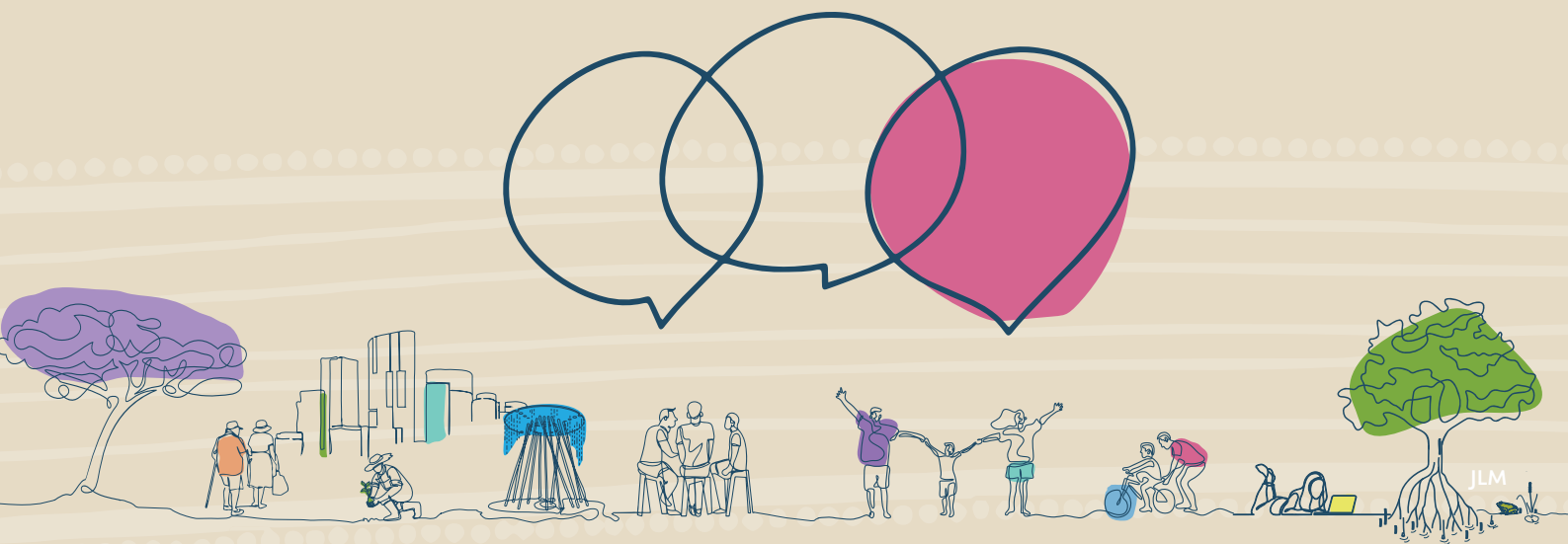


# Sydney Olympic Park 2050

## Place Vision and Strategy Engagement Report

Version 2

27 June 2022



**A shared legacy | A shared vision**  
on Wangal Country



# Table of Contents

<b>1. Acknowledgement of Country .....</b>	<b>5</b>
<b>2. Foreword .....</b>	<b>6</b>
<b>3. Executive summary.....</b>	<b>7</b>
<b>4. Introduction.....</b>	<b>11</b>
4.1 Background .....	11
4.2 Purpose of engagement.....	11
4.3 Engagement activities overview .....	12
<b>5. Community focus groups.....</b>	<b>15</b>
5.1 About the community focus groups .....	15
5.2 Visitor Focus Group (surrounding areas) .....	16
5.3 Visitor Focus Group (Greater Sydney) .....	20
5.4 Community Focus Group .....	24
5.5 Youth Focus Group .....	27
5.6 Culturally and Linguistically Diverse Focus Group .....	29
<b>6. First Nations stakeholder focus group.....</b>	<b>33</b>
6.1 About the First Nations stakeholder focus group .....	33
6.2 What we heard .....	33
<b>7. Stakeholder interviews .....</b>	<b>37</b>
7.1 About the stakeholder interviews.....	37
7.2 What we heard .....	38
<b>8. Round table sessions .....</b>	<b>41</b>
8.1 About the round table sessions .....	41
8.2 General stakeholder round table sessions .....	42
8.3 NSW Government round table session .....	46
<b>9. Community survey.....</b>	<b>52</b>
9.1 About the community survey.....	52
9.2 Respondent profile .....	52
9.3 What we heard .....	54
<b>10. Stakeholder survey .....</b>	<b>60</b>
10.1 About the stakeholder survey.....	60
10.2 Respondent profile .....	60
10.3 What we heard .....	61

<b>11. Staff engagement .....</b>	<b>69</b>
11.1 About the staff engagement .....	69
11.2 Online survey .....	69
11.3 Staff workshops .....	76
<b>12. Internal stakeholder engagement.....</b>	<b>79</b>
12.1 About the internal stakeholder meetings.....	79
12.2 Project Control Group.....	79
12.3 NSW DPIE Reference Group .....	79
12.4 Placemaking NSW Advisory Committee (Sydney Olympic Park Authority Board) .....	80
12.5 Parklands Advisory Committee .....	82
<b>13. Engagement webpage .....</b>	<b>84</b>
13.1 About the engagement webpage .....	84
13.2 Mapping tool: What does Sydney Olympic Park mean to you? .....	84
13.3 Love letter to Sydney Olympic Park in 2050 .....	85
<b>14. Visioning workshop .....</b>	<b>86</b>
14.1 About the visioning workshop .....	86
14.2 Mural .....	89
14.3 Vision statements .....	90
14.4 Future direction: World-leading precinct in climate action and resource stewardship .....	91
14.5 Future direction: A laboratory for innovation in green urban living .....	91
14.6 Future direction: Greater Sydney's emergency response hub .....	91
14.7 Future direction: The home of future urban sports .....	92
14.8 Future direction: A dedicated 24/7 entertainment precinct.....	92
14.9 Future direction: A place for urban adventure and play.....	93
14.10 Future direction: A distinctively sustainable, digital, commercial and business destination	93
14.11 Future direction: A car-lite neighbourhood that prioritises active transport and pedestrians	94
14.12 Future direction: Diverse housing options for social sustainability .....	94
14.13 Future direction: A destination for cultural production .....	95
14.14 Future direction: Bringing the country into the city all year round .....	95
14.15 Future direction: Ecological refuge .....	96
14.16 Testing emerging place pillars and future directions .....	96
<b>15. Webinar.....</b>	<b>98</b>
15.1 About the webinar.....	98
<b>16. Conclusion .....</b>	<b>99</b>
<b>17. Appendix .....</b>	<b>100</b>
Appendix A: First Nations stakeholder focus group attendees .....	100
Appendix B: Stakeholder interviewees .....	101

Appendix C: Round table session attendees.....	102
Appendix D: Stakeholder survey details .....	104
Appendix E: Staff survey details .....	105
Appendix F: Visioning workshop attendees.....	108
Appendix G: Discovery area poll results.....	110
Appendix H: Summary of future directions .....	111
Appendix I: Completed vision statements.....	120
Appendix J: Detailed feedback on future directions .....	125
Appendix K: Webinar questions and answer .....	149

# 1. Acknowledgement of Country

Warami, Wella-ma-bami - Hello, it's good to see you, wherever you're from.

I would like to acknowledge the Wangal people whose lands Sydney Olympic Park is now built upon.

I would also like to acknowledge Wangal Elder, Aunty Kerrie Kenton whom I have known for years and thrilled to have introduced to the Cred team and Sydney Olympic Park Authority.

As we reflect...

The lands and waterways of the Wangal extended along the southern side of the Burramattagal waters, the Parramatta River from Gadigal country, Darling Harbour to Baramada today known as Parramatta.

The river continues to have a deep relationship with the Cadigal, Wangal, Toongagal, Wallumdegal, Wategora and the Burramattagal people. All enjoyed the river as an important source of cultural activities, food gathering, spiritual practice and trade over thousands of years. The salt marshes were shelter for the waterbirds. At high tide crabs would be caught and fish easily speared. Ducks inhabited the creeks that fed into the river.

According to the Lore of the Iyura, the people of this place, it is said Biiami was responsible for shaping the land. He created the rivers, creeks, mountains, the bush and forests. Biiami raised up his arms and sang everything into being. He looked about the land he had created and called it Bembul-ra. Then he created Iyura setting humans in his place of creation. Lores were put in place so people lived the right way for the continuation of life. Ceremonies and practices, song, dance and rules of behaviour brought balance and protected a way of life.

Gawi Mana. *Come gather* so we can reimagine Sydney Olympic Park for the future.

**Susan Moylan-Coombs, The Gaimaragal Group**

## 2. Foreword

Post 1788, we, as the “Original” people of this place, the Great Southern land “Terra Australis Incognita”, have experienced a history of non-consent to many events since Europeans came to this continent.

We are the First Peoples, we are First in Time and we are the oldest living cultures on the planet. We have always been here and in more recent times, we are now being seen and heard.

Sydney Olympic Park, as the name suggests, is an internationally-recognised precinct, but for some, there is a very different connection to place and Country. It is Wangal land, and Wangal people continue to have a deep affection and belonging through bloodline to the place, through ancestral and spiritual ties to Wangal.

The rights of First Peoples have finally been recognised and enshrined in the United Nations Declaration of the Rights of Indigenous People, 2007. Our relationship to Country, our wisdoms of Country and belonging to Country is now being widely appreciated and sought after. There was and still is a need for change, for collaboration and for co-design. Slowly our voices are being heard like a wave of fresh air, and we are finally able to start to breathe a little easier. Now we have allies.

Captured in these pages are a diversity of voices from all walks of life who spoke about people’s connection and affection for Sydney Olympic Park and where people want to see ourselves with regards to Sydney Olympic Park towards 2050. From all perspectives, place has a sense of meaning for each of us and everyone sees it through their own lens.

From a Wangal perspective, it is about capturing the spiritual and emotional significance of the land to Wangal people, and more widely, for First Nations Peoples.

We need to foster a greater understanding amongst non-Indigenous Australians of the significance of Wangal country and the way in which we connect to it.

Such an understanding is essential if we are to develop better relationships between Indigenous and non-Indigenous people, not just for today or tomorrow, but for future generations to come.

**Susan Moylan-Coombs, The Gaimaragal Group**

### 3. Executive summary

Sydney Olympic Park Authority is preparing a shared Place Vision and Strategy for Sydney Olympic Park to 2050. This will create a vision for Sydney Olympic Park as a great location to connect, live, work, discover, play and protect.

Community and stakeholder consultation was undertaken between September and November 2021 to inform the development of the Sydney Olympic Park Place Vision and Strategy. Consultation aimed to build on previous engagement, capture the views of a diverse range of community and stakeholders, explore ideas and co-create a shared vision for the suburb to 2050.

The engagement program consisted of the following activities:



**Five online focus groups with 45 community members**



**An online focus group with six First Nations stakeholders**



**21 stakeholder interviews**



**Three online round table sessions with 64 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), DPIE Reference Group, Project Control Group and Parklands Advisory Committee**



**A dedicated project webpage on #mySOP Engage**



**A visioning workshop with 62 stakeholders**



**An online webinar attended by 89 community members and stakeholders**

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 parkland and the town centre is disconnected and not easy to walk, exacerbated by the limited wayfinding signage and low levels of activation throughout. Participants saw a need for improved connections to, from and within Sydney Olympic Park, including harnessing the Parramatta River and waterways as a way to do this. Sydney Metro West was highlighted as a future driver towards a 5-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 the primary 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 technology.

### 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 what is the right governance model 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 work together 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 is a way to achieve this and mitigate underutilisation by enabling facilities to be used 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 5 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 1000 words were compiled from the engagement activity throughout the engagement period, and a word cloud was created, showing the top words submitted. The top 5 words submitted to describe Sydney Olympic Park in 2050 were:

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



## 4. Introduction

This report provides a summary of the community and stakeholder engagement undertaken by Cred Consulting on behalf of Sydney Olympic Park Authority, to inform the development of the Sydney Olympic Park Place Vision and Strategy to 2050.

### 4.1 Background

Sydney Olympic Park is on Wangal Land and is a suburb located in the City of Parramatta Local Government Area, at the heart of the Central River City. For 70,000 years, it has been an important ceremonial gathering space, bringing people together. Sydney Olympic Park is still a place to connect to country, to nature, to commerce and to connect with each other locally, regionally and globally.

Sydney Olympic Park Authority is preparing a shared Place Vision and Strategy for Sydney Olympic Park to 2050. This will leverage the opportunity presented by the future Sydney Metro West station at the site, the planned Light Rail route and other developments, and create a vision for Sydney Olympic Park as a great location to connect, live, work, discover, play and protect.

The Place Vision and Strategy will provide a roadmap to guide the development of Master Plan 2050 and other future developments. It will also inspire and drive other important outcomes for Sydney Olympic Park today, tomorrow, and well beyond 2050. The place vision and strategy will focus on ensuring positive social impact, sustainable economic development and protection of the natural environment.

SGS Economics and Planning have been appointed by Sydney Olympic Park Authority as the project lead, and Cred Consulting as community and stakeholder engagement lead to co-create the new Place Vision and Strategy 2050 with community and stakeholders.

This report provides a summary of the engagement outcomes of consultation with community and stakeholders to inform the development of the Sydney Olympic Park Place Vision and Strategy. Consultation was undertaken between September and November 2021.

### 4.2 Purpose of engagement

Consultation aimed to:

- Capture the views of a diverse range of community and stakeholders, including First Nations peoples and culturally diverse communities
- Learn from, and build on, previous engagement and knowledge
- Engage in an inclusive, easy, relevant, timely and meaningful way, in alignment with “An Engaged Community”, Sydney Olympic Park Authority’s engagement framework
- Understand the character and identity of the place, learning from stories from 70,000 years ago to now
- Co-create shared values, vision and principles for a strategic framework for the suburb to 2050.

- Collaborate on ideas and test future scenarios

### 4.3 Engagement activities overview

The engagement program design was influenced by the Covid-19 health restrictions during the consultation period and included:

- Five online community focus groups, targeting the following stakeholders:
  - Visitors from surrounding suburbs
  - Visitors from across Greater Sydney
  - Culturally and linguistically diverse residents
  - Young people (aged 15-18) who live in and around Sydney Olympic Park
  - Local residents
- An online First Nations stakeholder focus group
- 21 stakeholder interviews
- Three online round table sessions with targeted stakeholders
- One online round table session with NSW Government stakeholders
- An online community survey
- An online stakeholder survey
- Online consultation with the Placemaking NSW Advisory Committee (Sydney Olympic Park Authority Board), staff, DPIE Reference Group, Project Control Group and Parklands Advisory Committee
- An engagement webpage that contains project information, the online community survey, mapping tool and a love letter engagement activity
- Visioning workshop
- Webinar

This report provides a summary of findings from all engagement activities listed above. Findings in this report have been summarised by engagement activity.

#### Community focus groups

Five online focus groups, with a total of 45 community members, were held. These sessions were divided by stakeholders relationship to Sydney Olympic Park, which included:

- Local residents
- Culturally and linguistically diverse local residents
- Visitors to Sydney Olympic Park from surrounding suburbs
- Visitors to Sydney Olympic Park from across Greater Sydney
- Young local residents (15-18 years)

The focus groups were online conversations facilitated by Cred Consulting, and were guided by the following questions:

- What do you like about Sydney Olympic Park?
- What do you think are the priority issues to be addressed in the 2050 Vision and Strategy?
- What are your ideas to address current or future challenges at Sydney Olympic Park?
- What would you like to see in Sydney Olympic Park in 2050?
- Is there anything missing in Sydney Olympic Park that you really need?

### First Nations stakeholder focus group

One online focus group was held with a total of 6 First Nations stakeholders, including Wangal Traditional owner, Kerrie Kenton. This session was an online conversation, facilitated by First Nations woman, Susan Moylan-Coombs from the Gaimaragal Group, and was guided by the following questions:

- Do you visit Sydney Olympic Park? What would encourage you to visit more often?
- What would you like to see in Sydney Olympic Park in 2050?
- What do you see as Sydney Olympic Park's identity?
- What do you see as Wangal Country's identity?
- What is important to you when we talk about the vision towards 2050?
- Are there things missing in Sydney that you think Sydney Olympic Park could or already provides?
- How do you see yourself in Sydney Olympic Park? Do you feel included generally and in the Olympic legacy?
- What does a successful 2050 vision look like for you?

### Stakeholder interviews

21 interviews with identified key stakeholders were undertaken by SOPA and SGS. The purpose of the interviews was to understand stakeholders' expectations of the Place Vision and Strategy, opportunities they would like to test and their ideas to respond to priority issues. See **Appendix B** for a complete list of stakeholders who were interviewed.

### Round table sessions

Four online round table sessions with a total of 64 stakeholders were held. These sessions were facilitated by Cred Consulting. The purpose of the round table sessions was to understand key trends that might influence the vision, scenarios and opportunities that stakeholders would like the visioning process to explore and their ideas to respond to priority issues. See **Appendix C** for a complete list of stakeholders who attended round table sessions.

### Community survey

An online survey with the community was conducted to explore agreement with priority issues in Sydney Olympic Park and understand ideas for the future. The survey was available on Sydney Olympic Park Authority's online engagement platform, #mySOP Engage. Between the dates of 11 October and 5

November 2021, a total of 12 responses were received. The survey remains open to test current thinking in the community and will be used as a primary tool for the public exhibition phase of the project.

### Stakeholder survey

An online survey was conducted with key stakeholders to explore agreement with priority issues in Sydney Olympic Park, understand expectations for the Place Vision and Strategy and to hear ideas for the future. The stakeholder survey was open from 17 September to 24 November 2021 and a total of 29 responses were received.

### Staff engagement

An online team survey was conducted and three online workshops were held with Sydney Olympic Park Authority staff to explore key considerations and trends, non-negotiables and expectations for the strategy from a business unit perspective. A total of 17 responses were received for the team survey from various business units.

### Internal stakeholder engagement

Meetings were held with the Project Control Group, the NSW Department of Planning Industry and Environment Reference Group, the Placemaking NSW Advisory Committee (Sydney Olympic Park Authority Board) and the Parklands Advisory Committee. Meetings were designed to provide project updates and explore trends, future scenarios and expectations for a successful vision.

### Engagement webpage

A dedicated webpage was developed for the project on Sydney Olympic Park Authority's MySOP Engage platform, where participants could read information about the project, access frequently asked questions, complete the survey and participate in a mapping and love letter activity. During the period 11 October until 25 November 2021, the webpage received 886 views, 489 unique visitors and 40 contributions.

### Visioning workshop

A visioning workshop was held, with a total of 62 stakeholders in attendance. The purpose of the visioning workshop was to update stakeholders on the consultation to date and work together to ideate future scenarios and develop vision statements for Sydney Olympic Park.

### Webinar

A webinar was held on Wednesday 17 November to update stakeholders and the broader community on consultation and project progress to date. A total of 89 stakeholders and community members viewed the webinar.



## 5. Community focus groups

Five community focus groups were held to explore priority issues and ideas for the future of Sydney Olympic Park. This chapter provides an overview of the findings from the focus groups.

### 5.1 About the community focus groups

Five focus groups with community members were held.

- Visitor Focus Group (with visitors from surrounding areas): Thursday 30 September 2021 with 12 participants
- Visitor Focus Group (with visitors from across Greater Sydney): Tuesday 5 October 2021 with 10 participants
- Local community Focus Group: Thursday 7 October 2021 with 11 participants
- Youth Focus Group: Monday 11 October 2021 with 5 participants
- Culturally and Linguistically Diverse Focus Group: Tuesday 19 October 2021 with 7 participants.

Participants for the Visitor Focus Groups were recruited independently by Taverner Research, and participants for the Culturally and Linguistically Diverse Focus Group were recruited independently by the Community Migrant Resource Centre.

Participation in the Community Focus Group and Youth Focus Group was made available to the Sydney Olympic Park community, via an expression of interest form on the webpage. Sydney Olympic Park Authority posted Facebook advertisements promoting the sessions and encouraging community members to register their interest.

The purpose of the focus groups was to understand the character and identity of Sydney Olympic Park, explore priority issues and hear ideas for the future, to help inform the Place Vision and Strategy.

Cred Consulting facilitated the focus groups online via Zoom, using Mentimeter as an interactive, live polling tool throughout. The sessions commenced with a brief presentation describing the project and providing context, followed by a facilitated conversation that was guided by the following questions:

- What do you like about Sydney Olympic Park?
- What do you think are the priority issues to be addressed in the 2050 Vision and Strategy?
- What are your ideas to address current or future challenges at Sydney Olympic Park?
- What would you like to see in Sydney Olympic Park in 2050?
- Is there anything missing in Sydney Olympic Park that you really need?
- What words would you like to see describe Sydney Olympic Park in 2050?

Participants were provided the opportunity to share their thoughts and ideas throughout the 1.5 hour sessions.

## 5.2 Visitor Focus Group (surrounding areas)

### Participant profile:

A total of 12 participants attended the Visitor Focus Group (surrounding areas). All participants were regular visitors to Sydney Olympic Park and resided in surrounding local government areas.

#### *Gender*

Answer option	Count
Male	5
Female	6
Non-binary	1

#### *Age*

Answer option	Count
18-39	6
40-59	4
60+	2

#### *Local government area*

Answer option	Count
Canada Bay	2
Cumberland	3
Parramatta	3
Ryde	3
Strathfield	1

#### *Visitation frequency*

Answer option	Count
Weekly or more	8
Monthly or more	3
Every few months	1

### Why do you visit Sydney Olympic Park?

Participants were asked why they visit Sydney Olympic Park and what they do there. The majority of participants indicated that they visit Sydney Olympic Park for exercise and recreational purposes, including walking, cycling, swimming at the Aquatic Centre and visiting the parklands for picnics. Participants also stated that they visit the cafes and restaurants, attend events and use the sporting facilities.

Participants expressed that visiting Sydney Olympic Park feels like an escape from Sydney, due to its relaxing atmosphere, myriad activities, cultural events and open space. One participant noted that



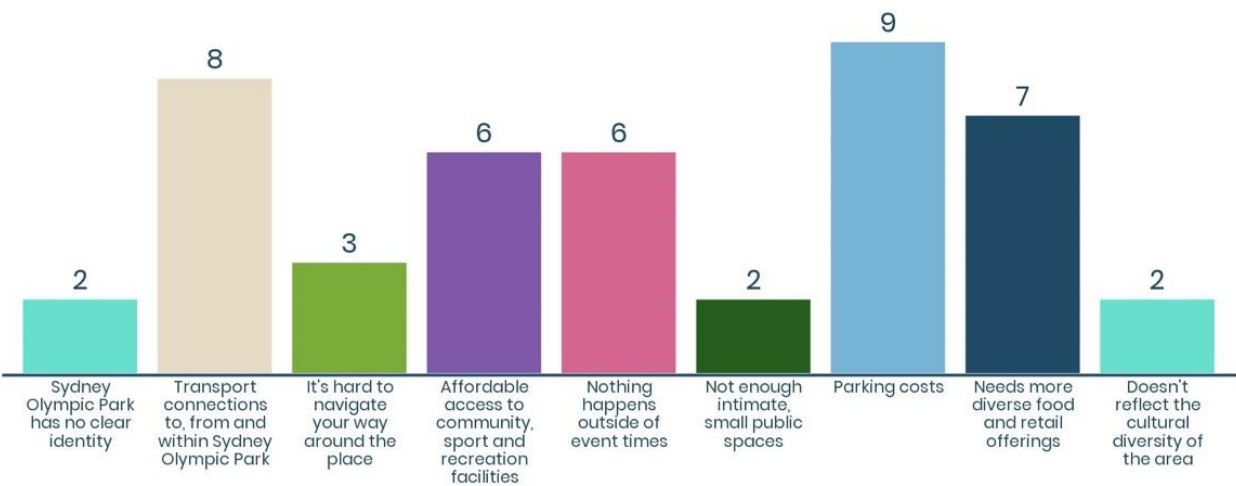
Sydney Olympic Park is one of the only suburbs in Sydney where the streets are pedestrian-friendly and not overcrowded.

“We can stay the whole day there, there are so many things to do. It almost feels like an escape from Sydney.”

“Sydney Olympic Park is one of the only suburbs in Sydney where the streets are useable by the population.”

What do you think are the priority issues to be addressed in the 2050 Place Vision and Strategy?

Participants were asked to vote on what they see as the priority issues to be addressed in the 2050 Place Vision and Strategy, from a list of challenges raised in previous consultation. Participants indicated that parking costs (9 votes), transport connections to, from and within Sydney Olympic Park (8 votes) and the need for more diverse food and retail offerings (7 votes) were their highest priority issues.



Participants stated that Sydney Olympic Park is difficult to access on public transport, and it can also be difficult to navigate around the suburb due to its size. Participants also noted that parking is expensive and there is a perception that there is not enough of it, which is a barrier to visitation.

Participants felt that there is a need for a wider diversity of food and retail offerings, noting that while there are a variety of eateries, they are not necessarily affordable. Participants also pointed out the need for supermarkets in the area. Parramatta and the Entertainment Quarter were raised as examples of an ideal food and retail precinct, as they are spread out and have a lively atmosphere. One participant also suggested more drive-through eateries, to combat the barriers to parking.

Participants indicated that nothing happens outside of event times, and the area lacks identity. Some participants also felt that the area does not feel safe at night-time, particularly after large events. Participants suggested ideas such as regular community events and night markets to help create an

“Sydney Olympic Park should be fun and easy to get around, it should have a vibe and it should have something on offer every weekend.”

“It's very expensive for a family of four to access any events in Sydney Olympic Park.”

identity and activate the area, again pointing to Parramatta as an example of an area that has been revitalised and is now a popular food and nightlife destination.

### Are there things missing in your local area that you think Sydney Olympic Park could provide or already provides?

Participants indicated that Sydney Olympic Park primarily provides open space, and sport and entertainment facilities. They noted that there are many scenic walks, picnic spots, public open spaces, world-class sport facilities and large events in Sydney Olympic Park that they cannot necessarily access in their local area.

Participants raised many suggestions for what Sydney Olympic Park could provide for them in the future. Ideas included:

- an ice-skating rink
- water park
- schools
- more affordable dining and entertainment options
- retail shops
- playgrounds and nightlife

Participants saw a need for night markets, outdoor sports courts and skate parks to better activate the suburb, noting that there is a significant amount of unused space in Sydney Olympic Park.

### What are your ideas to address current or future challenges at Sydney Olympic Park?

#### *Connection and activation*

Participants saw a need for improvements to public transport (both road and water options), affordable parking and traffic management in and around Sydney Olympic Park, in addition to more entry and exit points to increase efficiency for visitors leaving after events. Participants indicated that there is a lack of nightlife in the area, suggesting additional clubs and bars and increased security at night-time to ensure safety.

#### *Sustainability*

Participants indicated that sustainability is key, expressing the importance of sustainable development.

#### *Arts, culture and community*

Arts, culture and community were key themes raised by participants. Many participants stated that while they enjoy visiting Sydney Olympic Park, they do not see it as a place to live. One participant saw a need for a continuous events program to create civic awareness in the community. Participants expressed a desire for more promotion of the culture and history of the area, with one participant suggesting the use of technology such as QR codes to allow visitors to learn about the history of the suburb.

Participants felt that there is a need for more public events, such as artisan and creative markets, outdoor cinemas and events promoting local artists.

## Community access to sport and recreation facilities

Participants also noted that public space in Sydney Olympic Park should be available to the community, in addition to allowing community sports teams to utilise sporting facilities. Participants also suggested free outdoor gym equipment and tennis courts.

### By 2050, would you like to see less or more of the following elements?

Participants were asked to vote on whether they would like to see a lot less, less, the same, more or a lot more of a range of elements in Sydney Olympic Park. Participants indicated that they would like to see more arts, cultural and entertainment events, sustainability, retail and other services and local community and cultural spaces. Several participants noted that while all the elements listed were needed, sustainability is key.

Many participants stated that they would like to see more diverse housing types and shopping options, indicating that there are already many businesses in the precinct and that they would prefer the recreational culture of the precinct to remain.



### Is there anything missing in Sydney Olympic Park that you really need?

Echoing previous comments, participants indicated they would like to see improved transport connections and parking options, more supermarkets and retail offerings and nightlife, such as bars and clubs.

Participants saw a need for more social infrastructure given the forecasted population growth, including:

- a hireable community hall
- schools
- childcare services
- community gardens

One participant suggested a sports high school, noting that Sydney Olympic Park is the ideal location to train future athletes. Participants also noted that more garbage and recycling bins are required, particularly in Bicentennial Park.

In terms of recreational facilities, participants suggested sports courts, a wave pool, a skate park and a bowling alley. Participants also highlighted the need for safe, appealing places for teenagers to gather and spend time, noting that the public domain often caters for children and adults, but not teenagers.

**In the future, what words would you like to use to describe Sydney Olympic Park?**

The most popular words submitted included **affordable, family, sustainable, fun, exciting, diverse** and **accessible**.

Participants indicated that they would like to see Sydney Olympic Park become more vibrant and lively, with one participant suggesting that it evolve into a place like Darling Harbour, with high-quality restaurants, nightlife and activities.

One participant noted that the name of Sydney Olympic Park should change, given the suburb is taking a new direction.

**5.3 Visitor Focus Group (Greater Sydney)**

A total of 10 participants attended the second Visitor Focus Group. All participants were regular visitors to Sydney Olympic Park and resided in Greater Sydney.

*Gender*

Answer option	Count
Male	6
Female	4
Non-binary	0

*Age*

Answer option	Count
18-39	4
40-59	5
60+	1

*Visitation frequency*

Answer option	Count
Weekly or more	7
Monthly or more	3
Every few months	0

*Local government area*

Answer option	Count
Randwick	1
Blacktown	3

City of Sydney	1
Kogarah	1
North Sydney	1
Fairfield	1
The Hills Shire	1
Bayside	1
Canterbury-Bankstown	1
Ku-ring-gai	1

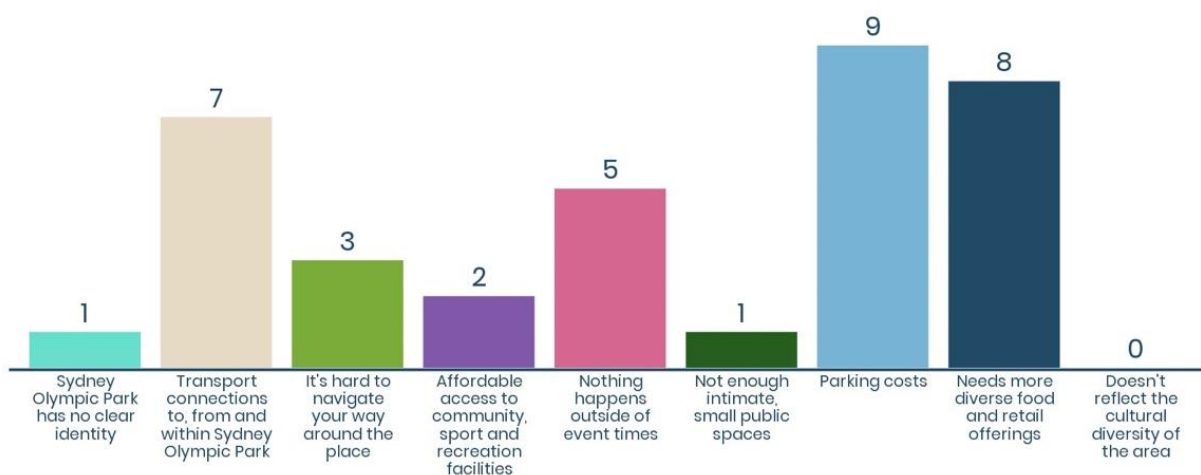
### Why do you visit Sydney Olympic Park?

Participants indicated that they visit Sydney Olympic Park primarily for recreational purposes, including visiting the parklands and mangroves for picnics and relaxation, exercising, attending entertainment events and using the sport and aquatic facilities. Some participants also indicated that they visit the suburb to dine, predominantly before or after an event.

Participants indicated that they value the open spaces and biodiversity in Sydney Olympic Park, noting that they can connect with nature, relax and picnic with family and friends. Participants also stated that they enjoy visiting Sydney Olympic Park for events and to meet friends from around Sydney.

### What do you think are the priority issues to be addressed in the 2050 Place Vision and Strategy?

Participants were asked to vote on what they see as the priority issues to be addressed in the Place Vision and Strategy, from a list of challenges raised in previous consultation. Participants indicated that parking costs (9 votes), the need for more diverse food and retail offerings (8 votes) and transport connections to, from and within Sydney Olympic Park (7 votes) were their highest priority issues.



Participants noted that while Sydney Olympic Park is well-connected geographically, public transport is limited and private vehicle access is expensive due to tolls and parking costs, alongside limited available parking spots. Participants saw a need for secure bike parking and dedicated rideshare pick-up and drop-off locations.

Participants stated that there are no activities of interest on outside of event times and dining options are limited in terms of diversity, quality and operating hours, which contributes to a feeling of emptiness in

the place. One participant also indicated concerns with the large scale and perceived low quality of developments in Sydney Olympic Park.

Participants expressed the need for more food and retail offerings that are grouped together so they are easier to access. Participants also indicated that there is a lack of nightlife in Sydney Olympic Park, and not enough intimate, small public spaces for people to gather and explore. One participant noted that there are not enough accommodation options in Sydney Olympic Park. Participants also expressed a desire for greater reflection of First Nations history and Olympic history in the suburb.

**“I’d like to remember Sydney Olympic Park for something fun, not that I had to pay for parking because I overstayed the free parking.”**

**“Sydney Olympic Park has no clear identity and not enough intimate small public spaces.”**

### Are there things missing in your local area that you think Sydney Olympic Park could provide or does already provide?

Participants indicated that Sydney Olympic Park provides sporting facilities, major events and large open spaces that they cannot necessarily find in their local area. Participants stated that they value the parklands and mangroves as a calming area, with flat walking and cycling paths.

Participants noted that Sydney Olympic Park could provide more diverse food options and nightlife, such as pubs, clubs and bars, and activities including mini golf, free outdoor movie events, roller skating and ice skating. They also saw an opportunity for Sydney Olympic Park to be a film studio hub, as an alternative to the CBD and Redfern areas, and bring new visitors and workers into the suburb. One participant suggested a greater focus on sharing the Olympic history with the community.

### What are your ideas to address current or future challenges at Sydney Olympic Park?

Participants shared several ideas to address current or future challenges at Sydney Olympic Park. They indicated that they would like to see high-quality cafes and restaurants throughout the suburb, alongside free parking and improved public transport connections.

Participants saw a need to better connect Sydney Olympic Park to the existing heavy rail network to reduce the need to change trains, and encourage car-free lifestyles and sustainable transport. Participants also suggested dedicated rideshare pick-up and drop-off zones around the suburb, and more charging stations for electric vehicles.

Participants suggested more green cover and more medium-density and low-density housing, as opposed to high-rise developments. Participants noted that residential developments need to be well-designed.

Participants saw value in encouraging industries, such as the film industry, to invest in the area. They also suggested engagement with the community to understand what is working in Sydney Olympic Park and what needs to be improved.

### By 2050, would you like to see less or more of the following elements?

Participants were asked to vote on whether they would like to see a lot less, less, the same, more or a lot more of a range of elements in Sydney Olympic Park. On average, participants indicated that they would like to see more arts, cultural and entertainment events, retail and other services, sustainability and natural spaces and parklands.



Participants indicated that natural spaces and sustainability are of most importance and should be preserved as a key quality of the suburb. One participant suggested implementing dedicated areas for natural species conservation, with no construction permitted. Participants also suggested providing outdoor sports courts and a skate park to provide options for young people to congregate.

Participants saw a need for more retail shopping options, services and infrastructure to support the community, however noted that Sydney Olympic Park should not become a shopping destination. Participants also saw an opportunity for a greater focus on arts and culture, through providing museums and exhibition spaces.

### Is there anything missing in Sydney Olympic Park that you really need?

Participants pointed out a range of services, infrastructure and activities they see as lacking in Sydney Olympic Park. Participants stated that they would like to see supermarkets, a wider variety of restaurants and cafes, a pharmacy, banks and ATMs, a health store and a medical centre.

Participants also indicated that they would like to see free parking areas, a free shuttle bus to take people around the suburb and end-of-trip cycling facilities. In terms of community and visitor services, participants suggested free guided ecological and First Nations history tours, community gardens, markets and events, and a library or quiet space to read and work. One participant suggested a road rules training area for children, similar to Sydney Park.

### In the future, what words would you like to use to describe Sydney Olympic Park?

Participants were asked to share which words they would like to use to describe Sydney Olympic Park in the future. The most popular words were **diverse, inclusive, fun, entertaining, accessible, refreshing** and **friendly**.



# 5.4 Community Focus Group

## Participant profile

A total of 11 participants attended the Community Focus Group. All participants were residents, workers or students of Sydney Olympic Park.

Nine participants were residents of Sydney Olympic Park and two participants indicated that they work in Sydney Olympic Park and reside nearby, in Homebush and Concord West.

## Why do you choose to live, work or study in Sydney Olympic Park?

Participants indicated that they value Sydney Olympic Park due to its ambience, peace and quiet, alongside the parklands and sense of community. Many participants also noted that the suburb is located centrally and close to their workplace, well-priced and in close proximity to sport and entertainment opportunities. Participants expressed satisfaction with the way the suburb is managed during times of major events, noting that there is always consideration towards residents.

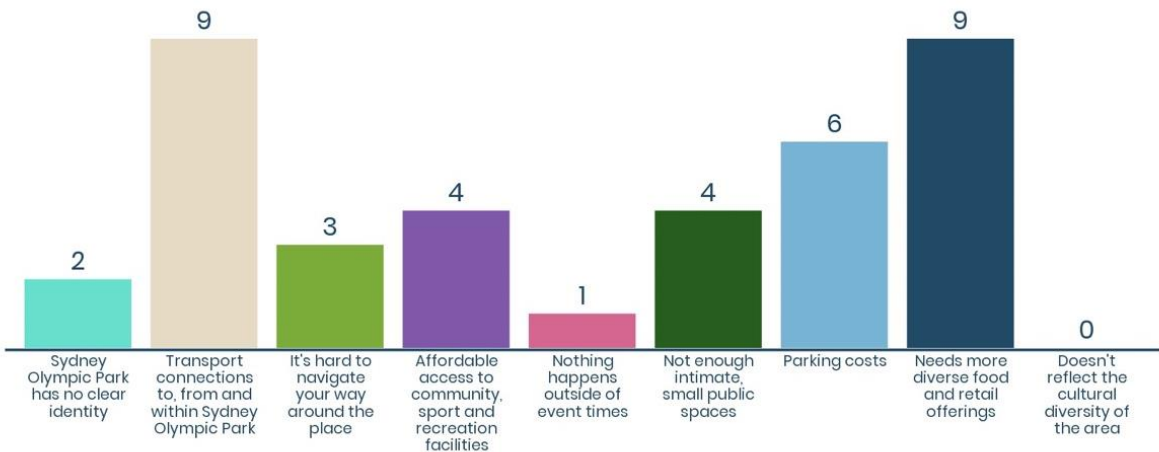
Many participants indicated that while they like being part of the Sydney Olympic Park community, the transport connections could be improved, stating that the timing and frequency of public transport is not always suitable.

“Sydney Olympic Park is quiet and relaxed but exciting when events are on.”

“I love it because it’s central, has a lot of parklands and close to sporting amenities and great events.”

## What do you think are the priority issues to be addressed in the 2050 vision and strategy?

Participants were asked to vote on what they see as the priority issues to be addressed in the Place Vision and Strategy, from a list of challenges raised in previous consultations. Participants indicated that transport connections to, from and within Sydney Olympic Park (9 votes) and the need for more diverse food and retail offerings (9 votes) were their highest priority issues. This was followed by parking costs (6 votes).





Participants felt that Sydney Olympic Park lacks good-quality, mid-scale, diverse food offerings. One participant indicated that they work at a hotel in Sydney Olympic Park and experience difficulty recommending restaurants to guests, often directing them to other suburbs or the CBD.

Participants noted that there is a need for a full-size supermarket and bottle shop in Sydney Olympic Park. They also stated that the shops are sparse and can be difficult to find, with uninteresting street frontages.

“At the hotel I work at, we have a restaurant but if guests don’t want to dine in, I struggle to find places I can recommend to them. Sydney Olympic Park needs affordable, mid-scale restaurants.”

“We always have to go out of our suburb to buy groceries.”

### What do you think Sydney Olympic Park provides for surrounding areas and Greater Sydney?

Participants indicated that Sydney Olympic Park primarily acts as a sporting, entertainment and accommodation hub for surrounding areas and Greater Sydney, alongside a parkland to enjoy with picnic spots, walking tracks and bicycle connections. Participants noted that Sydney Olympic Park is a key landmark in Sydney.

One participant expressed concern that there may be negative perceptions about Sydney Olympic Park, due to the vaccination centres, traffic at major events and the fact that it is a former Olympic precinct.

### What are your ideas to address current or future challenges at Sydney Olympic Park?

Participants expressed the importance of activating Sydney Olympic Park, through community events, markets, live music and providing a variety of shops, restaurants and bars. Participants saw an opportunity to improve the nightlife in the suburb and potentially turn Sydney Olympic Park into an arts and culture hub. One participant also noted that this needs to be spread across the suburb to provide more opportunities for residents and visitors to gather, to create a stronger community feel in Sydney Olympic Park.

Participants also felt that transport connections need to be improved, through more direct trains to and from Sydney Olympic Park, dedicated cycleways, a new ferry stop near Shipwreck Point and reduced traffic congestion. One participant suggested an additional hotel and swimming pool.

“A bar with a variety of drinks would be nice. Something dressier, similar to what we look for when we go to the city.”

“It’s really difficult to recycle in my building. It’s almost as if they’re discouraging it.”

### By 2050, would you like to see less or more of the following elements?

Participants were asked to vote on whether they would like to see a lot less, less, the same, more or a lot more of a range of elements in Sydney Olympic Park. On average, participants indicated that they would like to see more or a lot more arts, culture and entertainment events, sustainability, natural spaces and parklands and retail and other services.



Participants saw value in Sydney Olympic Park being arts-and-culture focused, suggesting ideas such as art collectives and art showcases for residents and students. Participants also indicated strong support for sustainability, noting that there are currently many obstacles to being sustainable as apartment buildings offer limited recycling options. Participants raised the idea of community composting and community gardens, and more encouragement around car-sharing options.

### Is there anything missing in Sydney Olympic Park that you really need?

When asked if there is anything missing in Sydney Olympic Park that they need, participants indicated that they would like to see a full-size supermarket, a fruit and vegetable store and bottle shop, medical centre, petrol station, fire station and hairdresser. They also echoed the need for a wider variety of good-quality cafes and restaurants, and fine-dining options.

Participants saw a need for recreational facilities such as a dog park, market stalls, cinema, outdoor gym and picnic, barbecue and toilet facilities in the parklands. They also identified a lack of community facilities currently in Sydney Olympic Park, including schools, a community hall, a library and youth centre. Participants felt that venues should be affordable for community groups to hire and that there should be ways for residents to connect with each other, through walking groups, an information hub and co-working spaces.

### In the future, what words would you like to use to describe Sydney Olympic Park?

The top words included **connection**, **exciting**, **friendly**, **hub**, **community** and **vibrant**.

# 5.5 Youth Focus Group

## Participant profile

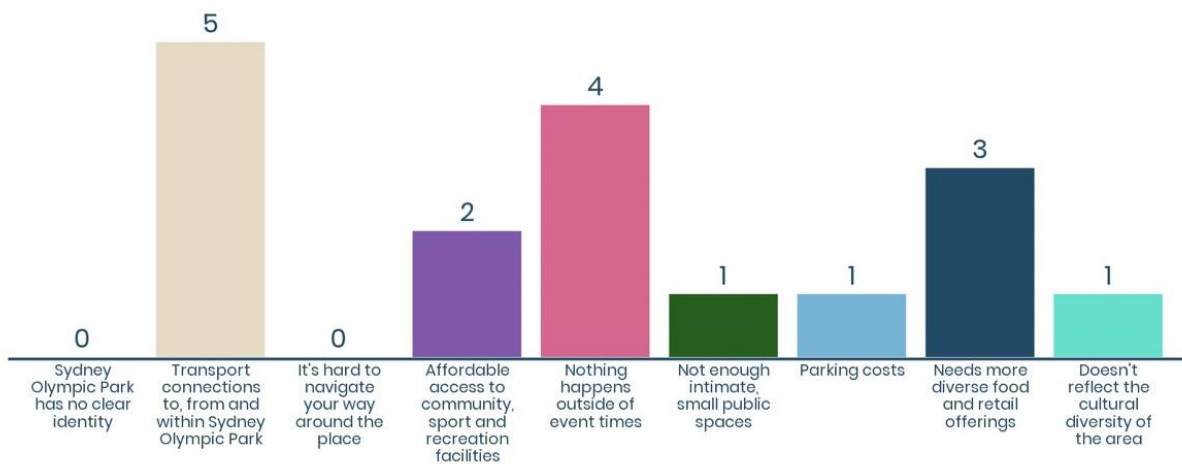
A total of five participants (aged between 15 and 18 years old) attended the Youth Focus Group. All participants were residents of Sydney Olympic Park or surrounding suburbs, including Newington, Lidcombe and Silverwater.

## How long have you lived in Sydney Olympic Park? What do you like about it?

Participants indicated that they have lived in or near Sydney Olympic Park for a number of years. Participants stated that they attend sporting, music and entertainment events and they like the variety of elements to explore. Participants noted that they value the greenery and connectedness of the area, and how well-maintained the public spaces are.

## What do you think are the priority issues to be addressed in the 2050 Place Vision and Strategy?

Participants were asked to vote on what they see as the priority issues to be addressed in the Place Vision and Strategy, from a list of challenges raised in previous consultation. Participants indicated that transport connections to, from and within Sydney Olympic Park was their highest priority issue (5 votes), followed by nothing happening outside of event times (4 votes) and the need for more diverse food and retail offerings (3 votes). Participants felt strongly that transport connections are complicated and the availability of parking is limited, particularly when there is a major event.



Participants stated that Sydney Olympic Park has considerable potential and unused space, noting that they would like to see more community events, shops and cafes, and seating around areas such as Stadium Australia. One participant also indicated that Sydney Olympic Park is surrounded by culturally diverse suburbs, and they would like to see this better reflected in the area.

**"The space around the stadiums is all concrete and bricks. If there's seating there, I would be more likely to go and sit there."**

**"Transport is complicated. Friends who don't live in this area get really confused about the buses to get here."**

## Do you think Sydney Olympic Park is a place that's inclusive of young people?

Participants had mixed views. Several indicated that there are many sport and recreational facilities, play spaces and events that are appealing to young people, making Sydney Olympic Park a welcoming and friendly environment. They also noted that the parks are well-maintained and provide opportunities for young people to gather with friends.

However, other participants indicated that while Sydney Olympic Park does not exclude young people, it does not actively cater to young people in any way. Participants felt that there would be value in the provision of study facilities and resources, a greater variety of retail shops, community events with food trucks and live music, and work experience opportunities.

## What are your ideas to address current or future challenges at Sydney Olympic Park?

Participants noted that sustainability should be at the forefront in Sydney Olympic Park. Opportunities include responsible water usage, replacing trees that are cut down due to development and preserving the natural environment and biodiversity.

Participants indicated that public transport to and from Sydney Olympic Park should be improved with more train and bus services, particularly to the CBD and key destinations. One participant stated that the river should be maximised as a transport route. Participants suggested dedicated cycleways to and within Sydney Olympic Park, to increase travel efficiency. The need for more crossings in Sydney Olympic Park was also raised, particularly along Olympic Boulevard.

One participant suggested creating services in Sydney Olympic Park that exclusively interest young people, such as work experience and resources regarding career choices. They noted that this would help to create an identity and culture that supports young people.

**"Climate change is a huge issue. We need to take into account the natural environment and biodiversity."**

**"A focus on arts and culture makes sense and would solve the problem of Sydney Olympic Park not having a clear identity."**

## By 2050, would you like to see less or more of the following elements?

Participants were asked to vote on whether they would like to see a lot less, less, the same, more or a lot more of a range of elements in Sydney Olympic Park.

On average, participants indicated that they would like to see more or a lot more arts, cultural and entertainment events, sustainability, local community and cultural spaces, and natural spaces and parklands. While diverse housing types were the lowest-rated elements, participants stated that there is nothing they would want to see less of.



Participants noted that a focus on arts, culture and entertainment events is important because it is a cornerstone of how society develops its identity. Participants felt that it would help solve the problem of Sydney Olympic Park not having a clear identity, and it would bring different people and different cultures to the suburb. Participants also indicated that sustainability is a high priority, and noted that there is a need to balance this with productivity and the economic growth of the suburb.

### Is there anything missing in Sydney Olympic Park that you really need?

Participants raised several elements that they would like to see in Sydney Olympic Park. They indicated strong support for a wider variety of food and dining options, including fresh food grocers and late-night options that are not fast food. Other suggestions included more affordable hire of sports courts and halls, secure bike parking and a way to expedite online deliveries for local residents through greater connectivity with nearby warehouses. A suggestion was also made to bring the V8 supercars event back to Sydney Olympic Park, as it used to create excitement and energy in the suburb.

Participants also pointed out the need for more informal outdoor gathering spots with seating and fairy lights, noting that walking around at night with friends often feels empty and scary.

### In the future, what words would you like to use to describe Sydney Olympic Park?

Participants indicated that accessibility is important to them, in terms of being able to get to the suburb on public transport, and also consideration for people with disability or mobility issues. Participants saw value in Sydney Olympic Park being interactive and a social hub, and a case study of sustainable lifestyles.

## 5.6 Culturally and Linguistically Diverse Focus Group

### Participant profile

A total of 7 participants attended the Culturally and Linguistically Diverse Focus Group. All participants were regular visitors to Sydney Olympic Park and resided in Greater Sydney.

## Age

Answer option	Count
18-39	5
40-59	2
60+	0

## Background

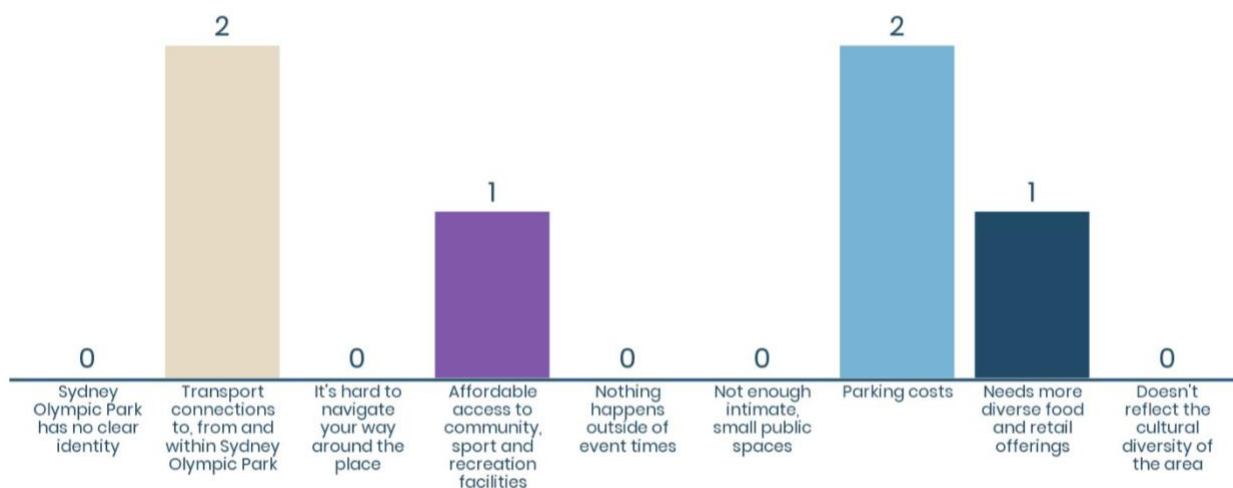
Answer option	Count
Syrian	2
Iranian	2
Lebanese	1
Iraqi	1
Chinese	1

## Why do you choose to live, work or study in Sydney Olympic Park?

Four participants stated that they are residents of Sydney Olympic Park and three participants stated that they work in the suburb. Participants indicated that they choose Sydney Olympic Park because they value the natural environment and beauty of the parklands, in addition to the quiet atmosphere. One participant also noted that they enjoy the use of Sydney Olympic Park for sport.

## What do you think are the priority issues to be addressed in the 2050 Place Vision and Strategy?

Participants were asked to vote on what they see as the priority issues to be addressed in the Place Vision and Strategy, from a list of challenges raised in previous consultation. Participants indicated that transport connections to, from and within Sydney Olympic Park (2 votes) and parking costs (2 votes) were their highest priority issues, followed by affordable access to community, sport and recreation facilities (1 vote) and the need for more diverse food and retail offerings (1 vote).



Participants noted that parking is expensive and there is no street parking for residents, which can be difficult for those who do not have enough parking spots in their apartment building. Participants saw a

need for more diverse food and retail offerings, particularly supermarkets as they currently need to travel to surrounding suburbs to purchase groceries.

Participants indicated that Sydney Olympic Park can be confusing and difficult to navigate, particularly for people who do not speak fluent English.

“Sydney Olympic Park should be a city, so it would be good to have the suburb be more lively with art, culture and restaurants.”

“The lack of lighting and scale of space makes it feel scary at night-time.”

### Do you think Sydney Olympic Park is a place that's inclusive of culturally diverse people?

Participants indicated that they have not experienced any issues in Sydney Olympic Park as a result of their cultural background.

### What are your ideas to address current or future challenges at Sydney Olympic Park?

Participants saw a clear need for more parking areas in Sydney Olympic Park, including extended street parking. They noted that they feel restricted when parking in the suburb and that police officers regularly enforce parking rules.

Participants indicated that the lack of lighting and the large scale of the suburb can make the area feel empty and scary at night. They identified a need for more lighting and activation at night to ensure a feeling of safety when walking around.

Participants stated that they would like to see more retail stores, including clothing stores and a variety of supermarkets, such as Aldi and Coles.

### By 2050, would you like to see less or more of the following elements?

Participants were asked to vote on whether they would like to see a lot less, less, the same, more or a lot more of a range of elements in Sydney Olympic Park.



On average, participants indicated that they would like to see more or a lot more sports facilities and sporting events, natural spaces and parklands, local community and cultural spaces and arts, cultural and entertainment events.



Participants stated that they value the open space, walking paths and sporting facilities currently in Sydney Olympic Park, and would like to see more retail and services and community sport facilities. Participants also suggested a TAFE campus in the suburb.

Participants noted that the population is growing, so there is a need for more diverse housing types beyond high-rise apartment buildings. They also expressed concern that the growing population will further exacerbate the parking issues in the area.

### Is there anything missing in Sydney Olympic Park that you really need?

Participants raised several ideas for what is missing in Sydney Olympic Park. They indicated a need for a post office and shopping opportunities, including supermarkets. Participants also reiterated the lack of affordable, extended parking in the area. One participant stated that there are no educational or community centres in Sydney Olympic Park, which should be a key component of a suburb.

### In the future, what words would you like to use to describe Sydney Olympic Park?

Top words included **city of sports**, **city of tourism**, **picnic place**, **sport island** and **perfect cheaper rent**.



## 6. First Nations stakeholder focus group

A focus group was held with First Nations stakeholders to explore priority issues and ideas for the future of Sydney Olympic Park. This chapter provides an overview of the findings from the focus group.

### 6.1 About the First Nations stakeholder focus group

A focus group was held with 6 First Nations stakeholders on Friday 29 October 2021. One First Nations stakeholder who was unable to attend the focus group provided comments afterwards, which have been incorporated into the summary below. See **Appendix A** for a complete list of participants at the First Nations stakeholder focus group.

The purpose of the focus group was to understand the character, identity and connection to Wangal Country upon which Sydney Olympic Park stands today, and to explore ideas for the future, to help inform the Place Vision and Strategy.

Susan Moylan-Coombs Director of The Gaimaragal Group facilitated the focus group via Zoom, using Mentimeter as an interactive, live polling tool throughout. The session commenced with a Welcome to Country by Kerrie Kenton, a Wangal woman. This was followed by a brief presentation describing the project and providing context, and a facilitated conversation that was guided by the following questions:

- Do you visit Sydney Olympic Park? Why or why not?
- What would encourage you to visit Sydney Olympic Park more often?
- By 2050, would you like to see less or more of the following elements?
- What is important to you when we talk about the vision towards 2050?
- How can we create the places you would like to see?
- What is one priority you have for Sydney Olympic Park?
- In the future, what words would you like to use to describe Sydney Olympic Park?

Participants were provided the opportunity to share their thoughts and ideas throughout the 1.5 hour session.

### 6.2 What we heard

#### Do you visit Sydney Olympic Park? Why or why not?

Participants indicated that they visit Sydney Olympic Park for sporting, community and entertainment events, in addition to vaccination purposes. Some participants also stated that they enjoy the landscape and playground and go bike riding with their family, while others visit for cultural activities and for work.

Participants who do not visit Sydney Olympic Park regularly indicated that it is difficult to navigate, feels like a place that is just for events and activities, and that there is a need for improved public transport to access it. One participant also suggested the need for more promotion and awareness of programs and locations.

### What would encourage you to visit Sydney Olympic Park more often?

Participants suggested more cultural events, activations and a visible Wangal footprint to bring First Nations voices into Sydney Olympic Park, in addition to small community events, such as markets. Participants saw a need for more awareness and promotion of events and activities to encourage a wider audience, and easier access to Sydney Olympic Park via public transport.

### By 2050, would you like to see less or more of the following elements?

Participants were asked to vote on whether they would like to see a lot less, less, the same, more or a lot more of a range of elements in Sydney Olympic Park.

On average, participants indicated that they would like to see more or a lot more local community and cultural spaces, natural spaces and parklands, arts, cultural and entertainment events and sustainability. Elements that participants would like to see less of included sports facilities and sporting events, and business and workplaces.



### What is important to you when we talk about the vision towards 2050? What would you like to have seen if colonisation did not occur?

Participants indicated that inclusion is important, with one participant noting there are issues with aspects of Sydney Olympic Park not being culturally appropriate or inclusive. Participants emphasised the importance of being guardians of First Nations knowledge and recording history properly, through having a shared space and visual presence in the area, instead of tokenistic involvement. One participant stated that they would like to go to Sydney Olympic Park to weave and talk to their ancestors.

Having a First Nations and Wangal footprint in Sydney Olympic Park was highlighted as critical. Participants expressed the need for building interpretation into Country and having a piece of history that people can talk about and where First Nations peoples feel welcome. If there is no visual presence and the environment feels sterile, then the space does not feel inviting or welcoming.

Participants also indicated the need for protection of endangered species and ensuring ecosystems are regenerated. They noted that sustainability needs to be reframed and considered from a First Nations lens, so when visiting Sydney Olympic Park, they can feel like they are back in time and can weave, fish, sit in a women's place and forage for native food offerings.

One participant noted that Sydney Olympic Park was a meeting place for different tribes to gather, and expressed their vision to get the sense of ceremony back through the Dancing on Country program. This would involve ceremonies, workshops, children's events and markets for the community. The participant stated this would require support and improved facilities, including shade cloth over the dance ground.

**"I want to see interpretation and a piece of history that people can talk about. It's about building into Country."**

**"In 2050, I want to go to Sydney Olympic Park and feel like I'm back in time, where I can go and weave, fish and sit in a women's place. Where I can get native food offerings and everything is connected."**

### How can we create the places you would like to see?

Participants indicated that the Sydney Olympic Park town centre feels sterile and white-washed, with excess amounts of concrete and hard surfaces, a lack of Wangal presence and limited green space. They noted that it is hard to find a soft landscape where people can rest their eyes, and green spaces are needed particularly around the stadiums.

Participants stated that the area needs to be recognisably Wangal, in that as soon as people arrive at Sydney Olympic Park, they know they are on Wangal land. Participants suggested images and symbolism being present throughout the suburb, through permanent installations, artwork and activations. They noted that these elements should blend in with Country and allow people to feel connected to Country.

Participants also indicated that vegetation plays a significant role in wayfinding, and if built into the landscape dynamic, it can help with navigation around the suburb.

**"There's so much concrete, it's overwhelming. It's hard to find a direction with a soft landscape and there's nothing to rest your eyes on."**

**"The area needs to be recognisably Wangal and we need to respect that. As soon as people come out of the station, they should know that they're on Wangal land."**

### What is one priority you have for Sydney Olympic Park?

Participants stated that they feel as though the landscape has been shut down because First Nations peoples have been silenced for so long. One participant stated they hope that by 2050, the land will have been reinvigorated with Wangal presence and a Wangal voice in the space, imprinted on the landscape.

Participants recommended a visual First Nations footprint, embedding the activation and symbolism, which starts with renaming areas and bringing language back into Sydney Olympic Park.

Participants saw a significant need for more green space, nurturing of wildlife and water connections, including a potential waterway for swimming and natural waterholes. It was noted that water is a key component of connection with nature.

"I think it's about time that us Wangal people got a voice there and became imprinted on the landscape."

"Bring country back to life by speaking that language."

In the future, what words would you like to use to describe Sydney Olympic Park?

Key words included **Wangal**, **natural**, **restored** and **green**.

# 7. Stakeholder interviews

21 interviews were held with key stakeholders to understand stakeholders' expectations of the Place Vision and Strategy and their ideas to respond to priority issues. This chapter provides an overview of the findings from the stakeholder interviews.

## 7.1 About the stakeholder interviews

Interviews were conducted with key stakeholders during the consultation period. A total of 21 stakeholders were interviewed.

Stakeholders were selected based on their level of interest and involvement with Sydney Olympic Park, either from a public or private sector perspective. Interviews were conducted via Zoom and facilitated by project team members from SGS Economics and Planning and Sydney Olympic Park Authority.

The purpose of the interviews was to:

- Ensure key stakeholders had an opportunity to have their say
- Understand what stakeholders see as key opportunities for Sydney Olympic Park, and should be explored during the visioning process
- Understand the key challenges for Sydney Olympic Park, from the perspective of key stakeholders and which are most important to be addressed
- Consider ideas and solutions to address the challenges at Sydney Olympic Park
- Understand what key stakeholders feel the role of Sydney Olympic Park is for Greater Sydney and NSW in 2050
- Learn stakeholders' views on the non-negotiables that the Place Vision and Strategy should address
- Understand stakeholders' expectations for the Place Vision and Strategy
- Understand what stakeholders feel is Sydney Olympic Park's competitive offer, compared to other places in Greater Sydney
- Understand the appetite of key stakeholders in partnering to deliver the Place Vision and Strategy

Interview questions and background information were provided to interviewees in advance.

Interviewees were from the following organisations:

- Venues NSW and Venues Live (Stadium Australia)
- The GPT Group
- Mirvac
- Growthpoint
- Australian Olympic Committee
- Royal Agricultural Society

- GWS Giants
- Western Sydney Leadership Dialogue
- Qudos Bank Arena
- Greater Sydney Commission
- City of Parramatta Council
- AXA and Accor Asia Pacific (Pullman, Novotel and Ibis hotels)
- Sydney Metro
- TEG
- Metropolitan Land Council
- Homebush Partnership
- Western Sydney University
- Destination NSW
- Sydney Olympic Park Business Association and Business Western Sydney
- Parramatta Light Rail
- IUCN World Commission on Protected Areas

## 7.2 What we heard

### What are some significant opportunities you see for Sydney Olympic Park?

Interviewees saw many opportunities for Sydney Olympic Park into the future. Many viewed Sydney Olympic Park as a world-leading, sustainable lifestyle precinct which combines high-rise development and green space. Interviewees saw an opportunity for a live, work and play destination that is activated all year round and supports sport, major events and diversity.

Interviewees highlighted the need for a greener town centre, noting that nature holds benefits beyond just biodiversity, including mental and physical health and cooling the city. The natural areas of Sydney Olympic Park were seen as an asset and part of the brand.

Sydney Metro West was seen as a significant opportunity, alongside the circular economy and commercial growth and post-COVID flexibility. Some interviewees highlighted an opportunity for Sydney Olympic Park to be a legacy Olympics precinct.

Interviewees also saw opportunities to consider a larger footprint, such as Newington, Wentworth Point and Silverwater, and expand agricultural links. Commitment to the bridge over Melrose Park was also suggested as an opportunity.

### What are some scenarios/opportunities you'd like to test through the visioning process and why?

Interviewees raised several scenarios and opportunities that should be tested through the visioning process. They saw a need to test short-term quick wins and short-term activation, noting that while Sydney Metro West will be a game-changer, it is still a long way off.

Interviewees highlighted the need to find a balance between preserving space around the stadium for large events to occur, and making it a place that is more human, natural and green to help break down the large scale. They saw value in activated retail offerings, an Eat Street and local event activations such as markets to create a village feel in the suburb.

Some interviewees were supportive of high-rise development for commercial purposes immediately around the stadium, as it would result in more people moving around the precinct, increasing spending and vibrancy.

Interviewees emphasised the need for connectivity and accessibility to, from and within Sydney Olympic Park, greater integration with the water (including opportunities for swimming in the Parramatta River) and more housing. Interviewees also saw a need for adaptable venues with green open space in close proximity.

Interviewees raised several suggestions for future facilities in Sydney Olympic Park, including film studios, a convention centre, a half-QBA-sized venue and a university. Interviewees saw a need for Sydney Olympic Park to focus on sport research, development and education, and become an entertainment precinct.

Interviewees also suggested that Sydney Olympic Park could host the Commonwealth Games and be home to a driverless vehicle pilot.

**We have heard from previous engagement over the years about a variety of challenges for the suburb. What are the most important challenges from your perspective?**

Key challenges raised by interviewees included the limited connections to, from and within Sydney Olympic Park, the suburb's lack of identity, the inadequate food, beverage and entertainment options for visitors and pedestrian access and safety concerns. Interviewees also noted that Sydney Olympic Park has ageing infrastructure and a lack of greenery in the town centre, which contributes to an urban heat island effect.

Other challenges included the large footprint of the Olympic Peninsula, the fact that car access is still critical for commercial uses, and the complex governance model.

Interviewees stated that there is a need to balance growth and activation with residential amenity, and provide more tourism support.

**Do you have any ideas or solutions to address these? Have you seen any examples or places that illustrate your idea?**

Interviewees raised several suggestions, including use of the Showgrounds all year round, rebranding Sydney Olympic Park and changing the name of the suburb, creating a community with an events space, and improving the nightlife and variety of offerings in the suburb. Interviewees also saw a need for continued stakeholder engagement.

Interviewees referenced Granary Square, Kings Cross, Bryant Park in New York, the Barangaroo laneways, Bogotá in Columbia and Bikini Berlin as examples of places that illustrate their vision for Sydney Olympic Park.

### What do you think Sydney Olympic Park's role is for Greater Sydney and NSW in 2050?

Interviewees stated that Sydney Olympic Park will have a role in providing much-needed parklands and open space, alongside commercial and residential land for Greater Sydney and NSW in 2050. Some interviewees saw an opportunity for Sydney Olympic Park to be a stand-alone property market and encourage the community to embrace well-designed high density development.

Interviewees noted that Sydney Olympic Park will need to continue to be a regional centre, delivering large events and providing urban support for surrounding areas and Greater Sydney, through services such as vaccination centres. The provision of housing for health district workers was also raised as a role for Sydney Olympic Park in 2050.

### From your perspective, what are the non-negotiables in terms of what the Place Vision and Strategy should/should not do?

Interviewees indicated that the Place Vision and Strategy should have a focus on greater activation and retail, residential growth, mixed-use opportunities and retaining open space. Interviewees also saw a need for Sydney Olympic Park to remain a sports and events precinct, with some suggesting adaptable venues and spaces that can be accessed by all.

Interviewees noted the importance of traffic management and traffic flow, including the ability to move large numbers of people in and out of the suburb. Sydney Metro West was highlighted as a key consideration for the Place Vision and Strategy, along with a master plan for the suburb to provide investment security.

Some interviewees saw the Olympic legacy as a key non-negotiable for the strategy.

### Are you interested in signing up as a partner to play a role in delivering the Sydney Olympic Park 2050 Place Vision and Strategy?

All interviewees who were asked if they were interested in signing up as a partner to help deliver the Place Vision and Strategy indicated that they were.



## 8. Round table sessions

Four online round table sessions with a total of 64 stakeholders were held. The purpose of the round table sessions was to understand key trends that might influence the vision and stakeholders' ideas to respond to priority issues. This chapter provides an overview of the findings from the round table sessions.

### 8.1 About the round table sessions

Four 2.5 hour round table sessions were held with key stakeholders, with the third session specifically designed for State Government stakeholders.

- Round table session 1: Wednesday 6 October 2021 with 14 participants
- Round table session 2: Thursday 7 October 2021 with 11 participants
- State Government round table session: Tuesday 12 October 2021 with 19 participants
- Round table session 4: Thursday 14 October 2021 with 20 participants

Invitations were extended to key stakeholders with an interest in Sydney Olympic Park. See **Appendix C** for a complete list of attendees at the roundtable sessions.

The purpose of the round table sessions was to understand key trends that might influence the vision, scenarios and opportunities that stakeholders would like the visioning process to explore and their ideas to respond to priority issues.

Cred Consulting facilitated the sessions via Zoom, using Mentimeter as an interactive, live polling tool.

The sessions commenced with a brief presentation describing the project and providing context, followed by a facilitated conversation on Mentimeter that was guided by the following questions (noting that questions differed slightly between sessions):

- What opportunities are there to embed care for Country at Sydney Olympic Park?
- What are the major trends that the Place Vision and Strategy should/could address?
- What future scenarios/opportunities would you like the visioning process to explore?
- What does a successful 2050 vision achieve for you or your organisation?
- What words would you like to see describe Sydney Olympic Park in 2050?

Participants in the dedicated State Government round table session were also asked for their ideas on the opportunity that Sydney Olympic Park provides for the NSW Government to test strategic policies, initiatives and principles.

Participants were then separated into breakout rooms for targeted facilitated discussions around the themes of economics, community, place, connecting with Country and sustainability. Specific theme groupings differed for each session, and breakout rooms were not used in the second round table session due to lower participant numbers.

## 8.2 General stakeholder round table sessions

### What we heard – Community and connecting with Country

#### *Challenges*

Participants identified key challenges as being:

- Mangroves and the natural environment are under threat, due to development and construction
- People are not aware of Sydney Olympic Park's First Nations history
- Parking availability and costs deter people from using Sydney Olympic Park for community sport
- Difficulties with navigation, wayfinding and accessibility
- People are not aware of the facilities and spaces available
- Nothing is open outside of event times.

#### *Opportunities*

Participants identified key opportunities as being:

- Major attractions that will encourage visitation by local, interstate and international tourists
- Places for informal recreation and community sport, with multipurpose spaces and venues
- Co-living with wildlife and the natural environment
- Outdoor classrooms and a place to connect with the environment, wildlife and Country
- Sydney Olympic Park needs a sense of arrival and a welcoming environment
- The community needs to be at the heart of the suburb
- Opportunity for fewer regulations
- Improve walkability and provide more green spaces and trees
- Sydney Olympic Park to be a refuge for animals during natural disasters
- Sydney Olympic Park should be inclusive and not only for the elite
- Remain the primary green open space for residents and surrounding suburbs
- First Nations cultural tours and sharing the history before the Olympics
- Supporting residents and workers through social sustainability
- Improved wayfinding, signage and activation of streets
- Sustainability and designing a place for the population

#### *Big moves*

Participants suggested several big moves, including:

- Micro-experiences, with different themed precincts
- Create awareness about and celebrate First Nations history and culture
- Car-free suburb

- Provide free parking and electric car rentals

“Elite sports facilities are not inviting. Informal sports create a village-like atmosphere.”

“Country is everything. It is an acknowledgement of what was in the past and how to move forward into the future. It feeds into the fabric of who we are.”

## What we heard – economics, place and sustainability

### Challenges

Participants identified key challenges as being:

- The suburb feels too big and lacks colour
- Complicated governance can create difficulties attracting new businesses
- The name of the suburb can be seen to hold the area back to an event that happened many years ago
- Elite sports facilities are not inviting, while informal sports create a village-like atmosphere
- Sydney Olympic Park’s reputation is as a place for events, and it is difficult to change this perception
- The suburb feels sterile, with everything happening behind closed doors
- The Olympic heritage is blocking development of certain areas
- There is a lack of community services, such as supermarkets and health services
- Limited public transport connection
- The suburb is not walkable or easy to navigate
- There is still contamination of the river and land
- Impacts of climate change and urban heat
- Lack of identity and experience

### Opportunities

Participants identified key opportunities as being:

- Visitor economy and experience
- Tourist destination on a local, state, national and international level
- Multipurpose buildings so venues can be utilised 24/7
- Proximity to the new Western Sydney Airport
- First Nations storytelling, education and celebration
- Linkages to enable connection with Country
- Governance living lab
- Build places for gathering and intimacy

- Clustering of similar businesses/services
- Improvements to active transport linkages
- Continue remediation of the land and waterways
- Change the name of the suburb
- Improve public transport connection and retail and service offering
- Improve wayfinding and navigation

### *Big moves*

Participants suggested several big moves, including:

- Sydney Olympic Park to become a First Nations cultural hub
- Sydney Olympic Park to become a tertiary education precinct
- Living lab for sport and sport technologies
- Circular economy
- A place to support and develop the creative and cultural industry
- 5-minute city and 30-minute city
- Better collaboration between the venues
- Connectivity between education, Country, business, nature and history
- Specialised economic zone

**“It currently feels so long to get from one space to another. It didn’t feel that way during the Olympic Games.”**

**“It should be the jewel in the crown of the Central River City.”**

### What major trends should the Place Vision and Strategy consider or address?

Participants raised several major trends that the Place Vision and Strategy should consider. These include Caring for Country, community sport and active recreation, appropriate and affordable medium and high-density living, and responding to the impacts of COVID-19 and the shift towards working from home.

Participants highlighted the importance of responding to the effects of climate change and urban heat, and moving towards net zero and electric vehicles. They also noted that Sydney Olympic Park should remain the green lungs of the region, with education about ecology and the environment, and an integration of the parklands with community spaces.

Some participants saw a need to attract new and innovative events and major sporting events, with Sydney Olympic Park becoming a central hub for state sport. It was also suggested that Sydney Olympic Park have a name change and rebrand away from the Olympic and sporting theme. Participants also raised the concept of new life for old infrastructure, such as stadiums that are not used often.

Connection was also raised, including connectivity to public transport and active transport networks, connecting Sydney Olympic Park to rural and regional NSW, and connecting those that live, work and play in the suburb. Participants also suggested a greater focus on the circular economy and micro economies.

Participants expressed a desire for activation, places with character, promotion of small businesses and ultimately, a bustling and attractive precinct that is a leader in sustainability and accessibility. They also saw a need for walkability and improved atmosphere outside of event times, and integration of retail, hospitality and leisure.

### What future scenarios/opportunities would you like the visioning process to explore?

Participants indicated they would like the visioning process to explore sustainability and a net zero future, considerations for an ageing population, a home of entertainment and sporting events, and an activated, safe precinct day and night.

Participants saw value in exploring Sydney Olympic Park as a desirable place to live and work, with active transport opportunities, affordable housing, diversity, accessibility and safety at the forefront. Participants saw a need to implement community sport facilities and opportunities, and also develop an education precinct.

The concept of a climate-friendly city was also raised, with participants expressing a desire for water sensitivity, recycling initiatives and an opportunity for urban farming and agriculture. Participants suggested that Sydney Olympic Park could be a living lab for continuous learning, innovation and resilience.

Participants also identified the need for First Nations employment opportunities, the use of First Nations ideology in terms of sustainability, caring for Country and developing a full understanding of the cultural landscape.

Some participants saw value in a move away from the Olympic branding, while others expressed a desire to preserve the Olympic legacy and the Green Games memory.

Participants highlighted the importance of transport connections, including light rail, and making Sydney Olympic Park a tourist attraction that supports art and culture, creative pursuits, action sports and high-quality restaurants.

### What does a successful 2050 vision achieve for you (or your organisation)?

Participants indicated that a successful 2050 vision is open and welcoming to everyone, with activities for all, and an integration of families, community sport and healthy living. Participants saw Sydney Olympic Park as a potential exemplar for diversity and inclusion, innovative green development controls, with a focus on public transport and pedestrians.

Participants identified a need for Sydney Olympic Park to be a place where recreation, lifestyle, living, working and learning combine in a vibrant and connected precinct. This includes support for businesses and sporting access for community and elite athletes. Participants expressed a desire for the suburb to have a seamless interface with surrounding areas, with priority given to social infrastructure.

It was also noted that Sydney Olympic Park should be a refuge for plants, animals and people, and a place that is the green heart of the Central River City, facilitating future resilience.

Participants stated that awareness of the cultural landscape needs to be embedded in the future of the place.

### What are the opportunities to embed care for Country at Sydney Olympic Park?

Participants saw a range of opportunities to embed care for Country at Sydney Olympic Park, including protecting the natural environment, renaming venues and locations in Sydney Olympic Park to First Nations names, and implementing green spaces, cultural spaces and ways to experience Country.

Participants identified the need to establish a cultural centre and implement artwork and storytelling into the place, noting that Sydney Olympic Park could become a world-leading place to encourage connection to Country.

It was noted that development should be mandated to be consistent with caring for Country principles, and there is a need to work together with the Murama Cultural Centre when it comes to art and design.

### What words would you like to see describe Sydney Olympic Park in 2050?

Key words included **connected, vibrant, inclusive, sustainable, walkable, community** and **sport**.

## 8.3 NSW Government round table session

### What we heard – Community and place

#### *Challenges*

Participants identified key challenges as being:

- Shifting from being a visitor destination to a growing community of residents and workers
- Sydney Olympic Park switching scales when it needs to, from an event zone to a liveable neighbourhood
- Future demand for housing and accommodation
- Deficit of high schools in the area
- Need for community infrastructure to support apartment living
- Need to create places with First Nations culture
- Encouraging people to use public open spaces

#### *Opportunities*

Participants identified key opportunities as being:

- Interlinked natural and built environment
- Multiple entry and exit points
- Dynamic, flexible signage, wayfinding and visual cues
- Using the rivers and creeks as connectors and to share First Nations stories
- Greater accessibility to the CBD and surrounding areas

- Sydney Olympic Park having a mix of spaces for a mix of large events, community needs and First Nations peoples
- A place that provides spaces for co-working, creativity and education, and builds social cohesion and cultural exchange through community events
- Expanding the type of visitors beyond event attendees
- Co-design with First Nations peoples and share stories of the culture and connection to Country
- Promoting sustainable modes of transport, through creating active transport links and reviewing the role of private vehicles and parking
- More vegetation behind the mangroves

### *Big moves*

Participants suggested several big moves, including:

- Linking people and connecting to Country, which could be achieved by utilising the creeks as corridors
- Sydney Olympic Park becoming the heart of Greater Sydney, from a destination and tourism perspective
- 24-hour economy with activation and walkability to help increase access and legibility
- Sydney Olympic Park being an education precinct
- Offer space for creative industries, to mitigate the loss of creative space in Sydney

### *2050 vision*

Participants noted that the community of 2050 will be a blend of workers, residents and visitors who co-exist and share the same facilities. They stated that fundamentally, Sydney Olympic Park should be a mix of live, work and play, with open, interactive spaces. Participants indicated that Sydney Olympic Park should be vibrant and active in its own right, with flexible and adaptable spaces and where people want to stay.

**“Wayfinding is a challenge within SOP because it is designed differently, and lacks typical landmarks and uses.”**

**“If SOP’s environment is hot, it does not make walking or cycling an attractive mode of transport. Support infrastructure is needed to mitigate urban heat.”**

## **What we heard – Economics and sustainability**

### *Challenges*

Participants identified key challenges as being:

- Signage and wayfinding is not intuitive, and Sydney Olympic Park lacks typical landmarks
- The suburb’s large scale and the quality of transport and foot traffic linkages needs to be improved
- Lack of public transport and connectivity



- Limited activation and amenities
- Low velocity waterways and high-sediment wetlands
- Precinct-based infrastructure challenges around land ownership and scale
- The remediation of water and land needs to continue
- Protecting wetlands and green spaces needs to continue
- There are not many places to escape the heat. Support infrastructure is needed to mitigate urban heat and make walking and cycling an attractive mode of transport
- Sydney Olympic Park has an outdated image and should not be viewed as only a sporting precinct.

### *Opportunities*

Participants identified key opportunities as being:

- Breaking down Sydney Olympic Park into key precincts
- Promote culture and creativity by collaborating with organisations and cultural institutions
- Sydney Olympic Park focusing on several industries other than events and sport, to make use of possible synergies
- Events and activation, including smaller events that cater to day-to-day visitors
- Lunchtime recreation with the parklands, wetlands and eateries
- Smaller event spaces could facilitate community engagement
- Improve public transport and active transport, including creating quality connections and links
- Create innovative solutions for urban trees and micro-climates
- Increase cyclist numbers
- Ensure transport services while waiting for the Metro development
- Make Sydney Olympic Park a green city and an attractive place for people to live, work and play
- Continue being a global sustainability exemplar, with water recycling, innovative methods for storm water capture and usage and a circular economy.

### *Big moves*

Participants suggested several big moves, including:

- Zero-carbon suburb
- Circular economy, with a waste and sewage treatment facility at the suburb's border
- Bring production houses into Sydney Olympic Park
- Attract and create a creative hub for creative industries
- Living lab and prototype for greener, sustainable and more liveable cities. Incorporate green and smart-technology infrastructure
- Exemplar of new sustainable building types and solutions

- The majority government ownership is a chance to enable holistic planning and allow for experiments

“SOP should be an holistic precinct focusing on several industries and trying to make use of possible synergies.”

“SOP was a global sustainability exemplar at the time of the Olympics. Is it still? How could it become an exemplar again?”

### What major trends should the Place Vision and Strategy consider or address?

Trends raised by participants included sustainability and resilience, and the need to mitigate the impacts of climate change and habitat loss. Participants saw a need to future-proof for weather extremes, allow buffers for wetland migration due to rising sea levels and reduce reliance on cars by supporting sustainable modes of transportation.

Participants indicated that Sydney Olympic Park needs to be accessible for all, and a walkable place with active transport links, intuitive circulation and a focus on the local atmosphere. Revitalising waterways, improving linkages to rivers and green space and harnessing the importance of parks were also raised as key requirements, alongside the need to regenerate and retain water.

Participants saw a need for more activation of the precinct outside of business hours, activation for diverse communities and creating active uses between major attractors. They noted the importance of balancing the needs of different user groups and considering the role of Sydney Olympic Park in the Metropolis of Three Cities, and as a five-minute city.

Affordable housing was also raised as a consideration, alongside the need to create a place where the community can seek refuge in times of shock. Participants saw value in celebrating First Nations stories and creating cultural points of interest throughout the suburb. Other considerations included the sharing economy, harnessing technology and digital transformation, and providing community facilities such as bike parking.

### What future scenarios/opportunities would you like the visioning process to explore?

Participants indicated that they would like the visioning process to explore a climate-friendly, sustainable, zero-emissions city. They saw value in considering the idea of a car-free precinct, green infrastructure and the need to design for the impacts of climate change, such as rising sea levels. Participants also suggested expanding the wetlands into the built environment.

Participants indicated the need to consider the impacts of the COVID-19 pandemic and future pandemics, and working from home becoming the norm. They also noted the importance of accessibility, safety and shaded areas around Sydney Olympic Park.

Participants also saw an opportunity to create attractions to bring visitors to Sydney Olympic Park outside of major event days, create a 24-hour economy with spaces for creative industries and technology sectors to work together, and activation of space between venues.

They noted the need for affordable, family-friendly apartment living, a sense of community and a 5-minute city. Participants highlighted the need for genuine engagement with First Nations peoples and other user segments, and also inclusive sports excellence for all ages and cultures.

## What does a successful 2050 vision achieve for you (or your organisation)?

Participants stated that a successful 2050 vision is one that is green, cool and healthy, with genuine connection to Country and alignment to Closing the Gap priority reforms in terms of co-design. They saw a need for holistic, integrated planning and connected public transport, aligning with the Future Transport 2056 strategy.

Environmental sustainability was a key theme, with participants highlighting the need for improved water quality and ecology, wetlands rehabilitation and net-zero emissions.

Participants indicated that the vision should increase the catchment of visitors to Sydney Olympic Park and provide access for all abilities, while being a diverse and active suburb. Participants noted that Sydney Olympic Park is centrally-located, and the vision can help to realise economic benefits, create new jobs and demonstrate adaptive capacity.

Ultimately, participants saw an opportunity for Sydney Olympic Park to be visionary and exciting, aligning with the vision for NSW to be the premier visitor economy of the Asia-Pacific.

## What are the opportunities to embed care for Country at Sydney Olympic Park?

Participants saw a range of opportunities to embed care for Country at Sydney Olympic Park. These included wetland rehabilitation, greater consideration for selection of plant species and more respect given to the needs of plants and animals. Participants also saw a need to work with the land, not against it, create additional habitat and work more effectively with natural systems and the climate.

Participants saw value in sharing stories and harnessing traditional knowledge of the area, through strong relationships with First Nations peoples, programs led by First Nations peoples and having First Nations representation on the Sydney Olympic Park Authority Board. They also suggested interpretive signage, culturally immersive experiences and integration of interpretation in built elements to bring First Nations voices into the suburb.

Participants highlighted the need to build a sense of community connection and responsibility, educate people on the cultural significance of Sydney Olympic Park, create spaces to meet and share ideas, and provide employment and partnership opportunities.

## Sydney Olympic Park provides an opportunity for the NSW Government to test strategic policies, initiatives and principles. Do you have ideas around this?

Participants raised several ideas for Sydney Olympic Park to test, including:

- Freight and servicing hub
- Electric-vehicle charging stations
- Smart grids
- Evening economy
- Net-positive nature outcomes and zero-emissions developments
- Co-locating creative industries with innovation industries
- Car-free precinct

- Tree canopy at a precinct scale
- Micromobility
- Adapting to post-COVID lifestyles
- Marine Estate Management Strategy
- Vertical villages
- Green and blue infrastructure

What words would you like to see describe Sydney Olympic Park in 2050?

Key words included **connected, welcoming, sustainable, cool, accessible** and **green**.

## 9. Community survey

An online survey was conducted with the community to explore agreement with priority issues in Sydney Olympic Park and understand ideas for the future. The survey was available on Sydney Olympic Park Authority's online engagement platform, #mySOP Engage. This chapter provides an overview of the findings from the community survey.

### 9.1 About the community survey

An online survey was conducted with the community from 11 October 2021 to present, to explore agreement with priority issues in Sydney Olympic Park and understand ideas for the future.

A total of 12 responses were received, as of 5 November 2021. The survey was available on Sydney Olympic Park Authority's online engagement platform, #mySOP Engage. The survey remains open to test current thinking in the community and will be used as a primary tool for the public exhibition phase of the project.

The summary below covers the responses received between 11 October 2021 and 5 November 2021.

### 9.2 Respondent profile

#### Age

A high proportion of respondents (50%) were aged between 55 and 64 years. This was followed by 17% of respondents who were aged between 35 and 44 years, and 17% of respondents who were aged between 45 and 54 years. 8% of respondents were aged between 65 and 74 years and 8% were aged between 75 and 84 years.

Answer option	Percentage
Under 16	0%
16-17	0%
18-24	0%
25-34	0%
35-44	17%
45-54	17%
55-64	50%
65-74	8%
75-84	8%
85 years and over	0%
Prefer not to say	0%

## Gender

50% of respondents indicated that they identify as female, followed by 42% who identify as male and 8% who indicated that they preferred not to say.

Answer option	Percentage
Male	42%
Female	50%
Non-binary	0%
Prefer not to say	8%
Other	0%

## Visitation to Sydney Olympic Park

Respondents were asked how regularly they visited Sydney Olympic Park prior to the COVID-19 pandemic. 33% of respondents indicated that they visited the suburb daily, followed by 25% who indicated that they visited several times per week.

Answer option	Percentage
Daily	33%
Several times per week	25%
Weekly	0%
Several times per month	17%
Monthly	17%
Yearly	8%
For events only	0%
Never	0%

## Relationship to Sydney Olympic Park

Respondents were asked what their relationship to Sydney Olympic Park is, from a list of options where they could select all that applied. The majority of respondents (67%) indicated that they visit the parklands, followed by 50% who attend events, 25% who play sport or exercise and 25% who work at Sydney Olympic Park.

Answer option	Percentage
I live in Sydney Olympic Park	17%
I work in Sydney Olympic Park	25%
I study in Sydney Olympic Park	0%
I play sport or exercise at Sydney Olympic Park	25%
I go to events at Sydney Olympic Park	50%
I visit the parklands	67%
Other	42%

## Postcode

50% of respondents indicated that they live in postcode 2127, which covers the suburbs of Sydney Olympic Park, Wentworth Point and Newington.

Answer option	Percentage
2127 – Newington, Sydney Olympic Park, Wentworth Point	50%
2141 – Berala, Lidcombe, Lidcombe North, Rookwood	8%
2121 – Epping, North Epping	8%
2114 – Denistone, Denistone West, Meadowbank, Melrose Park, West Ryde	8%
2066 – Lane Cove, Linley Point, Longueville, Northwood, Riverview	8%
2118 – Carlingford, Carlingford Court, Carlingford North, Kingside	8%
2146 – Old Toongabbie, Toongabbie, Toongabbie East	8%

## Aboriginal and/or Torres Strait Islander origin

The majority of respondents (92%) indicated that they are not of Aboriginal and/or Torres Strait Islander origin. This was followed by 8% of respondents who selected that they would prefer not to say.

Answer option	Percentage
Yes	0%
No	92%
Prefer not to say	8%

## Language spoken at home

The majority of respondents (92%) indicated that they do not speak a language other than English at home. This was followed by 8% of respondents who selected that they would prefer not to say.

Answer option	Percentage
Yes	0%
No	92%
Prefer not to say	8%

## 9.3 What we heard

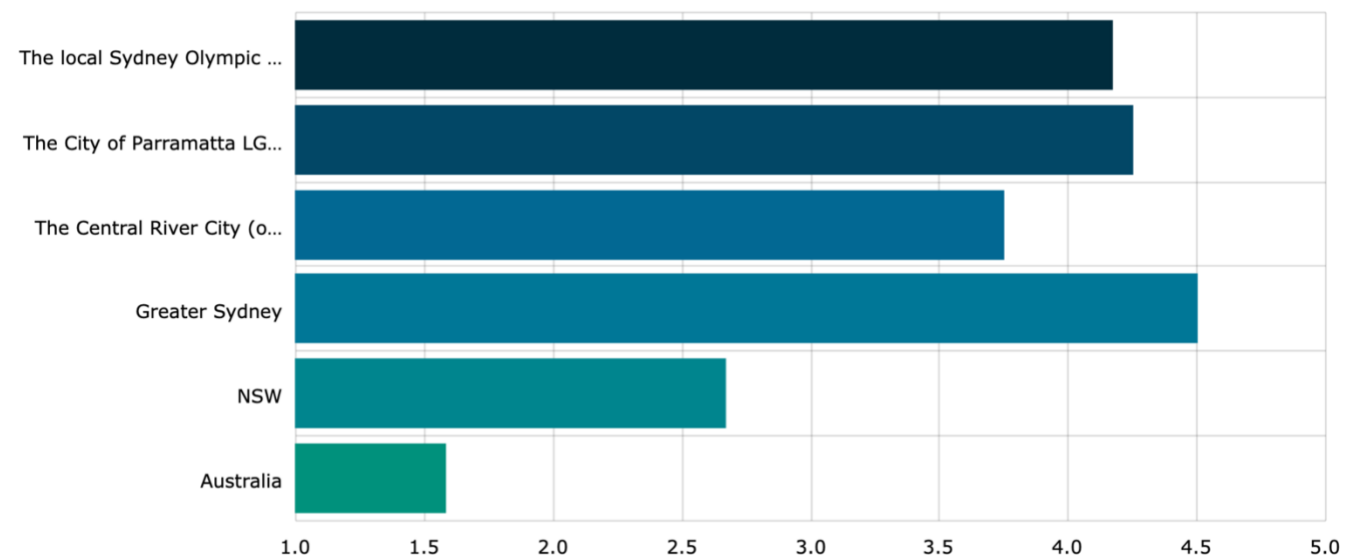
Which of the following words would you use to describe the character and personality of Sydney Olympic Park today?

Respondents were provided with a list of words and asked to indicate which words they would use to describe Sydney Olympic Park's current character and personality. The majority of respondents (83%) indicated that they would describe the suburb as walkable, followed by 75% of respondents who selected green, and 58% respectively who selected healthy, sustainable and peaceful.



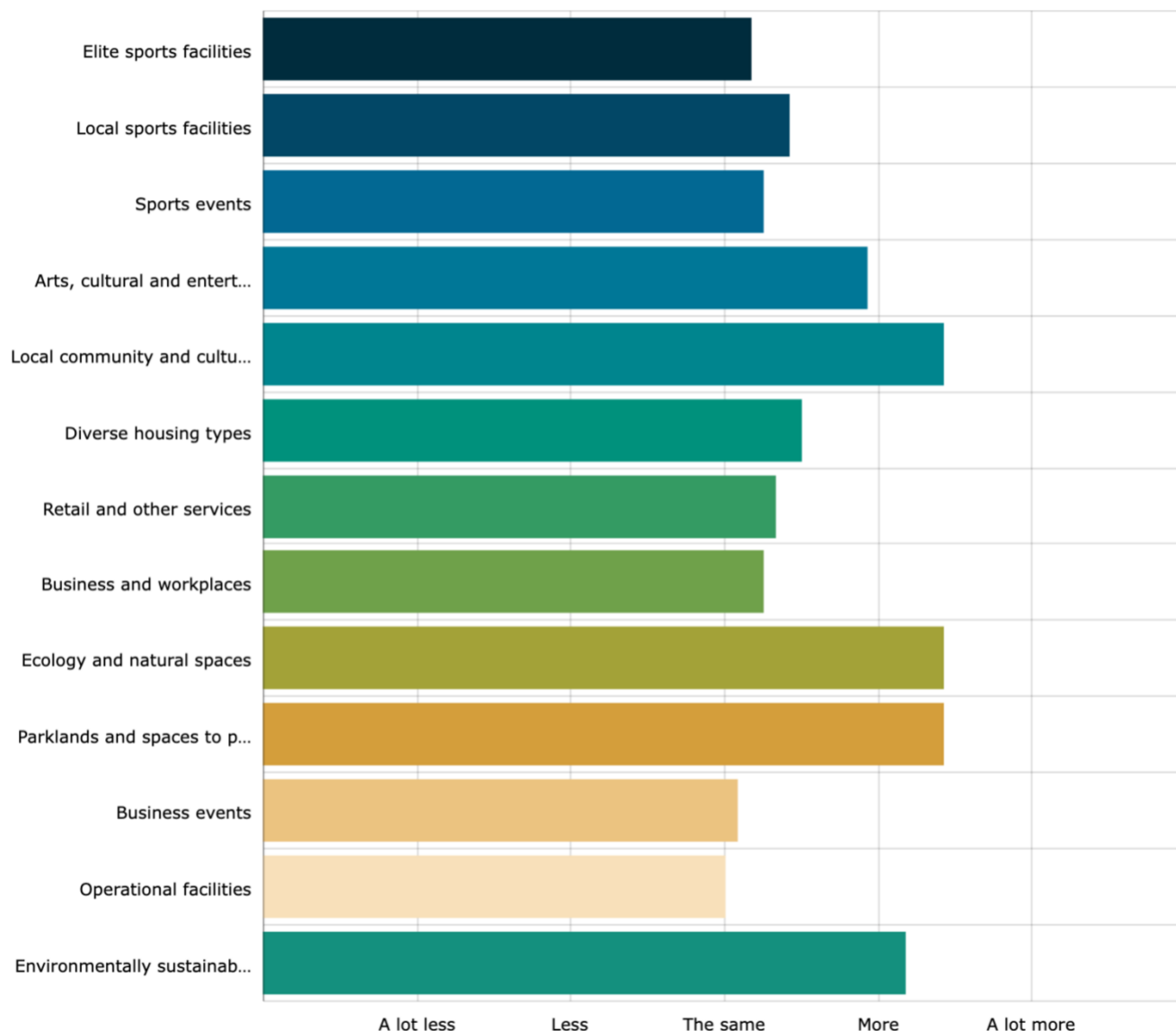
In 2050, Sydney Olympic Park will be a place that is important for...

Participants were asked to rank statements regarding Sydney Olympic Park's importance in relation to other areas in Sydney. Respondents ranked Greater Sydney most highly, followed by the City of Parramatta LGA and the local Sydney Olympic Park suburb.



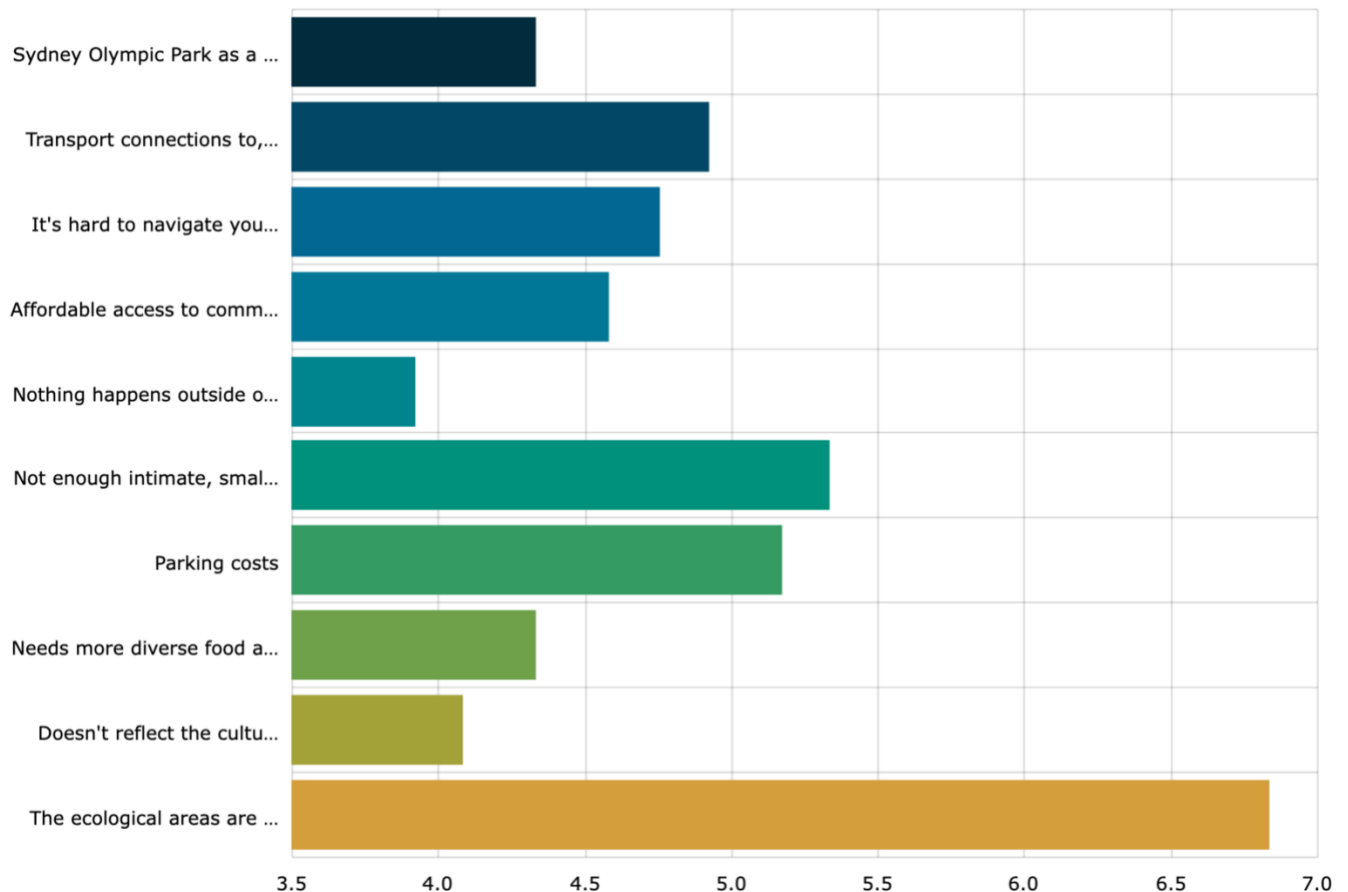
Please rate whether you would like to see less or more of the following elements. By 2050, Sydney Olympic Park will be a place that has...

Participants were asked to rate elements they'd like to see more or less of. On average, respondents indicated that they would like to see more local community and cultural spaces, ecology and natural spaces, parklands and spaces to play, and environmentally sustainable water, energy and waste services and systems. Respondents indicated they would like to see approximately the same amount of the remaining elements.



The following issues for Sydney Olympic Park have emerged through previous engagement. Please rank these issues by dragging the tiles into the column on the right, to reflect your order of importance for them to be resolved in the future.

Participants were asked to rank issues they'd like resolved in the future for Sydney Olympic Park. The most highly ranked issue is that ecological areas are under increasing pressure from increasing visitation. This was followed by the issue of not enough small, intimate public spaces and parking costs.



### What are your ideas for addressing these issues?

Respondents saw a need to set strong boundaries for development and activation of the parklands, highlighting the significant areas of threatened species and endangered ecological communities. One respondent noted that the parklands have finite space and cannot accommodate everything without ecological values being lost, so the town centre needs to deliver on some of the green and recreational desires. It was noted that greater distinction could be made between the sections of the parklands for day-to-day use, and the more protected sections.

In terms of community experience, respondents saw value in more promotion of events and activities, and more local community-focused events designed to encourage interaction and experience different cultures. Respondents raised the idea of bringing the community voice into the suburb, with photo montages of a diverse range of residents.

Respondents also suggested outdoor music, family fun days, ecotourism, opportunities for people to connect to the suburb's First Nations history and learn about nature and sustainability, and wellbeing hubs. The need for smaller, more intimate public spaces was also raised, with one respondent suggesting pocket parks with seats and water fountains, similar to those in Newington.

Respondents also saw a need for greenery to be prioritised, through tree-lined streets, gardens and a car-free centre. One respondent noted the importance of a zero-waste circular economy and use of renewable energy, and suggested a repair-and-refurbish centre in the suburb.

Respondents highlighted the need for more connection between green spaces and other areas in and around Sydney Olympic Park, with capability for safe, active transport. Wayfinding was also raised with respondents suggesting more large maps be located at intersections, with compass directions included and also embedded in the footpaths.

Parking was highlighted as an issue, with one respondent suggesting that timed, free parking could be provided near parks.

One respondent noted that there is under-used grassland in Sydney Olympic Park, such as Kronos Hill, which could be converted into wild meadows, bushland or forest, to provide more space for endangered species.

### Which of the following words would you like to be able to use to describe the character and personality of Sydney Olympic Park in 2050?

Respondents were given a list of words then asked to choose which ones they'd like to use to describe Sydney Olympic Park in the future. The majority of respondents (92%) selected **sustainable**. This was followed by 83% of respondents who selected **walkable**, and 75% of respondents who selected **safe**, **regenerative** and **ecological**, respectively.

### What are some of the local and global trends that you think should be considered as part of a 2050 vision for Sydney Olympic Park?

Respondents raised several local and global trends they saw as important to consider for Sydney Olympic Park's future vision.

Respondents saw a clear need for greenery, including tree-lined streets, vertical and rooftop gardens, urban farms and a car-free centre. They also suggested green transport and green corridors, with wide, safe and interconnected streets that encourage active transport, and trackless trams in the future.

Respondents expressed an interest in a regenerative ecosystem, the use of renewable energy and a zero-waste circular economy for Sydney Olympic Park. They noted that Sydney Olympic Park needs to consider climate change, biodiversity loss and habitat destruction. Respondents also indicated the need to maintain the park and provide clear signage, as it needs to be a place of restful recreation for the future.

One respondent suggested a greater focus on ecotourism by providing guided tours of local wildlife and building public awareness of regenerative design and resource usage. The concept of a swimmable river was also raised.

Respondents highlighted the need for a smart, healthy, activated suburb that provides outdoor music (with an opportunity for an amphitheatre) and a striking town centre with both large and intimate gathering spaces. Community spaces and hubs were seen as important, alongside opportunities for passive and active exercise. One respondent stated that Sydney Olympic Park has the potential to become a hub for wellbeing and healthy living.

A respondent also suggested a continued focus on Olympic and Paralympic legacy and Sydney Olympic Park being a big events area, with others noting the need to resolve parking and traffic issues during events, through providing free public transportation with ticket purchases.

Respondents emphasised the need to consider future social infrastructure needs, noting an opportunity for a high school that integrates the sporting facilities within Sydney Olympic Park. Respondents also suggested incorporating social housing and inclusive housing for the elderly and those with disabilities, with one respondent noting that future housing must be sustainable and consider climate fluctuations.

Complete the following statement: In 2050, I want Sydney Olympic Park to be a suburb that...

Respondents submitted the following answers to complete the statement:

- People want to live in, visit and talk about how wonderful it is
- Where people live in harmony with nature, and both nature and people thrive
- Allows citizens to live a vibrant life amongst the natural environment - a regenerative ecosystem that's beyond sustainable, providing clean air and water, nurturing biodiversity and stabilising the climate by drawing down more carbon than it emits. A circular economy with products and buildings using biodegradable or recycled materials
- Continues to bring Sydney together at its best, like it did in the 2000 Olympics - events, cultures, community
- Is a world-class environmental flagship for urban development
- Integrates facilities, the community and environment in a sustainable way
- Explores how people can maintain healthy, happy lives while being respectful of nature and the history of the land, an example of how we can all thrive when we work in collaboration with each other and Mother Earth
- Is a microcosm reflecting pride in successful ongoing development of Australia's diverse history, peoples and cultures
- Is alive and friendly
- Has workplaces and residents that bring the suburb to life every day of the week, has no more ugly development like Wentworth Point, has absolute protection of all existing green spaces, and has better access in and out, and within the precinct.
- People know and want to be a part of
- Has excellent parklands, sports facilities, a vibrant hospitality quarter together with high-end residential, educational and commercial facilities

# 10. Stakeholder survey

An online survey was conducted with key stakeholders to explore agreement with priority issues in Sydney Olympic Park, understand expectations for the Place Vision and Strategy, and to hear ideas for the future. This chapter provides an overview of the findings from the stakeholder survey.

## 10.1 About the stakeholder survey

An online survey was conducted with stakeholders from 17 September to 24 November 2021. The purpose of the survey was to explore agreement with priority issues in Sydney Olympic Park, understand expectations for the Place Vision and Strategy, and to hear ideas for the future. A total of 29 responses were received.

## 10.2 Respondent profile

### Relationship to Sydney Olympic Park

Respondents were asked what their relationship to Sydney Olympic Park is, from a list of options where they could select all that applied. 55% of respondents indicated that they represented a sporting peak body, followed by 21% who selected 'other', 10% who stated that they are major leaseholders and 4% who represented an environmental body.

### Organisation

Respondents stated that they were members or affiliates with the following organisations:

- EG
- URBNSURF
- Australian Institute of Sport
- Volleyball NSW
- Netball NSW
- Bicycle NSW
- NSW Rugby League
- Cricket NSW
- NSWIS
- Tennis NSW
- 8 Dawn Fraser Avenue
- FIBA Women's World Cup 22
- Basketball NSW
- Little Athletics NSW

- UNSW
- NSWIS
- Centre for Universal Design Australia
- Water Polo NSW
- Australian Cricketers Association
- NSWIS
- Paralympics Australia
- SOP access and inclusion panel
- Diving NSW Inc
- Sydney Kings and Sydney Flames
- BirdLife Southern NSW
- Homebush Partnership
- GBA Heritage
- Sydney Fungi Studies Group Inc.

### 10.3 What we heard

#### What would a successful Sydney Olympic Park Vision and Strategy achieve for you?

Respondents expressed aspirations for the Place Vision and Strategy that can be grouped under the following themes:

##### *Sports hub and entertainment precinct*

- An integrated sports and entertainment precinct driven by innovation, development and progress
- World-class sporting facilities across a range of sports available for training and competition
- More places to play volleyball
- Key sporting hub in Sydney and a great place to visit
- More elite athletes from more sports training and competing at SOP; so more can represent Australia and win medals at the Olympics, Paralympics, Commonwealth Games and World championships
- Destination for sport, entertainment and leisure for the Sydney community that is inviting and easy to move around in; more trees to provide opportunities for more community use
- A cohesive sports strategy where basketball is housed in a purpose-built facility catering for elite, sub-elite and community
- Sporting venues that cater to the growth of sport. The ability to host not just international-class events but major national events such as National Club Championships and State Club Championships
- A thriving suburb where sport and culture remain at the core of the location. SOPA has a special place in the heart of many Sydneysiders and tourists and it's important that, as a state, we don't lose our sporting history



- Access to a world-class diving facility that would facilitate international, national, state, schools and club competitions and training

### *Planning and development outcomes*

- Ability to deliver employment outcomes, greater housing diversity, improved civic amenity, activation, essential infrastructure and open space/connections
- A vibrant village, where people work, live and play
- It would provide a clear path for long-term growth, investment and usage
- Improved civic amenity, activation, essential infrastructure and open space/connections
- Long-term occupation of the area
- The venues are supported with accommodation, transport and eateries, making it easy for people to access and have everything they need for their stay
- Used all year round, not just event days, and is not a museum to the 2000 Olympic Games

### *Inclusivity and accessibility*

- Inclusive for all to work, play and enjoy the facilities
- Continuance of the "most accessible Games ever" theme; a place that welcomes and belongs to everyone
- Long-term events plan for Paralympic/disability sport. Inclusive and accessibility provisions with universal design principles for facilities
- To provide a best-practice inclusive and welcoming environment - venues, residential and commercial developments and transport links

### *Deliver and protect open space and protect existing natural areas*

#### *Delivery of the vision*

- Ability to sell a compelling vision
- Clear view on the future vibrancy, sustainability and profile, which supports commerce, sports, major events and government services

#### *Improve connectivity and transport to, from and within*

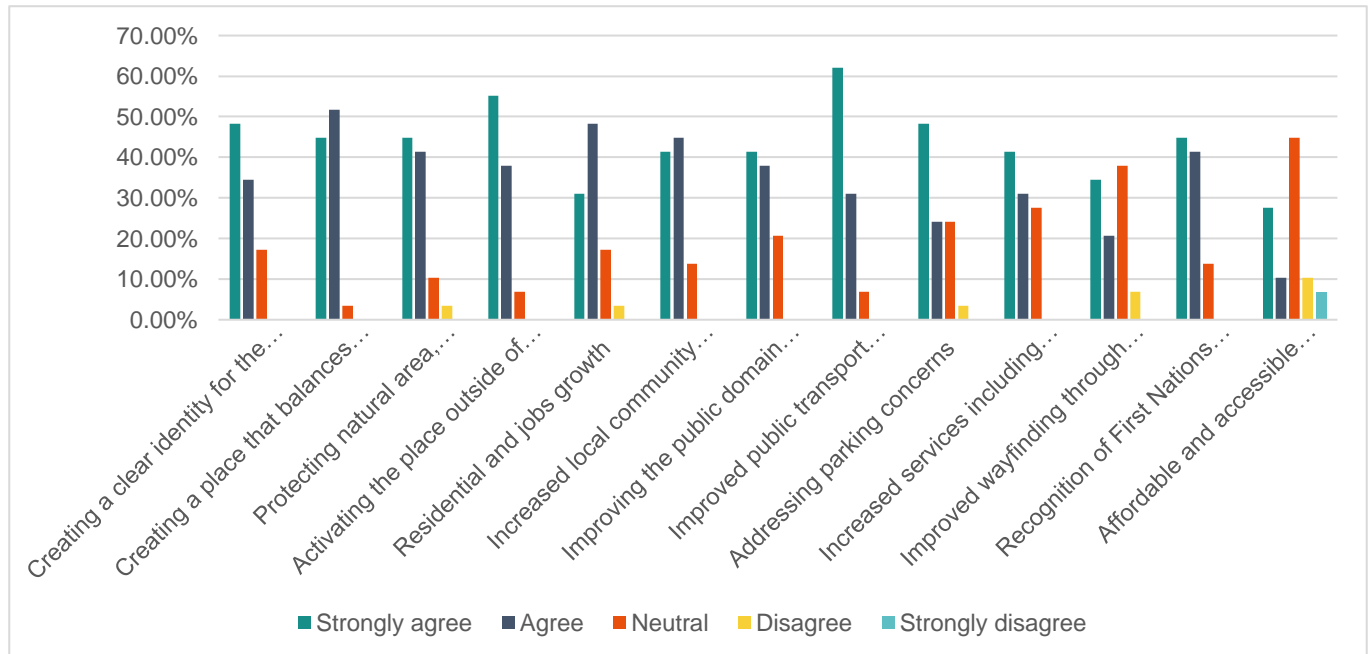
- Increased visitation to better/enhanced brand association, improved transport access and egress
- Sydney Olympic Park should have significantly improved transport links to both the CBD and the new Western Sydney Aerotropolis

#### *Protect cultural heritage and increase cultural experience in the future*

- Continuity of the recognised Aboriginal and historic Cultural Heritage values and physical evidence in the context of a respectful and well-managed public cultural tourism venue for Sydneysiders and visitors

The following priorities have emerged through previous engagement. Please indicate your level of agreement with each of these priority issues.

On average, respondents indicated high levels of agreement with the priority issues. Issues where respondents indicated disagreement include affordable and accessible housing options, improved wayfinding, parking, residential and jobs growth, and protecting the natural environment.



Thinking about a future Sydney Olympic Park in 2050, are there any other priority issues the Vision and Strategy should consider?

Additional priorities for Sydney Olympic Park raised by respondents were mostly related to sports and sports facilities, due to many respondents representing sporting clubs or sports facilities. Priorities included:

- Ensuring the precinct remains a pre-eminent sporting precinct
- SOP being a world-class sports precinct with a world-class institute of sport
- Investment into major sports infrastructure to ensure that the Park retains its position as the premier venue for hosting sports peak bodies and major events
- The growth and development of sporting facilities that accommodate the needs of state and national bodies
- Sporting development and venues
- Sporting facilities for less high-profile sports (non-professional sports)
- How to utilise and/or repurpose existing infrastructure to support sport expansion
- Increase and improvement on existing and new sporting facilities
- Basketball facilities that are urban designed and accessible 24 hours a day

Other priorities and opportunities suggested by survey respondents included:

- Improved local connections to open space, in addition to activity and transport nodes
- Bring people back to the precinct as soon as possible, prioritise sporting and cultural events and night markets
- Landscaping and shade upgrades
- Maintaining and attracting new major events
- Connect business to business, and business to residents within the park.
- Consideration of impacts of climate change – in particularly sea-level rise
- Inclusive design and practice throughout the built environment, services, employment and activities and events
- Sheltered and protected places for wildlife in SOP in the future and ensure SOP is not taken over by development.
- Retaining and managing the historic cultural heritage values of the former RANAD

### What are your ideas for addressing the priority issues in Sydney Olympic Park?

Respondents identified several ideas for addressing the priority issues in Sydney Olympic Park. These included:

- Improved community and social infrastructure, including schools, libraries and recreational facilities
- Clear land use, transport and development objectives
- Balancing revenue generation while respecting the Olympic legacy
- Engagement with stakeholders and the community, and the creation of working groups to drive feedback, ideas and actions
- Public transport connections
- Activation outside of event times
- Support for sporting organisations in the precinct and development of additional sporting facilities
- Affordable housing options
- Educational opportunities
- Masterplan that includes an integrated eco-friendly environment with sport, culture and open spaces
- Explore how to make the most of facilities for all users
- Finding a balance between events and the day-to-day community

### Which of the following statements do you agree with? In 2050, Sydney Olympic Park should be planned to be a place to be important for:

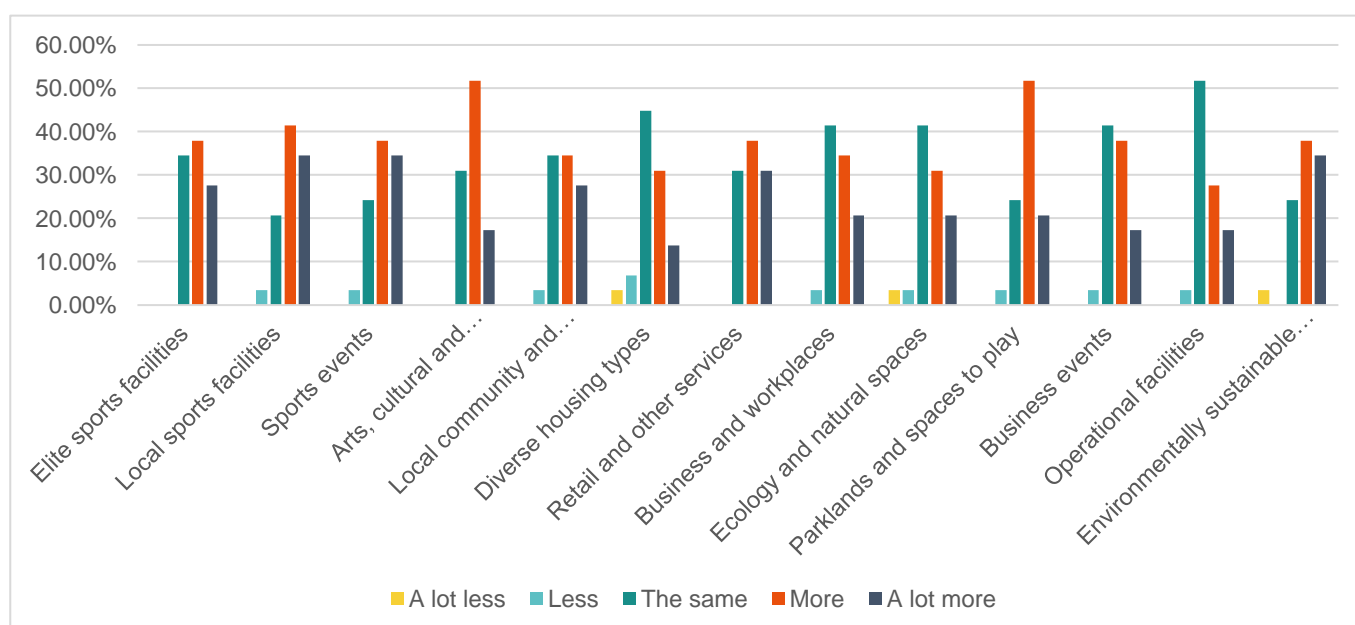
86% of respondents agreed that Sydney Olympic Park is important for Greater Sydney, followed by 69% who indicated that it should be important for NSW and 66% who selected Australia.

Answer option	Percentage
Greater Sydney	86%
NSW	69%

Australia	66%
The local Sydney Olympic Park suburb	59%
The City of Parramatta LGA and neighbouring areas	34%
The Central River City	31%

By 2050, Sydney Olympic Park will be place that has more less or the same of the following elements:

Survey respondents were asked to indicate whether they think Sydney Olympic Park will have more, less or the same of a number of listed elements. On average, respondents stated that they would like to see more or the same of all the elements.



Survey respondents were asked what other things they think that Sydney Olympic Park should be a place for in 2050. Responses included:

- High-order strategic centre
- Housing supply in a high-quality, environmentally sustainable built environment
- Destination for tourists
- Education
- Pre-eminent sporting destination
- Diverse range of business
- World-class sports institute
- Open spaces and eco-friendly living
- Transport options
- Physical activity and wellbeing
- A place people are proud of

- A place that centres Greater Sydney
- Indigenous culture and inclusion

Respondents were asked to identify local and global trends that should be considered as part of a 2050 vision for Sydney Olympic Park.

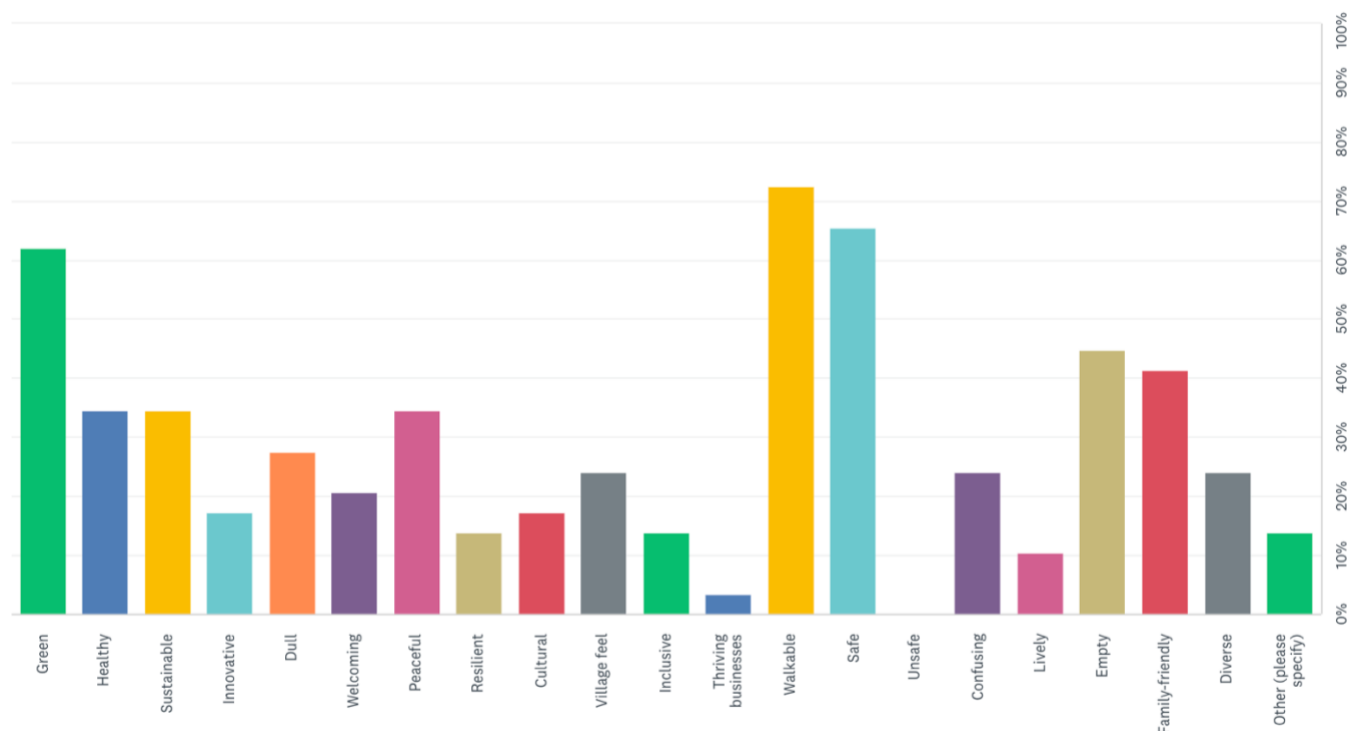
These included:

- Urban heat
- Family precincts
- Adrenaline sports
- Placemaking
- Sports institutes
- Electric Vehicles
- Amenity – trees and flowers
- Cultural space
- Self-sustainability
- Light pollution
- Water-quality management
- Gender
- Climate-change impacts
- Ageing population
- Settling of refugees
- Universal design
- Community access to facilities
- Affordable housing
- Live - work
- Natural tourism

Which of the following words would you use to describe the character and personality of Sydney Olympic Park now?

The top words selected were:

- Walkable
- Safe
- Green
- Empty

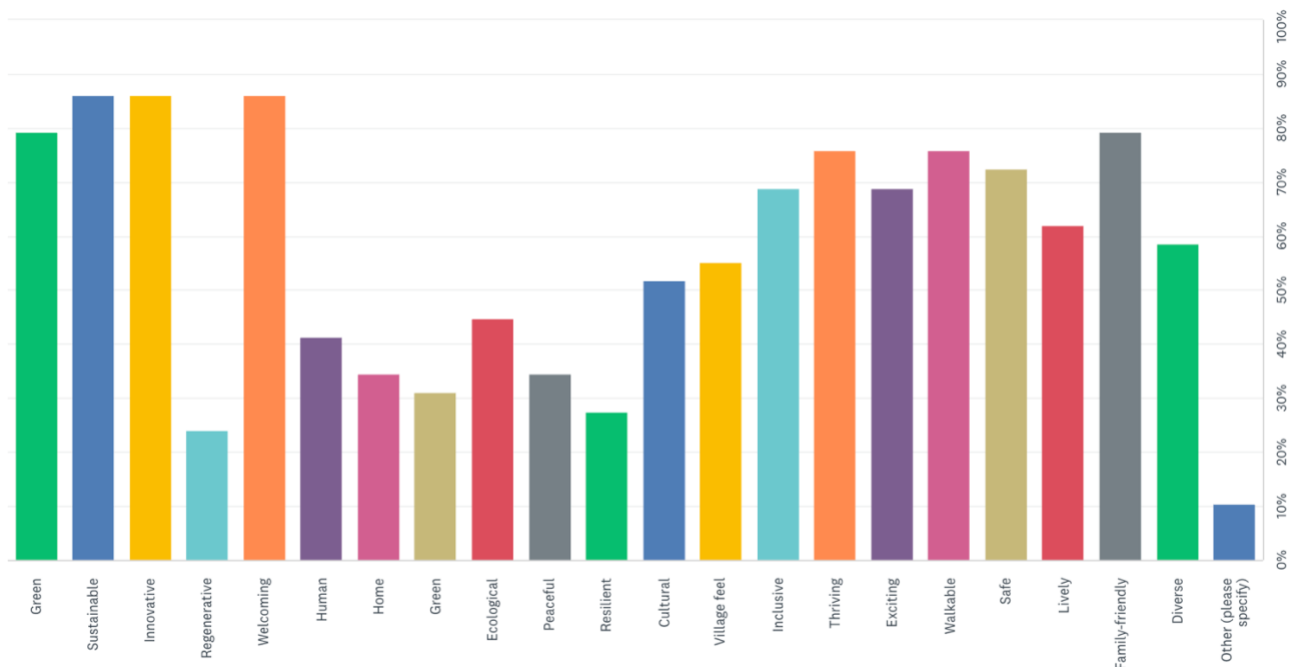


Which of the following words would you like to be able to use to describe the character and personality of Sydney Olympic Park in 2050?

The top words selected were:

- Welcoming
- Innovative
- Sustainable
- Green
- Family friendly

Green was the only common word selected in the top lists for both the description of Sydney Olympic Park now and in 2050, however the word walkable came close to being in both top lists.



Respondents were asked to complete a sentence that created a vision statement for Sydney Olympic Park.

Key concepts from the vision statements included:

- World-class sporting and cultural events
- Buzzing every day of the week
- A precinct that people do not have to leave for their day-to-day lives
- Destination location for all of Sydney
- A place with access for all, including walkable paths, wheelchair access, places to sit and access to public toilets, so that everyone feels welcome
- Protected green places and natural environments
- Innovative and sustainable

Do you think you can play a role in realising the future 2050 Sydney Olympic Park that you just described? If yes, what role can you play in realising this future Sydney Olympic Park 2050?

86% of survey respondents indicated that they can play a role in realising the future Sydney Olympic Park. The role stakeholders felt they could play is detailed at **Appendix D**.



# 11. Staff engagement

An online team survey was conducted and three online workshops were held with Sydney Olympic Park Authority staff. The purpose of these activities was to explore key considerations and trends, non-negotiables and expectations for the strategy. This chapter provides an overview of the findings from the staff engagement.

## 11.1 About the staff engagement

Three online meetings were held with Sydney Olympic Park Authority staff throughout the consultation process:

- Forum with all staff
- Lunch and learn session with all staff
- Meeting with senior managers

The purpose of the meetings was to keep staff updated on the project and inform them of the key themes arising from engagement with community and stakeholders, in addition to gathering their feedback on key trends, expectations and non-negotiables to be considered for the Place Vision and Strategy. Cred Consulting facilitated the staff workshops online, using Mentimeter as an interactive, live polling tool.

An online team survey was also conducted with Sydney Olympic Park Authority staff from 23 September 2021 to 26 October 2021. The purpose of the survey was to capture team conversations, for staff to discuss the project as part of their team meetings and share considerations, non-negotiables, trends and ideas for the Place Vision and Strategy. A total of 17 responses were received from teams within Sydney Olympic Park Authority.

## 11.2 Online survey

### Respondent profile

#### *Business unit*

Answer option	Percentage
Place Management	35%
Asset Management and Environmental Services	29%
Venue Management	18%
Commercial	6%
Office of the COO	6%
Other	6%

## Team

Answer option	Percentage
Place Activation and Strategy	28%
Asset Management	12%
Environment and Planning	12%
Aquatic Centre – Aquatic Programs	6%
Combined Group	6%
Commercial and Property Leasing	6%
Education and Visitor Programs	6%
Environment and Ecology	6%
Sports Development	6%
Sports Venues – Aquatic Centre	6%
Venue Management	6%

## What we heard

*What are the strategies or plans and policies that guide your work and that need to be considered in developing a Vision and Strategy to 2050?*

Respondents identified several key strategies, plans and policies that should be considered in the development of the Place Vision and Strategy. A list of these documents is provided at **Appendix E**.

*Thinking about a future Sydney Olympic Park Vision and Strategy 2050, what are the ‘non-negotiables’ for you and your team?*

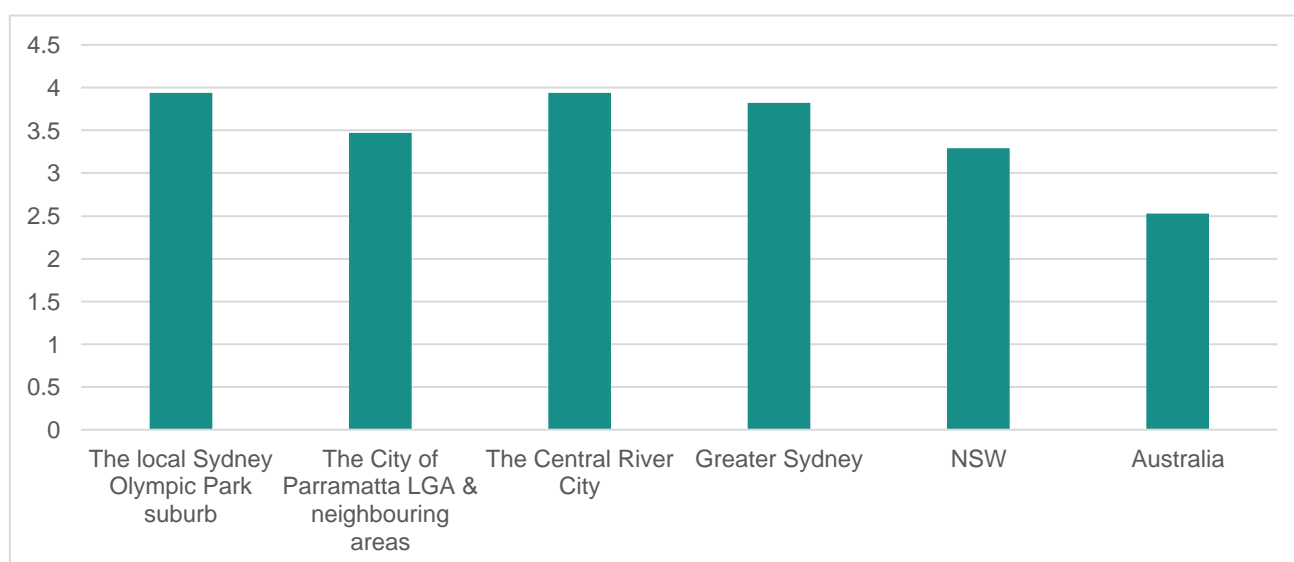
- Respondents from the **Aquatic Centre – Aquatic Programs** team highlighted the need for investment in the Aquatic Centre, innovation to improve sustainability, and investment in community sport and exploring the balance between use of spaces by community and elite athletes.
- The **Asset Management** team stated that the Place Vision and Strategy needs to manage safety and compliance, promote environmental awareness and access and inclusion, maintain assets and databases to a high standard, and promote Sydney Olympic Park Authority as the Centre of Excellence for design and sustainability.
- Respondents from the **Combined Group** indicated the importance of prioritising safety and emergency management, integrating digital infrastructure into the suburb, creating intimate neighbourhood spaces, implementing community infrastructure and ensuring accessibility.
- Respondents from the **Commercial Property and Leasing** team stated that the Place Vision and Strategy needs to promote work health and safety, the SOPA Act and property management legislation.
- The **Education and Visitor Programs** team raised the need for public access to parklands and heritage and cultural spaces. They also stated that the retainment and accessibility of program spaces, and a place-based education and community program team are non-negotiables.
- Respondents from the **Environment and Ecology** team stated that non-negotiables include long-term protection of E2 and E3 zoned land, avoiding destruction, degradation and fragmentation of ecologically significant lands, no human-induced net loss or offsetting of habitat, no repurposing of

conservation lands and no unmanaged visitor access to key areas. They also stated there be no significant changes to the parkland’s plan of management land classifications.

- The **Environment and Planning** team stated that the Place Vision and Strategy should enable the suburb to have a unique character, integrated public transport and connections with surrounding suburbs, a world-class town centre, a showcase for sustainable development, and protection of the environment and human health.
- Respondents from the **Place Activation and Strategy** team stated that the Place Vision and Strategy should have adequate resources and a realistic expectation of output, well-managed and free public spaces that are welcoming and accessible, a focus on First Nations peoples and the broader community, community facilities and human-centred design. They also noted that the suburb name should remain the same.
- The **Sports Development** team indicated that the Place Vision and Strategy should have a focus on the suburb as a major sports events destination, and further investment from the government in new sports facilities and upgrades to the Olympic stadium.
- Respondents from the **Sports Venues – Aquatic Centre** team stated that the Place Vision and Strategy should maintain the Olympic legacy, enable continual investment into aged and ageing assets, have a clear strategy on balancing elite and community sport, and have support from the NSW government.
- Respondents from the **Venue Management** team stated that the Place Vision and Strategy should maintain standards of infrastructure and planning for venues to grow, upgrade, refurbish and expand, so they can continue to meet the existing and future demand of diverse users without being compromised.

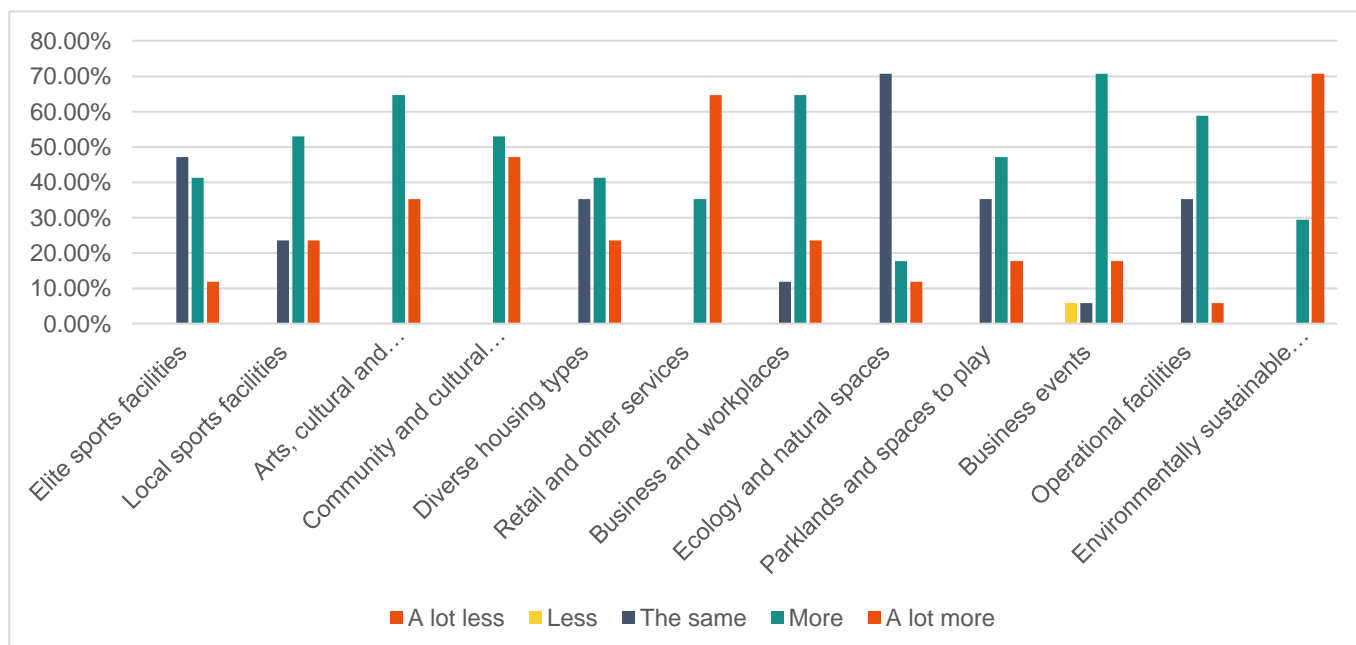
*Please rank the following statements from most important to least important. In 2050, Sydney Olympic Park should be planned to be a place to be important for...*

Respondents indicated that plans should be made to ensure Sydney Olympic Park maintains its importance within its local suburb and the Central River City first and foremost, followed by Greater Sydney and the City of Parramatta LGA and neighbouring areas.



### *By 2050, Sydney Olympic Park will be place that has:*

The majority of respondents rated all elements needing to be at least the same in 2050. Respondents stated that by 2050, they would like to see Sydney Olympic Park as a place with more retail and other services, environmentally sustainable water, energy and waste services, and systems, and community and cultural spaces and events.



### *What else do you think Sydney Olympic Park should be a place for in 2050 and beyond?*

Respondents from the different teams provided thoughts on what Sydney Olympic Park should be a place for in 2050.

- Respondents from the **Aquatic Centre – Aquatic Programs** team stated it should be a place for cultural experience and social interaction, with greater access to experiences.
- The **Asset Management** team indicated that Sydney Olympic Park should have improved parklands and a focus on sustainability, active nightlife and a car-free precinct.
- Respondents from the **Combined Group** stated that Sydney Olympic Park should be a place for community, just as much as visitors, with improved communication systems and a wide variety of dining options.
- Respondents from the **Commercial Property and Leasing** team stated that there should be student and education facilities, a community health centre and spaces for retirees to enjoy leisure time.
- The **Education and Visitor Programs** team indicated a need for quality learning and discovery experiences and opportunities to connect people to Country and place, with First Nations culture being prominent.
- Respondents from the **Environment and Ecology** team noted that Sydney Olympic Park cannot be everything for everyone without diluting what already exists, and there is a need to identify what is achievable and can be balanced with existing and the future needs. They suggested an ecology centre of excellence, sports university campus, Brickpit sculpture garden and First Nations culture embedded in local schools.

- The **Environment and Planning** team stated that Sydney Olympic Park should focus on greater livability, with walkable streets, cool zones, active transport, sustainable development and social infrastructure. They also saw a need for public transport connections, facilities for an ageing population and consideration of climate change.
- Respondents from the **Place Activation and Strategy** team saw value in greater First Nations connection, community-led placemaking, a focus on environmental sustainability and the natural environment, and greater dining options and night-time activation. They suggested bringing in film production facilities and industries that are being removed from other areas in Sydney.
- The **Sports Development** team highlighted the importance of catering for community sport and having top-level athletes interacting with grassroots sport. Respondents stated that Sydney Olympic Park will be a centre for the sports industry, retail, innovation and sporting headquarters and playing facilities. It will also be a place of further action sports attractions, with an interactive First Nations People Sport Museum.
- Respondents from the **Sports Venues – Aquatic Centre** team stated that Sydney Olympic Park needs to have more social gathering places.
- Respondents from the **Venue Management** team stated that it should have a unique mix of the natural environment with events, business and sport.

*What are some local and global trends that you think should be considered as part of a 2050 vision for Sydney Olympic Park?*

Respondents identified local and global trends that should be considered in the development of the Place Vision and Strategy.

- The **Asset Management** team raised the idea of Sydney Olympic Park being a hub for public and active transport options and sustainable living, with a focus on inclusivity and integrated technology, education and living.
- Respondents from the **Combined Group** identified smart places, working from home, flexible work spaces and localism as being trends to consider.
- Respondents from the **Commercial Property and Leasing** team stated that driverless vehicles, recycled drinking water, sustainable development and electric vehicle charging stations are key trends.
- The **Education and Visitor Programs** team suggested sustainable development as a key trend.
- Respondents from the **Environment and Ecology** team identified the importance of the restoration of the park's ecology and meeting the United Nations Sustainable Development goals and Global Biodiversity Framework. They also saw value in responding to the impacts of climate change and ensuring that the natural environment is healthy, resilient to threats and can improve place character, health and wellbeing.
- The **Environment and Planning** team stated that trends include technological improvements, social isolation and mental health issues, an ageing population and densification. They also noted that there is a global trend of connected, fine-grain, green town centres that create a rich social life.
- Respondents from the **Place Activation and Strategy** team highlighted trends including intergenerational living, greening the built environment, mixed use precincts, climate change, smart cities and use of technology, mental health and isolation and diversity.

- The **Sports Development** team identified the increase in value of the parklands, playing fields and open space as being critical to health. They noted that the Place Vision and Strategy will need to cater for this and increasing population demands, while also creating habitat for endangered species.
- Respondents from the **Sports Venues – Aquatic Centre** team stated that a key trend is digital engagement across the park.
- Respondents from the **Venue Management** team identified key trends as being space for evolution and creation of sporting and recreation pursuits, and balancing major event, business and recreational needs.

*Complete the following statement: In 2050, I want Sydney Olympic Park to be a suburb that...*

Respondents provided their ideas on what they would like Sydney Olympic Park to be like in the future.

- Respondents from the **Aquatic Centre – Aquatic Programs** team stated that they would like Sydney Olympic Park to be unique, innovative, sustainable, thriving, inclusive, accessible and have a village-feel.
- The **Asset Management** team stated that they would like Sydney Olympic Park to be iconic, fully accessible, sustainable, and the central livability hub of Sydney, including education, health, retail, leisure and recreation.
- Respondents from the **Combined Group** stated that they would like Sydney Olympic Park to offer something for everyone and thrive at all times, with an engaged local community who are proud of the area.
- Respondents from the **Commercial Property and Leasing** team stated that they would like Sydney Olympic Park to be a suburb that people from all over Australia and the world want to visit.
- The **Education and Visitor Programs** team indicated that they would like Sydney Olympic Park to be a place where people come to live, work, play, shop and explore.
- Respondents from the **Environment and Ecology** team stated that they would like Sydney Olympic Park to be a suburb where people live in harmony with nature, and become a smart suburb that is resilient, safe and sustainable with well-integrated services.
- The **Environment and Planning** team stated that they would like Sydney Olympic Park to be pleasant, friendly, interactive and cool to walk around, and a suburb where people can play, live and work.
- Respondents from the **Place Activation and Strategy** team stated that they would like Sydney Olympic Park to be a desirable, diverse and sustainable place that is welcoming to all, with recognition of First Nations history and ecology, and a suburb that thrives on a lifestyle of arts, culture and sports.
- The **Sports Development** team stated that Sydney Olympic Park should motivate happy, healthy, sustainable communities, who are connected to Country and inspired by the Olympics.
- Respondents from the **Sports Venues – Aquatic Centre** team would like Sydney Olympic Park to be an important destination for the people of NSW and Australia, with a thriving 24-hour economy.
- Respondents from the **Venue Management** team stated that they would like Sydney Olympic Park to be world-renowned for a unique mix of business, events, sports and culture that continually adapts and meets and shapes the needs of users.

### *What would a successful Sydney Olympic Park Place Vision and Strategy achieve for you and your business unit?*

Respondents provided feedback on what a successful Place Vision and Strategy would achieve for their team and business unit.

- Respondents from the **Aquatic Centre – Aquatic Programs** team stated that a successful Place Vision and Strategy would achieve ongoing employment, a balance between community and elite sport, and a customer-centric approach.
- The **Asset Management** team stated that it would provide clear direction about the future of the parklands and recreation, promote modern asset and data management, create an inclusive, safe, enjoyable and accessible suburb, and promote design excellence.
- Respondents from the **Combined Group** stated that it would give a clear direction with items for short, medium and long term, with a road map to get there.
- Respondents from the **Commercial Property and Leasing** team stated that it would allow their business unit to fulfil its purpose and achieve its goals.
- The **Education and Visitor Programs** team stated that it would create a clear and concise roadmap to becoming the go-to destination for bespoke and curated discovery and learning experiences.
- Respondents from the **Environment and Ecology** team stated that it would have a clear mandate to protect nature and heritage, and cement ecological and heritage land uses as part of the fabric and intergenerational values of the suburb.
- The **Environment and Planning** team stated that it would have a clear resolution of a balanced shared vision, and the governance and funding to deliver that vision. They noted that this should not have detrimental impacts on conservation areas, and it should have opportunity for sustainable reuse of remediated lands, allowing protection of existing green spaces and natural areas.
- Respondents from the **Place Activation and Strategy** team stated that it would promote time and resource efficiency, have a cohesive set of parameters for all units to follow and make time to build relationships with the community. They noted that Sydney Olympic Park should be consistent in its experience and lifestyle, meet the needs of its community and be safe, connected and culturally unique.
- The **Sports Development** team stated that it would support the Sport Placemaking Model that drives economic, social and sustainability outcomes for Sydney Olympic Park, and acknowledge that the suburb was born from the largest sporting event in the world.
- Respondents from the **Sports Venues – Aquatic Centre** team stated that it would provide clear correlation to Sports Venues Business plan, the team's work and the people they serve.
- Respondents from the **Venue Management** team stated that it would create continuation of a unique and world-class legacy that makes future business and community sense.



## 11.3 Staff workshops

### What we heard - Community and place

Participants identified several key community and place considerations for Sydney Olympic Park:

- Sydney Olympic Park needs to be a green and cool place, with amenities to support this
- There is a need to focus on visitors, not just residents
- Provide essential amenities and social infrastructure to support the growing community
- Sydney Olympic Park cannot be everything to everyone given the competing interests, so there is a need to make a decision about its future
- Need for multipurpose spaces and shared community spaces
- Activation of the suburb
- Consider governance and the role of the City of Parramatta Council

### What we heard - Economics and sustainability

Participants identified several key economic and sustainability considerations for Sydney Olympic Park:

- Protect availability of accessible, green, open space
- Sydney Olympic Park is well set-up as a resilience hub
- Parking and limited public transport connections are key challenges
- Need for improved connection with local and regional cycleways
- Explore the future of sport and how venues can open up to the community
- Net-zero suburb
- Consider how the workforce and workplaces will change over time, to make Sydney Olympic Park a great place to work, with a focus on a healthy and balanced lifestyle.

Participants identified several major trends that should be considered in the Place Vision and Strategy. These included:

- Climate change, environmental sustainability and resilience
- Population growth
- Housing affordability
- Demand for open space
- Access to public transport and active transport
- Smart cities and innovative technology
- Localism
- Livability
- 24-hour economy and activation
- Mental health needs



- Accessibility, diversity and inclusion
- Designing with Country and caring for Country
- Amenity and social infrastructure
- Major sport and entertainment events
- Shared community spaces

Participants raised a range of ideas for future scenarios that the visioning process could explore, including:

- Night-time economy and 24-hour activation
- Improved wayfinding and connectivity
- Environmentally sustainable development and urban design
- Smaller, intimate spaces for community
- Balancing a community and events focus
- Commercial opportunities
- Public transport and reducing reliance on cars
- Impacts of climate change and major disasters, and exploring Sydney Olympic Park as a resilience hub
- Caring for Country and bringing First Nations voices into Sydney Olympic Park
- Improving retail, food and beverage offering
- Changing the name of the suburb

Participants stated that a successful 2050 vision would cover:

- Healthy and happy community of residents, workers, students and visitors
- Balance between large scale and community events
- Focus on environmental sustainability and protecting biodiversity
- Defined purpose and identity
- A livable, accessible and inclusive place for everyone
- A place to visit that has offers events, food, culture, education and environment
- Connectivity
- Clear governance roles
- Entertainment and sport
- Remediation of contaminated land
- Caring for Country and embracing First Nations history.

Participants were asked what words they would like to be able to use to describe Sydney Olympic Park in 2050. Key words submitted included **green, sport, unique, sustainable, home, community, connected** and **diverse**.

## Do you have any lessons from developing plans for Sydney Olympic Park in the past that you would like to share?

Participants stated that the Place Vision and Strategy must be achievable and simple, have adequate funding and resources, and include genuine consultation opportunities. They highlighted the need for clear leadership, risk-taking, reviewing previous processes prior to creating new ones and tools to implement on the ground.

One participant indicated that previous plans have experienced difficulties due to limited internal consultation and lack of funding and resources.

## What opportunities are there to embed care for Country at Sydney Olympic Park?

These included ecological restoration and rehabilitation, environmental stewardship and traditional land management practices. Participants also saw value in implementing interpretive signage, engagement with First Nations peoples, storytelling, education and cultural activities.

Several participants suggested greater use of First Nations names for places, venues and parkland areas in Sydney Olympic Park, and promoting care for Country in all aspects of the suburb.

Following a presentation about the engagement process and outcomes to date, participants were asked if there was anything they found surprising. Many participants indicated they were surprised about the concept of the suburb name change, the idea of Sydney Olympic Park being a resilience hub, and the limited reference to sport and venues as the focus of the suburb. Participants expressed support for the concept of 'Wangalising' Sydney Olympic Park and the complementary use idea, to balance community use of venues with major events.

Participants stated that changing the name of the suburb may create more confusion and impact its identity, noting that Sydney Olympic Park is unique as a sports precinct and should be celebrated.

Participants also questioned how engagement outcomes and ideas will be prioritised for input into the Place Vision and Strategy.

## Is there anything you would like to know more about?

Participants indicated that they would like to understand how the project will be resourced and funded, including whether Sydney Olympic Park Authority will do the work or if it would be outsourced. Participants questioned how inputs from vested interests would be weighted and prioritised when the Place Vision and Strategy is developed. Participants also expressed an interest in understanding timeframes and how the project is being promoted.

Participants asked questions relating to how the Place Vision and Strategy will attract investment in the stadium and public domain infrastructure, how the natural environment will cope with the increase in visitors, whether the parklands will open up to support the growing population, and whether walkability will be improved.

# 12. Internal stakeholder engagement

Meetings were held with the Project Control Group, the NSW Department of Planning, Industry and Environment Reference Group, the Parklands Advisory Committee and the Placemaking NSW Advisory Committee (Sydney Olympic Park Authority Board). The purpose of these meetings was to provide project updates and explore trends, future scenarios and expectations for a successful vision. This chapter provides an overview of the findings from the internal stakeholder engagement.

## 12.1 About the internal stakeholder meetings

Meetings were held with key internal stakeholders throughout the consultation process.

- Project Control Group
- NSW Department of Planning, Industry and Environment Reference Group
- Placemaking NSW Advisory Committee (Sydney Olympic Park Authority Board)
- Parklands Advisory Committee

The purpose of the meetings was to provide project updates and explore trends, future scenarios and stakeholders' expectations for a successful vision.

Cred Consulting and SGS Economics and Planning facilitated the meetings online via Zoom, using Mentimeter as an interactive, live polling tool during several sessions.

## 12.2 Project Control Group

Discussions in the PCG meeting centred around the opportunity to lead, and focus on regeneration and harnessing Sydney Olympic Park as a symbol of excellence.

## 12.3 NSW DPIE Reference Group

**What are some of the major trends that the Place Vision and Strategy should consider/address?**

Participants indicated that the Place Vision and Strategy should create a strong sense of connection to Sydney Olympic Park, as a walkable, cyclable neighbourhood that is recognised globally as a showcase for good design and density, without sacrificing authenticity and sense of place. Housing diversity was seen as critical, with participants having a desire for Sydney Olympic Park to grow well, but not necessarily tall.

Participants saw a need to embrace and promote the culture of event diversity, and balance open space with sporting use and a growth in experiences and adventure sport. Participants also noted the consideration of fostering shared spaces and community spaces for a variety of groups, and capitalising on Sydney Metro West in making Sydney Olympic Park a transport destination.

Resilience, sustainability and climate change were raised as major trends for the strategy. Participants identified the need to consider what the environment will be like in 2050 and develop strong environmental and sustainability outcomes. This could include regenerative and native planting, going beyond net-zero emissions and focusing on shade and water as critical components of the place. Participants also noted the need to care for Country as a holistic approach.

Participants indicated that Sydney Olympic Park has all the ingredients for a living lab, given the technology foundation, investment in environmental sustainability and connection to citizen outcomes, which can inform urban design guidelines. Participants also expressed the need to ensure that emerging technology, such as small cells, is leveraged, while the impact on streetscapes and public spaces is minimised.

### What future scenarios/opportunities would you like the visioning process to explore?

Participants stated that they would like the visioning process to explore a sustainability focus, through energy and waste management, zero-car use in parts of the suburb and active transport. Improvements in public transport accessibility with Sydney Metro West would also encourage renewed enthusiasm about the area.

Participants also saw value in exploring a diversity of housing typology and true affordability, and increasing density while maintaining tree canopy and open space. Participants emphasised the need to embed flexibility and adaptability by having a framework that allows ongoing innovation over time.

Increasing the catchment area for visitors using the precinct was also raised, alongside expanding and embedding culture and creativity from Newington Armory into the town centre.

Participants were asked what a successful 2050 vision achieves for them. Participants stated it would be a vision that excites and inspires people, and one where people heard. Participants expressed a desire for a place of big, memorable moments, and also a great place to live and work all year round.

Participants see a future Sydney Olympic Park as an attractive, interesting village that reflects the community and its diversity. They suggested an activated day and night economy, Eat Street, greenery and public spaces where people want to stay and enjoy, in addition to a focus on women's safety.

Participants envisioned a seamless, fast Wi-Fi experience in the suburb, and sophisticated journey management throughout.

Participants were asked what words they would like to be able to use to describe Sydney Olympic Park in the future. Key words included accessible, vibrant, innovative, dynamic, safe, experiential and connected.

## 12.4 Placemaking NSW Advisory Committee (Sydney Olympic Park Authority Board)

The Committee raised a number of opportunities, priority issues and future scenarios for Sydney Olympic Park. The Committee indicated that Sydney Olympic Park was not originally designed for the amount of density that is currently envisaged in Master Plan 2030.

It was noted there is a lack of community and cultural infrastructure to support residents, and there is a need to activate the suburb and create nightlife with a diverse range of activities. The Committee stated that Sydney Olympic Park's remit should look beyond just a sporting precinct, to be a place for the Greater Sydney community. Tensions such as "event mode" and "everyday mode" need to be resolved between Sydney Olympic Park's initial purpose and its future purpose as a welcoming, diverse place where people live, work and play.

The Committee saw a need for the government to show leadership and pilot innovative initiatives to make Sydney Olympic Park an exemplar, sustainable and equitable suburb. Sydney Olympic Park acts as a backyard for high-density surrounding suburbs, providing much-needed open space.

The Committee was asked to identify trends that should be addressed in the strategy. Trends included impacts of the COVID-19 pandemic and how cities may respond, such as providing more hubs to enable people to work closer to home. The Committee also indicated that sustainability is key, along with being a net-zero precinct and responding to the impacts of climate change. The Committee raised the importance of connection to Country and consideration of frameworks such as Designing with Country and the Design and Place SEPP.

Population growth and high-density living in Sydney Olympic Park and surrounding suburbs was identified as a key issue, in addition to the lack of green open space, recreation facilities and community infrastructure to meet demand. The Committee also indicated the need to consider walkability in the precinct, housing affordability, social inequity and health.

The Committee identified public transport as a key consideration, in relation to Sydney Metro West and connecting Parramatta to the Sydney CBD via a fast rail connection, in conjunction with light rail and ferries. The Committee also expressed the importance of balancing community and stakeholder needs, and understanding whether Sydney Olympic Park should remain as a major events precinct.

### What future scenarios/opportunities would you like the visioning process to explore?

The Committee indicated that they would like the visioning process to explore the role that Sydney Olympic Park plays for surrounding suburbs and Greater Sydney, and whether it is schools, retail and jobs, or a continuation of the area as a major events precinct. The balance between residential, commercial, cultural and civic needs was raised as a key consideration.

The Committee also saw a need to explore the place governance for the delivery of the new vision, and understanding the role of Sydney Olympic Park Authority, City of Parramatta Council and the NSW Government.

The Committee saw opportunities for vibrant nightlife in Sydney Olympic Park, creating a lively main street and being a leading net-zero precinct, through considering mobility hubs to drive modal shift. The Committee also noted the need to protect the parklands while also making them more accessible.

The need to build back better from the COVID-19 pandemic was raised, by driving equality through social and affordable housing, and build-to-rent options. The Committee also indicated the impacts of Sydney Metro West and the light rail, and the limited land availability to fulfil commercial and community needs, while one participant suggested testing a different type of housing compared to high-rise buildings.

## What does a successful 2050 vision achieve for you?

The Committee indicated that a successful 2050 vision is one that is a people-centric, accessible, connected place that lives up to its potential and responds to connecting with Country aspirations. The Committee felt that the vision needs to be future-focused with a nod to the past, and needs to be committed to resolving issues raised by stakeholders.

The Committee saw Sydney Olympic Park as being a best-practice, sustainable urban area that is a green oasis and loved by residents and visitors. The Committee identified the need for a clear economic plan and sporting leadership across organisations and activities, with some seeing Sydney Olympic Park as an internationally recognised sporting precinct, with a continuation of the green leadership from the 2000 Olympic Games.

The Committee were asked what words they would like to be able to use to describe Sydney Olympic Park in the future. Key words included walkable, activated, green, jobs engine, diverse, accessible and clear wayfinding.

## 12.5 Parklands Advisory Committee

### What do you see as some of the opportunities for SOP, thinking about global and local trends?

Participants indicated that Sydney Olympic Park has the potential for something extraordinary. They noted it can be the exemplar high-density suburb of Australia and the world, and it has the opportunity to create green density with a positive approach to net zero. It is important to build on the legacy of the 'Green Games' and create a green, high-density, pedestrian-focused suburb that follows the 5-minute city model and has functional apartment design.

Participants stated that the concept of biodiversity is embedded in the words 'green' and 'sustainability', with Sydney Olympic Park being a vibrant sporting hub supported by strong connections to the Parramatta River. Ecologically, Sydney Olympic Park is greatly challenged and there is an immense amount of further enhancement that can be done.

Participants noted that there can often be a clash with vibrancy in the suburb and smaller, more intimate cultural events, and that there is a need to maintain peace and quiet in specific spaces and precincts. Participants also saw a need to bring in the Wangal voice and harness opportunities to connect, both in terms of pedestrian access and Sydney Metro West.

**"Sydney Olympic Park has, over other precincts, the bones of something extraordinary. It can be the exemplar high-density suburb to the world, with green density in a parkland setting."**

**"These were the Green Games, and we can build further on that legacy."**

### What are your views on balancing competing pressures with the parklands?

Participants stated that there is a need to understand the role of the parklands as much as possible, and that while the ecological values of the area shouldn't be compromised, it is important to ensure the parklands serve the broader community where there is a lack of open space.

Participants noted that Sydney Olympic Park has many constraints with the way the land can be used and engineered, due to contamination, which creates difficulties with managing competing pressures.

### Are concentrated areas and hotspots in parklands an ideal use of the space?

Participants indicated that in any park, there are areas of greater activity as parklands are made of hotspots and quiet areas. This meets the needs of people in certain locations of the park, and is not a fundamental issue with the way a park operates as it allows for ecology and recreation. However, there is a need to consider how parks might change as development occurs and visitation increases, and whether this will create a problem.

Participants stated that hotspots in parks act as a trade-off to allow for more quiet and protected areas, as they take the pressure off these spaces. A challenge is providing the buffer to the more sensitive areas and protecting ecological values that would not be able to cope with hotspot activity in close proximity.



# 13. Engagement webpage

A dedicated webpage was developed for the project on Sydney Olympic Park Authority's #mySOP Engage platform, where participants could read information about the project, access frequently asked questions, complete the survey and participate in a mapping and love letter activity. This chapter provides an overview of the engagement webpage.

## 13.1 About the engagement webpage

A Sydney Olympic Park Place Vision and Strategy 2050 project webpage was created for the community and stakeholders to learn more about the project, have their say and contact the project team. The webpage was promoted by Sydney Olympic Park Authority to encourage participation from the community.

The webpage included information on the project timeline, purpose, background and team, in addition to 18 frequently asked questions and content translated into simplified Chinese.

Three consultation activities were made live on the website from 11 October 2021. These consisted of a community survey, a mapping tool and a love letter activity. Please see Chapter 9 for the outcomes of the community survey.

During the period 11 October until 25 November 2021, the webpage received 886 views and 489 unique visitors. There were 40 contributions made to the consultation activities by 25 contributors, and 37 visitors subscribed to the project using the 'follow' button.

While not all visitors contributed to an activity, 32% of visitors spent at least one active minute on the webpage – indicating that they were reading the content and learning more about the project.

## 13.2 Mapping tool: What does Sydney Olympic Park mean to you?

The community was provided the opportunity to contribute to an online mapping activity, where they could place a marker on a map of Sydney Olympic Park to drop a pin and share a connection or story, share what they love about a specific place or share their ideas for the future of Sydney Olympic Park. During the period 11 October until 25 November, a total of 16 contributions were received.

The majority of respondents (69%) indicated that they are visitors to Sydney Olympic Park, followed by 31% who indicated that they are workers and 19% who stated that they are residents.

Respondents raised several ideas for the future vision for Sydney Olympic Park. Many respondents expressed appreciation for Sydney Olympic Park, stating they enjoy the wildlife, cycling through the area (particularly the grassland near the Armory), walking along plateaus off the beaten track and visiting the bird hide.

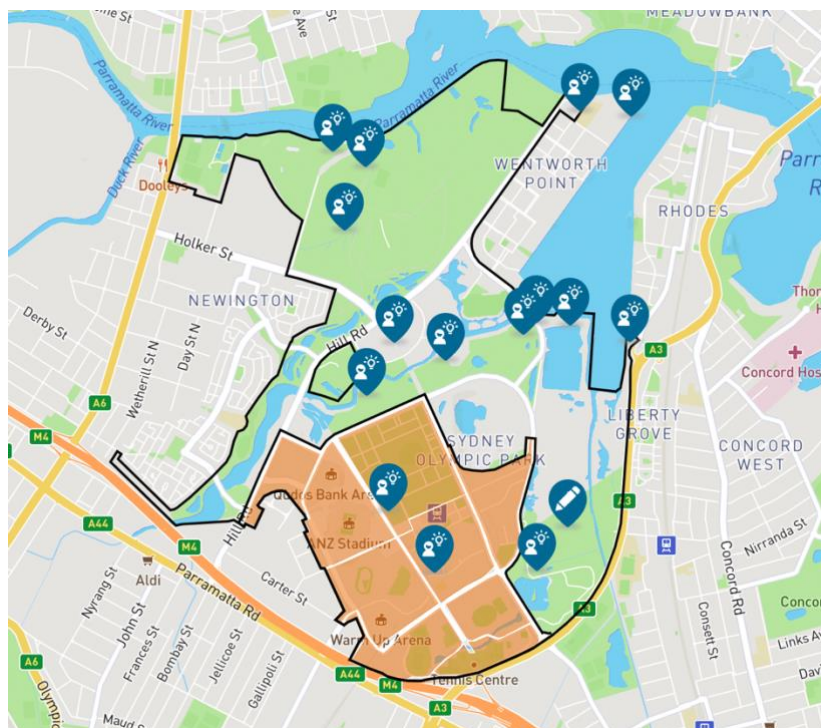
To improve amenity and experience, respondents suggested ecological tours in Sydney Olympic Park, active and creative activities for children, virtual reality and augmented reality experiences. A respondent suggested a kayak launch point near Lewis Berger Park (however it is noted that this location is not part



of Sydney Olympic Park), while others suggested a bar near the Armory, and trees that provide shade on Kronos Hill. Trees were also suggested at Bay Marker, in addition to a bench for seating. One respondent suggested an upgrade to the bird hide at Shipwreck Lookout, with a viewing platform, telescope and educational resources.

Respondents saw a need for a shopping centre in Sydney Olympic Park in the near future to cater for residents' needs, in addition to more parking outside the Armory Wharf Café. Respondents also saw value in the continuation of the cycleway on Burroway Road to connect directly with Marina Square and the footbridge, and also the continuation of the dirt track near Holker Busway. It was suggested that the dirt track could be similar to the elevated paths in Meadowbank along the river, above the mangroves.

Safety is a strong concern in many of the comments. Respondents identified the need for a zebra crossing on Ferry Wharf Circuit for the safety of students and Wentworth Point Public School, and traffic lights on Bennelong Parkway due to the high numbers of pedestrians. A respondent suggested opening the Holker Busway to through traffic to relieve congestion in surrounding areas and improve safety. They also suggested allowing for closure to all traffic during major events.



### 13.3 Love letter to Sydney Olympic Park in 2050

The community was provided the opportunity to write an online love letter to Sydney Olympic Park in 2050, on the engagement webpage. During the period 11 October until 25 November, one love letter was submitted. This activity was heavily impacted by the COVID-19 lockdown during the engagement period and will be revisited during the public exhibition.

The respondent who submitted the love letter stated that Sydney was at its best during the 2000 Olympics and Paralympics, and they are looking forward to the atmosphere and experiences continuing to 2050.

# 14. Visioning workshop

A visioning workshop was held with a total of 62 stakeholders. The purpose of the visioning workshop was to update stakeholders on the consultation to date, and work together to ideate future scenarios and develop vision statements for Sydney Olympic Park. This chapter provides an overview of the findings from the visioning workshop.

## 14.1 About the visioning workshop

A full-day visioning workshop was held with stakeholders on 19 November 2021 at the Novotel in Sydney Olympic Park.

Invitations for the visioning workshop were extended to key stakeholders with an interest in Sydney Olympic Park. See **Appendix F** for a complete list of attendees at the visioning workshop.

The purpose of the visioning workshop was to present results from the consultation to date, develop agreed vision statements for the future of Sydney Olympic Park, work collectively to ideate possible future scenarios and brainstorm ideas for action.

Cred Consulting facilitated the visioning workshop and two artists were in attendance to draw a live mural, capturing the discussion and outcomes throughout the day.

The workshop commenced with an arrival experience at Cathy Freeman Park, where participants watched a Connecting to Country performance by the Jannawi Dance Clan. This was followed by a 'walk and talk with a local' activity, where five local residents led participants on a walk to the Novotel while sharing their insights as a community member, to help participants develop a deeper understanding of the local community experience of Sydney Olympic Park. The arrival experience was important to bring the community and First Nations voice into the workshop.



Jannawi Dance Clan – ©Photo by Matthew Duchesne



Local ambassadors – ©Photo by Matthew Duchesne

The main workshop session began with an Acknowledgement of Country by Susan Moylan-Coombs from the Gaimaragal Group, and presentations by special guests Kiersten Fishburn, Secretary of the NSW Department of Planning, Industry and Environment, and Ken Kanofski, Chair of the Placemaking NSW Advisory Committee and Sydney Olympic Park Authority Board.

The project team was introduced and participants were provided with a presentation on the project setting and current state, and an update of what was heard through the consultation to date. Following a screening of the Sydney Olympic Park 2050 project video, participants took part in a group activity where they were asked to develop statements to respond to the following visioning questions:

- In 2050, Sydney Olympic Park will be a suburb that...
- Because it will have...
- It will be a place that prioritises...
- We will achieve this by...
- Future generations will be better for it because...
- We will have protected...
- We will have attracted or created...

See **Appendix I** for the completed vision statements from each table.

Participants were then introduced to the 12 future directions that were developed, based on ideas, challenges and opportunities raised from engagement and research. Participants were provided with the opportunity to explore and test all future directions through four breakout rounds of discovery areas, facilitated by Cred Consulting and SGS Economics and Planning, with subject matter experts in each discovery area.

Participants and their facilitator discussed levels of agreement with each of the future directions, challenges and opportunities. QR codes were also provided in each discovery area for participants to rate their level of support for each of the respective future directions. See **Appendix G** for the poll results from each discovery area. Detailed feedback on each of the future directions is provided at **Appendix J**.

The discovery areas were paired with future directions as follows:

#### Discovery Area 1

- World-leading precinct in climate action and resource stewardship
- A laboratory for innovation in green urban living
- Greater Sydney's emergency response hub

#### Discovery Area 2

- The home of future urban sports
- A dedicated 24/7 events and entertainment precinct
- A place for urban adventure and play

#### Discovery Area 3

- A distinctly sustainable, digital, commercial business destination
- A car-lite neighbourhood that prioritises pedestrians and active transport
- Diverse housing options for social sustainability



## Discovery Area 4

- A destination for cultural production and participation
- Bringing the country into the city all year round
- Ecological refuge

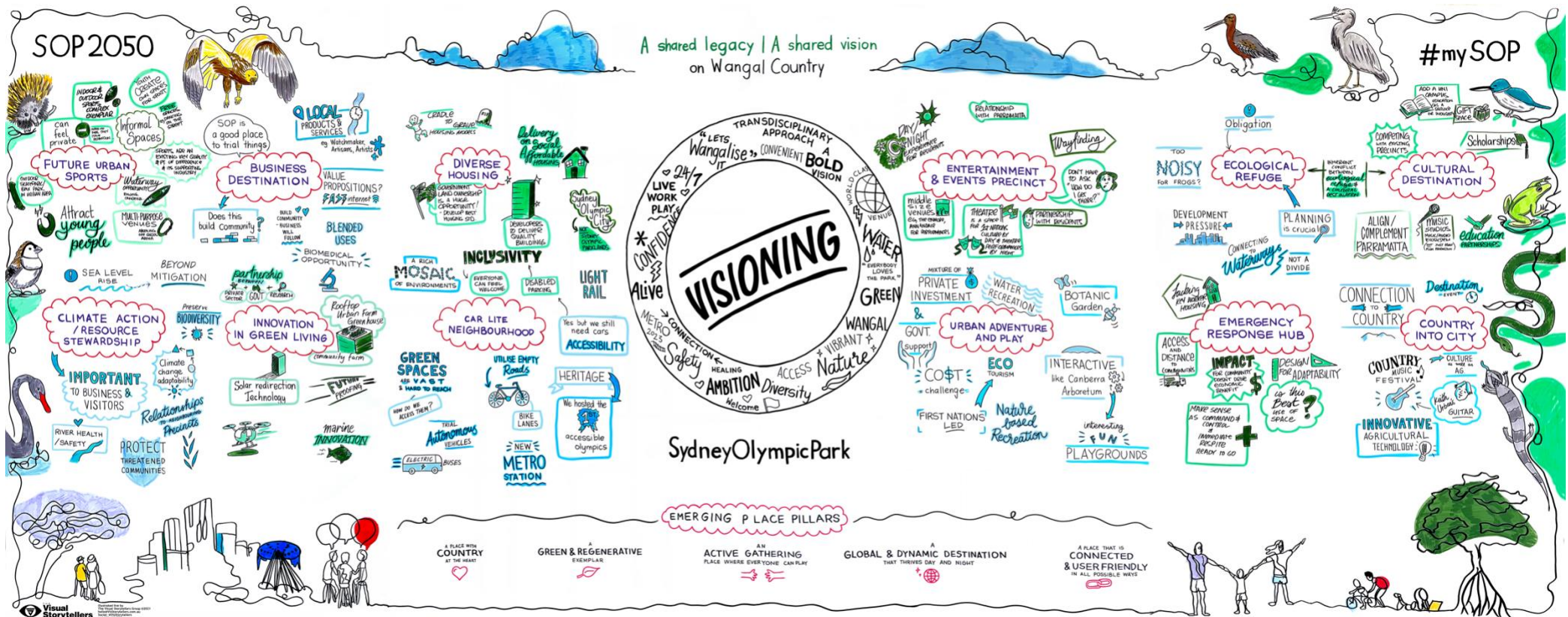
Participants then returned to the main session to revise their vision statements based on what they had heard and learned throughout the day. A facilitated activity was held using Mentimeter, where participants were asked to indicate their level of support for the emerging place pillars to guide the strategy, and rank their top three future directions.

Attendees were provided with information on next steps for the Place Vision and Strategy and the visioning workshop was closed by Anita Mitchell, Chief Executive of Placemaking NSW.



Susan Moylan-Coombs presenting to workshop attendees – ©Photo by Matthew Duchesne

## 14.2 Mural



## 14.3 Vision statements

At the start of the workshop, table groups were asked to complete a template that guided them to prepare “elevator pitch” vision statements for Sydney Olympic Park, that answered the following questions:

- In 2050 SOP will be a suburb that...
- Because it will have...
- It will be a place that prioritises...
- We will achieve this by...
- Future generations will be better for it because...
- We will have protected...
- We will have attracted or created...

Participants were encouraged to draw on the information presented earlier in the session on consultation results, including the word cloud generated by stakeholders to describe Sydney Olympic Park in 2050, and lessons from the Local Ambassadors who guided stakeholders to the workshop venue.

Participants were then provided the opportunity to reflect on their vision statements and amend them if needed.

Key concepts included:

- First Nations
- Community
- Wangalising Sydney Olympic Park
- Inclusivity, accessibility and variety of culture
- Green, thriving and lively
- Sustainable
- Welcoming and a place where people belong
- Internationally-recognised and world-class
- Connected
- Heritage-keeping and legacy.

The completed vision statements submitted by table groups are provided at **Appendix I**.



## 14.4 Future direction: World-leading precinct in climate action and resource stewardship

Participants supported this future direction. 100% of the 8 participants who completed the online poll were either supportive or very supportive of this future direction, and 100% of participants who completed the dotmocracy voting activity agreed with it.

Participants spoke about the possible alignment of this direction with the Laboratory for Green Urban Living, with crossovers between what is key to be a world-leading climate precinct and the opportunities for innovation.

There was discussion about the cost and whether the investment in precinct-wide infrastructure would create a clear, competitive advantage that would be attractive to businesses looking at precinct performance as a locational consideration. Conversations with several stakeholders across development indicated that it may be attractive, particularly as ESG reporting requirements become increasingly important for organisations.

Funding was discussed as a key challenge, particularly if costs are passed on to developers and end users.

## 14.5 Future direction: A laboratory for innovation in green urban living

Participants supported this future direction. All of the 8 participants who completed the online poll indicated that they were either supportive or very supportive, and 100% of participants who completed the dotmocracy voting activity agreed with it.

This was generally supported by participants, although several conversations focused on what Sydney Olympic Park would be a laboratory for, noting that it cannot or should not try to do everything.

It was noted that there was clear alignment with the other future direction that focused on being a world-leading place for climate action.

The issue of funding was raised, particularly in terms of clarity on who would invest.

Another issue raised involves the challenges of risk-taking in new developments and how these may be perceived in the market, particularly with recent Opal Tower issues in Sydney Olympic Park.

Other challenges regarding the uniformity of the built environment were raised, with concerns over novel buildings that don't create a cohesive urban form.

## 14.6 Future direction: Greater Sydney's emergency response hub

Participants did not strongly support this future direction, with only 12% of the 8 participants who completed the online poll either supportive or very supportive of this future direction and 70% of participants who completed the dotmocracy voting activity agreed with it.

This future direction had a mix of views. Some participants noted the already growing cluster of government agencies in Sydney Olympic Park and the lack of places of this scale in Greater Sydney that

could play this role. One participant made the point that it is more important to be known for this role, or more broadly the flexibility to facilitate it if required.

Others suggested that such a use may work now, but that as Sydney Olympic Park grows, these uses may come into increased conflict, and that 'saving' space for occasional temporary uses was not a good use of the public domain. Others said that Sydney Olympic Park should be more ambitious in what it aims for.

Several participants noted the need to ensure supporting infrastructure – particularly essential worker housing – would be important if such a model was to be explored further.

## 14.7 Future direction: The home of future urban sports

This future direction is focused on using the urban areas of Sydney Olympic Park (not the parklands), as well as its existing venues, to provide space for urban sports such as skating, biking, basketball/multipurpose courts for volleyball, abseiling and parkour. These sports are emerging future Olympic sports, but also create an excitement and their own 'culture' that can bring Sydney Olympic Park alive outside of event times. Participants discussed the large population of young people in areas nearby, and how the "if you build it, they will come" philosophy will attract people to these spaces without the need for programming or events.

The main issue that participants saw was that 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 within current rules. This included people not feeling like they have access to elite venues and facilities. The Sydney Kings and Qudos Bank Arena participants discussed barriers like the coloured zones, which might restrict organic activation happening at a community level (such as young people playing basketball and playing music on event days in the red zone outside the stadium). Making people feel welcome, and that they are allowed to engage in these activities, is the biggest barrier to success for this. Participants agreed that more flexible venue design and access arrangement, and multipurpose courts and spaces through the public domain would be a beneficial outcome.

## 14.8 Future direction: A dedicated 24/7 entertainment precinct

This future direction focused on creating a dedicated 24/7 entertainment precinct, as opposed to late-night activities spread throughout the town centre. There was overall support for this idea, but there were concerns over large venues having a great impact on noise, and that these would be experienced no matter where the venues were located. The reason people either disagreed to, or were unsure of the 24-hour aspect, (with 18/7 seeming more realistic) was the need for a break from the noise and activity at some point each day. But it was also acknowledged that by 2050, people might be working nights to beat the heat, and accessing entertainment in the mornings.

The group discussed the opportunity for more mid-scale live music, eat streets and improved lighting to add life. The challenge of new residents, workers, noise and other complaints was discussed, with a view that the Agent of Change principle should apply and relationships between residents and venues established.

There was also a sense that SOP provide venues at the mid and smaller level to build musical and other acts and have them played on the big stage in the future.



## 14.9 Future direction: A place for urban adventure and play

This future direction identified an opportunity for Sydney Olympic Park to leverage its natural areas for adventure sports, play and connection with nature. Of particular interest to participants was eco-tourism, including day trips through the parklands, from the ferry on the Parramatta River to weekend stays within the urban core/town centre or environmentally sustainable accommodation within the parklands.

There was overall support for this idea, differentiating it from the urban sports future direction. It has a great focus on nature-based recreation and eco-tourism within an urban area and a future focusing on environmental activities, learning, and recreation.

Overall, there was general support for greater recreation diversity and layering, but participants noted the need to consider water as part of the parklands and recreational opportunities on water. There should also be consideration of layering of local opportunities alongside regional and environmental recreation opportunities, so not everything is sports-related.

## 14.10 Future direction: A distinctively sustainable, digital, commercial and business destination

Participants generally supported this future direction, with 79% of the 33 participants who completed the online poll were either supportive or very supportive of this future direction. In addition, 76% of participants who completed the dotmocracy voting activity agreed with it, and 23 percent disagreed.

This disagreement came from participants' interest in a diverse offer on the site, including retail, residential, cultural and other uses. Some were seeking a focus beyond commercial uses and raised concerns over commercial uses that do not contribute to building community. The role of Sydney Olympic Park relative to Parramatta and other centres within ready access was also raised, including concerns over the limited access north of the river. There was also a sense that the destination didn't need to have a digital focus, and that a sport and/or education focus could be more appropriate. The education offer could be closely linked to sport and environmental performance. In many ways, a high-quality digital offer would be assumed for 2050 across all commercial precincts.

There was strong interest in continuing to build on the large number of sports venues and home teams that are already a big part of the precinct. The sports focus was also seen to align with the new accessibility offered by Sydney Metro West to the health precinct at Westmead.

Participants were not enthusiastic about the location becoming like a big business park. There was a lot of interest in providing space for small businesses through maintaining affordable floor space. There was a strong sense that the excellence in sustainability at SOP could become a drawcard for businesses looking to implement more affordable sustainability initiatives. Participants also raised ideas around attracting workers, by promoting a location that's easily accessible, with a variety of quality food options, bars, culture and entertainment, as well as affordable housing.

## 14.11 Future direction: A car-lite neighbourhood that prioritises active transport and pedestrians

Participants generally supported this future direction, with 82% of the 33 participants who completed the online poll either supportive or very supportive of this future direction and 97% of participants who completed the dotmocracy voting activity agreed with it.

The strong support for this future was clear in the discussion. The participants identified challenges with achieving this direction, including the large scale of Sydney Olympic Park and the distances between many of the precincts within the suburb. Some key connections raised included linking the new town centre with the parklands and river, and intra-park travel. This raised discussion of non-walking options to connect local green spaces. Given the long timeframes of the strategy, electric and automatic vehicles also needed to be factored into future planning.

Participants also discussed the long timeframe (10 years) until Sydney Metro West will be operational, and the uncertainty around light rail. There were concerns on how to embed more active travel before these major infrastructure assets were in place. Consideration was also given to creating neighbourhoods, so people do not need to drive long distances to reach shops and recreation.

Participants noted that any increase in walkability could impact the numbers of cars accessing the site and the overall use of parking spaces. This presented potential conflicts with reduced car parking revenues and loss of funding. The importance of safe, interesting and shared spaces was key to encouraging walking within the suburb.

Participants were clear that a precinct-wide transport and access strategy is required to address the site beyond current administrative boundaries. Opportunities to create walking links to the surrounding region were also raised, including links between the Cooks River Shared Path and Sydney Olympic Park.

It was also clear that increased pedestrian priority can present challenges for people with low mobility or disabilities. The accessibility needs of all residents, workers and visitors needed consideration to coordinate users and connections.

## 14.12 Future direction: Diverse housing options for social sustainability

Participants generally supported this future direction, with 85% of the 33 participants who completed the online poll either supportive or very supportive of this future direction and all 37 participants who completed the dotmocracy voting activity agreed with it.

Participants enthusiastically discussed support for this future direction. The main point noted was that given the high quantity of government-owned land, social and affordable housing should be a priority integrated with private housing. There was a clear sense that there was an opportunity to be ambitious. Any social and affordable housing also presented the opportunity to showcase environmental performance and reduce the lifecycle costs of energy and water for residents.

It was seen as important to provide affordable homes for workers at the Westmead health and education precinct which would be accessible once Sydney Metro West is operational. This reinforced the importance of transport accessibility to unlock dwelling potential in Sydney Olympic Park. There was also demand for housing for students, connected to the existing educational institutions and as an

opportunity to attract more educational institutions. Participants raised the need for housing to have universal design principles to allow for access for people with low mobility and to be visitable. This would also support the increase in multi-generational dwellings.

Incentives for the private sector to deliver more diverse and affordable housing were raised. A mix of housing models was raised, beyond strata apartments, including retaining lease hold land, build to rent and other innovations in tenure.

Housing was also discussed as just the first part of creating communities. A need for active community-based recreation and local and district-scale sport facilities was discussed. This also included space in new residential buildings for multi-use spaces that could be courts, dance studios, yoga or Pilates spaces. The lack of schools is a big concern as schools attract and retain diverse communities. In addition, the walkability of local neighbourhoods was an opportunity to create high-quality residential communities.

### **14.13 Future direction: A destination for cultural production**

Participants generally supported this future direction, with 82.76% of the 29 participants who completed the online poll either supportive or very supportive of this future direction and 42/45 (93%) of participants who completed the dotmocracy voting activity agreed with it. One participant stated that producers find the central location of Sydney Olympic Park to be convenient for their workforce. There were some doubts raised over the viability of establishing a cultural production precinct at Sydney Olympic Park, when one has been approved to be established in Penrith (and in Coffs Harbour). Clear and secure governance and funding of the potential cultural production facilities was also raised by a number of participants as key to its success.

Participants spoke about an inherent conflict between this future direction and the ecological refuge future direction, citing that a cultural production and events precinct will create a lot of noise that will impact on wildlife. A number of participants were concerned about the potential for cultural production to impinge on the environmental value and access to the parklands and ecological sites. A few participants questioned the focus on cultural use for spaces in Sydney Olympic Park, suggesting that it would be better to use space to facilitate the need for sporting infrastructure.

One participant raised the potential for a cultural production destination to limit access to areas of Sydney Olympic Park to the broad community. Another participant raised the need for Sydney Olympic Park to provide retail and services that a cultural production workforce would require.

Participants suggested that using existing facilities and making them more permeable would support the development of a cultural production precinct.

### **14.14 Future direction: Bringing the country into the city all year round**

Participants generally supported this future direction, with 62.07% of the 29 participants who completed the online poll either supportive or very supportive of this future direction and 23/26 (88%) participants who completed the dotmocracy voting activity agreed with it. A few participants question whether this future direction was particularly visionary and whether it was in conflict with the aspirations from the community engagement of a “green” and “sustainable” future, given the environmental impacts from agriculture.

One participant raised the challenge of growing food on a site that is largely remediated, while a few participants suggested that bringing the country to the city may not necessarily mean growing food, rather it could be a focus on ag-tech and R&D businesses being located in the suburb. A number of participants suggested community gardens, an urban farm, vertical and rooftop gardens may be ways to express the “country” in Sydney Olympic Park.

A number of participants suggested that Sydney Olympic Park become a place that showcases country culture. A number of participants suggested a country music festival or a museum at Sydney Olympic Park.

There were a few comments that supported showcasing First Nations people, culture, foods and regenerative agricultural practices into Sydney Olympic Park.

### 14.15 Future direction: Ecological refuge

Participants supported this future direction, with 86.21% of the 29 participants who completed the online poll question were either supportive or very supportive of this future direction and 100% of participants who completed the dotmocracy voting activity agreed with it. Participants were concerned that impacts of climate change such as sea level rise and other future uses of Sydney Olympic Park would place pressure on the ecological areas.

One participant commented that preserving the ecological areas of Sydney Olympic park is an obligation, other participants wanted to see buffer zones and restricted access to the ecological areas in order to protect them. One participant commented, however, that unless people can see the wildlife, their protection will not be prioritised and valued.

A number of participants felt there needs to be considered design to encourage bird nesting and breeding. Other participants suggested to clean up the river and “follow the water” and bring the waterway into the town centre, and to consider wildlife-friendly lighting to minimise impact.

There were a few comments that supported caring for Country and providing opportunity for healing of both Country and community.

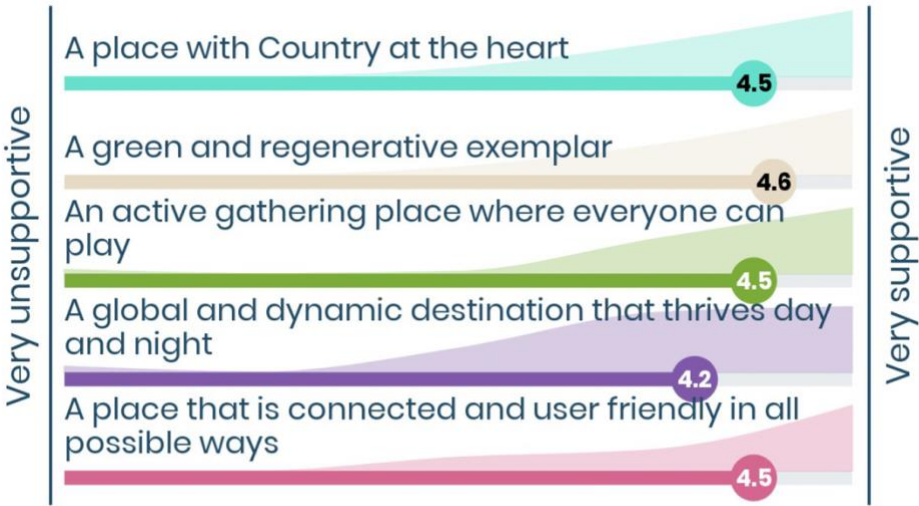
### 14.16 Testing emerging place pillars and future directions

#### Emerging place pillars

Participants were asked to indicate their level of support for the emerging place pillars:

- A place with Country at the heart
- A green and regenerative exemplar
- An active gathering place where everyone can play
- A global and dynamic destination that thrives day and night
- A place that is connected and user-friendly in all possible ways

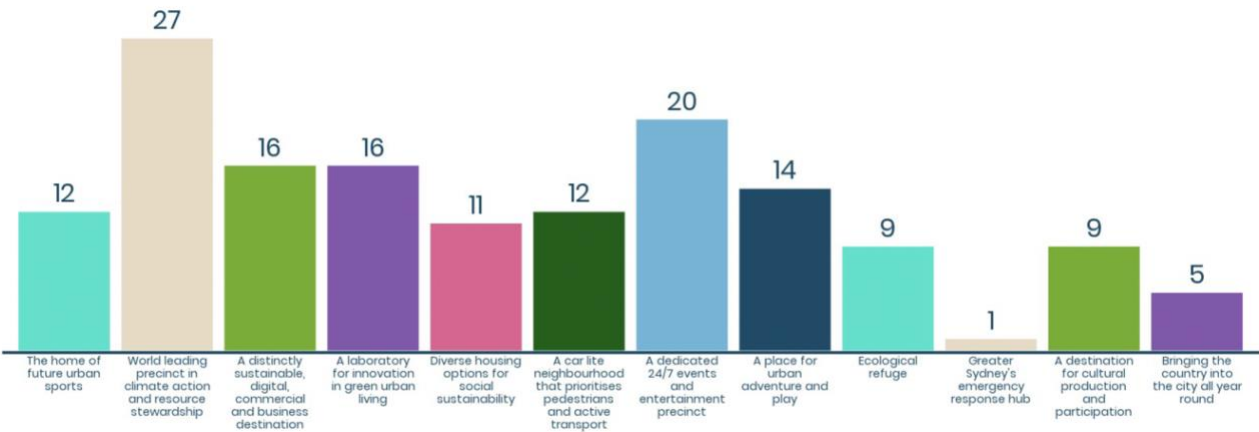
Participants indicated strong support for all five pillars, with a green and regenerative exemplar being the most supported pillar overall. Participants suggested that sport, community and being welcoming should be incorporated into the place pillars.



### Future directions

Participants were asked to rank their top three future directions, from the 12 they explored throughout the day. The top three future directions (with two tied for third) were:

- World-leading precinct in climate action and resource stewardship as one of their top three (27 votes)
- A dedicated 24/7 events and entertainment precinct (20 votes)
- A distinctly sustainable, digital, commercial and business destination (16 votes) and a laboratory for innovation in green urban living (16 votes)



# 15. Webinar

A webinar was held to update stakeholders and the broader community on what was heard so far from stakeholders and the community, and discuss the global and local trends that could influence Sydney Olympic Park's future. A total of 89 stakeholders and community members participated. This chapter provides an overview of the webinar.

## 15.1 About the webinar

A webinar was held on 17 November 2021 to provide an update to stakeholders and the broader community on consultation to date and the progress of the Sydney Olympic Park Place Vision and Strategy. There was a total of 89 stakeholders and community members in attendance.

Due to the interest in the project, a webinar was selected as the format for this update to allow a broader group of community and stakeholders to attend and ask questions. The webinar was held online via Zoom, with attendees provided an opportunity to submit questions through a Q&A function.

The webinar was facilitated by Cred Consulting and Sydney Olympic Park Authority, with representatives from Placemaking NSW, SGS Economics and Planning and Atelier Ten forming a panel to respond to questions raised.

It included presentations by special guests Alex O'Mara, Group Deputy Secretary of the Place Design and Public Spaces division of the NSW Department of Planning, Industry and Environment, and Anita Mitchell, Chief Executive of Placemaking NSW, in addition to the premiere of the Sydney Olympic Park 2050 project video.

Cred Consulting and Susan Moylan-Coombs from the Gaimaragal Group provided an overview of the consultation to date and the feedback received from the community and key stakeholders, including First Nations stakeholders. Representatives from SGS Economics and Planning and Atelier Ten then presented on global and local trends impacting Sydney Olympic Park, before the webinar moved into a Q&A session facilitated by Susan Skuodas from Sydney Olympic Park Authority.

Attendees were provided with information on the next steps for the Place Vision and Strategy and the webinar was closed by Susan Skuodas from Sydney Olympic Park Authority.

Questions received during the webinar from participants covered themes and issues including Sydney Olympic Park's unique value proposition, sustainable design with density done well, maximising the Parramatta River as a connection, balancing the needs of different stakeholder groups and the potential to better use underground space. A consolidated list of all questions received during the webinar and their responses is provided at **Appendix K**.



## 16. Conclusion

This report has provided a summary of the community and stakeholder engagement undertaken by Cred Consulting on behalf of Sydney Olympic Park Authority, to inform the development of the Sydney Olympic Park Place Vision and Strategy to 2050.

Throughout the engagement program, several themes were raised consistently among stakeholders and community members as key considerations for the Place Vision and Strategy.

There was a strong desire to bring First Nations voices, language and symbolism into Sydney Olympic Park and truly embed the concept of Caring for Country in every aspect of the Place Vision and Strategy.

Participants saw a strong need for improved public and active transport connections to, from and within Sydney Olympic Park, alongside increased wayfinding signage within the suburb. There was also broad agreement that Sydney Olympic Park should be a car-lite suburb in the future.

The need to protect Sydney Olympic Park's strong ecological and natural values was consistently raised, while providing adequate services and infrastructure to meet the needs of a growing community in and around the suburb. Participants expressed a desire for Sydney Olympic Park to be a welcoming place for people, with activation day and night and a thriving community of residents, workers and visitors.

Sydney Olympic Park's future identity was consistently discussed, with participants seeing a need for growth, investment and the establishment of a clear identity that allows Sydney Olympic Park to thrive as a future world-class exemplar. Participants noted that it will be critical to balance a range of stakeholder interests and ensure that Sydney Olympic Park can continue to be a place for sport at all levels, while allowing for arts, culture, entertainment and tourism to also form the identity of the suburb.

# 17. Appendix

## Appendix A: First Nations stakeholder focus group attendees

First name	Last name
Peta	Strachan
Kim	Tilley
Casey	Miller
Kerrie	Kenton
Dennis	Foley
Tracey	Skinner
Caroline	Glass-Pattison*

\*Caroline Glass-Pattison was unable to attend the live session but provided feedback and comments via email afterwards.



## Appendix B: Stakeholder interviewees

Name	Organisation
Kerrie Mather, Joe Achmar and Daryl Kerry	Venues NSW and Venues Live (Stadium Australia)
Ben Needham	The GPT Group
Graham Cooper, Toby Long and Angela Buckley	Mirvac
Michael Green and Natasha Barron	Growthpoint
Matt Carroll and James Edwards	Australian Olympic Committee
Jonathan Seward, Darryl Jeffrey and Brock Gilmour	Royal Agricultural Society
Tony Shepherd and David Matthews	GWS Giants
Chris Brown and Luke Turner	Western Sydney Leadership Dialogue
Harvey Lister, Steve Hevern and Tim Worton	Qudos Bank Arena
Elizabeth Mildwater and Peter Poulet	Greater Sydney Commission
Jennifer Concato and Nicole Carnegie	City of Parramatta Council
Kumar Kalyanakumar, Scott Boyes, Nathan Cox and James Cox	AXA and Accor Asia Pacific (Pullman, Novotel and Ibis hotels)
Daniel Powrie, Ivan Glavinic, Phil Leijten, Nicholas Nathans and Tim Garrard	Sydney Metro
Geoff Jones and Sandra Rouse	TEG
Nathan Moran	Metropolitan Land Council
Mark Skipper	Homebush Partnership
Andy Marks and Bill Parasiris	Western Sydney University
Steve Cox, Julie Turpie and Justin Vaughn	Destination NSW
Andrew Milne, Sarah Shaw, Gigi Lombardi, Chao Chen, Simon Rabagliati, Adam Morris, Iain Macleod and Nhu Doan	Parramatta Light Rail (Stage 2)
Allison Taylor	Sydney Olympic Park Business Association
David Borger and Chris Taylor	Business Western Sydney
Penny Figgis	IUCN World Commission on Protected Areas (and formerly Parklands Advisory Committee and Sydney Olympic Park Authority Board member)

## Appendix C: Round table session attendees

First name	Last name	Organisation
<b>Wednesday 6 October 2021</b>		
Jonathan	Seward	Royal Agricultural Society of NSW
David	Thompson	Hockey NSW
Maria	Eriksson-Nordstrom	Basketball NSW
Steve	Hevern	Qudos Bank Arena
Nell	Graham	City of Canada Bay Council
Amanda	Brisot	Western Sydney Business Connection
Alexander	Godbold	Water Polo NSW
Paul	Smith	Total Sport and Entertainment
Gillian	Brooker	Diving NSW
Michael	Cox	Qudos Bank Arena
Rebecca	Shaw	Little Athletics NSW
Jane	Bringolf	Centre for Universal Design Australia
Damien	Smith	Qudos Bank Arena
Natasha	Barron	Growthpoint
<b>Thursday 7 October 2021</b>		
Peter	Poulet	Greater Sydney Commission
Tim	Worton	ASM Global
Vincent	Conroy	City of Canada Bay Council
David	McDonald	Cricket NSW
Catherine	Goswell	BirdLife Australia
Carolyn	Campbell	Davcar Consulting
Todd	Greenberg	Australian Cricketers' Association
Ashlee	Chew	Quest Apartments
Alison	Rayner	Quest Apartments
Gary	Carli	Sydney Diesel Centre
Graham	Brooks	GBA Heritage
<b>Tuesday 12 October 2021 (State Government session)</b>		
Grant	Knoetze	NSW Department of Planning, Industry and Environment
Luke	Catorall	NSW Department of Planning, Industry and Environment
Justin	Vaughan	Destination NSW
Persephone	Rougellis	Sydney Water
Silvija	Smits	Transport for NSW
Nick	Nathans	Transport for NSW
Esther	Bailey	NSW Department of Planning, Industry and Environment
Josi	Hollywood	NSW Department of Primary Industries
Chris	Gould	Sydney Water
Robin	Jackson	Transport for NSW

Valerie	Giammarco	Transport for NSW
Gage	Hodgson	Transport for NSW
Gigi	Lombardi	Transport for NSW
Mark	Crees	Create NSW
Annie	Tennant	NSW Department of Planning, Industry and Environment
Nhu	Doan	Transport for NSW
Cassandra	Cosgrove	NSW Department of Planning, Industry and Environment
Joanna	Savill	Placemaking NSW
Sarah	Conacher	NSW Department of Primary Industries

#### Thursday 14 October 2021

Craig	Phillips	Commonwealth Games
Mark	Skipper	Homebush Partnership
Judy	Harrington	BirdLife Southern NSW
Renee	Wilson	Business Events Sydney
Stephen	Mahoney	Destination NSW
Cheyne	Hackett	Hockey Australia
Lorraine	Landon	FIBA Women's Basketball World Cup 2022
Stuart	Hodge	Football NSW
Martin	Roohan	NSW Department of Education and Training
Rhys	Haynes	Transport for NSW
Kevin	Thompson	NSW Institute of Sport
Saskia	Vromans	City of Canada Bay Council
David	Trodden	NSW Rugby League
Annie	Tennant	NSW Department of Planning, Industry and Environment
Baz	Wedmaier	Volleyball NSW
Richard	Coller	SP Jain School of Global Management
Katie	Weaver	NSW Department of Education and Training
Luke	Turner	Western Sydney leadership Dialogue
Allison	Taylor	Sydney Olympic Park Business Association
Stephanie	Cascun	City of Parramatta Council

## Appendix D: Stakeholder survey details

### What role can you play in realising the future Sydney Olympic Park 2050?

Organisation	Response
Sydney Fungi Studies Group Inc.	Preservation and acknowledgment of the interdependency of species including fungi, plants and animals.
GBA Heritage	Continuing service as a consultant heritage adviser, based on my knowledge and experience dating back to 1996.
Homebush Partnership	We are already doing it.
BirdLife Southern NSW	Assisting on protecting the natural environment and all of the animals and plants found there - particularly birds. Showing locals and visitors these special places and creatures.
Sydney Kings and Sydney Flames	Honest feedback, ideation, investment in facilities, bring youth and sports to the place.
SOP Access and Inclusion Panel	Continue on SOP's Access and Inclusion Panel and DRP.
Paralympics Australia	Through my role with Paralympics Australia.
NSWIS	NSWIS will always partner with SOPA to realise our vision of supporting elite athletes but also in encouraging major events, tourism and healthy lifestyles.
Australian Cricketers Association	Advocacy and support.
Water Polo NSW	I feel we can provide more opportunities for the State to engage at SOP and for the nation to see and be jealous of what is available through SOP.
Centre for Universal Design Australia	I can lead a universal design approach to educating, informing, building, creating, service provision, policies, planning and communicating the concepts of inclusion, not just talking about it as if it is something for "the others".
NSWIS	Supporting and impacting, where I can, future developments in the park.
UNSW	Involvement with advice regarding ecology.
Little Athletics NSW	Having worked in the park for over 10 years in a range of businesses and being connected with the space, I am happy to be involved in workshops, working groups, focus groups, to share experiences and ideas.
Basketball NSW	Establish our sport in the park and assist in driving the vision and culture by providing community and diverse programs to connect the local community with a healthy living and well-being focus.
FIBA Women's World Cup 22	I have worked in the park for many years, attended sport and concerts. I can use my experience in making some changes and assisting with the development of the 30-year plan.
8 Dawn Fraser Avenue	Attend workshops and brainstorm sessions.
Tennis NSW	Advisor.
NSWIS	Development of world class sports institute/educational facility, strategy for sport infrastructure at SOP and educational/technology strategy around sport.
Cricket NSW	Continuing to strive to deliver the best match day experience for Sydney Thunder games and increasing crowd attendance.
NSW Rugby League	Entrenching the sport of rugby league in the precinct.
Volleyball NSW	Supporting the design, development and activation of the sport in the Park.
URBNSURF	URBNSURF opening and attracting 300,000 visits/year.
EG	As a major leaseholder and developer with significant urban renewal expertise with a community focus, we can contribute to renewing a part of the existing centre.

## Appendix E: Staff survey details

What are the strategies or plans and policies that guide your work and that need to be considered in developing a Vision and Strategy to 2050?

Team	Documents
Aquatic Centre - Aquatic Programs	<ul style="list-style-type: none"> <li>Venues Business Plan</li> <li>SOPA Business Plan</li> <li>Strategy Map</li> <li>Agreements - NSWIS/SNSW</li> <li>Venue - Priority of Use</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>Building code - Safety and building compliance delivery</li> <li>Infrastructure development and contribution band ICF and ICP</li> <li>Access inclusion guidelines</li> <li>Asset Management policy</li> <li>Parklands Plan of Management</li> <li>Draft Parklands Future Directions</li> <li>SOPA Backlog Maintenance Capital Business Case</li> <li>Event Safety</li> <li>Fire Safety</li> </ul>
Combined Group	<ul style="list-style-type: none"> <li>SOPA Strategy Roadmap</li> <li>Communications Strategy</li> <li>Digital Strategy - digital comms (internal and external), website, CRM</li> <li>WHS policies and procedures</li> </ul>
Commercial and Property Leasing	<ul style="list-style-type: none"> <li>SOPA Vision, Mission and Values</li> <li>Property Management Policy, Commercial concessions policy</li> <li>Retail leases Act</li> <li>Residential Tenancies Act</li> <li>Parklands POM</li> <li>Procurement policy</li> </ul>
Education and Visitor Programs	<ul style="list-style-type: none"> <li>EVP Business Plan</li> <li>Parklands Plan of Management</li> <li>Place Management Business Plan</li> <li>Community Development Plan</li> <li>Reconciliation Action Plan (RAP)</li> <li>Master Plan 2030</li> <li>Disability Inclusion Action Plan</li> </ul>
Environment and Ecology	<ul style="list-style-type: none"> <li>SOPA Act (environmental provisions)</li> <li>NSW Heritage Act</li> <li>NSW Biodiversity Conservation Act</li> <li>NSW Fisheries Management Act</li> <li>Commonwealth Environment Protection &amp; Biodiversity Conservation Act</li> <li>Local Government Act and Regulations (provisions relating to community land (that must be used to classify all land within the parklands and set management objectives according to their values)</li> <li>SOPA Environmental Guidelines (2121 draft)</li> <li>SOPA Parklands Plan of Management (2010 and 2003)</li> </ul>

	<ul style="list-style-type: none"> <li>• Heritage Conservation Management Plans (Newington Armament Depot and Nature Reserve; Abattoir Precinct; Concise Conservation Reports (for particular buildings and building clusters at Newington Armory and Abattoir precinct)</li> <li>• SOPA Biodiversity Management Strategy</li> <li>• SOPA Biodiversity Management Plan</li> <li>• Parklands Precinct Habitat Management Plans</li> <li>• SOPA Environmental policies: <ul style="list-style-type: none"> <li>– POL19/9 Environmental Management - Parklands Access Procedures and Conditions of entry to Brickpit - Newington Nature Reserve - Wilson Park Compound - Radio Tower Lease Areas</li> <li>– POL11/9 Environmental Management: Register of Legal and Other Environmental Requirements</li> <li>– POL14/3 Environmental Management - Cat Management Policy</li> <li>– POL10/5 Environmental Management: Invasive Environmental Weeds Policy</li> <li>– POL10/3 Mosquito Management and Communication Procedure</li> <li>– POL07/2 Environmental Management: Pesticides Use Notification Policy</li> <li>– POL13/4 Stormwater Management &amp; Water Sensitive Urban Design</li> <li>– POL09/3 Environmental Management: Recreational Fishing Policy</li> <li>– POL10/10 Environmental Management: Biodiversity Management Policy</li> <li>– POL12/4 Environmental Management: Environmental Assessment of SOPA Works and Activities</li> </ul> </li> <li>• Australia's Strategy for Nature 2019-2030 (Commonwealth, 2019)</li> <li>• National Light Pollution Guidelines for Wildlife (Commonwealth 2020)</li> <li>• Burra Charter 2013 – The Australia ICOMOS Charter for Places of Cultural Significance</li> <li>• Greater Sydney Regional Weeds Management Plan</li> </ul>
Environment and Planning	<ul style="list-style-type: none"> <li>• Remediated lands Management Plan</li> <li>• Sustainable Leachate Management Strategy</li> <li>• SOP Master Plan</li> <li>• Remediated Lands Management Policy</li> <li>• Environment and Planning Business Plan</li> <li>• Environmental Guidelines</li> <li>• 6-star green-star Communities Strategy/Plan</li> <li>• Other item - Statutory and regulatory compliance - CLM Act 28040 and POEO licences</li> <li>• WH&amp;S Management Policy</li> <li>• Master Plan 2030</li> <li>• SSP SEPP</li> <li>• UDEM</li> </ul>
Place Activation and Strategy	<ul style="list-style-type: none"> <li>• Event and Activation Framework and Event Charter</li> <li>• DCP Event Guidelines - this needs a review and update</li> <li>• Disability and Inclusion Action Plan</li> <li>• Community Development Plan</li> <li>• Retail strategy - once developed</li> <li>• Aboriginal Cultural Protocols and Practices Policy</li> <li>• Commercial Concession Guidelines</li> <li>• SOP Masterplan</li> </ul>

	<ul style="list-style-type: none"> <li>• Community Engagement Framework</li> <li>• PM Business Plan</li> <li>• Place Leadership Strategy</li> <li>• PDPS Narrative</li> <li>• DPIE Vision and values</li> <li>• DPIE strategies</li> <li>• Access and Inclusion Guidelines,</li> <li>• Reconciliation Action Plan</li> <li>• Place Activation Strategy Framework</li> <li>• Place Identity Framework</li> <li>• SOPA and Place Management Business Plans</li> <li>• Premier's Priorities</li> <li>• Event and Activation Charter</li> <li>• GSC strategies</li> <li>• City of Parramatta strategies including the yet to be released draft Cultural Infrastructure Strategy</li> </ul>
Sports Development	<ul style="list-style-type: none"> <li>• DPIE and Placemaking NSW Strategies</li> <li>• SOPA Act</li> <li>• NSW Premiers Priorities</li> <li>• NSW Treasury Investment</li> <li>• Destination NSW</li> <li>• Venues NSW</li> <li>• NSW Office of Sport</li> <li>• Sport NSW</li> <li>• NSW Institute of Sport</li> <li>• Sport Australia</li> <li>• Australian Institute of Sport</li> <li>• Paralympics Australia</li> <li>• Austrade</li> <li>• World Union of Olympic Cities</li> <li>• National and state sporting organisation strategy</li> </ul>
Sports Venues - Aquatic Centre	<ul style="list-style-type: none"> <li>• VM Business Plan</li> <li>• SOPA Business Plan</li> <li>• Partnerships/Agreements with key sporting stakeholders</li> <li>• SOPA Act</li> <li>• Priority of use for venue</li> <li>• Office of sport/NSWIS strategies</li> <li>• DPIE/Agency policies</li> </ul>
Venue Management	<ul style="list-style-type: none"> <li>• Major Events</li> <li>• Priority of Use</li> <li>• Legacy commitment to the Sydney 2000 Games</li> <li>• Agency Partnerships</li> </ul>

## Appendix F: Visioning workshop attendees

First name	Last name	Organisation
Alison	Rayner	Quest Apartments
Alison	Holloway	SGS Economics and Planning
Allison	Taylor	Sydney Olympic Park Business Association
Amanda	Brisot	Western Sydney Business Connection
Anita	Mitchell	Placemaking NSW
Annie	Tennant	NSW Department of Planning, Industry and Environment
Anthony	Garagounis	Mirvac
Ben	Needham	GPT
Ben	Woods	Sydney Olympic Park Authority
Carla	Theunissen	Sydney Olympic Park Authority
Carolyn	Campbell	Davcar Consulting
Catherine	Goswell	BirdLife Australia
Ciaran	Durney	Architecture BVN
Danielle	Leggo	Sydney Olympic Park Authority
Daria	Grove	Sydney Fringe Festival
David	Borger	Business Western Sydney
David	Workman	EG
Davis	Demillo	Atelier Ten
Dianne	Rigg	Venues NSW
Fiona	MacColl	NSW Office of Sport
Gillian	Brooker	Diving NSW
Jade	MacAuslan	Mirvac
James	Edwards	Australian Olympic Committee
James	Cox	AXA Investment Managers
Jane	Bringolf	Centre for Universal Design Australia
Jennifer	O'Meara	Sydney Olympic Park Authority
Jeremy	Gill	SGS Economics and Planning
Joanna	Savill	Placemaking NSW
John	Ferguson	Sydney Olympic Park Authority
Jonathan	Seward	Royal Agricultural Society of NSW
Jonathan	Knapp	SJB
Jon	Dee	Smarter Futures
Josi	Hollywood	NSW Department of Primary Industries
Judy	Harrington	BirdLife Southern NSW
Julie	Currey	Sydney Olympic Park Authority
Justin	Vaughan	Destination NSW
Kate	Bryant	NSW Department of Planning, Industry and Environment
Kate	Kavanough	SJB



Ken	Kanofski	Placemaking NSW
Lorraine	Landon	FIBA Women's Basketball World Cup 2022
Luke	Wolstencroft	City of Parramatta Council
Madeleine	Tomczyk	NSW Department of Planning, Industry and Environment
Mariah	Drakoulis	Western Sydney University
Martin	Bryant	University of Technology Sydney
Michaela	Briggs	Western Sydney University
Nell	Graham	City of Canada Bay Council
Nick	Hollo	Sydney Olympic Park Parklands Advisory Committee
Nick	Nathans	Transport for NSW
Nick	Hubble	Sydney Olympic Park Authority
Paul	Smith	Total Sport and Entertainment
Paul	Stoller	Atelier Ten
Penny	Lloyd	GPT
Peter	Serrao	Sydney Olympic Park Authority
Phillip	Kelly	Transport for NSW
Rebecca	Shaw	Little Athletics NSW
Renee	Wilson	Business Events Sydney
Robin	Jackson	Transport for NSW
Rowena	Phua	SGS Economics and Planning
Sally	Ryan	NSW Department of Planning, Industry and Environment
Sally	Hamilton	Sydney Olympic Park Authority
Sandy	Burgoyne	NSW Department of Planning, Industry and Environment
Sarah	Shaw	Transport for NSW
Stephanie	Cascun	City of Parramatta Council
Steve	Hevern	Qudos Bank Arena
Sue	Weatherley	Georges River Council
Susan	Skuodas	Sydney Olympic Park Authority
Tharmalingam	Nambiran	Sydney Olympic Park Authority
Theo	Fotopoulos	Waterview at Bicentennial Park
Tim	Worton	ASM Global
Todd	Kitson	Sydney Olympic Park Authority
Tony	Houhlias	Sydney Olympic Park Authority
Tracey	Hau	SJB
Vivienne	Albin	Sydney Olympic Park Authority

## Appendix G: Discovery area poll results

Future direction	Very supportive	Supportive	Neutral	Somewhat unsupportive	Very unsupportive
The home of future urban sports	80%	20%	0%	0%	0%
World leading precinct in climate action and resource stewardship	75%	25%	0%	0%	0%
A distinctly sustainable, digital, commercial and business destination	36%	42%	6%	15%	0%
A laboratory for innovation in green urban living	63%	38%	0%	0%	0%
Diverse housing options for social sustainability	73%	12%	15%	0%	0%
A car lite neighbourhood that prioritises pedestrians and active transport	58%	24%	15%	3%	0%
A dedicated 24/7 events and entertainment precinct	20%	40%	40%	0%	0%
A place for urban adventure and play	20%	80%	0%	0%	0%
Ecological refuge	59%	28%	10%	3%	0%
Greater Sydney's emergency response hub	0%	13%	38%	38%	13%
A destination for cultural production and participation	55%	28%	3%	10%	3%
Bringing the country into the city all year round	38%	28%	10%	3%	0%

## Appendix H: Summary of future directions

Future direction	We know/we heard	We plan to...	Imagine if...
<b>The home of future urban sports</b>	<ul style="list-style-type: none"> <li>There is an ongoing commitment to upholding the Olympic legacy that requires a continued focus on sports in Sydney Olympic Park, but sports are changing, with the recent Tokyo Olympic showcasing new sports such as surfing, skateboarding, BMX and speed climbing.</li> <li>An increasingly culturally and age diverse population have different interests for sport including volleyball, badminton, climbing and tai chi. There is also increasing demand for participation in unstructured and informal sports including walking, cycling, play and social sports.</li> <li>The population of Sydney Olympic Park, the Olympic Peninsula and City of Parramatta is growing with increasing demand for indoor and outdoor active recreation spaces and a dependence on the venues located within the Sydney Olympic Park suburb. However, many of the single purpose venues on the site aren't affordable or accessible to the wider community for community and informal uses.</li> <li>Stakeholders identified participation in sport as a continuing priority for Sydney Olympic Park.</li> </ul>	<p>Sydney Olympic Park will continue to be a globally-recognised multi-sports precinct, hosting major domestic and international sporting events.</p> <p>It will remain the administrative home for a range of sports. It continues to live the Olympic Legacy through its continuance of sport venues for all levels and attraction of global sporting events.</p>	<p>Sydney Olympic Park's urban areas build on its strong Olympic Legacy and becomes the home to future urban sports that are redefining the Olympics and growing in popularity, while supporting the local/Olympic Peninsula. Sydney Olympic Park can:</p> <ul style="list-style-type: none"> <li>Be a venue for sports such as skateboarding, BMX, climbing, with world-class facilities integrated into the public domain and built form.</li> <li>Design informal recreation spaces into the public domain to turn up and activate the place with locals and visitors from neighbouring areas or there for events.</li> <li>Provide spaces for participation in sports in demand from the increasingly culturally and age diverse community including table tennis, badminton, volleyball and indoor recreation.</li> <li>Re-imagine its venues/sports facilities to be accessible to the community for community sports, meeting an expressed need and allowing communities to play on the big stage. Development of any new future facilities prioritise multi-functionality over specialisation.</li> <li>Attract major e-games events to indoor venues.</li> </ul>

---

**World leading precinct in climate action and resource stewardship**

- Sydney Olympic Park is already considered an exemplar with Green Games Legacy, major water infrastructure in place (WRAMS) and unique ownership of Sydney Olympic Park which permits the investment in precinct-wide systems.
- There is increasing urgency of climate change mitigation through a global focus on net zero, with the Brisbane Olympics aiming to be climate positive.
- Stakeholders identified sustainability and climate positive outcomes as a priority for the future of Sydney Olympic Park.

Sydney Olympic Park will be an exemplar environmental precinct with its water infrastructure and 6 star Green Star certification influencing building performance. The town centre achieves net zero ambitions and biodiversity is protected and maintained.

Sydney Olympic Park extends its Green Games legacy and 6 Star communities rating, becoming an exemplar net zero+/carbon positive suburb that reflects a commitment to regenerating Country. Sydney Olympic Park becomes a neighbourhood that provides "Sustainability as a Service" to residents and businesses. Sydney Olympic Park could:

- Build on the precinct-wide recycled water system by creating additional, precinct-wide energy and waste systems, generating renewable energy on site and sourcing additional clean energy through offsite renewable sources.
- Protect and enhance biodiversity included in full carbon sequestration development and accounting.
- Sydney Olympic Park's infrastructure and systems attract businesses, developers and residents seeking to meet and exceed their own Environmental, Social and Governance (ESG) ambitions or personal desire to live in a net zero + neighbourhood.
- Have an emphasis is on eliminating waste and re-using materials through the circular procurement models, local supply chains, use of recycled materials in construction of buildings and public domain.
- have a local share economy network across the suburb providing residents with the ability to share goods and services.

---

**A distinctly sustainable, digital, commercial and business destination**

- Engagement has highlighted that people like working in Sydney Olympic Park because of its high levels of amenity. However, accessibility is an issue and there is a clear demand from workers and businesses for more places to go, and things to do day and night and

Sydney Olympic Park continues to grow as a commercial centre in a parkland setting. Increased accessibility resulting from the Metro and Parramatta Light Rail makes it more attractive to businesses. Commercial development occurs in the town centre and into the adjoining Parkview precinct.

Sydney Olympic Park invests in precinct-wide environmental and digital infrastructure that creates a distinct competitive advantage over other centres to attract commercial tenants. In addition to the increased levels of connectivity from Metro, the amenity of the

	<p>before and after work, and to attract people to stay longer.</p> <ul style="list-style-type: none"> <li>• The Metro will make Sydney Olympic Park more connected and therefore more accessible to people across Sydney.</li> <li>• Many other centres across Sydney already have strong commercial identities and a critical mass of jobs. Sydney Olympic Park needs to develop a clear competitive advantage to continue to attract businesses.</li> </ul>	<p>Improved public domain, services and amenities for workers will be provided in the town centre.</p> <p>Target industries continue to be a mix of government agencies and businesses seeking affordable rents, alongside a continued attraction of sports-related administration bodies. The profile of the businesses is similar to what is at Sydney Olympic Park now.</p>	<p>Parklands, and increased vibrancy of the town centre, Sydney Olympic Park:</p> <ul style="list-style-type: none"> <li>• Leverages investment in world-leading environmental performance infrastructure and its 6-star Green Star building performance expectations to specifically attract businesses who can meet or exceed their own net zero + and other ESG targets because of the benefits the Parklands' infrastructure provides</li> <li>• Attracts businesses involved in the Park's broader environmental performance operations.</li> <li>• Supports a range of diverse business activities via a nationally-significant convention centre targeting business and other events, particularly for the Westmead Innovation Hub and Aerotropolis that are linked efficiently by Metro.</li> <li>• Provides centre-wide digital technology to maximise digital connectivity and capacity for businesses.</li> <li>• Embeds remote working and plug-and-play facilities throughout community infrastructure as well as in flexible commercial buildings.</li> </ul>
<p><b>A laboratory for innovation in green urban living</b></p>	<p>Rapidly changing climate requires urban development to explore how it can contribute to positive change. Monitoring innovation requires data to be capture. The way people are living in highly dense urban areas is changing. Sydney is increasingly relying on infill development and higher densities to meet future population growth. We heard that people like living and working in Sydney Olympic Park because of its access to high quality open space and that it can be a 5 minute city.</p>	<p>Sydney Olympic Park will be a vibrant, high-quality mixed-use centre with a range of residential, commercial, retail, entertainment and recreational uses that support local residents. It will also be an important centre for people living in the surrounding neighbourhoods of Carter Street, Wentworth Point and Newington through improved connections to the Parklands and the town centre. Development will align with the legislative requirements of the SOPA Act to focus on best practice. Residents are supported in their ability to work locally with commercial development playing an important role in the town centre. Sydney</p>	<p>Sydney Olympic Park becomes a place for testing innovations in urban development and high density living, taking advantage of the public ownership of much of the site. The mixed-use neighbourhood becomes an exemplar 21st Century high density Garden City where:</p> <ul style="list-style-type: none"> <li>• Government and private sector explore innovative solutions to key urban issues such as adaptive and resilient buildings and systems, biophilic design, personal mobility systems and urban agriculture, with the innovations intended for replication and integration into developments across NSW.</li> </ul>

		<p>Olympic Park provides experiential retail to meet local and sub-regional need within a wider retail centres hierarchy. The town centre has a strong sense of arrival from the Metro and a town centre with the existing street hierarchy reinforced to create safe and legible vehicle and pedestrian connections.</p> <p>The public ownership of the land means that Sydney Olympic Park is an early adopter of emerging state policies such as net zero commitments and the embedding of connection with Country principles. Sydney Olympic Park continues to be a place where emerging innovations are tested, such as recent autonomous vehicle trials.</p>	<ul style="list-style-type: none"> <li>Surrounding parklands, local public open space and buildings are integrated into the landscape through biophilic design.</li> <li>All buildings and facilities are multi-purpose to limit the overall footprint of the built environment and emphasis is placed on ensuring that the ground plane inside and outside of buildings is focused on public accessibility and use.</li> <li>Associated education and research institutes and private sector organisations and developers locate to be part of culture of experimentation.</li> <li>Creation of a smart precinct where data is collected across Sydney Olympic Park to monitor real-time performance and is made available as an open resource to aid innovation.</li> <li>Innovations developed in Sydney Olympic Park and surrounding innovation precincts such as Westmead draw business events.</li> </ul>
<p><b>Diverse housing options for social sustainability</b></p>	<ul style="list-style-type: none"> <li>The Parramatta Local housing Strategy identified a lack of housing diversity across LGA (densities, affordable and seniors), need to complement economic significance of City, supports key essential services, 8,800 AH dwellings by 2036.</li> <li>Westmead's growing status as a major health precinct requires high levels of essential workers with good access to the suburb.</li> <li>There are increasing issues of spatial inequality across Sydney, with affordability challenges push people further away from jobs.</li> </ul>	<p>Sydney Olympic Park will deliver a high quality high density town centre, with a mix of private market and non-private developments. Residential development is contained to the town centre. Affordable housing targets in line with Greater Sydney Commission and City of Parramatta aspirations will be met (currently 5% in the Sydney Olympic Park Masterplan). Student housing is provided. Support for novel residential typologies such as Build-to-Rent and accessible developments are actively supported.</p> <p>Residential development acquires freehold land title from Sydney Olympic Park Authority.</p>	<p>Sydney Olympic Park's land ownership and high levels of accessibility creates an opportunity to support a highly diverse mix of residential development types including for community and private housing. Land is retained in public ownership, with residential development delivered through long term leases in same way as it currently does for commercial.</p> <ul style="list-style-type: none"> <li>The Metro connection to a number of large and specialised centres creates an opportunity to accommodate a higher level of essential worker housing</li> <li>The public land ownership means that Sydney Olympic Park delivers much higher levels of social and affordable housing.</li> <li>Emerging models of residential development such as Build-to-Rent or</li> </ul>

			<p>multi-generational housing are prioritised as they permit the retention of sites under single ownership over the long term to maximise long term flexibility.</p> <ul style="list-style-type: none"> <li>• Development and lot parcelling outside of the town centre is not all planned for up front. Rather, development sequencing reflects more organic centre development patterns, encouraging experimentation and evolution.</li> <li>• Medium density infill development sites add a finer grain to the large spaces throughout Sydney Olympic Park away from the Metro Station to better connect the neighbourhoods of Carter Street, Newington and Wentworth Point.</li> </ul>
<p><b>A car lite neighbourhood that prioritises pedestrians and active transport</b></p>	<ul style="list-style-type: none"> <li>• There is a desire by some stakeholders to reduce car dependence or remove cars entirely from parts of Sydney Olympic Park, in particular to improve safety for local residents and visitors, create a more enjoyable fine grain environment, and improve health and wellbeing.</li> <li>• Engagement has identified the challenges with legibility and pedestrian movement with large spaces, a lack of passive surveillance, lack of grain and movement through large blocks and uncertainty of movement due to event mode.</li> <li>• Cities all over the world are moving toward less cars and improved pedestrian and cycle ways to increase public domain. We also know that people walking and cycling has significant social, economic and health benefits.</li> </ul>	<p>Sydney Olympic Park develops as a walkable neighbourhood with retail and local services within five minutes reach of residents and workers, meaning residents don't need to leave to live there. Streets and public spaces are green and cool to maximise pedestrian comfort and safety is improved for children and other users. The movement network is fine grained and human scaled and more enjoyable</p> <p>Legibility and wayfinding are embedded in place design to ensure full accessibility to all residents and visitors.</p>	<p>Sydney Olympic Park significantly reduces its reliance on private vehicles for residents, workers and visitors, with part of the suburb becoming car free or car-lite. Active transport and limited car dependence is prioritised by:</p> <ul style="list-style-type: none"> <li>• A fine grain, pedestrian scaled movement network linking major areas of density or activity to Metro and Light Rail stops.</li> <li>• Streets having high levels of vegetation and canopy coverage to minimise heat island impacts and maximise pedestrian comfort.</li> <li>• Planning for no, or limited cars in areas of high activity such as the town centre.</li> <li>• Access to other forms of active transport.</li> </ul>
<p><b>A dedicated 24/7 events and</b></p>	<ul style="list-style-type: none"> <li>• Many stakeholders have identified that Sydney Olympic Park lacks activity outside of events, which reduces activation and impacts on ability for</li> </ul>	<p>We will plan to deliver a vibrant town centre with a range of small and large scale events, diverse and interesting food and beverage, retail and other activities that increase</p>	<p>In addition to a vibrant and thriving town centre, Sydney Olympic Park could have a dedicated events and entertainment precinct with a focus on 24-hour activity is developed</p>



<b>entertainment precinct</b>	<p>retail and hospitality businesses to trade regularly or to provide places for workers, residents and visitors to play and stay.</p> <ul style="list-style-type: none"> <li>Some venue operators indicated that nearby residents present a risk to events due to noise impacts.</li> <li>There are opportunities to improve 24/7 activation of Sydney Olympic Park through well managed events and improved urban design.</li> </ul>	<p>evening and weekend activation during and outside of event times. These cater to the everyday population of workers and residents, and are geared towards supporting a more diverse food and beverage offer to those visiting Sydney Olympic Park for events.</p> <p>Event crowds arrive early and depart late to spend time in the town centre, making the event experience longer and more enjoyable.</p> <p>The Agents of Change principle is managed well with the local community understanding its part in the event experience as a condition of living here in a variety of ways.</p>	<p>as part of a re-considered stadia and events precinct to the west of the town centre.</p> <p>The entertainment precinct leverages existing event infrastructure and expertise and provides before and after event support through restaurants, bars, entertainment venues and other event spaces and is designed to attract visitation to Sydney Olympic Park throughout the year. The precinct is designed to host regular cultural events such as Vivid that attract evening and weekend activation.</p> <p>The future urban design of the suburb and programming with residents will create a symbiotic relationship between the residential and event areas to achieve a more active 24 hour precinct.</p>
<b>A place for urban adventure and play</b>	<ul style="list-style-type: none"> <li>Sydney Olympic Park's Parkland activities already account for 25% of visitors to Sydney Olympic Park, and the Park is developing a critical mass of anchor attractions - BMX park, Urban Surf, walking/cycling infrastructure and river access.</li> <li>Future Parramatta Light Rail connections will significantly increase accessibility and longer term, access to both Kingsford Smith and Western Sydney Airports will increase catchment for a major tourism precinct.</li> <li>The town centre already has accommodation to support overnight visitation.</li> <li>There is no other suburb in Greater Sydney that has both the opportunity and the accessibility to be such a special place for urban adventure and play.</li> </ul>	<p>Visitors continue to be drawn to the Parklands as a major regional recreational asset in the Central City, particularly as density in surrounding suburbs increases and the Parklands become accessible to more people. The environmental integrity of the Parklands is protected.</p> <p>Heritage continues to be protected and buildings maintained.</p> <p>Remediated landfills and leachate systems throughout the Parklands are managed to ensure their integrity is maintained, human health and the environment is protected, and statutory compliance is achieved.</p>	<p>Sydney Olympic Park becomes a major urban adventure and play destination where domestic and international visitors come specifically to stay and play here because of its connectivity via the Metro to the rest of Sydney. The urban adventure and play precinct:</p> <ul style="list-style-type: none"> <li>Attracts additional venues and activities that align with the adventure nature of the BMX track and Urban Surf.</li> <li>Integrates with the wide range of other leisure activities throughout the Parklands to develop a clear identity as an urban recreational destination.</li> <li>Connects facilities to the town centre by Light Rail and active transport networks.</li> <li>Supports activities with a diversity of accommodation options across the town centre and Parklands.</li> </ul>
<b>Ecological refuge</b>	<ul style="list-style-type: none"> <li>The Parklands are one of the largest open spaces in Greater Sydney. They have significant remnant ecosystems - Mangroves, salt marshes and Turpentine forests - only major</li> </ul>	<p>Visitors continue to be drawn to the Parklands as a major regional natural and recreational asset in the Central City, particularly as density in surrounding suburbs increases and the Parklands</p>	<p>Sydney Olympic Park becomes a nature positive landscape, with Parklands prioritising the regeneration of local ecological and hydrological systems, creating a thriving 'sourwater' (estuarine)</p>



estuarine parklands in Sydney. The Parklands have strong hydrological connections through Powells and Haslams Creeks and to the Parramatta River.

- The Parklands provide a significant public open space to provide green respite for the growing and highly dense population of the Central City. Increasing urban heat challenges will require large urban open spaces to assist in urban heat mitigation for people as well as flora and fauna.

become accessible through improved transport to more people.

There is an increase of tree canopy coverage in the town centre and a diversity of public open spaces and parks throughout the built environment are provided. Biodiversity is protected and maintained. Water management (through the WRAMS) is expanded to meet needs of current and future development, filtering and re-using water, reducing potable water wastage and embeds water in the landscape.

landscape that re-establishes connection with Wangal Country. The Parklands are considered a key ecological refuge in Greater Sydney's green network and are preserved as a place of refuge for wildlife and critical green lungs for the city, where nature is protected, restored, sustained and valued. This is supported by:

- Expanding the ecosystems that are protected from human impact by restricting access and movement through certain areas.
- Restricting expansion of recreational activity that does not support increasing biodiversity.
- Extending green systems into and through the town centre and Stadia precinct along major connectors such as Olympic Boulevard, and creating smaller parks that connect into the Parklands.
- Concentrating high activity uses in existing hot spot areas such as Bicentennial Park and Blaxland Riverside Park, as well as on the Parkland edges near residents and workers, to provide quiet spaces elsewhere for wildlife.
- Building water into the built environment to clean it and protect the salt marsh and wetland ecosystems, purposefully design for flooding and to re-establish a stronger connection to water that existed originally.
- Nature offsets at across NSW level balance any future development in and around the town centre and reinforce natural and social connections between the Parklands and the regions.
- Continuation of on-ground conservation works that heal and conserve the park's ecosystems into the future.

### Greater Sydney's emergency response hub

- Sydney Olympic Park has played a successful role as an emergency response hub through Western Sydney floods and COVID-19, owing to its scale, ownership and centrality.
- Sydney Olympic Park is already home to a number of agencies associated with emergency response including Resilience NSW.
- Increasing climate volatility suggests Greater Sydney will continue to deal with increasingly extreme climatic events and major shocks and stresses including flooding, bushfires, and extreme heat.
- Evidence shows that essential workers often live far from their place of work.

Sydney Olympic Park will continue to support ad hoc emergency services, using venues and spaces for major events such as pandemic response and emergency shelter, due to the scale of the venues and public domain.

As extreme climatic events such as bushfires, flooding and extreme heat increase, Sydney Olympic Park consolidates its role as NSW's emergency operations control centre and recent COVID vaccination centre roles, becoming NSW's emergency response hub.

This requires:

- Coordinated attraction of government and allied services linked to emergency operations to Sydney Olympic Park to create an emergency management ecosystem centred on the current cluster of Resilience NSW, NSW Ambulance and the Rural Fire Service.
- Shared infrastructure to support both permanent and temporary operations.
- Future development across Sydney Olympic Park being planned so that venues, the public domain and transport network are able to rapidly scale up to support emergency operations in future crises similar to the recent roles with COVID and Western Sydney flooding.
- The 24-hour operations are supported by a high proportion of key worker housing for workforce.

### A destination for cultural production and participation

- The Royal Agricultural Society is increasingly hosting filming in its Pavilions and has good back of house access.
- NSW State Government effort to shift cultural industries away from the Eastern City - Powerhouse Parramatta, Parramatta Creative Industries Precinct and the relocation of the ABC.
- Production and cultural operations require flexible and affordable space this presents an opportunity to activate parts of stadia precinct.

A vibrant town centre provides a range of cultural and community infrastructure to meet the needs of future residents and workers to participate in and produce arts and culture. The emphasis on meeting local need as a priority is to ensure that town centre activity is authentic and becomes a drawcard for people living and working, as well as those visiting for events. Shared and collaborative spaces within the town centre enable locals with a focus on creative activity to work locally.

Sydney Olympic Park becomes a destination for more regional cultural production and celebration, accommodating artists studios, production spaces & cultural institutions.

This is enabled through:

- Building on the Royal Agricultural Society's showgrounds' growing use as a film set due to its large Pavilions and Sydney Olympic Park's diversity of locations for filming.
- The establishment of a major globally-recognised cultural institution, potentially one that celebrates Indigenous culture and reinforces the

	<ul style="list-style-type: none"> <li>City of Parramatta is developing a strong cultural focus in and around Parramatta CBD.</li> </ul>		<ul style="list-style-type: none"> <li>role that Wangal land played as a place to come and gather.</li> <li>Embedding Sydney Olympic Park into wider aspirations for cultural infrastructure investment across Greater Parramatta and Western Sydney.</li> <li>Embedding permanent and temporary creative production and event spaces throughout the town centre and stadia precinct to increase regular activation.</li> </ul>
<b>Bringing the country into the city all year round</b>	<ul style="list-style-type: none"> <li>The Royal Agricultural Society's mission is to 'forge the future of agriculture by Engaging, educating and entertaining our community on the value of sustainable agriculture and quality produce through events which support agricultural excellence and innovation'</li> <li>Agriculturally productive land across the Sydney basin has been gradually replaced by residential development to meet housing need.</li> <li>Increasing focus on food provenance and sourcing food locally.</li> </ul>	<p>The Royal Agricultural Society's Showgrounds continues to accommodate major events such as the Royal Easter Show and other events. The Showgrounds are better integrated into the precinct, opening up to the south and the west, with greater opportunity for pedestrian through movement along certain roads for improved connectivity.</p>	<p>The Showgrounds reinforces its role as the link between Sydney and Regional NSW, with agriculture extending beyond the Royal Agricultural Society's site and into the whole of Sydney Olympic Park.</p> <p>This is achieved through:</p> <ul style="list-style-type: none"> <li>The attraction of research and educational institutions and businesses with a focus on urban agriculture innovation co-locating in and around the Showgrounds precinct.</li> <li>The hosting of regular regional produce events and local markets to embed agriculture into the local identity of Sydney Olympic Park.</li> <li>Exploring opportunities to embed urban agriculture throughout Sydney Olympic Park's built environment and public domain.</li> <li>Exploring opportunities to reconnect with the productive landscape of Wangal Country, embedding Indigenous land management processes across the Parklands.</li> </ul>

Appendix I: Completed vision statements

Table 1

*In 2050 SOP will be a suburb that...*

...is thriving, accessible, honours First Nations People, engaging with community, will have 50,000 people that call SOP home, inspirational and aspirational, world-leading green, connected to the city, utilising river access, adaptable with human scale, has an identity that's not transactional, and Australia's sporting capital.

*Because it will have...*

...the ability to change affordable housing, connectivity and create better connections to open space. People-scale, human-scale identity, personality, green corridor. Connected beyond the park. A community that has ownership.

*It will be a place that prioritises...*

...green, sustainability, people, and people who live here and identify as coming from here. Diversity.

*We will achieve this by...*

...removing the word 'authority' from the SOP. Careful development.

*Future generations will be better for it because...*

...it is 'Wangalised'.

*We will have attracted or created...*

...a place that celebrates our shared history and promotes culture, art and living sustainability.

Table 2

*In 2050 SOP will be a suburb that...*

...people feel welcome and belong, is activated and connected (ages/abilities/accessibility), mobility inclusive.

*Because it will have...*

...events for all, connect culture, people and place, be active and vibrant at all times.

*It will be a place that prioritises...*

... people and green infrastructure

*We will achieve this by...*

...prioritising connected public domain space and universal design.

***Future generations will be better for it because...***

...it will be resilient, connected, welcoming and a place that all people can live, work and play.

***We will have protected...***

...the Olympic legacy, event capability, sustainability, legacy, parklands and sporting legacy.

***We will have attracted or created...***

...a broad community that feels safe, considered and like they belong.

**Table 3**

***In 2050 SOP will be a suburb that...***

...people love, people want to move to, exciting, vibrant, welcoming; is alive, inclusive, accessible, convenient, is the heart of the city, connected, is confident and bold.

***Because it will have...***

...better transport connection, green tree canopy, green space, vibe, urban amenity, sense of arrival, great venues, great events, space, retail, residential, walkability, greater connectivity between town centre and parkland, more activation, green respite.

***It will be a place that prioritises...***

...people, health and wellbeing, the environment, inclusion, biodiversity, sustainability, community needs.

***We will achieve this by...***

...2050; community engagement, support and financing, authentic commitment (not tokenistic), selling the vision to the resident people and businesses, implement the vision, pushing the boundaries.

***Future generations will be better for it because...***

...we set it right and it's evolving.

***We will have protected...***

...biodiversity, the soul of the place, relevance, multi-use of the place, its history.

***We will have attracted or created...***

...residents, business, visitors, wildlife, world-class events, uniqueness, cultural experiences, unique experiences.

Table 4

*In 2050 SOP will be a suburb that...*

...is lively, inspirational, attract healthy/happy people, thrives, is functional, a world leader in sustainability, is connected and easy, a suburb that works and navigates, celebrates First Nations peoples, healing and Olympic legacy, focuses on community and top-level sport. Is loved and recognised locally, nationally and internationally.

*Because it will have...*

...natural beauty, protected nature (botanical garden), world-class sports stadia and new community sport and recreational and clubs' facilities, world-class transport and innovative micro transport. World-class, sustainable, transport options, connection to people, environments, culture and business.

*It will be a place that prioritises...*

...sustainability, green spaces, community utilisation, connectivity, event-entertainment and sport, sport innovation, celebrating and connection to Country, inclusiveness, connection to the future and developing the a legacy.

*We will achieve this by...*

...protecting and providing education opportunities, sensitive access to allow community to provide more opportunities. Large community-friendly events. Pushing the boundaries.

*Future generations will be better for it because...*

...green spaces will be available, it will be a thriving community and Australia's premier events and sports precinct.

*We will have protected...*

...provide biodiversity protection.

*We will have attracted or created...*

...a centre of excellence for sport. A truly balanced and thriving community. A diverse and inclusive destination that is loved by all.

Table 5

*In 2050 SOP will be a suburb that...*

...embraces 'Wangalising'. Is a place where people want to be and live. Has a culturally diverse community and is a green refuge thriving, premier place to live and work, is alive with ambition, is ambitious in 15 years. Has character and identity, clarity of identity, reflect its separate but woven together identities. Stories of neighbourhoods. Innovative practices/program.

### ***Because it will have...***

...non-transactional space. It will have people, first-class transport/better retail/rich biodiversity/diverse housing types/diverse retail and food and recreation. Is culturally inclusive.

### ***It will be a place that prioritises...***

- ...people, human enjoyment, walkability, connectivity, legibility, environment, the everyday, Country, sustainability (from tress or built form), shade, amenity, finer grain.

### ***We will achieve this by...***

...collaborating with talented designers working together in consultation with the community and understands comparison and balance are necessary through staging fluid, flexible and organic masterplan and processes.

### ***Future generations will be better for it because...***

- ... it's considered, there are birds, open space to enjoy, places designed for people, it's been visualised

### ***We will have protected...***

- ...the community's aspiration, wildlife, the opportunity- this a once in a lifetime chance, diversity of service

### ***We will have attracted or created...***

- ...the premier place to live, learn, work and play, investment, brand, value, identity, internationally

## **Table 6**

### ***In 2050 SOP will be a suburb that...***

...is the exemplar of 'healing', healing Country - heals First Nations peoples' intergenerational trauma, is a city business precinct ,a park in the central location connected by transport, technology and parks to the world, loved like Moore Park and Melbourne Olympic Park. tests innovative practices/programs, has character and identity.

Top 5 unique offerings:

- International suburb
- Best-kept secret – world-class future park
- Is a recognised destination
- Diverse destination
- Connects Sydney, connects NSW, gateway



***Because it will have...***

...a centre for healthy and regeneration at the heart of Sydney as a global city. Awareness, transport, accessibility.

***It will be a place that prioritises...***

...nature, heritage, history, people. CBD in a park augments the legacy green games, Wangal, inclusion-CALD, First Nations, disability, young/old. People, history/legacy, sustainability, connection to Country, the future legacy.

***We will achieve this by...***

...inclusion – as a business as usual – it weaves throughout the entire design, construction, management and maintenance, planning. Pushing the boundaries, leading exemplar in key events, honest, loved destinations by all.

***Future generations will be better for it because...***

...they will be better connected to each other and to Country, and have access to high-value green jobs and a sustainable suburb.

***We will have protected...***

...the ecology of SOP.

***We will have attracted or created...***

...a centre for healing and regeneration at the heart of Sydney as a global city.

## Appendix J: Detailed feedback on future directions

### 1. Future direction: World-leading precinct in climate action and resource stewardship

	Agree	Disagree
Round 1	10	0
Round 2	12	0
Round 3	7	0
Round 4	5	0

### Challenges

- Waste operators on board - 3
- Climate change impacts including sea level rise - 2
- Requires government to set the standard for the private sector - 2
- Protect threatened species – 2
- Achieving a net-zero outcome
- Will require long-term commitment from all levels
- May need to narrow focus on what SOP can be good at
- How to communicate the IP
- Combine with smart city innovation lab idea
- Incorporate 6-star green-star rating/net-zero into development standards
- Education of residents
- What are the initiatives that push the envelope and how can existing business/retail be encouraged to sign up?
- People choose to live/work at SOP because of its sustainability reputation
- Need to reduce light pollution
- SOP will be subject to sea level rise by 2050
- Relationship to neighbouring precincts
- Reduce impact on waterways
- Cost of remediation
- Funding

### How might we?

- Climate action – climate evolution - 3
- Wetland management and protection – 3
- Develop social programs with social impact and measures - 2
- Look for partnerships with business/private sector - 2

- Establish a climate-positive target/public commitment to a goal - 2
- Recycle/repurpose centre
- Plants on everything - 2
- University research partners – 2
- Embed circular economy in SOP – GoTerra food waste units – 2
- Partnering with education to inform research-led development and built form sustainability outcomes - 2
- Digital scoreboard/dashboard displays showing carbon score
- Connecting SOP to Westmead Innovation Precinct through the Parramatta light rail is non-negotiable in order to make SOP attractive to climate and resource investment
- Link to new circular economy precinct in Camellia
- Partner with waste management firms and universities to trial methods to remediate contaminated water/sediment and land
- Integrated systems and circular economy
- Strive for a carbon-neutral precinct
- Use recycled building materials to create buildings with character at the base of new towers
- Utilise the latest innovations in green buildings, such as hybrid buildings that utilise green steel, green cement, engineered timber and biophilia
- Use SOP as an international measurement hub
- Centre for carbon economy and carbon-zero living
- Alternative energy sources
- Electric shuttle bus network
- Promote WRAMS
- Implement blue green index tool

## 2. *Future direction: A laboratory for innovation in green urban living*

	Agree	Disagree
Round 1	10	0
Round 2	12	0
Round 3	8	0
Round 4	6	0

### Challenges

- Prevent impact on place amenity – 2
- Significant improvement required of architecture and public domain
- Risks – build to rent
- There is a lot going on elsewhere in this space. It may be better to focus on climate action

- Minimise impacts on ecology
- Accepting 'safe failure' as part of innovation
- Is this attractive enough to encourage a level of residential development expected?
- Government provide financial incentive to attract business to invest in climate research
- Importance of precinct scale in achieving innovation outcomes
- What is the relationship to Camellia, Silverwater and Rhodes?
- Places competing for the same thing across Sydney
- Needs to make money
- Create a research hub for sports training and high performance
- Need to showcase the opportunities to business
- The balance between affordability and innovation
- Funding - 3
- Who would maintain an urban farm?
- Governance
- Contain high-density footprint – expansion upwards instead of outwards
- Focus on western parkland city
- Viability of initiatives – need incentives
- Planning conditions must require sustainable design materials and management for all new development
- Existing infrastructure is hard to retrofit
- How is it commercially viable to achieve a smart city?
- Protect green space

### How might we?

- The green initiatives should be designed in every SOP building including residences – 2
- Partnerships between government, private sector and research - 2
- Provide commercial offsets – 2
- Extend beyond physical to policy/tenure for laboratory ideas – 2
- Attract universities around sustainable design - 2
- Laneways with micro retailers - 2
- World leader in sports innovation – 2
- Sustainable transport solutions e.g. Electric taxis -2
- Think tanks – 2
- Community op shop
- Centre for climate change research and innovation through business investment
- Set ambitious targets

- Live/work – such as Byron Bay industrial area
- Data capture and measure impact
- Community engagement to nurture innovation
- Innovation in real waste management practices
- Have autonomous electric pod vehicles that can transport workers and residents around SOP
- Innovative urban agriculture utilising vertical spaces in commercial and residential built environment
- Create social enterprise cafes that provide employment for minority groups
- Enable major retailers to have their greenest version of their stores at SOP – keep the green games vision going
- Green events
- Current and future residents are active participants in green urban innovation
- Pilot waste management in SOP e.g. food scrap bins
- Cherry pick tenants
- International hub for Olympic consulting
- Sports hospital connected to Westmead
- Sport infrastructure and HQ
- Use sea water to cool
- Adaptive green and blue infrastructure
- Create new funding models
- 5-minute city
- Large outdoor screens like the Van Gogh exhibition
- Digital placemaking to improve wayfinding
- Digital photo museum
- Smart city approach
- Biomedical transport, link to Westmead
- Learning from brown-field regeneration
- Policy and ideas lab
- Protection of threatened species
- Biophilic design

### 3. *Future direction: Greater Sydney's emergency response hub*

	Agree	Disagree
Round 1	5	5
Round 2	8	2
Round 3	3	2

## Challenges

- Currently underutilising for this purpose
- There are more compelling ambitions to own than this - 3
- Does this create a security risk? - 2
- It works now, but will there be conflicts once intensity of activity increases - 3
- Does commercial below residential stymie ability to get freehold/leasehold?
- Cost for delivery
- Is this the best use of land adjacent to high-quality transport?
- The precinct can do this, but do we want to be known for it or the flexibility to facilitate it?
- Is something of SOP scale required? What will it cover? - 2
- Opportunity to create a safer evacuation area
- There is no alternative for this – it is centrally located
- Need better road/rail connections to move people in and out
- Land should be prioritised for permanent uses, not temporary
- Where is the heliport?
- Lack of key worker housing – 2
- Attractiveness as a place to live - 2
- Poor road transport
- Distance from affected communities

## How might we?

- Affordable housing for emergency workers - 3
- Existing large venues used for government agencies for projects when available
- Work with City of Parramatta
- CSIRO and defence could move in
- Ambulance gurney access to Sydney Metro trains to Westmead Health precinct for emergencies
- Global APAC
- University/TAFE courses available in emergency services in SOP - 2
- Access improved during crisis
- More active ground planes
- Whole of government strategy

## 4. Future direction: The home of future urban sports

Agree

Disagree

Round 1	12	0
Round 2	8	8
Round 3	9	0
Round 4	10	0

## Challenges

- Funding - 3
- Traditional sports vs. recreational activities
  - Urban sports might compete with traditional sports
  - Traditional sport has diminishing cultural relevance, with a greater focus on recreational activities and urban activities that are social.
  - Inclusive urban sports – includes children, adults and good spectator facilities for grandparents and family members
  - Not addressing other recreation needs – such as mindfulness and health
  - Need the day-to-day recreation for the locals
- Community access to sports
  - SOP can remain a centre for sports excellence, however, for the suburb to function and thrive, community must be a priority. Currently, sports spaces feel too 'private'.
  - Community sports need some amenities, such as food, barbecues, seating and shade
- Governance
  - Governance/red tape is a major barrier to this ever happening.
  - Need to focus on how it can happen, rather than why it cannot
  - People need to feel welcome to do activities
  - People do not know where to go for representation when they want to make something happen in the public domain
- Impact on parklands
  - Not at expense of valued passive parkland
  - Location of new venues impinges on environmental values of the park and passive recreation enjoyment
- Need for nature play in urban areas too
- Need equitable access
- Integration into all usable spaces

## How might we?

- Climbing wall with tech wall – play games, challenge level, decorative at night (can go on side of car park)
- There is significant space for urban sports, which would be a unique offering



- Leverage wave park at P5 to include rock-climbing, skate bowls and parkour street course. Monster Action Sports precinct P5 carpark - 3
- Integrate this with the stadium upgrade
- Infill sports around BMX and Urban surf
- Well designed, well connected and shady places
- Partner with City of Parramatta on a park-to-park public vent
- Own this Olympic brand into the future – along with green, accessible, First Nations knowledge
- Embrace Guerrilla approach to using landscape for unintended uses but make it purposeful
- More skate bowls locate in the urban core
- Play spaces in the urban core
- Pump track
- Adaptive re-use of existing iconic spaces. Celebrate iconic spaces with sport.
- Provide spaces for free things to do, particularly for young people. Simple things like different coloured surfaces can demarcate spaces so people know where different activities can happen
- Consider First Nations approach to landscape – orientation of built form
- First Nations sports museum is important
- Attract young people to informal spaces
- Extreme sports
- Sports for local kids
- Use airspace rather than more ground space
- Need facilities to store bikes, wheels and other equipment
- Community sport spaces are needed, including soccer, netball, open basketball courts, walking tracks and pedestrian footpaths that all connect
- Urban culture creation – integrate through town centre
- Can be the e-sports epicentre of Australia
- Connect all our parks to play spaces or put on roof of carparks
- Climbing facility needed as it is a huge growth sport
- Improved lighting to make everything permissible day and night
- Focus on non-traditional new global sports to differentiate offer
- Flexibility and multipurpose is key to success
- Transition use of grade carparks to become recreation/urban spaces
- Repurpose the abundance of hardstand
- Skate parks areas that wheelchair users can also access – inclusive
- Use spaces underutilised around existing venues for urban sports
- Informal sporting areas around venues, such as hoops, courts and running tracks

- Parramatta Stadium – public domain around stadium had landscaping, courts, fun climbing wall around stadium
- Map all the publicly available places to play sport
- 3 x 3 basketball permanently in the park
- Charge for parking in parklands – increased turnover of visitors

## 5. *Future direction: A dedicated 24/7 entertainment precinct*

	Agree	Disagree	Unsure
Round 1	4	2	6
Round 2	8	0	0
Round 3	3	2	4
Round 4	9	0	1

### Challenges

- 24/7 is not realistic - 8
  - 18/7 may be more achievable
  - Noise, transport, safety, alcohol impacts are too great
  - There may not be a 24/7 customer base
- This should be confined to the CBD/town centre only
- Responding to cultural diversity – different perspectives of late night trading
- Major venues need to lift the quality of experience and good food, if this is going to happen
- Conflict between residents and visitors as residential population increases, so there is a need to manage noise conflict
- Need a proper night-time economy – not alcohol focused or consumer centric
- Leveraging all parts of SOP to support the big events, including restaurants
- Environmental sensitivities – 2
- Scale of large events
- Need diversity of scale
- Late departure, enjoyment and safety for residents. Well-managed events versus commerciality for venues.
- Thinking of the day/night experience of a local. Cool restaurants and funky bars/café need to be there all the time. More outdoor dining and more street furniture so people can sit and linger
- Opportunities to link this to the creation of “urban culture” through the “home of future urban sports”. Multipurpose space for festivals around this
- Layer for live music – layering for the “in between” spaces
- Think about the relationship with the City of Parramatta, the growing community and the combined offer

- Will need significant and continued Government commitment to transport and sustainable transport solutions
- Needs more passive culture/art galleries/museums
- Regular festivals and markets
- Create opportunities by 3 phase power outlet. Marking on pavements/seating, pop-up busking and slam poetry
- A Times Square neon lit place is not in keeping with the environmental/green themes
- Need an embryo space for new performers and filmmakers. Still need to make sure the fine grain infrastructure for smaller events is being delivered
- A dedicated precinct is good as long as there is easy access. Transport links are key within SOP.
- Create a new performer space to develop arts/skills
- Need to focus on improving safety at night - 4
- SOP needs a destination entertainment space
- We need all of this, and we need it now. Sydney Metro West and light rail will be needed to optimise this
- There may be a need for places of worship
- Need to make sure there are non-transactional experiences

### How might we?

- Sydney needs a multicultural eat street.
- Additional active venues/activities should not diminish existing passive parkland
- Explore better lighting at night through SOP
- Extreme sports on outside of venues – these won't affect events
- Need a vibrant precinct and something to do after events, along with a sense of arrival
- Create more “unprogrammed” facilities such as basketball courts and outdoor gyms, along with evening activities and activation.
- Connecting more with the whole Olympic Peninsula and Parramatta will allow connectors of the arts sector and performance
- A theatre to be an interactive museum of First Nations sports people during the day and by night, a performing arts centre
- Need more support service to make the events successful
- Provide a range of accommodation options at a variety of price points
- Stronger focus on food and culture. Implement the SOP Retail Strategy
- Put the onus back on the developer (LSPS noise management for residential buildings)
- Medium and large-scale events are already catered to. There is a need for more small-scale, fine grain activation like outdoor slam poetry and music
- Communication of smaller events has to be made easy to access
- Need to manage with quiet residential areas

- Fringe Olympics with international arts across a month could have a great economic impact
- Define space - where is it protected from other non-compatible uses?
- Build a smaller arena, that is affordable for smaller shows and sporting teams
- Make an art park, for example basketball with ten hoops and interactive art installations.
- Activate the bases of new buildings and give them character. Utilise recycled materials to create a Grounds of Alexandria experience. Bring Melbourne laneways to SOP. A place for micro restaurants, cafes and small fashion boutiques.
- Build or renovate small-scale music venues (under 5,000 people) so there is music daily
- Offer incentive to the music industry to do year-round outdoor park programming
- Make the offer unique
- Change the name from Sydney Olympic Park to Sydney Olympic City, because it is not just a park, but a miniature city
- SOP needs to be a huge digital art installation. The bases of new buildings need to project artworks and natural environments.
- Alcohol-free, late-night culturally rich experiences
- Supportive of entertainment precinct (or other terminology) over “Town Centre”, which has a more greenfield connotation. 24/7 in new imagined stadia precinct. Restaurants and food and beverage are integrated.

## 6. *Future direction: A place for urban adventure and play*

	Agree	Disagree	Unsure
Round 1	12	0	0
Round 2	8	0	0
Round 3	9	0	0
Round 4	9	0	1

### Challenges

- Sydney Olympic Park is expensive – 3
- Games that promote connection with nature without impacting on it
- Adventure sports might destroy the parklands.
- Avoid conflict between recreation types (active vs passive)
- E-games – promotion of gaming could be perceived as going against social sustainability
- Location of new venues impinges on environmental values of parkland and passive recreation enjoyment
- Need to think about First Nations perspectives on urban adventure
- In 2050, current residents and workers will be older. Therefore, sports-oriented activities need to be reconsidered, including planning for intergenerational spaces with comfort and passive recreation
- Inclusive adventure play is a big drawcard for families

- Sensitive habitats are not compatible to active recreation – only passive
- Can the natural environment live with the volume of play?
- Needs funding to deliver and maintain
- It is important to retain free activities

### How might we?

- Interpretive information trail, including public art/skating/walking trail through and around the site
- Create Sydney's playground
- Value expressed for the Eden Project, which has an opportunity for education, experience and play and information experience
- Use the river more and connect to ferry transport – 3
- Small-scale opportunities
- Could have an entrance from the ferry or alternatively from Newington
- A place for local kids to get out and experience nature
- Create a fun, interactive kids' playground like the Canberra Arboretum
- Will need private investment and government support
- Need to make better use of the waterways for recreation
- Rowing on river, with a camp area and active recreation opportunities
- Start thinking of waterways in parts of the parkland as recreation
- Bay Run opportunities along foreshore
- Well-designed active recreation threaded through adjacent and natural areas to buffer build
- Activity should be housed in the urban core
- Consider using under-utilised infrastructure such as RAS
- Protect bike parks and places to walk
- Technology to connect locals who want to walk/play badminton
- Opportunity to extend beyond the "imagine"
- First Nations-led eco-tourism. Embed First Nations storytelling experiences
- Create an integrated offering and invite businesses to provide services to support this
- Use existing environment to complement adventure play
- Better wayfinding, interactive maps, digital and hard copies. Showing where facilities are, how to get there, time, "theme park" map
- Developers deliver as a contribution
- Embed these experiences into the landscape experience
- Glamping
- Recreational space is cheaper and more available. Create more easy transport access and cut parking costs.

- Prioritise free experiences

## 7. *Future direction: A distinctively sustainable, digital, commercial and business destination*

	Agree	Disagree
Round 1	7	8
Round 2	8	0
Round 3	8	0
Round 4	3	0

### Challenges

- 2032 Brisbane Olympics and sport migration
- Funding
- Place-based learning at a tertiary level
- Sport needs to be articulated as part of the vision
- Transport options are a critical part of all options. All levels of transport need to be considered
- A key commercial driver/challenge is attracting and retaining talent. ESG is an expectation of good development. Amenity will be key to bringing businesses out to SOP as a HQ for their brand
- Have to keep space affordable to attract a diverse tenant mix
- What is the commercial sense of identity?
- Competition with other areas nearby
- Who are the tenants needed?
- Is a commercial CBD for SOP realistic and viable? Should there be a focus on commerce and growth in the Parramatta CBD?
- Better hospitality venues at Wentworth Point wharf overlooking river
- No improvement planned to accessibility from north of the river.
- Policy and planning codes require features such as green walls, solar power banks and rainwater capture
- Unique identity of place - telling the story and living up to the messaging
- World leader in commercial hub set up CleanTech/GreenTech, more serviced offices
- Too narrow, too focused on lower-value industries
- Retail and facilities to support business and community
- Targeting government agencies, affordable rents and sports selected admin bodies are all generally lower capital rich businesses, and these aspirations need to be economically viable
- 'Central' area needs to find the balance between commercial, retail and residential, create employment zones and people will follow
- Why not retail?

- It all looks like a big business park - why not focus on a balance of small business initiatives, some “light industry” and bigger businesses.
- Need rich, cultural activation of the precincts and 24/7 energy for the business visitor attending events at a convention centre
- Challenge is for digital systems to be accessible and useable regardless of ability
- Include the venues in the digital initiative to help liven up the forecourts
- Reduce scale and rethink workspaces
- Hole-in-wall, casual retail activation (not just food trucks)
- Lack of connect and sense of business heat

### How might we?

- Partnerships and alliances
- Connecting sports/high-performance centres with community sport outcomes
- Sports focus link to Westmead Medical Precinct
- Sports incubator
- Sports science
- Sports innovation
- Sports hospital
- Sports centres of excellence
- New stadium to support the growth of women’s sport and also home to Tigers and Bulldogs
- Connections to Westmead
- SOP as sustainability focus - drawcard for businesses to implement more affordable sustainability initiatives
- First Nationals national sports museum - celebrating Indigenous athletes
- To maintain a sporting precinct, you need athletes as part of the DNA.
- High-tech centre monitoring First Nations ecological management of wetlands/ bush and compare with other sites to ‘Wangalise’ natural areas
- Business events
- Smaller-scale precincts within the town centre
- Remote working hub?
- Be bold on visual - make it feel and look sustainable and futuristic
- More bike parking around SOP, in buildings – commercial – residential, specialised bike park station with showers, lockers, café and dry cleaner, bike workshop
- Use social media to promote events
- Provide platforms and facilities to collaborate
- Sporting retail, adventure retail
- ESG amenity, connectivity



- Place to explore diversity of space affordability, distinctive destination, human scale
- Embed social enterprise cafes in office buildings – create jobs for disabled people, Indigenous + refugees
- Ensure new office buildings use green steel, green concrete, laminate timber. Make buildings carbon-positive
- Affordable housing for employees helps make SOP an attractive place for business
- Centre for urban marine innovation could establish a Parramatta River regeneration arm
- Utilise digital place-making technology that utilise smartphones to navigate around the area
- Create outdoor covered hubs where people can plug in and work
- Blended uses not just com/business
- Create food precinct
- Cultural precinct
- Community/worker interface that feels authentic
- Expanded innovation in solar redirection technologies to illuminate shaded spaces during the day
- Utilise robot delivery vehicles like Milton Keynes has done, which results in zero pollution and minimises delivery vehicles
- Need to retain business once established
- Where retailers showcase the greenest version of their outlets – create retail role models that can be adapted elsewhere
- Support leveraging large convention centre to support having competitive corporates that can leverage precinct facilities and hotels etc.
- Great idea to leverage precinct-wide system ability, carbon credits etc. as part of leases/ground leases for new tenants/companies
- Precinct-wide wifi and smart city connectivity should be a given for 2050, to provide a platform for commercial uses etc.
- What attracts workers?
- A place for industries of the future that will support acquisition of business for the convention centre
- You might involve people with disability in design of digital systems also older people
- Secure innovative companies as ‘anchor tenants’
- Encourage businesses to do more than just have a diversity and inclusion policy. They need to enact it and train staff. Make sure getting to work is easy and accessible
- Work with thought leaders in digital and physical experience
- Super-fast internet speed
- Grant a centre for green business
- Target a distinctive industry
  - Sports
  - Climate change

- Attract more digital, IT and tech businesses

## 8. *Future direction: A car-lite neighbourhood that prioritises active transport and pedestrians*

	Agree	Disagree
Round 1	15	1
Round 2	10	0
Round 3	7	0
Round 4	3	0

### Challenges

- Conflicts with financial dependence from car parking
- Funding
- Loss of revenue
- Access to the precinct from other areas – need a big carpark
- Land ownership with adjoining precincts
- Sydney's attitude on the road is a real issue
- Ownership funding
- Need to share stories of the place to create interest
- Sustainable and accessible transport solutions to support pedestrians
- Create the link between Cooks River shared path to SOP.
- Everything is far away
- Car-lite is perfect in general, and by keeping residential away from central this is possible
- Developers wanting to deliver buildings without car dependency or with only car sharing
- Difficulties for older people and people with disabilities
- Lack of wayfinding
- Availability of micro transport
- Planning required by developers and Council in apartment buildings
- Bike/foot connections around surrounding neighbourhoods
- Local connectivity across green spaces – needs non-walking options
- Porous pavements that are integral to the original environmental sustainability at SOPA are unfriendly to emerging micro-mobility
- Car use will change only when there is another viable/convenient option.
- Land tenure: Long leases may make it difficult to achieve
- Adequate funding to realise physical improvements
- Autonomous vehicles have to be factored in

- To be inclusive of all pedestrians to get around without conflicting needs
- Lack of coordination of uses/connections
- Accessibility for visitors with disabilities need to be strongly considered

### How might we?

- Partnerships and alliances
- Lack of peninsula-wide active transport strategy
- Car-lite
  - Easy access from river to town square
  - Pathways and intra-park transport
- Capitalise on the shared path along the light rail route to link SOP centre with parklands more organically
- Innovative transport option such as electric buses
- Funding governance
- Max parking rates in big controls
- SOP is a massive expansive place and needs regular site-wide shuttles
- Close Bennelong Parkway to cars and have it open to bikes and pedestrians only
- E-minibus service on circuit to different hotspots
- Engagement through stories around pedestrian areas, immerse people in the history of the place
- Creating neighbourhoods so people do not need to drive
- Hierarchy of centres
- Create a micro-mobility park
- Increase reliance on mass transit
  - Parking will still be required in residential development
  - Consider consolidated centralised parking away from town centre
- Create connectivity, accessibility and easy understanding of the precinct's diverse offers
- The area bounded by Sarah Durack, Australia Avenue, Olympic Boulevard and Murray Road should be car-lite
- More electric car chargers – act as a charging hub where regional visitors can recharge vehicles before going to Sydney
- Sydney Metro West will allow this to happen
- Do an e-mobility pilot
- Shuttle or bus network connecting all areas of the park. Interval system needs to be affordable
- Make it easier for workers to get around the park via autonomous electric pods
- SOP is a car-lite environment
- Light rail creates a car lite environment

- Better car parking connections to allow car-lite
- Deliveries, load-in and outs, accessibility
- Build more separate cycleways within existing roads
- Create automatic EV bus network
- Improve wayfinding, involving LED signage
- Change parking standard
- E-bike docking stations throughout SOP like Paris
- Opportunities for play in the spaces between transport connectors
- Increased shared spaces that prioritise pedestrian movement but allow for critical vehicle movements
- Make transport connections to safe, walkable, interesting and active 24/7
- Light rail with stops at key destinations in the park
- Make venues and big blocks more permeable
- Light rail stops throughout the park
- Provide responsive/innovative form of transport
  - E-bikes
  - Trackless trams

## 9. Future direction: Diverse housing options for social sustainability

	Agree	Disagree
Round 1	17	0
Round 2	8	0
Round 3	8	0
Round 4	4	0

### Challenges

- Affordability
- Active recreation is desperately needed:
  - Half courts
  - Tennis walls
  - Skate plaza
  - Busking areas created
  - 3 phase power seating in random spots
  - Designed-to-entice use
- The expected population increases create a need for local and district-level sports facilities These can go in where the existing at-grade parking is located

- New ideas for housing ownership models so they are not all strata
- Question viability of retaining control to deliver BTR.
- Rather than retain land as lease hold, incentivise private sector to deliver more diverse and affordable housing
- Viability of retaining land in public ownership. Highly questionable to deliver specific social and affordable housing
- Universal design principle throughout all site and buildings
- Include indoor multi-use courts/ dance studios /yoga /Pilates etc within the mixed use residential and commercial
- More pockets of freehold land opened up around the precinct for affordable and diverse housing options.
- Connections to Parramatta and Westmead will be suboptimal if PLR2 is not delivered to support Sydney Metro West
- Developers want clear requirements so we need to push the envelope
- Clarity on housing tenure via masterplan to enforce diversity and inclusion
- SOP relies on funds from development and maintaining SOP
- Need for affordable housing at SOP
- Opportunity to acquire freehold land to develop is critical
- Affordable retail and services to match demographics
- Variety of housing types

### How might we?

- Build-to-rent
- Affordable housing is a responsibility along with accessible housing, aged care and key worker housing
- Integrated with private housing - no more gated communities for the 'undesirables'
- Expand build-to-rent
- Student housing
- World-leading sustainable high-tech transport solutions to support growth
- Different financial model to create the social housing in SOP. Citizens can 'buy' stocks in the development and get tax deductions.
- People over profit
- Schools
- Incentivise private sector
- Multi-generational housing
- High-tech sports
  - LED climbing wall allows 'active gaming'

- Allows changes to the difficulty of the climb – always new
- Wall can be art show at night
- Potential for split mortgage (part share) model
- Create exemplar social housing models, that includes solar power, recycled water, green walls, green roofs and social communal spaces on roofs.
- Diversity in housing typology (not tenure) very difficult to achieve at SOP. Is it realistic?
- Housing diversity is for apartments.
- NCC in 2022 has access features in all new homes. However, NSW is not signing up to them. SOP should get ahead because by 2050, it will be a done deal
- Land tenure: long leases development/developer prioritises (need public housing)
- Finding and delivery mechanisms for delivering social housing to be identified
- Build-to-rent is not affordable housing, it offers other benefits such as security of tenure, no subsidised housing
- Scale of residential
- There are no challenges - this will be achieved if the government decides to do it
- The in-house expertise is the authority to control development
- The challenge is to get developers to go beyond the NOC silver level or gold level for all apartments
- Need to ensure connections to surrounding suburbs, not just SOP. For example, commuter cycle paths connecting SOP to 10km radius surrounds
- Collaborate on how to flex this opportunity with industry
- Increase diverse housing
- Affordable housing with UK models for improving access
- Funky low-cost housing
- Student housing
- Modern social housing
- Low-cost smart design
- Smaller dwellings, less clutter
- “Central” area should be centred on commercial and retail, not residential
- Social and affordable in the mix
- Diverse housing to be a minimum requirement. The percentage target should set new standards to SOP to consider retaining ownership of group housing/rental models as a revenue source
- Remember artists and creatives are among those who most need this
- Have an outlet in the centre of SOP where it’s easier for workers, visitors and residents to hire electric bikes
- Student housing which brings a 24-hour economy and increased education
- Find sites appropriate for medium-density housing?

- Affordable housing for nurses, police, associated emergency personnel. How will this affect values- SOP should be seen as a good place to invest
- Government must ensure that there is a social dividend
- Commitment to min social and affordable housing for First Nations people
- More street fronting development with greenery, awnings, accessible footpaths and crossways
- More through site links for pedestrians

#### 10. Future direction: A destination for cultural production

	Agree	Disagree
Round 1	9	1
Round 2	14	2
Round 3	13	0
Round 4	6	0

#### Challenges

- Limited investment for cultural uses – 5
- Who will run and manage? - 3
- Not viable – recent studios have been established in Coffs Harbour and Penrith – 3
- Creates a lot of noise - 2
- Need a deep dive into future sports needs for population - 2
- Do not let film/TV impinge on parkland by reducing environmental value or affect passive use
- Needs viable commercial models
- Amenities/infrastructure for artists needed
- Less cultural production rather events and collaborative spaces
- Facilities to support retail and services that match worker requirements (including 24/7 economy)
- Does this limit usage for significant periods of time for others/community?
- Attractions are hidden
- How do you ensure credibility – SOP is known for sport and major events, not small community driven
- Bring First Nations peoples into all aspects, all levels of what we do (not just ceremony and tradition)
- Need to align with ambition of CoP
- SOPA red tape
- Lack of precinct flexibility
- Can you build vertical sporting facilities?
- Accessibility of facilities
- First Nations culture needs to be visible
- Olympic 2000 needs a special cultural space



- Need to get actors agents, casting, production to locate at SOP

### How might we?

- Central geographic location of SOP is a benefit for cultural producers
- Music festival or Vivid in SOP
- Music/podcast studio - 2
- Permanent production house similar to Fox Studios
- Use the Armory all year round
- Make venues permeable – not walled
- Central City Cultural Plan
- Film and television school – 2
- Digital museum/exhibition
- Provide access to underutilised assets, such as RAS
- Co-op style facilities
- Scholarships
- Partner with education facilities like NIDA
- Tap into government arts film funding
- Live/work studios
- Co-design with community
- Digital photo museum showcasing issues relevant to SOP
- Designated creative spaces
- Restore buildings for cultural uses
- First Nations museum

### 11. Future direction: Bringing the country into the city all year round

	Agree	Disagree
Round 1	9	1
Round 2	11	1
Round 3	8	1
Round 4	5	0

### Challenges

- Urban agriculture not to impinge on existing parklands
- Need space to be able to do this
- Budget
- Incentivising research and educational institutions to co-locate
- How does this move the needle? What is the relevance in 2050?

- Would this just be a “Disneyland” experience?
- Farmers too busy farming
- Farming challenges green and sustainable vision
- Transport needs to be accessible for families
- Country to city for regional sport
- “Bringing the country into the city” does not reflect how clever modern agriculture technology is
- Reduce the distances between green spaces and from where people are
- No First Nations focus in Future Directions
- Much of the land is remediated, limited opportunity for growing edible food
- Parramatta Council not involved
- Recreation opportunity spectrum

### How might we?

- Community gardens/urban farm/vertical gardens - 9
- Consider how agriculture can fit into broader narrative for SOP, e.g. sustainable agriculture, innovation, regeneration – 6
- Create links beyond SOPA to access more space, e.g. Western Sydney Parklands - 3
- Bring Keith Urban’s guitar to SOP – country music culture - 3
- Rooftop gardens – 3
- Farmers’ markets - 2
- Make the Easter Show more local/community focused (like the Hawkesbury Show)
- Animals here all the time
- Agriculture technology, research and development - 2
- Regional arts showcase
- NZ-style immersive experiences, e.g. live shearing
- More events/trade shows
- Create an Indigenous rooftop garden that showcases bush tucker and sells its food to local restaurants and cafes – promote employment of Aboriginal people
- Virtual academy using data connections
- Let the Easter Show take over the whole precinct
- Work with regional NSW
- First Nations-led regenerative agriculture
- Permanent food hall (like Easter Show)

## 12. Future direction: Ecological refuge

Agree

Disagree

Round 1	11/11
Round 2	16/16
Round 3	12/12
Round 4	10/10

## Challenges

- Conflict with new sport uses, outdoor music and other festival events and nature - 3
- Sea level rise will impinge on existing parkland - 2
- Pressure on green spaces - 2
- Development pressure on the waterways
- Restrict domestic animals
- More funding required for ecological rehabilitation
- Need to balance human and environment
- How do we actively engage and immerse people with nature and not impact on it too much?
- Offsets at a NSW regional level do not benefit urban residents
- Bird-life and other wildlife need to be accessible, otherwise they are not valued
- Preserve existing but doesn't need to expand
- What is the visitor experience?
- Needs to be planned to do it well
- This is an obligation
- Increasing demand for artificial lighting ecological areas
- Load carrying capacity of parklands already exceeded

## How might we?

- Design for native bird nesting/breeding opportunities - 5
- Telling the story to residents, visitors and workers and managing increased visitation - 4
- First Nations knowledge to heal Country and people – 2
- Buffer threatened species habitats - 2
- Clean up the river – 2
- Sport and ecology should be key future directions
- Sponge city demonstration site – wetlands valuable carbon sinks
- Domestic cat and rat management programs could be innovatively funded
- Local council rates should be returned to SOP
- Glamping
- Utilise sea water cooling system in new office and residential buildings. GPT has done this
- Best standards for new development

- Passive activity on the water
- Bring the waterways into urban areas – follow the water
- More plants in the town centre
- Restrict access to protected areas
- SOP to be voice for wildlife
- World centre for excellence for future proofing
- Use wildlife-friendly lighting

## Appendix K: Webinar questions and answer

Question	Summarised answer
What does a five-minute/15-minute city look like in a future Sydney Olympic Park?	A five-minute and 15-minute city means you can get everything you need in one spot. Sydney Olympic Park will be a live, work, play destination, with everything from commercial offices, through to retail and a residential population. It will maximise transport connectivity opportunities like Sydney Metro West and the light rail and be activated day and night.
What can be added to Sydney Olympic Park that will make someone visit its town centre on any day of the week? Something that is not sports related?	There will be a focus on retail opportunities and food and beverage offerings that reflect the cultural diversity of the area.
What does the consortia think that Sydney Olympic Park's unique offer is? E.g. The Rocks has the harbour. What do the consultants think is Sydney Olympic Park's UVP?	Sydney Olympic Park's unique offer includes its sport and event infrastructure, parklands, ecological habitat and its future as an activated, 15-minute city.
Are you engaging with experts in low carbon building materials to ensure that future development is even greener?	Experts are being engaged to explore opportunities for low carbon materials and recyclable materials in future developments, to reduce their environmental footprint. We are committed to using low carbon materials, as well as assessing the life cycle impacts of materials. Sydney Olympic Park has been a leader in promoting this process.
Connecting the Brickpit directly to the Paramatta River to create an active and useable waterway has often been mentioned but has, for understandable reasons always been consigned to the 'future' basket. With 2050 in mind, is now not the time to outline what this could be, creating this connection would create yet another outstanding access point for the park and could create Sydney Olympic Park's Darling Harbour?	The project team agree that the river is a great opportunity that needs to be taken advantage of and built into the everyday experience of Sydney Olympic Park. It is an important connection and it needs to be thought about as part of a larger ecosystem network.
I have an interest in the potential for conflict. Whilst we want to meet as many needs as possible and take in all the aspirations, inherently we will have conflict (or a high potential for such) in some areas. What will be our methodology for dealing with these issues when they present clashes and how will we rationalise our approach to achieving the desired outcome? Will some aspirations have more weight and at what level do we settle for a compromise, if at all?	There is a balancing act in terms of how we deliver big events and still have a happy residential and commercial community. It is one of the big challenges and we will be working through stakeholder priorities to ensure we strike the right balance. This is why we are undertaking community consultation, so we can listen to people and have an understanding of their needs.
With the new underground train station, how will Sydney Olympic Park make better use of underground space to attract people or provide more facilities for residents (e.g. having an underground library, medical centre, museum etc.).	One of the challenges at Sydney Olympic Park is that the site is heavily contaminated, due to its industrial heritage. This means that the team will only be building the footprint of exactly what is needed for Sydney Metro West. Opportunities for underground facilities are extremely limited.
Ferry stops at the Armory and Silverwater Bridge	Noted.
How do we plan for social sustainability and health and wellbeing in a "density done well" precinct? What should be the priorities in this area in our planning?	This question was not answered during the webinar.
Is there any sort of hierarchy/algorithm in place with respect to 'weighting' the various streams of engagement data coming in from different types of stakeholders?	This question was not answered during the webinar.



49 Shepherd Street  
Chippendale NSW 200  
02 9357 2476  
[www.credconsulting.com.au](http://www.credconsulting.com.au)  
[info@credconsulting.com.au](mailto:info@credconsulting.com.au)  
ABN 57 620 957 815