

**Department of Finance and Services,
Land and Housing Corporation**

Project Performance Report 4A

**Redfern Waterloo Preliminary Master Plan
under the Australian Government's
Housing Affordability Fund**

8 June 2012

Introduction

On 27th October 2010, the Australian Government through the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) and the Land & Housing Corporation (LAHC) signed an agreement under the Housing Affordability Fund (HAF) for the Redfern Waterloo Preliminary Master Plan. It should be noted that the LAHC is now located within the NSW Department of Finance and Services.

Project Performance Reports 1, 2 and 3 provided the warranty that the following have been completed:

- Desktop Survey
- Community Building and Engagement Framework
- Concept Plan Vision
- Preliminary Background Studies
- Concept Staging Options
- Physical and Social Infrastructure Scoping
- Concept Plan

On 24 May 2012 the LAHC submitted a variation request relating to Performance Report 4. This Performance Report has been prepared in the expectation that the variation request will be approved.

Project Performance Report 4A requires a warranty that the following have been completed:

- Preliminary Master Plan community consultation
- Preliminary Master Plan
- Infrastructure Strategies Initial Stage.

Preliminary Master Plan Community Consultation

Extensive community consultation activities have been undertaken as outlined in HAF Performance Report 1. The community consultation program was continued through from activities reported in the HAF Performance Report 3 including a series of Community Design Workshops held in September to November 2011. These culminated in the preparation of the *Community Concept Design Workshop Report*.

Further consultation activities focussed on Building Forms were held in February 2012 comprising bus trips to see other renewed areas, and estate walk throughs and street corner sessions.

The second set of Community Design Workshops in March 2012 examined more detailed design issues such as building appearance, building entrances and building frontages to arrive at key themes applicable separately to each of the Redfern and Waterloo Estates. The community inputs and findings from these workshops have been summarised in the *Community Design Workshop Report*, which was publically released.

These activities completed the community consultation program that together, helped inform the testing and refinement of the concept plans as well as the formulation of

the preliminary master plan. It has also assisted the examination of staging and implementation issues including formulation of the social and physical infrastructure strategy development.

Completion of Preliminary Master Plan

In formulating the preliminary master plan, additional analysis was required on some more detailed aspects of the previous work arising from the concept plans including staging, feasibility and the benefits and implications of tower conversions and alterations.

Accordingly, additional inputs were provided for the costing of tower conversions to meet social, private rental and private sale requirements through the *Tower Conversion Study*. Overall financial feasibility and testing of development staging were undertaken having regard to the work of the *Concept Staging Options Report* and the *Informal Market Sounding and Property Advice*.

A *Retail Demand Study* was undertaken to indicate more precisely the nature and floorspace requirements of new shops and services required to be accommodated in the master plan. The study also supports the process of in-principle approval.

The preliminary master plan provides a framework for the physical and land use structure of the redeveloped estates as well as indicative building envelopes that reflect building heights and site density. They also set out public open spaces and areas to allow the retention of significant tree strands. The plan also sets out the desired characteristics of key elements of the two neighbourhoods and their public domains especially in regard to the interfaces of streets, parks and squares with buildings and related land uses.

The preliminary master plans is embodied in a report that provides contextual analysis, urban design rationale, diagrammatic 3D analysis and views, floorspace yield, tenure mix options and staging details. Additional design, property and financial inputs help determine the master planning implementation constraints and opportunities and the means to achieve sufficient distribution of housing tenure mixes so that housing and social policy objectives are best met.

It should be noted that it is likely that further work will be required on the preliminary master plan once the Sydney Metropolitan Development Authority's planning controls for the area have been established. This work will enable the achievement of the last milestone for this project, being in-principle approval for the master plan.

Physical and Social Infrastructure Strategy Initial Stage

The *Infrastructure Strategy - Initial Stage Reports* build upon earlier work to provide the initial strategies for the appropriate and efficient delivery of necessary infrastructure upgrades. The concept plans and associated yield analysis were reviewed to determine the potential infrastructure implications including preliminary assessment of requirements to modify or augment existing social and physical infrastructure due to potential constraints or to meet additional demand having regard to thresholds and triggers.

The *Physical Services Infrastructure Strategy Initial Stage* reviews all existing utility services infrastructure including power, electricity, water, sewer, gas and drainage. It is based on services assessments and written advice from each of the service infrastructure providers to confirm that they are able to service the two redeveloped sites and any potential upgrade issues or other requirements.

The Strategy reflects indicative estimates of maximum demands and identifies potential major load centres and upgrade requirements based on the proposed number and mix of new dwellings.

The *Social Services Infrastructure Strategy Initial Stage* is based on the existing social infrastructure servicing the estates, including an audit of existing and proposed community facilities, that are relevant to likely future needs having regard to demographic analysis previously prepared.

This Strategy specifies new facilities such as community centres, meeting rooms and childcare centres, which require accommodation in the Master Plans and provides indicative floorspace needs and costings. It also identifies the range of social services that will need alteration and embellishment, and provides advice in the design and delivery of aspects of the Plans to better achieve social planning objectives.

Conclusion

The LAHC has met the agreed milestones identified for HAF Performance Report 4A, including the completion of the following:

- Preliminary Master Plan community consultation
- Preliminary Master Plan
- Infrastructure Strategies Initial Stage.

The preliminary master plan and Infrastructure Strategy Initial Stage Reports will require review once proposed planning controls are finalised by the Sydney Metropolitan Development Authority in order to achieve in-principle approval. The proposed planning controls have been delayed but are anticipated to be available in time to enable in-principle approval to be obtained by December 2012.