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URBIS

SOCIAL IMPACT ASSESSMENT

OAKDALE EAST ESTATE

Prepared for
GOODMAN
27 May 2022

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I confirm this SIA contains all relevant information and complies with legal and ethical obligations of social impact practitioners, including those set out in the Social Impact Assessment Guidelines for State Significant Project, 2021, prepared by the Department of Planning and Environment.

I further confirm that none of the information contained in the SIA is false or misleading.



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EXECUTIVE SUMMARY

This Social Impact Assessment (SIA) has been prepared for Goodman Property Services Pty Ltd (Goodman) for the State Significant Development Application (SSDA) for the proposed Oakdale East Estate (OEE) at 2-10 Old Wallgrove Road, Horsley Park (the site). The proposal seeks approval for the Concept Masterplan and Stage 2 development of the OEE, including the construction of a new warehouse and distribution centre and the expansion of an existing warehouse and distribution centre on the site.

Assessing social impacts

An SIA is a specialist study undertaken to identify and analyse the potential positive and negative social impacts associated with a development proposal. Social impacts are those that impact on people's way of life, their culture, community, environment, health and wellbeing, personal and property rights, and their fears and aspirations.

The potential impacts of the proposal are assessed by comparing the consequence of the impact (minimal to extreme) against the likelihood of the impact occurring (rare to very likely). This risk assessment methodology has been used from the International Association for Impact Assessment (IAIA) and the Department of Planning and Environment (DPE) and is outlined below.

Table 1 Social impact significance matrix

		Magnitude level				
		1	2	3	4	5
Likelihood		Minimal	Minor	Moderate	Major	Transformational
A	Almost Certain	Low	Medium	High	Very High	Very High
B	Likely	Low	Medium	High	High	Very High
C	Possible	Low	Medium	Medium	High	High
D	Unlikely	Low	Low	Medium	Medium	High
E	Very Unlikely	Low	Low	Low	Medium	Medium

Source: DPE, 2021, SIA Guideline for State Significant Projects: Technical Supplement, p. 13

Potential social impacts

Based on the assessment in this report, the key social impacts of the proposal are considered to be:

- **Increased availability of local jobs:** The development of the OEE is expected to have a high positive impact on the community by providing new local employment opportunities in established and emerging industries within the LGA. These jobs will also provide opportunities for lower skilled workers, young people and people who are unemployed. The magnitude of this impact is slightly reduced by the difficulty in accessing the site without a car.
- **Increasing the urban heat island:** While the integration of landscaping treatments and shading structures will likely lower temperatures in some areas of the site, the development of large hardstand areas and roads is expected to result in an overall increase in urban heat across the site. The proposal is also expected to contribute to a cumulative urban heat increase across the broader industrial precinct due to the existing concentration of nearby warehouses. Overall, it is likely that the proposal will have a medium negative impact on workers' health and wellbeing.
- **Noise impacts on surrounding residents and workers:** Based on the findings of the AIA, there may be temporary noise impacts on some residents during the construction of the OEE. However, with the implementation of the mitigation measures and SIA recommendations outlined above, this negative

impact is expected to be lessened. The AIA does not anticipate any significant noise impacts during the operation phase, and therefore the long term noise impacts associated with the proposal are expected to be neutral.

- **Change to visual outlook:** The Landscape Character and Visual Impact Assessment (LCVIA) prepared by Clouston Associates provides a detailed assessment of the visual impacts associated with the proposal on surrounding sensitive receivers. This SIA considers that in the short term, the proposal will likely have a medium negative impact on the visual outlook of workers in the Oakdale Central Estate and residents along Burley Road. There are two reasons for this: the increased visual impact during the construction period and the time it will take for the proposed plantings to reach their maximum height and spread. This impact is expected to lessen over time as the plantings mature and surrounding receivers adjust to the new visual outlook. As such, the long term impact on visual outlook is expected to be neutral.

Recommendations are provided below to help further manage and improve the potential impacts arising from the proposal.

Recommendations

The following recommendations are provided to further manage the potential impacts from the proposal:

- Post SSDA approval, consider developing an employment strategy to target local recruitment. The plan may include initiatives to partner with local businesses, visits to local schools, and incorporation of inclusion/diversity targets.
- When detailed plans for the proposed Western Sydney Freight Line are being prepared, work with TfNSW to identify opportunities for plantings between the proposed freight corridor and the northern boundary of Precinct 3.
- Incorporate the recommendations outlined in the acoustic impact assessment during the construction phase.
- Incorporate the recommendation in the CSPA to prepare a Community Consultation Strategy to identify and track engagement with the community and resolve complaints and enquiries during the construction and operation phases.
- Future detailed landscape plans for Precinct 2 should incorporate tall and fast-growing tree species to provide additional screening of the warehouse buildings from the residential area.

Overall impact assessment

Based on this assessment and the recommendations provided, it is expected that the proposal will have an overall low positive impact on the local community.

1. INTRODUCTION

Urbis Pty Ltd (Urbis) was engaged by Goodman Property Services Pty Ltd (Goodman) to prepare a Social Impact Assessment (SIA) for the proposed Oakdale East Estate, located at 2-10 Old Wallgrove Road (the site). The SIA is to inform a state significant development application (SSDA) for an industrial development.

1.1. PROJECT OVERVIEW

This application seeks approval for a Concept Plan across Goodman's Oakdale East Estate and approval for Stage 2 of works at the Estate.

The site is located within the Fairfield Local Government Area and is legally described as Lot 102 and Lot 103 in DP1268366.

Stage 1 of the works were completed in September 2021 and included Precinct 1 building and infrastructure works as indicated on the proposed Estate Masterplan.

The Concept Plan is proposed to set the development controls for the Estate which will override the Development Control Plan ("DCP") that is currently with Department of Planning and Environment (DPE) for consideration. This DCP has been lodged with DPE to support the Rehabilitation Development Application that is currently with Fairfield City Council for consideration.

The Rehabilitation Development Application seeks approval for works only to Precinct 1 expansion, Precincts 2, 3 and 4 and includes the following (this application excludes works to Precinct 5):

- Cut and Fill works to provide bulk pad levels
- Provision of Estate stormwater infrastructure including completion of detention basins and swales
- Removal of 2.58 ha of vegetation
- Demolition of the Brick Factory and rehabilitation of the surrounding land
- Installation of 1 x retaining wall on the eastern portion of Precinct 3
- Consideration for Aboriginal Heritage and Geotech assessments.

The proposed Concept Plan approval seeks approval for:

- The proposed Estate masterplan allowing development of 303,009 sqm of GLA;
- 24/7 hours of operation
- Building Height of 43m for Precinct 3 (excluding roof-top plant and solar) and 15m (excluding roof-top plant and solar) to the remainder of the Estate
- Estate subdivision
- Estate wide planning controls as shown in the EIS
- Construction hours 7 am to 6 pm Monday to Friday, 8 am to 1 pm Saturday
- Geotech and Aboriginal heritage considerations for Precinct 5.

The Stage 2 works considered under this application include the following:

- Cut and fill works to Precinct 5 only to provide bulk pad level
- Completion of lead-in infrastructure works including intersection upgrades at Millner Ave / Old Wallgrove Road and Lenore Drive / Old Wallgrove Road
- Clearing of 2.28 ha of vegetation
- Completion of the internal road network (excl. the proposed private driveway providing access to Precinct 5 but including all other roads shown on the proposed masterplan)
- Reticulation of services infrastructure to provide serviced development pads to all precincts
- Completion of retaining walls across the entire Estate

- Completion of Building works to Precinct 1 expansion and Precinct 3 including any ancillary on lot infrastructure and detailed civil works required

Precinct 1 expansion:

- Construction, operation, fit-out and use approval of a warehouse with ancillary office spanning 3,122 sqm of GLA
- 24/7 hours of operation
- 15m building height (excluding solar and rooftop plant)

Precinct 3:

- Construction, operation, fit-out and use approval of a temperature controlled automated distribution centre
- Total GLA of 96,810 sqm including 10,009 sqm of which is for future expansion
- In addition to this, 38,050 sqm of mezzanines will be installed within the premises
- 43m building height (excluding solar and rooftop plant)
- Storage of dangerous goods and flammable goods that exceed the SEPP33 threshold
- 24/7 hours of operation.

Figure 1 Oakdale East Estate masterplan

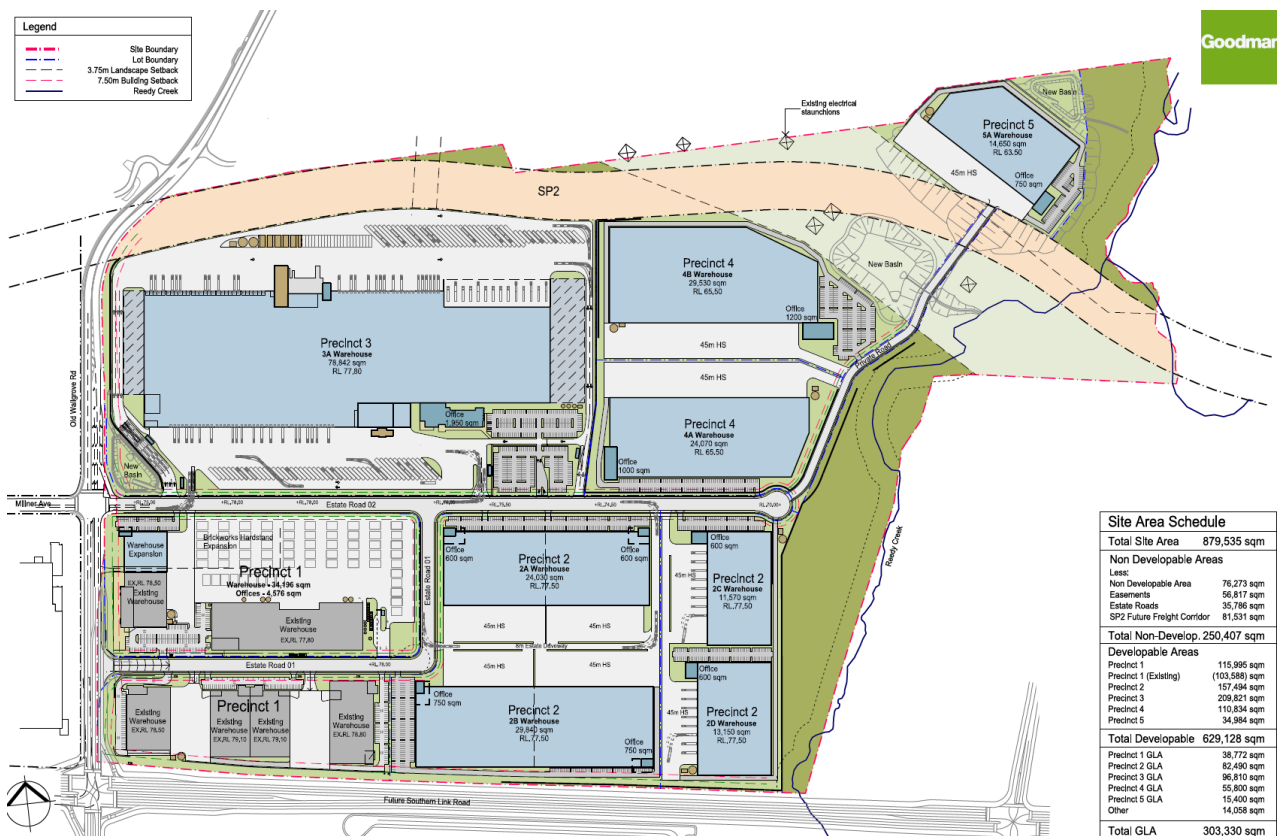


Figure 2 Stage 2 works (shown in green) seeking approval as part of this SSDA

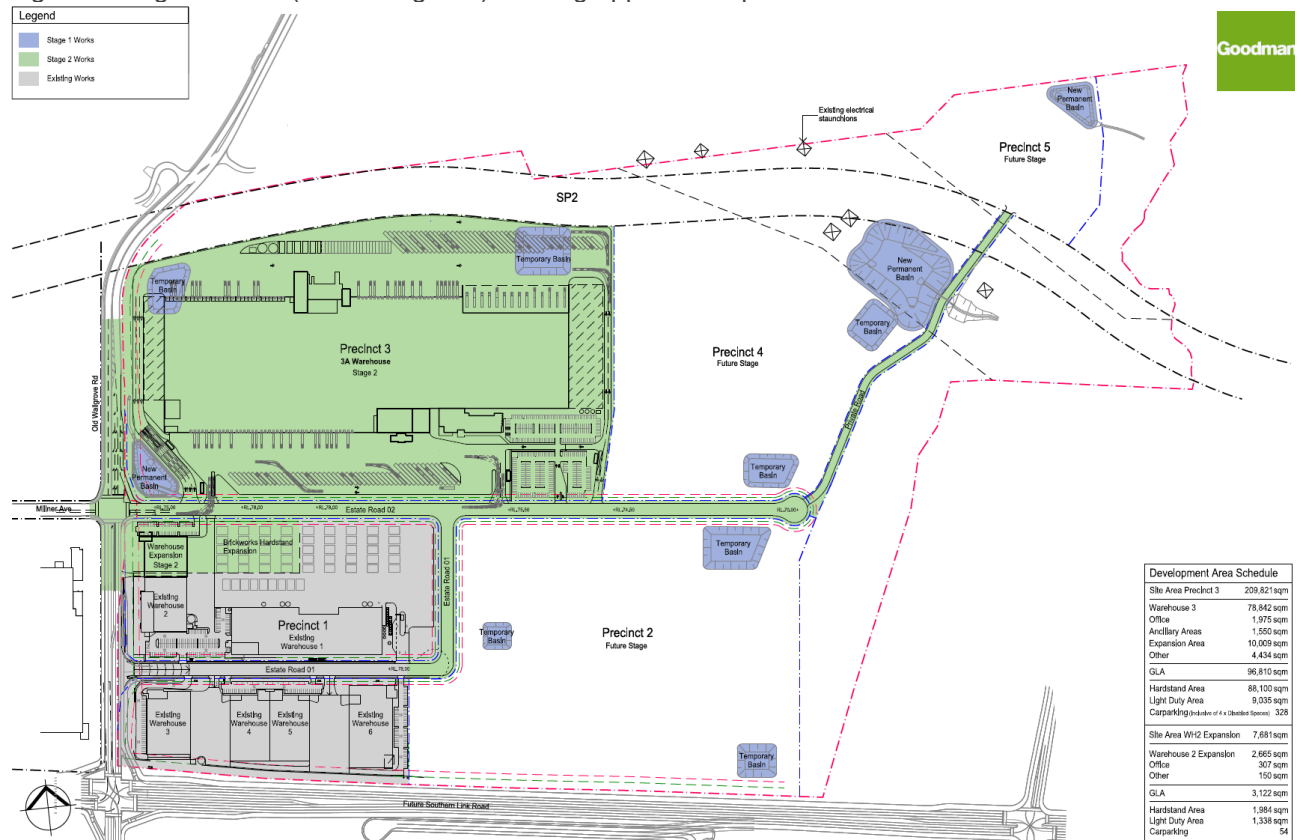
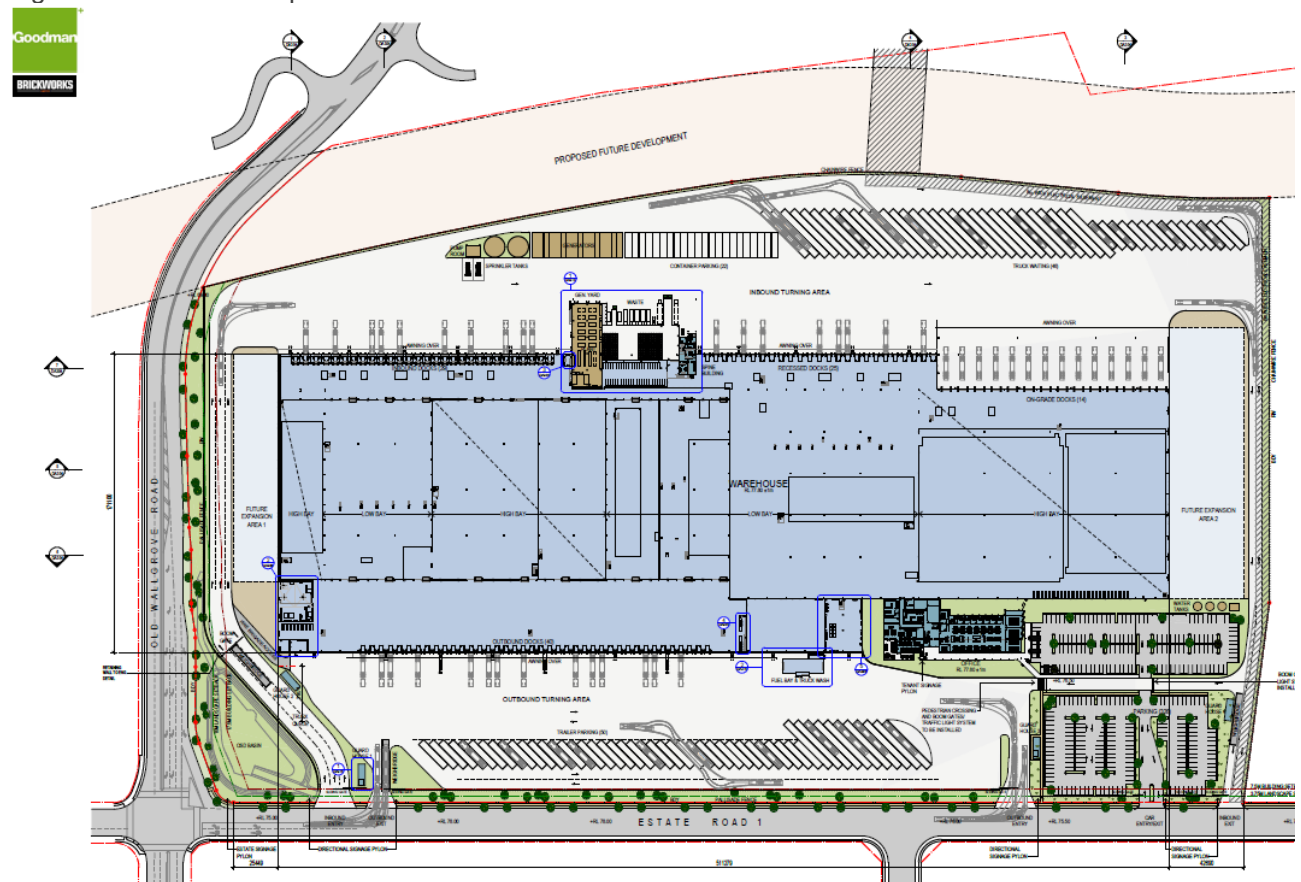


Figure 3 Precinct 3 site plan



Source: SBA Architects, 2022

1.2. REPORT PURPOSE AND SCOPE

A SIA is a specialist technical study which identifies and analyses the potential positive and negative social impacts associated with a proposal. It involves a detailed and independent study to scope potential social impacts, identify appropriate mitigation measures and provide recommendations aligned with professional standards and statutory obligations.

According to the Department of Planning and Environment's (DPE) SIA Guideline for State Significant Projects (2021), social impacts are the consequences that people experience when a new project brings change. For the purposes of an SIA, 'people' can be individuals, households, groups, communities, businesses or organisations. These impacts can be considered in eight categories, as shown in Figure 4 below.

Figure 4 Social Impact Categories



Source: DPE, 2021, SIA Guideline for State Significant Projects

1.3. STRUCTURE OF THIS REPORT

This report has seven chapters as summarised below:

- **Chapter 1** (this chapter) introduces the proposal, purpose and scope of this report.
- **Chapter 2** outlines the legislative requirements and methodology applied to complete this SIA.
- **Chapter 3** reviews the key findings and strategic directions from relevant state and local policies, as it relates to the proposal.
- **Chapter 4** provides a social baseline of the study area including the site's locality, social and demographic characteristics, and consultation outcomes.
- **Chapter 5** outlines a preliminary assessment of expected and perceived social impacts of the proposal.
- **Chapter 6** assess the significant (moderate to very high impacts) of the proposal, including mitigation and management measures.
- **Chapter 7** concludes the SIA by setting out a summary of the social impacts, recommendations and overall impact assessment.

2. METHODOLOGY

This section outlines the methodology to prepare this assessment, with reference to the relevant legislative requirements.

2.1. LEGISLATION AND GUIDELINES

This SIA has been prepared in response to the requirements of the Secretary's Environmental Assessment Requirements (SEARs) for the proposal, as outlined in Table 2.

Table 2 SEARs item for SIA

Socio-Economic
<ul style="list-style-type: none">▪ A social impact assessment in accordance with the Department's Social Impact Assessment Guideline▪ An analysis of any potential economic impacts of the development, including a discussion of any potential economic benefits to the local and broader community.

Source: SEARs issued on 1 March 2022

It should be noted that this SIA presents a high level overview of the potential economic impacts of the proposal that have a social outcome (for instance, local employment). Further economic impacts are addressed in the Environmental Impact Statement (EIS).

Fairfield City Council (Council) currently does not have a policy to guide the preparation of a SIA. This SIA has been informed by best practice guidelines outlined by DPE.

2.2. ASSESSMENT METHODOLOGY OVERVIEW

The following methodology was undertaken to prepare this SIA. The methodology was informed by the guidance contained within the DPE SIA Guidelines for State Significant Projects (2021).

Table 3 SIA Methodology

1. Background review	2. Impact scoping	3. Assessment and reporting
<ul style="list-style-type: none">▪ Site visit and analysis of surrounding land uses and local context▪ Review of relevant state and local policies to understand potential implications of the proposal▪ Analysis of relevant data to understand the existing community.	<ul style="list-style-type: none">▪ Review of site plans and technical assessments▪ Consultation with Council to identify potential impacts▪ Review of engagement outcomes▪ Identification of impacted groups▪ Initial scoping of impacts.	<ul style="list-style-type: none">▪ Assessment of significant impacts considering management measures▪ Provision of recommendations to enhance positive impacts, reduce negative impacts and monitor ongoing impacts.

2.3. APPROACH TO ASSESSING SOCIAL IMPACTS

The assessment of social impacts can be approached in several ways. The International Association for Impact Assessment (IAIA) highlights a risk assessment methodology, whereby the significance of potential impacts is assessed by comparing the consequence of an impact against the likelihood of the impact occurring. This approach is used in the Technical Supplement which supported DPE's SIA Guideline.

The DPE's risk assessment methodology is outlined below and has been applied in this SIA.

Table 4 Social Impact Significance Matrix

		Magnitude level				
		1	2	3	4	5
Likelihood		Minimal	Minor	Moderate	Major	Transformational
A	Almost Certain	Low	Medium	High	Very High	Very High
B	Likely	Low	Medium	High	High	Very High
C	Possible	Low	Medium	Medium	High	High
D	Unlikely	Low	Low	Medium	Medium	High
E	Very Unlikely	Low	Low	Low	Medium	Medium

Source: DPE, 2021, SIA Guideline for State Significant Projects: Technical Supplement, p. 13

Likelihood and magnitude level characteristics

The likelihood and magnitude levels are determined by subjective and objective components. It considers both individual experiences, community perceptions and technical evaluations.

The likelihood level assesses the probability of the impact occurring impact. The level of magnitude assesses the likely significance of the impact and considers several characteristics including:

- **Extent:** the volume of people expected to be affected and their relative location to the proposal
- **Duration:** the timeframe and frequency of potential impacts
- **Severity or scale:** the degree of change from the existing condition as a result of the impact
- **Intensity or importance:** the extent to which people or an environment can adapt to or mitigate the impact, including the value they attach to the matter and their capacity to cope and/or adapt to change
- **Level of concern/interest:** the level of interest or concern among the people affected.

Management measures

Social impacts are assessed before and after the implementation of management measures. Management measures are designed to reduce negative impacts and enhance positive impacts. These measures can take different forms and may be incorporated in the planning, construction, or operational stage of the proposal.

Section 5 of this report assess potential impacts prior to management measures as part of the impact scoping phase. Impacts which are assessed as moderate or higher are considered significant and included for further assessment in Section 6. The significant impacts are assessed with any planned mitigation measures to determine the residual impact level.




3. POLICY CONTEXT

A review of relevant state and local policies was undertaken to understand the strategic context of the proposed development and any potential impacts. This included the following documents:

- Great Sydney Commission, Western City District Plan (2018)
- Fairfield City Council, Fairfield City Plan 2016-2022 – Community Strategic Plan (2016)
- Fairfield City Council, Local Strategic Planning Statement (2020)
- Fairfield City Council, Fairfield City Economic Development Strategy (2019)
- Hill PDA Consulting, Employment Lands Strategy (2008).

A summary of key findings relating to the potential social impacts of the proposal is provided in Table 5.

Table 5 Key themes from the policy review

Theme	Summary of findings
Increasing demand for industrial land 	<ul style="list-style-type: none"> ▪ The Western City District Plan (the District Plan) identifies industrial land and urban services land as a key contributor to the NSW economy, and that demand for this land will increase along with population growth. ▪ The District Plan estimates that in 2018, there was 51 hectares of undeveloped industrial and urban services land in the Fairfield LGA's South of Sydney Water Pipeline precinct (where the site is located).
Logistics, trade and administration are key employment industries 	<ul style="list-style-type: none"> ▪ A key planning priority in Council's Local Strategic Planning Statement (the LSPS) is to promote a robust economy that generates diverse services and job opportunities. ▪ The LSPS acknowledges the LGA's existing strengths in employment within the logistics, trade and administrative industries. ▪ The LSPS also recognises that globalisation has increased the importance of industrial and urban services land within the LGA, particularly with the growth of online shopping over the last 10 years.
Mitigating the urban heat island effect 	<ul style="list-style-type: none"> ▪ The LSPS and District Plan recognise the importance of increasing urban tree canopy cover to reduce the urban heat island effect. ▪ This is particularly important for industrial developments which have large hardstand surfaces that absorb and re-radiate heat.

4. SOCIAL BASELINE

This section provides a social baseline of the study area including the site's locality, social context, demographic characteristics, engagement outcomes and areas of social influence.

4.1. SOCIAL LOCALITY

Local context

The Oakdale East Estate is located at 2-10 Old Wallgrove Road, Horsley Park and is within the Fairfield local government area (LGA). The site is bounded by Old Wallgrove Road to the west, Burley Road to the south, Reedy Creek to the east and the Warragamba Pipelines to the north.

Most of the site is occupied by a brick quarry, with the south western corner of the site occupied by several warehouses and a masonry plant which were recently completed as part of Precinct 1 of the OEE. The site forms the eastern extent of the broader Oakdale Industrial Estate, which also includes the Oakdale Central, Oakdale South and Oakdale West Estates, as shown in Figure 6.

Large rural-residential lots containing small-scale agribusiness activities (such as market farms) occupy the southern and eastern boundaries of the site. The site is also close to major roads including the M7 Motorway to the east and the M4 Motorway and the Great Western Highway to the north.

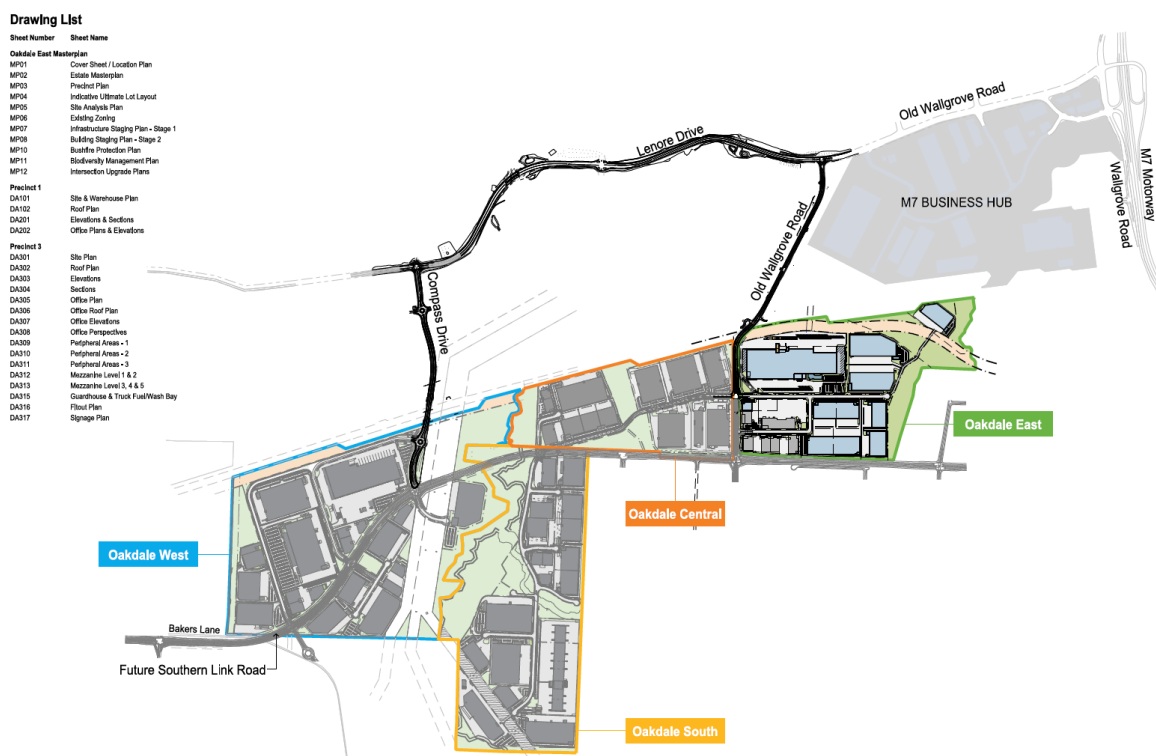
As part of the social locality, data from the NSW Bureau of Crime Statistics and Research was analysed on 4 April 2022 to understand the crime and safety context around the site. This analysis found that Horsley Park is not a hotspot for any reported crimes relevant to the proposal.

Figure 5 Oakdale East Estate site (Precinct 1 outlined in blue and Precincts 2-5 outlined in red)



Source: Urbis, Nearmap 2022

Figure 6 Oakdale East Estate within the context of the other Oakdale Industrial Estates



Source: SBA Architects, 2022

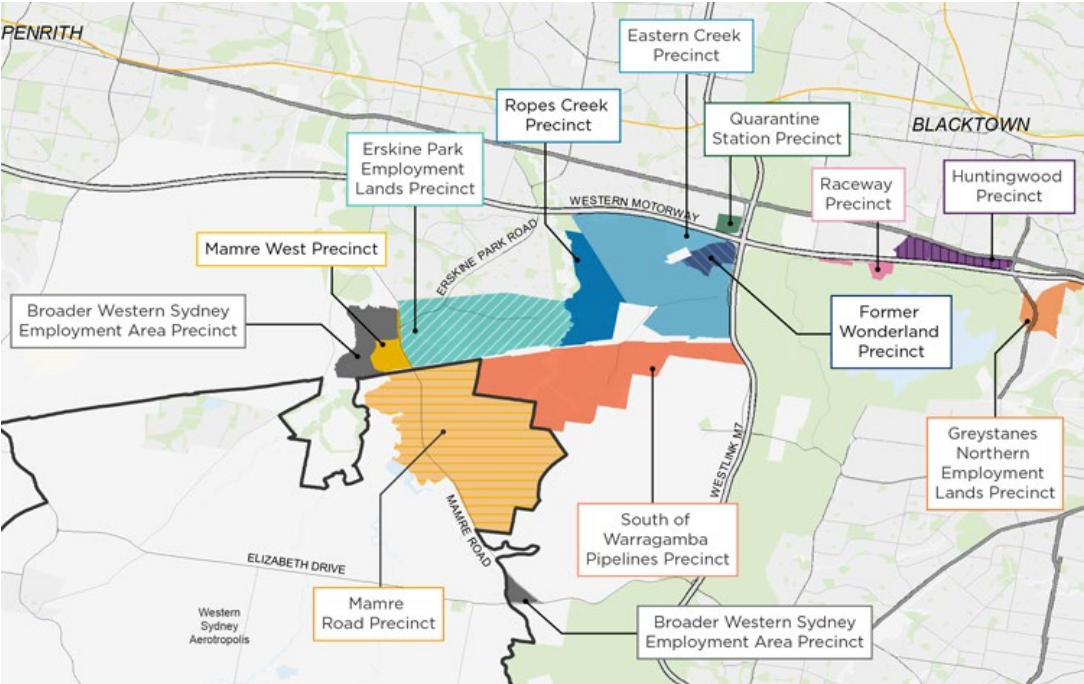
Regional context

The Oakdale East Estate is situated in the northern extent of Horsley Park, close to the Penrith and Blacktown LGAs. Horsley Park predominantly comprises rural residential and small-scale agricultural uses such as market farms.

To accommodate future population growth within the Western Parkland City, the District Plan and the LSPS recognise potential for parts of Horsley Park to be rezoned to accommodate more urban uses, including the development of small lot single dwelling housing and a new shopping village. According to the Draft Structure Plan for the Fairfield Rural Lands Urban Investigation Area (UIA) adopted by Council, the southern parts of Horsley Park and Cecil Park further south are expected to transition to these more urban uses, while the northern parts of Horsley Park close to the site are expected to remain as agribusiness and estate homes.

The site is also located close to other key employment lands, including the existing Huntingwood, Erskine Park, Ropes Creek and Eastern Creek industrial precincts, and the future Mamre Road precinct (see Figure 7). These precincts, along with the site, form part of the Western Sydney Employment Area (WSEA) which is expected to provide 57,000 jobs over the next 30 years.

Figure 7 Western Sydney Employment Area



Source: DPE 2021

Figure 8 Site visit photos



Picture 1 View of an existing warehouse building in Precinct 1



Picture 2 View of the entry to the brick quarry off Old Wallgrove Road



Picture 3 View of landscaping between Old Wallgrove Road and Precinct 1



Picture 4 View of Burley Road looking west



Picture 5 View of a rural residential property on Burley Road looking south

Source: Urbis 2022



Picture 6 View of existing vegetation between Burley Road and the site looking north

4.2. COMMUNITY PROFILE

A community profile identifies the demographic and social characteristics of a proposal's likely area of social influence. This is an important tool in understanding how a community currently lives and that community's potential capacity to adapt to changes arising from a proposal.

A community profile has been developed for the suburb of Horsley Park based on demographic data from Australian Bureau of Statistics 2016 Census and population projections from DPE. The demographic characteristics of the Fairfield LGA and Greater Sydney have been used, where relevant, to provide a comparison.

While population data from the 2016 Census now dates to five years ago, it remains the most recent population data source until the release of 2021 Census data in June 2022.

In 2016, Horsley Park's population was 1,837, representing 1% of the Fairfield LGA population. Key characteristics of the community include:



Older population and family dominant

Most households in Horsley Park and the Fairfield LGA are occupied by families (both 82%). The dominant age groups in Horsley Park are parents and homebuilders aged 35 to 49 (20%), older workers and pre-retirees aged 50 to 59 (14%) and seniors aged 70 to 84 (13%).



Culturally and linguistically diverse

Almost half of Horsley Park residents (47%) speak a language other than English at home and 36% were born overseas. The top three non-English languages spoken at home are Italian (12%), Maltese (9%) and Assyrian Neo-Aramaic (4%).



High proportion of low-density housing and home ownership

Separate houses account for almost all dwellings in Horsley Park (99%), compared to 72% in Fairfield LGA and 57% in Greater Sydney. Most residents own their home outright or with a mortgage (78%).



Predominantly blue-collar workers

The top industries of employment for Horsley Park residents are road freight transport (5%), site preparation services (3%) and building and other industrial cleaning services (3%).



High levels of socio-economic advantage

Horsley Park has a higher median household income (\$1,720), compared to Fairfield LGA (\$1,222) and Greater Sydney (\$1,488). Based on SEIFA data, the suburb is ranked in the top 30% for relative socio-economic advantage and disadvantage.



Strong population growth

Between 2016 and 2041, the Fairfield LGA population is expected to increase by one third (33%) to a total of 264,600 residents. This represents an average growth rate of around 1%.

4.3. RELEVANT ENGAGEMENT OUTCOMES

Consultation with Fairfield City Council

As part of this SIA, a videoconference was held with representatives from Council's social planning, economic development and strategic land use planning teams to help understand the characteristics of the local community and any potential positive or negative social impacts associated with the proposal. The videoconference took place on 20 April 2022.

Key feedback from this interview relevant to the assessment of social impacts includes:

- Horsley Park's rural residential lifestyle is a key attractor for people moving to the suburb and a key characteristic of the local community is the operation of market gardens on large rural residential properties. These activities play an important role in the local community as they operate as a place for residents and visitors to meet, provide fresh produce to local grocery stores and provide an income to the owners who are local residents.
- The urban heat island effect was acknowledged as a key social and health issue in the Fairfield LGA and for industrial developments. It was noted that choice of colours and materials on the warehouse buildings could reduce the effects of the urban heat island.
- Council representatives expressed the view that the construction, warehousing and freight jobs which likely would be generated by the proposal did not align with their vision to establish more knowledge and innovation jobs within the LGA.
- Council representatives thought the proposal should consider noise impacts, light spill and visual impacts. Providing adequate vegetation buffers between industrial and rural residential areas was identified as an important mitigation measure to protect the amenity of residents living in Horsley Park and the suburb's unique rural residential landscape and lifestyle.

Summary of community consultation undertaken to date

SLR Consulting undertook community consultation for the proposal in March 2022. The purpose of this consultation was to identify key community stakeholders associated with the proposal and provide them with an outline of the proposal, key site details and opportunities for feedback.

The community engagement activities undertaken for the proposal included a doorknock campaign and delivery of an information flyer to 12 landowners surrounding the proposal (as shown in Figure 9) who were identified based on a desktop analysis and scoping session undertaken by SLR Consulting. Other engagement activities included publishing a notification about the proposal in local newspapers and engagement with local Registered Aboriginal Parties (RAPs). As the consultation with local RAPs is still ongoing at the time of writing, these outcomes are to be included in the Aboriginal Cultural Heritage Assessment (ACHA).

A summary of the key findings relevant to this SIA from the Community and Stakeholder Participation Strategy (CSPS) is as follows:

- Most landowners contacted as part of the doorknock did not answer the door. Flyers were left in the letterboxes of these properties.
- Landowners that answered the door noted they had received a previous flyer about the project in the mail and that the existing Austral brickworks operation generates noise and dust. Landowners noted that the proposal could potentially reduce these impacts.
- The CSPS recommends that a Community Consultation Strategy (CCS) is prepared and implemented during the construction and operation phases of the proposed development. The CCS would build on the engagement work undertaken to date and include complaints/enquiry protocols, identification of engagement responsibilities and maintenance of an engagement register.

Figure 9 Map of community members engaged by SLR Consulting



Source: SLR Consulting, NearMap

4.4. AREAS OF SOCIAL INFLUENCE

Considering the outcomes from the social baseline, the area of social influence is mostly confined to the immediate context. Within the areas of social influence, the following individuals and communities are likely to be impacted by the proposal:

- Horsley Park residents, particularly those on Burley Road
- Workers in the surrounding industrial estates
- Construction, freight, logistics, warehouse and administration workers in the Fairfield LGA and Western Sydney.

5. EXPECTED AND PERCEIVED IMPACTS

A proposal may cause a range of direct and indirect social impacts which can have a positive, negative or neutral impact on the existing community. A SIA should assess the expected and perceived impacts which are considered to have the most significant impacts on the community and identified stakeholder groups.

The following section outlines the impact scoping considerations which were used to inform the determination of significant social impacts. These impacts have been informed by the contextual information outlined in Sections 3 – 4 of this SIA and have been assessed against the SIA criteria described in Section 2.2.

5.1. NEUTRAL TO LOW IMPACTS

This section outlines the social impacts considered to have a neutral to low impact on the community. These are not considered to have a significant impact on the community and are not included for further assessment.

Table 6 Initial scoping of neutral to low impacts

Potential impact	Social impact category	Impact assessment summary
Impacts to Aboriginal culture	<ul style="list-style-type: none"> Culture 	<p>Any new development should consider impacts on Aboriginal culture. The construction of industrial precincts (which often comprise large areas and require extensive earthworks), may impact on Aboriginal objects, the landscape or landform, or the spiritual connection Aboriginal people have with Country.</p> <p>A desktop study undertaken by Artefact in 2022 for the Draft Oakdale East Estate Development Control 2022 considers that due to historical land disturbances on the OEE site, including intensive quarrying, it is unlikely that there would be any remaining Aboriginal artefacts or objects on the site. This is to be confirmed by the Aboriginal Cultural Heritage Assessment (ACHA) which is being prepared for the proposal.</p> <p>Impacts to Aboriginal culture from the construction of the proposal are to be confirmed by the ACHA findings. Should there be impacts identified, the level of impact in relation to Aboriginal culture should be reconsidered.</p>
Provision of facilities to meet employee and visitor needs	<ul style="list-style-type: none"> Way of life Surroundings 	<p>When operational, the proposal will accommodate a range of employees and visitors. These groups will need access to break out rooms, rest areas and open space throughout their shifts. These facilities will be particularly important for workers driving trucks and other heavy vehicles for long periods of time, as well as warehouse workers who may be required to stand for long periods.</p> <p>The architectural plans prepared by SBA Architects outlines the detailed design of the new warehouse in Precinct 3 and the expansion of an existing warehouse in Precinct 1. The design of these buildings includes spaces for lunch rooms, kitchen amenities and outdoor covered seating areas. In addition to these spaces, the warehouse in Precinct 3 also includes a multi faith room for prayer, lockers for employees, and a covered balcony.</p>

Potential impact	Social impact category	Impact assessment summary
		<p>The provision of garden beds and landscaped areas, as outlined in the landscape plans prepared by Scape Design, help soften the built form and create a pleasant and welcoming environment for workers.</p> <p>The inclusion of these facilities will be necessary to meet the day to day needs of employees and visitors, and to create a safe and healthy work environment. As a result, this is expected to have a low positive social impact.</p>
Improved active transport connections to the site for future workers	<ul style="list-style-type: none"> ▪ Accessibility 	<p>The proposal will provide an additional signalised pedestrian crossing at the intersection between Old Wallgrove Road and Milner Avenue, improving pedestrian connections between the OEE and the other Oakdale Estates. The proposal also includes bicycle parking spaces within Precinct 3, providing future workers with alternative transport options.</p> <p>Overall, these improved active transport considerations on the site are expected deliver a low positive social impact for future workers.</p> <p>It is also important to note that currently the site is not directly serviced by public transport, with the closet bus service a 28-minute walk from the proposed entry to the OEE. Goodman has been engaging with Transport for NSW (TfNSW) regarding extending the Mount Druitt and Rooty Hill bus route to service the OEE. While this is ultimately a matter for consideration for TfNSW and therefore outside the scope of this proposal, the provision of direct public transport services would improve accessibility to the site and result in a positive social impact.</p>

5.3. MODERATE TO HIGH IMPACTS

This section outlines the social impacts which were identified in preliminary scoping as likely to be moderate to high. **These impacts are considered significant and are included for further assessment in Section 6 of this report.**

Table 7 Initial scoping of moderate to high impacts

Potential impact	Social impact category	Potentially impacted groups	Preliminary assessment
Increased availability of local job opportunities	<ul style="list-style-type: none"> ▪ Livelihoods ▪ Way of life 	<ul style="list-style-type: none"> ▪ Future workers living in the Fairfield LGA and Western Sydney 	<p>The proposal will generate new local employment opportunities in established and emerging industries in the LGA, including construction, freight, logistics, warehousing and administration. These jobs provide an opportunity for people with lower qualifications, unemployed people and younger people to enter the workforce.</p> <p>This impact is considered significant and is included for further assessment in Section 6.</p>
Increasing the urban heat island	<ul style="list-style-type: none"> ▪ Health and wellbeing ▪ Surroundings 	<ul style="list-style-type: none"> ▪ Future workers on the site ▪ Workers in the surrounding industrial estates 	<p>The proposal will result in the development of large hard surfaces on the site, including warehouse buildings, roads, car parking areas and hardstand areas. These structures are expected to increase urban heat on the site which may a negative impact on the health and wellbeing of future workers on the site and existing workers. Cumulative urban heat impacts are also likely to occur due to the concentration of industrial precincts within the surrounding area.</p> <p>Mitigation measures, including tree plantings and shaded areas, are provided to minimise the impact of urban heat on future workers on the site.</p> <p>This impact is considered significant and is included for further assessment in Section 6.</p>
Noise impact on surrounding residents and workers	<ul style="list-style-type: none"> ▪ Health and wellbeing ▪ Surroundings 	<ul style="list-style-type: none"> ▪ Residents on Burley Road ▪ Workers in the Oakdale Central Estate 	<p>The construction and operation of any development can generate noise which may impact on the amenity of an area and a person's health and wellbeing. Consideration of noise impacts is particularly important as the site located</p>

Potential impact	Social impact category	Potentially impacted groups	Preliminary assessment
			<p>close to existing residential and industrial land uses.</p> <p>This impact is considered significant and is included for further assessment in Section 6.</p>
Change to visual outlook	<ul style="list-style-type: none"> Surroundings 	<ul style="list-style-type: none"> Workers in the Oakdale Central Estate Residents on Burley Road 	<p>The development of the OEE is expected to result in a change to the visual outlook of surrounding sensitive receivers, including workers in the Oakdale Central Estate and residents on Burley Road. Mitigation measures, including providing tall tree plantings, have been provided to minimise these visual impacts.</p> <p>This impact is considered significant and is included for further assessment in Section 6.</p>

6. ASSESSMENT OF SIGNIFICANT IMPACTS

The following section provides a detailed assessment of the significant social impacts of the proposal, as identified in Section 5. The significant impacts are assessed with any planned mitigation measures to determine the residual impact level. The assessment process used to determine each impact level is described in Section 2.3.

6.1. INCREASED AVAILABILITY OF LOCAL JOB OPPORTUNITIES

Description of impact	Impacted groups	Social impact category
Increased availability of local employment opportunities during the construction and operation of the proposal.	<ul style="list-style-type: none"> Future workers living in the Fairfield LGA and Western Sydney 	<ul style="list-style-type: none"> Livelihoods Way of life
Current environment		
<p>The District Plan identifies industrial and urban services land within the Western Parkland City as a key contributor to the NSW economy and that demand for this land is expected to increase with population growth. The District Plan notes that in 2018, there was 51 hectares of undeveloped industrial and urban services land in the Fairfield LGA's South of Sydney Water Pipeline precinct (where the site is located).</p> <p>The LSPS recognises that globalisation has increased the importance of industrial and urban services land within the LGA. The growth of online shopping over the last 10 years has played a significant role in the increased demand for warehouse and distribution space.</p> <p>In 2016, around 70% of residents in the Fairfield LGA travelled outside the LGA for work. Increasing local employment opportunities can increase a person's health and wellbeing as reduced commuting times allows for more time in the day to undertake other activities and commitments.</p> <p>Based on 2016 Census data, the top two industries of employment for Horsley Park were road freight transport (5%) and site preparation services (3%). This data also indicates that the Fairfield LGA has a lower proportion of residents with a bachelor's degree or above (11%) compared to the average for Greater Sydney (28%).</p> <p>The most recent ABS employment data (2021 December quarter) shows that the Fairfield LGA has significantly higher rates of unemployment (11.3%) compared to Greater Sydney (5.3%) and NSW (5.0%).</p>		
Impact of the proposal		
<p>The proposal is expected to provide a range of employment opportunities across several industries. A breakdown of the estimated employment figures generated by the construction and operation of the proposal is as follows:</p> <ul style="list-style-type: none"> Precinct 3: 500 construction jobs and 500 operational jobs Precinct 1: 80 construction jobs and 40 operational jobs Entire OEE site: 1,000 construction jobs and 1,500 operational jobs. <p>The proposal will provide employment opportunities in established and emerging industries in the LGA, including construction, freight, logistics, warehousing and administration. While Council's vision is to establish more knowledge and innovation jobs within the LGA (see Section 4.3), the industries associated with the proposal will provide an important pathway for lower skilled workers to enter the workforce. These</p>		

jobs are particularly important given the high rates of unemployment and lower portions of people with tertiary qualifications in the Fairfield LGA.

Incoming workers will also have access to on site amenities including end of trip facilities and indoor and outdoor breakout areas, which will help contribute a pleasant and safe working environment, and therefore a more appealing workplace for workers.

The positive impact of these new job opportunities is somewhat reduced by the difficulty in accessing the site via public transport (as discussed in Section 5.1).

Management measures	SIA recommendations
<ul style="list-style-type: none"> None identified. 	<ul style="list-style-type: none"> Post SSDA approval, consider developing an employment strategy to target local recruitment. The plan may include initiatives to partner with local businesses, visits to local schools, and incorporation of inclusion/diversity targets.

Residual impact summary (considering mitigation measures)

Likelihood: Likely	Magnitude: Moderate	Resultant impact: High positive
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The development of the OEE is expected to have a high positive impact on the community by providing new local employment opportunities in established and emerging industries within the LGA. These jobs will also provide opportunities for lower skilled workers, young people and people who are unemployed. The magnitude of this impact is slightly reduced by the difficulty in accessing the site without a car.

6.2. INCREASING THE URBAN HEAT ISLAND

Description of impact	Impacted groups	Social impact category
Increasing the urban heat island and its impacts on worker wellbeing	<ul style="list-style-type: none"> Future workers on the site Workers in the surrounding industrial estates 	<ul style="list-style-type: none"> Health and wellbeing Surroundings
Current environment		
<p>An urban heat island occurs when natural land cover is replaced with dense concentrations of urban structures and hard pavements such as roads, car parks, and buildings. These structures absorb solar radiations and re-radiate them into the environment, creating high localised temperatures. This can have flow-on social and health impacts, such as dehydration, fatigue and heat stress.</p> <p>The District Plan identifies urban heat is as being one of the top three natural hazards and acute shocks that affects the Western Parkland City. Research and urban heat mapping undertaken by the DPE and referred to in the LSPS shows that the industrial area where the proposal is located has temperatures of 6-8 degrees Celsius higher compared to non-urban vegetated areas. As outlined in Section 4.3, urban heat was also raised as an area for consideration during the interview with representatives from Council.</p> <p>The LSPS and District Plan recognise that the urban heat island can be mitigated through interventions within the built environment. These include increasing tree canopy and green ground cover and by using lighter coloured materials for roofs and paving. Retaining more water in the landscape can also reduce the effects of urban heat.</p>		
Impact of the proposal		
<p>The proposal will result in the development of large surfaces on the site, including warehouse buildings, roads, car parking areas and hardstand areas. These structures are expected to increase the urban heat on the site, which may have negative health and wellbeing impacts on future workers on the site. The proposal is also expected to contribute to cumulative urban heat impacts within the broader industrial precinct due to the existing concentration of nearby warehouses.</p> <p>The landscape plans prepared by Scape Design contains several measures to mitigate urban heat. This includes significant areas of ground cover landscaping around the new warehouse in Precinct 3 and the Precinct 1 warehouse expansion which radiates less heat compared to pavement. The plans also include high canopy and spread trees around the boundaries of the precincts and within parts of the car parking areas.</p> <p>Further positive design features include the provision covered walkway along the southern side of the warehouse in Precinct 3 to provide an outdoor shaded area, use of a light paint colour for the warehouse roofs and retention of the existing vegetation and riparian zone in the southern western part of the site.</p>		
Management measures	SIA recommendations	
<ul style="list-style-type: none"> Providing ground cover landscaping around the warehouse buildings and tree plantings within car park areas Providing high canopy and spread trees around precinct boundaries and within car parking areas 	<ul style="list-style-type: none"> When detailed plans for the proposed Western Sydney Freight Line are being prepared, work with TfNSW to identify opportunities for plantings between the proposed freight corridor and the northern boundary of Precinct 3. 	

<ul style="list-style-type: none"> ▪ Providing a large outdoor shaded area outside the warehouse in Precinct 3 ▪ Use of light-coloured paint on the roofs of the warehouses ▪ Retention of the vegetation and riparian corridor in the eastern part of the site. 		
Residual impact summary (considering mitigation measures)		
Likelihood: Likely	Magnitude: Minor	Resultant impact: Medium negative
<p>While the integration of landscaping treatments and shading structures will likely lower temperatures in some areas of the site, the development of large hardstand areas and roads is expected to result in an overall increase in urban heat across the site. The proposal is also expected to contribute to a cumulative urban heat increase across the broader industrial precinct due to the existing concentration of nearby warehouses. Overall, it is likely that the proposal will have a medium negative impact on workers' health and wellbeing.</p>		

6.3. NOISE IMPACTS ON SURROUNDING RESIDENTS AND WORKERS

Description of impact	Impacted groups	Social impact category
Impacts on the amenity and health of surrounding residents and workers due to operational and construction noise associated with the proposal.	<ul style="list-style-type: none"> Residents on Burley Road Workers in the Oakdale Central Estate 	<ul style="list-style-type: none"> Health and wellbeing Surroundings
Current environment		
<p>The construction and operation of any development can generate noise which may impact on the amenity of an area and a person's health and wellbeing. The latter is particularly important if noise is occurring at night, which may prevent the individual from sleeping. These impacts can generally be minimised by understanding the severity of the impact and adopting suitable design and site measures to decrease the intensity of the noise emissions.</p> <p>The site is located within an industrial precinct and is surrounded by existing industrial buildings within Oakdale Central Estate to the west and rural residential uses to the south along Burley Road. Most of the site currently operates as a quarry, with the south west part of the site containing a newly built masonry plant and warehouses. The Community and Stakeholder Participation Strategy (CSPS) prepared by SLR Consulting notes that some residents have expressed concern about noise from the quarry operations.</p>		
Impact of the proposal		
<p>The acoustic impact assessment (AIA) prepared by RWDI considers the noise and vibration impacts of the entire OEE on surrounding sensitive receivers during the construction and operation phases. The surrounding sensitive receivers identified include the rural residential properties along Burley Road and the two existing warehouse buildings within the Oakdale Central Estate.</p> <p>The assessment considers that some residents on Burley Road may be affected by noise during earthworks and hardstand works, and proposes a range of mitigation measures to be applied during the construction phase. This includes:</p> <ul style="list-style-type: none"> Providing two 4m high acoustic barriers at the southern boundary of the site where the residential properties are located. Preparing a construction noise and vibration management plan (CNVMP) with the contractor prior to commencement of site works. This should provide details on further on-site noise mitigation measures required and inform site staff of construction noise sensitivity and methods to minimise noise. Undertaking pre-construction consultation with residents affected by construction noise, as well as providing regular updates and holding regular meetings with these residents throughout the construction phase to identify and address noise related concerns. <p>No vibration impacts are anticipated during the construction works.</p> <p>In terms of operational noise, the AIA considers that the operation of the entire OEE site is predicted to comply with the operational noise criteria during day, evening and night time periods. The assessment also considers there to be no exceedance to the noise criteria and relevant guidelines for sleep disturbance of nearby residents and for off-site traffic noise generated by the proposal.</p> <p>The AIA does not consider there to be any construction or operational noise impacts on workers in the Oakdale Central Estate.</p>		

Management measures		SIA recommendations
<ul style="list-style-type: none"> Providing two 4m high acoustic barriers at the southern boundary of the site to reduce noise impacts on residential properties. 		<ul style="list-style-type: none"> Incorporate the recommendations outlined in the acoustic impact assessment during the construction phase. Incorporate the recommendation in the CSPS to prepare a Community Consultation Strategy to identify and track engagement with the community and resolve complaints and enquiries during the construction and operation phases.
Residual impact summary (considering mitigation measures)		
Likelihood during construction: Possible	Magnitude during construction: Minor	Resultant impact during construction: Low negative
Likelihood during operation: Unlikely	Magnitude during operation: Minimal	Resultant impact during operation: Neutral
<p>Based on the findings of the AIA, there may be temporary noise impacts on some residents during the construction of the OEE. However, with the implementation of the mitigation measures and SIA recommendations outlined above, this negative impact is expected to be lessened.</p> <p>The AIA does not anticipate any significant noise impacts during the operation phase, and therefore the long term noise impacts associated with the proposal are expected to be neutral.</p>		

6.4. CHANGE TO VISUAL OUTLOOK

Description of impact	Impacted groups	Social impact category
Change to the visual outlook of workers and residents surrounding the proposal	<ul style="list-style-type: none"> Workers in the Oakdale Central Estate Residents on Burley Road 	<ul style="list-style-type: none"> Surroundings
Current environment		
<p>The Landscape Character and Visual Impact Assessment (LCVIA) prepared by Clouston Associates provides an overview of the existing landscape character of the surrounding area. The authors define landscape character as: “a combination of distinctive qualities of a certain area including easily identifiable landform, vegetation cover, built-for, and architecture, as well as history, seasonal changes, human culture, urban grain, wildlife and land use”. The authors consider that these elements produce a distinctive character that influences how the landscape is perceived and valued by the community.</p> <p>A summary of the existing visual character surrounding the site based on the description provided in the LCVIA is as follows:</p> <ul style="list-style-type: none"> Rural living is located south of the site and includes elements different from a typical urban residential environment. This includes areas of vegetation, streams and creeks, market gardens, sheds and warehouses, modified landscapes for agricultural purposes and often rolling hills which allow for longer distance views. Industrial land is located west of the site. Warehouse buildings are easily identifiable and define the character of this area. Surrounding infrastructure including the TransGrid Sydney substation and switchyard and Warragamba Pipelines is located to the north of the site. The substation forms a highly noticeable element in the visual scene when approaching the site. Low density residential living is located approximately 2km from the site in Erskine Park. This area is characterised by a mix of single and double storey dwellings of varying ages and architectural styles. <p>As mentioned in Section 4.1, most of the site is currently occupied by a brick quarry, with some industrial uses including a warehouse and masonry plant located in the south western part of the site. These buildings form part of Precinct 1 of the OEE.</p>		
Impact of the proposal		
<p>The proposal for the OEE will replace the existing quarry uses on the site with new industrial uses. This includes eight warehouses, as well as roads, car parks and hardstand areas.</p> <p>The LCVIA assesses the potential visual impacts of the proposal from 12 public domain locations surrounding the OEE. This includes viewpoints from Old Wallgrove Road and the Oakdale Central Estate (west of the site) and Burley Road (south of the site). When considered against the existing view, the LCVIA considers that three viewpoints will have a moderate impact, six will have a moderate-low impact, one will have a low impact and two will have a negligible impact.</p> <p>The LCVIA acknowledges that during construction, all viewpoints are likely to have increased visual impacts due to the presence of site compounds, storage areas and increased site traffic. It notes that these impacts will be temporary and will reduce for all viewpoints once the proposal is complete.</p>		

In terms of mitigation measures, the LCVIA considers that the proposed tall tree planting around western boundary of the site, as outlined in the detailed landscape plans for Precincts 1 and 3, will help to filter views of the earthworks during construction and the warehouse buildings once completed. The LCVIA expects the effectiveness of these proposed plantings to increase over 10-15 years, as the height and spread of the planting increases over time. Overall, the LCVIA considers that the visual impacts associated with the proposal are acceptable.

Management measures		SIA recommendations
<ul style="list-style-type: none"> Providing plantings along the western boundary of the OEE. Existence of mature vegetation between Burley Road and the southern boundary of the OEE. 		<ul style="list-style-type: none"> Future detailed landscape plans for Precinct 2 should incorporate tall and fast-growing tree species to provide additional screening of the warehouse buildings from the residential area.
Residual impact summary (considering mitigation measures)		
Short term likelihood: Likely Long term likelihood: Likely	Short term magnitude: Minor Long term magnitude: Minimal	Short term resultant impact: Medium negative Long term resultant impact: Neutral
<p>The LCVIA prepared by Clouston Associates provides a detailed assessment of the visual impacts associated with the proposal on surrounding sensitive receivers. This SIA considers that in the short term, the proposal will likely have a medium negative impact on the visual outlook of workers in the Oakdale Central Estate and residents along Burley Road. There are two reasons for this: the increased visual impact during the construction period and the time it will take for the proposed plantings to reach their maximum height and spread. This impact is expected to lessen over time as the plantings mature and surrounding receivers adjust to the new visual outlook. As such, the long term impact on visual outlook is expected to be neutral.</p>		

7. CONCLUSION

This SIA has been undertaken to assess the potential social impacts arising from the SSDA seeking approval for the Concept Masterplan and Stage 2 development of the OEE at 2-10 Old Wallgrove Road, Horsley Park (the site).

Based on the assessment in this report, the key social impacts of this proposal are:

- **Increased availability of local jobs:** The development of the OEE is expected to have a high positive impact on the community by providing new local employment opportunities in established and emerging industries within the LGA. These jobs will also provide opportunities for lower skilled workers, young people and people who are unemployed. The magnitude of this impact is slightly reduced by the difficulty in accessing the site without a car.
- **Increasing the urban heat island:** While the integration of landscaping treatments and shading structures will likely lower temperatures in some areas of the site, the development of large hardstand areas and roads is expected to result in an overall increase in urban heat across the site. The proposal is also expected to contribute to a cumulative urban heat increase across the broader industrial precinct due to the existing concentration of nearby warehouses. Overall, it is likely that the proposal will have a medium negative impact on workers' health and wellbeing.
- **Noise impacts on surrounding residents and workers:** Based on the findings of the AIA, there may be temporary noise impacts on some residents during the construction of the OEE. However, with the implementation of the mitigation measures and SIA recommendations outlined above, this negative impact is expected to be lessened. The AIA does not anticipate any significant noise impacts during the operation phase, and therefore the long term noise impacts associated with the proposal are expected to be neutral.
- **Change to visual outlook:** The Landscape Character and Visual Impact Assessment (LCVIA) prepared by Clouston Associates provides a detailed assessment of the visual impacts associated with the proposal on surrounding sensitive receivers. This SIA considers that in the short term, the proposal will likely have a medium negative impact on the visual outlook of workers in the Oakdale Central Estate and residents along Burley Road. There are two reasons for this: the increased visual impact during the construction period and the time it will take for the proposed plantings to reach their maximum height and spread. This impact is expected to lessen over time as the plantings mature and surrounding receivers adjust to the new visual outlook. As such, the long term impact on visual outlook is expected to be neutral.

7.1. RECOMMENDATIONS

The following recommendations are provided to further manage the potential impacts from the proposal:

- Post SSDA approval, consider developing an employment strategy to target local recruitment. The plan may include initiatives to partner with local businesses, visits to local schools, and incorporation of inclusion/diversity targets.
- When detailed plans for the proposed Western Sydney Freight Line are being prepared, work with TfNSW to identify opportunities for plantings between the proposed freight corridor and the northern boundary of Precinct 3.
- Incorporate the recommendations outlined in the acoustic impact assessment during the construction phase.
- Incorporate the recommendation in the CSPA to prepare a Community Consultation Strategy to identify and track engagement with the community and resolve complaints and enquiries during the construction and operation phases.
- Future detailed landscape plans for Precinct 2 should incorporate tall and fast-growing tree species to provide additional screening of the warehouse buildings from the residential area.

7.2. OVERALL IMPACT ASSESSMENT

Based on this assessment and the recommendations provided, it is expected that the proposal will have an overall low positive impact on the local community.

REFERENCES

This SIA has been informed by a range of data sources, information and technical studies. The following data sources have been used:

Demographic, crime and health data

Australian Bureau of Statistics, Census of Population and Housing, 2016, Greater Sydney, Fairfield LGA and Horsley Park (suburb) data.

Bureau of Crime Statistics and Research, Horsley Park hotspot maps and crime rates.

Department of Planning and Environment, 2019, NSW population projections.

Policy documents

Fairfield City Council, 2016, Fairfield City Plan 2016-2022 – Community Strategic Plan.

Fairfield City Council, 2019, Fairfield City Economic Development Strategy.

Fairfield City Council, 2019, Fairfield Rural Lands Urban Investigation Area Preferred Structure Plan.

Fairfield City Council, 2020, Local Strategic Planning Statement.

Greater Sydney Commission, 2018, Western City District Plan.

Hill PDA Consulting, 2008, Fairfield Employment Lands Strategy.

International Association for Impact Assessment, 2015, Social Impact Assessment: Guidance for assessing and managing the social impacts of projects.

NSW Department of Planning and Environment, 2021, Social Impact Assessment Guideline for State Significant Projects.

Urbis 2022, Draft Oakdale East Estate Development Control Plan.

Technical studies

Ason Group, 2022, Transport Assessment for SSDA at Oakdale East Estate.

Clouston Associates, 2022, Landscape Character and Visual Impact Assessment for SSDA at Oakdale East Estate.

Keyland Consulting, 2021, Scoping Report for SSDA at Oakdale East Estate.

RWDI, 2022, Acoustic Impact Assessment for SSDA at Oakdale East Estate.

SBA Architects, 2022, Architectural Plans for SSDA at Oakdale East Estate.

Scape Design, 2022, Landscape Plans for SSDA at Oakdale East Estate.

SLR Consulting, 2022, Community and Stakeholder Participation Strategy for SSDA at Oakdale East Estate.

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