

# Waterloo Redevelopment

## *How did we get here?*

by

Geoffrey Turnbull – REDWatch

Wednesday 9 March 2022

for

Counterpoint Community Services

Waterloo (South) Exhibition Planning Proposal Capacity Building

# Workshop Purpose

To understand how we got to where we are now. From earlier attempts at redevelopment, the announcement in 2015, through to visioning, options testing, changes to planning authority, the multiple plans presented. How have different stakeholders have been involved, and subsequently, how has the plan evolved to reflect these changes?

## **Desired workshop outcome:**

To encourage submissions that incorporate this history in order to create a more impactful submission.

# Workshop Overview

We will discuss events and developments that occurred, and are expected to occur:

- 2003-2005
- 2009-2013
- 2015-Now & Beyond

## **Discussion question to keep in mind:**

How do we respond during consultations and in submissions to this history and the issues it throws up?

2003-2005

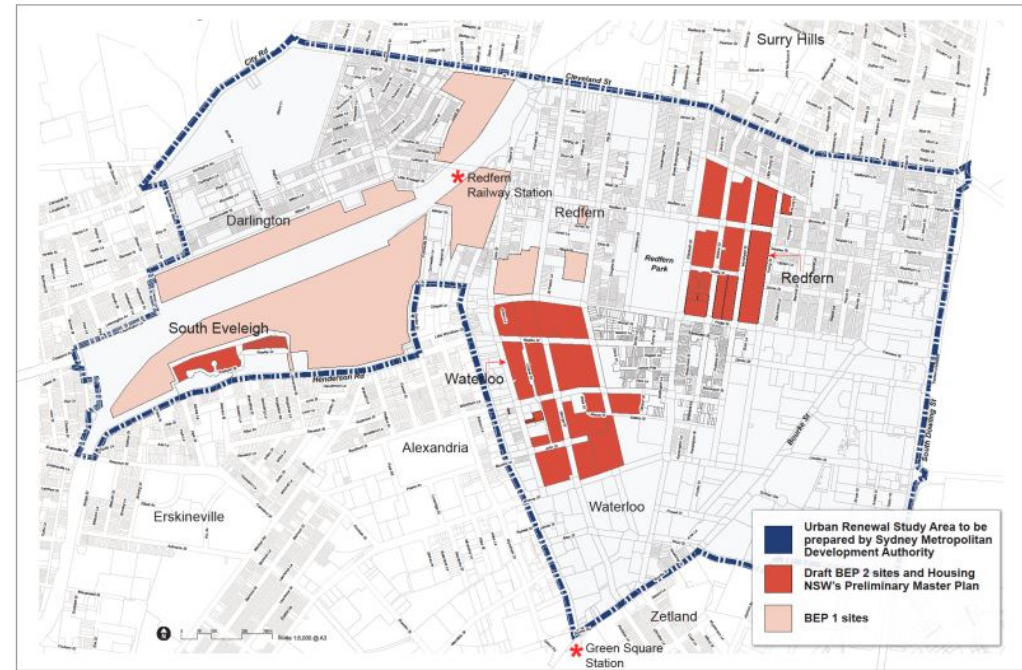


# Redfern Waterloo Partnership Project

**June 2003**

Premier's Department Redfern Waterloo Partnership Project (RWPP) studies into redevelopment of the 1/3 of government owned land in the area includes studies for the redevelopment of Redfern and Waterloo public housing. It was an earlier version of this map from the SMDA in 2012

## URBAN RENEWAL AREA



Sydney Metropolitan  
Development Authority

# 10 Government Landholdings



## Government Landholdings

	Site
	Total Area: 339.5 ha
	Government Land Holding
	97.4 ha
	Department of Housing
	30.8 ha
	State Rail
	25.7 ha
	SWFA
	13.5 ha
	Rail Estate
	10.7 ha
	Minister of Education Training & Youth Affairs
	3.8 ha
	South Sydney City Council
	13.1 ha
	Sydney Water Corporation Ltd
	2.3 ha
	University of Sydney
	16.5 ha

## Existing

- Government Landholdings total almost 1/3 of the Red area.
- These holdings are divided between rail uses, open space housing and administrative functions.
- A co-ordinated approach to the management of this land will allow the efficient use of government assets.



## Major Government Redevelopable Landholdings

	Commercial/Employment Expansion
	Residential Sites
	Other Government Land Holdings

## Potential

- The release underutilised government land for development will focus the town centre around Redfern Railway Station
- A co-ordinated approach for the public domain will ensure accessibility through the area and beyond.
- Population increase can be achieved within land under government ownership through partial partnership arrangements.
- Over the long term there is potential to redevelop key sites within the RED area for residential use. It is important to maintain a broad and sustainable social mix in Redfern by encouraging a combination of public housing, affordable housing and private housing options.



# How Redfern will be 'Reborn'

November 2004

Sydney Morning Herald publishes key cabinet documents including for the redevelopment of public housing estates - SMH Front Page and Towers demolished article





# Community Rally Against Gov Plans

**December 6, 2004**

Rally against Government Imposed Plans - Monday 6th December at 10am Waterloo Green organised by REDWatch, Redfern Organisation of Aboriginal Unity and Inner Sydney Regional Council for Social Development.

## Towers demolished as aid to social levelling

Debra Jopson  
and Gerard Ryle

The distinctive high-rise public housing towers of Redfern and Waterloo could be pulled down under a \$540 million plan that allows private developers to profit from government land.

The Department of Housing is the largest single landholder in a 340-hectare area earmarked for massive redevelopment.

About two-thirds of the department's 23.4-hectare Redfern-Waterloo estate would be handed to private developers, say confidential government documents dated October.

The developers would be allowed to build 6300 apartments on 15.8 hectares of the department's land, bringing in 12,500 new private tenants and owners to change the social mix.

The aim is to redevelop the estate, which contains 3519 apartments, at no cost to the Government, the papers reveal.

Limits on floor space in the area should be scrapped and developers given the go-ahead to build more than the amount now allowed, the documents say.

The new Redfern-Waterloo Authority could use the money from the private development to build new houses, refurbish existing stock and temporarily move 200 families to other accommodation during the reconstruction phase, the papers say.

But the documents reveal that the Government has wider goals than just making money out of public land.

It also plans to completely change the face of the two suburbs by reducing the proportion of public tenants and attracting more affluent residents to the area.

The 7000 public tenants would be allowed to stay. They make up about 35 per cent of the population, which stands at about 20,000.

The plan is to add 20,000 new private renters and owners, doubling the area's population. This will reduce the overall percentage of public housing to 17.5 per cent.

The goal is to "integrate" the wealthier newcomers to "break down any stigma associated with concentrated public housing", the documents say.

But the papers also show the Government has a tougher option. If it wants to move public tenants out permanently and get a quicker result, it could sell a



New era ... the appearance and social mix of the Redfern-Waterloo estate would be radically altered under a cabinet plan to allow 6300 private apartments on Department of Housing land. Photo: Dean Sewell

bigger part of the site to private developers and use the money to buy public housing elsewhere.

The overhaul would include a \$297 million demolition and rebuilding plan that is likely to see

the end of the 30-storey Turanga tower where the Aboriginal youth Thomas "T.J." Hickey died in February when he crashed his bike, sparking the Redfern riot. Its twin, Matavai, is

also likely to go, along with seven 17-storey buildings.

"It is likely that the majority of the high-rise buildings (which represent two-thirds of the stock) will need to be demolished

because they will be the hardest to refurbish to meet current standards and to allow the mingling of different types of occupier," the documents say.

Private sector development

could extend over 10 years "depending on the rate of take-up of the new apartments", they add.

This would mean "a lower ultimate proportion of public housing tenants in this area".

The papers reveal that the average age of tenants on the Redfern-Waterloo estate is 59 years. Almost one in three public housing tenants in the area receives a disability support pension.

# RWPP Studies

**January 2005**

RWPP studies passed to newly established Redfern Waterloo Authority and Frank Sartor as Minister for Redfern Waterloo. Minister's one meeting with community is a meeting in June 2005 at PCYC for public housing tenants.

Repeated requests for the studies were denied by the RWA and Govt.



2009 - 2013

# Preliminary Master plan for Redfern and Waterloo

**2009**

LAHC gets federal funding for a Preliminary Master plan for Redfern and Waterloo.

# Redfern Waterloo Public Housing Tenant Survey

**June 2010**

LAHC start a baseline tenant study but unlike earlier LAHC redevelopment studies translation is not provided. This is designed to be the before redevelopment study while dated April 2011 it was not released until August 2011



Human Services  
Housing NSW

## Housing NSW

### Redfern Waterloo Public Housing Tenant Survey

Sweeney Contacts:	Adeline Ong and David Barmer
Housing NSW Contacts:	Bernie Coates, Tuyen Duong, and David Lilley
Reference Number:	20240 (CATI) and 20541 (Doorknock)
Date:	29 APR 2011 V9



# Machinery of government does it thing...

**August 2011**

LAHC separated from  
Community Services and placed  
in Finance and Services

# Redfern Waterloo Authority puts BEP2 on Non-Statutory

**January 2012**

Redfern Waterloo Authority puts BEP2 on Non-Statutory Exhibition looking at planning controls for a month- The RWA as it is winding down and being transformed into the Sydney Metropolitan Development Corporation (SMDA) finally makes their planning for the redevelopment of public housing public in its second Built Environment Plan (BEP2). The plan covers, Redfern, Waterloo and Eveleigh. BEP2 Exhibition – Council proposes a station at Waterloo and higher densities.



# 01. Overview

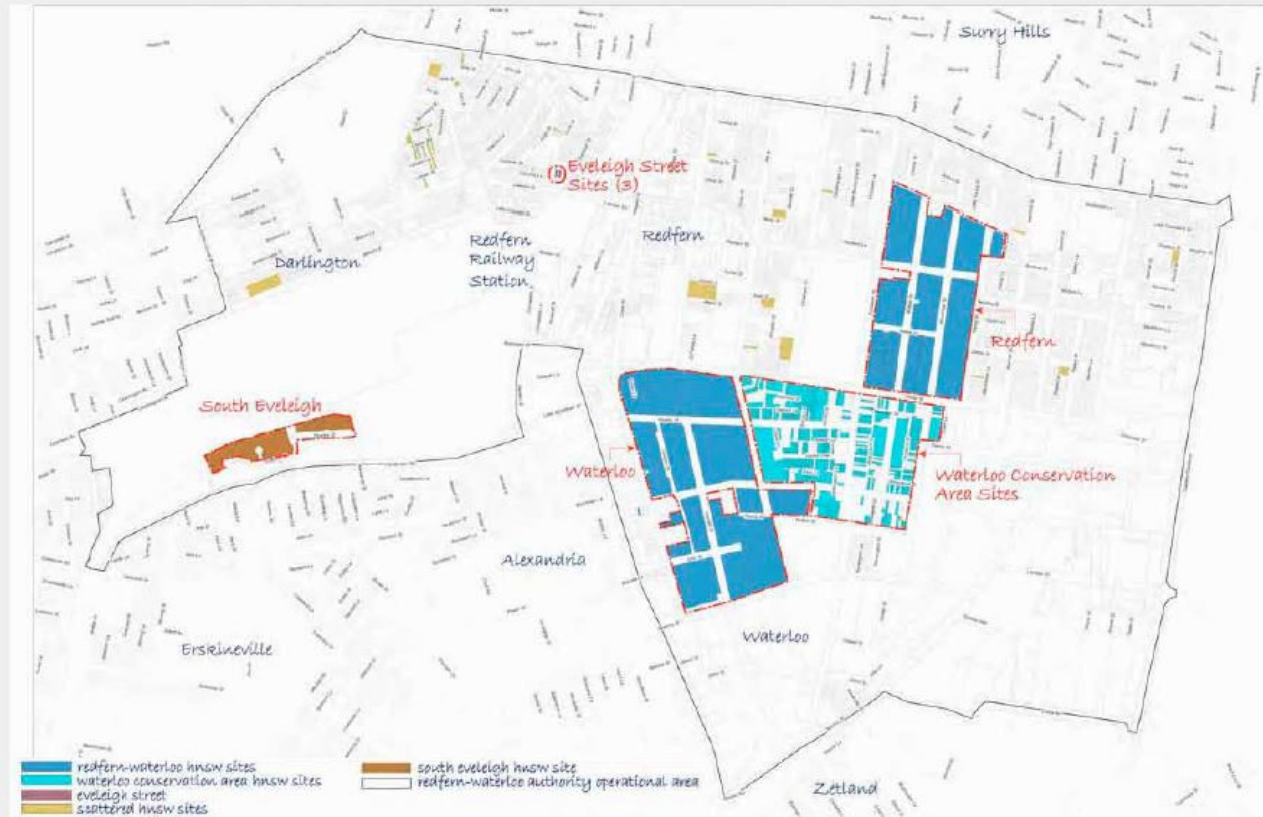


Figure 1. Housing NSW sites in Redfern-Waterloo



# Built Environment Plan Illustration



## DRAFT BEP 2

- 3500 social homes (35% of area)
- Double existing houses
- 60:40 Social mix
- 2.75:1 FSR (33% above draft LEP)
- 4-10 storeys
- Feedback – change wanted

Kettle Street, Redfern



**NOW:** Kettle Street, Redfern as it currently looks

**> FUTURE:** Artist's impression of possible development for Kettle Street, Redfern



Redfern East Development



**BEFORE:** The previous social housing dwellings at Morehead Street, Redfern prior to the Redfern East development

**> FUTURE:** The sustainable social housing development at Morehead Street, Redfern has provided a greater mix of social housing in Redfern-Waterloo and has been awarded a 5-star Green Star rating

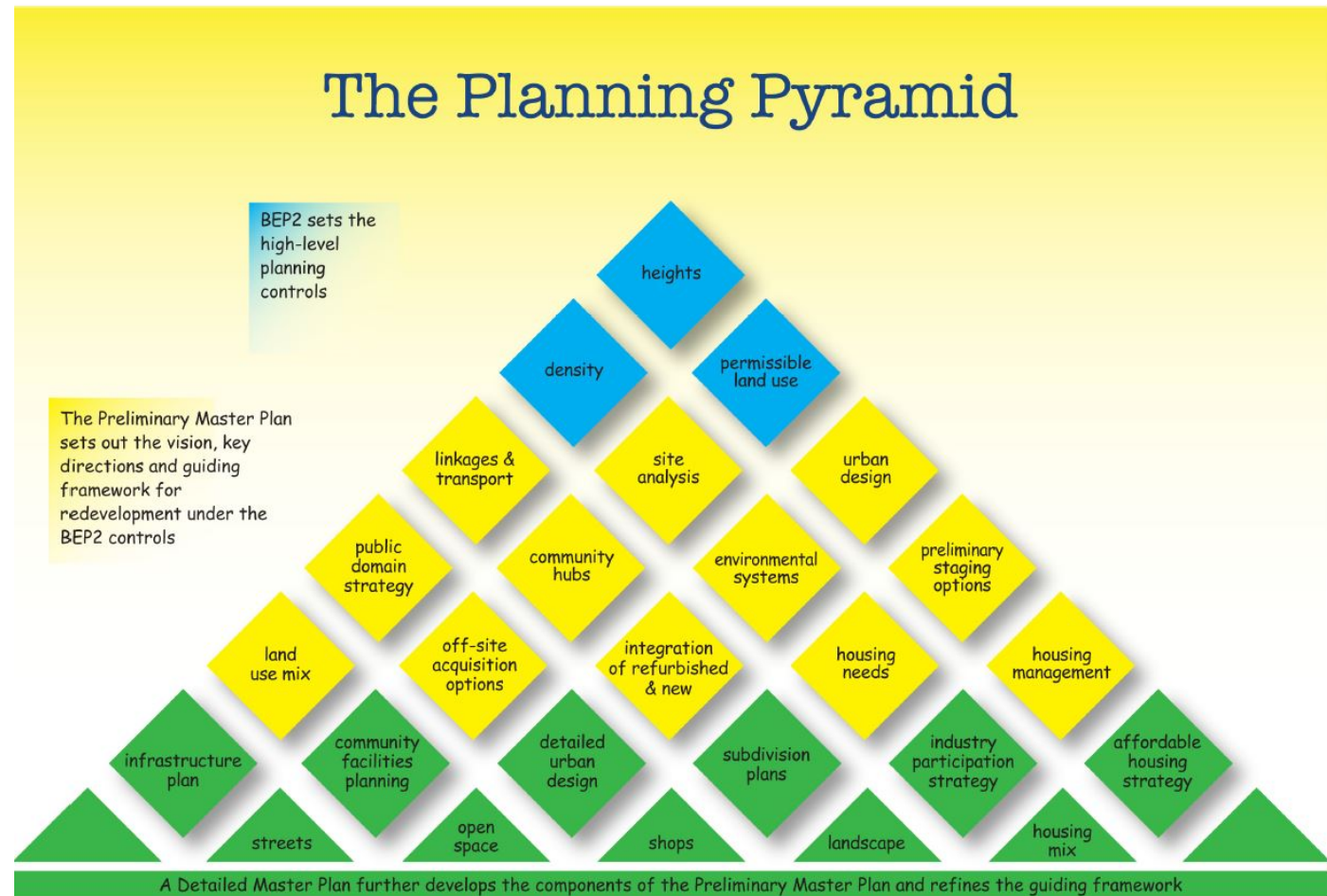




# LAHC Consult on preliminary masterplan for Redfern & Waterloo Estates

**August 2012**

This runs in parallel with the SMDA's BEP2 consultations. LAHC consults community but Master Plan is never made public.

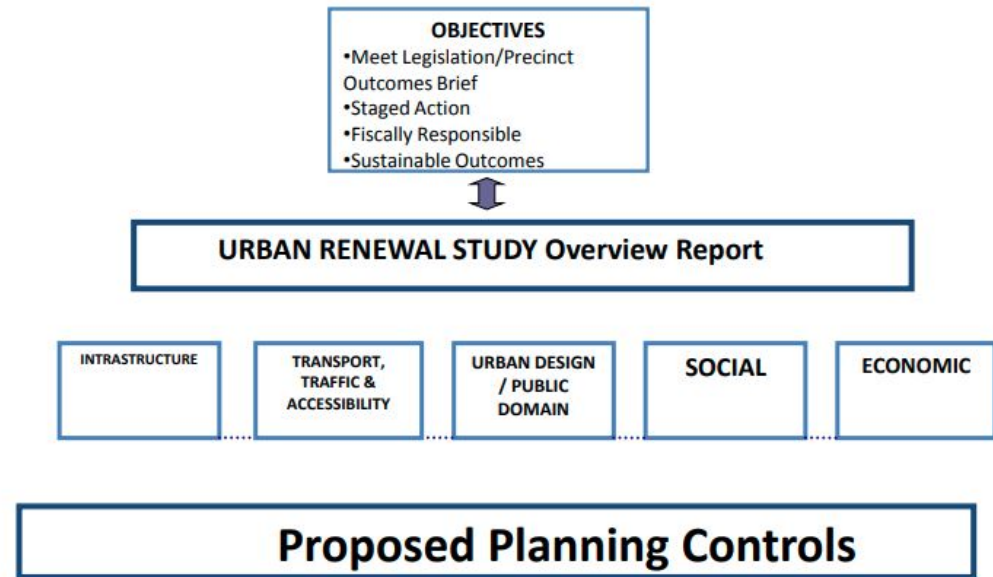


# SMDA undertakes additional studies with proposed exhibition that never happens.

**February 2012**

Sydney Metropolitan Development Corporation undertakes additional studies with proposed exhibition that never happens. Government Architect engaged to do Urban Design and Public Domain Study to provide an additional 3700 dwellings in Redfern Waterloo. Government Architect can agree with LAHC and proposal never released.

## FRAMEWORK – URBAN RENEWAL STUDY (BEP 2)



**July 2013**

LAHC returns to Family and Community Services from Finance and Services.

Like 2004, repeated requests for release of studies are refused by LAHC and SMDA.





2015 - Today

# Communities Plus Launched

September 2015

## Communities Plus Industry Briefing Communities Plus Program



- **23,000** new and replacement **social housing dwellings**
- **500 affordable** housing dwellings
- **40,000** private dwellings
- targeted mix of **70% private** and affordable: **30% social dwellings**
- **change in dwelling types** to one and two bedroom units
- commitment to **open, honest and transparent engagement**
- **conversations with residents to openly discuss ideas and issues** regarding the redevelopment

“I am excited to write to you...”

**16 December 2015**

Premier announces new Metro Station at Waterloo (not Sydney Uni) and the Redevelopment of the Waterloo Public Housing Estate. Minister Hazzard “I am excited to write to you...” letter distributed and Minister meets with key tenant representatives.



**The Hon Brad Hazzard MP**  
Minister for Family and Community Services  
Minister for Social Housing

GFACS15/8663

Dear Tenant

I am excited to write to you and let you know Transport for NSW has announced a new Sydney Metro station at Waterloo, due to be completed by 2024.

On my visits to Waterloo I have spoken to a number of tenants who have told me they like living in the area, but are disappointed with the quality of the ageing housing on the Waterloo estate.

The new Metro station not only brings fantastic new rapid transport to Waterloo, it means we can redevelop the estate with brand new and more social housing that meets people's needs.

I want to assure you that tenants who live at Waterloo can remain in Waterloo after the redevelopment. While some tenants may need to relocate on an interim basis into other housing in the local area, many will be able to move directly into the new social housing as the site is redeveloped.

In addition to boosting social housing in Waterloo, there will be a big increase in private housing and also affordable housing with the new Waterloo Metro station in easy walking distance.

The redevelopment will not happen overnight – it will be staged over 15-20 years. The first relocations will not take place until mid-2017 and experienced FACS staff will assist people to settle comfortably into their new homes.

During the planning process we will be talking to tenants and the broader community about the future of the neighbourhood to help develop more detailed precinct plans with new parks, homes and community facilities. The plans will then be put on public exhibition and we will support tenants and the community to engage in this process.

The Metro station and the area's renewal will transform the Waterloo housing estate for the better, building a dynamic new community with great transport, better homes, better facilities and more jobs.

# Tenant Response poem appears on Uniting Church door

**25 December 2015**

Merry Christmas, 2015

Often our opinion  
of others is revealed  
through our inattention  
to small details  
like the Home Brand  
bread and sausages

the Hon Brad Hazzard, MP,  
thought suitable  
to provide for tenants  
of public housing  
at a barbecue

held to announce  
the destruction  
of their loved homes,  
their lively community,  
to be replaced,

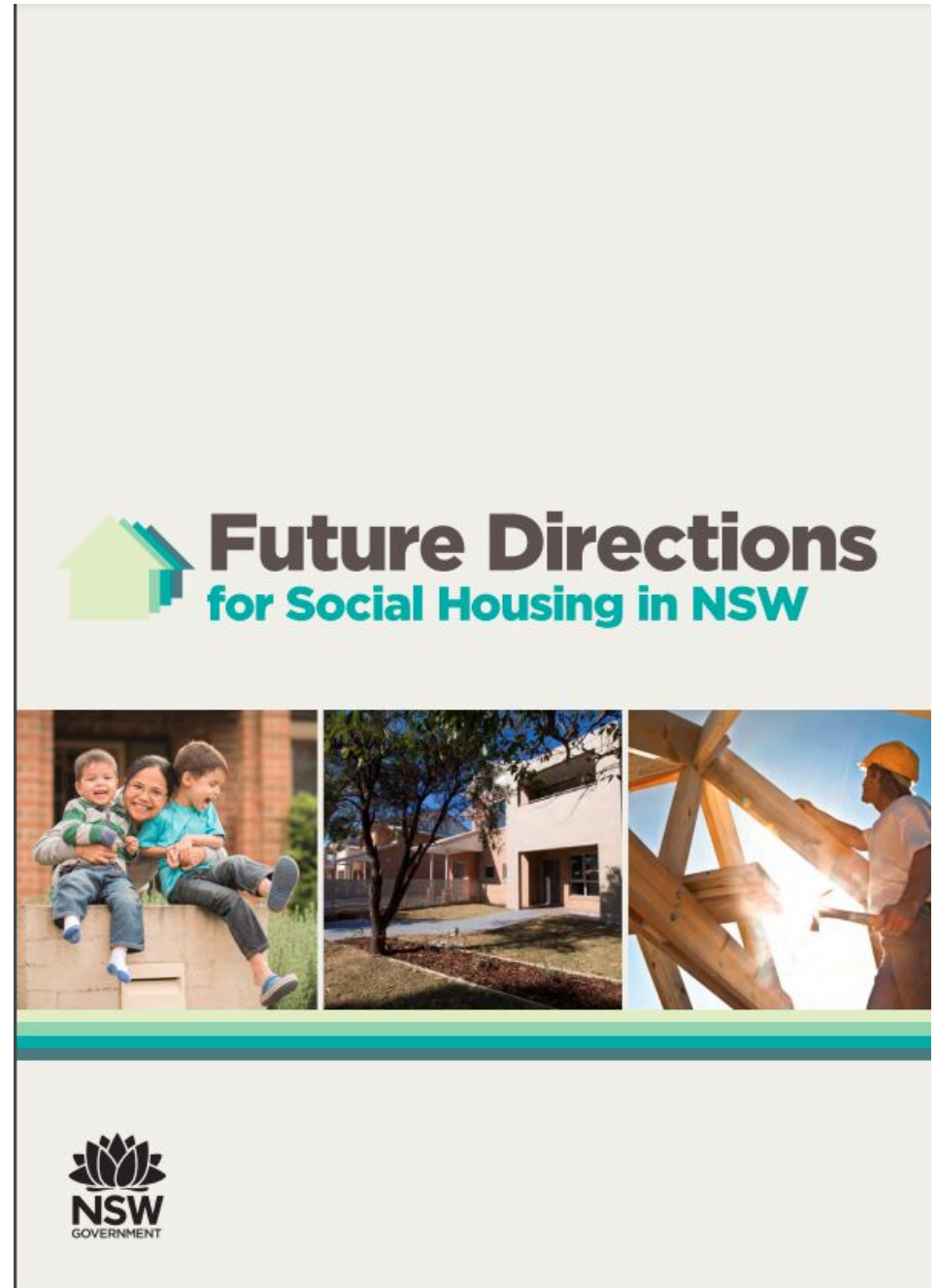
he announced...  
with a better-quality  
environment  
frequented, no doubt  
by a better-quality  
human being  
who buys Select Brand.



# Future Directions in Public Housing Policy

**January 2016**

A 10 year vision proposing  
LAHC properties near areas  
rezoned could be redeveloped



## Actions:



### 1.1 Increase redevelopment of Land and Housing Corporation properties to renew and grow supply

In partnership with the private sector Land and Housing Corporation will fast-track redevelopment of its social housing portfolio. The new social housing developments will be modern, look the same as neighbouring private dwellings and be close to transport, employment and other community services.

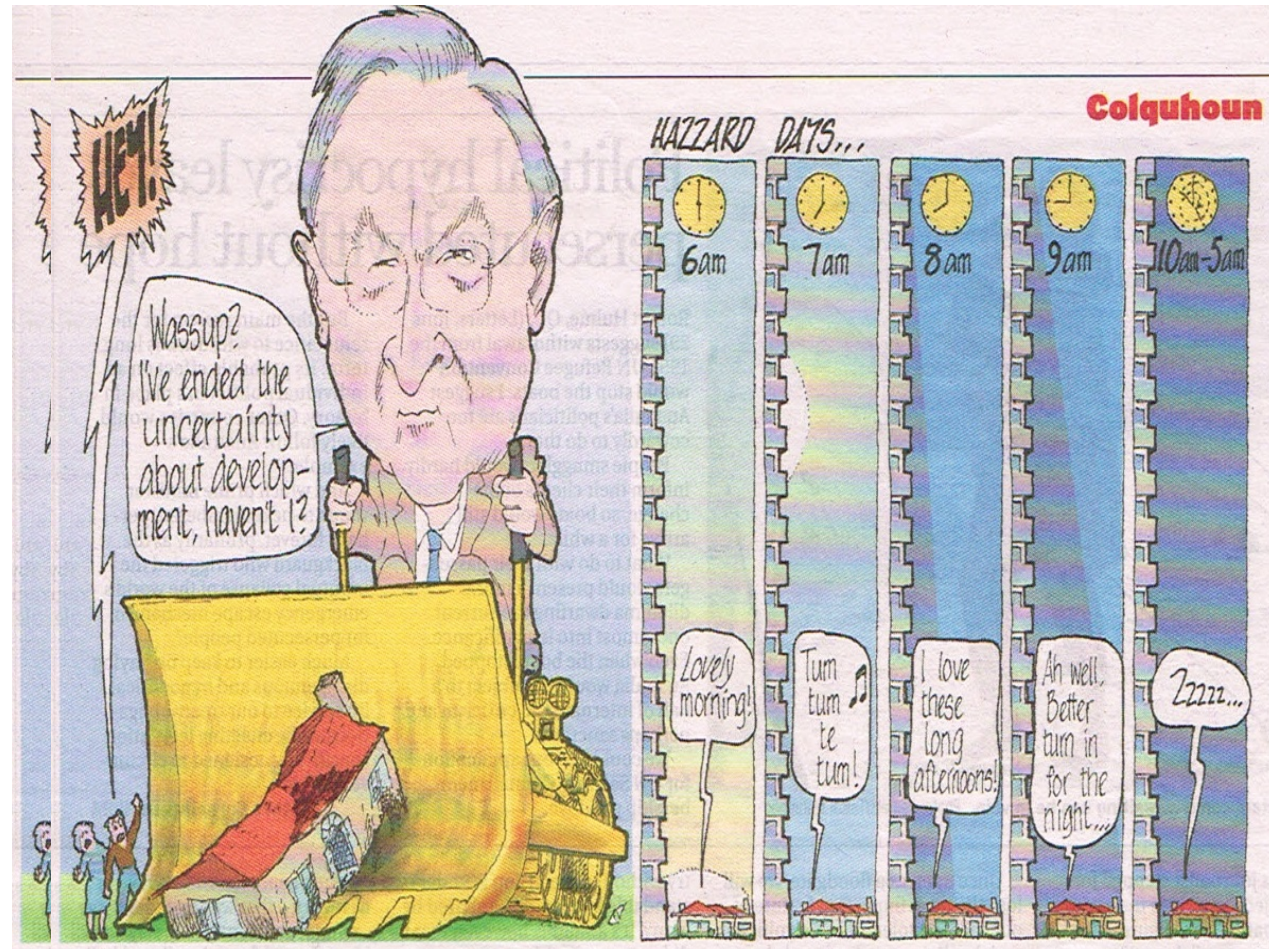
The redevelopment program includes both small-site redevelopments as well as larger redevelopments and will create opportunities for innovation through partnerships with the private and non-government sectors. These partnerships will incorporate tenancy management and engagement, both of which are essential to achieve community integration.

Over the next 10 years the NSW Government will:

- a Deliver redevelopment projects on Land and Housing Corporation sites throughout NSW through Communities Plus
- b Align redevelopment projects with UrbanGrowth priority renewal areas
- c Work with planning agencies and authorities to ensure appropriate rezoning is possible
- d Ensure large redevelopments 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).



# NCIE Waterloo Forum February 2016





Back to the  
drawing board  
campaign launched  
by Council

**June 2016**





# Waterloo Tent Embassy

July 2016

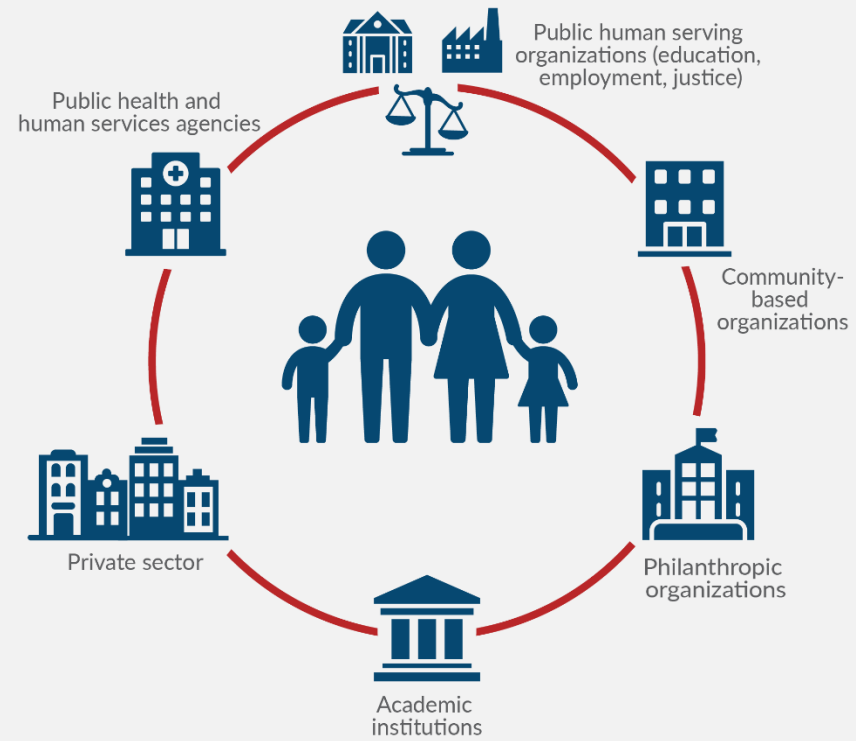


# First Human Services Meeting

**July 2016**

First Human Services Meeting with DCJ about Human Services and the Redevelopment.

## The Human Services Ecosystem





# Waterloo Stakeholder & Engagement Framework

December 2016

Discussions undertaken on Negotiables and Non Negotiables resulting in the Waterloo Stakeholder & Engagement Framework



## WATERLOO REDEVELOPMENT – FACS APPROACH TO ENGAGEMENT

Inclusive and accessible | Meaningful information | Feedback will be actioned | Sincere, respectful and honest  
Responsive and timely | The safety and security of residents will always be considered first

**Key facts**

- The redevelopment of Waterloo is a long term project taking 15-20 years.
- The master planning process will take approximately 18 months and will help determine the mix of social, affordable and private housing.
- Most residents will not have to move for years. FACS will contact each resident 6 months before relocating and FACS will work with residents throughout the relocation process.
- There will be no loss of social housing. The NSW Government has stated that all current social housing residents have the right to return to the Waterloo estate.
- The intention is for the majority of residents to be able to move from their current homes straight into the new social housing as buildings are completed.

**What do we want to achieve?**

These goals were developed with input from representatives of Waterloo community organisations, tenant groups and local service providers.

**We will build stronger stakeholder relationships through respectful engagement that:**

- is transparent and open and based on trust
- clearly considers the needs of each stakeholder group
- appreciates the history of Waterloo and its residents
- is culturally appropriate
- distinguishes between what can and cannot be influenced
- is timely, considered and appropriate
- incorporates feedback from previous consultations

**We will focus on clear and timely communication with stakeholders by:**

- supporting stakeholder groups to be appropriately represented, connected and informed
- delivering information in plain English and translating information where required
- being clear on the purpose of information and engagement
- actioning feedback

**We will do it together by:**

- acknowledging the significant local Aboriginal heritage, community and history on the site
- collaborating with community stakeholders to guide aspects of the project

**We will focus on clear and timely communication with stakeholders by:**

- collaborating with community stakeholders to develop and disseminate information
- coordinating a whole of government approach to the Waterloo redevelopment
- celebrating milestones and achievements together

### How will we engage with stakeholders?

Inform	Consult	Involve	Collaborate	Empower
FACS will provide information to stakeholders about the redevelopment and the planning process.	FACS will obtain ideas and seek input from residents and the community to inform the planning outcomes and provide feedback.	FACS will work with residents and the community to identify concerns, aspirations and issues and ensure they are considered and understood.	FACS will work together with residents and the community to identify preferred solutions and alternatives, and provide feedback on decisions.	FACS will work in partnership with the community to build the capacity of residents to enable them to make their own decisions and choices.

### What activities will we undertake?

Stakeholder Group	Approach	Activities (but not limited to)	Frequency
Waterloo Social Housing Residents	Engage with residents, the aboriginal community and multicultural groups to ensure they are well supported and respected throughout the redevelopment and link them to local service providers and tenant/community organisations.	Support and collaborate with community/tenant organisations/advocacy groups and local service providers   Aboriginal program Multicultural program   One on one meetings/information sessions/workshops Waterloo Connect as an information hub   Community development program (incl new social enterprises)   Community support initiatives and advisory forum	Ongoing and as needed
	Provide information that is freely and easily accessible to keep residents well informed, including for Aboriginal community and multicultural groups	Newsletters/posters/postcards/QAs/Project website/translators   Waterloo Connect	Monthly or as required
	Ensure information provides feedback to issues and concerns	Resident events (morning/afternoon teas/BBQs/drop in sessions)   Feedback mechanisms	
	Create genuine opportunities are created for residents to participate and provide input and feedback, including for the Aboriginal community and multicultural groups	Community/tenant organisations	
Local Service Providers and Community / Tenant Organisations	Continue to maintain the amenity of homes and open spaces across the Waterloo Estate	Planning workshops and events   Capacity building events   On-site conversations (formal/informal)	Pre-planning phase activities and throughout the planning process
	Ensure stakeholders are appropriately represented, connected and well informed	Communication and feedback mechanisms (online/onsite/written form)   Pop up/drop in stalls	Ongoing
	Respect the existing community and the history of Waterloo and its residents, including feedback from previous consultations	Aboriginal and multicultural program	
	Create genuine opportunities for the local community and local stakeholders to participate and provide input and feedback	Maintenance services   Maintenance pop ups/drop ins	
Other Waterloo Stakeholders	Ensure information provides feedback to issues and concerns	Networking events   Stakeholder newsletter and other communication mechanisms	Ongoing and as needed
	Collaborate with community service providers in the Waterloo area to assist, advise and guide aspects of the planning process	Planning workshops and events   Regular meetings and conversations (formal/informal)	Ongoing
	Support the wider Waterloo community with project updates and opportunities for input and feedback	Community development opportunities   History project	
		Planning workshops and events   Capacity building events   Communication and feedback mechanisms	Pre-planning phase activities and throughout the planning process
		Stakeholder conversations (formal/informal)   Community advisory forum	
		Workshops/Community advisory forum   Community events   Community development program & support initiatives	Ongoing
		Stakeholder newsletter   Capacity building events   Workshops, local events, meetings and briefings	Ongoing


# Waterloo Redevelopment Group

**February 2017**

Neighbourhood  
Advisory Board  
(NAB) Waterloo  
Redevelopment  
Group starts formally  
meeting to advise  
LAHC.



# Waterloo Capacity Building


**INNERSYDNEYVOICE**  
REGIONAL SOCIAL DEVELOPMENT COUNCIL

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ISV Magazine



## URBAN POLICY & DESIGN RESOURCES

Waterloo Estate is set to undergo large-scale redevelopment. To understand how this complex process happens, we've developed handy resources focused on key principles in urban policy and design.

- **Masterplanning for non-planners**
- **The meaning of 'social mix'**
- **How urban design makes liveable spaces**
- **Density: what it is and how it is measured**
- **Making neighbourhoods accessible through universal design**
- **Sustainability in urban environments**
- **Community vs public housing**

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Our Resources

**Service Directories**

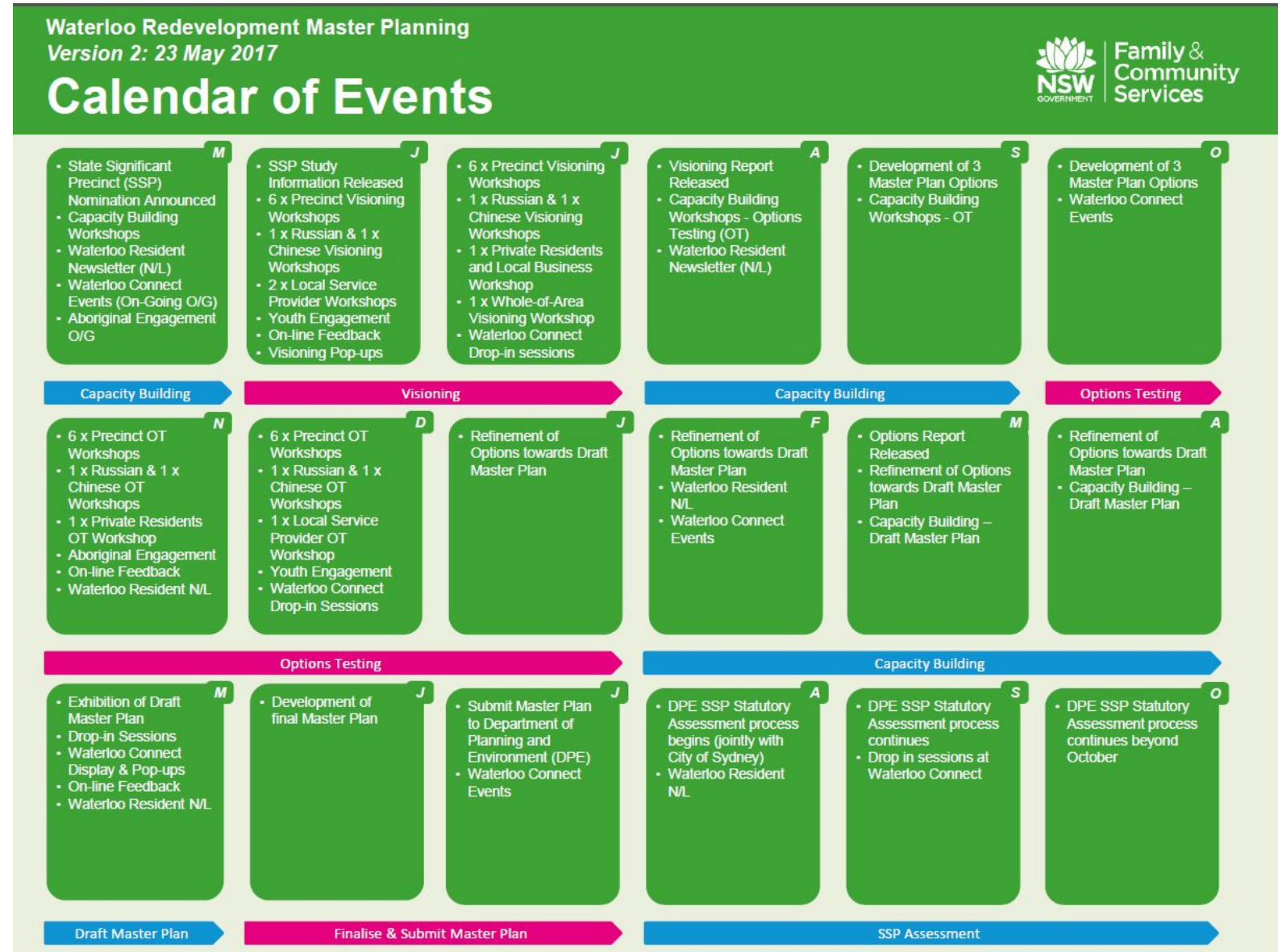
Eastern and Inner Sydney Mental Health Services Brochure



# State Significant Precinct Designation

May 2017

Waterloo Metro and Waterloo Estate declared State Significant Precincts and study requirements set.



# We Live Here Community Project

**September 2017**

We Live here Community Light Show launched.





# Waterloo Visioning

October 2017

Waterloo Visioning  
undertaken.

In creating a vision for the Waterloo Redevelopment Precinct we want you to reflect on your needs and hopes for the future – particularly in the areas of:



LET'S TALK WATERLOO  
Waterloo Redevelopment

VISIONING REPORT  
KEY FINDINGS

Prepared for the Department of Family  
and Community Services  
May 2018

KJA  
engaging solutions



# Metro Quarter decoupled from Waterloo Estate & Metro Master plan Exhibition

May 2018

## The new Sydney Metro station

The Metro Quarter will be integrated with the new Waterloo Station and will deliver new homes, shops, community health services and a new public plaza with an adjoining community building. The new Sydney Metro station at Waterloo provides a once-in-a-lifetime opportunity to make Waterloo one of the most connected and attractive inner-city places to live, work and visit.



A new hub for the Waterloo community, centred around the new Sydney Metro station.



Delivering community benefits earlier, including new shops and services.



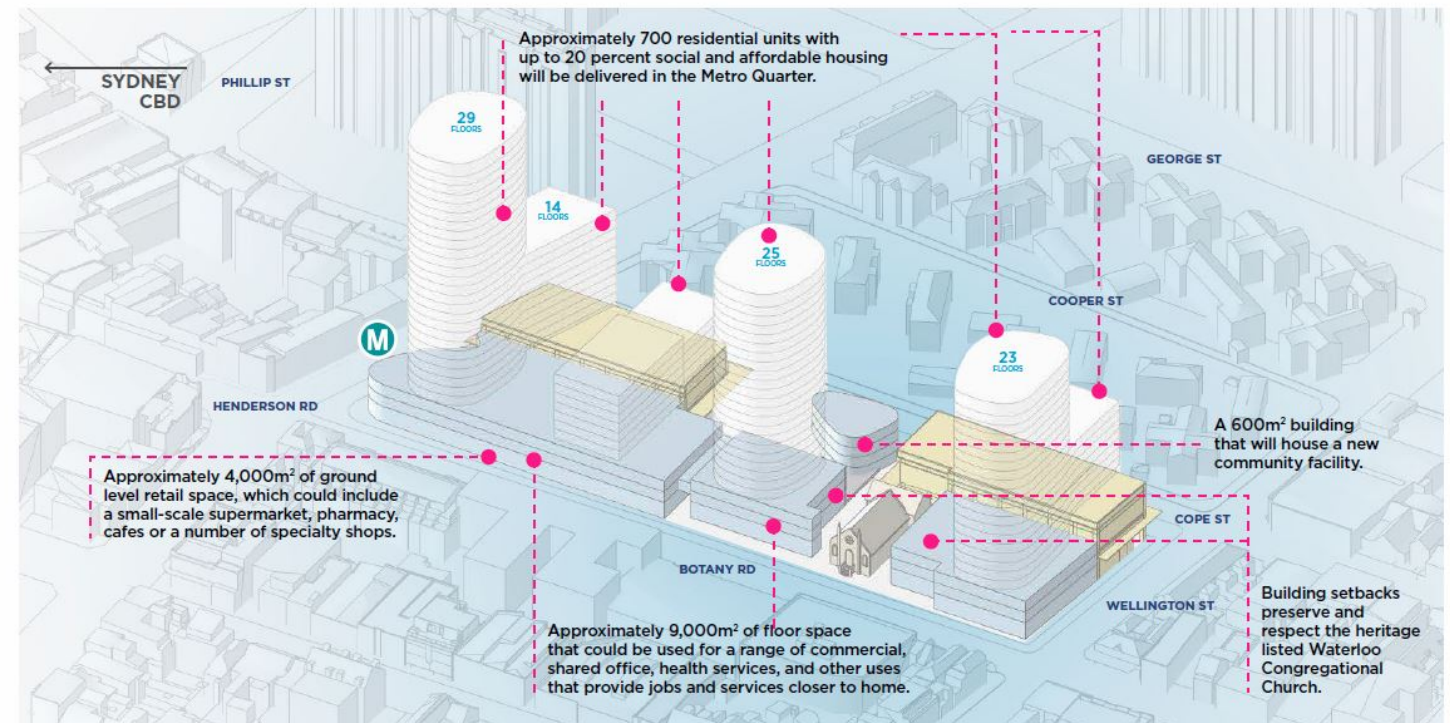
New space for creative and cultural uses.



Approximately 700 apartments, with potential for up to 20 percent social and affordable housing.

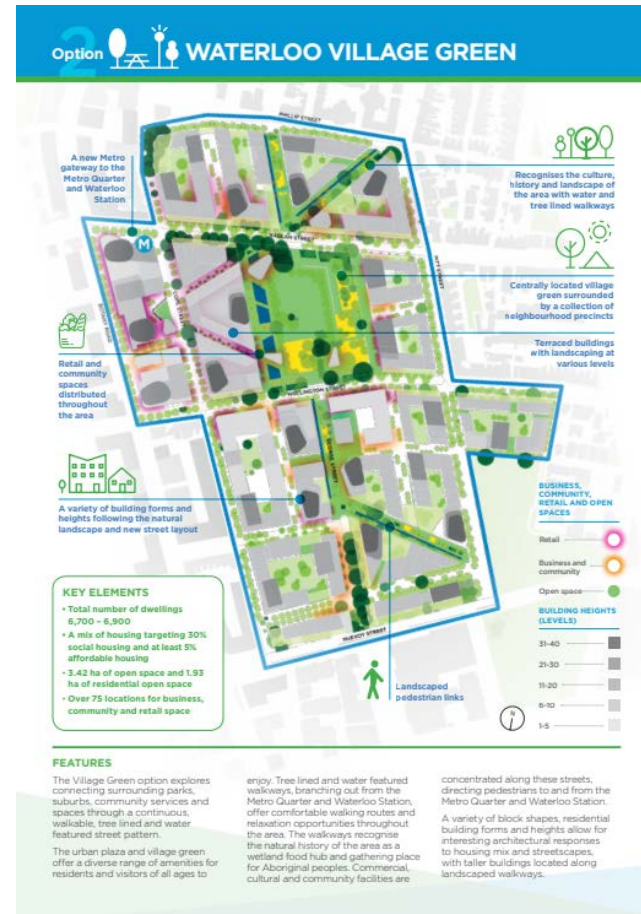


Wide footpaths will connect the Sydney Metro station to Waterloo, with safer street crossings at Raglan and Wellington Streets, and a 'slow zone' on Cope Street.



# LAHC release three options for Waterloo Redevelopment for testing

August  
2018





# LAHC releases preferred Masterplan

January 2019

LAHC release preferred masterplan for Waterloo Estate.





# City of Sydney Releases Alternative Masterplan

**March 2019**



Fig 10. Indicative layout reinforcing the existing street grid while creating pedestrian connections.



# City of Sydney Granted Planning Authority

**November 2019**



# LAHC lodge request to change planning controls of Waterloo South

**May 2020**

Details are not released to community prior to submission.

LAHC Changes the 2019 Masterplan.

Splits the estate into three precincts.

1. Waterloo South
2. Waterloo Central
3. Waterloo North



Figure 2 | The Indicative Concept Proposal Masterplan

# COS Council Endorse Alternative Planning Proposal

**February 2021**

Council produced an alternative mid-rise planning proposal and matched LAHC's density. It was approved by Council and CSPC to go to gateway subject to an infrastructure agreement being reached with LAHC. For the first time the Community gets to see LAHC and the City's proposals and all the LAHC studies.

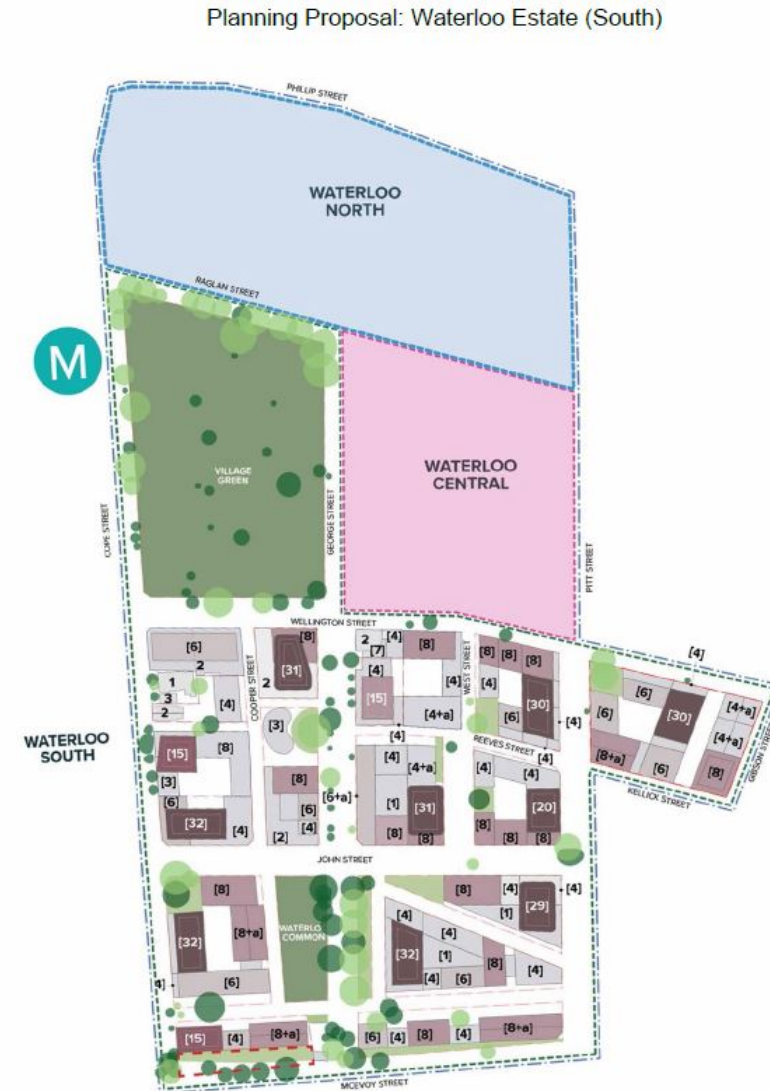


Figure 20 Planning proposal request - indicative masterplan.



# Deadlock between COS & LAHC

**February 2021**

Minister requests deadlock between Council and LAHC over infrastructure delivery otherwise he will take over planning.

# Deadlock unresolved: COS removed as planning authority

**March 2021**

With deadlock unresolved Minister removes Council as the Planning Proposal Authority (PPA) and appoints the Planning Secretary as the PPA. This is then delegated to the Group Deputy Secretary as the Planning Secretary is also responsible for LAHC and Gateway section of the Department. DPE given responsibility for the public consultation of a planning proposal for Waterloo estate (south) and remains responsible for finalising the new planning controls for the Waterloo south planning proposal.

# Independent Advisory Group Established

**March 2021**

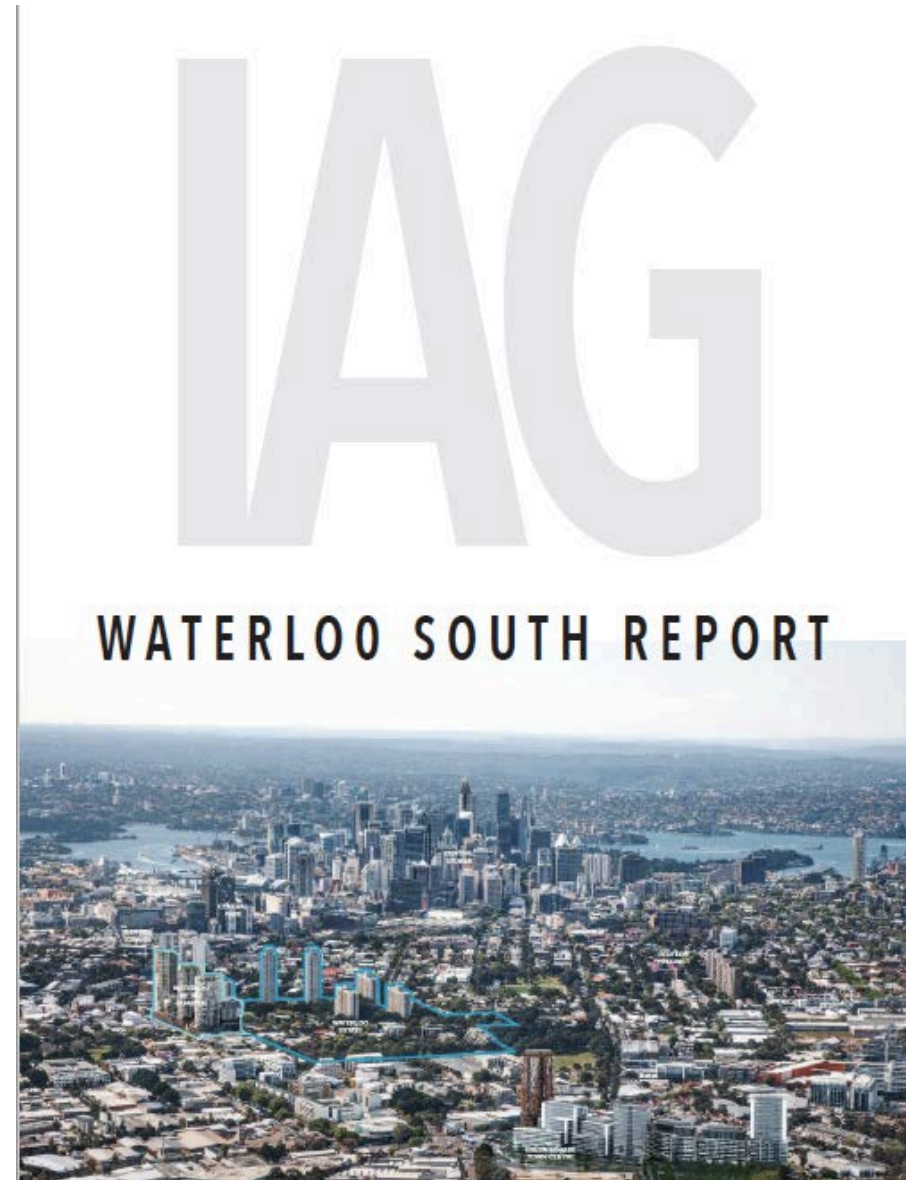
Minister appoints an Independent Advisory Group (IAG) to advise on the Gateway. The IAG was established to break stalemate between LAHC and the COS. The independent advice will help inform the Department's consideration of the proposal and whether it should proceed to public exhibition for community feedback and whether any amendments are needed.





# The Planning Proposal Authority submits the Council Planning Proposal for Gateway Determination

**April 2021**



Gateway determination issued requiring further work by Planning Proposal Authority before exhibition

**June 2021**

*[INSERT A GREAT DEAL OF SILENCE WITH NO / LITTLE COMMUNICATION]*

Planning Proposal Authority requests and is granted changes to the Gateway Determination

**January 2022**

# Modified Waterloo (South) Planning Proposal Exhibition starts for 2 months

**March 2022**





# 2022 Waterloo South Planning Proposal

## **Proposed Heights**



# 2022 Waterloo South Planning Proposal

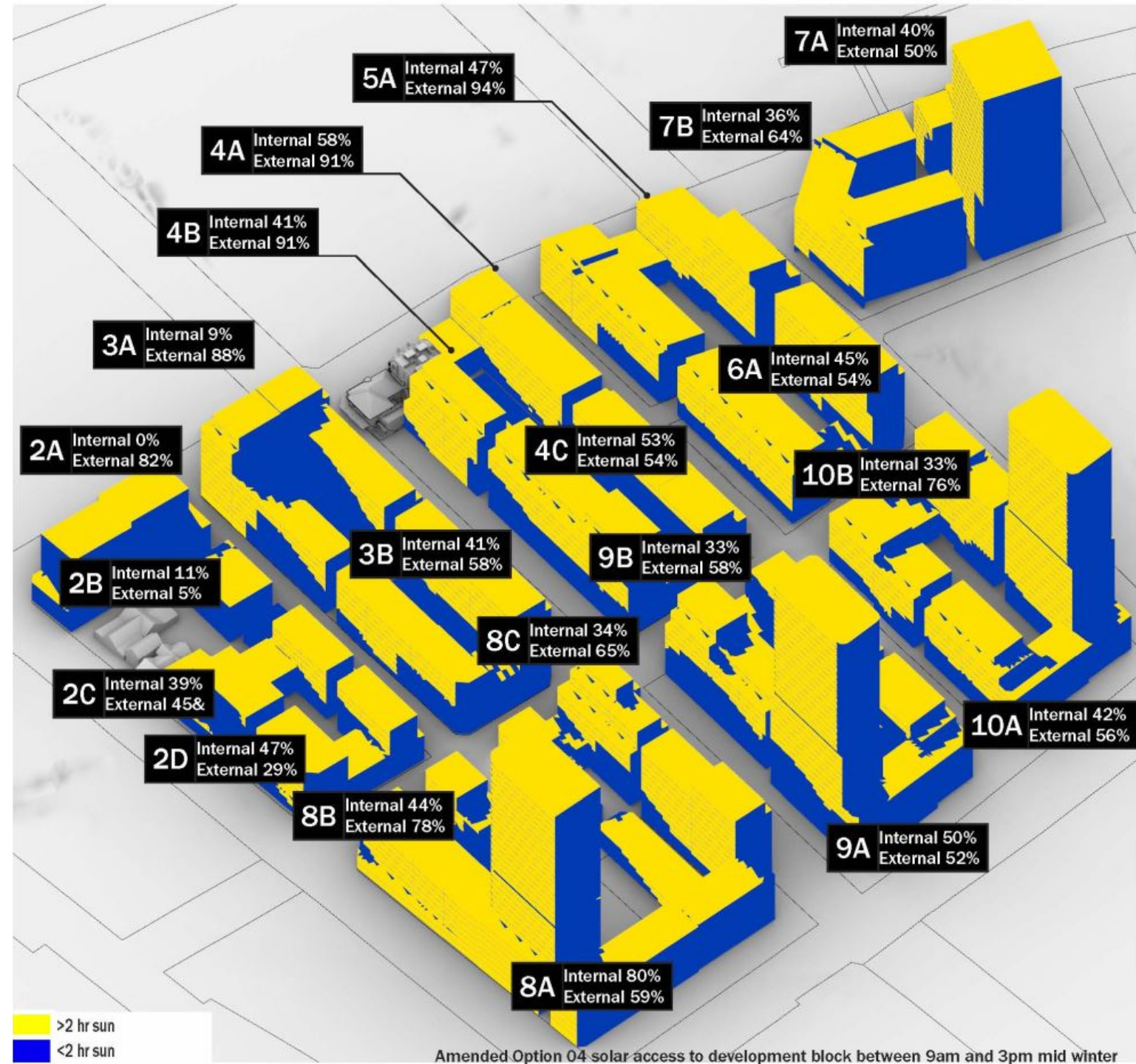
## Floor Space Ratios





# 2022 Waterloo South Planning Proposal

## Solar Access





# ... So What Happens Now?

## **May – June 2022**

Following assessment, Planning Proposal Authority assesses consultation input and adjusts planning proposal to accommodate feedback.

## **June – July 2022**

Following assessment, DPE makes any necessary changes and finalises planning controls. New Planning controls are then published.

# Discussion:

How do we respond during consultations and in submissions to this history and the issues it throws up?

This is your time ( the community's) to say what you think.

Let's think smart, strategically and with a dose of passion to make these submissions as powerful as possible. It's your community after all.