

22 October 2019p

Stephen O'Hora
Associate
Allen Jack + Cottier
79 Myrtle St
Chippendale NSW 2008

Dear Stephen,

Preliminary assessment, Community & Stakeholder Engagement for 90-102 Regent St, Redfern

As you are aware, Elton Consulting conducted community engagement for the 13-23 Gibbons St, Redfern student housing proposal in November-December 2018. During that process we became familiar with the local stakeholders, their perceptions of the proposed development of student accommodation in the area and other issues they identified.

Elton Consulting has also been engaged to conduct community and stakeholder engagement for the 90-102 Regent St student housing proposal, which is yet to begin. I note the two sites are located within 200m of each other and are, in fact, on the same block.

Given their close proximity and the reasonably recent experience of community engagement for the Gibbons St site, it could be expected that outcomes of community engagement for 90-102 Regent St would be similar to for 13-23 Gibbons St. Expected key themes responding to the proposed 90-102 Regent St site would include:

- » **Noise** - potential noise impacts on neighbouring properties once complete and tenanted
- » **Overshadowing** - overshadowing of properties to the south of the site and reduced amenity
- » **Security** – the possibility that future tenants would pose a security risk to surrounding residents

However, the 90-102 Regent Street proposal and community consultation:

- » may also identify different potential impacts and opportunities as individual stakeholder circumstances differ
- » would be of interest to stakeholders consulted during engagement on the 13-22 Gibbons Street proposal
- » would demonstrate the proponent's commitment to communications and engagement with the community.

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Given these factors, Elton Consulting recommends The Trust Company (Australia) conduct a community and stakeholder engagement program as outlined in the strategy submitted on 29 July, 2019 as part of the planning process. *(Please refer to the strategy document, following).*

Elton Consulting looks forward to working with you and the Allen Jack + Cottier team on the 90-102 Regent St project. Please let me know if you have any queries.

Yours sincerely,

A handwritten signature in black ink, consisting of a stylized 'C' followed by a long horizontal line that ends in a small hook.

Chris Larsen
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Redevelopment of 90-102 Regent Street, Redfern

Community and stakeholder engagement strategy to
support the Development Application process

Client: Allan Jack + Cottier for The Trust Company (Australia)
Limited ATF WH Regent Trust

Date: 29 July 2019

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Reviewed by	Brett Cox
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Date	29 July 2019
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Version	1
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1 Introduction

This strategy outlines Elton Consulting's community and stakeholder engagement approach to support the Development Application (DA) process for the redevelopment of 90-102 Regent Street, Redfern into student accommodation.

The strategy outlines:

- » known stakeholders, their likely concerns and how we will engage them
- » risks and opportunities, and management measures
- » key messages to be used in all engagement materials and activities
- » the nature and timing of engagement activities to be delivered.

Based on our discussions with the Trust Company (Australia) Limited ATF WH Regent Trust and Allen Jack + Cottier, we understand engagement will begin following the conclusion of all property acquisition for the site.

1.1 About the project

The Trust Company (Australia) Limited ATF WH Regent Trust proposes to redevelop 90-102 Regent Street, Redfern into student accommodation.

Preliminary design of the project is being finalised and will include:

- » demolition of existing buildings on the site
- » an 18-storey building with two podium levels (incorporating communal areas)
- » provision for around 418 student beds
- » a mix of services, retail (with customer access via Regent Street) and student housing administration on the ground floor
- » no provision for a basement or vehicle parking
- » widening of the footpath along William Lane. The final width will be greater than the requirements under the Redfern Urban Design Guidelines
- » delivery access via William Lane
- » input from an indigenous artist.

Allen Jack + Cottier has been engaged to provide architectural and project management services for the project's design and planning approvals process.

Planning approvals

The Trust Company (Australia) Limited ATF WH Regent Trust is currently seeking DA approval of the proposed redevelopment.

If approved, the project will be classified as a State Significant Development, with the NSW Department of Planning, Industry and Environment the approval authority.

The site is currently zoned B4 Business. There is an existing, unresolved Secretary's Environmental Assessment Requirements (SEARs) request attached to the site which proposes to change the zoning for mixed use. The Trust Company (Australia) Limited ATF WH Regent Trust will prepare a new planning proposal seeking to alter the permitted usage to allow student accommodation.

Property acquisition

Construction of the building requires acquisition of properties between 90 and 102 Regent Street.

Acquisition of properties between 92 and 102 Regent Street has been completed. Discussions continue between The Trust Company (Australia) Limited ATF WH Regent Trust and the current owner of 90 Regent Street, City of Sydney Council.

Concurrent projects

There are a number of housing projects in the immediate area which are at various stages of their planning approvals process. These are:

- » **13-23 Gibbons Street, Redfern:** a Wee Hur student housing proposal. A DA for the project has been submitted.
- » **Iglu Student Accommodation:** Iglu currently operates student housing at 66 Regent Street, Redfern and proposes to deliver more student housing at 80-88 Regent Street. The planning approval process for this proposal is underway.
- » **St George Community Housing (SGCH):** in 2017, SGCH and the City of Sydney purchased a site at 11 Gibbons Street, Redfern to build 160 affordable and social housing units.

2 Engagement approach

The objectives of Elton Consulting's engagement approach are to:

- » comply with the requirements of the SEARs for this project
- » gather feedback from stakeholders to inform the concept design and assist in finalising the documentation phase of the project
- » assist in facilitating the future planning approvals processes
- » reduce the risk of misinformation about potential project impacts, and demonstrate that these have been considered in planning and design
- » communicate the developer's commitment to transparency in the engagement, planning and development processes
- » establish a 'no surprises' approach so that stakeholders largely know what to expect during future planning approvals phases.

2.1 Stakeholder analysis

Engagement will focus on the site's immediate neighbours. This includes properties with an outlook towards the proposed redevelopment site, strata managers for adjacent multi-unit residential properties, businesses and landowners.

While Redfern is a suburb with considerable indigenous heritage, we understand from our discussions with The Trust Company (Australia) Limited ATF WH Regent Trust and Allen Jack + Cottier that the project site is not likely to require separate engagement with the indigenous community nor have indigenous heritage impacts.

Table 1 below provides an overview of stakeholders targeted by this strategy, their likely interests and how they will be engaged. A number of targeted stakeholders were engaged as part of the DA process for Wee Hur's proposed student housing development at 13-23 Gibbons Street, Redfern. Relevant issues raised from this previous round of engagement are considered below.

Table 1 Stakeholder analysis

Stakeholder	Likely interests	Engagement approach
Surrounding properties		
Strata management for 7-9 Gibbons Street, Redfern (mixed-use building)	<ul style="list-style-type: none"> » Construction impacts (including traffic, parking, access and noise) » Operational impacts including noise, parking on surrounding streets, visual amenity and tenant access 	<ul style="list-style-type: none"> » Initial 45-minute meeting with property owners and managers. Leave behind materials will be provided » Allen Jack + Cottier representative to attend meeting
Strata management for 157 Redfern Street, Redfern (mixed-use building)	<ul style="list-style-type: none"> » Overshadowing » Construction timeframe » Coordination with concurrent developments 	<ul style="list-style-type: none"> » Ongoing liaison via responses to enquiries and email updates as required
Iglu Student Accommodation, operators of student housing at 66 Regent Street, Redfern	<ul style="list-style-type: none"> » Construction timeframe and coordination with their proposed development » Overshadowing 	<ul style="list-style-type: none"> » Initial 45-minute meeting with property owner and manager. Leave behind materials will be provided

Stakeholder	Likely interests	Engagement approach
	<ul style="list-style-type: none"> » Construction impacts (including traffic, parking, access and noise) 	<ul style="list-style-type: none"> » Allen Jack + Cottier representative to attend meeting » Ongoing liaison via responses to enquiries and email updates as required
Richardson and Wrench Newtown, owners of 118 Regent Street, Redfern	<ul style="list-style-type: none"> » Need for and use of development » Overshadowing » Operational impacts including noise, parking on surrounding streets, visual amenity and tenant access 	<ul style="list-style-type: none"> » Initial 45-minute meeting with property owner and manager. Leave behind materials will be provided » Allen Jack + Cottier representative to attend meeting » Ongoing liaison via responses to enquiries and email updates as required
BP, 116 Regent Street, Redfern	<ul style="list-style-type: none"> » Maintenance of safe access to their site for deliveries and customers during construction » Other construction impacts, including work hours and noise 	<ul style="list-style-type: none"> » Initial 45-minute meeting with property owner and manager. Leave behind materials will be provided » Allen Jack + Cottier representative to attend meeting » Ongoing liaison via responses to enquiries and email updates as required
Strata management and residents of 1 Margaret Street 'Katia' complex	<ul style="list-style-type: none"> » Operational impacts including noise, parking on surrounding streets, visual amenity and tenant access » Operational management plan including tenancy agreements and security » Construction timeframe and impacts, including traffic, parking, access, noise and worker behaviour » Overshadowing » Impact of student housing on property prices » Stability of developer » Coordination with concurrent developments 	<ul style="list-style-type: none"> » Initial 45-minute meeting with property owner and manager. Leave behind materials will be provided » Allen Jack + Cottier representative to attend meeting » Ongoing liaison via responses to enquiries and email updates as required
11 Gibbons Street, Redfern. City of Sydney Council (site manager) and St George Community Housing (site developer)	<ul style="list-style-type: none"> » Overshadowing » External design » Construction timeframe » Operational management plan » Quality assurance of design and construction 	<ul style="list-style-type: none"> » Allen Jack + Cottier to continue to discuss potential concerns as part of its ongoing liaison with the City of Sydney » Elton Consulting to provide support as required

Stakeholder	Likely interests	Engagement approach
Landowners and tenants of properties on Regent Street, between Margaret and Redfern Streets, Redfern	<ul style="list-style-type: none"> » Construction timeframe and impacts, particularly traffic and access » Overshadowing » Operational management plan » Changes to access, traffic arrangements and parking once site is operational 	<ul style="list-style-type: none"> » Initial doorknock by Elton Consulting. Leave behind materials will be provided, including at properties where contact is not unsuccessful » Ongoing liaison via responses to enquiries and email updates as required
Community interest groups		
<p>REDWatch</p> <p>A community group interested in development in the area which covers the Sydney suburbs of Redfern, Eveleigh, Darlington and Waterloo</p>	<ul style="list-style-type: none"> » Building height and external design » Quality assurance of design and construction » Operational details, including affordability of housing once built 	<ul style="list-style-type: none"> » Initial 45-minute meeting with senior representative » Allen Jack + Cottier representative to attend meeting » Ongoing liaison via responses to enquiries and email updates as required
<p>North Eveleigh Info (formerly Stealing our Skies)</p> <p>A community group opposed to high rise development in North Eveleigh</p>	<ul style="list-style-type: none"> » Future of Salvation Army accommodation, currently using 90 Regent Street, Redfern » Approach for engagement with residents and property owners » Mechanisms and opportunities to provide feedback 	
Regulatory authorities		
City of Sydney Council	<ul style="list-style-type: none"> » Overshadowing » Maintenance of privacy of tenants in adjacent building » Crime Prevention Through Environmental Design (CPTED) » Operational impacts including noise, traffic, parking and access » Construction impacts, including to utilities, access to transport services, parking and traffic » Building design » Quality assurance of design and construction » Environmental impacts and management measures » Approach for engagement with residents and property owners, including mechanisms and opportunities to provide feedback 	<ul style="list-style-type: none"> » Allen Jack + Cottier will continue to manage engagement of City of Sydney, with Elton Consulting to provide support as required
<ul style="list-style-type: none"> » Government Architect NSW » Roads and Maritime Services 	<ul style="list-style-type: none"> » Impacts to utilities, access to transport services, parking and 	<ul style="list-style-type: none"> » Allen Jack + Cottier will manage engagement of these stakeholders, with Elton

Stakeholder	Likely interests	Engagement approach
» Sydney Coordination Office within Transport for NSW	traffic during construction and operation	Consulting to provide support as required
» Sydney Trains	» Building design	
» Sydney Metro	» Quality assurance of design and construction	
» The Office of Environment and Heritage	» Environmental impacts and management measures	
» Environment Protection Authority		
» Sydney Water		
» Local Aboriginal and community groups		
Engagement with these authorities is required under the SEARS for the project.		

2.2 Issues and opportunities

Key issues to be managed through this engagement strategy are outlined in the table below:

Table 2 Key project issues

Issue	Detail	Management measure
Stakeholder, community and media backlash over acquisition of 90 Regent Street, Redfern	<p>The site is currently used by the Salvation Army as crisis accommodation for youth who are homeless. It will be replaced by student housing rather than crisis or affordable housing.</p> <p>Whether and where crisis accommodation may be relocated are unknown to the project team.</p> <p>City of Sydney is managing communication with the Salvation Army and its tenants. As such, the project team is unsure what specific information is being provided.</p>	<p>» Allan Jack + Cottier to continue to manage ongoing liaison with City of Sydney. This should include discussion of what information is being provided to the Salvation Army and any plans for relocation of the housing.</p> <p>» Public communications materials to include that City of Sydney is liaising directly with the Salvation Army.</p>
Heightened activation of adjacent stakeholders and interest groups	<p>Elton Consulting has recently engaged a number of the targeted stakeholders listed in Section 2.1 above as part of the DA process for Wee Hur's 13-23 Gibbons Street, Redfern development. There are also a number of other developments planned in the area, including student housing.</p> <p>Further, there have been a number of recent media stories about poor quality high rise developments.</p> <p>This has likely resulted in a heightened state of focus on developments in the area, and could result in widespread opposition to the proposal.</p>	<p>» Undertake face-to-face engagement with the stakeholders again to reassure them that their concerns are being considered</p> <p>» Provide the greatest time possible for feedback to be provided.</p> <p>» Include known details of quality assurance processes in communications materials and engagement activities.</p>

Issue	Detail	Management measure
Stakeholder objections lodged based on concerns regarding overshadowing, operational impacts and construction impacts	Given that design of project is at an early stage, materials provided to stakeholders will be fairly high level and can provide only an indication of potential impacts.	<ul style="list-style-type: none"> » Use as many images as available in communications materials to demonstrate potential impacts. » Key messages to reassure stakeholders that feedback provided will be considered in the design development as much as possible and reasonable. » Consultation outcomes report and/or next stage of design to clearly state where changes have been made as a result of stakeholder feedback.
City of Sydney requests an extended engagement period	Stakeholder feedback received during DA engagement for Wee Hur's 13-23 Gibbons Street, Redfern development included requests for a longer engagement period.	<ul style="list-style-type: none"> » Provide stakeholders the greatest time possible for feedback. » Allan Jack + Cottier's ongoing liaison with City of Sydney to include updates on engagement and discussions about any perceived gaps. » Should an extended engagement be requested, propose that it can be incorporated into the next phase of the planning approvals process.

Opportunities from this proactive community engagement and communications process include:

- » a smoother transition to subsequent planning approvals phases
- » reduced risk of objections in subsequent engagement programs due to an understanding of the project's design, scope, timeframe and operations.

2.3 Key messages

The following key messages will be used in engagement activities and materials:

- » There is a shortage of dedicated student housing in areas close to educational facilities, particularly for out-of-area students. The proposed development will provide quality, purpose-built student housing to address this need.
- » The project's design will be sympathetic to occupants of neighbouring buildings, with shadowing kept to a minimum.
- » The Regent Street-facing aspect of the building will include retail, to ensure a seamless transition with the existing character of the area.
- » The developer is using this opportunity to improve the safety and comfort of William Street:
 - > The William Street footpath outside the development will be widened to ensure safe and comfortable pedestrian access.
 - > Design of the area of William Street adjacent to the development will include what is known as 'Crime Prevention Through Environmental Design'. These are measures that will ensure visibility and safe access for all community members.
 - > The final design will provide direct pedestrian access between Regent Street and William Street for all community members.

- » The developer is open to hearing concerns and suggestions from the local community. This feedback will be considered in the project's design development where possible and feasible. This engagement will continue throughout future stages of the project.
- » If approved, the project's construction management plan will include measures to minimise noise and impacts on traffic and parking.
- » Once completed, an operational management plan will be in place. The plan will clearly set out what is required from tenants, including access to the building and minimising noise. As part of their tenancy agreement, tenants will be required to comply with standards that ensure their wellbeing and safety, as well as that of neighbouring residents.
- » The Trust Company (Australia) Limited ATF WH Regent Trust is a reputable student housing operator with experience delivering similar buildings in other Australian markets. A number of quality assurances processes will be built in to the design and construction of the project.

2.4 Engagement activities

Elton Consulting will engage with stakeholders through a number of channels to provide appropriate opportunities for information and feedback. These are outlined below.

Meetings

Meetings will be offered to key stakeholders to provide an overview of the project and discuss specific concerns. Allan Jack + Cottier representatives will attend these meetings to ensure appropriate technical advice can be provided.

Doorknocks

Elton Consulting will doorknock properties in close proximity to the site to provide an overview of the project, gather initial feedback and advise how further feedback can be provided.

Communications materials

A presentation, FAQs document and 'leave behind' document will be prepared to support meetings and phone calls.

A 'sorry we missed you' card will also be developed, providing basic project and contact details and an invitation to respond. In addition to the 'leave behind' document, this will be used to support doorknocking.

These materials will provide an overview of the project, including the proposed design, usage, timelines, planning process and traffic and access impacts.

Elton Consulting understands that supporting materials required for the production of this collateral (such as images, graphics and artists' impressions) will be made available by Allen Jack + Cottier. Effective engagement will rely on the availability of reasonably well-developed initial design concepts to show stakeholders.

Community information email

Elton Consulting will establish and manage a project-specific email address to receive and respond to public enquiries. Where required, we will seek input from Allan Jack + Cottier to respond to emails received.

Contact log

Elton Consulting will keep a record of all engagement activities we undertake, including feedback received. This will be used to develop the consultation outcomes report.

Key feedback summaries will also be provided via Allan Jack + Cottier during the engagement program.

Consultation outcomes report

Elton Consulting will prepare an outcomes report summarising and analysing the feedback received duration engagement. The report will include:

- » an overview of engagement undertaken
- » key issues raised and how the proposal can consider feedback received
- » recommendations for additional consultation strategies for future project stages (note: this is a typical expectation from City of Sydney to progress DAs).

3 Delivery timeframe

Elton Consulting understands that the delivery timeframe for this engagement program is as follows:

Task	Week							
	1	2	3	Hold point - wait for completion of property acquisition discussions				8
Inception meeting								
Develop engagement strategy								
Develop communications materials								
Coordinate stakeholder meetings								
Stakeholder meetings								
Doorknocking								
Management of feedback								
Prepare consultation outcomes report								

