

PROPERTY COMMUNITY CONSULTATION DEVELOPMENT

SMR 

STRATEGIC MARKETING+RESEARCH

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OUR PHILOSOPHY

Often companies are faced with undertaking projects in locations, which are perceived as sensitive to local communities.

These community groups often have a great deal of influence over approvals processes and are active in corresponding with State Government as well as Ministers.

They can also be active with the media and hence generate negative perceptions.

There is no doubt therefore that the earlier a company can start working with a community, the better.

SMR understands that often community members need to hear the “right information” so that they can then understand the implications and the planning process.

As a specialist in the property sector SMR interprets the “planning jargon” and communicates this to residents and stakeholders in a manner which creates a favourable relationship.

Plus we develop consultation methodologies which are robust and ultimately demonstrate community support.

If you are facing a challenging situation with a project, then contact SMR today to determine a consultation process that will assist with your development objectives.



SMR PERSONNEL

Mark Perger

CEO & Managing Director

Mark was appointed as CEO and Managing Director of SMR in January 2011.

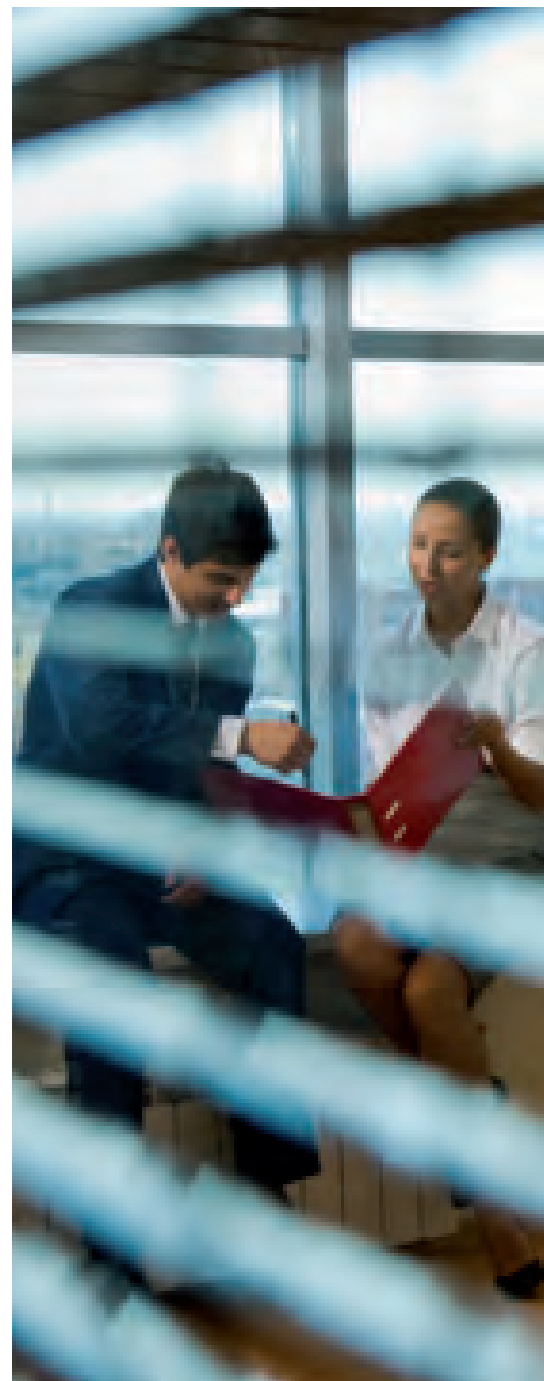
Mark offers a wealth of experience to SMR, with expertise in the fields of marketing strategy; international distribution development; product strategy and general management of industrial businesses.

Mark's impressive career includes ten years with a major multi-national equipment manufacturer, three of which were in the United States, followed by six years in Europe.

More recently Mark held a senior international management role with a major solar energy manufacturer, where his achievements included leading his team to win the Premier's Award for Excellence at the WA Industry and Export Awards.

Outside of work, Mark enjoys spending time with his young family, and working on his land-holding in the Swan Valley. When time permits, Mark also enjoys flying and is a licensed pilot.

Mark holds a Bachelor of Business (Honours) from Curtin University, a Master of Business Administration from the University of St. Thomas (Minneapolis), and has completed the Executive Development Program at Goizueta Business School, Emory University (Atlanta). Mark is a member of the Australian Institute of Company Directors and the Australian Institute of Management.





Beth Dungey Senior Research Consultant

Beth is a Qualified Practicing Market Researcher (QPMR) and a member of the Australian Market and Social Research Society. Graduating with a Bachelor of Commerce and Bachelor of Arts, Beth has over twenty years experience in all facets of market research. She managed the market and customer research functions at SGIO (four years) and at R&I Bank / BankWest (10 years), and has extensive experience in customer service and satisfaction research; business to business research; new product development research; corporate image research; and advertising, direct marketing and communications development, evaluation and tracking research. Beth commenced with SMR in 2006.

Lauren Lane Senior Consultant

After working for various consultancies over the past ten years, Lauren brings a depth of experience to SMR. Qualified in Public Relations and Journalism, Lauren is highly skilled in developing and overseeing marketing and community consultation projects.

In particular Lauren is skilled with managing communications in relation to infrastructure projects such as major road networks, community centres and environmental initiatives.

Debra Wilson Senior Consultant

Debra has in excess of twenty-five years successful experience in change and community facilitation.

Debra held the positions of Head of Corporate Human Resources for the Water Corporation and Manager Organisational Capability and Manager Human Resources for Argyle Diamond Mines, a Rio Tinto Group Company before commencing as a consultant with SMR. Previously, Debra also worked in the Health Care, Education and Hospitality and Tourism Industries.

Wanda Comrie Marketing Assistant

An integral member of the marketing team, Wanda is responsible for post advertising analysis, creation of databases, co-ordinating direct mail campaigns and other support roles as required. Qualified in Business Administration, Wanda has assisted the senior consultants across all land development clients including, WR Carpenter, Summit, Multiplex, Clough Property, Vittoria Heights and the James Fielding contracts.



PUTTING YOU FOUR STEPS AHEAD

SMR works on a four step process as part of its holistic approach to community development, as follows:

1. Review > 2. Plan > 3. Implement > 4. Forecast

Review

In the review stage, SMR undertakes the following process:

1. Interview the client and other project team members in relation to the objectives of the nominated development including timelines
2. Review stakeholders and also media clippings to determine action groups and associated risks to the project
3. Undertake analysis for the area/suburbs including demographics and local/state government initiatives to determine profile of local residents and landholders
4. Undertake market research – either direct mail, focus groups, face to face or phone surveys (if deemed necessary) to determine community beliefs and values
5. Conduct community infrastructure audit
6. Present the information to the clients with the aim of strategising the consultation campaign for the nominated development/project

Plan

Based on the review stage and resulting data, SMR recommends the preparation of a communications plan for the client's development which encompasses:

1. Identifies those stakeholders that support the proposal and their reasons (champions)
2. Determine those parties that oppose the development and their reasons
3. Determine what communications ie core messages that need to be promoted on a consistent basis
4. Prepare media schedule for future press releases
5. Determine what consultation should occur, methodology, timelines and also invitees
6. Determine other communication tools eg web pages, brochures etc
7. Create a timeline for delivery as well as budget.

VIEW PLAN IMPLEMENT FORECAST

Implement

Once the plan is endorsed by the clients, SMR proceeds with the implementation phase including:

1. Prepare press releases and media liaison for the project and monitor all media
2. Attend and manage all workshops and consultation programmes
3. Liaise with project team members re completion of power points etc
4. Prepare briefing papers for Government agencies and stakeholders
5. Meet and provide verbal briefings as required with key decision makers
6. Report monthly to the client to determine the campaign's effectiveness and any recommended alterations to the strategy.

Forecast

As the consultation plan is implemented, SMR continually reviews the success of the campaign and alters recommended initiatives to capitalise on community feedback.

This four step process is unique and innovative, so as to ensure the effectiveness of the consultation campaign and the achievement of set objectives.

SMR has a strong reputation for providing clients with consumer insights that ensures successful outcomes. We look forward to providing this insight with your next project.



Past projects

PORT BOUVARD LTD – GIDGEGANNUP

Objectives: To secure Metropolitan Regional Scheme amendment for the Gidgegannup townsite.

Review: SMR was appointed upon the acquisition of 463 hectares of land by Port Bouvard Ltd in the Gidgegannup area in June 2007. Concerned that the reaction from the community may be overtly negative, SMR undertook market research with 1400 households in the Gidgegannup and Morangup areas.

Returning a 22% response rate, the data demonstrated that the community in fact were supportive of development and were seeking a number of additional amenities.

SMR also conducted face to face interviews with business owners in the area which assisted in determining their aspirations and expectations with the town site development.

Plan: Based on the initial community research, SMR developed the methodology for two initial workshops that included both residents and stakeholders and which dealt with core planning aspects including:

- Style of housing
- Range of sustainability principles
- Density of housing
- Inclusion of key amenities and services

From these two initial workshops, SMR held a series of community forums which dealt with specific groups within the area including:

- Equestrian
- Sports and recreation
- Youth
- Seniors
- Eco tourism
- Small business

These groups provided further details which aided with refining the draft Masterplan.

Feedback forms completed by workshop and forum attendees indicated that 85% believed that Port Bouvard Ltd had listened to their opinions and that the sessions had been a positive experience.

As part of the consultation process, SMR was also responsible for co-ordinating all media coverage and the development of communication tools including newsletters and websites.

Implementation: After 12 months of planning work, Port Bouvard Ltd finalised the draft Masterplan in May 2009. At that time SMR organised and co-ordinated two resident information sessions which attracted 100 attendees. 75% of these attendees in fact had not attended any of the previous consultation sessions.

At the completion of the sessions the Gidgegannup Progress Association (GPA) and Susannah Brook Catchment Group both publicly endorsed the Masterplan. In addition feedback forms completed by the attendees demonstrated majority support for the Masterplan and 85% rated the session as informative.

This was then supported with an information brochure which was issued to every household and outlined questions and answers that were raised at the information sessions.

Forecast: There is no doubt that the GPA in fact have been adversarial during this process and hence have consistently sought to provide misleading information to the community.

Due to the fact that the 2.5 year consultation process has come in direct contact with over 500 residents (20% of the population) SMR as been able to develop strong relations and as such the GPA has not been able to generate any traction outside of their immediate membership (4% of the community).

The appointment of a Townsite Liaison Group has also permitted SMR and Port Bouvard Ltd to continue disseminating information to the community through trusted sources.

While the City of Swan endorsed the initiation of a Scheme Amendment for the Gidgegannup Townsite Masterplan in May 2010, Port Bouvard Ltd shortly after decided to cancel all options for the land holdings as a result of its appointment of FKP as a major shareholder partner.

Other greenfields consultation projects that SMR has completed:

- McLachlan Ridge, Dunsborough – Preuss Group of Companies
- Point Grey – Port Bouvard Ltd

To the householder

More news about the Gidgegannup Village development

WHAT'S HAPPENING IN GIDGEGANNUP?

There is plenty to see and do in Gidgegannup this winter:

Countryman Small Farm Field day

Sunday 28 June 2014 - 10am

Gidgegannup Showgrounds

Entrance from Old Coach Road and Old Troopway Road

The inaugural Countryman Small Farm Field Day is coming to Gidgegannup on 28 June 2014. This year's event will showcase great produce from a wide range of producers, with entertainment from local musicians and Market Garden Band.

Once again it's a day for everybody, with just some 1000 people. The day at Port Bouvard Ltd's showgrounds is free.

A great day of produce and produce to receive with a wine is included in coming, a great day to enjoy with a local produce to enjoy. The showgrounds will open from 10am to 4pm on the day.

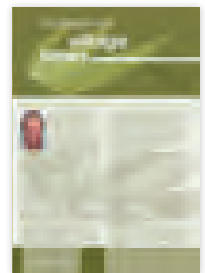
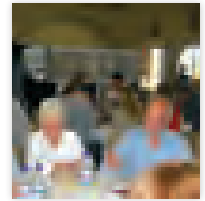
REMEMBER ...

Everything you need to know about what has been happening to date for the Gidgegannup Development is available from the website.

Development can be an interactive page on 0800 1 2477.



Local home will feature the Gidgegannup Small Farm Field Day



Past projects

CITYSCAPE HOLDINGS – HARDEY PARK “A CLASS RESERVE” RECLASSIFICATION

Objectives: To secure 1000sqm of “A Class Reserve” land into private ownership

Review: Cityscape Holdings is a privately owned company which undertakes localised development projects.

The company had secured 9544 sqm of land at Hardey Park, Belmont in 1999 as part of a land exchange with Belmont City Council. Hardey Park is classified as an A Class Reserve and located on the Swan foreshore at the juncture of Belmont Ave and Great Eastern Hwy.

The submission was considered by both Houses of Parliament after being fully endorsed by Council, and was successful.

Nearly 7 years later the land had still not been developed and there had been some negative press about the exchange. The client however, wished to extend his land by a further 8.7sqm into Hardey Park (an additional 1049 sqm).

Plan: Cityscape Holdings was directed by Council to engage a community consultation specialist to undertake a programme with the Belmont community prior to submitting any formal application.

SMR was appointed and through the review stage it was determined that the justification for the additional land was as compensation for an extension to a local road, which would pass through the middle of Cityscape’s property.

Two safety reports had been undertaken (one independent) that stated that the demand for the turnoff onto Great Eastern Hwy would be increased and hence the likelihood of accidents. In addition, SMR also determined that there was opposition from a number of stakeholders including neighbouring developments as to this project proceeding.

Implement: SMR undertook a 10 month campaign that secured Councilor endorsement of all components including the final plan.

The campaign focused heavily on mass communications with 2000 households and then a series of focused workshops relating to traffic management, landscaping and commercial amenities. Stakeholder management was also a vital component of the campaign.

The responses to the project were captured through a feedback form which provided quantifiable data for analysis.

Forecast: At the conclusion of the consultation period, there was 65% support from the Belmont community for the widening of the road and it was voted unanimously in favour by Council.

Media coverage was managed by SMR and featured a number of positive articles supporting the campaign.

The application is now progressing through both Houses of Parliament.

Other high density consultation campaigns:

- Scarborough Beach Brighton development – Cape Bouvard



RIVERSCAPE

"BALNEUM" APARTMENTS

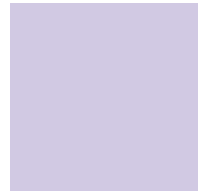
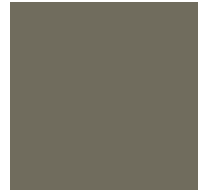
PROPOSED "CITISCAPE" DEVELOPMENT



STREETSCAPE

"HILL 60" DEVELOPMENT

PROPOSED "CITISCAPE" DEVELOPMENT



Past projects

LANDCORP- INTERMODAL TERMINAL

Objectives: To secure majority support for the location of the Intermodal Terminal (IMT) within Latitude 32.

Review: SMR was engaged by LandCorp to conduct a peer review of the consultation work undertaken to date by Estill and Associates in regards to the Latitude 32 project. The review identified that while consultation had occurred with the various stakeholders, government departments and affected land owners, the surrounding communities/residents had not been directly engaged.

While this review was occurring, the decision for the proposed location of the Intermodal Terminal (IMT) within Latitude 32 was advertised for public comment. Various stakeholders including Fran Logan MLA and the City of Cockburn were highly critical of the DoP's proposed location and called a public meeting which was attended by approximately 100 ratepayers. This created a series of negative press stories. Keen to ensure that the issue did not significantly impact on the public comment period for Latitude 32, LandCorp engaged SMR to handle a secondary consultation session for the project.

SMR reviewed all the public submissions for the IMT and determined that there were strong views about alternative sites for the

terminal. In addition SMR was able to develop a keen understanding of the issues that many of the residents and stakeholders held in regards to the DoP's preferred site i.e. impact on environment and residential.

Plan: As this was already a contentious matter, SMR was keen to deflate the public sentiment and demonstrate that there was still time to review alternative sites.

SMR therefore developed a consultation strategy which sought Fran Logan MLA and City of Cockburn to present their alternative sites against a select criterion during a public workshop process.

Implement: SMR worked with both the DoP and LandCorp project teams with the following scope of works:

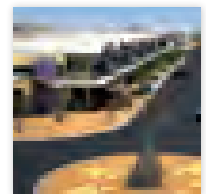
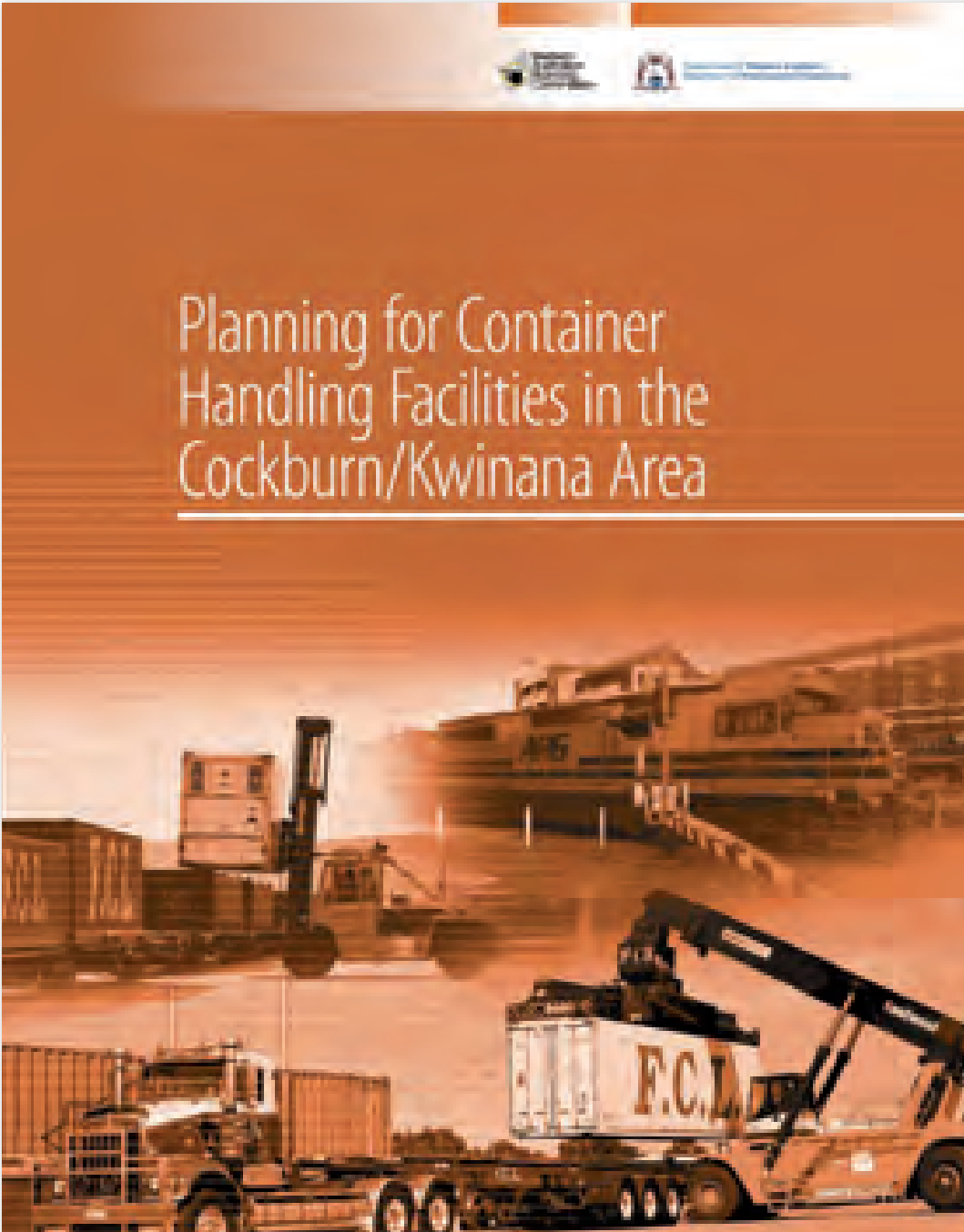
- Identified and recruited specialist speakers to present to the workshop about IMT's and their operations
- Developed the criterion for assessing the alternative sites (after reviewing several technical reports)
- Created all powerpoints and communication materials including information brochures, websites and correspondence
- Project managed the consultation workshop process and overall methodology including briefing consultants and staff.

Forecast: As a result of the workshop, the alternative sites identified by Fran Logan MLA and City of Cockburn were discounted due to their severe constraints. To further demonstrate this point, DoP engaged GHD to conduct a further analysis of the City of Cockburn's site, which failed to meet the full range of criteria.

Despite this outcome there was no further media coverage or public meetings. In addition 93% of the workshop attendees believed their opinions had been listened to and felt that the session had been worthwhile.

With the final site for the IMT now endorsed by the relevant Councils, LandCorp has been able to proceed to public comment for Latitude 32 with minimal delay.

Planning for Container Handling Facilities in the Cockburn/Kwinana Area



Past projects

WR CARPENTER PROPERTIES PTY LTD/GRIFFIN GROUP - COOLANGATTA INDUSTRIAL ESTATE

Objectives: To secure favourable planning approval for an Industrial Estate in the Collie community

Review: WR Carpenter was seeking to rezone 500 hectares of agricultural land (owned by the Griffin Group) to industrial, for the construction of an energy intensive industrial park. The approval of the Coolangatta Industrial Park was essential for Griffin's proposed Bluewater's Power Station due to economies of scale and co-location of industries. The site was also in close proximity to the Griffin Coal mine site. The normal EPA process was for WR Carpenter to undertake the environmental review process, once all the industries had been allocated to the estate.

As the company was keen to market the estate and secure investor interest before seeking EPA approval, Griffin and SMR put together a strategy which would result in an alteration to the Public Environmental Review (PER) Process and which would accelerate the project by two years.

Ultimately the company was proposing, that the EPA would approve the site as suitable for use as an energy intensive industrial park and that all future industry proponents would then have to undergo the PER process individually.

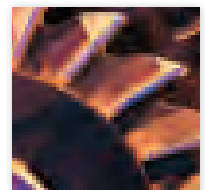
This meant that WR Carpenter could market and seek interest from overseas industry with the intent that commercial negotiations proceed and then the PER process act as the final check, before construction approval was received.

Plan/Implement: SMR was appointed by the Griffin Group to assist with creating a campaign that would ensure the successful rezoning of the land. SMR undertook the following tasks:

- Prepared a communications strategy identifying stakeholders, core messages and proposed timeline for implementation.
- Prepared support material including briefing papers, information sheets etc.
- Identified core stakeholders and commenced face to face presentations/briefings.
- Held a series of community workshops.
- Distributed over 20,000 information flyers within the Greater Bunbury area.
- Co-ordinated media tours of the land sites and mine area.
- Undertook media liaison with metro and South West outlets.
- Undertook Ministerial liaison and briefings.

Forecast: To date the campaign has achieved the following:

- Only 1.5% of the Greater Bunbury community responded to the 20,000 mail drop, of which 85% of these respondents were supportive of the Industrial Estate.
- The Minister for Environment approved the proposed rezoning of the land with added support from the Minister for State Development in June 2005.
- This was then supported by the Minister for Planning and Infrastructure in June 2005.
- The Collie Shire also approved the rezoning for commencement of works in October 2005.
- A prospectus has now been prepared and a series of trade shows are occurring on an international scale to attract overseas investors within the Estate including a pulp mill.
- Construction on the site commenced at the end of 2006.



Past projects

WATER CORPORATION - BUSSELTON FLOOD PROTECTION

Objectives: To secure an additional 10 compensating basins within the Busselton area by 2008

Review: The Water Corporation and their engineering contractors WML were charged with securing an additional ten land parcels in the Busselton area to assist with managing flooding in the locality of the Vasse River and inlet. This was due to the likelihood of 100 year flood event, of which one did occur in 2000.

While WML had made several advances to local farmers to secure the landholdings, they had been unsuccessful over the 12 month contract period.

The proposed compensating basins were a new trial programme and hence there was a level of skepticism within the farming community as to the benefits of this technology.

Plan/Implement: SMR liaised with local councils, government departments and landowners (farming community) within the Busselton area and co-ordinated a series of public workshops, development of related paraphernalia including brochures and displays as well as media coverage.

Forecast: Since the campaign, the project managers have begun to negotiate with a further eight landowners and construction of the second basin commenced in December 2001.

Other industrial consultation projects undertaken by SMR:

- Bunbury Outer Harbour – Bunbury Port Authority
- Yarragadee Aquifer – Busselton Shire
- Bluewaters Power Station – Griffin Group
- Energy Enterprise Project – Griffin Coal
- Industrial Recycling Scheme – Augusta/Margaret River Shire
- BP Orrong Road – BP and Realcom Group

Providing long term flood protection for Busselton

Busselton Flood Protection Project

An information circular for property owners in the upper catchment of the Vasse and Sabina Rivers

Compensating basins – the preferred solution for Busselton

After a series of studies, the Busselton Flood Management Steering Committee selected the installation of up to nine compensating basins as the preferred method of increasing the level of flood protection for Busselton.

It is proposed to locate the basins on rural land in the upper reaches of the Vasse and Sabina River catchments.

Call for Expressions of Interest

The Water Corporation is seeking to purchase appropriate land parcels within the catchment, with the aim of constructing the remaining compensating basins.

The Corporation's preference is to purchase the land required to accommodate the embankments, pipe work and spillways of the basin, and to secure an easement over the remainder of the storage area. This

Property owners located within the project area are invited to express their interest in selling land by returning the Feedback Form overleaf to the project manager.

A number of property owners have already come forward to offer land for the compensating basins. Some of these offers remain under consideration, and some have been placed 'on hold' until investigations into other preferred sites have been completed.

The process once a property owner registers an expression of interest

Not every parcel of land that is offered for consideration as a compensating basin site can be utilised. The planning and design engineers have to consider a number of factors including:

- Land area, shape and slope;
- Stream size and basin catchment area;
- Expected cost;
- Heritage and environmental factors;
- Distance from, and influence exerted by, any upstream compensating basins.



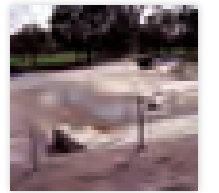
The first compensating basin, located on the Vasse Research Station between Jalbarragup Road and Chapman Hill Road, was completed in July 2001. This basin is also the focus of a proposed two year study to monitor ground water levels, salinity, nutrient retention and pasture growth rates.

The Western Australian Government has set the goal of protecting Busselton against the likelihood of a 1 in 100 year flood and as a result the State has committed up to \$10 million of funding, and also secured Federal financial support, to provide this increased level of protection.

minimizes the amount of land that needs to be bought to construct the compensating basin, and maximizes the use of the remaining land in the basin for ongoing agricultural purposes.

However consideration will also be given to other proposals, such as outright purchase of all the land occupied by the basin.

In circumstances where the property owner maintains ownership of the land within the basin area, the Water Corporation will assist property owners to obtain expert advice and support from agricultural consultants on how the basins can operate alongside normal farming practices or be used to implement new farming initiatives.



Past projects

RAPLEY WILKINSON – PEPPY GROVE BEACH CARAVAN PARK

Objectives: To secure Metropolitan Scheme Amendment approval so that the 11 hectare site could be rezoned to accommodate approximately 140 tourism chalets

Review: Rapley Wilkinson was appointed by Beachstar Investments to project manage the Peppy Grove Beach Caravan Park rezoning, after it was purchased in June 2006.

At the time that the site was purchased, the caravan park had been operating for approximately 20 years and was in poor condition. There was raw sewerage being pumped into wetlands at the rear of the site and facilities at the site were not on par with modern park standards.

Rapley Wilkinson sought the Capel Council's support in making a minor amendment to an existing Scheme Amendment which would have permitted the site to be rezoned within 3-4 months.

However the Council declined to assist Rapley Wilkinson with this matter and hence relations between the two parties did suffer. As a result Rapley Wilkinson closed the caravan park while retaining the shop front in September 2006.

The project attracted some hostile press attention and this then resulted in SMR being appointed.

During the review stage, SMR quickly determined that approximately 30% of the ratepayers resided at Peppy Beach full time. This then moulded the way that the project team engaged with the community.

SMR conducted a series of initial face to face interviews with select residents to determine their views

regarding the site. Importance was placed on ensuring that land owners in Perth and the South West were also catered for in conjunction with the Peppy Beach residents.

Plan: The research indicated that in fact there was an acceptance to accommodate chalet style development on the site, but predominantly the community wished for this to be up to 30% of the site and caravan and camping remain the predominant use of the site. SMR then co-ordinated, in conjunction with Roberts Day, a "Planning by design" style workshop.

Again, every effort was undertaken to ensure that there was a cross representation at the workshop including Shire and DPI staff. This workshop process identified a number of additional facilities that the community sought such as wetlands interpretive centre, pathways etc. At the conclusion of the planning workshop, Rapley Wilkinson unveiled a draft plan that included no camping/caravan sites, 200 residential and 120 strata titled tourism sites.

Implement: As can be imagined the community at Peppy Beach were opposed to the additional residential component to the plan.

A series of information days were then held at Perth and Peppy Beach to provide some context with the proposed plans. Again there was a mixed response from the community members with an even split in favour of the increased residential and tourism use for the site.

Information brochures were sent out and surveys were also completed at each of the information days to determine quantifiable results.

A public meeting was also held in August 2007 with the local Ratepayers Association. What was pleasing to note was the number of people who spoke in favour of the development and hence challenged the traditional community's stance. One of these people in fact took over the management of the local store (with the support of Rapley Wilkinson) and has been a significant champion for the project.

Forecast: Since the information days, Rapley Wilkinson has met with Capel Council and agreed to remove the residential component, include an allocation of camping/caravan bays and also provide Council with cash allocations rather than creating some of the amenities identified by the community. The plan has retained 120 strata titled chalets. Rapley Wilkinson will however still include a children's playground, pool, tennis courts and shop/café for local community use.

A plan has now been submitted to Council and early indications are that the Shire supports the application in principal. It is anticipated that SMR will conduct some further consultation once the plan has been advertised for public comment.

Other tourism consultation projects:

- Mandurah Quay – Pindan



You are invited...

**TO ACHIEVE THEIR OBJECTIVES,
BEACHSTAR WILL BE UNDERTAKING
THE FOLLOWING:**

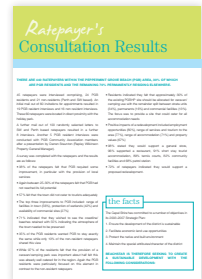
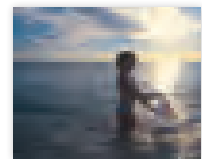
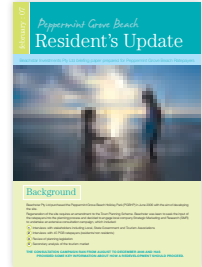
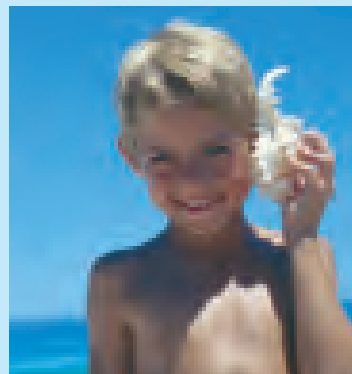
- Host a Design Forum in Capel involving PGB ratepayers and other stakeholders led by renowned town planner Mike Day, Principal of Roberts Day Group on **TUESDAY 20 AND WEDNESDAY 21 FEBRUARY** at Capel Vale winery. Invitations will be issued to all ratepayers outlining the agenda and key presenters. All residents are welcome to register for this event by contacting Blair Lunt at Rapley Wilkinson on 9204 8726.
- Undertake an 'Open Day' with Perth based ratepayers on **SATURDAY 10 MARCH** displaying the outcomes of the Design Forum and seeking their feedback.
- Undertake a second 'Open Day' for PGB and Capel residents who were unable to attend the Design Forum, on **SATURDAY 17 MARCH** at the PGB Community Centre.
- Meet with key stakeholders and provide a debrief session of the consultation research as well as the outcomes of the Design Forum and feedback from the community.
- Distribute information brochures to ratepayers and stakeholders.

On this basis Beachstar is seeking to submit a proposal to Council to initiate a Scheme Amendment in March/April 2007.

For more information

CONTACT
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