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## 1.0 Introduction

The Department of Planning, Industry and Environment (DPIE) have released the Pyrmont Peninsula Place Strategy (PPPS) as a 20-year framework that identifies areas for future growth. Key sites identified as part of the PPPS include: The Star, Blackwattle Bay, Harbourside Shopping Centre, and UTS Ultimo.

The University of Technology Sydney (UTS) is in the process of preparing a key site master plan for its sites located within the PPPS study area.

The study area includes the UTS Broadway Precinct main campus and Buildings 8, 13 to 15 within its Haymarket Ultimo Precinct. Building 8 is already developed as the UTS Business school and adjoining this site to the west is located existing Building 15 and adjoining vacant car park and shop/residence sites.

UTS is proposing to redevelop Sites 13 to 15 for an Indigenous Residential College and Arts Centre and UTS education space.

No other short-term projects are planned within the UTS Key Site Master Plan study area, with the exception of public domain works within part of Jones Street subject to City of Sydney Council agreement and future approvals. In the medium term, UTS plans to complete the last remaining component of the Broadway Precinct Concept Plan, which relates to the approved podium extension to the main Building 1 fronting Broadway.

UTS plan to commence investigations into the redevelopment of UTS Site 5 located within Haymarket next year once a Joint Venture Participant is engaged by the University. This site sits outside the PPPS Study Area and will be subject to a separate planning process through the City of Sydney Council in due course. Some potential future public domain works to be associated with Site 5 redevelopment relating to Darling Drive and the Goods Line are highlighted in the Key Site Masterplan in the context of future desired linkages and broader public benefits.

UTS has appointed a lead design consultant and Ethos Urban to undertake project management of the Master Plan process. A subconsultant is required to undertake the above consultation and engagement scope and provide the necessary advice and deliverables to support UTS' objectives, appropriately guide them in responding to potential stakeholder risks and opportunities and, along with the wider consultant team, contribute to a Master Plan that successfully meets DPIE expectations.

### 1.1 Pyrmont Peninsula Place Strategy

The Pyrmont Peninsula Place Strategy provides a 20-year framework that identifies areas that can accommodate future growth in Darling Island, Blackwattle Bay, Tumbalong Park and Ultimo sub-precincts, while enabling more gradual growth in the Pirrama, Pyrmont Village and Wentworth Park sub-precincts.

The PPPS includes measures to protect solar access, heritage and local character, while setting in place other measures, such as identification of additional public benefits and infrastructure to be delivered as development occurs, which will help ensure Pyrmont Peninsula remains a great place to live.

### 1.2 Engagement Context

Informed by DPIE's draft general requirements under the PPPS, our engagement approach seeks to establish a framework that facilitates and delivers transparent consultation and enables proactive dialogue between UTS, the Ultimo community, community representative bodies, local authorities, and other state agencies.

The establishment and maintenance of trusting relationships between UTS and the wider community will help build confidence in the public benefits of the key site master plan and ultimately enable better outcomes for the projects.

Through the establishment of active feedback channels, the project is committed to gaining the trust of the local community and state agency stakeholders to pursue any plans. This will be achieved through substantive, proactive, and positive engagement that facilitates stakeholder input into the master planning process.

## 2.0 The Site

### 2.1 Project Location



**Figure 1: Location of Sites 13 to 15**

UTS City Campus benefits greatly from its strategic location within the city, sitting within walking distance from Sydney Central Station, the Sydney CBD and the George Street spine, Darling Harbour, Pyrmont, and Blackwattle Bay.

Ultimo is characterised as a sub-precinct of education, creativity and innovation, driven by major educational and cultural institutions such as UTS, TAFE NSW, Screen Australia and the ABC. The site of the future UTS Indigenous Residential College (IRC) is located in proximity of Darling Drive, the Goods Line and the Chau Chak Building.

UTS Building 15 has occupied the corner of Harris Street and Mary Ann Street since 1955 and is heritage listed within Schedule 5: Environmental Heritage of Sydney Local Environmental Plan 2012. The Indigenous Residential College will occupy UTS sites 13 to 15 including reuse of the heritage listed Building 15.

Jones Street between Broadway and Thomas Street is currently physically closed from through site traffic under a short-term lease arrangement between UTS and the City of Sydney Council while the longer-term future of this section of road is considered in the context of UTS's proposal to convert the roadway to public domain.

### 2.1.1 Neighbourhood Context

The neighbourhoods surrounding Sites 13 to 15 are diverse and include:

- Ultimo, to the West and North is characterised by education, creativity, and innovation, driven by major educational and cultural institutions such as TAFE NSW, Screen Australia, and the ABC.
- Pyrmont is characterised by a fine grain street pattern and diverse, mixed-use built form, with heritage terraced housing, medium-density apartment dwellings and some industry uses.
- Land to the south is dominated by UTS and TAFE, with high rise campus buildings and apartment blocks, and Broadway, containing a varied mix of uses and built form centred on the recent Central Park development.
- Chinatown to the east of the site is a vibrant precinct with mixed use dwellings with busy market and retail shopfronts.

Land directly to the south-east of the site has been identified as a new Haymarket-Ultimo tower cluster in the Central Sydney Planning Strategy and Planning Proposal. This cluster will see skyscrapers of up to 330m, altering both the character and social context of the area. Additionally, Central Station Renewal Project to the east will significantly increase the density and activation of this precinct.

## 2.2 Sites 13 to 15 Scope

The proposed redevelopment of Sites 13 to 15 is an innovative, Indigenous led project which aims to deliver a 250 bed Indigenous Residential College, an Indigenous-led Arts Centre, and Indigenous library in a new, purpose-built facility. The development is guided by principles of identity, connectivity, and sustainability, and aims to enhance community engagement, encourage communal gathering, and cater for co-living and connection among Indigenous students at the college.

In addition, the proposed development would provide additional UTS teaching space and public domain improvements within the site. Additional public domain improvements to Omnibus Lane and/or Mary Ann Street could also be explored as works in kind subject to further technical investigations, land-owners consent and a Voluntary Planning Agreement.

Country-led thinking and a holistic sustainability approach has informed the development from its inception, serving as a pilot project for the continued development of UTS' Ultimo-Haymarket precinct.

## 3.0 Engagement Approach

The approach to communications and engagement on this project is to develop and deliver a framework that constructively engages with key stakeholders and the community to gain support for the project and to create community advocates.

Our approach to engagement is to be proactive and targeted to enable the project team to build upon existing relationships, gather feedback to inform the proposal, and to identify and mitigate risks to planning approval.

In addition to briefing the wider community, we will seek to work collaboratively with key decision-makers such as local community organisations to communicate project benefits and to understand and address any issues or concerns.

### 3.1 Approach

Through our understanding of the consultation and engagement undertaken to inform the PPPS, as well as through our relationships with key local stakeholders, we recognise the importance of providing open, and transparent communications help to create an effective feedback loop to identify and mitigate risks and to deliver better project outcomes.

UTS has followed an indigenous led approach throughout this project and made a conscious decision early in the project for the project brief, planning, and design of the college to be led by an architect with indigenous heritage, in close consultation and collaboration with UTS staff and students with an indigenous heritage.

This project gives indigenous people first and foremost a voice on the space requirements and inclusions in the college, the setting of design principles that reflect indigenous culture, and requirements that set this college apart from typical commercial student housing developments. The IRC is a project where self-determination by indigenous people is paramount.

UTS has established ten internal working groups for this project covering matters such as indigenous art to student operations and engagement. A series of workshops led by architect Kevin O'Brien from BVN have been held with staff and students to determine the Schedule of Accommodation, Design Principles and Project Brief for the planning and design of the college. It is planned that engagement with indigenous staff and students will continue throughout the life of the project.

Building upon the engagement and consultation that has been undertaken to inform this proposal, our approach to external engagement to support the redevelopment of Sites 13 to 15 can be articulated over a 3-phase approach:

- **Stage A: Engagement Strategy, Background Review and Study/Investigation (Pre-Lodgement)**
  - Establish a well-considered strategic approach built on the constraints and opportunities of the site, and our understanding of the stakeholders and community.
  - Consultation with local authorities, government agencies, utility providers and other authorities as required to verify design assumptions and technical work.
- **Stage B: Strategic Considerations (Post-Lodgement)**
  - Continue consultation with local authorities, government agencies, utility providers and other authorities as required.
  - Discuss key issues with identified stakeholders and build productive relationships to promote a clear understanding of the site's constraints and opportunities and support for a shared vision and principles to guide development.
  - Document all feedback and changes made to demonstrate how stakeholders, the community and the public interest have been considered for the site.
- **Stage C: Master Plan Exhibition (Public Exhibition)**
  - Support the project with a proactive, positive public narrative during exhibition and additional engagement activities as required.

#### 3.1.1 Project Stakeholders

Through our understanding of the varying levels of stakeholder interest, project context and project aim, our framework and approach to engagement can be articulated through a two-pronged approach:

- **Internal:** UTS Indigenous Residential College Working Groups
- **External:** Government authorities and agencies, utility providers, elected officials, local Ultimo community (neighbouring residents and businesses), and wider UTS Community.

### 3.1.2 Engagement Principles

The approach to engagement for this project is to create a strategic framework which provides a consistent and transparent guide to engaging stakeholders throughout this project. The key principles which underpin this approach are:

- **Be well planned and strategic** – understanding and responding to your objectives and the particular risks and opportunities inherent to the project.
- **Be timely** – we anticipate commencing the preparation of the strategy immediately upon appointment to ensure we are clear on the appropriate approach before the Master Plan has been lodged.
- **Have a broad reach** – ensuring a wide range of community members and stakeholders have the opportunity to participate in engagement activities by undertaking targeted activities to meet the needs of each stakeholder group.
- **Be engaging** – motivating participation, particularly when people are time poor can be difficult. Engaging activities that include online tools can maximise participation and reach.

### 3.1.3 Engagement Objectives

The successful implementation of this engagement is guided by the following objectives:

- Provide a transparent and responsive engagement process that responds to the Draft General Requirements issued by the Department under the PPPS.
- Ensure UTS acts as a 'good neighbour' delivering to high quality outcomes as part of the University's key site master plan for its sites located within the PPPS study area.
- Provide clear, timely and accessible information, as well as opportunities for key stakeholders and the community to comment and provide feedback on the project.

## 3.2 Managing engagement under COVID-19 restrictions

Community engagement plays a fundamental role in the civic empowerment of communities, being an important mechanism for environmental management, liveability, and social cohesion. In the current environment of COVID-19 traditional engagement tactics and techniques are having to adapt to continue supporting project outcomes whilst complying with government direction on physical distancing and health protection.

Our approach centres on facilitating targeted consultation sessions for each stakeholder groups in ways that can still be delivered under any physical distancing restrictions in place to ensure the issues raised by each group are addressed in an appropriate environment where they have best access to the project team.

Community information sessions will be held virtually online via webinars and video conferencing to provide the opportunity to hold community conversations with neighbouring residents and local businesses. Similarly, targeted briefing sessions are to be held virtually with key stakeholder groups to address key issues.

The current environment requires creative tools and approaches to connect, communicate and collaborate. To help accommodate social distancing requirements, we will be employing industry leading technology, platforms, and software applications to incorporate 'remote' engagement approaches such as:

- Videoconferencing workshops
- Webinar information sessions

## 4.0 Engagement Activities & Feedback

Due to the varying levels of stakeholder interest in this project, as well as the different levels of awareness, this project required a multi-channelled approach to communications, to facilitate consistent and proactive engagement with identified stakeholder groups.

The following section outlines the engagement activities undertaken to date, feedback received as part of these discussions, and outlines the future engagement activities following lodgement.

## 4.1 Internal Stakeholders

The below table outlines all instances of formal consultation with Indigenous people external to the university, as well as UTS Indigenous staff, students, and alumni.

It does not include the details of internal meetings with UTS Senior Executive, the Indigenous Residential College Steering Committee, or its multiple working groups.

It is noted that the Indigenous Residential College Steering Committee is Chaired by the Pro Vice-Chancellor (Indigenous Leadership and Engagement) and includes Indigenous senior staff amongst its membership. Similarly, the Steering Committee's working groups commit to Indigenous leadership where aligned with the working group's purpose, and further include Indigenous student and alumni representation where appropriate.

**Indigenous supporters** – In 2018, the Vice-Chancellor and Pro Vice-Chancellor (Indigenous Leadership and Engagement) consulted with a number of high-profile Indigenous public figures and senior Indigenous academics.

These supporters are listed on the UTS Indigenous Residential College website: <https://www.uts.edu.au/partners-and-community/initiatives/indigenous-residential-college/supporters>. Consultation with prominent Indigenous people continues, and the supporters list is updated progressively. In 2020, the Governor-General of Australia His Excellency General the Honourable David Hurley AC DSC (Retd) became the first Ambassador for the Indigenous Residential College.

Item	Date	Forum/Mechanism	Group/Size	Comments
1.	December 2015	Vice-Chancellor's Indigenous Advisory Committee	Indigenous external community members and UTS attendees	<p>The Vice-Chancellor's Indigenous Advisory Committee (VCIAC) is the premier body in terms of the university's relationship with the external Indigenous community. The Committee's members are Indigenous people from outside UTS, drawn from the Indigenous community, industry and/or the higher education sector.</p> <p>The Committee reports directly to the Vice-Chancellor and advises the university on Indigenous education, employment, and social and cultural matters relevant to the progression of the UTS <a href="#">Indigenous Policy</a>.</p> <p>It was in 2015 that Professor Michael McDaniel advised the Committee of feedback from students requesting shared Indigenous student accommodation.</p> <p>It was from this initial student feedback that the idea of the College was conceived and the interim measure of the Wattle Lane Indigenous student residence was put into effect.</p> <p>From 2016 onwards, the Indigenous Residential College (IRC) concept gained momentum, informed at all stages by Indigenous consultation and Indigenous leadership.</p>
2.	March 2016	Workshop led by Prof Michael McDaniel	UTS Indigenous staff (21 attendees)	Initial consultation with UTS staff on IRC concept.

Item	Date	Forum/Mechanism	Group/Size	Comments
3.	Mid-2016 (date unknown)	Written survey	Indigenous students (23 respondents)	Initial consultation with Indigenous student body on IRC concept.
4.	November 2016	Vice-Chancellor's Indigenous Advisory Committee	Indigenous external community members and UTS attendees	Following on from the action item established in the December 2015 meeting, the Committee received an update on the scale and scope of the proposed Indigenous Residential College.
5.	July 2017	Vice-Chancellor's Indigenous Advisory Committee	Indigenous external community members and UTS attendees	From the 17/1 meeting of VCIAC, an update on the Indigenous Residential College project became a standing agenda item.
6.	November 2017	Vice-Chancellor's Indigenous Advisory Committee	Indigenous external community members and UTS attendees	It was at this meeting, as noted in the written report included in the meeting papers, that Indigenous students had provided feedback that an inclusive environment (that allowed for a minority of non-Indigenous students) would also be welcomed.
7.	August 2018	Workshop facilitated by Susan Moylan-Coombs	Select Indigenous and non-Indigenous staff, students and external stakeholders (14 participants)	The CEO of Metropolitan Local Aboriginal Land Council, Mr Nathan Moran, also attended this workshop.
8.	August 2018	Vice-Chancellor's Indigenous Advisory Committee	Indigenous external community members and UTS attendees	General update provided.
9.	October 2018	Workshop facilitated by Shannan Dodson	Indigenous students, many of whom resided in UTS Housing – Wattle Lane residence (15 participants)	Purpose of workshop was to conduct in-depth consultation with a broader student body, following initial student consultation in 2016.
10.	8 May 2019 15 May 2019 21 June 2019	BVN workshops with IRC Stakeholder Reference Group	Indigenous staff, students and alumni	The purpose of the workshops was for BVN to conduct consultation with select stakeholders within the UTS Indigenous staff, student and alumni community on the unique needs of Indigenous people with respect to the College's design, including both the residential and non-residential spaces.

Item	Date	Forum/Mechanism	Group/Size	Comments
				The workshops will assist BVN in developing the College's accommodation schedule, design principles, and design brief.
11.	August 2019	Vice-Chancellor's Indigenous Advisory Committee	Indigenous external community members and UTS attendees	Item listed on agenda for discussion, however postponed due to time constraints.
12.	November 2019	Vice-Chancellor's Indigenous Advisory Committee	Indigenous external community members and UTS attendees	General update provided.
13.	July 2020	Vice-Chancellor's Indigenous Advisory Committee	Indigenous external community members and UTS attendees	General update provided with reference to the design brief work being conducted by BVN and Indigenous architect Kevin O'Brien.
14.	2 June 2021 July 2021 (multiple dates)	BVN workshops with IRC Stakeholder Reference Group: 2 June 2021 – Arts Centre Design Workshop 8 July 2021 – Knowledge Hub Workshop 8, 12, 22, 26 and 28 July 2021 – Housing Schedule of Accommodation and functional brief workshops 12 July 2021 - Design Principles and Themes Workshop	Indigenous staff, students and alumni	The purpose of the workshops was for BVN to conduct consultation with select stakeholders within the UTS Indigenous staff, student and alumni community on the IRC accommodation schedule, design principles, design brief, and some of the key specialised facilities.

## 4.2 External Stakeholders

The following section outlines a summary of the consultation undertaken with external stakeholders to help inform the development of this proposal.

### 4.2.1 Utility Providers

#### Ausgrid

A preliminary enquiry was submitted to Ausgrid on 24<sup>th</sup> June 2021 about the electricity connection at the site address. Tuson Geer of Ausgrid provided a response on 5<sup>th</sup> July 2021 which outlined the need for an extension/augmentation of the Ausgrid network to perform the works required. It was advised that to make arrangements a completed connection application should be lodged.

#### Sydney Water

Initial engagement commenced on 28<sup>th</sup> June 2021, seeking early advice on the initial Sydney Water infrastructure surrounding the site, particularly the capacity against future demand to inform required system upgrades. Willy Ramlie, Account Manager for Infrastructure Development at Sydney Water, confirmed the existing infrastructure summarised in the initial enquiry and outlined next steps and associated costs required in getting approval.

The flooding study undertaken by Arup recommended use of an On-Site Detention tank as a possible flood management measure. Further correspondence also includes an enquiry submitted on 7<sup>th</sup> July 2021 which confirmed that On-Site Detention is not required for the redevelopment of the site.

#### Jemena

Correspondence with Jemena commenced on 28<sup>th</sup> June 2021 to confirm the existing gas infrastructure surrounding the site and confirm an upgrade will be required to cater for future loads. Zachary Kennet, Network Development Specialist, provided a response on 9<sup>th</sup> July 2021 to confirm there is existing capacity to support the proposed gas works.

### 4.2.2 Government authorities and agencies

#### 1. Government Architect NSW

The first session with the State Design Review Panel (SDRP) was held on 3<sup>rd</sup> June 2021, with a second session held on 15<sup>th</sup> July 2021. A third SDRP meeting is scheduled to take place in August 2021.

During the first session, the integrated landscape strategies and Country led thinking that underpin the project were supported and that the scheme has promising ambitions to improve both the public domain and the student experience for Aboriginal students at UTS. Key things discussed include:

- Indigenous Perspective and Landscape Integration
- Public Domain
- Broader Precinct
- Built Form and Context
- Internal Planning and Competition Design Brief

It was noted that while the purpose of the SDRP is to consider the master planning of UTS sites in this part of the campus (under the Framework for Key Sites and the Pyrmont Peninsula Place Strategy - PPPS), it was agreed that UTS Site 5 and associated linkages into Haymarket will now be subject to a separate and future process through the City of Sydney. As such, commentary and recommendations are confined to Site 13-15 and its immediate context, with limited consideration of the project in relation to the broader future precinct and the Framework for Key Sites in the PPPS.

## 2. Place Management NSW

In recognition that UTS's initial vision and aspirations for the master plan work includes work and infrastructure that will have an interface with land owned by Place Management NSW, a meeting was requested in May 2021. A formal meeting has yet to be held at the time of writing.

## 3. City of Sydney (CoS)

A summary of meetings held with the City of Sydney (CoS) has been outlined below, with high-level feedback from these meetings articulated below.

- **19 April 2021:** The purpose of this meeting was to provide an overview of master plan, Site 13 – 15 and Site 5. Items discussed included the design process, building envelope, consideration of wind, and Design Guide.
- **9 June 2021:** The purpose of this meeting was a Site 5 pre-planning proposal meeting + Site 13-15 (design competition, public benefits, envelope). Items discussed included building envelope and public benefits.
- **1<sup>st</sup> July 2021:** The purpose of this meeting was to update the City of Sydney on the UTS Key Site Master Plan. Items discussed included wind affects, appropriateness of setbacks and amenity, and the planning pathway for project.
- **7th July 2021:** The purpose of this meeting was to update the City of Sydney on the project and commence preliminary discussions on the design competition process for the IRC project. Items discussed included planning controls, and design excellence approach.

## 5.0 Next Steps

### 5.1 Stakeholder Engagement

The engagement undertaken to date for this project and as part of the wider PPPS and UTS Key Sites Master Plan, provides a strong foundation for the redevelopment of Sites 13 and 15.

As outlined earlier in this document, to help ensure stakeholders have the opportunity to learn more about the project, as well as ask questions of the project team, further engagement activities are scheduled to be carried out in the second half of 2021. These include, but are not limited to:

- Ongoing consultation and liaison with government agencies and the relevant authorities.
- Further engagement with local Indigenous groups and Local Aboriginal Land Council.

### 5.2 Stage B: Pre-Public Exhibition Community Engagement

To help ensure we are able to facilitate meaningful and genuine consultation with key stakeholders and the wider community, we are proposing to deliver the following engagement activities following the lodgement of the proposal as part of Stage B of our approach.

Date	Activity	Tool/Channel	Purpose	Targeted Stakeholder/s
September 2021	Briefing with key neighbours	<ul style="list-style-type: none"> <li>• Stakeholder briefings via videoconference</li> </ul>	To meet with neighbours to inform them about the Key Site Master Plan including the proposed redevelopment of Building 13-15 for the IRC and public domain proposals.	<ul style="list-style-type: none"> <li>• Powerhouse</li> <li>• ABC</li> </ul>
September 2021	Key Stakeholder Meeting #1 (Business Community and Businesses)	<ul style="list-style-type: none"> <li>• Stakeholder briefings via videoconference</li> </ul>	To inform the local business community and key businesses about the UTS Key Site Master Plan and seek feedback on the vision and principles.	<ul style="list-style-type: none"> <li>• Sydney Business Chamber</li> <li>• Pyrmont/Ultimo Chamber of Commerce</li> <li>• Ultimo Community Centre</li> <li>• Ian Thorpe Aquatic Centre</li> <li>• Surrounding landowners and businesses</li> </ul>
September 2021	Key Stakeholder Meeting #2 (Immediate residents and community groups)	<ul style="list-style-type: none"> <li>• Community Webinar</li> </ul>	To inform community groups about the Key Site Master Plan, the vision and principles, future proposed consultation process during public exhibition and future design competition and DA process for the IRC in 2022/23.	<ul style="list-style-type: none"> <li>• Local Community Groups, including but not limited to:                             <ul style="list-style-type: none"> <li>- Ultimo Village Voice</li> <li>- Save the Powerhouse</li> <li>- Powerhouse Museum Alliance</li> <li>- CBD and Harbour Village</li> </ul> </li> </ul>

Date	Activity	Tool/Channel	Purpose	Targeted Stakeholder/s
				<ul style="list-style-type: none"> <li>- Council of Ultimo/Pymont Associations</li> <li>- Friends of Pymont Point</li> <li>- REDWatch</li> <li>- Pymont Action</li> <li>- Pymont Community Group</li> <li>• Residents along surrounding streets:                             <ul style="list-style-type: none"> <li>- Harris St</li> <li>- Mary Ann St</li> </ul> </li> </ul>
September 2021	Key Stakeholder Meeting #3 (Neighbouring Education Providers)	<ul style="list-style-type: none"> <li>• Stakeholder briefings via videoconference</li> </ul>	To inform local education providers about the proposed redevelopment and seek feedback on the vision and principles.	<ul style="list-style-type: none"> <li>• Ultimo TAFE</li> </ul>