

# D15 Community Communication Strategy

Redevelopment of Harbourside Shopping Centre (SSD 49295711)

2 – 10 Darling Drive, Sydney NSW 2000



Mirvac



Ethos Urban acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to land, waters and culture.

We acknowledge the Gadigal people, of the Eora Nation, the Traditional Custodians of the land where this document was prepared, and all peoples and nations from lands affected.

We pay our respects to their Elders past, present and emerging.

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# 1.0 Purpose and scope of the Community Communication Strategy

## 1.1 Introduction

This Community Communication Strategy (CCS) has been prepared by Ethos Urban for Mirvac to inform and guide the communications and engagement activities to be undertaken to ensure compliance with the D15 condition of consent for Stage 2 SSDA 2 49295711.

SSDA 2 seeks approval for the detailed design, construction, and operation of the redevelopment of the Harbourside Shopping Centre at Darling Harbour. Mirvac has divided the stages of works into three related, but separate, SSDAs to ensure the efficient staged delivery of this large scale project.

In designing this strategy, full consideration has been given to Place Management NSW community relations requirements, which are contained within the Agreement For Lease in clause 9.5 between Place Management NSW and Mirvac.

To achieve compliance, the Community Communications Strategy:

- Establishes a single framework and approach for stakeholder and communication engagement across the demolition and future construction phases of the redevelopment of the former Harbourside Shopping Centre;
- Provides a roadmap to ensure accurate, quality information is gathered and disseminated in an accessible format, relevant to the target stakeholders and community members;
- Ensures that foundations are laid during the demolition phase to create opportunities for long-term community support and investment into the new development; and
- Fulfils the NSW Department of Planning's approval consent conditions by focusing on best-practice engagement strategies to mitigate risk and maximise the opportunities for mutually beneficial relationships with key stakeholders.

- A summary of the SSDA process and status of each Development Application can be found below:

**Table 1 Summary of Milestones as at 15 May 2023**

Milestone	SSDA No	Relates to	Target Lodgement	Status
Stage 1 SSDA	7874	Whole project Concept Plan	June 2021	Lodged and approved
Design Excellence Competition	• NA	• Snohetta and Hassel studio were appointed as the project architects.	Early 2022	Complete
Stage 2 SSDA 1	• 38881729	<ul style="list-style-type: none"> <li>• Bulk excavation works and construction of retaining structures</li> <li>• Demolition of the ground floor slab of the existing building;</li> <li>• Bulk earthworks to excavate for the future basement associated with the proposed redevelopment of the site;</li> <li>• Construction of retaining structures for the excavated site; and</li> <li>• Construction of the raft slab for the future residential tower core.</li> </ul>	May 2022	Demolition Works commenced. Construction to commence 30 May 2023.
Stage 2 SSDA 2	• 49295711	• Detailed design, construction, and operation of the new podium and tower building.	November 2022	Under assessment
Stage 2 SSDA 3	• 49653211	• Construction and use of the public domain, and Waterfront Gardens, including construction and use of the North Bridge and Bunn Street Bridge.	May 2023	Lodged

## 1.2 Community Communication Strategy requirements

### 1.2.1 SSD 49295711 – Conditions of Consent

Full consideration has been given to the Instrument of Consent for Harbourside Redevelopment SSDA 1 (38881729) issued by NSW Government Department of Planning and Environment. The excerpt detailing the condition can be found in Table 2, below.

**Table 2 NSW DPE SSD 38881729 Conditions of Consent**

Community Communication Strategy Conditions	Report References
<ul style="list-style-type: none"> <li> <b>D15.</b> Before the commencement of construction, the Applicant must prepare a Community Communication Strategy (CCS) for the development to provide mechanisms to facilitate communication between the Applicant, Place Management NSW and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.         </li> </ul>	<ul style="list-style-type: none"> <li>This document will be submitted to PMNSW prior to the commencement of works relating to SSDA 2 which is scheduled to begin in December 2023.</li> <li>Stakeholder streams and methods of communication can be found at Section 3.2.</li> </ul>
<ul style="list-style-type: none"> <li> <b>D16.</b> The CCS for the development must:         </li> <li>(a) identify people to be consulted during the design and construction phases;</li> <li>(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;</li> <li>(c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;</li> <li>d) set out procedures and mechanisms:             <ul style="list-style-type: none"> <li>through which the community can discuss or provide feedback to the Applicant;</li> <li>through which the Applicant will respond to enquiries or feedback from the community; and</li> <li>to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Section 3.2</li> <li>Section 4.0</li> <li>Section 5.2</li> <li>Section 5.1 details feedback channels available to the community.</li> <li>Section 4.8 details how community feedback will be handled.</li> <li>Section 4.9 details issues management processes, which are taken to include rectification or compensation enquiries.</li> </ul>
<ul style="list-style-type: none"> <li> <b>D17.</b> The CCS must be submitted to the Planning Secretary for approval no later than one month before the commencement of construction.         </li> </ul>	<ul style="list-style-type: none"> <li>DPE have confirmed that approval can be provided prior to commencement pending response to RfI</li> </ul>
<ul style="list-style-type: none"> <li> <b>D18.</b> Construction must not commence until the CCS has been approved by the Planning Secretary, or within another timeframe agreed with the Planning Secretary.         </li> </ul>	<ul style="list-style-type: none"> <li>DPE have confirmed that approval can be provided prior to commencement pending response to RfI</li> </ul>

## 1.2.2 Place Management NSW – community relations

The CCS gives full consideration to **Place Management NSW** 9.5 Community Relations requirements. The excerpt detailing community relations can be found in **Table 3**, below.

**Table 3 Place Management NSW community relations requirements**

9.5 Community Relations Requirements	Report References
<p><b>a)</b> The Developer must as soon as practicable after the Commencement Date prepare and submit to PMNSW a draft Community Communication Strategy, which addresses the Developer’s proposed community relations measures, including how the developer will</p>	<p>This document will be submitted to PMNSW prior to works relating to SSDA 2 which is scheduled to begin in 30 May 2023.</p>
<p><b>i.</b> Identify areas of concern, potential impacts, and cater for the mitigation of these potential impacts to the extent feasible and reasonable;</p>	<p>Areas of concern and potential impact and the corresponding mitigation measures can be found at within the Key Messages in Section 6.3</p>
<p><b>ii.</b> Cater for the safety and welfare of near neighbours including members of the public and road users;</p>	<p>A dedicated 1800 phone number and consultation inbox, as well as fortnightly toolbox talks with all onsite construction workers will ensure a consistent approach to safety. Key excerpts from the Construction and Traffic Management plan have been included at Section 4.5.</p>
<p><b>iii.</b> Implement ways to keep local residents regularly advised of the major phases of the Works;</p>	<p>A project website has been established, and the information has been distributed via letterbox drop to the distribution radius at Section 4.4. In addition, dedicated community information sessions relating to SSDA 1, SSDA 2 and SSDA 3 have been held.</p>
<p><b>iv.</b> Implement ways to engage local residents in the Development through information displays, viewing platforms, and other means;</p>	<p>The site hoarding strategy is detailed in Section 5.4</p>
<p><b>v.</b> Ensure residents in close proximity to the Land receive full advance notice of any likely impact to their environment in terms of access, noise, dust and vibration;</p>	<p>Communications protocols detailed in Section 4.0 Works Notifications highlight measures taken to ensure residents in close proximity are notified of anticipated impacts in a timely manner.</p>
<p><b>vi.</b> Manage responses to queries and complaints raised by the public during the Works;</p>	<p>The issues management process can be found at Section 4.9.</p>
<p><b>vii.</b> Establish a methodology for communication with members of the community; and</p>	<p>Community notifications protocols are detailed in Section 4.3.</p>
<p><b>viii.</b> Establish a methodology for the issue of press releases by the Developer or PMNSW</p>	<p>The media releases protocols are detailed in the Communications tools and channels summary table in Section 5.1.</p>



### 1.3 Strategic engagement objectives

The successful implementation of the CCS will be continuously monitored, evaluated, and refreshed throughout the various stages of this project. Ethos Urban believes that the successful implementation can be articulated through the achievement of the following objectives:

- To position Mirvac as good neighbours committed to high quality outcomes and ensuring minimal disruption to neighbours wherever possible
- To enable early identification and notification to Place Management NSW of issues that are highly contentious or persistent or similar themes and on-the-ground issues to ensure the programme is not adversely affected
- To provide a transparent and responsive engagement process that aligns with Mirvac's overarching commitments to community consultation, and
- To deliver high quality, consistent and integrated communications which supports and complements the site's other engagement and communications.

### 1.4 Key performance indicators

The successful implementation of the CCS will be continuously monitored, evaluated, and refreshed throughout the various stages of this project. Ethos Urban believes that the successful implementation can be articulated through the achievement of the following Key Performance Indicators:

- All disruptive works to neighbouring commercial operations and residents, are planned, and communicated with as much advance notice as possible
- Undertake early and ongoing engagement with neighbouring residents prior to construction works taking place
- Maintain productive communications with all identified stakeholders, including complaints escalation process.
- Maintain enquiries register of all communications
- Maintain a 72 hour response timeframe, and
- Maintain electronic database of key stakeholders and issue quarterly updates.



## 2.0 Project background

### 2.1 Project overview

Mirvac is planning the redevelopment of the Harbourside Shopping Centre at Darling Harbour, transforming an existing tired and outdated asset and delivering a world-class mixed-use precinct.

The Harbourside redevelopment project is a timely urban intervention that has the potential to connect a series of developments that are revitalising the Western Harbour Corridor of Sydney, spanning from the Central Station Renewal and Tech Precinct, through Central Park, UTS, the Goods Line, Darling Square and the Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP), and Star Casino and along Darling Harbour.

Sitting at the junction of Pyrmont Bridge and Darling Harbour, the site will act as a key mixed use precinct, connector and destination. This role will only grow in importance as further renewal of the Pyrmont Peninsula occurs with the delivery of Sydney Metro West and the implementation of the Pyrmont Peninsula Place Strategy. The Harbourside site is identified as a catalyst and key site under the Pyrmont Peninsula Place Strategy.

This Community Communication Strategy supports the successful delivery of the project, by creating a strategic approach to engagement at all stages of the project: Planning, Demolition, and Construction. By creating clear standards of Community Communications, the CCS will enable achievement of key project milestones and reduce the risk of delay or disruption due to community concerns.

### 2.2 The site

The Harbourside redevelopment site is located within the Darling Harbour Precinct inside the City of Sydney Local Government Area (LGA). The Darling Harbour Precinct remains Sydney's premier tourist and entertainment destination and accommodates varied recreation, tourism, entertainment, retail, residential apartments, and business land uses.

Specifically, the Harbourside redevelopment site occupies an area of approximately 2.05 hectares within the north western portion of Darling Harbour, in between Cockle Bay and the Pyrmont Peninsula. It is irregularly shaped and existing site improvements include the 2-3 storey Harbourside Shopping Centre – noting approval has already been granted for Stage 1 demolition works and for the detailed design, construction and operation of the new mixed-use development which comprises a retail and commercial/non-residential podium and residential tower.

The boundaries of the overall Harbourside redevelopment site are shown in **Error! Reference source not found.** below.



 The Site

 NOT TO SCALE

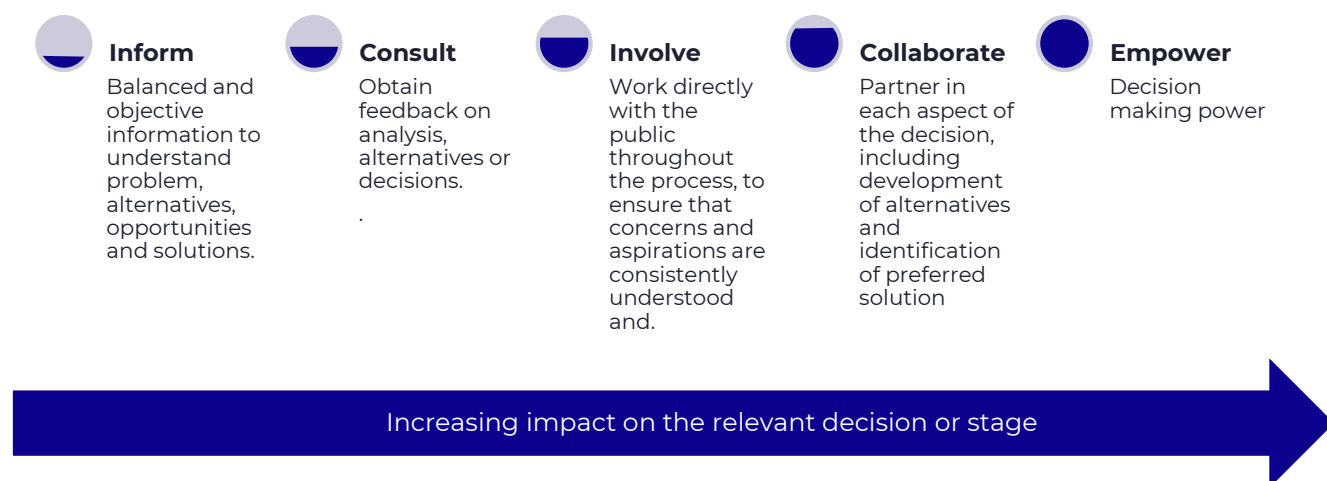
*Figure 1 Site aerial*

## 3.0 Engagement approach

Mirvac have partnered with Engagement experts from Ethos Urban to support the excavation, demolition, and future construction phases of the project. Ethos Urban Engagement Professionals are certified by the peak body for engagement, the International Association of Public Participation (IAP2). The CCS is guided by the International Association for Public Participation's (IAP2) Public Participation Spectrum, shown in Figure 2 below:

### 3.1 Spectrum of engagement - IAP2 Public Participation Spectrum

The spectrum shows that differing levels of information and participation are legitimate depending on the interests, influence, and concerns that stakeholders hold in the process. To ensure consultation is as effective as possible, tools should be tailored to the level of influence or interest in the project and project outcomes. **Table 4** on the following page outlines the level of engagement for each stakeholder according to interest and influence.



*Figure 2 Public Participation Spectrum (IAP2)*

### 3.2 Stakeholders

Due to the varying levels of complexity, interest, and influence in this redevelopment, we acknowledge that the most effective stakeholder engagement approach will be a combination of approaches detailed in **Figure 2**.

Through our understanding of the stakeholder groups, project context and project phases, the framework and approach to engagement on this project will be tailored to the following ten stakeholder streams:

- 1. Neighbours**
- 2. Community** (i.e., community and resident action groups, neighbouring residents)
- 3. Landowners, Agencies and Authorities** (i.e., government agencies, authorities, Council)
- 4. Tourism and Entertainment** (i.e., museums, tourism operators)
- 5. Peak Bodies and Interest Groups**
- 6. Media** (i.e. metropolitan media outlets)
- 7. Elected Officials** (i.e., local MPs)
- 8. Cultural Heritage** (i.e., Local Aboriginal Land Council, heritage interest groups)
- 9. Transportation and Movement** (i.e., transport operators, contractors, Pyrmont Metro Station)
- 10. Tenants** (i.e., existing tenants and future tenants)

### 3.2.1 IAP2 Stakeholder matrix

The table below allocates a level of interest, influence and engagement for each stakeholder group identified during the Stakeholder Mapping process set out in the Community Engagement Plan (relating to C53 Condition of Consent in the Concept SSDA). The matrix provides the following assessment of each stakeholder based on the IAP2 Spectrum of Engagement set out in Section 0 above.

- Level of Interest- *low, medium, high*
- Level of Influence- *low, medium, high*
- Level of Engagement- *inform, consult, involve, collaborate, empower*

**Table 4 Stakeholder analysis and IAP2 matrix**

Stakeholder Group	Stakeholder	Key issues/ interests	Level of interest	Level of influence	Level of engagement
<b>Neighbours</b>	One Darling Harbour (50 Murray Street) residents	<ul style="list-style-type: none"> <li>• Impacts caused during demolition, civil and construction works (dust, noise, vibration)</li> <li>• Impact on views considered excessive for 50 Murray Street</li> <li>• Vegetation impacts (trees)</li> </ul>	High	Medium	Collaborate
	Major Landowners: <ul style="list-style-type: none"> <li>• Novotel/Ibis</li> <li>• ICC Sydney</li> <li>• Australian national Maritime Museum (ANMM)</li> <li>• Swartz Family Company (SFC) and Sofitel</li> </ul>	<ul style="list-style-type: none"> <li>• Times of construction and periods of louder noise in during the day.</li> <li>• Access- for cars and pedestrians both for guests and workers/loading bay/back of house operations</li> <li>• Retail mix in the final development concept</li> <li>• Timing of delivery stages</li> <li>• Hoardings during demolition, excavation, and construction</li> <li>• Hoarding graphics and wayfinding signage</li> </ul>	High	Medium	Collaborate
<b>Community</b>	Community and Resident Action Groups: <ul style="list-style-type: none"> <li>• Save Darling Harbour</li> <li>• Pyrmont Action Group</li> <li>• Pyrmont Community Group</li> <li>• Council of Ultimo/Pyrmont Associations</li> <li>• Pyrmont Community Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Community members are kept informed and consulted throughout the engagement process</li> <li>• Project design is in line with character of city centre</li> <li>• Disruption and impact on their community representatives and members throughout construction</li> </ul>	Medium	Medium	Involve
	Neighbouring businesses	<ul style="list-style-type: none"> <li>• Impact to local businesses due to construction impacts/reduction in patronage due to closure of Harbourside Shopping Centre</li> </ul>	High	Medium	Involve
	Pyrmont/Ultimo chamber of commerce	<ul style="list-style-type: none"> <li>• Access constraints (traffic congestion, lack of public transport)</li> </ul>	Medium	Medium	Consult
<b>Landowners, Agencies, Utility providers and Authorities</b>	Department of Planning and Environment: <ul style="list-style-type: none"> <li>• Public Spaces Division</li> <li>• Environment and Heritage NSW</li> </ul>	<ul style="list-style-type: none"> <li>• Construction impacts (Biodiversity loss of habitat for threatened bat species, tree removal)</li> <li>• Design impacts (native landscaping, heat island effect, integration of waterfront)</li> </ul>	High	High	Collaborate
	Place Management NSW (Including Placemaking NSW)	<ul style="list-style-type: none"> <li>• Residential accommodation (Tumbalong Park sub-precinct, land use – residential in an entertainment/cultural destination)</li> </ul>	High	High	Empower

		<ul style="list-style-type: none"> <li>• Design impacts (height impact on solar access, public domain, wind impacts, design excellence, tree management)</li> <li>• Heritage considerations (podium separation to Pyrmont Bridge, site-lines to the bridge, slanted building alignment to improve the relationship with Maritime Museum).</li> <li>• Transport and access (car parking should be constrained as per Sustainable Sydney 2030 and Transport for NSW Movement and Place framework, lack of cycleway upgrade,</li> <li>• Public domain (accessibility of walkway, the Boulevard, Guardian Square, Bunn Street Connection)</li> <li>• Environmental Sustainability (NABERS, Green Star Ratings)</li> <li>• Contribution of precinct Masterplanning and urban framework strategies.</li> </ul>			
City of Sydney Council	<ul style="list-style-type: none"> <li>• Visual impact (State Heritage Register listed values of the Pyrmont Bridge)</li> <li>• Heritage management process (Strategy including relic recovery during construction, artwork, management of historical, maritime, and Aboriginal state significant archaeological resources)</li> <li>• Aboriginal cultural heritage (unexpected finds protocol, heritage interpretation plan)</li> </ul>	High	High	Involve	
NSW Police	<ul style="list-style-type: none"> <li>• Construction activity that may necessitate road closures</li> <li>• Crime Prevention Through Environmental Design (CPTED) principles</li> </ul>	Medium	Low	Involve	
Environment Protection Authority	The EPA does not require any follow-up consultation where the project is not being undertaken by or on behalf of a NSW Public Authority, and the City of Sydney Council should be consulted as the appropriate regulatory authority for <i>the Protection of the Environment Operations Act 1997</i> in relation to the proposal.	Medium	Medium	Involve	
Government Architect NSW	Design impacts (Design integrity panel)	High	High	Collaborate	
Emergency Services	<ul style="list-style-type: none"> <li>• Safety during construction</li> <li>• Access to and around site in case of emergency</li> </ul>	Medium	Medium	Consult	
Utility Providers (e.g. Ausgrid, Sydney Water, NBN)	Site access, impacts on existing infrastructure servicing surrounding properties and needs for future on-site infrastructure.	High	Medium	Collaborate	
<b>Tourism and Entertainment</b>	Neighbouring hotels and operators: <ul style="list-style-type: none"> <li>• Sofitel</li> <li>• ibis Sydney Darling Harbour</li> <li>• Novotel Sydney on Darling Harbour</li> </ul>	<ul style="list-style-type: none"> <li>• Potential construction impacts to wayfinding and experience for their customers and guests</li> <li>• Coordination/transportation of goods around site</li> <li>• Visual impacts (loss of views, impacts on skyline)</li> </ul>	High	Medium	Consult
Destination NSW	<ul style="list-style-type: none"> <li>• Darling Harbour is a key tourism destination for interstate and international visitors.</li> </ul>	Medium	Low	Inform	
Australian National Maritime Museum (ANMM)	<ul style="list-style-type: none"> <li>• Construction could impact historic items at the nearby museum.</li> <li>• Lack of consultation raised during earlier phases of project.</li> </ul>	High	Medium	Collaborate	

		<ul style="list-style-type: none"> <li>Potential construction impacts to wayfinding and experience for their customers and guests.</li> </ul>			
	International Convention Centre (ICC) Sydney	<ul style="list-style-type: none"> <li>Potential construction impacts to wayfinding and experience for their customers and guests</li> <li>Coordination / transportation of goods around site</li> </ul>	High	Medium	Involve
	<p>Wider Darling Harbour Precinct sites:</p> <ul style="list-style-type: none"> <li>Tumbalong Park</li> <li>The Goods Line</li> <li>Sydney Aquarium</li> <li>Cockle Bay Wharf</li> <li>Chinese Garden of Friendship</li> </ul>	<ul style="list-style-type: none"> <li>Impact to precinct visitors and tourism due to construction impacts/reduction in patronage due to closure of Harbourside Shopping Centre</li> <li>Wayfinding across precinct</li> </ul>	Medium	Low	Inform
<b>Peak Bodies and Interest Groups</b>	Greater Sydney Commission	<ul style="list-style-type: none"> <li>Innovation and economic growth in the corridor</li> <li>Design excellence</li> </ul>	Medium	Medium	Inform
	Sydney Business Chamber		Medium	Medium	Involve
	Committee for Sydney	Medium	Medium	Involve	
	New Sydney Waterfront Co. (Business Improvement District)	High	Medium	Collaborate	
	<p>Industry Peak Bodies</p> <ul style="list-style-type: none"> <li>UDIA</li> <li>Property Council</li> </ul>	Medium	Medium	Involve	
<b>Media</b>	<p>Metropolitan Media:</p> <ul style="list-style-type: none"> <li>The Daily Telegraph</li> <li>Sydney Morning Herald</li> <li>ABC 702 Sydney</li> <li>2GB 873</li> </ul>	<ul style="list-style-type: none"> <li>Daily Telegraph (Jake McCallum), Sydney Morning Herald (Megan Gorrey) and The Australian (Ben Wilmot) are recent journalists covering project's planning process to date.</li> </ul>	Medium	Low	Inform
	<p>National Media:</p> <ul style="list-style-type: none"> <li>The Australian</li> <li>Australian Financial Review</li> <li>ABC News</li> </ul>		Medium	Low	Inform
<b>Elected Officials</b>	<p>Elected Officials:</p> <ul style="list-style-type: none"> <li>Alex Greenwich, State Member for Sydney</li> <li>Tanya Plibersek, Federal Member for Sydney</li> </ul>	<ul style="list-style-type: none"> <li>Disruption and impact on adjacent landowners, residents, and business owners.</li> <li>Constituents are informed and consulted throughout the engagement process.</li> </ul>	High	Medium	Consult
	<p>City of Sydney Elected Officials</p> <ul style="list-style-type: none"> <li>Clover Moore, Lord Mayor</li> <li>Sylvie Ellsmore, Deputy Lord Mayor</li> <li>Other elected Councillors</li> </ul>	<ul style="list-style-type: none"> <li>Constituents are informed and consulted throughout the engagement process.</li> <li>City of Sydney have been actively opposed to the redevelopment.</li> <li>Height and scale of the tower and podium</li> <li>Overshadowing of the foreshore, view loss and lack of public benefits.</li> </ul>	High	Medium	Consult



		<ul style="list-style-type: none"> <li>• Perception of privatisation of public land.</li> </ul>			
<b>Cultural Heritage</b>	Registered Aboriginal Parties	<ul style="list-style-type: none"> <li>• Consultation with cultural knowledge holders to determine relevant issues</li> </ul>	Medium	Medium	Involve
	Metropolitan Local Aboriginal Land Council	<ul style="list-style-type: none"> <li>• Protect the interests of Aboriginal persons in its area in relation to the acquisition, management, use, control and disposal of land;</li> </ul>	Medium	Medium	Involve
	City of Sydney Aboriginal Advisory Panel	<ul style="list-style-type: none"> <li>• Provide advice on matters of importance to Aboriginal and Torres Strait Islander communities.</li> </ul>	Medium	Medium	Involve
<b>Transportation and Movement</b>	Sydney Metro	<ul style="list-style-type: none"> <li>• Coordination of construction/planning with Pyrmont Metro Station</li> </ul>	High	Medium	Involve
	<ul style="list-style-type: none"> <li>• Transport for NSW <ul style="list-style-type: none"> <li>- Roads</li> <li>- Maritime</li> <li>- Light Rail</li> <li>- CBD Coordination Office</li> </ul> </li> <li>• Transdev Sydney Light Rail</li> <li>• Pyrmont Depot</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation condition (TfNSW and the Sydney Light Rail Operator during Stage 2 DA)</li> <li>• Construction impacts (Accessibility for pedestrians, safety of the Light Rail project, train delays, wayfinding strategies)</li> <li>• Interface with harbour</li> <li>• Note: Transport for NSW and Transdev (Owner and operator (respectively) of the light rail corridor, asset and rolling stock).</li> <li>• Engagement for shutdown of the rail corridor associated with the demolition of the existing pedestrian bridge.</li> <li>• Methodology, programme and technical design assessment of the new pedestrian bridge.</li> </ul>	High	Medium	Involve
<b>Existing Tenants</b>		<ul style="list-style-type: none"> <li>• Vacant possession process</li> <li>• Impact to business/visitors during any pre-commencement activities/site investigations</li> </ul>	High	Low	Consult

### 3.2.2 SSDA construction impacts on stakeholders

The below table summarises the potential impacts likely to derive from the works being approved by each of the SSDAs for Harbourside to date. This provides an indication as to who is likely to be impacted before detailing the communications protocols in the next section.

*Table 5 SSDA construction impacts summary*

SSDA	Works proposed	Potential impacts	Areas of the community likely to be impacted
<b>SSDA 1 38881729 Bulk excavation works and construction of retaining structures</b>	Demolition of the ground slab	<ul style="list-style-type: none"> <li>• Dust</li> <li>• Noise</li> <li>• Vibration</li> <li>• Early delivery of machinery</li> <li>• Power outages</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate neighbours- residential and commercial</li> <li>• Customers and staff of neighbouring businesses (Wilson Car Park, Sofitel, Maritime Museum etc)</li> </ul>
	Bulk excavation	<ul style="list-style-type: none"> <li>• Dust</li> <li>• Noise</li> <li>• Increased construction traffic movements</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate neighbours- residential and commercial</li> <li>• Pymont Peninsula community</li> <li>• Customers and staff of neighbouring businesses (Wilson Car Park, Sofitel, Maritime Museum etc)</li> </ul>
	Construction of retaining structures	<ul style="list-style-type: none"> <li>• Noise</li> <li>• Vibration</li> <li>• Early delivery of materials</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate neighbours- residential and commercial</li> </ul>
<b>SSDA 2 49295711 Detailed design, construction and operation of the new podium and tower building</b>	Construction of new podium and car park	<ul style="list-style-type: none"> <li>• Noise</li> <li>• Vibration</li> <li>• Early delivery of materials</li> <li>• Road closures</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate neighbours- residential and commercial</li> <li>• Pymont Peninsula community</li> <li>• Customers and staff of neighbouring businesses (Wilson Car Park, Sofitel, Maritime Museum etc)</li> </ul>
	Construction of new tower	<ul style="list-style-type: none"> <li>• Noise</li> <li>• Vibration</li> <li>• Early delivery of materials</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate neighbours- residential and commercial</li> </ul>
	Operation of new podium and tower building	<ul style="list-style-type: none"> <li>• Increased/new patterns of foot traffic</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate neighbours- residential and commercial</li> </ul>



## 4.0 Communications protocols

The following communication protocols establish a framework that articulates the following:

- Who should communicate with whom, and when;
- The scope or extent of what should be communicated; and
- The appropriate channels of communication.

### 4.1 Project team roles and responsibilities

The following table outlines the proposed roles and responsibilities for internal stakeholders with respect to the communications and engagement approach for the demolition and future construction phases of the project:

*Table 6 Project team roles and responsibilities*

Name and Role	Responsibilities
<b>Eliza Potter</b> Development Manager   Mirvac Group Role – Client lead	<ul style="list-style-type: none"> <li>• Day to day liaison for engagement enquiries and activities</li> <li>• Contact for escalation of community complaints/feedback</li> <li>• Review and approval of <i>Communications and Stakeholder Engagement Plan</i></li> </ul>
<b>Andrew Colangelo</b> Project Director   Mirvac Group Role – Communications approvals	<ul style="list-style-type: none"> <li>• Day to day liaison for engagement enquiries and activities</li> <li>• Contact for escalation of community complaints/feedback</li> <li>• Review and approval of <i>Communications and Stakeholder Engagement Plan</i></li> </ul>
<b>Frances Witton</b> Manager Corporate Media Relations   Mirvac Group Role – Corporate Communications contact	<ul style="list-style-type: none"> <li>• PR and media plan and implementation</li> <li>• Media liaison</li> </ul>
<b>Mia Mahony</b> Stakeholder Relations Consultant   Mirvac Group Role – Corporate Communications contact	<ul style="list-style-type: none"> <li>• Review and approval of communications</li> <li>• Contact for issues management</li> <li>• Review and approval of Communications</li> <li>•</li> </ul>
<b>Stephen Chamberlain</b> Senior Project Manager   Mirvac Group Role – onsite contact for issues management	<ul style="list-style-type: none"> <li>• Primary responsibility for overall construction delivery</li> <li>• Site contact for construction related items</li> <li>• Input into key messages and FAQs relating to mitigation measures</li> </ul>
<b>Ross Hornsey</b> Director, Engagement   Ethos Urban Role – Strategic advice and public facilitation	<ul style="list-style-type: none"> <li>• Provision of high-level strategic advice and input</li> <li>• Quality control for engagement services</li> </ul>
<b>Georgie Hunt</b> Principal, Engagement   Ethos Urban Role – Engagement project manager	<ul style="list-style-type: none"> <li>• Managing project key messages and FAQs to support drafting responses to enquiries</li> <li>• Escalating enquiries as necessary, supporting frontline engagement in partnership with Joseph Wey</li> <li>• Management of regular updates and stakeholder database</li> </ul>
<b>Joseph Wey</b> Urbanist, Engagement   Ethos Urban Role – 1800 number and consultation inbox	<ul style="list-style-type: none"> <li>• Receiving 1800 number and consultation inbox enquiries</li> <li>• Managing database of stakeholders</li> <li>• Escalating enquiries and drafting responses for project team for approval</li> </ul>

## 4.2 Internal communications

Cross-disciplinary relationships will be achieved through the participation of community relations personnel in both formal and informal project team meetings as required, involving discussion of:

- Upcoming construction activities
- Current and/or potential community impacts and/or issues
- Proposed management and mitigation of community impacts/issues
- Any potential marketing opportunities which will allow the project to be positively positioned.

## 4.3 Community relations team contact details

A toll-free information line has been established (1800 870 549) to ensure that a representative from the project team is contactable. This toll-free line will operate on a 9:00am – 5:00pm, Monday to Friday basis. A project enquiry email address has also been established.

An emergency number for out of business hours calls and enquires has also been established for out of hours enquiries (0412 002 825).

## 4.4 Community notifications protocol

Project notifications are to be used to inform the community of current and upcoming works which have the potential to impact stakeholders and the community. The notifications should be targeted to those impacted by the works, but as a **minimum**, the recommended distribution area has been highlighted in **Figure 3** below:

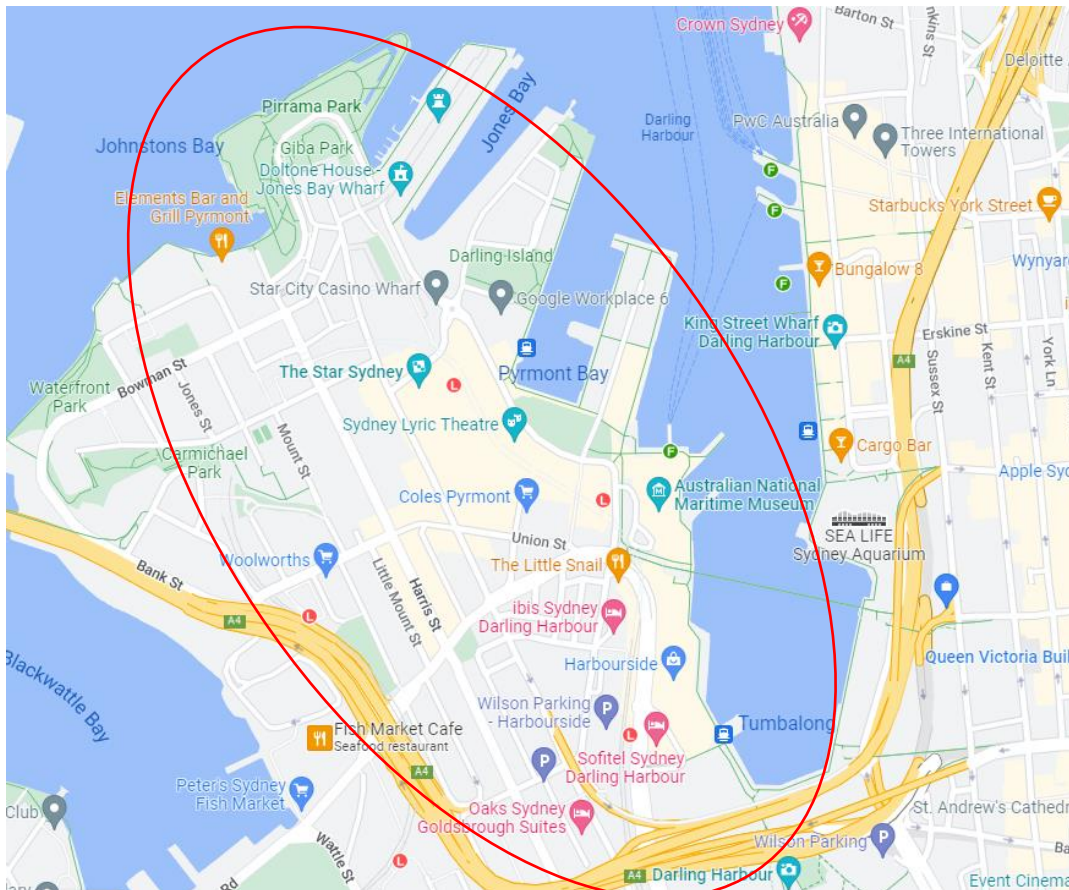


Figure 3 Distribution radius map

#### 4.4.1 Stakeholders and neighbours to be notified

As well as notifying catchment identified in **Figure** above, the following key stakeholder, neighbours and key landowners will also be notified of site works, updates and events:

- One Darling Harbour (50 Murray Street) residents
- Novotel/Ibis Hotel
- International Convention Centre, Sydney
- Australian National Maritime Museum
- Sofitel Hotel
- Place Management NSW
- Save Darling Harbour
- Pyrmont Action Group
- Pyrmont Community Group
- Council of Ultimo/Pyrmont Associations
- Pyrmont Community Centre

Where deemed appropriate and necessary, individual or group information briefings will be arranged to present key project milestones.

The project team have established an understanding with the 50 Murray Street body corporate to meet in person at key milestones in the project and when requested by 50 Murray Street.

#### 4.4.2 Community notification topics

To ensure all notifications are distributed to impacted stakeholders in a timely manner, it is recommended that written notifications to stakeholders and the community are **distributed at least five (5) working days prior** to commencing any activity which has the potential to impact on the community.

This includes, but is not limited to:

- Construction commencement
- Significant milestones
- Changes to scope of works
- Night works and/or Out of Hours Work
- Changes to traffic conditions
- Modifications to pedestrian routes, cycle ways and/or bus stops
- Disruption of residential or business access
- Removal of hazardous materials

As a minimum, Ethos Urban recommends the following information is required to be included within each notification:

- Scope and location of proposed work/activity
- Hours of Work
- Duration of Activity
- Type of Equipment to be used (i.e., Franna crane)
- Statutory Requirements (i.e., SafeWork NSW ACM notifications)
- Any changes from previous communications issued
- Anticipated impacts such as noise, vibration, changes to traffic conditions/access, and/or dust or odour
- The project's 1800 number, website address, and email address.

For out of hours activities, it is recommended that onsite personnel details are also included within the notification to ensure that neighbouring residents have a point of contact in case of an emergency.

When it is not feasible to meet the minimum time frames, such as notifications relating to emergency or remedial works, as much notice as possible should be provided to neighbouring residents.

## 4.5 Construction and Traffic Management Plan protocols

### Consultation and method of communicating traffic changes

Traffic Guidance Schemes (TGSs, previously known as 'Traffic Control Plans' or TCPs) in accordance with Australian Standards (AS 1742.3 – Traffic Control Devices for Works on Roads) and TfNSW Traffic Control at Work Sites Manual will advise motorists of upcoming changes in the road network.

During construction the contractor shall each morning, prior to work commencing, ensure all signage is erected in accordance with the TGSs and clearly visible. Each evening, upon completion of work, the contractor is to ensure signage is either covered or removed as required. Sign size is to be size "A".

Any variation to the layout of the TGSs on site is to be recorded and certified by authorised SafeWork NSW accredited personnel. The associated TGS road signage will inform drivers of works activities in the area including truck movements in operation. Any modifications to the TGSs must also be approved by Council and/or TfNSW prior to implementing any changes.

Prior to commencement of works on site the contractor is to inform neighbouring properties of proposed works and provide site contact information by means of a letter box distribution. Throughout the construction process, the Principal Contractor shall inform the local businesses and residents about construction updates by monthly communications.

## 4.6 Communicating changes to work protocol

To enable flexibility in the communications provided to residents, Ethos Urban recommends that a digital update (i.e., email) is distributed for when there are changes to activities that have been previously communicated. These could include:

- Changes to scheduled delivery days of plant and equipment
- Extension of anticipated works duration
- Overrun of working hours to enable completion of onsite activities (e.g., concrete pour)

Communicating these changes via email to neighbouring residents in a timely manner will help reduce the number of enquiries made to the 1800 number and email address. Ethos Urban recommends the following approach:



**Figure 4 Changes to work communications process**

In addition to encouraging residents to sign up to the project website, Ethos Urban will actively seek email addresses as part of the early engagement activities such as community forums, briefings, and 1:1 meetings.

Place Management NSW will be included in communications relating to changes to work. PMNSW will have up to 3 working days to review and provide comment to changes in work communications.

## 4.7 Site interface protocol

To ensure the varying levels of stakeholder and community interest are managed appropriately, a coordinated approach to community interface, especially during the construction phase, will be critical. Inducting the entire project workforce on the project specific communication protocols, such as key messages, public interface, and the correct media procedure, will be essential to ensuring the successful implementation of the CCS.

Given the proximity to residents, the redevelopment lends itself to a high level of public interface; should a contractor be approached onsite and questioned on project specifics, they will be inducted to direct all public enquiries to the Ethos Urban and/or Project Team. Site protocols that will be adhered to under D13 CCS:

- Contractors will be instructed not to provide a response and instructed to hand out project information cards (containing 1800 number and email) to anyone who approaches.
- All public interactions should be recorded and reported to the project team.
- 

## 4.8 Stakeholder and community feedback protocol

The ongoing and consistent management of project related feedback throughout the planning phase, as well as delivery of the redevelopment, is crucial to ensuring appropriate mitigation strategies are developed in response to issues identified and experienced. As such, Ethos Urban will document all stakeholder and community related feedback received directly, in a professional and timely manner.

Ethos Urban defines feedback as *any communication received from a stakeholder or community member which expresses support and/or dissatisfaction with any aspect of the project and its delivery.*

As such, our proposed contact response timings for general enquiries are as follows:

- Same day acknowledgement of all stakeholder and community contact
- Ethos Urban to develop a proposed response for review, approval, and authorisation by the project team. We will aim to draft and provide a response within two business days. This timeframe can be extended where complex information is required, provided an acknowledgment of the enquiry is sent, outlining the need to gather more information before a response can be sent
- A 72-hour response target for complex enquiries (e.g., requires further consultation and planning with delivery team, request for meeting)
- All details will be captured and logged in a stakeholder contact database, and all responses will be shared with the project team.
-

## 4.9 Issues management and dispute resolution protocol

The following issues management procedure has been compiled to ensure the process for resolving onsite issues and complaints received through the 1800 number and/or project email address is consistent and ensures feedback is responded to in an appropriate and timely manner.

**Table 7 Issues Management Procedure**

Complaint Category	Description	Action
<b>High</b> (issue requires immediate involvement of Mirvac)	<ul style="list-style-type: none"> <li>Relates to onsite safety or security</li> <li>Involves political and/or government agencies</li> <li>Involves negative media coverage</li> </ul>	<ul style="list-style-type: none"> <li>Immediate verbal notification to Mirvac (site related safety issues)</li> <li>Immediate written notification to Mirvac, Ethos Urban Project Director and Project Manager &amp; Mirvac Group Communications</li> <li>Mirvac to proactively deal with the issue and advise Ethos Urban on the response taken to resolve the issue</li> <li>Ethos Urban to register the issue in the project Contact Register with full details</li> <li>Mirvac to notify Place Management NSW of any 'High' categorised complaints so PMNSW can assess and gauge if the Minister or Department needs to be made aware. PMNSW have 3 working days to provide a response.</li> </ul>
<b>Medium</b> (issue cannot be immediately resolved)	<ul style="list-style-type: none"> <li>Involves an individual or group expressing negative sentiments towards project and/or its activities with the threat of further action (i.e., escalation to Council)</li> <li>The stakeholder or community member raising the issue is not satisfied with the response provided</li> </ul>	<ul style="list-style-type: none"> <li>Immediate verbal notification to Mirvac</li> <li>Immediate written notification to Mirvac, Ethos Urban Project Director and Project Manager, &amp; Mirvac Group Communications</li> <li>Mirvac to proactively deal with the issue and advise Ethos Urban on the response taken to resolve the issue</li> <li>Ethos Urban to register the issue in the project Contact Register with full details</li> </ul>
<b>Low</b> (issue can be responded to immediately)	<ul style="list-style-type: none"> <li>Involves an individual or group expressing negative sentiments towards project and/or its activities</li> <li>There is no threat of further action</li> </ul>	<ul style="list-style-type: none"> <li>Immediate written notification to Mirvac, cc Ethos Urban Project Director and Project Manager</li> <li>Mirvac to proactively deal with the issue and advise Ethos Urban on the response taken to resolve the issue</li> <li>Ethos Urban to register the issue in the project Contact Register with full details</li> </ul>

## 4.10 Database establishment and management

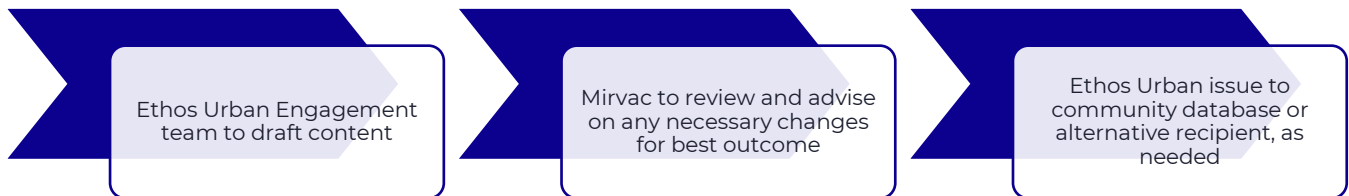
It is proposed that all stakeholder enquiries are documented and tracked in a database – this can be in the form of a Microsoft Excel spreadsheet and be managed by Ethos Urban. A record will be created for all stakeholders with whom contact is made.

This database will provide an up-to-date, readily accessible central storage point for information and will provide a detailed history of feedback for future reporting purposes. This database can also be used to manage, track, and maintain an activities and contacts register, capturing the relevant project stakeholders, key personnel, contact details, and escalation contacts.

## 4.11 Protocol for developing communication materials

To ensure Ethos Urban develops and delivers high quality communications collateral that are consistent with Mirvac’s branding and the project’s key messages, we understand that any communication material produced by Ethos Urban must be submitted to the Mirvac project team for review and approval.

Mirvac and Ethos Urban will collaborate on the content development for communications collateral such as community update letters, notifications, website content. As such, we recommend the following review process for this type of content:



*Figure 5 Communications approvals process*



## 5.0 Communication tools and channels

### 5.1 Summary of tools and channels

The following table outlines the communication and engagement tools that have been used throughout the engagement process:

**Table 8 Summary of communications tools and channels**

Tool	Target Stakeholder/s	Purpose
1800 number/email address 1800 870 549	<ul style="list-style-type: none"> <li>Community</li> <li>Landowners and Agencies</li> </ul>	<ul style="list-style-type: none"> <li>To provide all stakeholders a direct point of contact for any enquiries.</li> </ul>
Project Website <a href="https://harboursidecommunity.mirvac.com/">https://harboursidecommunity.mirvac.com/</a>	<ul style="list-style-type: none"> <li>Community</li> <li>Landowners and Agencies</li> </ul>	<ul style="list-style-type: none"> <li>A project website is required as part of the SSSDA Conditions of Consent and must house key planning, design and construction documents, progress reports and timelines, contact details, an issues register and audit reports.</li> <li>The website will also promote upcoming public consultation opportunities and document past events.</li> </ul>
FAQs	<ul style="list-style-type: none"> <li>Community</li> <li>Landowners and Agencies</li> <li>Tourism and Entertainment</li> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>To provide an overview of the redevelopment, upcoming milestones, and high-level information around the Stage 2 SSSDA process, design updates as they come to hand, and timing of delivery programme</li> <li>Key FAQs about the project</li> </ul>
Letterbox Notifications	<ul style="list-style-type: none"> <li>Community</li> <li>Local businesses</li> </ul>	<ul style="list-style-type: none"> <li>Letters or graphically designed postcards</li> <li>To inform those directly affected by any changes that may impact on individual properties, residents, and businesses</li> </ul>
Media announcements and PR	<ul style="list-style-type: none"> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>Mirvac will manage all media relations for the Project.</li> <li>Reducing and addressing any misinformation in the public arena will be a key priority for the success of the Project. stakeholder meetings and community activities will be aimed at educating all stakeholders about the opportunities and constraints on the site, the extensive consultation, and the benefits of the redevelopment</li> </ul>
Community Updates	<ul style="list-style-type: none"> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Community updates will be prepared in the form of newsletters to keep the community up to date with construction milestones. These will be printed and distributed to a catchment area impacted by the work – as a minimum in streets immediately adjacent to construction works.</li> <li>Copies of these will be made available on the website in a web accessible format. Stakeholders will be able to register to be included on a distribution list via the website, mail out or feedback form</li> </ul>
Information sessions / webinars	<ul style="list-style-type: none"> <li>Community</li> <li>Key stakeholders</li> <li>Neighbours</li> <li>Agencies and Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Community information sessions provide interested residents, community, stakeholders etc with an opportunity to meet the Project Team, understand the Project and provide important feedback.</li> <li>Provide updates for the community, neighbours and key stakeholders at key project milestones during the demolition and construction phases of the project.</li> <li>People will be invited to a briefing style information session and are able to ask questions via email following the session.</li> </ul>
Stakeholder briefings via videoconference or in person	<ul style="list-style-type: none"> <li>Community</li> <li>Landowners and Agencies</li> <li>Tourism and Entertainment</li> <li>Cultural Heritage</li> <li>Transportation and Movement</li> <li>Peak Bodies and Interest Groups</li> </ul>	<ul style="list-style-type: none"> <li>The bedrock of engagement activity will be proactive briefings with key stakeholders who will influence the process. Our aim will be to ensure they are aware of the site opportunities and constraints, community engagement activity and consultation opportunities, as well as identifying issues to be resolved before they can impact the on the program or reputation.</li> <li>Provide an opportunity for key stakeholders to be a part of the project, find out information, ask questions and provide feedback.</li> <li>A high-level record of all meeting details, agendas, issues discussed, decisions or commitments should be maintained and supplied to or</li> </ul>

	<ul style="list-style-type: none"> <li>One-on-one meetings with Pyrmont Action Group and 50 Murray Street (Body Corporate representative) and residents</li> </ul>	produced by Ethos Urban for inclusion in the documentation of the consultation process.
Contact Register	<ul style="list-style-type: none"> <li>All community and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>A register to record all community contact, including register of community who has interacted with the project from Stage 2B until 12month post construction completion.</li> </ul>

## 5.2 Project milestone briefings and information sessions

The D15 c) Condition of Consent recommends the following:

*Provide for the formation of **community-based forums, if required**, that focus on key environmental management issues for the development*

Based on attendance at SSDA 1 and 2 engagement events to date, we do not believe there is appetite for a dedicated project reference group or forum within the local community. The primary interested group has been the residents of 50 Murray Street residential building whom we will continue to communicate on a regular basis.

### 5.2.1 Information sessions

Instead of setting up a 'community-based forum' the project team hosted a series of information sessions at key project milestones. These sessions covered key environmental management issues and construction impacts such as noise, vibration, dust and traffic management.

These information sessions were promoted to our extensive stakeholder database built-up from the engagement activities undertaken to date, as well as with the already established community groups in the area.

## 5.3 Project website

Mirvac have established a project website at <https://harboursidecommunity.mirvac.com/> to provide an easily accessible location of up-to-date information, for community, stakeholders, and the public. This website also fulfils **Consent Condition D3**, relating to approved demolition works. This consent condition requires the provision of publicly available strategies, plans, and programs. The website was live as of **6 September 2022**.

The following table outlines the proposed framework and sections for the website:

*Table 9 Website content framework*

Section	Content
Home page	<ul style="list-style-type: none"> <li>• Overview of project</li> <li>• Project timeline</li> <li>• Commitment to engagement</li> <li>• Commitment to sustainability</li> <li>• FAQs highlights</li> <li>• Register for updates</li> <li>• Acknowledgement of Country</li> </ul>
The project	<ul style="list-style-type: none"> <li>• Project overview</li> <li>• Project principles</li> <li>• Key project stats</li> <li>• Darling Harbour</li> <li>• The site</li> <li>• Project timeline</li> <li>• Planning and construction updates</li> <li>• Community Relations</li> <li>• Issues register- updated monthly</li> </ul>
Public survey	<ul style="list-style-type: none"> <li>• From 19 September to 6 November, a publicly accessible survey inviting community feedback will be displayed on the website.</li> </ul>
Our team	<ul style="list-style-type: none"> <li>• About Mirvac</li> <li>• Our design partners</li> <li>• Our engagement team</li> </ul>
FAQs	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Demolition</li> </ul>
Contact us	<ul style="list-style-type: none"> <li>• Contact details – hotline/email</li> <li>• Subscribe to our mailing list for updates form</li> </ul>

### 5.3.1 Website maintenance

The project website is hosted on the Mirvac-owned platform, with a dedicated URL address (<https://harboursidecommunity.mirvac.com/>). The Mirvac internal digital marketing team is responsible for the ongoing maintenance and physical updating required to ensure the content is timely and up to date.

As the engagement consultants, Ethos Urban will monitor the content and the need for updates as the project progresses to ensure it is a valid source of information about the project for the public. Ethos Urban will support Mirvac by drafting content updates as and when required.

## 5.4 Hoarding strategy

A detailed hoarding strategy has been devised by Mirvac to ensure maximum safety on the site during demolition and construction, but also to take advantage of this canvas for story-telling and information-giving benefits. The Hoarding Strategy has been split into two phases:

1. Demolition and Civil works Phase approx. 18 months, to include temporary hoarding artwork
2. Construction Phase- the balance of works, to include final project branding.

The themes for the hoarding content will cover:

- Fun, Family, History
- Place narrative
- Community art
- Wayfinding

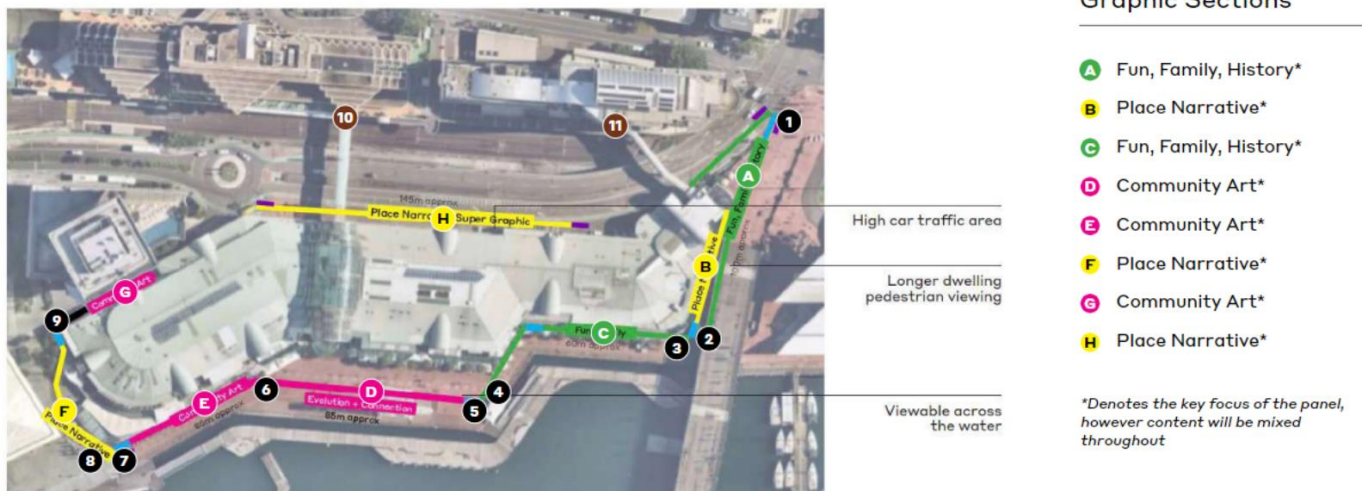


Figure 2 Hoarding theme Map



Figure 3 Hoarding branding example in-situ



Figure 4 Hoarding theme examples

### 5.4.1 Wayfinding

Wayfinding signage has been installed and will remain in place throughout the lifetime of project construction. Wayfinding signage was designed in consultation with key stakeholders such as Place Management NSW, ICC Sydney and the Australian National Maritime Museum.

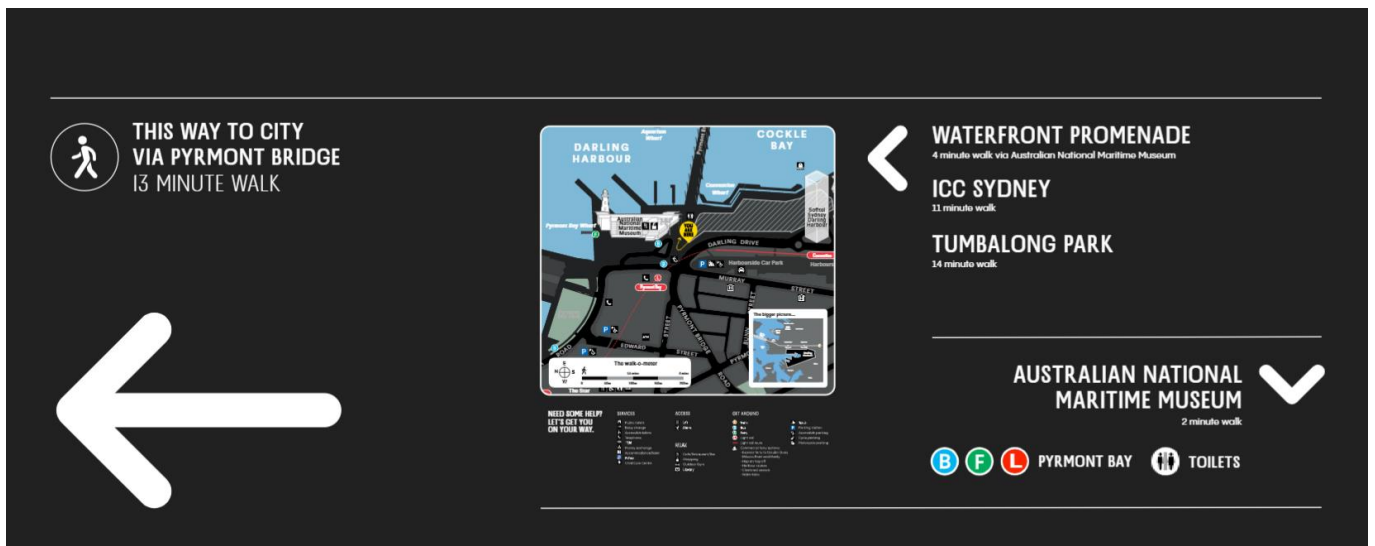


Figure 5 Hoarding wayfinding example.



## 6.0 Key messages

The following section provides a central source of truth of information about the project, the planning process and construction impacts and mitigation measures. These will be updated on a regular basis and be used to inform stakeholder communications and responses to enquiries throughout the demolition and construction process.

### 6.1 Project overview

Table 10 Key messages- Project overview

Topic	Detail
<b>Project deliverables</b>	<p>Mixed-use waterfront community comprising:</p> <ul style="list-style-type: none"> <li>• Max 87,000m<sup>2</sup> total Gross Floor Area (GFA) <ul style="list-style-type: none"> <li>- 42,000m<sup>2</sup> residential</li> <li>- 45,000m<sup>2</sup> retail &amp; commercial (approx. split 9,500 retail &amp; 32,000 office)</li> </ul> </li> <li>• 10,200m<sup>2</sup> public domain, including new 3,500 sqm park</li> </ul> <p>Building composition:</p> <ul style="list-style-type: none"> <li>• Residential- approx. 300 apartments within tower L5-48</li> <li>• Office- within podium below tower L1-4</li> <li>• Retail- ground level</li> <li>• Basement- loading and parking L-1-3</li> </ul>
<b>Project Vision</b>	<p>The new Harbourside will reimagine the Darling Harbour waterfront for the 21st Century, reconnect with the - people and the places of Pyrmont (cultural, spiritual and physical), and create a network of new public spaces that bring residents, workers, tourists and locals together in a locally loved, mixed-use precinct of the future.</p>
<b>Key Project Objectives</b>	<p>The project objectives for the redevelopment of the Harbourside site more broadly are as follows:</p> <ul style="list-style-type: none"> <li>• provide the opportunity to create a quality visitor experience and establish Harbourside as a distinctive destination within the revitalised context of Darling Harbour;</li> <li>• supply new quality retail floor space including food and beverage offerings and retail tenancies to ensure Darling Harbour continues to be Sydney's premier shopping, dining, tourist, and entertainment location;</li> <li>• deliver new residential floor space, contributing choice and variety of apartments in the locality, and on the fringe of the Sydney CBD;</li> <li>• providing new commercial floorspace to support the media, arts and tech jobs, providing a strong contribution towards the success of the Innovation Corridor;</li> <li>• enable opportunities to increase and improve connections across the site and between Pyrmont and the CBD, repairing the urban fabric and encouraging restoration of street grain and connectivity.</li> </ul>
<b>Construction Timeline</b>	<ul style="list-style-type: none"> <li>• Early 2023- Demolition commenced</li> <li>• Mid 2023 – civil and excavation works to commence</li> <li>• Early2024- Construction to commence</li> <li>• Late-2026 to mid-2027- project completion</li> </ul> <p>The project is proposed to be opened in stages:</p> <ul style="list-style-type: none"> <li>• Stage 1: South retail and office with associated public domain (mid 2026)</li> <li>• Stage 2: Retail and office with associated public domain areas (by mid 2027)</li> <li>• Stage 3: Residential Tower (by mid 2027)</li> </ul>

## 6.2 Planning process

Table 11 Key messages- Planning process

Topic	Detail
<b>Approval being sought</b>	<ul style="list-style-type: none"> <li>• Stage 2 SSDA No. 1 has been approved for civil works comprising basement retention structures and bulk excavation.</li> <li>• Stage 2 SSDA No. 2 seeks approval for construction, and operation of the new retail and office podium and residential tower building.</li> <li>• Stage 2 SSDA No. 3 will seek approval for civil works comprising basement retention structures and bulk excavation.</li> </ul>
<b>Approvals to date</b> (as at November 2023)	<p>The Harbourside Concept Plan (SSD 7874) was approved on 25 June 2021. This included planning parameters to guide future detailed design and construction, including:</p> <ul style="list-style-type: none"> <li>• Demolition of the existing shopping centre building and existing structures on the site</li> <li>• Maximum building envelopes and heights</li> <li>• Maximum GFA floorspace limits of 87,000sqm for the new, comprising 42,000sqm of residential, 45,000sqm of retail and commercial</li> <li>• Design Guidelines and a Design Excellence Strategy</li> <li>• Future on-site car parking rates</li> </ul> <p>Harbourside bulk excavation works (SSD 38881729) was approved on 2 March 2023. This included:</p> <ul style="list-style-type: none"> <li>• Demolition of the ground floor slab of the existing building</li> <li>• Bulk earthworks to excavate for the future basement associated with the proposed redevelopment of the site</li> <li>• Construction of retaining structures for the excavated site</li> <li>• Construction of the raft slab for the future residential tower core.</li> </ul> <p>Harbourside detailed design, construction and operation of the new podium and tower building (SSD 49295711) is currently being assessed. This includes:</p> <ul style="list-style-type: none"> <li>• detailed excavation works for structure and lift pits;</li> <li>• construction and operation of a mixed use, podium and tower building comprising approximately 87,000m<sup>2</sup> of GFA, including: <ul style="list-style-type: none"> <li>- a non-residential podium containing commercial and retail GFA, with a maximum height of RL 31m;</li> <li>- a residential tower above the podium with a maximum height of RL 170m;</li> <li>- car parking and loading dock within 4 basement levels;</li> <li>- stratum subdivision;</li> <li>- new substations;</li> <li>- a commercial and retail signage zone strategy (excluding wayfinding signage).</li> </ul> </li> </ul>

## 6.3 Construction impacts and mitigation measures

Table 12 Key messages- Construction impacts and mitigation measures

Anticipated impact	Mitigation measure
<b>Demolition</b>	<ul style="list-style-type: none"> <li>• The existing retail centre currently known as Harbourside Shopping Centre is being demolished to make way for the new development</li> <li>• Demolition of the existing centre commenced in early 2023. The project team have been communicating with the surrounding resident and business community to let residents and business know about the expected impacts, hours of construction and how to get in touch with feedback or complaints.</li> <li>• Approved Hours of Demolition are: <ul style="list-style-type: none"> <li>- 7am-6pm Monday – Friday;</li> <li>- 8am-1pm Saturday</li> <li>- No construction on Sundays or public holidays.</li> </ul> </li> <li>• For demolition / removal of existing southern footbridge, this is subject to access by the operators of the light rail and may necessitate out-of-hours work. In such cases it will</li> </ul>



	require a Configuration Change Board approval with Place Management NSW and Transport for NSW and Transdev.
<b>Contamination</b>	<ul style="list-style-type: none"> <li>• A Remedial Action Plan (RAP) has been prepared for the site which identifies the potential contamination, and defines the remediation process required in order to make the site suitable for the proposed land use.</li> </ul>
<b>Noise and Vibration</b>	<ul style="list-style-type: none"> <li>• <b>Substitution by Alternative Process</b>- Where a particular activity and/or construction appliance exceeds noise criteria, it may be possible to select an alternative process.</li> <li>• <b>Silencing and Barriers</b>- Where construction plant / appliances exceed noise criteria, the use of silencing devices may be possible. These may take the form of engine shrouding, mufflers fitted to exhausts and acoustic barriers.</li> <li>• <b>Emission Restrictions</b>- During the construction process, noise emission will be checked for specified plant and equipment. The implementation of periodical noise monitoring will ensure equipment remains within the specified limits.</li> <li>• <b>Equipment Locations</b>- The location of equipment will be considered during construction to ensure plant and equipment is located in suitable positions from noise sensitive areas, optimising attenuation effects from topography, natural or purpose-built barriers, material stockpiles.</li> <li>• <b>Equipment Maintenance</b>- To determine the requirement for silencing devices on machinery it is proposed to undertake regular noise checks. Noise levels of all machines on site will be monitored for each equipment type. Items such as mufflers, engine shrouds will be maintained.</li> <li>• <b>Hours of operation</b>- The commitment under Mirvac's approval to have that space is that is publicly accessible. It is not within Mirvac's control to put a time limit on this. As part of the development, they will be delivering residential so it is in Mirvac's best interest to create public spaces that are safe and deals with the public issues in the area.</li> </ul>

## 6.4 Amenity impacts and mitigation measures

Table 13 Key messages- Amenity impacts and mitigation measures

Anticipated impact	Mitigation measure
<b>Access</b>	<ul style="list-style-type: none"> <li>• Access in and around the site will not be adversely impacted by the Harbourside development.</li> <li>• Pedestrian &amp; cyclist movement including entry, egress and movement around the work area will be in accordance with Authority requirements.</li> </ul>
<b>Visual Impacts</b>	<ul style="list-style-type: none"> <li>• Ethos Urban have been engaged to undertake a Visual Impact Assessment.</li> <li>• A shadow study has also been undertaken to model and minimise the shadow impacts on surrounding properties and public space.</li> </ul>
<b>Traffic</b>	<ul style="list-style-type: none"> <li>• Traffic will be managed via a road closure approval through Place Management NSW as the asset owner. The road closure will be presented by Place Management NSW to the Local Pedestrian, Cycling and Traffic Calming Committee.</li> <li>• All roads surrounding the site will remain accessible throughout the redevelopment and after completion except for road closures on Darling Drive required for the demolition of the existing bridge and demolition of the new bridge.</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• The existing Harbourside Shopping Centre has no parking on site.</li> <li>• Access from the commercial carpark beneath the Novotel will be discontinued during the redevelopment, until construction of a new footbridge linking to Bunn Street is constructed as part of the new works.</li> </ul>
<b>Flora and Fauna</b>	<ul style="list-style-type: none"> <li>• Existing trees on site will need to be removed as part of the demolition of the existing centre. A relocation strategy is being developed. It is the intent to re-instate a number of Cabbage Tree Palms within the landscape design for the final state.</li> </ul>
<b>Flooding</b>	<ul style="list-style-type: none"> <li>• A range of expert consultants have been engaged to study flood impacts and the final design will result in an improvement on the existing conditions and will cause no</li> </ul>

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noticeable affect to our neighbours. The development has incorporated measures to help control flooding in the precinct.

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**Heritage**

- Specialist Heritage consultant, Curio, has been engaged to undertake a Heritage Impact Statement and subsequently develop a Heritage Interpretation Strategy. This has been informed by significant studies and archaeological excavation works.
- The Environmental Impact Statement must include an Aboriginal Cultural Heritage Assessment Report which will include recommendations to be undertaken before, during and after the redevelopment in order to manage and protect any aboriginal objects and declare Aboriginal Places that have been identified.

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**Public Benefit**

- Social Impact Assessment (SIA) is being carried out in relation to the Harbourside Renewal Project which provided a variety of recommendations.
- 640+ jobs will be supported during the construction of Harbourside
- Mirvac will fund and deliver Public Art and for Future Activation works in the immediate precinct. The fund will be used for works such as:
  - Public art,
  - Specialist lighting,
  - WI-FI, AV&PA,with the final scope and design to be agreed with Place Management NSW during detailed design development applications.

## 7.0 Construction communications implementation plan

The following table outlines the proposed phasing of the communications and engagement activities to support the project throughout the project. The timing of these activities will be coordinated with project milestones and programme information as they are confirmed. A similar implementation plan will be used for the subsequent stages of construction and ongoing operations for 12 months post construction completion.

*Table 14 Construction communications implementation plan*

Date	Activity	Tool / Channel	Purpose	Content	Resp.	Targeted Stakeholders	Status
September 2022	Establish project webpage	Webpage	As above	FAQs Project program Contact details	Ethos Urban/ Mirvac	All stakeholders	Complete
Prior to construction commencement (Oct - Dec 2022)	Consultation with specified properties as per SSDA conditions of consent.	In person meetings	To meet and agree on impact mitigation strategies tailored to specific properties.	Construction program, key project milestones	Mirvac	<ul style="list-style-type: none"> <li>Specified properties as per Section 0</li> </ul> Stakeholders and neighbours to be notified	Complete
November 2022	Letter	Letterbox drop	Notification to provide notice of 2023 demolition process and invitation for dilapidation report	Details around: <ul style="list-style-type: none"> <li>Construction Traffic Management Plan</li> <li>Hoarding approach</li> <li>Enquiries and complaints protocols</li> </ul>	Ethos Urban/ Mirvac	50 Murray Street residents	Complete
December 2022	Pre-Christmas update letter	Letterbox drop	To inform residents about the upcoming construction commencement and the hoarding strategy	Details around: <ul style="list-style-type: none"> <li>Construction Traffic Management Plan</li> <li>Hoarding approach</li> <li>Enquiries and complaints protocols</li> </ul>	Ethos Urban/ Mirvac	<ul style="list-style-type: none"> <li>Specified properties as per Section 0</li> </ul> Stakeholders and neighbours to be notified	Complete

Date	Activity	Tool / Channel	Purpose	Content	Resp.	Targeted Stakeholders	Status
February 2023	Invitation	Email	Inviting key stakeholders to a series of Focus Group sessions to inform SSDA 2	<ol style="list-style-type: none"> <li>1. Activations and events</li> <li>2. public art</li> <li>3. Universal Access</li> </ol>	Ethos Urban/ Mirvac	Targeted stakeholders and key neighbours	Complete
February 2023	Notification-postcard	SSDA 2 public consultation invitation	To invite key stakeholders, neighbours and the wider community to attend a community drop in session.	Project image, key dates, and brief outline of SSDA 2	Ethos Urban / Mirvac	Community	Complete
March 2023 (for life of project)	Community newsletter	1 <sup>st</sup> issue via Letterbox drop and email after that.	To provide neighbouring residents with an update on the project, including works completed to date and upcoming works for the next quarter.	<ul style="list-style-type: none"> <li>• Overview of what's been completed</li> <li>• Overview of upcoming works</li> <li>• Publish on webpage</li> </ul>	Ethos Urban/ Mirvac	Community	Complete and ongoing
March onwards (for life of project)	Notification- Adhoc construction impacts	Letters and emails	To provide impacted neighbours notification of construction activity that could directly impact them.	E.g. power outages, road closures, early delivery, weekend/out of hours works.	Ethos Urban/ Mirvac	Community and targeted stakeholders	Ongoing