

30 April 2013

Strategic Assessments  
Department of Planning and Infrastructure  
GPO Box 39  
SYDNEY NSW 2001

Dear Sir / Madam,

## North West Rail Link Corridor Strategy - Bella Vista Draft Structure Plan

### 1 Introduction

This submission has been prepared on behalf of McDonald's Australia Ltd (McDonald's) in response to the exhibition of the above documents. McDonald's operate a store at Bella Vista adjacent to the proposed North West Rail Link station site. The store is a firmly established business that benefits from planning approval (DA 2807/2001). McDonald's has previously raised concerns regarding the construction and operational impact of the North West Rail Link (NWRL) on its store.

McDonald's recognises the strategic importance of the NWRL. However, this submission reinforces our client's previous concerns that the ongoing commercial operation of their store has not been contemplated in the strategic planning of the Bella Vista Station Precinct.

### 2 McDonald's NWRL EIS 2 Submission

As indicated above, McDonald's has been an active participant in responding to the NWRL EIS planning process. Most recently, a submission was prepared by Urbis (December 2012) in response to the exhibition of the NWRL EIS 2 (refer attached).

The key issue raised in the McDonald's submission to the EIS 2 concerns the proposed removal of the efficient vehicular egress route that currently exists between the store and Old Windsor Road. The maintenance of this egress route is extremely important, as the key business driver for a McDonald's store is convenience. This is reflected in drive through trade generating a significant proportion of McDonald's store turnover in a typical operation. As the name suggests a drive through must be:

- readily visible;
- convenient to enter; and equally
- convenient to leave and re-join the key roadways from which the drive through traffic originates.

The proposed changes to the surrounding road network are vastly inferior for vehicles leaving the store by comparison with the current arrangement. The proposed arrangement will require exiting vehicles to stay on the local road network for an extended period before re-entering Old Windsor Road. This will result in a significant reduction in drive through convenience; which will create short and long term adverse commercial impacts for McDonald's and increase traffic volumes on the local roads.

Subsequently, NWRL acknowledged in a meeting with McDonald's, held on 18 March 2013, that the proposed road pattern is incapable of resolving the egress issues. Furthermore, in recent

correspondence to McDonald's dated 9 April 2013, Transport for NSW (TfNSW) has acknowledged that the longer term transport and urban planning requirements for the station precinct may have a significant impact on McDonalds' land and the operation of its business. We agree with this assessment.

### 3 Bella Vista Draft Structure Plan – Key Issues

The vision, future precinct character, and land use strategy outlined in the Corridor Strategy and Draft Structure Plan further reinforce the Government's position that it has no intention of planning for the long term continuation of the McDonald's store at Bella Vista. This is evidenced by the following;

- The Draft Structure Plan does not directly acknowledge or accommodate the existing McDonald's store and broadly reflects the road pattern and proposed urban structure as illustrated in EIS 2;
- The McDonald's site is located in the proposed Station Precinct. The Station Precinct is anticipated to accommodate commercial and employment land uses. The Corridor Strategy states that there will be a move away from car dependent development with large areas of surface parking and will provide safe and efficient access to the station for pedestrians and cyclists. This vision is clearly incompatible with a car oriented store with drive through service; and
- The McDonald's site is identified as a short-term development opportunity site (i.e. 2013 – 2036).

This position is puzzling given that, in its correspondence dated 9 April 2013, TfNSW has indicated its desire to pursue a staged approach to construction of the NWRL such that the McDonald's store can continue in operation for a period of 5 years. Despite this statement, there is no indication in the draft Structure Plan of the proposed "adjustments" to access/egress and parking arrangements at the McDonald's site and in its vicinity which are intended to be carried out as part of the NWRL project.

As such, McDonald's again objects to the current planning process, whereby the Draft Structure Plan in its current form, fails to recognise the existing land use, or consider the implications of the plan upon the ongoing operations of the store (especially when TfNSW has communicated its intention that the store can continue to operate "satisfactorily" for a period of 5 years). McDonalds is particularly disappointed that it was not consulted by the Department in the formulation of the Draft Structure Plan as it creates great uncertainty over the long term ability for McDonald's to maintain its investment in its Bella Vista store.

Further, as a key landholder, my client looks forward to discussing this matter with the Department of Planning and Infrastructure, prior to the finalisation of the Draft Structure Plan, in order to understand how the implementation of the Draft Structure Plan is proposed to be managed with regard to the existing uses.

Yours sincerely,



David Hoy  
Director

CC McDonald's Australia Ltd

Enc McDonald's NWRL EIS 2 Submission (3/12/12)

3 December 2012

Major Projects Assessment  
Department of Planning and Infrastructure  
GPO Box 39  
SYDNEY NSW 2001

Dear Sir/Madam,

## SSI - 5414 - North West Rail Link EIS 2

### 1 Introduction

This submission has been prepared on behalf of McDonald's Australia Ltd (McDonald's) in response to the exhibition of the above document. As you would be aware, McDonald's has previously raised concerns over the impact of the North West Rail Link (NWRL) on its existing store at Bella Vista and located adjacent to the proposed Bella Vista Station. These concerns were expressed in McDonald's

Following the approval of EIS 1 McDonald's remains deeply concerned over the construction impacts of the NWRL on its store. The conditions attached to that approval provide no certainty at all that construction impacts will be effectively mitigated. Upon review of EIS 2, and despite dialogue with TfNSW throughout the process, our client considers that the cumulative impact of construction and now station precinct planning will have a potentially significant adverse impact on the current McDonald's operations. These are not only temporary impacts during the period of construction, but long term adverse commercial impacts as a consequence of the inferior design proposal of the areas adjacent to and in the vicinity of the McDonald's store.

The basis for these concerns are detailed in this submission, which should be read in conjunction with specialist traffic advice obtained by McDonald's from Colston Budd Hunt and Kafes (CBHK) and which is attached.

### 2 Indicative Layout – Bella Vista Station Precinct

This submission focuses on Figures 6.27 and 6.26 contained in EIS 2 that respectively detail an indicative layout plan for the Bella Vista Station Precinct and an indicative vehicle and pedestrian movements plan for the Precinct. Our review of these drawings allows an assessment of impact on the longer term operations of the McDonald's store which are as follows.

#### EXTERNAL SITE ACCESS AND EXIT ROUTES

Figures 1 and 2 below illustrate the practical impact of entry and exit to the McDonald's outlet from the proposed layout for the Bella Vista Station precinct. Whilst the new slip lane entry into the site from Old Windsor Road is acknowledged, this must be balanced against:

- The practical ability for this slip lane to be constructed due to the alignment of the existing T-Way underpass; and
- It's effectiveness for McDonald's given that it is also providing primary access to an adjoining 800 car space park and ride facility. There is no detailed modelling or analysis within EIS 2 that give

McDonald's any comfort that this is practical given the close proximity (circa 30m) that separates the entry to Park and Ride and entrance to the reinstated McDonald's car park.

- The circuitous route that trade originating from the residential area to the east must traverse as compared to the existing situation via Brighton Drive/Celebration Drive.

In contrast the proposed exit from the site is unacceptable and quite simply hasn't been given any thought at all. The key business driver for a McDonald's store is convenience. This is reflected for example in drive through trade generating a significant proportion of McDonald's store turnover in a typical operation. As the name suggests a drive through must be:

- readily visible;
- convenient to get into and equally; and
- convenient to exit from in terms of re-joining the key roadways from which the drive through traffic originates.

FIGURE 1 – POTENTIAL APPROACH ROUTES

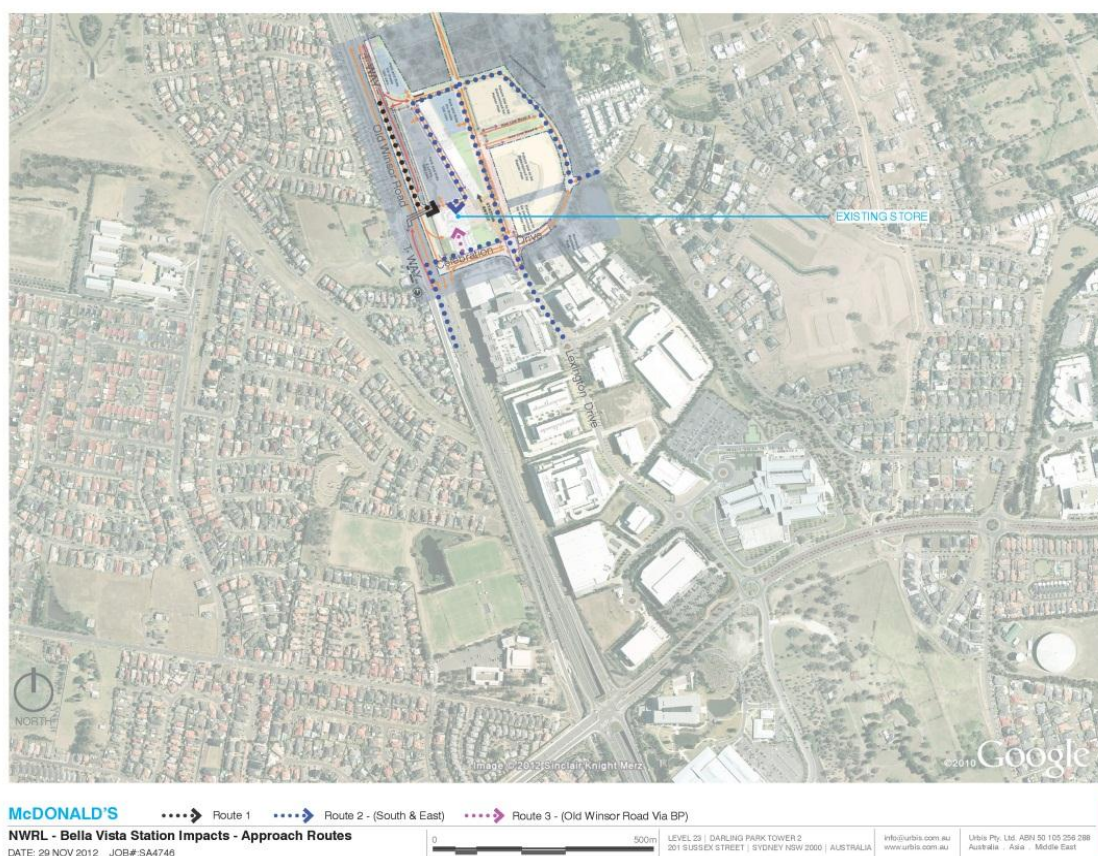
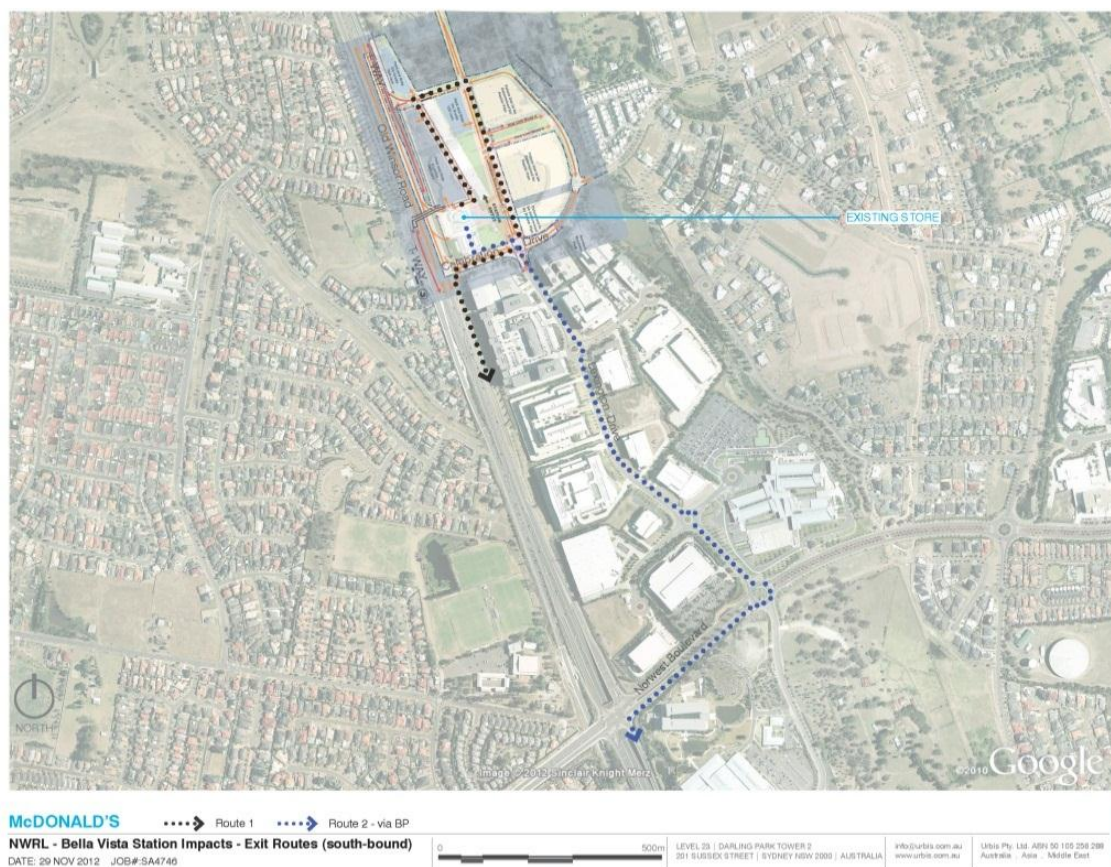




FIGURE 2 – POTENTIAL EGRESS ROUTES



The existing site benefits greatly from these 3 factors listed above. Figure 2 demonstrates that the proposal for Bella Vista Station delivers a sub-optimal and vastly inferior outcome for exiting traffic from that currently enjoyed by McDonald's. This is further discussed in the CBHK advice attached to this submission.

The following diagrams in Figure 3 and 4 below provide an assessment of possible alternative egress arrangements from the site so as to potentially provide a more convenient means by which traffic can:

- re-enter Old Windsor Road; or
- re-enter Celebration drive to enable residential trade to continue eastwards.

Unfortunately both options highlight significant constraints in achieving a comparable level of service from that currently enjoyed by McDonald's customers. Figure 3 includes as an option the realignment of the southern component of the park and ride facility which also enables a relocation of McDonald's car park which is considered to be a critical design consideration for McDonald's. This issue is discussed later in this submission. Figure 4 identifies 2 potential egress routes marked in red arrow "1" and blue arrow "2" which potentially go some way to addressing McDonald's issues, however both are not without their own issues which are documented on the drawings.

FIGURE 3 – ALTERNATIVE WESTERN EGRESS

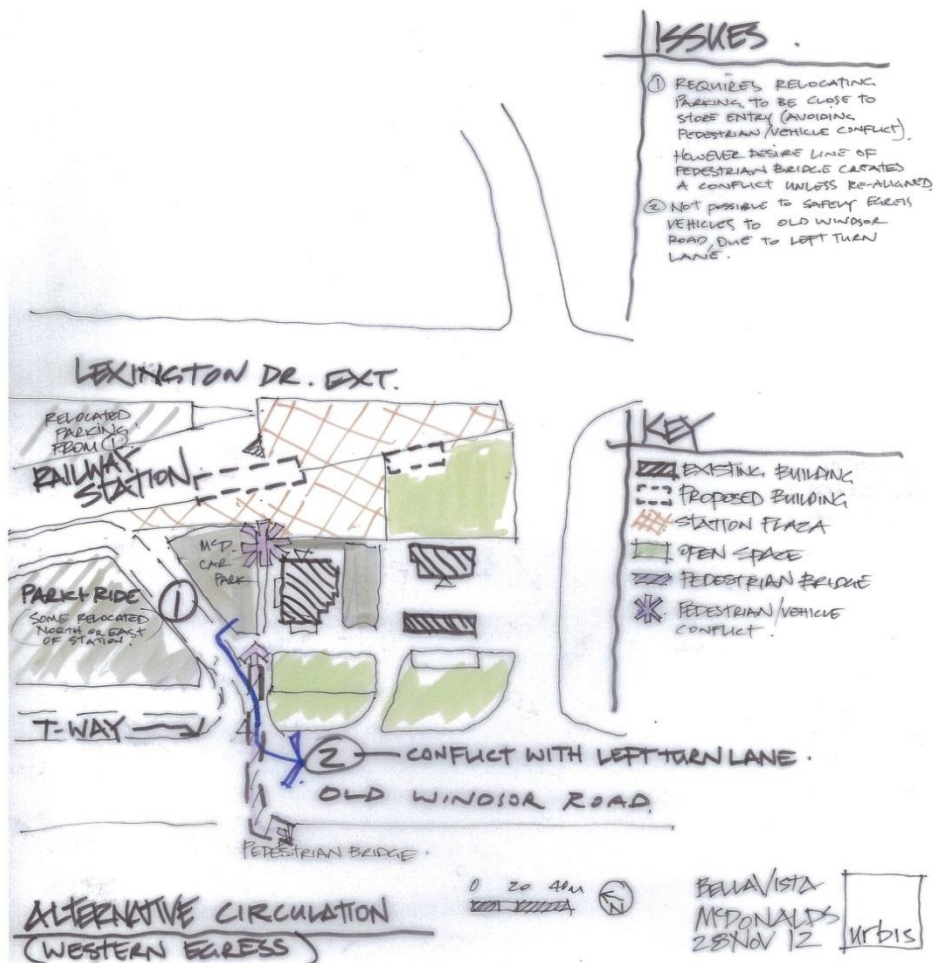
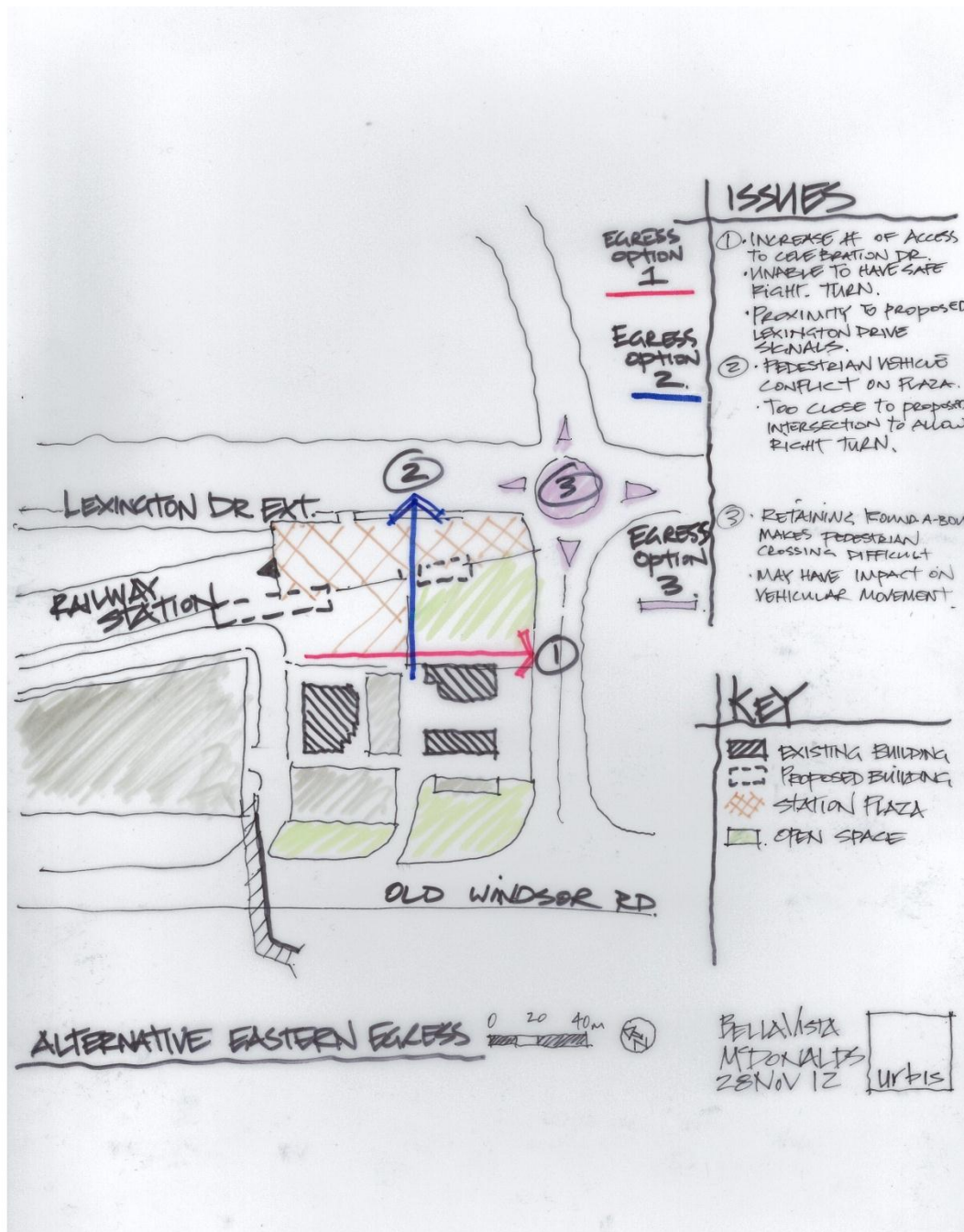


FIGURE 4 – ALTERNATIVE EASTERN EGRESS





## LAYOUT RELATIVE TO MCDONALD'S SITE CONFIGURATION

Figure 5 below is an aerial photo sketch overlay of the existing McDonald's store and traffic movement patterns. Key store design principles to note which are critical to effective store operation are:

- Car parking location being in immediate and convenient vicinity to store entry for ease of access and pedestrian mobility/safety;
- Drive-thru location and traffic separated from the car park and peripheral to the site yet in a highly or readily visible location to avoid car park traffic and pedestrian conflict and to facilitate convenience; and
- Loading dock at back of house with access via car park area minimised.

FIGURE 5 – EXISTING STORE CONFIGURATION AND MOVEMENT PATTERNS





The proposed “reinstated car park” depicted on Figure 6.27 compromises each of the key design principles outlined above. In summary, the proposed reinstated car park:

- positions majority of car parking on the opposite side of the building, remote from the store entry;
- positions the drive-through central to the site running between the car park and the McDonald’s store;
- locates car parking in proximity to the loading dock; and
- gives rise to significantly increased opportunity for vehicle and pedestrian conflict within the McDonald’s site.

Whilst it is acknowledged that Figure 6.27 is “indicative”, it is based on design principles that are fundamentally at odds with the above. The only way by which these could conceivably be addressed is by demolition of the existing store and the complete re-orientation of the building so that it faces west rather than east. This is an unreasonable impost.

#### SIGNIFICANTLY REDUCED EXPOSURE

McDonald’s currently enjoys a high degree of exposure to passing trade with clear sight lines from south bound traffic on Old Windsor Road. It is considered that the scale and built-form alignment of the proposed park and ride facility, together with the proposed pedestrian bridge will significantly diminish views into the store. Figure 3 earlier in the submission identifies an opportunity to potentially splay the park and ride facility for the purposes of assessing improved access/egress from the site. This issue should be investigated as part of detailed station precinct design. However, the proposed pedestrian bridge, which connects to the existing T-Way station opposite appears to present limited opportunity to allow for design in a manner that mitigates the impact on exposure to the McDonald’s store.

These factors together with the convergence of vehicle and pedestrian access into the station precinct in immediate proximity to the existing McDonald’s store will potentially generate confusion and sub-optimal way finding through this area. This again serves to undermine the convenience principle upon which McDonald’s operations are based. The commercial consequence of these factors is likely to be a significant diminution in trade.

### 3 Alternative Access Arrangements

In order to assess the opportunity to improve traffic and pedestrian access and circulation around the site, two alternative scenarios have been prepared which follow below in Figures 6 and 7. In each case the primary driver has been to explore opportunities to:

- address McDonald’s key store design principles so as to overcome the issues identified in Section 2 above. Notably, both options require relocation of the car park from the location as currently proposed in EIS 2; and
- improve immediate access into and out of the McDonald’s site in a manner that as closely as possible resembles the existing situation but taking into account access into the Station Precinct and alternative egress constraints previously assessed above.

FIGURE 6 – OPTION A

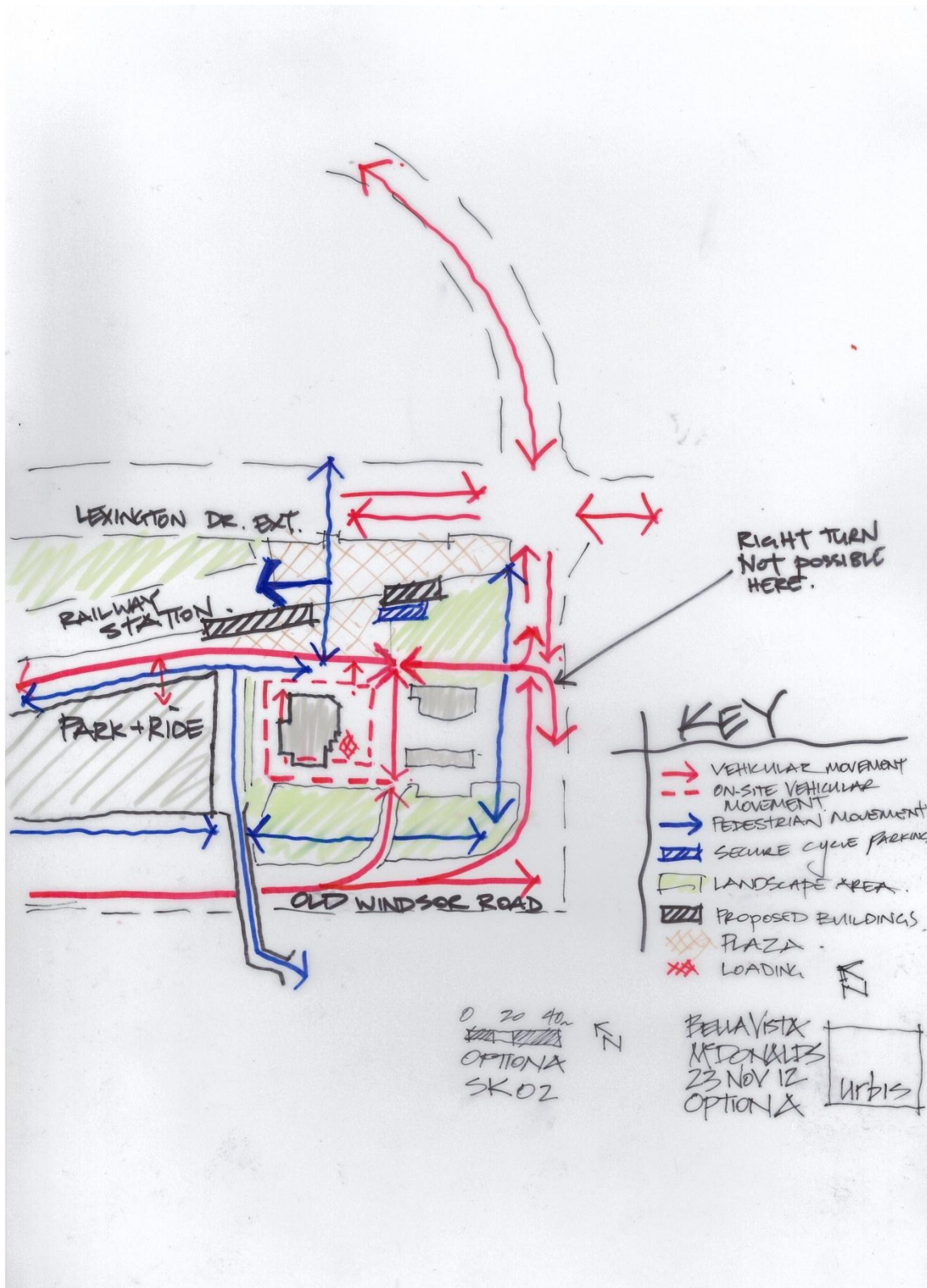
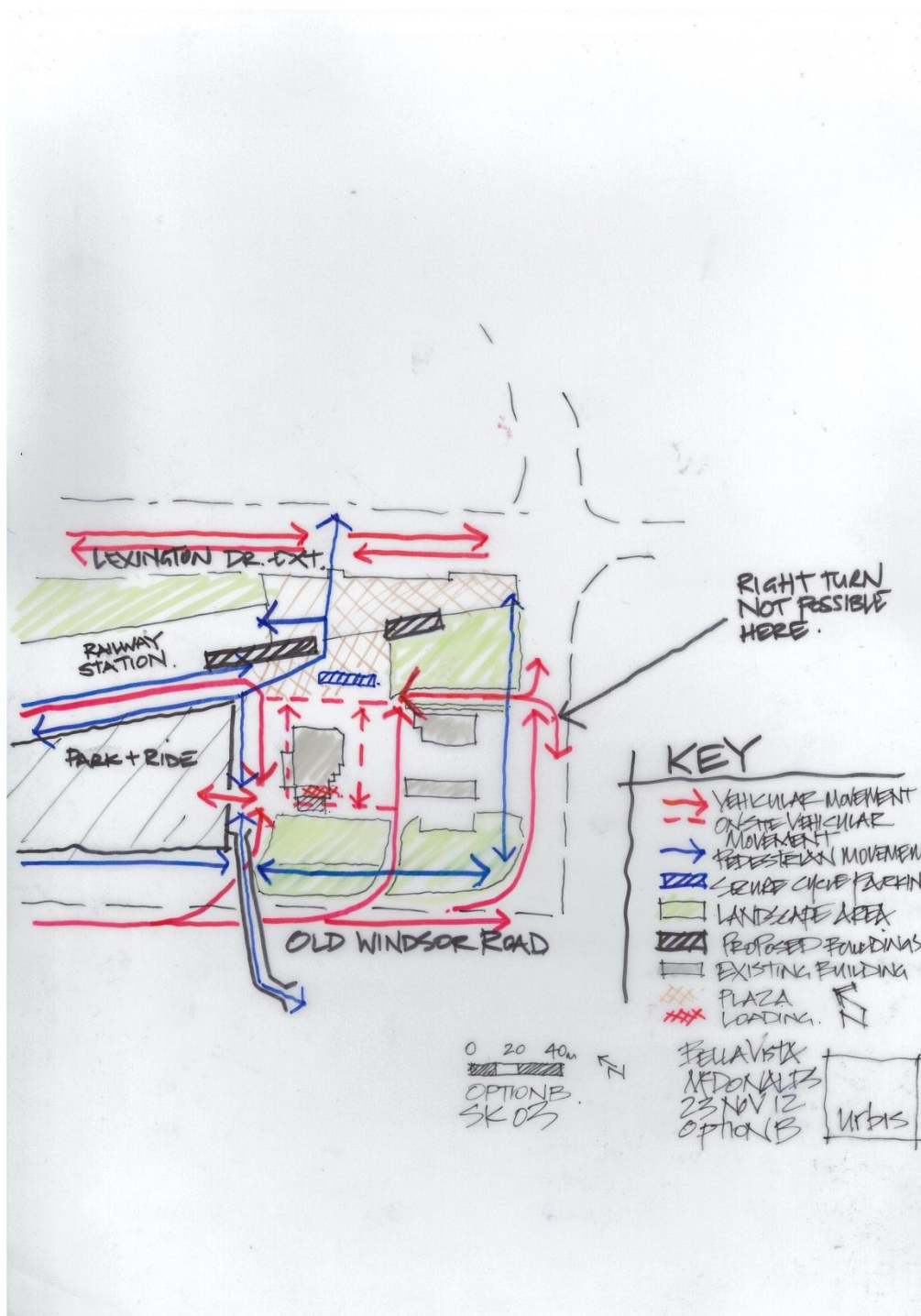


FIGURE 7 – OPTION B



Translating these options into potentially rearranged site layouts for McDonald's produces the following



FIGURE 8 – OPTION A

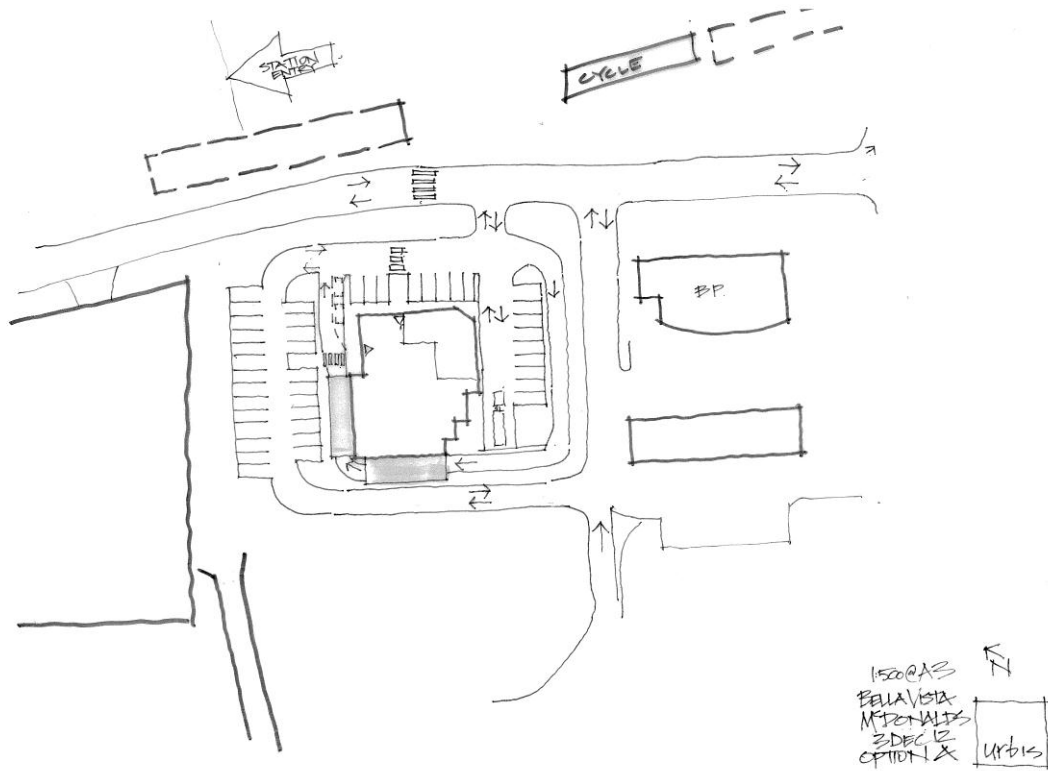
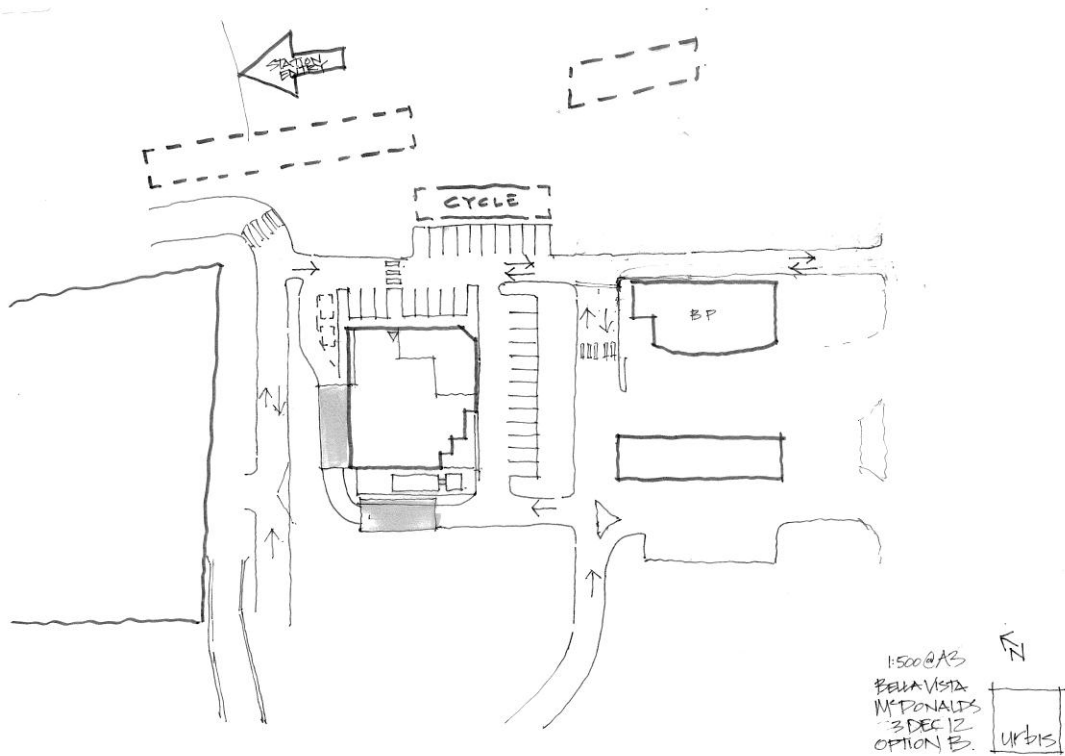


FIGURE 9 – OPTION B



Whilst both options have to a degree demonstrated ability to achieve one or the other of the above, neither totally meets McDonald's design objectives. However and perhaps most tellingly:

- Neither option is capable of achieving the level of convenience currently enjoyed by McDonald's (and the adjoining BP) patrons in re-entering Old Windsor Road in continuing a south bound journey. This is simply because of the removal of the existing Lexington and Celebration Drive intersection round-about and the proposed installation signals. This feature alone not only means a more circuitous and less convenient means of re-entering the arterial road network, it also means that all McDonald's traffic will be diverted onto the local road network in the first instance when this is not currently the case. Similarly neither option can provide for the same the level of convenient access to and from the residential area to the east.
- Option B is not capable of providing for the same quantum of on-site car parking which is currently 43 spaces as required by the terms of McDonald's development consent.

## 4 Other Issues

### Construction Impacts

EIS 2 again acknowledges the potential for impact during construction phases from a range of sources including:

- Noise
- Dust
- Construction traffic
- Like EIS 1 however, the NWRL approach is to again defer precise mitigation responses to the implementation stage, via the "*Construction Environmental management Framework*". This approach does not address uncertainty for McDonald's now, particularly when at a higher level the proposed station precinct layout delivers a sub-optimal outcome for ongoing store operations.
- We therefore consider it essential that these impacts be accurately assessed now, and that detailed mitigation responses be developed now in consultation with affected landowners including McDonald's.

### Traffic Impacts

We also highlight as a concern the lack of information contained in EIS 2 about the long term traffic impacts of the proposal. These concerns were also raised in our submission to EIS 1 and are addressed in more detail in the attached submission by CBHK, who conclude that:

*No assessment of the traffic impact of the new land uses or the changes to the road network is provided in the EIS. In the weekday morning and afternoon peak periods there is already queuing and delays at the intersection of Old Windsor Road and Celebration Drive. The proposed station and associated changes in land use will exacerbate this situation and no mitigation measures have been identified in the EIS.*

We submit that further detailed analysis of these impacts should be prepared by TfNSW to inform an analysis of the EIS.

## 5 Conclusion

McDonald's stores thrive on convenience. This is not dissimilar to any quick-service restaurant operation whether it be car focussed or pedestrian focussed. In this case however, we are dealing with a highly successful car based store that is designed and functions as such. EIS 2 fails to acknowledge this and gives only superficial recognition of its needs by providing a "reinstated car park" that is accessed via a proposed slip lane whose practicality is currently questionable

As demonstrated in this submission, these feature while well-intentioned, does not have any regard to the store design principles which are essential to enable McDonald's to function successfully during, and after, the construction. As outlined in our submission, the proposed design of the "reinstated car park" is unsatisfactory as it has the potential to generate its own impacts from a design perspective as well as commercially.

At a higher level however, the indicative layout plan for the Bella Vista station precinct, and despite our sketch-modelling to suggest improvements, will result in a lessening in the convenience of service offered from this McDonald's store. This is purely as a result of changes to the surrounding road network that will result in the diversion of a significant quantity of traffic generated by the McDonald's store onto the local road network in the first instance. Not only is this of great concern to our client, but should be recognised as a significant cumulative local impact arising from the NWRL in this location and one for which McDonald's has no responsibility. These adverse impacts which will arise directly as a consequence of the construction of the NWRL will need to be taken into account by TfNSW in the assessment of compensation it will be required to pay to McDonald's for the acquisition of its land.

Finally, the EIS contains inadequate assessment of the broader traffic impacts of the changes to the road network and impact of proposed new land uses. This is particularly important in circumstances where the existing road network already experiences queuing and delays at certain times.

In summary, McDonald's requests that it be provided with an opportunity to contribute to the detail station precinct design process. At a minimum McDonald's require.

- relocation of the "reinstated car park" to a location that addresses McDonald's design principles; and
- provision of a road link that provides direct access from the site onto Celebration Drive,

My client looks forward to discussing the contents of this submission with both the Department and NWRL prior to any determination of the SSI proposal.

Yours sincerely



David Hoy  
Director

*Attach: CBHK Traffic Advice*

*cc. McDonald's Australia Ltd*



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# Colston Budd Hunt & Kafes Pty Ltd

as Trustee for C & B Unit Trust  
ABN 27 623 918 759

Our Ref: TR\8676\jj

27 November, 2012

Transport Planning  
Town Planning  
Retail Studies

McDonald's Australia Limited  
PO Box 392  
PENNANT HILLS NSW 2120

**Attention: Kaye Tompson**  
**Email: Kaye.Tompson@au.mcd.com**

Dear Madam,

## **RE: McDONALD'S, BELLA VISTA**

1. As requested, we have reviewed the traffic impacts on the McDonald's at Bella Vista of the proposed railway station, which is part of the Northwest Rail Link project as set out in Environmental Impact Assessment 2 (EIS 2). We previously prepared a submission on behalf of McDonald's to EIS 1. Our review is set down through the following sections:

- site context;
- proposed station development;
- parking;
- access;
- traffic effects;
- construction effects; and
- summary.

### Site Context

2. The existing McDonald's is located within the Bella Vista commercial precinct with frontage to Old Windsor Road. The Homemaker Centre development is located east of the site and a BP service station is south of the site. The site has access (in only) from Old Windsor Road via a service road and to Lexington Drive (in and out) via rights of carriageway though the adjacent Homemaker Centre development. The McDonald's provides car parking on the eastern side with a drive through on the northern, southern and western sides.

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### Proposed Station Development

3. Figure 6.27 in EIS 2 shows the indicative layout of proposed Bella Vista Station. It has been designed as a park and ride facility with 800 parking spaces located in a multi-deck car park and at grade car parks. The car parks are located adjacent and north of McDonald's. Land use on the eastern side of the station is shown as subject to a future master plan. EIS 2 indicates that the works for the station would commence in mid-2016 and be completed early 2018.
4. McDonald's forms part of the indicative layout plan with a reconfigured car park located on the western side of the store. Access would be retained from Old Windsor Road (existing) with a new connection to the north. While not shown it is assumed that the existing connection to Celebration Drive (via the adjacent BP service station) would be retained.

### Parking

5. The EIS indicates that as part the station construction the existing McDonald's car park would be relocated from the eastern side of the store to the western side of the store. Relocating the car park to the west would result in the drive through separating the car park from the store. This would result in safety concerns as customers would have to cross the drive through to access McDonald's from the car park. This is not an optimal arrangement and could result in safety concerns. We also note that relocation of the car park to the west would locate the car park in the existing set back zone from Old Windsor Road. Provision of car parking within this set back zone may not comply with Council planning controls.

### Access

6. The construction of the proposed station would have significant impact on access to McDonald's. The plans show no impact on the ingress from Old Windsor Road. Figure 6.28 in EIS 2 shows indicative vehicle and pedestrian movements. Due to the construction of the station the existing entry/exit to Lexington Drive (via the existing ROW though the Homemaker Centre development) would be closed. Alternative access would be provided to the north. While not shown it is assumed that the existing connection to Celebration Drive (via the adjacent BP service station) would be retained. Thus access to the site from Norwest and access from the site onto Old

Windsor Road would be severely restricted. To reach Old Windsor Road vehicles would need to use one of the following routes:

- exit onto Celebration Drive (left turn) and then turn right onto Lexington Drive and use Norwest Boulevard to access Old Windsor Road; or
  - exit onto Celebration Drive (left turn), pass through Lexington Drive and use the roundabout at Brighton Drive to undertake a u-turn and then travel back along Celebration Drive onto Old Windsor Road; or
  - travel north from the site, around the station and use either the Celebration Drive extension or Lexington Drive extension (through the bus interchange) to access Celebration Drive and then Old Windsor Road.
7. Each of these routes is much longer than the existing connection to Lexington Drive via the ROW through the Homemaker Centre. Thus the construction of the station would result in lower level of accessibility to Old Windsor Road and the surrounding area compared to today.

#### Traffic Effects

8. The EIS for the proposed station at Bella Vista includes park and ride for some 800 cars on the northern and western part of the site, with land on the eastern part of the site subject to a future master plan, and construction of a number of new roads (including the extension of Celebration Drive and Lexington Drive). No assessment of the traffic impact of the new land uses or the changes to the road network is provided in the EIS. In the weekday morning and afternoon peak periods there is already queuing and delays at the intersection of Old Windsor Road and Celebration Drive. The proposed station and associated changes in landuse will exacerbate this situation and no mitigation measures have been identified in the EIS.

#### Construction Impacts

9. In our submission to EIS 1 (construction of the Bella Vista Station and tunneling works) we raised concern about parking, access and traffic effects on McDonald's. EIS 2 contains a local business impact assessment that addresses potential impacts to McDonald's during construction in a high and simplistic manner without providing any analysis or justification. EIS 2 states that the NWRL Principal Contractor will proactively work with affected stakeholders in order to minimise impacts. It is our view that EIS 2 has not satisfactorily addressed the matters raised in our submission to EIS 1.



## Colston Budd Hunt & Kafes Pty Ltd

### Summary

10. In summary our review has found that the proposed station at Bella Vista will have significant impacts on the existing McDonald's as follows:
- Relocated parking will be separated from the store by the drive through and result in safety concerns;
  - access to and from McDonald's will be severely restricted;
  - traffic conditions on the surrounding road network will be exacerbated; and
  - the matters raised in our submission to EIS I have not been satisfactorily addressed.
11. We trust the above provides the information you require. Finally, if you should have any queries, please do not hesitate to contact us.

Yours faithfully,

COLSTON BUDD HUNT & KAFES PTY LTD

A handwritten signature in black ink, appearing to read 'Tim Rogers', with a stylized flourish at the end.

Tim Rogers  
Director