

# **ENGAGEMENT AND COMMUNICATIONS OUTCOME REPORT**

## **FLIGHT TRAINING CENTRE**

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P000394  
PREPARED FOR QANTAS AIRWAYS LIMITED

**URBIS**

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# 1. INTRODUCTION

Urbis Pty Ltd (Urbis) was engaged by Qantas Airways Limited (Qantas) to undertake community and stakeholder engagement for development of a new flight training centre in Mascot.

Qantas operates the largest flight training centre in the Southern Hemisphere, located within the Sydney Kingsford Smith Airport (the Airport) on land leased from Sydney Airport Corporation Limited (SACL). As a result of Roads and Maritime Services' (RMS) Sydney Gateway Project, Qantas needs to relocate its existing flight training centre from its current location within the Airport to a new location in Mascot.

This engagement and communication outcomes report documents the engagement and communications process, feedback received and considerations in response to feedback undertaken for the Flight Training Centre.

In April 2019 a State Significant Development Application (SSDA) will be lodged with the Department of Planning and Environment (DPE). Consistent with SSDA requirements, pre-lodgement engagement with the community and stakeholders was undertaken by Qantas, supported by Urbis. This engagement was undertaken during February, March and April 2019. At the time of writing this report, Qantas is continuing to manage an engagement program with the community and other stakeholders to keep them informed about the project and provide opportunities for feedback and queries.

This engagement outcomes report documents the engagement and communications process, feedback received and consideration in response to feedback.

## 2. THE PROPOSAL

Qantas operates the largest flight training centre in the Southern Hemisphere, located within the Sydney Kingsford Smith Airport (the Airport) on land leased from Sydney Airport Corporation Limited (SACL).

As a result of Roads and Maritime Services' (RMS) Sydney Gateway Project, Qantas needs to relocate its existing flight training centre from its current location within the Airport to a new location in Mascot.

Qantas is seeking to build a modern replacement of its existing facility.

The new flight training centre will include purpose-built facilities including bays for 14 full-motion flight simulators (simulators), aircraft cabin mock-ups, ditching pools and multimedia learning centres.

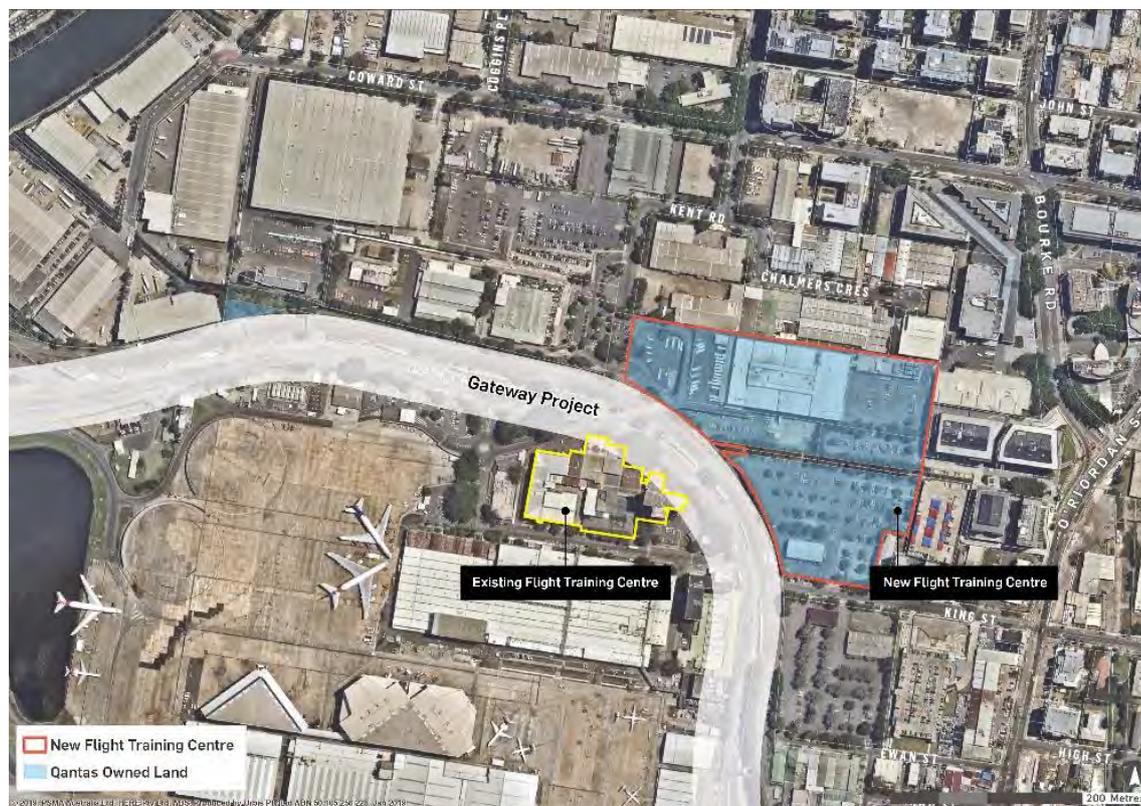
Without a functioning and compliant flight training centre Qantas would be unable to maintain the legislated level of training for its pilots and cabin crew. Furthermore, the vibrations associated with the construction and operation of Gateway will exceed the Civil Aviation Safety Authority's (CASA) regulatory requirements in relation to the operation of Qantas' simulators. This means Qantas needs to relocate its existing flight training centre from its current location within Sydney Kingsford Smith Airport (the Airport) to a new location in Mascot.

RMS requires the existing flight training centre to be vacated by 30 June 2021 to enable Gateway to meet its construction deadlines.

The new location for the flight training centre in Mascot currently has 791 parking spaces for Qantas employees, an industrial shed used to store spare aviation parts, a substation and a disused gatehouse. The proposal includes demolition of this existing site infrastructure to build the new flight training centre.

The Mascot campus is located within the Bayside Council Local Government Area (LGA). The whole Site is zoned as IN1 General Industrial under the Botany Bay Local Environmental Plan 2013.

Figure 1 – The site



## 3. ENGAGEMENT PROCESS

Early, open and transparent communication paves the way for a shared sense of trust and ownership between project stakeholders. Engagement outlined in this report sought to:

- Clearly outline the facts of the project before lodgement of the SSDA to ensure a “no surprises” approach
- Provide opportunities for people to engage and provide feedback
- Document feedback to inform ongoing design and planning considerations
- Invite proactive engagement on key community issues and concerns.

### 3.1. OVERVIEW OF ENGAGEMENT ACTIVITIES

Community and stakeholder engagement activities were undertaken through February 2019. These are outlined below and summarised in Section 4 of this report.

#### 3.1.1. Letter distribution:

- A three page, A4 letter was prepared and distributed to approximately 1,200 neighbours on 6 and 7 March 2019. The letter outlined the key messages of the project and provided details for a phone number and email address for people to provide feedback and make queries. At the time of writing this report one enquiry has been made through the engagement channel and this was neutral. A copy of the letter can be found in Appendix A.

#### 3.1.2. A dedicated project email and 1800 number:

- A dedicated project email and 1800 number was established as a direct feedback channel. The email and phone number were advertised in the letter on the 6 and 7 March 2019 and remain active for the duration of the project, including during construction. At the time of writing this report, one phone call was recorded. The caller expressed an interest in supplying building materials for the project.

#### 3.1.3. Door knock with industrial neighbour:

- A door knock was completed on 6 March 2019 with neighbours on Bourke Road and O’Riordan St. Feedback collected during the door knock was neutral. Feedback collected at the door knock can be found in Section 5 of this report.

#### 3.1.4. Stakeholder briefings:

- Three stakeholder briefings were completed with industrial neighbours in the immediate vicinity, including Goodman, AMP, The Audary Group, Adina Hotels and Travelodge on 01 April 2019 and 11 April 2019. These briefings were attended by members of the project team and Urbis and Qantas representatives. Overall observation from the briefings indicate high levels of existing stakeholder trust and business partnerships resulting in positive or neutral support for project. A summary of feedback collected in these briefings is outlined in Section 5 of this report.

## **3.2. STAKEHOLDER BRIEFINGS**

### **3.2.1. Goodman**

Goodman were consulted as the landowner of Connect Corporate Stage 3 fronting O’Riordan Street. Overall observation from the briefings indicate high levels of existing stakeholder trust and business partnerships resulting in positive or neutral support for project. The following are key takeaways from the consultation:

- The proposed design of the flight training centre and car park was explained with plans and visualisations shared. Goodman raised no concerns about the bulk, scale or materiality of the proposal.
- Accepting of the extended construction hours and were supportive of weekend work and work outside standard office hours, on the condition that there is clear and open communication with their tenants.
- High level of communication would be appreciated with notices to their tenants informing key period of construction, especially in periods where the impact may be more significant (e.g high levels of noise, vibration).

### **3.2.2. Travelodge and Others**

A meeting was held on 01 April 2019 with representatives of the Audary Group, Adina Hotels and Travelodge and Qantas, Urbis and the consultant team. Travelodge was specifically consulted with as an adjacent neighbour, that is likely to be impacted to a degree during construction. Overall observation from the briefings indicate high levels of existing stakeholder trust and business partnerships resulting in positive or neutral support for project. The following are the key takeaways from the consultation:

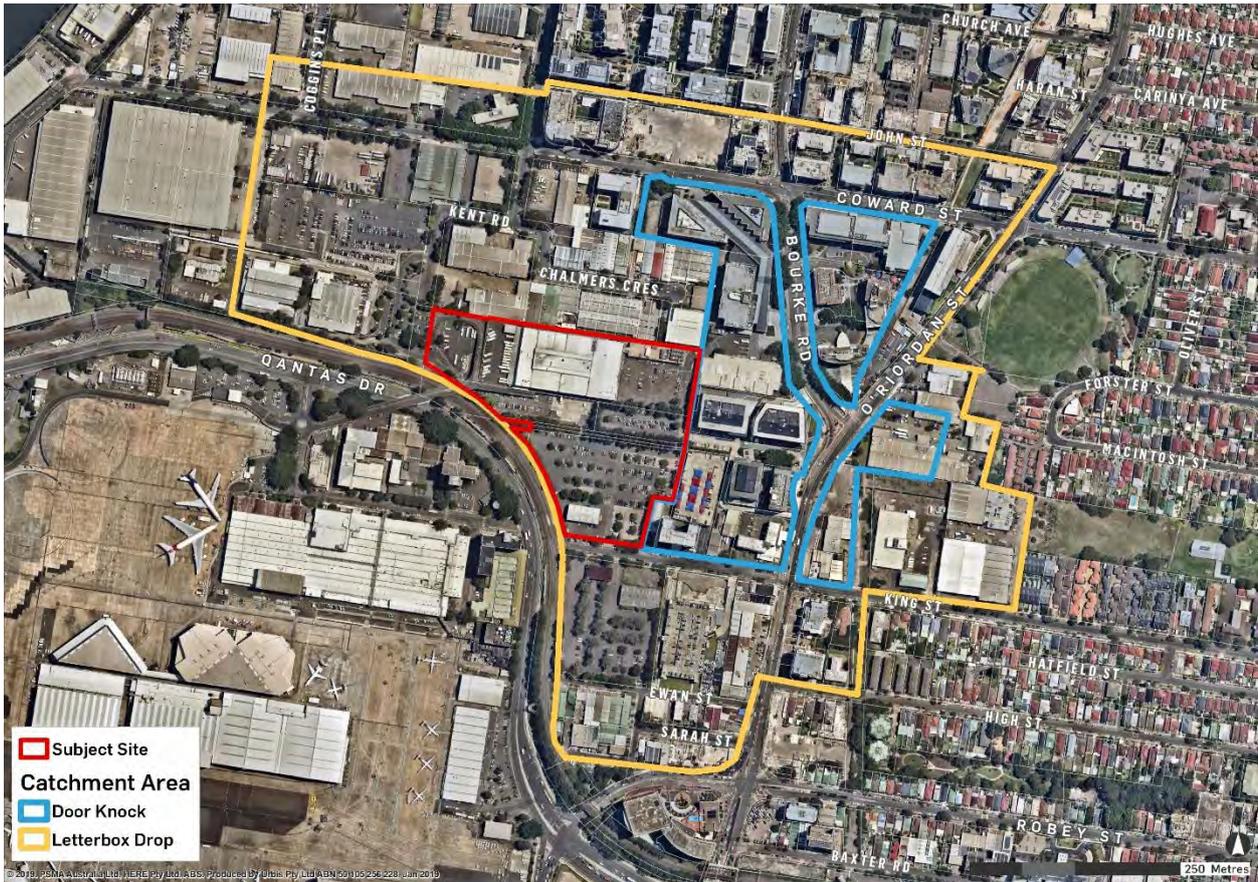
- It was noted that proposed construction hours are long, and this may impact guests wanting to sleep in or go to bed early. Weekend works were not seen as any more intrusive than week day construction due to the nature of their operation.
- Queries raised about the potential for mutually beneficial outcomes including shared car parking.
- High level of communication would be appreciated informing them of key periods of construction, especially where the impacts may be more significant (e.g. high levels of noise, vibration).
- The proposed design of the flight training centre and car park was explained with plans and visualisations shared. Travelodge raised no concerns about the bulk, scale or materiality of the proposal.

### **3.2.3. AMP**

A teleconference was held on 11 April 2019 with representatives of AMP, Qantas, Urbis and the consultant team. AMP were specifically consulted with as they are the current owners of Connect Corporate Stage 2 which is adjacent to the proposed carpark. In summary, AMP were neutral to positive about the proposed works and the following are key takeaways from the consultation:

- Accepting of the extended construction hours and were supportive of weekend work and work outside standard office hours, on the condition that there is clear and open communication with their tenants.
- High level of communication would be appreciated with notices to their tenants informing key period of construction, especially in periods where the impact may be more significant (e.g. high levels of noise, vibration).
- Concern for potential dust impacts on their windows.
- The proposed design of the flight training centre and car park was explained with plans and visualisations shared. AMP raised no concerns about the bulk, scale or materiality of the proposal.

Figure 2 –Catchment area



Source: Urbis

### 3.3. OVERVIEW OF ENGAGEMENT ACTIVITIES SCHEDULED

At the time of writing this report community and stakeholder engagement activities are ongoing. The following activities are scheduled:

- A fact sheet will be prepared to outline project key messages and timeframes and distributed to near neighbours and stakeholders.
- Personalised letter to industrial, commercial and residential neighbours
- Media release outlining key project facts for the benefit of the broader community
- Stakeholder briefings with near neighbours and Local government.

## **4. ENGAGEMENT FEEDBACK**

### **4.1. KEY THEMES**

#### **Overall observations**

- Due to the high amount of construction in the area of Mascot feedback collected through the door knock, and stakeholder briefings was neutral and focused on questions of clarification about the proposal and possible construction impacts.
- High levels of existing stakeholder trust and business partnerships resulting in positive or neutral support for project and possible shared opportunities in the final design, such as parking and shared access roads.
- Interest from stakeholders in staying informed for the duration of the project, particularly throughout construction.

#### **Construction impacts and time frames**

- It was noted that proposed construction hours are long, and this may place a strain on some business operations.
- An understanding for the extended construction hours was noted with a commitment for clear and open communication with their tenants.

#### **Design**

- It was noted that no party would be impacted as a result of the final design including the height of the new flight training facility and car parking.
- Queries were made about possible opportunities to collaborate through shared car parking should there be a short fall for Qantas during construction.

## 5. DETAILED FEEDBACK AND RESPONSES

Detailed feedback is outlined in Table 1 below.

Table 1 – Summary of key issues

Themes	Feedback	Response
Overall observations	<ul style="list-style-type: none"> <li>High levels of existing stakeholder trust and business partnerships resulting in positive or neutral support for the project.</li> <li>High interest from stakeholders in staying informed for the duration of the project, particularly throughout construction.</li> <li>Some stakeholders lease out their property and would like a copy of key facts and information to send out to their tenants. This includes notices in advance of when high levels of vibration or noise are going to occur as a result of construction.</li> </ul>	<ul style="list-style-type: none"> <li>Qantas outlined a commitment to keep neighbours informed. Further details will be outlined in a construction management plan. Qantas will also maintain an active phone line and email throughout lifecycle of project. for real-time engagement to be managed through Urbis.</li> </ul>
Construction impacts and time frames	<ul style="list-style-type: none"> <li>It was noted that proposed construction hours are long, and this may place a strain on some business operations.</li> <li>An understanding for the extended construction hours was noted with a commitment for clear and open communication with stakeholder tenants.</li> <li>It was noted that tenants vary in their hours and movements. Some tenants are always in the office at core business hours, however some, like the Department of Agriculture are in and out of the building more often.</li> <li>Queries about the management of dust and the option to have impacted windows and exteriors cleaned if they are affected by construction.</li> </ul>	<ul style="list-style-type: none"> <li>Extended construction hours discussed as being 6am to 8pm across 7 days a week as a contingency plan to allow for flexibility if needed.</li> <li>Expected 15-month construction with piling being the most significant impact expected, lasting approx. three months.</li> <li>Qantas will discuss repair damage if it occurs.</li> <li>A construction management plan will be prepared to outline strategies to reduce dust and other construction impacts.</li> <li>Dilapidation reports will be completed prior to construction.</li> </ul>
Design	<ul style="list-style-type: none"> <li>Queries raised about collaborative outcomes including shared car parking and access roads.</li> <li>It was noted that no party would be impacted as a result of the final design including the height of the new flight training facility and car parking.</li> </ul>	<ul style="list-style-type: none"> <li>Qantas are open to collaborating with neighbours around shared opportunities.</li> </ul>

# DISCLAIMER

This report is dated 28 May 2019 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's (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of Qantas Airways Limited (**Instructing Party**) for the purpose of Draft (**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      LETTER**



6th March 2019

Dear Neighbour,

## **A NEW FLIGHT TRAINING CENTRE AND CARPARK**

We are writing to you to inform you about our plans to build a new flight training centre in Mascot.

Founded in Australia in 1920, Qantas continues to lead the world's airlines in safety with not a single recorded fatality on a jet aircraft.

This success is in part due to our world class flight training centre, the largest in the Southern Hemisphere. The centre is located in Sydney Kingsford Smith Airport site on land leased from Sydney Airport Corporation Limited (SACL).

As a result of Roads and Maritime Services' (RMS) Sydney Gateway Project, Qantas must relocate its existing flight training centre to a new location in Mascot.

The new flight training centre will include purpose-built facilities including 14 full-motion flight simulators (simulators), aircraft cabin mock-ups, ditching pools and multimedia learning centres. Along with the training centre, there will be a multi-deck car park to replace lost parking.

Due to design efficiencies, the new centre will be 10% smaller than the existing flight training centre.

As our near neighbour, we are committed to keeping you informed as we make plans to construct a new flight training centre in Mascot.

## **THE SYDNEY GATEWAY PROJECT**

Passenger trips at Sydney Airport are forecast to more than double from 37 million to 74 million passengers by 2033. Australia is increasingly popular as both an international tourist destination and regional financial centre for the Asia- Pacific.

The NSW Government has a vision where all people in Greater Sydney can live within 30 minutes of their jobs, education and health facilities, services and great places.

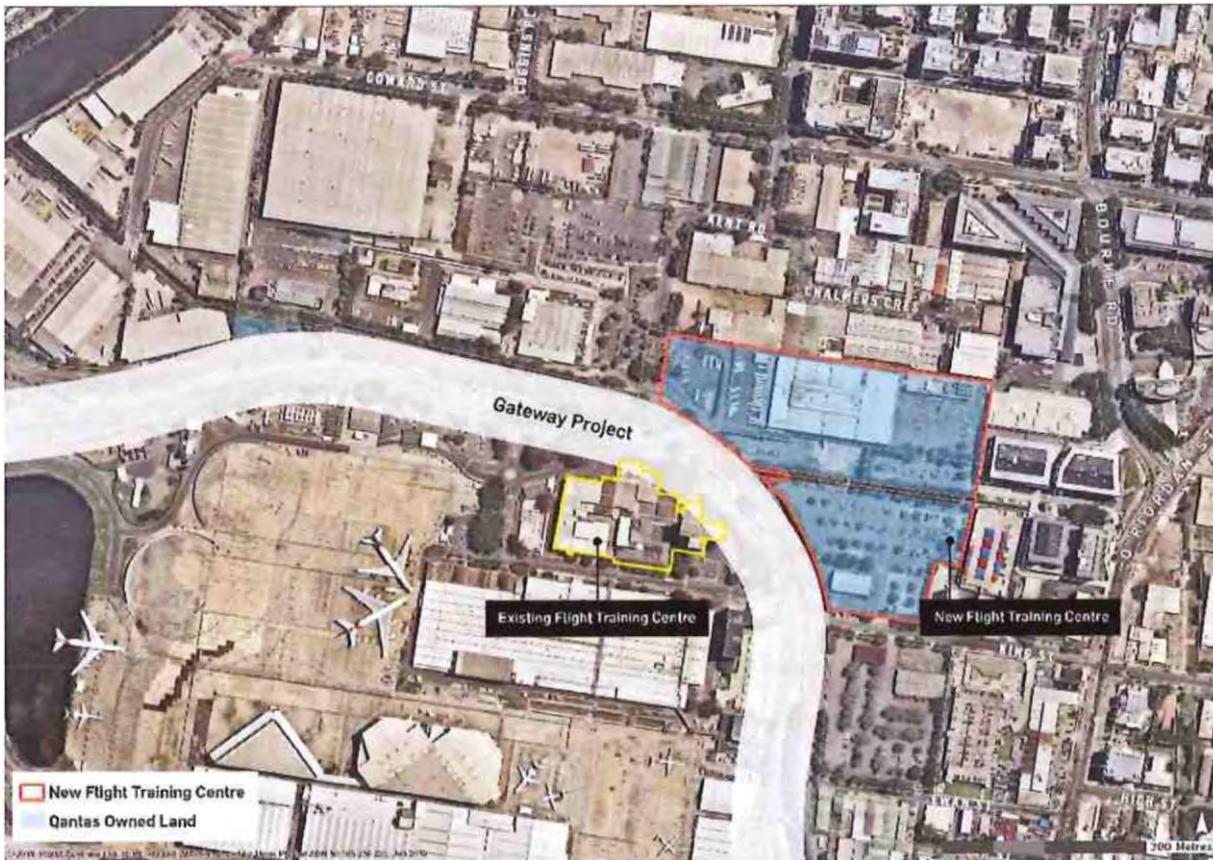
In order to achieve the Sydney Gateway Project, key roads, rail and port infrastructure across Sydney need to be upgraded or built.

As part of Sydney Gateway, Roads and Maritime Services' (RMS) is seeking to expand Qantas Drive Mascot to enhance connections and reduce travel times to Sydney's airport and Port Botany. This will provide improved access to all airport terminals and cater for increased rail freight, which will help take pressure off local roads.

RMS requires the existing flight training centre to be vacated by 30 June 2021 to enable Sydney Gateway to meet its construction deadlines.



Figure 1 - Flight Training Centre



Source: Urbis

## WHAT HAPPENS NEXT?

The new location for the flight training centre in Mascot houses car parking for Qantas employees, an industrial shed, a substation and a disused gatehouse. The proposal includes demolition of this existing site infrastructure to build the new flight training centre.

A State Significant Development Application (SSDA) will be lodged with the Department of Planning and Environment (OPE) in early 2019.

The application is expected to be on public exhibition in mid 2019, with a determination by the OPE expected in late 2019.

Pending approval, Qantas will begin construction of the flight training centre in late-2019. Qantas expects construction of a new flight training centre to take 16 months.

## MANAGING CONSTRUCTION IMPACTS

Qantas wants to minimise the impacts of construction on local communities and the environment.

Qantas is currently drafting a construction management plan and conducting a traffic assessment report that will outline any possible impacts and all mitigation strategies to ensure there is minimal impact on our neighbours.





## KEEPING YOU INFORMED

Qantas is committed to keeping our near neighbours informed and has commissioned community engagement company Urbis Engagement to assist with this.

You can provide feedback or request more information by contacting Urbis Engagement on [engagement@urbis.com.au](mailto:engagement@urbis.com.au) or call 1800 244 863.

Yours Sincerely

A handwritten signature in blue ink, appearing to be "C. Westgarth", written over a light blue grid background.

Charlie Westgarth  
**Development Manager**







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