

ATTACHMENT 3

REQUEST FOR FURTHER INFORMATION

This document is in response to the Regional Planning Panel request for further information and documentation on the maximum potential use of the development in terms of patron/visitor numbers and vehicle trips; and including concurrent use of different facilities.

1. THE BUSINESS OF BLACKROCK

The business model of BlackRock is based on low volume, high value activities and experiences. BlackRock is not a venue designed to host major events on a regular basis attracting large crowds. Volume of traffic and total daily patronage of BlackRock would be akin to a golf club resort development.

Just as golf clubs have a finite number of possible tee times available every day, BlackRock also has a finite number of spaces available for track-based experiences. There will be a function centre to cater for events and there will be a range of accommodation options for members and for the public who wish to stay onsite and use the track and other facilities.

The nature of the BlackRock business is that in any one day, there is a maximum number of vehicles which can run on the track with session times pre-booked on a 'first in, first served' basis. There are a number of factors which have been considered and tested in the BlackRock business model.

Each of these factors impose a finite limit on the number of people who can participate in all track based and non-track based activities at BlackRock and these limitations have all been taken into account in the BlackRock business model.

The factors which contribute to the limitation on the number of participants in activities include:

- *Noise limit* – the maximum sound power level will restrict the number of vehicles which can operate on track concurrently.
- *Safety* – there is safe limit to the total number of vehicles which can operate on the track, skid-pan and go-karts concurrently. Even if the sound power level allowed for higher numbers of vehicles to run concurrently, BlackRock will always maintain a track density which provides the safest possible environment.
- *Type of vehicles* – the type of vehicles running on track will restrict the total number which can run on track at any given time. i.e. more road registered vehicles will be able to run concurrently than a group of louder unregistered vehicles.
- *Track Density* - the lower the track density the better the customer experience as there is less congestion. BlackRock will impose a restriction on the total number of vehicles by vehicle type. In some cases, the limit of the number of vehicles on the track will mean they are operating well under the imposed noise limit.
- *Vehicle availability* – for BlackRock operated driving experiences, there will be a limit on how many spaces are available based on the number of vehicles operating for that experience.

2. MANAGING ACTIVITIES ON SITE

Not all activities at BlackRock will be active or available at all times.

To illustrate this, this section identifies five possible operating scenarios which show how different activities may operate concurrently under different operating scenarios.

The five scenarios and the concurrent activities which will operate on those days are:

1. Public Track Day
 - a. Members – can drive on track in the morning and afternoon sessions
 - b. Track – public can bring their own vehicle and drive it on the track
 - c. Go-karts – public can drive in a morning or afternoon session
2. Driving Experiences
 - a. Members – can drive on track in the morning and afternoon sessions
 - b. Track – the public can book to drive a BlackRock vehicle on track
 - c. Skid Pan – driver training will operate on the skid pan in a BlackRock or personal vehicle
 - d. Go-karts – public can drive in a morning or afternoon session
3. Members Track Day
 - a. Members – can drive on track all day in designated morning and afternoon sessions
 - b. Skid Pan – driver training will operate on the skid pan for members only
 - c. Go-karts – members only can drive in a morning or afternoon session
4. Car Brand Experience
 - a. Members – can drive on track in the morning and afternoon sessions
 - b. Track – car brand customers will drive car brand cars on track
 - c. Skid Pan – car brand customers will drive the car brand vehicles on the skid pan
 - d. 4WD – car brand customers will drive 4WD low speed on designated area
5. Car Brand Launch
 - a. Members – can drive on track in the morning and afternoon sessions
 - b. Track – car brand customers will drive car brand cars on track
 - c. Skid Pan – car brand customers will drive the car brand vehicles on the skid pan
 - d. 4WD – car brand customers will drive 4WD low speed on designated area
 - e. Function Centre – car brand customers will attend a formal function

Each operating scenario at BlackRock will operate to a detailed run-sheet ensuring the effective management of peak traffic flow, parking and demand for onsite facilities and amenities.

As stated in the Operational Management Plan, all activities at BlackRock must be pre-booked online and booking details must be shown at the entrance gate house in order to gain access to the venue.



2.1 Capacity and frequency of activities

The total capacity of guests at BlackRock at any one time will be limited by the available capacity for each activity and which activities have been scheduled to operate on the same day. It must be noted that not all activities operate concurrently every day.

Each activity will have a total number of available spots which must be pre-booked online.

How frequently an activity operates will depend on a variety of factors including:

- Market demand for the activity
- Best day of week to run a specific activity
- Weather conditions

Care will be taken when planning the operational calendar to ensure concurrent activities are planned so peak traffic flow is maintained within the consented conditions.

As noted in the Operational Management Plan, the maximum capacity of people onsite including members, guests and staff will be **500**. This metric has been calculated based on the maximum potential traffic movements of 150 cars per day. To calculate the total number of people, we have assumed a car occupancy of between 3 and 4 passengers per car. 3 passengers per car will give a total of 450 people onsite and 4 passengers would give a total of 600 onsite. As not all cars will arrive with 4 passengers, the limit has been set to a total of 500 people onsite at any one time. However, most daily scenarios modelled indicate it is unlikely to reach 500 everyday. The mean daily amount of people expected at BlackRock based on the numbers in the below table, average 59 participants per day and it is expected that each participant would be accompanied by another person (it is expected that 2 people will arrive per car) which assumes 120 people on site per day on average (this does not include staff).

Below is a list of activities, a range of daily activity capacity and an estimate on how frequently they will operate. Ranges have been provided as some weeks certain activities will operate more frequently than others based on market demand and time of year. For example, driver training will operate more frequently during school holidays due to the increased demand for learner and P-Plate courses.

Activity	Activity Capacity	Average Frequency
Track Days (Public & Private)	40 - 80	1-2 day per week
Members Events	10 - 60	1-2 days per week
Go-karts	10 - 40	1-2 days per week
Driver Training	6 - 24	3-5 days per week
4WD	4 - 20	1 day per month
BlackRock Driving Experiences	24 - 80	2-3 days per week
Private Functions	Up to 150	2-3 days per month

2.2 Operating Scenarios

Below is a table showing details of the different operating scenarios. It shows the different facilities which may be utilised under each operating scenario as well as who would be using the facilities and when they would be using them.

It also shows the type of vehicles which will be expected to be on the track and skid pan during those different scenarios. The table below is assuming operating hours during Australian Eastern Daylight Time.

		Operating Scenario				
Facility	Time	Public Track Day	Driving Experiences	Members Track Day	Car Brand Experience	Car Brand Launch
Track	0800-1000	Members	Members	Members	Members	Members
Track	1000-1600	Public	Experience	Members	Corporate	Corporate
Track	1600-1700	Members	Experience	Members	Members	Members
Skid Pan	0800-1700	Public	Public	Members	Corporate	Corporate
Go-Karts	0800-1700	Public	Public	Members	Corporate	Corporate
4WD	0800-1700	Not Available	Not Available	Not Available	Corporate	Corporate
Vehicle Type		Owner vehicles	Owner vehicles	Owner vehicles	Owner vehicles	Owner vehicles
		Blackrock vehicles	Blackrock vehicles	Blackrock vehicles	Brand vehicles	Brand vehicles

2.3 Assumptions of traffic modelling

In developing the peak traffic flow model, the following assumptions were applied:

- Traffic generation on the site will directly correlate to the capacity and availability of the various activities operated on the site.
- The number and type of concurrent activities operating on site would then determine peak traffic volumes.
- A range of operating scenarios were modelled where various concurrent activities were assumed to be operating in a single day to create the theoretical maximum peak traffic flow and parking demand.
- A lowest capacity scenario of 1 passenger per car has been applied to car occupancy models for all scenarios except 'Car Brand Experience' and 'Car Brand Launch' where we have assumed 2 passengers per car as transport to and from these events. These events generally include transport to and from the event by the manufacturer in a bus or mini-van, and for those who drive they generally arrive with at least two people per vehicle. In these scenarios, the likelihood of every single person arriving and leaving in their own vehicle is extremely remote.
- The RMS Guide to traffic generating developments considered the likely traffic generation demand for different developments. In this regard, uses such as casual accommodation, recreational facilities and restaurants adopt occupancy rates to determine the likely average traffic generation. This considers that most uses, particular those that rely on patrons to attend, are seldom run at 100% occupancy and as a result a lower occupancy rate should be used to determine the most likely level of traffic generation. The RMS guide adopts an occupancy rate of 85% for both restaurants and casual accommodation. Similarly, the RMS Guide also recognises that recreations facilities should adopt an 85% occupancy rate for determining traffic generation for the development. In this regard, it is appropriate, given the uses on the site, that an 85% occupancy rate for participants be adopted for the site to determine traffic volumes.



2.2 Traffic movement by operating scenario

Below is a table setting out the peak potential traffic flows for each operating scenario based on the assumptions noted above.

TRAFFIC FLOW	Public Track Day	Driving Experiences	Members Day	Car Brand Experience	Car Brand Launch
Member Track Customers					
Inbound vehicles AM	10	10	30	10	10
Inbound vehicles PM	10	10	30	10	10
Outbound vehicles PM	20	20	60	20	10
Public Track Day Customers					
Inbound vehicles AM	40	20	0	30	150
Inbound vehicles PM	40	20	0	30	0
Outbound vehicles PM	80	40	0	60	150
Driver Training (Skid Pan) Customers					
Inbound vehicles AM	0	12	0	0	0
Inbound vehicles PM	0	12	0	0	0
Outbound vehicles PM	0	24	0	0	0
Go-Kart Customers					
Inbound vehicles AM	20	20	0	0	0
Inbound vehicles PM	20	20	0	0	0
Outbound vehicles PM	40	40	0	0	0
BlackRock Staff					
Inbound vehicles AM	15	15	15	15	15
Inbound vehicles PM	15	15	15	15	15
Outbound vehicles PM	30	30	30	30	30
Total traffic movements at 100% occupancy with 1 person per car	340	308	180	220	390
Total traffic movements at 85% occupancy with 1 person per car	289	262	153	187	332
Total traffic movements at 85% occupancy with 2 people per car				110	166

3. ACCOMMODATION TYPES AND USAGE

The various accommodation options have been developed in response to market feedback where customers have told us how they would like to use the facilities. Below is a table breaking down the accommodation type, the expected usage and who would be using them.

It should be noted that all accommodation can only be booked by guests who are participating in a track-based experience or event.

Accommodation Type	Usage details	Customer type
BlackRock Village	The loft style accommodation is set above a multi-car garage. The garage is in response to members wishing to have a place to keep their car collection where they have easy access to the track and associated facilities. Members will be able to book one of the limited track slots for the morning or afternoon sessions as well as the dedicated member only days. They have the option to stay in the accommodation overnight or return home.	Members
BlackRock Lodge	There are 20 rooms located above the BlackRock Lodge. These are for members who do not have the need for a garage to house their car collection but who wish to stay and use the BlackRock track and facilities.	Members Corporate
BlackRock Cabins	These cabins are set adjacent to the BlackRock Lodge and will offer members the ability to stay with a group of people rather than in single rooms. While members will be the primary users of these cabins, they will also be available for use when a corporate client hires out the facility. As an example, a car manufacturer may hire the facility for multiple days and make use of a mix of different types of accommodation including the Visitors Centre suites, the members lodge and the cabins to accommodate their guests. Equally, for BlackRock promoted experiences there may be occasions where the cabins are hired by groups of people who are staying and doing a public multi-day driving experience.	Members Corporate Public
BlackRock Visitor Centre	The Visitor Centre is the main accommodation hub for BlackRock and will house the luxury suites which overlook the track and the skidpan and go-karts. The predominant users of this will be corporate clients and public who are staying for events and multi-day driving experiences. On occasion there may also be members who wish to stay on this accommodation instead of the lodge or cabins.	Corporate Public Members



4. EXAMPLE WEEKLY CALENDAR

Below is an example of a weekly event track activity calendar for BlackRock assuming it's running during the Australian Eastern Daylight Time.

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
0800-1000	Members	Members	Members	Members	Members	Members	Members
1000-1600	Car Brand Experience	Car Brand Experience	Car Brand Launch	Public Track Day	Members	Driving Experiences	Driving Experiences
1600-1700	Members	Members	Members	Members	Members	Members	Members

