



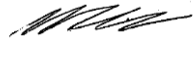





# City & Southwest

## Community Communication Strategy – Northern Corridor Works

<b>PROJECT</b>	City & Southwest	<b>DATE</b>	11/9/19
<b>GROUP</b>	Project Communications	<b>STATUS</b>	FINAL
<b>AUTHOR</b>	Vicki Kimber	<b>REVISION</b>	1.2
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1.0	21/11/18	Final	Approved for distribution to contractors and Department of Planning and Environment	Anita Brown	Approver	
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# 1 Introduction

## 1.1 Document purpose

The Community Communication Strategy - Northern Corridor Works (CCS - NCW) describes the approach Sydney Metro will use to manage engagement and ongoing consultation with stakeholders, the community and businesses with an interest in, or potentially affected by Sydney Metro City & Southwest corridor works between Artarmon and Chatswood (the Project).

The CCS-NCW will:

- Identify stakeholders, businesses and members of the community that may be affected by corridor work and the issues specific to each;
- Detail the strategies and activities to be used to facilitate open communication and engagement with stakeholders, businesses and members of the community;
- Explain mitigation measures; and
- Define roles and tools to enable Place Managers to deliver the CCS-NCW.

This plan sits under the Sydney Metro Overarching Community Communications Strategy (OCCS) as outlined below.

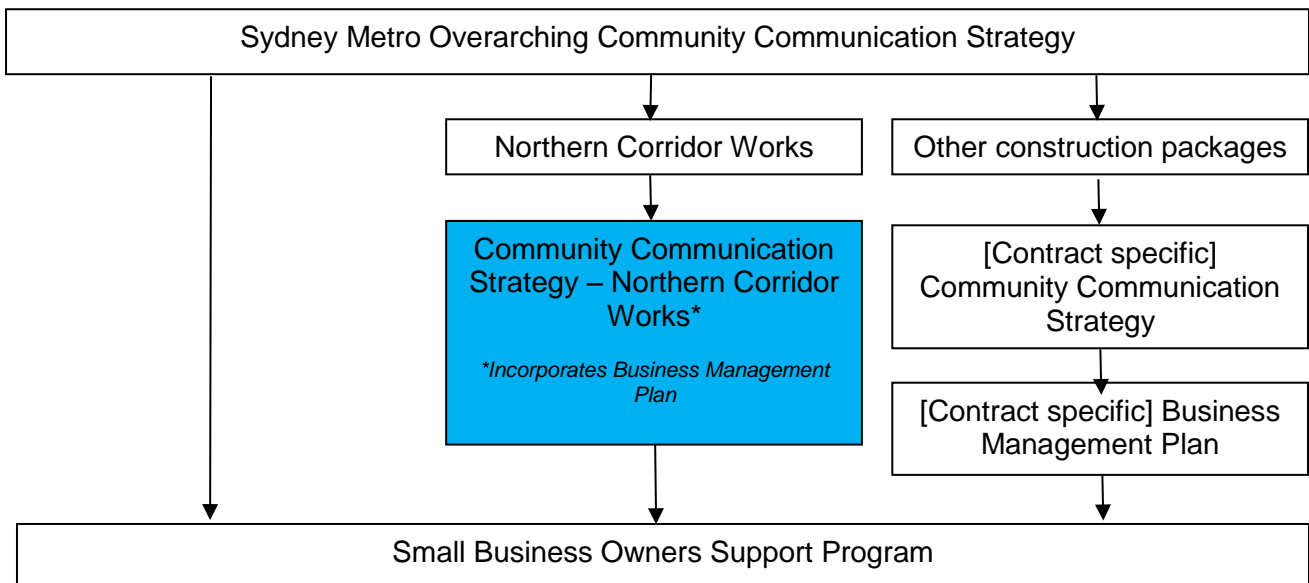
## 1.2 Relationship to other plans

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

The OCCS has been submitted to the Secretary and approved, along with the Community Communications Strategy – Early Works' (CCS-EW which initially covered the Project). When this CCS-NCW is approved, it will replace the CCS-EW in regards to corridor work between Artarmon and Chatswood only.

Small Business Owners Support Program (SBOSP) describes the approach Sydney Metro will take to provide assistance to small business owners located within 50 metres of, and adversely impacted by, the construction of Sydney Metro City & Southwest.

**Figure 1** Where this plan sits in the hierarchy



### 1.3 Objectives

The objectives of the CCS-NCW are to:

- Fulfil the requirements of the Minister’s Conditions of Approval (MCoA), as they relate to the Project, to facilitate engagement and ongoing consultation with stakeholders, businesses and members of the community interested in or affected by the Project’s corridor work (see **Error! Reference source not found.**);
- Identify issues for consideration in the planning of corridor works to reduce the potential impacts on surrounding neighbours;
- Provide a detailed communication and engagement plan that supports the corridor work program;
- Inform stakeholders, businesses and members of the community by providing clear, factual and timely information about the timing and impacts associated with northern corridor work, including proposed mitigation measures;
- Provide a mechanism for prompt issues resolution;
- Build key stakeholder relationships and maintain goodwill;
- Ensure coordinated communications with adjacent contract packages including Sydney Trains work in the rail corridor, Northwest Rapid Transit (building Sydney Metro Northwest) and Tunnel and Station Excavation contractors working at the Chatswood Dive Site; and
- Ensure coordinated communications with all relevant agencies including Sydney Coordination Office and Roads and Maritime Services.

## 1.4 Compliance Matrix

### 1.4.1 Conditions of Approval

Table 1 outlines the CoA applicable to community and business stakeholders and where they are addressed in the OCCS, this document or subsequent plans.

**Table 1** Conditions of Approval relevant to community and business management

Ref	Requirement	Section
B1	A <b>Community Communication Strategy</b> must be prepared to facilitate communication between the Proponent, and the community (including Relevant Councils, adjoining affected landowners and businesses, and others directly impacted by the CSSI), during the design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI.	<ul style="list-style-type: none"> <li>All, as it relates to the corridor work</li> <li>OCCS</li> </ul>
B2	The <b>Community Communication Strategy</b> must:	<ul style="list-style-type: none"> <li>Appendix A</li> </ul>
	(a) identify people or organisations to be consulted during the design and construction phases;	
	(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	<ul style="list-style-type: none"> <li>3.2</li> <li>6</li> <li>Appendix A</li> <li>OCCS (s.6)</li> </ul>
	(c) identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction site including use of construction hoardings* to provide information regarding construction, specific to the location;	<ul style="list-style-type: none"> <li>3.3</li> <li>Appendix A</li> </ul> <p><i>*Construction hoarding is not used for rail corridor work</i></p>
	(d) identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	<ul style="list-style-type: none"> <li>N/A work is undertaken within a live rail environment</li> </ul>
	(e) involve construction personnel from each construction site in engaging with the local community;	<ul style="list-style-type: none"> <li>OCCS s8.1; 8.5; 8.11; 8.15; 8.21; 8.28</li> </ul>
	(f) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the CSSI;	<ul style="list-style-type: none"> <li>OCCS s8.29</li> </ul>
(g) set out procedures and mechanisms:		
i. through which the community can discuss or provide feedback to the Proponent;	<ul style="list-style-type: none"> <li>OCCS</li> <li>Construction Complaints Management System</li> </ul>	
ii. through which the Proponent will respond to enquiries or feedback from the		

Ref	Requirement	Section
	community; and  iii. to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI.	
B3	The <b>Community Communication Strategy</b> must be submitted to the Secretary for approval no later than three months from the date of this approval or one (1) month before commencement of any work, whichever is the latter.	<ul style="list-style-type: none"> <li>• 1.2</li> </ul>
B4	Work for the purposes of the CSSI must not commence until the <b>Community Communication Strategy</b> has been approved by the Secretary, or within another timeframe agreed with the Secretary.	<ul style="list-style-type: none"> <li>• 1.2</li> </ul>
B5	The <b>Community Communication Strategy</b> , as approved by the Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.	<ul style="list-style-type: none"> <li>• 1.2</li> <li>• OCCS</li> </ul>
B6	A Complaints Management System must be prepared before the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of works and for a minimum for 12 months following completion of construction of the CSSI.	<ul style="list-style-type: none"> <li>• OCCS</li> </ul>
B7	The Complaints Management System must include a Complaints Register to be maintained recording information on all complaints received about the CSSI during the carrying out of any works associated with the CSSI and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: (a) number of complaints received; (b) number of people affected in relation to a complaint; and (c) nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation.	<ul style="list-style-type: none"> <li>• OCCS</li> </ul>
B8	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the Request	<ul style="list-style-type: none"> <li>• OCCS</li> </ul>
B9	The following facilities must be available within one (1) month from the date of this approval and for 12 months following the completion of construction and appropriately broadcast to collect community enquiries and complaints: (a) a 24-hour telephone number for the registration of complaints and enquiries about the CSSI; (b) a postal address to which written complaints and enquires may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and (d) place-based community manager for each of the station locations available to meet with community members on request.	<ul style="list-style-type: none"> <li>• OCCS</li> </ul>
E33	<ul style="list-style-type: none"> <li>• Construction Noise and Vibration Impact Statements must be prepared for each construction site before construction noise and vibration impacts commence and include specific mitigation measures identified through consultation with affected sensitive receivers.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Ref	Requirement	Section
E34	<ul style="list-style-type: none"> <li>Noise generating work in the vicinity of potentially-affected, religious, educational, community institutions and noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres must not be timetabled within sensitive periods, unless other reasonable arrangements to the affected institutions are made at no cost to the affected institution or as otherwise approved by the Secretary</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
E64	<ul style="list-style-type: none"> <li>The Proponent must prepare and implement a <b>Business Management Plan</b> to minimise impact on businesses adjacent to major construction sites during construction of the CSSI. The Plan must be prepared before construction and must include but not necessarily be limited to: <ul style="list-style-type: none"> <li>(a) measures to address amenity, vehicular and pedestrian access during business hours and visibility of the business appropriate to its reliance on such, and other reasonable matters raised in consultation with affected business;</li> <li>(b) a Business Consultation forum linked to the Community Communication Strategy required by Condition B1;</li> <li>(c) Business Management Strategies for each construction sites (and/or activity), identifying affected businesses and associated management strategies, including the employment of place managers and specific measures to be put in place to assist small business owners adversely impacted by the construction of the CSSI;</li> <li>(d) a Small Business Owners' Support Program to provide assistance to small business owners adversely impacted by construction of the CSSI. The Program must be administered by a Retail Advisory/Support Panel established by the Proponent. The Program must have appropriate specialist representatives and must report to the Proponent;</li> <li>(e) a monitoring program to assess the effectiveness of the measures including the nomination of performance parameters and criteria against which effectiveness of the measures will be measured; and</li> <li>(f) provision for reporting of monitoring results to the Secretary, as part of the Compliance Tracking Program required in Condition A28.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>All</li> <li>4</li> <li>6</li> <li>3.1.2</li> <li>3.2</li> <li>3.1.2</li> <li>3.5</li> <li>4</li> <li>6</li> <li>Appendix A</li> <li>3.5</li> <li>5</li> <li>5</li> </ul>
E86	<ul style="list-style-type: none"> <li>During construction, measures must be implemented to maintain pedestrian and vehicular access to, and parking in the vicinity of, businesses and affected properties. Alternative pedestrian and vehicular access, and parking arrangements must be developed in consultation with affected businesses. Such arrangements must be outlined in the <b>Business Management Plan</b> required in Condition E64 and implemented as required. Adequate signage and directions to businesses must be provided before, and for the duration of, any disruption.</li> </ul>	<ul style="list-style-type: none"> <li>4</li> </ul>

## 1.4.2 Revised Environmental Mitigation Measures

Table 3 outlines the revised mitigation measures applicable to community and business stakeholders and where they are addressed in this document.



**Table 2** Revised Environmental Mitigation Measures

ID	Mitigation Measure	Section
T5	<ul style="list-style-type: none"> <li>The community would be notified in advance of proposed road and pedestrian network changes through media channels and other appropriate forms of community liaison.</li> </ul>	<ul style="list-style-type: none"> <li>3.2</li> <li>6</li> </ul>
B11	<ul style="list-style-type: none"> <li>Specific consultation would be carried out with businesses potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual businesses.</li> </ul>	<ul style="list-style-type: none"> <li>3.2</li> <li>6</li> </ul>
B12	<ul style="list-style-type: none"> <li>A business impact risk register would be developed to identify, rate and manage the specific construction impacts for individual businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Table 8</li> </ul>
B13	<ul style="list-style-type: none"> <li>Appropriate signage would be provided around construction sites to provide visibility to retained businesses.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul> <p>There are no restrictions to business visibility</p>
SO2	<ul style="list-style-type: none"> <li>Specific consultation would be carried out with sensitive community facilities (including aged care, child care centres, educational institutions and places of worship) potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual sensitive community facilities.</li> </ul>	<ul style="list-style-type: none"> <li>3.2</li> <li>6</li> </ul>

## 2 About Sydney Metro

Sydney Metro is a new world-class railway for Sydney.

Services started in the city's north west in May 2019 on Australia's first fully-automated railway, with 13 metro stations and 4,000 new commuter car parking spaces. A new generation of metro trains will run every four minutes in the peak in each direction. Customers won't need a timetable, they'll just turn up and go.

Sydney's fast, safe and reliable metro trains are fully-air conditioned with new customer benefits like multi-purpose spaces for luggage and parents with prams, as well as wheelchair spaces and priority seating in each carriage. Technology like platform screen doors – used for the first time in Australia – will keep people and objects away from the tracks, also allowing trains to get in and out of stations much faster. All metro stations will be fully accessible with lifts and level access between platforms and trains, making it easier for more customers to use public transport.

From the north west, metro rail is being extended under Sydney Harbour, through new underground city stations and beyond to the south west. In 2024, Sydney will have 31 metro railway stations and a 66km standalone metro railway system. There will be capacity for a metro train every two minutes in each direction under the Sydney city centre.

Sydney's new metro, together with signalling and infrastructure upgrades across the existing Sydney suburban rail network, will increase the capacity of train services entering the Sydney CBD – from about 120 an hour currently to up to 200 services beyond 2024. That's an increase of up to 60 per cent capacity across the network to meet demand.

New metro rail will be extended to Western Sydney in the second half of the 2020s – the Sydney Metro West project will link the Sydney city centre with Greater Parramatta, doubling rail capacity between these centres and linking communities along the way with a new underground railway.

### 2.1 About the northern corridor works

Work is also underway between Brand Street Artarmon and Albert Avenue Chatswood to prepare for the future connection of Sydney Metro Northwest and Sydney Metro City & Southwest at Chatswood. This work includes signal and electrical upgrades, the removal of existing rail infrastructure and construction of new track and systems.

This work includes:

- Detention Basin Construction;
- Drainage work;
- Hopetoun Avenue Access Ramp removal;
- Placement of noise walls and construction of retaining walls;
- Track Slews;
- Nelson Street bridge demolition;
- Pedestrian cyclist improvements following removal of the Nelson Street bridge;
- Mowbray Road bridge modification;
- Signalling work;
- Set up and occupation of construction compounds and ancillary facilities.

# 3 Stakeholder, Business & Community Engagement

Engagement before and during northern corridor work, will lay a good foundation for engagement throughout major construction by the Principal contractors. Engagement will focus on stakeholders, businesses and the community adjacent to construction sites who have an interest in, or who are likely to be affected by northern corridor work activities.

## 3.1 Our approach

### 3.1.1 Stakeholders and the community

Sydney Metro's approach to stakeholder and community engagement during northern corridor work is to:

- Provide key stakeholders and the community with information about construction progress,
- Ensure people understand the scope of the works and mitigation measures,
- Ensure key stakeholders and the community understand the proposed timing of the works,
- Take steps to minimise potential impacts, and
- Maintain and protect Transport for NSW and Sydney Metro's reputation.

Encouraging stakeholder understanding of the project is essential. If an activity and the need for it are fully understood, stakeholders can be more tolerant of short-term impacts.

By undertaking open and honest communication with stakeholders, working to minimise impacts and being approachable and responsive during this project, Sydney Metro's reputation can be maintained or improved and the project delivered on schedule.

### 3.1.2 Business Management Plan

The following describes the Sydney Metro's approach to manage engagement and ongoing consultation with businesses within 50 metres of the Project. The approach is to:

- Understand individual business operations, and where possible, develop mitigation measures and respond to the reasonable requirements of the business,
- Provide businesses with information about construction progress,
- Ensure businesses understand the scope of the works and mitigation measures,
- Ensure businesses understand the proposed timing of the works,
- Consult with businesses and take steps to minimise potential impacts,
- Ensure the project team understands the operational requirements and sensitivities of businesses around each site, and
- Maintain and protect Transport for NSW and Sydney Metro's reputation.

Encouraging business understanding of the project is essential. If an activity and the need for it are fully understood, businesses can be more tolerant of short-term impacts.

By undertaking open and honest communication with businesses, working to minimise impacts and being approachable and responsive during this project, Sydney Metro's reputation can be maintained or improved and the project delivered on schedule.

The aim will be to understand their business operations, and where possible, develop mitigation measures and respond to the reasonable requirements of the business.

## 3.2 Tools

A full suite of Sydney Metro's communication tools are outlined in the *Overarching Community Communications Strategy*. The stakeholder and community engagement tools to be used during corridor work will include:

- **Place Manager/s** to be the single point of contact for affected stakeholders, businesses, the community and the project team, who will proactively doorknock and consult with neighbouring residents and businesses and also respond quickly to any issues or complaints raised. The purpose of business consultation will be to understand any specific aspects of businesses operations which will need to be considered when implementing the mitigation measures described in Section 4. Place Managers are also responsible for ensuring that any business consultation is documented and communicated to the relevant members of the project team;
- **Business surveys** to understand their business requirements including operating hours, main delivery times, reliance on foot traffic, any signage or advertising that may be impacted, customer origin, and other information specific to the business that will need to be considered in corridor work planning (See Appendix B);
- **Notifications, signage, newsletters** including **maps** to keep stakeholders and the community informed, explaining the purpose of the works, what they can expect, and any potential impacts (delivered in paper or electronic format);
- **Fact sheets** (as required) to provide detail on aspects of the work and the project;
- **Newspaper advertising** to advise of work starting, the community contact facilities and road closures for example;
- **Mobile community information centre**;
- **Communications Management Control Group**, Sydney Metro will establish a new group or attend existing forums to discuss project activities with neighbouring infrastructure projects;
- **Business Consultation Forum**, Contractors will establish a new forum or attend existing business forums to discuss project activities. This will be augmented by stakeholder engagement activities outlined in the Community Communications Strategy and the Overarching Community Communications Strategy.
- **Contact facilities and information points:**
  - Project website - [www.sydneymetro.info](http://www.sydneymetro.info)
  - Facebook - [www.facebook.com/SydneyMetro](http://www.facebook.com/SydneyMetro)
  - 24-hour community information line - 1800 171 386
  - Postal address - PO Box K659, Haymarket, NSW 1240

- Community email address
  - [SydneyMetro@transport.nsw.gov.au](mailto:SydneyMetro@transport.nsw.gov.au)
- **Briefings** to strata managers, building owners, local business chambers, council officers, SCO, government agencies, and local groups;
- **Mitigation measures** to respond to impacts; and
- **Stakeholder database** to record interactions with stakeholders, businesses and the community and to record business information collected in the business surveys.

### 3.3 Accessible information

Sydney Metro provides accessible information as follows:

- Notifications and newsletters are uploaded on the Sydney Metro website in .pdf web accessible format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0) for upload to the Sydney Metro website.
- Notifications and newsletters include instructions on how to contact the Translating and Interpreting Service.
- Place Managers will contact the Translating and Interpreting Service to assist in translating conversations.
- The Sydney Metro website is translatable into 58 different languages using the Google translate function at the bottom of the home page.

### 3.4 Enquiries and complaint management

Enquiries and complaints will be managed in accordance with the Sydney Metro Overarching Community Communication Strategy and the Sydney Metro Complaints Management System. Both documents are available on the Sydney Metro project website.

### 3.5 Small Business Owners Support Program

Sydney Metro has established a Small Business Owners Support Program (SBOSP) to provide assistance, if required, to small business owners located within 50 metres of Sydney Metro City & Southwest. For the purposes of this program, a 'small business' is defined as a business that employs fewer than 20 people.

Eligible businesses that raise concerns which cannot be addressed by the mitigation measures outlined in this Community Communications Strategy will be considered for additional support under the SBOSP.

A Business Action Plan will be developed by Sydney Metro to provide specific support to particular businesses and may include activities such as:

- Small business education and mentoring
- Activation events
- Business engagement events
- Marketing and promotion.

A Retail Advisory/Support Panel will review Business Action Plans and provide advice on initiatives to support small business. The panel will also monitor the implementation of these plans and evaluate the effectiveness of the support program.

Further details on Sydney Metro's SBOSP, including the support measures available and the role of the Retail Advisory/Support Panel, can be found in *Sydney Metro City & Southwest Small Business Owners Support Program* which is available on the Sydney Metro website [www.sydneymetro.info](http://www.sydneymetro.info).

## 4 Key Issues and mitigation measures

**Table 3** Key issues and mitigation measures

Issues	Communication and mitigation measures
<b>Information about construction</b>	
<ul style="list-style-type: none"> <li>Lack of information</li> </ul>	<ul style="list-style-type: none"> <li>Regular notifications and newsletters (including contributing to Sydney Trains notifications for work during possessions)</li> <li>One on One meetings on request</li> <li>Door knocks as required - both prior to works and as stakeholder checks after works</li> <li>Attend stakeholder meetings to communicate Project information to their client base</li> <li>Community contact facilities</li> </ul>
<ul style="list-style-type: none"> <li>Coordination of information for tenants and property owners (including business owners)</li> </ul>	<ul style="list-style-type: none"> <li>Strata/building managers and owners notified of scheduled and emergency work in the area when necessary</li> <li>Meetings arranged with strata/building managers and owners</li> <li>Strata/building managers and owners informed of works before they commence</li> <li>Coordinate communications through the Communication Management Control Group</li> <li>Implement the Small Business Owners Program</li> </ul>
<b>Noise and vibration</b>	
<ul style="list-style-type: none"> <li>Effects on sensitive receivers</li> <li>Effects on sensitive equipment</li> <li>Effects on quiet enjoyment (particularly for food and beverage businesses)</li> <li>Construction traffic noise (deliveries and spoil movements)</li> <li>Vibration generated by construction activities</li> </ul>	<ul style="list-style-type: none"> <li>Early engagement with neighbouring stakeholders on likely noise and vibration impacts</li> <li>Implementation of mitigation measures in the Construction Noise and Vibration Management Plan, Minor Works Approval or Out of Hours Approval where relevant</li> <li>Noise minimised through, use of appropriate plant, tools and techniques and adaptive programming, where possible. Information on specific noise and vibration reduction outcomes for each site can be found in the relevant CNVIS. Noise reduction strategies to be implemented with consideration given hours of operation and sensitive periods identified in Appendix A.</li> <li>High impact noise works staged with respite periods as required by any applicable Environment Protection Licence or planning approval</li> <li>Temporary noise screens used around equipment, where appropriate</li> <li>Staff Induction and tool box meetings prior to noisy activities</li> </ul>

Issues	Communication and mitigation measures
	<p>to highlight acceptable work force behaviour</p> <ul style="list-style-type: none"> <li>Noise and or vibration monitoring offered in response to complaints</li> <li>Vibration monitoring undertaken on any adjoining heritage structures if outlined in advice from acoustic advisor</li> <li>Referral to Small Business Advisory Panel for advice on small business complaints where appropriate</li> </ul>
<b>Dust</b>	
<ul style="list-style-type: none"> <li>Dust generated by construction activities</li> <li>Concern about health impacts of dust</li> </ul>	<ul style="list-style-type: none"> <li>Dust minimised by using water carts, water sprayers, street sweepers, chemical and organic ground cover, hard stands and limiting activities on windy days where necessary</li> </ul>
<b>Access</b>	
<ul style="list-style-type: none"> <li>Access for deliveries and customers</li> <li>Traffic changes on local roads</li> <li>Impacts to local street parking</li> <li>Traffic modifications including changes to footpaths</li> <li>Utility works affecting footpath or road access</li> </ul>	<ul style="list-style-type: none"> <li>Coordination of works with deliveries and business priorities, where possible</li> <li>Installation of suitable signage to direct pedestrians, delivery drivers and customers where appropriate</li> </ul>
<b>Construction traffic</b>	
<ul style="list-style-type: none"> <li>Heavy vehicle movements on local roads</li> </ul>	<ul style="list-style-type: none"> <li>Implement site specific Traffic Management Plans</li> <li>Coordinate traffic management with the CBD Coordination Office</li> <li>Construction traffic movements minimised in peak times, where possible</li> <li>Heavy vehicle specific access and egress locations and routes to minimise local congestion</li> <li>Truck driver tool box meetings on localised conditions</li> <li>Out of hours deliveries to minimise impacts of oversized vehicles on local roads</li> <li>Traffic Control Group</li> </ul>
<b>Property impacts</b>	
<ul style="list-style-type: none"> <li>Concerns about potential property damage</li> <li>Potential effects of vibration and settlement</li> </ul>	<ul style="list-style-type: none"> <li>Property Condition Surveys offered where eligible. Refer to relevant CNVIS for each site</li> <li>Vibration modelling information</li> <li>Distribute fact sheets</li> <li>Protection of heritage items using hoarding</li> </ul>



Utility relocation and continuity of supply	
<ul style="list-style-type: none"> <li>• Utility works affecting footpath or road access</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed briefings for businesses potentially affected</li> <li>• Timing works, particularly service cutovers, to minimise potential impacts</li> <li>• Provide alternative service where necessary to maintain essential supply</li> </ul>
Visual amenity and visibility	
<ul style="list-style-type: none"> <li>• Impacts to visual amenity (overlooking or directly next door to sites)</li> <li>• Vandalism of site hoarding</li> <li>• Visibility of retail signage and shopfronts</li> </ul>	<ul style="list-style-type: none"> <li>• Retain vegetation where possible or for as long as practical</li> <li>• Protection of trees to be retained</li> <li>• Hoarding designed in line with Sydney Metro Brand Style Guidelines</li> <li>• Prompt graffiti removal from hoarding, buildings, plant and surroundings kept well maintained and clean</li> <li>• Hoarding designed to maximise visibility of retail signage and shopfronts.</li> <li>• Explore opportunities for signage and wayfinding to maintain business visibility</li> <li>• Implement Small Business Owners Program to promote local businesses</li> </ul>
Cumulative impacts	
<ul style="list-style-type: none"> <li>• Multiple works in the one location (Chatswood)</li> <li>• Adjacent projects</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate communications through the communication Management Control Group</li> </ul>

## 5 Monitoring and reporting

Six businesses have been identified within 50m of the Project. These businesses are outlined in Appendix A, Table 8.

Due to the short-term, intermittent nature, and low impact of corridor work activities to businesses, business monitoring will not be formally undertaken for work covered by this CCC-NCW.

Feedback received during proactive doorknocks and incoming correspondence (emails and phone calls) will be informally monitored and any dissatisfaction from businesses recorded and managed in accordance with the Construction Complaints Management System in the first instance. Complaints are reported on daily through the Daily Complaints Report and quarterly in the Construction Compliance Report.

## 6 Communication Implementation plan

Site specific details can be found in Appendix A including a site overview, potential issues and stakeholder lists.

Responsibilities for implementing these tools can be found in the Overarching Community Communications Strategy, section 8.

**Table 4** Communication implementation plan

Project phase	Communication tools	Stakeholder	Timing
Project start-up	Communications Management Control Group	Neighbouring infrastructure projects (cumulative impacts) Government agencies Local council	Monthly or as required
	Mobile Community Information Centre	Local events like markets and fairs, shopping centre displays etc.	Throughout construction
	Briefings	Local council Local member Senior stakeholders Local groups Educational and religious institutions	As required or requested
	Business Survey	Properties within 50m	Prior to preparing this plan
Site investigations	Notification letter	Delivered to properties within 100m for work in standard construction hours, 200m for out of hours work**	7 days prior to work starting
	Doorknock (if intrusive or loud)	Immediate neighbours	

Project phase	Communication tools	Stakeholder	Timing
Adjoining owner agreements	Briefing	Adjoining property owners	Before site establishment
Site establishment	Newsletter	Local council Local member Senior stakeholders Local groups Delivered to properties within 500m	At site establishment As required
	Notification letter	Delivered to properties within 200m for night work and 100m for day work** Local groups	7 days prior to work starting
	Site signage Hoarding banners Directional signage	People passing by the site	As required
	Doorknock	Properties within 50m Educational and religious institutions	7 days prior to work starting
Out of hours work	Notification letter	Delivered to properties within 200m ** Local groups	7 days prior to work starting
	Doorknock	Properties within 50m	7 days prior to work starting
HV night work	Notification letter	Delivered to properties within 200m **	7 days prior to work starting
Planned service disruptions	Included in notification letter	Delivered to properties within 200m **	7 days prior to disruption
Emergency work*	Notification letter Doorknock	Affected properties	Within 2 hours

Project phase	Communication tools	Stakeholder	Timing
Work during rail possessions	Sydney Trains notification	Sydney Trains delivery area (250m on either side of the rail corridor)	Delivered prior to possession period by Sydney Trains
Construction milestones	Included in notification letter	Delivered to properties within 100m for work in standard construction hours, 200m for out of hours work**	7 days prior to new milestone
	Doorknock	Properties within 50m Educational and religious institutions	7 days prior to new milestone
	Briefings	Local council Local member Senior stakeholders Local groups Government agencies Specific businesses (see site specific details in Appendix A – Table 7)	As required or requested
Traffic changes	Included in notification letter	Delivered to properties within 100m for work in standard construction hours, 200m for out of hours work**	7 days prior to work starting 7 days prior to new milestone
	VMS Traffic alert Bus stop notices	Road users	7 days prior to work starting 7 days prior to new milestone

\*Work required to repair damaged utilities and/or make an area safe after an incident outside standard construction hours.

\*\* If the impact of the work being notified will extend beyond this radius, the delivery area will be expanded

# Appendix A Site specific details

## Overview

- Site name: Northern Corridor works
- Responsible contractor: Laing O'Rourke
- Start date: February 2018
- Location: The site comprises the rail corridor between Chatswood Station and Brand Street, Artarmon, and the rail corridor between Artarmon Station and Gore Hill Freeway
- Notification key:      Site boundary      50m      100m
- Standard construction hours: 7am to 6pm Monday to Friday and 8am to 1pm Saturdays or as otherwise approved
- Some works will be undertaken 24 hours a day during Sydney Trains possession weekends when trains are not in service.



**Table 5** Potential issues

Item	Description
Noise and vibration	<ul style="list-style-type: none"> <li>• Noise and vibration effects on neighbouring properties in particular during piling works for the retention basin</li> <li>• Noise and vibration effects on neighbouring businesses</li> <li>• Construction traffic noise including workforce, deliveries and truck movements</li> <li>• Noise during out-of-hours work conduction during Sydney trains possessions when trains are not in service</li> </ul>
Traffic and access	<ul style="list-style-type: none"> <li>• Additional traffic including large vehicles on surrounding streets</li> <li>• Traffic modifications including signage changes to footpath and pedestrian diversions</li> <li>• Temporary lane closures during stormwater connection works</li> </ul>
Property impacts	<ul style="list-style-type: none"> <li>• Potential effects of vibration and settlement</li> <li>• Dust</li> </ul>
Business operations	<ul style="list-style-type: none"> <li>• Health impacts to business staff and customers from dust</li> </ul>
Visual amenity	<ul style="list-style-type: none"> <li>• Impact on visual amenity for residents and businesses along the corridor</li> </ul>
Cumulative Impacts	<ul style="list-style-type: none"> <li>• 33 kV utility works between Willoughby and Chatswood</li> <li>• Main North and North Shore Corridor Works between Waitara and Waverton</li> <li>• Chatswood dive site construction and tunnelling works</li> <li>• Sydney Metro Northwest work at Chatswood Station and in the rail corridor</li> <li>• General Sydney Trains maintenance</li> </ul>
Landscape	<ul style="list-style-type: none"> <li>• Trees in the rail corridor between Drake Street and Brand Street, Artarmon</li> </ul>
Heritage	<ul style="list-style-type: none"> <li>• Heritage Listed Mowbray House</li> </ul>

**Table 6** Stakeholders and community overview

Stakeholders	Detail	
Local council	City of Willoughby	
Local member	The Hon. Gladys Berejiklian MP, NSW Premier and Member for Willoughby	
Local groups	<ul style="list-style-type: none"> <li>• Chatswood East Progress Association</li> <li>• Chatswood West Progress Association</li> <li>• Chatswood Chamber of Commerce</li> <li>• Artarmon Progress Association</li> <li>• East Artarmon Progress Association</li> </ul>	<ul style="list-style-type: none"> <li>• Artarmon Village Chamber of Commerce</li> <li>• Artarmon Bush Care</li> <li>• Bike North</li> </ul>
Government agencies	<ul style="list-style-type: none"> <li>• Sydney Coordination Office</li> <li>• Roads and Maritime Services</li> <li>• Department of Planning and Environment</li> <li>• Office of Environment and Heritage</li> <li>• Transport for NSW</li> <li>• Australian Rail Track Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• NSW TrainLink</li> <li>• Sydney Trains</li> <li>• Sydney Water</li> <li>• Ausgrid</li> <li>• Heritage Council</li> </ul>
Senior Stakeholders	<ul style="list-style-type: none"> <li>• Federation of Willoughby Progress Associations</li> <li>• District Commissioner - North, Greater Sydney Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Mayor, Willoughby City Council</li> <li>• Willoughby District Historical Society Inc.</li> </ul>
Road users	<ul style="list-style-type: none"> <li>• Road users on Mowbray Road, Pacific Highway, Hampden Road, Orchard Road, Nelson Street and Gordon Avenue</li> <li>• Coaches, couriers, taxis, buses, cycling groups</li> </ul>	
Religious	<ul style="list-style-type: none"> <li>• 35 Hampden Road – Artarmon Mosque</li> </ul>	
<b>Neighbouring properties</b>		
Thomas Street	<ul style="list-style-type: none"> <li>• 18 – 543 residential apartments + strata manager</li> <li>• 12 – 18 Commercial office suites + Strata Title Management</li> </ul>	<ul style="list-style-type: none"> <li>• 8 – 7 storey commercial office building + strata manager</li> <li>• 2 – Guide Dogs Association</li> </ul>



Stakeholders	Detail	
Albert Avenue	<ul style="list-style-type: none"> <li>• 65 – Mandarin Centre (rooftop sports club, cinema, food court and 26 retail shops) + Centre Management</li> <li>• 73-77 – 329 Student apartments + Building Manager</li> <li>• 100 – 42 Residential apartments + strata manager</li> </ul>	<ul style="list-style-type: none"> <li>• 67 – 15 Storey commercial tower + Managing Agent (CBRE). Mix of finance and Government tenancies</li> <li>• 84-86 – 32 Residential apartments + strata manager</li> <li>• 88 – 36 Residential apartments + strata manager</li> </ul>
Victor Street	<ul style="list-style-type: none"> <li>• 31-37 – Sebel Apartments, 112 residential apartments and 52 serviced apartments + strata management</li> </ul>	
Victoria Avenue	<ul style="list-style-type: none"> <li>• 436 – Chatswood Interchange Management</li> </ul>	
Ellis Street	<ul style="list-style-type: none"> <li>• 2 – Digital Evolution Design</li> <li>• 3 – 12 Residential apartments + strata manager</li> <li>• 4-6 – 18 Residential Apartments + strata manager</li> </ul>	<ul style="list-style-type: none"> <li>• 7-13 – 48 Residential apartments + strata manager</li> <li>• 8 – 40 Residential apartments + strata manager</li> </ul>
Chapman Avenue	<ul style="list-style-type: none"> <li>• 2 – UnitingCare Keenagers Day Activity &amp; Respite Centre</li> <li>• 4 - UnitingCare Aging - Northern Sydney Regional Office</li> <li>• 6 – Uniting Chapman Close, 12 unit retirement village and</li> </ul>	
Hopetoun Avenue	<ul style="list-style-type: none"> <li>• 1A-13 – 7 residential homes</li> </ul>	<ul style="list-style-type: none"> <li>• 2-12 – 6 residential homes</li> </ul>
Mowbray Road	<ul style="list-style-type: none"> <li>• 340 – 2 double storey residences (duplex)</li> <li>• 342 - 6 residential units + NSW Strata Management</li> </ul>	<ul style="list-style-type: none"> <li>• 344-346 - 9 residential units + strata manager</li> <li>• 348 – Ausgrid, heritage substation</li> </ul>
Pacific Highway	<ul style="list-style-type: none"> <li>• 655 – Chatswood Bowling Club</li> </ul>	
Orchard Road	<ul style="list-style-type: none"> <li>• 2-22 - 9 residential homes</li> </ul>	
Gordon Avenue	<ul style="list-style-type: none"> <li>• 5-9 - Louder Minds (home based business) and 15 residential units + strata manager</li> <li>• 1-3 - 12 residential units (Frank Knight Property Management)</li> <li>• 10 - 10 residential apartments + strata manager</li> </ul>	
Nelson Street	<ul style="list-style-type: none"> <li>• 2 - 2 Home based businesses and residential home</li> <li>• 1-5 – 3 residential homes</li> <li>• 9-11 - 45 residential units (Dunns Strata Management, Property Manager – Oasis Property Management)</li> </ul>	<ul style="list-style-type: none"> <li>• 15 - 7 residential units + strata manager</li> <li>• 17 - 6 residential units + strata manager</li> <li>• 19 - 1 residential home</li> </ul>

Stakeholders	Detail	
Elizabeth Street	<ul style="list-style-type: none"> <li>• 1-3 – 2 residential homes</li> </ul>	<ul style="list-style-type: none"> <li>• 40-52 – 9 residential homes</li> </ul>
Raleigh Street	<ul style="list-style-type: none"> <li>• 1-7 – 4 residential homes</li> </ul>	<ul style="list-style-type: none"> <li>• 8-14 – 4 residential homes</li> </ul>
Drake Street	<ul style="list-style-type: none"> <li>• 1-13 – 13 residential homes</li> </ul>	<ul style="list-style-type: none"> <li>• 12 – Family Day Care</li> <li>• 7 – Family Day Care</li> </ul>
Hawkins Street	<ul style="list-style-type: none"> <li>• 1-11 – 6 residential homes</li> </ul>	<ul style="list-style-type: none"> <li>• 2-14 – 7 residential homes</li> </ul>
Brand Street	<ul style="list-style-type: none"> <li>• 1-13 – 7 residential homes</li> <li>• 2 – 8 residential apartments + strata manager</li> </ul>	<ul style="list-style-type: none"> <li>• 4 - 10 residential apartments + strata manager</li> <li>• 8-10 – 16 residential apartments + strata manager</li> </ul>
Hampden Road	<ul style="list-style-type: none"> <li>• 9 – 12 residential apartments + strata manager</li> <li>• 11 – 16 residential apartments + strata manager</li> <li>• 13 – 24 residential apartments + strata manager</li> <li>• 15 – 8 residential apartments + strata manager</li> <li>• 17 – 16 residential apartments + strata manager</li> <li>• 19 - 4 residential apartments + strata manager</li> <li>• 21- 4 residential apartments + strata manager</li> <li>• 24 - 10 residential apartments + strata manager</li> <li>• 25 – 13 residential apartments + strata manager</li> <li>• 26 - 5 residential apartments + strata manager</li> <li>• 27 – 4 residential apartments + strata manager</li> <li>• 28-32 - 8 residential apartments + strata manager</li> <li>• 29 – 4 residential apartments + strata manager</li> <li>• 31 – 4 residential apartments + strata manager</li> <li>• 33 – 8 residential apartments + strata manager</li> <li>• 36 – 6 residential apartments + strata manager</li> <li>• 38 -- 10 residential apartments + strata manager</li> </ul>	<ul style="list-style-type: none"> <li>• 67 – 9 residential apartments + strata manager</li> <li>• 77-83 – 4 residential homes</li> <li>• 85-91 – 10 residential apartments + strata manager</li> <li>• 97 – 12 residential apartments + strata manager</li> <li>• 99 – 16 residential apartments + strata manager</li> <li>• 107 – 18 residential apartments + strata manager</li> <li>• 115 – 10 residential apartments + strata manager</li> <li>• 117-119 – 12 residential apartments + strata manager</li> <li>• 130 – The Thai Artarmon, restaurant</li> <li>• 2/130 – Inter Deserts</li> <li>• 132 – Artarmon Mowers, retail</li> <li>• 134-136 – Bella Babes Day Care Centre</li> <li>• 136 – Artarmon Medical Centre</li> <li>• 142 - 16 residential apartments + strata manager</li> <li>• 148 – 10 residential apartments + strata manager</li> <li>• 152-156 – 20 residential apartments + strata manager</li> <li>• 158-162 – 20 residential apartments + strata manager</li> </ul>

Stakeholders	Detail	
	<ul style="list-style-type: none"> <li>• 40 – 6 residential apartments + strata manager</li> <li>• 42 - 4 residential apartments + strata manager</li> <li>• 44 - 12 residential apartments + strata manager and ground floor retail (Pizza Luna, Laing &amp; Simmons)</li> </ul>	<ul style="list-style-type: none"> <li>• 164 – 18 residential apartments + strata manager</li> <li>• 170-174 – 12 residential apartments + strata manager</li> <li>• 176 – 8 residential apartments + strata manager</li> <li>• 182-190 – 32 residential apartments + strata manager</li> </ul>
McMillan Road	<ul style="list-style-type: none"> <li>• 1 – 9 residential apartments + strata manager</li> </ul>	<ul style="list-style-type: none"> <li>• 2 – 32 residential apartments +strata manager</li> </ul>
Cleland Road	<ul style="list-style-type: none"> <li>• 1 – 4 residential apartments + strata manager</li> <li>• 2 – 4 residential units + strata manager</li> <li>• 4-6 – 2 residential homes</li> <li>• 3 – 4 residential apartments + strata manager</li> <li>• 5-7A – 2 residential homes</li> <li>• 8-12 – 4 residential units + strata manager</li> <li>• 14-16 – 2 residential homes</li> <li>• 18 – 4 residential apartments + strata manager</li> </ul>	<ul style="list-style-type: none"> <li>• 20 – 4 residential units + strata manager</li> <li>• 24-28 – 6 residential units + strata manager</li> <li>• 30 – 10 residential apartments + strata manager</li> <li>• 32 – 6 residential apartments + strata manager</li> <li>• 34 – 8 residential apartments + strata manager</li> <li>• 36 – residential home</li> <li>• 38 - 10 residential apartments + strata manager</li> </ul>
Parkes Road	<ul style="list-style-type: none"> <li>• 1-3 – 8 residential apartments + strata manager</li> <li>• 5 – 12 residential apartments + strata manager</li> </ul>	<ul style="list-style-type: none"> <li>• 9-15 – 4 residential homes</li> </ul>
Burra Road	<ul style="list-style-type: none"> <li>• 17-53 – 19 residential homes</li> </ul>	<ul style="list-style-type: none"> <li>• 28-52 – 12 residential homes</li> </ul>

**Table 7** Business overview and impact register

The following businesses are within 50m of the corridor work project area.

Business name	Special requirements	Risk Rating*
Chatswood Bowling Club 655 Pacific Highway	<ul style="list-style-type: none"> <li>• Expected noise and dust sensitivities during weekend possession works</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>
Artarmon Medical Centre 128 Hampden Road	<ul style="list-style-type: none"> <li>• Monday to Friday 8:30am to 7pm, and Saturdays 8:30am to 12pm</li> <li>• Potential noise sensitivities during piling works for retention basin construction</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>
Artarmon Family Day Care 7 Drake Street	<ul style="list-style-type: none"> <li>• Long day centre operating 8:00am to 6pm Monday to Friday.</li> <li>• Potential noise sensitivities during construction of retention basin and drainage works.</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>
Bella Babes Child Care Centre 134-136 Hampden Road	<ul style="list-style-type: none"> <li>• Child Care facility operating 7:30am-6pm Monday to Thursday and 8.30am-5.30pm Friday.</li> <li>• Located on second floor or building, all play areas at rear of facility.</li> <li>• Potential noise sensitivities during piling works for retention basin construction.</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>
SIPE Day Care 12 Drake Street	<ul style="list-style-type: none"> <li>• Monday to Friday 8:00-6pm Monday to Friday. Family day care centre located adjacent to rail corridor. Play areas along the side boundary and front yard.</li> <li>• Expected noise and dust sensitivities during construction of retention basin and drainage works.</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>
Uniting Care Aging 2-6 Chapman Avenue	<ul style="list-style-type: none"> <li>• Expected noise and dust sensitivities during weekend possession works</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>

\*Explanation:

- Low – Business experiences amenity impacts only
- Medium – Business experiences visibility and amenity impacts
- High – Business experiences access, visibility and amenity impacts

## Appendix B Business survey

Sydney Metro	Business survey			
Business name				
Business contact		Role		
Phone		Mobile		
Email				
Street address				
Preferred contact	<i>[ie: Email, phone, letter, SMS]</i>			
Type of business	<i>[ie: Café, retail store, medical services, professional services]</i>			
Operating hours	Monday:	Tuesday:	Wednesday:	
	Thursday:	Friday:	Saturday:	
	Sunday:	Other:		
Deliveries	Typically timing			
	Type of delivery vehicle	<i>[ie: Ute, van, semi-trailer]</i>		
	Delivery access point			
Staff	Number of staff			
	How do they get to work?			
Business access	Staff parking & location			
	Customer parking & location			
	Location of driveway or goods access point			
Customer access	No. of daily customers			
	Busiest days and times	<i>[ie: Monday – Friday 8-9am and lunch time]</i>		
	Busiest trading period	<i>[ie: Christmas, back to school, school holidays]</i>		
	How do you customer access your business?	<i>[ie: Walking/bus/train/car]</i>		
	What % of customer's access by:	Car	Foot	Public transport
	Do you rely on visibility?			