



# SOCIAL IMPACT ASSESSMENT

FLIGHT TRAINING FACILITY

23 APRIL 2019  
P3994  
FINAL  
PREPARED FOR QANTAS



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# EXECUTIVE SUMMARY

Urbis Pty Ltd. (**Urbis**) has been commissioned by Qantas Airways Ltd (Qantas) to prepare a Social Impact Assessment (this report) in accordance with the requirements of the Secretary's Environmental Assessment Requirements (SEARs). It accompanies an Environmental Impact Statement in support of State Significant Development (SSD) 10154 for the development of a new flight training centre at 297 King Street, Mascot.

The project seeks consent for the construction and operation of a new flight training centre and associated ancillary uses including a multi-deck car park. The flight training centre will cater for the technical training of emergency procedures, flight training, teaching and the provision of office space.

## LEGISLATIVE REQUIREMENT

A request was made to the Minister for Secretary's Environmental Assessment Requirements (SEARs), pursuant to Clause 3, Schedule 2 of the *Environmental Planning and Assessment Regulation 2000*. The SEARs were issued on 29 March 2019.

This SIA has been undertaken to fulfil the requirements issued by SEARs for Social and Economic impacts including:

- Identifying and analysing the potential social impacts of the development from the point of view of the affected community and other relevant stakeholders.
- Assessment of the significance of positive, negative and cumulative social impacts.
- Mitigation measures and monitoring of likely negative social impacts.
- An analysis of any potential economic impacts of the development, including a discussion of any potential economic benefits.

## ASSESSING SOCIAL IMPACT

An SIA is a specialist study undertaken to identify and analyse potential positive and negative social impacts associated with a development proposal. It also identifies mitigation measures and provides recommendations in accordance with professional standards and statutory obligations.

Social impacts are those that impact on people's way of life, their culture, community, environment, health and wellbeing, personal and property rights, and their fears and aspirations<sup>1</sup>.

Social impacts are assessed by comparing the consequence (minimal – extreme) of the impact against the likelihood (rare – very likely) of the impact occurring, both prior to and after planned mitigations.

## SUMMARY OF POTENTIAL IMPACTS

### Positive impacts

#### Facilitating Sydney Gateway Project

Relocating the existing flight training centre will facilitate the proposed State government's Sydney Gateway Project (Gateway). Gateway is expected to provide critical infrastructure to support the Sydney Airport and Port Botany areas as tourism and freight gateways. Gateway's road and rail improvements are likely to have significant benefits to transport and travel in the region with anticipated improvements to make travelling safer, easier and faster.

As part of the proposed Gateway infrastructure works, Qantas Drive will be widened, directly impacting the existing flight training centre. In support of Gateway, Qantas proposes to relocate the flight training centre to a new location on their landholdings. Facilitating Gateway is likely to have significant positive benefits to improving transport and freight, as well as potential economic benefits to the region.

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<sup>1</sup> Adapted from the International Association for Impact Assessment (IAIA)



## **Continued economic and employment benefits**

The flight training centre is critical infrastructure for Qantas to enable pilots and cabin staff to maintain the legislated level of training required by Civil Aviation Service Australia (CASA), therefore permitting Qantas to continue to meet legislated requirements for pilots and cabin staff that will enable them to fly.

The proposal will have significant benefits to travellers and users of Qantas and subsidiary fleets. Qantas contributes significantly to the NSW economy and is responsible for the direct and indirect employment for approximately 23,000 people in NSW. The proposal will allow Qantas to continue to maintain their business operations and benefit employees and the State economy.

## **Improved visual amenity**

The project is likely to improve the existing visual amenity within the local streetscape. The proposal will transform an at-grade car park with an architecturally designed training centre and multideck car park containing façade treatments to improve the visual appearance. The flight training centre will be a low scale building with the implementation of perimeter landscaping to partially screen it from the street. Landscaped treatments have also been incorporated into the multideck car park façade including climbing green walls.

## **Safer pedestrian and road networks**

The project will improve existing safety conditions by activating the site and enhancing casual surveillance. The proposal includes visual improvements to the existing streetscape through increased perimeter activation by incorporating pathways and landscaped elements for enhanced casual surveillance, and access control measures and increased security on the site to reduce potential crime and antisocial behaviour. The project has considered the safety of pedestrians, bicycle, bus and private vehicle movements within the network of internal roads and pathways that are likely to have a significant positive benefit to the site and surrounding locality.

## **Negative impacts**

### **Increased car parking and traffic generated in the local road networks**

Traffic generated by the proposed 13 storey multideck car park containing 2,059 car parking spaces has potential to impact intersections and road networks within the local area. The proposal has been assessed accordance with future road infrastructure upgrades proposed by RMS. Given that the proposal will replace the loss of car parking on the existing site, and future car parking loss within the Qantas corporate campus as a result of lease terminations and future development, the assessment found that the proposal would have a neutral impact on the local road networks.

The location of the site provides opportunities for people to travel to the site by other means than private vehicle and with the implementation of a Travel Plan, staff may be encouraged to take alternate modes of transport to the site.

### **Reduced amenity during construction**

The development proposes an accelerated construction period that will reduce the duration of disruption and amenity impacts for the surrounding businesses and hotels. The large site footprint will also facilitate the majority of works being contained to the site with some loading and unloading occurring within on-street constructions zones.

With the implementation of Construction Management Plan (CMP) and Construction Pedestrian and Traffic Management Plan (CPTMP), it is likely the construction will have a neutral impact.

### **Removal of significant trees**

The site contains trees that are considered to have important characteristics that relate to their 'amenity and function' on the local character of the area. To accommodate the proposal, it will be necessary to remove some of trees to facilitate construction works, potentially having a negative impact to the important landscape characteristics of the locality. However, with mitigation measure in place to protect trees during construction and recommendations to replace vegetation with suitable alternatives, the Arborist Assessment concludes that the local character can be retained, therefore having a neutral impact on the local streetscape and character of the area.

## CONCLUSION

This Social Impact Assessment (SIA) has been undertaken to assess the potential social impacts of the proposal.

Based on the assessment in this report, it is expected the proposal will deliver long term positive impacts for the Mascot, NSW and Australia at a national scale. The proposal will allow Qantas to continue to meet their legislative requirements prescribed by CASA, therefore enabling their business operations to function. Qantas contributes significantly to the economy and direct and indirect employment opportunities within NSW. In addition, the relocated flight training centre will facilitate the construction of Gateway which is anticipated to support future growth and to have significant benefits to transport within the area.

The proposal will enhance the visual appearance of the site and improve activation of the streetscape and site. Through increased activation of the site, this has potential to increase opportunities for casual surveillance and the perception of increased safety for Qantas staff and the local community.

## RECOMMENDATIONS

Consider staggering business hours for staff and training times for the flight training centre to reduce potential increases in traffic during peak periods.





# 1. INTRODUCTION

Urbis Pty Ltd. (**Urbis**) has been commissioned by Qantas Airways Ltd (Qantas) to prepare a Social Impact Assessment (this report) in accordance with the technical requirements of the Secretary's Environmental Assessment Requirements (SEARs), and in support of the SSD 10154 for the development of a new flight training centre at 297 King Street, Mascot.

The project seeks consent for the construction and operation of a new flight training centre and associated ancillary uses including a multi-deck car park. The flight training centre will cater for the technical training of emergency procedures, flight training, teaching and the provision of office space.

## 1.1. LEGISLATIVE REQUIREMENT

A request was made to the Minister for Secretary's Environmental Assessment Requirements (SEARs), pursuant to Clause 3, Schedule 2 of the *Environmental Planning and Assessment Regulation 2000*. The SEARs were issued on 29 March 2019.

This SIA has been undertaken to fulfil the requirements issued by SEARs for Social and Economic impacts including:

- Identifying and analysing the potential social impacts of the development from the point of view of the affected community and other relevant stakeholders.
- Assessment of the significance of positive, negative and cumulative social impacts.
- Mitigation measures and monitoring of likely negative social impacts.
- An analysis of any potential economic impacts of the development, including a discussion of any potential economic benefits.

## 1.2. ASSESSING SOCIAL IMPACT

An SIA is a specialist study undertaken to identify and analyse potential positive and negative social impacts associated with a development proposal. It involves a detailed and independent study to outline social impacts, identify mitigation measures, and provide recommendations in accordance with professional standards and statutory obligations.

Social impacts are those that impact on people's way of life, their culture, community, environment, health and wellbeing, personal and property rights, and their fears and aspirations. In line with international best practice guidelines, social impacts can involve changes to people's:

- Health and wellbeing;
- Economic livelihood;
- Safety and security;
- Community and belonging;
- Environment and surrounds; and
- Social equity.<sup>2</sup>

The significance of potential positive and negative social impacts occurring as a result of the proposal is assessed by comparing the consequence of the impact (minimal – extreme) against the likelihood of the impact occurring (rare – very likely).

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<sup>2</sup> Adapted from the International Association for Impact Assessment (IAIA).

## 1.3. METHODOLOGY

The following key steps and tasks were undertaken as part of this SIA:

<b>Background review</b>	<ul style="list-style-type: none"><li>• Site visit and review of surrounding land uses.</li><li>• Review of relevant policies to assess key implications at local and state level.</li><li>• Review of architectural plans.</li></ul>
<b>Social baseline</b>	<ul style="list-style-type: none"><li>• Review of demographic data to create a community profile.</li><li>• Identification of potentially impacted communities.</li></ul>
<b>Impact scoping</b>	<ul style="list-style-type: none"><li>• Review of technical reports.</li><li>• Identification of impacts.</li></ul>
<b>Assessment and reporting</b>	<ul style="list-style-type: none"><li>• Assessment of social impacts prior to and after management measures.</li><li>• Recommendation of management measures to enhance positive impacts, mitigate negative impacts and monitor ongoing impacts.</li></ul>

## 1.4. URBIS SOCIAL PLANNING

This SIA has been prepared by Urbis Social Planning, a team of specialist planners who assess the social outcomes and impacts of planning and development. Urbis Social Planning have prepared SIAs for various land uses and development types and are suitably qualified and experienced to prepare this SIA.

Urbis Social Planning have prepared SIA's for schools, liquor and gaming, housing, mixed use developments and commercial centres.

## 2. THE PROPOSAL

Safety is Qantas' first priority. The flight training centre is a key pillar of this value. The facility enables pilots and flight crews to undertake periodic testing to meet regulatory requirements by simulating both aircraft and emergency procedural environments. The Project seeks consent for the construction and operation of a new flight training centre, and associated ancillary uses including a multi-deck car park. The Project is comprised of the following uses:

### Flight Training Centre

The proposed flight training centre will occupy the southern portion of the site. It is a building that comprises 4 core elements as follows:

- An emergency procedures hall that contains;
  - cabin evacuation emergency trainers,
  - an evacuation training pool,
  - door trainers,
  - fire trainers
  - slide descent towers,
  - security room,
  - aviation medicine training and equipment rooms.
- A flight training centre that contains:
  - a flight training hall with 14 bays that will house aircraft simulators,
  - integrated procedures training rooms, computer rooms, a maintenance workshop, storerooms, multiple de-briefing and briefing rooms, pilot's lounge and a shared lounge.
- Teaching Space that contains
  - training rooms,
  - classrooms and two computer based exam rooms.
- Office Space
  - Office space for staff and associated shared amenities including multiple small, medium and large meeting rooms, think tank rooms, informal meeting spaces, a video room and lunch/tea room.
- Ancillary spaces including the reception area at the ground floor, toilets, roof plant and vertical circulation. The external ground floor layout will include a loading dock, at-grade car parking for approximately 35 spaces and a bus drop-off zone at the northern site boundary.

### Car Park

The proposed multi-deck car park will be located to the north-east of the flight training centre and adjacent the existing Qantas catering facility and tri-generation plant. The car park is 13 levels and will provide 2,059 spaces for Qantas staff. Vehicle access to the car park will be provided via King Street, Kent Road and from Qantas Drive via the existing catering bridge.

### 3. SITE CONTEXT

The Site is located within the Bayside Council Local Government Area (LGA) and is approximately 13km from the Sydney CBD.

The Site is bounded to the north by Qantas owned land, to the east by a hotel development, to the south by King Street, and to the west by the Port Botany Freight Rail Line and Qantas Drive beyond which lies the Airport and covers an area of approximately 5.417 hectares.

The nearest residential areas are over 200m to the south east of the site. The closest dwellings are at the corner of King and O'Riordan Streets and are within a high density mixed use development with commercial uses along the ground. Industrial and commercial uses are located between this area of the site.

The site is located within 1km radius of both Mascot Train Station and the Domestic Terminal of the Airport.

Figure 1 – Site location



Source: Urbis

#### 3.1. THE SITE

The Site is located at 297 King Street, Mascot and is legally described as Lots 2-5 of DP 234489, 1 of DP 202747, Lot B of DP 164829 and Lot 133 DP 659434 and is approximately 17,580m<sup>2</sup> in area.

The site is primarily characterised as an at-grade car park for Qantas staff that includes an industrial shed used to store spare aviation parts, a substation, gatehouse, Sydney Water Asset (open drain) with driveways over it, the Qantas catering facility and Qantas' tri-generation plant (see Figure 2).

Vehicular access to the site from the local road network is available from King Street. The site has intra-campus connections along the northern boundary in the form of three connecting driveways in the north-east corner, centre and north-west corner of the site along the northern boundary which link it to the broader Mascot Campus (see arrows on Figure 2 for location and direction of driveways).



The site is relatively flat and contains a variety of native and exotic trees with vegetation around the perimeter of the site. The vegetative buffer partially screens the site from the surrounding uses.

Figure 2 – Site locality



Source: Google Earth

## 3.2. SITE VISIT

A site visit was conducted by Urbis on Friday 18<sup>th</sup> January 2019 between 11:30am and 12:30pm. The site visit involved a perimeter inspection of the site, observation of key entry and exit points and pedestrian and vehicle movements throughout the site. Also observed during the site visit were existing security measures, including access control measures to the car park. A summary of the site visit observations is provided below:

- Limited pedestrian movement throughout the car park.
- Car parking was at or near capacity, although limited vehicle movements were observed. This is expected, as the site visit was conducted out of regular business hours.
- Swipe vehicle access into car park from King Street.
- Perimeter and low height fencing around the site.
- CCTV cameras at entrance and exit points on King Street.
- Some evidence of litter and rubbish on site.
- Qantas owned vacant buildings to the south of the subject site.



Figure 3 – Site visit photos



Picture 1 – King Street north car park



Picture 2 – Vehicle access point along King Street



Picture 3 – Existing perimeter landscaping in the car park



Picture 4 – Tri-generation plant, car parking and internal road from the corporate campus



Picture 5 – Qantas catering facility to the north of the proposal



Picture 6 – Abandoned buildings on the southern side of King Street, opposite the site



## 4. POLICY CONTEXT

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

The priorities relevant to this proposal include:

- A Metropolis of Three Cities – The Greater Sydney Region Plan
- Eastern City District Plan
- NSW Long Term Transport Master Plan 2012
- State Infrastructure Strategy 2018-2038
- Botany Bay Planning Strategy 2031
- Bayside Community Strategic Plan 2018-2030

The following table outlines the key policy findings. A detailed summary is contained in **Appendix A**.

Table 1 – Key themes from the policy review

Policy themes	Relevance to proposal
Regional growth	<ul style="list-style-type: none"> <li>• The Eastern District Plan recognises Port Botany and Sydney Airport as trade and tourism gateways for the CBD and the nation and they are set to grow over the next 20 years.</li> <li>• Supporting growth requires efficient connections to the city and</li> <li>• The NSW Long Term Transport Master Plan seeks to ensure that Sydney Airport and Port Botany are able to maintain their functionality and cater for the future demand as key international gateways to the nation.</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>• To support Port Botany and Sydney Airport as trade gateways that generate business opportunities throughout Australia, the Eastern District Plan states that transport connections and corridors must be safeguarded and given support for growth.</li> <li>• All strategic centres within the Eastern City District Plan will be the focus of transport investments that seek to deliver the 30-minute city objective.</li> <li>• The NSW Long Term Transport Master Plan seeks to enable people and goods to move safely, efficiently and reliably around Greater Sydney.</li> </ul>
Economic and employment growth	<ul style="list-style-type: none"> <li>• The Eastern District Plan acknowledges Port Botany and Sydney Airport as having a major role in supporting the Harbour CBD and the Eastern Economic Corridor. They generate opportunities for employment and industry as places that distribute business resources and freight across Australia.</li> <li>• Employment growth is the principle underlying economic goal of the Eastern District Plan for metropolitan and strategic centres.</li> <li>• Research has shown that the Eastern City District will need to accommodate additional office floor space in existing centres.</li> </ul>

Policy themes	Relevance to proposal
	<ul style="list-style-type: none"> <li data-bbox="485 226 1414 293">• Outside of the Harbour CBD, Mascot, Alexandria and Botany are the most significant employment precincts in the District in terms of job generation.</li> <li data-bbox="485 322 1374 389">• The Botany Bay Strategy aims to protect existing employment near the Airport for related activity.</li> </ul>

## 5. SOCIAL BASELINE

### 5.1.1. Existing population profile

The following community profile has is appropriate to the site and surrounding locality and provides a comparison with Botany LGA and Greater Sydney have been utilised for comparison purposes. The snapshot provided below is reflective of the site and that it is located some distance from the residential area of Mascot. However a full demographic summary table is provided in **Appendix A**.

In 2016 Mascot had a population of 14,772 representing 31.6% of the Botany Bay LGA population. Key findings of the suburb's current population include:

- Mascot is characterised by **young to middle aged adults** as over one third (38.1%) of the population are aged 20-39 which is higher than Botany LGA (26.8%).
- Mascot is a **culturally diverse suburb** with only 41.3% of the population being born in Australia, compared with 48.6% for Botany LGA and 57.1% for Greater Sydney. The country of birth most common for the Mascot population is China representing 10.6% of the population. This is followed by Indonesia (6.6%) and Philippines (2.7%).
- In 2016, 23.9% of the Bayside Council area's **local workers also reside in Bayside LGA**. To put this into perspective and compare to another large LGA, there are 15.2% of City of Sydney residents that live and work in City of Sydney LGA.
- Over a quarter (25.6%) of Mascot residents work in **professional occupations**. This is slightly more than Botany Bay LGA residents that hold a professional occupation (22.4%). Clerical and administrative workers and managers represent the next highest category of occupation in Mascot representing 14.8% and 14.0% respectively.
- Mascot has a **higher median household weekly income** of \$1,955 compared with \$1,626 for Botany Bay LGA and \$1,750 for Greater Sydney.
- Mascot has achieved a **high level of education** with 33.7% of residents undertaking a bachelor degree and above. This is compared with Botany Bay LGA (27.0%) and Greater Sydney (28.3%).
- Socio-Economic Indexes for Areas (SEIFA) data indicates that the **suburb is relatively advantaged**, with Mascot residing in the top 10% of advantage and disadvantage for all suburbs. Mascot also has a lower rate of unemployment (5.2%) compared with Botany Bay LGA (6.3%) and Greater Sydney (6.9%).

### 5.1.2. Population projections

The following section provides an analysis of the projected population for Botany Bay LGA, based on ABS data obtained from the NSW Department of Planning and Environment. The complete population projections data set is contained in **Appendix B**.

The data indicates the following:

- Botany Bay LGA is expected to grow by 50.1% between 2016 and 2036. The 2036 projected population is 72,700 for Botany Bay LGA.
- The 40 to 44 and 45 to 49 age group will experience the highest growth, both representing 7.4% of the 2036 population. This is a 3.4% and 4.3% change respectively from 2016 to 2036.

### 5.1.3. Crime and safety

The NSW Bureau of Crime Statistics and Research (BOCSAR) indicates that the site is a hotspot for incidents of theft that include Incidents of theft (break and enter non-dwelling); Incidents of theft (break and enter dwelling); incidents of motor vehicle theft; and incidents of steal from motor vehicle; and was analysed to identify the crime profile at Mascot.

Mascot generally has higher crimes rates (per 100,000 people) compared to Bayside LGA. The top five crimes in Mascot included malicious damage to property; steal from motor vehicle; assault – non-domestic violence related; steal from persons; and motor vehicle theft. The full crime profile is contained in **Appendix C**.

## 6. STAKEHOLDER AND COMMUNITY CONSULTATION

### 6.1. STAKEHOLDER IDENTIFICATION

Identifying stakeholders who may be impacted by a proposal is an essential process to understanding and assessing the level of impact generated by the proposal. Potential stakeholders are summarised in **Table 2** and were identified through a desktop analysis and consultation activities.

Table 2 – Stakeholder identification

Stakeholder group	Stakeholders	Impact
Local Community	<ul style="list-style-type: none"> <li>Surrounding local residents.</li> <li>Botany Bay LGA / Bayside residents.</li> </ul>	<ul style="list-style-type: none"> <li>Traffic congestion, parking availability and pedestrian safety management.</li> <li>Potential disruption to local amenity during construction.</li> </ul>
Neighbouring Businesses	<ul style="list-style-type: none"> <li>Current staff and business units for QANTAS</li> <li>Surrounding airport hotels</li> <li>Light industrial businesses in the local area.</li> </ul>	<ul style="list-style-type: none"> <li>Traffic congestion, parking availability and pedestrian safety management.</li> <li>Potential disruption to the local amenity during construction</li> <li>Potential impacts of noise and vibrations, particularly for hotels during construction.</li> <li>Proposal will increase car parking on the site and has potential for increased traffic once operational.</li> </ul>
Air services	<ul style="list-style-type: none"> <li>QANTAS</li> <li>Other airlines</li> <li>Freight companies</li> <li>Emergency services (non-government)</li> <li>Medical providers (eg. Air ambulance, Flying doctors)</li> </ul>	<ul style="list-style-type: none"> <li>Potential, temporary disruption to the users of the flight training centre.</li> <li>Flight training centre is critical infrastructure for training pilots, cabin crew, emergency response.</li> <li>Impacts to air services and associated businesses.</li> </ul>
Government	<ul style="list-style-type: none"> <li>Air Services Australia</li> <li>CASA</li> <li>Emergency Services</li> <li>Bayside Council</li> </ul>	<ul style="list-style-type: none"> <li>Potential temporary disruptions to Air Services and CASA.</li> <li>Compliance with Airport development requirements</li> </ul>

Stakeholder group	Stakeholders	Impact
	<ul style="list-style-type: none"> <li>• ARTC</li> <li>• RMS</li> <li>• Transport for NSW</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts to transport and freight distribution in and around the Airport and Ports.</li> </ul>

## 6.2. CONSULTATION

Urbis' Community Engagement Team conducted Phase One of their consultation strategy during the preparation of the SSDA application. The preliminary consultation undertaken is documented in the Consultation Outcomes Report attached at **Error! Reference source not found.** of the Environmental Impact Statement prepared by Urbis.

Phase Two of their consultation strategy will occur at the lodgement and during the assessment of the SSDA to keep the community and stakeholders informed of the impending project.

A response to submissions will be provided in the final outcomes report prepared by Urbis Engagement.

## 7. REVIEW OF TECHNICAL STUDIES

The following section provides a summary of the technical studies that were reviewed to inform this SIA.

### **Arboricultural Impact Assessment, The Ents Tree Consultancy (1 February 2019)**

Ents Tree Consultancy have been engaged to prepare an Arboricultural Assessment to assess the trees on and adjacent to the site, which may be impacted by the proposed works and associated activities.

The Arborist Report specifies trees that have an important landscape characteristic for the local area in terms of amenity and function and proposes strategies for removing and replacing trees to maintain the local character. Remaining trees on the site and on the adjoining site will be protected for the duration of the works.

Options for the management of trees to be retained will be in accordance with Australian Standard AS4970 2009 Protection of Trees on Development Sites. The Arboricultural Impact Assessment outlines management measures to protect the tree roots and vascular tissue of trees that are nominated to be retained. Provided mitigation measures are put in place and appropriate plantings are implemented, the proposal will maintain the vegetated character of the area.

### **Environmental Site Assessment, Arcadis Australia Pty Ltd (Arcadis) (January 2019)**

Arcadis was commissioned to undertake a preliminary site investigation and detailed site investigation, known as an Environmental Site Assessment for the proposed flight training centre site. The objective of the ESA was to identify issues, concerns or environmental risks and liabilities associated with the present and historical uses of the site. The site has a history of farming and agriculture, manufacturing, commercial and industrial land uses. Investigations found that contaminants of potential concern are associated with heavy metals.

Recommendations made in the report include:

- The preparation of Remedial Action Plan (RAP) to remediate the identified heavy metal, hydrocarbon, B(a)P and asbestos soil hotspots and to outline a validation plan for the site.
- The preparation of an Environmental Management Plan (EMP) to manage the elevated concentrations of heavy metals in groundwater.
- All waste streams generated during site works are to be disposed of in accordance with the NSW EPA (2014) Waste Classification Guidelines.
- Soil material excavated from the general vicinity is to be disposed of at an appropriate waste disposal facility that accepts asbestos contaminated waste.

### **Environmental Management Plan, Arcadis (12 February 2019)**

An ESA conducted by Arcadis concluded that the elevated levels of metals in groundwater beneath the site are expected to be from the former Mascot Galvanising Facility located 40m southeast of the site. However, Arcadis concluded that groundwater remediation works at the site are not feasible as the elevated levels of metals in groundwater appear to be a local problem due to historical commercial / industrial activities. An EMP has been prepared to manage the human and environmental risks associated with the impacted groundwater. Provided the EMP is enforced and adhered to during future intrusive works, excavations or other works performed throughout the construction and ongoing maintenance of the site, potential environmental risks presented by the impacted groundwater will be managed.

### **Hazardous Materials Work (Removal) & Management Plan, Edwards Blashe Group Pty Ltd (5 January 2019)**

A Hazardous Materials Work (Removal) & Management Plan (HMWMP) has been prepared to address the findings undertaken by Arcadis and to present a plan of management for expected and potential unexpected hazards on the site.



## **Solar Light Reflectivity Study, Windtech Consultants PTY LTD (22 February 2019)**

A Solar Light Reflectivity Study has been prepared by Windtech Consultants to assess the potential solar glare resulting from the proposed facility affecting motorists, pedestrians and occupants of neighbouring buildings.

The most reflective surface on the façade of a building is glazing. With the implementation of proposed recommendations with regards to glazed elements of the facility the proposed development will comply with Botany Bay DCP 2013 and will not cause adverse glare to motorists, pedestrians or occupants in neighbouring buildings.

## **Pedestrian Wind Environment Statement, Windtech Consultants (14 February 2019)**

A Pedestrian Wind Environment Statement prepared by Windtech Consultants presents an opinion on the likely impact of the proposed facility on the local wind environment at critical outdoor areas within the and around the proposed facility. The analysis of the wind effects has been carried out in the context of the local wind climate, building morphology and topography.

The results of the assessment indicate that the proposed facility is relatively exposed to the three main prevailing wind directions in Sydney. However, it is not anticipated that there will be adverse wind conditions in any of the adjacent public footpaths or outdoor trafficable areas within the development.

## **Air Quality Impact Assessment, SLR Consulting Australia (February 2019)**

SLR has been engaged to prepare an Air Quality Impact Assessment report for the proposed construction and operation of the proposed facility. The findings of the assessment are as follows:

- Off-site impacts associated with dust deposition and human health impacts during demolition and trackout activities are anticipated to be low, whereas earthworks and construction activities are anticipated to be medium. A range of mitigation measures have been recommended to consider for inclusion in the CEMP.
- Air quality issues associated with the proposed facility operations predominantly relate to products of fuel combustion from the fire trainer cabins and onsite vehicle movements. The potential for offsite air impacts from these emission sources are concluded to be neutral.

It is concluded that the risk of any exceedances of air quality criteria at nearby industrial or residential receptors due to air emissions from the development is expected to be minimal.

## **Crime Prevention through Environmental Design (CPTED) Assessment, Urbis Pty Ltd (26 February 2019)**

A Crime Prevention through Environmental Design (CPTED) Assessment has been prepared by Urbis to consider potential improvements to the design of the facility which may reduce crime and anti-social behaviour. Based on the assessment the following priority areas have been identified:

### **Car parking**

The proposal will improve the existing at grade car parking and will provide a consolidated multistorey car park with incorporated safety control measures. These include access control to provide secure parking for staff that is located away from the perimeter of the site for a more active street frontage on King Street.

### **Exit and entry points**

Entry and exit points to the site and flight training centre are considered a priority area for the proposed development. The proposal addresses CPTED principles through incorporation of access control measures at the exit and entry points, including boom gates, removal bollards and perimeter fencing for flexible perimeter security. A dedicated pedestrian path from King Street is provided to direct pedestrian movements to the main entry and exit point to the flight training centre.

### **External layout**

The proposal will facilitate pedestrian, bicycle, car and private bus movements within a network of internal roads and pathways. The proposal incorporates CPTED principles through dedicated bus stops and drop off-

zones to minimise potential conflict between vehicles and pedestrians and provide safe movements for users.

### **Maintenance and management**

The current site is dominated by an at grade car park, with informal landscaping and evidence of rubbish dumping and some disrepair. The proposal incorporates CPTED principles through the provision of new and improved perimeter landscaping which will define pathways and provide a sense of ownership of the space. Landscaping treatments throughout the site will help create a more attractive urban space for site users.

The CPTED Assessment concluded that with the implementation of recommendations the proposed facility would generally improve the current site conditions and streetscape, increase activation and improve access and safety controls.

### **Traffic Report, Colston Budd Rogers & Kaffes (March 2019)**

A traffic assessment has been undertaken by Colston Budd Rogers & Kaffes to analyse the potential impact of traffic as a result of increased car parking traffic to the site.

The new car park is being constructed to replace parking lost as a result of the relocation of the flight training centre and to provide parking that will be lost by Qantas due to future development or end of leases. The proposal will consist of a 13 storey multideck car park containing 2,059 spaces.

RMS are proposing road infrastructure improvements to the region that include Gateway as well as modifications to nearby intersections as part of the Mascot Intersection Upgrades. Colston Budd Rogers & Kaffes assessed the current level of traffic in the local road network. With road upgrades currently under construction or proposed, the road network generally operates at a satisfactory level of service in peak periods. Traffic congestion within other parts of the road network such as the M5 Motorway, General Holmes Drive and Southern Cross Drive can divert traffic accessing the airport, resulting in delays at intersections surrounding the site.

The site is accessible by public transport services. It is located close to Mascot train station and bus services that connect the area with surrounding suburbs. Qantas operates an internal bus service that connects the corporate campus to the airport terminals. The site is also serviced by pedestrian and cycle networks that link the existing corporate campus with pedestrian pathways and a cycle overpass via Qantas Drive.

As the proposal will not increase the number of car parking within the Qantas corporate campus, nor will it change the number of staff on site the proposal will not increase traffic on the local road network. With proposed road upgrades the development will have a neutral impact.

### **Construction Management Plan, APP Corporation Ltd (April 2019)**

App Corporation Ltd has prepared a Construction Management Plan (CMP) to reduce potential impacts of construction on the surrounding community.

It is proposed to accelerate construction to meet the critical timeframes. Noise and vibration will be in accordance with the Protection of the Environment Operations Act 1997 and Bayside Council requirements

The report has assessed various issues relating to construction and with proposed recommendations in place negative impacts of construction can be reduced. Matters that have been considered include work zones, crange, traffic management and materials movement on site.

The report makes recommendation for some additional management plans to be undertaken and implemented prior to the commencement of works.

## 8. SOCIAL IMPACT ASSESSMENT

SIA is the process of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions which may include policies, programs, plans and projects.<sup>3</sup> The significance of potential impacts is assessed by comparing the consequence level of impact against the likelihood of the impact occurring.

			Consequence level				
			1	2	3	4	5
			Minimal	Minor	Moderate	Major	Extreme
Likelihood	A	Very likely	A1	A2	A3	A4	A5
	B	Likely	B1	B2	B3	B4	B5
	C	Possible	C1	C2	C3	C4	C5
	D	Unlikely	D1	D2	D3	D4	D5
	E	Rare	E1	E2	E3	E4	E5

Low		Moderate		High		Very high	
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### 8.1.1. Consequence

The following criteria are used to assess the consequence level of a potential social impact:

- Duration – The timeframe over which the impact occurs or the frequency of potential impacts.
- Extent – The geographical area or the number of people affected.
- Severity – Scale or degree of change from the existing condition as a result of an impact.
- Sensitivity – The extent to which people or an environment can adapt to or mitigate the impact.

### 8.1.2. Likelihood

The following scale outlines the likelihood of a potential impact occurring throughout the project lifecycle, without mitigation.

- Rare – Extremely unlikely that the impact will occur, at any stage throughout the project lifecycle.
- Unlikely – Unlikely that the impact will occur, at any stage throughout the project lifecycle.
- Possible – Possible that the impact will occur, at any stage throughout the project lifecycle.
- Likely – Likely that the impact will occur, at any stage throughout the project lifecycle.
- Very likely – Very likely that the impact will occur, at any stage throughout the project lifecycle.

### 8.1.3. Management measures

Identified impacts are assessed both prior to and after the implementation of management measures. Management measures are designed to reduce negative impacts and to enhance positive impacts. These

<sup>3</sup> International Association for Impact Assessment

measures can take different forms and may be incorporated in the planning, construction or operation stage of the proposal.

#### 8.1.4. Impact of the proposal

This SIA concludes with an overall impact level of the proposal. This is informed by the sum of all identified impacts and considers the likely impact on the status quo, depending if the proposal does or does not proceed.

## 8.2. IMPACT SCOPING

A proposal may cause a range of direct and indirect impacts which can have a positive, negative or neutral impact on the existing environment and community.

The following section outlines the potential impacts of the proposal and assesses their level of significance without management measures. Impacts which have an impact level of moderate or higher are considered as significant for this proposal and are assessed in further detail in **Section 9**.

The impacts assessed have been identified in the technical studies and are informed by our understanding of the local context, as provided in Sections 1-5. A copy of the assessment process used to determine each impact (low – very high) is contained in **Appendix D**.

Table 3 – Impact scoping

Potential impacts	Consequence level	Likelihood	Impact level (without mitigation)	Further assessment needed
<b>Positive impacts</b>				
Facilitating Sydney Gateway Project	Major	Very likely	High positive impact	No
Continued functioning of Qantas	Moderate	Likely	Positive impact	No
Continued economic benefits	Moderate	Likely	Positive impact	No
Improved visual amenity	Moderate	Likely	Positive impact	No
Safer pedestrian movement and car parking	Moderate	Likely	Positive impact	No
<b>Negative impacts</b>				
Increased traffic and car parking	Moderate	Likely	Low negative	Yes
Removal of significant trees	Moderate	Likely	Low negative impact	Yes
Reduced amenity during construction	High	Very likely	High negative impact	Yes

## 9. ASSESSMENT OF SIGNIFICANT IMPACTS

The following section provides a detailed assessment of the significant impacts to the proposal, as identified in **Section 8**.

The significant impacts are assessed with any planned mitigation measures to determine the residual impact level.

A copy of the assessment process used to determine each impact level (low – very high) is contained in **Appendix C**.

### 9.1. POSITIVE IMPACTS

#### 9.1.1. Facilitating Sydney Gateway Project

Description of impact	Impacted groups
<ul style="list-style-type: none"><li>The relocation of the flight training centre will facilitate Sydney Gateway Project, a critical infrastructure project to support the growth of Sydney Airport and Port Botany.</li></ul>	<ul style="list-style-type: none"><li>Local community</li><li>Local businesses</li><li>Air services, rail and port</li><li>Government</li></ul>
<b>Current environment</b>	
<p>Sydney Airport and Port Botany are critical tourism and freight gateways helping to move people and goods across Greater Sydney, regional NSW and other states. The Greater Sydney Commission (GSC) has identified that the Sydney Airport and Port Botany region will grow significantly, with container traffic anticipated to grow from 2.4 million to 8.4 million by 2050 and passenger trips to grow from 39 million to 74 million passengers by 2033. To facilitate this growth and improve road and freight networks, the Sydney Gateway Project is proposed by the Roads and Maritime Services.</p> <p>To accommodate Gateway, Qantas Drive will be widened approximately 16m which will require the partial demolition of the existing flight training centre.</p>	
<b>Proposal</b>	
<p>The proposal is required to facilitate Gateway and enable the future growth of the freight and tourism within the Sydney Airport and Port Botany region. The proposal is a like for like replacement in a new location within Qantas landholdings enabling Qantas to continue to operate within the corporate campus.</p>	
<b>Planned management measures</b>	
<ul style="list-style-type: none"><li>The proposal has been accelerated to a facilitate Gateway and meet the tight construction timeframes proposed by RMS.</li></ul>	
<b>Residual impact</b> (considering management measures)	
<p>Gateway has been identified by the State Government as critical infrastructure to support the Sydney Airport and Port Botany regions as the tourism and freight gateways to Sydney, NSW and Australia. Gateway is extended to support future growth and to have significant benefits to transport within the area. The relocation of the existing flight training centre to a new location on Qantas' landholdings will facilitate positive infrastructure improvements.</p>	

### 9.1.2. Continued economic and employment benefit

Description of impact	Impacted groups
<ul style="list-style-type: none"> <li>Relocating the flight training centre will allow Qantas to continue their business operations, permitting people to continue to fly, as well as continuing to contribute to the economy and employment of people within NSW.</li> </ul>	<ul style="list-style-type: none"> <li>Air services</li> <li>State and local government</li> <li>Local, regional and NSW community</li> <li>Local businesses</li> </ul>
<b>Current environment</b>	
<p>To facilitate Gateway, Qantas Drive will be widened approximately 16m which will require the partial demolition of the existing flight training centre. The project's primary objective is to ensure business opportunities for Qantas, by constructing a new flight training centre to replace their existing flight training centre that will be demolished to facilitate Gateway.</p>	
<p>Without a functioning and compliant flight training centre Qantas are unable to maintain the legislated level of training prescribed by CASA for their pilots and cabin staff. Without fulfilling training requirements pilots and cabin staff are unable to fly, which has a follow-on effect for Qantas' business operations. Grounding of Qantas and its subsidiary airlines' fleet would have a significant impact on the National economy, impact tourism, business, professional services, finance, freight and logistics.</p>	
<p>The Qantas Group's directly contribute \$2.8 billion to the NSW economy annually, while their combined direct and indirect contribution is \$4.4 billion. A significant proportion of this contribution is within the Mascot and Sydney areas it is the operational hub of the airline. The Qantas Group is responsible for 0.48% of NSW's Gross State Product (GSP) and contributes indirectly and directly 0.76% of the NSW's GSP. For the 2016-17 Financial Year, the NSW economy accounts for 32.9% of Australia's Gross Domestic Product (GDP).</p>	
<p>Qantas Group makes a significant contribution to employment in Mascot, Sydney and NSW accounting for 12,983 direct full-time equivalent (FTE) jobs and an additional 10,011 indirect FTE jobs. Any grounding of Qantas fleet due to Gateway will represent potential negative impact to employment locally and within NSW.</p>	
<b>Proposal</b>	
<p>The flight training centre is critical infrastructure for Qantas to enable pilots and cabin staff to maintain the legislated level of training required by CASA. The project will significantly benefit Qantas to continue to meet legislated requirements for pilots, cabin staff and subsidiary fleets to fly, therefore enabling continued ability to travel, maintain employment opportunities and contribute to the local and State economy.</p>	
<p>Relocating the facility to an alternate site within Qantas landholdings at Mascot will enable Qantas' long-term employment generation to remain predominantly in Sydney and represents a logical co-location with Qantas Head Office in its corporate campus.</p>	
<b>Planned management measures</b>	
<ul style="list-style-type: none"> <li>None proposed</li> </ul>	
<b>Residual impact</b> (considering management measures)	
<p>Qantas contributes significantly to the NSW economy and is responsible for the direct and indirect employment for approximately 23,000 people in NSW. Relocating the existing flight training centre to another location within the corporate campus will allow Qantas to continue to maintain their business</p>	



Description of impact	Impacted groups
operations, therefore maintaining their significant economic contributions to NSW and Australia. The flight training centre will benefit the local community, NSW and travellers to and from Sydney.	

### 9.1.3. Improved visual amenity

Description of impact	Impacted groups
<ul style="list-style-type: none"> <li>The project will improve the existing visual amenity of the site and surrounding area by incorporating design elements and landscaping</li> </ul>	<ul style="list-style-type: none"> <li>Local community</li> <li>Local businesses</li> </ul>
<b>Current environment</b>	
<p>The site is occupied by a large at-grade car park for Qantas staff that includes an industrial shed for storage of spare aviation parts, a substation, gatehouse, Sydney Water Asset (open drain) with driveways over it, the Qantas catering facility and Qantas' tri-generation plant. The site is fenced, and the car park dominates the streetscape on King Street.</p>	
<b>Proposal</b>	
<p>The flight training centre will contain the emergency procedures hall, flight training centre, teaching spaces and office space. The proposal also includes the construction of a multideck car park for staff and visitors to the site.</p> <p>The proposed flight training centre development will be a low scale building achieving an appropriate height and scale for the existing streetscape. It proposes design and facade treatments that are appropriate for the light industrial nature of the locality.</p> <p>The multideck car park will be located adjacent the existing Qantas tri-generation plant. The car park proposes 13 levels of car parking and has been located internally within the site to reduce its impact on the public domain. The car park will use finishes to improve ventilation, therefore reducing the need for bulky ventilation units on the roof of the car park. The car park will incorporate perimeter landscaping of ground vegetation and climbers for aesthetic improvements.</p> <p>Additional landscape treatments are proposed throughout the site that include perimeter landscaping to partially screen the development and internal landscaping to provide clear permeability for pedestrian movements moving through the site. The landscaped elements will introduce improved visual amenity to the site.</p>	
<b>Planned management measures</b>	
<ul style="list-style-type: none"> <li>Ongoing management of landscaping and lighting for enhanced amenity. Management might include cutting back tree canopies, clearing groundcovers to road verges and maintaining lighting.</li> </ul>	
<b>Residual impact</b> (considering management measures)	
<p>The project will transform an at-grade car park that is unmaintained and in some disrepair. The project proposes a design that is appropriate to the streetscape. The car park is setback from King Street and located within the site to reduce its impact on the public domain.</p> <p>The project proposes materials and finishes that will improve the visual aesthetics of the site, however remaining appropriate to the light industrial setting. This combined with perimeter landscaping and</p>	

Description of impact	Impacted groups
landscaped elements to the car park to provide partial screening and visual interest. The project is expected to have an improvement to the visual amenity of the locality.	

#### 9.1.4. Safer pedestrian movements and car parking

Description of impact	Impacted groups
<ul style="list-style-type: none"> <li>The project includes the construction of a secure, multi storey car park and good pedestrian pathways that will improve the current site conditions for the safety of users.</li> </ul>	<ul style="list-style-type: none"> <li>Local community</li> <li>Local businesses</li> </ul>
<b>Current environment</b>	
<p>The existing site is dominated by an at grade car-park that contains informal landscaping and there is evidence of rubbish dumping and some disrepair.</p> <p>Analysis of crime data indicates that Mascot has higher rates of 'steal from motor vehicle' and 'motor vehicle theft' compared with Bayside LGA. Crime data also indicates that the area is a hotspot for 'break and enter non-dwelling'.</p>	
<b>Proposal</b>	
<p>The proposal will improve the safety of the local environment through improving the streetscape, increasing perimeter activation and will implementing improved access and safety controls that will benefit pedestrians and motorists utilising the car park.</p> <p><i>Pedestrian safety</i></p> <p>The proposal has considered the safety of pedestrians, bicycle, car and private bus movements within a network of internal roads and pathways. The project will deliver bus stops and drop off-zones to minimise potential conflict between vehicles and pedestrians, and dedicated pedestrian and cycle pathways to provide safe movements for these users. Landscaping treatments are proposed around the perimeter and throughout the facility that will create a more attractive urban environment for users of the site.</p> <p><i>Car parking safety</i></p> <p>The existing car park will be replaced by a consolidated multi-storey car park that will use access control measures to provide a secure parking environment. The car park is located away from the perimeter of the site to activate the street frontage along King Street to increase surveillance. The proposal also includes secure bicycle parking at the ground floor level of the car park.</p>	
<b>Planned management measures</b>	
<ul style="list-style-type: none"> <li>Implement mitigation measures outlined in the CPTED Assessment prepared by Urbis.</li> </ul>	
<b>Residual impact</b> (considering management measures)	
<p>The project will improve the current condition of the site including design and landscaping elements that will improve the appearance of the site and streetscape, increase perimeter activation for casual surveillance and implement access and safety control measures to improve safety on the site. The project will have a positive impact for pedestrians and users of the car park.</p>	

## 9.2. NEGATIVE IMPACTS

### 9.2.1. Increased traffic and car parking

Description of impact	Impacted groups
The proposal includes a multideck car park for 2,059 car spaces. Increasing car park traffic at the site has potential to increase vehicle movements in the surrounding road network, impact on local intersections and cause delays.	<ul style="list-style-type: none"> <li>Local community</li> <li>Local businesses</li> <li>Air services</li> <li>Bayside LGA</li> </ul>
<b>Current environment</b>	
<p>The site comprises an at-grade car park containing approximately 580 car spaces for Qantas Staff. The site has access via King Street along the southern boundary of the site.</p> <p><i>Road network</i></p> <p>RMS are proposing road infrastructure improvements to the region that include Gateway as well as modifications to nearby intersections as part of the Mascot Intersection Upgrades.</p> <p>Colston Budd Rogers &amp; Kafes assessed the current level of traffic in the local road network. With road upgrades currently under construction or proposed, the road network generally operates at a satisfactory level of service in peak periods. Traffic congestion within other parts of the road network such as the M5 Motorway, General Holmes Drive and Southern Cross Drive can divert traffic accessing the airport, resulting in delays at intersections surrounding the site.</p> <p><i>Public Transport</i></p> <p>The site is accessible by public transport. It is approximately 300 metres south of Mascot train station and Sydney busses operate a number of services along Bourke Road, Coward Street and O’Riordan Street. Qantas also operate their own bus service connecting the corporate campus with the airport terminals.</p> <p><i>Pedestrian and Cycle</i></p> <p>The site is serviced by pedestrian and cycle networks that link the existing corporate campus with pedestrian pathways and a cycle overpass via Qantas Drive.</p>	
<b>Proposal</b>	
<p>The proposal includes a multideck car park consisting of 2,059 car spaces. The multideck car park will replace parking spaces lost on the site to accommodate the flight training centre. It will also accommodate the potential future loss of car parking within the corporate campus as a result of lease expiries of existing car parking areas being in the future.</p> <p>The 2,059 space multideck car park is expected to increase car parking in the corporate campus by 8 spaces. Colston Budd Rogers &amp; Kaffes consider the greatest increase on surrounding roads will be on King Street, Qantas Drive and O’Riordan Street. However, it is noted that the traffic generated at the site is not a result of additional traffic in the area, only a redistribution of existing traffic.</p> <p>The operation of surrounding intersections has been analysed using SIDRA of the proposed development and considering future RMS road and infrastructure improvements. The analysis found that with road upgrades the surrounding road network would accommodate the traffic generated by the proposed</p>	

development. Surrounding intersections are expected to operate at satisfactory or at better levels of service at peak periods.

#### Planned management measures

- The Traffic Report prepared by Coston Budd Rogers & Kaffes relies on the planned road improvements identified by RMS with the Gateway and Mascot Intersection Upgrades.
- Preparation of a Travel Plan in accordance with recommendations made by Colston Budd Rogers & Kaffes Traffic Report to encourage Qantas staff to travel by alternate modes of transport other than private vehicles.
- Implement mitigation measures outlined in the CPTMP prepared by Colston Budd Rogers & Kaffes.

#### Recommendation

- Consider staggering business hours for staff and training times for the flight training centre to reduce potential increases in traffic during peak periods.

#### Residual impact (considering management measures)

Traffic generated by the proposed 2,059 space multideck car park has been analysed by Colston Budd Rogers & Kaffes. The SIDRA analysis undertaken for the proposal considers the future road and infrastructure upgrades. Given that the proposal does not increase the number of staff, and proposed car parking will replace spaces lost spaces at the existing site and to accommodate future car parking demand, the assessment found that the proposal would have a neutral impact on the local road networks.

The location of the site provides opportunities for people to travel to the site by other means than private vehicle and with the implementation of a Travel Plan, staff may be encouraged to take alternate modes of transport to the site.

### 9.2.2. Reduced amenity during construction

Description of impact	Impacted groups
<ul style="list-style-type: none"> <li>• Construction of the project has potential to create temporary negative impacts to local amenity and cause disruptions to the immediate locality.</li> </ul>	<ul style="list-style-type: none"> <li>• Local community</li> <li>• Local businesses</li> <li>• Bayside LGA residents</li> </ul>
<b>Current environment</b>	
<p>The site is currently used as a car park and is located within the Qantas corporate campus containing Qantas business units and various airport hotels. There is currently no construction occurring on site. Road and rail construction for Gateway commenced in early 2019 and is expected to begin along Qantas Drive by mid to late 2019.</p>	
<b>Proposal</b>	
<p>Construction impacts are expected to result from demolition of existing structures on site, excavation and construction of the flight training centre and multideck car park.</p> <p>The development proposes accelerated construction hours of 6am to 8pm Monday to Sunday due to the critical nature of the project. The built structures on site will be constructed of prefabricated walls, colorbond</p>	

and galvanised steel. Using building materials that have been prefabricated and quick to out in place will further reduce construction time.

It is likely that there will be a reduced level of local amenity as a result of noise and vibrations during the demolition and excavation stage of development. However, the Construction Management Plan (CMP) states that noise and vibrations will be in accordance with the Protection of the Environment Operations Act 1997 and Bayside Council's requirements.

Construction Pedestrian and Traffic Management Plan (CPTMP) has been considered and proposed mitigation measures to reduce construction impacts on the local community.

#### **Planned management measures**

- Implementation of a CMP And CPTMP to implement strategies to reduce impacts of construction.

#### **Residual impact** (considering management measures)

The reduced amenity during construction is expected to be a low, negative impact limited to the construction period. With the implementation of management measures in the CMP and CPTMP, this will likely result in a neutral negative impact.

### **9.2.3. Removal of significant trees**

Description of impact	Impacted groups
<ul style="list-style-type: none"> <li>• Construction of the project will require removal of some trees on site that hold important landscape characteristics to the local area.</li> </ul>	<ul style="list-style-type: none"> <li>• Local community</li> <li>• Bayside LGA</li> </ul>
<b>Current environment</b>	
<p>The site is bound by informal landscaping and contains some small trees and shrubs within the site. As discussed in the Arboricultural Assessment prepared by the Ents Tree Consultancy, some of the trees located on site are considered to be important local trees due to their amenity and function in the contextual setting of the site. Maintaining these trees is considered important in maintaining the landscape character of the local area.</p>	
<b>Proposal</b>	
<p>The trees nominated to remain will be retained using sympathetic building activities to allow the works to proceed. Options for the management of trees to be retained will be in accordance with Australian Standard AS4970 2009 Protection of Trees on Development Sites.</p>	
<p>The Arboricultural Impact Assessment outlines a plan of management for the trees. There are 120 tree groups identified within the Arborist Assessment that will include a combination of removal and replacement for trees that are in poor condition, and protection with precautionary construction methods for trees proposed to be retained.</p>	
<b>Planned management measures</b>	
<ul style="list-style-type: none"> <li>• Implementation of recommendations contained within the Arboricultural Assessment prepared by the Ents Consultancy.</li> </ul>	

**Description of impact****Impacted groups****Residual impact** (considering management measures)

The Arborist Assessment includes mitigation strategies to retain as many trees on site as is practical to keep the vegetated landscape that is characteristic of the local area. Where it is not possible to retain trees, or the existing trees are in poor condition it is proposed to remove and replace them with a suitable alternate. It is expected that with mitigation measures proposed that replacing any trees on site will have a neutral impact on the local streetscape and landscape character.



# CONCLUSION

This Social Impact Assessment (SIA) has been undertaken to assess the potential social impacts of the proposal.

Based on the assessment in this report, it is expected the proposal will deliver long term positive impacts for the region, NSW and Australia at a national scale. The proposal will allow Qantas to continue to meet their legislative requirements prescribed by CASA, therefore enabling their business operations to function. Qantas contributes significantly to the economy and direct and indirect employment opportunities within NSW. In addition, the relocated flight training centre will facilitate the construction of Gateway which is anticipated to support future growth and to have significant benefits to transport within the area.

The proposal will enhance the visual appearance of the site and improve activation of the streetscape and site. Through increased activation of the site, this has potential to increase opportunities for casual surveillance and the perception of increased safety for Qantas staff and the local community.

## 9.3. RECOMMENDATIONS

Consider staggering business hours for staff and training times for the flight training centre to reduce potential increases in traffic during peak periods.

# DISCLAIMER

This report is dated 23 April 2019 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd's (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of QANTAS (**Instructing Party**) for the purpose of Social Impact Assessment (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events, the likelihood and effects of which are not capable of precise assessment.

All surveys, forecasts, projections and recommendations contained in or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report, and upon which Urbis relied. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

In preparing this report, Urbis may rely on or refer to documents in a language other than English, which Urbis may arrange to be translated. Urbis is not responsible for the accuracy or completeness of such translations and disclaims any liability for any statement or opinion made in this report being inaccurate or incomplete arising from such translations.

Whilst Urbis has made all reasonable inquiries it believes necessary in preparing this report, it is not responsible for determining the completeness or accuracy of information provided to it. Urbis (including its officers and personnel) is not liable for any errors or omissions, including in information provided by the Instructing Party or another person or upon which Urbis relies, provided that such errors or omissions are not made by Urbis recklessly or in bad faith.

This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.



# APPENDIX A      DEMOGRAPHICS

Demographic table – 2016 ABS Census data

Data item	Mascot	Botany Bay LGA	Greater Sydney (GCCSA)
Population	14,772	46,654	4,823,991
Median age	32	35	36
Average people per household	2.7	2.7	2.8
<b>Age distribution (%)</b>			
Aged 0-4	5.9	6.2%	6.4%
Aged 5-9	4.1	5.7%	6.4%
Aged 10-14	3.3	5.0%	5.8%
Aged 15-19	5.7	5.7%	6.0%
Aged 20-24	10.5	8.1%	7.1%
Aged 25-29	14.8	9.4%	7.9%
Aged 30-34	12.8	9.3%	8.1%
Aged 35-39	9.2	8.0%	7.4%
Aged 40-44	6.6	7.3%	7.1%
Aged 45-49	5.3	6.5%	6.7%
Aged 50-54	5.0	6.0%	6.3%
Aged 55-59	4.5	5.1%	5.8%
Aged 60-64	3.7	4.4%	5.0%
Aged 65-69	2.6	3.8%	4.4%
Aged 70-74	2.0	3.2%	3.3%
Aged 75-79	1.8	2.6%	2.4%
Aged 80-84	1.3	1.8%	1.8%
Aged 85+	0.9	1.6%	2.0%
<b>Country of birth and Indigenous identification (%)</b>			
Australia	41.3%	48.6%	57.1%
China	10.6%	5.8%	4.7%

Data item	Mascot	Botany Bay LGA	Greater Sydney (GCCSA)
Indonesia	6.6%	3.9%	0.6%
Philippines	2.7%	2.3%	1.5%
Aboriginal or Torres Strait Islander	1.2%	1.7	1.5%
<b>Language spoken at home (%)</b>			
English only	42.9%	49.2%	58.4%
Mandarin	10.7%	5.8%	4.7%
Indonesian	6.7%	4.2%	0.6%
Cantonese	3.9%	2.8%	2.9%
<b>Family composition (%)</b>			
Couple family without children	42.7%	33.6%	33.4%
Couple family with children	41.6%	47.6%	49.5%
One parent family	12.4%	16.0%	15.2%
Other family	3.3%	2.9%	1.8%
<b>Household composition (%)</b>			
Family households	68.4%	69.9%	73.6%
Lone person households	20.2%	23.0%	21.6%
Group households	11.6%	7.1%	4.7%
<b>Dwelling structure (%)</b>			
Separate house	31.9%	33.4%	56.9%
Semi-detached	6.4%	13.2%	14.0%
Flat or apartment	60.7%	52.2%	28.1%
Other dwelling	0.3%	0.7%	0.6%
<b>Tenure (%)</b>			
Owned outright	21.1%	24.2%	29.1%
Owned with mortgage	28.4%	28.5%	33.2%

Data item	Mascot	Botany Bay LGA	Greater Sydney (GCCSA)
Rented	47.5%	43.6%	34.1%
Other tenure type	0.4%	0.6%	0.9%
<b>Occupation (%)</b>			
Professionals	25.6%	22.4%	26.3%
Technicians and Trades Workers	11.4%	12.2%	11.7%
Clerical and Administrative Workers	14.8%	15.3%	14.6%
Managers	14.0%	12.8%	13.7%
Sales Workers	9.1%	9.7%	9.0%
Labourers	8.1%	8.5%	7.5%
Community and Personal Service Workers	10.5%	10.8%	9.6%
Machinery Operators and Drivers	4.9%	6.4%	5.6%
<b>Income (\$)</b>			
Median personal weekly income	\$806	\$720	\$719
Median family weekly income	\$2,103	\$1,921	\$1,988
Median household weekly income	\$1,955	\$1,626	\$1,750
Unemployed	5.2%	5.6%	6.0%
<b>Level of highest educational attainment (%)</b>			
Year 9 or below	5.5%	7.3%	7.1%
Year 10	6.3%	8.3%	9.4%
Year 11	2.1%	2.7%	3.1%
Year 12	21.0%	19.8%	17.3%
Certificate level I-IV	10.1%	11.6%	12.2%



Data item	Mascot	Botany Bay LGA	Greater Sydney (GCCSA)
Advanced Diploma and Diploma level	9.0%	9.1%	9.3%
Bachelor Degree level and above	33.7%	27.0%	28.3%
<b>Motor vehicles (%)</b>			
None	15.8%	15.3%	11.1%
1 motor vehicle	46.7%	42.6%	37.1%
2 motor vehicle	27.2%	28.6%	32.8%
3 or more vehicles	7.3%	9.6%	15.7%

## Socio Economic Indexes for Areas (SEIFA)

The Socio-Economic Indexes for Areas (SEIFA) has been developed by the Australian Bureau of Statistics (ABS) to provide an overview of social and economic wellbeing and welfare of communities across a range of spatial scales. Four indices have been developed:

- Index of Relative Socio-Economic Disadvantage: focuses primarily on disadvantage, and is derived from Census variables like low income, low educational attainment, unemployment, and dwellings without motor vehicles.
- Index of Relative Socio-Economic Advantage and Disadvantage: is a continuum of advantage (high values) to disadvantage (low values), and is derived from Census variables related to both advantage and disadvantage.
- Index of Economic Resources: focuses on financial aspects of advantage and disadvantage, using Census variables relating to residents' incomes, housing expenditure and assets.
- Index of Education and Occupation: includes census variables relating to the educational attainment, employment and vocational skills.

**Scores:** A lower score indicates that an area is relatively disadvantaged compared to an area with a higher score. The area with the lowest score is given a decile of 1, the area with the second lowest score is given a decile of 2 and so on, up to the area with the highest score is given the highest decile.

Table 4 – SEIFA Index, 2016

	<b>Advantage and Disadvantage</b>	
	Score	Decile
Botany Bay LGA	1028	9
Mascot	1073	9

# **APPENDIX B      POPULATION PROJECTIONS**

Population projections for Botany Bay LGA.

<b>Botany Bay LGA</b>	<b>Year</b>						
	<b>2016</b>	<b>2021</b>	<b>2026</b>	<b>2031</b>	<b>2036</b>	<b>% of 2036 population</b>	<b>% change 2016 - 2036</b>
Aged 0 to 4	3,300	4,150	4,750	4,650	4,550	6.3%	2.6%
Aged 5 to 9	2,950	3,650	4,050	4,450	4,400	6.1%	3.0%
Aged 10 to 14	2,550	3,200	3,600	3,900	4,250	5.8%	3.5%
Aged 15 to 19	2,450	3,000	3,400	3,750	4,000	5.5%	3.2%
Aged 20 to 24	3,150	3,550	3,700	3,950	4,300	5.9%	2.4%
Aged 25 to 29	3,950	4,650	4,400	4,400	4,650	6.4%	1.4%
Aged 30 to 34	4,450	5,400	5,200	4,900	4,950	6.8%	1.0%
Aged 35 to 39	4,050	5,550	5,700	5,400	5,250	7.2%	2.5%
Aged 40 to 44	3,700	4,650	5,550	5,600	5,350	7.4%	3.4%
Aged 45 to 49	3,250	3,950	4,550	5,300	5,350	7.4%	4.3%
Aged 50 to 54	2,850	3,400	3,900	4,350	5,050	6.9%	4.5%
Aged 55 to 59	2,500	2,950	3,350	3,750	4,150	5.7%	3.4%
Aged 60 to 64	2,350	2,650	3,000	3,300	3,700	5.1%	2.8%
Aged 65 to 69	2,000	2,400	2,650	2,950	3,250	4.5%	2.6%
Aged 70 to 74	1,750	2,050	2,350	2,600	2,900	4.0%	2.4%
Aged 75 to 79	1,350	1,700	1,950	2,250	2,500	3.4%	2.4%
Aged 80 to 84	950	1,200	1,500	1,700	2,000	2.8%	2.2%
Aged 85 +	950	1,200	1,450	1,800	2,200	3.0%	2.6%
Total persons	48,450	59,300	65,000	68,950	72,700	-	50.1%
Change	-	10,850	5,700	3,950	3,750	-	-
Growth rate (%)	-	4.1%	1.8%	1.2%	1.1%	-	-

Source: 2016 ABS Census data, Department of Planning and Environment

**APPENDIX C      CRIME DATA**

Table 5 – Crime rates per 100,000 people (October 2016 to September 2018)

<b>Crime type</b>	<b>Mascot</b>	<b>Bayside LGA</b>	<b>NSW</b>
Assault – domestic violence related	273.6	333.0	367.2
Assault – non-domestic violence related	407.2	274.7	415.0
Break and enter – dwelling	171.8	208.6	361.3
Break and enter – non-dwelling	120.9	64.3	139.0
Liquor offences	25.5	24.9	141.4
Malicious damage to property	750.8	599.2	794.8
Motor vehicle theft	273.6	138.3	172.0
Steal from dwelling	216.3	191.7	259.3
Steal from motor vehicle	515.4	345.7	504.9
Steal from persons	292.7	63.1	60.1
Steal from retail store	229.1	220.8	314.8

Source: BOCSAR

The following table contains the two-year crime trends for Bayside LGA and NSW. BOCSAR does not calculate crime trends at a suburb level.

Table 6 – Two-year crime trends (October 2016, September 2018)

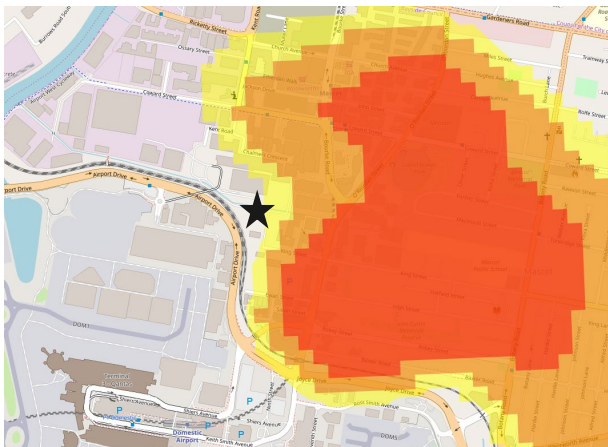
<b>Crime type</b>	<b>Bayside LGA</b>	<b>NSW</b>
Assault – domestic violence related	Stable	Stable
Assault – non-domestic violence related	Stable	Stable
Break and enter – dwelling	Stable	-2.9%
Break and enter – non-dwelling	Stable	-4.1%
Liquor offences	Stable	Stable
Malicious damage to property	Stable	-3.6%
Motor vehicle theft	Stable	-3.2%
Steal from dwelling	-10.8%	-3.5%

<b>Crime type</b>	<b>Bayside LGA</b>	<b>NSW</b>
Steal from motor vehicle	Stable	-2.8%
Steal from persons	Stable	-8.4%
Steal from retail store	Stable	Stable

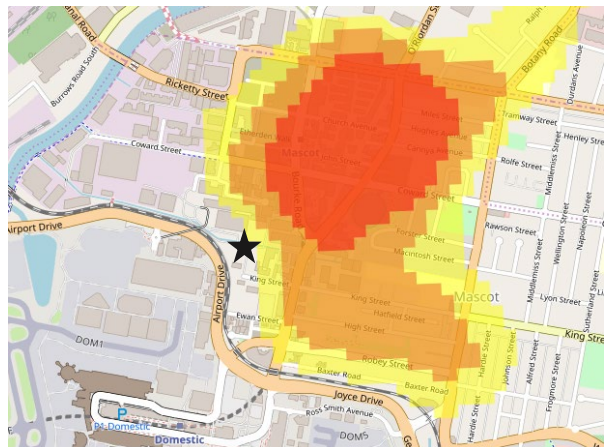
BOCSAR publishes 'hotspot' maps to illustrate areas of high crime density relative to crime concentrations across NSW. The maps overleaf show that there are hot spots for a range of crimes in the vicinity of the subject site, including incidents of domestic assault, theft (break & enter dwelling and break & enter non-dwelling, motor vehicle theft, steal from motor vehicle and malicious damage to property.



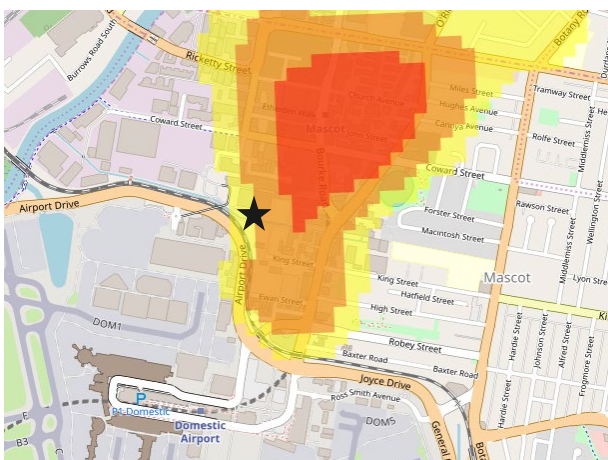
Figure 4 – Crime hotspots, October 2017 – September 2018. Site indicated by star. Source: BOCSAR



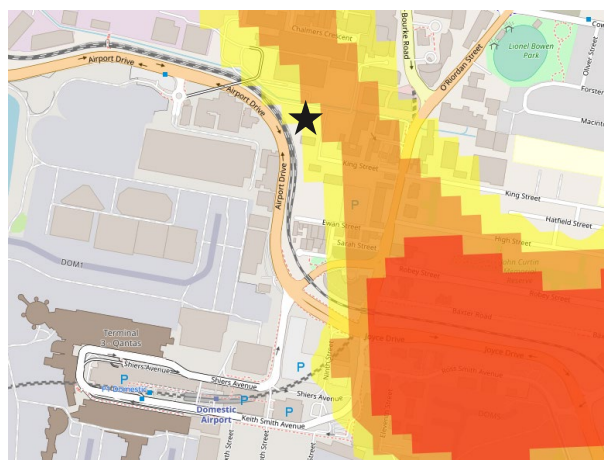
Picture 7 – Incidents of domestic assault



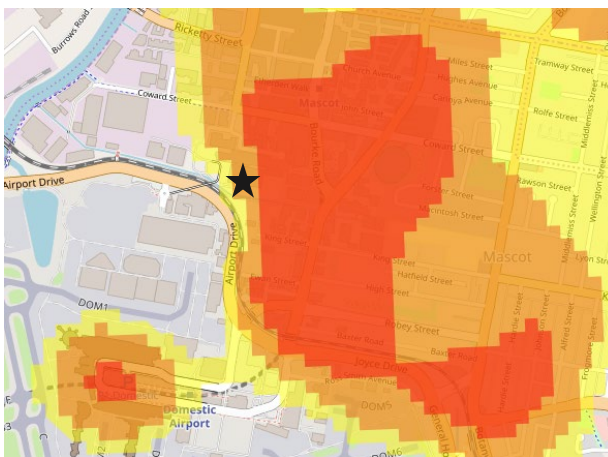
Picture 8 – Incidents of theft (break & enter dwelling)



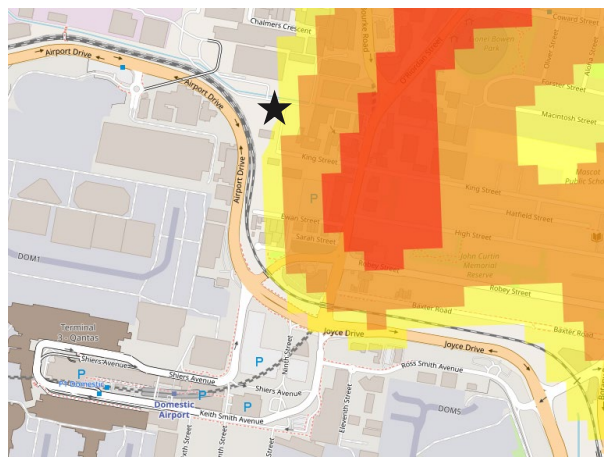
Picture 9 – Incidents of theft (break & enter non-dwelling)



Picture 10 – Incidents of motor vehicle theft



Picture 11 – Incidents of steal from motor vehicle



Picture 12 – Incidents of malicious damage to property



# APPENDIX D      POLICY REVIEW

## A Metropolis of Three Cities – The Greater Sydney Region Plan

A Metropolis of Three Cities – the Greater Sydney Region Plan (2018) (the Regional Plan) sets a 40-year vision (to 2056) and establishes a 20-year plan to manage growth and change for Greater Sydney in the context of social, economic and environmental matters. The Project is located within the Eastern Harbour City.

The Regional Plan identifies that passenger trips at the Airport are forecast to grow from 37 million to 74 million passengers by 2033. It is critical that Qantas have an operational flight training centre to ensure they can service the growing demand for Australia as an international tourism location, and Regional Financial Centre for the Asia-Pacific Region.

Objective 1. Infrastructure supports the three cities – The Project has arisen in response to RMS' Gateway Project. It is acknowledged and accepted that as a growing city Sydney's road and rail infrastructure will invariably need to be upgraded or added to in order to safe-guard future growth. Qantas support RMS's investment in road and rail infrastructure to support the three cities but in doing so must not be unduly impacted operationally. The relocation of their existing flight training centre from the Jetbase onto their own land adjacent to the Airport will enable Qantas Drive to be widened as part of Gateway. Absent for Gateway, Qantas would not be moving from their existing flight training centre.

Objective 16. Freight and logistics network is competitive and efficient – The Region Plan recognizes that retaining internationally competitive operations at both the Airport and Port Botany is vital to the productivity of the NSW economy. A key objective of the Region Plan is to prevent development that would impact or jeopardise the operations of both the Airport and Port Botany. The Gateway Project will help ensure that transport networks continue to support the needs of the Nationally significant Airport and Port Botany. However, the construction timetable for Gateway must be cognisant of Qantas' ability to operate as an airline, and upon which a continually operational flight training centre is critical.

## Eastern City District Plan

Eastern City District Plan (2018) (the District Plan) gives effect to the Regional Plan and provides more detailed guidance for the LGA areas of Bayside, Burwood, City of Canada Bay, City of Sydney, Inner West, Randwick, Strathfield, Waverley and Woollahra.

The site is located within the identified Green Square-Mascot Strategic Centre and is adjacent to and is inter-dependent with the Airport trade gateway.

### Infrastructure

The following three Planning Priorities have been identified as being most relevant to the Project:

Planning Priority E1 – Planning for a city supported by infrastructure

The Project seeks to ensure that the delivery of a key piece of city-shaping infrastructure (the Gateway Project) does not inadvertently impair the operations of a key piece of Nationally significant infrastructure (the Airport).

Planning Priority E9 – Growing international trade gateways

The District Plan recognises that it is critical to protect the Airport's function as an international gateway for passengers and freight, and to support airport-related land uses and infrastructure in the area around the Airport.

Planning Priority E9 gives effect to Objective 16 of the Region Plan and is supported by identified Actions. The Project will help realise Action 31. Protect and grow the trade gateways by:

*j. protecting Sydney Airport's function as an international gateway for passengers and freight, and support airport-related land uses and infrastructure in the area around the Airport; and*

*k. facilitating road planning to connect Sydney Airport to WestConnex*

The need for the Project has arisen as a direct result of the Gateway Project, which is intended to realise Action 31.k. which relates to facilitating road planning to connect Sydney Airport to WestConnex.

## Employment

Metropolitan and strategic centres provide 50 per cent of all Greater Sydney's jobs and therefore play a significant role in providing jobs close to home. When larger local centres are considered, this increases to 68 per cent. Facilitating the growth of new metropolitan, strategic and local centres will be an important outcome in growing jobs.

Beyond the Sydney CBD, Sydney Airport and Port Botany are international trade and transport gateways. It is with the support of these places that the Harbour CBD continues to be competitive in a global market. More than 55 per cent of all jobs in the District are in the Harbour CBD. A further 20 per cent of jobs are within the trade gateways and strategic centres of Port Botany, Sydney Airport, Burwood, Bondi Junction, Eastgardens-Maroubra Junction, Green Square-Mascot, Randwick and Rhodes. Job targets for strategic centres will guide councils and State agencies to the potential scale of growth and inform land use and infrastructure planning.

## Housing and Population Growth

The NSW Department of Planning and Environment's projections of population and household growth in the Eastern City District translate to a need for an additional 157,500 homes between 2016 and 2036.

New housing must be in the right places to meet demand for different housing types, tenure, price points, preferred locations and design. Housing supply must be coordinated with local infrastructure to create liveable, walkable neighbourhoods with direct, safe and universally designed pedestrian and cycling connections to shops, services and public transport. This means that some areas are not appropriate for additional housing due to natural or amenity constraints, or lack of access to services and public transport.

## NSW Long Term Transport Master Plan 2012

Future Transport Strategy 2056 is the NSW Government's update of the 2012 NSW Long Term Transport Master Plan and was finalised on 18 March 2018.

The Greater Sydney Services and Infrastructure Plan is Transport for NSW's 40-year plan for transport in Sydney. It is designed to support the land use vision for Sydney as identified in the Region Plan and District Plans. Building on the state-wide transport outcomes identified in the Future Transport Strategy 2056, the Plan establishes the specific outcomes transport customers in Greater Sydney can expect and identifies the policy, service and infrastructure initiatives to achieve these.

The focus of the plan is to enable people and goods to move safely, efficiently and reliably around Greater Sydney. Additionally, the plan recognises the contribution of the transport system on the economy. Sydney Airport and Port Botany are critical international gateways helping to move people and goods and ultimately contributing to NSW's economy. The Gateway Project intends to support a more efficient connection, reduce travel time to Sydney's airport and take pressure off local roads by increasing rail freight. The development of this critical road infrastructure will directly impact Qantas' existing flight training facility, requiring the relocation and construction of a new flight training facility.

The Project is aligned with outcomes identified in the Future Transport Strategy 2056 by ensuring that Sydney Airport and Port Botany are able to maintain their functionality and cater for future demand. The Gateway Project is recognised as critical road infrastructure to strengthen links to key international gateways. However, this should not impact on Qantas' ability to operate, which would equally have far-reaching economic consequences.

## State Infrastructure Strategy 2018-2038

State Infrastructure Strategy 2018-2038 was released by Infrastructure NSW on 18 March 2018 to accompany the Region Plan, Transport Strategy and District Plans.

This 20-year Strategy sets out Infrastructure NSW's independent advice on the current state of NSW's infrastructure and the needs and priorities over the next 20 years. It looks beyond the current projects and identifies policies and strategies needed to provide infrastructure that meets the needs of a growing population and a growing economy. The Strategy is set out in three parts, this being, Strategic Directions, Geographic Directions, and Sectors.

The NSW Geographic infrastructure directions outline the importance of infrastructure networks as the foundation of the economy, including international gateways. This includes improving access and prepare for growth to international gateways and support the visitor economy, including overseas tourism. The proposed development will meet these directions by maintaining the operation of Australia's flag carrier and largest



airline. The Project will train Australian pilots and cabin crew and contribute to the continued growth of Sydney Airport as an international gateway.

## **Botany Bay Planning Strategy 2031**

The Botany Bay Planning Strategy 2031 addresses the Draft East Subregional Strategy dwelling and job targets and provides a framework for growth and development to 2031.

An audit of employment lands found Botany Bay LGA contains a significant portion of industrial land uses that service the LGA and East Subregion. These include urban services and local light industrial / urban support land uses. It is recognised that more than 50% of the LGA is located within the aircraft noise contours of ANEF 25 and higher, making residential development on such land unacceptable by Australian Standards. Botany and Mascot are both located within the ANEF 25 contour.

The Strategy acknowledges that a majority of jobs in the Botany Bay LGA are related to Airport and Port activities such as freight, warehouses, transport and logistics. Manufacturing jobs are decreasing, though remain important to the local economy. Office jobs are increasing. Retail, service and some light industrial jobs are related to the local and subregional populations.

Maintaining Sydney Airport as a global gateway is highlighted as an important strategy in the document as the airport is a major economic asset. The airport also generates a significant amount of offsite land demand within Botany Bay LGA. The Mascot Station precinct has potential as a business orientated Airport gateway is stated to be unfulfilled. Objectives of the Sydney Airport as a Global Gateway include:

- Protect existing employment near the Airport for related activity
- Support the development of new offsite employment locations near the airport to accommodate the growth in demand for Airport-related activity.
- Develop the Mascot Station precinct as a major city / Airport gateway
- Ensure Airport activities do not compromise residential amenity

## **Bayside Community Strategic Plan 2018-2030**

The Bayside Council Community Strategic Plan sits at the top of Council's planning framework and Operational Plans. Guiding principles of the Community Strategic Plan include:

### **Social justice**

Social justice is recognition and action to support the rights of all people. All people have equal economic, social and cultural rights, regardless of gender, age, race, ethnicity, class, religion, disability or sexuality. Everyone should have the opportunity for personal development and be able to fully participate in society without discrimination. This plan is guided by the NSW Social Justice Strategy principles of access, equity, participation and rights.

- Access – there is fairness in the distribution of resources.
- Rights are recognised and promoted.
- People have fairer access to the economic resources and services essential to meet their basic needs and improve their quality of life.
- People have better opportunities for genuine participation and consultation on decisions that affect their everyday lives.

### **Resilient cities**

100 Resilient Cities (100RC) describes urban resilience as the capacity of individuals, communities, institutions, businesses, and systems within a City to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks it experiences. Bayside Council applies this framework to all of its medium and long term plans.

- The processes that promote effective leadership, inclusive decision-making, empowered stakeholders and integrated planning.
- Everyone living and working in the City has access to what they need to survive and thrive.



- The social and financial systems that enable urban populations to live peacefully, and act collectively.
- The man-made and natural systems that provide critical services, protect, and connect urban assets enabling the flow of goods, services, and knowledge.

### **Good Governance**

Good governance is having the best possible processes for Bayside Council's decision making.

- Accountability is a fundamental requirement of good governance. Local government has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.
- People should be able to follow and understand the decision-making process. This means that they will be able to clearly see how and why a decision was made – what information, advice and consultation council considered, and which legislative requirements (when relevant) council followed.
- Local government should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.
- A community's wellbeing results from all of its members feeling their interests have been considered by council in the decision-making process. This means that all groups, particularly the most vulnerable, should have opportunities to participate in the process.
- Local government should implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.
- Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision. This can happen in several ways – community members may be provided with information, asked for their opinion, given the opportunity to make recommendations or, in some cases, be part of the actual decision-making process.

# APPENDIX E      IMPACT SCOPING



## Positive Impacts

LEVEL OF IMPACT ▼	Facilitating Sydney Gateway ▼	Continued functioning of Qantas and economic benefit ▼	Improved visual amenity ▼	Safer pedestrian and car parking ▼
Duration	5	5	5	5
Extent	5	3	3	4
Severity	5	2	4	3
Sensitivity	4	4	4	4
<b>Overall consequence level</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>
Likelihood	Very likely	Likely	Likely	Likely
<b>Overall Impact Level</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>

## Negative Impacts

LEVEL OF IMPACT ▼	Increased traffic and car parking ▼	Reduced amenity during construction ▼	Removal of significant trees ▼
Duration	4	2	2
Extent	3	3	3
Severity	2	3	2
Sensitivity	2	2	2
<b>Overall consequence level</b>	<b>3</b>	<b>3</b>	<b>2</b>
Likelihood	Likely	Likely	Likely
<b>Overall Impact Level</b>	<b>Moderate</b>	<b>Moderate</b>	<b>Moderate</b>

## Social impact assessment

CONSEQUENCE LEVEL	CONSEQUENCE OF IMPACT			
	Duration	Extent	Severity	Sensitivity
Definition	The timeframe over which the impact occurs or the frequency of potential impacts.	The geographical area or the number of people affected.	The scale or degree of change from the existing condition as a result of the impact.	The extent to which people or an environment can adapt to or mitigate the impact.
<b>1 - Minimal</b>	Minimal or no impact.	Minimal or no geographical impact.	Minimal or no change.	Minimal or no impact.
<b>2 - Minor</b>	Impact occurring only during specific project phase.	Impact contained within the site boundary.	Minor change from existing environment.	Minor disturbance which be easily adapted to.
<b>3 - Moderate</b>	Impact occurring during life span of project.	Impact contained to the site boundary & surrounding street radius.	Moderate change from existing environment which will take some time and effort to reverse.	Moderate disturbance which can be adapted to with some effort.
<b>4 - Major</b>	Impact occurring during life span of project and initial operation.	Impact to high proportion of study area.	Major change from existing environment which will take significant time and effort to reverse.	Major disturbance which can be adapted to with significant effort and will result in some residue impact.
<b>5 - Extreme</b>	Ongoing impact for foreseeable future.	Impact to high proportion of population group (e.g. LGA) with ripple impacts to wider geographical areas.	Extreme change from existing environment which is unlikely to be reversed.	Extreme disturbance which is unlikely to be adapted to and will cause significant ongoing impact.







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