



Community Communication Strategy - Stage 2

Midtown Estate
1 Ivanhoe Place, Macquarie Park NSW 2113

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1. Introduction

1.1 Document summary

This Community Communication Strategy (Strategy) has been prepared in accordance with the relevant conditions of the Ivanhoe Stage 2 Development Consent.

The Strategy provides an overarching framework for communicating with the community as the project moves towards and through the delivery of Stage 2. The Strategy outlines who the community stakeholders are and how to communicate about project milestones and construction impacts, as well as how to share relevant project information and respond to dynamic community feedback.

The objective of this Strategy is to build on the confidence within the community that the urban renewal of Ivanhoe Estate will redefine the way social, affordable and market housing are integrated together to provide a sustainable and inclusive neighbourhood for people from all walks of life.

The objectives of the Strategy will be supported with specific implementation plans, providing concrete information about how the approach outlined herein applies to project phases.

1.2 Background

The Ivanhoe Estate project will transform over 8-hectares at the corner of Herring Road and Epping Road, drawing together world-class urban design, quality facilities and public open spaces to create a sustainable community where people want to live.

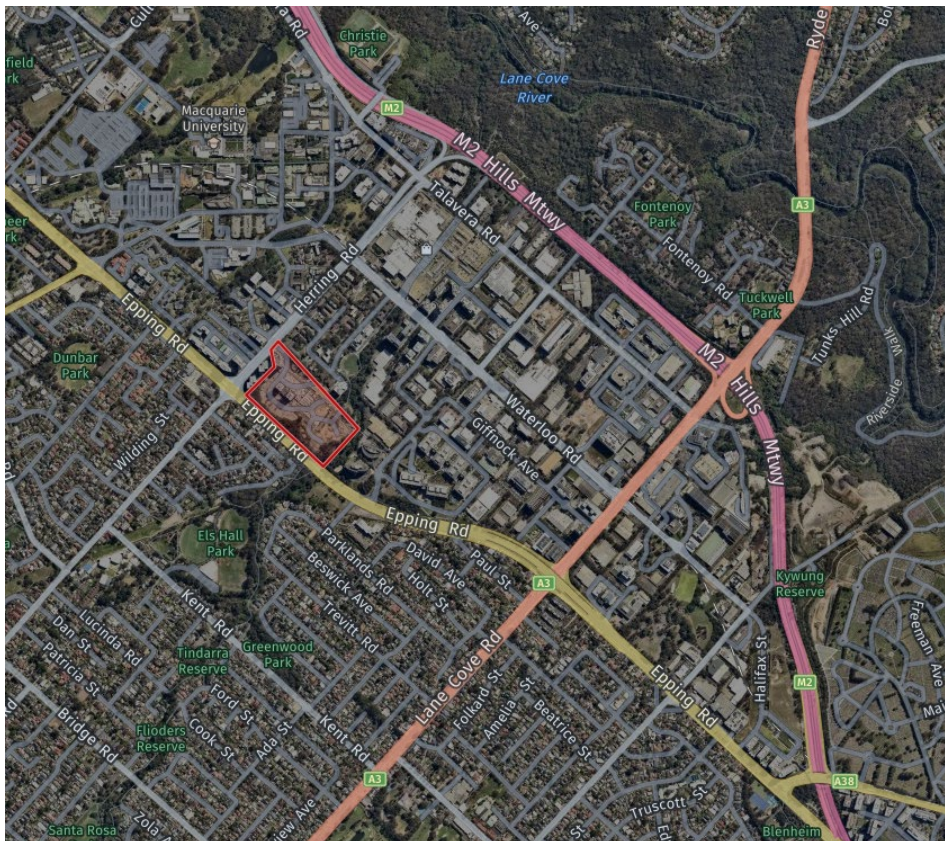
The redevelopment of the Ivanhoe Estate is part of the NSW Government Communities Plus program, which seeks to deliver new communities where social housing blends with private and affordable housing, with good access to transport, employment, improved community facilities and open space.

Community consultation over the past three years has contributed to the revised masterplan. The revised masterplan features:

- » approximately 3,300 new homes
- » approximately 6,000 sqm of open space
- » the retention of 94 per cent of the existing ecological community along Epping Road
- » the protection of Shrimptons Creek
- » revised building heights
- » the realignment of private apartments adjacent to the existing ecology community
- » greater amenity
- » improved integration with the existing community.

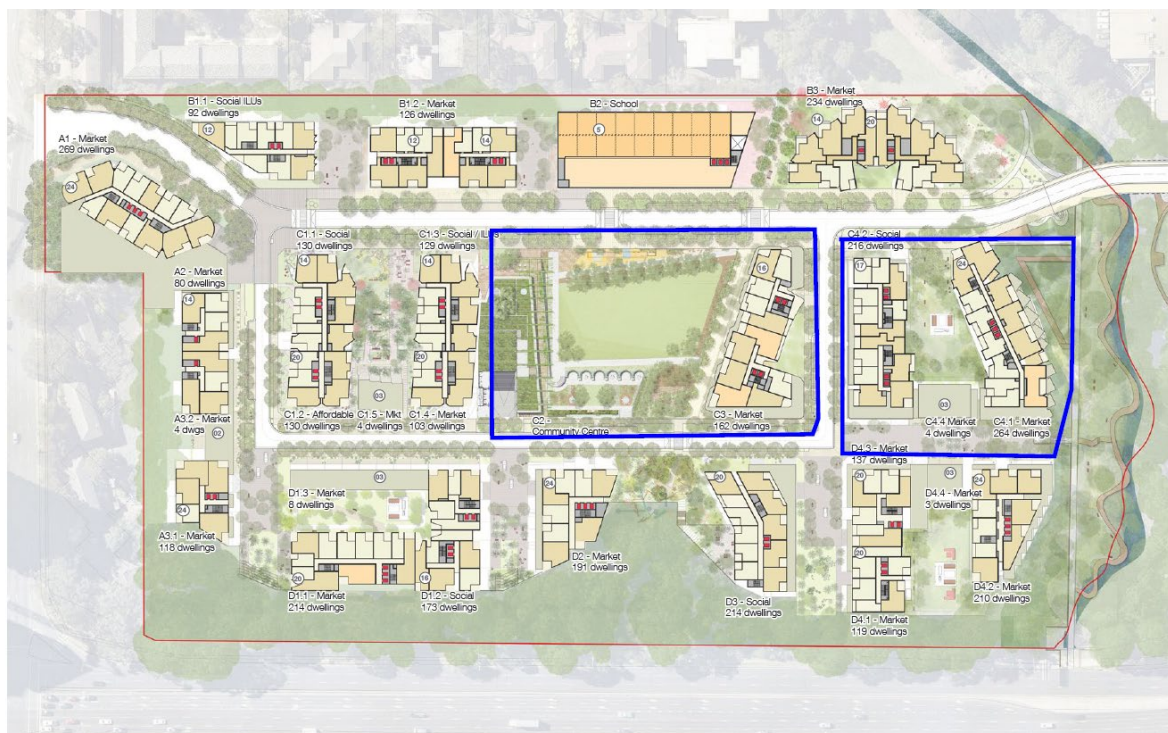
Other features of the urban renewal project include a new primary school, two childcare centres, community centre, gym and pool, a supermarket, cafes and specialty retail shops, nature-based playgrounds and exercise stations and community gardens.

Figure 1: Aerial Photograph of Midtown Estate



Source: Frasers Property

Figure 2: Masterplan – Stage 2 Outlined



1.3 About Stage 2

The Stage 2 plans for the former Ivanhoe Estate were approved in November 2022 by the Minister for Planning and Public Spaces. The Development Consent (SSD-15822622) has been issued, prompting the preparation of this Strategy.

Approved Stage 2 works include:

- > excavation and earthworks
- > construction of a community facilitates building (Building C2) and two residential apartment buildings (Building C3 and Building C4) with basement car parking:
 - Building C3 with 162 dwellings, 163 car parking spaces and ground floor retail
 - Building C4 with 488 dwellings and 396 car parking spaces
- > construction of Village Green public open space
- > utilities, services infrastructure and public domain areas. tree removal

1.4 About the Community Communication Strategy (Strategy)

This Community Communication Strategy (Strategy) has been developed in response to conditions B12 and B13 of the Development Consent. The Development Consent stipulates the preparation and publishing of a Community Communication Strategy (Strategy) that spans the design and construction of Stage 2, as well as the first 12 months following completion of construction. In line with conditions, this Strategy:

- a. identifies the people who need to be consulted and communicated with during design and construction
- b. set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;
- c. provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;
- d. set out procedures and mechanisms:
 - (i) through which the community can discuss or provide feedback to the Applicant;
 - (ii) through which the Applicant will respond to enquiries or feedback from the community; and
 - (iii) 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.

2. Stakeholders and community

Table 1 Development Consent (COMMUNITY COMMUNICATION STRATEGY)

B11. A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Applicant, the relevant Council 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.

B12. The Community Communication Strategy must:

- » identify people to be consulted during the design and construction phases

This Strategy pertains to communications with the community, relating specifically for Stage 2 works. This Strategy expands on the engagement and consultation undertaken with Council and community to date, throughout the planning process and in the lead up to the approvals for Stage 2. The project anticipates a greater emphasis on construction impacts and environmental management as the project shifts from planning to the construction of Stage 2.

'Community' encompasses the following stakeholder groups: [Ref. Table 2]

Table 2 Community stakeholder matrix

Stakeholder category	Likely level of interest	Specific Stage 2 interest	Participation Spectrum [Ref IAP2]
Existing, returning and future social housing residents and staff at Ivanhoe Estate	High	» Delivering socially integrated housing » Staging and timing of Stage 2 construction » High amenity and services » Community involvement	Involve
Existing and prospective market housing owners and renters	High	» Delivering socially integrated housing » Staging and timing of Stage 2 construction » High amenity and services » Community involvement	Involve

Stakeholder category	Likely level of interest	Specific Stage 2 interest	Participation Spectrum [Ref IAP2]
Local Government (General Managers and Elected Representatives – Mayors)	High	» Service delivery » Infrastructure provision » Urban form and density » Delivering a socially integrated community » Impact on existing community, services and infrastructure » Community partnership program and opportunities	*Engagement to be undertaken by consortium and engagement specialists – outside of general community communications
Media and social media	Moderate – High	» Delivering socially integrated housing » Environmental management and construction impacts » Community partnership program and opportunities	Inform
Macquarie University	Moderate	» Delivering socially integrated housing » Environmental management and construction impacts » Community partnership program and opportunities	Consult
Business Councils Chambers of Commerce Business District – including Macquarie Connect	Moderate	» Delivering socially integrated housing » Environmental management and construction impacts » Impact on existing community, services and infrastructure » Community partnership program and opportunities » Staging and timing of Stage 2 construction	Consult

Stakeholder category	Likely level of interest	Specific Stage 2 interest	Participation Spectrum [Ref IAP2]
Neighbours	Moderate – High	» Urban form and management of density impacts » Management of construction impacts on neighbouring road networks and infrastructure » Impact on community, services and programs	Consult
Local businesses (in vicinity of the precinct)	Moderate – High	» Urban form and management of density impacts » Impact on existing community, services and infrastructure » Community partnership program and opportunities » Business expansion	Involve
Community service providers	Moderate – High	» Delivering socially integrated housing » Environmental management and construction impacts » Community partnership program and opportunities	Involve
Businesses within Macquarie University	Moderate – High	» Delivering socially integrated housing » Environmental management and construction impacts » Community partnership program and opportunities	Involve
Local community and residents' groups (including environmental groups)	Moderate – High	» Urban form and management of density impacts » Environmental management and construction impacts » Impact on community, services, infrastructure and programs	Consult

Stakeholder category	Likely level of interest	Specific Stage 2 interest	Participation Spectrum [Ref IAP2]
Local education providers	Moderate – High	» Delivering socially integrated housing » Community partnership program and opportunities	Consult
Transport providers	Moderate – High	» Community partnership program and opportunities	Consult
Aged care / disability care providers (including those operating in the local area)	Moderate – High	» Community partnership program and opportunities	Consult
Community service providers	Moderate – High	» Community partnership program and opportunities	Involve
Childcare providers in the local area	Moderate – High	» Community partnership program and opportunities	Involve
Aboriginal Land Councils	Moderate – High	» Community partnership program and opportunities	Involve

3. Communication approach

Table 3 Development Consent (COMMUNITY COMMUNICATION STRATEGY)

B13. The Community Communication Strategy must:

- » set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development
- » provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development
- » set out procedures and mechanisms

through which the community can discuss or provide feedback to the Applicant

through which the Applicant will respond to enquiries or feedback from the community

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.

3.1 Objectives of communication and engagement approach

The objectives of the communication approach outlined in this Strategy include:

- » providing accessible, easy-to-understand information about the project to interested stakeholders, including impacted residents and site neighbours
- » listening to and considering a range of stakeholder and community ideas about how the project can deliver a sustainable, cohesive community that is a desirable place to live
- » building and strengthening stakeholder relationships that have been supported throughout the planning phases of the project
- » reinforcing the commitment to delivering world-class urban design, quality facilities and public open spaces in a way that fosters community development
- » meeting and exceeding statutory requirements for notification periods relating to construction impacts and project milestones
- » promoting ongoing opportunities for engagement as the project progresses through and beyond Stage 2.

The objective of this Strategy is to build on the confidence within the community that the urban renewal of Ivanhoe Estate will redefine the way social, affordable and market housing are integrated together to provide a sustainable and inclusive neighbourhood for people from all walks of life.

This Strategy will advance the engagement objectives that have guided communications throughout planning and initial phases, including:

- » the establishment of an open and transparent communication process
- » to gain insight into community sentiment as early as possible
- » develop relationships with the community and stakeholders as early as possible
- » to understand the aspirations of different stakeholders towards the future use of the site
- » to communicate the project's benefits
- » identify and mitigate concerns or risks before the master plan is submitted
- » build a sense of confidence and excitement about the site's renewal
- » commit to ongoing engagement

IAP2 public participation spectrum

The International association for public participation (IAP2) public participation spectrum will be the framework for the engagement approach, as required by the Green Star accreditation. The approach outlined in this Strategy combines techniques that inform, consult, involve and/or collaborate with the community.

Figure 1 IAP2 Spectrum of Public Participation [Ref iap2.org.au/resources/spectrum/]

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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3.2 Feedback and enquiries loop

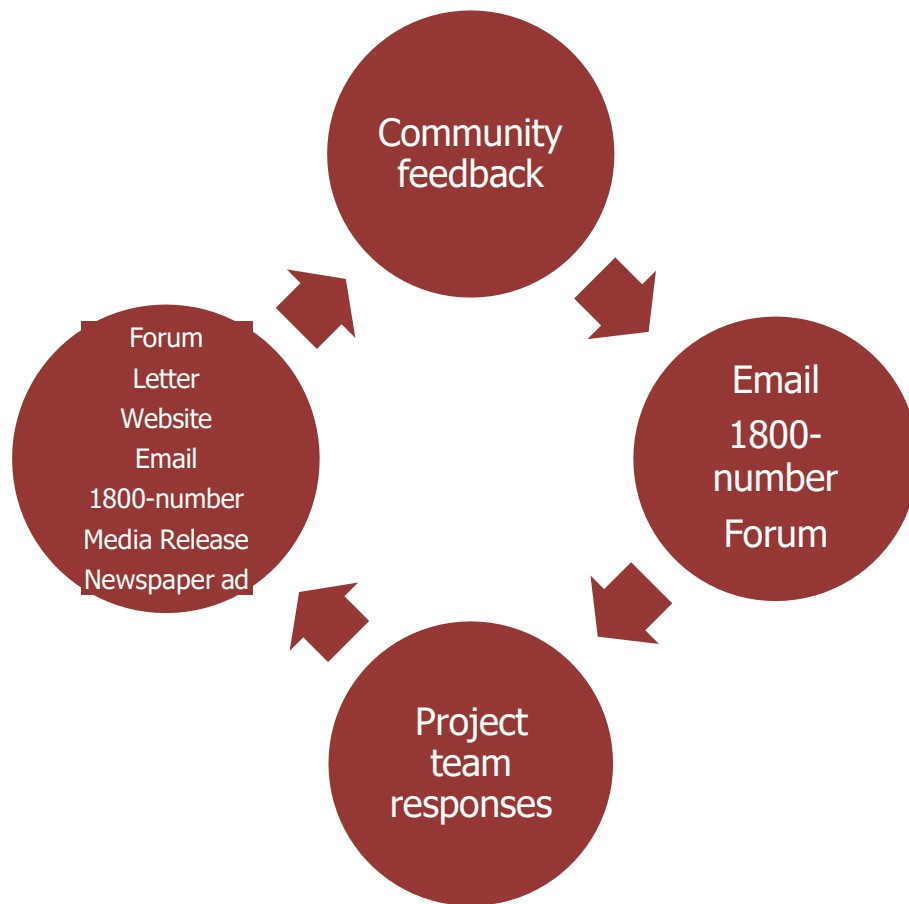


Figure 2 Feedback and enquiries loop – listening to the community and responding proactively

Receiving and responding to community and stakeholder input

The feedback and enquiries loop illustrates how the communication channels and engagement mechanisms outlined in this Strategy enable the community to discuss and provide feedback on the project to the Project Team. The Project Team will provide relevant and accessible information as is required and will respond to feedback and comments from the community in a timely fashion.

Sharing information and receiving and responding to feedback

Table 4 Procedures to distribute accessible information

This table maps foreseeable project events that warrant communication with community stakeholders against the requisite communication channel.

Event (trigger)	Assessment of interest	Communication channel
Planning approval	High level of interest amongst all stakeholders	» Website » Letter » Newsletter » Media release » Facebook post (linking to website text)

Event (trigger)	Assessment of interest	Communication channel
Construction commences (Stage 2)	High level of interest amongst all stakeholders, especially site neighbours	» Website » Newsletter » Media release » Facebook post (linking to website text) » Equip 1800-number and project email
Construction activities (impactful)	High level of interest amongst site neighbours and local residents	» Website » Newsletter (project notification) » Equip 1800-number and project email » Newspaper advertisement
Project milestones	High level of interest amongst all stakeholders	» Community-based forum » Website » Newsletter » Media release
Key environmental management issues for development	High level of interest amongst environmental groups and site neighbours	» Mobilise dedicated community-based forum, as required » Direct email correspondence to mailing list of interested stakeholders

^In addition to regularly updated information that is always available on the project website

3.3 Mechanisms to distribute information about the development

Table 5 Communication channels

There are several communication channels employed by the Project Team to build and maintain effective communications with the community. This table outlines what the communication channels are and when they will be applied.

Channel	Audience	Details
Community-based forum (aka drop-in Community Information Session)	All stakeholders	» Community-based forum hosted on or near the site to provide project information in a relaxed, face-to-face environment » Exchange project information and feedback from the community and other stakeholders » Accommodate heightened interest in environmental management

Channel	Audience	Details
Website	All stakeholders	» One-stop shop for all project information » 24/7 feedback and ideas portal
Letter	Current Ivanhoe residents	» Providing residents with projects updates, including construction of Stage 2 news » Invitations to community-based forums (as and if required)
Newsletter	Residents proximal to the site	» Project update, including scheduled construction activity (relating to Stage 2) » Invitation to community-based forums (Community Information Session) » Details about how to provide feedback » Project notifications are a short-form newsletter, focusing on immediate project activity and upcoming construction impacts
Fact sheet	Project facts and benefits	» Available on the website, and hardcopy fact sheets distributed at face-to-face forums
Project email and phone number	All stakeholders, especially local residents (enquiries and complaints regarding construction)	» Community can make enquiries, provide feedback and seek information about Stage 2 construction activities » [Email] Disseminate project information, including virtual newsletter distribution and details about upcoming community-based forums (Community Information Sessions). Use database of previous consultation participants
Media release	Wider community	» Relevant project updates » Notification of upcoming community-based forums (Community Information Session) » Details on how to provide feedback and ideas, and promote public communication channels for enquiries and feedback
Ad in local newspapers	Wider community	» Notification of upcoming community-based forums (Community Information Session) » Details on how to provide feedback and ideas, and promote public communication channels for enquiries and feedback
Facebook	Wider community	» Direct construction and development enquiries to website, 1800-number or project email, understanding Facebook is predominantly used as a marketing tool

About the communication channels

Community-based forum

Community-based forums, or Community Information Sessions, are held as relaxed drop-in sessions near the Ivanhoe Estate site. Interested stakeholders, including site neighbours and former residents, can attend at any point to view large information displays and talk about the project with representatives of the project team.

Forums are valuable ways to build stakeholder relationships and to address sensitive issues, such as environmental impacts. Targeted sessions can be held, as required, with a focus on specific elements of planning and construction, including environmental management.

Website

[ivanhoeestate.com.au https://www.frasersproperty.com.au/NSW/Midtown](https://www.frasersproperty.com.au/NSW/Midtown)

The established project website provides up-to-date information about the project, including planning developments and construction information and progress, with the commencement of Stage 2 works.

Visitors to the website can navigate between information about the Masterplan and contact information to raise specific project enquiries.

The website includes a page that encourages residents to provide ideas about how to make the community a great place to live and ways to connect with the dedicated Community Development Team.

Letter

Letters provide directly impacted stakeholders with important information, customised to their particular interest in the project, in addition to information provided on the website and shared with the wider community. Mail outs alleviate the possibility of correspondence being overlooked in local press or cluttered inboxes, and overcome challenges relating to an individual's internet access.

Newsletter

Newsletters provide project updates at notable delivery milestones or when there is important information to share with the community about activities on site, including construction activities during Stage 2. Project newsletters collate contact information for the project and can promote upcoming community-based forums. Like mail-outs, newsletters alleviate the possibility of correspondence being overlooked in local press or cluttered inboxes, and overcome challenges relating to an individual's internet access.

Fact sheet

Fact sheets present information about the project under areas of interest for the wider community and local residents, such as environment, project staging, Masterplan information and resident relocation. Fact sheets provide more detail about specific aspects of the proposal, rather than an overview, such as on the project website or newsletter.

Project email and phone

The dedicated project email, midtowncommunityfeedback@frasersproperty.com.au and 1800-870-351 number provide the community with easy-access, 24/7 platforms to provide comment or ask questions about the project. These communication channels can become more heavily used during construction activities, and this is anticipated during Stage 2 works.

In accordance with Condition B11 - the dedicated postal address for written complaints and enquiries may be sent to 1 Ivanhoe Place Macquarie Park. This postal address shall be noted on the Midtown Macpark website.

Emails are an effective way to disseminate project information to people who've registered interest in the project, including virtual newsletter distribution and details about upcoming community-based forums (Community Information Sessions).

Media release

Media releases provide accurate information about project developments and milestones that may be in the public interest. Possible media coverage provides a platform for reaching a wide local audience with details of engagement opportunities, such as community-based forums, and publishing media releases on the project website can be an effective way to create a single-source-of-truth if misinformation is gaining traction.

Advertisements in local newspapers

Advertisements in local newspapers can promote engagement opportunities and inform a wider local audience about upcoming activities on the site, including construction impacts.

Facebook [social media]

Community building is a core objective of the project, and early community building is happening online, with a project page that provides interested community members with a platform to ask questions, make comments, share ideas and request more information about engagement activities and planning and construction progress.

3.4 Dispute resolution and mediation

In the first instance, the communication and engagement team will identify a prospective or actualised dispute requiring resolution and/or mediation. If or when a dispute has been identified, the communication and engagement specialist will promptly escalate the dispute to the Project Team Lead. In consultation with the communication and engagement specialist, the Project Team Lead will prepare an immediate written response to the stakeholder or stakeholders involved and prepare a clear action plan to achieve timely resolution, in consultation with the project's legal representatives, if required. This action plan should include face-to-face meetings, where possible, that are attended by no less than two project representatives, to ensure accurate minutes are recorded.

3.5 Maintaining a complaint register

B5. At least 48 hours before the commencement of any construction until the completion of all works, the following documents will be made available:

- (vii) contact details to enquire about the development or to make a complaint
- (viii) a complaints register, updated monthly

All comments, feedback and complaints received from the community through communication channels outlined above, including the 1800-870-351 number and project email (midtowncommunityfeedback@frasersproperty.com.au), will be logged in a complaints register. A report of registered complaints will be prepared monthly to satisfy condition B5 of the Planning Consent.

4 Strategic communications

4.1 Key messages

Project key messages should be used to maintain clear, consistent project messaging. These will be updated throughout Stage 2, and the life of the project, to reflect the changing status of the project and community responsiveness.

Project overview

- » The Ivanhoe Estate at the corner of Herring and Epping roads is set to become a vibrant, sustainable community where people want to live.
- » Set over 8-hectares, Ivanhoe Estate will draw together world-class urban design, quality facilities and public open spaces.
- » The redevelopment of the Ivanhoe Estate is part of the NSW Government Communities Plus program, which seeks to deliver new communities where social housing blends with private and affordable housing, with good access to transport, employment, improved community facilities and open space.
- » Community consultation over the past three years has contributed to the revised masterplan. The revised masterplan features:
 - > approximately 3,300 new homes
 - > approximately 6000 sqm of open space
 - > the retention of 94 per cent of the existing ecological community along Epping Road
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 - > revised building heights
 - > the realignment of private apartments adjacent to the existing ecology community
 - > greater amenity
 - > improved integration with the existing community.
- » Other features of the urban renewal project include a new primary school, two childcare centres, community centre, gym and pool, a supermarket, cafes and specialty retail shops, nature-based playgrounds and exercise stations and community gardens.

The Stage 2 plans for the former Ivanhoe Estate were approved in November 2022 by the Minister for Planning and Public Spaces. The Development Consent (SSD-15822622) has been issued, prompting the preparation of this Strategy.

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- > construction of a community facilitates building (Building C2) and two residential apartment buildings (Building C3 and Building C4) with basement car parking:
 - Building C3 with 162 dwellings, 163 car parking spaces and ground floor retail
 - Building C4 with 488 dwellings and 396 car parking spaces
- > construction of Village Green public open space
- > utilities, services infrastructure and public domain areas. tree removal

Fraser's Property Australia and Mission Australia Housing remain dedicated to the project vision for a socially cohesive and sustainable world-class precinct at Ivanhoe Estate, and will continue to work towards this vision.

4.2 Holding statement

NSW Land and Housing Corporation (LAHC) has been working with Frasers Property Australia and Mission Australia Housing since 2017 to transform the former Ivanhoe Estate at the corner of Herring and Epping roads into a vibrant and sustainable community.

The urban renewal project was one of the first projects to progress through the NSW Government's Planning System Acceleration Program, and in May 2020 the revised Masterplan and Stage 1 plans were approved.

Stage 2 marks the next phase of Ivanhoe Estate redevelopment which will see the delivery of market, affordable and social housing, community centre, gym, pool, cafes, retail and public amenity.

The redevelopment of the Ivanhoe Estate is proudly the first major project being delivered under the NSW Government's Future Directions Policy and the Communities Plus Program, which seeks to deliver new communities where social housing blends with private and affordable housing, with good access to transport, employment, improved community facilities and open space.

