





Small Business Owners Engagement Plan

Central Tunnelling Package

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Section 1 Introduction

1.1 Purpose

The Small Business Owners Engagement Plan describes the approach Acciona Ferrovial Joint Venture (AFJV) will take to engage with small business owners located adjacent to the Central Tunnelling Package project, generally within 50m of the construction sites.

This plan is intended to meet the Minister's Condition of Approval D70 under SSI 10038 which states:

Small Business Owners Engagement Plan(s) must be implemented in accordance with the Overarching Community Communication Strategy to minimise impact on small businesses adjacent to major construction sites during construction of Stage 1 of the CSSI. This plan/plans must be prepared and submitted to the Planning Secretary for information before construction at the relevant construction site.

For the purpose of this plan, a small business is defined as a business that employs fewer than 20 employees (source: Australian Bureau of Statistics)

1.2 Objectives

The objectives of this plan are to:

- Establish consultative guidance that will assist AFJV to minimise project impacts on small businesses by incorporating specific needs and requirements
- Identify small businesses adjacent to the major construction so the project team gains an understanding of any specific or unique requirements
- Provide information that may be used to support identified small businesses during construction
- Detail the approach AFJV will use to engage with small business owners and understand the impacts on these businesses from construction work
- Provide a mechanism for small businesses to inform AFJV if they are being adversely impacted and for AFJV to mitigate such impacts by addressing the cause through investigation, validation, and action

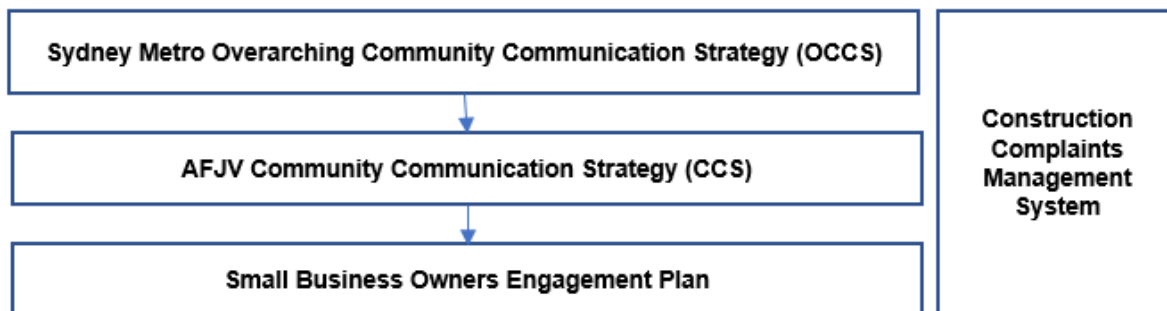
1.3 Relationship to other plans

The Overarching Community Communication Strategy (OCCS) guides Sydney Metro's approach to stakeholder and community liaison during construction and to address the requirements of each project's planning approval. The OCCS will be implemented throughout the construction of each of Sydney Metro's projects and 12 months following the completion of construction.

The AFJV Community Communication Strategy (CCS) provides specific details on engagement with communities, businesses and stakeholders along the Central Tunnelling Package alignment which also includes site specific sub plans.

This plan is an additional layer of guidance for small business engagement and does not replace best practice management, and mitigation measures for businesses as outlined in the above-mentioned documents.

This plan is also linked to the Construction Complaints Management System (CCMS) which outlines the framework for managing complaints, enquiries, and escalation processes throughout the project lifecycle.



Section 2 Engagement

2.1 Approach

AFJV's approach to engaging with adjacent small businesses as well as tools used will be consistent across the project alignment with specific deviations on mitigation measures based on the issues, concerns or interests identified.

Broadly the AFJV approach to engaging with adjacent small business is to:

- Introduce dedicated place managers who will act as a single point of contact for small businesses who will proactively and regularly reach out to inform and consult with small business owners and promptly respond to any issues raised
- Carry out an initial business identification survey to understand what small businesses are adjacent to our sites; what unique or specific operating requirements/constraints these businesses may have or concerns about potential disruptions. This survey builds on data already collected by Sydney Metro's place managers during consultation undertaken to date.
- The business identification surveys will be undertaken annually to capture changes in types of businesses, owners or circumstances which have not already come to the attention of AFJV during regular business engagement activities.
- Provide businesses with information about the project, planned timing of work and any mitigation measures, including any business specific mitigation measures
- Ensure the wider project team understands the operational requirements and sensitivities of small businesses around each work area
- Where a small business indicates they are being impacted, the Place Manager will investigate this complaint and liaise with the Project Team about possible mitigation measures
- Where it is confirmed the AFJV work is causing an actual adverse impact, where practical and feasible mitigation measures will be developed between the Place Manager and the Project Team
- Assist small businesses to identify opportunities available to participate in mentoring, education, events and/or promotion programs through third parties, existing Sydney Metro activities or AFJV initiatives
- Promote local businesses to the wider AFJV construction team to help improve local business trade where possible

- Encourage small businesses to reach out to AFJV if they are heavily impacted by construction sites or to request specific assistance so it can be considered.

This will be supported by stakeholder engagement activities outlined in the CCS and the OCCS.

2.2 Communication tools

AFJV uses a range of communication and engagement tools to ensure project information reaches a wide audience likely to be impacted by the project. Using a variety of tools provides our communities with options to engage with the project in ways that suit their needs and lifestyle.

Specific communication tools that will be used to engage with small and adjacent businesses include:

- Personal communication via Place Managers who are responsible for ensuring that any business consultation is documented and communicated to the relevant members of the Project Team
- Initial and annual surveys to understand business requirements including operating hours, main delivery times, reliance on foot traffic, any signage or advertising that may be impacted, customer origin, and other information specific to the business that will need to be considered in planning and delivery of construction work
- Notifications including maps to keep businesses informed, explaining the purpose of the works, what they can expect, and any potential impacts (delivered in paper or electronic format)
- Newsletters to provide a three-month look-ahead to properties within 500 metres of the construction site (delivered in paper or electronic format)
- Fact sheets to provide detail on aspects of the work and the project.

2.3 Mitigation measures

Sydney Metro has carried out several engagement and construction activities at this location between 2018 and 2020, including the Environmental Impact Statement (EIS) development process and early works (further information is available at www.sydneymetro.info).

AFJV will build on these established relationships and knowledge gained over the last few years to continue delivering a personal and targeted approach during construction of the CTP.

A number of potential issues have been identified around the station sites as well as associated mitigation measures and these will be refined and evolve as AFJV further develop relationships with community members, stakeholders, and businesses.

Identified issues and mitigation measures are included in Table 2 **Error! Reference source not found.** and will be updated throughout construction. Sydney Metro will continue to engage with the local community about:

- Stage 3 EIS - station precinct planning as well as tunnel fit out, construction of stations, ancillary facilities, and station precincts
- The operation and maintenance of the Sydney Metro West line

Sydney Metro and AFJV will work closely to ensure the communication channels are clearly aligned and coordinated to understand and mitigate cumulative construction impacts around the station sites.

2.4 Construction sites

The Bays Station site

The Bays Station site is bordered by Robert Street on the North which is a light industrial adjacent business area that also includes a cafe and place of worship.

The area around the former White Bay Power Station comprises numerous port related businesses. Those within near proximity to the works include:

- Cement Australia
- Sugar Australia facilities whose operations are run from the Glebe Island Silos.

Based on the site layout, access point being via James Craig Drive and planned program of work, minimal impact on small businesses is expected.

At this stage no small business within 50m of the site has been identified with specific concerns or impacts.



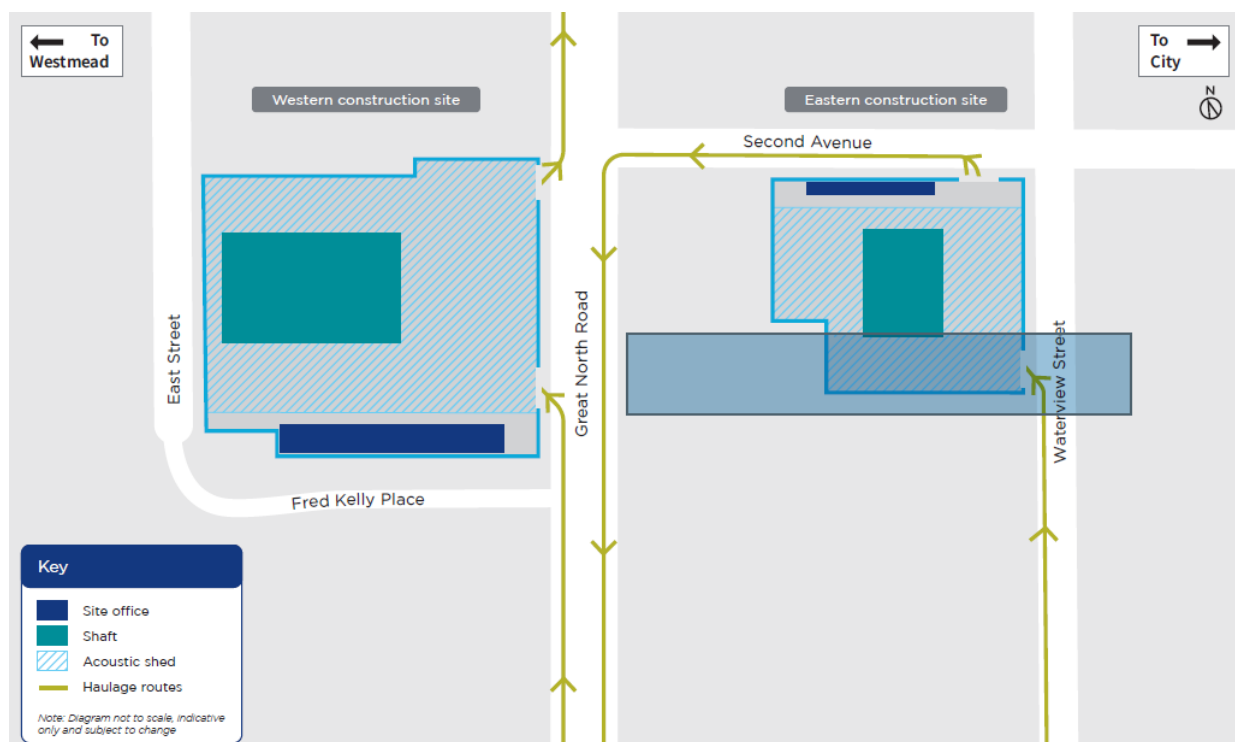
Five Dock Station site

The two Five Dock sites are divided by Great North Road which has cafes, restaurants as well as light commercial businesses with real estate agents, florist, beauty salons, bank, massage centre, medical practice, pharmacy, gym etc. A Commercial office space is located upstairs on corner of Second Avenue with accounting, legal, business advisory, medical and marketing included.

A large Coles supermarket is located at the East Street end of Fred Kelly Place, a plaza where locals gather.

On East Street there is a childcare centre as well as a tutoring centre that AFJV has started regular liaison with.

Most of the impact on small businesses at Five Dock is likely to be by businesses on Great North Road and Second Avenue and related to truck movements (noise and access) or temporary noise impacts during demolition/ site establishment. No small business access or signage visibility impacts are expected.



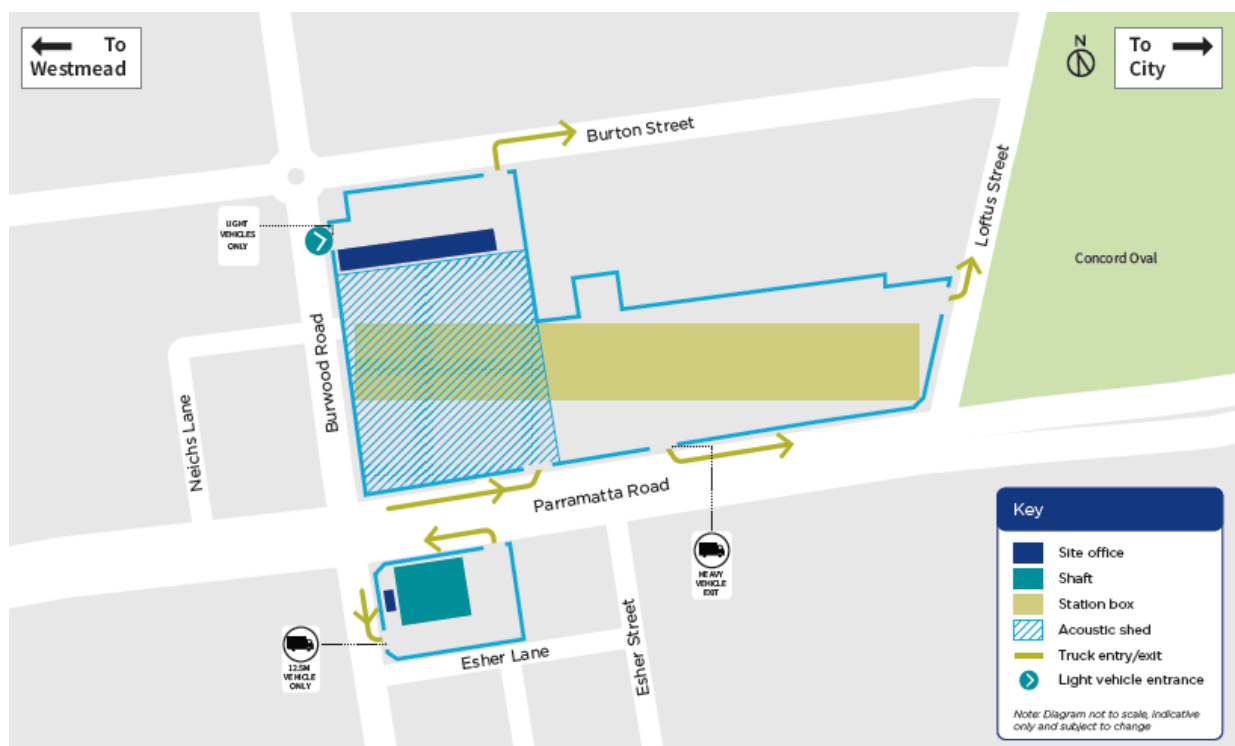
Burwood North Station site

The two Burwood North Station sites are divided by Parramatta Road which has a mixture of light commercial and industrial businesses on it such as a petrol station, car and motorbike dealers, liquor shop, hotel/pub and a blinds supplier.

Burwood Road is immediately to the west of both sites and along it there are cafes, take away food restaurants as well light commercial businesses such as a pet accessories shop, beauty salons, massage centres, a hairdresser, a convenience store and a children's party venue.

A number of these shops along Burwood Road are either temporarily closed or currently not tenanted.

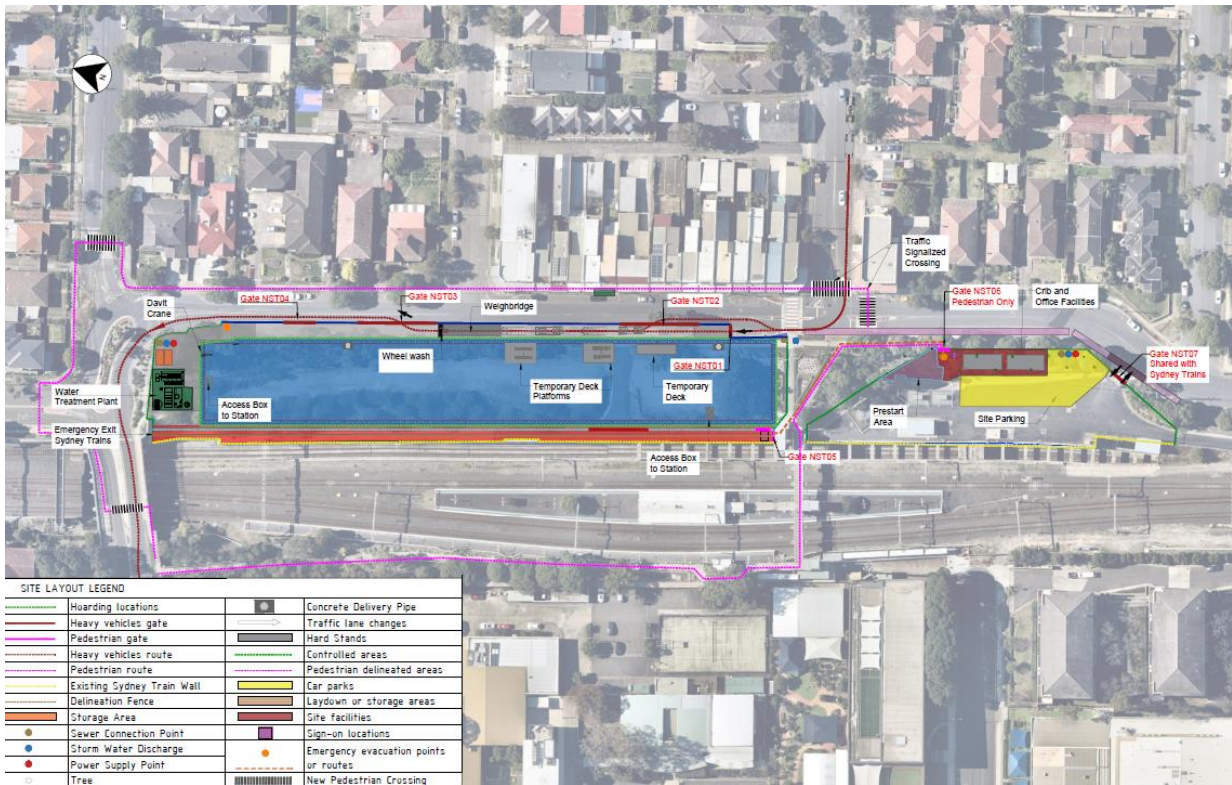
To date, 12 small business within 50m of the two sites have been identified and are listed in Section 3. The most impacted business at this stage is expected to be Eaglerider Sydney due to their proximity to the heavy vehicle exit gate from the southern site.



North Strathfield Station site

The eastern side of the North Strathfield construction site is bordered by Queen Street which has a cafe as well as a number of office spaces and light commercial businesses such as a construction business, a speech and language therapist, a tobacconist, a barber, a dry-cleaning shop, a pet accessories shop, a massage centre, a computer shop, a graphic design business, a Vietnamese restaurant and a Funeral Director.

A handful of shopfronts are currently vacant but could be populated over the coming months. To date, 11 small business within 50m (all along Queen Street) of the site have been identified and are listed in Section 3.



Olympic Park Station site

Herb Elliott Drive runs along the northern boundary of the site which has two hotels (Ibis and Pullman) and head offices for organisations such as Cricket NSW, Sydney Thunder and Sydney 6ers as well as a café within the Abattoir Heritage Precinct directly across the road.

On the southern side of the site is Figtree Drive which has offices of larger organisations including Police Citizens Youth Club and NSW Institute of Sport.

Only one small business within 50m has so far been identified 'Abattoir Blues Café' on Herb Elliott Avenue.



Tunnel alignment

As tunnelling does not start until late 2022, business identification exercise for businesses along the tunnel alignment will be carried out progressively from mid-2022.

2.5 Evaluation

Evaluation of the performance and effectiveness of the Small Business Owners Engagement Plan will be undertaken every six months or as required in accordance with the measures outlined in the CCS and OCCS.

Section 3 Small and adjacent business interests, issues and mitigation measures

Small businesses	Issues/interests	Mitigation measures	Communication tools
THE BAYS: Robert Street, Rozelle (all day trade except a gym and all are around 150m from key work areas)			
<ul style="list-style-type: none"> • Prestige Auto traders • Stud & Track Building Supplies • Balmain Fitness • Taylors Building Services • Ikad Engineering • Europa Seafood Supplies • Sydney Teleport 	<ul style="list-style-type: none"> • General construction impacts including noise, dust and traffic • Auto traders concerned about potential dust impact • Customer parking being taken by workers 	<ul style="list-style-type: none"> • Trucks will enter the site from the south via James Craig Drive, not Robert Street • Worker parking provided on site • Frequent water spray use on site to control dust • Site staff inductions include clear outline of access and parking procedures • Site and construction information re parking, truck routes 	<ul style="list-style-type: none"> • Letter drop and electronic updates including newsletters, notifications, monthly updates • Direct contact in advance of any potentially impacting ad hoc activities
FIVE DOCK: Great North Road/ Second Avenue Precinct (mostly day trade only)			
<ul style="list-style-type: none"> • Mikel Café • Commonwealth Bank • Envy Hair & Beauty • Dr Umed Cosmetic & Injectables 	<ul style="list-style-type: none"> • Noise and dust impacts from truck traffic • Loss of customer parking in Second Avenue and/or parking for deliveries • Concerned about access to shopfronts being blocked 	<ul style="list-style-type: none"> • Frequent and clear communication with advance notice detailing work times & durations • Personal contact when street-based work is close to businesses • Project overview briefings to provide awareness of potential work impacts on business operations 	<ul style="list-style-type: none"> • Letter drop and electronic updates including newsletters, notifications, monthly updates • Direct contact in advance of any potentially impacting ad hoc activities • Drop-in Information sessions (covid permitting)

Small businesses	Issues/interests	Mitigation measures	Communication tools
<ul style="list-style-type: none"> • First National real Estate • Prestige Realty Group • Beijing Acupuncture Centre • Florist • Lab Kitchen Café • Prudential Dentist • Five Dock Dining • Made in Italy • Liquorland • Connect hearing • Café te ria • Sunshine early learning centre • Bangkok Spa Thai Massage • Commercial complex on Second Avenue with accounting, legal, business advisory, medical and marketing included. 	<ul style="list-style-type: none"> • Cafés/ restaurant concerned about potential noise impacts on al fresco dining area and open indoor area • Medical suite concerned for noise impacts on consults • Noise impacts for weekday evening activities at church • Interested in new customer base from workforce • Building owners concerned about excavation under their properties • Sunshine early learning centre concerned about potential noise impact during nap times 	<ul style="list-style-type: none"> • Provide connection to new customer base by promotion of businesses (e.g.: Mikel Café has asked about worker numbers) • Worker park & ride scheme • Property condition surveys offered to close proximity commercial buildings • Acoustic sheds will be built over all construction work at both sites • Footpaths and business access maintained at all times • There is no need to block view of any business – if ever required wayfinding signage to be negotiated and clear • Coordinate appropriate respite periods for Sunshine Early Learning Centre for high noise work especially until the acoustic shed is constructed. Sydney Metro is also offering at property noise treatment to this stakeholder • Open communication about any temporary changes to local road network and access routes • Clear and maintained traffic control measures • Closure of Second Avenue carpark delayed till mid-January as not needed 	<ul style="list-style-type: none"> • Place manager personal contact to understand business situations • Business Chamber meetings • Business identification survey

Small businesses	Issues/interests	Mitigation measures	Communication tools
<ul style="list-style-type: none"> A range of other hospitality, medical/pharmacy, banking, food, fitness, health & beauty and other businesses make up the remainder of the Great North Road shopping village 		<ul style="list-style-type: none"> Specific consultation with businesses on Second Avenue about proposed one-way change Discussions with two cafés on Great North Road will continue about potential impact on loading/delivery area due to Second Avenue carp park closure and Second Avenue proposed one-way change 	

FIVE DOCK: Fred Kelly Place precinct

<ul style="list-style-type: none"> Sushi Maru Restaurant Bamiyan Restaurant Bar Piccolino Café Barber Shop 	<ul style="list-style-type: none"> Noise and dust impacts from truck traffic Loss of customer parking in Second Avenue and/or parking for deliveries Cafés/ restaurant concerned about potential noise impacts on al fresco dining area and open indoor area Visual amenity concerns for acoustic shed along Fred Kelly Place North Wall Barber shop with open frontage concerned about potential noise impact 	<ul style="list-style-type: none"> Frequent and clear communication with advance notice detailing work times & durations Personal contact when street-based work is close to businesses Project overview briefings to provide awareness of potential work impacts on business operations Worker park & ride scheme Provide connection to new customer base by promotion of businesses Work with Sydney Metro about potential place activation options Acoustic sheds will be built over all construction work at both sites 	<ul style="list-style-type: none"> Letter drop and electronic updates including newsletters, notifications, monthly updates Direct contact in advance of any potentially impacting ad hoc activities Drop-in Information sessions (covid permitting) Place manager personal contact to understand business situations Business Chamber meetings Business identification survey
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Small businesses	Issues/interests	Mitigation measures	Communication tools
	<ul style="list-style-type: none"> Interested in new customer base from workforce 		

BURWOOD NORTH: Small businesses along Parramatta Road and Burwood Road

<ul style="list-style-type: none"> BP Concord The Party Place The Kebab Shop (temporarily closed) Concord Massage Concord Pets U.S. Hair Concepts Burwood Massage Wynstan blinds doors and windows Sydney United Autos F45 Car Wash Café Eaglerider Sydney 	<ul style="list-style-type: none"> General construction impacts including noise and vibration, dust, construction traffic and parking impacts. Access for petrol deliveries of key concern for BP. Bath Arms Hotel interested in understanding night work program to be able to update patrons and manage guests. Eaglerider particularly interested in truck exit from western site due to learner riders 	<ul style="list-style-type: none"> Frequent and clear communication with advance notice detailing work times & durations Personal contact when street-based work is close to businesses, especially any noise work near U.S. Hair Concepts Clearly communicated safety messaging about heavy vehicle movements around site in response to concern about inexperienced riders hiring bikes from Eaglerider Sydney and riding out Project overview briefings to provide awareness of potential work impacts on business operations Provide connection to new customer base by promotion of businesses Worker park & ride scheme Acoustic shed will be built over the construction work at station site and hoarding around the shaft site Footpaths and business access will be maintained at all times 	<ul style="list-style-type: none"> Letter drop and electronic updates including newsletters, notifications, monthly updates Direct contact in advance of any potentially impacting ad hoc activities Drop-in Information sessions (covid permitting) Place manager personal contact to understand business situations Business Chamber meetings Business identification survey
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Small businesses	Issues/interests	Mitigation measures	Communication tools
		<ul style="list-style-type: none"> • Open communication about any temporary changes to local road network and access routes • Clear and maintained traffic control measures • Traffic control boom gate to be used for site exit • Dust impact monitoring and additional mitigation measures to be considered near the Car Wash and café if required 	

NORTH STRATHFIELD: Queen Street precinct

<ul style="list-style-type: none"> • Banter Speech and Language • Advanced Buildings • Chill Massage • Concord Pets • Gents Hair Cuts • Café 93 on Queen • Laundry and Dry Cleaning • Vietnamese Restaurant • Express Clearances 	<ul style="list-style-type: none"> • General construction impacts including noise and vibration, dust, construction traffic and parking impacts. • Banter Speech and language very sensitive to noise impacts • Dr cleaners concerned about parking impacts • Concord pets interested in night work noise as sometimes young animals stay there over night • Funeral director is interested in minimising 	<ul style="list-style-type: none"> • Frequent and clear communication with advance notice detailing work times & durations • Personal contact when street-based work is close to businesses, especially Banter Speech and Language • Project overview briefings to provide awareness of potential work impacts on business operations • Provide connection to new customer base by promotion of businesses • Worker park & ride scheme • Footpaths and business access will be maintained at all times 	<ul style="list-style-type: none"> • Tailored communication from the Place Manager with Banter Speech and Language and Concord Pets about high noise activities in front of premises to allow for adequate planning • Letter drop and electronic updates including newsletters, notifications, monthly updates • Direct contact in advance of any potentially impacting ad hoc activities • Place manager personal contact to understand business situations • Business identification survey
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Small businesses	Issues/interests	Mitigation measures	Communication tools
<ul style="list-style-type: none"> JMR Graphic Design Trevor Lee and Sons Funeral 	<p>access and noise impacts</p>	<ul style="list-style-type: none"> Open communication about any temporary changes to local road network and access routes Clear and maintained traffic control measures Limiting non-essential work outside of Banter Speech and Language premises on Saturday when clinics are held for autistic children and use of noise curtains around worksites 	

SYDNEY OLYMPIC PARK: Figtree Drive and Herb Elliott Avenue

<ul style="list-style-type: none"> Abattoir Blues Café - 1 Herb Elliott Avenue (day and night trading) While not small businesses, other nearby organisations that AFJV will regularly engage with include Accor hotels (Novotel, Pullman and Ibis), headquarters for Cricket NSW, NSW Institute of Sport, Fujitsu, etc 	<ul style="list-style-type: none"> General construction impacts including noise, access, dust and construction traffic. 	<ul style="list-style-type: none"> Frequent and clear communication with advance notice detailing work times & durations Personal contact when street-based work is close to business or when major deliveries are expected Provide connection to new customer base by promotion of businesses Footpaths and business access will be maintained at all times Open communication about any temporary changes to local road network and access routes with Clear and well-maintained traffic control measures 	<ul style="list-style-type: none"> Face to face updates on upcoming work in the area Electronic updates including newsletters and notifications Direct contact in advance of any potentially impacting ad hoc activities Place manager personal contact to understand business situations Business identification survey
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