Mundaring Town Centre Cultural Precinct and Multi-purpose Community Facility (MPCF)
ENGAGEMENT AND COMMUNICATION STRATEGY

PROJECT | Mundaring Town Centre - Cultural Precinct and Multi-Purpose Community Facility (MPCF)
Stage 2 (Planning and Design)

CLIENT | Shire of Mundaring

VERSION | 4.1

DATE | 5 January 2023

Aha! Consulting

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Contents

1   Introduction and Context

The Shire of Mundaring is reimagining its town centre, creating a new civic and cultural heart. Identified in the Mundaring Town Initiative Masterplan and the Mundaring Activity Centre Plan, a key component of this initiative is the rationalisation of a range of civic and community facilities into a proposed new Multi-Purpose Community Facility (MPCF). This facility will house the replacement of the Albert Facey Memorial Library, as well as a range of other community and government services.

Commencing in 2019, the Shire has undertaken preliminary planning for the MPCF (Stage 1), including:

- Broad and targeted engagement with the local community and stakeholders between 2019 and 2021, including:
  - An MPCF project page on the Shire's online portal (Engage Mundaring), providing project information, updates and details of upcoming consultation events
  - A facility needs survey
  - Letters and questionnaires to Mundaring town centre businesses, landowners and residents; and service providers and Shire facility tenants within the cultural precinct area
  - Stakeholder interviews
  - Community workshops

  The consultation process and outcomes are discussed in the MPCF Stage 1 Consultation Report 2020 and Appendix B of the MPCF Property Strategy and Land Assembly Plan 2021.
- The MPCF Community Facility Needs Analysis and Land Assembly Options and Constraints Report 2020 (Needs Analysis Report), which analysed community infrastructure requirements and assessed land assembly options within the Mundaring town centre. Based on the analysis and recommendations within the Needs Analysis Report, Council in October 2020 adopted:
  - a Hub-Plus concept model, which proposes to co-locate the majority of community facilities and services, while retaining productive use of some nearby facilities; and
  - decision-making criteria to determine the uses and services to be accommodated in and delivered from the MPCF
- The MPCF Property Strategy and Land Assembly Plan 2021 (PSLAP), which provides recommendations to facilitate land assembly and relocation management of community facilities within the Mundaring town centre. The PSLAP provided a detailed roadmap for the rationalisation of Shire land within the Mundaring town centre, required to ensure the financial sustainability of community facilities and services.

The project has now entered Stage 2, which will involve the planning and design of the Mundaring town centre Cultural Precinct and Multi-Purpose Community Facility and other associated "Hub-Plus" facilities. Community and stakeholder engagement will underpin this stage of the project, playing a vital role in shaping the design of the MPCF and the vision for the Cultural Precinct in which the facility and other community services will be located. Stage 2 will produce:
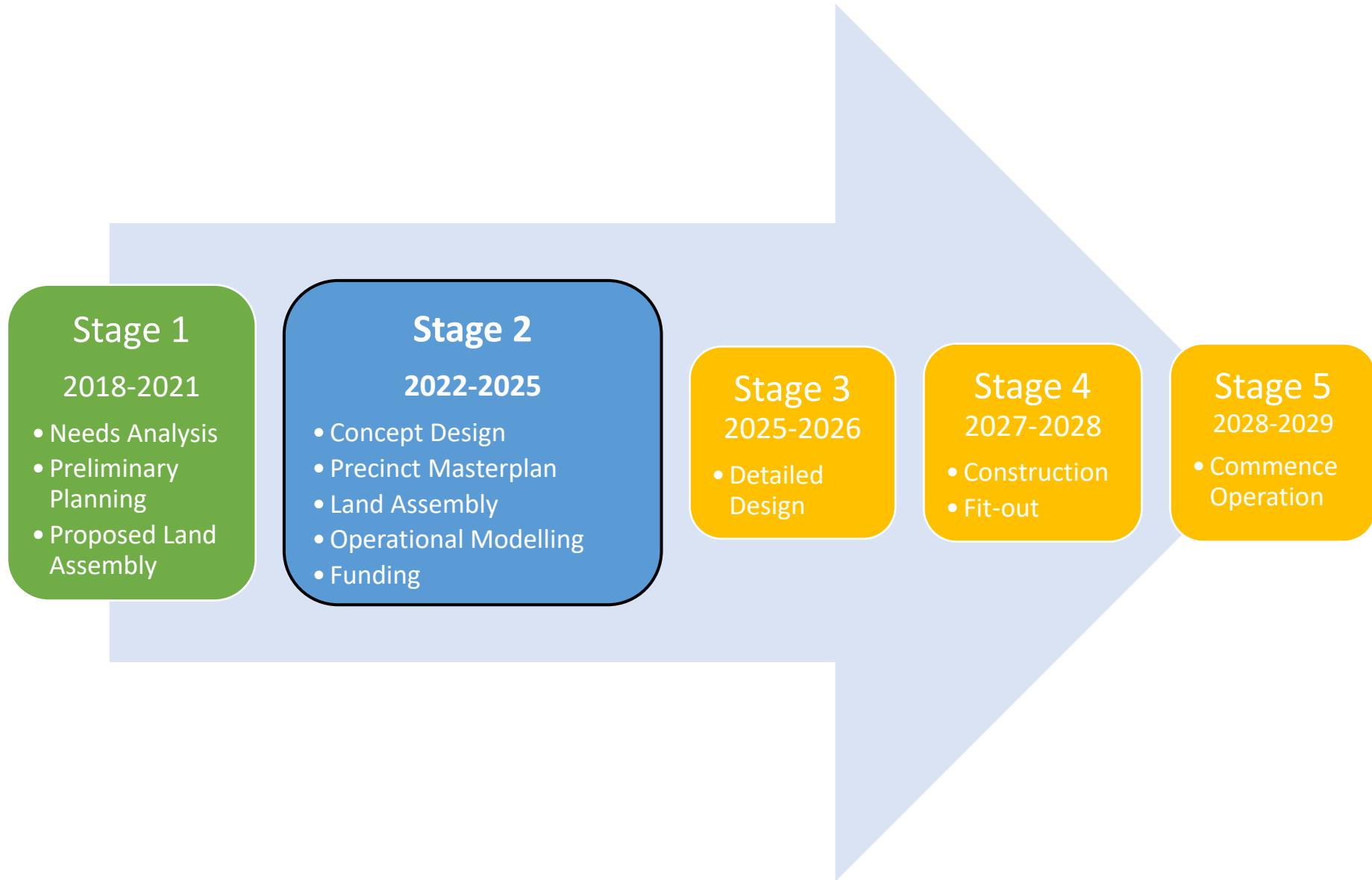
- 3x preliminary concept sketch (MPCF building/s) and Cultural Precinct Masterplan options (with cost estimates);
- a developed concept design on the preferred concept sketch;
- Quantity Surveyor (QS) cost estimate for the preferred developed concept design;
- operational modelling, including service delivery models for Shire run services;
- funding sources secured;
- land assembly works undertaken, and
- a business case presented to Council to determine progression of the project to design and construction (Stages 3 and 4).

The first step of Stage 2 (initial planning and design) will occur throughout 2023 and will involve further community and stakeholder engagement to develop 3x Concept Sketch and Masterplan options for the MPCF and Cultural Precinct. These options will predominantly vary in the services to be provided within the MPCF and the distribution of other community facilities within the Cultural Precinct. From these options, Council will determine the preferred way forward and may elect to undertake further consultation on the preferred concept, before progressing towards a Developed Concept Design and QS costings.

Building from Council's preferred Concept Sketch and Masterplan for MPCF and Cultural Precinct, the second step of Stage 2 will see development of the other Stage 2 outputs listed in the dot points above. During this second step:

- key stakeholders will play an essential role in designing the functional and operational features of the MPCF and nearby supporting facilities;
- the broader community will help guide the look and feel of the MPCF and its interaction with surrounding land uses; and
- the Shire will run a naming competition for the MPCF, with the community to vote on their preferred option.

The purpose of this document is to establish a robust plan for community engagement throughout Stage 2, to ensure the aspirations of the community and the needs of key stakeholders are considered through the design of this district level Multi-Purpose Community Facility in the Mundaring town centre and planning of the Cultural Precinct.

Stage 1

2018-2021

- Needs Analysis
- Preliminary Planning
- Proposed Land Assembly

Stage 2

2022-2025

- Concept Design
- Precinct Masterplan
- Land Assembly
- Operational Modelling
- Funding

Stage 3

2025-2026

- Detailed Design

Stage 4

2027-2028

- Construction
- Fit-out

Stage 5

2028-2029

- Commence Operation

Staged process for development of MPCF

2   Risk Analysis

The following risk assessment is based on a desktop review of data provided and meeting with key staff within the Shire.

Level of Risk   **Rationale**

Social

| Very Low | Low | Medium | High | Very High |

- Potential high expectations of stakeholders, including what will and won't be incorporated in the design and provision of future services; future potential for high level of disruption during construction.

Technical

| Very Low | Low | Medium | High | Very High |

- High level of coordination required across the project; requires high quality, well considered design to inform future project stages.

Economic

| Very Low | Low | Medium | High | Very High |

- Likely to result in a significant new Shire facility and redevelopment of other key facilities that require a high level of funding; Shire has sufficient budget to undertake a level of development but will seek to significantly enhance the level of service, scale of development and quality of infrastructure provided through sourcing grant funding and other investment to enable maximum outcomes. If grant funding is not secured to supplement the project, the level of service, scale of development and quality of infrastructure, will be reduced based on affordability.

Environmental

Very Low	Low	Medium	High	Very High
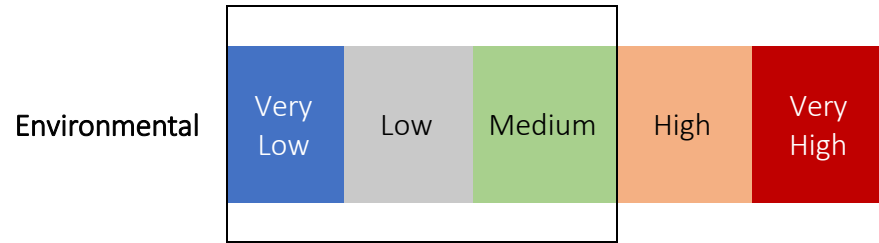
- The environmental risk during this (planning and design) stage of the project is very low. There is a medium environmental risk if the facility goes ahead e.g., removal of mature native trees required for construction etc.

Political

Very Low	Low	Medium	High	Very High
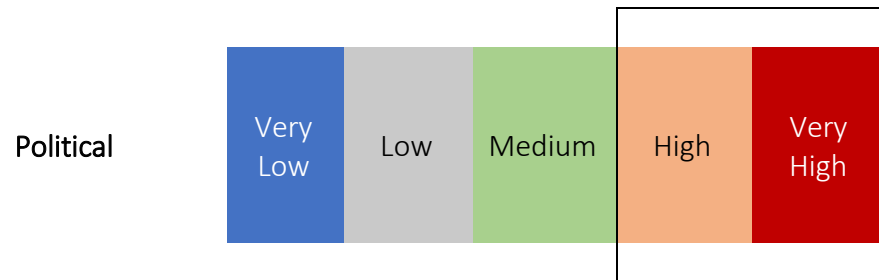
- Scale and visibility of the project is high; likely to be considerable need for advocacy with other levels of government, due to financial requirements; there is potential for a change in councillors at each local government election, held every 2 years. Next Federal and State elections to occur in 2025.

2.1   Summary of Key Risks

Key Risk	Suggested Mitigation
• Low buy-in and engagement of the wider community	• A thorough communications plan will be developed alongside the engagement strategy, to raise awareness and keep the community informed about the project as it progresses, including notification of opportunities to take part in engagement activities • Establishment of a stakeholder database will enable interested community members to be directly informed of updates at key project milestones • A thorough stakeholder assessment will identify key community stakeholders, who may act as information conduits to the broader community
• Consultation becomes dominated by specific sections of the community and not capturing the view of the wider community	• A thorough stakeholder assessment will ensure a broad range of stakeholders are informed, and are provided opportunity to engage with the project; stakeholder participation will be monitored, and the engagement process reviewed and adapted, if necessary • A variety of engagement methods will be used to ensure the views of the wider community are captured, including those from lesser heard groups.
• Creating unrealistic expectations about what is possible, resulting in ideas that are not (financially) feasible	• A thorough communications plan will ensure clear project information is provided to the community and stakeholders • Engagement methods will be carefully selected in recognition of the community's impact and influence assessment
• Losing project continuity and momentum due to Council elections every two years, resulting in a potential changeover of some Councillors	• Plan for key Council decisions to occur prior to caretaker mode for each Local Government election • Provide appropriate briefings for new Councillors, following elections • Provide ongoing briefings to Councillors throughout the life of the project
• Varying levels of project support from Councillors	• As the key decision maker and a key stakeholder for the project, Council will be kept appropriately engaged throughout the project, supporting Councillor buy-in

• Community concern over social, cultural and environmental impacts of the project may impact the engagement program	• A thorough communications plan, that identifies key risks and key messages, will be implemented to ensure accurate information is being provided, to keep the community informed
	• For land within the project area, undertake a thorough assessment of:
	   o environmental features
	   o heritage significance, and
	   o First Nations connections and Aboriginal cultural significance.
	• An issues register should be established for the project, to enable the project team to monitor and respond to issues as they arise

• Large scale disruptive events (bushfire, pandemic etc.)	• May require a Council decision to delay project and/or redirect resources from other projects, to enable this project to continue whilst managing the disruptive event(s)
• Community concerns about potential increase in height/density in town centre may impact the engagement program	• A thorough communications plan, that identifies key risks and key messages, will be implemented to ensure the scope of the project is clearly articulated to the community • An issues register should be established for the project, to enable the project team to monitor and respond to issues as they arise

3   Stakeholders

Stakeholder	Influence[1]	Impact[2]	Relationship with the Organisation[3]	Relationship to the Project	Proposed Project Involvement
INTERNAL					
Councillors	Empower	Very High	N/A	• Key decision maker	• Kept informed of project status • Responsible for determining key decisions • Responsible for determining financial planning (Budget and Long-Term Financial Plan, Corporate Business Plan) / project continuation
Staff to operate within MPCF • Library Services • Mundaring Visitors Centre • Hub of the Hills	Collaborate	Very High	N/A	• User / operator	• Collaborate with staff to ensure space and facility requirements are met and optimised

[1] **Influence**: Degree to which they will determine the outcome/decision – using IAP2 Spectrum: Inform, Consult, Involve, Collaborate, Empower

[2] **Impact**: Degree to which the outcome/decision will affect them – using the scale - Unknown, Very Low, Low, Medium, High, Very High

[3] **Relationship**: **Very Poor** = No trust/alignment, **Poor** = Low trust/alignment, **Moderate** = Moderate trust/alignment, **Good** = Reasonable trust/alignment, **Very Good** = Very High trust/alignment

Stakeholder	Influence[1]	Impact[2]	Relationship with the Organisation[3]	Relationship to the Project	Proposed Project Involvement
Key Shire Staff	Collaborate	High	N/A	• Executive Leadership Team • Project Sponsor • Project Team • Project Manager	• Responsible for project delivery and management (project planning, engaging specialist consultants, project continuation, stakeholder engagement and liaison, community consultation) • Responsible for keeping Council informed • Responsible for seeking funding • Providing technical advice and recommendations to Council
Customer Service staff	Consult	High	N/A	Potential to share functions	• Consult at operational modelling stage
All staff	Inform	Low	N/A	May be required to respond to public enquiries or undertake tasks related to the project / project area	• Regular project updates
EXTERNAL					
Mundaring and Hills Historical Society	Collaborate	Very High	Good	• Proposed to move into Mundaring Hall from Old Station Master's House (Sculpture Park). Part of	• Key stakeholder to be involved in design

Stakeholder	Influence[1]	Impact[2]	Relationship with the Organisation[3]	Relationship to the Project	Proposed Project Involvement
				cultural precinct land assembly works and intent to create a historical area within the precinct. Will require fit for purpose facility.	
Mundaring Arts Centre	Collaborate	Very High	Good	• Potential to incorporate into MPCF. Require own identity/space and willing to consider colocation that is complementary and well-integrated	• Key stakeholder to be involved in design
Proposed community users • Regular The Hub users • Regular Mundaring Hall users • CWA Mundaring • Mundaring RSL • Mundaring Toy Library	Collaborate-Involve	Very High	Very Good	• Proximity interest • Potential user group proposed to be located within new facility	• Keep informed • Key stakeholders to be involved in design
Proposed agency / not-for-profit users • RISE Network • Mundaring Child Health Centre	Collaborate – Involve	Very High	Good	• Potential user groups proposed to be located within new facility • Proximity interest	• Keep informed • Key stakeholder to be involved in design

Stakeholder	Influence[1]	Impact[2]	Relationship with the Organisation[3]	Relationship to the Project	Proposed Project Involvement
Residents directly adjoining Cultural Precinct	Consult	Very High	Good	• Proximity interest	• Keep informed of opportunities to influence project • Understand potential impacts
Businesses /organisations within or directly adjoining Cultural Precinct (including Police, Telstra and St John Ambulance)	Consult	Very High	Good	• Proximity interest	• Keep informed of opportunities to influence project • Understand potential impacts
Lesser-heard groups / demographics • First Nations people • Young people • People form culturally and linguistically diverse backgrounds • People with a disability	Collaborate	High	Good	• Potential user • General interest	• Engage via suitable methods, relevant to the needs of the stakeholder, to learn and understand concerns, needs and requirements.
Shire of Mundaring community – residents, ratepayers, workers and visitors	Consult	High	Good	• Potential user • General interest in the project; financial interest (i.e. municipal funding contributing to project cost); construction impact;	• Keep informed and updated • Consult to understand needs, values and opinion

Stakeholder	Influence[1]	Impact[2]	Relationship with the Organisation[3]	Relationship to the Project	Proposed Project Involvement
				potential current or future users of services	
Department of Planning, Lands and Heritage (DPLH)	Collaborate	High	Good	• Statutory interest • Partner	• Required for State land swap
Local community groups / potential user groups (playgroups, sporting clubs, interest groups etc.)	Consult	Medium	Moderate	• Potential user • Community conduit	• Inform and consult
Residents and Ratepayers Associations	Consult	Medium	Good	• Community conduit • General interest	• Keep informed of opportunities to influence
Owner Lot 501 (Mundaring Hotel)	Consult (initially) Involve / Collaborate (potentially at a subsequent development stage)	Medium	Good	• Proximity interest (adjoining freehold land; directly impacted by MPCF; open to consider Joint Venture)	• Keep informed • Consult on interface with hotel. • Explore and discuss potential partnering opportunities to achieve mutually beneficial outcomes.
Mundaring Scouts Mundaring Guides	Consult (Facility) Involve (cultural	Medium	Very Good	• Potential user • Proximity interest (currently located in Sculpture Park; part of cultural precinct land assembly works)	• Viability of scouts / guides remaining at their current location will need to be considered as part of

Stakeholder	Influence[1]	Impact[2]	Relationship with the Organisation[3]	Relationship to the Project	Proposed Project Involvement
precinct planning)				• Community conduit	cultural precinct development and land assembly works. • Ongoing discussion required
Mundaring Chamber of Commerce	Consult	Medium	Very Good	• Community conduit	• Advise of local business needs (meeting / office spaces etc.) • Advise of potential impacts / opportunities for local business
Previous MPCF engagement participants Community workshop and survey; Stakeholder workshop	Inform	Medium	Good	• Proximity interest (Shire residents interested in the project and likely to want to be kept informed/engaged as the project progresses	• Keep informed of project status and consultation phases
Potential partners and formation / anchor tenants • Government departments • Not for Profits • Local business (e.g. Bendigo Bank) tenants / partners (to be investigated)	Consult (detailed design)	Medium	Moderate – Very High	• Potential user • Potential funding partner	• Invite EOI when developing concept design

Stakeholder	Influence[1]	Impact[2]	Relationship with the Organisation[3]	Relationship to the Project	Proposed Project Involvement
Regulatory State Government Agencies and Service Providers (e.g. Main Roads WA, DWER, DoH, Water Corp, Western Power etc.)	Inform – Consult (as required)	Medium	Moderate	• Statutory interest	• As required for advice, service coordination etc.
Mundaring Men's Shed	Consult	Low	Good	• Currently occupy Shire land / buildings upon which MPCF is proposed. Moving to their new site in industrial centre (2023). Men's Shed will accommodate some existing community group(s) (inc. Wheels NFP). Men's Shed new facility may have potential to accommodate some community uses requiring larger space art/craft functions (opportunity related to this project).	• Maintain ongoing dialogue regarding Men's Shed needs and potential opportunities for location of some other community uses requiring larger spaces or with a higher impact on residential amenity
Shire advisory groups • EDTIS (Economic development / tourism) Reference Group • Cultural Advisory Group • Youth Advisory Group	Consult	Low	Good	• Proximity interest • Community conduit • Potential user	• Seek advice as per their Terms of Reference. • Keep informed of project status and consultation phases

Stakeholder	Influence[1]	Impact[2]	Relationship with the Organisation[3]	Relationship to the Project	Proposed Project Involvement
• Environmental Advisory Group • Inclusion and Disability Access Advisory Group • Reconciliation Action Plan Reference Group					
Local service groups • Rotary Club of Mundaring • Mundaring Probus	Inform	Low	Good	• Community conduit • General interest	• Keep informed
Lottery West	Consult	Very Low	Very Good	Potential funding partner	• Proposed funding partner
Local schools - Principals' Networking forum	Consult	Very Low	Good	Community conduit	• Conduit to youth assets Consultation on needs for youth learning and engagement with community facilities (e.g. research spaces, learning materials, welcoming environments)

*Relationship to Project general categories
- Proximity interest
- Community conduit
- Potential user
- Statutory interest

3.1   Roles and Responsibilities

Below provides a summary of the role of the main stakeholder groups during the community engagement process.

Community and Stakeholders
- Participate in engagement opportunities and provide input in the interest of informing the project outcomes
- Share project information, including promotion of engagement opportunities, with local networks (friends, family, community contacts)

Shire of Mundaring – Council and Councillors
- Promote community engagement opportunities and encourage participation of the community
- Attend community engagement activities to observe the process and listen to community input
- Participate in Council engagement activities to provide input
- Consider community and stakeholder input and articulate how the community's views have been considered in the decision making

Shire of Mundaring – Staff
- Promote community engagement opportunities and encourage participation of the community
- Monitor the engagement process and respond accordingly to ensure participation is maximised
- Analyse feedback and use this to inform the project outcomes and make recommendations to Council
- Communicate project milestones and outcomes throughout the project life cycle

4 Engagement Plan

4.1 Scope

Project: Shire of Mundaring is reimagining its town centre and in order to do so, has engaged closely with the local community to gauge the aspirations and requirements as to what this may 'look and feel like'. A key component of this commitment is the rationalisation of a range of civic and community facilities into a proposed new Multi-Purpose Community Facility (MPCF) which will house the replacement Albert Facey Memorial Library as well as a range of other community and government services. In addition, several existing key facilities may be repurposed, relocated or redeveloped to enhance the offerings within the new civic and cultural precinct. Whilst construction of the proposed MPCF is not anticipated to commence until 2027, a staged multi-year planning process has already commenced.

The current stage is Stage 2. Stage 2 will be undertaken over a 3-year period and will encompass more detailed planning and design, underpinned and informed by extensive community and stakeholder engagement. Business case development, operational modelling, concept designs, initial land assembly works, cost estimates and securing funding will occur at this stage.

Engagement: Community engagement will be designed and delivered to:
- Understand community aspirations for the design and function of the new MPCF, and other key facilities within the precinct and cultural/civic precinct, in order to inform concept sketches for the facility / precinct
- Understand key stakeholder aspirations for the design and function of the new MPCF, and other key facilities within the precinct, to inform a concept design for the facility and other key facilities.

4.2 Goals

- Ensure the community, key stakeholders and Council are kept up to date about the progress of this significant project
- Ensure ongoing key stakeholder engagement is maintained throughout the project
- Excite and "bring the community along" on the project, to develop a sense of pride and use for the new facilities
- Ensure concept sketches and subsequent concept plan reflect the community's and stakeholders' needs and aspirations
- Support Council to make informed decisions about the proposed facility

4.3 Engagement Plan

The following plan outlines a series of stages that the engagement will go through, each stage has a purpose and a desired outcome/s. The Shire may wish to develop a more detailed plan to specify the operational roles required for the implementation of the engagement.
This engagement plan is subject to change, in order to be responsive to evolving project and stakeholder needs.

Project Stage	Purpose	Method	Who	Influence[4]	When
Council engagement	• Inform Councillors of upcoming project engagement	• Council briefing/memo/project update newsletter	Council	Inform	Late Feb 2023
1. Informing	• Raise awareness and create sense of excitement around the project • Promote upcoming opportunities to get involved	• Engage Mundaring project page • Email • Project Update newsletter • Other actions as per Communications Plan	All	Inform	March 2023
2. Targeted engagement	• Reaffirm requirements of key stakeholders • Ensure key stakeholders remain involved in key stages of project	• One-on-one meetings (or other suitable method as agreed with stakeholders) • Project update newsletter/emails	Key stakeholders Lesser heard groups	Involve	March 2023

[4] **Influence**: Degree to which they will determine the outcome/decision – using IAP2 Spectrum: Inform, Consult, Involve, Collaborate, Empower

Project Stage	Purpose	Method	Who	Influence[4]	When
3. Expression of Interest	• Seek registrations from stakeholders and community members to participate in focused engagement stage	• EOI survey (includes set criteria for desired make up of design workshop participants)	All		Late March – Early April 2023
3b. Broad engagement	• Gather any information required to inform the next stage of engagement, such as facility design and public realm considerations	• Survey	All	Consult	Late March – Early April 2023
No Engagement – April school holidays					7-23 April 2023
Council engagement	• Update Council on engagement outcomes and upcoming engagement	• Council briefing/memo/project update newsletter	Council	Inform	April 2023
4. Focused Engagement	• Understand community aspirations for design and function of the MPCF and other key facilities in the precinct • Inform design sketches of the MPCF/precinct	OPTIONS INCLUDE: • Design Charrette (1-2 days) • Deliberative panel (2 days)	Recruited participants	Involve	Mid - Late May 2023

Project Stage	Purpose	Method	Who	Influence[4]	When
Council engagement	• Understand Council aspirations for design and function of the MPCF and other key facilities in the precinct • Inform design sketches of the MPCF/precinct	• Council workshop	Council	Involve	Mid – Late May 2023
5. Targeted engagement	• Seek key stakeholder feedback on design sketches • Ongoing discussions regarding staging of project, and impacts on each stakeholder	• One-on-one meetings (or other suitable method as agreed with stakeholders)	Key stakeholders Lesser heard groups	Involve	June 2023
6. Broad engagement	• Seek community feedback on design sketches	• Online and hard copy Survey • Pop Ups at suitable venues and events	All	Consult	June 2023
Council engagement	• Brief Council on community engagement outcomes • Seek Council feedback on design sketches, to refine concepts	• Council briefing/workshop	Council	Involve	June 2023
No Engagement – July school holidays					1-16 July 2023
7. Focused Engagement	• Consider community feedback on design sketches	• Half-day workshop with participants from Charrette/Deliberative panel	Recruited participants	Involve	Late July 2023

Project Stage	Purpose	Method	Who	Influence[4]	When
	• Inform final design sketches				
Council engagement	• Update Council on engagement outcomes and upcoming engagement	• Council briefing	Council	Inform	Late July 2023
8. Targeted engagement	• Update on progress of project • Ongoing discussions regarding staging of project, and impacts on each stakeholder	• One-on-one meetings (or other suitable method as agreed with stakeholders)	Key stakeholders Lesser heard groups		Early August 2023
9. Informing	• Update community on progress of project	• Engage Mundaring project page • Email • Project Update newsletter • Other actions as per Communications Plan	All	Inform	Early August 2023
10. Focused engagement	• Ensure ongoing involvement of key stakeholders and community members across lifespan of project	• Establishment of Stakeholder Reference Group (SRG) (from Focused Engagement participants OR EOI process)	All	Involve/Coll aborate	August 2023
Council Engagement	• Endorsement of design sketches and approval to move on to Stage 2b of project	• Council report	Council	Empower	September 2023 (Note – caretaker

Project Stage	Purpose	Method	Who	Influence[4]	When
	• Endorsement/noting of SRG establishment				period commences ~14 September)
11. Informing	• Inform community and stakeholders of Council decision	• Engage Mundaring project page • Email • Project Update newsletter • Other actions as per Communications Plan	All	Inform	September 2023
12. Broad engagement	• Invite the community to get involved in naming the new MPCF	• Naming competition conducted via Engage Mundaring project page (promote concurrently with informing stage above) • Recommended names/options to be provided to Council for final decision			September – October 2023

The below stages are high level, suggested steps for the engagement required in **Stage 2b** of the project from October 2023 to June 2025.

The broader community will be kept informed throughout the project at key milestones, as per the established project communication methods:

- Engage Mundaring project page
- Email
- Project Update newsletter
- Other actions as per Communications Plan

Project Stage	Purpose	Method	Who	Influence	When
Concept design	• Inform concept design, from endorsed concept sketch/es	• SRG meetings	Stakeholder Reference Group	Collaborate	Oct 2023 – Early 2024

Project Stage	Purpose	Method	Who	Influence	When
Operational modelling	• Inform operational model for the facility/ies based on stakeholder needs	• Working groups, e.g. Library, Visitor Centre, IT, User groups	Key stakeholders	Collaborate	These tasks are anticipated to occur concurrently, as design influences operational modelling and vice versa.
Land assembly and business case	• Inform Business case for the MPCF	• Working group/s • Workshops	Internal staff	Collaborate	Oct 2023 – Early 2025
Approval	• Council approve Concept Design and Business case • Approval to move on to Stage 3 of project	• Council report	Council	Empower	June 2025

4.4   Engagement with lesser heard groups

It is important to consider how the opinions and aspirations of all relevant stakeholders are incorporated in the project, particularly when engaging with groups of people in the community who are often heard from less than others. This includes:
- First Nations people
- Young people
- People with a disability
- People from culturally and linguistically diverse (CALD) backgrounds

The preferred approach when designing an engagement strategy is to first ask these groups how to best engage with them. What is the best way to reach people in their community? How do they prefer to be consulted? A good starting point is talking with the Youth Advisory Group (Youth CREW), Reconciliation Action Plan (RAP) Reference Group and the Inclusion and Disability Access Advisory Group (IDAAG), to involve them in further informing the design of the engagement plan, to ensure their unique needs are considered.

Some suggested strategies for engaging these groups are included below:

First Nations people
- Engage with Koya Aboriginal Corporation and other local contacts
- Be sure to ask *who* would be best to consult with
- Consider using a yarning circle, or engaging at spaces familiar to local Aboriginal community members

Young people
- Engage with local high schools, or public places frequented by young people
- Consider running non-school based activities for young people
- Use incentives and make activities fun

People with disability
- Engage with RISE Network and other local organisations
- Ensure engagement activities happen where people already meet

People from CALD backgrounds
- Targeted engagement is not considered necessary, given the higher-than-average rate of English-speaking households, as well as the higher-than-average rate of Australian-born residents within the Shire
- Engagement opportunities should be promoted, welcoming people from CALD backgrounds

4.5   Focus Questions for the Project

Focus questions will need to be determined, to guide the detailed engagement planning. Any participants will be briefed on the project scope, location (MPCF site and Cultural Precinct boundary) and focus areas for engagement. Below is a sample of questions that may be applied during the project.

Awareness – do you know about this project?

1. Are you familiar with the project?
2. Have you provided feedback / attended workshops about the project previously?
3. Would you like to be involved as the project progresses throughout the design phase?

Design – how do you want the new facility and precinct to look?

Shire of Mundaring Community

Shire of Mundaring Activity Centre Plan provides that new buildings in the Mundaring town centre are to emulate historical Australian architecture. When considering the look and feel of a new Multi-purpose Community Facility, in your opinion:
1. Should the new building/s feature significantly within the landscape (as a centrepiece to the Cultural Centre), or blend in with its/their surroundings as much as possible?
2. What types of materials / design elements / themes would you like to see used on the building/s exterior and in surrounding landscaping?
3. What types of materials / design elements / themes would you like to see used on the building/s interior? (e.g. local materials, modern, bright, warm, colourful, industrial etc.)

Thinking more broadly about the Cultural Precinct, in your opinion:

1. Would the existing movement network benefit from any changes or improvements, in order to promote the movement of people within and through the Cultural Precinct? (E.g. road changes, pedestrian access, cycleways, shared streets etc.)
2. Would you be willing to walk further, in order to provide a more pedestrian friendly environment in the heart of the Cultural Precinct? (e.g. other than accessible bays, larger parking areas being provided on the fringe of the Cultural Precinct)
3. Are there particular road / path surface treatments which you feel would celebrate the character of Mundaring, make the area more inviting and encourage people to stay and eat / drink / play / socialise within the Cultural Precinct? (E.g. paving versus bitumen or concrete etc.) And if so, where should these treatments be applied?

Potential user groups / organisations

1. Are there any interior / exterior building design elements which are important to your group / organisation? If so, what are they, and why?

Function – how do you want the new facility and precinct to function? What are your group/organisation's needs?

Shire of Mundaring Community

1. Do you see merit in services / organisations / commercial enterprise sharing spaces (e.g. young and old sharing spaces; a museum and / or café within the library etc.), or would you prefer to have some community services separated by having multiple (potentially connected) buildings?
2. Share any reasons and /or ideas you might have in relation to the previous question.
3. As a potential user, what features would make using a community facility more practical and inviting? (e.g. priority pram parking, bike parking, mobility scooter parking, multiple building entries,
4. In order to promote environmentally sustainable building design and reduce ongoing maintenance costs (economic sustainability), should energy efficiency and material sustainability be prioritised, even with the likelihood for significantly higher construction costs?

Potential user groups / organisations

1. What types of spaces does your group / organisation require in order to be able to operate efficiently, and why? (E.g. kitchen, large open space areas, meeting room, secure place to store valuables etc.)
2. Does your group / organisation have any specific needs, and why? (E.g. parents room, additional accessible parking, end-of-trip facilities, mobility scooter parking etc.)

3. What type of atmosphere would your group / organisation benefit from, and why? (e.g. lots of activity and noise, or quiet spaces removed from other groups)
4. Could you group / organisation benefit from resource sharing with other groups / organisations, and how? (e.g. people / equipment / spaces)

4.6   Indicative Timelines

	Feb		March				April				May					June				July					August				Sept	
	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11
Council engagement	▓																													
1. Informing			▓	▓	▓	▓																								
2. Targeted engagement			▓	▓	▓	▓																								
3. Expression of Interest						▓	▓																							
3b. Broad engagement						▓	▓																						→	
No Engagement – April school holidays								🟥	🟥																					
Council engagement										▓																				
4. Focused Engagement												▓	▓	▓																
Council engagement												▓	▓	▓																
5. Targeted engagement																▓	▓	▓												
6. Broad engagement																▓	▓	▓												

	Feb		March				April				May					June				July					August				Sept	
	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11
Council engagement																			■											
No Engagement – July school holidays																				■	■									
7. Focused Engagement																						■	■							
Council engagement																								■						
8. Targeted engagement																									■	■				
9. Informing																									■	■				
10. Focused engagement																											■	■		
Council Engagement																													■	■
11. Informing																													■	■

5 Communication

*Note: a comprehensive Communications Plan will be established to support the project, including identifying the most appropriate communication channels for each stakeholder and each stage. The high-level information below will support development of the plan.

Project Stage	Purpose	Audience	Key Messages
1. Informing	• Raise awareness and create sense of excitement around project • Promote engagement opportunities	All	• We are undertaking this important/exciting project to enhance the Mundaring town centre. The project aims to: (list project aims) • This is how you can be involved
2. Targeted engagement	• Reaffirm requirements of key stakeholders • Ensure key stakeholders remain involved	Key stakeholders	• You are an important part of this project • We want to understand your aspirations and needs for the MPCF and surrounding precinct • How can we best keep you involved?
3. Expression of Interest	• Seek registrations for focused engagement stage	All	• We are seeking expressions of interest to participate in a design process, to inform the design of the MPCF and surrounding precinct • This is how you can register your interest and find out more about the process • We will keep you informed
3b. Broad engagement	• Gather information to inform next stage of engagement	Broad community	• We need your input to inform the design process • We want to hear from you • This is how you can have your say

Project Stage	Purpose	Audience	Key Messages
4. Focused engagement	• Understand community aspirations for MPCF and other facilities	Recruited participants	• Your input is important • Your input will directly inform the design sketches
5. Targeted engagement	• Seek key stakeholder feedback on design sketches	Key stakeholders	• Your input is important, we want your feedback
6. Broad engagement	• Seek community feedback on design sketches	All	• We value your input, we want your feedback • This is how you can have your say
7. Focused engagement	• Consider community feedback and inform final design sketches	Recruited participants	• Your input is important • Your input will directly inform the design sketches
8. Targeted engagement	• Update on progress of project	Key stakeholders	• You are an important part of this project • We will keep you informed
9. Informing	• Update community on progress	All	• We will keep you informed
10. Focused engagement	• Ensure ongoing involvement of key stakeholders and community members across project	All	• The community's input is important throughout the life of this project • We are seeking expressions of interest to participate in a Stakeholder Reference Group • This is how you can register your interest and find out more about the process • We will keep you informed
11. Informing	• Inform community and stakeholders of Council decision	All	• We will keep you informed

5.1 Crisis Response Preparation

- Develop a Q&A document that includes Frequently Asked Questions, as well as more challenging probes that may arise (see Appendix 1: Outrage Risk Assessment)
- Clarify chain of command – who talks to who internally – and the process by which rapid decisions are made
- Identify most vocal stakeholders and bring them 'into the know' early
- Respond to email and phone complaints as soon as possible
- Develop a variety of generic responses to reply to negative/inaccurate social media posts in a timely manner

6 Project Governance

Role	Who	Contact
Decision Maker Strategic	Council	
Decision Maker Operational	CEO	Jonathan Throssell
Project Sponsor	Director Strategic and Community Services	Megan Griffiths
Project Manager	Senior Project Officer	Liam Sexton
Communication and Engagement Lead	Manager Libraries, Communications and Engagement	Shannon Foster
Town Planning Lead	Manager Planning and Environment	Angus Money
Lobbying and Advocacy Lead	Strategic Projects Advisor	Michael Pengelly
Infrastructure Lead	Director Infrastructure Services	Shane Purdy
Technical Lead	Manager Building Assets	Rene Baur
Media Spokesperson	CEO or Shire President	Jonathan Throssell (CEO)
Social Media Sign Off[5]	Communications Coordinator	Natasha Turfrey
Aboriginal Community Liaison	Coordinator Community Engagement	Karen White

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[5] We recommend that the organisation nominates a contact person for media or social media matters that might arise afterhours. The social media cycle can move very quickly if not attended to in a timely way. The after-hours contact person would need to be able to contribute to, comment on and authorise responses to social media posts if required.

7   Methods Snapshot

Below is a summary of the proposed methods contained in section 4.4 Engagement Plan. Further detailed planning will be required to design these methods in consultation with staff, key stakeholders and any consultants engaged to deliver these activities.

Indicative costing is provided to support further community engagement planning (primarily those engagement methods which are likely to be of significant cost). These are not detailed costs and will require further investigation and analysis of 'cost versus benefit' when detailed planning is undertaken.

Engage Mundaring Project Page – Cost: primarily staff time and Engage Mundaring annual licence, in existing operating budget
- Project page established on the Shire's engagement portal, designed to include:
    - Up-to-date information on the project
    - Document library containing relevant documentation
    - Up-to-date project timeline, including current project stage
    - Relevant engagement tools to facilitate community involvement, such as online survey
    - Project Manager/Shire contact details

Email – Cost: primarily staff time, in existing operating budget.
- Email is an efficient tool to keep the community and stakeholders informed about the project
- Establishment of a community and stakeholder database will enable email updates to be provided at key points throughout the project, and support local groups and service providers in sharing project information with their networks

Project Update newsletter – Cost: primarily staff time and minor printing costs, in existing operating budget.
- Continuation of the Mundaring MPCF Newsletter will enable project updates to be provided at key milestones, with dissemination in hard copy (e.g. at local venues) and electronically (e.g. can be emailed to database and posted online)

One-on-One meetings – Cost: primarily staff time, in existing operating budget
- This suggested method will enable the Shire to have direct contact with key stakeholders, facilitating their input at key milestones and providing direct communication to keep stakeholders involved throughout the life of the project

- It is important that the Shire ask key stakeholders what works best for them, as stakeholders may suggest a more suitable way of keeping in touch

Expression of Interest – Cost: primarily staff time and Engage Mundaring annual licence, in existing operating budget
- This survey will enable the Shire to seek registrations from interested community members and stakeholders, to participate in the design process
- The survey will seek information from interested individuals, based on a pre-determined set of criteria, such as stakeholder type (interested resident, potential user, etc.) and the final group can be stratified against these criteria to provide a representative group, if this is desired (e.g. ratio of residents to potential users and other participant type)
- Alternatively, the EOI can simply be used as a registration process for the design workshops

Survey – Cost: Engage Mundaring annual licence and printing of hard copies, in existing operating budget. Human resource costs will need to be considered when engaging a consultant to undertake this part of the process.
- A survey can be established online and in hard copy, to enhance accessibility for participants
- A survey can be designed in many ways, to achieve the desired outcome, but will generally incorporate a balance of quantitative and qualitative questions to gain input from participants

Design Charrette – est. $30,000 for one day workshop (does not include Shire staff costs)
- This method is an intensive, hands-on workshop/s that brings together the community, stakeholders and members of the project team, including designers, to collaboratively develop design sketches for the MPCF and surrounding precinct

Deliberative Panel – est. $35,000 for 2 full day workshops (does not include designer and Shire staff costs)
- This method is a form of deliberative engagement that gives participants the time, information, and process to provide a considered and consensus view on the topic being discussed
- The panel members are randomly recruited to be representative of the wider community based on identified demographic/selection criteria

Pop Ups – Cost: est. $500 for material costs (e.g. printing), plus staff time (in operating budget)
- An engagement 'Pop Up' is a general term for having a presence at a location where the community or the identified target audience visits, such as at community events or local facilities like a library or shopping centre

- A Pop Up is an opportunity for the project team to engage directly with individuals to promote the project, promote how to get involved, and to seek feedback or input directly on the day through the use of feedback boards, hard copy surveys or other methods

Stakeholder Reference Group (SRG) – Cost: staff time plus catering (est. $50 per meeting)
- A SRG is designed to comprise of stakeholders, recruited through an Expression of Interest process. It may also include direct invitation to ensure the correct representation is achieved, according to the desired group make-up
- The role of the SRG is to facilitate ongoing stakeholder engagement throughout the project, and provide opportunities for stakeholders to continue to shape the direction of the MPCF and surrounding precinct

Appendix 1 – Outrage Risk Assessment

What is the risk that the potential hazards/impacts for this project will be viewed as:	Strongly Agree ← → Strongly Agree											*What is the risk that the potential hazards/impacts for this project will be viewed as:*
	-5	-4	-3	-2	-1	0	1	2	3	4	5	
1. Occurring as a result of community choice (i.e. voluntarily/chosen)												Occurring without community choice (i.e. forced upon people)
2. Something that is natural (i.e. found in nature)												Something that is industrial (i.e. created by people)
3. Being familiar/commonplace in society												Being something that is somewhat unknown, strange or exotic
4. An event that does not trigger the senses or elicits strong images (i.e. not memorable)												An event that will stand out from the day to day (i.e. memorable)
5. An event that is not likely to be considered the end of 'their' world (i.e. not dreaded)												An event that is likely to be considered the end of 'their' world (i.e. dreaded)
6. Having impacts that are subtle but experienced over a long period of time (i.e. chronic)												Having impacts that are dramatic but only experienced over a short period of time (i.e. catastrophic)
7. Well defined, measurable and quantifiable (i.e. knowable)												Not well defined, measurable or quantifiable (i.e. not known)
8. Being in the control of the individual												Being in the control of other people
9. Being spread equitably amongst the community/environment (i.e. fair)												Being spread inequitably amongst a narrow group/area (i.e. unfair)
10. Unlikely to morally offend/concern people												Could be questioned as immoral by a group/s
11. Being managed by an organisation the community trusts												Being managed by an organisation the community DOES NOT trust
12. Being part of a responsive process with sufficient notice and information along the way												Being part of a reactive process with little notice and information along the way
Tally each column												
Combined score												

←Reduced
potential for outrage   Increased→
potential for outrage

— END —