

# **Stirling Highway Redevelopment: Stakeholder Engagement Study**

PROPOSED PROJECT PLAN

**Council Resolution  
26 August 2008**

**COUNCIL RESOLUTION**

**That Council agrees to:**

- a) endorse the public participation process for the Stirling Highway Redevelopment Area as shown in Attachment 1 subject to the following amendments :**
- 1. a further point 3i) be added to read ‘road users’;**
  - 2. the addition of a further point within 3b to read ‘relevant commonwealth departments’**
  - 3. the addition of a further point within 3c to read ‘relevant members of state parliament’**
  - 4. within 4 point 4,6 – the addition of the word congestion following the words ‘wide medians’;**
  - 5. within 5, Stage 3 – the addition of the words ‘and invite feedback’ following the words ‘updating the website’;**
  - 6. and Stage 5 the addition of a further point to read ‘and advertise for wider submissions to encompass (group 4)’**
  - 7. and Stage 7– the addition of the words ‘and invite feedback’ following the words ‘updating the website’**
  - 8. and Stage 9 – the addition of the words ‘for release’ following the word ‘concepts’;**
  - 9. and Stage 14 point 7 the addition of ‘d) Group 3 (City of Nedlands)’; and**
- b) commence communication with the Community on the Stirling Highway Redevelopment Project.**

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## 1. Stirling Highway Redevelopment Area

The area described as the Stirling Highway Redevelopment area is illustrated below as shown in the Hassell Pty Ltd document which was received by Council in early 2008. It is noted that the boundaries of this area are subject to change.



Source: Hassell, pg 9, 2007

## 2. Strategic Intent

Being a major transport corridor, Stirling Highway plays a significant role in many people's lives. People use Stirling Highway for commuting purposes, to access a range of goods and services, and for some, for business and residential purposes.

Changes to Stirling Highway will be highly visible and it is likely that they will have a direct impact on a range of stakeholders. While some people may regard the impacts as positive and welcome the redevelopment, others may regard the impacts in a negative way and resist any change.

For the redevelopment plans to progress smoothly, and in a way that ultimately meets the needs and expectations of the community, it will be essential to:

- Identify who will be impacted by the redevelopment plans (that is, who are the stakeholders)
- Determine how stakeholders will be impacted
- Look to stakeholders for direct advice and innovation in formulating solutions.
- Incorporate stakeholders' advice and recommendations into decisions to the maximum extent possible.

In essence, the strategic intent of this project is provide a process that enables the City of Nedlands to partner with opinion leaders, local businesses, residents and other key stakeholders to develop and test alternative concepts for the Stirling Highway redevelopment and identify a preferred solution.

Through the Stirling Highway Redevelopment project the City of Nedlands seeks to balance local community needs with the need to address shared global challenges, such as climate change,

water, oil and resource depletion, and population growth. In doing so, the City will be assisting the State Government to implement Network City, the strategic framework for guiding Perth to a sustainable future.

With projects like this, it is extremely important to **manage the change process**. Stakeholders need to be kept informed and involved in the decision-making and planning process. Failure to keep people informed and involved can lead to uncertainty and worry about how their everyday lives are going to be affected. This can generate unnecessary resistance to change.

### 3. Key Stakeholders

There will be many individuals and groups in the community with an active interest in the Stirling Highway redevelopment. As part of the community engagement process, it will be important to identify and consult all relevant stakeholders.

Following discussions with Councillors and officers from the City of Nedlands, the following stakeholders have been identified:

- a) City of Nedlands Councillors, Executive and Staff
- b) Federal Government
  - Local Liberal Member
  - Local Labor Member
  - Local Independent Member
  - Relevant Commonwealth Departments
- c) State Government
  - Department for Planning and Infrastructure (DPI):
  - Main Roads
  - Public Transport Authority (PTA)
  - Department for Housing and Works
  - Heritage Council - Ian Baxter
  - Western Power
  - Telstra
  - Atlinta Gas
  - Water Corporation
  - Emergency services – Police, FESA and ambulance services
  - Relevant members of State Parliament
- d) Local Government
  - WALGA
  - WESROC Members
  - Town of Claremont – CEO / Planning Director
  - City of Subiaco – CEO / Planning Director
- e) Academics
  - Possible contacts include:

- Professor Billie Giles-Corti - School of Population Health
- Dr Paul Maginn - Program Co-Coordinator for Urban and Regional Planning, UWA

f) Local businesses / organisations

- Land owners
- Business owners / managers (associations, offices, showrooms, retailers, etc)
- UWA - Bruce Thompson manages the strategic planning and delivery of UWA buildings
- QEII Trust (control parking)
- QEII Hospital Redevelopment (facilities manager)
- Local schools, churches, etc

g) Local resident groups / special interest groups

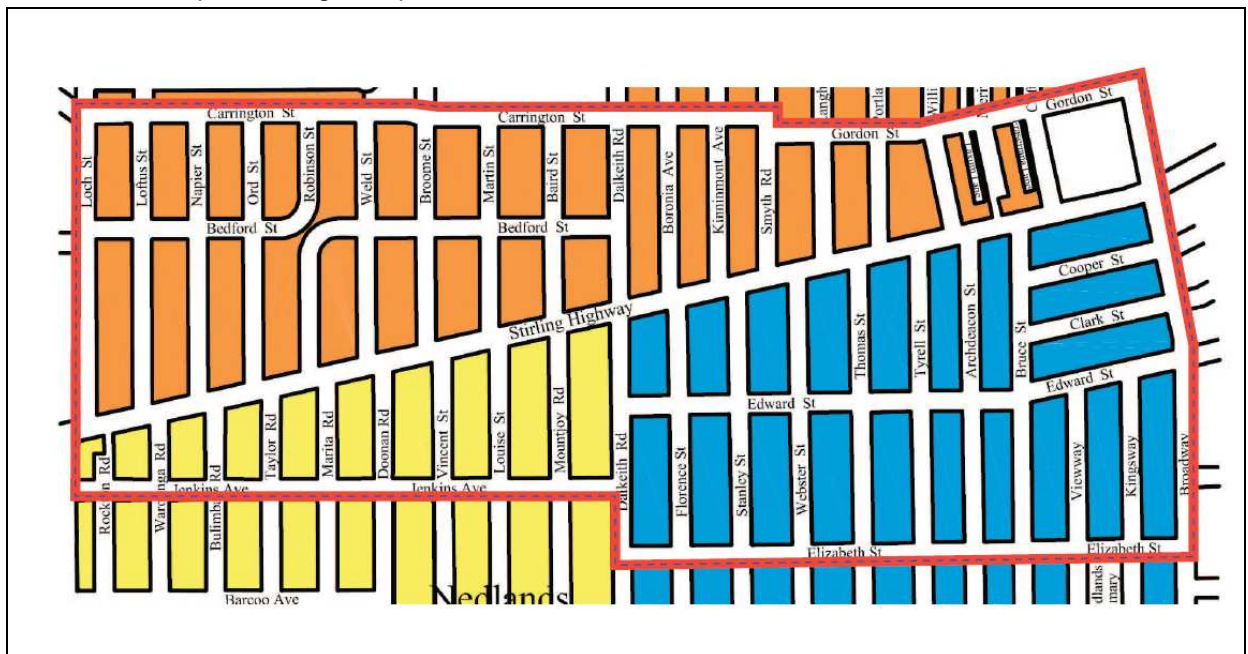
- Hollywood Resident and Ratepayers Association
- Sustainable Nedlands Committee

h) Local residents (land owners / residents)

Local residents can be divided into four groups:

- Group 1: Properties facing Stirling Highway
- Group 2: Dwellings in the Stirling Highway Redevelopment Zone (households bordered by Loch Street, Carrington Street, Smyth Road, Hampton Road, Broadway, Elizabeth Street and Jenkins Road (see map below)
- Group 3: Random dwellings in the City of Nedlands
- Group 4: Dwellings in neighbouring suburbs (including the Town of Claremont, City of Subiaco, Town of Mosman Park, Town of Cottesloe, Shire of Peppermint Grove and the City of Perth - Crawley residents only).

See below a map indicating Group 2:



- i) Road users.

#### **4. Information Objectives**

Specifically, this study will seek to address the following information objectives:

- Identify who will be impacted by the Stirling Highway redevelopment plans
- Understand current uses of the Stirling Highway redevelopment area
- Measure overall satisfaction with the Stirling Highway redevelopment area (in its current state)
- Measure satisfaction with individual aspects of the Stirling Highway redevelopment area (in its current state), relating to six core liveability factors:
  - Opportunity, equity and choice (including a diverse and affordable range of housing, employment, education, health, recreation and shopping / commercial – such as laneways with cafes, similar to King Street)
  - Built environment (including urban design, urban form, building design, building styles, mixed developments, building heights / number of storeys, set backs, sustainable designs, number of units, car parking spaces, underground parking, etc)
  - Natural environment (including landscaping, parks and gardens, tree lined streets, conservation and biodiversity)
  - Sense of place (including local character, identity, attractiveness, urban art, notable landmarks, nice paving, and cultural heritage)
  - Sense of community (including safety, interaction, participation, public spaces, social inclusion, cultural identity and diversity)
  - Transport and accessibility (including traffic management, wide medians, congestion, turning pockets, parking, public transport, wide pathways that extend full length of Stirling Highway, cycleways, cross-overs, bus bays, etc)
- Determine desired land uses and expectations for the Stirling Highway redevelopment area, relating to six core liveability factors (as described above)
- Determine the preferred location for the Town Centre
- Evaluate acceptance for suggested concepts (such as the precincts concept)
- Understand reasons for supporting or opposing various concepts
- Determine what modifications are needed to create an acceptable solution
- Understand when and how key stakeholders would prefer to be communicated with

#### **5. Stakeholder Engagement Plan**

Below is the anticipated communication and engagement process for the project:

##### ***Stage 1: Council to endorse Project Plan***

Council will be invited to endorse the Project Plan. Once the project has been endorsed, the following stages will be implemented.

##### ***Stage 2: Write and implement a detailed Communications Plan***

The Communications Plan will include the following sections:

- Executive Summary
- Target Audience - who is the target audience?
- Messages - what information needs to be communicated to each target audience?
- Medium – what is the best way to communicate with each target audience? For example:
- Timing plan – when do we need to communicate with the target audience?
- Budget – what costs are associated with implementing the communications plan?

The City of Nedlands will be responsible for all costs associated with implementing the communications plan (including artwork, printing, production and distribution costs).

***Stage 3: Introduce the project to key stakeholders***

This stage is likely to involve a combination of meetings, direct mail, media releases and advertising in the community newspaper, along with updating the website and inviting feedback.

***Stage 4: Develop a database of businesses / organisations in the Stirling Highway redevelopment area***

CATALYSE® will contact each business / organisation along Stirling Highway to create an up-to-date database of contact details. The database will include the following information:

- Business name
- Land owner
- Business owner
- Business manager
- Business classification
- Street address
- Postal address
- Phone
- Fax
- Email

We will use the City of Nedlands database of land owners as a starting point.

***Stage 5: Understand current uses, needs and expectations for the Stirling Highway Redevelopment***

This will involve:

- Up to 40 interviews with representatives from Federal Government, State Government, neighbouring Councils, local resident groups, local organisations (schools, churches, etc) and academics
- Up to 12 interviews with local business representatives
- Four focus groups with local residents
- A survey with local businesses and residents

We suggest the survey is mailed to:

- All households in Group 1
- All households in Group 2
- A sample of 1,000 households in Group 3
- All businesses in the Stirling Highway Redevelopment Zone

- Advertise for wider submissions to encompass Group 4

#### ***Stage 6: Council presentations***

On completion of Stage 5, CATALYSE® will provide:

- a detailed presentation of key findings to City of Nedlands staff (estimated time = 2 hours)
- a summary of key findings to Elected Members (estimated time = 1 hour)

#### ***Stage 7: Communicate findings to key stakeholders***

This stage will involve a combination of presentations, meetings, direct mail, media releases, advertising in the community newspaper, and updating the website and invite feedback.

#### ***Stage 8: Concept Development***

The City of Nedlands will be responsible for considering stakeholders' responses and suggestions to create and refine development concepts for Stirling Highway.

On completion of this stage, the City of Nedlands may produce:

- Written guidelines
- Concept boards
- Illustrations
- 3-D models
- Electronic simulations

#### ***Stage 9: Council Endorsement***

Elected Members will be required to review and endorse the concepts for release if appropriate.

#### ***Stage 10: Initial Concept Testing***

Once the concepts have been endorsed by Council, key stakeholders will be invited to review the concepts and provide comment.

We suggest that this stage involves:

- Up to 20 interviews with representatives from Federal Government, State Government, neighbouring Councils, local resident groups, local organisations (schools, churches, etc) and academics
- Two workshops with local business representatives
- Four workshops with local residents

#### ***Stage 11: Council presentations***

On completion of Stage 5, CATALYSE® will provide:

- a detailed presentation of key findings to City of Nedlands staff (estimated time = 1 hour)
- a summary of key findings to Elected Members (estimated time = 30 minutes)

#### ***Stage 12: Concept Refinement***

The City of Nedlands will be responsible for considering stakeholders' responses and suggestions to refine development concepts for Stirling Highway.

#### ***Stage 13: Council Endorsement***

Elected Members will be required to review and endorse the concepts if appropriate.

#### ***Stage 14: Final Concept Consultation***

All key stakeholders (who have been identified through the project to date) be invited to respond. This list is likely to include:

1. Federal Government representatives
2. State Government representatives
3. Local Government representatives (from WALGA and neighbouring Councils)
4. Academics
5. Local organisations (schools, churches, etc)
6. Local resident groups
7. Local residents (land owners / residents), from four groups:
  - a. Group 1
  - b. Group 2
  - c. Group 4
  - d. Group 3 (City of Nedlands)
8. Local businesses in the redevelopment area (land owners and business owners / managers)

#### ***Stage 15: Final Concept Refinement and Council Endorsement***

The concept will be refined based on the feedback from the final concept consultation before being referred to Council for final endorsement. This endorsement will be in way of accepting the concept for inclusion into the Draft Town Planning Scheme No. 3. The concept will then be subject of all the standard consultation involved in the TPS advertising process.

#### ***Stage 15: Communicate findings to key stakeholders***

This stage will involve a combination of presentations, meetings, direct mail, media releases, advertising in the community newspaper, and updating the website.

## **6. Project Plan Timetable**

Attached is the Stirling Highway Redevelopment Area – Project Plan Timeline as Attachment 1.





