours⁶. This was quite different to the McLarty Avenue car park, with the majority of respondents intending to park for between 1 and 3 hours (60.3%). The average parking time for McLarty Avenue was 2.0 hours and the median, 1.5 hours⁷.

Table 10. Time respondents at Boas Avenue and McLarty Avenue car parks intended to park for (on the day of surveying)

Time intending to park (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
less than 30 minutes	0	0.0%	47	7.1%	47	5.1%
30 minutes to < 1 hour	0	0.0%	74	11.2%	74	8.0%
1 hour to < 2 hours	5	1.9%	237	36.0%	242	26.2%
2 hours to < 3 hours	8	3.0%	160	24.3%	168	18.2%
3 hours to < 4 hours	1	0.4%	47	7.1%	48	5.2%
4 hours to < 7 hours	6	2.3%	44	6.7%	50	5.4%
7 hours of more	246	92.5%	50	7.6%	296	32.0%
TOTAL	266	100.0%	659	100.0%	925	100.0%

Chart 6. Time respondents at Boas Avenue and McLarty Avenue car parks intended to park for (on the day of surveying)



⁶ N.b. respondents who answered this question with “all day” have been assumed to be 7 hours

⁷ N.b. respondents who answered this question with “all day” have been assumed to be 7 hours

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DETAILS OF TODAY'S JOURNEY — “WHY DID YOU CHOOSE TO PARK HERE TODAY?”

Respondents were asked “Why did you choose to park here today?” A variety of reasons were provided which have been summarised in Table 11, Chart 7 and Figures 4 and 5 below. For the Boas Avenue car park, the majority of respondents chose to park there because it was close to their destination (61.7%), a sizable proportion chose to park there because there were spaces available in that car park (or there no spaces available in other car parks) (33.1%). In contrast, in the McLarty Avenue car park, only 73.3% of respondents chose to park there because it was close to their destination and 16.7% chose to park there because it was convenient, central and/or accessible for them.

Table 11. Reasons for parking in either the Boas Avenue and McLarty Avenue car parks (on the day of surveying)⁸

Reasons (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Advised to park here	3	1.1%	1	0.2%	4	0.4%
Always park here/parked here before	2	0.8%	33	5.1%	35	3.8%
Car park is cheap/cheapest available	47	17.7%	4	0.6%	51	5.6%
Car park is close to my destination	164	61.7%	478	73.3%	642	69.9%
Car park is convenient/central and/or accessible	14	5.3%	109	16.7%	123	13.4%
Car park is safe/secure	2	0.8%	3	0.5%	5	0.5%
Car spaces were available here/no spaces were available elsewhere	88	33.1%	51	7.8%	139	15.1%
Happened upon this car park	2	0.8%	2	0.3%	4	0.4%
Know of this car park/only car park know of	2	0.8%	9	1.4%	11	1.2%
Longer-term or all-day parking is available here	5	1.9%	11	1.7%	16	1.7%
Other (misc.)	3	1.1%	20	3.1%	23	2.5%
Shade is available in this car park	2	0.8%	1	0.2%	3	0.3%
TOTAL	266	125.6%	652⁹	110.7%	918	115.0%

⁸ N.b. Percentages in Table 11 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

⁹ N.b. 7 respondents declined to provide an answer to this question.

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Chart 7. Reasons for parking in either the Boas Avenue and McLarty Avenue car parks (on the day of surveying)¹⁰

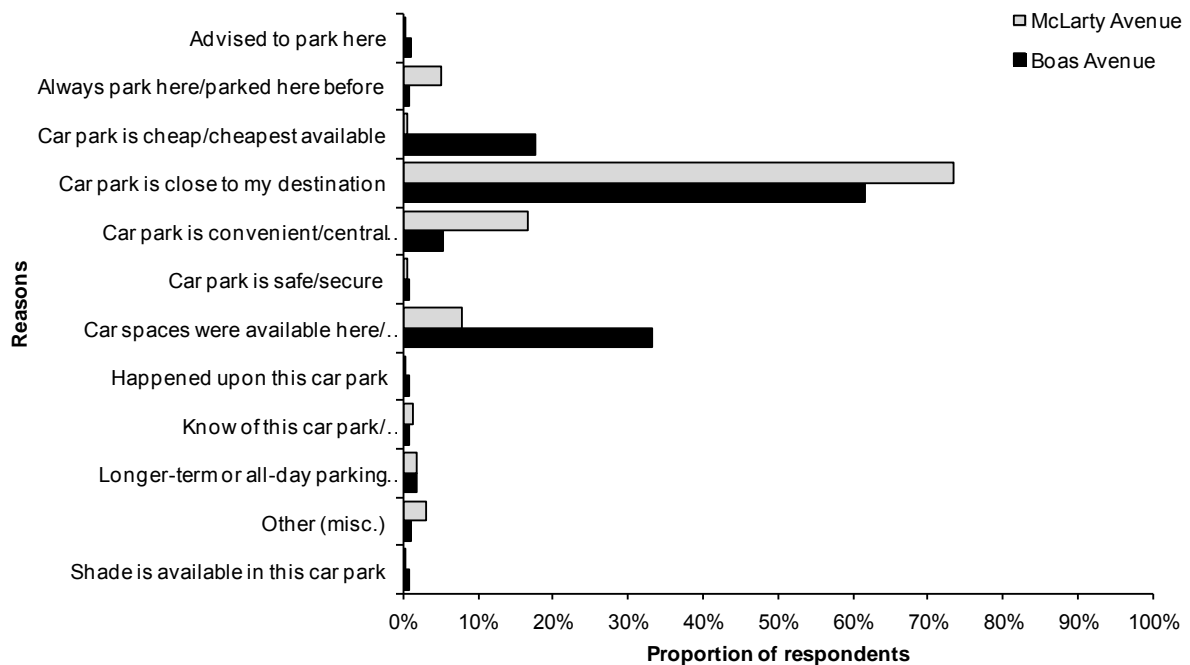


Figure 4. Word cloud of reasons for parking in the Boas Avenue car park (on the day of surveying)



¹⁰ N.b. Percentages in Chart 7 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

City of Joondalup Business Case – Multi Storey Car Park

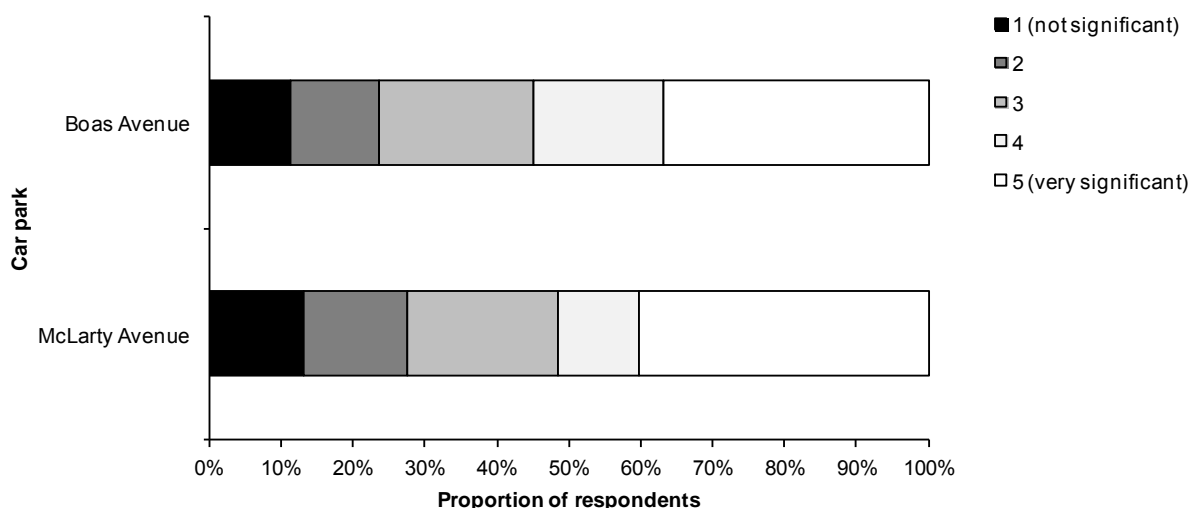
DETAILS OF TODAY'S JOURNEY — “ON A SCALE OF 1 TO 5, HOW SIGNIFICANT IS THE COST OF PARKING IN YOUR DECISION OF WHERE TO PARK?”

Respondents were asked “On a scale of 1 to 5, how significant is the cost of parking in your decision of where to park?” (with 1 being “not significant” and 5 being “very significant”). The responses to this question have been summarised in Table 12 and Chart 8 below. Responses were similar for both car parks. The largest proportion of respondents stated that in their decision of where to park, cost was “very significant” (36.7% for Boas Avenue and 40.4% for McLarty Avenue); however, responses were quite varied. The average response from Boas Avenue was 3.5 and the median was 4. For McLarty Avenue, the average response was also 3.5 and the median was 4.

Table 12. Significance of cost in respondents’ decision to park at Boas Avenue and McLarty Avenue car parks

Significance of cost in decision to park	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
1 (not significant)	30	11.4%	86	13.3%	116	12.7%
2	32	12.1%	92	14.2%	124	13.6%
3	57	21.6%	137	21.1%	194	21.2%
4	48	18.2%	72	11.1%	120	13.1%
5 (very significant)	97	36.7%	262	40.4%	359	39.3%
TOTAL	264¹¹	100.0%	649¹²	100.0%	913	100.0%

Chart 8. Significance of cost in respondents’ decision to park at Boas Avenue and McLarty Avenue car parks



¹¹ N.b. 2 respondents declined to provide an answer to this question.

¹² N.b. 10 respondents declined to provide an answer to this question.

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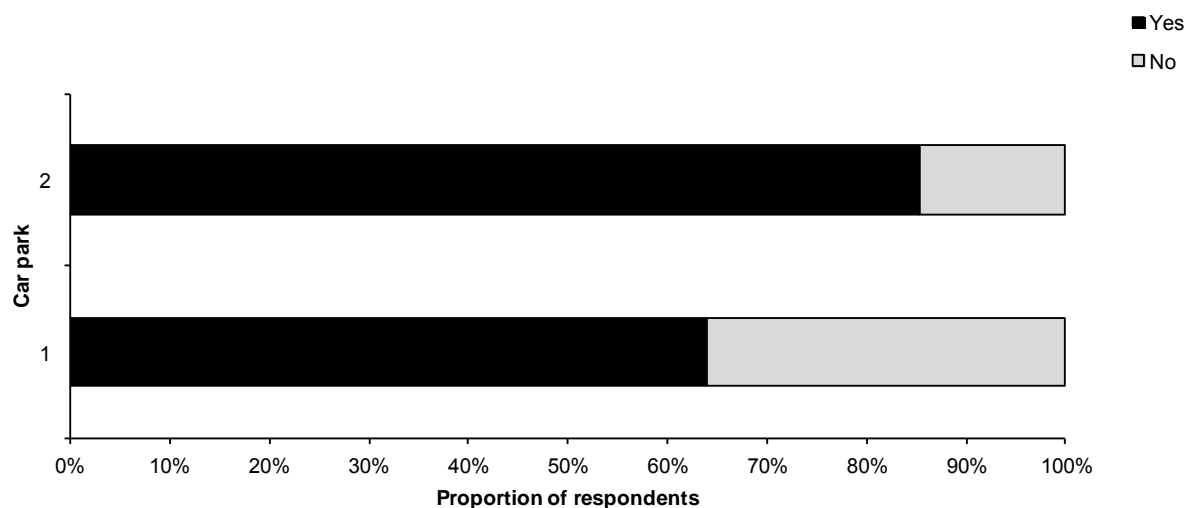
DETAILS OF FUTURE JOURNEYS — “IS THIS WHERE YOU USUALLY PARK?”

Respondents were asked the yes/no question — “Is this where you usually park?” (when you come into the Joondalup City Centre). The responses have been summarised in Table 13 and Chart 9 below. For both car parks, respondents stated that they usually park in that car park when coming into the Joondalup City Centre. For the Boas Avenue car park, 85.3% of respondents stated that they usually park there, and for McLarty Avenue it was 63.9%.

Table 13. Whether respondents usually park in either the Boas Avenue or McLarty Avenue car parks

Is this where usually park	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Yes	227	85.3%	418	63.9%	645	70.1%
No	39	14.7%	236	36.1%	275	29.9%
TOTAL	266	100.0%	654¹³	100.0%	920	100.0%

Chart 9. Whether respondents usually park in either the Boas Avenue or McLarty Avenue car parks



¹³ N.b. 5 respondents declined to provide an answer to this question.

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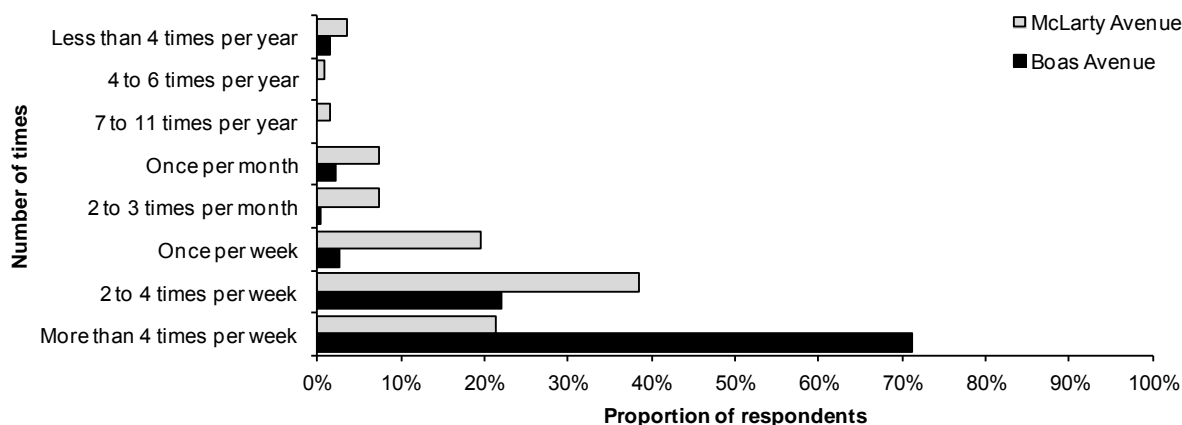
DETAILS OF FUTURE JOURNEYS — “HOW OFTEN DO YOU USUALLY COME INTO THE JOONDALUP CITY CENTRE?”

Respondents were asked “How often do you usually come into the City Centre?” Responses to this question have been grouped and are summarised in Table 14 and Chart 10 below. For the Boas Avenue car park, the majority of respondents come into the Joondalup City Centre more than 4 times per week (71.2%). The average number of times respondents come in is 4.4 times per week and the median is 5 times per week¹⁴. For the McLarty Avenue car park, the largest proportion of respondents come into the Joondalup City Centre 2 to 4 times per week (38.6%), followed by more than 4 times per week (21.3%) and once per week (19.5%). The average number of times respondents come into the Joondalup City Centre is 2.5 times per week and the median is 2 times per week¹⁵.

Table 14. Number of times respondents at Boas Avenue and McLarty Avenue car parks come into the Joondalup City Centre (per week)

Number of times coming in the Joondalup City Centre	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Less than 4 times per year	4	1.5%	23	3.5%	27	2.9%
4 to 6 times per year	0	0.0%	5	0.8%	5	0.5%
7 to 11 times per year	0	0.0%	10	1.5%	10	1.1%
Once per month	6	2.3%	48	7.3%	54	5.9%
2 to 3 times per month	1	0.4%	49	7.5%	50	5.4%
Once per week	7	2.7%	128	19.5%	135	14.7%
2 to 4 times per week	58	22.0%	253	38.6%	311	33.8%
More than 4 times per week	188	71.2%	140	21.3%	328	35.7%
TOTAL	264¹⁶	100.0%	656¹⁷	100.0%	920	100.0%

Chart 10. Number of times respondents at Boas Avenue and McLarty Avenue car parks come into the Joondalup City Centre (per week)



¹⁴ N.b. Respondents who answered this question with “every day” have been assumed to be 5 days per week.

¹⁵ N.b. Respondents who answered this question with “every day” have been assumed to be 5 days per week.

¹⁶ N.b. 2 respondents declined to provide an answer to this question.

¹⁷ N.b. 3 respondents declined to provide an answer to this question.

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DETAILS OF FUTURE JOURNEYS — “WHY DO YOU USUALLY COME INTO THE JOONDALUP CITY CENTRE?”

Respondents were asked “Why do you usually come into the Joondalup City Centre?” A variety of reasons were provided which have been summarised in Table 15, Chart 11 and Figures 6 and 7 below. For the Boas Avenue car park, the vast majority of respondents usually come into the Joondalup City Centre for work (93.5%) and a sizeable proportion come in for shopping (24.0%). In contrast, in the McLarty Avenue car park, the largest proportion of respondents comes into the Joondalup City Centre for shopping (62.3%), with significant proportions coming in for medical services (21.8%) and work (21.4%).

Table 15. Reasons respondents at Boas Avenue and McLarty Avenue car parks usually come into the Joondalup City Centre¹⁸

Reasons (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Appointments (type not specified)	2	0.8%	2	0.3%	4	0.4%
Banking/financial services (taxation, accounting, etc.)	3	1.1%	134	20.6%	137	15.0%
Business matters (type not specified)	2	0.8%	21	3.2%	23	2.5%
Cinema	0	0.0%	13	2.0%	13	1.4%
Courthouse	0	0.0%	7	1.1%	7	0.8%
Educational/training institutes (WCIT, ECU etc.)	3	1.1%	23	3.5%	26	2.8%
Exercise/sporting activities	13	4.9%	32	4.9%	45	4.9%
Government services (Centrelink, Medicare, Licensing etc.)	2	0.8%	9	1.4%	11	1.2%
Hair and beauty services	0	0.0%	7	1.1%	7	0.8%
Library	1	0.4%	4	0.6%	5	0.5%
Local resident	4	1.5%	0	0.0%	4	0.4%
Medical services (doctor, dentist etc.)	5	1.9%	142	21.8%	147	16.1%
Restaurants/café/pubs	13	4.9%	127	19.5%	140	15.3%
Shopping	63	24.0%	405	62.3%	468	51.3%
Take the train	2	0.8%	5	0.8%	7	0.8%
Visit/meet with friends/family	2	0.8%	16	2.5%	18	2.0%
Work	246	93.5%	139	21.4%	385	42.2%
Other reason(s) (misc.)	4	1.5%	33	5.1%	37	4.1%
TOTAL	263¹⁹	138.8%	650²⁰	172.2%	913	162.5%

¹⁸ N.b. Percentages in Table 15 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

¹⁹ N.b. 3 respondents declined to provide an answer to this question.

²⁰ N.b. 9 respondents declined to provide an answer to this question.

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Chart 11. Reasons respondents at Boas Avenue and McLarty Avenue car parks usually come into the Joondalup City Centre²¹

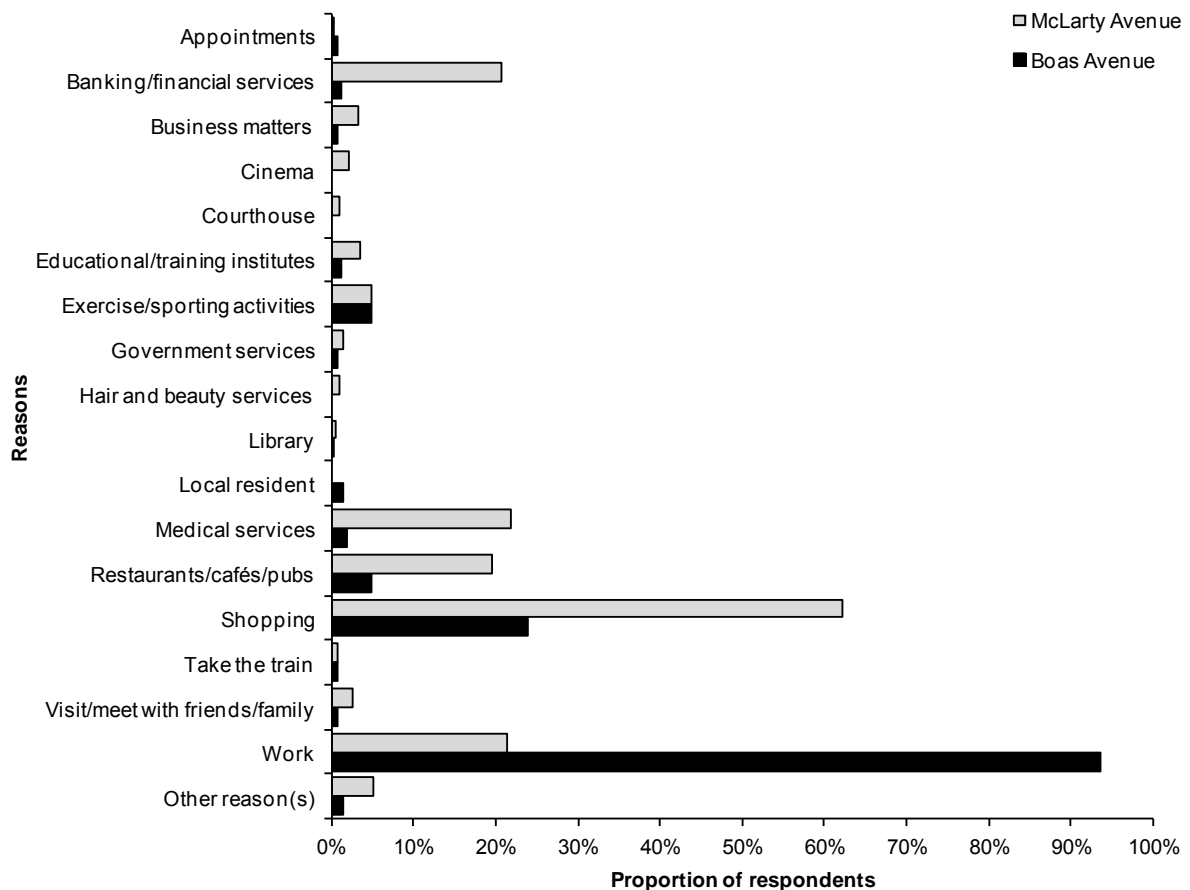


Figure 6. Reasons respondents at Boas Avenue car park usually come into the Joondalup City Centre



²¹ N.b. Percentages in Chart 11 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

Figure 7. Reasons respondents at McLarty Avenue car park usually come into the Joondalup City Centre



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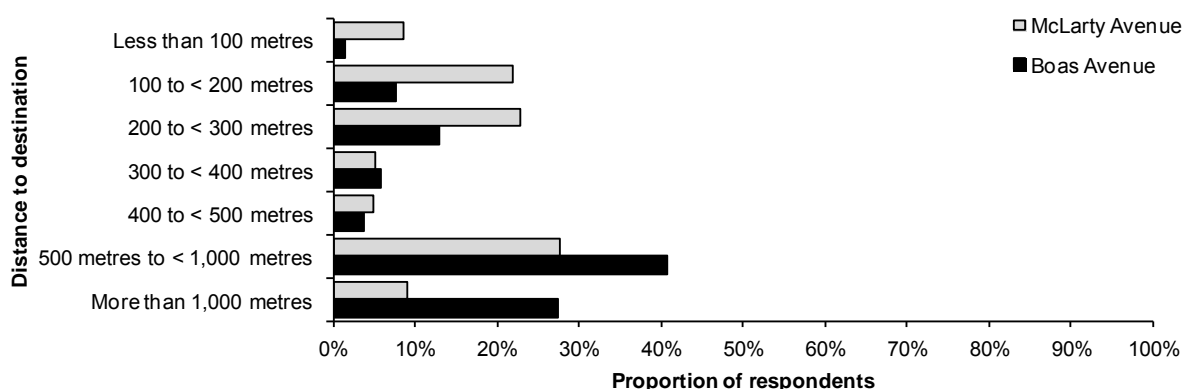
DETAILS OF FUTURE JOURNEYS — “IN GENERAL, WHAT WOULD BE THE MAXIMUM DISTANCE YOU WOULD BE PREPARED TO WALK TO GET TO YOUR DESTINATION?”

Respondents were asked “In general, what would be the maximum distance you would be prepared to walk to get to your destination?” The responses to this question have been grouped and are summarised in Table 16 and Chart 12 below. For the Boas Avenue car park, the largest proportion of respondents would be prepared to walk 500 to < 1,000 metres to get to their destination (40.8%). The average distance respondents from the Boas Avenue car park would be prepared to walk was 486.5 metres and the median was 500 metres. Similarly, for the McLarty Avenue car park, the largest proportion of respondents would be prepared to walk 500 to < 1,000 metres (27.6%). The average distance respondents from the McLarty Avenue car park would be prepared to walk was at 430.6 metres and the median was 300 metres.

Table 16. Maximum distance respondents at Boas Avenue and McLarty Avenue car parks would be prepared to walk to get to their destination

Distance to destination (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Less than 100 metres	4	1.5%	56	8.7%	60	6.6%
100 to < 200 metres	20	7.6%	142	22.0%	162	17.8%
200 to < 300 metres	34	13.0%	147	22.8%	181	19.9%
300 to < 400 metres	15	5.7%	33	5.1%	48	5.3%
400 to < 500 metres	10	3.8%	31	4.8%	41	4.5%
500 metres to < 1,000 metres	107	40.8%	178	27.6%	285	31.4%
More than 1,000 metres	72	27.5%	59	9.1%	131	14.4%
TOTAL	262²²	100.0%	646²³	100.0%	908	100.0%

Chart 12. Maximum distance respondents at Boas Avenue and McLarty Avenue car parks would be prepared to walk to get to their destination



²² N.b. 4 respondents declined to provide an answer to this question.

²³ N.b. 13 respondents declined to provide an answer to this question.

City of Joondalup Business Case – Multi Storey Car Park

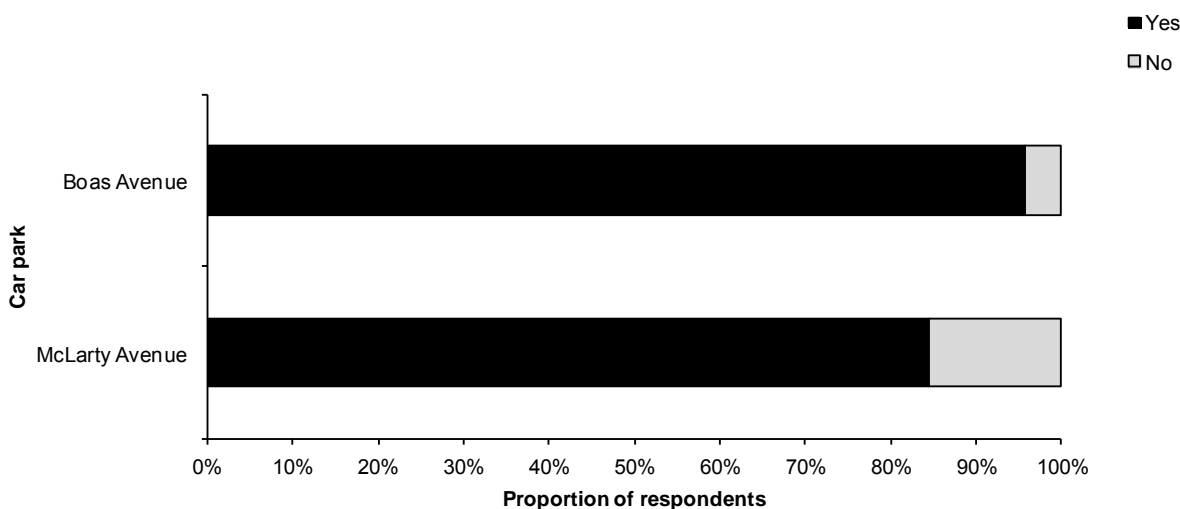
DETAILS OF FUTURE JOURNEYS — “IF THE CITY WERE TO CONSTRUCT A MULTI-STOREY CAR PARK AT THIS LOCATION, WOULD YOU STILL PARK HERE?”

Respondents were asked the yes/no question — “The City of Joondalup is considering constructing a multi-storey car park at this location; if this project were to go ahead, would you still park here?” The responses have been summarised in Table 17 and Chart 13 below. For both car parks, respondents overwhelmingly stated that they *would* park there if there was a multi-storey car park. For the Boas Avenue car park, 95.8% of respondents stated that they would park there, and for McLarty Avenue it was 84.3%.

Table 17. Whether respondents at Boas Avenue or McLarty Avenue car parks would park in a multi-storey car park if it were constructed that location

Would you still park here if it were a multi-storey	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Yes	253	95.8%	547	84.3%	800	87.6%
No	11	4.2%	102	15.7%	113	12.4%
TOTAL	264²⁴	100.0%	649²⁵	100.0%	913	100.0%

Chart 13. Whether respondents at Boas Avenue or McLarty Avenue car parks would park in a multi-storey car park if it were constructed that location



It should be noted that some respondents who stated that they *would* be prepared to park in a multi-storey car park, stated that they would only be prepared to park there if particular conditions were met. In the Boas Avenue car park, 46 respondents provided qualifying statements (18.2% of those who replied “yes”) and in the McLarty Avenue car park, 84 respondents provided qualifying statements (15.4% of those who replied “yes”). These qualifying statements have been summarised in Table 18 below and Chart 14 below. For both car parks, the majority of qualifying statements relate to price (84.8% for Boas Avenue and 51.2% for McLarty Avenue). These respondents stated that they *would* be prepared to park there, but only if the cost was reasonable.

²⁴ N.b. 2 respondents declined to provide an answer to this question.

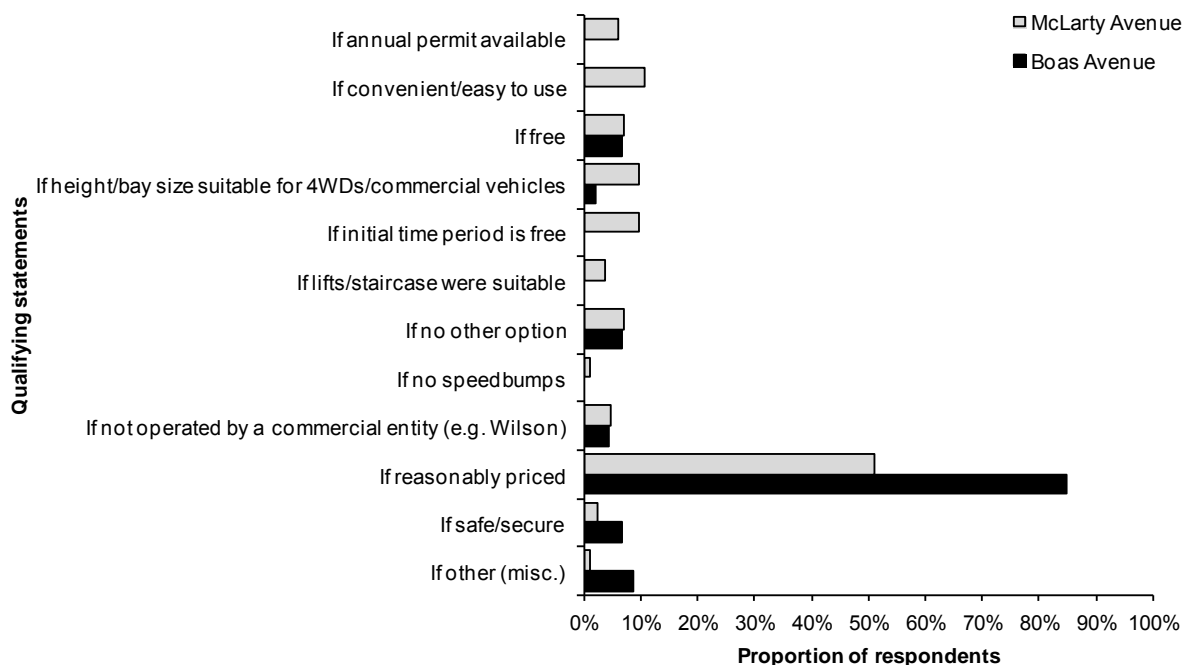
²⁵ N.b. 10 respondents declined to provide an answer to this question.

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Table 18. Qualifying statements provided by respondents who answered “yes” (i.e. they *would* be prepared to park in a multi-storey car park)²⁶

Qualifying statements	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
If annual permit available	0	0.0%	5	6.0%	5	3.8%
If convenient/easy to use	0	0.0%	9	10.7%	9	6.9%
If free	3	6.5%	6	7.1%	9	6.9%
If height/bay size suitable for 4WDs/commercial vehicles	1	2.2%	8	9.5%	9	6.9%
If initial time period is free	0	0.0%	8	9.5%	8	6.2%
If lifts/staircase were suitable	0	0.0%	3	3.6%	3	2.3%
If no other option	3	6.5%	6	7.1%	9	6.9%
If no speedbumps	0	0.0%	1	1.2%	1	0.8%
If not operated by a commercial entity (e.g. Wilson)	2	4.3%	4	4.8%	6	4.6%
If reasonably priced	39	84.8%	43	51.2%	82	63.1%
If safe/secure	3	6.5%	2	2.4%	5	3.8%
If other (misc.)	4	8.7%	1	1.2%	5	3.8%
TOTAL	46	119.6%	84	114.3%	130	116.2%

Chart 14. Qualifying statements provided by respondents who answered “yes” (i.e. they *would* be prepared to park in a multi-storey car park)²⁷



²⁶ N.b. Percentages in Table 18 do not equal 100.0% when added together, as some respondents provided more than 1 qualifying statement.

²⁷ N.b. Percentages in Chart 13 do not equal 100.0% when added together, as some respondents provided more than 1 qualifying statement.

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Respondents who stated that they *would not* be prepared to park in a multi-storey car park, if it were to be constructed (i.e. those who replied “no”), were asked for their reason(s). At the Boas Avenue car park, 9 respondents who answered “no” provided a reason(s) for their opposition (81.8% of those who replied “no”), and at the McLarty Avenue car park 83 respondents who answered “no” provided a reason(s) for their opposition (81.4% of those who replied “no”). A variety of reasons were provided which have been summarised in Table 19 and Chart 15 below.

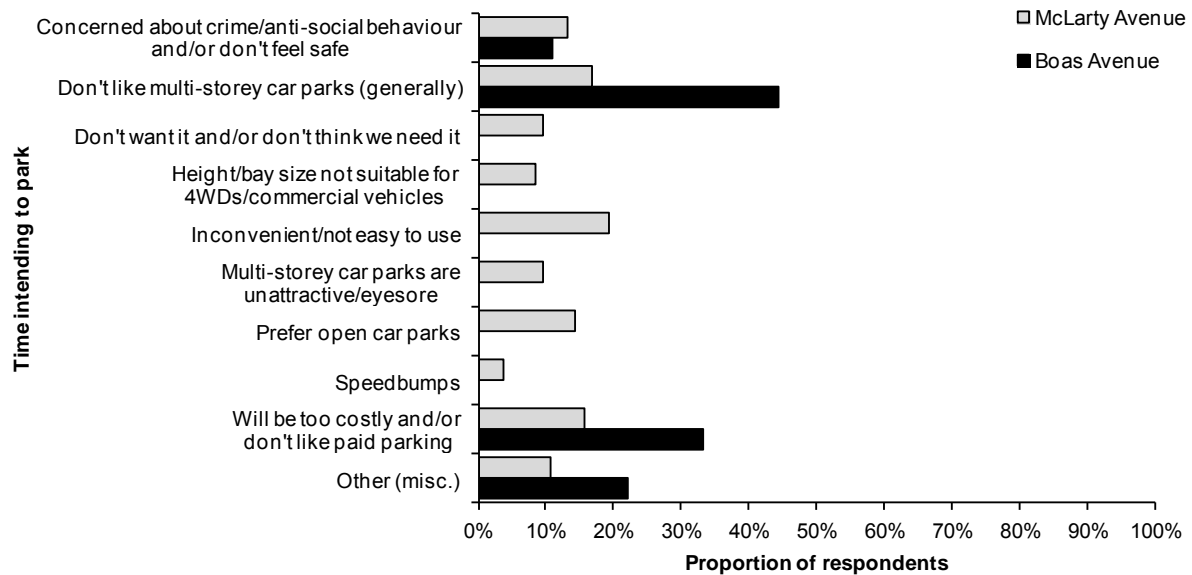
Table 19. Reasons from respondents at Boas Avenue and McLarty Avenue car parks for not wanting to park in a multi-storey car park, if one were to be constructed at that location²⁸

Reasons (grouped)	Boas Avenue		McLarty Avenue		TOTAL	
	N	%	N	%	N	%
Concerned about crime/ anti-social behaviour and/or don't feel safe	1	11.1%	11	13.3%	12	13.0%
Don't like multi-storey car parks (generally)	4	44.4%	14	16.9%	18	19.6%
Don't want it and/or don't think we need it	0	0.0%	8	9.6%	8	8.7%
Height/bay size not suitable for 4WDs/commercial vehicles	0	0.0%	7	8.4%	7	7.6%
Inconvenient/not easy to use	0	0.0%	16	19.3%	16	17.4%
Multi-storey car parks are unattractive/eyesore	0	0.0%	8	9.6%	8	8.7%
Prefer open car parks	0	0.0%	12	14.5%	12	13.0%
Speedbumps	0	0.0%	3	3.6%	3	3.3%
Will be too costly and/or don't like paid parking	3	33.3%	13	15.7%	16	17.4%
Other (misc.)	2	22.2%	9	10.8%	11	12.0%
TOTAL	9	111.1%	83	121.7%	92	120.7%

²⁸ N.b. Percentages in Table 19 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

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Chart 15. Reasons from respondents at Boas Avenue and McLarty Avenue car parks for not wanting to park in a multi-storey car park, if one were to be constructed at that location²⁹



²⁹ N.b. Percentages in Chart 15 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

APPENDIX 9

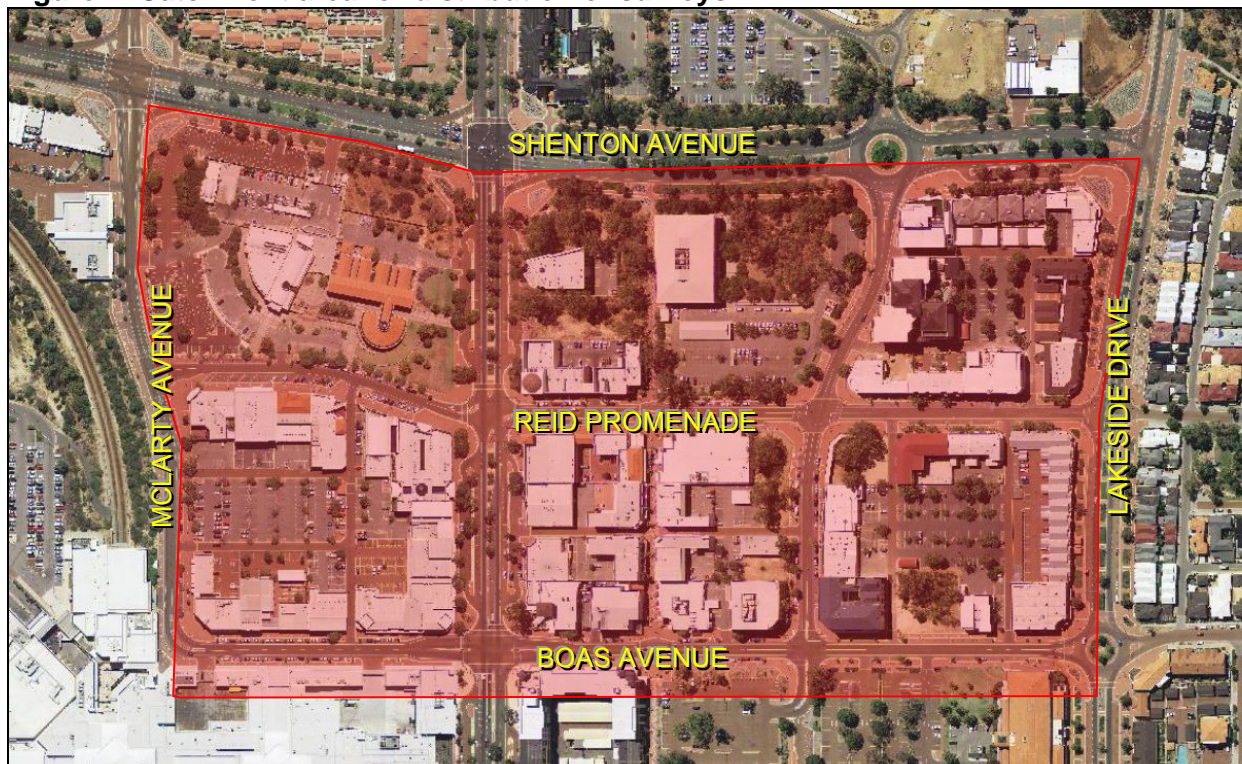
ANALYSIS OF 'PARKING SURVEY — BUSINESS NEEDS'

The following provides an analysis of the quantitative and qualitative data gathered from the *Parking Survey — Business Needs* conducted with local businesses in the Joondalup City Centre between Wednesday, 14 November 2012 and Tuesday, 27 November 2012.

BACKGROUND

The City consulted directly with local businesses in the catchment area indicated in Figure 1 below. Included, were those businesses bounded by McLarty Avenue, Shenton Avenue, Lakeside Drive and Boas Avenue. This catchment area was selected as it encompasses businesses surrounding the Boas Avenue and McLarty Avenue car parks. Note that those businesses in Lakeside Joondalup Shopping Centre and those located at 155 Grand Boulevard which face outwards onto Boas Avenue, were included in the catchment area, as indicated in Figure 1.

Figure 1. Catchment area for distribution of surveys



Hard-copy surveys were distributed to local businesses, by hand, and were preceded by a letter from the Chief Executive Officer detailing the purpose of the survey (also delivered by hand). Surveys were then personally collected from each business. Distribution of the initial letters and surveys, and collection of the completed surveys were undertaken by a City staff member. The staff member returned to businesses up to 3 times to collect completed surveys.

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Businesses in the catchment area ranged from restaurants and cafés to small retail premises, real estate agents, financial institutions, training centres, lawyers, health professionals and other general service providers.

RESPONSE RATES

The City calculated that there were 217 businesses located in the catchment area (see Figure 1 above). Of these, the City was unable to make contact with 17 of these businesses (largely due to irregular opening hours). Therefore, the City distributed 200 surveys in total and collected 153.

For a population of this size ($N = 217$), a sample size of at least 139 would be required to achieve a 95% confidence level ($\pm 5\%$) on a 50% distribution. Based on the responses received ($N = 153$), the response rate equates to 76.5%, which is an acceptable rate for this population. Consequently the survey can be considered an accurate representation of the views of the target population (i.e. businesses within the catchment area).

It should be noted that the City received multiple responses from 3 businesses (15 in total). These were from different people within the same organisation. 10 of these were from a health services practitioner, 3 were from a real estate agency and 2 were from a hairdressing salon.

If these were to be removed, the sample would still be considered appropriate for a population of this size. For the purposes of this analysis, all of the surveys received (including multiple surveys from the same business) have been included.

City of Joondalup Business Case – Multi Storey Car Park

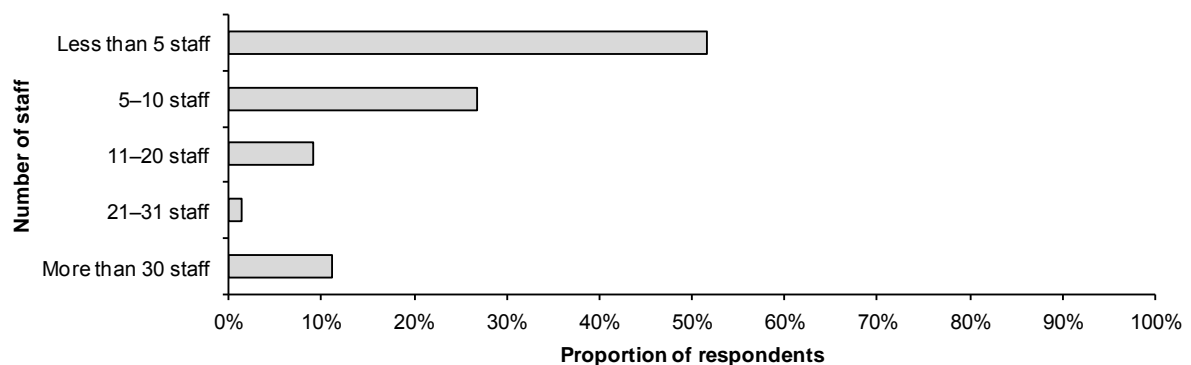
YOUR STAFF — “ON AVERAGE, HOW MANY STAFF MEMBERS DO YOU HAVE WORKING ON A NORMAL WORKING DAY?”

Respondents were asked “On average, how many staff members do you have working on a normal working day?” The results have been summarised in Table 1 and Chart 1 below. The majority of businesses within the catchment area have less than 5 staff (51.6%); however a sizeable proportion also have 5–10 staff (26.8%).

Table 1. Average number of staff working on a normal working day

Number of staff	Responses	
	N	%
Less than 5 staff	79	51.6%
5–10 staff	41	26.8%
11–20 staff	14	9.2%
21–31 staff	2	1.3%
More than 30 staff	17	11.1%
TOTAL	153	100.0%

Chart 1. Average number of staff working on a normal working day



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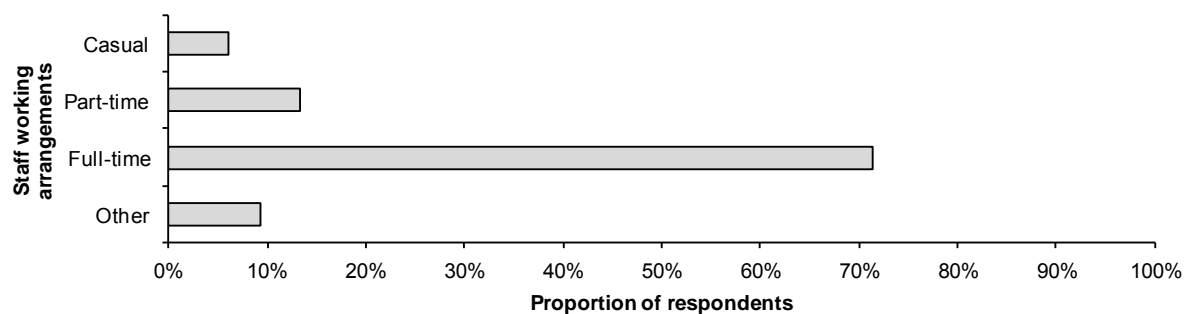
YOUR STAFF — “ARE THE MAJORITY OF YOUR STAFF CASUAL, PART-TIME OR FULL-TIME EMPLOYEES?”

Respondents were asked “Are the majority of your staff casual, part-time or full-time employees?” A total of 150 respondents replied to this question; the results have been summarised in Table 2 and Chart 2 below. The majority of businesses within the catchment area have mainly full-time employees (71.3%); and 13.3% have mainly part-time employees.

Table 2. Types of working arrangements for the majority of staff

Staff working arrangements	Responses	
	N	%
Casual	9	6.0%
Part-time	20	13.3%
Full-time	107	71.3%
Other	14	9.3%
TOTAL	150	100.0%

Chart 2. Types of working arrangements for the majority of staff



Those respondents who selected “other” indicated that they had a mix of casual, part-time and/or full-time employees.

City of Joondalup Business Case – Multi Storey Car Park

YOUR STAFF — “IF THE MAJORITY OF YOUR STAFF ARE PART-TIME OR CASUAL, HOW LONG IS THEIR AVERAGE WORK DAY?”

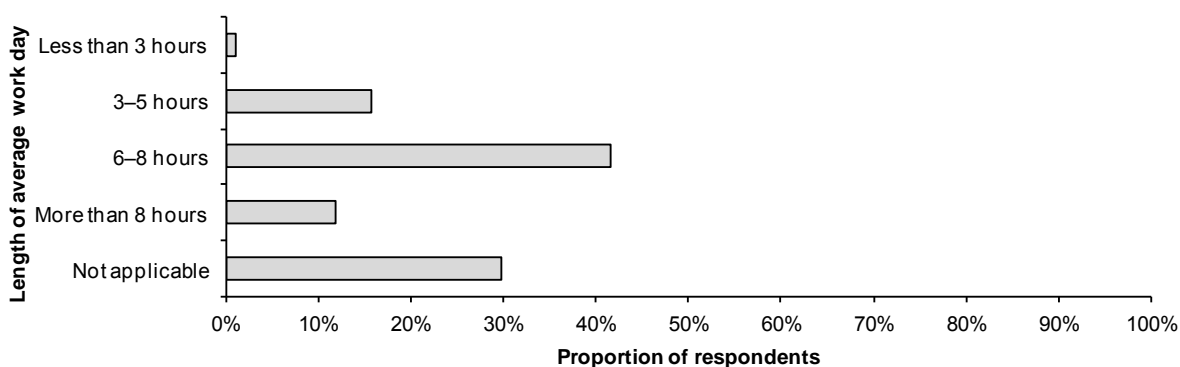
Respondents were asked “If the majority of your staff are part-time or casual, how long is their average work day?” A total of 101 respondents replied to this question; the results have been summarised in Table 3 and Chart 3 below. The majority of businesses within the catchment area (who responded to this question) indicated that the average work day of their part-time or casual staff was 6–8 hours (41.6%).

However, it should be noted that only 29 respondents indicated in the previous question that the majority of their staff were either part-time or casual (see Table 2 above), so it is possible that this question was misinterpreted and may therefore not be an accurate representation of part-time and casual working hours in the catchment area, but rather an indication of average work days for all workers.

Table 3. Length of average work day for part-time or casual staff

Length of average work day	Responses	
	N	%
Less than 3 hours	1	1.0%
3–5 hours	16	15.8%
6–8 hours	42	41.6%
More than 8 hours	12	11.9%
Not applicable	30	29.7%
TOTAL	101	100.0%

Chart 3. Length of average work day for part-time or casual staff



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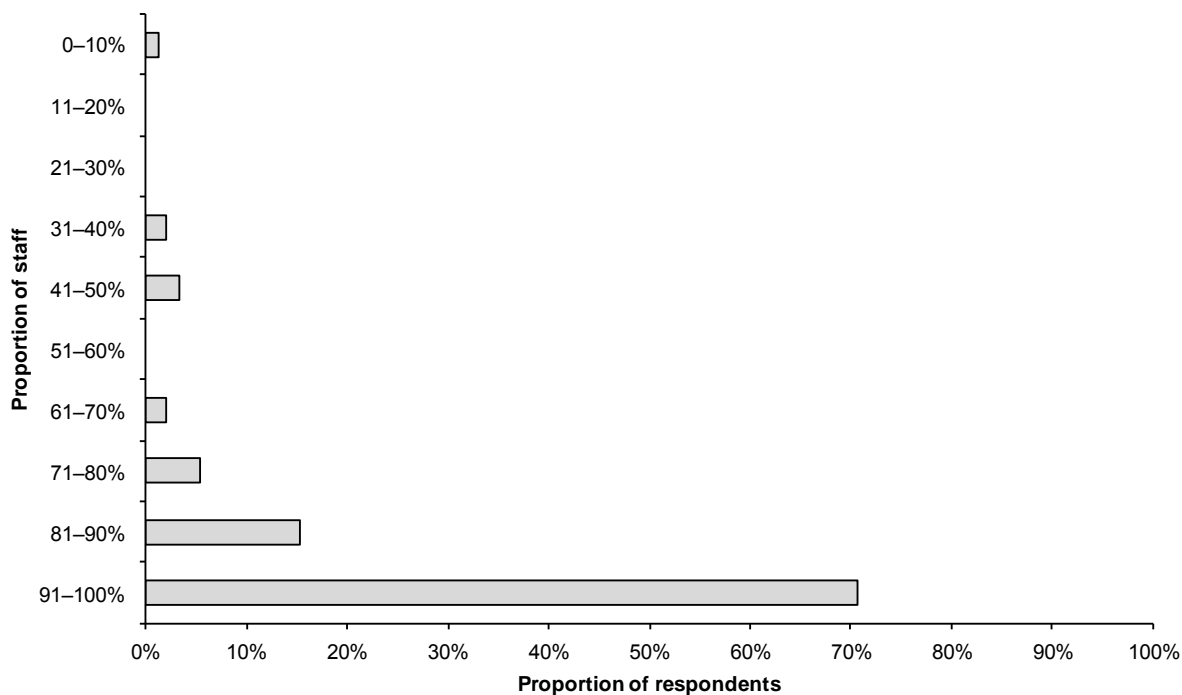
YOUR STAFF — “WHAT PROPORTION OF YOUR STAFF, WOULD YOU ESTIMATE, DRIVE A MOTOR VEHICLE TO WORK? (CAR, MOTORBIKE, SCOOTER, ETC.)”

Respondents were asked to indicate of a scale of 0–100% — “What proportion of your staff, would you estimate, drive a motor vehicle to work? (car, motorbike, scooter, etc.)” A total of 150 respondents replied to this question; the results have been summarised in Table 4 and Chart 4 below. The majority of businesses within the catchment area estimated that between 91–100% of their staff drive a motor vehicle to work (70.7%).

Table 4. Proportion of staff driving motor vehicles to work

Proportion of staff	Responses	
	N	%
0–10%	2	1.3%
11–20%	0	0.0%
21–30%	0	0.0%
31–40%	3	2.0%
41–50%	5	3.3%
51–60%	0	0.0%
61–70%	3	2.0%
71–80%	8	5.3%
81–90%	23	15.3%
91–100%	106	70.7%
TOTAL	150	100.0

Chart 4. Proportion of staff driving motor vehicles to work



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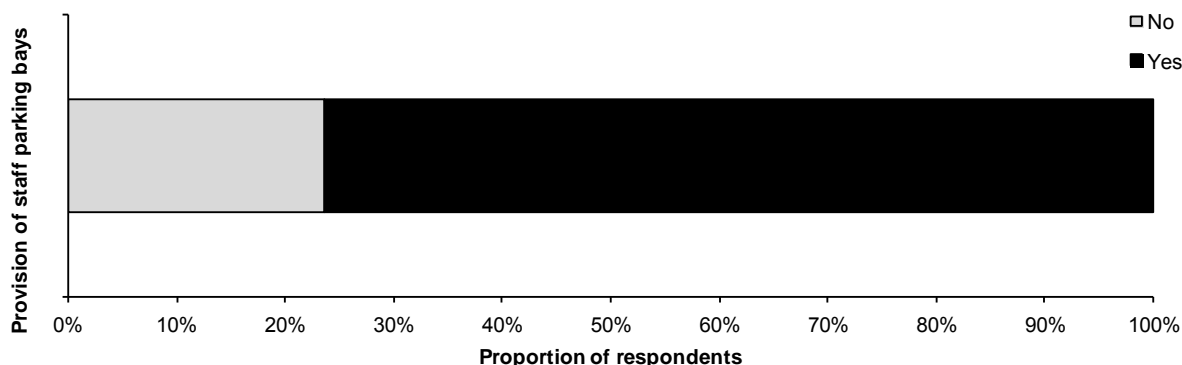
YOUR STAFF — “DOES YOUR COMPANY PROVIDE PARKING BAYS FOR STAFF AT, OR NEAR YOUR PREMISES?”

Respondents were asked “Does your company provide parking bays for staff at, or near your premises?” A total of 152 respondents replied to this question; the results have been summarised in Table 5 and Chart 5 below. The majority of businesses within the catchment area indicated that they do in fact provide parking bays for staff (76.3%).

Table 5. Provision of staff parking bays by businesses

Provision of staff parking bays	Responses	
	N	%
No	36	23.7%
Yes	116	76.3%
TOTAL	152	100.0%

Chart 5. Provision of staff parking bays by businesses



Respondents who indicated that they *do* provide parking bays for staff (i.e. answered “yes”), were asked how many bays they provided. A total of 110 respondents replied to this question

(94.8% of those who indicated that they *do* provide parking bays for staff). The results are summarised in Table 6 below. Half of the businesses who provide parking bays for staff provide 1–2 bays (50.0%). The average number of bays provided by businesses is 4.1 and the median is 2.5.

Table 6. Number of bays provided for staff by businesses

Number of bays	Responses	
	N	%
1 parking bay	25	22.7%
2 parking bays	30	27.3%
3 parking bays	15	13.6%
4 parking bays	14	12.7%
5–10 parking bays	21	19.1%
More than 10 parking bays	5	4.5%
TOTAL	110	100.0%

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YOUR STAFF — “IF YOUR COMPANY DOES NOT PROVIDE PARKING FOR STAFF, DO YOU BELIEVE THERE IS SUFFICIENT CAR PARKING AVAILABLE?”

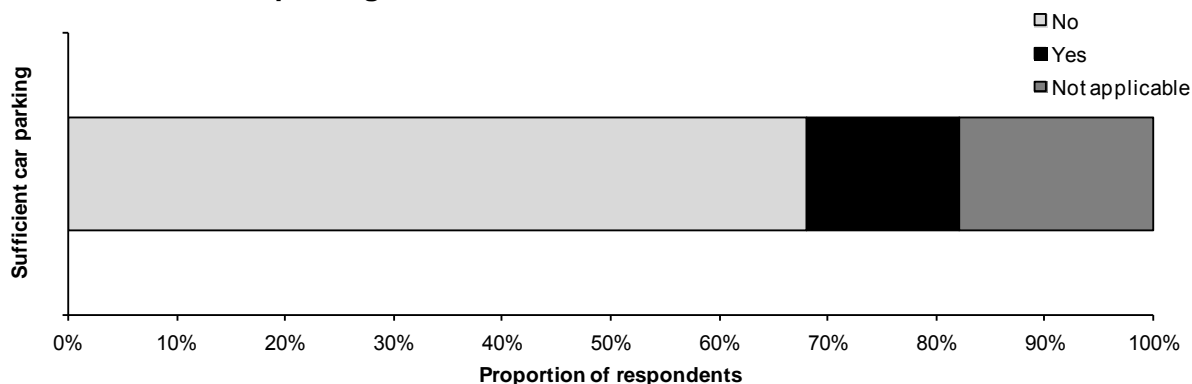
Respondents were asked “If your company does not provide parking for staff, do you believe there is sufficient car parking available?” A total of 135 respondents replied to this question; the results have been summarised in Table 7 and Chart 6 below. The majority of businesses who responded to this question indicated that they did not believe there was sufficient car parking available (68.1%).

However, it should be noted that only 36 respondents indicated in the previous question that they did *not* provide parking bays for staff (see Table 5 above), so it is possible that this question was misinterpreted. Notwithstanding, the results likely indicate that the majority of respondents, *even if they do provide parking bays for staff*, believe that there is not sufficient car parking available.

Table 7. Sufficient car parking available for staff

Sufficient car parking	Responses	
	N	%
No	92	68.1%
Yes	19	14.1%
Not applicable	24	17.8%
TOTAL	135	100.0%

Chart 6 Sufficient car parking available for staff



Respondents were given the opportunity to provide comments on whether they believe sufficient car parking is available for staff. A total of 70 respondents provided comments on this question. Comments were varied and have been summarised in Table 8, Chart 7 and Figure 2 below and are provided in full in Table 9. A large proportion of those respondents who provided comments indicated that there was little or no parking available to their staff after early morning and that staff were having to come into work very early just to find parking (35.7%). A sizeable proportion also stated that, in general, there were not enough parking bays near their business for staff to use (20.0%).

City of Joondalup Business Case – Multi Storey Car Park

Table 8 Summary of comments on whether sufficient car parking is available for staff³⁰

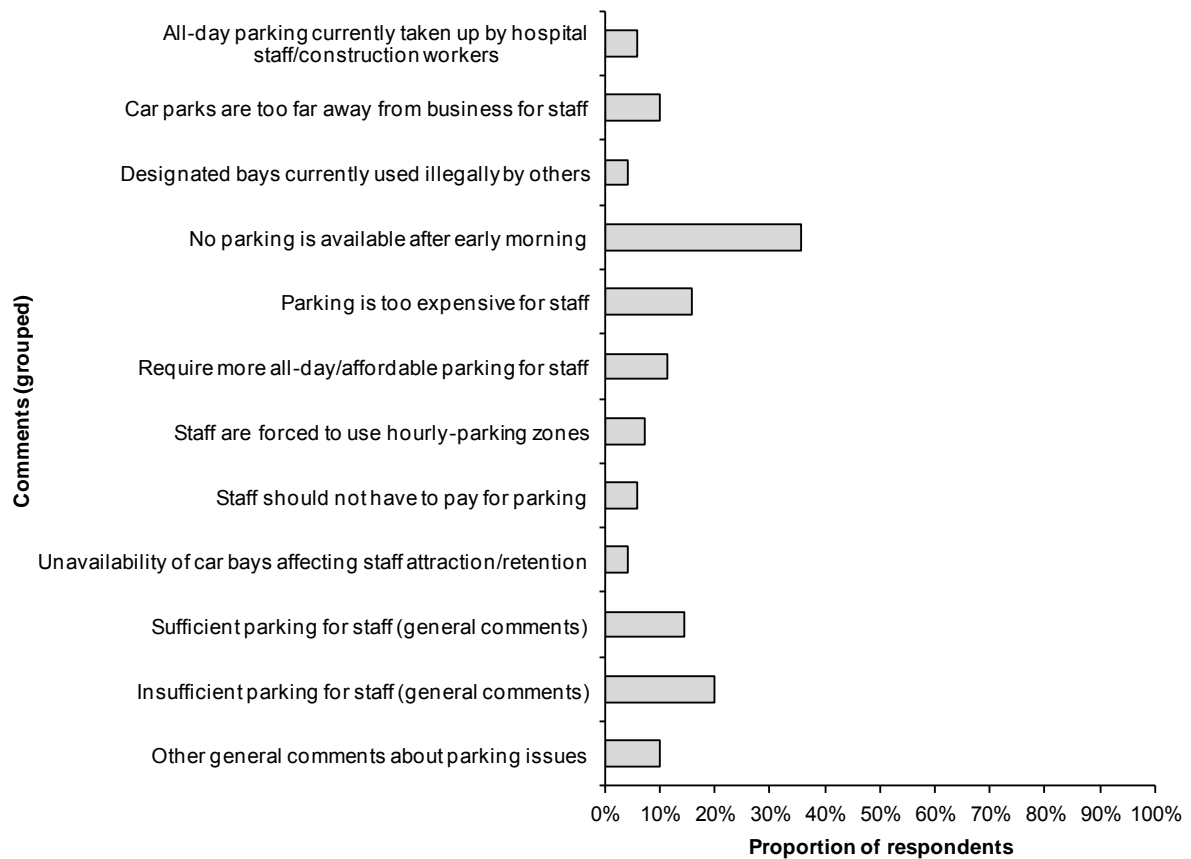
Comments (grouped)	Responses	
	N	%
All-day parking currently taken up by hospital staff/construction workers	4	5.7%
Car parks are too far away from business for staff	7	10.0%
Designated bays currently used illegally by others	3	4.3%
No parking is available after early morning	25	35.7%
Parking is too expensive for staff	11	15.7%
Require more all-day/affordable parking for staff	8	11.4%
Staff are forced to use hourly-parking zones	5	7.1%
Staff should not have to pay for parking	4	5.7%
Unavailability of car bays affecting staff attraction/retention	3	4.3%
Sufficient parking for staff (general comments)	10	14.3%
Insufficient parking for staff (general comments)	14	20.0%
Other general comments about parking issues	7	10.0%
TOTAL	70	144.3%

Chart 7. Summary of comments on whether sufficient car parking is available for staff³¹

³⁰ N.b. Percentages in Table 8 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

³¹ N.b. Percentages in Chart 7 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

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Figure 2. Word cloud of comments on whether sufficient car parking is available for staff (words > 4 mentions)



Table 9. Full comments on whether sufficient car parking is available for staff

Comments (full)
<i>\$3.50 all-day parking station at McLarty fills very quickly — by 8.30 am. All other parking is too expensive for whole day. Put all-day parking at parking bays nearer to Boas Avenue.</i>
<i>Absolutely not</i>
<i>All parking is gone by 7.30 am.</i>
<i>All the parking behind our business is normally full when they arrive at 7.15 am. I start at 6.30 am and they are all hospital workers and tradies filling up the spaces.</i>
<i>Apart from our full-time employees, we also have two part-time employees, for them to get parking between 8.30 am and 10.00 am is very difficult.</i>
<i>At a cost, and at the present time.</i>
<i>At the moment — yes — now that RAC have moved.</i>
<i>At the moment there is, but soon there won't be. My staff had to arrive 30 minutes early to secure a parking spot. Two years ago they didn't have to. They have since found another car park, but if the growth continues at the same rate they will soon have the same problem with the other car park.</i>
<i>At the shopping centre.</i>
<i>Car park #1 filled with all-day parkers before staff arrive.</i>
<i>Car parks always taken up by hospital staff and construction workers.</i>
<i>Clients complain about lack of parking. When [...] ³² was still occupying adjacent building, some clients had to park at the mall. With the [...] ³³ building now sold, the new occupants may take up the parking again.</i>
<i>Clinical staff must have access to company cars to attend emergency call-outs, as well as planned visits. These cars have to be easily accessible at the front of the building. This is not always available for cars required, especially between 8.30–9.30 am and 3.00–5.00 pm.</i>
<i>Definitely not — I have lost two employees as in the last three months as they have been unable to get parking within reasonable walking distance or use of CAT bus.</i>
<i>Depending on time arriving at work — can be plenty or none.</i>

³² Name removed for privacy reasons.

³³ Name removed for privacy reasons.

City of Joondalup Business Case – Multi Storey Car Park

Comments (full)

<i>Depends on the time you arrive at the car park. It's unfortunate the clients of the gym on Boas only use that car park for short periods, thus making parking bays in short supply for those working full-time in the area.</i>
<i>Diagonal parking in Joondalup should have been done in initial development of Joondalup.</i>
<i>For 9.00 am starters the long-term car parks are already full and roadside parking is too expensive/unable to park for the day.</i>
<i>Full day parking adjacent to Police Station is always full.</i>
<i>Generally staff that miss out on a parking spot each day will use paid parking.</i>
<i>[...] ³⁴ clients park in our bays.</i>
<i>I happen to know that hairdressers have lost staff over this.</i>
<i>I have no bays available to me as a business.</i>
<i>I hear a lot of complaints from staff and visitors alike.</i>
<i>If an extra staff member arrives later (approximately after 9.30 am) there is no all day parking available (free) anywhere nearby. They have to park in multi-storey at Lakeside.</i>
<i>If one of our bays is vacant, people park illegally.</i>
<i>It is a common and important problem. It definitely affects staff attraction and retention.</i>
<i>It is difficult to find available spaces in close proximity to the office and is expensive.</i>
<i>It ranges from difficult to impossible to park for a full-day within walking distance of the Joondalup CBD unless you arrive at work before 8.00 am.</i>
<i>Main problem is that staff from other businesses are parking in my three bays, plus clients of [...] ³⁵.</i>
<i>Many complain is that all-day car parks nearby are full very early — not suited to a 9.00 am to 5.00 pm working day. Most bays seem to be taken by construction workers who start early. Situation has worsened significantly this year.</i>
<i>McLarty Avenue parking area (P1) fills up by 8.20 am each working day. Daily parking costs are very high for employees (full-time) (\$17.50 per week or \$840 per annum). McLarty Avenue parking area (P2) costs are excessive for full-time employees (\$36 per week or \$1,728 per annum).</i>
<i>Multi-level parking required to meet demand.</i>
<i>My restaurant provides parking to staff.</i>
<i>My staff have to get to work prior to 8.00 am even though they don't commence till 8.30 am to ensure a car parking bay</i>
<i>Need more bays.</i>
<i>No bays available because residents are parking in the public parking bays.</i>
<i>Normally, but at present hospital staff are using the public parking whilst they renovate the hospital parking lot.</i>
<i>Not applicable for our business but have a daughter who works in shopping centre. More free/long-term parking needed for shopping centre staff. Free areas tend to be a long way from shops — not good for young girls to have to walk alone to get back to car at the end of late restaurant shift. Not fair to penalise someone \$60 (basically whole day's wage) just for parking more than 4 hours whilst at work.</i>
<i>Not enough affordable parking.</i>
<i>Not enough all-day parking — staff have to continually move their cars.</i>
<i>Not enough free parking.</i>
<i>Parking area to rear.</i>
<i>Should not have to pay for parking.</i>

³⁴ Name removed for privacy reasons.

³⁵ Name removed for privacy reasons.

City of Joondalup Business Case – Multi Storey Car Park

Comments (full)

Staff are arriving between 30–60 minutes before starting just to get parking. Builders working at Joondalup Health Campus are taking a lot of bays from early in the morning. Not enough all-day parking for \$3.50.

Staff are arriving to work at 7.30 am just to get a park. They then may have to use that car for work purposes (there may not be a [...] ³⁶ car available) and they walk long distances back to their car. Then, when they come back they may have lost that parking space and have to buy a new ticket in another parking area. This is unacceptable.

Staff can normally find parking in the courthouse car park if they are early enough.

Staff forced to pay \$3.50 per day for parking and, at busy times, it is a struggle to park.

Staff on later shifts (after 8.30 am) complain about finding suitable parking nearby.

Staff park long distances from work — often.

Staff should not have to pay to park to come to work.

The car park behind Dome is completely full by 8.00 am due to hospital workers starting early shifts. Most office hours are 8.30 am to 5.00 pm. Shire car park is very high cost for a day's parking.

The current economical parking bays are too few and not available after 8.30 am. Staff buying weekly tickets cannot be guaranteed a bay and incur additional costs.

The paid parking fills-up before 8.00 am and we have to park more than 1 kilometre away.

The two staff who don't have parking bays struggle to find affordable day parking.

There are no bays left in our building to provide. The public parking is getting worse by the day. If you arrive after 9.30 am it is a struggle.

There aren't enough bays out the back for all staff members. So we need to take it in turn parking out the front and the parking is only for 1 hour so we need to top up the meter every hour which isn't practical while we are working.

There is definitely sufficient paid parking available; however, there should be more unpaid parking bays for staff and clients.

There is no parking available for staff and patrons of our business from 8.00 am every morning.

There is no parking, let alone sufficient amounts. The two local parking areas are full by 8:30 am, leaving expensive by-the-hour parking or nothing. There is no monthly/high-rise parking for workers.

There is paid parking for the extra staff but it makes it unfair, making some staff pay and some don't.

There was adequate parking until the construction workers arrived.

Three bays are available, but it's not enough.

Very limited parking and need to drive up to 10 minutes to find parking.

We have 231 staff employed within our call centre, 216 of which are required to source parking in the Joondalup area. Davidson Terrace has nowhere near the amount of parking needed for the businesses in the area.

We have bays at the back of my salon and it would be great if we could use them with a pass. I have one provided by [...] ³⁷ — but would like another 3-4.

We have staff and students here at our clinic and this changes throughout the year as student numbers come and go. Maybe 10 parking bays would be appropriate.

We have two part-time staff that start at around 10.00 am that struggle to find parking on Tuesdays and Fridays.

Yes, always plenty at road — just ridiculously expensive per day for them.

Yes, but I believe that staff who work in Joondalup should be able to park in car parks for the whole day for a very low amount (i.e. \$1–\$2 for the whole day).

³⁶ Name removed for privacy reasons.

³⁷ Name removed for privacy reasons.

City of Joondalup Business Case – Multi Storey Car Park

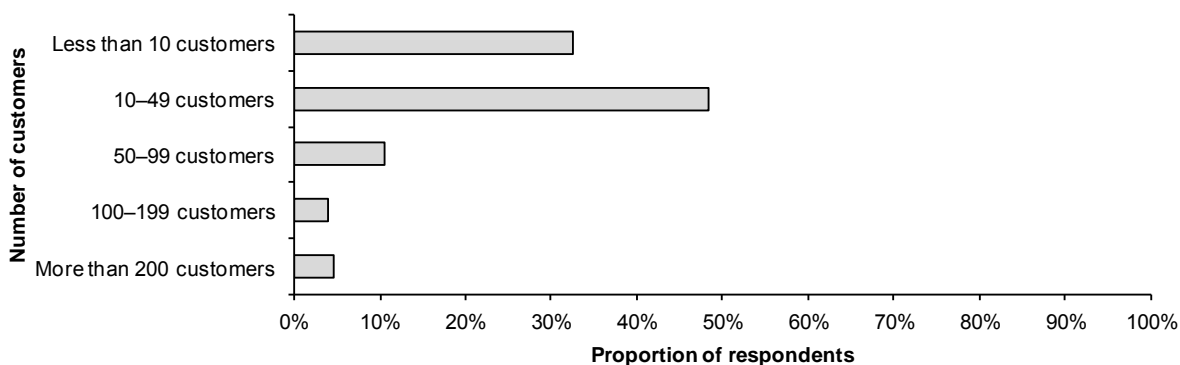
YOUR CUSTOMERS — “ON AVERAGE, HOW MANY CUSTOMERS DO YOU ESTIMATE VISIT YOUR BUSINESS EACH DAY?”

Respondents were asked “On average, how many customers do you estimate visit your business each day?” A total of 151 respondents replied to this question; the results have been summarised in Table 10 and Chart 8 below. Results for this question were varied (likely reflective of the types of businesses within the catchment area). The largest proportion of respondents estimated that they receive an average of 10–49 customers to their business per day (48.3%). A sizeable proportion also estimated that they receive less than 10 customers per day (32.5%). It is worth noting that 7 businesses each estimated that they receive more than 200 customers per day (4.6%)

Table 10. Average number of customers visiting per day

Number of customers	Responses	
	N	%
Less than 10 customers	49	32.5%
10–49 customers	73	48.3%
50–99 customers	16	10.6%
100–199 customers	6	4.0%
More than 200 customers	7	4.6%
TOTAL	151	100.0%

Chart 8. Average number of customers visiting per day



City of Joondalup Business Case – Multi Storey Car Park

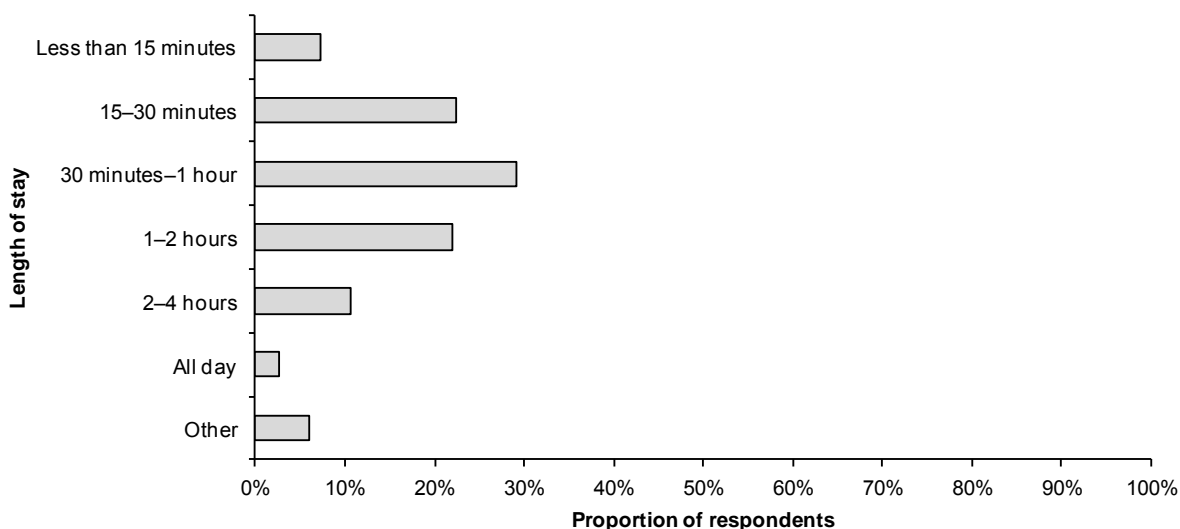
YOUR CUSTOMERS — “HOW LONG DO YOU THINK IS THE AVERAGE LENGTH OF STAY FOR CUSTOMERS TO YOUR BUSINESS?”

Respondents were asked “How long do you think is the average length of stay for customers to your business?” A total of 151 respondents replied to this question; the results have been summarised in Table 11 and Chart 9 below. The largest proportion of respondents indicated the average length of stay for customers to their business was 30 minutes to 1 hour (29.1%). A sizeable proportion also indicated that average length of stay was 15 to 30 minutes and 21.9% of respondents indicated 1 to 2 hours.

Table 11. Average length of stay for customers

Length of stay	Responses	
	N	%
Less than 15 minutes	11	7.3%
15–30 minutes	34	22.5%
30 minutes–1 hour	44	29.1%
1–2 hours	33	21.9%
2–4 hours	16	10.6%
All day	4	2.6%
Other	9	6.0%
TOTAL	151	100.0%

Chart 9. Average length of stay for customers



Those respondents who selected “other” indicated that their customers spent a varied amount of time in their business.

City of Joondalup Business Case – Multi Storey Car Park

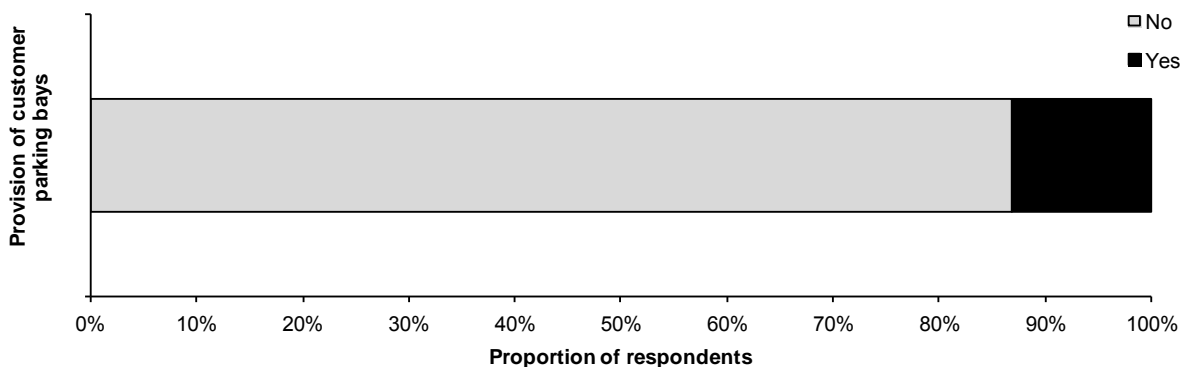
YOUR CUSTOMERS — “DOES YOUR COMPANY PROVIDE PARKING BAYS FOR CUSTOMERS AT, OR NEAR YOUR PREMISES?”

Respondents were asked “Does your company provide parking bays for customers at, or near your premises?” A total of 152 respondents replied to this question; the results have been summarised in Table 12 and Chart 10 below. The majority of businesses within the catchment area indicated that they do not in fact provide parking bays for customers (86.8%).

Table 12. Provision of customer parking bays by businesses

Provision of customer parking bays	Responses	
	N	%
No	132	86.8%
Yes	20	13.2%
TOTAL	152	100.0%

Chart 10. Provision of customer parking bays by businesses



Respondents who indicated that they *do* provide parking bays for customers (i.e. answered “yes”), were asked how many bays they provided. A total of 15 respondents replied to this question (75.0% of those who indicated that they *do* provide parking bays for customers). The results are summarised in Table 13 below. Of the businesses who responded, 6 provide 2 parking bays (40.0%) and 6 provide 5–10 parking bays (40.0%). An additional 2 provide more than 10 parking bays. The average number of bays provided by businesses is 8.2 and the median is 5.

Table 13#. Number of bays provided for customers by businesses

Number of bays	Responses	
	N	%
1 parking bay	0	0.0%
2 parking bays	6	40.0%
3 parking bays	0	0.0%
4 parking bays	0	0.0%
5–10 parking bays	6	40.0%
More than 10 parking bays	2	13.3%
TOTAL	15	100.0%

City of Joondalup Business Case – Multi Storey Car Park

YOUR CUSTOMERS — “IF YOUR COMPANY DOES NOT PROVIDE PARKING FOR CUSTOMERS, DO YOU BELIEVE THERE IS SUFFICIENT CAR PARKING AVAILABLE?”

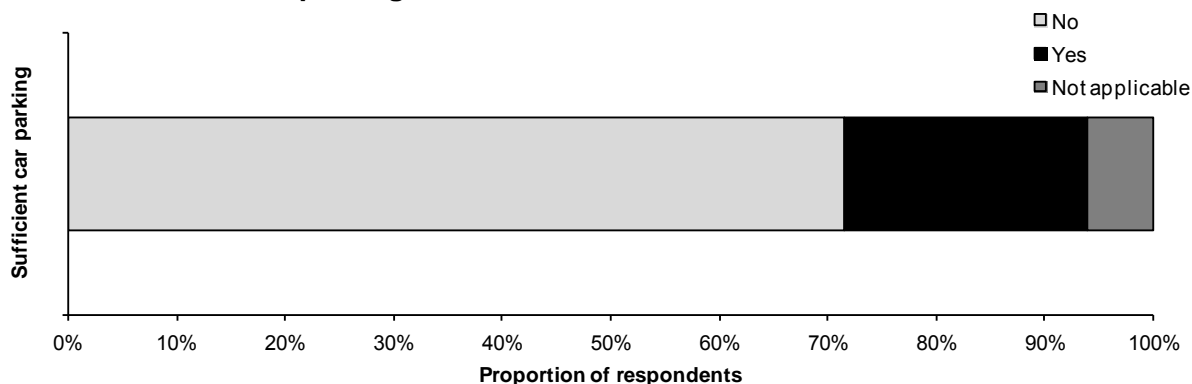
Respondents were asked “If your company does not provide parking for customers, do you believe there is sufficient car parking available?” A total of 147 respondents replied to this question; the results have been summarised in Table 14 and Chart 11 below. The majority of businesses who responded to this question indicated that they did not believe there was sufficient car parking available (71.4%).

However, it should be noted that only 132 respondents indicated in the previous question that they did *not* provide parking bays for customers (see Table 12 above), so it is possible that this question was misinterpreted. Notwithstanding, the results likely indicate that the majority of respondents, *even if they do provide parking bays for customers*, believe that there is not sufficient car parking available.

Table 14. Sufficient car parking available for customers

Sufficient car parking	Responses	
	N	%
No	105	71.4%
Yes	33	22.4%
Not applicable	9	6.1%
TOTAL	147	100.0%

Chart 11. Sufficient car parking available for customers



Respondents were given the opportunity to provide comments on whether they believe sufficient car parking is available for customers. A total of 71 respondents provided comments on this question. Comments were varied and have been summarised in Table 15, Chart 11 and Figure 3 below and are provided in full in Table 16. A large proportion of those respondents who provided comments indicated that their customers had difficulty finding available parking bays or that the closest car parks to them were always full (23.9%). A sizeable proportion also stated that the hourly parking zones (mainly along streets) were limiting to their customers (12.7%).

City of Joondalup Business Case – Multi Storey Car Park

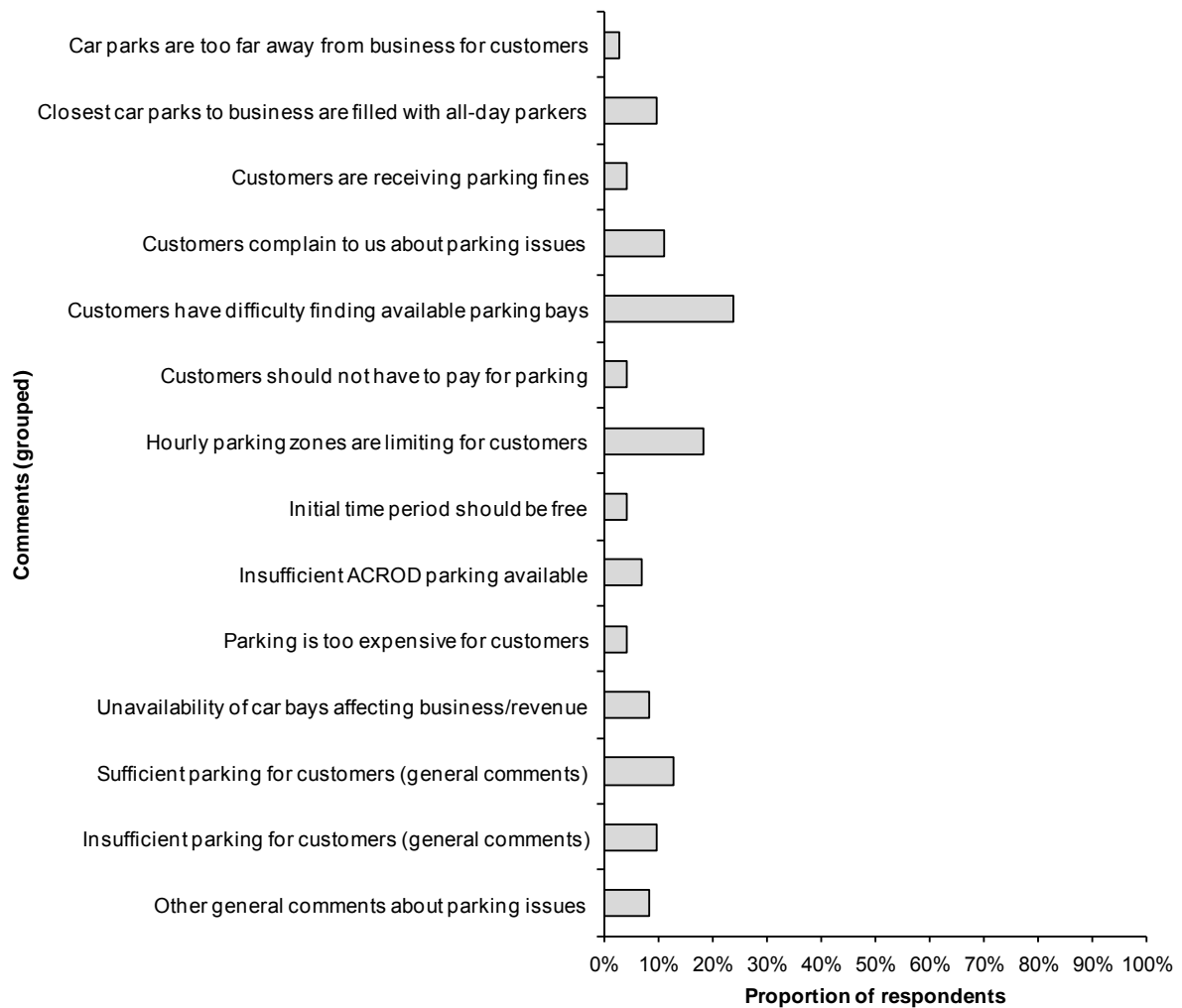
Table 15. Summary of comments on whether sufficient car parking is available for customers³⁸

Comments (grouped)	Responses	
	N	%
Car parks are too far away from business for customers	2	2.8%
Closest car parks to business are filled with all-day parkers	7	9.9%
Customers are receiving parking fines	3	4.2%
Customers complain to us about parking issues	8	11.3%
Customers have difficulty finding available parking bays	17	23.9%
Customers should not have to pay for parking	3	4.2%
Hourly parking zones are limiting for customers	13	18.3%
Initial time period should be free	3	4.2%
Insufficient ACROD parking available	5	7.0%
Parking is too expensive for customers	3	4.2%
Unavailability of car bays affecting business/revenue	6	8.5%
Sufficient parking for customers (general comments)	9	12.7%
Insufficient parking for customers (general comments)	7	9.9%
Other general comments about parking issues	6	8.5%
TOTAL	71	129.6%

³⁸ N.b. Percentages in Table 15 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

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Chart 11. Summary of comments on whether sufficient car parking is available for customers³⁹



³⁹ N.b. Percentages in Chart 11 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

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Figure 3. Word cloud of comments on whether sufficient car parking is available for customers (words > 4 mentions)



Table 16. Full comments on whether sufficient car parking is available for customers

Comments (full)
<i>All parking currently does not assist small business outside the shopping mall.</i>
<i>All spaces within larger car parks are always filled with long-term all-day workers — needs allocated maximum 2-hour bays to supplement street parking.</i>
<i>Although some of our patients park in the 30-minute zones without realising and end up with a ticket.</i>
<i>As above [In part — we do not have sufficient.]</i>
<i>As I stated previously, students are unable to park as there are not enough bays for staff and students. Also, if a customer has a disability we would like to offer them parking.</i>
<i>As per previous comment. [It is difficult to find available spaces in close proximity to the office and is expensive.]</i>
<i>At a cost, and at the present time.</i>
<i>At this stage it is ok. In the near future there may not be enough.</i>
<i>But cost is very high. Anyone would think we are in the City of Perth.</i>
<i>Car park across the road (Car Park #1) is filled with all day parkers from 7.00 am each morning.</i>
<i>Clientele needing to park further away to attend my place of business.</i>
<i>Clients find it difficult to park and often walk a long way.</i>
<i>Clients need to interrupt appointments by going out to move car and/or refill the meter. Pay on exit would be a better alternative.</i>
<i>Complaints by constituents at difficulty in finding parking.</i>
<i>Customers often have to leave during an interview/appointment to put money in the meter. Customer parking should be free.</i>
<i>Customers who come for interviews often have to pop back to their cars to put more money in the meter.</i>
<i>Definitely not — there should be ACROD parking available on Reid Promenade near McLarty Avenue for our elderly patients who have had hip/knee replacements, as it is hard for them to walk long distances.</i>
<i>Depends on day and time.</i>

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Comments (full)
<i>Disabled clients, and disabled clients with bus and car access, have great difficulty. I have clients who have rung and cancelled as they cannot find parking.</i>
<i>Due to the work around the hospital, there are insufficient bays.</i>
<i>Even though we have parking bays we do not have enough. Our members struggle to get paid parking bays as well.</i>
<i>For part-time workers, paid parking is too expensive, if available at all.</i>
<i>I am not really sure what is available to clients during the day for short term.</i>
<i>It is always difficult to direct customers to parking because it is always full and hit-and-miss at best.</i>
<i>Many complaints from customers about insufficient parking — have to return home and cancel appointments.</i>
<i>Most customers are already in financial hardship when seeking our help. To then have to pay for parking or fine and/or go and feed the meter during an interview. Customers are unaware of the parking situation in Joondalup and regularly are late for appointments which then have to be rescheduled.</i>
<i>Most definitely not; patients are frequently late, even though leave early to find parking, which makes our appointments behind all day, which affects everyone's parking times.</i>
<i>Need multi-level parking.</i>
<i>Never any car parking available, car parks are always full</i>
<i>No available parking spaces force customers to drive around to find parking.</i>
<i>No disabled bays close for patients and limited street parking close enough.</i>
<i>No paid parking available.</i>
<i>Not always, as car park opposite is full and paid parking outside is 30 minutes and is sometimes full.</i>
<i>Not for the length of time needed — I have to get my staff to feed metres to help out my clients that are having colour. 1-hour bays just don't work.</i>
<i>Our clients come here to get spoilt and pampered. Instead every hour, while they are having their nails, hair etc., done they have to go and put money in the meter. As their treatments last for a lot longer than 1 hour.</i>
<i>Our clients visit the centre regularly and always have issues finding available parking.</i>
<i>Our company has suffered for many years due to a car park across the road (Car Park #1) being used by all-day parkers.</i>
<i>Our customers are students coming to learn English. Most take the train/bus. They accept there is not parking — does not cause problem.</i>
<i>Paid parking bays always full.</i>
<i>Parking fills up before 7.30 am — it is frustrating and expensive. There is not enough parking. The local parking is filled with hospital workers from across road and construction workers.</i>
<i>Parking out the front is only 2 hours. My business requires longer parking. We have to leave our clients to put more money in the machine for more tickets. This is disruptive to my business, time consuming and costly.</i>
<i>Patients are always complaining that they can't find a parking spot.</i>
<i>People think it is quite expensive and for staff it is hard to keep going out to put money in the box.</i>
<i>Plenty of street parking.</i>
<i>Roadside parking is paid, however they are for all businesses in this stretch, with the addition of a second floor to this building, it will put even more pressure on limited bays.</i>
<i>Same as comment on staff parking. [There is definitely sufficient paid parking available; however, there should be more unpaid parking bays for staff and clients.]</i>

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Comments (full)

Same problem as for staff. In addition, we have families who have a child with a disability and adults with disabilities. They can't manage walking long distances and trying to work out where to park.

Some customers don't come so they don't pay parking or they can't park because the parking is full.

Some customers have small children and would like to park outside the branch for up to 15 minutes for free. Free parking would be better. Some customers have received parking fines due to visiting the branch, first for correct change for the parking meters.

Street parking turns over fairly rapidly.

Temporary parking is filled with desperate employees of local business trying to find parking spaces, combined with the local construction; there is minimal parking for clients.

The large parking place behind our building gets filled by morning, therefore only have metered parking on Lakeside Drive or Reid Promenade. They often come in saying they have been driving round and round trying to find a parking bay.

The majority of our appointments are in hourly blocks, so if they are unable to get a bay in the main car parks and go to street parking where the hour isn't sufficient.

The shopping centre has a lot of parking, however many of our customers are doing a quick transaction so they prefer to park closer.

There are many complaints in this regard.

There are numerous complaints daily from patients regarding parking.

There is a need for some free 15-minute stopping bays for our customers to use.

There is always limited parking and patients tend to run late looking for parking, and then if only find 1 hour parking and appointments are for 2 hours, we need to stop work and go put more money in. Stuffs-up the dentists the whole day.

There is no free parking at all.

There is sufficient parking, but only paid parking.

They can use parking in laneway reserved for Sanori House but these are generally used by people going to the gym.

This is a real problem since the hospital staff have been using all the bays — we are across the road from the hospital. Patients complain constantly about parking.

Unless elderly clients park in the 30-minute zones outside our office and get tickets, then it becomes a problem.

Varies daily, but usually yes.

Vehicle volumes have increased so much in the last 2–3 years; clients have to spend time searching for parking.

Very hard to find parking bays close by at times, depending on what's going on in Joondalup at the time.

We currently have our business premises up for sale. The sole reason for us relocating out of Joondalup is the number of our customers who are upset and frustrated by the lack of all-day parking.

We do however find the parking ticket attendants extremely vigilant and cause stress to our clients who could be in an appointment which can run overtime sometimes. They have also been found to be quite rude.

We lose clients because of this.

When re-development of Grand Boulevard was done, parking on the service roads should have been removed and diagonal parking used.

Yes, but I truly believe that customers should be able to park for 15–30 minutes (i.e. for quick document pick-ups) for free (i.e. they pick up a ticket which allows 15–30 minutes free parking).

YOUR CUSTOMERS — “DO YOU EXPECT THE NUMBER OF CUSTOMERS TO YOUR BUSINESS TO INCREASE OVER THE NEXT 5–10 YEARS?”

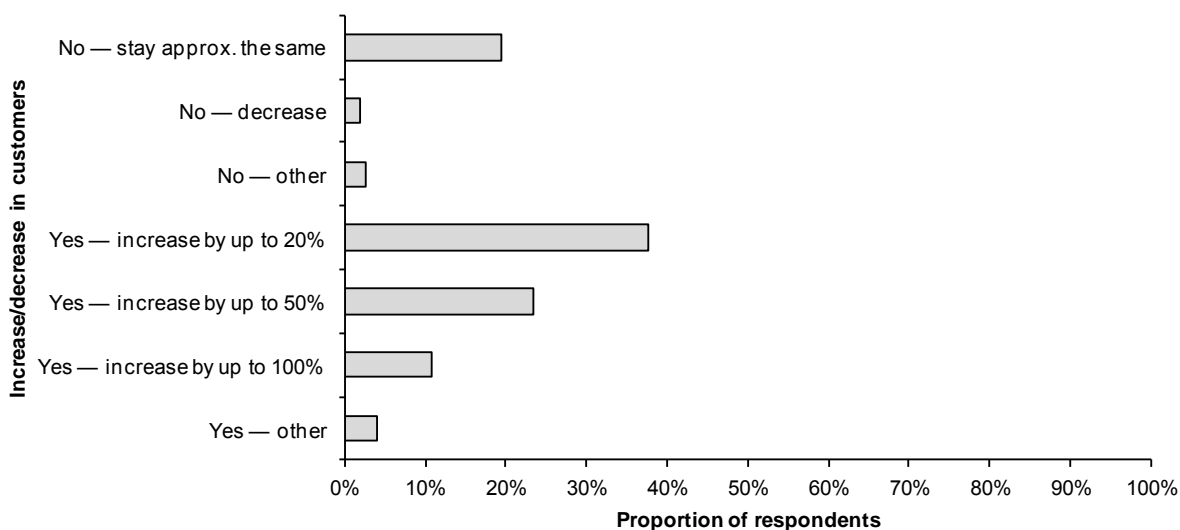
City of Joondalup Business Case – Multi Storey Car Park

Respondents were asked “Do you expect the number of customers to your business to increase over the next 5–10 years?” A total of 149 respondents replied to this question; the results have been summarised in Table 17 and Chart 12 below. Results for this question were varied (likely reflective of the types of businesses within the catchment area). The largest proportion of respondents expects the number of customers to their businesses to increase by up to 20% (37.6%). Sizeable proportions also expect their customers to increase by up to 50% (23.5%) and 19.5% of respondents expected their customer to remain approximately the same.

Table 17. Expected increase/decrease in the number of customers to businesses

Increase/decrease in customers	Responses	
	N	%
No — stay approx. the same	29	19.5%
No — decrease	3	2.0%
No — other	4	2.7%
Yes — increase by up to 20%	56	37.6%
Yes — increase by up to 50%	35	23.5%
Yes — increase by up to 100%	16	10.7%
Yes — other	6	4.0%
TOTAL	149	100.0%

Chart 12. Expected increase/decrease in the number of customers to businesses



Those respondents who selected “no — other” indicated that they expect the number of customers to their business to decrease (primarily due to parking issues). Those who selected “yes — “other” indicated that they were unsure about whether the number of customers to their businesses would increase or not, but were hopeful that they would increase.

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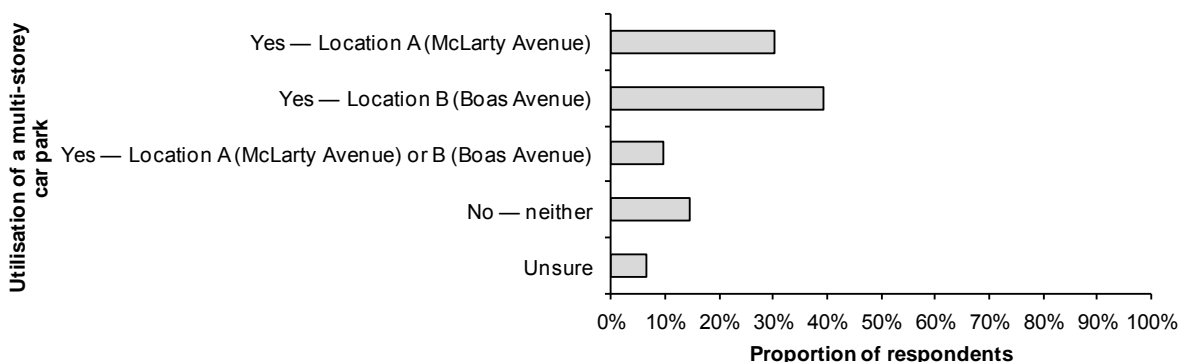
GENERAL — “IN YOUR OPINION, IF A MULTI-STOREY CAR PARK WAS CONSTRUCTED IN EITHER LOCATION (MCLARTY AVENUE AND BOAS AVENUE), DO YOU BELIEVE THIS WOULD BE USED BY YOUR STAFF AND CUSTOMERS?”

Respondents were asked “In your opinion, if a multi-storey car park was constructed in either location (McLarty Avenue and Boas Avenue), do you believe this would be used by your staff and customers?” The results have been summarised in Table 18 and Chart 13 below. Results for this question were split fairly evenly between McLarty Avenue and Boas Avenue, with respondents slightly preferring Boas Avenue (39.2% for Boas Avenue and 30.1% for McLarty Avenue).

Table 18. Utilisation of a multi-storey car park at either McLarty Avenue or Boas Avenue by staff and customers

Utilisation of a multi-storey car park	Responses	
	N	%
Yes — Location A (McLarty Avenue)	46	30.1%
Yes — Location B (Boas Avenue)	60	39.2%
Yes — Location A (McLarty Avenue) or B (Boas Avenue)	15	9.8%
No — neither	22	14.4%
Unsure	10	6.5%
TOTAL	153	100.0%

Chart 13. Utilisation of a multi-storey car park at either McLarty Avenue or Boas Avenue by staff and customers



Respondents were given the opportunity to provide comments on the establishment and appropriate location of a multi-storey car park. A total of 54 respondents provided comments on this question. Comments were varied and generally related to the specific circumstances of individual businesses. As such, these have not been summarised, except for a word cloud at Figure 4, but are provided in full in Table 19 below.

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Figure 4. Word cloud of comments on the establishment and appropriate location of a multi-storey car park (words > 3 mentions)



Table 19. Full comments on the establishment and appropriate location of a multi-storey car park

Comments (full)
<i>Although not if it is overpriced.</i>
<i>Anything is better then what we have now.</i>
<i>As long as it's not paid parking or permits were given to business for clients.</i>
<i>As the clients will still have to walk a bit of a distance to park the car. Some of our clients have spray tans, hair dos and if it's raining or windy both these will be ruined.</i>
<i>As we have elderly patients and distance would be an issue.</i>
<i>Boas Avenue preferable since it is closest to [...] — just.</i>
<i>Both are too far away for some customers to walk to our office on Boas Avenue.</i>
<i>Both areas need multi-storey parking as traffic congestion is terrible in Joondalup.</i>
<i>But only if the costs are kept at a minimum.</i>
<i>By staff yes, by patients no. They are injured and need parking close by for obvious reasons, minimal close-enough disabled parking also.</i>
<i>Car Park A — could be used by the all-day parkers from Car Park #1 if it changes to 30 minutes and 2–3 hour spots. That would work for us.</i>
<i>Definitely — yes yes, especially since patients need more access to the hospital too.</i>
<i>Depending on the cost of parking.</i>
<i>Depends if cheaper to park on road or in the car park.</i>
<i>Depends on cost.</i>
<i>Either location, we would love any long-term parking.</i>
<i>Either — Location B would put the car park in the heart of our problem area. Location A is close to Joondalup shopping centre — I would imagine less of a problem exists there.</i>
<i>I also think that parallel parking on Lakeside is silly. Take out the garden beds and make angled bays. There would be more bays.</i>
<i>I am on Central Walk and we need the parking around here to be 3 hours at least please.</i>
<i>I think this solution will serve all the CBD customer needs for the business ring and current retail to flourish.</i>

⁴⁰ Name removed for privacy reasons.

City of Joondalup Business Case – Multi Storey Car Park

Comments (full)

<i>If the all-day parkers parked in A and Car Park #1. McLarty had allocated 15–30 minutes free and 24-hour bays, we might survive.</i>
<i>If the cost is low.</i>
<i>It would depend on the cost of this parking.</i>
<i>It's too far from my shop; need to make one bit closer.</i>
<i>Location A is a better place for a multi-storey car park due to the number of businesses in the area and the shopping centre next door.</i>
<i>Mainly at Location A, because it is close to the train, people will park there and walk through shopping centre to train station.</i>
<i>Most probably both A and B would be used.</i>
<i>My customers want free parking for shopping, they don't want pay any and are not happy to buy a ticket in a machine.</i>
<i>My disabled clients/elderly clients with sore feet would find it difficult, however at the moment, I am losing paying patients.</i>
<i>My office overlooks the McLarty Avenue site and there appears to be sufficient space every day for the traffic using this car park — never seen it at 100% capacity since the introduction of paid parking. Would be good to have a section at a lower all-day parking rate for workers.</i>
<i>Near to [...] — parking for staff and customers. Prefer non-paid parking for staff.</i>
<i>Need more parking.</i>
<i>Not customers — staff possibly.</i>
<i>Not for shopping — Boas Avenue.</i>
<i>Not really relevant to us.</i>
<i>Our clients would definitely use this one.</i>
<i>Parking at hospital will be opening soon.</i>
<i>People do not want to pay.</i>
<i>Prefer not to have the eyesore.</i>
<i>Staff and customers would use the car park if the cost was not prohibitive. Our customers are elderly or disabled and may not be able to comfortably walk the distance.</i>
<i>Staff, not customers; as many are out of town and is too difficult to explain — we need bays on the roadside.</i>
<i>Staff would use it — especially if all-day parking. However, can't say for our customers.</i>
<i>Suitable for customers and staff, 'B' suitable for staff only</i>
<i>The staff within our call centre would most definitely utilise Parking Area B on a daily basis.</i>
<i>There is a significant lack of parking available to employment in Joondalup. "A" would not seem so practical since shoppers have available to them the shopping centre parking. Employed staff do not. Takes me longer to walk from my car than to drive to Joondalup sometimes.</i>
<i>Too expensive</i>
<i>Too expensive, maybe Location B if it had cheaper rate for all-day (perhaps early bird special like Fremantle before 9.00 am).</i>
<i>Too far from where our business is based.</i>
<i>Very handy</i>
<i>We are moving premises soon to over near Davidson Terrace. Extra parking there would be very helpful.</i>

⁴¹ Name removed for privacy reasons.

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Comments (full)
<i>We have parking bays behind our office allocated to staff and visitors.</i>
<i>We will be moving to Shenton House on the corner of Shenton Avenue and Grand Boulevard mid-2013.</i>
<i>Yes, but there should be a policy in place for people who work in the area to get discounted parking like the current \$3.50 per day everywhere in Joondalup. \$9.00 a day is ridiculous.</i>
<i>Yes, if it is free parking or at least permitted for staff.</i>

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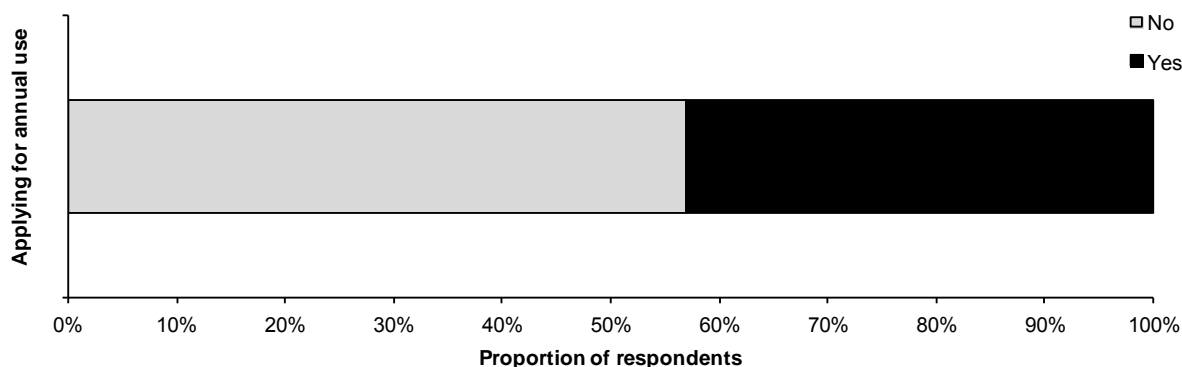
GENERAL — “IF A MULTI-STOREY CAR PARK WAS CONSTRUCTED IN EITHER LOCATION A (MCLARTY AVENUE) OR LOCATION B (BOAS AVENUE), WOULD YOU CONSIDER APPLYING FOR ANNUAL USE OF ONE OR MORE DESIGNATED BAYS?”

Respondents were asked “If a multi-storey car park was constructed in either Location A (McLarty Avenue) or Location B (Boas Avenue), would you consider applying for annual use of one or more designated bays?” A total of 123 respondents provided a reply to this question; the results have been summarised in Table 20 and Chart 14 below. Slightly more than half of all respondents to this question would not consider applying for annual use of one or more designated bays (56.9%).

Table 20. Businesses that would consider applying for annual use of one or more designated bays in a multi-storey car park

Applying for annual use	Responses	
	N	%
No	70	56.9%
Yes	53	43.1%
TOTAL	123	100.0%

Chart 14. Businesses that would consider applying for annual use of one or more designated bays in a multi-storey car park



Respondents who indicated that they *would* consider applying for annual use of one or more designated bays (i.e. answered “yes”), were asked how many bays they would consider applying for. A total of 40 respondents replied to this question (75.5% of those who indicated that they *would* consider applying for annual use). The results are summarised in Table 21 below. Of the businesses who responded, 15 would consider applying for 5–10 bays (37.5%) and 13 would consider apply for 2 bays (32.5%). The average number of bays businesses would consider apply for is 5.9 and the median is 3.5.

Table 21. Number of designated bays businesses would consider applying for annually

Number of bays	Responses	
	N	%
1 parking bay	4	10.0%
2 parking bays	13	32.5%
3 parking bays	3	7.5%
4 parking bays	2	5.0%
5–10 parking bays	15	37.5%

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More than 10 parking bays	3	7.5%
<i>TOTAL</i>	<i>40</i>	<i>100.0%</i>

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Respondents were also given the opportunity to provide comments on the possibility of annual use of designated bays. A total of 54 respondents provided comments on this question. Comments were varied and have been summarised in Table 22, Chart 15 and Figure 5 below and are provided in full in Table 23. A large proportion of those respondents who provided comments indicated that their decision on whether to apply for annual use of designated bays would be dependent on cost (37.0%).

Table 22. Summary of comments on the possibility of annual use of designated bays

Comments (grouped)	Responses	
	N	%
Decision dependent on cost	20	37.0%
No — business already has designated/reserved bays	4	7.4%
No — multi-storey car park locations are too far away from business	3	5.6%
Yes — would like annual permits (general comments)	10	18.5%
Unsure/possibly (general comments)	14	25.9%
Other general comments about parking	3	5.6%
TOTAL	20	37.0%

Chart 15. Summary of comments on the possibility of annual use of designated bays

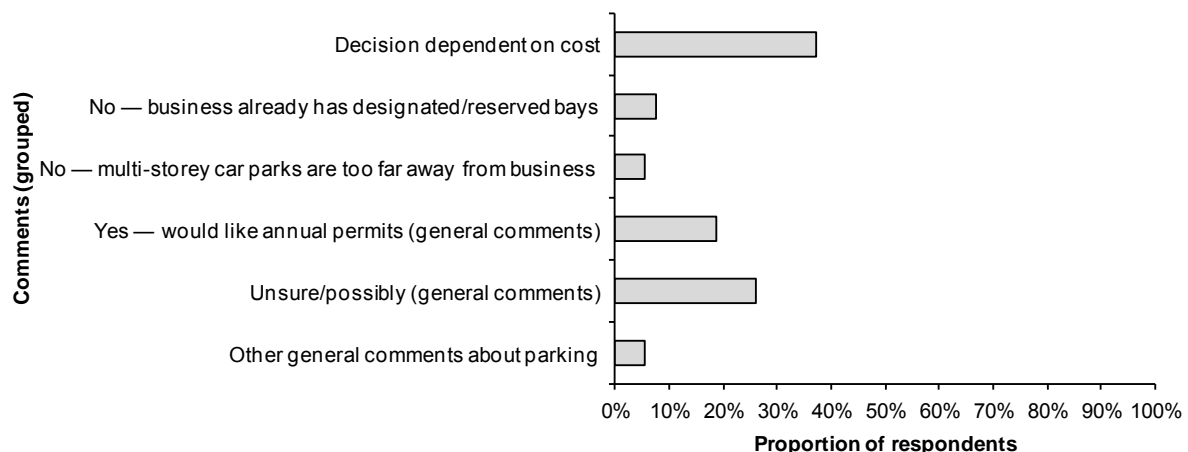


Figure 5. Word cloud of comments on the possibility of annual use of designated bays



Table 23. Full comments on the possibility of annual use of designated bays

Comments (full)
<i>All ticket machines in Joondalup should have card facilities. People come in for change all the time. This adds stress to my team as we have to leave our clients all the time.</i>
<i>Already have arrangements with Sanori House.</i>
<i>Also depends on cost.</i>
<i>Based on today.</i>
<i>But only if costs are at a minimum.</i>
<i>Currently have six doctor bays in building car park. If doctor numbers increase, additional bays would be required.</i>
<i>Dependant on cost.</i>
<i>Dependant on cost.</i>
<i>Depending on costs involved.</i>
<i>Depending on price.</i>
<i>Depends on cost, we're a non-profit organisation.</i>
<i>Depends on cost.</i>
<i>Depends on cost.</i>
<i>Depends on pricing — 3 bays only.</i>
<i>Depends on the cost.</i>
<i>Don't know. I would have to discuss with upper management. There are Government budget cuts.</i>
<i>Final decision would depend on the cost (i.e. if the cost was less than 5–6 hours normal parking).</i>
<i>I don't know as I don't make the decisions.</i>
<i>I guess so.</i>
<i>If at a cost.</i>
<i>If free</i>
<i>If it was free then yes.</i>
<i>If we were still going to be in this area.</i>
<i>It would depend on the cost and the location.</i>
<i>It would depend on the cost, but we desperately need at least two bays just for staff to be able to park somewhere all day.</i>
<i>Maybe</i>
<i>Maybe — but it's a bit far to walk when we have bays behind the salon that we could use.</i>

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Comments (full)
<i>Maybe — if it was Location A.</i>
<i>Most definitely — I would apply today for an annual pass for existing spaces if it were available. It is painful not to be able to do so.</i>
<i>My customers don't like to walk too far to my shop.</i>
<i>Not at present time.</i>
<i>Not sure</i>
<i>Not sure (Government Department).</i>
<i>Our staff members are currently on waiting lists for the Joondalup House car park — they would be very keen to register for the bays.</i>
<i>Possibly</i>
<i>Probably not, but the boss is away so can't say definitely.</i>
<i>The company I work for wouldn't, but individuals may be interested.</i>
<i>Too far for our customers.</i>
<i>Too far from business location and I suspect cost would be prohibitive.</i>
<i>Two already paid for at \$50 per week.</i>
<i>Unable to say — not in position to make these decisions.</i>
<i>Unsure — cost dependant.</i>
<i>Unsure — cost would need to be considered.</i>
<i>Unsure — not involved with the finance side of the company have to seek approval from upper management.</i>
<i>Unsure, would be a business decision, I can't answer.</i>
<i>Unsure. Management would need to be consulted on this matter.</i>
<i>We have our designated bays.</i>
<i>We have previously been denied extra parking bays for staff use.</i>
<i>We have requested annual passes for our staff previously as it makes sense.</i>
<i>We have two bays designated for our business and people still use them without permission even though it states "Reserved for [...] ⁴² Only".</i>
<i>We pay enough rates as it is.</i>
<i>We would love any long-term parking.</i>
<i>Would depend on annual cost and location</i>
<i>Would increase over time.</i>

⁴² Name removed for privacy reasons.

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GENERAL — “DO YOU HAVE ANY OTHER COMMENTS ABOUT PARKING ARRANGEMENTS IN THE CITY OF JOONDALUP”

Respondents were asked “Do you have any other comments about parking arrangements in the City of Joondalup?” A total of 101 respondents provided a reply to this question; comments varied widely and have been summarised in Table 24, Chart 16 and Figure 6 below and are provided in full in Table 25.

Table 24. Summary of further comments about parking arrangements in the City of Joondalup⁴³

Comments (grouped)	Responses	
	N	%
Annual passes or designated/reserved bays for businesses required	6	5.9%
City Parking Officers are impolite/unhelpful/too stringent with fines	6	5.9%
Designated bays currently used illegally by others	4	4.0%
Hourly parking zones are limiting for staff/customers	14	13.9%
Initial time period should be free	12	11.9%
Insufficient ACROD parking available	6	5.9%
More all-day parking/long-term parking required	4	4.0%
More free/low-cost parking required	8	7.9%
More parking required (in general)	12	11.9%
Multi-storey car park — would like to see one built	5	5.0%
Multi-storey car park — (general comments about design/location/pricing)	5	5.0%
Parking is too expensive (in general)	11	10.9%
Parking issues are affecting business	8	7.9%
Parking signs are confusing	3	3.0%
Parking tickets should be able to be used in multiple locations	2	2.0%
Receive complaints from staff/customers about parking issues	7	6.9%
Other general comments about parking issues	23	22.8%
TOTAL	101	134.7%

⁴³ N.b. Percentages in Table 24 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

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Chart 16. Summary of further comments about parking arrangements in the City of Joondalup⁴⁴



⁴⁴ N.b. Percentages in Chart 16 do not equal 100.0% when added together, as some respondents provided more than 1 reason.

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Figure 6. Word cloud of further comments about parking arrangements in the City of Joondalup



Table 25. Full comments about parking arrangements in the City of Joondalup

Comments (full)
<i>\$6 per day at the back is a lot for employees.</i>
<i>A lot of our patients complain about the expense and especially confusing parking fees (different fees and hours) in such a small area.</i>
<i>A multi-story car park would be a great addition to the Joondalup area. As a business we would be very keen to see this development take place.</i>
<i>After 14 years not been heard we've almost given up. Once a thriving business with 100s of clients per day. Down to a couple of dozen per day all because of no parking.</i>
<i>All-day parking price and security in multi-storey car park must be high on list of considerations.</i>
<i>Are the car parks going to be underground with commercial/retail on top? Or is City of Joondalup just going to build a concrete eyesore?</i>
<i>As stated above, I think there should be a discount/concession for people who work in the area to get \$3.50 parking per day — everywhere. It is far too expensive in some locations.</i>
<i>Better signage please and more parking — Joondalup has grown massively in the last five years.</i>
<i>Boas Avenue is full with hospital workers, Homeswest allocation is blocked and empty, not enough disabled bays, My staff have to park miles away.</i>
<i>Businesses should have option for annual passes as is very expensive. As our office has a lot of sales representatives, they are in and out all day so finding coins etc. (pain) also not practical as in and out.</i>
<i>Cancel paid parking on main roads or make 30 minutes free parking on main roads.</i>
<i>City of Joondalup is growing fast, attracting lots of visitors due to the wonderful facilities it has to offer. More parking facilities are definitely required.</i>
<i>Could there please be first 1 hour free (like Leederville) as our clients are low income earners and looking for work. Some of their fines were for going 5 minutes over, which is unnecessary.</i>
<i>Disappointed after 14 years at this address and once a thriving business of 100–200 clients to be halved to 40–80 clients a day due to parking and still declining.</i>

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Comments (full)

Even if our business did not apply for designated bays, we are certain our staff would still use this constructed parking facilities, providing that parking fees are reasonable.

Everyone complains there is not enough parking — something has to be done in the near future.

First 15 minutes should be free to allow customers to use the banks.

First hour free to encourage customers to utilise the Joondalup business area and increase business revenue. Timed street parking with no charge. Fine if overstay their welcome. Get receipt from business visited to get free parking (i.e. not shopping centre but small business outside.)

[...] ⁴⁵ should have at least two free car bays outside office on Lakeside.

Free parking at Lakeside will reduce as Lakeside expands. Many members/staff unwilling/unhappy to pay for parking.

From time-to-time we require parking inspectors to book cars illegally parked in our paid bays and often there is a lengthy delay in them attending, resulting in the offender getting away scott-free, particularly between 12.00 noon and 2.00 pm.

Half-hour restriction on Reid Promenade is insufficient time for the majority of our clients.

Half-hour parking outside radiology is not long enough for most patients.

Have been unfair.

I am of the opinion that Location A is more centrally located; it is closer to the majority of the businesses in the CBD.

I have had numerous complaints from clients receiving parking fines while getting change for machines. Parking attendant not being courteous and reflecting poorly on City of Joondalup and my business. Need to be able to use same ticket in multiple locations within the City of Joondalup.

I think perhaps along Boas Avenue should be free for a period of time. Perhaps the first 10 minutes, then pay after. For someone doing a very quick task like using an ATM it costs them money for the sake of a 2 minute job.

I think that if someone is only 5 minutes over their parking time, some leeway should be given as it is not always their fault.

I think the City has grow irregularly and you have to make sure there is a good blend of parking and bike road access plus lots of trees as can appear hot with too many buildings close to road.

I think there should be 10-minute free bays outside banks etc. Even Subiaco provides free parking for 1/24. The raise in daily fees to \$3.50 was not well-promoted, no grace period — very mean.

I would like the current situation addressed as soon as possible.

Impossible to find parking, especially from midday.

It might be a great revenue-raiser, but if I didn't live so close, parking would be why I would relocate.

It really has to change — like I said, people will pay a couple dollars to park — but we need it up to 3 hours.

It's very expensive.

Loading bays are needed for business deliveries.

Local businesses need to be looked after by the City.

Long-term parking is overpriced and the increase in July was too much. Also it is a struggle to get any long-term parking after 8.00 am due to all the building works in the area. If a multi-storey is built, the price of all-day parking should not be higher than \$3.50 and some short-term parking should be changed to long-term whilst it is built.

Lots, but you would not like them.

Low cost parking for employees is essential.

⁴⁵ Name removed for privacy reasons.

City of Joondalup Business Case – Multi Storey Car Park

Comments (full)
<i>Lower cost</i>
<i>More free or low-cost daily parking needs to be available.</i>
<i>Multi-storey is a great idea as Joondalup is booming in numbers.</i>
<i>Need a variety of time limits (i.e. 30 minutes, 1 hour, 2 hours, 4 hours, all-day) to encourage availability.</i>
<i>Need more parking bays on McLarty Avenue.</i>
<i>No loading bays for supplies or tradesman etc. Extended parking times — allowing customers to stay longer.</i>
<i>No particular issues at this stage.</i>
<i>No unloading zone at the front of office, required — as nothing is near us.</i>
<i>Not enough</i>
<i>Not impressed by Site A, would prefer Site B, if any.</i>
<i>Not sufficient disabled bays close to Medical Centre.</i>
<i>Our business brings more people to Joondalup than any other, unfair that employees must pay to work when [...] ⁴⁶ staff are given permits.</i>
<i>Paid parking had an effect to begin with. Concerned the bays may be removed at the front of the building — would harm trade.</i>
<i>Paid parking has definitely had an impact on our business. Patients always complain and people are going to another dentist without paid parking.</i>
<i>Paid street parking in Joondalup is something we, as business owners, have to live with, but I think the City should look again at Saturday mornings being unpaid — as this will assist all the eateries that are open for business. We would prefer our customers to eat in Joondalup as opposed to Hillarys or Mindarie.</i>
<i>Parking is too expensive for employees who work 5 days a week. Need to consider allocated bays or parking permits for workers around Joondalup.</i>
<i>Parking is very poor and is getting worse.</i>
<i>Parking restrictions in Joondalup stagnate the growth of local business by making it impossible for staff or clients to visit local business. The frequency/severity of parking inspectors (and their unforgiving attitude) keeps people away and into areas with free parking (Leederville/ Subiaco...) Additionally, giving tickets to shoppers at Lakeside is hilarious — why give tickets/restrictions to paying customers? Great incentive to come in Joondalup.</i>
<i>Parking should provide more disabled bays. Patients don't come to Joondalup because they don't like to pay for parking.</i>
<i>Parking time should be increased from 4–8 hours in the shopping centre.</i>
<i>Please build the multi-storey quickly; it is affecting the growth at Joondalup.</i>
<i>Please do something about this. We also have to compete on Tuesdays with [...] ⁴⁷ who hold meetings next door.</i>
<i>Possibly more ACROD parking.</i>
<i>Provide 1–2 free car bays in front of office.</i>
<i>See previous comments on diagonal parking, reduce pavement widths and instigate it.</i>
<i>Seems we should have been addressing this three years ago. As Joondalup continues to grow it would appear no steps have been taken so far to grow parking with it. Only increasing the cost of it.</i>
<i>Short-term parking on Grand Boulevard need a 15–30 minute free period for customers to pick-up/pop to bank etc. We have clients had tickets on Saturday mornings for a 5 minute pick-ups — and there have been no other cars in sight. This indicates parking is only revenue-based.</i>
<i>Shouldn't have to pay for parking to come to work. Four hour limit at shopping centre is not enough.</i>

⁴⁶ Name removed for privacy reasons.

⁴⁷ Name removed for privacy reasons.

City of Joondalup Business Case – Multi Storey Car Park

Comments (full)

Since introduction of streetside paid parking, customers have dropped by 50%. This is applicable not only to my business but to all as I have received feedback/comments from others as well.

Since the meter parking came into being in 2008 — the sign is very ambiguous. It doesn't mean you can park for part of that hour. So our elderly clients come for maybe half-hour appointment and have put in \$1, which has now gone up to \$1.10. Also the machine doesn't always take their money and they can't walk to get to the other ticket machine. I advise them to leave a note on the dashboard.

Staff who start after 8.15 am pay for parking every day. Sometimes they need to move their car throughout the day.

Survey questions not helpful.

The Council should consider some kind of system to allow staff from within the Joondalup CBD to park walking distance from their place of work free-of-charge.

The current situation does not work for us. Customers should be able to park as long as they want out front of the shop and pay accordingly. Not every hour.

The [...] ⁴⁸ on Lakeside have their own parking bay and then heaps of visitor bays. No one can use this parking, which is stupid, as [...] ⁴⁹ don't have cars and don't use their own bays, let alone the visitor bays. Location A and B should both be multi-storey car parks and at the hospital and at the library car park on Boas Avenue.

The hourly rate of the current Car Parks A and B are vastly different. Would like the opportunity to purchase a 3–12 month parking permit to use in any car park.

The parking in Joondalup has caused our business a lot of grief over the past year. E.g. clients have been late to appointments because they can't find parking and because there is only a limit of 2 hours maximum along our street, people have to move their cars while having their service done which causes inconvenience. I think we need reserved bays for businesses.

The parking is terrible all over Joondalup as it does not cater to local businesses at the moment.

The parking limit in the area of 30 minutes is not appropriate or fair when clients have 1–2 hour appointments and this causes stress for our clients and students at our clinic.

The time limits on bays can be a bit annoying, although the costs per hour are reasonable and make parking around Joondalup more easily available.

The whole pay parking is an absolute debacle. So many people will not visit Joondalup now. I don't think the City has done itself any favours by bringing paid parking into the City.

There are currently not enough bays and we continually catch non-members using our bays. Any suggestions on how to monitor our bays better would be greatly appreciated.

There are no disabled bays outside this building ([...] ⁵⁰) Considering most tenants here are doctors and therefore see elderly and disabled patients (sometimes by ambulance) it is essential.

There are only two disabled bays on Reid Promenade.

There needs to be a lot more, at present if you don't get to work before 7.30 am you miss out.

There should be more availability for customers to have 1-hour free parking.

There should be more free parking available.

They are a mess. They are costing business proprietors, both in the loss of customers and in parking fines. We have had a fine while unloading a vehicle and paid several for customers.

Think it is terrible to have to pay for a ticket twice if you move from one street to another. A parking ticket should cover all streets during the purchased time.

Time to park — 1 hour parking isn't always enough.

⁴⁸ Name removed for privacy reasons.

⁴⁹ Name removed for privacy reasons.

⁵⁰ Name removed for privacy reasons.

City of Joondalup Business Case – Multi Storey Car Park

Comments (full)

Too expensive

Totally inadequate at the moment and very costly to our business due to lost time as staff must move and pay for parking two-hourly. Also paying frequent parking for car fleet used by clinical staff.

We get a lot of customers coming in looking for change. Perhaps further look into the machines giving change.

We have 16 bays for four shops to use, a lot of (cheap) people park in our bays and go to work or do other things to avoid paying. We can't do anything about it. How about giving the locals a helping hand?

We need a special "Real Estate Permit" to park within the City of Joondalup as we do many property inspections on a daily basis and permits given to residents/tenants are only for certain specified areas — it can be a pain in the arse.

We need more all day parking as staff starting at 10.00 am to 6.00 pm find it hard by 10.00 am to find all-day parking and may have to walk a long way back to their cars at night (end of shift).

We regularly receive complaints from clients ranging from the exorbitant cost, damage to parked cars, tickets issued at the minute of expiration. The list goes on, but the general attitude is one of feeling exploited.

What will happen while the multi-storey is being constructed? Could angled parking on Lakeside Drive be put across the median strip and facing into the business and housing — this would allow greater parking as well — done before the multi-storey please.

Where do I start? The business has sent several letters on this matter however none have been resolved sufficiently. There is no point even bothering to be honest.

Would it be possible to have an area for all-day parking? Next time there is a price increase could you put notices on the machines.

Yes, that the 4-hour parking at the shopping centre is too short.

City of Joondalup Business Case – Multi Storey Car Park

APPENDIX 10

Decision Criteria – Explanation of Criteria and Maximum Score

Table Lists criteria that are used to evaluate the most suitable option for constructing a MSCP. There are 7 criteria are split into 2 categories:-

- Financials
- Business, Community & Economic Development

Each of the seven criteria is assigned a maximum score. Each criterion is important, however some criteria are deemed more important than others and therefore having a higher potential maximum score. The justification for criteria having a higher maximum score than others is explained in Table 26 below.

Decision Criteria

Criteria		Max Score	Explanation of Maximum Score
<u>FINANCIALS</u>			
A1	<u>Capital Costs & funding</u> <i>Are the Capital Costs and Funding, within the approved 20 Year Strategic Financial Plan ?</i>	8	<u>Very Important</u> <ul style="list-style-type: none"> ○ The costs of building a MSCP are high, being at least 50% of the annual capital budget ○ An option should be scored down if it is estimated to cost more than the <i>Strategic Financial Plan</i>, although it is not a showstopper if the estimates are higher, as the <i>Strategic Financial Plan</i> can be adjusted ○ The scoring range should ensure that large differences in Capital costs between options provide a differential for each option ○ The Maximum Score available for this criteria is 8
A2	<u>Income Projections</u> Does the Income allow the project to break even within the life of the project?	12	<u>Extremely Important</u> <ul style="list-style-type: none"> ○ The maximum score available is 12, 4 more than the Capital Costs ○ The annual income is less than 1/20th of the initial capital costs, and initially may not appear to be as important as the Capital Costs ○ However the Income projections are more important than the Capital Costs, because the project has a long life (40 years) and the income determines when the project will pay back, and also determine the surpluses that the city will enjoy thereafter

City of Joondalup Business Case – Multi Storey Car Park

Criteria	Max Score	Explanation of Maximum Score
A3 <u>Risk</u> What level of risk is there with the cash flows?	8	<u>Very Important</u> <ul style="list-style-type: none"> ○ The Maximum Score available is 8, the same as the Capital Costs but less than the Income projections ○ All cash flows are estimates and there is no guarantee that the estimates will come to pass ○ The risks and opportunities of the cash flows are important, particularly where there may be little difference between the overall cash flows of options ○ Where a project has higher capital costs and higher income projections then it is likely to have higher risk as well ○ The Risk Assessment is therefore deemed Very Important and therefore just as important as the Capital Costs, but not quite as important as the Income projections
<u>BUSINESS, COMMUNITY & ECONOMIC DEVELOPMENT</u>		
B1 <u>Business Needs</u> Will the option provide benefits to the business community of Joondalup?	8	<u>Very Important</u> <ul style="list-style-type: none"> ○ Maximum Score available is 8 ○ The MSCP project is for the benefits of the Business Community and future economic development ○ The location of the MSCP is therefore a very important consideration in the assessment
B2 <u>Visitor Parking Needs</u> Will the option provide benefits to the visitors to Joondalup?	4	<u>Important</u> <ul style="list-style-type: none"> ○ Maximum Score available is 4, which is 4 less than the Business Needs maximum criteria ○ Providing car parking facilities for visitors to the City is important, but not deemed as important as the Business assessment
B3 <u>Prominence</u> Does the project provide opportunity to increase City prominence	4	<u>Important</u> <ul style="list-style-type: none"> ○ Maximum score available is 4, same as the Visitor Needs ○ Any large building project needs to consider the effect it has on the continued prominence of the City i.e. can the facility be recognised as an improvement to the City Streetscape? ○ This is an important consideration, but not as important as the need to provide the facility in the right location that satisfies the needs of the business community

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Criteria		Max Score	Explanation of Maximum Score
B4	<u>City Centre Office Tower</u> How much will the project support the City Centre Office Development?	8	<u>Very Important</u> <ul style="list-style-type: none"> Maximum score available is 8, same as the business needs Providing infrastructure such as the MSCP before the building of the office tower, provides a clear signal that Joondalup is ready to have city centre office development and further improve the chance of success of the City Centre Office Development project Where a location of the MSCP is better suited to the needs of the Office Tower, then it should score higher
<u>TOTAL MAX SCORE</u>		52	

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Decision Criteria – Scoring Range

Table below lists the scoring range that is applied for each option against the seven criteria. The scoring range has the following features:-

- Five possible scores for each criteria
- Minimum acceptable for each criterion provides a score of 50% of the maximum.
- Options which exceed the minimum acceptable earn 75% of the Maximum, or earn 100% of the Maximum Score if they significantly exceed the minimum
- Options which fall below the minimum acceptable will score 25% of the Maximum or 0% if they fall significantly below the minimum. Where an option scores red in one or more criteria this does not necessarily mean the project fails the overall assessment, merely that it is scored down for that criteria
- Maximum Score for all seven criteria is 52, half of this is 26 and considered the minimum acceptable for an option

The scoring range, and indeed this type of decision matrix are subjective. However the crucial aspect of this type of evaluation is the comparison of options and being able to justify (preferably with clear evidence) the difference between options.

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Decision Criteria – Scoring Range

Scoring Criteria			Score Range for each Criteria				
			Scores that will adversely impact on the minimum score required	Neutral (Minimum) Score	Positive score, above the minimum		
ISSUE	MAX		SCORING RANGE				
A FINANCIAL SUSTAINABILITY							
A	Capital Costs & Funding	8	0 Significantly more expensive than the SFP	2 More expensive than the SFP	4 Equal to or very close	6 Less Expensive than the SFP	8 Significantly less expensive than SFP
A2	Income Projections	12	0 Negative impact on Safety	3	6 Breaks even	9 Quicker break even than the Project Life	12 Much quicker break even
A3	Risk	8	0 Significant level of risk w	2 Adverse level of risk compared to opportunity	4 Acceptable level of risk & opportunity	6 More opportunity than risk	8 Minimal risk and / or greater level of opportunity
B BUSINESSES, VISITORS & ECONOMIC DEVELOPMENT							
B1	Business Needs	8	0 Very little benefit	2 little benefit	4 Adequate benefit	6 Good amount of benefit	8 Great level of benefit
B2	Visitor Parking	4	0 Very little benefit	1 little benefit	2 Adequate benefit	3 Good amount of benefit	4 Great level of benefit
B3	Prominence	4	0 Negative impact	1 No impact	2 Will contribute positively to the streetscape ?	3 Will greatly add to the streetscape	4 A significant addition to the streetscape
B4	City Centre Office Tower	8	0 Significantly adverse impact	2 Adversely impacts	4 Will compliment the Office Tower	6 Will be regarded as an enabler to the Office Tower project	8 Significant enabler to the Office Tower Project
Max Scores		52		Pass %	50%	Pass Mark:	26