Waterloo Renewal Project: People and Place Workshop Outcomes Report

22 February 2024

Acknowledgement of Country

Homes NSW acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people that contributed to the development of this document.

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1 The Project

1.1 Waterloo Renewal Project

Homes NSW is working across government and with the community to renew Waterloo's essential social housing infrastructure and deliver housing supply in a vibrant place to live, work and visit.

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

The project is underpinned by the following objectives:

- **New and better social housing**: 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 the Redfern - Waterloo Aboriginal and Torres Strait Islander community through planning, delivery and operations
- **An authentic sense of place**: building on Waterloo's past and current strengths to create an authentic, distinctive and welcoming place
- **Environmental sustainability**: support a community that is resilient to climate change and carbon positive
- **Strong collaboration**: collaborate with the community, not-for-profit and private sector to deliver enduring social and housing outcomes.

1.1.1 Waterloo People and Place

The Waterloo People and Place work outlines how the NSW Government and the renewal partner will work together with the community to realise positive outcomes for the people and the places in Waterloo.

This comprises work across the following areas: relocations and **support, human services, place** making, and Connecting with Country.

Importantly, we are in the early stages of building the People and Place outcomes which will change and evolve throughout the life of the Waterloo Renewal Project.

Over several years, engagement and consultation on People and Place for Waterloo will progress and help inform the project.

1.1.2 People and Place workshop

The Land and Housing Corporation (LAHC, now part of Homes NSW) held a People and Place workshop at the National Centre for Indigenous Excellence on Wednesday 11 October 2023. The purpose of the workshop was to:

- Provide a detailed update on the Waterloo Renewal Project
- Discuss the People and Place services, programs and infrastructure needed to support tenants and the wider community before, during and after redevelopment
- Discuss the approach to the relocation and return of social housing residents
- Provide important information to the final two shortlisted proponents in the procurement process for the development partner for Waterloo South

- Provide an early opportunity for organisations to nominate the ways in which they would prefer to be engaged in the redevelopment.

The workshop was attended by approximately 45 participants from a wide range of organisations. Organisations represented in the workshop are listed in **Appendix A.**

2 Outcomes report

Report structure

This report documents the feedback provided in the workshop. It is structured around the three main agenda items:

- Bringing planning processes together
- Considering the approach to relocations
- Preparing for delivery and operation.

Way in which feedback is being used

The feedback provided in the workshop and documented in this report is being used to:

- Finalise the Connecting with Country Framework
- Finalise the Place Framework
- Refine the future approach to human services
- Provide input to the preparation of the Relocations and Support Framework
- Provide input to the preparation of the draft People and Place Plan, including the approach to human services.

2.1 Bringing planning processes together

As part of the first interactive item in the People and Place workshop, participants were invited to provide messages in their own words directly to potential Renewal Partners. These messages were provided to the final two proponents as part of the Request for Proposal 2, which was issued in late November 2023.

The following has been transcribed directly from the messages provided by workshop participants.

Workshop participants were given the option of identifying themselves in their messages to proponents. Where participants self-identified, the information was included in the transcription of messages provided to potential Renewal Partners.

To protect identities in this Outcomes Report, the names of participants have not been included.

2.1.1 What is your key message to the potential Renewal Partners as they prepare their final proposals for the delivery and operation of Waterloo South?

- Embed Health and health equity into all aspects of the renewal- priorities and processes and outcomes; including and prioritising traditional Aboriginal meanings of Health
- Impact of over-development on liveability for traditional and new communities

- Need for effective community development processes

- Ongoing community engagement

- Active engagement and open communication

- Ongoing engagement of local Aboriginal community organisations including with the Redfern Waterloo Aboriginal Affordable Housing Alliance (RWAAHA)

- Public spaces include cultural connection to country elements like yarning circles, sand circles etc

- Supporting of local Aboriginal community events such as NAIDOC Week and other places of significance.

- Engage with current community meetings like Inner Sydney Aboriginal Interagency Network

- Building capacity of mainstream and Aboriginal community housing providers by engaging industry peaks like NSW Aboriginal Community Housing Industry Association.

- Move community centre to main park!

- Fund independent community development and support

- Read all previous submissions

- Do with community, Not for!

- How do you design to enable 'natural' communities of support to flourish?

- The new community will be diverse- including socio- economic, cultural diversity. How will you enable diversity without conflict/division?

- This is going to be a long process of development. The changing community needs access to independent, trusted information. How are you going to enable that over the next decade?

- How will you design with sustainability in mind?

- Ensuring buildings are accessible- exceed the standards eg: if in wheelchair and residing on 9th floor, unable to reach 9 on internal lift panels. Think about the tenants and their needs in private lifts/new buildings. Many tenants have limiting health issues and need to have carers.

- If community meetings rooms are videoconference- capable, then community workers can help residents easily access services

- If videoconference assets are available then even if communities move, they can still talk including to service workers they know

- If public telehealth points exist then people who can't talk safely at home, eg DV, will be able to talk safely

- Digital access kiosks could help reduce isolation, maintain relationships, access services and reduce the disruption of moving by allowing a community to communicate.

- More sunlight throughout the properties to reduce mould and for better airflow

- Include laundry and bathroom

- Are you ensuring Indigenous people get an opportunity to be employed?

- Consider a local Aboriginal housing provider (Redfern/Waterloo)

- Impact: Cost of living when further gentrified -coffee $3.50 to more than $6.00

- Concerns about relocation and right of return for Aboriginal tenants

- You have an opportunity to show you are offering a better deal. This will be judged on real outcomes not on promises.

- Extremely concerned that the project is top heavy on 1 bedroom and studio apartments. The area needs many more 3 bedrooms plus spaces for large family groups.
- Not enough infrastructure ie, community services needs like health, schools, childcare etc
- LAHC have not done a good job of talking to community about human services, people and place and other aspects of the development. The successful developer needs to take a ground up conversation with the community in line with the processes of the Waterloo Human Services Plan.
- Please involve communities in decision making- don't assume what they need or want. Set measures to ask them at various points in development and operations.
- Keep community connected.
- Holistic, person-centred approach
- Don't forget, the community did not get an opportunity to choose you, they were forced to accept you
- Governments assessment at your EOI without community means you competed for their interest, not the community
- Community consultation at the wider level, including community workers from diverse backgrounds to have a better understanding especially ATSI and CALD communities
- Demography- age, cultural background and health, educational needs to be considered for a safe and harmonious community
- Tenants moving can still access services
- Ensure affordable housing is actually built
- Buildings are mixed social, affordable and private
- Health services included in place-based planning and shared spaces
- If at all possible, be generous on living space ie living room and bedrooms. No shoe boxes.
- Ensure the community spirit and history in not lost.
- Value the diversity and ensure a class mix is not evident in building design and accessibility.
- Ensure properties meet client needs physically and access to services
- Ensure design, open spaces, services etc pays homage to the long working-class history of the area, along with the diversity of cultures and strong and continuing Aboriginal culture.
- Spaces are designed to facilitate cross-group understanding and engagement.
- Relocated tenants, what will be the new rent costs? Will they be higher or the same?
- Relocation- will tenants be given priority for relocation and financial support to do this?
- Increase in % and some level of assurance of a minimum social and affordable housing
- How is affordable housing defined?
- Fundamental human right to safe and accessible housing
- Wrap around support are required on site
- Gentrification of the area including relocation of Aboriginal people out of the area
- Should be open tender for community facilities
- Please keep the people and community in mind through the design and construction
- It's more cost effective to do thing right the first time and better for humans, please don't take short cuts.

- How will you ensure local Aboriginal people are employed in the renewal work? Not just offered opportunity, but actual bums on seats.
- It's really important that relocations and the relocation process is handled transparently and with cultural sensitivity and trauma informed practice.
- Tenants and their housing needs should be listened to.
- Any notices issued to tenants should be issued and translated to relevant languages, given the multicultural population in Waterloo.
- The 20% affordable housing component should be in perpetuity and consider the 50% market housing to include diverse tenure options including shared equity.
- Genuine co-design with community. First Nations focus. Inclusion- social and digital inclusion, cultural safety
- Infrastructure- plan with the influx- planning streets
- Maintenance, rubbish/ area process
- Quality of building materials (durable)

2.2   Considering the approach to relocations

An overview of the proposed approach to tenant relocations was provided to workshop participants, including responses to participant questions.

Participants then worked in small groups providing their perspectives on the following high-level questions:

- What are the key things you like about the proposed approach?
- What are the key things you don't like about the proposed approach?

The small group responses to these questions are shown below. Responses with similar themes have been grouped together.

This work will inform the preparation of a Relocations and Support Framework for Waterloo South, which will be shared prior to relocations commencing.

2.2.1   What are the key things you <u>like</u> about the proposed approach?

In their response to this question, some groups included both things they like about the proposed approach to tenant relocations and ideas for further improvement or future consideration. The comments and suggestions below cover all feedback provided to this question.

About the project

There were a small number of comments about general aspects of the Waterloo Renewal Project which the small groups liked:

- Ambitiousness of the project
- Ambitiousness of the process and how well thought out it has been so far in advance
- Having the same quality of building for social and private housing
- Principles underpinning the project and the involvement of community and stakeholders
- Lessons learned have been applied from other projects
- Inclusion of properties that fit the needs of individuals eg disability, aging, family and friendship cohorts
- Increase in the proportion of social housing and housing for First Nations peoples.

About the proposed approach to relocations

The following were aspects of the proposed approach to tenant relocations which the small groups liked:

- Using the time to invite people to engage now and build trust in the process
- Taking a holistic approach, with direct human interaction involved in needs assessments
- Taking an approach based on the needs of individual tenants
- Providing a 6 month notice period to tenants who need to relocate
- Staging approach to relocations
- Giving tenants the right to return
- Including an Independent Advocate role
- Providing funding to support tenants who need to relocate, including for removalists
- Identifying and making modifications to new homes for tenants who need them
- Maintaining relationships between family groups and support networks
- Enabling tenants to nominate to move early where possible
- Communicating positively with tenants who are not moving
- Reopening Waterloo Connect as a physical space where residents can go to ask questions.

Additional ideas, suggestions and comments

There were also a number of additional ideas, suggestions and comments discussed in response to this question:

- Provide support to tenants now in the lead up to moving
- Have a clear process to make complaints on amenity and disruption
- Ensure the developer is responsive to complaints

Additional ideas, suggestions and comments
• Take a more holistic approach to relocations including Healthy Housing liaison to understand people's health needs
• Maintain relationships between family groups and support networks
• Consider ways to communicate with people with communications limitations eg hearing, reading, social anxiety and mobility
• Train local residents about the communications facilities available and how to use them
• Consider employing local residents as removalists
• Provide a timeline and more information about project staging and options to move earlier
• Provide broader support for people in subsequent stages living amongst the change
• Enable tenants to choose an NBN provider and providing kiosks for communications
• Consider a program like one in Sri Lanka, in which a free 30 day SIM card was provided to tenants to access Facebook, Tik Tok etc as an additional communications method.

2.2.2   What are the key things you <u>don't like</u> about the proposed approach?

In their response to this question, some groups included both things they didn't like about the proposed approach to tenant relocations and things which require further consideration or information. The comments and suggestions below cover all feedback provided to this question.

About the project
While this workshop item related to tenant relocations, participants also provided the following feedback on their views about the project more generally:
• Perception of cynicism in the community about whether the project will happen due to protracted timeframes
• Perception of lack of trust between government and service providers
• Concern about 'selling off' of government land and public housing
• Concern that housing need is not being met
• Concern that private development is supporting social housing renewal
• Concern that social and private housing tenancies won't be blended within individual buildings

About the Aboriginal community
There was concern from one table that the project is not meeting the needs of Aboriginal people, and in particular is:
• Relocating Aboriginal people again, leading to poverty and instability
• Selling out of government responsibilities
• Not meeting needs because of the modest increase in social housing.

About general concerns and suggestions relating to relocations
Workshop participants expressed the following general concerns and suggestions about relocations:

About general concerns and suggestions relating to relocations

- Length of time causing anxiety
- Process will be stressful
- Tenants want to know when and where – and need to know that the process will be long
- Tenants won't communicate real needs if they don't trust LAHC and DCJ
- Line up timelines for moving tenants to housing at Elizabeth Street and Metro Quarter and have it ready to go
- Impact of development on neighbouring sites
- People will be moving while the area is a building site
- Disruptions will occur in a small area (over 10-15 years).
- Provide tenants with as much control over the process as possible
- Restart the preparation process for relocations, updating people often, updating all stakeholders and not waiting until individual relocations.

2.2.2.1 Detailed comments on communication and tenant support are shown below

2.2.2.1.1 About communications

Groups provided the largest number and range of comments about communications associated with relocations, including:

Increasing transparency of communications with service providers to assist tenants

- Missing the opportunity for tenants to lead communications and drive information dissemination – peer to peer
- Orchestrating information is not genuine communications
- Providing people with access information and ability to use it
- Seeing Reference Groups as ineffective and a 'tick box' exercise
- Providing continued messaging about renewal of the area
- Thinking not only about tenants, but also existing services and businesses
- Lacking clear and frequent communications – where there is a gap in the updates the community fills in the gaps
- Lacking answers on what stock will be available for tenants to move into
- Lacking detail reflecting previous conversations on relocations.

There were many detailed comments and suggestions about **communications to tenants**:

- Providing a relocations Q&A
- Providing information on support available for tenants, including local services and wider services such as Lifeline
- Translating communications
- Working with Multicultural NSW on ways to communicate with the CALD community

- Using existing community networks

Undertaking a 'pulse check' with tenants, to see how they want to be communicated with

- Working with community champions in the local area to help with grass roots communications
- Resourcing tenants to directly guide and provide support peer to peer.

There were also some comments and suggestions about **communications to service providers**:

- Include more up to date information on a website, with a feedback loop for service providers
- Develop a live tracker on upcoming activity and processes, as a way for service providers to stay up to date
- Provide more face-to-face forums with service providers.

About tenant support
There were detailed comments and suggestions about the supports provided to tenants before, during and after relocations: • Consider individual versus household needs • Understand the health needs of tenants and how to meet them • Ensure Relocations Officers have trauma informed training • Ensure there is a true needs assessment for tenants • Provide intensive case management and additional resources • Need 'more than case management' • Need more thought and detail on support for relocation eg loneliness, mental health impacts • Need to include tenant advocacy • Prepare a support plan for tenants with hoarding challenges • Prepare a support plan for tenants with substance misuse challenges • Ensure privacy and personal needs information is communicated to the CHPs • Increase broader support for tenants who might have a long time to move.

Other comments and concerns
There were other comments and concerns from participants: • Retain local office of community housing and other services on site • LAHC and Housing need to know roles and responsibilities (service mapping) • Need disability access, lighting and security • Potential for there to be cold calls and price gouging for services at relocation time.

2.3 Preparing for delivery and operations

For the final discussion item, poster-sized recording sheets had been prepared with proposed People and Place actions aligned to the six project objectives:

- More and better homes
- Positive outcomes for residents
- Outcomes for Aboriginal people
- Authentic sense of place
- Sustainability
- Strong partnerships.

A 'station' was set up for each of the six objectives. Workshop participants were invited to move at their own pace between the stations and provide feedback on the proposed actions, as well as suggest additional actions and provide other comments.

Participant feedback on the proposed actions is provided on the following pages.

The proposed actions provided initially on the recording sheets are shown in **black**. The comments and suggestions provided by workshop participants are shown in **maroon**.

As part of the feedback process, participants were encouraged to suggest organisations likely to be leading or supporting the implementation of actions. These are also shown in **maroon**.

The feedback shown in the following pages, particularly for the suggested lead and support organisations, uses the following acronyms:

- ACCOs = Aboriginal Community Controlled Organisations
- ACHIA = Aboriginal Community Housing Industry Association
- AHO = Aboriginal Housing Office
- AMS = Aboriginal Medical Services
- DCJ = Department of Communities and Justice
- DoE = Department of Education
- CALD = Culturally and linguistically diverse
- CHIA = Community Housing Industry Association
- CHP = Community Housing Provider/s
- CoS = City of Sydney
- EPA = Environmental Protection Authority
- HNSW = Homes NSW
- ISV = Inner City Voice
- MLALC = Metropolitan Local Aboriginal Land Council
- NABs = Neighbourhood Advisory Boards
- NGOs = non government organisations
- RP = Renewal Partner
- OBC = Office of the Building Commissioner
- OECC = Office of Energy and Climate Change
- TPCE = Tenant Participation and Community Engagement
- WHSCG = Waterloo Human Services Working Group.

2.3.1   More and better homes

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead	Support
1.1	Ensure at least 30% of all housing in the precinct is **social housing**. Aim for more!	X	X	RP	
1.2	Ensure at least 20% of all housing in the precinct is **affordable housing**. This is a must In perpetuity Based on % of income Rent setting – affordable to whom?	X	X	RP	
1.3	Design and deliver all new housing to be integrated and **tenure blind**, without obvious differences between tenure types and maintained in a manner to keep it tenure blind. Within buildings, not just across estate. Ensure 'same' internal specs eg air conditioning → health impacts of the home.	X		RP	
1.4	Use **high quality materials** in all new housing in partnership with HNSW.	X		RP and HNSW	
1.5	Build at least 15% of apartments in each new building to Gold standard accessibility under the Liveable Housing Design Guidelines, with the remaining homes built to Silver standard **accessibility**.	X		RP	People with disability
1.6	Explore **innovative housing models** that meet a wide range of housing needs such as housing cooperatives and youth foyers.	X		RP	
1.7	Design and build homes to stay **cool with** natural ventilation including flyscreens.	X		RP	
1.8	There is reliable and affordable **digital connectivity** for all residents. Not just in new buildings.	X		RP	
1.9	Maintain social and affordable housing **maintained** to a high standard from day one.	X	X	RP and CHPs strata	
	Before building is built and allocated ensure meets needs of those living with disability – no need to refit			RP	People/tenants living with disability/specific needs
	Design homes that are 'healthy homes' for social housing tenants long term			RP	
	Tenancy management is demonstrably better than HNSW – no backward steps (no pets). Rent arrears management.				

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead	Support
	Each stage must have enough social housing for next stage to move in ie each stage should have mix of social/affordable housing.				
	Housing with good thermal properties and low energy usage.				
Other comments, questions and suggestions:					
• Accessibility.					

2.3.2 Positive outcomes for residents

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead	Support
2.1	Provide each tenant household with a dedicated and experienced **relocation officer** and health navigator (key liaison point) working with them and coordinating their support. Relocations Officer needs to be trained in cultural safety, trauma informed practice and interact with tenants with these at forefront of mind.	X		HNSW	Redfern Legal Centre → legal advice for tenants navigating the relocation process SLHD
2.2	Support tenant households throughout the **relocations** process, with a focus on the accommodation, service, education, social and other needs and connections of each household and tenant advocacy. (additional work needs additional funding) (therapeutic approach)	X	X	HNSW and CHPs	Redfern Legal Centre for tenant advocacy
2.3	Provide a wide range of **specialist services** to support tenants with specific needs during relocations, including decluttering, downsizing, hoarding and specialist cleaning. Tenant advocates – provide funding for local tenancy advice service to assist tenants re relocations and provide them with legal advice	X		HNSW	
2.4	Support tenants to **maintain ties** to education, learning and employment.	X	X	HNSW and CHPs	
2.5	Give all existing social housing residents the **right to return** to Waterloo.	X		HNSW and CHPs	
2.6	Deliver a **community hub** with spaces for community gatherings and connection, we as well as for service delivery.	X		RP and CoS	
2.7	Provide publicly accessible computers and digital access, as well as **digital literacy** and upskilling programs.		X		
2.8	Deliver an ongoing funded on-site program of **community development** including community cohesion and support even during demolition. Ease of accessibility for bookings, community information services	X	X	CHPs and CoS Counterpoint Neighbourhood Centres NGOs Non govt groups ISV	
2.9	Support **older tenants** to age in place, with accessible homes and connections to local health services, social connection programs and other wrap around services.		X	CHPs	

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead	Support
2.10	Provide spaces and/ or programs for safe **alcohol consumption**.	X	X	Health NSW HNSW	
2.11	Ensure parks and community facilities encourage and enable equitable use by people of **all ages and abilities** and from all backgrounds.	X	X	RP and CoS	
2.12	Incorporate **public toilets** which are open for community use.	X	X	RP and CoS	
2.13	Invest in programs to provide skills to ~~workers~~ local residents during construction and operation (eg concierge, retail and shops, gardens).	X	X	RP	
2.14	Ensure shops and community spaces meet the local needs of all residents, with **low-cost options** available.	X	X	RP	
2.15	Ensure affordable **early education and care** is available for all families and children.	X	X	RP	
2.16	Ensure **public school catchments** enable residents to access high quality primary and secondary education close to home.		X	DoE	
2.17	Ensure access to local health services (eg HealthOne)				
2.18	Review and adapt community transport routes to ensure all residents have access to services.				
2.19	Ensure amenity issues are addressed.				
2.20	Ensure the new suburb is pleasantly walkable.				
2.21	Ensure community cohesion re social mix.				
2.22	Tenants involved in governance.				
	Enable/facilitate opportunities for the formation of tenant-led, grassroots groups via community development approaches.				
	Open source information for government and NGO service providers on available planning information ie who moving when, complexity, demographics etc				

2.3.3 Outcomes for Aboriginal people

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead Aboriginal organisations and local peoplel	**Support**
3.1	Make meaningful effort to **restore the Country** that existed as Illpah, before Waterloo was formed, including waterways and fauna/flora. Must be led by Aboriginal/local decision makers What is Illpah – more clarity	X		~~RP~~ Aboriginal/ local knowledge holders	AHC Range Empowered communities
3.2	Make Country visible in the **design** of buildings and public spaces, through colour, texture, form and landscape. Naming! Revisit colonial names	X		RP	AHC Government Architect Connecting with Country (eg) AHO Design Guidelines (eg)
3.3	Design **apartments** to be flexible and accommodating for populations to age in place, for flexible family configurations, and to remain included in community. Capacity is missing Funding, resources Sunlight, clothes line, flooding	X		RP	
3.4	Make at least 15% of social and affordable housing available to **First Nations tenants**. (does not meet community demands – at least 10% of all housing)		X	CHPs	CHIA and ACHIA ACHP and CHP (choice)
3.5	Ensure an **Aboriginal community housing provider** manages the social and affordable housing available to First Nations tenants. How to build capacity of local providers		X	HNSW CHIA ACHIA	Expand on 3.5 AHC Empowered communities
3.6	Coordinate tailored, **culturally safe wrap-around support** for First Nations tenants including health/aged care.		X	Aboriginal CHP	Connect to AMS
3.7	Increase **employment** of First Nations people in the area through all stages of the redevelopment and into the future operations.	X	X	RP and Precinct Committee	Aboriginal CHP
3.8	Connect with **First Nations suppliers in** the construction process and for operations. Diversity of organisations and First Nations voices All ages and abilities Employment young tradies	X	X	RP and CHPs ACHPs	
3.9	Include spaces dedicated for **First Nations business tenants**. Land.	X	X	RP ACHP	
3.10	Provide dedicated time and spaces for **Ceremony and Culture**, including smoking ceremonies, celebrations and for grieving. Dance circle	X	X	NGO Local Metro/AMS	Who has cultural authority?

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead Aboriginal organisations and local people!	**Support**
3.11	Ensure there is ongoing **collaboration and co-design** with the local First Nations community, including for the operations and running of the area into the future.	X	X	HNSW and RP	
3.12	Design **public spaces** to be welcoming places that accommodate for all abilities and ages in Community, including gathering places for Elders Practical/cultural useful learning Design/play Kids/early education Informal outdoor yarning spaces	X		RP	Open tender process?
3.13	Celebrate **the local Aboriginal community** who have played a role in the contemporary cultural establishment of the Redfern/Waterloo area, and enable **truth telling** throughout the Estate. Consider areas of local significance and stories in existing buildings and how to capture this, plaques, retaining fabric and memory. NAIDOC and other days of significance.	X	X	RP ACHP Local NGO Empowered community	
	Engage with diversity of Aboriginal voices				

Other comments, questions and suggestions:

- $$$ resourcing, capacity, funding $$$ and time

- We don't want a new meeting group – tap into existing organisations

- Ongoing engagement – with the diversity of First Nations peoples, organisations and alliances, Community Forum etc

- Not creating new meetings/groups – connecting to who/groups already here

- Walk along with us, not against us

- Open communication. Too much silence – how to bring together

- Concept of dual naming – everywhere. In consultation with community.

- Regular communication with community directly.

- Level of engagement. Engagement process needs work – where is the information going, how is it being shared.

- Hello vs substantive actions and feedback!

- Open communication of conciliations of what has been discussed by the various diverse First Nations voices.

- Make sure everything is readily and easily accessible

- Many organisations here, AMS, ALS etc!

- Don't consult – collaborate

- Consider capacity $$$ of CHPs and ACHPs for management and ongoing support

- ACHPs
  - From the area – local
  - Avoid clashes
  - Can smaller ones be supported

- Accessibility (important point of delivering information and services)

Key moves	Delivery	Operation	What do you see as your organisation's role in this key move?	
			Lead Aboriginal organisations and local people!	Support
• NGO/HNSW should be included through all the points rather than a token positioning • Aboriginal Home ownership 50% - include portion return home/investment • Education support/keeping knowledge shared between generations for future • Be intentional in collaboration with local Aboriginal CHP • Be more coordinated in the local engagement with Aboriginal people.				

2.3.4   Authentic sense of place

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead	Support
4.1	Connect and remember the residents who have formed the **story of Waterloo** within the new development. Workers and makers. History of public housing in Waterloo.	X		RP	Local schools Local artists/ makers Historical Society NABs Elders, long term tenants Community leaders ISV
4.2	Use high quality lighting, artwork on hoardings, community activities and other approaches are used to support a **sense of safety** during construction. Safety is wider than built environment. Also human services support.	X		RP	HNSW CoS NABs (tenants needing and being included)
4.3	Incorporate community art in **temporary sites** to express stories and encourage resident involvement and cultural expression.	X		RP	CoS ISV Map groups to assist for local
4.4	Include **public art** within new buildings and the public spaces tells the stories of the Waterloo Estate and brings them alive for new residents. Look at what has happened in Matavai and Turanga.	X		RP	School kids/local schools Refer 4.1
4.5	Incorporate and interpret elements of **existing buildings and spaces** within new buildings and spaces. Sustain a continuing sense of belonging.	X		RP	NABs Precinct committees
4.6	Design spaces to support **gathering** and **family and friendship groups**, inside and outside of apartments.	X		RP	NABs
4.7	Name **buildings and public spaces to** reflect local stories and culture, and develop them through community engagement.	X		Renewal Partner and CoS	Historical Society Elders
4.8	Provide **affordable ground floor spaces** for community use, local business, local creatives, entrepreneurs and start-ups. Management and maintenance of spaces crucial.	X	X	RP and CHPs	Chamber of Commerce Community Human Service Networks
4.9	Maximise **accessibility** for people of all abilities, during and after construction.	X	X	RP and CoS	Chamber of Commerce Community Human Service Networks

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead	Support
4.10	Incorporate **crime prevention** through environmental design, including lighting, activation and passive surveillance, into all aspects of the built environment	X		RP and CoS	Police Crime Prevention Committee
4.11	Include spaces where community members can grow, cook and share **affordable and nutritious food** → community kitchen. Local business partnerships to provide different price points.	X		RP	Social enterprise organisations Food Co-ops (Alfa House) Columbian Social Local businesses
4.12	Use **inclusive language**, signage and symbols are in facilities and spaces.	X		RP and CoS	SBS MLALC
4.13	Deliver a diverse program of **place-making**, activities and public art to maintain and build community connections, showcasing local culture and talent. (Ensuring community and private residents are included together)			RP and Precinct Committee	Refer to 4.1, 4.2 and 4.3
4.14	Deliver an ongoing **program of activities** for new, existing and returning residents that brings the community together, including at night and on weekends.		X	RP and CHPs	CoS
4.15	Ensure public and communal spaces, including parks, streets and gardens, are **well maintained**. Green infrastructure.	X	X	RP and CHPs	CoS
	Managing street drinking/street drinkers.				
	Equity in sense of place for those than can afford and those that can't.				
	Other comments, questions and suggestions: • Place is bigger than the redevelopment • Change over a long time • Note: Community involvement in design of spaces and buildings.				

2.3.5   Sustainability

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead	Support
5.1	Create a **carbon neutral** precinct in operation, solar panels and batteries.	X		RP	
5.2	Achieve a **6 Star Green Star Community rating** with GBCA Climate Positive Pathway.	X		RP OECC	
5.3	Achieve a **5 Star Green Star Buildings rating** for all social and affordable housing with GBCA Climate Positive Pathway.	X		RP	
5.4	Recycle or reuse most waste **demolition and construction waste**.	X		RP OBC and EPA	
5.5	Create **recycled water** networks across the precinct.	X		RP and CoS	
5.6	Prioritise the ecological sustainability of this place is prioritised in the design	X		RP and CoS	
5.7	Choose local **climate resilient species** for parks, open spaces and streets	X		RP and CoS	
5.8	Design streets, parks and community facilities to stay **cool**. Green Canopy.	X		RP CoS EWON	
5.9	Provide social and affordable housing residents will with access to **affordable green energy**.	X	X	RP	
	Provide education programs to the community regarding sustainability				
	Implement local food systems such as community gardens to encourage local production of food				
Other comments, questions and suggestions:					
• Chutes for recycling green, red, yellow bins for high rises					
• Waste management					
• Noise control					
• How do you have solar in common area, but divide into individual benefits?					
• Temperature control in towers					
• Impact of build on community left (eg living next to building site for 10 years)					

2.3.6 Strong partnerships

Key moves		Delivery	Operation	What do you see as your organisation's role in this key move?	
				Lead	Support
6.1	Design and deliver co-designed **communications** to support tenants across whole estate with a wide variety of needs, including the CALD community and people with an intellectual disability, dementia or a brain injury. Easy read options Get insight from people and feedback Multicultural NSW – CALD playbook and NSW Government Inclusivity Toolkit and accessibility.	X	X	HNSW and RP	Counterpoint ISV People living with disability
6.2	Undertake active **collaboration and co-design** with the community, resulting in clear outcomes that can be enjoyed by all. Closing the loop on actions undertaken and not taken Feed back if action not taken HNSW lets do now not just in the future	X		RP NGOs and community	WHSCG ISV Helps identify who might be missing from discussion
6.3	Support social housing residents to **participate in the design** of housing, parks, social infrastructure and safe cultural spaces. not just when HNSW want something.	X		RP and NGOs	ACCOs CALD communities
6.4	Establish and support a **tenant group** to welcome new residents and provide an introduction to the community. welcome packs and look how multiple tenancy management works together eg HSNW, Aboriginal CHP, CHP and mechanism for private housing.	X	X	RP and CHPs	TPCE/ NABS
6.5	Develop and deliver meaningful and well-resourced independent of landlord **tenant participation** structures and programs, including outcomes area, and outside CHP alone.	X	X	CHPs NGOs and HNSW	CoS
6.6	Develop local partnerships to provide **day and night activity** that creates a programmed mix of complementary uses.	X	X	RP and wider non RP reps	
6.7	Set up long term **governance arrangements** for the management of the precinct (including development site and rest of estate).	X	X	HNSW and RP NGOs	
6.8	Set up **long term funding and responsibilities** for management and activation of the precinct (as above this is about whole of place and not just redevelopment area).	X	X	HNSW and RP NGOs	CoS City will manage parks and community spaces
	Open source planning and service delivery information for government and non-government eg who moving when – downstream impacts on legal service; home care etc				

Key moves	Delivery	Operation	What do you see as your organisation's role in this key move?	
			Lead	Support

Other comments, questions and suggestions:

- Who will be responsible for maintenance communications to tenants/building management? CHP?
- How do we support CHPs?

3   Appendices

3.1   Appendix A: Organisations represented at the workshop

The following organisations were represented at the workshop. In many cases, organisations were represented by more than one team member.

- Aboriginal Affairs
- Aboriginal Housing Company
- Aboriginal Housing Office
- City of Sydney
- Counterpoint Community Services
- Customer Service NSW
- Department of Communities and Justice (now part of Homes NSW)
- Department of Education
- Inner Sydney Voice
- Land and Housing Corporation (now part of Homes NSW)
- Metropolitan Local Aboriginal Land Council
- Mission Australia
- NSW Health
- NSW Police
- Redfern Legal
- Redfern Waterloo Alliance of Aboriginal Community Controlled Organisations and Allies
- REDWatch
- Sydney Local Areal Health District
- Tenants Union
- The Fact Tree

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9.00am to 5.00pm