

## Case Study 1: M6 Stage 1 Community and Recreation Facilities



*Inclusive playground at Ador Park Precinct*



*Playground and playing fields at Brighton Memorial Playing Fields*



*The new Brighton Memorial Playing Fields entrance and statue*

### Highlights at a glance (max 500 words)

- **State what is unique or innovative:**

Following broad community consultation through the development of an Environmental Impact Statement (EIS), a Recreational Needs Analysis, public display and comment on a Review of Environmental Factors and feedback through a Community Reference Group, new community recreation facilities were developed for the Bayside community prior to construction commencing on the M6 Stage 1.

The new facilities reflect feedback from the community. They wanted tired, underutilised spaces turned into multi-purpose and inclusive recreation areas. The community feedback also called for greater connectivity to active transport links, which have now been incorporated into the scope of the project.

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The new facilities include accessible community parks, FIFA-grade sporting fields, a multi-age skatepark and an interactive war memorial. An Active Transport Corridor with a shared pedestrian and cyclist pathway will be built as part of the project, connecting the Bayside area to city-bound active transport routes.

Engagement with the community on opening the new recreation facilities occurred during the 2021 COVID lockdown when the Bayside area was a COVID hotspot. Due to these restrictions, the project developed virtual tours of the new facilities to inform the community about the new open spaces, to show how the community's views and aspirations had been reflected in the design and delivery of new places and to create a lasting digital asset for the project. Geotargeted social media outreach was the primary channel used to inform the community of the new facilities and the results of collaboration.

- **Organisation, sector and geographical location**

Transport for NSW with Ertech (construction contractor), delivering M6 Stage 1 Community Recreation Facilities at Brighton Memorial Playing Fields in Brighton-le-Sands, McCarthy Reserve and Ador Park Precinct in Rockdale.

- **Engagement objectives, purpose and scope**

The **objective** was to seek stakeholder input on the design of revitalised recreation spaces and to deliver new community and recreation facilities that provide inclusive places for everyone to play, connect and relax.

The objective of engagement in commissioning the new facilities was to **inform** the Bayside community during COVID lockdown of new parks, recreation facilities and open spaces that were completed and available for the community to enjoy. This engagement also aimed to promote a narrative of inclusion and welcome through the design of public recreation spaces.

The **purpose** of this engagement was to feed back to the community about how their views and aspirations for revitalising underutilised parks had been reflected in the final design and delivery of the new recreation facilities. Another **purpose** of engagement was to showcase to Industry a new approach to consulting with community on the design of social infrastructure so that it is delivered at the front end of major Transport projects, realises more community benefits sooner and embeds community priorities in the construction program.

- **Spectrum level**

Inform, Consult, Involve

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- **Three key outcomes showing impact of engagement:**

- 1) Integration of a new Active Transport Corridor to connect the Bayside community to the wider active transport network, and provide connection to city-bound routes
- 2) Delivery of a new war memorial, designed in consultation with the Brighton-le-Sands RSL and the Australian War Memorial on Canberra, as a place for learning, reflection and connection
- 3) Delivery of accessible and inclusive parks and skate park, all designed specifically to encourage participation from people with a range of ability, mobility, ages and cultural backgrounds

- **Three key engagement takeaways:**

- 1) **Digital outreach** is expected by the community and customers so they can engage with and understand how infrastructure will impact them and the opportunities it provides.
  - 2) **Location and demographic targeting** social media outreach allows projects to engage different audiences across different geographies in distinct ways, and to reflect the themes of previous consultation - it allows continuation of discrete and nuanced engagement.
  - 3) **Consulting early** with community groups at the front end of project design allows their needs, insight and aspirations to be translated across project delivery, to achieve outcomes that reflect the heritage and culture of a community.
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**Key search words:** Public, design and construct, public spaces and parks, digital engagement, inform Public, Government –state provincial, community vision, deliberative engagement, collaborate (example)



*Ador Park Precinct, clockwise from above: information panels about environmental design; exercise equipment, including for the elderly; all abilities playground*

## 1.0 Objectives

Transport for NSW, with its contractor Ertech delivered a broad range of public recreation facilities for the Bayside area in Sydney, spread across three major sites:

- Brighton Memorial Playing Fields at Brighton-le-Sands,
- McCarthy Reserve at Rockdale and
- Ador Park Precinct at Rockdale

### Engagement objectives:

- **Inclusion** – to hear views and opinions from a diverse range of community members and stakeholders, that reflected the local community.
- **Opportunity** – rather than using engagement to de-risk the project, one of the objectives was to focus on opportunities that may be realised from hearing from the local community about how they wanted to use and enjoy public facilities in the future and how the broader M6 project could help rejuvenate the local area.
- **Lasting benefit** – that through listening and responding to the views, needs and aspirations of the community and stakeholders that the new community and recreation facilities would bring long term enjoyment and benefit to future generations.
- **Transparency** - in establishing what factors were negotiable and non-negotiable and in articulating the trade-offs between different interests the Project's objective was to build trust with the community and stakeholders so that collaboration would run through the whole project delivery.

### Engagement Purpose:

The engagement purpose was to obtain community and stakeholder input on the design of new community and recreation facilities for the Bayside community that would be delivered as part of the M6 Stage 1 project.

- **Over \$30 million investment**
- **Three sites; Brighton Memorial Playing Fields at Brighton-le-Sands, McCarthy Reserve at Rockdale and Ador Park Precinct at Rockdale**
- **Parks, playgrounds, skate park and war memorial all designed for inclusion and accessibility**
- **Work completed before commencement of construction of the Motorway, to deliver community benefit in advance of disruptions and ensure facilities are available to offset against open space and facilities taken during construction – the first major project to take this proactive approach.**

## Engagement Scope

The key decisions to be made and the areas that stakeholders could influence were:

- the nature and type of recreation facilities
- how to maximise community amenity for the area through the design of the new facilities
- design elements to reflect the culture and heritage of the area
- content that should be considered for inclusion on the war memorial
- considerations for how the new facilities and spaces could be multi-functional and the types of interests and activities they could enable, and
- environmental design, especially landscape design elements.



*Above: War memorial remembrance wall at Brighton Memorial Playing Fields*

*Below: Picnic areas next to Brighton-le-Sands Public School double as outdoor learning spaces*



## The public's role in the decision-making process

The conditions of approval for the M6 Stage 1 included that new community recreation facilities needed to be completed before the commencement of construction of the tunnels. Community consultation on the design of these new facilities was also specified. In this context, the public had a very important role in helping articulate the needs of future recreation facilities and the design elements

that would help satisfy current and future needs.

Key stakeholder groups included members of the local general public, residents, park users, local sporting groups, the Brighton-le-Sands RSL, local skaters, representatives of local government, environmental groups and schools.

The level of sentiment toward the new community recreation facilities was strongly positive as the areas were previously underutilised lawn playing fields and an old war memorial that had little connection to the natural environment.

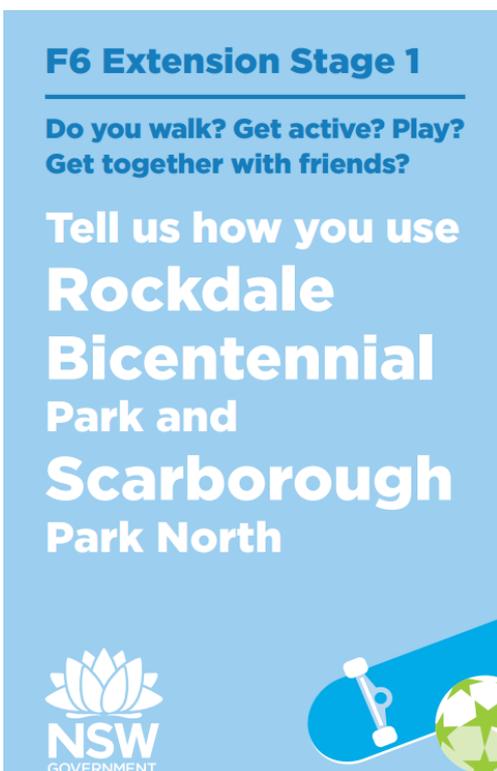
Views from members of the public gathered through submissions, pop-up information booths, doorknocking, interviews and through a Stakeholder Liaison Group were highly influential in the design of

new facilities, design and content of the new war memorial and identification of the need for an Active Transport Corridor.

Stakeholders who were consulted through the planning stages of the project continued to be engaged through construction and commissioning, ultimately participating in online activation activities to launch the new facilities.

Sample communication materials to support consultation on the design of new community and recreation facilities delivered by M6 Stage 1 are shown below.

*May 2019 community flyer distributed to email list, in mail outs and at pop-ups in shopping centres, calling for feedback on how people used parks and open spaces in the Bayside area*



**F6 Extension Stage 1**

**Do you walk? Get active? Play?  
Get together with friends?**

**Tell us how you use  
Rockdale  
Bicentennial  
Park and  
Scarborough  
Park North**



#### About the F6 Extension Stage 1

The F6 Extension Stage 1 will connect President Avenue at Kogarah to the New M5 Motorway at Arncliffe, removing over 2,000 trucks a day from surface roads; returning local streets to local communities.

As part of an integrated transport solution this four kilometre underground motorway will ease congestion on surface roads and allow users to bypass up to 23 sets of traffic lights on the Princes Highway between St Peters and Kogarah. It will contribute to a more accessible, more liveable and productive Greater Sydney.

The F6 Extension Stage 1 project team would like to know how you use the open space and current facilities at Rockdale Bicentennial Park and Scarborough Park North.

Our construction activities at Rockdale Bicentennial Park will have an impact on the way the local community, community groups and sporting clubs access and use the area. We are committed to working with Bayside Council and the local community to minimise impacts during construction and to reinstate the park and the playing fields once construction is complete.

This is why we are asking for your feedback about how you use Rockdale Bicentennial Park and Scarborough Park North.

Your feedback will help us understand the current use and what facilities you would like to see in the area in the future to meet the needs of your community.

To provide your feedback and have your say, please visit [rms.nsw.gov.au/F6](https://rms.nsw.gov.au/F6) before 31 May 2019 or call us on **1800 789 297**.

Maps used to explain the M6 Stage 1 (F6 Extension) route, the location of new recreation facilities and to test a route for the Active Transport Corridor





# M6 Stage 1

## Have Your Say on your new recreational facilities



The M6 Stage 1 will connect President Avenue at Kogarah to the New M5 at Arncliffe, connecting southern Sydney to the wider motorways network.

Once complete, the M6 Stage 1 will remove 2,000 trucks a day from surface roads and help ease congestion – returning local streets to communities.

Our construction activities will have a temporary impact on open space and the recreational facilities at Rockdale Bicentennial Park. We understand how important this area is for you so we are planning to upgrade existing facilities at Ador Park and McCarthy Reserve, Rockdale and Brighton Memorial Playing Fields, before construction starts.

Your new recreational facilities will include the creation of new grass and synthetic playing fields, more car parking spaces as well as a new skate park and play areas. More details about these upgrades are described over the page.

We will stage the upgrades at Ador Park, McCarthy Park and Brighton Memorial Playing Fields to minimise impact to the existing facilities and soccer season.



### Our concept design and Review of Environmental Factors

We have developed a concept design and Review of Environmental Factors (REF) for the proposed recreational facilities at Rockdale and Brighton- Le-Sands, based on your feedback and in consultation with Bayside Council.

The REF outlines the concept design, assesses the potential environmental impacts, and describes what we will do to minimise these impacts during construction and operation of your upgraded recreational facilities.

We have developed this REF for the proposed facilities on behalf of Bayside Council.

**Have your say**

We are now inviting you to have your important say on this proposal by **Friday 20 December 2019.**

## Proposed layout of Ador Park Precinct and McCarthy Reserve



## Proposed layout of Brighton Memorial Playing Fields



## 2.0 Methodology

### Project governance model

Conditions of approval required completion of the community and recreation facilities prior to construction of the M6 tunnels. Therefore, it was imperative that engagement activities and associated insights and development of the design for community facilities were clearly integrated into overall project delivery. This not only ensured efficient program sequencing, it also allowed insights from engagement to be considered by broader project delivery.

The importance of engagement was also reflected in its functional reporting, represented in the Senior Leadership level reporting directly into the Project Director of M6 Stage 1. In this context, Communication and Stakeholder Engagement was, and continues to be a pivotal stakeholder in driving community outcomes for the project.

### Engagement program and methods

Engagement activity ( <i>time</i> )	Scope of engagement activity	Target participation levels ( <i>IAP2 Spectrum</i> )
<b>Recreational Needs Analysis</b> ( <i>mid 2019</i> )	Meetings with community groups, sporting clubs, local schools, cultural clubs and societies, Local and State Government stakeholders, the RSL and park users to accompany research on the recreational needs of the Bayside Area.	Low ( <i>Inform and Consult</i> )
<b>Stakeholder Liaison Group</b> ( <i>established mid 2019 – mid 2020</i> )	Running parallel to planning documentation of recreational needs, the SLG comprised representatives from of local sport clubs, schools, recreational users of parks, environmental groups and local government.	High ( <i>Inform, Consult, Involve</i> )
<b>Review of Environmental Factors - Public display</b> ( <i>November 2019</i> )	Public display and invitation for public submissions on the Review of Environmental Factors that outlined a proposed scope of work for new community recreation facilities.	Moderate – High ( <i>Inform, Consult, Involve</i> )
<b>Community outreach</b> ( <i>May – December 2019</i> )	In conjunction with the public display of the Review of Environmental Factors, Transport undertook doorknocking, information displays at local shopping centres and distributed a Community Update to the project alignment to build awareness about the Review of Environment Factors, encourage public submissions and to gather public comment.	High ( <i>Inform, Consult, Involve</i> )

Engagement activity ( <i>time</i> )	Scope of engagement activity	Target participation levels ( <i>IAP2 Spectrum</i> )
<b>Submissions report on Review of Environmental Factors</b> <i>(April 2020)</i>	<p>Following receipt of public submissions on the proposed plan for new community and recreation facilities, and after receiving feedback from a wide variety of local stakeholders through targeted consultation, the submissions report was made public to demonstrate transparency and to highlight key areas of concern, opportunity and interest.</p> <p>Publication of the submissions report was also aimed at encouraging further community engagement with the project.</p> <p>The submissions report was promoted through community updates distributed via mail and email, and on project and on Council websites.</p>	Moderate <i>(Inform)</i>
<b>Display of design reflecting community feedback</b> <i>(April 2020)</i>	<p>Council publicly displays the design of the new community and recreation facilities.</p> <p>The design was communicated through Community Updates via mail and email, that highlight how the specific design elements respond to community feedback.</p> <p>Transport also worked closely with Council to leverage its communication channels to residents, interest groups and Councillors to feed back on the design outcomes.</p>	High <i>(Inform)</i>
<b>Ongoing engagement with the community through delivery</b> <i>(August 2020 from commencement of construction)</i>	<ul style="list-style-type: none"> <li>• Quarterly Community Updates via mail and email</li> <li>• Consultation with the Brighton-le-Sands RSL and the Australian War Memorial on content for the new interactive war memorial</li> <li>• Online videos showcasing progress of facilities</li> <li>• Launch of an online interactive project portal to show the broader context of the M6 Stage 1 around the community and recreation facilities (including before and after artist impressions)</li> <li>• Ongoing doorknocking of residents to manage construction impacts</li> <li>• Ongoing consultation with Council and community stakeholders to refine design elements</li> <li>• Consultation and engagement with local sporting clubs about design features on the new playing fields</li> </ul>	Moderate <i>(Inform, Consult, Involve)</i>
<b>Commissioning and activation of new community facilities</b> <i>(August 2021 – December 2021)</i>	<ul style="list-style-type: none"> <li>• Development of interactive digital tours to capture the stories and perspectives of stakeholders and those who contributed to the design and construction of the new community recreation facilities</li> <li>• Geo-targeted and demographically targeted special media outreach to promote new community facilities and to aide activation</li> <li>• Community updates via print and email to showcase new facilities for the public to access</li> <li>• Commissioning event of the war memorial at Brighton Memorial Playing Fields with the local RSL and Brighton-le-Sands Public School</li> <li>• Commissioning of the all-abilities playground at Ador Park Precinct with Cairnsfoot School for children with severe intellectual disability</li> </ul>	High <i>(Inform, Involve)</i>

## Enabling factors

Cultivating and establishing an inclusive consultation process was fundamental to the design of the M6 Stage 1 community and recreation facilities since by their very nature these facilities need to serve a diverse community.

To provide broad opportunities for different groups to influence the design of the new facilities and share their opinion about what the facilities needed to achieve, Transport delivered a range of face-to-face consultation and engagement, paired with digital outreach. Doorknocking and pop-ups in local shopping centres, as well as mailed project updates and public display of planning documents at public libraries were critical to reaching an older demographic, who were less inclined to engage online. Translation services were also provided as the local area has a high population of NESB residents.

Establishing a Stakeholder Liaison Group comprising of community representatives and representatives from local government was critical to testing themes emerging from public submissions and investigating detailed design elements with different user groups, such as skaters and sports clubs.

Proactively approaching the Brighton RSL and working with the Australian War Memorial led to an innovative and high-quality memorial at Brighton Memorial Playing Fields that reflects local history as well as the broader context of the service of Australian armed service men and women.

Maintaining proactive engagement with local residents and community groups throughout construction led to modifications in design and materials – from driveway access to plant selection, finishes to public amenities buildings and the design of gates and access points. Details that affect local residents were revised in consultation with residents to deliver outcomes that met their needs and delivered a high quality finish to the parks and recreation spaces.



## Data collection tools

Data Collection Tool	Data Collected
Direct meetings with the community and stakeholders, including doorknocking and through pop-ups	<ul style="list-style-type: none"> <li>• Qualitative data on how people liked to use recreation spaces in the local area, how they would like to use them in the future and reflections on design elements that may allow/ encourage participation and usage from a broader range of people.</li> <li>• Quantitative data on recreation preferences and patterns of using open spaces, and sentiment toward changes in how parks can be used and accessed.</li> <li>• Detailed qualitative feedback on design elements that enable usage by specific user groups such as skaters, sporting groups, people with disability and the elderly.</li> </ul>
Public submissions to Review of Environmental Factors	<ul style="list-style-type: none"> <li>• Thematic analysis of 102 unique submissions, including from 88 individual submitters.</li> </ul>
Public display of preferred design	<ul style="list-style-type: none"> <li>• Qualitative feedback on ways in which design elements reflected community feedback, balanced with Recreational Needs Analysis and broader planning considerations.</li> </ul>
Ongoing engagement throughout construction via doorknocks, stakeholder meetings, phone calls and Community Updates	<ul style="list-style-type: none"> <li>• 1800 number and project email receive community inquiries that led to modification of design elements.</li> <li>• Thematic analysis of complaints and inquiries from early in the construction program led to different approaches to engaging with specific residents, including nuanced issues such as site access, sign placement, landscape design and lighting design.</li> </ul>
Digital engagement through geo-targeted social media to commission and activate the new community recreation facilities	<ul style="list-style-type: none"> <li>• Quantitative data on demographics who engaged online with the project and their level of interest, measured by time spend viewing material and sharing information.</li> <li>• Qualitative data on community sentiment toward the new facilities, which informed maintenance strategy, defects correction and planning for using the new facilities for community development activities.</li> <li>• Qualitative and quantitative data on sentiment toward the M6 Stage 1, which showed the project what information needed to be improved and the channels to pursue for greater engagement.</li> </ul>

## Resource allocation

- **Planning and design**  
June 2019 – April 2020 (10 months)
- **Construction**  
August 2020 – December 2021 (16 months)
- **Project budget**  
\$30 million
- **Delivery resources**  
Managed by Transport for NSW, M6 Stage 1 project team in partnership with Ertech as the delivery partner

## Alignment with IAP2 Core Values for the practice of public participation

IAP2 Core Values	Example of how this was considered in the design of your project methodology
1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process	Focus on engagement channels and methods that enabled local residents and user groups to input directly into the design of new parks and recreation facilities, and to shape decisions about design elements.
2. Public participation includes the promise that the public's contribution will influence the decision	Establishment of Stakeholder Liaison Group, call for public submissions and ongoing feedback to the SLG and the community through published updates, to refine design and show where community feedback had informed changes in design.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers	Purposefully designing a balance of activities for input from State and Local government to be balanced with feedback from the community and user groups, along with planning and technical advice was key to achieving compromise on the design of the new parks and recreation facilities. A balance of activities allowed the project to collect data from different stakeholders to provide the case for trade-offs and to show how opportunity could be realised.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision	Establishment of a Stakeholder Liaison Group to undertake detailed consultation with local user groups and stakeholders, along with doorknocking campaigns and pop-ups in local shopping centres all sought to generate insight from those most impacted and interested in the new facilities.
5. Public participation seeks input from participants in designing how they participate	Direct community outreach through doorknocking and pop-ups was designed to invite participation and inform the community of ways they could engage. The Stakeholder Liaison Group was established with community representatives who were asked to advise on how the project could best consider the needs of broad interest groups.
6. Public participation provides participants with the information they need to participate in a meaningful way	Community updates and direct outreach through doorknocking campaigns and pop-ups were in part designed to make the community aware of opportunities to respond to formal planning processes, such as the Review of Environmental Factors, and to provide information to build the community's capacity to respond meaningfully.

7. Public participation communicates to participants how their input affected the decision

Community updates, 1800 information lines, project email and digital promotion of new recreation facilities provided channels for the community to see, hear and discuss with the project team how their input shaped the design and construction of the new facilities. Proactive reach by the project team to local residents through continued doorknocking, phone calls and meetings with Council also provided ongoing feedback on how the design was being modified to accommodate emerging community needs.

## What the community says about our project



**John Yates**  
President Brighton RSL

*"What you've done here with the plaques is educational and a lot of people wouldn't know where Australia has been ... it is really well done."*



**Karina**  
Local Resident

*"I love the detail in the Remembrance Wall. I think it's magnificent with the historical timeline and the photos ... there's a lot to love here."*



**Irene Hatzipetros**  
Chair  
Football St George

*"We're proud of the NSW Government and Transport for NSW ... for delivering absolutely fantastic facilities for our community."*

**"The M6 Stage 1 project is not just about creating a road, it's also about creating places, creating spaces and creating a lasting legacy for the community."**

***Teresa Avila, Project Director M6 Stage 1***

**"Through research and consultation, we heard that the community wanted multipurpose spaces that also reflected the culture and history of the area – that is what we've respond to in the design."**

***Tony Sharoo, Delivery Lead, M6 Stage 1***

## Participation highlights



Above: New all abilities playground at Ador Park Precinct

- Reached up to 22,000 people in the Bayside area per geo-targeted post
- Traffic to key pages on the project website increased by up to 400 per cent as a direct result of social media promotion of the new parks and recreation facilities
- Online engagement rate up to triple the industry benchmark
- Over 16,000 views of LinkedIn posts promoting to Industry a new approach to working with the community to deliver social infrastructure at the front end of major Transport projects

*Digital tours created to involve the community in activation of the new community recreation facilities during COVID lockdown of the Bayside area*

## Digital Tours – A new way to engage and explore

### Ador Park Precinct

<https://caportal.com.au/rms/m6/crf?hview=modalAdorVirtualTour>

### Brighton Memorial Playing Fields

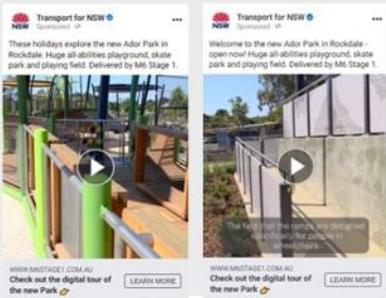
<https://caportal.com.au/rms/m6/crf?hview=modalBrightonMemorialVirtualTour>



Digital outreach to show the community how their input had influenced the design of new community recreation facilities, and to promote activation of the facilities during COVID lockdown of the Bayside area

# CRF social media campaign – what we did

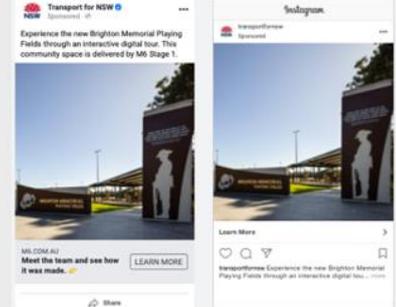
## Ador Park Precinct



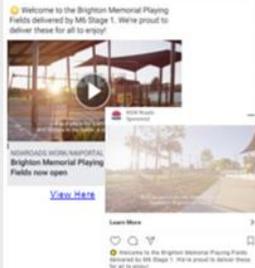
## McCarthy Reserve



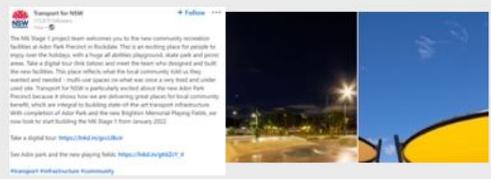
## Brighton War Memorial



## Brighton Memorial Playing Fields



## LinkedIn



# Recreational facilities at Rockdale and Brighton-Le-Sands

Submissions report

Transport for NSW | March 2020



Public submission report on the Review of Environmental Factors

### Engagement challenges

- **Balance** - Given the sites of the new community and recreation facilities were underutilised grass fields and an old war memorial, there was a need to balance wide and varying opinions about how to maximise the use and enjoyment of the areas. This required careful planning and engagement to balance the voices and opinions of community interest groups, with local residents and park users and the preferences of Council. The range of engagement methods, transparent reporting and frequent communication with the community enabled understanding of trade-offs and opportunities of the new design
- **Engagement during COVID lockdown** – The Bayside Local Government Area was declared a COVID hotspot, which limited engagement opportunities but also made provision of new recreation facilities all the more important. To build positive community sentiment, generate awareness of the new facilities and demonstrate how community feedback had informed the final design, digital tours were produced to capture the stories of people who had been consulted and those who worked on developing the parks, and to highlight key design features.

*Below: New all-ages skate park at Ador Park Precinct*



### Data collection approach and management

Given that the Bayside community has a high proportion of residents from culturally and linguistically diverse backgrounds and also elderly residents, face-to-face engagement

was of primary importance to engaging the community effectively. As a result, qualitative feedback was gained through community interactions at doorknocks and pop-ups, and captured using a rubric method for feedback and categorisation of key themes.

Similarly, qualitative feedback gained through targeted stakeholder workshops and meetings and throughout the Stakeholder Liaison Group was recorded using thematic analysis, to observe emerging trends and issues that aligned or departed from broader community feedback.

Public submission to the Review of Environmental Factors were subject to thematic analysis, and presented by key theme in the Submissions Report.

Other sources of qualitative feedback received through stakeholder interactions, the 1800 information line or the project email were captured in Consultation Manager. This also aided thematic analysis which was useful for comparison with themes identified through public submission and formal consultation processes.

By applying thematic analysis to feedback from engagement activities conducted from early in the planning process right through to delivery, stakeholder interests and issues were able to be consistently mapped and addressed, and feedback accurately provided.

Quantitative data gained from online interactions and responses to social media campaigns was mapped by demographic, including age and cultural background. This enabled the project and Council to understand how further activation activities may be targeted to the community.

## 4.0 Outcomes, impact and insights

### Appropriateness and effectiveness of the engagement program

While the engagement program technically reached over 22,000 people across the Bayside Local Government Area, the real success of engagement can be found in design elements that responded to community and stakeholder feedback, notably –

- Design of an reflective war memorial at Brighton Memorial Playing Fields that reflects the history of war time service through interactive panels, and is on the site where men and women historically gathered to register for wartime service
- Alteration of the route for the Active Transport Corridor, to connect the parks at Ador Park Precinct with the wider active transport network
- Making play and recreation spaces multi-purpose so that they could be used as learning spaces for Brighton-le-Sands Public School, for picnics, sport, exercise or events
- Development of inclusive playgrounds for children and young people of all abilities, and also inclusive exercise equipment for older people, and
- Design of the skate park to be accessible to a range of ages and abilities, with multiple skating areas for different skill levels and ages.



*Above: Sandstone carvings of native fauna at Ador Park Precinct*

## Insights and lessons learned

- **Early engagement shapes better outcomes**

By commencing engagement with the community early in the planning process, the project was able to provide meaningful opportunities for stakeholders to influence the design outcomes of the new community recreation facilities.

- **Digital engagement is essential**

Using video, high quality still images and personal stories on geo-targeted social media is not only effective for generating interest in a project, but in communicating feedback on how the project reflects community views and building channels of ongoing communication with the community.

- **Pragmatic trade-offs are understood and accepted if engagement is genuine**

Due to the range, frequency and depth of engagement and the ongoing feedback to stakeholders, hard conversations about trade-offs were eased because stakeholders had a better understanding of opportunities to gain benefit from the project.

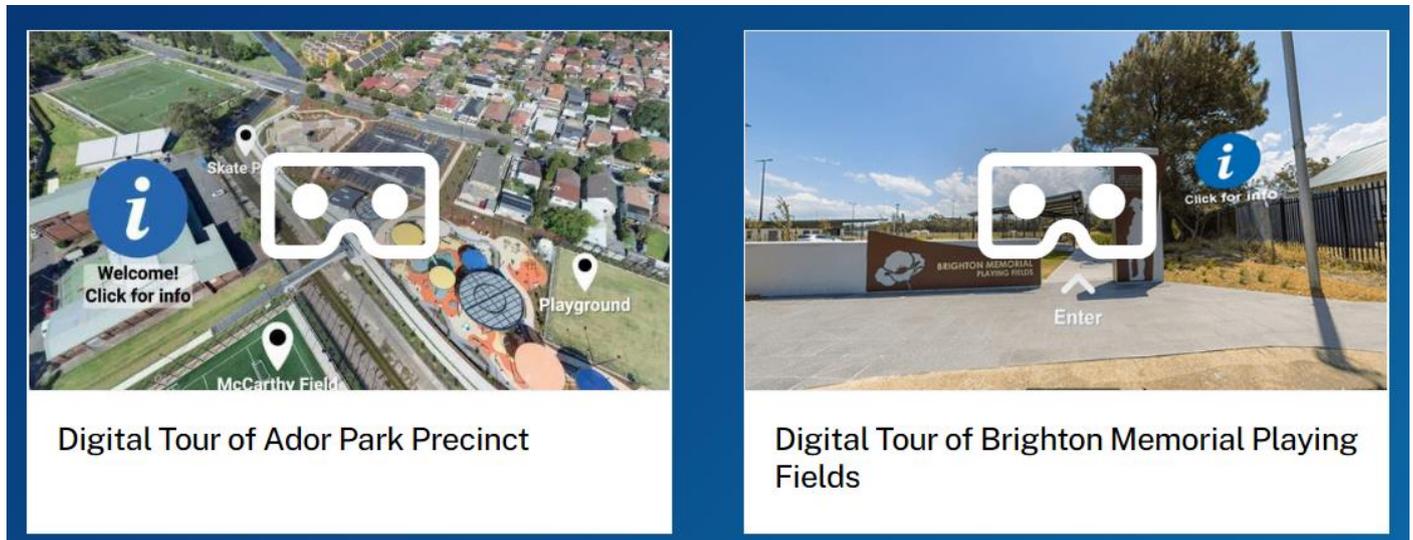
## Reporting process and feedback

Reporting tool	Reporting Purpose	Feedback to shape decisions
<b>Submissions Report on Review of Environmental Factors</b>	Formal thematic analysis of community views on the proposed community recreation facilities, to satisfy planning conditions	Clear feedback that new community facilities needed to be multipurpose and accessible for all to enjoy – directly informed design of facilities and parks
<b>Stakeholder Liaison Group reporting</b>	Provide Project Control Group and Project Senior Leadership with insight on emerging stakeholder views and needs of user groups for the new recreation facilities	Directly informed approach to working closely with the RSL on design of the Brighton War Memorial, environment and landscape planning, connection of the Active Transport Corridor to Ador Park Precinct and creation of a skate park for a broad range of ages and abilities
<b>Quarterly Community Updates</b>	Reporting to the community on progress of planning and engagement, changes in design and to encourage community participation in the planning process	Feedback gained through engagement activities promoted through the Updates directly shaped an understanding of new parks and recreation facilities needing to be multi-purpose spaces

## Stakeholder satisfaction

Local residents, sporting clubs and community organisations were delighted to participate in making a digital tour of the new community and recreation facilities – see the links below to watch their stories.

Go to <https://caportal.com.au/rms/m6/crf>



**“In watching the children play in Ador Park, we are observing behaviours we have never seen at school – the children are enthralled with the park.”**

***Teacher from Cairnsfoot School for children with sever intellectual disability, commenting at an activation event during COVID lockdown where the school was invited to have a private play in the new park before it opened.***

## Innovation

The use of interactive digital tours to engage the community during COVID lockdown and to demonstrate how their views had been incorporated in the design of the new facilities, created substantial positive sentiment and strong understanding of the M6 Stage 1 project’s intention to bring benefit to the community.

Importantly, the online tour also poses immense possibility for engaging broad and geographically diverse communities, through the use of story, narrative and interactive digital features.

The reach of up to 22,000 people through this online campaign and the increase in traffic to the project website by up to 400 per cent, also shows that digital engagement is not just expected, but is now viewed as normal.



## Acknowledgements and to find out more

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At the time of publishing, Angus Belling was employed by Transport for NSW in the position of Manager Communication and Stakeholder Engagement and Jane Mulroney was employed by Transport for NSW as Senior Manager Communication and Stakeholder Engagement.

For more information about this project see:

- <https://caportal.com.au/rms/m6>To connect with the authors:

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