



Draft Image - Artist Impression Only

Melrose Park

Community Engagement Strategy

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1 Context and approach

PAYCE has recently prepared and submitted a Planning Proposal to rezone land in Melrose Park for mixed use development. The Planning Proposal submitted is in the context of the Northern Structure Plan that was recently adopted by the City of Parramatta Council.

Melrose Park (the Site) has the potential to support the long-term renewal of the area and meet future demand for housing. There is an opportunity to work with Council and the Melrose Park community to develop an inspiring vision for this old industrial site.

Community and stakeholder engagement are essential parts of successful and sustainable urban development. PAYCE has built a reputation around engaging with local communities in the delivery of urban renewal projects in Wentworth Point, Riverwood and Victoria Park.

Working with City of Parramatta Council, we propose to seek feedback from the community and key stakeholders on the initial Planning Proposal for Melrose Park within the context of the recently adopted Northern Structure Plan. Consultation would be supported by communications and information distribution, encouraging full community participation in the process. Public documents that support the consultation process will also be made available to Council for comment prior to being released to the community.

Community engagement initiatives can be separated into three sequenced stages:

1. Engagement initiatives that support the planning pathway of the project - includes the Planning Proposal. The outcomes of this engagement will also inform the preparation of a Social Impact Analysis.
2. Broader community engagement creates relationships in the local community and builds the PAYCE brand. This helps create faith and transparency in the process between statutory planning exhibitions and lays the groundwork for community relations during construction
3. Engagement with incoming residents to develop community building initiatives, input to strata management plans and participate in the programming of public spaces. This process will also seek to promote integration between the existing and new community.

This Strategy provides a series of communications and engagement initiatives to support initial exhibition of a planning proposal during stage one. Broader communication and engagement initiatives as part of Stages Two and Three will be developed in response to feedback received during Stage One.

The actions and initiatives detailed in later sections are draft and designed to demonstrate how PAYCE would support Council's exhibition of the Planning Proposal. These actions are dependent on the content of what Council exhibits, when exhibition occurs, and the engagement initiatives they will complete themselves. As a result it is anticipated that this Strategy would be refined in discussion with Council and PAYCE.

Engagement Objectives

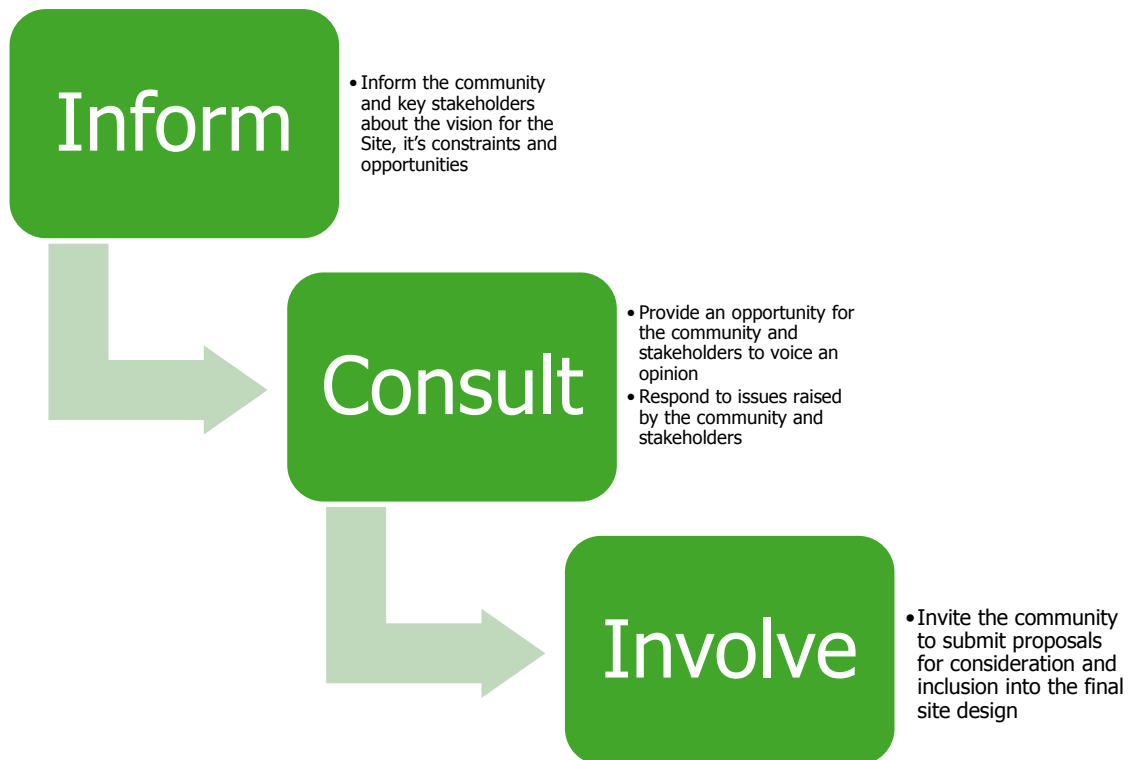
The objectives for communication and engagement for this stage are:

- » Create a clear narrative demonstrating PAYCE's vision for Melrose Park (the Site)
- » Highlight the changing nature of Parramatta and the opportunities this presents
- » Proactively seek opportunities to listen to a range of community and stakeholder views
- » Outline the planning process and be transparent about what can and cannot be influenced

- » Understand and seek collaborative solutions to issues raised by the community
- » Educate regional and broader stakeholders about the Proposal.

Engagement Principles

PAYCE's consultation approach would be guided by the 'Inform', 'consult' and 'involve' principles of the framework presented in the IAP2 Spectrum of Public Participation. This is also consistent with The City of Parramatta Stakeholder Engagement Policy.



In more detail, the principles that we will use to guide engagement and communications on the project include:

- » *Proactive* - Communicate with communities and relevant stakeholders. Ensure they remain informed through the provision of timely, relevant and targeted information. Identify and report issues and special needs so as to build solutions into the program where possible
- » *Inclusive* - Ensure all communities and key stakeholders have easy access to information about the program to ensure there are 'no surprises' and they do not feel that they are being 'left in the dark'
- » *Accessible* - The team will be accessible for the duration of the development of the project
- » *Transparent and accountable* - Record, publish and make information publicly available. Ensure that the community and stakeholders are provided with information on the decision making processes during the delivery of the project
- » *Responsive* - Respond in an effective manner to individual concerns. Ensure every reasonable effort is made to resolve issues to the satisfaction of all involved in the shortest time possible
- » *Reliable* - Honour all commitments and be consistent in communication and interaction with communities and stakeholders
- » *Organised* - Record engagement activities to ensure that all issues are properly dealt with and documented for future reference.

2 Communication and Engagement Tools

Tool	Description	Target stakeholder group	Responsibility
Website	<p>www.melrosepark.com.au project specific website to provide information on the Proposal and opportunities for community engagement/consultation.</p> <p>As the planning process progresses the website would be updated to reflect information in the public sphere.</p>	<ul style="list-style-type: none"> » All stakeholders 	<ul style="list-style-type: none"> » Elton consulting will design and draft content for website and updated » PAYCE will provide content, images and approve design
Community relations representative	<p>To support the exhibition period, a community relations representative would act as the 'face' for the project with the local community. In the initial phase of the project, this representative is tasked with talking with the community and building relationships to assist the planning process down the line.</p> <p>This representative would undertake a number of tasks across the period including those listed below.</p> <p>Following exhibition of the Planning Proposal and the setup of an information centre on site, this person would transition to an on-site presence.</p>	<ul style="list-style-type: none"> » Local community » Local stakeholders » Local businesses 	<ul style="list-style-type: none"> » Elton Consulting will provide a community relations representative to undertake the listed tasks » Where required, PAYCE will provide content, approve written and verbal responses, and attend resident meetings
Information line	<p>A 1800 information line will be setup to allow members of the public to get in touch with the community relations representative and find out more information about the project. Providing contact details is a crucial part of supporting the planning process and taking a proactive role in engagement.</p> <p>The information line would be manned by the community relations representative</p>	<ul style="list-style-type: none"> » Local community » Local stakeholders » Local businesses 	<ul style="list-style-type: none"> » Elton Consulting will setup, monitor and respond to calls on the information line » PAYCE will provide content for responses
Project email	<p>A project specific email will be setup to allow members of the public to get in touch with the community relations representative and find out more information about the project. Providing contact details is a crucial part of supporting the planning process. If members of the community are contacting us we may be able to resolve concerns without them contacting Council, politicians or media.</p> <p>The project email will be monitored by the community relations representative. Select member of the project team will have access to the project email.</p>	<ul style="list-style-type: none"> » Local community » Local stakeholders » Local businesses 	<ul style="list-style-type: none"> » Elton Consulting will setup, monitor and respond to emails on the project email » Where required, PAYCE will approve responses
Doorknock	<p>A door knock of the immediate residents on Wharf Road and Hughes Avenue provides an opportunity to engage directly with people most impacted by the project. It also creates an opportunity for the community relations representative to create relationships with community members.</p> <p>The door knock should take place before the community information and feedback session to establish dialogue with nearby neighbours prior to the session.</p>	<ul style="list-style-type: none"> » Local community » Local businesses 	<ul style="list-style-type: none"> » Elton Consulting doorknock residents
Letters and community newsletters	<p>Letters and community newsletters will be the main tools for formally contacting stakeholders and keeping the community up to date. A community newsletter will be dropped into the mailboxes of residents and businesses surrounding the Site, particularly along Wharf Road and Hughes Avenue. The newsletter will provide an overview of the project, website link and information about when the community information and feedback session will be held. It will be distributed to letterboxes within an agreed catchment (matched to Council's catchment) and can be emailed to other key stakeholders.</p>	<ul style="list-style-type: none"> » Adjacent residential and business community 	<ul style="list-style-type: none"> » Elton Consulting will draft content for letters, and draft and design newsletters » PAYCE will provide content and images and approve finals » Elton Consulting will organise the distribution of each

Tool	Description	Target stakeholder group	Responsibility
One-on-one meetings	<p>One-on-one meetings are an effective way to interact with key stakeholders, especially those who have a high level of interest and/or influence on the project. Early and close consultation avoids misinformation and ensures stakeholders' voices are heard in an appropriate format.</p>	<ul style="list-style-type: none"> » Local stakeholders » Local community (residents within structure plan area) » Local businesses (As requested) » Representatives and decision makers 	<ul style="list-style-type: none"> » Elton Consulting take responsibility for meeting with residents of the local community and local businesses » Elton Consulting and a PAYCE representative of the project team will meet with residents within the area » Elton Consulting and relevant representatives of the project team will meet with key community groups and stakeholders » PAYCE will take responsibility for meeting with representatives and decision makers
Community drop-in session	<p>A community drop-in session is an open event that allows members of the community to view information on display boards and ask the project team questions about the project. A weeknight or Saturday session is the best timing for these sessions to maximise availability to attend.</p> <p>The session will provide community members with information about the Planning Proposal. With a 'drop-in at any time' format, it would be supported by a number of display boards, graphically designed using project images. Display boards would encourage community members to provide feedback on specific elements of the Proposal, highlighting what can and cannot be influenced.</p> <p>Representatives from the project team would be on hand to answer questions from the community. Feedback forms would be available for community members to complete or to take away with them and send back to us for assessment.</p>	<ul style="list-style-type: none"> » All stakeholders 	<ul style="list-style-type: none"> » Elton Consulting would draft text and design for the display boards » Elton Consulting would organise, setup, facilitate and record the session » The project team will be required at the session to talk to each of their specific project areas » PAYCE will approve final material and supply content where required.

3 Stakeholder overview

This following list of stakeholders is not exhaustive. A full list of stakeholders to be engaged throughout all stages of planning, construction and occupation of the Melrose Park project will be further developed in collaboration with the City of Parramatta Council.

Stakeholder overview

LOCAL COMMUNITY <ul style="list-style-type: none">▶ Residents on Parramatta LGA side▶ Residents on Ryde LGA side▶ Hughes Avenue residents within Northern Structure Plan▶ Broader residents of Melrose Park and Ermington	LOCAL BUSINESSES <ul style="list-style-type: none">▶ Existing businesses with lease arrangements - eg. Pfizer▶ Chambers of Commerce: Ryde and Parramatta
LOCAL STAKEHOLDERS <ul style="list-style-type: none">▶ Melrose Park Public School▶ P&C Association▶ Ryde-Parramatta Golf Club▶ West Ryde Progress Association▶ Western Sydney University▶ Ryde/Meadowbank TAFE▶ George Kendall Riverside Park groups▶ Riverside Church▶ Marsden High School▶ Rydalmere East Public School▶ Ermington West Public School	REPRESENTATIVES AND DECISION MAKERS <ul style="list-style-type: none">▶ City of Parramatta Council Administrator▶ City of Parramatta Council Councillors▶ City of Ryde Councillors▶ City of Ryde Council Staff▶ Transport for NSW▶ Department of Education▶ Department of Planning and Environment▶ Greater Sydney Commission▶ Roads and Maritime NSW▶ State and Federal Members

4 Stakeholder engagement matrix

The following stakeholder matrix provides an overview over stakeholder groups, their likely issues, the approach to engaging with them, the responsibilities within the team for this engagement, proposed key messages and timing around engagement.

Stakeholder	Key interests/issues	Engagement Tools	Responsibility	Timing/implementation
Local Community				
Parramatta LGA side residents	<ul style="list-style-type: none"> » Appropriateness of scale and density » Environmental Impacts – particularly traffic, parking, access and overshadowing » Benefit for local community » Process – ability to impact design given the level of work already completed 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Newsletter/letter drop » Community relations rep: doorknock of Hughes Ave » Community drop-in session 	<ul style="list-style-type: none"> EC EC EC EC ALL 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Newsletter drop early in exhibition period » Community relations Doorknock pre-drop in session » Drop-in session midway through exhibition period
Hughes Avenue residents	<ul style="list-style-type: none"> » Appropriateness of scale and density » Environmental Impacts – particularly traffic, parking, access and overshadowing » Benefit for local community » Process – what does being within Northern Structure Plan mean for them and their homes 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » One-on-one meeting » Letter » Community relations rep: doorknock of Hughes Avenue » Community drop-in session 	<ul style="list-style-type: none"> EC EC EC & PAY EC & PAY EC EC 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Meeting early in exhibition period, pre drop-in session » Letter early in exhibition period » Doorknock pre-drop in session » Drop-in session midway through exhibition period
Ryde LGA side residents	<ul style="list-style-type: none"> » Appropriateness of scale and density » Environmental Impacts – particularly traffic, parking, access and overshadowing » Benefit for local community » Process - how they can contribute, given they may not be within notification area for City of Parramatta Council 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Newsletter » Community relations rep: doorknock of Wharf Road » Community drop-in session 	<ul style="list-style-type: none"> EC EC EC EC ALL 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Newsletter drop early in exhibition period » Doorknock pre-drop in session » Drop-in session midway through exhibition period
Broader Parramatta/Ryde Community	<ul style="list-style-type: none"> » Appropriateness of scale and density » Traffic and parking » Benefit for local community 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Community drop-in session 	<ul style="list-style-type: none"> EC EC ALL 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Drop-in session midway through exhibition period

Stakeholder	Key interests/issues	Engagement Tools	Responsibility	Timing/implementation
Local Stakeholders				
Melrose Public School	<ul style="list-style-type: none"> » Appropriateness of scale and density » Environmental Impacts – particularly traffic, parking, child safety » Population increase and number children in the area » Benefits for school 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Letter » One-on-one meeting and possibly site tour 	<ul style="list-style-type: none"> EC EC EC EC & PAY 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Meeting early in exhibition period, pre drop-in session
Melrose Public School P&C	<ul style="list-style-type: none"> » Appropriateness of scale and density » Environmental Impacts – particularly traffic, parking, child safety » Population increase and number children in the area » Benefits for school 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Letter » One-on-one meeting and possibly site tour 	<ul style="list-style-type: none"> EC EC EC EC & PAY 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Meeting early in exhibition period is possible, or to align with P&C meeting
Ryde-Parramatta Golf Club	<ul style="list-style-type: none"> » Local area benefits » Height, scale, visual impacts » Traffic, parking and public transport » Possible third party endorsement 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Letter » One-on-one meeting 	<ul style="list-style-type: none"> EC EC EC PAY 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Meeting early in exhibition period, pre drop-in session
West Ryde Progress Association	<ul style="list-style-type: none"> » Scale of development and appropriate density for area » Impact on local residents » Planning pathway and consultation process 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Letter » One-on-one meeting 	<ul style="list-style-type: none"> EC EC EC EC & PAY 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Meeting early in exhibition period, pre drop-in session

Stakeholder	Key interests/issues	Engagement Tools	Responsibility	Timing/implementation
George Kendall Reserve Groups: » George Kendall Riverside Park Committee » George Kendall Riverside Park Bushcare group » Ermington United Soccer Club » Northern Districts Cricket Association » Epping Eastwood Baseball Club » North West Sydney Women's Soccer » Parramatta Parkrun	» Plan for George Kendall Riverside Park upgrade, details impact etc » Opportunities for existing park users » Biodiversity, bushcare impacts » Traffic, parking, child safety » Broader community impacts	» Website » Community relations rep: info line and project email » Letter » One-on-one meeting » Community drop-in session	EC EC EC EC & PAY ALL	» Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Meeting early in exhibition period, pre drop-in session » Drop-in session midway through exhibition period
Western Sydney University	» Local area benefits » Strategic alignment with planning for wider area » Traffic, parking and public transport	» Website » Community relations rep: info line and project email » Letter » One-on-one meeting » Community drop-in session	EC EC EC PAY ALL	» Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Meeting early in exhibition period, pre drop-in session » Drop-in session midway through exhibition period
TAFE Ryde	» Local area benefits » Strategic alignment with planning for wider area » Traffic, parking and public transport	» Website » Community relations rep: info line and project email » Letter » One-on-one meeting » Community drop-in session	EC EC EC PAY ALL	» Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Meeting early in exhibition period, pre drop-in session » Drop-in session midway through exhibition period
Regional schools » Marsden High School » Rydalmere East Public School » Ermington West Public School	» Impact on demand for local schools » Local area benefits » Strategic alignment with planning for wider area » Traffic, parking and public transport	» Website » Community relations rep: info line and project email » Letter » Community drop-in session	EC EC EC ALL	» Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Drop-in session midway through exhibition period

Stakeholder	Key interests/issues	Engagement Tools	Responsibility	Timing/implementation
Riverside Church	<ul style="list-style-type: none"> » Local area benefits » Strategic alignment with planning for wider area » Traffic, parking and public transport 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Letter » Community drop-in session 	<ul style="list-style-type: none"> EC EC EC ALL 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Drop-in session midway through exhibition period
Local Businesses				
Businesses within structure plan area: <ul style="list-style-type: none"> » Toolfix » Hungry Boys café » Rodem Motors » Coffey » Jaemy Holdings » Ermington Gospel Trust 	<ul style="list-style-type: none"> » Height, density and any impacts on properties » Traffic and parking 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Letter » One-on-one meeting 	<ul style="list-style-type: none"> EC EC EC & PAY EC & PAY 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Meeting early in exhibition period, pre drop-in session
Businesses with ongoing lease arrangements on the site eg. <ul style="list-style-type: none"> » Pfizer Australia 	<ul style="list-style-type: none"> » Construction staging » Impact on lease arrangements » Traffic and parking 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Letter » One-on-one meeting 	<ul style="list-style-type: none"> EC EC PAY EC & PAY 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Letter early in exhibition period » Meeting early in exhibition period, pre drop-in session
Chambers of Commerce <ul style="list-style-type: none"> » Ryde » Parramatta 	<ul style="list-style-type: none"> » Local area benefits » Impact on existing businesses/ inclusion in future structure plans » Future jobs and commercial opportunities » Traffic, parking and public transport 	<ul style="list-style-type: none"> » Website » Community relations rep: info line and project email » Newsletter » Community drop-in session 	<ul style="list-style-type: none"> EC EC EC ALL 	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Information line and project email ready pre lodgement » Newsletter drop early in exhibition period » Drop-in session midway through exhibition period
Representatives and decision makers				
City of Parramatta Council Administrator	<ul style="list-style-type: none"> » Strategic alignment with council policy » Community consultation process » Community and media response » Local area benefits » Height, scale and density » Traffic, parking and public transport 	<ul style="list-style-type: none"> » Letter » Site tour » Invite to community drop-in session » Website » Council briefing 	<ul style="list-style-type: none"> EC PAY ALL EC PAY 	<ul style="list-style-type: none"> » Letter distributed early in exhibition period » Site tour early in the exhibition period » Drop-in session midway through exhibition period » Website live pre-exhibition and updated regularly » Council briefing later in exhibition period

Stakeholder	Key interests/issues	Engagement Tools	Responsibility	Timing/implementation
City of Parramatta Council officers	<ul style="list-style-type: none"> » Strategic alignment with council policy » Community consultation process » Local area benefits » Impacts 	<ul style="list-style-type: none"> » Meetings and ongoing correspondence with Council officers 	PAY	<ul style="list-style-type: none"> » Regularly
Ryde Councillors	<ul style="list-style-type: none"> » Community consultation process » Community and media response » Local area benefits » Height, scale and density » Traffic, parking and public transport 	<ul style="list-style-type: none"> » Letter » Website » Community drop-in session 	EC/PAY EC All	<ul style="list-style-type: none"> » Letter distributed early in exhibition period » Website live pre-exhibition and updated regularly » Drop-in session midway through exhibition period
Ryde Council officers	<ul style="list-style-type: none"> » Community consultation process » Local area benefits » Impacts 	<ul style="list-style-type: none"> » Meetings and ongoing correspondence with Council officers 	PAY	<ul style="list-style-type: none"> » Regularly
Parramatta MP, Dr Geoffrey Lee	<ul style="list-style-type: none"> » Strategic alignment with Council policy » Community consultation process » Community and media response » Local area benefits » Height, scale and density » Traffic, parking and public transport 	<ul style="list-style-type: none"> » Letter » Website » Community drop-in session » One-on-one meeting 	EC/PAY EC All PAY	<ul style="list-style-type: none"> » Letter distributed early in exhibition period » Website live pre-exhibition and updated regularly » Drop-in session midway through exhibition period » Meeting to occur early in exhibition period
Ryde MP, Victor Dominello	<ul style="list-style-type: none"> » Community consultation process » Community and media response » Local area benefits » Height, scale and density » Traffic, parking and public transport 	<ul style="list-style-type: none"> » Letter » Website » Community drop-in session » One-on-one meeting 	EC/PAY EC All PAY	<ul style="list-style-type: none"> » Letter distributed early in exhibition period » Website live pre-exhibition and updated regularly » Drop-in session midway through exhibition period » Meeting to occur early in exhibition period
State Agencies: » Transport for NSW » Department of Planning and Environment » Department of Education » Roads and Maritime NSW » Greater Sydney Commission	<ul style="list-style-type: none"> » Size, scale and density » Alignment with regional strategic planning » Community benefits » Impact and mitigation: public transport, roads, traffic » Social infrastructure » Educational Needs Analysis » Planning process 	<ul style="list-style-type: none"> » Website » Letter » One-on-one meetings 	EC EC PAY	<ul style="list-style-type: none"> » Website live pre-exhibition and updated regularly » Letter early in exhibition period » Meeting early in exhibition period, pre drop-in session » Ongoing



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