

# Consultation Outcomes Report

Site B – Castle Hill

Submitted to Hills Shire Council  
On behalf of QIC



### **'Gura Bulga'**

Liz Belanjee Cameron

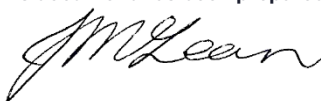

'Gura Bulga' – translates to Warm Green Country. Representing New South Wales.

By using the green and blue colours to represent NSW, this painting unites the contrasting landscapes. The use of green symbolises tranquillity and health. The colour cyan, a greenish-blue, sparks feelings of calmness and reminds us of the importance of nature, while various shades of blue hues denote emotions of new beginnings and growth. The use of emerald green in this image speaks of place as a fluid moving topography of rhythmical connection, echoed by densely layered patterning and symbolic shapes which project the hypnotic vibrations of the earth, waterways and skies.

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

We acknowledge the Gadigal people, of the Eora Nation, the Traditional Custodians of the land where this document was prepared, and all peoples and nations from lands affected.

We pay our respects to their Elders past, present and emerging.

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## 1.0 Executive Summary

This report has been prepared by Ethos Urban on behalf of the proponent Queensland Investment Corporation (QIC) in support of a Planning Proposal to amend The Hills Local Environmental Plan 2019 (LEP). The Proposal intends to facilitate the future development of a Site generally bounded by Showground Road, Kentwell Avenue, Castle Street and Pennant Street, Castle Hill.

This Community Engagement Report (the Report) outlines the stakeholders that have been identified for the project, the consultation undertaken to date and the consultation activities that will be undertaken in the future. The report also identifies critical themes from community engagement on local and regional planning frameworks that have informed this proposal and outlines how the project has responded to these themes. While community consultation is not a formal requirement for submitting this under Section 3.34 and Schedule 1 of EP&A Act and A Guide to Preparing Planning Proposals, QIC is committed to ensuring community and key stakeholder needs and sentiments have been considered in the project's preparation.

QIC intends for public consultation to play a crucial part in developing further detailed plans for the site, should the planning proposal receive Gateway Approval. Therefore, the report also explores key consultation outcomes from other relevant planning processes that provide relevant guidance for QIC's commitment to community and stakeholder consultation as the project continues.

A consultation approach has been developed to guide future development on the site and will be continuously monitored, evaluated, and refreshed throughout the various stages of this project as it moves forward. This approach will be guided by the principles set out in the Hills Shire Community Participation plan as well as best practice standards in community engagement established by the International Association of Public Participation and the NSW Government's policy for Undertaking Engagement Guidelines for State Significant Projects published by the Department of Planning and Environment. The principles and approach outlined in this strategy aligns with these objectives and will continue to inform and guide the preparation of QIC's Proposal.

In delivering this approach, QIC will be committed to genuine community consultation and stakeholder management processes that support successful, community-led planning and development outcomes for the site. In line with Council's Community Participation Plan, the approach aims to ensure all activities undertaken will be:

- **Open and inclusive** – actively ensuring a diverse and wide range of community members and stakeholders have the opportunity to participate in engagement activities by undertaking targeted activities to meet the needs of each stakeholder group.
- **Easy, accessible and engaging** – motivating valuable participation and input from the community by truly understanding diverse audiences, clear and compelling story telling and an appropriate mix of face-to-face and online tools.
- **Relevant** – understanding and responding to the particular needs and sensitivities of the local community.
- **Timely** – actively anticipating key issues, milestones and project processes where community and stakeholder input will be required or beneficial in building trust and securing consistent and reliable progress with the project.
- **Meaningful** – providing genuine opportunities for the community to meaningfully influence project outcomes. Understanding, reflecting and incorporating community feedback will be an important mechanism to build trust and demonstrate that the project has listened to the community.

As detailed in this report, key consultation activities will include:

- Consultation with The Hills Shire Council (Council)
- Consultation with Department of Planning and Environment (DPE), Transport for New South Wales (TfNSW) and relevant state government agencies, departments and services
- Consultation with neighbouring properties, businesses and the residential community
- Consultation with local, State and Federal members of Parliament



- Outreach and ongoing liaison with relevant tenants and neighbours within the Castle Towers Shopping Centre.

Throughout the consultation process, QIC will make efforts to ensure stakeholders and those most impacted by the proposal have been provided with information about the project and an opportunity to provide feedback.

## 2.0 Project Overview

### 2.1 Project Background

The Site is located in a rapidly changing urban environment. The Greater Sydney Region Plan (2018) identifies Castle Hill as a 'Strategic Centre'. These Centres provide a mix of employment, services and housing and are crucial for achieving the 30-minute vision for Sydney. The Sydney Metro Northwest commenced operations on 26 May 2019, providing an unprecedented level of public transport capacity for The Hills region with 'turn up and go' frequency, which makes timetables redundant. The network will be enhanced with direct services to North Sydney and the Sydney CBD commencing in 2024, as part of the Sydney Metro City and South West project. In this context, the Site must play an important role in contributing to a vibrant, high-quality strategic centre that meets the community's needs and delivers a high standard of architectural design.



Figure 1. Site Aerial

### 2.2 Planning Proposal

This Planning Proposal seeks to facilitate the transformation of the Site into a genuine mixed-use centre, integrated with the broader strategic centre and Castle Towers Shopping Centre. Increasing the maximum building height and floor space ratio development standards that apply to the Site will allow for the future development of a range of (already permitted) land uses, including residential accommodation, retail spaces and commercial offices. This will allow the Site to evolve into a new, modern and vibrant mixed-use precinct that makes a high-quality contribution to the Castle Hill strategic centre by locating a range of land uses in immediate proximity to the Castle Hill Metro Station.

A Site-specific amendment to The Hills Development Control Plan 2012 will be prepared in consultation with Council. It is envisaged that the proposed DCP Amendment would be developed to set out specific controls for new development, streets/public domain, open space and infrastructure. The proposed controls will enable the ongoing redevelopment of the Site to ensure that it makes a positive contribution to the Castle Hill strategic centre and responds to the evolving strategic context of this location.

## 2.3 Project Objectives

The Planning Proposal's primary objective is to facilitate the Site's development into a vibrant mixed-use neighbourhood that aligns with Council's vision for Castle Hill as a "vibrant and active centre with office, retail, community facilities, recreation, cultural facilities, education and increasing housing densities within walking distance of the Station" (p. 34 of the Hills LSPS). The Planning Proposal's supporting objectives are:

- Provide for the delivery of a high-quality mixed-use precinct on a consolidated landholding that is liveable, walkable, accessible, within proximity of infrastructure and open space and contains a diversity of apartment options.
- Contribute to the amenity and vibrancy of Castle Hill by delivering high-quality public open space integrated with nearby retail uses and the Castle Hill library.
- Create an activated, productive social destination that provides a range of active and employment generated uses.
- Apply a maximum building height limit and floor space ratio that is appropriate for Castle Hill's role and function as a strategic centre.
- Demonstrate the strategic and site-specific planning merit of accommodating a higher density mixed-use development on the Site.
- Provide for the integration of ecologically sustainable development (ESD) and design excellence principles into the design and future use of the precinct.
- Increase the Site's overall tree canopy cover.
- Manage urban stormwater and improve water quality within and around the Site.
- Assess the relevant environmental, social and economic impacts of the proposal.

The Planning Proposal includes the following proposed amendments to the Hills LEP 2019:

- Amending the Hills LEP Building Height Map to facilitate increased maximum permissible building heights across the Site up to a maximum of 94 metres (currently proposed as 7m to 28m under the draft Hills LEP 2020).
- Amending the Hills LEP Floor Space Ratio Map and Floor Space Ratio Incentive Map to allow a maximum incentive GFA of 190,960sqm across the Site (equivalent to an average FSR of 4.5:1 -currently proposed as 1.9:1 under the draft Hills LEP 2020).

## 2.4 Draft Masterplan

The proposed amendments to The Hills LEP 2019 are supported by masterplan designed by architects Clarke Hopkins Clarke and Hatch Roberts Day and landscape architect ASPECT Studios. The built form and land use activities reflected in the masterplan demonstrate how a quality design outcome can be delivered at the Site under the proposed amendments to The Hills LEP 2019.

The masterplan envisions a diverse mixed-use precinct, known as 'Site B', organised around an integrated centrally located park, which will serve as an anchoring community space to create a fine-grain and vibrant urban environment. The masterplan is summarised as follows:

- A centrally located public park, accessible via pedestrian links to Pennant Street, Showground Road and Castle Street. The park will include open lawn space for outdoor events, an extensive active play area, a fitness circuit with exercise stations and a half basketball court.
- A fine-grain pedestrian plaza lined with café and retail tenancies and integrated with a proposed pedestrian bridge over Pennant Street. The plaza will feature outdoor seating and umbrellas, catenary lighting and tree plantings.

- A pedestrian bridge over Pennant Street, which will conveniently connect residents to the urban core of Castle Hill and the Metro Station.
- Approximately 1,410 dwellings across three high-density residential developments (Lots B, C and E), three mixed use developments (Lots A, D and F) and a residential flat building and townhouses fronting Kentwell Ave (Lot G). These dwellings will comprise a range of typologies, including stand-alone townhouses, podium townhouses and 1-, 2- and 3-bedroom apartments.
- Approximately 18,600sqm of commercial and retail floor space across the three mixed use developments, including a commercial tower on Lot A
- An internal two-way street that runs between Showground Road, around the proposed public open space and onto Kentwell Avenue.
- Approximately 1,644 car parking spaces, which was determined to be an appropriate parking rate given the Site's proximity to the Castle Hill Metro Station.
- Planting of additional trees across the Site to increase the Site's canopy coverage from 20-30% to over 40%.
- Stormwater management and water-sensitive urban design infrastructure, including infrastructure to manage overland flows from surrounding properties.

## **2.5 Public Benefits**

The Proponent will, under separate submission, provide an initial public benefit offer (offer) foreshadowing a Planning Agreement with The Hills Shire Council. The offer will constitute the following components to be delivered at no cost to Council:

- Construction of a new public park of approximately 4,000 square metres and dedication of said park to Council.
- Construction of a new public roads, footpaths, cycleways, street planting and associated infrastructure between Showground Road, Castle Street and Kentwell Avenue and dedication of said roads etc. to Council.
- Construction of a new pedestrian bridge over Pennant Street, and dedication of said bridge to Council.
- Construction of a 6-bedroom dwelling for short-term crisis accommodation for women and children.
- Payment of a future financial contribution (amount to be determined) to Council for upgrades, embellishment or provision of local and regional infrastructure including open space, road infrastructure, water management and community facilities.

## 3.0 Relevant Consultation Outcomes Considered

### 3.1 Review of Community Consultation on Relevant Planning Frameworks

The section below identifies critical themes, aspirations, and issues that have emerged from community consultation undertaken for local and regional planning frameworks that have informed this proposal.

Framework	Key themes from consultation undertaken to support the framework
<b>Central City District Plan</b>	<p>The Central City District Plan (District Plan), which guides land use planning at the district level for the next 20 years. The District Plan reflects the Regional Plan's identification of Castle Hill as a strategic centre capable of accommodating additional housing and jobs growth. It acknowledges the opportunities generated by the construction of the Castle Hill Sydney Metro Station to create a higher-density transit-orientated precinct.</p> <p>In addition to supporting the creation of such a precinct, the Proposal strongly aligns with the District Plan's broader priorities and objectives:</p> <ul style="list-style-type: none"> <li>• Planning for a city supported by infrastructure</li> <li>• Providing services and social infrastructure to meet people's changing needs</li> <li>• Fostering healthy, creative, culturally rich and socially connected communities</li> <li>• Providing housing supply, choice and affordability with access to jobs, services and public transport</li> <li>• Creating and renewing great places and local centres and respecting the district's heritage</li> <li>• Delivering integrated land use and transport planning and a 30-minute city</li> <li>• Increasing urban tree canopy cover and delivery Green Grid connections</li> <li>• Delivering high quality open space</li> <li>• Reducing carbon emissions and managing energy, water and waste efficiently</li> <li>• Adapting to the impacts of urban and natural hazards and climate change.</li> </ul>
<b>Greater Sydney Region Plan – A Metropolis of Three Cities</b>	<p>Prepared to guide the NSW Government's land use planning priorities and decisions for the Greater Sydney.</p> <p>The Plan, released in March 2018, responds to extensive consultation with Sydney's wider community. The feedback from these consultations have critically informed the final Plan. The NSW Government's vision for the Region encompasses the following planning objectives:</p> <ul style="list-style-type: none"> <li>• Infrastructure aligns with forecast growth – growth infrastructure compact</li> <li>• Infrastructure use is optimised</li> <li>• Communities are healthy, resilient and socially connected</li> <li>• Greater housing supply</li> <li>• Housing is more diverse and affordable</li> <li>• Great places that bring people together</li> <li>• Integrated land use and transport creates a walkable and 30-minute city</li> <li>• Investment and business activity in centres</li> <li>• Urban tree canopy is increased</li> <li>• Public open space is accessible, protected and enhanced</li> <li>• A low-carbon city contributes to net-zero emissions by 2050 and mitigates climate change</li> </ul>
<b>Hills Local Strategic Planning Statement and Local Housing Strategy</b>	<p>Council released the Hills LSPS in October 2019, supported by a Housing Strategy. Central to this, are the challenges and opportunities presented by the forecast growth of the Hills LGA's population by 80 per cent between 2016 and 2036 (approx. 128,00 people).</p> <p>The Hills LSPS identifies Castle Hill as an anchoring strategic centre that accommodates the majority of jobs in the LGA. It is recognised as an area capable of renewal and development uplift due to the Sydney Metro station, with an additional 5,500 jobs and 6,500 dwellings envisioned in the centre by 2036. The LSPS includes a structure plan to guide this growth and achieve the LSPS' vision of Castle Hill as a "vibrant and active centre with office, retail, community facilities, recreation, cultural facilities, education and increasing housing densities within walking distance of the Station" (p. 34). The structure plan envisions the Site as a mixed-use precinct that provides</p>



Framework	Key themes from consultation undertaken to support the framework
	<p>residential and retail uses to create an active lifestyle precinct that supports the commercial core. Objectives of the plan include:</p> <ul style="list-style-type: none"> <li>• Build Strategic Centres to realise their potential</li> <li>• Plan for new housing to support Greater Sydney's Growing population</li> <li>• Plan for new housing in the right locations</li> <li>• Plan for a diversity of housing</li> <li>• Renew and create great places</li> <li>• Provide social infrastructure and retail services to meet resident's needs</li> <li>• Influence travel behaviour to promote sustainable choices</li> <li>• Expand and improve the active transport network</li> <li>• Provide new and upgraded passive and active open spaces</li> <li>• Increase urban tree canopy cover</li> </ul>
<b>Northwest Rail Link Corridor Strategy</b>	<p>In 2013, the NSW Department of Planning prepared a structure plan as part of their Northwest Rail Link Corridor Strategy to identify opportunities for growth surrounding the (at the time) proposed Castle Hill Metro Station. As part of its opportunities and constraints analysis, the structure plan identified the Site as one of the few sizeable development Sites without significant constraints such as threatened species, existing open space, heritage, steep topography or special uses (see Figure 24). Given the absence of constraints and the Site's proximity to the Metro Station, the plan identified the Site as a short-term opportunity for redevelopment.</p>

## 3.2 Project Response to Key Themes

A number of common themes or topics have emerged from the consultation on the planning frameworks as identified above. The table below identifies how the project team have considered these themes in the preparation of the proposal.

Key Theme	Project Response
<b>Housing diversity</b>	<ul style="list-style-type: none"> <li>• Delivers a diversity of housing options within walking distance of open space, shops, services and public transport to help meet the forecasted need of 207,500 new homes in the district by 2036 and realise the broader vision of a 30-minute city. The proposed housing mix and design will improve housing choices for single groups and families.</li> </ul>
<b>New public park</b>	<ul style="list-style-type: none"> <li>• Delivers a centrally located public park designed to support urban living and serve as an anchoring community space for existing and future residents. The park will include open lawn space for outdoor events, an extensive active play area, a fitness circuit with exercise stations, a half basketball court and a live-work area.</li> </ul>
<b>Close to education/jobs</b>	<ul style="list-style-type: none"> <li>• Located within walking and cycling distance of Castle Hill Primary and High School, the Castle Towers Shopping Centre and Castle Hills Shopping Centre and strip. The Castle Hills Metro Station provides frequent and reliable services to the Norwest Business Park, Macquarie University, Chatswood and the Sydney CBD.</li> </ul>
<b>Increased urban tree canopy</b>	<ul style="list-style-type: none"> <li>• By planting additional trees across the Site, the proposal will deliver a significant increase in the Site's urban tree canopy from 20-30% to over 40%. New canopy cover will contribute to urban cooling and climate resilience for future residents.</li> </ul>
<b>Transport Orientated Development</b>	<ul style="list-style-type: none"> <li>• Delivers a transport-orientated residential and commercial precinct within walking distance of the Castle Hill Metro Station – part of the city-shaping Sydney Metro network. By doing so, the Planning Proposal will align land use and growth with infrastructure investment to ensure that infrastructure use is optimised.</li> </ul>
<b>Public benefit infrastructure</b>	<ul style="list-style-type: none"> <li>• Delivers public benefit infrastructure that will improve the vibrancy, walkability and function of Castle Hill as strategic centre. This includes the Pennant Street pedestrian bridge, a fine-grain pedestrian plaza, footpaths, cycleways, street plantings and integration of the sports and recreational facility.</li> </ul>

## 4.0 Consultation Activities and Outcomes Summary

Proactive engagement with key stakeholders has been a crucial focus for the project team to ensure appropriate feedback is incorporated into the design and planning process. The following table outlines key instances of consultation with relevant authorities and agencies. The project team's response to feedback and discussion has also been noted.

Stakeholder	Purpose / Forum	Comments / Outcomes
<b>Hills Shire Council</b>  <b>20 April 2022</b>	<p>A pre-lodgement meeting was held with the project team and Council.</p> <p>The project team provided an overview of the Proposal and Council staff discussed several matters relating to a future Planning Proposal for the site.</p>	<p><b>Feedback summary:</b></p> <p>Several overarching issues were discussed in relation to the proposed planning proposal including:</p> <ul style="list-style-type: none"> <li>• Urban Design, including built form, height and scale</li> <li>• Residential amenity and car parking</li> <li>• Traffic, transport, pedestrian movement</li> <li>• Public open space</li> <li>• Planning Agreement</li> <li>• Tree removal and site levels</li> <li>• Water and sewerage</li> <li>• Affordable housing</li> <li>• Economic Development.</li> </ul> <p><b>Project response:</b></p> <p>QIC has taken on this feedback, noting the matters raised. QIC is working alongside their technical consultant team to ensure these concerns are addressed and the potential impacts are mitigated. The matters raised are addressed within the Planning Proposal and accompanying master plan and technical studies.</p> <p>In providing justification for the strategic basis of the rezoning of the site, the proposed planning proposal will address the aims and objectives of The Hills Local Strategic Planning Statement (LSPS), as well as any relevant Ministerial Directions under Section 9.1 of the Environmental Planning and Assessment Act 1979.</p>
<b>Transport for New South Wales (TfNSW)</b>  <b>4 May 2022</b>	<p>A meeting to held to present the project and discuss impacts on local transport infrastructure and services infrastructure from the planning proposal.</p>	<p><b>Feedback summary:</b></p> <p>Several overarching issues were discussed in relation to transport matters including:</p> <ul style="list-style-type: none"> <li>• Traffic modelling requirements</li> <li>• Potential reductions in traffic generation</li> <li>• Accessibility and entry/exit arrangements</li> <li>• Pedestrian accessibility and connections</li> <li>• Loading dock locations.</li> </ul> <p><b>Project response:</b></p> <ul style="list-style-type: none"> <li>• QIC and the project team will work collaboratively to ensure alignment on infrastructure delivery objectives.</li> </ul>

## 5.0 Future Community and Stakeholder Engagement

Engagement undertaken by the project team with stakeholders and the incorporation of community sentiment on state and local planning priorities relevant to the project provides a strong foundation for QIC's plan for rezoning of this site.

As outlined earlier in this document, further engagement activities will be carried out to help ensure the community and stakeholders remain involved in and updated on the project as it progresses.

A consultation approach has been developed by Ethos Urban to help ensure local communities and stakeholders are appropriately engaged and provided with the opportunity to input during the development of the site as well as ensuring the provision of clear, timely and accurate information about the proposal.

This approach will be guided by the principles set out in the Hills Shire Community Participation plan as well as best practice standards in community engagement established by the International Association of Public Participation and the NSW Government's policy for Undertaking Engagement Guidelines for State Significant Projects published by the Department of Planning and Environment. The principles and approach outlined in this strategy aligns with these objectives will continue to inform and guide the preparation of QIC's Proposal.

In delivering this approach, QIC will be committed to genuine community consultation and stakeholder management processes that support successful, community-led planning and development outcomes for the site. In line with Council's Community Participation Plan, the approach aims to ensure all activities undertaken will be:

- **Open and inclusive** – actively ensuring a diverse and wide range of community members and stakeholders have the opportunity to participate in engagement activities by undertaking targeted activities to meet the needs of each stakeholder group.
- **Easy, accessible and engaging** – motivating valuable participation and input from the community by truly understanding diverse audiences, clear and compelling story telling and an appropriate mix of face-to-face and online tools.
- **Relevant** – understanding and responding to the particular needs and sensitivities of the site and the local community.
- **Timely** – actively anticipating key issues, milestones and project processes where community and stakeholder input will be required or beneficial in building trust and securing consistent and reliable progress with the project.
- **Meaningful** – providing genuine opportunities for the community to meaningfully influence project outcomes. Understanding, reflecting and incorporating community feedback will be an important mechanism to build trust and demonstrate that the project has listened to the community.

The approach to external engagement to support the rezoning of this site will be articulated over a 3-phase approach:

- **Phase 1 – Research, alignment, and key stakeholder engagement (Pre-exhibition):**
  - Establish a well-considered strategic approach built on the constraints and opportunities of the site, and QIC's understanding of the stakeholders and community.
  - Consultation with local authorities, government agencies, utility providers and other authorities as required to verify design assumptions and technical work.
- **Phase 2 – Public Exhibition and community consultation:**
  - Support consultation with the community and provide opportunities for active input during public exhibition.
  - Continue consultation with local authorities, government agencies, utility providers and other authorities as required.
  - Discuss issues with identified stakeholders and build productive relationships to promote a clear understanding of the site's constraints and opportunities and support a shared vision and principles to guide development.
  - Document feedback and changes made to demonstrate how stakeholder feedback has been considered in site planning.
- **Phase 3 – Strategic Considerations and issues resolution (post-exhibition):**

- Consider and respond to issues raised through the exhibition period and provide additional engagement activities as required. QIC is committed to proactive and genuine two-way engagement with those that are most impacted by the proposal.

## 5.1 Engagement Objectives

The successful implementation of this approach will be continuously monitored, evaluated, and refreshed throughout the various stages of this project as it moves forward. The primary communication and engagement activities for the consultation will be guided by the following objectives:

- To introduce the proposal to key stakeholders and the community, outlining the proposal's social, cultural, environmental, and economic benefits in an engaging and timely way.
- To seek feedback from key decision-makers and influential stakeholders to help understand associated opportunities and risks, which feed into the development of the proposal overall.
- To proactively pre-empt issues that may arise during the consultation process.
- To ensure the project team has an opportunity to incorporate feedback gained from engagement into the proposal.

## 5.2 Spectrum of Engagement

To ensure best practice, the proposed engagement approach for this project is guided by the International Association for Public Participation's (IAP2) Public Participation Spectrum. We recognise stakeholders have varying levels of interest and influence in a project and that participation in the engagement process is not fixed and is dependent on the project's goals, associated timeframes, and the various activities at any given stage.

To ensure consultation is as effective as possible, we will tailor tools and activities to stakeholders' level of influence or interest in the project and project outcomes. Stakeholder groups will be segmented based on our understanding of their known and/or perceived level of interest and influence on this project with the following engagement aims:

Inform	Consult	Involve	Collaborate
low interest / low influence	high interest / low influence	low interest / high influence	high interest / high influence
Aim: To provide stakeholders with timely and accurate information on the activities and aspects of the project that may be of interest to them.	Aim: To seek a degree of feedback and information from these stakeholders. The information provided may be used to inform the decision-making process.	Aim: To work in consultation to manage aspects of the project which are reliant on the successful approvals and permissions from these stakeholder groups. To also seek a degree of feedback that may be used in the decision-making process.	Aim: To partner with these stakeholders throughout the project's life cycle, seeking to ensure project objectives, concerns and aspirations are consistently understood and considered in the project's decision-making processes.

### IAP2 Public Participation Spectrum Summary

Due to the varying levels of interest in the redevelopment of the Site, we believe that the most effective stakeholder engagement approach will be a dynamic combination of all above.

A detailed stakeholder mapping exercise has been undertaken to inform the project and is included at Appendix A.

## 5.3 Proposed Engagement Methods

In preparing the approach for community consultation and stakeholder management, QIC has carefully considered the unique setting of the site, local community context, local strategic planning and development dynamics. The following engagement methods are designed to reach a range of stakeholders, take into consideration their issues or concern, implement best practice standards in public participation and unearth opportunities for innovation.

The three activity streams to ensure appropriate provision of information and opportunity for two-way conversations are:

- Collaboration (Phase 1): Actively working with our most interested and influential stakeholders to develop and implement our proposals for the benefit of all
- Consultation (Phase 2): Ensuring the community has their say at key planning and design milestones to shape the future of the Precinct
- Communication (Phase 2-3): Supporting the project with clear, current and compelling messaging and accurate information that is accessible and addresses the issues of greatest interest to stakeholders.

Activity stream	Key channels	Proposed Methods	Purpose
<b>Collaboration (Phase 1)</b>	Key Stakeholder briefings and workshops	<ul style="list-style-type: none"> <li>• Face to face workshops, briefings and meetings at key stages to resolve challenges and opportunities on the site</li> </ul>	To provide a forum for key government stakeholders to discuss project planning and delivery, resolve issues and provide advice and recommendations
<b>Consultation (Phase 2)</b>	Proactive consultation during design and planning	<ul style="list-style-type: none"> <li>• Community surveys</li> <li>• Stakeholder interview/briefing</li> <li>• Drop-In Information Sessions</li> <li>• First nations stakeholder discussions</li> <li>• Pop-up Stall Events in local high-traffic areas</li> <li>• Facilitated Community Webinars or Town Hall style presentations</li> <li>• Facilitated Community Workshops</li> <li>• Contact channels stakeholder database and issues register set up</li> </ul>	To provide interested residents, community, stakeholders etc with an opportunity to meet the Project Team, understand the Project and provide important feedback
<b>Communication (Phase 2-3)</b>	Project Website and contact channels	<ul style="list-style-type: none"> <li>• Project Website with engaging, interactive mapping, feedback and integrated social media functionality</li> <li>• Project email address and 1800 number</li> </ul>	<p>To create a centralised point of project information for all stakeholders and the community members</p> <p>To provide all stakeholders with a direct point of contact for any enquiries</p>
		<ul style="list-style-type: none"> <li>• Electronic Newsletters</li> </ul>	To keep the community up to date with planning and delivery milestones and share key messages about the project
	Communication Collateral	<ul style="list-style-type: none"> <li>• Media announcements</li> </ul>	To provide accurate and timely project information, promote key messages and reduce misinformation in public arena
		<ul style="list-style-type: none"> <li>• Notifications</li> </ul>	To inform those directly affected by any changes that may impact on individual properties, residents and businesses
		<ul style="list-style-type: none"> <li>• FAQs and Fact Sheets</li> </ul>	To provide an overview of the project, upcoming milestones and high-level information around the planning process, and timing of delivery programme



## 6.0 Conclusion

This Report provides a succinct overview of the relevant consultation undertaken by QIC with stakeholders impacted by the proposal. A clear alignment between consultation outcomes and strategic merit of this project has been demonstrated by addressing existing community sentiment from strategic planning documents.

Design considerations have been guided by community feedback raised in the LSPS, particularly in ensuring that the proposed development will meet the needs of the growing population while significantly contributing to the local economy in a uniquely strategic location. As a result, the proposal displays strong capacity to address many of the concerns raised in the LSPS while offering the desired amenities and features to improve Castle Hill as a Strategic Centre, including:

- Provision of increased residential capacity and diversity at an appropriate location
- Creating an attractive, quality, and sustainable public domain
- Making best use of existing transport infrastructure and improving connectivity to nearby assets.

In accordance with the Council's expectations for communications and stakeholder engagement, a communications and engagement strategy is recommended to inform and consult with local residents, landowners, businesses and key agencies about the proposed development in the next stages of planning and design. This will ensure that the community have a clear understanding of the proposal and provide an important mechanism to gather feedback prior to any future development on the site.

QIC will continue to provide opportunities for local residents, landowners, businesses, and key agencies to make enquiries and provide feedback as the development progresses.

## Appendix A Stakeholder Identification

Stakeholder Stream	Engagement Aim	Stakeholders	Anticipated Concerns / Interests	Engagement Level & Tools of Engagement
<i>Government Authorities and Agencies</i>	Manage aspects of the Proposal that rely on the successful approval, endorsement and/or permissions from these stakeholder groups. To also seek a degree of feedback that can be used in the decision-making process.	Department of Planning, Industry and Environment	<ul style="list-style-type: none"> <li>Strategic planning merit</li> <li>Alignment with relevant plans, policies and objectives</li> </ul>	Engagement Level: <ul style="list-style-type: none"> <li>Involve – Collaborate</li> </ul> Engagement Methods: <ul style="list-style-type: none"> <li>Stakeholder briefings and workshops</li> </ul>
		Transport for NSW	<ul style="list-style-type: none"> <li>Relationship with major public transport services and infrastructure</li> <li>Traffic impact</li> <li>Parking</li> </ul>	
		Greater Cities Commission	<ul style="list-style-type: none"> <li>Alignment to Greater Sydney Metropolis of 3 Cities aims and objectives</li> </ul>	
		Relevant technical agencies and stakeholders, potentially including: <ul style="list-style-type: none"> <li>Heritage NSW</li> <li>Environmental Protection Authority</li> <li>Utility providers</li> </ul>	<ul style="list-style-type: none"> <li>Technical considerations and impacts</li> </ul>	
		Hills Shire Council <ul style="list-style-type: none"> <li>General Manager – Mr Michael Edgar</li> <li>Group Manager, Development and Compliance - Cameron McKenzie</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with Council plans, policies and objectives</li> <li>Public benefits</li> <li>VPA</li> <li>Environmental impacts</li> <li>Planning merit</li> <li>Community consultation</li> <li>Traffic and parking</li> </ul>	

Stakeholder Stream	Engagement Aim	Stakeholders	Anticipated Concerns / Interests	Engagement Level & Tools of Engagement
			<ul style="list-style-type: none"> <li>Impact on residents, businesses and neighbouring landowners</li> </ul>	
<i>Elected Officials</i>	To provide these stakeholders with timely and accurate information on the activities and aspects of the Proposal that may be of interest to them.	<p>Alex Hawke, Federal MP for Mt Mitchell</p> <hr/> <p>Ray Williams, MP for Castle Hill</p> <hr/> <p>Hills Shire Mayor Dr Peter Gangemi</p> <hr/> <p>Hills Shire Council East Ward Councillors:</p> <ul style="list-style-type: none"> <li>Cnr. Jerome Cox</li> <li>Cnr. Reena Jethi</li> <li>Cnr. Ryan Tracey</li> </ul>	<ul style="list-style-type: none"> <li>Growth and development</li> <li>Built form, height and scale</li> <li>Impact on local character</li> <li>Community consultation</li> <li>Jobs growth and local employment market</li> <li>Infrastructure priorities</li> <li>Housing affordability</li> <li>Community amenities and services</li> <li>Public domain, arts and cultural offerings</li> <li>Quality of local amenities and facilities</li> </ul>	<p>Engagement Level:</p> <ul style="list-style-type: none"> <li>Inform</li> </ul> <p>Engagement Methods:</p> <ul style="list-style-type: none"> <li>Stakeholder briefings</li> <li>Communication collateral</li> <li>Project website</li> </ul>
<i>Neighbouring residents, businesses, organisations and landowners</i>	To provide these stakeholders with timely and accurate information and provide opportunity for consultation and feedback on aspects of the Proposal that may interest them.	<ul style="list-style-type: none"> <li>Castle Hill Community Centre</li> </ul> <hr/> <ul style="list-style-type: none"> <li>The Hills Local Area Police Command</li> <li>Castle Hill Public School</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Castle Hill Shopping Centre tenants, suppliers and customers</li> </ul> <hr/> <p>Local businesses on:</p> <ul style="list-style-type: none"> <li>Castle Street</li> <li>Pennant Street</li> <li>Showground Road</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Sydney Hills Business Chamber</li> </ul> <hr/> <p>Residents on:</p> <ul style="list-style-type: none"> <li>Castle Street</li> </ul>	<ul style="list-style-type: none"> <li>Built form, height and scale</li> <li>Solar access and overshadowing</li> <li>Traffic and parking</li> <li>Impact on local character</li> <li>Provision of public space and public domain</li> <li>Design quality</li> <li>Impact on local services and amenity</li> <li>Accessibility and connections</li> <li>Impacts on Community Centre</li> <li>Construction impacts</li> <li>Housing affordability, availability and diversity</li> <li>Cumulative development impacts</li> <li>Community consultation opportunities</li> </ul>	<p>Engagement Level:</p> <ul style="list-style-type: none"> <li>Inform - Consult</li> </ul> <p>Engagement Methods:</p> <ul style="list-style-type: none"> <li>Community consultation activities</li> <li>Communication collateral</li> <li>Project website</li> </ul>

Stakeholder Stream	Engagement Aim	Stakeholders	Anticipated Concerns / Interests	Engagement Level & Tools of Engagement
		<ul style="list-style-type: none"> <li>• Kentwell Avenue</li> <li>• Worthing Avenue</li> <li>• Showground Road</li> <li>• Cheriton Avenue</li> <li>• Pennant Street</li> <li>• Barwell Avenue</li> <li>• Carramarr Road</li> </ul>		
<i>Aboriginal Community</i>	To inform these stakeholders of the Indigenous engagement undertaken to date and provide information regarding overall project objectives.	Metropolitan Aboriginal Land Council	<ul style="list-style-type: none"> <li>• Interested in opportunities to provide storytelling and acknowledgement of country</li> </ul>	Engagement Level: <ul style="list-style-type: none"> <li>• Involve</li> </ul> Engagement Methods: <ul style="list-style-type: none"> <li>• Stakeholder briefings and workshops</li> </ul>
<i>Community Groups</i>	To provide these stakeholders with timely and accurate information and provide opportunity for consultation and feedback on aspects of the Proposal that may interest them.	Castle Hill Residents Action Group  Castle Hill Community Group	<ul style="list-style-type: none"> <li>• Built form, height and scale</li> <li>• Solar access and overshadowing</li> <li>• Traffic and parking</li> <li>• Impact on local character</li> <li>• Provision of public space and public domain</li> <li>• Design quality</li> <li>• Impact on local services and amenity</li> <li>• Accessibility and connections</li> <li>• Impacts on Community Centre</li> <li>• Construction impacts</li> <li>• Housing affordability, availability and diversity</li> <li>• Cumulative development impacts</li> <li>• Community consultation opportunities</li> </ul>	Engagement Level: <ul style="list-style-type: none"> <li>• Inform - Consult</li> </ul> Engagement Methods: <ul style="list-style-type: none"> <li>• Community consultation activities</li> <li>• Communication collateral</li> <li>• Project website</li> </ul>
<i>Media</i>	Minimise opportunity for speculation and misinformation about the designated development by	Hills Shire Times  Hills News	<ul style="list-style-type: none"> <li>• Public interest</li> <li>• Impact on local community</li> <li>• Benefits and opportunities</li> </ul>	Engagement Level: <ul style="list-style-type: none"> <li>• Inform</li> </ul> Engagement Methods:

Stakeholder Stream	Engagement Aim	Stakeholders	Anticipated Concerns / Interests	Engagement Level & Tools of Engagement
	ensuring there are no information gaps and the correct information regarding the development is made public.			<ul style="list-style-type: none"> <li>• Media releases</li> <li>• Media responses</li> <li>• Communication collateral</li> <li>• Project website</li> </ul>