

Ginninderry Community Development Strategy

Neighbourhood 1 (FY17 – FY21)



January 2018 (Version 2)

Version	Revision Date	Document Author	Approved	Comments
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2	January 2018	Susan Davis	Stephen Harding	

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1. Introduction

1.1 Background

Riverview Developments Pty Ltd, in a Joint Venture (JV) with the ACT Land Development Agency is developing a residential site named Ginninderry which extends to the west of Belconnen and across the ACT/NSW border into Yass Valley Shire and includes the newly named suburbs of Strathnairn and Macnamara. The new development will be constructed over a 40-year time frame and will provide homes for approx. 30,000 people. The JV is committed to not only deliver value for Ginninderry residents through a high quality built environment, but also to invest in innovative social and environmental solutions that will provide international leadership in sustainable urban development.

The Ginninderry project site has been the scene of significant Aboriginal occupation. Archaeological investigations reveal that the Ginninderra Creek and Murrumbidgee River corridors were important precontact resource zones that attracted a considerable level of hunter-gatherer occupation, with the lower Ginninderra Creek area in particular being regarded as holding a high degree of cultural significance.

In 2016-17 an Aboriginal Cultural Values Assessment was undertaken to determine cultural significance that could be recognised in the project site area. As a result of detailed cultural assessment involving extensive consultation with knowledge holders, eight places of cultural value have been identified, five of which are located within the project area. The overarching recommendations of the report include the development of a Cultural Values Management Plan, interpretative signage, listing on Yass Valley Council Local Environmental Plan and determination of nominations for the NSW *National Parks & Wildlife Act (1974)*.

European settlement in and around the project area commenced in the first half of the 19th century, and led to the utilisation of the land for sheep and cattle grazing and for crops. Prominent early European landholders included Charles Sturt and the Campbell family of Yarralumla. The heritage background of the site is very rich and has been recorded in a series of technical studies by consultants with expertise in Aboriginal and European archaeology and anthropology. Subsequent to these reports the Ginninderry project is undertaking an extensive local history study to capture the stories and events of the project site and surrounding areas.

Both the Aboriginal and European history of the site will inform ongoing community development as well as the current demography of the surrounding suburbs and expected demographic profile of future residents.

The existing West Belconnen suburbs of Holt, Higgins, Latham and MacGregor which surround the Ginninderry project site have a lower proportion of people aged over 75 years than the wider Belconnen region and Canberra overall and a larger population of younger children aged 9 years and under. These suburbs also have a higher proportion of people in the 25 to 40 years age bracket. In 2011, the West Belconnen suburbs had a slightly higher proportion of couples with no children, one parent and lone person households compared to the ACT and the Belconnen district.

These suburbs also have larger proportions of people in the lower weekly household income brackets compared to both Belconnen and the wider ACT.

To date, the majority of future residents of Stage 1 have come from the surrounding Belconnen suburbs, with a very high proportion from south Asian cultural backgrounds and a significant number of families with young children.

Authentic community development outcomes are initiated and driven by the community vision. A key characteristic of this development project has been the consistency and quality of community engagement, resulting in a consultative master planning process accommodating the full range of issues, interests and concerns of the community and stakeholders. As a result, community responses to social, cultural and environmental issues are embedded in planning and development decisions. This plan continues the project commitment to developing authentic outcomes through ongoing and innovative consultation with our established Ginninderry community advisory groups and the broader community. A list of Ginninderry Advisory Groups is at Appendix 2.

One of the most critical objectives of the plan is establishing a connection with the surrounding existing communities. Through prior engagement activity, strong and productive relationships with existing communities, the private sector, not for profit service providers and government at all levels have already been established and this plan outlines strategies to sustain, strengthen and further build on those partnerships. A key strategy for achieving this objective is through the development of robust communication methods such as the Ginninderry newsletter, website, social media platforms and events.

Another key component of planning for the development has been to ensure an integrated approach to protecting the Murrumbidgee River and Ginninderra Creek Conservation Corridor, safeguarding biodiversity and providing a sustainable natural environment for current and future generations. The JV has been working successfully with a number of environmental groups to develop a vision and goals for the Conservation Corridor.

This Strategy focusses on Neighbourhood 1 which is the first stage of the development and will set the agenda for future stages. Neighbourhood 1 will create a well-connected residential community of 1,150 dwellings, with approximately 350 delivered in Stage 1 and approximately 800 in Stage 2. The planning philosophy for Neighbourhood 1 is based on the concept of the "Neighbourhood unit" which ensures social, economic and environmental infrastructure and services are established from day one and incrementally increased as the development progresses.

The initiatives outlined in **Appendix 1** aim to increase physical activity, enhance education, support creativity, engage the community with the biodiversity of the region, support the local economy and foster quality community connections. Included are social initiatives for healthy aging, youth opportunities, environmental awareness, community engagement, volunteerism and cultural development.

Consolidating shared development goals, this Community Development Strategy provides a clear and straightforward framework to guide community development with a flexible delivery plan for Neighbourhood 1 that is capable of change as it responds to current and future community need.

The responsibility for the implementation of initiatives outlined in this Strategy sits with the Ginninderry Community Development and Cultural Planning Manager with guidance from a number of established community advisory groups. However it should be noted that the Strategy is being implemented across all sectors of the project including training and employment, sustainability, design, community development and cultural planning.

1.2 Aim and Objectives

The purpose of this Community Development Strategy is to guide and inform the JV's role in building strong, sustainable and inclusive communities across Ginninderry and the West Belconnen region. The

objective is to support and assist communities to grow to the stage where sufficient local community leadership exists to enable residents to access services and participate fully in wider community life.

A community that has these characteristics will be an attractive place to live; suburbs that do not have these characteristics and especially where community cohesiveness has turned negative in so-called “dysfunctional communities” repel new residents with downward pressure on real estate values and the creation of a negative stigma that will usually last at least a generation.

Building a community – the “software” – in parallel with building the infrastructure of streets and houses – the “hardware” – is a key factor in the success of a land development project. This is particularly true in the case of a very long term project such as Ginninderry where the reputation and community spirit of the project will affect sales over the very long term.

Key objectives of this strategy are:

1. Early establishment of social capital¹ for new residents
2. Creative solutions through community cultural development
3. Activated community hubs
4. Viable community/cultural groups and sporting organisations
5. Connectivity with existing communities
6. Self-sufficiency of new residents to access full participation in wider community life

The tasks and deliverables in **Appendix 1** form a delivery plan for Neighbourhood 1 in support of this strategy and include:

- Ongoing consultation and engagement with the community to ensure people have a say in the way communities evolve
- Information collection and analysis to determine need
- Provision and development of appropriate community infrastructure for social interaction
- Support and development of education and training initiatives to enable people to achieve their economic goals
- Support and development of events and activities that bring people together
- Support and development of services to cater for disadvantaged people
- Material and process support to help groups help themselves

1.3 What is community development

Community development is the process whereby different people, in this case in a new and growing urban area, from different backgrounds, with different and aligned interests are enabled to come together to resolve issues and to manage their affairs in a collaborative manner. A robust or well developed community will be self-reliant, will have a sense of ownership of facilities and civic spaces, will have high levels of wellbeing and enhanced diversity of its cultural landscape.

A sense of community – “community spirit” – may develop in any group of people living together over a long period of time. The benefits of having a robust community are such that a pro-active approach to community development, so that it happens in the immediate rather than the long term, is desirable in communities where growth is likely to be rapid, such as at Ginninderry.

¹ Resources accrued through community networks

1.4 Principles for effective community development

The Ginninderry Community Development Strategy will adhere to the following values and seek to meet the following commitments:

Values -

- Social justice
- Participation
- Equality
- Learning
- Cooperation
- Respect

Commitments ☒

- Challenging inequality
- Developing environmental protections
- Encouraging networking
- Ensuring access
- Addressing exclusion
- Promoting sustainability
- Supporting community-led collective action

All of the above principles will be supported by an effective exchange of information that is readily available and distributed throughout the community.

2. Focus Areas

Based on consultation and community development best practice, nine focus areas have been identified to support the sustainability objectives of the Ginninderry project.

1. Community Health
2. Custodianship
3. Active Living
4. Connected Community
5. Youth Opportunities
6. Lifelong Learning
7. Strong Local Economy
8. Creative Community
9. Place Activation

The following sections provide an outline of why these focus areas are identified as priorities. It should be recognised that they cannot be considered in isolation. Rather they are inter-related and inter-dependent.

2.1. Community Health

Good health and social wellbeing are integral to a thriving community and a multi-faceted indicator of the community's quality of life, as is access to the facilities and services required to maintain a high level of social sustainability. The actions in this focus area are targeting health promotion and protection and liveability and go beyond the remit of the health services sector. Individuals, families, communities, the voluntary sector, the private sector, the education system and all levels of government share responsibility for improving the long term health and well-being of the community and will share the benefits.

It is important that all members of the community have the opportunity to maintain or improve their state of health through access to essential health services and this will be addressed through

the provision of services and infrastructure identified through the Ginninderry Community Needs Assessment.

Other factors which support the health, environmental and social quality of a community are commonly described as the 'liveability' experienced by residents, employees and visitors and include ease of access to services and recreation, good amenities and opportunities for authentic social interaction and education. Liveability is a major contributor to quality of life and wellbeing.

The actions for Community Health in **Appendix 1** aim to support health, wellbeing and liveability through strategies that cater for special needs groups and provide affordable opportunities for community members to access a range of activities that support healthy living and social wellbeing.

2.2 Custodianship

We have a responsibility of custodianship to protect, manage and conserve the natural environment for long-term sustainability and biodiversity of this region. Awareness raising is a key tool for biodiversity conservation. Working with our advisory groups Bush on the Boundary, Ginninderra Falls Working Group, Greening Australia, People and Place Group and the Frank Fenner Foundation, the aim is to develop community awareness and connection to the natural environment so that a strong culture of custodianship develops and grows.

Much of this work will be done through the establishment of the Conservation Corridor Community Management Trust but there are other actions outlined in **Appendix 1** which will be implemented including the Ginninderry Schools Program, the EcoriumXchange research and education project and community art workshops designed to raise awareness of the importance of preserving the biodiversity.

2.3 Active Living

A study conducted by Sydney University in 2013 found that Australians are sedentary for 50 - 70% of their waking hours or 8 -12 hours per day and this trend is associated with higher mortality rates and with developing chronic illnesses. The health risks of chronic illness and mental ill health through inactivity is estimated to cost the Australian economy a total of \$13.8 billion per year.²

Time spent in sitting/sedentary behaviours seems to be increasing due to changes in patterns of work and transport and to increases in the use of technology at work, in education and leisure. For children, evidence supports that spending more than two hours a day in front of screens is damaging to health. Some of this negative health effect comes from prolonged sitting, and some through the poor diet which may be associated with watching TV.³

Promoting and supporting physical activity can benefit the whole community by encouraging greater family and community connectedness. Strategies in **Appendix 1** to promote active living take into account the factors that encourage it including individual, social, occupational and physical environmental factors. Examples include designing the physical environment to encourage more people to walk, ride a bike or use public transport, incentives to join a sporting team and activities that provide a fun and social way to improve health.

2.4 Connected Community

Community connections are important because they provide resources, information and opportunities. They help shape identity and promote feelings of safety, security and belonging. They

² Victorian Health Promotion Foundation (VicHealth)

³ The Boden Institute of Obesity, Nutrition, Exercise & Eating Disorders and the Menzies Centre for Health Policy, University of Sydney for the Australian National Preventive Health Agency 2013

provide social, recreational and learning opportunities and help to foster civic pride. They can be wellsprings of enterprise and creativity and are invaluable in the face of disaster.

International evidence establishes that community network building activities can have a significant impact on social and economic outcomes including better physical and mental health, positive parenting and improved child development, success at school, better employment outcomes and more positive ageing. At the community level they build social cohesion, increase inclusive attitudes and respect for diversity.⁴ The strength of these outcomes makes this an important area of focus in community development for the Ginninderry project.

The actions for Connected Community in **Appendix 1** focus on activities that foster community participation and build strong networks including sport and recreation activities, support for volunteering and the development of civic spaces and events that encourage intergenerational and intercultural mixing and attachment to place. Actions will also be developed to continue the current high levels of community participation in decision making structures.

2.5 Youth Opportunities

Youth represent a vast and often untapped resource for immediate and long-term community development efforts. Active collaboration between young people and adults is vital to the long-term success of community cohesion in Ginninderry. Young people provide new ideas and voices that will stimulate enthusiasm and investment in community capacity building.

Considering the 40 year time-frame of the Ginninderry project, young people are in a position to be the stable and long-term contributors to guide this process. Supporting youth to become full partners in the community development process allows them to establish a vested interest in long-term participation and contribution to their community.

The actions for youth in **Appendix 1** aim to provide opportunities for personal self-growth, skills enhancement and leadership development. Through the Ginninderry Schools Program, connections are being formed with teachers in the West Belconnen and Yass region who actively engage youth in community issues. A key change for secondary schools is to immerse their students to a degree greater than ever before in the world outside school.⁵ Linking back to the Ginninderry project will provide wide ranging experiential learning opportunities that are connected to real world scenarios.

The Ginninderry Spark Program assists young people who are experiencing barriers to the labour market with a range of training and employment opportunities that include live-site construction training, work experience placements, apprenticeships and mandated job placements in procurement contracts.

Within the social framework of community development, young people have expertise and interests that are particular to their demographic. For this reason it is critical that further initiatives in the Youth Opportunities plan are youth-led and youth-driven so that young people are engaged and encouraged to develop activities where they can create positive change and transform their environments.

⁴ Jeanette Pope, Policy and Strategy, Department of Planning and Community Development, 03-92083849 or Victorian Government Jeanette Pope, Policy and Strategy, Department of Planning and Community Development, 03-92083849 or jeanette.pope@dpcd.vic.gov.au July 2011 2011

⁵ Bryce, Jennifer; Frigo, Tracey; McKenzie, Phillip; and Withers, Graeme, "The Era of Lifelong Learning : Implications for Secondary Schools" (2000).

2.6 Lifelong Learning

Lifelong learning is the ongoing, voluntary and self-motivated⁶ pursuit of knowledge for personal or professional reasons. It enhances social inclusion, active citizenship, personal development and self-sustainability, as well as competitiveness and employability. Learning is no longer divided into a place and time to acquire knowledge (school) and a place and time to apply knowledge (the workplace).⁷ Learning is now something that takes place on an ongoing basis from our interactions with others and with the world around us.

Lifelong learners have the capacity to face change with confidence and even value the possible positive outcomes that change may bring. They readily adapt to new situations and tasks in learning at school and in the workplace and become used to doing so. Providing an engaging context for learning is a key factor for successful ongoing education.

In the context of Ginninderry, the project site is considered to be a giant school, where lifelong learning is delivered to achieve a range of objectives which include intergenerational and intercultural links, awareness of biodiversity and sustainability, skills and knowledge development, improving health and wellbeing, change management and encouraging creative activities.

Actions to achieve these aims outlined in **Appendix 1** include the 0-5 School Readiness program to develop learning skills from an early age, Spark Training and Employment programs, partnerships with Probus, Rotary and U3A to develop and support Adult Education opportunities, publications which are developed collaboratively with the community to understand and celebrate the unique characteristics of the project site and ongoing workshops and learning opportunities conducted at the Link and Strathnairn.

2.7 Strong Local Economy

Multiple overlapping factors influence the health and prosperity of a community and a thriving local economy influences most of those factors ranging from the quality of open space to the connectedness of the community. The objective of the Strong Local Economy program is to support the development of a robust and sustainable local economy that includes a wide range of business and access to quality jobs.

A key feature of this objective is to not lecture communities but to lead by example. One way that this will be strongly demonstrated in the first instance is through the procurement of locally made products and services for the Link and the display village in Neighbourhood 1.

As outlined in **Appendix 1** the aim is to create economic opportunities through a number of key initiatives including the Spark program, creative industry development, social enterprise programs, food hubs and a Choose Local initiative.

2.8 Creative Community

The ACT Government recognises that arts and culture are an integral part of the lives of individuals as well as the whole social and economic fabric of Canberra. The arts help define our community's identity and give expression to community values. Creativity is also fundamental to innovation and business growth.⁸ Recognition of the close link between creativity, innovation and the role of the arts in improving liveability underpins this focus area.

⁶ Department of Education and Science, Dublin (Ireland). Pn-8840 2000-07-00

⁷ Fischer, Gerhard (2000). "Lifelong Learning - More than Training" in *Journal of Interactive Learning Research*, Volume 11 issue 3/4 pp 265-294.

⁸ 2015 ACT Arts Policy

Participation in the arts is a central part of what makes Canberra a vibrant and creative place. Participation can include being an engaged audience member, a student, a maker, a performer or an arts worker. Participation needs to be accessible and reflect the diversity of our cultures, heritage and communities.

Community arts and cultural development encompasses collaborations between professional artists and communities based on a community's desire to achieve artistic and social outcomes and is distinct from other arts practice as it focusses on the creative processes and relationships developed with community.⁹

The Canberra Region has many diverse artists and arts organisations that provide inspiration and opportunity for residents within Canberra and beyond. Working with the arts community to make connections with identified priority sectors is essential to achieving the Ginninderry vision. Part of our commitment is to work with Aboriginal and Torres Strait Islander (ATSI) cultures and artists to ensure that their culture is represented and embedded in the new development.

In addition to the ATSI community, initiatives of this focus area will be delivered in disability, young people, cultural diversity and emerging communities sectors as well as for specific social and cultural issues requiring attention.

Appendix 1 outlines current and proposed creative initiatives for Neighbourhood 1.

2.9 Place Activation

Place activation or placemaking refers to a community-driven, bottom up approach to developing a neighbourhood, city or region through inspiring people to collectively imagine and invent public spaces as the heart of the community. More than just promoting better urban design, place activation maximizes shared value and strengthens the connection between people and places.

Place activation is a deeply-valued process for those who feel intimately connected to the places in their lives. Effective place activation processes can capitalize on the local assets, local knowledge and demonstrate the power of the collective vision, resulting in the creation of quality public spaces and *sense of place* that can influence and contribute to the physical, social, emotional and ecological health of individuals and communities.

Lively neighbourhoods and welcoming public spaces that foster community networks and a vibrant social life are the objectives for this focus area. To be successful this process requires strong leadership and action – doing not saying. The actions outlined in **Appendix 1** are the first steps in actively demonstrating that placemaking belongs to everyone. Examples include the establishment of the Landmark Sculpture Reference Group to inform and guide the artwork design, the 'Inside the World of Ginninderry' local studies project to collect the stories of the local area, the schools engagement program and working alongside the Spark pre-employment live-site construction projects to determine community need and encourage participation. In a long term project such as Ginninderry there is also a key role for temporary activation opportunities and flexible planning and design for community growth.

3. Partnerships and Relationship Building

The Ginninderry project has already established successful mutually beneficial partnership arrangements with the community, private sector, not-for-profit organisations and government agencies. These partnerships include a combination of formal agreements and informal relationships.

⁹ Australia Council for the Arts

To strengthen our existing partnerships and to build new ones, the project will be guided by the following partnership principles:

- Informed by an overall vision
- Mutual trust
- A high degree of transparency
- Flexibility to cater to the changing circumstances of the community and individual partners
- Open communication
- Focus on mutually beneficial outcomes

Critical will be relationships with new and existing residents, cultural and sporting groups (the majority of which play a very key role in the community), small business owners, research and education institutions, private sector health organisations and a raft of territory, state and federal government agencies. Involvement of community champions will also assist many of these to be successful.

A list of current stakeholder partnerships is at **Appendix 2**.

4. Events

A series of free community events are being implemented to support community networks and awareness of project objectives. The key events are based on the four seasons – Winterfest, Springfest, Summerfest and Autumnfest. Each of these events have a particular focus as follows:

Winterfest (July) – celebration of all things winter eg campfires, mulled wine, toasted marshmallows etc

Springfest (October) – to showcase local handmade products

Summerfest (February) – showcase of local performing arts

Autumnfest (May) – celebration of fresh locally grown food (harvest festival)

Other events include gatherings for future residents, live music events, film screenings and craft making events (Crafternoons).

5. Consultation Methodology

To ensure that community consultation continues to engage community members and groups, there will be innovation in exploring creative ways to consult, ensuring that everyone has an opportunity to be heard – not just those with the loudest voices and the strongest opinions.

Best practice processes are those that allow for diversity of viewpoints; provide equal opportunity to participate; create a safe space for honesty and openness; promote understanding of issues and of different opinions and values; and search for common ground from a range of solutions. Routine engagement methods of face-to-face interviews, written surveys, public meetings and focus groups are of considerable value, have been and will continue to be regularly used. There are also a number of alternative engagement techniques which will be implemented, particularly for some of the more complex and challenging community decisions.

The following is a selection of some of the techniques which have been used to help with decision making for complex issues and also in the development of the initiatives in **Appendix 1**.

Traditional Techniques: There are a number of established and proven traditional community engagement processes. These include:

- Locality or theme based workshops
- Working through established groups regular meeting schedule
- One-on-one meetings
- Focus groups
- Written, online and telephone surveys
- Web-based engagement

Culture and Creativity: These forms of consultation can be particularly good at encouraging participation and generating interest and ideas and are suitable for all age groups. These methods enable participants to express their creativity and can include:

- Photography – disposable cameras given to people of all ages to capture their likes and dislikes in the area. The results can be exhibited to generate further discussion or to promote additional events
- Vox Pop – from *vox populi* which translates as ‘voice of the people’ – this method uses ‘on the street’ video or audio interviews which are then edited together to tell a story. Like photographs the results can be displayed and discussed more widely.
- Songs, poems, artwork – can be a competition or contribute to a festival or publication, submissions describe the area, desired changes or ideal environments

Project examples include the Community Reference Group engaged to develop ideas for the Landmark Sculpture on Stockill Drive, the interviews to be conducted for the ‘World of Ginninderry’ Heritage Booklet, creative workshop with local Aboriginal men, women and children’s groups and community arts projects. With One Voice Ginninderry Choir and community arts projects conducted in partnership with community service providers.

Community Mapping: maps or photographs of an area or specific location are used to illustrate how people view their area, what they like or dislike or improvements they would like to see eg Map used for Local History Study

Planning for Real: a model of the area in question is constructed by local people and cards with ideas or proposals along with blank cards are made available. People can select or write their own cards and place them on the model where they think the idea could be implemented. Planners and designers are present to answer questions. During the event a picture emerges of the development the participants would like to see eg Open Space Planning interactive model used at Charny Carny, a local community event

Future Search: with visioning at its core, the future search explores the past, present and future of a community with the aim of producing a strategic plan. A key element of this approach is to establish some common ground on which participants can build and then develop a plan. The emphasis is on self-managed discussion and taking personal responsibility for implementation of actions.

Street Stalls: consist of outdoor displays such as idea or graffiti walls which can be used to capture the views and comments of large numbers of people. Maps and plans for an area or project can be displayed and passers-by asked to comment on particular issues and themes, generate ideas or vote for particular activities or facilities.

As with any consultation, no single method or response will be considered definitive. Rather, each finding will be tested using different methodologies. For example, a survey trend may be raised and queried in a workshop forum. Similarly, workshop findings can help inform the nature of survey questions. Through the implementation of the Community Development Strategy the JV will explore other, less traditional, consultation techniques.

6. Integrating Residents, Volunteerism and Access

In a new residential development, integrating new residents into existing communities and maintaining a high level of access will be a significant challenge. Identifying opportunities for existing community members to engage with new residents early, share knowledge and values, and generate a sense of place and belonging, will be a priority. This will be coupled with efforts to make facilities and services accessible, and increase existing levels of volunteerism. Related initiatives, which could be led by a combination of private sector, government and community groups, are outlined below.

6.1 Accessible Facilities and Services

The following strategies will be implemented to ensure facilities and services are accessible to all demographic cohorts and special needs groups:

- Adoption of above compliance disability access
- Strategically spread community hubs that draw residents together with co-located services and activities
- Dual use footpaths, multi-use trails and corridors linking areas to each other and to the town & neighbourhood centres
- Economic development, multi-use facilities, lifelong learning and an intergenerational focus as an enabler of community capacity in each area

6.2 Affordability of Facilities and Services

It is anticipated that the JV will place the necessary hard infrastructure on the ground and activate the service based soft infrastructure. Regular reviews will be undertaken of fees and charges payable for the use of facilities, with a view to (a) recovering operating costs from user groups wherever possible and (b) ensuring that no user group is discriminated against or denied access through inability to pay. These conflicting imperatives reflect an ongoing challenge in providing for the development of the community at a manageable cost.

6.3 Information and Welcome Initiatives for Residents

A number of initiatives to strengthen communication and connection within the community are outlined in the 'Connected Community' section of **Appendix 1**.

6.4 Volunteerism

Volunteerism is an important part of building community and strategies to support this function at Ginninderry are as follows:

- Development of capacity building programs for community and sporting groups including preparation of strategic plans and volunteer training
- Focusing the Community Development Manager role to target community group development and sustainability
- Assistance with grants to ensure the continued viability of community groups
- Matching volunteers to needs by developing a register of volunteers and opportunities
- Partnering with territory, state and federal government agencies to deliver volunteer support programs
- Promoting collaboration and cross-fertilisation of ideas and people between community groups
- Making efforts to reduce volunteer 'burn-out' where the same few people are always called upon to oversee initiatives
- Encouragement of new residents to become volunteers within their first year of arrival

7. Evaluation

Methods for evaluation of outcomes will be developed according to the specific characteristics of stated objectives and will be detailed in the implementation planning.

Evaluation will be a continuous process to inform future planning and development and in broad terms, the indicators used to measure community capacity may include:

1. Stakeholder satisfaction with community plans
2. Construction of key facilities
3. Civic participation in the overall decision making process
4. Attraction of private sector investment in key service areas
5. Development of a sustainable built form
6. ABS Social and Economic Wellbeing Index
7. Resident Satisfaction Surveys
8. Extent of external funding
9. Use and functionality of key facilities & services
10. Ratio of new versus existing residents in community groups and activities
11. Attendance of events and other programs
12. Australian Early Childhood Development Index (AEDI)
13. Extent to which local training is matched to labour demands
14. Sustainability Indicators

Biennial review mechanisms will be undertaken to ensure that the Community Development Strategy is in keeping with community needs and aspirations. This version of the document is updated following the first review.

8. Conclusion

The sections above have provided an overview of key community development objectives the JV are initiating to ensure accessible services, an engaged community and a culture of co-operation. The focus will be on building community capacity and the main areas other than infrastructure that the JV will give priority to are community health, biodiversity, active living, youth opportunities, connected community, lifelong learning, strong local economy and place activation.

Lessons learnt

Advisory groups to the project need to understand and adhere to the explicit roles and responsibilities outlined in the Terms of Reference (ToR). ToRs have been reviewed and revised to ensure clarity around conflict of interest matters and accountability.

9. Appendices