

ETHOS URBAN

State Significant Development
Application - SSDA 7228

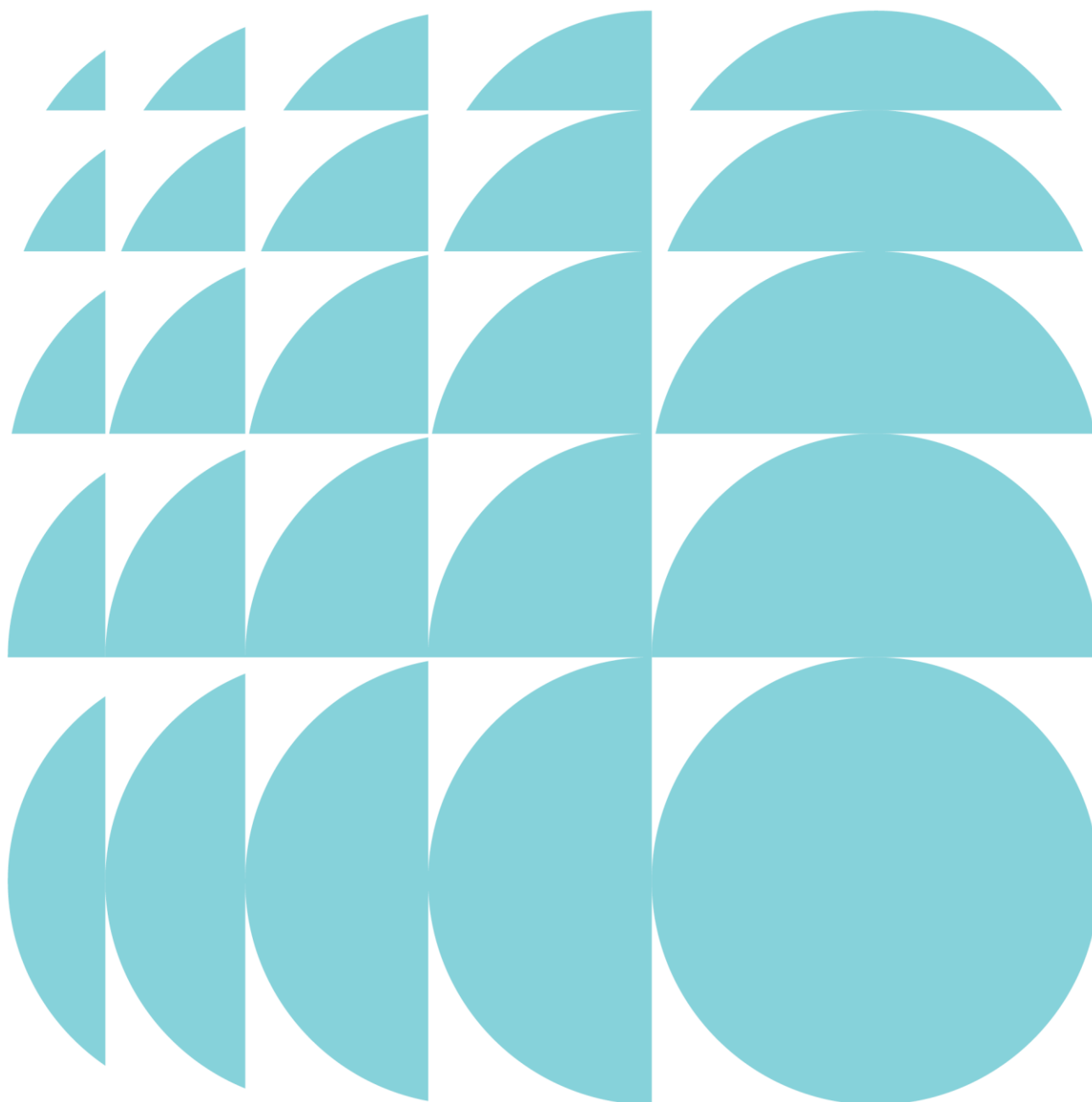
**Sydney Zoo, Bungarribee Park
(Western Sydney Parklands)**

Community Consultation and Engagement
Plan

Submitted to NSW Department of Planning
and Environment

On behalf of Sydney Zoo

24 November 2017 | 15247



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1.0 Overview of engagement to date

Sydney Zoo engaged JBA to provide communications and stakeholder engagement services. The consultation program for the Sydney Zoo project to date has included engagement with the local community, neighbours and key stakeholders to present the proposal and gather feedback.

The consultation activities ensured that all stakeholders were informed about the proposal and had the opportunity to provide feedback prior to the submission of the State Significant Development Application (SSDA) and during public exhibition. The feedback received during the consultation process was considered during the preparation of the SSDA.

The consultation activities were designed to address the Secretary's Environmental Assessment Requirements (SEARs), and ensure that all stakeholders were informed about the proposal and had the opportunity to provide feedback.

1.1 Summary of activities

The communications and stakeholder engagement activities included:

- The development and implementation of a Stakeholder and Community Engagement Strategy to guide the consultation process to ensure all relevant stakeholders were consulted and to raise awareness of the project.
- The establishment of a project email and phone number for the public to request more information and ask questions about the project.
- The preparation and the distribution of a media release and media alert for the Sydney Zoo media launch, which was sent to all major metropolitan and regional media outlets.
- A media launch to announce the Sydney Zoo project, involving key speakers including Minister Speakman, local government representatives and members of the Sydney Zoo board.
- A consultation website www.thezoo.sydney provided a hub of information about the project and collect feedback.
- Online engagement via Facebook, Instagram and Twitter.
- Stakeholder consultation with relevant authorities, agencies and organisations.
- Two postcard notifications to 4,500 surrounding residents and businesses to notify them of the project, invite them to attend the information sessions and advise them of the phone and email contact details for more information.
- Newspaper advertisements in the Blacktown Sun and Blacktown Advocate to advise the wider community of the project, the community information sessions and the phone and email contact details for more information.
- The development of display boards that outline the project, the planning process and consultation opportunities, which were placed on display at both community information sessions.
- Two community information sessions at the Bungarribee Resource Centre Community Hub to enable the wider community to view the plans and provide feedback both prior to lodgement of the SSDA and during public exhibition of the SSDA.

2.0 Introduction

2.1 Purpose

The Community Consultation and Engagement Plan (the Plan) provides an overview of how communications and engagement will be undertaken between Sydney Zoo Pty Ltd and the community throughout construction and operation of the Western Sydney Parklands Zoo (the Project). The Plan is intended to provide guidance in the development of an evolving communication and engagement approach.

The Plan aims to:

- Set out the communication and engagement objectives and principles for the project;
- Describe the proposed communication tools and engagement techniques used to disseminate information to stakeholders and gain feedback during construction and operation; and
- Outline how feedback including general enquiries and complaints will be received and responded to during construction and operation.

2.2 Consultation on the Plan

The Plan has been provided to Blacktown City Council for feedback and submitted for approval to the Secretary of the Department of Planning and Environment.

The communication and engagement activities outlined within the Plan have been developed in compliance with the Project's Conditions of Approval, which include the following requirements:

- *include a profile of the surrounding community and identify key stakeholders and community members and groups;*
- *include detail of procedures and mechanisms used to consult the community and stakeholders on the Development's progress and other issues;*
- *include detail of the opportunities for the community of Bungarribee to be involved with the Development during construction and operation (i.e. as part of decision-making, employment or as visitors through an alternate pricing structure);*
- *include detail of how the Community Hotline and email address (as required by Condition C7) will be managed and monitored;*
- *detail the methods for ongoing engagement with identified key stakeholders and community members and groups (including a commitment to face-to-face meetings at least four times per year); and*
- *include adaptive management strategies that may be implemented to address any anticipated or unanticipated social issues that may arise.*

The Project's full Conditions of Approval can be viewed on the Department's Major Projects Planning Portal.

The companion documents for this Plan include:

- Construction Framework Environmental Management Plan and

- Construction Noise and Vibration Management Sub-Plan.

3.0 Approach

3.1 Objectives

The key objectives of the Plan are to:

- Keep the local community and stakeholders informed about progress and major works relating to the Project and opportunities for community engagement (events, talks and educational programs);
- Be a good neighbour to local communities, businesses and stakeholders during construction and work closely with them during operations;
- Raise awareness of potential disturbances and provide advance notice of construction works;
- Minimise unnecessary disturbances; and
- Ensure that community and stakeholder feedback is managed and responded to during construction and operation.

3.2 Principles that guide communications and engagement

The principles that will guide communications and engagement on the Project include:

- Proactive - communicate with affected properties, including local residents, businesses, and individuals from the local community who have a demonstrable interest in the project. Ensure they remain informed through the provision of timely, relevant and targeted information.
- Accessible - the team will be accessible to potentially affected members of the community.
- Responsive - respond in an effective manner to individual concerns. Ensure every reasonable effort is made to resolve issues to the satisfaction of all involved in the shortest time possible.
- Inclusive - ensure those from non-English speaking backgrounds have appropriate access to information about the project to ensure there are 'no surprises' and engagement activities seek to reach out to the local community.
- Organised - record engagement activities to ensure that issues are properly dealt with and documented.

4.0 Stakeholder identification and analysis

There are a range of stakeholders who will be impacted by or interested in the Project. It will be essential to engage with these stakeholders during both the construction and operation of the Zoo. Many of these stakeholders have been identified through the Project's planning and previous community engagement phases.

We have undertaken a detailed stakeholder analysis (See appendix A) to identify:

- The types of stakeholders to be engaged;
- Their likely issues, interests and influence (informed by previous community engagement);
- Any possible barriers to their engagement; and
- The methods for engaging them (further details of the approach are in section 5).

4.1 Community profile

Bungarribee is a relatively new suburb, in 2012 less than 100 people lived in the area and now more than 2,700 live in the area. The area is categorised by the following features:

- A low indigenous population (0.2%) compared to Blacktown City (2.8%) and the Greater Sydney (1.5%)
- A high number of couples with children (75%) compared to Blacktown City (45%) and the Greater Sydney (35%)
- A high number of people born overseas (62%) compared to Blacktown City (40%) and the Greater Sydney (37%)
- A high number of people that speak a language other than English at home (71%) compared to Blacktown City (41%) and the Greater Sydney (36%)

Our communications and engagement approach has been designed with the local community in mind.

We seek to engage the high number of families in the area via our schools' program. Schools will also be asked to send our e-newsletter on to their parents and communities.

We know that the Bungarribee Community Hub is well used by the local community so it is a good location for events and activities that target the CALD community. A permanent information and feedback display will be included at the Hub. Information will be translated in to commonly spoken/read languages (Hindi, Gujarati, Filipino/Tagalog, Punjabi and Telugu) upon request. We host a pop-up information and feedback stall at major community events at the Bungarribee Super Park, as an opportunity to reach out to the Bungarribee community. This may include attendance at Woof-Fest (each June) and the Parklands Food Fest (each September).

5.0 Engagement approach

Sydney Zoo is committed to an inclusive, proactive and transparent stakeholder management and community involvement process with appropriate resourcing.

This approach aims to comply with the “Involve” criteria of the International Association of Public Participation (IAP2) Public Participation Spectrum – Figure 1. below – in that Sydney Zoo will:

- “Work directly with the public through the process to ensure that public concerns and aspirations are consistently understood and considered.”

And:

- “Work with (the public) to ensure (their) concerns are directly reflected in alternatives developed and provide public feedback on how input public influenced the decision.”

IAP2’S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public’s role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Figure 1. IAP2 Public Participation Spectrum Source: IAP2 Federation at www.iap2.org.au

Participation by stakeholders and the community will provide valuable input during the development process. Sydney Zoo will ensure any feedback or enquiries are responded to in a timely manner through the Project website, email, 1800 number and other face to face discussion opportunities.

Sydney Zoo’s approach is to provide maximum value for the community’s participation, implementing best practice engagement philosophy and activities to ensure the design, planning and construction phases progress as smoothly as possible. Feedback received will be regularly reported

on to Sydney Zoo’s Management and Board and the outcomes of decisions, including how the community has influenced decisions will be communicated back to the community (Figure 2).



Figure 2. Sydney Zoo approach to engagement and community involvement in decision making.

Specific issues that Sydney Zoo will seek to involve the community directly on in making decisions include:

- Pricing – a proposed pricing strategy will be presented for feedback at least 2 months prior to adoption by Sydney Zoo which will include options and alternatives for community pricing discounts.
- Community access, incentives and benefits – a proposed program of options and alternatives approaches for incentives and benefits for local communities, such as discounts, annual free days or special out of hours access.
- Sydney Zoo Foundation – the terms of reference for the Foundation will be presented to the community for feedback at least 2 months prior to it being established. The community will also be involved proactively in selecting charitable causes on an annual basis.
- Volunteering opportunities – the community will be involved proactively in advising on and selecting the types of volunteering opportunities available through Sydney Zoo. An initial volunteering plan will be presented to the community for feedback at least 2 months prior to opening.
- Education programs - the community will be involved proactively in decision making around the approach to education programming for Sydney Zoo with TAFE, universities, schools and community groups. An initial education plan will be presented to the community for feedback at least 2 months prior to opening.

A range of different communication tools and engagement techniques will be used by Sydney Zoo to involve communities in decision making, disseminate information, raise awareness of construction activities, provide information about educational, employment and volunteering opportunities, and invite feedback.

There are seven categories of communications and engagement included in this plan. These are:

1. Engagement activities – these provide an opportunity for the community to talk to the Sydney Zoo team about the issues that are of the biggest impact and/or interest to them and influence decision-making on the project;
2. Public information – used to raise awareness of construction works, employment opportunities, educational programs, volunteering opportunities and events
3. Feedback channels – the various channels stakeholders and the community can use to give feedback, positive and/or negative
4. Adaptive management processes – the management strategies in place to address any unanticipated social issues.
5. Employment opportunities – the process to ensure the local community has an appropriate awareness and opportunity to apply for jobs at the Zoo.
6. Community benefits and incentives – the consultation process that will inform the potential package of community benefits and incentives once the Zoo opens such as discounted pricing or special access.
7. Educational and social programs – the consultation process will be coordinated with a range of targeted educational and social programs undertaken during construction and operation.
8. Indigenous engagement and awareness programs – the consultation process will coordinate and incorporate a number of Sydney Zoo's initiatives aimed at increasing indigenous engagement opportunities and cultural awareness during construction and operation.

6.0 Communications Tools and Procedures

A range of different communication tools and engagement techniques will be used by Sydney Zoo to involve communities in decision making, disseminate information, raise awareness of operational and construction activities and invite feedback. These will allow the project team to distribute information on construction progress and management, provide the mechanisms to respond to enquiries and allow the community to discuss and raise any concerns.

Sydney Zoo has proposed a dedicated Manager whose primary role is to support the Project Team to deliver the objectives, outcomes and actions identified in this Plan, across all phases of the Project.

Responsibilities will include implementation of this Plan and community interface for the Project as required. They will be one of the key points of contact with stakeholders and the community, supported by key members of the Sydney Zoo Project Team as required.

6.1 Engagement activities

Sydney Zoo will utilise a variety of involvement methods to engage the community, raise awareness of the construction works and ensure the public and nearby stakeholders have advance notice of potential impacts as well as an understanding of ongoing progress on the Project. These channels will also be employed during operation of the Zoo.

Tool / technique	Description	Target Audiences
<p>Quarterly town hall meetings</p>	<ul style="list-style-type: none"> • Sydney Zoo will organise quarterly meetings with the local community at a suitable venue close to the site, such as Bungarribee Resource Centre Community Hub. • These meetings will provide an update on project progress and an outline of construction planned over the coming period. They will also provide opportunities for two-way communication to involve the community in decision making as well as question and answer opportunities between Sydney Zoo and the local community. • These meetings will be notified to the public via the project website, social media feeds and a letterbox notification to nearby residents. Attendees will be asked to RSVP in advance and sign an attendance register at the event. They will also be invited to submit agenda items for discussion in advance. • Where feasible, alternative methodologies and approaches on key issues during construction and operation will be presented and feedback received considered in final decision making. 	<ul style="list-style-type: none"> • Local communities, schools and businesses

Tool / technique	Description	Target Audiences
	<ul style="list-style-type: none"> • An engagement survey will be distributed at each Town Hall meeting (as well as via the project website and social media feeds) to capture feedback on key issues or community concerns related to the project. • A report containing the results of this survey and key issues raised at each meeting will form part of a standing agenda item at each meeting of the Sydney Zoo Board of Directors with any resolutions or actions taken as a result being communicated back to the community via the channels listed in this plan and announced publicly if appropriate. This report will also be shared with the Department of Planning and Environment for information. • Outcomes of decision making and specific statements on how community feedback has influenced decisions will be made public on the project website and reported back to the community at the regular town hall meetings. 	
<p>Stakeholder briefings and meetings</p>	<ul style="list-style-type: none"> • Stakeholder meetings will be held prior to key milestones or when specific issues arise. • Key milestones and issues that would trigger stakeholder briefings could include: <ul style="list-style-type: none"> - Start of construction - Completion of enabling, foundation and service works - Out of hours or night time works required - Any road closures or traffic diversions - Periods of major disruptive (i.e. noisy) works - Completion of structures, and access routes. - Completion of landscaping, fitout and public domain furniture - Topping out of construction - Opening of the Zoo - Planned changes to operations or exhibits • Where feasible, alternative methodologies and approaches on key issues during construction and operation will be presented and feedback received considered in making final decision making. • Briefings will also provide opportunities for two-way communication to involve stakeholders in decision making. • A report detailing the key issues raised at each meeting will form part of a standing agenda item at each meeting of the Sydney Zoo Board of Directors with any resolutions or actions 	<ul style="list-style-type: none"> • Key Stakeholders including government elected representatives and agencies, local government, utility providers, businesses and community action groups

Tool / technique	Description	Target Audiences
	<p>taken as a result being communicated back to the stakeholders via the channels listed in this plan and announced publicly if appropriate. This report will also be shared with the Department of Planning and Environment for information.</p> <ul style="list-style-type: none"> • Outcomes of decision making and specific statements on how community feedback has influenced decisions will be made public on the project website and reported back to the community at further stakeholder meetings, information sessions and the regular town hall meetings. 	
<p>Community information and feedback sessions</p>	<ul style="list-style-type: none"> • Public information and feedback sessions with attendance from representatives of the project team will be undertaken prior to key milestones and phases of works. • Key milestones and issues that would trigger information sessions could include: <ul style="list-style-type: none"> - Start of construction - Completion of enabling, foundation and service works - Out of hours or night time works required - Any road closures or traffic diversions - Periods of major disruptive (i.e. noisy) works - Completion of structures, and access routes. - Completion of landscaping, fitout and public domain furniture - Topping out of construction - Opening of the Zoo - Planned changes to operations or exhibits • Where feasible, alternative methodologies and approaches on key issues during construction and operation will be presented and feedback received considered in making final decision making. • Sessions will also provide opportunities for two-way communication to involve stakeholders in decision making. • A report detailing the key issues raised at each session will form part of a standing agenda item at each meeting of the Sydney Zoo Board of Directors with any resolutions or actions taken as a result being communicated back to the stakeholders via the channels listed in this plan and announced publicly if appropriate. This report will also be shared with the Department of Planning and Environment for information. 	<ul style="list-style-type: none"> • Stakeholders, local communities and businesses

Tool / technique	Description	Target Audiences
	<ul style="list-style-type: none"> Outcomes of decision making and specific statements on how community feedback has influenced decisions will be made public on the project website and reported back to the community at further stakeholder meetings, information sessions and the regular town hall meetings. 	
Attendance at local community festivals	<ul style="list-style-type: none"> Pop-up information and feedback stalls will be held at major community festivals to reach out to the broader community 	<ul style="list-style-type: none"> Local communities
Talks, previews and events at the Zoo	<ul style="list-style-type: none"> Opportunity to attend talks, previews and other events (As advertised in the quarterly hard copy and e-newsletter) 	<ul style="list-style-type: none"> Local communities and businesses
Considerate contractor training and toolbox talks	<ul style="list-style-type: none"> All workers and visitors attending the site will be required to complete a project induction, which will clearly set out obligations and requirements in relation to health, safety, environmental and community issues. The Principal Contractor is also responsible for properly training all necessary staff on the procedures required by the CFEMP. All employees, Sub-contractors and consultants will be required to provide evidence of appropriate licences or permits to operate machinery or other equipment required to perform their works on the Site. The Principal Contractor or Principal Contractor's agent will retain Site induction records, evidence of appropriate licenses or permits and other documents as necessary as training records for the project. In addition, toolbox talks will be undertaken on a regular basis and will include, where required, information on the environmental aspects of the remedial and earth works. Where required, specific training will be provided to the relevant personnel on hazards associated with specific tasks and the controls to be implemented to minimise environmental harm and community impact. 	<ul style="list-style-type: none"> Stakeholders, local communities and businesses.
Stakeholder briefings and meetings	<ul style="list-style-type: none"> Stakeholder meetings will be held at key milestones or when specific issues arise. 	<ul style="list-style-type: none"> Key Stakeholders including government elected representatives and agencies, local government, utility providers, businesses and community action groups

Tool / technique	Description	Target Audiences
Community information and feedback sessions	<ul style="list-style-type: none"> Public information and feedback sessions with attendance from representatives of the project team will be undertaken at key milestones and phases of works. 	<ul style="list-style-type: none"> Stakeholders, local communities and businesses
Attendance at local community festivals	<ul style="list-style-type: none"> Pop-up information and feedback stalls will be held at major community festivals to reach out to the broader community 	<ul style="list-style-type: none"> Local communities

6.2 Public Information Activities

Sydney Zoo will utilise a variety of public information channels to raise awareness of the construction works and ensure the public and nearby stakeholders have advance notice of potential impacts as well as an understanding of ongoing progress on the Project during construction and operation.

Tool / technique	Description	Target Audiences	Phase
Construction Notifications	<ul style="list-style-type: none"> Notifications describing the type, location and duration of significant construction works (such as the commencement of excavation, road closures etc) will be letterboxed to potentially impacted properties in advance of works taking place. Notifications will be letterboxed with a target notice period of five days prior to any major work commencing. For advance notice of road closures, letters will be delivered to properties within a 1km radius (see Appendix 6.2) For advance notice of construction, letters will be delivered to properties within a 400m radius (see Appendix 6.3) Out of hours wide load deliveries will be notified with relevant authorities. 	<ul style="list-style-type: none"> Local communities and businesses 	<ul style="list-style-type: none"> Construction
Letters	<ul style="list-style-type: none"> Additional targeted letters to inform community and stakeholders will be used to communicate other issues related to the project. 	<ul style="list-style-type: none"> Key Stakeholders including government elected representatives and agencies, local government, utility providers, businesses and community action groups 	<ul style="list-style-type: none"> Construction and operation

Tool / technique	Description	Target Audiences	Phase
Website	<ul style="list-style-type: none"> The dedicated Sydney Zoo website at www.thezoo.sydney will include the latest project information and background material including: project description, program info, latest notifications and updates. The website also includes a feedback form. Website will be advertised on all communication materials. 	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> Construction and operation
Social Media	<ul style="list-style-type: none"> Sydney Zoo will manage a dedicated Twitter account @TheSydneyZoo, and a Facebook page to provide up-to-date information to the community, and to advertise any engagement opportunities. 	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> Construction and operation
Quarterly Newsletter	<ul style="list-style-type: none"> A quarterly newsletter will be distributed in hard copy to the Bungarribee community, and as an e-newsletter which includes information on progress and upcoming construction activities will be provided via an initial letterbox drop to residents and businesses (see Appendix 5.2). The newsletters will be issued at least every 6 months. 	<ul style="list-style-type: none"> Local communities, Schools, community groups, tenants and businesses 	<ul style="list-style-type: none"> Construction and operation
Permanent information display	<ul style="list-style-type: none"> An information display will be erected at the Bungarribee Community Hub (subject to Council agreement). This will provide an additional avenue for the local community to find out information about construction works/operations and will include a feedback box as an additional mechanism for community input. 	<ul style="list-style-type: none"> Local communities 	<ul style="list-style-type: none"> Construction and operation
Site hoardings	<ul style="list-style-type: none"> Signage and posters on hoardings to communicate works and contact details for enquiries. 	<ul style="list-style-type: none"> Local communities and businesses 	<ul style="list-style-type: none"> Construction
Media releases	<ul style="list-style-type: none"> For major events, aspects of the works, project progress and to advertise employment opportunities. 	<ul style="list-style-type: none"> General public, interested stakeholders and the community 	<ul style="list-style-type: none"> Construction and operation
Translation service on request	<ul style="list-style-type: none"> Advertised on notifications and project newsletters, on the website and at the permanent information display. Materials will be translated upon request. 	<ul style="list-style-type: none"> General public, interested stakeholders and the community 	<ul style="list-style-type: none"> Construction and operation

6.3 Feedback channels

As well as providing information to the public, Sydney Zoo will utilise a variety channels to receive essential feedback.

Tool / technique	Description	Target Audiences	Phase
Project email	<ul style="list-style-type: none"> A dedicated project email (info@thezoo.sydney) has been established by Sydney Zoo as a means of contacting the project to source information, providing feedback and lodging complaints. The email will be advertised on all materials and the aim will be to ensure all enquires receive a response within 2 working days. The project email address will be managed and monitored by Sydney Zoo. 	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> Construction and operation
Community hotline	<ul style="list-style-type: none"> A dedicated community phone number 1800THEZOO (1800 843 966) has been established for the construction and operation of the development. This number will be made available on the zoo website, Twitter account and Facebook page, as well as any communications material. The community hotline will be managed and monitored by Sydney Zoo on a 24 hour basis during active construction and during office and opening hours once operations begin. 	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> Construction and operation (an alternative number for customer feedback will be set-up once the Zoo is operational)
Feedback box	<ul style="list-style-type: none"> Feedback sheets and feedback box will form part of the permanent information display. These materials will include phone and email contact details to allow feedback to be provided through other channels. Prompt questions would be prepared on the feedback form to appropriately stimulate interest and guide feedback on the specific areas where community involvement is sought, such as: <ul style="list-style-type: none"> What volunteering opportunities would you be interested in? Would you prefer special access for the local community, designated free days or ticket discounts throughout the year? What are the most important aspects we should focus on in our education programs? Comments received through the feedback box will be reviewed on a weekly basis by the Zoo's Management Team. Urgent issues or immediate opportunities will be acted on as soon as reasonably viable. A summary of feedback received through the feedback box will be included in the quarterly report 	<ul style="list-style-type: none"> Local communities 	<ul style="list-style-type: none"> Construction and operation
Community emails	<ul style="list-style-type: none"> Emails will be issued regularly to update the community and interested stakeholders about the project, including opportunities for input into decision making and how previous feedback has been incorporated. Emails will proactively invite recipients to reply on any issues they would like addressed or questions they may have. 	<ul style="list-style-type: none"> Stakeholders, local communities and businesses. 	<ul style="list-style-type: none"> Construction and operation

Tool / technique	Description	Target Audiences	Phase
	<ul style="list-style-type: none"> Sign up to the mailing list will be available through the project website and information and engagement events. 		

6.4 Adaptive management processes

A Social Impact Assessment (SIA) was prepared to support the State Significant Planning Application for the Zoo. As requested by the NSW Planning and Assessment Commission, the SIA assessed the social, conservation and education programs carried out locally including those of Featherdale Wildlife Park. The SIA concludes the Zoo offers a net positive social outcome and the conditions recommended (in particular C8 and C9) by the NSW Department of Planning and Environment, as presented to the PAC, cover the mitigation of any expected anticipated social issues.

The management strategies for dealing with any unanticipated social issues are listed below.

Step	Description
Enquiry and complaint register	The enquiry is documented. A contact database will be maintained by Sydney Zoo including details of the person, time, location, nature of contact (request for information, complaint, enquiry) action taken and close out details.
Complaints and enquiry resolution	The Community Liaison Team will make contact with the relevant team member to attempt to resolve issue and/or understand how the issue can be addressed, and how long it will take to resolve. If this issue is in relation to significant unanticipated social issues the Community Liaison Team will be escalated.
Responding to complaints	Complaints will be acknowledged within 24 hours. Sydney Zoo will liaise internally on a response and provide an initial update to the enquirer within two working days, with an aim to achieve resolution or close out as soon as reasonably possible.

6.5 Employment opportunities

Sydney Zoo anticipates employing over 100 employees in a range of roles and levels including curatorial, administrative, landscaping, repairs and maintenance, customer service and retail. This will include a number of entry level, flexible positions for young people seeking to join the workforce.

Sydney Zoo is committed to ensuring the local community have the opportunity to find employment as part of the project during construction and operation.

A list of all job vacancies will be maintained in a dedicated section of the Project website and advertised regularly through its social media channels and via local newspapers.

Upcoming opportunities for employment will also be highlighted at each outreach meeting with community and any project related literature distributed to the community.

6.6 Local jobs fairs will also be organised in the local community in the lead up to opening. Community benefits and incentives

Sydney Zoo will use the above forums and activities to consult on a range of local community benefits and incentives prior to the Zoo opening.

A proposed pricing strategy will be presented for feedback at least 2 months prior to adoption by Sydney Zoo which will include options and alternatives for community pricing discounts.

A proposed program of options and alternative approaches for incentives and benefits for local communities, such as discounts, annual free days or special out of hours access will also be presented for feedback at least 2 months prior to opening.

The proposed community benefits and incentives put out for discussion will include:

- Participation in the annual Sydney Open program run by Sydney Living Museums;
- An annual “community” day where access to the Zoo is provided at no or reduced cost for residents and property owners in the immediate area;
- Discounts on annual/season passes for residents and property owners in the immediate area;
- An annual educational/behind the scenes tour of Zoo operations and animal care for members of the community;
- Organised night-time or after-hours access to the Zoo for community members; or
- Specific volunteering opportunities at the Zoo targeted at local community members.

An outcomes report detailing the consultation undertaken on community benefits and incentives, the feedback received and proposed approach by Sydney Zoo will be provided to the Department of Planning and Environment, and also published on the project website, no later than six months prior to the planned opening of the Zoo.

6.7 Education and social programs

Sydney Zoo will provide significant additional capacity for zoo and wildlife education programs, including volunteer placements, in Sydney for school children, TAFE and university students, and community members.

These will include:

- Age and curriculum appropriate environment, science and technology education programs for infant (kindergarten to grade two), primary (grades three to six) and high school students.
- A cultural awareness program developed and delivered in partnership with Muru Mittigar about Aboriginal people
- Mobile education program

These programs will build TAFE and university student skills and provide pathways for employment opportunities in a wide range of areas, not just animal studies. The programs will also provide exotic animal placement opportunities, for which there is currently a need in Sydney.

Sydney Zoo will work proactively with local schools, TAFEs and universities to provide this significant additional capacity for school education programs in concert with its focus on rare and unique animals and naturalistic animal enclosures to build positive environmental and conservation behaviours amongst school children.

The community will be involved proactively in advising on and selecting the types of volunteering opportunities available through Sydney Zoo. An initial volunteering plan will be presented to the community for feedback at least 2 months prior to opening.

The community will be involved proactively in decision making around the approach to education programming for Sydney Zoo with TAFE, universities, schools and community groups. An initial education plan will be presented to the community for feedback at least 2 months prior to opening.

In addition, Sydney Zoo will implement a range of socially focussed programs which will include:

- Volunteer programs for example such as Seniors to volunteer for wayfinding assistance and information purposes
- Mens Shed to be engaged for minor construction works (e.g. bird boxes, bat boxes)
- Free admission to people with special needs, their carers and companions.

6.8 Indigenous engagement and awareness

In addition, Sydney Zoo intends to partner with the Muru Mittigar Cultural and Education Centre to run a number of programs aimed at increasing the involvement of indigenous communities and raising awareness of Indigenous heritage. These initiatives will include:

- A ranger program involving placement of Indigenous staff in flexible roles that cover educational programs, animal welfare and keeping, native planting and grounds maintenance;
- Using the Australian Animals exhibit as a platform to educate people about the richness of local Aboriginal culture and history;
- An Aboriginal Cultural Awareness Program run by Muru Mittigar, Sydney Zoo's selected.

7.0 Conclusion

This Strategy has been designed to satisfy all relevant Conditions of Approval and provides a clear framework to guide the implementation of communications and engagement that appropriately involves the community during construction of the Project and for ongoing operations after completion.

It will be reviewed and updated on a regular basis during construction of the Project.

Appendix A. Stakeholder Analysis

Category	Stakeholder	Issues, interests and influence	Barrier to engagement	Method of engagement
Federal Government	<ul style="list-style-type: none"> Ed Husic MP – Federal Member for Chifley 	<ul style="list-style-type: none"> Representing and be seen to be representing the interests of constituents in the local area Encouraging economic growth within Blacktown 	<ul style="list-style-type: none"> Available time Perceived priority based on other commitments at any given time 	<p>Aim: To keep informed during construction and operation.</p> <ul style="list-style-type: none"> Written updates Briefings, prior to opening and as requested during construction and operation
NSW Government Members of Parliament / Ministers	<ul style="list-style-type: none"> TBC, State Member for Blacktown Edmond Atalla, State Member for Mount Druitt Dr (Hugh) Paul Joseph Hugh McDermott, Member for Prospect Stuart Ayres – Minister for Western Sydney Gabrielle Upton – Minister for the Environment 	<ul style="list-style-type: none"> Proving jobs close to home, as outlined in 'A Plan for Growing Sydney' Encouraging economic growth within Blacktown by through tourism and jobs To be viewed as independent and transparent in decision-making 	<ul style="list-style-type: none"> Available time Perceived priority based on other commitments at any given time 	<p>Aim: To keep informed during construction and operation.</p> <ul style="list-style-type: none"> Witten updates Briefings, prior to opening and as request during construction and operation

Category	Stakeholder	Issues, interests and influence	Barrier to engagement	Method of engagement
	<ul style="list-style-type: none"> Adam Marshall – Minister for Tourism and Major Events Andrew Constance, Minister for Transport and Infrastructure 			
NSW Government Agencies	<ul style="list-style-type: none"> UrbanGrowth NSW Transport for NSW Roads and Maritime Services NSW Department of Planning and Environment NSW Sport and Recreation Government Architects Office NSW Department of Premier and Cabinet Office of Sport Office of Environment and Heritage Destination NSW 	<ul style="list-style-type: none"> Key influencers in planning process Providing jobs close to home, as outlined in A Plan for Growing Sydney Impact of proposal on traffic in local area Integration of proposal with existing and new public transport services Understanding cumulative impacts of construction Revitalisation of Western Sydney Boosting the economy and increased tourism Animal welfare for exhibited animals 	<ul style="list-style-type: none"> Available time Perceived priority based on other commitments at any given time 	<p>Aim: To keep informed during construction and operation.</p> <ul style="list-style-type: none"> Written updates Briefings, prior to opening and as request during construction and operation

Category	Stakeholder	Issues, interests and influence	Barrier to engagement	Method of engagement
	<ul style="list-style-type: none"> Western Sydney Parklands Trust 			
Local Government	<ul style="list-style-type: none"> Mayor and Councillors Blacktown City Council officers Western Sydney Regional Organisation of Councils 	<ul style="list-style-type: none"> Encouraging economic growth and tourism in Western Sydney Height, scale and land use in line with proposed controls Access for Blacktown community Revitalisation and transformation of the surrounding area to create a vibrant precinct Impact of proposal on traffic in local area Ensure community consultation is considered throughout out the planning process 	<ul style="list-style-type: none"> Available time Available resources to engage local community 	<p>Aim: To inform and collaborate.</p> <ul style="list-style-type: none"> Meetings to understand opportunities to partner Attendance at Blacktown Council community events

Category	Stakeholder	Issues, interests and influence	Barrier to engagement	Method of engagement
Business and tourism	<ul style="list-style-type: none"> • NSW Business Chamber – Western Sydney • Greater Blacktown Business Chamber • Visit NSW 	<ul style="list-style-type: none"> • Improving Western Sydney as an attractive place to invest and visit • Importance of linking business investment and quality public transport services • Ensure community consultation is considered 	<ul style="list-style-type: none"> • Available time • Level of interest 	<p>Aim: To keep informed during construction and operation, and understand opportunities to market combined business offering.</p> <ul style="list-style-type: none"> • Meetings to understand opportunities to partner • E-Newsletter to businesses across Blacktown • Hard copy newsletter sent to Bungarribee businesses • Social media – Facebook, Twitter and Instagram
Utility Providers	<ul style="list-style-type: none"> • Sydney Water • Ausgrid • Jemena Gas Networks • Australian Gas Networks NSW 	<ul style="list-style-type: none"> • Disruption to regular maintenance/work area during construction – roads, traffic, parking flow • Risk of disruption to services if on-site incident 	<ul style="list-style-type: none"> • Priority of issue • Level of interest dependent on asset distribution 	<p>Aim: To inform and work together to resolve any construction and maintenance issues.</p> <ul style="list-style-type: none"> • Ongoing liaison and meetings as required
Local community	<ul style="list-style-type: none"> • Bungarribee community groups – Bungarribee Community Club, 	<ul style="list-style-type: none"> • Management of construction impacts • Traffic impacts 	<ul style="list-style-type: none"> • Time • Level of interest 	<p>Aim: to inform and engage during construction and operation.</p>

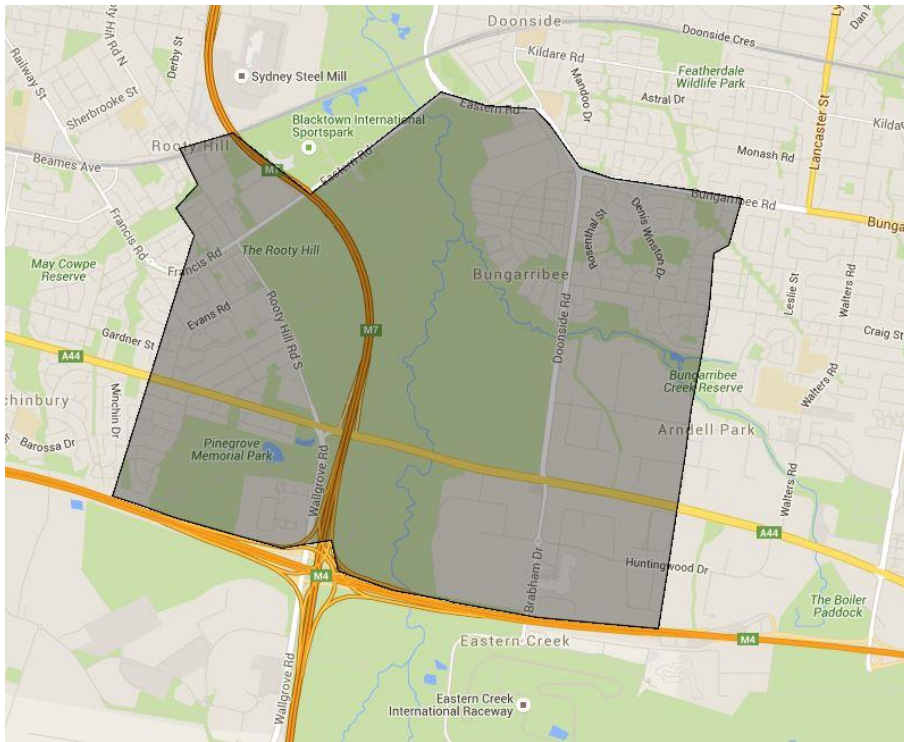
Category	Stakeholder	Issues, interests and influence	Barrier to engagement	Method of engagement
members/residents	<p>Bungarribee Community Garden and users of the Community</p> <ul style="list-style-type: none"> • Sporting groups – Blacktown Rugby Union Club, Doonside Little Athletics Centre, Doonside Cricket Club • Regular users of Bungarribee Parklands • Visitors to major events (Food Fest /. Woof-Fest) • Diverse community – 62% born overseas, 26% were born in India • 3 in 4 people are couples with children (points to importance of school engagement) • Durug local Aboriginal people and Aboriginal Land Councils 	<ul style="list-style-type: none"> • Accessibility • Timing of construction and estimated date of completion 	<ul style="list-style-type: none"> • Accessibility of material – in terms of location and language 	<ul style="list-style-type: none"> • Quarterly Town Hall meetings (construction only) • Bungarribee community offered chance to attend previews, talks and events • Promote feedback online, via telephone and email • Information display and. feedback box at Bungarribee Community Hub (subject to agreement). • Quarterly newsletter sent to database with information on job opportunities, events, free talks and educational activities for kids • Telephone calls to local community groups to request they distribute e-newsletters and promote mechanisms for feedback • Attendance at local community events such as Food Festival in Bungarribee Super Park

Category	Stakeholder	Issues, interests and influence	Barrier to engagement	Method of engagement
				<ul style="list-style-type: none"> • Social media – Facebook, Twitter and Instagram • Information to be translated in to commonly spoken/read languages (Hindi, Gujarati, Filipino/Tagalog, Punjabi and Telugu) upon request.
Local businesses	<ul style="list-style-type: none"> • Bungarribee businesses – Gnanam Art Creation, Nummero, Orbit IT Solutions, Redsquares Technologies Australia, and Businesses on Bungarribee Industrial Estate • Blacktown International Sports park - Blacktown AFL / Cricket Stadium 	<ul style="list-style-type: none"> • Management of construction impacts • Potential traffic impacts 	<ul style="list-style-type: none"> • Time • Level of interest • Accessibility of material – in terms of location and language 	<p>Aim: To inform and engage during construction and operation.</p> <ul style="list-style-type: none"> • Business breakfast events at Community Resource Hub (during construction) and at the Zoo (during operation) • Bungarribee businesses receive hard copy newsletter • Quarterly newsletter sent to database with information on job opportunities, events, free talks and educational activities for kids • Social media – Facebook, Twitter and Instagram

Category	Stakeholder	Issues, interests and influence	Barrier to engagement	Method of engagement
Schools	<ul style="list-style-type: none"> Local schools – Doonside Public School, Evans High School, Tyndale Christian School and Mountain View Adventist College 	<ul style="list-style-type: none"> Educational programs for young children Potential traffic impacts Work experience (high school only) 	<ul style="list-style-type: none"> Time Transport OHS 	<p>Aim: To inform and engage during construction and operation.</p> <ul style="list-style-type: none"> Quarterly newsletter sent to database with information on job opportunities, events, free talks and educational activities for kids Educational program for local schools (operation only)
Other wildlife experience providers	<ul style="list-style-type: none"> Featherdale Wildlife Park Koala Park Sanctuary Sydney Central Gardens Wildlife Exhibits Fairfield City Farm 	<ul style="list-style-type: none"> Potential loss of business due to the introduction of a new competitor in the market 	<ul style="list-style-type: none"> Willingness to engage Time 	<p>Aim: To inform and engage during construction and operation.</p> <ul style="list-style-type: none"> Written updates Stakeholder briefings as set out in Section 6.1, prior to the opening and as requested during construction and operation
Action groups	<ul style="list-style-type: none"> Blacktown and District Environment Group 	<ul style="list-style-type: none"> Animal welfare, conservation and treatment of animals Breeding programs Standards for exhibiting animals including: 	<ul style="list-style-type: none"> Willingness to engage 	<p>Aim: To inform</p> <ul style="list-style-type: none"> Written updates

Category	Stakeholder	Issues, interests and influence	Barrier to engagement	Method of engagement
		<ul style="list-style-type: none"> • Transportation of animals • Settlement • Housing • Spatial requirements • Exhibit furniture • Diet and husbandry • Animal interaction procedures • Consultation opportunities 		<ul style="list-style-type: none"> • Briefings, prior to the opening and as requested during construction and operation
Media	<ul style="list-style-type: none"> • Sydney Morning Herald • The Daily Telegraph • The Australian • Blacktown Sun • Blacktown Advocate • The Mount Druitt Star • Penrith Press • Ten news • Nine network news • Prime news • 107.3FM • 702 ABC 	<ul style="list-style-type: none"> • Revitalisation and transformation of the surrounding area to create a vibrant precinct • Previews, talks and events • Animal welfare, conservation and treatment of animals • Community consultation and transparency 	<ul style="list-style-type: none"> • Relationship with journalists / editor • Perceived priority of issue 	<p>Aim: To keep informed during construction and operation.</p>

Appendix B. Letterbox drop map: Newsletter distribution



Appendix C. Letterbox Drop Map: Construction Notification

