Mornington Peninsula Shire Visitor Paid Parking

Strategic Recommendations Report

Draft Final Report

Prepared for: Mornington Peninsula Shire Council

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Revision Schedule

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Acknowledgment of Country

In the spirit of reconciliation, Stantec acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

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1. Introduction

1.1 Overview of Pilot

Mornington Peninsula Shire Council (Council) implemented a Visitor Paid Parking Pilot (Pilot) commencing on 1 December 2023 and subject to review after nine months of operation.

The Pilot was rolled out at three Mornington Peninsula foreshore car parks and introduced the following changes:

- Visitors were required to pay for car parking
- Residents, as well as eligible local business staff and volunteer/club members, were able to park for free at all three locations after obtaining an ePermit at no cost
- Timed parking restrictions (for both visitors and residents) at Schnapper Point in Mornington were still to apply. This included the introduction of new 4P time restrictions on Schnapper Point Drive and the unsealed car park on the north-east corner of the Esplanade and Schnapper Point Drive,

The three locations where the Pilot was rolled out are shown at Figure 1.1, Figure 1.2 and Figure 1.3.

Figure 1.1: Pilot Location 1 – Sunnyside Beach Foreshore Car Park, Mount Eliza

Figure 1.2: Pilot Location 2 – Schnapper Point Foreshore Car Park, Mornington

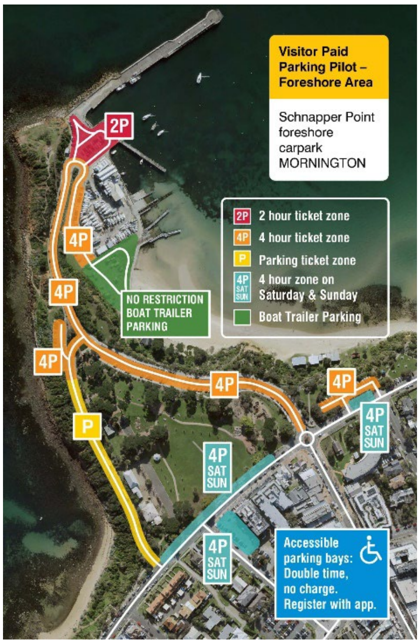


Figure 1.3: Pilot Location 2 – Flinders Pier Foreshore Car Park, Flinders

1.2 Need for Visitor Paid Parking

The Mornington Peninsula welcomes more than 6 to 8 million visitors annually, the majority of which travel in private vehicles and park in the vicinity of foreshore areas and surrounding residential areas, creating pressure on car parking and related infrastructure. Parking at most Mornington Peninsula foreshore locations is currently free of charge and therefore the cost to visitors is highly subsidised by ratepayers.

There is significant cost involved in maintaining foreshore-related Council infrastructure, including car parks, pathways, public toilets, playgrounds, barbeques and furniture, as well as providing other services including grass mowing, tree management and beach cleaning.

Given the above, visitor paid parking is an opportunity for residents and visitors to the Peninsula to continue to share its beaches while delivering a more equitable cost distribution between residents and visitors for maintaining these areas.

1.3 Report Purpose

At the time of preparing this report, the Pilot has operated for approximately eight months, including the summer period where visitation to these carparks is at its peak.

To assist in evaluating the Pilot, Council engaged Australian Parking Consultants (APC) to review the operations of the Pilot including identifying learnings from the Pilot and considering how the Pilot has performed against its original objectives. This review has formed the report titled Mornington Peninsula Shire Council Evaluation of the Visitor Paid Parking Pilot, dated 2 August 2024 (prepared by Australian Parking Consultants).

This recommendations report has then been prepared to inform Council decision making on the Visitor Paid Parking Program and understand the potential for broader implementation of the Program. It includes:

- Consideration of learnings from the Pilot
- Financial modelling forecasting of broader Program implementation
- Recommendations for a future broader implementation of visitor paid parking
- Consideration of how businesses, residents, visitors and Council can be supported if a future broader visitor paid parking program is implemented.

2. Learnings from Pilot Program

2.1 APC Report Overview

A report evaluating the Pilot was prepared by Australian Parking Consultants (APC) dated 2 August 2024. This report summarised the Pilot and included discussion on:

- How the Pilot was implemented.
- The stakeholder engagement undertaken and feedback received.
- Financial results for the Pilot period.
- Pilot outcomes compared to its original objectives.
- Lessons learned from the Pilot.

2.2 Key Learnings

The APC report found several key learnings from the Pilot, which are summarised as follows:

- Although the payment platform was implemented successfully, some users found the payment process to be difficult to navigate and that signage placed at Pilot locations did not clearly communicate what was required from them.
- Although the ePermit platform was implemented successfully, some users found the application process to be overly complex, which discouraged them from engaging with the Pilot.
- Some visitors holding valid accessible parking permits found it difficult to understand how the Pilot applied to them specifically. In addition, as it was difficult for the enforcement system to identify valid accessible parking permits, infringements were issued to compliant visitors holding these permits.
- As part of the Pilot, it would have been beneficial to provide additional engagement and communications with visitors and the local community to increase awareness of the Pilot, its benefits and what is required from them.
- A significant amount of Council resources were required to enforce the visitor paid parking restrictions, respond to community queries and feedback and respond to infringement appeals.
- Only minor levels of parking spillover to the surrounding streets and townships were observed as part of the Pilot. For a broader implementation of visitor paid parking, impacts should be actively monitored, and mitigations considered if warranted, acknowledging that parking behaviour may change over time as drivers get used to paid parking.
- It is understood that some businesses have reported that the Pilot disrupted their business as they rely upon the use of the foreshore parking. As such, for a broader implementation of visitor paid parking it will be critical to work with businesses to minimise impacts to business operations.
- A significant amount of net income was obtained from the Pilot. This income could be allocated / offset the significant foreshore maintenance costs of $8m per year.
- Time restrictions implemented alongside visitor paid parking restrictions should be carefully monitored to encourage turnover and equitable use of parking resources.
- To provide more value to users of the car parks included within the Pilot, it would have been beneficial (subject to levels of accuracy) to use the live data collected by the visitor paid parking program to provide useful real time information to users and inform their decision making.
- The detailed data collected as part of the Pilot was a valuable resource to monitor the ongoing success of the Pilot and inform decision making.
- While noting the above, relative to the number of paid parking transactions (62,000 as at the end of July), the number of concerns raised (via phone call, letter, email etc) about paid parking such as the payment system, ePermit system and parking fee level was quite low.

Full details on learnings from the Pilot are available in the APC report.

The recommendations provided in the following sections of this report have sought to consider and respond to the learnings from the Pilot.

3. Financial Modelling

3.1 Overview

Stantec has undertaken financial modelling to gain a high-level understanding of the revenue and cost implications of a broader implementation of foreshore visitor paid parking across the Mornington Peninsula.

A bespoke financial model has been developed which considers parking revenue along two dimensions:

- Parking operations
- Enforcement operations

Each of these dimensions generates its own revenue stream and can be measured independently in terms of operational performance.

There are several variables that influence the parking and enforcement dimensions of a parking system in terms of financial and operational performance. Some variables are unique to one of the dimensions, while others are common to both. These variables are identified in the following.

Space Characteristics

- Regulated Hours (Per Day)
- Regulated Days (Per Week)
- Regulated Weeks (Per Year)
- Parking Restriction (e.g., 1P, 2P, etc.)

Driver Characteristics

- Occupancy
- Driver Fee Compliance
- Duration of Stay
- Driver Time Compliance
- Resident Exemption Adjustment
- Proportion Daily Rate Payers

Enforcement Characteristics

- Infringement Issuing Rate
- Infringement Payment Rate

Fee Structure

- Parking Tariff Rate (Per Hour)
- Parking Tariff Rate (Daily Cap)
- Infringement Value
- Resident Permit Fee

Technology Characteristics

- Meter Uptime

Costs relating to Council staff resourcing, service provider costs, infrastructure set up costs and recurring and maintenance costs are included in the model.

The values for variables contained within the parking system model are established through either policy settings, as may be determined by the parking administrator from time to time, or through operational characteristics that reflect various motorist and staff behaviours, as well as technology performance.

Within the range of underlying variables, some are more amenable to modification than others.

Variables driven by public policy, such as the Parking Tariff or Regulated Hours, can be influenced directly by parking administrators within the ambit of their responsibilities. Others, such as Occupancy or Compliance, are less able to be directly influenced by parking administrators.

Understanding the relative sensitivities of these variables to the financial and operational performance of a paid parking system, therefore, provides a blueprint for prioritising and approaching planning or change management initiatives that are both feasible and likely to deliver the best results.

3.2 Base Financial Model

A base financial model has been developed to reflect what could be considered a 'probable outcome' of the future expansion of visitor paid parking and is described in the following.

3.2.1 Spatial Extents

The base financial model assumes an application across all foreshore areas on the Port Phillip Bay side of the peninsula. This includes off-street parking areas managed by Council, on-street parking serving the foreshore (along the foreshore side of the road) and on-street parking areas on the opposite side of the road that do not have a commercial frontage.

The total number of car parking spaces within each location has been informed by an estimated mapping process undertaken by Council and provided to Stantec for the purposes of this assessment, as summarised in Table 3.1.

Table 3.1: Spatial Extent of Parking

Location	Off-Street Parking (within foreshore)	On-Street parking (adjacent to foreshore)	On-Street Parking (opposite foreshore)
Mt Eliza	185	60	60
Mornington	442	281	95
Mt Martha	202	100	9
Safety Beach	269	155	160
Dromana	230	174	45
McCrae	251	132	50
Rosebud	358	118	10
Capel Sound	78	75	30
Tootgarook	10	90	0
Rye	395	185	15
Blairgowrie	133	60	0
Sorrento	365	89	10
Portsea	82	0	35
Total	**3000**	**1519**	**519**

For the purposes of base model, it has been assumed that paid parking would be implemented across southern peninsula areas (Rosebud to Portsea) in Year 1 and northern peninsula areas (Mount Eliza to McCrae) in Year 2.

3.2.2 Temporal Extents

The base model assumes the regulation of car parks all year from 8:00am to 8:00pm daily.

3.2.3 Operating Characteristics

Input values and assumptions relating to each of the operating characteristics along with cost elements are defined in Appendix A.

3.2.4 Payment Structure

A payment structure, the same as the Pilot, has been adopted for modelling purposes as follows:

- $6.20 per hour.
- Daily cap of $19.50.

The base model makes allowance for residents to purchase a residential permit, which provides exception from paying for a car parking space. A household may purchase up to five permits, each valid for a 2-year duration at the following rates. It is noted for the purposes of the model, it is assumed that permits are purchased uniformly each year.

- 1st Permit: Free
- 2nd Permit: Free
- 3rd Permit: $20.00
- 4th Permit: $30.00
- 5th Permit: $40.00

3.2.5 Model Outcomes

The financial modelling is summarised with the tables and figures below identifying estimations of:

- Yearly revenue (parking fee and parking infringement)
- Yearly costs
- Net parking revenue
- Net cumulative revenue over the first five years of operation.
- Expected payback period

Further financial modelling details are shown in Appendix A.

The model indicates an initial set-up cost occurring prior to the generation of any parking revenue. This is reflective of the resourcing and infrastructure costs required to develop and implement the system. The model accounts for a basic interest cost associated with a 'borrowing' to fund these initial project phases prior to revenue being generated. In year 1, revenue generation begins with the activation of some of the parking areas and further revenue generation occurs in year 2 with the activation of the remainder of the area. Net revenue stabilises in years 4 and 5 with the set-up costs having been established and provides a reasonable estimation of the level of net revenue that could be anticipated in future years.

The base model identifies a net cumulative revenue after year 5 in the order of $11,700,000 with an expectation of growth in the order of $5,400,000 per year thereafter.

While recognising the initial set-up costs, it is estimated that the system would be paid back (through revenue generation) mid-way through the third year of operation (assuming that revenue to that point is invested in paying back the system). A longer payback period could be expected should Council choose to invest a portion of the revenue generated during years 1 and 2 into the upgrading of foreshore facilities. On balance, such an approach may be reasonable to demonstrate some of the benefits of the system back to the community, however, would be dependent on Council's repayment preferences.

Infringement revenue could also be reduced in years 1 and 2 if Council decides to take a slightly softer approach to enforcement during the initial roll out of the program (i.e. a greater issuing of warning notices rather than infringement notices). This would however be dependent upon Council's enforcement preferences and as such has not been reflected in the modelling at this time.

Table 3.2: Revenue Summary – Base Case

	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Net Total Fee Revenue (Excl. GST)	$0	$2,300,000	$5,200,000	$5,200,000	$5,200,000	$5,200,000
Net Total Infringement Revenue	$0	$1,100,000	$2,300,000	$2,300,000	$2,300,000	$2,300,000
Permit Revenue	$0	$100,000	$200,000	$200,000	$300,000	$300,000
Net Total Revenue (Excl. GST)	**$0**	**$3,500,000**	**$7,700,000**	**$7,700,000**	**$7,800,000**	**$7,800,000**

Table 3.3: Cost Summary – Base Case

	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Staffing Requirement	$2,400,000	$3,300,000	$3,600,000	$1,900,000	$2,000,000	$2,000,000
Reoccurring Operating Costs	$800,000	$500,000	$500,000	$600,000	$400,000	$400,000
Infrastructure	$0	$1,400,000	$1,700,000	$100,000	$0	$0
Interest Incurred from Borrowing	$300,000	$500,000	$400,000	$0	$0	$0
Total Cost	**$3,500,000**	**$5,700,000**	**$6,200,000**	**$2,600,000**	**$2,400,000**	**$2,400,000**

Table 3.4: Cumulative Total Summary – Base Case

	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Cumulative Total Revenue (Excl. GST)	$0	$3,500,000	$11,200,000	$18,900,000	$26,700,000	$34,500,000
Cumulative Cost	$3,500,000	$9,200,000	$15,400,000	$18,000,000	$20,400,000	$22,800,000
Cumulative Net Profit (Excl. GST)	-$3,500,000	-$5,700,000	-$4,200,000	$900,000	$6,300,000	$11,700,000
Yearly Profit (Excl. GST)	-$3,500,000	-$2,200,000	$1,500,000	$5,100,000	$5,400,000	$5,400,000

Projecting forward and assuming a consistent yearly profit of $5,400,000 (as per the year 5 revenue), a 10-year net cumulative profit could be expected in the order of $38,700,000, as show in Figure 3.2.

$38,700,000
10-year net cumulative profit (excl. GST)

Figure 3.1 shows the cumulative revenue and costs of the model. This identifies a larger portion of the revenue being contributed by parking fees followed by infringement revenue and permit revenue. Costs are shown to exceed revenue in years 0 and 1 before being paid back during year 2.

Figure 3.1: Base Case – 5-year Cumulative Revenue and Costs

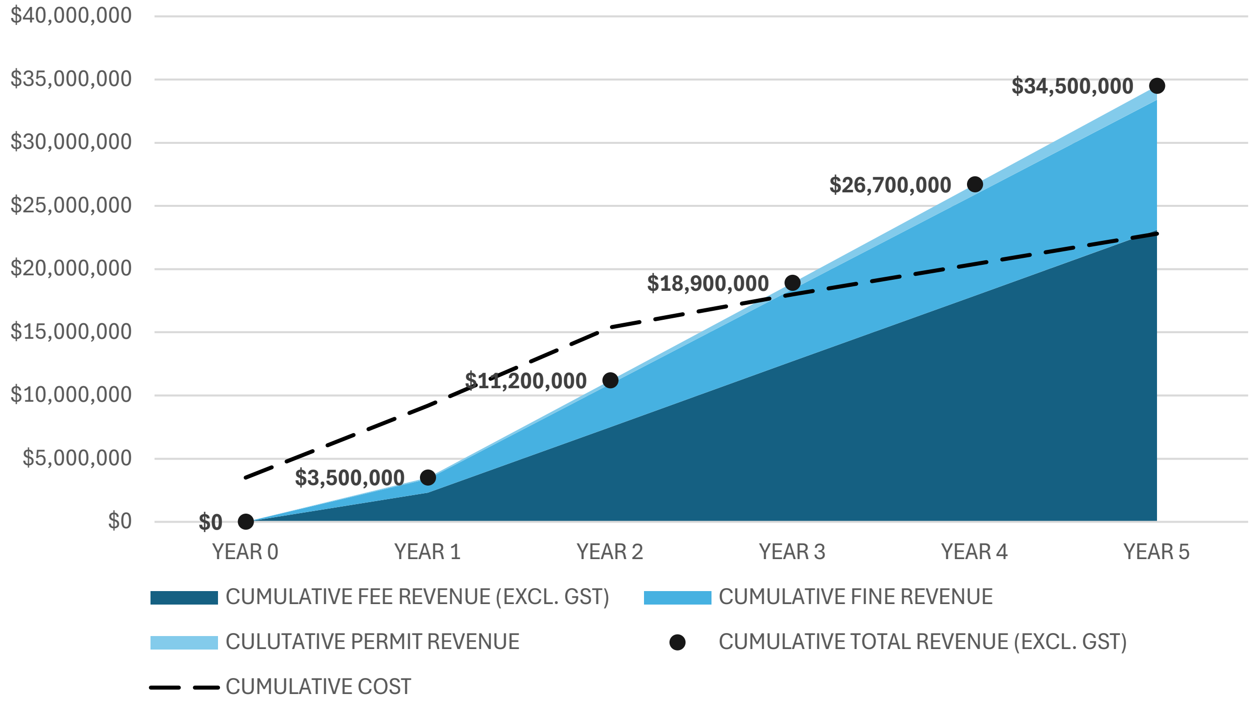
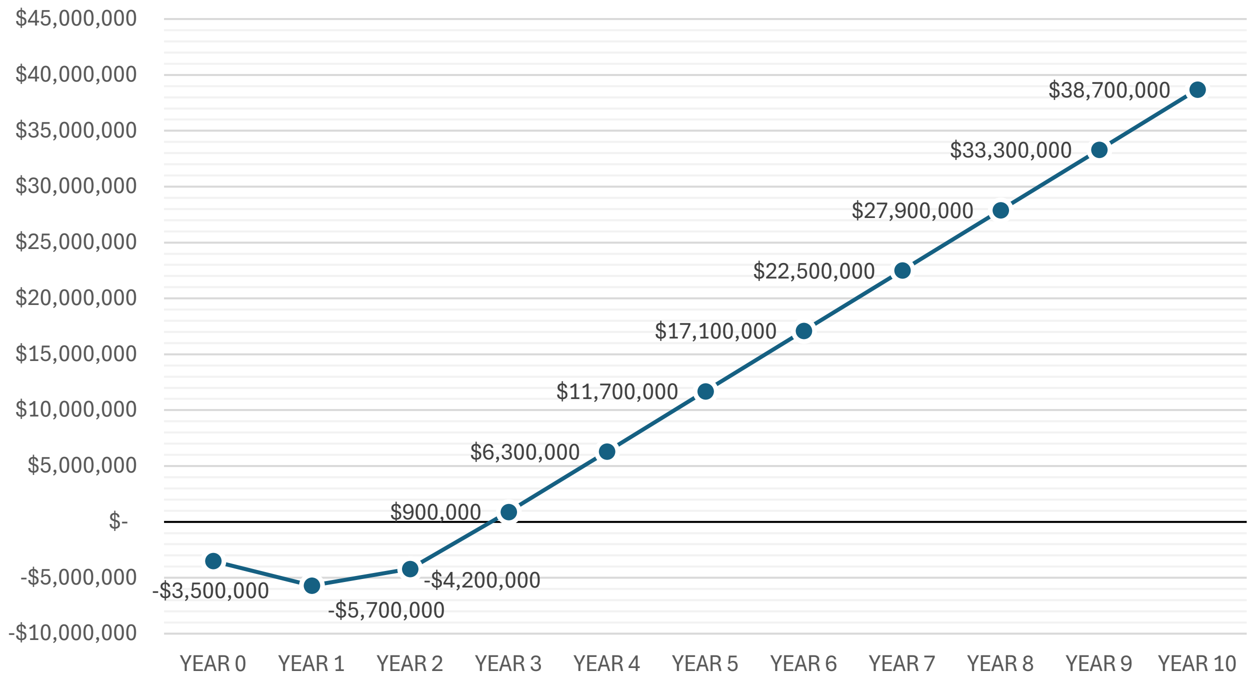


Figure 3.2: Base Case – Year-End Financial Position



3.3 Scenario Testing

Scenario testing has been undertaken to understand the sensitivity of a number of variables within the parking financial model. These are set out and discussed in the following subsections.

3.3.1 Scenario 1: Parking Fee Variations

Scenario 1 considers the impacts to the base model of variations to the parking fee rates as follows:

- Parking Fee of $5.20 per hour
- Parking Fee of $4.20 per hour
- Parking Fee of $3.10 per hour applying during off-peak periods (assumed to be April to October inclusive). A full rate of $6.20 per hour applies during peak and shoulder periods

Table 3.2 presents the financial impacts of these options compared against the base model.

Table 3.5: Scenario 1 Sensitivity Testing

Scenario	Year 5 Net Profit	Cumulative Net Profit Years 0 – 5	Projected 10 Year Net Profit (% diff to base)	Payback Timeline
Base Scenario ($6.20)	$5,400,000	$11,700,000	$38,700,000	34 months
Hourly Parking Fee $5.20	$4,500,000	$7,300,000	$29,800,000 (-23%)	43 months
Hourly Parking Fee $4.20	$3,800,000	$3,700,000	$22,700,000 (-41%)	50 months
Hourly Parking Fee $3.10 during off-peak period	$4,800,000	$9,100,000	$33,600,000 (-13%)	39 months

Variations (i.e. reductions) in parking fees will naturally result in reductions to the net revenue achieved by the system. The sensitivity tests detailed above show more significant reductions in revenue when the fee across the whole year is reduced, when compared with a reduction in only the off-peak period.

Having regard to the results of the tested scenarios, it would be beneficial to consider how the fee structure could be varied during the off-peak period only to balance the community and visitor response to paid parking being in place during periods when parking demands are lower.

3.3.2 Scenario 2: Time Period Variations

Scenario 2 considers the impacts to the base model of variations to the period of time during which paid parking would apply as follows:

- Paid parking applies only during months of October to April inclusive
- Paid parking applies only during months of November to April inclusive
- Paid parking applies all year round however only during the hours of 8:00am – 5:00pm

Table 3.2 presents the financial impacts of these options compared against the base model.

Table 3.6: Scenario 2 Sensitivity Testing

Scenario	Year 5 Net Profit	Cumulative Net Profit Years 0 – 5	Projected 10 Year Net Profit (% diff to base)	Payback Timeline
Base Scenario (all year, 8:00am – 8:00pm)	$5,400,000	$11,700,000	$38,700,000	34 months
Applies only October to April	$4,300,000	$6,200,000	$27,700,000 (-28%)	49 months
Applies only November to April	$4,100,000	$5,200,000	$25,700,000 (-34%)	49 months
Applies all year between the hours of 8:00am – 5:00pm	$4,600,000	$7,800,000	$30,800,000 (-20%)	43 months

Variations to the time during which paid parking applies is identified to result in reductions to net profit in the order of 20 - 35%.

The least impactful scenario is the reduction in hours across the day to which parking fees would apply.

Scenarios whereby paid parking is effectively turned on and off at certain times of the year will still attract the same or similar operating and set-up costs but will only attract revenue for part of the year. Such scenarios also create risk of confusion to drivers as to when fees do and do not apply and could necessitate additional communications and engagement each year when fees are reactivated.

3.3.3 Scenario 3: Spatial Extent Variations

Scenario 3 considers the impacts to the base model of variations to the spatial extent as follows:

- Applies to Port Phillip Bay and Western Port Bay foreshore areas
- Applies to Port Phillip Bay off-street foreshore car parks and on-street foreshore side of road only
- Applies to Port Phillip Bay off-street foreshore car parks only

Table 3.2 presents the financial impacts of these options compared against the base model.

Table 3.7: Scenario 3 Sensitivity Testing

Scenario	Year 5 Net Profit	Cumulative Net Profit Years 0 – 5	Projected 10 Year Net Profit (% diff to base)	Payback Timeline
Base Scenario (Port Phillip Bay, off-street and on-street)	$5,400,000	$11,700,000	$38,700,000	34 months
Port Phillip Bay and Western Port Bay	$6,100,000	$13,400,000	$43,900,000 (+13%)	38 months
Port Phillip Bay foreshore off-street and on-street (foreshore side only)	$4,800,000	$9,600,000	$33,600,000 (-13%)	39 months
Port Phillip Bay foreshore off-street only	$3,300,000	$2,900,000	$19,400,000 (-50%)	50 months

Varying the spatial extent of paid parking is shown to result in a larger range of outcomes. The inclusion of Western Port Bay during year 3 of operation could be expected to increase net profit by in the order of 13% over 10 years.

Only applying paid parking to off-street foreshore car parks and on-street areas adjacent to the foreshore could result in a reduction to net profit by in the order of 13%. Whilst this is a reduction in net profit, this approach could simplify the approach to implementing paid parking along the opposite side of foreshore roads where added complexities exist in managing parking due to the mix of frontage land use types.

Only applying paid parking within off-street foreshore car parks would have a significant impact to net profit. It also could create parking management difficulties, with drivers potentially seeking to avoid paid off-street parking areas and choosing to park within immediately adjacent on-street areas that don't attract a fee.

Having regard to the tested scenarios, further consideration should be given to the merits of expanding the program to include Western Port Bay areas and to reducing the extent of application to being off-street foreshore car parks and on-street parking on the foreshore side of the road only.

3.4 Limitation of the Model

While not built into the modelling, a number of other factors exist which should at least be recognised in the context of this study and considered as part of further stages.

It is acknowledged that while each would individually impact the modelling undertaken, these factors are likely to balance out and counteract each other, therefore not significantly impacting the modelling undertaken to date.

Price escalation: Price escalation can occur when labour costs or costs of materials rise. A number of cost items associated with paid parking would be subject to price escalation. For example, costs of staff to maintain or enforce paid parking or costs of paid parking infrastructure (machines, cameras, etc).

Increases in parking fees over time: The financial model assumed no change to the hourly and daily paid parking rates over the modelled period. However, it is possible that these rates would increase over time.

Interest relating to the payback of parking infrastructure: The financial model assumes that an interest rate of 10% would apply to the initial upfront costs required to establish the system, prior to it generating revenue to pay these costs back.

Price elasticity relating to displacement of parking due to introducing price: The financial model assumes that demands for paid parking areas will not change with the introduction of paid parking. However, it is a reasonable assumption that some people will choose not to park in locations where paid parking is introduced.

Growth in visitation: It is reasonable to expect that growth in visitation to the Shire would occur over coming years which could result in a higher demand for parking across all locations.

Infringement follow-up: Costs associated with infringement follow-up, including sourcing of driver address information, have not been specifically accounted for within the model. This is instead reflected by the adoption of conservative assumptions (on the low side) relating to the infringement payment rates.

3.5 Recommendations from Financial Modelling

The base financial modelling clearly identifies the opportunities of revenue generation over time with a 10-year net cumulative profit expected in the order of $38,700,000, based on the visitor foreshore paid parking program being applied to the Port Phillip Bay side of the peninsula.

The sensitivity scenarios also present an opportunity for further consideration to be given to the exact future roll out of a paid parking program and the merits of, in particular:

- Reductions to the parking fee charged during off-peak periods of the year.
- Expansion to include the Western Port Bay side of the peninsula.
- Reduction in the spatial extent of the program to include only off-street foreshore car parks and on-street parking along the foreshore side of the road.

These considerations may assist to further balance the revenue generation objectives with community / user expectations and should be further explored as part of the future strategic planning stages of the program should Council deem it appropriate to proceed.

4. Recommendations

4.1 Future of Visitor Paid Parking

Having regard to the financial modelling detailed above, it is clear that a broader implementation of paid parking would have a financial benefit to the Shire. The modelling indicates that under all variations and scenarios tested, a long term positive financial result is expected.

As such, the final implementation model will require the benefits that are gained from the financial return to be balanced against the real or perceived disbenefits that the community may feel could arise from implementing paid parking.

Community feedback received during the Pilot, as detailed within the evaluation report, has identified a number of concerns. However, a majority of these can be overcome through operational modifications and enhancements and would not justify the concept of visitor foreshore paid parking to be abandoned.

On balance, it would appear that visitor foreshore paid parking could be pursued across the municipality to support Council in generating additional revenue to create a more equitable cost distribution between residents and visitors for maintaining these areas. Initially it would be recommended that focus be given to implementing visitor foreshore paid parking across all Port Phillip Bay foreshore areas. Further consideration could be given to Western Port Bay areas following the Port Phillip Bay side implementation.

To guide the implementation of the visitor foreshore paid parking, some additional recommendations have been prepared to enhance the operation of a comprehensive program, to address the learnings from the Pilot and to further consider the merits of some of the tested sensitivity scenarios, as earlier noted.

In the context of these further recommendations being made, it could also be appropriate to conclude the Pilot to allow these matters to be comprehensively addressed and a plan for a broader rollout of visitor foreshore paid parking be prepared without the influence of the existing operations.

Notwithstanding, should it be Council's determination that the Pilot is continued, the following recommendations should be applied as appropriate to the Pilot areas as well as a broader roll out.

4.2 Approach to Preparing Recommendations

Recommendations have been prepared under the following themes:

- User experience
- Communications and engagement
- Enforcement
- Technology
- Permit system considerations
- Pricing considerations
- Framework for broader implementation

The recommendations have been informed by the learnings from the Pilot, the financial modelling, as well as generally accepted parking management principles:

- Adopt a user pays model to apportion the cost of providing and maintaining parking to those who use the parking resources, particularly those who do not contribute to Council's consolidated revenue stream through Council rates
- Encourage tourism by investing revenue into improving the paid parking areas. This benefits the whole community
- Ensure parking is available for those who wish to visit by encouraging turnover to occur
- Encourage those that are within close proximity to the area to walk or cycle, rather than drive

On the above basis, our recommendations for each theme, including the rationale and importance of each recommendation, are provided in the following sections.

4.3 User Experience

A positive user experience is critical to allowing residents and visitors to easily understand the Program and what is required from them. Recommendations relevant to this theme are shown at Table 4.1.

Table 4.1: Recommendations – User Experience

Recommendation	Rationale	Importance
Review resourcing requirements and impact to officer workloads resulting from any broader implementation of the visitor paid parking program.	• To ensure that Council has the resources required to offer an improved user experience by responding to user queries and feedback in a timely manner.	High
Using revenue from the Program, provide improved maintenance of amenities and delivery of services (e.g. improved lighting, toilets and changerooms, picnic facilities) at Program locations.	• To tangibly demonstrate to the community that revenue gained from the Program is being actively reinvested in the community. • Delivering ongoing improvements to amenity and services at Program locations encourages further use of these locations and therefore more revenue.	High
Work with the future service provider to ensure that the payment process is as simple as possible for users.	• Providing an easy payment process encourages users to pay for parking and reduce the number of infringements. • Supports visitors that are one-time or infrequent users.	High
Review signage and payment instructions to ensure that they clearly communicate the Program and what is required from car park users. For example, consider the appropriateness of signage referring to a 'ticket' system.	• To ensure statutory compliance with standards so that any enforcement measures are legally enforceable. • More clearly communicating to users what is required is expected to increase user compliance. • Removing association of ticketed parking to allocation of paper ticket.	High
Monitor mobile cellular reception throughout all Program locations.	• To ensure users are able to pay for parking without using their own mobile data. • To ensure that users without mobile data are able to pay for parking.	Medium
Consider creating resources in significant non-English languages spoken by the community and international tourists.	• For these users, improving their understanding of the Program is expected to increase compliance. • Engagement with the broader community that does not speak English as their first language.	Medium
For each car park, consider ways of using the live occupancy data obtained from the Program to provide useful real time information to users.	• Demonstrating to the community that data collected as part of the Program is being used to improve their experience. • Facilitating more efficient use of available car parking resources • Providing useful real time information to users allows them to make informed decisions.	Low
Consider ways of providing useful information on each car park such as how close it is to the beach, its nearby facilities such as playgrounds and any amenities such as toilets, BBQs and rubbish bins.	• Providing useful information to users allows them to make informed decisions.	Low

4.4 Communications and Engagement

Promoting the Program to the community is beneficial to build awareness and communicate its benefits. Recommendations relevant to this theme are shown at Table 4.2.

Table 4.2: Recommendations – Communications and Engagement

Recommendation	Rationale	Importance
For the next phase of the Program, develop a detailed communications plan to increase awareness within the community and communicate its benefits. For example, this communications plan could propose providing details on the Program via: • sending out specific correspondence to all properties within the Mornington Peninsula • rates notices and in local newspapers • providing tourism groups with material they can provide to tourists that informs them of the Program • easy to access website pages on the Council website explaining the Program • providing local dining, shopping and accommodation (among others) businesses with material they can provide to visitors that informs them of the Program.	• Creating awareness in the community about the Program and its benefits in a variety of ways.	High

4.5 Compliance and Enforcement

Compliance and enforcement activities need to occur alongside the implementation of visitor paid parking to ensure that users are paying for parking as intended. Recommendations relevant to this theme are shown at Table 4.3.

Table 4.3: Recommendations – Compliance and Enforcement

Recommendation	Rationale	Importance
Review enforcement methodology to ensure that it is fair, equitable and cost effective for Council to implement.	• Maximising efficiency of enforcement activities. • Ensuring infringements are fair and equitable. • Regular enforcement will encourage visitors to pay for parking and therefore decrease the number of infringements.	High

4.6 Technology

Technology (and technology operators) relied upon to implement the Program should be reliable and fit for purpose, while being able to produce detailed data reports that can allow Council to monitor the ongoing success of the Program and inform decision making.

Recommendations relevant to this theme are shown at Table 4.4.

Table 4.4: Recommendations – Technology

Recommendation	Rationale	Importance
Ensure that parking service providers (including ePermit provider) comply with relevant data security standards on an ongoing basis. This may require regular auditing where required.	• Ensuring that data collected as part of the Program is secure.	High
Where appropriate, install alternate payment options including Tap & Pay machines to provide those without smart phones a viable payment option. It is recommended that criteria be developed to determine appropriate business rules for where payment machines should be located. In addition, consider providing prepayment options for visitors, such as day or weekend pass options.	• Providing more options for visitors to pay for parking, which is expected to decrease the likelihood of infringements. • Providing further visual cues that there is an expectation for users to pay for parking, noting that signage alone is more easily overlooked.	Medium
Work with the camera data operator to ensure that the data provided is useful and easy to interpret.	• Facilitating the ease at which Council can monitor the success of the Program, using metrics such as car parking occupancy, infringement rates, average duration of stay etc.	Medium
Work with the camera data operator to ensure that a comprehensive management report tailored to Council's needs is provided monthly.	• Providing ongoing monitoring of the Program. • This detailed report will provide transparency on the ongoing success of the Program to Council executives, Councillors and other key stakeholders.	Medium

4.7 Permit System Considerations

The APC report indicated that as of 30 June 2024, approximately 22,000 permits were issued as part of the Pilot, with the majority of these (approx. 20,000) issued to residents. The APC report also estimates that approx. 95,000 dwellings are eligible for ePermits. As such, in the case that the Program is rolled out more broadly, based on the current system, the number of issued permits could be as high as approx. 500,000 (assuming five permits per household).

Noting the above, recommendations relevant to this theme are shown at Table 4.5.

Table 4.5: Recommendations – Permit System Considerations

Recommendation	Rationale	Importance
Review and simplify the ePermit application process to ensure eligible parties are able to easily and quickly obtain a permit.	• Eligible users are discouraged from engaging with the Program if the process of obtaining a permit is too complex or time consuming.	High
For each household, provide two permits for free with minimal supporting information required. For any additional permits (to a maximum of five per household), consider charging a nominal fee.	• Providing two permits for free with a reduction in the required evidence will encourage eligible users to engage with the Program. • Charging a nominal fee for any additional permits will: – Assist in recouping costs associated with administering the permits – Encourage users to consider how many permits they actually need and discourage users from applying for permits they don't intend to use. – Reduce any misuse of the resident permit process.	High
Review ePermit eligibility criteria to ensure access, fairness and prevent fraud. For example: • Consider allowing the details of the car assigned to each Permit to only be changed once a year. • Consider reviewing eligibility criteria for clubs, volunteers and businesses.	• Ensuring that permits issued are only used by eligible members of the community. • Ensuring that the forecast revenue can be obtained, noting that permit eligibility criterion that is too generous will reduce revenue.	High
Ensure that infringements for nonpayment are not issued to users with a valid accessible parking permit.	• Ensuring that only valid infringements are issued by Council. • Providing certainty to visitors with accessible parking permits on what is expected from them.	High

4.8 Pricing Considerations

4.8.1 What are others doing?

The pricing set for visitor paid parking will influence whether people choose to park at foreshore locations. Specifically, if other nearby Councils also charge for parking, then visitors are unlikely to avoid the Mornington Peninsula to avoid paying for parking. Surrounding price structures will therefore influence how much Council should charge for parking.

Our review indicates that surrounding and similar Councils to Mornington Peninsula Shire Council have already implemented paid parking along foreshore areas. Table 4.6 has been prepared to show the current fees in these car parks and demonstrates that foreshore locations in nearby areas are considered premium places and as such, people are willing to pay to park there.

Table 4.6: Paid Parking Programs Implemented by Other Councils in Victoria

Council	Location of Paid Parking	Cost of Paid Parking	Comments
Frankston	Foreshore	• $3.20 per hour and $12.80 for four hours (maximum duration)	• As at November 2023 • Fee applies between 9am-6pm • Residents with parking permits can park for free in certain areas [1]
Bayside	Foreshore	• $6.70 per hour, $15.50 for 4 hours and $20.00 all day	• Residents with parking permits can park for free in certain areas [2]
Kingston	Foreshore	• $5.00 per hour and $17.00 all day	• Residents with parking permits can park in certain areas [3] • Tickets applicable from 6am-8pm or 9:30pm
Port Phillip	Foreshore	• Between $3.90 - $6.50 per hour and $14.00 - $17.50 all day	• Residents with parking permits can park in certain areas [4] • Price varies by specific location • Some locations vary by season (hourly rates are reduced by 50-60% in the colder months, daily rates 30-35% less)

[1] https://www.frankston.vic.gov.au/Our_Community/Parking_and_Transport/Foreshore_Parking_Permits
[2] https://www.bayside.vic.gov.au/beach-parking-permits
[3] https://www.kingston.vic.gov.au/About-Us/Permits/Parking
[4] https://www.portphillip.vic.gov.au/council-services/parking-in-port-phillip/parking-permits

4.8.2 Recommendations

The pricing structure set for the Program will be a strong influence as to the extent to which visitors will accept and engage with the Program. Recommendations to review the Program's pricing are shown at Table 4.7.

Table 4.7: Recommendations – Pricing Considerations

Recommendation	Rationale	Importance
Review the Program's pricing structure, with consideration for: • If discounts (or free parking) should be provided for off-peak months or days of the week • If the current pricing structure (hourly rate and daily cap) should be modified. In reviewing the pricing structure, reference should be made to similar programs implemented by other Councils.	• Providing a pricing structure similar to foreshore car parks paid parking programs implemented by other Councils is expected to improve user engagement with the Program.	High

4.9 Framework for Broader Implementation

For a broader implementation of the Program, policy and implementation documents should be prepared to provide a structured framework and offer transparency to stakeholders. Recommendations relevant to this theme are shown at Table 4.8.

Table 4.8: Recommendations – Framework for Broader Implementation

Recommendation	Rationale	Importance
Develop a Port Phillip Bay foreshore visitor paid parking management policy framework document that will control the broader implementation of the Program. This framework should include details on: • How typical implementation scenarios will be considered, with consideration for the type and location of nearby land uses. Example scenarios include: – Location is adjacent to an activity centre or other commercial uses that provide their own car parking. – Location is adjacent to commercial uses that heavily rely on use of the foreshore car park for business from visitors. – Location is adjacent to recreational areas. – Location is adjacent to a foreshore camping area. – Location is adjacent to residential uses. • How impacts to adjacent commercial and residential areas will be managed. The framework will recognise that each specific location will need to be considered on a case-by-case basis.	• Providing a transparent and consistent framework (for all stakeholders) for a future implementation of the Program. • Providing a framework for managing impacts from the Program, noting that a common concern with the implementation of paid parking is that to avoid paying the fee, visitors will park further away in areas that do not require payment, and walk further to their destination. This most commonly occurs in residential streets where no parking restrictions are present.	High
Prepare a prioritisation plan that controls the rollout of a broader visitor paid parking program. This plan will include consideration for simultaneous implementation of multiple locations where appropriate.	• Communicating to all stakeholders the specific rationale for prioritising the implementation of visitor paid parking at each location	High
Prepare implementation plans for each location where visitor paid parking is proposed. Each plan should include specific details to allow Program implementation, such as: • The number of cameras and payment machines proposed and where these will be placed.	• To allow delivery of the Program at each location. • To ensure key stakeholders are engaged in the implementation process and plans are localised.	High

• Specific mitigation measures to manage impacts to adjacent land uses, such as introducing time or resident permit restrictions on nearby residential streets. • Stakeholder engagement planning to ensure tailored and inclusive outcomes. The implementation plans would have regard for and be consistent with the developed policy framework.		
Undertake car parking surveys (occupancy and duration of stay) at locations where visitor paid parking is proposed to be implemented.	• Facilitating evaluation of the Program by collecting data in the 'before Program' scenario which can be compared to the 'during Program' scenario. • To inform the extent that each location should be prioritised for Program implementation.	High

5. Summary

5.1 Summary of Recommendations

Table 5.1 provides a summary of recommendations presented earlier within this report.

Table 5.1: Summary of Recommendations

Recommendation No.	Theme	Recommendation	Importance
UE1	User experience	Review resourcing requirements and impact to officer workloads resulting from any broader implementation of the visitor paid parking program.	High
UE2		Using revenue from the Program, provide improved maintenance of amenities and delivery of services (e.g. improved lighting, toilets and changerooms, picnic facilities) at Program locations.	High
UE3		Work with the future service provider to ensure that the payment process is as simple as possible for users.	High
UE4		Review signage and payment instructions to ensure that they clearly communicate the Program and what is required from car park users. For example, consider the appropriateness of signage referring to a 'ticket' system.	High
UE5		Monitor mobile cellular reception throughout all Program locations.	Medium
UE6		Consider creating resources in significant non-English languages spoken by the community and international tourists.	Medium
UE7		For each car park, consider ways of using the live occupancy data obtained from the Program to provide useful real time information to users.	Low
UE8		Consider ways of providing useful information on each car park such as how close it is to the beach, its nearby facilities such as playgrounds and any amenities such as toilets, BBQs and rubbish bins.	Low
C&E1	Communications and engagement	For the next phase of the Program, develop a detailed communications plan to increase awareness within the community and communicate its benefits. For example, this communications plan could propose providing details on the Program via: • sending out specific correspondence to all properties within the Mornington Peninsula • rates notices and in local newspapers • providing tourism groups with material they can provide to tourists that informs them of the Program • easy to access website pages on the Council website explaining the Program	High

		• providing local dining, shopping and accommodation (among others) businesses with material they can provide to visitors that informs them of the Program.	
E1	Enforcement	Review enforcement methodology to ensure that it is fair, equitable and cost effective for Council to implement.	High
T1	Technology	Ensure that parking service providers (including ePermit provider) comply with relevant data security standards on an ongoing basis. This may require regular auditing where required.	High
T2		Where appropriate, install alternate payment options including Tap & Pay machines to provide those without smart phones a viable payment option. It is recommended that criteria be developed to determine appropriate business rules for where payment machines should be located. In addition, consider providing prepayment options for visitors, such as day or weekend pass options.	Medium
T3		Work with the camera data operator to ensure that the data provided is useful and easy to interpret.	Medium
T4		Work with the camera data operator to ensure that a comprehensive management report tailored to Council's needs is provided monthly.	Medium
Pe1	Permit System Considerations	Review and simplify the ePermit application process to ensure eligible parties are able to easily and quickly obtain a permit.	High
Pe2		For each household, provide two permits for free with minimal supporting information required. For any additional permits (to a maximum of five per household), consider charging a nominal fee.	High
Pe3		Review ePermit eligibility criteria to ensure access, fairness and prevent fraud. For example: • Consider allowing the details of the car assigned to each Permit to only be changed once a year. • Consider reviewing eligibility criteria for clubs, volunteers and businesses.	High
Pe4		Ensure that infringements for nonpayment are not issued to users with a valid accessible parking permit.	High
Pr1	Pricing Considerations	Review the Program's pricing structure, with consideration for: • If discounts (or free parking) should be provided for off-peak months or days of the week • If the current pricing structure (hourly rate and daily cap) should be modified. In reviewing the pricing structure, reference should be made to similar programs implemented by other Councils.	High

F1	Framework for broader implementation	Develop a Port Phillip Bay foreshore visitor paid parking management policy framework document that will control the broader implementation of the Program. This framework should include details on: • How typical implementation scenarios will be considered, with consideration for the type and location of nearby land uses. Example scenarios include: – Location is adjacent to an activity centre or other commercial uses that provide their own car parking. – Location is adjacent to commercial uses that heavily rely on use of the foreshore car park for business from visitors. – Location is adjacent to recreational areas. – Location is adjacent to a foreshore camping area. – Location is adjacent to residential uses. • How impacts to adjacent commercial and residential areas will be managed. The framework will recognise that each specific location will need to be considered on a case-by-case basis.	High
F2		Prepare a prioritisation plan that controls the rollout of a broader visitor paid parking program. This plan will include consideration for simultaneous implementation of multiple locations where appropriate.	High
F3		Prepare implementation plans for each location where visitor paid parking is proposed. Each plan should include specific details to allow Program implementation, such as: • The number of cameras and payment machines proposed and where these will be placed. • Specific mitigation measures to manage impacts to adjacent land uses, such as introducing time or resident permit restrictions on nearby residential streets. • Stakeholder engagement planning to ensure tailored and inclusive outcomes. The implementation plans would have regard for and be consistent with the developed policy framework.	High
F4		Undertake car parking surveys (occupancy and duration of stay) at locations where visitor paid parking is proposed to be implemented.	High

5.2 Supporting Local Businesses

The recommendations presented within this report have sought to support local businesses, in particular by:

- Improving awareness of the Program and its benefits
- Simplifying the permit application process and streamlining eligibility
- Developing specific policies that manage impacts to businesses and support their operations
- Preparing a policy framework that provides certainty and transparency on where and how a future visitor paid parking program would be implemented.

5.3 Supporting Local Community Clubs

The recommendations presented within this report have sought to support local community clubs, in particular by:

- Improving awareness of the Program and its benefits
- Simplifying the permit application process and streamlining eligibility
- Developing specific policies that manage impacts to community clubs and support their operations
- Preparing a policy framework that provides certainty and transparency on where and how a future visitor paid parking program would be implemented.

5.4 Supporting Residents

The recommendations presented within this report have sought to support residents, in particular by:

- Providing additional resources to address queries or feedback received
- Providing improved amenities and services at Program locations
- Simplifying the permit application process and streamlining eligibility
- Further engaging with residents and communicating the benefits of the Program
- Preparing a policy framework that provides certainty and transparency on where and how a future visitor paid parking program would be implemented
- Developing strategies to manage spillover parking into residential areas
- Providing useful real time information to assist user decision making.

5.5 Supporting Visitors

The recommendations presented within this report have sought to support visitors to the Mornington Peninsula, in particular by:

- Providing additional resources to address queries or feedback received
- Providing an improved payment experience and providing a revised pricing structure that has consideration for similar paid parking programs implemented by other Councils in Victoria
- Improving awareness of the Program, its benefits and what is expected from visitors
- Providing useful real time information to assist user decision making
- Providing improved amenities and services at Program locations
- Providing certainty on what is required from visitors with valid accessible parking permits
- Preparing a policy framework that provides certainty and transparency on where and how a future visitor paid parking program would be implemented.

5.6 Supporting Council

The recommendations presented within this report have sought to support Council, in particular by:

- Providing ongoing detailed data to monitor the success of the Program and inform Council decision making
- Ensuring that enforcement activities are practical and cost effective
- Ensuring that data collected as part of the Program is secure
- Preparing a framework that controls a broader implementation of visitor paid parking, informed by data.

Appendix A. Financial Modelling Assumptions and Results

A.1 Revenue Inputs

A summary of the model revenue inputs is presented in Table A.1.

Table A.1: Model Inputs

Variable	Definition	Base Model Input
Model period	The number of years modelled.	5 years
Regulated Days	The number of days per year for which parking restrictions are applicable	365 days a year
Regulated Weeks	The number of weeks per year for which parking restrictions are applicable	52 weeks a year
Regulated Hours	The number of hours in a day for which parking restrictions are applicable	12 hours per day
Parking Restriction	The parking restriction applicable	• 1hr • 2hr • 3hr • 4hr • Unrestricted
Hourly Parking Tariff	The rate charged for use of the parking space per hour	$6.20 per hour
Daily Parking Tariff	The rate charged for use of the parking space per day	$19.50 per day
Parking Typology	The car parking typologies where visitor paid parking is applicable.	Four typologies have been assumed: • Off-Street (within foreshore, higher off-peak demand) • Off-Street (within foreshore, lower off-peak demand) • On-Street (foreshore side) • On-Street (opposite side)
Locations included within Program	The locations included within Program, including the number of car parking spaces for each typology at each location.	Port Phillip Bay foreshore locations only, including: • Mt Eliza • Mornington • Mt Martha • Safety Beach • Dromana • McCrae • Rosebud • Capel Sound • Tootgarook • Rye • Blairgowrie • Sorrento • Portsea
Average Occupancy	The average number of parking spaces that are occupied by motorists across the enforcement period	Average occupancy has been based on occupancy surveys and other data sources (including estimates) throughout the Mornington Peninsula area over the past 5-years.
Driver Fee Compliance	The level at which motorists comply with the fee payment requirements of the parking system	90% compliance
Driver Time Compliance	The level at which motorists comply with the time restriction requirements of the parking system	Time compliance is based on parking duration of stay surveys undertaken throughout the Mornington Peninsula area over the past 5-years: • 70% compliance for 1hr restricted bays • 90% compliance for 2hr or 3hr restricted bays • 98% compliance for 4hr restricted bays • 100% compliance for unrestricted bays

Resident Exemption	The proportion of motorists which are paying visitors (i.e., motorists who do not have a residential parking permit)	40-50%, based on data from the Pilot program
Meter availability	The proportion of regulated hours during which the parking meters are operational	95% system uptime
Infringement value	The face value of an infringement	$99 (failure to pay)
Infringement issuing rate	The proportion of infringements issued relative to all infringement issuing opportunities	10-20% issuing rate adopted based on typical experience and data from the Pilot program
Infringement payment rate	The proportion of infringements issued that are paid	60% payment rate based on the APC evaluation report

A.2 Cost Inputs

A.2.1 Staff

Staff of various levels have been assumed to be required throughout the duration of the project based on discussions with Council.

Table A.2: Staff Inputs – Base

Staff	Equivalent Full Time Staffing Numbers					
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Total EFT	**17**	**30.75**	**37.35**	**27.25**	**28.25**	**28.25**

A.2.2 Ongoing Operating Costs

The following ongoing operating costs have been assumed, including initial costs related to program implementation which then stabilises from Year 3 onwards.

Table A.3: Ongoing Operating Cost Inputs – Base Case

Item	Rate	Measure	Quantity					
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Surveys	$75,000	Per Survey	4	3	3	1	1	1
Maintenance	$100,000	Flat Rate	1	1	1	1	1	1
Service Provider Contract	$200,000	Flat Rate	1	1	1	1	1	1
Service Provider Contract Increase	$200,000	Flat Rate						
Tap & Pay Machine Maintenance	$255	Per Unit	0	21	50	50	50	50
e-system	$200,000	Flat Rate	1			1		

A.2.3 Infrastructure

Table A.4: Infrastructure Requirements – Base Case

Item	Rate	Measure	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Tap & Pay	$10,000	Per machine (each machine assumed to service 100 parking spaces)	0	21	29	0	0	0
Fixed LPR Camera	$4,000	Per unit (each unit assumed to service 75 parking spaces)	0	29	39	0	0	0

Camera Pole Supply and Installation	$12,500	Per unit (assuming 1 pole per 2 cameras)	0	14	19	0	0	0
Camera Pole Associated Equipment	$15,000	Per unit	0	14	19	0	0	0
Signage, Line Marking and Ancillary	$200	Per space	0	2138	2900	0	0	0
Mobile LPR Cameras	$15,000	Per unit	0	4	2	2	0	0
LPR Vehicle	$40,000	Per unit	0	4	2	2	0	0

A.3 Financial Modelling Results

A.3.1 Base Case

Table A.5: Base Model Revenue and Cost Summary

		YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 600,000	$1,400,000	$1,400,000	$1,400,000	$ 1,400,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 900,000	$2,200,000	$2,200,000	$2,200,000	$ 2,200,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 500,000	$1,100,000	$1,100,000	$1,100,000	$ 1,100,000
	NET OFF PEAK FEE REVENUE	$ -	$ 500,000	$1,100,000	$1,100,000	$1,100,000	$ 1,100,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$2,500,000**	**$5,800,000**	**$5,800,000**	**$5,800,000**	**$ 5,800,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$2,300,000**	**$5,200,000**	**$5,200,000**	**$5,200,000**	**$ 5,200,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET OFF PEAK FINE REVENUE	$ -	$ 300,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET TOTAL FINE REVENUE	**$ -**	**$1,100,000**	**$2,300,000**	**$2,300,000**	**$2,300,000**	**$ 2,300,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 800,000	$1,900,000	$1,900,000	$1,900,000	$ 1,900,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$1,200,000	$2,900,000	$2,900,000	$2,900,000	$ 2,900,000
	NET SHOULDER PEAK REVENUE	$ -	$ 800,000	$1,700,000	$1,700,000	$1,700,000	$ 1,700,000
	NET OFF PEAK REVENUE	$ -	$ 800,000	$1,600,000	$1,600,000	$1,600,000	$ 1,600,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$3,700,000**	**$8,300,000**	**$8,300,000**	**$8,400,000**	**$ 8,400,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$3,500,000**	**$7,700,000**	**$7,700,000**	**$7,800,000**	**$ 7,800,000**
Cost	STAFFING	$2,400,000	$3,300,000	$3,600,000	$1,900,000	$2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$1,400,000	$1,700,000	$ 100,000	$ -	$ -
	TOTAL COST	**$3,200,000**	**$5,200,000**	**$5,800,000**	**$2,600,000**	**$2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$3,200,000**	**-$5,200,000**	**-$3,800,000**	**$ -**	**$ -**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 500,000**	**-$ 400,000**	**$ -**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$0	$2,500,000	$8,300,000	$14,100,000	$19,900,000	$25,700,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$0	$2,300,000	$7,500,000	$12,700,000	$17,900,000	$23,100,000
	CUMULATIVE FINE REVENUE	$0	$1,100,000	$3,400,000	$5,700,000	$8,000,000	$10,300,000
	CULUTATIVE PERMIT REVENUE	$0	$100,000	$300,000	$500,000	$800,000	$1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$0	$3,700,000	$12,000,000	$20,300,000	$28,700,000	$37,100,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$0	$3,500,000	$11,200,000	$18,900,000	$26,700,000	$34,500,000
	CUMULATIVE COST	$3,500,000	$9,200,000	$15,400,000	$18,000,000	$20,400,000	$22,800,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$3,500,000**	**-$5,500,000**	**-$3,400,000**	**$2,300,000**	**$8,300,000**	**$14,300,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$3,500,000**	**-$5,700,000**	**-$4,200,000**	**$ 900,000**	**$6,300,000**	**$11,700,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$3,500,000**	**-$2,000,000**	**$2,100,000**	**$5,700,000**	**$6,000,000**	**$ 6,000,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$3,500,000**	**-$2,200,000**	**$1,500,000**	**$5,100,000**	**$5,400,000**	**$ 5,400,000**

Figure .1: 5-year Cumulative Revenue and Costs – Base Case

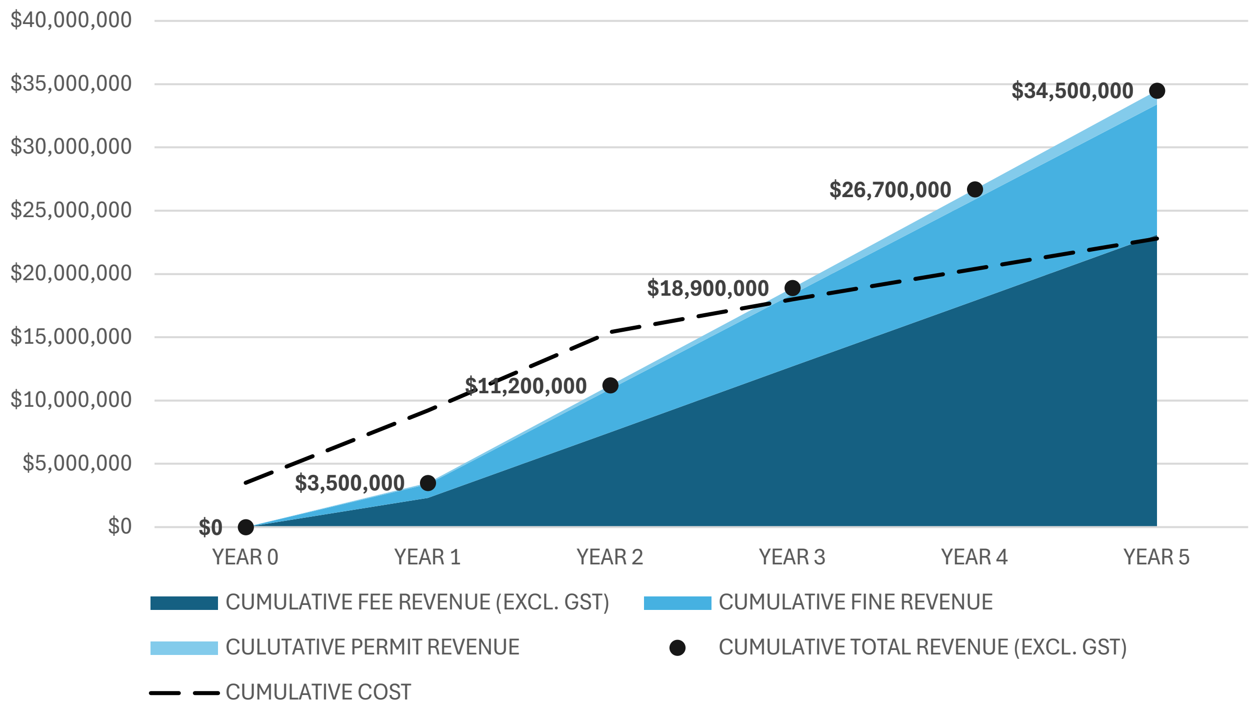
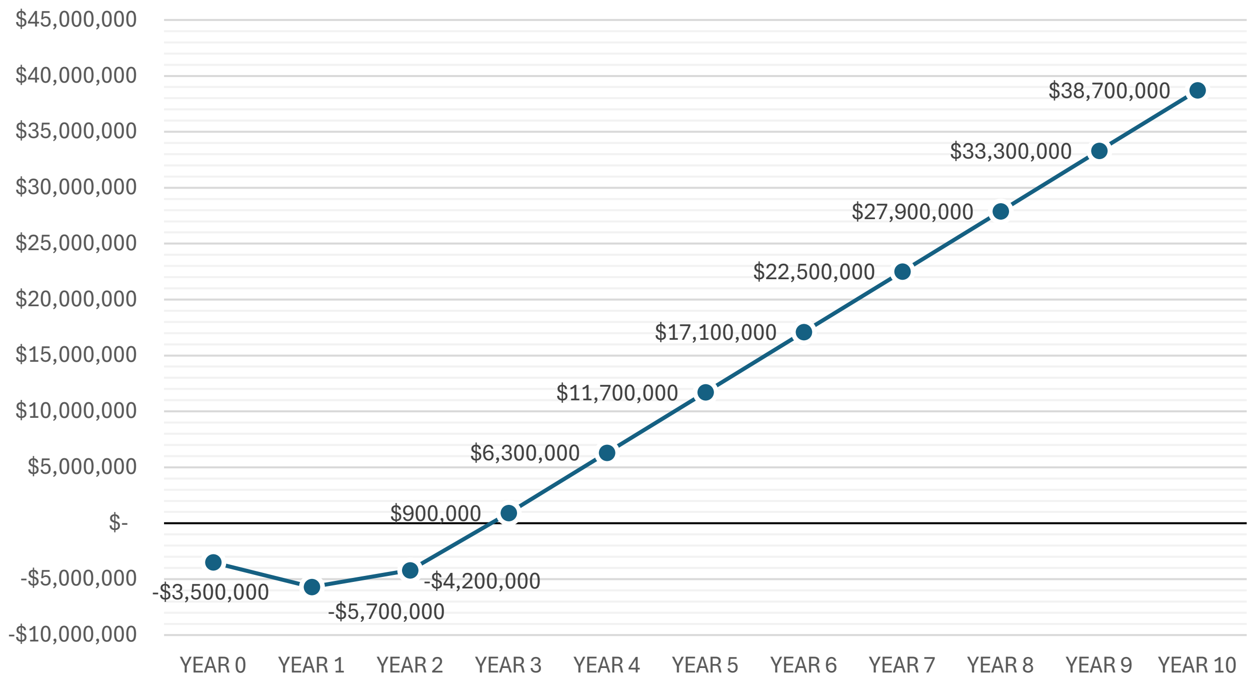


Figure A.2: Year-End Financial Position – Base Case



A.3.2 Reduced Parking Fee ($5.20)

Table A.6: Revenue and Cost Summary – Reduced Parking Fee ($5.20)

	`	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 500,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 800,000	$ 1,800,000	$ 1,800,000	$ 1,800,000	$ 1,800,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 400,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000
	NET OFF PEAK FEE REVENUE	$ -	$ 400,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$2,100,000**	**$ 4,800,000**	**$ 4,800,000**	**$ 4,800,000**	**$ 4,800,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$1,900,000**	**$ 4,300,000**	**$ 4,300,000**	**$ 4,300,000**	**$ 4,300,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET OFF PEAK FINE REVENUE	$ -	$ 300,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET TOTAL FINE REVENUE	**$ -**	**$1,100,000**	**$ 2,300,000**	**$ 2,300,000**	**$ 2,300,000**	**$ 2,300,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 700,000	$ 1,700,000	$ 1,700,000	$ 1,700,000	$ 1,700,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$1,100,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000
	NET SHOULDER PEAK REVENUE	$ -	$ 700,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
	NET OFF PEAK REVENUE	$ -	$ 700,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$3,300,000**	**$ 7,300,000**	**$ 7,300,000**	**$ 7,400,000**	**$ 7,400,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$3,100,000**	**$ 6,800,000**	**$ 6,800,000**	**$ 6,900,000**	**$ 6,900,000**
Cost	STAFFING	$2,400,000	$3,300,000	$ 3,600,000	$ 1,900,000	$ 2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$1,400,000	$ 1,700,000	$ 100,000	$ -	$ -
	TOTAL COST	**$3,200,000**	**$5,200,000**	**$ 5,800,000**	**$ 2,600,000**	**$ 2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$3,200,000**	**-$5,600,000**	**-$ 5,200,000**	**-$ 1,500,000**	**$ -**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 600,000**	**-$ 500,000**	**-$ 200,000**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$ -	$2,100,000	$ 6,900,000	$11,700,000	$16,500,000	$21,300,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$ -	$1,900,000	$ 6,200,000	$10,500,000	$14,800,000	$19,100,000
	CUMULATIVE FINE REVENUE	$ -	$1,100,000	$ 3,400,000	$ 5,700,000	$ 8,000,000	$10,300,000
	CULUTATIVE PERMIT REVENUE	$ -	$ 100,000	$ 300,000	$ 500,000	$ 800,000	$ 1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$ -	$3,300,000	$10,600,000	$17,900,000	$25,300,000	$32,700,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$ -	$3,100,000	$ 9,900,000	$16,700,000	$23,600,000	$30,500,000
	CUMULATIVE COST	$3,500,000	$9,300,000	$15,600,000	$18,400,000	$20,800,000	$23,200,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$3,500,000**	**-$6,000,000**	**-$ 5,000,000**	**-$ 500,000**	**$ 4,500,000**	**$ 9,500,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$3,500,000**	**-$6,200,000**	**-$ 5,700,000**	**-$ 1,700,000**	**$ 2,800,000**	**$ 7,300,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$3,500,000**	**-$2,500,000**	**$ 1,000,000**	**$ 4,500,000**	**$ 5,000,000**	**$ 5,000,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$3,500,000**	**-$2,700,000**	**$ 500,000**	**$ 4,000,000**	**$ 4,500,000**	**$ 4,500,000**

Figure A.3: 5-year Cumulative Revenue and Costs – Reduced Parking Fee ($5.20)

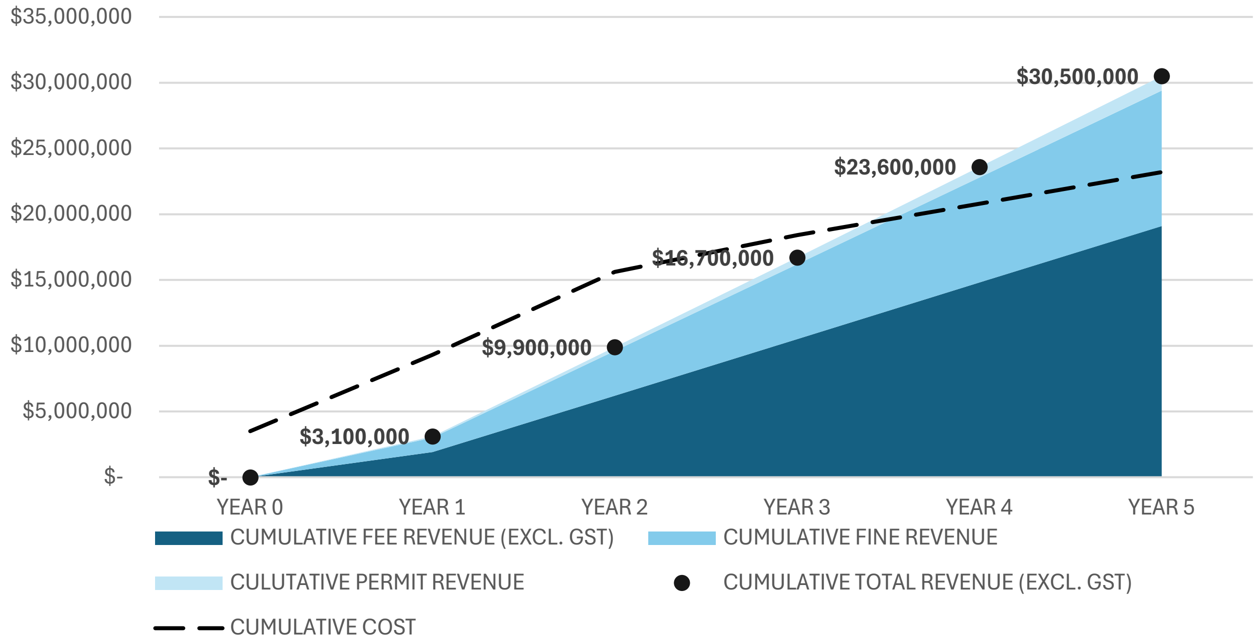
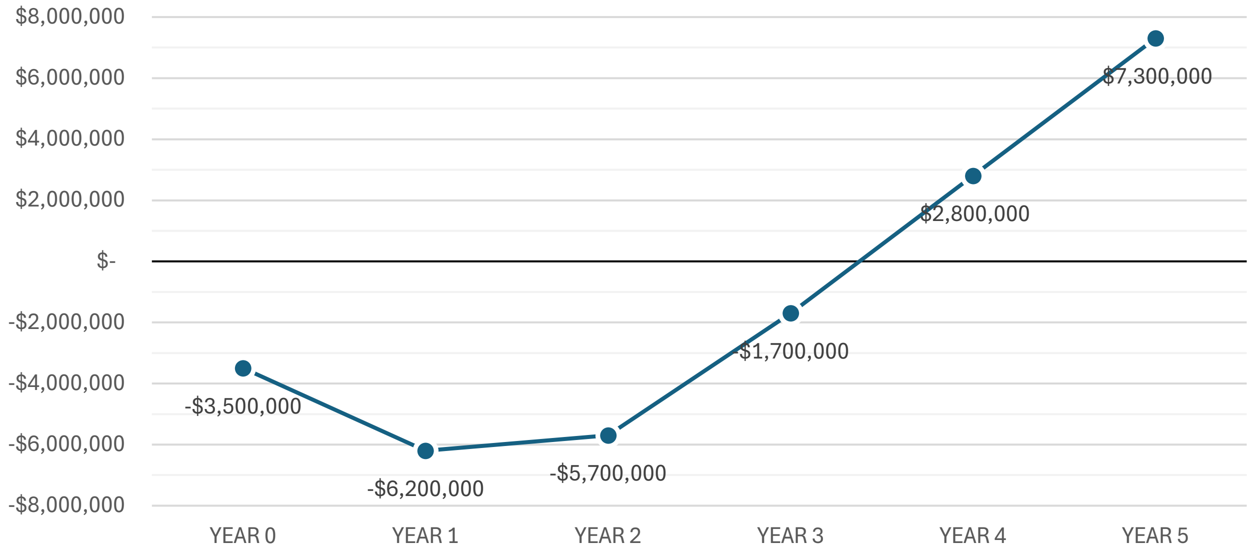


Figure A.4: Year-End Financial Position – Reduced Parking Fee ($5.20)



A.3.3 Reduced Parking Fee ($4.20)

Table A.7: Revenue and Cost Summary – Reduced Parking Fee ($4.20)

		YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 400,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 600,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 300,000	$ 800,000	$ 800,000	$ 800,000	$ 800,000
	NET OFF PEAK FEE REVENUE	$ -	$ 300,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$1,600,000**	**$ 4,000,000**	**$ 4,000,000**	**$ 4,000,000**	**$ 4,000,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$1,400,000**	**$ 3,600,000**	**$ 3,600,000**	**$ 3,600,000**	**$ 3,600,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET OFF PEAK FINE REVENUE	$ -	$ 300,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET TOTAL FINE REVENUE	**$ -**	**$1,100,000**	**$ 2,300,000**	**$ 2,300,000**	**$ 2,300,000**	**$ 2,300,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 600,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$ 900,000	$ 2,200,000	$ 2,200,000	$ 2,200,000	$ 2,200,000
	NET SHOULDER PEAK REVENUE	$ -	$ 600,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
	NET OFF PEAK REVENUE	$ -	$ 600,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$2,800,000**	**$ 6,500,000**	**$ 6,500,000**	**$ 6,600,000**	**$ 6,600,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$2,600,000**	**$ 6,100,000**	**$ 6,100,000**	**$ 6,200,000**	**$ 6,200,000**
Cost	STAFFING	$2,400,000	$3,300,000	$ 3,600,000	$ 1,900,000	$ 2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$1,400,000	$ 1,700,000	$ 100,000	$ -	$ -
	TOTAL COST	**$3,200,000**	**$5,200,000**	**$ 5,800,000**	**$ 2,600,000**	**$ 2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$3,200,000**	**-$6,100,000**	**-$ 6,400,000**	**-$ 3,500,000**	**-$ 100,000**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 600,000**	**-$ 600,000**	**-$ 400,000**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$ -	$1,600,000	$ 5,600,000	$ 9,600,000	$13,600,000	$17,600,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$ -	$1,400,000	$ 5,000,000	$ 8,600,000	$12,200,000	$15,800,000
	CUMULATIVE FINE REVENUE	$ -	$1,100,000	$ 3,400,000	$ 5,700,000	$ 8,000,000	$10,300,000
	CULUTATIVE PERMIT REVENUE	$ -	$ 100,000	$ 300,000	$ 500,000	$ 800,000	$ 1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$ -	$2,800,000	$ 9,300,000	$15,800,000	$22,400,000	$29,000,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$ -	$2,600,000	$ 8,700,000	$14,800,000	$21,000,000	$27,200,000
	CUMULATIVE COST	$3,500,000	$9,300,000	$15,700,000	$18,700,000	$21,100,000	$23,500,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$3,500,000**	**-$6,500,000**	**-$ 6,400,000**	**-$ 2,900,000**	**$ 1,300,000**	**$ 5,500,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$3,500,000**	**-$6,700,000**	**-$ 7,000,000**	**-$ 3,900,000**	**-$ 100,000**	**$ 3,700,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$3,500,000**	**-$3,000,000**	**$ 100,000**	**$ 3,500,000**	**$ 4,200,000**	**$ 4,200,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$3,500,000**	**-$3,200,000**	**-$ 300,000**	**$ 3,100,000**	**$ 3,800,000**	**$ 3,800,000**

Figure A.5: 5-year Cumulative Revenue and Costs – Reduced Parking Fee ($4.20)

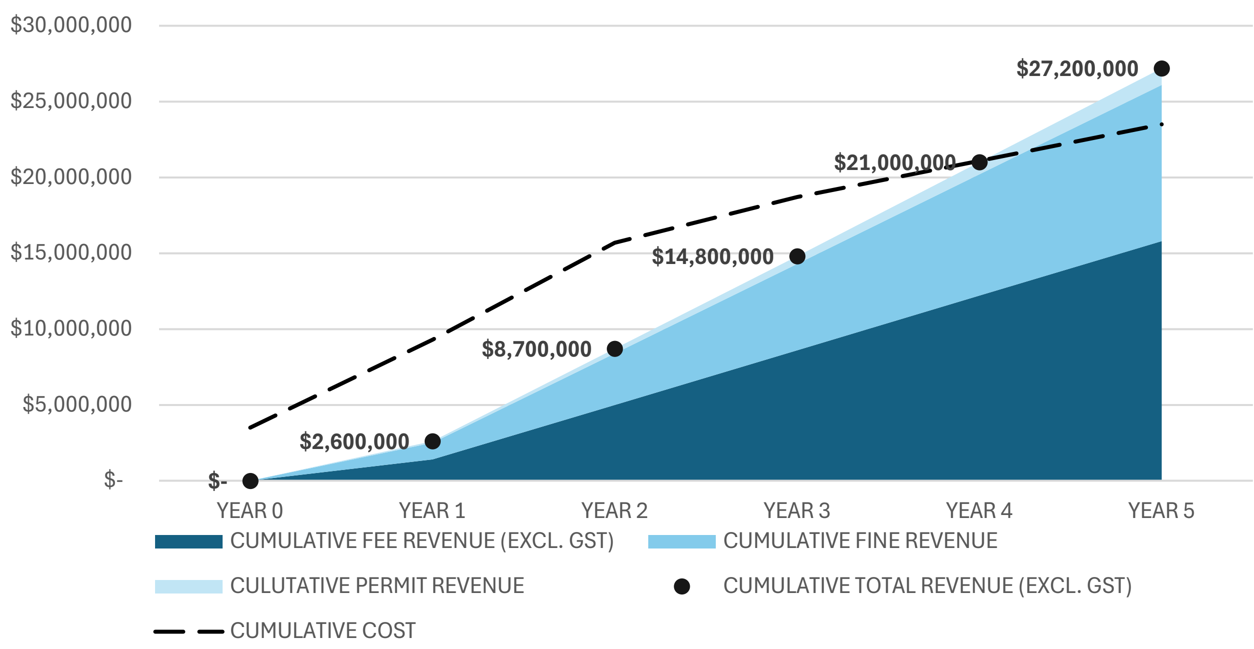
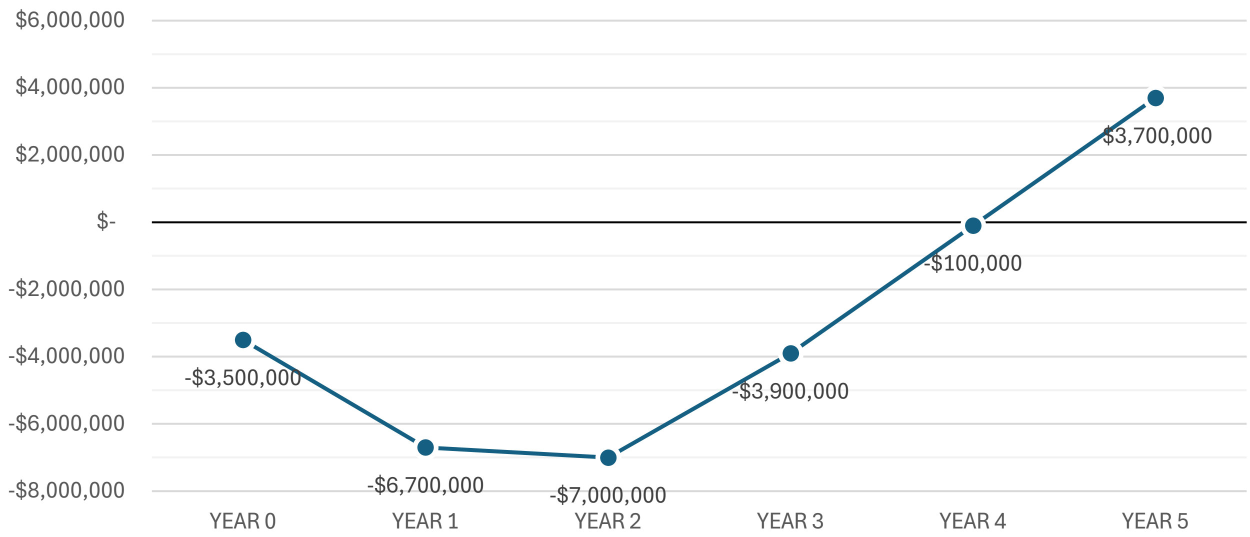


Figure A.6: Year-End Financial Position – Reduced Parking Fee ($4.20)



A.3.4 Reduced Parking Fee ($3.10, Off Peak Only)

Table A.8: Revenue and Cost Summary - Reduced Parking Fee ($3.10, Off Peak Only)

		YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 600,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 900,000	$ 2,200,000	$ 2,200,000	$ 2,200,000	$ 2,200,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 500,000	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
	NET OFF PEAK FEE REVENUE	$ -	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$2,200,000**	**$ 5,200,000**	**$ 5,200,000**	**$ 5,200,000**	**$ 5,200,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$2,000,000**	**$ 4,700,000**	**$ 4,700,000**	**$ 4,700,000**	**$ 4,700,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET OFF PEAK FINE REVENUE	$ -	$ 300,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET TOTAL FINE REVENUE	**$ -**	**$1,100,000**	**$ 2,300,000**	**$ 2,300,000**	**$ 2,300,000**	**$ 2,300,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 800,000	$ 1,900,000	$ 1,900,000	$ 1,900,000	$ 1,900,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$1,200,000	$ 2,900,000	$ 2,900,000	$ 2,900,000	$ 2,900,000
	NET SHOULDER PEAK REVENUE	$ -	$ 800,000	$ 1,700,000	$ 1,700,000	$ 1,700,000	$ 1,700,000
	NET OFF PEAK REVENUE	$ -	$ 500,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$3,400,000**	**$ 7,700,000**	**$ 7,700,000**	**$ 7,800,000**	**$ 7,800,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$3,200,000**	**$ 7,200,000**	**$ 7,200,000**	**$ 7,300,000**	**$ 7,300,000**
Cost	STAFFING	$2,400,000	$3,300,000	$ 3,600,000	$ 1,900,000	$ 2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$1,400,000	$ 1,700,000	$ 100,000	$ -	$ -
	TOTAL COST	**$3,200,000**	**$5,200,000**	**$ 5,800,000**	**$ 2,600,000**	**$ 2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$3,200,000**	**-$5,500,000**	**-$ 4,700,000**	**-$ 600,000**	**$ -**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 600,000**	**-$ 500,000**	**-$ 100,000**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$ -	$2,200,000	$ 7,400,000	$12,600,000	$17,800,000	$23,000,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$ -	$2,000,000	$ 6,700,000	$11,400,000	$16,100,000	$20,800,000
	CUMULATIVE FINE REVENUE	$ -	$1,100,000	$ 3,400,000	$ 5,700,000	$ 8,000,000	$10,300,000
	CULUTATIVE PERMIT REVENUE	$ -	$ 100,000	$ 300,000	$ 500,000	$ 800,000	$ 1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$ -	$3,400,000	$11,100,000	$18,800,000	$26,600,000	$34,400,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$ -	$3,200,000	$10,400,000	$17,600,000	$24,900,000	$32,200,000
	CUMULATIVE COST	$3,500,000	$9,300,000	$15,600,000	$18,300,000	$20,700,000	$23,100,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$3,500,000**	**-$5,900,000**	**-$ 4,500,000**	**$ 500,000**	**$ 5,900,000**	**$11,300,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$3,500,000**	**-$6,100,000**	**-$ 5,200,000**	**-$ 700,000**	**$ 4,200,000**	**$ 9,100,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$3,500,000**	**-$2,400,000**	**$ 1,400,000**	**$ 5,000,000**	**$ 5,400,000**	**$ 5,400,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$3,500,000**	**-$2,600,000**	**$ 900,000**	**$ 4,500,000**	**$ 4,900,000**	**$ 4,900,000**

Figure A.7: 5-year Cumulative Revenue and Costs – Reduced Parking Fee ($3.10, Off Peak Only)

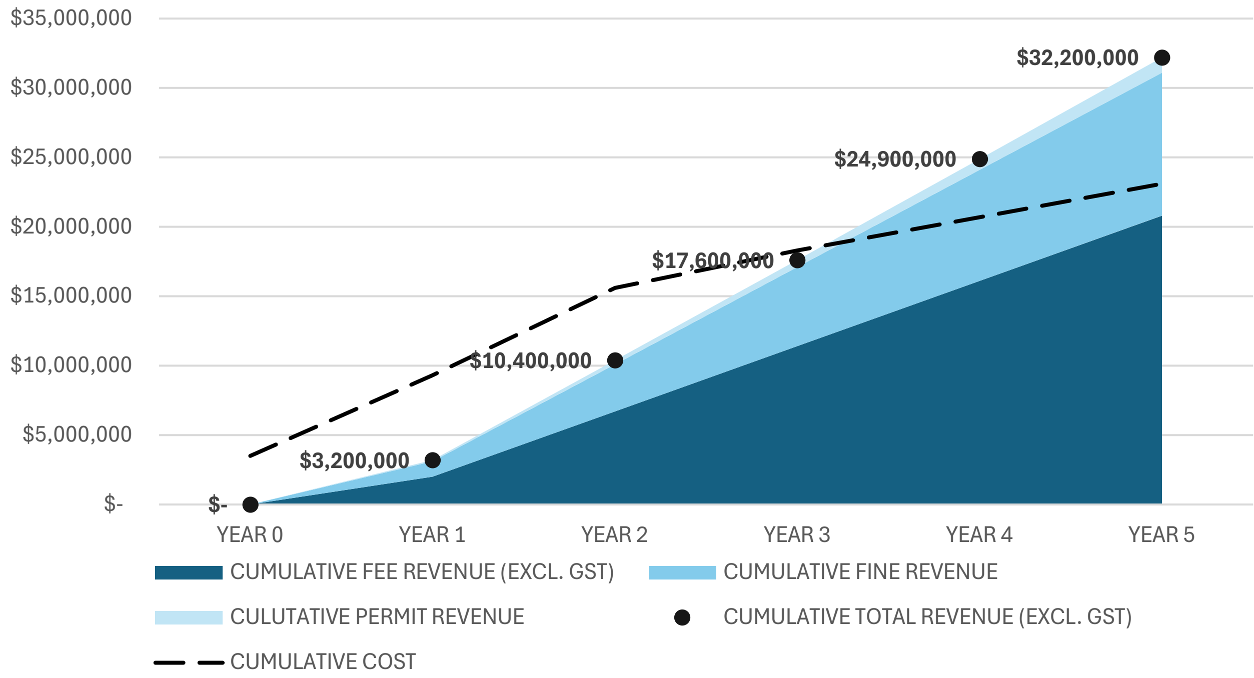
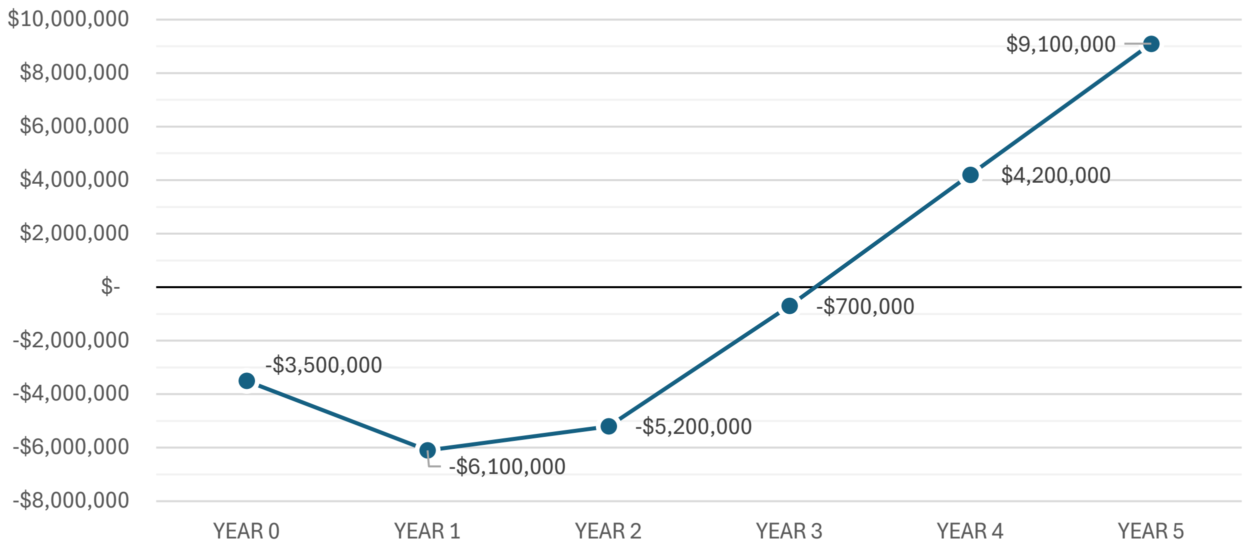


Figure A.8: Year-End Financial Position – Reduced Parking Fee ($3.10, Off Peak Only)



A.3.5 Regulated Parking October Through April

Table A.9: Revenue and Cost Summary - Regulated Parking October Through April

		YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 600,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 900,000	$ 2,200,000	$ 2,200,000	$ 2,200,000	$ 2,200,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 500,000	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
	NET OFF PEAK FEE REVENUE	$ -	$ 100,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$ 2,100,000**	**$ 5,000,000**	**$ 5,000,000**	**$ 5,000,000**	**$ 5,000,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$ 1,900,000**	**$ 4,500,000**	**$ 4,500,000**	**$ 4,500,000**	**$ 4,500,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET OFF PEAK FINE REVENUE	$ -	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
	NET TOTAL FINE REVENUE	**$ -**	**$ 900,000**	**$ 1,900,000**	**$ 1,900,000**	**$ 1,900,000**	**$ 1,900,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 800,000	$ 1,900,000	$ 1,900,000	$ 1,900,000	$ 1,900,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$ 1,200,000	$ 2,900,000	$ 2,900,000	$ 2,900,000	$ 2,900,000
	NET SHOULDER PEAK REVENUE	$ -	$ 800,000	$ 1,700,000	$ 1,700,000	$ 1,700,000	$ 1,700,000
	NET OFF PEAK REVENUE	$ -	$ 200,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$ 3,100,000**	**$ 7,100,000**	**$ 7,100,000**	**$ 7,200,000**	**$ 7,200,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$ 2,900,000**	**$ 6,600,000**	**$ 6,600,000**	**$ 6,700,000**	**$ 6,700,000**
Cost	STAFFING	$ 2,400,000	$ 3,300,000	$ 3,600,000	$ 1,900,000	$ 2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$ 1,400,000	$ 1,700,000	$ 100,000	$ -	$ -
	TOTAL COST	**$ 3,200,000**	**$ 5,200,000**	**$ 5,800,000**	**$ 2,600,000**	**$ 2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$ 3,200,000**	**-$ 5,800,000**	**-$ 5,600,000**	**-$ 2,200,000**	**$ -**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 600,000**	**-$ 600,000**	**-$ 200,000**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$ -	$ 2,100,000	$ 7,100,000	$ 12,100,000	$ 17,100,000	$ 22,100,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$ -	$ 1,900,000	$ 6,400,000	$ 10,900,000	$ 15,400,000	$ 19,900,000
	CUMULATIVE FINE REVENUE	$ -	$ 900,000	$ 2,800,000	$ 4,700,000	$ 6,600,000	$ 8,500,000
	CULUTATIVE PERMIT REVENUE	$ -	$ 100,000	$ 300,000	$ 500,000	$ 800,000	$ 1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$ -	$ 3,100,000	$ 10,200,000	$ 17,300,000	$ 24,500,000	$ 31,700,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$ -	$ 2,900,000	$ 9,500,000	$ 16,100,000	$ 22,800,000	$ 29,500,000
	CUMULATIVE COST	$ 3,500,000	$ 9,300,000	$ 15,700,000	$ 18,500,000	$ 20,900,000	$ 23,300,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$ 3,500,000**	**-$ 6,200,000**	**-$ 5,500,000**	**-$ 1,200,000**	**$ 3,600,000**	**$ 8,400,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$ 3,500,000**	**-$ 6,400,000**	**-$ 6,200,000**	**-$ 2,400,000**	**$ 1,900,000**	**$ 6,200,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$ 3,500,000**	**-$ 2,700,000**	**$ 700,000**	**$ 4,300,000**	**$ 4,800,000**	**$ 4,800,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$ 3,500,000**	**-$ 2,900,000**	**$ 200,000**	**$ 3,800,000**	**$ 4,300,000**	**$ 4,300,000**

Figure A.9: 5-year Cumulative Revenue and Costs – Regulated Parking October Through April

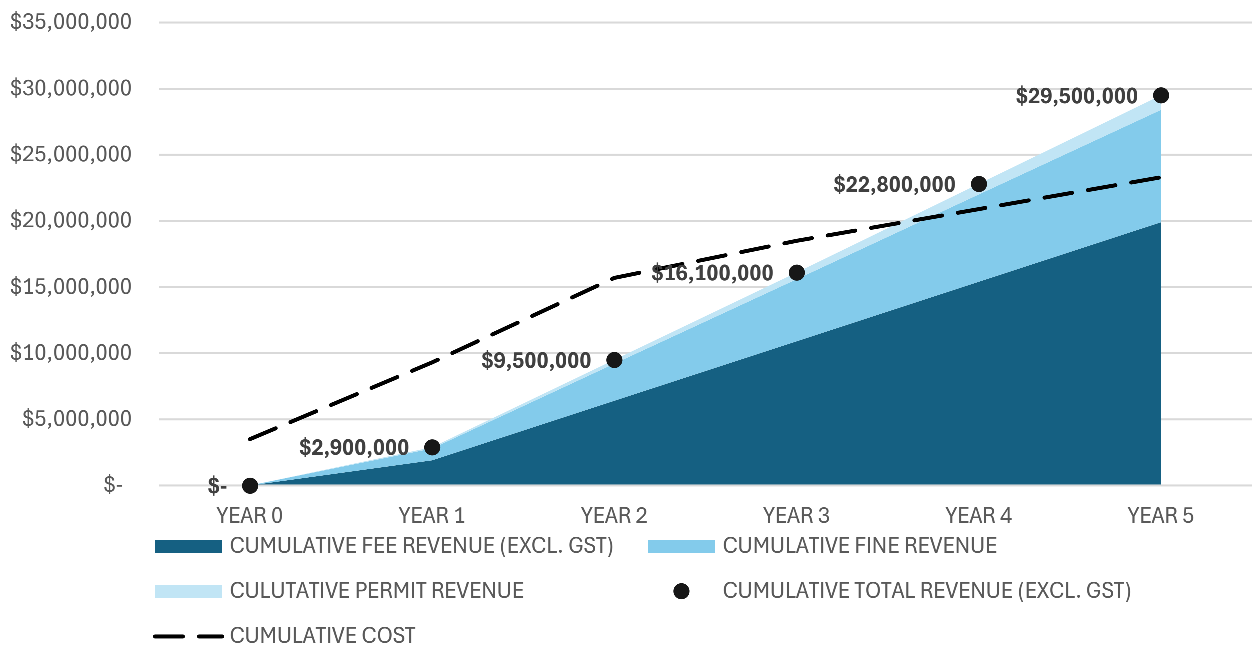
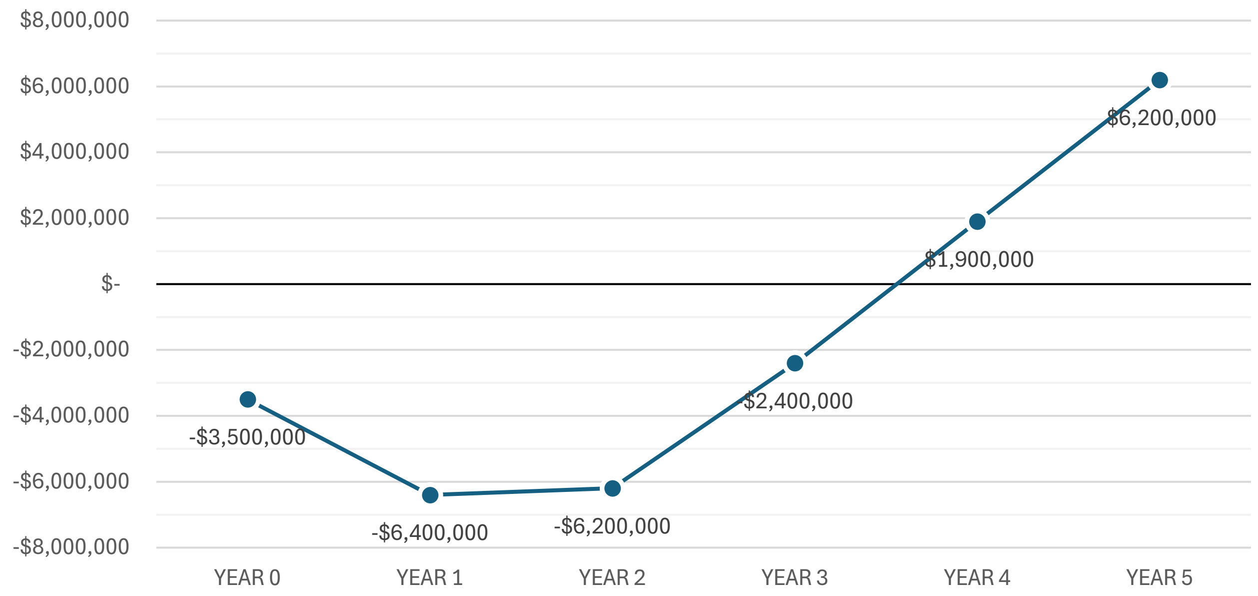


Figure A.10: Year-End Financial Position – Regulated Parking October Through April



A.3.6 Regulated Parking November Through April

Table A.10: Revenue and Cost Summary – Regulated Parking November Through April

		YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 600,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 900,000	$ 2,200,000	$ 2,200,000	$ 2,200,000	$ 2,200,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 500,000	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
	NET OFF PEAK FEE REVENUE	$ -	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$2,100,000**	**$ 4,800,000**	**$ 4,800,000**	**$ 4,800,000**	**$ 4,800,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$1,900,000**	**$ 4,300,000**	**$ 4,300,000**	**$ 4,300,000**	**$ 4,300,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET OFF PEAK FINE REVENUE	$ -	$ -	$ 100,000	$ 100,000	$ 100,000	$ 100,000
	NET TOTAL FINE REVENUE	**$ -**	**$ 800,000**	**$ 1,900,000**	**$ 1,900,000**	**$ 1,900,000**	**$ 1,900,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 800,000	$ 1,900,000	$ 1,900,000	$ 1,900,000	$ 1,900,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$1,200,000	$ 2,900,000	$ 2,900,000	$ 2,900,000	$ 2,900,000
	NET SHOULDER PEAK REVENUE	$ -	$ 800,000	$ 1,700,000	$ 1,700,000	$ 1,700,000	$ 1,700,000
	NET OFF PEAK REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$3,000,000**	**$ 6,900,000**	**$ 6,900,000**	**$ 7,000,000**	**$ 7,000,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$2,800,000**	**$ 6,400,000**	**$ 6,400,000**	**$ 6,500,000**	**$ 6,500,000**
Cost	STAFFING	$2,400,000	$3,300,000	$ 3,600,000	$ 1,900,000	$ 2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$1,400,000	$ 1,700,000	$ 100,000	$ -	$ -
	TOTAL COST	**$3,200,000**	**$5,200,000**	**$ 5,800,000**	**$ 2,600,000**	**$ 2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$3,200,000**	**-$5,900,000**	**-$ 5,900,000**	**-$ 2,700,000**	**$ -**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 600,000**	**-$ 600,000**	**-$ 300,000**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$ -	$2,100,000	$ 6,900,000	$11,700,000	$16,500,000	$21,300,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$ -	$1,900,000	$ 6,200,000	$10,500,000	$14,800,000	$19,100,000
	CUMULATIVE FINE REVENUE	$ -	$ 800,000	$ 2,700,000	$ 4,600,000	$ 6,500,000	$ 8,400,000
	CULUTATIVE PERMIT REVENUE	$ -	$ 100,000	$ 300,000	$ 500,000	$ 800,000	$ 1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$ -	$3,000,000	$ 9,900,000	$16,800,000	$23,800,000	$30,800,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$ -	$2,800,000	$ 9,200,000	$15,600,000	$22,100,000	$28,600,000
	CUMULATIVE COST	$3,500,000	$9,300,000	$15,700,000	$18,600,000	$21,000,000	$23,400,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$3,500,000**	**-$6,300,000**	**-$ 5,800,000**	**-$ 1,800,000**	**$ 2,800,000**	**$ 7,400,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$3,500,000**	**-$6,500,000**	**-$ 6,500,000**	**-$ 3,000,000**	**$ 1,100,000**	**$ 5,200,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$3,500,000**	**-$2,800,000**	**$ 500,000**	**$ 4,000,000**	**$ 4,600,000**	**$ 4,600,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$3,500,000**	**-$3,000,000**	**$ -**	**$ 3,500,000**	**$ 4,100,000**	**$ 4,100,000**

Figure A.11: 5-year Cumulative Revenue and Costs – Regulated Parking November Through April

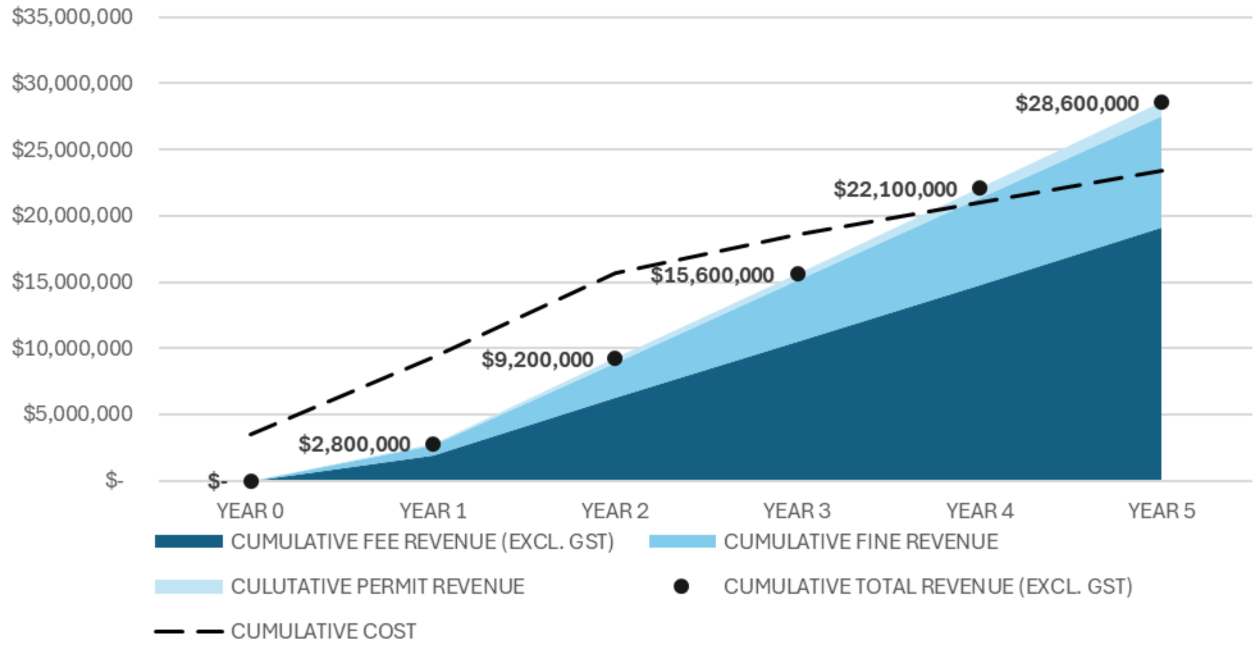
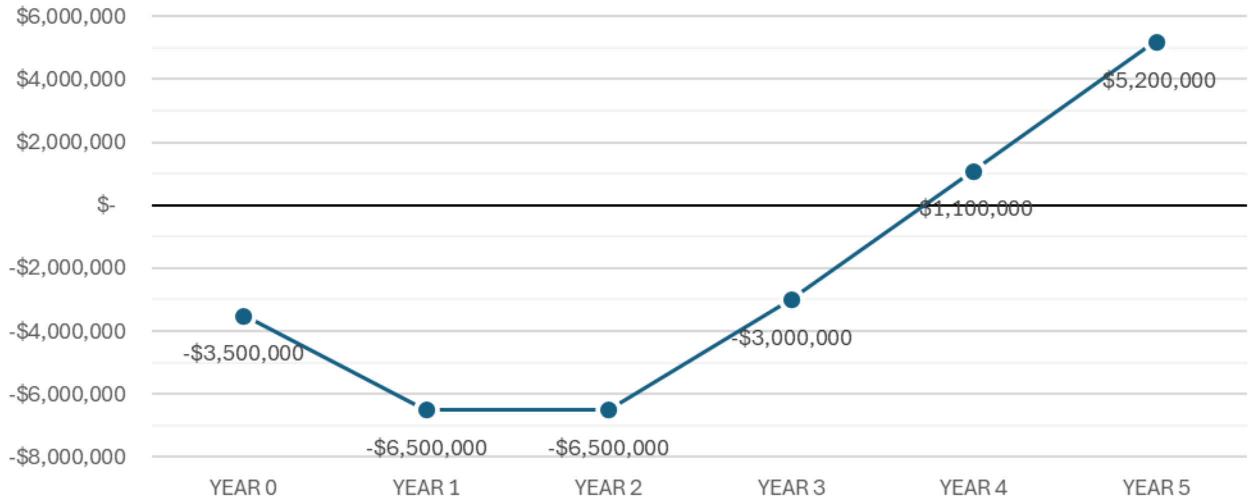


Figure A.12: Year-End Financial Position – Regulated Parking November Through April



A.3.7 Regulated Parking Port Phillip and Westernport

Table A.11: Revenue and Cost Summary – Regulated Parking Port Phillip and Westernport

		YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 600,000	$ 1,400,000	$ 1,600,000	$ 1,600,000	$ 1,600,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 900,000	$ 2,200,000	$ 2,500,000	$ 2,500,000	$ 2,500,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 500,000	$ 1,100,000	$ 1,200,000	$ 1,200,000	$ 1,200,000
	NET OFF PEAK FEE REVENUE	$ -	$ 500,000	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$2,500,000**	**$ 5,800,000**	**$ 6,400,000**	**$ 6,400,000**	**$ 6,400,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$2,300,000**	**$ 5,200,000**	**$ 5,800,000**	**$ 5,800,000**	**$ 5,800,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 700,000	$ 800,000	$ 800,000	$ 800,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET OFF PEAK FINE REVENUE	$ -	$ 300,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET TOTAL FINE REVENUE	**$ -**	**$1,100,000**	**$ 2,300,000**	**$ 2,400,000**	**$ 2,400,000**	**$ 2,400,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 800,000	$ 1,900,000	$ 2,100,000	$ 2,100,000	$ 2,100,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$1,200,000	$ 2,900,000	$ 3,300,000	$ 3,300,000	$ 3,300,000
	NET SHOULDER PEAK REVENUE	$ -	$ 800,000	$ 1,700,000	$ 1,800,000	$ 1,800,000	$ 1,800,000
	NET OFF PEAK REVENUE	$ -	$ 800,000	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$3,700,000**	**$ 8,300,000**	**$ 9,000,000**	**$ 9,100,000**	**$ 9,100,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$3,500,000**	**$ 7,700,000**	**$ 8,400,000**	**$ 8,500,000**	**$ 8,500,000**
Cost	STAFFING	$2,400,000	$3,300,000	$ 3,600,000	$ 1,900,000	$ 2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$1,400,000	$ 1,700,000	$ 500,000	$ -	$ -
	TOTAL COST	**$3,200,000**	**$5,200,000**	**$ 5,800,000**	**$ 3,000,000**	**$ 2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$3,200,000**	**-$5,200,000**	**-$ 3,800,000**	**$ -**	**$ -**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 500,000**	**-$ 400,000**	**$ -**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$ -	$2,500,000	$ 8,300,000	$14,700,000	$21,100,000	$27,500,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$ -	$2,300,000	$ 7,500,000	$13,300,000	$19,100,000	$24,900,000
	CUMULATIVE FINE REVENUE	$ -	$1,100,000	$ 3,400,000	$ 5,800,000	$ 8,200,000	$10,600,000
	CULUTATIVE PERMIT REVENUE	$ -	$ 100,000	$ 300,000	$ 500,000	$ 800,000	$ 1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$ -	$3,700,000	$12,000,000	$21,000,000	$30,100,000	$39,200,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$ -	$3,500,000	$11,200,000	$19,600,000	$28,100,000	$36,600,000
	CUMULATIVE COST	$3,500,000	$9,200,000	$15,400,000	$18,400,000	$20,800,000	$23,200,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$3,500,000**	**-$5,500,000**	**-$ 3,400,000**	**$ 2,600,000**	**$ 9,300,000**	**$16,000,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$3,500,000**	**-$5,700,000**	**-$ 4,200,000**	**$ 1,200,000**	**$ 7,300,000**	**$13,400,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$3,500,000**	**-$2,000,000**	**$ 2,100,000**	**$ 6,000,000**	**$ 6,700,000**	**$ 6,700,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$3,500,000**	**-$2,200,000**	**$ 1,500,000**	**$ 5,400,000**	**$ 6,100,000**	**$ 6,100,000**

Figure A.13: 5-year Cumulative Revenue and Costs – Regulated Parking Port Phillip and Westernport

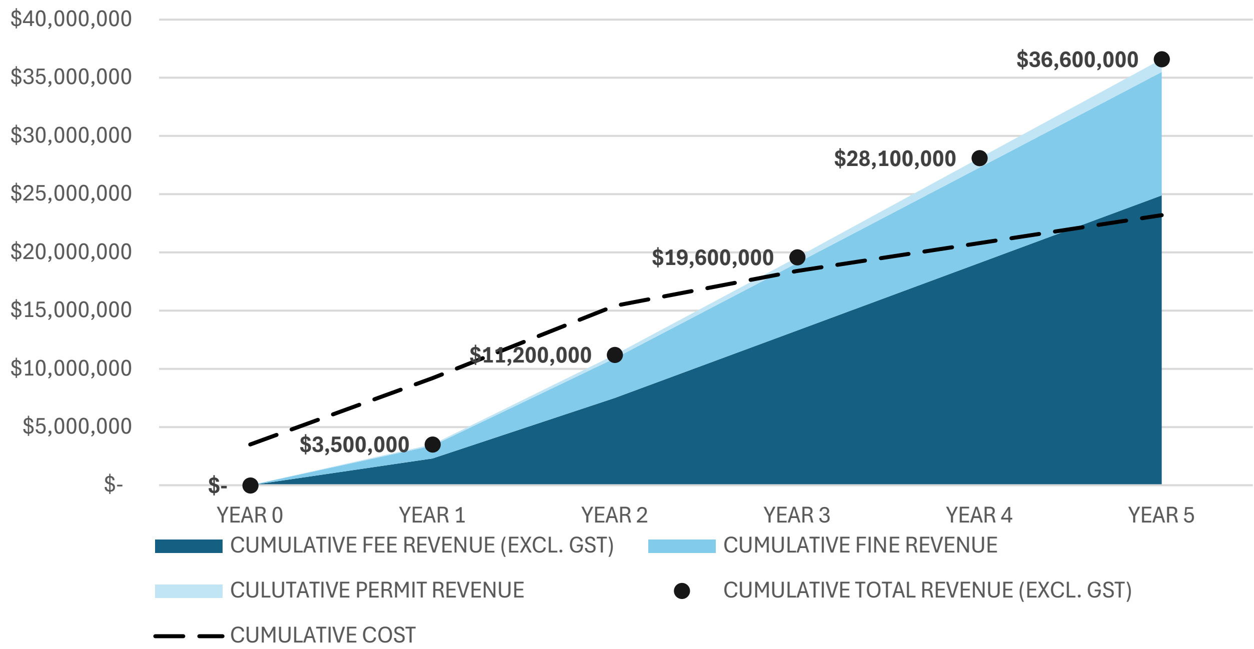
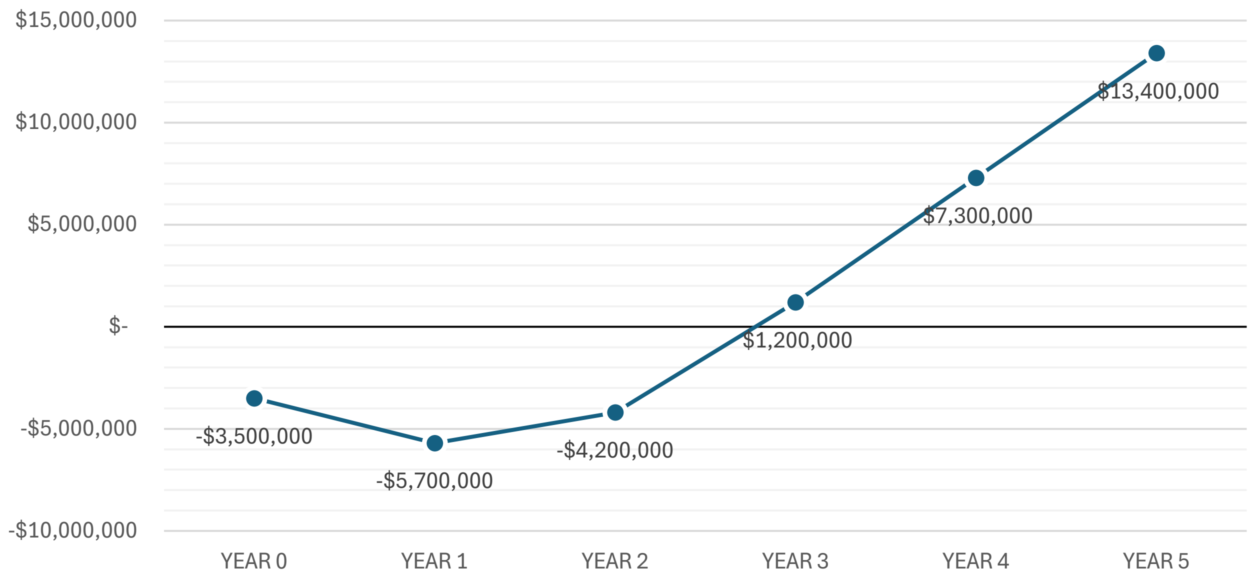


Figure A.14: Year-End Financial Position – Regulated Parking Port Phillip and Westernport



A.3.8 Regulated Parking On-street (within foreshore) and Off-Street (adjacent foreshore) only

Table A.12: Revenue and Cost Summary – Regulated Parking On-street (within foreshore) and Off-Street (adjacent foreshore) only

		YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 600,000	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 900,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 500,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
	NET OFF PEAK FEE REVENUE	$ -	$ 500,000	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$2,500,000**	**$ 5,400,000**	**$ 5,400,000**	**$ 5,400,000**	**$ 5,400,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$2,300,000**	**$ 4,900,000**	**$ 4,900,000**	**$ 4,900,000**	**$ 4,900,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 200,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET OFF PEAK FINE REVENUE	$ -	$ 300,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET TOTAL FINE REVENUE	**$ -**	**$1,100,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 800,000	$ 1,700,000	$ 1,700,000	$ 1,700,000	$ 1,700,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$1,200,000	$ 2,600,000	$ 2,600,000	$ 2,600,000	$ 2,600,000
	NET SHOULDER PEAK REVENUE	$ -	$ 800,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
	NET OFF PEAK REVENUE	$ -	$ 800,000	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$3,700,000**	**$ 7,600,000**	**$ 7,600,000**	**$ 7,700,000**	**$ 7,700,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$3,500,000**	**$ 7,100,000**	**$ 7,100,000**	**$ 7,200,000**	**$ 7,200,000**
Cost	STAFFING	$2,400,000	$3,300,000	$ 3,600,000	$ 1,900,000	$ 2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$1,300,000	$ 1,500,000	$ 100,000	$ -	$ -
	TOTAL COST	**$3,200,000**	**$5,100,000**	**$ 5,600,000**	**$ 2,600,000**	**$ 2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$3,200,000**	**-$5,100,000**	**-$ 4,100,000**	**$ -**	**$ -**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 500,000**	**-$ 400,000**	**$ -**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$ -	$2,500,000	$ 7,900,000	$13,300,000	$18,700,000	$24,100,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$ -	$2,300,000	$ 7,200,000	$12,100,000	$17,000,000	$21,900,000
	CUMULATIVE FINE REVENUE	$ -	$1,100,000	$ 3,100,000	$ 5,100,000	$ 7,100,000	$ 9,100,000
	CULUTATIVE PERMIT REVENUE	$ -	$ 100,000	$ 300,000	$ 500,000	$ 800,000	$ 1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$ -	$3,700,000	$11,300,000	$18,900,000	$26,600,000	$34,300,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$ -	$3,500,000	$10,600,000	$17,700,000	$24,900,000	$32,100,000
	CUMULATIVE COST	$3,500,000	$9,100,000	$15,100,000	$17,700,000	$20,100,000	$22,500,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$3,500,000**	**-$5,400,000**	**-$ 3,800,000**	**$ 1,200,000**	**$ 6,500,000**	**$11,800,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$3,500,000**	**-$5,600,000**	**-$ 4,500,000**	**$ -**	**$ 4,800,000**	**$ 9,600,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$3,500,000**	**-$1,900,000**	**$ 1,600,000**	**$ 5,000,000**	**$ 5,300,000**	**$ 5,300,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$3,500,000**	**-$2,100,000**	**$ 1,100,000**	**$ 4,500,000**	**$ 4,800,000**	**$ 4,800,000**

Figure A.15: 5-year Cumulative Revenue and Costs – Regulated Parking On-street (within foreshore) and Off-Street (adjacent foreshore) only

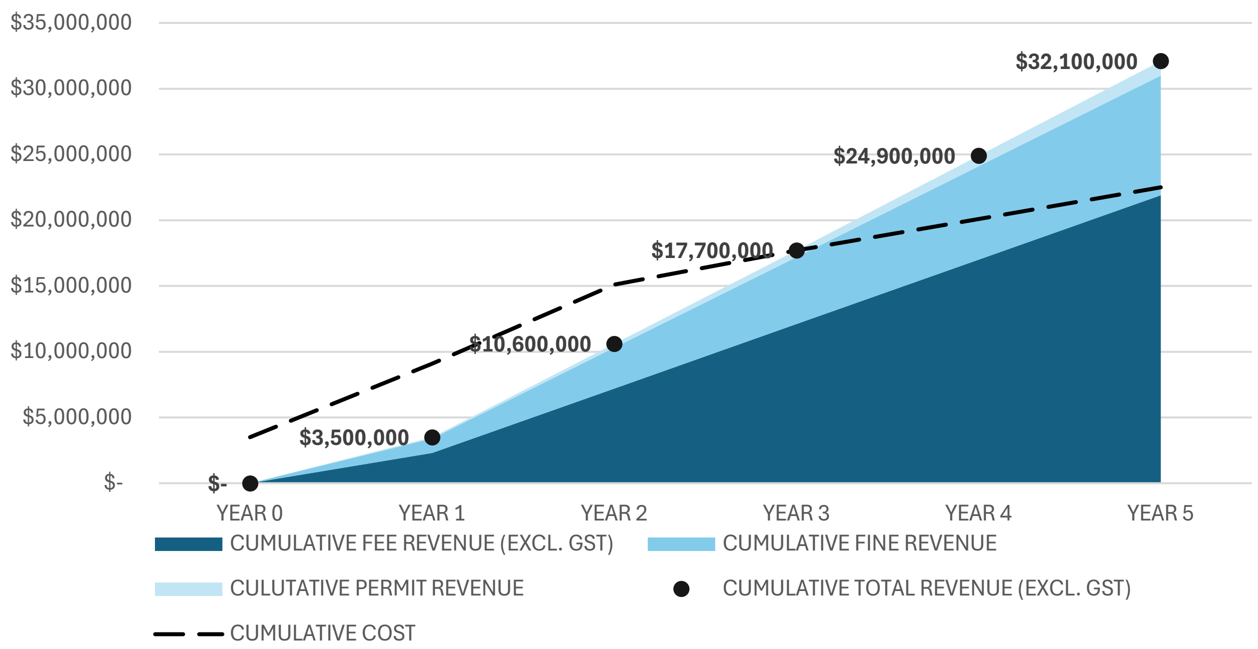
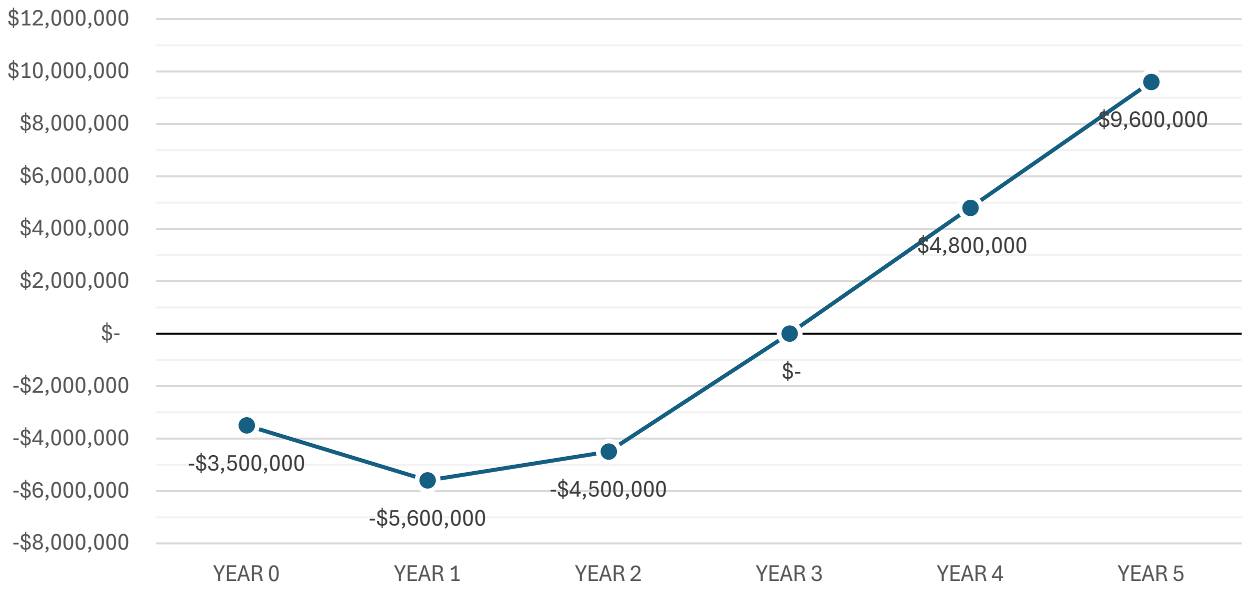


Figure A.16: Year-End Financial Position – Regulated Parking On-street (within foreshore) and Off-Street (adjacent foreshore) only



A.3.9 Regulated Parking Off Street (within foreshore) Only

Table A.13: Revenue and Cost Summary – Regulated Parking Off Street (within foreshore) Only

		YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 400,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 600,000	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 400,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000
	NET OFF PEAK FEE REVENUE	$ -	$ 500,000	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$1,900,000**	**$ 4,200,000**	**$ 4,200,000**	**$ 4,200,000**	**$ 4,200,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$1,700,000**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 100,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 200,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 200,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
	NET OFF PEAK FINE REVENUE	$ -	$ 300,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET TOTAL FINE REVENUE	**$ -**	**$ 800,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 500,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$ 800,000	$ 1,700,000	$ 1,700,000	$ 1,700,000	$ 1,700,000
	NET SHOULDER PEAK REVENUE	$ -	$ 600,000	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000
	NET OFF PEAK REVENUE	$ -	$ 800,000	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$2,800,000**	**$ 6,000,000**	**$ 6,000,000**	**$ 6,100,000**	**$ 6,100,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$2,600,000**	**$ 5,600,000**	**$ 5,600,000**	**$ 5,700,000**	**$ 5,700,000**
Cost	STAFFING	$2,400,000	$3,300,000	$ 3,600,000	$ 1,900,000	$ 2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$1,000,000	$ 1,000,000	$ 100,000	$ -	$ -
	TOTAL COST	**$3,200,000**	**$4,800,000**	**$ 5,100,000**	**$ 2,600,000**	**$ 2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$3,200,000**	**-$5,700,000**	**-$ 5,800,000**	**-$ 3,400,000**	**-$ 400,000**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 600,000**	**-$ 600,000**	**-$ 300,000**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$ -	$1,900,000	$ 6,100,000	$10,300,000	$14,500,000	$18,700,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$ -	$1,700,000	$ 5,500,000	$ 9,300,000	$13,100,000	$16,900,000
	CUMULATIVE FINE REVENUE	$ -	$ 800,000	$ 2,400,000	$ 4,000,000	$ 5,600,000	$ 7,200,000
	CULUTATIVE PERMIT REVENUE	$ -	$ 100,000	$ 300,000	$ 500,000	$ 800,000	$ 1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$ -	$2,800,000	$ 8,800,000	$14,800,000	$20,900,000	$27,000,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$ -	$2,600,000	$ 8,200,000	$13,800,000	$19,500,000	$25,200,000
	CUMULATIVE COST	$3,500,000	$8,900,000	$14,600,000	$17,500,000	$19,900,000	$22,300,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$3,500,000**	**-$6,100,000**	**-$ 5,800,000**	**-$ 2,700,000**	**$ 1,000,000**	**$ 4,700,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$3,500,000**	**-$6,300,000**	**-$ 6,400,000**	**-$ 3,700,000**	**-$ 400,000**	**$ 2,900,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$3,500,000**	**-$2,600,000**	**$ 300,000**	**$ 3,100,000**	**$ 3,700,000**	**$ 3,700,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$3,500,000**	**-$2,800,000**	**-$ 100,000**	**$ 2,700,000**	**$ 3,300,000**	**$ 3,300,000**

Figure A.17: 5-year Cumulative Revenue and Costs – Regulated Parking Off Street (within foreshore) Only

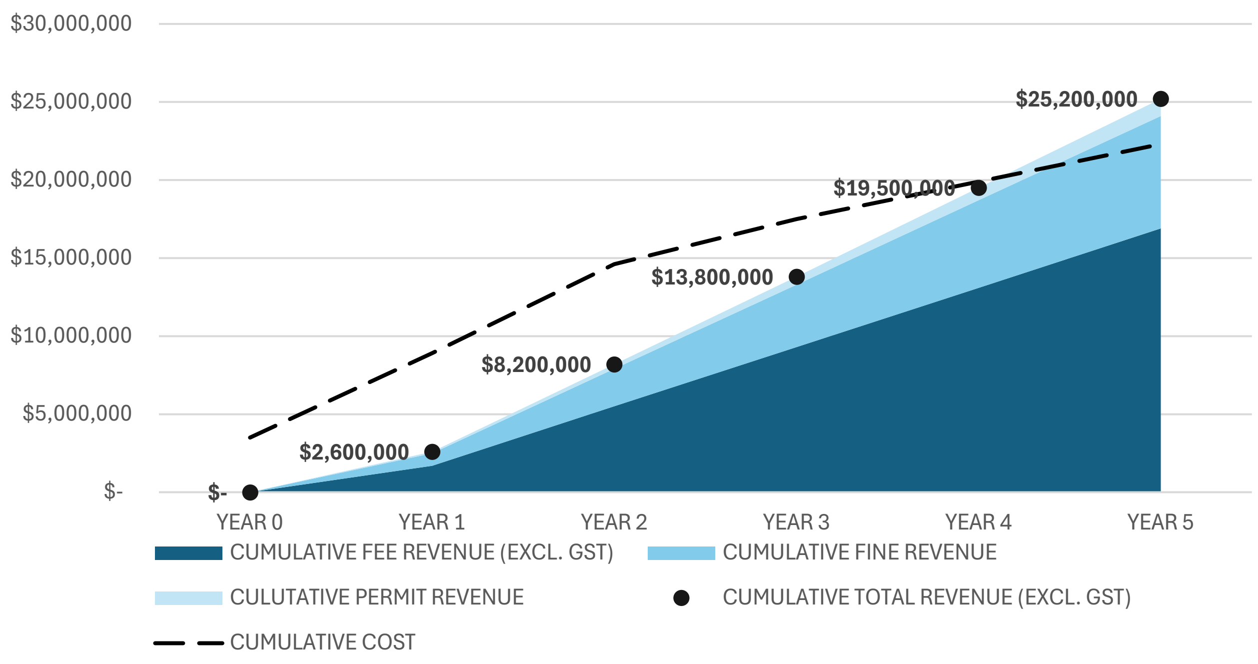
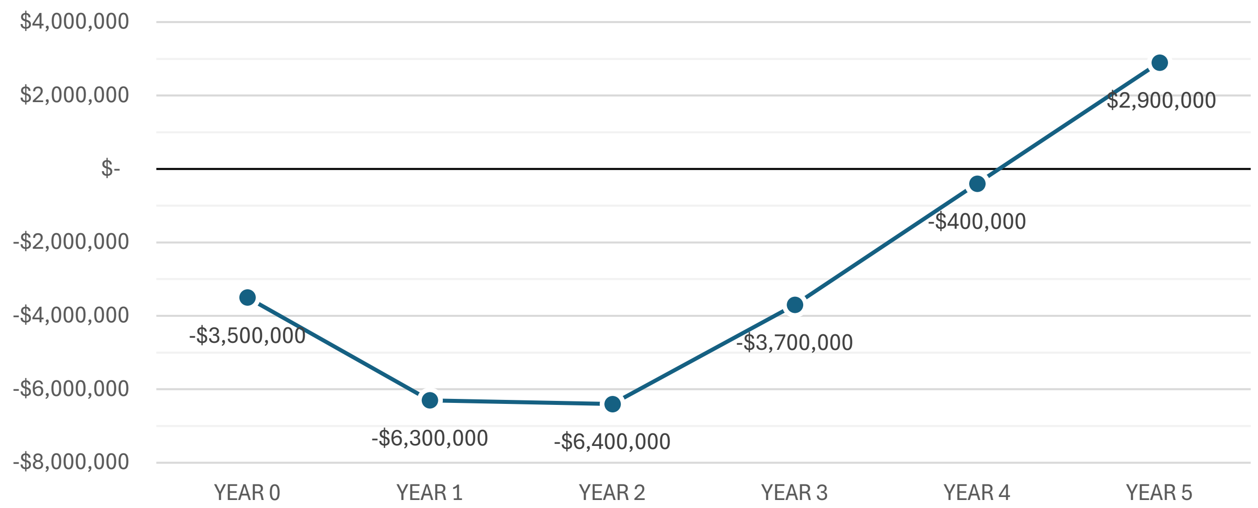


Figure A.18: Year-End Financial Position – Regulated Parking Off Street (within foreshore) Only



A.3.10 Regulated Parking Between 8am and 5pm

Table A.14: Revenue and Cost Summary – Regulated Parking Between 8am and 5pm

		YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	*Fee Revenue*						
	NET JANUARY PEAK FEE REVENUE	$ -	$ 500,000	$1,200,000	$1,200,000	$1,200,000	$ 1,200,000
	NET SUMMER-SHOULDER PEAK FEE REVENUE	$ -	$ 700,000	$1,800,000	$1,800,000	$1,800,000	$ 1,800,000
	NET SHOULDER PEAK FEE REVENUE	$ -	$ 400,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000
	NET OFF PEAK FEE REVENUE	$ -	$ 600,000	$1,200,000	$1,200,000	$1,200,000	$ 1,200,000
	NET TOTAL FEE REVENUE (INCL. GST)	**$ -**	**$2,200,000**	**$5,100,000**	**$5,100,000**	**$5,100,000**	**$ 5,100,000**
	NET TOTAL FEE REVENUE (EXCL. GST)	**$ -**	**$2,000,000**	**$4,600,000**	**$4,600,000**	**$4,600,000**	**$ 4,600,000**
	Fine Revenue						
	NET JANUARY PEAK FINE REVENUE	$ -	$ 200,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
	NET SUMMER-SHOULDER PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET SHOULDER PEAK FINE REVENUE	$ -	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
	NET OFF PEAK FINE REVENUE	$ -	$ 300,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000
	NET TOTAL FINE REVENUE	**$ -**	**$1,000,000**	**$2,100,000**	**$2,100,000**	**$2,100,000**	**$ 2,100,000**
	Combined Revenue (Fee + Fine)						
	NET JANUARY PEAK REVENUE	$ -	$ 700,000	$1,600,000	$1,600,000	$1,600,000	$ 1,600,000
	NET SUMMER-SHOULDER PEAK REVENUE	$ -	$1,000,000	$2,400,000	$2,400,000	$2,400,000	$ 2,400,000
	NET SHOULDER PEAK REVENUE	$ -	$ 600,000	$1,400,000	$1,400,000	$1,400,000	$ 1,400,000
	NET OFF PEAK REVENUE	$ -	$ 900,000	$1,800,000	$1,800,000	$1,800,000	$ 1,800,000
	Permit Revenue						
	PERMIT REVENUE	$ -	$ 100,000	$ 200,000	$ 200,000	$ 300,000	$ 300,000
	NET TOTAL REVENUE (INCL. GST)	**$ -**	**$3,300,000**	**$7,400,000**	**$7,400,000**	**$7,500,000**	**$ 7,500,000**
	NET TOTAL REVENUE (EXCL. GST)	**$ -**	**$3,100,000**	**$6,900,000**	**$6,900,000**	**$7,000,000**	**$ 7,000,000**
Cost	STAFFING	$2,400,000	$3,300,000	$3,600,000	$1,900,000	$2,000,000	$ 2,000,000
	REOCCURING OPERATING COSTS	$ 800,000	$ 500,000	$ 500,000	$ 600,000	$ 400,000	$ 400,000
	INFRASTRUCTURE	$ -	$1,400,000	$1,700,000	$ 100,000	$ -	$ -
	TOTAL COST	**$3,200,000**	**$5,200,000**	**$5,800,000**	**$2,600,000**	**$2,400,000**	**$ 2,400,000**
Loans	**LOAN REQUIRED**	**-$3,200,000**	**-$5,600,000**	**-$5,100,000**	**-$1,300,000**	**$ -**	**$ -**
	LOAN INTEREST	**-$ 300,000**	**-$ 600,000**	**-$ 500,000**	**-$ 100,000**	**$ -**	**$ -**
Cumulative Totals	**CUMULATIVE FEE REVENUE (INCL. GST)**	$0	$2,200,000	$7,300,000	$12,400,000	$17,500,000	$22,600,000
	CUMULATIVE FEE REVENUE (EXCL. GST)	$0	$2,000,000	$6,600,000	$11,200,000	$15,800,000	$20,400,000
	CUMULATIVE FINE REVENUE	$0	$1,000,000	$3,100,000	$5,200,000	$7,300,000	$9,400,000
	CULUTATIVE PERMIT REVENUE	$0	$100,000	$300,000	$500,000	$800,000	$1,100,000
	CUMULATIVE TOTAL REVENUE (INCL. GST)	$0	$3,300,000	$10,700,000	$18,100,000	$25,600,000	$33,100,000
	CUMULATIVE TOTAL REVENUE (EXCL. GST)	$0	$3,100,000	$10,000,000	$16,900,000	$23,900,000	$30,900,000
	CUMULATIVE COST	$3,500,000	$9,300,000	$15,600,000	$18,300,000	$20,700,000	$23,100,000
	CUMULATIVE NET PROFIT (INCL. GST)	**-$3,500,000**	**-$6,000,000**	**-$4,900,000**	**-$ 200,000**	**$4,900,000**	**$10,000,000**
	CUMULATIVE NET PROFIT (EXCL. GST)	**-$3,500,000**	**-$6,200,000**	**-$5,600,000**	**-$1,400,000**	**$3,200,000**	**$ 7,800,000**
Year on Year	**YEARLY PROFIT/POSITION (INCL. GST)**	**-$3,500,000**	**-$2,500,000**	**$1,100,000**	**$4,700,000**	**$5,100,000**	**$ 5,100,000**
	YEARLY PROFIT/POSITION (EXCL. GST)	**-$3,500,000**	**-$2,700,000**	**$ 600,000**	**$4,200,000**	**$4,600,000**	**$ 4,600,000**

Figure A.19: 5-year Cumulative Revenue and Costs – Regulated Parking Between 8am and 5pm

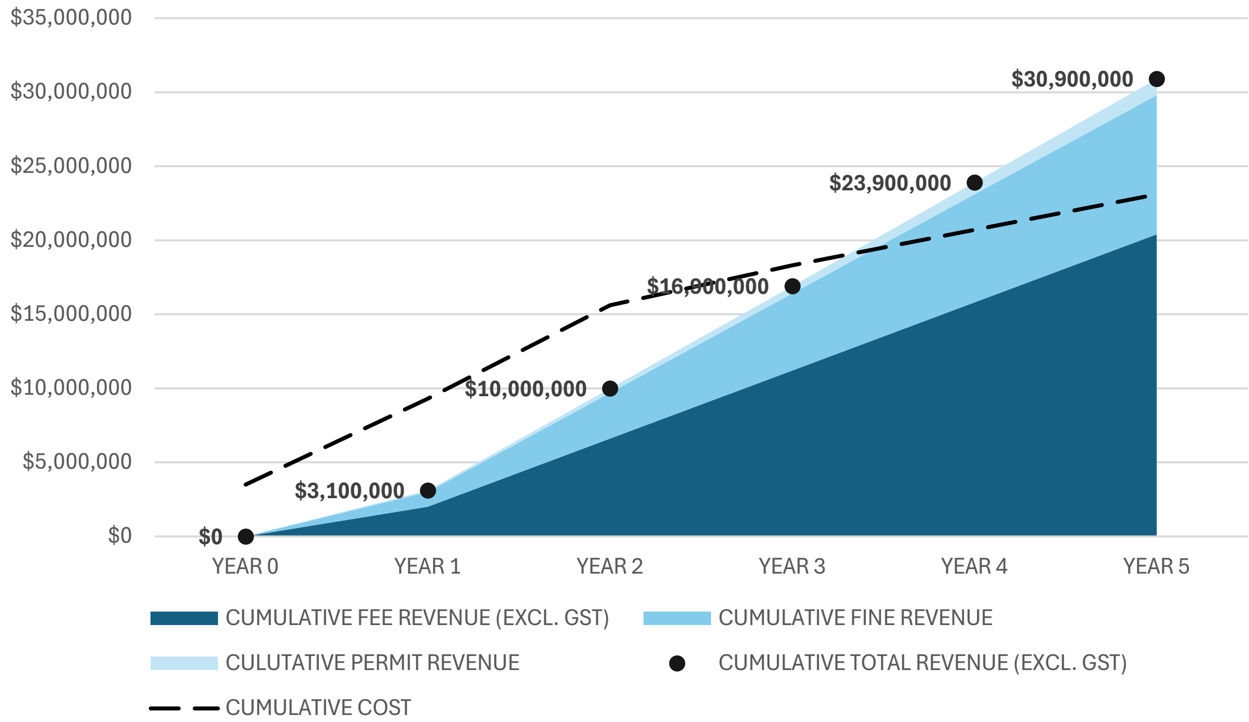
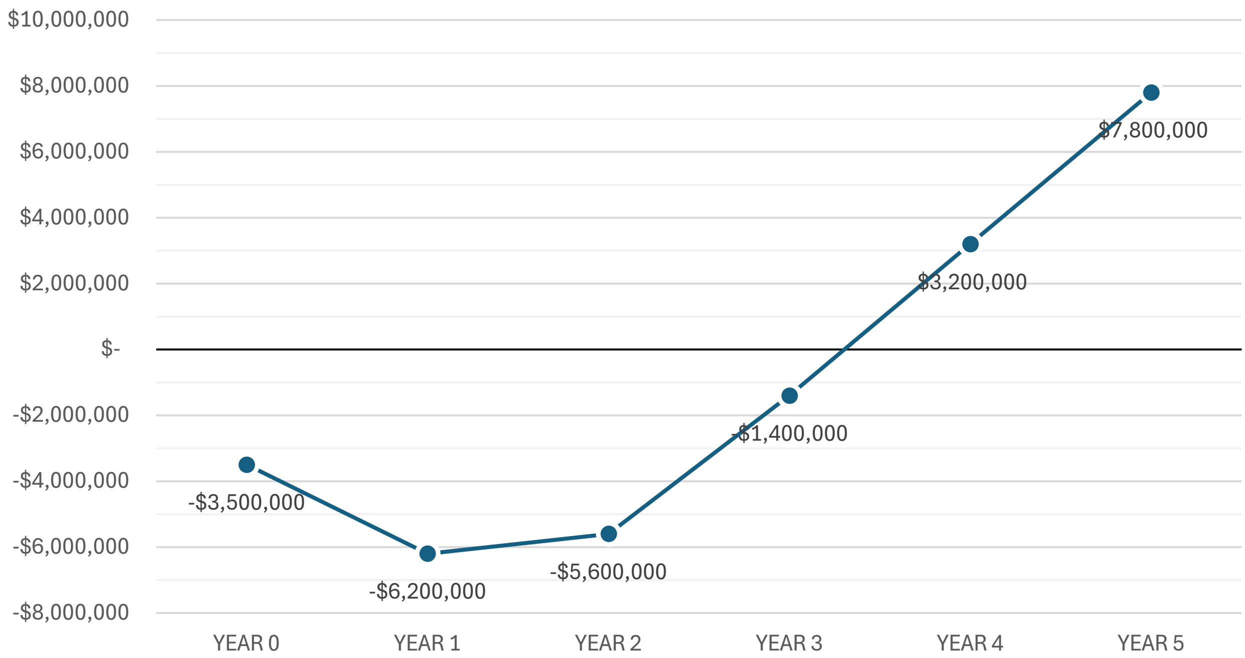


Figure A.20: Year-End Financial Position – Regulated Parking Between 8am and 5pm



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