



STAKEHOLDER AND COMMUNITY ENGAGEMENT PLAN

253 - 267 Pacific Highway,
North Sydney

Prepared for
LEGACY PROPERTY
10 June 2021



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1. INTRODUCTION

Urbis Pty Ltd (Urbis) has been engaged by Legacy Property to prepare and execute a Stakeholder and Community Engagement Plan to support the Planning Proposal for 253-267 Pacific Highway, North Sydney.

Open and transparent engagement with key stakeholders including the local community, surrounding residents and government agencies will be a factor for the success of this project. The activities outlined in this Plan seek to deliver an appropriate and relevant engagement process informed by the International Association of Public Participation's (IAP2) Public Participation Spectrum.

This Plan outlines opportunities for the community and stakeholders to learn about the proposal, understand the process and provide feedback.

1.1. PROJECT CONTEXT

Legacy Property is leading the redevelopment of 253-267 Pacific Highway, North Sydney, with the aim of delivering a vibrant and sustainable mixed-use development with retail, office, residential apartments and supporting facilities. This site is located on the periphery of the North Sydney CBD and near the new Sydney Metro Victoria Cross station. It is adjacent to a heritage conservation area, and the proposed built form respects and embraces the local character and historical values.

The site is located within North Sydney Council's Civic Precinct Planning Study area which establishes the strategic planning framework for future development within the study area. Legacy Property have submitted a Planning Proposal to amend the *North Sydney Local Environmental Plan 2013* as follows:

- Establish a site-specific split height control, with maximum heights of 14 metres, 29 metres and 37 metres
- Establish a site-specific split maximum FSR control, with a maximum FSR of 5.35:1 to 253-261 Pacific Highway and a maximum FSR of 1.85:1 to 265-267 Pacific Highway
- Establish a site-specific minimum non-residential FSR control of 1:1.

1.2. ENGAGEMENT PURPOSE AND PROCESS

The purpose of engagement for this project is to:

- Deliver clear and factual key messages throughout the planning and approval process
- Articulate the facts of the proposal and the potential impact on key stakeholders
- Communicate the benefits of the proposal
- Provide opportunities for stakeholders to provide feedback on the proposal.

During engagement, all feedback will be collated and documented to inform future project planning.

The engagement process is guided by the International Association of Public Participation's (IAP2) Public Participation spectrum. The spectrum describes goals for public participation and the corresponding promise to the public. For this engagement plan, the engagement process aligned to the goal of informing or consulting with stakeholders and the community. This means our process was to either:

- Provide balanced and objective information to assist stakeholders in understanding the proposal
- Obtain feedback on the proposal.

2. STAKEHOLDERS

Stakeholders are individuals, groups of individuals or organisations that could influence or affect a project.

Urbis Engagement will work closely with Legacy Property and the project team to manage identified stakeholder groups for the duration of the project. As part of the larger development approval process, Urbis Planning will be responsible for engagement with North Sydney Council staff. Urbis Engagement will be responsible for engagement with other elected Council officials and community stakeholders. Urbis Engagement will lead all engagement but seek approval from Legacy Property for all deliverables and interactions.

The following table outlines the key stakeholders who will be involved throughout the engagement process.

Table 1 Stakeholders

Stakeholder	Areas of interest	Engagement interface (lead)	Level of engagement (IAP2)
North Sydney Council (Staff)	Planning policy and legislation	Urbis - Planning	Consult
North Sydney Council (Mayor and Ward Councillors)	Planning policy and legislation Community consultation	Urbis Engagement	Inform - Draft stakeholder email – invite briefing and provide fact sheet – Steve (both Mayor + agree Councillors)
Stanton Precinct Committee	Heritage and conservation Overshadowing and privacy Church Lane impacts	Co-present Legacy & Urbis (DK)	Consult
Other precinct committees	Traffic management Construction impacts	Urbis Engagement	Inform - Email + fact sheet
North Shore Historical Society	Heritage and conservation	Urbis Engagement	Inform - Targeted email + fact sheet
North Sydney Chamber of commerce	Supportive of project but concerned about traffic impacts to business	Urbis Engagement	Consult Targeted email

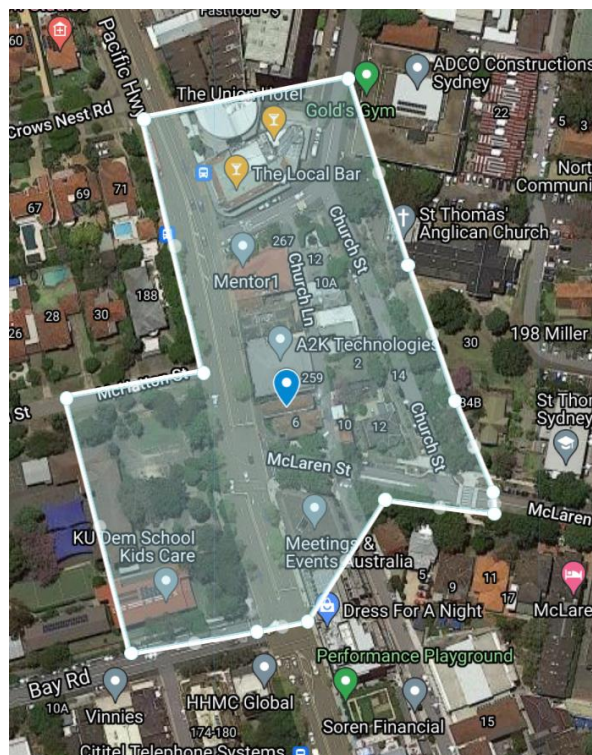
Stakeholder	Areas of interest	Engagement interface (lead)	Level of engagement (IAP2)
			proactive briefing offer + fact sheet
North Sydney Demonstration School - Principal	Overshadowing on open space, construction impacts <i>Key message: Slight amendment, no effect.</i>	Urbis Engagement	Inform <ul style="list-style-type: none"> - Phone first - Email (to request a phone call)
Church Lane neighbours 6-8 McLaren St, Townhouse south of the site	Widening of Church Lane, overshadowing, Privacy, concerned about impacts during construction and operation	Urbis Engagement	Consult <ul style="list-style-type: none"> - Door knock
Near businesses/community within the identified near neighbour catchment area (Figure 1) including: Legacy Property <ul style="list-style-type: none"> - Union Hotel (Steve/Legacy letter head) - Ford, Commercial Office, 5 - West Street - Matrix - Newquest Urbis North Sydney Anglican Church North Sydney General Practice Dress for a night North Sydney Police Station Meetings and events Australia	Potential activation benefits Construction impacts	Urbis Engagement Legacy Property (see left)	Inform <ul style="list-style-type: none"> - Letterbox drop - Email fact sheet
Broader North Sydney community	Overshadowing and privacy Heritage and conservation Height and scale Construction impacts	Urbis Engagement	Inform <ul style="list-style-type: none"> - Fact sheet letter box drop

2.1. NEARBY NEIGHBOURS

Nearby neighbours are likely to be notified by Council about the planning exhibition period as they will be most impacted by the proposal. As a result, these neighbours should be informed about the proposal from Legacy Property first. The figure below shows these nearby neighbours.

Commented [AF1]: Cross check with objectors of previous proposal

Figure 1 Nearby neighbours



3. KEY MESSAGES

Key messages are the main points about a project for stakeholders and the community to hear and remember. These key messages will be used in all project communications.

3.1. PROJECT OVERVIEW

- Legacy Property is leading the redevelopment of 253-267 Pacific Highway to create an active and vibrant residential, retail and commercial offering near the heart of North Sydney.
- Designed by internationally recognised PTW architects, the proposal weaves contemporary design with the leafy, character filled North Sydney - preserving and celebrating the heritage of the area.
- The mixed-used development will offer quality homes and employment opportunities, walking distance to a plethora of public transport options including Victoria Cross Sydney Metro Station, Crows Nest and North Sydney Train Station and frequent bus services on the Pacific Highway.
- The proposal brings to life the community and Council's aspirations outlined in the Civic Precinct Planning Study with medium heights, activated street frontages, homes and jobs close to the Metro, and protecting and preserving the North Sydney heritage and character.
- The proposal has been revised from 19 storeys to 8-10 storeys to align with the Council's Civic Precinct Planning Study.

Precinct committees

- The proposed height is consistent with Council's adopted Civic Precinct Planning Study of 8-10 storeys, a study informed by community consultation.
- The proposal offers opportunities for retail, services and commercial business near the new Metro, creating more jobs, closer to home.
- The development will replace a group of dated commercial buildings and activate the Pacific Hwy/West Street frontages, improving amenity.
- The proposal will preserve and restore the heritage listed Cloisters Antiques store, creating a landmark item for decades to come.

Church Street and other neighbours

- The proposal will double the width of Church Lane (at its narrowest point), making it easier for residents to access their garages and backyards.
- The widening of Church Lane will create further distance between the new building and existing properties.
- The building has been designed to stepdown towards the heritage precinct, minimising impacts on neighbours and reducing overshadowing.
- The proposal will replace outdated commercial buildings with a timeless design and create a vibrant and active place to visit.

Nearby businesses

- The proposal will transform the outdated buildings with a timeless architectural design featuring a contemporary use of brickwork facing the Pacific Highway and Ward Street.
- The proposal offers opportunities for retail, services and commercial business near the new Metro, creating more jobs, closer to home.
- 39 new homes, cafes, restaurants, retail stores, and pedestrian-friendly streetscape will transform this quiet part of North Sydney into an active and vibrant village hub.

3.2. ENGAGEMENT

- Legacy Property has commissioned Urbis to inform and consult with the community and nearby neighbours on the proposal.

4. RISK ASSESSMENT

Urbis Engagement has identified key stakeholder risks and recommended the following mitigations. By identifying risks and mitigation measures early, Urbis Engagement can effectively manage reputational risk to Legacy Property. We will work with Legacy Property to ensure emerging risks are identified and managed throughout the project.

Table 2 Risk assessment

Risk description	Risk result	Engagement mitigation
Negative perception of Legacy Property	Damaged brand, negative media attention, poor response from community	Communicate Legacy Property's goals for the site and experience with high quality developments.
Negative perception of project	Damaged brand, negative media attention, poor response from community	Communicate the facts of the project and the consultation process. Invite feedback from the community
Unrealistic project expectations	Trust levels between stakeholders and Legacy Property damaged	Communicate the facts of the project and the consultation process. Invite feedback from the community
Delayed assessment by planning authorities	Economic impacts on Legacy Property and ability to meet financial targets	Open communication and regular meetings to identify issues of interest and opportunities
Project team changes	Provision and approval of engagement materials are delayed	Urbis and Legacy Property agree on governance and approvals. All project team changes are flagged early.
COVID-19 issues	Engagement activities must be changed or cancelled	Project team will keep up to date with current health advice and adapt activities. All members of the project team to stay at home if unwell.

4.1. ENGAGEMENT DURING COVID-19

Given the changing and uncertain nature of COVID-19, Urbis has put in place a range of measures to support project continuity. This Plan includes activities that can be carried out remotely or in-person whilst maintaining social distance. We will work in a collaborative and agile way with Legacy Property to review these methods as circumstances change.

5. ENGAGEMENT ACTIONS

The engagement actions in the table below meet the purpose of engagement while mitigating the key risks to the process.

Week commencing	Activity
Completed	Stakeholder and community engagement plan (this document)
In progress	Fact sheet development Content and graphic design of two-page A4 fact sheet
Completed	Stakeholder and community engagement plan appendices <ul style="list-style-type: none"> - Question and answer for enquiry management - Door knock script
1 st week of July	Stakeholder briefings slide deck development Slide deck customised for key stakeholders including: <ul style="list-style-type: none"> - Stanton Precinct Committee (6 July) - North Sydney Business Chamber
Wednesday 16 June	Enquiry lines open (phone and email)
Wednesday 16 June	Door knock Church Lane near neighbours (hand deliver fact sheet)
Wednesday 16 June	Stakeholder emails and invite for briefings Stanton Precinct Committee North Sydney Business Chamber Fact sheet distribution (letterbox drop) Near neighbour and business letterbox drop Fact sheet distribution (email) Customised email to stakeholders including North Shore Historical Society, North Sydney Demonstration School, St Thomas Anglican Church, Hayberry and Edward Precinct Committees. <i>Legacy Property</i> – Customised email to stakeholders Send a copy and correspondence Union Hotel and copy to the Mayor and Councillors.
Friday 25 June	Consultation outcomes report

North Sydney Council meetings

- 28 June 2021
- 26 July 2021

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