

September 2010

Altitude 1 Consultation Program



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ALTITUDE
ASPIRE



metricon

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Appendix 1 - Capability Statement
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1. Introduction

1.1. Project Background

Metricon has appointed CPR Group to implement appropriate community and stakeholder consultation in relation to Altitude 1, a 300-lot residential development at the southern end of Fraser Drive, Terranora.

Appendix 1 is the Capability Statement of CPR Group.

1.2. Consultation Background

The NSW Department of Planning GUIDELINES FOR MAJOR PROJECT COMMUNITY CONSULTATION OCTOBER 2007 include the following:

- Community and stakeholder consultation is an important component of the NSW Government's environmental assessment process for projects under Part 3A of the Environmental Planning and Assessment Act
- Consultation is part of working openly with the community and other stakeholders and providing opportunities for their views and preferences to have input into the assessment process and decision making
- Consultation must be "adequate and appropriate"
- Community and stakeholder consultation is valuable because it can:
 - Ensure that factual information about a proposal is widely available to people with an interest
 - Allow the community and relevant stakeholders to have their say in the assessment process
 - Bring new information and ideas to a project
 - Avoid unnecessary delays by addressing stakeholder concerns prior to lodgement
 - Provide an opportunity for the negotiation of outcomes acceptable to both the proponent and community
 - Build important long term relationships in the local community
 - Enhance a proponent's reputation in the community
- Proponents are expected to organise, resource and report any consultation processes required by the Department. The proponent should:
 - Consult early, particularly where the project is likely to be contentious
 - Commit adequate resources to consultation
 - Clearly describe who has been consulted and what issues were raised
 - Demonstrate how the issues raised during the consultation process have been addressed in the environmental assessment and preferred project report (if required).
- Where consultation is appropriate during the operational stages, the Minister may require long-term community engagement as a condition of approval.
- The account of the consultation process included in the environmental assessment may be considered adequate if it demonstrates that:
 - Those individuals and organisations likely to have an interest in the proposal had enough opportunity to express their views. The community of interest can be broadly categorised into three groups:
 - a. those directly impacted by the project (e.g. neighbouring residents or those located on transport corridors affected by road or rail transport associated with the project)
 - b. individuals and groups likely to have an interest in the local or regional implications of the project (e.g. local councils, local members of Parliament and P&Cs, environmental, indigenous, heritage, business and other community organisations in the area)
 - c. organisations with a State and national interest (e.g. State and Commonwealth government departments, peak bodies, infrastructure service providers)
- Information regarding the nature of the proposal has been accurately and widely distributed. Methods of distribution of information may include, but not necessarily be limited to letters to key stakeholders, newsletters, a website, advertisement of consultation events and public displays on the proposal.
- Community and stakeholder feedback was encouraged and recorded. Methods of capturing feedback may include, but not necessarily be limited to:
 - surveys and feedback forms
 - submissions
 - a database that records issues and comments via 1800 Free Call number
 - meeting minutes
- Methods of discussing issues with stakeholders may include, but not necessarily be limited to:
 - drop-in community information centres, displays or open days with project team members available to discuss issues
 - focus groups, community group meetings, feedback sessions, individual and group briefings with key stakeholders and presentations/discussions at organisation meetings
- Consultation with community and stakeholders was inclusive and the proponent has:

- Got to know and understand the communities it needs to engage
- Acknowledged and respected their diversity
- Accepted different views, but ensured that dominant special interest groups are not the only voices heard
- Ensured that participants are aware of what they can and cannot influence
- Aimed for accessibility:
 - a. Chose engagement techniques that offer opportunities to participate across all relevant groups
 - b. Considered the timing, location and style of engagement events and strategies
 - c. Avoided notifying and holding events during holiday periods
 - d. Avoided jargon and technical language
 - e. Paid particular attention to the needs of groups that tend to be under represented (including indigenous groups and people from linguistically and culturally diverse backgrounds).
- **REPORT OF THE CONSULTATION PROCESS** The report should include:
 - Summary of findings
 - The process including:
 - a. The objectives of the consultation process
 - b. When was consultation undertaken?
 - c. The number and type of stakeholders involved
 - d. Engagement techniques — how feedback was collected and how discussions with community were undertaken
 - e. An assessment of how well the objectives were met.
 - An analysis of the issues raised. This should be comprehensive and identify:
 - a. What issues were raised by particular stakeholder groups
 - b. How each issue is proposed to be addressed in the environmental assessment
 - c. Where the proposal has been altered as a result of feedback received

2. Consultation Objectives

- To ensure that Metricon meets the criteria for adequate and appropriate consultation in the GUIDELINES FOR MAJOR PROJECT COMMUNITY CONSULTATION. The Department will assess the adequacy of the consultation based on the Director General's Requirements (DGRs) as part of its review of the draft environmental assessment, prior to its exhibition.
- To identify, engage with, inform and manage effective working relationships with the local community and other relevant stakeholders. This will assist in the ongoing management of the development project.
- To collaborate with the project team in profiling stakeholders, developing key messages and implementing stakeholder engagement
- To achieve effective consultation that leads to understanding of the project
- To work openly with the community and other stakeholders to provide opportunities for their views to have input into the assessment process
- To build long-term relationships in the local community
- To ensure that all relevant groups are represented in consultation especially those that tend to be under represented

3. Consultation Program

CPR Group is experienced in implementing comprehensive and effective community consultation. The program will include but may not be limited to:

- Prior to stakeholder engagement, CPR Group will identify and plan for sequenced consultation with the right people and organisations. We will implement research and investigation to accurately identify and profile stakeholders.
- An understanding of stakeholder attitudes, values and agendas will equip CPR Group to prepare targeted consultation materials and messages for:
 - those directly impacted by the project
 - individuals and groups likely to have an interest in the local or regional implications of the project
 - organisations with a State and national interest
- Establish Free Call 1800 number and project email
- Research, analysis and assessment of project issues
- Assessment of technical reports and preparation of consultation materials in plain English
- Preparation of Briefing Paper including Key Messages for community consultation
- Establish and maintain Database of consultation including feedback
- Preparation of Consultation materials:
 - Briefing Paper
 - Display posters
 - Feedback Form
 - Invitations and Letterboxers
 - Frequently Asked Questions (FAQ) sheet
 - Letters to key stakeholders
 - Regular Project Update newsletters
 - Advertisements for consultation events
- Commence consultation prior to lodging the EA
- Identify, contact and hold briefing meetings with identified stakeholders including:
 - Representatives of local organisations
 - Residents on Fraser Drive
 - Residents on Parkes Lane
 - Residents on Market Parade
 - Others if required and by agreement
 - Tweed Chamber of Commerce
 - State MP
 - Federal MP
- Door-knocking in the local area
- Establishing a relationship with key stakeholders prior to lodgement
- Regular reports on meetings with stakeholders
- Recommendations arising from stakeholder consultation
- Collaboration with the Project Team to devise strategies to alleviate identified concerns and incorporate community views, information and preferences
- Communication with the community about changes made to the proposal as a result of consultation
- Preparation for and facilitation of an Open Day during Public exhibition
- Media monitoring and liaison if necessary
- Establish a Community Advisory Panel
- Preparation of a final Consultation Report

3.1. Community Advisory Panel (CAP)

Through CPR Group, Metricon will establish long term relationships with the local community.

The Community Advisory Panel (CAP) is a liaison group which represents stakeholders, receives information provided by technical experts and is the forum for ongoing dialogue between the consultants and the community. It provides ownership of solutions to issues, such as construction and traffic impacts, that have been raised during consultation. CAP members disseminate information from meetings and gather feedback from others for discussion by the Panel.

The Consultation Program is based on the Communications Plan (Appendix 2).

4. Statement of Competence

CPR Group consultants have the necessary experience, technical skills, management capability and methodology to implement this community and stakeholder consultation program within required timeframes and to a budget which delivers quality and value.

The Capability Statement (Appendix 1) demonstrates CPR Group's knowledge, experience, and technical skills in conducting the type of stakeholder engagement, project team liaison, evaluation and reporting required for this project.



Appendices

Appendix 1 CPR Group Capability Statement

Appendix 2 Communications Plan
- Data Collection Sheet
- Feedback Form

Appendix 1 - Capability Statement



CPRGROUP
connelly project resources



CPR Group is the consultation and project resources specialist with extensive experience in the property sector, extractive industry and sport and recreation development.

The expertise of CPR Group is demonstrated in the delivery of stakeholder engagement programs, development of community relations, effective planning and liaison with all levels of government.

CPR Group is a pre-qualified provider to Queensland Local Government Authorities as an appointee to Local Buy and is on Council panels of suppliers of professional services.

CPR Group Capability Statement

www.cprgroup.com.au



Capability

CPR Group is a stakeholder engagement and planning business headquartered on Queensland's Sunshine Coast.

Established in 1997, CPR Group specialises in conducting innovative community engagement and planning activities that educate and empower stakeholders.

CPR Group consultants are experts who are experienced in delivering successful outcomes for the company's diverse private and public sector client base.

We conduct planning and stakeholder engagement programs for clients in the property development, sport and recreation, extractive industry and government sectors.

Stakeholder Engagement

CPR Group's stakeholder engagement programs deliver factual messages to stakeholders.

CPR Group has facilitated the successful delivery of billions of dollars worth of projects. We are the conduit through which stakeholders communicate with our clients and project teams. CPR Group's consultation process can incorporate:

- Analysis of technical documents and preparation of briefing materials
- Open days, shopfronts, workshops
- Online feedback forms and questionnaires
- Face-to-face meetings and door knocking
- Meetings with community and business groups
- Government liaison
- Community Advisory Panels and Traders' Advisory Panels
- Sourcing community submissions of support for projects
- Media liaison and media releases
- Site tours
- Free-call 1800 number

Sport and Recreation Development

Councils, sporting organisations and the state government benefit from the expertise of CPR Group.

Since 1997, CPR Group has secured funding for sports facilities and sporting programs worth in excess of \$35 million. We have helped over 1,500 organisations to grow through effective training and structured planning. We develop plans and policies for sustainable asset, risk and resource management.

CPR Group's sport and recreation development projects include:

- Sport and recreation development planning
- Master Plans for sports fields, facilities and parks
- Land Management Plans and land use reviews, including leasing policies
- Funding applications with exceptional success rate
- Training and education programs
- Policy and procedure manuals

Project Experience

Stakeholder Engagement Project Experience and Capability (Sample)

- Expansion Program - Australia Zoo
- Dundowran Quarry extension - Boral
- Successful MCU Application, Bracalba Quarry - Brisbane City Council
- Ongoing facilitation of consultation for various quarry sites - Holcim Australia
- Development Approval for Viridian Noosa Integrated Resort and Residential Development
- Successful MCU for the Sea Haven Waterfront residential estate in Innisfail - Metricon Qld
- Facilitation of Community Ministerial Forum Pre-Forum Workshops in Charleville, Chinchilla and St George - Department of Local Government, Sport and Recreation
- Consultation for Development Application for Business Park extension in Eight Mile Plains - OPD Lennon
- Consultation program for QR Ltd quarry Development Application in Gympie - Queensland Rail
- Stakeholder consultation and political liaison to demonstrate significant stakeholder support for Coolum property development projects - Seymour Group
- Successful closure of a marina and waterfront caravan park in Brisbane and effective relocation of residential, industrial and commercial tenants - Watpac Property
- Development approval for an 'active over 50s' integrated residential development at Pacific Paradise - Watpac Developments
- Development Approval for Coolum Park Shopping Centre - Watpac Developments

Sport and Recreation Project Experience and Capability (Sample)

- Caboolture Showgrounds Equestrian Master Plan - Moreton Bay Regional Council
- Charlie Buckler Memorial Sports Ground Concept - Redland City Council
- Redcliffe Showgrounds Land Management Plan - Moreton Bay Regional Council
- Land Management Plans for Brisbane City Reserves - Brisbane City Council
- Skippy Park Master Plan Review consultation - Sunshine Coast Regional Council
- Tivoli Sports and Environmental sustainability Education Centre Business Plan and Implementation Plan - Ipswich City Council
- Master Plan Review, Blackwater Sports Complex - Duaringa Shire Council
- Master Plan for Pinklands Sporting Complex - Redland Shire Council
- Regional Trail Bike Facilities Needs Plan - Pine Rivers Shire Council, Redcliffe City Council, Caboolture Shire Council and Kilcoy Shire Council
- Sport and Recreation Land Use Management Policy Review - Ipswich City Council
- Leasing Policy Review - Redland, Logan and Noosa Councils
- Facilitation of Cairns Regional Council's Club Skills Workshop Series
- Facilitation of Sport and Recreation Queensland's Risk Reduction Workshops
- Delivery of Logan City Council's Energise Program
- Funding and Development Planning for sport and recreation organisations

Referees

CPR Group has a demonstrated reputation for delivering projects within time, quality and budgetary constraints. Referees who can attest to this are:

- Frank Muscillo - General Manager, Australia Zoo
T: (07) 5436 2000
E: frank@australiazoo.com.au
- Ken Hicks - Director, Priority Projects
T: (07) 5444 2578
E: khpp@bigpond.net.au
- Peter Ambrose - Manager, Sunshine Coast Aggregates
Holcim Australia
T: (07) 5459 5001
E: pjambrose@cemex.com.au
- Bob Borger - Queensland Manager, Leighton Properties Pty Ltd
T: (07) 3229 8938
- Matthew Mulroney - Project Development Officer Health, Parks and Recreation, Ipswich City Council
T: (07) 3810 7305
E: MMulroney@ipswich.qld.gov.au
- Kay Speer - Sport and Recreation Officer, Moreton Bay Regional Council, Pine Rivers District
T: (07) 3480 6837
E: k.speer@moretonbay.qld.gov.au



Michael Connelly B.Mus. (Hons)

CPR Group Director

Michael is CPR Group's sport and recreation development specialist. He assists local and state governments and state, regional and local sport and recreation organisations to identify opportunities and secure funding.

Michael's comprehensive understanding of sports administration issues, his expertise, enthusiasm and his focus on the individual needs of clients have enabled CPR Group to successfully deliver a range of community, sport and recreation projects. Michael is a qualified teacher and workplace trainer.



Suzelie Connelly B.Sc., MPRIA

CPR Group Principal

Suzelie founded CPR Group in 1997, having been a councillor prior to the Sunshine Coast Regional Council amalgamation. She advocates to decision makers at every level and achieves successful, sustainable outcomes with economic, social and environmental benefits.

Suzelie facilitates effective community engagement campaigns including open days, face-to-face briefings with residents and meetings with community groups to achieve major projects.



Michelle Connelly LTCL, LGSMD

CPR Group Principal

Michelle facilitates planning, consultation and reporting. She previously held a national telecommunications management position and is a qualified teacher and workplace trainer. Michelle delivers successful community engagement programs and is an expert in stakeholder identification and liaison, political advocacy, training and media management.

Michelle builds relationships with stakeholders and encourages them to express their ideas whilst taking care to develop parameters around expectations.



Peter Connelly B.Bus. (Distinction)

CPR Group Principal

Peter manages stakeholder engagement projects, carries out feasibility studies and develops business cases. His background includes extensive experience in industrial relations and management roles at national and local government levels. He had two successful businesses in the private sector.

Peter is a strategic consultant in the property, sport, extractive industry and government sectors.



Steve Connelly B.A.

CPR Group Planning Officer

Steve is a Planning Officer with CPR Group. He is qualified in environmental planning and specialises in assisting community, sport and recreation organisations, as well as Councils, to carry out effective planning projects.

Steve has worked with CPR Group since 2005 and specialises in club and association planning for sport and recreation and the production of professional research and consultation reports.



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PROJECT RESOURCE
AND CONSULTATION
SPECIALISTS

- PROPERTY SECTOR
- SPORT AND RECREATION
- EXTRACTIVE INDUSTRY
- GOVERNMENT

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Appendix 2 - Communications Plan

- Data Collection Sheet
- Feedback Form

Terranora Area E Communications Plan

Altitude 1

Prepared by: Metricon Pty Ltd and CPR Group (Stakeholder Consultants)

Date: September 2010

Purpose: To effectively disseminate information about the Terranora Area E project and specifically about the Metricon 'Altitude 1' development to the community; encourage stakeholders to communicate their input; demonstrate how issues raised during the consultation process have been addressed in the Consultation Report

Desired Outcomes: Identified stakeholders comprehend the project; acknowledge that Metricon is providing appropriate information and that they can have meaningful input

Current Attitudes: To identify local perceptions and their causes and to brief stakeholders regularly so that attitudes and opinions are based upon reality

Strategy: To comprehensively identify those who may either have or perceive an effect from the project and to establish ongoing communication with them

Strategic Considerations: Follow-up communication must be easy for the community. Tools include a FreeCall phone number, use of e-communications for speed and lower cost, media opportunities and ongoing two-way communication

Target Audiences: Local residents, community of interest and business and political representatives are the primary targets of this Plan. Alternative audiences are those who might otherwise not opt in to invitations to participate. Communication with them will continue indirectly through hand-delivered updates and invitations to provide feedback via easy to use channels (FreePost, email, FreeCall phone number)

Key Messages: The most significant environmental, amenity and other features of the project will be conveyed in venues and formats which are convenient for individual stakeholders. Feedback will be encouraged, welcomed, considered and applied where practical

Spokesperson: Information will be delivered by CPR Group, technical consultants and Metricon

Timeframe: Prior to lodgement of the Environmental Assessment and throughout the application process. Communication will continue throughout construction of 'Altitude 1'

Communications Tools: print materials, media backgrounders, feedback forms, audio-visual presentations, stakeholder briefings, meeting minutes, advertising, special information events, presentations to peak bodies, e-communications, representative Community Advisory Panel, internal communication of community views to technical consultants, database of consultation feedback, presentations at community meetings, closing the feedback loop by informing stakeholders of changes made to 'Altitude 1' in response to consultation outcomes. An Open Day Display, attended by technical

consultants to provide information, will be held during the formal public exhibition process for the Major Project Application

Distribution: messages will be distributed primarily to nearby residents and identified stakeholders who form part of the community of interest

Evaluation: The effectiveness of this Communications Plan will be demonstrated by the amount of feedback received and the quality of information provided that can be applied to the project. CPR Group is responsible for collection, evaluation and reporting of evaluation data to technical consultants, Metricon and the Department of Planning. Evaluation information will be used to refine the Communications Plan.



DATA COLLECTION SHEET

JOB: METRICON TERRANORA AREA E

JOB: METRICON TERRANORA AREA E			
OWNER			
CONTACT FIRST NAME		CONTACT LAST NAME	
STREET ADDRESS			
POSTAL ADDRESS			
CONTACT CATEGORY	Adjoining Neighbour <input type="checkbox"/> Business <input type="checkbox"/> Community Org <input type="checkbox"/> Council Officer <input type="checkbox"/> Distant Resident <input type="checkbox"/> Environmental Org <input type="checkbox"/> Gov Agency <input type="checkbox"/> Institution <input type="checkbox"/> Nearby Resident <input type="checkbox"/> Neighbour within Block <input type="checkbox"/> Politician <input type="checkbox"/> Trades Org <input type="checkbox"/> Traditional Owner <input type="checkbox"/>		
PHONE NUMBER		MOBILE	
BUSINESS NUMBER		FAX NUMBER	
Call Back <input type="checkbox"/>		No Further Contact <input type="checkbox"/>	
EMAIL		WEBSITE	
BUSINESS/ORGANISATION NAME			

CAP Member ☐VIP ☐Feedback Form [illegible]

