



Appendix U

Stakeholder and Communications Engagement Plan

February 2018

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Revision	Status	Date	Drafted	Review	Authorised
1	Approved	May 2017	Kim Jordan		Jen Howard
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3					
4	Final for Business Case				

1 Purpose

This strategy is the framework which guides all communication and engagement activities for the North East Link project. This strategy and its sub strategies will be supported by activity plans which include dates, venues, activity specific objectives and media opportunities.

The Communication and Engagement Strategy is designed to:

- Provide a communication framework for the NELA project team
- Enable communities and stakeholders to understand the North East Link and its benefits
- Facilitate opportunities for stakeholders and communities to provide input.

1.1 Sub strategies

Some groups of stakeholders will be better served by a tailored approach to communication and engagement. NELA will prepare sub strategies to provide the best opportunities for them to be involved. The sub strategies and target audiences are shown below.

North East Link communication and engagement strategy						
Sub strategy	Landowner	Advocates and champions	Government	CALD & harder to reach groups	EES	Media & digital
Audience	Owners Tenants (Residential, commercial and non government community or educational)	High profile individuals Businesses Chambers of commerce Interested stakeholders outside the project area Broader users (non-residents who travel through the North East).	MPs Victorian government agencies with approvals or planning roles Federal government agencies with planning roles Local government	CALD groups Supported housing tenants Homeless Disabled people Youth Elderly	DELWP: to meet statutory requirements Community & stakeholders	Internal project team MPs

2 Governance

The North East Link Authority (NELA) was established to undertake the necessary planning work and develop the business case for the project. Communications and stakeholder engagement is an integral part of work across the authority. The table below provides an indication of how relationships and activities are managed.

Role	Responsibility
Director Communications & Stakeholder Relations (CSR)	Overall responsibility for engagement and communication with all stakeholders
CSR team	Responsible for relationships with community, Members of Parliament, local government and media.
Director Technical & team	Likely to take the lead on relationships with Victorian government transport agencies.
Director Land, Planning & Environment (LPE) & team	Responsible for leading relationships with Victorian and federal government planning and environment agencies. Highly involved in landowner relationships.

3 Project background

North East Link will connect the Metropolitan Ring Road at Greensborough to the Eastern Freeway or EastLink.

The project was first proposed in the 1969 Melbourne Transportation Plan and has been proposed on numerous occasions, including in 2008 as part of the Brumby government's Victorian Transport Plan.

VicRoads released the 'North East Link assessment' in 2011. This report recommended a western corridor option connecting the Metropolitan Ring Road (M80) to the Eastern Freeway at Bulleen via Watsonia. This recommendation attracted criticism including concerns regarding the environmental impact.

In 2016 Infrastructure Victoria identified North East Link as Victoria's next priority road project. Chief Executive Michel Masson stated: 'while many projects have merit, it is clear that North East Link is the priority road project'.

In December 2016, Victorian Premier Daniel Andrews announced that the Victorian Government would build the North East Link within ten years at an estimated cost of \$5-10 billion dollars.

The Victorian Government allocated \$100 million in the 2017/18 Budget for preliminary site investigations, engineering works, geotechnical and environmental studies, initial designs and preparing a business case.

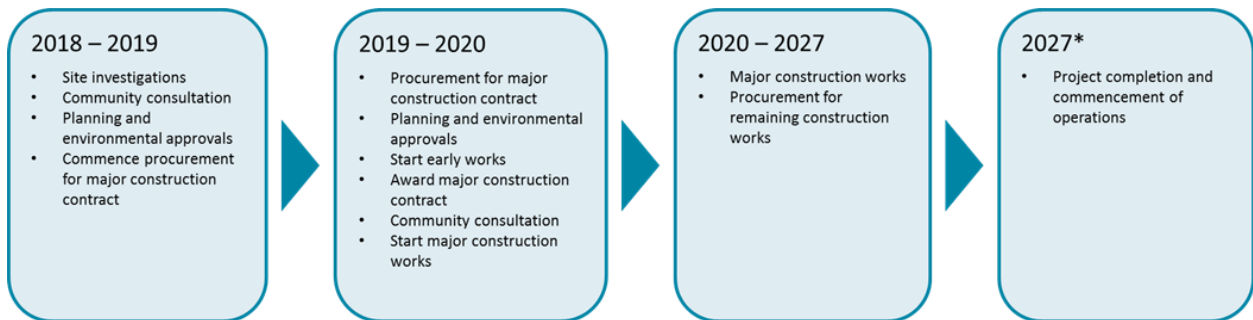
3.1 Relationship to other government transport projects

North East Link will play a crucial and complementary role as the missing piece of road transport infrastructure for Victoria. This work is part of a suite of projects to ease congestion, create jobs and reduce travel time for all Victorians.

North East Link's planning takes into account transport initiatives and network upgrades including:

- Monash Freeway, Tullamarine Freeway, M80 Ring Road
- Chandler Highway, Yan Yean Road, Plenty Road
- Outer Suburban Arterial Roads program (OSARs)
- Metro Tunnel Project
- West Gate Tunnel Project
- Level crossing removals
- Duplication of the Hurstbridge rail line between Rosanna and Heidelberg
- Extending the South Morang rail line to Mernda.

A summary of key steps for the project is shown below being updated to show later dates.



*Dependent on planning approvals and final delivery strategy

3.2 Community feedback to date

Because North East Link has been under consideration for such a long time, communities in the area have been engaged and interested from the first government announcement.

A report on community engagement during 2017 was published in November 2017. Almost 80 per cent of the feedback received indicated support for the evaluation process that selected the North East Link corridor. Top issues for community include how we manage our planning and construction to protect the environment; and how we improve local traffic conditions while preserving community connectivity.

4 Communication and engagement

4.1 Objectives

North East Link communication and engagement objectives are:

- **Explain the problem and opportunity** by sharing NELA's knowledge, research and understanding of the current traffic and amenity issues, the risks of inaction and the opportunities opened by the project and its complementary works
- **Build trust** through open and timely communication of information
- **Build support** by reinforcing local benefits, such as long haul trucks off local streets and reducing congestion; and by highlighting regional and economic benefits for Victoria for broader user group
- **Promote** the Victorian Government's commitment to, and investment in, North East Link
- **Highlight** the wide range of projects underway to resolve transport issues in the north-east, including investments being made into public transport
- **Provide** opportunities for community involvement and encourage participation in engagement activities
- **Engage** with community organisations, schools, broader regional beneficiaries and stakeholders
- **Demonstrate** how community and stakeholder input is helping to shape project outcomes.

5 Engagement approach

5.1 Public participation

Public participation is essential for achieving high quality outcomes and community and stakeholder acceptance. A key objective of this strategy is to ensure that communities and stakeholders have opportunities to participate in the North East Link's development and delivery. A focus on best practice public participation will enhance the project's reputation and reduce the cost and time risk associated with failing to involve local people in decisions about their communities.

The International Association for Public Participation (IAP2) defines public participation as the involvement of those affected by a decision in the decision-making process. IAP2's core values of public participation include promoting sustainable decisions by recognising the interests of all decision-makers, actively facilitating the involvement of those potentially affected by or interested in a decision, providing participants the information they need to participate in a meaningful way, and communicating to participants how their input affected the decision. (Source IAP2 Federation).

There are varying levels of public participation, ranging from informing people about what we are doing, to involving them in the decision making, and even delegating decision-making to them. Public participation for the North East Link project will range from simply **informing** people about the project, to **consulting** and **involving** them in meaningful decisions about key aspects of the project design.

The project is subject to safety, technical and operational requirements which means opportunities for empowering the public to make decisions may be limited. However, feedback from the community will be taken into account in developing project design. There are likely to be opportunities to make decisions jointly with the community about some elements of the project, including those associated with community facilities or features to be included in the delivery of the project.

5.2 Strategic guidance for public participation

Government legislation and policies provide guidance around the need for community engagement, including:

- *Transport Integration Act 2010*: most notably includes the principles of stakeholder engagement and community participation in decision-making
- Planning legislation: the communication and engagement program for individual projects may require endorsement from Department of Environment Land Water and Planning under relevant legislation
- Victorian Government Accessible Communications Guidelines: a set of guidelines to ensure that communication materials are presented in ways that ensure the information will reach all Victorians www.dpc.vic.gov.au/index.php/communication/policies-and-guidelines
- Victorian Government Communications Guidelines: frameworks to ensure communication activities by Victorian Government entities are effective, well managed and responsive to the diverse needs of the Victorian community www.dpc.vic.gov.au/index.php/communication/policies-and-guidelines/victorian-government-communication-guidelines-2013

- Victorian Auditor-General's Office Public Participation in Government decision-making: provides a high level framework for the public sector to use when deciding how best to involve the public in government decision-making and implementation www.audit.vic.gov.au/public-participation-government-decision-making-better-practice-guide

5.3 Communication and engagement principles

In keeping with the Victorian Auditor-General's Office Public Participation in Government decision-making, engagement for the North East Link project will be based on the following principles:



6 Stakeholders

North East Link will attract interest from a broad cross-section of the Victorian community, including:

- People who live, work, own land and travel through the project corridor
- Stakeholders with an interest in transport and freight movement
- Advocates for the development of Melbourne
- Local government
- Regional Victorians interested in improved transport opportunities.

The figure below shows an overview of stakeholder groups.

Victorian government	Federal government	Local government
Private road operators	Market	Landowners
Traditional owners and indigenous groups	Transport peak bodies	Road users
Freight industry	Transport operators	Community and environment interest groups
Vulnerable groups and individuals	Social service providers	Culturally and linguistically diverse communities
Community facility owners and operators	Media	Local and regional business owners incl National Employment & Innovation Clusters

More detail is provided in Attachment 1 – North East Link stakeholder list.

7 Key messages

Key messages are the main points we want to convey to community and stakeholders. They are included in the strategy so team members can clearly articulate project benefits, activities and processes. Each sub strategy and activity plan will include specific key messages to be used in conjunction with these overarching points.

7.1 Top line benefits

North East Link will:

- Complete the missing link in Melbourne's road network
- Provide a safe and efficient freeway connection for more than 100,000 vehicles per day, reducing travel times and rat-runs through congested north-south roads
- Take trucks without local deliveries off local streets and reduce congestion in Melbourne's north-eastern suburbs
- Provide a seamless and efficient connection to the airport and freight hubs, as well as health, education and employment precincts
- Improve access for millions of people to jobs and services located in Melbourne's north and south-east, including hospitals, education and sporting facilities
- Create thousands of jobs during planning, construction and operation
- Protect urban areas and environmental assets through advanced tunnelling.

7.2 Route and timing

- The preferred corridor will likely be released in late 2017
- Environmental and planning will proceed in 2018 and 2019
- Major construction works are likely to start in 2019.

7.3 Technical investigations

- Planning for North East Link is underpinned by comprehensive technical investigations, with a focus on protecting existing urban areas and minimising impact to the environment.

7.4 Tolling

- North East Link will be tolled. It meets the Government's policy for tolling because it is a substantial new road project that would not require the closure of other roads or require people to use the road.

7.5 Property acquisition

- We don't yet know what properties will be affected. We will work directly with landowners as soon as possible

7.6 Community consultation

- North East Link Authority will be seeking feedback from residents, businesses and community organisations as the project develops.
- The Victorian Government will not sign contracts before the 2018 election.

8 Issues and opportunities

Some community and stakeholder issues and concerns are addressed in the project's key messages. Further possible issues and opportunities are outlined below. This table will be reviewed as planning progresses: in particular issues associated with specific elements design within the preferred corridor will become apparent as planning progresses.

Topic	Potential issues	Responses and opportunities
Route selection	People are not aware of: <ul style="list-style-type: none"> North East Link as a concept Options being considered 	Detailed stakeholder mapping to identify interested parties. Close liaison with MP offices to identify residents, businesses and stakeholder groups. Focus on direct engagement with stakeholders; offering meetings where appropriate to brief on the project and feedback opportunities. Broad communication to highlight what's on the table and feedback opportunities – mix of tools and tactics including face-to-face, print and digital. We are conducting broad research to understand gaps in awareness and key issues.
	People are concerned the evaluation process is not robust or objective	Testing evaluation criteria with the community and stakeholders. Responding to concerns with additional studies or further explanations. Meeting directly with concerned groups to understand and alleviate their issues.
Timing	Sections of community: <ul style="list-style-type: none"> Don't want to wait until 2019 and beyond for construction Want action on local congestion now Others find the process is too quick, don't believe they are being told the real story.	We acknowledge the concerns around timeframes and will provide regular updates on planning, procurement and delivery. The business case and planning process are complex and have sensitive components such as land or environmental impacts. We're taking the right amount of time to get it right. We are working with communities and local government on how North East Link's planning can assist with current issues. We will involve community in developing interim strategies. Our communications clearly explain reasons for thorough process; environmental risks, market issues etc.

Topic	Potential issues	Responses and opportunities
Communication and engagement	Communication is ineffective and doesn't cut through	<p>We are:</p> <ul style="list-style-type: none"> • Providing content and materials which are concise and easy to understand; backed up by more technical material for those who prefer it • Communicating through multiple channels to reach a large and diverse audience. • Working to develop innovative engagement – involving schools and hard to reach groups • Working directly with representative groups as conduits of information.
	People feel they aren't being heard	<p>Our online, email and phone and face to face consultation provides immediate feedback and confirmation that people are being heard.</p> <p>Consultation reporting provides transparency about issues raised and demonstrates how they are being addressed.</p> <p>We have been building strong relationships with communities and stakeholders and will consolidate them throughout the planning phase.</p>
Planning and project delivery	Concerns regarding the component design (i.e. tunnel, surface road, portals, elevated sections, ventilation structures)	<p>We are proactively engaging with the community to discuss engineering and urban design elements and understand concerns.</p> <p>Our urban design strategy will be developed in consultation with the Victorian Government Architect.</p> <p>We will establish an urban design advisory panel.</p> <p>There will be a community reference forum and small group forums with community led topics</p> <p>We aim to deliver some early wins ahead of major works commencing i.e. environmental or community initiatives associated with early works.</p>
Broader benefits or issues for the transport industry and travelling public	Uncertainty regarding the impact of tolls and tunnels	<p>We are providing information as early as possible about how the transport modelling incorporates various tolling sensitivities, and explaining how driver behaviour is researched.</p> <p>We are using information from other Victorian government projects to provide insight into possible tolling solutions.</p>
	Lack of awareness about project benefits for Victoria	<p>Our communication material highlights employment, economic and productivity benefits.</p> <p>We are broadening discussion to engage new audiences and project supporters.</p>

9 Engagement tools

A suite of tools will help meet stakeholder engagement needs and communication preferences.

9.1 Print communication

Project newsletters	Quarterly newsletters delivered direct to householders and businesses: initially in a wider area, potentially reducing after a preferred corridor is determined. Available for libraries, Council offices, MP offices and other community outlets.
Fact sheets and brochures	Covering key topics of interest. Suite of material will grow as the project progresses: from initial project overview, history, field investigations, design progress through to statutory planning and construction. Available online (in an accessible, HTML format) and in hard copy for fact to face events and distribution to community outlets.
Posters and signage	Promotional posters, banners and signage help increase awareness and understanding of North East Link. They will be used at NELA public events and can be provided to Councils, MPs and libraries and community notice boards.
Media & advertising	A separate media & digital sub strategy outlines NELA's approach: it includes a proactive view to media opportunities and announcements; building relationships with journalists; briefings at key milestones; and timely responses to media. Local print and digital advertising will be used to inform people about North East Link and feedback opportunities: may include opinion columns.
Maps and other visual aids	Clear maps displaying project options and other aspects will be created and used at information sessions and online. These will be updated as the project progresses. 3D visualisations will be prepared once a preferred corridor is known.

9.2 Digital communication

Project website	NELA's website will be updated promptly as new information becomes available. Content will be prepared in line with Victorian Government accessibility guidelines.
Online engagement	Online discussion and feedback tools capture feedback and engage with community members who may not be able to attend community information sessions. Discussion and feedback methods will be aligned to traditional communication lines to provide consistency and transparency in reporting.
Email updates	NELA encourages interested community members and stakeholders to sign up for email updates. These will be sent at regular intervals (milestone triggers) to keep people informed and highlight opportunities to get involved.
Social media	Social media is an important tool in communicating project updates and growing target audiences. A separate media & digital sub strategy outlines NELA's approach, including use of other government accounts such as the Victorian Premier's Facebook page to reach a larger audience.
Videos	Videos will help to communicate project messages and distil complex information into an easy to understand format. These will be broadcast on NELA's digital channels for maximum coverage.
3D modelling	NELA will use 3D modelling and other visualisation techniques to provide project information. This will be kept at a high level initially, becoming more detailed as the project develops.
Digital advertising	NELA will make use of digital advertising, particularly to promote opportunities to get involved. This includes sponsored posts on NELA's digital channels and advertising on popular news sites and search engines.

9.3 Engagement

Dates, venues and other details of engagement activities will be included in the relevant activity plans.

Landowner engagement	A separate landowner engagement sub strategy outlines NELA's approach to guide the types and timing of and the level of expertise required by the project team. It includes engaging with landowners whose properties are close to new infrastructure but not likely to be acquired.
Stakeholder briefings	NELA will continue to build stakeholder relationships through meetings and briefings, targeted and on request. All stakeholder suggestions and issues will be recorded, considered and responded to as the project develops.
Local Government Communication Forum	A forum was established in June 2017 with representatives from 13 local governments to share project information and activities. Membership will be reviewed once a preferred corridor is announced.
Information sessions	Information sessions will be a primary engagement method to present information and collect feedback. These will be held at key milestones in accessible venues, allowing a wide cross section of the community to attend.
Information displays	Information displays at busy areas like shopping centres, or on request from councils or community groups will help reach a greater audience at key milestones.
Community presentations	NELA will respond to groups interested in North East Link: examples include local Rotary and Probus clubs, highly interested stakeholders, culturally and linguistically diverse groups (with the support of cultural leaders), schools, and industry groups.
Community Representatives' Forum	A Community Representatives' Forum will provide an opportunity for information-sharing between community representatives from localities within the project area and those who would use North East Link. Membership may include individuals, Councils and interest groups including industry, tourism, road users, and environmental groups. The forum will be established after a preferred corridor is determined.
Community festivals and events	Local events, markets and festivals attract wide and varied crowds, and different cultural groups. There is an opportunity to reach a large audience by having a presence at these events. A focus will be on eye-catching and family friendly presentation, eg mini construction sites or sandpits.
Site tours	Targeted site tours with key stakeholders or environmental and community groups will be considered as the project develops. These can help improve understanding about project challenges, issues and opportunities.
Market research	Market research can provide valuable insights into awareness levels, matters of importance and sentiment around the project and any issues. This will be considered in the context of other communication and engagement activities and other government transport projects.
Email and telephone	NELA has a freecall phone number and community email address for community queries. All calls, responses and action required are recorded in the Consultation Manager database.
School partnerships	NELA may engage with local schools to explore opportunities for partnering in suitable activities: an example could be involvement in developing communications content like photography and videos.

9.4 Communities with targeted needs

Culturally and Linguistically Diverse (CALD) communities	A separate sub plan outlines opportunities for communicating with CALD communities. This will include consulting with specialist CALD communicators, community group leaders and Councils to identify preferences for communication and participation.
Vulnerable and hard to reach groups	<p>There will be discrete groups with specific needs: in each case NELA will work with support agencies and local government to identify vulnerable and hard to reach communities, understand their preferences for communication and participation and the most appropriate levels of involvement.</p> <p>Groups may include people with disabilities, those in supported housing, socially isolated or homeless people.</p>
Older and younger people	Different age groups have different preferences for communication tools and levels of discussion; and they often have significantly different areas of interest and levels of concern. In preparing communication and monitoring our effectiveness NELA will pay particular attention to provided avenues for people of all ages to be involved.

10 Reporting, evaluation and continuous improvement

Effective engagement is a combination of:

- Following engagement strategy and plans
- Checking that the strategy and plans are serving their purpose.

Tools and activities outlined above and included in sub strategies and activity plans will be assessed continuously and revised so communication and engagement objectives are met. We can measure our performance by analysing:

- Feedback on our performance from people attending sessions and workshops
- Comments received through online engagement portal, emails and phone calls
- Website visits
- Social media statistics
- Number and content of survey responses
- Market research
- Sentiment captured through media monitoring.

Community and stakeholder feedback will be recorded, collected and addressed as part of project planning. The Consultation Manager database is the primary means of recording all actions.

11 Indicative communication and engagement program

2017

Activities for 2017 will align with project milestones as outlined below. Details each stage will be outlined in Activity Plans.

Project phases and milestones	Communication	Engagement	How feedback will influence outcomes
Initiation phase Early 2017	<ul style="list-style-type: none"> Project announcement Newsletter Develop brand Launch website Project fact sheet Project videos Establish social media channels and protocols 	<ul style="list-style-type: none"> Identify stakeholders Conduct briefings Regular MP briefings Community profile Identify and develop opinion leaders Meet with key community groups Develop hard to reach comms strategy Market research 	<ul style="list-style-type: none"> Feedback on communication and engagement preferences to help inform overall strategy
Phase 1 Establishing a preferred corridor From mid 2017 <ul style="list-style-type: none"> Geotech work launch Announce corridors and start consultation (mid-July) Release technical and consultation reports Announce preferred route (November) Business case release (early 2018) 	<ul style="list-style-type: none"> Notices about site investigations Newsletters Maps Fact sheets Website E-updates Social media High level animations and visual materials Advertising – radio, print and digital Letter to landowners in areas of investigation 	<ul style="list-style-type: none"> Regular stakeholder briefings (including schools, clubs, key businesses) Presentations MP briefings Community survey Community information sessions Online engagement Market research Initial industry briefing on project/timelines/expectations Market sounding Approach state schools on content development opportunities for students 	<ul style="list-style-type: none"> Options assessment will consider all feedback from community and stakeholders Technical and consultation reports will include clear information on how community feedback was included Information not directly related to North East Link will be passed to relevant authorities Information relevant to later stages (eg construction) will be retained for use at the appropriate time.

2018

Activities for 2018 will be further developed as planning progresses during 2017. An indicative program is shown below.

Project phases and milestones	Communication	Engagement	How feedback will influence outcomes
Phase 2 EES investigations begin Business case release Early 2018	<ul style="list-style-type: none"> • Newsletter • Interactive maps • Fact sheets • Website 	In addition to continuing 2017 activities: <ul style="list-style-type: none"> • Community Representatives' Forum established • Landowner engagement ramps up to align with route announcement • Dedicated property team case managers in place 	<ul style="list-style-type: none"> • Helps to further refine and shape the project • Provides guidance on communication and engagement approach and tools
Phase 3a Finalise technical reports, prepare EES Mid to late 2018	<ul style="list-style-type: none"> • E-updates • Social media • 3D model and virtual reality tools • Advertising – radio, print and digital • Materials for school newsletters 	<ul style="list-style-type: none"> • Statutory stakeholder advisory groups (eg Technical Reference Group) established • Community information sessions with environmental and technical specialists attending • Information hub potentially established in corridor • community focus groups, surveys, household interviews to support social impact assessment • Letters and one-on-ones to potentially affected parties • Brief community groups (schools, health care providers etc) • Youth forum (in partnership with schools, local government) • Industry briefings on procurement • Small group forums (eg urban design, use of public open space) 	
Phase 3b Statutory exhibition, public hearings and procurement Late 2018		In addition to continuing activities: <ul style="list-style-type: none"> • Information sessions on EES, including environmental and technical specialists attending • DELWP activities including EES panel 	<ul style="list-style-type: none"> • Community and stakeholder submissions in response to the EES • Submissions content considered in panel's final report.

Attachment 1 – North East Link stakeholders

The stakeholder list is not exhaustive and will be revised as the project progresses.

3AW	Environment Victoria	Melbourne Metro Rail Authority
ABC News	Essential Services Commission	Melbourne Water
ABC Radio	Evangelical Chinese Church	Melton City Council
Aboriginal Victoria	Extended Families Australia (Eastern)	Member (or their office) of the Parliament of Victoria
Action on Disability within Ethnic Communities Inc. (ADEC)	F1 Smash Repairs	Mercy Hospital for Women
Active Transport Victoria	Fairfield Canoe Club	Merri Creek Management Committee
Admon Machinery	Fast Fit Bulleen	Merri Outreach Support Services (MOSS)
Admon Pty Ltd	FC Bulleen Lions (Veneto Club)	Metro Trains Melbourne
Advanced Life Vic	Federation of Indian Associations (Eastern)	Metropolitan Fire Brigade
AirRoad	FI IT	Metropolitan Transport Forum
Alan Lennox Motors	Fraenkische	MFJ Constructions
Ambulance Victoria	Frankston City Council	MFJCan
Arcadis	Freeway Public Golf Course	Migrant Information Centre (MIC)
Association of Land Development Engineers (ALDE)	Friends and Relations of Queenstown Cemetery, Queenstown Cemetery Trust	Miles Real Estate
Associazione Pensionati Laziali Aust. Inc	Friends of Anthony Beale Reserve	Mind Australia Limited
Auscrown Gas & Electrical Appliances	Friends of Banyule	Mini Maestros
AusNet Services	Friends of Barak Bushland	MJ Construction
Auscrown Pty Ltd	Friends of Challenger Street Wetlands	Monaco Sound and Vision
Austin Health	Friends of Darebin Creek	Monash City Council
Australia Post	Friends of Darrabi Gardens	Monash Leader
Australian Coptic Senior Citizens Club	Friends of Diamond Creek	Monash University
Australian Council of Trade Unions (ACTU)	Friends of Diamond Creek - Hurstbridge	Montmorency Field Naturalists
Australian Fuel Hauliers Pty Ltd	Friends of Eltham Copper Butterfly	Montmorency Traders Association
Australian Industry Group	Friends of Fabbro Fields	Moonee Valley City Council
Australian Iranian Seniors Citizens Society of Victoria	Friends of Karingal Yalloc	Moreland City Council
Australian Logistics Council	Friends of Kinglake National Park	Moreland Leader

Australian Plants Society Yarra Yarra Group	Friends of Koonung Creek Reserve	Motorfield & Co Bulleen
Australian Taxi Industry Association	Friends of MacMahon Ball Paddock	Mott MacDonald
Australian Trucking Association	Friends of Merri Creek	Mountain District Learning Centre
Australian Workers Union	Friends of Montmorency Bushlands	MP Solutions
Bakers' Choice	Friends of Moor-rul Reconciliation Grasslands	Municipal Association of Victoria
Banksia Palliative Care Service (BPCS)	Friends of Nillumbik	Municipal Engineering Foundation Victoria
Banyule Bicycle Users Group	Friends of Panton Hill Bushland Reserve System	MW Toolbox
Banyule City Council	Friends of Pigeon Bank Creek	National Trust of Victoria
Banyule Community Health Services	Friends of Plenty River	NCG Airconditioning
Banyule Cycling Club	Friends of Plenty River Walk	Neami National
Banyule Multicultural Advisory Committee (Banyule City Council)	Friends of Salt Creek & Associated Parklands	Neighbourhood Watch
Banyule NETS Stadium	Friends of St Helena Bush Reserve	New Plumbing Solutions
Banyule Primary School	Friends of Stony Creek	NextGen
Banyule United Residents Group	Friends of Swipers Gully Creek	Nillumbik Bicycle User Group
Bayside City Council	Friends of Tadema Reserve	Nillumbik Business Network
Beasley's Nursery	Friends of the Wildlife Reserves	Nillumbik Horse Action Group
Belle Vue Primary School	Friends of the Yarra Valley Parks	Nillumbik PALs (Pro Active Land Owners)
Bend of Islands Conservation Association	Friends of Warrandyte State Park	Nillumbik Shire Council
Benevolence Australia	Friends of Watery Gully	Nillumbik Tourism Association
Berry Street	Friends of Wattle Ward (Warrandyte)	NLEC Community Care
Bicycle Network Victoria	Friends of Wilson Reserve	No Rural Link
Bliss and Reels	Friends of Woodridge Linear Reserve	North East Link Forum
Boccer	Friends of Yarramie Reserve	North East Primary Care Partnership (NEPCP)
Bonacci Group	Frost Real Estate	NORTH Link
Boroondara Bicycle Users' Group (BBUG)	Gaffco	North Western Melbourne PHN
Boroondara City Council	Glen Cameron Group	Northcote Leader
Boroondara Tennis Centre	Glen Eira City Council	Northern Health
Box Hill Greek Senior Citizens Club	Golf Victoria	Northland Shopping Centre
Brambles Limited	Greater Dandenong Chamber of Commerce	NorthWestern Mental Health
Brimbank City Council	Greater Dandenong City Council	Norton Rose Fulbright

Broadmeadows Mercy Family Clinic	Greek and Cypriots Elderly Citizens' Club of Whitehorse and District	Office of Coordinator-General Major Transport Infrastructure Program
Broadway and Frame	Greek Centre for Contemporary Culture	Office of Projects Victoria
Brotherhood of St Laurence	Greek Orthodox Community Box Hill and Districts Inc.	Office of the Victorian Government Architect
BT Financial Group	Greensborough Chamber of Commerce	Our Lady of Mercy College
Budget Car and Truck Rental	Greensborough Early Learning Centre	Pace Demo & Salvage
Bulleen Art and Garden	Greensborough Highway Patrol	Pancretan Association of Melbourne
Bulleen Fuel / Mad Kebabs	Greensborough Historical Society	Park Orchards Ratepayers Association (PORA)
Bulleen Health & Fitness	Greensborough Plaza	Parks Victoria
Bulleen Health and Fitness Gym	Greensborough Road Surgery	Pars Automotive
Bulleen Plaza	Grollo	Penguin Drive-In Drycleaners
Bulleen Swim Centre	Haven Home Safe	Plenty Valley International Montessori School
Bulleen Templestowe District Junior Football Club	healthAbility	PooWee Drain Cleaning
Bulleen Towing Service	Heide Museum of Modern Art	Port of Hastings Development Authority
Bulleen TyrePower	Heidelberg Central Traders Association (Heidelberg Shopping Centre precinct)	Port of Melbourne
Bundoora Italian Senior Citizens Club (Circolo Pensionati Italiani Di Bundoora Inc.)	Heidelberg Cricket Club	Port Phillip City Council
Bureau of Infrastructure, Transport and Regional Economics	Heidelberg Football Club	Poynter Products PT LTD
Bus Association Victoria	Heidelberg Golf Club	Poynter Products Pty Ltd
Business Council of Australia	Heidelberg Hire Service	Presbyterian Theological College
Caltex	Heidelberg Hire Service Builders Aids P/L	Preston Leader
Campi Property Services	Heidelberg Historical Society	Prevention & Recovery Centre (PARC)
Campi's Property Services	Heidelberg Leader	Probus Association of Victoria
Cam's Greenaway Auto	Heidelberg Primary School	Progress Leader
Cam's Greenaway Auto Repairs	Herald Sun	Property Council of Australia-Victorian division
Carey Baptist Grammar	Heritage Victoria	Public Transport Not Traffic
Carlton & United Breweries (CUB)	Higgins Panel Beating	Public Transport Users Association
Casey City Council	High Access Group	Public Transport Victoria
Catholic Education Melbourne	Highlight Property Group	Qube Logistics
Chadstone Shopping Centre	Hindu Foundation of Victoria	RACV

Channel Nine	Hobsons Bay City Council	Raxo Machine Tools
Channel Seven	HPC Physiotherapy & Sports Injuries Bulleen	Raxo Marine Tools
Channel Ten	Hume Bricks & Pavers	Ray Skewes Automotive MG Mechanical Repairs
Chinese Association of Victoria (CAV)	Hume City Council	RDA Brakes Bulleen
Chinese Methodist Church of Box Hill	Hume Leader	RDP Consulting Engineers
Chinese Senior Citizens Club of Manningham	Hungarian Community Centre	RDP Consulting Engineers Pty Ltd
Chinese Youth Society of Melbourne (CYSM)	Hurstbridge Traders Association	Real Estate Institute of Victoria - Real Estate Agents
Chinese Community Social Services Centre Inc. (CCSSCI)	I Got Wood	Repco
Choices Flooring	Icon Building Solutions	Repco Authorised Car Service Bulleen
Citylife Church	Independent Australia	Residents United Against North East Link A (RUANELA) / Say NO to North East Link Option A
Cleo Di Paolo and Associates	Independent Schools Victoria	Resolve Rosanna Road
Climate Control Insulation PTY LTD	Infrastructure Australia	Riverland Conservation Society & Friends of Wilson Reserve
Coalition of Warrandyte Friends Groups	Infrastructure Partnerships Australia	RMIT
Coates Hire	Infrastructure Victoria	Roband Pty Ltd
Coles Supermarkets	Intelligent Transport Systems Australia	Rosanna Golf Links Primary School
Committee for Dandenong	Italian Senior Citizen Group (of Manningham)	Rosanna Medical Centre
Committee for Economic Development of Australia	Ivanhoe Business Association	Rosanna Traders Association
Committee for Melbourne	Ivanhoe Northcote Canoe Club	Rotary Club of Eltham
Complete Plumbing Contracting Pty Ltd	Ivanhoe Public Golf Course	Round the Bend Conservation Cooperative Ltd (RTBCC)
ConnectEast - EastLink	Japan Foods Trading Pty Ltd	Royal Children's Hospital
Construction Forestry Mining and Energy Union (CFMEU)	John Donohue Auto Repairs	Rural Link
Container Transport Alliance Australia (CTAA)	John Holland	Ryan Group Accounting
Coonawindra Owners Corporation	John Moran Motors	Safety Care
Coptic Orthodox Diocese of Melbourne	Kalker Montessori Centre	Saltie
Country Fire Authority	Katfit	SBS
Creative Play Early Learning Centre Bulleen	Kendon Auto Electrical & Mechanical	Select Harvests Food Products
Creative Victoria	Kew City Bowmen	Sharp + Howells PTY LTD

Daniel Bowen	Kew Golf Club	Sheen Panel Service
Darebin City Council	Kings Transport & Logistics	Shine Hand Car Wash
Darebin Creek management committee	Kingston City Council	Sierra
Darebin Froggers	Knox City Council	SMEC
Darebin Parklands Association	Knox Leader	South East Melbourne Innovation Precinct (SEMIP)
Datacom Group	Kontrol4	South East Melbourne Manufacturers Alliance (SEMMA)
Department of Defence - Simpson Barracks (Commonwealth)	KPMG	Spectrum Victoria
Department of Economic Development, Jobs, Transport and Resources	La Trobe University	Speedy Shower Screens
Department of Environment, Land, Water and Planning	Langford Motor Trimmers	SPG Media Team
Department of Health & Human Services	Latrobe Lifeskills	St Martin of Tours Primary School
Department of Infrastructure and Regional Development (Commonwealth)	Latrobe Valley Authority	St Mary's Parish Primary School
Department of Justice	LeadWest	St Pius X Primary School
Department of Premier & Cabinet	Lesvos Culture Club (Palesviaki Enosis Melbourne)	St. Haralambos Church
Department of the Environment and Energy (Commonwealth)	Level Crossing Removal Authority	StarTrack
Department of Treasury and Finance	Lifetime Pine	Stoneground Productions PTY LTD
Development Victoria	Lilydale Leader	Stonnington City Council
Diamond Creek Traders Association	Lindsay Fox (Linfox)	Storage King Bulleen
Diamond Valley Leader	Linked Solutions	Strabane Chinese and English Church
Disabled Motorists Association	Livestock and Rural Transporters Association of Victoria (LRTAV)	Studio Bathroom Warehouse
Dog Street Day Care	Local Infrastructure Group	Supply Chain Advisory Network
Doggy Day Care	Lower Plenty Traders Association	Sustainability Victoria
Domain Homeowners Association	Macedonian Senior Citizens Club	Sustainable Greensborough
Domestic Fire Sprinklers (DFS)	Macleod College	Swan Plastics
Doncaster Aeromodellers Club	Mainfreight Australia	Swan Plumbing Supplies
Donvale Ratepayers Association Incorporated (DRPA)	Manningham Automotive Mechanical	Tao's Restaurant
Eaglemont Traders Association	Manningham Car Care	Telstra
East Ivanhoe Traders Association	Manningham City Council	Templestowe United Football Club
Eastern Districts Polish Association	Manningham Leader	The Age

Eastern Transport Coalition	Marcellin College	The Australian
Eastland Shopping Centre	Marcellin Old Collegians Football Club	The Bulleen Food Room
Ecology & Heritage Partners	Maribyrnong City Council	The Heritage Council of Victoria
Electrical Trades Union	Maroondah City Council	The Pitstop Drive Thru Coffee Cafe
Eltham Chamber of Commerce & Industry	Maroondah Leader	Thiess
Eltham Community Action Group (ECAG)	Maxx Pro Solutions	Thomastown Library
Eltham District Historical Society	McKinsey & Company	Tisher Liner FC Law
Eltham Rotary Club	Melbourne Airport	Toll Group
Emergency Management Victoria	Melbourne Chamber of Commerce	Tonkin + Taylor Pty Ltd
Energy Safe	Melbourne City Council	Toscano Plumbing
Environment Protection Authority Victoria	Melbourne Market	Tourism and Transport Forum