

Context

Since the renewal of the Waterloo social housing estate was announced in 2015, the NSW Land and Housing Corporation (LAHC) has been collaborating with the community and across government to renew Waterloo's essential social housing and to deliver housing supply in a vibrant place to live, work and visit that is close to jobs and transport.

The Waterloo Renewal Project will enhance the strength and diversity of Waterloo, a unique urban village on Gadigal Land.

The renewal will deliver new homes, community places, and green spaces which prioritise the health and wellbeing of social housing residents and more sustainable mixed communities.

The project is underpinned by the following objectives:

- More and better homes: deliver more and better social housing in mixed communities to meet the needs of residents now and in the future.
- Positive outcomes for residents: create a place that supports residents' health and wellbeing and sensitively manages change over time.
- Outcomes for Aboriginal people: prioritise outcomes for Redfern-Waterloo Aboriginal and Torres Strait Islander communities through planning, delivery and operations.
- An authentic sense of place: building on Waterloo's past and current strengths to create an authentic, distinctive, welcoming place.
- Environmental sustainability: support a community resilient to climate change and carbon positive.
- Strong partnerships: collaborate with the community, not-for-profit and private sectors to deliver enduring social and housing outcomes.

Over the next 20 to 30 years, a mix of social, affordable, and private housing will be delivered, as well as new and improved parks, open spaces, and community facilities to meet the needs of current and future residents. Waterloo South covers about 65 per cent of the Waterloo Estate and is the first stage of the renewal.

State-wide peak organisations, Shelter NSW and Tenants' Union NSW, have developed a State-wide *Compact for Renewal*, which outlines recommendations on principles and practices for landowners, social housing providers and developers to follow during any estate renewal. Discussions to reach an agreement around the State-wide Compact are ongoing.

(Agency roles and responsibilities are outlined in *APPENDIX A*)

Waterloo Renewal Principles

Residents and Groundswell agencies (a coalition of local agencies and state-wide peak bodies) have identified the need for a local Waterloo set of principles. This has

been driven by the Waterloo Neighbourhood Advisory Board and Waterloo Redevelopment Group.

The Waterloo Renewal Principles reflect the intent of the State-wide compact but have been developed specifically for the Waterloo Renewal Project. These principles incorporate community engagement standards such as the International Association of Public Participation and learnings for other renewal projects. The principles reflect the feedback from residents and the community regarding ways of working during the current and future stages of the planning and implementation of the Waterloo Renewal Project.

This document forms the foundation for how we will work with the community through the renewal project, and these principles will also guide significant streams of work .

Overarching Principles

1. Demonstrate respect for residents, their knowledge, and the valuable contribution they make
2. Minimise and mitigate the impact that renewal may have on individuals and communities
3. Be responsive to individual client and community needs
4. Be adaptive, willing to listen, learn and evolve
5. Commit to ongoing, genuine, timely and broad consultation with suitable opportunities for active voice
6. Be transparent about changes throughout the process
7. Harness existing and emerging community strengths

Related principles will be identified and implemented across four key areas of the Waterloo Renewal Project:

1. Project Planning
2. Community engagement
3. Managing change and impacts
4. Relocation and rehousing

1. Project Planning and Development

Discuss with stakeholders the key elements of the renewal that affect residents' health and well-being as the project progresses. Some examples include:

- Community facilities and open space (City of City Council)
- Social housing facilities for residents
- Aboriginal outcomes
- Human services
- Relocations

Continue Human Service planning to meet residents' current and future needs through the renewal and build social cohesion as we move to a more mixed community.

Through human services planning, identify opportunities for developing new skills and capabilities and provide employment opportunities and pathways out of social housing.

For future development applications for Waterloo South (2024), and the longer-term rezoning of Central and North, ensure that genuine engagement is undertaken with social housing residents and the community as per the principles of this document.

2. Community Engagement

Share and consult on plans and opportunities for community engagement to enable residents and stakeholders to have a voice in engagement activity and to ensure they can genuinely provide input in the process. Consider the following:

- Information is in plain language, respectful and suitable for the audience
- Information is accessible to the diverse Waterloo community: including Aboriginal and Torres Strait Islander, Cultural and linguistic diversity, youth and seniors
- Engagement is conducted, and information is provided through a variety of mediums, including newsletters, information sessions, street meetings, community events and BBQs
- Leverage existing community events and networks to build community engagement and participation, disseminate information and promote social cohesion.
- Where decisions do not reflect the feedback from residents, the rationale will be appropriately communicated.

Re-open the Waterloo Connect Office at a suitable time of the renewal project to provide an onsite presence and a place to go for renewal information, relocation support, and eventually access to community programs.

3. Manage Change and Impacts

Work with local organisations to help maximise opportunities for residents to access independent, practical and emotional support.

Work to ensure support services are accessible and provide assisted referrals to appropriately resourced specialist support services where needed.

Endeavour to acknowledge, celebrate, preserve and maintain Waterloo's highly valued social and cultural history and networks.

Establish mechanisms to minimise and mitigate construction impacts (i.e., disruption, service outages, road closures, noise, dust and vermin) and ensure ongoing site safety. Escalation pathways for concerns will be communicated, and residents' inquiries or feedback will be tracked and responded to.

4. Relocations and Housing

LAHC and DCJ will work together to prepare a relocation strategy, including identifying the stages and timing of relocations, the relocation process, and the

necessary support to help residents through change. Residents and stakeholders will be consulted before finalising.

This strategy will include:

- Residents know what to expect from the process, including their rights, responsibilities, and available support.
- Residents will have the support of a trained DCJ Relocations Officer throughout the process and access to independent support and advocacy services.
- Six months' written notice will be provided to residents before physical relocations commence, except in exceptional circumstances or where a tenant may want to move sooner and if possible.
- Residents will have a right to return to new homes in Waterloo once built, should they continue to meet eligibility criteria and suitable housing is available.
- Where residents are no longer eligible, referral to other services to access housing options will be offered to them.

The relocation process will include as much reasonable support as possible, including suitable offers to meet clients' housing and wellbeing needs, and appropriate cultural support for Aboriginal residents to maintain the connection to Country. We will offer practical and financial assistance with the relocation process and costs and post-relocation support

Groundswell and residents may, throughout the life of the project:

- request a review of the Waterloo Renewal principles at various stages
- monitor and comment on the performance of agencies against agreed principles
- support the pursuit of a state-wide compact

APPENDIX A

Roles and responsibilities

While the involvement and role of different stakeholders may change over time, in general, the roles and responsibilities of stakeholders are as follows:

- **Land and Housing Corporation (LAHC)**, as the landowner and proponent of the redevelopment, is responsible for preparing planning proposals and supporting the Waterloo community throughout the redevelopment. LAHC is also responsible for procuring a development partner consortium, which will, in partnership with LAHC, develop the land, determine how the new social and affordable housing properties will be managed, provide wrap around support for social housing residents and ensure that the project outcomes are delivered. LAHC is responsible for identifying which residents need to relocate and when they will need to do so.
- **Department of Communities and Justice (DCJ)** is responsible for tenancy management and support, including leading the development and implementation of the current Human Services Planning. DCJ will also manage the relations process.
- **The City of Sydney** will consult with the community on the Waterloo South community facilities.
They have a role in planning and consulting on nearby developments such as the Botany Road corridor. The City's Social Housing Project Manager and the Safe City team support Waterloo social housing residents through a range of community development programs and advocacy on behalf of individual residents.
- **Groundswell representatives (ISV/CCS/RW/others)** will continue to provide independent resourcing wherever possible through advocacy, advice, support, and training. They will also continue to resource the management and insurance of the WRG, manage the Chairperson role and facilitate the WRG residents-only subgroup.
- **Mission Australia (MA)** is responsible for ensuring tenants are engaged and supported and will continue to provide support when needs arise as part of TPCE (Tenant Participation Community Engagement).
- **Sydney Metro, Mirvac/John Holland** leading the development of the Waterloo Metro Quarter and over station development.