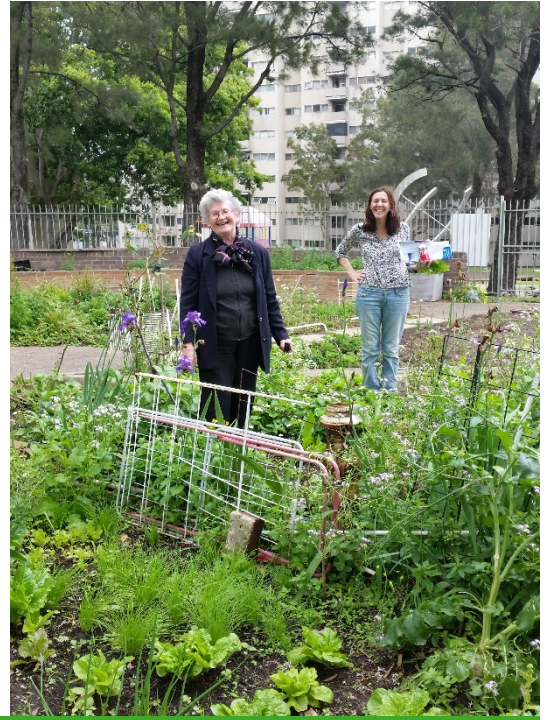


# **Attachment B15**

**Social Sustainability Study – Waterloo  
Estate (South) – Land and Housing  
Corporation**





# Waterloo South Social Sustainability Report

**Client:** Land and Housing Corporation (LAHC)

**Date:** 25 March 2020

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<b>Date</b>	25 March 2020
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<b>Version</b>	FINAL draft
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# Executive Summary

## Introduction

This report documents the outcomes of the Social Sustainability Report (SSR) for Waterloo South and discusses findings on existing or planned strategies to maximise positive social outcomes for current, neighbouring and likely future communities through the project. It also makes recommendations on opportunities, where appropriate, to enhance or implement additional strategies that may provide increased positive outcomes for the Waterloo community.

The report has been prepared for Land and Housing Corporation (LAHC), part of the Department of Planning, Industry and Environment (DPIE), by independent social sustainability practice Elton Consulting.

The SSR has been prepared in response to Section 23 of the Study Requirements issued by the Department of Planning and Environment (DPE) and the Planning Proposal Lodgement Checklist issued by the City of Sydney to support a Planning Proposal application to be lodged with the City of Sydney. The fundamental purpose is to identify measures to promote positive social outcomes throughout the redevelopment of Waterloo South.

The SSR has been prepared in response to Section 23 of the Study Requirements issued by the Department of Planning, Industry and Environment (DPIE) to support a rezoning application to be lodged with the City of Sydney.

Of relevance to this study are the following requirements:

**Table 1 Guide to Study Requirements**

Number	Study Requirement	Addressed at:
23.1	The purpose of the Social Sustainability Assessment is to guide the implementation and scope of the project to promote positive social outcomes through design and management recommendations and strategies	See GHD Baseline Report (2020) Section 4, 6, 8
23.2	The Social Sustainability Assessment (SSA) should address: <ul style="list-style-type: none"><li>» existing social characteristics, issues and trends for the Waterloo social housing estate and adjoining neighbourhoods</li><li>» capacity for community participation in the planning process</li><li>» the contribution of the project to improved social sustainability</li><li>» the Waterloo Precinct Plan, including the social aspects of project staging and delivery</li><li>» consider the proposed project within the local area and its broader context especially in respect of densities and community connectedness.</li></ul>	Sections 2, 4, 5 and 6
23.3	Demonstrate how the vision and relevant principles in the City's social sustainability policy - A City for All: Towards a Socially Just and Resilient Sydney, and the objectives of the NSW Government's Future Directions for Social Housing in NSW will be realised.	Section 3
23.4	Prepare a comprehensive profile of the existing community, neighbouring communities, and the likely future community.	GHD Baseline Report (2020) Section 4, 5, 6 and 7.

Number	Study Requirement	Addressed at:
23.5	<p>Prepare an in-depth social needs analysis for the existing, neighbouring and future communities, including the use of primary research, with at least the following groups:</p> <ul style="list-style-type: none"> <li>» key population groups including (but not limited to): i) Aboriginal and Torres Strait Islander People (with separate groups of women, men, young people and older people; ii) older people; iii) young people; iv) children and families; v) key groups of CALD residents (with separate groups for the main language groups) vi) primary school children;</li> <li>» Separate groups with users and providers of: i) community services, e.g. home care, community transport, ii) key medical and mental health services, iii) key legal services, iv) tenant representative groups and other local service providers and government agencies such as Education and Justice.</li> </ul>	Sections 4, 5, 6 and Appendix A-1
23.6	<p>Prepare a Social Sustainability Report that:</p> <ul style="list-style-type: none"> <li>» is undertaken by a competent and suitably qualified social science professional who uses rigorous social planning methodologies</li> <li>» includes effective, timely and transparent public involvement, including the input of different social groups;</li> <li>» fully assesses the social aspects of the project process and staging, as well as the proposed final project outcomes;</li> <li>» fully describes the needs of the existing, neighbouring and likely future communities, and how those needs will be addressed through the project to promote positive social outcomes;</li> <li>» fully describes the changes anticipated as a result of the project;</li> <li>» identifies, where possible, examples of similar scenarios and social sustainability measures for comparison, paying particular attention to vulnerable and key population groups including minority groups, and different age, income and cultural groups;</li> <li>» identifies direct and indirect, long term and short term social sustainability measures to promote positive social outcomes as a consequence of the project, addressing people’s way of life, social connections, safety, access to health and welfare services, access to employment and education opportunities, health and culture including measures to provide for the needs of minority groups, different age, income and cultural groups and future generations;</li> <li>» identifies the relative equity of the project and associated social sustainability measures, including how the opportunities will be accessible to different sections of the community;</li> <li>» considers social sustainability over time;</li> <li>» includes qualitative and quantitative needs analysis;</li> <li>» includes a mechanism for the future review of community needs;</li> </ul>	<p>Section 1.7</p> <p>Sections 4, 5, 6</p> <p>Sections 4, 5, 6</p> <p>Sections 4, 5 and 6</p> <p>Throughout this report</p> <p>Sections 4, 5 and 6</p> <p>Sections 4, 5 and 6</p> <p>Sections 4, 5 and 6</p> <p>See <i>Social Baseline Report</i> and throughout this report</p>



Number	Study Requirement	Addressed at:
	<ul style="list-style-type: none"> <li>» makes clear recommendations for opportunities to maximise positive social outcomes for existing, neighbouring and likely future communities through the project. Recommendations should refer to how the project will address the needs of existing, neighbouring, and likely future communities and include measures that are tangible, timely and effective, and within the ability of the Applicant/s (alone or in partnership) to deliver.</li> </ul>	Sections 4, 5 and 6
	<ul style="list-style-type: none"> <li>» measures require effective and costed implementation mechanisms and responsibilities which are agreed with key partners and documented in a site-specific Social Sustainability Plan to guide future stages of the project.</li> </ul>	Sections 4, 5 and 6
23.7	The City of Sydney, Department of Education and Department of Communities and Justice should be closely consulted in preparation of the Social Sustainability Report.	Section 1.7
23.8	Ensure that the historical connections and importance of the Waterloo area to our First Nations people and means to support them and reflect them in the design of the project, the services and employment opportunities provided and that Waterloo continues to be a welcoming and culturally inclusive place.	Sections 5 and 6

The SSR has also been prepared in response to the Planning Proposal Lodgement Checklist issued by the City of Sydney on 19 February 2020. These are shown below.

**Table 2 Planning Proposal Lodgement Checklist**

Study Requirement	Addressed at:
Provide an infrastructure needs analysis that outlines the characteristics and likely needs of the current and future population, including hospitals, schools, active and passive recreation, community and educational facilities.	See GHD Baseline Report (2020) Appendix A Section 4
<p><b>Social impact and infrastructure assessment</b></p> <p>Prepare a social impact assessment to assess the potential social impacts of the proposal. The assessment is to include:</p> <ul style="list-style-type: none"> <li>» Scoping and profiling of the communities likely to be affected by the proposal, highlighting vulnerable groups</li> </ul>	See GHD Baseline Report (2020) Section 2
<ul style="list-style-type: none"> <li>» Outline the likely impacts on these communities</li> </ul>	Section 4, 5 and 6
<ul style="list-style-type: none"> <li>» Outline a plan to reduce negative impacts on the community, including alternative options to the proposal</li> </ul>	Section 4, 5 and 6
<ul style="list-style-type: none"> <li>» Provide strategies and actions to ameliorate unavoidable impacts on the community, including commitments by LAHC and recommendations for the City of Sydney, the NSW Department of Communities and Justice and other government agencies</li> </ul>	Section 4, 5 and 6
<ul style="list-style-type: none"> <li>» An integration of outcomes from community consultation to capture social impacts on affected communities</li> </ul>	Section 5 and throughout the report

Study Requirement	Addressed at:
» Provide guidance on how social impacts will be monitored and managed over time, particularly social impacts on current residents of the site.	Section 4, 5 and 6

Conversations between LAHC and the City of Sydney have confirmed that a social impact assessment is not required and that a Social Sustainability Report could be submitted. This Report does not intend to follow the methodology of a Social Impact Assessment, however it responds to the above requirements.

Preparation of the SSR in response to the Study Requirements and the Planning Proposal Checklist has involved:

- » Review of relevant policy and planning documents
- » Review of technical studies
- » Consultation with the community and other stakeholders
- » Case study research.

The Waterloo South redevelopment will take over 10 years (up to 2032) to develop with planning and delivery for the broader precinct to occur over the next 20 years. The renewal of Waterloo South is part of the Communities Plus program under *Future Directions for Social Housing in NSW* and will contribute to the renewal and increase of social (affordable rental) housing, with a mix of private market housing and community, retail and commercial facilities. The redevelopment will replace ageing older style social housing with new energy efficient, fit for purpose social (affordable rental) housing. Future residents will have improved access to an on-site multipurpose community centre with potential for community spaces, indoor recreation, library, health facility, creative and cultural spaces. In addition, residents will have access to community rooms and child care facilities. These facilities will cater to a diverse range of resident needs. Waterloo South will be pedestrian friendly with improved walkability and high level of amenity. It will have improved accessibility to active and open green space that will be used to foster connections with Aboriginal culture and activities to support and strengthen community spirit. Education, training and job opportunities will be created through redevelopment of the site, along with increased retail and commercial facilities, social enterprise options and improved transport.

Redevelopment of Waterloo South will mean significant change for the community, particularly in terms of age, socio-economic and cultural diversity. Integration will provide both opportunities and challenges bringing together diverse population groups and household types and if implemented well, can bring significant benefits for the community as a whole.

This report identifies how social sustainability is reflected in and supported by the Waterloo South Planning Proposal as well as other planned strategies. It makes specific reference to the Planning Proposal in relation to urban design, connectivity, housing design and diversity, community facilities, sport and recreation facilities, schools and educational facilities, health facilities and services, child care, emergency services, as well as retail.

## Social Sustainability Opportunities

This report considers place, people and process, as the three fundamental elements of social sustainability, and for each examines key findings and opportunities to enable a socially sustainable community at Waterloo South. The report recognises that some of these strategies are already under way, while others are already identified but not yet implemented reflecting the current stage of the redevelopment project.

Place, people and process form a three-part framework for social sustainability to guide and promote positive social outcomes as a result of the Waterloo South redevelopment project. This framework has been developed through a synthesis of the policies and strategies of the NSW Government and City of Sydney, and the key elements of social sustainability and resilience from academic and wider literature.

	Finding/Recommendation	LAHC's responses	In place/underway
<b>Place related findings and/or recommendations are:</b>			
<b>Housing</b>			
1.	The project addresses housing quality, dwelling/bedroom mix, partnership options and design including social and health implications of design	<ul style="list-style-type: none"> <li>• The redevelopment will replace older housing with new housing designed to contemporary building codes and standards (i.e. NSW Department of Planning, Industry and Environment Apartment and Design Guide) and which reflects the needs of current social housing tenants as well as future residents</li> <li>• All social housing dwellings will be built to minimum silver level liveable homes standard (consistent with the Liveable Housing Design principles) to ensure homes are accessible for people with mobility or physical disabilities</li> <li>• Analysis of the future Waterloo population (Population and Demographic Study, .id, and GHD study) provides indicators on the mix for future residents</li> <li>• Assessment of housing needs has been undertaken as part of the Housing Diversity and Affordability Study. Findings from the study will be embedded in requirements for the redevelopment</li> </ul>	✓
2.	Analyse and prepare a strategy that identifies the specific needs of the local Indigenous population and include exploration of possible Aboriginal Community Housing Provider involvement	<ul style="list-style-type: none"> <li>• An Aboriginal Housing and Cultural Needs Study has commenced and will involve consultation with local Aboriginal organisations and community members</li> </ul>	✓
3.	Develop a Local Housing Allocation Strategy to ensure resident needs are matched to housing provision throughout the project including maintenance of social networks, appropriate locations for older people, proximity to services and supports, etc.	<ul style="list-style-type: none"> <li>• DCJ existing relocation policies take into consideration individual resident needs such as maintaining networks and proximity to services</li> <li>• A redevelopment staging approach has been proposed as part of the planning proposal. Residents will be provided with the right of return</li> </ul>	✓
4.	Include strategies and housing responses that support ageing in place to ensure access to appropriate housing and support services for older social housing residents	<ul style="list-style-type: none"> <li>• The Waterloo South redevelopment project will seek strategies to respond to specific housing and support needs of older people (similar to processes used for the Ivanhoe Communities Plus renewal site)</li> <li>• LAHC recognises that a large number of existing social housing residents are aged over 55 years. At minimum, silver level dwellings will be provided for all residents</li> </ul>	✓

		<p>ensuring that homes are accessible and adaptable, supporting residents to live independently and age in place</p> <ul style="list-style-type: none"> <li>• The individual needs of older social housing residents will be considered as part of the relocation process including appropriate housing, and access to networks, appropriate care and support services</li> <li>• The planning proposal supports safe pedestrian laneways with access to community facilities and services</li> </ul>	
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### Access and connectivity

<b>5.</b>	Assess the planning proposal using the Healthy Urban Development Checklist to support the site's access and connectivity and other healthy built environment matters	<ul style="list-style-type: none"> <li>• Assessment of the planning proposal in line with the Healthy Urban Development Checklist is underway and will involve collaboration with NSW Health</li> <li>• LAHC is working with NSW Health to support residents' health needs</li> </ul>	✓
<b>6.</b>	Future design work, staging and delivery, considers overall site accessibility including accessible paths of travel for older people and people with mobility restrictions	<ul style="list-style-type: none"> <li>• The Urban Design and Public Domain study addresses this finding</li> <li>• The planning proposal includes landscaped pedestrian only laneways with connections to open space, retail, services and leisure zones. It allows for high levels of pedestrian access to key destinations including shops, community facilities and public transport</li> <li>• The project will comply with City of Sydney planning controls in relation to construction activity</li> </ul>	✓
<b>7.</b>	Provide opportunities for all residents to access reliable internet and mobile connectivity, and access to computers at community facilities (where possible) for social housing residents and other specific groups such as students	<ul style="list-style-type: none"> <li>• LAHC will explore opportunities for availability of internet and mobile connectivity, and computers for social housing residents through on-site community facilities. This work will be incorporated into procurement processes for the development.</li> </ul>	✓

### Public domain

<b>8.</b>	Landscape and public domain planning that comprehensively addresses issues of access, inclusion, and diversity of use	<ul style="list-style-type: none"> <li>• The planning proposal includes 2.57 hectares of public open space, including two parks. Public spaces will be developed to a higher standard than existing open space with improved walkability, safety and amenity, and have appropriate programming and management to enable maximum benefit, and support improved health and wellbeing/ learning/cultural space to support and recognise local culture that may be incorporated as part of the later stage redevelopment</li> </ul>	✓
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		<ul style="list-style-type: none"> <li>Placemaking strategies will support the planning, design and management of public spaces with specific focus on recognising Aboriginal, multicultural and working class culture</li> </ul>	
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### Affordability

<b>17.</b>	<p>Develop strategies that address and provide opportunities for:</p> <ul style="list-style-type: none"> <li>affordable access to fresh food</li> <li>community and health services</li> <li>development of a social enterprise business model</li> <li>affordable use of community facility space for both users and local community service providers</li> </ul>	<ul style="list-style-type: none"> <li>The planning proposal supports access to community gardens for local food production, as well as an indicative site for a supermarket and retail in Waterloo South, with a target of 80% of dwellings to have local retail services within 200m from their building entry</li> <li>Affordable access to services and affordable use of space for local providers will be addressed as part of the ongoing Community Facility planning</li> <li>Social enterprise opportunities will be explored as demonstrated with other Communities Plus renewal (for example, Ivanhoe)</li> <li>LAHC will encourage commercial facilities and services that cater to a diverse range of household incomes</li> </ul>	✓
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### Services and support systems

<b>18.</b>	<p>Mechanisms for a 'whole of government', non-government and community approach to the planning and delivery of community services with a high priority on the needs of social (affordable rental) housing residents. Participation in development of the plan includes local community and community services sector</p>	<ul style="list-style-type: none"> <li>Consultation with local government and non-government stakeholders with a focus on the needs of social (affordable rental) housing residents. This work is to continue throughout and beyond the renewal of Waterloo South. Resident consultation be planned on an ongoing basis</li> </ul>	✓
<b>19.</b>	<p>Changes to demand and supply of local services are monitored to ensure resident access to support services</p>	<ul style="list-style-type: none"> <li>Planning to identify and monitor service coordination will continue to identify demand throughout redevelopment phases and post completion</li> </ul>	✓

### Employment and training

<b>20.</b>	<p>Comprehensive employment and training approaches and strategies provide enablers for improved social and economic participation for residents. This will include the provision of:</p> <ul style="list-style-type: none"> <li>traineeships and structured employment spaces (including but not limited to construction and hospitality opportunities)</li> <li>training and employment opportunities that support the specific needs of the Waterloo community</li> <li>appropriate support services to support social housing residents to</li> </ul>	<ul style="list-style-type: none"> <li>Employment and training needs of social housing tenants and relevant support, programs and opportunities will continue to be explored as part of the procurement process as demonstrated at other Communities Plus sites</li> <li>Social enterprise opportunities will be explored as a component of the procurement process as demonstrated at other Communities Plus sites</li> <li>The ongoing community facilities planning will identify options and opportunities for training and</li> </ul>	✓
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<p>participate in employment and training</p> <ul style="list-style-type: none"> <li>• employment and training spaces specifically for social (affordable rental) housing residents</li> </ul>	<p>educational spaces</p> <ul style="list-style-type: none"> <li>• Opportunities required through redevelopment/construction agreements consistent with other renewal sites (e.g. Ivanhoe). These will include employment and apprenticeship opportunities for Aboriginal people in line with the NSW Government's Aboriginal Participation in Construction Guidelines and Procurement Guidelines for Skills and Training in the Construction Industry</li> </ul>	
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**Process related findings and/or recommendations are:**

**Communications and engagement**

<b>21.</b>	Noting the extensive consultation and engagement undertaken to date, continue to review the Waterloo Communications and Engagement process to identify lessons for improvement with a particular focus on strategies to connect with 'hard to reach' groups	<ul style="list-style-type: none"> <li>• Ongoing review of communications and engagement process will continue to be undertaken by LAHC</li> </ul>	✓
<b>22.</b>	Ensure continued community involvement in, and awareness of, the project through a variety of means which may include reference, focus or liaison groups	<ul style="list-style-type: none"> <li>• Continued engagement and participation of residents and local stakeholders in the Waterloo project area will occur through the Aboriginal Housing and Cultural Needs Study, Community Facilities planning and Placemaking and any continued human services planning during and post redevelopment</li> </ul>	✓
<b>23.</b>	Continue to actively work with key stakeholders, including the City of Sydney, other government agencies, non-government organisations and the local community to develop collaborative and participatory approaches to key issues, such as: <ul style="list-style-type: none"> <li>• the design and ongoing programming of public open space, community and cultural facilities</li> <li>• naming of places and spaces</li> <li>• service delivery models</li> <li>• social integration</li> </ul>	<ul style="list-style-type: none"> <li>• Key stakeholders will continue to be engaged throughout the redevelopment</li> <li>• LAHC will develop a participatory approach to place naming</li> </ul>	✓

**Community and cultural development**

<b>24.</b>	Placemaking strategies and community development initiatives (events, activities and programs) emphasise a strengths-based approach that foster integration and connection among all residents	<ul style="list-style-type: none"> <li>• The Waterloo Public Art Plan identifies a number of opportunities such as celebrating Waterloo's Aboriginal history, culture and heritage</li> <li>• Placemaking strategies and initiatives to be developed for community and cultural development will adopt a strengths-based approach</li> </ul>	✓
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**Relocation**

<b>25.</b>	Consistent with existing relocation	<ul style="list-style-type: none"> <li>• Consistent with the existing DCJ</li> </ul>	✓
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	<p>processes, relocation of tenants will be communicated early and clearly including information on timing, process, support provided.</p> <p>Relocation will be undertaken with an emphasis on retaining existing community networks, connections and neighbour relationships</p>	<p>Relocations Policy, the Relocations Team will work with individual residents to identify their needs in relation to their health and wellbeing and relevant supports</p> <ul style="list-style-type: none"> <li>• Where off-site relocations may be necessary in the first stage, residents will be offered local housing options to enable ongoing connections within the community which may include new social housing options</li> </ul>	
<b>Development staging</b>			
<b>26.</b>	Staging of the redevelopment considers environmental, service and social needs	<ul style="list-style-type: none"> <li>• The planning proposal staging plan commences in lower density areas in order to minimise change for residents and off-site relocations</li> <li>• The planning proposal outlines community facilities in each phase of the staging plan to enable access to community programs and initiatives</li> <li>• The Community Facilities Plan and future human services planning will look at strategies to address the environmental, service and social needs of residents</li> </ul>	✓
<b>27.</b>	Approaches that support ongoing service delivery and enable an appropriate level of quality community facility space is available in each stage of the development	<ul style="list-style-type: none"> <li>• Early provision and staging of social infrastructure is being considered as part of the ongoing Community Facility planning to support operation of support services, programs and initiatives. Temporary facility options will be considered for the development stages to produce community benefit while permanent facilities are being developed</li> <li>• The planning proposal aims for development of community facilities spaces at each stage of the redevelopment</li> </ul>	✓
<b>28.</b>	<p>Strategies to manage the potential impact of construction on residents such as:</p> <ul style="list-style-type: none"> <li>• processes and resources to identify and support residents, where needed</li> <li>• approaches to educate residents about early identification of potential health impacts</li> <li>• strategies to support people navigate physical site changes</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent with the existing DCJ Relocations Policy, the Relocations Team meet with individual residents to identify their needs in relation to their health and wellbeing and identify relevant supports</li> <li>• Adopt the relevant principles of the Healthy Urban Development Checklist and continue to work with Health NSW and front line staff to identify strategies for early identification of resident needs and to reduce the impact of relocation on residents</li> <li>• Strategies will be developed in collaboration with Health NSW and local practitioners to educate residents on health related matters</li> </ul>	✓

		<p>that may be incurred through construction</p> <ul style="list-style-type: none"> <li>The project will comply with City of Sydney planning controls in relation to construction activity and management of traffic operations</li> </ul>	
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**Governance**

<b>29.</b>	<p>Governance models for human services planning, community infrastructure delivery and communications and engagement embed cross-agency collaboration, focusing on the coordination of service delivery and clear and regular communication with residents and other stakeholders.</p>	<ul style="list-style-type: none"> <li>Continued cross agency collaboration through ongoing governance structures and continued discussions</li> <li>Ongoing and regular communication strategies to residents and other stakeholders</li> </ul>	✓
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# 1 Introduction

This introductory section locates the site within its broader Waterloo and Waterloo Estate context. It describes the vision for redevelopment and then explains the structure of the SSR.

## 1.1 Overview

The Greater Sydney Region Plan and Eastern City District Plan seek to align growth with infrastructure, including transport, social and green infrastructure. With the catalyst of Waterloo Metro Station, there is an opportunity to deliver urban renewal to Waterloo Estate that will create great spaces and places for people to live, work and visit.

The proposed rezoning of Waterloo Estate is to be staged over the next 20 years to enable a coordinated renewal approach that minimises disruption for existing tenants and allows for the up-front delivery of key public domain elements such as public open space. Aligned to this staged approach, Waterloo Estate comprises three separate, but adjoining and inter-related stages:

- » Waterloo South
- » Waterloo Central
- » Waterloo North.

Waterloo South has been identified as the first stage for renewal. The lower number and density social housing dwellings spread over a relatively large area, makes Waterloo South ideal as a first sub-precinct, as new housing can be provided with the least disruption for existing tenants and early delivery of key public domain elements, such as public open space.

A planning proposal for Waterloo South is being led by NSW Land and Housing Corporation (LAHC). This will set out the strategic justification for the proposal and provide an assessment of the relevant strategic plans, state environmental planning policies, ministerial directions and the environmental, social and economic impacts of the proposed amendment. The outcome of this planning proposal will be a revised planning framework that will enable future development applications for the redevelopment of Waterloo South. The proposed planning framework that is subject of this planning proposal, includes:

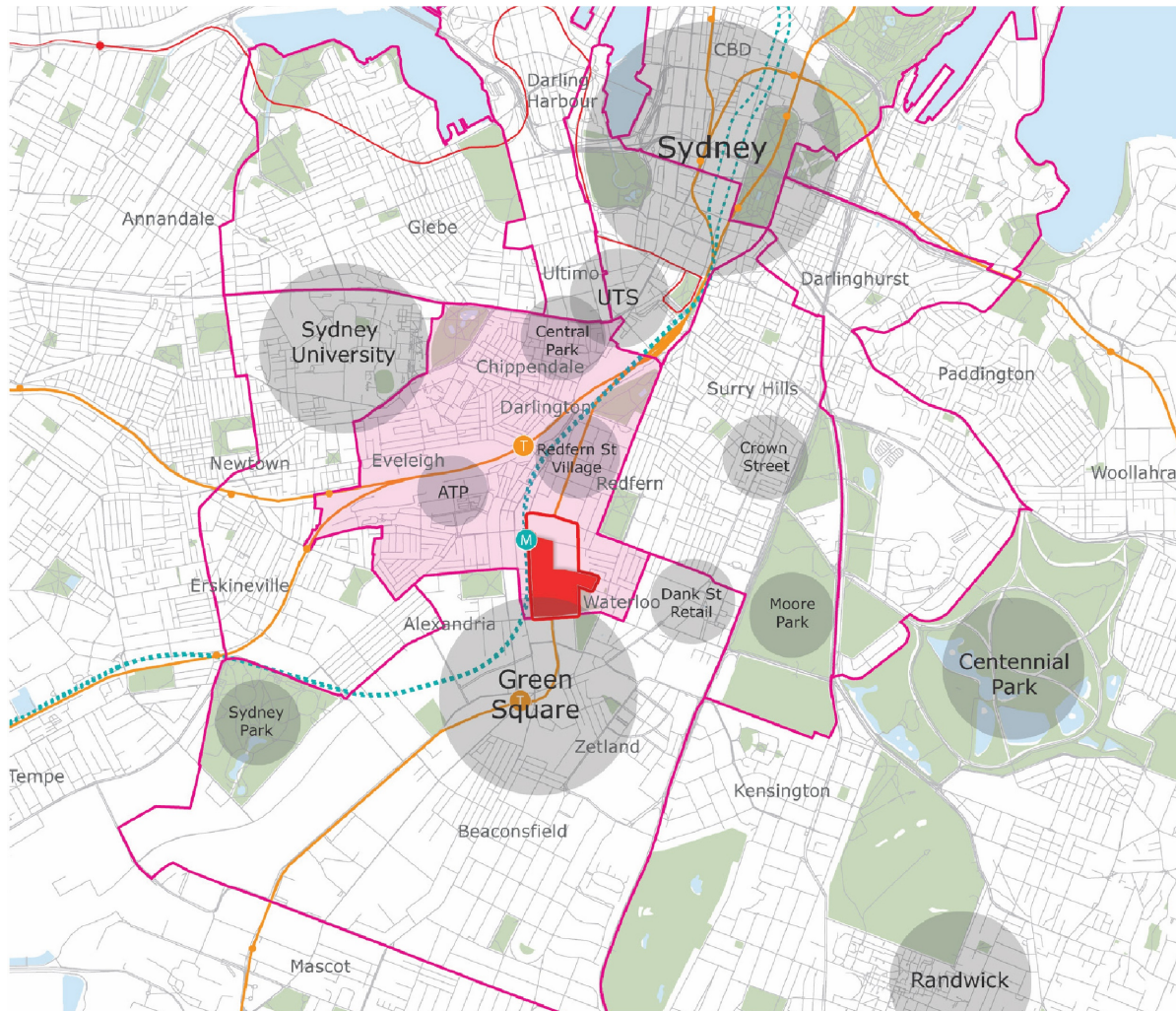
- » Amendments to the Sydney Local Environmental Plan 2012 – This will include amendments to the zoning and development standards (i.e. maximum building heights and floor space ratio) applied to Waterloo South. Precinct-specific local provisions may also be included.
- » A Development Control Plan (DCP) – This will be a new part inserted into 'Section 5: Specific Areas' of the Sydney DCP 2012 and include detailed controls to inform future development of Waterloo South.
- » An infrastructure framework – in depth needs analysis of the infrastructure required to service the needs of the future community including open space, community facilities and servicing infrastructure.

## 1.2 Waterloo Estate

Waterloo Estate is located approximately 3.3km south-south-west of the Sydney CBD in the suburb of Waterloo (refer to Figure 1). It is located entirely within the City of Sydney local government area (LGA). Waterloo Estate is situated approximately 0.6km from Redfern train station and 0.5km from Australia Technology Park. The precinct adjoins the new Waterloo Metro Station, scheduled to open in 2024. The Waterloo Metro Quarter adjoins Waterloo Estate and includes the station and over station development, and was rezoned in 2019. Waterloo Estate comprises land bounded by Cope, Phillip, Pitt and McEvoy Street, including an additional area bounded by Wellington, Gibson, Kellick and Pitt Streets. It has an approximate gross site area of 18.98 hectares (14.4 hectares excluding roads). Waterloo Estate currently comprises 2,012 social housing dwellings owned by LAHC,

125 private dwellings, a small group of shops and community uses on the corner of Wellington and George Streets, and commercial properties on the south-east corner of Cope and Wellington Streets.

**Figure 1 Location plan**



**Legend**

- The Estate
- Waterloo South

Source: Turner Studio

### 1.3 Waterloo South

Waterloo South includes land bounded by Cope, Raglan, George, Wellington, Gibson, Kellick, Pitt and McEvoy Streets, and has an approximate gross site area of 12.32 hectares (approximately 65% of the total Estate).

Waterloo South currently comprises 749 social housing dwellings owned by LAHC, 125 private dwellings, and commercial properties on the south-east corner of Cope and Wellington Streets. Existing social housing within Waterloo South is predominantly walk up flat buildings constructed in the 1950s and '60s, and mid-rise residential flat buildings (Drysdale, Dobell & 76 Wellington Street) constructed in the 1980s. Listed Heritage Items within Waterloo South include the Duke of Wellington Hotel, Electricity Substation 174 on the corner of George and McEvoy Streets, the terrace houses at 229-231 Cope Street and the Former Waterloo Pre-School at 225-227 Cope

Street. The State Heritage listed 'Potts Hill to Waterloo Pressure Tunnel and Shafts' passes underneath the precinct.

A map of Waterloo South and relevant boundaries is illustrated in Figure 2.

**Figure 2 Waterloo Precinct**



**Legend**

- The Estate
- Private Properties
- Waterloo Metro Quarter
- M Waterloo Metro Station
- Sydney Metro Alignment

**Subject to this planning proposal**

- Waterloo South

**Subject to future planning and planning proposal**

- Waterloo North
- Waterloo Central

Source: Ethos Urban

## 1.4 Redevelopment Vision

The transition of Waterloo Estate will occur over a 20-year timeframe, replacing and providing fit for purpose social (affordable rental) housing as well as private housing to create a new integrated and inclusive mixed-tenure community.

This aligns with Future Directions for Social Housing in NSW – the NSW Government’s vision for social housing. It also aligns with LAHC’s Communities Plus program, which is tasked with achieving three key objectives:

1. Provide more social housing
2. Provide a better social housing experience
3. Provide more opportunities and support for social housing tenants

The following is LAHC’s Redevelopment Vision for Waterloo Estate, which was derived from extensive consultation and technical studies:



### Culture and Heritage

- Recognise and celebrate the significance of Waterloo’s Aboriginal history and heritage across the built and natural environments.
- Make Waterloo an affordable place for more Aboriginal people to live and work.
- Foster connection to culture by supporting authentic storytelling and recognition of artistic, cultural and sporting achievements.



### Communal and Open Space

- Create high quality, accessible and safe open spaces that connect people to nature and cater to different needs, purposes and age groups.
- Create open spaces that bring people together and contribute to community cohesion and wellbeing.



### Movement and Connectivity

- Make public transport, walking and cycling the preferred choice with accessible, reliable and safe connections and amenities.
- Make Waterloo a desired destination with the new Waterloo Station at the heart of the Precinct’s transport network – serving as the gateway to a welcoming, safe and active community.



### Character of Waterloo

- Strengthen the diversity, inclusiveness and community spirit of Waterloo.
- Reflect the current character of Waterloo in the new built environment by mixing old and new.



### Local Employment Opportunities

- Encourage a broad mix of businesses and social enterprise in the area that provides choice for residents and creates local job opportunities.



### Community Services, Including Support for Those Who Are Vulnerable

- Ensure that social and human services support an increased population and meet the diverse needs of the community, including the most vulnerable residents.
- Provide flexible communal spaces to support cultural events, festivals and activities that strengthen community spirit.



### Accessible Services

- Deliver improved and affordable services that support the everyday needs of the community, such as health and wellbeing, grocery and retail options.



### Design Excellence

- Ensure architectural design excellence so that buildings and surrounds reflect community diversity, are environmentally sustainable & people friendly – contributing to lively, attractive and safe neighbourhoods.
- Recognise and celebrate Waterloo’s history and culture in the built environment through artistic and creative expression.
- Create an integrated, inclusive community where existing residents and newcomers feel welcome, through a thoughtfully designed mix of private, social (affordable rental) housing.

Source: *Let’s Talk Waterloo: Waterloo Redevelopment* (Elton Consulting, 2019)

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## 1.5 Purpose of this report

This report relates to the Waterloo South planning proposal. While it provides comprehensive baseline investigations for Waterloo Estate, it only assesses the proposed planning framework amendments and Indicative Concept Proposal for Waterloo South.

The fundamental purpose is to identify measures to promote positive social outcomes throughout redevelopment of Waterloo South. The key matters addressed as part of this study, include:

- » Review of relevant policy and planning documents
- » Review of technical studies
- » Consultation with the community and other stakeholders
- » Case study research

## 1.6 Study approach and methodology

Preparation of the SSR in response to the Study Requirements has involved:

- » Review of relevant policy and planning documents
- » Review of technical studies
- » Consultation with the community and other stakeholders
- » Case study research.

### Review of relevant policy and planning documents

A review of relevant Commonwealth, State and local government policy and planning documents was undertaken to inform this report. The results of this review are discussed in [Section 3](#).

### Review of technical studies

This SSR draws on and synthesises the findings and recommendations of a series of technical studies prepared to support planning for the future Waterloo South, including:

- » *Social Baseline Report*, GHD (2020)
- » *Heritage Impact Statement Waterloo Metro Quarter Waterloo State Significant Precinct*, Urbis (2020)
- » *Waterloo South Housing Diversity and Affordability Study*, Hill PDA Consulting (2020)
- » *Let's Talk Waterloo, Waterloo Redevelopment Options Testing Consultation Report Key Findings*, Elton Consulting (2019)
- » *Let's Talk Waterloo, Waterloo Redevelopment Visioning Report Key Findings*, KJA (2017)
- » *Waterloo – Population and Demographic Study*, .id (2020)
- » *Waterloo Open Space Study Report*, Clouston Associates (2020).

In particular, the SSR builds on the first stage of the Social Sustainability Study, as documented in the *Social Baseline Report* and needs assessment prepared by GHD (2020). The existing conditions analysis undertaken by GHD reviewed the current situation and identified issues, opportunities and early details to inform the planning proposal planning process, including land use and community needs to support the redevelopment. This SSR adopts and builds on the key findings of the GHD report including the:

- » Profile of the existing community, neighbouring communities and likely future communities
- » Social infrastructure needs assessment
- » Potential social opportunities and constraints for Waterloo South.

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Beyond the Study Requirements, and as an ongoing strategy across the redevelopment period, LAHC is undertaking a separate 'health check' or analysis of the health and wellbeing implications of the redevelopment of Waterloo South in line with the *Healthy Urban Development Checklist* (Health, 2009). As part of this report, and consistent with the World Health Organisation (WHO) approach to social sustainability, we have adopted a *social determinants of health* approach. Given there is a strong relationship between social sustainability and the social determinants of health, the 'health check' has been incorporated throughout this document. For completeness, a 'health check' reference is included in Appendix A-2 to demonstrate where key health issues are addressed throughout the report.

## Consultation

Consultation undertaken as part of the redevelopment process was conducted in the project visioning and options testing phases, with the latter considering three redevelopment options. In order to streamline the study process and minimise consultation fatigue for participants, many of the consultation activities planned for the SSR were integrated with the options testing consultation process. Input from residents of the Waterloo Estate and surrounding area, community organisations and other stakeholders provided a rich and important source of information for this SSR. Information gathered through the consultation activities helped to capture the lived experience of Waterloo and provide a more sophisticated understanding of present and future community needs, with a particular focus on social housing residents. Consultation outcomes, including comments from participants, are included throughout this report.

In addition to focusing on the redevelopment options, the consultation process explored a number of topic areas relevant to social sustainability including:

- » Effects of the development on way of life, social connections and community identity
- » Community facilities and services including health services, child care, community services and recreation
- » Access and connectivity in relation to physical accessibility as well as affordability
- » Public open space and amenity including recognised park and play spaces as well as streetscapes
- » Issues related to integration and how a mixed community will function at Waterloo
- » Employment, training and learning opportunities
- » Development timing and construction management.

Consultation activities included workshops, meetings, focus groups and interviews with:

- » Existing social housing residents
- » Aboriginal and Torres Strait Islander residents and groups
- » Residents from culturally and linguistically diverse backgrounds
- » Older and younger residents
- » Private residents within the Estate area
- » The broader and neighbouring community.

Further consultation was conducted with key stakeholders to identify and test the inputs and assumptions included in this report. The following groups were consulted with specifically for this SSR:

- » State and local government agencies
  - > The City of Sydney
  - > Schools Infrastructure NSW
  - > NSW Police (Redfern Police Area Command)
  - > Sydney Local Health District
  - > Urban Growth Development Corporation (no longer in existence)

- 
- > Land and Housing Corporation.
  - » Community organisations and associations
    - > Inner Sydney Voice
    - > Shelter NSW
    - > The Fact Tree Youth Service
    - > Weave
    - > REDWatch
    - > Counterpoint Community Services
    - > South Eastern Community Connect
    - > The Royal Botanic Garden Sydney.
  - » Consultants and subject matter experts:
    - > Milne and Stonehouse, Public Art (Waterloo Arts and Cultural Study)
    - > Sue Boaden, Cultural Planner (Waterloo Arts and Cultural Study).

### **Case study research**

Case studies, key learnings and best practice from similar estate renewal and urban redevelopment projects in Australia and internationally have been reviewed and applicable insights documented throughout this SSR report. Case studies were selected for their capacity to demonstrate positive place or community outcomes as part of redevelopment projects.

## **1.7 Report structure**

This report includes two main parts:

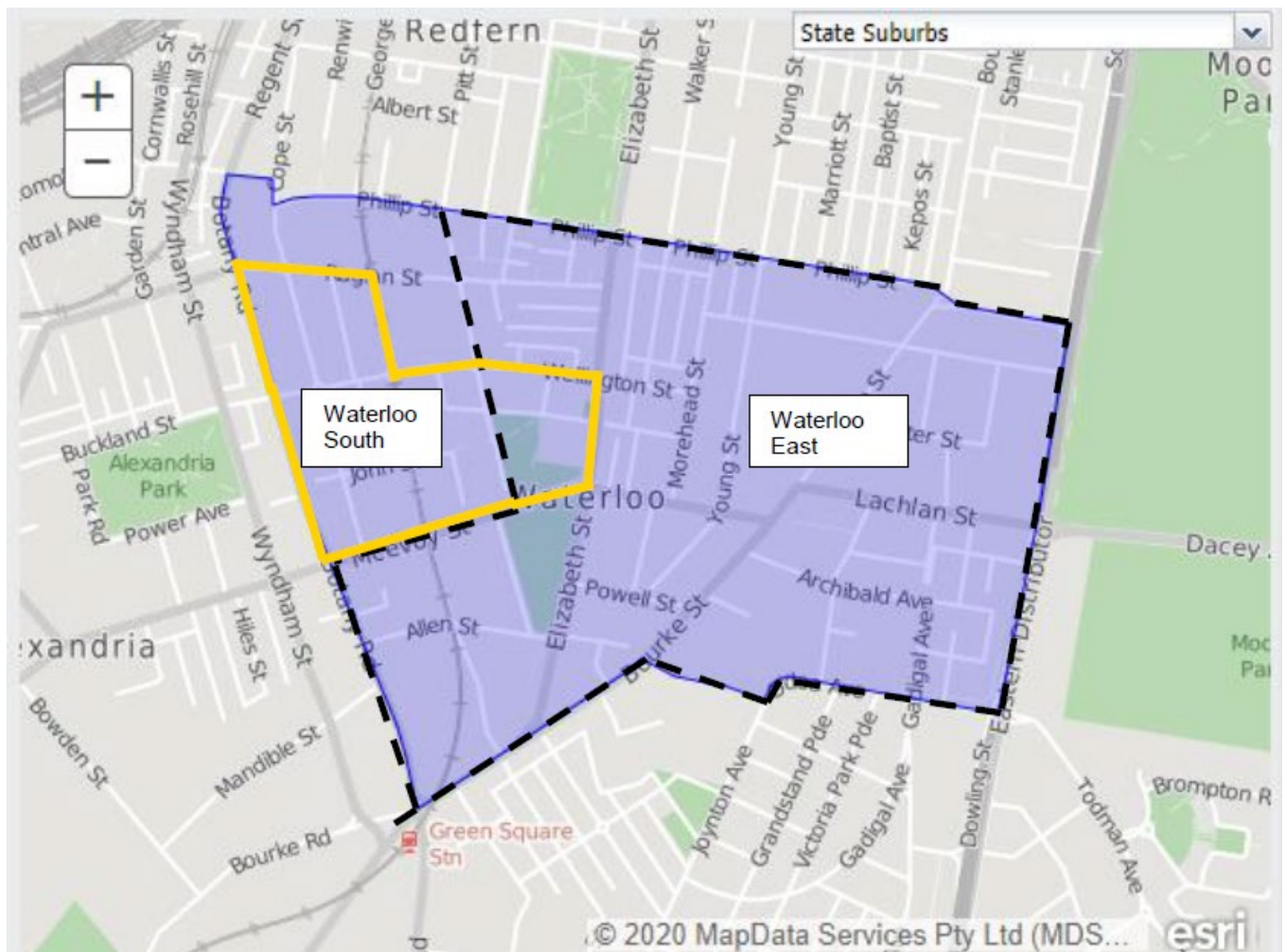
- » **Introduction** – includes:
  - > The broader policy context, study requirements and methodology
  - > An analysis of both the existing community profile of Waterloo and of the projected future community
  - > An overview of the key social sustainability related policy documents and identification of key social sustainability elements.
- » **Social Sustainability Findings and Opportunities** – includes:
  - > Exploration of considerations, opportunities and existing strategies in relation to the place focussed, people focussed and process-oriented elements of social sustainability. Findings explored here include:
    - Place – housing, access and connectivity, public domain, and community infrastructure
    - People – social mix, community identity and connection, affordability, services and support systems, employment and training
    - Process – communications and engagement, community and cultural development, relocation, construction management, governance
  - > Analysis of the key elements of the planning proposal in respect to the key social sustainability considerations and opportunities.

## 2 Existing and Future Waterloo

This section of the report provides an overview of the existing situation of Waterloo South including its demographic profile, cultural history and existing community strengths. It considers the existing neighbourhoods surrounding the area. It also discusses the projected future Waterloo South, post redevelopment of Waterloo South including both social and market housing residents.

It compares Waterloo South data to the Waterloo suburb, and to an area referred to as Waterloo East. This area has been extracted from Waterloo suburb as it has recently undergone significant redevelopment.

**Figure 3 Geographical areas**



Source: GHD 2020 p.18, compiled from Australian Bureau of Statistics. Note: Waterloo suburb indicated by shaded area and Waterloo South is outlined in yellow.

### 2.1 Existing context and community profile

Demographic data and analysis used to inform this profile has been drawn from the *Social Baseline Report* (GHD 2020) and *Waterloo – Population and Demographic Study* (.id 2020). All other statistical information not found in the technical study has been sourced from the Australian Bureau of Statistics (ABS).

The following factors are identified as key features of Waterloo South in the *Social Baseline Report* (GHD 2020):

- » Waterloo South comprises 874 properties in 2020 of which 749 are social housing and 125 private dwellings.



- » Communities within Waterloo South are diverse. Private dwellings outside the Waterloo Estate feature younger and higher income households.
- » Waterloo South has a large elderly population, with almost half of all residents having lived there for over ten years. Other key characteristics include high proportions of people who live alone, low income earners, people whose first language is not English, and people with disability.
- » There is a range of community facilities and services located within one kilometre of Waterloo South, with many services targeted towards the needs of social housing tenants.

### 2.1.1 Characteristics of Waterloo South

Based on demographic data for Waterloo South provided by LAHC demographic and data from the *Social Baseline Report* (GHD 2020). In September 2019, Waterloo South's population was characterised by:

- » A large elderly population, with 68% of residents aged 50 years and over
- » Many long-term residents, with almost half of the residents (42%) having lived at the same residence for over ten years
- » A very high proportion of people living alone (73%), many of whom are elderly residents
- » An average household income of \$525 per week. The main sources of individual income were disability pension (33%), age pension (26%), Newstart Allowance (20%) and wages (7%). This reinforces that there are significant proportions of elderly people and people with a disability living at the Waterloo Estate
- » Residents had a higher level of need for assistance with self-care, communication or mobility activities, due to disability (9%). Waterloo South residents who require assistance are likely to include people with a disability and the elderly population
- » Based on the 2016 Index of Relative Socio-economic Disadvantage, SA1s within Waterloo South ranked at decile 1 and 2 within NSW. In comparison, the City of Sydney LGA as a whole is ranked at decile 8 within NSW, indicating that Waterloo South has a higher level of disadvantage than other areas within the LGA. Appendix A details the SEIFA scores at the SA1 level for Waterloo South.

### 2.1.2 Characteristics of the broader area

The *Social Baseline Report* (GHD 2020) reports on demographic data within the broader area. Within the Waterloo suburb, there are diverse communities, mainly characterised by a high number of social housing tenants in the Waterloo Estate, and younger and higher income households living outside the Waterloo Estate in mostly private housing.

As mentioned, in recent years, Waterloo East has undergone significant redevelopment, including many higher density developments along Bourke, Lachlan and Danks Streets. These new developments have resulted in significant change to the existing character and density of the area as well as changes to the resident population, including attracting more tertiary students, people from culturally and linguistically diverse backgrounds, migrant workers, professionals, young families, young couples without children as well as some older people looking to age in place.

The resident population of Waterloo East differs to the Waterloo Estate as:

- » Only 8% of the population of Waterloo East are aged over 60 years.
- » A large proportion were couple households without children (64%), who are likely to be mostly young couples. There were 20% that comprised couples with children, who are likely to be young families.
- » Group households made up 18% of households, common among renters, students, migrant workers and young people.
- » A large portion of Waterloo East's SA1 districts have low levels of disadvantage (decile rankings within NSW of 8 and above), which could be attributed to the renewed areas of the suburb.

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The renewal of Waterloo South with the introduction of private dwellings to the site is highly likely to attract a similar demographic to Waterloo East.

Key characteristics that differentiate neighbouring areas from Waterloo South are described below, based on data from the *Social Baseline Report* (GHD 2020) and *Waterloo – Population and Demographic Study* unless otherwise stated.

### **Age profile**

- » Waterloo South has a significantly older population, with 40% of residents aged 50 years and over, compared to 24% in Waterloo suburb and 21% in the LGA
- » Seniors aged 75 years and over make up 8% of Waterloo South's population, compared to 5% in Waterloo suburb and 3% in the LGA. Waterloo South had fewer young people aged between 18 to 34 years (32% compared to 49% in Waterloo suburb and 50% in the LGA)
- » The proportion of children under 18 years was the same across all areas (8%).

### **Cultural diversity**

- » Waterloo South has a significantly higher proportion of Indigenous people (9%), compared to Waterloo suburb (3%) and the LGA (1%)
- » There is a higher proportion of people born in non-main English speaking countries in Waterloo South (55%) compared to the suburb of Waterloo (42%) and the City of Sydney LGA (39%)
- » There is also a much higher proportion of people in Waterloo South (55%) who speak a language other than English at home than the suburb (40%) and the City of Sydney (36%).

### **Household and family composition**

- » Waterloo South has a high concentration of lone person households (52%) compared to 38% of lone households in Waterloo suburb and 37% in the LGA
- » Family households in Waterloo South only make up 38% of all households, this is lower than the 46% of households in the Waterloo suburb and 47% of households in the LGA
- » Waterloo South has a significantly higher proportion of one parent families (35% compared to 15% in the suburb and 10% in the LGA).

### **Need for assistance**

- » In Waterloo South, residents had a higher level of need for assistance with self-care, communication or mobility activities, due to disability (9%) (ABS, 2016). This was compared to 5% in the Waterloo suburb and 2% in the LGA. Waterloo South residents who require assistance are likely to include people with a disability and the elderly population.
- » The higher rate of need for assistance is further supplemented by LAHC data (September 2019), which shows that 33% of households within Waterloo South primarily source their income from a disability pension, while another 5% primarily source their income from a carer payment.

It is important to consider that 'need for assistance' 'is designed to reflect the concept of 'profound or severe core activity limitation'; that is, the population for whom service delivery has the most consequence' (ABS, 2018). Persons who respond positively to this question in the Census are in essence stating that they require assistance with daily tasks. Therefore, people with a disability who are able to live independently of a carer or do not otherwise require assistance with daily tasks would not be included in this population. In this context, the high proportion of persons who require assistance within Waterloo South is indicative of a high level of need because of disability, long-term health conditions or the effects of old age (ABS, 2018).

### **Employment, income and education**

- » The average income of Waterloo South households was \$525 per week (LAHC, September 2019), significantly lower than the median weekly household incomes of the Waterloo suburb and LGA of \$1,503 and \$1,926 respectively (ABS, 2016)

- 
- » Unemployment rates in Waterloo South was 5% (ABS, 2016), which is lower than the suburb (9%) and the LGA (6%) - however, it should be noted that the overall labour pool in Waterloo South is smaller than the suburb and the LGA due to a high proportion of elderly persons and persons on the disability pension, which reduces the number of persons likely to be unemployed
  - » Waterloo South had a significantly lower proportion of people who completed Year 12 at 46%, compared to 68% in the Waterloo suburb and 78% in the LGA
  - » The Waterloo suburb had higher proportions of people without post-school qualifications (34%), compared to 26% in the LGA - this data was not available for Waterloo South.

### **Tenure and length of residence**

- » The proportion of homes owned outright is very low within Waterloo South (3% compared to 6% in the suburb and 14% in the LGA). Although only 46% of persons within the Waterloo South stated they rented from a state or territory housing authority, it is relevant that 21% of respondents in Waterloo South did not state their landlord type, compared to 4% in the suburb and 3% in the LGA.
- » Non-response to landlord type in the Census is a noted issue in public housing, and an undercount of public housing is a common feature of Census data (ABS, 2003). In this instance for example, the number of dwellings recorded as state or territory housing in the Waterloo South SA1 area (524) is lower than the count of dwellings by LAHC in September 2019 (749). Consequently, there is a possible undercount of public housing tenants in the Census data. It is likely that the 21% of respondents who did not state their tenancy status in Waterloo South are public housing tenants. However, it is not possible to confirm.

### **Socio-economic disadvantage**

- » Higher social disadvantage is strongly correlated with poorer health outcomes (SLHD, 2017). Waterloo South had a higher level of socio-economic disadvantage than Waterloo suburb and the LGA (decile ranking within NSW of 1 and 2).

Based on the indicators discussed in the previous sections, disadvantaged community members in Waterloo South are likely to be elderly people, people who live alone including older people, low income households, people without English skills, unemployed persons, and people with a disability.

New development in the area has had a significant impact on the character of the local area and community. Key changes in community demographics include an increase in:

- » tertiary students
- » people from culturally and linguistically diverse backgrounds
- » professionals
- » the proportion of households with higher incomes
- » young families
- » couples without children
- » older people looking to age in place.

It is expected that these trends will continue with the redevelopment of other surrounding areas, including Green Square and the Australian Technology Park (GHD 2020).

**Figure 4 Built form character in the surrounding area**



Private residential buildings on Wellington Street (top left), Elizabeth Street (top right) and McEvoy Street (bottom left). source: Elton Consulting

### **2.1.3 Waterloo’s Aboriginal and Torres Strait Islander history**

Waterloo’s first inhabitants were Gadigal people of the Eora Nation. Aboriginal and Torres Strait Islander people have always lived in Waterloo. It has become an entry point for people coming into the city for work opportunities, shelter and connections with community and family.

Waterloo holds great cultural and emotional significance to Aboriginal and Torres Strait Islander people and the broader community. The recognition of history and heritage is incredibly important and consultation indicates there is a strong desire across the community to retain this legacy through redevelopment.

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However, opportunities to understand and engage in Waterloo's Aboriginal cultural history and contemporary practice are relatively limited. Desktop research highlights Waterloo's Aboriginal heritage is poorly documented as are Waterloo's post-colonial authentic stories, customs and cultural traditions.

The *Heritage Impact Statement* developed for Waterloo Metro Quarter (Urbis, 2018) and Waterloo South Heritage Impact Statement (Urbis, 2020) determined that there is limited potential for archaeological evidence to be found during redevelopment. In the event that Aboriginal archaeological material is found within Waterloo South, it would make a relatively rare and highly significant contribution to the archaeological record.

Although the landscape is much disturbed and there are gaps in the archaeological evidence following two centuries of settlement and development, the longstanding Aboriginal heritage of Waterloo is widely understood as an important aspect of Waterloo culture and history.

## 2.1.4 Existing community strengths

Engagement conducted to develop a vision for the Waterloo Estate redevelopment involved a wide range of engagement activities and consultation with Waterloo and neighbouring residents, community groups and key NGOs. The aim was to create a vision to help guide the future planning proposal of the site. Through this process a number of existing community strengths were identified.

Residents felt a strong sense of pride and ownership over the current Estate. Waterloo's diversity, inclusiveness and community spirit were widely recognised as key strengths of the area which are enjoyed and celebrated by the community. Examples of this include community members assisting the elderly, involving themselves in community gardens and taking an active interest in the future of the area.

The area's culture, history and heritage are seen as an integral element to community identity. There is a strong desire to maintain, celebrate and educate existing and future residents and visitors on Aboriginal culture and the area's working class legacy. Moving forward with the development and as gentrification occurs, residents want to ensure that the identity of the area and community are not lost. Waterloo's cultural narratives have been further explored in [Section 4.3.4](#).

Significant established trees, the area's green space, and a range of sunny and shaded places to sit were consistently highly valued by the community in all engagement activities.

**Figure 5 Shady places to sit overlooking Waterloo Green**



Source: Elton Consulting

While room for physical improvement of the built environment was noted, many existing facilities and services were highly valued and seen as key strengths of the area. Counterpoint Community Services, The Factory, the Police Citizens Youth Club (PCYC), Weave Youth and Community Services, National Centre of Indigenous Excellence (NCIE), 107 Projects, The Settlement, The Salvation Army and the Fact Tree Youth Service were identified as key services and facilities serving the current community.

Important aspects of these services include:

- » the strong and longstanding connections with the local community and each other
- » an intimate understanding of the specific needs of individual high-needs residents
- » the community's trust in them as service providers and confidants
- » a broad feeling of comfort, security and safety relating to existing facilities
- » accessibility due to location and affordability.

## 2.2 Future Waterloo

This section introduces the planning proposal as a high-level concept for the redevelopment of Waterloo South. Also explored here are some of the community and demographic implications of the redeveloped area.

### 2.2.1 Future context and community profile

The renewal of the entire Estate will occur over a period of approximately 20 years. Redevelopment will commence in Waterloo South first where there is lower housing density. The majority of existing residents are currently located within the northern tower buildings, which will comprise the final stages of development,

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meaning that it will be over 10 years, up to 2032, before existing tenants living within these buildings northern buildings will need to relocate.

Further detail on staging is provided in [Section 2.3.4](#), however it is understood that current and future residents will live amid construction over a period of time.

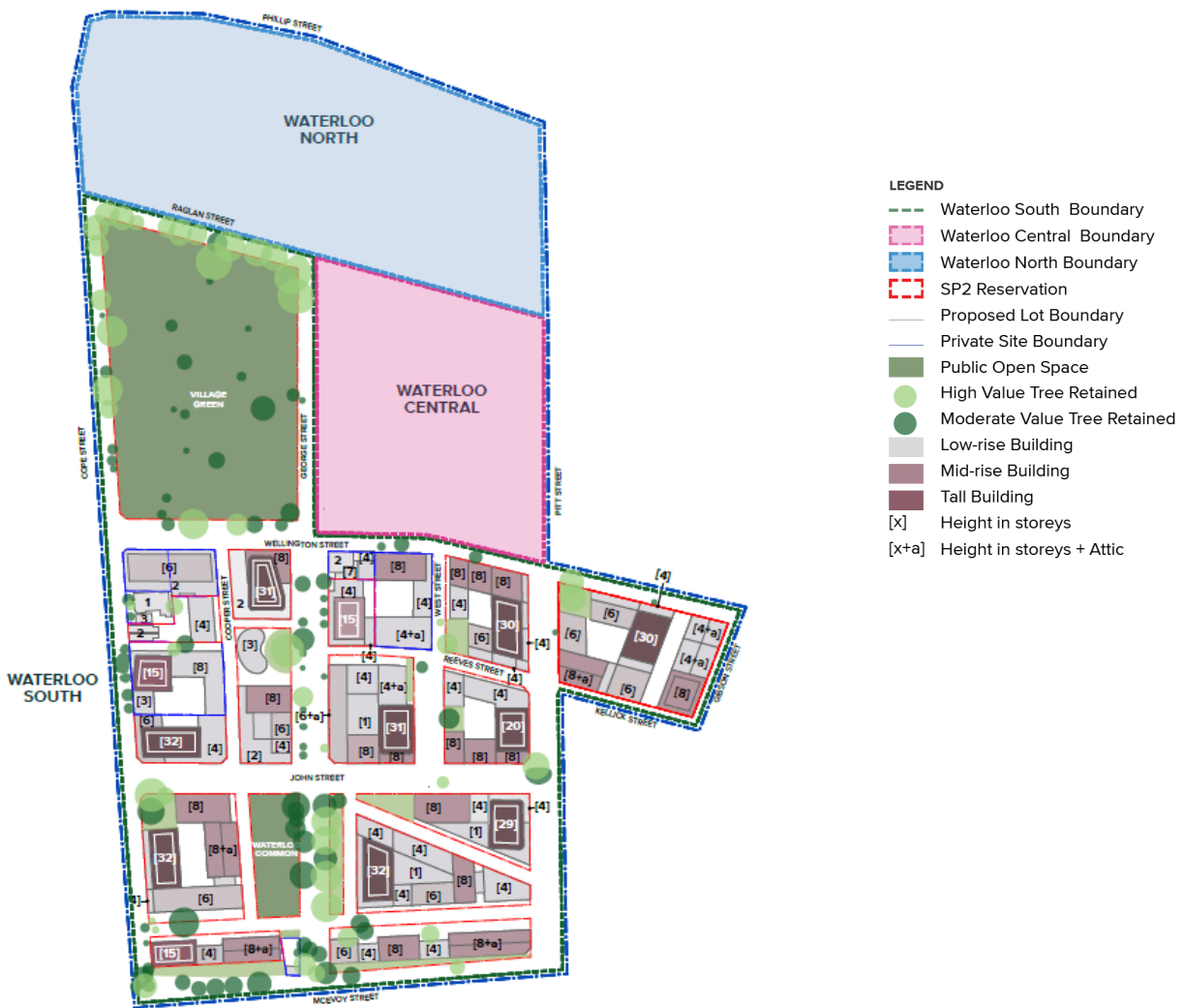
As development proceeds over time private dwellings will begin to outnumber social housing dwellings in the area. The *Waterloo South Population and Demographic Study (2020)* prepared by .id found the following key forecast findings:

- » The forecasts for Waterloo South see an increase in population from 1,719 in 2016 to 5,542 in 2036
- » This forecast is based on an increase of 2,300 dwellings in net terms between 2023 and 2032
- » Average household size is expected to increase from 1.78 in 2016 to 1.86 in 2036. This is a result of the assumed migration of both younger adult aged groups, primarily to the private dwellings, as well as a broader range of older ages to the social (affordable rental) housing component
- » The area is expected to attract younger adult age groups, primarily to the private dwellings, driven by fast access to CBD jobs in finance, banking and professional services, as well as a broader range of older ages to the social (affordable rental) housing component
- » The largest forecast increase by age are in the 25-39 age bracket.

## 2.2.2 Overview of the planning proposal

The planning proposal for Waterloo South, shown in Figure 6 below, was developed through an options testing process with the community, other stakeholders and discussions with the City of Sydney. The consultation process was characterised by a high level of participation and feedback on three redevelopment options, which was used to inform the preparation and development of the planning proposal.

**Figure 6 Waterloo South planning proposal**



Source: Turner Studio

The indicative Concept Proposal comprises:

- » approximately 2.57 hectares of public open space representing 17.8% of the total Estate (Gross Estate area – existing roads) proposed to be dedicated to the City of Sydney Council, comprising:
  - Village Green – a 2.25 hectare park located next to the Waterloo Metro Station; and
  - Waterloo Common and adjacent – 0.32 hectares located in the heart of the Waterloo South precinct.
  - The 2.57 hectares all fall within the Waterloo South Planning Proposal representing 32.3% of public open space (Gross Waterloo South area – proposed roads)
- » retention of 52% of existing high and moderate value trees (including existing fig trees) and the planting of three trees to replace each high and moderate value tree removed
- » coverage of 30% of Waterloo South by tree canopy
- » approximately 257,000 m<sup>2</sup> of GFA on the LAHC land, comprising:
  - approximately 239,100 m<sup>2</sup> GFA of residential accommodation, providing for approximately 3,048 dwellings comprising a mix of market and social (affordable rental) housing dwellings;
  - approximately 11,200 m<sup>2</sup> of GFA for commercial premises, including, but not limited to, supermarkets, shops, food & drink premises and health facilities; and



- approximately 6,700 m<sup>2</sup> of community facilities and early education and child care facilities.

The key features of the Indicative Concept Proposal are:

- » it is a design and open space led approach.
- » creation of two large parks of high amenity by ensuring good sunlight access.
- » creation of a pedestrian priority precinct with new open spaces and a network of roads, lanes and pedestrian links.
- » conversion of George Street into a landscaped pedestrian and cycle friendly boulevard and creation of a walkable loop designed to cater to the needs of all ages.
- » a new local retail hub located centrally within Waterloo South to serve the needs of the local community.
- » a target of 80% of dwellings to have local retail services and open space within 200m of their building entry.
- » achievement of a 6 Star Green Star Communities rating, with minimum 5-star Green Star – Design & As-Built (Design Review certified).
- » a range of Water Sensitive Urban Design (WSUD) features.

The proposed land allocation for the Waterloo South precinct is described in Table 3 below.

**Table 3 Breakdown of allocation of land within the Waterloo South**

Land allocation	Existing	Proposed
<b>Roads</b>	3.12ha / 25.3%	4.38ha / 35.5%
<b>Developed area (Private sites)</b>	0.86ha / 6.98%	0.86ha / 7%
<b>Developed area (LAHC property)</b>	8.28ha / 67.2%	4.26ha / 34.6%
<b>Public open space (proposed to be dedicated to the City of Sydney)</b>	Nil / 0%	2.57ha / 20.9% (32.3% excluding roads)
<b>Other publicly accessible open space (Including former roads and private/LAHC land)</b>	0.06ha / 0.5%	0.25ha / 2%
<b>TOTAL</b>	<b>12.32ha</b>	<b>12.32ha</b>

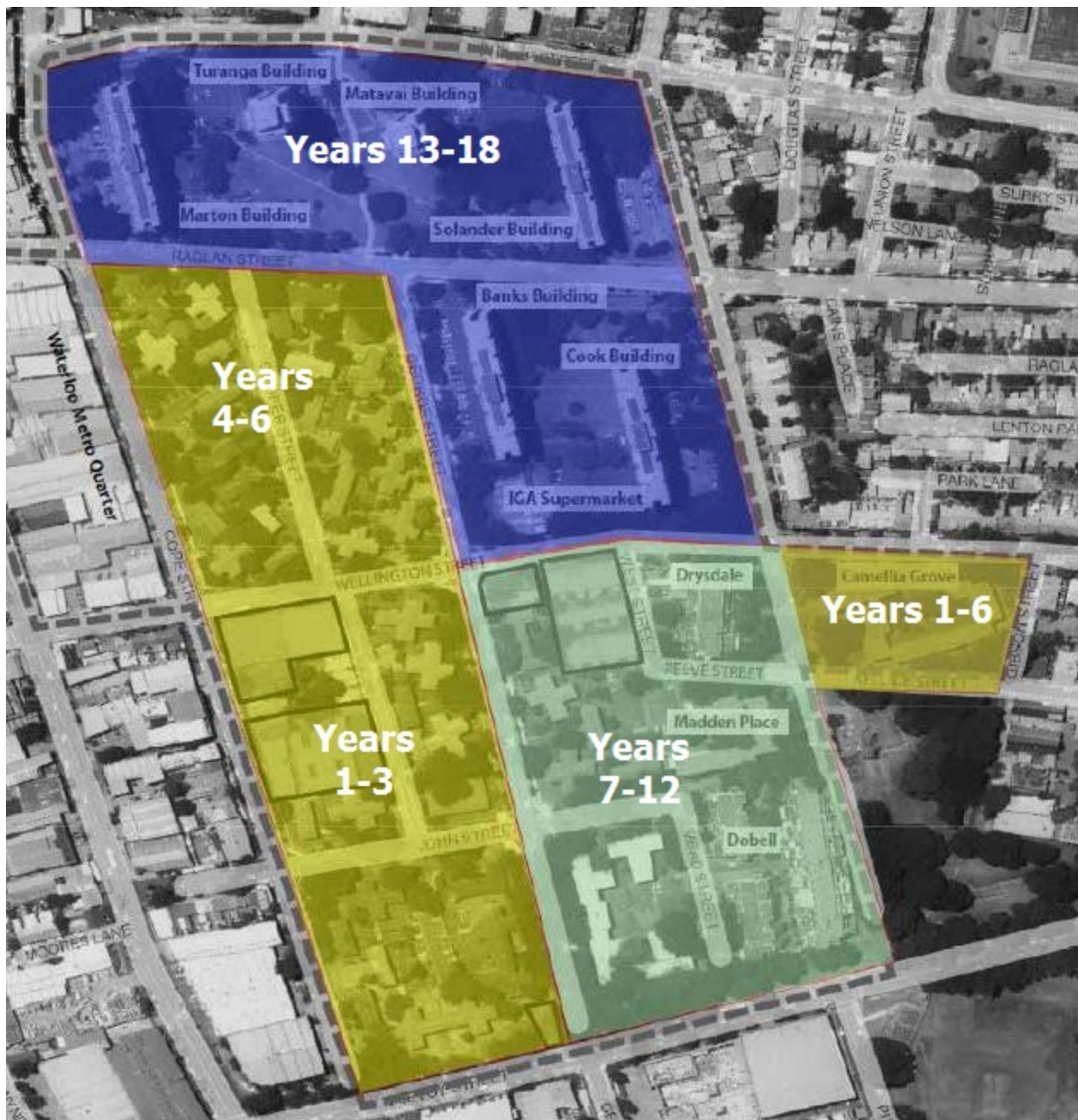
### 2.2.3 Project Staging

Over the 10 to 20-year redevelopment period high-level project staging is indicated on the map in Figure 7 below. As mentioned above, the Waterloo Estate will comprise three separate, but adjoining and inter-related stages:

- » Waterloo South (over the next 10 years) – this planning proposal
- » Waterloo Central (over the next 10-20 years)
- » Waterloo North (over the next 10-20 years).

Discussions related to staging, such as tenant relocation, has been addressed in [Section 6.3](#).

**Figure 7 Project staging map**



Source: Provided by LAHC

## 2.2.4 Context and community after redevelopment

GHD's report (2020) contains key projections and characteristics of the future population of Waterloo South. It projects a total population of 5,542 people in 2032, an increase of 3,283 people from 2016. The total number of households is projected to be 3,048 by 2032, an increase of 2,299 households based on LAHC's count of 749 properties in September 2019.

The dwelling mix will be determined after the rezoning process with a full replacement of existing social housing expected for Waterloo South.

The social housing component of Waterloo South will likely have a different demographic make up to the market dwelling stock, including a higher number of people aged 60 years and over.

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Based on the GHD and .id reports, private dwellings in the Estate are primarily expected to attract younger adult age groups, driven by fast access to CBD jobs. Since approximately 70 percent of new dwellings will be market dwellings, and young adults are expected to make up a high proportion of market residents, the age group with the largest increase forecast is of those aged 25-39 years. People aged 25 to 39 years are expected to represent 35% of the total population in 2036, compared to 23% of the population in 2016. This is equal to a numerical increase of approximately 1,520 people in that age group from 2016 to 2036 (.id 2020). This also triggers an increase in children aged 0-4 years particularly in the projected 2032 population.

Conversely, there will be a decrease in the proportion of older people. While those aged 70 and over comprised 13% of the area's population in 2016, the proportion is estimated to decrease to 11% in 2036, the overall number of people aged over 70 will nearly triple over that period from 226 to 649 in 2036 (.id 2020). However, it is noted that the social (affordable rental) housing component of the precinct is forecast to attract older residents from a range of ages, consistent with the traditional migration profile of the area.

The average household size is expected to remain relatively stable ranging from 1.78 in 2016 to 1.86 in 2036 (.id, 2020).

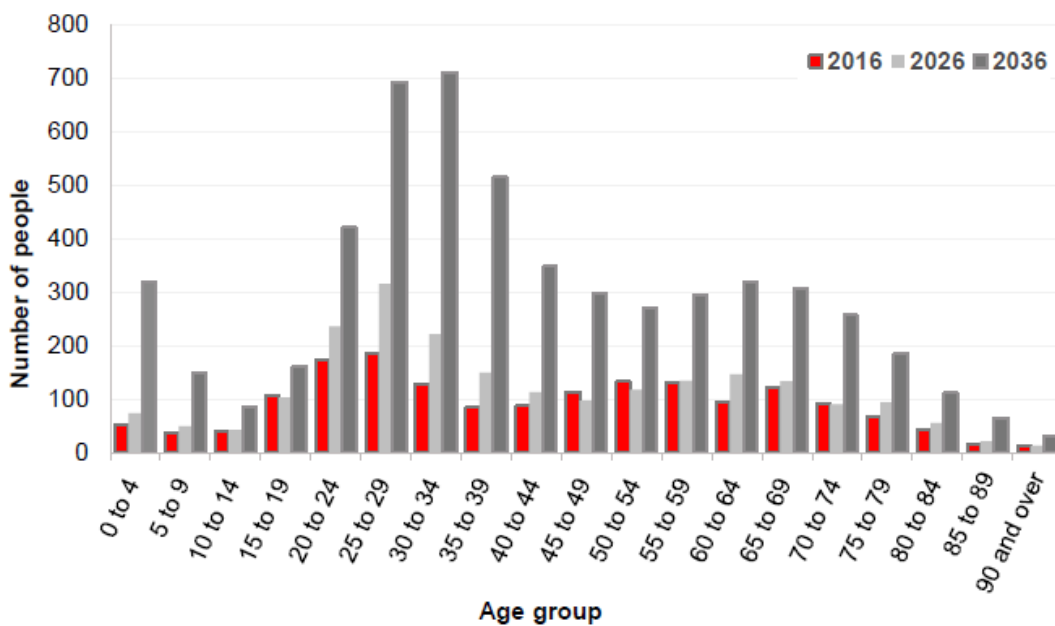
## 2.2.5 Projected characteristics of people living in market housing

*The Population and Demographics Study* (.id 2020) predicts that the demographics of market housing residents will include the following:

- » A high proportion of people from culturally and linguistically diverse backgrounds, including newly arrived migrants. Waterloo is a diverse suburb with 58.8% of residents born overseas in 2016 and high proportions of Russian and Chinese born persons, compared to 47.7% of residents born overseas in the City of Sydney, and 36.7% in Greater Sydney. The City of Sydney is often the first location for new migrants who have just arrived in Sydney or Australia. This trend is expected to continue through the redevelopment.
- » The largest numerical increase will be in lone person households followed by couples without children.
- » People with higher incomes and levels of education attainment, including young professionals and retirees. Inner city living is becoming more attractive to a range of ages. Young professionals seeking opportunities to be within walking distance to work, cafes, bars and other entertainment precincts are expected to comprise a significant proportion of the final population. Retirees are also recognising the benefits of downsizing to apartments close to health and transport facilities. There will be a component of migration in the older ages 45 to 69 years, consistent with the traditional migration profile of the area.
- » The general result sees 18 to 29-year olds being more likely to be in lone person, couple without children and group household relationships compared to the 2016 household structure of the precinct.

With the private dwelling component of the development forecast to attract 25-39 year olds in large numbers, this will trigger a concomitant increase in children aged 0-4 years, as shown by Figure 8 below.

**Figure 8 Projected age structure of Waterloo South, 2016-2036**



Source: Population and Demographic Study (.id 2020)

## 2.2.6 Projected characteristics of people living in social housing

The *Social Baseline Report* (GHD, 2020) predicts that, based on current eligibility criteria, future social housing tenants would remain socio-economically disadvantaged with many likely having low levels of education and income. The report also predicts that social housing residents would be predominately made up of the following groups:

- » lone person households
- » older tenants, particularly single persons and lone households
- » people with disability including mental health issues, including older persons
- » people from culturally and linguistically diverse backgrounds (including likely growth in the Chinese community)
- » Aboriginal and Torres Strait Islander people.

The redevelopment will include dual key apartments that will support larger family households, including Aboriginal households, and provide opportunities for multi-generational living at Waterloo.



### **Implications of a changing community**

The redevelopment of Waterloo South will mean progressive change for the community over the redevelopment period with the most marked demographic change the age profile of the area.

There will be a large increase in the number and proportion of younger people aged between 25 and 39 years, who are expected to move into mostly private dwellings. There may also be an increase in the proportion of children under five years and primary school aged children, indicating that more young families are likely to live in to Waterloo South. While there will be a smaller proportion of older people, the projected number of people aged over 70 years is expected to nearly triple by 2036, as a result of the overall population increase over the redevelopment period.

Increased socio-economic diversity will also be a key outcome of the redevelopment. Market residents tend to have higher incomes, educational attainment and levels of employment. The influx of market residents into Waterloo South will accelerate the process of gentrification already underway in neighbouring areas. The high level of cultural diversity in the area is projected to continue. However, the proportions of different groups will likely change. For example, the proportion of Aboriginal people and Torres Strait Islanders will decrease, with that of people from east Asian backgrounds expected to increase.

The projected future Waterloo South community will require a range of responses in terms of types and variety of public spaces, community facilities, retail offer, programs and events. Integration is an important element as the mixed community will bring together a range of population groups in terms of socio-economic status, age profile, household type, and cultural identity. Ensuring facilities and services are provided that cater to and are inclusive of all groups will be important.

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# 3 Policy framework for social sustainability and resilience

This section of the SSR summarises key directions from relevant State Government and City of Sydney plans and policies. These key directions are then synthesised into a framework for social sustainability and resilience for Waterloo South.

## 3.1 NSW Government plans and policies

### 3.1.1 Future Directions for Social Housing in NSW

The NSW Government is transforming the current social housing system to break the cycle of disadvantage. The system was developed in the 1940s for working families with low incomes. Today the system supports a different demographic – the most vulnerable people in our community who need a safety net.

*Future Directions for Social Housing in NSW* (2016) ('Future Directions') sets out the NSW Government's vision for social housing, with a 10-year plan to drive better outcomes for residents. The plan is underpinned by three strategic priorities:

- » More social housing
- » More opportunities, support and incentives to avoid and/or leave social housing
- » A better social housing experience.

Over the next 10 years the Department of Family and Community Services will:

- » Work with the non-government and private sector to deliver 23,000 new and replacement social homes (the Communities Plus program), with an additional 40,000 new private market homes also delivered through the program.
  - Transfer management of government owned homes to the non-government sector, moving from around 18% to 35% of all social housing in NSW being managed by the Community Housing sector. The NSW Government has recently completed social housing management transfers of 14,000 tenancies to the CHP sector. CHPs now manage about 1/3 of all social housing in NSW and about 1/5 of all Government-owned social housing.
- » Continue to introduce measures to make sure social housing meets the changing needs of tenants.

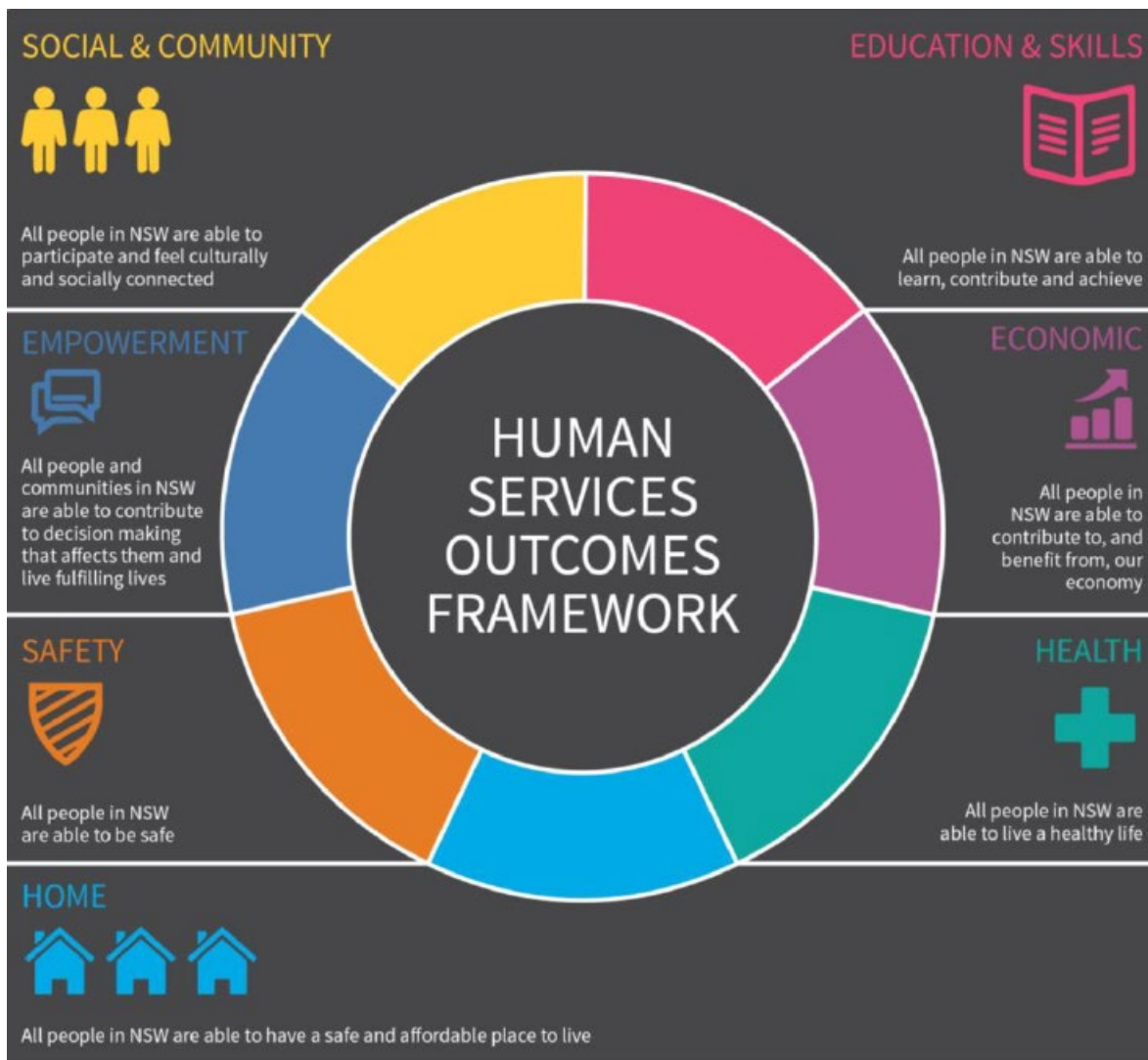
The first action under the plan (1.1) is to 'increase redevelopment of Land and Housing Corporation (LAHC) properties to renew and grow supply'. Large redevelopments will target a 70:30 ratio of private to social housing to enable more integrated communities (generally with an increased number of social housing where practicable).

Redeveloping current sites will offer tenants better quality social housing in mixed communities, with a combination of social (affordable rental) housing and private rental tenants living in the same area. Redeveloped properties will ensure new and improved housing that is better designed to suit tenants' needs and will be close to amenities, transport, education and employment.

### Measuring social housing outcomes

The former NSW Department of Family and Community Services (FACS) (now Department of Communities and Justice - DCJ) developed a Human Services Outcomes Framework, shown by Figure 9, which has now been adopted by the NSW Government. The Human Services Outcomes Framework is a tool to support government agencies and government funded non-government organisations to embed social outcomes measurement into human services planning, delivery and evaluation.

**Figure 9 FACS Human Services Outcomes Framework**



The Human Services Outcomes Framework will be used as the guiding framework for the development of a Social Housing Outcomes Framework and Social Housing Outcomes Plan for the Waterloo South (see Section 5.4).

### Communities Plus

The NSW Government is delivering redevelopment projects on Land and Housing Corporation sites through Communities Plus.

Communities Plus is based on a framework that leverages the value of the existing portfolio to accelerate the supply of social housing. Communities Plus will redevelop LAHC land by engaging private sector developers and community housing providers (CHPs) to design, fund, build and manage social (affordable rental) and private housing.

### 3.1.2 Greater Sydney Regional Plan: A Metropolis of Three Cities Greater Sydney commission (2018)

The *Metropolis of Three Cities* is the Greater Sydney Commission’s vision and strategic plan for managing and facilitating the growth of Greater Sydney over the next 40 years. Greater Sydney will have three cities – The Western Parkland City, The River City and the Harbour City – each supported by strategic centres and clusters.

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Central to the success of Greater Sydney is the concept of the 30-minute city. The 30-minute city aims to ensure most residents live within 30-minutes of strategic employment centres, education facilities, health services, and support systems. Underpinning the 30-minute city is strong public transport links, road infrastructure and strategically located services and facilities.

The plan identifies four key priorities for Greater Sydney and 10 directions which will be important to consider in the redevelopment of Waterloo Estate:

- » Infrastructure and collaboration
  - > A city supported by infrastructure
  - > A collaborative city
- » Liveability
  - > A city for people
  - > Housing the city
  - > A city of great places
- » Productivity
  - > A well-connected city
  - > Jobs and skills for the city
- » Sustainability
  - > A city in its landscape
  - > An efficient city
  - > A resilient city.

'Housing the city' is identified as one of the strategic priorities, with the plan focusing on housing supply, diversity and affordability. The plan identifies two approaches to providing housing choice: increased housing completion rates and increasing the number of councils which implement Affordable Rental Housing Target Schemes.

Increasing housing diversity around transit nodes is considered an important part of housing the city and improving liveability. While co-locating affordable and social housing with public transport and job opportunities will help create diverse and thriving communities.

The Plan identifies a summary of actions for the housing the city direction:

- » Prepare housing strategies: focus local housing growth in areas which already have infrastructure and services such as infill development and urban renewal precincts
- » Develop six to ten-year housing targets: the plan outlines the need for 46,550 homes in the Eastern City District over the next five years and 157,500 by 2036, requiring a medium term plan (Eastern City District Plan, 2018)
- » Implement affordable renting housing targets: encourage councils to go beyond the Affordable Rental Housing Target in new rezoning areas – it is noted the need to assist councils with finalising these first and strategies to identify appropriate sites.

### **3.1.3 Our Greater Sydney 2056: Eastern City District Plan, Greater Sydney Commission (2018)**

The *Eastern City District Plan* is the Greater Sydney Commission's vision for the Eastern Harbour City. This plan is strongly linked to the Greater Sydney Commission's A Metropolis of Three Cities which outlines the strategic priorities for the development and growth and Sydney's three cities.

The plan identifies four key priorities for the Eastern City:



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- » Infrastructure and collaboration
  - » Liveability
  - » Productivity
  - » Sustainability.

As Sydney continues to grow over the next 20 years it is expected the Eastern City District will require an additional 157,500 dwellings. These dwellings will most likely be a product of urban renewal or infill development with Communities Plus sites, including Waterloo expected to play a role in providing new dwellings for the district.

The Plan notes the importance of creating areas which are walkable, have access to services and social infrastructure, affordable, have housing supply and choice, and celebrate and respect local culture and heritage. The use of publicly owned land, including social housing sites, to co-locate social services and mixed uses is highlighted as an opportunity to improve an individual's quality of life and address people's changing needs.

Creating communities in which social housing is part of the urban fabric is considered an important priority in supporting culturally and socially diverse communities. For areas such as Waterloo, this means having social, affordable and private housing side-by-side and providing a better social housing experience through good access to transport and employment, community facilities and open spaces.

The Plan also outlines key principles for housing strategies. Some principles of particular importance for this project include:

- » Affordable rental housing – through housing diversity for those on moderate incomes, and low and very low-income households
- » Social housing – more and better access to support and/or subsidised housing.

The Plan discusses an Affordable Rental Housing Target of 5 to 10% for the district.

## 3.2 City of Sydney plans and policies

### 3.2.1 Social Sustainability Policy and Action Plan 2018-2028

The *Social Sustainability Policy and Action Plan* outline the City of Sydney's commitment to sustaining Sydney as a city for all, where progress is measured in terms of social justice and community resilience. The Policy and Action Plan states:

Social sustainability is about strengthening our society to improve our individual and collective wellbeing and resilience. It is about improving the quality of life our city offers for current and future generations, so that our community flourishes no matter what challenges we face. (pg. 18)

It responds directly to the United Nations Sustainable Development Goals:

- » Goal 3 - Good health and wellbeing
- » Goal 8 - Decent work and economic growth
- » Goal 11 - Sustainable cities and communities.

The Policy sets out the following ten principles representing the City's aspiration for a socially sustainable Sydney that can be used to guide the redevelopment over the next 15 to 20 years:

1. Sydney is on Gadigal Country: recognise First Nations people first.
2. Sydney is a just city that respects human rights and dignity.
3. Sydney's community's strengths are valued and supported.
4. Sydney is a welcoming, socially connected city that embraces diversity.
5. Sydney is a vibrant city where creative and cultural expression is valued and celebrated.

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6. Sydney is a safe and accessible city for people of all ages and disabilities.
  7. Sydney's environment supports health and wellbeing.
  8. Sydney is a democratic city where people can participate and influence local decisions.
  9. Sydney's governance is effective, balanced and accountable.
  10. Sydney is a collaborative city where responsibility for community wellbeing is shared.

The Action Plan sets out the goals and strategic directions to achieve these principles across the following four strategic directions:

- » Inclusive city: social justice and opportunity
- » Liveable city: quality places and spaces
- » Connected city: diverse, cohesive communities
- » Engaged city: good governance and active participation.

To help track the progress of the Policy and Action plan, the City uses a suite of 100 plus Community Wellbeing Indicators which range across, four domains. The evaluation framework reflects a broad range of factors that contribute to wellbeing, quality of life, and material living conditions, including health, housing, work, income, education, social connections, safety and the quality of the physical and natural environment.

### 3.2.2 Resilient Sydney – A Strategy for City Resilience 2018

Sydney now joins Melbourne, Wellington and Christchurch as cities in Oceania with implemented resilience strategies. These cities are part of '100 Resilient Cities', a movement that aim to build capacity in cities around the world to pre-emptively deal with physical, social and economic shocks and stresses.

The City of Sydney is currently leading the NSW approach to resilience with *Resilient Sydney – a strategy for city resilience 2018* setting the direction that is required to strengthen Sydney's ability to survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses.

*Resilient Sydney* defines City resilience as:

*"The capacity of individuals, communities, businesses and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience." (pg. 22)*

This definition supports the Social Sustainability report's approach to enabling the Waterloo community to thrive through a period of significant change. It also supports key inclusions that will enable a resilient community, including an understanding that a community with robust networks, leadership, knowledge and capacity will yield the social capital required for urban resilience.

*Resilient Sydney* was a collaborative effort over two years with more than 1000 people engaged. This includes representatives from 33 metropolitan councils, the NSW government, the Greater Sydney Commission, Aboriginal and Torres Strait Islander elders, business representatives and experts from all sectors, including academia.

The Strategy identifies five key directions that will lead the city towards building this great capacity, including:

1. People Centred City - We include communities in decision making for growth and equity.
2. Live with our Climate - We adapt to sustain our quality of life and our environment.
3. Connect for strength - Every Sydneysider will feel they belong in our community and city.
4. Get ready - We know how to prepare, respond and recover.
5. One city - We are one city.

These directions also identify key challenges, desired outcomes and also break down the five directions into 35 actions.

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## 3.3 A framework for social sustainability in Waterloo

**Place, people and process** form a three-part framework for social sustainability in the redevelopment of Waterloo South. This framework has been developed through a synthesis of the NSW Government and City of Sydney policies and strategies, and the key elements of social sustainability and resilience from academic and other literature.

### 3.3.1 Place

'Place' encompasses the physical aspects of a community and neighbourhoods. It refers to physical spaces and infrastructure that contribute to community wellbeing and are needed to achieve social sustainability and resilience. Place includes community facilities, such as a library or learning centre, a park or a meeting place. Place elements relate to the design and physical solutions that are based on the needs of people. The following key policy directions underpin place as a key element of social sustainability and resilience in Waterloo.

- » *Future Directions* emphasises the importance of improving the physical environment in social housing areas. This includes development of infrastructure and community facilities and services that meet the needs of the entire community. Along with new social housing that meets the needs of clients, the provision of affordable housing can create a stepping stone for people in social housing who, with the right support and services, may have the capacity to enter the private rental market
- » The Greater Sydney Commission's *Eastern District Plan* emphasises the need to create places that are walkable, have access to services and social infrastructure, are affordable, offer housing supply and choice, and that celebrate and respect local culture and heritage. The use of publicly owned land, including social housing sites, to co-locate social services and mixed uses is highlighted as an opportunity to improve quality of life and address people's changing needs.
- » The *City's Social Sustainability Policy* and Action Plan emphasises places which support a high quality life and wellbeing. It aims to provide great places and spaces designed for people of all ages and abilities, enabling the city to flourish. The Policy and Action Plan seeks to provide the community with various forms of social infrastructure and open space that is well connected to public and active transport networks.
- » *Resilient Sydney - A strategy for city resilience 2018* has adopted the City Resilience Framework to support a resilient Sydney. The four dimensions of the Resilient Sydney framework underpin different elements of the SSR with a particular focus on infrastructure and environment – the way in which built and natural assets provide critical services and protect residents.

### 3.3.2 People

'People' encompasses what happens within the physical environment that truly achieves social sustainability and resilience. It includes the strong social and cultural life, community networks and connections, cohesive and diverse communities, as well as appropriate provision of services and programs to support and engage community members. The following key policy directions underpin people as a key element of social sustainability and resilience in Waterloo.

- » *Future Directions* places emphasis on supporting people by creating safe and integrated communities, supporting Aboriginal and other significant cultural groups, a range of resident cohorts, and offering opportunities for improved social, health and economic outcomes through provision of services, supports and access to educational pathways to training and jobs to support economic independence.
- » *A Metropolis of Three Cities* seeks to put people at the heart of planning, emphasising ways to transform Sydney's already culturally rich and diverse neighbourhoods into healthy, resilient and socially connected communities with the services and infrastructure needed to meet their changing needs.
- » The *City's Social Sustainability Policy and Action Plan* seeks to support a community that is diverse, socially connected, and shares common values. People are free to express themselves and are encouraged to actively participate in the community.

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- » *Resilient Sydney - A strategy for city resilience 2018* includes directions that reflects the priorities people want for Sydney's future, including a greater say in decisions that affect them, better collaboration in leadership and stronger community connections.

### 3.3.3 Process

'Process' considers how the people and place elements are planned, delivered and reviewed, and who is involved at each stage. It includes genuine opportunities for people to get involved, such as through the co-design of spaces and programs in concert with the community. Process elements include efficient communications including those provided and managed by LAHC, community engagement, capacity building and community involvement and ownership. The following key policy directions underpin process as a key element of social sustainability and resilience in Waterloo:

- » *Future Directions* emphasises the provision of housing assistance as being a pathway to independence and an enabler of improved social and economic participation. These can be more effectively tackled through better integration of government and other services and requires a holistic approach where all levels of government, non-government providers, the private sector and community members work together to improve the wellbeing of social housing residents. A Human Services Outcomes Framework has been adopted across NSW Government to define and measure client outcomes and provider performance. All Future Directions strategies and initiatives will be accountable and measured against the framework.
- » Objective 5 of *The Greater Sydney Regional Plan: A Metropolis of Three Cities* is that the benefits of growth will be realised through the collaboration of governments, community and business. It defines a suite of approaches to collaboration that support land use and infrastructure planning and delivery, emphasising approaches should be tailored to a project's focus, priorities and needs.
- » The *City's Social Sustainability Policy and Action Plan* emphasises the importance of people having the capacity and opportunity to get involved and to influence decisions affecting their lives and to shape the future of their city.
- » *Resilient Sydney – A strategy for city resilience 2018* highlights governance as a key aspect in successful resilience building, with particular mention of the challenges that exist in disjointed systems.

This framework is used to structure the key recommendations of this SSR. This structure has been adopted to demonstrate how the vision and relevant principles of the NSW Government, Future Directions and the City's policies and objectives will be realised.

### 3.4 Social sustainability issues and opportunities

The following sections of this report are organised around **place, people** and **process**, as the three fundamental elements of social sustainability and resilience. For each of these three dimensions this SSR report will examine key findings and opportunities, as well as existing or commenced initiatives or strategies, for the creation of a socially sustainable community at Waterloo. Outcomes of consultation with the community and key stakeholders are utilised as an important source of information in identifying social sustainability considerations and opportunities, and where they pertain to a particular development stage, this is noted. In addition to existing strategies and initiatives, some recommendations for further action are also identified. Reference is made in sections 4, 5 and 6 to the planning proposal response.

The following table summarises the areas for strategies, initiatives and opportunities to be identified for the key social sustainability elements of place, people and process.

**Table 4 Areas for social sustainability strategies, initiatives and opportunities**

Place	People	Process
Housing	Social Mix	Communications and Engagement
Access and Connectivity	Community Identity and Connection	Community and Cultural Development
Public Domain	Affordability / Affordable Household Living	Relocation
Community Infrastructure	Services and Support Systems	Construction Management
	Employment and Training	Governance

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## 4 Place dimensions of social sustainability and resilience

Place relates to the physical foundations or fabric of a community that can influence positive social outcomes. Place is a vital ingredient in creating socially sustainable communities. Without a strong physical base (urban design, physical and social infrastructure, quality housing) many social outcomes are difficult to achieve.

The residential environment has an impact on social equity and health and wellbeing through its influence on local community resources, social and group behaviour and individual safety. The Australian Institute of Health and Welfare (2016) found communities and neighbourhoods that ensure access to basic goods and services, are socially cohesive, promote physical and psychological wellbeing, and protect the natural environment, are essential for health equity. To that end, health-promoting places are those with appropriate housing that are accessible and connected, include the right amenity and infrastructure and are designed in a way which promotes safety and social interaction.

The place dimension of social sustainability is highly relevant to this stage of the planning process for the redevelopment of Waterloo South. The planning proposal provides a guiding framework for the future physical redevelopment of Waterloo South. While some flexibility will be incorporated and the plan will have the capacity to evolve, it is critical to establish a strong physical foundation with the planning proposal.

This section of the report documents those dimensions of place (urban design, physical and social infrastructure, quality housing) that represent both constraints and opportunities for the promotion of health, wellbeing, economic and social sustainability at Waterloo South.

### 4.1 Housing

Housing is a key determinant of health and wellbeing and a fundamental element of social sustainability. Safe, affordable and secure housing in well-located areas is recognised as a fundamental influence on people's participation in community life, education, and employment. As such it is central to the potential of the Communities Plus program to promote 'pathways to independence' (LAHC, Future Directions for Social Housing in NSW).

Housing impacts on many aspects of our lives, including personal and family wellbeing, mental and physical health, and social connectedness (NSW Health 2009). Housing choice should aim to respond to different household sizes and compositions, as well as people or households with specific needs. Key findings for Waterloo South identified through research and consultation undertaken as part of preparing this SSR include:

- » inclusion of strategies and housing responses to support ageing in place (i.e. residential aged care, independent living units)
- » ensuring a range of social housing options that are appropriate for Aboriginal and Torres Strait Islander people and can accommodate larger families and when family/friends visit
- » ensuring housing is designed and delivered that is appropriate for people with disability
- » development that does not distinguish between private housing and social housing
- » options to trial innovative housing models to meet a variety of social goals.

The Australian Institute of Health and Welfare (2016) reports on the strong relationship between quality housing and health and wellbeing. The Institute cites research showing that people who report the worst mental and physical health (those in the bottom 20%) were twice as likely to live in poor-quality or overcrowded housing.

While the numbers related to housing supply are important, quality of housing is fundamental to social sustainability and to renewal of Waterloo South. As a result of this project Waterloo South will be transformed

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from a community of 874 dwellings (over 85% or 749 of which are social housing) to around 3,048 dwellings consisting of approximately 30% of social housing dwellings.

### 4.1.1 Housing quality

A key social outcome of the project is the provision of new, quality and fit for purpose social housing dwellings, that will offer improved energy efficiency, greater amenity and increased natural light. The Indicative Concept Proposal aims to achieve a 6 Star Green Star Communities Rating – with a minimum 5-star Green Star for Design & As-Built. The consultation process and site analysis for this project revealed tenants' views on the condition of many of the social housing units that currently exist at Waterloo. Much of the existing social housing was built in the 1950s and 1960s (with the towers constructed during the 1970s) when housing standards, and the social housing client base, was vastly different from today.

During consultation, social housing residents spoke of small, cramped, poorly ventilated spaces, without private outdoor space. The *Waterloo Redevelopment Options Testing Consultation Report Key Findings* reported that:

More spacious and better designed apartments, including balconies, were commonly identified as being important for residents of the precinct. There was support for the proposed dwelling mix – with all redevelopment options including a mix of studio, one, two, three and four-bedroom apartments.

Participants expressed a desire for high quality homes that meet the diverse needs of residents, respond to changing lifecycle needs, provide indoor and outdoor space, improved safety and security, and storage space (Elton Consulting, 2019, p.3).

The quality of the new housing being provided at Waterloo South will be designed at a silver level standard consistent with Liveable Housing Design Guidelines, ensuring the housing is easier to access, navigate and more easily adaptable to a person's changing circumstances, if required. While this is of high importance, equally important is that the newly provided housing is better matched to the needs of social housing residents and other households. The redevelopment of Waterloo South and the Relocation Strategy implemented by LAHC will provide the mechanisms to better match people's housing needs to their lifestyle and lifecycle requirements.

### 4.1.2 Housing mix

The mixing of tenures is a cornerstone of the Communities Plus approach to social housing estate renewal. Mixed tenure developments attract a wider diversity of shops, services and amenities which, along with the benefits of an improved physical neighbourhood environment with better designed and safer public and green space, provides social housing tenants with improved access to walkable healthy food, services and transport, as well as employment opportunities that can bring better economic outcomes.

There are physical elements of tenure mix regarding how social and market housing dwellings will be distributed throughout Waterloo South. Based on consultation findings, LAHC has determined that mixed tenure mix will comprise of a building by building approach where each building contains a single tenure group. The adopted approach will be consistent with the 'tenure blind' principle where the design and quality of construction of social housing dwellings, and buildings, will be indistinguishable from market housing. While there were a range of views expressed, the consultation process identified that tenure-specific buildings were favoured by many residents. LAHC's approach will ensure that social and market housing will be both indistinguishable in appearance and evenly distributed throughout the Waterloo Estate with equal access to amenity, key transport locations, open space, community facilities, retail, etc.

A strong sentiment also expressed through consultation (as indicated in the earlier quote referring to dwelling mix) was the need for diversity in dwelling size among social housing dwellings. While a significant proportion of social housing households are smaller, including many older people living alone, there is also demand for a proportion of larger (three-bedroom plus) dwellings among social housing residents. Importantly, some Aboriginal households may wish to accommodate extended family. In addition, and in specific reference to Aboriginal residents, LAHC is also developing a *Waterloo Aboriginal Housing and Cultural Needs Strategy* to inform the planning and delivery of housing and services to specifically support the needs of Aboriginal households in the Waterloo South.

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Future planning, and the process for securing a development partner (or partners) for the area, will encourage the inclusion of housing suitable for older people, similar to processes used for the Ivanhoe Communities Plus site. Options may include residential aged care and/or independent living units for older residents in conjunction with access to Aged Care packages. A large proportion of social housing residents are aged 65 years and over (approximately one third) and many of these people have strong links to their community. The capacity to age in place is, therefore, important for this significant group. Models for housing for older people should include provisions to ensure appropriate support is accessible to social housing residents.

### 4.1.3 Housing design

Waterloo South presents an opportunity to consider how the design of higher density living environments, including the internal design of buildings and their interface with the streetscape, can contribute to health and wellbeing. Waterloo South will continue to be home to social housing residents, and others, with wide ranging and sometimes complex needs. There is an increasing evidence base to suggest that the design of living environments can make an important contribution to addressing mental health issues, including stress and anxiety. While addressing the complexities of mental health requires individualised responses, getting the basic physical design right can provide a sound basis.

Incorporating Liveable Housing Design into housing in the Waterloo South redevelopment was widely noted as important, especially for social housing dwellings. Liveable Housing Design refers to the creation of an environment that is accessible for everyone without the need for significant modification, which allows for ageing in place. Flexibility, accessibility and ease of use are some of the principles that guide accessible design.

Designing living environments in accordance with Liveable Housing Design principles has many social and economic benefits. Socially, it allows people of all levels to live independently and participate in society. Accessible design can also be applied to housing where it encourages liveable, visitable and more welcoming places for everyone, regardless of ability, needs or age.



#### Delivering Liveable Housing Design

The development of accessible and inclusive housing in Australia is guided by the *Liveable Housing Design Guidelines* (2010). The guidelines ensure homes are easy to enter and navigate, capable of cost-effective adaptation and respond to the ever-changing needs of residents. Many families and individuals across Australia could immediately benefit from living in houses that incorporate Liveable Housing Design elements, such as households with small children, people with chronic illnesses and people with long and short-term injuries.

An example where Liveable Housing Design has worked successfully was in **Egebakken Community Housing** – a co-developed community housing development with residents who wanted to live independently and age in place. The houses were built with high quality and low maintenance materials. The project included integrated features that were easy to maintain and navigate, simple to adapt and sized appropriately for their needs. As a result, the community didn't see their housing as common elderly housing but rather a home where they could live for the rest of their lives.

Ongoing engagement with the Local Health District, the City of Sydney and NSW Police will be valuable in understanding the design considerations that could be included to promote health, wellbeing and safety. Some possible initiatives include:

- » Clear delineation between private, semi-private and public space
- » Social gathering space to be incorporated into buildings and building designed to maximise social interaction



- » Housing unit design that promotes feelings of security and privacy
- » Systems that promote security, interaction, and information provision
- » Policies to support and enable people to keep and interact with pets
- » The provision and design of private outdoor space that promote access to natural light, ventilation and allow for gardening, outdoor eating and entertaining
- » Insulation and soundproofing to minimise noise travelling between apartments
- » The design of buildings to manage access both into buildings and between floors to reduce opportunities for antisocial behaviour and support access for emergency services
- » The design of buildings and balconies to minimise jump risks.

### **Planning proposal response**

The planning proposal enables the development of fit for purpose, quality-built housing that is designed to better meet residents' housing needs. The housing will be built to be adaptable and accessible to support the changing needs of older residents and enable them to age in place. A mix of social (affordable rental) and private housing will be spread across Waterloo South in separate buildings that will be undistinguishable from one another. Apartments will be available in a range of different sizes and types and will have good access to open space and include a large balcony.

Larger apartments (potentially three and four bedrooms) and dual key design should be considered, as this would address feedback from Aboriginal and Torres Strait Islander residents who need larger apartments to enable them to host extended family. Reduced building heights and larger apartment balconies were also important. A fundamental premise that was supported through the consultation was that social and private housing should be indistinguishable from each other to reduce stigma and promote a cohesive community.

The provision of this housing will be accompanied by a variety of management, support systems and placemaking programs to ensure positive social outcomes are attained. To ensure these positive social outcomes from the redevelopment, it is important that inclusive and accessible housing is supported by adequate management that aims to build a socially cohesive community. This is critical to the sustainable future of Waterloo, as the way in which social and private residents interact will be key, and must be adequately supported. These elements will be supported by the Waterloo Placemaking Strategy.

## **4.2 Access and connectivity**

The accessibility and connectivity of a place is an important contributor to people's quality of life, health and wellbeing. A physical layout that promotes walkability is fundamental to social sustainability. In their seminal work on the healthy built environment, the National Heart Foundation (2004) defined 'healthy places' as those that provide:

- » Well planned networks of walking and cycling routes
- » Streets with direct, safe and convenient access
- » Local destinations within walking distance from homes
- » Accessible open spaces for recreation and leisure
- » Conveniently located public transport stops
- » Local neighbourhoods fostering community spirit.

The *Waterloo Redevelopment Options Testing Consultation Report Key Findings* reported that:

Participants highlighted the importance of accessibility for people of all ages and abilities through the Waterloo Precinct ... Easy access to shops, services and public transport were identified as a priority. Many people who took part in the consultation shop locally, access a range of local services (and would like to see further services and facilities located within walking distance as part of the redevelopment), and use

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public transport to do their shopping, access essential services and meet friends (Elton Consulting 2019, p.33).

During the consultation process for the options testing, this view of access and mobility was critical to the proposed distribution of key amenities and infrastructure like public open space, shops and community facilities, in the planning proposal. While the consultation revealed some support for a degree of centralisation of some key community infrastructure (like the creation of a community and cultural hub and key public open space close to the Metro Quarter) there was a strong and consistent view that this should also be balanced by the distribution of other community infrastructure (parks and smaller community facility spaces) throughout the site including in the southern most portions closer to McEvoy Street.

A key element of access is public transport. The introduction of the Waterloo Metro Station will provide a new form of public transport within a reasonable walking distance for most people in Waterloo South. Future planning should focus on accessibility of both Waterloo Station and recognise the continuing importance that bus transport will play in Waterloo. Community transport is another key transport service that is currently utilised by Waterloo residents. Given the age of the social housing demographic, and the likely increase in numbers of older people overall (according to population projections to 2036), community transport will remain a key human service that should be considered by the place manager in the future.

Another key element of access in a modern city is internet and mobile connectivity. In a social sustainability context access to reliable and affordable internet can create positive social outcomes for socialisation, education and employment for people of all ages and abilities. As the public sector progressively migrates their services to the virtual world it will become increasingly important for social housing residents to be able to interact with government to access these services. Access to affordable and reliable mobile and internet networks is also important for other daily activities such as paying bills and doing homework. Opportunities for people to access these services through on-site community facilities will be explored as part of the Community Facilities Planning study.

### **Planning proposal response**

The development of the planning proposal for Waterloo South has been heavily influenced by the need for residents of all ages and levels of mobility to be able to move independently and safely through the site to access shops, services, facilities, amenities and transport connections. Given the older age profile of existing social housing residents, access to services and amenities within reasonable walking distance was recognised as important and the planning proposal has responded to those needs.

The planning proposal includes new street patterns that will connect people to public transport, as well as retail, services and open space that are distributed throughout the site. A pedestrian friendly boulevard has also been included, offering a tree lined, water featured shared road that runs up the spine of Waterloo providing residents with a clear path to a range of services and spaces.

In response to feedback about the importance of the accessibility of the Metro Station, the planning proposal provides a number of walkable routes to the new Metro Quarter.

Connecting people to services, public transport and open space is very important. It enables people to live a healthy and socially connected life. Ensuring residents have adequate connections to these spaces and places will help ensure a socially sustainable community.

## **4.3 Public domain**

Public domain includes the complete public environment within Waterloo South. This section focusses specifically on public open space, the public streetscape and a range of community infrastructure. Section 4.3 deals with amenity generally, streetscape and community gardens specifically, as well as ways to celebrate culture through public space and the importance of activation.

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### 4.3.1 Public open space

The *Healthy Urban Development Checklist* (NSW Health 2009) and *Draft Waterloo Open Space Study Report* (Clouston Associates, 2017) highlight that a person's physical and mental health is strongly tied to the accessibility of a high-quality public domain. Providing public open spaces that encourage people to exercise, meet with others, to relax and to play can assist them to be more active and engaged and can help to diminish the impact of major risk factors to health such as lack of physical activity, being overweight, social isolation and stress. When public spaces are inaccessible, unpleasant or unsafe many people are discouraged from utilising them and their health can be adversely affected (NSW Health 2009).

Major urban redevelopment projects such as Waterloo Estate require a higher density, urban renewal sensitive approach to the provision of community infrastructure. The provision of open space (as a key element of the public domain) in higher density environments (where land costs drive a strong land efficiency) is a key issue and potential constraint. A calculated amount of public open space is required and adequate provision is critical. However, the quality of that space is also fundamentally important.

Quality is determined by design (guided by sound principles), materials used, and programming and management which allows more benefit to be gained from relatively efficient spaces. The *Draft Waterloo Open Space Study* (Clouston Associates, 2017) emphasises the importance of providing an appropriate level of embellishment for a high density environment. This includes space dedicated to a variety of activities, public barbecues and picnic facilities, appropriate seating and other embellishments.

Creating a sense of community in redeveloped mixed communities like Waterloo South is a unique challenge. The diversity of household types coupled with relatively less private space for social gatherings (no or few backyards) increases the importance of spaces to hold events and celebrations, encourage social connection and overcome social isolation. The existing Estate presently has physical shortcomings in the encouragement of social connection and residents. Elements that were currently considered to be lacking or problematic, and that could be addressed in the redevelopment project, were identified during consultation. This included public spaces that did not feel safe, welcoming or inclusive.

For Waterloo South, spaces for social interaction and building community will need to be of various scales. Some spaces will need to be smaller and more intimate to foster conversation-based interaction. This can be done through the scale of space, its orientation, landscape and treatment. Other spaces will need to be larger, to accommodate activities of various scales. This includes informal activities such as parties, celebration, entertaining friends and more formal community events such as festivals, outdoor cinema and markets.

The health benefits of public open space are well recognised. This includes the encouragement of healthy living through access to fresh air and sunlight and undertaking a wide range of active and passive recreational and leisure pursuits. Equally important, and significant in higher density urban environments, is the provision of space to support mental health. This includes quiet, contemplative and restorative spaces that provide people with a break from the stresses of contemporary life.

Emphasising the importance of providing spaces to support good mental health, a survey respondent noted:

There needs to be quiet areas as well as all the open areas for community activities. The population will be quite dense and care must be taken to provide for people who need calm and quiet for their mental and spiritual health. There are fragile people in every community who need to 'get away from it all for a while'. (Survey respondent, Options Testing consultation process).

A number of clear directions for open space emerge from the literature and consultation. Priorities include:

- » ensuring that there is continuous access to public open space throughout the development, including through temporary or pop-up spaces and facilities
- » ensuring that open spaces are well signposted and people are aware of location and accessibility as the spaces as they change
- » providing opportunities for co-designed open spaces and community input into inclusions, programs and events, particularly when designing the renewal of Waterloo Green
- » designing open spaces to be inclusive and promote use by all residents

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- » considering safety as a key principle when designing all aspects of the public domain with opportunities to include natural surveillance, clear sight lines, activated space, good lighting, overlooking and co-location with people generating uses.

### 4.3.2 Community gardens

Community gardens are recognised as having the potential to contribute to physical wellbeing (through exercise and access to fresh food), mental health (through providing a relaxing outlet and a sense of achievement) and community wellbeing (through encouraging the building of relationships and social networks).

The *Waterloo Redevelopment Options Testing Consultation Report Key Findings*, Elton Consulting (2019, p.25) noted the value participants in the consultation process placed on community gardens. As the comment below indicates, community gardens were recognised as having multiple benefits and performing a number of roles within the Waterloo community:

Community gardens emerged as a space valued by people in Waterloo, and were raised in discussions across multiple themes, when talking about culture and community life, housing and neighbourhood design, and community facilities. Importantly, it was noted that enjoyment of these open and green spaces is dependent on the environment being safe, well-maintained and clean.

Although not specifically detailed in the planning proposal as yet, LAHC has committed to including community gardens (at ground level) in Waterloo South. Future community facilities planning will undertake more detailed consultation with local residents and expert community gardening organisations regarding the location, design, maintenance, management, and governance of community gardens at Waterloo South. The options testing consultation process revealed a strong preference for community gardens to be located near community facilities and spaces, and in accessible, ground level locations rather than rooftops, although semi-private and other forms of gardens on rooftops were strongly supported. Future planning will consider the role that community gardens could play in the integration of social (affordable rental) housing and market housing residents in the future. Spaces that will appeal to young people will also be incorporated.

### 4.3.3 Streetscapes

While discussed partly under Access and Connectivity, the design and functioning of the urban streetscape is a key contributor to social sustainability. Streetscape is a critical element of the public domain and plays a key role in establishing the character and culture of a place. Our streets are where much of the activity of daily life takes place. Beyond their obvious functionality as the way to get from one place to another, a social sustainability view supports a conception of streets as valuable gathering places, places for both formal and informal social interaction, spaces for play and engagement.

A key issue in the Options Testing consultation regarding streets was the nature and function of the George Street boulevard. Although these comments were specifically in relation to George Street, they provide insights into the community's view regarding the nature of their streets throughout Waterloo. The *Waterloo Redevelopment Options Testing Consultation Report Key Findings*, Elton Consulting (2019, p.5) noted 'strong support' for the transformation of George Street into a 'green boulevard' with comments including:

Making this a place that feels safe, pleasant and welcoming; ensuring the space is accessible and useable for people of all ages and abilities; supporting pedestrian safety; ... and realising the 'boulevard' as a series of interconnected parks rather than just a linear access way.

Community feedback underscored how the sensory experience of being in a place affects the way individuals and communities think about their neighbourhood. Urban sensing emphasises how each individual's senses situate them within their environment and shape their experience of a place. They specifically advise that "a city is experienced and mediated through the senses and paying attention to the sensory landscape supports understanding the interplay between people and their surroundings" (AHRC Sensory Cities Network).

Streetscapes that create positive sensory experiences make people feel good and support the development of place attachment. In turn, place attachment has strong implications for social cohesion and community identity

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(Buckner 1988). Key urban sensing considerations and priorities for the future streetscape in Waterloo South include:

- » providing opportunities for tactile engagement and connection to nature for all ages from young children to the elderly
- » consideration of sight lines through the site, including:
  - > visual connections to support wayfinding
  - > engaging sight scapes at different eye-levels, for example considering how small children experience space differently to adults, when travelling through the area, how residents of high-rise buildings can view the area from above
  - > including hidden and small-scale interventions and artworks to enable ongoing visual discovery of place
- » understanding how noise will travel through the area and individual buildings, as well as associated impacts on residents.

#### 4.3.4 Celebrating culture in public space

Waterloo has a rich cultural identity across a number of groups including Aboriginal and Torres Strait Islanders, Russian and Chinese residents. There is also strong attachment and recognition of Waterloo's 'working class' history. The loss of cultural identity could occur in numerous ways through changes to the landscape and surrounds which could make original residents feel alienated from their community. Many community members expressed a desire to see the unique culture and identity of the community and area retained through the redevelopment. For example, the *Waterloo Redevelopment Visioning Report Key Findings* quotes a survey respondent:

You have the opportunity here to create something true to the character of Waterloo – don't turn it into another anonymous Sydney suburb – retain its feel and heritage – make it a place where we can be proud to live (KJA Associates 2018, p.7).

The redevelopment provides a unique opportunity to showcase Waterloo's history and heritage and ensure that the cultural legacy is retained for future generations. Consultation has indicated the following aspects of Waterloo's local culture are highly valued by the community and should be celebrated and reflected in the future redevelopment:

- » Aboriginal and Torres Strait Islander culture
- » the area's multicultural history and contributions made by immigrants
- » working class and industrial culture.

The *Waterloo Public Art Plan* (Milne and Stonehouse 2020) identifies the following as cultural narratives which are important to the area.

##### **Aboriginal cultural narratives**

- » Historic custodianship, contemporary practice and an active population
- » Pre-1788 Aboriginal cultural history
- » Significant events and leaders in consultation with local communities
- » The transition from rural to urban
- » A hub for Aboriginal protest and social movements
- » Wellbeing and economic sustainability

##### **Post-settlement cultural narratives**

- » Productive and adaptive landscape layered elements of water, greenery, topography and productive land uses

- » A culture of making embedded in industry, craftsmanship, business and production
- » Pubs and community life where spaces to gather, share and communicate were created inside and outside
- » Waterloo's industrial landscape where factories, rail transport and labour were important both to the development of the community and the type of buildings in the area
- » Cycles of renewal: Provision of rail, electricity, improved housing and amenity over time
- » Battlers and protesters: A supportive social network
- » A community of cultural diversity: Culturally diverse community bonded through adversity, resilience and active engagement.

The *Waterloo Public Art Plan* (Milne and Stonehouse 2020) provides advice on how public art will be incorporated into the development. It recommends working with different cultural and community groups prior to construction to identify relevant features and sites and develop plans to protect and maintain culture where possible.

### 4.3.5 Activation, programming and management

Both walkability and safety (and the relationship between the two) were common themes identified in the consultation process. The idea of activated streets and public spaces that had a strong visual connection with surrounding residential, commercial and community buildings was seen as important to create a vibrant, people focused future area.

There was support in the consultation process for active uses to be located in or adjacent to public open space, to provide more people activity and natural surveillance. Key spaces like a centrally located park were seen as an opportunity to ensure that activation of community and commercial uses addresses the space to heighten feelings of activity and safety. Participants in the consultation also stressed the importance of distributing activating uses throughout Waterloo South to ensure that whole of site activation was possible.

Some of the concerns raised in consultation about existing open space were a lack of positive, community activity, leading to concerns about safety, and/or incidences of anti-social behaviour. Social housing residents stressed the importance of public open space being inclusive and welcoming and accessible to all groups in the community.

While the physical elements of the public domain are of great importance, the consultation process highlighted the importance of how those public spaces and facilities will be activated, programmed and managed. These issues may be beyond the immediate scope of the current planning process but are recognised as vital to achieving the desired social outcomes of the Waterloo South redevelopment project. The City of Sydney, local community organisations and residents will be key partners in identifying approaches for activation, programming and management as part of a Placemaking Strategy (under Process section of this report – Section 6) to support access, inclusion and diversity of use.

A matter that will need to be addressed in the delivery stage is the management of public open space and other community infrastructure. A concern raised in the consultation process was the demand placed on existing or proposed infrastructure due to a significantly increased population. While more open space is being provided than currently exists, the substantial increase in population will create significantly greater demand. Existing social housing residents spoke of congestion and competition for open space and other community infrastructure. This potential competition highlights the need for the provision of a variety of open spaces that cater for the needs of a diverse population – the planning proposal provides the basis for this type of provision.

The matter of potential conflict and competition also highlights the need for a proactive approach to the programming and management of community assets, to ensure that there are equitable opportunities for all members of the future Waterloo South community to use public open space and other community infrastructure. Strategies for addressing demand will be considered as part of future community facilities planning and placemaking.

#### Planning proposal response

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The planning proposal includes the provision of 2.57 hectares of public open space provided in one large space (Village Green, 2.25 ha) and one smaller space (Waterloo Common, 0.32 ha). This open space will be developed to a higher standard of quality than existing open space. The planning proposal will be pedestrian friendly with one main large park and a smaller park as well as a green boulevard along George Street for shared safely between pedestrians, cyclists and cars. This reflects the community preference for a balance between centralisation and distribution. Issues regarding activation, programming and management will need to be addressed in future more detailed stages of planning. Public open spaces will be located and designed to be accessible, within 400 meters of all dwellings, and cater for children, families and older people. Spaces that will appeal to young people will also be incorporated. Although not specifically detailed in the planning proposal as yet, LAHC has committed to including community gardens (at ground level) at Waterloo South.

The planning proposal, in response to community feedback, has sought to balance the spread of community services, open space, retail and community facilities across the site. The planning proposal has created a hub of retail outlets, open space, community facilities and services in Waterloo South to ensure activation and accessibility and act as the focus of the site. To further promote accessibility a range of services, shops and community facilities have also been spread across the site. Ongoing assessment of access to retail, open space and facilities, as well as other healthy built environment matters is being undertaken by LAHC, in collaboration with Health NSW, against the *Healthy Urban Development Checklist* (NSW Health 2009).

It will be important throughout the redevelopment for consideration to be continually given to the urban design of Waterloo South and the balancing of open space, social infrastructure, the public domain and services to create a community that is accessible, inclusive and ultimately socially sustainable.

## 4.4 Community infrastructure

Community infrastructure includes:

- » community and cultural facilities
- » open space
- » sport and recreation facilities
- » schools and education facilities
- » health facilities and services
- » child care
- » emergency services
- » spaces for community service providers
- » privately provided facilities including retail and others.

This section of the report provides a detailed overview of the community infrastructure proposed as part of the planning proposal.

### 4.4.1 Principles for community infrastructure in Waterloo

The following principles for community infrastructure in Waterloo build on leading practice, findings from the *Social Baseline Report* (GHD, 2020), directions from the City of Sydney, and the framework for social sustainability outlined in [Section 3.3](#). These principles will inform more detailed community and cultural facilities planning work in Waterloo. Community infrastructure in Waterloo South should:

- » contribute to the health, wellbeing and quality of life of residents, support their lifestyle needs and choices and encourage the development of social connections
- » make the most efficient use of limited land and other resources, where appropriate designing facilities and spaces to be multipurpose, co-located and able to accommodate shared and multiple uses

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- » ensure accessible design and walkability are key design contributions to promote accessibility for all
  - » encourage clever and innovative use of resources, with a focus on quality, rather than quantity of space
  - » contribute to the identity, activation and vibrancy of the area, through clustering related facilities to provide focal points that enhance a sense of community and create a lively mix of activities
  - » provide opportunities to involve community members and stakeholders including local service providers in design and planning so that local character and identity is reflected and interpreted. This is particularly important for the local Aboriginal and Torres Strait Islander community to maintain cultural and community connections
  - » ensure flexibility in the design and use of facilities and space, so they can respond and adapt as needs change. Where appropriate, buildings and space should be capable of accommodating a range of activities, rather than designated for single uses or specific target groups that may become outdated as the population changes over time
  - » provide facilities and spaces that are sustainable, not only in terms of built form, but also in terms of sustainable ownership, governance, management and maintenance arrangements. This means ensuring viable levels of ongoing resourcing, particularly recurrent funding for staff and programs, not just initial capital development
  - » make best use of existing facilities in the surrounding area first, through considering options for upgrading, expansion and access improvements that would enable their more intensive use before new facilities are provided
  - » consider how to benefit the existing local community as well as the new, through sizing, siting and accessibility of social infrastructure. This also means considering opportunities to address existing shortfalls in facilities, spaces and services, where appropriate
  - » seek opportunities for partnerships and private sector funding, to extend the scope of social infrastructure that can be provided.

## 4.4.2 Community and cultural facilities

Community facilities are critical to the liveability of our communities and neighbourhoods. Successful community facilities are key community focal points, destinations and are vital places within their communities, contributing to residents' and workers' health, wellbeing and quality of life. Currently, Waterloo South does not contain facilities such as community centres/spaces. It is in close proximity to a number of community rooms that are valued by the community, but their use is inhibited by the size, quality, lack of programming and active management. One of these was renovated in 2019 and has had an increase in bookings since.

Community facilities are places that attract and cater to a broad range of users and meet a diversity of community needs. These spaces encourage social connections, sharing of knowledge and opportunities for communities of interest to develop. The need for flexible, multipurpose space to accommodate the variety of community interests was widely noted through consultation. Also highlighted was the need to ensure facilities and spaces can adapt and respond to changes in technology, community profile and other impacts over time.

In the urban renewal context, community facilities can act as 'bridging infrastructure' by creating links and connections between new and existing communities. High quality facilities activated by relevant and well-marketed program offerings, will play an important role supporting the integration of social and market housing residents. Community and cultural facilities can become 'third places' or 'common ground' where people from different backgrounds can come together. The high-density environment and projected high proportion of lone-person households are also relevant considerations for planning community and cultural facilities. As homes, backyards and living spaces shrink, more people seek out community living spaces, such as libraries and community hubs with programs, events and technology.

### Planning proposal response



A total of 6,700 m<sup>2</sup> community space has been included in the planning proposal for Waterloo South, a portion of which will be allocated to community and cultural facilities. This total figure is based on the needs assessment conducted as part of the *Social Baseline Report* (GHD 2020), which recommends a new multipurpose community centre of 2,000-2,500 m<sup>2</sup>, to include uses such as:

- » Indoor recreation opportunities
- » 382 m<sup>2</sup> of library floor space (this space could also be provided through expansion of Waterloo or Green Square Libraries)
- » Activity rooms with a floor spaces 60-100 m<sup>2</sup> to support lifelong learning, programs and activities for youth and older residents
- » 115 m<sup>2</sup> floor space for health services
- » Smaller cultural spaces and creative/makerspaces (5-10 m<sup>2</sup> each)

Key considerations in the report include the ongoing management, maintenance and operation of the multipurpose community centre. It is noted that if the City of Sydney considers it to be more appropriate to have the facility just outside of Waterloo South, contributions should be made.

Separate to the multipurpose community centre, the GHD report recommends a number of smaller multipurpose spaces in residential buildings. It is suggested that four to five new community rooms could be provided across the site, with a minimum size of 60 m<sup>2</sup> each. The specific use and location of these spaces is yet to be determined and needs to be considered.

The planning proposal shows the total 6,700 m<sup>2</sup> community floor space distributed across a number of locations in addition to a Village Green in the north-western portion of the site, as indicated in Figure 10 below. The locations and split between facilities are intended to be indicative at this stage of planning. However, the overall gross floor area (GFA) proposed should be considered a minimum for future development.

**Figure 10 Proposed community facility spaces**



Source: Turner Studios

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The split between multiple facilities reflects the community's feedback during the options testing consultation. There was a general level of agreement from participants in the consultation process that there should be some concentration of community and cultural facility floor space in a central location close to the Metro Quarter. This was intended to be the central community hub for Waterloo South and would be the most significant community and cultural space on the Waterloo site. In line with community feedback and preferences the planning proposal includes a Village Green, a significant public open space, adjacent the Metro Quarter, with community and cultural space also proposed directly adjacent the Village Green to the south. This creates a strong civic presence at a key location at Waterloo South to support a range of community activities and events.

Consultation participants also expressed strong preference for some of the remaining community floor space to be distributed in smaller (relatively) spaces throughout the northern and southern parts of the Waterloo Estate. This distribution was seen as a way to enhance access, especially for older people with mobility constraints, and also as a means of providing service delivery space for existing community service providers in smaller, but quality and well located community facility spaces.

The planning proposal aims for development of community facilities spaces at each stage of the redevelopment. This will mean that each redevelopment stage offers an opportunity to make a meaningful contribution to community facilities. As discussed in [Section 4.3](#), temporary facilities and meanwhile uses should be considered by the *Community Facilities Plan* for different project stages through construction to produce community benefit and activate the area while permanent facilities are being developed.

While smaller spaces and activity rooms to serve neighbourhood groups within the redevelopment area may be a small size, it is recommended other community spaces be consolidated and co-located where possible. Co-location produces a number of spatial efficiencies as well as benefits for different groups. In terms of spatial efficiencies, co-location enables the sharing of common amenities such as bathrooms, hallways, elevators and other features. These spatial efficiencies create savings for ongoing management and maintenance. Co-location also builds awareness of facilities and generally contributes to greater activation of the area than smaller, scattered facilities.



### **Learnings from Visy Cares Hub in Sunshine, Victoria: the benefits of co-location**

The Visy Cares Hub consists of youth services that target various needs, such as mental health, drug and alcohol abuse, young people from culturally diverse backgrounds, education, and employment among others. Construction for this state-of-the-art facility was jointly funded by Visy Cares, the Australian Government, the City of Brimbank and the Victorian Government.

The overall objective of the Visy Cares Hub is 'to maximize the positive opportunities for young people, aged from 12 to 25 years of age in Sunshine and the western suburbs of Melbourne, by co-locating a range of services and programs in the same building'. Specific programs provided at the hub include a learner driver program, queer 'crafternoon', school holiday programs, a group for young parents and a youth ambassador program.

Co-location has been shown to provide benefits to young people who use the services as well as to service provider organisations (Bond 2010). Some of the success of hubs stems from their ability to provide a 'soft entry point' for people to access services. For example, young people may originally come to access school holiday, arts or sporting programs but in the process of accessing the hub become aware of other support services they may want to access. Co-location can also reduce the stigma of accessing services and facilities by normalising day-to-day use of certain facilities.

Other considerations for future community facilities are as follows.

- » Consultation with DCJ and service providers conducted as part of the *Social Baseline Report* (GHD, 2020) and this report revealed an office for housing providers is needed on site. Needs could include a waiting room, meeting room and interview rooms. Design considerations include good signage, visibility and

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provision of lockers for deliveries. A space of 180-200 m<sup>2</sup> was identified in the GHD report as appropriate for a housing office.

- » As part of the redevelopment procurement process, LAHC will procure a *Community Facilities Plan* which will identify the appropriate allocation of community facilities ensuring operational arrangements are sustainable over time.
- » The *Community Facilities Plan* will consider the design, focus, programming and inclusions of future facilities with involvement of the community including existing service providers.

The following table provides an overview of the required community infrastructure space for the planning proposal.

**Table 5 Community facility floor space**

<b>Facility Type</b>	<b>Minimum Floor Space Allocation (m<sup>2</sup>)</b>
Child care places	1,486
Out of school hours care	266
Multipurpose community centre, including library space, activity rooms including lifelong learning and programs for youth/older people, health services, cultural space	2,000-2,500 total
Multipurpose space	240-300 total across smaller sites
Multipurpose indoor recreation	1,503
Housing office	180-200
<b>TOTAL</b>	<b>5,675 - 6,255</b>

**Key considerations for facility inclusions**

At the time of writing, there is a significant amount of flux and change within Waterloo’s broader community facility milieu. Changes which must be considered in defining the future direction and the (best and most adaptive) mix of facilities provided on the redeveloped site include:

- » the City of Sydney’s recent acquisition of the old Redfern Post Office building, the future use of which will be determined through a co-design process with the community
- » ongoing learnings about how the Green Square Library is meeting community needs, any future decisions about the future of Waterloo Library, as well as the potential for development of another library service more centrally located to serve the Redfern Street Village Centre
- » decisions around what community uses will be included as part of the Waterloo Metro Quarter
- » the determination of what community facility uses will be included in nearby Australian Technology Park.

Any future facilities provided in Waterloo South should seek to complement rather than duplicate these facilities to create an integrated network across the district. Ensuring the future network contains an appropriate mix of flexible, multipurpose space as well as specialist offerings will provide a range of spaces to meet a multitude of evolving community needs.

**Facility management**

Management models for community facilities can vary, with no one approach necessarily better than the other. Management models need to take into account a range of factors including the size of facility, the purpose of the facility (will the facility be programmed or just for community hire?), capacity within Council to have on site management and/or capacity of local community organisations to assist in facility management.

Successful facilities are actively managed and provide programs to engage the whole community and activate the area. However, staffing, management and operation of these types of facilities can be onerous for local government. With the significant amount of growth and change in the area, and with a number of community facilities proposed on site, the City of Sydney may be unlikely to be able to assume responsibility for all relevant social infrastructure.

Consideration of ongoing management and operational costs is also essential at early stages of planning community facilities. While not a key feature at the rezoning stage, facility management will be impacted

significantly by the quantum and distribution of community floor space. Different configurations require differing models and resourcing for management and operations.

It is not appropriate at this stage of planning to recommend one management model over another. However, it is essential that a future *Community Facilities Plan* considers assumptions around costs and responsible parties for delivering and maintaining key facilities and ongoing programs. This includes management, maintenance and operating costs for all community facilities and open space, as well as responsibilities and ongoing costs of placemaking and community development activities. The following case studies provide some examples of management models that could be considered for adaptation to suit the proposed community facility in Waterloo South.



#### **Council owned – community organisation operated - 107 Projects, Redfern**

107 Projects in Redfern is a City of Sydney owned facility that is managed by a community collective. 107 was the result of the City of Sydney's Accommodation Grant Program which endowed the collective with a decommissioned car garage which has been restored as an arts and cultural hub in Redfern providing spaces for hire and a range of arts and cultural programs.

A Board of Governance made up of community members oversees a senior management team, comprised of a Managing/Creative Director, Development/Partnerships Director and Finance Officer. The senior management team also oversees a Volunteers and Bookings Manager, Creative Program Manager, Food and Beverage Manager and Communications Manager.

The collective now also manages Joynton Avenue Creative Centre, located in nearby Green Square.

#### **Council owned and operated - The Connection, Rhodes**

The Connection is a community facility and library owned and operated by the City of Canada Bay. The facility incorporates three management roles, across the facility's various spaces including the Venue Manager, Library Manager and Place Manager. These positions are recruited by Council and these staff members are onsite full time and responsible for management and operations of the entire facility. The Library Space operates separately to event and meeting spaces, however the Library Manager, Venue Manager and Place Manager meet once a fortnight to share information between the spaces.

#### **Council owned and shared operations with community organisation - Marion Cultural Centre**

The Marion Cultural Centre is located in the City of Marion (Adelaide) and operations of this facility are shared between Council and a community organisation. The facility includes a library, theatre, art gallery and café. Library staff are under management of the City of Marion Council. The theatre is also operated by Council, with facility specific staff recruited to manage this space including a theatre manager, theatre technical staff and box office staff. The café is outsourced and the art gallery is under a management agreement with Red House Community Art Group, who have their own staff and volunteers and who are a well-established and well regarded community organisation. The library and theatre manager meet two to three times a year to discuss facility operations. This meeting is also often attended by key art gallery staff.

### **4.4.3 Recreation facilities**

Sport and recreation facilities play an important role in supporting the physical and mental health of community members. Particular considerations for sport and recreation facilities in Waterloo South include the following:

- » the *Social Baseline Report* (GHD 2020) emphasised the particular importance of recreation facilities for disadvantaged young people. Participation in sport can help build self-identify and esteem, leading to social connectedness and positive orientation toward others (Haslam et al 2018)
- » consultation with the City of Sydney indicated that indoor recreation facilities are in high demand in the area, with the recently constructed Perry Park indoor courts facility already oversubscribed (corner of Bourke Rd and Maddox St in Alexandria)
- » the high proportion of young people projected to comprise the future cohort of market residents underscores the need for opportunities to participate in active recreation on site
- » effective and accessible recreation programming has been shown to be effective at reducing antisocial behaviour and promoting greater community satisfaction (Jacobs et al 2003).

Key trends in physical recreation participation and facility use summarised in the Australian Sports Commission's report *The Future of Australian Sport* (2013) include:

- » a movement from organised, team sports to a focus on individual fitness
- » substantial growth in indoor sport and recreation
- » flexibility in the times that people enjoy their recreation, as demands on time increase and work practices change
- » greater demand for indoor facilities that are available all day, every day of the year.

### **Planning proposal response**

Waterloo South will not generate the need for additional courts. However, given that existing facilities are currently oversubscribed in the area, the delivery of indoor recreation courts on site has been recommended as part of the *Social Baseline Report*, with one multipurpose court (782 m<sup>2</sup>) and two tennis courts (721 m<sup>2</sup> total) to be co-located with a multipurpose community centre.

Considering that no sports fields have been provided, the indoor recreation facility may need to be expanded to meet future community needs. However, the multipurpose community facility space will also contribute to meeting some community needs for indoor recreation by providing spaces for activities such as aerobics, yoga, dance and other uses. In addition, monetary contributions may be made through City of Sydney's Section 7.11 Plan for this specific local infrastructure provision.

In line with the recommendations from the *Social Baseline Report* (GHD 2020), the indoor recreation facility will be delivered early in the redevelopment process. This will enable the facility to act as a hub to activate the area and provide a base for community development activities.

The inclusion of other recreation spaces is strongly recommended where possible. This may include permanent infrastructure such as rooftop courts or pop-up activities including table tennis days in public parks.

## **4.4.4 Education**

Schools and education facilities play an important role in community building and encouraging social connections within communities. The *Social Baseline Report* (GHD, 2020) emphasised the importance of lifelong learning noting that people of all ages are keen to learn, think, share and enjoy new ideas together. This is particularly important in Waterloo due to the high proportion of older people living in the area. While this approach will encourage communities of interest, it was also noted that learning and sharing should be multi-generational and encourage serendipitous exchanges and connections.

Two of the three nearest public schools to the site are in the process of being redeveloped. These are:

- » Alexandria Park Community School, located around 500 metres from the Estate, is the nearest government school to the site and the primary and high school catchment area. Alexandria Park is currently using pop-up teaching spaces (Buckland Road) while staged construction of permanent teaching spaces are completed, expected to be finished in 2022 allowing for increased student capacity to 1,000 primary places and 1,200 secondary places.

- 
- » The previous CSIE high school location (Cleveland Street) is currently being developed into a vertical 14 storey Inner Sydney High School, due for completion in 2020 with 1,200 student places. Waterloo is currently not considered to be within the new school's catchment.

The Central Sydney Intensive English (CSIE) high school has relocated to Mitchell Street and took enrolments for 2019 after being redeveloped.

Schools Infrastructure NSW has advised that the significant amount of development at these schools, as well as the confirmation of a new public primary school nearby, will meet demand from the future population of the Waterloo redevelopment. As such, no public education facilities have been included in the planning proposal at this time.

However, given the importance of schools in community building and integration, and significant demands likely to be created in this area through this project, other nearby redevelopment projects, and future stages of the Waterloo Estate, consultation with a range of education providers to explore opportunities for publicly accessible education on or nearby the Waterloo South site will be necessary as part of community facilities planning.

### **Tertiary and further education**

The proximity and connections of the area to significant nearby universities, in particular the University of Sydney, University of Technology Sydney, and University of Notre Dame, will meet local needs for tertiary education.

TAFE NSW and other vocational education providers play an important role for social housing residents. Consultation with TAFE NSW undertaken as part of the *Social Baseline Report* (GHD 2020) indicated that TAFE NSW programs can be provided from different sized spaces. This may include classrooms, flexible community rooms, community and cultural centre spaces. These spaces could include facilities such as computers and commercial kitchens.

The inclusion of a training and employment hub was widely raised in stakeholder consultation as a means to enable social housing residents and other locals to take advantage of various employment opportunities presented by the redevelopment. This could be accommodated in temporary or pop-up space, or included in a permanent community facility or hub.

### **Lifelong learning**

It is anticipated that lifelong learning needs will primarily be met by affordable and accessible programs. However, specific hard infrastructure to support those programs should include but not be limited to:

- » free, publicly accessible computers provided in library or multipurpose community facility space
- » designated student study times for some multipurpose community space and activity rooms serving residential neighbourhoods
- » appropriate insulation and sound proofing of activity rooms to enable music rehearsals and practice for people learning to play instruments.

People and process-based measures to support lifelong learning include:

- » free and low-cost education and training programs for community members
- » programs to assist local business owners to build their capacity to operate in a more competitive market
- » opportunities for multi-generational learning experiences
- » programs that align to the City of Sydney's objectives for education programs to support increase environmental sustainability and awareness.

## **4.4.5 Child care**

Child care is an essential service that supports early learning opportunities as well as parents' and carers' participation in education, employment and other activities. Centre based long day care is aimed primarily at zero to four-year olds and conducted in a purpose built and licensed child care centre. Childcare may also include pre-schools for three to five-year olds, which only operate during school hours.

The needs assessment prepared as part of the *Social Baseline Report* (GHD 2020) identified a need for 145 child care places, which could be provided within one large facility or two smaller child care centres to service Waterloo South and could be within a larger community facility.



### Demographic change requires ongoing monitoring

The City of Sydney has identified an emerging trend towards larger households in Green Square. This is predominately occurring as lone person households are replaced by households comprised of couples with and without children. The trend is likely driven by affordability issues as singles are priced out of the area.

In light of this trend and the impact of cumulative development in the area, it will be essential for demographics and child care demands and needs to be monitored as the project develops to ensure an adequate number of spaces are provided.

The need for 26 out of school hours (OOSH) places was also recognised in the report requiring a total floor space of 266 m<sup>2</sup> (84 m<sup>2</sup> indoor and 182 m<sup>2</sup> outdoor). The delivery of either a new facility or the expansion of existing services that are available within the community and school facilities is recommended.

Child care and after school hours places are incorporated within the overall 6,700 m<sup>2</sup> of community facility floorspace proposed across Waterloo South.

Child care centres can be developed in a broad range of locations and need to be flexible in how they respond to the requirements and challenges in the NSW Department of Planning, Industry and Environment Child Care Planning Guidelines (2017). Specific considerations for the provision of child care in Waterloo include the following:

- » a minimum seven square metres of unencumbered outdoor space per child – if outdoor space requirements cannot be met a service approval will only be granted in exceptional circumstances. Any simulated outdoor environment must be provided in addition to indoor space and cannot be counted twice when calculating areas. It must also have all the features, experiences and qualities of an outdoor space.
- » childcare supervision requirements state that all rooms and facilities within the premises including toilets, nappy change facilities, play spaces and outdoor/indoor activity rooms are designed to facilitate supervision of children at all times. It is recommended that multilevel rooms which compromise or require additional staffing to ensure proper supervision are avoided.
- » multi storey buildings with child care facilities above ground level may consider providing additional measures to protect staff and children such as independent emergency escape routes or a separate emergency area where children and staff can gather during the initial stages of an emergency.

The *Social Baseline Report* recommends a total floor space area of 1,468 m<sup>2</sup> for child care (including 471 m<sup>2</sup> of indoor space and 1,015 m<sup>2</sup> of outdoor space), and an additional 266 m<sup>2</sup> for out of OOSH.

It is recommended that in order to maximise community facility space across the site and increase activation that a child care centre be co-located with a community facility, preferably on the ground floor with an adequate outdoor environment.

The provision of community-based child care services would be required to ensure affordable or free access to vulnerable residents.

## 4.4.6 Health

Consultation undertaken by GHD, to inform the *Social Baseline Report* (2020), and Elton Consulting as part of this SSR identified:

- » demand for community health services including extended opening hours, bulk billing, accessibility, mobile and outreach services and home visits



- 
- » the need for formal information exchange processes to ensure that the Primary Health Network (PHN), local GPs and SLHD are informing the redevelopment team of emerging health needs, or conversely are informed when the redevelopment team become aware of a potential risk factor
  - » that regular service mapping is undertaken to ensure an appropriate level of health service delivery is maintained. Service mapping should identify issues related to service provision, location, barriers to access at a minimum.

A report being undertaken by Sydney Local Health District will identify a comprehensive approach to identifying and responding to the current and future health needs.

LAHC has also been working with the SLHD to find ways to improve the health and wellbeing of Waterloo residents now and into the future. Work continues by LAHC to assess the Waterloo planning proposal against the *Healthy Urban Development Checklist* (Health, 2020). This will be reviewed on an ongoing basis in collaboration with SLHD to assess strategies to support the future health and wellbeing needs of residents. The *Building a Healthy and Resilient Waterloo Now and Into the Future* report captures the voices of residents through consultation. The report highlights the challenges for creating a healthy urban environment in Waterloo and what a healthy Waterloo looks like for residents. The outcome of consultation was the development of a series of actions to support a healthy and resilient Waterloo.

### **Planning proposal response**

The *Social Baseline Report* (GHD 2020) notes that Health NSW is planning to develop a new HealthOne facility nearby the site. This is likely to meet most of the community health service needs of future residents of the area.

There should be ongoing consultation with NSW Health to identify opportunities for facilities to be co-located. There is opportunity for the recommended multipurpose community centre to accommodate community health services that provide outreach to the community. A satellite clinic and/or rooms could be provided through flexible community rooms.

The need for three additional GPs was identified in the report. This is considered as part of privately provided facilities discussed below. It was noted that the local area has a current shortage of GPs, with an increasing population placing additional demand on an already undersupplied service.

## **4.4.7 Emergency services**

The redevelopment does not require additional ambulance infrastructure, as a hub and spoke model is currently being planned to meet demand across the CBD and surrounds, including Waterloo. This new model will enable a more agile and responsive service.

Consultation with NSW Police conducted as part of the preparation of this SSR indicated there are plans for the Redfern Police Area Command (PAC) to move into an adjacent building, which is currently under construction. It is anticipated this move will assist to accommodate police services in a contemporary way.

The planning proposal does not designate specific space for on-site emergency services. The Urban Design and Public Domain study (2020) outlines how safety and security is considered in the planning proposal through the inclusion of streets that are accessible, with adequate width, parking bays, loading zones and a network of connected streets that provide access for emergency and maintenance vehicle access. Ongoing consultation with relevant emergency service providers is strongly recommended to ensure that needs will be met into the future.

Ongoing consultation with NSW Fire and Rescue is recommended to ensure the cumulative development impact across Redfern-Waterloo does not strain existing services.

## **4.4.8 Privately provided facilities, retail and others**

Privately provided facilities play a critical role in the life and activity of an area, contributing to sense of place as well as community identity. Like other community facilities, shops, restaurants, cafés and other venues are 'third places' which give community members opportunities to socialise outside of home and work. Opportunities to co-locate community facilities with supportive private uses such as cafés are strongly supported. Privately provided

facilities will also likely include a range of medical and allied health professional services which will provide valuable assistance to the Waterloo community. Consultation stressed the importance that there were affordable options among these private services, with a particular focus on bulk billed medical services.

A survey of nearby Green Square and neighbouring communities, conducted by City Futures Research Centre (Easthope et al 2018) on behalf of the City of Sydney, highlights the importance of privately-provided facilities and retail in achieving a socially sustainable community in this dense, renewal context. Key insights from this survey of residents in the Green Square area with implications for Waterloo South included (Easthope et al 2018):

- » residents' most commonly used services and facilities were local cafés and restaurants (93%), local parks (79%) and regional parks (63%)
- » incidental interaction between community members was most likely to occur in local shops (59%), at a café, restaurant or pub (52%), the entrance or near the building that people lived in (50%) or on local streets (50%)
- » time constraints were the most common limitation to socialising with others in the area experienced by residents (51% often or all of the time), followed by difficulty in finding information about social activities (29% often or all of the time), not being sure what to talk to new people about social activities (18% often or all of the time) and not being interested (21% often or all of the time).

At present, there are limited retail options provided in the area. However, consultation has indicated that those existing shops, services and venues are well used and highly valued by the community.

**Figure 11 Existing local retail outlets on Raglan Street**



Source: Elton Consulting

Options to include affordable retail options as part of the future retail mix were identified as critical for the community and local service providers. Suggestions to address this include developing a tiered approach to retail rents to enable affordable outlets and those with a social enterprise focus to thrive in the area into the future.

Many identified these spaces and services as opportunities to deliver employment and training for future residents and young people in the area. Others emphasised the inclusion of food co-operatives and other social enterprises that support access to healthy food have important community health and wellbeing implications, as discussed below.

### Planning proposal response

Consultation undertaken as part of the options testing and visioning processes indicated that the community were very supportive of the proposal providing people with more retail options. Community members highlighted the importance of ensuring that retail outlets were located within easy access of homes and located near community facilities and other services to create a small village feel.

The planning proposal identifies 11,200 m<sup>2</sup> of commercial space including supermarket, shops, food and drink premises and health facilities, throughout the project area. This will likely meet community needs for neighbourhood shopping, and will provide equitable access across Waterloo South, also servicing neighbouring areas, and opportunities for co-location with community uses.

These spaces will likely have a variety of uses including retail, restaurants, cafés and others and play an important role activating frontages along key streets which link the Waterloo South with the Metro Quarter. This provision of retail space, along with community facility and the Village Green will create a space that can bring people together and support social interaction.

**Figure 12 Proposed retail uses**



Source: Turner Studios

It should also be considered that approximately 5,000m<sup>2</sup> of retail and commercial space will be provided as part of the Metro Quarter, with another supermarket likely to be provided in the future stages of the Waterloo Estate. This will include space for gyms, banks, supermarkets and other retail. These spaces will also play a role in meeting the needs of future Waterloo South, and broader Waterloo Estate residents.



### **Access to healthy food**

Access to fresh, nutritious and affordable food is a basic requirement for human health and wellbeing. The Healthy Urban Development Checklist (NSW Health 2009) emphasises that the built environment has a direct influence on healthy food access.

For example, access to quality and affordable fruit and vegetables is influenced by food production, food transport, retail mix and retail pricing policies. A high prevalence of fast food outlets near schools and workplaces has also been shown to negatively impact on people's food choices.

Ensuring there is an adequate number of retail outlets that sell healthy and affordable food will support future residents, workers and visitors to the area to make healthier food choices. Allocating affordable retail spaces to providers with commitments to delivering healthy food at a low cost could help safeguard access to healthy food for social housing residents and low income earners.

Consultation undertaken for the *Social Baseline Report* (GHD 2020) identified a current shortage of General Practitioners and mobile medical services servicing the Waterloo Estate. The establishment of medical centres with General Practitioners and other allied health professionals will be market driven and will rely on practitioners securing their own premises. The proposed commercial floorspace across Waterloo South will be able to accommodate these uses, which are also permitted uses within residential areas. Commercial space within the retail centres will also be suitable for local services such as dentists and allied health practitioners.

In addition, places of worship not only contribute to meeting spiritual needs they can also provide an important base for community development, youth, volunteer and welfare support activities in new communities, and as such can fulfil an important role in building community spirit and identity. The acquisition of sites for places of worship is generally left to market forces, according to their ability to purchase sites. However, the relatively high cost of zoned and serviced sites, particularly in central, accessible locations, often precludes new places of worship from establishing.

At the same time, it is recognised that there are already a number of places of worship in the area. In addition not every religious organisation needs its own facility, and organisations may also utilise other community facilities for their meetings, (such as community centres), particularly as these are often not used by others when demand for space for religious activity is at its highest (for example on a Sunday morning for most Christian denominations).



### **Place as necessary but not sufficient**

Place is significant and without a good physical base, many of the desired social outcomes of Waterloo Estate redevelopment cannot be achieved. However, it is also important to note that a strong physical plan is not enough to achieve socially sustainable urban renewal. The estate renewal literature clearly documents that more than purely physical improvements are required to maximise social outcomes. The next sections on People and Process explore some of those additional elements necessary to create a socially sustainable community.

## 4.5 Summary of place findings and recommendations

This table identifies key findings and recommendations for place. Some activities identified will be carried out as part of LAHC normal business and therefore discrete costs are difficult to quantify. Other activities could be identified as either required or desirable in any future procurement process with the costs incorporated into any tender responses.

The recommendations table below, and throughout the report, also identify which stage of the project (pre-development, during development, or post development (occupation) recommendations are most pertinent to. A number of the recommendations involve the development of more detailed plans or strategies, such as the Community Facilities Plan, that may need to be developed pre-development, but may not fully take effect until during and post-development.

**Table 6 Place findings and/or recommendations**

Recommendation	Responsibility	Committed by LAHC	Primary group affected	Development Stage		
				Pre-develop	During	Post-develop
<b>Housing</b>						
The project addresses housing quality, dwelling/bedroom mix, partnership options and design including social and health implications of design	LAHC	✓	All residents	✓	✓	✓
Analyse and prepare a strategy that identifies the specific needs of the local Indigenous population and include exploration of possible Aboriginal Community Housing Provider involvement	LAHC	✓	Aboriginal social housing tenants	✓		
The Allocations Policy will ensure resident needs are matched to housing provision throughout the project including maintenance of social networks, appropriate locations for older people, proximity to services and supports, etc.	LAHC	✓	Social housing residents	✓		
Include strategies and housing responses that support ageing in place through any future access to appropriate housing and support services for older	LAHC / future developers	✓	Older and ageing	✓	✓	✓

social housing residents			residents				
<b>Access and connectivity</b>							
Assess the planning proposal using the Healthy Urban Development Checklist to support the site's access and connectivity and other healthy built environment issues	LAHC	✓	All residents	✓			
Future design work, and staging and delivery, considers overall site accessibility including accessible paths of travel for older people and people with mobility restrictions	LAHC / future developers	✓	All residents especially older residents and people with restricted mobility	✓	✓		
Provide opportunities for all residents to access reliable internet and mobile connectivity, and access to computers (where possible) for social housing residents and others such as students	LAHC / future developers	✓	All residents	✓	✓		✓
<b>Public domain</b>							
Landscape and public domain planning comprehensively addresses issues of access, inclusion, and diversity of use	LAHC / future developers	✓	All residents	✓			
Continue to engage stakeholders on the location, design and operation of community gardens	LAHC	✓	All residents	✓	✓		✓
Identify and implement approaches for activation, programming and management of public open spaces	LAHC and future partners	✓	All residents	✓	✓		✓
<b>Community infrastructure</b>							
Community facilities that will identify potential uses, space requirements, co-location opportunities, early provision, and social integration potential of the	LAHC	✓	All residents	✓			

community and cultural facilities proposed for Waterloo								
Support the educational needs of the future residents of Waterloo South	LAHC / Education providers	✓	Children and families	✓	✓	✓	✓	
Support passive and active recreation needs through the provision of open spaces and indoor recreation	LAHC and future developers	✓	All residents	✓	✓	✓	✓	
Support the provision of affordable health care services at Waterloo South	LAHC / Health and private providers	✓	All residents Social housing residents	✓	✓	✓	✓	

# 5 People dimensions of social sustainability and resilience

People are at the heart of social sustainability and resilience. Key people elements of social sustainability and resilience discussed below are organised under the themes of social mix and integration, community identity and connections, affordability, services and support systems, employment and training.

## 5.1 Social mix and integration

Social mix is a cornerstone of the Communities Plus approach to social housing estate renewal. The Waterloo South renewal will see the proportion of social housing at Waterloo South reduced from approximately 85% to approximately 30%, without any net loss of social housing dwellings.

The very nature of social mix requires a focus on how the mixed community will function and particularly how the different residential groups – social (affordable rental) and private – will integrate to form a community. There are physical elements of this regarding how social and market housing dwellings will be mixed throughout Waterloo South. While both positive and negative aspects of both integrated and segregated models were expressed during the consultation process, there was a level of support for an approach where tenure was separated by buildings. LAHC has adopted this approach for the Waterloo South redevelopment. This will mean that social and market housing buildings will be distributed evenly throughout Waterloo South and there will be no distinctions in design or quality among social and market housing buildings.

While the physical mixing of tenures is an important decision, also critical are the social dimensions of tenure mix. Key social aspects relate to integrating social and market housing residents and considering the visibility of social housing residents in the future Waterloo South.

### 5.1.1 Integrating residents of social and market housing

As the number of market residents grows, the community dynamics will change. Purposeful integration of social and market housing residents will be critical to the success of the redevelopment.

Many community members identified the redevelopment and future social mix as a positive opportunity for the area and community. For example, a survey respondent in the options testing process noted:

‘Social cohesion thrives in mixed communities’ (Options Testing survey outcomes).

Academic literature emphasises social cohesion as related to the ‘psychological sense of community and includes affective components of neighbourhood social life, including shared emotional connections, place attachment, membership, influence and sense of place’ (Easthope et al 2018: 1). Social cohesion may be fostered by measures which seek to build individuals’ and communities’ connections to place and each other.

Working with the community to develop an inclusive narrative of the community in Waterloo and providing opportunities to share residents’ stories is critical for promoting social cohesion. This was strongly reported as a priority in community consultation. For example, the *Waterloo Redevelopment Options Testing Consultation Report Key Findings* reported that:

People identified Waterloo’s diversity, inclusiveness and community spirit as important attributes that make it unique and which they want to retain and strengthen into the future. For residents of the social housing estate, Waterloo is their home and community, it is important to them that they continue to feel at home and welcomed in a redeveloped Waterloo (Elton Consulting 2019, p.24).

The population statistics show that the existing residents of Waterloo South are a more stable population than other rental populations throughout Sydney. This may be as much through lack of opportunity to move as it is by



choice. However, this stability does provide a strong basis for the social housing residents of the future Waterloo South to be a key part and champions of the future community's formation. The more transient nature of the private rental market will need to be carefully planned for in future plans for creating a socially integrated community.

In addition, community and stakeholder consultation underscored the importance of community events for building relationships among residents across communities. Events held on the Waterloo Green are popular and have been effective in the past. Developing approaches and offerings that appeal to social housing and market tenants (and are affordable for all) will be important in building relationships, connections and networks among residents of Waterloo.

To support the ongoing integration of the new community, implementing a placemaking program early in the redevelopment as part of the procurement process will be essential, as is the need to ensure these initiatives are reviewed and adapted regularly as the community and place evolve.

### 5.1.2 Visibility of social housing residents

With the redevelopment of Waterloo South, social housing dwellings will be reduced from approximately 85% of dwellings in Waterloo South to approximately 30%. While there are a range of potential benefits of this, a concern for social housing residents may include a reduction in 'visibility'. Reduced visibility may result in a loss in social identity and the possibility of social housing residents feeling unwelcome in their own community. The *Waterloo Redevelopment Options Testing Consultation Report Key Findings* reported on young people's concern that:

Existing residents who have a deep and long-standing attachment to the area could feel 'outnumbered by private housing' residents (Elton Consulting 2019, p.28).

Efforts to integrate social and market residents discussed above can go a long way to ensuring social housing residents continue to feel that they are an important part of the community. However, it is also important to ensure community facilities, retail options and programs remain welcoming and affordable to social housing residents. Waterloo's proximity to the CBD may also provide access to a number of services that operate out of that area. This is discussed further in [Section 5.3](#) below.

A potential further implication of this reduced visibility is that needs-based funding for social services and support may diminish as the overall level of advantage in the community will rise. This is because some current grants, funding and procurement approaches require applicants to enter the SEIFA score for the subject area to benefit from the services. If the area is not considered 'disadvantaged enough', the grant or funding application may be denied. However, it is important to recognise that while redevelopment will dilute overall disadvantage, the disadvantage experienced by some sections of the Waterloo community will remain acute.

Consultation with the community and key stakeholders such as the Redfern Police Area Command and City of Sydney emphasised the importance of ongoing community service delivery to support individuals, as well as the community as a whole. Many felt this was an essential prerequisite for the successful integration of social and market housing residents, discussed above. As such, different approaches to ongoing funding for services and supports for the local community may be required.

While these impacts are potential rather than inevitable, careful, considered and ongoing planning will be required to ensure that the positive effects of the redevelopment and the creation of a mixed community are fully realised in Waterloo South. Importantly, these findings have implications for other Communities Plus sites.



**Toronto's Regent Park** shares similar characteristics to the Waterloo South redevelopment. Originally Canada's largest concentrated public housing estate built in the 1940s and 50s with 2083 dwellings, Regent Park is located within close proximity of the city centre. Since 2006, the site has been undergoing a major revitalisation to provide mixed income housing consisting of around 1800 social, 200 affordable and 5,400 private dwellings.

Regent Park residents have played a critical role in the transformative process of building a new community through social infrastructure initiatives and participation in community building activities. The Regent Park Social Development Plan, developed in consultation with residents and local stakeholders, aims to shape a successful, cohesive and inclusive community throughout and beyond the redevelopment. To support these aims, social housing residents, both youth and adults, have been engaged to act as community animators to take an active and visible community engagement role in the community. This has involved activities to support two way communications between residents and the community housing organisation. Representation includes culturally and linguistically diverse resident groups, who provide one another with information and assistance in relation to the redevelopment. These activities have resulted in increased resident knowledge of the redevelopment process and community driven programs, including those focused on building community capacity and enhancing networks. Involvement in these activities has resulted in community animators experiencing leadership opportunities, increased confidence, knowledge and transferable skills.

## 5.2 Community identity and connections

Social identity and interaction are essential and important parts of human life with important corollaries for health and wellbeing. Research highlights that:

...people with adequate social relationships have a 50% "greater likelihood of survival" compared to those with poor social relationships. This is comparable with the effect of quitting smoking, and is even more influential than other risk factors for mortality, including obesity and physical inactivity (Easthope et al 2018: 8).

Waterloo South is currently home to a number of tightknit communities. There are existing community connections among and between culturally and linguistically diverse groups, Aboriginal and Torres Strait Islander groups, people with disability, older residents with informal caring relationships with neighbours, young parents and families, young people and others.

Consultation consistently noted the area's strong community identity and connections as important elements of the local character. For example, the *Waterloo Redevelopment Options Testing Consultation Report Key Findings* reported that participants:

Expressed a strong connection to the Waterloo Estate and local area. They emphasised the importance of Waterloo remaining an authentic place with its own character and where current residents continue to enjoy a strong sense of community and belonging. They highlighted the need for the redevelopment of the precinct to provide opportunities for people to meet and socialise and for it to continue to be a welcoming place for all members of the community (Elton Consulting 2019, p.2).

It was also widely commented that isolation and loneliness are common and can be overlooked. Isolation is a social problem that can be exacerbated in higher density communities especially for older people, those with mobility issues and other complex issues and may challenge community connectedness.

Discussions in consultation suggested that the Allocations Policy should consider where older residents may be best suited within the new development. Housing allocations will also consider how to best maintain those informal support connections among neighbours that can be extremely important in overcoming isolation and receiving everyday support. As the Waterloo South redevelopment project will occur over multiple stages and a

number of years, monitoring and evaluation of allocations should be undertaken and revised over time, if required.



### **Combating social isolation**

Evidence shows that as people age, their risk of social disengagement and isolation increases, which has flow-on effects to their mental, physical and cognitive health (Haslam et al 2018, p.137). Appreciating the nature of social isolation and developing targeted programs to help older people build and maintain relationships is a key priority throughout the redevelopment.

#### **Groups4Health can address isolation**

Groups 4 Health is an evidence-based psychological intervention that directly targets the psychological distress that results from loneliness and social isolation. It provides people with the knowledge, skills, and confidence to increase their social connectedness, and in particular, their group-based social identifications.

The program is designed for anyone who is at risk of isolation and disconnection from others in their present life or immediate future. It is composed of five modules that aim to:

- » enhance people's understanding of the contribution that groups make to health (schooling)
- » raise awareness of existing networks (scoping)
- » support people to join or reconnect with networks (sourcing)
- » develop or enhance social identity (scaffolding)
- » reiterate messages and benefits (sustaining).

## **5.3 Affordability**

Affordability was consistently raised as a key dimension of social inclusion and wellbeing. For example, the *Waterloo Redevelopment Options Testing Consultation Report Key Findings* reported that:

Feedback focussed on ensuring the type and mix of shops and services is carefully considered to: support the needs of social housing residents and their families, ensure they are welcoming places for all, provide fresh food to meet people's daily needs, and include cost effective options (Elton Consulting 2019, p.7).

Social housing residents are concerned that they may be 'priced out' of their community. Although they will have access to affordable housing, the cost of services such as food, health care, retail and recreation may become unaffordable for social housing residents if it is solely targeted at the private market. The planning proposal supports approaches to assist residents with access to a wide variety of affordable food offerings with indicative locations across the site, as well as residents being able to benefit from local food production through access to community gardens. Access to affordable services and social enterprise opportunities will be explored as part of the Community Facilities planning studies.

Being 'priced out' may also relate to local community organisations who have built strong relationships with the local community. These organisations could also be displaced through higher rents for service premises and office accommodation thereby impacting not only those organisations but also local people and their support systems.

However, it is important to recognise that affordability is also an issue for market residents. This is particularly important considering the high number of renters, students and young people projected to comprise the future community. In their submission on the Waterloo Metro Quarter State Significant Precinct (SSP), Shelter NSW (2019, p. 2) noted that 43% of households in the study area are in 'rental stress', defined as 'as a situation where housing costs exceed 30% of gross household income'. This supports the conclusion that 'even higher earning households require a significant proportion of their incomes in order to secure a rental home in the area' (Shelter NSW 2019, p.2).

Stakeholder consultation underscored the need for inclusive and affordable events to support the development of community identity and connections. Additional considerations and approaches to support social inclusion and wellbeing may include:

- » subsidising rental for food cooperative models and social enterprises that provide fresh food like the Oz Harvest Market in Kensington
- » dedicated Aboriginal housing to be managed by an Aboriginal Community Housing Provider
- » exploring the feasibility of a social enterprise business model and require the provision of social enterprise business as part of the proposed retail and commercial space.

## 5.4 Services and support systems

The role that local service providers play in supporting current social housing residents was widely acknowledged by the community as part of the consultation for the redevelopment. Service providers' deep knowledge of and long-standing relationships with the community and individuals within it, were considered key existing strengths and essential elements to maintain.

Residents also expressed concerns regarding a potential loss of key local services in the area and a desire for existing services to remain accessible to those within the Waterloo Community. Although few services currently exist in the area itself, the nearby services in Waterloo and Redfern have provided an active support and service delivery network for Waterloo social housing residents for many years. Community facility space in the planning proposal provides an opportunity for some of these services to relocate some activities to Waterloo South if affordable leasing arrangements are established. Identified priorities for continuous and relevant service delivery include maintaining services that are affordable, appropriately located, culturally appropriate and cater for a variety of needs. These elements will be considered as part of future human services and community facilities planning work to be procured as part of the redevelopment procurement process. In order to support the changing needs of the community and monitor and manage service coordination, human services planning and Community Facilities Planning will take a staged approach to support the changing needs throughout the redevelopment project.

### 5.4.1 Social Housing Outcomes

As part of the Communities Plus program, LAHC will require, and work collaboratively with, developers and housing partners to identify how they will work with future social housing and private residents, local service networks, DCJ and LAHC to achieve the objectives of Future Directions and the Communities Plus program.

The development of a Social Housing Outcomes Framework (SHOF) will aim to provide an improved social housing experience for all tenants. It will outline opportunities for social housing residents (where appropriate) to achieve greater independence and for a proportion of these residents to securely transition to alternative housing. While the SHOF will have a focus on 'pathways to independence' this will not be at the expense of the 'safety net cohort' tenants who are likely to require social housing for the medium to longer term. The SHOF will include a package of initiatives that incorporates tenant management, personal support planning, community development and placemaking.

The SHOF will be developed to reflect the unique characteristics and opportunities of Waterloo South and will outline the proposed mechanisms and activities to pursue positive social outcomes. Elements will include:

- » Desired cohort mix to support a diverse mix of returning tenants and new tenants
- » Service delivery offerings that focus on a high-quality social housing experience aimed at supporting a cohesive and integrated community
- » Pathways to employment and economic independence including personal support plans that connect social housing residents and other eligible residents to employment opportunities

- » Leasing and tenure approach to encourage transition out of social housing through high quality tenancy management, supports to facilitate transitions and post transition, where appropriate

Measuring and reporting on social outcome results through data gathered to assist in assessing the overall impact of the Communities Plus project. The SHOF will aim to create:

- » More opportunities, support and incentives to create housing independence
- » A better housing experience for social housing tenants where they feel safe and empowered to participate in their community
- » Links to early learning, education, training and employment.

Waterloo South will be evaluated as part of the *Future Directions for Social Housing in NSW* program evaluation. A component of the evaluation assesses whether the program has achieved its intended outcomes across the seven domains of the *NSW Government Human Services Outcomes Framework*. The evaluation is based on a longitudinal approach that will monitor and report on outcomes over time, while embedding evaluation within routine service delivery and performance monitoring.

### 5.4.2 Implications of staging of development on continuous service provision

Existing service providers do not currently have permanent locations in Waterloo South. Ensuring affordable space for community activities and service delivery is incorporated early and into each development stage will enable continuous access to community space and support the delivery of key programs, services and support systems.

Community facility space may be dedicated for the use of service providers as office and other space. Local service providers may also be able to operate out of multipurpose community facility space.

### 5.4.3 Joined up policy response

Consultation with the City of Sydney, State Government agencies and local service providers has consistently emphasised the need for a whole-of-government approach to the planning and delivery of essential community services. A whole-of-government approach for human services planning will need to be undertaken by the future proponent, and will be procured as part of the redevelopment procurement process.

### 5.4.4 Targeted services and supports

The need for targeted services and supports was widely noted by the community and stakeholders alike. The following table identifies key issues and targeted measures for different groups of the community. The issues and measures identified build on the work done in the *Social Baseline Report* (GHD 2020) and will be considered for targeted delivery to social housing residents (through the Social Housing Outcomes Plan) by the future proponent. More information and examples of the initiatives and mechanism appropriate for different groups are contained in Appendix A-1.

**Table 7 Examples of targeted services and supports**

Group	Issues	Targeted Initiatives
<b>Children and families</b>	<ul style="list-style-type: none"> <li>» High unemployment and low education levels</li> <li>» Change in existing social and support networks</li> </ul>	<ul style="list-style-type: none"> <li>» Access to programs and support groups especially for sole parent families</li> <li>» Recreational opportunities through public open space</li> <li>» Affordable childcare</li> </ul>
<b>Young people</b>	<ul style="list-style-type: none"> <li>» Disengaged youth</li> <li>» Mental health and drug and alcohol abuse</li> </ul>	<ul style="list-style-type: none"> <li>» Training and employment</li> <li>» Youth support services</li> <li>» Subsidised TAFE</li> <li>» Recreational opportunities</li> </ul>
<b>Older people</b>	<ul style="list-style-type: none"> <li>» Social isolation</li> <li>» Anxiety associated with relocation</li> <li>» Current inability to age in place</li> <li>» Low income</li> <li>» Digital illiteracy</li> </ul>	<ul style="list-style-type: none"> <li>» Referral and connection to appropriate supports during the relocation</li> <li>» Appropriate style of housing that allows residents to age in place</li> <li>» Community support services</li> <li>» Aged care packages</li> <li>» Access and training in on-line services</li> </ul>
<b>People from culturally and linguistically diverse backgrounds</b>	<ul style="list-style-type: none"> <li>» Change in social networks</li> </ul>	<ul style="list-style-type: none"> <li>» Access to culturally appropriate housing information, assistance and support</li> <li>» Encourage participation of CALD communities in housing initiatives</li> </ul>
<b>Aboriginal and Torres Strait Islander people</b>	<ul style="list-style-type: none"> <li>» Highly disadvantaged</li> <li>» Low income</li> </ul>	<ul style="list-style-type: none"> <li>» Dedicated housing for Aboriginal people and Torres Strait Islanders</li> <li>» Access to specialist Aboriginal medical and mental health services</li> <li>» Employment and training opportunities</li> </ul>
<b>People with disability</b>	<ul style="list-style-type: none"> <li>» Socio-economically disadvantaged</li> <li>» Low income</li> <li>» Social isolation</li> </ul>	<ul style="list-style-type: none"> <li>» Ensure new footpaths and public spaces consider the needs of people with different types of disability</li> <li>» Accessible transport options</li> <li>» Adequate accessible facilities</li> </ul>
<b>People with chronic and mental health issues</b>	<ul style="list-style-type: none"> <li>» Noise from construction, sirens, music and shouting</li> <li>» Mental health issues during relocation e.g. hoarding</li> </ul>	<ul style="list-style-type: none"> <li>» Referral and connection to appropriate supports during the relocation Ensure future urban design seeks to minimise noise</li> <li>» Proactively manage construction impacts</li> <li>» Include opportunities to connect with and experience nature on site</li> </ul>

## 5.5 Employment and training

The location of Waterloo South provides both social and market housing residents with increased accessibility to employment and training opportunities located in the area and the nearby CBD. For those opportunities to be realised, targeted programs of training and supported employment may be required for most social housing residents. The *Waterloo Redevelopment Options Testing Consultation Report Key Findings* reported that:

Participants expressed a desire for employment assistance and small business support services to enable residents to access employment and acquire skills to run their own businesses. Further to this, Aboriginal employment and engagement in the redevelopment process were identified as a high priority (Elton Consulting 2019, p.4).

There will be opportunities in construction and hospitality, as is usual in urban development projects. However, there should also be opportunities across a range of other sectors such as aged, child and personal care services and retail. As retail and commercial space is built and economic activity increases additional opportunities in a range of sectors will arise. Many of the jobs that will occur during construction will be appropriate for structured training opportunities, including traineeships and apprenticeships.



### Successful employment and training programs in urban regeneration projects

**Kidbrooke Estate**, UK is one of London's most significant new housing-led developments. To date, over 1,630 new homes have been delivered including 753 affordable homes, 170 of which are specifically designed for older people. The estate will have nearly 5,000 homes by 2028. Through the redevelopment over 8,758 local jobs have been created, including over 140 apprenticeships and 205 permanent jobs on the estate. Apprenticeships have been construction based and aligned to identified skills shortages. A Construction Skills Centre was also established to provide onsite training. Permanent jobs have been delivered across a number of different sectors including, hospitality, retail, health and child care (Berkeley Group, 2018).

**Elephant and Castle**, UK is a social housing renewal project that will be delivered over 15-year period. Upon completion it will have 5,000 new and replaced homes, including at least 1,693 affordable homes, community facilities, including a restored Walworth Town Hall and library, and new spaces for arts, culture and leisure. The redevelopment has created more than 6,000 jobs, including more than 400 locally employed residents.

To support employment outcomes, a construction skills centre opened at **Elephant Park** in 2016 and will run for five years providing training to Southwark residents and supporting local residents into employment. Local training schemes, such as the not-for-profit company called Be Onsite (established by Lendlease) has also provided long time, unemployed residents opportunities for training, work experience and ultimately jobs in construction and related fields (GHD, 2018).

Due to the lengthy timeframe for the redevelopment, there is an opportunity to build community capacity and economic activity. Cradle to career programs, training and employment pathways and the investment in social enterprises with sustainable business models will all build a foundation for people to move into genuine, long term employment, avoid or transitioning out of social housing, in line with *Future Directions* (NSW Government 2016). 'Pathways to independence' is a fundamental element of the Communities Plus program and the provision of training, education and employment programs will be a requirement of the Waterloo South redevelopment. The staging of development will also support long term planning including opportunities to align economic development in Waterloo with the City of Sydney's social sustainability objectives.

In order to maximise positive social outcomes through employment initiatives, LAHC will incorporate mechanisms within procurement processes to support ongoing employment and training needs to ensure:

- » a range of traineeships or structured employment places are offered beyond construction and hospitality

- » there are training and employment opportunities that support the specific needs of the Waterloo community, identified through community development asset mapping and needs analysis
- » appropriate wrap around services to support social housing residents to fully participate in education and training
- » employment and training places are allocated specifically for social housing and Aboriginal residents
- » training and education are provided on-site, potentially through an on-site skills centre, which could be housed in a temporary facility or a temporary or permanent space in a permanent facility.



## 5.6 Summary of people findings and recommendations

This table shows key findings and recommendations for people.

**Table 8 People findings and/or recommendations**

Recommendation	Responsibility	Committed by LAHC	Primary group affected	Development Staging		
				Pre-develop	During	Post-develop
<b>Social mix</b>						
Monitor the social outcomes of the preferred tenure mix approach utilising available evidence, engagement with community housing providers, and consultation outcomes with social and market housing residents	LAHC	✓	All residents		✓	✓
Develop a placemaking program and activities that focuses on social integration and that examines best practice approaches to integration in mixed tenure communities	LAHC / future developers	✓	All residents	✓	✓	
<b>Community identity and connection</b>						
Throughout the redevelopment identity and implement strategies to address cultural recognition and acknowledgement focussing on Aboriginal culture, multicultural and working class culture	LAHC / future developers	✓	All residents	✓	✓	✓
<b>Affordability</b>						
Develop strategies that address and provide opportunities for: <ul style="list-style-type: none"> <li>» affordable access to fresh food</li> <li>» community and health services</li> <li>» development of a social enterprise business model</li> <li>» affordable use of community facility space for both</li> </ul>	LAHC / future developers	✓	Primarily social (affordable rental) housing residents	✓	✓	

users and local community service providers.							
<b>Services and support systems</b>							
Planning emphasises a 'whole of government', non-government and community approach to the planning and delivery of community services with a high priority on the needs of social (affordable rental) housing residents. Participation in development of the plan by the local community and community services sector	LAHC	✓	All residents	✓	✓	✓	
Changes to demand and supply of local services are monitored to ensure resident access to support services	LAHC	✓	All residents	✓	✓	✓	
<b>Employment and training</b>							
» Comprehensive employment and training approaches and strategies provide enablers for improved social and economic participation for residents. This will include the provision of: <ul style="list-style-type: none"> <li>&gt; traineeships and structured employment spaces (including but not limited to construction and hospitality opportunities)</li> <li>&gt; training and employment opportunities that support the specific needs of the Waterloo community</li> <li>&gt; appropriate support services to support social housing residents to participate in employment and training</li> <li>&gt; employment and training spaces specifically for social housing and affordable housing residents.</li> </ul>	LAHC / future developers	✓	All residents	✓	✓	✓	

## 6 Process dimensions of social sustainability and resilience

Process is key to socially sustainable communities to ensure that people have a clear understanding of the redevelopment process and opportunities to access further information plus support throughout planning, delivery and post completion.

### 6.1 Communications and engagement

Strong and meaningful communications and engagement are recognised as fundamental to the success of any key major redevelopment project. Communications and engagement are in many ways even more important in the Waterloo Estate redevelopment context.

#### 6.1.1 Communications

Communication is a significant contributor to how a community responds to urban regeneration. Research and project experience show where communication is delivered appropriately, communities report a more positive experience of redevelopment.

The *Waterloo Redevelopment Options Testing Consultation Report Key Findings*, Elton Consulting (2019, p.4) reported on the:

Critical importance of ongoing communications with the community, particularly with social housing residents on the estate, about staging of the redevelopment and arrangements for relocations and rehousing. Good quality information, clear communication and respectful treatment of residents through all stages of the redevelopment is paramount.

Consultation conducted for this SSR indicates that residents are feeling fatigued by their participation in a number of consultation processes across a variety of projects. The number, intensity and different staging across various projects and consultation activities has resulted in feelings of fatigue and confusion among residents and other stakeholders alike.

While communications for the Waterloo Estate have been comprehensive, there are still reports from workers, community organisations, local residents and community groups that a level of uncertainty and confusion about the nature and timing of the redevelopment remains. The *Waterloo Redevelopment Options Testing Consultation Report Key Findings*, Elton Consulting (2019, p.43) included specific concerns expressed by some residents:

“When are we being moved and where are we being moved to ... its important because people are worried”.

“The issue is this, that we are all going out to Blacktown”.

“People need to know exact times when they’ll be moved back”.

While perfect communications in complex settings like this may not be possible to achieve, any potential shortcomings need to be identified and acted upon with clear, consistent and quality communications.

Consideration should be given to how well the communications process has addressed what have been identified as the key features of a robust and comprehensive communications strategy for Waterloo South. It is important to note that LAHC is already undertaking many of these activities. The question to ensure continuous improvement, is not only if they are being done, but how well and how consistently. These features include:

- » long term, well-resourced Community Liaison position(s)

- » development of key messages and a narrative that is well distributed and consistent through the lifecycle of the redevelopment
- » proactive approach to tackling misinformation and myths
- » one source of truth i.e. integrated communications between staff working on relocations, contractors, and others
- » clear, consistent messaging from all relevant parties provided in relevant languages and Easy Read
- » create a single point of contact i.e. 1800 number where call centre can respond to FAQs and record information and / or website
- » "A no surprises" approach i.e. transparency around relocations and construction
- » communications that extend beyond Waterloo South, to neighbouring social and market housing residents
- » ensuring a range of strategies and forums for ongoing and regular clear and consistent communication, to foster continued ownership of the redevelopment process with key stakeholders, as a means to encourage integration among social and market housing residents
- » trainers and use of peer educators to provide an alternate source i.e. from residents rather than bureaucracy
- » provide training to staff (including contractors) around appropriate communication for specific groups of people i.e. accessible communication for people living with disability, culturally appropriate communication.

Case studies outlined in the *Social Baseline Report* (GHD, 2020) provide evidence that a robust, neighbourhood-wide approach to communication conclusively supports a successful redevelopment process. In many of these examples, communications were integrated with the relocation approach.



**Kensington, Victoria** implemented an integrated communication strategy that was delivered by the relocation project team. They engaged with tenants through letters, interviews, public meetings and community support groups. The communication materials and collateral were provided in multiple languages and easy to read formats, there was also ongoing support for residents to engage with the material at different levels of comprehension.

Communication in Kensington was also two way and enabled tenants to provide genuine feedback. This greatly assisted with a positive process as residents were able to communicate their preferences prior to relocation. Individual residents were also assigned a redevelopment project worker to aid in effective communication between the project team and the community.

**Green Square, NSW** took a proactive, transparent and early engagement approach to communications. Their messaging, initiatives and staffing was consistent and built trust in the process. The community and stakeholders were aware of who was responsible for communications and how to access or provide information, feedback or a complaint. Broadly they felt their feedback was acknowledged throughout the process. Many of the lessons from this development have been included in the recommendations above. Successful communications initiatives for Green Square include:

- » paid, onsite, long term communications staff (specifically contracted/funded through a third party)
- » early establishment of a community liaison group
- » honesty and transparency regarding the length of the project, staging, relocation and construction works
- » presenting information in ways that was culturally sensitive and appropriate, and in Plain English and Easy Read formats
- » building relationships with key networks, contractors and service providers to ensure a continuous and effective feedback loop
- » single point of contact via the 1800 number.

## 6.1.2 Engagement

The engagement process for the Waterloo redevelopment has been extensive. It involved the Phase One Visioning process and Phase Two Options Testing phase held in 2017 and 2018.

As a project that spans more than 10 years, it will be important to ensure that opportunities for engagement continue throughout the course of the project as they are critical to developing a sense of ownership in the project and to achieve the desired social outcomes.

Whether undertaken directly by LAHC, or specified by them in any future procurement process, a design approach that maximises community and stakeholder engagement on key elements of Waterloo South is required, such as the design of public open spaces, community and cultural facility design, service delivery approaches, and other relevant issues that will require a more detailed resolution. A key principle to be adopted is the recognition of participants as 'experts' of their own experience, who take a lead advisory role throughout the design process (wherever possible and appropriate). For Waterloo South, active recognition of residents input, will enable community ownership over the ongoing evolution to the area.

To create communities that are resilient, connected and thriving, cities must promote a sense of intergenerational collaboration every step of the way, and recognise the generational, cultural shifts occurring across their landscape (Owen, 2018).

Co-design can be woven into all aspects of the Waterloo South redevelopment, including: community development, placemaking, service planning and urban design. Residents will be continuously engaged in planning throughout the redevelopment and should be the first point of call when looking for solutions to problems that directly affect them.

## 6.2 Community and cultural development

As highlighted in the *Social Baseline Report* (GHD, 2020), implementing a robust, long term community development program will be vital to the success of the redevelopment. Community activities will need to reflect the makings of the new and existing community and support ongoing opportunities for people to meet, interact and connect.



### Social Development Plan for Regent Park, Canada

Regent Park is Canada's oldest and largest social housing project. The estate is currently undergoing a revitalisation process through a partnership between Toronto Community Housing (TCH) and private developer, Daniel's Corporation. The redevelopment will include a mixed income community. At completion, it will comprise around **30% social housing units and 70% private and affordable units**. The framework identifies themes to effectively deliver the Social Development Plan:

- » Guaranteeing **equity** through recognition of difference, and seeks to provide fair treatment by ensuring access, opportunity, and advancement opportunities for community members
- » **Empowering** the community through its commitment to support and encourage capacity building
- » Supporting participation through **enhancing local democracy**, and ensuring opportunity for community members to engage in local decision-making and collaboration
- » Considering factors that **enhance inclusion** and ensure community members feel welcomed, respected, supported, and valued
- » Proactively engaging a diversity of community members by **considering different needs**, and interests.

The social inclusion development plan was delivered with the awareness of the potential barriers that would be faced through redevelopment, and has devised strategies to address barriers as they arise. A challenge that was identified is meeting all the differing needs of the community with the available services, which may lead to people feeling socially excluded. Ways to overcome this include building a large network of service providers, both internally and externally, so that all community members feel included in the community support programs (Toronto Community Housing, 2007). Service providers are encouraged to be proactive in the search for funding, and to broaden their scope and network to include as many members of the community as possible – *Social Development Plan, developed for Regents Park, Canada (GHD, 2019)*.

to build buy-in and ownership and create a foundation for successful implementation and sustainability. This approach will also enable the identification and prioritisation of emerging needs.

The *Social Baseline Report* (GHD, 2020 p. 95) also advises the provision of long-term, well-resourced programs. The report advises that sustainable outcomes are achieved through interventions that are implemented over the long term rather than 'quick fix' solutions (Ware et al, 2010). It is critical to have a clear and integrated plan around support services, community facility provision and community building initiatives. Monitoring and evaluation mechanisms should be built into the plan. This will ensure the effectiveness of strategies are understood, and ongoing funding for these can be secured, or new strategies can be identified and implemented. This will help to ensure the ongoing sustainability of outcomes beyond the life of the project.

As part of the procurement for the redevelopment it is recommended that a community development program and activities be developed, in alignment with human services planning, community facilities planning and placemaking strategies.

## 6.2.1 Placemaking

Placemaking is both a philosophy and a practical process for transforming public spaces. It is centred on observing, listening to and asking questions of the people who live, work, and play in a particular space in order to understand their needs and aspirations for that space and for their community as a whole (Project for Public Spaces, 2018).

For Waterloo South, placemaking will need to stretch beyond its traditional parameters and incorporate a range of people and place-based interventions that will achieve outcomes for the whole of the community through the lifespan of the redevelopment. If done well, placemaking can:

- » deliver a renewed Waterloo South that is reflective of the aspirations of all residents and community members
- » build on Waterloo's unique characteristics and cultural narratives
- » support the economic sustainability of new and existing service offerings and activity centres
- » enable social cohesion between new and old residents and across tenure types
- » ensure greater levels of equity, access, participation and community capacity
- » lessen relocation pressures on residents and organisations.



## Placemaking and social sustainability

The existing Waterloo community, including social housing residents and long-term market residents who live surrounding Waterloo South, have a strong collective identity and connection to people and place. Hence much of the community's concerns, and potential anxiety regarding redevelopment, relates to fear about possible change to their networks, social fabric and identity.

Maintaining this shared identity and existing connections to people and place will be integral to building individual and collective resilience in Waterloo. Placemaking is a both a people and place-based measure to build social capital and support a resilient community. It is of value to all future residents of Waterloo, including both social and market housing occupants.

### Placemaking

Placemaking is the integration of the arts, culture, creativity, and design as an integral part of a comprehensive placemaking or community development approach. Placemaking incorporates strategies that emphasise expression and community participation. As a process, it can activate places that are underutilised, generate interaction and ownerships, increase community pride and connectedness and spur local economies.

Placemaking can provide opportunities to integrate arts and creativity into:

- » events: festivals, fairs, markets
- » cultural activities and programs: digital storytelling, makers spaces
- » live entertainment / street performances (Milne & Stonehouse 2020, p.7).

The complexities of urban regeneration require a new way of conceiving community development and placemaking, including an investment in bottom up, community driven initiatives and proactive interconnections between spaces, places and people.

**Buffalo, NY - PUSH** Buffalo is a community organisation funded to undertake placemaking in social housing redevelopments. Their aim is to build local economic opportunities, greener communities and resident ownership of resources and social capital. Cultural activities are integral to PUSH Buffalo's way of doing business. Artists and performers are paid employees and ensure that creativity is the foundation of their organizing work. PUSH may hold dance parties and festivals with action opportunities, or host community forums and information sessions. These tactics leverage the assets of the community to develop neighbourhood identity during times of redevelopment and change. They can act to strengthen the community's connection with each other and their surrounds.

## 6.2.2 Public art

The *Waterloo Public Art Plan* (Milne and Stonehouse 2020) adopts the City of Sydney's definition of 'public art', in the broadest sense as:

*'artistic works or activities accessible to the public'. The work may be of a temporary or permanent nature. The artwork may be located in or part of a public space, or facility provided by either the public or the private sector. Public Art also includes the conceptual contribution of an artist, as a member of an integrated team to the design of public spaces and facilities (pg. 12)*

Public art should be used in the precinct to build place plus community identity, as well as to celebrate local culture and narratives, as described in [Section 4.3.4](#).



## 6.3 Relocation

Relocation of existing residents is the most sensitive issue related to the redevelopment process and which has the potential to cause the greatest concern among social housing residents.

Clear and consistent communications are vital to the success of the relocation process as many concerns raised are based on misinformation. Comments in the consultation process from social housing residents (e.g. concerns about being moved to Blacktown) provide an example of misinformation that can have negative impact on residents.

LHC has a Relocation Strategy which it has been developing and continuously improving through its use on a number of projects including Communities Plus projects like Ivanhoe and Arncliffe. Key features of the relocation approach for Waterloo could include:

- » allocation of a Relocation Coordinator to each resident to support the relocation process with complex cases appointed specialist coordinators
- » in the initial stages of relocation, potential requirement for a small proportion of residents to be rehoused offsite but within the local area (if required). Every effort will be made to encourage ongoing local connections and the majority of residents will be provided alternative dwellings on site during the construction phase
- » relocation of all social housing residents beyond the initial Stage will be moved directly into Stage One when completed etc
- » some residents moved in groups to maintain social networks where possible
- » matching residents to appropriate dwellings.

A number of key lessons have been learned from other projects and are being adopted at Waterloo. These include:

- » engagement with returning tenants – commencing during the construction phase to ensure tenants are kept informed and up to date about the redevelopment project
- » community building – including opportunities for returning and relocating tenants to play a role in building the community of Waterloo including participating in community activities
- » identifying needs – collating information on returning and relocating tenants and developing pathways to address their needs including employment, training and links with local services
- » partnerships and support – working with government partners, community organisations and others service providers to facilitate the return of residents
- » flexibility to enable tenants with strong connections, informal caring relationships and other needs to be relocated at the same time and re-housed together
- » provision of access to support and resourcing for tenants to be able to articulate their needs in the relocation process – this could include community translators, peer educators, local service staff and other means
- » events on site (and community transport for residents who've been relocated) that can help maintain community connections throughout redevelopment and take the focus away from construction impacts.

## 6.4 Development staging

Given the projected timeline to complete the Waterloo South redevelopment by 2032, the management of construction impacts will be ongoing. Construction can cause changes to the environment, service access and social networks for residents and possibly for prolonged periods.

There is a cohort of social housing residents who may be particularly vulnerable (i.e. people with mental health issues). Navigating a changing landscape may be difficult for people with mobility or vision issues with a key impact identified during the redevelopment phase being the change in landscape and loss of reference points.

It is recommended that mechanisms are developed through tender requirements, including:

- » provision of access to supports for residents with limited ability to cope with construction impacts, have services and workers who are able to work through choices with them
- » approaches to educate residents about impacts they may not consider, such as informing residents of strategies to manage issues such as health impacts of dust on respiratory conditions
- » strategies to maintain wayfinding including the provision of consistent reference points and landmarks to help people navigate through redevelopment and maintain a sense of attachment and stability
- » utilising the relevant principles of the Healthy Urban Development Checklist (Health, 2009) and continuing to work with Health NSW and front line staff to support the early identification of resident needs.

## 6.5 Governance

Governance refers to the decision-making framework that lays the foundations for the successful delivery of a project. For the Waterloo redevelopment, governance will intersect with every aspect of people and place by outlining who is responsible for what, how and when.

Good governance will be particularly pertinent for Waterloo due to the vast number and diversity of stakeholders, concurrent projects and community complexities. Continued cross agency consultation, communication and collaborative practices between government, non-government providers, the community and residents will be a fundamental element of the planning approach in which ongoing governance structures will be established.

All of the policy and planning documents, research and leading practice informing this SSR underline the importance of strong governance to achieve positive outcomes. *A Resilient Sydney – a strategy for city resilience 2018* also outlines that governance and distrust is one of Sydney's biggest challenges, with collaborative decision making a key priority of the strategy.

For Waterloo South, the governance framework should:

- » clearly articulate roles and responsibilities of individual stakeholders, and their sphere of influence within the project.
- » seek equitable inclusion, including capacity building opportunities for people to contribute at the level they choose too
- » recognise that governance means different things to different people. For example, often Aboriginal and Torres Strait Islander peoples and CALD communities have their own definition of, and past experience with, governance.
- » acknowledge and seek to build off the existing Aboriginal and Torres Strait Islander led governance and decision-making arrangements that exist within Waterloo.

Infrastructure Australia's (2018) Planning Liveable Cities report identifies a number of governance-related recommendations to address common challenges when sequencing infrastructure, which have been recently experienced in Australia's major cities. These recommendations should be considered when developing the framework for Waterloo South.

## 6.6 Summary of process recommendations

This table shows key findings and recommendations for process.

**Table 9 Process findings and/or recommendations**

Recommendation	Responsibility	Committed by LAHC	Primary group affected	Development Staging		
				Pre-develop	During	Post-develop
<b>Communications and Engagement</b>						
Noting the extensive consultation and engagement undertaken to date, continue to review the Waterloo Communications and Engagement process to identify lessons for improvement with a particular focus on strategies to connect with 'hard to reach' groups	LAHC / development partners / government and non-government agencies	✓	Existing and future residents	✓	✓	
Ensure continued community involvement in, and awareness of, the project through a variety of means which may include reference or liaison groups	LAHC / future developers	✓	Social and market housing residents	✓	✓	✓
Continue to actively work with key stakeholders, including the City of Sydney, other government agencies, non-government organisations and the local community and others to develop collaborative and participatory approaches to key issues such as:	LAHC / future developers	✓	Existing and future residents including key cultural groups	✓	✓	✓
<ul style="list-style-type: none"> <li>» the design and ongoing programming of public open space, community and cultural facilities</li> <li>» naming of places and spaces</li> <li>» service delivery models</li> <li>» social integration</li> </ul>						

Community and Cultural Development						
Placemaking strategies and community development initiatives (events, activities and programs) emphasise a strengths-based approach that foster integration and connection among all residents	LAHC / future developers	✓	All residents	✓	✓	✓
Relocation						
Consistent with existing relocation processes, relocation of tenants will be clear with early communication about timing, process, support provided, and an emphasis on retaining existing community networks, connections and neighbour relationships	LAHC / future developers	✓	Social housing residents	✓	✓	
Development staging						
Staging of the redevelopment considers environmental, service and social needs	LAHC / future developers	✓	All residents	✓	✓	
Approaches that support ongoing service delivery and enable an appropriate level of quality community facility space is available in each stage of the development	LAHC / future developers	✓	All residents	✓	✓	
Strategies to manage the potential impact of construction on residents such as:	LAHC / future developers	✓	All residents	✓	✓	
» processes and resources to identify residents requiring support						
» approaches to educate residents about early identification of potential health impacts						
» strategies to support people navigate physical site changes						
Governance						
Governance models for human services planning, community infrastructure delivery and communications and engagement embed cross-agency collaboration, focusing on the coordination of service delivery and requires clear and regular communication with residents and other stakeholders	LAHC / future developers	✓	All residents	✓	✓	✓

## 7 Concluding remarks

This stage of the planning process focuses on the development of the physical plan for Waterloo South through the preparation of a planning proposal. The planning proposal provides a strong basis for the creation of a socially sustainable community. The fit for purpose housing, the walkability and connection to public transport, the provision of quality public open space, the access to services and shops, and the range of community, cultural and recreational facility space all provide a physical foundation for social sustainability.

As this report also identifies, the key to a successful and socially sustainable Waterloo South renewal involves building on this solid physical plan with a range of engagement, service provision, community support and community building measures to ensure that the positive social objectives of the planning proposal can be achieved.

To ensure that the social sustainability objectives for Waterloo South can be achieved and maintained over the long term, a strategic approach to community building, development and engagement will be required. Careful planning and appropriate resourcing will be critical to ensure effective implementation of any community building, development or engagement activities.

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# A Appendices

## A-1 Specific Population Groups

The Study Requirements require analysis of how the proposed redevelopment may affect specific groups within the Waterloo and surrounding community and what initiatives may be developed to maximise positive social outcomes for specific population groups.

This section draws from and builds on issues for specific service age groups identified in the *Social Baseline Report* (GHD 2020). It is supplemented by the information gathered through consultation and research. Where possible, examples of initiatives and mechanisms appropriate for different groups are identified. Moving forward, these needs and initiatives should be carefully considered in planning key social infrastructure, community programs and ongoing processes.

### A-1-1 Children and families

Waterloo South is expected to have an additional 418 residents aged 0-11 by 2032. The *Social Baseline Report* (GHD 2020) noted the following key points for children:

- » High unemployment rates and lower educational attainment are major issues faced by children and young people living in public and social housing and contribute to cumulative and intergenerational disadvantage. This has been shown to be common in situations where public housing tenants are not well integrated with private residents. Supporting social cohesion among future social, affordable and market housing residents and ensuring the future precinct is well integrated with neighbouring areas should be a priority.
- » Relocating either temporarily or permanently can be disruptive for the education of children attending school. Measures to minimise disruption are critical to supporting positive educational outcomes for children currently living in the Precinct.
- » Appropriate and accessible public spaces, including parks and playground facilities, play an important role in the individual and social development of children and young people. Access to spaces that are suitable for children and young people should be ensured throughout the redevelopment period.
- » The redevelopment process may disrupt existing social and support networks, including the friend's children and young people have in their local neighbourhood. These support networks play a critical role in a child's life and development and also help to foster connections across the community. It is therefore important that new public areas support opportunities for these relationships to develop and be maintained where possible. If families and children are relocated into lower density housing or new homes, it will be important to create spaces that encourage the development of social relationships.

Although the Department of Education have no current plans for a new public school in the area, population growth and demographics should be closely monitored. Schools provide a clear benefit for children and are consistent with Future Directions' emphasis on 'pathways to independence'. They have also been shown to have community building and integration benefits.

The need for **programs for children aged seven to 11 years** has also been identified through consultation with the City of Sydney, local service providers and community members. At present there is a gap in services and programs for this age group which provides opportunities for those children to engage in antisocial behaviour. Ensuring programs and services are provided for all age groups is a priority.

A number of matters have been identified for **sole parent families**, which comprise seven% of current households living in Waterloo South. Single parents can face significant social isolation with implications for their mental health. The following have been identified as important for single parents:

- » targeted programs and support groups

- » subsidised recreational opportunities to build and maintain strong relationships between single parents and their children
- » affordable childcare to give sole parents a break and enable them to engage in social, educational or paid work opportunities.

The *Social Baseline Report* (GHD 2020) identified the following as examples of initiatives and mechanisms targeted at children and young people:

- » youth engagement opportunities
- » age appropriate public spaces
- » family support services
- » child care facilities
- » community spaces that facilitate youth networking and relationship building.

## A-1-2 Young people

The category of young people typically includes those aged 15 to 24 years. Currently, 16% of residents living in Waterloo South are young people. By 2036, around 10.5% of residents will be within this age group, with the 20 to 24-year age group likely to experience higher growth.

The need to provide free and affordable **recreation opportunities and facilities for young people** was widely identified as a key need for young people. Important issues include the following:

- » There is high demand for local sport and recreation facilities, which are severely constrained in terms of their ability to serve a growing population.
- » There is a need for a range of community spaces that support the specific needs of young people including appropriate play areas and activities.
- » Continue to support youth support services and spaces such as the Fact Tree, where young people can go to eat, get counselling support and hang out with friends'; the National Centre for Indigenous Excellence (NCIE) where young people can go to train and de-stress. These services should continue to be available at little to no cost.
- » Employment assistance services for young people were seen as important, particularly those aimed at supporting young social housing residents
- » There is a need for broadly inclusive programs for young people as well as programs targeted at different groups of young people.
- » Ensuring subsidies are available for all who need subsidised access is a priority. For example, consultation identified that NCIE provides subsidised programs for young Aboriginal and Torres Strait Islander people but not for other young social housing residents who also experience barriers to access.
- » It is important to acknowledge and provide for the diversity of experiences, needs and interests of young people in the area. For example, it was raised that despite their synonymy as youth facilities, not all young people are interested in skate parks. A diverse range of active and passive recreational opportunities should consider creative and performing arts and providing access to technology including gaming as well as sport and recreation.

How to encourage participation among **disengaged youth**, which refers to young people who are neither working or engaged in study, was also widely identified as a key issue to consider. In 2016, approximately 7% of people aged 15 to 24 in the Waterloo Estate were not in the labour force and not studying, which is more than double the proportion for the City of Sydney (3.1%) (id 2020). The Social Baseline Report identified priorities to address high rates of youth disengagement include the following:

- » Providing a diverse range of training and employment opportunities that could be of interest to young people.

- » Subsidising TAFE and other courses which can be prohibitively expensive for disengaged youth. Local service providers noted some young people are averse to taking on debt for education or training following the recent issues with some private colleges.
- » Linking with local services with existing relationships with young people to communicate opportunities.
- » Providing targeted tutoring and other programs to assist young people to stay in school, TAFE or paid work.
- » Increasing flexibility and removing disincentives to engaging in paid work for those receiving housing or other welfare support.

**Mental health and drug and alcohol abuse** were also identified as key issues for young people in the area. Drug and alcohol use is considered a key driver of antisocial behaviour among young people.

Opportunities to consider service models that provide a '**soft entry**' for young people to access services they might otherwise not. For example, by co-locating a range of services, community hubs can reduce the stigma of visiting a specific service provider. Service providers emphasised this is particularly important for young people who are part of the existing tight knit community.

### A-1-3 Older people

In 2016, people aged over 65 years represented 20% of residents currently living in Waterloo South (.id 2020). While this proportion is expected to decrease slightly to 17% by 2036, there will be a significant increase in actual numbers (approximately 600). The *Social Baseline report* (GHD 2020) notes:

Older public housing residents have often lived in an estate for a long time, often raising their children and grandchildren there. They may have very strong connections to their local area and social and support networks. Older people may also experience mobility issues, making relocation difficult and contributing to the stress of moving to a new place, especially if their new home is not easily accessible to essential services and facilities.

Consultation with residents and service providers consistently stressed that relocation may impact older social housing residents who may require additional health and wellbeing support. While some older people have viewed the redevelopment as a positive opportunity for change, most older residents have expressed significant concern and anxiety around the change given their strong social networks with other residents.

The *Social Baseline Report* (GHD 2020) identified **enabling older tenants to age in place** as a potential constraint to social sustainability throughout the redevelopment including providing facilities and services to support people to continue living at home, such as in-home care, and to age in place locally, such as residential aged care. Providing **residential aged care** as well as **age related support services** and **over 55s services** was widely supported by elderly residents and service providers as part of community consultation to help support ageing in place. Identified benefits of this approach included:

- » reducing the need for older people to be move twice and, subsequently, alleviating the associated stress and negative impacts of moving
- » enabling older residents to stay on site, reducing the impacts of adjusting to new surrounds
- » provision of a more appropriate style of accommodation than currently provided
- » providing a service with an identified need.

While not necessarily a feature of the regular process, the inclusion of residential aged care as part of the delivery and next detailed design stage would be likely to produce positive social outcomes. This is especially important considering the high proportions of older social housing residents and the considerable anxiety many older residents are already experiencing as a result of the redevelopment.

**Social isolation** is a particular issue that negatively impacts older people's health and wellbeing. Consultation with service providers and the community have emphasised that programs and services to support connections, combat loneliness, and encourage participation in the community are high priorities for older people.

Other important factors specific to the elderly population included accessible public transport, community spaces and increased health and wellness facilities.

The *Social Baseline Report* (GHD 2020) identified the following as examples of initiatives and mechanisms targeted to assisting older residents:

- » offering additional emotional, social and physical support during relocation process. This might include the provision of counselling services during relocation, attempting to keep community groups together as much as possible, and providing as much physical support as possible
- » recognising the potential for additional mobility requirements and assistance
- » community services that include assistance with daily needs such as shopping, or transportation
- » accessible health care facilities.

## A-1-4 Aboriginal and Torres Strait Islander people

In 2016, 227 residents (or 6.2%) identified as Aboriginal and/or Torres Strait Islander in the Waterloo Estate, a far higher proportion than the 1.5% average across Greater Sydney (.id 2020, p.36). Waterloo and Redfern are often the touch point for Aboriginal and Torres Strait Islander people from regional areas who are moving to or visiting Sydney. However, because of overcrowding and the transient nature of some families, it can be difficult to accurately determine the correct number of Aboriginal and Torres Strait Islander People living in Waterloo.

Anecdotal evidence suggests that there may be a greater number of people living in Waterloo than what the data shows. The community has advised that Aboriginal and Torres Strait Islander people make up closer to 10% of the Precinct's population.



### Overcrowding in Aboriginal and Torres Strait Islander households

At different times, overcrowding is a reality in Aboriginal households, in the Precinct it can occur periodically and without the knowledge of LAHC or the tenancy manager. Cultural norms and kinship practices among Aboriginal and Torres Strait Islander people mean there is often a great responsibility or obligation to provide accommodation for family members in need.

To support positive social outcomes for Aboriginal and Torres Strait Islander people in the redevelopment, overcrowding requires a degree of flexibility in response. It will be critical to implement culturally appropriate solutions rather than apply punitive measures to Aboriginal and Torres Strait Islander households experiencing overcrowding. Because of already increasing feeling of anxiety and fear, this response and appropriate support mechanisms should be established and communicated well before the redevelopment commences.

In addition, the majority of future apartments provided will be one and two-bedrooms, with some three- and four-bedroom apartments. Ensuring larger apartments are set aside for Aboriginal and Torres Strait Islander families is a priority into the future and will help to ease some of the effects of overcrowding that the community may currently experience.

The *Social Baseline Report* (GHD 2020) identified a number of specific housing and service needs for Aboriginal people and Torres Strait Islanders, drawing on research from the Australian Housing and Urban Research Institute (Milligan et al 2007 and Walker et al 2011). These include:

- » Aboriginal and Torres Strait Islander **agencies and networks** to be systematically engaged in both policy and planning
- » strong relationships with other support service systems to **assist tenants to maintain tenancies** and find alternative housing solutions
- » **recruiting, retaining and developing** Aboriginal and Torres Strait Islander staff in the housing system

- » developing the **cultural sensitivity and understanding** of non-Aboriginal and Torres Strait Islander staff within housing systems
- » **breaking down barriers** for Aboriginal and Torres Strait Islander people in accessing services that are flexible enough to meet their diverse needs.

In addition, the following factors have been identified through consultation with the community, service providers and government agencies.

The need for **dedicated housing for Aboriginal people and Torres Strait Islanders** was widely raised. Recognising and celebrating Aboriginal culture through art and placemaking initiatives was considered by many as hollow without maintaining an actual Aboriginal and Torres Strait Islander community in the area. Providing larger apartments was identified as one of a number of strategies to achieve this. Access to specialist Aboriginal **medical services and mental health services** were also identified as important.

The need for specific **initiatives to provide employment and training opportunities** for Aboriginal and Torres Strait Islander people. Aboriginal residents who participated in the options testing consultation also strongly supported the idea of employing local Aboriginal people to help name the buildings, design and maintain the natural landscape, and assist in the design of the buildings. This was seen as powerful and genuine way to ensure the redevelopment accurately reflects Aboriginal culture and heritage as well as giving local Aboriginal residents a strong sense of ownership and pride over the site.

Telling the multiple stories of Waterloo was identified as important so people can understand the beginning of Waterloo. This includes recognising and reflecting Aboriginal and multicultural stories. Opportunities for cultural interpretation and learning were also seen as important so as to connect the past and future in Waterloo.

The need for **consistency in staffing and programs** to maintain trust and engagement between Aboriginal and Torres Strait Islander communities, service providers and government agencies was raised as important by service providers and Police. Local cultural competency was widely understood as critical to producing good outcomes. There was a strong feeling in community consultation that local service providers have a good understanding of local issues and needs.

## A-1-5 People from culturally and linguistically diverse backgrounds

The current Waterloo community is culturally diverse with more than half of all residents born overseas. This diversity is projected to continue for future residents of social, affordable and market housing in Waterloo. The *Social Baseline Report* (GHD 2020) identified a range of issues relating to CALD communities. Maintaining connections within CALD communities was identified as a priority for the redevelopment. The report notes:

Waterloo has a significant population of CALD social housing residents (particularly Mandarin, Cantonese and Russian speakers) with many forming specific language clusters within buildings/areas. The rehousing process will need to consider how to maintain and reinforce these strong bonds, for example relocating language and cultural groups together, or providing specialised support services and facilities (GHD 2019).

The *Social Baseline Report* (GHD 2020) also identified LAHC's Multicultural Framework as a key document to guide the approach taken with CALD communities, which includes the following targets to improve service delivery for the CALD community:

- » access to culturally appropriate housing information and assistance
- » housing assistance that is fair and responsive to the needs of culturally diverse clients and communities, especially towards those most in need
- » culturally diverse clients are socially and culturally included in housing initiatives and able to participate in community life
- » culturally diverse clients with complex needs are assisted through partnership with other providers (LAHC, 2010).

Consultation has confirmed these issues as well as reinforcing the need for engagement and communications to be conducted/provided in key languages. Local service providers have noted the success of training current residents from CALD backgrounds to act as community liaisons.

The *Social Baseline Report* (GHD 2020) also identified the following as examples of initiatives and mechanisms targeted to assisting CALD residents:

- » staff that are multilingual or systems that include translation services
- » information is presented in a culturally appropriate and inclusive way
- » facilitation of community networking opportunities
- » promotion of sports or activities that are culturally significant or promote cross-cultural relationships
- » facilitation of support services through partnerships with external CALD advocacy organisations.

## A-1-6 People with disability

Local service providers and the community emphasised the need to acknowledge the diverse range of disabilities in planning places and programs. Many emphasised the need to undertake a comprehensive doorknock to understand each individual's needs for relocation and provide appropriate support.

Ensuring changes to footpaths and public spaces during construction which adequately consider the needs of people with different types of disability or mobility issues was widely identified as critical. This may include ensuring interim solutions meet the access requirements of people who use a wheelchair and providing adequate wayfinding to assist people with vision impairment and or intellectual disability navigate changes to the landscape.

In addition, the *Social Baseline Report* (GHD 2020) identified the following considerations to better support people living with disability.

- » accessible transport options close to relocation sites, and in the new development plan
- » adequate accessible facilities
- » access to disability support services, with facilitated links to external disability advocacy programs
- » community engagement programs that encourage relationships between people of all abilities
- » offering inclusive sports and leisure facilities.

Understanding the complexities of living with disability and how to communicate appropriately leads to less discrimination felt by the individual, and can lead to an increase in accessible and appropriate services. Training relocation and front line staff in the social model of disability will build an awareness that a disability is not what someone has, but something a person experiences.

## A-1-7 People with chronic mental health issues

The importance of understanding how the redevelopment may impact **people with mental health issues** and providing appropriate supports to mitigate impacts has been widely reported through various consultation processes. Key issues raised by the community, local service providers, police and others included the following.

- » **noise** can be a **trigger** for some people's mental health issues. Potential approaches to mitigating any construction noise or design impacts include:
  - > ensuring future urban design seeks to minimise noise where possible
  - > mandating minimum levels of insulation between apartments for future buildings
  - > mitigating impacts of construction noise where possible and providing ear plugs for residents
  - > relocating residents with particular sensitivity to noise early in the redevelopment.

- » **building general community awareness** of issues for and appropriate responses to people experiencing mental health issues. For example, educating residents to call relevant mental health services rather than the police was identified as a priority. Including this information as part of a welcome pack for all residents was suggested as a way to share relevant information and contacts.
- » understanding and planning for ways to assist people with mental health issues during relocation. Many noted the **relocation could uncover hoarding** and other challenging issues. Identifying these problems early and developing sensitive and appropriate strategies to enable relocation while minimising the distress of residents is a key concern for those residents' wellbeing.
- » including adequate opportunities to **connect with and experience nature** on site is considered a priority. Maintaining as many significant trees, including green space and walls, and incorporating running water in the redevelopment were identified as having a positive impact on people's mental health. These have been incorporated into the planning proposal.
- » there is a significant and growing area of research that is examining how the design of both urban environments (public domain) and residential dwelling environments (private domain) can impact positively and negatively on mental health and wellbeing. While a purely physical approach is unlikely to be successful, ensuring that the whole private domain is well designed with mental health issues considered is vital. Sydney Local Health District have specialist expertise in this area and should be consulted with during the next stages of this project.

The *Social Baseline Report* (GHD 2020) identified the following issues to be considered during the design phase, which may improve the quality of life for social housing residents who experience mental health issues:

- » ensure appropriate referral processes to community and wellbeing support services are in place
- » include supported accommodation models for people with mental health issues who require more care
- » provide housing options that allow for shared accommodation for tenants who do not want to live alone
- » the Housing and Accommodation Support Initiative (HASI) is well supported within the urban system (Housing NSW, 2016).

## A-1-8 Unemployed and unskilled residents

Future Directions identifies those with the potential to transition out of social housing as the 'opportunity cohort'. Large-scale redevelopment projects and associated training and employment programs present a range of prospects for the opportunity cohort.

Current policies assume a linear path out of social housing by reducing benefits including access to housing in line with employment income. However, the complexity of social housing residents' needs and the impacts of cumulative disadvantage mean the experience of many in the opportunity cohort is anything but straightforward. In addition, the risk of losing your social housing dwelling, instability in the private rental market, and the long wait times for social housing act as disincentives for social housing residents to take advantage of those opportunities and engage in paid work.

To combat this, an integrated and genuinely person-centred approach is required. This may include specific measures such as:

- » flexibility in approaches to reduce disincentives to paid work
- » CHPs including multiple tenure types across social (affordable rental) housing to enable residents to move forward and back along the housing continuum.

The complexity and multiple responsibilities require truly 'joined up' response from government, the private sector, training programs, employers and service providers. This would represent the genuinely 'person-centred' support required for ongoing success.



### 8.1.1 Neighbouring communities and private landowners

Construction impacts including traffic changes and the availability of parking were widely identified as important issues for neighbouring communities.

The neighbouring community is also home to a growing population of **young international students**. Key issues for international students include improving situational awareness and safety, and reducing social isolation.

Increased rates of gentrification and **associated affordability issues** were identified as emerging issues for low income residents in neighbouring areas. Measures that support access to affordable retail and services were identified as priorities.

## A-2 Healthy Urban Development Checklist

The following table provides a reference for how the key elements of what makes a Healthy Built Environment, as defined by the NSW Health (2009) *Healthy Urban Development Checklist*. The table shows the key domains of a Healthy Built Environment, the key questions or considerations included in the checklist, and the reference/s for where that issue is addressed in the SSR.

Health Domain	Key questions / considerations	SSR Reference
Healthy Food	Access to fresh, nutritious and affordable food	4.4.8. Privately provided facilities, retail and others 5.3 Affordability
	Preservation of agricultural lands	NA
	Support for local food production	4.3.2. Community gardens
Physical Activity	Encouragement of incidental physical activity	4.3.3. Streetscape
	Opportunities for walking, cycling and other forms of active transport	4.2. Access and Connectivity
	Access to usable and quality outdoor spaces and recreational facilities	4.3. Public Domain 4.4.3. Recreation facilities
Housing	Provision of housing that supports human and environmental health	4.1.1. Housing quality 4.1.3. Housing design
	Dwelling diversity	4.1.2. Dwelling mix
	Affordable housing	4.1. Housing
	Adaptability and accessibility of housing	4.1.3. Housing design
Transport and Physical Connectivity	Availability of public transport services	4.2. Access and Connectivity
	Reduction of car dependency and encouragement of active transport	4.2. Access and Connectivity
	Encouragement of infill development and/or integration of new development with existing development	1.4 Waterloo State Significant Precinct
	Telephone and internet connectivity	Addressed in Infrastructure studies
Quality Employment	Location of housing and commuting options	1.4 Waterloo State Significant Precinct
	Access to a range of employment opportunities	5.5 Employment and Training
	Access to appropriate job training	5.5 Employment and Training

Health Domain	Key questions / considerations	SSR Reference
<b>Community Safety and Security</b>	Crime prevention and sense of security	4.3.1. Public open space
<b>Public Open Space</b>	Access to green space and natural areas	4.3.1. Public open space
	Public spaces that are safe, healthy, accessible, attractive and easy to maintain	4.3. Public Domain
	Quality streetscapes that encourage activity	4.3.3. Streetscapes
	Sense of cultural identity, sense of place and public art	4.3.4. Celebrating culture in public space
	Preservation and enhancement of places of natural, historic and cultural significance	4.3.4. Celebrating culture in public space
<b>Social Infrastructure</b>	Access to a range of facilities to attract and support a diverse population	4.4 Community Infrastructure
	Responding to existing (as well as projected) community needs and gaps in facilities and/or services	2.2. Existing context and community profile
	Early delivery of social infrastructure	4.4 Community Infrastructure
	An integrated approach to social infrastructure planning	4.4 Community Infrastructure
	Efficiencies in social infrastructure planning and provision	4.4 Community Infrastructure
<b>Social Cohesion and Social Connectivity</b>	Environments that will encourage social interaction and connection among people	4.3.1. Public open space
		4.3.3. Streetscapes
		4.3.4. Celebrating culture in public space
		4.3.5. Activation, programming and management
	6.2 Community and Cultural Development	
Promotion of a sense of community and attachment to place	5.2 Community Identity and Connection	
Local involvement in planning and community life	6.1.2. Engagement	
	6.2 Community and Cultural Development	
Social disadvantage and equitable access to resources	5.1.2. Visibility of social housing residents 5.3 Affordability	

Health Domain	Key questions / considerations	SSR Reference
	Community severance, division or dislocation	5.2 Community Identity and Connection 5.4 Services and Support Systems 6.3 Relocation
<b>Environment and Health</b>	Air quality	Not addressed in this report
	Water quality and safety	Not addressed in this report
	Disturbance and health effects associated with noise, odour and light pollution	6.4 Development Staging
	Potential for hazards (both natural and man-made)	Not addressed in this report
	Vector catchments and the potential for pest-borne disease	Not addressed in this report

