

# **Annexure T:**

# Community Engagement Outcomes Report and Community Engagement Strategy

# Master Plan 2050

## Community Engagement Outcomes Report and Community Engagement Strategy

We acknowledge the Wangal as the first Custodians of the land, air and waters now known as Sydney Olympic Park.

We pay respect to all First Nations People and our community Elders past, present, and emerging.

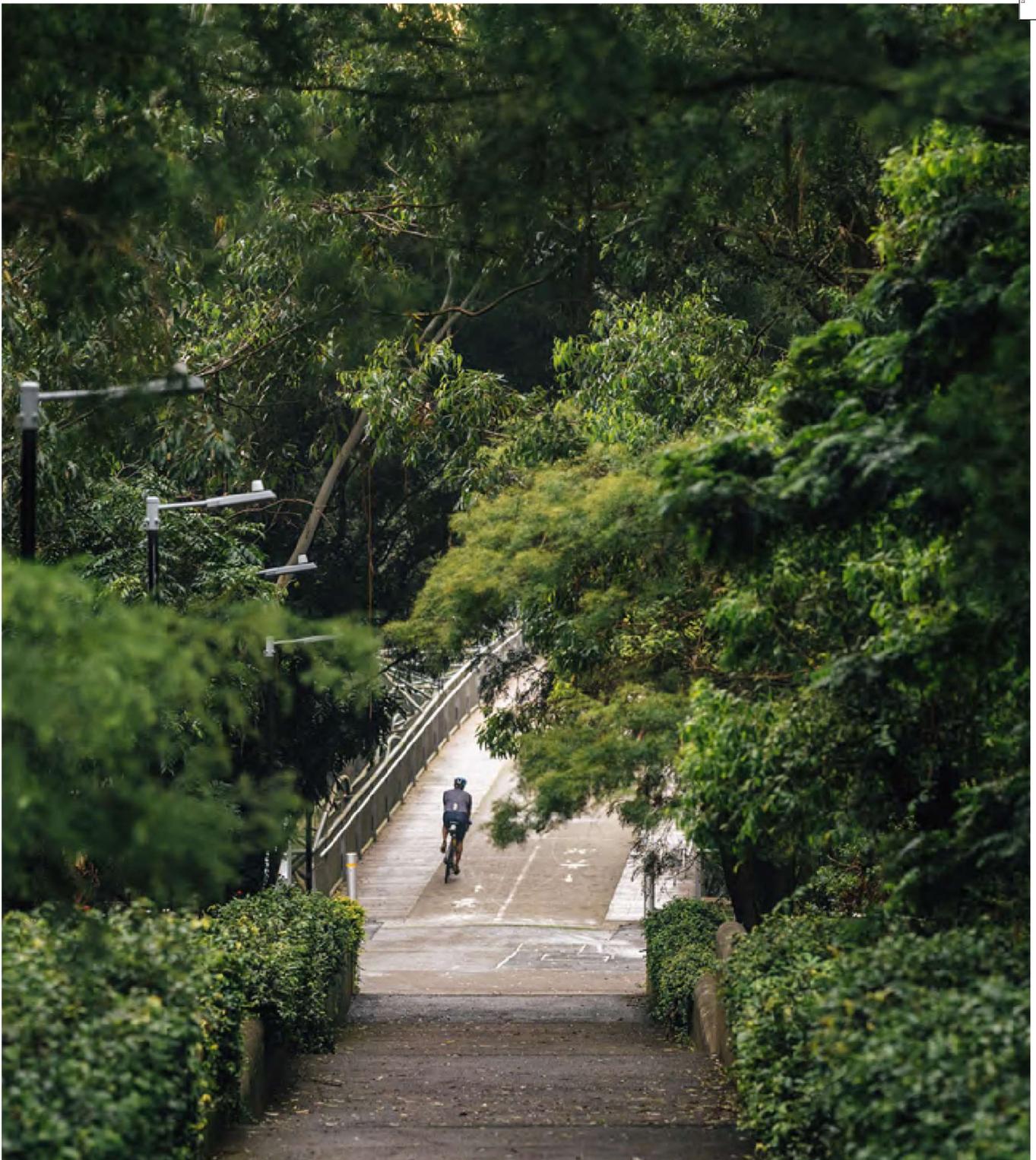
© Sydney Olympic Park Authority

# Table of Contents

1. Engagement strategy
  - 1.1. Background
  - 1.2. Engagement approach
  - 1.3. Stakeholder and community groups
  - 1.4. Engagement program
  
2. Outcomes: Early engagement | Sydney Olympic Park 2050 Vision and Strategy
  - 2.1. What we did
  - 2.2. What we heard – Key Themes
  
3. Outcomes: Strategic Place Framework
  - 3.1. What we did
    - 3.1.1. NSW Government and Local Government engagement
  - 3.2. What we heard – Key Themes
  
4. Next steps: Master Plan 2050 Public Exhibition
  - 4.1. Engagement Strategy
  - 4.2. Stakeholder and Community Groups
  - 4.3. Engagement Program

In 2050, Sydney Olympic Park will be a highly-connected series of diverse neighbourhoods and experiences – from the big buzz and roar of the crowd to the small moments of peaceful solitude – and where curious minds experiment to solve challenges now and for the future.

Sydney Olympic Park 2050 Vision and Strategy – Sydney's Beating Green Heart



# 1. Engagement Strategy

# 1.1 Background

Sydney Olympic Park may well be the most studied urban precinct in Australia. Since the 2000 Games Master Plan, Sydney Olympic Park has been the subject of many studies, plans and strategies.

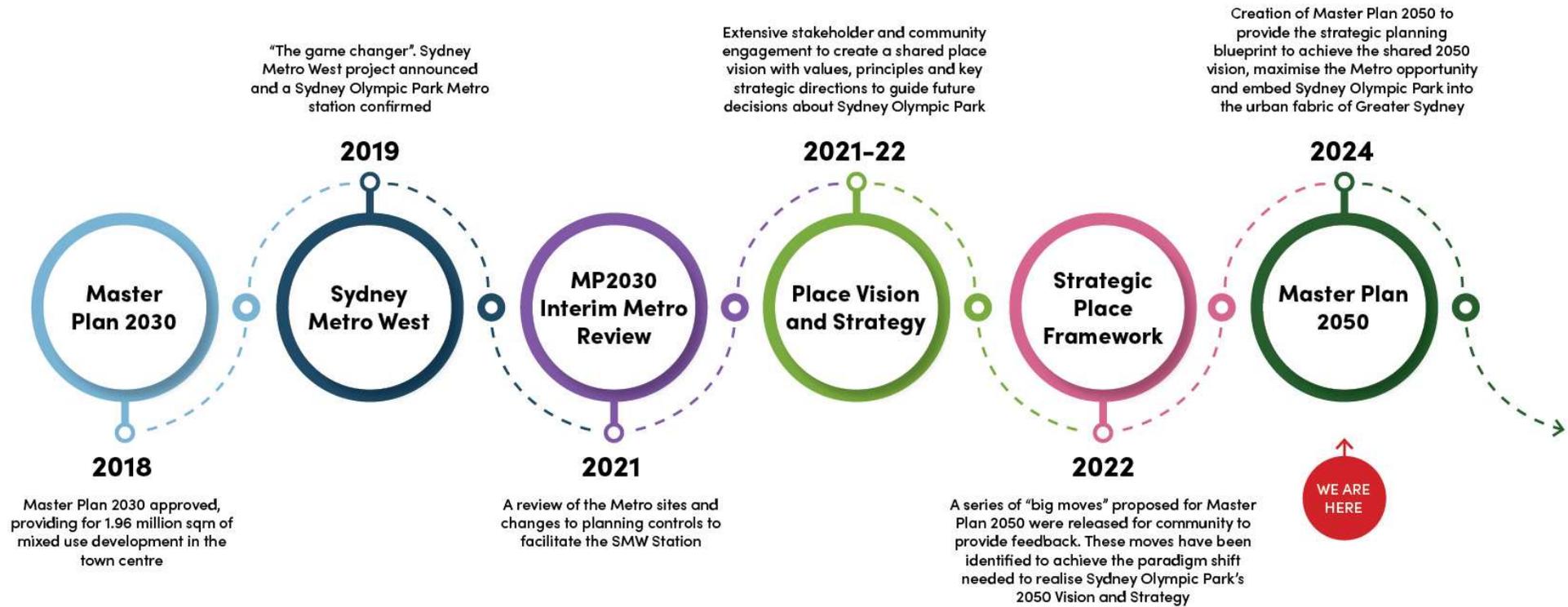
In the past five years, there has been significant planning for the future of Sydney Olympic Park and subsequent engagement with stakeholders and the community, particularly in relation to the Master Plan 2030 (Interim Metro Review), Parklands Future Directions project, 'Homify' Local Places project, Sydney Metro West, and Parramatta Light Rail (Stage 2). The insights and feedback gathered from stakeholders and the community from these projects laid the foundation for the Sydney Olympic Park 2050 Vision and Strategy (Vision) engagement process.

In June 2022, Sydney Olympic Park Authority released the exciting new Vision for Sydney Olympic Park - ***Sydney's Beating Green Heart***. The Vision was developed over an intense nine-month period, including extensive community engagement between September and November 2021.

The Vision sets out an over-arching and ambitious vision for what Sydney Olympic Park will be in 2050 – a place that is energised every day, is Country-first and nature positive and where Sydney comes to play. It provides a roadmap that will inform decision-making in the coming decades, for government, business, and the community. It advocates for a holistic approach to future planning that leverages the unique natural, built and governance characteristics of this special place. The Vision gives effect to the aspirations outlined within State, district and local planning policies and strategies whilst incorporating the ambitions of Sydney Olympic Park's stakeholders and community.

The Vision, including the rich insights gathered through the engagement process, has guided the development of the Strategic Place Framework and Master Plan 2050.

Figure 1 – Engagement Journey



## 1.2 Engagement Approach

Sydney Olympic Park Authority (SOPA) is committed to improving the sustainability, liveability, and productivity of Sydney Olympic Park through meaningful and authentic engagement. This means always knowing who our community, customers and stakeholders are and involving them in decisions about the future of Sydney Olympic Park and its on-going development, activation, and care.

SOPA's commitment to community engagement is demonstrated through our Community Engagement Framework and dedicated online engagement hub (<https://mysop.sydneyolympicpark.nsw.gov.au/engagement-approach>).

### Engagement Objectives

The engagement objectives for the Master Plan 2050 project are:

1. Continue the positive engagement with stakeholders and community and momentum of support from the Vision and build on previous engagements and knowledge.
2. **Involve** stakeholders in bringing the new "Sydney's Beating Green Heart" Vision to life through Master Plan 2050 and associated technical studies.
3. Capture the views of a diverse wide range of community and stakeholders including First Nations, youth, and culturally diverse communities.
4. Engage in an open, inclusive, easy, relevant, timely and meaningful way, in alignment with "An Engaged Community," Sydney Olympic Park Authority's engagement framework.
5. Consult with stakeholders and local community through two periods – Strategic Place Framework release (December 2022 to February 2023) and Master Plan 2050 public exhibition (mid 2024).

### Department of Planning & Environment requirements

This stakeholder and community engagement strategy meets the requirements of the now Department of Planning, Housing and Infrastructure (DPHI) Community Participation Plan, which is a requirement by the *Environmental Planning and Assessment Act 1979* (EP&A Act), and includes the following overarching engagement objectives:

---

1. Open and inclusive	<ul style="list-style-type: none"><li>• Keep the community informed</li><li>• Promote participation</li><li>• Seek community input and accurately capture community views</li><li>• Build strong partnerships with the community</li><li>• Incorporate culturally appropriate practices when engaging Aboriginal and/or Torres Strait Islander and culturally and linguistically diverse communities</li><li>• Conduct community participation initiatives in a safe environment</li></ul>
2. Easy	<ul style="list-style-type: none"><li>• Outline in advance how and when the community can participate</li><li>• Use best practice community participation techniques</li><li>• Make relevant information available in plain English and translate information when engaging linguistically diverse communities or people living with disabilities</li><li>• Incorporate visual representations to clearly illustrate impacts of a proposal</li><li>• Ensure information is accessible for groups who find it difficult to participate in usual community participation activities</li><li>• Stage events at convenient times and locations</li></ul>
3. Relevant	<ul style="list-style-type: none"><li>• Establish what is up for discussion</li><li>• Ensure as many community members as possible can participate</li><li>• Recognise previous community input on the project and similar issues</li><li>• Tailor activities to the:</li></ul>

---

---

	<ul style="list-style-type: none"> <li>○ context, which could include location, type of application, stage of the assessment process, previous engagement undertaken; and</li> <li>○ scale, nature and known impacts for the proposal</li> </ul>
	<ul style="list-style-type: none"> <li>● Adjust activities (if necessary) in response to community interest and participation preferences</li> </ul>
4. Timely	<ul style="list-style-type: none"> <li>● Start community participation as early as possible, and continue for an appropriate period</li> <li>● Provide regular project updates to the community</li> <li>● Ensure the community has reasonable time to provide input</li> <li>● Facilitate ongoing discourse with local community networks</li> <li>● Consider holidays and other community events when setting dates for engagement initiatives</li> </ul>
5. Meaningful	<ul style="list-style-type: none"> <li>● Always explaining at the end of projects how community views were considered when reaching decisions</li> <li>● Be clear about what aspects of a plan, project, or proposal the community can inform</li> <li>● Have planners and decision makers engage directly with the community</li> <li>● Ensure responses to community input are relevant and proportionate</li> <li>● Give genuine and proper consideration to community input</li> <li>● Keep accurate records of community input and participation activities</li> <li>● Regularly review the effectiveness of community participation initiatives</li> <li>● Integrate community input into the evaluation process</li> <li>● Comply with statutory obligations, protect privacy, and respect confidentiality</li> </ul>

---

This engagement strategy also follows the guidance provided by DPHI in 'Undertaking Engagement Guidelines for State Significant Developments':

- Plan early
- Engage as early as possible
- Ensure engagement is effective
- Ensure engagement is proportionate to the scale and impact of the project
- Be innovative
- Be open and transparent about what can be influenced
- Implement the community participation objectives

The engagement strategy also follows the guidance in DPHI's Social Impact Assessment Guidelines:

- Consider the community engagement objectives
- Use outcomes of engagement to maximise community wellbeing and avoid or effectively mitigate adverse impacts
- Engage with a diversity of people, including vulnerable and marginalised groups
- Use appropriate and specific levels and techniques of engagement, based on analysis of the community and how they are best engaged
- Follow protocols for engaging with Aboriginal people.

## 1.3 Stakeholder and Community Groups

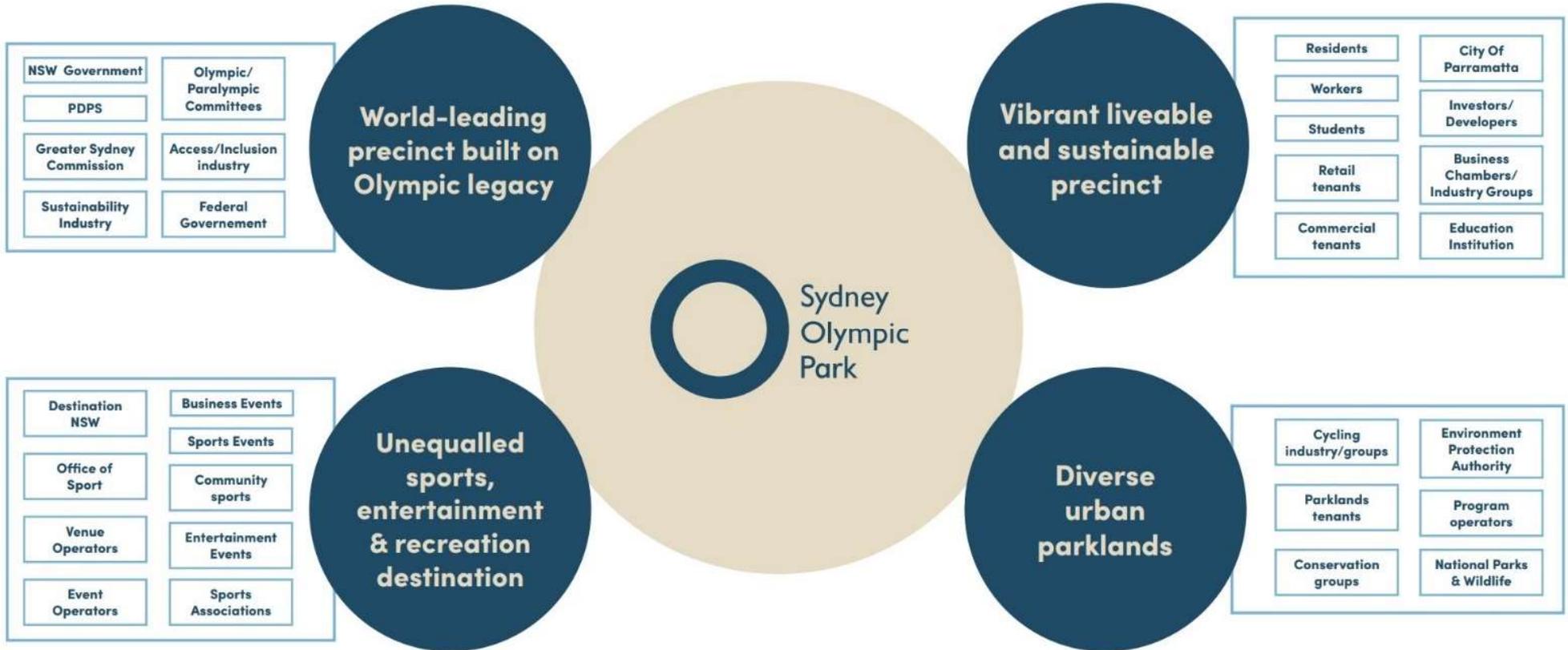
Sydney Olympic Park is a special place to many people and groups, so it is important that the voice of the community and stakeholders are part of the decision-making process. Establishing and maintaining relationships works towards an engaged community and improved decision making.

Community refers to the people who have a deeper connection with Sydney Olympic Park including:

- People who share a geographic location to live, work, study or conduct business within or near the suburb, and
- People who share common interests and reasons to visit.

Stakeholder refers to organisations or groups who represent a customer or community segment and who have an invested “stake” in Sydney Olympic Park and its future, based on the updated Sydney Olympic Park Vision.

Figure 2 – Stakeholder Map



## Priorities for further investigation – by stakeholder groups

The following table summarises the diverse stakeholder groups and the priorities that have been identified through the Vision project and previous engagement processes and that should be further investigated and interrogated through this engagement strategy.

Stakeholder Group	Priorities
First Nations	<ul style="list-style-type: none"> <li>• Gap in engagement with this group prior to the Vision engagement</li> <li>• Could be focus of Connecting to Country work and an important part of the story telling for this Vision process given that we want to: Create understanding around Sydney Olympic Park always being a place of meeting and gathering for tens of thousands of years</li> <li>• Representing 70,000 years of history and showing on the Sydney Olympic Park map the First Nations character and significance and stories</li> <li>• Telling Indigenous stories. SOPA's Community Development Plan states: Our vision is to create a world leading precinct where Aboriginal and Torres Strait Islander peoples and cultures are seen, celebrated, and valued</li> <li>• First Nations communities also connect to the Sydney 2000 Olympic Games which was the first time their culture was seen and celebrated on a world stage through both ceremony and athletes</li> <li>• Feedback is that the parklands demonstrate how we can care for Country, however that Country and First Nations voices have been silenced in the town centre</li> </ul>
NSW Government	<ul style="list-style-type: none"> <li>• Sydney Olympic Park should play a bigger role in solving Greater Sydney's intractable problems – housing, climate change, habitat fragmentation, social cohesion</li> <li>• Create a cultural destination that caters for a range of meaningful cultural experiences</li> <li>• Culturally and Linguistically Diverse and First Nations engagement a high priority for the Master Plan development</li> <li>• Connecting not just to Olympic legacy but First Nations legacy. Consideration should be given to the heritage of Sydney Olympic Park, including an Aboriginal Cultural Heritage Assessment</li> <li>• Ecology and habitat and retaining the parklands as a green lung for a growing area, including protection of threatened species and endangered habitat</li> <li>• Transport and connections – public and active</li> <li>• More legible and permeable network of paths that are both recreational and commuter</li> <li>• Development potential, building heights, increased density around metro – viability and feasibility</li> <li>• Wayfinding, legibility, and statement entrances</li> <li>• Addressing access to Sydney Olympic Park. Visitors and local businesses highlight a number of access barriers for the precinct, particularly parking availability, roadways, and the single train line</li> <li>• A multi-functional and diverse Sydney Olympic Park with one overall identity but acknowledging the unique offer of each destination within (e.g., the Parklands vs the stadium, vs the centre and residential areas)</li> <li>• Ensure planning protects spaces against development encroachment and appropriately responds to development pressure</li> <li>• An additional primary school and secondary schools to cater for both the current and future student population</li> </ul>

Stakeholder Group	Priorities
	<ul style="list-style-type: none"> <li>Consideration should be given to environmental issues, including flood risks, odours, noise, contaminated lands management, water quality, water seepage in basements, waste, and resource recovery</li> </ul>
<p>Local residents</p> <p><i>The 2020 population is 5,257 residents and forecast to increase to 28,550.</i></p> <p><i>Top 5 Ancestries: Chinese (24.6%), Korean (10.7%), English (8%), Australian (5.6%), Indian (5.2%)</i></p> <p><i>Parents: Both born overseas (70%), One parent only born overseas (4%), Both born in Australia (7.6%)</i></p> <p><i>Family composition: Couple family without children (54.7%)</i></p> <p><i>Sydney Olympic Park is part of the City of Parramatta LGA (Local Government Area). The LGA also includes the neighbouring suburbs of Newington, Wentworth Point and Carter Street Precinct. We also share our boundary with four other LGA's – Ryde, Strathfield, Cumberland, and Canada Bay. Many people from these neighbouring communities use Sydney Olympic Park on a daily basis.</i></p>	<ul style="list-style-type: none"> <li>Liveability - human scale and fine grain public space improvements including more colour and liveliness outside of event times; a safe experience; improved wayfinding and legibility... “when the crowds go away, I feel lonely and isolated”</li> <li>Affordable and accessible housing options</li> <li>Responding to the cultural diversity of the community that lives and works here through retail, food, community facilities, and public spaces</li> <li>Places and spaces for local community (resident and workers) connections, meetups, and socialising</li> <li>A greater sense of welcoming and belonging is needed and permission to use all of Sydney Olympic Park, including event areas and sports facilities (not just for elite)</li> <li>Localism – with local community facilities that are affordable and accessible and culturally representative of interests</li> <li>Seeing through the enhancements started for Jacaranda Square, Stockroute Park and Laneway, Pop-up Park, and Pullman Link.</li> <li>More everyday community services/facilities such as supermarkets, school, post office, venues to hire at low cost, dog park, art centre</li> <li>Active transport (commuter bike routes, pedestrian paths) and greater mobility across Sydney Olympic Park</li> <li>Local schools – public and high school and walkable access for children to reduce driving and improve health and wellbeing</li> <li>Accessible parking and transport options</li> <li>Events: regular small scale; night markets; pop up stalls; play streets; Christmas/new year's events; food trucks; family bike rides</li> <li>A unified identity for the whole of Sydney Olympic Park with distinct characters for each 'neighbourhood' or zone</li> <li>More playgrounds for a wider demographic of children</li> <li>Provide a unique cultural offering that celebrates the Parkland's Aboriginal history</li> <li>Educational opportunities</li> <li>Noise from the T7 train line is a concern, particular to residents on Figtree Drive</li> <li>A sense of community and connection with neighbouring suburbs and community committee/groups – what might bring neighbours into the Sydney Olympic Park area – mostly to access the parklands</li> </ul>
<p>Local workers</p> <p><i>13,210 in 2023 proposed to increase to 34,000 by 2050</i></p>	<ul style="list-style-type: none"> <li>Public space and amenity to make Sydney Olympic Park an attractive place to work and to stay after work (not to just leave) – night time economy, public space to eat lunch, places to connect and collaborate out of the office – why work here when you can work from home?</li> <li>Transport connectivity including public and active</li> <li>Accessibility and wayfinding</li> <li>By the year of 2036, employees will account for \$800.7 million dollars in retail spending, with this also being \$909 million dollars amongst residents too - both these groups represent enormous potential for the local Sydney Olympic Park economy</li> </ul>
<p>Local students</p>	<ul style="list-style-type: none"> <li>Public space with amenities and facilities to play and stay</li> </ul>

Stakeholder Group	Priorities
	<ul style="list-style-type: none"> <li>• Retail, bars, and food outlets that supporting staying rather than leaving</li> <li>• Transport connectivity including public and active</li> </ul>
<p>Businesses</p> <p><i>230+ businesses - 50+ restaurants and cafes and a number of small health and well-being businesses like gyms, childcare centres, medical centres, and a number of convenience stores.</i></p>	<ul style="list-style-type: none"> <li>• Get moving on transport infrastructure: Commit to a corridor, stations, and timetable for Sydney Metro West</li> <li>• Commit to the delivery of Parramatta Light Rail Stage 2</li> <li>• Provide local infrastructure to facilitate placemaking and liveability</li> <li>• Get the governance right</li> <li>• Provide world class business, sporting, and tourism infrastructure</li> <li>• Attract the world’s best entertainment and events. Developing a strategy centred on increasing the overall competitive advantage of Sydney Olympic Park to encourage increased visitation and use of facilities</li> <li>• Getting people to stay longer to spend time at a variety of places</li> <li>• More food and beverage options... visitors, residents and employees express that there is a lack of variety for the food and beverage options offered at the precinct. In particular, there is an association that Sydney Olympic Park does not readily offer a range of restaurant and dining options. This association is even more pronounced amongst CALD audiences</li> <li>• Strong pipeline of new public investment that would place the Sydney Olympic Park precinct as a centre for entertainment, recreation, employment, and residential living</li> <li>• Recovery plan to rebuild the major events sector and business confidence in Sydney Olympic Park</li> <li>• Accelerate planning, funding, and delivery of road improvements</li> <li>• Plan for the delivery of new education and health amenities</li> </ul>
<p>Local Government</p>	<ul style="list-style-type: none"> <li>• Provision of local social infrastructure including community facilities and public open space to support future residential and worker growth and reduce impacts on community facilities and public open space already under pressure in neighbouring areas</li> <li>• Provision of regional parklands for their residents to access and which they rely on to address local deficits</li> <li>• Community building and partnership between residents living in Sydney Olympic Park and neighbouring areas (e.g., Wentworth Point)</li> <li>• Future proposed height of buildings (e.g., the role of Sydney Olympic Park as opposed to Parramatta CBD – 45 storey towers)</li> <li>• Ecological and natural ecosystem preservation and community education</li> <li>• Transport connectivity including public, cycling and pedestrian</li> <li>• Affordable and accessible housing options</li> <li>• Exploring food and beverage outlets within and outside of venues</li> </ul> <p>City of Parramatta Council raised the following specific concerns for the Master Plan 2030 (Interim Metro Review):</p> <ul style="list-style-type: none"> <li>• reduction of green space,</li> <li>• residential targets,</li> <li>• proximity of residents to noise impacts from events,</li> <li>• reduction in commercial GFA and retail demand</li> <li>• transport strategy, including reduction of bus services, car parking provisions, cycling and active transport connectivity,</li> <li>• urban design</li> <li>• provision of community facilities</li> </ul>

Stakeholder Group	Priorities
<p>Visitors/daily/event</p> <p>The data show that 53% of all visits come from more than 10 km. away and the average length of visit is 4.75 hours, while 34% of visits last for 6 hours or greater – likely to be primarily workers within Sydney Olympic Park.</p>	<ul style="list-style-type: none"> <li>• Improved transport connectivity</li> <li>• Site legibility, wayfinding, and signage</li> <li>• Information/visitor centres</li> <li>• More places to stay rather than just coming for one thing and then leaving – keeping visitors here for longer and returning again</li> <li>• Higher quality food and beverage offerings for pre- and post-event</li> <li>• More things to do when people visit</li> <li>• Focussing on improvements for the “Central” area - Overall the Central precinct enjoys by far the highest level of visitation. Data shows that approximately 35% of all visitors to Sydney Olympic Park visit the Central precinct at some point.</li> </ul>
<p>Parklands users</p>	<ul style="list-style-type: none"> <li>• The four biggest challenges identified for the Parklands were: <ol style="list-style-type: none"> <li>1. Transport and connection</li> <li>2. Existing space and venue management</li> <li>3. Ecology and open space</li> <li>4. New spaces, facilities, and amenities</li> </ol> </li> <li>• Themes that emerged from the Parklands Future Directions engagement include a need to focus on identity, connectivity, restoration/conservation, and the diversity of uses and activity available in the parklands</li> <li>• Parklands visitation during the COVID pandemic increased significantly with the local community seeing the benefits of outdoor open space and connection with nature</li> </ul>
<p>Major landowners, leaseholders, and investors</p>	<ul style="list-style-type: none"> <li>• Landowners and leaseholders need confidence in the future of the Sydney Olympic Park, which has started to happen with the investment in Metro but needs further investment in Stadium/venue improvements</li> <li>• Keen for the new Master Plan 2050 to be delivered quickly so that they can get on with their plans</li> <li>• Retaining their long-term leases onsite (e.g., Royal Agricultural Society) –collaborating with them to understand their role in realising the bigger picture – including improving outcomes for residents and visitors to access Sydney Olympic Park and activation during down times – Don’t want tumble weeds and then 100,000 people</li> <li>• Fund and deliver the Sydney Showground Convention Centre upgrade</li> <li>• Fund the proposed stadium upgrade by 2022</li> <li>• Support bids for major trade and business events</li> <li>• Develop economic targets for Sydney Olympic Park</li> <li>• Provide a seat at the table for Olympic Peninsula stakeholders</li> <li>• Also refer to ‘Businesses’ above</li> </ul>
<p>SOPA team</p>	<ul style="list-style-type: none"> <li>• To build a more unique value proposition for Sydney Olympic Park by creating a distinct identity that could move associations with the precinct into more emotional territory (beyond the functional space where it currently sits for many). Creating one strong, singular, core identity – a thriving suburb</li> <li>• Development potential, building heights and sustainability and liveability outcomes – delivering GFA with best value outcomes – ‘density done well’</li> <li>• Improved transport and connections – in and out and across Sydney Olympic Park</li> <li>• Good governance, partnerships, and stakeholder relationships</li> </ul>

Stakeholder Group	Priorities
	<ul style="list-style-type: none"> <li>• Increasing everyday activation by providing more everyday experiences that appeal to key customer segments and converting those who visit into using the suburb more frequently</li> <li>• Managing event mode vs everyday mode</li> <li>• Building community capacity and connection to place – involving mini park rangers, other community groups</li> <li>• Olympic legacy and the sporting infrastructure. In the context of community recreation, sport, and leisure</li> <li>• Public domain design, sustainability, amenity, and smart technology.</li> <li>• Balancing the built environment with the natural environment</li> <li>• Protecting natural areas, parklands and ecology and getting locals valuing nature</li> </ul>

## 1.4 Engagement Program

The following activities were designed to build on insights and feedback from past engagements, so that stakeholders and the community did not have to repeat themselves, and to test if stakeholder and community priorities were still valid in the current context.

Activity	Stakeholder Groups	Purpose
Review SOP Vision Report and Key Themes identified in the Engagement Report	N/A	<ul style="list-style-type: none"> <li>Understand stakeholder and community feedback from prior projects and engagements processes to avoid “starting from scratch” and the community having to repeat themselves</li> <li>Understand key themes to shape the Strategic Place Framework and, ultimately, Master Plan 2050</li> </ul>
Create a new project page on the #mySOP hub	ALL	<ul style="list-style-type: none"> <li>Central online engagement portal for information and community participation</li> <li>Links to the Vision online hub</li> </ul>
Design Review Panel briefings	Design Review Panel	<ul style="list-style-type: none"> <li>Ongoing forum chaired by NSW Government Architect and with broad design expertise to achieve best practice and design excellence in Master Plan 2050</li> </ul>
Regular DPPI Assessment team meetings	DPPI Assessment team	<ul style="list-style-type: none"> <li>Planning approval pathway</li> <li>Continued project updates and opportunities for Q&amp;As</li> <li>Build trust in SOPA’s project and process</li> </ul>
Minister briefings	Minister for Planning and Housing Minister for Sport Minister for Education	<ul style="list-style-type: none"> <li>Briefing on the Vision and the Strategic Place Framework</li> <li>Seek feedback to help shape Master Plan 2050</li> </ul>
Targeted meetings with NSW Government stakeholders	Treasury Education/School Infrastructure Health Transport for NSW Metro PLR Sydney Water NPWS OEH Office of Sport DNSW Cities and Active Transport EPA	<ul style="list-style-type: none"> <li>Identify any specific requirements for NSW Government and the required community services to support the growth at Sydney Olympic Park and surrounds.</li> <li>Test ideas to be presented in the Strategic Place Framework and Master Plan 2050</li> </ul>
First Nations design jam	Traditional owners Metropolitan LALC Deerubbin LALC Murama Healing Circle First Nations community representatives	<ul style="list-style-type: none"> <li>Involve First Nation communities in the shaping of Sydney Olympic Park’s future and Master Plan 2050</li> <li>Embed First Nations knowledge and stories and Connecting with Country principles into Master Plan 2050</li> </ul>

<b>Activity</b>	<b>Stakeholder Groups</b>	<b>Purpose</b>
Newington Armory Heritage workshop	Traditional owners Murama Healing Circle Heritage NSW Heritage consultants SOPA Staff City of Parramatta Council	<ul style="list-style-type: none"> <li>Identify opportunities to 'Awaken the Armory' with greater activation and test ideas against site constraints</li> <li>Celebrate the heritage space, including its rich First Nations and European history</li> </ul>
Leaseholder meetings (on request)	Major Leaseholders	<ul style="list-style-type: none"> <li>Aspirations for their site</li> <li>Opportunities for delivery of Vision</li> <li>Key challenges and/or contentious issues</li> </ul>
Media release: Strategic Place Framework	ALL	<ul style="list-style-type: none"> <li>To get broad media coverage about the Strategic Place Framework to invite feedback in relation to the future of Sydney Olympic Park to help in shaping Master Plan 2050</li> </ul>
MP briefings	Federal Member for Reid State Member for Parramatta State Member for Auburn State Member for Strathfield	<ul style="list-style-type: none"> <li>Briefing on the Vision and the Strategic Place Framework</li> <li>Seek feedback to help shape Master Plan 2050</li> </ul>
Ministerial Launch event: Strategic Place Framework	Key stakeholders	<ul style="list-style-type: none"> <li>To get broad stakeholder coverage about the Strategic Place Framework to invite feedback in relation to the future of Sydney Olympic Park to help in shaping Master Plan 2050</li> </ul>
Stakeholder briefings	City of Parramatta Council SOPBA Major leaseholders NSW Govt agencies	<ul style="list-style-type: none"> <li>Briefing on Vision and the Strategic Place Framework</li> <li>Seek feedback to help shape Master Plan 2050</li> </ul>
Council briefing and workshop	City of Parramatta Council	<ul style="list-style-type: none"> <li>Present the proposed Master Plan Strategic Place Framework</li> <li>Seek feedback, including opportunities to align with surrounding Local Strategic Planning Statement (LSPS) and any potential challenges / contentious issues</li> </ul>
Pop-up community information sessions and drop-in events	Local residents, businesses, workers and students from Sydney Olympic Park and the Olympic Peninsula	<ul style="list-style-type: none"> <li>Promotion of the Vision</li> <li>Provide information on the Strategic Place Framework and the direction for Master Plan 2050</li> <li>Ongoing access to SOPA reps to build confidence in project</li> <li>Ability to test 'opinions' in relation to the future direction for Sydney Olympic Park</li> </ul>

## **2. Outcomes:**

# **Sydney Olympic Park 2050 Vision & Strategy**

## 2.1 What we did

Consultation for the Master Plan 2050 commenced with the Vision project, which built on previous stakeholder and community engagement, captured the views of a diverse range of community and stakeholders, explored ideas, and co-created a shared vision for the suburb to 2050.

The engagement program consisted of the following activities:

- Five online focus groups with forty-five community members
- An online focus group with six First Nations stakeholders
- 21 stakeholder interviews
- Three online round table sessions with sixty-four stakeholders
- An online community survey
- An online stakeholder survey
- Three online workshops and an online team survey with Sydney Olympic Park Authority staff
- Meetings with the Placemaking NSW Advisory Committee (Sydney Olympic Park Authority Board), DPHI Reference Group, Project Control Group and Parklands Advisory Committee
- A dedicated project webpage on #mySOP Engage
- A face-to-face visioning and co-design workshop with sixty-two stakeholders
- An online webinar attended by eighty-nine community members and stakeholders

## 2.2 What we heard – Key themes

The following key themes emerged throughout the community and stakeholder engagement.

### Care for Country

There was a strong desire from participants across the consultation to bring First Nations voices, language, inclusion, and symbolism into Sydney Olympic Park. First Nations stakeholders wanted the vision to bring Wangal people and culture back to the place and the place back to Wangal people. Caring for Country was identified as critical to ensure First Nations peoples feel welcome and safe in the space, to ensure the ongoing protection of the natural places, and to ensure everyone who lives, works, or plays at Sydney Olympic Park has the opportunity to connect with and care for Wangal Country.

### Physical connection to, from and within Sydney Olympic Park

Connection was identified as a key issue, with Sydney Olympic Park being difficult to access on public transport not only from across Greater Sydney, but from the neighbouring Olympic Peninsula suburbs also. Access between the parklands and the town centre is disconnected and not easy to walk, exacerbated by limited wayfinding signage and low levels of activation in certain parklands areas. Participants saw a need for improved connections to, from and within Sydney Olympic Park, including harnessing the Parramatta River and waterways to do this. Sydney Metro West was highlighted as a future driver towards a 15-minute city that enables active transport and walkability, however it was stressed that the realisation of the Metro is a decade away and poor connections will need to be addressed sooner than that to service the growing residential and business population. There was broad agreement across the engagement that Sydney Olympic Park should be a car-lite suburb in the future, further enhancing the importance of good public and active transport connections. Parking was identified as a key issue, with concerns raised about it being a significant source of funding for Sydney Olympic Park Authority, when a car-lite suburb was something that most stakeholders wanted for the suburb in the future.

## **Protecting ecological and natural values**

Participants identified the need to protect Sydney Olympic Park's strong ecological and natural values and further 'green' the suburb. There was a strong desire to protect habitat for threatened and native plants and animals, particularly as human population pressures will increase over time. Stakeholders were concerned about the increasing impacts of climate change on Sydney Olympic Park including rising urban heat and sea levels. The concept of a swimmable river was suggested, alongside the need to preserve green open space and protect the parklands and mangroves.

## **World-class exemplar for sustainability, innovation, and education**

Sydney Olympic Park was repeatedly emphasised as holding potential to be a world-class exemplar for environmental sustainability, innovation, and education. Stakeholders suggested Sydney Olympic Park could serve as an education hub for a range of expertise including sustainability, sport, First Nations culture, Film and TV. Stakeholders suggested Sydney Olympic Park could be a 'living lab' for continuous learning, innovation, and resilience. Participants raised opportunities for green density living, exemplar apartment design and new housing models that reflect demographic changes, urban farming, and smart city technologies.

## **Meeting the needs of a growing community**

With increased population growth there is a need to provide adequate services and infrastructure to support the growing community in and around Sydney Olympic Park. There is a need for community facilities, recreational facilities for community members of all ages and opportunities for active and passive recreation. Stakeholders expressed the desire to see essential services, more diverse retail and food and beverage opportunities, family friendly offerings and schools at Sydney Olympic Park.

## **Activating a welcoming place for people**

A key theme throughout the engagement was the need for greater activation, with stakeholders concerned that Sydney Olympic Park is often quiet and empty outside of event times. Currently people do not know where they can go and do not feel like they would have permission to participate in anything un-programmed or self-led. Participants expressed a desire for a vibrant 24-hour economy, which is activated day and night with affordable, diverse dining and retail offerings, farmers' markets, and regular community events, as well as mid-sized and large events, and affordable parking. To achieve this, they identified a need for improved wayfinding and a pedestrian-focused suburb with opportunities for active transport, with more intimate human-scale gathering places. Participants also saw a need for enhanced safety features, including lighting at night and pedestrian crossings, and permeable spaces to make people feel truly welcome in the space.

## **An appropriate Governance model for the future**

Participants questioned the roles of state and local government in the future at Sydney Olympic Park and queried the governance model needed to bring the suburb to 2050. Participants also noted that there may be challenges with the current economic model for Sydney Olympic Park being so reliant on parking revenue in the future. It was suggested that there is a need for partnerships between levels of government to establish an improved model of governance that encourages growth and investment and establishes a clear identity that moves Sydney Olympic Park from being cemented in one point in time, to a future world-class exemplar.

## **A place for sport, from community to elite**

A clear opportunity was identified for Sydney Olympic Park to be a place that caters for all sporting needs, from community to elite level, and a sporting precinct that supports research and development, housing, and medical needs. This was seen as particularly important due to the limited open space and community sports facilities available in surrounding suburbs, with participants holding a view that Sydney Olympic Park can help to 'fill the gap.' Multipurpose venue design was seen as a way to achieve this and mitigate

underutilisation by enabling facilities for use by a range of groups all year round, for both formal and informal needs.

### **Arts and cultural participation and production**

Participants identified a need for a greater focus on arts, culture, and entertainment. This includes not only greater opportunities for participation, but also cultural, music and film production that maximises Sydney Olympic Park's unique landscape and infrastructure.

### **Live, work and play**

A key vision for Sydney Olympic Park is to create a thriving community of residents, workers, and visitors. The concept of the 15-minute city was raised as a real possibility for Sydney Olympic Park. Participants noted that this can be achieved through the provision of improved public and active transport links, improved community infrastructure, amenities for workers, greater diversity and number of services and retail.

### **Destinational tourism**

It was suggested that Sydney Olympic Park could serve as a major tourism destination for Greater Sydney for sports, entertainment, and major events. There is an opportunity to further maximise the suburb's central location and market it as a place for eco-tourism and the First Nations cultural centre of Sydney. It was also suggested that greater activation of the suburb for its residents and workers will improve Sydney Olympic Park's attraction for tourists.

Throughout the engagement process, participants were asked what words they would like to use to describe Sydney Olympic Park in the future. Over one thousand words were compiled from the engagement activity throughout the engagement period, and a word cloud was created, showing the top words submitted. The top five words submitted to describe Sydney Olympic Park in 2050 were:

1. Green
2. Sustainable
3. Connected
4. Sport
5. Activated



### **3. Outcomes:**

**Strategic Place Framework  
engagement**

In December 2022, the Strategic Place Framework (Draft for Discussion) was released by the then NSW Minister for Planning, the Hon Anthony Roberts MP.

The Strategic Place Framework formed the 'middle step' between the Vision and a new Master Plan 2050, provided key moves and land uses across the 640-hectare suburb and was intended to form the strategic planning basis of Master Plan 2050. The Framework started to identify where aspirations in the Vision will be realised on the ground to inform the precinct controls being developed in Master Plan 2050.

## 3.1 What we did

The Strategic Place Framework was released as a draft document to continue the engagement on the future for Sydney Olympic Park and enable continued conversations with the community and stakeholders about the future of Sydney Olympic Park, but more specifically on the big moves and changes being proposed to the current Master Plan.

The Framework included future moves, aspirational targets and innovative strategies for delivery and aimed to challenge perceptions and long-held ideas about Sydney Olympic Park.

A range of engagement activities followed to promote the Master Plan 2050 project underway and seek feedback on the big moves and structure plan outlined in the Strategic Place Framework, including:

- Ministerial Launch event attended by sixty key stakeholders representing the NSW Government, local government and the Park's diverse resident, business, sport, and visitor communities.
- A dedicated project webpage on #mySOP Engage that has attracted over 2,000 views
- Briefings to local Members of Parliament, including the Hon Geoff Lee MP (Member for Parramatta), Ms Lynda Voltz MLC (Member for Auburn) and Ms Sally Sitou MP (Member for Reid)
- Stakeholder briefings including the Lord Mayor and CEO of City of Parramatta Council and the President and CEO of the Sydney Olympic Park Business Association.
- Targeted briefings and discussions with NSW Government stakeholders, including Department of Planning and Environment, Government Architects Office, Transport for NSW - Greater Sydney division, Transport for NSW - Cities and Active Transport, Greater Cities Commission, Greater Sydney Parklands, Sydney Metro, Office of Sport, Environment Protection Authority, Heritage NSW, National Parks and Wildlife, Department of Education and Schools Infrastructure NSW. Refer to section 3.1.1.
- Sydney Olympic Park Authority's Design Review Panel met eight times between September 2022 and June 2023 to review the project team's work that was shaping Master Plan 2050 and to address specific issues. The Panel is chaired by NSW Government Architect Abbie Galvin and includes expert advice from Nick Hollo, Sebastian Pfautsch, Libby Gallagher, and Lachlan Abercrombie. Further details about the design review process and outcomes can be found in the Design Report.
- Sydney Olympic Park Authority's Parklands Advisory Committee met in February, May, and June 2023 to review the project team's work on Master Plan 2050 and to discuss specific issues in relation to the parklands at Sydney Olympic Park. The Parklands Advisory Committee is chaired by SOPA Board Director Romilly Madew and includes expert advice from Sue Weatherley, Michael Mahony, Nick Hollo, Katie Littlejohn, and Fiona Morrison.
- First Nations Design Jam involving 20+ representatives from various First Nations communities, in addition to the Master Plan 2050 project team and SOPA staff walking on Country followed by a facilitated workshop
- Leaseholder meetings including Royal Agricultural Society of NSW, EG, Sydney Metro, Dunnet Properties, Homebush Partners, Mayrin Group, FDC Construction and Fitout and The GPT Group, plus a briefing to the Board of the Sydney Olympic Park Business Association.
- 'Awaken the Armory' workshop with representatives from Heritage NSW, National Parks and Wildlife, Murama Healing Circle, City of Parramatta Council, Business Western Sydney, and Heritage consultants, in addition to the Master Plan 2050 project team and SOPA staff

- Council workshop with the City of Parramatta's City Strategy and Strategic Planning teams
- 12 pop-up and drop-in community information sessions at Jacaranda Square, Woolworths supermarket (Carter St), Aquatic Centre, Blaxland Riverside Park, Olympic Boulevard (event day), Bicentennial Park, Archery Centre, Newington Marketplace, IGA supermarket (Figtree Drive) and Marina Square Wentworth Point, with the project team engaging with over 800 members from the Sydney Olympic Park community to discuss the future moves outlined in the Strategic Place Framework.

No.	Date	Location	Key Focus	Residents	Visitors	Employees	Students	Total
1	15/12/22	Jacaranda Square	Employees	16	4	36	1	57
2	16/1/23	Carter Street	Residents	71	6	3	0	80
3	20/1/23	Aquatic Centre	Visitors Residents	33	41	7	1	82
4	21/1/23	Blaxland Riverside	Visitors	22	69	1	0	92
5	21/1/23	Events – Vegan Markets	Visitors	9	59	4	2	74
6	4/2/23	Bicentennial Park	Residents Visitors	66	14	0	0	80
7	4/2/23	Village Green	Visitors	1	35	0	0	36
8	11/2/23	Archery	Visitors	13	28	1	0	42
9	16/2/23	Newington	Residents	41	11	5	0	57
10	18/2/23	SOP / IGA	Residents	36	5	1	0	42
11	18/2/23	Wentworth Point	Residents	42	6	1	0	49
12	23/2/23	Town Centre	Employees Students	2	0	111	4	117
		<b>TOTALS</b>		352	278	170	8	<b>808</b>

### 3.1.1 NSW Government and Local Government engagement

The Study Requirements issued by the Department of Planning and Environment in December 2022 included a list of specific parties that should be consulted to inform the preparation of Master Plan 2050 and the supporting technical studies.

The following table provides an overview of the consultation undertaken by Sydney Olympic Park Authority with NSW Government Agencies and Local Government stakeholders. Feedback received during the engagement with government stakeholders was considered by the project team and incorporated into the exhibited Master Plan 2050 and associated technical study reports.

Agency	Engagement
Government Architect NSW	The Government Architect chaired the Design Review Panel for Master Plan 2050, which met eight times between September 2022 and April 2023. The purpose of the DRP was to provide credible and independent expert advice during the development of the master plan to ensure the key drivers of the master plan; Country, connectivity, future neighbourhood character, and strategic planning, were met. The DRP considered presentations by SJB in their capacity as the lead design team; Turf in their capacity as the landscape architect for Master Plan 2050; and Yerrabingin in their capacity as the Aboriginal cultural heritage consultant for Master Plan 2050. Feedback was provided directly to the project team and technical consultants. Further details are available in the Design Review Report (Annexure U) .
Greater Cities Commission	Meetings on 2 December 2022 and 20 March 2023, with conversations focused on the alignment between the key moves in the Strategic Place Framework related to affordable housing and carbon positive with current government policy. The opportunity to activate Sydney Olympic Park properly with the new Metro station and that SOP needs to compliment Parramatta as the key centres in the Central River City, making sure that they don't cannibalise each other. The conversations also focussed on the provision of jobs at Sydney Olympic Park and the need for open space for the OP suburbs, including Rhodes, and servicing those communities is extremely important.
Transport for NSW	Meetings on 28 March 2023 and 31 March 2023 with various representatives across the Transport for NSW cluster, coordinated by the Planning & Programs team. Conversations focused on big moves identified in the Strategic Place Framework and the draft 2050 Transport strategy. Transport for NSW also provided written feedback on the draft Transport Strategy to support Master Plan 2050 on 28 July 2023 which addressed future public transport networks and projects such as Parramatta Light rail and rapid bus routes, future traffic operations, future public parking supply, future freight network and future event transport operations and travel demand management.
Sydney Metro	Meeting with the Sydney Metro team on 3 February 2023, in addition to regular Sydney Metro West Monthly Coordination meetings with the project team.
Parramatta Light Rail	Regular planning meetings throughout 2023 and 2024 to ensure alignment of PLR2 and Master Plan 2050 objectives and outcomes.
DPHI's Planning and Land Use Strategy Team	Weekly and fortnightly meetings with the Planning and Land Use Strategy team to discuss ongoing progress of the master plan development.
DPHI's Open spaces team	Meeting on 10 March 2023 with conversations focussed on recreation needs for the Olympic Peninsula communities, improved connectivity, active transport enhancements, unlocking green spaces for increased

	community use, providing community access to school facilities and considering where the locals go for open space when the bigger events go breathe out into the public domain (e.g. Easter Show).
Transport for NSW Cities and Active Transport	Meeting on 10 March 2023 with the team focussed on public spaces, with conversations focussed on the alignment of the Strategic Place Framework with the Public Spaces Charter, the need to plan for activation early, opportunities to increase activation of public spaces that the plan should consider a greater focus on women's safety.
Schools Infrastructure NSW (SINSW) and Department of Education	Meetings on 18 April 2023 and 4 May 2023, which focussed on the provision of new primary and secondary schools to meet the future population projections and opportunities to consider alternative delivery models for new schools
Office of Sport	Meeting on 10 March 2023, with conversation identifying opportunities for more flexible management of facilities and alternative use of redundant spaces, provision of playing fields for community sports given that surrounding local councils are over capacity, access to school facilities for active recreation, the need for different delivery models for community facilities, including developer delivered, and the innovative conversion of car park assets for sport and recreation outcomes. The conversation also identified the need to take a business approach for active recreation to make money for the things that don't and that new community sports facilities should be designed to play a role for emergency management and as crisis centres (e.g. floods).
Environment Protection Agency	Meeting on 21 March 2023 to discuss the remediated lands in Sydney Olympic Park and current challenges and risks that would need to be overcome to unlock development on these landfill sites.
Office of Environment and Heritage, Heritage NSW and National Parks and Wildlife	Attended a workshop at Newington Armory on 29 March 2023 focussed on re-awakening Newington Armory whilst preserving and celebrating the significant naval heritage and ecological values of the precinct.
City of Parramatta Council	<p>Meetings with the City of Parramatta Lord Mayor on 30 November 2022 and Council's Chief Executive Officer on 2 December 2022 to discuss the Strategic Place Framework and the key moves that were being explored for the new Master Plan. Both the Lord Mayor and CEO were supportive of the increased focus on the neighbouring communities on the Olympic peninsula and the opportunities for increased community infrastructure and open space.</p> <p>SOPA's project team joined with City of Parramatta Council staff from the City Strategy and Strategic Planning teams on 15 March 2023 for a combined Master Plan 2050 and Parramatta City Strategy Workshop. Future plans for Sydney Olympic Park and the City of Parramatta local government area were presented and discussed. It was noted that there was significant alignment in the future strategies. City of Parramatta staff also attended the "Re-awakening the Armory" workshop on 29 March 2023 to share ideas for the future of the heritage precinct and opportunities for increased cultural and economic development. On 12 April 2024, SOPA met with Council staff to discuss the CoP Draft Parramatta City Centre Local Infrastructure Contribution Plan and the proposed Sydney Olympic Park Infrastructure Contributions Framework.</p> <p>SOPA continues to meet and collaborate with Council staff on a regular basis across various projects and initiatives.</p>

## 3.2 What we heard – Key Themes

Throughout the engagement for the Strategic Place Framework, there was substantial recognition by the community and stakeholders that future plans for Sydney Olympic Park are looking outward and beyond the suburb boundary, considering the surrounding neighbourhoods and its regional context as much as looking inward at development within the suburb.

The community and stakeholders were mostly positive toward the changes being proposed in the Strategic Place Framework and were keen to see these incorporated into the Master Plan, as the blueprint for Sydney Olympic Park's future development.

A number of key themes emerged during the engagement and have helped to shape Master Plan 2050:

- Connecting to Wangal Country
- Housing
- Community Facilities
- Activation
- Parklands
- Sport and recreation
- Transport
- Parking
- General

### Connecting to Wangal Country

There was a strong emphasis on cultural connections and physical connectivity to link different parts of Sydney Olympic Park and Wangal Country, as well as reconnecting people to the river and local waterways. Healing the river should be at the forefront of any design thinking, as well as the use of regenerative systems and elements that will give back to Country.

There was an emphasis on creating a stronger connection to nature for community and visitors, with scattered community gardens including edible and medicinal plant species for people to use and learn from and to contribute to a sense of community throughout the suburb. There was a desire to green the city centre by improving green corridors and proposing more trees and garden beds on the ground plane.

Provisions to create a welcoming space for the whole community should be explored in the Master Plan, with local stories and narratives incorporated into designs and the use of Indigenous language in naming and wayfinding. The community encouraged the expansions of the First Nations community-led space in Newington Armory as well as expanded outdoor education spaces for continued learning and connection with Wangal Country.

### Housing

There was strong support for the affordable and diverse housing targets outlined in the Strategic Place Framework. There was acknowledgment that Sydney Olympic Park is unique with its public ownership and the flexibility to be able to structure the land agreements to be able to deliver significant change. This public land provides a real opportunity to deliver a variety of housing solutions in the future, supported by access to new transport links, community facilities, jobs and to neighbouring established communities. There were conversations about the current housing crisis and the need for modern housing options for seniors, students, and refugees, particularly considering the predictions for populations in the Parramatta Local Government Area into the future.

The community recognised the need for more people to live in the suburb to bring everyday vibrancy but were not supportive of 'super' high-rise. Both the community and stakeholders expressed some concern about the delivery of community infrastructure for increased development to support growing communities and recommended that facilities are provided before or at the same time as new housing.

Stakeholders signalled the need to make sure that the affordable housing target is a genuine target that stays in perpetuity, regardless of developer needs, and highlighted the responsibility for providing housing and associated community facilities should be shared across different levels of government and with the private sector. Stakeholders expressed their interest in the 'build to rent' model and how land would be converted to residential to support future aspirations for the suburb. Sydney Olympic Park's unique position also provides an unequalled opportunity for innovation in how to finance diverse housing tenures.

## Community infrastructure and services

There was a sense that Sydney Olympic Park has a lot to offer local communities, however that community facilities need to be enhanced and more accessible. A community the size of the Olympic Peninsula (Sydney Olympic Park, Newington, Wentworth Point, Carter Street and Rhodes) needs the full range of recreation facilities, for all ages and abilities.

Residents who lived in Sydney Olympic Park were overwhelmingly positive about Sydney Olympic Park and happy to be living here, with a sense of community and connectedness.

The community were supportive of the Strategic Place Framework, particularly the 'key moves' that activated the town centre spaces, better utilised green spaces, provided for improved and increased food options and were family friendly. There was a strong desire for better every-day retail services for the neighbourhood and for community facilities to support the growing community, with acknowledgment that new spaces will be provided in the Master Plan for schools and sports fields in locations close to where people live.

There were some concerns expressed about access to open space, community facilities and schools for the communities where there is currently an open space deficit, such as Wentworth Point and Carter Street, and the community was encouraged to see Sydney Olympic Park providing solutions. It was also noted that the suburbs on the Olympic Peninsula currently do not have the traditional services that you would find in an established community, such as places of worship, scout groups, shelters, early childhood, and women's health centres and so on, and that these needs should be address in future plans.

Stakeholders discussed the need for increased community facilities that are flexible, multi-purpose and multi-functional, such as school facilities providing for active recreation or places of worship outside of school hours. Equity across different groups (such as culture and age) is important, opportunities to provide passive surveillance should also be explored and commercial approaches for active recreation facilities is encouraged to make money for the activities that don't.

There was caution regarding using open space for exclusive/private uses that limit public access, including for schools and sports clubs. Future plans need to be mindful of the future population of over 100,000 people across the Olympic Peninsula and the need for free and equitable access to open space. Community facilities should be planned as an integrated network across the Olympic Peninsula and consideration should be given to the inter-connecting paths, spaces and programs that bring them together.

Future plans will also need to consider how the community access open space and local services during major events that expand into the public domain, such as the Sydney Royal Easter Show, so that the community can continue meeting their everyday needs with regards to open space.

## Activation

Sydney Olympic Park was recognised as having a high-quality public domain. There is a feeling that there was a 'broad brush' approach taken on a massive scale to deliver the Sydney 2000 Olympic Games, which was right and needed at the time for a mega-event but now requires spaces to be broken down to a human scale to encourage more intimate experiences, discovery and lingering every day and on event days.

Local neighbourhoods and parks should have places and spaces that community from multicultural backgrounds and age groups can activate themselves during the day and night and be used by community, schools, and other user groups.

There is a strong desire by the community for there to be more things to do and see after normal working hours and outside of event times, with more destinational attractions that draw people to visit here for vibrancy. The community shared that they want activities that are more 'edgy,' less 'vanilla' and encouraged risk-taking. There was a sense that the town centre needs to be revamped so that it is more 'alive.' Lighting should also be considered to transition and support the uses of the specific areas and can be programmed for different times/occasions, where technology could bring flexibility in how lighting is managed.

The community want to see more retail and shopping, with businesses open for extended hours (the place currently feels 'dead' after standard office hours and outside of events). They would like to see a greater range and mix of retail, particularly more bars, restaurants, live music, dance classes, hairdressers, and supermarkets. There was support for the high street concept in Move 2 with a desire for more diversity and higher quality food experience around the train station and for more places to eat across Sydney Olympic

Park, including in the parklands and along the River Walk. Younger people wanted things to do and were excited about the opening of the Wave Park.

Stakeholders talked about the need to look at the natural customer 'pathways' that people use to get services (e.g. Service NSW, Post office, supermarket) and to access public transport and make sure the retail is designed to serve the community's needs. There was recognition that that stakeholders needed to work together to improve connections and access to services and transport hubs to help people get to where they need.

Stakeholders talked about the need to plan for activation early, so that enabling infrastructure is more localised and can be designed and installed properly. Place governance needs to be considered up-front. Hostile Vehicle Mitigation (HVM) is a reality of a precinct like Sydney Olympic Park, but should be attractive and appealing, as well as functional. There is a great opportunity to look at alternative use of redundant spaces, such as climbing walls on sides of car parks or re-purposing multi-story car park roof tops with playing courts to add life, energy and colour. There was acknowledgment of the alignment between the Strategic Place Framework and the principles in Public Spaces Charter. There should also be a strong focus on safety in public spaces, particularly for women and people who are more vulnerable.

## Parklands

There was strong recurring 'parklands' theme from the community who appreciated, valued, and regularly used the green spaces at Sydney Olympic Park. People were praising the parklands facilities, such as the new dog off leash area, which provided opportunities for them to socialise with their neighbours and appreciated how well the parklands are looked after and maintained. There were comments related to the quality of design, the focus on safe and age-appropriate facilities, diversity of activities available and getting a good balance between all uses. The community "love" looking over the green space from their apartments and having the parklands as their backyard. There were repeated suggestions for more shade and water refill stations. The community were supportive of greater activations of the Armory, particularly after dark with ideas like movie nights and concerts or by introducing camping opportunities and were interested in the supporting facilities that would be needed for a full experience (amenities, F&B). Most people expressed a strong desire for the green spaces to be maintained and preserved in future plans.

Stakeholder conversations touched on the waterways, with support for the restoration of creeks to support people movement and places to ponder, as well as for wildlife needs. Proposed changes around Haslams Creek and Boundary Creek were supported, particularly to improve connectivity between neighbourhoods and suburbs on the Olympic Peninsula and across the M4 via the Pippita Trail to Lidcombe. There were suggestions for kayak and canoeing facilities (soft decks) in appropriate locations around Homebush Bay and the Parramatta River and the potential for water-based discovery trails. There was support for unlocking the existing green spaces for greater use and appreciation by the community and creating a mini green grid and blue grid.

There was some support for the proposed changes to Archery Park and P5 car park to unlock more open space for the community to use as it grows, although acknowledgment that this is a significant change and would require collaboration with a number of stakeholders.

There was recognition that this was the first time that the Master Plan incorporated the Parklands to ensure a holistic approach to strategic planning for Sydney Olympic Park. There was also a reminder from stakeholders that there should be no plans for increased development in the parklands into the future, particularly noting the open space needs for the neighbouring high-density communities.

## Sport and recreation

While Sydney Olympic Park already provides unparalleled opportunities for sport and recreation when compared to other suburbs, the community and stakeholders highlighted the need to prioritise the use of facilities to ensure the long-term needs of sport, from grassroots to elite levels, and the community are met. Numerous visitors engaged at the Aquatic Centre valued the facilities and many had travelled significant distances because it was considered 'the best.'

The community and stakeholders were happy that the Strategic Place Framework introduced new playing fields and outdoor recreation facilities around the Haslams Creek area, including Archery Park and P5, however noted that they were still insufficient to meet future demand by the forecasted local residential population.

Co-location of sporting, cultural and other community facilities is supported on the basis that the needs of sport are adequately understood and planned for.

There is a need to consider and protect existing NSW Government investment in sports infrastructure at Sydney Olympic Park. Stakeholders acknowledged that Sydney Olympic Park is in a unique position with infrastructure advantages when compared to surrounding suburbs, such as having easy and convenient access to first-class sports facilities within proximity to where people live. It was also noted that other high-density communities in the inner west of Sydney travel to community sports fields using active transport and public transport, so access should not be restricted to private vehicle alone. There was a view that sport is embedded into Australian culture and the value of sport to communities should be considered in future strategic plans.

Stakeholders identified an opportunity to expand the existing and new Sydney Olympic Park sports venues to establish training and administration centres of excellence for state, national and professional sporting organisations, while also accommodating the needs of local residential communities (for example, the cricket facility managed by Cricket NSW). Consideration should also be given to rooftop or other innovative sport facility types within Sydney Olympic Park.

## Transport

There is a strong feeling that access and transport connectivity at Sydney Olympic Park is challenging unless you are coming for a major event. Local residents expressed that public transport was currently difficult and resulted in more people driving.

Services are currently considered poor and disconnected, with locals needing to change multiple times which adds to their journey time. Residents expressed frustration with the train going via Lidcombe, rather than directly to Strathfield and the city (like on event days). Local teenagers raised their concern about poor and infrequent public transport, especially after dark, and shared that this limits their options for where they could go and what they could do at night.

There were a few requests from local community and visitors for the ferry to stop at the Armory Wharf/Blaxland Riverside Park and several questions regarding bus services to connect with different parkland areas, such as Bicentennial Park and Blaxland Riverside Park.

Local residents were supportive of the move to be 'car-lite' options and encouraged the future transport improvements either in progress or being planned, including better public transport through metro and light rail, active transport links, bike parking, car share schemes, etc.

Residents would also like to see better links and more regular services between Newington, Carter Street and Wentworth Point and the new metro station, rather than needing to walk long distances. Careful and sensitive design will be needed to maintain comfort, amenity and safety for pedestrians and cyclists, including access to bus stops along these future main traffic corridors. Any future changes also need to be very careful that they don't end up disadvantaging people with accessible needs.

The community talked of the opportunity to 'push' cycling and active transport options harder and supported proposed improvements the active transport links across the Olympic Peninsula. A resident expressed they would like a separated cycleway from Wentworth Point ferry to Newington suburb. There is an increasing desire to cycle and connect with public transport for work and leisure.

The community talked about the increased traffic on the local road network during event periods and as a result of DFO at the Homebush Bay Drive roundabout, which impacts local residents trying to access the Olympic Peninsula suburbs. The traffic congestion in both Newington and Wentworth Point, including the difficulty to exit the suburbs in a car via Hill Road or Bennelong Parkway, was raised many times.

Stakeholders were interested in the future of the heavy rail station and expressed the need for this to continue providing public transport options for the community into the future, together with the metro and light rail. Future plans should consider other communities with open space deficits, such as in Canada Bay and Cumberland local government area, and plan for public and active transport links to allow these communities to use the parklands and facilities at Sydney Olympic Park.

There should be ongoing monitoring and review of travel demand measures, including periodic reporting of travel patterns and mode share trends to ensure the mode targets are being achieved.

## Parking

Parking was raised consistently by local residents, workers, businesses, visitors, and stakeholders as an area for improvement. The cost and availability of parking for visitors, customers and residents with multiple cars were key issues shared, along with feedback regarding the limited public transport options.

The community were supportive of changes to make certain areas at Sydney Olympic Park 'car-lite,' however were keen to see public transport improvements sooner to enable this to happen.

Stakeholders supported the plans to maintain a 'maximum rate' for parking provisions on new development sites and were resolute that this should happen as soon as possible to prepare for the arrival of metro services. It was suggested that maximum parking rates should mirror those that currently exist in the Parramatta city centre, noting that it is crucial to get the balance right at the start and encourage the right travel behaviours in new communities.

A level of parking would always be needed in the future to service event visitors at Sydney Olympic Park, as not everyone will or can catch public transport, however, moves to reduce the number of formal car parks across the suburb were encouraged to help address traffic congestion. The current integrated ticketing model for major events should continue into the future to achieve the high take-up of public transport by event patrons.

Car parks at train and metro stations and key bus stops across metropolitan Sydney are under-utilised at nights and on weekends. The use of these car parks as part of 'park and ride' journeys to events at Sydney Olympic Park using trains, metro or special event buses should be promoted as a means of increasing the public transport mode share for special events at Sydney Olympic Park for people living in suburbs where public transport is not currently a viable option. This could be a way to realistically achieve a reduction in car parking at Sydney Olympic Park.

The proposed removal of 'at grade' parking at P5 car park will have an impact on the Royal Easter Show operations and will need to be worked through in collaboration with the Royal Agricultural Society of NSW, particularly to retain the ability to move livestock in and out of the Showground during the event. There is also a need to provide parking close to the convention and exhibition facilities, particularly to cater for the significant number of conferences and exhibitions at the Showground.

Stakeholders supported the opportunities to replace 'at grade' car parks with multi-level parking that could be eventually re-purposed into markets and/or active recreation (multi-purpose courts). All of the facilities should be multi-use, flexible and be able to be re-purposed without re-building at any stage.

Stakeholders also identified the need for NSW Government and local councils to work together to address private car usage and parking rates at Sydney Olympic Park, including neighbouring local government areas.

## General

The community and stakeholders raised some general points that need to be considered in future planning:

- Many of the people spoken to were regular visitors of Sydney Olympic Park and they shared that they come back because Sydney Olympic Park is clean, safe, well cared for, central, a good place to catch up with family and friends, provided a variety of 'play' experiences.
- Sydney Olympic Park has always been a leader in accessibility, dating back to the Sydney 2000 Paralympic Games and embedded in previous master plans. This should continue into the future so that all people can enjoy Sydney Olympic Park.
- Sydney Olympic Park's industrial past needs to be considered and any development on sites that have been remediated will need to be carefully considered and planned.
- Consideration should be given to cultural and linguistically diverse communities that choose to live, work, study and visit Sydney Olympic Park and provisions made to ensure that they can participate in community life.
- Several community members requested improved signage and wayfinding across the Park.



## **4. Next Steps:**

**Master Plan 2050  
Public Exhibition**

## 4.1 Engagement Strategy

Sydney Olympic Park Authority plans to continue engaging with the community and stakeholders as Master Plan 2050 is finalised, through a public exhibition process. The engagement will stay consistent with our Engagement Approach (as outlined in section 1) and will seek to further understand the community's aspirations and perspectives on the future development planned for Sydney Olympic Park, as well as the opportunities and challenges as the Master Plan moves into a delivery phase. The engagement strategy will be finalised closer to the time of public exhibition, taking into consideration feedback from DPHI and other Government agencies and any emerging community trends or issues.

### Engagement Objectives

The engagement objectives for the Master Plan 2050 project public exhibition phase are:

1. Continue the positive engagement with stakeholders and community and momentum of support from the Vision and build on previous engagements and knowledge.
2. **Consult** stakeholders on the new Master Plan 2050 and associated technical studies, which is intended to bring the "Sydney's Beating Green Heart" Vision to life.
3. Capture the views of a diverse wide range of community and stakeholders including First Nations, youth, and culturally diverse communities.
4. Engage in an open, inclusive, easy, relevant, timely and meaningful way, in alignment with "An Engaged Community," Sydney Olympic Park Authority's engagement framework.

### Master Plan 2050 – Draft documents for public exhibition

- Master Plan 2050
- Sydney Olympic Park 2050 Vision and Strategy
- Urban Design Report
- Landscape and Public Domain Report
- Transport Strategy
- Social Infrastructure Assessment Report
- Economics Report
- Connecting with Country Framework
- Climate Adaptation and Resilience Plan
- Sustainability Report
- Noise Impact Assessment
- Wind Impact Assessment
- Water Sensitive Urban Design
- Planning Report
- Consultation Strategy
- Consultation Outcomes Report
- Utilities Impact Assessment
- Flood Impact Assessment
- Heritage Impact Study
- Heritage Interpretation Strategy
- Aboriginal Cultural Heritage Study
- Design Review Report
- Remediated Lands Technical Paper
- Explanation of Intended Effects
- Affordable Housing Policy
- Design Excellence Policy
- Urban Greening Policy
- Infrastructure Contributions Framework

## 4.2 Stakeholder and Community Groups

SOPA will be endeavouring to reach a wide audience to share and seek feedback on the draft Master Plan 2050 and associated technical reports. This includes, but is not limited to, the following:

- First Nations Elders and communities
- Local residents
- Local workers
- Local students
- Major landowners, leaseholders, and investors
- Businesses who operate in Sydney Olympic Park
- NSW Government
- Local Government
- Visitors – daily, parklands, events, sport
- Culturally and Linguistically Diverse communities
- Youth

## 4.3 Engagement Program

Activity	Stakeholder Groups	Purpose
#mySOP hub	All	<ul style="list-style-type: none"> <li>• Central online engagement portal for information and community participation</li> <li>• Use a variety of engagement methods/tools to check for understanding and gather feedback</li> </ul>
Minister briefings	Minister for Planning and Housing Minister for Transport Minister for Education Minister for Sport Minister for Events Minister for Environment	<ul style="list-style-type: none"> <li>• Briefing on the draft Master Plan 2050</li> </ul>
MP briefings	Federal Member for Reid State Member for Parramatta State Member for Auburn State Member for Strathfield	<ul style="list-style-type: none"> <li>• Briefing on the draft Master Plan 2050</li> </ul>
Letters	Major Leaseholders – town centre and parklands	<ul style="list-style-type: none"> <li>• Notification of Master Plan 2050 public exhibition</li> <li>• Details about how to get more information and how to provide feedback or a formal submission</li> </ul>
Letters	Residential owners	<ul style="list-style-type: none"> <li>• Notification of Master Plan 2050 public exhibition</li> <li>• Details about how to get more information and how to provide feedback or a formal submission</li> </ul>
Digital marketing strategy, including socials and SEM	Local resident, businesses, workers and students from Sydney Olympic Park and the Olympic Peninsula  Sydney Olympic Park visitors	<ul style="list-style-type: none"> <li>• Targeted social media posts, including paid social, to reach diverse audience groups</li> <li>• Search Engine Marketing with links to online content</li> <li>• Email newsletters through SOPA channels and partner channels with links to online content and engagement opportunities</li> </ul>

<b>Activity</b>	<b>Stakeholder Groups</b>	<b>Purpose</b>
Postcards	Olympic Peninsula residents	<ul style="list-style-type: none"> <li>• Notification of Master Plan 2050 public exhibition</li> <li>• Details about how to get more information and how to provide feedback or a formal submission</li> <li>• Multi-lingual</li> </ul>
Posters	Local community and regular users	<ul style="list-style-type: none"> <li>• Promote Master Plan 2050 – Have Your Say</li> <li>• QR codes to online engagement hub and virtual info sessions</li> <li>• Multi-lingual</li> </ul>
Community drop-ins	Local resident, businesses, workers and students from Sydney Olympic Park and the Olympic Peninsula	<ul style="list-style-type: none"> <li>• Community information about the draft Master Plan 2050</li> <li>• Opportunities to answer questions and receive informal feedback</li> </ul>
City of Parramatta Council briefing	City of Parramatta	<ul style="list-style-type: none"> <li>• Present the draft Master Plan 2050</li> <li>• Opportunities to answer questions, receive informal feedback, and understand what may be included in formal submissions</li> <li>• Advocate for support of the draft Master Plan 2050</li> </ul>
Combined Local Council briefing	City of Canada Bay Cumberland Strathfield	<ul style="list-style-type: none"> <li>• Present the draft Master Plan 2050</li> <li>• Opportunities to answer questions, receive informal feedback, and understand what may be included in formal submissions</li> <li>• Advocate for support of the draft Master Plan 2050</li> </ul>
Online Briefing sessions	Major tenants – town centre and parklands  Advocacy groups (SOPBA, BWS, WSLD, WSBC, PCC and GBCA)	<ul style="list-style-type: none"> <li>• Present the draft Master Plan 2050</li> <li>• Opportunities to answer questions, receive informal feedback, and understand what may be included in formal submissions</li> <li>• Advocate for support of the draft Master Plan 2050</li> </ul>
'Walk on Country' community outreach	First Nations community	<ul style="list-style-type: none"> <li>• Collaborate with First Nations community partners to facilitate a walk on Country and yarn about Sydney Olympic Park's future</li> </ul>
Briefing session for NSW Government stakeholders	DPHI Education/School Infrastructure Health Transport for NSW Metro PLR Office of Sport DNSW Sydney Water NPWS OEH Office of Sport	<ul style="list-style-type: none"> <li>• Present the draft Master Plan 2050</li> <li>• Opportunities to answer questions, receive informal feedback, and understand what may be included in formal submissions</li> <li>• Advocate for support of the draft Master Plan 2050</li> </ul>
Pop up info sessions targeting visitor audiences –	Local resident, businesses, workers and students from	<ul style="list-style-type: none"> <li>• Community information about the draft Master Plan 2050</li> </ul>

Activity	Stakeholder Groups	Purpose
parklands, Aquatic Centre, Stadium events, Easter Show, and/or public domain events	Sydney Olympic Park and the Olympic Peninsula	<ul style="list-style-type: none"> <li>• Opportunities to answer questions and receive informal feedback</li> <li>• Direct people to the engagement hub for further information</li> <li>• Potential 'interactive mapping' activity to collect feedback</li> </ul>
"Future Sydney Olympic Park neighbourhoods" walking tour	Local resident, businesses, workers and students from Sydney Olympic Park and the Olympic Peninsula	<ul style="list-style-type: none"> <li>• Walk through the new neighbourhood spaces with the project team to get a deeper understanding of the changes proposed in Master Plan 2050</li> <li>• Use these tours to gain additional feedback</li> </ul>
Formal submissions (+ Response to Submissions)	ALL	<ul style="list-style-type: none"> <li>• Community and stakeholder have the opportunity to provide formal feedback to SOPA that will require a response from the project team</li> </ul>
Community Engagement Report	ALL	<ul style="list-style-type: none"> <li>• A consolidation of feedback received during the public exhibition period that is prepared to accompany the final and approved Master Plan 2050.</li> </ul>

5 Olympic Boulevard Sydney  
Olympic Park NSW 2127

[sydneyolympicpark.com.au](http://sydneyolympicpark.com.au)  
[@sydolympicpark](https://www.instagram.com/sydolympicpark)

© Sydney Olympic Park Authority

SydneyOlympicPark 