



## Communication and Engagement Plan

#E2018/5632

<b>Project name</b>		<b>Railway Precinct Program of Works</b>						
<b>When</b>	<b>April 2017 to July 2018</b>							
		<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>
	<b>RAILWAY SQUARE STAGE 1</b>							
	<b>RAILWAY SQUARE POM</b>							
	<b>VISITORS CENTRE REFURBISHMENT</b>							
	<b>BYRON STREET WORKS</b>							
	<b>FARMERS MARKET RELOCATION</b>							
<b>Background</b>	<p>In 2016, Council adopted the Byron Bay Town Centre Master Plan – a vision and strategy to guide the future form of Byron’s town centre, and actions to achieve the long term vision.</p> <p>There are a number of town centre projects scheduled for delivery in 2018 which come from the Master Plan. These projects are being delivered across all Directorates within Council, and across a large number of teams, yet essentially impact the same key stakeholders within the town centre.</p> <p>This Communication and Engagement Plan is designed to cover the full program of works in order to:</p> <ul style="list-style-type: none"> <li>- Ensure clear, consistent messaging with impacted businesses and property owners</li> <li>- Avoid duplication of work / engagement</li> </ul> <p>Council has received a Tourism Demand Driver Infrastructure Program grant to the value of \$260,750 with 50/50 council contributions, total of \$521,500 (ex GST). Projects within the program and their project managers include:</p> <ul style="list-style-type: none"> <li>• Railway Park Upgrade: \$237,500 – Nikki Bourke</li> <li>• Byron St Connection Upgrade: \$139,000 – Josh Winter</li> <li>• Visitor Centre refurbishment: \$100,000 – Col Sims</li> <li>• Visitor Centre Technology Project: \$45,000 – Col Sims</li> </ul> <p>To assist in the implementation of the various projects, Plans of Management will be prepared for the Railway Park land (Lo2 DP827049) and the property occupied by the Byron Information Centre (Lot 1 DP827049). Both these properties are Council-owned and classified as Community Land under the Local Government Act 1993.</p> <p>This Plan is an overarching strategy for projects impacting stakeholders in the Byron town centre. A number of these projects will have more detailed sub-strategies sitting below this Plan to ensure targeted, intensive consultation with specific stakeholders where required. Similarly, there are ‘adjacent’ projects such as the Byron Bay Bypass and Butler Street Reserve which will have their own Communication Plans that will complement this plan to ensure consistent messaging across all projects.</p>							
<b>Governance</b>	Local Government Act 1993 in relation to the Community Land Plans of Management.							
<b>Objectives</b>	1. To gather input into the design phase of the projects							

	<ol style="list-style-type: none"> <li>2. To arrive at an agreed outcome for the spaces</li> <li>3. To minimise disruption to local businesses and property owners</li> <li>4. To maximise efficiency of engagement and avoid duplication of communications</li> <li>5. To gather input in to the Plans of Management, to facilitate the upgrade works, respect the heritage and cultural values of the land, and guide the future use of these parks</li> <li>6. To resolve issues associated with the Byron Environment Centre's use of the existing rotunda within Railway Park</li> <li>7. To keep residents, neighbouring businesses and park users informed of works</li> <li>8. To ensure the appropriate exemptions, approvals, plans and services are in place to facilitate the relocation of the Farmers Markets</li> </ol>		
<b>Challenges</b>	<ol style="list-style-type: none"> <li>1. Finite funds</li> <li>2. Possible relocation of environment centre to elsewhere within the park – strong resistance from Byron Environment Centre</li> <li>3. Negative reaction to vegetation trimming or removal</li> <li>4. Diverse range of stakeholders with differing expectations</li> <li>5. Short timeframes and project interdependencies</li> <li>6. Existing uses/events/lessees of the project areas</li> <li>7. Rough sleepers/homeless</li> <li>8. Stakeholder and public interest in the rail corridor, car park areas and countrylink building that are not included in the TDDI program</li> <li>9. Security of works equipment during construction</li> <li>10. Significant disruption to businesses on Byron Street during construction phase</li> <li>11. Waste management of businesses backing on to Lawson Street South Carpark</li> </ol>		
<b>Key messages</b>	<ol style="list-style-type: none"> <li>1. Initiatives of BBTCMP – all working towards delivering some of the short term actions in the BBTCMP.</li> <li>2. Grant funding will support some upgrades to the rail precinct, BSC is funding the remainder.</li> <li>3. Delivery timeframes are tight due to funding agreements, and construction timelines have taken in to account existing users of the spaces so disruption can be minimised.</li> <li>4. Upgrades will deliver a reinvigorated town centre – stronger connections and improved pedestrianisation along Byron Street, a more open and useable Railway Square and farmers markets in the centre of town.</li> </ol>		
<b>Media spokesperson</b>	<p>Mayor</p> <p>Acting General Manager</p> <p>Director of Infrastructure Services</p> <p>Director of Sustainable Environment and Economy</p> <p>BBTCMP Leadership Group Chair (external)</p>		
<b>Work contact</b>	<p>Claire McGarry – 6626 7296</p>		
<b>Emergency Services</b>	<p>YES</p>	<p>Tasked to whom?</p> <p>Nikki Bourke</p> <p>Josh Winter</p>	<p>When?</p> <p>Construction phase</p>

<b>Potential level of impact</b>	<b>Railway Square Works</b>  Level 4 – Low impact on local area or group	<b>Railway Square POM</b>  Level 4 – Low impact on local area or group	<b>Visitors Centre Refurb</b>  Level 4 – Low impact on local area or group	<b>Byron Street Works</b>  Level 3 – High impact on local area or group	<b>Farmers Market Relocation</b>  Level 3 – High impact on local area or group
<b>IAP2 Public Participation Spectrum</b>	<input type="checkbox"/> Inform - during construction phase & for PoMs <input type="checkbox"/> Involve – for preparation of PoMs <input type="checkbox"/> Consult – during design phase & for PoMs				
<b>Stakeholders</b>	<b>Internal</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Staff                             <ul style="list-style-type: none"> <li>○ Property maintenance</li> <li>○ Cleaning</li> <li>○ Parks operations</li> <li>○ Flooding and drainage</li> <li>○ Leasing and licensing</li> <li>○ Events</li> <li>○ Building &amp; plumbing certification (if required for amenities)</li> <li>○ Roads</li> <li>○ Tourism and Economic Development</li> </ul> </li> <li><input type="checkbox"/> Customer service</li> <li><input type="checkbox"/> Councillors</li> <li><input type="checkbox"/> BBTCMP LT – Claire McGarry</li> <li><input type="checkbox"/> Rails Program Control Group</li> <li><input type="checkbox"/> Executive Team</li> </ul>		<b>External</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ratepayers</li> <li><input type="checkbox"/> Residents</li> <li><input type="checkbox"/> Commercial businesses                             <ul style="list-style-type: none"> <li>○ Website Travel – Jurone</li> <li>○ Destination Byron - Renae Weller</li> <li>○ The Rails - Tom and Katherine Mooney</li> <li>○ Café to the north and property owner for the building</li> <li>○ Byron Street businesses</li> <li>○ Businesses backing on to Lawson St South Carpark</li> <li>○ Farmers Market operators</li> <li>○ Elements</li> <li>○ John Holland Rail</li> </ul> </li> <li><input type="checkbox"/> Emergency Services</li> <li><input type="checkbox"/> Business organisations                             <ul style="list-style-type: none"> <li>○ Byron Visitor Centre Board – Serena Williams</li> <li>○ Byron Bay Chamber of Commerce - Gail Fuller</li> <li>○ Byron Visitor Centre – Mick Webb</li> <li>○ Byron Community Centre– Paul Spooner</li> </ul> </li> </ul>		

			<input type="checkbox"/> Progress Associations <input type="checkbox"/> Local Indigenous groups <ul style="list-style-type: none"> <li>○ Arakwal Corporation – Gavin Brown</li> </ul> <input type="checkbox"/> State government <input type="checkbox"/> Local media <input type="checkbox"/> User groups of park and visitors centre <ul style="list-style-type: none"> <li>○ Markets</li> <li>○ Planned events (refer BSC leasing/licensing)</li> <li>○ Byron Environment Centre</li> <li>○ Rough sleeper organisation (community centre, SHIFT etc)</li> </ul>	
<b>Our promise</b>	<b>INFORM</b> <i>We will keep you informed when construction is in progress to minimise impacts.</i>			
	<b>INVOLVE</b> <i>We will work with you to ensure that your concerns and aspirations are directly reflected in the design plan and provide feedback on how public input influenced the decision.</i>			
	<b>CONSULT</b> <i>We will work with you to ensure that your concerns and aspirations are directly reflected in the options developed and provide feedback on how public input influenced the decision.</i>			
<b>Evaluation</b>	<ol style="list-style-type: none"> <li>1. Agreed and completed detailed design delivered</li> <li>2. Agreement with Byron Environment Centre regarding their future presence on-site.</li> <li>3. Progression to construction</li> <li>4. Expending the grant funds by the desired timeframes</li> <li>5. Completed Plans of Management</li> <li>6. Relocated farmers markets</li> </ol>			
<b>Internal staff</b>	YES	Customer service staff Rails Program Control Group	When? Ongoing Ongoing	
<b>Submitted to Director or Manager</b>	1 Feb		Approved Acting GM	5 Feb
<b>Reported to ET</b>	7 Feb		Endorsed	7 Feb
<b>Reported to Communications Panel</b>	Scheduled 13 Feb		Endorsed	When?

When designing your communication/engagement program, use the following matrix to help inform your decisions. The matrix is a guide only and there may be other methods that are applicable.

Essential  Desirable  Optional  NA Not Applicable

	Method/Action	Level 1 – high impact on Byron Shire	Level 2 – lower impact on Byron Shire	Level 3 – high impact on local area or group	Level 4 – lower impact on local area or group
INFORM	Letter/email to specific parties	Essential	Essential	Essential	NA
	SMS	NA	NA	Desirable	NA
	Website notice	Essential	Essential	Essential	Optional
	Letter box drop	Optional	Optional	Optional	Optional
	Phone call	Optional	NA	Desirable	NA
	Phone HOTLINE	Essential	Desirable	Essential	Optional
	Message on hold	Essential	NA	Desirable	NA
	Public notice advert (BSN)	Optional	Desirable	Essential	NA
	Echo advert	Essential	Optional	Essential	NA
	Northern Star	Desirable	Optional	Optional	NA
	Bay FM	Essential	Optional	Desirable	NA
	ZZZ2LM	Optional	NA	Optional	NA
	Television advert	Desirable	NA	NA	NA
	E-news general	Essential	Desirable	Essential	Optional
	Street signage	Desirable	Optional	Essential	Desirable
	Variable Message Signage (VMS)	Desirable	Optional	Essential	Optional
	Rates notice	Desirable	NA	Desirable	NA
	Media release	Essential	Optional	Desirable	Optional
	Brochure/flyer	Desirable	Optional	Desirable	Optional
	Posters	Optional	Optional	Optional	Optional
Display	Optional	Optional	Optional	Optional	
Community Access Point	Desirable	Optional	Optional	Optional	
CONSULT	Fact Sheet	Desirable	Optional	Optional	Optional
	FAQs	Essential	Optional	Desirable	Optional
	Council report	Essential	Optional	Desirable	Optional
	Social Media	Essential	Optional	Desirable	Optional
	E-news group (specific)	Optional	Optional	Desirable	NA
	Drop in session	Optional	Optional	Desirable	Optional
	One-on-one briefing	Desirable	Optional	Desirable	Optional
	Shop front display	Optional	Optional	Optional	Optional
	Farmers Market stand	Desirable	Optional	Desirable	Optional
	Survey - online	Optional	Optional	Optional	NA
	Survey - paper	Optional	Optional	Optional	NA
	Public meeting (open)	Desirable	Optional	Desirable	Optional
	Stakeholder meeting (by invitation)	Desirable	Optional	Desirable	Optional
	Focus Group	Desirable	Optional	Desirable	Optional
	Public Exhibition	Essential	Optional	Desirable	Optional
Site meeting/tour	Desirable	Optional	Desirable	Optional	
INVOLVE	Online discussion forum	Desirable	Optional	Optional	NA
	Project Reference Group	Desirable	Optional	Desirable	NA
COLLABORATE	Roundtable	Desirable	NA	Optional	NA
	Charette	Optional	Optional	Optional	NA
	Deliberative Forum	Optional	Optional	Optional	NA
	World Cafe	Optional	NA	NA	NA
EMPOWER	Summit	Optional	NA	NA	NA
	Independent Advisory Committee	Optional	NA	NA	NA
	Ballot	Optional	NA	NA	NA
	Citizen jury/panel	Optional	NA	Optional	NA

Communication/engagement action plan							
Action (Method)		Objective	Stakeholders	Note	When	Tasked to	Cost \$
1	Meeting with Byron Environment Centre (BEC)	Consult	Byron Environment Centre		February 2018	Mark Arnold, Claire McGarry	
2	Presentation to Masterplan Leadership Group	Consult	BBTCMP LG		February 2018	Claire McGarry	
3	Letter/email to specific stakeholders	Notify	Property owners Business Owners User Groups	Inviting stakeholders to provide input into design (Nov) Advising of design outcome Advising of upcoming works Inviting input into PoMs Requesting information on potential impacts Requesting information on uses of particular spaces (eg Lawson St South Carpark) Construction notification	November 2017 (completed) February 2018 April 2018	Nikki Bourke (Nov) Claire McGarry (Feb & April)	\$700
4	Website notice	Notify		As above	December 2017 (completed) Ongoing	Amy Phillips Claire McGarry	\$300
5	Town Centre Walk-around	Consult	Property owners Business owners	Hand deliver letters and concept plans Discuss projects Gather feedback	February 2018	Claire McGarry Josh Winter	

Communication/engagement action plan							
Action (Method)		Objective	Stakeholders	Note	When	Tasked to	Cost \$
			User groups	Leave contact details			
6	Phone call			Follow up letters and drop ins	November 2017 (Completed)  March 2018	Nikki Bourke  Claire McGarry	\$200
7	Phone Project Contact			Claire McGarry, Place Manager 6626 7296	All Phases		
8	Arakwal Engagement	Inform and consult		Standing agenda item on Arakwal MoU Committee	Ongoing	Claire McGarry	
9	Public notice advert (BSN)			Eol and RFx as required	As required	Project Officers	\$300
10	Echo advert			During info/pop-up stands on site  (2x small display adverts per phase)	Phase 1 & 2	Media Comms Officer + Project Officer	\$2000
11	BSN advert			During info/pop-up stands on site  (2x quarter page display adverts per phase)	Phase 1 & 2	Media Comms Officer + Project Officers	\$1200
12	E-news general			Inviting stakeholders to provide input into design & PoMs  Advice of final design outcome  Construction notification	All phases	Claire McGarry  Comms team	
13	Temporary Street signage			Inviting stakeholders to provide input into design  Advice of final design outcome  (A0 sized corflute signs in 3 locations)	All phases	Media Comms Officer + Project Officers	\$1080

<b>Communication/engagement action plan</b>							
<b>Action (Method)</b>		<b>Objective</b>	<b>Stakeholders</b>	<b>Note</b>	<b>When</b>	<b>Tasked to</b>	<b>Cost \$</b>
				during each phase = 9 signs)			
<b>14</b>	<b>Media release</b>			Inviting stakeholders to provide input into design  Advice of final design outcome  Construction notification	All phases	Media Comms Officer  Claire McGarry	
<b>15</b>	<b>FAQs</b>			Fact sheet and website	Ongoing	Claire McGarry	\$200
<b>16</b>	<b>Council reports</b>			As required	Ongoing	Claire McGarry  Project Officers	\$700
<b>17</b>	<b>Councillor Bulletin</b>			Project Updates	All phases	Claire McGarry	\$200
<b>18</b>	<b>Social Media</b>			Inviting stakeholders to provide input into design  Advice of final design outcomes  Construction notification	March 2018	Digital Comms Officer	
<b>19</b>	<b>Social Media - paid</b>			Inviting stakeholders to provide input into design  Advise of final design outcome	March 2018	Digital Comms Officer	\$200
<b>20</b>	<b>Information sessions</b>			Inviting stakeholders to provide input into PoMs	March 2018	Rob Van Iersel	\$1500
<b>21</b>	<b>One-on-one briefing</b>			Provide opportunities for neighbouring businesses and key stakeholders/user groups for one on one briefings	March 2018	Claire McGarry	\$300
	<b>TOTAL</b>						<b>\$9,880</b>



*Please note that implementation of the above actions/tasks dependent upon approved budgets and resourcing. Cost is estimated based on previous similar projects.*