



# REZONING OF 100-120 PACIFIC HIGHWAY, DOYALSON (DOYALSON WYEE RSL CLUB)

ECONOMIC IMPACT ASSESSMENT

DECEMBER 2018  
PREPARED FOR DOYALSON WYEE  
RSL CLUB



**URBIS STAFF RESPONSIBLE FOR THIS REPORT WERE:**

Director	Princess Ventura
Consultant	Ryan Condon
Project Code	SA7099
Report Number	1

© Urbis Pty Ltd  
ABN 50 105 256 228

All Rights Reserved. No material may be reproduced without prior permission.

You must read the important disclaimer appearing within the body of this report.

[urbis.com.au](http://urbis.com.au)

## TABLE OF CONTENTS

Executive Summary .....	ii
Introduction .....	1
1. The Proposal is Consistent With the Employment Profile of the LGA and Broader NSW Residents .....	6
1.1. NSW Overview .....	6
1.2. Central Coast LGA Overview.....	8
1.3. Projected Employment.....	12
1.4. Summary and Implications .....	15
2. The Proposal is Consistent With State and Local Government Policies.....	16
2.1. Central Coast Regional Plan 2036 .....	16
2.2. North Wyong Shire Structure Plan .....	17
2.3. Summary and Implications .....	19
3. The Proposed Development will Result in Significant Employment Uplift .....	20
3.1. Employment Yield .....	20
3.2. Employment Uplift.....	21
4. The Proposed Development will Facilitate Superior Urban Outcomes .....	22
4.1. Drivers of Successful Mixed Use Centres .....	22
4.2. Summary and Implications .....	24
5. The Proposal Will Generate Numerous Major Economic Benefits .....	25
5.1. Employment Potential From Ongoing Operation .....	25
5.2. Construction Employment.....	26
5.3. Contribution to Employment targets .....	26
5.4. Retail Expenditure .....	27
5.5. Housing Choice and Affordability .....	27
5.6. Investment Stimulus .....	27

5.7.	Orderly and Efficient Use of Land .....	28
5.8.	Summary and Implications .....	28
6.	Employment Land Study .....	29
6.1.	Case Study Learnings .....	29
6.2.	Benchmarking of Proposed Development .....	32
6.3.	Summary and Implications .....	33
	Disclaimer .....	34

**Appendix A**    REMPLAN Methodology

# EXECUTIVE SUMMARY

Urbis has been appointed by The Doyalson Wyee RSL (The Club) to assess the potential economic impacts associated with the proposed rezoning of the site at 100-120 Pacific Highway, Doyalson. Part of the site currently holds the RAW Challenge obstacle course, however most of the site is undeveloped.

An indicative concept plan has been developed for an integrated retail, recreation, community and seniors living precinct, centred around the Doyalson Wyee RSL Club, including:

- A 13,260 sq.m RSL Club building, to relocate from 90 Pacific Highway
- A 10,500 sq.m health and wellness precinct
- A 5,000 sq.m medical clinic
- A 200-room hotel
- Two childcare centres for up to 360 children
- A fast services precinct with four fast food outlets and a petrol station
- A broadacre leisure and recreation precinct over 19 hectares, including RAW Challenge, go-kart track, and paintball field
- Up to 100 seniors living units.

The proposed concept plan includes a diverse mix of uses and a precinct design that gives attention to the natural setting, accessibility and potential synergies between uses on site. The site has the potential to become a vibrant and successful mixed use precinct on the Central Coast, attracting a range of people, from local residents to regional visitors.

## ECONOMIC BENEFITS

The proposed development will generate major economic benefits for the Central Coast LGA, helping to deliver key State and Local Government policies relating to the Subject Site. Economic benefits include:

### More Jobs

New employment uses on the Subject Site could deliver up to **920 jobs**, reflecting a net uplift of **690 additional jobs** across the Subject Site, taking into account the displaced jobs at the existing Club premises at 90 Pacific Highway.

This compares to an estimate of between 259 and 518 jobs on site in the **North Wyong Shire Structure Plan** under the proposed long term development of the site as employment land.

Construction investment of \$37 million per year could generate up to **184** full-time, part-time and temporary jobs annually over the development timeframe, including up to 72 direct jobs and 112 indirect supply chain jobs.

### Contribution to LGA Employment

Employment uplift at the proposed development to equate to approximately **2.3%** of the 29,500 additional jobs projected for The Central Coast LGA by 2036, and around **5.6%** of the 2,600 additional tourism and recreation jobs projected for the LGA by 2036.

### More Spend in Local Centres

The proposed 100 seniors living units will house an estimated 156 senior residents on site. Based on the current spending of Central Coast LGA residents, these new residents could generate up to **\$2.4 million** in retail expenditure in 2025 (in \$2018).

### Greater Housing Choice

Greater housing choice for local residents through additional seniors housing.

### Investment Stimulus

The proposed development represents a significant capital investment, which will result in a variety of flow-on benefits to the local economy.

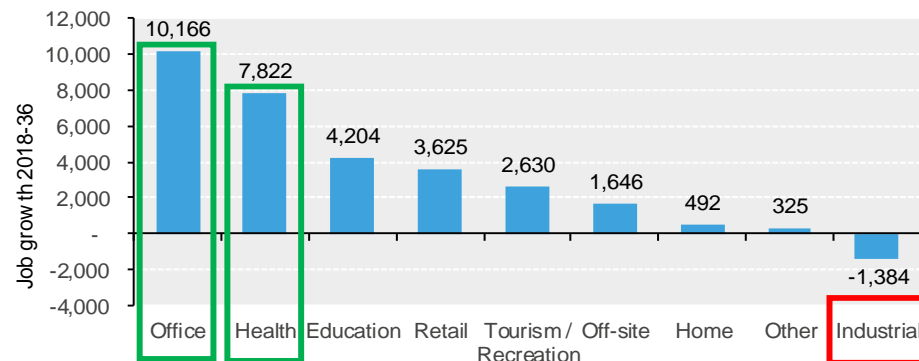
## EVOLVING LAND USE REQUIREMENTS

Overall, from a land use perspective, historic and current economic and employment patterns in the Central Coast LGA and in NSW point towards future trends in:

- Moderate growth in Central Coast LGA jobs that is not keeping pace with rapid population growth in the region, resulting in **more residents commuting out of the region for work**
- **Increasing demand for skilled and knowledge workers**, in sectors such as financial, professional, health care services and construction
- Declining business demand for **industrial** developments and growth in business demand for **office, health, education, retail, tourism and recreation** property classes
- An **intensification of land use** in the Central Coast LGA, including mixed-use development and the co-location of residential development with compatible land uses.

The proposed development includes health, education, retail, tourism and recreation property classes; industries that are forecast to accommodate future jobs. As such, the proposal is consistent with the future employment needs of the LGA.

Figure 1 – Job Growth by Property Type, Central Coast LGA, 2018-36



## EMPLOYMENT LAND STUDY

Case study analysis allows us to provide insights into the different factors influencing the number of jobs that an employment area can accommodate. The key observations from this analysis include:

- Land area does not directly relate to the number of jobs accommodated within a precinct
- The proportion of the total site that is developed affects job creation
- The efficient use of developed land area (type and density of employment use) plays a significant role in the overall employment outcome.

Benchmarking the current and proposed development at the Subject Site reveals the following:

- The Subject Site has a large land area that is currently underutilised. Effective management of undeveloped land area would result in superior job outcomes
- The proposed retail, recreation, and hospitality uses will result in significantly higher job density than solely industrial land uses
- The proposed development represents both a greater proportion of developed land and a more efficient use of land through the inclusion of a diverse mix of employment uses. As such, it would result in superior job outcomes than both the current development and an industrial development outcome at the Subject Site.

## CONCLUSION

Having regard to all these factors, **the proposed development at the Subject Site can make a positive contribution towards employment and economic conditions in The Central Coast LGA, and should therefore be supported.**

# INTRODUCTION

Urbis has been appointed by The Doyalson Wyee RSL Club (The Club) to assess the potential economic impacts associated with the proposed rezoning of the site at 100-120 Pacific Highway, Doyalson.

The Club is seeking to facilitate the future redevelopment of the site for an integrated retail, recreation, community and residential precinct, centred around Doyalson Wyee RSL Club.

The purpose of this report is:

- To assess the level of employment that can be delivered on the Subject Site through the proposed rezoning
- Identify the broader economic impacts associated with the proposed rezoning.

The remainder of this report is structured as follows:

- Section 1 – sets out an overview of The Central Coast LGA employment profile, having regard to historic, current and projected labour market segmentation. This includes analysis of the resident workforce, total labour market, split between property type, and employment retention
- Section 2 – considers the current planning policies and highlights how the proposed development is in line with planning policies
- Section 3 – details the resulting employment uplift that is expected to occur at the Subject Site as a result of the proposed development
- Section 4 – provides a summary of the positive urban outcomes associated with the proposed development at the Subject Site
- Section 5 – considers the economic benefits associated with the development at the Subject Site. It highlights the employment potential associated with the proposed increase of employment floorspace, as well as the contribution this can make to The Central Coast LGA employment projections. Broader economic benefits are also considered

- Section 6 – through case study analysis, provides insights into the different factors influencing the number of jobs that employment lands can accommodate. Specifically, we consider the importance of land area, the utilisation of developable land area, and employment density.

## SUBJECT SITE

The Subject Site is located on 100-120 Pacific Highway, as shown in Map 1.1. It has a total site area of approximately 32.2 Ha and is currently accessed via 65 Wentworth Avenue through 80-90 Pacific Highway.

The Subject Site currently includes the following uses:

- A strip of partly cleared vegetation at 100 Pacific Highway measuring approximately 6.5 hectares
- Cleared and levelled land measuring approximately 11 hectares at 110 Pacific Highway. Part of this land currently holds the RAW Challenge Obstacle Course
- At the north end of the Subject Site at 120 Pacific Highway, there is a second road access point from the Pacific Highway, two greenhouses, an adjoining café, and small body of water around 3,000 square metres
- The remainder of the site is undeveloped land.

## DOYALSON-WYEE RSL CLUB

The Doyalson-Wyee RSL Club (The Club) has been a fully licenced club since 1964, and has grown to become a widely-known club within the Central Coast with over 31,000 active members.

The Club is currently a tenant holding a short-term lease of the property on which they operate, known as 49-65 Wentworth Avenue and 80-90 Pacific Highway. This land is owned by Trustees of Doyalson-Wyee RSL Sub Branch.

The single storey Club building with a GFA of approximately 9,530 sq.m is located at the south-western corner of the Sub Branch site, with a 1,530 sq.m gym in the basement level and at grade parking for 500 cars.

The Club is the owner of three freehold properties at 100, 110 and 120 Pacific Hwy, which make up the Subject Site.

The Club tenant facilitates several different uses that are utilised by different members of the community. These include gaming, dining, retail, entertainment, function spaces, a 24-hour gym, and sporting fields.

## SURROUNDING LAND USES

The Subject Site is located in Doyalson, approximately 110 kilometres north of the Sydney CBD, and 27 kilometres south of Lake Macquarie.

Land uses surrounding the Subject Site include the following:

- Low density suburban area to the south of the site, containing mostly older stock of housing
- Undeveloped Crown land to the east
- The Pacific Highway runs along the western edge of the site, beyond which is undeveloped Crown land
- Large private lots to the north of the site, consisting of a small number of residential dwellings, and large areas of clear land.

## CURRENT EMPLOYMENT YIELD

Based on data provided by The Club, there are currently 40 – 50 staff hired for each RAW Challenge event, twice a year. This is the only employment generated on the Subject Site.

The Club premises on the Sub Branch Property currently employs 185 people, including 150 jobs in the Club and 35 jobs in the gym. The current employment density within the RSL Club building and gym is 1 employee per 52 sq.m of GFA.





© 2018, PSMA Australia Ltd, HERE Pty Ltd, ABS, Produced by Urbis Pty Ltd ABN 50 105 256 228, N6v2018

## PROPOSED DEVELOPMENT

A Planning Proposal has been prepared on behalf of The Club to amend the Wyong Local Environmental Plan 2013 (WLEP 2013) for 100-120 Pacific Highway, Doyalson. The Club is seeking to diversify its offer to meet the needs of a growing local community and to enhance its unique landscape setting to create a new leisure and experience – the Australian Resort.

Therefore, the Planning Proposal seeks to facilitate the future redevelopment of the site for an integrated retail, recreation, community and residential precinct, centred around Doyalson Wyee RSL Club.

The current zoning permits a limited range of land uses, including rural and recreational uses. The Planning Proposal seeks to deliver a broader range of retail, recreation, community and residential uses. The Planning Proposal seeks to change the zoning from RU6 Transition to B4 Mixed Use Zone across the entire site.

An Indicative Concept Plan (Concept Plan) has been developed to support the Planning Proposal. The Concept Plan is shown in Figure 2 on the following page, and includes the following land uses:

- A re-located and expanded **RSL club building**, from 8,000 sq.m (current) to 13,260 sq.m (proposed). In addition to the club-specific facilities, the new RSL club building will comprise a restaurant, food and beverage precinct, function rooms, a hair dresser, dry cleaner and kids internal recreation area
- A re-located and expanded **health and wellness precinct**, from 1,530 sq.m (current) to 10,500 sq.m (proposed). The precinct will be attached to the RSL club building and is proposed to include a gym/fitness centre, spa, swimming pool complex and a physiotherapy facility
- A 5,000 sq.m standalone **medical clinic**
- A **hotel** facility, comprising 102 rooms within a three-storey hotel building, and 98 rooms in villa-style pods

- A standalone **childcare centre** expected to accommodate two childcare operators each with 180 places for children. The building will include total internal space of 2,550 sq.m, and total outdoor area of 3,080 sq.m
- A **fast services precinct** comprising four fast food outlets, a petrol station and an adjoining car wash
- **Broadacre leisure and recreation** uses spread over 19 hectares of landscaped area, facilitated out of a 5,585 sq.m arrival centre and recreational warehouse. Recreation uses include a 4.7 km Raw Challenge course, go-kart track, and paintball field
- **Seniors living** housing, to comprise up to 100 independent living units
- Landscaping, open space and lakefront accessibility.

Figure 2 – Indicative Concept Plan



Prepared by Urbis

# 1. THE PROPOSAL IS CONSISTENT WITH THE EMPLOYMENT PROFILE OF THE LGA AND BROADER NSW RESIDENTS

## 1.1. NSW OVERVIEW

NSW is undergoing a shift away from manufacturing uses towards higher value, mixed-use developments that are more aligned with the prevailing resident employment profile.

Structural changes have occurred across NSW, shifting both workforce capacity and local jobs away from labour intensive and trade exposed sectors to a more serviced based economy.

This change is reflected in the growing proportion of NSW residents with a bachelor degree or higher, and the gradual increase in the proportion of 'white collar' jobs, as shown in Table 1.1.

The net effect of this is an ongoing shift from an industrial based economy to service based sectors. The structural change will affect land use in marginal employment lands such as the Subject Site.

### NSW Tertiary Employment

2006 to 2016

Table 1.1

Occupation (%)	2006	2011	2016
White Collar	70%	71%	72%
Blue Collar	30%	29%	28%
Tertiary Education (%)	2006	2011	2016
Bachelor Degree or Higher	17%	20%	23%
Advanced Diploma or Associate Degree	8%	8%	9%
Undertaking Tertiary Education	5%	5%	6%

Source: ABS; Urbis

Employment trends between 1997-2017 are shown in Chart 1.1, overleaf. Since 1997 the following sector trends can be observed in regard to share of NSW gross state product.

- Financial and insurance services: 11% share in 1997 increased to 14% share in 2017
- Professional, scientific and technical services: 6% share in 1997 increased to 10% share in 2017
- Health care and social assistance: 5% share in 1997 increased to 8% share in 2017
- Manufacturing sector: 14% share in 1997 halved to 7% share in 2017.

This reflects the structural shift in the NSW economy. Namely:

- A contraction in the NSW manufacturing industry as a result of steep international competition, particularly from more cost effective manufacturers in Asia
- Increasing residential construction, maintaining its share of NSW gross state product
- Growth in "knowledge based" sectors such as financial and professional services as more residents obtain tertiary education qualifications
- Growth in health care services, driven by ageing population requiring health and aged care services.

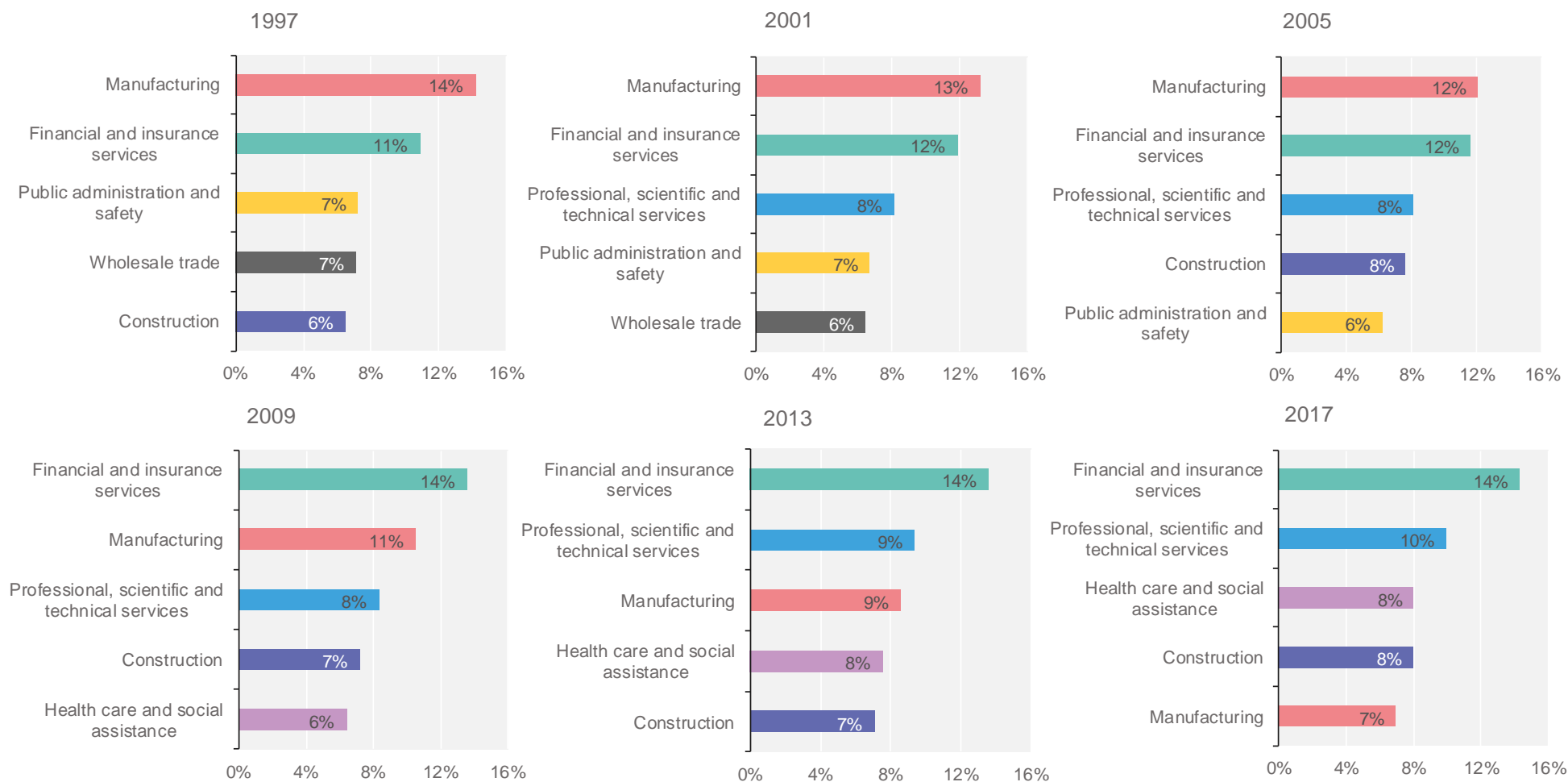
### IMPLICATION

The move towards a knowledge based economy is fuelling higher demand for office, health and education employment floorspace, and diminishing demand for industrial land.

## Top 5 Industry Sectors in NSW by Full Time Employment

June 1997 to June 2017

Chart 1.1



Source: ABS; Urbis

THE PROPOSAL IS CONSISTENT WITH THE EMPLOYMENT PROFILE OF THE LGA AND BROADER NSW RESIDENTS

## 1.2. CENTRAL COAST LGA OVERVIEW

### Demographics

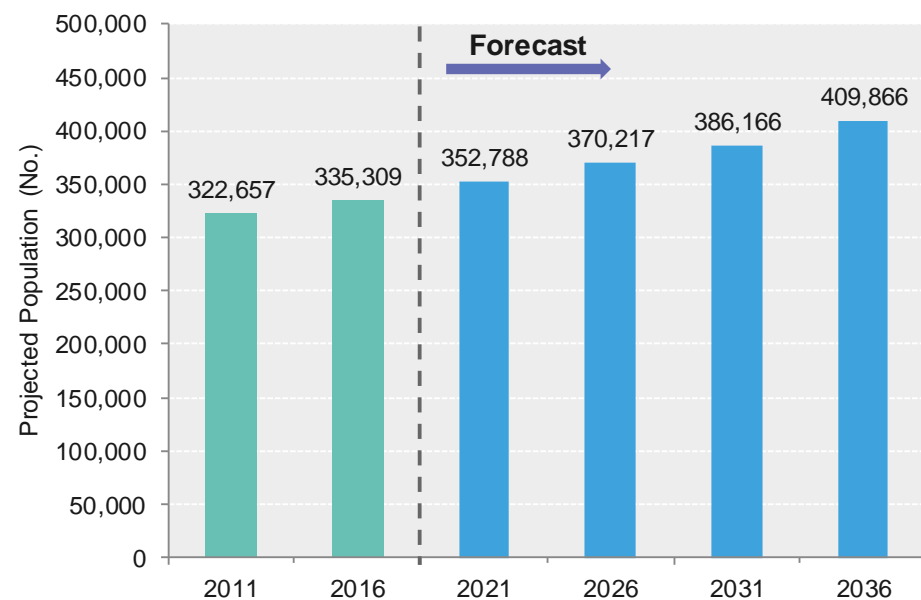
The resident population within the Central Coast LGA is projected to increase by 74,600 persons between 2016 and 2036, equating to around 3,730 additional persons per annum. This is shown in Chart 1.2.

Table 1.2 illustrates the rising tertiary education attainment in the LGA between 2006 and 2016. It is likely that a more educated resident population, set against the backdrop of state-wide employment trends towards service-based industries, will result in the continued up-skilling of the Central Coast LGA resident workforce and employment profile.

### Population Projections 2011 - 2036

Central Coast LGA

Chart 1.2



Source: NSW Department of Planning and Environment; Urbis

Table 1.3 shows demographic data from the ABS 2016 Census. Compared to NSW, the Central Coast LGA has an ageing resident population. The LGA has a smaller proportion of residents aged between 15 and 39, an age bracket that is typically a major part of the workforce. As such, the labour force participation rate is lower in the LGA than across NSW.

### Central Coast LGA Tertiary Employment

2006 to 2016

Table 1.2

Occupation (%)	2006	2011	2016
White Collar	66%	67%	68%
Blue Collar	34%	33%	32%

Tertiary Education (%)	2006	2011	2016
Bachelor Degree or Higher	10%	11%	14%
Advanced Diploma or Associate Degree	7%	8%	9%
Undertaking Tertiary Education	3%	4%	4%

Source: ABS; Urbis

### Demographics - Labour Force

Central Coast LGA vs NSW; 2016

Table 1.3

	Central Coast LGA	NSW
Aged 15-39	28%	34%
Aged 60+	27%	22%
Labour Force Participation Rate	60%	63%
Average Income (Persons aged 15 - 64)	\$42,802	\$47,275
Average Income (Persons aged 65 and over)	\$21,471	\$22,789

Source: ABS; Urbis

### IMPLICATION

From an employment retention perspective, the provision of employment floorspace should be closely aligned to the provision of new dwellings moving forward. The proposed masterplan will deliver employment floorspace to support the expected future inflow of workers of the region.

## LGA Jobs and Resident Workers

A review of employment data for residents and workers in the Central Coast LGA reveals the following insights:

- In 2016, there were **8% fewer jobs than resident workers** in the Central Coast LGA. This demonstrates that the LGA has not been able to provide sufficient employment opportunities to accommodate the needs of its growing population. This is affected by the ageing population and lower labour force participation rate in the LGA.
- Around **69% of LGA resident workers live and work within the LGA**, with the balance of workers travelling further afield to work, according to 2016 ABS data. The most frequent employment destinations for Central Coast LGA resident workers are:
  - Central Coast LGA (69%)
  - Sydney (5%)
  - Hornsby (3%).

Tables 1.3 and 1.4 on the following pages show industry breakdowns of resident workers and jobs in the Central Coast LGA between 2011-2016, indicating the following key trends:

- **A thriving health care and social assistance sector:** In 2016, this sector accounted for the highest proportion of LGA resident workers (16%), and also the highest proportion of jobs in the LGA (18%). Between 2011 and 2016, the industry experienced significant growth, with around 3,600 additional resident workers and 3,300 additional jobs in the LGA
- **A growing resident base of construction workers:** The number of resident workers employed in the construction sector grew by 31% between 2011 and 2016, the highest of any industry. This reflects the greater need for construction workers in the wider Central Coast areas driven by significant development activity
- **Retail jobs remain important:** Retail trade accounted for the second largest proportion of LGA jobs in 2016 (14%), with stable growth over the five previous years

- **Stagnant blue collar employment:** The number of white collar jobs in the LGA grew by 15% between 2011 and 2016, driven by growth in education and training jobs and the professional, scientific and technical services jobs. By comparison, blue collar industries experienced low growth in this period, including a decline of 400 jobs in the manufacturing industry.

### IMPLICATION

From a land use perspective, the future employment profile of the LGA is based in health, retail and skilled jobs. As these jobs typically occur in centres or adjacent to residential areas, industrial zoned lands that are in isolated areas, such as the Subject Site, are not expected to experience growth in demand from businesses.

## Resident Employment by Industry

The Central Coast LGA 2011-2016

Table 1.4

Industry	2011		2016		2011-2016 Change	
	No.	%	No.	%	%	No.
Construction	12,675	10%	16,601	12%	+31%	+3,926
Health care & social assistance	18,922	14%	22,531	16%	+19%	+3,609
Education & training	9,561	7%	11,358	8%	+19%	+1,797
Accommodation & food services	9,697	7%	11,114	8%	+15%	+1,417
Administrative & support services	4,532	3%	5,240	4%	+16%	+708
Public Administration & safety	8,487	6%	9,162	7%	+8%	+676
Professional, scientific & technical services	7,344	6%	7,896	6%	+8%	+552
Financial & insurance services	4,349	3%	4,838	3%	+11%	+490
Other services	5,701	4%	6,095	4%	+7%	+394
Rental, hiring & real estate services	2,264	2%	2,433	2%	+7%	+170
Arts & recreation services	2,030	2%	2,021	1%	-0%	-9
Information media & telecommunications	2,762	2%	2,733	2%	-1%	-29
Agriculture, forestry & fishing	961	1%	925	1%	-4%	-37
Mining	752	1%	602	0%	-20%	-150
Retail trade	16,781	13%	16,409	12%	-2%	-373
Transport, postal & warehousing	5,792	4%	5,371	4%	-7%	-421
Electricity, as, water & waste services	2,022	2%	1,431	1%	-29%	-591
Wholesale trade	4,620	4%	3,635	3%	-21%	-985
Manufacturing	11,799	9%	9,133	7%	-23%	-2,667
<b>Total Employed Residents</b>	<b>131,051</b>	<b>100%</b>	<b>139,529</b>	<b>100%</b>	<b>+6.5%</b>	<b>+8,478</b>

Source: ABS Census; Urbis



## Jobs by Industry 2011 – 2016

The Central Coast LGA

Table 1.5

Industry	2011		2016		2011-2016 Change	
	No.	%	No.	%	%	No.
Health Care and Social Assistance	19,142	17%	22,469	18%	+17%	+3,327
Education and Training	8,868	8%	10,891	9%	+23%	+2,023
Professional, Scientific and Technical Services	5,636	5%	6,996	5%	+24%	+1,360
Retail Trade	16,870	15%	18,047	14%	+7%	+1,176
Construction	10,597	9%	11,732	9%	+11%	+1,136
Accommodation and Food Services	10,891	9%	11,960	9%	+10%	+1,069
Public Administration and Safety	6,155	5%	7,046	6%	+14%	+892
Other Services	5,265	5%	6,021	5%	+14%	+756
Rental, Hiring and Real Estate Services	2,077	2%	2,471	2%	+19%	+394
Arts and Recreation Services	1,852	2%	2,211	2%	+19%	+359
Financial and Insurance Services	2,273	2%	2,613	2%	+15%	+340
Administrative and Support Services	3,933	3%	4,094	3%	+4%	+161
Wholesale Trade	2,771	2%	2,908	2%	+5%	+137
Mining	576	0%	661	1%	+15%	+85
Transport, Postal and Warehousing	4,136	4%	4,203	3%	+2%	+67
Agriculture, Forestry and Fishing	1,160	1%	1,071	1%	-8%	-89
Information Media and Telecommunications	1,468	1%	1,356	1%	-8%	-112
Electricity, Gas, Water and Waste Services	1,725	1%	1,529	1%	-11%	-196
Manufacturing	10,087	9%	9,682	8%	-4%	-405
<b>Total</b>	<b>115,481</b>	<b>100%</b>	<b>127,960</b>	<b>100%</b>	<b>+11%</b>	<b>+12,480</b>
<b>White Collar Employment</b>	<b>73,538</b>	<b>64%</b>	<b>84,214</b>	<b>66%</b>	<b>+15%</b>	<b>10,677</b>

Source: BTS JTW; Urbis

THE PROPOSAL IS CONSISTENT WITH THE EMPLOYMENT PROFILE OF THE LGA AND BROADER NSW RESIDENTS

### 1.3. PROJECTED EMPLOYMENT

Table 1.6 on the following page illustrates the projected employment for The Central Coast LGA between 2018 and 2036 and its distribution across different industry sectors using BTS data. It shows that employment within the LGA is projected to increase by approximately 29,500 jobs between 2018 and 2036.

Table 1.7 examines how this projected employment growth is likely to be split by property type and the findings are illustrated in Chart 2.3, opposite. This analysis is based on benchmarks that Urbis has derived looking at land use demands by different categories of employment.

The table indicates that the employment split by sector is likely to be as follows:

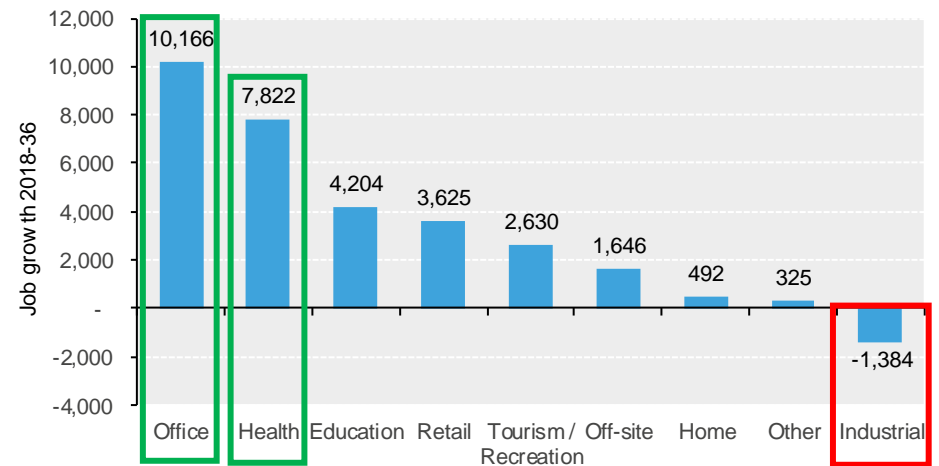
- **Office sector:** to account for around 34% of employment growth, equal to around 10,200 additional jobs between 2018 and 2036
- **Health sector:** to account for around 26% of employment growth, equal to around 7,800 additional jobs between 2018 and 2036
- **Education sector:** to account for around 14% of employment growth, equal to around 4,200 additional jobs between 2018 and 2036
- **Retail sector:** to account for around 12% of employment growth, equal to around 3,600 additional jobs between 2018 and 2036
- **Tourism and Recreation sector:** to account for around 9% of employment growth, equal to around 2,600 additional jobs between 2018 and 2036
- **Industrial sector:** the only sector projected to experience a contraction, accounting for around -5% of employment change between 2018 and 2036, equating to a loss of around 1,400 jobs. Demand for new industrial-based jobs in the retail (340 additional jobs), utilities (330 additional jobs) and construction (280 additional jobs) is expected to be more than counter-balances by the substantial decline in jobs in the manufacturing industry (1,850 job decline) and transport, postal and warehousing (310 job decline).

This analysis (shown in Chart 1.3 and Table 1.7) suggests that around 34% of all LGA job growth to 2036 is projected to be in office property, and an additional 62% will be accommodated in health, education, retail, tourism and recreation property classes. In contrast, the industrial property class is forecast to contract, accounting for around -5% of employment change in the LGA.

#### Job Growth by Property Type 2018-36

The Central Coast LGA

Chart 1.3



Source : BTS, Urbis

#### IMPLICATION

The proposed development includes health, education, retail, tourism and recreation property classes; industries that are forecast to accommodate future jobs. As such, the proposal is consistent with the future employment needs of the LGA.

## Jobs by Industry – Projection

The Central Coast LGA, 2018 to 2036

Table 1.6

Industry Sector	Forecast										2018-36	
	2018		2021		2026		2031		2036		Total Change	Annual Growth %
	No.	%	No.	%	No.	%	No.	%	No.	%		
Health Care and Social Assistance	23,816	18%	24,760	18%	27,264	19%	29,859	20%	32,508	20%	+8,691	+1.7%
Education and Training	11,636	9%	12,161	9%	13,443	9%	14,736	10%	16,061	10%	+4,425	+1.8%
Professional, Scientific and Technical Services	7,677	6%	8,168	6%	9,037	6%	10,052	7%	11,177	7%	+3,500	+2.1%
Retail Trade	18,661	14%	19,085	14%	19,708	14%	20,503	14%	22,008	14%	+3,347	+0.9%
Construction	12,164	9%	12,462	9%	13,155	9%	13,915	9%	14,973	9%	+2,809	+1.2%
Accommodation and Food Services	12,477	9%	12,835	9%	13,549	9%	14,264	9%	15,056	9%	+2,579	+1.0%
Public Administration and Safety	7,462	6%	7,752	6%	8,402	6%	9,050	6%	9,771	6%	+2,309	+1.5%
Other Services	6,241	5%	6,392	5%	6,662	5%	6,973	5%	7,330	5%	+1,089	+0.9%
Arts and Recreation Services	2,338	2%	2,427	2%	2,859	2%	3,091	2%	3,332	2%	+994	+2.0%
Administrative and Support Services	4,273	3%	4,397	3%	4,589	3%	4,813	3%	5,071	3%	+798	+1.0%
Financial and Insurance Services	2,775	2%	2,889	2%	3,083	2%	3,288	2%	3,524	2%	+749	+1.3%
Rental, Hiring and Real Estate Services	2,588	2%	2,670	2%	2,836	2%	2,994	2%	3,176	2%	+588	+1.1%
Electricity, Gas, Water and Waste Services	1,586	1%	1,625	1%	1,744	1%	1,873	1%	1,953	1%	+367	+1.2%
Information Media and Telecommunications	1,367	1%	1,374	1%	1,366	1%	1,369	1%	1,353	1%	-14	-0.1%
Agriculture, Forestry and Fishing	1,065	1%	1,060	1%	1,049	1%	1,038	1%	1,027	1%	-38	-0.2%
Mining	647	0%	639	0%	623	0%	613	0%	607	0%	-40	-0.4%
Wholesale Trade	2,950	2%	2,979	2%	2,896	2%	2,819	2%	2,793	2%	-157	-0.3%
Transport, Postal and Warehousing	4,197	3%	4,193	3%	4,017	3%	3,454	2%	3,579	2%	-618	-0.9%
Manufacturing	8,815	7%	8,288	6%	7,515	5%	7,042	5%	6,964	4%	-1,852	-1.3%
<b>Total Employment</b>	<b>132,736</b>	<b>100%</b>	<b>136,156</b>	<b>100%</b>	<b>143,798</b>	<b>100%</b>	<b>151,747</b>	<b>100%</b>	<b>162,263</b>	<b>100%</b>	<b>+29,526</b>	<b>+1.0%</b>

Source: BTS 2016 Release; Urbis

## Jobs Split by Property Type

The Hills Shire LGA, 2016 to 2036

Table 1.7

Industry Sector	Job Change 2018-36	Job Split by Property Type										Total								
		Industrial	Office	Retail	Education	Health	Tourism & Recreation	Other	Off-site	Home										
Health Care and Social Assistance	8,691		10% 869			90% 7,822					100%	8,691								
Education and Training	4,425		5% 221		95% 4,204						100%	4,425								
Professional, Scientific and Technical Services	3,500		98% 3,430						2% 70		100%	3,500								
Retail Trade	3,347	10% 335		90% 3,012							100%	3,347								
Construction	2,809	10% 281	5% 140					70% 1,966	15% 421		100%	2,809								
Accommodation and Food Services	2,579			25% 645		75% 1,934					100%	2,579								
Public Administration and Safety	2,309		90% 2,078					10% 231			100%	2,309								
Other Services	1,089		95% 1,035					5% 54			100%	1,089								
Arts and Recreation Services	994		30% 298			70% 696					100%	994								
Administrative and Support Services	798		95% 758					5% 40			100%	798								
Financial and Insurance Services	749		98% 734						2% 15		100%	749								
Rental, Hiring and Real Estate Services	588		98% 576						2% 12		100%	588								
Electricity, Gas, Water and Waste Services	367	90% 331	10% 37								100%	367								
Information Media and Telecommunications	-14	20% -3	80% -11								100%	-14								
Agriculture, Forestry and Fishing	-38							30% -11	70% -26		100%	-38								
Mining	-40	100% -40									100%	-40								
Wholesale Trade	-157	80% -126		20% -31							100%	-157								
Transport, Postal and Warehousing	-618	50% -309						50% -309			100%	-618								
Manufacturing	-1,852	100% -1,852									100%	-1,852								
<b>Total Employment</b>	<b>+29,526</b>	<b>-5%</b>	<b>-1,384</b>	<b>34%</b>	<b>10,166</b>	<b>12%</b>	<b>3,625</b>	<b>14%</b>	<b>4,204</b>	<b>26%</b>	<b>7,822</b>	<b>9%</b>	<b>2,630</b>	<b>1%</b>	<b>325</b>	<b>6%</b>	<b>1,646</b>	<b>2%</b>	<b>492</b>	<b>+29,526</b>

Source: Urbis

## 1.4. SUMMARY AND IMPLICATIONS

Overall, from a land use perspective, historic and current economic and employment patterns in the Central Coast LGA and in NSW point towards future trends in:

- Moderate growth in Central Coast LGA jobs that is not keeping pace with rapid population growth in the region, resulting in **more residents commuting out of the region for work**
- **Increasing demand for skilled and knowledge workers**, in sectors such as financial, professional, health care services and construction
- Declining business demand for **industrial** developments and growth in business demand for **office, health, education, retail, tourism and recreation** property classes
- An **intensification of land use** in the Central Coast LGA, including mixed-use development and the co-location of residential development with compatible land uses.

The proposed development responds to these trends by providing types of employment floorspace that are aligned to market demand and employment projections for the LGA, contributing to greater retention of jobs within the LGA.

## 2. THE PROPOSAL IS CONSISTENT WITH STATE AND LOCAL GOVERNMENT POLICIES

### 2.1. CENTRAL COAST REGIONAL PLAN 2036

The *Central Coast Regional Plan 2036*, published by the Department of Planning and Environment in October 2016, is the NSW Government's strategy for guiding land use planning decisions for the Central Coast Region.

The Central Coast includes a single local government area, the Central Coast LGA. In response to a rapidly growing and ageing population and moderate growth in jobs in the region, the Plan outlines 23 key strategic directions.

Table 2.1 discusses the directions relevant to the development at the Subject Site and explains how the proposed development fulfils them.

#### IMPLICATION

The proposal will contribute to the achievement of the key directions of the Regional Plan by:

- Increasing job retention
- Protecting environmental values
- Creating an inclusive, well-designed place offering attractive lifestyles
- Accelerating housing supply
- Improving housing choice to meet community needs.

#### Central Coast Regional Plan 2036

Consistency of Proposed Development

Table 2.1

Direction	Proposed Development Outcome
<b>Direction 7</b> Increase job containment in the region	The Plan sets out the need to identify new economic employment opportunities for the region, including sectors for which residents currently commute outside the region.  As detailed in Section 1, there is a growing proportion of LGA residents working in construction, health care, education and accommodation and food services industries. The proposed development includes floorspace to accommodate jobs within these sectors, contributing to job retention in the region.
<b>Direction 12</b> Protect and manage environmental values	This direction recognises the important role of natural areas in providing quality of life and tourism benefits for the region.  The proposal sensitively manages the natural landscape, creating a centre for community and tourism that celebrates a healthy natural environment and a recreational lifestyle.
<b>Direction 18</b> Create places that are inclusive, well-designed and offer attractive lifestyles	This direction calls for mixed use centres that are inclusive of all people, are accessible and walkable, and encourage people to interact with the natural environment.  The proposed development will be a precinct with walkable connection between a variety of uses that enable strong community ties, such as health and leisure based services, and recreational experiences integrated within the natural setting of the site.

Direction	Proposed Development Outcome
<p><b>Direction 19</b> Accelerate housing supply and improve housing choice</p>	<p>This direction emphasises the need to accelerate delivery of housing and increase housing diversity across the region, recognising the dominance of three and four bedroom detached homes in the Central Coast region.</p> <p>The proposed scheme will add up to 100 new seniors living dwellings to the region, in a setting that will be attractive to potential retired residents.</p>
<p><b>Direction 21</b> Provide housing choice to meet community needs</p>	<p>This direction sets out the need to meet the changing demand for housing, specifically, smaller lots and fewer bedroom dwellings, social and affordable housing, and short-term accommodation that can support growth in demand from weekend and seasonal visitors.</p> <p>The proposed development provides housing in formats that are non-typical for the region. This includes seniors living that represents an affordable and community-focussed living option for retired and senior residents. It also includes up to 200 rooms of pod-style motel/hotel accommodation to support tourist visitation to the region.</p>

## 2.2. NORTH WYONG SHIRE STRUCTURE PLAN

The *North Wyong Shire Structure Plan*, published by the NSW Department of Planning and Infrastructure in October 2012, is a key guiding document for the Central Coast Regional Plan for the planning and delivery of land in the North Wyong Shire for residential and employment development.

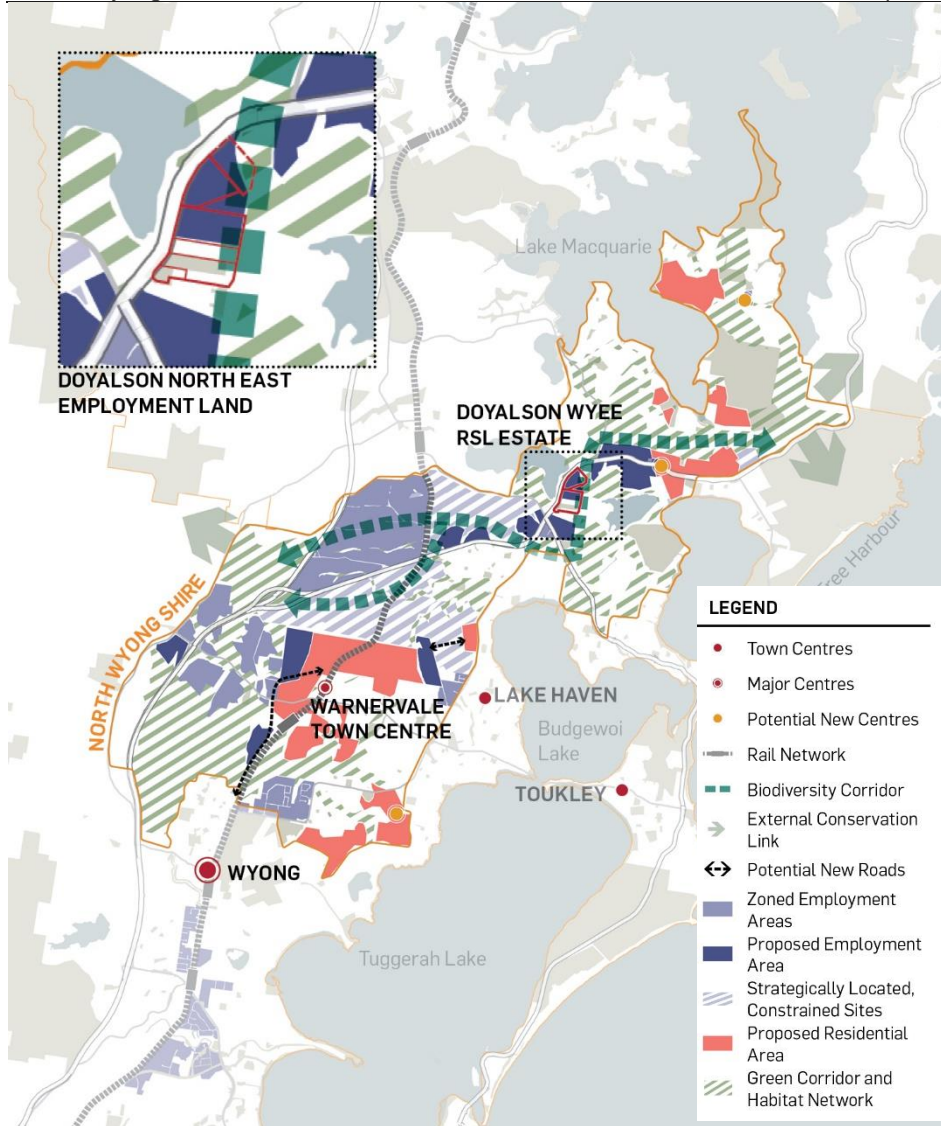
Map 2.1 on the following page presents the future development areas and corridor and habitat networks identified in the Structure Plan.

The Plan includes initiatives to improve local employment opportunities, including developing new employment areas in Doyalson North.

Table 2.2 discusses the recommendations in the Structure Plan relating to the Subject Site and provides comment on how the proposed development can address them.

### IMPLICATION

The proposed development will deliver a favourable outcome for the LGA, aligned to what is proposed in the North Wyong Shire Structure Plan, by fully utilising the opportunities of the site.



**North Wyong Shire Structure Plan**

Consistency of Proposed Development

Table 2.2

Recommendations	Comment
<p>The northern part of the site, referred to in the Structure Plan as <b>Doyalson North East Employment Land</b>, is proposed as employment land for long term development (not be zoned before 2025). The precinct is considered potentially suitable for industrial uses. However, the Plan also anticipates that within the region’s employment precincts, opportunities may be identified for more intensive employment activities than industrial development.</p>	<p>The site’s existing strengths of community ties and established sport and recreation activities uniquely positions it to accommodate more intensive tourism and recreation employment uses. While the Structure Plan estimates job yield for the precinct of between 259 and 518 jobs (based on 10-20 jobs per hectare), the proposed development is estimated to yield a total of 920 jobs across the site. This is because it includes employment uses with a higher job density, such as retail, entertainment, hospitality, medical and childcare uses. A detailed analysis of job yield is provided in Section 3 of this report.</p>
<p>A biodiversity corridor runs along the eastern boundary of the Subject Site</p>	<p>The eastern boundary of the site is proposed to remain as vegetation clearing. Seniors living, short-stay and recreation land uses on site will benefit from the site’s proximity to this biodiversity corridor.</p>



## 2.3. SUMMARY AND IMPLICATIONS

The proposal will help to deliver the key State and Local Government policies relating to the Subject Site.

The proposal will contribute to the achievement of the following key directions of the **Central Coast Regional Plan 2036**:

- Increase job retention
- Protect and manage environmental values
- Create places that are inclusive, well-designed and offer attractive lifestyles
- Accelerate housing supply and improve housing choice
- Provide housing choice to meet community needs.

The **North Wyong Shire Structure Plan** earmarks the majority of the Subject Site as 'employment land'. While the Structure Plan estimates future job creation in this precinct based on job density typical of industrial land, it suggests that opportunities may arise for these lands to be used for more intensive employment activities than industrial development. The proposed development represents such an opportunity to deliver a precinct with a more favourable job outcome.

## 3. THE PROPOSED DEVELOPMENT WILL RESULT IN SIGNIFICANT EMPLOYMENT UPLIFT

### 3.1. EMPLOYMENT YIELD

The proposed development incorporates a diverse mix of land uses that will create additional jobs at the Subject Site.

Table 3.1 presents an indicative breakdown of proposed employment generating land uses and estimates of future on-site jobs. It shows that the Subject Site will accommodate a **total of around 920 jobs**.

These job estimates are made by applying current industry benchmark employment densities to the various property types. For broadacre leisure and recreation uses, future jobs are estimated based on current job requirements in similar leisure facilities across NSW.

#### Proposed Development Job Yield

Indicative breakdown of proposed land uses

Table 3.1

<b>RSL Club</b>	<b>GFA (sq.m)</b>	<b>Benchmark GFA per job</b>	<b>Direct Jobs</b>
RSL Club	7,500	54	140
Restaurant	1,400	16	88
Food Kiosks	240	16	15
Shared Seating Zone	1,750	-	-
Function Rooms	1,130	27	42
Hairdresser	120	16	7
Dry Cleaner	120	16	7
Kids Internal Recreation	1,000	54	19
<b>Total</b>	<b>13,260</b>		<b>317</b>
<b>Health &amp; Wellness</b>			
<b>Precinct</b>	<b>GFA (sq.m)</b>	<b>Benchmark GFA per job</b>	<b>Direct Jobs</b>
Gym/Fitness Centre	4,000	44	92
Spa	350	44	8
Swimming Pool Complex	6,000	65	92
Physio	150	38	4
<b>Total</b>	<b>10,500</b>		<b>196</b>
<b>Medical Centre</b>			
<b>Precinct</b>	<b>GFA (sq.m)</b>	<b>Benchmark GFA per job</b>	<b>Direct Jobs</b>
Medical Clinic	5,000	91	55

Source: Doyalson-Wyee RSL Club; Urbis

### Proposed Development Job Yield (cont'd)

Indicative breakdown of proposed land uses

Table 3.2

Motel/Hotel	Rooms	Benchmark jobs per room	Direct Jobs
Motel/Hotel	200	0.61	122
Childcare	Places	Benchmark jobs per place	Direct Jobs
Childcare Centre	360	0.18	65
Fast Services	GFA (sq.m)	Benchmark GFA per job	Direct Jobs
Fast food outlets	1,120	16	70
Car wash	30	-	-
Service Station	590	30	20
<b>Total</b>	<b>1,740</b>		<b>90</b>
Broadacre Leisure & Recreational	Land Area (sq.m)		Direct Jobs
Raw Challenge	125,000		45
Sporting Fields	36,000		4
Go Kart	16,100		
Paint Ball	16,100		25
Arrival Centre and BoH	585		
Recreational Warehouse	5,000		
<b>Total</b>	<b>198,785</b>		<b>74</b>

Source: Doyalson-Wyee RSL Club; Urbis

## 3.2. EMPLOYMENT UPLIFT

The net employment uplift of the proposed development is shown below in Table 3.3. It shows that the proposed mix of land uses could deliver up to 920 jobs, compared to the current estimate of 45 at the Subject Site, reflecting a **net uplift of around 875 additional jobs**.

If we take into consideration the jobs currently at the Club premises on the Sub Branch Property that will be relocated to the Subject Site (185 jobs), the proposed development will result in a net uplift of around **690 additional jobs**.

### Job Uplift

Subject Site

Table 3.3

	Employment-generating building GFA	Jobs	Jobs (including current Club premises)
Current Site	0 sq.m	45	230
Proposed development	48,715 sq.m	920	920
Uplift	+39,185 sq.m	+875	+690

Source: Doyalson-Wyee RSL Club; Urbis

### SUMMARY AND IMPLICATIONS

The proposed development will accommodate an estimated **920 jobs** within the various land uses across the site upon completion of the development.

When compared to the current 230 jobs on site and within the Club premises on the Sub Branch property, the proposal will deliver an **additional 690 jobs**, reflecting significant employment uplift across the site.

## 4. THE PROPOSED DEVELOPMENT WILL FACILITATE SUPERIOR URBAN OUTCOMES

### 4.1. DRIVERS OF SUCCESSFUL MIXED USE CENTRES

No single variable can encapsulate the true performance of mixed use centres and specialised precincts. The most successful precincts are multidimensional urban spaces; which Urbis believes share the drivers shown in Table 4.1 below.

#### Drivers of Successful Mixed Use Centres

Proposed Development

Table 4.1

	Success Driver	Proposed Development Outcome
✓	<p><b>1. A vibrant and diverse mix of land uses</b></p> <p>Strong mixed use centres are often employment hubs, but resident population and retail and entertainment add variety and convenience to a district.</p>	<p>The mixed use offering at the site will enhance the diversity of land uses in the area and bring night time energy to the precinct. The co-location of a hotel with entertainment and leisure uses will develop the site as a unique overnight adventure destination in the region, while gym, medical, childcare and food and retail will support the convenience needs of local residents.</p>
✓	<p><b>2. Land uses that build on innate strengths</b></p> <p>Building a competitive advantage from scratch is difficult and often results in an underperforming development. A precinct can build success by leveraging its existing strengths and selling its unique position.</p>	<p>The site currently benefits from strengths in the reputation of the Club and RAW Challenge, pulling visitors from across the LGA and state, and in established ties to the local community through events and youth sporting activities. The proposed development leverages these strengths by expanding the club and adventure-based recreation offering, and by including land uses that benefit the community today and into the future, such as health and leisure based services.</p>
✓	<p><b>3. People-centric design that responds to community values and requirements</b></p> <p>Successful mixed use centres are designed at a human scale with care for creating walkability, strong gateways and easy wayfinding, and have welcoming intuitive layouts.</p>	<p>The concept plan is designed to include sub-precincts with related functions, catering to the different people that will use the precinct. Convenience uses such as medical, childcare and fast services are positioned at the front of the site. Hospitality, leisure and recreation uses are co-located in a leisure precinct, while seniors living and the hotel are located to take advantage of views of the unique natural landscape setting. Each sub-precinct will be connected by safe, well-lit walking paths and integrated with open parklands, lawns and event spaces.</p>

	<b>Success Driver</b>	<b>Proposed Development Outcome</b>
✓	<b>4. All day activation</b> Fundamentally, vibrant centres are full of people and activity. They remain active throughout different phases of the day and offer employment and activities for various ages and occupations.	The expanded club and recreation activities will accommodate additional visitors and employees across the site, increasing day time activity in the precinct. Furthermore, the addition of up to 100 seniors living units and 200 hotel rooms will activate the precinct in the evening hours and provide more foot traffic and activity for the dining and entertainment offering at the RSL club.
✓	<b>5. Connectivity</b> Vibrant precincts are full of activity because they are easily accessible. A key component of accessibility is a precinct's connectivity to other strategic hubs, especially when residents are choosing to live there.	The Subject Site has strong car access from its frontage to the Pacific Highway, which provides regional connectivity south to Sydney and north to Newcastle. There are several local and neighbourhood centres within five kilometres of the site along the Pacific Highway, with Lake Munmorah and San Remo the closest. This local and regional connectivity will benefit the proposed development in driving visitation to the site and increasing the appeal of seniors living units on site.
✓	<b>6. Lifestyle amenities</b> Successful precincts are supported by amenities that enrich the lives of the precinct's workers, visitors and residents. Restaurants and bars, entertainment, recreation, shopping, and services enable a certain lifestyle and come together to create a destination and a sense of place.	Residents and visitors to the Subject Site can walk to a range of on-site lifestyle amenity, including: <ul style="list-style-type: none"> <li>• RSL club: dining, function, retail and entertainment</li> <li>• Northern precinct, leisure and recreation activities</li> <li>• Fitness centre: health and wellness facilities.</li> </ul>
✓	<b>7. A connection with the outdoors</b> Outdoor public spaces and pedestrian thoroughfares provide an opportunity to create an authentic sense of place that responds to a site and its history.	The proposed development will include high-quality, diverse, multi-functional open spaces amongst the built form that promote activation and programming of the public realm. Also, the northern part of the site will integrate leisure and recreation activities with retained existing vegetation, allowing visitors to interact with the site's natural landscape.

## 4.2. SUMMARY AND IMPLICATIONS

The proposed masterplan at the Subject Site has the potential to become a vibrant and successful mixed use precinct on the Central Coast attracting a range of people, from local residents to regional visitors.

Our experience of typical success drivers of mixed use centres indicates that the site can achieve this success through the following features of the proposed development:

- A **diverse mix of uses** that will activate the precinct at all times of the day, including those uses that build on the current strengths of the RSL Club and recreational activities
- A **precinct design** that groups convenience uses at the front of the site, co-locates leisure and recreation uses with the RSL club, and positions accommodation to take advantage of the natural setting at the rear of the site
- An emphasis on an **active lifestyle and connection with the outdoors**, through the broadacre outdoor recreation precinct, multi-level fitness centre and multi-functional outdoor open spaces
- **Accessibility** by road to local neighbourhood centres and regional cities, including Sydney and Newcastle.

## 5. THE PROPOSAL WILL GENERATE NUMEROUS MAJOR ECONOMIC BENEFITS

### 5.1. EMPLOYMENT POTENTIAL FROM ONGOING OPERATION

As discussed in Section 3 of this report, the proposed development has the potential to accommodate a total of 920 direct jobs on site.

In addition to these direct jobs, there are multiplier effects that will be felt throughout the local economy. The supply-chain effect refers to indirect impacts related to the employment generated in supporting and supplying businesses as a result of increased demand for intermediate goods and services.

Table 5.1, opposite, shows the potential indirect supply chain jobs that will be created by jobs and economic activity on site. The proposed development has the potential to support up to 390 supply chain jobs, and a total of up to 1,310 jobs.

Modelling included in this report uses REMPLAN to assess current and potential economic impacts. REMPLAN is an Input-Output model that captures inter-industry relationships within an economy. It can assess the area-specific direct and flow-on implications across industry sectors in terms of employment, wages and salaries, output and value-added (Gross Regional Product).

REMPPLAN methodology is included in Appendix A.

#### Employment Yield Summary

Proposed Development

Table 5.1

Land use	GFA / Land Area (sq.m)	Direct jobs	Indirect jobs	Total jobs
RSL Club	13,260	317	150	467
Health & Wellness Precinct	10,500	196	107	303
Medical Centre	5,000	55	10	65
Motel/Hotel	7,000	122	46	168
Childcare Precinct	5,630	65	8	73
Fast Service Uses	1,740	90	21	111
Broadacre Leisure	198,785	79	45	124
<b>Total</b>	<b>241,915</b>	<b>920</b>	<b>390</b>	<b>1,310</b>

Source: Doyalson-Wyee RSL Club; REMPLAN Economy, Urbis

#### IMPLICATION

The proposed development has the potential to support up to **1,310 jobs** across NSW.

This includes **920 direct jobs** on site from ongoing operation of the proposed developed and **390 indirect supply chain jobs** as a result of this direct economic activity.

## 5.2. CONSTRUCTION EMPLOYMENT

The construction of the proposed development would require substantial capital investment, which would sustain significant employment in the local economy.

Based on an indicative annual construction cost of \$25 - \$35 million (supplied by The Club), it is estimated the development would generate 48 - 72 direct jobs per year in the construction sector, as shown in Table 5.2.

Construction activity also has multiplier effects throughout the local economy. Using the REMPLAN model, Table 5.2 demonstrates that direct construction jobs could generate up to 74-112 jobs per year in supporting industries.

Total employment from the construction of the proposed development could be in the order of **122 - 184 jobs per year**. This employment benefit will be felt throughout the local economy for the duration of the indicative 11-year construction timeframe of the staged development.

### Construction Employment Benefit

Subject Site

Table 5.2

	Subject Site Construction Phase
Annual Capital Cost (Indicative)	\$25 - \$37 million
Annual Direct Employment	48 – 72 jobs
Annual Supply-Chain Effect	74 - 112 jobs
Total Annual Employment	122 - 184 jobs

Source: WTPartnership, REMPLAN Economy, Urbis

### IMPLICATION

The construction of the proposed development has the potential to generate between **122 and 184 jobs per year** across NSW for the duration of the construction period. This includes direct jobs in the construction industry and supply chain jobs in supporting sectors.

## 5.3. CONTRIBUTION TO EMPLOYMENT TARGETS

The proposed development can make a significant contribution to The Central Coast LGA projected employment between 2018-2036.

As discussed in Section 3, the proposed development could result in a net increase of up to 690 jobs. This net increase equates to 2.3% of the 29,500 additional jobs projected within the LGA between 2018-2036.

In terms of jobs in the tourism and recreation sector, the proposed development is estimated to accommodate around 195 jobs, a net increase of around 150 jobs in this sector. This net increase would account for 5.6% of the 2,600 additional tourism and recreation jobs projected for LGA between 2018-2036.

In addition, the construction of the proposed development will generate up to 72 jobs per year in the construction industry and up to 112 related supply chain jobs per year over the expected 11-year construction period. This would further contribute towards achieving the employment growth projection for the LGA.

### Proposed Development Contribution to Employment Targets

Proposed Development Ongoing Employment

Table 5.3

	Central Coast LGA Projections to 2036	Proposed Development	
		Net Increase	Contribution
Total Jobs	29,500	690	2.3%
Tourism & Recreation Jobs	2,600	290	5.6%

Source: BTS, Doyalson-Wyee RSL Club, Urbis

### IMPLICATION

The proposed development will result in a net uplift in jobs that represents:

- 2.3% of projected LGA job growth to 2036
- 5.6% of projected LGA job growth in the tourism and recreation sector to 2036



## 5.4. RETAIL EXPENDITURE

The proposed development includes up to 100 seniors living units. A typical average household size (1.3 persons) for seniors living units in NSW suggests that the proposed development could support up to 146 new residents.

The new senior residents could generate up to **\$2.4 million** in retail expenditure in **2025** and \$2.6 million in 2030 (in \$2018). This is based on the current average spending profile of Central Coast LGA residents.

Retail spending estimates are derived using *MarketInfo*, a micro-simulation model developed by Market Data Systems Limited (MDS). This model, which is based on information from the national ABS Household Expenditure Survey (HES) and the Census of Population and Housing, uses micro-simulation techniques to combine a household's propensity to spend on particular commodities with the socio-economic characteristics of individuals.

### Subject Site Resident Spending by Product Category

Based on 156 new residents (\$Million, \$2018)

Table 5.4

	<b>2025</b>	<b>2030</b>
Food Retail	\$1.0	\$1.1
Food Catering	\$0.3	\$0.4
Apparel	\$0.2	\$0.2
Home-wares	\$0.2	\$0.2
Bulky goods	\$0.3	\$0.3
Leisure/General	\$0.3	\$0.3
Retail Services	\$0.1	\$0.1
<b>Total Retail</b>	<b>\$2.4</b>	<b>\$2.6</b>

Source: ABS MarketInfo 2012, Urbis

### IMPLICATION

Future residents in the proposed seniors living units could generate up to **\$2.4 million** in retail expenditure in 2025 (in \$2018).

## 5.5. HOUSING CHOICE AND AFFORDABILITY

The development of new seniors living units will create a range of housing options and price points targeted to the future requirements of Central Coast LGA residents. Specifically, it represents opportunities for the currently growing aged population living in the LGA to re-locate to a seniors living development whilst remaining close to their current community and families.

Potential flow on effects could arise from the vacating of larger family homes, including greater housing supply, choice and affordability for families seeking houses in the LGA.

## 5.6. INVESTMENT STIMULUS

The proposed development involves a substantial property investment which will create the following positive spill over effects:

- A strong positive commitment for the local area
- Enhance residential amenity (new facilities and infrastructure)
- Greater housing choice and affordability for senior residents
- Added opportunities for people to live and work within the LGA, thereby enhancing labour market containment
- Stimulate and attract further investment to the immediate area
- Assist in raising the profile of the local area as a place to live, work and invest.

## 5.7. ORDERLY AND EFFICIENT USE OF LAND

The proposed development will promote the orderly and efficient use of land within the Central Coast LGA by:

- Achieving the highest and best value use for the site
- Utilising land that is currently undeveloped as the existing development utilises only around 34% of the total land area
- Further creating employment land uses across the site that will increase employment density and support an overall increase in jobs
- Supporting tourists and senior residents on site that can sustain and retain expenditure within the Central Coast LGA
- Providing opportunities for people to live and work within the Central Coast LGA, thereby enhancing employment retention
- Taking advantage of the site's location between Sydney and Newcastle as a feasible tourism destination for a broad visitor market.

## 5.8. SUMMARY AND IMPLICATIONS

The proposed development will result in the following economic benefits for The Central Coast LGA.

- **Total employment** of around 1,310 jobs, including 920 direct jobs at the Subject Site and 390 indirect supply chain jobs
- **Construction investment** of \$37 million per year could generate up to 184 full-time, part time and temporary jobs over the development timeframe, including up to 72 direct jobs and 112 indirect jobs
- **Employment uplift** at the proposed development will contribute to up to 2.3% of total projected job growth for The Central Coast LGA by 2036 and up to 5.6% of projected job growth in the tourism and recreation sector
- **Additional retail expenditure** of up to \$2.5 million in 2025 (in \$2018)
- **Contribution to housing choice and affordability**, for the ageing population within The Central Coast LGA
- **Investment stimulus** in the Doyalson area and broader Central Coast LGA
- **Orderly and efficient use of land at the Subject Site.**

## 6. EMPLOYMENT LAND STUDY

A key consideration for the proposed masterplan at the Subject Site is how changes in the type and extent of land use will affect the overall employment outcome for the site.

This section provides insights into the different factors influencing the number of jobs that employment lands can accommodate. Specifically, we consider the importance of land area, the utilisation of developable land area, and employment density.

To draw these insights, we compiled case studies of five employment areas in The Central Coast LGA, including:

- The Subject Site, for which we have considered two development scenarios:
  - The current development on site
  - An industrial development outcome, as proposed in the North Wyong Shire Structure Plan (2012) for the precinct described as the Doyalson North East Industrial Precinct, with an estimated job outcome based on their assumption of 15 jobs per hectare.
- The Doyalson Industrial Precinct, around 500 metres south of the Subject Site, as defined by the DPE
- The Charmhaven Industrial Precinct, as defined by the DPE
- Westfield Tuggerah
- Gosford Town Centre, defined to include the area of the Gosford Station East 2011 travel zone.

### 6.1. CASE STUDY LEARNINGS

The case studies reveal a number of important considerations for employment precincts. Insights are made in reference to the key characteristics of case studies shown in Table 6.1, below.

#### Case Study Summary

Table 6.1

Employment Precinct	Total Land Area (ha)	Developed Land Area (ha)	Jobs	Developed Land Area per Job (sq.m)
Doyalson Estate (current)	32	11	45	2,470
Doyalson Estate (industrial outcome)	37	26	390	670
Doyalson Industrial Precinct	12	7	70	1,050
Charmhaven Industrial Precinct	36	30	1,550	190
Westfield Tuggerah	26	18	3,250	50
Gosford Town Centre	97	97	8,540	110

Source: Bureau of Transport Statistics; DPE; Doyalson RSL; Urbis

Council assessment of the proposed development should be made with the following key observations noted:

- **Land area does not directly relate to the number of jobs accommodated within a precinct.**

As shown in Table 6.1 and Chart 6.1, the job outcome varies significantly and is not strongly correlated with land area. Westfield Tuggerah is located on a smaller site than both the Doyalson Estate and the Charmhaven industrial precinct, however it has significantly more jobs than either. This suggests consideration of land size should not be overweighted when assessing proposed developments in employment areas.

- **The proportion of the total site that is developed affects job creation.**

Chart 6.1 shows that compared to total land area, the developed land area for case study precincts has a more positive relationship with jobs. While it is intuitive that landscaping and developing more land is likely to increase the number of jobs accommodated on the site, this finding highlights that across different employment precincts, there are varying levels of undeveloped, unutilised land area that is in part responsible for a sub-optimal employment outcome.

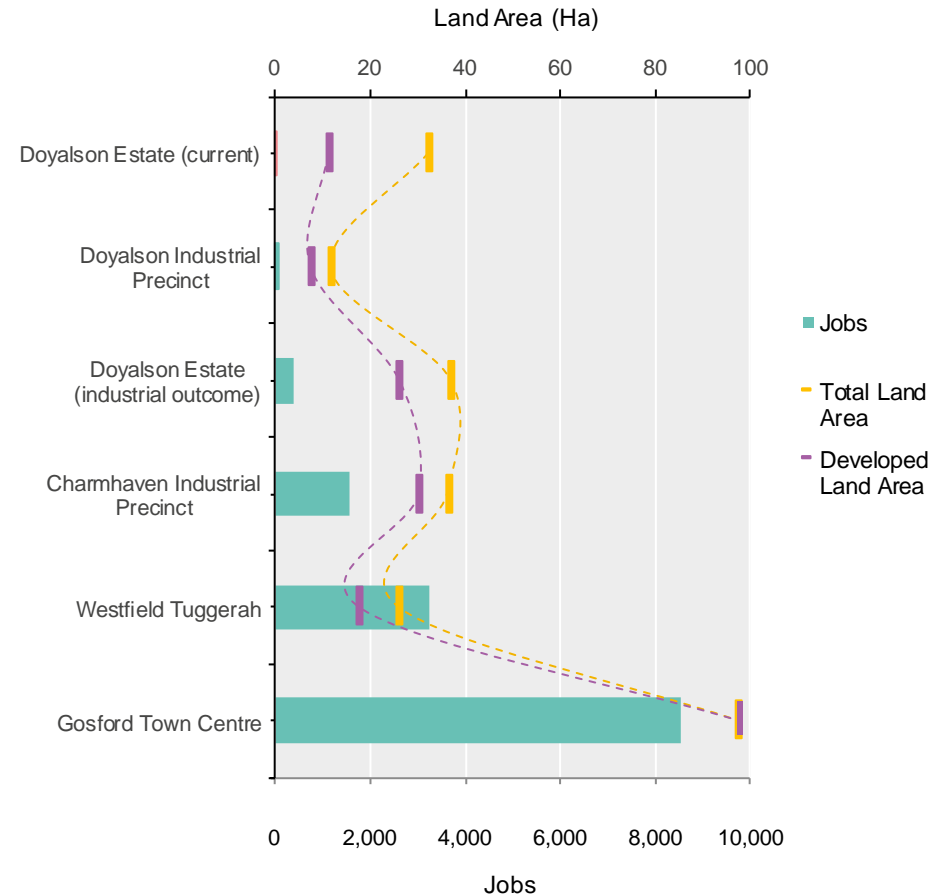
### IMPLICATION

The large land area of the Subject Site is currently underutilised, with a large portion of the site undeveloped. There is a clear opportunity for the proposed development to effectively and appropriately manage the site's land to achieve an optimal employment outcome.

## Land Area vs Jobs

Case Study Precincts

Chart 6.1



Source: Bureau of Transport Statistics; DPE; Doyalson RSL; Urbis

- **The efficient use of developed land area plays a significant role in the overall employment outcome.**

The case studies reveal that developed land area per job (efficiency of land use) is a good indicator of precinct employment. As shown in Chart 6.2 opposite, there is a strong negative relationship between developed land per job and the total jobs accommodated on site. Specifically, the three cases with the least developed land per job accommodate significantly more jobs on site than other case studies.

The efficiency of land use appears to be linked to the type of employment land use in each precinct:

- Precincts solely comprising **industrial** development (Doyalson Industrial Precinct and the proposed industrial use of the Subject Site) have amongst the highest requirement of developed land per job, and therefore have low job outcomes. The Doyalson Industrial Precinct is primarily made up of concrete and primary resource production and distribution, and automotive and mechanics businesses
- Employment precincts that incorporate a more **diverse mix of uses** achieve superior employment outcomes. The Charmhaven Industrial Precinct is an example of an industrial precinct that includes a broad range of retailing and recreation in addition to more traditional industrial uses such as manufacturing. These uses are supportable due to the precinct’s strong access to surrounding residential areas, and boost the density of jobs across the precinct
- Precincts that include strong provision of **retail and commercial** floorspace (such as Westfield Tuggerah and Gosford town centre) produce high job density. These uses facilitate the final delivery of products to the consumer and typically become a destination for people to visit, attracting businesses and driving more employment.

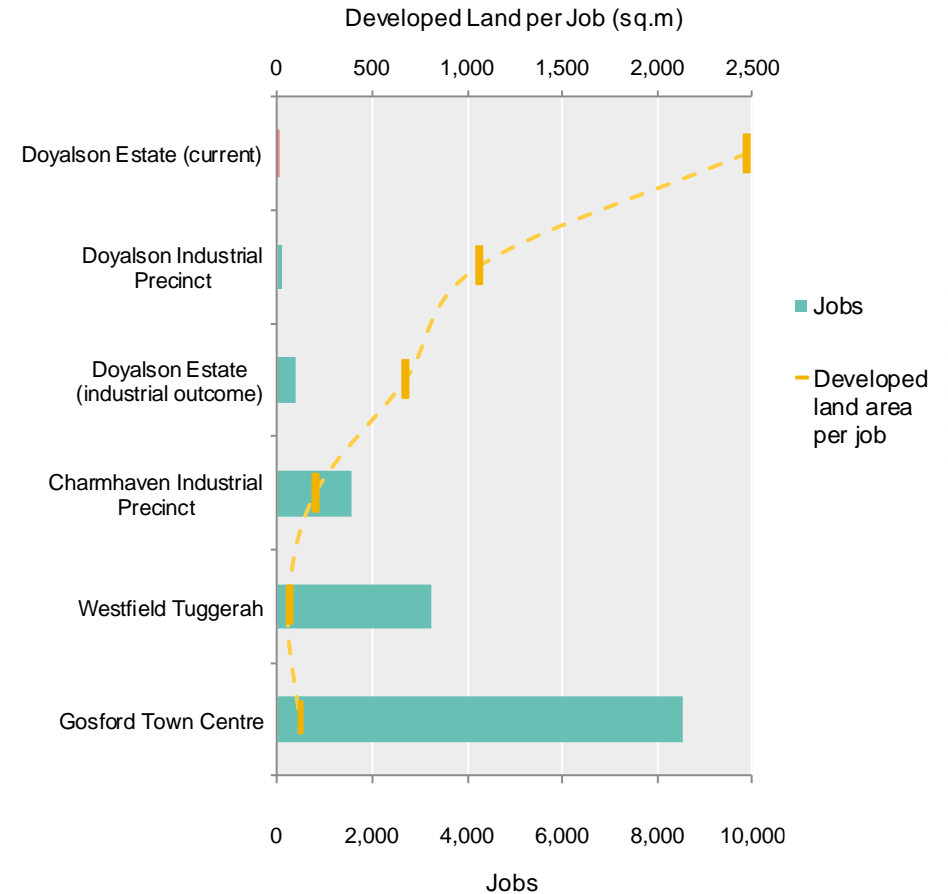
### IMPLICATION

The inclusion of a diverse mix of uses in the proposed development, including retail and leisure, will contribute to more efficient use of the developed land at the Subject Site, and a higher overall job outcome.

## Developed Land Area per Job vs Jobs

Case Studies

Chart 6.2



Source: Bureau of Transport Statistics; DPE; Doyalson RSL; Urbis

## 6.2. BENCHMARKING OF PROPOSED DEVELOPMENT

In this section, we benchmark the proposed masterplan for the Subject Site against the case studies to give context to the employment uplift of the proposed development.

The current number of jobs at the Subject Site is at the low end of the scale when compared employment precincts of similar land size, indicating an opportunity to intensify employment density to improve the employment outcome. This is shown in the following charts:

- Chart 6.3 shows that, despite having similar available land area to the case studies, the Subject Site currently comprises less developed land, and therefore accommodates significantly fewer jobs. The proposed development creates double the quantity of developed land area, which contributes to a significant uplift in jobs. It is estimated to accommodate approximately 920 jobs; significantly more than the estimated job potential of the proposed industrial development of the Subject Site
- Chart 6.4 shows that the proposed development will result in an uplift of job density at the Subject Site, from 2,470 sq.m of developed land per job to 290 sq.m of developed land per job. The current development has even lower density than industrial precincts with large-scale, low employment generating uses. The proposed development transitions the site to instead be comparable to employment precincts with richer employment outcomes, including Charmhaven Industrial Precinct, Gosford Town Centre, and Westfield Tuggerah.

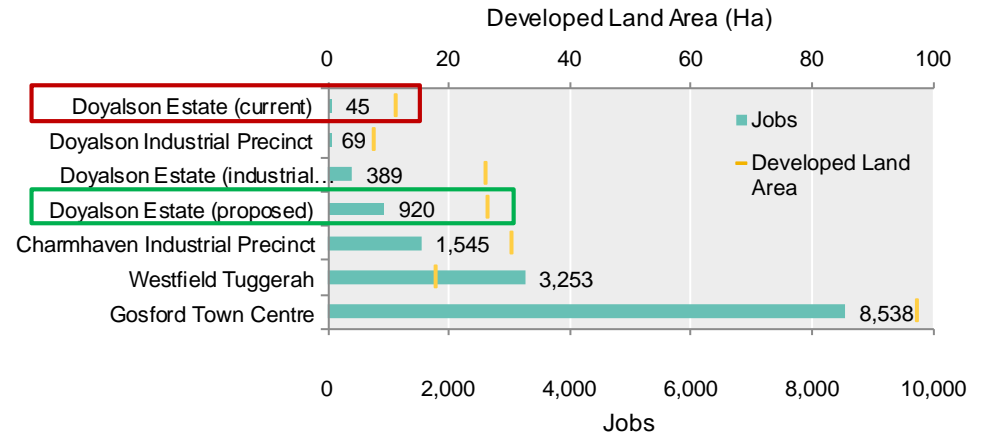
### IMPLICATION

The proposed development, with a greater proportion of developed land area and a diverse mix of employment-generating land uses, will achieve a job outcome at the Subject Site that is comparable to successful employment precincts within the LGA.

### Benchmark Jobs

Proposed Development Uplift from Current

Chart 6.3

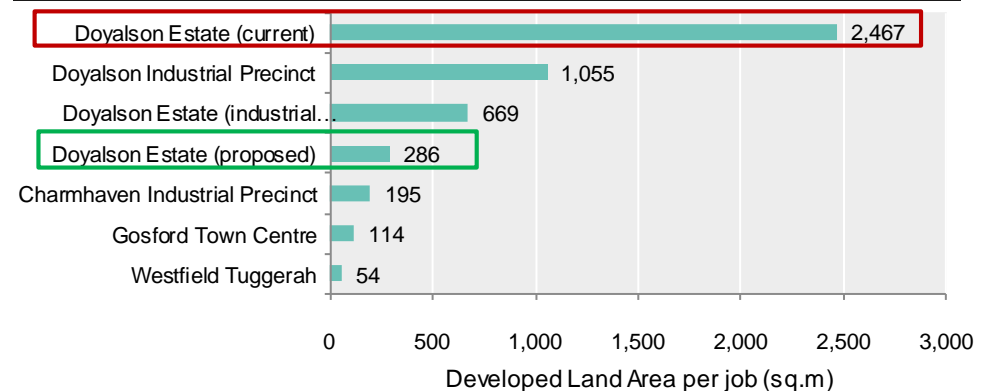


Source: BTS; DPE; Doyalson RSL; Urbis

### Benchmark Job Density

Proposed Development Uplift from Current

Chart 6.4



Source: BTS; DPE; Doyalson RSL; Urbis

## 6.3. SUMMARY AND IMPLICATIONS

Case study analysis of employment precincts within the Central Coast LGA reveal the following insights in regard to the Subject Site, which should be taken into consideration in council assessment of the proposed development:

- The Subject Site has a large land area that is currently underutilised. **Effective management of undeveloped land area** would result in a superior job outcome
- A **more efficient use of land** will also result in a superior job outcome. Specifically, the proposed retail, recreation, and hospitality uses will result in significantly higher job density than solely industrial land uses
- The proposed development represents both a greater proportion of developed land and a more efficient use of land through the inclusion of a diverse mix of employment uses. As such, it would result in a superior job outcome than the current development and an industrial development outcome at the Subject Site.

# DISCLAIMER

This report is dated 10 December 2018 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd's (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of Doyalson Wyee RSL Estate (**Instructing Party**) for the purpose of Economic impact Assessment (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events, the likelihood and effects of which are not capable of precise assessment.

All surveys, forecasts, projections and recommendations contained in or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report, and upon which Urbis relied. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

In preparing this report, Urbis may rely on or refer to documents in a language other than English, which Urbis may arrange to be translated. Urbis is not responsible for the accuracy or completeness of such translations and disclaims any liability for any statement or opinion made in this report being inaccurate or incomplete arising from such translations.

Whilst Urbis has made all reasonable inquiries it believes necessary in preparing this report, it is not responsible for determining the completeness or accuracy of information provided to it. Urbis (including its officers and personnel) is not liable for any errors or omissions, including in information provided by the Instructing Party or another person or upon which Urbis relies, provided that such errors or omissions are not made by Urbis recklessly or in bad faith.

This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.



# APPENDIX A

# REMPAN METHODOLOGY

Analysis presented in this report uses REMPLAN economic modelling to assess current and potential economic impacts. REMPLAN is an Input-Output model that captures inter-industry relationships within an economy. It can assess the area-specific direct and flow-on implications across industry sectors in terms of employment, wages and salaries, output and value-added, allowing for analysis of impact at the local level, and for the state more generally.

Key points regarding the workings or terminology of the model are as follows:

- REMPLAN uses either the value of investment or employment generation as the primary input. For this analysis, the value of total upfront investment has been used as the key input to assess the benefits of the construction phase, whereas future employment within the new retail floorspace is the input to assessing the on-going economic benefits of the operation phase
- Outputs from the model include employment generated through the project and economic Gross Value Added (GVA) at both the local and the state level
- Employment generated includes all full-time and part-time jobs created over the life of the construction phase; or in terms of the on-going operations, total on-going jobs generated
- Gross Value Added or GVA is a measure of the value of goods and services produced in an area, industry or sector of an economy during a certain period of time. In this case, GVA represents the total economic contribution of the project.
- Both the direct and indirect benefits are modelled for employment and value added:
  - *Direct* refers to the effect felt within the industry as a result of the investment. For example, the construction phase will directly result in the creation of construction jobs
  - *Indirect* effects are those felt within industries that supply goods to the industries directly affected by the investment.
- Economic benefits are modelled for the construction and the on-going operation phases. For both phases:
  - the employment numbers are presented on **annualised basis**
  - Value added numbers are expressed as a **net present value** of total economic benefits realised over a 20-year operating period.
- It should be noted that the results presented below are estimates only based on the existing state of economic activity in the area. Due to the static nature of input-output modelling, they have the potential to overstate the actual effects. Nonetheless, the analysis still reflects the fact that employment growth and economic value added will be positive for the region
- Urbis consider that in the absence of this investment it is unlikely that a similar project would be undertaken within the same period, and therefore the investment can be considered *additional*.



### **BRISBANE**

Level 7, 123 Albert Street  
Brisbane QLD 4000  
Australia  
T +61 7 3007 3800

### **MELBOURNE**

Level 12, 120 Collins Street  
Melbourne VIC 3000  
Australia  
T +61 3 8663 4888

### **PERTH**

Level 14, The Quadrant  
1 William Street  
Perth WA 6000  
Australia  
T +61 8 9346 0500

### **SYDNEY**

Level 23, Darling Park Tower 2  
201 Sussex Street  
Sydney NSW 2000  
Australia  
T +61 2 8233 9900