

# CAMELLIA-ROSEHILL PLACE STRATEGY

# CONNECTING WITH COUNTRY IMPLEMENTATION REPORT

CAMELLIA-ROSEHILL

18.07.2022

REV H

**CONTACT**

Report Author  
 Andrew Broffman  
 TheFulcrum.Agency  
 andrew@thefulcrum.agency

TheFulcrum.Agency  
 11 Suffolk St,  
 Fremantle, WA, 6160

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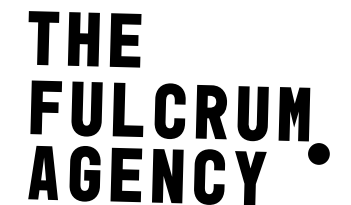
B Meeting Presentation

**We acknowledge that the information in this report was gathered on the lands of the Dharug people, lands that were never ceded. We pay our respect to these lands that provide for us still today.**

**We acknowledge and pay respect to the ancestors who walked and managed these lands for many generations.**

**We acknowledge the Dharug elders who are knowledge holders, teachers and pioneers.**

**We acknowledge the Dharug youth who are the hope for a brighter future and who will be future leaders.**



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# OVERVIEW

## Executive Summary

### Project background

The Camellia Rosehill Precinct is located on Dharug Nura (Country) of the Barramattagal people. The Precinct (~321ha) plays a strategic role in the Greater Parramatta and the Olympic Peninsula (GPOP). Camellia was identified by the NSW Government as a priority growth area in 2014, resulting in precinct wide Land Use and Infrastructure Strategy in 2015 and subsequently development of a Town Centre Master Plan in 2018. Work on the Town Centre was paused pending outcomes of Greater Sydney's 2019 Draft Place-based Infrastructure Compact (PIC) Pilot which aimed to ensure infrastructure delivery was matched with growth across the 26 precincts in the GPOP corridor. The PIC recommended that Camellia be retained for urban service and industrial land, however, should the Government seek to progress a town centre (in the form of the 2018 plan or a modified form), before any rezoning a number of issues had to be resolved. It was determined that a coordinated and strategic approach was required, and a place strategy be prepared for the whole Precinct, drawing on previous work and including ongoing collaboration with industry, the community and state agencies.

The Department of Planning and Environment (DPE) has engaged a range of technical services to determine opportunities and challenges at the site. These technical studies have informed the development of the place strategy and Master Plan for the precinct. This Implementation Report has been prepared as a part of the Connecting with Country component of the A package.

An Enquiry by Design (EbD) process was undertaken to inform the preparation of the Place Strategy. The EbD was an interactive process which explored a number of master plan options for Camellia-Rosehill which could deliver the vision for the precinct, and resulted in a draft master plan which was the subject of public consultation as part of the Camellia-Rosehill Directions Paper. The draft master plan was further refined following exhibition of the Directions Paper and consideration of the submissions received.

The draft place strategy was publicly exhibited on 17 December 2021 until 4 March 2022. The draft master plan was further refined following exhibition of the draft place strategy and consideration of the submissions received. Refer to the DPE's finalisation report for further information.



Fig. 3 Master plan Diagram by Cox

### Camellia-Rosehill Vision - Updated

Camellia-Rosehill has an important strategic role as an industry and employment hub within the Greater Parramatta and Olympic Peninsula (GPOP) Economic Corridor. By 2041, the precinct will be enhanced with service and circular economy industries and new recreational and entertainment facilities, all enabled by better transport access via light rail, active transport and road connections.

A well-designed town centre next to the light rail stop will be the focus of community activity.

A new urban services precinct and retention of heavy industrial land will ensure Camellia-Rosehill fulfills its potential to be an employment powerhouse.

New homes and jobs will be close to public transport supported by new quality public spaces including public open spaces, public facilities high quality street infrastructure, and walking and cycling paths.

Key environmental features such as Parramatta River, Duck River and their wetlands will be protected and enhanced. Camellia's rich heritage will be preserved, celebrated and promoted.

Country and culture will be valued and respected with the renewal guided by Aboriginal people.

The precinct will be net zero ready and set a new standard for environmental sustainability with embedded renewable energy networks, integrated remediation and water management strategies, and circular economy industries.

Recycled water will be connected to all residences, businesses and public spaces and will support the integrated network of green infrastructure.

Camellia will be a showcase of recovery and restoration – a place of economic prosperity but also a place where people love to live, work and enjoy.

### The Camellia-Rosehill Master Plan - Updated

The master plan is shown in Figure 3 and forms the basis of the Place Strategy.

Key features of the master plan include:

- Provision for approximately 10,000 dwellings within a Town Centre serviced by light rail

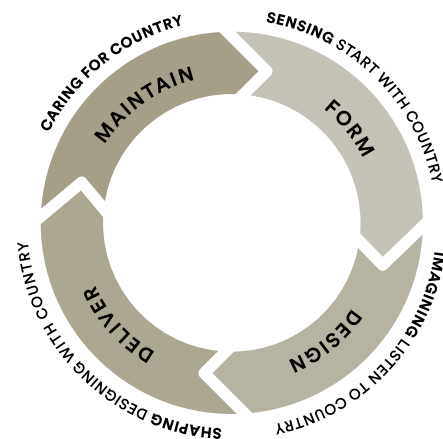


Fig. 4 Project Life Cycles with an Aboriginal perspective Connecting with Country Draft Framework

- Provision for approximately 15,400 jobs
- A new primary school and primary and secondary high school
- District open space facilities
- Introduction of a new entertainment precinct and an urban services area
- Initiatives to Care for Country and continued protection of heritage listed sites
- Retention of the existing state heritage sewerage pumping station (SPS) 067 within the town centre
- Measures to mitigate land use conflicts and risks including buffers and setbacks from existing fuel pipelines and between the existing sewerage pumping station and future surrounding residential uses
- Access to the Parramatta River, Duck River and Duck Creek foreshores and potentially the wetland
- New transport infrastructure including a local road network, potential bus services, additional connections into and out of the precinct, and opportunities to integrate Parramatta Light Rail Stage 2
- An extensive active transport network
- A comprehensive remediation strategy
- A sustainability strategy and integrated water cycle management strategy.

### Key Findings

Conversations with Aboriginal community stakeholders revealed a number of key messages that coalesced around the following themes:

- Development Frameworks (governance structures and metrics)
- Response to Country (restoration of land and rivers)
- Tangible Benefits (education, training, jobs, and housing)
- Celebrating Culture (language, history, art, and performance).

Each of these themes cover diverse recommendations for the development and how to Connect with Country.

### Recommendations

Aboriginal community stakeholders identified a range of recommendations discussed in more detail below. Recommendations that were continually raised included:

- Establish an Aboriginal Community Reference Group to participate in decision making.
- Ensure access to river frontages and wetlands.
- Use Dharug language throughout the precinct.
- Restore the natural habitat.
- Provide affordable housing options.
- Provide job training and employment opportunities.
- Celebrate culture through art, language and performance.

Suggestions for delivery mechanisms are included below.

### Ensuring Agency

GANSW's Connecting with Country draft Framework challenges built-environment professionals to embed genuine Aboriginal influence and agency into the design process, so that the aspirations described in the Framework are considered not merely as a 'value add,' but as the very foundation upon which NSW's development initiatives will rest.

Each stage of the Camellia-Rosehill development – from Place Strategy to Master Plan to detailed development, from briefing to concept design, from technical documentation to construction procurement, from operation and beyond – should be committed to operating within a framework that both respects and actively facilitates the agency of Aboriginal peoples.

The greatest capacity to influence built environment opportunities occurs in the initial phases of a project when the many constraints and decisions of the project have not yet been fully investigated (or closed off). Influence diminishes, however, over time as projects develop and more and more decisions are made about scope, function, material, site, services etc. It is important, therefore, to ensure that fundamental Aboriginal cultural guidance, spatial knowledge, and influence on the design process occurs from the very beginning of a project's life cycle and not at the end.

Furthermore, an exchange of knowledge between Aboriginal and non-Aboriginal technical consultants and cultural experts, should be sought by all those who are engaged in the project. All stakeholders should gain knowledge throughout the process, empowering both the professionals and Aboriginal communities. This remains relevant throughout all project phases. Connecting with Country is as much about changing practice as it is about designing places.



Fig. 5 Present day Carmellia Industry





# PART ONE

## Introduction

### Project Description

New South Wales Department of Planning and Environment (DPE), in collaboration with City of Parramatta Council (Council), industry, the community and State agencies, is leading the development of the Camellia-Rosehill Place Strategy and Master Plan for the Camellia-Rosehill Precinct (the Precinct). The Precinct is defined by Parramatta River to the north, Duck River to the east, the M4 Motorway to the south and James Ruse Drive to the west, all of which form physical boundaries to the Precinct.

The Camellia Rosehill Precinct (the Precinct) is presently dominated by industrial activity, with large amounts of land also allocated to Rosehill Gardens Racecourse and stabling yards for Parramatta Light Rail and Sydney Metro. Its industrial legacy means that soils are heavily contaminated across most of the precinct.

Located in the geographic heart of Sydney, the precinct has an important strategic role in the Greater Parramatta and Olympic Peninsula (GPOP). Previous investigations have identified that the area should be retained for urban service land with a town centre, but that the costs of infrastructure and remediation should be carefully considered when making future land use decisions.

This Place Strategy and Master Plan is being prepared for the whole Precinct and draws on the substantial body of previous investigations, including ongoing collaboration with industry, the community and state agencies.

The overarching objective of the Place Strategy is to provide an integrated 20-year vision, which recognises the strategic attributes of the Precinct, guides future land use and infrastructure investment decisions and which can be delivered with the support of State and local agencies.

DPE has engaged TheFulcrum.Agency to deliver technical studies for Package A, with the following scope of work:

- Respond to Connecting with Country draft Framework
- Develop and implement an engagement strategy with Aboriginal stakeholders including Traditional Owners/Custodians, Land Councils, and other interested community groups
- Identify with stakeholders the spatial opportunities for embedding narratives of the cultural landscape into the Master Plan
- Provide inputs and advice to the design team.

An Enquiry by Design (EbD) process was undertaken to inform the preparation of the Place Strategy. The EbD was an interactive process which explored a number of master plan options for Camellia-Rosehill which could deliver the vision for the precinct, and resulted in a draft master plan which was the subject of public consultation as part of the Camellia-Rosehill Directions Paper. The draft master plan was further refined following exhibition of the Directions Paper and consideration of the submissions received.

The draft place strategy was publicly exhibited on 17 December 2021 until 4 March 2022. The draft master plan was further refined following exhibition of the draft place strategy and consideration of the submissions received. Refer to the Department of Planning and Environment's finalisation report for further information.

TheFulcrum.Agency (TFA) working with Cox Architecture and the consulting team examined the Camellia-Rosehill Place Strategy through the lens of GANSW's Connecting with Country draft Framework (the Framework).

Implementation of the Framework is built on the premise that Aboriginal culture, engagement, and connections to Country through design must form an integral part of planning and development in NSW.

TFA also worked with Dominic Steele Consulting Archaeology to develop an engagement plan and to facilitate a series of

conversations with Aboriginal stakeholders to gain insights into Burrumattagal Country – on which Camellia-Rosehill sits – and to develop inputs into the Place Strategy for the precinct.

This Implementation Report includes:

- Part One: Executive Summary
- Part Two: Community Engagement
- Part Three: Connecting with Country
- Part Four: Master Plan Evaluation
- Part Five: Key Messages



Fig. 1 Camellia-Rosehill Place Boundaries



Fig. 2 George Penkivil Slade Parramatta River 1867





# PART TWO

## Community Engagement

### Engagement Strategy

An important aspect of engagement is a clear understanding by all parties of their level of influence. For some stakeholders, informing them from time to time of project development is sufficient. For others, such as those tasked with decision-making, more in-depth engagement and consultation is necessary. The International Association for Public Participation (IAP2) has established the Spectrum of Public Participation. This framework (refer p.9) presents 5 tiers of engagement from information through to empowerment. It establishes clear aims at each level of involvement. In line with broader aspirations of restitution, equity and agency, best practice suggests that the top three tiers of the IAP2 Spectrum are consistent with meaningful engagement with Aboriginal communities. They are also aligned with the intent of Connecting with Country. These are:

**Empower:** Those whose decisions will be implemented by the project team.

**Collaborate:** Those whose advice will be incorporated to the maximum extent possible.

**Involve:** Those whose advice will inform the broad concerns, objectives and aspirations of the project.

Based upon these levels of influence, TFA has developed an engagement 'map' (refer p.9) outlining the key elements, timings, and protocols for meetings. Several touchpoints are required to ensure a fully informed consultation and engagement process. These touchpoints can be summarised as follows:

- Informing participants prior to engagement
- Confirming content and process of engagement
- Ensuring voices are heard, and questions are not leading
- Recording and capturing feedback
- Confirming feedback and
- Keeping people informed.

The Engagement Strategy for the Camellia-Rosehill project is an inclusive one that requires conversations with a range of Aboriginal stakeholders to ensure broad Aboriginal community input into the final Master Plan.

As the project develops beyond the Master Plan, stakeholders have suggested that DPIE establish an Aboriginal Community Stakeholder Reference Group to ensure agency and continuity of decisions and design direction. This reference group should include the City of Parramatta's Community Capacity Building Officer - First Peoples Engagement and Strategy, along with a selection of Dharug Custodians who could rotate participation to suit capacity and availability, e.g., Darug Custodian Aboriginal Corporation and The Dharug Strategic Management Group.

Stakeholders include Representative Aboriginal Parties (RAPs) identified through the cultural heritage process, who have expressed an interest in the Camellia-Rosehill site. Refer to *Table One* below for further information.

In addition to the RAPs, approaches have been made to three Local Aboriginal Land Councils and to the City of Parramatta, seeking guidance and input into both site based heritage considerations as well as broader aspirations for the development.

<b>Custodians</b>
Uncle Bruce Gale
Darug Custodian Aboriginal Corporation

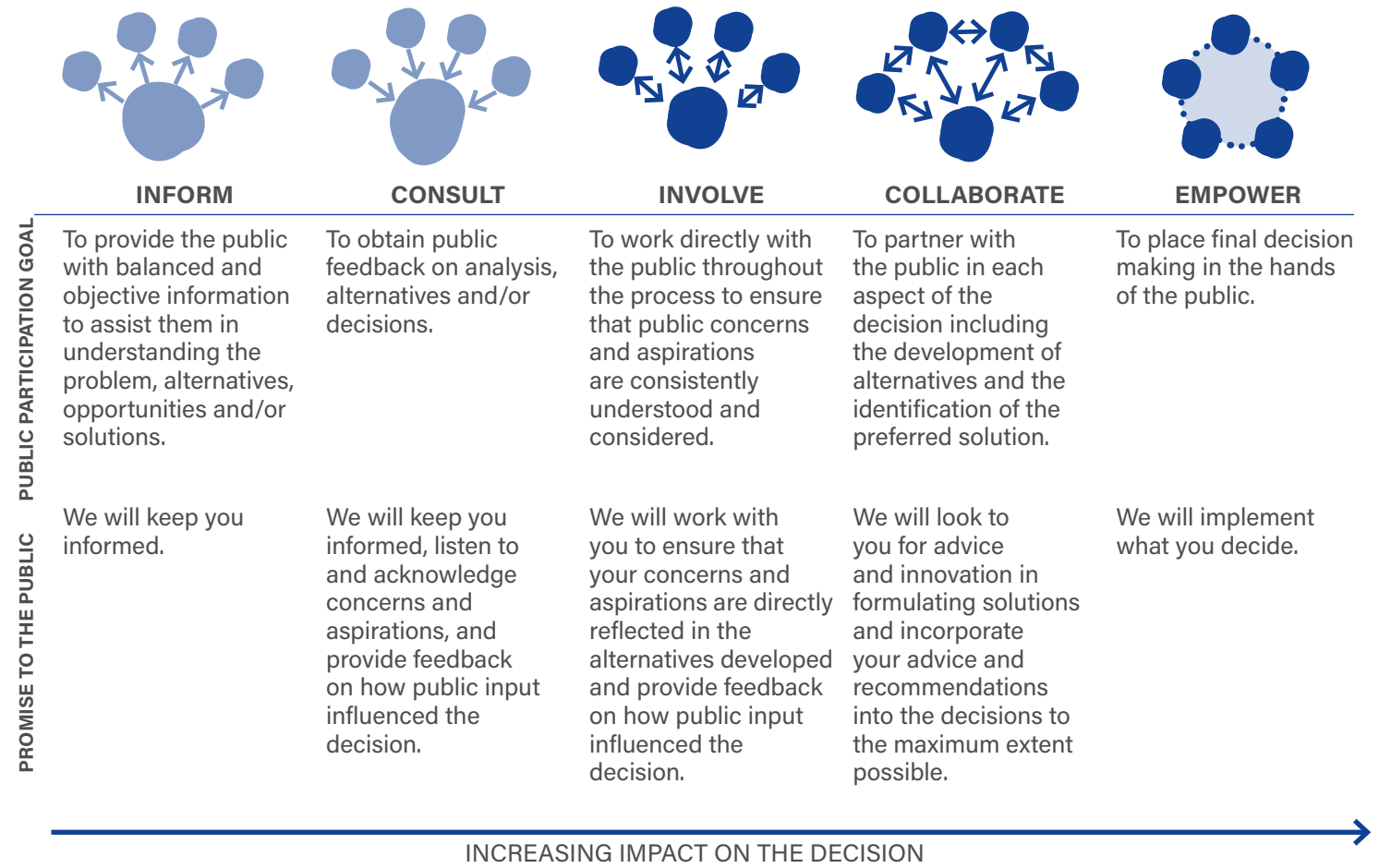
<b>Representative Aboriginal Parties</b>
Aragung Aboriginal Cultural Heritage Site Assessments
Butucarbin Aboriginal Corporation
Clive Freeman
Corroboree Aboriginal Corporation
Darug Custodian Aboriginal Corporation
Didge Ngunawal Clan
Ginninderra Aboriginal Corporation
Gulaga Aboriginal Cultural Heritage
Gunjee Wong Cultural Heritage Aboriginal Corporation
Kamilaroi Yankuntjatjara Working Group
Muragadi Heritage Indigenous Corporation
Murra Bidgee Mullangari Aboriginal Corporation

<b>Local Aboriginal Land Councils (LALC)</b>
Deerubbin LALC
Gandangara LALC
Metropolitan LALC

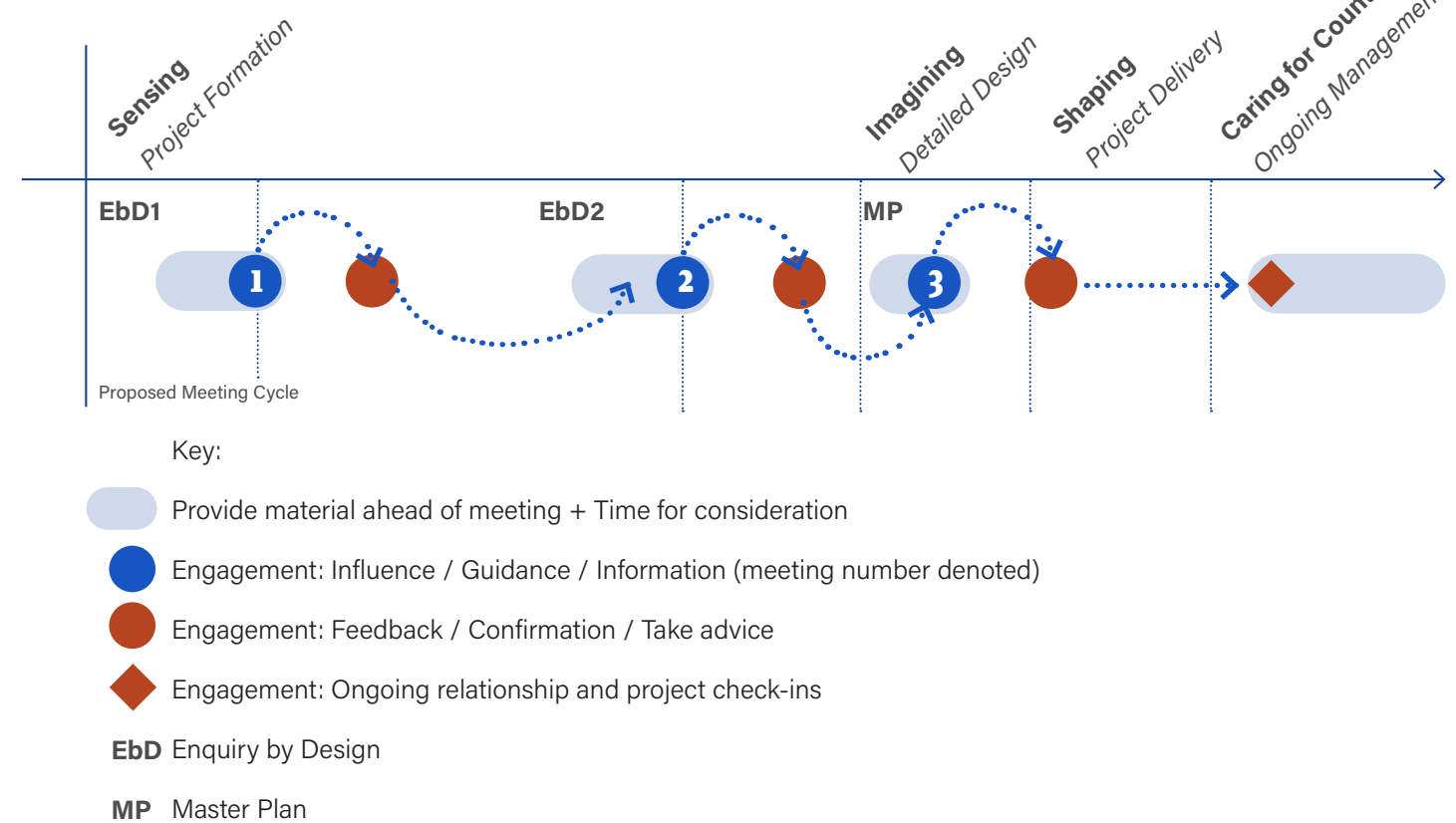
<b>Local Government Area</b>
City of Parramatta (Council)

Table One: List of Aboriginal community stakeholders

### IAP2 SPECTRUM OF PUBLIC PARTICIPATION<sup>1</sup>



### ENGAGEMENT MAP



## PART THREE

### Connecting with Country

#### Commitments and Principles for Action

The Place Strategy evaluation that follows identifies a range of spatial opportunities for Connecting With Country at Camellia-Rosehill. These opportunities broadly align with the Connecting With Country framework's Commitments and Principles for Action:

- 10 1. We will respect the rights of Aboriginal peoples to Indigenous cultural intellectual property, and we will support the **right of Country to be cared for**.
2. We will prioritise Aboriginal people's relationship to Country, and their **cultural protocols**, through education and enterprise by and for Aboriginal people.
3. We will prioritise **financial and economic benefits** to the Country where we are working, and by extension to the Traditional Custodians of that Country.
4. We will share **tangible and intangible benefits** with the Country where we are working, and by extension the Traditional Custodians of that Country, including current and future generations.
5. We will respect the diversity of Aboriginal cultures, but we will prioritise the local, place-specific **cultural identity of the Country** we're working on.
6. We will prioritise recognition and **responsibility of Aboriginal people**, supporting capacity building across Aboriginal and non-Aboriginal communities, and across government project teams.
7. We will support Aboriginal people to continue their practices of managing land, water, and air through their ongoing **reciprocal relationships with Country**. We will create opportunities for traditional first cultures to flourish.

#### CwC Principle Nos. 1 & 7

##### Dialogue and relationship building

Camellia-Rosehill is located on Dharug Country of the Burramattagal and Wategoro people, at the confluence of the Parramatta and Duck Rivers, where saltwater and freshwater come together. Burramatta, 'place where the eels lie down' is connected to thousands of years of Aboriginal occupation and the more recent (late 18th Century) and on-going resistance to European colonisation.

Evidence of Aboriginal occupation dates back 37,000 years. Before European contact Camellia-Rosehill would have been a place of freshwater creeks and chains of ponds, an important meeting place for Aboriginal people travelling between the Blue Mountains and the coast. The surrounding Cumberland Plain was once a woodland habitat of stringybark, blackbutt, box and ironbark trees and a food source of snapper fish, crabs, and ducks. As sea levels rose due to glacial melting some 20,000 years ago, this area became 'drowned', and freshwater became brackish as it mixed with the salt water. Before European invasion, this was a meeting place for tribes from the east and the west, salt water and freshwater people gathering for trade and cultural exchange. Cadigal from the east; Wategora, Burramattagal and Bidjigal clans from the west. Aboriginal people have lived through geological time.

Nearby are the Baludarri Wetlands (on the north side of River, just to the west). Named for Baludarri, a Dharug man who was a guide and translator (along with Colbee) for Governor Phillip during European expeditions to the Hawkesbury. Prospect Hill (located at Pemulwuy) is associated with colonial conflict and Aboriginal resistance to convict settlement. And the Colebee and Nurragingy land grant of 1819 was the first land grant to Aboriginal people in Australia, now part of the Nurragingy Reserve. (Refer to map on p.12)

The more recent late 19th and 20th Century history of Camellia-Rosehill has been one of heavy industry and now, in part, a wasteland of that industrial legacy. Within this landscape are possibilities for dialogue and truth telling around what it means to Care for Country and how more inclusive regimes of custodianship might make this an exemplar of recovery and restoration. The Camellia-Rosehill Place Strategy is an opportunity to create the physical and metaphorical spaces necessary for sharing stories, acknowledging pain and celebrating resistance, resilience and a better future.

#### CwC Principle Nos.2, 3, 4 & 6

##### Care, responsibility and economic benefit

One of the key objectives of the Connecting With Country draft Framework is ensuring agency throughout the project life cycle. This is important during this early phase. But it is also critical to embed principles of Care and Agency that can be acted upon in subsequent stages of the project, during design and construction, as well as after, when the work is complete, and the care continues.

Engagement processes that foster Aboriginal economic development are one means of providing economic benefit. The selection of building procurement methods and contracting arrangements can also support employment of Aboriginal peoples. There will also be spin off opportunities that are aligned with construction and project delivery with contracts for lunch services, uniform supplies, fencing, hoarding and allied construction activities that can all support local Aboriginal enterprises. Tendering and contract preliminaries documents can be written to include these objectives. Master planning for land uses and attendant job densities that benefit Aboriginal communities are now being considered.

Indigenous economic participation at all levels strengthens agency and fosters independence, contributing more broadly to the equitable enjoyment of economic opportunity.



#### CwC Principle No.5

##### Identity and agency

Building relationships with Aboriginal communities is a cornerstone of Connecting With Country. The Camellia-Rosehill project will unfold over many years through multiple stages, providing significant opportunities during the project life cycle for inclusive conversations about the aspirations and directions of the project.

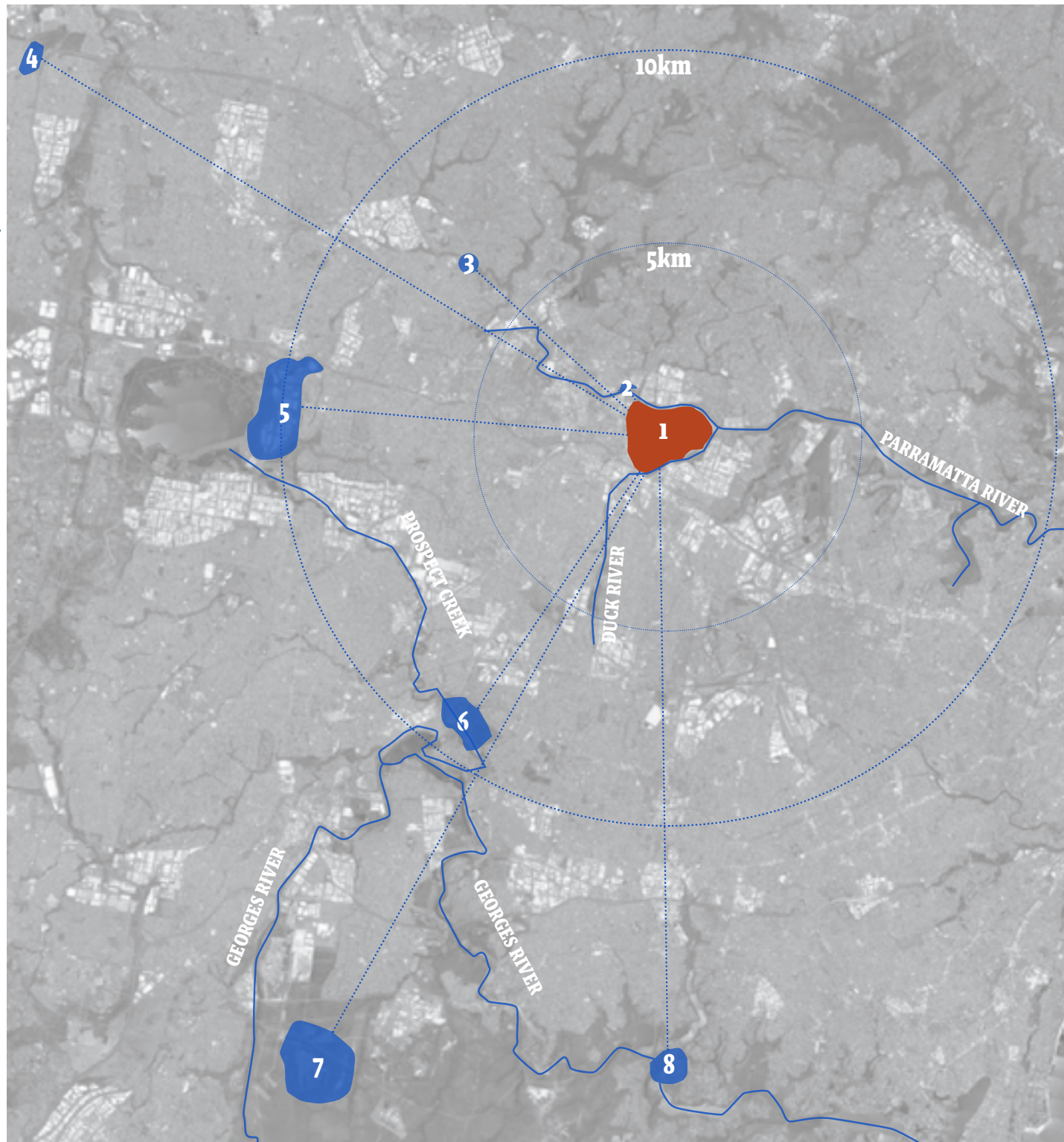
The concept of agency applies to decision-making frameworks and valuing of cultural knowledge. These early stages of the project are ideal for establishing strong governance processes that include Aboriginal voices at the top of the decision-making hierarchy.

In addition to the critical importance of decision-making, identity and agency find their way into spatial opportunities on site in the use of language in naming of places, wayfinding and storytelling. The principal precinct 'front door' entry from James Ruse Drive, for example, offers great opportunity for naming and welcoming residents and visitors to Camellia-Rosehill. Precincts, streets, gathering spaces, buildings and rooms all offer a canvas for the celebration and care of Dharug language, history and continuing culture.





**Connecting with Country**



- 1. SITE
- 2. BALUDARRI WETLANDS
- 3. TOONGABBIE FARM
- 4. COLEBEE/NURRAGINGY LAND GRANT
- 5. PROSPECT HILL & PEMULWUY
- 6. PROSPECT CREEK CAMP
- 7. HOLDSWORTHY
- 8. SALT PAN CREEK

Map showing nearby areas of cultural significance

**Master Plan Evaluation**

**Priorities**

The Workshop Scenario established a broad framework of aspirations to which the final Master Plan will need to respond. These include:

- Landholding retention
- Sustainability targets
- Connecting with Country
- Flood management
- Hazard buffers
- Open space
- Heritage protection
- Ecological protection
- Affordable housing
- Transportation aspirations.

Under the Connecting with Country aspiration, a series of conversations with Aboriginal communities have taken place that have begun to specify the details of what Connecting with Country at Camellia-Rosehill might look like. These details are aligned with the Connecting With Country draft Framework's commitments and principles for action noted above, and are promoted to varying degrees by the Master Plan. They include:

- Affordable housing for Aboriginal residents
- Access to health services
- Employment opportunities
- Early childhood education
- Training/skills development
- Language, naming, truth-telling
- Spaces for public art, dance, song and performance
- Endemic landscapes for food, medicine and craft
- Opportunities for cultural practice and responsibility
- Environmental restoration
- Flooding
- Walking Country and access to river front
- Caring for Country
- Cultural heritage
- Site links
- Project life cycle
- Governance
- Metrics.

The Master Plan Evaluation Matrix on the following pages offers an assessment of the Master Plan against the above Connecting with Country priorities and the potential of the Master Plan to deliver upon these priorities.



**PART FOUR**

**Master Plan Evaluation Matrix**

Priorities	CwC Strategies and Principles	Actions
Housing	Principle 4: share tangible and intangible benefits	Include appropriate mix of affordable housing for Aboriginal tenants in line with NSW Aboriginal Housing Office targets.
Health and Well-being	Principle 4: share tangible and intangible benefits	Include in the Master Plan an on-site Aboriginal community-controlled health service.
Employment	Principle 3: prioritise financial and economic benefits	Aboriginal and Torres Strait Islander employment within Precinct businesses. Commit to Indigenous Participation targets. For example: A minimum 1.5% of project value directed toward Aboriginal businesses through sub-contracting A minimum 1.5% of the project workforce to be Aboriginal people across the life of the project. A minimum 1.5% of the project value directed toward capability and capacity building of Aboriginal people or businesses.
Early childhood education	Principle 4: share tangible and intangible benefits	Include in the precinct Master Plan an on-site childcare facility that includes culturally safe services for Aboriginal and Torres Strait Islander children.
Training (construction and allied trades)	Strategy 6: prioritise recognition and responsibility of Aboriginal people	Commit to job ready training opportunities for Aboriginal and Torres Strait Islander people within the development/ construction of the precinct.

Potential for Delivery of Priorities within the Master Plan	Delivery Mechanism
<p>Benchmarked demand of at least 5% affordable housing based on anticipated dwelling yield is approximately 497 dwellings.</p> <p>Currently there are 698 affordable housing units in City of Parramatta with an identified need of 9,500 by 2036 (refer to City of Parramatta, <i>Affordable Rental Housing Network</i> report 2019).</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	<p>Facilitate partnerships between future housing developers and Aboriginal Community Housing Providers to deliver on NSW Aboriginal Housing Office commitments for affordable housing for Aboriginal residents. (<a href="https://www.aho.nsw.gov.au/">https://www.aho.nsw.gov.au/</a>)</p> <p>Similar schemes are occurring through the Communities Plus program:</p> <p><a href="https://www.dpie.nsw.gov.au/land-and-housing-corporation/greater-sydney">https://www.dpie.nsw.gov.au/land-and-housing-corporation/greater-sydney</a></p>
<p>The Social Infrastructure report identifies a need of 48 hospital beds to cater for the anticipated precinct population. This will likely be provided by nearby Westmead and Cumberland Hospitals.</p> <p>The Aboriginal Health Unit of the Western Sydney Local Health District coordinates access to health services.</p> <p><b>DELIVERED THROUGH EXISTING PROCESSES</b></p>	<p>Existing Aboriginal Community Controlled Health Organisation include:</p> <p>Bulwul Werowe Aboriginal Maternal Infant Health Program</p> <p>Greater Western Aboriginal Health Service</p> <p><a href="https://www.gwahs.net.au/">https://www.gwahs.net.au/</a></p>
<p>Anticipated jobs = 14,500.</p> <p>The highest job density is in urban services with opportunities as well in heavy industry and entertainment. Ensure job mix is suited to Indigenous population educational attainment (14.9% Indigenous population with tertiary qualifications).</p> <p>Partnerships with local businesses will need to be established to incentivise employment opportunities.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	<p>City of Parramatta to facilitate support for Aboriginal employment opportunities.</p> <p>Aboriginal Employment Strategy offers employment services. Refer: <a href="https://aes.org.au/">https://aes.org.au/</a></p>
<p>The Social Infrastructure report identifies the need for Long Day Care centres within the precinct, with targets of 676 places by 2041.</p> <p>Design of such facilities should include educational and other early childhood development opportunities for Connecting With Country.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	<p>Secretariat of National Aboriginal and Islander Child Care (SNAICC) has developed a toolkit for partnerships between Aboriginal and non-Aboriginal day care providers. Refer: <a href="https://www.snaicc.org.au/wp-content/uploads/2020/02/1148_SNAICC_PartnershipBook_LR-Final.pdf">https://www.snaicc.org.au/wp-content/uploads/2020/02/1148_SNAICC_PartnershipBook_LR-Final.pdf</a></p> <p>Yenu Allowah Aboriginal Child &amp; Family Centre</p> <p><a href="https://yenuallowah.org.au/">https://yenuallowah.org.au/</a></p>
<p>A range of training and employment opportunities will present themselves as the precinct is developed, including site remediation, civil works, building construction activities, and ongoing landscape care and maintenance.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	<p>City of Parramatta supports small business training and development. Refer: <a href="https://www.cityofparramatta.nsw.gov.au/businessprograms">https://www.cityofparramatta.nsw.gov.au/businessprograms</a></p> <p>Western Sydney's Badanami Centre for Indigenous Education provide support and programs for Aboriginal students. Refer: <a href="https://www.westernsydney.edu.au/badanami/badanami_centre_for_indigenous_education">https://www.westernsydney.edu.au/badanami/badanami_centre_for_indigenous_education</a></p> <p>Aboriginal Employment Strategy offers skills training in construction industries. Refer: <a href="https://aes.org.au/">https://aes.org.au/</a></p>





**PART FOUR**

**Master Plan Evaluation Matrix (continued)**

Priorities	CwC Strategies and Principles	Actions
Training (industry and small business)	Strategy 6: prioritise recognition and responsibility of Aboriginal people	Local business commits to training opportunities for Aboriginal and Torres Strait Islander people within each of the key precinct industries (eg energy, recycling, manufacturing, logistics).
Language	Strategy 1: Pathways for connecting – cultural expression	Commit to dual naming of all precincts, neighbourhoods, streets, parks, and buildings.  Provide opportunities for truth-telling and interpretive works featuring Dharug language.  During construction, temporary signage and hordings offer opportunities to tell the story of place while development work is underway.
Public Art	Strategy 1: Pathways for connecting – cultural expression	1% of construction budget is quarantined for commissioned public art.  Ensure 50% of the public art budget for commissioning local Aboriginal arts practitioners.
Dance, song, performance	Strategy 1: Pathways for connecting – cultural expression	Include space within the public domain for cultural performance.
Endemic landscapes	Strategy 1: Pathways for connecting – cultural expression	Allow a percentage of space within the public domain/landscape for cultivation of plants for food, medicine and other cultural practices.

Potential for Delivery of Priorities within the Master Plan	Delivery Mechanism
High job densities in manufacturing, retail, food and entertainment have the potential to deliver training and employment opportunities to Aboriginal communities. Professional, technical and scientific jobs will likely require technical qualifications, but could promote employment pathways.  <b>POTENTIAL TO DELIVER THIS PRIORITY</b>	In addition to the mechanisms noted above, other models to support skills training include the concept of Indigenous Business Incubators. In WA the Noongar Chamber of Commerce and Industry, for example, provides similar services, <a href="https://www.ncci.com.au/">https://www.ncci.com.au/</a> .  In NSW the NSW Indigenous Chamber of Commerce can facilitate these opportunities, <a href="https://nswicc.com.au/">https://nswicc.com.au/</a>
The Master Plan lends itself to this priority with language opportunities at a range of scales.  <b>POTENTIAL TO DELIVER THIS PRIORITY</b>	Work with Dharug knowledge holders to establish local language and naming protocols.  TfNSW can promote Aboriginal naming of PLR Stage 2 stops and proposed bridges across Parramatta and Duck River.  Internal road network naming, refer to City of Parramatta Road Naming Policy: <a href="https://www.cityofparramatta.nsw.gov.au/sites/council/files/inline-files/Road%20Naming%20Policy.PDF">https://www.cityofparramatta.nsw.gov.au/sites/council/files/inline-files/Road%20Naming%20Policy.PDF</a>
Some jurisdictions have a ‘percent for art’ scheme (e.g. Western Australia) that suggests 1% of budgets for developments over \$1m be set aside for public art. Such a scheme could be integrated into the City of Parramatta’s own Public Art Policy.  At Camellia-Rosehill there will be ample opportunities within the public realm to deliver public art commissions to local Aboriginal artists. Opportunities include within open space/public recreation areas, schools, residential areas, at PLR station stops, within and around food and beverage destinations, and along active transportation paths.  <b>POTENTIAL TO DELIVER THIS PRIORITY</b>	City of Parramatta to consider specifying, within their Public Art Policy, a % for art scheme requiring developers to deliver public art as part of development at Camellia-Rosehill. Refer <a href="https://www.cityofparramatta.nsw.gov.au/sites/council/files/inline-files/Public%20Art%20Policy.PDF">https://www.cityofparramatta.nsw.gov.au/sites/council/files/inline-files/Public%20Art%20Policy.PDF</a>
The Master Plan provides opportunity for permanent and ephemeral performance spaces including in open space/public recreation areas and schools.  Various proposed landscape typologies (e.g. Urban Parks, Local parks and along Linear Foreshore Parks) have the capacity to deliver this at a range of scales.  <b>POTENTIAL TO DELIVER THIS PRIORITY</b>	Ensure this is part of briefing as the project develops.  City of Parramatta commits to on-going maintenance of public spaces for events, activities and performance.
Urban parks and publicly accessible private open spaces will support this priority.  <b>POTENTIAL TO DELIVER THIS PRIORITY</b>	Partnership between City of Parramatta, the Dharug community and future community centre to facilitate and support community garden, similar to that at John Irving Park and the Harris Park Community Centre.  Also contact Muru Mittigar: <a href="https://www.murumittigar.com.au/caring-for-country/">https://www.murumittigar.com.au/caring-for-country/</a>



**PART FOUR**

**Master Plan Evaluation Matrix (continued)**

Priorities	CwC Strategies and Principles	Actions
Cultural Centre	Strategy 1: Pathways for connecting – cultural expression	Commit to a business case/feasibility for an Aboriginal cultural facility within the precinct.
Environmental restoration	Strategy 1: Pathways for connecting – relationship with Country	Commit to remediation of the site over the long term, including decontamination, clean water initiatives and healthy habitats/corridors. (Endangered species protection includes: Downy Wattle, Green and Golden Bell Frog). Consider establishing a State authority to oversee remediation.
Flooding	Principle 3: impacts on Country	Develop strategies to manage flooding as a natural process through water sensitive urban design (WSUD).
Walking Country and access	Strategy 1: Pathways for connecting – learning from Country	Retain and enhance continuous walking track along Parramatta and Duck Rivers with access to wetlands and linked green spaces.
Caring for Country	Principle 6 & 7: recognize responsibility of Aboriginal people & support reciprocal relationship with Country	Develop a landscape nursery for propagation of endemic species that are used to restore landscape throughout the precinct.

Potential for Delivery of Priorities within the Master Plan	Delivery Mechanism
<p>A multipurpose community centre that features opportunities for knowledge sharing and cultural exchange is consistent with the required social infrastructure needed to support the proposed residential mix.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	<p>Partnership between City of Parramatta, the Dharug community and future community centre, similar to that at Harris Park Community Centre.</p> <p>Consider linkages between a new cultural facility and the Blacktown Native Institute to ensure complementary offerings.</p>
<p>Site remediation will be required, particularly in areas identified for a new residential town centre and adjacent school locations. The Master Plan has the potential to establish clear requirements for continued development of the land, delivered either by the NSW government and/or through incentives to developers. Camellia-Rosehill could be an exemplar for restoration of Country following industrial use aligned with Connecting with Country principles.</p> <p>The Master Plan has the potential to deliver on this priority, though the challenges will be significant.</p> <p><b>REQUIRES ONGOING COORDINATION/ENGAGEMENT</b></p>	<p>The Enquiry by Design process identified the potential benefits of establishing a state authority, similar to SOPA, responsible for remediation across the entire precinct. This will eliminate the potential challenges imposed upon individual landowners and ensure more direct accountability.</p>
<p>Reinstate natural overland flow contours where possible, and implement measures to improve water quality before it enters the river.</p> <p>The Master Plan has the potential to deliver on this priority, though cut and fill will need to respond to contamination and remediation strategies.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	<p>Embed a Connecting With Country brief into detailed civil works, landscape and infrastructure services as the project develops.</p>
<p>Continuous foreshore access should be reinstated along the river frontages; and access to the wetlands area at the junction of the rivers (northeast corner of the site) should be reactivated so that Aboriginal communities can re-assume responsibilities to care for Country.</p> <p>The Master Plan has the potential to deliver on this priority, though access may still be limited where nearby piped gas is above ground and presents a hazard.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	<p>Master Plan principles will embed continuous foreshore public access as a key outcome of future development.</p> <p>Access to the wetland is currently under investigation.</p>
<p>The Master Plan offers ample landscape opportunities along streets and river frontages and within public open spaces to support a commercial plant nursery. A nursery is also consistent with small scale urban services enterprises.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	<p>This could be delivered through alliances with Aboriginal owned landscape enterprises, for example, Muru Mittigar: <a href="https://www.murumittigar.com.au/caring-for-country/">https://www.murumittigar.com.au/caring-for-country/</a></p>





**PART FOUR**

**Master Plan Evaluation Matrix (continued)**

Priorities	CwC Strategies and Principles	Actions
20 Cultural heritage	Principle 4: share tangible and intangible benefits	Protect cultural heritage and develop a management plan, in consultation with Aboriginal communities, to protect and interpret artifacts.
Site links	Principle 3: impacts on Country	Consider impacts on Country when developing traffic linkages (e.g. bridges) over Duck and Parramatta Rivers.
Project life cycle	Principle 1: support the right of Country to be cared for	Implement co-design processes throughout the development of the project to ensure influence of Aboriginal communities remains.

Potential for Delivery of Priorities within the Master Plan	Delivery Mechanism
<p>The Aboriginal Cultural Heritage process will establish recommendations for protection of artefacts.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	Refer to Dominic Steele Consulting Archaeology report on cultural heritage recommendations.
<p>New transportation infrastructure/river crossings should be designed to minimise impact upon man-groves.</p> <p>The Master Plan has the potential to deliver on this priority through careful design of bridge crossings; however, further degradation of the rivers should be avoided.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	TfNSW to ensure (through briefing) that master planning and detailed design of bridge connections and river crossings are sensitive to the foreshore landscape.
<p>As the project develops beyond the Master Plan, ensure that the principles of Connecting with Country continue to influence design decisions. Develop strategies for embedding influence at detailed master planning, building design, construction and beyond.</p> <p><b>POTENTIAL TO DELIVER THIS PRIORITY</b></p>	<p>DPIE to ensure that Camellia-Rosehill governance and decision making structures include Dharug community representatives.</p> <p>For example, organisations that may have capacity include the Dharug Strategic Management Group which manages the Blacktown Native Institute. Refer: <a href="https://www.dsmg.org.au/">https://www.dsmg.org.au/</a></p>



# PART FOUR

## Master Plan Evaluation Map

### RATING

- HIGH RATING
- MEDIUM RATING
- ◆ LOW RATING

### HOUSING

5% of residential development for affordable rental housing to include housing for Aboriginal people.

### EARLY CHILDHOOD EDUCATION

Include in the precinct Master Plan an on-site childcare facility for Aboriginal and Torres Strait Islander children.

### CULTURAL HERITAGE

Protect cultural heritage and develop a management plan, in consultation with Aboriginal communities, to protect and interpret artifacts.

### CULTURAL CENTRE

Commit to developing a cultural facility within the precinct.

### CARING FOR COUNTRY

Develop a landscape nursery for propagation of endemic species that are used to restore landscape throughout the precinct.

### HEALTH AND WELLBEING

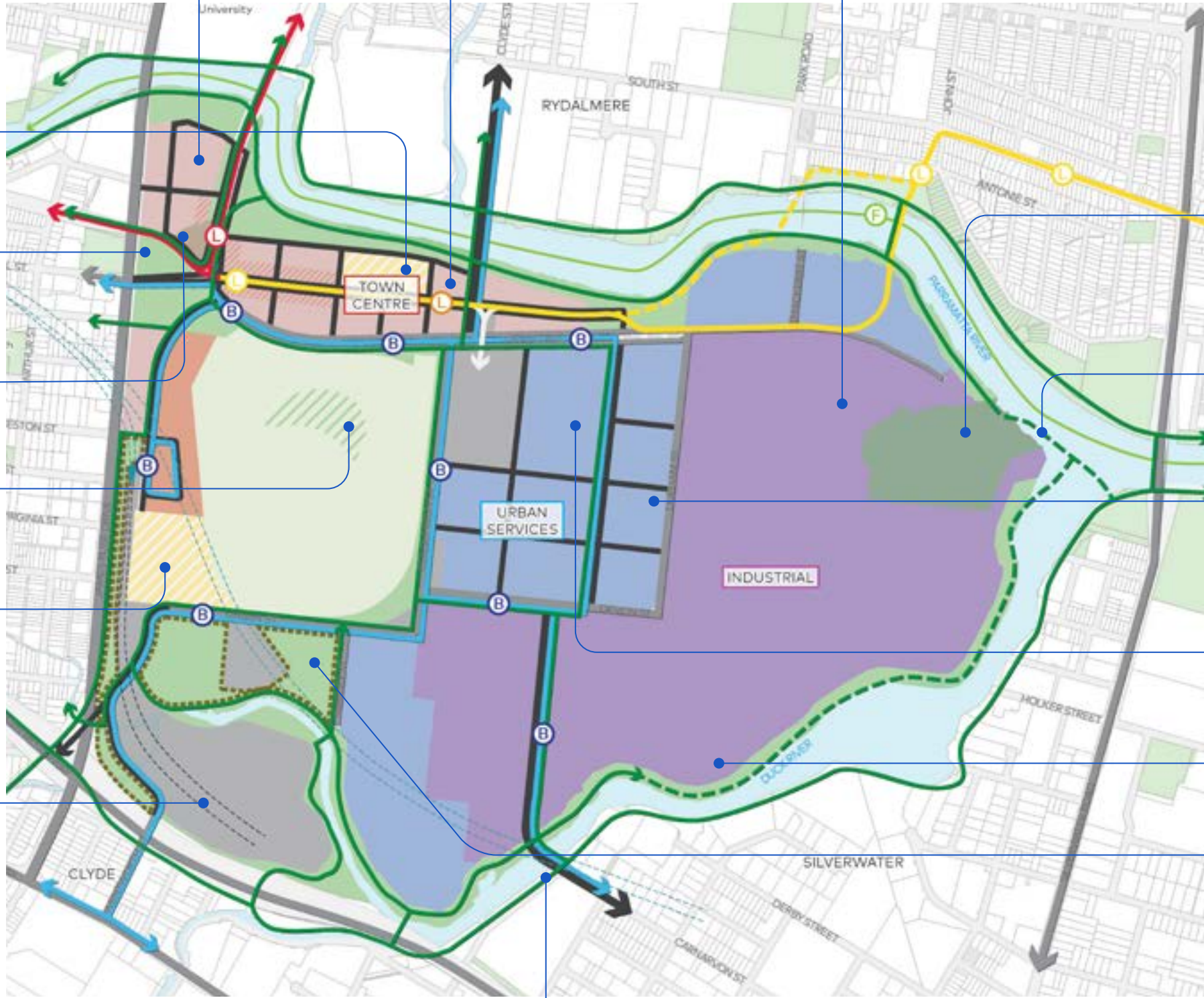
Include in the precinct plan an on-site Aboriginal community-controlled health service.

### CULTURAL HERITAGE

Protect cultural heritage and develop a management plan, in consultation with Aboriginal communities, to protect and interpret artifacts.

### LANGUAGE

Commit to dual naming of all precincts, neighbourhoods, streets, parks, and buildings. Various locations.



### ENDEMIC LANDSCAPES

Allow a percentage of space within the public domain/landscape for cultivation of plants for food, medicine and other cultural practices.

### EMPLOYMENT

Prioritise Aboriginal and Torres Strait Islander employment within Precinct businesses.

- Urban services with site specific provisions to accommodate existing uses
- Entertainment and residential
- Town centre
- Active frontage
- Investigation site for educational facilities - subject to further review
- Transport and utility facilities
- Proposed open space-public recreation & Riparian buffer
- Proposed open space - Subject to further review of Sydney Metro's operational requirements
- Potential open space
- Wetland-potentially publicly accessible
- Rosehill Gardens Racecourse
- Existing Road Network
- Proposed Road Network to be finalised
- Proposed Active Transport to be finalised
- Potential Long Term Active Transport
- Parramatta Light Rail Stage 1 + Stop location
- Parramatta Light Rail Stage 2 Preferred route
- Parramatta Light Rail Stage 2 alternative alignment under consideration
- Parramatta Light Rail Stage 2 indicative stop locations on road corridor
- Parramatta Light Rail Stage 2 additional stop proposed in the place strategy to be investigated
- Parramatta Light Rail Stabling and maintenance facility access under investigation
- Proposed Bus Network + Stops under investigation
- Sydney Metro corridor-below ground tunnels
- Sydney Metro corridor-above ground
- Rydalmere Ferry Wharf

### ENVIRONMENTAL RESTORATION

Commit to remediation of the site over the long term, including decontamination, clean water initiatives and healthy habitats/corridors. Endangered species protection includes: Downy Wattle, Green and Golden Bell Frog.

### WALKING COUNTRY / ACCESS

Retain and enhance continuous walking track along Parramatta and Duck Rivers with access to wetlands and linked green spaces.

### TRAINING (Industry & Small Business)

Local business commits to training opportunities for Aboriginal and Torres Strait Islander people within each of the key precinct industries (e.g. energy, recycling, manufacturing, logistics).

### TRAINING (Trades)

Commit to job ready training opportunities for Aboriginal and Torres Strait Islander people within the development/construction of the precinct.

### FLOODING

Develop strategies to manage flooding as a natural process.

### DANCE, SONG, PERFORMANCE

Include space within the public domain for cultural performance. Various locations.

### PUBLIC ART

1% of construction budget is quarantined for commissioned public art in various locations.

Ensure 50% of the public art budget for commissioning local Aboriginal arts practitioners.

### SITE LINKS

Consider impacts on Country when developing traffic network linkages (e.g. bridges) over Duck and Parramatta Rivers.





Key Messages

Following are the Key Messages that emerged from conversations with Aboriginal community members. These messages have been organised under several themes. Some of these, such as Governance, will require further commitments from government and land owners. Others have begun to find their way into the Master Plan's land uses, such as access to water frontages. The various Spatial Opportunities will inspire further efforts by development proponents to ensure Dharug language and culture form an integral part of Camellia-Rosehill.

DEVELOPMENT FRAMEWORKS

Governance

"Identify and nurture immediate and longer term opportunities to support cultural practice on Country - through the development and delivery of the project as well as future use" (Connecting With Country).

The NSW Government's OCHRE Plan has outlined a range of initiatives to foster Local Decision Making in Aboriginal Communities. These commitments are consistent with Dharug communities having a greater voice in the decisions that affect the development of Camellia-Rosehill.

The future of the development will rest upon, for example, remediation of the contaminated sites and restoration of remnant ecologies. Remediation will likely require the long-term commitment and financing by government authorities (in partnership with industry). Aboriginal people, too, should help shape this commitment. Camellia-Rosehill has the potential to be an exemplar in restoration and care of post industrial landscapes.

- Develop and implement a strong and clear Governance Framework that includes Aboriginal representatives in advisory roles with decision-making capacity across the life cycle of the project. Establish an Aboriginal Community Reference Group.
- Develop and implement a strong and clear Employment Framework for Aboriginal training and jobs across the life cycle of the project (i.e. planning, construction, operation).
- Ensure Aboriginal people are included in the decision making across the life cycle of the project.

Metrics

"Develop indicators to measure impacts to Country and culture during project formation." (Connecting With Country)

A range of planning and development metrics detailed in the technical consultants' reports have informed the parameters of the Master Plan. For example, floor space ratios, social infrastructure requirements, hazard setbacks, traffic network movements, and economic assumptions have all framed the Master Plan design.

The metrics for Connecting with Country must also be considered. Here the Strategic Goals are:

- *reduced impacts of fire, drought and flooding due to unsustainable land and water use practices*
- *valued and respected Aboriginal cultural knowledge co-leading development of NSW infrastructure projects*
- *access to homelands to allow continued responsibility to care for Country and protect sensitive sites.*

To achieve these goals, we must ensure the metrics of Connecting with Country are equally valued in the planning process. These metrics, such as those suggested above in the Master Plan Evaluation, can complement a broader assessment of the social and cultural impact of the development, measured through mechanisms such as Social Return on Design Investment.

RESPONSE TO COUNTRY

Spatial Opportunities

"Incorporate shared histories of cultural landscapes into project design principles." (Connecting With Country)

The Master Plan evaluation has identified a range of spatial opportunities that should be embedded in the Master Plan including the following (refer also to previous map and matrix):

- Use Dharug language in naming of entries, precincts, streets, public spaces, buildings, wayfinding and interpretive signage and art.
- Integrate public art - commissioned through local Aboriginal arts practitioners - into public spaces, entries, parks, town centre, Parramatta Light Rail, and Australian Turf Club.
- Design way finding throughout the precinct that incorporates Dharug language, including along active transport networks with rest areas that interpret the cultural landscape, at Parramatta Light Rail stops, and at the Australian Turf Club.
- Ensure access to river frontages, wetlands and other remnant ecologies to promote Caring for Country.
- Ensure the precinct's social infrastructure includes opportunities for supporting culture (e.g. meeting and performance spaces, health clinics, cultural centres, childcare facilities for Aboriginal families).
- Consider the importance of the water cycle, access to the river, and flood mitigation strategies that prevent contaminated water from entering the river.
- Acknowledge the importance of the Country to Dharug

people and its importance as a place of abundant food for Barramattagal.

- Acknowledge the location where salt water and fresh water come together, with fish to the east along the River and towards the coast and meat to the west in the Cumberland Plain.
- Tell contemporary stories of Dharug people who have lived and worked in the area.
- Consider flood mitigation strategies that prevent contaminated water from entering the river.
- Restore the river shoreline and natural ecology.
- Ensure easy access to river frontages and wetlands.
- Engage with Elders to tell stories of Country.
- Tell the stories of the area as a culturally important meeting and marketplace.
- Provide access to Country for young people to understand history and culture.
- Restore habitat and song lines of knowledge.
- Acknowledge Rivers as important places for meetings and ceremonies, trade and barter.
- Include an understanding of seasons in landscape treatments.
- Prioritise environmental restoration and Caring for Country Flood management through natural processes.





## TANGIBLE BENEFITS

## Jobs and Economic Opportunities

*"Build relationships with local Aboriginal communities and incorporate enterprise opportunities for Aboriginal businesses (local and beyond, existing and emerging) at all stages through the project life cycle, including future opportunities."* (Connecting With Country)

The Master Plan evaluation has identified the following economic opportunities for Aboriginal communities (refer also to previous map and matrix):

- Implement development incentives that encourage skills training and job creation for local Aboriginal people in the development of the precinct.
- Encourage local businesses to form partnerships with Aboriginal enterprises for supply of materials and services. (e.g. Supply Nation and NSWICC).
- Foster partnerships with Aboriginal ranger groups (or similar enterprises) to manage and maintain the Parramatta and Duck River foreshores and wetlands.
- Engage with local Aboriginal enterprises (e.g. weavers, bush tucker, construction) to prepare for and embed job opportunities in the development of the precinct.
- Provide employment opportunities within existing and proposed industries.
- Provide, within the required social infrastructure, educational opportunities for Aboriginal youth to learn about Country and culture.
- Revitalise manufacturing with training and job opportunities for Aboriginal and non-Aboriginal people.
- Develop opportunities for cultural walking tours along the river frontages.
- Provide affordable housing for Aboriginal people.
- Education for young Aboriginal kids to understand the place and culture.
- Share the benefits of job creation.
- Protect cultural artefacts.
- Develop social infrastructure to support health and well-being of Aboriginal people.
- Opportunities for Aboriginal enterprises in tours, garden cultivation and maintenance, public art.

## CELEBRATING CULTURE

*"Connect with Country by engaging with, and responding to, cultural practices led by community groups and their recognised Aboriginal knowledge-holders with spiritual links to Country."* (Connecting With Country)

- Protect and interpret important tangible cultural objects.
- Provide cultural facilities for teaching of dance and other cultural practices.
- Retain public art along Grand Avenue.
- Use art and signage along river foreshore to educate about Country.
- Use Darug language in public parks and at river crossings.
- Tell the story of Country linking Parramatta to Sydney.
- Protect cultural sites.
- Develop 'story boards' to tell the stories of Aboriginal people and how they lived.
- Include public art by Aboriginal artists within the precinct.
- Develop and support a Cultural Centre that tells the stories of Aboriginal people.
- Acknowledge this is Aboriginal land.
- Protect and interpret archaeological evidence to reinforce Aboriginal connection to Country and for reconciliation efforts.
- Preserve, protect and interpret cultural heritage.
- Develop interpretive material using the range of technologies to tell the stories of the place, both European and Aboriginal.
- Facilitate use and teaching of language.
- Provide spaces for cultural dance and performance, meeting and gathering, and public events.

Camellia-Rosehill rests on Dharug Country at the junction of the Parramatta and Duck Rivers, where fresh water meets salt water. The story of this place and the Aboriginal people who have and continue to occupy these brackish waters is a rich one that began long before 1788 and will continue long after. The dispossession and destruction of the land on which Camellia-Rosehill finds itself today is a sad story whispered, in part, by the now sparse grasses pushing through the cracked bitumen that conceals the contaminated soils below. What could this place become if it were simply cared for?

As a state significant project in NSW, the Camellia-Rosehill Master Plan presents an important opportunity to imagine this place through the eyes of Dharug Custodians. As the design process unfolds, it is important to ensure that community priorities established here remain the key guiding principles for Camellia-Rosehill as it continues to develop in the years to come.





CONTACT US

Sydney & Fremantle

[info@TheFulcrum.Agency](mailto:info@TheFulcrum.Agency)

+61 8 6111 0949

**THE  
FULCRUM  
AGENCY**