

The URBIS logo consists of the word "URBIS" in a bold, white, sans-serif font. To the right of the text is a white square frame that is open on the left side, with the top and bottom horizontal bars extending to the right, creating a partial enclosure for the text.

URBIS

# CONSULTATION STRATEGY

Riverwood Estate  
State Significant Precinct

Prepared for

**LAND AND HOUSING CORPORATION**

17 June 2022

**URBIS STAFF RESPONSIBLE FOR THIS REPORT WERE:**

Director	Dianne Knott
Associate Director	Stephanie Potter
Senior Consultant	Erin Riley
Project Code	P0029677
Report Number	Final v7.0

**Urbis acknowledges the important contribution that Aboriginal and Torres Strait Islander people make in creating a strong and vibrant Australian society.**

**We acknowledge, in each of our offices the Traditional Owners on whose land we stand.**

**We acknowledge and pay respects to the Bidjigal people of the Dharug and Eora nations, the lands of which this site is located.**

All information supplied to Urbis in order to conduct this research has been treated in the strictest confidence. It shall only be used in this context and shall not be made available to third parties without Land and Housing Corporation authorisation. Confidential information has been stored securely and data provided by respondents, as well as their identity, has been treated in the strictest confidence and all assurance given to respondents have been and shall be fulfilled.

© Urbis Pty Ltd  
50 105 256 228

All Rights Reserved. No material may be reproduced without prior permission.

You must read the important disclaimer appearing within the body of this report.

**urbis.com.au**

# CONTENTS

<b>1.</b>	<b>Introduction .....</b>	<b>1</b>
1.1	Project context .....	1
1.2	Consultation context .....	1
1.3	Study requirements for consultation .....	2
1.4	Master plan context.....	3
1.5	Site context .....	4
1.6	Demographic context .....	5
<b>2.</b>	<b>Consultation purpose and process.....</b>	<b>7</b>
2.1	Consultation objectives .....	7
2.2	Guiding principles for consultation .....	8
2.3	Consultation during COVID-19 .....	8
2.4	Stakeholders .....	9
2.5	Previous consultation.....	13
2.6	How the revised master plan has responded to feedback.....	14
<b>3.</b>	<b>Key messages .....</b>	<b>20</b>
3.1	Key facts .....	20
3.2	Supporting messages .....	22
3.3	Managing impacts.....	23
3.4	Glossary of terms for consultation .....	24
<b>4.</b>	<b>Risk assessment .....</b>	<b>25</b>
<b>5.</b>	<b>Implementation plan .....</b>	<b>26</b>
	Disclaimer.....	33
	<b>Appendix A – Distribution map .....</b>	<b>34</b>

## FIGURES

Figure 1 – Key features of the site.....	4
Figure 2 – Aerial view of Riverwood SSP Study Area.....	4
Figure 3 – Overview of Riverwood demographics.....	6
Figure 4 – Nearby neighbours .....	12
Figure 5 – Riverwood Renewal Draft Master Plan Consultation, 2016-17 .....	13

## TABLES

Table 1 – Study requirements for consultation .....	2
Table 2 – Consultation objectives by project phase .....	7
Table 3 – Stakeholder categorisation .....	9
Table 4 – Feedback and response .....	15
Table 5 – Risk assessment.....	25
Table 6 – Consultation implementation plan .....	26

# 1. INTRODUCTION

Urbis Pty Ltd (Urbis) has been engaged by Land and Housing Corporation (LAHC) – the applicant, to prepare and assist with the execution of a Consultation Strategy (Strategy) to support the preparation of a master plan and planning proposal for the Riverwood Estate State Significant Precinct (SSP).

Riverwood Estate is located in the Canterbury-Bankstown Local Government Area (LGA), and adjoining Georges River Council LGA, in south-west Sydney.

## 1.1 PROJECT CONTEXT

The Riverwood Estate is approximately 30 hectares and comprises c. 16.7 hectares of land owned by LAHC with 1017 existing social housing dwellings and some small parcels of vacant land; 2 social housing dwellings owned by Aboriginal Housing Office; around 60 privately owned properties; and land owned by Canterbury Bankstown Council. The estate consists of a diverse range of housing types from single cottages through to high rise residential flat buildings.

LAHC is seeking to renew the estate to increase housing supply, facilitate the renewal of ageing social housing, and provide fit for purpose social and private housing within an integrated community. The renewal will deliver public benefit through new high quality open spaces, public domain, community facilities, improved accessibility and connectivity, and local retail that support the current and future needs of the community.

## 1.2 CONSULTATION CONTEXT

Investigation, site analysis, technical studies, consultation and planning for the renewal have been underway since its announcement as a State Significant Precinct in 2016.

Throughout 2017 LAHC undertook extensive consultation with stakeholders and the local community to inform them about the proposed renewal and seek feedback on key issues and opportunities to inform the emerging master plan.

In November 2019, the State Significant Precinct (SSP) for the site was discontinued and the rezoning was handed back to Canterbury Bankstown Council.

In July 2020, LAHC prepared a Cabinet Submission to the Delivery and Performance Committee (DaPCo) on prioritised actions to fast track planning for the Riverwood Estate. DaPCo supported the Submission on 7 October 2020. In November 2020, DPE established a Project Review Panel (PRP) which includes representatives from the City of Canterbury Bankstown and Georges River Councils. The former Department of Planning Industry and Environment (now the Department of Planning and Environment (DPE)) issued Study Requirements on 17 December 2020.

In March 2021 the renewal of the Riverwood Estate was re-confirmed as a State Significant Precinct. LAHC communicated with key stakeholders and community about refinements to the masterplan resulting from previous consultation.

In June 2021 LAHC submitted a draft planning proposal for review by the PRP against the Study Requirements, known as the Test of Adequacy. Feedback from this process was received in August 2021. LAHC intends to lodge an updated draft planning proposal for formal assessment in May 2022.

Following assessment, it is anticipated that the draft planning proposal will be placed on public exhibition by DPE in late June 2022. LAHC will support the process by providing the communications to, and engagement with, key stakeholders and community.

## 1.3 STUDY REQUIREMENTS FOR CONSULTATION

This Strategy aligns with the Study Requirements issued by DPE in December 2020.

### 1.3.1 Consultation

Table 1 – Study requirements for consultation

Study Requirement	Consultation	How study requirement is addressed in this document
16.1	<p>Prepare a <b>consultation strategy</b> that:</p> <ul style="list-style-type: none"> <li>Outlines the proposed community consultation strategy, noting and addressing that each council should have a high level of involvement in the preparation of the draft planning controls. The strategy will address the proposed consultation with the current tenants/residents of Riverwood estate. The strategy will also address how LAHC will engage with other landowners in the precinct including Council.</li> </ul>	<p>The consultation approach is outlined in section 2 of this document.</p> <p>Key stakeholders, including each council, current tenants/residents and other landowners are outlined in section 2.4 of this document.</p> <p>Canterbury Bankstown Council, Georges River Council and Department of Planning and Environment have been consulted as part of the Project Review Panel for the Riverwood Estate State Significant Precinct.</p>
	<p><b>Considerations</b></p> <p>The consultation strategy must address:</p> <ul style="list-style-type: none"> <li>Preparation of exhibition materials so that they may be readily understood;</li> <li>Plain English explanations of the key aspects of the proposal including spatial arrangement of development, staging, public domain and open space, amenity, transport, and community facilities will be made available;</li> <li>Provision of information that is accessible and meets the needs of the community, which might include translation services or translated material; and</li> <li>Incorporate ongoing consultation with the local Aboriginal community, including Elders and organisations, into the community consultation strategy.</li> </ul>	<p>Section 5 of this document outlines the exhibition materials that will be available, and that they will be prepared in plain English explaining key components of the plan. Section 3 outlines the key messages, as prepared in plain English. Exhibition materials will include the use of maps and images and will be translated into community languages.</p> <p>Previous consultation with the Aboriginal community is outlined in section 1.3.2. Further engagement with the local Aboriginal community will be undertaken during the exhibition (section 5 of this document) and during detailed assessment.</p>
	<p><b>Consultation</b></p> <p>The strategy is to demonstrate that it has been undertaken in consultation with Canterbury Bankstown City Council, Georges River Council, key agencies, Multicultural NSW, local community group representatives and any other key stakeholders.</p>	<p>This strategy has been developed with input from Canterbury Bankstown City Council, Georges River Council and key agencies, including Multicultural NSW.</p>

		<p>Consultation with key stakeholders is outlined in the outcomes report and will be further addressed during detailed assessment/post exhibition.</p> <p>Key stakeholders, are outlined in section 2.5 of this document.</p>
	<p><b>Author</b></p> <p>There are no specific requirements for the author of these studies.</p>	
	<p><b>Guidance documents</b></p> <p>The following documents provide guidance for the strategy:</p> <ul style="list-style-type: none"> <li>▪ Web Content Accessibility Guidelines 2.0 (WCAG2.0AA); and</li> <li>▪ Australian Government's Digital Service Standard.</li> </ul>	<p>Documents on the project website will be WCAG2.0AA compliant.</p>

### 1.3.2 Aboriginal consultation and Connecting with Country

LAHC acknowledges we all stand on Aboriginal land and demonstrates an ongoing commitment to planning and creating places that respect Aboriginal cultural heritage and respond to the contemporary social, cultural and economic needs of Aboriginal people.

The Study Requirements issued by DPE refer to consideration of ongoing consultation with the local Aboriginal community and application of the Government Architect NSW's *Connecting with Country draft framework* (the draft framework) and *Designing with Country guidelines*.

The draft framework, released in December 2020, is intended to embed a process by which "connections with Country inform the planning, design, and delivery of built environment projects in NSW" (2020: p8.). LAHC is committed to implementing the draft framework's principles in future stages of the project. The development of the master plan predates the release of the *Designing with Country guidelines* so these will be embedded in the future planning framework for the project.

Aboriginal community consultation formed an important statutory component in the preparation of the Aboriginal and Cultural Heritage Assessment Report for the Study Area.

Further engagement with the Aboriginal community will be undertaken during the future design and implementation phases of the project.

## 1.4 MASTER PLAN CONTEXT

Feedback from extensive consultation with stakeholders and community in 2017 informed the emerging masterplan. The revised master plan and planning proposal for Riverwood features a lower density development and reduced heights of buildings.

The number of dwellings has decreased from approximately 5,000 in the 2017 master plan, to 3,900 dwellings in the revised master plan. The maximum height of buildings has reduced from 22 to 12 storeys.

The fundamental features of the 2017 master plan such as community facilities, open spaces and connectivity remain unchanged.

## 1.5 SITE CONTEXT

Figure 1 – Key features of the site

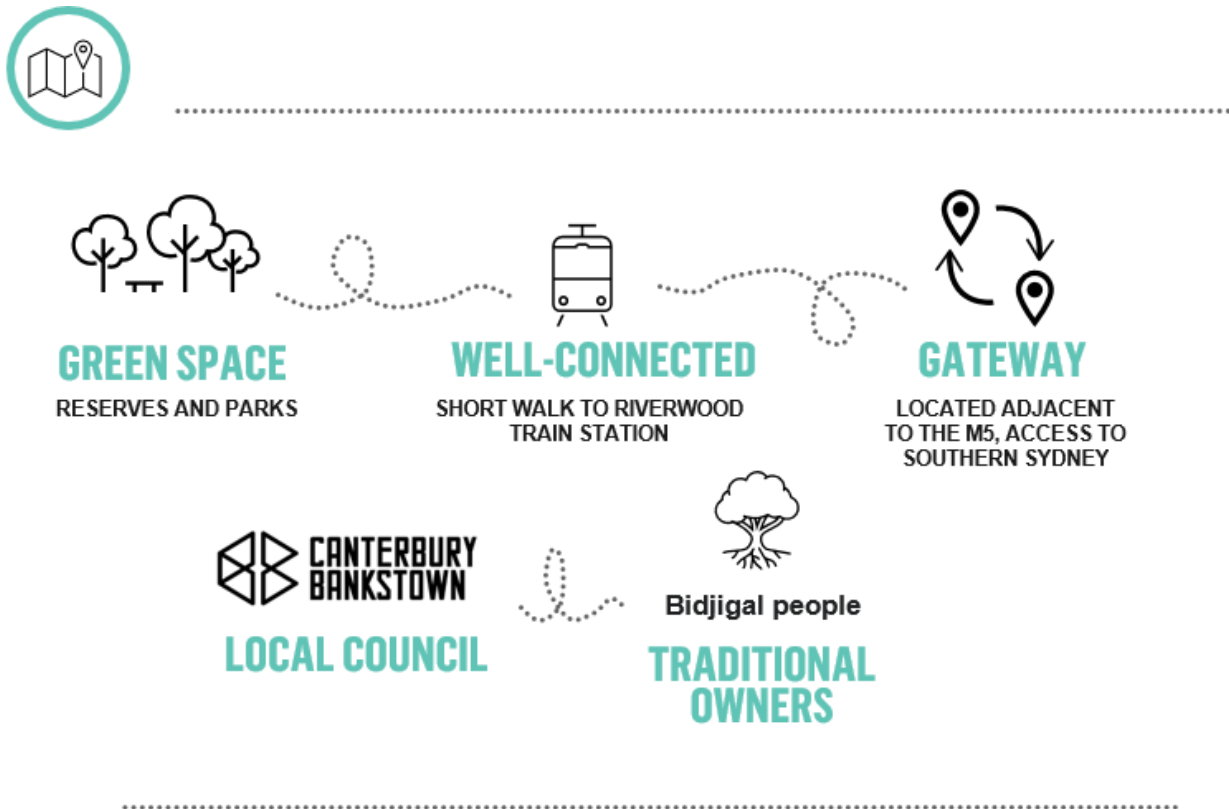
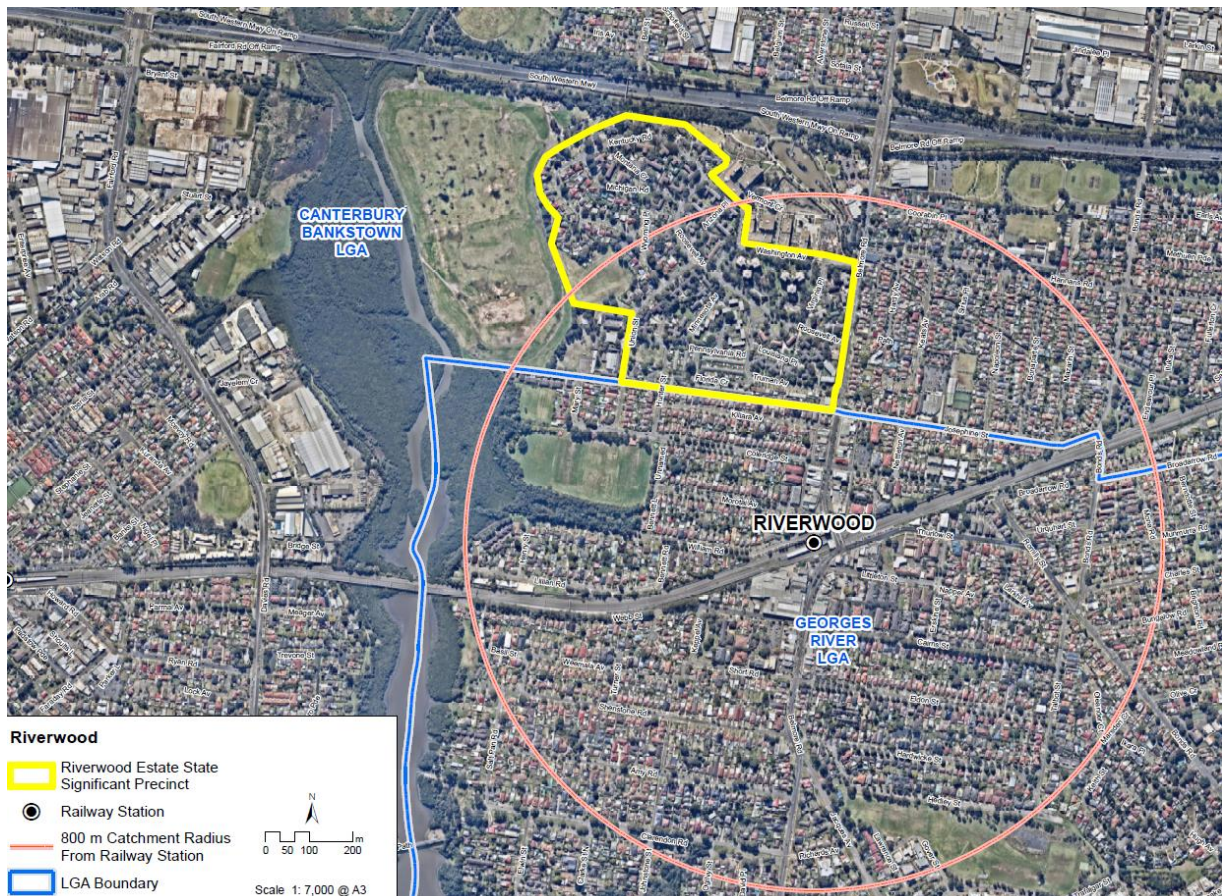


Figure 2 – Aerial view of Riverwood SSP Study Area





## 1.6 DEMOGRAPHIC CONTEXT

In 2017, Riverwood estate had 1,487 social housing tenants<sup>1</sup>, of which:

- 497 households were single person
- Average time in social housing was 12 years
- 50% were aged 65 year or older
- 20% had been in the property 20 years or more
- 22% spoke Arabic
- 13.5% spoke Chinese.

These statistics illustrate this community has developed strong bonds and are culturally and linguistically diverse.

To create an inclusive and participatory consultation process, the following measures were implemented in 2017:

- Community newsletter was translated into traditional and simplified Chinese, Arabic and Vietnamese
- A range of engagement methods were used including online, face-to-face and paper surveys
- Translators and interpreters were available at drop in sessions
- Community Liaison Officer was located on site in the Riverwood Family and Community Services (FACS) office.

### Survey responses

Around 4% of the total estate's population, of around 1,600 people, completed a survey. The respondent profile reflects the cultural and linguistic diversity of the Riverwood population.

78% of respondents speak a language other than English at home, including:

- 19 Arabic speakers (16% of respondents)
- 18 Mandarin speakers (15% of respondents)
- 12 Cantonese speakers (10% of respondents)
- 8 Vietnamese speakers (7% of respondents)
- 7 Greek speakers (6% of respondents).

59% of respondents were female (69 respondents) and 38% of respondents were male (44 respondents).

The respondent age profile reflects the age profile of Riverwood, which has a fairly high proportion of older people. There is also a good representation of young people amongst the respondents, and a slightly lower proportion of respondents aged 25 to 49.

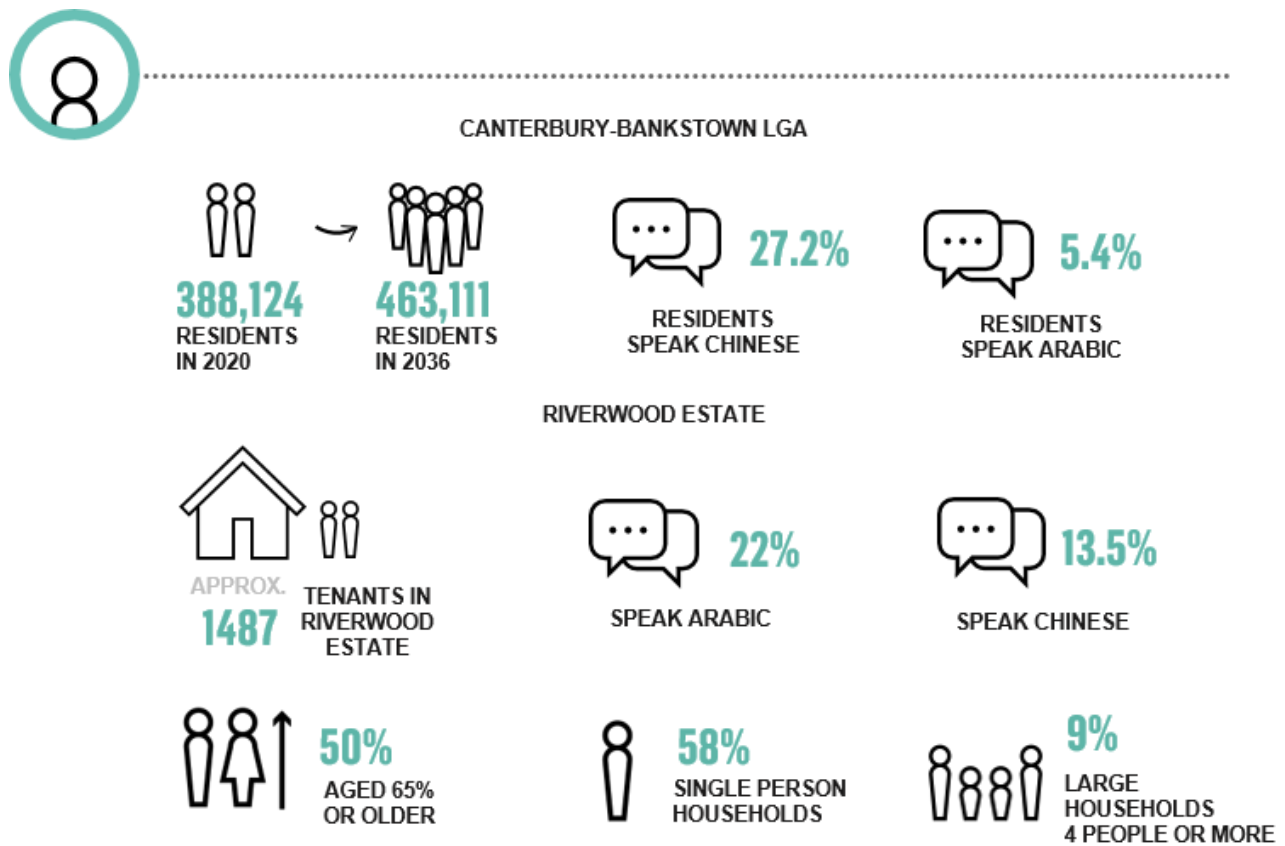
The diagram below outlines key demographics of Riverwood and the wider local government area (LGA):

---

<sup>1</sup> Riverwood Renewal Master Plan Stakeholder Engagement Strategy, Cred Consulting, October 2017.



Figure 3 – Overview of Riverwood demographics



## 2. CONSULTATION PURPOSE AND PROCESS

### 2.1 CONSULTATION OBJECTIVES

This strategy recommends the following approach to inform and consult with key stakeholders, tenants and the broader community. The activities outlined seek to deliver an appropriate and transparent consultation process, informed by the International Association of Public Participation's (IAP2) Public Participation Spectrum.

Table 2 – Consultation objectives by project phase

Phase	Timing	Purpose	Led by	Level of engagement (IAP spectrum)
Phase 1: Project Update (completed)	March 2021	<p>Informed key stakeholders, LAHC tenants and adjoining neighbours about refinements to the master plan as a result of previous consultation.</p> <p>Provided information about the upcoming statutory consultation process.</p>	LAHC	Inform
Phase 2: Statutory Public Exhibition	June-July 2022 (to be confirmed)	<p>Inform and consult key stakeholders, LAHC tenants and adjoining neighbours on the master plan, as an input into DPE's determination of the planning proposal.</p> <p>Provide clear information about the project timeline. Deliver clear and factual key messages, and outline the planning and approval process, where to find information and how to submit feedback during the public exhibition.</p> <p>Communicate information about how the master plan and planning proposal has responded to stakeholder and community feedback. Communicate the benefits of the proposal for the local and wider community</p>	DPE with support from LAHC and Urbis	Consult
Phase 3: Post-determination update (subject to timing of exhibition closing and determination)	Late 2022/early 2023 (to be confirmed)	<p>Inform key stakeholders, LAHC tenants and adjoining neighbours about the outcomes of the public exhibition process and DPE's project determination.</p> <p>Outline the tenant relocation process and support available, in collaboration with Department of Communities and Justice (DCJ).</p>	LAHC	Inform

A full implementation plan can be found in Section 6.

## 2.2 GUIDING PRINCIPLES FOR CONSULTATION

Developing vibrant, sustainable, and inclusive communities across NSW is a key strategic priority for the NSW Government. Principles of Department of Planning and Environment's Community Participation Plan (November 2019) will guide stakeholder and community engagement for this State Significant Precinct: Communication and engagement will be:

- **Open and inclusive** – LAHC will deliver culturally appropriate and inclusive participation practices, and proactively seek stakeholder and community views. Plain language will be used to ensure information is clear and easy to understand. Information will be translated into Arabic, Vietnamese and Chinese languages.
- **Easy to access** – A collaborative approach between LAHC, DCJ, and Aboriginal Housing Office will enable access and engage a broad range of community groups.
- **Relevant** – Information will be tailored to the target audience, according to their needs, communication preferences, and areas of interest and concerns. LAHC will work closely with DCJ and community housing providers to support residents through change.
- **Timely** – Communication will be matched to planning milestones to ensure that stakeholders, residents and communities understand the project's aims and outcomes. Throughout the planning process, residents and stakeholders directly impacted by change will be provided with the right information at the right time.
- **Meaningful** – Consultation will be genuine, clearly articulating areas where feedback has, has not and can still inform decision making. There will be clear reporting on consultation outcomes and the ways stakeholder and community feedback has been incorporated into decisions.

## 2.3 CONSULTATION DURING COVID-19

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

## 2.4 STAKEHOLDERS

Stakeholders are individuals, groups of individuals or organisations that could influence or are affected by a project. The following table outlines the key stakeholders who will be involved throughout the engagement process. Urbis will work closely with LAHC and the project team to engage with identified stakeholder groups for the duration of the project.

Table 3 – Stakeholder categorisation

Government	Government representatives	Local Government
<ul style="list-style-type: none"> <li>Department of Planning and Environment (DPE)</li> <li>Land and Housing Corporation (LAHC)</li> <li>Aboriginal Housing Office (AHO)</li> <li>Department of Communities and Justice (DCJ)</li> <li>Greater Sydney Commission (GSC)</li> <li>Government Architect NSW (GANSW)</li> <li>Department of Education (DoE)</li> <li>Schools Infrastructure NSW (SINSW)</li> <li>Sydney Local Health District (SLHD)</li> <li>Multicultural NSW</li> <li>Transport for NSW (TfNSW)</li> <li>NSW Police - Campsie Local Area Command</li> </ul>	<ul style="list-style-type: none"> <li>Minister for Planning and Homes, The Hon Anthony Roberts</li> <li>Secretary, Department of Planning and Environment</li> <li>Jihad Dib, State Member for Lakemba</li> <li>The Hon. David Coleman, Federal Member for Banks</li> <li>Deputy Secretary, Housing Services, DCJ</li> <li>District Director and local team leader, DCJ</li> </ul>	<ul style="list-style-type: none"> <li>Canterbury Bankstown Council staff, Mayor and councilors.</li> <li>Georges River Council staff, Mayor and councilors.</li> <li>Morris Iemma Indoor Sports Centre, Centre Manager</li> </ul>

Residents and tenants	Community groups	Community
<ul style="list-style-type: none"> <li>▪ Riverwood estate tenants</li> <li>▪ Property owners in study area</li> <li>▪ Private residents in surrounding area (Killara, Coleridge, Hunter, Bennett, Price, Morotai, William, Henry and Lillian Streets)</li> <li>▪ Non-resident owners in surrounding area (Killara, Coleridge, Hunter, Bennett, Price, Morotai, William, Henry and Lillian Streets)</li> <li>▪ Washington Park residents (St George Community Housing tenants, and private residents)</li> <li>▪ Washington Park non-resident owners</li> <li>▪ Broader Riverwood community</li> <li>▪ Tenant representative groups</li> <li>▪ Southern Sydney Tenants Advice and Advocacy Service (SSTAAS)</li> <li>▪ Shelter NSW</li> <li>▪ Tenants' Union of NSW</li> </ul>	<ul style="list-style-type: none"> <li>▪ Riverwood Community Centre management and visitors</li> <li>▪ Residents Organisation at Riverwood (ROAR)</li> <li>▪ Canterbury Bankstown Harmony Group</li> <li>▪ Riverwood Child and Family Health Centre</li> <li>▪ Riverwood Family Support Service</li> <li>▪ Riverwood Senior Citizens Club</li> <li>▪ Riverwood Youth Service</li> <li>▪ Australian Arabic Family Cohesiveness Association</li> <li>▪ Riverwood Arabic Association</li> <li>▪ Australian Chinese Association</li> <li>▪ Australian Chinese Seniors Club</li> <li>▪ Riverwood Chinese Family Group</li> </ul>	<p><b>Local schools</b></p> <ul style="list-style-type: none"> <li>▪ Riverwood Public School - Principal</li> <li>▪ Hannans Road Public School - Principal</li> </ul> <p><b>Local businesses</b></p> <ul style="list-style-type: none"> <li>▪ Riverwood MedLab Pathology</li> <li>▪ SDN Riverwood Children's Education and Care Centre</li> <li>▪ Little Mamas Pizzeria</li> <li>▪ Riverwood Family Chemist</li> <li>▪ Pharma Save</li> <li>▪ Let there be LED</li> <li>▪ Hannans Rd Convenience Store</li> <li>▪ Riverwood Plaza</li> </ul>

Community Housing and other private sector organisations	Aboriginal and Torres Strait Islander communities	
<ul style="list-style-type: none"> <li>St George Community Housing</li> </ul>	<ul style="list-style-type: none"> <li>A1 Indigenous Services</li> <li>Butucarbin Aboriginal Corporation</li> <li>Clive Freeman, cultural heritage conversation consultant</li> <li>Didge Ngunawal Clan</li> <li>Gulaga</li> <li>Kamilaroi Yankuntjatjara Working Group</li> <li>Metropolitan Local Aboriginal Land Council</li> <li>Murra Bidgee Mullangari Aboriginal Corporation</li> <li>Ngambaa Cultural Connections</li> <li>Wori Woilywa</li> <li>Wurrumay Pty Ltd</li> </ul>	

## 2.4.1 Nearby neighbours

Nearby neighbours are likely to be impacted and interested in the proposal.

In 2017, the catchment area included 2,300 letter boxes including the immediate neighbours.

In 2021, the catchment area included that of 2017 and near additional neighbours surrounding the site. This includes around an extra 135 properties.

In 2022, engagement for the project’s Statutory Public Exhibition will be expanded to inform the broader community surrounding the study area about the master plan and its public benefits. Figure 5, on the following page outlines catchment areas.

Figure 4 – Nearby neighbours

Catchment area from 2017 engagement

Catchment area for phase 1, 2021 engagement

Catchment area for phases 2 and 3, 2022 engagement





## 2.5 PREVIOUS CONSULTATION

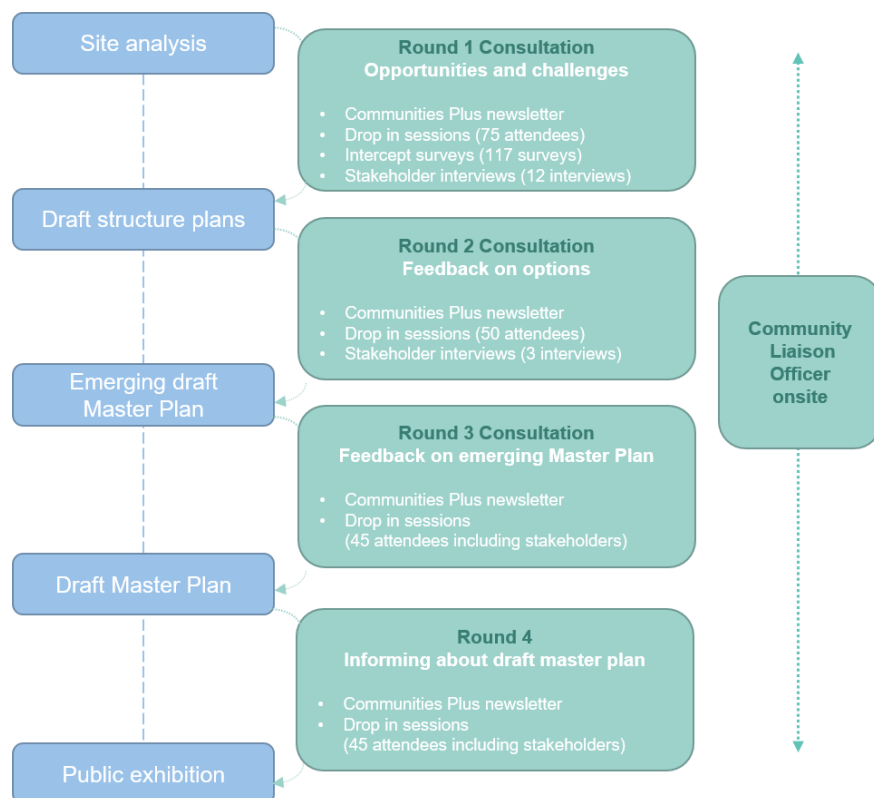
In 2017 Cred Consulting, on behalf of LAHC, undertook extensive and robust stakeholder and community consultation to inform the development of the master plan and planning proposal for the Riverwood Estate State Significant Precinct.

Between January and September, there were more than 500 individual points of contact with community members and stakeholders, including:

- 6 community drop in sessions at the Riverwood Community Centre
- 2 community information sessions at the Riverwood Community Centre
- 117 surveys completed through intercept surveys
- 3 newsletters distributed to more than 2,300 households, local businesses, service providers and key stakeholders
- 15 interviews with key service providers including Riverwood Community Centre, local schools and childcare centres, Riverwood FACS, Campsie Local Area Command, the Morris lemma Indoor Sports Centre, and Riverwood Library
- 202 visits to the onsite Community Liaison Officer
- 6 submissions received, including one from the Riverwood Community Centre (reflecting the outcomes of their community meeting with 150 social housing residents).

The diagram below outlines the consultation stages:

Figure 5 – Riverwood Renewal Draft Master Plan Consultation, 2016-17



The full findings can be found in the *Riverwood Renewal Master Plan Community Engagement Summary Report*.

## 2.6 HOW THE REVISED MASTER PLAN HAS RESPONDED TO FEEDBACK

The stakeholder and community consultation was structured to enable feedback to be incorporated into the design development. Throughout the consultation process, stakeholders and the community provided comment on the urban design, parks and playgrounds, service provision, community facilities and built form outlined in the master plan. The master plan responded to feedback by building on the identified strengths, and addressed community needs and desired outcomes.

The community identified what they liked about Riverwood estate including:

- Community feeling
- Salt Pan Creek wetlands
- Riverwood Community Centre
- Local schools
- Convenient location.

The master plan has retained and strengthened these features by:

- Creating green, shaded and inclusive community spaces and high-quality public domain to facilitate social interaction, preserve strong community connections and forge new connections;
- Improving the walkability of the neighbourhood to encourage active transport and improve connections to public transport; and
- Improving connection to Salt Pan Creek Reserve and Riverwood Public School and Washington Park.

The master plan design evolved in response to each round of community consultation and feedback. The resulting design has a reduction in dwellings and density, and retains the amenity, open space and community facilities.

The table below outlines the key themes and findings in the *Riverwood Renewal Master Plan Community Engagement Summary Report* (2017) and how this feedback has been addressed in the current master plan and planning proposal.

Table 4 – Feedback and response

Feedback area	Community feedback	Response in current masterplan
<b>Housing and built form</b>	<ul style="list-style-type: none"> <li>▪ Larger dwellings to encourage families to move into the area (townhouses/terraces/free standing houses).</li> <li>▪ Accessible and adaptable buildings built in a safe, high quality and secure way.</li> <li>▪ Avoiding high density housing, high-rise was okay for some if they were designed well, Higher density closer to the train station, lower density along Truman Ave, and spread/ “dot” high rise throughout study area (North West).</li> <li>▪ Preference for mid-rise dwellings and wider low scale apartments.</li> <li>▪ Ground floor apartment options for people in social housing.</li> <li>▪ Concern regarding privacy and solar access for residents on Killara Ave.</li> <li>▪ Ability to have pets in the new buildings – a source of comfort and wellbeing for elderly and those with mental illnesses.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A family friendly neighbourhood with a range of apartments and terrace homes, convenient public transport and local schools to attract families to the area.</li> <li>▪ The additional number of dwellings has been revised from 5,000 to 2,800.</li> <li>▪ Approximately 440 new dwellings will be developed on private lots.</li> <li>▪ The master plan has been revised to reduce height from ranging across the study area from: <ul style="list-style-type: none"> <li>○ 15-22 storeys to a maximum of 12 storeys</li> <li>○ 8 to 6 storeys for a typical street wall in the Roosevelt Precinct</li> <li>○ 5-7 storeys to 3-5 storeys for Garden apartments</li> <li>○ 6 to 4 storeys adjacent to Salt Pan Creek Reserve</li> <li>○ 6 to 3 storeys at the southern interface with Killara Avenue</li> </ul> </li> </ul>

Feedback area	Community feedback	Response in current masterplan
		<ul style="list-style-type: none"> <li>▪ A mix of 1, 2 and 3 bedroom dwellings and range of building typologies will be included in the design to accommodate people's differing needs.</li> <li>▪ Homes will be modern, high quality and designed in line with Good Design for Social Housing and the LAHC Dwelling Requirements.</li> <li>▪ Appropriate built form and building setbacks have been incorporated to mitigate privacy and solar access concerns.</li> <li>▪ Target 50% of ground floor frontage will have residential entries with a front garden.</li> <li>▪ Additional open space will provide more access for dog walking and other recreational activities.</li> <li>▪ Garden apartments will feature communal open spaces and gardens for residents to enjoy.</li> </ul>
<b>Open space and public domain</b>	<ul style="list-style-type: none"> <li>▪ Parks, green spaces and the community gardens are valued.</li> <li>▪ Accessible cycle and walking paths are desired (children and elderly).</li> <li>▪ Provide one large park to cater for all services and community events, and act as a buffer to Belmore Road (South Western).</li> <li>▪ Provide playgrounds connected to nature and catering for a range of age groups.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Approximately 5 hectares of open space will be provided including Roosevelt Park, Kentucky Road Reserve, a new mini park on Union Street, and a new pedestrian only connection called Community Greenway.</li> <li>▪ Improved and new walking paths and cycling paths. The amended plan now has a walkability score of 85/100. The pedestrian only connection between Riverwood Public School and the town</li> </ul>

Feedback area	Community feedback	Response in current masterplan
	<ul style="list-style-type: none"> <li>▪ Accessible play equipment and features gym equipment, off-leash dog friendly parks, a fitness track, pool and basketball courts, water play area for younger children, BMX course.</li> <li>▪ Safe and clean - lighting, surveillance, no 'back areas'.</li> <li>▪ Peace Park mural to be preserved.</li> </ul>	<p>centre will cater for a range of ages and adults with spaces for relaxing, play and games.</p> <ul style="list-style-type: none"> <li>▪ Civic Plaza will feature sports courts and informal seating, opportunities for weekend markets and art installations.</li> <li>▪ A target of 30% tree canopy will be achieved in the design.</li> </ul>
<b>Community facilities</b>	<ul style="list-style-type: none"> <li>▪ Community centre and meeting rooms are highly valued.</li> <li>▪ Community hub to be located closer to the existing community centre (North Western).</li> <li>▪ Study, education and training services, meeting rooms, women's, children's &amp; family spaces, spaces for activities such as table tennis, badminton, dancing, cooking and playgroups, accessible facilities.</li> <li>▪ Facilities in the library could include free Wi-Fi, a computer lab, tutoring spaces, a makerspace, photography equipment and access to software and games.</li> <li>▪ Hire space for special occasions and celebrations with kitchen area – to replace the Senior citizens centre lost.</li> <li>▪ Consider noise impact on existing residents.</li> </ul>	<ul style="list-style-type: none"> <li>▪ New community facilities and/or a financial contribution to upgrade existing facilities will be provided.</li> <li>▪ The community park will feature shaded areas, picnic laws and areas for community gatherings.</li> </ul>
<b>Shops and services</b>	<ul style="list-style-type: none"> <li>▪ Closely located shops, diverse offerings including supermarket (western and multi-cultural), chemists, fashion, cafes, takeaway, restaurants (no liquor shops).</li> <li>▪ Medical centres and imaging are most important services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Retail opportunities will be retained in the master plan.</li> </ul>

Feedback area	Community feedback	Response in current masterplan
	<ul style="list-style-type: none"> <li>Co-locate Family and Community Services (now DCJ) office with other community/health/family services.</li> <li>Another post office on northern side of rail line.</li> <li>Include a social enterprise/business incubator.</li> </ul>	<ul style="list-style-type: none"> <li>Further detail of retail services will be made available during the State Significant Development Application (SSDA) stage.</li> </ul>
<b>Traffic and parking</b>	<ul style="list-style-type: none"> <li>Intersections with Belmore Road are slow and unsafe for pedestrians and traffic. Traffic lights at the main intersection with Belmore Road.</li> <li>More parking and accessible parking for carers and visitors, and for the new retail and the community hub.</li> <li>Maintain street names for heritage purposes.</li> <li>Supportive of green links and a more logical grid layout (road around Salt Pan Creek Reserve, and widening Roosevelt St as the main spine and that street layout maintains original features (Kentucky Ave).</li> <li>Wider streets and accessible streetscapes (bus access, emergency vehicle access, and for spaces for retail, cafes and more attractive streets).</li> <li>Additional and safe pedestrian crossings.</li> </ul>	<ul style="list-style-type: none"> <li>A new road pattern has been created to connect Salt Pan Creek Reserve and Belmore Road.</li> <li>Roosevelt Avenue will be widened to create a more space for cars, pedestrians and cyclists.</li> <li>The master plan reconnects Riverwood town centre with Salt Pan Creek Reserve, Riverwood Public school and Washington Park – making it easier to walk to and from school, work and transport.</li> <li>Widening of Kentucky Avenue, Union Street and Truman Avenue will improve traffic flow.</li> </ul>
<b>Public transport</b>	<ul style="list-style-type: none"> <li>Increase frequency on weekends and direct lines to services to be improved.</li> <li>Improve bus access throughout the site including bus stops in the quieter north-western section of the site.</li> </ul>	<ul style="list-style-type: none"> <li>70% of all residents will be within 800m walking distance of a train station.</li> <li>The proposed rerouting of the current bus service will enable all residents to be within 200m walking distance of a bus stop.</li> </ul>

Feedback area	Community feedback	Response in current masterplan
Other	<ul style="list-style-type: none"> <li>▪ Maintaining community networks is important.</li> <li>▪ Concern for changes to social housing management.</li> <li>▪ Careful timing/staging of development to minimise impact.</li> </ul>	<ul style="list-style-type: none"> <li>▪ It is envisaged that the LAHC owned land within the Riverwood Estate master plan will be delivered over 15-20 years, and in four stages.</li> <li>▪ It is anticipated that staging will begin closest to Belmore Road to minimise impacts.</li> </ul>



## 3. KEY MESSAGES

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

### 3.1 KEY FACTS

- The NSW Land and Housing Corporation (LAHC) is working across government and with the community to renew Riverwood estate's essential social housing infrastructure, providing new, fit-for-purpose homes.
- Over the next 20 years, we will deliver a mix of social and private housing for the community. These homes will be a modern design, accessible and energy efficient.
- We are currently seeking approval to change the planning rules which control what can be built on the site. This is the first major step in this process and when this is done we will move into planning the delivery of the project.
- The renewal will deliver 2,800 additional dwellings to address the growing and changing housing needs in the area.
- It is part of a program to deliver an overall increase in the number of social housing homes in the Canterbury-Bankstown and Georges River area.
- While some residents will be relocated as part of this project, relocations are not anticipated to begin before 2026 and will only occur with at least 6 months' notice.

#### 3.1.1 Why renew the Riverwood estate?

- The site presents two clear opportunities:  
  
Firstly, the opportunity to increase housing supply, diversity and affordability in an area already identified by State and local government strategies and plans as a suitable location for growth and additional housing.  
  
Secondly, the opportunity to deliver better social and economic outcomes for both current and future social housing tenants.
- Currently, the social housing dwellings in Riverwood are contained in low, medium and high density buildings which were mostly built in the 1960s and 1970s. They are expensive to maintain and many do not meet contemporary accessibility and design standards.
- The demand for social housing is changing. There is a much higher demand for homes that are suitable for older, smaller households of one or two people.
- Located close to trains and bus services, Riverwood is well served by public transport and has the potential to be a highly walkable area.
- Despite this, the Riverwood estate is not currently in high demand. As of June 2021 it is ranked in 61<sup>st</sup> position for priority demand, which is the lowest priority demand in a metropolitan location.
- The older, less accessible dwellings in the Riverwood estate are unsuitable for many applicants on the priority waiting list.
- By renewing the Riverwood estate, LAHC will deliver fit-for-purpose homes that meet modern design and accessibility standards.
- The residents of the additional 2,800 dwellings will support local businesses and shops, strengthen the Riverwood high street and encourage further commercial and retail development in an area identified for growth and change in State and local strategic plans

### **3.1.2 What is proposed for the Riverwood Renewal?**

- The estate's ageing social housing will be renewed with modern homes to meet the needs of current and future tenants in a neighbourhood with a mix of social and private homes.
- The renewal will deliver 2,800 additional dwellings, bringing the total to 3,900 dwellings, helping to address the growing and changing housing needs in the area.
- The objectives guiding the Riverwood Estate renewal are:
  - To deliver the sustainable renewal of the Riverwood Estate, transforming it into a safer, more attractive and connected neighbourhood with a strong connection to its past.
  - To increase housing supply, diversity, and affordability in a mixed tenure development that meets the needs of current and future residents.
  - To integrate development with the natural environment, surrounding neighbourhood and Riverwood centre.
  - To provide a high-quality public domain where it is enjoyable to move around the precinct, play and relax.
  - To provide welcoming community spaces and facilities that support people to connect with others.
  - To achieve high environmental performance that addresses the effects of climate change and urban heat through management of water in the landscape, tree retention and planting, and sustainable buildings.

### **3.1.3 How has the proposal been informed by community feedback?**

- In December 2016, the NSW Government approved the Riverwood estate as an area of state planning significance.
- During 2017, LAHC consulted with the local community and other stakeholders about the renewal of Riverwood estate.
- Between January and September 2017 we had more than 500 individual points of contact with community members and stakeholders who provided ideas to inform a draft masterplan.
- In response to this feedback, LAHC has significantly revised the masterplan. The number of properties has been reduced by almost half and building heights have been lowered. Feedback supported the proposed amount of open space, provision for retail and community facilities, improved streets and connections to Salt Pan Creek Reserve and Riverwood Public School so these have all been retained.

### **3.1.4 What are the next steps?**

- The planning proposal to guide the renewal of Riverwood estate has been lodged with Department of Planning and Environment (DPE) for assessment and approval.
- The planning proposal is now on public exhibition by DPE, for the community to provide further feedback.
- DPE will consider the plans along with technical studies and feedback from the community, and decide if it will approve the plans.

## **3.2 SUPPORTING MESSAGES**

### **3.2.1 Land and Housing Corporation (LAHC)**

- LAHC's role is to supply the right types of housing, at the right time, in the right areas, for people in need in our communities.
- LAHC creates opportunities to collaborate with government and the Aboriginal Housing Office, and to partner with industry, developers and community housing providers to help accelerate the supply of social housing.
- LAHC generates income to fund the development of new social housing and to maintain or renew existing properties through rent and the sale of properties that are costly to maintain, or at the end of their lifecycle.
- In addition to the proposed renewal of the Riverwood Estate, LAHC has delivered around 550 additional social homes in the Canterbury- Bankstown and Georges River local government areas, and we are continuing that commitment with an additional 600 new social homes planned for the next five years.

### **3.2.2 Benefits of mixed tenure redevelopments**

- The NSW Land and Housing Corporation (LAHC) is delivering more social housing, more opportunities, more support and incentives to help people avoid or leave social housing, and to have a better social housing experience.
- One of the ways we're doing this is with mixed tenure – delivering communities that include a mix of social, affordable, and private housing.
- The benefits of mixed tenure developments have been shown both in Australia and overseas. Mixed tenure reduces stigma and creates more inclusive and successful communities.
- In NSW, mixed tenure renewal projects have resulted in less crime, improved educational outcomes, improvements to community facilities and programs, and more positive health outcomes.
- By renewing older social housing estates with a mix of social, affordable, and private housing, we're creating opportunities for new fit-for-purpose homes – for existing tenants as well as first and new home buyers.
- Part of the success of mixed tenure communities is that social and private housing is not distinguishable. The NSW Land and Housing Corporation has worked closely with the Government Architect to develop a social housing design guide and design requirements.
- The social housing will be appropriately sized to provide quality housing to meet the needs of current and future Riverwood residents.

### **3.2.3 Housing designed for the Riverwood Renewal**

- Building heights will range from 3 - 12 storeys. Higher rise apartments will be built in areas that maintain privacy and natural light access to neighbouring homes.
- Ground floor accessible apartments will be built to cater for older or less mobile members of the community.

### **3.2.4 Safe and connected community spaces**

- LAHC is improving the existing open spaces such as Kentucky Road Reserve and adding new community spaces and parks.
- The Riverwood Renewal will have approximately 5 hectares (ha) of open space, which is equal to the size of 10 football fields.
- All residents in Riverwood will be within 200m walking distance to open space and will not have to cross more than one road to get there.

- The Riverwood Renewal will have large tree-lined streets and footpaths connecting residents to parks and community spaces, including Roosevelt Park, Salt Pan Creek Reserve, Riverwood Public School, as well as shops, and two childcare centres.
- Retain as many healthy, large trees as possible, and more trees will be planted to ensure cool paths, play areas and leafy, shaded streets.

### **3.2.5 A connection for big and little kids**

- A new open space between Riverwood Public School and Roosevelt Park, called Community Greenway, will feature play areas, seats and gathering areas for people of all ages to relax under the trees.

### **3.2.6 Community facilities**

- New community facilities and open spaces will be well-lit and located around the community hub to discourage graffitiing and illegal dumping.
- LAHC will contribute to Council's development of, or upgrade to, community facilities that could be used for indoor activities.
- The master plan includes space for a new 60-place child care centre, available for the private sector to build and a childcare provider to operate. The new facility would replace the existing child care centre operated by SDN Children's Services who lease the property from LAHC. LAHC is committed to keeping SDN Children Services and the community informed as the project progresses

## **3.3 MANAGING IMPACTS**

### **3.3.1 Tenant relocations**

- The estate's renewal will take place in stages over a period of 15-20 years, from late 2026 onward.
- LAHC and the Department of Communities and Justice will work together to progress the redevelopment and support residents throughout the relocation process.
- Residents will receive at least 6 months' notice before any relocations, and will be supported throughout the relocation process.
- Each tenant will have a dedicated Relocations Officer, who will meet with them to understand their requirements and work with them throughout the process.
- Tenants relocating from the estate can express their interest in returning once the redevelopment is complete, where LAHC-owned accommodation is suitable and available, as long as they continue to meet the eligibility criteria.

### **3.3.2 Traffic, parking and transport**

- Roosevelt Ave will be widened to create a new and improved main road, which will allow better access for buses, emergency vehicles and improve pedestrian safety.
- The proposal connects Riverwood town centre with Salt Pan Creek Reserve, Riverwood Public School and Washington Park – making it easier to walk to and from school, work and transport.

### **3.3.3 Protecting solar access**

- A shadow analysis has been undertaken and shows all communal open spaces and residential properties meet the requirements for solar access.

## 3.4 GLOSSARY OF TERMS FOR CONSULTATION

- *State Significant Precincts (SSP)* are state or regional areas defined as significant because of their social, economic or environmental qualities. Riverwood estate is a State Significant Precinct.
- A *planning proposal* is a document that sets out the rules for what can be built. It does not grant approval to build.
- A *master plan* shows where new buildings, streets, parks and community facilities could be located.
- A *Development Application (DA)* is a formal application submitted to the relevant consent authority for permission to carry out a new development. Further consultation on individual DAs will be required following a decision on the planning proposal.
- *Study area* is a defined area to which the planning proposal applies.

## 4. RISK ASSESSMENT

Urbis has identified key stakeholder risks and recommended the following mitigations.

We will work with DPE, LAHC, Georges River Council and Canterbury-Bankstown Council to ensure emerging risks are identified and managed throughout the project.

Table 5 – Risk assessment

Risks	Engagement mitigation
Confusion regarding project, due to delays in the State Significant Precinct (SSP) process	<p>Clearly articulate previous engagement and project details and how the revised plans have been updated.</p> <p>Outline key benefits to broader community.</p> <p>Outline the planning approval process and next steps.</p>
Lack of understanding of Land and Housing Corporations' role	Communicate Land and Housing Corporation's role and responsibilities.
Unclear and unrealistic community expectations	<p>Reiterate earlier consultation process and how this has been used to inform the planning proposal.</p> <p>Communicate the facts of the project and the consultation process. Invite feedback from the community.</p>
Delayed assessment by planning authorities	Open communication and regular meetings between authorities and LAHC, additional communication activities in the event of major delays.
Consultation fatigue and disengaged community	<p>Use multiple channels and mediums to attract a diverse audience, clear and concise messaging.</p> <p>Continue to review and iterate as needed.</p>
Barriers for culturally and linguistically diverse groups and hard-to-reach groups	<p>Provide translated written materials where possible and interpreter details on communication materials.</p> <p>Use visual supports and plain language to engage with community.</p> <p>Interpreters to be available where appropriate.</p> <p>Employ a diverse range of engagement techniques to engage across the community.</p>
Consultation activities must be changed or cancelled due to COVID-19	<p>Project team will keep up to date with current health advice and adapt activities.</p> <p>All members of the project team to stay at home if unwell.</p> <p>Prepare contingency plans in the event of an unexpected change in health advice.</p>

## 5. IMPLEMENTATION PLAN

The implementation plan outlined in the table below meets the purpose of consultation while mitigating the key risks to the process.

Table 6 – Consultation implementation plan

Timing	Activity	Stakeholder category	Description	Outcome
<b>Project inception</b>				
<b>16 December 2020</b>	Consultation Strategy (this document)	Internal	A clear approach to meet DPE study requirements and mitigate risk to LAHC.	Clear and agreed approach and forward communications plan.
<b>Phase 1 – Master plan update March 2021 (completed)</b>				
<b>18 February 2021</b>	Frequently asked questions	<ul style="list-style-type: none"> <li>Tenants</li> <li>Community</li> </ul>	A series of frequently asked questions that will support enquiry management and drop in sessions developed in collaboration with LAHC and DCJ.	Aligned responses to project enquiries.
<b>March 2021</b>	LAHC project website update	<ul style="list-style-type: none"> <li>Community</li> <li>Government</li> <li>Special interest groups</li> </ul>	<ul style="list-style-type: none"> <li>Project update.</li> <li>Translated into Chinese, Arabic and Vietnamese.</li> </ul>	Timely and easy to access information on the project; direct email channel for enquiries.
<b>March 2021</b>	Establish communication channels	<ul style="list-style-type: none"> <li>Tenants and residents</li> <li>Community</li> <li>Government</li> </ul>	Establish project enquiry lines: <ul style="list-style-type: none"> <li>Project email</li> <li>Contact form</li> <li>Tenant enquiry line (translation service)</li> </ul>	Clear point of contact to respond to enquiries.
<b>March 2021</b>	<ul style="list-style-type: none"> <li>DPE website update</li> <li>LAHC website update</li> </ul>	<ul style="list-style-type: none"> <li>Community</li> <li>Government</li> <li>Special interest groups</li> </ul>	<ul style="list-style-type: none"> <li>Websites with project information.</li> </ul>	Timely and easy to access information on the project, details of enquiry channels.



Timing	Activity	Stakeholder category	Description	Outcome
8 March 2021	Community newsletter	<ul style="list-style-type: none"> <li>Tenants</li> <li>Near neighbours (see Appendix A)</li> <li>Key stakeholders</li> <li>Government</li> </ul>	<ul style="list-style-type: none"> <li>Written information distributed to near neighbours.</li> <li>Translated copies into Traditional Chinese, Arabic and Vietnamese.</li> </ul>	Understand the project details, enquiry channels and opportunities to engage with the project team and provide feedback.
<ul style="list-style-type: none"> <li><b>Saturday 20 March</b> 11am – 1pm The park located next to Riverwood Community Centre</li> <li><b>Tuesday 23 March</b> 2.30pm – 4.30pm Riverwood Public School</li> </ul>	Pop up: Drop in and ask your questions	<ul style="list-style-type: none"> <li>Tenants</li> <li>Community members in catchment area</li> </ul>	<ul style="list-style-type: none"> <li>Informal drop in session to ask staff questions about the planning process and information distributed to near neighbours.</li> <li>Translated copies of all printed material were available.</li> <li>Translator available.</li> </ul>	Provide the community and tenants opportunity to engage with the project team and seek clarification or ask questions.
26 March 2021	Addendum to 2017 Consultation Report	<ul style="list-style-type: none"> <li>Internal</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Addendum to the existing 2017 consultation report outlining process, engagement statistics, and any initial feedback.</li> <li>A written report of engagement outcomes to be lodged alongside planning documentation.</li> </ul>	<p>A clear record demonstrating previous engagement, pre-lodgement engagement and planned engagement.</p> <p>A key part of the planning process as required by DPE.</p>
<b>Phase 2. Statutory Public Exhibition – June/July 2022 – to be confirmed</b>				

Timing	Activity	Stakeholder category	Description	Outcome
<b>Prior to/at the beginning of public exhibition</b>	Offer of briefing	<ul style="list-style-type: none"> <li>▪ Canterbury Bankstown Council</li> <li>▪ Georges River Council</li> <li>▪ St George Community Housing</li> <li>▪ Department of Communities and Justice</li> <li>▪ Riverwood Community Centre</li> <li>▪ SDN Riverwood Children's Education and Care Centre</li> <li>▪ Multicultural NSW</li> <li>▪ Aboriginal Housing Office (AHO)</li> <li>▪ Metropolitan Local Aboriginal Land Council</li> </ul>	<ul style="list-style-type: none"> <li>▪ Virtual or face-to-face briefings with key stakeholder groups, if taken up by relevant stakeholder.</li> </ul>	Timely information on the project, open lines of communication with LAHC and understand the project detail, potential impacts, benefits and timeline, prior to receiving enquiries from ratepayers, tenants and community members.
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>▪ Enquiry management</li> <li>▪ Email and telephone</li> </ul>	<ul style="list-style-type: none"> <li>▪ All stakeholders and community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Managed by LAHC, supported by Urbis.</li> <li>▪ Written feedback will be captured directly by DPE via Planning Portal.</li> </ul>	<p>Providing various channels for answering queries promptly regarding the process and plans.</p> <p>Stakeholders wishing to provide feedback will be directed to the DPE Planning Portal.</p>

Timing	Activity	Stakeholder category	Description	Outcome
On commencement of public exhibition	Newsletter update	<ul style="list-style-type: none"> <li>Community</li> <li>Government</li> <li>Community groups</li> </ul>	<ul style="list-style-type: none"> <li>Newsletter update informing stakeholders and the community about public exhibition period. This will be written in plain English and will be graphically designed, with supporting graphics to make the information easily accessible.</li> <li>This newsletter will be translated into English, Arabic, Vietnamese, Cantonese and Mandarin and available on the website.</li> <li>The English version of the newsletter will be distributed via letterbox drop, emailed stakeholders and to the distribution list and copies will be available at the community centre and library.</li> <li>Translated copies will be distributed to relevant community groups, and</li> </ul>	<p>Understand the purpose of the public exhibition and nature of the proposal and future opportunities to learn more about the project.</p> <p>Provide information about how community can make a public submission.</p>

Timing	Activity	Stakeholder category	Description	Outcome
			will be available at the information sessions, community centre and the library.	
<b>On commencement of public exhibition DPE led</b>	DPE website update (LAHC to supply content)	<ul style="list-style-type: none"> <li>Community</li> <li>Government</li> <li>Community groups</li> </ul>	Website update with public exhibition information, maps, images and key information about technical studies.	Timely and easy to access information on the project, details of enquiry channels.
<b>On commencement of public exhibition</b>	LAHC email	<ul style="list-style-type: none"> <li>Tenants</li> <li>Residents</li> <li>Community</li> <li>Community groups</li> <li>CALD Advocacy groups</li> <li>Service providers</li> </ul>	Email with public exhibition information, maps, images and key information about technical studies.	On commencement of public exhibition
<b>On commencement of public exhibition</b>	LAHC website update	<ul style="list-style-type: none"> <li>Tenants</li> <li>Residents</li> <li>Community</li> </ul>	Website update to provide a summary overview and drive to DPE website as the main webpage for information and feedback.	Timely and easy to access information on the project, details of enquiry channels.
<b>On commencement of public exhibition DPE led</b>	DPE legislative requirements and additional activities: <ul style="list-style-type: none"> <li>Formal notifications to property owners</li> <li>Agency notifications</li> <li>Advertisements</li> <li>Email to subscribers</li> </ul>	<ul style="list-style-type: none"> <li>Tenants</li> <li>Residents</li> <li>Property owners</li> <li>Community</li> </ul>	DPE formal notification processes. <ul style="list-style-type: none"> <li>LAHC to provide specific content for inclusion on DPE email.</li> </ul>	Legislative compliance. Provide information about the proposal to key stakeholders, community and interested parties, and provide information about how to make a submission.
<b>On commencement of public exhibition</b>	Advertising <ul style="list-style-type: none"> <li>Print</li> </ul>	<ul style="list-style-type: none"> <li>Tenants</li> <li>Residents</li> </ul>	<ul style="list-style-type: none"> <li>Geo-targeted social media</li> </ul>	Raise awareness of stakeholders about the

Timing	Activity	Stakeholder category	Description	Outcome
	<ul style="list-style-type: none"> <li>Social media</li> <li>Posters</li> </ul>	<ul style="list-style-type: none"> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>School newsletter</li> <li>Councils Facebook posts (to be confirmed with Councils)</li> <li>Riverwood Community Centre Facebook post (to be confirmed with community centre)</li> <li>Local Canterbury Bankstown Express newspaper</li> <li>El Telegraph - Arabic</li> <li>Dan Viet - Vietnamese</li> <li>Daily Chinese Herald</li> <li>Posters around local area</li> </ul>	proposal and how to find out more information and provide feedback, including details about the community information sessions.
<b>During public exhibition period</b>	Offer briefings	<ul style="list-style-type: none"> <li>Resident and tenant advocacy groups</li> <li>Aboriginal representative groups</li> </ul>	<ul style="list-style-type: none"> <li>Online briefings</li> </ul>	Provide information about the proposal to key stakeholders, community and interested parties, and provide information about how to make a submission.
<b>During public exhibition period</b>	Community information sessions <ul style="list-style-type: none"> <li>Face-to-face sessions</li> <li>Webinar sessions</li> </ul>	<ul style="list-style-type: none"> <li>Tenants</li> <li>Residents</li> <li>Property owners</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Informal drop in to ask staff questions about the planning process and information distributed to near neighbours.</li> </ul>	Provide the community and tenants opportunity to engage with the project team, seek clarification, ask questions about the proposal.

Timing	Activity	Stakeholder category	Description	Outcome
			<ul style="list-style-type: none"> <li>Translated copies of all printed communication material will be available.</li> <li>Translator available.</li> <li>Attended by DPE, Technical consultants (Architect/Landscape, Traffic), DCJ and St George Community Housing.</li> </ul>	LAHC will share information about the process with stakeholders and direct them to the DPE planning portal to provide their feedback.
<b>Phase 3. Post-Determination Update</b>				
<b>September 2022</b>	Community and tenant strategy for 12-month period following public exhibition	Internal	Communications strategy to be implemented for a 12-month period after conclusion of the rezoning process.	LAHC's tenants are informed throughout the project and are able to easily access information about the project.
<b>Late 2022/early 2023 (to be confirmed)</b>	Community newsletter	<ul style="list-style-type: none"> <li>Tenants</li> <li>Residents</li> <li>Community</li> <li>Community groups</li> <li>Service providers</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and distribute a newsletter focused on the project timeline and how the community will be kept informed.</li> <li>Letterbox drop</li> <li>Email distribution list</li> </ul>	Proactive communication about what we heard, determination of planning proposal by DPE and next steps.

## DISCLAIMER

This report is dated 17 June 2022 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of Land and Housing Corporation (**Instructing Party**) for the purpose of Riverwood State Significant Precinct community engagement (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

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

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

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

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

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



# APPENDIX A – DISTRIBUTION MAP



