



Engagement Report

Kogarah Golf Club Redevelopment – Concept & Early Works SSDA

13-19A Marsh Street, Arncliffe

Submitted to the NSW Department of Planning, Housing and Infrastructure
on behalf of Stockland Development Pty Limited

SSD-84467726

Prepared by Colliers Urban Planning

14 May 2026 | 2250078



'Gura Bulga'

Liz Belanjee Cameron

'Gura Bulga' – translates to Warm Green Country. Representing New South Wales.



'Dagura Buumarri'

Liz Belanjee Cameron

'Dagura Buumarri' – translates to Cold Brown Country. Representing Victoria.



'Gadalung Djarri'

Liz Belanjee Cameron

'Gadalung Djarri' – translates to Hot Red Country. Representing Queensland.

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

We pay our respects to their Elders past and present.

In supporting the Uluru Statement from the Heart, we walk with Aboriginal and Torres Strait Islander people in a movement of the Australian people for a better future.

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Executive Summary

This Engagement Report has been prepared on behalf of Stockland Development Pty Limited and is submitted to the NSW Department of Planning, Housing and Infrastructure (DPHI) in support of the State Significant Development Application (SSDA) for the Kogarah Golf Club Redevelopment.

The Applicant recognises the importance of engaging with adjacent neighbours, as well as the broader community, to understand local views, potential concerns and opportunities for the proposal. The consultation process ensured that potentially impacted stakeholders were identified and provided with the opportunity to learn about the proposal and provide feedback prior to lodgement.

Full consideration has been given to DPHI's Secretary's Environmental Assessment Requirements (SEARs) during the engagement, including alignment with the *Undertaking Engagement Guidelines for State Significant Projects (March 2024)*.

Who we engaged

Engagement activities detailed within this report focussed on the following groups:

- Surrounding residents and businesses:** to ensure local community and businesses concerns were understood, feedback was able to be gathered, and insights were able to be shared with the wider project team undertaking technical studies and investigations.
- Elected representatives:** to seek input on government/community priorities, and ensure transparency around planning and design considerations, enabling representatives to ask questions and provide feedback.
- Government agencies and Bayside Council:** to consult with DPHI, relevant government agencies and Council as part of design development, and to work through technical considerations, issues and studies.

What we Heard

A summary of community and stakeholder feedback is included in this report with key themes highlighted below:

	Project rationale: Support for the project's strategic vision and recognition of its long-standing identification for logistics and employment uses. Interest in the various reference schemes, for example mixed use instead of logistics for some buildings, and how decisions will be made about which options will progress.
	Joint venture partnership: Interest in the roles and expertise of Stockland and John Boyd Properties in delivering the precinct.
	Building heights and visual impacts: Concerns about bulk, scale, and view protection, with calls for sensitive design and mitigation strategies, and queries about design refinements since the Scoping Phase.
	Land use and employment: Interest in tenant mix, retail activation along the foreshore, and job creation opportunities.
	Traffic and parking: Some concerns about congestion, truck routes during operation, and construction traffic management, with requests for clear mitigation measures and routes presented in the EIS.
	Pedestrian and active transport: Support for wider footpaths along foreshore, improved connectivity, bike paths and safe crossings along the foreshore link.
	Foreshore access and open space: Positive feedback on expanded public open space and foreshore walk, alongside interest in park timing, funding and fencing treatments.
	Landscaping and ecology: Interest in tree retention, especially large figs, and relocation viability, habitat protection, and biodiversity considerations.
	Staging and construction impacts: Interest in timing of masterplan sequencing, phased delivery, and clear communication of construction impacts and mitigation plans.
	Planning process: Queries about timing of SSDA lodgement and future applications.

Next Steps

Feedback received during pre-lodgement engagement for the Concept Masterplan and Early Works SSDA has provided the project team with a better understanding of the local context and areas of interest from neighbouring residents and key stakeholders. The local community and stakeholders will have further opportunities to provide formal feedback on this application via the public exhibition process to be managed by DPHI.

During public exhibition, community members and stakeholders can view all technical consultant reports, including the detailed scope of works and preliminary construction management planning documents, and provide formal feedback to assist DPHI in their assessment and determination.

Approach to Future Engagement

Should the Concept Masterplan and Early Works SSDA receive approval, the Applicant recognises the importance of maintaining ongoing engagement with nearby residents, businesses, and stakeholders as the project progresses.

This report demonstrates that the Applicant has undertaken robust pre-lodgement engagement for this proposal and remains committed to transparent and meaningful communication with the community and local stakeholders throughout the life of the project.

Any proposed buildings on the site will be subject to separate planning applications, and all subsequent applications will include engagement with the community and key stakeholders.

To support this commitment, the project team will develop a tailored engagement approach for each stage of the project, ensuring strategies are responsive to the needs and interests of stakeholders as the development evolves.

1.0 Introduction

This Engagement Report has been prepared for Stockland Development Pty Limited ('Stockland' or 'the Applicant') to accompany a State Significant Development Application (SSDA) (SSD-84467726) for a Concept Masterplan and Early Works associated with the Kogarah Golf Club Redevelopment located on land identified as 13-19A Marsh Street, Arncliffe (the site).

The vision for the Kogarah Golf Club Redevelopment is to create a world-class precinct that leverages the site's strategic location adjacent to Sydney Airport and strong transport connections by delivering multi-level logistics development, trade-related enterprise and supporting uses with publicly accessible open space. It seeks to deliver state-of-the-art facilities that will redefine the logistics landscape in Australia, setting new benchmarks for scale, efficiency, sustainability and innovation.

The Concept & Early Works SSDA seeks consent for an overarching Concept Masterplan that establishes maximum building envelopes, Gross Floor Area (GFA), land uses, and other parameters through Urban Design Guidelines and technical reporting. It also seeks consent for the carrying out of Early Works to facilitate the initial site preparation and infrastructure works required to support future development and publicly accessible open space.

1.1 Secretary's Environmental Assessment Requirements

This Engagement Report addresses the relevant Planning Secretary's Environmental Assessment Requirements (SEARs) for SSD-84467726, as outlined in **Table 1** below.

Table 1 SEARs Compliance Table

Relevant Requirements	Compliance
Community and Stakeholder Engagement	
a community and stakeholder engagement strategy consistent with the Department's Undertaking Engagement Guidelines for State Significant Projects for all stages of the development, including (but not limited to):	Engagement Report
details of how issues raised, and feedback provided during engagement activities have been considered and responded to in the development	Section 5.0 details how issues and feedback provided during engagement activities have been considered and responded to in the development.
details of the proposed approach to future community and stakeholder engagement based on the results of consultation.	Section 6.0 details the proposed approach to future community and stakeholder engagement based on the results of consultation.

1.2 Background

A Planning Proposal (PP-2022-1748) was previously submitted by John Boyd Properties for the Kogarah Golf Club Redevelopment site to amend and integrate planning controls into the *Bayside Local Environmental Plan 2021* (Bayside LEP 2021). It sought to deliver refreshed planning controls that prioritise land uses which support the adjacent Sydney Airport, as one of Australia's most important trade gateways.

The Planning Proposal was granted Gateway Determination on 5 August 2022 and publicly exhibited between 24 April 2023 and 6 June 2023. It was determined to proceed to finalisation in March 2024, with the amendments to the Bayside LEP 2021 gazetted on 9 May 2025.

Following gazettal, John Boyd Properties entered a Joint Venture (JV) with Stockland for the Kogarah Golf Club Redevelopment. By combining their expertise, the JV will enable the effective development and future management of the strategically significant site as a world-class precinct.

The amendments to the Bayside LEP 2021 are described as follows:

- Application of land uses, including:

- SP4 Enterprise zone to form a development zone;
 - RE1 Public Recreation zone to facilitate the future Pemulwuy Park and overland flow areas;
 - C2 Environmental Conservation zone to enable the protection and conservation of land, including a foreshore zone; and
 - SP2 Infrastructure zone for land associated with the Marsh Street roadway and permanent M6/M8 Motorway Operation Facilities.
- An overall maximum building height of RL 51m (Lot 100 DP 1231954) graduating down to RL 40m in response to aviation controls in the south, and a maximum building height of 24m (Lot 31 DP 1231486);
 - A total GFA of 343,250m², applied through:
 - Lot 31 DP 1231486 – A maximum FSR of 1.25:1 (3,250m²);
 - Lot 100 DP 1231954 – A total floorspace that does not exceed 340,000m² of GFA, inclusive of:
 - A maximum 20,000m² GFA for 'office premises';
 - A maximum 20,000m² GFA for 'hotel or motel accommodation' and 'serviced apartments'; and
 - A maximum 10,000m² GFA for 'shops' and 'food and drink premises'.
 - Application of additional permitted uses including 'Trade-related enterprises' (Lot 100 DP 1231954) and 'Advertising structures' (Lot 31 DP 1231486).

The Land Zoning Map associated with the Planning Proposal is presented in **Figure 1** below.

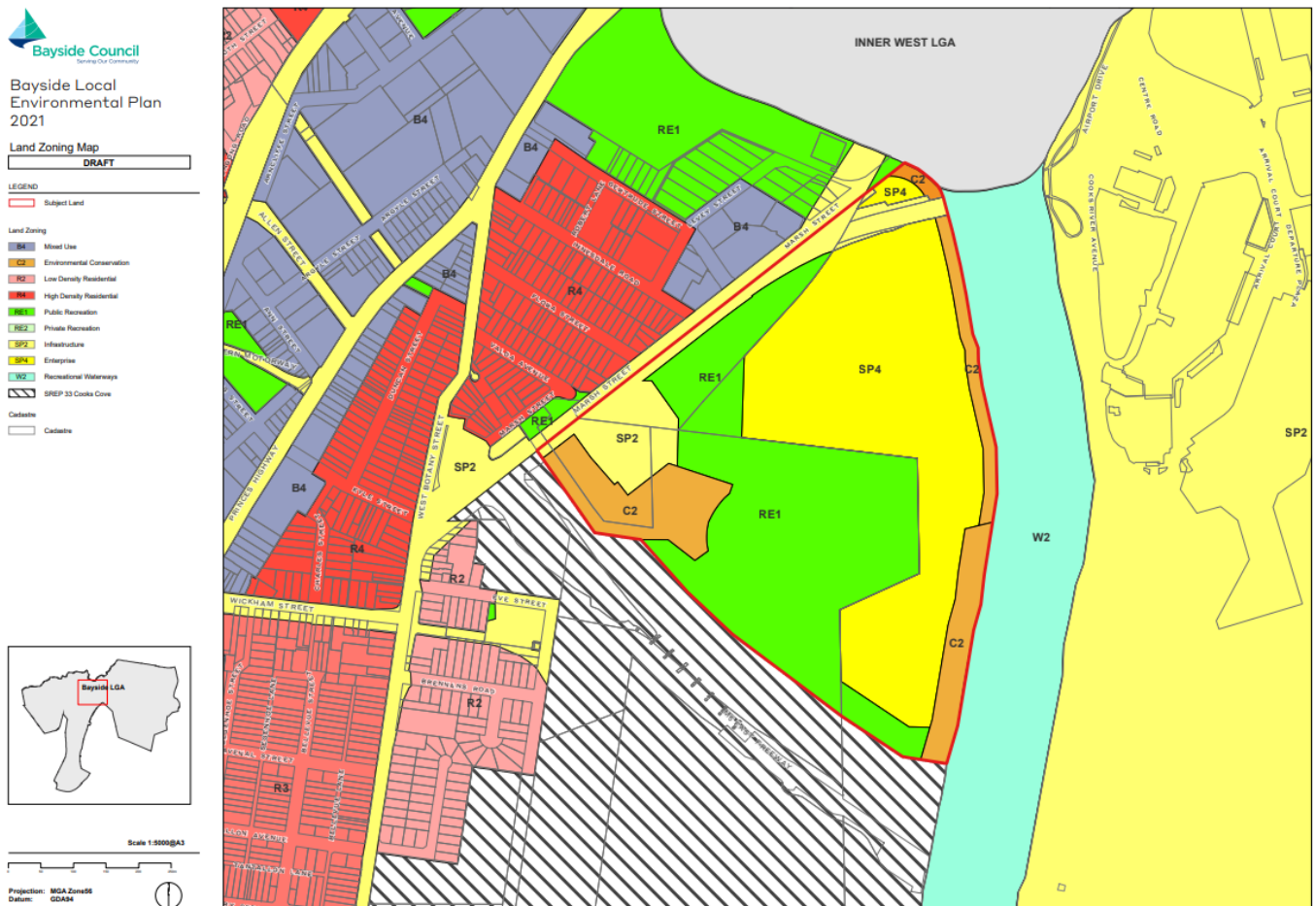


Figure 1 Land Zoning Map – Planning Proposal (PP-2022-1748)

Source: Colliers Urban Planning

1.3 Site Description

The site is identified as 13-19A Marsh Street, Arncliffe within the Bayside Local Government Area (LGA). It is situated to the immediate west of the Cooks River and Sydney Airport, located approximately 6km west of Port Botany and 10km south of the Sydney Central Business District (CBD). It includes frontages to Marsh Street, providing direct access to the M5 Motorway, Sydney Airport and St Peters Interchange (via the Sydney Gateway).

The site comprises land associated with nine (9) allotments and a total area of approximately 32 hectares. The existing uses include the previous Kogarah Golf Club (vacated in March 2025) accessed via Levey Street and the temporary M6 Stage 1 construction compound accessed directly from Marsh Street.

The development area represents Lot 31 DP1231486 and Lot 100 DP1231954, excluding land subject to future dedication to Bayside Council. It comprises an area of approximately 16.7 hectares and is zoned SP4 Enterprise and C2 Environmental Conservation under the Bayside LEP 2021.

The extent of the site and development area depicted in **Figure 2** below.



Figure 2 Site Aerial Map

Source: Nearmap, edited by Colliers Urban Planning

1.4 Project Description

The Concept Masterplan and Early Works SSDA seeks consent for the following:

- Concept Masterplan to support the staged delivery of the Kogarah Golf Club Redevelopment, including:
 - Maximum building envelopes, including maximum building heights and minimum building setbacks;
 - Maximum Gross Floor Area (GFA) up to 343,250m², comprising:
 - 3,250m² of GFA (FSR of 1.25:1) on Lot 31 DP1231486; and
 - 340,000m² of GFA on Lot 100 DP1231954.
 - Conceptual primary land uses, including:
 - Block 1 – Mixed-use and advertising structures;
 - Block 2 – Logistics and mixed-use;
 - Block 3A – Logistics;
 - Block 3B – Logistics; and
 - Block 3C – Logistics and Data centre.
 - Urban Design Guidelines to guide future development of the built form and public domain; and
 - Strategies and mitigation measures to manage potential environmental impacts.
- Early Works to support the future delivery of built form and publicly accessible open space, including:
 - Site preparation works, comprising:
 - Demolition of existing structures;
 - Clearing of existing vegetation;
 - Remediation works; and
 - Bulk earthworks, including ground improvement and flood mitigation works.
 - Site servicing and infrastructure works, including:
 - Construction of the Flora Street East extension consistent with Item 3 of the executed Voluntary Planning Agreement with Bayside Council;
 - Construction of stormwater infrastructure; and
 - Construction and augmentation of service and utility infrastructure as necessary.

For a detailed description, refer to the Environmental Impact Statement prepared by Colliers Urban Planning.

Indicative Reference Scheme

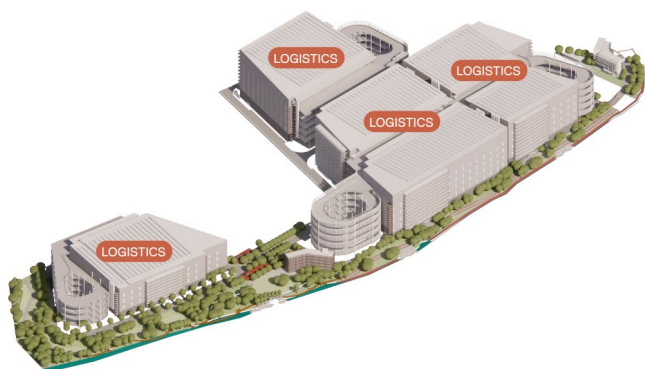
The Concept Masterplan is supported by Indicative Reference Schemes that present as ‘proof of concepts’ within the proposed planning framework. The schemes demonstrate suitable primary land use, built form and public domain outcomes that align with the vision for a world-class precinct that leverages the site’s strategic location adjacent to Sydney Airport and strong transport connections.

The Indicative Reference Schemes consider different potential development outcomes enabled by the Concept Masterplan to support the delivery of the highest and best use at the time of redevelopment. This includes a Logistics scheme and Alternative Uses scheme, which facilitate the potential for four (4) different primary land use outcomes across the Site. The alternative land use outcomes enabled by the Concept Masterplan include an alternative mixed-use outcome on Block 2 and alternative data centre outcome on Block 3C.

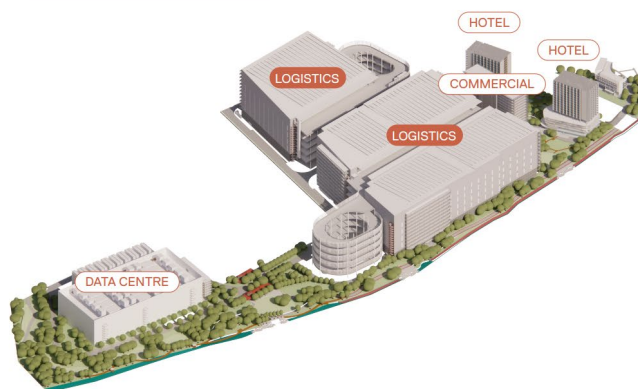
The Indicative Reference Schemes are established in **Figure 3**, with the Logistics scheme and Alternative Uses scheme prepared by Grimshaw depicted in **Figure 4** and **Figure 5**.

It is noted that the Indicative Reference Schemes are indicative only and the development of future built form and publicly accessible open space will be subject to future Development Applications. The Indicative Reference Schemes demonstrate the ability to support different potential outcomes, consistent with the proposed framework under the Concept Masterplan including Urban Design Guidelines.

LOGISTICS



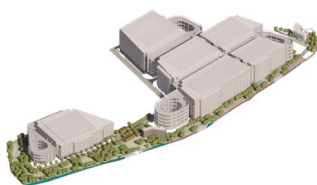
ALTERNATIVE USES



LOGISTICS

REFERENCE SCHEME 01

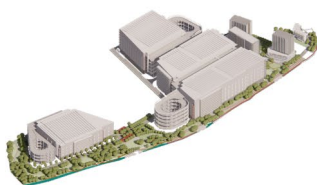
All Logistics



ALTERNATIVE USES

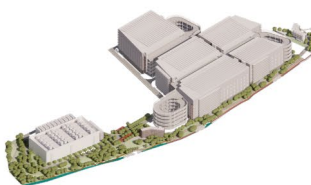
REFERENCE SCHEME 02

Hotel, Commercial and Logistics



REFERENCE SCHEME 03

Data Centre and Logistics



REFERENCE SCHEME 04

Hotel, Commercial, Data Centre and Logistics

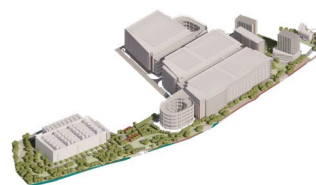


Figure 3 Indicative Reference Schemes

Source: Grimshaw



Figure 4 Indicative Reference Scheme – Logistics Scheme

Source: Grimshaw



Figure 5 *Indicative Reference Scheme – Alternative Uses Scheme*

Source: Grimshaw

2.0 Engagement Approach

2.1 Engagement Purpose

The purpose of this engagement process is to **ensure that all relevant stakeholders are informed** about the SSDA for 13-19A Marsh Street, Arncliffe, and could **have the opportunity to provide feedback** to inform the development of the Environmental Impact Statement (EIS).

The Applicant has adopted a genuine and proactive approach to engagement with the local community and key stakeholders. Engagement for the Concept Masterplan and Early Works SSDA was run concurrently, and this Report includes the feedback received in relation to both components as part of a single SSDA. For this round of engagement, the project team built upon all previous feedback, including feedback provided during the public exhibition process as part of the Planning Proposal for the site rezoning. This has ensured continuity and responsiveness to community and stakeholder input across all stages of the project.

Documentation of engagement activities will also ensure the project's EIS meets the minimum form and content requirements as prescribed in the SEARs.

The engagement methodology and its outcomes have been informed by, and are consistent with, the NSW Department of Planning, Housing and Infrastructure's (DPHI's) *Undertaking Engagement Guidelines for State Significant Projects*.

2.2 Engagement Objectives

In delivering the engagement program for the SSDA, the engagement process was:

- **Relevant:** Engagement activities focused on gathering meaningful community and stakeholder feedback that informed the design of the proposal.
- **Timely:** The community and stakeholders were provided with an early opportunity to share feedback prior to finalisation and lodgement of the SSDA.
- **Targeted and Appropriate:** Methods of engagement were tailored to suit the scale of the proposal and the goals of the engagement process.
- **Accessible:** Multiple options were offered for providing feedback, accommodating varying preferences and schedules.
- **Informative:** Community and stakeholders were educated on project elements, benefits, and constraints, enabling informed and constructive feedback to shape the proposal.

2.3 Engagement Standards

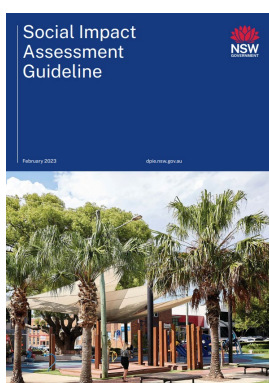
Engagement Guidelines for State Significant Projects



The Engagement Strategy, activities and this report adhere to DPHI's *Undertaking Engagement Guidelines for State Significant Projects (March 2024)* by:

- Engaging with relevant NSW Government agencies and close neighbours most impacted by the proposed development.
- Informing the surrounding community to the site about opportunities to consult with the project team
- Explaining how community feedback will be considered and documented
- Providing relevant information in plain English so that potential impacts and implications can be readily understood
- Providing channels of communication to gather feedback directly to the project team.

Social Impact Assessment (SIA) considerations



A Social Impact Assessment has been prepared in accordance with the *Social Impact Assessment Guideline for State Significant Projects* (NSW DPHI, July 2025).

As part of the SIA Guideline, respectful, inclusive and meaningful engagement is considered fundamental, alongside other research activities. The aim of SIA engagement is to identify people and communities likely to be affected, understand their interests in the proposed development, and consider the diverse views, concerns, and potential impacts on individuals and communities.

Appendix C of the SIA Guideline requires that the following review questions have been fulfilled when considering the scale of social impacts of the project:

- Were the extent and nature of engagement activities appropriate and sufficient to canvas all relevant views, including those of vulnerable or marginalised groups?
- How have the views, concerns and insights of affected and interested people influenced both the project design and each element of the SIA report?

Alignment with IAP2 Public Participation Spectrum



To determine the appropriate level of engagement for each stakeholder, the IAP2 Spectrum of Public Participation has been applied, classifying stakeholder groups by their known and/or perceived levels of interest and influence on the project.

In relation to the overall project scope, this project sits at **Consult** level.

3.0 Stakeholder Identification

A stakeholder analysis was undertaken to guide the engagement program. **Table 2** sets out stakeholder groups identified, and how they were considered as part of the engagement strategy.

Table 2 *Stakeholder Identification and Mapping*

Stakeholder	Key Topics of Interest	Level of Engagement	How we engaged
<i>Local residents and business</i>			
Residents of Arncliffe (Marsh Street and surrounds) Local residents living closest to the proposed development site, between the site and the rail alignment to the west)	Concerns about view and visual impact, traffic, noise, changes to local amenity, change of use, bulk and scale, overshadowing, construction impacts.	Consult	- Project notification newsletters via letterbox drop and email to neighbouring strata agents - Project newsletter x 2 via letterbox drop / email to neighbouring strata agents - Community drop-in sessions x 2 1800 number and email address - Community website - Social Impact Assessment (SIA) survey.
Local businesses – Marsh Street and surrounds Novotel, Silkari Urban Hotel, Arncliffe Scots Club, Rowers on Cooks River ground floor retail and commercial in residential buildings.	- Likely to experience construction-related disruption but may benefit from traffic improvements, access and foot traffic long term. - Concerns about change of use, bulk and scale. - Impacts associated with new intersection and road upgrades. - Novotel specific issue – currently using Council road land as carpark, which will be removed as part of External Roadworks DA.	Consult	- Project newsletter x 2 via letterbox drop and email - Community drop-in sessions x 2 1800 number and email address - Community website - SIA survey.
Other residents and businesses in engagement catchment , including those in Wolli Creek, Kyeemagh, Tempe and Banksia	- Sensitive to views, noise, riverside impacts, change of use and overshadowing. - Sensitive to traffic flow, congestion, infrastructure strain. - Supportive of opportunities to improve foreshore connectivity and access, including Tempe – Brighton Le Sands.	Consult	- Project newsletter x 2 via letterbox drop - Community drop-in sessions x 2 1800 number and email address - Community website - SIA survey.
Sydney Airport businesses Rydges Sydney Airport, Aerotel Sydney	- Sensitive to visual impact, noise, construction. - Supportive of opportunities through redevelopment of the site.	Consult	- Direct email communication and copy of project newsletters - Community drop-in sessions x 2 1800 number and email address - Community website - SIA survey.

<i>Major neighbouring landowners</i>			
Sydney Airport Corporation	Interest in this project as it relates to the current masterplan and the release of the Draft 2025 Masterplan, and freight strategy, plus their endorsement of Cooks Cove masterplan.	Consult	- Direct liaison, meetings and correspondence as required. 1800 number and email address - Community website.
M6 stakeholders - Camilla Drover, Deputy Secretary Infrastructure Projects and Engineering, Transport for NSW - Hon. Jenny Aitchinson MP, State Minister for Roads - Jason Voigt, Project Director, M6 Stage 1, Transport for NSW	Impact on road infrastructure, site access and relationship with the M6 Stage 1 project.	Consult	- Direct liaison, meetings and correspondence as required. 1800 number and email address - Community website.
<i>Local community groups, interest groups and peak bodies</i>			
- Cooks River Valley Association (CRVA) - Wolli Creek Preservation Society - Bicycle NSW and BIKEast - National Trust of Australia (NSW)	- Emphasis on riparian protection, water quality, and public access. - Supportive of improved cycling access and safe infrastructure.	Consult	- Direct communication and copy of project newsletters - Community drop-in session x 2 1800 number and email address - Community website - SIA survey.
<i>First Nations stakeholders</i>			
- Bidjigal Knowledge Holders and Elders - La Pouse Local Aboriginal Land Council	Must be consulted on Country, heritage, and interpretation matters.	Consult	- Reconnection to Country and meet and greet with project team - Project announcement event - Visioning workshop - Walk on Country - Cultural session with IndiGrow (<i>forthcoming</i>)
- Registered Aboriginal Parties - La Pouse Local Aboriginal Land Council	Must be consulted on Country, heritage, and interpretation matters.	Consult	ACHA consultation process in accordance with the <i>Aboriginal Cultural Heritage Consultation Requirements for Proponents (DECCW 2010)</i>
<i>Elected representatives</i>			
<i>Federal Government</i>			
Ash Ambihapahar MP , Federal Member for Barton – project electorate	Project located in Barton electorate and will contribute to job creation and economic growth in the area. Local impacts and opportunities.	Consult	- Direct communication, copy of project newsletters 1:1 briefing held - Community website.
<i>State Government</i>			
Hon. Steve Kamper MP , State Member for Rockdale	- Close-by to electorate, relevant for Lands and Property portfolio. - Local impacts and opportunities.	Consult	- Direct communication, copy of project newsletters 1:1 briefing held

Minister for Lands and Property, Sport, and Multiculturalism

- Community website.

Hon. Jennifer (Jenny) Aitchison, Minister for Roads

- Impact on road infrastructure. Interdependency with M6 Stage 1 project.

Consult

- Direct communication, copy of project newsletters
- 1:1 briefing held
- Community website.

Agencies and Authorities

Department of Planning, Housing and Infrastructure

- Planning application and compliance, issues in the public interest, controversial or contested issues.

Consult-Involve

- Direct liaison, meetings and correspondence as required.

Transport for NSW

- Interest in integration with existing and planned transport networks.

Consult

- Direct liaison, meetings and correspondence as required.

Department of Climate Change, Energy, the Environment and Water

- Interest in sustainability and environmental protection.
- Interest in aquatic habitat protection.
- Focus on impacts to heritage-listed sites, such as Arncliffe Market Gardens.

Consult

- Direct liaison, meetings and correspondence as required.

Federal Department of Infrastructure, Regional Development and Cities

- Interest in infrastructure alignment and funding.
- DITRICA will assess the airport safeguarding and decide on the proposed height exceedance (above the Obstacle Limitation Surface (OLS)) for Sydney Airport

Consult

- 1:1 briefing with Secretary and Deputy Secretary scheduled late Q4 2025
- Direct liaison, meetings and correspondence as required.

Civil Aviation Safety Authority

- Ensuring developments do not compromise aviation safety.

Consult

- Direct liaison, meetings and correspondence as required.

Bayside Council

Bayside Council – Elected Officials

- Cr. Ed McDougall, Mayor
- Cr. Heidi Lee Douglas, Deputy Mayor
- All other Councillors

- Environmental and urban design issues.
- Transparent engagement process.
- Local impacts and opportunities.

Inform

- Monitored for enquiries (none received).

Bayside Council – Staff

- Meredith Wallace, General Manager
- Peter Barber, Director City Futures
- Colin Clissold, Director City Presentation (includes parks and open space)
- Planning staff

- While not decision-making authority for the Concept Masterplan and Early Works SSDA, they are key stakeholder to be consulted with for the project.
- Voluntary Planning Contribution - delivery of external local road upgrades and Pemulwuy Park.

- Direct liaison, meetings and correspondence as required
- 1800 number and email address
- Community website.

Utilities

Relevant utilities and services

- NBN Co.
- Jemena
- Ausgrid

- Ensuring sufficient infrastructure and upgrades where required.

Consult

- Direct liaison, meetings and correspondence as required

- Sydney Water – Options Assessment team
- Sydney Desalination Plant
- APA Group

Media

• Metro media: The Sydney Morning Herald, The Daily Telegraph, ABC News, The Australian, The Guardian, AFR • Local media: St George & Sutherland Shire Leader, Inner West Times, The Torch	• Issues in the public interest, community advocacy and campaigns, timely project updates.	Inform	• Media release • Community website
• Industry media: e.g. Daily Cargo News, MHD Supply Chain News, The Urban Developer (online), The Fifth Estate	• Industry development and growth, major project updates.	Inform	• Media release • Community website

4.0 Engagement Process

This section of the report outlines the tools and methods used to deliver community and stakeholder engagement during the preparation of the Proposal and SSDA. Detailed feedback from these engagement activities and the project response is included in **Section 5.0** further below.

4.1 Engagement collateral and activities

Table 3 *Engagement collateral and activities*

Collateral/ Activity	Description	Reach/Outcome	Targeted Stakeholders	Level of Engagement	How engagement informed the project
<i>Collateral</i>					
Project launch event and media release	In-person announcement of the joint venture partnership and the project, including project vision. A digital media release, made available on the community website, can be found in Appendix A.	4 elected representatives attended the in-person event.	Media	Inform	Promoted balanced media coverage and ensured Stockland was offered opportunities to comment where appropriate.
Notification Newsletter (October 2025) – letterbox drop and email outreach	4-page A4 graphic newsletter providing detailed information about the External Roadworks DA and an introductory overview of the Concept Masterplan and Early Works SSDA. A copy of the newsletter distribution zone can be found in Appendix B.1. A copy of the October newsletter can be found in Appendix B.2.	8,007 newsletters distributed via letterbox drop on 27/10/25. Direct emails with a copy of the newsletter to 23 stakeholders, including elected representatives, local community organisations and managing strata agents of neighbouring residential buildings on 5/11/25	- Local residents and businesses - Local community stakeholders and neighbouring landowners	Inform	Ensured neighbouring residents and key community stakeholders who are most interested and impacted were made aware of the External Roadworks DA, Concept Masterplan and Early Works SSDA, that project information was accessible and easy to understand, and recipients had the opportunity to sign-up for project updates, or ask questions via project enquiry channels.
Project Update Newsletter (November 2025) – letterbox drop and email outreach	2-page A4 graphic newsletter providing an update on the External Roadworks DA and further information about the Concept Masterplan and Early Works SSDA and inviting participation in engagement activities.	8,007 newsletters distributed via letterbox drop on 14/11/25. Direct emails with a copy of the newsletter to 23 stakeholders, including elected representatives, local community organisations and managing	- Local residents and businesses - Local community stakeholders and neighbouring landowners	Inform	Ensured neighbouring residents and key community stakeholders who are most interested and impacted were made aware of the Concept Masterplan and Early Works SSDA, that project information was accessible and easy to understand, and recipients had the opportunity to attend

	A copy of the newsletter distribution zone can be found in Appendix B.3. A copy of the November newsletter can be found in Appendix B.4.	strata agents of neighbouring residential buildings on 14/11/25			an engagement activity, provide feedback or ask questions via project enquiry channels.
Community website	Dedicated community website with project overview, information about the planning process and upcoming engagement opportunities/enquiry channels. Registrations for the information sessions was also encouraged via the website and a link to the SIA survey was included. A copy of the community website can be found in Appendix C.	141 visits to project website between 14/11/25 and 03/12/25.	• All	• Inform	Informed the community and stakeholders about the project, status, engagement opportunities, and directed to public feedback and enquiry channels.
Information display boards	Large A0 sized boards providing an overview of the proposal and key information of interest to local residents and businesses, in a highly visual format. A copy of the information boards can be found in Appendix D.	15 community members were able to view project information at the first session on 25/11/2025 7 community members were able to view project information at the second session held on 27/11/2025.	• Drop-in session attendees	• Inform	Provided a visual aid to stakeholders and the community during in-person drop-in sessions, to facilitate meaningful feedback.
Activities					
Social Impact Assessment (SIA) survey	Online survey of nearby residents, businesses and landholders seeking feedback on what they perceive to be the potential positive and negative social impacts generated by the proposal.	Survey promoted via letterbox drop to 8,007 addresses, direct email and at engagement events. 12 survey responses were received. The survey and analysis of results can be found in: Social Impact Assessment	• Local residents and businesses • Local community stakeholders and neighbouring landowners	• Consult	Provided an outlet for stakeholders to give feedback on potential positive and negative social impacts generated by the proposal, beyond those immediately impacted by the Concept Masterplan and Early Works SSDA.

Drop-in sessions	Two, 2-hour in-person information sessions on 25/11/25 and 27/11/25 at the adjacent Rowers on Cooks River for community members to drop-in at a convenient time to learn about the Concept Masterplan and Early Works SSDA, meet the project team and have discussions face-to-face.	Drop-in session promoted via letterbox drop on 14/11/25 to 8,007 local addresses and via the community website. The sessions received 22 attendees. A feedback summary is provided in Section 5.0 .	- Local residents and businesses - Local community stakeholders and neighbouring landowners	Consult	Offered an in-person alternative for local community members to meet the project team and have one-on-one conversations about the issues they care about most. Team members took notes on the key issues and questions that were raised to inform this Report.
Frontline Engagement (1800 Number and email address)	Established a project enquiry 1800 number (1800 870 549) and established a new email address (consultation.urbanplanning@colliers.com) and enquiry database for community members and stakeholders, and monitored and responded to enquiries up until lodgement.	Enquiry channels were promoted via notification letter to 8,007 local residences and businesses, direct email, the community website, and at engagement events. 8 public enquiries received via phone and email channels.	All	Consult	Provided all stakeholders a direct point of contact for any enquiries or to provide feedback, and assisted them in understanding the Concept Masterplan and Early Works SSDA.
Stakeholder briefings	Invited Government agencies and authorities to meet with the project team to learn about the Concept Masterplan and Early Works SSDA, provide feedback and ask questions.	2 formal briefings with DPHI and ongoing bi-monthly meetings with DPHI Industry Assessments team. Ongoing meetings with TfNSW and Bayside Council. A feedback summary is provided in Section 5.0 .	Government agencies and authorities – specified in SEARs	Consult	Created an open dialogue between stakeholders and the Applicant, facilitating questions and feedback to support preparation of the Concept Masterplan and Early Works SSDA.
	Invited elected representatives to meet with the project team to learn about the Concept Masterplan and Early Works SSDA, provide feedback and ask questions.	3 formal briefings with elected representatives. A feedback summary is provided in Section 5.0 .	Elected representatives	Consult	Created an open dialogue between stakeholders and the Applicant, facilitating questions and feedback to support preparation of the Concept Masterplan and Early Works SSDA.

5.0 Summary of Feedback Received

This section of the report summarises feedback received regarding the Concept and Early Works SSDA during the pre-lodgement engagement period. It also includes feedback on the External Roadworks DA gathered during the SSDA consultation.

5.1 Community Feedback Summary

Feedback received across the engagement period via the community drop-ins, SIA survey, email and 1800 number has been summarised below. **Table 4** outlines feedback provided by those who were engaged.

Table 4 Community Feedback Summary

Detail	Project Response
<i>Project rationale</i>	
Some sentiment that the golf course is underused and redevelopment of the site is welcome, especially after many years of various schemes being proposed as part of site rezoning.	The Site has long been identified for trade and technology-related uses due to its proximity to Sydney Airport, Port Botany, and regional road connections. In May 2025, it was rezoned to enable a logistics and employment precinct alongside new publicly accessible open space, including Pemulwuy Park and a continuous foreshore walk along the Cooks River.
<i>Joint venture partnership</i>	
Interest in Stockland's role and historical involvement, and interest in John Boyd Properties' involvement in the project.	- Stockland has formed a Joint Venture (JV) agreement with John Boyd Properties (JBP) to deliver the Kogarah Golf Club Redevelopment following gazettal of the amendments to the Bayside Local Environmental Plan 2021 in May 2025. - Stockland brings over 70 years of experience across residential and commercial property sectors, while John Boyd Properties has a strong legacy in Sydney development. This partnership combines Stockland's and JBP's expertise to enable the effective development and future management of the strategically significant site for a world-class logistics-focused precinct by combining their expertise. It will leverage Stockland's extensive experience in large-scale logistics development and JBP's deep local knowledge and long-term vision for the Site.
<i>Building height, bulk and scale</i>	
- Questions on maximum building heights. - Desire to understand how bulk and massing will relate to the surrounding context. - Concerns that new buildings may dominate the area and affect existing private domain views. - Comments on visibility of the site from a wide area.	- Proposed building heights range across the site, with a maximum proposed height of RL 70m (indicatively a 6-storey warehouse or up to 19-storey hotel). These heights are expressed as building envelopes, which define maximum dimensions and setbacks for future development which will be designed within the approved envelopes. - The Urban Design Guidelines require future buildings to incorporate modulation, articulation and landscape buffers to relate sensitively to the local context. - The Concept & Early Works SSDA will establish building envelopes, including heights and setbacks, to ensure development aligns with planning controls and design excellence principles. The height of future buildings will be confirmed as part of future Detailed Development Applications, with all future buildings to be located within the approved building envelopes. - Justification of the proposed height exceedance is within the Clause 4.6 Variation Request, and an assessment is provided at Section 6.1 of the Environmental Impact Statement. - A Visual and View Impact Assessment has been prepared to provide an assessment of views and sightlines surrounding the Site. It presents viewpoint-based photomontages and mitigation strategies; building

	envelopes will be calibrated to manage scale, reduce visual bulk, and protect key view corridors where practicable.
<i>Land use and employment</i>	
• Recognition that the site has been zoned for this use since 2004. • Interest in tenant types and feasibility of ground-floor retail along the foreshore walkway. • Recognition of suitability of certain logistics uses near the airport. • Interest in the various reference schemes, for example mixed use instead of logistics for some buildings, and how decisions will be made about which options will progress.	• The Site was first identified for trade/technology uses in 2004, and the May 2025 rezoning now enables SP4 Enterprise outcomes aligned to that long-standing vision. • The Site will leverage airport-related freight growth and arterial connectivity. Primary uses include logistics, mixed-use (hotel/office/retail) and potential data centres uses. Activation of the foreshore with compatible food and beverage uses will be explored in future stages. • Target tenant mix will therefore include freight forwarders, e-commerce brands, and high-value industries (pharmaceuticals, perishables, fashion) that benefit from proximity to Sydney Airport and Port Botany. • Indicative Reference Schemes represent a "proof of concept", providing an example of what future development might look like within the proposed building envelopes. The Indicative Reference Schemes are not a proposed or final design – this will come later, as part of future Detailed Development Application. The Concept & Early Works SSDA allocates specific primary land uses associated with development 'blocks', enabling the future delivery of land uses which best respond to market needs at that time. • Further information on the land uses proposed are detailed in Section 3.2.2 of the Environmental Impact Statement.
<i>Land ownership</i>	
• Interest in landownership and requests for clarification of complex land-ownership arrangements.	• The developable area and future foreshore link will remain under the ownership of the Applicant. Pemulwuy Park will be facilitated through existing land owned by Bayside Council and additional land, to be dedicated to Council by the Applicant. Any public roads outside the developable area will be dedicated as public roads. • Further detail of the land ownership and dedication of land is provided in Sections 2.1 of the Environmental Impact Statement.
<i>Design</i>	
• Positive feedback on the project's consideration of Design Excellence and interest in good design outcomes for the build form. • Interest in how changes since the previous rezoning have shaped the current design. • Preference for minimal fencing along the foreshore ("no fencing where possible").	• Design excellence is a key priority for all proposed buildings within the site and will be part of future SSDA's for buildings. • Following the previous rezoning, refined building envelopes and allocated primary land uses have been determined to ensure the project can respond to future market needs. • Fencing treatments will be addressed in detailed design to prioritise permeability and safety along the Cooks River foreshore link. • A detailed assessment and response to Design Excellence is provided in Section 6.3 of the Environmental Impact Statement which confirms how the development plans to achieve design excellence. In addition to this, the Concept Masterplan is accompanied by Urban Design Guidelines that will ensure the development achieves a high standard of architectural design.
<i>Traffic and parking impacts</i>	
• Interest in broader vehicle-movement modelling and outcomes. • Questions on planned road upgrades as part of External Roadworks Development Application (separate to this SSDA), particularly Gertrude Street widening, and impacts on Flora Street and surrounding streets. • Queries about road capacity (e.g., "will Gertrude Street be four lanes?").	• A Transport Impact Assessment includes truck routes and distribution modelling. The predicted traffic generation under the Concept & Early Works SSDA is consistent with the previous Planning Proposal (PP-2022-1748). • The separate External Roadworks DA (DA-2026/50) includes the widening Gertrude Street, improving pedestrian/cycling links, and exiting via an upgraded signalised Flora Street/Marsh Street intersection to streamline movements. The proposed external public road upgrades are consistent with separate executed Voluntary

• Questions on truck access signage and request for limited access on local streets ("No trucks" on Gertrude Street). • Questions on traffic distribution across major corridors and logistics mix assessment. • Requests for clarity on how construction traffic will be managed and routes. • Strong concerns about existing congestion. • Scepticism about whether proposed External Roadworks redevelopment will improve traffic conditions. • Observations that Western Gertrude Street and Marsh Street are already heavily congested. • Queries about speed bumps being included in the External Roadworks DA.	Planning Agreements with Transport for NSW and Bayside Council respectively. • Detailed traffic changes to Gertrude Street, including final lane configurations and traffic calming measures, have been included within the separate External Roadworks DA (DA-2026/50) to Bayside Council. • Heavy vehicles will access via Marsh Street to connect directly to the surrounding regional road network. Signage and restrictions will be coordinated with Transport for NSW and Bayside Council (as the relevant roads authorities). • Corridor distribution and logistics mix have being tested through the Transport Impact Assessment. • A Construction Traffic Management Plan will stage works, manage construction logistics and communicate temporary impacts, consistent with authority requirements.
<i>Pedestrian and vehicular movement and access</i>	
• Support for wider footpaths and improved pedestrian-friendly frontages. • Queries about potential removal of traffic lights at Innesdale Street. • Questions about how pedestrian footpath widening will occur. • Concerns about narrow and potentially dangerous pedestrian crossings along the foreshore walkway. • Interest in how any future bridge might change freight and vehicle movements.	• The project will deliver wider footpaths, improved active transport links, and pedestrian-focused frontages along key streets links, ensuring the delivery of this through the Urban Design Guidelines. • The existing Innesdale Road signalised intersection will be removed to optimise movements as part of the separate External Roadworks DA (DA-2026-50). • Footpath widening will be delivered through the separate External Roadworks DA (DA-2026-50) and detailed design, balancing pedestrian safety, landscaping and access needs. • The project will enhance pedestrian connectivity by delivering a revitalised Cooks River foreshore, which will range from 20 to 40 metres in width. • A bridge link between the site and Sydney Airport is currently not proposed and remains subject to ongoing consultation.
<i>Public transport</i>	
• Interest in integration of public transport with the future development and requests to fast-track new bus stops on Marsh Street.	• The project team has consulted with Council and TfNSW as part of the External Roadworks DA regarding options for improved public transport integration, including new bus stops located on Marsh Street.
<i>Visual impacts</i>	
• Queries about Visual Impact Assessment methodology and comments expressing a need for high-quality visual assessment and transparency. • Desire to understand how existing private domain views will be affected by the proposal	• A Visual and View Impact Assessment and solar analysis within the Architectural Design Report have been completed for the project, with assessment findings to be publicly available as part of the public exhibition process. • The Visual and View Impact Assessment outlines the methodology, include photomontages from agreed viewpoints, and present likely view changes alongside mitigation strategies to confirm impacts across representative public and private domains. It will also address interface treatments and cumulative visual considerations to ensure a high-quality built form and minimise adverse visual effects.
<i>Public domain and amenity</i>	
• Support for wider footpaths, improved public domain, and pedestrian-friendly frontages.	• The Applicant will deliver key works and benefits to facilitate the delivery of the proposed 14ha Pemulwuy Park. In addition, a continuous foreshore link will be delivered to provide greater active transport connectivity to and from the park. In addition, external public road upgrades will be delivered, primarily via the separate External Roadworks DA (DA-2026-50). • Public domain and benefits have been addressed in Section 6.21 of the Environmental Impact Statement.

<i>Landscaping and ecology</i>	
• Positive feedback on retaining fig trees in open space compared to site rezoning Planning Proposal. • Interest in overall tree retention within the new park and pedestrian links from Pemulwuy Park to the foreshore. • Suggestions to relocate fig trees to Pemulwuy Park rather than Kogarah Town Centre. • Questions about survival rates of relocated trees and justification for moving them. • Risks of overshadowing and poor survival prospects for relocated fig trees. • Ecological concerns about turtles, frog ponds, and habitat loss. • Highlighted concerns about impacted ponds.	• Tree retention is being guided by the Arboricultural Impact Assessment, where retention is preferred where trees can be viably integrated into the public domain. Relocation options will be assessed against arboricultural advice, viability and park design objectives. Any relocation would follow best-practice methods to maximise survival; justification will be provided where relocation is necessary. • The project supports delivery of Pemulwuy Park and a continuous foreshore link, with planting and habitat enhancement outlined in landscape plans that will be publicly available as part of the public exhibition process. • Solar analysis and species-appropriate design will inform planting/relocation decisions to support long-term viability. • Biodiversity impacts are assessed in the Biodiversity Development Assessment Report. Dedicated frog ponds to support the endangered Green Tree Frog are being delivered adjacent to the Site as part of the M6 Stage project, managed by Transport for NSW. • The Biodiversity Development Assessment Report provides suitable measures to mitigate the potential impacts of the development.
<i>Open space and foreshore access</i>	
• Positive sentiment toward foreshore walk and expanded public open space. • Questions on park funding (response: Stockland contribution dedicated to Council). • Narrow and potentially dangerous pedestrian crossings along the foreshore. • Preference for minimal fencing.	• The development will unlock 1 km of foreshore access and enable Pemulwuy Park, including dedication of approximately 1.3 ha of land to Bayside Council to increase park size and improve design. • The future Pemulwuy Park is to be delivered by Bayside Council, with the executed Voluntary Planning Agreement between the Applicant and Bayside Council supporting delivery of the future park. • The conceptual design of the Cooks River foreshore is depicted in the Landscape Design Report. • Noted. A secure building line is required to all logistics/data centre uses. Appropriate interfaces will be delivered to provide security, safe separation of heavy vehicles and pedestrian, and pedestrian connections to open space.
<i>Airport link</i>	
• Interest in how a future bridge might affect freight and vehicle movements.	• The Applicant supports a future bridge connection to Sydney Airport. However, this is subject to ongoing consultation and is not currently committed. The Applicant is liaising with Sydney Airport to identify suitable collaboration and has prepared a formal submission on the Draft 2045 Airport Masterplan.
<i>Project timeline and staging</i>	
• Interest in staging details and recognition that staging will allow phased delivery of benefits. • Questions on how construction impacts will be managed and timing post-SEARs and SSDA lodgement. • Interest in detailed staging of development blocks and timing of early works. • Questions regarding construction staging and how impacts will be managed. • Interest in timing of SSDA lodgement.	• Delivery will be staged to coordinate road upgrades, early works and built form, enabling progressive public benefits and employment. • Construction impacts will be managed via Construction Environmental Management Plans. • Potential staging is set out at Section 3.0 of the Environmental Impact Statement – subject to detailed design, tenant requirements and industry demand. • Staging will sequence works to minimise disruption, with clear community communications prior to each stage. • Construction is planned in stages, with external roadworks expected around mid-2027 to 2028, early works around mid-2028 to mid-2029, and future buildings delivered progressively thereafter, subject to approvals and market demand.
<i>Planning process</i>	
• Commentary that the proposed Concept SSDA is generally consistent with the Planning Proposal scheme, with refinements.	• The matters discussed have been addressed as part of the Concept and Early Works SSDA.



Community Drop-Ins – 25 & 27 November 2025

5.2 Elected Representatives Feedback Summary

The project team undertook engagement with elected representatives, including various correspondence, meetings and briefings. To date, no formal or written feedback has been received.

Details of engagement outcomes with elected representatives is included in **Table 6** below.

Table 5 *Elected Representatives Feedback Summary*

Date / Activity	Purpose	Key topics of discussion / Engagement Outcome
<i>Elected representatives</i>		
Hon. Steve Kamper MP, State Member for Rockdale Project briefing held 19/06/2025	To provide an overview of the Concept Masterplan and Early Works SSDA and provide opportunity for questions and feedback.	- Key discussion topics included: Site and project overview and vision; planning process, timeline. - Discussions informed the EIS.
Hon. Jenny Aitchinson MP, State Minister for Roads Hon. Steve Kamper MP, State Member for Rockdale Project briefing held 17/09/2025	To provide an overview of the Concept Masterplan and Early Works SSDA and provide opportunity for questions and feedback.	- Key discussion topics included: Site location and context; engagement with TfNSW engagement; interface issues and proposed solutions; Early delivery programme; External Roadworks extent (State VPA); site access (existing and proposed interim sit access gate). - Discussions informed the Transport Impact Assessment and EIS.
Ash Ambihapahar MP, Federal Member for Barton Project briefing held 24/09/25	To provide an overview of the Concept Masterplan and Early Works SSDA and provide opportunity for questions and feedback.	- Key discussion topics included: Site and project overview and vision; planning process, timeline. - Discussions informed the EIS.

5.3 State Government Agencies, Authorities and Council Feedback Summary

The project team undertook engagement with key State Government agencies and authorities, including various correspondence, meetings and briefings.

To date, no formal or written feedback has been received. Details of engagement outcomes with State Government Agencies and Authorities is included in **Table 6** below.

Table 6 *State Government Agencies, Authorities and Council Feedback Summary*

Date / Activity	Purpose	Key topics of discussion / Engagement Outcome
<i>Department of Planning, Housing and Infrastructure</i>		
Initial project briefing held 09/05/2025	To provide an initial overview of the Concept Masterplan and Early Works SSDA and provide opportunity to provide feedback and inform technical assessments.	Key discussion topics included: Site and project overview and vision; planning process, timeline.
Project update meeting held 06/11/2025	To provide a brief on the proposed height exceedance, which had increased from the Scoping Phase, and provide opportunity to provide feedback and inform technical assessments.	DPHI were made aware of the reasoning for Clause 4.6 Variation and will consider justification of this request during the review and assessment of the SSDA.
Project update meeting held 12/03/2026	To provide an update on SSDA progress and engagement with Bayside Council and Transport for NSW.	Key discussion topics included an update on SSDA progress, including the approach to operational noise assessment updates. It also included an update on engagement with Bayside Council and Transport for NSW. The Applicant agreed to keep DPHI informed on SSDA and stakeholder engagement progress.
Project update meeting held 23/04/2026	To provide an update on SSDA progress and engagement with Bayside Council and Transport for NSW.	Key discussion topics included an update on SSDA progress, including the further noise monitoring completed and wind tunnel testing undertaken. It also included an update on engagement with Bayside Council and TfNSW. The basis of the application fee calculation was also discussed.
<i>Transport for NSW (TfNSW)</i>		
Outgoing email correspondence 27/08/2025, 25 & 30/09/2025	To invite TfNSW to provide early feedback on the forthcoming development application (DA) plans for the subject development site and request TfNSW's Landowner's Consent to lodge the DA.	Feedback noted and addressed in External Roadworks DA.
Incoming email correspondence 30/10/2025	To provide the project team with preliminary comments for consideration in the preparation of the Roadworks DA and advise TfNSW will provide a formal response under separate correspondence.	- Comments related to: Transport Impact Assessment; development and access over TfNSW owned/occupied land; motorway operations and access; M6 Stage 1 project conditions of approval; impacts to TfNSW Assets and Roads Act 1993 approvals; preliminary design comments on Roadworks Concept Plans - These matters have been addressed as part of the separate External Roadworks DA and where relevant have been considered as part of the Concept Masterplan and Early Works SSDA.
Part 5 Meeting held 29/05/2025	To discuss the appropriate planning approval pathway for the External Roadworks DA.	TfNSW did not support a planning pathway under Part 5 of the EP&A Act, recommending a Part 4 DA to Council.

Project update meeting held 09/04/2026	To provide an overview and update on the SSDA, with a particular focus on the extent of works subject to TfNSW land.	Key topics of discussion included the site, confirmation on SSDA scope and TfNSW land included for the purpose of the Concept Masterplan and Early Works components.
Project update meeting held 22/04/2026	Meeting with Camilla Drover and M6 Stage 1 team to provide an update on SSDA progress and interface with the M6 Project.	Key topics of discussion were the coordination of the Concept Masterplan and the M6 project compound and to discuss staging and programme scenarios.
<i>Transurban</i>		
Project briefing held 26/02/2026	To provide an overview of the project, specifically identifying the project's relationship with the Arncliffe Motorway Operations Complex (MOC). Provide opportunity for questions and feedback.	Key topics of discussion included the site, project overview, works subject to the External Roadworks DA (DA-2026/50) and the integration with MOC access. Agreement for consultation to continue.
<i>Bayside Council</i>		
Project briefing held 04/06/2025	To provide an overview of the Concept Masterplan and Early Works SSDA and provide opportunity for questions and feedback.	Key discussion topics included: Site and project overview; State Significant Development Applications; External Roadworks; Design Excellence; Development Control Plan.
Project briefing held 28/08/2025	To provide an overview of the External Roadworks DA and provide opportunity for questions and feedback.	Key discussion topics included: Project overview; program / delivery; External Roadworks; next steps
Incoming formal correspondence received 19/09/2025	To provide the project team with preliminary comments for consideration in the preparation of the Roadworks DA and responses to Applicant questions.	- Comments related to: Traffic, parking and access; floodplain management; stormwater management; landscaping matters and tree management; planning matters. - These matters have been addressed as part of the separate External Roadworks DA and where relevant have been considered as part of the Concept Masterplan and Early Works SSDA.
Project meeting held 15/01/2026	To coordinate the delivery of the project with surrounding public open space (to be delivered by Council and Transport for NSW).	- Key topics of discussion included the overland flow path design and interaction with the TfNSW Arncliffe Parklands (UDLP) design, as well as the resolution of public car parking associated with future public open space. - At the request of TfNSW, additional information was provided post-meeting to confirm the relationship between the SSDA and TfNSW land.
Project meeting held 10/02/2026	Meeting with Peter Barber (Bayside Council) to discuss the upcoming SSDA submission to DPHI and the interface between the Project and Council's Pemulwuy Park and the M6 Project.	Key topics of discussion was the resolution of scope between the SSDA, Local VPA items and the M6 project UDLP parkland including the proposed overland flow path through Pemulwuy Park.
Project meeting held 23/03/2026	Meeting with Peter Barber (Bayside Council) and the strategic planning team to present the SSDA submission to DPHI and the interface between the Project and Council's Pemulwuy Park.	A detailed SSDA presentation was provided to Bayside Council to step through the components of the upcoming submission to the DPHI. The presentation and detailed information was subsequently issued to Bayside Council.

<i>Sydney Airport</i>		
Project briefing held 05/03/2026	Meeting with Ted Plummer (Government Relation – Sydney Airport) to discuss Concept Masterplan and stakeholder referral to Sydney Airport.	A detailed Concept Masterplan presentation was provided, and the discussion topic specifically covered the requirements of a Controlled Activity application to Sydney Airport.
<i>Fire and Rescue NSW</i>		
Project briefing held 16/04/2026	Meeting with Fire and Rescue NSW to discuss fire safety requirements and design.	Key topics included a description of the proposal, including perimeter access and vertical ramps, fire ratings and proposed infrastructure and services.

6.0 Conclusion and Next Steps

This Engagement Outcomes Report provides a succinct overview of the communications and stakeholder engagement activities that the Applicant undertook prior to lodging the Concept Masterplan and Early Works SSDA for the Kogarah Golf Club Redevelopment.

In accordance with the SEARs for community and stakeholder engagement, Stockland has implemented a strategy to inform local residents and businesses, Council, local stakeholders, major landowners and key government agencies and authorities about the proposal. This has not only ensured that the community has a clear understanding of the proposal but has also provided an important mechanism to gather feedback before lodgement of the SSDA.

A broad range of feedback was received by the project team, with key issues relating to the site's redevelopment rationale, building height and visual impacts, traffic and parking concerns, and the integration of pedestrian and public transport improvements. Community members expressed interest in the joint venture partnership, land use mix, and employment opportunities, alongside questions about land ownership and design excellence. Positive sentiment was noted toward expanded foreshore access and open space, while detailed comments focused on landscaping, tree retention, and ecological considerations. Other recurring themes included staging and construction impacts, potential airport connectivity, and clarity on planning processes.

Next steps

Feedback received during pre-lodgement engagement for the Concept Masterplan and Early Works SSDA has provided the project team with a better understanding of the local context and areas of interest from neighbouring residents and key stakeholders. The local community and stakeholders will have further opportunities to provide formal feedback on this application via the public exhibition process to be managed by the DPHI.

During public exhibition, community members and stakeholders can view all technical consultant reports, including the detailed scope of works and preliminary construction management planning documents, and provide formal feedback to assist DPHI in their assessment and determination. This feedback will be responded to by the Applicant during the Response to Submission stage of the planning process.

Approach to future engagement

Should the Concept Masterplan and Early Works SSDA receive approval, the Applicant recognises the importance of maintaining ongoing engagement with nearby residents, businesses, and stakeholders as the project progresses.

This report demonstrates that the Applicant has undertaken robust pre-lodgement engagement for this proposal and remains committed to transparent and meaningful communication with the community and local stakeholders throughout the life of the project.

Any proposed buildings on the site will be subject to a separate planning application, and all subsequent applications will include engagement with the community and key stakeholders.

To support this commitment, the project team will develop a tailored engagement approach for each stage of the project, ensuring strategies are responsive to the needs and interests of stakeholders as the development evolves.

Appendices



28 July 2025

Stockland and John Boyd Properties to create world class logistics precinct near Sydney Airport

[Link to images](#)

Stockland has formed a 50/50 joint venture partnership with John Boyd Properties to redevelop the 18.3-hectare Kogarah Golf Club site into a world class logistics precinct following the NSW Government's recent rezoning of the site.

The Stockland and John Boyd Properties joint venture proposes to develop a multi-storey logistics hub with an end value estimated at more than \$3.5 billion and up to 340,000 square metres of floor space designed for aviation-linked logistics, high-value freight like medical, technology and perishable goods, and last mile distribution.

The site is strategically located adjacent to Sydney Airport and close to Port Botany – two of Australia's most critical infrastructure gateways – as well as major arterial roads including the M1, M5, M8 and the future M6.

The project will facilitate the construction of Pemulwuy Park, a 14-hectare public park to be delivered by Bayside Council, and an active transport corridor along the Cooks River.

Works on the logistics precinct are expected to start in 2027, subject to all relevant planning and internal approvals, and will be delivered over multiple stages, generating around 4,500 direct and indirect jobs once the precinct is in operation.

Stockland Managing Director and Chief Executive Officer Tarun Gupta said the site presents a unique opportunity to create a landmark logistics precinct that will transform the freight and logistics sector in NSW.

"Our partnership with John Boyd Properties is focused on creating a state-of-the-art logistics hub that drives investment, jobs, and productivity outcomes to position Sydney as a global trade gateway location," Mr Gupta said.

"The project will demonstrate how multi-storey logistics facilities can generate significant economic outcomes by better servicing freight infrastructure, major road networks and transport links, in turn attracting domestic and global freight and supply chain operators to the precinct.

"A modern and robust freight system that supports population growth while balancing sustainable

operations is critical to our economy. The unlocking of this site by the NSW Government helps to address Sydney's growing need for industrial land in a location with immediate connectivity to air, sea and road networks, maximising the efficient flow of goods around the State," Mr Gupta added.

John Boyd Properties' Director, John Boyd, said the partnership brings together both companies' deep expertise to deliver on the vision for the city-shaping logistics precinct.

"Together, Stockland and John Boyd Properties have extensive experience in owning, funding, developing and managing property, and our expertise enables us to create an economically significant logistics precinct near Sydney Airport," Mr Boyd said.

"This is a project that will carry a strong legacy and capitalise on Sydney's growing trade volumes, increased e-commerce activity and demand for sustainable, high-performance logistics assets. The proposal is well positioned to attract premium domestic and global tenants, solidifying the precinct's ambition to set a new benchmark for design and delivery."

Bayside Council Mayor, Councillor Edward McDougall, said it's encouraging to see a positive step forward for the former Kogarah Golf Club site.

"This proposal represents a fresh chapter for Bayside – one that brings significant job creation and economic opportunity to our city while unlocking the potential of a long-stalled site," Cr McDougall said.

The project is supported by the Commonwealth Bank of Australia (CBA) which acted as sole underwriter.

George Vallas, Head of Real Estate, Institutional Bank, CBA said: "This multi-tranche loan facility demonstrates our ability to structure bespoke solutions driven by client needs, aligning with Stockland's strategy, while enhancing our exposure to high-quality logistics assets in a strategic location adjacent to Sydney Airport and Port Botany," Mr Vallas said.

The new logistics precinct is expected to incorporate solar power, energy efficient design features, and EV charging infrastructure, as well as adapt to evolving freight trends like automation, robotics and AI-driven warehouse management.

Stockland and John Boyd Properties will continue to work with the NSW Government, Bayside Council and all stakeholders as plans progress.

Media enquiries

Samantha Wong

Media Manager

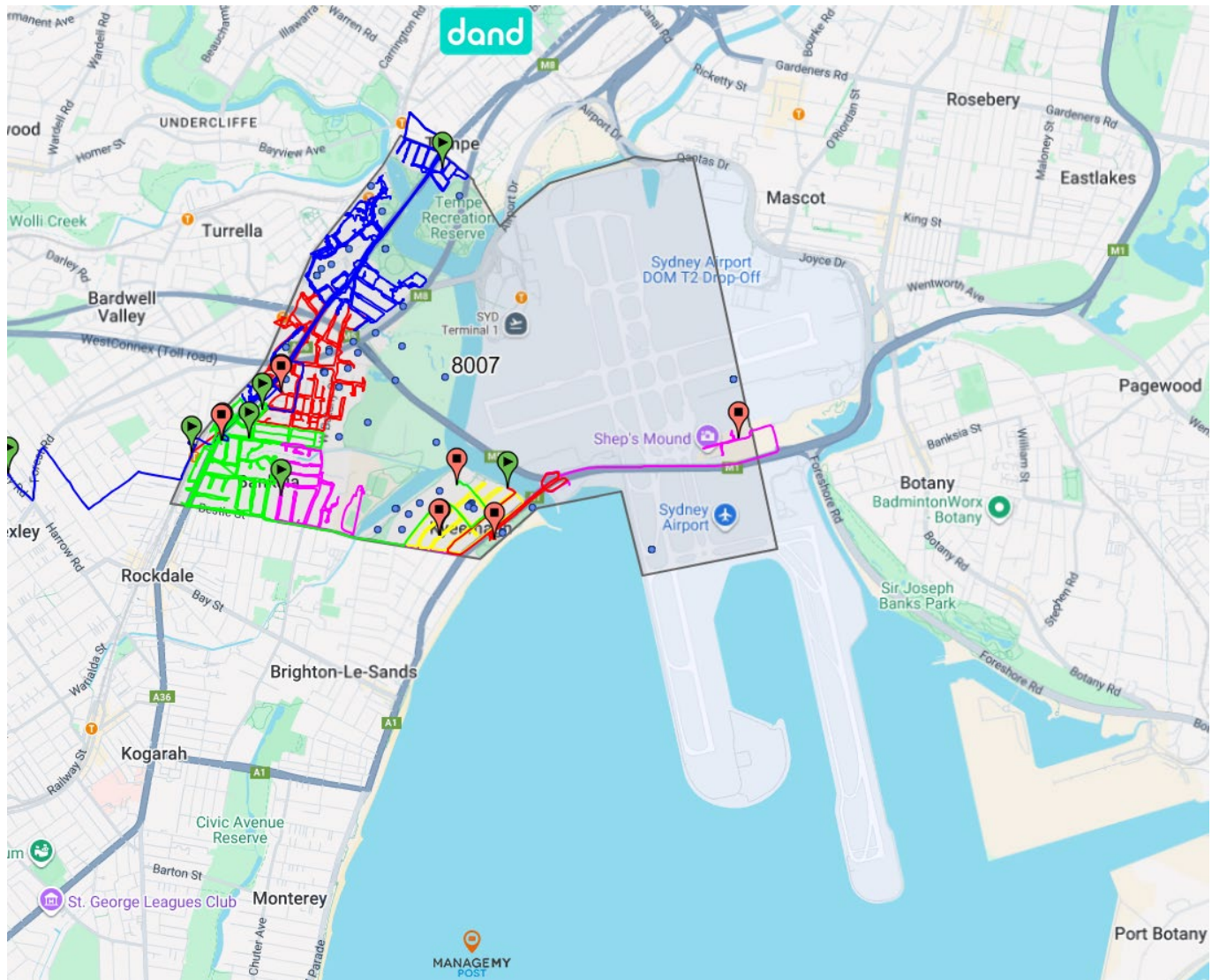
+61 427 850 691

Samantha.Wong@stockland.com.au

Stockland (ASX:SGP)

We are a leading creator and curator of connected communities with people at the heart of the places we create. For more than 70 years, we have built a proud legacy, helping more Australians achieve the dream of home ownership, and enabling the future of work and retail. Today, we continue to build on our history as one of Australia's largest diversified property groups to elevate the social value of our places, and create a tangible sense of human connection, belonging and community for our customers. We own, fund, develop and manage one of Australia's largest portfolios of residential and land lease communities, retail town centres, and workplace and logistics assets. Our approach is distinctive, bringing a unique combination of development expertise, scale, deep customer insight, and diverse talent - with care in everything we do. We are committed to contributing to the economic prosperity of Australia and the wellbeing of our communities and our planet.

B1 – Notification Newsletter (October 2025) – Distribution Area



Community update – October 2025



Kogarah Golf Club Redevelopment

The former Kogarah Golf Club site is set to be transformed into a world-class precinct that leverages the site's strategic location adjacent to Sydney Airport and strong transport connections by delivering logistics, trade-related enterprise and supporting uses, with publicly accessible open space.

In this newsletter, we are pleased to keep you updated on the latest project news.

Project update

Stockland and John Boyd Properties recently formed a **joint venture partnership** to redevelop part of the Kogarah Golf Club site into a landmark trade related employment precinct. Stockland brings more than 70 years of property expertise across residential and land lease communities, retail, workplace and logistics assets, while John Boyd Properties adds significant development experience in Sydney.

The joint venture is now progressing **more detailed planning applications** for the project, located on a 18.3-hectare site. The first application to be prepared is an **External Roadworks Development Application**, with future applications to follow, including State Significant Development Applications (more information on the next page).

About the project

Background

The Kogarah Golf Club site was first identified for trade and technology uses in 2004, due to its location near Sydney Airport, Port Botany and major road infrastructure. In May 2025, the site was rezoned to support this vision and secure new public open space and a foreshore walk. The site is now largely zoned "SP4 Enterprise", which allows for trade-related, logistics and warehouse uses.

Project snapshot

The Kogarah Golf Club Redevelopment proposes to:



Deliver a trade-related employment precinct over a staged development



Facilitate the delivery of a future 14ha Pemulwuy Park



Create new, continuous foreshore access along the Cooks River



Provide local road improvements and upgrades

Together, these outcomes will drive significant economic growth and job creation, while also delivering lasting community benefits for the Bayside area and beyond.



- Trade-related employment precinct and foreshore walk - to be delivered by the joint venture
- Future 14ha public park - to be delivered by Council
- Transport for NSW land (Motorway Operations Centre)

Planning process



Stockland



Staged planning process

The joint venture is now preparing more detailed applications for the Kogarah Golf Club Redevelopment. The planning process will be staged, ensuring that road infrastructure, early works and the overall masterplan are considered in a clear and coordinated way.

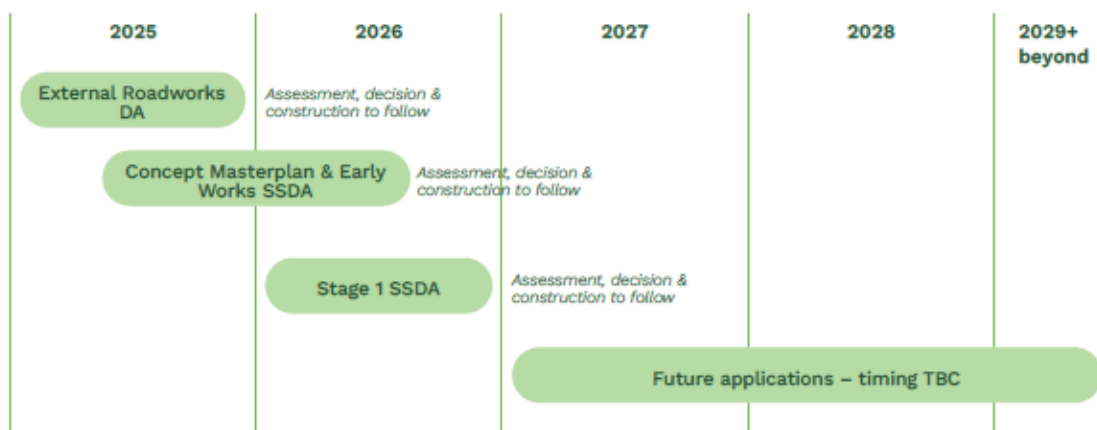
The following applications are being planned:

1. **External Roadworks DA:** seeking to deliver Council and State Government identified road upgrades that have long been a priority to support the local road network, and provide future site and public park access.
2. **Concept Masterplan & Early Works SSDA:** seeking approval for the overall design of the precinct (including maximum building envelopes, gross floor area, land uses, and other parameters) as well as early works required to support future development and publicly accessible open space.
3. **Stage 1 SSDA:** seeking approval for the first stage of building for the logistics facility.

Future applications beyond these will follow, seeking approval for further building works in line with the Concept Masterplan.

Indicative timeline

This timeline sets out the estimated timing for the preparation of each planning application. The assessment of each application, decision by the relevant authority, and staged construction works will follow.



Estimated timing – indicative only, and subject to program, planning and design changes.

About the External Roadworks DA

The External Roadworks DA seeks approval for essential upgrades identified by Council and the State Government. The works will be delivered under two Voluntary Planning Agreements (VPAs) – where developers fund and construct community infrastructure.

What's included

- **Local VPA:** Upgrades to Gertrude Street, including road widening, footpaths, crossings and landscaping
- **State VPA:** Upgrades to Marsh Street and key intersections. (see map diagram for details on the next page)

Why are these works needed?

The upgrades will improve the local road network, support future access to the site and Pemulwuy Park, and deliver benefits for the community, including:

- Safer intersections and smoother traffic flow
- Better pedestrian and cycling links to train stations, Cahill Park and the Cooks River foreshore
- Improved safety and accessibility for residents and visitors.

External Roadworks DA – summary of plans

The External Roadworks DA proposes a number of key changes, summarised in the diagram below.



1	Upgraded footpaths, landscaping and new pedestrian crossings	Upgraded footpaths on both the northern and southern sides of Gertrude Street. Southern footpath upgrades to continue in the style of the improvements already made to the western end of Gertrude Street. Northern footpath upgrades to shift existing footpath north of the tree line, to enable maximum tree retention. New pedestrian crossings to create safer connections through to Cahill Park and Wollu Creek train station.
2	Widening of Gertrude Street	Widening of the remainder of Gertrude Street, to align with the already widened portion at the western end of Gertrude Street (near intersection with Princes Highway).
3	Changes to parking on Gertrude Street	Slight reduction in street parking to enable safe pedestrian crossings and road realignment. Potential changes to parking limits on the southern side of Gertrude Street to support peak hour traffic.
4	Continuation of Gertrude Street through to Marsh Street	New road built through existing Council-owned carpark space to connect Gertrude Street with Marsh Street. New footpaths and landscaping to improve the comfort and safety of the pedestrian environment.
5	New signalised intersection at Gertrude Street and Marsh Street	Creation of a new signalised intersection at the Gertrude and Marsh Street intersection to provide safe access to the future precinct and park, and to better direct traffic from Marsh Street through to the Princes Highway. This will be the main entrance to the precinct and park.
6	Potential new bus stops on Marsh Street	Exploration of potential new bus stops on both sides of Marsh Street to enable future bus routes connecting Burwood to Bondi via Kogarah, subject to service planning with local and State Governments.
7	Removal of signalised intersection at Innesdale Road and Marsh Street	Removal of the current signalised intersection at Innesdale Road and Marsh Street, and replacement with left-turn only lanes. Removal of this signalised intersection is due to the new signalised intersection at Gertrude Street and improved signalised intersection at Flora Street.
8	Upgraded Flora Street signalised intersection	Upgraded signalised intersection at Flora Street. This will be the main exit from the precinct and park, directing traffic back onto Marsh Street.
9	New access road to the future precinct and park	Creation of a new access road to the precinct and future Council park. While this will provide both in and out access, this will be the main entrance into the site. This part of the VPA will be captured in the future Concept and Early Works SSDA.
10	New access road to the future precinct and park	Creation of a new access road to the precinct and future Council park. While this will provide both in and out access, this will be the site's main exit. This part of the VPA will be captured in the future Concept and Early Works SSDA.
11	Temporary cycle path through golf course site	Creation of a temporary cycle path through the project site (specific route TBC), which will ensure safe active transport connections are maintained throughout the duration of the works.

Frequently asked questions



Stockland



Frequently asked questions – External Roadworks DA

Who assesses the External Roadworks DA?

The External Roadworks DA will be lodged with Bayside Council, which will manage the application and formal public exhibition process. As the DA includes works under both local and State Government VPAs, both Council and Transport for NSW will review and assess the application.

When will all the plans be exhibited?

Full roadworks plans will be available as part of the DA's formal public exhibition on Bayside Council's website, which is anticipated to happen later this year. The public exhibition will include further documentation including detailed road drawings, landscape plans and other technical reports.

How will changes be managed for locals?

The joint venture is committed to being a good neighbour by minimising impacts such as traffic changes, noise, dust, vibration, and access disruptions. We will provide advance notice of works and keep the community informed with clear, timely communication before and during construction.

For more information

Find out more and register for updates

To find out more about the project and to register for updates, please visit the project website by scanning the QR code.



Questions and feedback?

The joint venture is working with community consultation specialists Colliers Urban Planning to support the project. If you have any questions or feedback, please get in touch with the team:



consultation.urbanplanning@colliers.com



1800 870 549

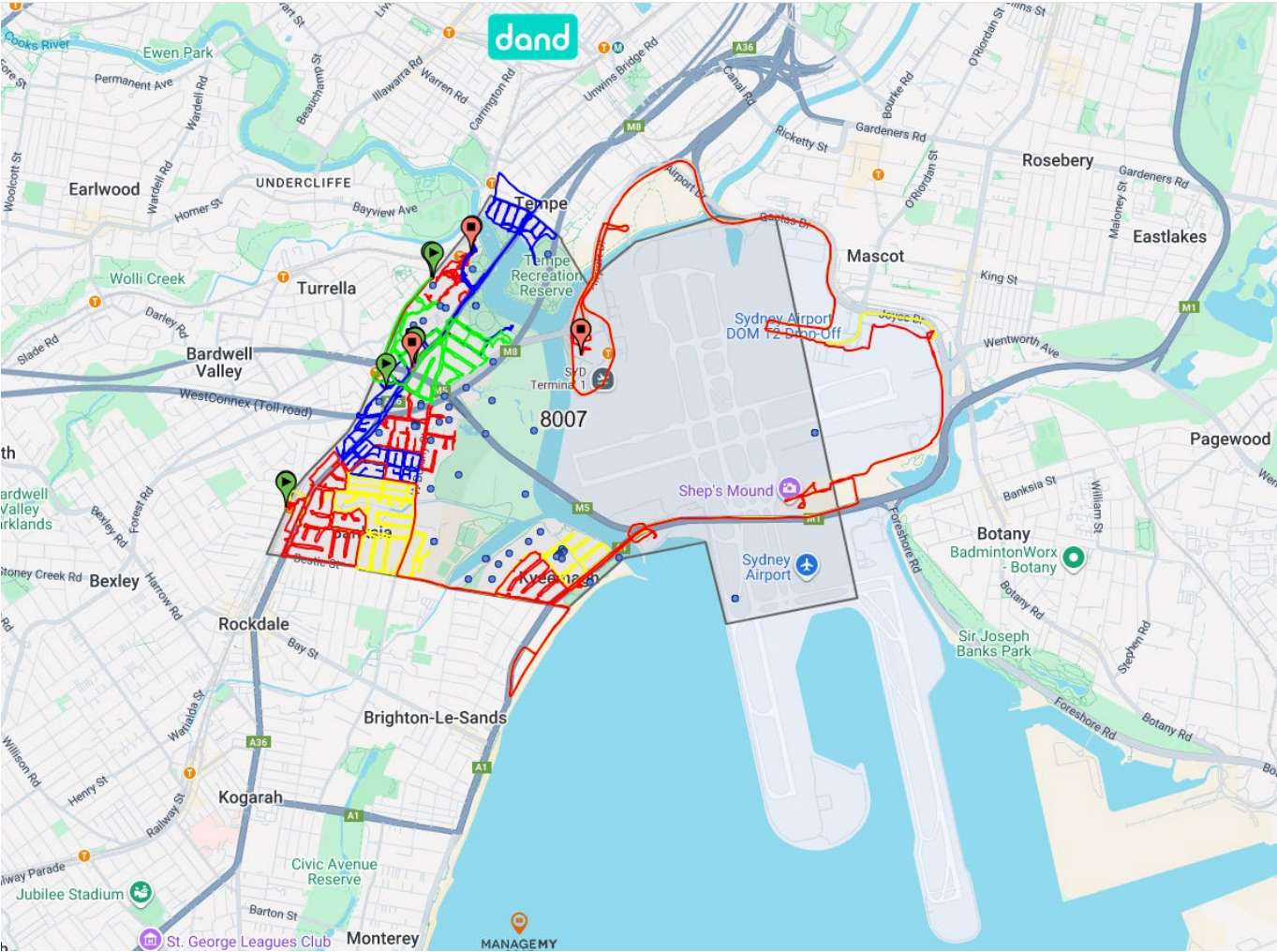
Next steps for the project – External Roadworks DA and future SSDAs

The joint venture is preparing to lodge the External Roadworks DA and is also progressing the Concept Masterplan and Early Works SSDA, which will include community consultation. The team will be back in touch soon with an update on this process and details of consultation events.



Artist's impression only – subject to change

B3 – Project Update Newsletter (November 2025) – Distribution Area



Kogarah Golf Club Redevelopment

The former Kogarah Golf Club site is set to be transformed into a world-class precinct that leverages the site's strategic location adjacent to Sydney Airport and strong transport connections by delivering logistics, trade-related enterprise and supporting uses, with publicly accessible open space.

In this newsletter, we are pleased to keep you updated on the latest project news, to invite you to upcoming community consultation sessions and to complete our survey.

Project update

Thank you to those who shared feedback or registered for updates following our last newsletter. Stockland and John Boyd Properties, the joint venture partners for the project, are continuing to progress planning for the Kogarah Golf Club Redevelopment.

The team is currently finalising the first application to submit to Bayside Council – an External Roadworks Development Application – and is now preparing a **Concept State Significant Development Application (SSDA)** for plans and works on the Kogarah Golf Club project site. Further SSDAs for detailed buildings will follow.

For more project background...

For further background on the project, the External Roadworks Development Application, and planning process, read our October Community Newsletter.

Scan the QR code or visit the project website: stockland.com.au/kogarah-community



About the State Significant Development Application (SSDA)

As part of the project's staged planning process, an SSDA is being prepared to submit to the NSW Department of Planning, Housing and Infrastructure (DPHI), seeking approval for:



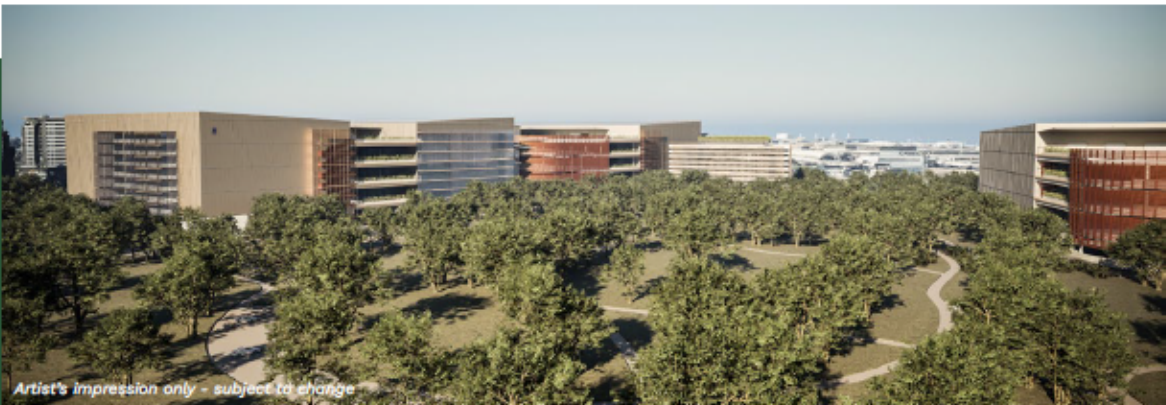
an **overarching Concept Masterplan** that establishes key parameters for the project, including building envelopes (heights and setbacks), land uses and other technical considerations.



early works including demolition and site clearing, servicing and infrastructure works, and earthworks to prepare the land for development.

Invitation to join a community consultation session

We are pleased to be providing the opportunity to meet with the community and provide further details on this SSDA. Join an upcoming community consultation session to meet the project team, ask questions and provide feedback. **Full details and registration information is available on the next page.**



Artist's impression only - subject to change

SSDA planning process

The SSDA is being prepared for submission to DPHI. As part of this process, an Environmental Impact Statement (EIS) is being developed. The EIS brings together a range of specialist studies to assess the potential environmental, social and economic impacts of the proposal and identify how these will be managed. These studies will help shape the final plans for the project and inform DPHI's assessment of the SSDA.

Site map



-  Land subject to this SSDA - Early Works and Concept Masterplan
-  Development area - trade-related employment precinct and foreshore walk

What's next for the SSDA?

After the community consultation, the project team will **finalise plans and lodge** the SSDA with DPHI in the coming months. Once the application is lodged, DPHI will place it on **public exhibition**, providing an opportunity for the community to review the documentation and make formal submissions.

Community consultation

Consultation with the community is an important part of the planning process. We have engaged Colliers Urban Planning to support this process, and we are looking forward to hearing your feedback.

Join a drop-in session

Drop by any time during the hours specified to view project information and speak with the team. There will be no formal presentation.

When: Tuesday, 25 November 2025, 5pm – 7pm
Thursday, 27 November 2025, 3pm – 5pm

Where: Rowers on Cooks River, Parkview Room (first floor – accessible via lift or stairs), 1 Levey Street, Wolli Creek.

RSVP: Please RSVP by Monday 24 November by scanning the QR code below.

Complete our survey

Please share your feedback via a short survey which will help inform the Social Impact Assessment required for the SSDA. This will identify any potential impacts on the local community and proposed mitigation measures.

Survey live now, closing on 30 November. Complete the survey by scanning the QR code below.

Contact the team

For assistance with registering via QR codes, any questions or feedback, and to sign up for project updates, please reach out to the team.



consultation.urbanplanning@colliers.com



1800 870 549

For more information, to register for a community consultation session, or to complete the survey



Visit the project website – scan the QR code or visit stockland.com.au/kogarah-community

B5 – Stakeholder correspondence – initial outreach

Ash Ambihaipahar MP, Federal Member for Barton



Ms Ash Ambihaipahar MP
Federal Member for Barton
Level 2, 24 Montgomery Street
Kogarah NSW 2217
E: ash.ambihapahar.mp@aph.gov.au

14 July 2025

Dear Ms Ambihaipahar,

RE: Strategic briefing on the Kogarah Golf Course Redevelopment proposal

We'd like to extend our congratulations to the Australian Labor Party on its successful re-election to Government in the recent Federal Election.

We would also like to congratulate you on securing the Federal seat of Barton and acknowledge your contribution to the community over the years, particularly in your role as Councillor on the Georges River Council. We look forward to establishing a strong working relationship with you over the next term.

By way of background, Stockland is one of Australia's largest, diversified property groups and we own, fund, develop and manage one of Australia's largest portfolios of residential and land lease communities, retail town centres, and workplace and logistics assets.

We have a \$3.8 billion national logistics portfolio and across our NSW development pipeline we are focused on developments of scale that, through strong partnerships, will support investment, job creation and better productivity outcomes.

Stockland has recently entered into a Joint Venture (JV) with John Boyd Properties for the purposes of pursuing an ambitious proposal to redevelop the Kogarah Golf Course site, following the finalisation of a state-led rezoning in May.

Under our JV, we intend to redevelop the 18.3-hectare site, located adjacent to Sydney International Airport, into a multi-storey, state-of-the-art logistics precinct spanning 340,000sqm with an estimated end value in excess of \$3 billion.

In addition, our proposal facilitates the construction of Pemulwuy Park, a 14-hectare public park to be delivered by Bayside Council, as well as delivering an active transport corridor along the Cooks River.

Considering its strategic location, this redevelopment has the potential to position Sydney to be at the forefront of global supply chain solutions, which in turn will generate significant economic outcomes by better servicing freight infrastructure, major road networks and transport links.

The site is positioned within Australia's most sought after logistics market and benefits from access to major arterial roads, providing access to two thirds of Sydney's population within a 30-minute drive.

As this project falls within your electorate, we would be pleased to provide a strategic overview of our proposal, the current forward program and our key priorities over the next 12 months. As part of this discussion, we would also be interested to discuss how we can work with you to deliver on key strategic objectives for the Federal Government over the project lifecycle.

For further information pertaining to this meeting request, Elle Twight Regional Manager – Government Relations (elle.twight@stockland.com.au / 0402 518 454) is the contact for your office.

Regards,

A handwritten signature in dark ink, appearing to read "Craig Lenarduzzi".

Craig Lenarduzzi
Head of Logistics Development
Stockland

stockland.com.au
Stockland Corporation Ltd ABN 43 000 181 733

Page 1 of 1



Stockland Corporation Ltd
133 Castlereagh Street
Sydney NSW 2000

T (02) 9035 2000
F (02) 8988 2000

The Hon Stephen Kamper MP
Minister for Lands and Property
Minister for Multiculturalism
Minister for Sport
Minister for Jobs and Tourism
Member for Rockdale
478 Princes Highway
ROCKDALE NSW 2216
E: rockdale@parliament.nsw.gov.au

31 October 2025

Dear Minister Kamper,

RE: KOGARAH GOLF CLUB REDEVELOPMENT – PROJECT UPDATE

As you are aware, Stockland has entered into a Joint Venture (JV) with John Boyd Properties for the purposes of pursuing an ambitious proposal to redevelop the Kogarah Golf Club site.

We intend to redevelop the 18.3-hectare site at Kogarah Golf Club into a landmark trade related employment precinct spanning 340,000sqm. In addition, our proposal facilitates the construction of Pemulwuy Park, a 14-hectare public park to be delivered by Bayside Council, as well as delivering an active transport corridor along the Cooks River.

We are progressing with our plans for this site and we are now preparing more detailed planning applications to support our proposal. The planning process will be staged, ensuring that road infrastructure, early works and the overall masterplan are considered in a clear and coordinated way.

The following applications are being planned at the current time:

- **External Roadworks DA:** seeking to deliver Council and State Government identified road upgrades that have long been a priority to support the local road network and provide future site and public park access.
- **Concept Masterplan and Early Works State Significant Development Application (SSDA):** seeking approval for the overall design of the precinct (including maximum building envelopes, gross floor area, land uses and other parameters) as well as early works required to support future development and publicly accessible open space. Uses proposed include the potential for logistics, hotels, office, retail and data centres.
- **Stage 1 SSDA:** seeking approval for the first stage of building for the logistics facility.

The JV is preparing to lodge the External Roadworks DA shortly and is also progressing the Concept Masterplan and Early Works SSDA, which will include community consultation later in the year. Accordingly, this week we have issued the enclosed newsletter to the surrounding community to provide more information on the External Roadworks DA as well as the planning timeline moving forward.

If you require further details about this proposal or would prefer an in-person briefing on the planning pathway being pursued, Elle Twight, Regional Manager Government Relations (elle.twight@stockland.com.au / 0402 518 454) is the contact for your office.

Kind regards,

A handwritten signature in blue ink, appearing to read "Craig Lenarduzzi".

Craig Lenarduzzi
Head of Logistics Development
Stockland

stockland.com.au

Stockland Corporation Ltd ABN 43 000 181 733

Page 1 of 1

Community stakeholders

An example of email outreach to community stakeholders is provided below.

From: [AU Urban Planning Ethos Urban Consultation](#)
To: info@crva.org.au
Cc: [AU Urban Planning Ethos Urban Consultation](#)
Subject: Kogarah Golf Club redevelopment - project update and roadworks DA notification
Date: Wednesday, 5 November 2025 6:05:01 PM
Attachments: [Kogarah Golf Club Redevelopment_v4_WPB \(1\).pdf](#)
[image001.png](#)

Good afternoon Cooks River Valley Association,

I'm getting in touch on behalf of the project team delivering the Kogarah Golf Club Redevelopment (joint venture between Stockland and John Boyd Properties). The team recently issued a notification to local residents and businesses in Wolli Creek and surrounds, providing an update on project planning and some information about a Development Application for roadworks on Gertrude Street and Marsh Street.

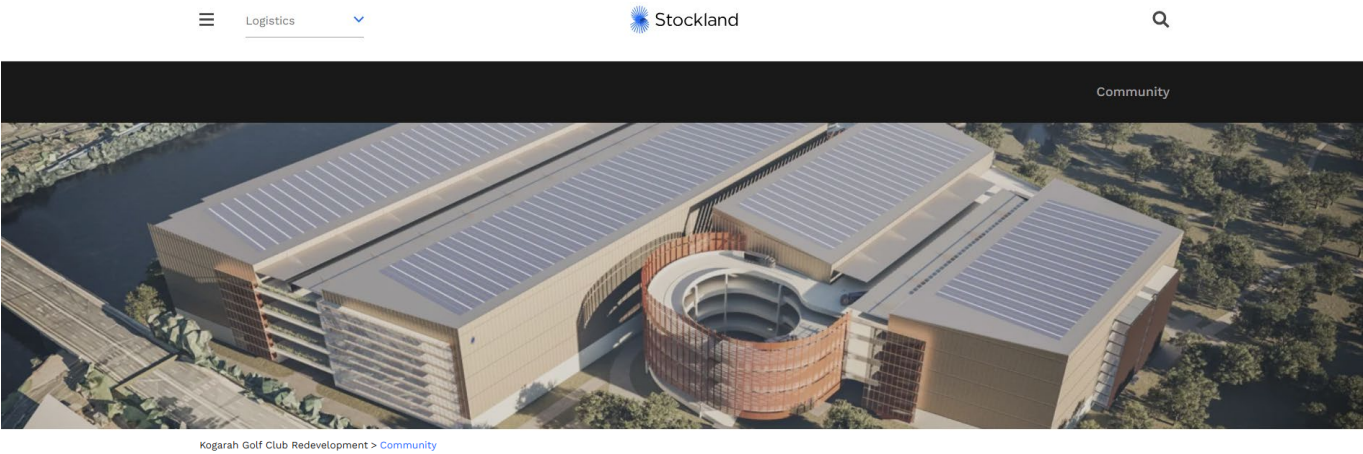
We wanted to get in touch with CRVA directly to share a copy of this notification, as we understand that you've previously provided feedback on the project. Please see the attached newsletter.

The team is planning more detailed consultation in the coming months, which we'll keep you informed of. If you have questions about the project in the interim, please don't hesitate to get in touch with the team via the details below.

Kind regards
Julia, on behalf of the project team

Engagement Team
1800 870 549 | consultation.urbanplanning@colliers.com
Level 4 180 George Street | Sydney, NSW 2000 | Australia
[LinkedIn](#) | [X](#) | [Youtube](#) | [WeChat](#) | [View Privacy Policy](#) | [We welcome your feedback](#)





Kogarah Golf Club Redevelopment > Community

Planning a world-class precinct

The JV is preparing detailed applications for the Kogarah Golf Club Redevelopment.

The JV will work with the NSW Government, Bayside Council, and all stakeholders as plans progress, including plans to deliver new public spaces, parkland, and active transport corridors along the Cooks River.

The planning process will be staged, ensuring that road infrastructure, early works and the overall masterplan are considered in a clear and coordinated way.

Community consultation

Consultation with the community is an important part of the planning process. We have engaged Colliers Urban Planning to support this process, and we are looking forward to hearing your feedback.

Join a drop-in session

Drop by any time during the hours specified to view project information and speak with the team. There will be no formal presentation.

When:
Tuesday 25 November 2025, 5pm – 7pm
Thursday 27 November 2025, 3pm – 5pm

Where: Rowers on Cooks River, Parkview Room (first floor – accessible via lift or stairs), 1 Levey Street, Wolli Creek.

Register here: [Please RSVP by Monday 24 November here.](#)

Complete our survey

Please share your feedback via a short survey which will help inform the Social Impact Assessment required for the SSDA. This will identify any potential impacts on the local community and proposed mitigation measures.

[Survey live now, closing on 30 November. Access the survey here](#)

Need assistance registering or accessing the survey?

Please get in touch with the team via our contact details at the bottom of the page.

Applications

External Roadworks Development Application (DA)	▼
Concept Masterplan & Early Works State Significant Development Application (SSDA)	▼
Stage 1 SSDA	▼

For more information

[Download the October Community Update](#)

The JV is working with community consultation specialists Colliers Urban Planning to support the project. If you have any questions or feedback, please get in touch with the team:

consultation.urbanplanning@colliers.com
1800 870 549

To register for community updates, please email consultation.urbanplanning@colliers.com



About the Kogarah Golf Club Redevelopment



The former Kogarah Golf Club site is set to be transformed into a world-class precinct. Leveraging the site's strategic location adjacent to the Sydney Airport and strong transport connections, the project will deliver a logistics and trade-related enterprise, paired with new publicly accessible open space.

About the project

Background

The Kogarah Golf Club site was first identified for trade and technology uses in 2004, due to its location near Sydney Airport, Port Botany and major road infrastructure. In May 2025, the site was rezoned to support this vision and secure new public open space and a foreshore walk. The site is now largely zoned 'SP4 Enterprise', which allows for trade-related, logistics and warehouse uses.



Artistic impression - View looking West towards Fig Tree Plaza and Penmurray Park from Cooks River in front of Block 3B and Block 3C

Why is this being proposed?

Sydney is a truly global city, with the population forecast to increase to 6.3 million by 2041. This will increase demand for employment, logistics and trade-related enterprise, as well as the need for improved public spaces and local infrastructure. The Kogarah Golf Club Redevelopment presents a long-identified opportunity to transform underused land into a productive precinct that delivers locally, regionally, and nationally significant economic and social benefits.

Source: Forecast data from: AI Community Profile, based on ABS Census 2021 and population projections (2021-2046)

Key opportunities and project drivers

- Significant demand for logistics floorspace** - especially in well-located areas
- Need for more contemporary logistics facilities** that can support modern supply chains
- Site's location close to major trade gateways** including Sydney Airport, Port Botany and major arterial roads
- Site's proximity to customers and workforce** - with the site being highly accessible across Greater Sydney via local and major road networks
- Key opportunity to deliver significant public benefits** - including parkland, foreshore connectivity and local infrastructure upgrades.

Project overview

The Kogarah Golf Club Redevelopment proposes to:

- Deliver a trade-related employment precinct over a staged development
 - Facilitate the delivery of a future 14ha Penmurray Park
 - Create new continuous foreshore access along the Cooks River
 - Provide local road improvements and upgrades.
- Together, these outcomes will drive significant economic growth and job creation, while also delivering lasting community benefits for the Bayside area and beyond.



Planning context & process

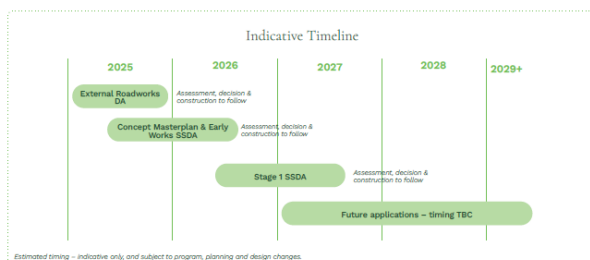


Planning process for the Kogarah Golf Club Redevelopment

The planning process for the Kogarah Golf Club Redevelopment will be staged, ensuring that road infrastructure, early works and the overall masterplan are considered in a clear and coordinated way. The following applications are being planned:

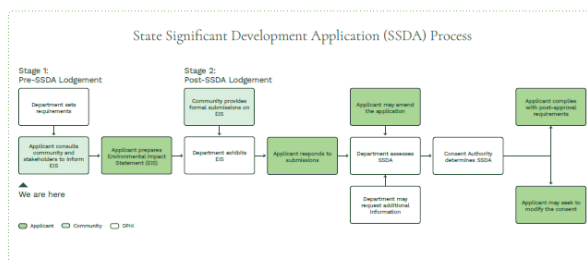
- External Roadworks Development Application (DA)**: seeking to deliver Council and State Government identified road upgrades that have long been a priority to support the local road network, and provide future site and public park access
- Concept Masterplan & Early Works State Significant Development Application (SSDA)**: seeking approval for the overall design of the precinct (including maximum building envelopes, land uses, and other parameters) as well as early works required to support future development and publicly accessible open space
- Stage 1 SSDA**: seeking approval for the first stage of built form, which will be a logistics building.

Future applications beyond these will follow, seeking approval for further building works in line with the Concept Masterplan.



What is a State Significant Development Application?

- A type of development application in NSW for projects with significant economic, environmental, or social importance to the state.
- Assessed under the *Environmental Planning and Assessment Act 1979*, and typically includes major infrastructure, industrial facilities, hospitals, schools, large housing precincts, energy projects, or key site developments
- Classified as SSD based on scale, location, capital investment value, or potential impacts
- Assessment considers environmental effects (noise, land use, biodiversity) and impacts on local communities
- Local councils review SSDs, but assessment is by NSW Department of Planning, Housing and Infrastructure (DPHI)
- Decisions made by the Minister for Planning, Independent Planning Commission, or their delegates.



External Roadworks DA update

- You may have received our first newsletter with details of the External Roadworks Development Application (DA)
- The team is finalising this application for submission to Bayside Council
- After submission, the application will go on public exhibition
- Public exhibition allows the community to view full plans and provide feedback directly to Council
- We will share timing for the exhibition and a link to view documentation with those registered for project updates.



Gerrude Street - current streetview

About the project team

Stockland and John Boyd Properties recently formed a joint venture partnership to redevelop part of the Kogarah Golf Club site into a landmark trade-related employment precinct.

Stockland brings more than 70 years of property expertise across residential and land lease communities, retail, workplace and logistics assets, while John Boyd Properties adds significant development experience in Sydney.

Key consultant team members:

- GRIMSHAW**: Grimshaw Architects
- moir studio**: Moir Studio Landscape Architects
- Colliers**: Colliers Urban Planning, Town Planning, Engagement, Social and Visual Impacts
- JMT CONSULTING**: JMT Consulting Traffic Engineers
- SLR**: SLR Consulting Biodiversity Consultant

Concept Masterplan and Early Works State Significant Development Application

The Concept and Early Works SSDA seeks consent for the following:

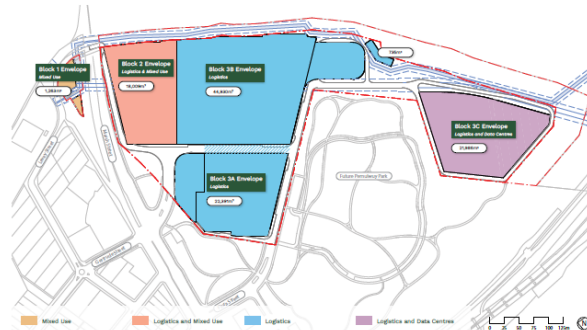
Concept Masterplan to support the staged delivery of the Kogarah Golf Club, including:

- Building envelopes for the precinct
- Gross Floor Area (GFA) up to 343,250sqm
- Land uses, including the following primary uses:
 - **Block 1** – Mixed use (i.e. hotel, office and retail);
 - **Block 2** – Logistics or mixed use (i.e. hotel, office and retail);
 - **Block 3A** – Logistics;
 - **Block 3B** – Logistics; and
 - **Block 3C** – Logistics or data centres.
- Urban Design Guidelines to guide future development of the built form and public domain
- Strategies and mitigation measures to manage potential environmental impacts.

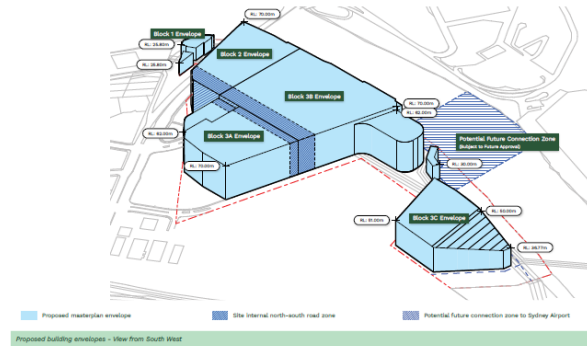
Early Works to support future delivery of built form and publicly accessible open space, including:

- **Site preparation works**, comprising:
 - Demolition of existing structures, vegetation clearing, remediation works, and bulk earthworks which include ground improvement, flood mitigation and foreshore works.
- **Site servicing and infrastructure works**, including:
 - Construction and upgrades to facilitate an initial internal road network;
 - Construction of stormwater infrastructure, a seawall and associated riparian works;
 - Construction and augmentation of service and utility infrastructure as necessary.
- Subdivision; and
- Construction of a temporary on-grade parking area.

Proposed land uses



Proposed building envelopes



Changes since rezoning

Earlier this year, the site was rezoned to allow for trade-related, logistics and warehouse uses. Two changes are now included as part of this SSDA:

- **Heights** – More detailed design development has been undertaken since the rezoning. The proposed height of the building envelope now represents the maximum height that can be achieved within the approved Gross Floor Area (GFA)
- **Land uses** – This application allocates specific primary land uses associated with development 'blocks', enabling the future delivery of land uses which best respond to market needs at that time.

What is a 'building envelope'?

- **Not a design**
Does not show what the building will look like
- **Defines limits only**
Sets the maximum height, width and depth allowed for future buildings, as well as minimum building setbacks
- **Provides flexibility**
Actual building design will happen later within these limits
- **Helps assess impacts**
Helps assess potential impacts like overshadowing, traffic and flood management.

Indicative Reference Scheme

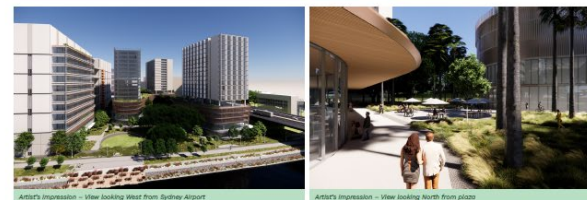
What is an Indicative Reference Scheme?

An Indicative Reference Scheme is a "proof of concept" design, providing an example of what future development on the site might look like within the proposed building envelopes. An Indicative Reference Scheme is not a proposed or final design - this will come later, as part of future planning applications. Any proposed building will be subject to a future assessment, including community engagement.

In addition to the Indicative Reference Scheme, the Concept Masterplan also sets out:

- Urban Design Guidelines to guide future development of the built form and public domain
- Strategies and mitigation measures to manage potential environmental impacts.

The Indicative Reference Scheme and Concept Masterplan ensure that the project is well-considered, coordinated and aligned with both precinct-wide priorities and the site's local context.



Design principles

Principle 1

Active Edges

Active building edges when viewed from the street, foreshore and future park



Principle 2

Connectivity & Access

Greater connectivity to unlock open space network



Principle 3

Addressing the Foreshore & Park

Building setbacks to create functional, safe and comfortable public spaces



Principle 4

Development Staging

Progressive staging and coordination with open spaces and internal roads



Principle 5

'Kit of Parts' Approach

Modular design to help efficiency, sustainability and reuse



Principle 6

Flexible & Adaptable

Internal spaces arranged to maximise flexibility



Principle 7

Efficiency & Functionality

Centralised truck hardstands to reduce impacts (e.g. noise, visual) and improve safety



Principle 8

Adaptability of Future Land Use

Flexible land uses to allow for future development of mixed-use, logistics or data centre buildings



Indicative Reference Scheme – Public Spaces

Indicative landscape masterplan



Artist's impressions



Connecting the foreshore

- The new foreshore link will unlock and activate 1km of the Cooks River foreshore
- Current pedestrian and bicycle access is limited and indirect
- There is no public access along the Cooks River between Muddy Creek and Cahill Park
- The corridor is identified as a strategic regional route in the Transport for NSW Strategic Cycleway Corridors plan
- This creates an opportunity to improve active transport links and connect the precinct to broader regional networks.



Indicative reference imagery – "look and feel"



Facilitating the future Penmurray Park

While the future Penmurray Park will be delivered by Bayside Council, the joint venture will deliver the following key works and benefits to facilitate the park's construction and future access:

- Delivering earthworks to prepare the site
- Building the roads to enable public access to the park
- Creating the continuous foreshore link to provide greater active transport connectivity to and from the park
- Dedicating 1.3ha of land (owned by the proponent) to Bayside Council, to increase park size and improve the overall design.



Indicative reference imagery – "look and feel"

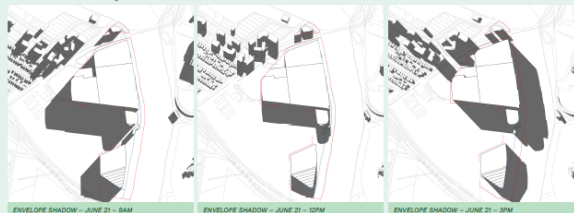


Key technical studies

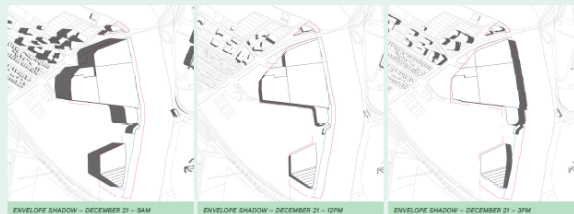
Maintaining solar access

Design seeks to reduce overshadowing to public spaces and nearby properties. A detailed solar analysis is currently being undertaken as part of the Concept Masterplan, and preliminary shadow diagrams are provided below:

Winter solstice (21 June)

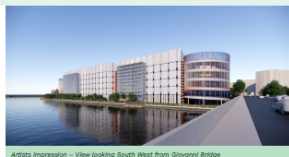


Summer solstice (21 December)



Visual impact analysis

- A Visual Impact Assessment is being undertaken to understand the visual impact of the scheme.
- This involves preparation of photomontages comparing existing and future view and an analysis of the anticipated view impacts.



Artist's impression - View looking South West from Giovanni Bridge

Traffic and access

- A detailed Traffic Impact Assessment is being prepared to inform the SSDA, which involves modelling of anticipated future traffic conditions as a result of the project
- This assessment will also consider operational truck routes
- The joint venture is undertaking significant local road upgrades to enable access to the future precinct and park.



Artist's impression - View looking South East from Flora Street Extension

Ecology, biodiversity and tree protection

- The site is highly modified, due to its history as the Amcliff Sewage Farm, Kogarah Golf Course, and other infrastructure uses
- No remnant native vegetation remains – almost entirely planted or exotic
- An Arboricultural Impact Assessment and Tree Protection Plan are being prepared to investigate trees potentially affected by the project
- The site provides some habitat for local fauna
- A Biodiversity Development Assessment Report is considering avoidance, mitigation, and management measures to support the protection of species and enhance overall biodiversity on-site.



Technical studies and reports being prepared

A comprehensive suite of technical reports and documents are being prepared to inform the application, including:

Architectural and landscape design reports, drawings, guidelines & plans	Engagement Outcomes Report, Social Impact Assessment & Visual Impact Assessment
Aboriginal Cultural Heritage Assessment Report, Historical Heritage Assessment, Statement of Heritage Impact & Connecting with Country Framework	BCA/Accessibility Report & Economic Report
Preliminary and detailed site investigations, survey plan & subdivision plan	Preliminary Hazard Assessment, Quantitative Risk Assessment, Safety Management Study & Fire Safety Report
Civil drawings, Water and Stormwater Management Plan, & Flood Impact Risk Assessment	Remediation Action Plan, Salinity Management Plan and/or Acid Sulfate Soils Management Plan, Sediment & Erosion Plan & Infrastructure Delivery, Management & Staging Plan
Traffic Impact Assessment, Noise & Vibration Impact Assessment, Air Quality Impact Assessment, Aeronautical Impact Assessment & Wind Shear Assessment	Biodiversity Development Assessment Report, Arboricultural Impact Assessment & Ecologically Sustainable Development Report

Next steps for consultation & project delivery

Construction

Indicative construction timing and staging

External Roadworks DA – from mid-2027 – 2028

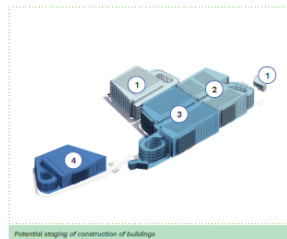
Early works (this SSDA) – from mid-2028 – 2029

NB. Works will likely be staged, however specific details are yet to be determined.

Construction of buildings (future SSDAs) – timing TBC

NB. Works will be staged – potential staging is set out in the Concept Masterplan (see adjacent diagram). This staging is preliminary and subject to detailed design, future tenants and industry need/demand.

Please note that all timing is indicative only and subject to change due to planning approvals, design processes and other project and construction factors.



Construction impact management

- The joint venture is committed to keeping the local community informed as the project progresses, and to **minimising disruptions** throughout the life of the project
- The technical reports currently being prepared will help us **understand potential construction impacts**, and how we can best mitigate these
- A **Construction Environmental Management Plan** will be prepared before any works commence and will outline mitigation measures for construction impacts
- These include relevant **regulations and requirements**, including noise restrictions, working hours, and traffic management plans.



Consultation and feedback

Feedback to date

Thank you to those who have provided feedback on project planning to date, including during the Planning Proposal (Rezoning) process. We understand key topics of interest to the local community have included:

- Traffic and transport
- Visual impact
- Biodiversity and coastal management
- Built form, bulk and scale
- Open space
- Design
- Flooding

Community and stakeholder feedback will continue to be considered as part of ongoing planning and design for the project.

Share your thoughts

Speak to a team member today or fill out a feedback form.



Get in touch with the team at consultation.urbanplanning@colliers.com



or by calling 1800 870 549.



Complete our Social Impact survey.

This survey will help inform the project's Social Impact Assessment, which aims to identify, predict and evaluate likely social impacts, and recommend mitigation measures.

To complete the survey or register for updates, visit the project webpage at stockland.com.au/kogarah-community or scan the QR code.

What happens now?



SSDA preparation (current): the joint venture will finalise the SSDA, incorporating findings from technical studies and community consultation



SSDA assessment and public exhibition: Once submitted, the application will be assessed by the NSW Government and placed on public exhibition. Key stakeholders including Bayside Council, other agencies and the general public will have the opportunity to provide feedback on the application. You will be able to [review the finalised SSDA documentation and provide a formal submission](#) to DPHI via the Major Projects website



SSDA decision: assessment will be finalised by DPHI and determined by the Minister for Planning, the Independent Planning Commission, or their delegates



Early works commencement: Works associated with this application (early works) can only start once the application has been approved. Construction of any buildings will be subject to future applications.



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