

Newlyne Development

Stakeholder and Community Engagement Strategy 2025-29

Developing a thriving, sustainable community in Lyneham

April 2025

DEMONSTRATING THE VALUE OF COMMUNICATIONS EVERY DAY

Acknowledgement of country

We acknowledge the Traditional Custodians of the Canberra region, the Ngunnawal people. We recognise their continuing connection to land, waters, and community and pay our respects to their Elders, past and present. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

Disclaimer

Elm Communications Canberra Pty Ltd has prepared this report based on an agreed scope of work, acts in all professional matters as an advisor to TP Dynamics, and exercises all reasonable skill and care in providing its professional services.

Reports are commissioned by and prepared for the exclusive use of TP Dynamics. They are subject to and issued in accordance with the contract signed on 1 April 2025. Reports prepared by Elm Communications Canberra Pty Ltd cannot be reproduced in whole for any purpose without the prior written agreement.

Elm Communications Canberra Pty Ltd is not responsible and will not be liable to any other person or organisation for or in relation to any decisions that are made based on the conclusions expressed in this report. Other parties should not rely upon the report or the accuracy or completeness of any conclusions and should make their own inquiries and obtain independent advice as required.

Except where expressly stated, Elm Communications Canberra Pty Ltd has not verified the validity, accuracy or comprehensiveness of any information supplied by TP Dynamics.

Contents

Commitment statement	4
Our commitment	4
The approach	4
Context	5
Engagement objectives	6
Decision statement	7
The purpose.....	7
Engagement intent	7
Scoping statement	8
Longer-term community development	9
Developing a Community Vision	9
Our community vision	10
Key vision principles.....	10
Stakeholder analysis.....	12
Area of review	12
Definitions	12
Summary	12
Engagement activities.....	14
Implementation plan	18
Resources	19
Risk management.....	19
Evaluation	21
Data collection and analysis activities	21
Engagement goals.....	22
Corrective action process.....	23
Evaluation indicators and success targets	23
Attachment A: Stakeholder analysis.....	24
Attachment B: Implementation plan.....	31

Commitment statement

Yowani Golf Club and developers TP Dynamics are committed to meaningful and transparent stakeholder and community engagement for the Newlyne Precinct Development. The engagement approach aims to align with the International Association for Public Participation (IAP2) Core Values and the Public Participation Spectrum throughout the development process.

Our commitment

Yowani Golf Club and developers TP Dynamics recognise that building a thriving and sustainable community at Newlyne requires establishing and maintaining strong relationships across the community, ACT government, local businesses, and other key interested groups.

The following principles guide the engagement strategy:

- **Inclusive and transparent communication:** Provide clear, accessible, and timely information to all stakeholders to support informed consultation and participation.
- **Authentic consultation:** Actively seek stakeholder input, listen to concerns and ideas, integrating feedback into the development process where possible.
- **Collaborative community-making:** Engage meaningfully with the local community and interested groups, recognising their knowledge and perspectives as valuable contributions.
- **Respect and responsiveness:** Foster a respectful dialogue, acknowledging diverse needs across the Canberra community and addressing concerns in an open and constructive manner.
- **Create long-term benefits:** Ensure that our engagement process supports the long-term social, environmental, and economic well-being of the Newlyne residents and businesses seeking to build a vibrant community in the inner north.

The approach

The engagement strategy is grounded on five engagement themes, identified based on interests of the local community and motivations of the Newlyne precinct:

1. climate and sustainability
2. thriving community
3. biodiversity
4. economic development and
5. planning.

Given the operating context, engagement activities will be deliberately targeted to the needs and interests of different groups. Given the project's longevity, the public participation level for each group is expected to change depending on the needs and level of participation required at different points in the project

Yowani Golf Club and developers TP Dynamics are committed to maintaining an ongoing dialogue with all stakeholders throughout the lifecycle of the Newlyne development. By embedding the engagement principles, the approach aims to create a **sustainable, connected, and vibrant community** that reflects the needs and aspirations of those who will live, work, and visit Newlyne.

Context

The Newlyn development project is being built in a highly visible location on Northbourne Avenue, adjacent to the Yowani Golf Club and Lyneham playing fields. This project is significant to Yowani, as it aims to secure the club's financial future and reduce reliance on gaming revenue.

Inner North revitalisation

The development is situated in an area experiencing rapid transformation, driven by the revitalisation of the adjacent Dickson commercial area and the introduction of light rail. Consultation occurred in early 2024 on the use of public spaces and economic development opportunities in the area. Through the City Renewal Authority, significant funding is expected to be injected in to the area in the coming years.

Low community interest

Given the surge in new residential and commercial projects, local residents and interest groups may experience 'consultation fatigue'. This strategy acknowledges this challenge while ensuring meaningful participation focused on key areas of engagement.

During the development approval process, community consultation was limited, resulting in a low level of awareness, except for some key individuals who made submissions. While this presents a challenge, it also creates an opportunity to engage stakeholders in a way that fosters the longer-term development of a community.

Highly political operating environment

The project is unfolding against the backdrop of a national housing crisis, increasing rents, and the rising cost of living. Positioned at the entrance to Canberra, it also holds architectural significance, shaping first impressions of the city. It is one of the largest developments in this critical corridor.

The ACT Government is a key decision-maker with responsibilities that will influence the project's success. Beyond regulatory approvals, the project also aligns with the government's focus on sustainability, net zero emissions, and green canopy cover. These priorities create opportunities for engagement and a strong community connection.

Need to understand the broader community needs

Potential community concerns, including the size of the development, traffic impacts, construction disruptions, reduced social housing, and environmental effects, must be considered throughout the project. These are key issues that are expected to arise and need to be acknowledged and addressed in a transparent way.

Long timeframes

This engagement strategy focuses on the development and construction phases but is part of a project that has been running since 2017. The approach prioritises targeted and measured engagement with the right people at the right time. It aims to keep stakeholders, and the community informed without overwhelming them. This ensures meaningful participation whilst also enabling the project's successful delivery. It is acknowledged that there will be diminishing returns of engagement over the entire project timeframes given its longevity and multiple development applications required.

The strategy will be reviewed bi-annually to assess the effectiveness of activities and timing considering the current operating context.

Engagement objectives

Engagement goal	Measurable objective
1. Communication: Ensure stakeholders and the local community understand the project's vision, timeline, and potential impacts through clear, timely, and accessible communication.	- Objective 1.1: Develop and distribute quarterly project updates via email, website, and social media, with at least 1000 subscribers and a 30% open rate for emails by the end of 2029. - Objective 1.2: Set up a dedicated engagement website page regularly updated with key information and has at least 1,000 unique visits annually. - Objective 1.3: Attend or hold at least one community event per year.
2. Ongoing dialogue: Establish and maintain open, respectful, and ongoing dialogue with stakeholders.	- Objective 2.1: Establish theme-based advisory groups with at least eight members within the first 18 months. - Objective 2.2: Establish a regular cadence of meetings with advisory groups and key stakeholders within the first 18 months. - Objective 2.3: The bi-annual survey receives at least 100 responses, with data analysed and published within two months. - Objective 2.4: Host at least one community consultation activity at each phase, with at least 30 attendees per session.
3. Active listening: Provide meaningful opportunities for stakeholders to share their perspectives, ideas, and concerns and integrate their feedback into the planning and decision-making process where feasible.	- Objective 3.1: Provide a listening report after each group engagement activity to demonstrate listening and responsiveness to feedback. - Objective 3.2: Implement an engagement log (feedback tracking system) to capture input from all engagement activities, ensuring key themes and issues are acknowledged and addressed publicly or resolved as part of the development process.
4. Sustainability: Work with stakeholders to ensure the development aligns with sustainability, livability, and community benefit principles, contributing positively to the local area.	- Objective 4.1: Partner with at least three local organisations (e.g. sustainability groups, social enterprises, schools) to incorporate community-driven solutions into the development. - Objective 4.2: Ensure at least 50% of community-suggested environmental or social enhancements are assessed and considered in the development process. - Objective 4.3: Create tailored sustainability engagement activities enabling at least 100 community members to participate in sustainability-related initiatives throughout the life of the project.
5. Influence Engage influential stakeholders, including local government, businesses, and community groups, to foster broad-based support.	- Objective 5.1: Identify and engage at least 10 key local advocates (community leaders, business owners, policymakers) within the first year. - Objective 5.2: Ensure a majority of stakeholders report a clear understanding of the project's benefits by the second year through anecdotal

	feedback and surveys.
6. Best practice: Align engagement activities with regulatory requirements and IAPs frameworks to enhance project credibility and success.	- Objective 6.1: Conduct a bi-annual measurement and evaluation of engagement processes to ensure they align with industry best practices and that future activities are updated based on outcomes. - Objective 6.2: Publish an annual engagement report on the website, documenting activities, feedback received, and responses, enabling interim evaluation.

Decision statement

A structured stakeholder engagement approach is required to ensure the Newlyne development project is effectively communicated, understood, and supported by key stakeholders and the community throughout the development and construction phases.

The purpose

The Newlyne project presents an opportunity to activate stakeholders and interested parties to create a vibrant, sustainable, mixed-use community. Achieving this depends on being able to create a shared vision and opportunities for others to be a driver of the community into the future.

The role of TP Dynamics is to establish opportunities for people to come together over shared interests and facilitate activities that create the basis for a Newlyne community. In this, the aim will be to create a strong sense of pride and ownership in the final development, empowering the local community to continue to come together.

Engagement intent

This project offers a unique opportunity to strengthen community connections with the Newlyne project and, through it, the Yowani Golf Club.

With a focus on climate, environment, economic development and community, the project will be positioned to support the ACT Government's sustainability goals and deliver landmark urban design at Canberra's gateway.

Key opportunities include restoring Sullivans Creek, embedding mixed-use public spaces, and redeveloping the local amenities. Engagement will be designed to be targeted around five engagement themes (see below), ensuring transparency and constructive dialogue without overwhelming stakeholders.

Long construction timeframes pose a challenge for maintaining momentum and managing expectations. A tailored mix of digital and in-person engagement, supported by proactive communication and ongoing feedback loops, will ensure stakeholders can meaningfully influence the project as it evolves.

Engagement will focus on five themes where stakeholders and the community can have the most level of influence at the right stage of the project:

1. Climate and sustainability	2. Thriving community	3. Biodiversity	4. Economic development	5. Planning
Explore opportunities to embed low-emissions design, renewable energy, and sustainable infrastructure across the development.	Engagement will focus on shaping inclusive spaces and services that support social connection, well-being, diversity and high quality of life for future residents and the surrounding community.	Stakeholders can help guide how the project protects and enhances local ecosystems, green spaces, and native species.	Collaborate to identify ways the precinct can support local jobs, businesses, and long-term economic growth in the Inner North.	•Collaborate with stakeholders, particularly government, on the complex planning requirements to ensure responsiveness.

Depending on the stage of the project, the level of engagement will change from inform through to empower. The themes assist in providing structure and focused engagement effort in the areas more likely to attract interest and have the most risk potential.

Scoping statement

A clear definition of the scope identifies and clarifies the 'what' of the engagement project. It sets boundaries for the community and stakeholders to be clear on what they can contribute to. It sets expectations among the community, stakeholders, project teams, decision-makers, project sponsors and practitioners.

Negotiables	Non-negotiables
Climate and sustainability	
- Sustainability in public spaces - Management of waste, recycling and reuse in the precinct - Water reuse (noting this is also addressed in the development plan) - Sustainability opportunities for residents in medium density living	- Anything required under ACT planning requirements i.e. solar panels, percentage of canopy coverage - Colour, design or materials used in development
Thriving community	
- New services needed in the precinct to support the community - Use of shared community spaces - Active travel and public transport access - Safety - Healthy living and wellbeing	- Size and location of buildings and roads as this has already been determined in the sub-division phase - Anything that is in place to meet the requirements of the ACT Territory Plan - Traffic changes and impacts, this is already planned
Biodiversity	
- Regeneration of Sullivans Creek - Sensory/Community garden - Use of flora in shared green spaces - Opportunities to encourage fauna (birds, bees and water life) in the	- The amount of green space in the precinct as a quarter is already allocated to green or blue spaces - The amount of planting along Northbourne Ave or the types of plants

precinct	as this is guided by the ACT Territory Plan
Economic development	
- Mixed-use of the area - what types of businesses does Newlyn precinct want to attract? - Impact on adjacent businesses during the construction phase	- Development of mixed-use properties this has already been determined in the sub-division phase - Size and space for commercial premises as this has already been determined in the sub-division phase

Longer-term community development

Creating a strong and connected community at Newlyn involves a strategic and inclusive approach that prioritises engagement, sustainability, and social cohesion. The process begins with research and stakeholder consultation to understand the aspirations and needs of the local community and future residents. By integrating best-practice urban planning principles and leveraging successful community-building models, Newlyn aims to establish a neighbourhood that fosters a sense of belonging, participation, and shared purpose.

The development and construction phases focus on creating spaces and structures that support community interaction and long-term participation. This includes designing walkable and accessible public areas, building shared community spaces and engaging local groups early to establish a presence in the area.

Digital and physical communication channels, including an online platform and community noticeboards, ensure ongoing dialogue and collaboration among stakeholders, fostering a culture of inclusivity and engagement from the outset.

Long-term sustainability is a key pillar in community engagement at Newlyn. Ongoing initiatives, such as a climate and sustainability advisory group, cultural events, and business roundtables, help to maintain vibrancy and adaptability within the neighbourhood. By fostering meaningful partnerships with government bodies, non-profits, and local businesses, Newlyn is designed to thrive as a resilient and dynamic community well into the future.

Developing a Community Vision

Gary Green, Anna Haines, and Stephen Halebsky, wrote, in, *Building Our Future: A Guide to Community Visioning* (originally published in 2000) that Community development is an act of midwifery – of a community giving birth to its future, and this strategy represents the start of that process. In line with this intent, this Strategy provides for a description of the process for developing a 'Community Vision' for the project. We anticipate that this will be an ongoing, evolving and growing process, and this strategy provides the guidance for its ongoing nature.

Developing a community vision is part of the engagement process, and a formalisation of a wants and needs analysis of the community's current and future occupants. Because there are no current occupants of the Newlyn development, this strategy provides a framework for further developing the community vision as a key part of the engagement strategy overall.

The following table addresses the action already undertaken or planned to be undertaken as part of the visioning process:

Methodological attribute	Actions
Defining the community (who the stakeholders are and why they were selected)	Background works undertaken as part of the development of this strategy has assisted in the development of a definition of the community. The process for arriving at who that stakeholders are, and why they were selected is provided in the 'Stakeholder Analysis' section of this report.
The visioning workshop(s);	Two workshops are planned for this process. The first, an internal visioning workshop was held by TP Dynamics as assisted in the development of a draft community vision – not as a final but in order to verify and test the development own identity, prior to the second workshop. The second workshop shall be conducted as part of Phase 4 and 5 of the Implementation Plan, <i>Build Community Engagement</i> .
Next steps - what is supposed to happen after the visioning workshop to ensure the community vision is included in the development of the overall project vision.	The next steps after the second visioning workshop, to ensure that the community vision is included in the development of the overall project vision is to embed it in other community engagement activities and marketing material to enable exposure to as broad a cohort as possible.
Monitoring and evaluation processes to assess whether the visioning process has been successful and whether the community vision has been represented.	Processes for monitoring and evaluation have been captured as part of the Evaluation Section (Evaluation Goals).

Our community vision

Our vision is to create a high-quality, people-focused precinct that reflects our commitment to design excellence, sustainability, and community connection.

We aim to deliver **a well-integrated and vibrant destination where residents, workers, and visitors can live, interact, and thrive — a place that leaves a lasting legacy and contributes positively to the broader urban fabric.**

Key vision principles

1. Design and quality

- Deliver well-considered, enduring architecture that balances form and function.
- Use quality materials and refined detailing to create a cohesive and visually engaging built environment.

- Integrate landscape and public realm design to enhance amenity and create a distinct sense of place.

2. Sustainability and environmental performance

- Embed sustainable design principles across all stages of the development.
- Minimise environmental impact through energy-efficient systems, water-sensitive design, and responsible material selection.
- Enhance biodiversity and promote green living through well-planned open spaces and landscaped connections.

3. Community and connection

- Create inclusive, safe, and welcoming spaces that encourage interaction and community participation.
- Foster strong connections between buildings, streets, and public areas to support a sense of belonging.
- Provide opportunities for cultural expression and community activity within the precinct.

4. Innovation and adaptability

- Incorporate emerging technologies and design innovation to enhance livability, flexibility, and long-term value.
- Plan for future growth and changing lifestyle needs through adaptable and resilient design solutions.

5. Economic and social vitality

- Support a diverse mix of uses that activate the precinct throughout the day and evening.
- Encourage local enterprise and employment opportunities through integrated commercial and retail spaces.
- Deliver amenity options that cater to a range of activities and social interaction levels.

6. Legacy and long-term value

- Build with integrity and a long-term view, ensuring quality outcomes for future generations.
- Establish a development that becomes a benchmark for thoughtful, community-oriented urban design.
- Deliver lasting benefits to residents, the local economy, and the wider city.

Stakeholder analysis

Effective stakeholder engagement begins with a clear understanding of who is involved, their interests, and their level of influence on the project. This stakeholder analysis identifies key individuals, groups, and organisations that may be affected by or have an interest in the development.

Area of review

The stakeholder analysis for the Newlyn property development was comprehensive, encompassing a diverse range of groups to ensure all relevant parties are considered.

It includes government agencies responsible for planning, infrastructure, environment, local community associations, business chambers, and educational institutions. Special consideration was given to sustainability advocates, environmental groups, local businesses, and community groups to consult on the five engagement themes. Indigenous groups, multicultural organisations, and religious institutions in the local area were also considered to ensure cultural inclusivity.

The geographic areas targeted are Lyneham, Downer and Dickson, the three suburbs adjacent to the precinct.

This wide-reaching approach ensured that the engagement strategy is inclusive, addressing the interests and concerns of all key stakeholders.

Definitions

For this strategy, the approach has been tailored to two groups:

- **Stakeholders:** Stakeholders are individuals, groups, or organisations that are interested in, are affected by, or can influence, the project. They may have varying levels of influence and involvement but often impact decision making.
- **Community:** The community refers to the broader group of people who live in, work in, interact or have a vested interest in the area directly impacted by a project. Unlike stakeholders, community members may not have direct decision-making power but are often the most impacted by a development.

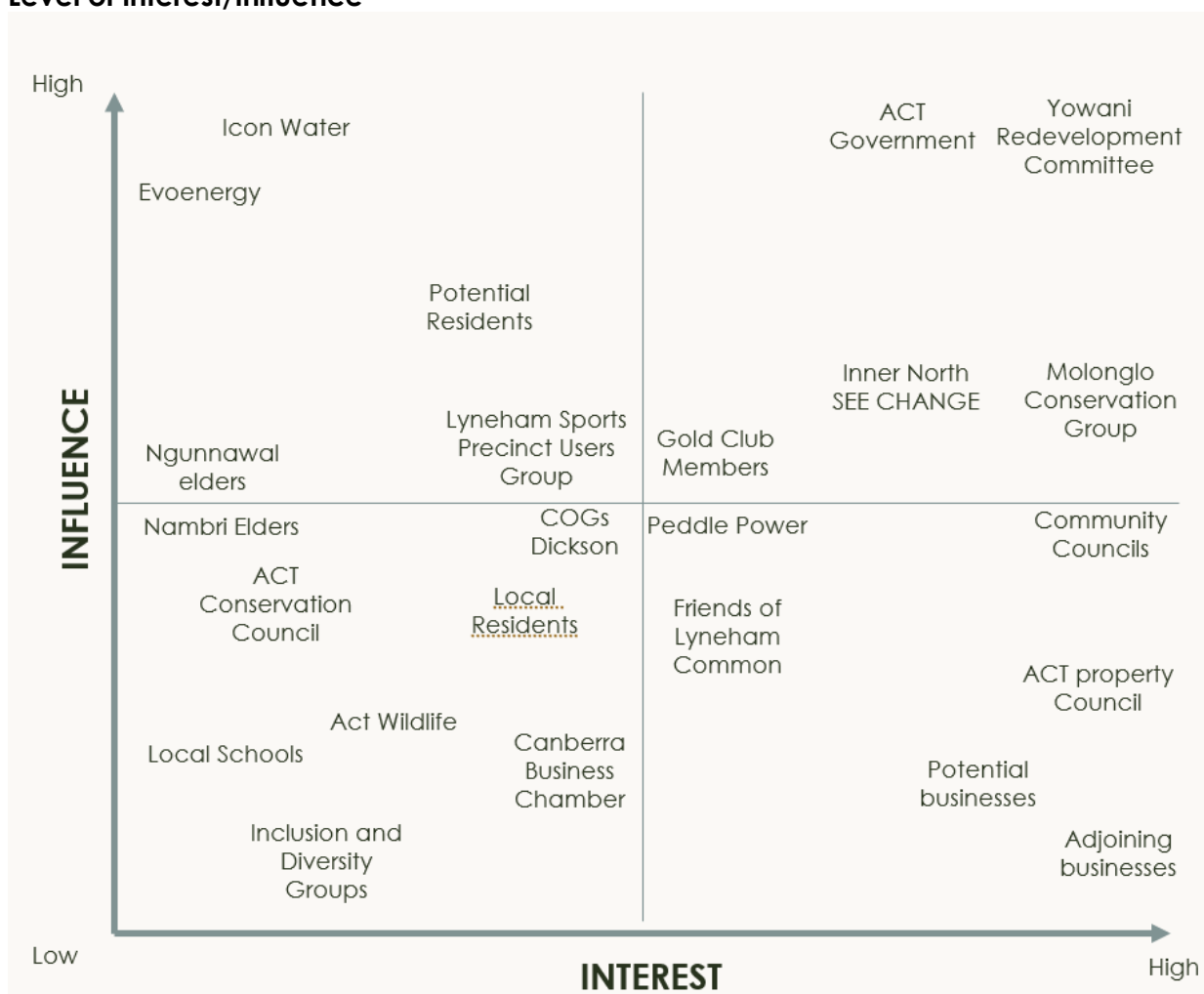
Summary

The following outlines the key stakeholder groups and maps them against an initial analysis of their likely influence and impact. A full analysis of stakeholders and community is available at **Attachment A**.

Group	Summary
Business	Adjoining businesses, potential new commercial entities and the Canberra Business Chamber that have an interest in the precinct and developing the local economy.
Residents	Local adjacent residents and potential new residents who will form part of the new Newlyn community.
Interest groups	Community associations in Lyneham, Dickson and Downers, sporting groups and environmental organisations that would have a local perspective and interest in the project.
Government	A broad range of government stakeholders have a vested interest or are decision makers in the project.

NGOs/Peak bodies	Conservation and climate organisations that would provide specific advice and possible partnership opportunities to deliver the climate engagement theme.
Indigenous groups	There is a small local indigenous population (69 as at 2021) in Lyneham and Downer, but the cultural and environmental aspects of the First Nations Ngunnawal community will be invaluable insights for the project.
CALD and religious groups	There is low level of cultural diversity in the area, with 93% of people reporting an Anglo-Australian background. The other predominant background is Chinese, with Mandarin being the most spoken language besides English. While most people stated they have no official religion, the two most prominent backgrounds were catholic and Buddhist. The largest Buddhist temple in Canberra is also located in Lyneham.

Level of interest/influence



Engagement activities

Effective stakeholder engagement requires a thoughtful approach to building relationships, fostering trust, and ensuring meaningful participation. This following table outlines the key engagement tactics designed to:

- **Inform** – The public is provided with clear, factual information to help them understand the project and decisions.
- **Consult** – The public is invited to provide feedback, which is considered in the decision-making process.
- **Involve** – Public input is actively sought throughout the process to ensure their views are consistently reflected.
- **Collaborate** – Stakeholders are engaged as partners in developing solutions and shaping outcomes.
- **Empower** – Final decision-making authority is placed in the hands of the public on specific aspects of the project.

Activity	Level of engagement	Groups	Data collected
Climate and sustainability advisory group – The Climate and Sustainability Advisory Group will bring together a diverse mix of experts, community representatives, and stakeholders to provide guidance on embedding sustainability principles into all stages of the development. This group will advise on climate resilience, energy efficiency and water management opportunities, waste reduction, and nature-based solutions. Meeting frequency to be assessed over time. The aim is to create a group that is empowered to continue to advocate for climate adaptation and sustainability activities over the longer term within the precinct.	Consult Involve Collaborate Empower	Government Interest groups Peak bodies Community Councils	- Minutes from quarterly meetings - Qualitative feedback on specific themes - Quantitative feedback on decisions
Community advisory group – A representative sample of community members and key interest groups form an advisory committee that meets regularly to provide ongoing input on identified themes. They are provided with information to inform the discussion and have an opportunity to seek feedback from the people they represent. Meeting frequency to be assessed over time. This may be the initial formation of the community association for the precinct, which will empower members to lead the community as it grows.	Consult Involve	Residents Interest groups CALD Religious	
Biodiversity Advisory Group – The Biodiversity Advisory Group will provide input to guide the protection, restoration, and enhancement of local ecosystems as part of the development. The group will advise on the preservation of existing habitat, the development of green corridors and open space, the integration of native plant species, and strategies to support urban wildlife. It will also help identify opportunities to improve biodiversity outcomes across the site, including long-term community stewardship initiatives. The group will include ecologists, local environmental groups, Traditional Custodians, and government representatives, ensuring a holistic approach to ecological sustainability is embedded from	Consult Involve Collaborate Empower	Interest groups Peak bodies Community Councils	

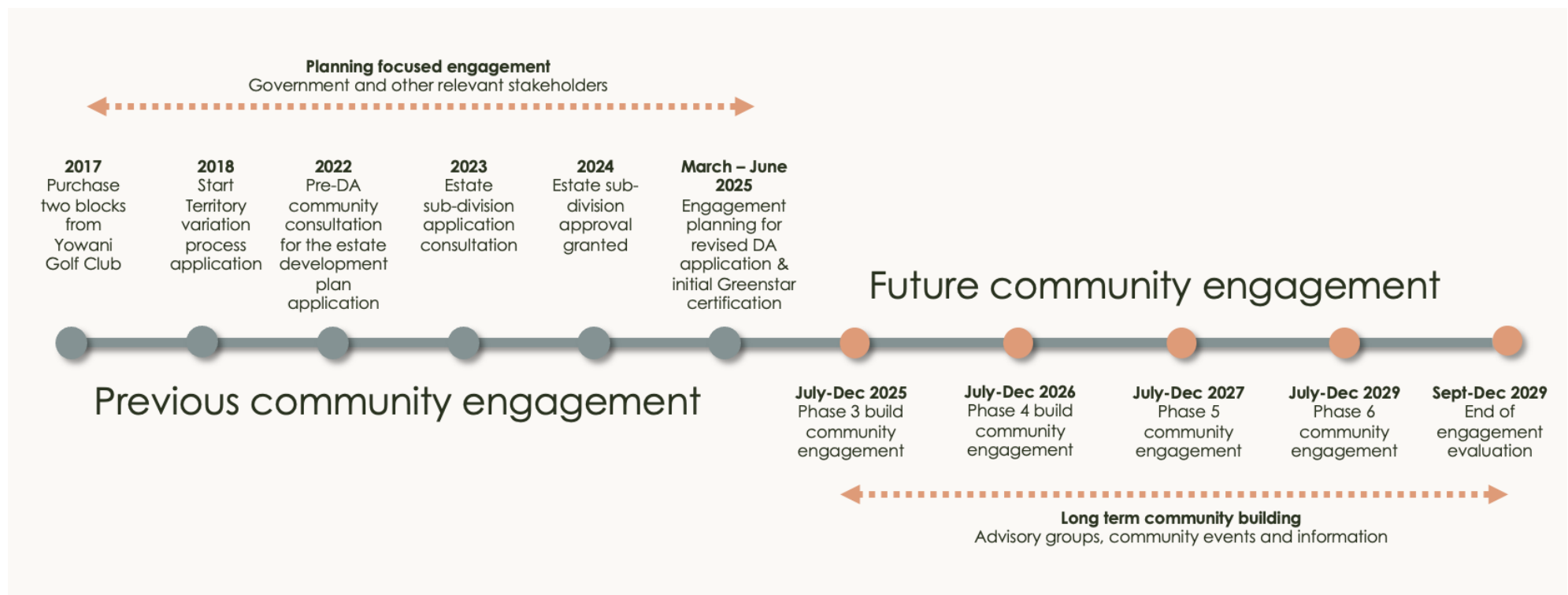
planning to delivery. Meeting frequency to be assessed over time. It is envisaged that this group will be empowered over time to lead biodiversity activities in the precinct, including managing the community garden, planting days at Sullivans Creek and wildlife activities.			
Economic development advisory group – The Economic Development Advisory Group will support the creation of a vibrant, inclusive local economy as part of the development. The group will provide strategic advice on opportunities to attract investment, support local businesses, create jobs, and encourage innovation. It will explore options for mixed-use spaces, commercial tenancies, and social enterprise initiatives that contribute to long-term economic resilience. Members may include representatives from business chambers, industry, education and training providers, social enterprise organisations, and local government. The group will help ensure the development delivers shared economic benefits for the surrounding community and contributes to the ACT's broader economic goals. Meeting frequency to be assessed over time.	Consult Involve	Business Canberra Business Chamber Local residents' association	
Community Information Sessions – Bi-annual (one face to face and one online) drop-in sessions where residents can learn about the project, ask questions, and provide feedback.	Inform Consult	Residents Business	- Qualitative feedback - Number of participants - Level of awareness
Focus groups – Small-group discussions with key stakeholders (e.g., residents, businesses, environmental groups) to gather detailed input on specific aspects of the project or at the point of development applications. To be used on an infrequent basis as required to feed into specific topics.	Consult involve	All groups	- Qualitative feedback - Number of participants - Level of awareness
Online engagement platform – An 'always on' engagement tool with opportunities for feedback, surveys or questions. The channel will be promoted through events, social media pages and website. The site will also be the location for information on the project and a way to share listening reports as outcomes of engagement activities.	Inform Consult	All groups	- Quantitative survey data - Qualitative input - Number of registered participants - Level of engagement
Pop-up information stalls – Community information stalls at local events, markets, or the Lyneham shops to engage with community members informally. For example, Light Up Lyneham on 2 August 2025. Pop up	Inform Consult	Residents Business	- Qualitative feedback on key issues - Quantitative feedback

stalls help make the development feel part of the community and are a way to reach residents where they are. To be identified throughout the life of the project as events are advertised.			on key decisions (if required) - Level of interest
Stakeholder roundtables/meetings – Structured discussions with key stakeholders such as government agencies, business groups, and Indigenous representatives to address specific concerns and opportunities. To be used on an infrequent basis as required.	Involve Collaborate	Business Interest groups Government	- Qualitative feedback
Project communications – Regular updates via subscription list, website, or third-party channels to keep interested stakeholders informed about project milestones and engagement opportunities, listening reports with feedback from engagement.	Inform	All groups	- Number of visits and subscribers - Open and click-through rates - Level of engagement

Implementation plan

Stakeholder and community engagement for this project has been underway since 2017 and has played a vital role in shaping key planning decisions to date. As the project moves into the next phase—from detailed design to staged construction—this implementation plan outlines a structured approach to engagement, building on past insights while adapting to the community's and stakeholders' changing needs.

This plan recognises the importance of maintaining momentum and trust established through earlier consultations while providing clear opportunities for input into the building Development Application (DA) process, sustainability goals, economic and community development. See the implementation plan in [**Attachment B.**](#)



Resources

The resources section outlines the tools, personnel, and budgetary allocations necessary to effectively support and execute the stakeholder engagement strategy.

Budget allocation	Detail	Cost
People	A member of the construction and SME for each theme should be available to attend all meetings	Consultants at an hourly rate.
	Facilitators are recommended for each session to provide an independent voice	\$2000 per session
Venue	Location to hold advisory group meetings and community focus groups. Recommend using local community venues such as the Downer Community Centre run by the Downer Community Association.	\$80 per hour Approx 100 hours of meetings \$1000
Technology	An online engagement platform or survey tools such as Social Pin Point (Used by ACT Government) or Converlens. Subscription email list – use the existing marketing platform but set up new list.	TBC

Risk management

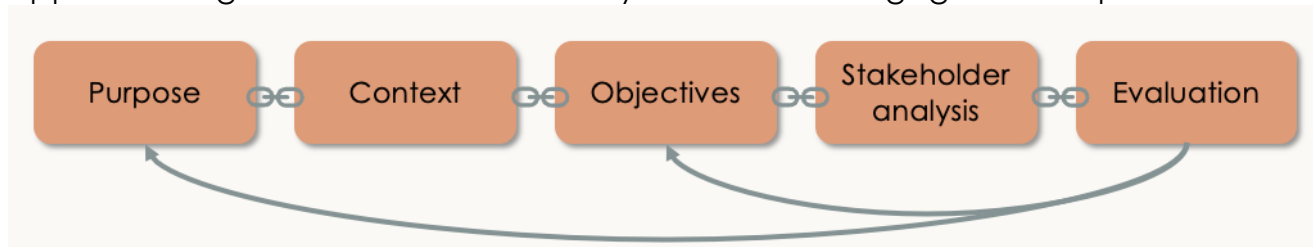
Engagement risk assessment

Risk	Likelihood	Impact	Mitigation
Consultation fatigue due to other development projects or length of construction	High	Low	- Undertake targeted activities that align with stakeholder's needs and interests. Monitor the operating environment and seek to time engagement appropriately. - Provide opportunities for stakeholders to engage where they are rather than needing them to come to the project.
Community backlash about lack of community/social housing	Medium	Low	- This development focuses on providing a vibrant, sustainable community precinct in the urban entrance to Canberra. - The ACT Government is responsible for providing community and social housing, and under the ACT Housing Strategy, it has a policy that 15% of government residential land releases each year are allocated for affordable, community, and public housing.
Lack of participation in	High	Medium	Design flexible, inclusive engagement

engagement activities			options. • Use clear, accessible communication, offering multiple ways to participate (such as online and in-person), and scheduling events at convenient times. Building trust through transparency and regular feedback helps maintain interest, while incentives and recognition can further encourage involvement. • If participation remains low, targeted outreach through community leaders or personalised follow-ups can help re-engage key groups and adapt the strategy accordingly.
Stakeholder Resistance	Medium	Medium	• Early engagement with key stakeholders, transparent communication, and proactively addressing concerns. • Hosting information sessions and public consultations can help mitigate resistance
Misalignment of Expectations	Medium	Medium	• Clear, consistent messaging on the project's goals, timelines, and benefits. • Regular updates and feedback loops will ensure stakeholders' expectations are aligned with project outcomes.
Community backlash	Medium	Medium	• Involve the community in the decision-making process, especially in planning and environmental assessments. Transparent consultation and addressing environmental or social concerns will reduce backlash.
Cultural or Heritage Concerns	Low	Medium	• Consult with local Indigenous groups and communities to ensure cultural sensitivities are respected.
Lack of awareness or misunderstanding of the project	Medium	Medium	• Establish clear communication channels, assign dedicated communication leads, and maintain consistent updates via newsletters, websites, and community meetings.

Evaluation

Evaluation won't just happen at the end of the project. It is woven into every element of planning and delivery to ensure monitoring of effectiveness and progress towards outcomes. The chain of purpose, context, objectives and stakeholder analysis enables us to evaluate our engagement outcomes. This is the foundation of the Newlyne Engagement Evaluation framework, incorporating a mixed methods approach to gather data to monitor key indicators of engagement impact.



Engagement evaluation includes:

- The outcomes of the engagement – what's been achieved
- Involvement and acceptance by the community – how the public and stakeholders engaged in the process
- The engagement process itself – how well the method was designed and implemented.

Data collection and analysis activities

To ensure engagement activities are effective and aligned with strategy objectives over the long period of engagement, the following activities will be regularly undertaken to gather and analyse data to track progress:

- **Engagement logbook:** Record stakeholder interactions, including meeting attendance, feedback, issues raised and community concerns.
- **Sentiment monitoring:** Track community sentiment across multiple channels such as feedback and issues raised during information sessions, social media interactions, and email correspondence to identify trends and emerging concerns.
- **Online survey:** Qualitative data will be complemented by quantitative insights gathered through an online survey, providing a more comprehensive picture of community perceptions. The survey will sit on the 'always on' engagement platform, and periodically promoted to stakeholders and at community events, with data collated and analysed biannually to identify trends. The survey will be very short (no more than 5-6 questions) and designed to gauge stakeholder perceptions of Newlyne's progress against the identified engagement goals.
- **Biannual evaluation report:** Data collected through the engagement logbook, channel analysis, and online survey will underpin a biannual evaluation report provided to the Newlyne project team for review and discussion. This report serves as a structured opportunity to reflect on insights, surface key issues, risks,

and opportunities, and capture lessons learned to inform future action. It also provides a natural checkpoint to revisit and revise engagement objectives in response to shifts in the operating environment. The report will be prepared for discussion at the end of Q1 and Q3 each year, maintaining momentum throughout the project cycle while avoiding the end-of-year peak period.

Engagement goals

Data collection and analysis activities will be designed to monitor and evaluate progress against agreed engagement goals. Proposed data collection activity to align to each goal is outlined below. As the majority of the data is qualitative, there are no specific KPIs identified. Once the first evaluation report has been completed, baselines for KPIs about stakeholder/community understanding, participation levels and survey responses will be established.

Engagement goal	Data collection activity
1. Communication: Ensure stakeholders and the local community understand the project's vision, timeline, and potential impacts through clear, timely, and accessible communication.	Sentiment monitoring: Online engagement portal, Subscriber email, Website visits Engagement logbook: Attendance at events, questions and issues raised. Survey
2. Ongoing dialogue: Establish and maintain open, respectful, and ongoing dialogue with stakeholders.	Engagement logbook: Community advisory group minutes and actions; targeted stakeholder engagement activities. Survey
3. Active listening: Provide meaningful opportunities for stakeholders to share their perspectives, ideas, and concerns and integrate their feedback into the planning and decision-making process where feasible.	Engagement logbook: Number of activities, Attendance at engagement events. Survey
4. Community vision: Conduct a review of whether the community vision, as developed has been included in the overall project vision and whether the community vision has been represented	Engagement logbook: Community advisory group minutes and actions; targeted stakeholder engagement activities. Survey
5. Sustainability: Work with stakeholders to ensure the development aligns with sustainability, livability, and community benefit principles, contributing positively to the local area.	Sentiment monitoring: social media interactions, correspondence, media coverage. Engagement logbook: Community advisory group feedback. Survey
6. Influence Engage influential stakeholders, including local	Engagement log: Advisory group activity, targeted

government, businesses, and community groups, to foster broad-based support.	engagement activities. Survey
7. Best practice: Align engagement activities with regulatory requirements and IAPs frameworks to enhance project credibility and success.	Biannual evaluation report analysis

Corrective action process

If monitoring or interim evaluation identifies issues, the following steps will be taken:

- **Review:** Identify the source of the issue (e.g., low attendance, confusion about key messages).
- **Consult:** Engage the internal team and, where appropriate, community leaders to validate findings.
- **Respond:** Implement corrective action. This may include:
 - Reframing messaging to reduce confusion.
 - Increase outreach through additional channels (e.g., school/community newsletters and events).
 - Providing more opportunities for in-person consultation.
- **Re-monitor:** Reassess outcomes within 4 weeks of corrective action to ensure improvement.

Evaluation indicators and success targets

At the conclusion of this strategy, the following indicators will be used to evaluate overall success:

- Proportion of identified stakeholders that report satisfaction in the engagement process.
- Issues were identified early and mitigated to avoid public or government scrutiny.
- Representation in engagement activities throughout the engagement period was from a diverse group of the community.
- Community is established and is in the formation stage, with community leaders naturally emerging.
- Community partners have been identified and are actively participating in sustainability activities.
- Advisory groups are transitioning into long-term community leaders.

Attachment A: Stakeholder analysis

Group	Description	Level of interest	What are they interested in	Level of influence	What do we want to know from them	Level of engagement (IAP2)	Target engagement theme
Business							
Adjoining existing businesses (Lodges, Tennis World Centre, Wotso Dickson, Hockey ACT, Netball ACT, Lyneham Motor Inn, the Old Canberra Inn, Canberra Archery Club, NexGen Lyneham)	The area surrounding the Newlyn development in Lyneham features a mix of recreational, commercial, and community facilities, including sports and fitness centres, coworking spaces, hospitality venues, and micro accommodation.	High	Competition Impact on business during construction Possible increase in revenue in the longer term.	Low	What are they concerned about during construction?	Inform Consult	Economic development Planning
Potential businesses for the development	This includes any businesses interested in establishing operations within/ surrounding the Newlyn development.	High	Opportunities for commercial space, infrastructure support, and potential customer base/ demographics.	Low	What businesses are interested in establishing operations within/ surrounding the development? What are the organisation's requirements and expectations for setting up the development?	Consult	Economic development
Canberra Business Chamber	The Canberra Business Chamber (CBC) is actively involved in property development matters. Their policy agenda includes fostering economic growth and diversity. They emphasise the importance of coordinated planning to ensure that property developments deliver economic and social benefits to the community.	Low	Economic opportunities Social benefits	Medium	How can the development support the local economy?	Consult	Economic development
Lyneham Primary & High Schools	The public school for the area of development	Low	Longer term impact of increase residents	Low	When and how do they want to be provided with project updates	Inform	Thriving Community
Brindabella Christian College	A non-selective, co-educational school providing a holistic education based on Christian values. The College is a member of Christian Schools Australia	Low	Potential changes in student and community demographics.	Low	Is the college interested in any initiatives related to the project or programs related to the	Inform	Thriving Community

	(CSA) and the Association of Independent Schools (AISACT).				development?		
Evoenergy	Local energy distributor responsible for energy assets	Low	Impact on the local electricity network	High	Can a neighborhood battery be installed on site?	Collaborate	Planning Climate and sustainability
Icon Water	Local water providers responsible for water assets.	Low	Impact on the local sewerage and water network	High	Can water runoff and drainage be used sustainably?	Collaborate	Planning Climate and sustainability
Residential							
Local residents and property owners	Lyneham and Downer - Local community has a younger demographic (34% between 20-34 years old), a majority of whom are single (50%) and work in the public service or at a university. Tend to be more progressive neighbourhoods with a focus on climate and sustainability.	Low	Local residents and property owners would like to see details for the whole site, including any provision for green space.	Medium	What are they concerned about during construction?	Inform Consult	Thriving community Climate and sustainability
Potential residents	230 dwellings in first stage. Approximately, 960 by the end of the development.	High	Affordable housing	Medium	What would you like to see in Newlyne to support the development of a community?	Inform Consult	Thriving community
Golf club members	Paid members of the golf club hold some influence over the development as voting members.	Medium	Survival of the golf club, impact on community	High	What are the club's concerns regarding the development's impact on the club's daily operation and the membership experience?	Consult Involve	Thriving community Economic development
Yowani Redevelopment Committee	Yowani Country Club has established a redevelopment committee to oversee its significant transformation plans. Chaired by John McCullagh, the committee is responsible for guiding the redevelopment of approximately 9 hectares of the club's non-golf course land into a mixed-use precinct.	High	Progress of project Community feedback	High	Vision for aligning with the club's redevelopment goals.	Empower	Planning Economic development

Government							
EPsDD	Manages planning and development in the ACT, including development applications and building policy.	Medium	Compliance with environmental and planning regulations.	High	What are the regulatory requirements and guidelines for the development?	Collaborate	Planning Climate and sustainability
Ministers	Relevant ACT government ministers oversee portfolios in areas such as planning, environment, and urban development.	Low	Alignment of the development with government policies and priorities.	High	Possible government support and potential (funding opportunities').	Consult	Planning Economic development Climate and sustainability
Chief Canberra Architect	Provides architectural and urban design advice to the ACT government.	Medium	Design quality and aesthetic considerations of the development.	Medium	Recommendations for architectural and aesthetic choices.	Consult	Planning
Planning and Land Authority	Responsible for administering planning laws, assessing development applications and ensuring land use aligns with ACT policies.	Medium	Compliance with planning regulations, zoning, and land use.	High	What are the regulatory requirements and potential planning restrictions?	Collaborate	Planning
City Renewal Authority	Focus on revitalising key urban areas in Canberra, ensuring developments contribute to vibrant and sustainable city spaces.	Medium	Integration of the development into the broader renewal strategy.	High	Does this project align with renewable and sustainable standards?	Consult	Planning Thriving community Economic development
Transport Canberra and City Services (TCCS)	Manages public transport, road maintenance, and city services, ensuring accessibility and connectivity in developments.	Low	Public transport integration, road networks, and service provision.	High	How will public transport be integrated and complement this project? What are the infrastructure requirements for transport services?	Consult	Planning
ACT Emergency Services (Fire & Rescue, Ambulance)	Oversees emergency response services, including fire, ambulance, and disaster management.	Low	Safety considerations and emergency access.	Medium	What are the necessary safety measures within the development? How do we ensure that emergency access is not obstructed?	Consult	Planning
Roads ACT	Responsible for managing road infrastructure, traffic flow, and pedestrian pathways in the ACT.	Low	Traffic management, road access, and potential	Medium	What are the requirements for road upgrades?	Consult Collaborate	Planning

			congestion impacts.				
National Capital Authority	Oversees development in nationally significant areas of Canberra, ensuring alignment with the capital's strategic vision.	Low	Architectural significance, urban planning, and impact on Canberra identity.	High	What are the requirements for maintaining Canberra character and heritage considerations?	Consult Collaborate	Planning
Interest groups							
Lyneham Community Association	Focused on local issues pertinent to Lyneham residents, such as urban planning, community development, and environmental concerns. They work to ensure that developments respect the character and needs of the Lyneham community.	High	Focused on development, planning and green space.	Medium	What are the key concerns and priorities from local residents?	Inform Consult	Planning Thriving community
North Canberra Community Council	Representing the interests of residents in North Canberra, including Lyneham, the NCCC actively participates in discussions on planning and development proposals. They provide a platform for community consultation and feedback on local projects.	High	Well-consulted master plan for the whole area to look at the opportunities they offer, rather than piece-meal developments	Medium	What are your expectations regarding integrated planning and community benefit?	Inform Consult	Planning Thriving community
Dickson Residents Group	A volunteer-led organisation, this group advocates for healthy communities and safe, active travel through quiet, low-speed streets and off-road corridors. They promote well-being and inclusiveness, represent the community in ACT planning reviews, and support the revitalisation of the local shopping and restaurant precinct. With a focus on the needs of vulnerable residents and visitors, they also work to help Dickson adapt to climate change and increasing climate variability. The group has been vocal in past development proposals.	High	Revitalisation of the area Sustainability and active transport.	Medium	What are your concerns about urban density, traffic, and sustainability initiatives.	Inform Consult	Planning Thriving community Climate and sustainability
Downer Community Association	Volunteer led organisation that focuses on local facilities, planning and traffic, development applications, changes to parks and streets in Downer. The group has been vocal in past development proposals.	High	Planning and traffic management.	Medium	How would you ideally manage traffic and local infrastructure?	Inform Consult	Planning Thriving community

Lyneham Sports Precinct User Groups	Various sporting clubs and organisations utilise facilities in the Lyneham area. They may be interested in how property developments impact local sports infrastructure and community access to recreational spaces.	Medium	Impacts on sports infrastructure, community access to recreational spaces.	Low	Are there opportunities to improve sports infrastructure within or surrounding the development?	Inform Collaborate	Thriving community
Property Council of Australia - Canberra	Represents the property sector, advocating for well-planned developments and economic growth.	High	Considers the architecture important as it is located along the main road into Canberra. Expect the development to include green space and easy access to amenities.	Low	What are your expectations regarding urban design and commercial opportunities?	Inform Consult	Planning
Peddle Power	A non- for-profit organisation advocating for cycling infrastructure, safety, and active transport options in Canberra.	Medium	Cycling infrastructure and active transport integration.	Low	Can you provide us with feedback on cycling paths and accessibility within the development?	Consult	Climate and sustainability
Friends of Lyneham Common	Dedicated to maintaining and enhancing green spaces within Lyneham, this group advocates for sustainable development practices that preserve communal natural areas. Runs an existing run public food forest at Lyneham Common. They may provide valuable insights into the environmental impact of proposed property developments.	Medium	Environmental sustainability, preservation of public green spaces.	Low	What are some opportunities for green space integration within the development?	Inform Consult Empower	Biodiversity
NGOs/Peak bodies							
ACT Conservation Council	The Conservation Council ACT is the leading environmental advocacy organisation and hub for community groups in Canberra. They focus on protecting nature and creating a safe climate in the ACT and region.	Low	Green space Sustainability of development Rehabilitation of Sullivans Creek	Medium	Possible recommendations for environmental sustainability and ecological impact mitigation.	Inform Involve	Climate and sustainability Biodiversity
Inner North See-Change	A volunteer group in the Inner North that undertakes revegetation of local parks, planting native greenery, and	Medium	Green space Rehabilitation of	Medium	Possible partner/consultation group for Sullivan's	Inform Collaborate	Climate and sustainability

	making them more pollinator and bird friendly.		Sullivans Creek		Creek rehabilitation		
ACT Wildlife	A volunteer group that is focused on maintaining the welfare and biodiversity of wildlife in the ACT.	Low	Rehabilitation of Sullivans Creek and protection of local wildlife.	Low	Recommendations for preserving ACT wildlife and Sullivans Creek in relation to the development.	Inform Involve	Biodiversity
COGS – Dickson Community Garden	Part of the Canberra organic grower's society (COGS), this community garden promoted sustainable gardening and local food production in the Dickson area.	Medium	Green space, community gardening opportunities, and environmental sustainability.	Medium	Would you be willing to provide your services to help us run an onsite community garden?	Consult Empower	Biodiversity
Molonglo Conservation Group	Local organisation working within the community to protect and conserve the natural environment in the Molonglo catchment area. It includes the relevant Landcare and Park care groups in the area.	Medium	Green space Sustainability of development Rehabilitation of Sullivans Creek	Medium	Recommendations for preserving ACT wildlife and Sullivans Creek in relation to the development. Possible partner/consultation group for Sullivan's Creek rehabilitation	Inform Involve	Biodiversity
Indigenous groups							
United Ngunnawal Elders Council	Represent Ngunnawal Elders in cultural heritage matters, ensuring Indigenous perspectives are considered in developments.	Low	Cultural heritage protection, land use, and recognition of Indigenous land and history.	Medium	How can we respect and incorporate Indigenous heritage in the development?	Consult	Biodiversity Thriving community
Ngambri Local Aboriginal Land Council,	Advocates for the rights, interests, and cultural heritage of the Ngambri people within the ACT.	Low	Recognition of indigenous land and culture and potential opportunities for cultural initiatives.	Medium	How can we integrate Ngambri cultural heritage into the project/development?	Consult	Biodiversity Thriving community
Inclusion and diversity							
Canberra Multicultural Service	Supports Canberra multicultural communities by promoting inclusion, services, and community engagement.	Low	Social inclusion, cultural diversity, and community engagement opportunities.	Low	How can the development support cultural diversity and inclusivity?	Inform Consult	Thriving community

Ukrainian Catholic Community (St. Volodymyr's)	A religious and cultural community supporting Canberra's Ukrainian population.	Low	Community space, religious and cultural needs within the area.	Low	Is there an interest in cultural or community engagement opportunities in the development?	Inform	Thriving community
Buddhist Thai Temple of ACT	A Buddhist temple serving the Thai and broader Buddhist community in Canberra.	Low	Cultural and religious space, community integration.	Low	Is there an interest in cultural or community engagement opportunities in the development?	Inform	Thriving community
Involve Canberra	A community initiative aimed at promoting disability inclusion and empowering individuals with disabilities, their careers, and families through resources that enhance accessibility and community participation.	low	Consider the building's accessibility (including surrounding areas) and whether construction will affect existing accessible areas.	Low	In what ways can we ensure both the building and construction site/process is accessible?	Inform Consult	Thriving community
LGBTQI Canberra	A social community and support network for the LGBTQI community, their family and friends in the ACT and surrounding region, dedicated to promoting equality, inclusion, and well-being.	Low	No interest (may be interested in whether this project will create more inclusive job opportunities in the area).	Low	How can the project promote equality and inclusion for the LGBTQI community in Canberra?	Inform	Thriving community
People with Disabilities ACT	A Not-for-profit peak advocacy organisation in the ACT, dedicated to empowering people with disabilities and championing their value as respected members of society.	low	Consider the building's accessibility (including surrounding areas) and whether construction will affect existing accessible areas.	Low	In what ways can we ensure both the building and construction site/process is accessible?	Inform Consult	Thriving community

Attachment B: Implementation plan

The implementation plan will be reviewed and updated bi-annually following the mid-year evaluation.

Timing	Theme	Method	Groups	Goal alignment
2025				
Q3	Planning	Stakeholder roundtable/meetings about Subdivision DA Approval	Government	2,5
	All	Establish online engagement portal	All	6
	All	Set up engagement log	All	6
	Internal	Community event - Light Up Lyneham	Internal	1,2
	Planning	Focus groups for phase 3 development	All	1,2,3
	All	Targeted engagement around each of the themes to determine areas of focus aligned with the engagement negotiables.	All	13,4
Q4	All	Call for volunteers for all advisory groups	All	2,3
	Thriving community	Community information session (online)	Residents Interest groups	1,2
	All	Publish an end of year listening report	All	3
2026				
Q1	Economic development	Establish Business Advisory Group	Business Canberra Business Chamber Local residents' association	2,3
	Climate and sustainability	Establish Climate Advisory Group	Government Interest groups Peak bodies Community Councils	2,3,4
	Biodiversity	Establish Environmental Advisory Group	Interest groups Peak bodies Community Councils	2,3,4
	Thriving community	Community information session (F2F)	Residents Interest groups	1,2
	Thriving Community	Pop-up stall for Dickson Chinese New Year event	Residents	1,2
	Planning	Stakeholder roundtable/meetings ahead of subdivision DA approval	Government	2,5
	Internal	Biannual evaluation report	All	6
	Climate and sustainability	Quarterly meeting of Climate Advisory Group	Government Interest groups Peak bodies Community Councils	2,3,4
Q2	Climate and sustainability	Quarterly meeting of Climate Advisory Group	Government Interest groups Peak bodies Community Councils	2,3,4

	Economic development	Quarterly meeting of Business Advisory Group	Business Canberra Business Chamber Local residents' association	2,3
	Thriving community	Establish Community Advisory Group	Residents Interest groups CALD Religious	2,3
	Internal	Mid-year evaluation and forward engagement planning	All	6
Q3	Climate and sustainability	Quarterly meeting of Climate Advisory Group	Government Interest groups Peak bodies Community Councils	2,3,4
	Economic development	Quarterly meeting of Business Advisory Group	Business	2,3
	Biodiversity	Quarterly meeting of Environmental Group	Interest groups Peak bodies Community Councils	2,3,4
	Thriving community	Community information session (online)	Residents Interest groups	1,2
	Planning	Focus groups for phase 4 development	All	1,2,3
	Internal	Biannual evaluation report	All	6
Q4	All	Publish an end of year listening report	All	3
2027				
Q1	All	Quarterly meeting of all advisory groups	All	2,3
	All	Quarterly meeting of all advisory groups	All	2,3
	Thriving community	Community information session (F2F) onsite at Phase 1 (due for completion Feb 2027)	Residents Interest groups	1,2
	Internal	Biannual evaluation report	All	6
Q2	All	Quarterly meeting of all advisory groups		2,3
	Biodiversity	Walking tour of Sullivan's Creek with local Indigenous Elder – early planning for regeneration works	Interest groups NGOs Residents	4
Q3	All	Quarterly meeting of all advisory groups		2,3
	Thriving community	Community information session (online)	Residents Interest groups	1,2
	Planning	Focus groups for phase 5 development	All	1,2,3
	Internal	Biannual evaluation report	All	6
Q4	All	Publish an end of year listening report	All	3

2028				
Q1	All	Quarterly meeting of all advisory groups	All	2,3,
	All	Quarterly meeting of all advisory groups	All	2,3
	Thriving community	Community information session (F2F) – open day style on site	Residents Interest groups	1,2
	Internal	Biannual evaluation report	All	6
Q2	All	Quarterly meeting of all advisory groups	All	2,3
	Internal	Mid-year evaluation and forward engagement planning	Internal	6
Q3	All	Quarterly meeting of all advisory groups	All	2,3
	Thriving community	Community information session (online)	Residents Interest groups	1,2
	Internal	Biannual evaluation report	All	6
Q4	All	Publish an end of year listening report	All	3
2029				
Q1	All	Quarterly meeting of all advisory groups	All	2,3
	Internal	Biannual evaluation report	All	6
Q2	All	Quarterly meeting of all advisory groups	All	2,3
	Thriving community	Community information session (F2F) – open day style on site	Residents Interest groups	1,2
	Internal	Mid-year evaluation and forward engagement planning	Internal	6
Q3	All	Quarterly meeting of all advisory groups	All	2,3
	Thriving community	Community information session (online)	Residents Interest groups	1,2
	Planning	Focus groups for phase 6 development	All	1,2,3
	Internal	Biannual evaluation report	All	6
Q4	All	Quarterly meeting of all advisory groups	All	2,3
	All	Publish an end of year listening report	All	3