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## 1.0 Introduction

This *Community Consultation and Engagement Plan* has been prepared by Ethos Urban for Mirvac to outline the strategic framework that will inform and guide the communications and engagement activities to be undertaken to support the redevelopment of Harbourside. In doing so, it also addresses Condition C53 of the Stage 1 Concept SSDA approved in June 2021

Transparency, proactive dialogue, and building trusting relationships between Mirvac, adjacent landowners, neighbouring residents, and the surrounding community will help build confidence in the project and enable better outcomes and experiences for the people of Pymont.

We recognise that community and stakeholder support is critical to progress Mirvac's aspirations, vision, and objectives for the redevelopment. In developing this framework, it is important to acknowledge the engagement undertaken to date with key stakeholders, landowners, and residents (i.e., 50 Murray St) as well as the local community.

Our proposed approach therefore seeks to build upon existing relationships as well as adopt a proactive, inclusive, and transparent engagement program to facilitate the building of new strategic stakeholder partnerships. It should be emphasised that while the strategy establishes objectives, actions, and timing, it must also be flexible to meet evolving community, stakeholder, and project requirements.

The document will:

- Identify strategic stakeholders and community members/groups that have an interest in or influence over the project.
- Outline recommended engagement opportunities for target stakeholders and community members/groups based on their interests and anticipated level of influence. Engagement activities are designed to keep stakeholders informed throughout the project as well as help establish strategic partnerships.
- Manage key project risks relating to communications and engagement to ensure the team is proactive in mitigating identified risks.
- Provide key messages and a summary of key project benefits and initiatives to be delivered as part of the new project.
- Outline communication tactics to guide the next stages of communication.
- Continue to be updated as the consultation process unfolds. This is a live document and is intended to be updated throughout the project.

## 1.1 Background

The existing Harbourside Shopping Centre was built in 1988 as part of the wider transformation of Darling Harbour from a working port into a major tourism destination and mixed-use development. However, it is now considered outdated as nearby and neighbouring major sites, including Barangaroo and the International Convention Centre, have undergone significant renewal.

Mirvac acquired the long-term leasehold for the site in 2013. To facilitate a confident and sustainable renewal process, Mirvac also entered negotiations with NSW Government to fully acquire the site as part of an Unsolicited Proposal process and is now seeking to transform the site into a world class mixed-use waterfront precinct.

A State Significant Development Application (SSDA 7874) and accompanying Environmental Impact Statement (EIS) in support of a concept proposal for the redevelopment of Harbourside Shopping Centre in Darling Harbour (the site) was first lodged in December 2016 with the Department of Planning, Industry and Environment (the Department). In June 2021, the Independent Planning Commission approved the Stage 1 SSDA following engagement with a number of key stakeholders and the broader community.

A number of these stakeholders will continue to be engaged with as the project progresses, including residential neighbours to the site, specifically around the construction methodology and anticipated impacts.

In addition, there are several other key neighbouring business operators, including the Australian National Maritime Museum (ANMM), the International Convention Centre (ICC) light rail service operators, and the Sofitel, Novotel and Ibis hotels to the west that will need to be engaged with prior to and during construction as well as during the next planning phase.

Successful delivery of the project will be supported by a strategic approach to communications and engagement with stakeholders and the community throughout planning, demolition, and construction. This will support the confident achievement of key project milestones and reduced risk of delay and disruption.



## 2.0 Project Analysis

### 2.1 The Site

The Harbourside Site (the Site) occupies an area of approximately 2.05 hectares within the north-western portion of the Darling Harbour precinct (highlighted in yellow in **Figure 1**).

The Site is generally bound by Pyrmont Bridge to the north, the ICC Sydney site to the south, the Sofitel Hotel to the south-west, Darling Drive and the alignment of the light rail to the west, and the promenade along Cockle Bay to the east.



**Figure 1: The Site**

## 2.2 Context

The urban and engagement context is an important consideration, as the proposed redevelopment forms part of a wider transformation of the surrounding precinct. The strategic framework for engagement must be sensitive to these changes, existing submissions against the site or similar developments in the area, and consultation fatigue that the community may be feeling.

### Pymont Peninsula Place Strategy

Through harnessing the power of innovation in media, arts, and culture, the Pymont Peninsula is one of the fastest growing hubs in Greater Sydney. Off the back of the emerging Innovation Corridor, the area is generating new jobs and growth that complement the existing tourism and entertainment attractions in the area.

The Pymont Peninsula Place Strategy (PPPS) provides a 20-year framework that identifies areas that can accommodate future growth in Darling Island, Blackwattle Bay, Tumbalong Park and Ultimo sub-precincts, while enabling more gradual growth in the Pirrama, Pymont Village and Wentworth Park sub-precincts.

It includes measures to protect solar access, heritage, and local character, while setting in place other measures, such as identification of additional public benefits and infrastructure to be delivered as development occurs, which will help ensure Pymont Peninsula remains a great place to live. The final Place Strategy includes Five Big Moves to help realise Pymont Peninsula's potential through:

- building a world class walk at the foreshore
- creating a vibrant 24-hour cultural and entertainment destination
- realising the benefits of a new Metro station
- creating a low carbon and high-performance precinct and
- more, better and activated public spaces across the Peninsula.

A new wave of investment is now likely to transform the Peninsula, building on its unique character and appeal. In addition to the proposed redevelopment of Harbourside, key public and private sector investment and redevelopments include:

- Sydney ICC and Sofitel Hotel;
- Redeveloped Sydney Fish Market at the head of Blackwattle Bay;
- Retention of the Powerhouse Museum at Ultimo;
- Sydney Metro Station in Pymont; and
- the next phase of master planning for UTS in Ultimo.

### 2.2.1 Community Consultation to date

To help understand and anticipate community interest and appetite to engage in the next phases of this project, it is important to not only consider the consultation undertaken to date but understand other consultation activities that may coincide with our planned engagement.

The following section provides an overview of previous, anticipated and/or current projects where community consultation may intersect. An analysis of the key issues raised during these consultations have been considered in relation to anticipated issues faced on this project. These have been incorporated in **Section 7.2**.

### Pymont Peninsula Place Strategy

During exhibition of a draft Pymont Peninsula Place Strategy from 31 July to 13 September 2020, the Department received over 400 responses from the community and stakeholders through formal submissions, online survey responses and at online community consultation events. Following this, the sub-precinct master plans were exhibited for public comment from 26 November 2021 to 4 February 2022. The master plans build on the priorities set out in the place strategy and provide high-level guidance on how the seven sub-precincts could develop over the next 20 years to create unique and liveable places.



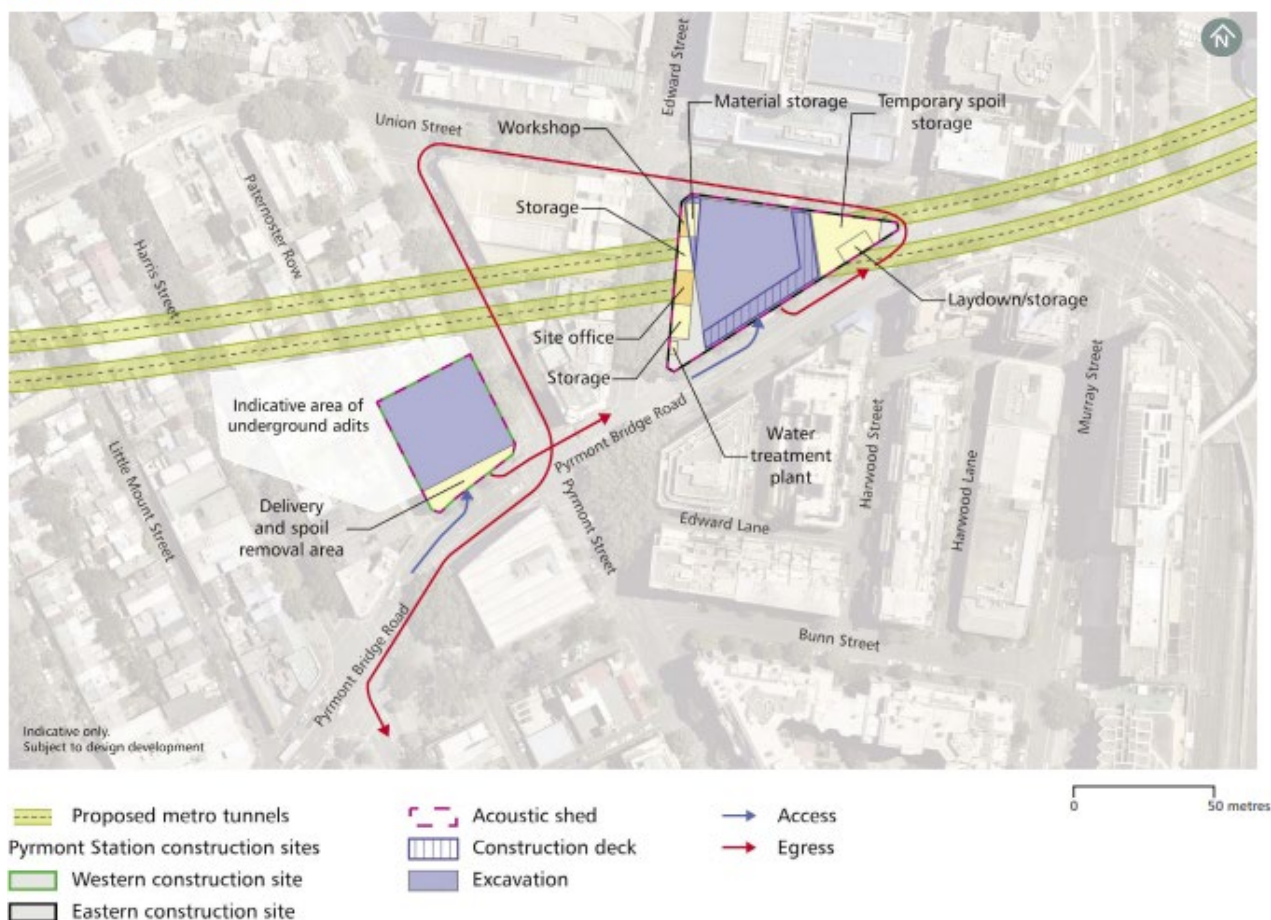
### Pymont Metro Station

Subject to future design development and the environmental assessment process, it is likely the construction of the Pymont Metro Station will overlap with the demolition and future construction phases of the redevelopment of Harbourside Shopping Centre.

Enabling and demolition works are scheduled to commence from Q2 2023 and investigations to assist with the planning and design phases have already commenced and works are being conducted outside of standard construction hours.

Ongoing liaison with Sydney Metro around the future construction of the site will be important to ensuring visibility of community communications and planned activities which will impact residents related to the Harbourside site.

### Construction site map



**Figure 2: Sydney Metro Pymont Station – Construction Map**

### 2.2.2 Heritage

The nearby Pymont Bridge is an item of State heritage significance for its aesthetic, historical and scientific cultural values. An essential link between the city and the inner western suburbs, Pymont Bridge is closely associated with the economic and social development of Sydney at the end of the 19<sup>th</sup> century.

Reducing the impact of the development on views of the western landing and maintaining the heritage value of the Pymont Bridge from the future redevelopment is a key consideration for the project and condition of the Stage 1 approval.



## 2.3 Media Scan

The following section provides a high-level summary of media from the last 12 months that relate to the Site.

Publication and Link	Headline	Key Points
<a href="#">Sydney Morning Herald</a> , 11 February 2022	Mirvac boss says worst of COVID-19 is over as the economy rebuilds	Article quoting Mirvac CEO's optimism of Covid recovery helped by the company's diversified portfolio- specifically mentioning the Harbourside Redevelopment as part of their \$12.9bn development pipeline.
<a href="#">Mirvac Media Release</a> , 2 February 2022	Snøhetta + Hassell win Mirvac's International Architectural Design Excellence Competition for Harbourside	<ul style="list-style-type: none"> <li>Announcing the official architects for the project since the successful completion of the Design Excellence Competition.</li> <li>Details around the floor space mix and uses included, with an emphasis on the site's significance in indigenous history and culture and the public realm benefits it will deliver to the local community.</li> </ul>
<a href="#">Architecture &amp; Design</a> , 17 January 2022	Snøhetta + Hassell to lead design of Mirvac's proposed \$2B Harbourside redevelopment	<ul style="list-style-type: none"> <li>Positive article detailing the process of the design excellence competition and the benefits the Harbourside redevelopment will have on Darling Harbour and tourism attractions for Sydney.</li> <li>Details of the public realm, community benefit and indigenous inspiration are also explained, along with the delivery stats for different spaces uses and sustainability ratings.</li> </ul>
<a href="#">Daily Telegraph</a> , 9 November 2021	Darling Harbour: floating tennis competition, yacht festival to reinvigorate tourism precinct	<ul style="list-style-type: none"> <li>Sofitel Hotel Darling Harbour owner, Dr Jerry Schwartz, is determined to reinvigorate the tourism and leisure precinct post Covid lockdowns, despite being upset over a decision by the Independent Planning Commission on redevelopment of Harbourside.</li> <li>Dr Schwartz said the decision could "destroy" the tourism hub but said he would continue to come up with innovative ways to attract more people to the harbour foreshore.</li> </ul>
<a href="#">Australian Financial Review</a> , 8 November 2021	Burial of Sydney's Western Distributor moves a step closer	<ul style="list-style-type: none"> <li>Detailed plans for redevelopment of Cockle Bay Wharf to go on public exhibition in mid-November.</li> <li>The redevelopment of Cockle Bay Wharf is one of two major developments planned for Darling Harbour with Mirvac receiving concept approval in June to redevelop Harbourside Shopping Centre.</li> <li>In October, Mirvac said the project has progressed to the design competition phase.</li> </ul>
<a href="#">The Urban Developer</a> , 28 June 2021	Hotelier Condemns Darling Harbour Tower Approval	<ul style="list-style-type: none"> <li>Sofitel owner Jerry Schwartz has launched a broadside after the approval of Mirvac's controversial \$700-million redevelopment of the Harbourside Shopping Centre in Sydney's Darling Harbour.</li> <li>Schwartz said Mirvac's latest development goes against the urban design concept of Darling Harbour, "which is meant to be a tourism and entertainment precinct and not residential".</li> <li>Schwartz has objected to the proposal on numerous occasions saying the views for residents of One Darling Harbour as well as guests at the nearby Ibis and Novotel hotels will be affected.</li> </ul>
<a href="#">Daily Telegraph</a> , 28 June 2021	Harbourside Shopping Centre: IPC approves \$705m redevelopment, 45-storey tower	<ul style="list-style-type: none"> <li>Independent Planning Commission approved Mirvac's unsolicited proposal with a series of changes to be addressed.</li> <li>The major Mirvac development plans earmark the demolition of the existing three-storey shopping centre, monorail infrastructure and pedestrian zones for a new high-rise residential apartment tower and commercial shopping precinct.</li> <li>Sofitel Darling Harbour owner, Dr Jerry Schwartz has hit out over the decision, saying the residential development completely contradicts the long-established development plan for the precinct.</li> <li>City of Sydney councillor Philip Tallis hit out at Mirvac's plans during the IPC proceedings, telling commissioners Mirvac were replacing the Harbourside building with a development that "has very poor connections into Pyrmont, poor relations to the foreshore and horrible internalised spaces".</li> </ul>

Publication and Link	Headline	Key Points
		<ul style="list-style-type: none"> <li>Maritime Museum spokesman Ivan Chew said construction could impact historic items at the nearby museum, but it did not oppose to the overall development.</li> <li>Pyrmont resident, Helen Jones called on residents to speak out over the plans for the site at Darling Harbour – “what I am observing now is the encroachment by high-rise and unsightly high rise over the Darling Harbour space.”</li> </ul>
<a href="#">Sydney Morning Herald</a> , 25 June 2021	Mirvac's \$708m Harbourside Shopping Centre revamp approved despite concerns	<ul style="list-style-type: none"> <li>Independent Planning Commission approved Mirvac's unsolicited proposal with a series of changes to be addressed.</li> <li>Concept approval would allow demolition of the existing building and parameters set to mitigate key impacts and ensure design excellence.</li> <li>Opposition to the proposal from locals and the City of Sydney.</li> </ul>
<a href="#">Sydney Morning Herald</a> , 2 June 2021	Mirvac told to shrink \$708m tower plan for Harbourside Shopping Centre	<ul style="list-style-type: none"> <li>Details how the planning proposals has been approved after the Independent Planning Commission requested a series of changes be made to the 'controversial proposal'.</li> <li>The Commission voiced concerns the 42 storey tower will overshadow the waterfront and constrict access and views. Suggestion to consult with Mirvac to shrink the size of the norther podium.</li> <li>Among the conditions of approval is a requirement for a design excellence competition to be conducted before further approval for any construction.</li> </ul>
<a href="#">Architecture AU</a> , 8 April 2021	Harbourside Shopping Centre revamp 'effective privatization of public land'	<ul style="list-style-type: none"> <li>The City of Sydney, in its latest submission, notes that while changes such as the relocation of the tower have improved the design, the amended concept proposal does not address its primary concern: the “effective privatization of public land.”</li> <li>Other key concerns raised by the council and the public include the height and scale of the tower and podium, overshadowing of the foreshore, view loss and lack of public benefits.</li> <li>Kevin Sumption, director of the Australian National Maritime Museum, which sits adjacent to the subject site, also raised concerns about the lack of consultation. He writes that despite Mirvac claiming it had “completed over 3.5 years of extensive stakeholder consultation,” the museum had received no communication from the developer.</li> </ul>
<a href="#">Sydney Morning Herald</a> , 6 April 2021	NSW government backs controversial Harbourside Shopping Centre high-rise	<ul style="list-style-type: none"> <li>The Department of Planning is supporting the revised concept proposal for a 166-metre tower on the western side of the harbour at Pyrmont.</li> <li>DPIE support is against the strong resistance from City of Sydney, which is trying to prevent residential development from stymieing the area's future as a burgeoning 24-hour entertainment, tourism, and cultural precinct.</li> </ul>
<a href="#">Sydney Morning Herald</a> , 28 October 2020	High-rise tower to transform 'outdated' Harbourside Shopping Centre	<ul style="list-style-type: none"> <li>The developer's most recent plans to overhaul the outdated shops have been lodged three months after the government released a draft planning strategy to overhaul Pyrmont.</li> <li>Mirvac has revised an earlier proposal for the site in response to criticism the "excessive" scale of the tower would block views towards the harbour and cause overshadowing.</li> <li>Mirvac's concept proposal, on exhibition until November 4, has shaved one to three storeys from the height of the northern side of the podium and added a 1500 square metre public square, to be known as Guardian Square.</li> </ul>
<a href="#">Mirvac Media Release</a> , 21 October 2020	Revised Plans Submitted to Transform Harbourside Shopping Centre Precinct	<ul style="list-style-type: none"> <li>High level details set out for Mirvac's plans for the site and capital investment involved.</li> </ul>

**Table 1: Summary media coverage related to the project**

### 3.0 Strategic Intent

The *Community Consultation and Engagement Plan* establishes a framework and approach for stakeholder and communication engagement for the project. In doing so it addressed condition C53 of the Stage 1 SSDA

It provides a roadmap to ensure accurate, quality information is gathered and disseminated in an accessible format, relevant to the target stakeholders and community members. It also seeks to build upon existing relationships with neighbouring stakeholders and residents to ensure that foundations are laid during the next phase of planning and ahead of the commencement of demolition works.

#### 3.1 Planning Process

Mirvac has been working on its proposed redevelopment of the Harbourside Shopping Centre since 2014. A Stage 1 SSDA and Concept Plan was approved in June 2021 and the project has now concluded a design competition and has a winning scheme under development. Concurrently, with a demolition DA already obtained, preparations are underway for commencement of these works.

A comprehensive communications and stakeholder framework is critical to ensuring the project fulfils the consultation requirements for the following milestones:

- Design Excellence Competition (complete)
- Finalisation of leasehold with NSW Government
- Stage 2 SSDA 1, 2 and 3 to be submitted in 2022 (see details below)
- Pre-Demolition Activities (i.e., dilapidation surveys and site investigations) from mid-to-late 2022
- Demolition is expected to commence in late 2022.

Mirvac is currently pursuing the next stage of planning approvals for the detailed design, construction, and operation of the Harbourside Shopping Centre redevelopment. To enable the efficient delivery of the project, Mirvac intends to divide the detailed design and construction works across separate SSDAs, at this stage comprising:

Stage 2 SSDA Type:	Relates to	Target Lodgement
SSDA1	Bulk excavation works and construction of retaining structures	May 2022
SSDA2	Detailed design, construction, and operation of the new podium and tower building.	September 2022
SSDA3	Construction and use of the public domain, and Guardian Square, including construction and use of the Murray Street and Bunn Street bridges	November 2022

**Table 2: Summary of Stage 2 SSDAs**

### 3.2 Engagement Approach

Engagement work to date demonstrates the need for a comprehensive and collaborative approach with key stakeholder groups and emerging issues.

The development will involve complex construction in an active precinct, and a construction timeframe that will intersect with the return of international and domestic tourism following an extended period of social distancing, stay at home orders, and other disruptions to the hospitality industry.

The following 3-stage engagement approach is proposed for this development:

Relates to	Engagement Activities	Engagement Period
<b>Stage 1 Engagement</b>		
SSDA 1	<ul style="list-style-type: none"> <li>• Set up communications channels and protocols including project website, consultation 1800 hotline and email address</li> <li>• Host two webinars with the following stakeholder groups to provide an update on the project, planning process and what to expect with the demolition process:               <ul style="list-style-type: none"> <li>– 50 Murray Street residents</li> <li>– Wider residents (250m)</li> </ul> </li> <li>• Meet one-to-one with 50 Murray Street Strata Committee</li> <li>• Invite local community Action Group members to meet with the project team (meeting to be held end of April 2022)</li> </ul> <p><b>Key deliverables:</b></p> <ul style="list-style-type: none"> <li>• Provide a Consultation Findings Summary Report for the EIS to include summaries of:               <ul style="list-style-type: none"> <li>– 2 x webinars,</li> <li>– 50 Murray Street meeting</li> <li>– Meetings with wider landowners and government agencies.</li> </ul> </li> <li>• C53 Community Consultation and Engagement Plan, to be provided with all future development applications; and</li> <li>• The B13 Community Involvement Plan- to be submitted no later than 2 weeks prior to commencement of demolition works.</li> </ul>	March – April 2022
<b>Stage 2 Engagement</b>		
SSDA 2 & 3	<ul style="list-style-type: none"> <li>• Workshop key issues with neighbours and key stakeholders via webinars or face to face meetings to build productive relationships and promote a clear understanding of the site's constraints and opportunities and support for a shared vision and principles to guide development.</li> <li>• Host two 2-hour Community Information Sessions during or near to the public exhibition of the SSDA.</li> <li>• Support the project with a proactive, positive public narrative during SSDA Stage 2 public exhibition and additional engagement activities as appropriate.</li> <li>• Document all feedback and changes made to demonstrate how stakeholders, the community and the public interest have been considered for the site.</li> </ul> <p><b>Key deliverables:</b></p> <ul style="list-style-type: none"> <li>• Consultation Outcomes Report to inform SSDA Stage 2 &amp; 3</li> </ul>	July - September 2022

Relates to	Engagement Activities	Engagement Period
<b>Stage 3 Community Relations</b>		
Demolition and all Construction works	<ul style="list-style-type: none"> <li>• Provide Mirvac with day-to-day support for construction communications and issues management.</li> <li>• Management of 1800 phone line and community email address.</li> <li>• Arrange and attend stakeholder meetings as needed and requested.</li> </ul>	Late 2022 onwards

It is important to note that the above stages are not linear and at times there may be engagement activities planned to support one stage that are delivered concurrently with another stage’s engagement activities. As such, careful planning and identification of any overlaps will ensure there is a coordinated and streamlined approach to communications and engagement.

At each stage of the project, the objective is to ensure the community and stakeholders have access to up to date information and are communicated with about the next stages of the project. This will help build knowledge and understanding, build trust through transparency, and identify areas of potential community interest that would be of most value.



### 3.3 Scope of Engagement

A clearly defined scope of engagement – what the engagement process will focus on, what Mirvac is seeking input on, and how feedback will be used in the decision-making process – will ensure expectations are set and understood from the outset.

The following table outlines the items that are considered within and outside the project’s scope of engagement:

- **Negotiables:** Negotiable items are those that are not bound by legislative or statutory requirements and can be influenced, or changed, because of feedback and ideas.
- **Non-negotiables:** Non-negotiable items are the elements of a project that cannot change or where Mirvac has no ability to change.

Negotiables	Non-negotiables
<p><b>Public Domain</b> Community consultation informs aspects of the design and operation of the publicly accessible open space.</p>	<p><b>Bulk and Scale</b> Approval has been provided for the building envelopes as part of Stage 1.</p>
<p><b>Social Infrastructure</b> Social research and community needs analysis to help articulate the community and social infrastructure needs for the Site.</p>	<p><b>Decant of Existing Tenants</b> The vacating of existing tenants will be driven by various approval processes and commercial negotiations with the tenants.</p>
<p><b>Activation and Wayfinding</b> Considerations for current and future vehicular and pedestrian movement within and around the Site and the surrounding area.</p>	<p><b>Design Excellence Competition</b> The appointment of a winning architectural team was determined by a process mandated by the Stage 1 SSDA approval involving a jury made up of local and state government agencies and Mirvac. The process did not provide the community with the ability to influence the process for choosing the winning design.</p>
<p><b>Safety and Traffic Considerations</b> Opportunity for community and government agencies to provide input on the safety and traffic considerations for the site.</p>	<p>Program of Major Works Activities</p>
<p><b>Types of retail offerings</b> Opportunities to engage with local residents to ensure the retail provisions appropriately balance the needs of all user groups.</p>	

**Table 3: Negotiables and Non-Negotiables for the project**

### 3.4 Engagement Principles

The approach to stakeholder engagement for this project is to create a strategic framework which provides a consistent and transparent guide to engaging stakeholders throughout this project. The key principles which underpin this approach are:

- **Transparent:** Engagement will be open, with transparent purpose, expectations, goals, constraints, and accountabilities.
- **Timely:** We will allow sufficient time for meaningful dialogue, consultation, and feedback review.
- **Inclusive:** All relevant stakeholders should be aware of the work we are doing, should be able to contribute to its success.
- **Appropriate:** We will use levels and methods of engagement that best suit both the group being consulted and the goals of the engagement.
- **Accessible:** We will provide clear, timely accessible and comprehensive information to stakeholders to facilitate their involvement.
- **Balanced:** We will balance the participation and influence of stakeholder groups.
- **Accountable:** We will monitor the effectiveness of stakeholder engagement activities and implement improvements where needed.

#### 3.4.1 Spectrum of Engagement

An individual stakeholder group's interests in the engagement process is not fixed and is dependent on the project's goals, associated timeframes, and the various activities at any given stage. Equally, their impact on the progression on this project is dependent on the level of influence they can wield on the decisions to be made. To ensure best practice, the engagement approach is guided by the International Association for Public Participation's (IAP2) Public Participation Spectrum.

To ensure consultation is as effective as possible, tools should be tailored to the level of influence or interest in the project and project outcomes.

Stakeholder groups will be segmented based on our understanding of their known and/or perceived level of interest and influence on this project with the following engagement aims:

Inform	Consult	Involve	Collaborate
<b>low interest / low influence</b>	<b>high interest / low influence</b>	<b>low interest / high influence</b>	<b>high interest / high influence</b>
To provide stakeholders with timely and accurate information on the activities and aspects of the project that may be of interest to them.	To seek a degree of feedback and information from these stakeholders. The information provided may be used to inform the decision-making process.	To work in consultation to manage aspects of the project which are reliant on the successful approvals and permissions from these stakeholder groups. To also seek a degree of feedback that may be used in the decision-making process.	To partner with these stakeholders throughout the project's life cycle, seeking to ensure project objectives, concerns and aspirations are consistently understood and considered in the project's decision-making processes.

**Table 4: IAP2 Public Participation Spectrum Summary**

Due to the varying levels of interest in the redevelopment of the Site, the project team acknowledges that the most effective stakeholder engagement approach will be a combination of all above.

While a stakeholder group may have a perceived low level of influence of this project's outcome, there is a possibility that stakeholders with high levels of influence, i.e., local MPs, local media, may act on behalf of others, especially in the lead up to the federal and state government elections. As such, we will be cognisant of the interactions and relationships between the various stakeholder groups.

### 3.5 Strategic Objectives

The successful implementation of the *Community Consultation and Engagement Plan* will be continuously monitored, evaluated, and refreshed throughout the various stages of this project. The following objectives have been developed to support this:

#### 3.5.1 Overarching Strategic Engagement Objectives

Objective	Key Performance Indicators
To provide a transparent and responsive engagement process that ensures Mirvac fulfils consultation requirements as part of conditions of consent.	<ul style="list-style-type: none"> <li>Key communication and engagement plans are informed by and help address and/or comply with key consent conditions (i.e., Demolition DA condition B13, Stage 1 Concept DA conditions C53 and C13).</li> <li>Community members and key stakeholders are provided with the opportunity to provide feedback on the planning and delivery of the works, as well as elements of the design (i.e., open space), and they will be advised on how the project has been incorporated or responded to.</li> <li>All feedback received by Ethos Urban will be recorded and reported on through the project team.</li> </ul>
To positively position the redevelopment, and to champion and demonstrate public value and benefits.	<ul style="list-style-type: none"> <li>Approved key messages are incorporated and accurately reported in each project communication.</li> <li>Maintain transparent communications and provide opportunities for feedback.</li> </ul>
To deliver high quality, consistent and integrated communications which support and complements Mirvac's approach to community consultation and engagement.	<ul style="list-style-type: none"> <li><i>Community Consultation and Engagement Plan</i> incorporates Mirvac's project objectives and agreed key messages. Any revisions to this document are submitted to the Mirvac project team for review and approval</li> <li>Onsite contractors undertake a specific stakeholder engagement induction which outlines the project's vision and key messages, individual and collective project responsibilities, as well as communication protocols.</li> </ul>

**Table 5: Overarching strategic objectives**

#### 3.5.2 Stage 2 SSSA Engagement Objectives

Objective	Key Performance Indicators
To ensure Mirvac acts as good neighbours committed to high quality outcomes and ensuring minimal disruption to neighbours.	<ul style="list-style-type: none"> <li>All disruptive works to neighbouring commercial operations and residents, are planned, and communicated with as much notice as possible.</li> <li>Undertake early and ongoing engagement with neighbouring businesses prior to construction works taking place.</li> </ul>
To manage and mitigate submissions during the Stage 2 SSSA Public Exhibition Period.	<ul style="list-style-type: none"> <li>Undertake early and ongoing engagement with the local community pre- and during Public Exhibition period.</li> <li>Maintain transparent communications and provide opportunities for feedback.</li> <li>Demonstrate how the community has informed the design and operation of the publicly accessible open space.</li> </ul>
To build commitment, support, and a shared understanding among the local community on the strategic intent, objectives, and benefits of this redevelopment.	<ul style="list-style-type: none"> <li>Impacted and/or interested stakeholders are invited to participate and take leading roles in the engagement process through forums.</li> <li>Approved key messages are incorporated and accurately reported in each project communication.</li> <li>Project team and impacted stakeholders (i.e., neighbouring businesses) can contribute to project opportunities and initiatives.</li> </ul>

**Table 6: Proposed objectives to support the Stage 2 SSSA consultation**

## 4.0 Stakeholders

### 4.1 Stakeholder Streams

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

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

### 4.2 Stakeholder Analysis and Segmentation

Stakeholder/s	Engagement Aim	Known Interests / Concerns
<b>1. Neighbours</b>		
Primary neighbouring residents: <ul style="list-style-type: none"> <li>• 50 Murray St (One Darling Harbour)</li> </ul>	To work in consultation to manage aspects of the project which are reliant on the access from these stakeholder groups (i.e., dilapidation surveys)  To also seek a degree of feedback that may be used in the decision-making process (i.e., public domain).	<ul style="list-style-type: none"> <li>• Heritage considerations, including the boundary interface with Pyrmont Bridge</li> <li>• Impacts caused during demolition, civil and construction works (dust, noise, vibration)</li> <li>• Impact on views considered excessive for 50 Murray Street</li> <li>• Vegetation impacts (Trees)</li> </ul>
Major Land Owners <ul style="list-style-type: none"> <li>• Novotel / Ibis</li> <li>• ICC</li> <li>• ANMM</li> <li>• Sofitel</li> </ul>	To ensure a two-way dialogue is maintained throughout the planning and construction process, communicating potential impacts on business operations (such as noise and traffic) and take feedback on how Mirvac will address these impacts.  Also discuss post-construction, operational topics such as retail mix (once strategy is developed) to ensure a symbiotic relationship between businesses.	<ul style="list-style-type: none"> <li>• Times of construction and periods of louder noise in during the day.</li> <li>• Access- for cars and pedestrians both for guests and workers/loading bay/back of house operations</li> <li>• Retail mix in the final development concept.</li> <li>• Timing of delivery stages</li> </ul>
<b>2. Community</b>		
Community and Resident Action Groups: <ul style="list-style-type: none"> <li>• Save Darling Harbour</li> <li>• Pyrmont Action Group</li> <li>• Pyrmont Community Group</li> <li>• Council of Ultimo/Pyrmont Associations</li> <li>• Pyrmont Community Centre</li> </ul>	To provide these stakeholders with timely and accurate information on the activities and aspects of the project that may be of interest to them.  To also seek a degree of feedback that may be used in the decision-making process (i.e., public domain).	<ul style="list-style-type: none"> <li>• Community members are kept informed and consulted throughout the engagement process</li> <li>• Project design is in line with character of city centre</li> <li>• Disruption and impact on their community representatives and members throughout construction</li> </ul>

Stakeholder/s	Engagement Aim	Known Interests / Concerns	
Neighbouring businesses: Pyrmont/Ultimo chamber of commerce	<p>To provide these stakeholders with a briefing containing balanced and accurate information to assist in the understanding of the project, its vision and broader impact.</p> <p>To also seek a degree of feedback that may be used in the decision-making process (i.e., public domain).</p>	<ul style="list-style-type: none"> <li>Impact to local businesses due to construction impacts / reduction in patronage due to closure of Harbourside Shopping Centre</li> <li>Access constraints (traffic congestion, lack of public transport)</li> </ul>	
<b>3. Landowners, Agencies, Utility providers and Authorities</b>			
Department of Planning and Environment: <ul style="list-style-type: none"> <li>Public Spaces Division</li> <li>Environment and Heritage NSW</li> </ul>	<p>To work in consultation to manage aspects of the Project which are reliant on the successful approvals and permissions from these stakeholder groups. To also seek a degree of feedback that may be used in the decision-making process.</p>	<ul style="list-style-type: none"> <li>Construction impacts (Biodiversity loss of habitat for threatened bat species, tree removal)</li> <li>Design impacts (native landscaping, heat island effect, integration of waterfront)</li> <li>Residential accommodation (Tumbalong Park sub-precinct, land use – residential in an entertainment/cultural destination)</li> <li>\$5.2 million contribution to affordable housing</li> <li>Design impacts (height impact on solar access, public domain, wind impacts, design excellence, tree management)</li> <li>Heritage considerations (podium separation to Pyrmont bridge, site-lines to the bridge, slanted building alignment to improve the relationship with Maritime Museum).</li> <li>Transport and access (car parking should be constrained as per Sustainable Sydney 2030 and Transport for NSW Movement and Place framework, lack of cycleway upgrade,</li> <li>Public domain (accessibility of walkway, the Boulevard, Guardian Square, Bunn Street Connection)</li> <li>Environmental Sustainability (NABERS, Green Star Ratings)</li> </ul>	
Place Management NSW			
City of Sydney Council			<ul style="list-style-type: none"> <li>Visual impact (State Heritage Register listed values of the Pyrmont Bridge)</li> <li>Heritage management process (Strategy including relic recovery during construction, artwork, management of historical, maritime, and Aboriginal state significant archaeological resources)</li> <li>Aboriginal cultural heritage (unexpected finds protocol, heritage interpretation plan)</li> </ul>
NSW Police			<ul style="list-style-type: none"> <li>Construction activity that may necessitate road closures</li> <li>Crime Prevention Through Environmental Design (CPTED) principles</li> </ul>
EPA			<ul style="list-style-type: none"> <li>The EPA does not require any follow-up consultation where the project is not being undertaken by or on behalf of a NSW Public Authority, and the City of Sydney Council should be consulted as the appropriate regulatory authority for the Protection of the Environment Operations Act 1997 in relation to the proposal.</li> </ul>



Stakeholder/s	Engagement Aim	Known Interests / Concerns
Government Architect NSW		<ul style="list-style-type: none"> <li>Design impacts (Design integrity panel)</li> </ul>
Emergency Services		<ul style="list-style-type: none"> <li>Safety during construction</li> </ul>
Utility Providers (eg Ausgrid, Sydney Water, NBN)		<ul style="list-style-type: none"> <li>Site access, impacts on existing infrastructure servicing surrounding properties and needs for future on-site infrastructure.</li> </ul>
<b>4. Tourism and Entertainment</b>		
Neighbouring hotels and operators: <ul style="list-style-type: none"> <li>Sofitel</li> <li>ibis Sydney Darling Harbour</li> <li>Novotel Sydney on Darling Harbour</li> </ul>	<p>To work in consultation to manage aspects of the project which are reliant on the access from these stakeholder groups (i.e., dilapidation surveys)</p> <p>To also seek a degree of feedback that may be used in the decision-making process (i.e., public domain).</p>	<ul style="list-style-type: none"> <li>Potential construction impacts to wayfinding and experience for their customers and guests</li> <li>Coordination / transportation of goods around site</li> <li>Visual impacts (loss of views, impacts on skyline)</li> </ul>
Destination NSW	<p>To provide these stakeholders with a briefing containing balanced and accurate information to assist in the understanding of the project, its vision and broader impact.</p>	<ul style="list-style-type: none"> <li>Darling Harbour is a key tourism destination for interstate and international visitors.</li> <li>Concern around perception by visitors that area is “closed off” due to construction.</li> </ul>
Australian National Maritime Museum (ANMM)	<p>To work in consultation to manage aspects of the project which are reliant on the access from these stakeholder groups and/or maintaining strong relationships to build support and minimise operational impacts.</p> <p>To also seek a degree of feedback that may be used in the decision-making process.</p>	<ul style="list-style-type: none"> <li>Construction could impact historic items at the nearby museum.</li> <li>Lack of consultation raised during earlier phases of project.</li> <li>Potential construction impacts to wayfinding and experience for their customers and guests.</li> </ul>
International Convention Centre (ICC) Sydney	<p>To work in consultation to manage aspects of the project which are reliant on the access from these stakeholder groups and/or maintaining strong relationships to build support and minimise operational impacts.</p> <p>To also seek a degree of feedback that may be used in the decision-making process.</p>	<ul style="list-style-type: none"> <li>Potential construction impacts to wayfinding and experience for their customers and guests</li> <li>Coordination / transportation of goods around site</li> </ul>
Wider Darling Harbour Precinct sites: <ul style="list-style-type: none"> <li>Tumbalong Park</li> <li>The Goods Line</li> <li>Sydney Aquarium</li> <li>Cockle Bay Wharf</li> <li>Chinese Garden of Friendship</li> </ul>	<p>To provide these stakeholders with a briefing containing balanced and accurate information to assist in the understanding of the project, its vision and broader impact.</p>	<ul style="list-style-type: none"> <li>Impact to precinct visitors and tourism due to construction impacts / reduction in patronage due to closure of Harbourside Shopping Centre</li> <li>Wayfinding across precinct</li> </ul>
<b>5. Peak Bodies and Interest Groups</b>		

Stakeholder/s	Engagement Aim	Known Interests / Concerns
Greater Sydney Commission	To provide these stakeholders with a briefing containing balanced and accurate information to assist in the understanding of the project, its vision and broader impact.	<ul style="list-style-type: none"> <li>Innovation and economic growth in the corridor</li> </ul>
Sydney Business Chamber		<ul style="list-style-type: none"> <li>Innovation and economic growth in the corridor</li> </ul>
Committee for Sydney		<ul style="list-style-type: none"> <li>Innovation and economic growth in the corridor</li> <li>Design excellence</li> </ul>
Sydney Western Harbour Improvement District		<ul style="list-style-type: none"> <li>Innovation and economic growth in the corridor</li> </ul>
Industry Peak Bodies <ul style="list-style-type: none"> <li>UDIA</li> <li>Property Council</li> </ul>		<ul style="list-style-type: none"> <li>Innovation and economic growth in the corridor</li> <li>Design excellence</li> </ul>
<b>6. Media</b>		
<b>Metropolitan Media:</b> <ul style="list-style-type: none"> <li>The Daily Telegraph</li> <li>Sydney Morning Herald</li> <li>ABC 702 Sydney</li> <li>2GB 873</li> </ul> <b>National Media:</b> <ul style="list-style-type: none"> <li>The Australian</li> <li>Australian Financial Review</li> <li>ABC News</li> </ul>	To provide these stakeholders with a briefing containing balanced and accurate information to assist in the understanding of the project, its vision and broader impact.	<ul style="list-style-type: none"> <li>Daily Telegraph (Jake McCallum) and Sydney Morning Herald (Megan Gorrey) are recent journalists covering project's planning process to date.</li> </ul>
<b>7. Elected Officials</b>		
Elected Officials: <ul style="list-style-type: none"> <li>Alex Greenwich, State Member for Sydney</li> <li>Tanya Plibersek, Federal Member for Sydney</li> </ul>	To provide these stakeholders with a briefing containing balanced and accurate information to assist in the understanding of the project, its vision and broader impact.	<ul style="list-style-type: none"> <li>Disruption and impact on adjacent landowners, residents, and business owners.</li> <li>Constituents are informed and consulted throughout the engagement process.</li> </ul>
City of Sydney Elected Officials <ul style="list-style-type: none"> <li>Clover Moore, Lord Mayor</li> <li>Jess Scully, Deputy Lord Mayor</li> <li>Other elected Councillors</li> </ul>		<ul style="list-style-type: none"> <li>Constituents are informed and consulted throughout the engagement process.</li> <li>City of Sydney have been actively opposed to the redevelopment.</li> <li>Height and scale of the tower and podium</li> <li>Overshadowing of the foreshore, view loss and lack of public benefits.</li> <li>Perception of privatisation of public land.</li> </ul>
<b>8. Cultural Heritage</b>		
Registered Aboriginal Parties	To seek a degree of feedback and information from these stakeholders to help inform the design and delivery of this project. The information provided by these groups (i.e., cultural significance of the site, Indigenous artefacts) may be used to inform the decision-making process.	<ul style="list-style-type: none"> <li>Consultation with cultural knowledge holders to determine relevant issues</li> </ul>
Metropolitan Local Aboriginal Land Council		<ul style="list-style-type: none"> <li>Protect the interests of Aboriginal persons in its area in relation to the acquisition, management, use, control and disposal of land;</li> </ul>
City of Sydney Aboriginal Advisory Panel		<ul style="list-style-type: none"> <li>Provide advice on matters of importance to Aboriginal and Torres Strait Islander communities.</li> </ul>
<b>9. Transportation and Movement</b>		

Stakeholder/s	Engagement Aim	Known Interests / Concerns
<p>Sydney Metro</p> <ul style="list-style-type: none"> <li>• Transport for NSW                             <ul style="list-style-type: none"> <li>- Roads</li> <li>- Maritime</li> <li>- Light Rail</li> <li>- CBD Coordination Office</li> </ul> </li> <li>• Transdev Sydney Light Rail</li> <li>• Pyrmont Depot</li> </ul>	<p>To work in consultation to manage aspects of the project which are reliant on the successful approvals, easement access, and permissions from these stakeholder groups.</p>	<ul style="list-style-type: none"> <li>• Coordination of construction / planning with Pyrmont Metro Station</li> <li>• Consultation condition (TfNSW and the Sydney Light Rail Operator during Stage 2 DA)</li> <li>• Construction impacts (Accessibility for pedestrians, safety of the Light Rail project, train delays, wayfinding strategies)</li> <li>• Interface with harbour</li> </ul>
<b>10. Tenants</b>		
<p>Existing tenants</p>	<p>To keep existing tenants informed about the process.</p>	<ul style="list-style-type: none"> <li>• Vacant possession process</li> <li>• Impact to business / visitors during any pre-commencement activities / site investigations</li> </ul>

**Table 7: Stakeholder Matrix**

## 5.0 Project Messages

### 5.1 Project Vision

- The new Harbourside will reimagine the Darling Harbour waterfront for the 21<sup>st</sup> century, reconnect with the people and places of Pyrmont, and create a network of new public spaces that bring residents, workers, tourists, and locals together in a locally loved, mixed-used precinct of the future.
- Key principles that underpin the vision: place, precinct, people, and public realm:
  - *Place*: Reimagine urban life at Harbourside through a new mixed-use precinct that reconnects Pyrmont to the Darling Harbour waterfront and becomes an integral part of local and global Sydney.
  - *Precinct*: Activate the precinct with a range of services for locals, retail patrons, workplace tenants and visitors, residents, and tourists by connecting to key movement paths, creating welcoming, open public spaces that consider scale, and lining building edges and entries with retail and public uses.
  - *People*: Integrate Sydneysiders and visitors to create a locally loved highly attractive place to bring a diverse mix of people together to work, live, relax, and be entertained in and around the precinct.
  - *Public Realm*: Host a diversity of public places and spaces across 10,200m<sup>2</sup> of public domain, that cater for a range of activities and become a platform for the everyday and a venue for special events.

### 5.2 Site Principles

- The following principles define Harbourside's unique opportunity to harness site and integrate seamlessly into the existing context – critical to the success of this precinct.
  - *Enlivened 24/7*: Activate the precinct for up to 24 hours a day, 7 days a week through a diverse program and engage a wide range of uses including locals and visitors.
  - *A network of public spaces*: Deliver public spaces across the 10,200m<sup>2</sup> public domain space that engage with the surrounding places and activities of the Harbourside precinct.
  - *Connected*: Connect entries and through-site links to the pathways and precinct ant-tracks of surrounding places and key destinations.
  - *Activated edges*: Provide activation to the extent of the waterfront boulevard, Guardian Square, and key areas of Darling Drive.
  - *Four Key Entrances*: A building 'In the Round', approached from all sides served by legible, intuitive entrance points.

## 6.0 Communication Methods

Due to the varying levels of stakeholder interest in this project, as well as the different levels of awareness, this project will require a multi-channelled approach to communications to facilitate consistent and proactive engagement with all stakeholder groups.

### 6.1.1 Proposed Stakeholder Engagement Framework

The following table outlines the proposed purpose, group composition and forum frequency for the above groups:

Group	Purpose	Meeting Format	Frequency
<i>Immediate Landowners</i>	To ensure key business operators in the neighbouring locality are kept informed of the planning and development process well in advance of activity taking place, making sure impacts on their day-to-day operations are minimised and an open dialogue is maintained throughout the development period.	One to one meetings with relevant representatives, face to face where possible, via webinar where not.	Monthly
<i>Immediate Residents</i>	To inform the residents of 50 Murray Street as to the likely impact on their building, create a two-way dialogue so they know who to contact should issues arise, and share updates around the development and design as they become available.	Group meetings via webinar	Ahead of and during key project milestones
<i>Immediate Resident Strata Committee</i>	To ensure the owners of 50 Murray Street feel they have adequate information to inform their members when any major works are to occur and provide a proactive response to any issues that may arise during the construction phase of the development.	One-to-one face to face where possible, webinar where not.	Ahead of and during key project milestones.
<i>Pymont Community-residential and small businesses</i>	To provide updates on key milestones about the planning, design, construction and operation of the project.	Group meetings via webinar	Ahead of key project milestones
<i>Local Community Action Groups</i>	To create a conduit to the wider Pymont community, including businesses, residents, and action groups, and establish a forum in which project information is provided and feedback is considered.	Group meetings via webinar	Ahead of key project milestones

**Table 8: Proposed Stakeholder Engagement Structure**



## 6.2 Communication and Engagement Tools

The following table outlines the communication and engagement tools that will be used throughout the engagement process, who they are primarily targeting and their purpose.

Tool	Target Stakeholder/s	Purpose
Project Website	<ul style="list-style-type: none"> <li>Community</li> <li>Landowners and Agencies</li> <li>Tourism and Entertainment</li> </ul>	<ul style="list-style-type: none"> <li>A project website is required as part of the SSDA Conditions of Consent and must house key planning, design and construction documents, progress reports and timelines, contact details, a complaints register and audit reports.</li> <li>The website will also promote upcoming public consultation opportunities and document past events including minutes and presentations.</li> </ul>
1800 number/email address	<ul style="list-style-type: none"> <li>Community</li> <li>Tourism and Entertainment</li> <li>Landowners and Agencies</li> </ul>	<ul style="list-style-type: none"> <li>To provide all stakeholders a direct point of contact for any enquiries.</li> </ul>
FAQs	<ul style="list-style-type: none"> <li>Community</li> <li>Landowners and Agencies</li> <li>Tourism and Entertainment</li> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>To provide an overview of the redevelopment, upcoming milestones, and high-level information around the Stage 2 SSDA process, design updates as they come to hand, and timing of delivery programme</li> <li>Key FAQs about the project</li> </ul>
Community information sessions / webinars	<ul style="list-style-type: none"> <li>Community</li> <li>Tourism and Entertainment</li> </ul>	<ul style="list-style-type: none"> <li>Community information sessions provide interested residents, community, stakeholders etc with an opportunity to meet the Project Team, understand the Project and provide important feedback.</li> <li>People will be invited to a briefing style information session and are able to ask questions via email following the session.</li> </ul>
Media announcements and PR	<ul style="list-style-type: none"> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>Mirvac will manage all media relations for the Project.</li> <li>Reducing and addressing any misinformation in the public arena will be a key priority for the success of the Project. stakeholder meetings and community activities will be aimed at educating all stakeholders about the opportunities and constraints on the site, the extensive consultation and the benefits of the redevelopment</li> </ul>
Stakeholder briefings via videoconference or in person	<ul style="list-style-type: none"> <li>Community</li> <li>Landowners and Agencies</li> <li>Tourism and Entertainment</li> <li>Cultural Heritage</li> <li>Transportation and Movement</li> <li>Peak Bodies and Interest Groups</li> </ul>	<ul style="list-style-type: none"> <li>The bedrock of engagement activity will be proactive briefings with key stakeholders who will influence the process. Our aim will be to ensure they are aware of the site opportunities and constraints, community engagement activity and consultation opportunities, as well as identifying issues to be resolved before they can impact the on the program or reputation.</li> <li>Provide an opportunity for key stakeholders to be a part of the project, find out information, ask questions and provide feedback.</li> <li>A high-level record of all meeting details, agendas, issues discussed, decisions or commitments should be maintained and supplied to or produced by Ethos Urban for inclusion in the documentation of the consultation process.</li> </ul>

**Table 9: Communication and Engagement Tools**

### 6.2.1 Project Website

To help address the Demolition DA Consent Condition B5 that requires the provision of publicly available strategies, plans, and programs, a standalone project website managed by Mirvac will be established. This will help provide the community, neighbouring residents and businesses, and landowners with a centralised portal for all project information. It will also help facilitate consultation and feedback channels for stakeholders and members of the community who may not sit within the traditional engagement zone (i.e., neighbouring residents) but have ongoing interaction with the site.

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

<b>Home page</b>	<ul style="list-style-type: none"> <li>• Overview of project</li> <li>• Commitment to engagement</li> <li>• Commitment to sustainability</li> </ul>
<b>The project</b>	<ul style="list-style-type: none"> <li>• Our vision for Harbourside</li> <li>• Darling Harbour</li> <li>• The site (location, map, current photography)</li> <li>• Project timeline</li> <li>• Planning                             <ul style="list-style-type: none"> <li>- Statutory approval documentation (including Conditions of Consent)</li> </ul> </li> <li>• Construction updates                             <ul style="list-style-type: none"> <li>- Demolition drawings</li> <li>- Progress reports</li> <li>- Complaints register- updated monthly</li> <li>- Project audits</li> </ul> </li> </ul>
<b>Our team</b>	<ul style="list-style-type: none"> <li>• About Mirvac</li> <li>• Our design partners</li> <li>• Our engagement team</li> </ul>
<b>FAQs</b>	
<b>Contact us</b>	<ul style="list-style-type: none"> <li>• Contact details – hotline/email</li> <li>• Subscribe to our mailing list for updates form</li> </ul>

## 7.0 Issues and Opportunities

To ensure the successful planning and delivery of this project, it is important to identify key issues and develop communication strategies to mitigate these issues. Whether it be in planning or delivery, issues must be effectively managed to ensure stakeholders respond positively to the project and the works being carried out.

Through an environmental scan and our understanding of this project, a number of key issues we anticipate facing have been identified. Our understanding of these issues, coupled with the varying levels of stakeholder interest, will be used to inform the ongoing development of this strategy and the development of consultation activities.

Theme	Details of Opportunity / Issue	Proposed Communication Strategies
<b>Opportunities</b>		
<i>Public Domain Priorities</i>	<p>Establish the priorities of local community and businesses for public domain and open space considerations across categories such as:</p> <ul style="list-style-type: none"> <li>• Public Art</li> <li>• Landscaping &amp; furniture</li> <li>• Acknowledgement of Country and indigenous recognition</li> <li>• Safety</li> <li>• Connections</li> <li>• Street activation</li> </ul>	<ul style="list-style-type: none"> <li>• Webinars with key stakeholders and community groups</li> <li>• Public information session</li> <li>• Online survey/poll</li> </ul>
<i>Hoarding Design</i>	<p>Opportunity to utilise the site hoarding to achieve a number of strategic objectives including:</p> <ul style="list-style-type: none"> <li>• Promote activation and wayfinding of surrounding area (i.e., promotion of National Maritime Museum exhibitions)</li> <li>• Seek feedback on aspects of Stage 2 SSSA (i.e., public domain)</li> <li>• Engage local community and/or Aboriginal artists to design artwork for the hoarding.</li> </ul>	<ul style="list-style-type: none"> <li>• Reaching out to local organisations for hoarding design inputs (schools, community groups, Indigenous organisations)</li> </ul>
<i>Retail Offering</i>	<p>Understand what the local community’s retail needs are, and consideration of this in determining the appropriate retail mix and target tenancies. This will need to be balanced with the needs of other users, including office workers, tourist and entertainment patrons, and the new residents generated by the project</p>	<ul style="list-style-type: none"> <li>• Online and paper survey distributed at face to face events where appropriate.</li> <li>• Conversations with key stakeholders via one to one and group meetings</li> </ul>
<b>Issues</b>		
<i>Planning and Design</i>	<ul style="list-style-type: none"> <li>• Built form, scale, and detailed design elements.</li> <li>• Public realm future design, amount of open space and through-site links.</li> <li>• Understanding around the staged planning applications and the benefits of this approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Key messages articulating the outcome of the design competition are clearly communicated</li> <li>• Community members and key stakeholders are provided with the opportunity to provide feedback on the planning and delivery of the works, as well as elements of the design (i.e., open space), and they will be advised on how the project has been incorporated or responded to.</li> </ul>
<i>Consultation fatigue</i>	<ul style="list-style-type: none"> <li>• Fatigue amongst local community due to government and/or private proponent-led</li> </ul>	<ul style="list-style-type: none"> <li>• Community groups and residents are provided with multiple avenues to provide feedback.</li> </ul>

Theme	Details of Opportunity / Issue	Proposed Communication Strategies
	<p>consultation processes (i.e., PPPS Key Sites) and construction (i.e., Pyrmont Metro).</p> <ul style="list-style-type: none"> <li>• Several significant developments proposed, under construction or have been completed within the immediate local area.</li> <li>• Cumulative increase in construction vehicle movements from this project and adjacent sites (i.e., Pyrmont Metro), has the potential to impact general vehicle movement in the vicinity.</li> </ul>	<ul style="list-style-type: none"> <li>• Look to develop third-party support and promotion of activities through engagement with community groups and local influencers.</li> <li>• Consultation with transport operators (i.e., RMS, Transport for NSW, Transdev) during planning and delivery to ensure proposed truck movements are coordinated.</li> <li>• Clear delineation of construction sites and project information to ensure issues related to nearby projects are not directed to this project team.</li> </ul>
<i>Traffic and Parking</i>	<ul style="list-style-type: none"> <li>• Significant increase to truck movements in residential area.</li> <li>• Impact on local on-street parking and requests for road safety measures.</li> <li>• Adequate parking provisions for future residential development.</li> <li>• Sub-contractor parking on street</li> <li>• Modification to Stage 1 DA to enable a small number of commercial parking spaces (max 30) for commercial office tenants.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure ongoing and proactive works notifications are distributed to impacted stakeholders.</li> <li>• Clear messaging around truck movement in and out of site.</li> <li>• Clear messaging that 30 office spaces will have negligible traffic impacts on road network, and is substantially less than what would be permitted under City of Sydney LEP.</li> </ul>
<i>Impacts on amenity</i>	<ul style="list-style-type: none"> <li>• Impacts to neighbouring residents including overshadowing, view loss, wind impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings with immediate neighbours when any change (temporary or otherwise) is anticipated to access points/thoroughfares and other amenity.</li> <li>• Ensure ongoing and proactive works notifications are distributed to impacted stakeholders.</li> </ul>
<i>Operational Continuity</i>	<ul style="list-style-type: none"> <li>• Redevelopment is being delivered next to a live and operational environment which attracts high proportion of local, interstate and international tourists/visitors.</li> <li>• Operational capacity of surrounding area could be impacted due to staging vehicles waiting to access the construction site.</li> </ul>	<ul style="list-style-type: none"> <li>• Any changes to pedestrian and/or vehicular access to neighbouring buildings or surrounding area due to construction activities is carefully planned and communicated to affected stakeholders.</li> <li>• All disruptive works to neighbouring commercial operations and residents, including noisy works, etc, are planned, approved by the relevant authority (where required) and communicated with as much notice as possible.</li> </ul>
<p><i>Construction Impacts</i></p> <p><i>*N.B. Demolition-specific construction engagement plan to be developed to address these issues in more detail.</i></p>	<ul style="list-style-type: none"> <li>• Air quality impacts (dust emissions) due to wind action on site and/or poor control measures implemented during site establishment, demolition and concrete crushing, construction works, and related loading/stockpiling activities.</li> <li>• Creation of significant noise and vibration on surrounding commercial operations and attractions (i.e., Maritime Museum artefacts).</li> <li>• Concerns arise from noise impacts associated with the early arrival and idling of construction vehicles at the site.</li> <li>• Any out-of-hours works required.</li> <li>• Noise from the 'beeper' type plant movement alarms and their impact to neighbouring businesses and residents.</li> <li>• Subbie parking (noted above);</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure ongoing and proactive works notifications are distributed to impacted stakeholders and residents.</li> <li>• Establish regular forums in which residents and neighbouring businesses can be kept informed about the project timeline and onsite activities</li> <li>• All disruptive works to neighbouring commercial operations and residents, including noisy works, etc, are planned, approved by the relevant authority (where required) and communicated with as much notice as possible.</li> </ul>

Theme	Details of Opportunity / Issue	Proposed Communication Strategies
	<ul style="list-style-type: none"> <li>• Early arrival at site waiting for commencement of work hours</li> </ul>	
<i>Loss of Business</i>	<ul style="list-style-type: none"> <li>• Perceived loss of business by neighbouring commercial tenants and businesses due to construction presence and associated impacts.</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for to investigate partnership opportunities with local businesses to encourage onsite subcontractors to increase/add to clientele</li> <li>• Identify activation opportunities with neighbouring businesses and attractions (i.e., wayfinding on site hoarding)</li> </ul>
<i>Authority and/or landowner approvals</i>	<ul style="list-style-type: none"> <li>• Delays in obtaining relevant authority approvals for permits and/or landowner permission for easement access</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing liaison with key authorities and their personnel to ensure seamless management of permit approval.</li> </ul>
<i>Heritage</i>	<ul style="list-style-type: none"> <li>• Community attachment to building</li> <li>• Maintaining heritage value of Pymont Bridge</li> <li>• Archaeological artefacts in and around the site</li> </ul>	<ul style="list-style-type: none"> <li>• Actively engage with interested parties and establish areas where input can be sought and fed into the design.</li> <li>• Identify opportunities for community engagement that celebrate the heritage component.</li> </ul>

**Table 10: Key issues**



## 8.0 Communication Protocols

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

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

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

The ongoing and consistent management of project-related feedback throughout the pre-lodgement and post-lodgement phase of the project is crucial to ensuring appropriate mitigation strategies are developed in response to issues. As such, all stakeholder and community related feedback received directly will be documented in a professional and timely manner. The information gleaned will also play an important role in the Consultation Outcomes Report which will be included within each of Stage 2 SSSA submissions.

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

- All enquiries to be acknowledged within 24 hours;
- Where possible, these will typically be responded to within a further 48 hours;
- Where an enquiry is of a complex nature, a response may take longer, in which case this will be advised within the abovementioned timeframes;
- All enquiries and responses will be captured and logged in a stakeholder contact database

## 9.0 Monitoring, Evaluation and Reporting

Evaluation is an integral part of the planning and delivery of stakeholder engagement activities, and therefore, a monitoring and evaluation program will be in place to measure the effectiveness of planned engagement activities and the overall strategic approach.

We propose to conduct regular evaluations as the engagement activities are taking place, so that any necessary changes can be made in a timely fashion, and at the end of the engagement process, to assess the results.