

# **Hills M2 Upgrade**

## Community Involvement Plan

Hills M2 Upgrade Project

28 June 2011

# **Community Involvement Plan**

## **Prepared for**

Hills M2 Upgrade Project

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# Table of Contents

<b>1.0</b>	<b>M2 Upgrade proposal overview</b> .....	<b>3</b>
1.1	Background.....	3
1.2	Proposed scope of works .....	3
1.3	Statement of strategic need.....	4
1.4	Project delivery .....	4
<b>2.0</b>	<b>Community Involvement Plan</b> .....	<b>7</b>
2.1	Purpose of this document.....	7
2.2	RTA engagement standards and guidelines .....	7
2.3	Guiding principles .....	8
2.4	Addressing the Minister’s Conditions of Approval .....	8
2.5	Involvement objectives .....	9
2.6	Tailoring the involvement approach.....	9
2.6.1	Environmental assessment phase .....	9
2.6.2	Construction phase .....	10
2.6.3	Commissioning phase .....	11
<b>3.0</b>	<b>Stakeholder identification</b> .....	<b>12</b>
3.1	Socio-economic profile .....	12
3.2	Stakeholder groups.....	12
<b>4.0</b>	<b>Understanding issues, risks and opportunities</b> .....	<b>16</b>
4.1	Potential issues.....	16
4.1.1	Key consultation issues.....	16
4.2	Risks .....	17
4.3	Opportunities .....	18
<b>5.0</b>	<b>Key messages</b> .....	<b>18</b>
5.1	Strategic messages .....	18
5.2	Key messages .....	18
<b>6.0</b>	<b>Communication and involvement methods</b> .....	<b>24</b>
6.1	Community Relations Manager .....	24
6.2	Working with stakeholders.....	25
6.2.1	Special interest groups.....	25
6.2.2	Educational Institutions .....	25
6.2.3	Neighbourhood groups.....	25
6.2.4	Community liaison groups .....	26
6.2.5	Local resident briefings .....	26
6.2.6	Logistics and administration .....	26
6.2.7	Properties receiving architectural treatments.....	26
6.2.8	Properties receiving pre-construction building condition surveys .....	26
6.3	Communication tools .....	26
6.3.1	Newspaper and radio advertising.....	27
6.4	Project displays.....	27
6.4.1	Project display material .....	27
6.4.2	Environmental Assessment public exhibition .....	28
6.4.3	Community information sessions .....	28
6.5	Interactive tools.....	29
6.5.1	Website <a href="http://www.hillsm2upgrade.com.au">www.hillsm2upgrade.com.au</a> .....	29

	6.5.2	Animated products .....	30
6.6		Response to community representations .....	30
	6.6.1	Contacts management .....	30
	6.6.2	Complaints procedure .....	31
	6.6.3	Toll free telephone service .....	31
	6.6.4	Issues resolution.....	32
6.7		Community relations inductions and training.....	32
6.8		Visual records .....	33
	6.8.1	Photography .....	33
	6.8.2	Audiovisual .....	33
<b>7.0</b>		<b>Community involvement plan framework.....</b>	<b>34</b>
	7.1	Stakeholder categories .....	34
<b>8.0</b>		<b>Protocols.....</b>	<b>44</b>
	8.1	Environmental Assessment consultation.....	44
	8.2	Working in partnership with the RTA .....	45
	8.2.1	Working with the RTA's representative .....	45
	8.3	Media and government relations .....	45
	8.3.1	Media and government contact.....	45
	8.3.2	Media events .....	46
	8.4	Notifications of works and temporary impacts .....	47
	8.4.1	Notification methods .....	47
	8.4.2	Notification content .....	47
	8.4.3	Notification timing .....	48
	8.4.4	Production of notifications .....	48
	8.4.5	Approval of notifications .....	48
	8.4.6	Control tools .....	48
	8.5	Correspondence and enquiries protocol.....	48
	8.5.1	Enquiries.....	49
	8.5.2	Contact recording .....	49
	8.5.3	Correspondence .....	49
	8.6	Materials approval .....	50
	8.7	Logos and branding .....	51
	8.8	Site inspection by visitors .....	52
	8.9	Compliance with the Privacy and Personal Information Protection Act 1998 .....	52
	8.10	Compliance with other NSW Government and RTA guidelines .....	52
	8.11	Community mail box information .....	<b>Error! Bookmark not defined.</b>
	8.12	Project display material, activities and award submissions .....	52
	8.13	Incident and emergency response communications .....	52
<b>9.0</b>		<b>Continuous improvement.....</b>	<b>53</b>
	9.1	Key Performance Indicators (KPIs) .....	53
<b>10.0</b>		<b>Project communications team.....</b>	<b>54</b>
	10.1	Contact details .....	54

**List of Tables**

**Table 3.1 M2 Upgrade Stakeholder groups .....13**

**Table 5.1 Key messages .....19**

**Table 7.1 Approval process phases .....35**

**Table 8.1 Protocol to be observed during the Environmental Assessment .....44**

**Table 8.2 Protocol to be observed while working with RTA representatives .....45**

**Table 8.3 Media and Government relations protocols .....46**

**Table 8.4 Media event protocols .....46**

**Table 8.5 Schedule of materials production .....50**

**Table 10.1 Project communications team contact details .....54**

**List of Figures**

**Figure 1.1 M2 Motorway .....5**

**Figure 3.1 Western Sydney region of councils .....15**

**Figure 3.2 Northern Sydney region of councils .....15**

# Executive Summary

Community and stakeholder involvement is an essential component of the successful delivery of the M2 Upgrade Project.

The project's Community Involvement Plan (CIP) aims to inform and engage community and stakeholders in a constructive, transparent and fair process. It encourages public participation at each phase of the project, including the environmental assessment, construction and commissioning.

Following completion of the environmental assessment phase, the project was approved by the NSW Department of Planning and announced on 26 October 2010. Construction will commence in January 2011.

Under the plan, community and stakeholder involvement is tailored to each phase of the project, enabling appropriate consideration and balancing of community and stakeholders' social, economic, environment and functional issues to achieve best Proposal outcomes.

This document provides an overview of the project and the involvement plan. As background supporting CIP implementation, the document also presents a summary of stakeholders, risks and opportunities and key messages. The document also describes how the relevant communication and engagement methods will be used at each project phase. The document also outlines a range of protocols to support a collaborative and effective relationship with the project's proponent, the NSW Roads and Traffic Authority (RTA).

# 1.0 M2 Upgrade proposal overview

## 1.1 Background

The NSW Roads and Traffic Authority (RTA) received an unsolicited proposal from Hills M2 (the Concessionaire for the M2 Motorway) to upgrade the motorway. In accordance with the *Working with Government Guidelines for Privately Financed Projects* (December 2006) the RTA commenced negotiations with Hills M2 regarding this proposal, including commencing an environmental assessment.

In accordance with Section 72B(2) of the EP&A Act, the Minister for Planning declared by Order published in the NSW Government Gazette (Week 9/2009, 27 February 2009) that the M2 Upgrade is a project to which Part 3A applies. This Order also declared the M2 Upgrade to be critical infrastructure in accordance with Section 75C of the EP&A Act.

The M2 Motorway is a four lane dual carriageway which extends 21 kilometres from the intersection of Abbott Road, Baulkham Hills, to the Lane Cove Tunnel (see **Figure 1.1**). The M2 forms part of the Sydney Orbital motorway network and was opened to traffic on 26 May 1997. A two-lane eight kilometre busway (between the eastbound and westbound carriageways) operates from Beecroft Road to Windsor Road. The shoulder, which provides an emergency and cyclist lane, also forms part of the motorway. The M2 Motorway passes through Ryde, Hornsby and Baulkham Hills Local Government Areas (LGAs) and is in close proximity to Blacktown and Parramatta LGAs.

The need for the upgrade project was identified in the Urban Transport Statement (2006), which categorises the M2 Motorway as a significant economic corridor, linking Sydney's north-west to the lower north shore and the Sydney Orbital leading to North Sydney and Sydney's CBD. Significant business and residential growth in Sydney's north-west has increased peak hour congestion on the M2 considerably. It is currently transporting up to 110,000 vehicles per day, with over 4,200 vehicles per hour eastbound in the morning peak and 4,800 vehicles per hour westbound in the evening peak.

## 1.2 Proposed scope of works

In summary, the project includes (see **Figure 1.2**):

- New west facing Windsor Road on and off ramps
- Additional eastbound lane from Windsor Road to Pennant Hills Road
- Additional eastbound lane from Pennant Hills Road through the Norfolk Tunnel to Lane Cove Road
- New Christie Road eastbound on ramp
- New Herring Road westbound off ramp
- Widened westbound lanes from Lane Cove Road to Beecroft Road
- Additional westbound lane from Beecroft Road to Pennant Hills Road.

### **1.3 Statement of strategic need**

The project is essential to the State as it provides essential improvements to a key link in the Sydney Orbital motorway network and integrated efficient public transport (bus) facilities, which will support the significant growth planned in north west Sydney and the 'global arc'. The project is consistent with the goals and objectives described in key NSW Government strategy documents, including the State Plan and Metropolitan Strategy. The project will:

- Provide an integrated motorway transport solution significantly improving accessibility for cars, freight vehicles, public transport and bicycles.
- Improve the capacity and efficiency of existing commuter, commercial, freight and road-based public transport infrastructure and reducing peak hour travel times.
- Make public transport a more attractive and reliable option for passengers.

### **1.4 Project delivery**

Hills M2 is using a Design and Construct (D&C) contract to deliver the project. This entity will be known as the M2 Upgrade Project.

Figure 1.1 M2 Motorway

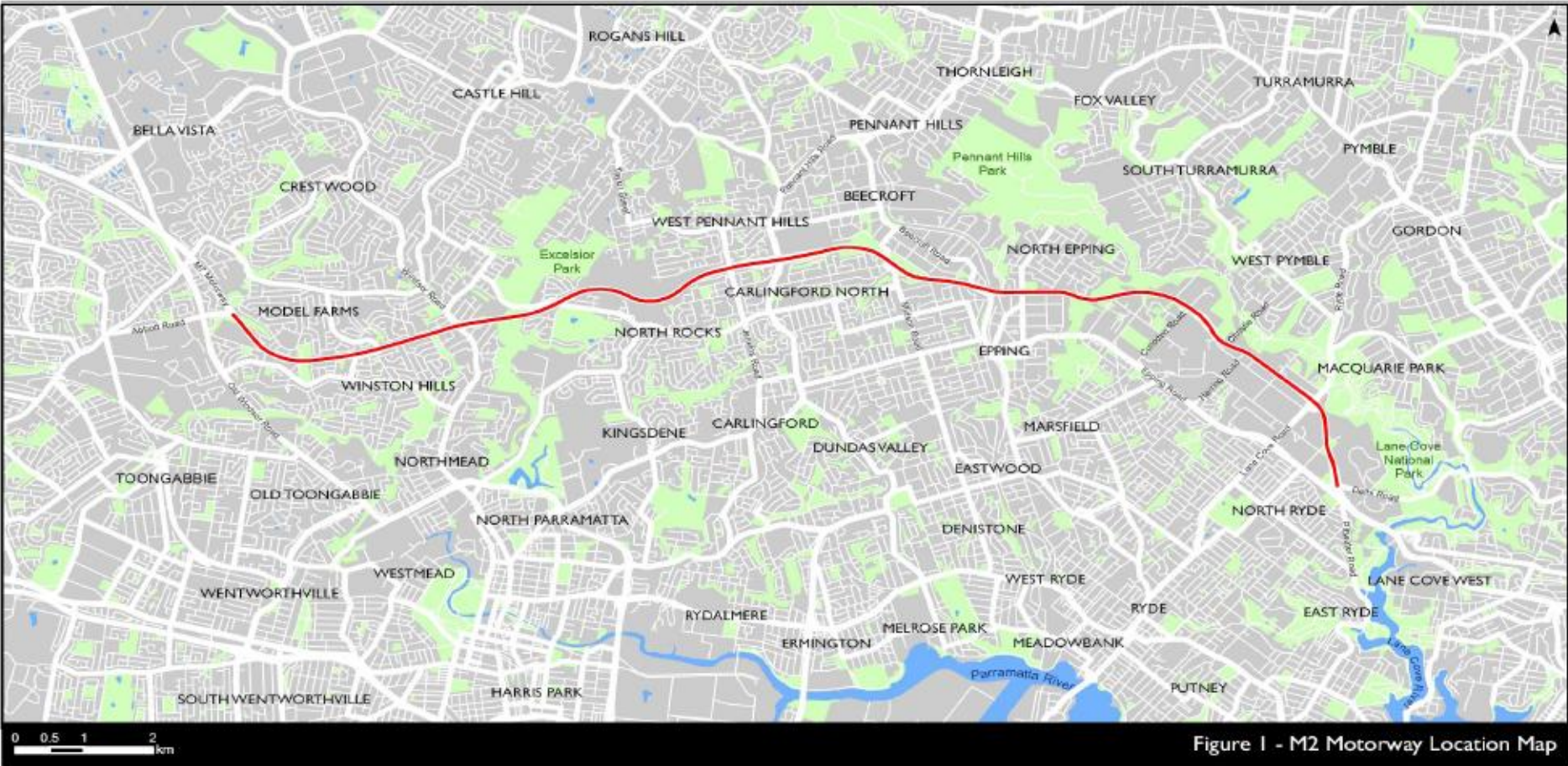


Figure I - M2 Motorway Location Map

- M2 motorway
- River
- Park

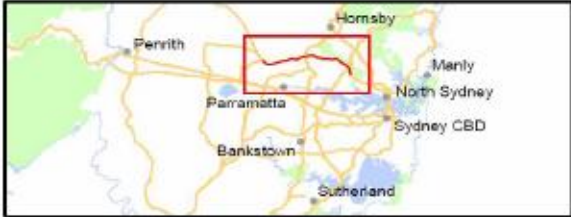
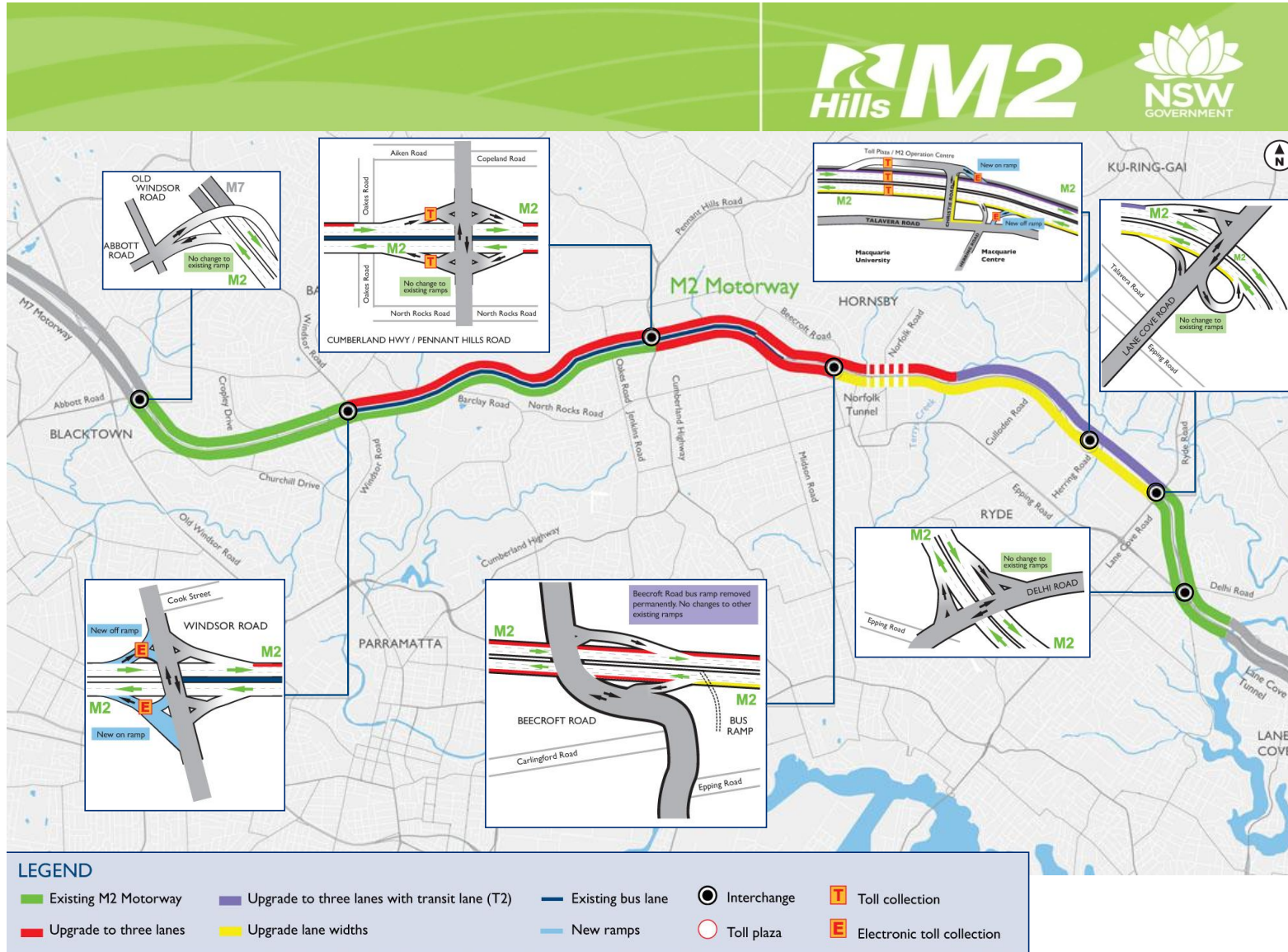


Figure 1.2 Scope of works



**LEGEND**

Existing M2 Motorway	Upgrade to three lanes with transit lane (T2)	Existing bus lane	Interchange	Toll collection
Upgrade to three lanes	Upgrade lane widths	New ramps	Toll plaza	Electronic toll collection

## **2.0 Community Involvement Plan**

### **2.1 Purpose of this document**

The Community Involvement Plan (CIP) was developed to support delivery of the Hills M2 Upgrade Project. This document presents the plan's objectives, guiding principles, delivery framework and the potential issues the project needs to manage. It also presents the communication tools, key messages, protocols and evaluation process which will support CIP implementation.

The plan has been prepared by the Hills M2 Upgrade Project which holds responsibility for community and stakeholder involvement in accordance with the Project Planning Approval and the Project Deed throughout delivery of the project. The plan addresses each phase of the project including the environmental assessment phase and the construction and commissioning phases. The project will meet the reasonable needs and desires of the community for information and consideration of their views regarding the project.

It is acknowledged that under the umbrella CIP, communication action plans (CAPs) for each section will evolve over the life of the project. Flexibility will be necessary to identify and be responsive to emerging interests and issues at each phase of the project.

It is also important to note that the project will be delivered within a dynamic environment as Sydney and New South Wales respond to a changing economic climate and potential re-assessment of transport infrastructure needs, increasing public and political interest in and commentary about the M2 upgrade. The plan therefore is also designed to provide the project, Hills M2 and the RTA with an agreed approach to community and stakeholder involvement, open communication channels and clear protocols. These elements aim to enable the project, Hills M2 and the RTA, working together, to be responsive to emerging issues and each organisation to meet their corporate obligations and reporting requirements.

Detailed communication action plans will be developed in consultation with the RTA in advance of each phase of the project.

### **2.2 RTA engagement standards and guidelines**

The CIP has been prepared in accordance with the RTA's Community Involvement and Communication Draft: A resource manual for staff (June 2008) and recognises the RTA's Community Involvement Policy.

The CIP seeks to ensure the following outcomes from community and stakeholder engagement (RTA Community Involvement and Communication Draft: A resource manual for staff, 2008, p7):

- Efficiency
- Equity
- Accountability
- Participation
- Flexibility
- Integrity
- Representativeness
- Cost-effectiveness
- Certainty.

The CIP also meets the Community Involvement Obligations presented in Section 9 of Exhibit A of the M2 Motorway Upgrade Scope of Works and Technical Criteria (SWTC).

**2.3 Guiding principles**

The project’s overall approach to community and stakeholder involvement is guided by the following key principles:

- Be inclusive. Ensure all stakeholders have access to information about the project, its approvals process and its works program.
- Be proactive. Inform and engage stakeholders early in the process, ensure they remain fully informed and demonstrate that stakeholder issues have been considered and addressed in a transparent process.
- Be responsive. Respond to all stakeholder contact in a timely manner and manage a transparent issues resolution process.
- Be sensitive. Make every effort to carry out works with minimal impact on local communities.
- Honour all obligations of the Deed of Concession, Director General’s Requirements, Conditions of Approval, Statement of Commitments and commitments made by the project team.
- Undertake activities in reference to the global best practice AA1000 Stakeholder Engagement Standard as required by the sustainability commitments of Transurban, the motorway operator.

**2.4 Addressing the Minister’s Conditions of Approval**

The CIP documents the M2 Upgrade community communication strategy. The document was developed in consultation with Transurban and the RTA. It complies with the project’s Scope of Work and Technical Criteria (SWTC) and was first used to guide communication and consultation activities through the project’s environmental assessment phase.

Following project approval in October 2010, the document has been updated to comply with the Minister’s Conditions of Approval (MCoA).

For ease of reference, the table below lists the MCoA which are specifically relevant to community information, consultation and involvement. The table provides a reference to where each of these MCoA is detailed in the CIP.

Table 2.1 MCoA: Community information, consultation and involvement

MCoA	CIP reference
Access to information	
Condition 5.1	This info is available on the website and available in hard copy to public on request
Condition 5.2	CIP Section 6.5.1
Complaints and enquiries procedure	
Condition 5.3	CIP Sections 6.6.1 and 6.6.2
Community consultation	
Condition 5.4 (a)	CIP Sections 3.2 and 7.1
Condition 5.4 (b)	CIP Sections 6.3 and 8.4
Condition 5.4 (c)	CIP Sections 6.3, and 8.5

Condition 5.4 (d)	CIP Sections 6.2.1, 6.2.2, 6.6.1, 6.4.3 and 4.1.1
Condition 5.4 (e)	CIP Sections 6.6.1, 8.4 and 8.5
Condition 5.4 (f)	CIP Section 6.6.4
Condition 2.23	CIP Section 6.2.2
Condition 2.27	CIP Section 6.2.7
Condition 2.49	CIP Section 6.2.8

MCoA	CIP reference
<b>5.4 Community Consultation</b>	
(i) traffic management	6.4.3 and 6.6
(ii) community infrastructure	6.4.3 and 6.6
(iii) landscaping/ urban design	6.4.3 and 6.6
(iv) heritage	6.4.3 and 6.6
(v) air quality	6.4.3 and 6.6
(vi) erosion and sediment control	6.4.3 and 6.6
(vii) noise and vibration mitigation and management	6.4.3 and 6.6

## 2.5 Involvement objectives

Community and stakeholder involvement will be tailored to each phase of the project, enabling appropriate consideration and balancing of community and stakeholders' social, economic, environment and functional issues to achieve best for project outcomes.

In summary, the CIP will:

- Provide an open, accountable and transparent involvement process which can demonstrate how community and stakeholder input has been considered within project development and impact mitigation
- Provide a range of accessible opportunities for stakeholders, interested groups, corridor communities and the wider public to be sufficiently informed about the project and contribute informed input
- Provide two-way communication channels enabling timely intervention aimed at resolving issues raised by community and stakeholders
- Facilitate a positive reputation outcome for the project, Hills M2 and the RTA that supports future operations, builds on existing relationships and results in constructive working relationships with the community and stakeholders.

## 2.6 Tailoring the involvement approach

### 2.6.1 Environmental assessment phase

- NSW Government declaration of the project was announced in February 2009. A Planning Focus Meeting was held on 19 March 2009. During development of the environmental assessment, consultation was undertaken with state and local government bodies to identify issues, potential impacts and appropriate mitigation strategies. The purpose of this consultation was to inform

stakeholders of the project scope, proposed investigations, the approvals process and details of the public exhibition period.

- Consultation was also undertaken in this period with targeted stakeholders including business and industry groups as per the Director-General's Requirements. Consultation with these targeted stakeholders sought to gain an understanding of their insights, and areas of interest and concern which needed to be considered in the preparation of the environmental assessment and detailed design development phase.
- During preparation of the environmental assessment, the CIP focused on keeping the corridor community and the general public informed of project progress. A range of communication tools were used to inform the community of the project, its assessment process and opportunities to contribute specific feedback during the public exhibition.
- The consultation approach encouraged stakeholder and community participation in the public exhibition period. A submissions report provided responses to issues raised by participants and demonstrated how feedback was considered, along with a range of technical studies, a concept design and a construction methodology to minimise impacts and achieve best for project outcomes.

### **Socio-economic assessment**

The socio-economic analysis provided the environmental assessment with a review of the project's social and economic costs and benefits. It assessed consequences and opportunities and identified mitigation strategies.

The assessment used desk top research and quantitative data to identify actual social and economic impacts. The analysis also considered qualitative data gathered through the targeted stakeholder consultation.

Consideration of both quantitative and qualitative data integrated the community's voice into the environmental assessment preparation. It provided greater insight into issues, potential mitigation strategies, communication gaps and issues management requirements at an early phase of the project.

### **2.6.2 Construction phase**

Following the environmental assessment phase, the project continues to identify and manage issues of interest or concern during the pre-construction and construction phase as per the Statement of Commitments and Project Conditions of Approval.

Communication and consultation activities undertaken during the environmental assessment phase have provided the project team with an understanding of the community's perceptions and expectations. They have also formed a foundation for ongoing two-way communication during the pre-construction and construction phases of the project. Two-way communication will be used to effectively address and manage issues as they emerge during construction and support the delivery of optimum outcomes for the project, stakeholders and the broader community.

During the construction phase, community involvement will focus on providing information about the works program, minimising potential impacts and providing timely response to any concerns raised by community and stakeholders. Providing accurate and current information is essential to managing community expectations and building community understanding of the project and its benefits.

Principal objectives of the project's construction strategy include carrying out the works in a safe, timely and efficient manner and ensuring impacts are minimised through the provision of appropriate management measures. In line with these objectives, the Community Involvement Plan during this project phase will be integrated with construction schedules and activities to mitigate disruption associated with works by ensuring early notification of potential impacts.

The CIP will support communication to motorists and make traffic changes available on the project website and newsletters etc. Generation and primary delivery of traffic information will be managed by the project's traffic team and cleared by the project communication team in keeping with protocols for approval from Transurban and the RTA.

Due to the complex nature of the project, multiple construction sites are in operation concurrently, among which the scheduled works vary. As a result, potential impacts on stakeholders, including motorway users and the corridor community, differ from one area to the next.

To address this disparity and ensure that timely and relevant information regarding construction progress in each area is provided to the appropriate audience, Communication Action Plans (CAPs) have been developed for each construction zone.

Each construction zone's CAP will detail the zone-specific construction staging and communication activities planned to manage specific impacts and risks in each local area. The CAP will be a living document.

The project, as a component of the Hills M2 strategic community engagement program, will incorporate overarching themes into project communication materials. Consideration of themes will include:

- Road safety during construction – including heavy vehicles, buses/taxis, general motorists, cyclists and pedestrians (alternative temporary cycle route – production of brochure/map)
- The project's environmental objectives in areas such as Terrys Creek, Devlins Creek, Darling Mills – informing and engaging the local community to maintain and support Hills M2 existing relationship with these groups.

A suite of communication tools and activities will be utilised as required to target the relative zone audience based on the nature of works and the potential impacts to provide clear, effective and timely information. Based on this structure the community would, for example, be provided with and/or have access to:

- Project wide information – such as the project website, community update brochures and media
- Zone information – such as zone updates posted on the project website and included in the project community update brochure, letterbox drops regarding specific impacts or changes to planned works
- Two-way communication access – such as project 1800 information line and email enquiries facility, community information sessions
- Social media – as its use is developed by Hills M2 and the RTA, such as the use of Twitter and emerging e-communication platforms such as iPhone applications (for example, Trapster or Snarl) and the RTA mobile Traffic Live site
- General media advertisements in local papers and/or radio traffic updates
- On-motorway communications – including the use of oversight banners and other high visible messaging such as variable message signs (VMS).

### **2.6.3 Commissioning phase**

A range of communication tools will be used to support transition of each element of the M2 Upgrade scope through commissioning to operations. A focus on early driver education about changes on the motorway will support safety and effective traffic management.

## **3.0 Stakeholder identification**

A range of agencies, organisations and groups will have an interest in and/or be affected by the project and works undertaken to construct the M2 Upgrade.

### **3.1 Socio-economic profile**

The M2 Motorway corridor periphery is generally characterised by residential, commercial, light industrial and retail land uses. The study area for social and economic assessment includes the corridor, adjacent land uses and the wider catchment of North West Sydney generally from North Sydney to the North West Growth Centre.

In the surrounding area, Seven Hills, North Rocks, Macquarie Park and Lane Cove West contain significant light industrial and commercial areas, whereas Baulkham Hills, Beecroft and Epping are characterised predominantly by residential development and urban bushland reserve areas, including the Darling Mills State Forest.

Key regional centres identified by the Metropolitan Strategy that are serviced by the M2 Motorway include:

- St Leonards – Specialised Centre
- Macquarie Park – Specialised Centre
- Chatswood – Major Centre
- Castle Hill – Major Centre
- Norwest – Specialised Centre
- Rouse Hill – Planned Major Centre.

Macquarie University and Macquarie Shopping Centre are key regional land uses that depend on access to the Hills M2 Motorway. Macquarie Business Park is designated as a nationally significant research and employment centre that includes Macquarie University as well as businesses specialising in high technology enterprises, pharmaceuticals, medical services and communications.

The Hills M2 Motorway is a key public transport corridor. It is a major bus corridor, with approximately 400 Hillsbus services using the Hills M2 Motorway each weekday (eastbound and westbound) (Hillsbus, pers comm., 2008). Despite low utilisation, the existing cycleway provides a valuable regional resource with potential for further improvement. The project would facilitate further residential, industrial and business related growth throughout north western Sydney, through improvements in the capacity of the road and reductions in transit times.

### **3.2 Stakeholder groups**

Comprehensive and representative stakeholder lists and a general mailing database have been established for the project. These are based on information provided by Hills M2 from their operating records and further studies conducted for the environmental assessment and concept design development. The database will be reviewed throughout the project and updated to ensure all stakeholder details are correct and interested parties are added when requested. Six stakeholder groups have been identified for the project, as presented in Table 3.1.

Table 3.1 M2 Upgrade stakeholder groups

Group	Stakeholder category	Indicative members
<b>Tier 1 Stakeholders</b>		
1.	State Government Agencies	<ul style="list-style-type: none"> <li>• Department of Planning</li> <li>• Roads and Traffic Authority</li> <li>• Department of Primary Industries (Fisheries)</li> <li>• NSW department of transport</li> <li>• State Transit Authority</li> <li>• CityRail</li> <li>• Office of Environment and Heritage <ul style="list-style-type: none"> <li>– Environmental Protection Authority</li> <li>– National Parks and Wildlife Service</li> </ul> </li> </ul>
2.	Local Government Authorities	<ul style="list-style-type: none"> <li>• Parramatta City Council</li> <li>• Hornsby Shire Council</li> <li>• Blacktown City Council</li> <li>• The Hills Shire Council</li> <li>• Lane Cove Council</li> <li>• City of Ryde</li> <li>• Western Sydney Regional Organisation of Councils (WSROC)</li> <li>• Northern Sydney Regional Organisation of Councils (NSROC)</li> </ul>
<b>Tier 2 Stakeholders</b>		
3.	Interest Groups	<ul style="list-style-type: none"> <li>• Traffic and transport <ul style="list-style-type: none"> <li>– Hillsbus</li> <li>– NRMA</li> <li>– NSW Taxi Council</li> <li>– Freight groups – ATA, TWU, NSW Freight Council</li> </ul> </li> <li>• Cyclists <ul style="list-style-type: none"> <li>– Bicycle NSW</li> <li>– Bike North / Bicycle user groups</li> <li>– CAMWEST</li> </ul> </li> <li>• Schools <ul style="list-style-type: none"> <li>– Epping Heights Public School</li> <li>– Our Lady of Lourdes Primary</li> <li>– Muirfield High School</li> </ul> </li> <li>• Community development/precinct groups <ul style="list-style-type: none"> <li>– Beecroft Cheltenham Civic Trust</li> <li>– Pennant Hills Civic Trust</li> <li>– West Pennant Hills Valley Progress Association</li> <li>– Winston Hills Neighbourhood Watch</li> <li>– Epping Civic Trust</li> </ul> </li> <li>• Environmental <ul style="list-style-type: none"> <li>– Beecroft Reserve Bushcare Group</li> <li>– Excelsior Park Bushland Society</li> <li>– Bidjigal Reserve Trust</li> <li>– The Hills Shire Bushland Conservation Committee</li> </ul> </li> </ul>

Table 3.1 M2 Upgrade Stakeholder groups cont'd

Group	Stakeholder category	Indicative members
3.	Interest Groups cont'd	<ul style="list-style-type: none"> <li>• Business / Industry                             <ul style="list-style-type: none"> <li>– Hornsby and District Chamber of Commerce</li> <li>– Sydney Hills Business Chamber</li> <li>– Parramatta City Chamber of Commerce</li> <li>– Ryde Business Forum</li> <li>– Ryde Chamber of Commerce</li> <li>– Eastwood Chamber of Commerce</li> <li>– Gladesville Chamber of Commerce</li> <li>– North Ryde Macquarie Park Chamber of Commerce</li> <li>– West Ryde Chamber of Commerce</li> <li>– Western Sydney Business Connection</li> <li>– AMP Capital, Macquarie Centre</li> <li>– Macquarie University</li> <li>– Optus / Singtel</li> </ul> </li> </ul>
<b>Tier 3 Stakeholders</b>		
4.	M2 Corridor Community	<ul style="list-style-type: none"> <li>• Directly affected properties (property acquisition cases)</li> <li>• Neighbouring properties (adjacent to motorway boundary and construction compounds, potentially indirectly affected)</li> <li>• Corridor vicinity (within 500m each side of the M2 Motorway)</li> </ul>
5.	General Public	<ul style="list-style-type: none"> <li>• Greater Sydney and NSW</li> <li>• Media</li> <li>• Motorists using the motorway (including car, truck and other users)</li> </ul>
6.	Motorists	<ul style="list-style-type: none"> <li>• Hills M2 customers/Roam Express</li> <li>• Hills M2 customers/other tags</li> <li>• Cash customers</li> </ul>



## **4.0 Understanding issues, risks and opportunities**

This section provides a summary of the project's potential issues, risks and opportunities.

### **4.1 Potential issues**

The potential issues associated with the project likely, or known, to be of interest or concern to community and stakeholders are presented below. It is likely that these issues will be more precisely defined and further issues identified throughout the construction and commissioning phases. Emerging issues will continue to be tracked through the Consultation Manager Database and proactively managed through the regular communications meetings held between the RTA and the Project Team.

#### **4.1.1 Key consultation issues**

Potential key issues and concerns being proactively addressed include:

##### **Socio-economic issues**

- Local community burden – bearing project construction and operational impacts for the gain of motorway users and commuter communities
- Temporary and long term impacts to local area development control, property value and amenity – noise, visual and air quality
- Temporary and long term impacts to local business viability
- Perceived boundary changes from changes to the location of noise walls, traffic encroachment, loss of buffer zone
- Uncertainty around project scale and design
- Protection and improvement of local area assets and access to assets
- Pedestrian and cyclist safety and access
- Location of additional/replacement cycle ways, residential security
- Delivery of a safe, user friendly, integrated sustainable motorway solution
- Fair property acquisition
- Project benefits – positive community and environment legacy
- Unresolved, historic or existing motorway issues (including unresolved noise concerns not directly related to the proposed works)
- Appropriate consultation and communication throughout the construction and commissioning phases
- Integrated public transport network improvements including sustainability benefits.

##### **Functional issues (transport / traffic / construction)**

- Integration with State and metropolitan planning objectives – urban expansion, urban transport and sustainability
- Effective management of construction impacts – property access, vibration, noise, dust, traffic, parking, services interruption, public transport operations, restoration
- Traffic congestion and travel delays due to construction
- Transparency of financial arrangements
- Effective management of the transition to operations phase
- Tolling – including education on the proposed tolling mechanisms and tolling arrangements for Windsor Road and Herring/Christie Roads
- Urban design issues including the expectation that the project will address the perceived deficiencies in urban design including noise walls and landscaping along the highway corridor.

## Environment

- Transparent and accountable decision making process – management of community involvement and environmental approvals
- Project alignment with local council planning and community objectives
- Declaration by the government that the project is critical infrastructure
- Acceptance of the approvals process and consultation approach
- Compliance with all approval conditions
- Management of sensitive environmental factors associated with the project including:
  - noise and vibration
  - dust and air pollutants
  - creeks and waterways
  - flooding and run-off
  - heritage
  - weeds and pest
  - sediment and erosion control
  - local vegetation/landscaping
  - air quality
  - climate change and construction linked emissions

The management and mitigation of the key environmental issues nominated is also contained in the Construction Environment Management Plan and its component sub-plans. Key issues will also be identified and discussed in the Communication Action Plans (CAPs) referred to in section 2.6.2. The project area has been divided into three geographic districts in order to provide a local context as well as an overarching strategy for issue identification and management.

The community relations team will use a number of communication tools to provide information and receive community input relevant to these issues and other project related issues. These include providing communication materials such as fact sheets, placing information on the website and facilitating face to face consultation through meetings, briefings and hosting community information sessions.

## 4.2 Risks

Management of the environmental assessment process, construction and transition to operations is continually scrutinised.

Any gap between actual and best practice in approvals, consultation process, construction, environment, community and safety management standards will provide opportunity for criticism of the design solution, Hills M2, RTA, the project and the Government. This could potentially decrease local and public acceptance of the upgrade.

The risks of the project are enhanced by the ongoing operations of the motorway during construction and the underlying objective of minimising the impacts of the project on the travelling public.

The project community relations team will be required to integrate activities with existing community engagement on the motorway including the targeting of messaging and activities, where desirable, to established concerns.

## 4.3 Opportunities

The motorway upgrade also presents a valuable opportunity for Hills M2, RTA and the project to:

- Accurately position the project as a commitment to an efficient, integrated, sustainable transport network
- Build community and stakeholder confidence in the project's solution and value by clearly communicating the benefits of the upgrade and the cost of inaction
- Proactively engage and inform motorway users about changed road conditions
- Demonstrate best practice community engagement and communications
- Encourage resident participation in activities that will support the project's sustainability and environmental outcomes
- Be recognised for implementing a best practice motorway upgrade and leaving a positive legacy.

## 5.0 Key messages

### 5.1 Strategic messages

Project positioning is guided by the following strategic messages:

- The M2 is a key transport corridor, with more than 100,000 cars and 17,000 bus commuters using the motorway each day
- The M2 Upgrade project will reduce congestion in peak periods, improve access to major growth areas and provide new bus priority access
- Demand for access to the motorway will accelerate over coming years due to a tripling in freight by 2050 and an additional 200,000 residents in the North West. The M2 upgrade is part of a integrated strategy to meet the transport needs of the region
- Major project benefits include:
  - Reduction in congestion during morning and afternoon peak periods
  - New access points to Sydney's fastest-growing residential and business centres
  - Restoration of 100 km/h speed limit along the motorway from Lane Cove to Beecroft Road
  - Increased capacity to accommodate planned residential and business growth
  - Improved local road and cycling infrastructure
- Transurban and the NSW Government will fund the M2 upgrade project by a 4 year extension in the concession, revenue from the new toll ramps and an approximate 8 percent increase in the toll at the completion of the construction
- An environmental assessment of the proposal has been conducted. This process provided an opportunity for community input as per the Department of Planning's requirements
- The project received environmental approval before construction began.

### 5.2 Key messages

In addition to the strategic messages listed above, the following key messages were used to support accurate and consistent communication during the project's establishment phase. These key messages address a range of potential issues and were reviewed in May 2011 to address construction impacts. Further periodic reviews will be undertaken during construction and in lead up to commissioning.

Table 5.1 Key messages

Key issues	Messages
<b>Funding</b>	<ul style="list-style-type: none"> <li>• The project is expected to cost approximately \$550 million.</li> <li>• The project will be fully funded by the private sector through agreement with the NSW Government to extend the M2 concession by 4 years and allow a one-off increase in the toll of approximately 8 percent following completion of the work.</li> <li>• A passenger vehicle at the main toll plaza will be required to pay an additional 40 cents.</li> <li>• New toll points for motorists accessing the motorway from new ramps at Windsor Road, Christie Road and Herring Road.</li> <li>• The new toll points will be fully electronic (no cash) and will escalate and be charged each quarter by 1% or CPI whichever is the greater.</li> <li>• Final toll prices following the one off increase will depend on the project completion date and movements in the CPI .</li> </ul>
<b>Public Information</b>	<ul style="list-style-type: none"> <li>• The Department of Planning published the Project Application, Preliminary Environmental Assessment (PEA) and Director-General's Requirements (DGRs) on its website in April 2009.</li> <li>• The PEA provides a description of the proposed M2 Upgrade and an outline of the projects preliminary environmental assessment findings.</li> <li>• The DGRs set out the key issues that must be addressed in the Environmental Assessment (EA).</li> <li>• All environmental assessment documentation and construction related material is available on the project website <a href="http://www.hillsm2upgrade.com.au">www.hillsm2upgrade.com.au</a></li> </ul>
<b>Declaration</b>	<ul style="list-style-type: none"> <li>• On 27 February 2009 then Minister for Planning, Kristina Keneally, declared the proposed M2 Upgrade Project to be critical infrastructure for the purposes of planning approval.</li> </ul>
<b>Approval Process</b>	<ul style="list-style-type: none"> <li>• The project's planning approval (Part 3A) required a comprehensive assessment of potential project impacts and this will include opportunities for community input and consultation.</li> <li>• A submission report was prepared by the RTA and is available on the project website.</li> </ul>
<b>Environmental Assessment</b>	<ul style="list-style-type: none"> <li>• The Environmental Assessment (EA) was undertaken in early to mid 2010 and in order to meet the DGRs includes the following specialist studies: <ul style="list-style-type: none"> <li>- Traffic and transport</li> <li>- Noise and vibration</li> <li>- Flora and fauna</li> <li>- Visual and landscape</li> <li>- Sustainability and greenhouse gas emission assessment</li> <li>- Aboriginal heritage</li> <li>- Non-Aboriginal heritage</li> <li>- Social and economic</li> <li>- Construction water management and soils</li> <li>- Hydrology and flooding</li> <li>- Contamination</li> <li>- Waste minimisation and management</li> <li>- Hazards and risks</li> </ul> </li> </ul>
<b>Community Consultation</b>	<ul style="list-style-type: none"> <li>• The EA presents the study findings and was placed on public exhibition for community consultation in May 2010.</li> <li>• During development of the EA, consultation was undertaken with relevant State and Local Government bodies, interest groups and affected landowners.</li> <li>• Community and stakeholder engagement is tailored to each phase of the project, enabling appropriate consideration of social, economic, environment and functional issues.</li> </ul>

Table 5.1 Key messages cont'd

Key issues	Messages
<b>Project Description</b>	
<b>M2 background</b>	<ul style="list-style-type: none"> <li>• The Hills M2 Motorway is a 21km, four lane motorway that links the lower north shore and the north-west regions of Sydney.</li> <li>• The M2 Motorway extends through Ryde, Hornsby and Baulkham Hills, carrying approximately 110,000 vehicles a day.</li> <li>• The M2 is also a key public transport corridor. The motorway includes dedicated bus lanes from Beecroft Road to Windsor Road which carry more than 17,000 bus passengers on a typical work day.</li> <li>• The M2 opened to traffic in May 1997 and is a key part of Sydney's orbital motorway network, providing an important link between the M7 and Lane Cove Tunnel.</li> <li>• The motorway is operated by Transurban. Transurban also operate the Lane Cove Tunnel and Eastern Distributor as well as CityLink in Melbourne.</li> <li>• Transurban took over operation of the motorway in June 2005 and commenced planning soon after to improve the road.</li> </ul>
<b>Project objectives</b>	<ul style="list-style-type: none"> <li>• Improve safety</li> <li>• Reduce congestion</li> <li>• Improve travel times in the morning and afternoon peak periods</li> <li>• Improve travel time predictability and regularity</li> <li>• Better driving experience for motorists</li> <li>• Increase access from the motorway to key residential, business and education centres</li> </ul>
<b>Project scope</b>	<p>The M2 Upgrade project includes:</p> <ul style="list-style-type: none"> <li>• Additional east-bound lane from Windsor Road to Pennant Hills Road off ramp</li> <li>• Additional eastbound lane from the eastbound Pennant Hills on ramp through the Norfolk Tunnel to Lane Cove Road</li> <li>• Widened west-bound lane from Lane Cove Road to Pennant Hills Road, including the reinstatement of the breakdown lane</li> <li>• New west-facing Windsor Road on and off ramps</li> <li>• New Christie Road eastbound on ramp</li> <li>• New Herring Road west-bound off ramp</li> </ul>
<b>Design development</b>	<ul style="list-style-type: none"> <li>• Detailed design is currently being finalised. .</li> </ul>

Table 5.1 Key messages cont'd

Key issues	Messages
<b>Transport integration and Tolls</b>	
<b>North West transport solution</b>	<ul style="list-style-type: none"> <li>• The Hills M2 has played an important role supporting the strong residential and employment growth in the North West region since it opened to traffic thirteen years ago.</li> <li>• The proposed upgrade of the M2 will ensure that the M2 can continue to support growth in the North West by providing improved access and mobility for local residents and business.</li> <li>• The upgrade will provide the following benefits: <ul style="list-style-type: none"> <li>– Improve safety</li> <li>– Reduce congestion</li> <li>– Improve travel times in the morning and afternoon peak periods</li> <li>– Improve travel time predictability and regularity</li> <li>– Better drive quality for motorists</li> <li>– Provide new bus priority access</li> <li>– Increase access from the motorway to key residential, business and education centres</li> </ul> </li> </ul>
<b>Support to public transport</b>	<ul style="list-style-type: none"> <li>• Road-based public transport provides more than half of Sydney's public transport needs.</li> <li>• The M2 is an important public transport corridor with up to 17,000 bus commuters travelling along the motorway each day.</li> <li>• The widening of the motorway will increase capacity and make journey times for buses along the M2 more reliable, attracting more commuters onto public transport.</li> <li>• In order to provide an improved service for buses along the M2, the scope of the upgrade also includes a combined T2 / bus lane city bound from Terry's Creek to Lane Cove Road, reducing congestion for buses at the eastern end of the motorway.</li> </ul>
<b>Cycle Access</b>	<ul style="list-style-type: none"> <li>• The M2 currently provides a regional cycle route through use of the breakdown lane, apart from a section westbound from Lane Cove Road to Beecroft Road where a temporary diversion is in operation.</li> <li>• A temporary detour off-motorway was constructed and opened for public use in January 2011 when the breakdown lane was closed for use by the project team.</li> <li>• Following the completion of the M2 Upgrade cycle access in the breakdown lane will be reinstated.</li> </ul>
<b>Tolling at new ramps</b>	<ul style="list-style-type: none"> <li>• All motorists who use the M2 pay a toll whether it is at the main toll plaza or at the Pennant Hills Road plaza. The M2 Upgrade Project will not change the arrangements for these toll points.</li> <li>• The new ramps at Herring Road and Windsor Road will create new ways of getting on and off the motorway. These new trips will be tolled. However, motorists will not pass through two tolling points in the one trip and will only pay one toll for their journey.</li> </ul>

Key issues	Messages
<b>Construction</b>	
<b>Project team</b>	<ul style="list-style-type: none"> <li>• Transurban have partnered with Leighton Contractors for the delivery of the project.</li> <li>• The project will be delivered under a Design and Construct (D&amp;C) contract.</li> </ul>
<b>Duration of construction</b>	<ul style="list-style-type: none"> <li>• Leighton Contractors started construction of the Upgrade in January 2011.</li> <li>• Completion of the Upgrade is expected in early 2013.</li> </ul>

	<ul style="list-style-type: none"> <li>• Construction work on the bridges varies between 12 and 24 months.</li> </ul>
<b>Night works and noise impacts</b>	<ul style="list-style-type: none"> <li>• Noisy work are largely limited to business hours, however the nature of the work (on an operational motorway) means some noise impacts at out of business hours..</li> <li>• The environmental approval sets strict requirements in terms of noise assessment and mitigation strategies</li> <li>• To reduce noise impacts from night work the project has mandated the use of non tonal reversing alarms on all project and subcontractor equipment and vehicles. These reversing alarms make a quacking sound rather that a high pitched beeping sound</li> </ul>
<b>Site establishment</b>	<ul style="list-style-type: none"> <li>• Site compound locations are selected to: <ul style="list-style-type: none"> <li>○ minimise the impact on the surrounding community;</li> <li>○ limit the need for vegetation clearing; and,</li> <li>○ reduce truck movements by ensuring close proximity to proposed works.</li> </ul> </li> <li>• Prior to establishment of each compound site, specific environmental management plans and mitigation measures are developed for each location to address the impacts of noise, dust, light and run-off and nearby residents are notified of compound establishment before work starts.</li> </ul>
<b>Noise walls</b>	<ul style="list-style-type: none"> <li>• The M2 Upgrade project environmental assessment has assessed the impacts of noise in the corridor and the potential role of noise walls in limiting the impact.</li> <li>• The assessment found a reasonable and feasible benefit could be delivered by building two new noise walls; and increasing the height of one wall.</li> <li>• A further 23 noise walls will be relocated due to construction requirements during the project due to construction and engineering requirements.</li> </ul>
<b>Minimising impacts</b>	<ul style="list-style-type: none"> <li>• To help better address the needs of the community, the community team will split the project into zones during construction: <ul style="list-style-type: none"> <li>○ Western Zone – Windsor Road to Pennant Hills Road</li> <li>○ Central zone – Pennant Hills Road to Terrys Creek including the Norfolk tunnel</li> <li>○ Eastern Zone – Terrys Creek to Lane Cover Road</li> </ul> </li> <li>• Within each of these zones a staff member of the project's team will be tasked with ensuring the community is well informed of construction activity in advance of it occurring and any concerns are appropriately addressed.</li> <li>• In addition to this geographically-focused staff member a range of staff will be available to assist with the communities' needs.</li> </ul>
<b>Traffic impacts</b>	<ul style="list-style-type: none"> <li>• The work is scheduled to minimise disruption on the travelling public however there will be some disruption to normal travel on the Hills M2 during the construction period.</li> <li>• The work involves temporary changes to traffic conditions on the motorway and local roads including reduced speed limits, lane closures, lane realignment and removal of the breakdown lane.</li> <li>•</li> </ul>
<b>Public transport</b>	<ul style="list-style-type: none"> <li>• To facilitate widening works the existing bus lanes have been altered for the duration of project works. As a result, during construction a dedicated bus lane will operate as follows: <ul style="list-style-type: none"> <li>○ Westbound from Barclay Road bus station to Windsor Road and</li> <li>○ Eastbound from Barclay Road to the Kent Street footbridge.</li> </ul> </li> <li>• All bus stops on the motorway will continue to operate through the project.</li> <li>• The Beecroft Road bus ramp was permanently closed on 15 January 2011 and will be demolished to create space for widening works in the median at this location.</li> </ul>
<b>Tolling during</b>	<ul style="list-style-type: none"> <li>• The original concession deed with the NSW Government does not include a reduced</li> </ul>

<b>construction</b>	toll during construction, <ul style="list-style-type: none"><li>• Paying a toll does not guarantee a travel time as this can be influenced by numerous factors,</li></ul>
	<ul style="list-style-type: none"><li>•</li></ul>

## **6.0 Communication and involvement methods**

The Community Involvement Plan, at a minimum, implements the communication and engagement methods nominated in Section 9 of Exhibit A of the M2 Upgrade Scope of Works and Technical Criteria (SWTC) as agreed by Hills M2 and the RTA.

The CIP also complies with the MCoA regarding access to information, complaints and enquiries procedures and community consultation.

### **6.1 Community Relations Manager**

The project provides a Community Relations Manager (CRM) (or a delegate that is authorised to carry out the functions of the CRM) who acts as a key project contact for community and local residents. During the environmental assessment stage, the CRM or an agreed delegate was available for contact by local residents and community representatives between 9am and 5pm on business days.

During the construction phase, the CRM or their delegate will be available at all times (24 hours 7 days per week) when construction is taking place until the Date of Construction Completion. The CRM, or an appropriate delegate, will be available to speak with community members at all times.

The CRM will be able to respond to complaints received and provide an overview of any action to be taken by the project in response to the complaint. The CRM will also be able to provide the following information:

- Current motorway conditions
- Planned traffic arrangements
- Current and planned construction operations.

### **6.2 Independent Community Noise and Vibration Facilitator**

The Hills M2 Upgrade team is aware that noise and vibration is likely to be a key concern for residents who live in close proximity to the upgrade work and an independent community, noise and vibration facilitator. This person will:

- Review various project plans.
- Develop the areas of consideration for “special circumstances for relocation” including health, living arrangements, and work issues associated with the upgrade works.
- Act as an independent contact point for community members who are distressed by after hours noise and vibratory work and require further support than what is available to them through the noise management processes as outlined in the Construction Noise and Vibration Environmental Management Plan.
- Make recommendations about the resolution of individual noise and vibration related complaints and ensure the recommendations have been implemented by the project team once they have been approved.
- Keep a record of all complaints which have been referred to them and the actions taken to manage those complaints.
- Provide reports of these actions to the Department of Planning.
- Step in as an independent facilitator on issues other than noise and vibration if required.

## **6.3 Working with stakeholders**

Stakeholder consultation was used during the environmental assessment phase to confirm if effective communication with key stakeholders required the establishment of stakeholder groups for the life of the project. These decisions have also been guided by the project's Conditions of Approval.

### **6.3.1 Special interest groups**

The project conducted informal stakeholder group meetings to address communication and coordination with affected authorities and road user groups throughout the environmental assessment phase, following project approval and leading into the construction phase. The groups included:

- Cyclists
- Traffic and transport
- Community development/precincts groups
- Business and industry
- Environment
- Schools

Outcomes of these meetings were incorporated into the Environmental Assessment and are itemised in Table 2.3 of Appendix D, Volume One. Attendance at these special interest group meetings declined following project approval. These groups concluded in the series of meetings leading into construction and have been replaced with a commitment to further briefing of stakeholders who express an ongoing interest.

### **6.3.2 Educational Institutions**

In accordance with Minister's Condition of Approval 2.23, the community relations team will identify and consult educational institutions within the impact area and obtain details of their examination periods. The construction team will ensure that disruptive, noise generating work is not scheduled during examination periods unless suitable alternate accommodation arrangements are made for students undergoing examinations at no cost to the students or the institutions.

### **6.3.3 Neighbourhood groups**

The project may also establish groups as required to most effectively inform and consult with the community including those who may be potentially indirectly affected. For example such groups may be established for a short or longer term and address:

- Construction zones
- Construction activities
- Issues such as noise walls, urban design
- User impacts – pedestrians, cyclists or motorists
- Environmental management

Engagement with these groups may use a variety of tools including, but not limited to, group briefings, feedback discussions with group representatives, or phone surveys.

Training will be provided to project group representatives to support effective consultation and enable the group to provide targeted input as required and achieve outcomes that progress the project. Depending upon the requirements, training of the internal team will be provided by the Community Relations Manager and/or the independent community noise and vibration facilitator. These groups will be chaired by a qualified and experienced team member.

Requirements for potential community groups, group structure and meeting arrangements will be explored by the project community relations team during construction based on risk management drivers.

### **6.3.4 Community liaison groups**

It is not proposed to establish formal community liaison groups (CLGs). Some members of the community view CLGs as closed forums that do not represent nor communicate effectively with the wider community. Alternatives to formal CLGs could include holding Community Information Sessions that are open as drop in opportunities and afford all community members with the opportunity to speak with project team members.

### **6.3.5 Local resident briefings**

The project may also conduct individual briefings or hold local resident meetings, often based on street catchments, to inform and consult with neighbouring, indirectly affected property owners, residents and businesses. This tool is most effective where a number of residents are impacted in a similar way such as changes to local traffic and access arrangements, prior to noise wall modifications and movements and noisy night work. These briefings and meetings will be conducted by the community relations team.

### **6.3.6 Logistics and administration**

The project team is responsible for the management of logistics and administration for all group meetings. This includes providing the meeting invitations, minutes, venue arrangements and catering as well as recording, distribution and follow up of action items.

### **6.3.7 Properties receiving architectural treatments**

In accordance with the Condition of Approval 2.26 the project will liaise with property owners whose properties were identified during the environmental assessment phase as being eligible for acoustic treatments to reduce the amount of traffic noise. Correspondence has been sent to 91 eligible property owners identified in the environmental assessment phase with a view to implementing noise mitigation measures. The project will develop the design for the appropriate architectural treatment and engage a contractor following formal agreement with the property owner.

### **6.3.8 Properties receiving pre-construction building condition surveys**

In accordance with Minister's Condition of Approval 2.49, the community relations team oversees liaison with property owners and tenants of buildings that have been identified for pre-construction building condition surveys. All accepted pre-construction building condition surveys were completed in late 2010 and early 2011 and copies were sent out to the property owner in May 2011.

## **6.4 Communication tools**

A range of communication tools are being used to inform the community and stakeholders and facilitate their contact with the project team.

Table 6.1 M2 Upgrade communication procedures and mechanisms

<b>Communication Tool</b>	<b>Duration and Schedule</b>
Toll free community contact line (1800 number)	Operates 24 hours a day, 7 days a week. A member of the M2 Upgrade project team will answer the 1800 number during the hours that Upgrade construction is being undertaken.
Project website	Throughout life of the project. For description of content see Section 6.5.1 of this plan.

Media releases and holding statements including notification of traffic impacts	Ongoing and prior to major traffic changes including initial traffic management phase.
Community information sessions with project displays	Approximately six monthly or according to project milestones.
Question and Answer (Q&As) documents and community fact sheets	As required, produced in response to issue of widespread interest and placed on the website
Letter to the householder (addressed and unaddressed) containing details of forthcoming construction activity and requesting feedback	Seven days prior to the commencement of a construction activity in a new location
Complaints audits	A six monthly audit of complaint management provides the opportunity to follow up corrective actions taken in relation to complaints with stakeholders and to identify potential improvements
Face to face individual briefings and/or resident meetings	Prior to activities that are likely to impact on residents such as night work and in response to concerns raised
Print and broadcast media advertising – traffic changes and work hours	Prior to start of construction on the motorway and other significant project milestones
Variable messages signs (VMS) - on and off motorway	Prior to start of construction on the motorway and other significant project milestones
Community Updates containing a three monthly construction look ahead along with details of environmental management processes are distributed to approximately 11,000 residents and businesses across the motorway corridor community. These updates are also available on the project website.	Quarterly

The use of social media as a communication tool will be further explored with the Project Team, Transurban and the RTA as more information regarding the cost benefit and community take-up becomes available.

The use of 'opt-in' communication tools for mobile device users (eg mobile phones, blackberries, iPhone, iPad) such as text, voice message and email will be further explored with the Project Team, Transurban and the RTA as more information regarding the cost benefit, legal issues and community take-up becomes available.

#### **6.4.1 Newspaper and radio advertising**

In accordance with the Statement of Commitments, the M2 Upgrade Project will advertise detours, traffic disruptions or controls and work outside normal construction working hours in local and state newspapers as listed previously. This advertising will take place no less than seven days before the change commences. These advertisements will be subject to the approval of the proponent, as with all public information materials.

See **Section 8** of this document for protocols regarding the use of items listed above and approval times required by the RTA.

### **6.5 Project displays**

#### **6.5.1 Project display material**

Project display material was made available for the public exhibition of the Environmental Assessment documentation and is used for project information displays to update the community over the life of the project.

Materials developed for display purposes must be easily understood, in a suitable format and of a professional quality.

Displays encourage and enable the public to inform themselves comprehensively about the project.

The Environmental Assessment public exhibition material included:

- Project Overview
- Consultation process and contacts
- Project scope and benefits
- Constraint maps (e.g. noise modelling, land use, heritage, environmental protection, visual impact)
- Operational traffic and transport
- Construction traffic and transport
- Construction methodology and staging
- Land acquisition process
- Urban and landscape design including noise wall locations
- Mobility and community amenity
- Consideration of community feedback

### **6.5.2 Environmental Assessment public exhibition**

During the public exhibition period project display material was available at community information sessions, static displays and on the project website.

### **6.5.3 Community information sessions**

Over the life of the project community members are being kept informed of progress. Up to six temporary or promotional displays (including the public exhibition) will be held in association with the project works and milestones. Scheduling of displays will also consider key local events and activities.

Community Information Sessions are the main vehicles for canvassing community input into design and obtaining feedback on environmental management issues. Participants in these information sessions are also surveyed on their response to the proposed treatment of urban design elements.

In addition, the project may use static un-staffed displays in locations such as community centres, libraries or shopping centres. If utilised each display will feature more than one set of the same display materials to provide the community with convenient access to the display at multiple venues.

Community information sessions are anticipated to be conducted at six monthly intervals based on project milestones and in co-ordination with the RTA.

The environment representative and representatives of the RTA as well as Transurban are invited to and attend project information sessions. They are available to discuss project issues and receive feedback from community members in relation to all aspects of the project including environmental management, final design and delivery of the project.

Three zone based community information sessions were held in December 2010 and again in May 2011.

## **6.6 Interactive tools**

### **6.6.1 Website [www.hillsm2upgrade.com.au](http://www.hillsm2upgrade.com.au)**

A website has been established and is being maintained to assist in disseminating community information, receiving feedback and providing responses to common enquiries.

The website reflects agreed project branding style for each phase of the project. The project reviews and updates the website on a weekly basis.

- All material is approved by the RTA's Representative before being loaded onto the website.
- A minimum of ten working days is required for approval prior to uploading major updates eg. display of environmental assessment and project opening.
- A minimum of five working days is required for approval prior to uploading minor updates.
- Where short timeframes are required to provide community updates, such as major changes to work schedules and traffic conditions, these changes will be coordinated with the RTA on a case-by-case basis.

The website maintains the RTA's terms and conditions of use and privacy policy and follows the Australian and NSW Government guidelines for accessibility.

The website will continue to operate for the duration of the project but as a minimum must operate continuously over the period from 8 weeks after the date of the Project Deed until one year after the Date of Construction Completion.

All documents, reports, photos etc. held on the website with respect to the project will be transferred to the RTA on completion of the project construction.

During the construction and commissioning phases, the website will include as a minimum:

- Programme of current construction work
- Media release library
- RTA logo on the opening page of the website, along with the RTA and M2 Upgrade logos as per agreed branding protocols
- Links to RTA's websites – Sydney Motorways and Building Sydney Motorways, and other websites as requested by Transurban, for instance HillsM2 and MyCommute
- Feedback facility
- Background information on the M2 Upgrade
- Description of the various approval authorities and their areas of authority
- Photo gallery containing images of past and current construction, community and environmental management activities associated with the project
- Copies of current and past display information, community updates, advertisements and other relevant publications
- Electronic copies of environmental documents and investigations that are publicly available and the executive summaries of these reports.
- The file size of all downloadable documents will be shown
- Information for public transport users, updated when traffic conditions change
- Information for the driving community, included predicted periods of delay and alternative routes, updated weekly or when traffic conditions change
- Information for cyclists and pedestrians, included predicted periods of operation of alternative routes, updated weekly or when traffic conditions change
- A listing of "frequently asked questions" and responses as agreed with the RTA's Representative
- Contact phone numbers of the project communication team and the RTA's Representative

- Any other items or information of interest
- The number of website visits and email feedback will be recorded and included in monthly reports
- All documentation required under the MCoA including condition 1.1 and any documentation supporting modifications to the project's approval that may be granted from time to time. Condition 1.1 requires:
  - Major Projects Application 09 \_0049;
  - *M2 Upgrade Project – Environmental Assessment* (volume 1 and volume 2, parts 1 and 2), prepared by AECOM Australia Pty Ltd and dated May 2010;
  - *M2 Upgrade Project - Submissions and Preferred Project Report*, prepared by AECOM Australia Pty Ltd and dated August 2010, including the revised Statement of Commitments contained therein; and
  - the conditions of approval.
  -

In addition to the above, condition 5.2 requires:

- A copy of the project approval;
- A copy of each relevant environmental approval, licence or permit required and obtained in relation to the project;
- A copy of each current strategy, plan, program or other document required under this approval; and
- The outcomes of compliance tracking in accordance with the requirements of Condition 4.1.

## **6.6.2 Animated products**

The project must provide an animated product, as part of public education on the facility, explaining:

- The expansion of the M2 Motorway.
- Additional public transport facilities.
- Lane arrangements for the upgraded motorway.
- How the tolling facilities will operate and toll levels.

The technology/format/quality of any animated product is to be agreed with the RTA prior to commissioning. All draft final material must be submitted to the RTA for approval 2 months before uploading to the website.

The RTA's *Community Involvement and Communications Draft Resource Manual for Staff* June 2008 provides specifications for animated products.

The product is to be commissioned from a member of the RTA's multi-media panel.

## **6.7 Response to community representations**

### **6.7.1 Contacts management**

The project provides documentation demonstrating how issues raised by the community have been considered and addressed in developing and delivering the M2 Upgrade Project. Tools include the project's contacts database, submissions report and meeting minutes.

The project uses Consultation Manager as its contacts database to manage the receipt of and response to community and stakeholder contact, including enquiries and complaints. This allows for:

- Transparent tracking of appropriate responses to each enquiry and complaint received
- Establishment and maintenance of a complaints register from the start of construction on the project site until two months after the completion of all construction works on the project site

- Timely community response to issues raised, with target turn around within 5 business days as per requirements of the SWTC
- Notification of receipt of correspondence will be provided within one working day of receipt of written and email correspondence
- Reporting on the receipt and responses to complaints received in the monthly progress report.

### **6.7.2 Complaints procedure**

In accordance with Condition 5.3 of the Minister's Conditions of Approval (MCoA) the M2 Upgrade has adopted a complaints management procedure for recording, responding to and reporting on complaints that complies with the Australian Standard for complaints handling in organisations, AS 4269, now updated to ISO 10002:2006.

A number of mechanisms have been established to facilitate the receipt of complaints. The main vehicle for receiving complaints is via the toll free telephone service which is described below. In addition, a postal address has been publicised where complaints and enquiries may be sent. The project team has established an email address and project website. This email address has been well publicised in the project area and emails received will be responded to by within the required timeframe.

The community relations team will take the lead in receiving complaints and responding to complainants. These personnel are experienced in complaint management and their performance is regularly reviewed by the Community Relations Manager. The Community Relations Manager will also identify and resource any training needs within the community relations team and amongst the wider project team who may have contact with complainants. Regular meetings of the community relations team provide a forum for peer review and a basis for continual improvement in complaint management response. More information relating to responding to complaints is contained in Appendix A: Complaints Management Protocol.

### **6.7.3 Toll free telephone service**

#### **6.7.3.1 Business hours**

The project has established and published a toll free telephone service which will be operational until two months after the Date of Construction Completion. The project will staff the phone line at all times during construction hours for the life of the project.

#### **6.7.3.2 Out of business hours**

Where construction occurs out of hours, the project will increase staffing arrangements for the phone line to 24 hours per day to facilitate issues response and complaints resolution.

#### **6.7.3.3 Consultation Manager Database**

Consultation Manager Database is a stakeholder data management software package that is being used to generate reports and statistics on the project team's daily contact with community members and stakeholders. It provides a practical tool for recording contact with community and stakeholders with the objective of minimising risk and maximising transparency, accountability and audibility.

Consultation Manager Database will be used to:

- Establish and maintain a register of all electronic, written and verbal contact concerning the project and any works
- Monitor response to contact within an agreed timeframe of receipt
- Produce a status report, including the average and maximum times taken to respond to representations

- Provide a record of correspondence received by the project or forwarded by the RTA's Project Manager to the project and the response.

Consultation Manager incorporates an online secure collaboration tool, set up with a system of users and passwords and enabling information and the closeout of actions to be shared across the team.

#### **6.7.4 Issues resolution**

The project will expeditiously address and seek the early resolution of all complaints and claims, directed against the project or others, by motorists, affected residents and members of the community in relation to the M2 Upgrade. The project will manage dispute resolution mechanisms and procedures to enable the prompt resolution of any claims.

The communication team will immediately notify Transurban Public Affairs of all enquiries from media, politicians or the public service, or priority enquiries. Priority matters refer to:

- Priority 1- Catastrophic Incident: fatality, incident with serious life threatening injuries, major delays and media coverage, critical system failure, major asset damage, terrorist threat etc.
- Priority 2 - Major Incident: accident with serious injuries not life threatening, major congestion and media coverage, protracted incident etc.
- Priority 3 - Intermediate Incident: MVA minor injuries, debris on motorway, pedestrians on motorway, external incidents affecting motorway etc.

When responding to the community member, the project will first provide an overview of the process to be taken to evaluate and address the complaint. The community member will be regularly informed of progress until the resolution of the complaint. This approach aims to foster and maintain a positive relationship with the community member. Commitments will be tracked and closed out in the contacts database.

### **6.8 Community relations inductions and training**

Project induction sessions include instruction on the project's community relations commitment and protocols. Inductions include:

- The project context
- Project and community relations objectives
- Community profile
- Key issues and obligations
- Community relations protocols for working on site including:
  - response to media enquiries
  - handling community enquiries and complaints
  - personal presentation
  - noise
  - parking and site access
  - visual appearance of the site
  - accessing private property
  - caring for wildlife
  - hours of work
  - notification of changes to planned work.

Induction records will be reported in the project's monthly report in the safety section.

## **6.9 Visual records**

Visual material plays an important role in communicating effectively with community and stakeholders. A schedule of milestones which will be captured through visual records will be planned with the RTA at the project's outset. The project community relations team will identify a schedule of photo opportunities to capture milestones and relevant points of interest.

### **6.9.1 Photography**

The project will take and provide the RTA with digital photographs of the progress of the project. The photographs will be of a professional quality (minimum 300 dpi) suitable for RTA and project use in publications, project communications and promotions of a broader nature and for enlargement to use in display materials. Photographs will be taken to record project progress at community events and project milestones, as agreed with the project team.

Photographs will be taken before, during and after the construction period to provide benchmarking of the entire motorway, including specifically major structures, before and after the project. The use of time lapse photography should be considered for key structures. Photographs will be provided to the RTA and Transurban on a quarterly basis.

### **6.9.2 Audiovisual**

Where the project identifies value in obtaining audiovisual footage of the project, the communications team will engage a professional company with capability to take high quality footage and produce professional media. High quality footage and production might be required for induction and training, community consultation, media releases, award submissions and other promotional purposes. See **Section 8.8** for protocols regarding RTA approval of project display materials.

## **7.0 Community involvement plan framework**

The following tables present the community involvement plan framework to guide communications over the project's approximate total three year delivery timeframe. The framework reflects that each phase of the project requires tailored application of the CIP's communication tools to manage the range of different risks and desired outcomes for each phase of the project.

Effective management of communication and consultation activities during the environmental assessment phase was critical to project success. In this phase of the project a range of internal and external stakeholders executed their different legislative and corporate responsibilities prior to and following project declaration.

Challenges are presented by the project's objective to condense the timing of each phase of the project and the high level of political and public interest in the project. Communication and consultation activities must be synchronised with the environmental assessment process steps, interagency protocols, as well as the project team, Hills M2 and RTA protocols. The following table presents an overview of community and stakeholder engagement activities relevant to each project phase.

### **7.1 Stakeholder categories**

For the purpose of managing communication and consultation during the Environmental Assessment phase, stakeholders were grouped into the following categories:

- Tier 1  
RTA, regulator, State agencies, Federal agencies, State and Federal MPs, Regional Organisation of Councils (ROCs), local government authorities, customer representatives, network operators, schools, potentially directly affected and land acquisitions.
- Tier 2  
Interest groups – business and industry, schools, environment, cyclist, traffic and transport, community development/progress groups
- Tier 3  
Neighbouring properties, corridor community and general public.

Table 7.1 Approval process phases

Timing	Approval process phases	Milestones	Key stakeholders	Engagement activities	Outcomes
<p><b>February 2009</b></p>	<p>The RTA as the proponent of the proposed development submitted an application seeking a declaration that the proposed upgrade be deemed to be a Major Project under Part 3A of the <i>Environmental Planning and Assessment Act 1979</i> (EP&amp;A Act).</p> <p>On 24 February 2009 the Department of Planning declared the proposed work to be a major project under Part 3A of the <i>Environmental Planning and Assessment Act 1979</i> (EP&amp;A Act). The Department of Planning also declared that the proposed work is deemed Critical Infrastructure as it is considered to be essential for the State for economic, environmental or social reasons (section 75C of the EP&amp;A Act).</p>	<p>Lodgement of the request to the Minister of Planning that the proposed upgrade be declared a Major Project and Critical Infrastructure under Part 3A of the EP&amp;A Act.</p>	<ul style="list-style-type: none"> <li>• RTA</li> <li>• Hills M2</li> <li>• Project</li> <li>• Department of Planning (DOP)</li> </ul>	<p>Interagency – RTA and DOP</p>	<p>Commencement of project declaration process.</p>

Table 7.1 Approval process phases cont'd

Timing	Approval process phases	Milestones	Key stakeholders	Engagement activities	Outcomes
<p><b>February 2009</b></p>	<p>A Preliminary Environmental Assessment (PEA) was prepared and lodged with the Department of Planning for consideration.</p> <p>The PEA:</p> <ul style="list-style-type: none"> <li>• Described the Proposal</li> <li>• Outlined the findings of the preliminary environmental assessment and identified a number of environmental management measures</li> <li>• Identified the proposed scope of the detailed Environmental Assessment (EA) for the Proposal</li> <li>• Aimed to assist the formulation of environmental assessment requirements by the Director-General under Section 75F(2) of the EP&amp;A Act</li> </ul>	<ul style="list-style-type: none"> <li>• Part 3A Major Project declaration by the Minister for Planning</li> <li>• Critical Infrastructure declaration by the Minister for Planning</li> <li>• RTA and Transurban exchange letters of commitment</li> <li>• Commencement of EA studies with site investigations</li> </ul>	<ul style="list-style-type: none"> <li>• State government agencies (SGA)</li> <li>• Local government authorities (LGA)</li> <li>• Interest groups</li> <li>• M2 corridor community</li> <li>• General public</li> <li>• Properties neighbouring investigation sites</li> </ul>	<ul style="list-style-type: none"> <li>• Site investigations letter</li> <li>• Community relations component of site investigations induction</li> </ul>	<p>Field staff and sub-contractors interact appropriately with the public and implement community relations protocols on site.</p>

Table 7.1 Approval process phases cont'd

Timing	Approval process phases	Milestones	Key stakeholders	Engagement activities	Outcomes
<p><b>February – March 2009</b></p>	<p>Following lodgement of the PEA the Director General consulted with other agencies on matters to be addressed in the environmental assessment of the proposal. The Director General's requirements for environmental assessment were issued to the proponent.</p> <p>A planning focus meeting was held to determine the scope of issues and level of assessment required. The Director General's requirements outline the consultation requirements and require the proponent to include as part of its environmental assessment, a statement of commitments setting out the commitments the proponent is prepared to make for environmental management and mitigation measures.</p>	<ul style="list-style-type: none"> <li>• Issuing of the Director General's Requirements</li> <li>• Planning Focus Meeting</li> <li>• Commencement of EA preparation</li> </ul>	<ul style="list-style-type: none"> <li>• State government agencies</li> <li>• Local government agencies</li> <li>• Interest groups</li> </ul>	<ul style="list-style-type: none"> <li>• Align EA consultation strategy to DGRs</li> <li>• Planning Focus Meeting</li> <li>• Initial consultation with State Agencies</li> </ul>	<p>Consultation with state and local government agencies identifies issues, potential impacts and commences discussions on mitigation strategies.</p>
<p><b>April – October 2009</b></p>	<p>Demobilisation</p>				

Table 7.1 Approval process phases cont'd

Timing	Approval process phases	Milestones	Key stakeholders	Engagement activities	Outcomes
<p><b>October 2009 – Jan 2010</b></p>	<p>The proponent prepares and submits a draft environmental assessment report to the Department of Planning which responds to the requirements in the DGRs and is lodged with the Director General.</p>	<ul style="list-style-type: none"> <li>• RTA and Transurban project agreement</li> <li>• Remobilisation (Oct)</li> <li>• Recommence specialist studies</li> <li>• Commence targeted consultation with Tier 1 and 2 stakeholders</li> <li>• Consultation freeze during late December 2009 and early January 2010</li> <li>• Internal and RTA review of EA</li> <li>• Lodgement of the draft EA with DoP</li> </ul>	<ul style="list-style-type: none"> <li>• State government agencies</li> <li>• Local government agencies</li> <li>• Interest groups</li> <li>• M2 corridor community</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Broad project communications</li> <li>• Media release and ASX notification of project agreement</li> <li>• HillsM2 project website update</li> <li>• HillsM2 project factsheet</li> <li>• Site investigations letter</li> <li>• Community relations component of site investigations induction</li> <li>• Tier 1 and 2 correspondence</li> <li>• Tier 1 and 2 briefings and meetings + PowerPoint presentation*</li> <li>• Tier 1 land acquisition meetings</li> <li>• Corridor community correspondence</li> </ul>	<p>Consultation with Tier 1 and 2 stakeholders. Inform stakeholders of the project scope, proposed investigations, the approvals process and opportunities to provide feedback during the public exhibition period. Consultation with these stakeholders will also seek to gain an understanding of their areas of interest and concern which can be considered in preparation of the EA.</p> <p>Community and stakeholders remain informed of process and project progress and forthcoming exhibition period.</p>

Timing	Approval process phases	Milestones	Key stakeholders	Engagement activities	Outcomes
<b>October 2009 – Mar 2010 ctnd</b>		<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p>*Power point presentation:</p> <ul style="list-style-type: none"> <li>• Graphics showing project footprints and key project features</li> <li>• Project and approval information</li> <li>• Advice as to opportunities to provide feedback on the project</li> <li>• Database tracking of consultation</li> </ul>	

Table 7.1 Approval process phases cont'd

Timing	Approval process phases	Milestones	Key stakeholders	Engagement activities	Outcomes
<p><b>May – June 2010</b></p>	<p>The Director General exhibits the EA for a minimum of 30 days and invites public comment.</p>	<p>Public exhibition of the EA</p>	<ul style="list-style-type: none"> <li>• State government agencies</li> <li>• Local government agencies</li> <li>• Interest groups</li> <li>• M2 corridor community</li> <li>• General public</li> </ul>	<p>A range of display and consultation activities including</p> <ul style="list-style-type: none"> <li>• Early pre-exhibition correspondence to potentially indirectly impacted neighbours</li> <li>• Advertisements</li> <li>• Correspondence to Tier 1 and 2 stakeholders and briefings (as required)</li> <li>• General community information sessions</li> <li>• Display brochure/ community update</li> <li>• Display posters</li> <li>• Structured feedback form</li> <li>• Shopping centre displays</li> <li>• Noise wall interviews for neighbouring properties (potentially indirectly affected)</li> <li>• Meetings with Tier 1 and private land acquisition as required</li> <li>• Web update</li> </ul>	<p>Stakeholders and community participate in the exhibition period and provide feedback on the Environmental Assessment.</p>

Timing	Approval process phases	Milestones	Key stakeholders	Engagement activities	Outcomes
<b>June – July 2010 ctnd</b>	The proponent prepares a response to the issues raised in the submissions (a preferred project report would also have been prepared if changes were proposed).	<ul style="list-style-type: none"> <li>Preparation of a submissions report</li> </ul>	<ul style="list-style-type: none"> <li>State government agencies</li> <li>Local government agencies</li> <li>Interest groups</li> <li>M2 corridor community</li> <li>General public</li> </ul>	<ul style="list-style-type: none"> <li>Internal consultation for development of responses</li> </ul>	Submission issues and responses are documented in the Submissions Report and considered in close out of the Environmental Assessment process.
<b>October – 2010</b>	<p>The Director-General then prepares a report for the Minister's approval.</p> <p>The proponent is notified of the Minister's determination. In addition people who made a submission are advised and the notice of determination is placed on the Department of Planning's website.</p>	<ul style="list-style-type: none"> <li>Part 3A Approval</li> </ul>	<ul style="list-style-type: none"> <li>State government agencies</li> <li>Local government agencies</li> <li>Interest groups</li> <li>M2 corridor community</li> <li>General public</li> </ul>	<ul style="list-style-type: none"> <li>Paid media advertisements – Sydney metropolitan papers and local papers</li> <li>Media release</li> <li>Web update</li> <li>Tier 1 and 2 correspondence</li> <li>Letterboxing local residents</li> <li>Email alert to stakeholder register on the database</li> <li>Letters to all respondents that made a submission to the environmental assessment.</li> </ul>	Community and stakeholders are informed of the Minister's determination and next steps in the project.

Table 7.1 Approval process phases cont'd

Timing	Approval process phases	Milestones	Key stakeholders	Engagement activities	Outcomes
<p><b>Nov-Dec 2010</b></p>	<p>Pre Construction</p>	<p>As per construction program</p>	<ul style="list-style-type: none"> <li>• State government agencies</li> <li>• Local government agencies</li> <li>• Interest groups</li> <li>• M2 corridor community</li> <li>• General public</li> <li>• Construction team and subcontractors</li> </ul>	<ul style="list-style-type: none"> <li>• Community update</li> <li>• Prepare Communication Action Plan (CAP) for each construction zone – tailored to managing zone specific impacts and timings</li> <li>• Early advice of construction commencement and liaison regarding early work, impact management to stakeholders and indirectly affected properties</li> <li>• Establishment of stakeholder / community contact groups as required</li> <li>• Community Relations training to all site personnel and sub-contractors</li> <li>• Broad project communications update</li> <li>• Banners and VMS</li> </ul>	<p>Community and Stakeholders are informed of the upcoming construction program.</p> <p>Construction Zone CAPs support effective issues and impacts management meets Statement of Commitments and DOP requirements.</p> <p>Site teams trained in Community Relations protocols support consistent application on site and effective issues management.</p> <p>Notification of changed traffic conditions supports motorway operations and construction safety.</p>

Table 7.1 Approval process phases cont'd

Timing	Approval process phases	Milestones	Key stakeholders	Engagement activities	Outcomes
<b>Jan 2011 to early 2013</b>	Construction	As per construction program Stage 1 – April 2012 Stage 2 – late 2012 Stage 2 – early 2013	<ul style="list-style-type: none"> <li>• State government agencies</li> <li>• Local government agencies</li> <li>• Interest groups</li> <li>• M2 corridor community</li> <li>• General public</li> </ul>	Notifications Letters Community Updates Information Sessions 1800 number Website Advertising Resident meetings  Outlined in the Zone CAPs	Construction Zone CAPs support effective issues and impacts management meets Statement of Commitments and DOP requirements.
<b>TBA</b>	Commissioning As each element of the scope of works is completed the asset will be opened to traffic.	As per construction program – traffic switches, opening of assets – ie ramps, tunnel, cycle path	<ul style="list-style-type: none"> <li>• State government agencies</li> <li>• Local government agencies</li> <li>• Interest groups</li> <li>• M2 corridor community</li> <li>• General public</li> </ul>	As per Zone CAPs	Community and stakeholders will be informed in advance of each commissioning / traffic switch. Communications will advise and educate drivers to support safety on and off the motorway.

## 8.0 Protocols

### 8.1 Environmental Assessment consultation

The following protocols are to be observed throughout the project as confirmed with RTA and Transurban at each phase.

Table 8.1 Consultation protocols

Stakeholder group	Protocol
State Government Agencies	<p>RTA will arrange and lead consultation with Department of Planning. The project will be advised of and invited to all meetings.</p> <p>The project will arrange and lead consultation with all other State Government agencies. The RTA will be advised of and invited to all meetings.</p> <p>No consultation with State Government agencies until after the Planning Focus Meeting.</p> <p>The project will keep these stakeholders appropriately informed throughout the construction phase.</p>
Local government authorities	<p>The project will arrange and lead consultation with local government authorities. The RTA will be advised of and invited to all meetings.</p> <p>No consultation with local government authorities until after the Planning Focus Meeting.</p> <p>The project will keep these stakeholders appropriately informed throughout the construction phase.</p>
State and Federal Members of Parliament	<p>The project will arrange and lead consultation with State and Federal Members of Parliament whose electorates fall within or close to the M2 corridor.</p> <p>The project will communicate with State and Federal members of Parliament by correspondence. Project correspondence will advise the project's declaration and approvals process and keep these stakeholders appropriately informed throughout the construction phase.</p>
Land acquisition property owners	<p>RTA will be responsible for the land acquisition process. The project's Property Working Group will determine an integrated approach whereby RTA and the project will liaise and consult with these property owners.</p>
Interest groups	<p>The project will arrange and lead consultation with interest groups to support targeted stakeholder consultation following the Planning Focus Meeting and financial agreement between the RTA and Hills M2. The RTA will be advised of and invited to all meetings. Development of CAPs will continue to identify relevant interest groups and proactively inform and consult with appropriate groups in each stage of construction.</p>
Corridor community	<p>The project will arrange and lead engagement with the corridor community following financial agreement between the RTA and Hills M2. The corridor community will be informed of the project's declaration and approvals process. The corridor community will be encouraged to participate in the public exhibition period and ongoing communication and consultation during construction.</p>
Neighbouring properties	<p>The project will arrange and lead consultation with those property owners and/or residents in the vicinity of proposed upgrade works. Neighbouring property owners/residents will be encouraged to participate in the public exhibition period and ongoing communication and consultation during construction.</p>

General public	The project will communicate with the general public using the project website, media and other materials as required. Subject to confidentiality, the project shall make all documents required under the project approval and MCoA available for public inspection on request.
RTA	All project team communication with the RTA must be copied to Greg Butler, RTA Project Manager, Raymond Golzar, Transurban Project Manager and Andrew Marsonet, Program Manager.

## 8.2 Working in partnership with the RTA

Throughout the project, the project team and the RTA will take a partnership approach to the management of community and stakeholder engagement. This approach will facilitate:

- Alignment on approval protocols
- Coordinated delivery of accurate information
- Consistent management and resolution of community issues
- Best for project decision making
- Best outcomes for the community
- Flexibility for each organisation to execute their different legislative and corporate responsibilities.

The principle of partnership will guide discussions amongst the project, Hills M2 and the RTA regarding execution of the Community and Stakeholder Engagement Strategy and Section 9 of Exhibit A Scope of Works and Technical Criteria. This will enhance flexibility and responsiveness in a dynamic environment.

### 8.2.1 Working with the RTA's representative

Table 8.2 Protocol to be observed while working with RTA representatives

Stakeholder	Protocol
RTA's Representative	RTA's Representative is informed of all community and stakeholder engagement planning and community issues. They will be consulted on all decisions affecting the community and invited to all meetings, presentations and site tours attended by members of the community.
	RTA's representative is informed of all issues raised by Authorities and invited to all meetings, presentations and site tours attended by Authorities.
	RTA's Representative is contacted immediately in relation to planned or unplanned local community protests that may arise during the project.

## 8.3 Media and government relations

### 8.3.1 Media and government contact

The project's spokesperson is:

Peter Colacino  
Head of Public Affairs NSW  
Transurban  
Level 5  
50 Pitt Street  
Sydney New South Wales 2000  
Australia  
M2 Upgrade Project  
**Community Involvement Plan**

Phone: +61 (0)2 9254 4926  
 Fax: +61 (0)2 9254 4990  
 Mobile: TBA  
 Email: [pcolacino@transurban.com](mailto:pcolacino@transurban.com)

Table 8.3 Media and government relations protocols

Stakeholder	Protocol
RTA's Representative	The project's spokesperson will provide the RTA with notification of any approach by the media (including industry magazines), political representatives (including Federal, State or Local Government) or their staff, as soon as possible and within 24 hours of that approach.
	The project spokesperson will consult with the RTA before releasing information about the project to the media, political representatives or their staff. The RTA will inform the project spokesperson of any approach by the media as it relates to the project or the operation of the motorway.
	Any briefings to media or government will be coordinated in conjunction with the RTA.
	The project will advise the RTA immediately should advertised works change making the advertisement incorrect.
	Where identification of changes to the work program make published advertisements or other planned materials incorrect, the RTA representative will work with the project to have corrected materials approved as soon as possible to support a best for project outcome.

### 8.3.2 Media events

The RTA will manage all official media events and will be responsible for coordinating community, media and political participation in such events, in consultation with the project team and Transurban as the owner and operator of the road. The project team will co-operate with the RTA in the running of the media events and will provide the site logistics associated with media events.

Table 8.4 Media event protocols

Item	Notification	RTA receipt of notice
Major milestones	<ul style="list-style-type: none"> <li>Start of Construction activities on project site</li> <li>Opening of the M2 Upgrade</li> </ul>	Notice in writing eight weeks prior to event to enable the RTA to arrange media event.
Milestones	<ul style="list-style-type: none"> <li>Achievement of project milestones</li> <li>Opening of local roads</li> </ul>	Addressed in Community Involvement Plan and Project Control Group meetings.

## **8.4 Notifications of works and temporary impacts**

This protocol describes the process to managing the notification of works and temporary impacts.

The M2 Upgrade project is responsible for communicating with stakeholders and impacted members of the community throughout the project area. Notification is a primary tool in managing disruption to residents through providing timely, accessible and regular updates from a variety of information sources.

Construction activities that have the potential to impact on the normal day to day activities of the local or broader community will generate a community notification. These activities include:

- Commencement of works in a given location
- Work outside normal construction hours
- Work that creates additional noise over an extended period, i.e. jack-hammering; and
- Work that temporarily changes motorist or pedestrian routes or involving a major re-route or detour.

The extent of the notification catchment areas and identification of sensitive receivers varies according to the activity and is determined through the consideration of community impacts during the development of zone-based Communication Action Plans.

### **8.4.1 Notification methods**

Notification of forthcoming construction activities will be available to the public from numerous sources, including:

- A 24 hour, 7-days-a-week, toll free 1800 contact and enquiries number
- Project website
- Public advertisements in relevant local newspapers
- Signage erected on the external fence of construction compounds
- Letterbox delivery of printed notification
- Personal visits and/or telephone contact from the Community Relations Coordinators and other project team members, especially in relation to out-of-hours work
- Directional signposting (notifying motorist and pedestrian traffic impacts)
- Variable message signs (notifying motorist and pedestrian traffic impacts).

### **8.4.2 Notification content**

Notification content will include:

- Dates of proposed activity, street locations, construction hours, road closures, expected noise impacts, nature of the works, expected length and duration of the activities, and the types of equipment that will be used.
- For traffic impacts, notification will include details of pedestrian access, road closures, traffic switches and changes to public transport timetables.
- Contact details including the 1800 number, project email address and Community Relations team phone contact number will be included on all notifications.

### **8.4.3 Notification timing**

The following notification timeframes are in accordance with the RTA's policies and practice. They include the following:

- Site signage at least 5 days prior to commencement of works
- Construction Activity Notifications 7 days prior to works commencing and 5 days before returning to an area/street where work has been absent for longer than a week
- Personal visits and/or contact from the Community Relations Coordinators and other project team members (where identified in Construction Execution Plan) – 5 days prior to works
- Traffic changes notification – VMS and directions signage to be erected in accordance with a relevant Traffic Management Plan
- Traffic changes newspaper advertising – 7 to 14 days prior to change

### **8.4.4 Production of notifications**

The community relations team will be responsible for producing and overseeing the distribution of notifications. The zone based Communication Action Plans will identify notifications required and their distribution area. All printed notifications and contact with stakeholders will be entered into the Consultation Manager Database.

### **8.4.5 Approval of notifications**

Zone based Community Relations Officers will provide drafts of notifications to the Community Relations Manager who will liaise with the RTA in the internal approval process. The timeframe for the approval of information tools is outlined in Table 8.5: Schedule of materials production.

### **8.4.6 Control tools**

A range of tools will be used to ensure accurate implementation of the notification procedure. These include:

- Toolbox meetings and site inductions
- Community Relations Auditing
- Notification Delivery Record form - record actual delivery dates .

Community updates, display posters and postcards are to be printed in accordance with the RTA's guidelines for the use of sustainable paper, including the placement of the appropriate environmental logos.

## **8.5 Correspondence and enquiries protocol**

This procedure describes the M2 Upgrade Project's protocol for recording, responding to and reporting on customer enquiries and correspondence.

All contact with residents and stakeholders will be managed in accordance with RTA's requirements. Contact includes all communication (comments, enquiries and complaints) initiated by phone contact, e-mails, letters, and meetings. The project's contact details are as follows:

**Website:** [www.hillsm2upgrade.com.au](http://www.hillsm2upgrade.com.au)

**Email:** [enquiries@hillsm2upgrade.com.au](mailto:enquiries@hillsm2upgrade.com.au)

**Telephone: 1800 196 266 (free call)**

**Post:** PO Box 379, North Ryde BC NSW 1670

### **8.5.1 Enquiries**

The Community Relations team is the main point of contact for stakeholders. Telephone calls or visitors received at reception should be directed to members of the Community Relations team. If none of the Community Relations team are able to be reached the callers/visitors' details should be recorded and assurances made that they will be called back as soon as possible.

Project related enquiries received by site personnel should be referred to the 1800 number. Site personnel have access to community information calling cards that display the 1800 number.

It is important that information provided in response to general enquiries from the wider public is accurate and consistent across all areas of the project. Fact sheets and newsletters about the Hills M2 Upgrade project will be prepared and issued to residents with the intention of providing the level of information required by a general enquiry.

Project personnel including the environment representative and independent community noise and vibration facilitator can be contacted in the first instance via the project 1800 number and then by arrangement with the individual concerned.

### **8.5.2 Contact recording**

Contact with the community covers communication initiated by phone contact, e-mails, letters, and face to face. Face to face contact and/or complaints may be received via:

- Visitors to site
- Visitors to reception
- Participants at consultation events

It is intended that the majority of phone contact with the community will be via the well publicised 1800 number, however enquiries calls may also be received at reception or by individuals.

The Community Relations team, as the main point of contact for stakeholders and residents, will use the Consultation Manager Database to record all enquiries. Response times and effective handling/close out will be tracked via Consultation Manager. This ensures that issues, response times and outstanding actions can be monitored.

### **8.5.3 Correspondence**

Written correspondence (including emails) in the form of project enquiries or complaints will be responded to within the RTA's designated timeframe of five days. Correspondence regarding day to day matters along with correspondence addressed to the M2 Upgrade Project shall be responded to and signed off by the Project Manager. Correspondence addressed to Transurban, the Hills Motorway and/or the RTA will be responded to by the nominated party with content input from the M2 Upgrade project team as appropriate.

#### ***Correspondence/briefing material for Members of Parliament***

The Hills M2 Upgrade project team will assist the RTA to draft responses. This material will be approved by the Hills M2 Upgrade Project Manager before it is provided to the RTA for further review and approval. The briefing materials/correspondence will be signed off and provided to the Minister's office by the RTA.

#### ***Correspondence for major stakeholders***

The Hills M2 Upgrade project will draft the correspondence. This correspondence will be reviewed and approved for issue by the RTA.

## 8.6 Materials approval

The following table is provided to assist in the scheduling of materials production. Production scheduling must allow for:

- Draft preparation
- Internal approval
- TU and RTA approval
- Printing and delivery to mail house
- Distribution
- Advance notification period required for public.

Table 8.6 Schedule of materials production

Item	Notification	Timing	RTA receipt of drafts ahead of publication	Publication or Receipt by Residents
<b>Project wide</b>				
<b>Display material</b>	Environmental Assessment and project information displays	Available for public exhibition	15 business days prior to print and display	Public exhibition period
<b>Print media advertisements – 3 month work forecast</b> <i>Note: Project will advise RTA immediately should advertised works change making the advertisement incorrect</i>	<ul style="list-style-type: none"> <li>• Proposed works for forthcoming 3 months</li> <li>• Location of works</li> <li>• Hours of operation</li> <li>• Enquiry and complaints contact details</li> </ul>	Three monthly intervals from commencement of construction until Date of Construction Completion	Draft 10 days prior to proposed media lodgement date	Regular 3 monthly schedule
<b>Community updates (newsletters, leaflets or letters to the householder)</b>	<ul style="list-style-type: none"> <li>• Project status</li> <li>• Construction progress</li> <li>• Upcoming construction phases</li> <li>• Environmental management</li> <li>• Community involvement achievements</li> <li>• Details of displays and locations, website</li> <li>• Contact details for the project and the RTA (including</li> </ul>	Not more than 4 monthly intervals from commencement of construction until Date of Construction Completion	Draft 10 business days prior to print and distribution	Regular 4 monthly schedule

	contact phone numbers and return addresses)			
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Table 8.5 Schedule of materials production cont'd

Item	Notification	Timing	RTA receipt of drafts ahead of publication	Publication or Receipt by Residents
<b>Project wide</b>				
<b>Website material</b>	<ul style="list-style-type: none"> <li>Project information</li> <li>Receiving feedback</li> <li>Responding to enquiries</li> </ul>	Commencement 8 weeks after date of Agreement until one year after Date of Construction Completion	15 business days prior to upload to web for public access for new materials	
		Monthly update of progress and consultation activities	5 business days prior to upload	
		Weekly review and update of website	3 business days prior to upload	
<b>Local zones</b>				
<b>Letter to the Householder, Community noticeboard information</b>	<ul style="list-style-type: none"> <li>Changes affecting individual properties, residences, businesses</li> <li>Work outside of hours contained in environmental documents</li> </ul>	In advance of change	Draft 10 business days prior to print and distribution	Minimum 7 days prior to change
<b>Print and broadcast advertisements – Traffic and work hours</b>	<ul style="list-style-type: none"> <li>Planned motorway closures and detours</li> </ul>	In advance of change	Draft 10 business days prior to lodgement with media outlet	Minimum 7 days prior to detour/change
<b>Leaflet</b>	<ul style="list-style-type: none"> <li>Changes affecting individual properties, residences, businesses</li> </ul>	Announcement of changes at short/urgent notice	Draft 5 business days prior to print and distribution	Minimum of 3 days prior to change

## 8.7 Logos and branding

RTA will manage inclusion and placement of logos in relation to all public communications, including advertisements, publications (brochures, community updates, fact sheets) and display posters for project announcement, environmental assessment and construction phases of the project.

## **8.8 Site inspection by visitors**

Both the project and the RTA will arrange site visits. Visits will be subject to coordination with the Project Manager or their delegate. The project will give reasonable access to visitors at all reasonable times.

For visits arranged by the RTA, visitors must at all times be accompanied by representatives of the RTA or other persons authorised in writing by the RTA's Representative. All visitors will be required to complete a site induction and all visits will be subject to the project's approval, and site management and visitor protocols.

## **8.9 Compliance with the Privacy and Personal Information Protection Act 1998**

The project will comply with the requirements of the *Privacy and Personal Information Protection Act 1998*.

## **8.10 Compliance with other NSW Government and RTA guidelines**

The project will comply with the requirements of NSW Government and RTA guidelines and policies in relation to its community involvement obligations:

- i. NSW (Government) Guidelines for Advertising.
- ii. RTA Community Involvement and Communications Resource Manual for Staff, 2008.
- iii. RTA Fact Sheet: Your privacy and RTA projects.
- iv. RTA Fact Sheet Your property and RTA projects.
- v. RTA Fact Sheet: Access to private property.
- vi. RTA Procedure for Aboriginal Cultural Heritage Consultation and Investigation, 2008.
- vii. RTA Infrastructure Communications guidelines for sustainable paper and environmental logos, August, 2009.

## **8.11 Project display material, activities and award submissions**

The project must recognise and identify the RTA's role in any project display material or award submissions that it develops in relation to the M2 Upgrade Project.

## **8.12 Incident and emergency response communications**

Incident and emergency response is handled by the motorway operator and the project team will comply with it.

## **9.0 Continuous improvement**

The project will maintain a commitment to continuous improvement in the community and stakeholder engagement area. We will provide required training to all relevant personnel and subcontractors, and build community and stakeholder awareness into the project culture.

Our commitment to continuous improvement stems from our understanding of the value of engagement to overall success. A strong reputation, open channels of communication, and positive working relationships with community and stakeholders will support all project objectives and the M2 Motorway's future operations and initiatives.

The project will use Consultation Manager Database to report community and stakeholder contact. The Complaints Management Protocol attached as Appendix A to this plan outlines the complaints review and auditing procedure. This procedure explains how the senior management team will regularly review the number of repeat complaints, the seriousness of complaints and responsiveness to complaints and enquiries and identify opportunities for improvement. The independent community relations noise and vibration facilitator will also have a role in this review process and will make recommendations for future actions and improvement.

### **9.1 Key Performance Indicators (KPIs)**

The project has nominated community and stakeholder satisfaction as a key performance indicator (KPI). The intention of this KPI is to measure the project's success in engaging positively with community groups and/or stakeholders.

This KPI will be measured by:

- Periodic surveys conducted during construction and then at project completion. The survey format is currently being finalised and is targeted for roll out in late July/August 2011. The survey will be broken down to seek feedback on communication/engagement satisfaction from residents and project stakeholders. Questions, scoring and weighing is to be determined between LCPL and Hills Motorway.
- Measurement of response times to community enquiries/complaints. Consultation Manager Database entry protocols have been modified to allow reporting on this from July 2011. Performance target and weighing is yet to be finalised between LCPL and Hills Motorway.

## 10.0 Project communications team

### 10.1 Contact details

Table 10.1 Project communications team contact details

Name	Role	Email	Phone
Sanjin Muhic	Community Relations Manager	<a href="mailto:sanjin.muhic@leicon.com.au">sanjin.muhic@leicon.com.au</a>	9856 9011
Rebecca Spencer	Community Relations Advisor	<a href="mailto:Rebecca.spencer@leicon.com.au">Rebecca.spencer@leicon.com.au</a>	
Teresa Murphy	Community Relations Coordinator	<a href="mailto:Teresa.murphy@leicon.com.au">Teresa.murphy@leicon.com.au</a>	
Meagan Leece	Community Relations Coordinator	<a href="mailto:Meagan.leece@leicon.com.au">Meagan.leece@leicon.com.au</a>	
Melissa Read	Community Relations Coordinator	<a href="mailto:Melissa.read@leicon.com.au">Melissa.read@leicon.com.au</a>	
Peter Colacino	Head of Public Affairs NSW	<a href="mailto:pcolacino@transurban.com">pcolacino@transurban.com</a>	9254 4926
Juliana Stackpool	Communications Advisor – Hills M2 upgrade (Transurban)	<a href="mailto:jstackpool@transurban.com">jstackpool@transurban.com</a>	9856 9017



M2 Environmental Assessment Consultation Strategy Overview

Indicative timing	Milestones	Stakeholders	Method for Stakeholder Engagement									DoP requirements <i>"Consultation process for EA may be considered adequate if it demonstrates that those likely to have an interest had enough opportunity to express their views." (DoP EA consultation guidelines)</i>	DGRs - Draft DGRs sighted 18 March 2009	Tools & Materials			
			PFM (19th March)	Meetings & Data Collection	Correspondence only	Briefings	Meetings	Focus Groups	Correspondence - encourage participation in public exhibition	Community update brochure and advertising	Display, information sessions, neighbourhood meetings (TBD)						
Commences with PFM 19th March	PFM	RTA Regulator State Agencies	✓ ✓ ✓	✓ ✓ ✓										Organisations with a State or national interest e.g. State and Commonwealth government departments	The EA must reflect an appropriate and justified level of consultation with relevant stakeholders during the preparation of the EA including: DECC DWE DPI Ryde City Council Hornsby Shire Council Baulkham Hills Shire Council relevant public stakeholder	PFM Presentation	
Early April 2009	DGR & PEA published by DOP	Federal Agencies		✓										Peak bodies, infrastructure service providers.		Key messages Media release Web update Email to registered parties Phone Q&A Meeting correspondence & logistics Aboriginal consultation advert Corridor community letter PowerPoint presentation Feedback tool Contacts database Team briefing	
Nov/December	Tier 1 & 2 Targeted Consultation	Tier 1 stakeholders	State & Federal MPs		✓									Local councils, local members of Parliament and P&Cs			
		ROC			✓												
		LGA					✓ x6 (1 per Council)										
		Customer Representatives					✓ x1										
		Network					✓ x1										
		Schools					✓ x4 (1 per school)										
		Land acquisition					✓ x 19 private 7 council 5 corp										
		Tier 2 stakeholders	Interest groups • Cyclist • Social • Economic & business • Environment • Sensitive receivers							✓ x5					Environmental, indigenous, heritage, business and other community organisations in the area		
		Tier 3 stakeholders	Corridor community			✓ 2K Distribution width TBD - 250m or 500m from motorway boundary											
December		Write consultation component of EA														The EA must outline the consultation process, document all community consultation undertaken to date and identify the issues raised (including where these have been addressed in the EA)	
Early March 2010	Pre-public exhibition	Neighbouring properties								✓				Those directly impacted by the project (e.g. neighbouring residents or those located on transport corridors affected by road or rail transport associated with the project)		Correspondence	
March	Public exhibition	Corridor community includes neighbouring properties									✓					Key messages Media release Web update Email to registered parties Phone Q&A Display & community information session logistics PowerPoint presentation Feedback tool Contacts database Team briefing Display materials Display brochure	
	Submissions Report																