

Attachment B9(a)

**Consultation and Visioning Report Part 1 –
Waterloo Estate (South) – Land and
Housing Corporation**



LET'S TALK WATERLOO
Waterloo Redevelopment

OPTIONS TESTING CONSULTATION
REPORT KEY FINDINGS

**Prepared for the Department of Family
and Community Services**
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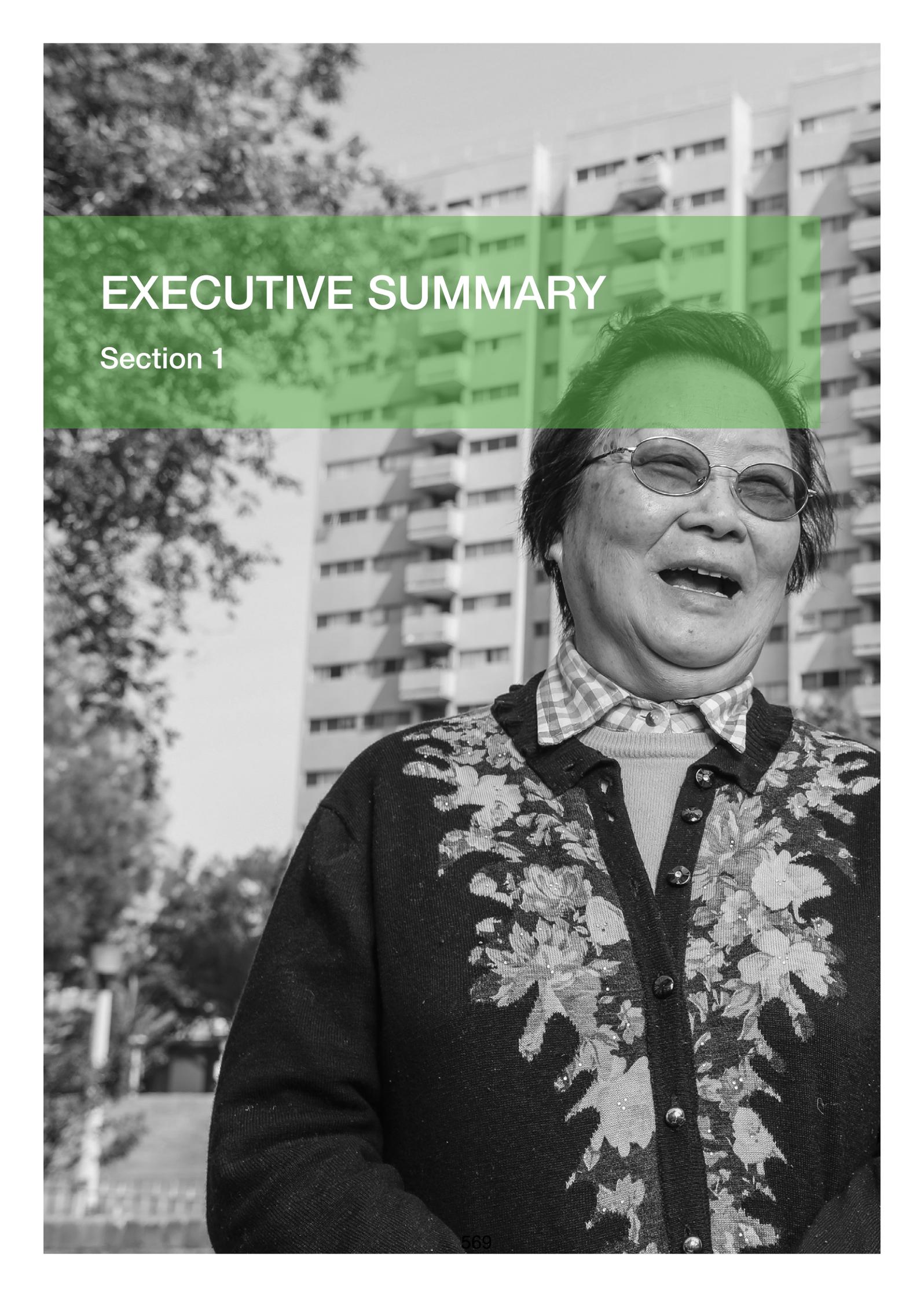
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Version FINAL REPORT including addendum (Appendix G)

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EXECUTIVE SUMMARY

Section 1

1. Executive Summary

1.1. Introduction

This report documents the outcomes of the **options testing** phase of consultation for the Waterloo Redevelopment. It also incorporates an overview of the findings from the initial **visioning** phase of consultation. It has been prepared for Land and Housing Corporation (LAHC), part of NSW Family and Community Services (FACS) by independent community consultation practice Elton Consulting.

This report has been prepared in response to Clause 27 of the Study Requirements issued by the Department of Planning and Environment (DPE) to support a rezoning application to be lodged with the Department. It also provides information for the consideration of LAHC and its project team to assist in preparation of a preferred master plan for the Waterloo Redevelopment. [For further information about the Waterloo Redevelopment see Section 2 of this report.](#)

1.2. Consultation process

Since the Waterloo Estate was designated a State Significant Precinct (SSP) in May 2017, LAHC has undertaken a significant amount of community consultation as part of the redevelopment. This commenced with establishment of the Waterloo Connect office in early 2017 and the visioning phase of consultation for the Waterloo Redevelopment from October to December 2017. Further to this, more than 1,000 members of the community and other interested stakeholders participated in the recent options testing phase of the consultation process. For further information on the consultation process for the Waterloo Redevelopment see Section 3.

1.3. Feedback on the five themes

Both the visioning and options testing phases of consultation have involved discussion of the Waterloo Redevelopment with a focus on five important themes. A summary of what we heard in feedback on these themes is provided below. [Further details of community and stakeholder feedback on the five themes is provided in Sections 4 to 8 of this report.](#)

1.3.1 Theme: Culture and community life

Participants expressed a strong connection to the Waterloo social housing estate and local area. They emphasised the importance of Waterloo remaining an **authentic place with its own character** and where current residents continue to enjoy a **strong sense of community and belonging**. They highlighted the need for the redevelopment of the precinct to provide opportunities for people to meet and socialise and for it to continue to be a **welcoming place for all members of the community**.

Participants expressed a desire for Waterloo to include a range of spaces to support community life including places for residents to meet, socialise and gather for larger scale events. Participants also wanted the redeveloped precinct to include community facilities, services and shops.

Community gardens, dog parks, play areas for kids and activities for young people were all considered important.

Telling the multiple stories of Waterloo was identified as an important part of preparing a preferred plan so that people know about “the beginning” of this place. This includes recognising and reflecting Aboriginal and multicultural stories. Opportunities for cultural interpretation and learning were also seen as important so as to connect the past and future in Waterloo.

1.3.2. Theme: Transport, streets and connections

Participants highlighted the importance throughout the precinct, in all new buildings and the public domain. An accessible precinct that offers **easy access to a range of transport options**, offering residents choice, was seen as an important opportunity for the redevelopment. Onsite carparking for social housing residents, other future residents of the precinct, and on street carparking in the local neighbourhood were viewed as important priorities.

Participants highlighted the need for the redeveloped precinct to provide **safe and direct connections to local bus stops and the new Sydney Metro Waterloo Station**. Participants emphasised that commuter access to the new Waterloo station should not impact use of the park or the local neighbourhood feel of the redevelopment area. They expressed mixed views on which of the three redevelopment options would provide the best access to the Waterloo Station. Some liked the more traditional street pattern of Option 1, whereas others liked the diagonal street pattern leading to the Waterloo Station in Option 2. Most participants were supportive of the proposed cycle connections through the site. However, they sought to ensure that pedestrian paths and cycle ways are designed in a way that provides both equitable access and safety. Good **access for emergency services and community transport services** were also raised.

Current and future traffic congestion was commonly raised as a concern. Participants commented on the increasing number of vehicles on local roads relating to cumulative development in Waterloo and surrounding suburbs. Some raised concern about the proposal to open up Pitt Street to McEvoy Street. Concerns were also raised about potential congestion in Cope Street if it were to become a “kiss and drop” style zone for people accessing the Waterloo Station.

1.3.3. Theme: Housing and neighbourhood design

People who participated in the consultation process expressed a wide range of views on the built form proposed as part of the three redevelopment options.

Views on the proposed **building heights and types** were mixed, with many people expressing a preference for the building heights as per Option 1, with a maximum of up to 32 storeys. There was some support for buildings of 40 storeys in height or taller. Some participants were less concerned with height than with the **number** of taller buildings proposed.

Comments commonly focused on the high level of **density** proposed by all three options. Many people expressed a desire for the redevelopment to offer a lower density urban environment. Some people commented that they do not support any redevelopment of the Waterloo estate. Some commented that the redevelopment, given its proposed density, should deliver a **higher quantum of social and affordable housing** to meet the needs of people currently on the social housing waiting list and to address increasing demand for social

and affordable housing in Sydney. Participants expressed a desire for the redevelopment to include Aboriginal affordable housing.

More spacious and better designed apartments including balconies were commonly identified as being important for residents of the precinct. There was support for the proposed dwelling mix – with all redevelopment options including a mix of studio, one, two, three and four-bedroom apartments. Participants expressed a desire for high quality homes that meet the diverse needs of residents, respond to changing lifecycle needs, provide indoor and outdoor space, improved safety and security, and storage space.

There were mixed views about retaining and renewing existing buildings on the site such as Matavai and Turanga. Some people commented that these buildings are important from a heritage and character perspective. While others were keen to see these buildings redeveloped, commenting that apartments in these buildings are too small to meet the needs of residents and lack important features.

There was strong support for social, affordable and private housing to be **evenly distributed** across the whole of the Waterloo precinct and to ensure that all members of the community are accommodated in high quality new homes. However, there were mixed views on the **appropriate mix of dwellings** within individual buildings. Participants who expressed a preference for social, affordable and private housing to be provided within the same building felt that this would be more equitable and help support social cohesion.

Conversely, people who wanted social and affordable housing to be provided **separately** from private dwellings highlighted the complexities of meeting the diverse needs and expectations of social, affordable and private housing residents within the same building.

Another issue raised in feedback on this theme was the critical importance of **ongoing communications** with the community, particularly with social housing residents on the estate, about staging of the redevelopment and arrangements for relocations and rehousing. Good quality information, clear communication and respectful treatment of residents throughout all stages of the redevelopment is paramount. Ongoing communications with the surrounding community throughout planning and delivery of the redevelopment is also critical to ensure community perspectives are given appropriate consideration and construction impacts are minimised.

1.3.4. Theme: Community facilities, services and shops

Community facilities, services and shops were widely identified as being important. Participants expressed a desire for them to help **bring people together, support social interaction and provide opportunities for learning, growth and leadership.**

Participants expressed a strong desire for the redevelopment to **recognise and celebrate Aboriginal culture and heritage** as intrinsic to the past, present and future of Waterloo as a place and community. Facilities and spaces that support **knowledge sharing about Aboriginal culture** among the broader local community and visitors were regarded as providing opportunities for community learning, healing and pride.

Members of the community discussed the importance of a **range of educational facilities and programs** to meet the needs of existing and future residents, commenting on the significant increase in the residential community associated with the redevelopment of Waterloo. Participants expressed a desire for **employment assistance and small business support services** to enable residents to access employment and acquire the skills to run their own businesses. Further to this, **Aboriginal employment** and engagement in the redevelopment process were identified as a high priority.

Space within the redevelopment area for health and wellness facilities and programs was widely identified as important to support community wellbeing. Participants emphasised the need for facilities and services that are both accessible and affordable. They expressed strong support for an **onsite aged care facility as well as age-related support services** to assist elderly residents to age in place.

1.3.5. Theme: Environment and open space

People who participated in the consultation process highly value the **natural environment and open space** on and around the Waterloo social housing estate, and expressed a strong desire for the redevelopment to **incorporate green space wherever possible**. Feedback from members of the community and other stakeholders confirmed the high level of importance of parks and open space areas as an integral element of the Waterloo precinct.

People who took part in the consultation process expressed mixed preferences in terms of the layout of **public parks and open space**. Some wanted to see Waterloo Green retained and renewed as in Option 1, with new parks provided in other parts of the precinct. They expressed a strong desire for equitable access to parks and open space areas for residents living in different parts of the precinct, including the southern part of the Waterloo site. Others preferred the idea of a single large park, primarily to enable the community to hold large scale events and activities.

Overall the proposed **transformation of George Street into a green boulevard** attracted strong support. There were mixed views on the most desirable width for the boulevard. Key issues raised in feedback focused on: making this a place that feels safe, pleasant and welcoming; ensuring the space is accessible and usable for people of all ages and abilities; supporting pedestrian safety along in this location through measures such as speed limits for cyclists and a separate cycle path; and realising the ‘boulevard’ as a series of interconnected parks rather than just a linear accessway.

1.4. Towards a preferred master plan

Feedback from the community and other stakeholders highlights important considerations for preparation of a preferred master plan for the Waterloo Redevelopment. A summary of key considerations is provided below. **Key considerations for the preferred master plan are discussed further in Sections 5 to 9 of this report.**

1.4.1. Theme: Culture and community life

Feedback from members of the community and other stakeholders confirmed that **a wide range of public activity areas**, as proposed by the redevelopment options, should be included in the preferred plan. This commonly included community gardens, youth facilities, play areas, and space for entertainment and events. Cafes and exhibition spaces were less frequently discussed.

Feedback on the *different* elements of the three options indicates that:

- the proposed location of **activity areas within the public domain** in and around parks and the George Street boulevard – was supported. However, key issues raised by the community in relation to the location of activity areas were: the importance of universal access for people of all abilities; the equitable distribution of these spaces within walking distance of homes for people living on different parts of the estate; ensuring that parks and open spaces enable diverse uses without becoming “congested” and “overused”; ensuring pedestrian safety in areas that incorporate shared paths for cyclists including the George Street boulevard; a desire for community

gardens to be located at ground level and within close proximity of social housing residents' homes; a desire for some activity areas to be co-located and others to be spread out across the estate – to enable opportunities for social interaction, enhance community safety, and to provide different groups of people within the community with “space to breathe” and do their own thing.

- the types of **public activity areas**, factors relating to their location, use and management are important, rather than the **number** of these areas to be included in the preferred master plan. With the highest number of these spaces included in Option 1 and the lowest included in Option 3, the most relevant feedback relating to volume was that public parks and open space areas should be designed to support a wide range of uses at different times of the day and week by people with different needs and interests, to avoid being overused and feeling overcrowded.

1.4.2 Theme: Transport, streets and connections

There was strong support for the following **common elements** of the three redevelopment options:

- **Making Waterloo a pedestrian priority precinct**
- **Access to the majority of local needs within 200 metres of homes**
- **Slow to shared streets.**

While there was limited discussion relating to the specific idea of an **accessible local movement route** for people of all ages and abilities within the precinct, feedback suggests that safe and pleasant connections throughout the local neighbourhood are widely regarded as important. People identified a wide range of activities they would like to be able to do within a short distance from home (see also ‘Culture and Community Life’ in section 1.4.1).

In terms of proposed changes to the local network of streets and roads, concern was raised about the **proposal to open up Pitt Street** which participants believed could result in rat-running and pedestrian safety issues and the treatment of Cope Street to minimise congestion around the Waterloo station. Provision of adequate carparking to meet the needs of new and existing residents was strongly supported, with mixed views expressed on the **level of carparking provision** proposed by the three options of one parking space per two apartments. The preferred master plan should consider and address traffic and parking concerns with reference to the relevant technical study.

Feedback on the *different* elements of the three options indicates that:

- there were mixed views on the most appropriate street types and blocks within the precinct. There was strong support for an accessible public domain for people of all ages and abilities, that provides a pleasant environment and where people feel safe. The highly walkable character of Option 1 was supported by some, particularly for its interest and sociability, whereas others preferred the diagonal lines and direct connections offered by Option 2. The preferred master plan should incorporate multiple ways for people to get around the precinct, offering members of the community choice, and providing opportunities for people to come together as well as to enjoy their own space.
- importantly, the preferred master plan should ensure that the George Street boulevard space provides for the needs of both pedestrians and cyclists through adequate separation of these users, best practice design, and slow speed limits for cyclists. See also ‘Environment and Open Space’ in section 1.4.5.

For more on the **location of the accessible local movement route** – See ‘Environment and Open Space’ in section 1.4.5.

1.4.3. Theme: Housing and neighbourhood design

There was strong support for the preferred master plan to incorporate the following *common elements* of the three redevelopment options:

- **Mix of apartment sizes and types**
- **Mix of social, affordable and private housing**
- **Appropriate arrangement of taller buildings.**

Feedback on the *different* elements of the three options indicates:

- mixed views on the **building heights and types** with many people expressing a preference for the building heights as per Option 1, with a maximum of up to 32 storeys. There was some support for buildings of 40 storeys in height or taller. Some participants were more concerned with the number of taller buildings rather than the height. The preferred master plan should seek to maximise amenity and minimise impacts for residents of the site and surrounding area. Key issues for consideration in the preferred plan include maximising solar access to homes and open space areas and addressing potential wind effects.
- no clear preference in terms of **building types** – between the slender towers in Option 1, the landscaped terrace-style podium buildings in Option 2, or the courtyard style buildings in Option 3. Green buildings and green spaces around buildings were strongly supported, such as the terrace / rooftop spaces highlighted in Options 1 and 2, and the ground level courtyards in Option 3. The preferred master plan should specify a range of these types of spaces within new buildings.

1.4.4 Theme: Community facilities, services and shops

Feedback from members of the community and other stakeholders confirmed the high level of importance of **community facilities, services and shops** to support new and existing residents of the Waterloo precinct. There was strong support for the following *common elements* of the three redevelopment options:

- **Provision of learning, health and childcare**
- **Provision of community rooms, creative and multipurpose spaces.**

Feedback on the *different* elements of the three options indicates that:

- people were supportive of **clustering community facilities, services and shops** to create a centre of activity, as part of an activated and sociable neighbourhood where people, services, retailers and businesses thrive. However there were mixed views as to whether the centre of activity should be focused around the 'Metro Quarter and civic plaza' (as in Option 1), or around the 'Metro Quarter directly interfacing the Village Green' (as in Option 2). While there was some support for community facilities, services and shops to be focused around Waterloo Park (as per Option 3), qualitative comments suggested there was less support for them to be arranged along the George Street boulevard (also part of Option 3). In addition to the clusters of activity discussed above, there was strong support for further community facilities, services and shops to be spread out across the precinct, as in all three of the redevelopment options.
- while there was strong support for a wide range of **new shops and services**, feedback focused on ensuring the type and mix of shops and services is carefully considered to: support the needs of social housing residents and their families, ensure they are welcoming places for all, provide fresh food to meet people's daily needs, and include cost effective options.

1.4.5. Theme: Environment and open space

There was strong support for the preferred master plan to include the following *common elements* of the three redevelopment options:

- **Community gardens / rooftop gardens**
- **Existing and new trees**
- **Community gathering spaces.**

Other common elements of the three redevelopment options featured less in feedback and or received mixed support. These were: **water features; social corners;** and **accessible courtyards.**

Feedback on the *different* elements of the three options indicates that:

- in terms of **parks** there was a strong preference for Option 1 among some members of the community in terms of renewal of Waterloo Green and the addition of two new parks. However, others expressed a preference for a larger, central park (as in Option 2 – Waterloo Village Green or Option 3 – Waterloo Park). Feedback on these two options suggested a stronger preference for Option 2, mainly due to perceptions that a larger park located near the Waterloo Station could create safety issues or serve the needs of the wider community over those of the Waterloo neighbourhood. Support for Option 1 focused primarily on the number of parks it provides and their distribution across the site, rather than on their smaller size. On this basis, feedback suggests that the preferred master plan should incorporate multiple public parks in different locations across the site including the north and south. If possible, at least one of these parks should be larger than those in Option 1 to enable larger community gatherings and events.
- while feedback focused on providing as much open space on the Waterloo site as possible, it suggests that design of the **George Street boulevard** may be more important to members of the community than its width (ranging from 20 metres wide in Option 1 to 40 metres wide in Option 3). Key considerations focused on ensuring the George Street boulevard provides an appealing, accessible and safe connection for residents and the wider community. A more “intimate” or narrow boulevard (as in Option 1) could be complimented by a larger public park (ie drawing from the additional width offered by the boulevard in Options 2 and 3).
- there was strong support for landscaping of **pedestrian links** and connections and for the incorporation of water in the preferred master plan (as per the landscaped blue and green pedestrian links in Option 2). Above all, pedestrian connections should be accessible for people of all ages and abilities. They should contribute to a walkable neighbourhood that provides easy access to shops, services, parks, Waterloo station, bus stops, and local destinations. Landscaping of pedestrian links should provide shade, be appealing and incorporate a mix of native and productive plantings.

1.5. Summary and next steps

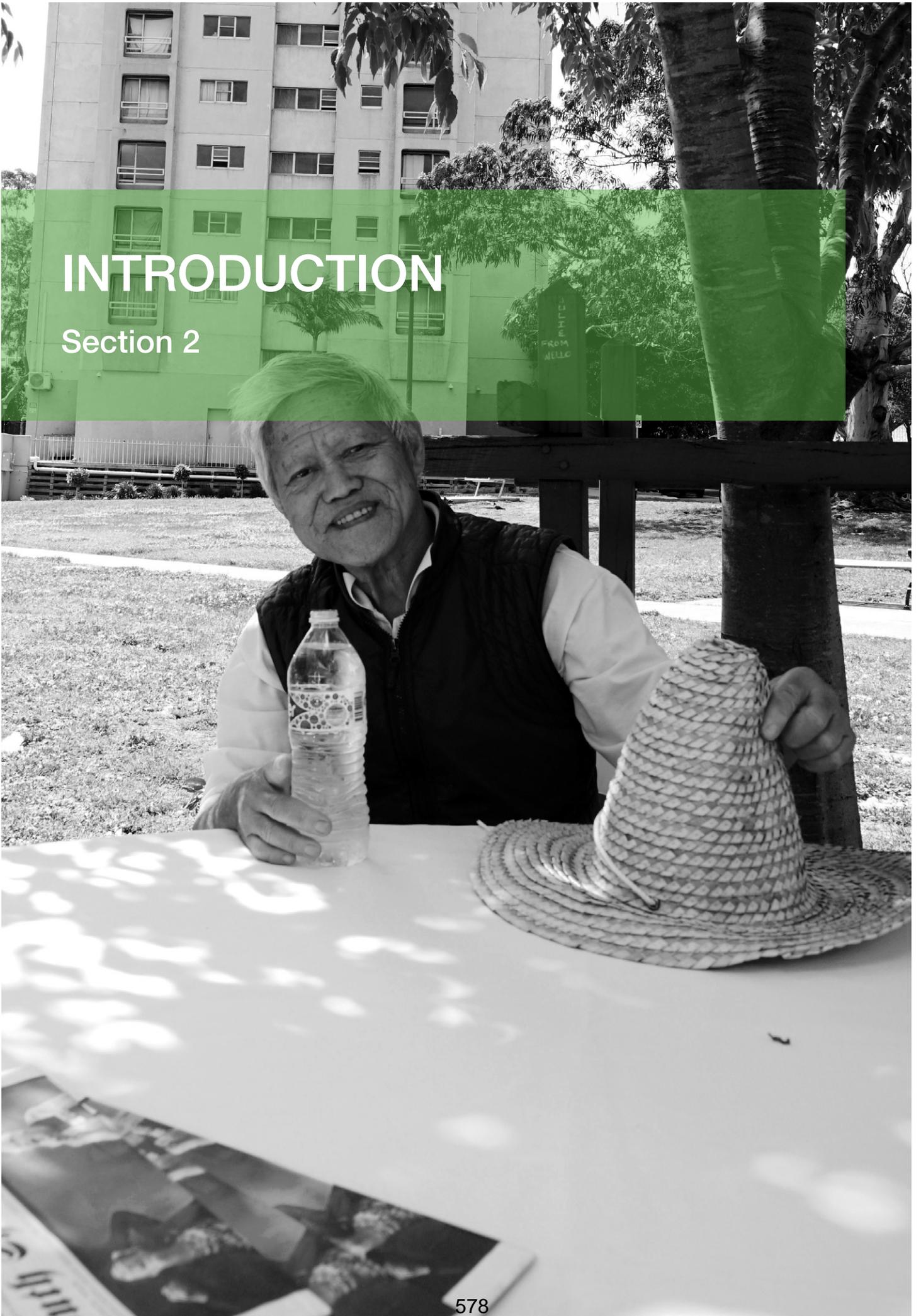
Consultation for redevelopment of the Waterloo social housing estate attracted a high level of participation by social housing residents, private landowners, members of the community and other stakeholders as part of the project visioning and options testing phases. Feedback on the three redevelopment options was mixed, with participants identifying a number of elements of each of the options for consideration in preparation of a preferred master plan for the Waterloo Redevelopment rather than a single preferred option. This report documents feedback on the redevelopment options and issues for consideration, under each of the five key themes.

It also highlights the importance of continued engagement with the community and stakeholders throughout the planning process, and into delivery and operation of the precinct. Importantly, ongoing communication and engagement with social housing residents, private landowners, local stakeholder groups and the broader community is paramount to the success of the redevelopment of this important place.



INTRODUCTION

Section 2



2. Introduction

This report documents the outcomes of the **options testing** phase of consultation for the Waterloo Redevelopment. It also incorporates an overview of the findings from the initial **visioning** phase of consultation. It has been prepared for Land and Housing Corporation (LAHC), part of NSW Family and Community Services (FACS) by independent community consultation practice Elton Consulting.

This report has been prepared in response to Clause 27 of the Study Requirements issued by the Department of Planning and Environment (DPE) to support a rezoning application to be lodged with the Department. It also provides information for the consideration of LAHC and its project team to assist in preparation of a preferred master plan for the Waterloo Redevelopment.



- Waterloo Precinct
- Metro Quarter
- Estate
- M Waterloo Metro Station
- Sydney Metro Alignment

2.1. Project background

2.1.1. About the Waterloo Redevelopment Precinct

The Waterloo Redevelopment Precinct is a large-scale redevelopment that will be staged over the next 15-20 years. The precinct includes the Waterloo social housing estate and the area above and around the Metro Quarter which will encompass the new Waterloo Station and over station development, including new homes, shops, community facilities and a public plaza. The Metro Quarter is bounded by Botany Road, Cope Street, Raglan Street and Wellington Streets. Sydney Metro will deliver the Metro Quarter in conjunction with Urban Growth NSW. The map on the preceding page shows the boundary of the Waterloo Redevelopment Precinct.

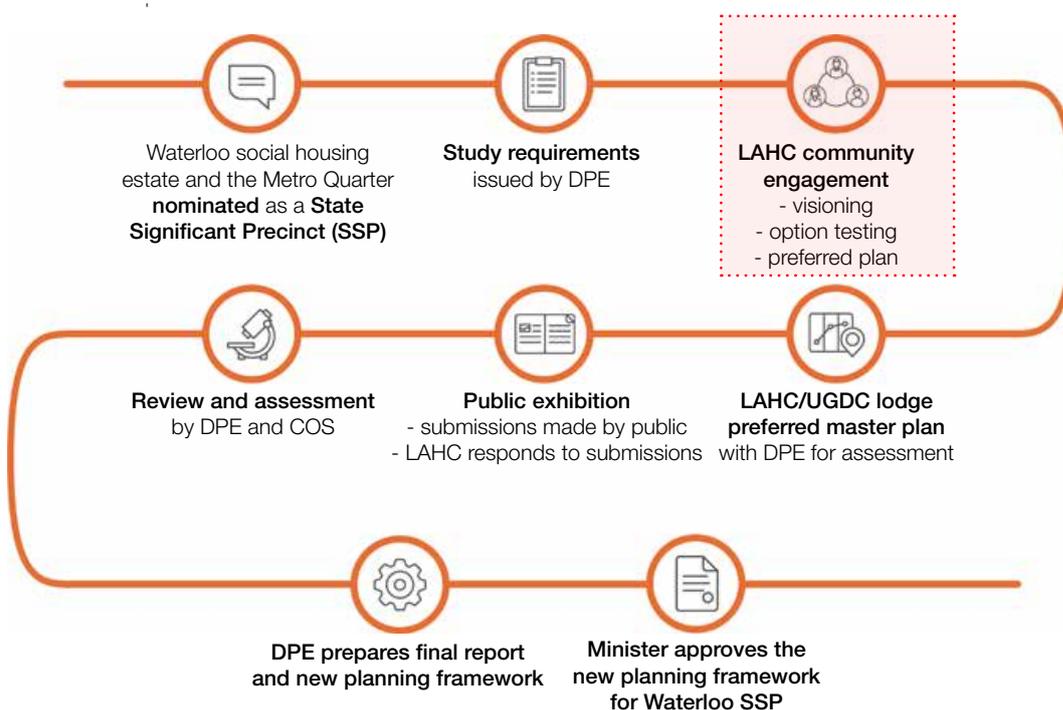
2.1.2 Context

The NSW Government's Future Directions for Social Housing strategy sets out the NSW Government's vision to transform the social housing system over the next 10 years by delivering up to 23,000 new and replacement social housing dwellings, 500 affordable housing dwellings and up to 40,000 private dwellings. Key features include the redevelopment of social housing in partnership with the private and not-for-profit sectors to deliver new and replacement social housing dwellings, increased numbers of affordable and private dwellings in integrated communities, and opportunities and incentives for people to transition out of social housing.

The Future Directions strategy is being delivered by FACS via its Communities Plus program, and the redevelopment of the Waterloo estate is part of this program.

2.2 Master planning process

The master planning process for the Waterloo Redevelopment is shown here. Consultation with the community and other stakeholders commenced as part of the visioning phase in 2017 and continued in the options testing phase in 2018 (highlighted below). As part of the next steps of the master planning process a preferred plan will be developed to support the rezoning application to the Department of Planning and Environment.



2.3. Meeting the Study Requirements

The *Waterloo* Redevelopment consultation process which commenced in 2017 has been designed to meet the Study Requirements for the State Significant Precinct. This report documents the process and outcomes from the **options testing** phase of consultation for the Waterloo Redevelopment. It also provides an overview of the visioning phase of consultation (with full details included in Appendix F).

Key elements of the consultation process included:

- Communication and engagement with a wide range of stakeholders including government agencies, non-government organisations and members of the community.

Waterloo Redevelopment Consultation

Visioning



1,500 members
of the community
and other interested
stakeholders

2017

Options testing



1,000 members
of the community
and other interested
stakeholders

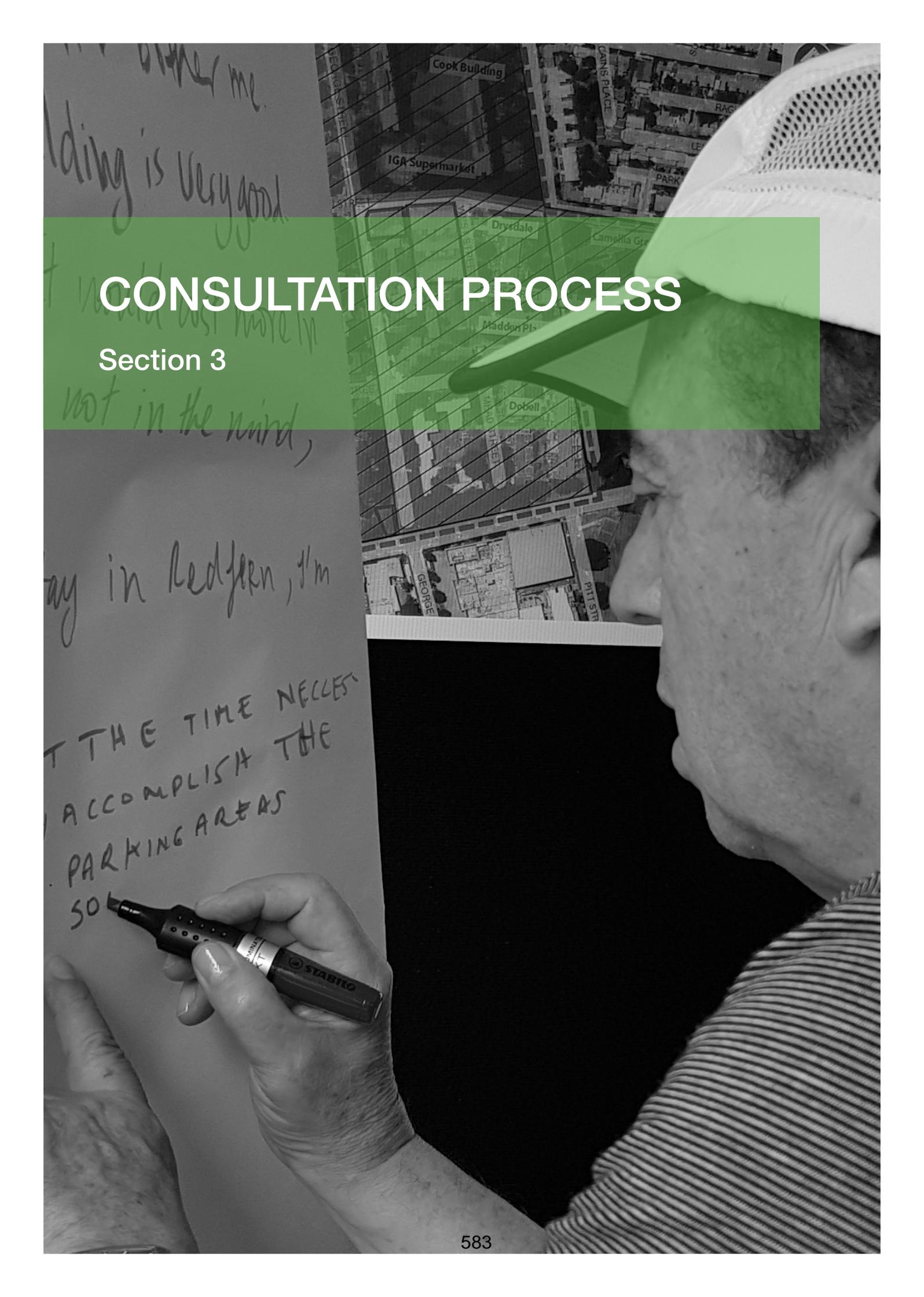
2018

- Commitment to leading practice engagement in line with the IAP2 core values. This includes: involving people who are affected by the redevelopment in the master planning process; providing relevant information to support meaningful participation; seeking input from stakeholders on how they participate; promoting participation in the engagement activities; and identifying how participant feedback will be used by LAHC and its project team as part of the master planning process.
- Identifying the relationship between the options testing phase and visioning phase of consultation and promoting ongoing participation by new and existing participants.
- Addressing key aspects of the redevelopment proposal through the use of visual information, 3D models, discussions and surveys focusing around the five key themes. Under these themes, materials were designed to present and test feedback on key elements of the proposal.

- Building capacity to support participation in the consultation process and engaging with relevant target groups (as detailed in Section 3.2.3). Consultation activities targeting Aboriginal and Torres Strait Islander residents were conducted in liaison with the Aboriginal Liaison Officer. Engagement with Chinese and Russian residents was supported by bilingual educators. All face to face consultation activities were independently observed by one or more representatives of the Waterloo Redevelopment Group.
- All focus groups, workshops and the community information days were independently facilitated by Elton Consulting. This includes two workshops involving private landowners in the options testing phase (and one facilitated by KJA in the visioning phase).

This report provides the key findings of the consultation outcomes for consideration by LAHC and its project team and describes how the outcomes may be incorporated into the proposal. It summarises the outcomes of private landowner workshops but does not discuss how the outcomes have been incorporated in the preferred master plan or how the plan results in a fair and impartial distribution of development between private and government land. This information will be provided in a separate study report. This document provides evidence of the various consultation activities including promotional materials, letters of invitation and further details of engagement activities such as survey results (see Appendix A to E).

A summary of what we heard in the visioning phase of consultation is provided in Section 4. Further details of the visioning phase of consultation are provided in the **Visioning Report** included in Appendix F.



CONSULTATION PROCESS

Section 3

3. Consultation process

3.1. Participation

An overview of participants engaged as part of the visioning and options testing phases of consultation is shown here. Further details of the engagement activities conducted in the options testing phase are provided in Section 3.2.

3.2. Process

3.2.1. From visioning to options testing

Since the Waterloo Estate was designated a State Significant Precinct (SSP) in May 2017, LAHC has undertaken a significant amount community consultation on the redevelopment. This commenced with establishment of the Waterloo Connect office in early 2017 and the **visioning phase** of consultation for the Waterloo Redevelopment from October to December 2017. The visioning phase attracted more than 1,500 participants including residents, members of the community and other key stakeholders through over 40 events and activities.

Residents, the community and other stakeholders shared their vision of a redeveloped Waterloo. Community and stakeholder input to the vision for a redeveloped Waterloo was used to establish a series of redevelopment principles (as shown below). Underpinned by the vision and guiding principles, three **redevelopment options** formed the basis for consultation as part of the master planning process for Waterloo in 2018. All three of the options establish an integrated mix of private, affordable and social housing across the entire precinct to be accompanied by a human services plan to support residents' health, safety and wellbeing.

More than 1,000 members of the community and other interested stakeholders participated in the **options testing phase** of the consultation process for the Waterloo Redevelopment.

Planning, promotion and participation in the consultation process was supported by early engagement with local community groups and service providers. This included briefings with the Waterloo Redevelopment Group, community and non-government organisations, and in close liaison with Waterloo Connect.

Participation in both the visioning and options testing phases of consultation was also supported by wide reaching communications across the estate and broader community. The consultation process involved online and face to face consultation activities, underpinned by early engagement with local stakeholder groups and residents in order to build capacity and prepare people to participate in the planning process. It involved a combination of targeted engagement activities and whole of community engagement.

Redevelopment Principles

The following are LAHC's Redevelopment Principles for the precinct:

Culture and Heritage

- Recognise and celebrate the significance of Waterloo's Aboriginal history and heritage across the built and natural environments.
- Make Waterloo an affordable place for more Aboriginal people to live and work.
- Foster connection to culture by supporting authentic storytelling and recognition of artistic, cultural and sporting achievements.

Communal and Open Space

- Create high quality, accessible and safe open spaces that connect people to nature and cater to different needs, purposes and age groups.
- Create open spaces that bring people together and contribute to community cohesion and wellbeing.

Movement and Connectivity

- Make public transport, walking and cycling and preferred choice with accessible, reliable and safe connections and amenities.
- Make Waterloo a desired destination with the new Waterloo Station at the heart of the precinct's transport network – serving as the gateway to a welcoming, safe and active community.

Character of Waterloo

- Strengthen the diversity, inclusiveness and community spirit of Waterloo.
- Reflect the current character of Waterloo in the new built environment by mixing old and new.

Local Employment Opportunities

- Encourage a broad mix of businesses and social enterprise in the area that provides choice for residents and creates local job opportunities.

Community Services, Including Support for Those Who Are Vulnerable

- Ensure that social and human services support an increased population and meet the diverse needs of the community, including the most vulnerable residents.
- Provide flexible communal spaces to support cultural events, festivals and activities that strengthen community spirit.

Accessible Services

- Deliver improved and affordable services that support the everyday needs of the community, such as health and wellbeing, grocery and retail options.

Design Excellence

- Ensure architectural design excellence so that buildings and surrounds reflect community diversity, are environmentally sustainable and people-friendly – contributing to lively, attractive and safe neighbourhoods.
- Recognise and celebrate Waterloo's history and culture in the built environment through artistic and creative expression.
- Create an integrated, inclusive community where existing residents and newcomers feel welcome, through a thoughtfully designed mix of private, affordable and social housing.

The **Waterloo Redevelopment options brochure** was distributed on 2 August 2018 to provide members of the community with information about the three redevelopment options. Further to this, a series of nine **technical study sessions** commenced on 29 August to provide members of the community and other stakeholders with additional information on key aspects of the redevelopment. **Information about the redevelopment process** including a fact sheet and QAs was made available at the Waterloo Connect shopfront. And a video providing information about the redevelopment process and encouraging community participation in the consultation process was also released and displayed at Waterloo Connect.¹

Waterloo Redevelopment Consultation – Options testing



2 Community information days
attracting **300** people



490
completed surveys



17 focus groups
and **workshops**

with **200** people including local stakeholder groups, social housing residents, young people, Aboriginal residents, broader community, NGO's and private landowners²



25
pop up sessions involving
135 people



9 Technical
study sessions



3 community
group consultations



19 further
submissions



Information available through **Waterloo Connect** and **Communities Plus** website

4,200
visits to the Waterloo webpage following release of the redevelopment options²



14,000
copies of the Waterloo community
newsletter

¹ The Waterloo Redevelopment Masterplan Process Whiteboard Animation video was produced by Inner Sydney Voice and Counterpoint Community Services in conjunction with the Waterloo Neighbourhood Advisory Board.

² From 8 August to 8 November 2018.

3.2.2. Options testing phase

The consultation process for the **options testing phase** of the Waterloo Redevelopment involved numerous opportunities for members of the community and other stakeholders with an interest in the redevelopment to find out more and share their views face to face and or online. The process involved the following activities.

More than 14,000 copies of the **Waterloo community newsletter** were distributed to promote participation in the options testing phase of consultation. The consultation process involved two **community information days** for all members of the public and a series of 17 **focus groups and workshops** targeting diverse members of the community and other local stakeholders. These sessions involved social housing residents, private landowners, Aboriginal residents, Russian residents, Chinese residents, elderly residents, young people, local stakeholder groups, non-government organisations and the broader community.³ A **community survey** was promoted throughout the consultation period on the Communities Plus website and copies were also made available in paper format.⁴ **Further submissions** were invited in the form of correspondence and feedback collected during workshops conducted by local groups and 19 were received.

Information about the redevelopment options was communicated by the Waterloo Connect team through outreach activities including pop-ups and intercept surveys in key locations. It was displayed at the community information days, focus groups, workshops, on the Communities Plus website and at Waterloo Neighbourhood Centre throughout the consultation period.

Community Information Days

Two community information days were held as shown below. These sessions were designed to target all members of the community and other stakeholders with an interest in the redevelopment of Waterloo. They were widely promoted through the Waterloo newsletter, Waterloo Connect shopfront and outreach activities, Communities Plus website, local stakeholders and through the focus groups and workshops. Dates and times for the various sessions were agreed in liaison with community organisations and other stakeholders.

Focus group session	Date	Time	Location
Community Information Day (1)	Saturday 13 October 2018	10:00am to 2:00pm	Waterloo Green
Community Information Day (2)	Friday 26 October 2018	2:00pm to 5:00pm	Waterloo Green

Focus groups and workshops

A total of 17 focus groups and workshops were conducted as described below. These sessions were designed to enable in depth discussion of the redevelopment options with targeted members of the community and other stakeholders. This included local residents and representatives of organised local groups. They were promoted through existing databases (established as part of the visioning phase of consultation) and a register of people who expressed an interest in participating (in response to the Waterloo newsletter).

³ These sessions commenced on Wednesday 10 October and were completed on Friday 9 November.

⁴ The community survey commenced on Monday 1 October and closed on Monday 19 November.

Focus group session	Date	Time	Location
One-on-one consultations with elderly residents	Wednesday 10 October 2018	9:30am to 11:00am	Salvation Army Centre
Focus group: Social housing residents (1)	Friday 12 October 2018	10:00am to 12:00pm	Waterloo Neighbourhood Centre
Focus group: Social housing residents (2)	Monday 15 October 2018	2:00pm to 4:00pm	Waterloo Neighbourhood Centre
Focus group: Russian residents	Tuesday 16 October 2018	2:00pm to 4.30pm	Waterloo Neighbourhood Centre
Workshop: Waterloo Redevelopment Group (WRG)	Wednesday 17 October 2018	2:00pm to 4:00pm	Waterloo Neighbourhood Centre
Focus group: Chinese residents	Thursday 18 October 2018	9:30am to 12:00pm	Waterloo Neighbourhood Centre
Workshop: Waterloo and Redfern Organised Community (WARLOC)	Thursday 18 October 2018	6:00pm to 8:00pm	Redfern Town Hall
NGO briefing session (1)	Friday 28 September 2018	11:30am – 1:30pm	Counterpoint
NGO briefing session (2)	Thursday 11 October 2018	2:00pm to 4:00pm	Counterpoint
Workshop: NGOs	Friday 19 October 2018	10:00am to 12:00pm	Waterloo Neighbourhood Centre
Focus group: Social housing residents (3)	Monday 22 October 2018	10:00am to 12:00pm	Waterloo Neighbourhood Centre
Workshop: SSP Private landowners (1)	Tuesday 23 October 2018	6:00pm to 8:00pm	Redfern Town Hall
Focus group: Broader community	Wednesday 24 October 2018	6:00pm to 8:00pm	107 Projects
Focus group: Young people	Thursday 25 October 2018	4:00pm to 6:00pm	The Fact Tree
SSP Private landowners (2)	Wednesday 7 November 2018	6:00pm to 8:00pm	Waterloo Neighbourhood Centre
Focus group: Aboriginal residents	Friday 9 November 2018	12:30pm to 2:30pm	Waterloo Neighbourhood Centre
NGO workshop on Community Infrastructure	Thursday 15 November 2018	1:00pm to 3:00pm	770 Elizabeth Street, Redfern

Communities Plus website and community survey

The Communities Plus website was updated with information as part of the visioning and options testing phases. Information about the three redevelopment options for Waterloo was provided on the Communities Plus website as follows:

- Community newsletter containing an overview of the three redevelopment options
- Display boards containing further detailed information on the three redevelopment options and related technical information.
- A total of 4,200 visits to the website were recorded during the options testing consultation.

Waterloo Connect shopfront, outreach and pop-ups

Outreach activities were conducted by the Waterloo Connect team to support participation in the consultation process by residents of Waterloo estate and the broader community. Outreach commenced in the lead up to the first Community Information Day and was ongoing throughout the consultation period to Monday 19 November. Waterloo Connect supported participation in the community survey throughout this period.

In addition, the display boards and 3D models used in the Community Information Days, focus groups and workshops were made available for viewing at Waterloo Neighbourhood Centre between 1pm and 3pm on Mondays and Thursdays to Monday 19 November (and at other times as arranged with the Waterloo Connect team).

The Waterloo Connect team held a series of 25 community pop-up sessions on the Waterloo estate as follows.

	Date	Time	Location
Matavai	Tuesday 6 November 2018	10:00am to 12:00 noon	Matavai Community Room
Mount Carmel	Friday 9 November 2018	10:00am to 12:00 noon	Dobell Community Room
Cook	Friday 9 November 2018	1:00pm to 3:00pm	Waterloo Neighbourhood Centre
Solander	Monday 12 November 2018	10:00am to 12:00 noon	Solander Community Room
Peoples	Tuesday 13 November 2018	10:00am to 12:00 noon	Waterloo Neighbourhood Centre
South West	Wednesday 14 November 2018	10:00am to 12:00 noon	Waterloo Neighbourhood Centre
Marton	Wednesday 14 November 2018	1:30pm to 3:30pm	Marton Community Room
Banks	Thursday 15 November 2018	10:00am to 12:00 noon	Waterloo Neighbourhood Centre
Turanga	Friday 16 November 2018	11:00am to 1:00pm	Turanga Community Room
Waterloo Green	Monday 19 November 2018	9:00am to 4:00pm	Waterloo Neighbourhood Centre

Submissions

Members of the community and stakeholders provided a total of 19 written submissions to LAHC as part of the options testing phase. This included emails, letters and meeting notes from a number of consultation sessions held by local community groups as shown below.

Community group consultation sessions

Community group	Date
Alexandria High School children	Monday 19 November 2018
REDWatch	Thursday 1 November 2018
South Sydney Uniting Church	Monday 27 October 2018

Further details of **submissions** are provided in Appendix C.