

City of Ryde

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5 MAY 2011

NOTICE OF MEETING

You are advised of the following meeting:

WEDNESDAY 11 MAY 2011.

Civic Precinct Committee Meeting No. 1/11

Committee Room 2 - 7.30pm

Civic Precinct Committee

AGENDA NO. 1/11

Meeting Date: Wednesday, 11 May 2011
Location: Committee Room 2
Time: 7.30pm

NOTICE OF BUSINESS

Item		Page
1	CONFIRMATION OF MINUTES - Civic Precinct Committee Meeting held on 16 March 2010.....	2
2	CIVIC PRECINCT REDEVELOPMENT COMMUNICATIONS AND ENGAGEMENT WITH THE COMMUNITY	5

1 CONFIRMATION OF MINUTES - Civic Precinct Committee Meeting held on 16 March 2010

File No.: GRP/11/5/4/1 - BP11/296

In accordance with Clause 3.4.4 of Council's Code of Meeting Practice, a motion or discussion with respect to such minutes shall not be in order except with regard to their accuracy as a true record of the proceedings.

RECOMMENDATION:

That the Minutes of the Civic Precinct Committee Meeting 1/10, held on Tuesday 16 March 2010, be confirmed.

ATTACHMENTS

- 1 Minutes - Civic Precinct Committee - 16 March 2010

ITEM 1 (continued)**ATTACHMENT 1**

City of Ryde

Civic Precinct Committee**MINUTES OF MEETING NO. 1/10**

Meeting Date: Tuesday 16 March 2010
Location: Level 5, Committee Room 2
Time: 6.16pm

Councillors Present: The Mayor, Councillor Butterworth and Councillors Li, Maggio, O'Donnell, Petch, Pickering, Salvestro-Martin and Yedelian OAM

Apologies: Councillor Campbell (Leave of Absence), Councillors Perram, Etmekdjian and Tagg

Staff Present: General Manager, Group Manager – Community Life, Group Manager - Corporate Services, Group Manager – Environment & Planning, Group Manager - Public Works, Manager Libraries, and Business Services Coordinator.

DISCLOSURES OF INTEREST

There were no disclosures of interest.

1 CONFIRMATION OF MINUTES - Meeting of 09 December 2008

RESOLUTION: (Moved by Councillors Maggio and Yedelian OAM)

That the Minutes of the Civic Precinct Committee No. 01/08 held on 09 December 2008, be confirmed.

Record of Voting

For the Motion: Unanimous

ITEM 1 (continued)**ATTACHMENT 1****2 CIVIC PRECINCT UPDATE - Revised Model and Structure****RESOLUTION:** (Moved by Councillors Petch and Yedelian OAM)

That Council:

- (a) Endorse the proposed structure and methodology outlined in this report, noting that further detail will be provided after the commencement of the Development Director.
- (b) Commence recruitment of a Development Director through a tender process.
- (c) Provide the allocation of \$2,577,150 funds from the Civic Precinct Reserve into the Management Plan 2010 - 2014, as outlined in the report.

Record of VotingFor the Motion: Unanimous

The meeting closed at 6.20pm.

CONFIRMED THIS 11TH DAY OF MAY 2011

Chairperson

2 CIVIC PRECINCT REDEVELOPMENT COMMUNICATIONS AND ENGAGEMENT WITH THE COMMUNITY

Report prepared by: Project Manager, Ryde Town Centre; Development Director
Report dated: 2/05/2011 **File No.:** GRP/11/3/6/1 - BP11/330

Report Summary

This report is to provide the Civic Precinct Committee with an overview of the community consultation process for the redevelopment of the Civic Centre site. It recommends that the Civic Precinct Committee delegates to the General Manager authority to engage the community in a consultation process as set out in this report.

RECOMMENDATION:

That the Civic Precinct Committee delegates to the General Manager the authority to proceed with the Civic Precinct Communications and Engagement Plan and initiate the community communication process as set out in this report.

ATTACHMENTS

- 1 Civic Precinct Communications and Consultation Strategy - 3 May 2011

Report Prepared By:

Malcolm Harrild
Project Manager, Ryde Town Centre

Mitch Corn
Development Director

Report Approved By:

John Neish
General Manager

ITEM 2 (continued)**Background**

In 2005 Council unanimously adopted Local Environmental Plan (LEP) 143 which included building to heights of RL 115 for the Civic Precinct site. The purpose of this LEP was to revitalise Ryde's town centre.

2006 saw LEP 143 Ryde Town Centre Precincts Gazetted by NSW Government. This included a total floor space allocation of 100,000sqm for the Civic site however the height was reduced to a maximum of RL 91 for building heights.

The Beville Group commenced redevelopment of Top Ryde Shopping Centre in 2007.

In March 2010 Council agreed to recruit a Development Director to oversee the redevelopment of the Civic Precinct.

In August 2010 the Top Ryde City redevelopment was completed and formally opened.

In the meeting of 14 December 2010, Council delegated authority to the General Manager to appoint key members of the Civic Precinct Project team to progress to the next Gateway of the Civic Precinct Redevelopment Project. This Gateway, number 2, was described in the report to the Council as "Planning and Assessment of Options (Jan 2011 to Dec 2011), to identify the most appropriate model for the Civic precinct redevelopment from a commercial and community perspective".

Report

Gateways 1 and 2 of the program for the Civic Precinct Redevelopment Project included the following tasks:

- Engage the project team and develop a detailed project plan.
- Begin feasibility studies and financial modelling for the redevelopment of the Civic site.
- Investigate concept options for the site.
- Consult with internal stakeholders.

The Project Team has all these matters in hand and now needs to move to the next component:-

- Undertake preliminary consultation with the community and key stakeholders to understand any potential issues and concerns that they may have about the redevelopment of the site.

In 2005 the community was fully consulted on the Local Environmental Plan (LEP) for the redevelopment of Ryde Town Centre in a series of public meetings, surveys, interviews and written submissions, which included the proposed redevelopment of the Civic Precinct site. This consultation resulted in 95% support for the LEP.

ITEM 2 (continued)

Having now completed the first stage of works (Top Ryde City) and having now developed the feasible options for stage two (the Civic Precinct site), it is now appropriate to develop a Communications and Engagement Plan to further continue the consultation process begun in 2005.

The objectives of this Plan are to:-

- Highlight the community, financial and environmental benefits of redeveloping the Ryde Civic Precinct.
- Support the engagement of key stakeholders through effective, consistent and coordinated information about the project.
- Establish effective mechanisms to communicate with all stakeholders.
- Establish suitable mechanisms to respond to community queries and concerns about the project.
- Identify and manage project issues in a timely manner.
- Ensure consistent messages are being relayed to both internal and external stakeholders.
- Ease stakeholder concerns through the provision of detailed, transparent information.
- Identify and respond to any rumours about the redevelopment.
- Provide adequate and suitable opportunities for stakeholders to have input and provide comment on the concept plan and the amendment to the LEP 2011.
- Ensure feedback from the community and stakeholders is used to inform the concept design of the proposed Civic Precinct.
- Establish positive communication channels with neighbours and any community action groups.
- Position the project as strategically important in the ongoing prosperity of the Ryde economy and community.
- Build community support and understanding for the new Civic Precinct.

Key messages have now been developed for all communications during the engagement process to ensure consistency of understanding. These cover:-

- Key community benefits
- Community engagement processes
- Finance
- Design
- Planning process

The methodology to be employed in carrying out this engagement includes:-

Communications and Engagement

These activities will be delivered in two stages.

ITEM 2 (continued)

The first stage will be undertaken before formal public exhibition begins and will focus on building community awareness of the project and its planning framework including internal project briefings with City of Ryde Councillors and staff and the establishment of protocols for ongoing project communications.

The second stage will be the formal public exhibition period for the proposed amendment to the LEP and the preferred Concept Plan for the site involving internal and external communications and engagement such as briefings and workshops.

A dedicated media information program will support this aspect of the project from the initial stage through to the final approval.

Internal Briefings

It is critical that Councillors and staff are kept informed of the project and understand the overarching rationale for the project. Some will have frontline interaction with individuals, community groups and the broader community.

Councillor briefings will take place at important project milestones. Councillors will be briefed on the communications and engagement process, kept informed of the community's views on the proposal to amend the LEP and understand any potential issues the community may have with the concept plans.

Staff briefings will be part of regular internal communication activities by the project team, media/communications and HR Units. This will equip staff with information about the project and ensure they are aware of the necessary protocols to direct queries to the relevant member of the project team.

Consultation with adjacent residents

Early communication with landowners/tenants in close proximity to the Ryde Civic Precinct development (particularly in Parkes, Belmore, Blaxland, Samuel and Lee Streets) will be a critical component of the community engagement program.

An initial round of communication with local residents be undertaken to assist the project team identify potential issues and demonstrate Council's commitment to engaging with the community early in the process.

Key stakeholder briefing and workshops

Stakeholder workshops will be held with key user groups such as local community groups, major users of the existing facilities, the Chamber of Commerce, the Ryde business community and neighbouring residents.

The first round will be scheduled during development of the Concept Plan to provide information on the sites physical constraints and the key issues that need to be addressed.

The second round of workshops will coincide with the formal public exhibition of the amendment to the LEP and the preferred concept for the site.

ITEM 2 (continued)Community 'Have say days'

Widely promoted public 'Have a say days' will be held to coincide with the formal public exhibition period for the amendment to the LEP and will include a preferred concept for the site.

Media Plan

A proactive media plan will help set the future communications agenda, combat misconceptions about Council's plans for the site and provide an opportunity to disseminate accurate information to the broader community.

It will be important that Council commences a dialogue on the long term benefits that a new Civic Precinct will deliver, and how the new Civic Precinct will be consistent with the Top Ryde shopping centre development.

It is recommended that the Mayor and General Manager act as spokespersons to outline Council's key objectives for the Civic Precinct.

Although future concept plans for the project will be subject to a feasibility study to identify the most economically feasible option, it will be important that media activities demonstrate that Council is transparent about its plans and the LEP amendment. This includes outlining any inconsistencies in the current LEP and the physical constraints in developing the precinct.

Early media contact and activities should focus on the key project messages, and the timeframe for investigation. Media planning including a program of media opportunities linked to project milestones will be outlined further in the Media Sub-Plan.

It is proposed that the first step in the public engagement process is to carry out a program of activities with the community to cross check the principles being utilized to identify feasibility options for redeveloping the Civic Precinct site. These principles have been informed by earlier consultations held for the LEP and it is critical to validate their currency. The cross check would be undertaken in May and June, 2011, around the following site constraints and principles:-

- Community facilities
- Traffic management
- Urban design
- Requirements for civic activities
- Financial trade-offs
- How are we contributing to the revitalization of Ryde

Activities will include neighbour and stakeholder conversations and workshops. Through June and July 2011 the feasibility studies for developing the Civic Precinct site will be revised based on the feedback from the community.

ITEM 2 (continued)

A preferred option will be validated in July using the outcomes of the feasibility studies and incorporating the community feedback. This option will then be presented to Council for their recommendation and to move to the second stage of the community engagement, consulting the public on the preferred option and the formal public exhibition of the proposed LEP amendment.

The activities necessary to engage with the community during August and September will include workshops, feedback forms, telephone and email enquiry lines and "Have a say days".

Consultation

Internal Council business units consulted included:-

- Executive Team
- Community Life staff

Internal Workshops held:-

- A Workshop with the Council is to be held immediately prior to the review of this report by the Civic Precinct Committee

City of Ryde Advisory Committees consulted included:-

- Not Applicable

External public consultation included:-

- Not Applicable

Comments

Nil

Critical Dates

It is important to maintain the momentum of the Civic Precinct redevelopment project programme and the implementation plan of the Civic Precinct Communications and Engagement Strategy indicates that missing the mid-May (11 May) target would disrupt later program targets.

Financial Impact

This proposal to consult and engage with the community is provided for in the current Civic Precinct project budget for 2010/11.

Policy Implications

There are no policy implications through adoption of the recommendation

Other Options

Not Applicable

ITEM 2 (continued)**Conclusion**

On every analysis, Council's ability to continue its operations into the medium term from the existing Civic Building is not possible without either :-

1. significant expenditure on refurbishment at an additional cost to rate payers
or
2. redeveloping its site and delivering a new civic facility and council offices at no cost to rate payers

Earlier research identified that there was strong support for the new vision for Top Ryde as articulated in previous public consultations. However this took place several years ago and a new round of engagement is required.

As a local authority undertaking the development of a high profile iconic site such as the Civic Precinct, Council must set a high benchmark in engaging with its community about its concepts to ensure that their hopes and concerns are fully understood and responded to as much as possible. It is also critical that the community understand the constraints under which the site can be developed and the limits that Council is prepared to impose on itself, to ensure quality urban design outcomes are achieved.

The development of a Civic Precinct Communications and Engagement Plan is a necessary tool to ensure that meaningful community engagement feedback on the Civic Precinct project is obtained and managed in a professional and consistent manner.

Given the amount of feasibility and site analysis of the site undertaken to date by the development director and his team, the time is now right to engage with the community to ensure that we have a full understanding of their views and that they understand site constraints and our preliminary responses to them.

ITEM 2 (continued)

ATTACHMENT 1



KJA | 

City of Ryde
Civic Precinct Communications & Engagement Strategy

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ITEM 2 (continued)

ATTACHMENT 1



Table of Contents

1	Introduction	3
1.1	Civic Precinct Location.....	4
2	Strategic Positioning and Approach	5
3	Objectives	6
4	Key Messages	7
4.1	Key community benefits.....	7
4.2	Community.....	7
4.3	Financial.....	7
4.4	Design.....	7
4.5	Planning Process	8
5	Key Stakeholders	10
5.1	Internal stakeholders and key messages	10
5.2	External stakeholders and key messages.....	10
6	Questions and Answers	14
7	Methodology.....	16
7.1	Communications and Engagement.....	16
7.2	Internal staff briefings.....	16
7.3	Consultation with adjacent residents	16
7.4	Key stakeholder briefing and workshops.....	16
7.5	Community 'Have say days'.....	17
7.6	Media Plan.....	17
8	Communication and Engagement Tools.....	18
8.1	1800 project information line	18
8.2	Project email address	18
8.3	Stakeholder database	18
8.4	Online communications - Project website.....	18
8.5	Media advertisements and media releases	18
8.6	Council publications	18
8.7	Project flyer.....	18
8.8	Feedback forms.....	18
8.9	Project boards	19
8.10	Project Question and Answer Sheet	19
8.11	Production of a Project DVD	19
9	Communications Protocols	20
9.1	Complaint and Enquiry Management.....	20
9.2	Complaint Handling	20
9.3	Complaint escalation and dispute resolution	20
9.4	Enquiry handling	20
10	Implementation Plan	21

ITEM 2 (continued)

ATTACHMENT 1



1 Introduction

The City of Ryde is embarking on an ambitious plan to redevelop the Ryde Civic Centre site. The project is part of the City of Ryde's long held vision to deliver new community, civic and staff accommodation to replace its currently outdated and costly facilities.

A City of Ryde project team is developing feasibility studies to investigate and present options for the most appropriate uses for the site. The feasibility studies will include assessing Council's future requirements for the precinct, the preparation of draft high-level concept designs, and financial analysis. The framework for the studies has been developed based on the findings of previous consultation undertaken about the Ryde Civic Precinct.

As part of this process, Council may choose to formalise an application to amend the current planning controls to allow an increase in building height that will enhance the urban design potential for the site and offer a commercially viable outcome meeting Councils objectives.

Feasibility principles will be cross checked with key community groups between May and June 2011 to ensure the project team takes the latest communities views into consideration as they develop options for the site. The community will then be consulted on an amendment to the LEP 2011 during a formal public exhibition period at the end of 2011 which will include a preferred financial and design option for the site.

The redevelopment of the Ryde Civic Precinct provides a unique opportunity to create a new and dynamic civic hub that meets the current and future needs of the Ryde community. The realisation of the project will establish the City of Ryde as a leader in delivering community facilities that are economically, socially and environmentally sustainable.

Community support for the new facilities will be crucial to the success of this project. In order to achieve this, a strategic communication and community engagement program has been prepared. It sets out clear communication objectives for the project and highlights long-term community benefits. KJA will be working with Tony Abboud, a local stakeholder expert, to engage with the local community and seek its input about the project at regular stages to ensure the best outcome for the community of Ryde – economically, socially and environmentally.

KJA's strategic communications and community engagement program will be specifically tailored around project milestones and operate throughout each phase of the project including the feasibility investigation, the concept plan development phase and the formal public exhibition phase.

Monitoring and Review

The timing of communications activities will be subject to the exhibition of the preferred urban design and commercial model and public exhibition of the LEP amendment. Communications activities may also be subject to other factors that will affect the timing of the project. It is therefore critical that consultation and communications activities are reviewed on a regular basis to reflect changes to the project overtime.

This communications strategy is current as at 3 May, 2011.

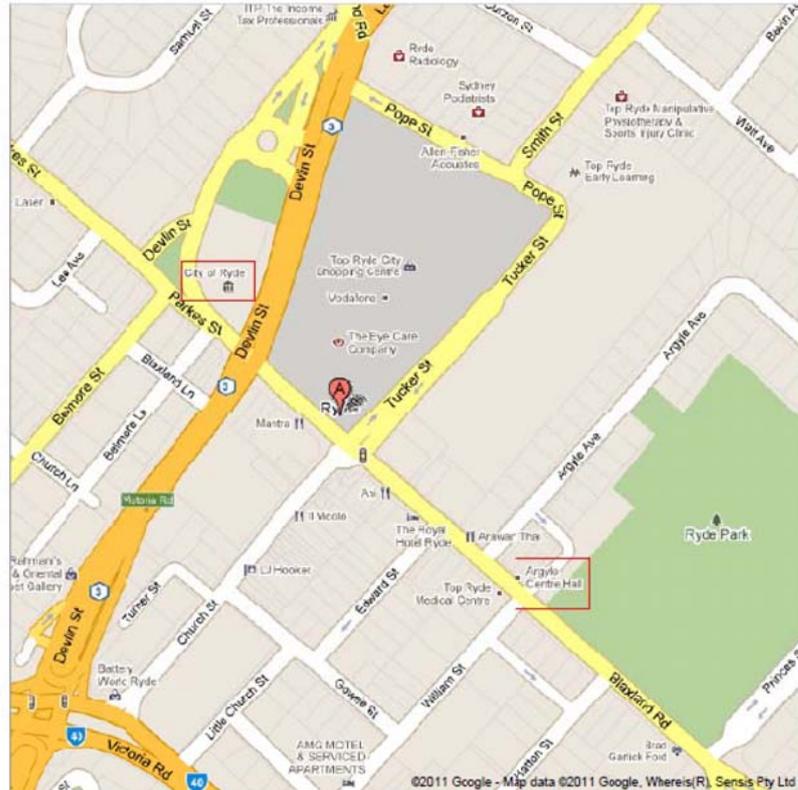
ITEM 2 (continued)

ATTACHMENT 1



1.1 Civic Precinct Location

The following map outlines the position of the current City of Ryde Civic Building on the corner of Devlin Street and Parkes Street and the Argyle Centre Hall the community facility on the corner of Blaxland Road and Argyle Ave. Feasibility studies of the Civic Building site are currently being undertaken to better understand the opportunities and constraints of the site.



ITEM 2 (continued)

ATTACHMENT 1



2 Strategic Positioning and Approach

The successful redevelopment of the Ryde Civic Precinct faces a number of key challenges. It is likely, the redevelopment will require an amendment to Ryde Council's LEP to allow potential increase in building heights that ensure the project is commercially viable and presents a more suitable urban design solution.

Timing of the release of public information should always be logical

Given the project is in the initial feasibility phase and a detailed proposal is yet to be confirmed, managing the expectations of Council and the community will be key challenges in achieving a positive outcome for this project. It will be important to take a proactive approach to keeping all stakeholders informed of project milestones and progress.

The strategic approach to managing expectations needs to focus on the City of Ryde's desire to replace high maintenance, ageing assets with a new economically, socially and environmentally sustainable assets, incorporating new civic facilities that meet the needs of the local Ryde community.

Benefits of the redevelopment

Communications must emphasise the long-term community and financial benefits of the new development and ensure the community and other stakeholders have a real opportunity to provide feedback and input into the project.

Transparency about the process and the benefits

Project communications must clearly set out the assessment and approvals process for the LEP amendments, including the involvement of the NSW Department of Planning as the approval authority.

Probity is a key issue which also must be carefully explained.

Key messages must aim to dispel any misconceptions that the development will deliver a significant financial windfall for Council. In this context it will be important to demonstrate Council's financial responsibility and capacity to deliver this major infrastructure project within its means, and that the proposed development aims to avoid an ongoing financial burden.

The community will have an opportunity to have their say

Fundamental to the success of the Ryde Civic Precinct redevelopment will be establishing a clear rationale for the project and highlighting Council's commitment to working with the community. Success will also depend on emphasising the various opportunities for the public to make submissions on the concept plan and LEP amendment.

The redevelopment aligns with the overarching principles of the Community Strategic Plan
From the outset, it will be important to strategically align the project with the overarching principles of the Community Strategic Plan and highlight the improved community facilities and the ongoing community benefits the new precinct will deliver.

This approach will need to continue through the feasibility, concept plan and public exhibition stages of the project.

ITEM 2 (continued)**ATTACHMENT 1****3 Objectives**

The objectives of this strategy are to:

- Highlight the community, financial and environmental benefits of redeveloping the Ryde Civic Precinct.
- Support the engagement of key stakeholders through effective, consistent and coordinated information about the project.
- Establish efficient and effective mechanisms to communicate with all stakeholders.
- Establish suitable mechanisms to respond to any community queries and concerns about the project.
- Identify and manage project issues in a timely manner.
- Ensure consistent messages are being relayed to both internal and external stakeholders.
- Ease stakeholder concerns through the provision of detailed, transparent information.
- Identify and respond to any rumours about the redevelopment.
- Provide adequate and suitable opportunities for stakeholders to have input and provide comment on the concept plan and the amendment to the LEP 2011.
- Ensure feedback from the community and stakeholders is used to inform the concept design of the proposed Civic Precinct
- Establish positive communication channels with neighbours and any community action groups.
- Position the project as strategically important in the ongoing prosperity of the Ryde economy and community.
- Build community support and understanding for the new Civic Precinct.

ITEM 2 (continued)**ATTACHMENT 1****4 Key Messages**

The following key messages have been developed for use in internal and external communications to ensure consistency of understanding about the project.

The redevelopment of Ryde's Civic Precinct will help with the revitalisation of the Town Centre by providing improved civic facilities and other mixed uses. It will result in positive community, economic and urban design outcomes.

4.1 Key community benefits

- This project is the second stage of the revitalisation of Ryde's Town Centre and will complement and maintain the momentum begun by the Top Ryde City Shopping Centre.
- This is an opportunity to turn the current high-cost, outdated civic centre into a sustainable building that meets current and future community needs at no cost to Council.
- The cost of the project's performance space, civic facility and a new Council building must be covered by any commercial or residential development of the site.
- Council will reduce the mass of the buildings currently allowed in the LEP on the site to generate a better urban design outcome and limit over development in the future.
- The redevelopment will maintain the iconic status of this landmark site.
- Traffic entering and exiting the Civic Precinct site will be directed along State roads to ensure local roads are not adversely impacted by the redevelopment.

4.2 Community

- Council has demonstrated that they have a vision for the community's future and can deliver on that as they did with the Top Ryde City redevelopment.
- Council will continue to work with the community to ensure the best solution for the Civic Precinct is identified and delivered
- A new community facility will be incorporated into the redevelopment to consolidate the current community facilities on the Civic Precinct site and the Argyle Centre facilities.
- The community will benefit from enhanced public facilities, including a new civic presence and a performing arts space to hold community events and special performances.
- The general amenity of the town centre will be improved and provide a community meeting place.

4.3 Financial

- Council has a responsibility to effectively plan and manage its assets for the community's benefit.
- The redevelopment of the Civic Precinct will transform an outdated, inefficient asset into an efficient quality asset.
- Council is committed to finding the most cost effective model for financing the redevelopment of the Civic Precinct so as not to place an ongoing burden on Council's finances.
- The development will result in lower operating costs for Council's civic building once completed.
- The current Civic Building is three times more expensive to maintain and run than a modern commercial building and this cost is increasing as the building ages.
- The existing building is inefficient due to the extensive lift cores, services and stair cases compared to the usable floor space. 25% of each floor of the existing building is taken up for these services whereas current design practices aim to have just 10% of the whole building being used for these services.

4.4 Design

- Council is seeking the most effective design solution for the Civic Precinct site. A strong civic and community presence will be retained.
- The redevelopment of the Civic Precinct will embrace sustainable design principles.
- The site and its relationship to the Top Ryde City development allows for consideration to be given to increased heights.
- The existing Civic building does not provide an effective workspace for Council staff and Councillors which has an adverse impact on staff retention, productivity and morale.

ITEM 2 (continued)**ATTACHMENT 1**

- Design parameters include consideration of view corridors and options for integrating civic, residential, commercial, retail and community facilities. The design must also be commercially viable.
- The design will utilise infrastructure already provided such as tunnel access and pedestrian bridges.
- The design will provide suitable transport links with other local transport nodes including a drop off point.

4.5 Planning Process

- A probity advisor has already been engaged as part of the project team to ensure an open and transparent planning process is followed. The probity advisor must also ensure that Council is impartial in preparing its planning proposal for the civic site.
- The Department of Planning is the approval authority for proposed amendments to the LEP.
- Council is currently undertaking a feasibility study of the site to better understand its opportunities and constraints.
- Environmental issues will be addressed in the preliminary planning phases of the project and the community will have an opportunity to provide input about any environmental concerns they may have.
- As part of the feasibility study the project team will develop a series of concepts for the site. The most feasible concept will then be discussed with stakeholders including the community in order to refine the concept for the best community outcome.
- This is a planning proposal not a development application. Council will ensure the outcome of the site will be in keeping with the proposal enforcing strict design parameters.
- Council will work with the new State Government to deliver this project.

ITEM 2 (continued)

ATTACHMENT 1

**Ryde Town Centre Revitalisation**

The following diagram provides a brief overview of the journey to the revitalisation of Ryde's Town Centre so far and where we are headed.

- | | |
|--------------------------------|--|
| 2005 | <ul style="list-style-type: none"> • Council unanimously adopted LEP 143 which included building to heights of RL 115 for the Civic Precinct site. The purpose of this LEP was to revitalise Ryde's town centre. |
| 2006 | <ul style="list-style-type: none"> • LEP 143 Ryde Town Centre Precincts Gazetted by NSW Government. This included a total floor space allocation of 100,000sqm for the Civic site however the height was reduced to RL 91 for the site. |
| 2007 | <ul style="list-style-type: none"> • Top Ryde Shopping Centre redevelopment commences. |
| MAR 2010 | <ul style="list-style-type: none"> • The Civic Precinct Committee Report was produced and Council agreed to recruit a Development Director to oversee the redevelopment of the Civic Precinct |
| AUG 2010 | <ul style="list-style-type: none"> • Top Ryde Redevelopment completed |
| DEC 2010 -
APR 2011 | <ul style="list-style-type: none"> • Engage the project team and develop a detailed project plan • Begin feasibility studies and financial modelling for the redevelopment of the Civic site. • Investigate concept options for the site • Consult with internal stakeholders. |
| MAY - JUN
2011 | <ul style="list-style-type: none"> • Undertake preliminary consultation with the community and key stakeholders to cross check the feasibility principles being investigated and to better understand potential issues and concerns about the redevelopment of the site. |
| JUL - DEC
2011 | <ul style="list-style-type: none"> • Review feedback from the community and refine a draft concept. • Formal public exhibition of the proposed amendment to LEP 2011 including community consultation. • Submit amendment to LEP 2011 for the Civic Precinct to the Department of Planning for consideration. |
| EARLY 2012 | <ul style="list-style-type: none"> • Commence tendering process for the delivery of the Civic Precinct Redevelopment meeting council's objectives. |

ITEM 2 (continued)

ATTACHMENT 1



5 Key Stakeholders

5.1 Internal stakeholders and key messages

Stakeholder Group	Communications and Engagement Tools	Key Messages
Councillors		
Cr Nicole Campbell	<ul style="list-style-type: none"> Councillor workshop Targeted briefings and periodic updates on results of engagement activities via an internal update Q and A 	<ul style="list-style-type: none"> This project is part of the revitalisation of Ryde's Town Centre and will complement the recent redevelopment of the Top Ryde City Shopping Centre. Council is committed to working with the community to find the best solutions for the Civic Precinct. A probity advisor has been engaged and is ensuring Council is following a robust probity process.
Cr Bill Pickering		
Cr Jeff Salvestro-Martin		
Cr Sarkis Yedelian OAM		
Cr Roy Maggio		
Cr Gabrielle O'Donnell		
Cr Ivan Petch – Deputy Mayor		
Cr Vic Tagg		
Cr Michael Butterworth		
Cr Artin Etmekdjian – Mayor		
Cr Justin Li		
Cr Terry Perram		
Council Staff		
Civic Centre Customer Service staff	<ul style="list-style-type: none"> Internal staff briefings Internal staff notifications Q and A Project flyer Distribution of Communications Protocols for managing community enquiries and complaints 	<ul style="list-style-type: none"> We have an opportunity to turn a high-cost, outdated civic centre into a sustainable building that meets current and future community needs. As part of this project, Council offices will be amalgamated making council more efficient
Executive Team		
Civic Centre Administration staff		

5.2 External stakeholders and key messages

Stakeholder Group	Communications and Engagement Tools	Key Messages
State Member for Ryde		
Mr Victor Dominello, MP	<ul style="list-style-type: none"> One-to-one briefing Letter 	<ul style="list-style-type: none"> The redevelopment will maintain the iconic status of this landmark site into the future. The project team will be working closely with the community to find the best outcome for this site.
State Member for Lane Cove		
Mr Anthony Roberts, MP	<ul style="list-style-type: none"> One-to-one briefing Letter 	
State Member for Epping		
Mr Greg Smith, MP	<ul style="list-style-type: none"> One-to-one briefing Letter 	
Federal Member for Bennelong		
John Alexander OAM, MP	<ul style="list-style-type: none"> One-to-one briefing Letter 	

ITEM 2 (continued)

ATTACHMENT 1



Stakeholder Group	Communications and Engagement Tools	Key Messages
Adjacent Residents		
Parkes Street	<ul style="list-style-type: none"> One-to-one consultation with landowners and tenants closest to the site either through a targeted mail out or door knocking Dedicated project webpage on Council's website Stakeholder workshop Project flyer 1800 project information line Dedicated project email Feedback form 	<ul style="list-style-type: none"> A program of community consultation will be undertaken to ensure the community has a say in the future of the Civic Precinct. Traffic entering and exiting the Civic Precinct site will be directed along state roads to ensure local roads are not adversely impacted by the redevelopment.
Blaxland Road		
Blaxland Lane		
Devlin Street		
Samuel Street		
Dunbar Street		
Belmore Street		
Belmore Lane		
Church Lane		
Lee Avenue		
Business		
Ryde Business Forum	<ul style="list-style-type: none"> Stakeholder workshop Project flyer 1800 project information line Dedicated project email Website 	<ul style="list-style-type: none"> The visual amenity of the town centre will be improved and provide a community meeting place which will attract people to Ryde for leisure, business and living.
Ryde Chamber of Commerce		
Eastwood Chamber of Commerce		
West Ryde Chamber of Commerce		
North Ryde / Macquarie Park Chamber of Commerce		
Local businesses along Blaxland Road		
State Government Departments and Agencies		
Department of Premier and Cabinet	<ul style="list-style-type: none"> Stakeholder workshop Targeted letters 	<ul style="list-style-type: none"> State Government will be kept informed of opportunities to provide input and feedback into the concept design for the redevelopment of the Civic Precinct.
Department of Planning and Infrastructure		
Department of Transport		
Roads and Traffic Authority		
State Transit Authority		
Police and Emergency Services		
Office of Environment and Heritage		
Sydney Water		
Energy Australia		
Centrelink – Ryde Office		
NSW Dept of Community Services, Epping CSC		
Meadowbank TAFE		
Department of Housing		
Ryde Community		
Argyle Community Hall users	<ul style="list-style-type: none"> Project flyer Project webpage 'Have a Say Day' 1800 information line 	<ul style="list-style-type: none"> A new community facility and performance space will be incorporated into the redevelopment of the Civic Precinct to replace the outdated
Top Ryde Shopping Centre users		
Residents Against Inappropriate Developments (R.A.I.D)		

ITEM 2 (continued)

ATTACHMENT 1



Stakeholder Group	Communications and Engagement Tools	Key Messages
The Eastwood Club	<ul style="list-style-type: none"> Dedicated project email Feedback form 	and underutilised Argyle Centre. <ul style="list-style-type: none"> The community will benefit from enhanced public facilities, including new Council Chambers which will provide greater accessibility to Council staff and Councillors.
Eastwood Leagues Club		
Ryde Ex-Services Club		
Chinese community groups		
Korean community groups		
Benevolent Society		
Intensive Family Support Options		
Sikh Kirtan Prachar Mission		
Indonesian Welfare Association		
Sisters of St Joseph		
Armenian Community Welfare Centre		
Home Care		
Sydney Korean Women's Welfare Centre		
HKG Community Aged Disabled Transport Service Inc		
Macquarie Community College		
Ryde Aged Care & Rehab. Service		
Ryde/Hunters Hill Community Transport Assoc Inc		
Saturday School of Community Languages Curriculum K-12 Directorate		
Schools		
Meadowbank Public School	<ul style="list-style-type: none"> Project flyer Project webpage 1800 information line Dedicated project email Feedback form Targeted letter 	(Same as community messages)
Eastwood Heights Public School		
Eastwood Public School		
Kent Road Public School		
North Ryde Public School		
Ryde East Public School		
Truscott Street Public School		
Ryde Public School		
St Michael's Primary School		
Holy Spirit Primary School		
St Therese's Primary School		
St Kevin's Primary School		
Northcross Christian School		
Marsden High School		
Marist College Eastwood		
Melrose Public School		
St Charles Primary School		
Epping Boys High School		

ITEM 2 (continued)

ATTACHMENT 1



Stakeholder Group	Communications and Engagement Tools	Key Messages
Ryde Secondary College		
Holy Cross College		
Marist Sisters College		
Local Media		
The Weekly Times	<ul style="list-style-type: none"> • Media advertisements • Media releases • Media sub plan will outline a program of media opportunities and risks to manage 	<ul style="list-style-type: none"> • Media will be kept informed through releases and briefings of the projects progress and milestone events.
Cumberland Times		
Ryde Connector		
City View (Council publication)		
2RRR		
2SER		

ITEM 2 (continued)

ATTACHMENT 1



6 Questions and Answers

Likely questions to arise during the preliminary planning stage of the redevelopment of the Civic Precinct have been identified below. Proposed responses have been prepared to ensure consistent responses.

Where is the Civic Precinct?

The Civic Precinct site is where the current Council Chambers are located bordered by Devlin Street and Parkes Street.

How large is the site?

The site is approximately 16,000sqm in area however over 4,000sqm is unusable due to a number of constraints on the site including a large sewer main, telecommunications infrastructure and roads.

Can the existing Council building continue to operate as is?

Council does not have the option of doing nothing. The current building is outdated, inefficient and is a financial burden on Council due to high maintenance costs. The maintenance costs will only increase as the building ages.

What consultation has occurred to date?

The community were consulted in 2005 about the redevelopment of Ryde's Town Centre which included both Top Ryde City and the Civic Precinct site. The results of the consultation undertaken at this time have been used to develop a set of feasibility principles which are being used to develop concept options for the site.

What opportunities will the community have to provide input into the planning process?

The community will have two further opportunities to provide input into the planning process. Firstly key stakeholders and community groups will be asked to cross check the feasibility principles to ensure nothing has been missed and later this year the community will be asked to comment on a preferred concept for the site.

Why doesn't Council include the changes to the LEP for the Civic Precinct in the public exhibition of LEP 2011?

Council believes the proposed amendment to the LEP has such significance that it should not be incorporated immediately into the city wide planning instrument. It warrants separate consideration and community input including dedicated consultation and opportunity for comment.

How is Council ensuring it treats this project impartially?

An independent probity advisor has been appointed to the Project Team and Council is being vigilant about following a robust probity process. The probity advisor ensures Council is unbiased and fair as it prepares an amendment to the LEP for the Civic Precinct.

Will future redevelopment of the site result in overshadowing of neighbouring properties?

Council is committed to achieving the best urban design outcome for the Civic Precinct. Detailed studies will be undertaken and overshadowing will be considered during the concept planning phase.

What is being done to ensure the site is not overdeveloped?

The project team is undertaking a feasibility study to better understand the opportunities and constraints of the site. Currently the LEP allows for 100,000msq of floor space and up to a height of RL 91. This would result in large floor plates and a box-like structure. Council is considering ways to reduce the overall floor space of the allowable site and find a better design outcome, which is likely to result in an increase in building heights.

What control will Council have over the design standard of the building?

As landowner, Council will embed design performance criteria as a condition of the site's redevelopment. The design performance criteria will be used to encourage innovative and future focused designs that have consideration for environmental sustainability.

ITEM 2 (continued)**ATTACHMENT 1****What kinds of community facilities will be included on the Civic Precinct site?**

A flexible, multi-purpose space for community meetings and performances is currently being considered. The community will be further consulted about the details of the facilities they would like to see at the Civic Precinct.

What will happen to the community facilities at the Argyle Centre?

The upper storey of the Argyle Centre is currently unusable and investigations are being carried out to consolidate community facilities on the Civic Precinct site.

What will be the cost to ratepayers and will the redevelopment result in a rate rise?

Council will use the most cost effective model for the redevelopment of the Civic Precinct to ensure there is no ongoing burden on Council's finances. Council is currently undertaking feasibility studies on options for how best to finance the redevelopment of the Civic Precinct.

What is being done to address potential increases in traffic in and around the site?

Council has already been preparing for the future redevelopment of the Civic Precinct and adopted an Integrated Traffic Solution which includes two underground access options into the site and one underground option out of the site. There are two pedestrian links and significant changes to the road network which have already been made. Council is investigating traffic entering and exiting the site via State roads, to minimise impacts on local roads.

What environmental considerations are being included in the redevelopment?

The redevelopment of the Civic Precinct will embrace sustainable design principles.

ITEM 2 (continued)**ATTACHMENT 1****7 Methodology****7.1 Communications and Engagement**

Communications and engagement activities will be delivered in two key stages. The first stage will focus on building broad community awareness of the project and the planning framework for its assessment. This will include engaging with key stakeholders to provide information on the opportunities and constraints of the site and to seek their feedback in refining a preferred concept for the site. The first stage of communications will also include coordinating internal project briefings with City of Ryde Councillors and staff to establish the protocols for ongoing project communications and develop internal buy-in to the project.

The second stage of communications and engagement will coincide with the formal public exhibition period for the proposed amendment to the LEP and the preferred Concept Plan for the site. Key activities include both internal and external communications and engagement such as briefings, workshops, 'Have a say days' and other feedback mechanisms.

A dedicated media information program will support the communications and engagement aspect of the project from the initial stage through to the final approval.

A detailed Implementation Plan has been developed in Section 11 of this strategy which outlines the communications and engagement program for the project.

7.2 Internal staff briefings

Frontline staff have direct interaction with individuals, community groups and the broader community. Council staff will be relocated as part of the project and are therefore directly impacted. It will therefore be critical that staff are kept informed of the project and understand the overarching rationale for the project.

Staff briefings will be included as part of regular internal communication activities by the project team, media/communications and HR Units. This will equip staff with information about the project and ensure they are aware of the necessary protocols to direct queries to the relevant member of the project team.

The distribution of internal staff notifications will also support the information relayed during staff briefings to ensure the most current information on the progress of the project is known across the organisation.

Councillor briefings will take place at important project milestones. It is important that the Councillors are briefed on the communications and engagement process, kept informed of the community's views on the proposal to amend the LEP and understand any potential issues the community may have with the concept plans.

7.3 Consultation with adjacent residents

Early communication with landowners/tenants in close proximity to the Ryde Civic Precinct development (particularly in Parkes, Belmore, Blaxland, Samuel and Lee Streets) will be a critical component of the community engagement program. Residents/landowners in this area are the most likely to be impacted or opposed to any large scale development.

An initial round of communication with local residents be undertaken to assist the project team identify potential issues, minimise adverse community reactions and demonstrate Council's commitment to engaging with the community early in the process.

Workshops with adjacent residents are also proposed for both stages of communications.

7.4 Key stakeholder briefing and workshops

Stakeholder workshops will be held with key user groups such as local community groups, major users of the existing facilities, the Chamber of Commerce, the Ryde business community and neighbouring residents.

ITEM 2 (continued)**ATTACHMENT 1**

The first round of stakeholder workshops will be scheduled during development of the Concept Plan to provide information on the sites physical constraints and the key issues that need to be addressed. The workshop agenda will include an overview of the project, and an interactive session where participants can explore options for the site and identify opportunities for the cultural facilities.

A second round of stakeholder workshops will coincide with the formal public exhibition of the amendment to the LEP and the preferred concept for the site.

7.5 Community 'Have say days'

The community 'Have a say days' will be held to coincide with the formal public exhibition period for the amendment to the LEP and will include a preferred concept for the site.

The 'Have a say days' will be open to the public and will be held on both weekday evenings and weekends. The 'Have a say days' will be widely promoted, and will be supported with information boards, project flyers, Q and As and feedback forms to provide information to the community and seek feedback on the proposal.

7.6 Media Plan

A proactive media strategy can help set the future communications agenda, combat misconceptions about Council's plans for the site and provide an opportunity to disseminate accurate information to the broader community.

Given that recent media about the project has focused on the lack of information about the height of the proposed Civic Precinct, it will be important that Council forms a position about its future plans for the site, emphasises the high maintenance costs of its current ageing premises and the key challenges in developing the site.

It will be important that Council commences a dialogue on the long term benefits that a new Civic precinct will deliver, and how the new civic precinct is consistent with the approved residential component of the Top Ryde shopping centre development.

It is recommended that the Mayor or General Manager act as spokesperson to outline Council's key objectives for the Civic Precinct.

Although future concept plans for the project will be subject to a feasibility study to identify the most economically feasible option, it will be important that media activities demonstrate that Council is transparent about its plans and the LEP amendment. This includes outlining the inconsistency in the allowable 100,000sqm floor space and the building heights approved in the current LEP and the physical constraints in developing the precinct.

Early media contact and activities should focus on the key project messages, and the timeframe for investigation.

It will also be important to anticipate a level of unfavourable media, (given recent media on the project) and ensure the key messages outlined in this strategy are used when responding to media enquiries.

Media planning including a program of media opportunities based around project milestones will be outlined further in the Media Sub-Plan.

ITEM 2 (continued)**ATTACHMENT 1****8 Communication and Engagement Tools****8.1 1800 project information line**

Establishment of a free call 1800 number will provide a central point of contact for enquiries and will be included on all communications collateral. The number will be established from the initial communications roll out and will operate during business hours. To ensure a coordinated approach to all project communications it is proposed that calls in relation to the Civic Precinct received by Council reception or call centre are directed to the 1800 number.

8.2 Project email address

Coinciding with the initial roll out of communications a dedicated email address will be established (utilising a City of Ryde email address) to provide an opportunity for interested stakeholders and the community to find out about the project, contact the project team, ask questions and be included in the project database to receive regular project information. The project email will be included on printed and online collateral.

8.3 Stakeholder database

A stakeholder database established (in Microsoft Excel) and managed by KJA will be developed to capture requests for information responses, and feedback from the community.

Information recorded in the database will include name, property address, contact details and key area of interest, whether the relevant stakeholder is an owner, tenant or business and will assist in identifying the key themes emerging from communication and consultation.

8.4 Online communications - Project website

A project website (to be established and hosted on Ryde Council's website) will provide a cost effective tool in providing regular information to stakeholders and the broader community. The website will also be used as a place to upload relevant planning reports and other documents. The site will be updated so information remains current throughout each stage of the approvals process and will provide contact information for the 1800 number and email address for any enquiries.

8.5 Media advertisements and media releases

Advertisements will be prepared for local newspapers at key consultation periods to inform the community about the proposal, including the date(s) and timing of the community information sessions or 'Have a Say' days.

Media releases will be prepared according to the Media Management sub-plan (See Appendix 1).

8.6 Council publications

Ryde Council's 'Ryde City View' will be a key tool in providing regular, cost effective project updates to the broader community at key stages of the project. An article on the Civic Precinct incorporating key messages is proposed as part of the initial communications roll-out and will be coordinated through Council's communications unit. A schedule of regular updates will also be coordinated when project timeframes have been confirmed.

8.7 Project flyer

A project information flyer will be prepared to provide information to stakeholders and the community about the proposed amendment to the LEP for the Civic Precinct, the planning process to be undertaken, the key features and details of where to go for more information.

8.8 Feedback forms

Feedback forms will be prepared to seek the community's feedback on the Concept Plan for the site. These will be made available at Council's front service desk, online via Council's project webpage and at community 'Have a Say Days'.

ITEM 2 (continued)**ATTACHMENT 1****8.9 Project boards**

Project signage at Ryde Council's offices and/or other locations will provide a primary means of providing onsite communications and will be one of the most visual and effective methods of informing the community of the Civic Precinct project. Project boards will also be used during the 'Have a Say Days'.

8.10 Project Question and Answer Sheet

A project Question and Answer sheet will provide an overview of the project and be a means of providing information to people with a particular interest in the project (see Section 6). The Question and Answer sheet will be placed on the project webpage as a separate download.

8.11 Production of a Project DVD

A DVD could be developed as a communications tool to provide context for the project, outline the planning process and highlight the community benefits.

A high profile spokesperson could narrate the DVD outlining the vision and challenges that need to be overcome. It would be a useful tool to be played prior to community and stakeholder workshops and could be uploaded onto Council's website. The production of a DVD would require some planning including the development of a production plan which may include a framework for the DVD, script writing, permissions for location shots, management of film editing and consideration for how the DVD will be published.

ITEM 2 (continued)

ATTACHMENT 1



9 Communications Protocols

9.1 Complaint and Enquiry Management

KJA has established a toll free project information line (1800 252 040) which operates during business hours (9am – 5pm) Monday to Friday and will be used throughout the life of the project to manage enquiries and complaints.

Should Council's customer service staff receive a call regarding the project, the calls can be transferred to this number.

Details of all complaints/enquiries will be entered into a project database.

A dedicated project email will be used throughout the project at civicprecinct@ryde.nsw.gov.au and an automatic forward to KJA will be established. KJA will be given a City of Ryde email account (restricted to one address) which will allow KJA to respond to email enquiries and complaints from civicprecinct@ryde.nsw.gov.au

9.2 Complaint Handling

All calls to the project information line will be acknowledged. Complaint calls will be handled immediately and resolved and closed out within 24 hours, where possible.

Protocol:

- Complaint received by KJA and recorded on database
- Corrective action taken or escalated to Council where necessary
- Complainant provided with actions to resolve complaint
- Response updated on database
- Complaint closed out

9.3 Complaint escalation and dispute resolution

When a complaint is received by KJA, there may be occasion where a satisfactory resolution cannot be immediately agreed with the complainant. If this happens, KJA will liaise with Council and agree a complaint escalation process. All complaints handling, complaints escalation and dispute resolution processes will be in accordance with best practice.

9.4 Enquiry handling

All calls to the community information line and emails to the project email will be acknowledged by close of business, or the following business day.

If a KJA representative cannot answer the particular enquiry immediately, the KJA representative will obtain the caller's details and follow up with Council about the appropriate response to the enquiry. The enquirer's call will be returned once an appropriate response can be provided.

Protocol:

- Enquiry received by KJA and registered in database, along with contact details
- Response provided by KJA or a request for additional information sent to Council
- Additional information to enquiry provided by KJA where required
- Enquiry resolved and actions recorded in database

ITEM 2 (continued)

ATTACHMENT 1



10 Implementation Plan

This program of communications and engagement activities is a working document and will be updated on a regular basis. It will also be used to assist with reporting on the activities undertaken.

Date	Activity	Details	Responsibility
29 March	Project inception meeting	Discussed development of communication plan, program and protocols.	KJA
5 April	Meeting to discuss planning process	Draft communications strategy by 5.4.11 Meet with probity consultant and planner to discuss planning process to ensure key messages are accurate	KJA
5 April	Draft communications strategy	Provide a framework for the communications strategy including key messages, methodology and protocols	KJA
12 April	Present draft communications strategy	Provide draft communications and engagement strategy to the project team for their input and feedback	KJA
15 April	Finalise communications and engagement strategy	Incorporate feedback from project team, finalise strategy and distribute to project team.	KJA
Stage 1 Communications and Consultation Program			
28 April	Opening of Council Library at Top Ryde	KJA invited to attend	KJA
29 April	Establish 1800 information line and project email	Establish 1800 line and dedicated project email	KJA and Council
29 April	Draft Q and A to be prepared for approval	Develop a set of Q and As which can be distributed internally following the briefing to Councillors.	KJA
11 May	Councillor briefing	Councillor briefing on feasibility options and communications and consultation approach. Also seek feedback on Q & As.	Mitchell Corn
12 May TBC	Media briefing	Prepare media release outlining overarching project messages to coincide with Councillor briefings	KJA
12 May TBC	Distribute Media release		
12 May TBC	Internal staff notification	Distribute agreed set of Q and As and communication protocols to staff following the Councillor briefing.	Council
12 May	Project webpage live	Project webpage to be established on Council's website including a link from the homepage. Include key messages, overview of planning process and next steps	KJA and Council
12 May	Project flyer	Prepare and produce project information flyer explaining concept options for the site, Planning Proposal process and where to find more information	KJA

ITEM 2 (continued)

ATTACHMENT 1

Date	Activity	Details	Responsibility
w/c 16 May	Brief local State and Federal Members	KJA to prepare a letter offering a briefing. MC to brief the State and Federal Members.	Council
Mid May	Targeted letter notification to adjacent residents	Provide information on upcoming consultation opportunities, 1800 information line, project email and webpage	KJA
Mid May	Door knock	Door knock neighbouring residents impacted by proposed road changes between Belmore Street and Lee Ave	KJA
End May	Public Exhibition of LEP 2011	TBC	
Early June	First round of stakeholder workshops	Workshops with key stakeholders including adjacent residents, major user groups of existing community facilities, Chamber of Commerce and business community	KJA
End June- Early July	Distribute Media release	Council approval of preferred concept	KJA
Stage 2 Communications and Consultation (formal Public Exhibition)			
18 July - 7 September	Formal public exhibition period		Council
18 July	Feedback forms	To be made available online via Council's website and also produced in hard copy for use at 'Have a say days'	KJA
18 July	Website update	Update website to include information on preferred concept option	KJA to prepare copy
18 July	Media briefing	Provide briefing to local media on preferred concept option and the community consultation activities	KJA and Council
18 July - 7 September	4 x Have a say days	Open community days to find out more about the project and to provide feedback on the preferred concept	KJA
18 July - 7 September	6 x stakeholder briefings	Seek input on preferred concept option	KJA
7 September - 16 September	Review feedback from exhibition and report	Review submissions and analyse the results from stakeholder workshops and community consultation activities. Prepare consultation report.	KJA
7 September - 16 September	Respond to submissions	Prepare responses and seek approval from Council to submissions made.	KJA
16 September - 25 October	Amend LEP following feedback	-	Council
TBC	Media release	Detail Amendment to LEP	KJA