



**Sydney Metro -  
Western Sydney Airport**

# **Small Business Owners Engagement Plan**

**Advanced and Enabling Works – St Marys**

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# 1 Introduction

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## 1.1 Document purpose

This Small Business Owners Engagement Plan describes the approach Sydney Metro will take to engage with small business owners located adjacent to the Advanced and Enabling works (AEW) at St Marys (the works).

This plan is intended to meet the Minister's Condition of Approval E91 under SSI 10051 which states:

*Small Business Owners Engagement Plan(s) must be prepared for St Marys and implemented in accordance with the Overarching Community Communication Strategy to minimise impact on small businesses directly affected by construction activities at St Marys during construction. The plan must be prepared and submitted to the Planning Secretary for information before the commencement of construction at St Marys.*

**For the purposes of this plan:**

***A 'small business' is defined as a business that employs fewer than 20.***

**(Source: Australian Bureau of Statistics)**

## 1.2 Objectives

The objectives of this plan are to:

- Establish consultative guidance that will assist Sydney Metro to minimise project impacts on small businesses by incorporating specific needs and requirements.
- Ensure all small businesses adjacent to the works are identified early and that the project team gains a clear understanding of any unique requirements.
- Provide information that may be used to support identified small businesses in the lead up to and during construction.
- Detail the approach Sydney Metro will use in order to engage with small business owners and understand the impacts on these businesses from any construction work related to the St Marys AEW construction works.
- Propose a mechanism for small businesses to inform Sydney Metro they are being adversely impacted and for Sydney Metro to minimise or eliminate these impacts by addressing the cause through investigation, validation and remedy.

## 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.

This plan is intended as 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 OCCS and contract-specific Community Communication Strategies.

This plan is also supported by a Construction Complaints Management System which outlines the framework for managing complaints, enquiries and escalation processes throughout the project lifecycle.



Figure 1 – Communication strategy hierarchy

## 2 Engagement Mechanisms

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### 2.1 Approach to Small Business Owner Engagement

Sydney Metro's approach to engaging with small and adjacent businesses is to:

- Introduce a single point of contact for small businesses - through a dedicated place manager - who will proactively doorknock and consult with business owners and commit to respond quickly to any issues or complaints raised by that business
- Gain an understanding of the business owners' concerns about potential disruptions to their businesses
- Provide businesses with information about the project, the local scope and proposed timing of the works
- Provide businesses with information about construction progress and the steps taken to minimise potential impacts
- Ensure the project team understands the operational requirements and sensitivities of particular small businesses around each work area
- Where a small business has indicated they are being impacted adversely by the AEW works, the Place Manager shall investigate this complaint by liaising with the Project Team
- Where it is determined that the AEW works are causing an actual adverse impact, a remedy to this impact will be developed between the Place Manager and the Project Team
- The Place Manager will inform the small business owner about the remedy that the project will implement and provide for a follow-up call to the business owner to ensure the remedy worked satisfactorily
- Assist small businesses to identify opportunities available to participate in mentoring, education, events and/or promotion programs via local council and/or NSW Government agencies, including any relevant Sydney Metro activities.

This will be supported by stakeholder engagement activities outlined in Contractor's Community Communications Strategy and the Overarching Community Communications Strategy.

### 2.2 Communication Tools

Sydney Metro uses a range of communication and engagement tools to ensure project information reaches a wide variety of people 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.

Communication tools will be used in accordance with the OCCS.

Specific communication tools that will be used to engage with small and adjacent businesses to the works 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.

- Engagement with businesses to understand their business requirements including operating hours, main delivery times, reliance on foot traffic, any signage or advertising that may be impacted, customer origin, customer parking, garbage collection and other information specific to the business that will need to be considered in early works planning;
- 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 three month look-ahead to properties within 500 metres of the construction site on a quarterly basis (delivered in paper or electronic format);
- Fact sheets (where suitable) to provide detail on aspects of the work and the project.

This will be augmented by stakeholder engagement activities outlined in Contractor's Community Communications Strategy and the OCCS.

### 2.3 Contact facilities and information points:

- Project website - [www.sydneymetro.info](http://www.sydneymetro.info)
- Facebook - [www.facebook.com/SydneyMetro](https://www.facebook.com/SydneyMetro)
- 24-hour community information line - 1800 717 703
- Postal address - PO Box K659, Haymarket, NSW 1240
- Community email address - [sydneymetrowsa@transport.nsw.gov.au](mailto:sydneymetrowsa@transport.nsw.gov.au)
- Briefings to strata managers, building owners, council officers and local business chambers;
- Mitigation measures to respond to the reasonable requirements of the business; and
- Stakeholder database to record interactions with business and to record business information collected in the business surveys.

### 2.4 Business areas

The northern end of Queen Street and Station Street is a small business precinct and consists of:

- Mixed retail including cafes, restaurants and grocery and convenience stores.
- Health services such as dental, medical and pharmaceutical.

Phillip Street also consists of small businesses and includes a Centrelink which backs onto the site of the TBI works.

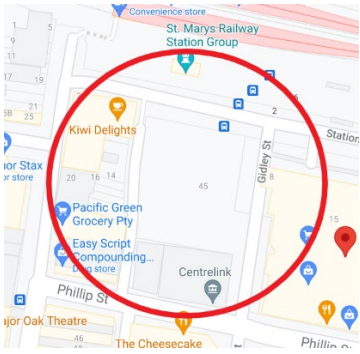
Station Plaza Shopping Centre is also adjacent to the site. This asset has been acquired by Sydney Metro for the construction of the project, so businesses in this centre will trade until mid-2022. Station Plaza includes a range of business types, including a childcare, supermarket, pharmacy, cafes/takeaways and clothing retailers.

Further east along Phillip Street, a podiatrist is located amongst residential properties at 24 Phillip Street, adjacent to the Phillip Street/Lethbridge Street roadworks.

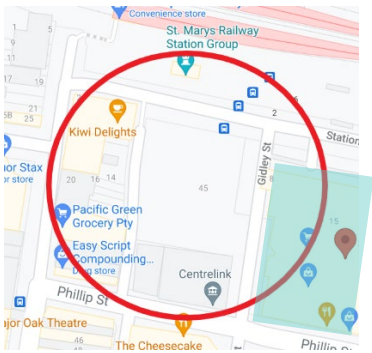


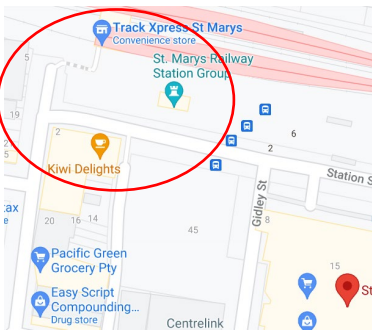

## **2.5 Evaluation**

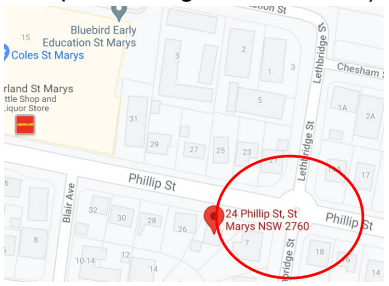
Evaluation of the performance and effectiveness of the Small Business Owners Engagement Plan will be undertaken every six months or as required in accordance with the measures outlined in the Overarching Community Communication Plan.

## Small and adjacent business identification and issues mapping

Sector	Stakeholders	Impact	Mitigation Measures	Communication approach
<p>Station Street, Queen Street &amp; Phillip Street strip retailers (backing onto the TBI)</p>  <p>50m radius of adjacent businesses</p>	<ul style="list-style-type: none"> <li>• St Marys Tobacconist</li> <li>• Chrissies Café</li> <li>• Filo Asian Grocery/Clothing alterations</li> <li>• The Secret of Beauty and Glamour</li> <li>• Ria money transfer</li> <li>• Sto-Nino Oriental Mini-Mart</li> <li>• Medical Centre – Dr Stephen Lagaida</li> <li>• St Marys Bakery</li> <li>• Sherpa Super Tax &amp; Migration Lawyers</li> <li>• Denture Clinic</li> <li>• Cash and Save Pawn Shop</li> <li>• MBI Electronics</li> <li>• Pacific Green Grocer*</li> <li>• AW Textiles Fabric Shop*</li> <li>• Easy Script Compounding Pharmacy</li> <li>• Sydney West Accountants</li> <li>• St Mary's Medical Centre</li> <li>• Bridging the Gap Youth &amp; Family Centre</li> <li>• Centrelink</li> </ul> <p><i>Night-time trading – in addition to daytime trading:</i></p> <ul style="list-style-type: none"> <li>• Khizer Biryani &amp; Tika House</li> <li>• Jasmin Massage</li> <li>• Liquid self-service</li> <li>• Laundromat</li> </ul>	<p>General construction impacts including noise, traffic interruptions, construction traffic and impacts to parking, garbage collection and pedestrian access</p> <p>*Access will be particularly important for delivery vehicles</p>	<ul style="list-style-type: none"> <li>• Well maintained local traffic controls to manage local traffic</li> <li>• Ensure pedestrian access is clear and unobstructed during the day</li> <li>• Wayfinding signage is clear and appropriately set out</li> <li>• Noise and dust management</li> <li>• Equipment stored on local streets does not impact traffic or access to businesses</li> <li>• Clear communication of changes to local road network and access routes</li> <li>• Clear communication on parking closure and alternate parking</li> <li>• Clear access to East Lane for access to business on-site parking, deliveries and garbage collection</li> <li>• Toolbox talks to remind workforce of behaviour and neighbouring businesses</li> </ul>	<ul style="list-style-type: none"> <li>• No surprises approach, clear and concise information and provide adequate opportunity for feedback when or if required</li> <li>• Meetings and doorknocks with retailers</li> <li>• Provision of regular updates, notifications and newsletters</li> <li>• Vietnamese, Cantonese and other language translations may be required for some retailers, as identified below: <ul style="list-style-type: none"> <li>○ St Marys Tobacconist</li> <li>○ AW Textiles</li> <li>○ Filo Asian Grocery/Clothing alterations</li> <li>○ Jasmine Massage</li> </ul> </li> <li>• Information sessions</li> <li>• Verbal and electronic updates</li> </ul>



Sector	Stakeholders	Impact	Mitigation Measures	Communication approach
<p><b>Station Plaza</b></p>  <p>50m radius of adjacent businesses  Station Plaza </p> <p><i>(NB. Sydney Metro has acquired Station Plaza for the delivery of the project, and is targeting vacant possession of Station Plaza by mid-2022)</i></p>	<p>Shopping centre retail including:</p> <ul style="list-style-type: none"> <li>• Coles</li> <li>• Liquorland</li> <li>• Station Plaza newsagent</li> <li>• Healthy Living Discount Pharmacy</li> <li>• Subway</li> <li>• Nanny Peppers Pantry</li> <li>• A &amp; A Fashion</li> <li>• St Marys Quality Meats</li> <li>• Cignall Tobacconist</li> <li>• Fusion Bags</li> <li>• Goldfinch</li> <li>• Jenna's Bakery</li> <li>• Kreme Café</li> <li>• Kumar's Kebabs</li> <li>• Mobilephone Kingdom</li> <li>• Refresh Nails &amp; Beauty</li> <li>• V Bargain</li> <li>• Wasims Hair</li> <li>• *Blue Bird Early Education Centre</li> <li>• **Shining Star car wash</li> </ul>	<p>General construction impacts including noise, dust, traffic interruptions on Station Street and construction traffic, access to Station Plaza and parking availability</p> <p>*Noise and dust will be particularly important for the Childcare Centre</p> <p>** Dust will be a major concern for the carwash.</p>	<ul style="list-style-type: none"> <li>• Well maintained local traffic controls to manage local traffic</li> <li>• Ensure pedestrian access is clear and unobstructed during the day</li> <li>• Wayfinding signage is clear and appropriately set out</li> <li>• Noise and dust management</li> <li>• Equipment stored on local streets does not impact traffic or access to businesses</li> <li>• Work area is left secured to ensure community safety</li> <li>• Clear communication of changes to local road network and access routes</li> <li>• Toolbox talks to remind workforce of behaviour and neighbouring businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings and doorknocks with retailers</li> <li>• Email updates</li> <li>• Provision of regular updates, notifications and newsletters</li> <li>• Installation of suitable road signage to direct traffic and delivery drivers of changes to access.</li> <li>• *Coordination for noisy activities to take place outside of sleep times at Childcare where possible.</li> <li>• **Updates regarding dust mitigation measures included in notifications</li> <li>• Vietnamese, Cantonese and Arabic translation will be required for some retailers, as identified below: <ul style="list-style-type: none"> <li>○ Cantonese – Goldfinch</li> <li>○ Vietnamese – St Marys Quality Meats, Jennas Bakery &amp; Refresh Nails</li> <li>○ Arabic – Mobilephone Kingdom</li> </ul> </li> </ul>
<p><b>St Marys Station</b></p>  <p>St Marys Station Shop </p>	<ul style="list-style-type: none"> <li>• Station Shop</li> </ul>	<p>General construction impacts including noise, traffic interruptions, construction traffic and impacts to pedestrian access</p>	<ul style="list-style-type: none"> <li>• Well maintained local traffic controls to manage local traffic</li> <li>• Ensure pedestrian access is clear and unobstructed during the day</li> <li>• Wayfinding signage is clear and appropriately set out</li> <li>• Noise and dust management</li> <li>• Equipment stored on local streets does not impact traffic or access to businesses</li> <li>• Work area is left secured to ensure community safety</li> <li>• Clear communication of changes to local road network and access routes</li> <li>• Toolbox talks to remind workforce of behaviour and neighbouring businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings and doorknocks with retailers</li> <li>• Provision of regular updates, notifications and newsletters</li> </ul>

Sector	Stakeholders	Impact	Mitigation Measures	Communication approach
<p>24 Phillip Street (adjacent to Phillip/Lethbridge st roadworks)</p> 	<ul style="list-style-type: none"> <li>A Step Ahead Foot and Ankle Care</li> </ul>	<p>General construction impacts including noise, traffic interruptions, construction traffic, parking impacts and impacts to pedestrian access</p>	<ul style="list-style-type: none"> <li>Well maintained local traffic controls to manage local traffic, ensuring driveway access to property is available at all times.</li> <li>Ensure pedestrian access is clear and unobstructed during the day</li> <li>Ensure impacts to adjacent on-street parking are clearly communicated</li> <li>Wayfinding signage is clear and appropriately set out</li> <li>Noise and dust management</li> <li>Equipment stored on local streets does not impact traffic or access to businesses</li> <li>Work area is left secured to ensure community safety</li> <li>Clear communication of changes to local road network and access routes</li> <li>Toolbox talks to remind workforce of behaviour and neighbouring businesses</li> </ul>	<ul style="list-style-type: none"> <li>Meetings and doorknocks with stakeholder</li> <li>Provision of regular updates, notifications and newsletters</li> </ul>

