








Small Business Owners Engagement Plan

Central Tunnelling Package

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| Revision | Revision date | Status | Brief reason for update | Name/position/company | Author/Reviewer/Approver | Signature |
|----------|---------------|--------|------------------------------------|--|--|---|
| A | December 2021 | Draft | For submission to Sydney Metro | Sanjin Muhic, Stakeholder and Community Engagement Manager, AFJV | Sanjin Muhic, Stakeholder and Community Engagement Manager, AFJV |  |
| B | December 2021 | Final | Address comments from Sydney Metro | Sanjin Muhic, Stakeholder and Community Engagement Manager, AFJV | Sanjin Muhic, Stakeholder and Community Engagement Manager, AFJV |  |
| C | January 2023 | Final | Annual review | Jeremy, Liz and Kim, AFJV Place Managers | Sanjin Muhic, Stakeholder and Community Engagement Manager, AFJV |  |
| D | March 2023 | Final | Annual review | Jeremy, Liz and Kim, AFJV Place Managers | Sanjin Muhic, Stakeholder and Community Engagement Manager, AFJV |  |
| E | April 2023 | Final | Annual review | Kim Elliott, AFJV Place Managers | Sanjin Muhic, Stakeholder and Community Engagement Manager, AFJV |  |

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Date: April 2023
Version: E
Reference: SMWSTCTP-AFJ-1NL-CG-PLN-000001
Division: Stakeholder and Community Engagement
Review date: April 2024

Section 1 Introduction

1.1 Purpose

The Small Business Owners Engagement Plan describes the approach Acciona Ferrovia Joint Venture (AFJV) takes to engaging with small business owners located adjacent to the Central Tunnelling Package project, generally within 50m of the construction sites.

This plan is intended to meet the Minister's Condition of Approval D70 under SSI 10038 which states:

Small Business Owners Engagement Plan(s) must be implemented in accordance with the Overarching Community Communication Strategy to minimise impact on small businesses adjacent to major construction sites during construction of Stage 1 of the CSSI. This plan/plans must be prepared and submitted to the Planning Secretary for information before construction at the relevant construction site.

For the purpose of this plan, a small business is defined as a business that employs fewer than 20 employees (source: Australian Bureau of Statistics)

1.2 Objectives

The objectives of this plan are to:

- Establish consultative guidance that will assist AFJV to minimise project impacts on small businesses by incorporating specific needs and requirements
- Identify small businesses adjacent to the major construction so the project team gains an understanding of any specific or unique requirements
- Provide information that may be used to support identified small businesses during construction
- Detail the approach AFJV will use to engage with small business owners and understand the impacts on these businesses from construction work
- Provide a mechanism for small businesses to inform AFJV if they are being adversely impacted and for AFJV to mitigate such impacts by addressing the cause through investigation, validation, and action

1.3 Relationship to other plans

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

The AFJV Community Communication Strategy (CCS) provides specific details on engagement with communities, businesses and stakeholders along the Central Tunnelling Package alignment which also includes site specific sub plans.

This plan is an additional layer of guidance for small business engagement and does not replace best practice management, and mitigation measures for businesses as outlined in the above-mentioned documents.

This plan is also linked to the Construction Complaints Management System (CCMS) which outlines the framework for managing complaints, enquiries, and escalation processes throughout the project lifecycle.



Section 2 Engagement

2.1 Approach

AFJV's approach to engaging with adjacent small businesses and tools used will be consistent across the project alignment with tailored mitigation measures based on the issues, concerns or interests identified.

Broadly the AFJV approach to engaging with adjacent small business is to:

- Introduce dedicated place managers who act as a single point of contact for small businesses who will proactively and regularly reach out to inform and consult with small business owners and promptly respond to any issues raised.
- Carry out an initial business identification survey to understand what small businesses are adjacent to our sites; what unique or specific operating requirements/constraints these businesses may have or concerns about potential disruptions. This survey builds on data already collected by Sydney Metro's place managers during consultation undertaken to date.
- If required, the business identification surveys will be undertaken annually to capture changes in types of businesses, owners or circumstances which have not already come to the attention of AFJV during regular business engagement activities.
- Provide businesses with information about the project, planned timing of work and any mitigation measures, including any business specific mitigation measures.
- Ensure the wider project team understands the operational requirements and sensitivities of small businesses around each work area.
- Where a small business indicates they are being impacted, the Place Manager will investigate this complaint and liaise with the Project Team about possible mitigation measures.
- Where it is confirmed the AFJV work is causing an actual adverse impact, where practical and feasible mitigation measures will be developed between the Place Manager and the Project Team.
- Assist small businesses to identify opportunities available to participate in mentoring, education, events and/or promotion programs through third parties, existing Sydney Metro activities or AFJV initiatives.
- Promote local businesses to the wider AFJV construction team to help improve local business trade where possible.

- Encourage small businesses to reach out to AFJV if they are heavily impacted by construction sites or to request specific assistance so it can be considered.

This will be supported by stakeholder engagement activities outlined in the CCS and the OCCS.

2.2 Communication tools

AFJV uses a range of communication and engagement tools to ensure project information reaches a wide audience likely to be impacted by the project. Using a variety of tools provides our communities with options to engage with the project in ways that suit their needs and lifestyle.

Specific communication tools that will be used to engage with small and adjacent businesses include:

- Personal communication via Place Managers who are responsible for ensuring that any business consultation is documented and communicated to the relevant members of the Project Team
- Initial and ongoing surveys to understand business requirements including operating hours, main delivery times, reliance on foot traffic, any signage or advertising that may be impacted, customer origin, and other information specific to the business that will need to be considered in planning and delivery of construction work
- Notifications including maps to keep businesses informed, explaining the purpose of the works, what they can expect, and any potential impacts (delivered in paper or electronic format)
- Newsletters to provide a look-ahead to properties within 500 metres of the construction site (delivered in paper or electronic format)
- Fact sheets to provide detail on aspects of the work and the project
- Weekly email updates providing details of work occurring during the following week
- Virtual engagement room which will be available from early 2023
- 24 hour telephone hotline and dedicated email address publicised on all materials.

2.3 Mitigation measures

Sydney Metro engaged with local communities during the Environmental Impact Statement (EIS) development process and early works (further information is available at www.sydneymetro.info).

AFJV has built on these established relationships and the knowledge gained over recent years to continue delivering a personal and targeted approach during construction of the CTP.

A number of potential issues have been identified around the station sites as well as associated mitigation measures and these will continue to be refined and evolve as AFJV further develop relationships with community members, stakeholders, and businesses.

Identified issues and mitigation measures are included in Section 3 and will be updated throughout construction. Sydney Metro will continue to engage with the local community about:

- Station precinct planning as well as tunnel fit out, construction of stations, ancillary facilities, and station precincts
- The operation and maintenance of the Sydney Metro West line.

Sydney Metro and AFJV will continue to work closely to ensure the communication channels are clearly aligned and coordinated to understand and mitigate cumulative construction impacts around the station sites.

2.4 Construction sites

The Bays Station site

The Bays Station site is bordered by Robert Street on the North which is a light industrial adjacent business area that also includes a cafe and place of worship.

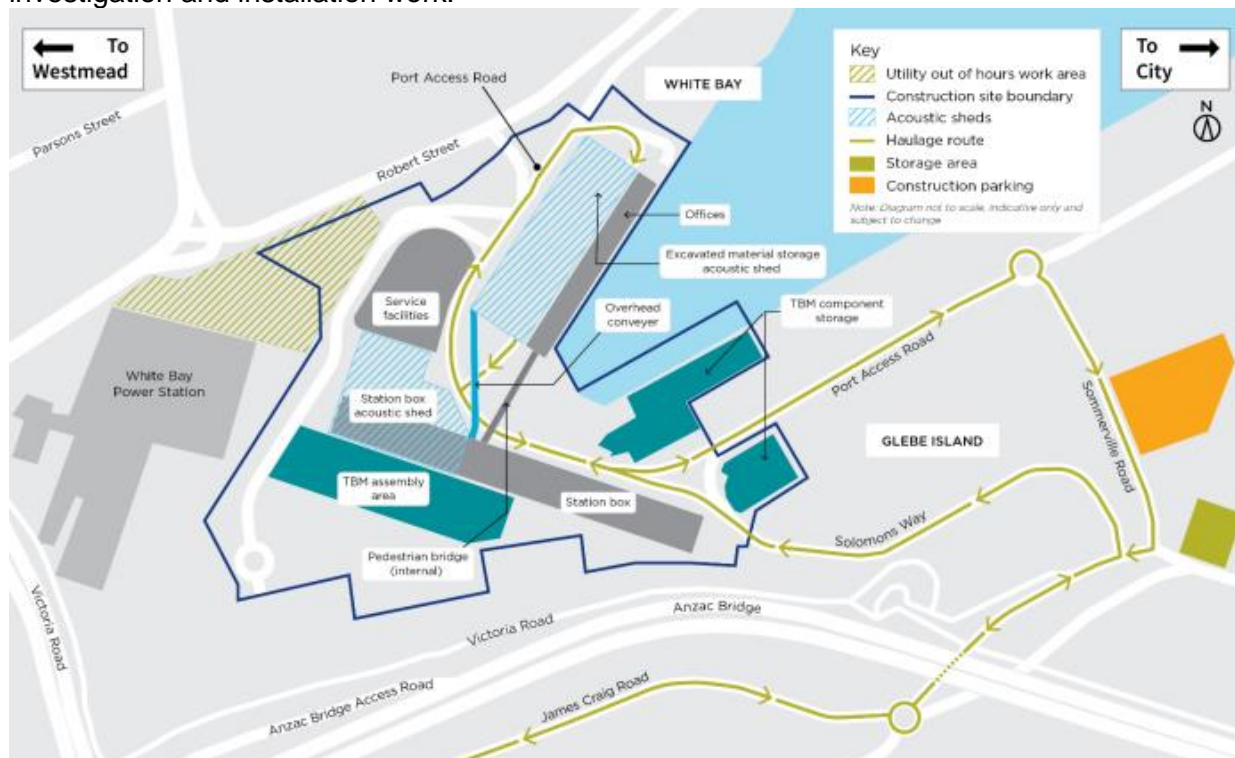
The area around the former White Bay Power Station includes numerous port related businesses. Those within close proximity to the works include:

- Cement Australia
- Sugar Australia facilities whose operations are run from the Glebe Island Silos.

Based on the site layout, access point being via James Craig Drive and planned program of work, minimal impact on small businesses is expected.

At this stage no small business within 50m of the site has been identified with specific concerns or impacts.

Some businesses have experienced temporary parking and noise impacts during utility investigation and installation work.



The Bays Station Construction site layout

Five Dock Station site

The two Five Dock sites are divided by Great North Road which has cafes, restaurants as well as light commercial businesses with real estate agents, florist, beauty salons, bank, massage centre, medical practice, pharmacy, gym etc. A commercial office space is located upstairs on the corner of Second Avenue with accounting, legal, business advisory, medical and marketing included.

A large Coles supermarket is located at the East Street end of Fred Kelly Place, a plaza where locals gather. On East Street there is a childcare centre that AFJV has been liaising with about nearby work. Mitigation responses have included avoiding high impact noisy work during the centre sleep time in the middle of the day.

Most of the impact on small businesses at Five Dock is likely to be experienced by businesses on Great North Road and Second Avenue and is related to truck movements (noise and access) or temporary noise impacts during demolition/site establishment and excavation. No small business access or signage visibility impacts are expected.

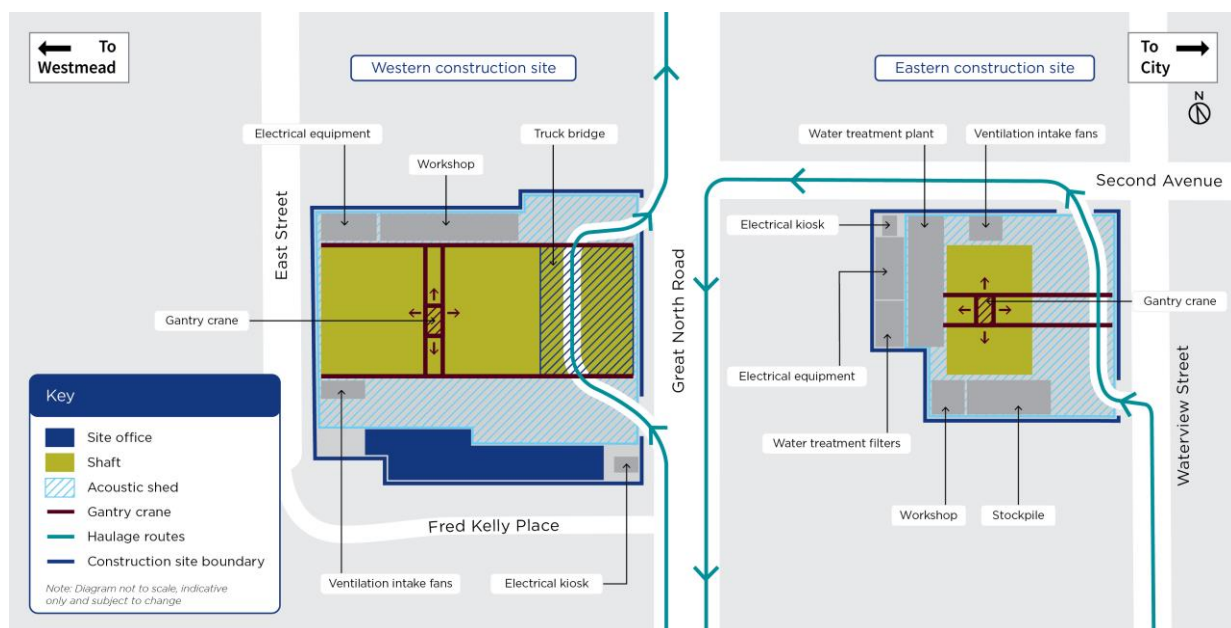
Since work started, businesses have provided feedback and/or concerns regarding noise impacts (trucks and construction), parking impacts, dust, temporary footpath closures, loss of amenity and loss of business. Mitigation measures to address these issues are included in Section 3.

AFJV focusses on reducing noise wherever possible, encourages staff to park away from the site and only in areas traffic surveys identified as having high availability.

While not able to avoid temporary footpath closures, AFJV reduced durations where possible, stationed traffic controllers to assist and tell pedestrians that shops were still open and accessible, as well as regularly liaising with the businesses about work timing.

AFJV internal reward and recognition program was used to partner with a local business to distribute pre-paid coffee vouchers to staff and workforce for use.

A three month 'Shop Local' campaign saw businesses provide an entry form to customers who spent over \$10 in one transaction, with weekly entries going in a draw to win one of five weekly \$50 prize vouchers to spend at participating businesses. In addition, all non-winners each month went into a separate draw to win a \$500 gift card. The campaign encouraged existing customers and the random allocation of weekly prizes aimed to bring new customers to the businesses. The weekly collection of entries also provided the Place Manager with an opportunity to speak with business owners regularly about project impacts or updates.



Five Dock Station construction sites

Burwood North Station site

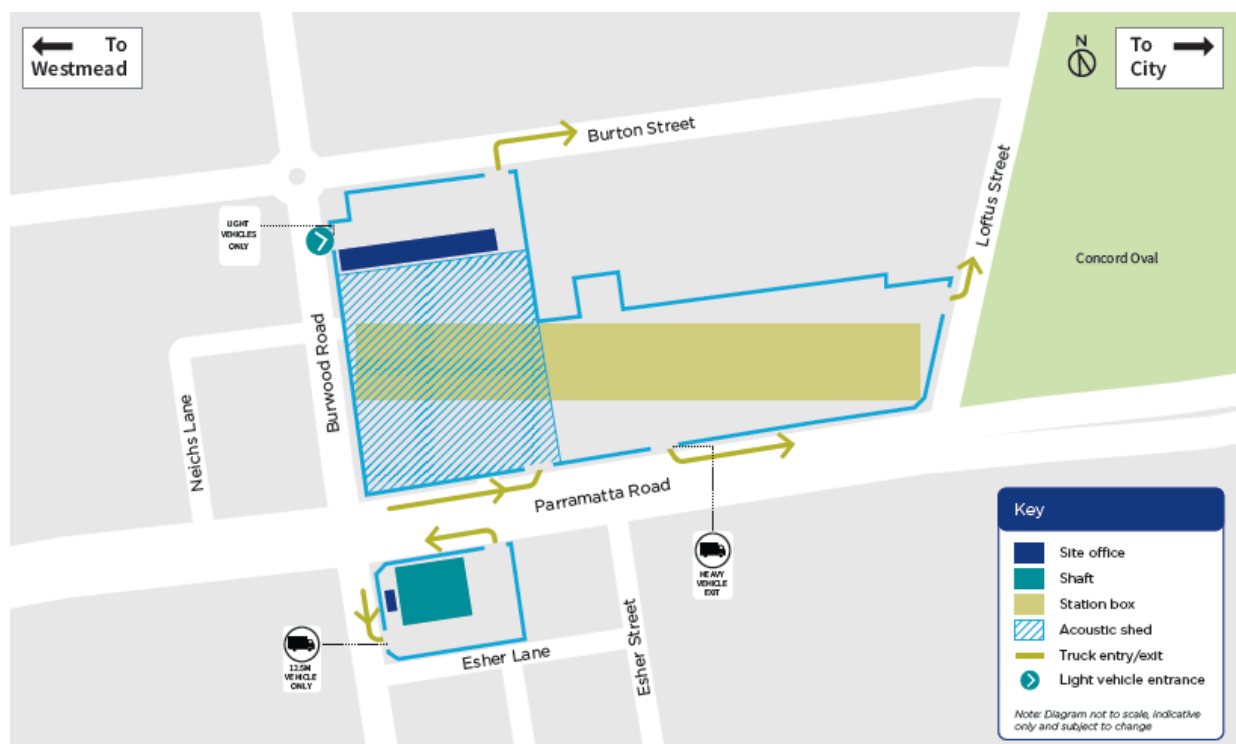
The two Burwood North Station sites are divided by Parramatta Road which has a mixture of light commercial and industrial businesses on it such as a petrol station, car and motorbike dealers, liquor shop, hotel/pub and a blinds supplier.

Burwood Road is immediately to the west of both sites and along it there are cafes, take away food restaurants as well light commercial businesses such as a pet accessories shop, beauty salons, massage centres, a hairdresser, a pizza and kebab restaurant and a children's party venue.

A number of other shops along this section of Burwood Road are either temporarily closed or currently not tenanted.

To date, 13 small business within 50m of the two sites have been identified and are listed in Section 3. The Royal Enfield (motorcycle shop) who are adjacent to the southern construction site and MotorPoint Sydney, a prestige used car dealership directly across the road from the construction site have raised concerns about dust and AFJV have worked closely with these businesses to install additional dust mitigation to address their concerns. Close liaison occurred with Royal Enfield to ensure piling and demolition activity had minimal disruption to the operation of the business.

To minimise parking impacts on local businesses, the Burwood North Project Manager has enforced a no-parking policy for workers and subcontractors on Burwood Road between Parramatta Road as well as requesting all workforce to avoid Burton Steet and park further away on Gipps Street.



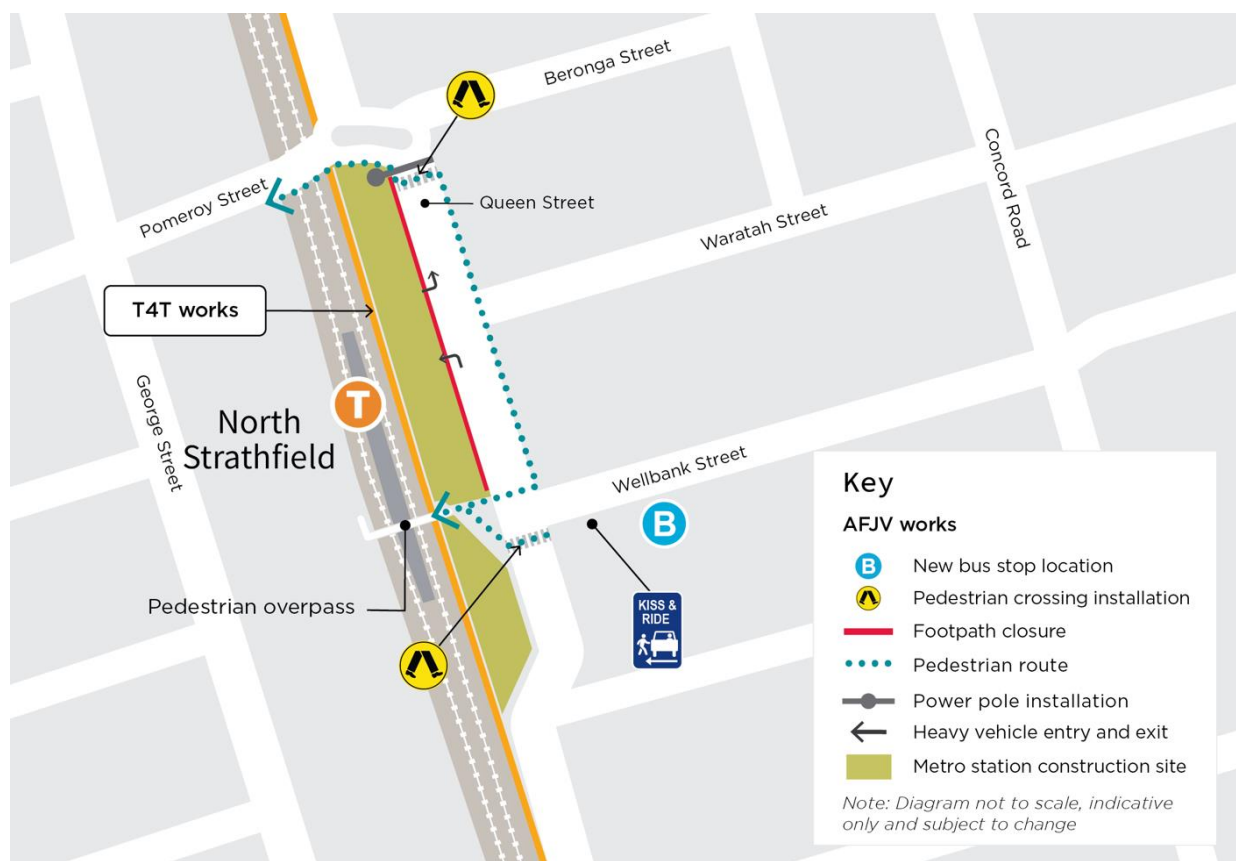
Burwood North construction sites

North Strathfield Station site

The eastern side of the North Strathfield construction site is bordered by Queen Street which has a cafe as well as a number of office spaces and light commercial businesses such as a construction business, a speech and language therapist, a tobacconist, a hairdresser, a restaurant, a pet accessories shop, a massage centre, a computer shop, a graphic design business, and a Funeral Director.

Since mid-2022, a significant program of electrical and communications asset relocation has been underway in front of these businesses with trenching through the pavement. Whilst most of the work occurs at night due to road access restrictions, the nature of the work has been challenging due to proximity to the businesses and overhead awnings restricting machinery that can be used. AFJV has replaced some business signage and undertaken shopfront window cleaning. Footpath replacement will be undertaken as soon as the work in the area has been completed.

A few vacant shopfronts have recently been tenanted, with others still remaining vacant. To date, 11 small business within 50m (all along Queen Street) of the site have been identified and are listed in Section 3.



North Strathfield metro station construction site

Sydney Olympic Park Station site

Herb Elliot Avenue runs along the northern boundary of the site which has three hotels (Ibis, Novotel and Pullman) and the head offices for NSW Ambulance as well as a café within the Abattoir Heritage Precinct directly across the road.

On the southern side of the site is Figtree Drive which has offices of larger organisations including Police Citizens Youth Club and NSW Institute of Sport.

Only one small business within 50m has so far been identified 'Abattoir Blues Café' on Herb Elliott Avenue.



Sydney Olympic Park metro station construction site

Tunnel alignment

Impacts on small businesses from tunnelling are expected to be minimal and in the form of limited groundbourne noise and vibration as the TBMs pass below or near a property. It is expected these impacts will only last an average of two days per TBM passing below or near a building.

A comprehensive tunnelling communications program is being implemented as outlined in the Tunnelling Community Communications Sub-Plan. All sensitive businesses identified in the Tunnelling DNVIS will be visited in advance of the tunnelling approaching their location and regular doorknocks ahead of the TBM's may identify other businesses.

2.5 Evaluation

Evaluation of the performance and effectiveness of the Small Business Owners Engagement Plan will be undertaken every six months or as required in accordance with the measures outlined in the CCS and OCCS.

Section 3 Small and adjacent business interests, issues and mitigation measures

| Small businesses | Issues/interests | Mitigation measures | Communication tools |
|---|---|--|--|
| THE BAYS: Robert Street, Rozelle (all day trade except a gym and all are around 150m from key work areas) | | | |
| <ul style="list-style-type: none"> Prestige Auto traders Snauf Balmain Fitness Ikad Engineering Europa Seafood Supplies Sydney Teleport | <ul style="list-style-type: none"> General construction impacts including noise, dust and traffic Auto traders concerned about potential dust impact Customer parking being taken by workers Parking and access impacts during utility work | <ul style="list-style-type: none"> Trucks will enter the site from the south via James Craig Drive, not Robert Street Worker parking provided on site Frequent water spray use on site to control dust Site staff inductions include clear outline of access and parking procedures Site and construction information re parking, truck routes Carrying out some work at night to minimise parking and access impact | <ul style="list-style-type: none"> Letter drop and electronic updates including newsletters, notifications, monthly updates Direct contact in advance of any potentially impacting activities |
| FIVE DOCK: Great North Road/ Second Avenue Precinct (mostly day trade only) | | | |
| <ul style="list-style-type: none"> Commonwealth Bank Envy Hair & Beauty Brigitte Academie de Beaute | <ul style="list-style-type: none"> Noise and dust impacts from truck traffic and work on site Loss of customer parking in Second Avenue and/or parking for deliveries | <ul style="list-style-type: none"> Frequent and clear communication with advance notice detailing work times & durations Personal contact when street-based work is close to businesses Project overview briefings to provide awareness of potential work impacts on business operations | <ul style="list-style-type: none"> Letter drop and electronic updates including newsletters, notifications, monthly updates Direct contact in advance of any potentially impacting ad hoc activities Drop-in Information sessions |

| Small businesses | Issues/interests | Mitigation measures | Communication tools |
|---|---|---|---|
| <ul style="list-style-type: none"> First National real Estate Prestige Realty Group Beijing Acupuncture Centre Florist Bon Homie Café Prudential Dentist Five Dock Dining Liquorland Connect hearing Café te Ria Rocco's Café Zaza Flames Caminiti Butcher Sunshine Early Learning Centre Commercial complex on Second Avenue with accounting, legal, business advisory, medical and marketing included. | <ul style="list-style-type: none"> Concerned about access to shopfronts being blocked Cafés/ restaurant concerned about noise impacts on al fresco dining area and open indoor area Medical suite concerned about noise impacts on consults Interested in new customer base from workforce Building owners concerned about excavation under their properties Sunshine early learning centre concerned about potential noise impact during nap times Businesses on Great Nth Rd north of church concerned about impact to passing trade from temp footpath closures and any temp parking loss due to nearby works | <ul style="list-style-type: none"> Provide connection to new customer base by promotion of businesses Property condition surveys offered to close proximity commercial buildings Footpaths and business access maintained at all times with detours clearly sign posted and communicated There is no need to block view of any business – if ever required wayfinding signage to be negotiated and clear Coordinate work on a Saturday where possible and appropriate respite periods for Sunshine Early Learning Centre for high noise work during the week Open communication about any temporary changes to local road network and access routes Clear and maintained traffic control measures Ongoing consultation with businesses regarding periodic temporary footpath closures; specific signage and traffic controller assigned to notify pedestrians that businesses are still open despite detour Ongoing consultation with commercial suites regarding work in Second Avenue, with specific traffic controller assigned to manage their | <ul style="list-style-type: none"> Place manager personal contact to understand business situations Place manager doorknock for updates Chamber of Commerce meetings Business identification survey |

| Small businesses | Issues/interests | Mitigation measures | Communication tools |
|---|------------------|--|---------------------|
| <ul style="list-style-type: none"> A range of other hospitality, medical/pharmacy, banking, food, fitness, health & beauty and other businesses make up the remainder of the Great North Road shopping village | | <ul style="list-style-type: none"> driveway access during nearby works Confirmed to businesses AFJV would keep Second Avenue on street parking spaces clear of all project related vehicles. Vouchers pre-purchased at local café for issue to AFJV workforce as part of internal reward and recognition program Local cafes and butcher used for recurring AFJV meeting and event catering purposes Offers of marketing advice and assistance Shop local campaign designed to raise profile of participating businesses, encourage activity by new and existing customers, and make a financial injection through voucher prizes paid for by AFJV Good will offers/gestures for specific issues raised | |

FIVE DOCK: Fred Kelly Place precinct

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| <ul style="list-style-type: none"> Sushi Maru Restaurant Bamiyan Restaurant Bar Piccolino Café | <ul style="list-style-type: none"> Noise and dust impacts from truck traffic Loss of customer parking Cafés/ restaurant concerned about | <ul style="list-style-type: none"> Frequent and clear communication with advance notice detailing work times & durations Personal contact when street-based work is close to businesses | <ul style="list-style-type: none"> Letter drop and electronic updates including newsletters, notifications, monthly updates Direct contact in advance of any potentially impacting ad hoc activities |
|---|--|---|--|

| Small businesses | Issues/interests | Mitigation measures | Communication tools |
|---|---|---|--|
| <ul style="list-style-type: none"> Barber Shop | <ul style="list-style-type: none"> potential noise impacts on al fresco dining area and open indoor area Visual amenity concerns for acoustic shed along Fred Kelly Place North Wall Barber shop with open frontage concerned about noise impact Interested in new customer base from workforce | <ul style="list-style-type: none"> Project overview briefings to provide awareness of potential work impacts on business operations Provide connection to new customer base by promotion of businesses Work with Sydney Metro about potential place activation options Café and sushi takeaway in particular highly utilised by workforce Five Dock Shop Local Campaign Work with council and businesses to minimise noise during activation events in Fred Kelly Place | <ul style="list-style-type: none"> Drop-in Information sessions Place manager personal contact to understand business situations Chamber of Commerce meetings Business identification survey |

BURWOOD NORTH: Small businesses along Parramatta Road and Burwood Road

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|---|--|--|---|
| <ul style="list-style-type: none"> Royal Enfield Asian restaurant The Kebab Concord Concord Massage Lovely Paws Pet Grooming U.S. Hair Concepts Louna Hair and Beauty Burwood Massage | <ul style="list-style-type: none"> General construction impacts including noise and vibration, dust, construction traffic and parking impacts. Access for petrol deliveries of key concern for BP. Bath Arms Hotel interested in understanding night work program to be able to update patrons and manage guests. Royal Enfield particularly interested in | <ul style="list-style-type: none"> Frequent and clear communication with advance notice detailing work times & durations Personal contact when street-based work is close to businesses, especially any noise work near U.S. Hair Concepts Clearly communicated safety messaging about heavy vehicle movements around site in response to concern about inexperienced riders hiring bikes from The Royal Enfield and riding out | <ul style="list-style-type: none"> Letter drop and electronic updates including newsletters, notifications, monthly updates Direct contact in advance of any potentially impacting activities Drop-in Information sessions Place manager personal contact to understand business situations Chamber of Commerce meetings Business identification survey |
|---|--|--|---|

| Small businesses | Issues/interests | Mitigation measures | Communication tools |
|--|--|---|---------------------|
| <ul style="list-style-type: none"> Wynstan blinds doors and windows Sydney United Autos F45 Car Wash Café The Royal Enfield MotorPoint Sydney Wisdom Specialist Centre (oral surgery) | <ul style="list-style-type: none"> truck exit from western site due to learner riders | <ul style="list-style-type: none"> Project overview briefings to provide awareness of potential work impacts on business operations Provide connection to new customer base by promotion of businesses Acoustic shed will be built over the 24/7 construction work area and hoarding around the site perimeter Footpaths and business access will be maintained at all times Open communication about any temporary changes to local road network and access routes Clear and maintained traffic control measures Traffic control boom gate to be used for site exit Dust impact monitoring and additional mitigation measures to be considered near the Car Wash and café if required Facilitating individualised solutions to business needs such as staging a safe set down/pick up zone within the worksite for delivery riders and deliveries for the Kebab Shop when working out the front | |

NORTH STRATHFIELD: Queen Street precinct

| Small businesses | Issues/interests | Mitigation measures | Communication tools |
|---|--|---|---|
| <ul style="list-style-type: none"> Banter Speech and Language Advanced Buildings Chill Massage Concord Pets Ra room hair The Hannam Group Café 93 on Queen Laundry and Dry Cleaning Vietnamese Restaurant Express Clearances JMR Graphic Design Trevor Lee and Sons Funeral | <ul style="list-style-type: none"> General construction impacts including noise and vibration, dust, construction traffic and parking impacts. Banter Speech and language very sensitive to noise impacts and car parking Dr cleaners concerned about parking impacts Concord pets interested in night work noise as boarding animals stay there over night Funeral director is interested in minimising access and noise impacts | <ul style="list-style-type: none"> Frequent and clear communication with advance notice detailing work times & durations Personal contact when street-based work is close to businesses, especially Banter Speech and Language Project overview briefings to provide awareness of potential work impacts on business operations Provide connection to new customer base by promotion of businesses Footpaths and business access will be maintained at all times Open communication about any temporary changes to local road network and access routes Clear and maintained traffic control measures Limiting non-essential work outside of Banter Speech and Language premises on Saturday when clinics are held for autistic children and use of noise curtains around worksites | <ul style="list-style-type: none"> Tailored communication from the Place Manager with Banter Speech and Language and Concord Pets about high noise activities in front of premises to allow for adequate planning Letter drop and electronic updates including newsletters, notifications, monthly updates Direct contact in advance of any potentially impacting activities Place manager personal contact to understand business situations Business identification survey |

SYDNEY OLYMPIC PARK: Figtree Drive and Herb Elliott Avenue

| | | | |
|---|--|---|---|
| <ul style="list-style-type: none"> Abattoir Blues Café - 1 Herb Elliott Avenue (day and night trading) | <ul style="list-style-type: none"> General construction impacts including noise, access, dust and construction traffic. | <ul style="list-style-type: none"> Frequent and clear communication with advance notice detailing work times & durations | <ul style="list-style-type: none"> Face to face updates on upcoming work in the area Electronic updates including newsletters and notifications |
|---|--|---|---|

| Small businesses | Issues/interests | Mitigation measures | Communication tools |
|---|------------------|---|---|
| <ul style="list-style-type: none"> While not small businesses, other nearby organisations that AFJV will regularly engage with include Accor hotels (Novotel, Pullman and Ibis), head office for NSW Ambulance | | <ul style="list-style-type: none"> Personal contact when street-based work is close to business or when major deliveries are expected Provide connection to new customer base by promotion of businesses Footpaths and business access will be maintained at all times Open communication about any temporary changes to local road network and access routes with Clear and well-maintained traffic control measures | <ul style="list-style-type: none"> Direct contact in advance of any potentially impacting activities Place manager personal contact to understand business situations Business identification survey |