

PHILLIP LANE ACTIVATION EVALUATION REPORT

Project Evaluation Report

May 2021



**CITY OF
PARRAMATTA**

Phillip Lane Activation Evaluation Report

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1. Project background

The City of Parramatta was allocated \$100,000 to activate Phillip Lane in the Parramatta Central Business District (CBD) under the NSW Government's *Streets as Shared Spaces* grant scheme. The funding was offered to support Council to test and pilot innovative ideas for streets as safe, shared, public spaces within the context of Covid-19 restrictions.

The grant funding was used to undertake an initial trial of outdoor dining within Phillip Lane on the final four weekends (Friday and Saturday nights, 5pm-10pm) before Christmas 2020. Due to its success, Council worked to continue the activation by funding an extra four weekends from 29 January to 20 February 2021 (Friday and Saturday nights).

The project was initiated with the specific aim of mitigating impacts of COVID-19 restrictions and Parramatta Light Rail (PLR) construction within the Parramatta CBD and in particular, for hospitality businesses along Church Street.

At the Council meeting of 8 March 2021, it was resolved:

- (a) *That Council note the Phillip Lane Outdoor Dining Project, which expanded outdoor dining for adjacent restaurants in Phillip Lane in the Parramatta CBD on weekends (5pm – 10pm, Friday and Saturday nights), took place in the four weekends prior to Christmas 2020 and then again between 29 January and 20 February 2021.*
- (b) *That Council thank businesses that participated and accommodated this project including but not limited to Lone Star Rib House and Brews, John Belvedere, Bondi Pizza, El-Phoenician and the ParkRoyal Hotel.*
- (c) *Further, that Council staff prepare a report to Councillors that provides an evaluation of the initiative, including feedback from affected stakeholders and any proposed next steps associated with making permanent improvements to the laneway.*

This report has been prepared in accordance with point (c) of the 8 March 2021 Council resolution.

In April 2021, Council was further advised that it has been successful in receiving \$250,000 for Phillip Lane (in addition to \$750,000 received for Phillip Street) under the NSW Government's *Your High Street* grant scheme. This report outlines the next steps for the project in with respect to the additional grant funding.

1.1. About Phillip Lane

Phillip Lane is in the Parramatta CBD and is accessed off Phillip Street. Phillip Lane is a dead-end laneway, approximately 70m long. The entire laneway is approximately 825qm in area. It is located parallel to a cluster of hospitality tenancies on Church Street and immediately south of the 53 storey 'Altitude' development by Meriton. The Park Royal Hotel is immediately to the east. See the image below for locational context.

Phillip Lane is a local road. Council owns the laneway itself, which is approximately 6m wide and 50m long. In the remaining 20m of the laneway to a rear wall, two separate private lots have rear lane access in an area 20m wide.

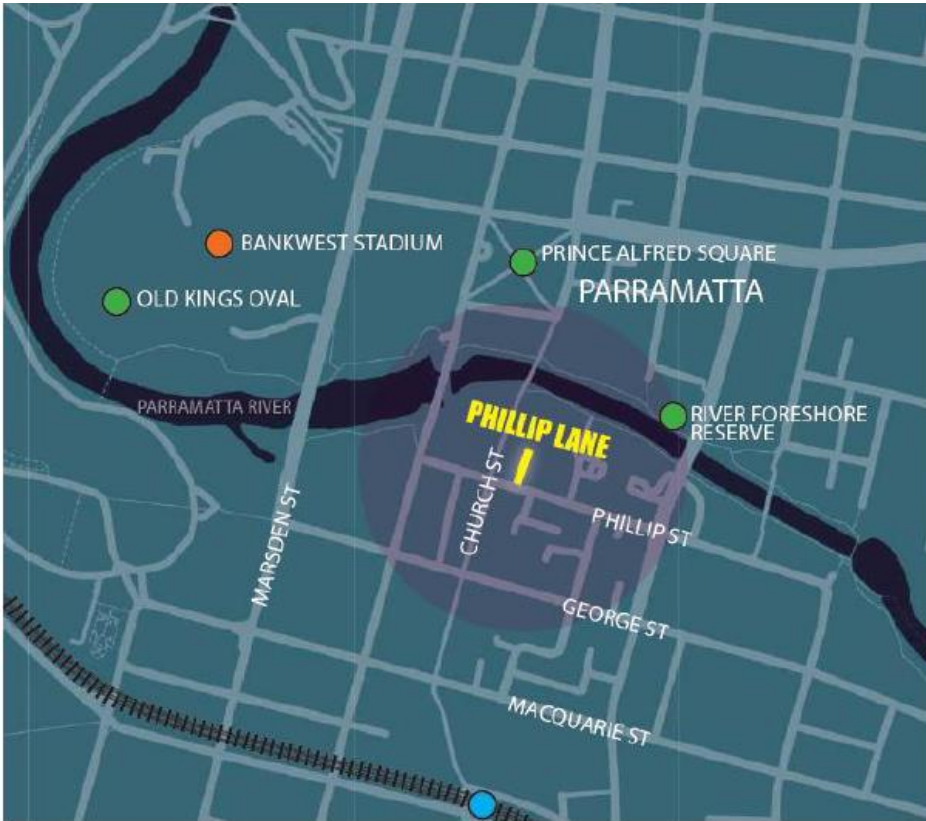


Figure 1 - Location of Phillip Lane

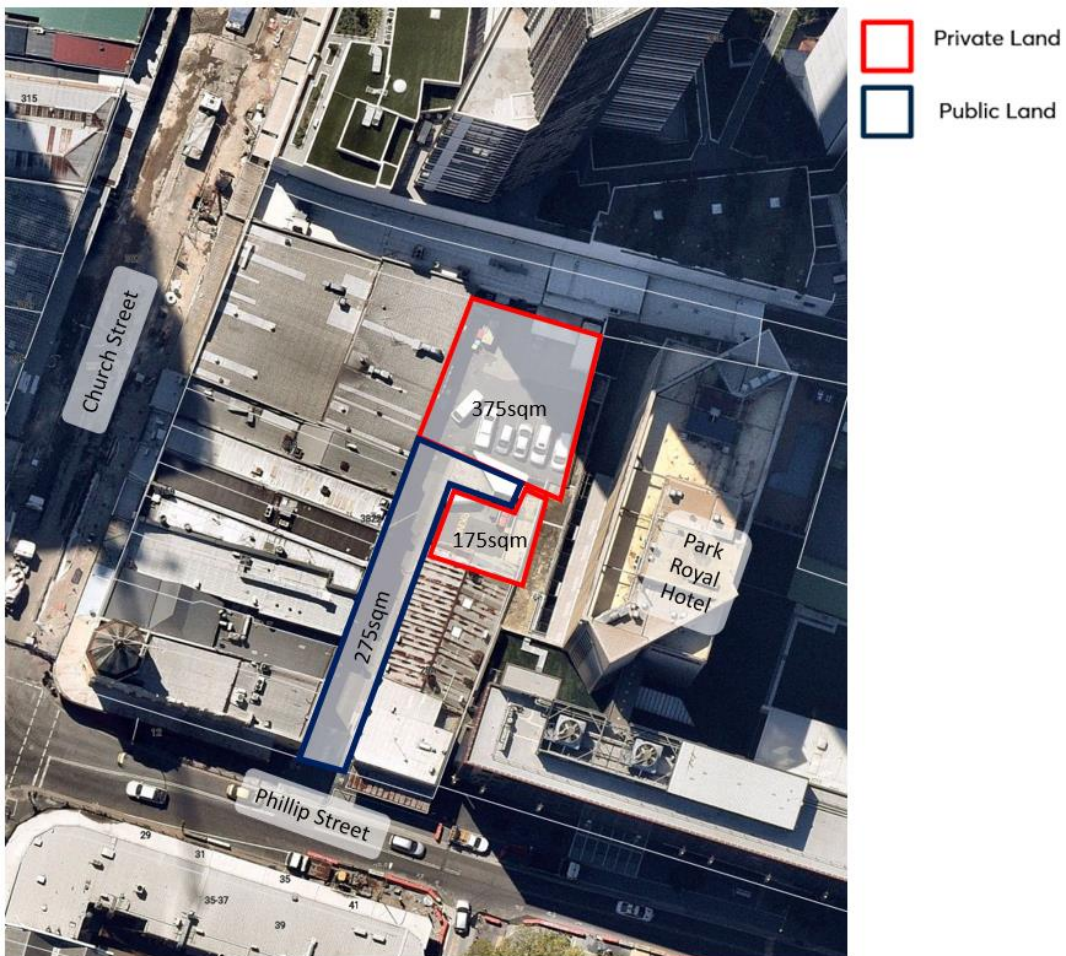


Figure 2 - Land ownership of Phillip Lane

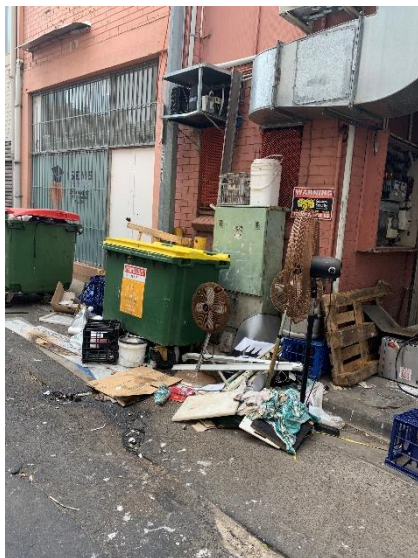


Figure 3 - Various photos of Phillip Lane pre-intervention

1.2. Access

Phillip Lane is a functioning utility laneway accessed by vehicles directly off Phillip Street. There is a private car park with eight car parking spaces at the rear of the laneway ("Site A" in the image below). The loading dock for the Park Royal Hotel is located to the right of the laneway accessed from Phillip Street ("Site B" in the image below). There is a loading zone that is typically in high demand with construction and trade vehicles.

There is no through pedestrian access. Pedestrian activity is primarily associated with employees of the Park Royal Hotel and any businesses that fronts onto the laneway. There is no direct pedestrian access for customers from Church Street for businesses including Souvlucky Country and Bondi Pizza without going through kitchen facilities. Customers from John Belvedere, Lone Star and El-Phoenician can access the laneway from the rear or side of their premises.

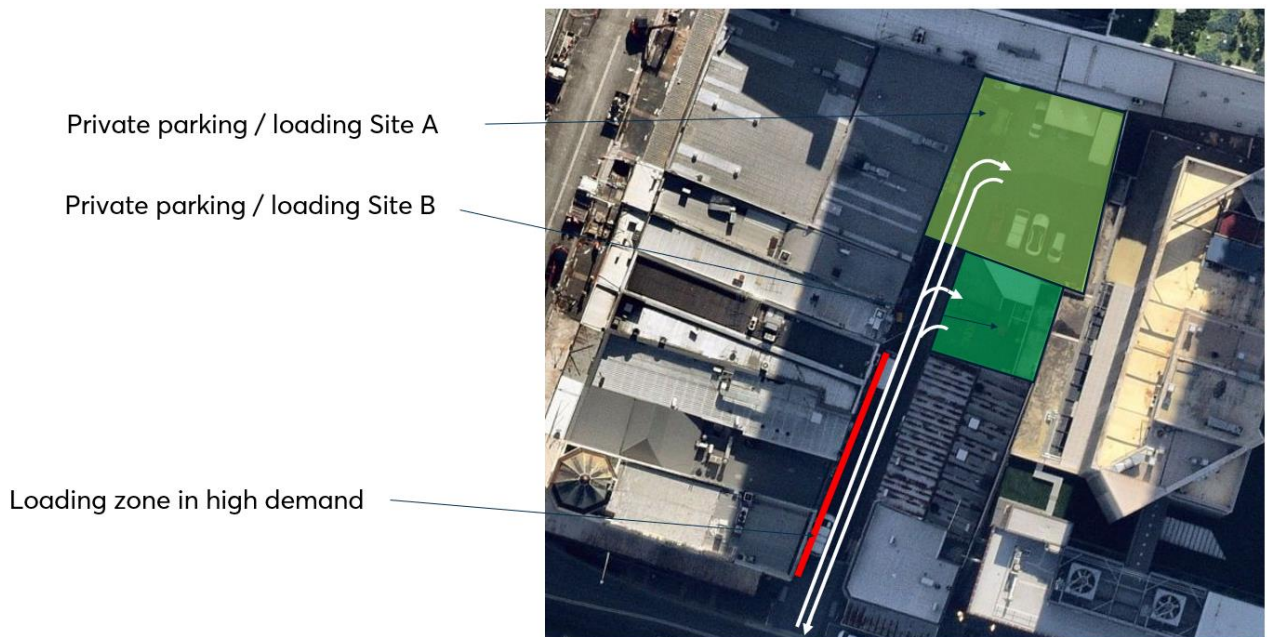


Figure 4 - Vehicular access to Phillip Lane

The private vehicular access for these properties needs to be maintained at key times of the day and week and therefore any permanent activation of the laneway is not currently possible.

1.3. Need for Change

Church Street is Parramatta's premier dining and entertainment precinct. Also known as 'Eat Street', it contains a high cluster of restaurants and cafes, particularly in the block directly south of the Parramatta River. Phillip Lane is parallel to this prominent block on Church Street, providing rear lane access, as shown in the image below.

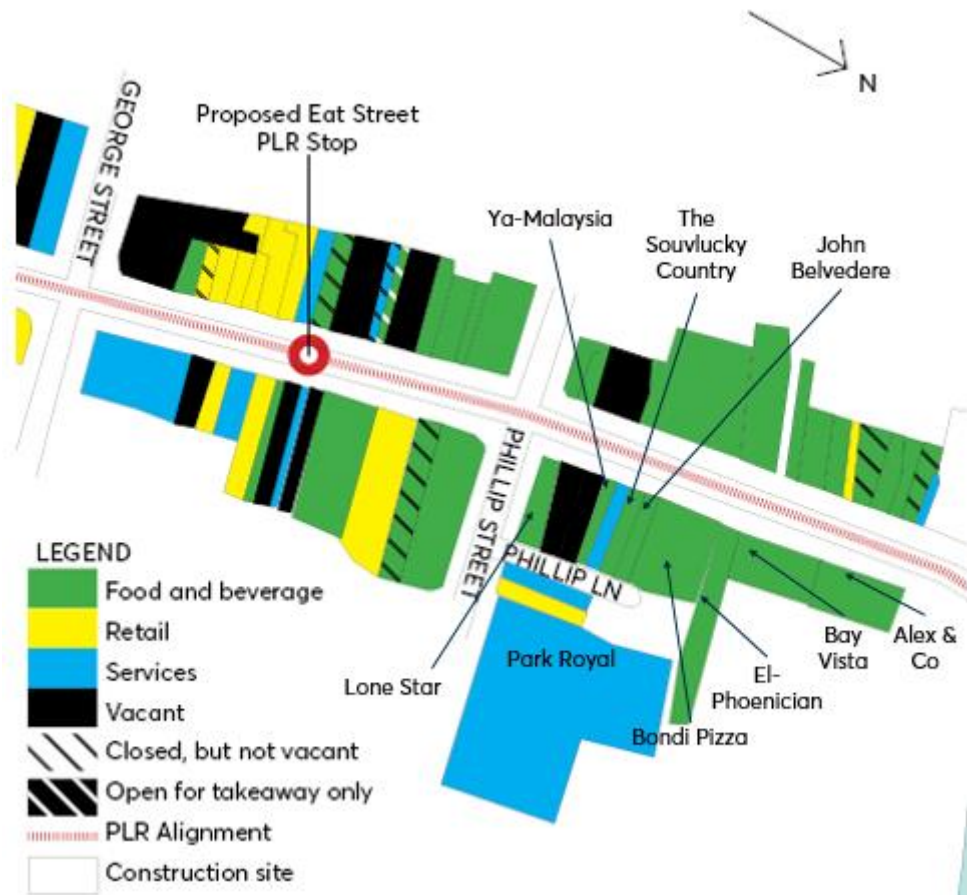


Figure 5 - Cluster of Food and Beverage Businesses around Phillip Lane (October 2020)

Church Street has been heavily impacted by the construction of Parramatta Light Rail, which has been occurring since it closed to vehicular traffic on February 1, 2020. Church Street has been subject to light rail works including the removal of existing pavement and road surface, deep excavation and underground utilities including water, gas pipes and telecommunication services. These works conflict with the ability to provide amenable dining experiences.

Parramatta Light Rail is just one of the major projects that are currently under construction in the Parramatta CBD. Parramatta Square and Centenary Square are heavily impacted by works. Sydney Metro West, Civic Link, Museum of Applied Arts and Sciences (MAAS, otherwise known as the Powerhouse Museum) and proposed riverfront upgrades are likely to continue to disrupt businesses and their ability to trade in the future. Parramatta CBD needs a place in which people can enjoy spending time in, whilst the construction of these important projects simultaneously occurs.

COVID-19 has further had a significant impact on businesses. Restrictions on trading have previously prevented businesses to takeaway only. Previous restrictions have further limited the number of patrons allowed to dine inside restaurants and cafes. Many CBD employees continue to work from home and therefore are not staying back on a weeknight to dine at any of the city's restaurants.

The City of Parramatta has been tracking the impact of these events on businesses by way of a fortnightly tenancy audit along Church Street and Macquarie Street. Vacancies have increased from 13% in early March 200 before the Covid-19 lockdown, to 17% in the previous audit conducted in March 2021 as shown in the graph below.

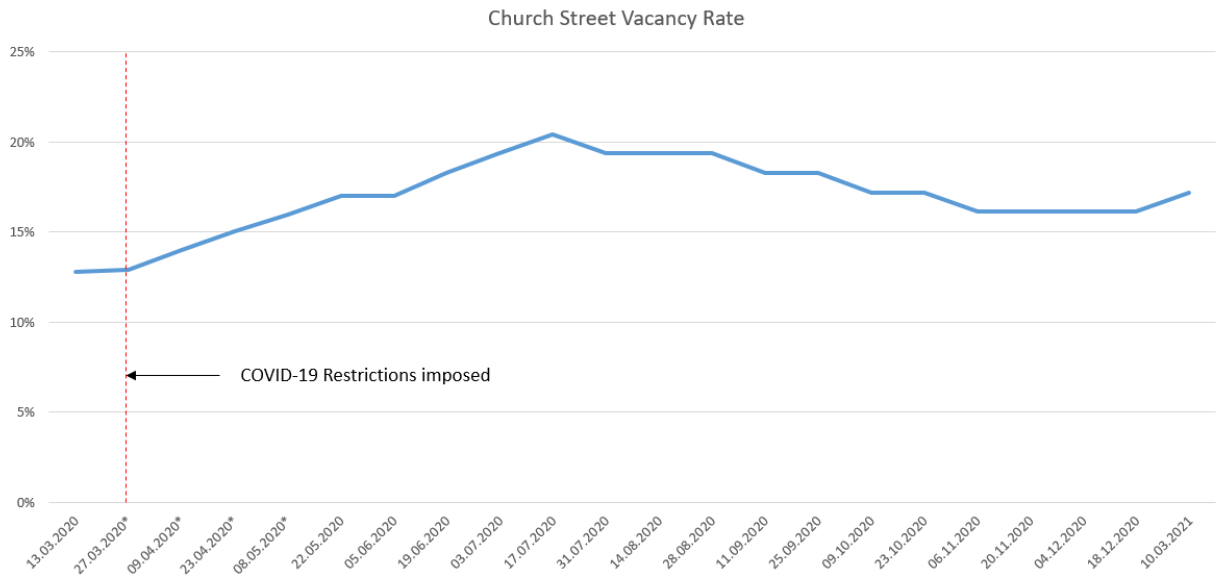


Figure 6 - Church St Vacancy Rate

Phillip Lane itself has been the subject of many complaints to Council with regard to waste management. In particular, there have been occasions when businesses have closed and have dumped excess food and equipment into the laneway, which has attracted vermin. Often, there are excesses of milk crates and evidence of waste washing into drains. There is no coordinated waste management strategy for the laneway, with each business having their own bins or dumpsters within the laneway as shown in the images below.

1.4. Strategic Alignment

On 21 September 2020, the NSW Government launched the 'Covid Safe Summer Plan', which supports local businesses by encouraging more outdoor dining in the lead-up to the Christmas-New Year period and throughout the summer months. Considering the proximity of Phillip Lane to a significant cluster of food and hospitality businesses, this project represented a significant opportunity to be part of the COVID-19 government response at both the Local and State level. The Phillip Lane project was featured as a case study as part of the Covid Safe Summer Guide, due to it receiving State Government funding.

The project is consistent with State-led strategies to increase the attractiveness and productivity of the Parramatta CBD under the Greater Sydney Region Plan and the Central City District Plan.

Importantly, at a more fine grain level, the project is also consistent with strategic priorities identified by the City of Parramatta. Under the Parramatta CBD Planning Proposal, future development around Phillip Lane requires active street frontages onto the laneway. Land reservation acquisition is also proposed at the northern end of Phillip Lane, whereby Council proposes to acquire the east / west connection (in the current location of the El Phoenician Restaurant) to connect Church Street through to the MAAS Precinct. This proposed acquisition was introduced to the *Parramatta Local Environmental Plan 2011* in 2015, however the Active Frontage proposal is a new LEP control under the Planning Proposal, with similar controls only previously occurring in the *Parramatta Development Control Plan 2011*. These controls, as shown in the figures below, demonstrate that Phillip Lane is to become an activated laneway upon future development.

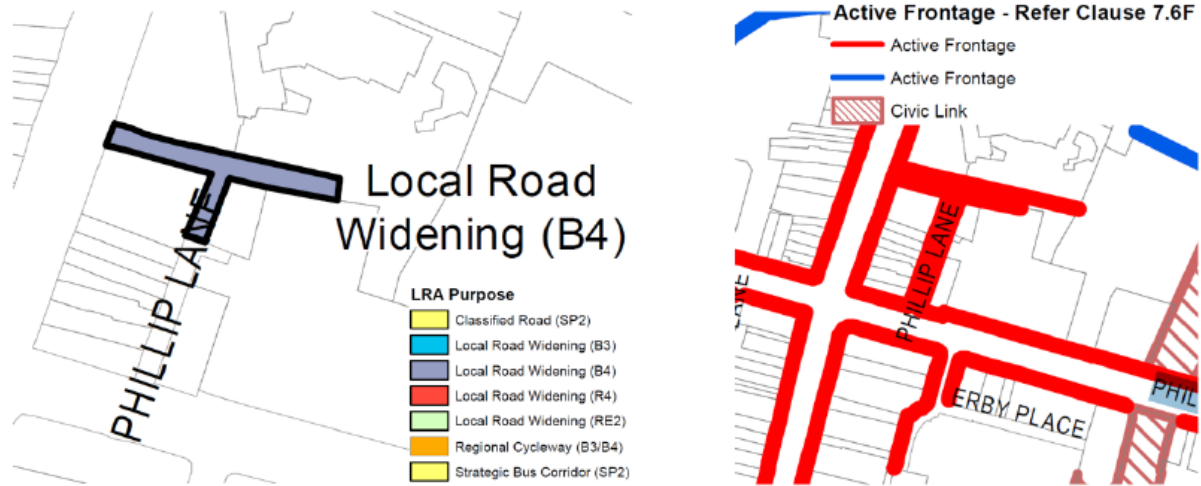


Figure 7 - Future Changes to Phillip Lane under the Parramatta CBD Planning Proposal, including land acquisition (left) and active frontages (right)

Notwithstanding the policy framework for Phillip Lane as shown in the figure above, the project team is not aware of any intentions of Council to follow through with the proposed acquisition of the El-Phoenician site. The acquisition is not being pursued nor is it associated with the Phillip Lane project. However, the project did explore the conditions that would support active frontages within the laneway as proposed under the new changes to the Parramatta LEP and highlighted issues to be resolved prior to future activation of the laneway.

1.5. Project Objectives

The objectives of the project were to:

- Provide additional dining capacity for adjacent food and hospitality businesses that are impacted by Covid-19 restrictions;
- Trial the activation of a laneway which is legislated to activated in the future;
- Create an amenable public space and destination to attract people into the Centre of Global Sydney, which is currently heavily impacted by unprecedented levels of construction; and
- Address operational issues such as poor waste management practices through activation and coordination by Council.

2. Project Evaluation

The Phillip Lane Outdoor Dining Project expanded outdoor dining for adjacent restaurants in Phillip Lane in the Parramatta CBD on weekends (5pm – 10pm, Friday and Saturday nights) in the four weekends prior to Christmas 2020 (27 November - 19 December) and then again between 29 January and 20 February 2021.

This section will evaluate the success of the project in relation to the following:

- Business involvement
- Project attendance
- Place experience and user perception
- Operational issues including waste management and vermin

2.1. Business Involvement

During the 2020 Activation Period, Lone Star and John Belvedere applied for and received outdoor dining approvals at no charge. Council worked with Liquor & Gaming NSW to have the liquor licences of these businesses expanded to match the outdoor dining approvals. This allowed the two businesses to make use of the 40 tables and 85 chairs within the laneway within their own clearly designated area.

El-Phoenician did not participate in an expansion of outdoor dining, however, provided high levels of engagement and activation through bringing their belly dancing shows out into the laneway along with many of their customers as spectators. El-Phoenician also arranged for the Knafeh dessert food truck to be present on the private land within the laneway on the weekend of December 11-12.

During the 2021 Activation Period, Lone Star and John Belvedere were granted extended outdoor dining and liquor license approval. In addition to this, Bondi Pizza received outdoor dining and liquor license approval for this activation period and elected to participate in the first three weekends.

Reasons that other food and hospitality businesses gave for not participating in the project included that there was no clear pedestrian access through the rear of restaurants for customers without going through kitchens, or because the business had not reopened since the commencement of COVID-19 restrictions.

In order to enable the project to go ahead, Council was required to obtain written landowners consent from the two private landholdings at the rear of the laneway. Consents were issued on the basis that access to these properties including the ParkRoyal Hotel loading dock would be maintained at times of non-activation, that noise emitted from the events would be suitably controlled and that waste management within the laneway would be improved.

2.2. Project Attendance

A total of 2,520 people attended over the eight weeks of the project, including 1,761 people in the 2020 Activation Period and 759 in the 2021 Activation Period.

The number of attendees at each event is captured in Table 1 below.

Table 1 - Summary of events and attendance held under the Phillip Lane Outdoor Dining Project

Date	Notes	Attendance
Friday, 27 November 2020	<ul style="list-style-type: none"> El-Phoenician initiated a belly dancing show at 8.30pm 	90
Saturday, 28 November 2020	<ul style="list-style-type: none"> Temperature peaked over 40° Celsius for that day and remained uncomfortably hot through the evening. 	75
Friday 4 December 2020	<ul style="list-style-type: none"> El-Phoenician initiated a belly dancing show at 8.30pm 	164
Saturday, 5 December 2020	<ul style="list-style-type: none"> Event cancelled due to wet weather 	Nil
Friday, 11 December 2020	<ul style="list-style-type: none"> Knafeh dessert truck drew a lot of interest and attendance El-Phoenician initiated a belly dancing show at 8.30pm 	519
Saturday, 12 December 2020	<ul style="list-style-type: none"> Knafeh dessert truck drew a lot of interest and attendance El-Phoenician initiated a belly dancing show at 8.30pm 	825
Friday, 18 December 2020	<ul style="list-style-type: none"> The event was rain-affected with a heavy shower at 6pm 	88
Saturday, 19 December 2020	<ul style="list-style-type: none"> The event was cancelled due to COVID-19 concerns. An outbreak of COVID-19 was occurring on Sydney's Northern Beaches and the advice from the Premier was for Greater Sydney to stay home for that evening. 	Nil
Total Attendance 2020 Activation Period		1,761
Friday, 29 January 2021	<ul style="list-style-type: none"> Event cancelled due to wet weather 	Nil
Saturday, 30 January 2021	<ul style="list-style-type: none"> The event was rain-affected, with a storm occurring before 9pm. 	117
Friday, 5 February 2021	<ul style="list-style-type: none"> Event attended by Lord Mayor Bob Dwyer, Minister Victor Dominello and Minister Geoff Lee. 	110
Saturday, 6 February 2021	<ul style="list-style-type: none"> Wet weather occurred during the day, however, cleared before the event commenced. Loud construction work and road closures occurred at the intersection of Church St and Phillip St. 	94
Friday, 12 February 2021	<ul style="list-style-type: none"> The event was rain-affected, with a storm occurring at 8pm Deputy Lord Mayor Michelle Garrard was in attendance to assist with filming undertaken by DPIE Laneway additionally themed for Lunar New Year and Valentine's Day 	59
Saturday, 13 February 2021	<ul style="list-style-type: none"> Event cancelled due to wet weather 	Nil
Friday, 19 February 2021	<ul style="list-style-type: none"> Laneway additionally themed for Lunar New Year 	146
Saturday, 20 February 2021	<ul style="list-style-type: none"> Laneway additionally themed for Lunar New Year Attendance figures exclude a number of people who were turned away from Lone Star over a 45 minute period as they were at capacity. 	233
Total Attendance 2021 Activation Period		759
Total Attendance for Project		2,520

Of the 16 event days that were held, seven events were rain-affected including three events that were completely washed out. In addition to this, one event was cancelled due to a COVID-19 outbreak and one event was held on a heatwave in conditions exceeding 40° Celsius.

The weekend of 11-12 December 2020 was the most attended weekend by a considerable margin. The reason for this was due to the presence of the Knafeh Food Truck, which is a very popular outlet with a significant online following. Whilst the food truck was very popular, it created a high amount of noise that was not amenable to surrounding receivers including the hotel. Project staff further did not actively pursue food trucks that would otherwise compete with local businesses that the project was set up to support.

Photos of the various events are featured below.

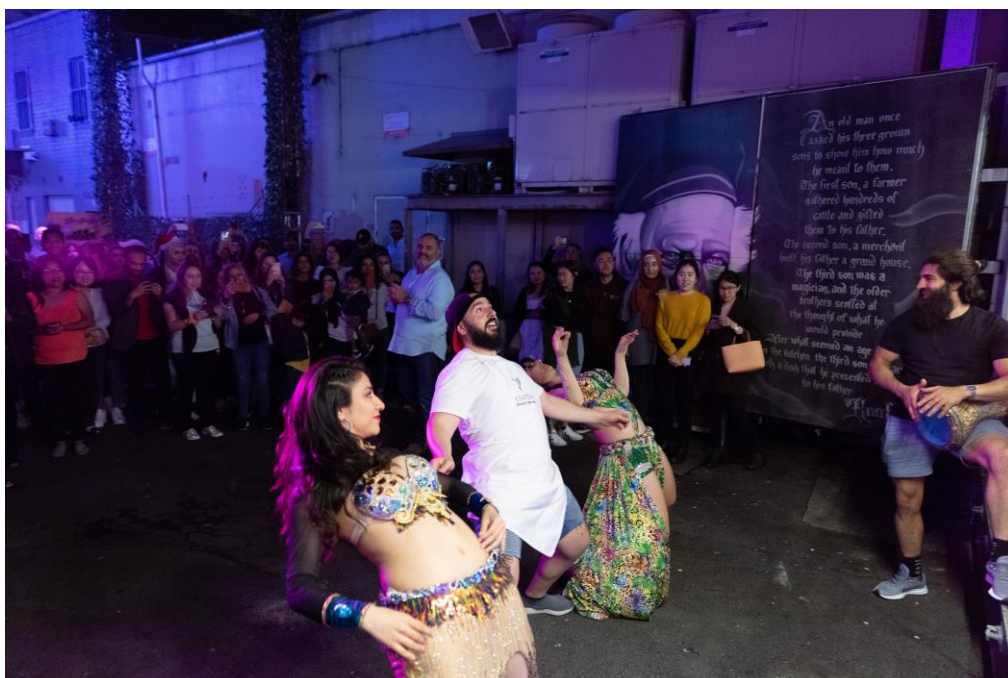




Figure 8 - Various photos of Phillip Lane events

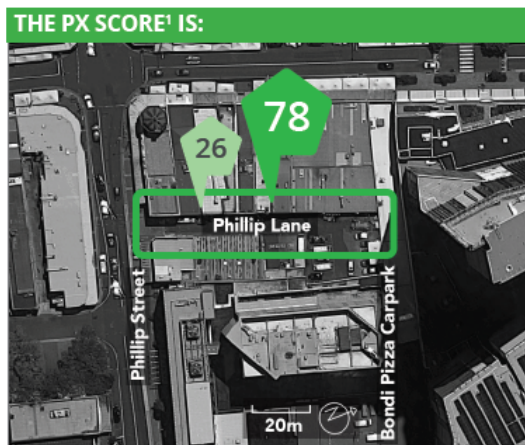
2.3. Place Experience and User Perception

Council commissioned Place Score to undertake an independent evaluation of the project regarding a user's place experience (PX) within Phillip Lane. The tool rates a place across a series of 50 attributes of great places and surveyed 25 people, distilling the results into a score out of 100.

The pre-intervention assessment was undertaken on 27 September 2020, receiving a Place Score of 26/100. The post-intervention Place Score was undertaken on 27 November 2020 and received a Place Score of 78/100, resulting in a 47% increase from the previous score. The strongest rated attribute was 'welcoming to all people' with a PX Score of 88/100. The most significant improvement was seen in the PX score shared by respondents aged 25-44, from 20/100 to 78/100.

The evaluation also included a Net Promoter Score (NPS) assessment, which measures how likely someone is to recommend the area to others. The NPS for Phillip Lane improved as a result of the project from -86 to +4.

Key outtakes from this independent assessment is included in the images below.

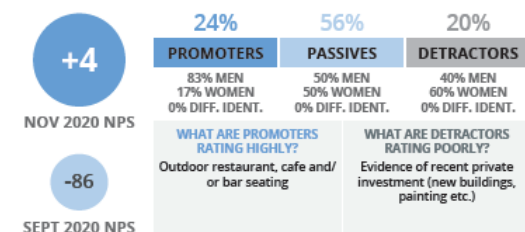


How does this compare with other similar places?

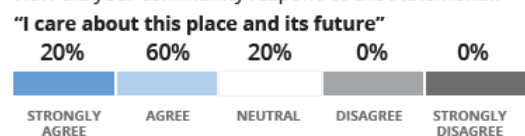


NET PROMOTER SCORE (NPS)³

How likely are your community to recommend this place?

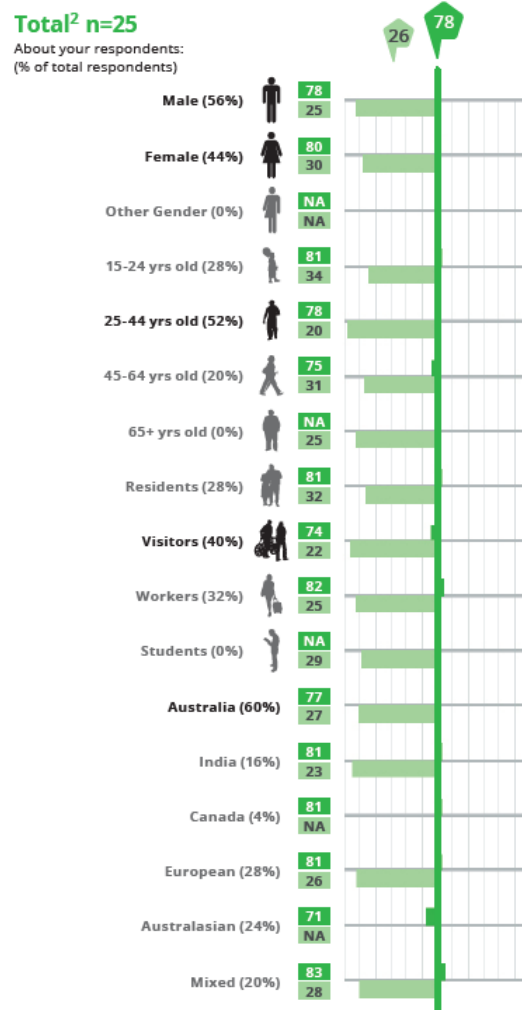


How did your community respond to the statement...



COMMUNITY GROUP PX SCORES

Groups within your community may perceive place experience differently to one another. The following infographic provides you with the PX Scores for different demographic groups:





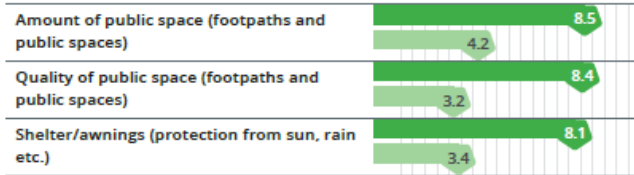
LOOK & FUNCTION

The physical characteristics of the area - how it looks and works, its buildings, public space and vegetation

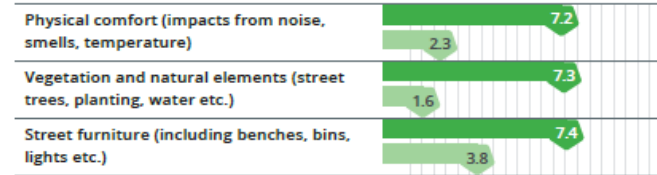
16 /20

6 /20

STRONGEST PERFORMING (SCORE/10)



POOREST PERFORMING (SCORE/10)

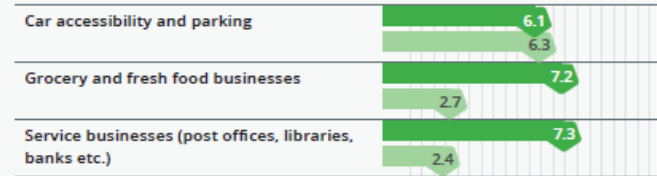
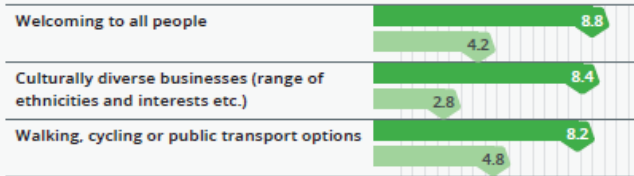


SENSE OF WELCOME

Whether the place inviting to a range of people regardless of age, income, gender, ethnicity or interests

15 /20

7 /20

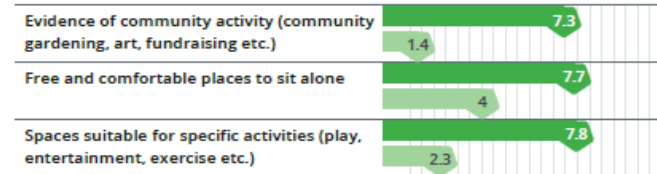


THINGS TO DO

Activities, events and the invitation to spend time in the place that might lead to a smile, a nod or even a new friend

16 /20

5 /20

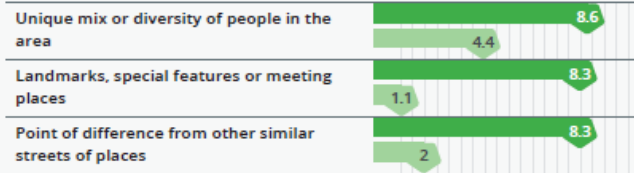


UNIQUENESS

Things that make the area interesting, special or unique - these could be physical, social, cultural or economic aspects of the place

16 /20

3 /20



CARE

How well the area is managed, maintained and whether improvements are being made - it considers care, pride and both personal and financial investment

15 /20

5 /20

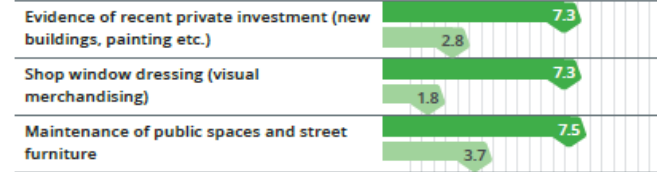
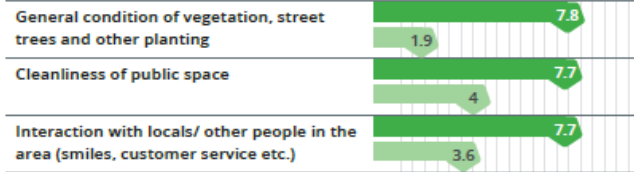


Figure 9 - Independent Place Evaluation undertaken by Place Score

2.4. Operational issues including waste management, vermin and laneway utility

Waste management and vermin is identified as a significant and ongoing barrier to activation and improved amenity within Phillip Lane.

At the commencement of the project, there were more than 40 bins within the laneway with bin contracts associated with a variety of companies tied to each respective business. Many of these bins were unlabelled with no clear indication of ownership which limited the ability of Council to enforce infringements in the instance of rubbish overflowing. Council was aware of ongoing instances of dumped waste (particularly after end of business leases) and unauthorised use of other business' bins. Overflowing bins frequently attracted ibises, rats, and their droppings.

Church Street businesses have been advising Council that there has been an increase in rats in and around the Parramatta CBD since the commencement of intensive Parramatta Light Rail construction. Businesses reported strong hesitation to participate in the outdoor dining project out of concern that the presence of rats would discourage attendance, harm their reputation or trigger environmental health investigations with potential liability for their business.

Council engaged Rentokil to provide baiting services within Phillip Lane. These baiting services have been occurring since September 2020. Advice provided by Rentokil is that the baiting scheme is working, however, the biggest issue that is sustaining the population is poor waste management practices of businesses, including food scraps from the restaurants being available when bin lids are left open or when waste is overflowing.

Prior to the 2020 Activation Period, Council's Cleansing Team and external contractors increased their cleansing regime within the laneway. Council's City Assets and Operations team assisted the project by plugging drains and holes throughout the laneway where rats have been known to inhabit. Businesses were encouraged to label and lock their bins.

During the 2020 Activation Period, rats were occasionally seen during events, however the number was significantly reduced in the context of a high number of people in and around the laneway. The occasional presence of rats did not significantly impact on project attendance or feedback received.

Prior to the 2021 Activation Period, Council proposed to the businesses to conduct a trial of a consolidated waste management system within Phillip Lane. Council engaged Cleanaway to provide a total of six 1,100L bins for all business facing onto Phillip Lane to use at no cost to businesses. It was proposed to remove and store all other bins offsite for the duration of the four week trial.

The consolidated waste management trial highlighted a number of limitations for Council to proceed with an improved management system within Phillip Lane. Council does not have the legal authority to remove existing bins from the laneway, as they are not Council property. There are few suitable locations within the laneway to store excess bins and businesses were not supportive of consolidated bins being stored on private sites. As Council was unable to legally remove bins offsite during the trial, bins were emptied and stacked on private land next to the shipping container owned by El-Phoenician as shown in the image below.



Figure 10 - Bins emptied and stacked during Waste Consolidation Trial

A Work Health and Safety incident occurred where a Cleanaway worker was splashed with a liquid oven cleaner which exploded on his skin during a recycling collection. This incident was as a result of businesses contaminating waste streams (e.g. putting general waste in recycling bins). Following this incident, Cleanaway did not collect waste bins that were contaminated until the next available general waste collection, resulting in waste overflowing and businesses retrieving and using bins that were stacked and consolidated. Contamination of waste streams was a very regular occurrence.

Businesses advised that they have varying times remaining on their existing bin contracts that are preventing them from cancelling and signing up to a consolidated system, as they may be liable to paying out the remainder of their contracts.

Council undertook an assessment of waste generation per business through the Bin Trim program, which offers free help and support to NSW businesses to maximise recycling and minimise waste to landfill. This assessment allowed Council to provide a cost estimate to each business by dividing the cost of the Cleanaway contract by the proportion of total waste generated by each business, ranging from \$22 - \$423 per week per business. This excluded the ParkRoyal Hotel, who advised that they operate under a national waste contract for all their hotels and hence, that they would be unable to sign up to a waste collection competitor. These quotes were provided to each business with the option to progressively sign up each business to a consolidated management system. To date, no business has elected to sign up to a consolidated system.

Businesses have been regularly reminded of their obligations to have suitable capacity of waste management systems and frequency of collection to ensure that bins do not overflow. It is the responsibility of businesses to ensure waste streams are not contaminated to ensure collection by waste companies. It is further the responsibility of businesses to ensure that bins are adequately stored and businesses have been notified that under strict enforcement of legislation, all bins should be located within private property.

It is possible for a consolidated system to be pursued via conditions associated with future development fronting the laneway.

In addition to issues involving waste management and vermin, the need to ensure that the utilitarian function of the laneway was preserved at all times of non-activation was a major focus of the

activation. On event days, the laneway was closed to vehicular access at 3pm and up to five staff worked to setup the laneway with tables, chairs, plants and moving all waste infrastructure before outdoor dining commenced at 5pm. This was a large logistical undertaking and future activation would need to ensure that human resources needed to setup the laneway for outdoor dining are provided by the beneficiaries of the process, being the restaurateurs.

A large truss structure was built throughout the laneway to hang the catenary artwork and lighting for each event. This structure remained in place for the project duration, including the stasis period between the first and second activation period. This structure reduced the amount of setup required for each event.

An incident occurred on 18 December 2020 where a truck driver ran into the truss structure, as shown in the image below. The incident highlighted the need to retain the laneway for utilitarian functions and the risks associated with any future permanent installations within the laneway.



Figure 11 - Truck incident of 18 December 2020

2.5. Budget Expenditure

The total budget pool to deliver the project to date has been \$210,000 from the following sources:

- \$100,000 from the NSW Government's Streets as Shared spaces grant for the 2020 activation period;
- \$100,000 in additional funding sourced internally¹; and
- \$10,000 from the NSW Government's 'Summer Fund' activation grants.

¹ \$30,000 from future estimated TfNSW 'free parking' contribution, \$20,000 from the Economic Development Special Rate, \$50,000 from the Retail Frontage Improvement Program

The project incurred costs over a period of 12 weeks. There was a four-week stasis period between the first and second activation due to anticipated low patronage over the Christmas / New Year period. The project incurred costs of approximately \$17,500 per week. The continuation of temporary interventions at this weekly cost is unsustainable. The temporary interventions have successfully demonstrated that the laneway can be activated for the purposes of outdoor dining and live entertainment. Any additional future investment should consider permanent upfront capital investments that decrease the ongoing cost of operation.

A distribution of costs associated with running the project are summarised in the graph below.

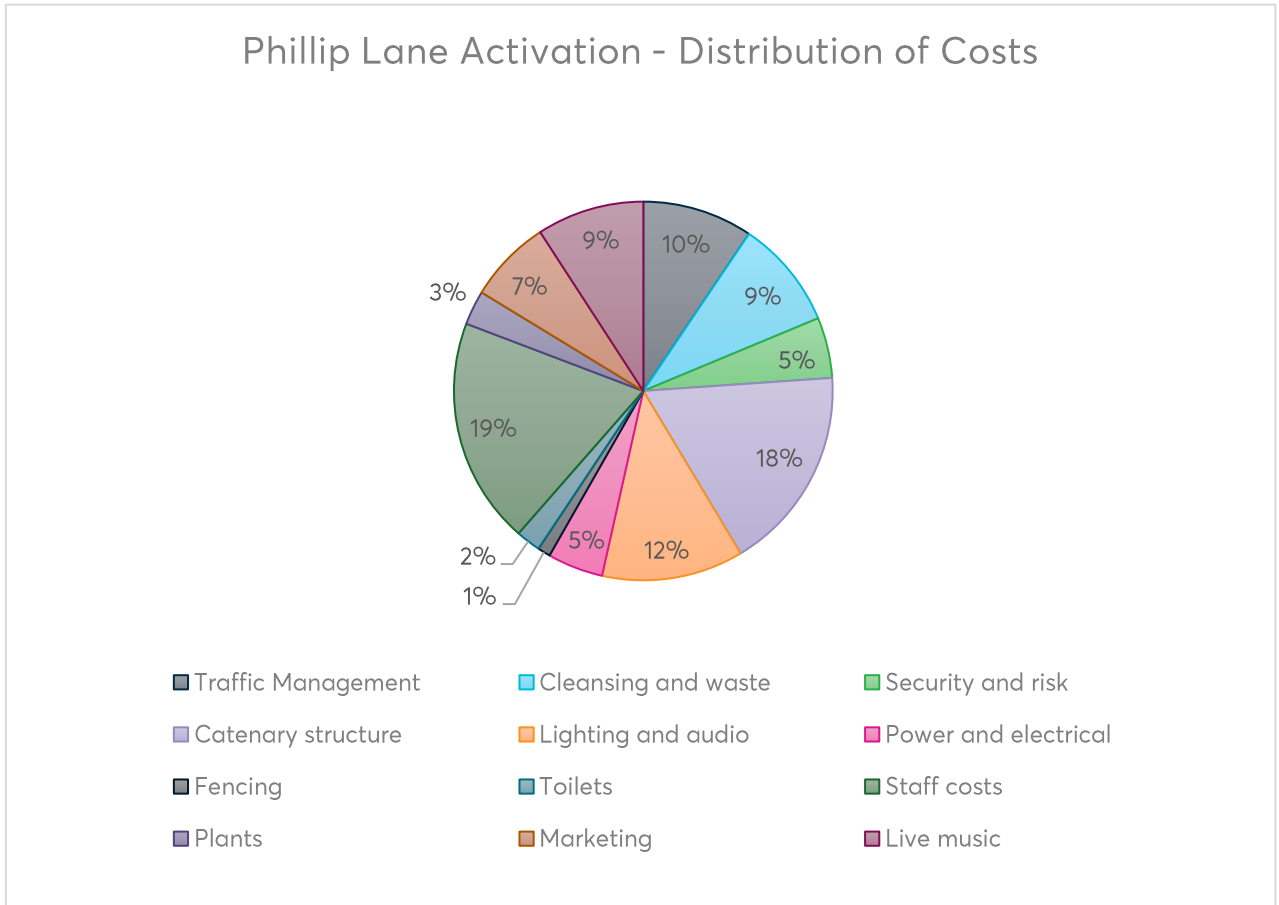


Figure 12 - Distribution of costs associated with running Phillip Lane activations

3. Stakeholder Consultation

The nature and feedback of consultation undertaken to inform this project is summarised below.

3.1. Consultation with Businesses and Landowners

In preparation of the 2020 Activation Period, Council staff held multiple meetings with key stakeholders including Phillip Lane businesses, landowners and landowner representatives. This included representatives from:

- El-Phoenician;
- Lone Star;
- Bondi Pizza;
- Souvlucky Country;
- ParkRoyal Hotel;
- John Belvedere;
- Khoury and Partners; and
- Laing and Simmons.

Ya-Malaysia were further invited to meetings, however, declined due to remaining closed since the commencement of COVID-19.

Meetings were held with stakeholders on the following dates:

- 3 September 2020: Council staff met with stakeholders at the ParkRoyal Hotel to provide an introduction to the project and the conditions of the Streets as Shared Spaces grant. Stakeholders were invited to provide their comment and feedback on the direction of the project.
- 29 September 2020: Council staff met with stakeholders at the ParkRoyal Hotel to provide an overview of the planned activations and sought feedback about the direction of the project.
- 22 October 2020: Council staff met with stakeholders and the Event Manager onsite within Phillip Lane to talk them through the details of the activation and seek their feedback.
- 20 November 2020: The Lord Mayor and Council staff met with key stakeholders onsite within Phillip Lane to discuss outstanding issues to be resolved prior to landowners' consent being granted for the project to occur.
- 13 January 2021: Council staff met with stakeholders at the ParkRoyal Hotel to discuss whether to proceed with a second activation period.

Council staff also met with or discussed the project with many key stakeholders individually to resolve issues throughout the project's duration.

At the conclusion of the project, Council sought feedback from stakeholders on the project. The following is a summary of the feedback received:

- Businesses including Lone Star and John Belvedere were highly supportive of the project, stating that the project was contributing up to 30% of their sales and allowing them to employ up to two extra staff (one kitchen staff and one service staff) on event days.

- Other businesses such as Bondi Pizza did not receive much financial benefit from the project due to them not having direct rear access from their restaurant into the laneway. They would prefer for public accessibility to the laneway not to be increased.
- Permanent outdoor dining within the laneway would not be possible, as access to the Park Royal Hotel loading dock and the rear private car park is required to be maintained for regular business operation.
- Businesses did not show any desire to participate in an ongoing waste consolidation service and would prefer to continue to operate their individual contracts.
- Businesses would like to see greater enforcement of illegal parking and dumping of waste in the laneway. They would like to see vehicular access restricted to only the businesses that operate out of the laneway.
- Businesses would like to see increased rat baiting throughout the laneway.
- Businesses would like to see the laneway painted and structural repairs undertaken by Council. Improvements to security and lighting were also suggested by businesses.

3.2. Internal Consultation

A summary of the internal consultation undertaken for the project is summarised in the table below.

Table 2 - Summary of internal consultation

Stakeholder Group name	External / Internal Stakeholder?	Description of involvement of Stakeholder Group	Have they been consulted for their input into this Project?
Place Services	Internal	Place Services is the driver of this project and were responsible for obtaining grant funding and delivering the project within the guidelines.	Yes
City Experience	Internal	City Experience is advising Place Services on processes involved with running the project as an event, including connecting Place Services with contractors who have relevant expertise.	Yes
Property, Security, Assets & Services	Internal	Council's Outdoor Dining Team have been providing advice and outdoor dining approvals required to deliver the project.	Yes
Regulatory Services	Internal	Regulatory Services had been advising Place Services on options available to prevent waste mismanagement within the laneway.	Yes
Assets & Environment	Internal	Council's Landscape Architecture team provided the initial Concept Report for the revitalization of Phillip Lane.	Yes
City Strategy	Internal	Place Services has consulted with the Economic Development team, who have demonstrated a keen interest in promoting the City's night economy.	Yes
City Operations	Internal	Council's Cleansing Team has assisted the project by increasing their cleansing regime for the laneway, providing cleaning services in instances of dumped or excess waste and plugging rat holes within the laneway.	Yes
Councillors	Internal	Briefings have been held with the Parramatta Ward Councillors. All Councillors received an email advising them about the first event date. The Lord Mayor was involved with negotiating with businesses.	Yes

3.3. Additional External Consultation

A summary of additional consultation undertaken with Fire and Rescue NSW and the Parramatta Local Area Command (Police) is summarised in the table below.

Table 3 - Summary of additional external consultation

Stakeholder Group name	External / Internal Stakeholder?	Description of possible involvement of Stakeholder Group	Have they been consulted for their input into this Project?
Fire and Rescue NSW	External	Provides relevant advice on emergency access considerations for the project.	Yes
Parramatta Local Area Command (Police)	External	Liquor licensing oversight, compliance with relevant COVID-19 provisions and other laws, maintaining community standards	Yes

4. Next Steps

In April 2021, Council was notified that it was the successful recipient of a \$250,000 grant under the 'Your High Street' grant program for the Phillip Lane project. The grant application nominated that the funding would be used for 'permanent lighting installation / public art at the corner of Phillip Street and Phillip Lane'. The funding allows for the opportunity to make permanent many of the temporary elements that have been successfully trialled in Phillip Lane.

This section outlines the options available for the expenditure of the grant funding, along with a rationale for the recommended strategy for activation of the laneway. The image below demonstrates a concept that has been prepared for Phillip Lane that provides an indication of the type of permanent interventions that could be explored under the grant including catenary lighting and art.



Figure 13 - Indicative Laneway Visualisation

4.1. Need and Strategies for Activation

The location of Phillip Lane adjacent to Church Street and the identification of the laneway for future activation under the *Parramatta Local Environmental Plan 2011* make it a strategic site for Council to explore opportunities for permanent improvements.

Under current Council policy, any future development that fronts onto Phillip Lane including on the eastern side of Church Street between Phillip Street and the Meriton site, 28 Phillip Street and any future development associated with the Park Royal site must provide active frontages to Phillip Lane. The likelihood of future development occurring in this area is summarised in the *'Urban Design and Feasibility Study for the Church Street Precinct'* (7 June 2019) prepared by City Plan Heritage in support of the Parramatta CBD Planning Proposal, which states that:

"The north east section of the Church Street precinct is split in two parts – the northern part being made up of the recently constructed 55 storey Meriton mixed use residential tower (and adjacent serviced apartments tower), and the southern part made up of 2 storey shop buildings. The ground floor uses of all these buildings is mostly used for cafes, restaurants and outdoor dining, and this section together with the north west section, make up Parramatta's popular "Church Street – Eat Street" dining precinct, which forms a critical part of the city's night time economy. The character of this section has a strong entertainment focus given the prominence of outdoor dining in this precinct and close connections to the river, Bankwest Stadium and Riverside Theatres. Whilst the Meriton tower sits on a large land holding, the majority of the remaining lots are small and thin and cut short by Phillip Lane to the rear, which could potentially restrict redevelopment opportunities. There is only one remaining heritage item in this section, being the prominent former ANZ Bank building (and potential archaeological site) at 306 Church Street (corner with Phillip Street). The heritage listing of the former David Jones department store at 330 Church Street is proposed to be removed under Draft Housekeeping LEP Amendment No.3, which was recently exhibited, as that building was demolished and replaced with the Meriton tower development."

As the majority of lots on Church St north of Phillip Street are small and thin as well as the heritage site on the corner of Phillip St and Church St, potentially restricting development opportunities, there is merit in Council intervening with activation strategies that incentivise the activation of larger lots at the northern extent of Phillip Lane upon their redevelopment. This intervention would involve creating the environment for rear activation of the smaller, thinner lots at the southern extent of the laneway without requiring their redevelopment.

Activation of Phillip Lane is consistent with Council's adopted *Parramatta City Centre Lanes Policy* that recognises the utilitarian function of laneways whilst also stating that:

'Activating the lanes is necessary to ensure they are popular and well used and to increase safety and surveillance. Activating lanes will also increase the amount of active street frontage in the city and support business activity and visitation rates to Parramatta City Centre.'

Furthermore, the trial of outdoor dining in Phillip Lane has demonstrated that the use of the laneway for outdoor dining is viable for some businesses. This form of activation can be self-sustaining if the laneway environment can be improved to make it a place that people want to spend time and dine in.

4.2. Brief for Future Activation

The benefit of trialling outdoor dining initiatives in Phillip Lane has allowed project staff to gain an understanding of a model of activation based on testing the delivery of activation techniques. This includes the feedback received by businesses during previous events. Any future activation strategy for Phillip Lane needs to consider the following:

- **Restriction of vehicular access:** The laneway has a functional purpose that cannot be compromised, particularly regarding the access to the Park Royal Loading Dock. Initially, any

closure of the laneway to vehicular access for the purposes of activation including outdoor dining should be restricted to Friday and Saturday evenings, 5pm-10pm, with any increase in vehicular restrictions agreed to by affected landowners. Access provisions (e.g. bollards) should be appropriately rated to ensure appropriate hostile vehicle mitigation measures are taken to support activation of the laneway.

- **Height of any catenary structures:** Any items that are hung in the laneway need to ensure enough height is provided for trucks and other vehicles, with a minimum height of 4.3m provided.
- **Noise:** Given the proximity to sensitive receivers including residential development in the Meriton building to the north and the Park Royal Hotel, noise including live music should be appropriately managed and ensure that no activation extends beyond 10pm in accordance with the Draft Night Time Economy DCP.
- **Outdoor Dining Approvals:** Interested restaurants that would like to utilise Phillip Lane for additional outdoor dining upon project completion should apply for approvals from Council and assume management and responsibility for putting out and packing away of tables, chairs, plants and the like. Appropriate means of providing suitable weather protection (e.g. through umbrellas, retractable awnings or the like) should be provided by the restaurants and negotiated as part of the outdoor dining approval.
- **Cleansing of laneway:** Operational budgets may need to be increased to allow for additional cleansing of Phillip Lane by Council's teams on public land, as a direct result of increased activation of the laneway.
- **Waste Management:** In the absence of a clear ability for Council to intervene with the management of waste prior to any future redevelopment, the responsibility for waste management remains with the business owners. The creation of an environment with increased amenity that businesses can trade into is likely to create an incentive for businesses to ensure they are appropriately managing their waste and can screen it during any activation where appropriate. Storage of waste bins during activation should be negotiated with private landowners at the rear of the laneway, or a separate suitable location should be found. Council could consider negotiating a consolidated bin compound as part of future development applications.
- **Plan of Management:** In the interests of all parties and stakeholders that interface with Phillip Lane, a Plan of Management should be prepared that outlines the conditions upon which activation can occur, including formal documentation and agreement of all the elements discussed above.
- **Improved amenity:** The outdoor dining trial demonstrated that Phillip Lane could be transformed into an environment with appropriate amenity to support outdoor dining. This was provided by way of improved lighting, art, plants, and the like. Council's focus for immediate next steps of the funding through the grant funding received should include providing permanent improvements to the amenity of the laneway.

4.3. Recommended Use of Grant Funding

As outlined in the section above, it is recommended that Council's focus should prioritise improvements that enable future outdoor dining to take place within Phillip Lane. At a minimum, this includes improvements to amenity (specifically lighting improvements) and a process that allows for the easy management of closing the laneway to vehicular access. In addition to this, improved amenity within the laneway that creates an environment attractive to future users to consider outdoor dining can be provided through opportunities for art and the like.

This is consistent with the grant application that stated the funding would be used for '*permanent lighting installation / public art at the corner of Phillip Street and Phillip Lane*'. Any diversion or rescoping of the project would require renegotiation with the grant authority, being the Department of Planning and Environment.

It is considered that other elements including provision of tables and chairs, plants or elements to provide weather protection should be the responsibility of restaurateurs that may wish to use Phillip Lane for outdoor dining. It is further considered that any consolidated waste bin compound be negotiated as part of future development applications fronting the laneway as a longer-term solution.

Council officers propose to commence an Expression of Interest process to seek applications or concepts from artists, engineers, public art consultants and the like to provide for a permanent lighting installation within the laneway. The lighting installation would complement the 'Smart City' elements on Phillip Street, providing an artistic installation that seeks to attract diners to a new destination within the Parramatta CBD that builds on the strong cultural offer of Church Street's dining precinct. This process would follow the indicative program as set out in the table below.

Table 4 – Indicative program for the installation of catenary lighting artwork

Milestones / Deliverables	Persons Responsible	Target Date
Preparation and finalization of Expression of Interest for catenary lighting artwork concepts	Place Services Parramatta Artist Studios / City Animation Landscape Architecture	May 2021
City of Parramatta launches Expression of Interest for catenary lighting artwork concepts	Place Services Parramatta Artist Studios / City Animation Landscape Architecture	June 2021
Expression of interest closes for catenary lighting artwork concepts. City of Parramatta selects preferred applicant	Place Services Parramatta Artist Studios / City Animation Landscape Architecture	July 2021
Nominated catenary artwork applicant prepares documentation for development application.	Place Services Parramatta Artist Studios / City Animation Landscape Architecture	August 2021
Development application lodged for catenary lighting artwork	Place Services Parramatta Artist Studios / City Animation Landscape Architecture	September 2021
Development application determined for catenary lighting artwork installation	City Planning and Development	December 2021
Delivery of physical works (estimated construction period of 6 months)	Contractors Capital Projects	Early 2022
Project Completion	Contractors Capital Projects Place Services	May 2022
Opening	Place Services	May – June 2022

Council officers are willing to accept applications that propose the painting of private walls throughout the laneway. The intent is to provide a unified and consistent artistic approach throughout the laneway.

Separate to the artistic process, Council officers also propose to investigate the installation of a retractable bollard or other access measure at the entrance to Phillip Lane. The intent is to provide a quick and efficient means of closing the laneway to vehicles upon future outdoor dining events.

4.4. Use of Public Funding on Private Land

This project is likely to pursue the option of undertaking works (for example, painting of walls) on private land, being buildings that interface with Phillip Lane.

Such works on private land cannot be undertaken without the written consent of the landowner to provide permission to enter their land and carry out the works.

Further, under Section 67 of the *Local Government Act 1993*, a council may, by agreement with the owner or the occupier of any private land, carry out on the land any kind of work that may be lawfully carried out on the land. However, a council must not carry out work unless it proposes to charge an approved fee for carrying out the work as determined by the council, or, if it proposes to charge an amount less than the approved fee, by resolution of the council at an open meeting before the work is carried out.

As no approved fee is listed in Council's Fees and Charges, the most relevant policy relating to the determination of an approved fee for carrying out private works is Council's adopted Retail Frontage Improvement Program. This program offers successful applicants a grant of up to 30% of the total costs of upgrade works, to the maximum dollar value of \$20,000 per rateable property.

In this instance, Council is the interested proponent in providing artwork on private walls throughout the laneway. It is deemed appropriate to request resolution of Council to determine a more appropriate fee for negotiating with landowners regarding the extent of public contributions for these works. Given the nature of the project, Council is willing to provide painting costs of 50% of the total costs of upgrade works, to the maximum dollar value of \$10,000 per rateable property for each of the 11 properties facing onto the laneway, subject to the resolution of Council.

5. Recommendations

Based on the evaluation of the outdoor dining initiative, feedback received from stakeholders and a discussion of available next steps, the following recommendations are provided to Council for their considerations on the progression of the Phillip Lane activation:

- **Under the 'Your High Street Grant' funding, deliver improvements to the laneway including improved lighting, art and a means of restricting vehicular access (e.g. retractable bollard).** These items aim to provide an environment suitable to support future activation including outdoor dining.
- **Negotiate and agree on a Plan of Management for Phillip Lane to support future activation.** This Plan of Management should be agreed to by landowners adjoining Phillip Lane, with strong consideration given to landowners whose vehicular access may be restricted because of activation. The Plan of Management should include, but not be limited to, agreement on:
 - timing for the closure of Phillip Lane for vehicular access to support outdoor dining;
 - management and storage of waste during activation;
 - responsibility for putting out and taking away of tables, chairs, weather protection measures, cleansing and the like; and
 - management of noise and light being emitted from the laneway.
- **Permit Council staff to negotiate works to be undertaken on private land to enable the activation of Phillip Lane.** This includes Council providing 50% of the total costs of upgrade works, to the maximum dollar value of \$10,000 per rateable property for each of the 11 properties facing onto the laneway. This would support works including painting and other reasonable requests that contribute to the improvement of the laneway.
- **Consider negotiation of a consolidated waste bin compound as part of any future development application fronting the laneway.** Waste management will continue to remain a significant and ongoing barrier to activation of the laneway, and a longer-term solution will need to be identified.