



**Deep End Services**

Deep End Services is an economic research and property consulting firm based in Melbourne. It provides a range of services to local and international retailers, property owners and developers including economic expert assistance, due diligence and market scoping studies, store benchmarking and network planning, site analysis and sales forecasting, market assessments for a variety of land uses, and highest and best use studies.

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**Document Name**

Re-Grow report - Am C278ggee - Marshall PSP - Economic Expert  
Witness Statement - J Ganly - 29 Oct 24

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This report should be read in its entirety, as reference to part only may be misleading.

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# 1

## Introduction

- 1.1 Background** <sup>100</sup> This statement addresses economic and retail issues arising from the proposed Marshall Precinct Structure Plan (“PSP”).
- <sup>101</sup> The statement has been prepared for Re-Grow Geelong Pty Limited (“Re-Grow”) which owns a large amount of land within the North East Industrial Precinct (“NEIP”) which adjoins the Marshall PSP area to the east and south.
- <sup>102</sup> The statement is to assist the Panel formed to consider Amendment C278ggee (“Am C278”) to the Greater Geelong Planning Scheme (“Scheme”).
- <sup>103</sup> Am C278 seeks, amongst other things, to implement the Marshall PSP.
- <sup>104</sup> I have been instructed in this matter by Maddocks, acting on behalf of Re-Grow.
- <sup>105</sup> My Instructions were provided in writing on 1 August 2024 and contained the following:

...

### **8. Context for this brief**

*Re-Grow owns a significant part of the land within the NEIP. Much of its land is zoned in a way that will accommodate industry and mixed business which is zoned Commercial 2 under the applied zoned provisions of the Urban Growth Zone Schedule that applies to parts of the NEIP.*

*Re-Grow is concerned that the unplanned commercial bulky goods precinct within the Marshall PSP may impact Re-Grow's ability within the NEIP to provide for a significant mixed business area including land uses consistent with the Commercial 2 zone that applies to the land. A copy of the Urban Growth zone Schedule 1 that applies to the NEIP is provided with your materials as is the NEIP PSP.*

### **9. Instructions**

*9.1 Your advice, analysis and opinion is therefore sought in respect of:*

*9.1.1 whether the proposed supply of land for commercial/bulky goods purposes within the Marshall PSP as proposed is strategically sound from an economic/retail planning perspective;*

*9.1.2 whether the approach is supported by any economic or other assessment as far as you have been able to ascertain; and*

*9.1.3 if the commercial area were to transpire, whether it may impact negatively upon Re-Grow's ability to develop its land for commercial/bulky goods purposes as envisaged by the NEIP.*

*9.2 In your assessment, you should have regard to the potential implications of the Housing Capacity Targets for Victorian Municipalities as released in draft form by the Department of Transport and Planning. We understand that these are under consultation and are in draft form at the present time.*

*9.3 If there are any matters which, in your opinion, are relevant to your assessment and regarding which you consider that Re-Grow should be aware, we would be grateful for your advice in that respect.*

...

<sup>106</sup> My full Instructions are provided at Appendix B.

<sup>107</sup> I also received an Addendum to my Instructions from Maddocks on 11 October 2024 and that is provided at Appendix C.

## 1.2 Re-Grow landholdings

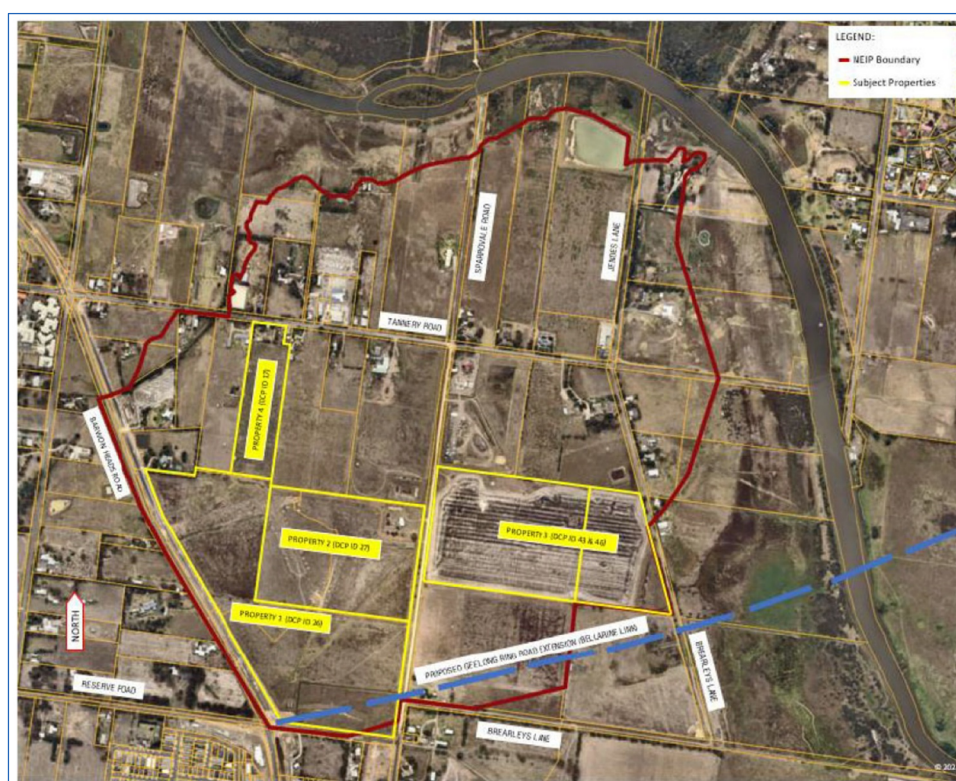
<sup>108</sup> Re-Grow’s landholdings within the NEIP comprise the following properties (“Re-Grow Land”):

- 425-499 Barwon Heads Rd, Charlemont Vic 3216 (Property 1);
- 42 Sparrovale Rd, Charlemont (Property 2);
- 31-41 Sparrovale Rd, Charlemont (Properties 3A & 3B); and
- 52 Tannery Rd, Charlemont (Property 4).

<sup>109</sup> The Re-Grow Land is shown on Figure 1 and represents a total area of approximately 53.8 ha.

Figure 1—Re-Grow Land

Source: Letter of Instructions, 1 August 2024



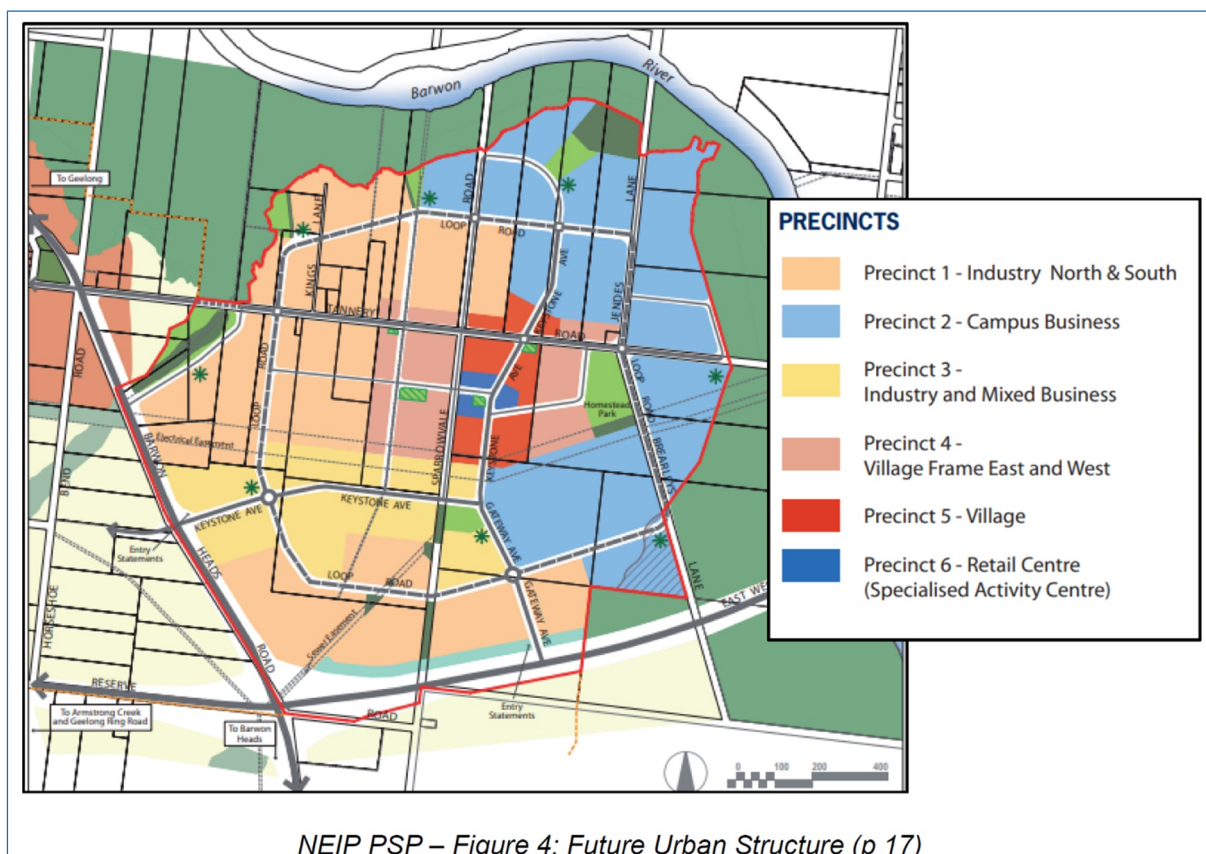
<sup>110</sup> My Letter of Instructions provides details regarding the planning status of the Re-Grow Land.

<sup>111</sup> I note:

- The NEIP PSP was introduced into the Scheme following the gazettal of Amendment C207ggee on 3 June 2010 (with included the PSP’s Future Urban Structure (“FUS”) as copied at Figure 2 of this statement).
- The City of Greater Geelong (“Council”) issued a planning permit in respect of Properties 1 & 2 on 25 November 2010 which allowed for the subdivision of the land.

- On 23 March 2012, Council issued an amended permit and endorsed plans which incorporated a number of amendments to conditions to allow:
  - Reconfiguration and reduction in the number of lots from 71 to 39 (excluding balance lots);
  - Changes to the proposed road network;
  - Addition, deletion and renumbering of a number of conditions; and
  - Amendments to conditions imposed by Barwon Water.
- The amended permit has since been extended three times and is currently the subject of a further application for extension of time which is undetermined.
- Re-Grow and Council executed a Memorandum of Understanding (“MOU”) on 20 December 2022, with the MOU to guide:
  - The facilitation of a ‘refresh’ of the NEIP PSP and DCP; and
  - The modernisation of the amended permit and its conditions to bring it up to contemporary standards.

Figure 2—NEIC Future Urban Structure



Source: Letter of Instructions, 1 August 2024

### 1.3 Approach

<sup>112</sup> In responding to my instructions I have undertaken the following tasks:

1. Reviewed the relevant background material provided within my brief from Maddocks.
2. Reviewed relevant documents from other sources such as:
  - The City of Greater Geelong
  - Australian Bureau of Statistics
  - Essential Economics
  - SGS Economics & Planning
  - Deep End Services internal databases.
3. Driven through the relevant parts of the Marshall PSP land and surrounding land of interest on Barwon Heads Road.
4. Inspected other centres and land of relevance within Greater Geelong.
5. Considered the Council officer's report, submissions and supplementary submissions made to in relation to the exhibited Marshall PSP.
6. Considered the town planning expert witness statement prepared by John Glossop for Council on 25 October 2024.
7. Presented my findings within this expert witness statement.

#### 1.4 Abbreviations <sup>113</sup> The following abbreviations are used in this statement:

ABBREVIATION	EXPLANATION
ABS	Australian Bureau of Statistics
ACTC	Armstrong Creek Town Centre
ACTC PSP	<i>Armstrong Creek Town Centre Precinct Structure Plan</i> , City of Greater Geelong, March 2014
Am C278	Amendment C278ggee to the Greater Geelong Planning Scheme
Am C393	Amendment C393ggee to the Greater Geelong Planning Scheme
C1Z	Commercial 1 Zone
C2Z	Commercial 2 Zone
Council	City of Greater Geelong
DCP	Development Contributions Plan
Framework Plan	Armstrong Creek Growth Area Framework Plan
FUS	Future Urban Structure
Glossop Statement	Town Planning Evidence Statement, John Glossop, Glossop Town Planning, 25 October 2024 for the City of Greater Geelong at the Amendment C278ggee Panel hearing
ha	hectare
Marshall PSP	<i>Marshall Precinct Structure Plan</i> , City of Greater Geelong, July 2023 (amended March 2024)
MOU	Memorandum of Understanding executed by Re-Grow Geelong Pty Limited and the City of Greater Geelong to refresh the North East Industrial Precinct PSP and DCP and planning permit, 20 December 2022
NEIP	North East Industrial Precinct
PSP	Precinct Structure Plan
Retail Strategy	<i>City of Greater Geelong Retail Strategy 2020-2036</i> , City of Greater Geelong and SGS Economics and Planning, August 2020
Re-Grow	Re-Grow Geelong Pty Limited
Re-Grow Land	The following properties located within the NEIP: <ul style="list-style-type: none"> <li>● 425-499 Barwon Heads Rd, Charlemont</li> <li>● 42 Sparrovale Rd, Charlemont</li> <li>● 31-41 Sparrovale Rd, Charlemont</li> <li>● 52 Tannery Rd, Charlemont</li> </ul>
Scheme	Greater Geelong Planning Scheme
Stephens Statement	Expert witness statement, Sean Stephens, Essential Economics, October 2013 for the City of Greater Geelong at the Amendment C267 Panel hearing
UGP	Urban Growth Plan

## 1.5 Expert witness details

### 1.5.1 Name and address of expert

Mr Justin Ganly  
Managing Director  
Deep End Services Pty Ltd  
Suite 304, 9-11 Claremont Street  
South Yarra Victoria 3141

### 1.5.2 Expert's qualifications and experience

- Graduate Diploma of Applied Finance & Investment, Securities Institute of Australia.
- Bachelor of Engineering (Chemical) (First Class Honours), University of Melbourne.
- Managing Director of Deep End Services since 2003.
- Retail and property consultant for KPMG, Coopers & Lybrand and Coles Myer from 1993 to 2003.
- A full CV is included at Appendix A.

### 1.5.3 Expert's area of expertise to make report

- Thorough understanding of retail and commercial land use and development patterns throughout Victoria.
- Demographic analysis.
- Population and market demand forecasting.
- Feasibility analysis for property owners and developers of all forms of property.
- Need analysis and economic impact assessments in the context of planning hearings.
- Expert evidence for planning jurisdictions across Australia.

### 1.5.4 Instructions that defined the scope of the report

I received written Instructions from Maddocks on 1 August 2024 to prepare a statement of evidence for retail and economic issues relevant to Am C278. My instructions are provided at Appendix B of this report.

I also received an Addendum to Instructions from Maddocks on 11 October 2024 and that is provided at Appendix C of this report.

### 1.5.5 Facts, matters and assumptions upon which the report proceeds

Stated in relevant sections of this report.

### 1.5.6 Documents, materials and literature used in preparing this report

Stated in relevant sections of this report.

### 1.5.7 Identity of the person who carried out any tests or experiments relevant to this report

None.

### 1.5.8 Summary of the opinions of the expert

<sup>114</sup> In relation to the exhibited Marshall PSP and relevant to my Instructions, I am of the opinion that:

- The previously unplanned proposed supply of land for Commercial/Bulky Goods purposes within the Marshall PSP is not strategically sound from an economic/retail planning perspective;
- The proposed supply of land for Commercial/Bulky Goods purposes within the Marshall PSP was not supported by any other economic or other assessment; and
- The proposed supply of land for Commercial/Bulky Goods purposes within the Marshall PSP would impact negatively on Re-Grow's ability to develop its land for similar purposes as envisaged for the NEIP.

<sup>115</sup> Council's subsequent proposed redesignation of Commercial/Bulky Goods land south of Tannery Road to residential (either conventional or medium-high density) is strategically sound and will:

- Locate more dwellings in locations with excellent access to public transport;
- Assist the viability of small planned centres at Marshall Station and the NEIC;
- Contribute to Council's ability to meet the State's draft housing targets; and
- Result in less conflict with the future development of the NEIC.

<sup>116</sup> I remain of the opinion that there is no need for Commercial/Bulky Goods land within the Marshall PSP but if any such land should be included within the approved PSP, the prohibition on Supermarket use should remain on that land.

### 1.5.9 Provisional opinions not fully researched

None.

### 1.5.10 Questions outside the expert's expertise

None.

### 1.5.11 Report incompleteness or inaccuracies

None.

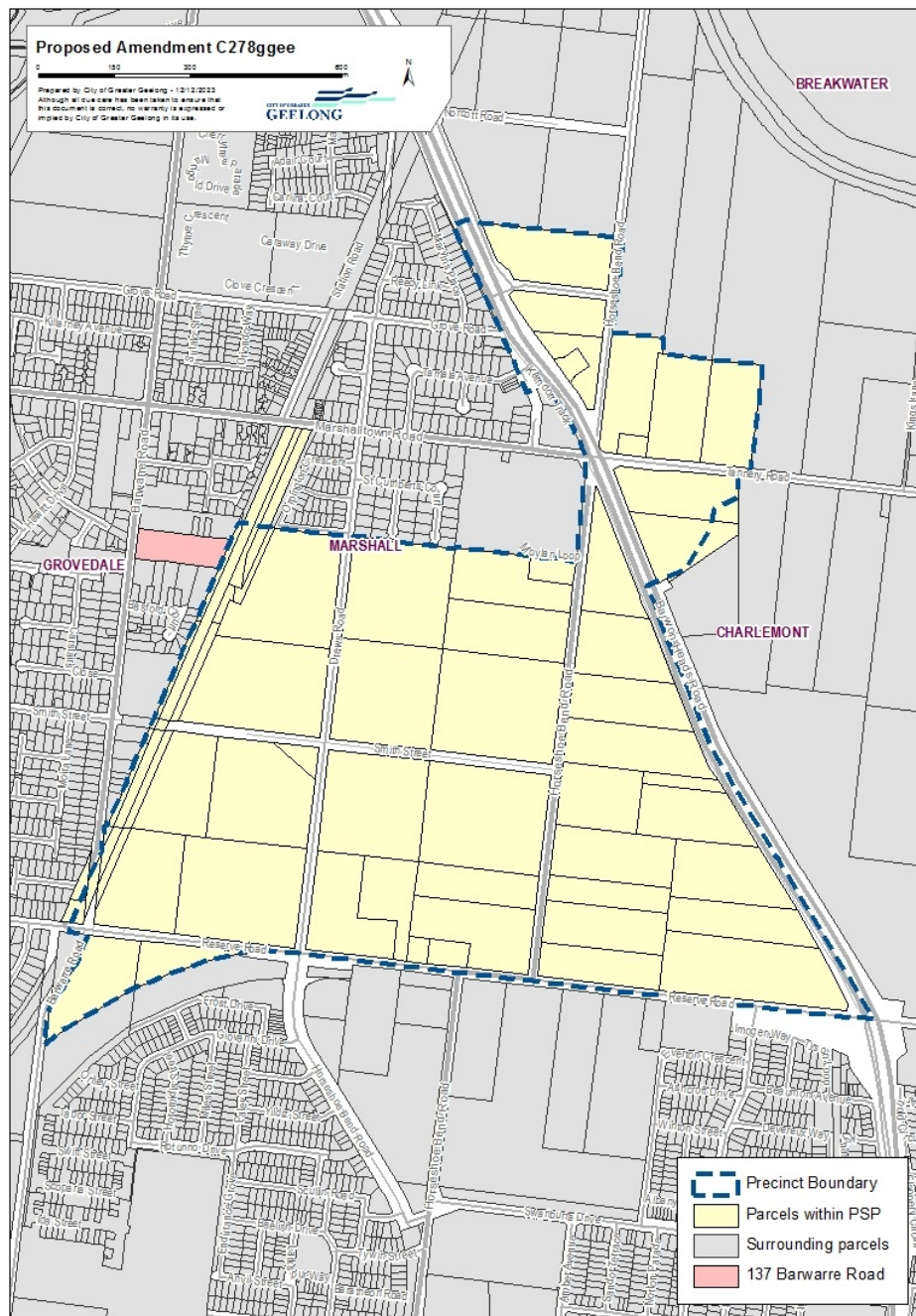
# 2

## Greater Geelong Amendment C278

- 2.1 Background**
- <sup>117</sup> Am C278 has been prepared by the City of Greater Geelong (“Council”) which is also the planning authority for Am C278.
  - <sup>118</sup> The Amendment applies to the land within the Marshall PSP area (123 ha) as well as the land at 137 Barwarre Road, Marshall (refer Figure 3).
  - <sup>119</sup> The Am C278 land is generally characterised as fragmented rural, with some vacant and some developed for dwellings.

Figure 3—Am C278 land

Source: Am C278 Explanatory Report



## 2.2 Process

<sup>120</sup> Am C278 seeks to facilitate urban development within the Marshall PSP area by, amongst other things, incorporating the Marshall Precinct Structure Plan prepared by Council in July 2023 and amended in March 2024 (“Marshall PSP”).

<sup>121</sup> The Am C278 Explanatory Report sets out the following specific changes to be made to the Scheme via Am C278:

### *Zoning maps*

- *Amend zoning map nos. 66 and 67 to apply Schedule 7 to the Urban Growth Zone (UGZ7). This schedule includes controls to facilitate land use and development controls for the Marshall Precinct and requires land use and development to be generally in accordance with the incorporated Marshall PSP.*
- *Amend zoning map nos. 66 and 67 to replace Schedule 4 to the Urban Growth Zone (UGZ4) with UGZ7, to correct an anomaly on the western portion of Reserve Road.*
- *Amend zoning map no. 67 to rezone land from Farming Zone (FZ) to UGZ7, to correct an anomaly on the northern portion of Horseshoe Bend Road.*
- *Amend zoning map no. 67 to rezone part of the land at 40-60 Drews Road, Marshall from Transport Zone (TRZ1) to UGZ7.*

### *Overlay maps*

- *Amend overlay map no. 67DDO to apply Schedule 51 to the Design and Development Overlay (DDO51) to the land at 137 Barwarre Road, Marshall.*
- *Amend overlay map nos. 66DCPO and 67DCPO to apply Schedule 10 to the Development Contribution Plan Overlay (DCPO10) to all the land within the Marshall PSP boundary.*
- *Insert overlay map no. 67EAO to apply the Environmental Audit Overlay (EAO) to part of the land.*

### *Planning scheme ordinance*

- *Insert a new Schedule 7 to Clause 37.07 Urban Growth Zone that will apply to the UGZ7 land.*
- *Insert a new Schedule 51 to Clause 43.02 Design and Development Overlay that will apply to the land at 137 Barwarre Road, Marshall.*
- *Insert a new Schedule 10 to Clause 45.06 Development Contributions Plan Overlay that will apply to the UGZ7 land and the whole of 40-60 Drews Road, Marshall.*
- *Amend the Schedule to Clause 52.16 Native Vegetation Precinct Plan to include reference to the Marshall Native Vegetation Precinct Plan (October 2022).*

- *Amend the Schedule to Clause 66.04 Referral of Permit Applications Under Local Provisions to require referral to the Department of Energy, Environment and Climate Action (DEECA) and the Corangamite Catchment Management Authority (CCMA) for specified permit applications.*
- *Amend the Schedule to Clause 72.03 What does this planning scheme consist of? to include a new map 67EAO.*
- *Amend the Schedule to Clause 72.04 Incorporated Documents in this Planning Scheme to:*
  - *insert the Marshall Precinct Structure Plan (City of Greater Geelong, March 2024)*
  - *insert the Marshall Native Vegetation Precinct Plan (Ecology & Heritage Partners, October 2022)*
  - *insert the Marshall Development Contributions Plan (City of Greater Geelong, August 2023)*
  - *remove the Small Lot Housing Code (December 2012) and insert the Small Lot Housing Code (Victorian Planning Authority, November 2019).*

*The amendment does not propose to remove existing overlays that apply to the Marshall Precinct. Public Acquisition Overlays 3 and 16 (PAO3 / PAO16) and Specific Controls Overlay 8 (SCO8) relate to State Government major road projects. The Environmental Significance Overlay Schedule 1 – Areas of flora and fauna habitat and of geological and natural interest (ESO1) aligns with the PSP objectives and conservation land use designation. The Land Subject to Inundation Overlay (LSIO1) and the Floodway Overlay (FO1), both applied to the Barwon River floodplain, will be retained.*

# 3

## Response to Instructions

**3.1 Introduction** <sup>122</sup> My Instructions to prepare this statement comprise the following:

### **9. Instructions**

*9.1 Your advice, analysis and opinion is therefore sought in respect of:*

*9.1.1 whether the proposed supply of land for commercial/bulky goods purposes within the Marshall PSP as proposed is strategically sound from an economic/retail planning perspective;*

*9.1.2 whether the approach is supported by any economic or other assessment as far as you have been able to ascertain; and*

*9.1.3 if the commercial area were to transpire, whether it may impact negatively upon Re-Grow's ability to develop its land for commercial/bulky goods purposes as envisaged by the NEIP.*

*9.2 In your assessment, you should have regard to the potential implications of the Housing Capacity Targets for Victorian Municipalities as released in draft form by the Department of Transport and Planning. We understand that these are under consultation and are in draft form at the present time.*

*9.3 If there are any matters which, in your opinion, are relevant to your assessment and regarding which you consider that Re-Grow should be aware, we would be grateful for your advice in that respect.*

**3.2 Response to Instructions****3.2.1 Is the proposed supply of land for commercial/bulky goods purposes within the Marshall PSP strategically sound from an economic/retail planning perspective?**

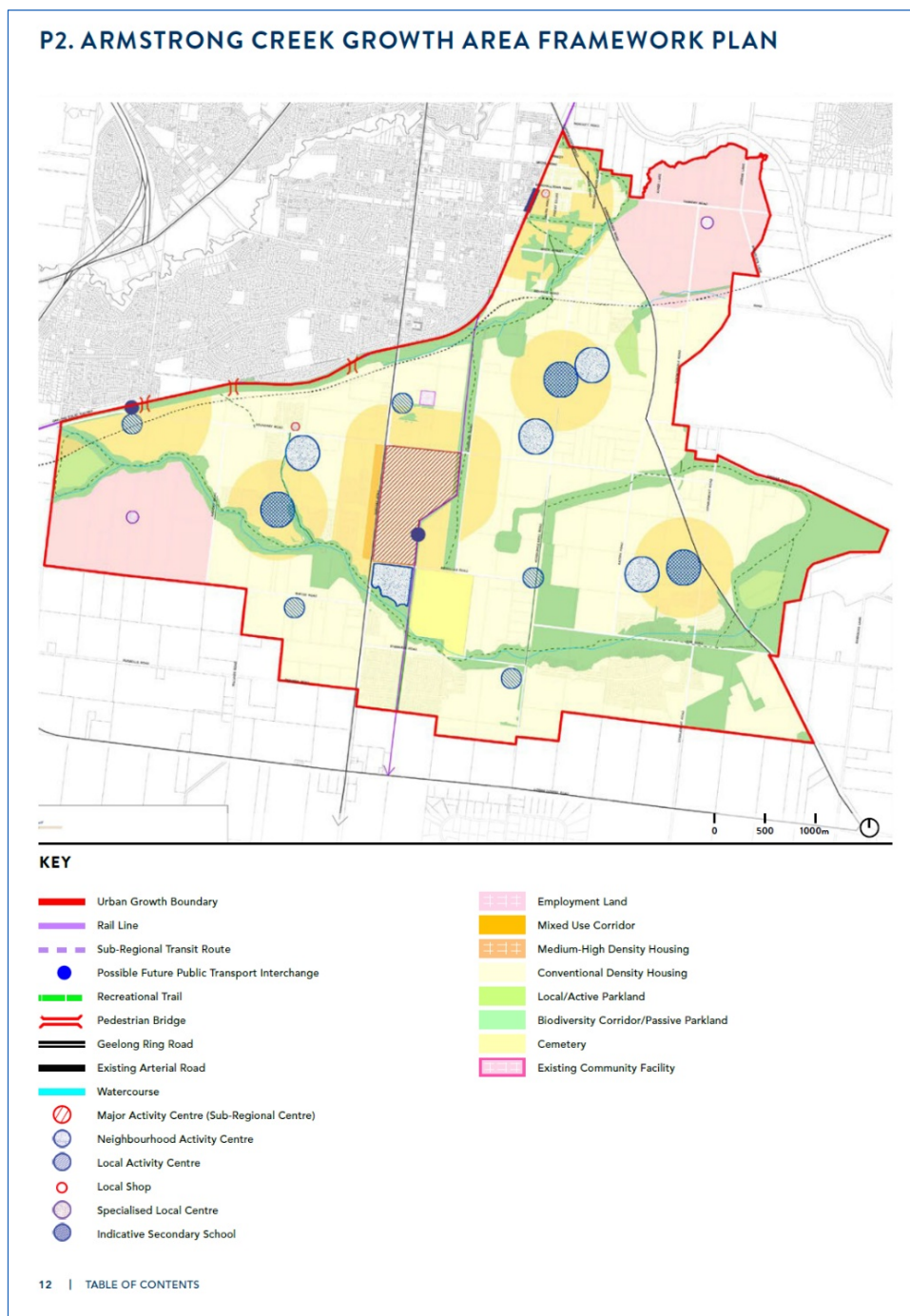
<sup>123</sup> The Marshall PSP states the following on page 11:

*The Armstrong Creek Urban Growth Plan– revised 2015 (Framework Plan) is a high-level strategic document which guides the urban development of the Armstrong Creek Urban Growth Area (ACUGA). The actions and objectives laid out in the framework plan guide the preparation of precinct structure plans for the ACUGA.*

<sup>124</sup> The Marshall PSP then provides the Armstrong Creek Growth Area Framework Plan (“Framework Plan”) on page 12 and I have copied that at Figure 4 in this statement.

Figure 4—  
Armstrong Creek  
Growth Area  
Framework Plan

Source: Marshall  
PSP



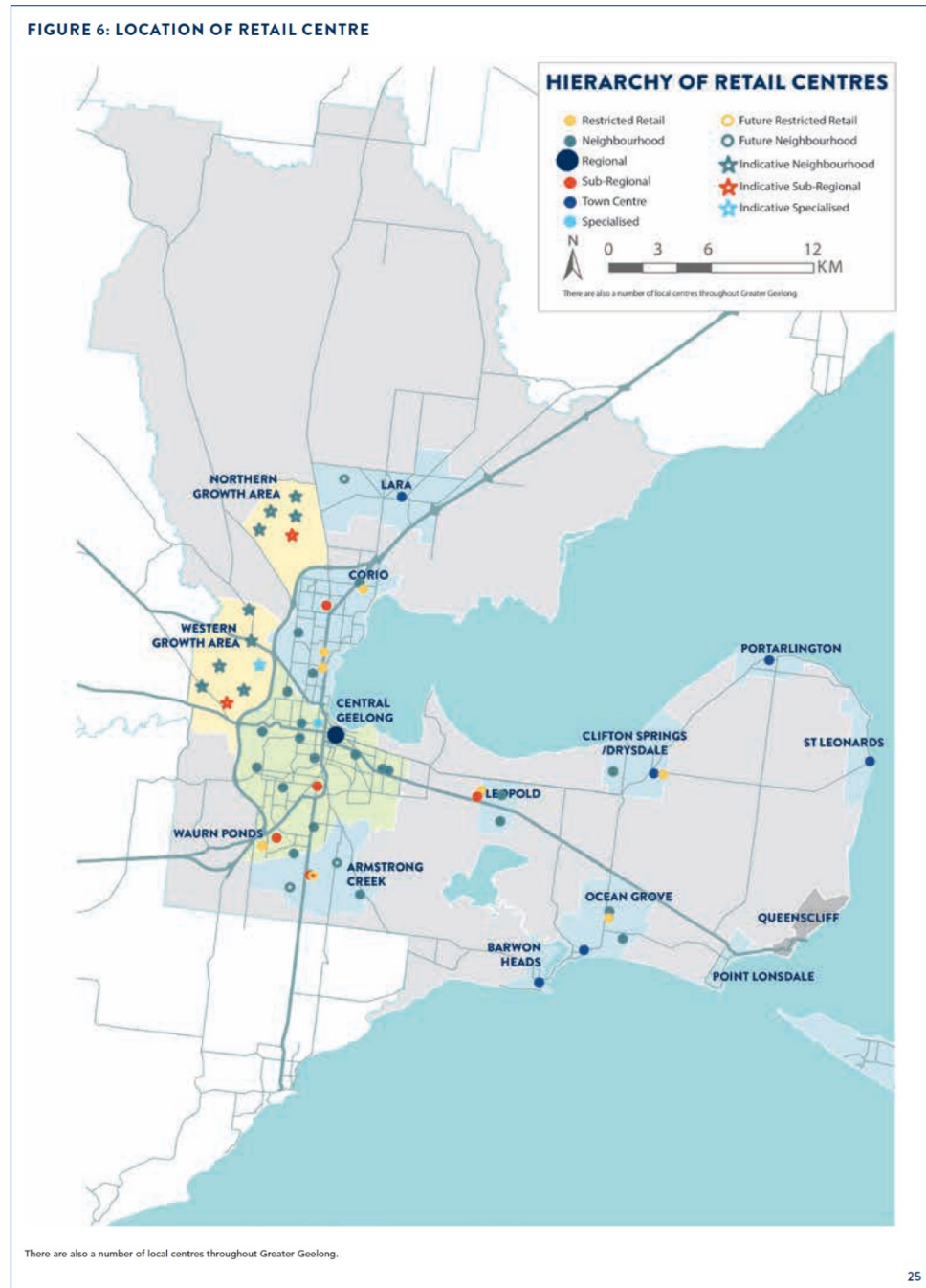
<sup>125</sup> The Framework Plan shows that development on the lands designated as “Commercial/Bulky Goods” within the Marshall PSP was intended to be “Medium-High Density Housing”, likely due to convenient access to Marshall Station (and reflecting similar expectations around future activity centres within the Armstrong Creek area).

<sup>126</sup> I will return later in this statement to the foregone opportunity to develop additional housing within the Marshall PSP should the “Medium-High Density Housing” land be replaced with “Commercial/Bulky Goods” uses.

- <sup>127</sup> The *City of Greater Geelong Retail Strategy 2020-2036* prepared by Council and SGS Economics and Planning in August 2020 (“Retail Strategy”) was adopted by Council in August 2020 as part of the implementation of Amendment C393ggee (“Am C393”).
- <sup>128</sup> Am C393 was gazetted by the Minister for Planning in May 2021 (at which time the Retail Strategy became a Background Document to the Scheme).
- <sup>129</sup> The Retail Strategy guides the development of all forms of retail throughout the City of Greater Geelong until 2036 and is based upon a defined activity centre network which includes new centres planned within growth areas such as Armstrong Creek.
- <sup>130</sup> I have copied the Retail Strategy’s retail centre map (found on page 25) at Figure 5 of this statement.

Figure 5—Greater Geelong retail centre locations

Source: Retail Strategy



<sup>131</sup> It is apparent from Figure 5 that the following retail centres are existing or contemplated within the Armstrong Creek growth area:

- Armstrong Creek Town Centre – Sub-Regional and Future Restricted Retail
- Warralily – Neighbourhood
- Horseshoe Bend – Future Neighbourhood
- Armstrong Creek West – Future Neighbourhood.

- <sup>132</sup> It is also apparent that existing Restricted Retail centres are located to the immediate west of Armstrong Creek at Waurn Ponds and to the east on the Bellarine Peninsula at Ocean Grove and, of less relevance, at Leopold and Drysdale.
- <sup>133</sup> On the other hand, there is no designation of a Future Restricted Retail precinct within the Marshall PSP area which is of significance when taken with the following statement found at page 6 within the Retail Strategy's Executive Summary:
- There is demand for additional restricted retail services in Greater Geelong. Restricted retailing in Greater Geelong should continue to be directed to identified restricted retail centres and existing commercial-zoned land, as there is sufficient space to accommodate this.*
- <sup>134</sup> The NEIP contains a significant amount of "existing commercial zoned land" in the C2Z and would, therefore, have formed part of the Retail Strategy's assessment that future restricted retail development be directed to such land, as well as identified restricted retail centres.
- <sup>135</sup> However, there was no "existing commercial land" designated within the Marshall PSP area at the time of adoption of the Retail Strategy and, furthermore, none contemplated (other than the small amount of local centre land adjacent to Marshall Station).
- <sup>136</sup> The Retail Strategy – at pages 58 and 59 – contains guidelines for the information required in order for Council to be able to assess a proposed development which is a significant departure from the established hierarchy and, further, the additional information required to assess an application for an out-of-centre development.
- <sup>137</sup> These information requirements are copied from the Retail Strategy at Figure 6 of this statement, with none of the required information provided within the Marshall PSP (or any of the Background Studies).

**Figure 6—Retail Development Application Information Requirements**

**Source: Retail Strategy**

<p><b>ASSESSING RETAIL DEVELOPMENT APPLICATIONS</b></p> <p>A revised planning policy aims to provide convenient access to retail services, by supporting the established retail centre hierarchy. Significant departures from the established hierarchy may be supported to address changes in development outcomes, trends in retail or supply opportunities, but only where clear merit and a net community benefit can be demonstrated.</p> <p>To assess this, applications requiring a planning permit for a retail use will be required to address the decision guidelines listed below (see 'Economic impact assessment'). Additionally, applications requiring a buildings and works permit for a new, revitalised or expanded centre must address the decision guidelines listed under 'Buildings and works permit considerations' (see page 59).</p> <p><b>ECONOMIC IMPACT ASSESSMENT</b></p> <p>The amount of information we require for an economic impact assessment will vary depending on the timing and size of the retail floor space for which approval is sought. The following should therefore be used as a guide only and prospective developers should contact us to discuss their proposal before formally lodging a planning permit application, or rezoning request. Once an application has been submitted, we reserve the right to request additional information as required.</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>• Amount of overall retail floor space</li> <li>• Number of retail tenancies and their floor area</li> <li>• All proposed land uses</li> <li>• The location and amount of floor space dedicated to shop uses within the development if, the centre is listed in the schedule to the Commercial 1 Zone</li> <li>• Assessment of any likely impact on existing, planned or approved retail facilities</li> <li>• Description of anticipated benefits to the community (whether or not these can be monetised)</li> <li>• Estimated net employment benefits (if any)</li> </ul>	<p><b>Retail supply</b></p> <ul style="list-style-type: none"> <li>• The existing supply of retail floor space serving the catchment by type, size, role and function</li> <li>• Details of any other proposals for new or expanded retail development in the catchment or beyond, which could have an effect on the proposal, existing centres or planned development</li> <li>• Demonstrate how the proposed retail floor space would fit into the Geelong retail centre hierarchy, as detailed in Clause 21.21</li> <li>• Demonstrate whether the existing supply of retail floor space is adequate to meet existing and foreseeable demand levels over a 15 year period</li> <li>• Whether there are any existing retail gaps in merchandise/services which the proposal will fill</li> </ul> <p><b>Retail demand</b></p> <ul style="list-style-type: none"> <li>• The need or demand for new or expanded retail floor space to serve the identified catchment, taking into consideration the objectives and strategies contained in Clause 21.19</li> <li>• The current catchment population, forecast population and retail spending growth rate for a 15-year period</li> <li>• The extent to which the proposal will draw trade from beyond the catchment, and from passing trade</li> <li>• Whether the proposed or expanded retail provision would mean an expansion in the size of the catchment of that centre</li> <li>• Impacts on the catchment of nearby centres and the effect this may have on centres within those catchments</li> </ul> <p><b>Escape spending</b></p> <ul style="list-style-type: none"> <li>• Estimates of existing levels of escape spending from the catchment</li> <li>• Estimates on the share of this escape spending that could reasonably be retained by the proposal</li> </ul>
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<p><b>Impact on existing retail facilities</b></p> <ul style="list-style-type: none"> <li>• Assessment of the expected trading effects on existing or planned retail facilities based on each of the following scenarios (where relevant): <ul style="list-style-type: none"> <li>◦ The proposal did not go ahead and existing centres in the catchment continue to trade.</li> <li>◦ The proposal is located adjoining an existing nearby centre already identified in the retail hierarchy or</li> <li>◦ Where an out of centre development is proposed, if the centre was approved.</li> </ul> </li> <li>• Demonstration of the extent to which the proposal is expected to lead to an overall improvement in the provision of retail facilities to the catchment population, including the potential for retaining spending that would otherwise escape to other centres</li> <li>• Demonstrate that the proposal will improve access to services by reducing travel times for residents</li> <li>• Demonstrate that a proposal which results in a development exceeding the maximum floor area specified in the schedule to the Commercial 1 Zone, does not impact on the timing, delivery and viability of other retail centres including planned centres.</li> </ul> <p><b>Out-of-centre applications</b></p> <ul style="list-style-type: none"> <li>• In addition to the above information, out-of-centre applications must also demonstrate: <ul style="list-style-type: none"> <li>◦ why the proposal cannot be accommodated within an existing centre identified in the retail hierarchy</li> <li>◦ why the proposal cannot be accommodated on the border of an existing centre identified in the retail hierarchy</li> <li>◦ that the proposal will not significantly impact on the character and amenity of the surrounding area</li> <li>◦ that the location of the centre will reduce travel times for the community when compared to nearby existing centres with a similar retail offer</li> <li>◦ that the centre has excellent connectivity to the surrounding residential area(s)</li> <li>◦ that the proposal will not result in traffic and safety conflicts between cars, trucks and pedestrians external to the site</li> </ul> </li> </ul>	<p><b>BUILDINGS AND WORKS PERMIT CONSIDERATIONS</b></p> <p>New, revitalised or expanded centres that require a planning permit for buildings and works must demonstrate that the proposed design and layout will have minimal amenity impacts on surrounding uses and contribute positively to the streetscape. It will therefore be policy that all applications must adhere to the following:</p> <ul style="list-style-type: none"> <li>• Ensure blank walls and loading bays are not adjacent to sensitive land uses and key vehicle and pedestrian access ways to a centre</li> <li>• Ensure illuminated signage does not impact on sensitive land uses</li> <li>• Ensure new development provides visually interesting and active street frontages where buildings abut the street or a public space</li> <li>• Encourage car parking areas to be located to the side or rear of a centre</li> <li>• Ensure car parking areas do not visually dominate a centre by providing landscaping including canopy trees</li> <li>• Ensure there are safe and convenient pedestrian connections from car parking areas and the surrounding footpath network to the entrance(s) of a centre</li> </ul>
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- <sup>138</sup> As previously discussed, Am C393 implemented the Retail Strategy.
- <sup>139</sup> Am C393 also resulted in the updating of the Scheme's Schedule to the Commercial 1 Zone ("C1Z") which specifies maximum leasable floor areas for Shop (other than Restricted Retail or "Bulky Goods" premises) for a large number of retail centres within Greater Geelong.
- <sup>140</sup> This includes the Armstrong Creek Town Centre ("ACTC") which is located approximately 3km from Marshall Station and is the higher-order activity centre within Armstrong Creek.
- <sup>141</sup> The Schedule to the C1Z limits leasable floor area for Shop (other than Restricted retail premises) to 40,000 sqm within the ACTC.
- <sup>142</sup> The cap can be exceeded but only if an Economic Impact Assessment is prepared to the satisfaction of Council as per the requirements of the Retail Strategy copied at Figure 6 of this statement
- <sup>143</sup> The analysis of the ACTC provided within the Retail Strategy (and copied at Figure 7 of this statement) identifies that 25,000 sqm of restricted retail floorspace is expected to be delivered within the centre in the "future role and opportunities" discussion (with total retail floorspace therefore being 65,000 sqm, i.e. 40,000 sqm plus 25,000 sqm).
- <sup>144</sup> However, this is not consistent with page 28 of the Armstrong Creek Town Centre Precinct Structure Plan, March 2014 ("ACTC PSP") – which was approved and gazetted in October 2014 – where it is stated that the ACTC is projected to contain approximately 75,000 sqm of retail floorspace at full development.
- <sup>145</sup> The ACTC PSP includes the 75,000 sqm retail floorspace estimate within a section headed "Employment Projections" with the data in that section generated by Essential Economics.

Figure 7—ACTC use and floorspace details

Source: Retail Strategy

SUB-REGIONAL CENTRES									
ARMSTRONG CREEK TOWN CENTRE, SURF COAST HIGHWAY, ARMSTRONG CREEK									
<b>CENTRE NAME:</b>	ARMSTRONG CREEK TOWN CENTRE, SURF COAST HIGHWAY, ARMSTRONG CREEK								
Hierarchy status:	Sub-regional								
Location:	Armstrong Creek								
Key characteristics:	Sub-regional centre, under construction.								
Current role:	Nil								
Zoning (sqm):	ACZ		C1Z		C2Z		MUZ		Other
	0	0	0	0	0	0	0	0	
Retail and commercial floor space* (sqm):	Super market	Depart' Store	Restricted Retail	Specialty Food	Specialty Other	Hospitality	Total Retail	Other Employ'	Vacant
	0	0	0	0	0	0	40,000	0	0
Retail anchors:	Supermarkets and Discount department stores								
Transport connections:	Public	Bus service (routes 50, 51)							
	Private	Surf Coast Highway							
Future role and opportunities:	<p>A sub-regional centre located on the Surf Coast Highway in Armstrong Creek. The <i>Armstrong Creek Town Centre Precinct Structure Plan</i> was approved in March 2016. This centre will be the civic, commercial and social heart of the Armstrong Creek Urban Growth Area. The centre is to include a mixture of traditional retailing, restricted retailing, offices, medical, sporting and civic facilities. Higher-density housing surrounding the centre is also encouraged. This centre has been planned to support 40,000 square metres of retail floor space and 25,000 of restricted retail floor space.</p> <p>Planning permit 1338/2016 was granted in January 2018 for the use of a supermarket, retail premises, food and drink, office and a gym. Development has recently commenced.</p> <p>Planning permit 733/2018 was also granted in October 2018 for a second supermarket, more retail premises, a service station, child care facility, tavern and food and drink premises. Construction has commenced.</p> <p>If these permits were acted upon the town centre would contain a number of uses of benefit to the wider community and encourage further development within the Armstrong Creek Growth Area.</p>								
Action required:	Nil								
Growth Opportunities	Forecast supportable floor space 2016–2036 sqm (difference from total floor space)		Potential to grow within current zoned land		Sub-precinct planning required		Potential for rezoning to align with centre boundary		
	9,600 (retail) 6,168 (restricted retail)		Yes		No		No		
* Excludes non employment uses such as residential, car parking and sites under construction.									
90									

<sup>146</sup> Sean Stephens from Essential Economics prepared an expert witness statement in October 2013 (“Stephens Statement”) on behalf of Council for the Panel formed to consider Greater Geelong’s Amendment C267 (which implemented the ACTC PSP).

<sup>147</sup> The Stephens Statement included a table at page 12 which set out a comparison of ultimate ACTC retail floorspace requirements (and I have copied that table in this statement as Figure 8).

Figure 8—ACTC retail floorspace requirement comparisons

Source: Stephens Statement

Land Use	Armstrong Creek UGP	Essential Economic PSP Technical Report
Traditional Retail	35,000m <sup>2</sup>	40,000m <sup>2</sup>
Homemaker Retail	25,000m <sup>2</sup>	35,000m <sup>2</sup>
<b>Total Retail</b>	<b>60,000m<sup>2</sup></b>	<b>75,000m<sup>2</sup></b>

Source: Essential Economics

<sup>148</sup> In relation to the columns of data in Figure 8, it is noted that:

- Mr Stephens was the author of the “Essential Economic PSP Technical Report” (sic) which was prepared in May 2012 as an input to the ACTC PSP; and
- The much earlier Armstrong Creek Urban Growth Plan (“UGP”) was informed by the report *Armstrong Creek Urban Growth Plan, Economic Activity and Employment, Technical Report* which was prepared by SGS Economics for Council and David Lock Associates on 24 February 2006.

<sup>149</sup> At paragraph 3.17 on page 12 of his statement, Mr Stephens explained as follows why the Essential Economics PSP Technical Report retail floorspace requirements were higher than those found in the Armstrong Creek UGP (and why they were to be preferred):

- *The increased expectations of the population capacity in the Armstrong Creek growth area which may now be in the order of 70,000 persons relative to the 55,000 to 60,000 persons expected by the Armstrong Creek UGP as a result of additional housing stock identified by individual PSPs in the growth area*
- *The more detailed analysis undertaken as input to the PSP relative to the high-level analysis undertaken for the Armstrong Creek UGP*
- *Up-to-date expectations of development outcomes based on recent development trends.*

<sup>150</sup> When considered in conjunction with Table 3 in the ACTC PSP – where Shop floorspace (other than Restricted retail) is capped at 40,000 sqm – the expectation is that 35,000 sqm of non-Shop retail floorspace can be delivered within the ACTC (and this is consistent with the view of the Stephens Statement and, ultimately, the ACTC PSP).

<sup>151</sup> The Retail Strategy’s ACTC analysis does acknowledge that the demand for 25,000 sqm of restricted retail floorspace will be exceeded by 6,168 sqm by 2036 (refer, again, to Figure 7 within this statement) and therefore bringing the total demand to 31,168 sqm by 2036 (when I would expect Armstrong Creek to be totally built out).

<sup>152</sup> In my opinion, therefore, while the Retail Strategy was not accurate in setting out the ultimate restricted retail floorspace requirement for the ACTC, the analysis underpinning the Retail Strategy did result in such requirement (i.e. 31,138 sqm) being very close to those adopted by the ACTC PSP (i.e. 35,000 sqm).

- <sup>153</sup> To place these floorspace figures in context, it is noted that restricted retail uses are either Section 1 or Section 2 uses within specified sections of three of the five precincts within the ACTC.
- <sup>154</sup> Approximately 20.6 ha of land within these precincts can be developed for restricted retail premises which, if delivered at an efficiency rate of 40%, could result in up to 103,000 sqm of restricted retail floorspace being delivered within the ACTC.
- <sup>155</sup> In my opinion, it is apparent that the ACTC is the key designated location for the future development of restricted retail floorspace within the Armstrong Creek growth area and that it has more than enough land available to satisfy the identified need for such future floorspace.
- <sup>156</sup> **It then follows that the previously unplanned proposed supply of land for commercial/bulky goods purposes within the Marshall PSP is not strategically sound from an economic/retail planning perspective.**

**3.2.2 Is the proposed supply of land for commercial/bulky goods purposes within the Marshall PSP supported by any other economic or other assessment as far as you have been able to ascertain?**

- <sup>157</sup> The proposed supply of such land within the Marshall PSP was not contemplated by the Retail Strategy.
- <sup>158</sup> This is unlike the NEIP land which was rezoned years before the process to prepare, exhibit and incorporate the Retail Strategy commenced.
- <sup>159</sup> Section 6.2 of the Marshall PSP is “Background Studies” where the following are listed:

*ENVIRONMENT*

*Marshall Native Vegetation Precinct Plan - Ecology & Heritage Partners - October 2022*

*Marshall Precinct Stormwater Management Strategy - spiire - December 2022*

*Marshall Precinct Preliminary Environmental Assessment (Contamination and Geotechnical) - Golder Associates - December 2013, updated August 2023*

*Bushfire Assessment and Development Report - Terramatrix - May 2022*

*MOVEMENT*

*Traffic Impact Assessment - Ratio - March 2023*

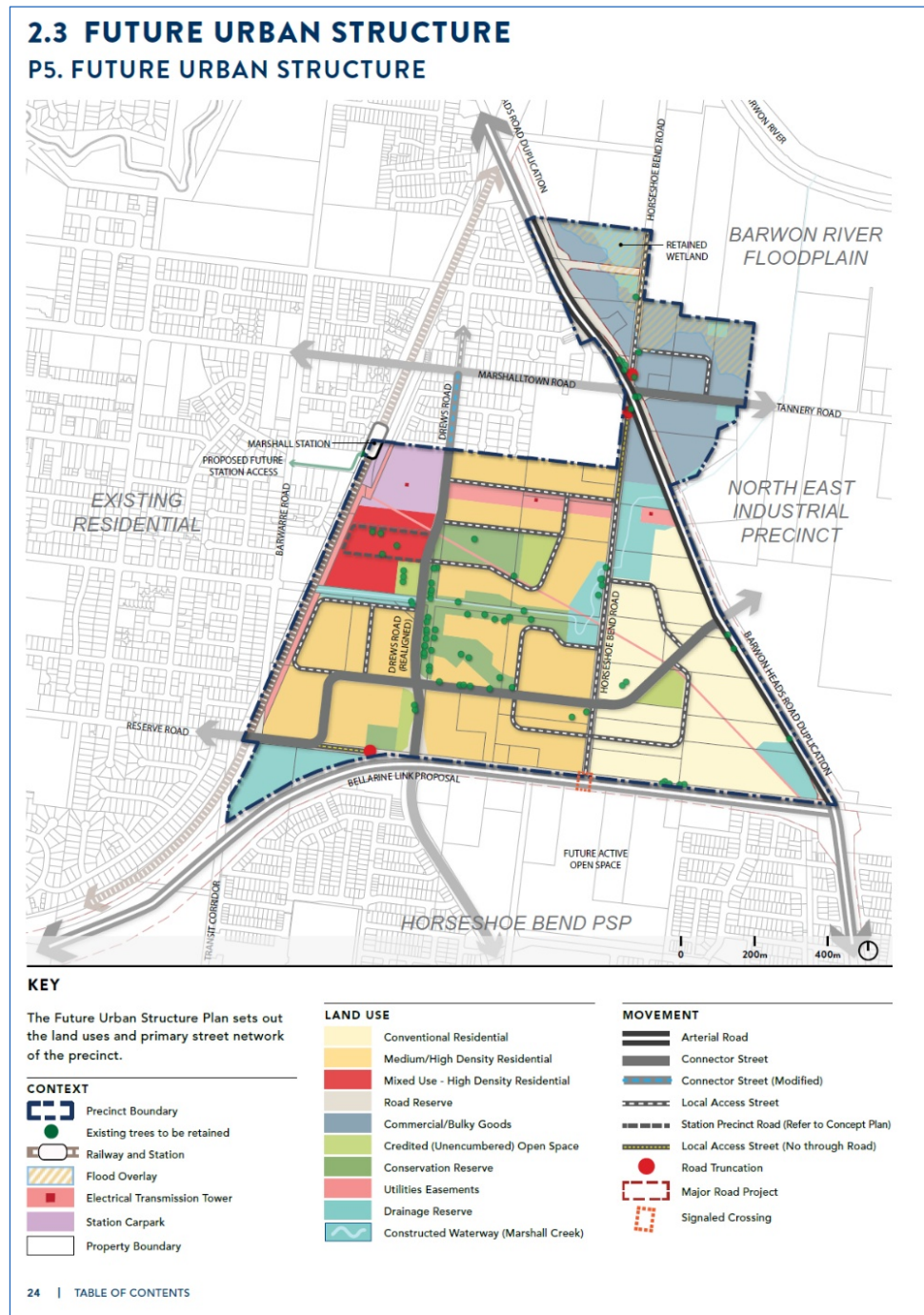
- <sup>160</sup> None of these background studies provides any analysis of the justification or support for the designation of land for “Commercial/Bulky Goods” purposes as is proposed within the Marshall PSP area.
- <sup>161</sup> **It is therefore my opinion that the proposed supply of land for commercial/bulky goods purposes within the Marshall PSP was not supported by any other economic or other assessment.**

3.2.3 If the proposed supply of land for commercial/bulky goods purposes within the Marshall PSP was to transpire, would this impact negatively on Re-Grow’s ability to develop its land for similar purposes as envisaged for the NEIP?

162 The proposed FUS for Marshall is provided at Plan P5 on page 24 of the Marshall PSP and is copied in this statement as Figure 9.

Figure 9— Marshall PSP Future Urban Structure

Source: Marshall PSP



- <sup>163</sup> Of particular relevance to Re-Grow (and other landowners within the adjoining NEIP) is the designation in the Marshall PSP's FUS of land for "Commercial/Bulky Goods Purposes" on the eastern and western sides of Barwon Heads Road at the northern end of the PSP area (with associated intended application of the Commercial 2 Zone ("C2Z") for such land).
- <sup>164</sup> The property-specific land budget provided on pages 106-107 of the Marshall PSP identifies that there is a total of 9.864 ha of net developable land allocated for "Commercial/Bulky Goods" purposes within the FUS on properties 20 and 34-43.
- <sup>165</sup> Precinct 3 within the NEIP is to be developed for Industry and Mixed Business Purposes.
- <sup>166</sup> This NEIP precinct has the same applied zone as that of the Marshall PSP lands designated as "Commercial/Bulky Goods" – i.e. the C2Z – with 14.04 ha of such land available within the NEIP.
- <sup>167</sup> The proposed "Commercial/Bulky Goods" land within the Marshall PSP would therefore increase the amount of land with an applied C2Z by 70% from 14.04 ha to 23.90 ha within this relatively small part of Geelong and focused largely on Barwon Heads Road.
- <sup>168</sup> **In my opinion, it is therefore apparent that the proposed supply of land for commercial/bulky goods purposes within the Marshall PSP would impact negatively on Re-Grow's ability to develop its land for similar purposes as envisaged for the NEIP.**

### 3.3 Response to Addendum to Instructions

<sup>169</sup> The Addendum to Instructions commences with the following:

*As you may now be aware, the City of Greater Geelong (Council) has proposed a different approach to the area exhibited as bulky goods. It is now proposing to support the position put by Re-Grow, in part. Council now proposes that the land that was originally identified for bulky goods and proposed as Commercial 2 Zone (C2Z) will now be proposed for either conventional or medium density residential, with the exception of properties 34 - 37 (identified in the map below) which Council continues to propose as C2Z.*

42. In summary, Council proposes the following:

42.1 'Conventional Residential' designation: Properties #38, #39, #40, #41, #42 and #43

42.2 'Medium/High Density Residential' designation: Property #20

42.3 'Commercial/Bulky Goods' designation: Properties #34, #35, #36 #37 (no change)

#### P6. PRECINCT LAND USE BUDGET



Source: extract of Marshall PSP Plan 6 (page 29) showing #Property Identification Number

<sup>170</sup> It is apparent that Council is proposing to reduce the amount of net developable land to be designated for “Commercial/Bulky Goods Purposes” (with an applied zone of the C2Z) from 9.864 ha to 2.618 ha within the Marshall PSP area.

<sup>171</sup> This would result from the re-designation of the following properties, with subsequent additional dwelling yield calculated using the minimum densities contained within Table T2 on page 28 of the Marshall PSP:

• Properties 38-43	6.241 ha	Conventional	106 dwellings
• Property 20	1.005 ha	Medium-Higher Density	25 dwellings
• Total	7.246 ha		131 dwellings

<sup>172</sup> This would increase the number of minimum number of dwellings to be delivered within the Marshall PSP by 8% from 1,555 to 1,686 which would:

- Locate more dwellings in close proximity to existing public transport facilities (both rail and bus);
- Provide additional support for the small local activity centre to be located adjacent to Marshall Station within the Marshall PSP; and
- Assist Council in reaching the State Government’s draft housing target for Greater Geelong which will require 12,500 new dwellings to be developed between 2023 and 2051 (refer <https://engage.vic.gov.au/project/shape-our-victoria/page/housing-targets-2051>).

<sup>173</sup> In my opinion, Council’s proposed redesignation of much of the previously “Commercial/Bulky Goods Purposes” nominated land for residential purposes is consistent with the long-term planning intent for the Marshall PSP and will result in much less conflict with the NEIP.

<sup>174</sup> It is still my opinion that there is no need for “Commercial/Bulky Goods Purposes” land to be designated within the Marshall PSP but if properties 34-37 are to remain within this designation, the prohibition on supermarket use on this land should remain to avoid out of centre development which will impact upon the trading characteristics of existing and planned activity centres (including the Marshall Station and NEIP centres).

# 4

## Review of Glossop Statement

<sup>175</sup> John Glossop prepared a Town Planning Evidence Statement on 25 October 2024 for the City of Greater Geelong in relation to Am C278 (“Glossop Statement”).

<sup>176</sup> My review of the Glossop Statement has identified one key area of contention, starting with following statements and opinion at paragraphs 67-69:

*67. In a statutory sense, I do not think Council is precluded from including some supply of bulky goods in this location by the Framework Plan or any other document. The Framework Plan is a high level policy, which provides a strategic outline of how the whole Growth Area will be developed. It covers some 4,284 hectares of land and it is logical that some of its parameters will change in the course of detailed planning but it is, nevertheless, a relevant consideration.*

*68 There are other instances in Armstrong Creek where development has not entirely aligned with the Framework Plan. For example, in Schedule 2 to the UGZ (East Precinct), there is a residential area shown east of Barwon Heads Road in what the Framework Plan shows as open space. In that case too, a ‘mixed use’ area south of the NAC has been introduced (with an applied MUZ).*

*69. Having taken account of the above, my key findings on the ‘new’ bulky goods area are that the land is highly constrained and somewhat isolated making it well suited for only a few purposes. It could conceivably be used for either bulky goods or residential purposes although, I would slightly favour the former.*

<sup>177</sup> The Glossop Statement then concludes at paragraph 84 as follows (with my emphasis added):

*84 My key conclusions are as follows:*

- *The provision of a new residential community within the PSP is appropriate along with the distribution of housing densities.*
- *The Station Precinct is well designed and will provide a valuable service to train users and the community. There needs to be greater flexibility in the design of the Station precinct. I recommend that a notation should be added to P18 of the PSP that says: ‘This concept plan provides an indicative example of how the Station Precinct could be developed’.*
- *However, there should be some limits to this flexibility. Accordingly, I recommend that Clause 2.4 and 2.5 of UGZ7 be amended as follows: ~~Unless the Responsible Authority agrees otherwise~~ ‘The UDF must .....’*
- *The exhibited bulky goods area can be supported provided an economic analysis demonstrates no unreasonable impacts on other designated bulky good areas. The exhibited bulky goods area could conceivably be used for either bulky goods or residential purposes although, I would slightly favour the former.*
- *I support the principle of providing a link to Marshall Station through 137 Barwarre Road although I do not support the exhibited drafting of DDO51.*
- *I recommend my marked up version of this overlay be applied. An amendment to the Schedule to Clause 53.01 could also be made to ensure that the provision of a link to the railway station would offset the public open space contribution.*
- *Map 4 of the PSP should be reviewed and updated at intervals across the PSP’s development to reflect the reduced flood extent.*

<sup>178</sup> My concern with the highlighted conclusion is that there has been no strategic work or “economic analysis” undertaken by Council to demonstrate that there will not be unreasonable impacts on other designated areas resulting from the exhibited bulky goods area.

<sup>179</sup> When is such work to be undertaken?

<sup>180</sup> Mr Glossop acknowledges at paragraph 53 of his statement that he has reviewed the Retail Strategy but he doesn’t appear to have recognised the inconsistency between what is being proposed in the Marshall PSP and the Retail Strategy (which is only four years old).

- <sup>181</sup> Mr Glossop has also failed to recognise that the Retail Strategy sets a ‘high bar’ for Council to be able to assess a proposed development which is a significant departure from the established hierarchy and, further, the detailed information required to assess an application for an out-of-centre development as per the Retail Development Application Information Requirements copied earlier at Figure 6 of this statement (which would have relevance if, for example, supermarkets are not prohibited on the proposed bulky goods land).
- <sup>182</sup> In short, I disagree with Mr Glossop’s assessment that bulky goods is to be preferred to residential on the designated land within the Marshall PSP (although I do note that Mr Glossop only “slightly” favours the former land use).

# 5

## Conclusions

<sup>183</sup> In relation to the exhibited Marshall PSP and relevant to my Instructions, I am of the opinion that:

- The previously unplanned proposed supply of land for Commercial/Bulky Goods purposes within the Marshall PSP is not strategically sound from an economic/retail planning perspective;
- The proposed supply of land for Commercial/Bulky Goods purposes within the Marshall PSP was not supported by any other economic or other assessment; and
- The proposed supply of land for Commercial/Bulky Goods purposes within the Marshall PSP would impact negatively on Re-Grow's ability to develop its land for similar purposes as envisaged for the NEIP.

<sup>184</sup> Council's subsequent proposed redesignation of Commercial/Bulky Goods land south of Tannery Road to residential (either conventional or medium-high density) is strategically sound and will:

- Locate more dwellings in locations with excellent access to public transport;
- Assist the viability of small planned centres at Marshall Station and the NEIC;
- Contribute to Council's ability to meet the State's draft housing targets; and
- Result in less conflict with the future development of the NEIC.

<sup>185</sup> I remain of the opinion that there is no need for Commercial/Bulky Goods land within the Marshall PSP but if any such land should be included within the approved PSP, the prohibition on Supermarket use should remain on that land.

- <sup>186</sup> Regarding the town planning statement prepared by John Glossop for Council, I disagree with Mr Glossop's assessment that bulky goods is to be preferred to residential on the designated land within the Marshall PSP (although I do note that Mr Glossop only "slightly" favours the former land use).
- <sup>187</sup> In arriving at these conclusions I confirm that I have made all the inquiries that I believe are desirable and appropriate and that no matters of significance which I regard as relevant have to my knowledge been withheld from the Tribunal.



Justin Ganly  
Managing Director  
29 October 2024

## Appendix A Curriculum vitae for Justin Ganly

<b>Current Position</b>	Managing Director, Deep End Services Pty Ltd
<b>Previous Positions</b>	<p>Associate Director, KMPG February 1999 – June 2003</p> <p>National Real Estate Analyst, Coles Myer January 1998 – February 1999</p> <p>Managing Consultant, Coopers &amp; Lybrand Consultants August 1993 – December 1997</p> <p>Senior Consultant, Andersen Consulting January 1990 – July 1993</p>
<b>Academic Qualifications</b>	<p>Graduate Diploma of Applied Finance and Investment Securities Institute of Australia, 2003</p> <p>Bachelor of Chemical Engineering (First Class Honours) University of Melbourne, 1989</p>
<b>Professional Affiliations</b>	<p>Board Member, MAB Corporation Advisory Board</p> <p>Associate Member, Large Format Retail Association</p> <p>Member, Victorian Planning &amp; Environmental Law Association</p> <p>Contributor, Reserve Bank of Australia Liaison Program</p>
<b>Skills / Attributes</b>	<ul style="list-style-type: none"> <li>• Experienced economic expert</li> <li>• Well-developed modelling and forecasting skills</li> <li>• Clear and thorough communicator in both written and verbal presentations</li> <li>• Experience in dealing with all major retailers in Australia and New Zealand</li> <li>• Detailed knowledge of all major property classes within Australia and New Zealand</li> <li>• Developing knowledge of markets in Asia, USA and the Middle East</li> <li>• Well known in the business community via involvement with clients and through commentary in the media.</li> </ul>

## Professional Experience

### Managing Director, Deep End Services (July 2003 – current)

- Justin established Deep End Services in July 2003 and now employs eleven staff based in Melbourne
- Deep assists clients with a common requirement - the need to quantify the effects of the location of their business or property on sales, profitability, growth and income. “DEEP” represents three core service areas:
  - Demand Evaluation
  - Economics
  - Planning
- Within each of these three areas, Deep End Services provides consulting advice to retailers, property owners, property developers and others such as financial institutions, infrastructure providers and industry associations. The products offered included:
  - Store network planning and sales forecasting
  - Residential development supply and demand analysis
  - Acquisition due diligence
  - Feasibility analysis
  - Economic impact assessment
- Deep’s retail clients include:
  - 7-Eleven, Adairs, ALDI, Anaconda, Baby Bunting, Beacon Lighting, Coles, Costco, Forty Winks, Godiva, Laser Clinics Australia, Oroton, Petbarn, Spotlight, VetPartners and Woolworths
- Deep’s property clients include:
  - ALH, Axiom Properties, BWP Trust, Cbus Property, Cedar Woods, Centuria, Dennis Family Corporation, Development Victoria, Hamton, Harvey Norman, HMC Capital, Lend Lease, MAB Corporation, McMullin Group, Mirvac, Pellicano, Stockland, Villawood and Walker Corporation
- Deep’s other clients include:
  - Abano Healthcare Group, Archer Capital, Hanson, InterContinental Hotels Group, Large Format Retail Association, Melbourne Racing Club, Moonee Valley Racing Club, NSW Department of Planning & Environment, Reading Entertainment, Victorian Department of Health, Victorian Department of Transport, and Victorian Planning Authority

**Professional Experience cont.**

**Associate Director, KPMG (February 1999 - 2003)**

- Based in Melbourne, but working on assignments throughout Australia and New Zealand, Justin worked closely with Bernard Salt, Australia's leading business demographer, to provide consulting services to clients requiring independent assistance on retail, property, demand and/or demographic issues.
- Services and clients at KPMG and Coopers & Lybrand Consultants included:
  - Planning & litigation support (AMP, Coles, Myer, Macquarie CountryWide)
  - Shopping centre development (AMP, Gandel, Leda, Macquarie CountryWide)
  - New location feasibility studies (Bunnings, Melbourne Museum, Reading Cinemas)
  - Store location network strategies (Freedom Furniture, Barbeques Galore, Rebel Sport)
  - Demand analysis (Strandbags, Just Jeans, Jeans West)
  - Specialty store micro-siting (Australia Post, Terry White, Strandbags).

**National Real Estate Analyst, Coles Myer (January 1998 - 1999)**

- Employed as Coles Myers' National Estate Analyst in a position within the Shared Services team based at Tooronga in Melbourne.
- The key responsibilities in this position were the development of store sales forecasting models for all major Coles Myer brands (including Myer Grace Bros, Kmart, Target, Coles and Bi-Lo) plus delivery of sales forecasts for proposed new or refurbished stores for use in capital allocation decisions.

**Managing Consultant, Coopers & Lybrand Consultants (August 1993 - December 1997)**

- Employed as a Managing Consultant in C&LC's Property Group, which comprised up to 40 staff located in offices in Melbourne, Sydney, Brisbane, Adelaide and Canberra.
- The Melbourne operation was responsible for providing consulting advice to clients involved in retail, property ownership and property development in Australia, New Zealand and South East Asia. This group transferred to KPMG in early 1998.

**Senior Consultant, Andersen Consulting (January 1990 - 1993)**

- Employed as a Senior Consultant in the Systems Integration Group in the Melbourne office and was involved in systems installation such as the design and installation of a retail property management system in Auckland.

## Appendix B Letter of instructions, Maddocks, 1 August 2024

Appendix C Addendum to instructions, Maddocks, 11  
October 2024