

Draft Granville Place Plan

Executive Summary



Overview

What is Place Making?

The City of Parramatta defines place making as:

'A multi-faceted approach to the planning, design, delivery and ongoing management of spaces for the public. As part of this approach, Place Making uncovers the needs and desires of key stakeholders, champions the retention and celebration of elements of value and looks to implement ways to improve the function and emotional connection to the place for its users.'

The City of Parramatta has a dedicated Place Services team to implement place making projects throughout the Local Government Area (LGA) across various scales.

What is a Place Plan?

Place Plans summarise and prioritise the local needs of an area, including, but not limited to infrastructure requirements, quality and type of amenities, retail mix and open space requirements to ensure that a place is sustainable and thriving into the future.

Place Plans articulate the character of an area, its history, heritage and natural assets, its economic, environmental, social and aesthetic aspirations. It sets objectives and determines actionable items. Place Plans might also prescribe the location or preservation of landmarks, the establishment of thematic units for districts, or the creation or clarification of nodal points.

Place Plans are live documents, informed by community consultation, desktop research, data analysis, and City of Parramatta's strategic documents, along with other State and Regional Plans. Place Plans differ from conventional planning instruments such as zoning maps because they incorporate a multi-disciplinary approach, inviting participation from those with broad disciplinary backgrounds and interests. They also consolidate a variety of hard and soft infrastructure, short term and long-term actions to determine the vision for a Place.

Strategic direction for the development of the Place Plans

The Local Government Act (Integrated Planning & Reporting), stipulates that local councils produce a Delivery Program in which they allocate priority to the objectives of the Community Strategic Plan. The Delivery Program is the primary accountability mechanism that establishes what Council will deliver, as well as how and when.

City of Parramatta's Delivery Program and Operational Plan (right) has identified the following deliverables:

- ▷ 5.3.1.3 Development of a Neighbourhood Cultural Masterplan to reflect the cultural aspirations, distinctive identities and needs of our broader communities.
- ▷ 5.3.1.4 Develop a community-led Neighbourhood Policy and Place Plans to inform local service and project delivery.

What is the purpose of a Place Plan?

The Place Plan will provide guidance to City of Parramatta's Place Services team, as well as other relevant internal and external stakeholders whose responsibility sees them making decision that effect a current or future community. These plans provide background analysis of the 'place' in question, as well as a vision to aid in decision making.

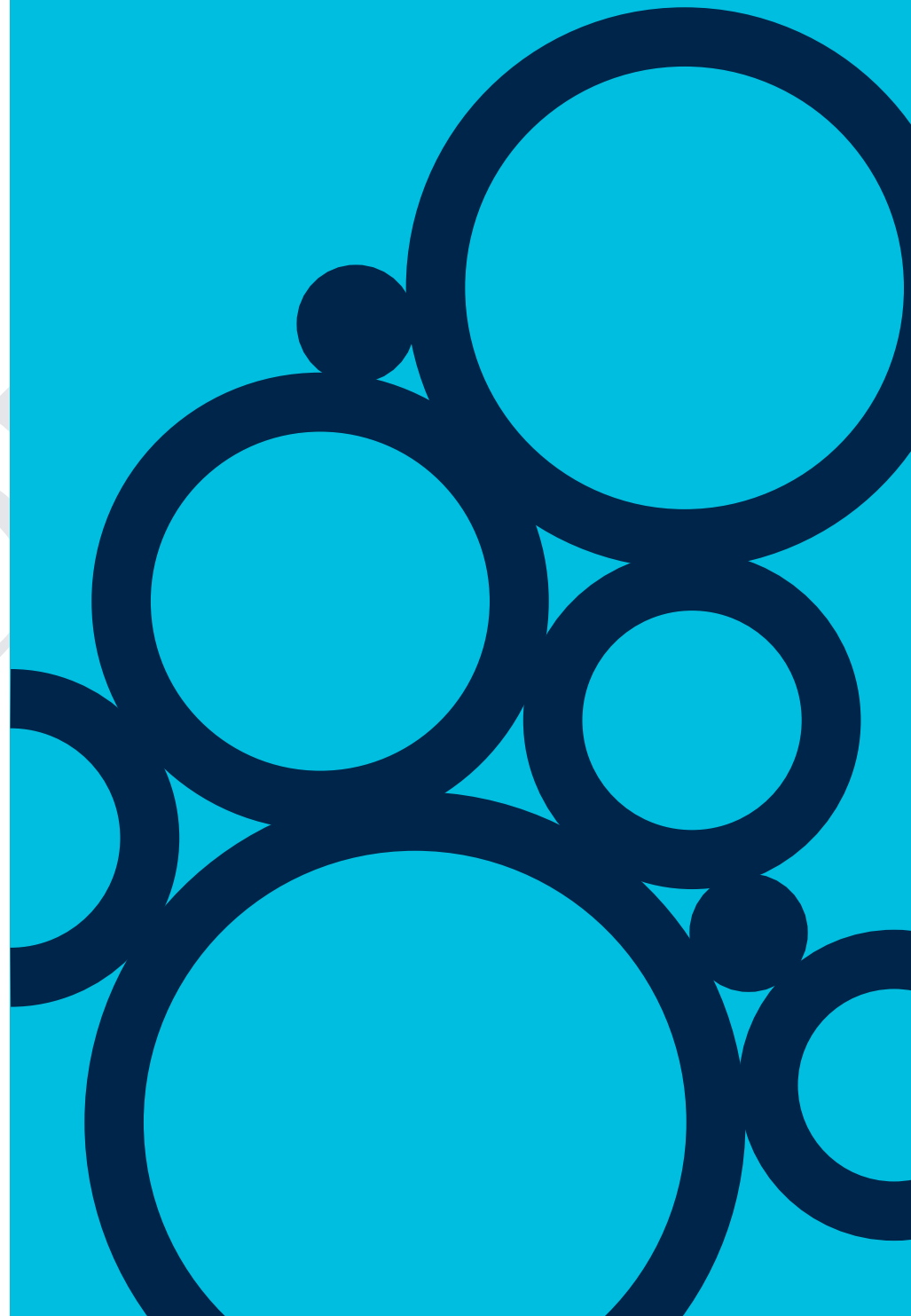
Ultimately, Place Plans will provide:

- ▷ A means of prioritising place-related actions identified in Council strategies to better manage resources and funding streams.
- ▷ A process to ensure that the character and critical-to-quality elements specific to a Place are quantified and leveraged to inform the design and delivery of Council-led assets and upgrades.
- ▷ A coordinated response and customer-focused approach to the upgrade and transformation of precincts within the Parramatta local government area, in line with community needs and aspirations.



Objectives

- ▷ Develop a consolidated document which captures all Place related strategic directions within the selected precinct
- ▷ Influence Development Control Plan (DCPs) and future development
- ▷ Create a live document informed by consultation and qualitative Place measures
- ▷ Convey the role and responsibility of Place Services - a crucial conduit between the strategic direction and delivery of Council-led projects
- ▷ Establish an actionable five (5) year vision for the selected precinct
- ▷ Determine specific goals that can translate to tangible KPIs for Place Services.



Methodology

This Place Plan will consolidate advice from strategies relevant specifically to Granville from Council's suite of strategic documents and external strategies developed by NSW State Government and associated bodies.

It will also use desktop research and site analysis to provide demographic, geographic and historical context to the suburb and the community.

Finally it will make use of community consultation and external quantitative datasets to determine the current character of the precinct, what the community values and to build the vision for the next 5 years. An action plan to guide Council place-based activities and work plans for the next 3 plus years will also be developed.

The focus precincts for the Place Plans are guided by the growth precincts outlined in the Greater Sydney Commission's The Greater Sydney Region Plan - A Metropolis of Three Cities and Council's Community Infrastructure Strategy.

Across the LGA, these precincts were chosen because they have been targeted as areas that will experience notable change, with significantly increased populations. The ability to shape the future state of these areas is enhanced because of the level of change that is occurring.

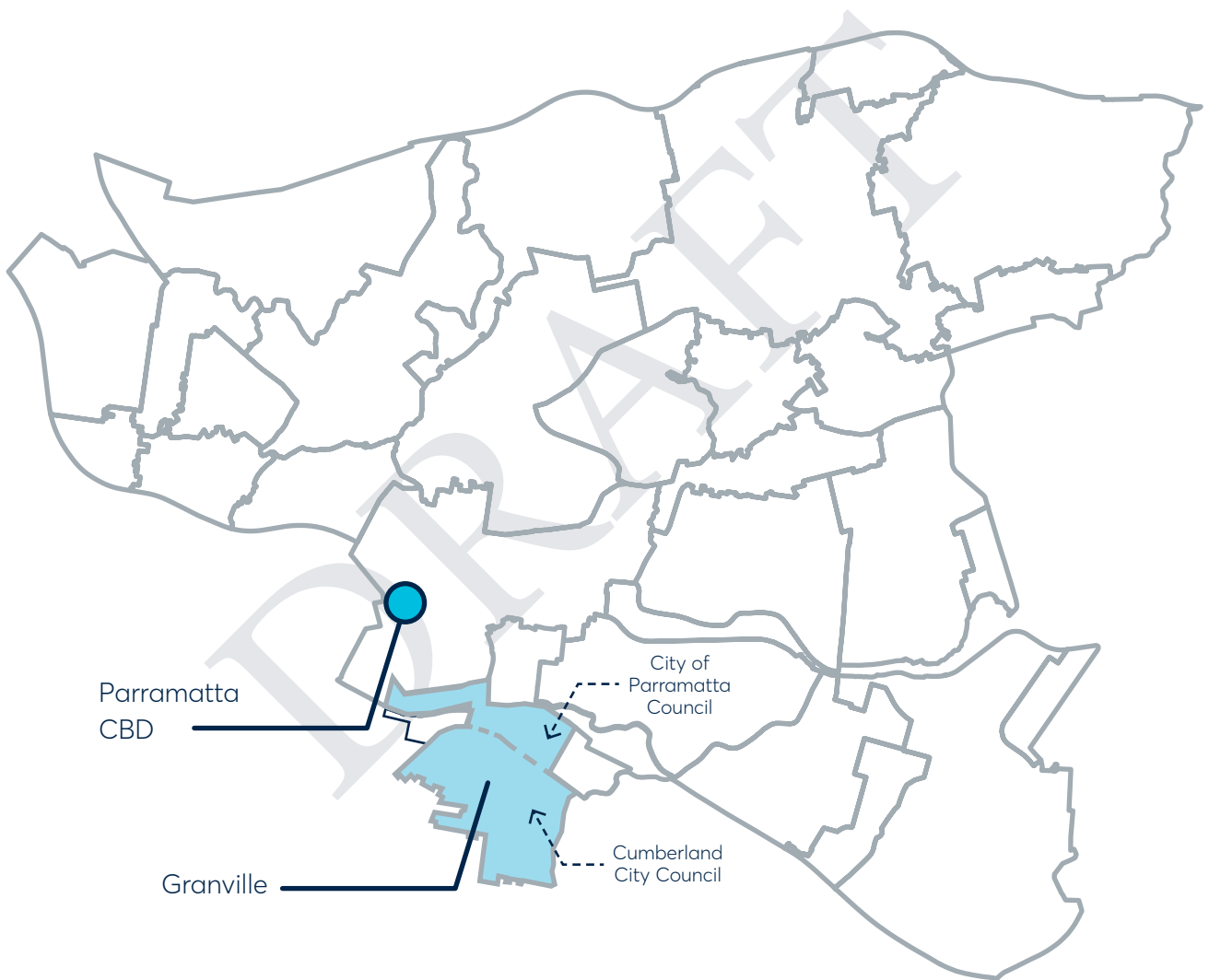
High Growth Precincts

- ▷ Epping/Carlingford
- ▷ Rydalmere
- ▷ GOP (Greater Parramatta to Olympic Peninsula)
- ▷ Ermington
- ▷ Telopea, and
- ▷ Granville.

Within the Parramatta Central Business District (CBD), additional Place Plans will also be created. While the area included in these plans is hyper-local, they are areas experiencing significant change through the provision of new assets and infrastructure.

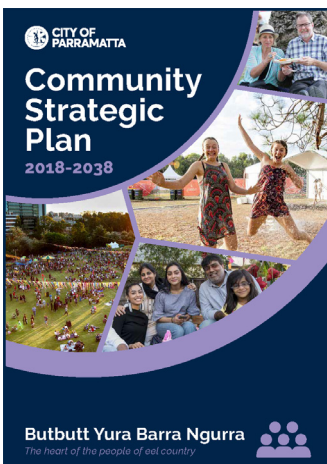
Precincts selected for the suite of CBD Place Plans may not house residents, but they will become Places of high foot traffic and visitation, with district attractions and anchor uses that support employment opportunities or access to employment centres. These precincts include:

- ▷ Parramatta Square (Place Plan in progress)
- ▷ Riverside Precinct
- ▷ Museum of Art and Applied Sciences (MAAS)
- ▷ Church Street (North and South)
- ▷ University area (WSU).



Alongside independent site investigations and supporting technical studies, an array of secondary data has been leveraged to inform the findings of the draft Granville Place Plan. These sources include:

City of Parramatta Council Strategic Documents



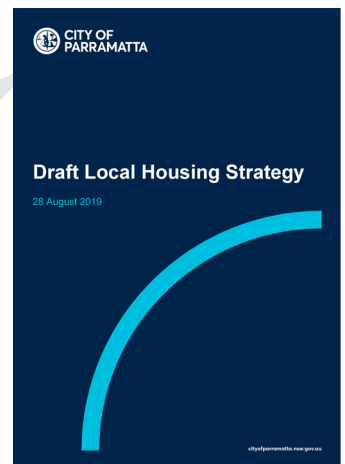
Community Strategic Plan
2018 - 2038



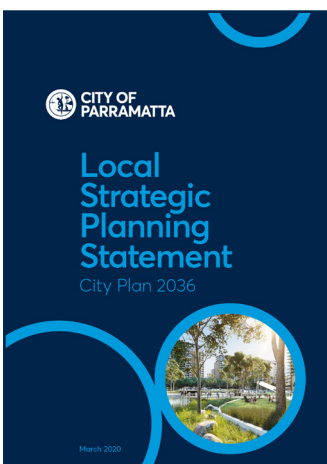
Delivery Program
2018 - 2021



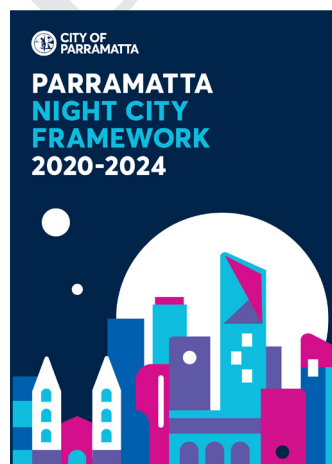
Community Infrastructure
Strategy 2019



Draft Local Housing
Strategy 2019



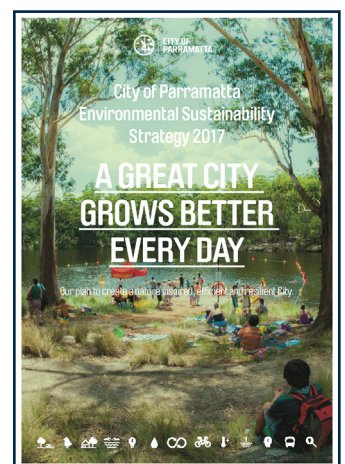
Local Strategic Planning
Statement (LSPS) City
Plan 2036



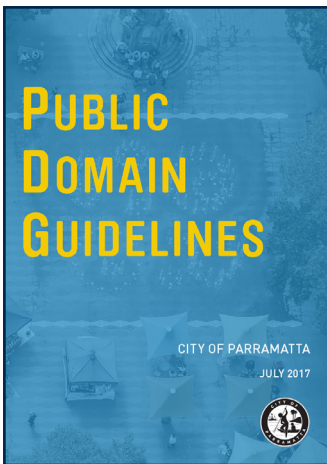
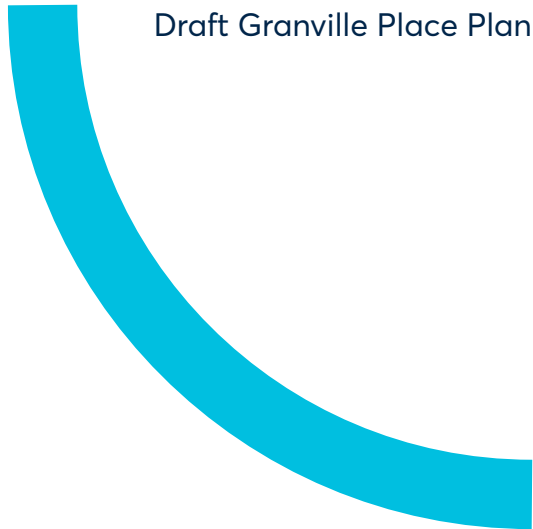
Parramatta Night City
Framework 2020 - 2024



Economic Development
Plan 2017 - 2021



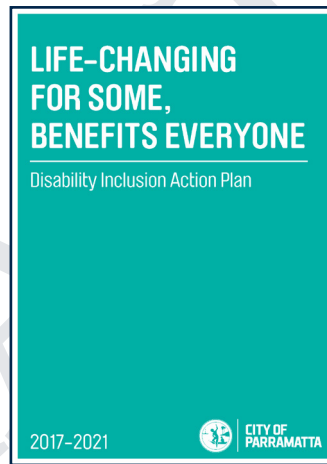
Environmental
Sustainability Strategy
2017



Public Domain Guidelines
2017



Reconciliation Action Plan
(RAP) 2017 - 2020



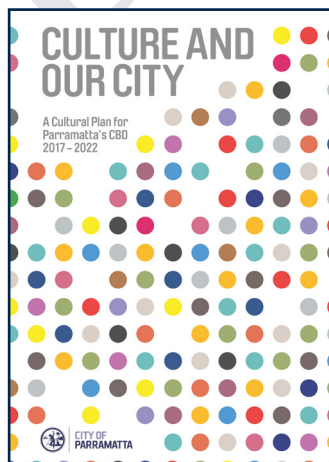
Disability Inclusion Action
Plan 2017 - 2021



Parramatta Ways Walking
Strategy 2017



Socially Sustainable
Parramatta Framework
2017



Cultural Plan 2017-2022



Parramatta Bike Plan
2017 - 2037



Draft Industrial Lands
Strategy 2020

External Strategic Documents



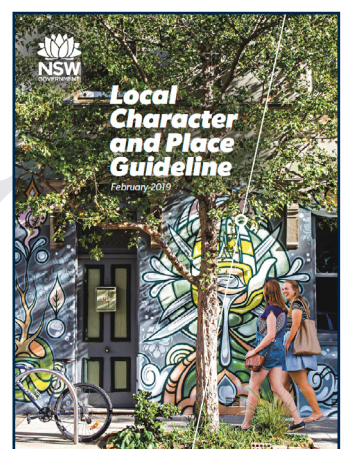
Better Placed, Government Architect New South Wales (May 2017)



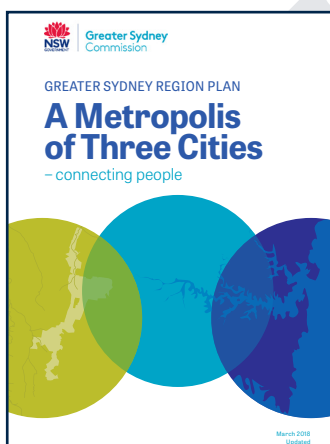
Greener Places (Draft for discussion), Government Architect New South Wales (November 2017)



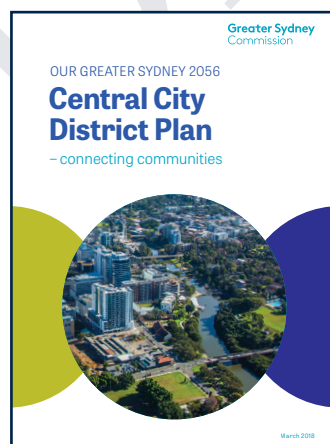
Aligning Movement and Place, Government Architect New South Wales (June 2019)



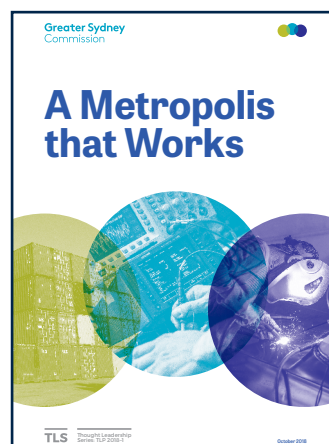
Local Character and Place Guidance, NSW Department of Planning and Environment (February 2019)



Greater Sydney Regional Plan: A Metropolis of Three Cities, Greater Sydney Commission (March 2018)



Central City District Plan, Greater Sydney Commission (March 2018)



A Metropolis that Works, Greater Sydney Commission (October 2018)



Parramatta Light Rail (Stage 1) State Significant Infrastructure Application Report, Transport for NSW (February 2017)

Place Plan Development Process Diagram





Place Services

Who are Place Services?

Place Services comprises a multidisciplinary team of passionate and dedicated place-makers, brought together by the shared desire to contribute to the creation of vibrant, welcoming and liveable Places.

Through the adoption of an interdisciplinary approach to the planning, design and management of public spaces, Place Services is able to develop considered interventions that yield desirable outcomes for the community.

To do this, we build partnerships between a number of internal and external stakeholders and rely on input from regular collaborators - other Council business units, property owners, local businesses, state agencies, and community groups.

This helps to leverage our insights and experience and the feedback of others to iteratively shape the design and development of assets that are of benefit to our customers. Our driving purpose is our desire to enhance the way our customers live, work and play within the City of Parramatta LGA.

The Place Services team strive to create places that enrich everyday experiences, foster a sense of belonging, and engage with and respond to the needs of the community.

We listen to locals and make evidence-based decisions that link multiple service resources to projects that enhance a place as a whole. We see projects through from creation to execution and operate as end-to-end project managers, achieving higher levels of social, economic and environmental outcomes in the process.

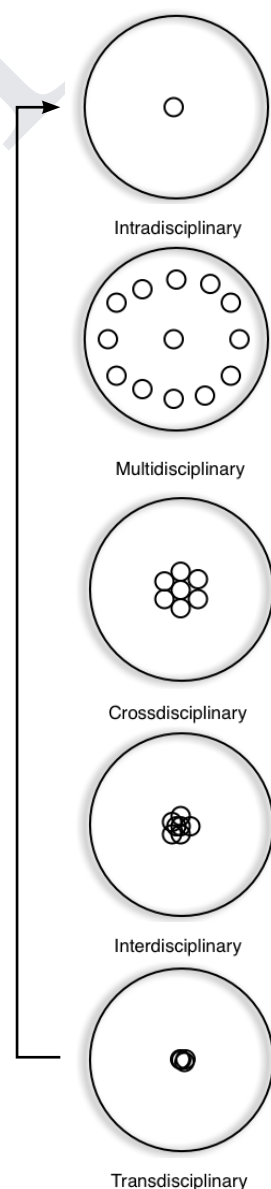
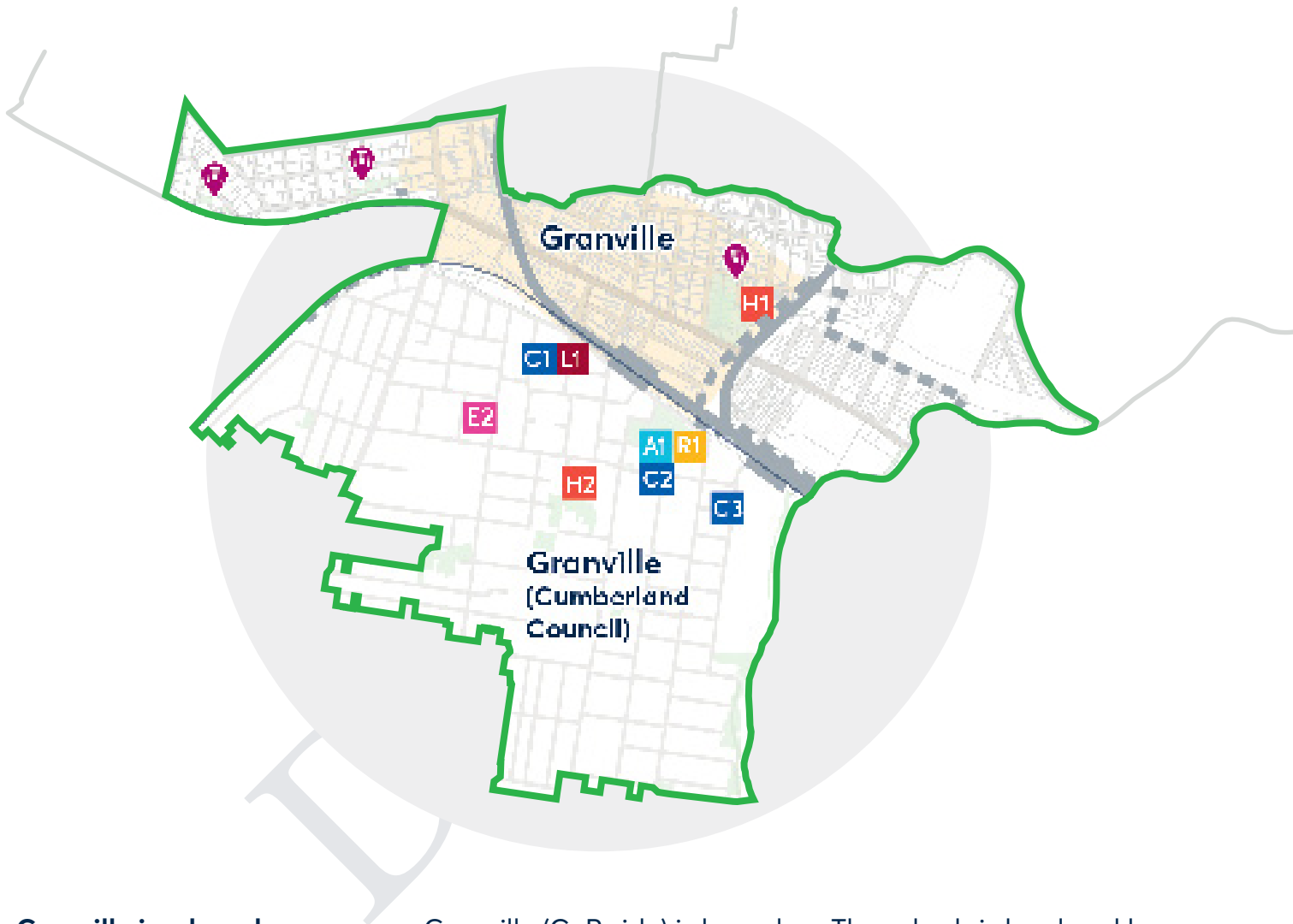


Figure 1: Types of disciplinaryities, adapted from Jensenius, A. R. (2012) 'Disciplinaryities: Intra, Cross, Multi, Inter, Trans'.

Place Analysis



About Granville



Granville is a largely residential suburb located approximately 3 kilometres south of Parramatta Central Business District (CBD) and is uniquely governed by two councils and separated by the T2 Inner West & Leppington Line.

To the north of the railway line, the suburb falls within the City of Parramatta LGA and to the south, the LGA of Cumberland City Council.

Granville (CoP side) is bound by:

- ▷ Railway Street, Boundary Street, Raymond Street, the railway line and A'Beckett Creek in the north
- ▷ Duck River in the east
- ▷ The railway line and Woodville Road in the south and
- ▷ The Western (M4) Motorway and Pitt Street in the west.

The suburb is bordered by:

- ▷ Parramatta, Harris Park and Rosehill in the north
- ▷ Clyde and Auburn to the east
- ▷ South Granville in the south and
- ▷ Merrylands, which encompasses Granville along parts of its southern and western boundaries.

History and Heritage

Aboriginal History

The area which is now the suburb of Granville covers Darug nation lands. Prior to European settlement, this area was occupied for thousands of years by the Burramattagal, but also the Wategora and Bidjigal and was also a significant meeting place for the Cadigal from the east.

European Settlement

Europeans, led by Governor Arthur Philip, first explored the Parramatta and Duck rivers in one of the small boats of HMS Sirius, on the 16 February 1788. At the time, the country around Granville was covered in a dense forest of stringybark, blackbutt, box and ironbark trees, a completely different environment from the one experienced while traversing Granville today.

In 1789, an Aboriginal walking track was discovered that connected Sydney to the early establishment on Parramatta River called Rose Hill. This was the beginning

of a cleared track which later became Parramatta Road as it passes through Granville.

Granville remained relatively untouched by European colonisation for several years. A number of early land grants were provided to soldiers, officials and a handful of families who had established themselves as the elite of Parramatta, such as Captain John Macarthur. Macarthur and his wife Elizabeth settled

upon his grant in the area and constructed Elizabeth Farm in 1793 (see Image 2). It is here that he began to develop the wool industry of Australia, making Granville the cradle of the "Golden Fleece".

Established merchant Garnham Blaxcell purchased the first land grant in Granville of 100 acres from Thomas Davies, a Lieutenant of the New South Wales



Image 1: Duck Creek Bridge, Granville is the first and/or the oldest surviving brick semi-circular arched bridge to be constructed in Australia.

Corps. Blaxcell was the largest landowner in the district, consolidating Davies' and other smaller land grants with his own grant of 1,125 acres in 1806. The area, known as Drainwell Estate, constitutes a large part of the modern suburb of Granville.

As a result of mounting debts, Blaxcell's grants were passed to Sir John Jamison who used the land for grazing until the completion of the Sydney – Parramatta railway in 1855. The railway served as a catalyst for development with large scale deforestation of useable timber occurring prior to the subdivision of the estate in 1862.



Image 2: The residence of John McArthur Esqre. near Parramatta, New South Wales by Joseph Lycett, drawn 1821 and published 1825.

The Naming of Granville

With the advent of the railway in 1855, Granville began to rapidly expand and was known at the time as Parramatta Junction, as the railway (which was the first in Australia) terminated here. In 1880, a public meeting was called to begin discussions concerning the renaming of the suburb.

The name Granville was chosen on 1 July 1880 to honour the Secretary for State, Earl Granville. In 1885, a petition was raised to incorporate the area as a municipality, and on 20 January the proclamation was made and Granville was to be known as the Borough of Granville.

At the time the area included Guildford, parts of Harris

Park, Merrylands, Rosehill and South Granville. The first meetings were held in the School of Arts building (1882) until the Granville Town Hall was erected in Carlton Street in 1889.

Post-War Development

Post war, Granville was earmarked by state planning policies and immigration programs. The NSW Housing

Commission built estates to accommodate the baby boom and immigration which saw both the demand for new housing and the population increase. In 1948, Granville and its suburbs were amalgamated with the City of Parramatta.

The 1970s saw the closure of a number of factories, including the original Clyde Engineering factory which had moved to Granville in 1883.

The Granville rail disaster remains New South Wales' worst rail disaster. On the morning of 18 January 1977, 83 people were killed and 210 injured when the Mount Victoria to Central train ran into the supports of the overhead bridge, resulting in the bridge collapsing onto the carriages. A memorial garden at Railway Parade and Carlton Street, Granville, commemorates those who died or who were injured in the disaster.



Image 3: People work frantically to assist with the rescue effort at Granville on January 18, 1977 (Source: Fairfax Media archives).



Image 4: Aerial image of the unimaginable carnage at Granville (Source: Fairfax Media archives).

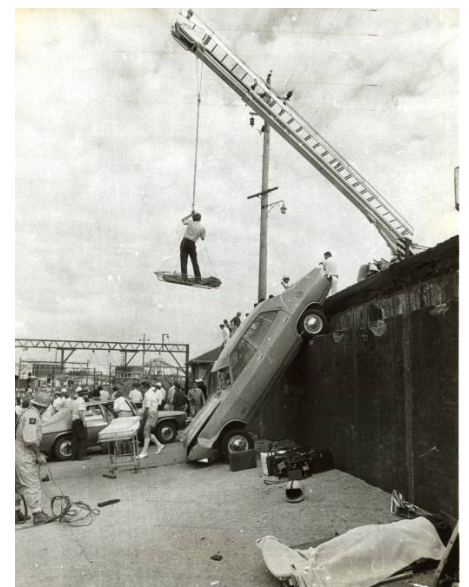


Image 5: A crane is used to assist with the rescue operation at Granville (Source: Fairfax Media archives).

Prominent local landmarks

Burnett's Loan Office

Burnett's Loan Office is a two-storey brick building in the Federation/Edwardian Arts and Crafts style and has local heritage significance.

The building's facade features the original owner and tenants name, "Rowells", located in the rectangular recess of the stepped parapet. Miniature turrets are placed at the corner of the building's façade which is prominent in the streetscape and strongly contributes to the character of Good Street.

Granville Hotel

Granville Hotel is sited on the corner of Good and Bridge Streets and is identifiable as part of the historic pre-WW2 building stock of the area. The Federation exterior, constructed of face and painted brickwork is largely intact and occupies a prominent position within the streetscape. A metal awning protrudes from the facade and although not original to the building, is sympathetic to earlier designs. Originally



Image 6: Granville Hotel, located on the corner of Good and Bridge Streets C.1880 (Source: Granville Hotel)

built in 1881, the remaining facade dates between 1914 and 1920 with pilasters and a decorative parapet that wraps the perimeter of the first floor.

School of Arts (Former)

The former School of Arts building is a considerable physical landmark for the area dating to 1883. The building is a two-storey late Victorian hall, originally constructed of sandstock

bricks with pilasters on side elevations. The exterior facade is now rendered and largely altered with imitation sandstone quoins, architraves and sills around the entry door and windows. The building also features a steep hip roof with multi-colour concrete tiles and was used as the council chambers before the construction of the Granville Town Hall, and later for technical education classes.



Image 7: St Mark's Anglican Church, built 1882.

St Mark's Anglican Church

St Mark's Anglican Church was built on the Drainwell Estate. Designed by Edmund Blackett, the Victorian Free Gothic style church was opened in 1883. The structure is built with sandstone walls, quoins and buttresses and features a distinctive gable

roof with slate tiles. The structure is a prominent landmark within Granville and occupies a corner allotment at the intersection of Mary and Jamieson streets.

Duck Creek

Duck Creek is a perennial stream, part of the Parramatta River catchment. Sections of it reach through Guildford, Merrylands, Granville and Clyde where it joins A'Becketts Creek. Historically, the confluence of Duck Creek with Duck River would have been geographically advantageous to past Aboriginal people.

The high energy flood water moving through the system is anticipated to have served spiritual purposes, through sites, knowledge and stories associated with the water as well as by providing access to cultural activities such as hunting and fishing, and ceremony.

Duck Creek Bridge

Duck Creek Bridge, located along Great Western Highway/Parramatta Road and has historical significance at a State level. The site and its associated history demonstrate the development of bridge building technology over a period of more than

200 years and is identified as potentially the first and/or the oldest surviving brick semi-circular arched bridge to be constructed in Australia.

The single span bridge was a catalyst to the development of the local and regional economy; six lanes now traverse Duck Creek along Parramatta Road, a prominent movement corridor for freight and private vehicles alike.

Granville Town Hall

The Victorian Free Classical design of the Granville Town Hall is of state heritage significance. The government building was erected in 1888 following the incorporation of Granville in 1885 and remains a symbol of the growth of Granville and a notable local landmark. The Granville Town Hall was originally used as council chambers before being extended in 1900 to accommodate an auditorium which continues to be used for local events and ceremonies by Cumberland City Council.



Image 8: Granville Town Hall, built 1888

People, demography and ethnicity

To inform this analysis, data from the Australian Bureau of Statistics (ABS) 2016 Census has been utilised. It is important to note that while the administrative suburb boundaries of City of Parramatta and Cumberland City Council separate Granville into two portions, north and south of the rail line respectively, data identified below reflects that of the entire suburb.

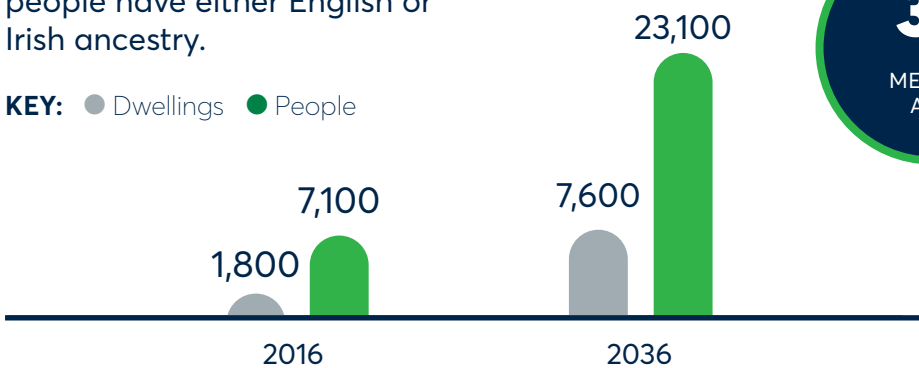
The suburb of Granville covers a total of 395 hectares with 16,507 residents. The waves of migration experienced more broadly across Australia can also be traced within the multicultural make-up of the community residing within Granville. This is evidenced in **Figure 2** where almost 12% of people have either English or Irish ancestry.

More broadly, there has long been a momentum of immigrants from the United Kingdom to Australia, given our shared heritage, as well as social and cultural ties since the beginning of European settlement. In fact, in each 10 year period until 2006, the United Kingdom has been responsible for the most arrivals within Australia.

The rise of Asian immigration, which historically increased from the 1970s and 1980s is also captured in the ancestry of residents within the area. 15.2% boast an Indian ancestry, while 12.3% of the population have Chinese heritage. There is also a large portion of the population, 11.2%, with Lebanese ancestry.

Granville has a high cultural diversity, and with 59.1% of residents born overseas, this may also be a contributing factor to the variety of languages spoken. Of those who speak a language other than English at home, the most widely spoken language is Arabic (13.5%), as illustrated in **Figure 4**.

KEY: ● Dwellings ● People



Population Forecast - Source: Draft Local Housing Strategy, City of Parramatta Council 2019, rounded to the nearest 100 (CoP Council area only)

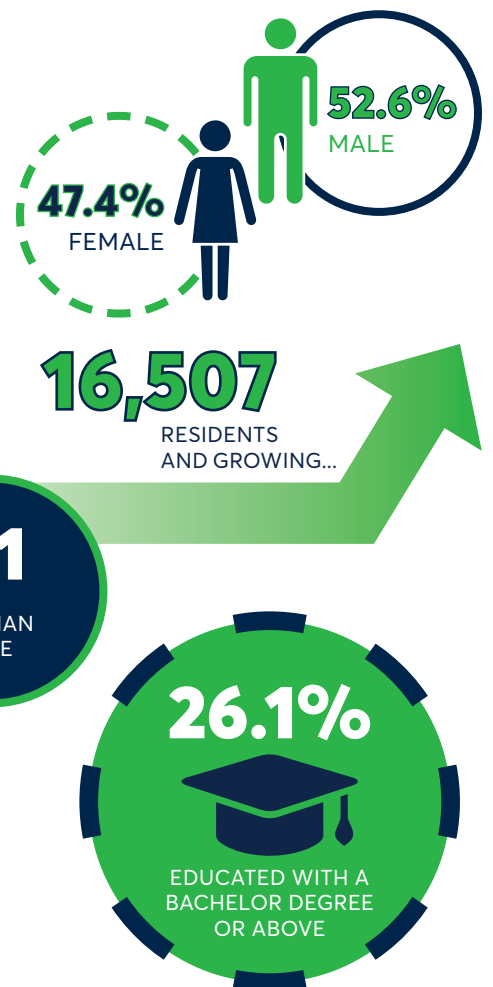
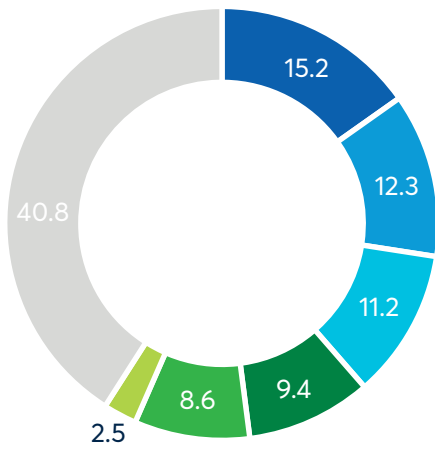


Figure 2



Ancestry

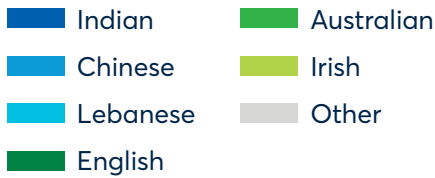
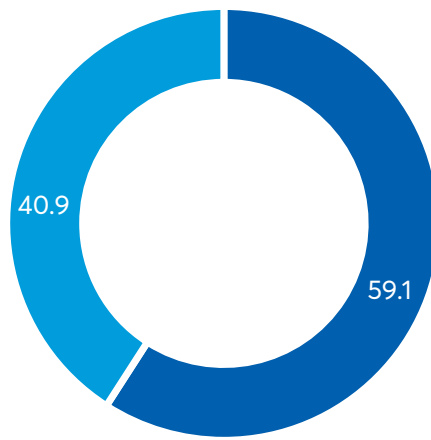


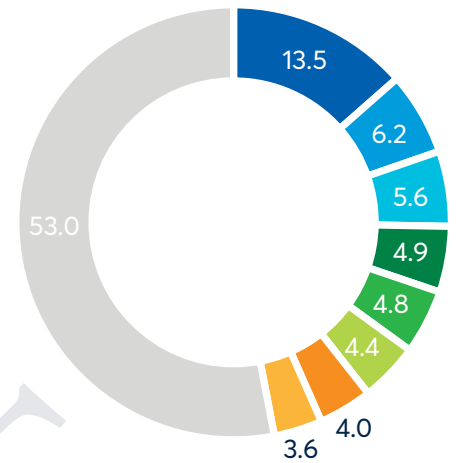
Figure 3



Birthplace



Figure 4



Language spoken at home (other than English)

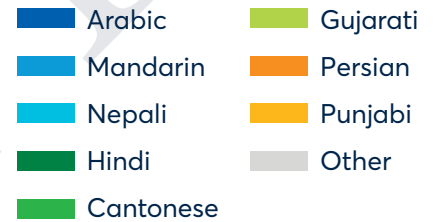
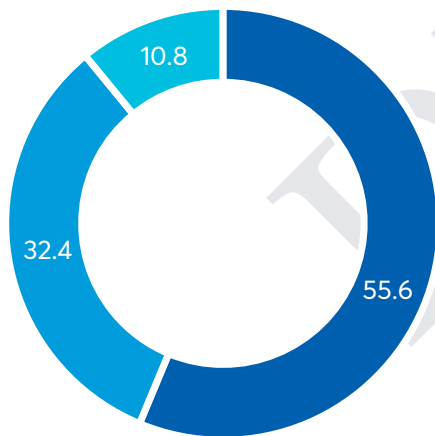


Figure 5



Employment status

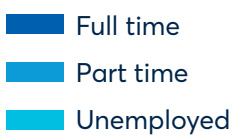
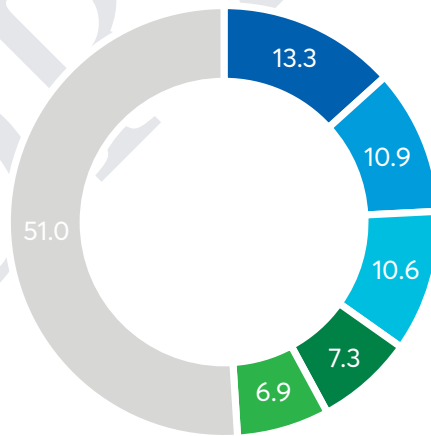


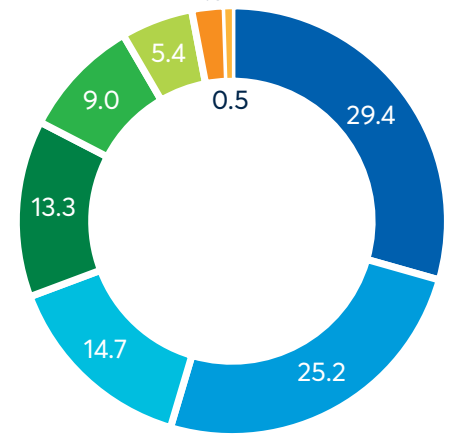
Figure 6



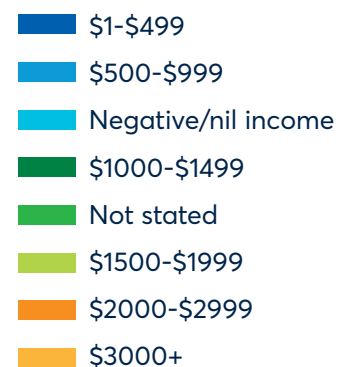
Industry sector of employment



Figure 7



Weekly individual income



Current and forecast economic profile

The Australian Taxation Office (ATO) considers low income earners to be those with a taxable income less than \$66,667. Those who earn from \$66,668 to \$126,000 are considered to be middle income earners by the ATO. The average income for full-time adults in Australia sits within the middle income earner range, totaling \$86,268 per annum, or \$1,659 weekly (November 2019).

When comparing the above figures with the weekly earnings of Granville residents, it is clear that the current community consists largely of workers who earn within the low income range. Within the CoP administrative boundary, 75.5% of Granville residents earn less than \$1250 weekly (\$65,000 per annum). A much smaller percentage, approximately 6%, earn above the average Australian full-time income.

In the Cumberland City Council administrative boundary, a higher portion (79.2%) of Granville residents' weekly earnings fall within the low income range than their

northern counterparts. A lower portion (4.3%) earn above the average Australian full-time income.

Across the entire suburb, the rate of full-time employment sits at 55.6%, with a further 32.4% of the population engaged in part-time employment (see **Figure 5**). Unemployment in the period from 2011 to 2016 fell slightly, from 11.1% to 10.8%. Despite this, unemployment in Granville remains higher than the Greater Sydney area, where unemployment levels are 6%.

As captured in **Figure 6**, more residents worked in health care and social assistance (13.3%) than any other industry in 2016. This was followed by those working in Retail Trade (10.9%) and Accommodation and Food Services (10.6%).

Two of the three largest industry sectors of employment for Granville residents, Retail Trade and Accommodation and Food Services were also the industries with the lowest level

of average weekly earnings for full time employees.

77.4%

of full-time workers who reside in Granville earn within the low-income range of **\$1250/week**

Health Care and Social Assistance



employs **13.3%** of Granville's full-time working population

Retail Trade



Granville's **2nd largest** employment sector

Accommodation and Food Services



employees experience the lowest weekly earnings at **\$1179.20**

Physical profile

Granville, among a string of other suburbs across Greater Metropolitan Sydney, has been earmarked as a priority area for significant future growth by the Greater Sydney Commission. The identification of Granville, as well as Seven Hills, Wentworthville, Westmead and Auburn as Urban Transformation Precincts will help to establish a 30-minute city in the Central City District, affording residents quicker and easier access to a wider range of jobs, housing types and activity as part of the transformation.

While Granville has a wide variety of building types and architectural styles, a noticeable transformation of its built environment is already underway. This is most evident in the area north of the railway line and south of Parramatta Road, where high rise developments, such as Granville Place, are being constructed on large parcels of land. Zoned B4 Mixed Use, these parcels have permissible building heights of up to 52m. Higher density developments are



Image 9: High-rise residential developments are an increasingly prominent figure in the Granville skyline. Looking east along Bridge Street.



Image 10: View of Granville Place development from Granville Station.



Image 11: New high rise development, Granville Place, in construction.

increasingly shaping the look and feel of Granville's built environment and many are occurring adjacent and in close proximity to transport nodes and areas that boast access to a variety of employment opportunities and services. This trend is

likely to continue, with a vast majority of expected growth in dwellings outlined in the Parramatta Road Corridor Urban Transformation Strategy expected to occur north of Granville Station, in City of Parramatta LGA.



Despite noticeable changes to Granville's built environment, the heart of the suburb is its town centre. Granville Town Centre is focused around a heavy rail line, with a thriving retail centre to the south. The northern side of the railway line (within the CoP area) has a small shopping precinct comprising local grocers, restaurants and also features ground floor retail with professional services along Good and Bridge streets.

A range of light industrial, business and residential uses are located in adjacent streets, especially along Cowper Street and East Street. Further north, an enterprise corridor is evident along Parramatta Road. Here, a mix of business, office and light industrial uses are found, characterised largely by car yards, show rooms and petrol stations.

Image 12: View of Granville Town Centre, looking southeast along South Street.

Planning Information/ Planning Controls

Local Environmental Plan (LEP)

The Local Environmental Plan (LEP) determines what purpose land may be used for as well as development standards and controls that apply. The Parramatta Local Environmental Plan 2011 (the Plan) consists of a written statement and a number of maps that depict the spatial application of the various zones and controls.

In the Plan, a number of provisions relate specifically to Granville and impact the permissible development, whether housing, employment or recreation, within the area. These provisions include:

6.14 Development on certain land at Granville

- (1) This clause applies to the following land at Granville—
- (a) 59 Cowper Street, being Lot 1, DP 998948,
- (b) 61 Cowper Street, being Lot 1, DP 783581,
- (c) 26 Good Street, being Lot 1, DP 604204,

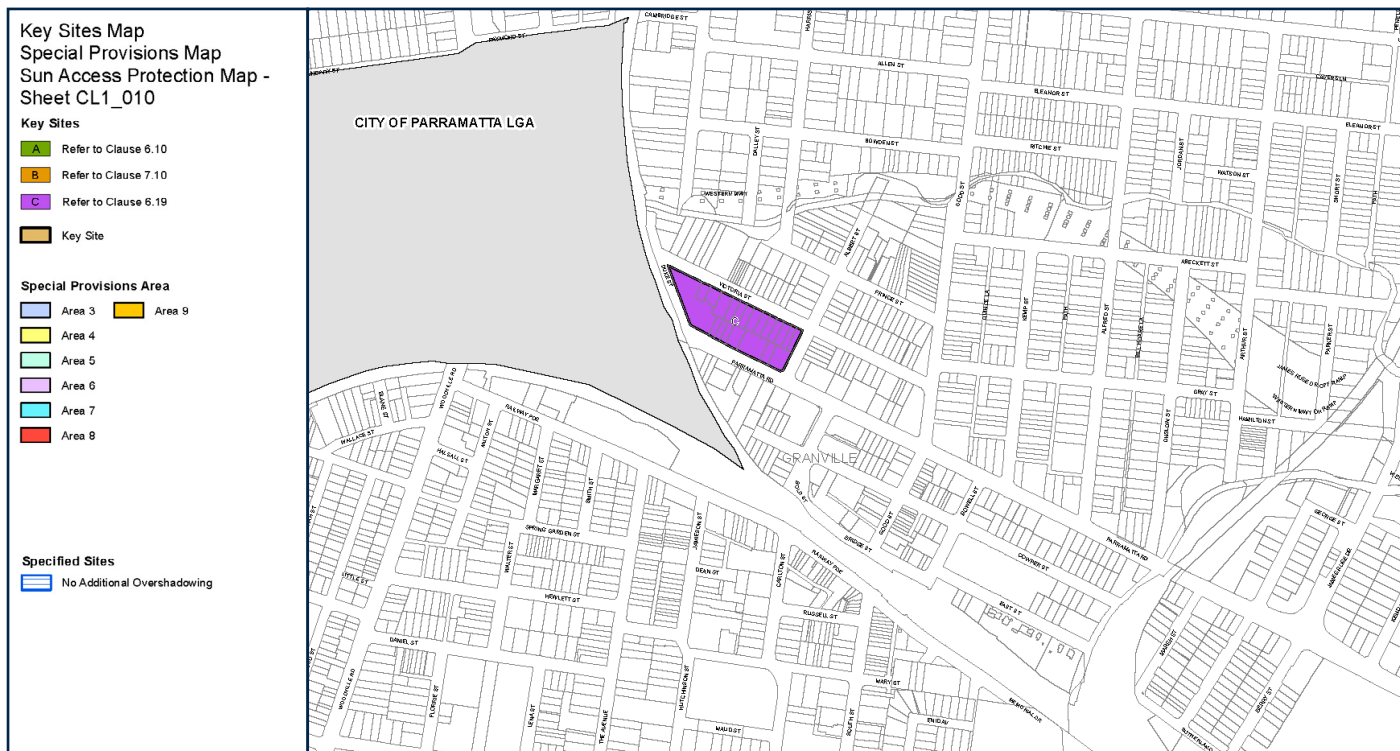
- (d) 32 Good Street, being Lot 1, DP 76041,
- (e) 38 Good Street, being Lots 1, 2 and 7, Section A, DP 979437,
- (f) 134 Parramatta Road, being Lot 1, DP 721626,
- (g) 138 Parramatta Road, being Lots 1–6, DP 1075357,
- (h) 142 Parramatta Road, being Lot 12, DP 575064.

- (2) Development consent must not be granted to development on land to which this clause applies involving the erection of a building unless the consent authority is satisfied that the gross floor area of the part of the building that is used for purposes other than residential accommodation will not exceed 4,000 square metres.

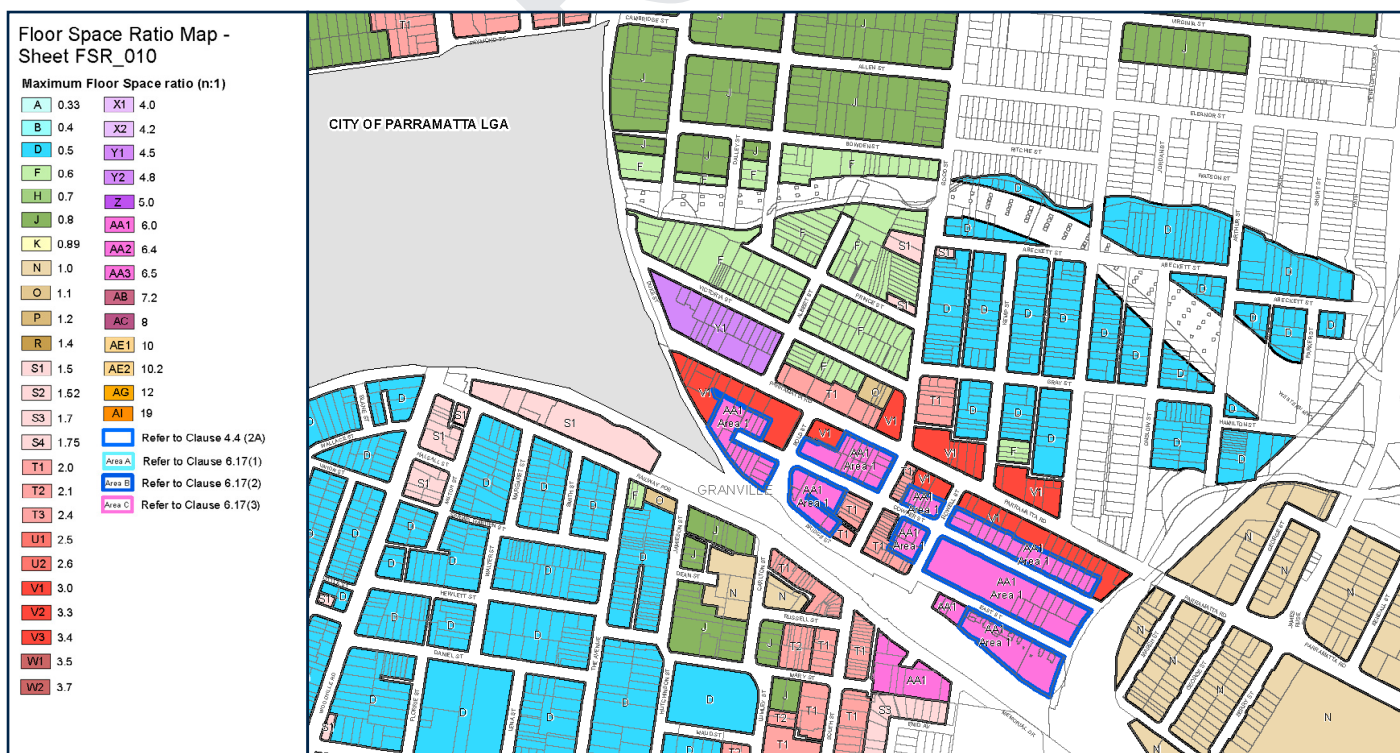
6.19 Floor space ratio for certain land at Granville

- (1) This clause applies to land identified as "C" on the Key Sites Map.

- (2) Despite clause 4.4(2), the maximum floor space ratio for all buildings on land to which this clause applies may exceed the floor space ratio shown for the land on the Floor Space Ratio Map, but only if the consent authority is satisfied that—
 - (a) development on the land provides for a minimum area of 3,200 square metres of publicly accessible open space, and
 - (b) the floor space ratio will not exceed 6:1.
- (3) The site area of proposed development on the land is, for the purpose of applying a floor space ratio under clause 4.5, taken to include land that—
 - (a) is dedicated to the Council for a public purpose or otherwise set aside as publicly accessible open space, and
 - (b) would have been part of the site area if it had not been so dedicated or set aside.



Above: Parramatta LEP 2011 Key Sites Map



Above: Parramatta LEP 2011 Floor Space Ratio Map

6.20 Development of land at 38, 40 and 42 East Street, Granville

- (1) This clause applies to the following land at Granville—
 - (a) 38 East Street, being Lot 1, DP 1009146,
 - (b) 40 East Street, being Lot 1, DP 195784,
 - (c) 42 East Street, being Lot 1, DP 996285.
- (2) In calculating the gross floor area of proposed development on land to which this clause applies for the purpose of applying a floor space ratio, the consent authority may exclude, up to a maximum of 400 square metres across the proposed development, the floor area of enclosed balconies with a frontage on to the railway line.

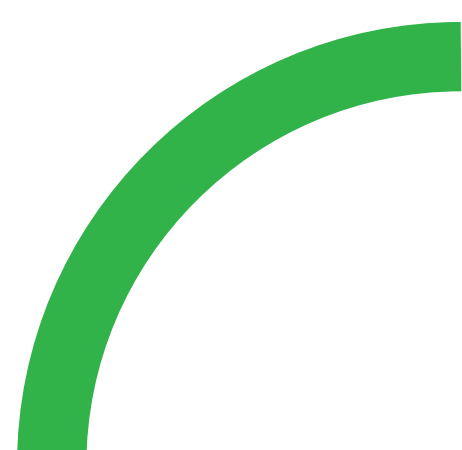
8.1A Arrangements for designated State public infrastructure for certain land at Granville

- (1) This clause applies to land identified as "A" on the Intensive Urban Development Area Map.
- (2) Clause 8.1 extends, in relation to land to which this clause applies, to development for the purposes of commercial premises and mixed use development.
- (3) However, subclause (2) does not apply unless the development will result in an increase in the floor space for commercial premises and mixed use development provided on the land to which this clause applies.

Note. Clause 8.1 applies to development for the purposes of residential accommodation (whether as part of a mixed use development or otherwise) in an intensive urban development area that results in an increase in the number of dwellings in that area.

Development Control Plan (DCP)

A Development Control Plan (DCP) provides detailed planning and design guidelines to support the planning controls in the Local Environmental Plan developed by a council. In the context of the City of Parramatta LGA, the purpose of the Parramatta Development Control Plan 2011 is to supplement the Parramatta LEP 2011 and provide more detailed provisions to guide development.





Above: Building Setbacks, Pedestrian Links and Laneways for Granville Town Centre as identified in the DCP 2011

Density

Present Density

The suburb of Granville is divided between City of Parramatta and Cumberland City Council, with Cumberland City Council taking responsibility for the area south of the railway line and City of Parramatta taking responsibility for the area to the north. A higher population density of 50.32 persons per hectare is experienced to the south, whereas the population density within the CoP boundary is much lower, at only 25.59 persons per hectare.

When investigating the built environment of Granville, there is a lower proportion of separate houses when compared to medium and high density dwellings. In 2016, detached houses accounted for approximately 40% of Granville's total housing stock, down from 44% in 2011. This is compared to 55% across Greater Sydney in 2016.

The loss of detached houses has made way for the rise of urban consolidation in locales

that are well connected to infrastructure and employment opportunities. In Granville, new developments of high density apartment blocks outweigh the building of any other dwelling typology. In the five year period to 2016, 518 new dwellings in high density apartment blocks were built at a loss of 22 separate houses.

Future Density

The loss of separate dwellings is likely to continue as the population density of the suburb is expected to increase over the coming decades. This transformation of the built environment will be most evident in the Parramatta Road Corridor Urban Transformation area, located north of the railway line. City of Parramatta Council's Draft Local Housing Strategy 2019 has identified around 5,800 new dwellings will be built in the area by 2036, undoubtedly shifting Granville to a high density, mixed-use town centre. Alongside increased residential development, a

high quality public domain, network of open spaces and community infrastructure will be necessary to support recreation and social gatherings in light of increasingly smaller private living spaces. Strong transport links are also paramount for access to places of work.





Image 13: Visualisation highlighting the permissible future built form surrounding proposed Granville Town Square.



Image 14: Visualisation highlighting the permissible future built form surrounding proposed Granville Town Square.

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Urban Scale

Urban scale refers to the sense of height, bulk and the architectural articulation of a place, often in relation to the size of the human body. Groups of buildings and the spaces between them are used to determine whether a place exhibits a high, medium, or low urban scale. A diverse urban scale is present across Granville, indicative of the intermittent development that has occurred to meet the needs of the community as it has evolved over time.

City of Parramatta

Good Street runs north to south from Parramatta Road and intersects with Bridge Street which runs parallel to the heavy rail line. There is a relatively open and low urban scale experience along Good Street, especially along the eastern extent where built forms are predominantly made up of one to two storey shop top developments.

Larger built form is present closer to the station, with a four storey office block situated along the western side of the streetscape. It

is evident that many of the original contributory features of the streetscape have been removed or modified, in particular the streetscape furnishings (lampposts) and building balconies. Some buildings within the street appear to be infill developments dating from the 1970s through to 1990s.

Good Street is intersected by Cowper Street to the east and west. A roundabout is centred at the intersection to instigate traffic flow. Street parking is available along Good Street.

Some areas of the kerb have retained the earlier sandstone and (later) cement kerb and gutters. Footpaths expand along both sides of the street with an asphalt finish. Street furnishings include planter boxes and seating; these are later installations and do not demonstrate any heritage significance. Street lighting runs in a zig-zag formation across this portion of the centre.

Engulfing Good Street is a blanket of B4 Mixed-Use zoning, a catalyst for urban

renewal in the area, stretching south from Parramatta Road to the heavy rail line.

A significant number of high-rise towers are in construction or have been completed on a series of amalgamated sites to the east of Good Street. Running west from Duck Creek along East Street, a high urban scale is experienced. Astral Apartments and Aurora Apartments are high-rise apartment towers that fail to exhibit any noticeable sculpting back of the mass of the building. The podiums of these towers rise four storeys and insignificant setbacks for the towers above do little to hide the overwhelming size and impact of these structures on the narrow pedestrian environment below.

City of Parramatta Council



Cumberland City Council

Heading south from Granville station along South Street, the presence of frequent, mature trees and low-lying shrubs within the median strip provides visual interest and amenity within a relatively continuous street wall. Along South Street, a low-medium urban scale is present, consisting largely of single and two-storey structures with ground floor retail offerings.

Few structures extend above three storeys, limiting overshadowing onto the adjacent pedestrian footpath. Historic structures from the early 20th century are sprinkled along the street, many with parapets and varying levels of ornamentation. The built form is broken up by intersections and most extend to the edge of their respective allotments with awnings that offer protection for pedestrians from the elements, but also further enclose the centre.

When not well considered, Urban scale has the potential to negatively

impact privacy, liveability and views and ultimately diminish the character of a neighbourhood. In 'Better Placed', an integrated design policy for the built environment by the Government Architect New South Wales, it is stressed that "poor design, or even 'business as usual' are likely to have significant adverse environment, social and even economic effects" (2018, p. 23) on the broader community and character of a place.

Council must therefore leverage its position, where possible, paying careful attention to the proposed design and articulation of any new built form within its jurisdiction. This is vital if Council is to avoid the creation of disconnected and poorly designed built form that negatively imposes on surrounding amenity.

A misfit in urban scale may pose significant risks to Council-led projects, including but not limited to centre and open space upgrades, and the development of new community infrastructure, all

of which have the potential to support the liveability, function and vibrancy of Granville.

Cumberland City Council



Transport

Public Transport Links

Sydney's public transport network of heavy rail, light rail, metro and bus routes play an important role in shaping the form, land uses and activity levels across greater Metropolitan Sydney. In Granville, these modes of public transportation influence where and how people can move and provide vital access to key activity and employment centres.

69.2% of City of Parramatta residents, and 73% of Cumberland City Council (Cumberland) residents that are employed travel outside of their respective local government areas to work. When examining the suburb of Granville, irrespective of local government boundaries, a higher portion of residents utilise public transport to get to and from work when compared to entire LGAs.

In Granville, 30.6% of the population uses the train as their main method of transport, compared to 21.5% in CoP and 23.3% in Cumberland. 3.4% of the

suburb's population rely on the bus as their main method. In CoP, this figure is higher at 5.9% and in Cumberland, only 2.3% use the bus as the primary means of transportation to work. These figures suggest the importance of the existing rail network as a favourable and accessible means to travel to employment centres.

Few bus routes (906, 908, M91) connect residents to other transport nodes or are used to provide direct access to employment centres such as the Parramatta Central Business District (CBD) and the Sydney CBD. The NightRide N60 operates in lieu of train services. Other bus services, including the 'Shopper Hopper' S2, S172, S514 and S578, run to connect customers to local centres with more frequent stops covering fewer geographical areas.

Method of travel to work by employed persons in Granville

Private Vehicle



Train



Active Transport



Bus



Stakeholders

A number of stakeholders who would likely be engaged when future, transformative projects are being planned, designed and executed include, but are not limited to:

- ▷ Berala Community Centre
- ▷ Community Migrant Resource Centre
- ▷ Delaney College
- ▷ Developers
- ▷ Granville Boys High School
- ▷ Granville Diggers (Cumberland side)
- ▷ Granville East Public School
- ▷ Granville Historical Society
- ▷ Granville Men's Shed
- ▷ Granville Police Station
- ▷ Granville Public School (Cumberland side)
- ▷ Granville Rage
- ▷ Granville South Public School
- ▷ Granville Tafe (Cumberland side)
- ▷ Granville Wrappers (knitting group)
- ▷ Holy Trinity Primary School
- ▷ Local Businesses
- ▷ Nabi Akram Islamic Centre.



Image 15: City of Parramatta staff undertaking community consultation with the public.

Community Infrastructure - Council Assets

Granville falls into catchment 4 of the Community Infrastructure Strategy (CIS). Within this area, Catchment 4 incorporates the suburbs of Parramatta, Granville, Camellia, North Parramatta, Oatlands, Harris Park, Mays Hill, Rosehill and Clyde.

There are few City of Parramatta owned community infrastructure assets in Granville. The CoP owned assets are detailed in the table below.

Community infrastructure assets situated within the

area of Granville managed by Cumberland City Council are also included on Pages 42 and 43 of this document.

City of Parramatta owned			
Name & Address	Asset Type	Features	Details
Granville Activity Centre 2 Arthur Street, Granville, 2142	Girl guide/ Scout hall	<ul style="list-style-type: none"> Size: approx. 140m² 	<ul style="list-style-type: none"> Review of accessibility - currently no universal access Develop and implement a building maintenance program Develop and implement processes to increase community use of the hall outside of existing identified hours of Scouts use- needs more flexible, multipurpose space Continue to support use as a hall to enable existing Scouts programming
John Irving Park 6 Jordan Street, Rosehill	Community Gardens	<ul style="list-style-type: none"> Integrated with services of Harris Park Community Centre On-site accessible toilet 	<ul style="list-style-type: none"> Inadequate parking Lack of activation Not highly accessed by members Lack of visual prominence Lack of signage and lighting Low level of joint programming with Council

City of Parramatta owned			
Name & Address	Asset Type	Features	Details
F.S Garside	Playground	<ul style="list-style-type: none"> Play space type: skills based & sensory Size: Local Age focus: Preschool 	<ul style="list-style-type: none"> Undergoing an upgrade to district size in 2021
Wallawa Reserve	Playground	<ul style="list-style-type: none"> Play space type: Skills based Size: Local Age focus: preschool 	<ul style="list-style-type: none"> Recently upgraded in 2019
Tiara Place Reserve	Playground	<ul style="list-style-type: none"> Place space type: Skills based Size: Local Age focus: Preschool 	<ul style="list-style-type: none"> Recently upgraded in 2020
Irving Street Reserve	Playground	<ul style="list-style-type: none"> Size: Local Age focus: Preschool & Junior 	<ul style="list-style-type: none"> Recently upgraded in 2019
F.S Garside	Sportsground	<ul style="list-style-type: none"> 1 playing field Category: Regional Size: 0.94H Total usage (formal hire in winter): 43 hrs per week 	<ul style="list-style-type: none"> Undergoing masterplan 2020 Embellish current design and infrastructure
No subsidised space network			
No early childhood education and care network			
No affordable rental housing network			
No indoor recreation network			

Cumberland City Council owned		
Name & Address	Asset Type	Features
Granville Library	Library	<ul style="list-style-type: none"> • Meeting rooms • Parking available • Close to the train station
Granville Memorial park site	Community Space	<ul style="list-style-type: none"> • Library (1000sqm) • Art Gallery (1000sqm) • Community Centre (1500sqm) – large hall, multipurpose rooms • Multi-sports courts (1.5) and playground • Construction commenced June 2019 to be completed in 2020
Granville Town Hall 10 Carlton Street Granville	Community Space	<ul style="list-style-type: none"> • 3 rooms for hire • Capacity for 250
Granville Swimming Centre Enid Avenue Granville, co-located with new community centre	Open Space and Recreation – Swimming centre	<ul style="list-style-type: none"> • 3 pools: 7 lane, 50m Olympic pool with grandstand, 4 lane, 25m program pool, small learn to swim pool featuring an entry ramp attached to a large leisure pool • Kiosk • Shop selling swimming equipment and clothing • Universally accessible • Parking • Close to train station
Granville Park - Merrylands	Open space and recreation – Park	<ul style="list-style-type: none"> • Size = approx. 13.2 HA • Seating • Picnic shelters • Barbeques • Sporting fields • Cricket pitch • Cricket nets • Basketball court • Waterplay • Playground <p>Cumberland City Council is upgrading his park with a multi-use community sports pavilion including seating for 1,500 pax, change rooms, kiosk, gym, office, social function space. Due by December 2020.</p>

Cumberland City Council owned		
Name & Address	Asset Type	Features
Holroyd Gardens	Playground	<ul style="list-style-type: none"> • Accessible playground for under 5s • Adventure playground (preschoolers and primary aged kids) • Bike training track • Picnic shelters • Barbeques • Toilets • Close to old brickworks • Close to Stocklands Mall Merrylands
Harry Gapes Reserve Lavinia Street South Granville	Sportsground	<ul style="list-style-type: none"> • Fields for cricket, soccer and football • Parking • Toilets • Change rooms • Kiosk • Floodlights for night training
Peel Street, to Crescent Street Holroyd	Sportsground	<ul style="list-style-type: none"> • Fields for athletics and football • Shade • Seating • Parking • Toilets • Change rooms • Kiosk • Floodlights for night training • Playground

Care Factor

In 2016, Place Services contracted an external consultant, Place Score, to conduct consultation across the LGA to determine the distinct values of our diverse communities with a focus on the neighbourhoods' look and function, sense of welcome, things to do, uniqueness and maintenance. From 2,310 responses, reports for 20 neighbourhoods in the City of Parramatta LGA were prepared.

This ranking is important as it lets the community identify what is most important to them about their local centres, high streets and malls. By quantifying the attributes that are most valued by the community and its sub-groups, Council is able to plan improvement investment more effectively and measure change over time.

The data also serves to determine whether Council led interventions are having the desired outcome. Place Score's Carefactor results can indicate to Council that Granville cares about

a sense of safety, whereas an alternate offering, Place Score, can inform Council how successfully it is providing that sense of safety.

The top three things that Granville cares about include:

- ▷ Cleanliness of public space
- ▷ Sense of safety, and
- ▷ Elements of the natural environment.

Keeping these values front of mind is important when prioritising actions that will have the most significant impact to the quality of life for the community within this suburb.

The top concerns for Granville are contained in the table to the right.

Top 5 concerns for Granville

- 1 Cleanliness of public space
- 2 Sense of safety
- 3 Elements of the natural environment
- 4 Maintenance of public places and street furniture
- 5 Local history, heritage buildings or features

Lowest 5 concerns for Granville

- 50 Shop window dressing (visual merchandising)
- 49 Diversity of price points / a range of price options
- 48 Evidence of recent private investment
- 48 Shelter/awnings (protection from the sun, rain etc.)
- 46 Space for group activities or gatherings

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Centres Review

The Place Services team conduct a Centres Review every two (2) years. The Centres Review is an audit of the current local activity centers around the LGA. In 2018 there were 45 centres identified; as a general rule these activity centres are comprised of small local retail strips, often with a park or playground nearby. The centres are reviewed on five key indicators including: condition, vibrancy, place, connectivity and community voice and given a score.

With those scores the centres are ranked, and prioritised for funding. The results can be extrapolated further to determine what type of intervention would be most beneficial.

The most recent Centres Review (completed 2018) identified Granville Town Centre as the most in need of intervention. According to the data Granville had:

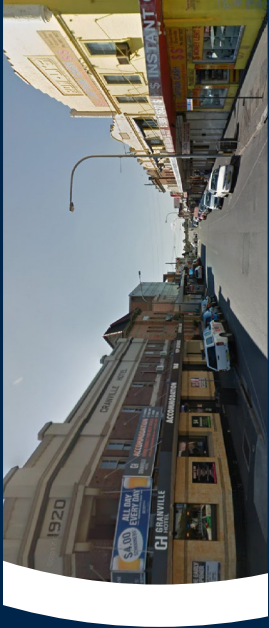
- ▷ A moderate to poor asset condition score including pavement and street furniture
- ▷ Not received a capital upgrade in the last 5 years
- ▷ Moderate to high shop vacancies - 18% (of 38 shops 7 were vacant)
- ▷ Limited outdoor dining, but had potential for this to emerge
- ▷ Mixed land use so would be a site amenable to improvement and activation
- ▷ A large proportion of public domain to private - 56% was Council owned
- ▷ Zoning which stipulated it would be a potential site for significant development and high density
- ▷ Limited to no tree canopy cover
- ▷ Significant public transport options.



CITY OF PARRAMATTA COUNCIL CENTRES REVIEW 2019

GRANVILLE CENTRE

GOOD STREET, GRANVILLE
ROSEHILL WARD



THE PLACE

In 2016, the Granville Town Centre was divided into two Council areas, with City of Parramatta retaining the north side of the Granville railway station. This area is defined by Bold Street, Parramatta Road, Rowell Street and the railway line. The area has a mix of retail, light industrial warehouses and medium density housing.

Granville's Town Centre is undergoing significant development, further population growth and streetscape improvements as part of the NSW Government's Parramatta Road Urban Amenity Improvement Program.



CENTRES HIERARCHY

Specialised Centre

Town Centre

Urban Village

Neighbourhood Centre

Local Centre

ACCESSIBILITY

Granville Station services the South & Western Lines Train Station (less than 5 min walk)

906 Bus Route - Fairfield to Parramatta (hourly service) 909 Bus Route (5 min walk, 30 min service)



RECENT CAPITAL INVESTMENT

No recent capital investments.



DEMOGRAPHICS

- Between 2011 and 2016 Granville (CoP section) experienced a 14% increase in population; from 4,415 to 5,127.
- In 2011, the largest age group (20%) was parents and home builders (35-49 years olds).



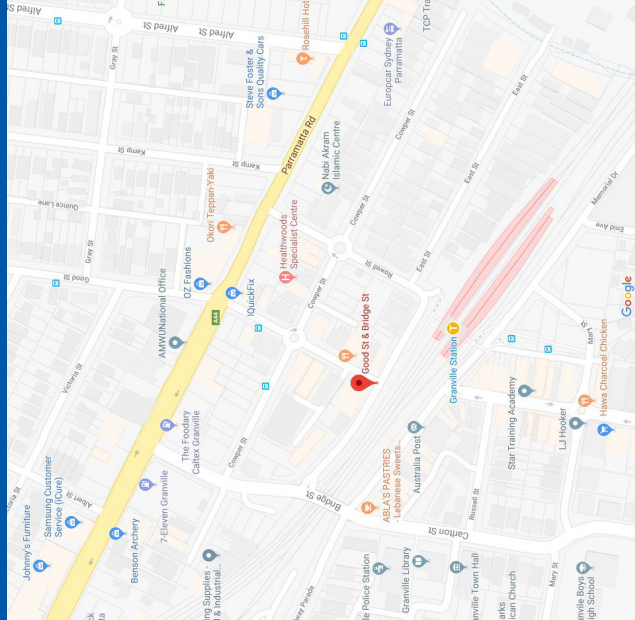
ZONING

- B2 Local Centre, B4 Mixed Use, B6 Enterprise Corridor, R4 High Density Residential. The zoning supports a vibrant centre and increasing development in the medium to longterm.



PUBLIC DOMAIN ASSET CONDITION

16% of assets surveyed were rated as good, 31% were rated average and 53% were rated as poor.



BUSINESS ACTIVITIES

38 shops: 7 vacancies
Vacancy percentage: 18%

Chemist, Hairdresser, Grocery, Doctor, Hardware, Takeaway, Real Estate Agent, Restaurant, Green grocer, Convenience Store, Professional Services, Convenient Store



CLEANSING SURVEY

Cleanliness rating of centre and assets



2017 - Average

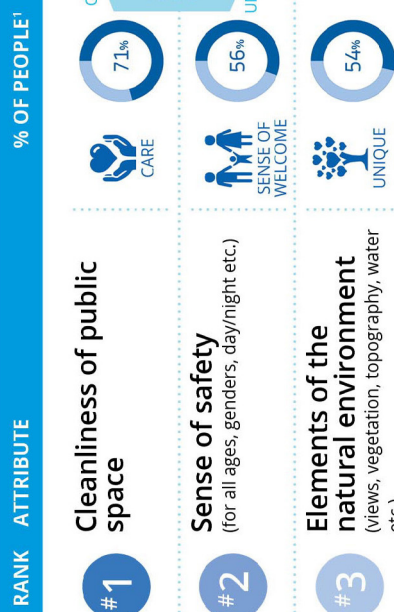


2019 - Average

WHAT WE CARE ABOUT

Your community ranked these as their top three attributes contributing to positive local place experience:

RANK ATTRIBUTE



CARE

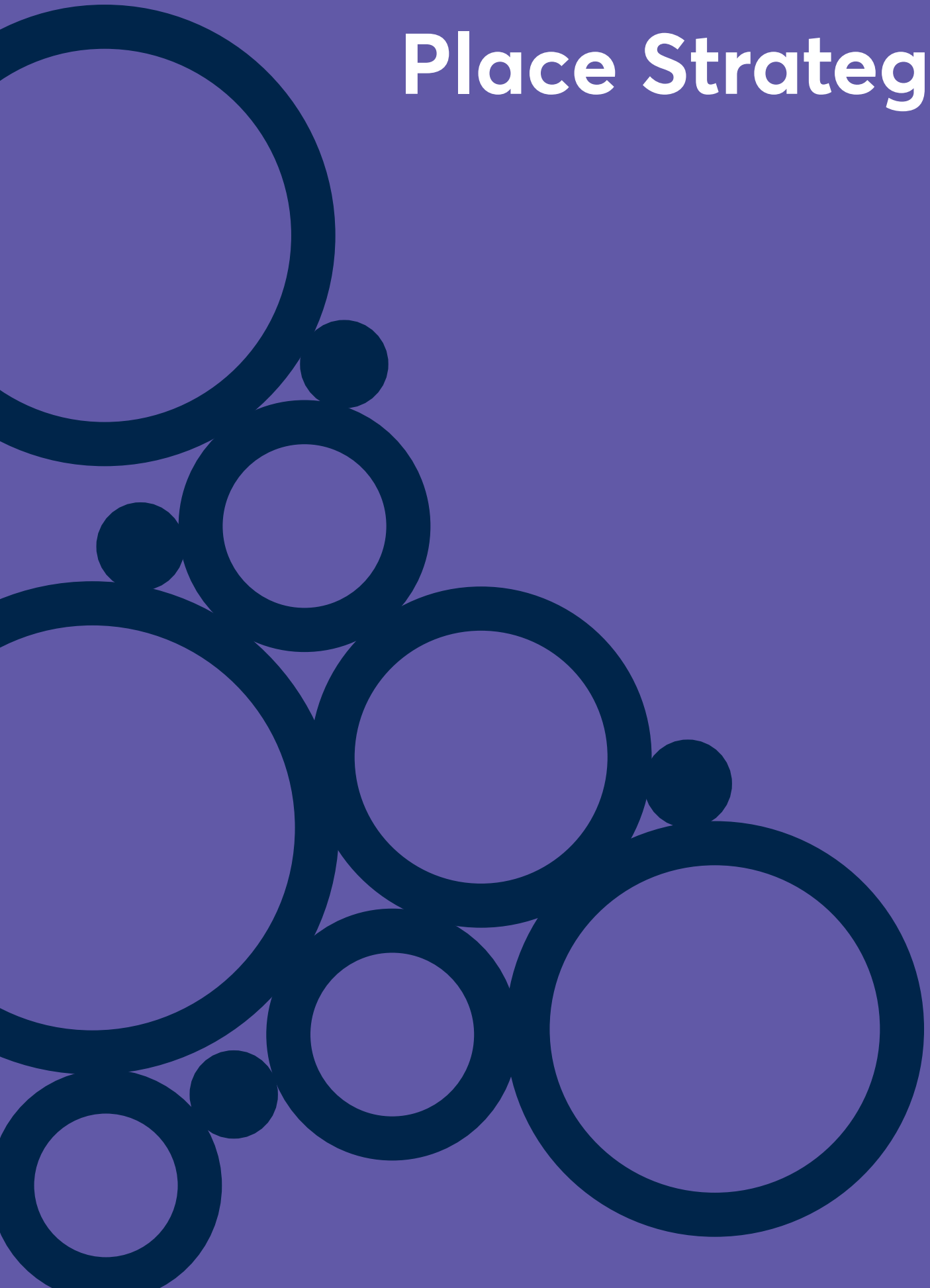


SENSE OF WELCOME



UNIQUE

Place Strategy



Current Character

A number of sources have been leveraged to articulate the current character of Granville. These sources include independent data from organisations including Neighbourlytics and Place Score alongside internal strategies and first-hand site visits. As a result, we've been able to hone a variety of perspectives and insights to present a clear and concise understanding of the present character of this growing community.

Granville is:

- ▷ Increasingly culturally diverse with concentrated populations of people from Arabic and South Asian backgrounds and people who have recently arrived in Australia.
- ▷ Made up of a high proportion of working aged residents.
- ▷ Comprised of working residents whose earnings largely fall within the low-income range (59.5% of the suburb's population earn less than \$799/week).
- ▷ Facing an undersupply of high-quality public open green space and recreation facilities, while some existing open green space assets are underutilised due to ageing facilities and limited design and offerings.
- ▷ Dealing with an inequitable dispersion of community infrastructure to the north of the rail line (CoP LGA). The only CoP Council owned community hall, the Granville Activity Centre, suffers from poor perception of the safety of the facility and poor visual prominence. This is due to the dissatisfactory maintenance of the facility over time.
- ▷ Home to important local heritage items that distinctively contribute to the character and experience of this Place. Two state heritage items, Granville Town Hall and the Crest Theatre are of notable heritage significance.
- ▷ Relatively low density, especially south of the rail line.
- ▷ Experiencing a wave of urban consolidation, with many consolidated sites being transformed into medium-high density residential towers north of the rail line.
- ▷ Heavily dominated by private vehicles. While good access to both public transport and active transit modes are evidenced, these are used less frequently by the community.
- ▷ A place with a high presence of places of worship, religious organisation, and affiliated community groups within the suburb.

- ▷ Activated largely by ground floor retail along the suburb's high streets. Activated frontages are particularly present along South Street, where the majority of local businesses are clustered to sell goods and services to the community.
- ▷ Less frequented by customers on the suburb's northern centre, Good and Bridge streets, perhaps in part due to the higher presence of vacancies.
- ▷ Subject to a high movement prioritisation along arterial roads such as Great Western Highway/Parramatta Road. Frequent traffic and large volumes of vehicular movement pass along and around Granville's high streets every day.
- ▷ Not designed or operating as a 24 hour economy. With few things to do or businesses operating beyond typical business hours, a customer's sense of safety diminishes, especially at night.

Desired Character

The desired character has been distilled into a number of thematic areas in which distinct actions have been assigned. Successful implementation of the identified actions over time will help to transform Granville, aligning this precinct with the desired vision for the future.



1 A well maintained, functioning and future-proofed public domain

The public domain of Granville features high quality, fit-for-purpose fixtures and fittings that are designed to last. Routine maintenance ensures street furniture and other public assets are operational, clean and continue to provide customers the opportunity to pause and linger. Hardscape elements; pavement, footpaths and kerbs are hard wearing and durable. The integration of smart technology collects data to inform future decision making.



2 An inclusive and welcoming environment for all

Granville's urban environment responds to the needs of the community's most vulnerable and in doing so ensures it is a place for all. A resilient and safer community is the result of a safe, accessible, varied, and interconnected public realm with good visibility from people, vehicles and buildings at all times of day. In Granville, streetscapes are overlooked by a variety of well-articulated built forms with different activities and uses. These structures are of an appropriate size and scale and promote passive surveillance of the public realm and community ownership of Granville's security.



3 Connected and publicly accessible open green space

Granville is home to a network of open green space. This network responds to the contextual constraints of the area and provides multifunctional, playable spaces - beyond the playground - that enable everyday freedoms and create a public realm for all ages to enjoy together. Active transport links, pedestrian oriented urban streets and lanes with a high place priority serve as the interstitial spaces between larger suburb destinations. As a result, Granville's lush outdoor spaces provide the community with an environment equipped for social gathering and recreation. They are the 'backyards' and 'living rooms' at a time when private living quarters are smaller, within high-rise apartment dwellings and separated from the ground-plane.

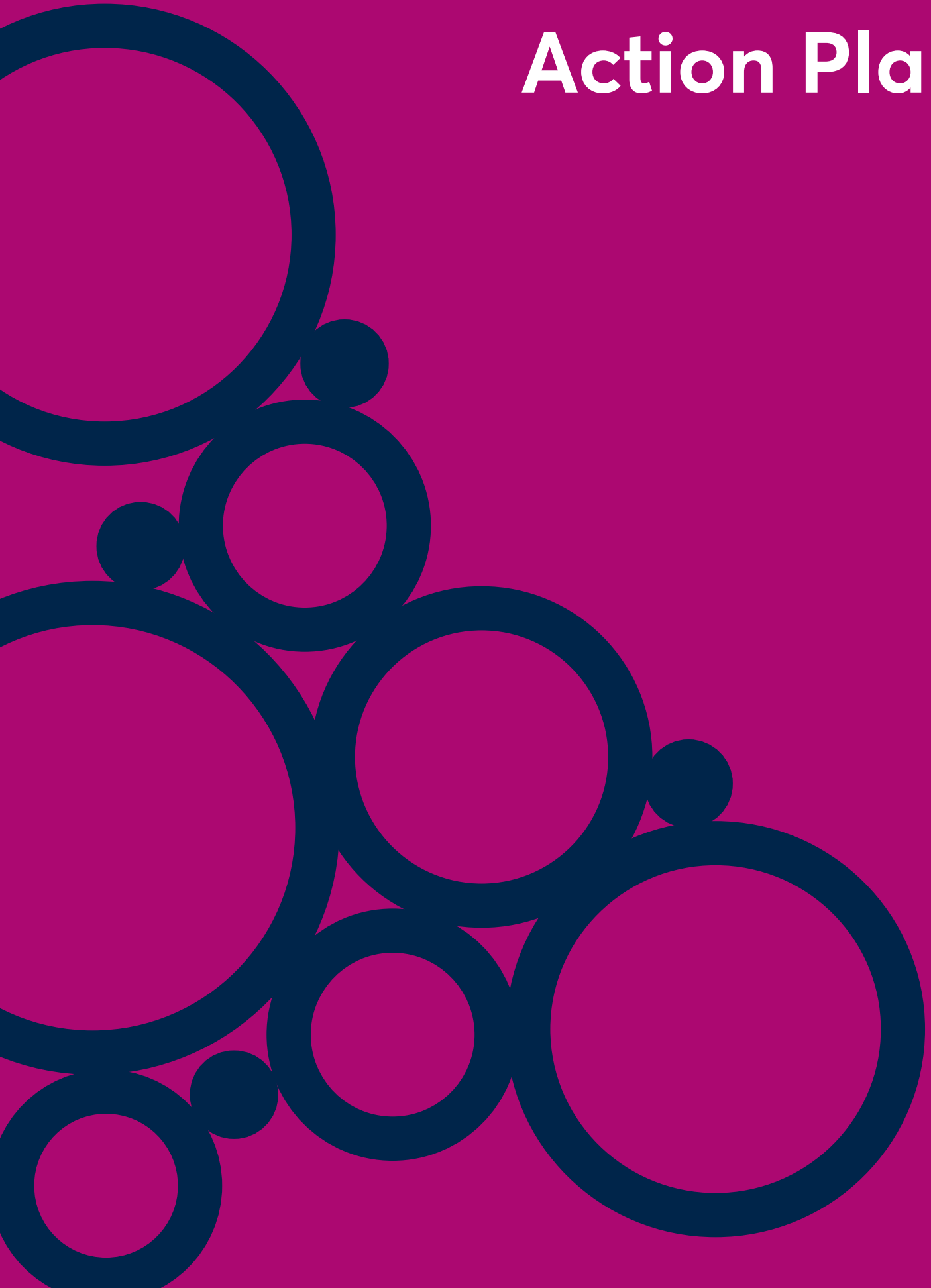


4 A tapestry of alluring and vibrant destinations

Granville's celebrated attributes, such as the area's rich history and multicultural identity, are cornerstones of the integrated and intriguing environment. Visitors are drawn to the precinct for its lively, attractive and activated streetscapes, diverse retail selling local artisanal goods and services, and bespoke community facilities that provide things to do for people of all ages and abilities.



Action Plan



Overview

To help ensure the successful realisation of the desired character of Granville, a preliminary action plan has been established to guide investment and development. The following pages reveal actions (projects) to be undertaken to meet the needs of the current and future community.

A high-level project lifecycle (**Figure 7**) has also developed to help organise the status of identified actions. The project lifecycle consists broadly of six stages; strategic intent, business case, funding sourced, design, delivery, and maintenance and operation.

Each action is assigned a project lifecycle stage to help readers contextualise their work within the broader pipeline of actions and familiarise themselves with upcoming assets, infrastructure, facilities and services that are, or intend to be delivered by Council.

Alongside the Project Lifecycle of each action, the supporting strategy behind each action has also been

identified. This information has been included to help illustrate the significant impact of the work of our colleagues whose strategic visioning largely determines the types of projects prioritised and undertaken by Council's delivery arm.

A number of KPIs have also been created and assigned to each action to help track its successful delivery and are linked to one or more of the precinct's desired vision statements. This ensures actions are tangibly delivering on the identified vision for the area, creating valued improvements that provide notable benefit to our customers.

The community will play a pivotal role in the development of future actions. Ideas presented during the Imagine Granville engagement will be captured and used to help inform the development of Business Cases that will attempt to secure funding for future projects/works.

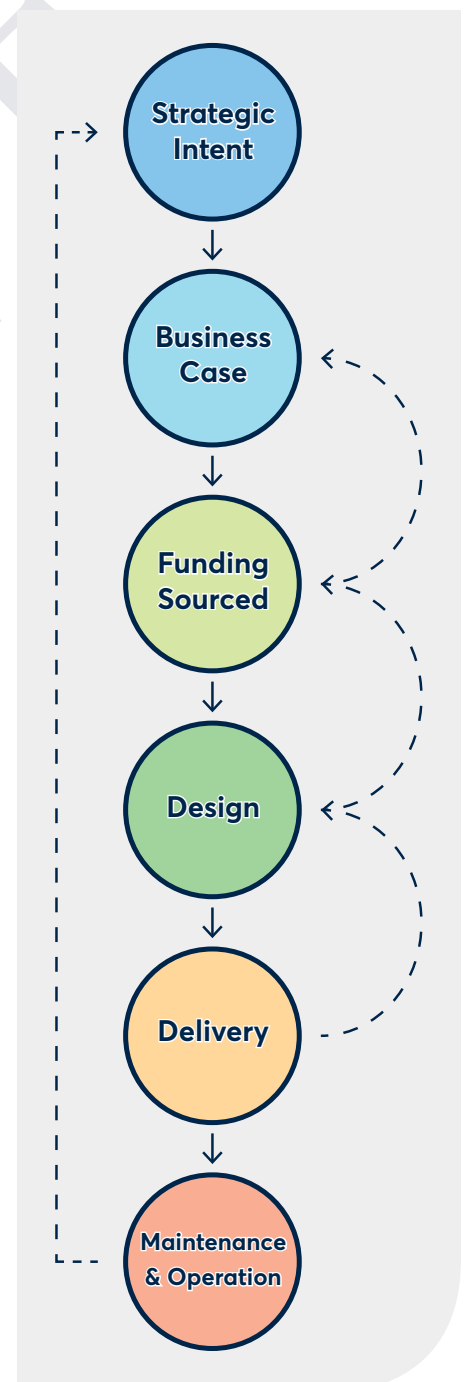


Figure 7: Project lifecycle process map

Granville Action Plan

Desired character (vision) legend:



1. A well maintained, functioning and future-proofed public domain



3. Connected and publicly accessible open green space



2. An inclusive and welcoming environment for all



4. A tapestry of alluring and vibrant destinations

Action	Supporting Strategy	Vision	Potential KPIs
Acquire Prince & Albert Street pocket park	DPOP - PRUAIP - Prince and Albert Street Granville Acquisition Community Infrastructure Strategy (CIS)		<ul style="list-style-type: none"> • % increase in publicly accessible green space
Acquire properties on Bridge Street for urban plaza	DPOP - PRUAIP – Bridge Street Granville Acquisition		<ul style="list-style-type: none"> • Successful acquisition yes/no
Deliver stage 1 of the North Granville Masterplan	DPOP - PRUAIP - FS Garside and Alfred St Disability Inclusion Action Plan (DIAP) 2.4		<ul style="list-style-type: none"> • HA of green space • # of sportsfields • Size of sportsfields
Deliver a district size playground (as part of the F.S Garside upgrade)	DPOP - PRUAIP – FS Garside & Alfred Street DIAP 2.4		<ul style="list-style-type: none"> • Addition of asset • Size, type and age focus of playground
Deliver upgrade to Good and Bridge Street	DPOP - PRUAIP – Good and Bridge Street upgrade DIAP 2.4	 	<ul style="list-style-type: none"> • % of canopy cover • Smart elements – data that can be collected • m² outdoor dining • Street furniture - # of people that can be accommodated • m² of landscaped elements • Cooling effect – mitigation of heat island effect • Sustainability included (ecological footprint of the project, recycled materials used, carbon neutral) • # unique or bespoke elements in the place • % of budget to public art/heritage • Customer satisfaction

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