

PUBLIC AND STAKEHOLDER NOTIFICATION STRATEGY

To support the delivery of the

Caloundra Aerodrome Master Plan



| Sunshine Coast
Council

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Sunshine Coast Airport
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1. Introduction

Sunshine Coast Airport (SCA), a business unit of Sunshine Coast Council (Council), owns and operates Caloundra Aerodrome, a 145-hectare site with two sealed runways used for light aircraft operations in the Sunshine Coast region.

As the aerodrome operator, SCA has prepared a Draft Master Plan for the site, which outlines high-level plans for the proposed development of the Caloundra Aerodrome over the next 20 years.

In accordance with Council's and SCA's best practice approach, Council plans to exhibit this document for a 30-day public notification period, despite this process not being necessary under any Government planning or statutory requirement.

This strategy outlines the approach, key messages, tools and activities required to reach the surrounding community.

The Master Plan

The Master Plan is eagerly anticipated by the Caloundra community due to a number of years of uncertainty regarding the aerodrome's future location. However, Council announced in 2010 that the Caloundra Aerodrome would continue to operate from its current location following an announcement by the Queensland Government confirming that it would not fund a relocation of the aerodrome (see attachment 1).

This decision provided tenants and the wider community with some certainty regarding the aerodrome's future, who up until the decision was made, understood that the aerodrome was likely to close with leases ending in 2014.

Further progress was made in July 2012 when the Newman State Government confirmed current lessees at Caloundra Aerodrome would be exempt from any tender process to extend their leases (see attachment 2). Council has since approved 30-year extensions for all lessees.

With issues surrounding the Caloundra Aerodrome's location and leases now resolved, Council wishes to progress planning for the site, giving both tenants and the surrounding community long-term certainty and understanding about the aerodrome's future. The draft Master Plan is now finalised and Council is eager to ensure that all members of the Caloundra community and wider Sunshine Coast region have an opportunity to view and comment on the plan before it is finally adopted. An initial draft has been circulated to businesses and leaseholders at the aerodrome to capture their initial response.



Regional objectives for the planning of Caloundra Aerodrome are:

- ~ Diversification of the region's economy
- ~ Supporting existing aviation business
- ~ Facilitation and attraction of new businesses
- ~ Growth of the Sunshine Coast's tourism industry
- ~ Support of aviation-related community groups and emergency services.

Any development of the aerodrome will seek to achieve the following:

- ~ Development and operation in an economically sustainable manner
- ~ Aerodrome is to be developed as a Registered Aerodrome
- ~ Operations and activities will be carried out in a manner which achieve sustainable environmental outcomes
- ~ Amenity of nearby residents will be managed to reduce impacts wherever practical while not compromising the operational viability of the aerodrome
- ~ Establish, where appropriate, a balance of aviation and commercial businesses to deliver enhanced aviation outcomes.



2. Situation analysis

From an aviation perspective, Caloundra Aerodrome is expected to remain a small facility that provides for activities such as joy flights and skydiving, as well as private aircraft and helicopter services and training. It will also continue to provide a home for the Queensland Air Museum.

It is not intended to develop the facility for the purposes of regular passenger transport.

Nevertheless, the land area around the aerodrome (refer attachment 3) does provide for the expansion of light industrial and aviation-related industry and therefore presents opportunities for existing and new tenants, as well as the wider Sunshine Coast region. Council believes that through the Master Plan and ongoing long-term planning, Caloundra Aerodrome will provide new employment opportunities and will further build on Council's vision of expanding aviation-related industry on the Sunshine Coast.

Forecasts show that by 2030, the number of aircraft movements at the aerodrome will increase from 40,000 a year to 80,000.

Potential opposition

Conversely, Caloundra Aerodrome is located near the Caloundra CBD and various residential areas, and as a consequence, aircraft noise is an issue for these surrounding communities (refer attachment 3). Furthermore, the aerodrome is also located adjacent to a 2,310-hectare "greenfield" site that has been earmarked for a future residential development of around 20,000 homes (for around 50,000 residents), known as "Caloundra South".

Caloundra South, owned by Stockland, received State Government (Urban Land Development Authority) approval in 2011 and the developer is currently finalising a Public Environment Report for Federal Government approval (refer attachment 5).

The Caloundra South area abuts a residential estate, also owned and developed by Stockland, known as "Bellvista". When first developed in the late 1990s it was recognised that the Bellvista community was located in relatively close proximity to the aerodrome and that this, over time, could cause problems for residents, as well as the aerodrome.

SCA and Council have spent considerable time and effort reinforcing to developers, the community and governments that an adequate buffer zone must be maintained around the aerodrome and residential encroachment prevented.

3. Timing

Task	Timing
Pre public notification	
BWH prepares public notification stakeholder engagement strategy	July/August 2012
SCA/Council's revision and approval of strategy	August 2012
SCA (or organisation appointed to implement this plan) develop all materials required for public notification period	September 2012
Public notification (30 days)	September – October 2012
Sunshine Coast Airport/ Council to prepare summary of submissions to capture and report on feedback during the public notification period, including the responses to queries/issues raised	November 2012
Master Plan refined to reflect feedback received during public notification (if required)	November 2012
Council decision on Caloundra Aerodrome Master Plan	November – December 2012



4. Requirements for stakeholder and public notification

Public notification, to be conducted for 30 days between September and October 2012, will encompass the non-statutory public comment phase, when the Master Plan is formally presented and displayed for stakeholder feedback.

This strategy will be conducted in line with the principles of Sunshine Coast Council's Strategic Policy on Community Engagement. Those principles are:

- ~ **Timeliness:** council will engage with its community in ways that are timely, open to all, easily understood and not overly bureaucratic or resource intensive
- ~ **Information and feedback:** the community has the right to be well informed on issues and receive feedback from council on how its input has been used to inform council decisions.
- ~ **Mutual respect:** council's goal is one of inclusive involvement. All voices matter, all opinions are valued and considered.
- ~ **Action learning:** council is committed to the development of innovative engagement approaches, learning from each engagement experience, and using such learning to improve our approaches to engagement.
- ~ **Foresight:** council engages with its community not only to learn about and respond to present needs, but also to gain a better understanding of our communities' perspective on emerging issues that may affect our preferred future.



5. Goals and objectives

A goal is the desired result that Council plans and commits to achieve for the Aerodrome through this plan. Therefore the goals of this public and stakeholder notification strategy are:

- ~ To promote the draft 20-year Master Plan to the Caloundra and wider Sunshine Coast community;
- ~ To capture the community's views and feedback ahead of making any final plan for Caloundra Aerodrome.
- ~ To continue to engage with the community about Caloundra Aerodrome planning and development.



The objectives of the strategy describe the results, and the manner in which these results will be achieved. These objectives set the ground rules upon which all elements of the strategy and its implementation will be tested.

Corporate

- ~ Fulfil Council's and SCA's commitment to active engagement with its communities in an inclusive way;
- ~ Continue to build Council's and SCA's reputation as responsible organisations that seek to manage the aerodrome in a way that balances community interest, economic benefit and environmental impact.

Engagement

- ~ Develop an understanding among stakeholders about the Caloundra Aerodrome Master Plan and what it proposes;
- ~ Provide sufficient opportunities / activities for stakeholders to receive information and provide comment;
- ~ Ensure that messages and information provided to the community are accessible and consistent;
- ~ Respect the rights of stakeholders to voice their opinions and have those opinions considered in the development and approval of the Master Plan;
- ~ Review and refine the public notification strategy ongoing, taking into account feedback from the public and stakeholders;
- ~ Develop a detailed summary report of all submissions and responses, which Council and SCA will consider in the development of the final plan and its approval.

6. Key messages

The Master Plan

- ~ Sunshine Coast Council is seeking community comment on the long-term plans for Caloundra Aerodrome.
- ~ The Caloundra Aerodrome Master Plan provides a blueprint for the next 20 years.
- ~ As a long-term blueprint, further planning, timings and studies need to happen over coming years to progress any development.
- ~ Sunshine Coast Council has consulted with governments, tenants, local businesses and the community to develop this draft plan.
- ~ Long-term plans for Caloundra Aerodrome are focused entirely on light aircraft operations, including helicopters and light fixed-wing operations.
- ~ Sunshine Coast Council is not compelled to consult about the aerodrome but wishes to consider the views of its community ahead of making any final plans.
- ~ The Master Plan will be reviewed every five years to ensure the aerodrome continues to meet the community's needs and aspirations.
- ~ Formalising Caloundra Aerodrome's future will help Council achieve its goals of improving the region's economy through support of aviation businesses.
- ~ Caloundra Aerodrome will play an important role in contributing to tourism, creating jobs and supporting regional economic development.



Caloundra Aerodrome

- ~ Both the State Government and Council have confirmed Caloundra Aerodrome will remain on its current site for the foreseeable future.
- ~ Caloundra Aerodrome has been set aside for aviation purposes since 1931.
- ~ Caloundra Aerodrome is a vital cog in the South East Queensland general aviation network.
- ~ Sunshine Coast Council continues to stress to government authorities that they must consider the aerodrome and air-traffic noise when making planning decisions at Caloundra.

Specific messages to developers/ communities concerned about growth/noise impacts

- ~ Sunshine Coast Council continues to stress to government authorities that they must consider the aerodrome and air-traffic noise when making planning decisions at Caloundra.
- ~ Sunshine Coast Council has long campaigned on the importance of maintaining buffer zones between Caloundra Aerodrome and any residential development.
- ~ The community needs to be informed about the potential noise issues to make educated decisions about where they live.
- ~ We need to find a solution that protects the future of the aerodrome, the amenity of residents and prospects for economic diversity and growth for the Sunshine Coast.

Specific messages to Council/ Elected Representatives / Business

- ~ This long-term plan for Caloundra Aerodrome presents an opportunity to grow aviation-related businesses, create jobs and drive economic diversity for the Sunshine Coast.
- ~ The Caloundra Aerodrome site provides opportunities for business development and industry growth.
- ~ There is a real opportunity to grow the Queensland Air Museum as a major tourist attraction for the Sunshine Coast.
- ~ The Master Plan will provide certainty to the community about the future use of the aerodrome.



7. Public and stakeholder notification strategy

It is recognised that a planned and inclusive stakeholder engagement program can be a “*very useful tool in developing acceptable approaches to the capacity and environmental issues facing airports. Experience shows that involving the community in the planning process can produce better plans. Further, plans developed with appropriate community involvement are more likely to be acceptable and, thus, more likely to be successful.*”¹

Council understands that its approach to and conduct of a public and stakeholder notification period around the Caloundra Aerodrome Master Plan will not only contribute to an improved outcome for the aerodrome, but also will contribute to the strengthening of its professional and corporate reputation within the community.

Consequently, a communication strategy that provides stakeholders with the opportunity to participate in and to comment on issues of interest or concern will be taken forward.

By keeping communication channels open and distributing relevant information in a timely manner, stakeholders will remain a part of the overall process and thus, within the communication loop.

Therefore, the umbrella approach to public notification is to:

- ~ Keep all information as simple as possible without sacrificing integrity
- ~ Select formats suitable to the wide range of stakeholders
- ~ Make information available in a timely way using proven methods
- ~ Provide adequate channels for stakeholder feedback
- ~ Ensure feedback flows through to SCA and Council for consideration when finalising the Master Plan.

¹ US Department of Transportation, Federal Aviation Administration, “Community Involvement Manual”

8. Stakeholders

Council has a list of stakeholders from a number of different industries, including existing tenants and lessees of property within the Caloundra Aerodrome, government agencies and associated businesses within the local area.

Stakeholder groups that should be captured during the public notification period should include:

PRIMARY STAKEHOLDERS

~ Sunshine Coast Council

- Mayor Mark Jamieson
- Cr Rick Baberowski
- Cr Tim Dwyer
- Cr Steve Robinson
- Other divisional councillors
- Executive Leadership Team
- Economic Development Team
- Council staff

~ Sunshine Coast Airport staff

~ Caloundra tenants and businesses on site

- Alan Taylor & Others t/a Caloundra Airport Services
- Tibbia Pty Ltd
- Aircraft Technicians of Australia Pty Ltd
- BP Australia Limited
- GA Castle, GA Roberts, DM Miles
- Peter Cecil Newman & Leslie John Hohn
- Qld Air Museum Inc
- Caloundra Air Cadets Support Group Inc
- Surf Life Saving Queensland Inc
- Sidewinder Investments Pty Ltd
- Tadgell Aviation Services Pty Ltd
- Sunshine Coast Air Charter
- Suncoast Aero Engines
- Freeflying Caloundra
- Suncoast Air Parts
- Aircraft Components
- Chopperline Flight Training
- Coastline Flight Training



PRIMARY STAKEHOLDERS continued**~ Caloundra tenants and businesses on site**

- Aircraft Maintenance Specialists
- Queensland Aviation Services
- Qld Institution of Aviation Engineering
- Helicentre Australia Pty Ltd
- Helimods
- Sunshine Coast Skydivers

~ Caloundra Aerodrome Community and Aviation Working Group**~ Caloundra residents****~ Ramada Hotel****~ Caloundra Aerodrome users and visitors****~ Local area residential developers**

- Stockland
- Henzells

~ Australian Government

- Wyatt Roy, Member for Longman
- Peter Slipper, Member for Fisher
- Anthony Albanese, Minister for Infrastructure and Transport
- Airservices Australia
- Noise Ombudsman

~ Queensland Government

- Jarrod Bleijie, Member for Kawana
- Mark McArdle, Member for Caloundra
- Andrew Powell, Member for Glasshouse
- Jeff Seeney, Minister for State Development and Minister for Infrastructure and Planning
- Scott Emerson, Minister for Transport
- Campbell Newman, Premier
- Department of Environment and Heritage Protection



SECONDARY STAKEHOLDERS

~ Aviation

- General aviation operators using Sunshine Coast Airport and Teerwah Aerodrome
- Civil Aviation Safety Authority

~ Business/ Industry/ Education/ Community

- Caloundra Chamber of Commerce
- Caloundra Lions
- Rotary Club of Caloundra
- Rotary Club of Caloundra Pacific
- Sunshine Coast Destination
- Sunshine Coast Business Networking Group
- Housing Industry Association
- Property Council of Australia (Sunshine Coast)
- Master Builders Association (Sunshine Coast)
- University of the Sunshine Coast
- Residents Association South Sunshine Coast
- Organisation of Sunshine Coast Residents Association (OSCAR)
- Golden Beach Progress Association
- Bellvista Community Association
- Sunshine Coast Environment Council
- Unity College, Caloundra (Bellvista Estate)
- Caloundra High School
- Caloundra Primary School
- Pacific Lutheran College
- Caloundra Christian College
- Meridian State College
- Golden Beach Primary School
- Talara Primary College
- Caloundra City School
- Goodstart Early Learning

~ Media

- Sunshine Coast Daily
- Caloundra Journal
- Caloundra Weekly / Caloundra City News



9. Public notification – the tools and techniques

Outlined below are typical activities and communication channels that will be used to notify stakeholders and the public about the Master Plan.

The Activity Plan (attachment 6) outlines proposed timings for the following.

Presentations/meetings

Just ahead of the public notification phase starting, an introduction letter and/or presentations of the draft Master Plan is to be arranged for:

- ~ Elected Representatives and relevant Government departments
- ~ Airservices Australia

During the public notification phase a letter on introduction will be sent to and, where appropriate, presentations/meetings offered with:

- ~ Stockland
- ~ Local Business/Tourism/ Industry/ Education groups
- ~ Community and residents groups
- ~ Media
- ~ Caloundra Aerodrome businesses (1-1 briefings organised)
- ~ Caloundra Community and Aviation Forum
- ~ Tenants of Sunshine Coast Airport and other aviation organisations
- ~ Sunshine Coast Airport and Council staff.

See the stakeholder list above for further information.

Caloundra Aerodrome website

Establish a simple website specifically for the Caloundra Aerodrome, which will be used to convey information about the aerodrome, its facilities and, importantly, the Master Plan.

The website address could be www.caloundraaerodrome.com.au and email address info@caloundraaerodrome.com.au. Any site is to be checked with Council for branding purposes.

Website details will be publicised on all materials designed to connect with stakeholders.

The site will include a full version of the Master Plan, fact sheets and an online comment form as another channel for interested stakeholders to provide feedback.



Alternatively, if timing/resources do not allow the development of a new website, a separate Caloundra Aerodrome dedicated page/section will be placed on SCA's own website.

Sunshine Coast Council

The Caloundra Aerodrome website (or the SCA website) will be the primary source for online information about the Master Plan. However, Council's own website has a community engagement specific page that it can use to help promote the public notification period.

Printed copies of the document are to be available for review at each of the four Council service centres at Caloundra, Nambour, Maroochydore and Tewantin (as well as be sent to Council's libraries and MP offices).

Councillors and the Executive Leadership Team are to be briefed ahead of the public notification phase in case of enquiries. They will be provided with contact cards to ensure they can direct any enquiries accordingly.

Scripts will also be provided to Council's reception and customer services to ensure they have accurate information on where to direct public enquiries.

1300 information line

A 1300 information line will be established for the duration of the Master Plan public notification period (30 days). This information line will be staffed between 9am and 5pm, Monday to Friday, with a message bank to take messages out of operating hours. The phone line will be staffed by people who are informed about the Master Plan so that any queries can be answered efficiently. Where questions of a technical nature arise that cannot be answered immediately, details of the query will be taken, recorded and a response provided as soon as the information is available.

All calls to the information line will be logged into the Consultation Manager database SCA set up for the Environmental Impact Statement process. Information pertaining to Caloundra Aerodrome is easily separated in this database.

Media releases

The media is a recognised conduit to the broadest number of stakeholders. A media release will be prepared and distributed outlining the Master Plan and the public notification period. Media will be monitored ongoing to identify and to respond to any emerging issues.

Contact card

A business-sized card featuring the 1300 number will be developed for distribution to community stakeholders, providing information on channels available to ask questions and make submissions on the Master Plan.



Fact sheets

The complexity and technical nature of aviation generally means that information needs to be carefully distilled into fact sheets, which maintain the integrity of the information but which are easy to read and understand.

Fact sheet topics will include:

- ~ Frequently asked questions
- ~ About Caloundra Aerodrome (map, timeline, history and background information)
- ~ What is a Master Plan and key points
- ~ Why Caloundra Aerodrome is important for the Sunshine Coast region
- ~ Public notification – have your say



Advertising

Formal advertising will be used to coincide with the start of the public notification period. Advertisements will be placed in the Sunshine Coast Daily and the Caloundra Weekly.

Displays

Staffed displays will be held in prominent locations such as the Caloundra Market and Stockland Caloundra. Posters highlighting Master Plan key points, an aerial view of the site – including growth areas, and contact details to review plans and make a submission, will feature on the display. Fact sheets, the Master Plan, the Master Plan summary document and contact cards will also be available.

Banners

Pull-up banners will be created providing stakeholders with details on how to find out more information about the Master Plan.

On The Fly – E-news

On The Fly is SCA's newsletter, which is issued as information warrants to people on SCA's database of contacts. Information on the Master Plan will be included in this document, including details about where further information can be obtained and how feedback can be provided.

Feedback form / comment/enquiry/ submission form

Feedback forms will be distributed at displays, Council offices and libraries and will include reply paid details. Details from the forms will be logged into the Consultation Manager database.

SCA will also set up an online form that allows users to electronically submit their submission and a final report of all comments received on the Master Plan will be prepared.

Council internal communication channels

Through council's internal communication strategist, Council will be able to connect with council staff. It is recommended that a lunchbox session is held at the Caloundra office and information posted on Council's intranet. Information will need to be posted to reach council's 600 outdoor-staff.

Sunshine Coast Libraries

Information will be provided to Sunshine Coast Libraries to be distributed via its monthly newsletter. Posters will also be developed with key contact details and copies of the Master Plan available for review at each library.

TNIP

The Transparent Noise Information Package (TNIP) will be used to generate maps illustrating the number of noise events occurring at specification locations around the aerodrome.

Summary Master Plan document

An A3 (folded to A4) summary document of the Master Plan will be developed to give a succinct, easy to understand overview of the key points within the document and contact details for further information and to make a submission.

Summary Response document

A report compiling stakeholder responses will be completed for consideration when finalising the Master Plan.



10. Application of tools to stakeholder groups

The following chart defines the broad categories of stakeholders and the anticipated tools and techniques that will be used to communicate with each group.

Stakeholder category	Communication tools and techniques
<ul style="list-style-type: none"> ~ Federal, state and local elected representatives ~ Government departments 	<ul style="list-style-type: none"> ~ Project introduction letter ~ Briefings (if requested) ~ Contact with SCA staff as required ~ 1300 contact card ~ SCA/Council and Caloundra Aerodrome websites ~ Fact sheets ~ Media release/advertising ~ SCA/Council (library) newsletters ~ Draft Master Plan document ~ Summary document ~ Feedback/ submission forms
<ul style="list-style-type: none"> ~ Caloundra Aerodrome tenants ~ Caloundra Aerodrome Community and Aviation Working Group 	<ul style="list-style-type: none"> ~ Briefings ~ Contact with SCA staff as required ~ 1300 number and contact card ~ SCA/Council and Caloundra Aerodrome websites ~ Fact sheets ~ Media release/advertising ~ SCA/Council (library) newsletters ~ Draft Master Plan document ~ Summary document ~ Feedback/ submission forms
Residents	<ul style="list-style-type: none"> ~ 1300 number and contact card ~ SCA/Council and Caloundra Aerodrome websites ~ Fact sheets ~ Media release/advertising ~ SCA/Council (library) newsletters ~ Public displays and banners ~ Briefings and presentations ~ Draft Master Plan document ~ Summary document ~ Feedback/ submission forms



Stakeholder category	Communication tools and techniques
Developers	<ul style="list-style-type: none"> ~ Project introduction letter ~ Briefings (if requested) ~ 1300 number and contact card ~ SCA/Council and Caloundra Aerodrome websites ~ Fact sheets ~ Media release/advertising ~ SCA/Council (library) newsletters ~ Public displays and banners ~ Draft Master Plan document ~ Summary document ~ Feedback/ submission forms
Special interest groups/ business/industry/education providers	<ul style="list-style-type: none"> ~ Project introduction letter ~ 1300 number and contact card ~ SCA/Council and Caloundra Aerodrome websites ~ Fact sheets ~ Media release/advertising ~ SCA/Council (library) newsletters ~ Public displays and banners ~ Briefings (if requested) ~ Draft Master Plan document ~ Summary document ~ Feedback/ submission forms
SCA staff	<ul style="list-style-type: none"> ~ Specific staff briefings and council intranet ~ 1300 number and contact card ~ SCA/Council and Caloundra Aerodrome websites ~ Fact sheets ~ Media release/advertising ~ SCA/Council (library) newsletters ~ Public displays and banners ~ Draft Master Plan document ~ Summary document ~ Feedback/ submission forms
Council staff	<ul style="list-style-type: none"> ~ Specific staff briefings and council intranet ~ 1300 number and contact card ~ SCA/Council and Caloundra Aerodrome websites ~ Fact sheets ~ Media release/advertising ~ SCA/Council (library) newsletters ~ Public displays and banners ~ Draft Master Plan document ~ Summary document ~ Feedback/ submission forms



Stakeholder category	Communication tools and techniques
Aerodrome users/visitors	<ul style="list-style-type: none"> ~ Displays at Qld Air Museum ~ 1300 number and contact card ~ SCA/Council and Caloundra Aerodrome websites ~ Fact sheets ~ Media release/advertising ~ SCA/Council (library) newsletters ~ Public displays and banners ~ Draft Master Plan document ~ Summary document ~ Feedback/ submission forms
Media	<ul style="list-style-type: none"> ~ Interviews on request, letters to the editor as required ~ 1300 number and contact card ~ SCA/Council and Caloundra Aerodrome websites ~ Fact sheets ~ Media release/advertising ~ SCA/Council (library) newsletters ~ Public displays and banners ~ Draft Master Plan document ~ Summary document ~ Feedback/ submission forms



11. Stakeholder / issues management matrix

There are a number of issues that may arise during the public notification period.

Throughout the project it will be important to monitor and respond to any political, community or other reaction/criticism, while at the same respecting stakeholders' right to a point of view.

It is recommended that SCA/Council undertake the following activities to ensure it is prepared for any issues related to the public notification of the Caloundra Aerodrome:

- ~ Hold an issues identification workshop prior to the launch of the project, identifying all potential issues and ensuring mitigation strategies and key messages are agreed.
- ~ Monitor local media (print, radio, television, online) on a daily basis. Where issues around the topic arise, actions can be taken such as direct phone calls, letters to the editor, correspondence to key government stakeholders, media releases etc.
- ~ Keep a record of communication with stakeholders, including a summary of outcomes, questions and general sentiment.
- ~ Be ready to alter the overall approach.



This section identifies potential issues, an assessment of probability and significance matched with stakeholders and management strategies.

Issue / opportunity	Probability	Significance of issue	Stakeholder	Potential management strategy
Residential encroachment – continued residential development around the aerodrome	Highly likely	High	Developers/ Council/ Residents/ MPs/ Media	<ul style="list-style-type: none"> ~ Key messages around Council's ongoing push to maintain buffer zones around the aerodrome ~ Meetings with Government ~ Meetings with Developers ~ Promotion of the Master Plan through the tools outlined in this document ~ Briefings with business/tourism and community groups ~ Prepare media statement regarding this point ~ Coordinate with the Council's Economic Development team's promotional efforts around aviation and contribution to economic growth in the region ~ Promotion of TNIP maps ~ Ensure information about Caloundra Aerodrome is readily accessible through Council, the website etc.

Issue / opportunity	Probability	Significance of issue	Stakeholder	Potential management strategy
Noise and flight path concerns	Highly likely	High	Surrounding residents / MPs / Council / Airservices / Media	<ul style="list-style-type: none"> ~ Key message about the aerodrome being set aside for aviation purposes since 1931 ~ Reference to State Government's decision to not fund relocation ~ Key messages around Council's ongoing push to maintain buffer zones around the aerodrome ~ Promotion of Airservices as being responsible for aircraft noise ~ Promotion of the Master Plan through the tools outlined in this document ~ Economic Development team's promotional efforts of aviation and contribution to economic growth in the region ~ Promotion of TNIP maps ~ Ensure Mayor/Councillors/MPs are aware of the Master Plan, key messages and channels for further information ~ Promotion of SCA's noise management strategy including the Fly Neighbourly policy; work with the Caloundra Aerodrome Community and Aviation Working Group etc.
Concerns about Caloundra Aerodrome increasing training facilities (and therefore noise and safety)	Likely	Medium	Surrounding residents/ MPs/ Operators / Developers	<ul style="list-style-type: none"> ~ As above (noise and flight paths)
Impacts on existing houses	Highly likely	High	Surrounding residents/ MPs / Council / Airservices/ Media	<ul style="list-style-type: none"> ~ As above (noise and flight paths)
Frustration from tenants over length of time to get to this point	Unknown	Low	Aerodrome tenants	<ul style="list-style-type: none"> ~ Organise regular briefings/meetings with aerodrome tenants ~ Promotion of the Master Plan through the tools identified above
Concerns about the approval process being run by the owner/operator	Unknown	Low	Surrounding residents/ Developers	<ul style="list-style-type: none"> ~ Key message about Council not being compelled to advertise plans ~ Promotion of the Master Plan and feedback opportunities through the tools identified above



Issue / opportunity	Probability	Significance of issue	Stakeholder	Potential management strategy
Impacts of development (construction/ cultural/ environment)	Likely	Medium	Developers/ Council/ Residents/ MPs/ Media	<ul style="list-style-type: none"> ~ Promote the staged approach of the Master Plan ~ Outline plans to investigate and explore specific areas of concern ahead of any development ~ Promotion of Master Plan and feedback opportunities through the tools identified above
New business / job opportunities	Likely	High	Aerodrome tenants/ Business	<ul style="list-style-type: none"> ~ Promotion of the Master Plan through the channels identified above ~ Joint marketing opportunities with Council / Economic Development team
Opportunities to promote the Queensland Air Museum and increase regional tourism	Likely	Low	Museum/ Tenants/ Tourism/ Industry	<ul style="list-style-type: none"> ~ Ongoing meetings/briefings with the museum ~ Briefing with regional tourism representatives ~ Promotion of the Master Plan through the channels identified above ~ Joint marketing opportunities with Council



12. Information management and reporting

Detailed, accurate and timely reporting and response to queries or feedback are imperative to the public notification period and how stakeholders perceive the process. Outlined below is the planned approach:

Database Management

SCA, or a nominated party, will maintain an online database of stakeholder contacts. The database, developed through Consultation Manager software, will be used to capture information about the contact including details of feedback and queries or comments on specific topics.

SCA will also set up an online form to allow electronic submissions to the Master Plan.



Maintenance of Records

Detailed records will be kept, including:

- ~ Number of briefings provided to government, community and business stakeholders
- ~ Number of visits to the Caloundra website, including email queries or feedback
- ~ Number of visits to council website
- ~ Number of copies of the Master Plan sent to various venues for review
- ~ Number of calls made to the 1300 number
- ~ Number of formal submissions received during the public notification period, including a detailed summary of comments/issues raised and Council's response
- ~ Media coverage.

In addition, records of meeting reports, summaries, communication material, forms, feedback/ request for information forms will be maintained.

13. Evaluation

Evaluation mechanisms will include a range of ongoing processes, to determine:

- ~ Whether objectives were achieved and to what degree of success.
- ~ Which engagement tools and techniques attracted the greatest level of response.
- ~ The extent to which identified stakeholders participated in the program.
- ~ The degree to which community feedback played a role in the decision-making.
- ~ Whether stakeholders felt that they were listened to and were adequately able to express their views.

Evaluation methods may include:

- ~ Regular review and analysis of feedback received through 1300 number, briefings and presentations.
- ~ Meetings with identified key government stakeholders to determine levels of personal and constituent satisfaction.
- ~ Peer review and evaluation of the program by council Marketing and Communication branch.
- ~ Monitoring and analysis of media reports.

