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APPENDIX A – Communication Plan

From: Matthew Daniel [REDACTED]
Sent: Wednesday, 24 October 2012 2:06 PM
To: Belinda Barnett
Cc:
Subject: Communication Plan - Network Nine Willoughby Studios

Belinda

Thank you for your's and the rest of the team's time last week.

As requested the department has considered your Communication Plan (Plan).

The department considers that the Plan does satisfy the department's *Major Project Community Consultation Guidelines*.

To assist the department with management of possible community contact during the implementation of the Plan, we kindly ask that you notify the department's Communications Unit prior to:

- Distributing information publicly
- Holding meetings
- Holding events

Kind regards.

Matthew Daniel

Director, Project Delivery Unit
Office of the Director General

NSW Department of Planning & Infrastructure | GPO Box 39 | Sydney NSW 2001



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FINAL

**Phase 1 Communication Plan
For the
Redevelopment of Network Nine
Willoughby Studio
Environmental Assessment Application**

Prepared by
Urban Concepts

For
Nine Network Australia Limited

October 2012

**COMMUNICATION PLAN
NETWORK NINE
WILLOUGHBY STUDIOS**

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 Network Nine Willoughby Studio
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The Draft Communication Plan was discussed with officers of Willoughby City Council for consideration and review on 17th October 2012.

The Draft Communication Plan was issued to NSW Department of Planning and Infrastructure for consideration and review on 19th October 2012.

The Draft Communication Plan will be discussed with the State Member for Willoughby the Hon. Gladys Berejiklian for consideration and review on 2nd November 2012.

The Draft Communication Plan will be discussed with the Mayor of Willoughby for consideration and review on 24th October 2012.



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1. INTRODUCTION

The Communication Plan has been prepared by Urban Concepts on behalf of the proponent and the owners of the site, Nine Network Australia Pty Ltd. The Communication Plan forms part of the Environment Assessment documentation that will be lodged with the NSW Department of Planning and Infrastructure (DOP) in accordance with the Director-General's Requirements (DGR's) in respect of Project Application MP 10_0198.

The Plan presents a strategy and calendar for the staging of community consultation initiatives to facilitate resident and stakeholder understanding about the proposed residential Concept Plan (CP) that is being advanced for the Nine Network Willoughby Studios site. In this respect, the Plan addresses the first phase of the communication process. Subsequent communication strategies would be designed to coincide with latter stages of the project, pending CP approval and the future relocation of the television studios off the site.

The Nine Network Willoughby Studios site officially commenced operation on the 27th October 1956. For the past 56 years, the site has been synonymous with television production. Programs such as Bandstand, The Midday Show, The Footy Show and the Today Show have all originated from the Artarmon Road site. The relocation of the television studios has been public knowledge for some time now. The Network acknowledges that while it does not have an immediate facilities management relocation plan in place, it recognises that the rezoning and development process for brownfield sites is underpinned by substantial site investigations, economic feasibility and architectural modelling to arrive at a suitable redevelopment concept for a site. This work has been ongoing since 2010 and has determined that the most appropriate use for the Willoughby site is a medium to high density residential scenario. The Nine Network is advancing the CP Environmental Assessment so it can secure certainty regarding the development potential of the site which will enable the Network to strategically plan for the relocation of the studios to a more suitable location over the next five years.

The Communication Plan is presented in six sections. A summary of the information presented in each section is provided below:

- **This Introduction** providing an overview of the proposal, its statutory approval process and specific consultation requirements defined for this project by the Director General of DOP.
- **Communication Aims and Objectives** which define the underlying intent of the communication plan.
- **Communication Messages.** These are the key messages that the plan seeks to communicate about the project.
- **Target Audiences.** These are the people that the consultation plan seeks to address through its implementation.
- **Communications Methodology.** The strategy details:
 - The range of consultation activities that respond to each stage in the delivery process.
 - A Media Management Strategy.
- **Calendar of Events.** The consultation calendar presents a task list for the implementation of Phase 1 of the Communication Plan. It establishes milestone dates for when the communication initiatives will be held.



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1.1. Introducing the Proponent

The proponent for this project is Nine Network Australia Pty Limited. It is noted that the preliminary documentation for this project (being a request for Clause 6 Declaration as a Major Project and CP Authorisation inclusive of the preliminary Environmental Assessment) submitted to the then NSW Department of Planning in 2010 pursuant State Environmental Planning Policy – Major Development (2005) was made on behalf of PBL Media Ltd.

On the 19th November 2010, the NSW Minister for Planning formed the view that the proposed residential redevelopment of the existing Nine Television Studios at 6-30 Artarmon Road, Willoughby as submitted under that application satisfied the discretionary criteria contained in Clause 13, Schedule 1 of the Major Project SEPP 2005 and is a project to which Part 3A of the Environmental Planning and Assessment Act 1979 (hereafter referred to as EP&AA 1979) applies. A copy of this advice is reproduced at Figure 1.1

Since the time of the original application, PBL Media has been rebranded to the Nine Entertainment Company Pty Ltd. It is noted that the ACN for the company remains unchanged as a result of the rebranding. Nine Network Australia Limited is now the owner of the site and is a wholly owned subsidiary of Nine Entertainment Company Pty Ltd.

This Concept Plan Application (hereafter referred to as the CPA) and the Environmental Assessment (hereafter referred to as the EA) that forms the basis of this application is now being advanced on behalf of Nine Network Australia Limited and not PBL Media as in the original application.

Nine Network Australia Limited will play a hands-on role in the implementation of the Communication Plan. Understanding the views of all stakeholders is fundamental to the design approach that is being adopted and reflects the Nine Networks commitment to achieving a responsive and responsible residential redevelopment plan for this site. In this regard, the Nine Network is renescent that it has occupied the Artarmon Road site since 1956. During that time it has made every effort to conduct its operations as a good neighbour to the residents of Willoughby. It is the Networks desire that in advancing this project that it ensures that this community sentiment is at the forefront of its planning for its future departure off the Artarmon Road site.

1.2. Urban Concepts Role

Urban Concepts will act as an independent facilitator overseeing the implementation of the community consultation aspects of the Communication Plan. In this role we will work to establish a meaningful dialogue with the community and integral stakeholders to ensure that there is a thorough understanding of the project. These lines of communication will then support the development function at later stages in the project.

We understand that the specific objectives the client seeks to fulfil from embarking on a community consultation process are:

- To engage with surrounding residents and integral stakeholders to develop a medium to high density residential design solution that achieves a balance between community concerns and the Networks strategic relocation of its broadcasting and production facilities from the Artarmon Road site to a more appropriate location.
- To put in place a CP and design parameters that reflect the most appropriate land use vision for the site, namely medium to high density residential, in terms of land use zoning and development controls.
- To deliver a residential land use vision that will ensure a high level of amenity for both future residents of the site and the existing residents of the area that are the Nine Network's neighbours.
- To document how the proposal will help Willoughby City Council to achieve the housing targets that have been established for the Local Government Area by DOPI under the Sydney Metropolitan Strategy. The site is a consolidated land parcel in single ownership and can assist the Council to readily realise its housing target.

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- To communicate the willingness and desire of the proponent to work with Willoughby City Council notwithstanding the Part 3A project status resulting from its declaration as a Major Project.
- To ensure surrounding residents and integral stakeholders are provided with the opportunity to express their views about the residential redevelopment through the CP formulation.
- To establish and maintain open channels of communication between surrounding residents and integral stakeholders that will remain in place for the environmental assessment and approval process and can be used by the Nine Network to promote ongoing understanding of their facilitates plan formulation for relocation over the next 5 years.

In formulating the communication methodology we had regard to the consultation requirements specified for this project by the Director-General of DOP in accordance with the Part 3A statutory planning approval process prescribed for Major Projects. At the same time the suggested consultation initiatives seek to encourage participation from a proactive stand point to ensure meaningful dialogue and participation is achieved. The DGR's for this project are reproduced in Appendix A.

1.3. The Communication Needs of this Project

- The need to manage community and stakeholder expectations. All too often community consultation can leave participants with a feeling of despair - *'what was the point of participating when none of my ideas have been incorporated?'* Managing expectations will be achieved by ensuring that participants clearly understand the information that is being presented to them, accurately recording the comments and concerns expressed at information events, circulating records of comments to participants and to regulatory authorities.
- The need to ensure that regulatory authorities are informed about the communication plan and events for the project and have had the opportunity to contribute their ideas to the plan whilst is in draft format. This will be achieved by holding preliminary meetings with integral stakeholders including elected representatives and officers of Willoughby City Council.
- The need to maintain an open, regular and consistent dialogue with all key stakeholders that is commensurate with the specific level of knowledge they require and their regulatory role in the project. This will include briefing papers to non-participatory stakeholders that would benefit from being kept informed about the progress of consultation events.
- The need to establish a single point of contact that takes responsibility for co-ordinating all information flows between the client, the project manager, the community and key stakeholders.
- The need to ensure that community concerns are accurately recorded and reported on during the CP formulation and EA process.
- This Plan addresses community and stakeholder consultation it does not address media relations or internal Nine Network Communication requirements. We understand that Nine Network Australia Limited will be responsible for these components of the communication process. We would recommend that a spokesperson protocol be formulated to address this specific requirement.



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1.4. Project Background

In November 2010, Urbis Planning Consultants, acting on behalf of PBL Media Limited, submitted a Clause 6 Request for Declaration and CP Authorisation and Preliminary Assessment to the then NSW Department of Planning, pursuant to State Environmental Planning Policy 2005 (Major Projects) (Major Projects SEPP).

On the 19 November 2010, the proponent (PBL media) was advised that the Minister for Planning had formed the view that the proposal satisfied the non-discretionary criteria in Clause 13, Schedule 1, of the Major Projects SEPP and in so doing authorised the submission of the CP. The CP is the subject of the EA Application which is now being prepared by the Nine Network. It is important to note that the Minister in declaring the project a Major Project, raised concern regarding the density and height of the development being mooted in the preliminary documentation, being a maximum building height of 20 storeys (refer to Figure 1.1).

The proponent has taken this concern seriously and has engaged a multi-disciplinary design team to develop design and landscape parameters for the site and a range of residential options to test alternative built form scenarios. These residential scenarios and the design parameters will be tested with the local community and integral stakeholders through the phase 1 consultation process.

1.5. The Statutory Approval Process

1.5.1. *The Environmental Assessment*

The proposed CPA will be assessed pursuant to Part 3A of the EP&AA 1979 by the NSW Minister of Planning. Clause 75B of the EP&AA specifies criteria for projects to which Part 3A applies and invokes the provisions of the Major Projects SEPP.

The Major Project SEPP establishes the planning process to be followed for the assessment and determination of the CPA. This process is illustrated by the Flow Chart that is reproduced at Figure 1.2

Under the provisions of the Major Project SEPP, the Minister for Planning is the Consent Authority for the development application henceforth known as the Environmental Assessment (EA).

While the project has been declared a Major Project under Part 3A the proponent understands that it will in reality still be obliged to work cooperatively with Willoughby City Council, as the Local Government Authority to ensure that the final proposal addresses community expectations for this site.



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FIGURE 1.1 - Major Project Declaration



PBL Media Pty Ltd
c/- Urbis Pty Ltd
Ms Jennifer Cooper
Associate Director
GPO Box 5278
SYDNEY NSW 2000

Our ref: MP 10_0198
File: 10/22185-1

Dear Ms Cooper,

Request for Declaration of Major Project, Channel 9 site, 6-30 Artarmon Road, Willoughby (MP10_0198)

I refer to your letter of 1 November 2010, on behalf of PBL Media Pty Ltd, seeking to declare a mixed use proposal at 6-30 Artarmon Road, Willoughby, a Major Project to which Part 3A of the *Environmental Planning and Assessment Act 1979 (Act)* applies.

As delegate for the Minister, I have formed the opinion that your proposal meets the non-discretionary criteria in Clause 13, Schedule 1 of the *State Environmental Planning Policy (Major Development) 2005* and is therefore a project to which Part 3A of the Act applies. I have also authorised the submission of a Concept Plan under Section 75M of the Act.

In forming this opinion, I raise concern regarding the density and height of the development, particularly the proposed maximum height of 20 storeys, given the surrounding built form and the prominent nature of the site. A detailed justification for the proposed density and height of the proposal will be required. Concerns are also raised with the proximity of the buildings to the adjoining telecommunications tower and the likely impacts from the tower upon future occupants of the site.

The Department is currently preparing the Director-General's Requirements (DGRs) for your proposal and they will be issued to you shortly. You should also include a Political Donations Disclosure Statement with your application (if required).

Should you have any further enquiries regarding this Project, I have arranged for Michael Woodland, Director, Metropolitan Projects to assist you. Michael may be contacted at the Department's Bridge Street Office on telephone number (02) 9228 6150.

Yours sincerely

Richard Pearson
Deputy Director General
Development Assessment and Systems Performance

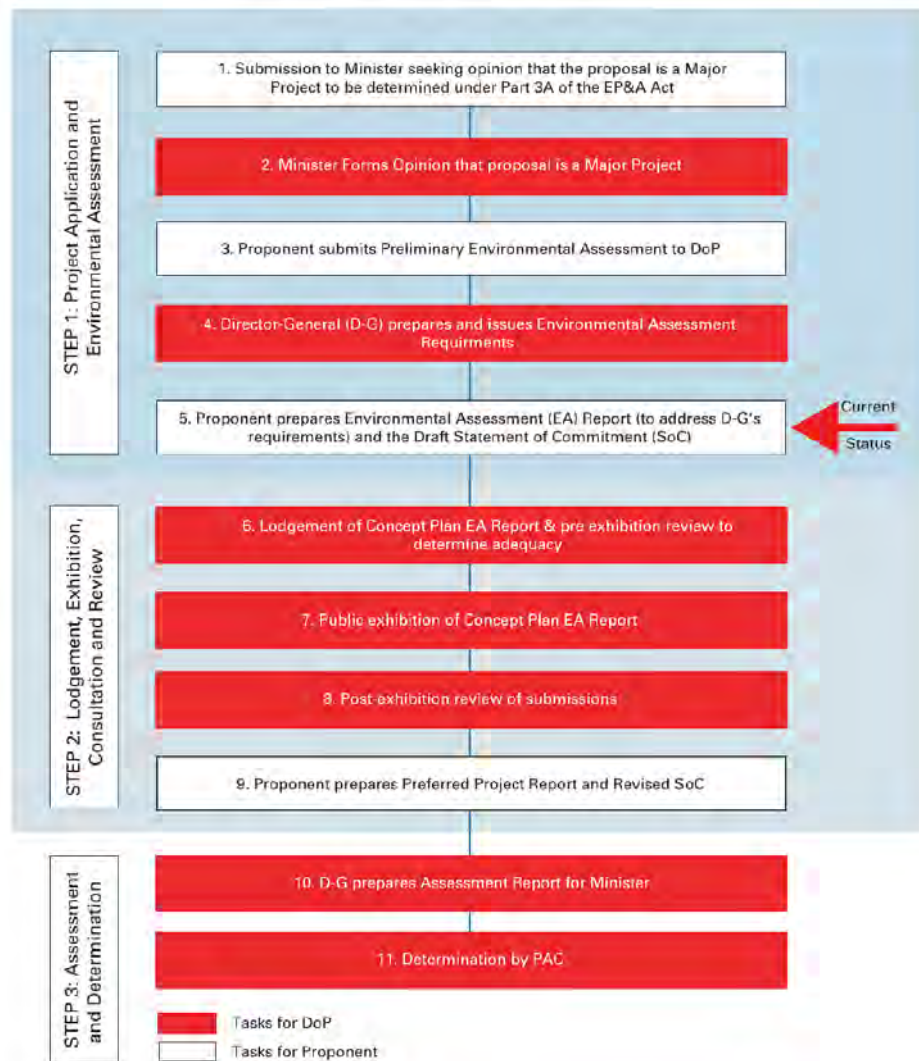
NSW Department of Planning – Development Assessment & Systems Performance – Metropolitan Projects
23-33 Bridge Street, Sydney NSW 2000 – GPO Box 39, Sydney NSW 2001
[Redacted] www.planning.nsw.gov.au



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FIGURE 1.2 - Part 3a CP Approval Process



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1.5.2. Community Consultation Requirements

The Guidelines for Major Project Community Consultation were issued by the then NSW Department of Planning in October 2007. The Guidelines recognise that community and stakeholder consultation is an important component of the NSW Governments Environmental Assessment process for projects under Part 3A of the EP&AA 1979.

The DGR's issued to the proponent by the Department on the 9th February 2011 establish the community consultation requirements for a Part 3A project. The consultation requirements issued for the Nine Network Artarmon road site state:

"Undertake an appropriate and justified level of consultation in accordance with the Department's Major Project Community Consultation Guidelines October 2007 (including consultation with Willoughby City Council, NSW Department of Health, Transport NSW and interested community groups).

The Environmental Assessment must clearly describe the consultation process and indicate issues raised by stakeholders during consultation and how these matters have been addressed."

1.5.3. Major Project Community Consultation Guidelines October 2007

The Guidelines recognise that a proponent is expected to organise, resource and report any consultation process required by the Department. Specifically the proponent should:

- consult early;
- commit adequate resources to the consultation;
- clearly describe who has been consulted and the issues raised; and
- demonstrate how the issues raised have been addressed in the EA.

Adequate and appropriate consultation depends on:

- the nature of the proposal and the extent of its likely environmental, social and economic impacts;
- consultation that occurred prior to making an application to the Minister for approval of a Major Project; and
- whether the nature of the development will require on-going consultation once the project is constructed and has commenced operation.

The consultation process included in an EA 'may' be considered adequate if it demonstrates:

- Those individuals and organisations likely to have an interest in the proposal had enough opportunity to express their views. The community of interest can be broadly categorised into three groups:
 - those directly impacted by the proposal;
 - individuals and groups likely to have an interest in the local or regional implications of the project; and
 - organisations with a state or national interest.



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- Information regarding the nature of the proposal has been accurately and widely distributed. Methods of distribution may include newsletters, letters to key stakeholders, a website, advertisements and public displays.
- Community and stakeholder feedback was encouraged and recorded. Methods of capturing feedback included:
 - surveys and feedback forms;
 - Submissions;
 - a data base that records issues via a 1800 number arrangement; and
 - meeting minutes.
- Methods of discussing issues included:
 - drop in centres;
 - displays or open days;
 - focus groups and community group meetings;
 - individual and group briefings; and
 - discussions at organisation events.

Consultation with community and stakeholders was inclusive and the proponent has:

- got to know and understand the communities it needs to engage;
- acknowledged and respected diversity;
- accepted different views;
- ensured participants understand what they can and cannot influence;
- aimed for accessibility by choosing techniques that encourage participation across all groups, considered the timing, location and style of events, avoided holiday periods and avoided jargon and technical language; and
- paid attention to the needs of special groups that could be under represented such as culturally diverse backgrounds.

The consultation methodology presented in this plan has had full regard to the Guidelines and in our professional opinion fulfils their requirements in respect of this project.



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1.6. Project Description

The proponent is seeking CP approval for a primarily residential development with a limited amount of retail. The CP that will be advanced for this project will be a revised plan which differs from the proposal submitted as part of the 2010 Preliminary EA. In this respect, the proponent has engaged a new design team to formulate urban design parameters for the site which will then be used to inform the options that will be tested with the community and integral stakeholders. The concerns raised in relation to the density and height of the development will be addressed through the consultation and the ability of this development to contribute towards the housing targets set by DOPI emphasised. The *Metropolitan Plan for Sydney 2036* set a target for the Inner North Subregion (of which Willoughby LGA is a part) of 44,000 additional dwellings between 2006 and 2036. The *Inner North Subregional Draft Subregional Strategy* allocated Willoughby LGA with a target of 6,800 new dwellings by 2031. The increase in residential accommodation provided by the proposed development will assist in meeting these housing targets.

1.6.1. Potential Issues of Community Concern

Based on our experience in undertaking community consultation and the preliminary media speculation (Refer Appendix B) that has occurred in relation to this project we anticipate that the following issues will need to be addressed through the community consultation process:

- The declaration of the proposal as a Major Project pursuant to Clause 6 of the Major Project SEPP and the implications that arise from the NSW Minister for Planning being the Consent Authority and not Willoughby City Council.
- Whilst there are no height controls pertaining to the site, the Preliminary EA that was submitted by the proponent in 2010 provided for a 20 storey residential tower being located on the site. This proposal raised resident and DOPI concern at the height and density of the development being proposed by a CP. It is noted that the Director-General in their advice to the proponent expressed concern at the height and density of the submitted development concept and indicated that this should be reviewed or additional justification provided to support the proposed built form. (Refer Appendix A).
- There is community concern at placing a future residential population on the site in proximity to the transmission tower. The 216 metre transmission tower is located on an adjacent land parcel that is owned by TXA Transmitters Australia, a company with equal shareholdings held by Nine Network, Seven Network and Ten Network. This tower cannot be relocated and has been sited in its current location since 1974. It is required by each of the commercial stations and also carries the infrastructure for many subsequent communication carriers. The health implications of siting future residents on the site have been fully considered as part of the specialist investigations undertaken to support the CP application.
- The increase in traffic circulation onto local streets arising from the residential redevelopment of the site will be of concern. The traffic analysis will need to be part of the public body of information present during the consultation events. To this end, it is noted that the existing operation of the site provides at grade a site car park for 400 employees and at its peak annual operation supports a staff of 650 people. The existing use of the site has an impact on the local road network and it is this operation that establishes a base line scenario for the site. The extent to which a change in use to residential development will intensify vehicle movements and public transport demand must be assessed.



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- **Built Form Context.** The site is presently a campus style television studio that provides restricted public access and comprises purpose built production and broadcast facilities. Whilst presently a television studio, the majority of local residents are disconnected from its day to day operation. The redevelopment of the site will enable 2.9 hectares of master planned residential community to be progressively developed on the site. Preliminary plans adopted a high rise building form of 16 to 20 storeys in the centre of the site with 2 to 5 storeys along Artarmon Road and Richmond Avenue and approximately 50 per cent of the site retained as landscaped open space and children's playground. This concept was considered to be out of context with the built form of the neighbourhood. The consultation plan will test community response to a series of residential options for the site which provide a range of building heights and placements.
- **Community Consultation.** In 2010, the decision was made to not publicly consult with residents at the Clause 6 Application stage in the process. The Clause 6 Application indicated that the proponent would undertake community and stakeholder consultation in accordance with DOPI requirements in the event that the project was determined to be of Part 3A status. It is our experience with Part 3A Projects that the focus of community consultation activities is usually undertaken by a proponent once Major Project Declaration has been achieved and the Director-General Requirements have been issued. The Nine Network, through this Communications Plan, has established an approach and commitment to undertake a robust consultation process within the Part 3A transition time parameters. Phase 1 consultation will occur during this stage. Ongoing consultation will occur post the DOPI 30th November 2012 deadline.
- **Impact on Community and Social Facilities.** The change in use of the site and the introduction of a new residential population that will require access to local community and social facilities will generate concern over the ability of existing services to cater for the new residential population.

1.7. Communication Initiatives undertaken to date

1.7.1. Stakeholder consultation

Much of the work that has been undertaken on this project since 2010 has focused on determining the most appropriate land use vision for the site having regard to local, regional and state planning policies, site constraints and market forecasts.

In undertaking these preliminary investigations, the proponent has not acted in isolation and has sought to engage with high level stakeholders to gain an insight into their current thinking about the site. In 2010, a preliminary briefing was held with officers from Willoughby City Council to discuss the proposal. Brief discussions were held with the then NSW Department of Planning in relation to the submission of the Clause 6 application.

1.7.2. Media

The 2010 CPA generated media speculation about the project. Detailed in Appendix B are some of the articles that have appeared in the popular press. Nine Network Australia Limited through their media relations unit will develop a media strategy for this project. On Wednesday 17th October 2012 Nine Network Australia in conjunction with Urban Concepts held a preliminary interview with the North Shore Times. This article appeared on Friday 19th October 2012 and is reproduced in Appendix B.

1.7.3. The Project Team

Nine Network Australia has engaged a multi-disciplinary team headed by Lend Lease to advance this project. The team is detailed in Table 1.



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Table 1 – Multidisciplinary Design Team

DISCIPLINE	CONSULTANT
Development Management	Lend Lease
Architecture and Urban Design	SJB
Landscaping and Public Domain	JILA
Urban Planning	JBA Planning Consultants
Transport and Accessibility	AECOM
Utilities, Services, Drainage and Groundwater	Cardno
Remediation	JBS Environmental
Cost of Development	WTPartnership
Surveying	Whelans Insites
Model	Model Craft
Community Consultation	Urban Concepts
Health Emissions Consultant	NCD



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2. COMMUNICATION AIMS AND OBJECTIVES

The communication aims and objectives of the plan are:

- To reposition the project positively within the local community, recognising that the site is to be redeveloped and that a residential land use is more in keeping with the residential nature of the locality.
- To initiate discussion with the local community and relevant stakeholders about the residential redevelopment of the site. This will assist in addressing community concerns raised in relation to the CPA and will inform the revised residential scheme.
- To refocus community debate about the project away from a discussion on height to one that is focused on the opportunity to create a vibrant and connected urban precinct.
- To recognise that the preliminary EA application did not involve the community in a consultation process and as such it is necessary to launch this project and initiate a robust dialogue to canvas community attitudes, address concerns and educate the community at large about the CP process.
- To explain the Part 3A CP and EA approval process established for the project, given its status as a Major Project. This explanation should clearly define the relationship and roles played by Willoughby Council, DOPI and the Minister for Planning.
- To explain the statutory compliance of the proposal against existing and proposed planning controls that pertain to the site under the Major Project SEPP, Willoughby Council planning policies and any specific areas of concern identified in the DGR's issued for this project by DOPI.
- To commence a dialogue with local residents and integral stakeholders that will remain in place throughout the EA formulation and approval process. The lines of communication established at this stage can be then used by Nine Network Australia Limited to communicate future relocation plans.
- To define parameters for community and stakeholder involvement so participants can provide meaningful comment. This is particularly important as the project does not allow for discussion about alternative land uses of the site.
- To ensure the views of all residents and stakeholders are represented and reported through the communication process. Depending on their role in the process each stakeholder group or target audience will have its own specific information requirements that reflect their role or area of statutory responsibility. It is important that a timely flow of information is provided to these audiences throughout the consultation process. This flow of information should be handled by the appropriate member of the project team to ensure that there is no distortion of factual information.
- To ensure all material produced for public circulation is presented in a clear and concise 'Plain English' manner.
- To encourage community involvement by ensuring communication initiatives are accessible and professionally run reflecting Nine Network Australia Limited's genuine concern for the local community.
- To interpret concerns and ideas as effectively and concisely as possible ensuring that they are addressed in the EA documentation.
- To utilise social media techniques in combination with traditional consultation techniques there by addressing the demographic profile of the local community and the proponents desire to extend the reach and efficiency of the consultation process within the study timeframe.



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3. COMMUNICATION KEY MESSAGES

Based on our understanding of the project, Urban Concepts has identified a number of key messages to be communicated. These key messages are presented below. It is noted that this list is not finite or static. As the project evolves additional key messages will need to be communicated to the various target audiences as issues and concerns are identified by target audiences.

Message 1 Nine Network Australia Limited – Relocation of the Willoughby Television Studios

The Nine Network Willoughby Television Studios officially opened their doors on the 27th October 1956. For the past 56 years the site has been the Sydney home of the Nine Network. Over that time the intensity of residential development has gradually increased around the studio site and the Network has always attempted to act as a good neighbour when issues have occurred. The Nine Network understands that there will be residents who may be apprehensive about their future relocation and the impetus that it creates for changing the land use of the site.

Message 2 Nine Network Australia Limited – Relocation of the Willoughby Television Studios

The Willoughby site is the last remaining campus style television studio in operation in the Sydney metropolitan area. The last 56 years have witnessed many changes in technology that have impacted on how the industry undertakes television production and broadcasting. While the Willoughby site has played a significant role in television history, it is now time for the Network to advance its future plans for relocation. Many residents will be aware of the relocation that Channel 7, 10 and the ABC have made from their campus style facilities to purpose built inner city locations.

Message 3 Relocation of Nine Network Australia Limited necessitates a change in land use for the site

The formulation of a CP is the first step in the land use planning process for establishing an appropriate new vision for the Nine Network site. The approval of a CP will provide the Nine Network with certainty about the development potential of the site. While the Network has not earmarked a date for relocation it understands that rezoning of the site and obtaining development consent for its residential redevelopment will take many years and as such formally commenced the process in 2010.

Message 4 A residential redevelopment is the most appropriate use of the Nine Network site

The preliminary investigations that were undertaken by PBL Media (now Nine Entertainment Company, Pty Ltd) in 2010 and which formed the basis of the Clause 6 Declaration Application to the former NSW Department of Planning, confirmed that the most appropriate use of the site would be medium to high density residential supported by open space and retail amenities. The 2010 preliminary EA put forward a preliminary concept that concentrated tall residential towers of between 16-20 storeys in height in the middle of the site with lower scale 2-5 storey residential buildings addressing Artarmon Road and Richardson Avenue. Nine Network Australia Limited has listened to community concerns, and the views expressed by the NSW Department of Planning and understand that this original concept does not have community support. We have gone back to the drawing boards with a new design team and new approach.



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Message 5 Community consultation is important to Nine Network Australia Limited

This Communication Plan documents an information and consultation process to facilitate a robust dialogue with the local community about the Nine Networks future plans for their Artarmon Road site.

Our multi-disciplinary design team has formulated a new design rationale and we will shortly be inviting residents and interested stakeholders to join us at the drawing board to share in this design process.

The reality is that there is no fixed CP in place. The approach is to present design and landscape parameters for the site and the residential options that have been formulated in response to these parameters.

The Nine Network understands that it needs to work with the community and interested stakeholders to achieve an acceptable built form and landscape outcome. The Nine Network is keen to work with the local community through a comprehensive consultation process. This process will commence Mid October after the completion of the Term 3 school holidays.

Message 6 Building Height

We are aware that height is a major issue within the public arena. It is important for the design team to communicate height accurately in terms of RL levels across the site. In this regard the RL's of the existing buildings need to be identified on plans, as do the RL's of surrounding buildings. It is only by referencing RL's to Australian Height Datum that professional and community stakeholders can accurately understand building height. RL's give people a practical and factual way of understanding building form and actual building height relative to the built context of an adjoining area. This is particularly true on the Nine Network Site where the dramatic fall of the land to the south and east will have an impact on view impact, privacy and solar access conditions both from within the site and when the site is assessed from strategic locations in the local area.

Message 7 Major Project Status

Due to the projected capital investment value exceeding \$100 million, the project will be considered under Part 3A of the Environmental Planning and Assessment Act 1979 as a major project by the NSW Minister for Planning. There has been much debate in the broader community about the application of Part 3A planning legislation. It is the proponent's position that it will continue to proactively involve Willoughby Council in the design and development process. This will be achieved by undertaking regular meetings with representatives of Willoughby Council. Minutes of these meetings will be reported through the consultation process.

Message 8 Relocation of the TXA Australia Transmission Tower

The TXA transmission tower is located to the south west of the site on an adjacent landholding in Richmond Avenue. This landholding does not form part of the site. The transmission tower is jointly owned and operated by Nine Network Australia Limited, Network Seven and Network Ten with each parent organisation holding an equal shareholding in TXA Australia. The transmission tower has been located on this site since it relocated from the Nine Network Site in 1974 when it was rebuilt. The tower is 216 metres in height. The EA will be accompanied by specialist investigations to address perception about the safety of siting residential development in proximity to transmission and broadcasting facilities. The proponent understands that this is a community concern and will ensure that it is specifically addressed in the EA documentation and explained at the community consultation events.



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Message 9 Delivering community benefits

The residential redevelopment of the Nine Network site will enable this 2.9 hectare land holding to be opened up for community use. For the past 56 years the site has been in single private ownership with a use that affords limited opportunity for public access, with access being limited to audience participation in live television show productions.

Message 10 Impact of a residential redevelopment on the local road network and public transport services

The 2010 Preliminary Environmental Assessment Application raised community concern over the impact a medium to high density residential land use would have on the local road network and the demand for public transport services. Traffic generation and transportation servicing are addressed through specialist investigations undertaken as part of the EA process. It is important to remember that the Artarmon Road studios are a brownfield site that currently provides 356 on site at grade car parking spaces to cater for the Nine Networks 650 employees that work at the site. (It is noted that the employment figure is seasonal and that 650 is the maximum site staffing level). Accordingly, in any discussion about traffic impact and transportation servicing the existing operation of the site should be considered as the baseline or starting position for the assessment.

Message 11 The Impact of the development on the existing local community facilities and schools

A social impact assessment will form part of the specialist investigation that will be undertaken to support the EA. This assessment will specifically assess how a new residential population would impact on existing community facilities and services including local primary schools, secondary schools and childcare services. It would also specifically address opportunities for integrating a new residential population into the established community. The Communication Plan provides for targeted consultation to be undertaken with local community and education providers that operate in the Willoughby/Artarmon areas.

Message 12 Redevelopment of the Nine Network site will support Willoughby City Council housing targets

The NSW State Government has established housing targets for each Sydney Metropolitan area. These housing targets are essential for ensuring that there is sufficient housing supply within the Sydney Metropolitan area to support the projected 1.5 million population increase that will occur by 2031. The NSW Government has established that the Willoughby Local Government Area must supply an additional 6,800 dwellings by 2031. The redevelopment of the Nine Network site will assist the Willoughby City Council to realise its housing target. While the Draft Willoughby Local Environmental Plan 2012 provides for the up zoning of certain residential lands, it has not rezoned the Nine Network site which retains its Special Use zoning under the draft plan. The residential redevelopment of the 2.9 hectare Nine Network site is consistent with the NSW Government's housing policy.



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4. TARGET AUDIENCES

4.1. Introduction

This project will require the establishment of a number of lines of information and a range of consultation events with various target audiences. To assist with the management of information, its dissemination and the recording of community feedback the stakeholders have been classified into target audiences or users groups.

The key target audiences for this consultancy have been classified as follows:

- Local Residential Community
- Adjoining Landowners
- Local Business Community
- Resident Organisations
- Special Interest and Community Groups
- Local Area Community Services
- Department of Planning and Infrastructure including the Minister for Planning and Major Project Assessment Team
- Willoughby City Council both Council Officers and Elected Representatives
- State and Federal Elected Representatives
- State Government Agencies
- Utility Providers
- Emergency Services
- Adjoining Council Areas
- Media
- Proponent Project Team

A database is being established documenting the contact details for each target audience.



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4.2. Key Target Audiences

LOCAL RESIDENTIAL COMMUNITY

Local residents living in the locality bounded by Mowbray Road to the south, Willoughby Road to the west, Park Road to the north, Francis Street to the west, Chelmsford Avenue, and Sydney Street to the east, Willoughby is the suggested resident catchment area for this project. This catchment was been discussed and agreed with Willoughby City Council at a meeting on the 17th October 2012. Refer Figure 4.1.

FIGURE 4.1 – Suggested Resident Notification Area





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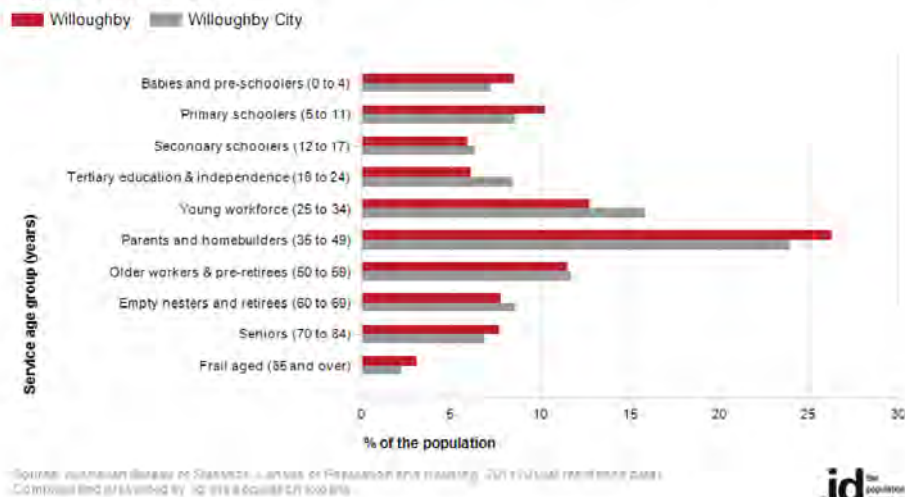


POPULATION DEMOGRAPHICS

Willoughby (suburb) has a population of 6,034. The breakdown of this population is shown in Figure 4.2 (below). There is a high proportion of residents aged 35 to 49 (26.3 per cent). This is followed by three categories of residents; aged 25 to 34 (12.7 per cent), aged 50 to 59 (11.5 per cent) and aged 5 to 11 (10.3 per cent). This age structure is important in consideration of resident concerns and impacts and for determining the most appropriate method of consulting with the local population. The age profile of the local population would indicate the use of social media consultation techniques would be appropriate for the consultation phase.

FIGURE 4.2 - Population Structure For Willoughby

Age structure, 2011



RESIDENT CONCERNS

There is much speculation, concern and uncertainty held by this target audience and they have been assigned a high priority in the consultation process. We anticipate that local residents will be interested in understanding:

- Specific details relating to the physical form of the project with a particular emphasis on height and the placement of buildings on the site.
- How the edges of the site will present towards and interface with the established streets.
- Potential impact on the residential amenity of the area including overshadowing, loss of views, privacy, visual amenity, traffic generation and car parking.
- Whether the development will create added pressure for education facilities such as primary schools.
- Whether the transmission tower will remain in its existing location and the impact of the transmission tower on the safety and health of existing and future residents.
- How a new residential development will benefit existing residents and enhance their suburbs.



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- Justification for any variation to Council and State planning controls for the site.
- Justification for the project being declared a project of state and regional significance under part 3A of the EP&AA 1979 and an explanation as to the steps involved in the development assessment process under the legislation.
- How the proponent intends to involve Willoughby City Council in the assessment process.
- How the development of the site under an approved CP would be realised. When will Network Nine vacate, will the site be sold for development of will the Network advance the CP through to the development applications stage.
- Post development consent construction management issues including structural stability of heritage buildings, mitigation measures to control noise and dust and hours of construction.

ADJOINING LANDOWNERS

The residents in those streets that immediately bound the site (Artarmon Road, Richmond Avenue and Walter Street) should receive an additional level of consultation to reflect their importance as the immediate neighbours of the site. We would recommend that the proponent undertake a meet and greet with residents during the design and development process to fully understand their concerns. The Strata Body Corporate of 2-4 Artarmon Road is a key adjoining land owner for consultation. Obtaining an open and fluent dialogue at the outset will also assist during the later stages of the process particularly post consent during demolition and construction.

The following properties are located adjacent to the site (see Figure 4.3, below):

Artarmon Road	No's 2-4, 6, 15, 17, 19, 21, 23, 25, 27, 29, 31, 32, 33, 35, 37, 39, 41, 43
Richmond Avenue	No's 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 25, 26, 26A, 27, 28, 28A, 30, 30A, 32
Walter Street	No's 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 25, 26, 27A, 27B, 29A, 29B and 31



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FIGURE 4.3 - Adjoining Properties Highlighted for Additional Consultation



LOCAL BUSINESS COMMUNITY

The increase in local population provided on the hospital site will be of interest to local business operators. This target audience may also hold concerns about the relocation of Network Nine from the site, fearing that this will impact on their current trading activity. It may provide opportunities for these businesses to expand their product range and services to cater for the demands of this new local population. We would recommend that consultation be undertaken with the peak organisations that represent local business interests:

- Artarmon / St Leonards Chamber of Commerce
- Chatswood Chamber of Commerce
- Naremburn Chamber of Commerce



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RESIDENT ORGANISATIONS

These groups are important in the environment of debate and public opinion. They provide an insight into the workings of a community and specific issues of concern. Communication lines must be established that allow for a steady flow of information and discussion with these groups at key project milestones.

Five Progress Associations have been identified as key target audiences. The Federation of Willoughby Progress Associations is an umbrella body who acts on matters of general concern to the whole Willoughby community and all nine progress associations are members of this association. Initial comments made by the Artarmon Progress Association in their submission to the draft Willoughby Local Environmental Plan 2009 indicated support for the rezoning of the Channel 9 site and development of medium and high density residential on the site and surrounding area; Artarmon Road east, Edward Street and Richmond Ave. This submission is summarised in Attachment 4 Community Groups: Summary of Submission, pages 2 and 6, which are reproduced in Appendix C.

Key Willoughby City Council Progress Associations

- Federation of Willoughby Progress Associations
- Artarmon Progress Association
- Naremburn Progress Association
- Northbridge Progress Association
- Willoughby South Progress Association

Other Willoughby City Council Progress Associations

- Castle Cove Progress Association
- Castlecrag Progress Association
- Chatswood East Side Progress Association
- Chatswood West Ward Progress Association
- Middle-Harbour – Willoughby Progress Association

SPECIAL INTEREST GROUPS

Special interest groups are important for identifying specific areas of concern to a local community and determining how a proposal will impact on their specific area of interest. Important special interest groups for this project are:

- Willoughby District Historical Society
- Aboriginal Heritage Office
- Bicycle NSW
- Hamazkaine Armenian Educational and Cultural Society
- Willoughby Environmental Protection Authority



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LOCAL AREA COMMUNITY SERVICES

Due to the proposed increase in the residential population of Willoughby, concern has been raised as to the impact of this on local community services. The following services, which are located within close proximity to the site, have been identified as targets for consultation:

- Local Primary Schools
 - Artarmon Primary School
 - Willoughby Public School
 - Cammeray Public School
- Local High Schools
 - Willoughby Girls High School
- Local Childcare, Kindergarten and Pre Schools
 - Glenaeon Rudolf Steiner Preschool
 - Konomi Kindergarten International
 - Sue's Childcare Castlevale
 - Goodstart Early Learning Willoughby
- Public Facilities:
 - Bicentennial Reserve
 - Willoughby Leisure Centre

DEPARTMENT OF PLANNING AND INFRASTRUCTURE

The proposed development will be assessed pursuant to Part 3A of the EP&AA 1979 by the NSW Minister of Planning. Clause 75B of the EP&AA specifies criteria for projects to which Part 3A applies and invokes the provisions of the Major Projects SEPP. DOPI will be responsible for assessing the application. The Department will act on behalf of the Director General and the NSW Minister for Planning, the Consent Authority for the project.

We would recommend that the Draft Communication Plan be reviewed by DOPI to ensure it fulfils the requirements of the Major Project Community Consultation Guidelines October 2007.

Minister for Planning

Hon. Brad Hazzard MP

Department of Planning and Infrastructure

- Director General, Sam Haddad
- Major Project Assessment Team



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WILLOUGHBY CITY COUNCIL

The importance of maintaining regular liaison with this target audience has been given a high priority in the consultation process. The proponent recognises the sensitivity of the Part 3A process from both the standpoint of the Council and the community. The proponent is keen to put in place a process of regular briefings and liaison to ensure Council is kept fully informed and involved in the CP formulating process. All consultation initiatives are to be minuted and reported on as part of the consultation process.

We would recommend that a link from the project website be created through to the Willoughby City Council's website to increase the reach of the consultation process and to promote consultation events.

Council Officers

We note that Council Officer Lara Nguyen has been allocated to this project.

- General Manager – Nick Tobin
- Infrastructure Services Director – Steven Head
- Environmental Services Director –Greg Woodhams
- Economic and Property Development Director – Jeff Ellis
- Financial Services Director – Tony Pizzuto
- Community Services Director –Melanie Smith
- Corporate Support and Performance Director – Tracey Crouch
- Public Officer – Jeff Knight

Elected Representatives

Mayor

- Cr Pat Reilly (IND)

Middle Harbour Ward

- Cr Wendy Norton (IND)
- Cr Judith Rutherford (IND)
- Cr Angelo Rozos (IND)

Naremburn Ward

- Cr Stuart Coppock (IND)
- Cr Michelle Sloane (IND)
- Cr Nic Wright (IND)

Sailors Bay Ward

- Cr Gail Giles-Gidney (IND)
- Cr John Hooper (IND)
- Cr Hugh Eriksson (IND)



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West Ward

- Cr Tony Mustaca (IND)
- Cr Lynne Saville (IND)
- Cr Mandy Stevens (GNS)

(IND) Independent

(GNS) Greens

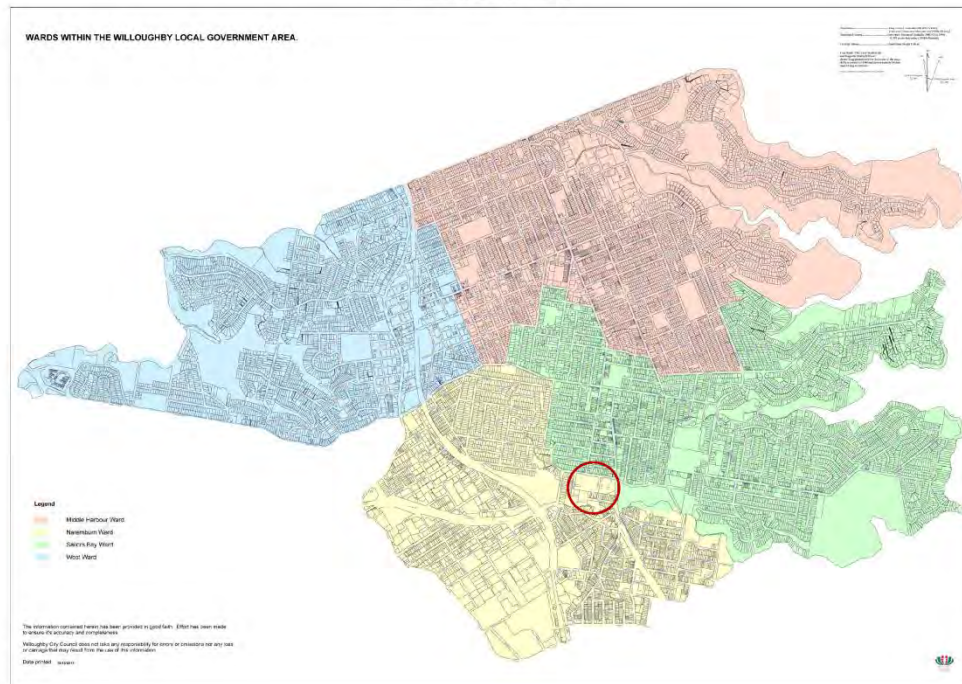
The Artarmon Road site is located in the Naremburn Ward; see Figure 4.4 (below).



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FIGURE 4.4 – Location of Council Wards





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STATE AND FEDERAL ELECTED REPRESENTATIVES

It is essential to ensure all elected representatives are kept informed of the progress of the project and invited to participate. These stakeholders must be able to address concerns and questions raised by their constituents about the project. The respective State and Federal Members for this area are:

State

Member for Willoughby:

The Hon Gladys Berejiklian MP and Minister for Transport

The Member for Willoughby expressed concern in 2011 in relation to the development, emphasising issues with the scale of the proposal and a lack of community consultation. The letter is detailed at Appendix D.

Federal

Member for North Sydney:

The Hon Joe Hockey MP

STATE GOVERNMENT AGENCIES

This audience includes infrastructure providers and organisations that play a role in transport provision, sustainability and design-related considerations. High level consultation will be undertaken with these agencies through stakeholder initiatives undertaken in the Communication Plan and more detailed consultation by the appropriate specialist consultants.

- Transport for NSW includes:
 - State Transit Authority of NSW
 - Sydney Buses including MetroBus service from Chatswood to Bondi Junction.
 - Roads and Maritime Services.
- Office of Environment and Heritage
- NSW Ministry of Health
- Department of Education and Communities

UTILITY PROVIDERS

Liaison will be undertaken with the following utility providers by the appropriate specialist consultants.

- Sydney Water
- Telstra
- Energy Australia
- AGL
- Willoughby City Council – Stormwater System



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EMERGENCY SERVICES

Local emergency service providers will be consulted about the project by the appropriate specialist consultants.

- NSW Police
- NSW Fire Brigade
- Ambulance Service of NSW

ADJOINING COUNCIL AREAS – LANE COVE, NORTH SYDNEY, KU-RING-GAI AND RYDE

Responsibility for the suburb of Artarmon falls between Willoughby Council and Lane Cove Council. It will be important to keep Lane Cove Council informed of the project and to provide opportunity for comment. Liaison should occur both through the Mayor's Office and at officer level through the General Manager and the Planning Department

Willoughby City Council is also adjoined by North Sydney, Ku-ring-gai and Ryde Local Government Areas. We would recommend that North Sydney, Ku-ring-gai and Ryde Councils be kept informed about the project.

Lane Cove Council

- Mayor – Cr Scott Bennison
- General Manager – Craig Wrightson
- Executive Manager Environmental Services – Michael Mason

North Sydney Council

- Mayor – Cr Jilly Gibson
- General Manager – Penny Holloway
- Director of Planning and Development Services – Warwick Winn

Ku-ring-gai Council

- Mayor – Cr Elaine Malicki
- General Manager – John McKee
- Director of Strategy and Environment – Andrew Watson

Ryde Council

- Mayor – Cr Ivan Petch
- General Manager – John Neish
- Group Manager Environment and Planning – Dominic Johnson



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MEDIA

The media is crucial for informing the community and stakeholder groups about the progress of works, particularly the completion of key milestones. It will also play a crucial role in advising the community of forthcoming information initiatives and opportunities for involvement.

- North Shore Times
- Willoughby City News (Willoughby City Council)
- Willoughby Leisure Centre Enewsletter

PROPONENT PROJECT TEAM

The proponent has assembled a specialist multidisciplinary team providing expertise in all aspects of site investigations and analysis, economic feasibility design and urban planning. The project team members are listed below.

Design

- Development Manager – Warwick McInnes, Lend Lease
- Architectural Team - SJB
- Landscaping and Public Domain - JILA
- Planning – JBA Planning Consultants
- Transport and Accessibility – AECOM
- Utilities, Services Drainage, and Groundwater – Cardno
- Remediation– JBS Environmental
- Heritage and Archaeology – Godden McKay Logan
- Cost of Development - WTPartnership
- Surveying – Whelans Insites
- Model – Model Craft
- Community Consultation – Urban Concepts
- Health and Emissions Specialist – NDC

4.3. Target Audience Communication Lines

Table 4.1 details the most appropriate method of communication for each target audience, the level of influence and interest they have in the project and the appropriate member of the project team that will be responsible for managing the consultation.



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TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES				
Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Local Residential Community – (Mowbray Road to the south, Willoughby Road to the west, Park Road to the north, Francis Street to the west, Chelmsford Avenue, and Sydney Street to the east, Willoughby).	High	High	<ul style="list-style-type: none"> Direct liaison as required Newsletters Community Consultation Events Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Lend Lease Urban Concepts Specialist Consultants as required
Adjoining Residents - (Artarmon Road, Richmond Avenue and Walter Street)	High	High	<ul style="list-style-type: none"> Initiate direct liaison and ensure ongoing as required. Letter to Residents with Meet and Greet/Meeting with Body Corporate for apartment buildings at 2-4 Artarmon Road. Newsletters Community Consultation events Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Lend Lease Urban Concepts Specialist Consultants as required
Local Business Community <ul style="list-style-type: none"> Artarmon / St Leonards Chamber of Commerce Chatswood Chamber of Commerce Naremburn Chamber of Commerce 	Moderate	Moderate	<ul style="list-style-type: none"> Newsletters Community Consultation Events Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Urban Concepts Specialist Consultants as required

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TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES				
Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Resident Organisations. Key Willoughby City Council Progress Associations <ul style="list-style-type: none"> Federation of Willoughby PA Artarmon PA Naremburn PA Northbridge PA Willoughby South PA 	High	High	<ul style="list-style-type: none"> Direct liaison as required Round Table Meeting Newsletters Community Consultation Events Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Lend Lease Urban Concepts Specialist Consultants to support consultation events
Special Interest and Community Organisations: <ul style="list-style-type: none"> Willoughby District Historical Society Aboriginal Heritage Office Bicycle NSW Hamazkaine Armenian Educational and Cultural Society Willoughby Environmental Protection Agency 	Moderate	Moderate	<ul style="list-style-type: none"> Direct liaison as required Round Table Meeting Newsletters Community Consultation Events Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Lend Lease Urban Concepts Specialist Consultants to support consultation events
Local Area Community Services <ul style="list-style-type: none"> Local Primary Schools Local High Schools Local Childcare, Kindergarten and Pre Schools Public Facilities 	High	High	<ul style="list-style-type: none"> Direct liaison as required Round Table Meeting Newsletters Community Consultation Events Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Lend Lease Urban Concepts Specialist Consultants to support consultation events



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TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES				
Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Department of Planning and Infrastructure <ul style="list-style-type: none"> Minister for Planning and Infrastructure Director General Major Project Assessment Team 	High	High	<ul style="list-style-type: none"> Direct liaison regular Community Consultation Reports 	<ul style="list-style-type: none"> Nine Network Lend Lease JBA Specialist consultants as required
State Government Agencies <ul style="list-style-type: none"> Transport for NSW including State Transit Authority of NSW Office of Environment and Heritage NSW Ministry of Health Department of Education and Communities 	High if concurrence is required	High if concurrence is required	<ul style="list-style-type: none"> Direct liaison as required Stakeholder Briefing Papers Newsletters Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Lend Lease Specialist Consultants appropriate to the area of concern Urban Concepts

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TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES				
Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
State and Federal Elected Representatives <ul style="list-style-type: none"> State Member for Willoughby: The Hon Gladys Berejiklian MP Federal Member for North Sydney: The Hon Joe Hockey MP 	High	High	<ul style="list-style-type: none"> Direct liaison Stakeholder Briefing Papers Newsletters Community Consultation Events Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Lend Lease Urban Concepts
Willoughby City Council Council Officers and Elected Representatives	High	High	<ul style="list-style-type: none"> Direct Liaison as required Regular Briefings to be minuted and reported Newsletters Working Group and Round Table Community Consultation Events Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Lend Lease Urban Concepts
Adjoining Councils <ul style="list-style-type: none"> Lane Cove Council North Sydney Ku-ring-gai Council Ryde Council 	Medium	Low	<ul style="list-style-type: none"> Direct Liaison Stakeholder Briefing Papers Newsletters Media Website/Webinar/YouTube 	<ul style="list-style-type: none"> Nine Network Urban Concepts



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TABLE 4.1 – TARGET AUDIENCE COMMUNICATION LINES				
Target Audience	Degree of Interest	Degree of Influence	Method of ongoing communication	Project Team Management Responsibility
Utility Providers	Medium	Medium	<ul style="list-style-type: none"> • Direct Liaison as required • Stakeholder Letter • Newsletters • Media • Website/Webinar/YouTube 	<ul style="list-style-type: none"> • Nine Network • Lend Lease • Urban Concepts
Emergency Services	Medium	Medium	<ul style="list-style-type: none"> • Direct Liaison as required • Stakeholder Letter • Newsletters • Media • Website/Webinar/YouTube 	<ul style="list-style-type: none"> • Nine Network • Lend Lease • Urban Concepts
Media <ul style="list-style-type: none"> • North Shore Times • Willoughby City News • Willoughby Leisure Centre Enewsletter 	High	High	<ul style="list-style-type: none"> • Briefings and Press Releases • Display Advertising 	<ul style="list-style-type: none"> • Nine Network Media Unit • Lend Lease • Urban Concepts



5. COMMUNICATION METHODOLOGY

5.1. Communication Strategy

This communication methodology presents the initiatives to be used for the first phase of the consultation process which coincides with the formulation of the CP and the preparation of the EAA. Subsequent communication and consultation initiatives will be developed post approval and construction.

The first phase of the consultation will be undertaken in three stages. These are illustrated below at Figure 5.1.

Stage 1 – Consultation Initiatives are designed to:

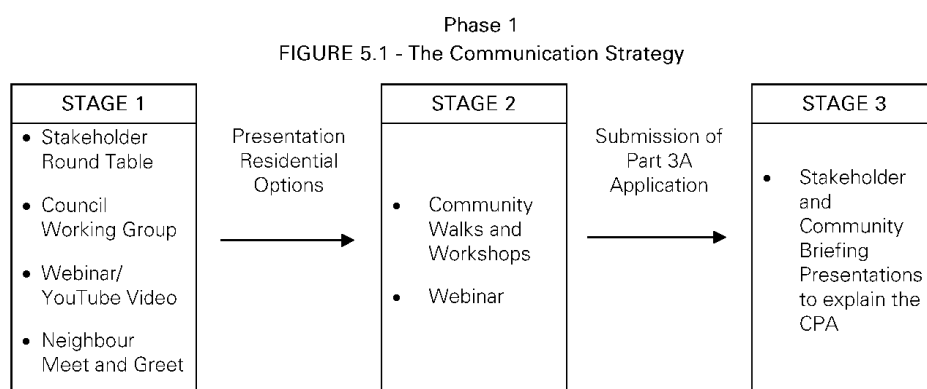
- Promote a two way understanding of community and stakeholder concerns and knowledge about the project.
- Obtain feedback relating to community concerns.
- Develop ideas for promoting integration of the site within the local context.
- Explain the preliminary design and urban design parameters that have been used to inform the formulation of residential CP options.

The outcomes arising from the Stage 1 consultation will be used by the design team to develop a preferred residential CP for the site.

Stage 2 – Consultation Initiatives will present the local residents and interested stakeholders with the residential options and highlight the preferred option that will form the basis of the Part 3A application. This will explain how community and stakeholder concerns have been addressed and why some concerns may still remain unable to be resolved to the satisfaction of local residents.

Following Stage 2, the Part 3A application will be submitted to DOPI for assessment.

Stage 3 – Consultation Initiatives will coincide with the exhibition of the Part 3A EA. Briefing presentations will be held to explain the Part 3A EA while it is on exhibition.





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The first stage of the community and stakeholder consultation will commence the week of the 15th October 2012 at which time the draft Communication Plan will be discussed with key stakeholders to ascertain their support for the consultation process following this review, the implementation of the Communication Plan will commence the week of the 22nd October 2012. Stages 1 and 2 will be conducted over a six week process. It is envisaged that this stage of the consultation would take around 6 weeks to complete. It is proposed to lodge a detailed Part 3A Application with the DOPI by 30th November 2012 in accordance with the Governments Part 3A transition provisions.

5.2. Project Inception

THE COMMUNICATION PLAN

This Communication Plan will form part of the documentation that supports the EA to DOPI. It has been prepared having regard to the Part 3A DGR's for consultation.

As detailed the draft Communication Plan will be presented to the DOPI, Willoughby City Council, the State Member for Willoughby and executive members of the local resident progress associations for review and comment prior to its finalisation.

At the completion of the communication process a report will be forwarded to DOPI detailing the outcomes and findings arising from the process. The project look that has been developed for this project by Lawton Design is presented in Appendix E. The project look is presented in Appendix E.

PROJECT LOOK

We will develop a graphic design look for all print and social media generated for this project. This will assist the community to understand when they will receive important community information relating to the community consultation process for the project.

5.3. Information Lines

ESTABLISHMENT OF FREECALL 1800 NUMBER, PROJECT PO BOX AND EMAIL ADDRESS

Urban Concepts will centralise and coordinate all enquiries about the communication program. Urban Concepts has established:

- The 'Nine Willoughby Project Information Line' using a 1800 freecall number. The information line will be serviced by Urban Concepts during business hours. The 1800 number that has been allocated to this project is 1800 22 44 24.
- A Post Office Box at Milsons Point Post Office. The project mailing address will be:
Nine Willoughby
C/- Urban Concepts
PO Box 615
Milsons Point NSW 1565
- Project email address which will be serviced by Urban Concepts. The email address will be
info@ninewilloughby.com.au



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These contact details will appear on all information prepared about the project including newsletters and media advertisements. These contact details will also remain in throughout the EA process and pending approval post to enable Nine Network Australia Limited to keep the local community informed of their relocation and redevelopment plans.

All telephone calls and emails will be logged by Urban Concepts. Specific project enquiries will be forwarded to both the Project Manager (Lend Lease and the Nine Network), in the first instance for direction to the appropriate specialist consultants. Urban Concepts will prepare a summary report of all enquiries received for the project on a fortnightly basis.

A PROJECT WEBSITE

Urban Concepts will develop a project specific website. The website will be a key line of communication for this project. The website address is www.ninewilloughby.com.au

The navigation for the website will include:

- Welcome.
- The Site.
- The Project.
- The Design Approach.
- The Planning Process.
- Community Consultation Process.
- Comment Form.
- Contact.
- Media.

It will be supported by webinars and YouTube presentations during the process.

PREPARATION OF COMMUNITY CONSULTATION NEWSLETTERS

The newsletters will incorporate information about the project, invite participation in forthcoming information events and establish as the public point of contacts for the project.

The first newsletter will provide background information about the scope of the project and launch the consultation process. It will invite residents and local interested stakeholders to join the design team at the Consultation Events.

The newsletter will be prepared by Urban Concepts. It will adopt the Urban Concepts graphic look and will be consistent with all electronic and print media produced in relation to the project. Letters will be distributed using a private mail distribution company and will be distributed as unaddressed mail to the resident notification catchment identified in Figure 4.1. The graphic look for the newsletter is detailed in Appendix E.

SITE SIGNAGE AND SHOP POSTERS

Consultation events will be advertised on vinyl printed banners that will be displayed at the Artarmon Road frontage.

Reduced A3 copies of the site banner will be displayed at key locations in the local area such as shop fronts in Naremburn/Willoughby Road.



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MEDIA ADVERTISING

It is proposed that regular display advertisements be placed in the North Shore Times to keep the local community informed about the proposal and consultation process. It is envisaged that the display advertising will provide newsworthy information about the project and the proposed consultation activities. The display advertising will be placed to coincide with key milestone events.

STAKEHOLDER DATABASE

To assist with the management and implementation of the Communication Plan, Urban Concepts will prepare a stakeholder database using Microsoft Excel. The database will be updated as community and stakeholder interest in the project develops.

PREPARATION OF STAKEHOLDER BRIEFING PAPERS (OPTIONAL EXTRA)

The first briefing paper will contain information about the following aspects of the project:

- Introduce the proponent and the landuse vision that they seek to achieve on the site.
- The proposed design and landscape parameters.
- Identify the need for housing and how the site will assist in providing facilities for the community.
- Document the Part 3A design and development process.
- Present the findings of site investigations that have been undertaken to date.
- Outline the relevant state and local planning controls pertaining to the project.
- Document the stakeholder and community consultation process and identify how stakeholders can become involved in the process.

It is envisaged that up to two stakeholder briefing papers will be prepared during the Phase 1 communication process. The stakeholder briefing paper will be sent to those organisations identified in Table 4.1.

5.4. Consultation Initiatives

5.4.1. Stage 1

WILLOUGHBY COUNCIL OFFICERS WORKING GROUP

A working group will be held with officers of Willoughby City Council and the design team to present the site analysis, design parameters and residential land use options that have been formulated so far. The Working Group will be coordinated with the assistance of Willoughby Council. The Group will convene subject to the availability of Council Officers the week commencing 29th October 2012.



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STAKEHOLDER ROUND TABLE

A stakeholder round table will be held involving key target audiences during Stage 1 to ensure that these stakeholders fully understand the proposal and can address specific concerns to the specialist consultants. At this stage we envisage that the round table will be held with the following target audience groups:

- Local Councillors and the Mayor of Willoughby
- Executive Representatives of Local Resident Progress Associations

The round table will be held on site. The proposed schedule for this event is the week commencing 29th October 2012.

YOUTUBE VIDEO AND WEBINAR

We propose to film a YouTube video to detail the investigative site works, design approach and preliminary options being considered for the site. The YouTube video will be supported by a webinar. These initiatives will be promoted through display advertising, the project website and community newsletters.

NEIGHBOUR MEET AND GREET

Urban Concepts will go door to door to the major adjoining land owners, as specified in Figure 4.2, as part of a meet and greet. This will ensure that each household receives a letter detailing the project and inviting participation. In addition we will make an approach to the Strata Managers of 2-4 Artarmon Road and arrange to meet with the executive committee of this development.

5.4.2. *Stage 2*

COMMUNITY WALKS AND WORKSHOPS

The key communication event for Stage 2 will focus on giving the local community the opportunity to come onto this site so that we can present the CP solutions and the preferred plan on the ground. The Community Walks will be followed by a Workshop with a question and answer session. This event will be promoted through advertorials, the project website, a second community newsletter and a stakeholder briefing paper.

Participants will be encouraged to register their attendance in advance using the project email address or 1800 number.

The Community Walks and Workshop will be held on Wednesday 7th November 2012 and Thursday 8th November 2012.

The walks will involve the expertise of our project architects and urban designers. We proposed to hold the Community Walks on Wednesday 7th and Thursday 8th November 2012 at 3pm, 4.30pm and 6pm. The Walks would be followed by a Community Workshop at 7-9pm. Registration will be encouraged to all consultation events. Additional Walks will be coordinated if demand requires.

The Community Workshops will involve a series of interactive exercises designed to test community attitudes to the preferred CP.



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EXHIBITION OF DESIGN PARAMETRES AND RESIDENTIAL OPTIONS

Following the Stage 2 events we will place copies of the presentation at Willoughby Council and Willoughby Library.

5.4.3. Stage 3

BRIEFING PRESENTATIONS

The purpose of the briefing presentation is to explain the Part 3A EA while it is on exhibition. Three weekday briefings will be held to coincide with the exhibition period.

DIRECT LIAISON

Due to the technical aspects of this project it will be necessary for specialist consultants to undertake direct liaison with various stakeholders throughout the project. Stakeholders requiring direct liaison are detailed in Table 4.1.

In addition, should the need arise to meet with individual residents and of a non-technical nature through the consultation process then these meetings will be coordinated through Urban Concepts in the first instance.



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6. CALENDAR OF EVENTS

Table 6.1 details the specific tasks to be completed in delivering the Stage 1 and 2 Consultation Initiatives presented in the Communication Plan. A subsequent calendar of events would be prepared to manage post consent communication initiatives.

PHASE 1
 TABLE 6.1 – Calendar of Communication Events

COMMUNICATION TASK	TARGET DATE
Finalise Draft Communication Plan	Friday 12 th October 2012
Draft Communication Plan presented to Key Stakeholders	Week commencing 15 th October 2012
Draft Communication Plan submitted to NSW DOPI for review and comment	Week commencing 15 th October 2012
Establish 1800 number (1800 22 44 24)	Completed
Establish Email and Website address	Completed
Prepare Newsletter and Website text	Week commencing 15 th October 2012
Prepare and send invitations to stakeholders to attend Stage 1 Round Table	Week commencing 15 th October 2012
Newsletter printed and distributed Website live	Week commencing 22 nd October 2012
Film YouTube video and upload onto Website	Week commencing 29 th October 2012
Willoughby Council Officer Working Group	Date to be confirmed and subject to the availability of Council Officers week commencing 29 th October 2012
Stakeholder Round Table Event	Friday 2 nd November 2012
Community Walks and Workshops 6 Walks and 2 Workshops	Wednesday 7 th November 2012 Thursday 8 th November 2012
Webinar	11am Thursday 8 th November 2012
Circulation of Draft Record of Comments arising from Consultation Events	Week commencing 12 th November 2012
Write, print and distribute Newsletter 2 detailing Preferred Scheme	Week commencing 19 th November 2012
Material on Preferred Scheme made available	Week commencing 19 th November 2012
Community Consultation Report submitted to DOPI	30 th November 2012
Community Briefings on Preferred Scheme	Coincide with Exhibition of the CP Application



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Appendix A: DGRs Issued by Director-General



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Planning

Contact: Mark Brown
Phone: [REDACTED]
Fax: [REDACTED]
Email: [REDACTED]

Our ref.: MP 10_0198

PBL Media Pty Ltd
c/- Urbis Pty Ltd
Ms Jennifer Cooper
Associate Director
GPO Box 5278
SYDNEY NSW 2000

Dear Ms Cooper,

Subject: Director-General's Requirements for a Residential Development with Ancillary Retail Floor Space and Open Space, former Channel 9 site, 6-30 Artarmon Road, Willoughby (MP 10_0198)

The Department has received your application for the above project.

I have attached a copy of the Director-General's Requirements (DGRs) for the preparation of an Environmental Assessment for the project. These requirements have been prepared in consultation with relevant government authorities, which have been forwarded separately.

The DGRs have been prepared based on the information you have provided to date. Please note that under section 75F(3) of the *Environmental Planning and Assessment Act 1979*, the Director-General may alter these requirements at any time. If you do not submit an Environmental Assessment for the project within 2 years, the DGRs will expire.

As previously advised, the Department raises concern regarding the density and height of the development, particularly the proposed height of 20 storeys, given the surrounding built form and the prominent nature of the site. A detailed justification for the proposed density and height of the proposal will be required. Concerns were also raised with the proximity of the buildings to the adjoining telecommunications tower and any impacts from the tower upon future occupants of the site.

Prior to exhibiting the Environmental Assessment that you submit for the project, the Department will review the document to determine if it adequately addresses the DGRs and those matters raised above. The Department may consult with other relevant government authorities in making this decision. Please provide 1 hard copy and 1 electronic copy¹ of the Environmental Assessment to assist this review.

If the Director-General considers that the Environmental Assessment does not adequately address the DGRs, the Director-General may require you to revise the Environmental Assessment. Once the Director-General is satisfied that the DGRs have been adequately addressed, the Environmental Assessment will be made publicly available for at least 30 days.

¹ File parts must be no greater than 5Mb each. File parts should be logically named and divided.

Department of Planning 23-33 Bridge Street, Sydney NSW 2000 GPO Box 39, Sydney NSW 2001
Website planning.nsw.gov.au



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If your project is likely to have a significant impact on matters of National Environmental Significance, it will require an approval under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). This approval would be in addition to any approvals required under NSW legislation and it is your responsibility to contact the Department of Sustainability, Environment, Water, Population and Communities to determine if an approval under the EPBC Act is required for your project (<http://www.environment.gov.au> or 6274 1111).

Your contact officer for this proposal, Mark Brown, can be contacted on (02) 9228 6385 or via email at Mark.Brown@planning.nsw.gov.au. Please mark all correspondence regarding the proposal to the attention of the contact officer.

Yours sincerely,


Michael Woodland
Director
Metropolitan Projects 9/2/2011



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ATTACHMENT 1
Director-General's Requirements
Section 75F of the *Environmental Planning and Assessment Act 1979*



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Planning

Director-General's Requirements

Section 75F of the *Environmental Planning and Assessment Act 1979*

Application number	MP 10_0198
Project	Concept Plan Application for a residential development with ancillary retail floor space, car parking, open space and building heights up to 20 storeys
Location	Former Channel 9 site, 6-30 Artamon Road, Willoughby
Proponent	Urbis Pty Ltd, on behalf of PBL Media Pty Ltd
Date issued	9/2/2011
Expiry date	If the Environmental Assessment (EA) is not exhibited within 2 years after this date, the applicant must consult further with the Director-General in relation to the preparation of the environmental assessment.
Key issues	<p>The Environmental Assessment (EA) must address the following key issues:</p> <ol style="list-style-type: none"> Relevant EPI's policies and Guidelines to be Addressed <ul style="list-style-type: none"> Planning provisions applying to the site, including permissibility and the provisions of all plans and policies contained in Appendix A. Built Form and Height <ul style="list-style-type: none"> The EA shall address the height, bulk and scale of the proposed development within the context of the locality, including the nearby Artamon Conservation Area. In particular, detailed building envelope / height and contextual studies should be undertaken to ensure the proposal integrates with the local environment. The EA shall also provide the following documents: <ul style="list-style-type: none"> Comparative height study to demonstrate how the proposed height relates to the height of the existing / approved developments surrounding the site; View analysis to and from the site from key vantage points including the suburbs of Willoughby, Artamon and Northbridge; and Consideration of alternative options (with varying height and density) for the siting and layout of building envelopes. Urban Design <ul style="list-style-type: none"> The EA shall address massing, setbacks, building articulation, landscaping and safety by design principles (CPTED). Environmental and Residential Amenity <ul style="list-style-type: none"> The EA must address overshadowing, solar access / gain, acoustic privacy, visual privacy, view loss and micro climatic issues such as wind impacts and achieve a high level of environmental and residential amenity. In this regard, the EA should consider appropriate separation distances to any adjacent residential buildings. The EA is to provide justification for the proposed density and have regard to other projects of similar context. The EA must address the design principles of SEPP 65 – Design Quality of Residential Flat Development and the Residential Flat Design Code. The EA shall address the visual impact of the adjacent telecommunications tower.



	<ul style="list-style-type: none"> The EA shall detail how Adaptable Housing is to be provided in accordance with the provisions of Willoughby Development Control Plan (Section C6).
	<p>5. Transport & Accessibility Impacts (Construction and Operational)</p> <ul style="list-style-type: none"> The EA shall provide a Transport and Accessibility Impact Assessment with reference to the Metropolitan Transport Plan – Connecting the City of Cities, the NSW State Plan, NSW Planning Guidelines for Walking and Cycling, the Integrating Land Use and Transport Policy package and the RTA's Guide to Traffic Generating Developments, considering traffic generation, any required road / intersection upgrades, access, loading dock(s) including service vehicle movements, car parking arrangements (including car share schemes), measures to promote public transport usage (including upgrades) and pedestrian and bicycle linkages. As part of the Transport and Accessibility Impact Assessment, demonstrate a minimal provision of on-site car parking for the proposed development having regard to the site's accessibility to public transport, Willoughby Development Control Plan local planning controls and RTA's <i>Guide to Traffic Generating Developments</i> (Note: the Department and Council supports reduced car parking rates).
	<p>6. Economic Impact</p> <ul style="list-style-type: none"> The EA should address the loss of existing jobs on the site by conversion from employment land to residential land.
	<p>7. Local Community and Social Impact</p> <ul style="list-style-type: none"> The EA shall assess the social impact of the proposed additional population on the local services and facilities of the local community (e.g. Community buildings, bus services, recreation, library services etc).
	<p>8. Landscaping</p> <ul style="list-style-type: none"> The EA shall provide a concept Landscape Plan, in consultation with Council, with details of the public and private open space areas on the site. The plan should maximise deep soil landscaping.
	<p>9. Public Domain</p> <ul style="list-style-type: none"> The EA shall address public domain improvements and the provision of linkages with and between other public domain spaces. Pedestrian links (suited to use by people with impaired mobility) and cycle ways between the existing Willoughby Road shopping strip and the proposed retail and residential development and associated public spaces and the Council open space and public pathways to the south of the site.
	<p>10. Ecologically Sustainable Development (ESD)</p> <ul style="list-style-type: none"> The EA shall detail how the development will incorporate 'best practice' ESD principles in the design, construction and ongoing operation phases of the development. The buildings shall achieve maximum ESD rating. The EA must demonstrate that the development has been assessed against a suitably accredited rating scheme to meet industry best practice.
	<p>11. Utilities</p> <ul style="list-style-type: none"> In consultation with relevant agencies, the EA shall address the existing capacity and requirements of the development for the provision of utilities.