



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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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

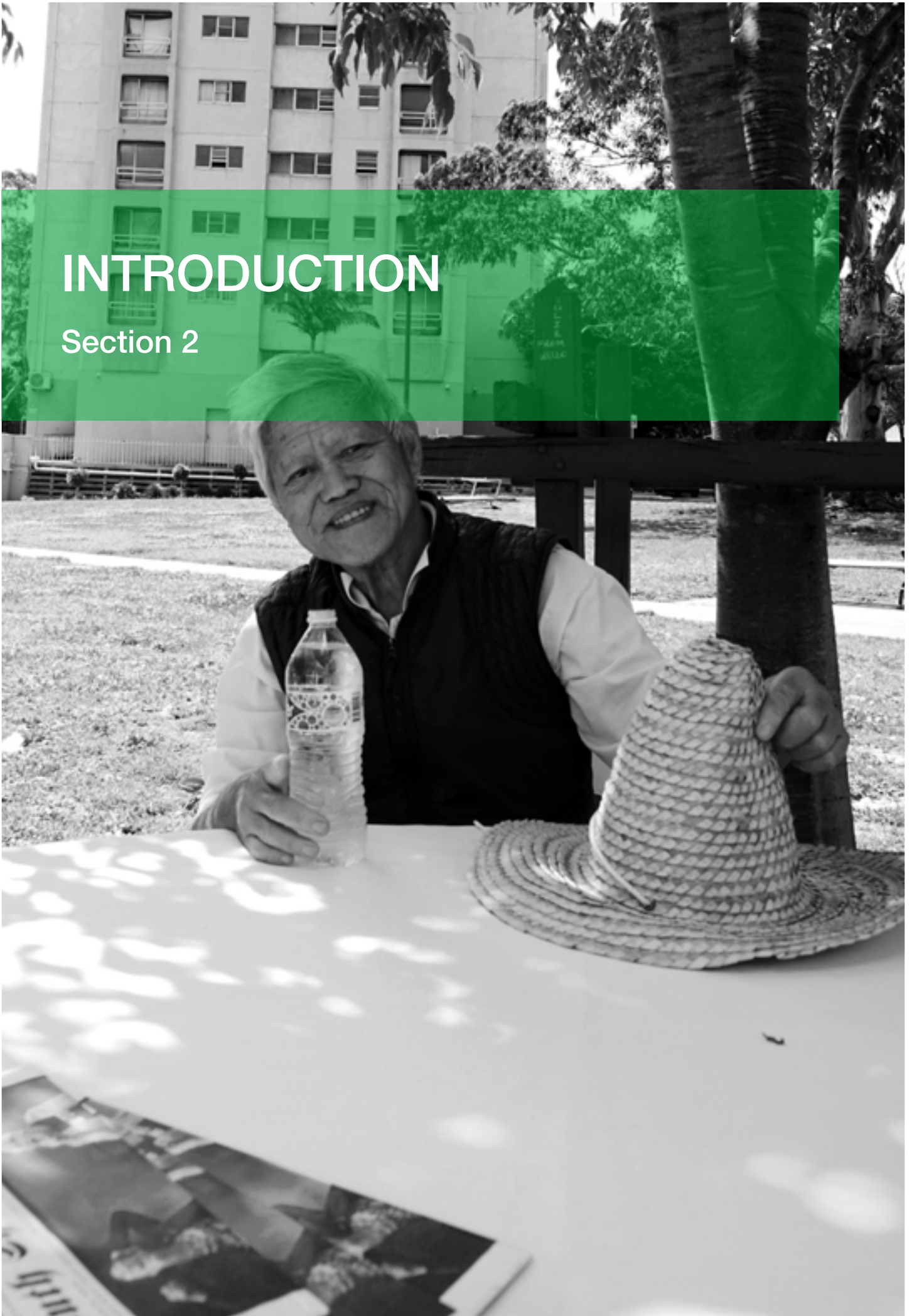
Consultation for redevelopment of the Waterloo social housing estate attracted a high level of participation by social housing residents, private landowners, members of the community and other stakeholders as part of the project visioning and options testing phases. Feedback on the three redevelopment 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.



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.

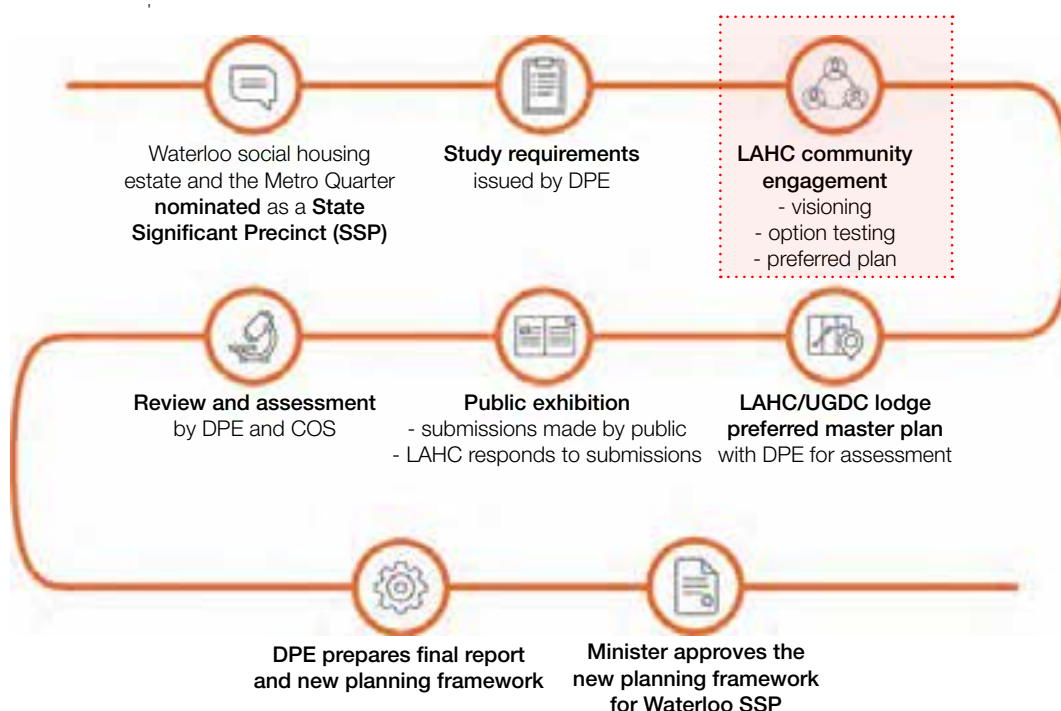
2.1.2 Context

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

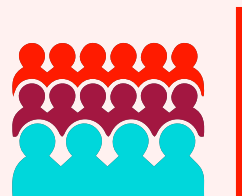
Visioning



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



450
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 landowners'



25
pop up sessions
involving
135 people



9 Technical
study sessions



4 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.

WHAT WE HEARD

Section 4





“Make Waterloo about the people. All the amazing characters make this place.”

**Resident living on the
Waterloo Estate**

4. What we heard at Visioning

In 2017 more than 1,500 residents, members of the community and other stakeholders shared their **vision** of a redeveloped Waterloo. Consultation on the vision focused on the **five key themes** of:

- Culture and community life
- Transport, streets and connections
- Housing and neighbourhood design
- Community facilities, services and shops
- Environment and open space.

These themes also formed the basis for conversations with the community as part of the **options testing** phase of consultation where three redevelopment options were developed. Feedback was invited on three options for the redevelopment of Waterloo. The guiding principles established following the visioning process were used to support development of the three redevelopment options. They were developed from what we heard in the ‘visioning’ phase, as well as the findings of a number of technical studies that have been undertaken – on topics like traffic, heritage, etc.

A summary of what we heard in the visioning phase of consultation is provided below. [Further details of the visioning phase of consultation are provided in the Visioning Report included in Appendix E.](#)

4.1. Culture and community life

In the visioning phase people identified Waterloo’s diversity, inclusiveness and community spirit as important attributes that make it unique and which they want to retain and strengthen into the future. For residents of the social housing estate, Waterloo is their home and community, and it is important to them that they continue to feel at home and welcomed in a redeveloped Waterloo. People offered a variety of suggestions to encourage and promote community interaction across different cultural backgrounds, age groups, and socio-economic backgrounds, ranging from communal spaces and facilities to community events. People said they are keen to see Waterloo’s unique identity and character embodied in the redevelopment – through the physical design or in other ways. Respecting and celebrating Waterloo’s history and multicultural diversity through a redevelopment where old and new are respectfully mixed was highlighted as a key priority. Recognising and preserving the Aboriginal community and its history and culture also emerged as being important.

4.2. Transport, streets and connections

Participants in the visioning phase discussed the ideal future transport system in Waterloo as being reliable, frequent, integrated, clean and sustainable to meet the needs of current residents and the future population. While many people commented that they were largely reliant on and satisfied with existing public transport options in Waterloo, they would like to see expanded public transport options in the future, with many seeing the Waterloo Station as a positive development. People in Waterloo commented that they would also like to make use of more extensive and affordable community transport, safe and accessible pedestrian walkways, dedicated cycleways, and frequent transport connections to the rest of Sydney. While cars were not discussed by many people, the lack of available parking, including for service and emergency vehicles, and traffic congestion in and around Waterloo were raised as concerns by some.

4.3. Housing and neighbourhood design

In discussions about the urban environment in the visioning phase of consultation people talked about the importance of accessible and adaptable buildings and homes, spaces that are designed with purpose, buildings that are energy efficient and oriented to maximise sunlight, sustainable solutions, and spaces between buildings to maximise airflow and ensure privacy. Safe and affordable housing was identified as important across all engagement activities, including by those who responded to the Aboriginal community survey. Discussions also focused on safe internal and external spaces, design and building quality and the housing mix. The key difference between discussions among social housing residents and other community stakeholders was the focus on the immediate housing environment. Social housing residents provided various suggestions to improve housing design, including building in flexibility to meet people's changing needs, and ensuring that room layouts are accessible and practical.

4.4. Community facilities, services and shops

People commented that they want the requirements for daily living (such as food, groceries and essential services) to be within easy reach, making Waterloo a place where residents can live, work, shop, rest and play. People said they were keen to see more local facilities and services that are accessible for all, including the elderly, people with disabilities, and those with complex needs. Feedback highlighted the importance of facilities, services and shops that cater to the existing community, including the specific needs and price points of existing residents, as well as future residents.

4.5. Environment and open space

Feedback from people who participated in the visioning phase of the consultation process for the Waterloo Redevelopment highlighted value placed on the physical environment in the Waterloo area. People emphasised the importance of green open spaces, sunny and shaded places, and plenty of trees to attract birds. Across all forms of engagement, we heard that a sense of 'green' and nature, trees and space are important to people and their enjoyment of the Waterloo environment.

Access to open spaces, the natural landscape and sunlight were seen as positive for the health and happiness of individuals and the community as a whole. People commented that they are keen for the future Waterloo to be open and green with shaded sitting areas, local parks and natural parklands with native plants. Community gardens emerged as a space valued by people in Waterloo, and were raised in discussions across multiple themes, when talking about culture and community life, housing and neighbourhood design, and community facilities. Importantly, it was noted that the enjoyment of these open and green spaces is dependent on the environment being safe, well-maintained and clean.

Consultation in the **options testing** phase focused on the five key themes to:

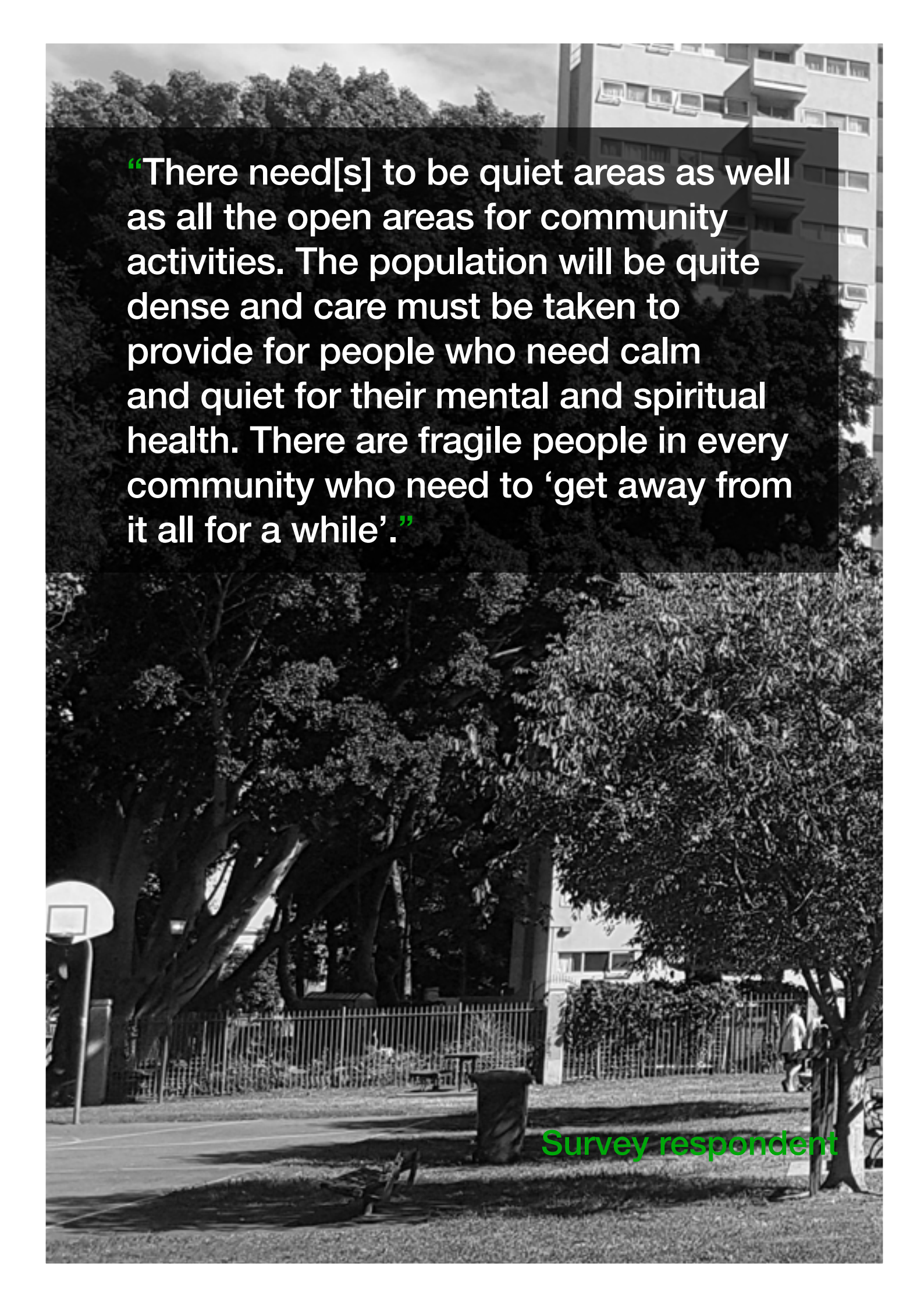
- ensure the consultation provided information about and invited feedback on all key aspects of the proposed redevelopment as per the Study Requirements
- support ongoing engagement – with the options testing phase of consultation involving a mix of people who had been involved in the visioning phase of the consultation process as well as those who had not previously been involved.

Feedback from the options testing phase of consultation will be used to inform preparation of a preferred master plan.



CULTURE AND COMMUNITY LIFE

Section 5



“There need[s] to be quiet areas as well as all the open areas for community activities. The population will be quite dense and care must be taken to provide for people who need calm and quiet for their mental and spiritual health. There are fragile people in every community who need to ‘get away from it all for a while’.”



Survey respondent

5. Theme: Culture and community life

5.1. What we heard at options testing

5.1.1. Detailed feedback

Feedback on Waterloo as a welcoming and friendly place

Participants expressed a strong connection to the Waterloo social housing estate and local area. They want the existing sense of community to be retained as part of the redevelopment. Participants 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 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*.

Young people described Waterloo as being about local “people” above all else. They highlighted the strong sense of community in Waterloo and importance of maintaining existing community connections and supporting new connections to form over time. They expressed concern that existing residents who have a deep and long-standing attachment to the area could feel “outnumbered by private housing” residents.

“What I’m afraid of is being forced out of Waterloo.”

“I want this [Waterloo as it is] because this is what I know, this is what I’ve come to really appreciate and be part of.”

“Make Waterloo about the people. All the amazing characters make this place.”

Feedback on community spaces and activities

Participants, including social housing residents and local stakeholders, expressed a desire for Waterloo to include a range of spaces to support community life including **places for residents to meet, socialise and gather**. Participants wanted the redeveloped precinct to incorporate a community space / centre for larger community gatherings (such as Aboriginal and Torres Strait Islander gatherings, Chinese New Year Moon Festival, community markets etc), an arts centre, indoor swimming pool and sauna.

Community gardens, dog parks, play areas for kids and activities for young people were all considered important. Community gardens were widely identified as being an important feature of Waterloo at present and into the future – providing places for people to connect with one another, grow their own food and reduce grocery bills. However, some people commented that at present the community gardens on the estate are not really open to all members of the community, but should be (ie they are used by particular groups and not all members of the community are made to feel welcome). Management of community gardens was identified as an important issue for consideration and articulation as part of the redevelopment. Many participants expressed a desire for community gardens to be located at ground level, while others also liked the idea of community gardens on building rooftops.

“Access to green iron-rich food is important to people, especially the elderly.”

“[Discussing the idea of edible landscapes] “If people are hungry we should be lining the streets with orange trees.”

“Provide glorious gardens on each rooftop, so that in reality, no green space is lost, it is simply higher up with fresher air and better views of our beautiful city”
(Survey respondent)

Feedback on age inclusive places and spaces

- Support for social housing residents to age in place and to reduce social isolation among the elderly were identified as being important, for instance, for residents of Matawai and Turanga. Strong support was expressed for **onsite aged care** and over 55s services to meet the needs of older residents. In particular, Russian residents highlighted the value of onsite aged care provided early in the redevelopment process to “connect the community”, ensuring that existing friendships among local residents are maintained, and that people can transition into aged care as their needs change over the course of the redevelopment program (without having to be relocated off the site).
- It was noted that **existing local services** – including youth services and services for older people – are highly valued and should be appropriately funded/supported to ensure they are able to continue to provide much needed services to support the ongoing needs of social housing residents.
- Young people commented on the important role played by **youth support services and spaces** like The Fact Tree, where young people can go for a meal, counselling, support or just to hang out; and the National Centre for Indigenous Excellence (NCIE) where they can go to get fit and de-stress (eg for early morning boxing). Importantly services for young people should continue to be available at low or no cost.
- Young people highlighted the importance of having being able to easily access “good” Aboriginal medical services to support young people and their families. Opportunities for older people to engage in employment were also suggested by some participants.

Feedback on recognising and celebrating Aboriginal culture and heritage

Telling the multiple ‘stories’ of Waterloo was identified as an important part of preparing a master plan so that people know about “the beginning” of this place. This includes recognising and reflecting Aboriginal and multicultural stories. Further to this Waterloo was seen as a cultural destination by some people who took part in the consultation, not just a residential community.

“People come here and have no idea of the area we are in.....the worst thing is to feel like you are not included or you are a problem, or a thing of the past.”

Participants across the board commented that **recognising and respecting Aboriginal culture** is critical as part of the redevelopment. Including some form healing space was one idea suggested by Aboriginal residents. It should be a dedicated space not connected to another community centre and could provide meeting space for people of all ages and gardening opportunities for Aboriginal residents. Other places and spaces for the community to meet and gather were also identified as important, such as BBQ areas, a space for community events and gatherings with a performance space.

Opportunities for **cultural interpretation and learning** (such as signage, a visitor information centre, cultural centre, museum) were also seen as important, so as to connect the past and future in Waterloo. Participants said they would like to see water features in the redevelopment, interactive water play for kids and other water features (for instance, similar to those in Redfern Park).

Aboriginal employment and engagement was also identified as an important part of the redevelopment. Participants suggested that members of the Aboriginal community could play a role in telling the stories of Waterloo, as part of the planning process and into delivery. For instance, through engaging Aboriginal landscape designers or architects in the detailed design stage, commissioning Aboriginal artists to create artworks for building foyers, and or by engaging Aboriginal and Torres Strait Islander people to manage the cultural centre.

“Community gardens are lovely except there is a long waiting list to get into them and often people from our mob don’t get a look in, and I would really like us to have something separate next to the Aboriginal cultural centre. A section of it could be a meeting place, a place for young people to get in and put their hands in the dirt and grow stuff. It would also have huge health benefits. We don’t need a big space, we need the right space that gets enough light.”

“Why don’t you get Aboriginal people to do the landscaping design. They would love and appreciate that they have done something for it too... They’d make sure that nobody would destroy it.”

“Waterloo and Redfern are interconnected. This place is unique and there is no other place in Australia like it and it’s famous worldwide. The history of what has happened here may never happen again and it was amazing that it even happened. We need to remember that and pay homage to that and there is still a strong Aboriginal Community here... For me I’m looking at it, visually yes, art and all that but also we need to think about how we are going to create what it should have been with the sense of small businesses and changing Aboriginal people’s lives by the dollar.”

Feedback on celebrating cultural diversity

A **multicultural centre** was also suggested by residents and local stakeholders. Russian and Chinese residents wanted easy access to multicultural support services; and to see the multicultural history and culture of Waterloo reflected and celebrated.

Russian residents particularly highlighted the importance of onsite aged care, library services, a new indoor swimming pool and spa, and an education facility tailored towards migrant learning.

Chinese residents highlighted opportunities to reflect and support Chinese culture through community gardens, landscaping of the public domain, and indoor and outdoor spaces for a range of cultural celebrations and activities (from annual celebrations such as Chinese New Year festival, to birthday parties and functions involving cooking, through to day to day activities like Tai Chi). They wanted new buildings to incorporate communal spaces where residents can play chess, mah-jong, table tennis and get involved in other activities.

5.2. Towards a preferred master plan

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 master plan. This commonly included community gardens, youth facilities, play areas, and space for entertainment and events. Cafes and exhibition spaces were less frequently discussed.

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; given the importance of community gardens to the people of Waterloo and their success, it will be important for the detailed design of new garden spaces to be undertaken in liaison with the community
- a preference for dog parks to be located separate to children’s play areas
- 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.

Spaces for social/affordable and private residents to come together and spaces for them to also spend time apart were widely discussed – including space in the public domain and space within buildings. **Spaces for young people** to socialise and do their own thing, and **spaces for Aboriginal residents and community members** to come together, were also highlighted as being important for inclusion in the preferred master plan.

Feedback focused on the types of public activity areas, factors relating to their location, use and management, rather than specific commentary about **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.

Management of public activity areas was identified as an integral part of planning for the future of the Waterloo precinct as a welcoming and socially cohesive place. Feedback focused on management of community gardens and community spaces to ensure they are welcoming and accessible for all, to build on the strong sense of community ownership and pride that already exist, and to ensure these important community spaces are well maintained and sustainable into the future.

TRANSPORT, STREETS AND CONNECTIONS

Section 6



6. Theme: Transport, streets and connections

6.1 What we heard at options testing

6.1.1. Detailed feedback

Feedback on providing convenient access to Waterloo station

An accessible precinct that offers **residents convenient access to a range of transport options**, offering residents *choice*, was seen as an important opportunity for the redevelopment. Public transport was described as being particularly important for some members of the community (such as some social housing residents) for whom it provides their only means of getting around, accessing shops and essential services, and connecting with friends.

They highlighted the need for the redeveloped precinct to provide **safe and direct connections to Waterloo station and local bus stops**. Access to public transport should provide for people of all abilities including the elderly and people with disability. Participants emphasised that commuter access to 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 Waterloo Station. Some liked the more traditional street pattern of Option 1, whereas others liked the diagonal street pattern leading to Waterloo Station in Option 2.

“As long as there is convenient transport then we will be happy.”

Feedback on walkability and pedestrian connections at Waterloo

Participants highlighted the importance of **accessibility for people of all ages and abilities** throughout the Waterloo precinct, in all new buildings and the public domain. Participants also expressed support for a pleasant public domain including streets, parks and public spaces where people can enjoy the outdoors and feel safe.

Easy access to shops, services and public transport were identified as a priority. Many people who took part in the consultation shop locally, access a range of local services (and would like to see further services and facilities located within walking distance as part of the redevelopment), and use public transport to do their shopping, access essential services and meet friends. They expressed a desire for direct and clearly signposted access to local bus stops and Waterloo station. A number of residents were concerned about how to access bus services during the redevelopment period, and wanted any changes to local bus routes to be communicated well in advance.

There were mixed views on the most **appropriate pattern for streets and blocks** within the precinct as reflected by survey responses and qualitative feedback. 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. Young people expressed a preference for the walkable street layout of Option 1, with its more traditional street pattern, smaller blocks and laneways. They liked the idea of being able to get from A to B quickly and directly, but also having more flexibility and choice about how to get around within the redevelopment area.

“The street layout should ensure a connection with Green Square.” (survey respondent)

“Make it a truly walkable neighbourhood. Ensure all new buildings demonstrate good design. Make it green and lush.” (survey respondent)

“I want to be able to just put my headphones in and take the back way if I’m not feeling like dealing with people that day.” (Young person living in the Waterloo area)

Feedback on cycle connections and facilities at Waterloo

Participants commented that the George Street boulevard **should not be a thoroughfare but a destination in itself**, with clear, designated paths for pedestrians and cyclists to avoid potential conflicts. 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. Participants identified cyclists speeding through the estate as an existing problem that should be rectified as part of the redevelopment. Participants expressed concern that the boulevard could become a thoroughfare with cyclists “flying through” at high speed, making this space unfriendly and potentially unsafe for pedestrians. Suggestions included dedicated walk/cycle ways, speed limits and signage and other calming measures such as physical barriers.

People who took part in the consultation process also commented on the importance of **connections between the George Street boulevard and the wider Waterloo area**. A pedestrian overpass/ramp at McEvoy Street was suggested to provide good access and to enable a sense of integration between the precinct and wider neighbourhood. Participants also commented that the location of the George Street boulevard should be considered to ensure it is user-friendly. They noted that the boulevard leads to McEvoy Street, with one commenting “there’s nothing down there!”.

“The cyclists and the pedestrians, how are they going to be separated. Because we have had problems with Waterloo Green.”

Feedback on traffic and parking

Current and future traffic congestion was commonly raised as a concern by participants. They commented on the increasing number of vehicles on local roads related to cumulative development in Waterloo and surrounding suburbs. Some raised concern about the **proposal to open up Pitt Street to McEvoy Street**, commenting that this could result in more traffic and adversely impact the village feel of the local area. Additional traffic in this location was identified as a pedestrian safety issue for parents and children visiting Mount Carmel School, the local park and playground.

Participants also raised concerns about **potential congestion in Cope Street** if it were to become a “kiss and drop” style zone for people accessing the Waterloo Station. Other concerns related to increased traffic congestion associated with the redevelopment of Waterloo more generally. Some people welcomed the idea of a ‘car free’ lifestyle (for instance, with improved public transport and community transport options in place), while others did not. Differences aside, people highlighted the importance of a functioning local road network to enable residents *who need to drive their own vehicle* to get to and from the precinct by car.

Onsite carparking for social housing residents specifically and other residents of the future precinct, was viewed as an important priority. Participants were supportive of the proposal for car parking to be provided underground at the redeveloped Waterloo. However, there were mixed views on the proposed level of provision. Residents of the estate were generally supportive of the proposed 'no loss of parking for social housing residents'. However, some people who took part in the consultation process commented that more than 'one parking space per two apartments' should be provided to meet the needs of future residents and visitors. Some suggested that storage space for residents should be provided alongside car parking spaces and that buildings should be future-proofed to ensure basement parking areas can adapt to changes in technology, such as a future with driverless cars.

Participants also commented on **increased demand for on street parking** in the local neighbourhood related to the redevelopment of Waterloo estate and the Metro Quarter and Waterloo Station. They expressed particular concern that residents of Waterloo suburb would have to compete with users of the Metro Quarter and Waterloo Station for parking.

Feedback on other issues to be considered under this theme

Good access to the Waterloo precinct for **emergency services and community transport services** was also raised.

6.2. Towards a preferred master plan

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; and 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 5).

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 Metro Quarter and 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:

- **Street types and blocks** – There were mixed views on the most appropriate pattern for streets 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.

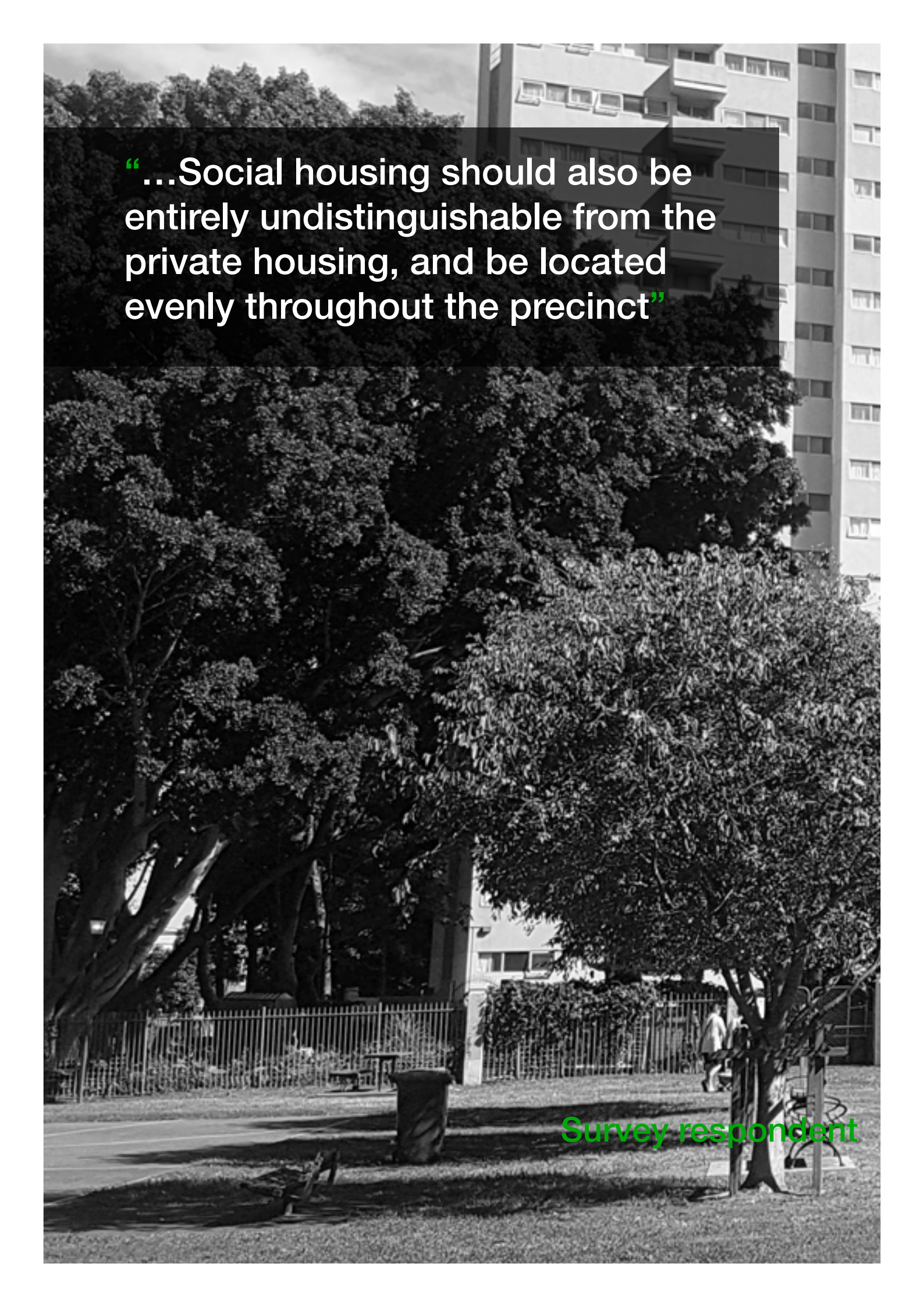
- **George Street boulevard** – Importantly, the preferred master plan should ensure that the George Street boulevard space provides for the needs of both pedestrians and cyclists through adequate separation of these users, best practice design, and slow speed limits for cyclists. See also ‘Environment and Open Space’ in section 10.
- **Location of the accessible local movement route** – See ‘Environment and Open Space’ in section 10



HOUSING AND NEIGHBOURHOOD DESIGN

Section 7





“...Social housing should also be entirely undistinguishable from the private housing, and be located evenly throughout the precinct”

Survey respondent

7. Theme: Housing and neighbourhood design

7.1. What we heard at options testing

7.1.1. Detailed feedback

Feedback on the proposed built form

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. This includes people who commented that building heights of around 30 storeys, similar to Matavai and Turanga, would be appropriate.⁵ Whereas some regarded 30 storeys as being too tall. 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, expressing a desire for the number of taller buildings to be reduced. There were mixed views on the proposed building types expressed by survey respondents and in qualitative feedback.

Social housing residents commonly saw themselves **living on a similar level within the redeveloped Waterloo**, as where they live now. For those who are currently living on or close to ground level, they expressed a preference to live on or near ground level in future. Those who live on the mid to higher levels of buildings now commonly saw themselves living on these levels in future. People with a preference for mid and higher-level living commented on the importance of having a view / outlook (eg over the district or open space areas) and good access to sunlight. Some said that this style of living offered them a greater sense of security than living on lower levels. Issues raised in relation to higher rise living commonly focused on: ensuring that taller buildings have more than one lift and that these are well maintained; and providing social and affordable housing residents with *choice* to ensure that people who are not suited to living at higher levels are accommodated at the low and mid-levels (such as people with mental health issues).

Feedback commonly focused on the high level of **density** proposed by all three options. Many people including survey respondents expressed a desire for the redevelopment to offer a lower density urban environment (with some noting that Option 1 has a greater number of buildings than Options 2 and 3). Some people commented that they do not support any redevelopment of the Waterloo estate.

“Reduce the density of this proposal and provide greater green space.” (survey respondent)

“Overshadowing will be a significant issue. There is no point having green spaces which are in shadow in winter as the plants will not thrive...” (survey respondent)

“I am fearful that the Waterloo Village Green will lose its vibrant and friendly atmosphere if overbuilt by having larger towers which causes over populating!” (survey respondent)

⁵ Noting that these existing buildings comprise 29 storeys plus two additional levels of plant (ie approximately 31 storeys in total).

People commented on the importance of the redevelopment being done well to ensure the future Waterloo does not become a “concrete jungle” or “forest of towers”. Feedback focused on managing the impacts of taller buildings including overshadowing and wind tunnel effects, and designing the built form around the natural environment. A high quality public domain including sunny parks and streets, mature trees and appropriate community infrastructure were seen as key aspects of the redeveloped Waterloo.

Loss of character was raised as an issue by residents of the estate and wider local area. Private residents commented on the low density nature of the area around the estate, its heritage value and unique character defined by less traffic and greener blocks than other parts of Waterloo. They commented on the importance of not just minimising the impact of the redevelopment, but of ensuring the Waterloo precinct integrates with the surrounding area and existing local community. They expressed particular concern about how the redevelopment will interface with existing terrace homes and buildings located around the site, and measures to ensure a high level of neighbourhood amenity throughout the redevelopment process and following its completion (including access to services, parking and opportunities to minimise traffic impacts on local streets). Participants expressed a desire for new buildings to be well designed, built to last, diverse and visually appealing.

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. For instance, a number of local stakeholders expressed the view that if Option 3 is selected (with 700 more dwellings than Option 1) then all of these additional dwellings should be dedicated social housing. 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 generally wanted to live in a home the same size or larger than their existing home. In particular, the importance of larger apartments was highlighted in order to meet the needs of families. Participants expressed a desire for high quality homes that meet the diverse needs of residents, respond to changing lifecycle needs (including being fully accessible), provide indoor and outdoor space, improved safety and security, and storage space.

“Increased public and affordable housing units that also provide a diversity of sizes (i.e. 1, 2 and 3 bedrooms – not all 1-bedroom units).”

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 such as balconies, built ins and accessibility.

“[resident of Turanga] I have to eat standing up. There’s nowhere to dry my clothes... Because there is no balcony it feels like my head is going [crazy]...”

“I strongly suggest to remove the two towers [ie Matavai and Turanga].”

Participants were supportive of underground **car parking** for residents at the redeveloped Waterloo (as discussed in section 6 of this report).

Feedback emphasised the importance of the redevelopment supporting new and existing residents as part of a place that is socially, economically and environmentally **sustainable**. New buildings should be designed and delivered to reflect leading practice principles

and provide reduced running costs through good solar access, cross flow ventilation and renewable energy initiatives. Suggestions included installation of solar panels to generate energy for onsite use, thus reducing energy bills for residents. Buildings should be equipped with new technologies including high speed internet and should be future-proofed to respond to emerging technologies as they arise.

Feedback on the mix of social, affordable and private housing

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 as demonstrated in both survey responses and qualitative feedback. Survey responses indicate that approximately 42% of respondents wanted private housing to be provided in separate buildings (ie 26% wanted social and affordable housing separate to private, and 16% wanted all three types of housing separate). Another 45% sought for social and affordable and or private housing to be integrated within 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. Some believed that integrating social and affordable housing could help to enable pathways from social to affordable housing particularly among younger residents. A range of suggestions were made about building design to support an integrated approach to housing.

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. Concerns focused mainly on how public and private tenants would get on, how the specific needs of social housing tenants would be addressed, and how building maintenance and strata levies would be managed so as not to result in higher costs for social housing tenants. It was suggested that high care tenants or people with complex needs should be accommodated in particular buildings (or levels within buildings), to ensure their home environment is fit for purpose and they receive the appropriate level of support to meet their needs.

“[A mixed approach with social, affordable and private housing in the same buildings would make it] nicer to live with people of different ages and different backgrounds, as it could teach people better behaviour, manners and hygiene.”

“I just think if it’s mixed, I just don’t know how you guys are going to organise it. If there is a maintenance issue who are we going to call?”

“Social cohesion thrives in mixed communities.” (survey respondent)

“Social housing should be indistinguishable from other housing.” (survey respondent)

Those who wanted to see social and affordable in the same building alongside private housing in separate buildings were in favour of a complete social mix from an equity perspective, but felt that this would be very difficult if not impossible to achieve in reality. Some felt there would be tension between public and private housing tenants, and that social and affordable housing residents would be more likely to be tolerant of any issues arising than private residents. Participants also commented that while all buildings should be well maintained, private residents may have higher expectations – and thus higher strata levies – associated with management of private dwellings which would be unaffordable for social and affordable housing residents.

Whatever the social mix, feedback suggests it is important that public and private housing are indistinguishable from one another and that all residents have equitable access to facilities such as community meeting rooms (in all buildings). Several participants also commented

that all new housing should exemplify 'development done well' and the redevelopment should provide numerous opportunities for residents of social, affordable and private housing to meet and connect.

Feedback on recognising and celebrating Aboriginal culture and heritage

A critical element of the redevelopment of Waterloo is recognising and celebrating Aboriginal culture and heritage. Ensuring Waterloo remains a place where Aboriginal residents feel a strong sense of community connection, pride and belonging was identified as fundamental to the success of the redevelopment. Key to this is the provision of culturally appropriate housing to meet the needs of Aboriginal people and their families. Feedback focused on the need for new housing that is well designed, spacious (to provide for families and visiting relations), provides acoustic privacy (to avoid noise transfer between apartments and related complaints), offers indoor and outdoor space, and ensures balconies are child-friendly. Balcony spaces should be specifically designed to address potential safety issues and to function as usable spaces that can be opened up to let the outdoors in, or closed down to become an extension of the home, to flexibly accommodate the needs of families (for instance, box-style balconies with operable louvres).

Some Aboriginal residents who took part in the consultation expressed a desire to live in lower rise buildings and for buildings to be future-proofed with relevant technology (wi-fi etc). Dedicated Aboriginal affordable housing was also regarded as important to ensure that Waterloo remains a place that Aboriginal residents can call home and to ensure that it does not become another Redfern where it was felt the Aboriginal community has been displaced. Respect for Aboriginal people and a means to address racial intolerance are critical if Aboriginal people living in the redeveloped Waterloo are to feel respected and welcome as the area is transformed through redevelopment.

"We are in a three-bedroom place, we usually have family come and stay with us...the issue is are we going to be sent a two-bedroom place?"

Feedback on communal spaces in and around buildings

There was a desire for communal spaces to be provided as part of each new building including both indoor and outdoor areas. These communal spaces were described as being important places for residents to come together to sit and have a chat, play games, read a book or enjoy some quiet time (eg for meeting up with friends, playing chess, Mah-jong, table tennis and listening to music). They were described as particularly important places in the redevelopment for social, affordable and private residents to meet and socialise and to help create a socially integrated community. People highlighted the importance of communal spaces being appealing, comfortable and well maintained.

Feedback on other issues to be considered under this theme

Another issue raised in feedback on this theme was the critical importance of **ongoing communications** with the community, including social housing residents, private residents and local stakeholders throughout planning and delivery of the redevelopment. Good quality information, clear communication and respectful treatment of residents is paramount.

This includes:

- Communicating with social housing residents about staging of the redevelopment and arrangements for relocations and rehousing – for individuals and across the board.
- Addressing concerns relating to misinformation among social housing residents. This includes concerns: that the northern part of the site would be redeveloped for private housing only and that social housing residents would be relocated to the southern parts of the estate; and that residents would be relocated out of the local area.

“When are we being moved and where are we being moved to...it is important because people are worried”

“The issue is this, that we are all going out to Blacktown”

“People need to know exact times when they’ll be moved back” (survey respondent)

- Ongoing communications with the surrounding community to ensure that community perspectives are given appropriate consideration and construction impacts are minimised. Some private residents and stakeholders who took part in the options testing phase of consultation commented that their feedback from the visioning phase was not adequately reflected in the three redevelopment options. They expressed concern about the 15-20 year timeframe for the redevelopment and how local residential amenity would be ensured during that period (eg to mitigate impacts such as construction noise and truck movements).
- There was concern among private landowners that the Study Requirements indicate the need for two workshops, and that while these workshops have been conducted (one in visioning and two in options testing), this was not regarded as being adequate. They expressed a desire for further detailed technical information (for instance on shadowing, wind and traffic impacts) and an opportunity to comment on the detailed master plan. Residents of Wellington Street also requested additional consultation with specific landowners as they have a variety of different concerns.
- Private landowners raised concerns about the building heights shown on the presentation materials and the development potential of their sites. They queried how the proposed heights and uplift had been established and commented that private landowner needs relating to the redevelopment had not been appropriately considered to date. They were of the view that the proposed floor space ratio (FSR) would not result in the fair and impartial distribution of development potential between private and government-owned land, as set out in the Study Requirements. Comments focused on a desire for greater uplift to ensure that private landowners are not adversely impacted by the redevelopment, and have an opportunity to sell their properties/sites if they choose to.
- There were mixed views among private landowners on the proposed building heights, with some expressing a desire for more and or taller buildings than proposed to ensure that the highest possible development potential of the site is achieved. Conversely other private landowners commented that the proposed building heights were too high and expressed concern about high rise buildings leading to overshadowing and privacy impacts.
- Several private landowners were concerned about parking, commenting that on street parking in Waterloo would be impacted by the new Waterloo Station. The level of proposed parking provision for the Waterloo redevelopment, as per the City of Sydney parking requirements, was regarded as being inadequate to accommodate demand among new and future populations. Participants also queried the proposed mix of public and private housing. They commented that the local area is already over populated and that Government owned land should not be sold for the purposes of private housing development.

It is noted that all stakeholders including private landowners within the State Significant Precinct will have further opportunity to provide comment through formal submissions to the Department of Planning and Environment, as part of the statutory exhibition period.

7.2 Towards a preferred master plan

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** – the proposed mix of apartments (from studios to four-bedroom homes) received across the board support. There was some support for dual key apartments as homes that would offer flexibility to residents and families. The preferred master plan should incorporate a range of apartment types and sizes.
- **Mix of social, affordable and private housing** – there was strong support for the even distribution of social, affordable and private dwellings across the site. However, there was no overall consensus on the appropriate mix of these types of dwellings within individual buildings (as noted in section 1.3.3). The preferred master plan could offer opportunities to provide tenants with choice – by delivering a range of housing options such as: stand alone buildings that provide social, affordable and private housing; buildings that integrate social and affordable housing together; buildings that provide social housing that is specifically designed to meet the needs of particular groups of tenants (such as those with complex needs). Buildings that integrate social, affordable and private housing together may also be considered. However the challenges identified in relation to this type of arrangement for community cohesion, building management, maintenance and related costs/strata levies would need to be addressed. High quality homes and consistent standards of building maintenance should apply across all new buildings.
- **Appropriate arrangement of taller buildings** – there was support for locating taller buildings to provide good amenity and outlook, access to sunlight and natural ventilation. However, there were mixed views about the extent to which the three options would achieve this. The preferred master plan should maximise views, privacy, solar access and airflow for residents through adequate space between buildings and good apartment design. It should also seek to minimise impacts on the surrounding neighbourhood including overshadowing of homes and the public domain.

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

- **Building heights** – There were 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. The preferred 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.
- **Building types** – Feedback does not provide a clear preference in terms of 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.



COMMUNITY FACILITIES, SERVICES AND SHOPS

Section 8

8. Theme: Community facilities, services and shops

8.1. What we heard at options testing

8.1.1. Detailed feedback

Feedback on the different approaches to community facilities, services and shops

Community facilities, services and shops were widely identified as being important by people who participated in the consultation process. Social housing residents emphasised the need for facilities and services that are **welcoming** and meet the needs of all members of the community including **people of all ages and abilities**.

Residents of the estate, private residents and local services were generally very supportive of the proposal to provide people with **more options and greater choice in terms of shops and services closer to home**. Community facilities, services and shops should be located within easy access of homes to create small “villages” and support a walkable neighbourhood. It was commented that “easy walking distance” means different things to different people, noting that the elderly, people with disability and families with children require particular consideration in development of the preferred master plan to support a high level of access across the precinct for all.

Grocery stores, a medical centre, allied health professionals (including dentist, physiotherapist), and other everyday services such as a post office, were widely identified as important for the renewed Waterloo. The preferred master plan should enable residents to live in a way that recognises “we are social *and* solitary”, for instance through initiatives such as seating in parks and ‘social corners’.

Specialist support services should continue to play a strong role in the neighbourhood to provide for the needs of local community across areas including mental health, Aboriginal health, youth and ageing. Facilities, services and shops should be easily accessible and affordable.

“To me the most important thing is to have access to shops and services.”

Participants expressed a desire for community facilities, services and spaces that **bring people together, support social interaction and provide opportunities for learning, growth and leadership**. This includes spaces for existing members of the community to socialise and spend time with their existing friends and networks (as a critical part of maintaining the unique sense of community and people-focused character of Waterloo), as well as spaces that provide opportunities for new and existing residents to interact and get to know one another in ways that are comfortable and make the most of what diverse members of the community have to offer.

There was a preference for there to be **clusters or hubs of community facilities, services and shops but also with some spread throughout the site** for ease of access. Participants expressed mixed views on the proposed options, as shown in the survey and qualitative feedback. A number of participants also suggested integrating retail and services with the environment and open space. Feedback focused on the importance of shops that are affordable for residents of social and affordable housing, rather than catering only to private residents, and people wanted to know how affordability could be “guaranteed” as part of the redevelopment. Gentrification of the area was identified as a key challenge and participants did not want to see things like “generic coffee shops”. Social housing residents were particularly concerned about being priced out of the new shops and services. People commonly expressed a desire for the redeveloped Waterloo to include shops like Aldi and medical services that provide bulk billing.

The need for **social infrastructure** to accompany the redevelopment was raised widely in feedback. Across all stakeholder groups, people expressed a desire for social infrastructure to be provided early, to support members of the local community from the earliest stages the redevelopment process. Private residents highlighted the importance of a quality public domain and new community facilities to support the needs of social housing residents and those in the wider local area. Participants were supportive of new local facilities such as a public library and school.

“Prior to approving any new buildings the government and local councils need to build the necessary infrastructure...” (survey respondent)

Participants commented that the **economic viability** of new retail and commercial spaces should be carefully considered to ensure they are well patronised and contribute to a lively neighbourhood environment. For instance, some believed they should not be located too close to the Waterloo Station so as to compete with it.

Feedback on recognising and celebrating Aboriginal culture and heritage

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. Numerous opportunities for Aboriginal cultural expression were identified including an Aboriginal cultural centre, dedicated Aboriginal community garden, Aboriginal museum, and interpretive elements of the redevelopment such as public signage, naming of parks, streets and buildings, and landscaping. Other suggestions included Aboriginal art on building facades and pavements, as well as graffiti spaces.

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. Some commented that spaces for cultural education and celebration could help to address racial intolerance and support cohesion within the community.

Others believed that initiatives of this type should be developed and implemented in close liaison with the local Aboriginal community and support **local economic development opportunities** that benefit the Aboriginal community at Waterloo. For instance, by supporting members of the Aboriginal community to start up / grow their small business, providing a space for business related speaking events and workshops, providing a retail shopfront for small businesses to sell / market test their products, and attracting visitors to the precinct through a series of (temporary or permanent) activations such as “Black Markets.”

“An Aboriginal cultural centre would be a place to recognise our culture and show respect for Indigenous people and be a place to say sorry.”

“[On an ideas exchange or recycling exchange] Positive things bring positive energy.”

“Small Indigenous businesses is what I’m thinking... [other participant] there are some very talented young people out in the community and not just in art but in other areas.”

“There [should be] small businesses, whether it be [selling] t-shirts or making didgeridoos for the local community, there are plenty of artists around here..... [other participant] like the Black Markets at Bare Island La Perouse.”

“Huge amounts of kids are coming into the area, but where are the schools?”

“We don’t want to feel like we are just an interesting group of people. We want to live here not just have houses here.”

Feedback on educational institutions, programs and employment

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. Social infrastructure identified by the community to accompany the redevelopment included **a new school** – with emphasis on early delivery to address existing and future demand.

Onsite access to **library services** and **affordable childcare** were also suggested. Chinese residents identified a need for “education programs that help people integrate into the community” such as English language classes.

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. Opportunities to boost the local economy were identified as being particularly for social housing residents including young people and Aboriginal people, and to provide older people with opportunities to earn an income. Services and supports should be low or no cost. Other suggestions for education and learning programs included an education centre for people from non English speaking backgrounds, mentoring programs, and job-readiness programs.

Further to this, **Aboriginal employment** in the redevelopment process was identified as a high priority and opportunity to engage the local Aboriginal community. Importantly, employment programs and opportunities should go beyond the mandated targets for government projects. Suggestions included engaging local Aboriginal artists, landscape designers and architects to contribute to future stages of the redevelopment process.

Feedback on programs for health and wellness

Space within the redevelopment area for health and wellness facilities and programs

was widely identified as an important aspect of supporting community wellbeing. Participants emphasised the need for facilities and services to be accessible and affordable. Health services identified as being important to respond to the existing and future needs of the local community included: General Practitioner services (including bulk-billing), allied health services (such as physiotherapists and dentists), specialist Aboriginal medical services and mental health services.

The redevelopment was seen as presenting a potential opportunity to **support highly valued existing local services** by providing appropriate space onsite or upgrades to their existing facilities. For instance, services such as The Fact Tree were described as providing a high level of community support but from a space that could benefit from building improvements.

Participants expressed strong support for an **onsite aged care facility as well as age-related support services** to assist elderly residents to age in place. Age related facilities and support services were identified as being critical to the redevelopment process, with a view to maximising the (physical and mental) health and wellbeing of elderly residents and minimising disruptions to their everyday lives. The relocation and rehousing process should ensure that all residents of Waterloo estate, including those who are elderly, are treated with the highest levels of care, respect and respect.

Other facilities and programs relating to health and wellness identified by members of the community included an aquatic centre, indoor recreation facility, outdoor sports courts and exercise equipment, supported by appropriate programming. Children's play areas, basketball courts and dedicated spaces for dogs (separate from children's play areas) were also suggested.

Access for emergency vehicles and community support vehicles (such as service providers, meals on wheels, community bus) should be built into the redevelopment.

8.2. Towards a preferred master plan

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** – these services received across the board support. People expressed a desire for a range of services to meet the needs of new and existing residents within easy walking distance of homes, as proposed by all three of the redevelopment options. The preferred master plan should consider opportunities for education, spaces for community learning, childcare and health services. Provision of social infrastructure should be undertaken early to support community cohesion as well as accommodating growth in the residential population.
- **Provision of community rooms, creative and multipurpose spaces** – feedback focused on providing a range of community facilities such as meeting rooms, flexible multipurpose spaces, and spaces designed to support the specific needs of particular groups within the community including Aboriginal residents and young people. Support was expressed for a range of spaces of different sizes and within easy walking distance of homes, as proposed by all three of the redevelopment options. The preferred master plan should include a range of spaces to meet the needs of existing and future residents. Provision of social infrastructure should be undertaken early.

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

- **Focus of community facilities, services and shops** – 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 these amenities 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. In particular, easy access to community facilities, services and shops within easy walking distance (and gradient) from home was regarded as essential for residents of all ages and abilities (and particularly to meet the everyday needs of social housing residents and older residents as they age).
- **Quantum of shops and services** – 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. They did not support new shops and cafes that cater for the needs of private residents and where people from low income households feel excluded.

ENVIRONMENT AND OPEN SPACE

Section 9



**“I love the idea of social corners
and love the idea of publicly
accessible courtyards.”**



**Resident living on the
Waterloo Estate**

9. Theme: Environment and open space

9.1. What we heard at options testing

9.1.1 Detailed feedback

Feedback on public parks 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**. This was demonstrated in both survey responses and feedback provided through the various face to face activities. 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. Parks and open space areas were seen as critical to support community wellbeing and enjoyment, to “soften” the appearance of the built environment, and to provide a habitat for birds.

People who took part in the consultation process expressed mixed preferences in terms of the layout of public parks and open space as shown in survey responses and qualitative feedback. Some wanted to see Waterloo Green retained and renewed 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. Again there were mixed views on the location of a larger park. Concern was expressed about a park located near the Metro Quarter and Waterloo Station becoming a commuter thoroughfare, being overused by residents from the wider area, and losing its neighbourhood focus / feeling unsafe.

“I like the spread [of parks] because it means if you’re older you can go sit in a smaller area. Four streets are a long way [to walk to get to a park]”

“If you did the bigger park, is that just going to be generic like every other place where hipsters hang out? Or is it going to cater to families and older people? And if so, instead of just having a pond, can we have interactive art and play where kids can play with the water, not just something to sit and look at...?”

“Open space needs to be of outstanding quality for the community to be able to handle such high density. Reducing the density slightly to provide more open space should be considered. Open spaces should provide a good mix of active and passive recreation.” (survey respondent)

“Nice central park with facilities similar to Prince Alfred Park.” (survey respondent)

Feedback on the George Street boulevard and public domain

Overall the proposed transformation of George Street into a green boulevard attracted strong support in the community survey and qualitative comments. There were mixed views on the most desirable width for the boulevard discussed in qualitative feedback. Some people expressed a preference for Option 3 to achieve the largest amount of open space (40m width), while others supported Options 1 or 2 (20-30m width). People with a preference for Options 1 or 2 often talked about creating a more intimate and user-friendly space along George Street. 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 (particularly considering the incline of the site)
- Supporting pedestrian safety in this location through measures such as speed limits for cyclists and a separate cycle path
- Realising the 'boulevard' as a series of interconnected parks rather just a linear accessway.

Feedback on landscaping approach and trees

There was strong support for Waterloo to retain its characteristic green, leafy appeal. People wanted to see significant trees retained, new trees planted and landscaping used wherever possible to soften the appearance and feel of the built environment. They placed emphasis on retaining mature trees wherever possible and not simply replacing them with small trees/saplings. Plantings should be selected to provide shade in summer and allow sunlight through in winter. Many people expressed a desire for productive landscapes and native plantings. Some commented that the buildings should be designed around the trees. For instance, Aboriginal, Russian, Chinese themes across three different parks or landscapes.

Feedback on other issues to be considered under this theme

Water in the public domain was generally regarded as an appealing element of the redeveloped Waterloo, with people commenting on its calming and cooling effects. Public safety, particularly the safety of children, was commonly raised in discussions about the inclusion of water in public spaces. Many people expressed a desire for the preferred master plan to include opportunities for water play that children can enjoy. Other water features were also suggested such as ponds, fountains and more "natural" water bodies. Water features should be safe, attractive, clean and regularly maintained to ensure they contribute to rather than detract from people's use and enjoyment of the public domain. Aboriginal residents highlighted the cultural importance of water as part of the natural landscape at Waterloo.

"You *need* water. Water is life."

[on water] "It's about [supporting] mental health too, which is the most important thing."

9.2. Towards a preferred master plan

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

- **Community gardens / rooftop gardens** – noting that there was a strong desire for community gardens to be located at ground level; and mixed support for community gardens and or other types of garden to be located on the rooftops of low to medium rise buildings. Important considerations for community gardens included ensuring that they: are located in areas that receive good solar access; are protected from strong winds; and are designed to support community pride and ownership, while discouraging vandalism / theft. It is recommended that community gardens are established early and in close liaison with community members, in recognition of their intrinsic importance to many residents of Waterloo estate as highly valued community spaces.
- **Existing and new trees** – participants generally expressed a preference for as many of the existing trees on the site to be retained (in line with Option 3), and for new trees planted to provide shade in summer while maximising solar access to public spaces and homes in winter.
- **Community gathering spaces** – noting that people expressed mixed views about which of the three options would provide the best outcome in terms of spaces for *larger* community gatherings (Option 1 with its three smaller parks or Options 2 and 3 with a larger park).

Other common elements of the three redevelopment options featured less in feedback and or received mixed support. These were:

- **Water features** – water was discussed as being an important and highly valued feature of the public domain by many members of the community. Support for water commonly focused around its cultural significance, its benefits in terms of passive recreation for adults and as an opportunity for children's play, its visual appeal, acoustic qualities, and benefits in terms of health and wellbeing (for instance as a calming aspect of public spaces for people with mental health issues). Concerns raised by people focused on public safety, mosquitos and odour if water features are not well designed / maintained.
- **Social corners** – these spaces, such as street corners and other informal spaces attracted support – as places for people to rest, relax and gather. The preferred master plan should incorporate multiple spaces of this nature that are both appealing and accessible, to support community interaction and pride.
- **Accessible courtyards** – people liked the idea of a variety of green spaces throughout the precinct including ground level open space areas, such as green courtyards, for use by residents. Key considerations raised in relation to these types of spaces were: the importance of solar access to ensure plants grow and people use and enjoy courtyards; whether these spaces would be accessible to people who are not residents of the particular building, and if so, what security measures would be put in place to ensure residents feel safe and secure; whether these spaces would be provided as part of buildings for social housing residents and if so, what opportunity would these residents have to *choose* which building they live in.

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

- **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 (Waterloo Village Green as in Option 2 or Waterloo Park as in Option 3). Feedback on these two options suggested a stronger preference for Option 2, mainly due to perceptions that a larger park located near the Metro Quarter and 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.
- **George Street boulevard** – Overall feedback focused on providing as much open space on the Waterloo site as possible. However, feedback suggests the *width* of the George Street boulevard (ranging from 20 metres wide in Option 1 to 40 metres wide in Option 3) may be regarded as less important to members of the community than its *design*. 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).
- **Pedestrian links** – There was strong support for landscaping of pedestrian links and connections and for the incorporation of water (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 and should contribute to a walkable neighbourhood providing access to shops, services, parks, the Metro Quarter and 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. It was suggested that landscaping of different parts of the site could be themed. Some participants also expressed a desire for pedestrian links to include weather protection.

APPENDICES



KEEP

Public housing
The green
Stay the same!
Trees & shade

CHANGE

No leaf blowers! Everyone hates them!

ADD

More surringe bins
More rubbish bins
More benches

More greenery
More ground

A. Survey Tool

Waterloo Redevelopment Consultation



Survey on the Redevelopment Options for Waterloo

Thank you for taking the time to share your feedback on the redevelopment options for the Waterloo social housing estate by completing this 10-minute survey. Your feedback will be considered by the Department of Family and Community Services (FACS) in preparing a preferred plan for the redevelopment of Waterloo. To find out more about the three options and further opportunities to provide feedback please go to:

<https://www.communitiesplus.com.au/major-sites/waterloo>

Your feedback on the options

1. What do you like most about Option 1 'Waterloo Estate'? Please tick up to three boxes

- ☐ Waterloo Green is kept and updated
- ☐ Taller buildings are more slender and are located evenly throughout the precinct
- ☐ A retail and services hub is located around the civic plaza and Metro Quarter
- ☐ George Street becomes a 20m wide green pedestrian boulevard
- ☐ The street layout forms a collection of small neighbourhoods and open spaces
- ☐ Other (please describe) _____

- ☐ None of the above (please tell us why) _____

2. What do you like most about Option 2 'Waterloo Village Green'? Please tick up to three boxes

- ☐ One large park, the 'village green', is located in the centre of the precinct
- ☐ Taller buildings offer more architectural interest and are located along the main pedestrian boulevard/blue-green link
- ☐ Retail and community services are spread throughout the precinct with many located next to the Metro Quarter and Waterloo Station
- ☐ George Street becomes a 20-30m wide green pedestrian boulevard
- ☐ The street layout provides for easy access to and from the Waterloo Station
- ☐ Other (please describe) _____

- ☐ None of the above (please tell us why) _____

Waterloo Redevelopment Consultation



3. What do you like most about Option 3 'Waterloo Park'? Please tick up to three boxes

- ☐ One large park is located next to the Metro Quarter and Waterloo Station
- ☐ Taller buildings are located around the central park and main pedestrian boulevard
- ☐ Retail services are focused along George Street and around the park
- ☐ George Street becomes a 40m wide green pedestrian boulevard
- ☐ The street layout forms a collection of larger blocks with a more traditional/grid pattern
- ☐ Other (please describe) _____

- ☐ None of the above (please tell us why) _____

4. Which is your preferred option for the redevelopment of Waterloo? Please tick one only

- ☐ Waterloo Estate (Option 1)
- ☐ Waterloo Village Green (Option 2)
- ☐ Waterloo Park (Option 3)
- ☐ No preference

Please tell us a bit about your response to the question above:

5. What are the most important factors you think need to be considered in preparing a preferred plan for Waterloo?

For instance, this could include comments about: Culture and community life; Transport, streets and connections; Housing and neighbourhood design; Community facilities, services and shops; Environment and open space; or any other comments you wish to make.

a) _____

b) _____

c) _____

6. All options support an integrated community of social, affordable and private housing. Do you have a preference for the way this housing mix is designed?

- ☐ Social and affordable housing should both be provided within the same building, alongside private housing in different buildings
- ☐ Social, affordable and private housing should all be provided within the same building

Waterloo Redevelopment Consultation



- ☐ Social, affordable and private housing should be provided separately in different buildings, alongside one another
- ☐ No preference

About you

7. Which option best describes your interest in the project? *Please tick all that apply*

- ☐ I am a social housing tenant
- ☐ I am renting
- ☐ I own or am buying a home
- ☐ I own or run a business in the local area
- ☐ I work in the local area
- ☐ I am a student in the local area
- ☐ I am a visitor to the area
- ☐ Prefer not to answer
- ☐ Other (please describe) _____

8. Which option best describes where you live? *Please tick one only*

- ☐ On the Waterloo Housing Estate
- ☐ The rest of Waterloo
- ☐ Another suburb (please provide your postcode) _____

9. What is your age? *Please tick one only*

- ☐ Under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65-74
- ☐ 75+

10. Please indicate which language you most often speak at home? *Please tick one only*

- ☐ English
- ☐ Russian
- ☐ Chinese (Mandarin and/or Cantonese)
- ☐ Other (please specify) _____

11. Do you identify as an Australian Aboriginal or Torres Strait Islander? *Please tick one only*

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

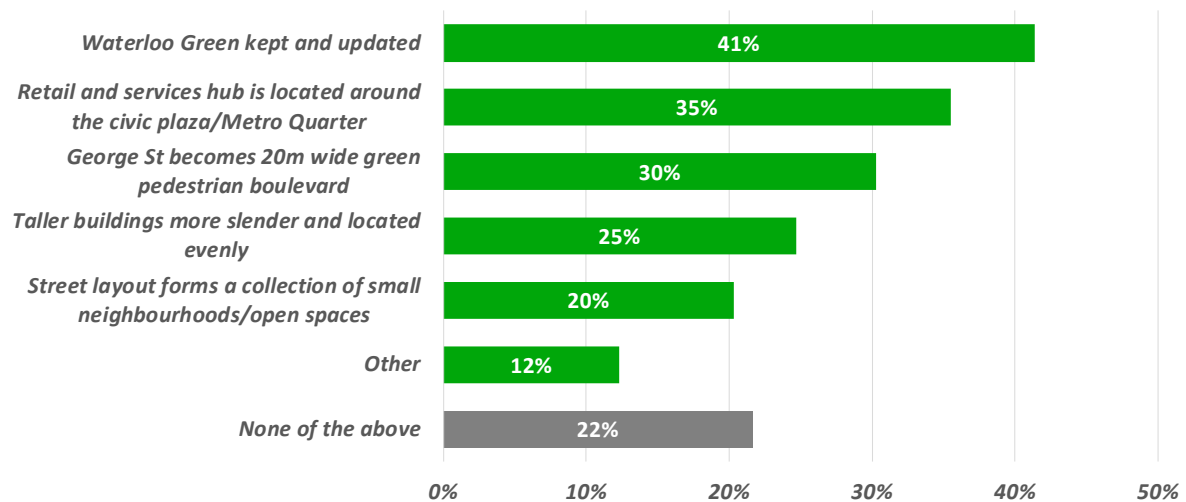
12. Did you take part in the visioning phase of consultation in October-December 2017? *Please tick one only*

- ☐ Yes
- ☐ No
- ☐ Not sure

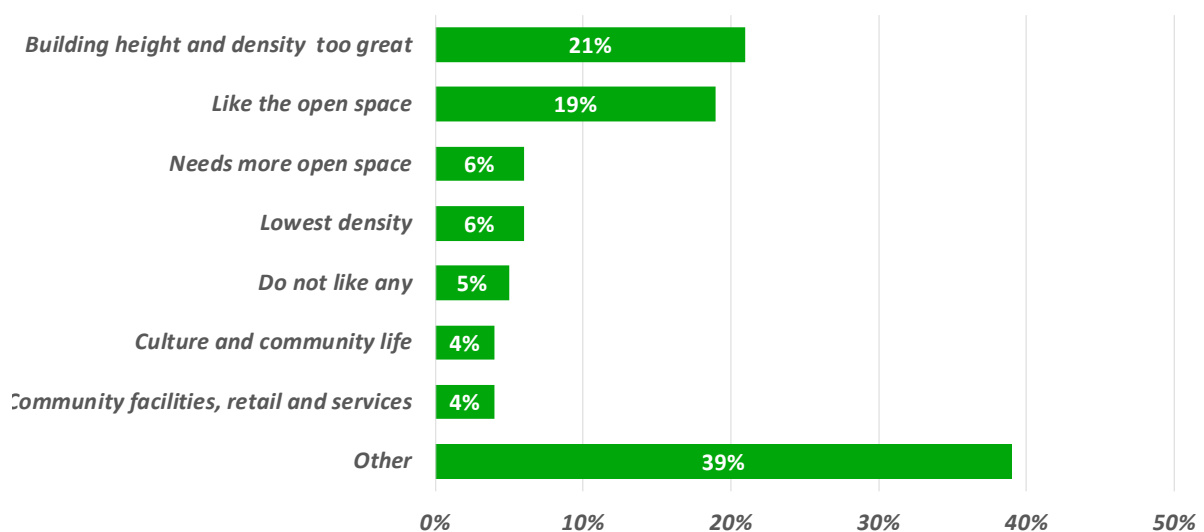
Thank you!

B. Survey Results

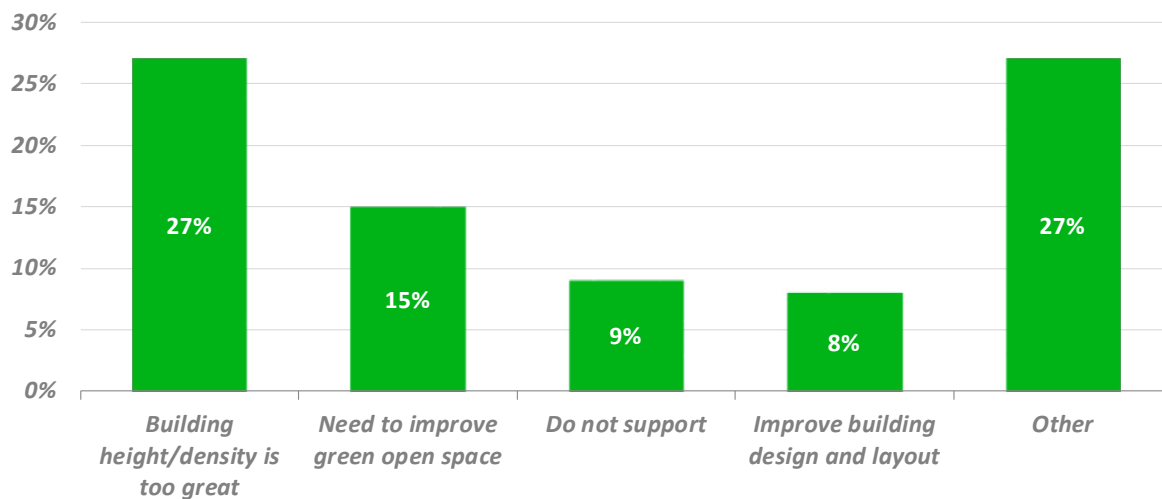
Question 1: What do you like most about Option 1 'Waterloo Estate'? (n=490)



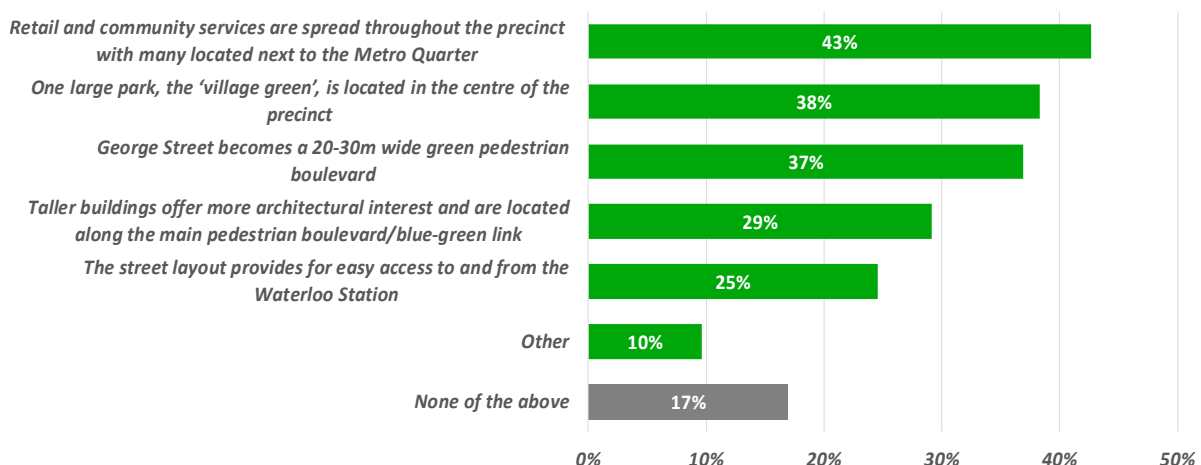
Other' comments (n=95)



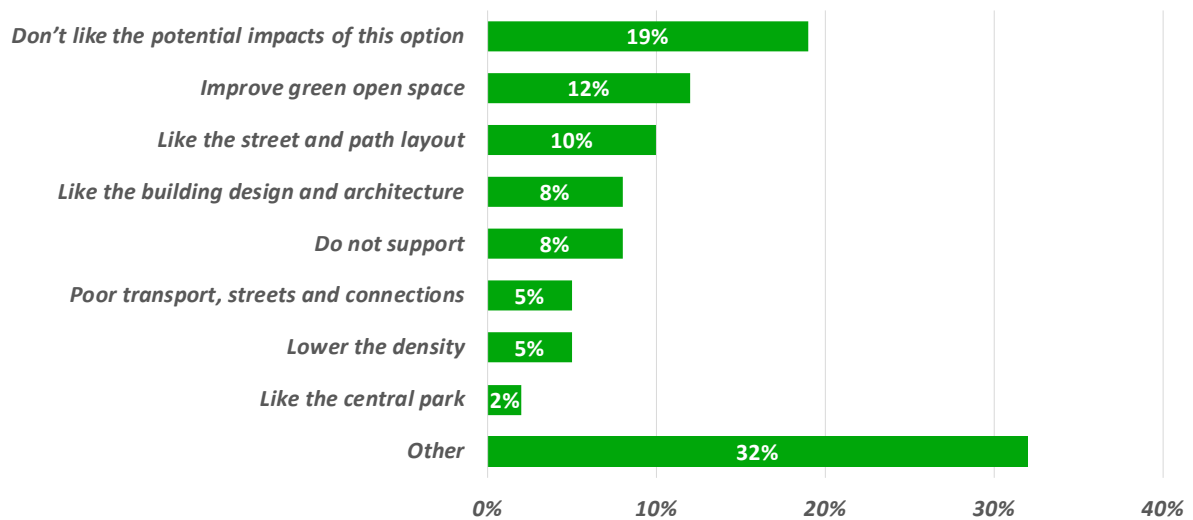
Because you selected 'none of the above' on the previous question (What do you like most about Option 1 'Waterloo Estate'?), please tell us why? (n=74)



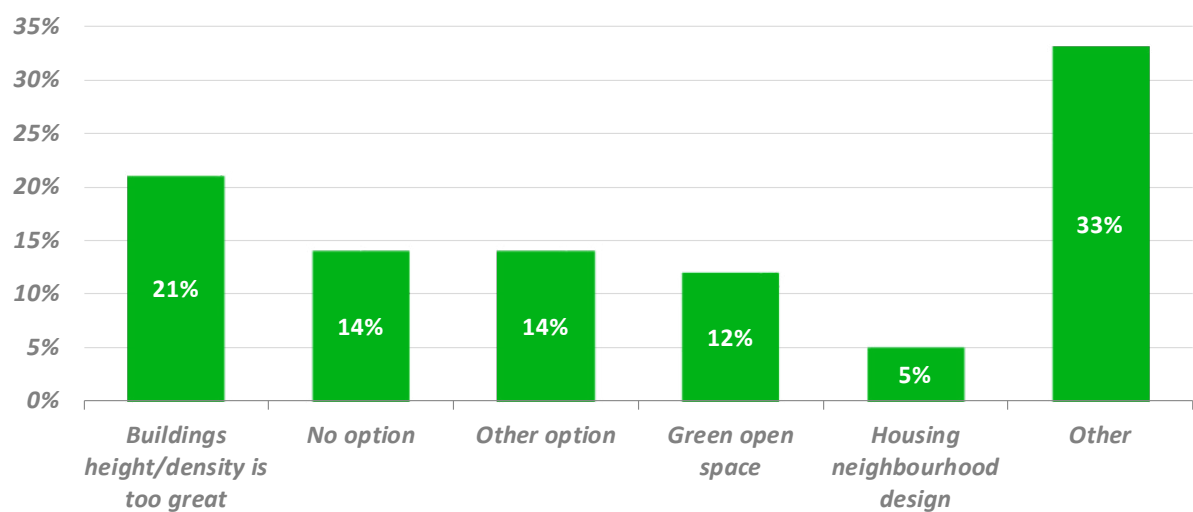
Question 2: What do you like most about Option 2 'Waterloo Village Green'? (n=490)



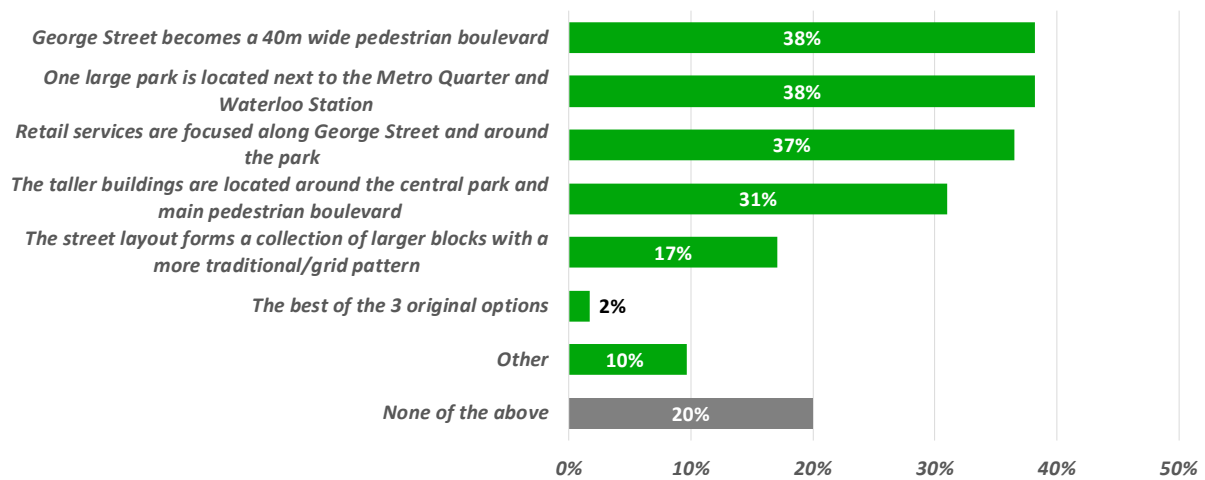
'Other' (n=59)



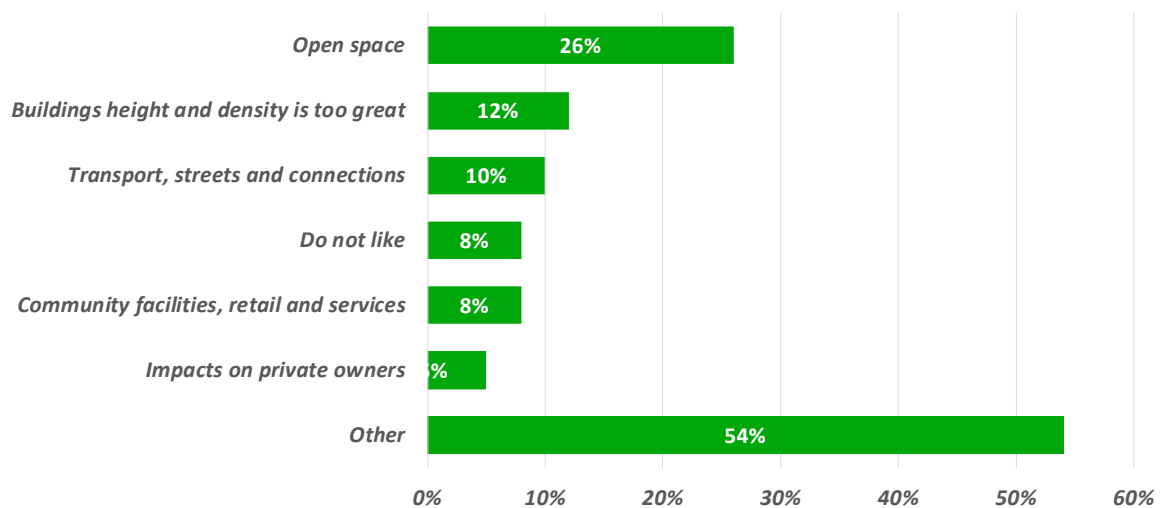
Because you selected 'none of the above' to Q3, what do you like most about Option 2? (n=42)



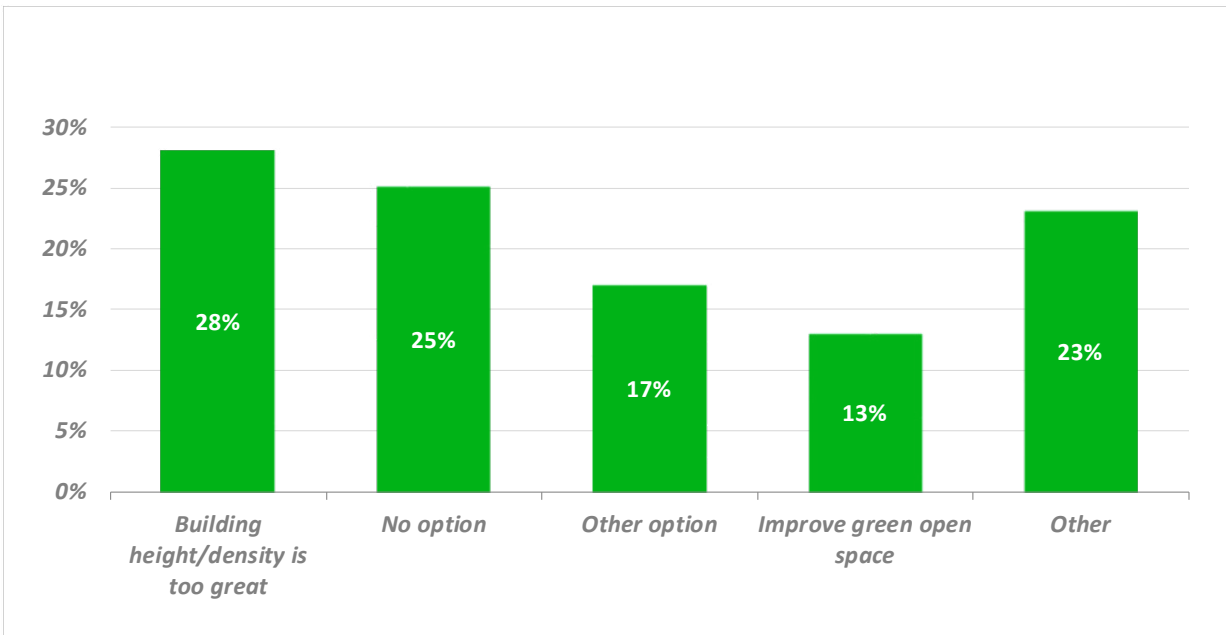
Question 5: What do you like most about Option 3 'Waterloo Park'? (n=490)



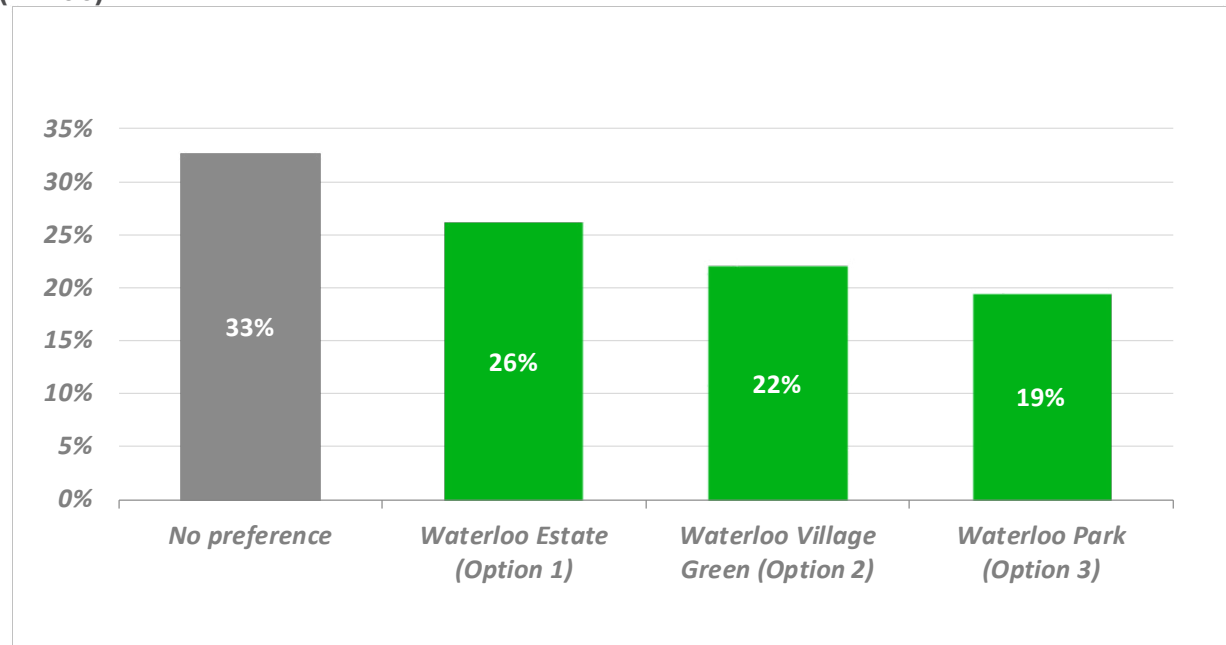
'Other' (n=59)



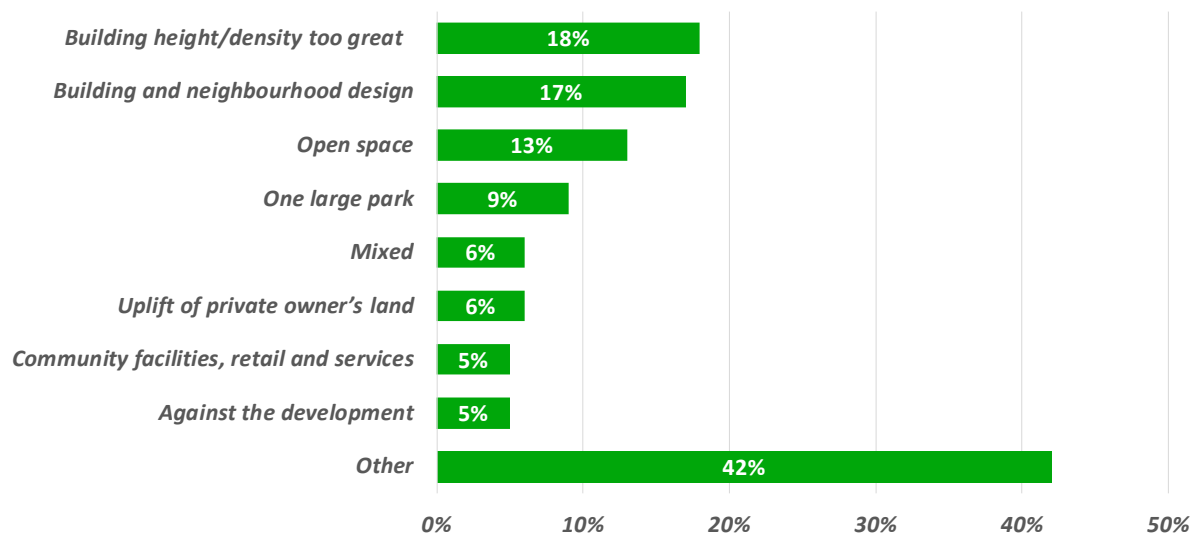
Because you selected 'none of the above' to Q5, what do you like most about Option 3? (n=47)



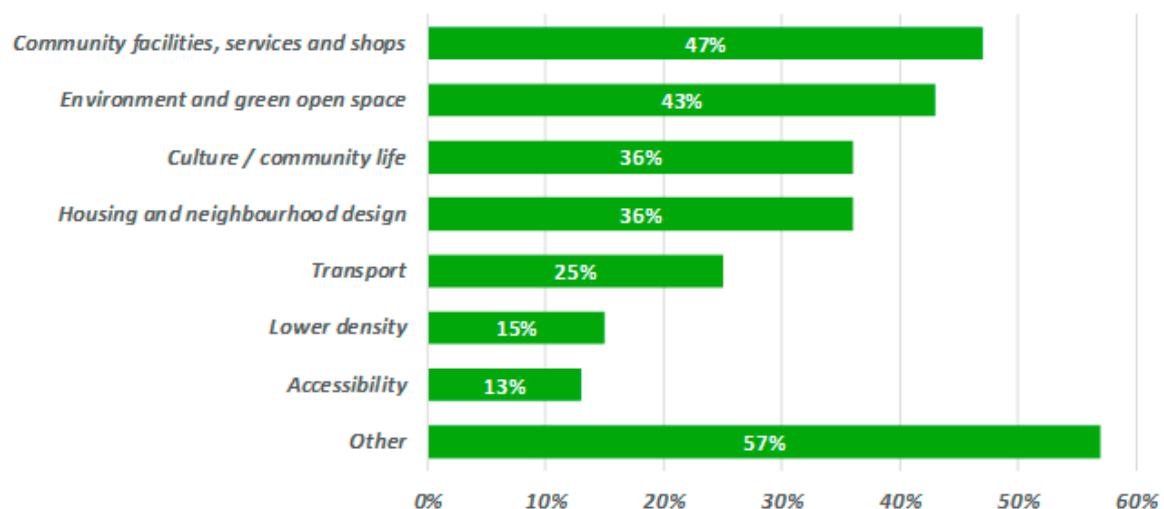
Question 4: Which is your preferred option for the redevelopment of Waterloo? (n=490)



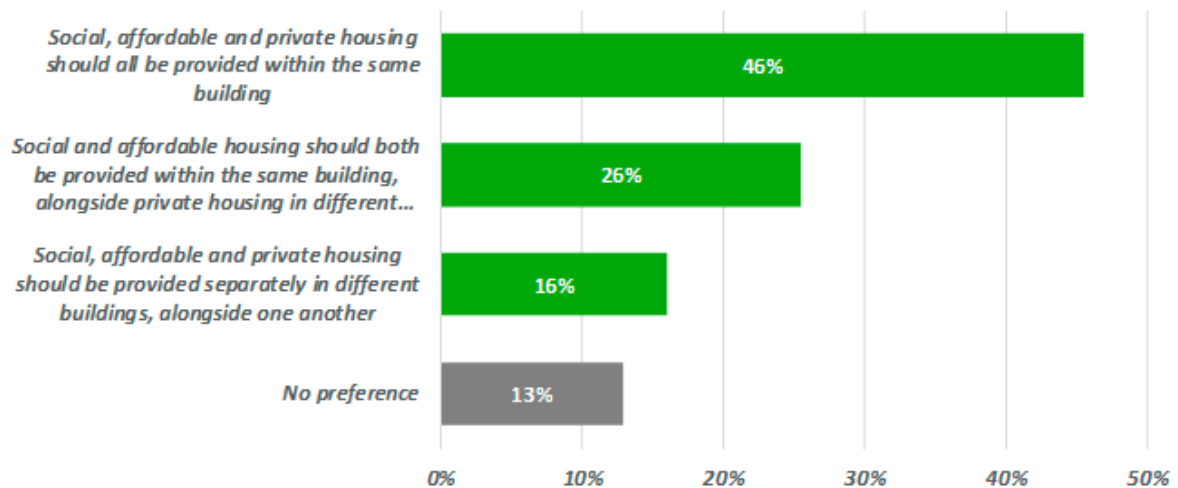
Please tell us a bit about your response to Q7, what is your preferred option for the redevelopment of Waterloo? (n=207)



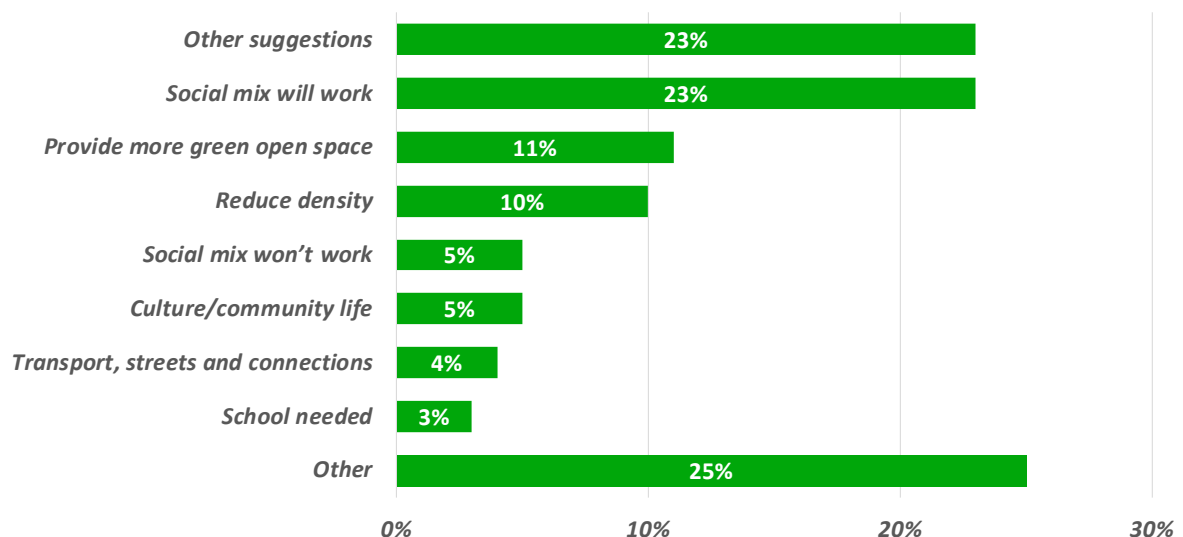
Question 5: What are the most important factors you think need to be considered in preparing a preferred plan for Waterloo? (n=260)



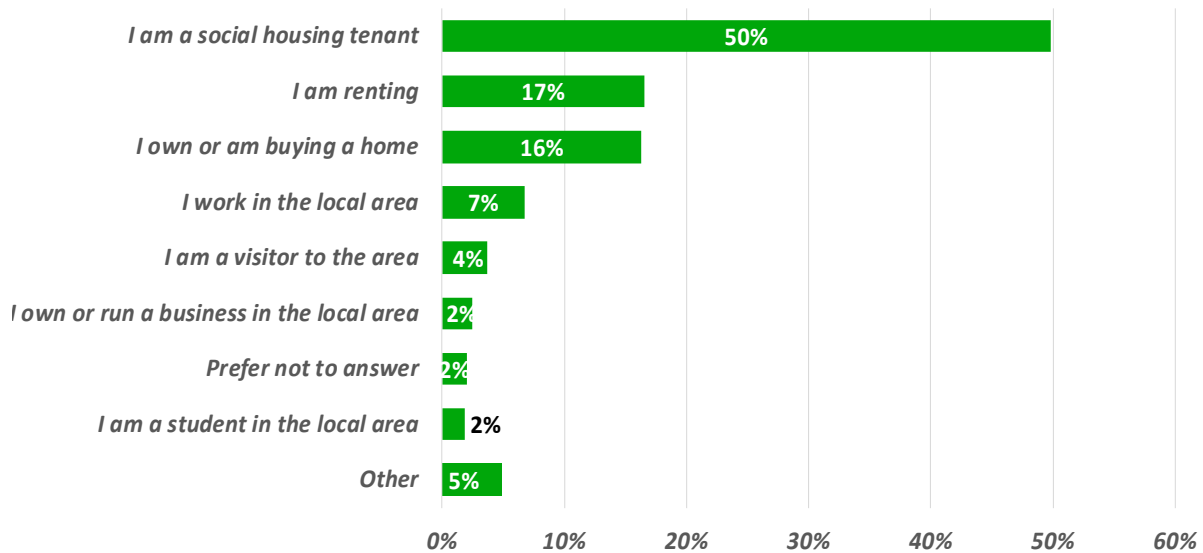
Question 6: All options support an integrated community of social, affordable and private housing. Do you have a preference for the way this housing mix is designed? (n=380)



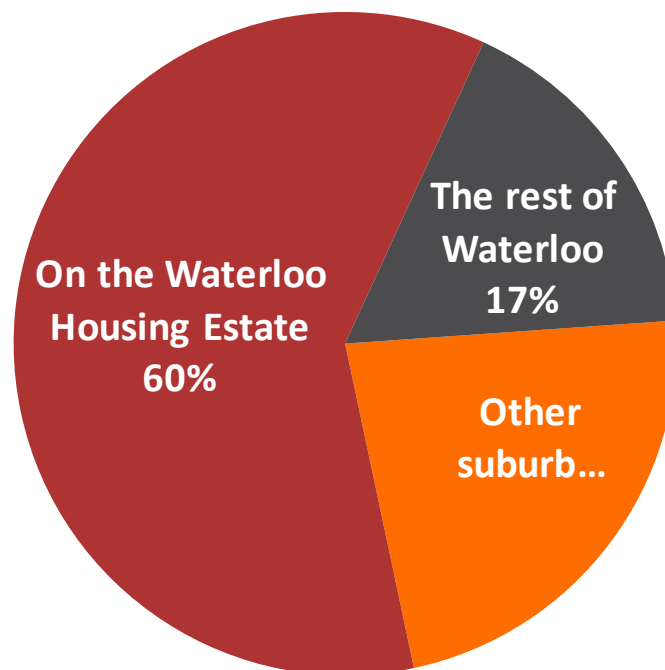
Please add any further comments (n=140)



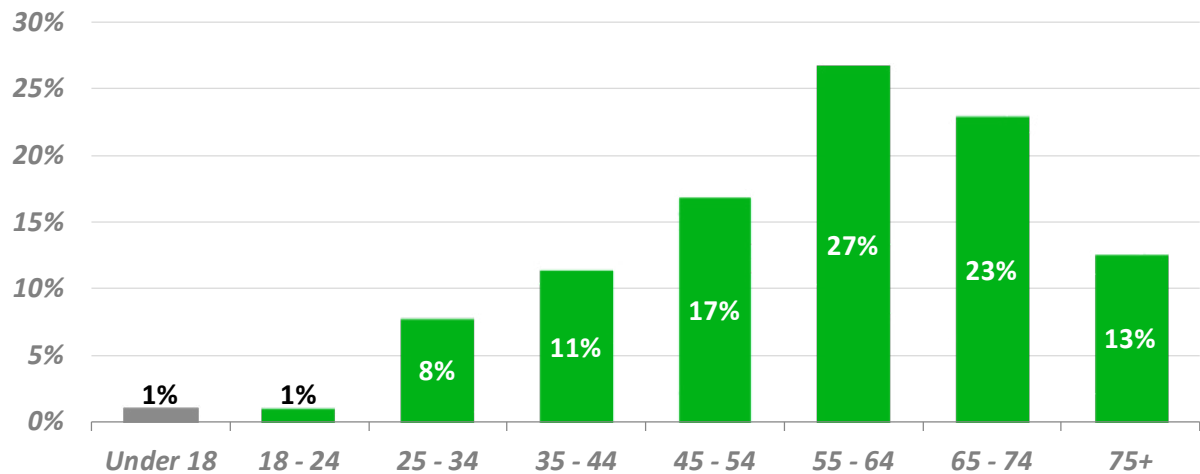
Question 7: Which option best describes your interest in the project? (n=490)



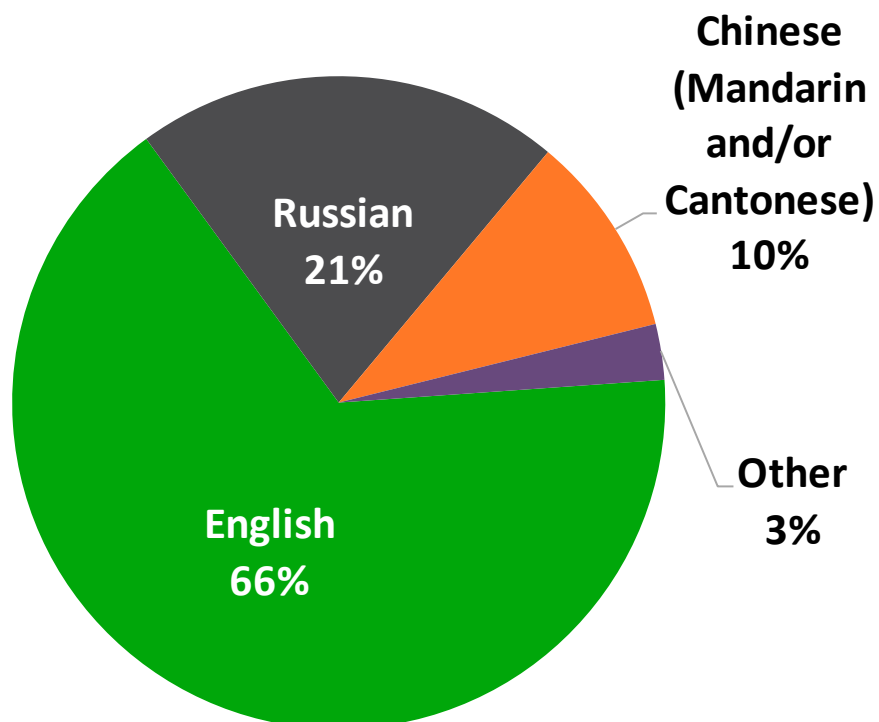
Question 8: Which option best describes where you live? (n=417)



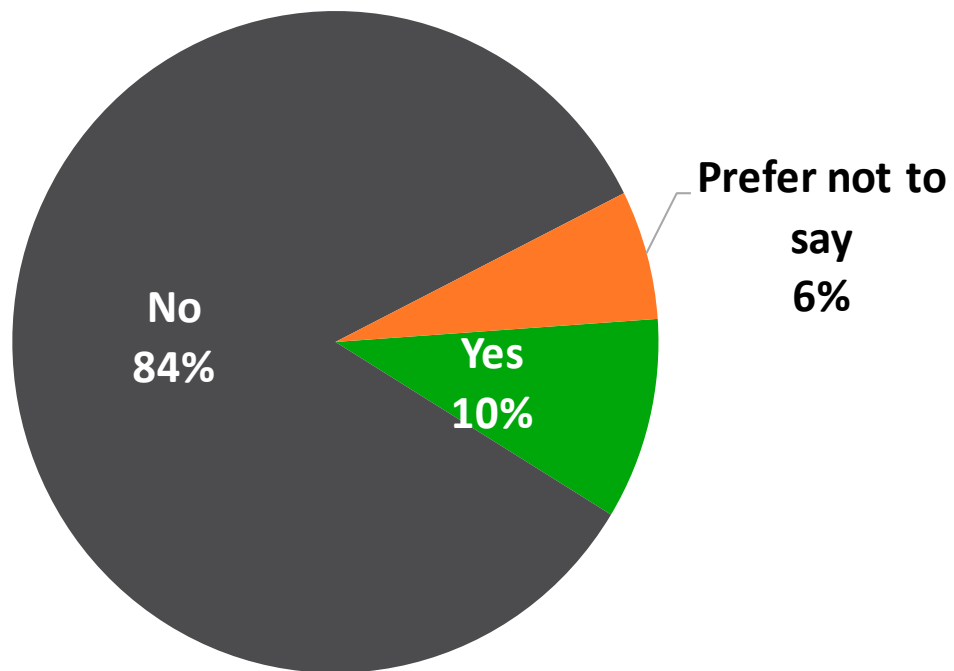
Question 9: Age (n=398)



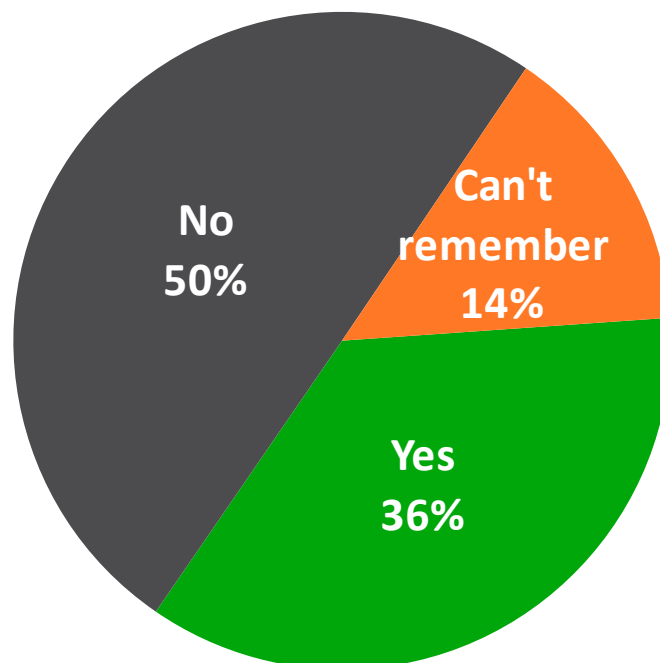
Question 10: Please indicate which language you most often speak at home? (n=398)



Question 11: Do you identify as an Australian Aboriginal or Torres Strait Islander? (n=396)



Question 12: Did you take part in the visioning? (n=360)



Selection of comments from survey respondents:

“Promotion of a ‘Village atmosphere’ will hopefully tie all residents to a central community hub via layout.”

“Encourage more social life within the community...set aside open days for multi-cultural markets and events.” (survey respondent)

“I would love to see Waterloo become an attractive community that will welcome everyone in Greater Sydney.” (survey respondent)

“There need[s] to be quiet areas as well as all the open areas for community activities. The population will be quite dense and care must be taken to provide for people who need calm and quiet for their mental and spiritual health. There are fragile people in every community who need to “get away from it all” for a while.” (survey respondent)

“Benefit to the community and society in general. Considering that the project implies to sell public land, the benefits to the community need to be important. In that regard, a more important proportion of the development to be social and affordable housing should be considered. Social housing should also be entirely undistinguishable from the private housing, and be located evenly throughout the precinct.” (survey respondent)

“Provide glorious gardens on each rooftop, so that in reality, no green space is lost, it is simply higher up with fresher air and better views of our beautiful city.” (survey respondent)

“Our Waterloo Estate gives us all a unique opportunity to create a unique and magnificent precinct of architecturally fabulous, rare, futuristic, towers of high density that is very different to anything Australia has previously experienced and give a more modern creativity than anything Australia has yet created. I believe it is time for such a worthwhile area, so close to our Sydney CBD, to finally integrate something beautiful and futuristic, yet celebrating our exceptionally harmonious multicultural society. We actually have an artist’s blank canvas: So, let’s not waste this rare opportunity; Let’s not repeat the past; Let’s Do Something Different; Let’s “Make Happen A NEW Wonder of the World” inside our Waterloo Estate, that both local and interstate Australian citizens, as well as, citizens of the world can be amazed by; learn from; and be awe-inspired by.”

Summary

Figure 1: When asked what they ‘like most’ about each option, survey respondents expressed mixed views relating to the proposed street layouts

- 20% of participants (94) liked the street layout in **Option 1** which forms a collection of small neighbourhood and open spaces
- 25% of participant (107) liked the street layout in **Option 2** which provides for easy access to and from the Metro Quarter and Waterloo Station
- 17% of participants (71) liked the street layout in **Option 3** which forms a collection of larger blocks with a more traditional/grid pattern.

Source: Survey questions 1, 2 and 3

Figure 2: When asked what they 'like most' about each option, survey respondents expressed mixed views on the proposed building types

- 25% of survey respondents (114) liked taller buildings that are more slender and are spread evenly throughout the precinct in **Option 1**
- 29% of respondents (127) liked taller buildings that offer more architectural interest and are located along the main pedestrian boulevard/green link in **Option 2**
- 31% of participants (129) liked taller buildings that are located around the central park and main pedestrian boulevard in **Option 3**

Source: Survey questions 1, 2 and 3

Figure 3: When asked "All options support an integrated community of social, affordable and private housing. Do you have a preference for the way this housing mix is designed?" responses were mixed

- 46% of survey respondents (170) said **social, affordable and private** housing should all be provided within the same building
- 26% (97) said **social and affordable** housing should both be provided within the same building, alongside private housing in different buildings
- 16% (60) said social, affordable and private housing should be provided **separately** in different buildings, alongside one another
- Another 13% had no preference.

Source: Survey question 6

Figure 4: When asked what they 'like most' about each option, survey respondents expressed mixed views on the approach to retail and services

- The retail and services hub located around the civic plaza / the Metro Quarter and Waterloo Station in **Option 1** was 'liked' by 35% of survey respondents (164)
- Retail and community services spread throughout the precinct with many located next to the Metro Quarter and Waterloo Station in **Option 2** was 'liked' by 43% of survey respondents (186) (overall, it was the aspect of Option 2 that participants liked most)
- Retail services focused along George Street and around the park in **Option 3** was 'liked' by 37% of survey respondents (152)

Source: Survey questions 1, 2 and 3

Figure 5: When asked what they 'like most' about each option, the parks and open space areas were commonly identified by survey respondents

- Waterloo Green being kept and updated in **Option 1** was 'liked' by 41% (191) of respondents (overall, it was the aspect of Option 1 that participants liked most)
- One large park, 'the village green', located in the centre of the precinct in **Option 2** was liked by 38% of respondents (167)
- One large park located next to the Metro Quarter and Waterloo Station in **Option 3** was liked by 38% of respondents (159)

Source: Survey questions 1, 2 and 3

Figure 6: When asked what they ‘like most’ about each option, survey responses indicated support for a public domain that incorporates more open space

- George Street becoming a 20m wide green pedestrian boulevard in **Option 1** was ‘liked’ by 30% (140) of survey respondents
- George Street becoming a 20-30m wide green pedestrian boulevard in **Option 2** was liked by 37% of survey respondents (161)
- George Street becoming a 40m wide pedestrian boulevard in **Option 3** was liked by 38% of survey respondents (159) (overall, it was the aspect of Option 3 that participants liked most)

Source: Survey questions 1, 2 and 3

C. Submissions

Overview

In addition, to the 450 surveys received, 19 submissions were received and the key issues are summarised on pages 76 and 77. This information has been incorporated in the key findings of the report and will be considered in the preparation of the preferred master plan.

Submission no. and type	Dated	Group
Submission 1: Email submission	16/10/18	Estate resident
Submission 2: Hard copy submission	15/10/18	Estate resident
Submission 3: Letter	15/10/18	SSP Private landowner
Submission 4: Email submission	13/10/18	Estate resident
Submission 5: Hard copy submission	19/11/18	SSP Private landowners
Submission 6: Hard copy submission	19/11/18	SSP Private landowners
Submission 7: Hard copy submission	20/11/18	Estate resident
Submissions 8, 9, 10, 11, 12: Hard copy submissions	23/10/18	Further detailed comments from Chinese residents in response to the focus group discussion points
Submission 13: Hard copy submission	Undated	Estate resident
Submission 14: Hard copy submission	6/9/18	SSP Private landowner
Submission 15: Hard copy submission	12/10/18	Estate residents
Submission 16: Online submission	25/10/18	Estate residents
Submission 17: Focus group submission	27/10/18	NGO
Submission 18: Focus group submission	19/11/18	Broader community
Submission 19: Email submission	13/11/18	SSP Private landowners

Summary of key issues

The key issues raised in the 19 submissions were:

Theme: Culture and community life

- Each social housing building should have its own community garden.
- Object to the redevelopment on the basis that it is destroying a strong community especially the Aboriginal culture and spirituality in Waterloo and its surrounds.
- Concerns about the affordability shops in the redeveloped Waterloo.
- Need to acknowledge Indigenous history.
- Community centres and free Wi-Fi hot spots should be provided.
- Parks should include waterplay, BBQ areas and an outdoor gym. Lighting around parks and streets is important for safety.
- Theme: Transport, streets and connections
- Address people parking in car spaces for people with disability.
- Public transport should be increased with or without the redevelopment.
- Options testing was rushed and there was a lack of knowledge among the consultant how other projects would impact the community (e.g. extension of the M5). Opening up Pitt and McEvoy Street will add traffic, impact nearby schools and the public domain and create safety concerns.
- Would like to see Option One delivered because it offers access to the Metro Quarter and Waterloo Station.
- Strong opposition to connecting Pitt Street and McEvoy Street.
- Would like to see more bike routes.
- Parking is a concern as carers need to be able to access their buildings with ease and want to retain all the parking that is currently available.

Theme: Housing and neighbourhood design

- Further consultation is required with private owners within the State Significant Precinct to discuss and address key concerns including: those relating to the planning / consultation process; fair and impartial distribution of development potential relating to the redevelopment; and design outcomes for the area as a whole (including 233-239 Cope Street), with particular consideration for height, bulk, scale and shadowing relating to the redevelopment.
- Object to the redevelopment options on the basis that they do not take into consideration private landowners' blocks and development impacts such as over shadowing.
- Existing housing towers (Matavai and Tauranga) should be refurbished.
- Would like to see Option One delivered because it offers a large amount of high rise buildings to be developed within the first one to three years providing more opportunities for social housing, affordable housing, student accommodation, office space, cafes and restaurants; more development contribution in the earliest phase of the redevelopment; and the opportunity to build a 40 storey skyscraper on 225-227 Cope Street.
- Object to the redevelopment on the basis that: it will further contribute to overpopulation in Sydney; that social housing will be reduced to 5 percent; no courtyards for pets are shown; and uncertainty about where social housing tenants will be relocated.
- Concerned about the number of 30-40 storey buildings.
- Public and affordable housing should be increased. Would like the Government to explore a build to rent model. Would like to retain Matavai and Turunga. Building heights should not exceed 30 storeys.

- A mix of public/private housing was seen as a good idea but not realistic or feasible. Courtyards were seen as a good opportunity for people to come together to socialise. Impacts from building heights need to be mitigated.
- Excited about the redevelopment but concerned about building heights in all three options and their impacts.
- The central park in the Waterloo Park option could become unsafe. Similarly splitting up the parks could create discreet areas for drinkers. It is important the buildings are designed in a way that mitigate impacts such as overshadowing. Mixed views on the social mix with some preferring a complete social mix and others preferring separate buildings as it will be easier to manage.

Theme: Community facilities, services and shops

- Bring in an Australian owned grocery store.
- Like the idea of one large multipurpose community facility. Need youth services and a variety of affordable food stores.

Theme: Environment and open space

- The open grass areas around the towers (Waterloo Green) should be retained as they are critical for the Aboriginal community.
- Would like to see Option One delivered because it offers a spread of green open space across the site.
- Object to the redevelopment on the basis that only 17 percent of trees will be saved.
- Would like Waterloo to fulfil the green vision for public open space in Sydney.
- Feel that none of the options provides enough open space.
- Parks should be spread out as in Option 1.
- Would like to see as many open space areas and parks as possible

Other issues raised

- Do not support any of the three redevelopment options on the basis of a lack of social housing, inadequate tree retention, and lack of guidance about the relocation process and provision for social housing tenants to be accommodated with their pets.
- Oppose the sale of public land.
- Object to the redevelopment options on the basis that there has been inadequate consultation with private landowners. There has been no feasibility review or economic benefit analysis of the three design options and the development potential of private landowners' blocks has not been taken into consideration. A draft DCP should not be developed until such issues are addressed.
- Would like to see more consultation to reveal the concerns of residents.
- Want to see a balance of green open space, health and social services, public transport and an increase in social housing stock.

D. Presentation Materials

Option WATERLOO ESTATE

Communities Plus

This option explores a variety of parks, community services, recreation and event spaces connected by pedestrian friendly streets, which build upon the diversity that characterises Waterloo's natural, social and built environment.

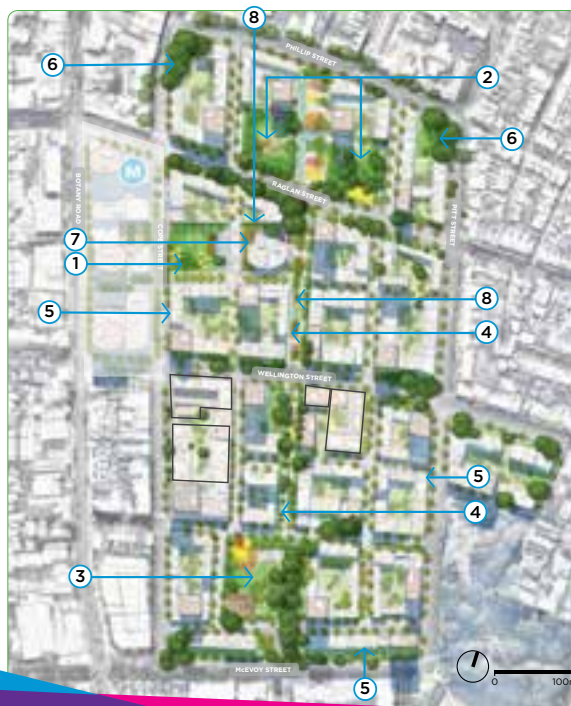
FEATURES

- Draws inspiration from the historic street pattern of Waterloo and reinstates streets and laneways
- A mix of parks and open spaces, including a civic plaza next to the Metro Quarter and Waterloo Station
- Explores retention and renewal of Waterloo Green
- A variety of retail streets, parks and social corners
- Open spaces support amenities such as food gardens, playgrounds, arts and craft areas, cultural activities, sporting facilities, chess tables, and BBQ areas
- A range of residential building forms and heights distributed throughout the precinct
- Taller buildings are located evenly across the precinct

COMMUNITY CONSIDERATIONS

- Responds to residents' aspirations and social significance of culture and community life with an abundance of communal spaces for arts and recreation
- Acknowledges the desire for improved housing and neighbourhood design with limited through traffic for quieter streets
- Recognises and celebrates the significant Aboriginal culture and heritage of the area
- Supports the need for a diverse range of outdoor features for all peoples and ages

— Privately owned land



KEY ELEMENTS

- 1 Civic plaza next to the Metro Quarter and Waterloo Station
- 2 Waterloo Green renewed
- 3 A new park to the south
- 4 George Street pedestrian green boulevard
- 5 A collection of small neighbourhoods, a broad mix of building types and new streets
- 6 Social corners
- 7 Community retail and services hub around the civic plaza and Metro Quarter
- 8 Accessible walking routes for people of all ages and abilities

- Total number of dwellings 6,500 - 6,800
- Smaller block sizes and greater number of walkable streets
- A mix of housing targeting 30% social housing and at least 5% affordable housing
- Community services, such as learning, health and childcare
- 2.9ha of open space and 1.9ha of residential open space at ground level
- Approx 100 locations for business, community and retail space

Shadows cast at: 12pm 20 October



Option WATERLOO ESTATE

Communities Plus

Cope Street looking towards the Metro Quarter



Metro Quarter Plaza looking towards the Estate



Waterloo Green looking towards civic plaza and Metro Quarter



Shadows cast at: 1.30pm 31 January



Perspective view



This option explores the characteristics of connecting parks, community services, spaces and events through continuous walkable green-blue corridors that connect people to Waterloo's unique natural and cultural heritage.

FEATURES

- Connects people to nature through continuous, walkable, tree-lined links with water features, drawing people to Waterloo Station and local destinations
- The walkable blue-green links recognise the natural history of the area as a wetland food hub and gathering place for Aboriginal people
- The centrally located Village Green offers a diverse range of amenities
- Commercial, cultural and community facilities are concentrated along walkable blue-green links and Village Green
- A variety of blocks, residential building forms and heights
- Taller buildings are located along the walkable blue-green links

COMMUNITY CONSIDERATIONS

- Recognises and celebrates the significant Aboriginal culture and heritage of the area
- Responds to the community need for green spaces, gardens, trees, wildlife and outdoor communal spaces for social connection and creativity
- Acknowledges the improved access to transport, increased pedestrian pathways and limited through-traffic



KEY ELEMENTS

- 1 A large central village green as anchor for the neighbourhood
- 2 Unique street grid provides convenient access to and from the Metro Quarter, Waterloo Station and other local destinations
- 3 Community hub that includes event and ceremonial spaces
- 4 Highly landscaped and green environment that considers the natural heritage of the site
- 5 Landscaped blue-green links with integrated stormwater management features connecting to the Metro Quarter and local destinations
- 6 Block design supports unique architectural responses and a diverse range of building forms
- 7 Built form landscape features on roofs, walls and common spaces
- 8 Retail, services and community spaces along the blue-green links and next to the Metro Quarter
- 9 Accessible walking routes for people of all ages and abilities

- Total number of dwellings 6,700 - 6,900
- A variety of blocks and building forms that allows for terracing and landscaping
- A mix of housing targeting 30% social housing and at least 5% affordable housing
- Community services, such as learning, health and childcare
- 3.4ha of open space and 1.9ha of residential open space at ground level
- Approx 75 locations for business, community and retail space

Shadows cast at: 12pm 20 October



Cope Street looking towards the Metro Quarter



Metro Quarter plaza looking towards the Estate



Village Green at Wellington Street looking towards the Metro Quarter



Shadows cast at: 1:30pm 22 January

Perspective view



This option explores a primary park next to the Metro Quarter, with a walkable Green-Line connecting people to key services, community facilities and shops.

FEATURES

- A centralised primary park supported by a landscaped and tree-lined pedestrian only green spine connecting people to shops, services and community facilities
- The park is located directly opposite the Metro Quarter and Waterloo Station
- A range of food, fitness, play, cultural and community spaces within the park
- Significant water features, a mix of retail and community facilities bring the fringes of the park to life
- George Street continues through Waterloo, as a wide, landscaped and tree-lined green spine supported by a mix of local retail and street activities (Green-Line)
- Taller buildings are located around the park and along George Street Green-Line

COMMUNITY CONSIDERATIONS

- Responds to the community desire for open green spaces, gardens, trees and birdlife
- Accommodates a variety of public uses such as shaded resting areas, play spaces, active recreation and community events
- Celebrates and recognises Aboriginal culture and heritage
- Supports the need for cultural event spaces, including a large community centre

— Privately owned land



KEY ELEMENTS

- A large central park next to the Metro Quarter and Waterloo Station provides a recreational anchor for the neighbourhood
- Main retail and community hub located around the park and along the George Street Green-Line
- Accessible walking routes for people of all ages and abilities
- Widening and landscape treatment of George Street as a green spine through the neighbourhood
- Courtyard-style residential buildings supported by open space amenity
- Through site connections across publicly accessible courtyards
- Retail, services, and community spaces along the George Street Green-Line.

- Total number of dwellings 6,900 – 7,200
- A variety of different lot sizes, courtyard style buildings with taller buildings above
- A mix of housing targeting 30% social housing and at least 5% affordable housing
- Community services, such as learning, health and childcare
- 3.6ha of open space and 1.6ha of residential open space at ground level
- Approx 95 locations for business, community and retail space

Shadows cast at: 12pm 20 October



Cope Street looking towards the Metro Quarter



Metro Quarter plaza looking towards the Estate



George Street Green-Line looking towards the park



Shadows cast at: 1.30pm 24 January



Perspective view





WATERLOO CULTURE AND COMMUNITY LIFE

Communities Plus

1 WATERLOO ESTATE

2 WATERLOO VILLAGE GREEN

3 WATERLOO PARK

All options include: Opportunity for public activity areas eg. youth facilities, play areas, cafes, temporary markets, entertainment, event spaces, exhibitions and community gardens.



Waterloo Estate

- Over 30 activity areas largely distributed around the Metro Quarter, parks and along the George Street green spine.
- Greater distribution of open space throughout the neighbourhood allows for majority of residents to live in close proximity to parks and open space.
- More streets and diversity of park locations offers more visual connection to greenery in experiencing the neighbourhood.

Waterloo Village Green

- 22 activity areas largely distributed in the village green, and along blue-green pedestrian links to and from the Metro Quarter, including along George Street.
- Very walkable neighbourhood with diagonal pathways conveniently connecting Waterloo Station to the broader community.
- Opportunities for uniquely shaped buildings that contribute to the character of the local neighbourhood.
- A large central village green is a key feature with mixed-use buildings attached to the Western portion of the park creating opportunity for retail, commercial and cultural uses to spill into the park.

Waterloo Park

- 17 activity areas located mostly in the central park and along the George Street pedestrian walkway, including large areas for water play for all ages.
- Very walkable neighbourhood with a large central park and enhanced George Street boulevard offering a tree-lined walkway giving priority to people over cars.
- Courtyard-style buildings offer opportunities to create "communities within communities" with internal gardens providing residents with a strong sense of place and home within the larger neighbourhood.
- A central park opposite the Metro Quarter creates a unique arrival experience to the neighbourhood.



WATERLOO TRANSPORT, STREETS AND CONNECTIONS

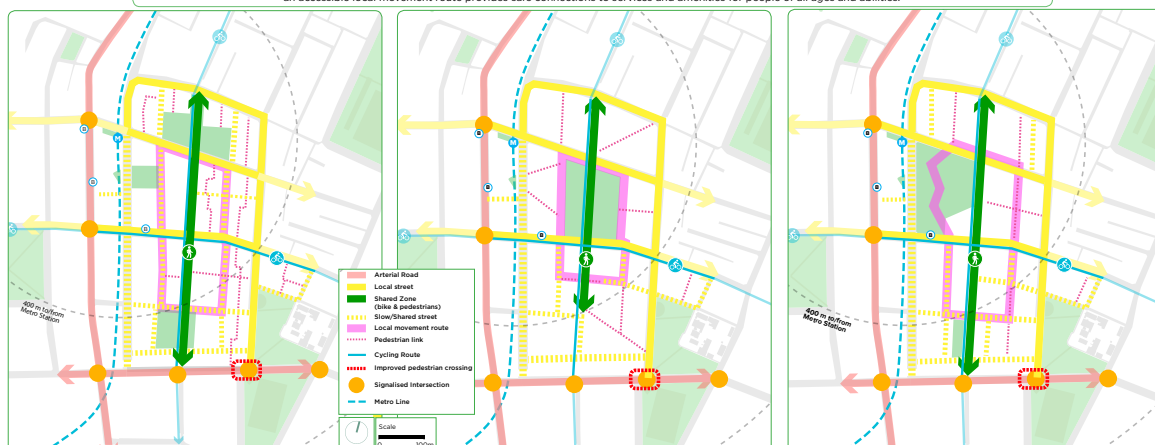
Communities Plus

1 WATERLOO ESTATE

2 WATERLOO VILLAGE GREEN

3 WATERLOO PARK

All options include: A pedestrian priority precinct; slow shared streets limited to 10km/h (pedestrian, cycle and car); access to 80% of local needs within 200m of building entries; an accessible local movement route provides safe connections to services and amenities for people of all ages and abilities.



- Influenced by the historic character of Waterloo, a mix of street types and smaller blocks support a highly walkable neighbourhood.
- George Street is a 20m wide pedestrian boulevard that connects to a fine-grained street pattern of local, slow and shared streets.
- An accessible local movement route connects the network of open spaces.
- 5.62ha of streets, footpaths and pedestrian links.
- 23% are new streets.

- Acknowledging the need for improved access to services and amenities, a unique street grid supports pedestrian priority through a mix of local, slow, shared streets and blue and green links.
- George Street is a 20-30m wide pedestrian boulevard that connects people to and from Waterloo Station and key local destinations.
- An accessible local movement route focused around the Village Green
- 4.95ha of streets, footpaths and pedestrian links.
- 15% are new streets.

- A more traditional network of local, slow and shared streets connects the neighbourhoods and supports a highly walkable precinct.
- George Street is a 30-40m wide pedestrian boulevard connecting the community to the central park, local services and amenities.
- An accessible local movement route through the central park.
- 4.92ha of streets, footpaths and pedestrian links.
- 14% are new streets.



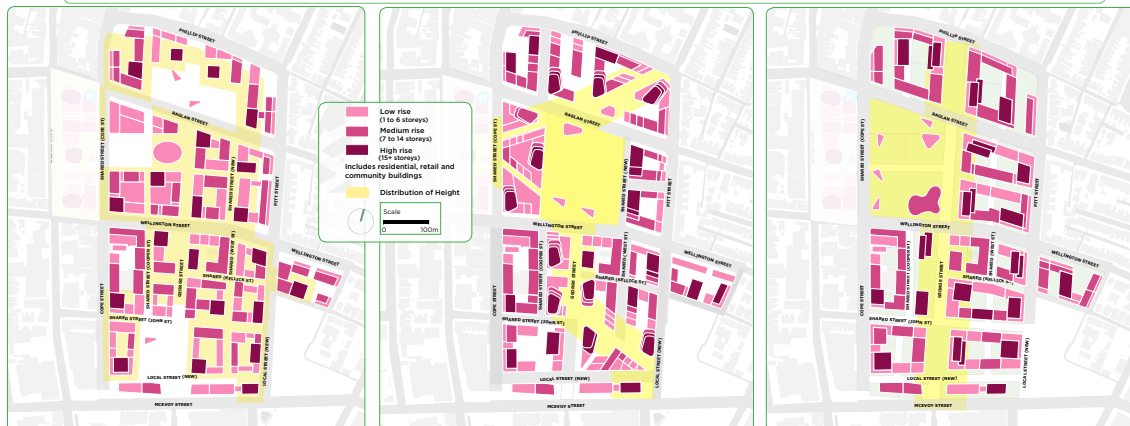


1 WATERLOO ESTATE

2 WATERLOO VILLAGE GREEN

3 WATERLOO PARK

All options include: A mix of studios and 1-4 bedroom apartments; mix of private, affordable and social housing; taller buildings arranged to provide good amenity and outlook, access to sunlight and natural ventilation.



	Waterloo Estate	Waterloo Village Green	Waterloo Park
Indicative mix of dwellings		studio/1 bedroom ~ 40% (35m²-50m²) 2 bedroom ~ 48% (70m²) 3-4 bedroom ~ 12% (90m²-102m²)	
Parking		Compliance to City of Sydney requirements 0.5 car spaces per dwelling 3250 total residential car parking spaces Over 600 additional car spaces for retail, visitors and car share 3950 total car spaces	



1 WATERLOO ESTATE

2 WATERLOO VILLAGE GREEN

3 WATERLOO PARK

COMMON ELEMENTS:

- Mix of building sizes and heights
- Landscaped courtyards
- Communal spaces within residential buildings
- Green buildings
- Rooftop gardens
- Mix of residential, retail and community uses



WATERLOO ESTATE

- Slender towers that meet the ground
- Smaller block sizes



WATERLOO VILLAGE GREEN

- Landscaped terrace style podium buildings
- Unique blocks



WATERLOO PARK

- Courtyard style buildings with towers above
- Through site connections across courtyards





WATERLOO COMMUNITY FACILITIES, SERVICES AND SHOPS

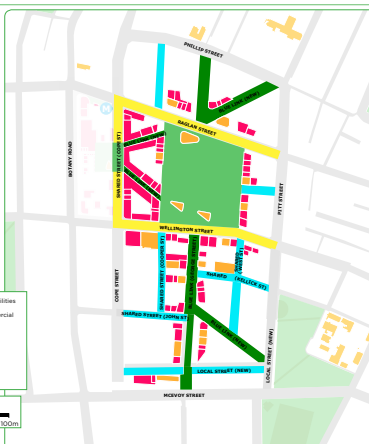
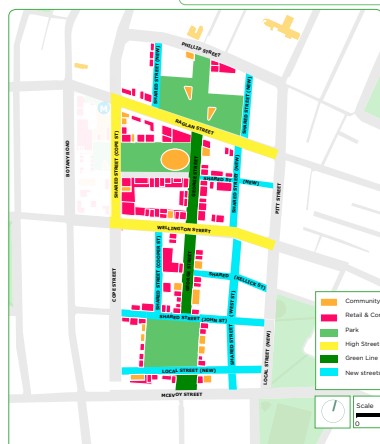
Communities Plus

1 WATERLOO ESTATE

2 WATERLOO VILLAGE GREEN

3 WATERLOO PARK

All options include: Community services such as learning, health and childcare and facilities such as community rooms, creative and multi purpose spaces.



- Supporting a local village atmosphere, community facilities, services and shops are focused around the Metro Quarter and civic plaza to create a new centre of activity.
- A mix of smaller parks, local retail streets and George Street boulevard provides a range of activated areas which build on the existing character and boosts the local economy.
- Everyday services and needs are located within 100-200m of residential building entries.
- 36 times more shops and services.

- Community facilities, services and shops are focused around Waterloo Station to create a new activity hub with an interface to the village green.
- Commercial, cultural, and community spaces are concentrated along the blue-green pedestrian boulevard connecting people to and from Waterloo Station.
- Everyday services and needs are located within 100-200m of residential building entries.
- 44 times more shops and services

- The central park and George Street boulevard offer a mix of community facilities, services and shops and activated social corners.
- Everyday services and needs are located within 100-200m of residential building entries.
- 45 times more shops and services



WATERLOO ENVIRONMENT AND OPEN SPACE

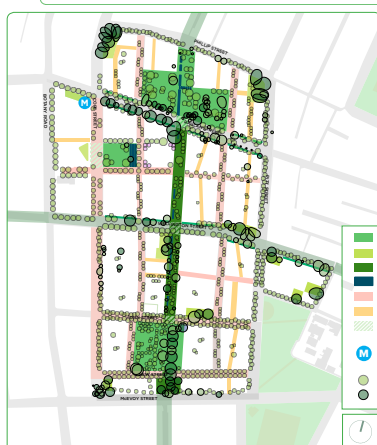
Communities Plus

1 WATERLOO ESTATE

2 WATERLOO VILLAGE GREEN

3 WATERLOO PARK

All options include: Pedestrian links and public spaces with landscaping, trees and water features; George Street as a pedestrian only boulevard; community gathering spaces; retention of mature high and moderate value trees and tree replanting program; celebration of Aboriginal culture through edible landscapes; compliance with the City of Sydney's solar amenity standards across all open spaces.



	Waterloo Estate	Waterloo Village Green	Waterloo Park
Parks	2.16ha	2.16ha	2.16ha
Compliant with City of Sydney requirements of 15% of development area			
Other open space (eg green line, blue and green links, pocket parks and social corners)	0.73ha	1.19ha	1.43ha
Private open space (eg rooftop gardens and courtyards)	6.0ha	7.45ha	6.02ha
Community gardens	0.14ha	0.14h	0.18ha
Site area covered by tree canopy	30%	33%	35%





1 WATERLOO ESTATE



Shadow 1.30pm 31 January

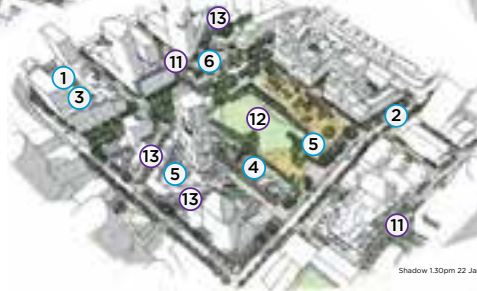
WATERLOO ESTATE

- 7 20m wide George Street pedestrian boulevard
- 8 Renews Waterloo Green
- 9 Two new parks (a civic plaza and a Southern park)

COMMON ELEMENTS

- 1 Community gardens/rooftop gardens
- 2 Existing and new trees
- 3 Accessible courtyards
- 4 Water features
- 5 Community gathering spaces
- 6 Social corners

2 WATERLOO VILLAGE GREEN

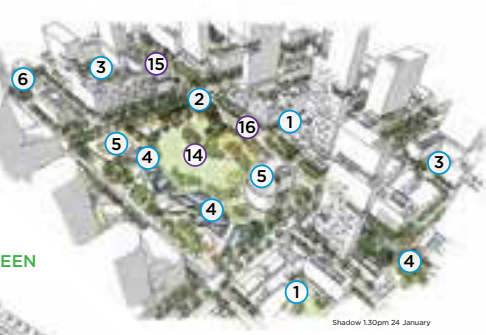


Shadow 1.30pm 22 January

WATERLOO VILLAGE GREEN

- 11 20-30m wide George Street pedestrian boulevard
- 12 New village green
- 13 Landscaped blue and green pedestrian links

3 WATERLOO PARK



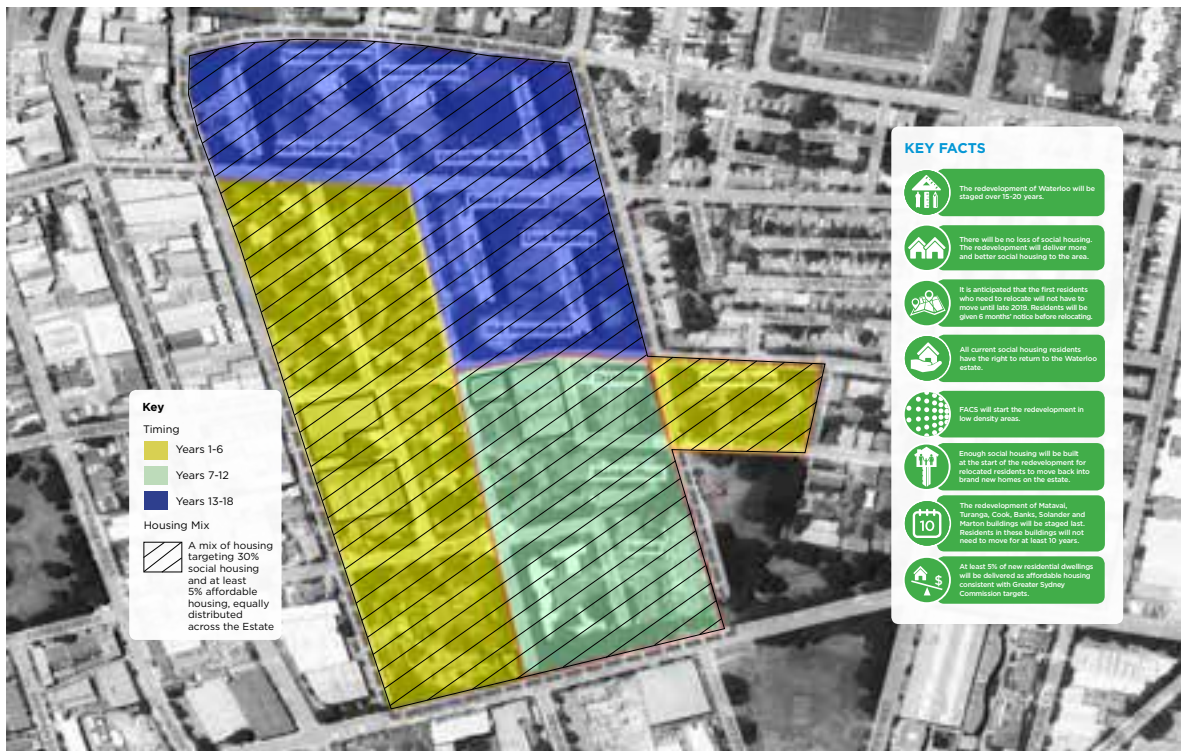
Shadow 1.30pm 24 January

WATERLOO PARK

- 14 One large central park
- 15 30-40m wide George Street pedestrian boulevard
- 16 Waterloo Park pedestrian link



INDICATIVE STAGING PLAN*



* Final staging will be determined as part of further design work during redevelopment

E. Promotional Materials





WATERLOO REDEVELOPMENT OPTIONS

The Waterloo social housing estate will be redeveloped over the next 15-20 years, replacing and providing more social housing, delivering affordable housing as well as private housing to create a new mixed community.

The Waterloo redevelopment aligns with *Future Directions for Social Housing in NSW* – the NSW Government's vision for social housing over 10 years. The redevelopment of Waterloo is part of the *Communities Plus* program under *Future Directions*, which aims to deliver new and replacement social housing for those most in need.

A new Metro train will offer residents a world-class, turn up and go train service every 4 minutes in the peak, increasing to a service every 2 minutes under the Sydney CBD.

Outlined in this brochure are three options proposed for the redevelopment of Waterloo following feedback from social housing residents, the community and other stakeholders.

HAVE YOUR SAY

We welcome your feedback on each option.

FACS will be asking residents, the community and other stakeholders to provide comment on the three options. This feedback will inform the development of a preferred plan.

You will have the opportunity to provide feedback during September and October by attending community days and meetings and at the website www.communitiesplus.com.au/waterloo.

For more information please contact Waterloo Connect at waterlooconnect@facs.nsw.gov.au or call 1800 738 718

REDEVELOPMENT PRINCIPLES



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.



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.

Residents, the community and other stakeholders shared their vision of a redeveloped Waterloo. These are their guiding principles, on which the options are based.

Underlying the options is a housing mix approach across the entire precinct integrating private, affordable and social housing.

A human services plan is also being developed to support residents' health, safety and wellbeing.



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 green open spaces that bring people together and contribute to community cohesion and wellbeing.



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.



ACCESSIBLE SERVICES

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



MOVEMENT AND CONNECTIVITY

Make public transport, walking and cycling the preferred choice with accessible, reliable and safe connections to 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.



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.



DESIGN EXCELLENCE

Ensure architectural excellence so that buildings and surrounds reflect community diversity, are environmentally sustainable & 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.

Waterloo Redevelopment

The options show how the Waterloo estate might be redeveloped, with each having different designs for open space, building locations and community and retail facilities.

Each option provides:

- More new, modern, fit-for-purpose social and affordable housing.
- More and safer open space for the community to access.
- More local shopping and community facilities and services.
- Improved public transport.

INDICATIVE STAGING PLAN¹



1. Indicative and subject to preferred plan finalisation.

KEY FACTS



The redevelopment of Waterloo will be staged over 15-20 years.



FACS will start the redevelopment in low density areas.



There will be no loss of social housing. The redevelopment will deliver more and better social housing to the area.



Enough social housing will be built at the start of the redevelopment for relocated residents to move back into brand new homes on the estate.



It is anticipated that the first residents who need to relocate will not have to move until late 2019. Residents will be given 6 months' notice before relocating.



The redevelopment of Matavai, Turanga, Cook, Banks, Solander and Marton buildings will be staged last. Residents in these buildings will not need to move for at least 10 years.

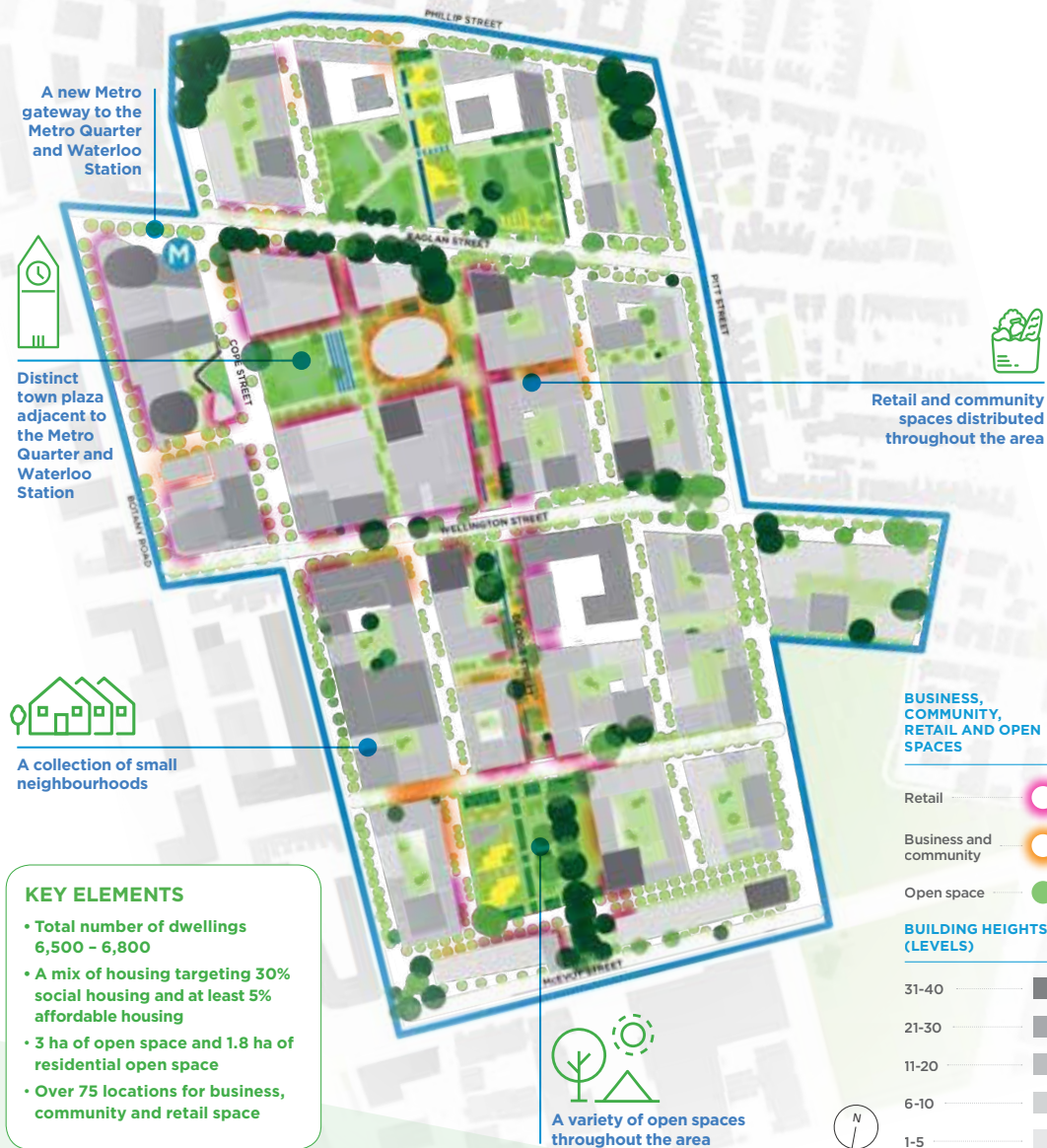


All current social housing residents have the right to return to the Waterloo estate.



At least 5% of new residential dwellings will be delivered as affordable housing consistent with Greater Sydney Commission targets.

Option 1 WATERLOO ESTATE



FEATURES

Drawing inspiration from the historic street pattern of Waterloo, a collection of unique neighbourhoods creates an engaging local community atmosphere.

There is a mix of parks and streetscapes, with a town plaza off the Metro Quarter and Waterloo Station to welcome people and a local park at the southern end.

A combination of retail streets, parks and social corners offers residents and visitors a diverse choice of community experiences.

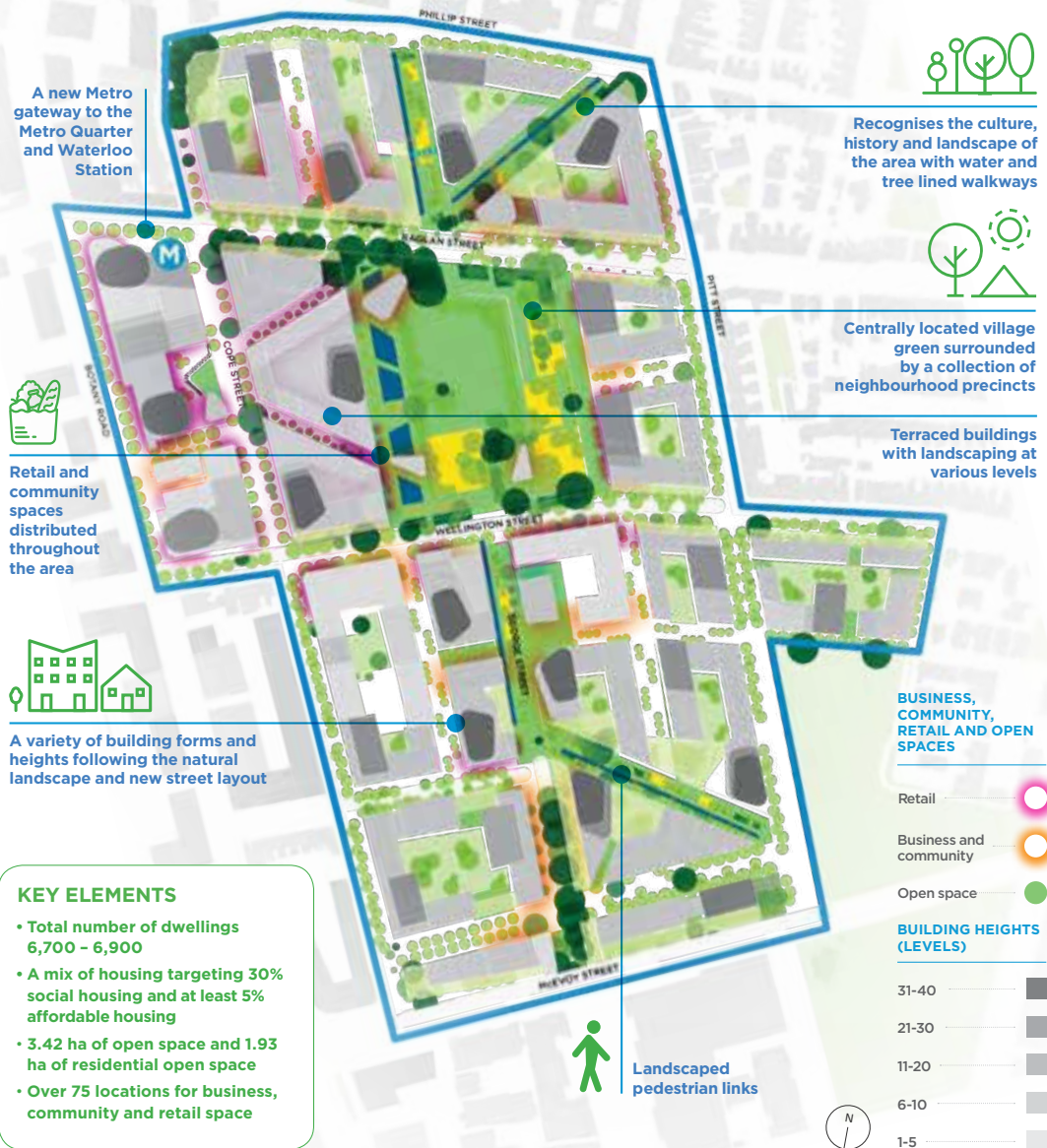
Open spaces support amenities such as food gardens, playgrounds, arts and craft areas, cultural activities, sporting facilities, chess tables and BBQ areas for people of all backgrounds and ages to enjoy.

A range of residential building forms and heights, distributed throughout the precinct, offer a variety of housing.

Taller buildings are positioned to respect the densities of surrounding areas, while streets are primarily defined by buildings offering a pedestrian friendly experience.

Option 2

WATERLOO VILLAGE GREEN



FEATURES

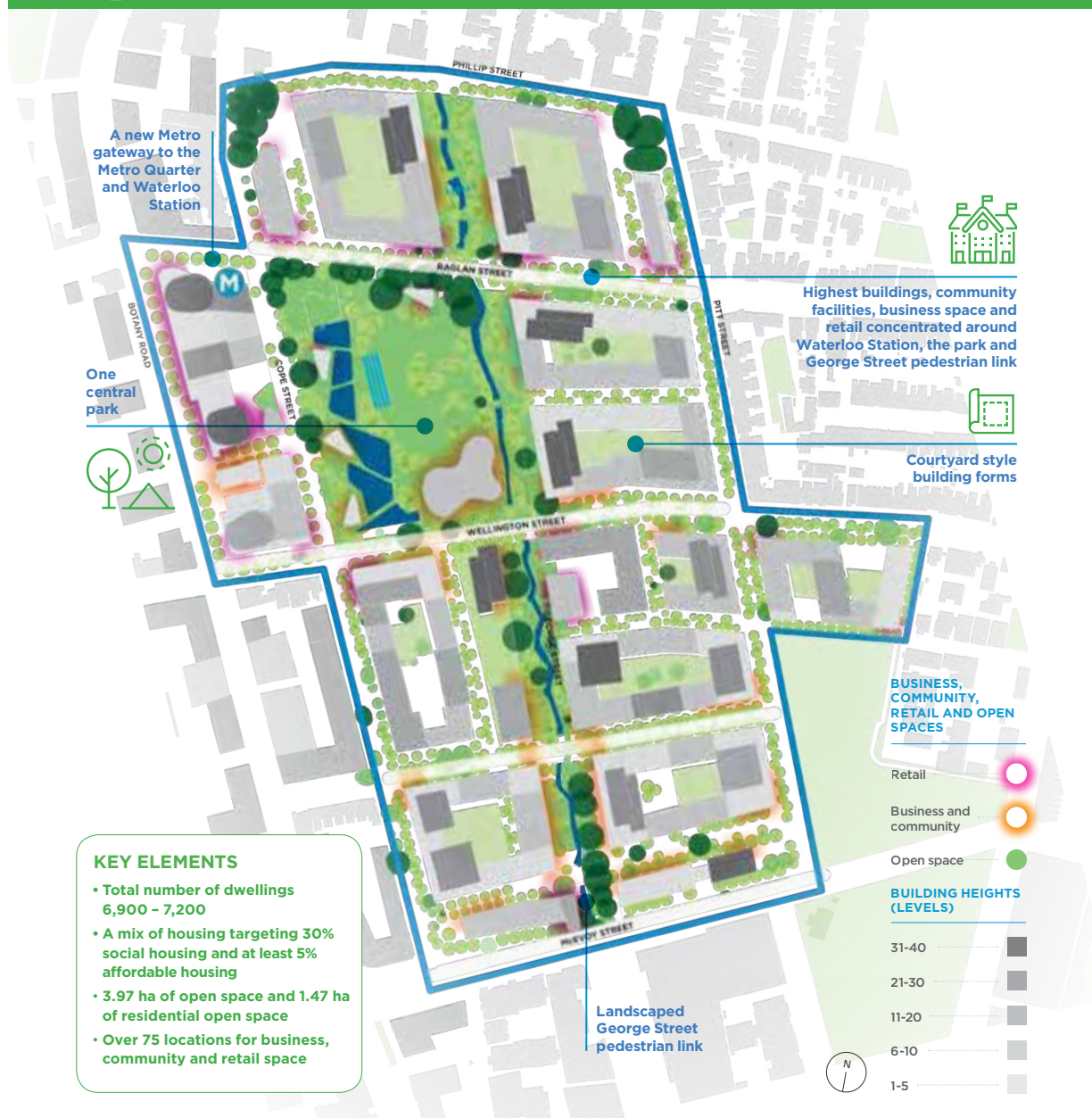
The Village Green option explores connecting surrounding parks, suburbs, community services and spaces through a continuous, walkable, tree lined and water featured street pattern.

The urban plaza and village green offer a diverse range of amenities for residents and visitors of all ages to

enjoy. Tree lined and water featured walkways, branching out from the Metro Quarter and Waterloo Station, offer comfortable walking routes and relaxation opportunities throughout the area. The walkways recognise the natural history of the area as a wetland food hub and gathering place for Aboriginal peoples. Commercial, cultural and community facilities are

concentrated along these streets, directing pedestrians to and from the Metro Quarter and Waterloo Station.

A variety of block shapes, residential building forms and heights allow for interesting architectural responses to housing mix and streetscapes, with taller buildings located along landscaped walkways.



FEATURES

Waterloo Park explores a central major park supported by a tree-lined central walkway connecting people to community services, spaces and events.

The park is located next to the Metro Quarter and Waterloo Station, offering residents and visitors a welcoming arrival to the community.

A range of food, fitness, play, cultural activities and community spaces within the park make it an enjoyable, active and safe place for all ages. The park's significant water features and mix of retail and community facilities bring the fringes of the park to life.

George Street continues through Waterloo, running north-south

as a wide, tree-lined walkway supported by a mix of local retail and street activities.

Residential buildings are arranged in a courtyard style, providing opportunities for local communal spaces. Taller buildings are located around the Waterloo Station, the park and along George Street.



CONSULTATION

Community consultation continues to be one of the most important aspects in redeveloping Waterloo.

We asked the community and other stakeholders what they would like to see in a future Waterloo during the visioning engagement and their input has informed these options.

The next stage of our consultation is to seek further input and feedback on the options. We will be asking the community and other stakeholders what they think and feel about each of the options. This will be taken into consideration in developing the preferred plan, which will be the basis of the final master plan.

The diagram below outlines the stages of the master planning consultation program. We are now at options testing phase.



1. Department of Planning and Environment.

For more information please go to:



www.communitiesplus.com.au/waterloo



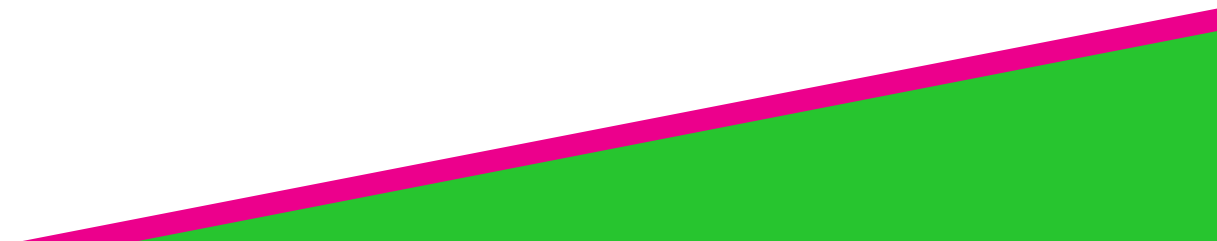
or visit Waterloo Connect, Shop 2, 95 Wellington Street, Waterloo
Monday to Friday 10am – 4pm



waterlooconnect@facs.nsw.gov.au



call **1800 738 718**



Communities Plus Newsletter

Waterloo

August 2018

Release of redevelopment options for community consultation

The NSW Government has released three options for the redevelopment of the Waterloo social housing estate.

Department of Family and Community Services (FACS) will be asking residents, the community and other stakeholders to provide comment on the three options. This feedback will inform the development of a preferred plan. You will have the opportunity to provide feedback during September and October 2018 by attending community days and meetings and at the website www.communitiesplus.com.au.

Please contact Waterloo Connect at waterlooconnect@facs.nsw.gov.au or call 1800 738 718 for more information.

About the Waterloo Redevelopment

The Waterloo social housing estate will be redeveloped over the next 15-20 years, replacing and providing more social and affordable housing, as well as private housing to create a new mixed community.

The Waterloo redevelopment aligns with Future Directions for Social Housing in NSW – the NSW Government's vision for social housing over 10 years.

The redevelopment of Waterloo is part of the Communities Plus program under Future Directions, which aims to deliver new and replacement social housing for those most in need.

A new Metro train will offer residents a world-class, turn up and go train service every 4 minutes in the peak, increasing to a service every 2 minutes under the Sydney CBD.

The diagram below outlines the stages of the masterplanning consultation program. We are now at options testing phase.



Waterloo Redevelopment Options brochure

The Waterloo Redevelopment Options brochure, which is available from the Waterloo Connect Office or on the website www.communitiesplus.com.au, provides details of each of the three redevelopment options for community feedback. Copies of the brochure are also available in the social housing buildings with reception areas.



Page 1

Have your say on the options

Following feedback from community engagement in 2017, three options have been proposed for the redevelopment of Waterloo.

There is much more detail to discuss with each of the options and we welcome your feedback.

FACS will be asking the community what they think and feel about each option. This feedback will inform the development of a preferred plan.

Community consultation will run from September through to October 2018.

You are encouraged to provide your feedback, comments and ideas by attending community days and meetings and by responding on-line at www.communitiesplus.com.au.

You will be kept up to date with events and opportunities for comment and feedback via newsletter updates, posters and advertising events through Waterloo Connect office and on the Communities Plus website.

Technical study sessions

Site studies (technical studies) help determine the environmental and building impacts that also inform the design of plans.

We have completed the baseline study reports on what is currently on the estate and FACS will be hosting presentations on some of the baseline studies.

If you want to come and meet some of the team who are conducting the site studies, please come along to any of the sessions. Registrations will be open shortly at www.communitiesplus.com.au or RSVP to Waterloo Connect, call 1800 738 718 or email waterlooconnect@facs.nsw.gov.au.

KEY FACTS



The redevelopment of Waterloo will be staged over 15-20 years.



There will be no loss of social housing. The redevelopment will deliver more and better social housing to the area.



It is anticipated that the first residents who need to relocate will not have to until late 2019. Residents will be given 6 months notice before relocating.



All current social housing residents have the right to return to the Waterloo estate.



FACS will start the redevelopment in low density areas.



Enough social housing will be built at the start of the redevelopment for relocated residents to move back into brand new homes on the estate.



The redevelopment of Matavai, Turanga, Cook, Banks, Solander and Marton buildings will be staged last. Residents in these buildings will not need to move for at least 10 years.



At least 5% of new residential dwellings will be delivered as affordable housing consistent with Greater Sydney Commission targets.

To see the options and provide feedback, please go to www.communitiesplus.com.au or visit **Waterloo Connect, Shop 2, 95 Wellington Street, Waterloo** Monday to Friday 10am – 4pm or email waterlooconnect@facs.nsw.gov.au or call 1800 738 718

Communities Plus Newsletter

Waterloo

September 2018

Community Consultation Commencing

In August, the NSW Government released three options for the redevelopment of the Waterloo social housing estate.

Throughout October, the community will have the opportunity to view the options in detail and participate in focus groups and Community Information Days. Residents, the community and other stakeholders are encouraged to provide feedback, comments and ideas.

Details are available at www.communitiesplus.com.au.

Community Consultation

Community consultation on the options for the redevelopment of the Waterloo estate will be held in October 2018.

There are a variety of ways you can provide your feedback, comments and ideas.

The Department of Family and Community Services (FACS) will host two Community Information Days on Waterloo Green, where the design options will be on display. Come and speak with the project team, ask questions and provide your feedback.

In addition, there will be Focus Groups at the Waterloo Neighbourhood Centre and an online survey.

Community Information Days

You are invited to attend a community day:

When: – 13 October 2018, 10-2pm and
– 26 October 2018, 2-5pm.

Where: Waterloo Green, between Raglan and Phillip Streets, Waterloo.

Free BBQ and refreshments will be available.

Complete a Survey

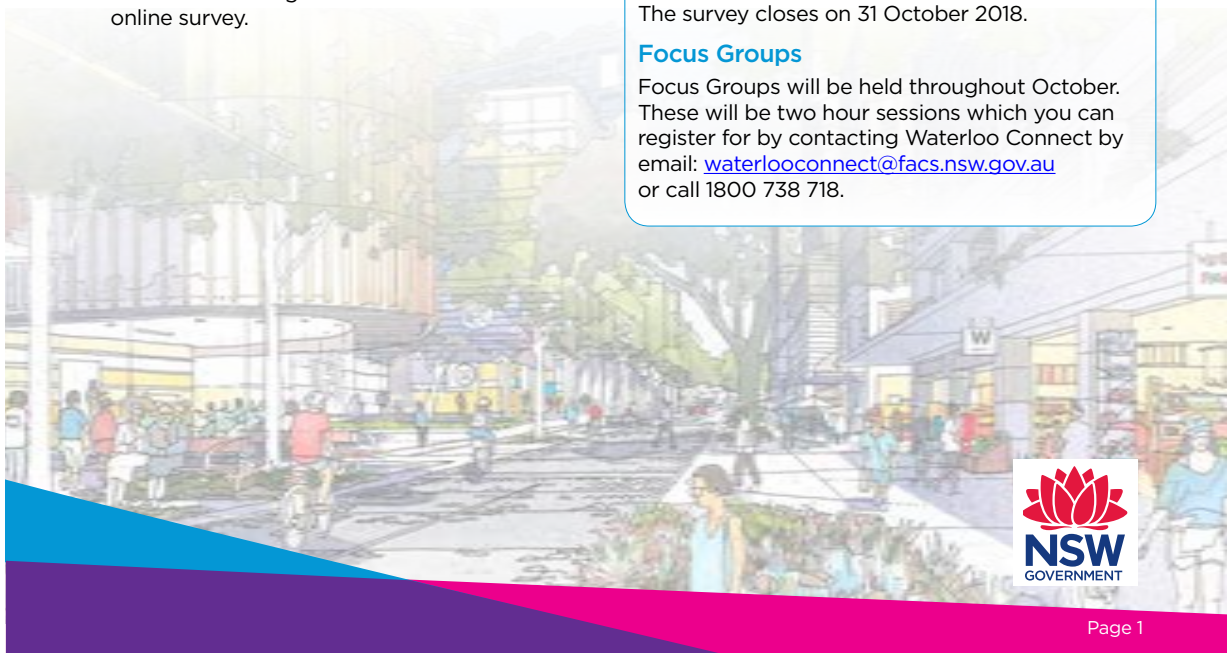
Comments can be provided through an online survey at:

www.communitiesplus.com.au/waterloo or collect and complete a paper copy at Waterloo Connect, 95 Wellington Street, Waterloo.

The survey closes on 31 October 2018.

Focus Groups

Focus Groups will be held throughout October. These will be two hour sessions which you can register for by contacting Waterloo Connect by email: waterlooconnect@facs.nsw.gov.au or call 1800 738 718.



Page 1

Communities Plus Newsletter

Waterloo

What happens next?

Following community consultation in October 2018, a preferred plan will be prepared for the redevelopment of Waterloo. The preferred plan will be shared with the community prior to lodging the Master Plan with the Department of Planning and Environment.

Learn more about the planning process

To find out more about the Master Planning process a short video is available online at <https://innersydneyvoice.org.au> (search: Waterloo Whiteboard Animation). The video explains the planning process for the Waterloo Redevelopment. It is in English and is available with subtitles in either Chinese or Russian. The video has been produced by Inner Sydney Voice and Counterpoint Community Services in conjunction with the Waterloo Neighbourhood Advisory Board and Waterloo Redevelopment Group.

Waterloo Redevelopment Options brochure

The Waterloo Redevelopment Options brochure, which is available from the Waterloo Connect Office or on the website www.communitiesplus.com.au, provides details of each of the three redevelopment options for community feedback.



KEY FACTS



The redevelopment of Waterloo will be staged over 15-20 years.



There will be no loss of social housing. The redevelopment will deliver more and better social housing to the area.



It is anticipated that the first residents who need to relocate will not have to until late 2019. Residents will be given 6 months notice before relocating.



All current social housing residents have the right to return to the Waterloo estate.



FACS will start the redevelopment in low density areas.



Enough social housing will be built at the start of the redevelopment for relocated residents to move back into brand new homes on the estate.



The redevelopment of Matavai, Turanga, Cook, Banks, Solander and Marton buildings will be staged last. Residents in these buildings will not need to move for at least 10 years.



At least 5% of new residential dwellings will be delivered as affordable housing consistent with Greater Sydney Commission targets.

To get the right information, please go to www.communitiesplus.com.au/waterloo
Visit Waterloo Connect, Shop 2, 95 Wellington Street, Waterloo, Monday to Friday 10am – 4pm
Or email waterlooconnect@facs.nsw.gov.au or call 1800 738 718



9 October 2018

Dear Owners,

Consultation on the redevelopment of Waterloo

In August, the NSW Government released three options for the redevelopment of the Waterloo social housing estate.

It is important that the whole community has a chance to provide feedback, comments and ideas. To ensure this happens, a range of engagement activities have been planned throughout October and the community will have the opportunity to view the options in detail and participate in focus groups and Community Information Days. The enclosed newsletter provides further information.

A focus group specifically for private owners on the estate will be held on:

Tuesday 23 October, 6pm - 8 pm: Redfern Town Hall, 73 Pitt Street, Redfern NSW 2016

If you are interested in attending this 2 hour session to discuss the Waterloo Redevelopment Options and provide your input or if you have any questions, please contact Waterloo Connect on 1800 738 718 or email waterlooconnect@facs.nsw.gov.au.

Further information, including an open survey on the redevelopment options can be found at www.communitiesplus.com.au/waterloo. The survey closes on 31 October.

I look forward to seeing you at an event in the next few weeks.

Yours sincerely

Ron Meyer
Waterloo Project Director, Communities Plus
NSW Land and Housing Corporation

Department of Family and Community Services
Postal address: Locked Bag 4001, Ashfield NSW 1800
W www.facs.nsw.gov.au | **E** facsinfo@facs.nsw.gov.au
T (02) 9377 6000 | **TTY** (02) 8270 2167

Dear Owners,

Thank you for your interest and attendance at the recent workshop for the private landowners on the Waterloo Redevelopment options at Redfern Town Hall.

Your feedback is important to us and will help inform the development of a preferred plan.

Due to the high level of public interest in the Redevelopment Options, the NSW Land and Housing Corporation has extended the community consultation period for a further two weeks until the 19 November 2018. This will allow us time to continue our discussions on the options and obtain further community feedback.

I'd like to invite you to a second workshop on **Wednesday 7 November** from **6pm - 8pm** at the **Waterloo Neighbourhood Centre, Shop 5/ 95 Wellington Street, Waterloo**. The workshop will again be facilitated by Elton Consulting and attended by our technical consultants so we can discuss more detailed information about the options in relation to private land owners within the SSP boundary.

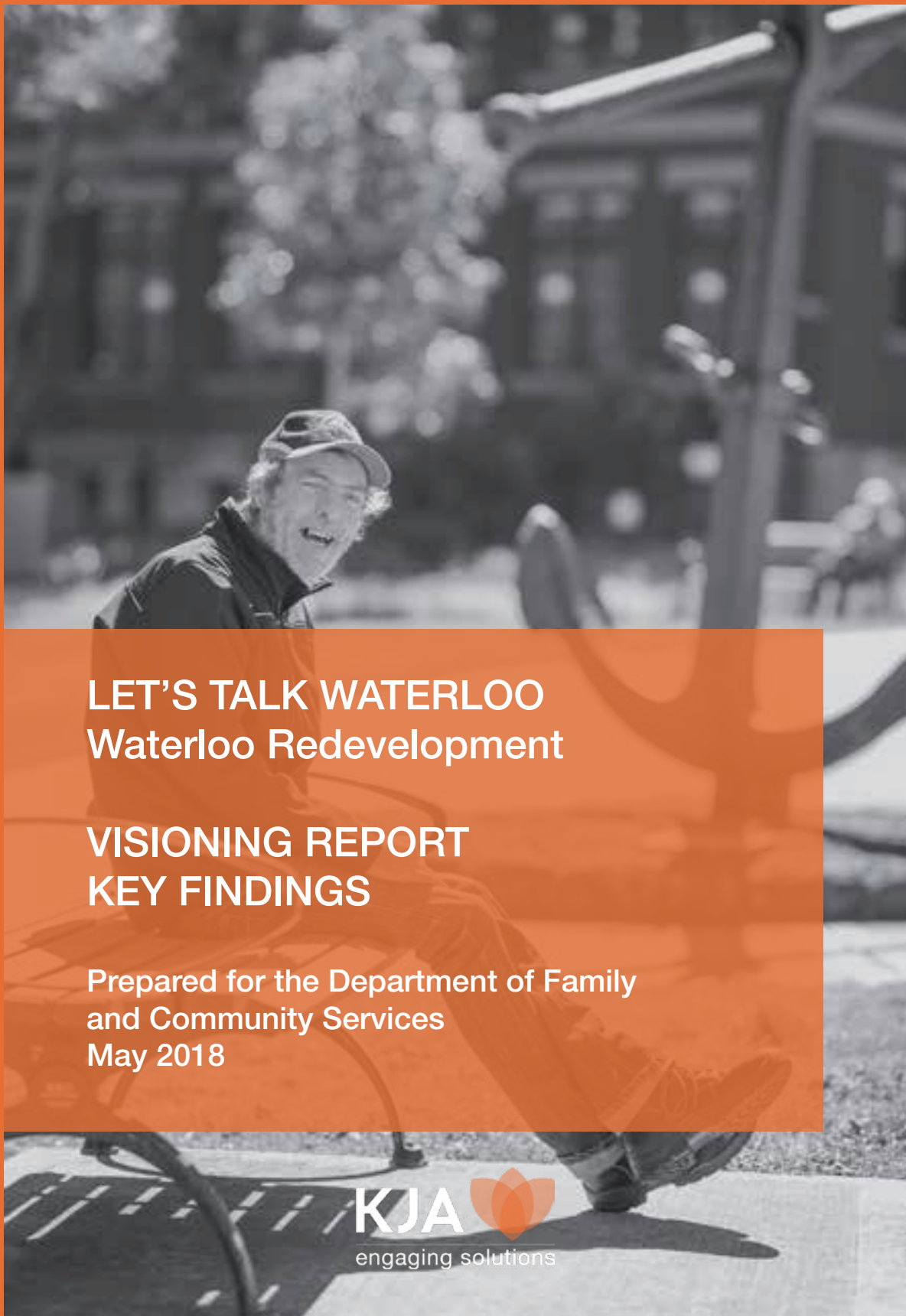
If you are interested in attending, please contact Waterloo Connect on 1800 738 718 or email waterlooconnect@facsnsw.gov.au.

Just a reminder that the survey on the redevelopment options can be found at www.communitiesplus.com.au/waterloo. The survey now closes on **19 November 2018**.

I look forward to seeing you soon.
Regards,

Ron Meyer
Waterloo Project Director, Communities Plus
NSW Land and Housing Corporation

F. Visioning Report



LET'S TALK WATERLOO Waterloo Redevelopment

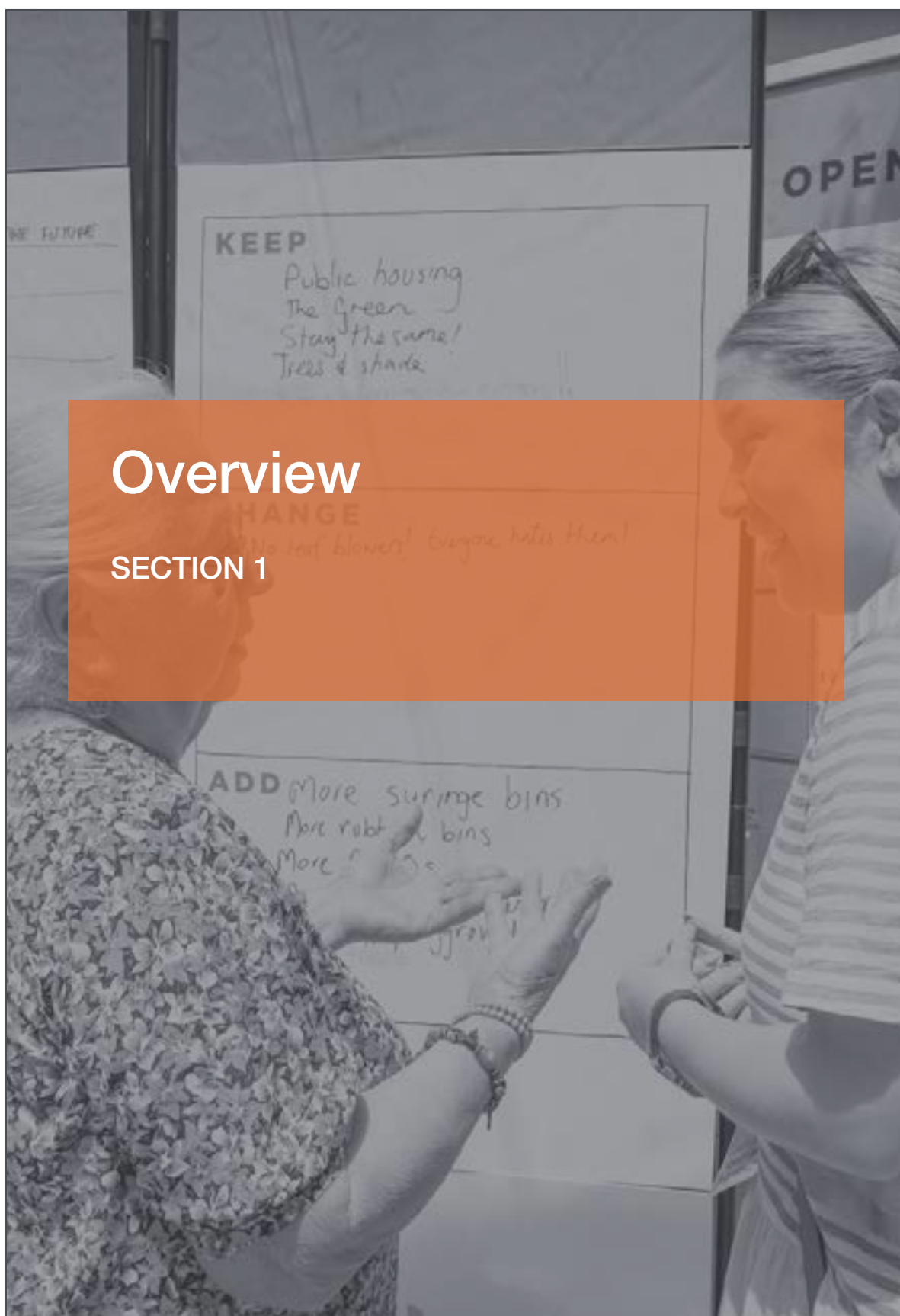
VISIONING REPORT KEY FINDINGS

Prepared for the Department of Family
and Community Services
May 2018



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Overview

SECTION 1

1. Overview

This report presents the findings from the first phase of the 'Let's Talk Waterloo' community engagement program, undertaken by Kathy Jones and Associates (KJA), on behalf of Land and Housing Corporation, part of NSW Family and Community Services (FACS) from October to December 2017. It includes the findings of the Aboriginal engagement program undertaken by Balarinji, a separate but related stream of work which focused on gathering the views and input of local Aboriginal people and organisations.

The community engagement program for the Waterloo redevelopment has been designed to be transparent, inclusive and accessible. It consists of three phases:

- Visioning
- Options testing
- Preferred master plan

The aim of this initial phase has been to develop a vision to guide the master planning process for the Waterloo Redevelopment Precinct.

The visioning phase of the community engagement program has been extensive, with a range of opportunities for people to get involved and have their say – including through workshops, pop-up information stalls, a community day and an online survey.

It was designed to ensure input from young people, older people, people from diverse cultural backgrounds, as well as non-Government organisations (NGOs) and community groups with a strong presence in the area.

The approach resulted in approximately 1,570 participants joining in the activities on offer, drawn from the Waterloo social housing estate, the surrounding neighbourhood and the broader community, and reflecting the diversity of the area. It ensured lively and interactive gatherings, with many enjoying the opportunity to come together to share their views on the future of Waterloo.

Findings from the visioning phase are presented in Section 6 of this report, according to the following five themes:

- culture and community life;
- transport, streets and connections;
- housing and neighbourhood design;
- community facilities, services and shops;
- environment and open space.

The themes were developed in consultation with key community and other stakeholders and formed the focus of the engagement activities.

The report draws together the information and data collected in relation to these themes from across the different activities. For each theme, Section 6 sets out what we heard; current issues and priorities; future needs and aspirations; findings from the Aboriginal engagement workshops; and practical and innovative ideas put forward by participants.

The findings highlight the community's desire to retain and strengthen the culture and diversity of Waterloo, capture its unique identity, respect its Aboriginal culture and history and maintain the strong sense of community. The value placed on the natural environment, green open space and trees, and ensuring a safe, welcoming and vibrant Waterloo of the future are also clear messages to emerge.


The engagement findings have informed the development of a set of vision principles for the Waterloo Redevelopment Precinct, to reflect the community's vision for the area, and to guide the preparation of the master plan.

Detailed engagement findings, for each activity type and participant group, are available as separate downloadable files from the FACS Communities Plus website at:

www.communitiesplus.com.au/waterloo



Image: Waterloo estate



“You have an opportunity here to create something true to the character of Waterloo – don’t turn it into another anonymous Sydney suburb – retain its feel & heritage – make it a place where we can be proud to live.”

Survey respondent



Vision principles

SECTION 2

2. Vision principles for the Waterloo Redevelopment Precinct

Based on engagement feedback, the following principles have been developed to reflect the community's priorities and aspirations for the future, and to guide the preparation of the master plan for the Waterloo redevelopment area.



Culture and community life



Transport, streets and connections



Housing and neighbourhood design



Community facilities, services and shops



Environment and open space

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.

Aboriginal 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 by catering to different needs, purposes and age groups.



Create green open spaces that bring people together and contribute to community cohesion and wellbeing.

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.

Movement and connectivity



Make public transport, walking and cycling the preferred choice with accessible, reliable and safe connections to amenities.



Make Waterloo a desired destination with the new Sydney Metro station at the heart of the precinct's transport network – serving as the gateway to an attractive, welcoming, safe and active community.

Design excellence



Ensure architectural 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.

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.



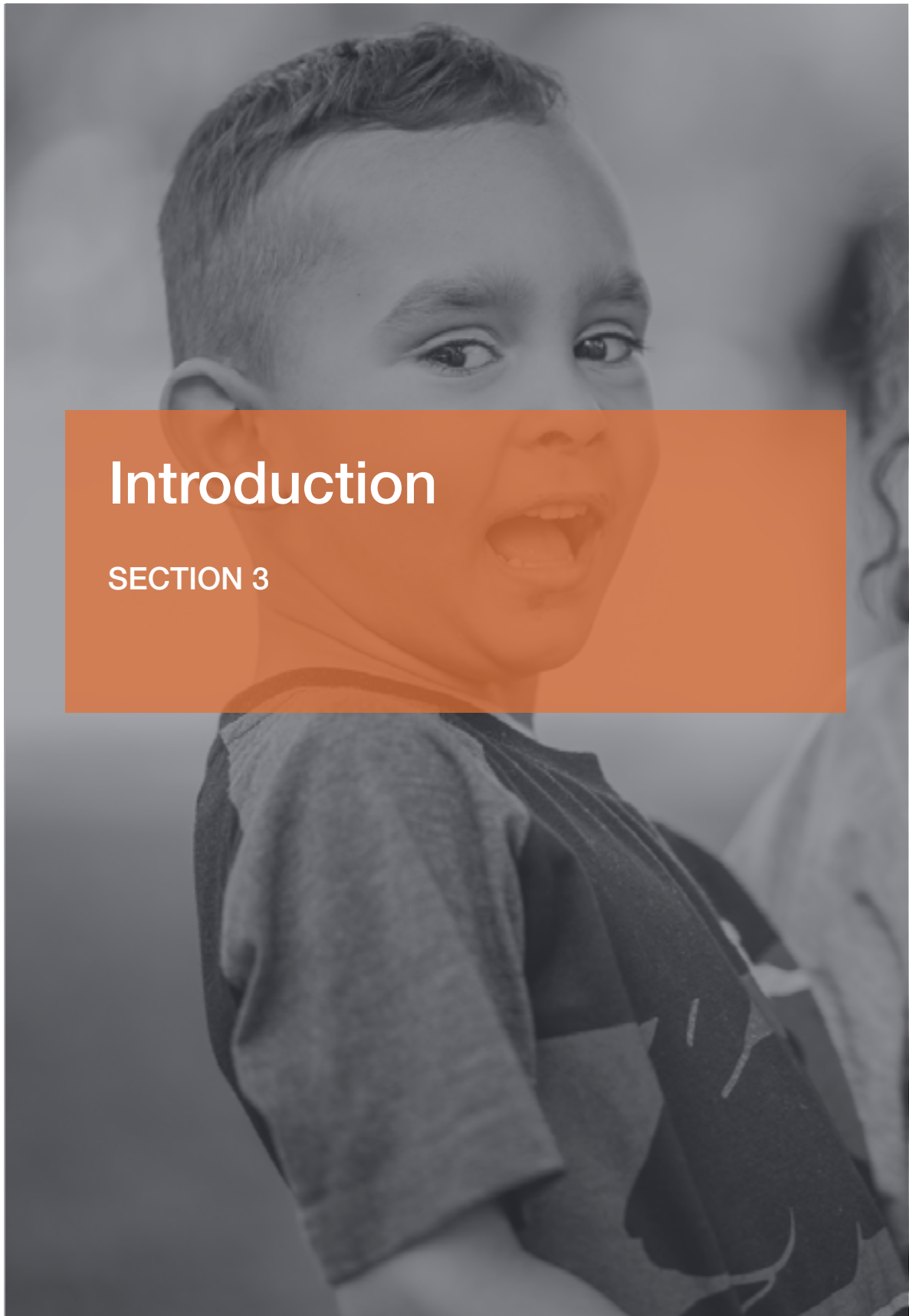
Accessible services

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



Image: Residents at the Community Day

LET'S TALK WATERLOO | 11



Introduction

SECTION 3

3. Introduction

This report summarises the outcomes of the first phase of the 'Let's Talk Waterloo' engagement program, which was launched in October 2017 to actively and meaningfully engage with the community about the vision for the Waterloo Redevelopment Precinct.

The announcement of a new Sydney Metro station for Waterloo and the Communities Plus renewal program (delivered as part of the NSW Government's Future Directions for Social Housing strategy) have created an opportunity to deliver new and improved social housing alongside private and affordable housing, so that more people can call Waterloo home.

Future Directions for Social Housing in NSW (Future Directions) is underpinned by three strategic priorities:

- more social housing;
- more opportunities, support and incentives to avoid and/or leave social housing;
- a better social housing experience.

Communities Plus, a delivery program under Future Directions, aims to grow the social housing portfolio to provide new and more homes for those most in need. Communities Plus will deliver up to 23,000 new and replacement social housing dwellings, 500 affordable housing dwellings and up to 40,000 private dwellings across NSW.

The redevelopment of Waterloo is part of the Communities Plus program.

The Waterloo Redevelopment Precinct, which includes the Waterloo social housing estate and a new Metro Quarter (the area around the station), was nominated as a State Significant Precinct in May 2017. FACS is leading the communications and the community engagement program as part of the master planning process.

The purpose of the vision is to provide an overarching framework to support the development of the master plan which will guide Waterloo's growth and development over the next 15–20 years.

The master plan process is being undertaken in accordance with 21 study requirements developed by the Department of Planning and Environment (DPE). These set out 27 areas for investigation and consideration, including the requirement that consultation is genuine, inclusive and accessible, and provides the opportunity for those affected to have influence.

To meet the DPE study requirements in relation to consultation, FACS engaged KJA to develop and deliver the community engagement program. Balarinji, an Indigenous owned strategy and design agency, was also engaged to adapt the community engagement program in consultation with local Aboriginal organisations to ensure cultural relevance, and to facilitate engagement with Aboriginal people living in, working in, and connected to Waterloo. This report has been prepared by KJA, with input from Balarinji.

The 'Let's Talk Waterloo' community engagement program has been designed to raise awareness about the redevelopment and to provide an opportunity for the community to have input into the preparation of a master plan for the area. Visioning engagement is the first phase of the program and has sought people's views on what they would like for the Waterloo of the future.



Project background

SECTION 4

4. Project background

4.1 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 new Waterloo Sydney Metro station (the Metro

Quarter), bounded by Botany Road, Cope Street, Raglan Street and Wellington Street. Transport for NSW, through Sydney Metro, has acquired the Metro Quarter land and will construct the new underground Waterloo Sydney Metro station between Botany Road and Cope Street. The precinct also includes a small number of privately owned properties. Figure 1 shows the boundary of the Waterloo Redevelopment Precinct.




-  Waterloo Redevelopment Precinct
-  Privately Owned Land

Figure 1: Waterloo Redevelopment Precinct

4.2 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.

4.3 About the master planning and community engagement process

FACS is leading the communications and community engagement process for the Waterloo State Significant Precinct (SSP) master plan. It has engaged UrbanGrowth NSW Development Corporation (UGDC) to carry out a technical study process, engage with government agencies and develop the master plan.

Over a period of 12–18 months, feedback from the community and stakeholders will combine with findings from various technical studies and input from government agencies to shape a master plan for the Waterloo Redevelopment Precinct.

One of the early stages in the master plan process is developing a vision for the future. Following the visioning phase, a number of possible design options will be developed, and further community consultation will be undertaken to help determine the preferred plan. The master plan will then be submitted to the Department of Planning and Environment (DPE) for further community feedback, evaluation and assessment, before a recommendation is made to the Minister for Planning, who is responsible for the final decision.

Community engagement is a critical component of the master planning process, contributing to the development of the visioning principles and the identification and testing of options to reach a preferred plan.



LAHC = Land and Housing Corporation
UGDC = Urban Growth Development Corporation
DPE = Department of Planning and Environment
COS = City of Sydney

Figure 2: Master plan timeline



Image: Waterloo resident in the Waterloo estate community garden

LET'S TALK WATERLOO | 17

4.4 Aims

The aims of the Waterloo Redevelopment Precinct were established from the outset of the project and refined with the Waterloo Redevelopment Group (a resident and community-based advisory group). These are set out below:



The Waterloo Metro Quarter will create a new hub for the redevelopment precinct

and residents can look forward to new community spaces, services, shops, job opportunities and improved transport options.



There will be no loss of the current number of social housing dwellings.



Up to 70% of the total dwellings to be private housing, with 5-10% designated as affordable housing for low-to-moderate income households.



All social housing will be designed to meet the Silver level of Universal Housing Design standards, which means making homes safer, more comfortable and easier to access for residents at all stages of their life.



A mix of public open spaces

will be of the highest quality for the safe interaction of people of all ages, cultures and abilities.



Engagement will be active, meaningful and respectful

and will recognise the cultural and historic importance of Waterloo and draw on local knowledge.



Redevelopment will be done in stages over 15–20 years.

Other aspects of the redevelopment which have also been articulated include:

- The redevelopment of Waterloo will be completed in stages over the next 15–20 years.
- The master planning process will take approximately 12 months and will help determine the mix of social, affordable and private housing.
- There will be no loss of the current number of social housing dwellings.
- All current social housing residents have the right to return to the Waterloo estate.
- There will be no relocations in 2018.

- FACS will contact each social housing resident six months before any relocation is required and will work with residents throughout the relocation process.
- The intention is for residents to be able to move from their current homes straight into the new social housing as buildings are completed.
- A human services plan will be developed in parallel to the master planning process to support residents' health, safety and wellbeing.

4.5 Preparing for community engagement

To support the community to participate in the engagement program and to ensure meaningful consultation, FACS undertook a number of initiatives including:

- establishing the Waterloo Connect office, to provide information and updates and address social housing residents' queries and concerns in relation to the redevelopment;
- funding a Community Development Officer, based at Counterpoint Community Services, to provide independent support to the Waterloo community during the master planning process;
- funding the community capacity building project, through Inner Sydney Voice (local NGO), to educate residents and other stakeholders on the master planning process and to help residents provide input into the community engagement program;
- funding two bilingual educators to provide capacity building and support the Chinese and Russian communities to participate in the community engagement program;
- funding an independent Aboriginal Liaison Officer, employed through Inner Sydney Voice and working out of the Public Housing Action Group, to provide advocacy and support for the Aboriginal community and to engage with NGOs that provide Aboriginal services in Waterloo.

FACS also sought input from the community to inform the design of the community engagement program, within the context of the parameters established by the NSW Government. Various workshops and meetings, facilitated and attended by KJA and FACS, were held with the Waterloo Redevelopment Group and other stakeholders to identify focus areas and related key issues to be explored during the visioning phase. Feedback from these early consultations emphasised the importance of: face-to-face engagement as well as online tools; tailoring approaches to meet the needs of different groups; ensuring clear messages and accessible information; and learning from previous consultation efforts.

The design of the Aboriginal engagement program was informed by input from local NGOs which deliver Aboriginal services and/or represent local Aboriginal community members. This provided Balarinji with important feedback on culturally appropriate ways to tailor the focus areas and activities.

This community feedback informed the engagement approach, including the activities undertaken and the opportunities provided for community participation, which are set out in the next section.



Engagement approach and overview

SECTION 5

5. Engagement approach and overview

5.1 Community engagement overview

Engagement during the visioning phase has been focused on understanding the views and aspirations of people living in Waterloo and what they would like to see for Waterloo over the next 15–20 years.

The community engagement program for this first phase was aimed at providing residents and the community with a range of ways to get involved so that as many people as possible were able to have their say.

The engagement program was designed around five key focus areas:



Culture and community life



Transport, streets and connections



Housing and neighbourhood design



Community facilities, services and shops



Environment and open space

These focus areas or themes are broadly aligned with the focus of the technical studies to meet requirements set by the DPE and to inform the master plan.

The Waterloo community was invited to provide feedback in a number of ways, with engagement activities designed to respond to the diverse needs of the community impacted by the project. People attended face-to-face activities including workshops, pop-up information stalls and a Community Day held on Waterloo Green; or provided written feedback via surveys (completed online, at engagement events or by mail) and visioning postcards.

Engagement activities involved social housing tenants, private residents in the SSP and the broader community, Russian and Chinese speaking communities, and younger and older people to ensure that all voices were heard. A community engagement program was undertaken to seek input from local Aboriginal people and organisations, and included workshops and a survey, undertaken by Balarinji.

Figure 3 provides an overview of the total number of participants engaged during the visioning phase.

As part of the visioning phase, we engaged with:



Approx
1,570
participants

over half of whom were social housing residents living on the Waterloo social housing estate



Face-to-Face

Approx
1,115
participants



Online engagement or by providing written feedback

458
surveys and postcard
completed

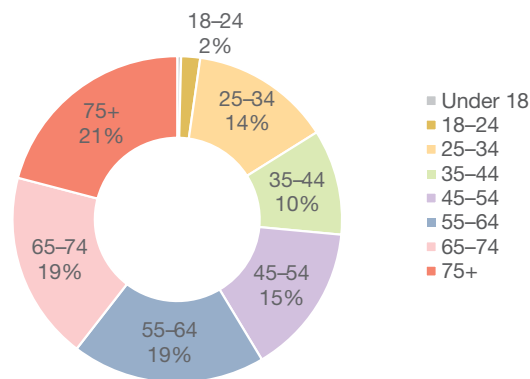
Approx
14,500
newsletters distributed,
including to all social housing
properties on the Waterloo
estate, inviting the Waterloo
community to visioning events
and activities



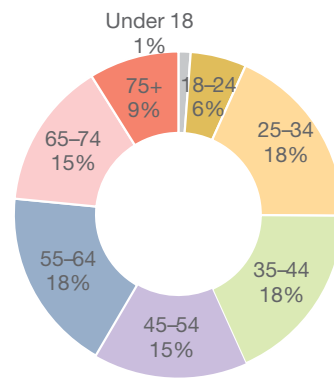
Figure 3: Engagement snapshot

Multiple and diverse activities ensured that the program engaged with a wide range of people, by age, background and interest in the project.

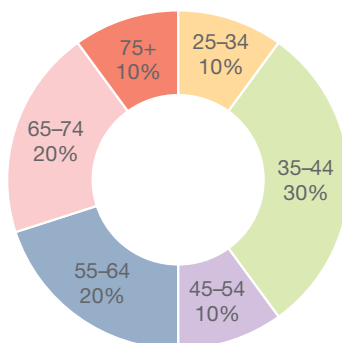
The graphs in Figure 4 highlight that for those who attended workshops and/or completed a survey, there was a good spread of ages. Survey respondents were more likely to be from younger age groups (18–24; 25–34; 35–44), while older age groups were more strongly represented at the workshops (in particular those aged 75 years and older).



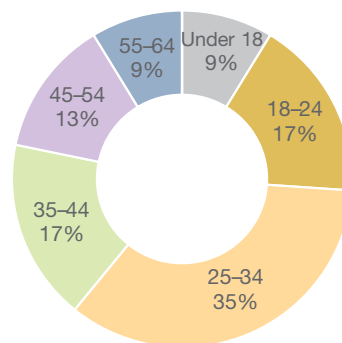
Age groups of registered workshop participants



Age groups of survey participants



Age groups of registered workshop participants at targeted Aboriginal



Age groups of Aboriginal survey participants

Figure 4: Age of registered workshop and survey participants

The graphs above show the age spread of registered workshop participants and survey respondents who indicated their age group as part of their participation in the community engagement program or Aboriginal engagement program. The data for registered workshop participants does not include those who attended the youth workshops or the session targeted at older residents, as the people who attended these informal sessions were not asked to register.

5.2 Engagement approach

Engagement activities took place over an eight-week period and were designed to understand current issues and priorities, and future needs and aspirations. Questions were focused around what the community would like to keep, change and add in the precinct; what is of importance and value now and in the future; and what an ideal future Waterloo will look like.

To ensure that the redevelopment is informed by the views and needs of the existing community, engagement was designed to be active, meaningful and respectful, recognising the cultural and historic importance of Waterloo. This included establishing the Aboriginal engagement stream to ensure a culturally sensitive and appropriate approach, tailored to the needs of the local Aboriginal community, as well as Aboriginal NGOs and their members.

In keeping with DPE's study requirements relating to consultation, including alignment with IAP2* core values, the following objectives and principles were established:



Engagement objectives

- Raise awareness about the Waterloo Redevelopment Precinct master plan including process, objectives and timeframes.
- Acknowledge and appreciate the history of Waterloo and its residents.
- Clearly communicate what can and cannot be influenced.
- Provide support to stakeholder groups to ensure that they feel represented, connected and informed, and that their opinions are valued.
- Consider the needs of each stakeholder group, ensuring that engagements are culturally appropriate.



Engagement and communication principles

- Be open.
- Be transparent.
- Be inclusive.
- Consult extensively.
- Be timely and considered.
- Ensure that everyone feels heard.

* The Spectrum of Public Participation was developed by the International Association of Public Participation (IAP2) to help clarify the role of the public (or community) in planning and decision making. It identifies five levels of public participation (or community engagement).

5.3 Engagement activities

The engagement program targeted several key stakeholder groups as well as the broader community to ensure that feedback reflected a diversity of interests and views. Figure 5 provides an overview of the different ways that people were engaged. Each of these activities was tailored to meet the engagement needs of the particular stakeholder group, and facilitated to appropriately draw out and capture feedback.

The different activities through which people engaged included:

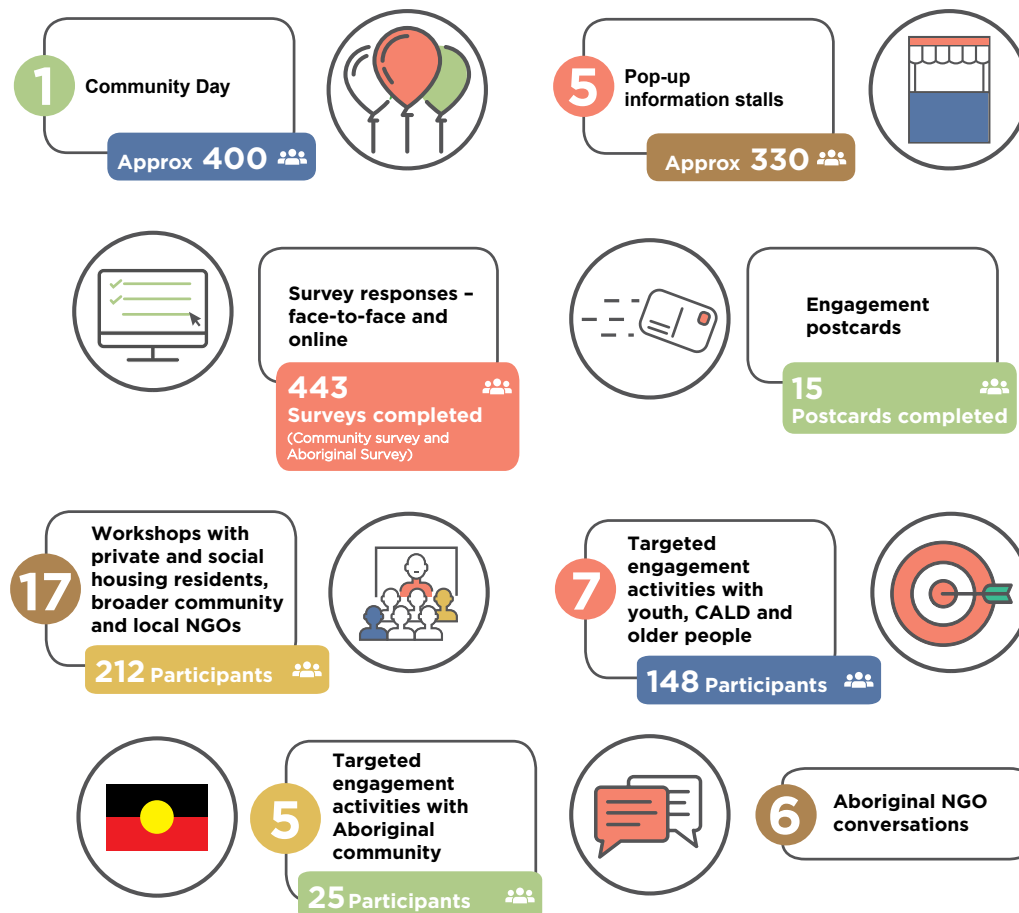


Figure 5: Summary of the ways that people were engaged during the visioning phase

Hearing from social housing residents living on the estate to understand their priorities and needs for a future Waterloo has been of key importance. This is reflected in the high number of social housing residents engaged in a way that best suited them, by attending targeted workshops, pop-up sessions, or the Community Day, or alternatively sharing feedback via survey or postcard. Over 50% of those engaged during the visioning phase were social housing residents currently living on the Waterloo estate.

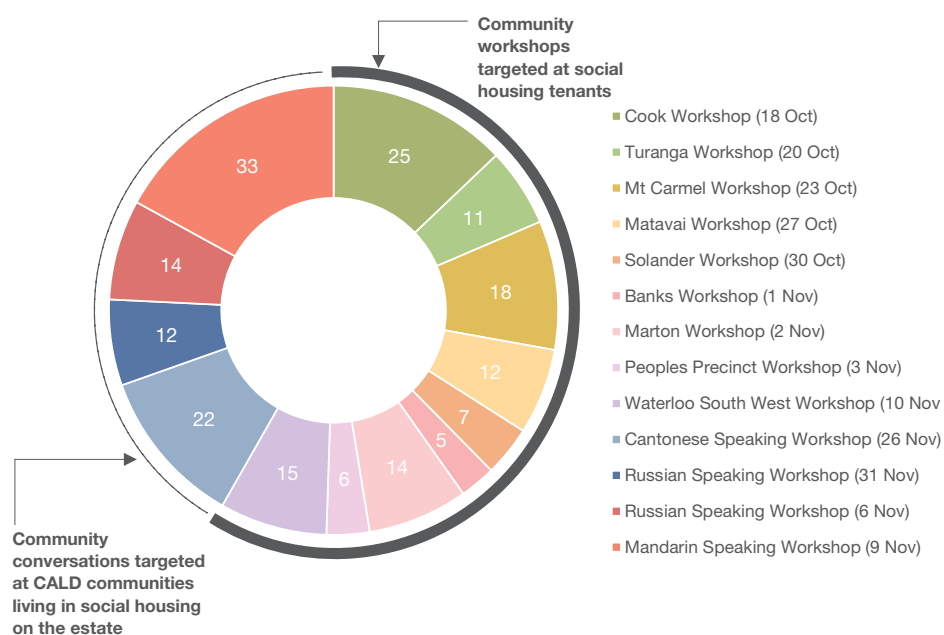


Figure 6: Registered workshop participants who attended the community workshops and community conversations targeted at social housing tenants living on the estate (as part of the broader community engagement program)



Image: community conversation sessions

5.4 Collection and analysis of feedback

Approximately 1,570 participants took part in the various activities that formed the first phase of the community engagement program. This generated a significant volume of both quantitative and qualitative information and data. Ensuring a robust and consistent approach to collecting and analysing this has been a priority. The different methods used to achieve this during the visioning phase are set out in the table below.

Type of information	Purpose and method of collection	Method of analysis
Quantitative	To provide a quick and easy way for people to express their views and give an indication of priorities on key issues through: <ul style="list-style-type: none">• preference ranking exercises undertaken at workshops and the Community Day*;• multiple choice questions in short and detailed surveys.	Aggregation of results to show responses from most frequently to least frequently nominated
Qualitative	To allow for exploration of issues and the opportunity to express views through: <ul style="list-style-type: none">• 'keep, change, add' exercises at workshops and the Community Day;• visioning and 'word cloud' exercises at workshops and the Community Day;• discussions at the pop-up sessions;• open-ended questions in short and detailed surveys;• visioning postcards.	Categorisation of written responses/ information captured according to themes and sub-themes; analysis to identify views by different stakeholder group and event, including commonalities, points of difference and key issues

The design of the Aboriginal engagement program involved adapting the above quantitative and qualitative data collection methods to support a consistent approach.

Together, the qualitative and quantitative information and data gathered has been used to develop insights to understand what is most important to people and what they want to see, across the five focus areas, in the future Waterloo. As the program is a community engagement exercise, rather than a research project, qualitative and quantitative information has been collated and analysed to build a picture and inform a shared vision for the Waterloo Redevelopment Precinct.

* Due to the flexible and dynamic nature of the preference ranking exercise, the total number of people who responded to each question was not recorded. For the purposes of this report, data collected via the preference ranking exercises has been presented as the number of responses per option rather than a percentage (i.e. number of responses as a proportion of the total number of respondents).

1 DOTMOOCRACY CULTURE AND COMMUNITY LIFE

Instructions: In your consultation school and/or using all knowledge and information at the time, select up to 10

Public art (including art created by local residents)	Naming of communal/public spaces or buildings	Cultural/community facilities or venues
Signs to show important places	Community events, programs and festivals	Building and landscape design
Other (if other options)		



5 DOTMOOCRACY ENVIRONMENT AND OPEN SPACE

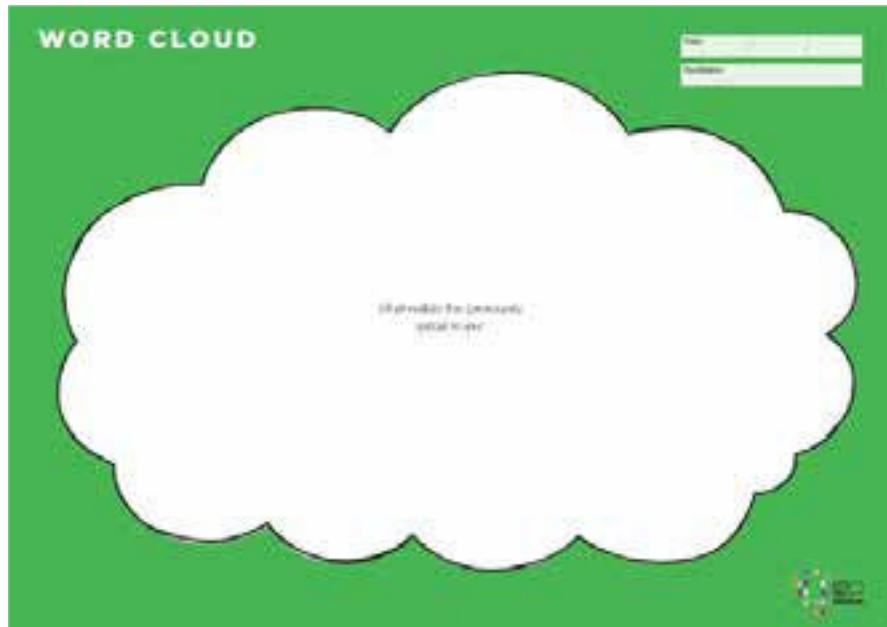
options

Share your top priorities for the future below

Local parks	
Public plazas or squares	
Paved or outdoor courtyards (i.e. a space shared by a small number of buildings)	
Community gardens	
Shaded sitting areas	
Small 'pocket' parks	
Major walkways through parks/green spaces	
Dog parks	
Natural grasslands with native plants	
Other (if other options)	



Image: Examples of preference ranking exercise





	Name	Feedback
KEEP		
CHANGE		
ADD		

Image: Examples of 'word cloud' and 'keep, change, add' exercise

What are its strengths, and what could be done to build on this and make it even better? (examples include history and heritage, public library, art spaces, community activities, Indigenous recognition, remembering community leaders, and cultural elements)


HOW DO YOU FEEL ABOUT LOCATING PRIVATE + SOCIAL HOUSING TOGETHER?

Place a stamp

How do you feel about the option to locate private and social housing units in the same apartment building?		
POSITIVE	NEUTRAL	UNSUPPORTIVE
		NOT A GOOD HOUSING AND D
DIVERSITY mixing - and what diversity housing		
CHANGE		

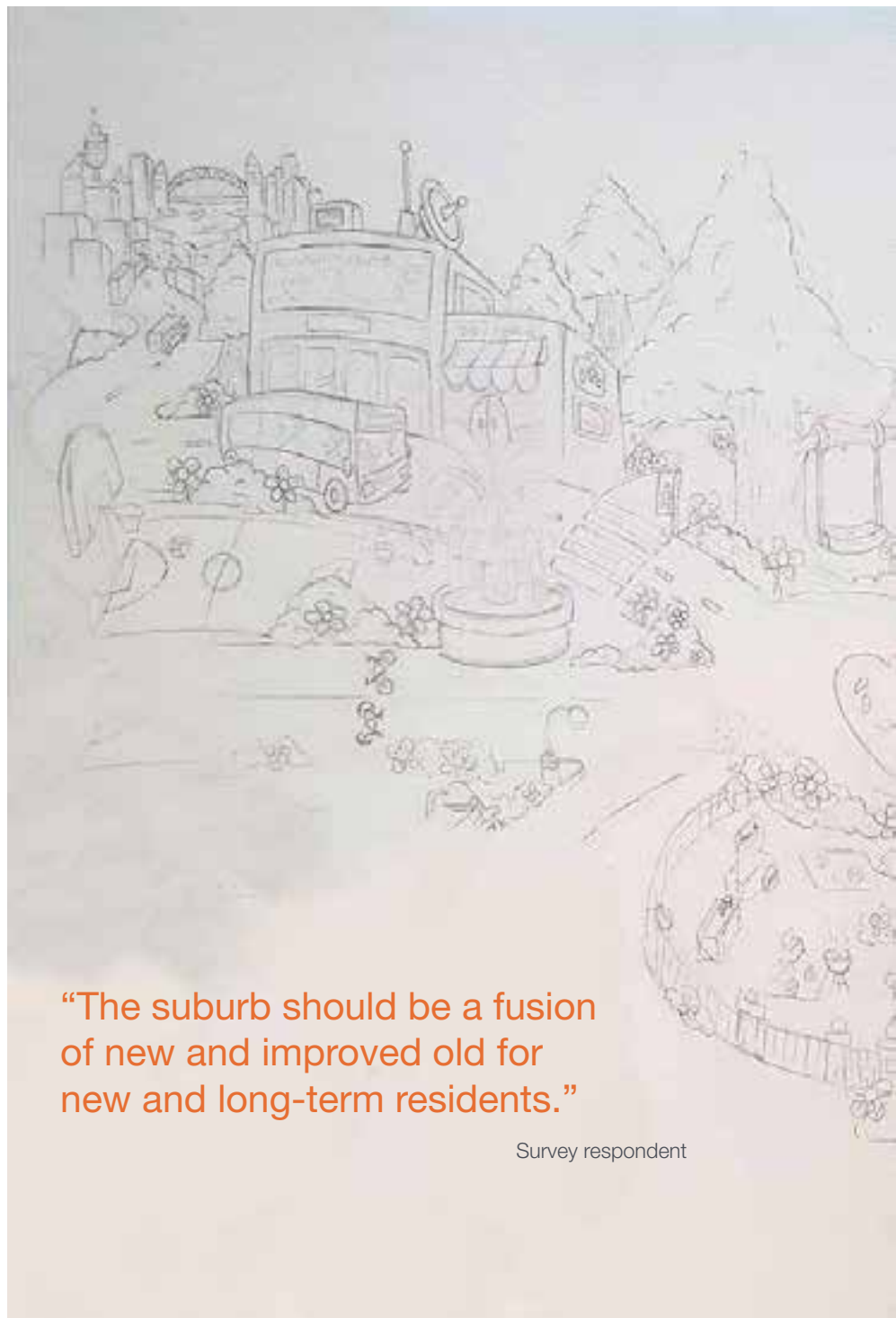
Engagement outcomes

SECTION 6



“I’ve been in many countries around the world, I’ve been in Europe, I’ve been in Egypt, in America, in Malaysia and China, but Waterloo is my country and my home... I always want to come back to my Waterloo.”

Turanga resident who has lived on the Waterloo estate for 45 years



“The suburb should be a fusion
of new and improved old for
new and long-term residents.”

Survey respondent

Figure 5: Illustration of key priorities that emerged from community engagement undertaken during the visioning phase



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6. Engagement outcomes

6.1 Overview

Those who participated in the community engagement program were very passionate about their community and provided thoughtful and considered feedback. Activities were interactive and lively, with many enjoying the opportunity to get together with neighbours and friends to talk about what they want for the future of Waterloo.

While there was scepticism from some about the engagement program, people in attendance were keen to participate and share their thoughts and views. Older residents were more likely to express concern about the need to relocate and the view that focusing on the future can be difficult in the face of more immediate needs. Many appreciated the opportunity to hear from FACS about the master planning process and timing, to better understand the project aims and commitments and to have their specific questions answered.

People told us about the importance of building upon the things that they already value in Waterloo, including the community networks, sense of place and respect for cultural diversity. There was a strong desire for the redevelopment to capture Waterloo's unique identity, to respect Aboriginal culture and history, and to maintain the strong sense of community.

Feedback revealed that the five focus areas (shown below) are closely linked, with many of the key issues that emerged from discussions raised across multiple themes.



**Culture and
community life**



**Transport,
streets and
connections**



**Housing and
neighbourhood
design**



**Community
facilities,
services and
shops**



**Environment
and open
space**

Despite the wide range of stakeholder groups engaged, including public and private residents, people of different ages and from different cultural backgrounds, there was consistency in responses across the five themes. Differences mainly centred on the relative importance given to issues. For example, older people emphasised the importance of services being close by, housing design, accessibility and safety. For younger people, sporting and recreation facilities were important. For the Aboriginal community, connection to culture and a strong sense of community emerged as recurring priorities.

Cross-theme insights highlighted community support for a future Waterloo that includes:



A strong and diverse community that celebrates and protects its cultural heritage – and in particular Aboriginal cultural heritage – into the future.



A mix of built, open and green spaces for private and communal use – where people can connect with each other, celebrating community spirit and diversity through a range of activities and events.



A connected and accessible Waterloo, with residents able to easily access essential facilities, services and shops and a range of frequent, reliable and sustainable transport options.



A vibrant natural environment with multiple and diverse green spaces, community gardens, trees, seating and sunshine, providing places to relax and engage.



A safe, secure and accessible Waterloo where it is easy to move around and connect to open space, services, facilities, and transport.



Image: Historical pictures of Waterloo

Those who responded to the short and detailed survey told us that apart from the location, the people are the best thing about Waterloo, closely followed by the parks and trees.

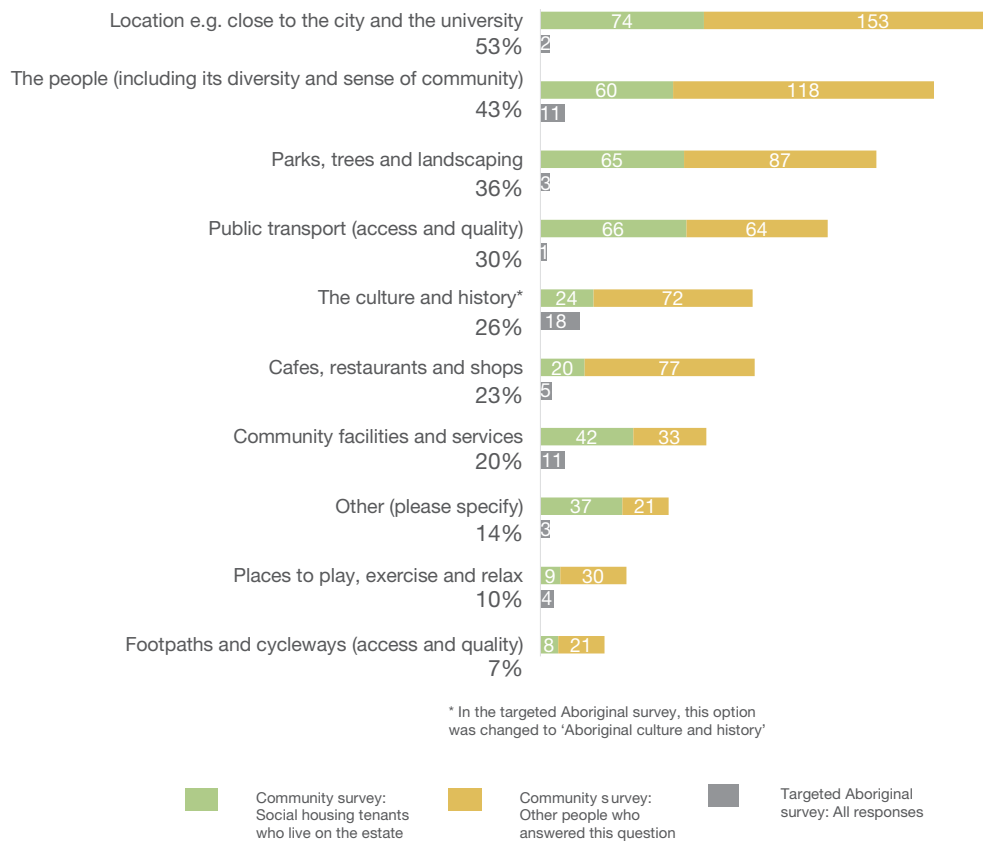


Figure 8: Best things about Waterloo

The graph above shows the responses to the Community Survey (short and detailed) and targeted Aboriginal Survey question 'What are the best things about Waterloo?' A total of 435 people responded to this question, returning 1,139 responses (people were allowed to select up to three responses). Percentages shown reflect the number of responses as a proportion of the total number of respondents.

“The best thing about Waterloo is the people – everyone is amazing.”

Matavai resident

People felt that connections, to each other, and to Waterloo's history and cultural heritage (including its Aboriginal heritage), are what make Waterloo special, and are keen to see these preserved, supported and strengthened for the future. The Aboriginal community identified the need to provide opportunities for 'connection to culture' and to retain and strengthen a strong sense of community and belonging. There was also a strong interest to support and maintain Aboriginal presence in the local area.

While people acknowledged the strengths of Waterloo, such as open and green spaces, public transport and local community organisations, many felt that there are opportunities to make living in Waterloo even better for people now, and for those who come in the future. For example, improved safety was raised across several focus areas in relation to green and open space; transport, streets and connections; and housing and neighbourhood design.

The top answer in response to the Community Survey question "What do you think is the best way to make sure a renewed Waterloo meets the needs of people who live here today and those who will live here in the future?" was 'create a safe and healthy place to live' (188). This represents 46% of the people who answered this question in the short and long survey. This was also a top priority for people who responded to the targeted Aboriginal survey.

Similarly, the most frequently selected response to the preference ranking exercise which asked people what their top three priorities for the future are in relation to housing and neighbourhood design was 'I feel safe and secure when entering, leaving and walking around my home and neighbourhood' (121).

“...preservation of character – make it a beautiful and cultural place to live – no one wants to live in an anonymous cookie cutter neighbourhood – retain its character!”

Survey respondent

Accessibility is also very important to the people of Waterloo. In the future, the community would like to see houses, buildings, and communal spaces that can be easily reached and adapted to meet the needs of different residents; as well as services, facilities and transport that are accessible to all and located within walking distance.

There is also a strong interest in a future Waterloo that includes more and better community facilities, services and shops, and improved transport options to meet future demand and growth. While there was support for a mix of social, affordable and private housing in the future, recognising and addressing the concerns and needs of current residents emerged as a key priority across engagement activities.

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When asked what the best way is to make sure a renewed Waterloo meets the needs of people who live here today and those who live here in the future the top responses from the broader Community Survey were:



46%

Create a safe and healthy place to live



42%

Provide a mix of social, affordable and private housing



36%

Create high quality public and open spaces



34%

Provide easy access to public transport

The top responses from the targeted Aboriginal Survey were:



70%

Acknowledge and celebrate the Aboriginal culture and history of the area



43%

Create a safe and healthy place to live



39%

Provide local education and childcare facilities

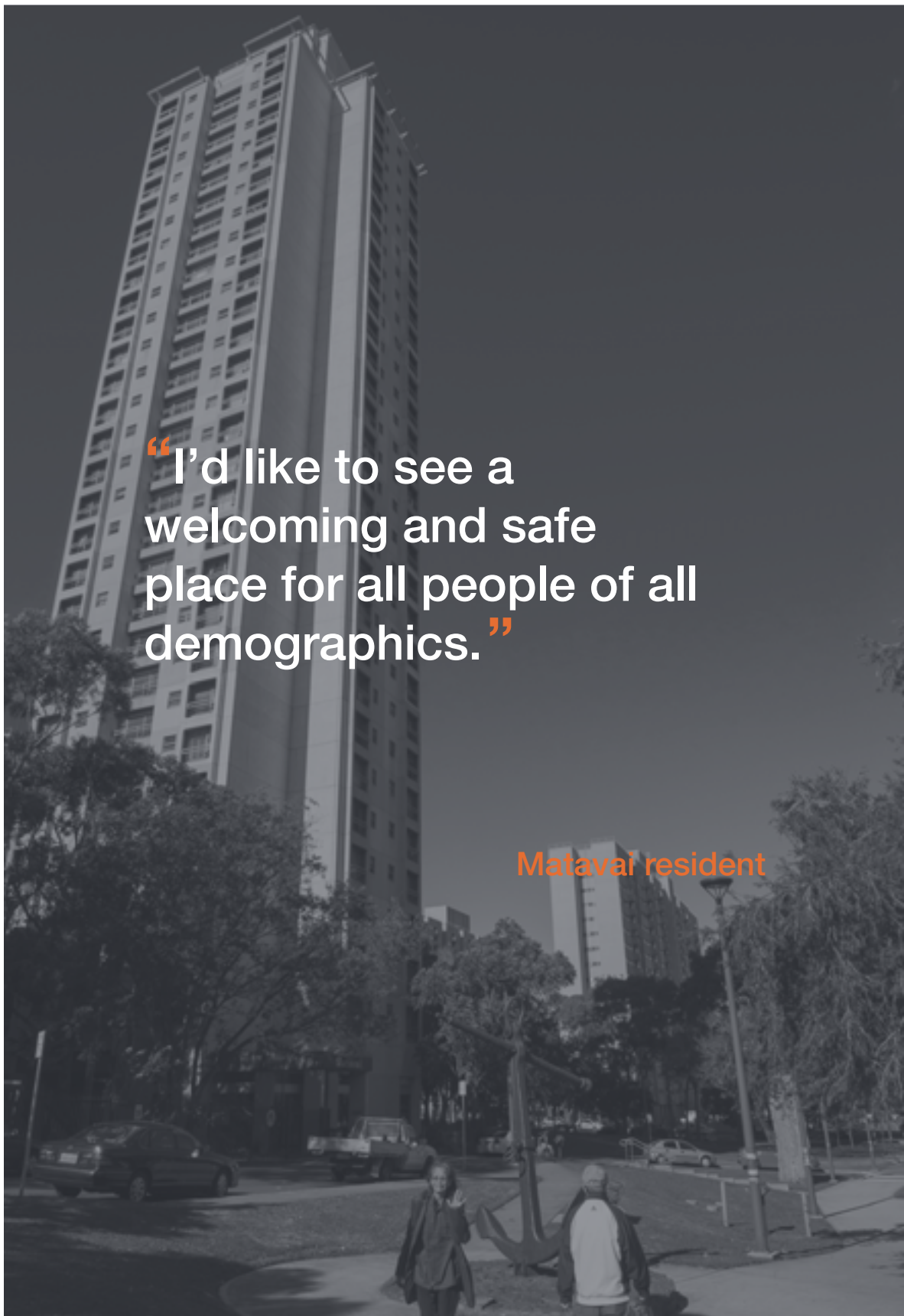


30%

Provide a mix of social, affordable and private housing and provide local jobs and employment opportunities



Image: Cook workshop



“I’d like to see a welcoming and safe place for all people of all demographics.”

Mataval resident

At a number of the community workshops, people shared what they would like Waterloo to look, feel and sound like. Figure 9 provides a snapshot of this feedback.

A connected and supportive community

- Connection
- Sense of belonging
- Cared about – people know me
- Community
- Family/Families
- Children
- Good thoughts
- Friendly/Smiles
- Good energy
- Conversations
- Soul
- Special
- Happy
- Respect/Respect for Indigenous people
- Community spaces

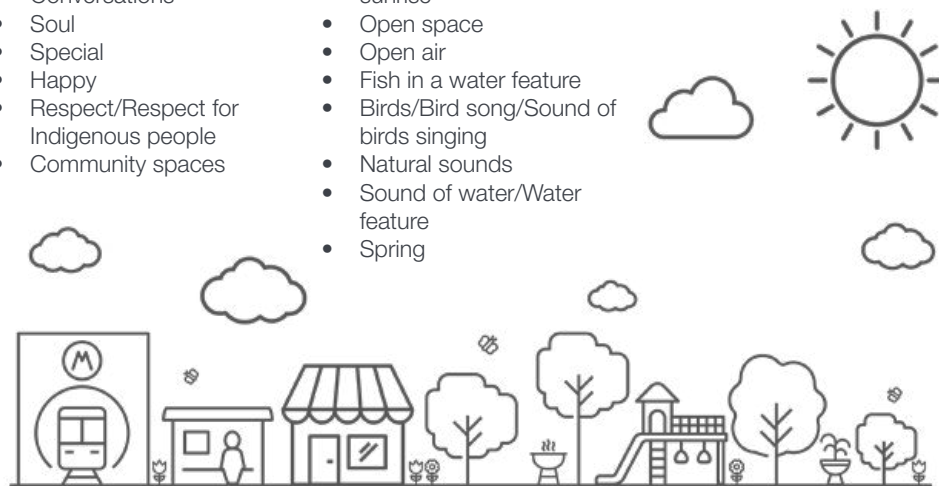
A beautiful landscape and natural environment

- Green/Greenery
- Sunny
- Shady
- Trees/Flowering trees
- Pretty flowers
- Grass and leaves
- Gardens/Vegetable gardens/Community gardens
- Nature with views of the sunrise
- Open space
- Open air
- Fish in a water feature
- Birds/Bird song/Sound of birds singing
- Natural sounds
- Sound of water/Water feature
- Spring

A thriving, lively and interconnected community

Lively streets/Vibrant

- People dining
- Colourful people
- Busy
- Children playing
- Playgrounds for children
- Street cafes
- Shared spaces



A place that supports wellbeing

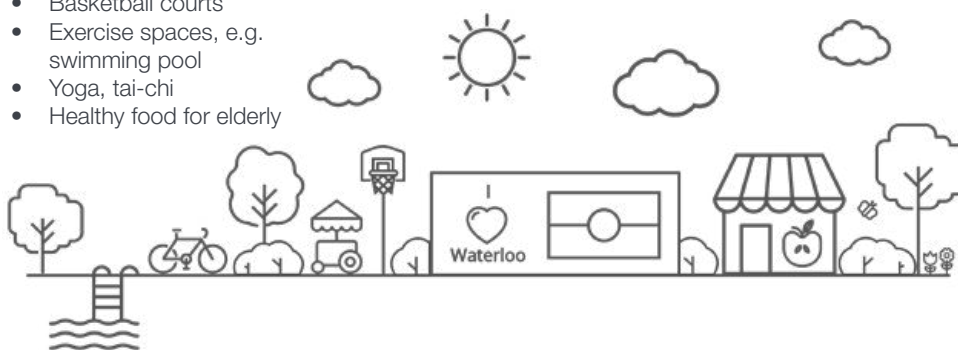
- Exercise for all
- Healthy
- Older people can exercise and play
- Sporty
- Basketball courts
- Exercise spaces, e.g. swimming pool
- Yoga, tai-chi
- Healthy food for elderly

A place that celebrates its community and history

- Preserve the old
- Old with the new
- I ♥ Waterloo signs
- Tributes to Aboriginal history

Regular community events and activities

- Markets/Veggie markets
- Cultural festivals/Community festivals
- Community workshops
- Group exercise



A place that supports creativity and learning

- Creative
- Art/Artistic
- Community arts classes
- Statues
- Books/Access to books to read
- Music/Seniors to enjoy music and dance
- Singing
- Instrument rooms

A clean and well maintained area

- Clean/Smells clean
- Tidy
- Maintained
- Well cared for by residents
- Keep clean of graffiti

Quiet and peaceful

- Relaxing/Relaxed
- Serenity
- More peaceful/Peace
- Quiet/silence
- Meditation sounds
- Less noisy/No loud music



Ways to move safely and conveniently around the area

- Pedestrian routes that avoid busy streets
- Transport
- Convenience

An environment that is safe and secure

- Safe/Secure
- Free of people selling drugs

A fresh start

- Feels fresh and new energy
- New beginnings

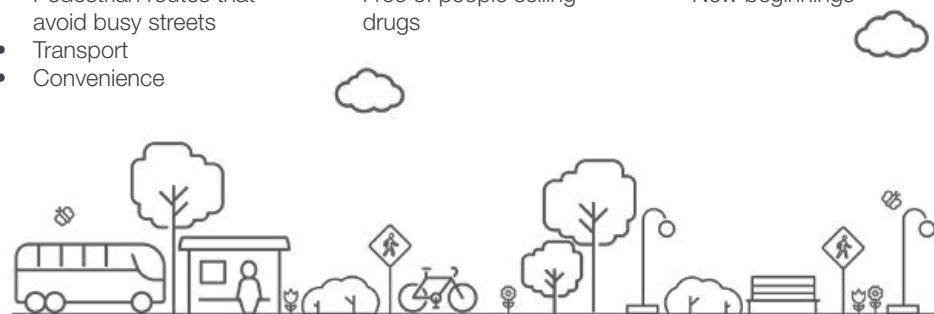


Figure 9: Snapshot of responses to the workshop question, 'What would you like a future Waterloo to look, feel and sound like?'

Through the various engagement activities, many people also identified innovative and practical ways to build on the strengths of Waterloo and ensure a strong, vibrant, connected and inclusive community for the future. These are reported for each focus area, along with other emerging themes and feedback, in the sub-sections which follow.

“Keep Waterloo as it is, but add to it, rather than replace it.”

Community Day participant

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6.2 Culture and community life



Waterloo's identity is connected to its diverse culture, sense of community and heritage. This focus area prompted people to think about the things that have made the community what it is today – what makes it unique and the aspects that contribute to the sense of belonging. People were asked to think about the community's strengths as well as what could be changed or added to build on these strengths and make it an even better place.

6.2.1 What we heard

Waterloo's diversity, inclusiveness and community spirit are what make it unique, and people want to retain and strengthen these elements in the future. For residents currently living in the social housing estate, Waterloo is their home and community, and it is important to them that they continue to feel at home and welcomed in a redeveloped Waterloo. People offered a variety of suggestions to encourage and promote community interaction across different cultural backgrounds, age groups, and socio-economic backgrounds, ranging from communal spaces and facilities to community events. People are keen to see Waterloo's unique identity and character embodied in the redevelopment – through the physical design or in other ways. Respecting and celebrating Waterloo's history and multicultural diversity through a redevelopment where old and new are respectfully mixed was highlighted as a key priority. Recognising and preserving the Aboriginal community and its history and culture also emerged as an area of importance, with the importance of Aboriginal culture emphasised by respondents.

6.2.2 Current issues and priorities

Maintain the sense of community

Across activities and groups, we heard repeatedly that the best thing about Waterloo is its people. Participants highlighted that they value social connections between neighbours, friends, family and the local school community. People talked about the way they look out for one another, offering support and security. Some people noted that their cultural community was important to them, while others commented on the strength of connections and care for older residents. Maintaining these social connections and a strong sense of community is of paramount importance to current Waterloo residents. People who responded to the Aboriginal community survey felt that a sense of ownership and a connection to the people and area were important contributing factors to what makes Waterloo special. Young people also spoke about the importance of a future Waterloo that preserves the sense of belonging and community that currently exists.

“Make sure you understand the people who live here first. Take time to get to know us...”

Survey respondent

Respect and celebrate the area's history and cultural diversity through events

About half of those who responded to the detailed survey felt that 'communal events, programs and festivals' would be the best way to celebrate Waterloo's rich and diverse history and its strong ties to cultural heritage, including Aboriginal culture. People suggested activities and events such as multicultural festivals; street markets; food festivals/stalls; community lunches and excursions; records of local oral history; and programs to help people develop skills while connecting with each other.

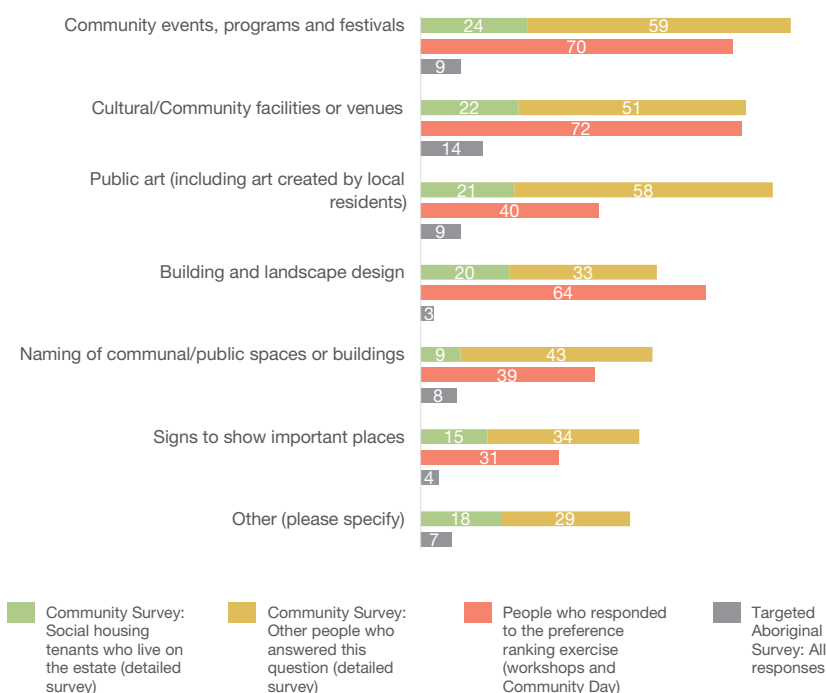


Figure 10: Best ways to celebrate Waterloo's culture, history and heritage

The graph above shows responses to the Community Survey (detailed survey) and targeted Aboriginal Survey question, and preference ranking exercise about the best ways to celebrate Waterloo's culture, history and heritage. A total of 201 people responded to the Community Survey and targeted Aboriginal Survey question, returning 490 responses (people were allowed to select up to three responses). In response to the preference ranking exercise, a total of 316 responses were received.

Support and respect the Waterloo Aboriginal community

Feedback revealed a strong interest in retaining and supporting the Aboriginal community in the local area. Waterloo residents value and respect the local Aboriginal history and culture, and want to maintain and develop the local Aboriginal community and keep the culture alive in the future. Developing a better understanding of the Aboriginal community, and building and strengthening connections with this community were also discussed. For example, the Chinese community living on the social housing estate expressed an interest in learning more about Aboriginal culture. Feedback highlighted the importance of consulting with the Aboriginal community, seeking their input and opinion throughout the redevelopment process, and actively including them in community projects.

Aboriginal community current issues and priorities

Community

Environment and open space, while acknowledged as a separate theme, was highlighted as critical to celebrating culture and community cohesiveness. Concern was expressed that a 'yuppified concrete jungle' may impact community coherence, and that an increased resident population could pose a threat to a strong Aboriginal community presence, as well as intensify stereotyping and misconceptions about the Aboriginal community. There is concern that redevelopment and gentrification of the area could result in the loss of community links, family ties and connections. Respect for other peoples' culture and different uses of space was seen as important considerations to guide design thinking. People highlighted the need for Aboriginal organisations to have their role in the precinct maintained.

Space

There is high interest in a cultural gathering space for families, youth and Elders; retaining all green space; creating community gardens; and linking sporting facilities (football, basketball court, skate park) to a gathering and meeting space. Those that attended the sessions also express a desire to retain facilities that foster and encourage community cohesion (eg sporting teams such as the football team, Redfern All Blacks).

6.2.3 Future needs and aspirations

Strengthen the diversity, character and community spirit of Waterloo

People want to see social housing retained, and the community ties and social connections that currently exist sustained and strengthened into the future. Feedback highlighted the importance of a redeveloped neighbourhood that maintains the existing community while attracting individuals (including young people), families and visitors to the area. While people support the preservation of the community's unique character, there is also support for fostering strong connections between public and private residents.

Promoting an inclusive community by breaking down language and cultural barriers, reducing social isolation and designing programs that include people of all abilities were seen as priorities. Some people suggested that mixing age groups may help some residents feel less isolated and encourage neighbours to look out for one another, while others suggested more community gatherings and activities to promote interaction between people of different ages, cultural groups and abilities. Maintaining neighbourhood advisory boards was suggested as a way to retain the neighbourhood voice as Waterloo transitions through the redevelopment.

Larger, accessible and adaptable communal spaces

The importance of larger, accessible and adaptable communal spaces to support group activities was highlighted as an important way to promote community interaction into the future. It was suggested that spaces should accommodate cultural and community events celebrating Waterloo's diversity and history, and be adaptable and flexible to meet different needs. We heard that an ideal future Waterloo would include welcoming and accessible indoor and outdoor venues to increase opportunities for people of all ages and cultural backgrounds to socialise and engage with one another. Activating communal spaces was also discussed, with people providing suggestions such as specific events, coffee shops in building foyers, communal televisions and more seating. Young people suggested that new communal spaces could create opportunities for existing residents and newcomers to get to know one another.

Creative and artistic expression

Some people talked about the importance of opportunities for creative and artistic expression to celebrate the local community, its history and heritage, and promote social and cultural connections. Suggestions included public art; murals; street art; storyboards capturing local history; galleries; an art centre; art that recognises the migration of local cultural groups and the refugee community; and spaces for artists and creative people to live and work.

A future Waterloo that accommodates the needs of the Aboriginal community

People spoke about their desire to see a redevelopment that is welcoming for the Aboriginal community, so that they feel respected and continue to be connected to the area. Feedback revealed an interest in celebrating links to Aboriginal history and culture, and supporting the Aboriginal community in the local area by ensuring connections to the land, and to family and community are sustained. People suggested a number of ways to do this, such as naming public spaces and buildings; signage to tell the story of a place; an Aboriginal cultural centre or artistic hub; a major Aboriginal gallery or museum; and a Welcome to Country hub. There were also discussions about providing dedicated affordable housing for the Aboriginal community, with the idea of a percentage of housing in the redevelopment being set aside for Aboriginal people.

Aboriginal community future needs and aspirations

Naming

The community suggested changing the name of Waterloo, and renaming buildings and street names to reduce the 'overriding sense of British history' in the area, as it is felt that this is not reflective of the real story of Aboriginal and multicultural Waterloo. Signage and interpreting places of significance are seen as vital to these naming and interpretative aspirations, and a way to mitigate current concerns around the loss of Aboriginal community and Aboriginal presence.

Space

There is strong interest in retaining open green space; and creating parks, playgrounds, sporting facilities, meeting places, gathering and yarning spaces, spaces for children and Elders; places to support new cultural activities; and performance and cultural spaces.

History and education

Educating newcomers and keeping storytelling and history in front of residents was discussed. A keeping place was suggested as a way to foster the cultural identity of the area, enable knowledge sharing between Elders and help children to take pride in who they are and their history.

“We need active integration and activity between the Aboriginal and non-Aboriginal communities to break down cultural barriers.”

Survey respondent

Employment

There is an interest in local Aboriginal employment that is supported by a diverse community working together. Employment is seen as key to maintaining an Aboriginal presence by enabling people to live and work in the community.

TJ Hickey memorial

Those who attended the sessions frequently discussed a TJ Hickey memorial. It is important to the current community that this story does not disappear during the redevelopment through interference with or removal of the railing. The community sees the redevelopment as an opportunity to create a dedicated memorial space.

Public art

The community is greatly interested in public art that represents the community being built into facades and local neighbourhood design, including the integration of flags, sports team signage, street art, statues and story boards.

“...to live among like-minded people who respect their neighbours, take pride in where they live, their home, gardens, etc. and embrace the community spirit.”

Survey respondent



Image: Waterloo community event

SOME OTHER PRACTICAL AND INNOVATIVE IDEAS THAT WE HEARD FROM PARTICIPANTS

- Offer different classes and activities in communal rooms in buildings or in a centrally located purpose built community centre so people can learn new skills, connect with others and keep busy and active.
- Recognise and preserve the existing social networks within buildings for ageing and elderly residents – keep people together during the relocations by using sociograms (i.e. a graphic representation of social links).
- Retain elements of the existing area including community mosaics, the sundial, and memorials.
- Offer basketball competitions and local sporting programs to facilitate community interaction.
- Involve Aboriginal culture in the redevelopment, e.g. Elders to hold a smoking ceremony on the estate.
- Retain and increase opportunities/spaces for volunteering, i.e. Waterloo Recycle Workshop, Cycle De-Cycle, community gardens.



Image: Waterloo Green basketball court

6.3 Transport, streets and connections



Waterloo needs to be accessible and connected. This focus area prompted people to think about transport, including how easy it is to get around using different modes, and how connected Waterloo is to surrounding areas and the places and things they need to access. People who attended the engagement events were asked to think about the transport modes they use or would like to use including, but not limited to, the bus, train/metro, community transport, cycling and walking.

6.3.1 What we heard

The ideal future transport system in Waterloo will be reliable, frequent, integrated, clean and sustainable to meet the needs of current residents and the future population. While many people are currently satisfied with and rely largely on public transport, they would like to see expanded public transport options in the future, with many seeing the Metro as a positive development. People in Waterloo would also like to make use of more extensive and affordable community transport, safe and accessible pedestrian walkways, dedicated cycleways, and frequent transport connections to the rest of Sydney. While cars were not discussed by many people, the lack of available parking, including for service and emergency vehicles, and traffic congestion in and around Waterloo were raised as concerns by some.

“Please see Waterloo and the Metro as parts of a transport ecosystem. Add Metro stations at Alexandria and St Peters. Connect Metro hubs to local bus networks. Plan for less cars!”

Survey respondent

6.3.2 Current issues and priorities

Public transport capacity sustained and strengthened

Waterloo's location and public transport connections were identified by many as positive features. People in Waterloo want to keep these features, but build on them for greater connectivity and a more consistent and reliable transport network. The majority of people who responded to the preference ranking exercise about the transport modes they use now selected public transport options.

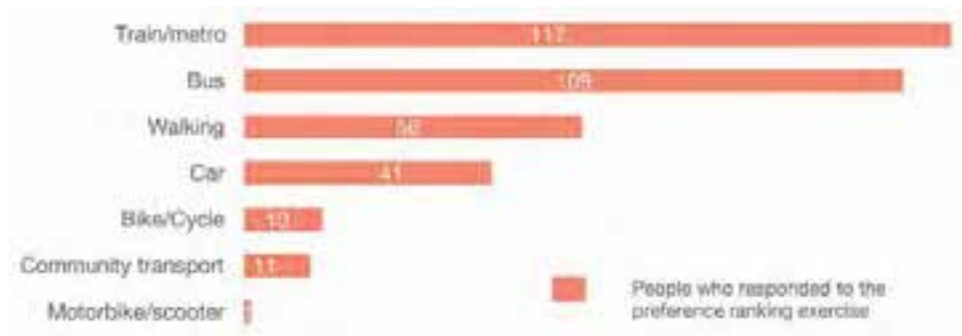


Figure 11: The graph above shows responses to the preference ranking exercise (completed at workshops and the Community Day) about the transport modes people use now. People were allowed to choose up to two responses.

Feedback highlighted the importance of public transport for social housing residents in particular, as it enables access to shops, supermarkets, services and facilities – including health and medical facilities. Although people are currently satisfied with public transport (trains and buses), they would like to extend these services further in the future.

Aboriginal Community current issues and priorities

Public transport

Those who attended the sessions rated accessible public transport as a high priority. Bus routes were reported as good and reliable, with the 355 bus identified as a route used often. Better bus connections to neighbouring suburbs and clear bus schedules, routes and services were identified as priorities. Concerns were raised in relation to the accessibility of public transport such as older style buses that lack pram and wheelchair access, lifts and escalators at stations, and platform lifts on buses.

Community transport

Community transport also featured prominently in feedback. Retaining services like elderly transport pick-ups was identified as a priority, with people suggesting that this could be improved by reducing time-restrictions, and offering greater flexibility with pick up times.

Streets

Generally, those who attended the sessions felt that the bike paths were good but raised issues in relation to bike lanes and shared areas between cyclists, cars and pedestrians, particularly as some cyclist commuters ride 'too fast', with separate cycleways suggested to manage these issues. In regard to foot traffic, people discussed the need for wider footpaths to accommodate the increase in pedestrians and more lighting on streets, in open green spaces and around public housing – in particular the Phillip Street triangle (Cope, Phillip and George streets). More paths and walkways were highlighted as a priority to reduce traffic around residential areas, with Cope Street identified as the main access point to the precinct.

“Transport in the area is already excellent – especially when Waterloo [Metro] station opens.”

Survey respondent

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Car parking

People who attended the sessions placed a high priority on ensuring that people with cars still had the ability to use them. Parking was identified as a major issue in this regard. Current residents consider there is a lack of available parking, with some suggesting that this may be due to commuters from businesses in the area parking in resident spaces. Private resident parking was a priority, along with parking facilities for visitors and families.

6.3.3 Future needs and aspirations

Focus on a public and sustainable transport system

Overall, there was a strong message that public transport should be a key focus for transport in the future. More frequent and direct bus connections with extended operating hours to key locations such as neighbouring suburbs, essential services (e.g. hospitals) and shopping centres was the most prevalent emerging transport need for the future. There was also interest in improved bus stops (e.g. clearer signage, sheltered areas, and flat surfaces with tactiles) and dedicated bus lanes to reduce traffic congestion.

Quantitative data from the survey supported the focus on bus improvements and public transport generally, as a key priority for the community.

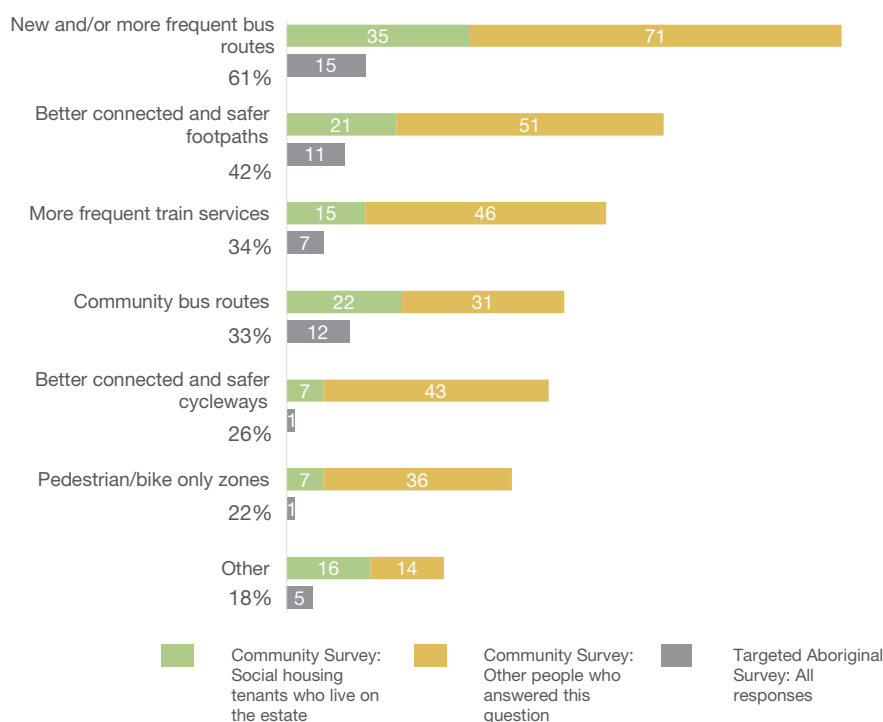


Figure 12: Future transport improvements

The graph above shows responses to the Community Survey (short and detailed) and targeted Aboriginal Survey, 'What transport improvements would you most like to see at Waterloo in the future?' A total of 200 people responded to this question, returning 467 responses (people were allowed to select up to three responses). Percentages shown reflect the number of responses as a proportion of the total number of respondents.

Safety and accessibility

Safety and accessibility were highlighted as important elements of a future transport system. People are keen to see lifts at the train and new Sydney Metro station and better street lighting, as well as infrastructure and a traffic management system that enables easy access into and out of Waterloo for emergency services. Accessibility and safety in relation to bus stops, the Metro and Redfern station were highlighted as areas of importance, as were accessible pathways, particularly for older people and those with disabilities.

A walkable Waterloo, with limited through traffic, and safe and accessible pedestrian access across busy intersections and to transport hubs, was highlighted as important for the future. People are also keen to see a network of separated cycleways to improve pedestrian safety, particularly for older people.

Affordable community transport options

Feedback highlighted an interest in increased and affordable community transport options to improve access to community amenities, medical services and other transport nodes (e.g. the Sydney Metro station). People wanted to see community transport options that are affordable (or free); offer better connections to meet the needs of a range of people (elderly, CALD groups, students/children); and can be accessed by the elderly and those with a disability. Feedback from the Aboriginal community survey highlighted community transport as a suggestion to improve accessibility for Elders.

“Community bus routes to assist elderly and disabled attend appointments and recreational activities.”

Survey respondent

Cars and parking

The lack of available parking and traffic congestion in and around Waterloo were raised as areas of concern by some. Feedback in relation to cars varied greatly. While some people noted that they relied on public transport and did not intend to use cars in the future, others discussed traffic and parking-related issues in the local area.

Some people mentioned being concerned about the impacts of population growth on traffic, as well as the cumulative impacts of other projects on the local road network, including on McEvoy Street. A holistic traffic management plan was suggested to improve safety and emergency vehicle access to Waterloo, and reduce traffic congestion in the surrounding areas. Other suggestions to cope with increased car use in the area included road widening and road improvements; traffic calming mechanisms; and reduced speed limits on local main roads.

A number of people are keen to see more visitor parking and sufficient parking for residents in the future Waterloo. There was interest in the provision of more secure and well-lit car parking; off-street parking; free parking; and underground or undercover spaces. Other people were interested in less parking and parking restrictions.

Parking for emergency service vehicles and service providers that provide support in the home (e.g. health and aged care service providers) was also suggested. Some people talked about the need for pick up and drop off spaces for service providers transporting clients or patients.

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Transport, streets and connections: Feedback from consultation with the Aboriginal community

Public and community transport: Those at the workshops are keen to see a future Waterloo that included more responsive and flexible community transport, and enhanced public bus connections to neighbouring suburbs. There was also an interest in clearer bus schedules, routes and services to ensure access to services that may be relocated from Waterloo as part of the redevelopment. Accessibility to public transport for people with disabilities was seen as a key future need, particularly in the new Sydney Metro station.

Streets: In response to a greater ability to cycle and walk within inner city precincts, people suggested speed restrictions/speed bumps for bike lanes and bigger signage for cyclists as a safety measure for cars, riders and pedestrians. In order to better access streets and enhance connectivity in the future, people are keen to see wider footpaths and more lighting on streets, in green spaces and around public housing for safety.

Car parking: Secure resident parking was identified as a future need, along with parking facilities for visitors and families who typically visit from out of town 'to find mob'. To keep Waterloo as a place of gathering for the Sydney and NSW Aboriginal community and a viable place where Aboriginal people can continue to live and work in the future, the community would like to see an increase in free and secure off-street parking for residents. Options could include underground, or park and ride options.

“Better public and active transport offerings to ensure everyone can get around without a car.”

Survey respondent



Image: Sydney Metro train

SOME OTHER PRACTICAL AND INNOVATIVE IDEAS THAT WE HEARD FROM PARTICIPANTS

- Develop a holistic traffic management plan.
- Convert on-street parking to 'access to curb' short-term arrangements for essential services, aged care and health services.
- Create a dedicated cycleway to the top (east) of Waterloo Green and through this green space to enable a continuous link to the George Street cycleway (without needing to dismount).
- Provide bike racks.
- Provide access and parking for emergency services vehicles.
- Factor electric or driverless cars into transport planning.
- Provide free parking permits for social housing residents.
- Provide community transport options, especially for Elders and older people in the community.

“Accessibility via cycleways, footpaths and train reduces the need to use cars therefore assisting with traffic and road congestion which is currently at levels greater than the suburb can support.”

Survey respondent

6.4 Housing and neighbourhood design



The design of housing and the broader neighbourhood is crucial to supporting a sense of community and will contribute to how it feels to live in Waterloo. This focus area prompted people to think about what the new buildings and spaces around Waterloo might look like. People were asked to focus on the 'big picture' – the broad ideas that are important to guide the future design of buildings and homes as well as public and communal spaces.

6.4.1 What we heard

People across engagement activities participated in enthusiastic discussions about the urban environment. We heard about the importance of accessible and adaptable buildings and homes; spaces that are designed with purpose; buildings that are energy efficient and oriented to maximise sunlight; sustainable solutions; and spaces between buildings to maximise airflow and ensure privacy. Safe and affordable housing was raised as important across all engagement activities, including by those who responded to the Aboriginal community survey. Other discussions focused on safe internal and external spaces; design and building quality, and housing mix. The key difference between discussions among social housing residents and other community stakeholders was the focus on the immediate housing environment. Social housing residents provided various suggestions to improve housing design, including building in flexibility to meet changing needs, and ensuring room layouts that are accessible and practical.

6.4.2 Current issues and priorities

Safety, accessibility and adaptability

Safety, accessibility, housing adaptability and maintenance were raised as priorities across discussions with different groups. These were highlighted as important elements that underpin the enjoyment and liveability of Waterloo. Suggested improvements included more lighting in and around buildings and open areas; smart urban design (i.e. high visibility); CCTV cameras; concierge and security services in the buildings; enforced alcohol free zones and designated 'wet areas'; and swipe cards for resident floor access. While some people felt that more police and security would make them feel safer, others suggested that this could be achieved by an increased 'people' presence on the street.

People spoke about the importance of accessible and adaptable homes (e.g. room layouts), and a neighbourhood that is easy to move about for everyone, including older people and people with disabilities. Specific ways to improve accessibility in the broader neighbourhood were suggested, including lifts and ramps where stairs are located, and storage for mobility equipment.

Some people felt that improving the current level of housing and neighbourhood maintenance will help to foster community pride.

A preference ranking exercise asked what are the best ways to make sure a renewed Waterloo meets the needs of people who live here today and those who will live here in the future. The top responses, and the number of people who selected these, were:



121

I feel **safe and secure** when entering, leaving and walking around my home and neighbourhood



70

There are **housing options for people with different needs** (e.g. all ages, incomes, abilities and cultures)



62

My home is **flexible and can be modified** as my needs change



62

I want my neighbourhood to be **active and lively but not overcrowded**

Neighbourhood design

People discussed the design of the urban environment, and talked about the features in Waterloo that they would like to keep for the future. Retaining some of the feel of the 'old' Waterloo, while promoting architectural excellence was discussed. People are keen to see diversity in terms of building design, shape, materials used and height to ensure a high quality and visually appealing urban environment. Uniformity was a concern that was raised a number of times, with people suggesting that there is a risk that future buildings will all look the same. This is highlighted in comments such as 'we don't want a Wolli Creek or Zetland' and 'no bland high rises that don't interact'. There were also discussions about sustainable solutions for the Waterloo redevelopment such as buildings designed to counter dampness and maximise breezes; solar power for communal areas; and building and urban design that optimises water efficiency.

Some people talked about the built heritage of the area, including the terraces, Dobell building and Matavai and Turanga towers. A relatively small proportion of discussion focused on the towers, with those keen on retaining and refurbishing them passionate in their opinions. For them, the towers should be kept for their heritage value, their views, and as icons of the area. This perspective was not universally shared, however, and other people expressed views in favour of replacing the towers, citing structural flaws, design faults, and the sense that they are outdated. It was suggested by some that the height and design of the towers promote social isolation for those living on the upper floors, particularly elderly residents. Finding a way to keep the towers' Maori and Polynesian art and cultural objects was suggested, as they represent important links for many New Zealand and Polynesian residents.

There is an interest in active and connected streets and spaces (particularly at ground level); a main street or boulevard; a town square or focal point; a mix of private and shared spaces; through-block connections and laneways; and design that considers environmental factors.

“I think this precinct presents an incredible opportunity to build a healthy, happy place to live – as long as the balance between heritage and gentrification is right so it retains a bit of character.”

Survey respondent

Issues related to housing density were touched on in feedback across engagement activities. In several instances, people associated high density development with high rise buildings and were particularly concerned about overshadowing and overdevelopment. Other issues raised included ensuring sufficient access to facilities and services; the location and amount of open space; access to transport and parking; privacy and environmental impacts; and impacts on people with complex needs.

There was some support for higher density living, as long as it is done well, ensures a better quality of life, and manages impacts, and is supported by local facilities and services. In a number of instances, it was acknowledged that a high density development would deliver more housing in the local area, including social and affordable housing, and enable more people to live in inner city areas. People offered suggestions in relation to high density and high rise development including sympathetic high rise development that considers the other low rise housing stock in the area; smaller high rises that do not block views and breezes; green/open space on different levels including rooftop community gardens; and lots of green space and trees in the surrounding environment.

Aboriginal community current issues and priorities

Dedicated Aboriginal housing

Dedicated Aboriginal housing was identified as a high priority, to ensure the ongoing presence and strength of the Aboriginal community in Waterloo. It was suggested that the Aboriginal Housing Office (AHO) should be involved in the redevelopment process, although those we heard from also wanted their own voice separate to the AHO.

Security

Buildings security was raised as a pressing issue, with measures such as a concierge with CCTV and security, and screens on windows suggested as possible mitigations.

Laundry facilities

The need for adequate laundry facilities was a recurring issue. It was suggested that current laundry facilities could be improved.

Cleanliness and maintenance

Rubbish and littering around the property and streets was raised frequently as an issue, as was the need for maintenance of the common gardens.

6.4.3 Future needs and aspirations

Housing mix

There was general support for the redevelopment providing a mix of private, social and affordable housing, but a desire to understand more in relation to how this will be achieved.

In relation to the issue of housing, engagement activities and feedback tended to focus on individual housing needs and preferences, rather than the broader question of housing mix. However, through the workshops, the Community Day and the detailed survey, people were asked about the particular option of social and private housing in the same building. While feedback indicated support for this option, other discussions highlighted that a range of options need to be considered, as well as practical considerations and evidence of how similar models have worked elsewhere.

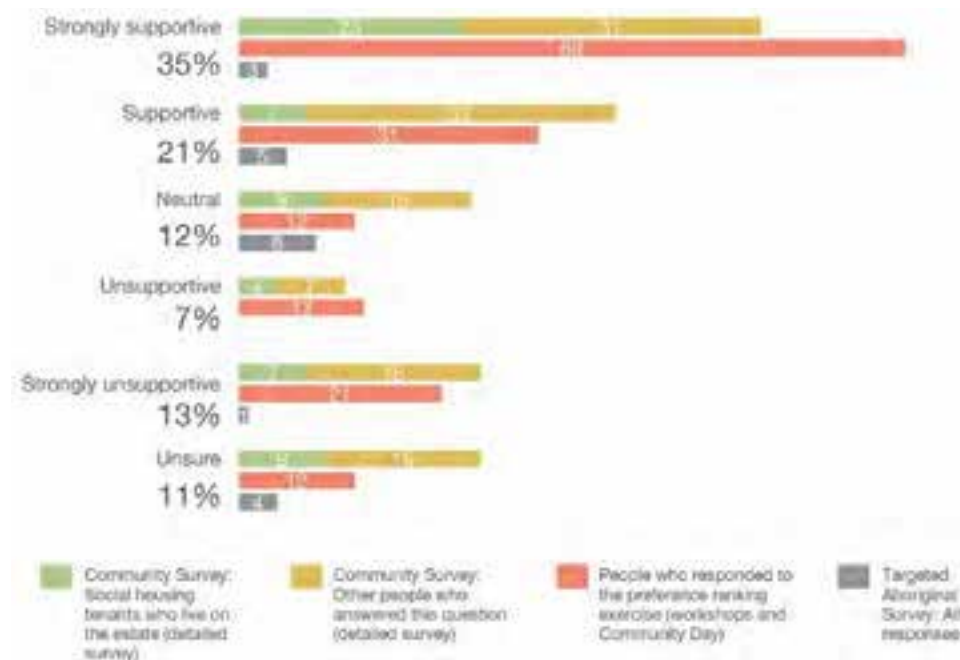


Figure 13: Support for locating private and social housing units in the same building

The graph above shows responses to the Community Survey (detailed survey) and targeted Aboriginal Survey question, and preference ranking exercise (completed at workshops and the Community Day) about locating private and social housing units in the same building. A total of 357 people responded to this question. Percentages shown reflect the number of responses as a proportion of the total number of respondents.

The Waterloo Redevelopment Group in particular highlighted the need for access to more information about housing mix options, and evidence of where they have been successful. The group also discussed practical aspects, such as who would pay for common services (i.e. maintenance and security), and how any potential conflict between residents would be managed. There was interest in increasing the proportion of social and affordable housing in the redevelopment, including dedicated affordable housing for Aboriginal people. The importance of engaging with social housing tenants in regard to housing mix options and decisions was also emphasised.

Other suggestions were offered on ways to support the effective implementation of housing mix including:

- Locate people with similar needs or interests (e.g. older people) within close proximity.
- Offer residents choice about whether to live in mixed or separate buildings.
- Provide education and strategies to promote interaction and avoid segregation.
- Consider who will live in mixed housing to achieve the right 'people mix'.
- Reduce physical differences between social and private housing units.
- Ensure facilities and services are accessible to both social and private housing residents.
- Ongoing support and assistance provided to people with complex needs.
- Ensure community services agencies are available to provide support as required.
- Provide case studies to demonstrate how and where difference approaches have worked successfully.
- Establish an informed working group to consider studies and investigate proposed options.
- Use 'shared equity' type schemes to enable social housing tenants to become home owners.
- Run a trial to 'give it a go'.

Aboriginal community future needs and aspirations

Housing mix

The majority of people we talked to are open to a mix of social and private housing, suggesting this is necessary to avoid segregation and social divide. People attending these workshops identified the need to ensure the quality and standards of future housing are the same for both social and private housing in order to make it work.

Flexible living arrangements

The need for flexible living arrangements was frequently raised, with extra spaces and rooms to accommodate family and visitors. The aspiration was for the design to be socially and culturally appropriate through a collaborative development process.

Bathrooms

There was an interest in bathrooms including bathtubs, along with safety rails and other accessibility aids for elderly and disabled residents. It was also suggested that the laundry design take into consideration the expense of new compact washing machines, and provide sufficient space for standard machines.

Gardens, balconies and communal space

Balconies and gardens with greenery and native plants were identified as top priorities for residents, along with as much air and light as possible, which links back to culture and culturally aware design principles. Communal spaces are desired and would be used if well maintained and secure.

Wi-Fi

Those we spoke to across all sessions rated accessible Wi-Fi highly, to assist children to complete homework and allow elderly and disabled residents to easily access services.

People raised a number of potential benefits and concerns related to mixing private and social housing.

Benefits

- Promote mutual respect and understanding between diverse groups; create stepping stones to build respect for others.
- Reduce the stigma associated with social housing.
- Improve relationships between public and private housing residents.
- Promote diversity and support community cohesion.
- Create a place that is better looked after, cleaner and safer.
- Improve local facilities and services.
- Increase the number of young people and families in the area, which will benefit the young people currently living in Waterloo and make the area more lively.

Concerns

- There is potential for tension and division between residents, as private and social housing residents have different expectations.
- Changing demography – including the impact on Waterloo's identity (e.g. diluting the community voice); and mixing different groups (e.g. pensioners with families in the same building).
- The 'transient nature' of private housing renters and its impact upon housing mix.
- Attitudes towards social housing tenants by some private housing residents.
- Possibility that private residents may 'push out' social housing tenants by reducing access to affordable or free services.
- Potential for overcrowding or 'overbuilding' leading to poor community amenity.
- Impact of social housing on the value of/demand for private housing stock.

Housing improvements

Another key focus was the type of housing people would like to see in a future Waterloo. Social housing residents in particular expressed a strong interest in improving their immediate housing environment, and offered numerous suggestions. Many comments emphasised a need for increased space and larger rooms and balconies, more and operable windows, increased storage, and better bathroom design – particularly with regard to increased accessibility for people with mobility issues. Communal building facilities including community rooms with cooking facilities, dryer rooms and private gardens would also be welcomed. People also talked about the importance of more regular and responsive maintenance of social housing properties.

Figure 12: provides a snapshot of housing design features suggested by the community.



Figure 14: Visual snapshot of feedback about the design of housing

Overall building design

- Higher quality build/aesthetically pleasing architecture
- Spaces that are flexible and can be modified and personalised
- Design that addresses privacy
- Noise insulation/soundproofing
- Better heating and cooling /airflow and ventilation/air-conditioning
- Better lighting
- Sunlight/natural light for all apartments
- No studios or larger studios

- Same size or larger apartments (some three bedroom apartments)
- Larger rooms
- Internal doors that swing out, or sliding doors
- Modern amenities
- No carpet

Bedrooms

- At least one bedroom per unit
- More bedrooms
- Larger bedrooms
- Wardrobes in the bedrooms
- Built-in wardrobe/mirror (not glass)

Outdoor space

- Balconies/larger balconies /...no balconies/use balconies ...as a design feature
- Green roofs and gardens
- Car parking
- Views

Storage space

- Dedicated storage rooms for tenants
- Additional storage space
- Garages (security)

Accessibility

- Improved access for all including the elderly and those with a disability, in all areas (e.g. entrance, kitchen, bathrooms)
- Wheelchair access including ramps
- Adequate number of lifts/lifts that can accommodate an ambulance trolley or stretcher
- Escalators as well as stairs/no stairs

Entrance

- Two doors for every apartment entrance (i.e. security door and wooden door)
- Security gate

Communal areas (including foyer and corridors/hallways)

- Mailbox design
- Better rubbish disposal rooms/larger garbage chute
- An interesting and welcoming ground level
- Solar power for clothes dryers and lighting in communal areas
- Wider hallways
- External corridors for fresh air
- CCTV in hallways

Laundry

- Internal laundries in each apartment/no common laundry/increased laundry space
- Laundry to be used as an additional communal storage room
- Communal dryers (coin operated)
- Locate public laundries away from apartments to prevent noise

Bathroom

- Well designed bathrooms ('currently water goes everywhere')
- Larger bathroom
- Separate shower and bath
- Separate and adequate toilet facilities ...in larger apartments
- Accessible showers/larger showers
- Heater in the bathroom
- Windows in toilets

Windows

- Operable or sliding windows (easier for cleaning)
- Tinted windows
- Fly screens on all windows and doors
- Safety glass
- Double glazed windows /sound proof glass

Kitchen

- Larger kitchens
- Fans and windows in the kitchen
- Gas for cooking

“This is going to be a world class development. The world is going to be watching this. People are cynical about is it going to be done...are the units going to be of a good standard? They are going to be of a good standard because the eyes of the world will be watching this. It will be the best quality that you can get.”

Survey respondent

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Image: Social housing residents



SOME OTHER PRACTICAL AND INNOVATIVE IDEAS THAT WE HEARD FROM PARTICIPANTS

- Run a design excellence competition to ensure diverse, relevant and culturally appropriate architecture and design.
- Build v-shaped seats to encourage conversation and shaded benches facing each other with a table.
- Create glass walls around community rooms in communal spaces to encourage people to join and participate and offer a privacy option for meetings.
- Consider innovative options such as smart design for outdoor furniture, building an interactive playground, and ensuring smart sustainable solutions for buildings to maximise natural climate features and minimise the need for air conditioning.
- Consider wind shelters and design elements that minimise wind impacts.
- Turn foyers into meeting places, e.g. coffee shop.
- Include a dedicated floor for communal facilities to accommodate the needs of older residents.
- Provide transitional housing facilities for older people.
- Consider commonalities when deciding on housing mix arrangement, e.g. elderly on the same level.
- Offer choice in housing mix, e.g. one mixed building, one full social and one private.
- Make sure streets and pathways are wide enough for garbage trucks, emergency services and mobility scooters.
- Build the redevelopment by creating local jobs and using local labour.
- Provide fold down clothes lines.

6.5 Community facilities, services and shops



Waterloo will have more and new community facilities, services and shops. This focus area prompted people to think about the community facilities, services and shops that they would like to see included in the future Waterloo. People were asked to think about the facilities, services and shops they use now or would like to use in the future, considering both availability and accessibility.

6.5.1 What we heard

We heard that people want the requirements for daily living (such as food, groceries and essential services) to be within easy reach, making Waterloo a place where residents can live, work, shop, rest and play. People are keen to see more local facilities and services that are accessible for all, including the elderly, people with disabilities, and those with complex needs. Feedback revealed the importance of facilities, services and shops that cater to the existing community, including their specific needs and price points, as well as future residents.

6.5.2 Current issues and priorities

Build on existing community services, facilities and shops

While people love many things about the current Waterloo neighbourhood, they are most keen for change around community facilities, services and shops. We heard that people are interested in retaining and building on the things that are currently well utilised such as community facilities, community rooms, the library, sporting facilities, local shops and cafes which are all part of the fabric of Waterloo. For many people it is important that established and valued facilities and services, such as Counterpoint, The Factory, PCYC, Weave, The Settlement, Salvation Army, NCIE, 107 Projects and Fact Tree are supported and maintained. People are keen to see improved community and neighbourhood facilities including multiple venues that are large, adaptable, centrally located and multi-purpose. Ideally, these indoor and outdoor spaces would cater to a broad range of people (youth, older people, families, culturally diverse groups, and people with a disability) and accommodate a diversity of sporting and community activities at different times of the day and night. There is also an interest in outdoor community facilities such as playgrounds, BBQs, public toilets, outdoor seating and a swimming pool.

“There are so many great small businesses in the area. Like the housing tenants, these should be given the first opportunity to remain. Instead of bringing in the latest ‘trends’ in retail and food, help the local business flourish so that Waterloo’s identity and diversity is not lost.”

Survey respondent

Aboriginal community current issues and priorities

Services

Local residents reported having a good relationship with many of the Aboriginal NGOs in the Redfern and Waterloo area, in particular the Aboriginal Medical Service (AMS), Aboriginal Legal Service, Waterloo Library (home of the Koori Collection) and Wyanga Aged Care. The priority for the current residents is to improve the location and accessibility of the existing services for elderly and disabled residents. Other priorities include developing an AMS visiting area in Waterloo and having a dedicated space for the Legal Service. Residents also see building on the services currently being provided as a priority for the wider community, with the addition of mental health clinics, needle exchange, tenancy support services and community drop-in centres.

Childcare, schools and youth services

Affordable childcare was a recurring issue raised throughout the consultations. Residents raised concerns about the influx of new residents to the area and how this would affect the number of places available at local childcare facilities and schools. A priority raised by multiple respondents was the development of a full time Aboriginal pre-school, with Aboriginal staff. Another was the retention and upgrade of The Factory Youth Centre as a dedicated space for children to play, learn about culture, access the internet and complete homework.

Employment opportunities

A current priority identified by the community was the need for Aboriginal employment at all stages of the redevelopment process. It was suggested that this could take many forms, including increased services around employment support; rent subsidies for community owned and run businesses; space set aside for community based start-up businesses; and local employment agreements with new retail businesses opening during the redevelopment.

6.5.3 Future needs and aspirations

Facilities, services and shops available in the local area

The people we heard from in face to face engagement activities and surveys want to be able to access the facilities and services they need for their daily lives within the immediate Waterloo area. A variety of affordable supermarket, entertainment and food options; essential government and health services; and outdoor recreation amenities suitable for different age groups would be welcomed. Quantitative data from the preference ranking exercise supports these priorities, highlighting that the services people use the most now are also the ones that are the most difficult to access.

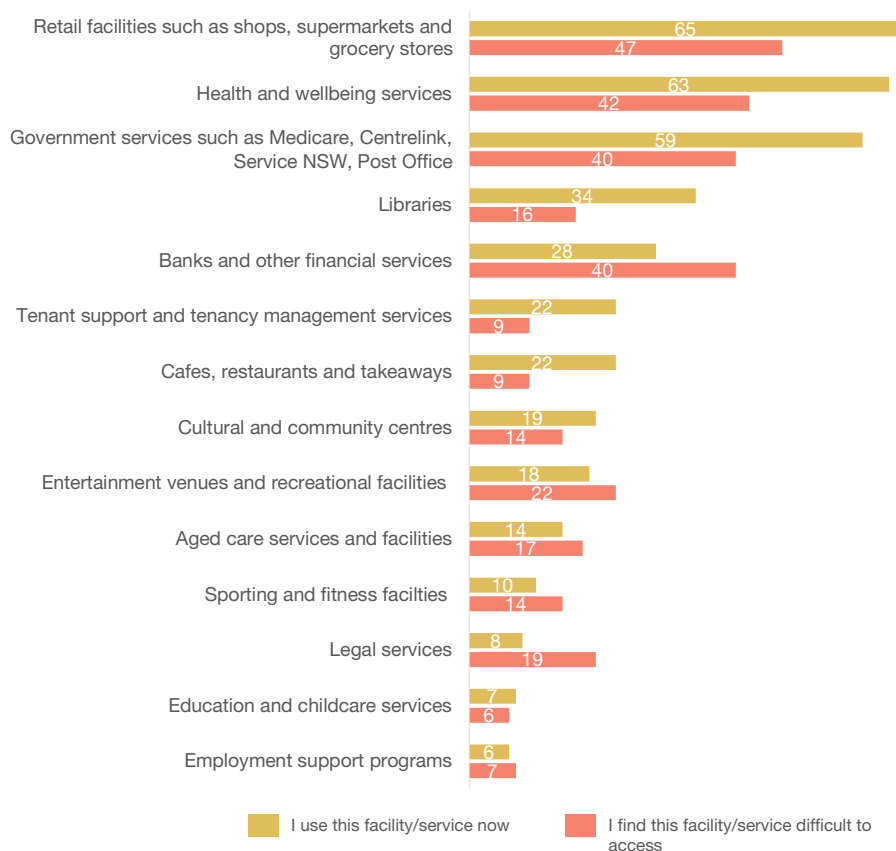


Figure 15: Facilities and services people use now, and those they currently find difficult to access. The graph above shows responses to the preference ranking exercise (completed at workshops and the Community Day) about the facilities and services people use now, and those they currently find difficult to access. People were allowed to choose up to three responses for each.

While it was agreed that there is a need for more and affordable local shops and grocery stores, there are mixed views on what this would look like. Some people are keen to see shops located in a central hub, while others favoured the revitalisation of former or existing retail areas such as Elizabeth Street, Danks Street, Botany Road and the Raglan Street/Regent Street shopping precinct. There is support for a large supermarket in the Metro Quarter, or on Cope Street. Food options that reflect the cultural diversity of the area, such as multicultural supermarkets and restaurants, were also suggested.

Accessibility of essential services

People emphasised the importance of everyone in the community being able to access essential services such as government, medical, mental health, social and aged care services. Feedback revealed that access to essential services refers not only to the proximity of services, but also affordability of these services and the provision of adequate support (e.g. translators, disabled access to transport connections) to enable people to use these services. Locating services in the same place, for example a 'one stop shop' or 'service hub', was suggested. NGO workshop participants and some survey respondents suggested essential services such as Medicare, Centrelink, a supermarket and post office should be provided next to or near the Sydney Metro station to create a central and accessible service hub for the community.

Aboriginal community future needs and aspirations

Services

The residents view the redevelopment as an opportunity to relocate some of the existing services, for example ensuring that 'aged care is on the flat, not on the hill'. The ongoing priority is that all current services are retained. The future needs of the community have been identified primarily in relation to ensuring that there are increased services, in particular a Medical Centre and schools to cope with the significant increase in residents. There is also concern that the increase in population could see current services relocated out of the area, or be made into private practices which would likely reduce access for current residents.

Affordable retail

A future aspiration of the Waterloo community is for affordable retail options to be included in the redevelopment. The current lack of affordable grocery and food retail stores was seen as an ongoing issue for residents. Those we heard from are optimistic that the future Waterloo could include grocery options, such as Aldi, Coles, Woolworths, and fresh fruit and vegetable stores, as well as affordable retail stores and services such as chemists, banks, post office, op shops and cafes.

Creating space

The inclusion of an appropriate community space within a redeveloped Waterloo was seen as a future need. The development of recreation facilities (including exercise equipment, sporting facilities, playgrounds and waterparks), cultural centres/hubs, community halls, and indoor and outdoor spaces for community events along with the associated facilities (public toilets, outdoor seating and BBQs) was seen as a priority. There was a feeling that the inclusion of these spaces would help to ensure that the area remains a gathering place for families, rather than a place that is 'too trendy'.



Image: Community workshop

Figure 16 shows the services and facilities that people are most interested in seeing located close to the Metro train station are government services, retail facilities and food options.

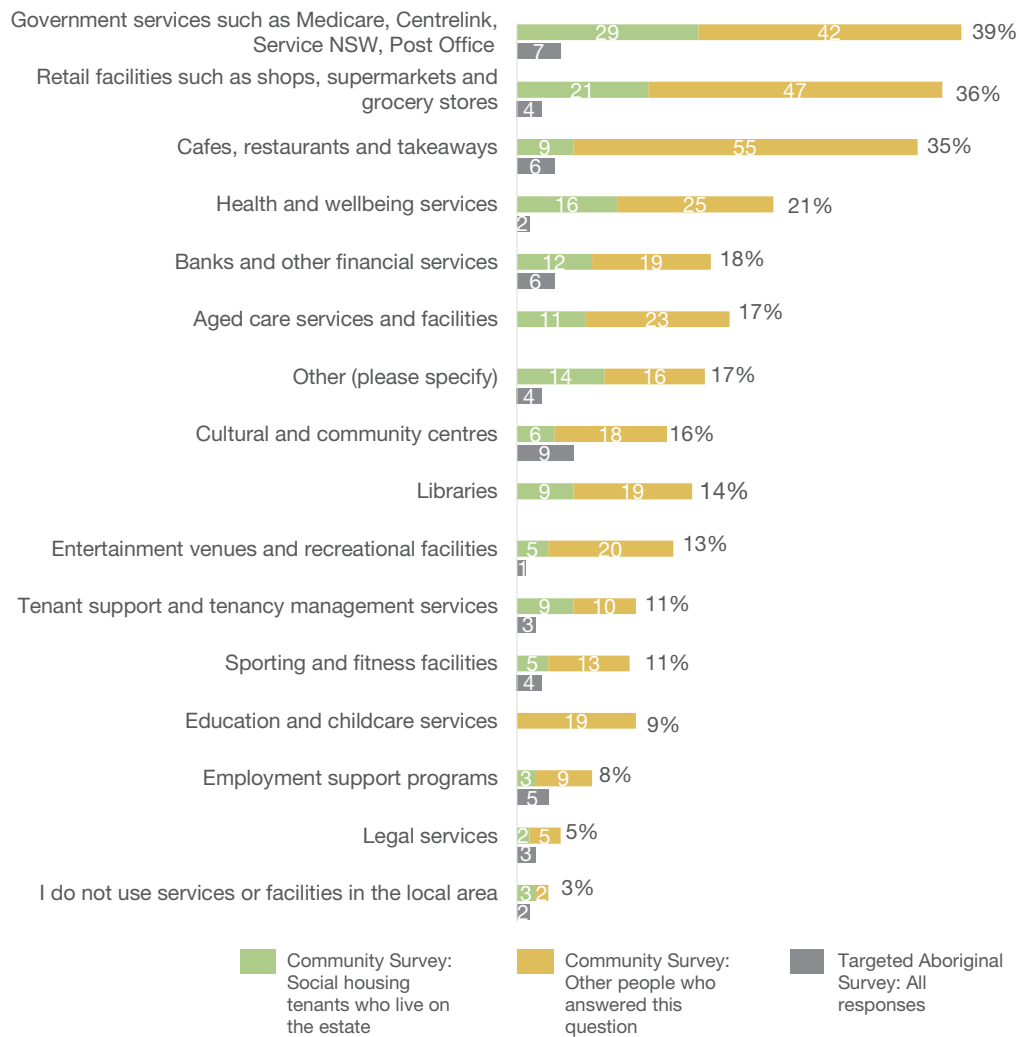


Figure 16: Services and facilities people would like to see located at or near the new Waterloo Metro train station. The graph above shows responses to the Community Survey (short and detailed) and targeted Aboriginal Survey, 'What services and facilities would you like to see located at or near the new Waterloo Metro train station?' A total of 201 people responded to this question, returning 552 responses (people were allowed to select up to three responses). Percentages shown reflect the number of responses as a proportion of the total number of respondents.

A preference ranking exercise asked people to select their top priorities for the future in regard to community facilities, services and shops. The top responses, and the number of people who selected these, were:



65

Most of the **facilities, services and shops** I need will be **located in the local area**



55

Outdoor recreation areas with facilities (e.g. BBQs, toilets) will be located within walking distance



51

There will be **different food options** (cafes, restaurants, takeaways, grocery stores) in the local area



51

There will be **local sporting and fitness facilities** (e.g. sports fields and courts)

“Ensure facilities and design reinforce the existing shopping districts such as Botany Road and do not detract from these areas.”

Survey respondent



Image: Community Day

SOME OTHER PRACTICAL AND INNOVATIVE IDEAS THAT WE HEARD FROM PARTICIPANTS

- Provide wrap-around on-site social and health support services for people with complex needs, offer earlier intervention and management before drug and social issues escalate to emergency situations.
- Create a facility modelled on Victoria's Community Justice Centre model (conflict resolution, mediation).
- Offer Aboriginal employment opportunities throughout the redevelopment such as local employment agreements with new retail businesses and spaces set aside for community based start-ups.
- Provide an Aboriginal Cultural Centre.
- Offer language interpreting services (e.g. daily service for medical, community centre, Centrelink translation).
- Offer workshops for people about keeping healthy.
- Include a Salvation Army Shop.
- Invest in 'start-up' hubs above the Sydney Metro station to support young people to create jobs and businesses.
- Deliver community workshops (like bicycle workshops) where people can work on projects and borrow tools.
- Provide a music room as a place to jam and take music lessons, and an amphitheatre for performances.
- Provide a public pool that is subsidised or free entry – with diving boards and opportunities for training to be a lifeguard or teach swimming lessons.
- Provide dedicated wet areas or similar approaches.

“Try to keep as many services that are already running going.”

Survey respondent



“More of everything and
space for it.”

Waterloo community participant

6.6 Environment and open space



Access to open space and the environment is important, particularly in inner city suburbs. This focus area prompted people to think about outdoor spaces, green spaces (e.g. parks and community gardens) and the natural environment. People were asked to think about what they liked about Waterloo's environment and open space now, and what could be improved in the future.

6.6.1 What we heard

The physical environment is highly valued in the Waterloo area, with people emphasising the importance of green open spaces, sunny and shaded places, and plenty of trees to attract birds. Across all forms of engagement, we heard that a sense of 'green' and nature, trees and space are of importance to people and their enjoyment of the Waterloo environment. Access to open spaces, the natural landscape and sunlight are seen as positive for the health and happiness of individuals and the community. People are keen for the future Waterloo to be open and green with shaded sitting areas, local parks and natural parklands with native plants. Community gardens emerged as a space valued by people in Waterloo, and were raised in discussions across multiple themes, when talking about culture and community life, housing and neighbourhood design, and community facilities. Importantly, it was noted that the enjoyment of these open and green spaces is dependent upon the environment being safe, well-maintained and clean.

6.6.2 Current issues and priorities

Green space, open space and community gardens

We heard across all activities and engagement groups that people are interested in retaining Waterloo's green space and open spaces. Specific places, such as Waterloo Green, Redfern Park, TJ Hickey Park and Alexandria Park, were highlighted as open spaces that are valued and frequently used. Community gardens and Waterloo Green were highlighted as important elements of the community fabric, and people would like to increase the number and size of community gardens. Among social housing residents particularly, community gardens, local parks and shaded sitting areas are key priorities for Waterloo, now and in the future.

“Community gardens are good because they bring people together and keep them active.”

Survey respondent

“I want to keep the trees – they are beautiful, they produce oxygen, they reduce the level of noise.”

Waterloo estate resident who lives in the James Cook building

Trees

Trees were discussed consistently across engagement activities. People want to ensure that established, native and mature trees that are significant to the area are retained during the redevelopment and for the future. Trees are seen as important for shade, landscaping, beauty/colour, attracting native wildlife and for connecting with nature in high density environments. People are keen to see more trees in the area, including native, fruit bearing and flowering trees. The importance of considering safety issues when selecting and maintaining trees was raised, with some people noting that certain tree roots can crack pipes and footpaths, and dropping leaves, flowers and plants can create trip hazards for pedestrians.

Safety and maintenance

People wanted open space, green space and public space in the future to be safe, well maintained and rubbish free. It was highlighted that rubbish, poor upkeep and concerns for safety after dark can detract from the amenity and useability of the open space.

While most people, including social housing tenants living on the estate, indicated that they mostly or always felt safe in Waterloo, safety (particularly at night) emerged as a topic of importance in both quantitative and qualitative data.

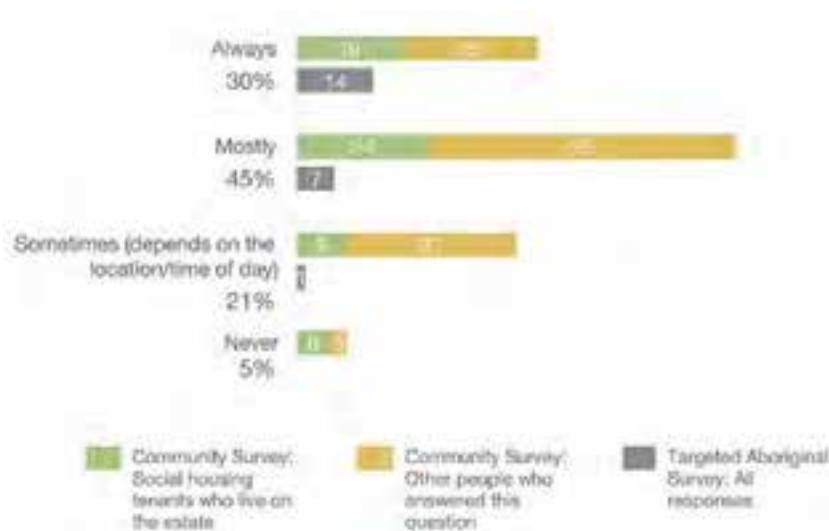


Figure 17: Safety in Waterloo

The graph above shows responses to the detailed survey question, ‘Do you feel safe in Waterloo?’ A total of 195 people responded to this question.

When asked about their top priorities for the design of open space, the most frequently selected response in the preference ranking exercise was ‘safety measures like lighting and help points’. This response was also selected most frequently (54%, 31) in the detailed survey by social housing tenants living on the estate. People suggested a number of ways to improve safety in open spaces such as more lighting, designated areas for dogs, help points, parks with safety gates, and the design of spaces that are visible from the ground and surrounding buildings.

“People to feel safe to use outdoor spaces for recreation and the police not to be a constant presence of fear...but one of safety.”

Survey respondent



Image: Housing in Waterloo

6.6.3 Future needs and aspirations

Natural environment and open space

Feedback revealed the importance of a future Waterloo that provides access to nature and open space. People are keen to see a diversity of open space types, ranging from local parks to rooftop gardens to private courtyards, as well as better connected green and open spaces in the future Waterloo. This was reiterated by the responses to the preference ranking exercise about open space types.

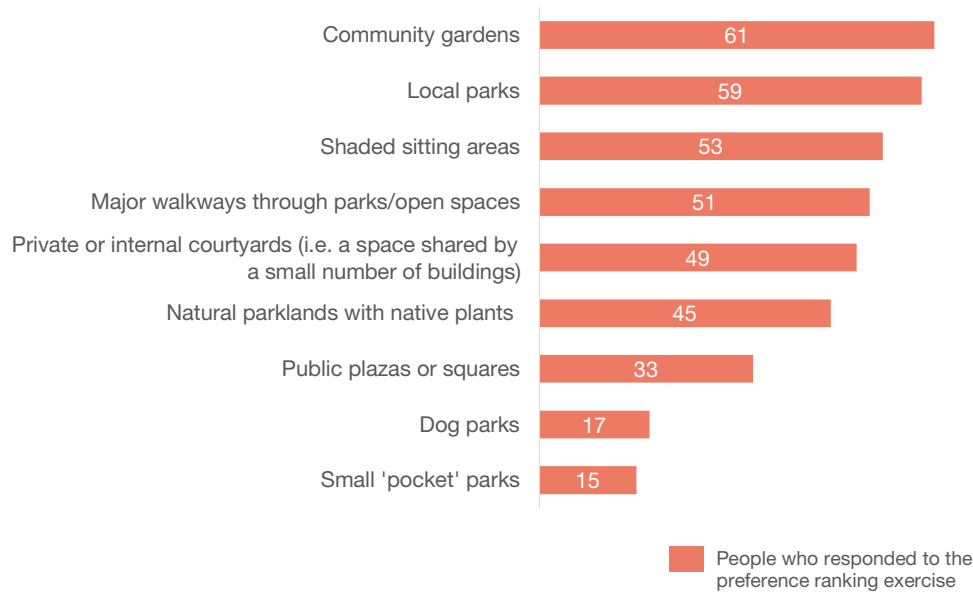


Figure 18: Open space types that people would like to see in the future
The graph above shows responses to the preference ranking exercise (completed at workshops and the Community Day) about open space types that people would like to see in the future. People were allowed to choose up to three responses.

There is an interest in high quality, well-designed, accessible, inviting and interactive open spaces that provide opportunities for active and passive recreation. People want the design of open spaces to cater to the diverse needs of the local community, including people of different ages, interests and abilities, as well as service providers. While some discussed the need for spaces that are child or youth friendly, others are keen to see features that accommodate the needs of older residents, such as seating and 'dementia friendly' spaces.

Natural landscape features, including trees, plants and flowers, were highlighted as important elements of future open spaces. People are keen to see these open spaces supported with major walkways, more covered spaces (including walkways), public furniture and fixtures (e.g. seating, BBQs, and exercise equipment), utilities (e.g. water and power), and safety measures. Some people suggested ways to better utilise open and green spaces, including programmed community events, live music and open air concerts. Usable rooftop areas were raised as an option to maximise open space, with some people suggesting that these spaces could be used as gardens or community gardens, or as communal areas to support community interactions.

“The green space in between the buildings is very important to us. It is a meeting point for friends. We like that we can see this green space from our balconies.”

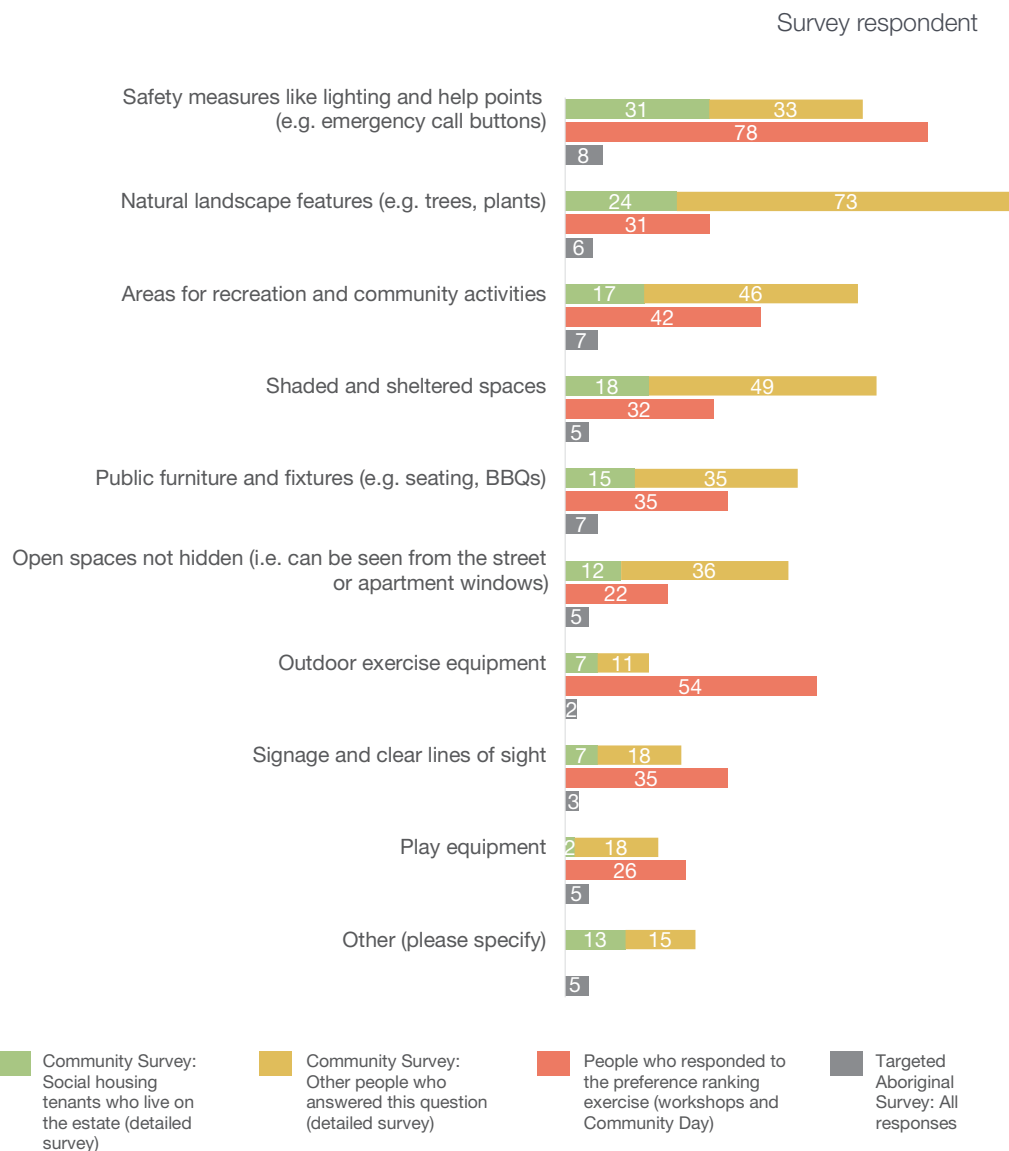


Figure 19: Open space features that people would like to see in the future
 The graph above shows responses the Community Survey (detailed survey) and targeted Aboriginal Survey question, and preference ranking exercise (completed at workshops and the Community Day) about the open space features that people would like to see in the future. People were allowed to choose up to three responses. A total of 200 people responded to the Community Survey and targeted Aboriginal Survey question, returning 533 responses (people were allowed to select up to three responses). In response to the preference ranking exercise, a total of 355 responses were received.

Environment and open space for the Aboriginal community

Engagement with the local Aboriginal community highlighted that the environment and open space plays a central role in day-to-day life, supporting community connections and the celebration of culture. Feedback in relation to 'Environment and Open Space' was interlinked with the other four thematic focus areas and has been summarised in Sections 6.2.4, 6.3.4, 6.4.4 and 6.5.4.

SOME OTHER PRACTICAL AND INNOVATIVE IDEAS THAT WE HEARD FROM PARTICIPANTS

- Offer an urban farm or market garden as a focal point for the redevelopment and an opportunity for education, social enterprise and local employment.
- Plant native edible vegetation and create firewood gathering places.
- Create a central, welcoming open space that encourages the community to come together.
- Achieve world class sustainability in design, e.g. water-sensitive urban design and environmentally responsible open space.
- Provide more signage in the local community languages.
- Provide gardens, including community gardens, as people need a place to get out of their units.
- Include vertical gardens in the design of the buildings.
- Include sensor lights in alleyways.

“The trees and green spaces...are so important in this area so close to the city and vulnerable to ‘over’ development.”

Survey respondent



Next steps

SECTION 7

7. Next steps

Following the visioning engagement, FACS distributed a newsletter to update the community, which provided a high level summary of the main themes arising during the visioning engagement activities.

The findings from this phase of the community engagement program have informed the vision principles set out in Section 2 of this report, to guide the development of the master plan.

The next phase will see further community engagement on the master plan options and following this, a preferred master plan will be prepared. The community will have an opportunity to view the preferred option and see how their feedback has been incorporated.

The master plan will then be lodged with DPE and put on public exhibition, with further assessment completed before the plan is submitted to the Minister for Planning for approval. Once approved, the master plan and associated rezoning will guide all future development.

Throughout the master plan process, ongoing engagement will provide the opportunity to seek feedback and update the community on progress. Activities will be designed to promote an open and transparent process, access to information and timely and considered engagement.



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