

Communication & Engagement Plan

Project Name	Mission Beach Town Centre Revitalisation Project
Project Owner	Andrew Graffen, Chief Executive Officer
Project Manager	To be appointed

1.1 Project Scope

To positively engage with the community to deliver a project that reflects and is authentic to Mission Beach and also meets local businesses' needs.

Our goal:

Share information:

To share information with all stakeholders about the project through multiple channels and create the opportunity for stakeholders to engage.

Generate support:

To create collective support aligned with the proposed change from primary stakeholders.

Build relationships:

To create new relationships and strengthen existing relationships with stakeholders.

1.2 Negotiables vs. non-negotiables

Negotiables:

- How the design works with existing buildings
- Landscaping species selection
- Pavement treatment
- Timing of works in terms of hours works per day
- Public art themes
- Impact on access to businesses during construction
- Pedestrian access during construction
- Outdoor Dining

Non-negotiables:

- Site selection
- Removal of building encroachments
- Budget
- Time of construction
- Use of Private Land for works – principal if a business is going to benefit from works a contribution is required.
- Net zero loss of parking
- Vehicle access needs to remain at David Street
- Improved pedestrian access at the precinct
- Prioritising the everyday over the special occasion investments

Identify Target Stakeholders

Primary Stakeholders
<ul style="list-style-type: none">• Mission Beach Town Centre Traders and Operators• Mission Beach Masterplan Project Control Group• Property Owners/ Residents directly affected by project• Traditional Land Owners - Djiru Aboriginal people• Government Organisations• Community and Stakeholder Reference Group• Contractors
Secondary Stakeholders
<ul style="list-style-type: none">• Property Owners/Residents in close proximity of the area, that will not be directly impacted• Wider Community• Tourism Operators• Community Groups• Local Schools
Tertiary Stakeholders
<ul style="list-style-type: none">• Emergency Services• Media Agencies• Road Users• Community Facilities

1.3 Determined Level of Engagement

Project Scores:

	SCORE 1-2	SCORE 3-4	SCORE 5-6	This project
Degree of complexity	There is one clear issue and or problem that needs to be addressed	There are more than one or two issues/problems that can be resolved	There are multiple issues/problems, and it is unclear how to resolve them	4
	SCORE 1-2	SCORE 3-4	SCORE 5-6	This project
Degree of potential community impact and political sensitivity	<p>The project will have little effect on communities, and they will hardly notice any changes.</p> <p>The project has acceptance throughout the community.</p>	<p>The project will fix a problem that will benefit communities and the change will cause minor inconvenience.</p> <p>There are groups in communities who may see potential in raising the profile of the project to gain attention for their cause.</p>	<p>The project will create a change that will have an impact on community and the living environment, and the degree of impact/outrage and acceptance will vary.</p> <p>Community expectations about the project are different to those of the decision-makers and there is high potential for individuals and groups to use the uncertainty to gain attention.</p>	5

Project score for Degree of Complexity: Four

The detailed design and construction phase will propose significant changes to the Mission Beach Town Centre. This will include changes to parking, design changes to store/shop entry points and potential changes to driving speed limits through the area.

The detailed design and construction phase has been scored with a complexity of four, and strong engagement and communication should be achieved.

Project score for Degree of Community Impact/Political Sensitivity: Five

The Town Centre of Mission Beach is an iconic location and highly visited by locals and tourists to the region. This will bring elevated levels of community interest in the design phase of the project. Each of the primary stakeholders has a personal stake in the project.

The project will impact businesses in the precinct, both during the construction phase and once the project has been completed. Due to the potential impact the design will have on businesses and the overall improved benefit the changes will have to the whole region of the Cassowary Coast; a high score has been given to reflect the invested interests around these elements.

1.4 Community Engagement Matrix

Engagement Level for the Project

According to the Community Engagement Matrix, the level of community engagement for the Mission Beach Town Centre Revitalisation Project falls between **INVOLVE** and **INFORM**, varying in line with the level of stakeholder:

For **primary stakeholders**, the level of engagement for the project will be “Involve”, based on the potential impacts the project will have to them during the construction phase. Council will work with these stakeholders to inform, update and gather feedback on potential issues which may arise during the construction phase and work with these stakeholders to mitigate and minimise these issues. It will also be necessary to gain input from the Reference Group and listen to their concerns as they will be championing the project and providing an alternate voice than Council to influence the wider community.

For **secondary and tertiary stakeholders**, the level of engagement for the project will be “Inform”, as this level of stakeholder still has a vested input in the redevelopment’s outcome and will be seeking information on the project and its potential influence on the area. Continual updates on key milestones of the project will be provided, and insights given into project decisions.

1.5 Objectives, Strategies and Tools

No.	Objective	Strategies	Activities/tools
1	Generate awareness of the detailed design of the project, including key project features and project benefits among stakeholders	<p>Include key messages about the key project features and benefits in all communication materials</p> <p>Provide opportunity to view the design</p> <p>Use multiple communication channels to widely distribute project design information</p> <p>Provide regular updates to directly affected stakeholder groups</p> <p>Manage expectations by providing a clear concept design which indicates the type of construction occurring, expected timelines and where it will take place.</p> <p>Provide a method for two-way communication to gather all feedback and concerns</p>	<p>Encourage Councillors to promote the project benefits (provide collateral and briefing notes to assist)</p> <p>Media: Media Releases, Community Connect, social media and radio</p> <p>Dedicated project webpage which is updated regularly</p> <p>Customer Service Briefing Notes</p> <p>Project E-newsletter</p> <p>Project Signage - QR Code Advertising</p> <p>VMS Boards</p> <p>Dedicated email address to maintain two-way communication</p>
2	Proactively engage with affected stakeholders to maximise awareness of the project and highlight the impact to their business, homes or land	<p>Primary Stakeholder feedback will be sought during the detailed design and construction phase of the project. This will these stakeholders to voice concerns or issues they might have</p> <p>Consultation with primary stakeholders in the lead up to construction will ensure a good working relationship and managing risk for potential halts in the project</p> <p>Provide detailed project information and encourage stakeholders to contact us with any questions, feedback or concerns</p> <p>Establish central contact points for sourcing information about the project</p> <p>Offer opportunity to meet to discuss the design and concerns, where appropriate</p>	<p>Stakeholder and community workshops</p> <p>Targeted information sessions will be held with primary stakeholders</p> <p>E-newsletter</p> <p>Letter Drop for key project milestones</p> <p>Dedicated project webpage on Council's website</p> <p>Dedicated project email address to maintain constant two-way communication</p>
3	Undertake early identification of potential issues and appropriate strategies for managing them	<p>Work with key stakeholders to understand their key concerns or issues with the project</p> <p>Provide stakeholders with a mechanism to raise concerns directly with project team to allow early/direct resolution of issues</p> <p>Work closely with the project team to identify construction impacts early and allow sufficient time to manage impacts with stakeholders</p> <p>Notify Customer Service of any significant issues and/or anticipated calls, along with key contact details to escalate issues</p> <p>Ensure stakeholders are aware of the communication channels for complaints, enquiries, and feedback</p>	<p>Regular PCG meetings between internal stakeholders to discuss potential issues</p> <p>Regular meetings between contractors and Council to understand upcoming works/ issues</p> <p>One-on-one Consultation sessions with Primary Stakeholders</p> <p>Dedicated project email address</p> <p>Customer Service, Community Relations, Libraries, Asset Maintenance briefing notes</p> <p>Communication update reports</p>

		Respond to and resolve all enquiries and concerns generated within two business days	E-newsletter updates on upcoming project milestones and potential impacts to stakeholders Where construction has potential to affect businesses and residents issue a letter drop advising of the work, date/ time of work and potential impact
4	Provide clear, timely and relevant information to stakeholders about the project	Ensure stakeholders receive constant communication on the project Provide regular updates as they occur	Update the dedicated website regularly E-newsletter updates Project signage Media: Media Releases, Community Connect, social media and Radio VMS Signage Councillor briefing Notes Customer Service Briefing Notes
5	Actively and consistently communicate key messages and promote the project in a positive light	Include key messages about the benefits of the project in all communication materials	Key messages – benefits Media: Media Releases, Community Connect, social media and Radio Update the dedicated website regularly E-newsletter updates

1.6 Communication Action Plan

Activity/Description	Timing	Purpose	Stakeholders Involved	Communication/ Message	Feedback/ Follow Up
Councillor briefing session and briefing note	Throughout Whole Project	INFORM	Councillors	Brief Council on the launch of the detailed design and advise on key project dates, such as engagement sessions. Highlight any issues or concerns that may arise from the launch and provide a strategic response to assist Councillors with their own communications	Keep Councillors up to date with the project progression, including key milestones such as funding, launch dates, timelines, changes to schedules, and any issues arising to keep the abreast of the project. Provide talking points and promotion collateral)
Local Door Knock	March – April 22	INVOLVE	Primary Stakeholders	To promote the potential start of the project, Council will engage with Primary Stakeholders within the impacted area through a door knock process. These will be the first steps in engaging with these	Provide continued updates through letter drops or project newsletter. Provide project email as point of contact

				stakeholders effectively and building future relationships	
Webpage design and launch	Launch August	INFORM	All Stakeholders	Creation of webpage including all key information in preparation for the detailed design and construction phase	Website to be updated as project progresses
Dedicated Project Email Address	Whole Project	INVOLVE	All Stakeholders	To enable two-way communication a dedicated project email will be created to manage all feedback, queries, and issues	Ensure email is included on all collateral
Letters to Stakeholders	As required	INVOLVE	Primary Stakeholders	Issue letter to primary stakeholders announcing detailed design and advising of upcoming stakeholder engagement sessions and one-on-one consultation sessions	Follow up with stakeholder engagement sessions and allocate time for one-on-one consultation sessions
Customer Service Team briefing session and scripting	As required	INFORM	Customer Service, Community Relations & Services	Brief Customer Service on the project and provide scripting to assist in answering enquiries	Continue to provide updates as they occur
Media release	As required	INFROM	Media All stakeholders	Media release or event to mark the start of concept design, promote key benefits, and advise of upcoming community engagement sessions	Media coverage to be linked to dedicated webpage and dedicated email address. Any questions received should be responded too
Paid advertising	As required	INFORM		Targeted social media posts, radio and print advertising	Advertising statistics to be included in final report
VMS Message Board	Construction Phase Feb 23 – March 24	INFORM	All Stakeholders	Throughout the construction phase use a VMS message board to promote the town centre as being open. Promote road closures or potential upcoming work	Continue to update as project continues
Support Local – Town Centre Promotion	Construction Phase Feb 23 – March 24	INFORM	All Stakeholders – however supporting Primary Stakeholders	Details TBC – however launch a campaign to encourage locals and visitors to continue to shop and spend locally	Consolidate information from businesses after campaign
Project signage	Aug 22 – Mar 24	INFORM	Local Community	Advertise and raise awareness through static signage highlighting the detailed design with a QR linking directly to the	Monitor QR code usage and update posters throughout the project if necessary

				project website	
Project Photograph y	As required	INFORM	All Stakeholders	Capture 'before' images of the project site and ad-hoc capture of any community consultation opportunities and project milestones	Share images on social media and project webpage
Time lapse video	Construction Phase	INFORM	All Stakeholders	Situate a camera in the Village Green to show the construction and changes in the area	Share images on social media and project webpage
Social Media	As required	INFORM	All Stakeholders	Regular social media posts focused on the online submissions form to encourage community feedback as well as sign-ups to the project e-newsletter	Monitor comments and respond if possible
E-Newsletter	As required or monthly basis	INFORM	All Stakeholders	Provide timely project updates, including upcoming works and changes to timeline	
Primary Stakeholder Meeting	As required- at key milestone	INVOLVE	Primary Stakeholders	Meet with primary stakeholders, to discuss concept design and key issues arising from the plan	Meeting minutes available afterwards, subsequent agenda provided
One-on-one Consultation	As requested	INVOLVE	Primary Stakeholders	As requested, will facilitate one-on-one consultations with primary stakeholders to mitigate any concerns or issues which may have arisen	Records from each meeting must be kept for reference