

Infrastructure NSW

Glebe Island Expo

Stakeholder and Community engagement approach

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Introduction

Glebe Island Expo is part of a Sydney-wide interim solution to ensure the large exhibition industry, which invests \$100 million into the NSW economy each year, stays healthy and ready to transition to the new world-class facilities at Darling Harbour.

A dedicated interim facility on Glebe Island will host the large public exhibitions and trade shows, such as the International Boat Show – some of which require up to 25,000 square metres in floor space.

While detailed plans will be developed by the successful tenderer, it is expected Glebe Island Expo will offer:

- Exhibition space of up to 25,000 square metres. Tenderers for the project have been asked for proposals which include a pavilion-style exhibition space of at least 15,000 square metres, and a temporary 'expansion' space of up to 10,000 square metres for larger public exhibitions and trade shows.
- A high quality, controlled environment suitable for the events and exhibitions that are enjoyed by tens of thousands of people.
- Event-related food and beverage facilities, such as pop-up cafes and restaurants.

Glebe Island Expo is an essential part of helping to create state-of-the-art convention, exhibition and entertainment facilities at Darling Harbour – the interim facility keeps Sydney's multi-million dollar events industry open for business during the construction period, and ready to attract more of the world's best events when the new precinct is completed.

Glebe Island Expo is a vital component of the NSW economy, and the planning, construction and operation of the facility need to be viewed in this context.

It is also vital to demonstrate to the community and stakeholders that their concerns at a local level are being heard and considered.

The project therefore calls for a careful process of informing and consulting with a diverse range of stakeholders and developing, at the outset of the project, a coordinated approach to all stakeholder and community engagement.

A proactive approach should be taken to engagement and communications, with accurate project information available from the outset to address speculation and – importantly – to establish trustworthy relationships with key stakeholders.

A consultative, transparent approach to engagement that provides a range of opportunities for feedback will help to connect with stakeholders and the community about the project in a positive way.

As the project progresses, engagement activities will be designed to wrap around project milestones, so that the community and stakeholders are kept informed, with opportunities to provide feedback wherever possible.

Stakeholders

The range of stakeholders potentially interested in Glebe Island Expo covers several distinct groupings across Sydney and NSW.

Each group will require communications and consultation output tailored to their specific needs. Effective engagement with these stakeholder groups is integral to the project's success and broader public support.

The following table lists the types of stakeholder groups that will require engagement from the project team. The stakeholders can be divided into several key groups:

- community: residents of Leichhardt local government area (LGA) and Pyrmont
- business: including local small businesses and business groups
- events industry: businesses directly involved in the industry and their representative bodies
- government – local councils and State Government agencies

- peak groups.

Stakeholder Category	Description
Community	<p>It is extremely important that a proactive approach is taken to provide residents with up-to-date information on the project and ensure they can take advantage of opportunities to provide feedback.</p> <p>Glebe Island Expo is situated in the Leichhardt LGA and is also close to Jacksons Landing and Pyrmont Point in the City of Sydney LGA.</p> <p>Hearing and understanding issues of interest to the local and wider community will inform the project team and enable improvements to be made to Glebe Island Expo. It will be necessary to engage with the community around key milestones in the formal planning process, construction and operation.</p> <p>Neighbouring suburbs/areas include:</p> <ul style="list-style-type: none"> • Balmain • White Bay • Rozelle • Lilyfield • Annandale • Iron Cove • Pyrmont.
Local businesses	<p>Local businesses in the Leichhardt Council area will also have an interest in the planning, construction and operation of Glebe Island Expo. In particular, businesses operating on proposed access routes to the new facility must be kept informed. Other local businesses may have opportunities to provide services for visitors and exhibitors. It is important all businesses are proactively provided with information on the project, and have the opportunity to provide feedback.</p>
Users – events industry	<p>Users of the facilities range from major exhibition and trade show organisers through to small businesses. Infrastructure NSW and Business Events Sydney have been liaising with this stakeholder group over arrangements for relocating events during the construction period. This industry engagement will continue.</p>
Events industry bodies	<p>Exhibition and other event industry user bodies have been consulted in order to plan preparations for interim facilities at Glebe Island.</p> <p>Infrastructure NSW has engaged the industry to date in a range of ways, including delivering periodic briefings, direct meetings, and forming working parties. The industry has offered feedback on operational matters for the interim facilities, and advised on international convention, exhibition and event trends.</p> <p>This close consultation will continue.</p>
Councils	<p>Leichhardt Council needs to be consulted about a number of key areas, including the planning process, engagement with local residents, access and operations for the project.</p> <p>City of Sydney Council needs to be informed about issues which may affect its community, and how those residents will be consulted.</p> <p>A proactive approach must be taken to inform and liaise with council officers, the Mayors and councillors.</p>
State Government and agencies	<p>Infrastructure NSW is the agency responsible for the procurement and delivery of the project.</p> <p>NSW Government agencies are critical stakeholders to this project and proper engagement is vital to ensure a coordinated approach to Glebe Island Expo and responses to stakeholder concerns.</p> <p>The relevant NSW Government agencies are:</p> <ul style="list-style-type: none"> • Sydney Ports • Sydney Harbour Foreshore Authority • Transport for NSW • Roads and Maritime Services • Department of Planning and Infrastructure • Destination NSW • Department of Trade and Investment
Peak bodies	<p>Peak bodies across Sydney have been involved in advocating for upgrades to Sydney's convention, exhibition and entertainment facilities.</p> <p>They are supportive of initiatives/projects which improve Sydney's ability to continue to attract exhibitions and other major events, and the economic, social, cultural and</p>

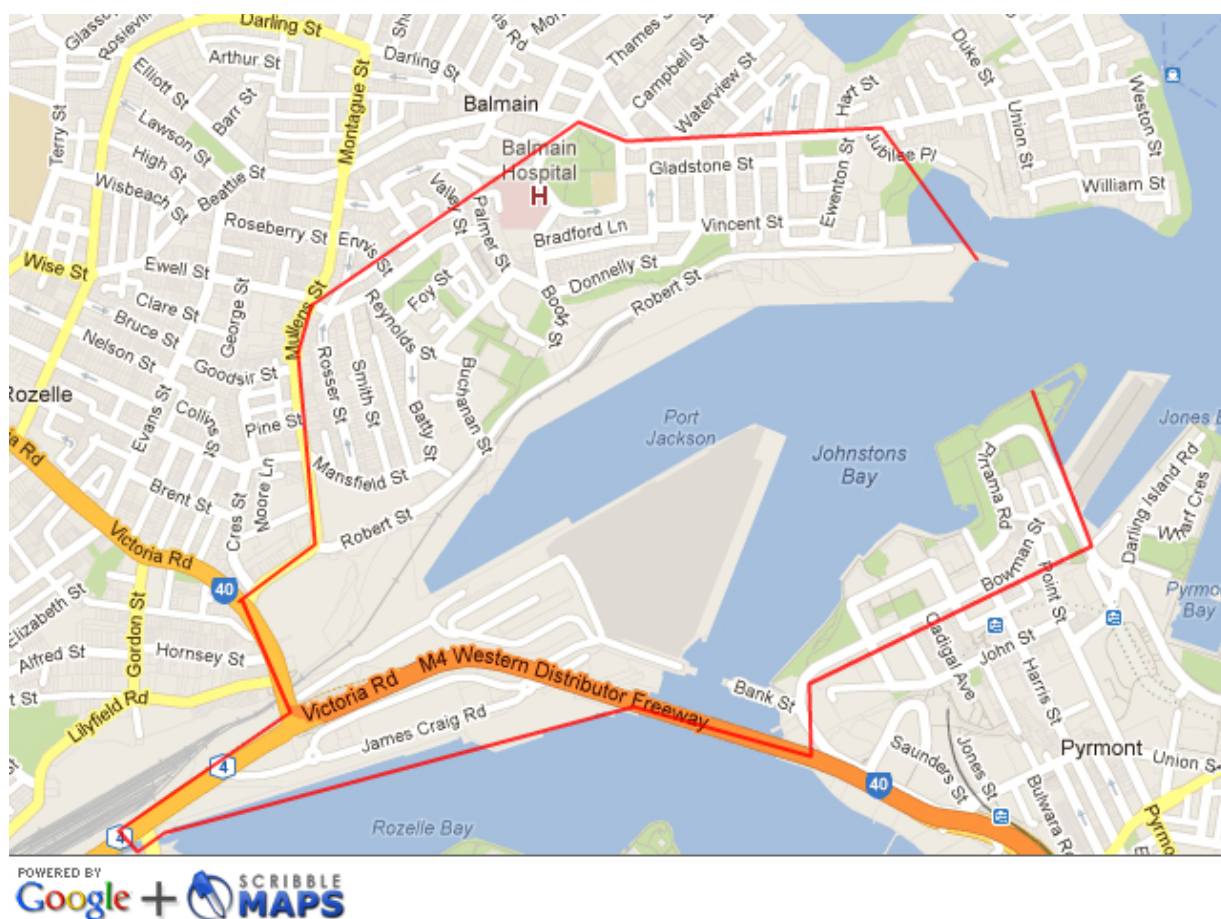
educational benefits associated with these events. Each of the peak bodies represents their members' interests.

Glebe Island Expo will play an important role in keeping the NSW major events industry healthy during construction work at Darling Harbour from late 2013 to late 2016, and peak bodies should be included in stakeholder engagement activities.

The peak bodies include business chambers, the hotel industry, tourism, transport, urban development and infrastructure.

Location

While the economic benefits of Glebe Island Expo and the provision of a high-quality interim venue are of interest to the wider Sydney and NSW public, local community and business interest will be the greatest in directly adjacent areas. The map below shows an indicative area, within which community stakeholders may have a significant interest in Glebe Island Expo. Residents and businesses directly outside this area may also maintain a keen interest in the project, particularly in relation to transport and access. This map is intended only as a guide and will be reviewed as the project progresses.



Approach

To provide a robust communications and engagement process, and ensure accurate and clear information is provided in a proactive manner, the process needs to:

- Ensure that accurate and relevant information regarding the project is supplied to stakeholders and community members
- Build strong stakeholder relationships and be transparent around key project decisions

- Demonstrate a willingness to listen and consider stakeholder concerns
- Create an accessible and inclusive forum for constructive dialogue – with an opportunity for stakeholder feedback, where possible
- Provide high-quality, detailed information to avoid speculation about the project and prevent information gaps
- Ensure participants are aware of what they can and cannot influence
- Anticipate and respond to issues in a timely fashion and correct erroneous information.

The project can be divided into three broad phases, each with its own engagement and consultation needs:

- Planning
- Construction
- Operation.

Planning: this phase starts from the announcement by the NSW Government of its intention to construct the interim facility, to support the NSW major events industry during the construction of Sydney's new, world-class facilities at Darling Harbour from late 2013 to late 2016. It includes pre-lodgement engagement with the industry, Councils and community representatives, which involves proactive information briefings about the project and advance notice about the formal planning process.

This phase continues with the lodgement of the planning application, the formal public exhibition period and statutory consultation, response to feedback and eventual planning approval. It is expected approval may occur during the first quarter of 2013.

During the Planning period, a range of techniques would be used to enable residents, businesses and community organisations to provide input and feedback throughout the process and before the finalisation of any plans or recommendations.

Construction: following planning approval, it is expected construction work for Glebe Island Expo would take place from mid-2013. During this period it is essential to keep all stakeholders and the community fully informed about construction work and the conditions under which it will take place. Avenues for community feedback and out-of-hours contact would be provided.

Operation: Glebe Island Expo is scheduled to start operating in late 2013, to enable a number of major events to continue in Sydney during the construction work at Darling Harbour.

During this period, stakeholders and the community should be kept informed about event dates, operating hours and conditions. Based on current knowledge, Glebe Island Expo will not operate full time and is expected to host exhibitions for approximately 120 days/year. This highlights the need for local residents and businesses to have advance notice of when events will take place. Avenues for community feedback and out-of-hours contact would be provided.

Methodology

Leading practice in community engagement emphasises the use of a range of methods to cater for the various preferences and capacities of different stakeholder groups. In planning an approach to engagement, it is important to understand not only the parameters of the engagement process but to also recognise that the purpose of engagement may change throughout a project depending on the stage of the process.

The following activities are recommended as a basis for engagement for the different phases of the project. This approach would be reviewed at regular intervals, to ensure its ongoing suitability for the project and target audience, and would be updated as required.

Phase One	Planning		
Activity	Description	Stakeholders	Timing
One-on-one meetings with stakeholders	Close consultation avoids speculation and ensures stakeholders' voices are heard.	One-on-one meetings could be considered for: <ul style="list-style-type: none"> • Community groups • Local businesses 	<ul style="list-style-type: none"> • Pre lodgement • Exhibition phase • Pre planning approval

	One-on-one meetings are effective ways to interact with some stakeholders, especially those with a high level of interest in the project. These meetings form one part of an overall approach and will not be suitable for all stakeholders.	<ul style="list-style-type: none"> • Councils • Peak bodies • Stage Government agencies • Industry groups • Users 	
Project updates (newsletters)	<p>The project update would provide the latest information on the project, the planning process, and future milestones. It would also detail the community information and feedback session and the project website.</p> <p>The update would be distributed to businesses and residents in surrounding suburbs.</p>	<ul style="list-style-type: none"> • Local residents • Local businesses 	<ul style="list-style-type: none"> • Exhibition phase • Planning approval
Community information and feedback session (CIFS)	<p>The CIFS would be an 'open house' where members of the public are invited to view and comment on the plans, displayed on a series of static display panels.</p> <p>Members of the project team would engage with participants individually to address questions, provide detailed responses and listen to participant feedback. Structured feedback would be gathered to ensure specific comments are obtained.</p>	<ul style="list-style-type: none"> • Local residents • Local businesses • Council 	<ul style="list-style-type: none"> • Exhibition phase
Website	<p>The website would be updated at the time of the public exhibition of plans – providing an accessible avenue for all stakeholders to obtain high quality, detailed information about the project. This would include project update and new fact sheets, as required.</p> <p>The website would be regularly updated to coincide with future stages.</p>	<ul style="list-style-type: none"> • All stakeholders 	<ul style="list-style-type: none"> • Exhibition phase • Planning approval
Feedback channels	The consultation team email and phone contact details would be published on the website and in the project update, to provide the opportunity for feedback outside of set events such as the community information feedback session.	<ul style="list-style-type: none"> • All stakeholders 	<ul style="list-style-type: none"> • Throughout
Phase two Construction			
Activity	Description	Stakeholders	Timing
One-on-one meetings with stakeholders	<p>One-on-one meetings are effective ways to interact with some stakeholders, especially those with a high level of interest in the project.</p> <p>Meetings would continue, where appropriate, to update stakeholders at key stages of construction.</p>	<p>One-on-one meetings could be considered for:</p> <ul style="list-style-type: none"> • Community groups • Local businesses • Councils • Peak bodies • Stage Government agencies • Industry groups • Users 	<ul style="list-style-type: none"> • Pre lodgement • Exhibition phase • Pre planning approval

Project update (newsletter)	New project updates would be issued to provide details on construction activities, providing further details of the proposed facility and future project milestones.	<ul style="list-style-type: none"> Local residents Local businesses 	<ul style="list-style-type: none"> Start of construction Final stages of construction
Website	The website would be updated at key stages of construction—providing an accessible avenue for all stakeholders to obtain high quality, detailed information about the project. This would include the project update and new fact sheets, as required.	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> Start of construction Major construction milestones Completion of construction
Feedback channels	In addition to the existing consultation team contact details, an information (phone) line would be established to give local residents the ability to provide feedback and initiate a quick response to issues which might arise.	<ul style="list-style-type: none"> Local residents Local businesses 	<ul style="list-style-type: none"> Throughout
Instant updates	An email and/or SMS database could be considered to provide up-to-the-minute notification of significant construction activities, as required.	<ul style="list-style-type: none"> Local residents Local businesses 	<ul style="list-style-type: none"> Throughout
Phase three	Operation		
Activity	Description	Stakeholders	Timing
One-on-one meetings with stakeholders	<p>Meetings would continue, on an 'as-needs' basis, to deal with individual issues or concerns.</p> <p>Consultation with industry would be maintained to ensure Glebe island Expo continues as an effective solution for the exhibition industry.</p>	<ul style="list-style-type: none"> Community groups Local businesses Councils Peak bodies Stage Government agencies Industry groups Users 	<ul style="list-style-type: none"> As required
Website	An operational website would be established in conjunction with the successful tenderer and Business Events Sydney, to provide information on services, an events calendar, and details of Glebe Island Expo's facilities.	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> Throughout
Feedback channels	An information (phone) line would be maintained, to give local residents the ability to provide feedback and initiate a quick response to issues which might arise.	<ul style="list-style-type: none"> Local residents Local businesses 	<ul style="list-style-type: none"> Throughout
Instant updates	<p>Residents and local businesses would benefit from reminders about key events at Glebe Island Expo.</p> <p>An email and/or SMS database could be considered to provide notification of upcoming events.</p> <p>Messages would be coordinated with operator's information channels.</p>	<ul style="list-style-type: none"> Local residents Local businesses 	<ul style="list-style-type: none"> Throughout

Authority / Stakeholder	Issues Raised	Comment and location in EIS where issue is addressed
Roads and Maritime Services (25/9/2012)	Ferry wharf approval process and landowners consent from RMS is required Use of Old James Craig Road Bridge – bridge is not operational. Robert Street / James Craig Road works	Noted Noted Noted
Sydney Ports Corporation – August 2012 – November 2012	Use of site – on-going Proposed development Approvals process Location of roads / temporary wharf Hours of operation Access Existing services / infrastructure	Noted.
Department of Planning and Infrastructure – Planning Focus Meeting (2/10/1012) attended by <ul style="list-style-type: none"> • City of Sydney • Leichhardt Council • Sydney Ports Corporation • Roads and Maritime Services 	Light spill Public and active Transport Public access Parking Traffic – use of Robert Street Acoustic impacts Event management (details) Marine works and water transport Consultation Built form and urban design Ecological Sustainable Development Heritage (conservation areas) Remediation and Contamination Economic impact (feasibility and local economic impact)	Sections 4.14, 6.10 and Appendix L Section 4.11 and Appendix E Section 4.11 Sections 4.3-4.6, 4.11 and Appendix D and E Section 4.11 and Appendix E Section 6.3 and Appendix J Sections 4.3-4.6 Section 4.11, 6.4 and Appendix K Section 1.8 Section 6.1 Section 4.20 Section 6.7 Section 6.8 and Appendix I Sections 3.1, 3.4 and 6.11
Balmain / White Bay Precinct Committee (6/11/2012)	Parking (location)	Section 4.11, 6.2 and Appendix E

Authority / Stakeholder	Issues Raised	Comment and location in EIS where issue is addressed
	Increased traffic, particularly during peak times	Section 6.2 and Appendix E
	Public access and a desire to open up foreshore	
	Old Glebe Island Bridge should be opened up and used by pedestrians and cyclists to access to the site	Refer to comment above.
	Hours of operation	Section 4.8
	Long term use of the Glebe Island (and Bays Precinct) as a working port	Sections 1.4, 1.5
	Cumulative impacts	Section 6.14
Lilyfield / Rozelle Precinct Committee (5/11/2012)	Public access Car parking numbers Traffic	Sections 1.5, 4.11 Section 4.11, 6.2 and Appendix E Section 6.2 and Appendix E
Annandale / Leichhardt Ward Councillor (5/11/2012)	Public access Car parking numbers and car parking on local streets Traffic Type of events	Sections 1.5, 4.11 Section 4.11, 6.2 and Appendix E Section 6.2 and Appendix E Section 4.3-4.6
Leichhardt Council (7/11/2012)	Use of Old Glebe Island Bridge Public access Parking Traffic – use of Robert Street Acoustic impacts Event management (details) Economic impact (local economic impact)	Refer to comment above Section 4.11 Sections 4.3-4.6, 4.11 and Appendix D and E Section 4.11 and Appendix E Section 6.3 and Appendix J Sections 4.3-4.6 Sections 3.1, 3.4, 6.11 and 6.17
Jacksons Landing Community Association (7/11/2012)	Noise Design and location of services, air-conditioning Traffic Use of Old Glebe Island Bridge Additional ferry stop at Pyrmont	Section 6.3 and Appendix J Section 6.3 and Appendix D Section 6.2 and Appendix E Refer to comment above Noted