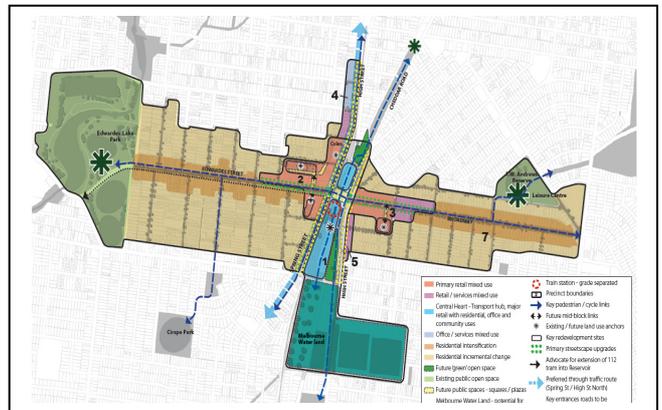


Stakeholder Engagement Strategy

Reservoir MAA Draft Structure Plan



Draft 29 May 2012

Section 1: Introduction

The purpose of this Engagement Strategy is to provide a framework for stakeholder engagement which will underpin the refinement and subsequent adoption of a Structure Plan for Reservoir Major Activity Area (Reservoir MAA).

To date, engagement on the project has been important both as a research tool and as a 'participation enabler' so that the experts AND the community of 'non experts' affected by the project have had opportunity to influence and shape the ideas and design scenarios developed as part of the project process and to vote on the preferred outcomes which now form part of the *Reservoir MAA Draft Structure Plan 29 May 2012*.

It is important that the project process continues to be underpinned by a participatory engagement approach to build the capacity of stakeholders to make critical decisions about Reservoir's future and to lead the vision for the centre to attract renewed investment in infrastructure, retail, jobs, housing and services and provide guidance on how this investment may best benefit the diverse community now and into the future.

1.1 The Process So Far

In February 2009, Darebin City Council commenced the structure planning process for Reservoir MAA. The project is being undertaken by Darebin City Council in conjunction with a number of specialist consultants through a five stage process.

The first stage involved stakeholder engagement and research to gain an understanding of key issues affecting the future planning of Reservoir. The second stage focused on developing an understanding of what makes Reservoir special now as a foundation for the Structure Plan preparation.

The third stage of the project involved working closely with Government agencies and key opinion leaders to test options and scenarios for key strategies and sites within the structure plan area. This work culminated in the *Vision Scenarios Discussion Paper for Public Consultation November 2010*. Community feedback on the report suggested that there were concerns about growth and change in Reservoir MAA, particularly in regards new residential development in existing neighbourhoods. The feedback also indicated that there was a lack of understanding and awareness of the key drivers for change in the activity area.

The fourth and current stage has focused on deliberative processes with targeted groups to appreciate the need for a future focused vision for Reservoir MAA and what that might look like. Key directions were developed and the wider community engaged on the directions as part of a community café event and on streets surveys. Council heard that the wider community had high levels of confidence in the vision and key directions. These ideas have been subsequently included in the *Reservoir MAA Draft Structure Plan 29 May 2012*.

1.2 Engagement Approach for the Reservoir Draft Structure Plan

Whereas the earlier stages of engagement had a strong research, design and capacity building focus, the needs of this stage relate to providing feedback and information and collating evaluation data to build our understanding about what successful engagement looks like. The limited research component will involve a gaps analysis to ensure all matters have been considered as part of the Structure Plan preparation.

This Engagement Strategy outlines the objectives, stakeholders, potential stakeholder issues and the tools and techniques underpinning the Public Exhibition Program to be delivered between 19 June 2012 and 13 July 2012.

Section 2: Engagement Strategy Objectives

The objectives for this stage of engagement are:

1. To continue to raise awareness of the project so that Reservoir's diverse community has opportunity to influence and shape the centre's future design, function and feel.
2. To work with all groups engaged during the project process to continue to build understanding and leadership on the critical ideas of the *Reservoir MAA Draft Structure Plan 29 May 2012*.
3. To test the actions of the *Reservoir MAA Draft Structure Plan 29 May 2012* with stakeholders to achieve a realistic, evidence based Program of Implementation.
4. To gauge the level of understanding of AND support for the critical ideas of the *Reservoir MAA Draft Structure Plan 29 May 2012*.
5. To build knowledge about the successful and unsuccessful elements of the Engagement Strategy Program to inform future engagement strategies.
6. To deliver an efficient and targeted Engagement Strategy Program with limited resources.

Section 3: Who We Need To Engage

The key focus for this engagement process is to target groups previously engaged. In this regard, it must be emphasised that previous engagement activities have invested significant time and resources to ‘reach’ key government agencies, traders, landowners, opinion leaders, wider community AND Reservoir’s diverse and vulnerable groups and community and advisory groups. The groups to be engagement are as follows:

Table 1: Stakeholder Groups

Stakeholder Group	Specific Stakeholder Groups
State Government	<ul style="list-style-type: none"> • Department of Transport (Public Transport Division) • Dept. of Planning and Community Development (Activity Centres Unit) • Vic Roads (Smart Roads Network Operating Plan Team – Andrew Hall) and (North West Operations Team – Simon Lanza) • Metro Trains Melbourne (TK Ting) • Melbourne Water (Dick Parry) • Vic Track • State Government MPs • La Trobe University • Department of Human Services (Neighbourhood Renewal and Office of Housing)
Darebin City Council and Local Service Providers	<ul style="list-style-type: none"> • Latrobe Ward Councillors • Executive Management Team • Council Units including: Economic Development and Employment, Statutory Planning, Major Projects Engineering and Transportation, Community Planning, partnerships and Performance, Arts and Culture, Environmental Strategy, Leisure and Public Realm, Community Services • PRACE, Victoria Police, East Reservoir Neighbourhood House, Reservoir Primary School, St Gabriel’s Primary School
Residents	<ul style="list-style-type: none"> • Residents in the Structure Plan Boundary • Residents who have registered with the project to be kept informed (approx 623 Residents)
Traders	<ul style="list-style-type: none"> • Traders in the centre • Reservoir Village Traders Association • Coles • Woolworths • Aldi • Reservoir Bus Company
Land owners	<ul style="list-style-type: none"> • Owners of strategic redevelopment sites
CALD	<ul style="list-style-type: none"> • Macedonian Senior Citizen’s Club • Reservoir Greek Elderly Citizens Group • PRACE ESL class
Aged	<ul style="list-style-type: none"> • Reservoir Senior Citizens Group
Women	<ul style="list-style-type: none"> • Maternal and Child Health Mothers Group – Reservoir Civic Centre
Indigenous	<ul style="list-style-type: none"> • Darebin Aboriginal Advisory Committee
Youth	<ul style="list-style-type: none"> • Youth Leadership Group • Ute Crew

Opinion Leaders	<ul style="list-style-type: none"> • Community Reference Group • Other Darebin Advisory Groups including: Active and Healthy Ageing Board, Darebin Disability Advisory Committee, Darebin Environmental Reference Group, Darebin Housing Advisory Committee, Darebin’s Women’s Advisory Committee, Darebin Ethnic Communities Council • Special Interest Groups
Others	<ul style="list-style-type: none"> • Booz and Co. • Village Well • ASR Research • CKC • Collaborations • Capire

Section 3.1 Stakeholder Groups Critical Needs and Issues

In order to achieve an efficient and targeted engagement approach, the critical issues and needs of each stakeholder group have been teased out in the table below. In order to mitigate the needs and issues of the various groups, a series of key messages and engagement activities will be developed (see Section 5).

Table 2: Critical Needs and Issues

Stakeholder Group	Stakeholder Needs / Issues	Strategies to Mitigate Needs / Issues
State Government	<p>We expect a robust, evidence based strategy underpinned by extensive engagement</p> <p>Different agencies will want to hear how their policy issues have been addressed by the plan</p>	<p>Key messaging to focus on the research approach and methodology as well as the engagement process and outcomes</p> <p>Presentations to individual agencies will involve discussions about specific policy issues</p> <p>NOTE: a briefing session which brings together the key transport agencies would be an appropriate follow up to the Reservoir Junction reconfiguration workshop</p>
Darebin City Council	<p>That the engagement enables vulnerable communities to participate</p> <p>That the plan responds to local issues and needs</p> <p>That the plan is ‘bold and courageous’ and the engagement ‘exciting’ with a street presence</p>	<p>Work with Council’s indigenous officer to ensure the indigenous community has a say</p> <p>Meet with the vulnerable groups previously engaged</p> <p>Key messaging must articulate how the community feedback has shaped the draft Structure Plan</p> <p>Key messages - “<i>Our priority projects will transform Reservoir MAA to benefit you, this is our plan to make it happen</i>”</p>

	How are we going to implement this plan?	<p>There must be engagement activities which enable a 'distributed' engagement approach</p> <p>Consult on a draft Implementation Plan as part of the engagement delivery</p>
Residents	<p>How have our ideas and concerns been included in this plan?</p> <p>What is the anticipated level of change for the MAA?</p> <p>We don't feel we are benefitting from the change happening in our residential streets</p> <p>How does this plan help us to tackle climate change?</p> <p>Rail grade separation is a fantasy? We don't believe it will happen.</p> <p>My key concerns haven't been addressed by the draft Structure Plan</p>	<p>Key messaging to articulate how the community feedback has shaped the draft Structure Plan</p> <p>Key messaging to articulate future locations for intensification</p> <p>Key messaging to articulate planned improvements to streets and public spaces</p> <p>Key messaging to articulate how the plan will support and encourage sustainable local living</p> <p>Key messaging to articulate the steps and timelines to achieve rail grade separation and the need for community support and advocacy</p> <p>Key messaging to articulate that the draft Structure Plan must support State Government policy and that some elements of the plan are 'non-negotiable'</p>
Traders	<p>We have needed improvements and investment in our centres for years, when will they happen</p> <p>What are the future plans for car parking</p> <p>Coles, Aldi and Woolworths – what are the future opportunities for our businesses</p> <p>Reservoir Bus Company - what are the future opportunities for our businesses</p>	<p>Key messaging about our short term priorities which are to improve the amenity of the shopping strips – how this might happen – what might be the barriers – how they might help to make it happen</p> <p>Key messaging about car parking priorities and potential car parking arrangements</p> <p>Individual briefings to discuss key opportunities</p> <p>Individual briefing to discuss key opportunities</p>
Land owners	What are the opportunities for developing my land into the future	Must provide some guidance about what the future controls will look like

		Invite owners of key sites to discuss the future plans and the possibilities in terms of future development of their sites
CALD	We need interpreters and we need our written material in our community language We have limited mobility	Organise Greek and Macedonian interpreters Have project information translated into Greek, Macedonian and Italian Visit the groups in situ
Aged	We have limited mobility	Visit the group in situ
Women	We have limited mobility	Visit the groups in situ
Indigenous	Work with Council's indigenous officer to understand the issues which need to be discussed / responded to	Visit the group in situ
Youth	We have limited mobility	Visit the groups in situ
Highly influential people in the project process	It is important that we are acknowledged for our role during the project process and our leadership within our communities	Ensure all participants are acknowledged for their contribution to the project process

Section 4: Required Levels of Public Participation

In the absence of an adopted consultation strategy for Darebin City Council, the IAP2 values and spectrum of public participation provide guidance on best practice for levels of public participation in urban planning contexts.

For this engagement process, our focus will be on **informing, consulting and involving** activities to achieve the objectives of this Engagement Strategy. A tool kit of potential activities is included in Table 3 below:

Table 3: IAP2 Spectrum of Public Participation

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Goal:	To provide stakeholders with balanced and objective information to assist them in understanding the issues, alternatives and opportunities.	To obtain stakeholder feedback on analysis, options and/or decisions.	To work directly with stakeholders throughout the process to ensure that their concerns and aspirations are consistently understood and considered.	To partner with stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to Stakeholders:	<i>We will keep you informed.</i>	<i>We will keep you informed, listen to and acknowledge concerns and provide feedback on how stakeholder input influenced the decision.</i>	<i>We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decision.</i>	<i>We will look to you for direct advice and innovation in formulating solutions and incorporate your advice into the decisions to the maximum extent possible.</i>	<i>We will implement what you decide.</i>
Example Techniques	<ul style="list-style-type: none"> • Fact sheets • Web sites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberative polling 	<ul style="list-style-type: none"> • Citizen advisory committees • Consensus building 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

Section 5: Public Exhibition Program

The public exhibition period will commence on the 19 June 2012 and will be completed on the 13 July 2012. Give the short timelines and the limited resources, a highly efficient and targeted delivery must be achieved. The Public Exhibition Program outlines the tools and techniques required to achieve this delivery.

Table 4: Public Exhibition Program

Activity	Target stakeholders	Level of participation
COMMUNICATION AND EDUCATION		
<p>Project communications</p> <p>There is to be one set of communication channels including phone, email and address to ensure incoming information is recorded and appropriately managed</p> <p>The website will be the key contact point for project information and must be kept up to date</p>	All	Inform - consult
<p>Project visual identity</p> <p>To create a 'recognisable' look and feel for the project</p>	All	Inform
<p>Key messages</p> <p>This information will be used to develop all project communication tools to ensure consistent and targeted messages throughout the engagement</p>	All	Inform
<p>Fact sheets</p> <p>To provide general information about contact details, the project overall and the key strategies and initiatives of the draft Structure Plan</p> <p>To be available as part of the Engagement toolkit</p>	All (to be available in translations)	Inform
<p>Introductory letters</p> <p>Targeted letters to be emailed (or mailed where required) to key stakeholders inviting them to participate in the final stage of engagement and to provide a link to the website for further information about the project</p> <p>The letter is to be co-signed by the Mayor and CEO</p>	State government Traders Coles Woolworths Aldi Reservoir Bus Company Residents, advisory groups, community groups, special interest groups who have participated in past	Inform

	engagement activities	
<p>Engagement tool kit</p> <p>To comprise:</p> <ul style="list-style-type: none"> - contact details - key messages - fact sheets - bulletin w' questionnaire <p>The tool kit will be available on the website, at all face to face activities and at community gathering points in Reservoir MAA</p> <p>The tool kit is an awareness raising tool and will enable feedback</p>	All	Inform
<p>Staff briefing session</p> <p>To brief staff about the project process and</p> <p>To be handed out to officers managing advisory committees in the Municipality</p>	Darebin City Council staff Staff managing advisory groups	Inform
<p>Advertising</p> <p>Ad in the Preston Leader Ad on Council's website Ad on Council Intranet Ad in the Staff Bulletin</p>	All	Inform
Media release	All	Inform
Social Media	All	Inform
ENGAGEMENT, RESEARCH AND EVALUATION		
<p>Design and deliver project evaluation</p> <p>Design project evaluation mechanisms</p> <p>Collect evaluation data as part of all face to face activities</p>	All	Inform
<p>Briefing tool kit</p> <p>To be handed out to target groups at the completion of briefings</p>	State government agencies Coles Woolworths Aldi Reservoir Bus Company	Inform / Consult
<p>Briefings</p> <p>Technique to build government interest and</p>	State government agencies Coles Woolworths	Consult

support for the structure plan and to identify any gaps in the work	Aldi Reservoir Bus Company	
Discussion guide Tool to guide and facilitate discussion as part the discussion groups to enable group participation and feedback	N/A	N/A
Discussion groups Present on the draft Structure Plan and facilitate discussion according to the discussion guide	Traders Reservoir Village Traders Association Edwardes Lake Park residents	Involve
Key Site Owners Focus Group Present on the draft Structure Plan and facilitate discussion according to the discussion guide	Key site owners	
Community workshop Present on the draft Structure Plan and facilitate discussion according to the discussion guide	Wider Community	Involve
Internal staff workshop Test the Implementation Plan	Darebin Council Staff	
Bulletin and questionnaire To be handed out at the completion of all the face to face activities To be available on the website	All All face to face participants	Inform / Consult
REPORTING AND FEEDBACK		
Collation of contact details (including email) of all people who participated in the engagement		
Collation and analysis of evaluation outcomes	Strategic Planning Unit	N/A
Collation and analysis of engagement outcomes Gaps analysis and corrections to guide finalisation	Strategic Planning Unit	N/A
Community Reference Group Meeting	CRG	N/A
Council Report for Final Structure Plan	Council	N/A

Adoption		
Feedback Bulletin	All	