

Locomotive Workshop, ATP, Eveleigh

Key factors to success

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Table of contents

Critical success factors	1
Critical mass	1
Parking	2
Trading hours	3
Public transport	4
Quality of offer	4
Ambience/amenity	4
Functionality	5
Case study examples	6
Gasworks/Newstead, Brisbane	6
Central Park, Sydney	7
Britomart, Auckland	8
Ponsonby Central, Auckland	9

Critical success factors

This report outlines the key issues and critical success factors for the proposed provision of a complementary retail offer at the Locomotive Workshop at Australian Technology Park.

The ATP precinct is not a well activated precinct at present. The redevelopment of the CBA head office provides an opportunity to re-energise the precinct. Central to this is the re-activation of the Locomotive Workshop – one of the highlights of the site. The opportunity that presents through the history and heritage of the building provides as an opportunity for a mixed use space centred around heritage elements, interpretation and activities.

In order to achieve this re-activation a number of inter-related activities need to occur:

- a) Activation
- b) Drive more foot traffic to showcase the heritage
- c) A combination of everyday special events underpinned by everyday offerings

An overall retail offering focussed on an everyday offering, through supermarket with ancillary retail together with curated activities in the public spaces of the site, will drive this foot traffic to the precinct. The specialty retailers will follow if the supermarket is the anchor to the retail. This will strengthen the offer, and in turn showcase the heritage architecture which the current offer does not.

Having regard for the above, there are a number of factors that we consider to be critical to the success of any retail precinct, as follows:

Critical mass

- The retail offer must be large enough to appeal to the worker population, residential catchment and visitor market it could potentially serve.

- A destinational retail offer will potentially be able to draw business from a broader region. The location of the Locomotive workshop provides a focus in one area. Innovation Plaza and the adjacent 'ant track' from Redfern Station through to the precinct. The location provides a foundation offer which through a curated supplementary offer is able to be continually refreshed.
- A small or undersized retail precinct will struggle to attract surrounding residents and visitors, and would only service the nearby worker market, which would potentially result in lower levels of activation during weekdays, and no activation on weekends. The Locomotive Workshop has a great depth of history of Australia's past engineering and manufacturing. This Cultural Heritage has a strong following from enthusiasts and student groups alike aiding in complimenting the modern retail style of on-site production.
- Ultimately the retail serves as a complementary offer to the heritage of the Locomotive Workshop. It will bring more people to the precinct and enable a greater appreciation of the heritage of the site, and the proposed heritage interpretation throughout the Locomotive Workshop.

Parking

- Car parking is a necessary component for retail offers, especially precincts anchored by large food offering. Car parking is an even greater necessity in areas that lack residential density, such as the subject site.
- The provision of connected car parking would allow the precinct to attract and more effectively serve the various customers segments, especially residents and visitors. Workers are less likely to use it given the proximity to public transport and the car park having daily rate.
- Car parking will make the precinct more appealing to potential retailers and prospective operators, as it gives them better access to their customers.

It is understood the potential car parking facilities servicing the Locomotive Workshop will be provided within the approved CBA building 2, with a travelator proposed to connect the

basement car park with the Locomotive workshop. We consider the travelator car parking access to be a critical component of the development, for the following reasons:

- The provision of direct access all weather car parking would be more sustainable for the locomotive workshop precinct. As the precinct is established and operates this will provide a point of difference to similar offers without undercover parking within the main trade area.
- Removes the need for pedestrians to cross Locomotive Street, creating a safer environment.
- Enables customers accessing the proposed Locomotive Workshop retail offer and broader precinct more quickly and efficiently when arriving by car.
- All weather access parking is likely to be a greater attractor to retailers and other businesses who would seek to locate at the Locomotive Workshop, as it allows for easy access for their customer base. This provides an alternative to other forms and enables an everyday shop from the local community whilst reinforcing repeat visits from car users wanting to do a larger shop.

This parking reinforces the everyday offer and avoids the large events that disrupt the local community especially as it relates to traffic and parking.

Trading hours

- 18 hour activation is a key objective of the retail development proposed at ATP. The Locomotive Workshop development can help achieve this objective. Extended activation is a critical element of successful retail offerings/precincts – servicing the breakfast, lunch, dinner and after work ‘drinks’ market – providing a vibrant focal point for the surrounding communities, including workers and residents.
- It is critical that the retail offer at the Locomotive Workshop serve the evening and weekend residential markets, in order to maximise activation within the broader ATP precinct. Supporting the cultural heritage tourism by virtue of food and beverage style

retail offerings to enhance dwell time by visitors and tourists alike, ultimately significantly improving foot traffic to the loco workshop and its significant heritage collection.

- It is envisioned that the offer will include casual dining, hospitality premises and entertainment. Such an offer, with critical mass, would be a significant drawcard, but in order to be successful, the precinct must trade to operating hours similar to surrounding retail areas, in-line with standard council hours.

Public transport

- Accessibility and connectivity is a critical success factor. The precinct achieves this, given its proximity to Redfern Station and the future Waterloo Metro Station, as well as bus services on Wyndham Street, Henderson Road, Botany Road and Cope Street.

Furthermore, the precinct will provide taxi, Uber and end of trip facilities.

Quality of offer

- A high quality offer will assist in creating a destinational precinct, and a centre that residents, workers and visitors want to visit and spend time at.
- The quality of offer is reflective of the place/building, critical mass and the tenants/operators that are secured. The heritage value of the site provides a key opportunity for high quality offerings, which will draw customers and create greater exposure to heritage elements.

This quality offering attracts retailers who share the 'vision' and creates an ambiance that draws customers.

Ambience/amenity

- The Locomotive Workshop is a significant heritage building, and any retail offer provided will benefit from this impressive setting, creating an attractive space for the various customer segments.
- Activation along Innovation Plaza will create an attractive public realm.

- There is potential to provide attractive, activated streetscapes to enhance the feel of the precinct and the urban environment.
- The Locomotive Workshop currently lacks significant activation. The combination of new CBA workers, new office workers in bays 5-13, and a retail offer that complements the heritage of the Locomotive Workshop will create an activated precinct.

Functionality

- In order for an operator, or retail offer, to trade effectively, efficiently and successfully, the appropriate provision of back of house facilities, loading docks, access and functionality, from an operator perspective, is a critical success factor.
- The ability to load and service retail tenancies is imperative to the successful operation of retail offer at the subject site.
- A functional back of house, incorporating storage, is also critical to the success of the precinct, allowing retailers to better service customers.
- The provision of these function components will assist in attracting retailers to the precinct. If there are significant operational constraints, a suboptimal outcome may be achieved, both in terms of quality of operator and overall ambience/activation.

Case study examples

We consider the following case study examples to be of a similar standard and amenity to the precinct being proposed at the subject site.

The case studies outlined/attached are site specific and reflect local conditions. The case studies provide examples of small scale retail through to much larger developments. Their inclusion is merely to reflect the various ways these unique precincts have been conceived and the applicability of the key success factors in the success of these precincts.

Gasworks/Newstead, Brisbane

- Gasworks Plaza accommodates around 8,000 sq.m of retail floorspace, including a Woolworths supermarket of around 4,000 sq.m.
- Gasworks Plaza is situated within the broader Gasworks precinct, which will accommodate approximately 8,000 workers and over 750 residential apartments upon completion.
- Strong fresh food offer including The Standard Market Company (butcher, bakery, deli and green grocer).
- Food catering offer includes 3 cafes, 4 quick service restaurants (QSR) and takeaway stores and 4 restaurants.
- Solid convenience offer including newsagency, optometrist, pharmacy, two hairdressing salons, dry cleaners and mobile phone store.
- There is a medical centre, a gymnasium and banking facilities.
- A small apparel and homewares boutique offer is also provided, including Lorna Jane.
- 300 public carparking spaces provided.



Central Park, Sydney

- Central shopping centre is a multi-level vertical mall, also known as “The Living Mall”, near Central Station and opposite the University of Technology Sydney (UTS) campus within the Central Park urban renewal precinct.
- The centre serves an immediate residential population of around 7,600, while there is also around 9,000 workers in the immediate area, though it serves a much larger regional catchment given its location within the Sydney CBD fringe.
- Central is anchored by a supermarket of approximately 2,000 sq.m, includes 2 mini-majors (Daiso and Glue), and contains a vibrant mix of national and independent retailers, restaurants, bars and food stalls. Total retail floorspace approx. 8,500 sq.m.
- There are approximately 40 specialty stores in the centre, with around 65% of these food catering related tenancies.
- There is a medical centre, and some allied health uses on the lower ground level.
- The retail asset is located beneath the award-winning multi-storey ‘green’ residential tower which has won numerous design/green building awards.
- The adjacent Kensington Street precinct includes a range of restaurants, cafes and bars, as well as a small Asian ‘hawker-style’ offer. Total retail floorspace approx. 2,000 sq.m+.
- Around 5,000 sq.m of additional retail floorspace still to be delivered.
- The retail asset does not provide dedicated car-parking.



Britomart, Auckland

- Britomart is a vibrant 6.5 hectare urban renewal precinct which has been in development since 2004, situated on the Waitemata Harbour waterfront. The precinct is integrated with Auckland's main transport hub, Britomart Transport Centre, including Britomart Train Station.
- Britomart consists of a mix of repurposed heritage buildings and new buildings, which brings a unique "old meets new" feel to the precinct. The precinct is provided on several land parcels but is very much pedestrian focused, and is owned and managed by a single developer (i.e. the Britomart Group). The retail offering at Britomart now includes over 100 tenancies, including convenience oriented retail, restaurants, bars, apparel, lifestyle and beauty stores and other general retailers.
- The precinct accommodates around 3,500 workers, but serves a CBD worker market in excess of 100,000 workers, a metropolitan trade area with in excess of 1 million persons as well as a massive tourist market.
- There are around 1,250 carparking spaces on site, which service the retail, entertainment and commercial facilities.



Ponsonby Central, Auckland

- Ponsonby Central is a 2,000 sq.m lifestyle centre in the inner city suburb of Ponsonby.
- The immediate population in the area surrounding Ponsonby Central is around 9,000, while there are also 15,000 workers throughout the broader Ponsonby area.
- The centre includes a mix of fresh food, catered food and boutique homewares and apparel.
- The fresh food component, which occupies around 800 sq.m, includes various components, such as a fishmonger, a butcher, a delicatessen, a bakery, a green grocer and a bottle shop, some of which also provide a catered food offer e.g. tapas at the delicatessen and fish and chips at the fishmonger.
- The catered food offer, other than that provided at the fresh food hall, includes a pizzeria, a seafood restaurant, a Spanish tapas bar, a Mexican restaurant, a burger restaurant, a noodle bar and a number of cafes.
- Around 50 – 60 carparking spaces are provided, however parking is only free for the first 30 minutes.
- The centre primarily services the surrounding resident population, and operates in a relatively competitive retail strip, namely Ponsonby Road.
- The centre is well serviced by bus routes along Ponsonby and Richmond Roads.

