

**849 – 859 Pacific Highway &
2 – 8 Wilson Street, Chatswood**
Connecting with Country
**Country-Centred Design & Cultural
Integration Framework**
February 2026

Prepared by 
ngurra
advisory



Acknowledgement of Country

Ngurra Advisory respectfully acknowledges the Cammeraygal people as the Traditional Custodians of the lands and waters on which this project stands. We pay our deepest respects to Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We honour the enduring cultural knowledge, stories, and custodial responsibilities that continue to shape and sustain this Country. We acknowledge that this land has always been cared for, and we are committed to ensuring that its cultural significance remains visible, respected, and embedded throughout this project.

Indigenous Cultural Intellectual Property Rights

We aim to work respectfully with First Nations people and communities to protect the rights of Culture and Country.

This framework has been informed by engagement through discussions with selected stakeholders.

While this work is the copyright of Ngurra Advisory, it is important to note that any Indigenous Cultural Intellectual Property (ICIP) rights remain with those Indigenous peoples or groups from whom it originates.

ICIP refers to the rights that Indigenous people's have, and want to have, to protect their traditional knowledge, resources, knowledge systems, arts and culture

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Disclaimer: The information contained in this report is specific to the property located at 849 – 859 Pacific Highway and 2 – 8 Wilson Street, Chatswood.

It has been prepared based on the unique characteristics, context, and circumstances of this site. This report must not be relied upon or applied to any other projects or locations without appropriate review and adaptation by Ngurra Advisory and the Traditional Custodians, Elders and Knowledge Holders who have been involved in the consultation of this report.

This document is considered ICIP and should not be shared without the permission of Ngurra Advisory.

A Message from Ngurra Advisory

Designing with Country acknowledges Aboriginal peoples' deep and enduring knowledge systems and ways of being, knowing, and doing that have long guided sustainable relationships with land, water, and sky. It is more than a methodology, it is a commitment to truth, understanding, and education, ensuring that cultural heritage is recognised, respected, and celebrated.

A genuine connection with Country goes beyond consultation. It is grounded in relationships, reciprocity, and care. This framework is not only about how we design spaces, but about how we build respect, trust, and shared stewardship of the places where people live, work, and gather. By grounding design decisions in the wisdom of Country, we create environments that are functional, sustainable, and culturally alive.

At 849–859 Pacific Highway & 2–8 Wilson Street, on Cammeraygal Country, this Country-Centred Design & Cultural Integration Framework seeks to honour the sandstone ridgelines, harbour catchments, and Sky Country connections that define this place. It encourages design and planning approaches that restore ecological balance, strengthen cultural visibility, and create meaningful opportunities for Aboriginal participation and leadership.

This is more than a responsibility, it is our collective commitment to leave Country healthier than we found it and ensure that this development contributes positively to the ongoing care of this place and that future generations inherit a stronger, more connected relationship with land, water, and sky.



Amy Barnes
Managing Director



Mat Cornwell
Managing Director

Introduction

This Country-Centred Design & Cultural Integration Framework has been developed to guide the design, delivery, and long-term stewardship of the proposed mixed-use development at 849–859 Pacific Highway & 2–8 Wilson Street, Chatswood, led by Billbergia.

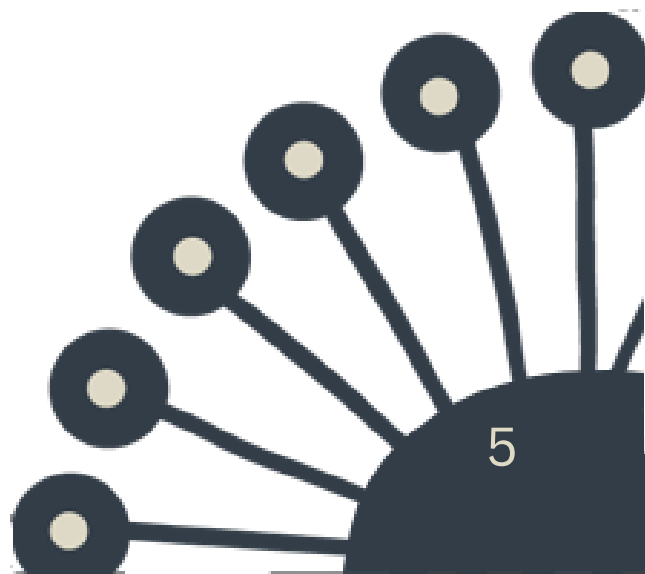
Located on Cammeraygal Country, within the highly urbanised Chatswood CBD, this framework ensures that Aboriginal knowledge, cultural values, and aspirations are meaningfully embedded into every stage of the project, honouring the deep and enduring connection of the Cammeraygal people to the sandstone ridgelines, harbour catchments, and Sky Country that define this place.

While the site sits within a contemporary metropolitan context, it remains culturally connected to broader systems of land, water, and sky. The sandstone geology, historic movement corridors, and proximity to saltwater harbour systems form part of a living cultural landscape that continues to carry memory, identity, and responsibility. This development presents a meaningful opportunity to demonstrate respect for Country through design and delivery approaches that restore ecological balance, strengthen cultural visibility, and reinforce the relationship between people, place, and Sky Country, guided by Aboriginal knowledge systems and Country-led collaboration.

Positioned within a strategic centre and subject to rigorous design review processes, the project has the potential to set a benchmark for how high-density urban development can authentically connect with Country. This framework ensures that cultural values are not simply acknowledged, but actively embedded in architecture, landscape, public domain, governance, and long-term operation.

Ngurra Advisory has been engaged by Billbergia to lead and support the Connecting with Country process, working alongside Cammeraygal Traditional Custodians and Knowledge Holders. Through Walks on Country, cultural conversations, design workshops, and validation sessions, the voices and knowledge of Cammeraygal people are being embedded into the evolving design response and carried through into implementation and ongoing evaluation.

Importantly, this development presents a critical opportunity to lead by example, embedding respect for Country within a prominent urban precinct, strengthening relationships with Traditional Custodians, and incorporating culturally responsive design principles into the heart of Chatswood. In doing so, the framework reflects a commitment to sustainability, cultural integrity, and shared stewardship, ensuring that Country remains central to how this place is designed, delivered, and cared for into the future and that it contributes to leaving Country healthier than we found it.



Project Overview

Site Background

The site at 849–859 Pacific Highway & 2–8 Wilson Street is located on Cammeraygal Country, within the contemporary urban centre of Chatswood. While today the site forms part of a highly developed commercial and residential precinct, it sits within a broader cultural landscape shaped by sandstone geology, harbour catchments, and interconnected systems of land, water, and sky.

Chatswood lies within the network of ridgelines and valleys that flow toward Sydney Harbour. These sandstone ridges historically functioned as pathways of movement and gathering, connecting people across Country and linking inland systems to saltwater environments. The proximity of the site to harbour catchments reinforces its connection to saltwater Country, where marine ecosystems, tidal rhythms, and water as life remain culturally significant.

Although urbanisation has transformed the physical landscape, Country remains present in the geology beneath the built form, in wind patterns and light movement across the skyline, and in the ecological memory of the land. The vertical scale of the proposed towers introduces a direct relationship with Sky Country, creating both visibility and responsibility.

In Cammeraygal cultural understanding, land, water, and sky are interconnected, and the height and prominence of this development require thoughtful consideration of how it responds to Father Sky, horizon lines, and seasonal light.

The site's interface with Pacific Highway and the adjacent rail corridor further reflects themes of movement and connection, contemporary pathways that echo historic patterns of travel across ridgelines and valleys. These urban edges present opportunities to reintroduce ecological planting, interpretive storytelling, and culturally grounded public domain elements that acknowledge the enduring presence of Cammeraygal people.

This project sits within a strategic metropolitan centre, but it is also on Cammeraygal Country. It presents an opportunity to embed Cammeraygal cultural knowledge into the architecture, landscape and public domain in a way that is respectful and genuine, ensuring that Country remains visible, acknowledged and strengthened within a dense urban environment.

Project Team

This project brings together a multidisciplinary team working collaboratively to deliver a high-quality mixed-use development that integrates cultural knowledge, design excellence, and long-term stewardship.

Developer

Billbergia: Project owner and delivery partner, leading the development and ensuring alignment with sustainability, design quality, and cultural integration objectives.



Architect

PBD Architects: Lead architects responsible for the built form, façade articulation, and integration of public art and Sky Country themes within the architectural expression.



Landscape Architect

LANDFX: Landscape designers shaping the public domain, planting strategy, and ecological response, including the Art Lane, Pacific Highway frontage, and railway corridor interface.



Connecting with Country & Community Engagement

Ngurra Advisory: Engaged to lead the Connecting with Country process, facilitate engagement with Cammeraygal Traditional Custodians and Knowledge Holders, and embed cultural values across architecture, landscape, public domain, governance, and implementation.



Traditional Custodians & Knowledge Holders

Aunty Jeanie Moran and Paige Moran: Cammeraygal Traditional Custodians and Knowledge Holders providing cultural authority, guidance, and validation to ensure the project reflects Country in a respectful and meaningful way.

Together, this team is working to ensure that cultural knowledge is not an overlay, but embedded within the core design thinking, delivery processes, and long-term care of the site.

Project Vision

A Vision Guided by Cammeraygal Custodians

This project stands on Cammeraygal Country, a place of strength, knowledge and continuing cultural presence. Our vision is that this development reflects that strength and acknowledges the deep connection our people have always held with this land, its ridgelines, harbour waters and Sky Country.

The height of the towers brings them into relationship with Father Sky. That visibility is an opportunity to honour Sky Country through thoughtful design, light, materiality and presence within the skyline. We want the development to sit with respect, calm, balanced and grounded in place.

At ground level, the spaces should feel welcoming and open. The colours and textures should reflect Country, sandstone tones, woodland greens, sky and water blues. Planting should support birdlife and biodiversity, recognising that this is shared Country. Even in a dense urban setting, there is the ability to strengthen ecological health and reconnect people to the natural systems that continue beneath the built form.

Water remains part of this place. Though creeks may no longer be visible, the connection to saltwater and harbour systems continues. Design responses should acknowledge that memory and recognise the relationship between land, water and sky.

We also see this project as an opportunity to create genuine pathways for Aboriginal participation, through public art, procurement, employment and ongoing cultural guidance. Our knowledge and cultural authority should continue beyond early engagement and remain part of how the place is delivered and cared for.

Our vision is that this development reflects pride in Cammeraygal Country, that our presence is visible, that Country is respected, and that the outcome strengthens connection for future generations.



Auntie Jeanie & Paige Moran

**Cammeraygal Traditional
Custodians**

About this Country

Cammeraygal Country forms part of the Lower North Shore cultural landscape, shaped by sandstone ridgelines, harbour systems and interconnected waterways. This is saltwater Country. The land, water and sky are understood as one, each holding knowledge, memory and responsibility.

The ridgelines that run through this part of Sydney were places of movement and connection. They linked people across Country and down toward the harbour. From these higher points, people looked out across water and sky, reading seasonal changes and navigating through knowledge passed down over generations.

Water remains central to this place. Even where creeks are no longer visible, the catchments continue to flow toward the harbour. Tides, saltwater systems and marine life form part of the cultural identity of this Country. Water carries story. It sustains life. It connects inland systems to the ocean.

The sandstone that underpins this site is more than geology, it is part of the cultural fabric of this landscape. The textures, tones and formations reflect the character of this Country and continue to shape how the land is experienced.

Despite urban development, Cammeraygal presence remains strong. Culture here is living and continuing. Knowledge systems, language, stories and responsibilities to care for Country are still carried and shared. Development on this site must recognise that continuity.

This project sits within a dense urban centre, but it remains on Cammeraygal Country. Understanding that connection is the foundation for designing in a way that respects place, strengthens ecological health, and keeps cultural knowledge visible and valued.



Community Engagement Summary

Who we engaged

Ngurra Advisory worked closely with Cammeraygal Traditional Custodians and Knowledge Holders, including Aunty Jeanie Moran and Paige Moran. Their deep cultural knowledge, lived experience, and enduring connection to Cammeraygal Country were central to shaping this framework. Their guidance has ensured that Cammeraygal voices, values, and perspectives are meaningfully embedded throughout the design process and reflected in the cultural direction of the project.

When & Where

Engagement took place on Cammeraygal Country between November and December 2025, aligning with the early design and refinement phases of the project. Activities included an online Visioning and Collaboration Workshop (21 November 2025) and a Walk on Country and Opportunities Workshop held on site (15 December 2025). These sessions focused on Sky Country, the site's relationship to harbour catchments and sandstone ridgelines, materiality and public domain expression, and creating space for Custodians to share cultural knowledge and guide how the development responds to place.

How we engaged

Engagement was grounded in both face-to-face and online discussions, guided directly by Cammeraygal Traditional Custodians. The Walk on Country provided space for shared dialogue and cultural teaching within the landscape, while the online visioning workshop allowed themes to be explored and translated into design direction. Cultural authority remained with Custodians throughout, ensuring their guidance directly informed the architectural, landscape and public domain response.

Engagement & Consultation



Our Engagement Approach

Our approach to engagement for 849–859 Pacific Highway & 2–8 Wilson Street is grounded in respect for Cammeraygal people as the Traditional Custodians of this Country.

Ngurra Advisory, on behalf of Billbergia, has worked in close collaboration with Cammeraygal Traditional Custodians and Knowledge Holders, including Aunty Jeanie Moran and Paige Moran. Through these relationships, the project has been guided by cultural authority, lived experience, and a deep understanding of place, ensuring that respect for Country remains central to planning, design and delivery.

Our engagement extends beyond consultation, it is a partnership built on listening, reciprocity and shared learning. Cammeraygal voices, knowledge and priorities have directly shaped the project's cultural themes, design direction and long-term aspirations for the site.

Engagement took place on Cammeraygal Country between November and December 2025, aligning with early design and refinement phases.

Through both online and on-site discussions, Custodians shared guidance on Sky Country, sandstone materiality, harbour connections, and the importance of cultural visibility within a dense urban context. These insights form the foundation of this Country-Centred Design & Cultural Integration Framework.

Engagement Activities

As part of the Connecting with Country process, a series of engagement activities were undertaken to ensure Cammeraygal knowledge and perspectives were meaningfully embedded into the evolving design.

Each activity created space for dialogue and shared learning, allowing the project team to better understand the cultural responsibilities associated with building on this site.



Engagement & Consultation

Online Visioning & Collaboration Workshop 21 November 2025

The Visioning Workshop brought together Cammeraygal Custodians, Ngurra Advisory and members of the Billbergia project team to build early awareness and shared understanding of the project, its scale, location and intent. The session also provided an opportunity for Custodians to meet the broader project team and begin establishing relationships as the development moves forward.

Discussions focused on:

- The responsibility created by tower height and skyline visibility
- Honouring Sky Country through thoughtful architectural expression
- Reflecting sandstone tones and natural textures in material palettes
- Ensuring public spaces feel welcoming and culturally safe

This collaborative session established the cultural direction that continues to guide the framework and design response.

Walk on Country & Opportunities Workshop 15 December 2025

The Walk on Country was held onsite at 849–859 Pacific Highway & 2–8 Wilson Street, led by Cammeraygal Custodians alongside Ngurra Advisory and members of the Billbergia project team. This session provided an opportunity for the broader consultant team to experience the site together, observe its context, and continue building relationships through face-to-face discussion on Country.

Walking the site created space not only to discuss design, but to build cultural capability, to slow down, listen, observe and better understand how Country is felt, heard and seen, even within a dense urban environment. Custodians guided conversations around the ridgeline position of the site, its skyline prominence and its connection to harbour catchments, reinforcing the responsibility that comes with building at height on this part of Country.



Engagement & Consultation

Discussions focused on the importance of Sky Country, sandstone tones, planting and public domain elements that respond to place. The workshop also explored opportunities within Art Lane, the Pacific Highway frontage and the railway corridor interface to embed meaningful cultural presence, while reinforcing the need to avoid tokenistic design responses.

The Walk on Country grounded the project team in the understanding that, despite its CBD setting, this remains Cammeraygal Country and design decisions must reflect that understanding with care and respect.



Outcomes of Engagement

The engagement process with Cammeraygal Traditional Custodians has been central to shaping this Country-Centred Design & Cultural Integration Framework.

Through online workshops, on-site discussions and ongoing dialogue, the project team has listened to Custodian guidance to ensure cultural values and responsibilities are reflected across architecture, landscape and public domain design.

Cultural Themes Confirmed

Through engagement, four guiding themes were identified and validated for this site:

Sky Country & Responsibility

Recognising the relationship between tower height, skyline presence and Father Sky. Built form must respond with balance, calmness and care.

Saltwater & Harbour Connection

Acknowledging the site's connection to harbour catchments and the ongoing relationship between land, water and marine systems.

Engagement & Consultation



Sandstone & Colours of Country

Embedding tones, textures and materiality reflective of sandstone ridgelines and the natural character of this landscape.

Welcome & Cultural Presence

Ensuring public spaces feel welcoming and culturally safe, with visible and meaningful Cammeraygal representation through art, planting and design expression.

Integration into Design

Insights shared by Cammeraygal Custodians have not remained at the level of discussion. They have directly influenced the evolving design direction, informing decisions across architecture, landscape and public domain. Cultural guidance has been considered alongside technical and planning requirements to ensure the response remains grounded in place.

Insights from Custodians have directly informed:

- Architectural material palettes grounded in sandstone tones
- Public domain opportunities within Art Lane and entry interfaces

- Consideration of skyline expression and lighting
- Landscape strategies incorporating endemic planting
- Early planning for Aboriginal-led public art opportunities

Together, these responses demonstrate a clear translation of cultural guidance into tangible design outcomes. By starting with Country and allowing cultural knowledge to inform early thinking, the project has been shaped from the ground up rather than layered on at the end.

This approach ensures that Cammeraygal knowledge is embedded within the built form, landscape and long-term character of the development, not as an addition, but as a foundation.



Engagement & Consultation

Commitment to Ongoing Partnership

The project team is committed to continuing engagement as design progresses through detailed development and delivery.

Future engagement will explore:

- Collaboration with Cammeraygal artists for public art
- Integration of language and naming (subject to Custodian guidance)
- Cultural induction opportunities for project partners
- Ongoing review of cultural design elements

Cultural knowledge shared throughout this process remains the intellectual property of Cammeraygal Custodians and has been documented with consent and respect.

A Smoking Ceremony will be explored at an appropriate milestone to honour Country prior to key project phases.

Next Steps in Engagement

Building on the foundations established through collaboration with Cammeraygal Custodians, the next phase of engagement will focus on deepening relationships and carrying cultural guidance through detailed design and delivery. As the project progresses, continued involvement will ensure that early cultural intent is not diluted and that design decisions remain grounded in Country.

The next stage will include:

- Refining cultural design elements through detailed design workshops with Cammeraygal Custodians, Ngurra Advisory and the consultant team.
- Formalising artist engagement processes to support Aboriginal-led public art and storytelling opportunities.
- Reviewing material selections, lighting strategies and public domain detailing to ensure alignment with sandstone tones, Sky Country considerations and landscape intent.

Engagement & Consultation

- Confirming governance mechanisms, including the establishment and operation of a First Nations Working Group, to support continued Custodian involvement through key project milestones.
- Exploring opportunities for language, naming and interpretation, subject to Custodian direction and cultural protocols.
- Providing cultural inductions and briefings for consultants and contractors as the project moves toward construction.

These next steps reinforce the project team's commitment to ongoing partnership rather than one-off consultation. Continued engagement will ensure that Cammeraygal knowledge remains central to how the development is refined, delivered and cared for into the future.

Strengthened Cultural Capability

The engagement process has strengthened the cultural capability of the project team.

Through both online and on-Country sessions, consultants gained first-hand understanding of Cammeraygal ways of knowing, being and doing.

Walking the site, listening to Custodian guidance and reflecting on responsibility within a dense urban setting has enhanced the team's ability to apply Caring for Country principles across architecture, landscape and public domain design.

This shared learning has shifted thinking beyond compliance toward a deeper awareness of cultural responsibility and long-term stewardship.

Cultural Protocols & Knowledge Sharing

Cultural Protocols & Knowledge Sharing

All engagement has been guided by Cammeraygal cultural protocols and the protection of Indigenous Cultural and Intellectual Property (ICIP).

Knowledge shared by Custodians has been documented with permission and remains their property. Cultural material developed through this process is site-specific and subject to agreed use, ensuring respect for cultural authority and ongoing knowledge protection.

Engagement & Consultation

First Nations Working Group

To ensure that Cammeraygal cultural knowledge, community priorities and respect for Country continue to guide decision-making as the project progresses, a First Nations Working Group (FNWG) will be established for 849–859 Pacific Highway & 2–8 Wilson Street, Chatswood.

The FNWG will act as a cultural advisory body throughout the project lifecycle, from detailed design through to construction and key delivery milestones, providing a formal structure for collaboration, accountability and transparency.

Purpose

The FNWG will:

- Provide cultural governance and oversight, ensuring that Cammeraygal knowledge and community values remain central to project decisions.
- Support the implementation of the Country-Centred Design & Cultural Integration Framework, advising on interpretation, public art, material selection and landscape integration.

- Guide the expression of Sky Country themes, sandstone material responses and harbour connections within the built form and public domain.
- Advise on cultural safety, ensuring workplaces, public spaces and construction activities respect Cammeraygal cultural protocols.
- Oversee the inclusion of Cammeraygal language, naming and storytelling (subject to Custodian direction).
- Provide recommendations on procurement and participation pathways to strengthen Aboriginal involvement throughout the project.

Membership

The Working Group will include:

- Cammeraygal Traditional Custodians and Knowledge Holders, including Elders and community representatives.
- Ngurra Advisory, providing facilitation, cultural governance support and documentation of outcomes.
- Representatives from Billbergia (development and project delivery teams).

Engagement & Consultation

- Key consultants involved in architecture, landscape, sustainability and public art, as required.

Membership will be reviewed at key project milestones to ensure representation remains balanced, relevant and culturally appropriate.

Operation and Meetings

The FNWG will meet quarterly during detailed design and more frequently during key project phases such as public art development, major design refinement, or prior to construction commencement.

Meetings will be facilitated by Ngurra Advisory and guided by agreed Cultural Protocols and Terms of Reference, outlining respectful engagement, knowledge protection and Indigenous Cultural and Intellectual Property (ICIP) management.

Discussions and recommendations will be informed by cultural authority and collaborative dialogue, ensuring Cammeraygal voices remain central in shaping outcomes.

Legacy and Long-Term Role

Beyond project delivery, the Working Group will help identify opportunities for ongoing collaboration, including interpretive initiatives, cultural programming, educational partnerships and continued visibility of Cammeraygal presence within the precinct.

This governance structure represents a genuine commitment to partnership, respect and shared stewardship, ensuring that Cammeraygal culture and Country remain central to the long-term character and legacy of 849–859 Pacific Highway & 2–8 Wilson Street.



Design Principles

Architecture & Built-Form

Landscape & Open Space



Architecture & Built-Form

This section explores how the buildings respond to Cammeraygal Country through their form, materiality and relationship to skyline and landscape.

It considers how built form can honour Sky Country, reflect sandstone tones and harbour connections, and integrate sustainable design principles to create places that are grounded in Country, culturally aware and enduring within the Chatswood context.

Response to Country

The architectural approach for 849–859 Pacific Highway & 2–8 Wilson Street is grounded in respect for Cammeraygal Country, recognising the site's cultural, ecological and spiritual significance within the Lower North Shore.

Design thinking is informed by the understanding that Country is a living system, where land, water and sky are interconnected. In this context, the height and prominence of the towers create a direct relationship with Sky Country and require a response that reflects balance, care and cultural awareness.

The built-form is conceived not as a standalone urban object, but as part of a broader cultural landscape, responding to sandstone geology, harbour catchments and skyline presence, while aligning with the principle of caring for Country within a dense metropolitan setting.

Design Intent

The built-form design seeks to create architecture that responds to and coexists with Cammeraygal Country rather than dominating it. It acknowledges that Country is ever-present, guiding how buildings meet the ground, how materials are selected, and how the development sits within the skyline.

Each tower and public interface becomes part of a larger cultural narrative. Architecture is used as a tool to strengthen connection, prioritising sustainability, human comfort and a respectful presence within the Chatswood skyline.

Through subtle expression in form, materiality and light, the built environment seeks to honour Sky Country, sandstone textures and harbour connections. This approach ensures that even within a high-density CBD context, the development contributes to a living relationship with Country, creating a place that is purposeful, enduring and culturally grounded.



Reading the Land & Skyline

Built-form responds to the ridgeline position of the site and its visibility within the broader skyline.

Examples of integration:

- Tower articulation that avoids abrupt massing and considers balance within the skyline.
- Orientation and façade treatment responding to solar access, wind patterns and natural light.
- Ground-level interfaces that soften the transition between built form and public domain.
- Consideration of view corridors and the experience of looking up toward Sky Country.

Colours & Materials of Country

Material selection draws from the tones and textures of sandstone and the natural character of Cammeraygal Country.

Examples of integration:

- Use of sandstone-inspired palettes and earthy tones within façade detailing.
- Textured finishes that create depth through shadow and light variation.
- Natural materials at the human scale within podium and entry zones.
- Landscape planting that complements and grounds the built form within its setting.

This approach ensures the development feels connected to place rather than visually disconnected from its context.

Connection to Sky & Light

Given the height of the towers, the architectural response acknowledges Sky Country as a guiding presence.

Examples of integration:

- Considered rooflines and crown treatments that avoid excessive illumination.
- Lighting design that is respectful within the skyline and responsive to surrounding context.
- Vertical greening elements that soften built form and reinforce connection between ground and sky.
- Public art or façade articulation that subtly references sky, movement and rhythm.

Cultural Expression and Interpretation

Architecture becomes a platform for storytelling and continuity of culture, embedding Cammeraygal identity across the site.

Examples of integration:

- Aboriginal-led public art embedded within key entry points and communal spaces.
- Interpretive elements integrated into the public domain, subject to Custodian guidance.
- Design responses that reflect cultural themes through form, material and atmosphere rather than applied motifs.
- All cultural elements will be developed collaboratively with Cammeraygal Custodians to ensure authenticity and respect.

All cultural elements will be developed collaboratively with Cammeraygal Custodians to ensure authenticity and respect.

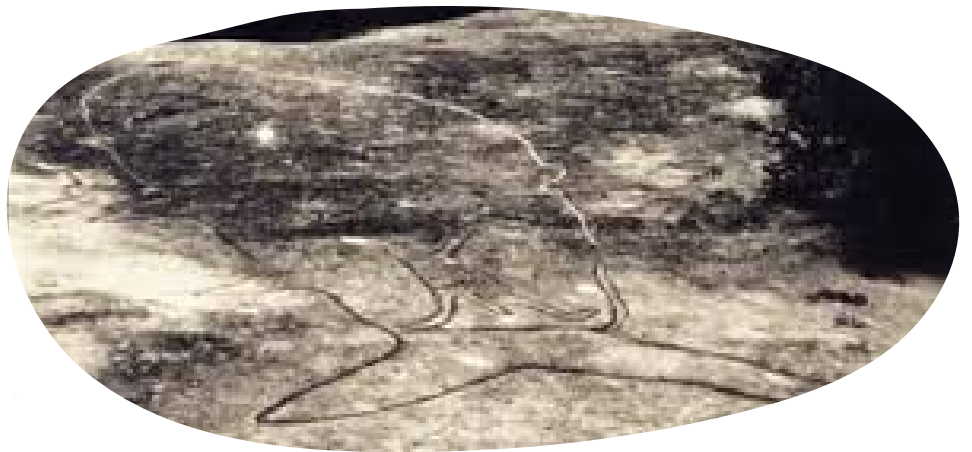


Language and Naming Opportunities

The built form and public spaces present opportunities to celebrate Cammeraygal language and cultural continuity.

Examples of integration:

- Potential building or space naming in Cammeraygal language (subject to Custodian direction).
- Interpretive signage that supports understanding and everyday recognition of place.
- Naming processes developed collaboratively with Custodians and recognised language experts to ensure cultural integrity.



Landscape & Open Space

This section defines how the landscape, open spaces, and ecological systems reflect the interconnection between people, environment, and Country. The landscape response aims to restore the health and vitality of Cammeraygal Country through design and planting that express the principles of Caring for Country.

Response to Country

The landscape and public domain approach is grounded in respect for Cammeraygal Country and recognises that even within a dense urban environment, Country remains present.

Design thinking acknowledges that land, water and sky are interconnected systems. While the site sits within the Chatswood CBD, it remains part of a broader sandstone and harbour landscape. Public spaces provide opportunities to restore ecological balance, reflect natural materiality and strengthen cultural presence at ground level.

Landscape is not treated as decoration, it is part of how the development reconnects people to place

Design Intent

The built-form design seeks to create architecture that responds to and coexists with Cammeraygal Country rather than dominating it. It acknowledges that Country is ever present, guiding how buildings meet the ground, how materials are selected, and how the development sits within the skyline.

Each tower and public interface becomes part of a larger cultural narrative. Architecture is used as a tool to strengthen connection, prioritising sustainability, human comfort and a respectful presence within the Chatswood skyline.

Through subtle expression in form, materiality and light, the built environment seeks to honour Sky Country, sandstone textures and harbour connections. This approach ensures that even within a high-density CBD context, the development contributes to a living relationship with Country, creating a place that is purposeful, enduring and culturally grounded.

Grounding the Built Form

Landscape design supports and anchors the architectural response.

Examples of integration:

- Sandstone-inspired paving and planter detailing reflective of local geology.
- Layered planting that softens podium edges and transitions between built form and public space.
- Shaded seating areas that encourage gathering and pause.
- Ground plane articulation that subtly references natural patterns rather than rigid urban geometry.

This approach ensures the development feels integrated rather than imposed.

Endemic Planting & Biodiversity

Planting strategies respond to the ecological character of Cammeraygal Country and the Lower North Shore.

Examples of integration:

- Use of regionally appropriate native species to support pollinators and birdlife.
- Layered planting structures that introduce habitat opportunities within an urban setting.
- Tree canopy strategies to provide shade and reduce urban heat.
- Green infrastructure integrated into podium and vertical spaces where appropriate.

Even within a CBD context, there are opportunities to strengthen ecological resilience and contribute positively to urban biodiversity.





Connection to Water & Harbour Systems

Although waterways are not immediately visible on site, the development remains connected to broader harbour catchments.

Examples of integration:

- Water-sensitive urban design principles integrated into the landscape strategy.
- Material textures and detailing that reflect natural flow and movement.
- Consideration of how stormwater management contributes to long-term environmental health.

This recognises that connection to water is embedded in the systems that shape this part of Country.

Welcome & Cultural Presence

Public domain spaces provide opportunities for visible and meaningful Cammeraygal presence.

Examples of integration:

- Aboriginal-led public art integrated within Art Lane and key entry points.
- Interpretive elements developed in collaboration with Custodians.
- Spaces designed to feel open, safe and inclusive.
- Avoidance of generic Indigenous motifs in favour of culturally guided responses.



Opportunities

- Employment
- Skills Development
- Procurement
- Caring for Country
- Community Benefits

Opportunities

Opportunities for Aboriginal Participation & Community Benefits

This final part of the framework outlines how the cultural principles, responsibilities and commitments identified throughout this document will be translated into tangible outcomes. It moves from design intent to lived impact, ensuring that respect for Country is reflected not only in built form, but in employment, procurement, skills development and long-term stewardship.

Located within the Chatswood CBD, this project sits on Cammeraygal Country in a highly visible metropolitan setting. Development in this context carries responsibility not only for the built environment but also for the cultural, social and economic well-being of the local Aboriginal community. By embedding Aboriginal participation across the life of the project, Billbergia and its partners can support self-determination, strengthen cultural presence and build lasting relationships with Cammeraygal Custodians and the broader Aboriginal community.

This framework identifies practical pathways to ensure Aboriginal participation is embedded throughout the life of the project, grounded in cultural authority and guided by Cammeraygal Custodians from detailed design through to delivery and long-term stewardship.



Pictured: Clarence Bruinsma (Yaegl) and Adam Byrne (Garigal/Gadigal), co-founders of Bush to Bowl, a 100% Aboriginal-owned social enterprise located in Terrey Hills, NSW, specialising in native plant nursery services, bush foods and cultural education workshops.

Opportunities



Skills Development

There is a clear opportunity to invest in training and capability-building initiatives that support long-term Aboriginal participation and strengthen cultural awareness across the project team.

Opportunities may include:

- Partnering with TAFE NSW, Aboriginal training providers and local schools to support trade-based and professional development pathways.
- Creating internship and graduate opportunities within design, sustainability and property disciplines.
- Establishing mentoring programs that support emerging Aboriginal professionals.
- Embedding cultural capability training across consultants, contractors and operational teams to strengthen understanding of Cammeraygal Country and cultural protocols.

These initiatives support both economic participation and cultural continuity, ensuring Aboriginal people are positioned for long-term opportunity.

Procurement

Social procurement provides a practical pathway to support Aboriginal enterprise and distribute economic benefit. Beyond meeting participation targets, it delivers measurable social return on investment by strengthening local supply chains, building business capability and contributing to long-term economic resilience within Aboriginal communities. It also aligns with broader reconciliation and ESG commitments by embedding equity, accountability and shared value within project delivery.

Evidence demonstrates that investment in Aboriginal-owned businesses generates a strong social return. Research by Supply Nation in its Sleeping Giant report highlights that Aboriginal businesses are significantly more likely to employ Aboriginal people, create culturally safe workplaces and reinvest profits within their communities. This creates a multiplier effect, where each procurement decision not only delivers goods or services, but strengthens employment pathways, builds community wealth and supports long-term economic participation.

Opportunities



Prioritising Aboriginal procurement, therefore, contributes to measurable social and economic return, extending impact well beyond the project boundary.

Opportunities may include:

- Commissioning Aboriginal-led public art and design collaborations.
- Engaging Aboriginal-owned suppliers across trades, landscaping, signage, catering and services.
- Utilising business directories such as Supply Nation and the NSW Indigenous Chamber of Commerce to identify certified suppliers.
- Encouraging principal contractors to embed Indigenous procurement commitments within subcontracting arrangements.
- Prioritising engagement with local Aboriginal businesses within Sydney where feasible.

Embedding Aboriginal procurement within project delivery supports enterprise growth, builds local capacity and strengthens economic self-determination, while generating broader social, cultural and economic returns for both community and project partners.

Long-Term Opportunities and Community Connection

Beyond construction, the project presents opportunities to establish enduring relationships with Aboriginal communities.

This may include:

- Supporting educational partnerships connected to cultural learning and interpretation.
- Creating long-term employment pathways within building management, facilities and public domain maintenance.
- Providing spaces for cultural storytelling and interpretation developed with Custodians.
- Collaborating with Aboriginal enterprises connected to sustainability, design and innovation sectors.

These initiatives ensure connection continues beyond delivery and into the life of the development.

Opportunities



Community Benefits

This project has the capacity to deliver broader cultural and social outcomes that extend beyond the site boundary.

Opportunities may include:

- Aboriginal-led public art commissions celebrating Cammeraygal stories and connection to Country.
- Potential community contribution initiatives supporting Aboriginal organisations in education, cultural revitalisation or youth programs.
- Incorporating Cammeraygal language and cultural visibility within naming and wayfinding, subject to Custodian direction.
- Supporting Custodian participation at key project milestones such as cultural inductions or site ceremonies.

Beyond individual initiatives, the project presents an opportunity to reinforce the ongoing presence and leadership of Cammeraygal people within this place.

Cammeraygal culture is not historical, it is living, evolving and carried by community today. By embedding cultural visibility and participation into the fabric of the development, the project contributes to continuity across past, present and future, ensuring that Cammeraygal identity remains recognised, respected and celebrated for generations to come.

Through these commitments, the project contributes to cultural continuity and community wellbeing within a highly visible metropolitan conte

Opportunities



Why Aboriginal Participation and Community Benefits Matter

Embedding Aboriginal participation across employment, procurement, skills development and community initiatives ensures that development on Cammeraygal Country is grounded in respect, accountability and shared responsibility.

Aboriginal participation is not an add-on, it is central to delivering culturally responsive outcomes that reflect the authority and leadership of Cammeraygal Custodians. When Aboriginal people are meaningfully involved in decision-making, delivery and long-term stewardship, projects are stronger, more connected to place and better aligned with community aspirations.

For Billbergia, this framework reflects a long-term commitment to building and maintaining respectful relationships with Cammeraygal Custodians. It establishes a shared understanding of responsibility to Country and creates a clear pathway for community aspirations to be translated into action. This approach contributes to reconciliation in practice, embedding partnership, accountability and cultural visibility into the life of the project rather than treating engagement as a procedural requirement.

This approach:

- Recognises Cammeraygal cultural authority and ongoing presence.
- Creates genuine economic and professional pathways.
- Strengthens cultural visibility within a metropolitan centre.
- Builds trust through transparency, partnership and accountability.
- Contributes to intergenerational continuity of culture, knowledge and connection to Country.

By embedding these commitments into the life of the project, 849–859 Pacific Highway & 2–8 Wilson Street becomes more than a development, it becomes part of a longer story of cultural continuity, shared stewardship and respect for Country, now and into the future.

Employment & Skills Development

A decorative graphic at the top of the page features a curved line with several circular icons. The icons are arranged in a sequence, with some containing a ring of dots and others being solid circles. The colors are primarily orange and white, set against a dark blue background.

Community Aspirations

Through engagement, Cammeraygal Traditional Custodians, Elders and Knowledge Holders expressed a clear aspiration for Aboriginal employment and skills development to form a meaningful part of the project's legacy.

Employment on Country is not viewed simply as economic opportunity, it is a pathway to cultural continuity, visibility and long-term presence. Custodians emphasised the importance of creating pathways across all phases of the project, from design and construction through to building operations and site management.

Meaningful workforce participation enables Aboriginal people to remain connected to Country through stewardship, maintenance and cultural visibility within the precinct.

Beyond Construction

Custodians highlighted the importance of looking beyond the construction phase. There is a strong aspiration to collaborate with future building managers, tenants and operators to embed long-term Aboriginal employment pathways within:

- Facilities management
- Landscape maintenance
- Public domain care
- Sustainability and environmental performance roles
- Cultural interpretation and activation initiatives

Ensuring Aboriginal participation remains visible beyond delivery supports continuity of presence and leadership on Cammeraygal Country.

Employment & Skills Development

Training and Upskilling

Custodians emphasised the need for accessible and culturally safe training pathways that build genuine qualifications and long-term career opportunities.

Aspirations include:

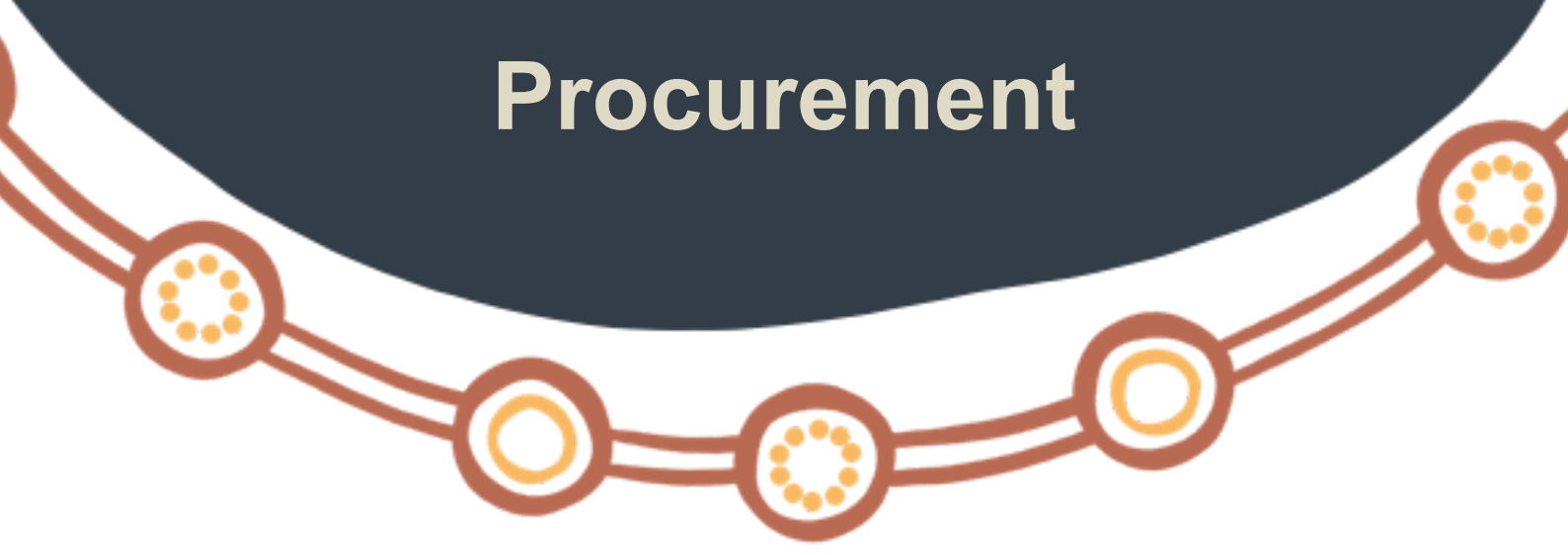
- Partnerships with TAFE NSW and Aboriginal training providers to support trade-based and professional development pathways.
- On-site learning opportunities linked to construction and environmental management.
- Internship and graduate opportunities within design, sustainability and property disciplines.
- Mentorship initiatives supporting intergenerational knowledge-sharing between Elders, Knowledge Holders and emerging Aboriginal professionals.

These pathways strengthen both economic participation and cultural continuity.



Pictured: Kyle from Aboriginal-owned Doolan Plumbing receiving the 2023 Indigenous Apprentice of the Year award from the Plumbing Industry Climate Action Centre (PICAC).

Procurement



Cammeraygal Custodians expressed a strong preference for Aboriginal-owned and Aboriginal-led businesses to be meaningfully engaged throughout the life of the project.

Social procurement is viewed as a direct mechanism for economic empowerment and local capacity-building. Custodians emphasised that prioritising Aboriginal enterprise strengthens community wealth, builds culturally safe workplaces and supports long-term economic resilience.

Aspirations include:

- Engaging Aboriginal-owned trade and service providers across landscaping, signage, cleaning, maintenance and building services.
- Commissioning Aboriginal-led public art and cultural interpretation.
- Utilising recognised Aboriginal business directories to identify suppliers.
- Prioritising local Aboriginal businesses within Sydney wherever feasible.
- Exploring long-term maintenance contracts for Aboriginal enterprises post-construction.

Custodians emphasised that procurement decisions have multiplier effects, where Aboriginal businesses are more likely to employ Aboriginal people and reinvest within community.

Caring for Country

Caring for Country

Caring for Country was identified as a central aspiration throughout engagement. Custodians spoke about the ecological systems of Cammeraygal Country that have been significantly altered through urbanisation and colonisation. Within a dense metropolitan setting, there is a strong aspiration to reintroduce and strengthen local ecology that has been stripped away over time.

This includes:

- Re-establishing endemic plant species reflective of the sandstone and harbour ecology of the Lower North Shore.
- Increasing canopy cover and habitat opportunities for native birdlife and pollinators within an urban context.
- Integrating water-sensitive urban design to support ecological health within broader harbour catchments.
- Creating opportunities for Aboriginal-led landscape maintenance and ecological stewardship roles post-construction.

Custodians emphasised that Caring for Country should not conclude at project delivery. There is a clear aspiration for Aboriginal businesses and Knowledge Holders to be involved in ongoing landscape management, biodiversity initiatives and long-term site care.

Bringing back local ecology within a CBD context is seen not only as environmental restoration, but as cultural restoration, strengthening the visibility of Country within the built environment and reinforcing that Cammeraygal culture continues today.

Community Benefits



Community Partnerships & Contribution

Development on Cammeraygal Country presents an opportunity to build meaningful, long-term relationships with local Aboriginal organisations, community groups and schools.

Rather than a one-off contribution, this approach seeks to establish ongoing partnerships that support cultural continuity, education and community wellbeing, whether through funding, skills-sharing, mentorship or collaborative initiatives.

Opportunities may include:

Cultural Contribution

Commissioning Aboriginal artists and creatives to lead public art and storytelling initiatives embedded within the site, ensuring cultural presence is visible and locally grounded.

Community Partnerships

Establishing relationships with local Aboriginal organisations to support programs aligned with cultural education, youth leadership, language revitalisation or community wellbeing.

Education & Schools Engagement

Collaborating with local schools to support cultural learning opportunities, site visits, mentoring initiatives or career pathway discussions connected to architecture, construction, sustainability and property.

Skills & Capacity Support

Providing in-kind support, professional expertise or mentoring from project consultants and delivery teams to strengthen local Aboriginal enterprise and community capability.

Cultural Milestones & Visibility

Supporting Custodian participation at key project milestones, including cultural inductions, site ceremonies and community engagement events.

This approach ensures the project contributes to long-term cultural presence and community strength, reinforcing that Cammeraygal culture is living and ongoing and that development can actively support continuity into the future.

Implementation Plan

To support the delivery of the Country-Centred Design & Cultural Integration Framework, a detailed Implementation Plan will be developed to embed cultural principles across all aspects of the project, from architecture, landscape, and public domain to long-term operations.

The Implementation Plan will establish clear milestones, roles and responsibilities, providing a structured pathway for translating Cammeraygal cultural values and responsibilities to Country into tangible outcomes. It will ensure that design intent is carried through each stage of the project, from detailed design and documentation to procurement, construction and ongoing building management.

Key areas of implementation will include:

- Integration of cultural storytelling, language and interpretation into architecture and public spaces.
- Delivery of urban ecological initiatives aligned with local sandstone and harbour ecology, including endemic planting and biodiversity strategies.
- Activation of Aboriginal employment, skills development and procurement pathways.
- Commissioning of Cammeraygal-led art and design collaborations.
- Ongoing community engagement and partnership initiatives.

The Implementation Plan will guide how these commitments are achieved, monitored and reviewed, ensuring cultural priorities remain central to decision-making and that Country continues to inform the project over time.

A key function of the Implementation Plan will be to enable ongoing collaboration with the First Nations Working Group, comprising Cammeraygal Custodians, Elders, Knowledge Holders and community representatives. The Working Group will provide cultural oversight, guidance and accountability, ensuring implementation remains aligned with Cammeraygal aspirations and cultural protocols. Designed as a living document, the Implementation Plan will evolve alongside the project, adapting to emerging insights and guidance from Custodians. In doing so, it ensures that the principles of Connecting with Country are not only acknowledged, but actively embedded throughout the lifecycle of the development.



Ongoing Evaluation & Accountability

A structured evaluation and reporting process will be implemented to measure progress against the commitments outlined in the Country-Centred Design & Cultural Integration Framework. This process will support the ongoing integration of Cammeraygal cultural principles across all phases of the development, from detailed design through to construction, activation and long-term operations.

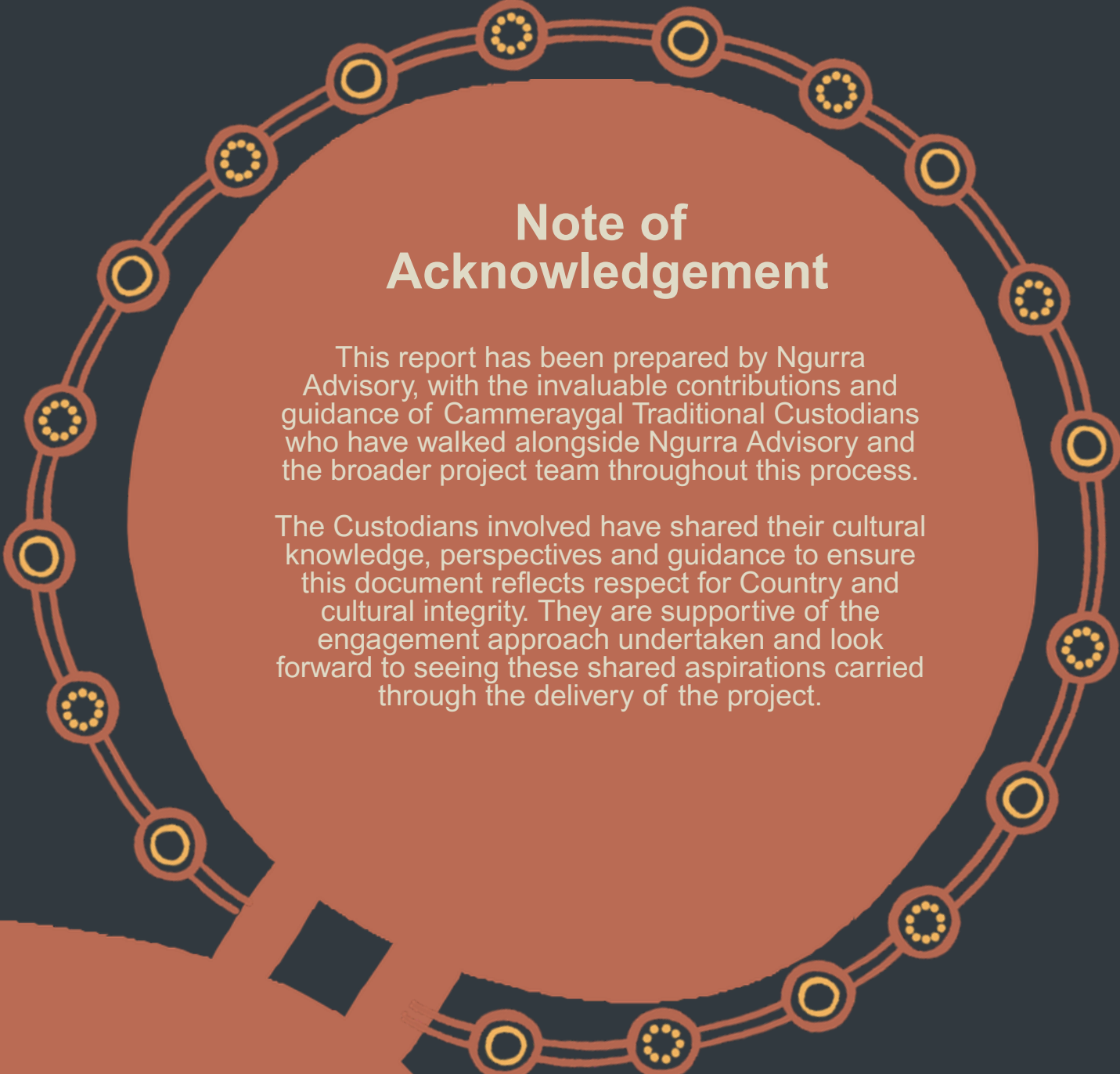
Progress will be reviewed at key project milestones and documented through a Connecting with Country Progress Report. This report will capture achievements, lessons learned and next steps, and will identify any emerging cultural, environmental or community considerations requiring attention.

Evaluation will include monitoring of:

- Delivery of cultural design responses across architecture, landscape and public domain.
- Implementation of Aboriginal employment, skills development and procurement initiatives.
- Participation in cultural learning, induction and education programs.
- Ongoing engagement with Cammeraygal Custodians and the First Nations Working Group.

Reporting outcomes will be reviewed in collaboration with the First Nations Working Group to ensure transparency, cultural integrity and accountability to community aspirations.

By embedding this evaluation process, the project team demonstrates a long-term commitment to partnership and responsibility, ensuring that cultural principles are not static commitments, but actively upheld and strengthened over time. This approach safeguards the cultural integrity of Country and reinforces shared stewardship now and into the future.



Note of Acknowledgement

This report has been prepared by Ngurra Advisory, with the invaluable contributions and guidance of Cammeraygal Traditional Custodians who have walked alongside Ngurra Advisory and the broader project team throughout this process.

The Custodians involved have shared their cultural knowledge, perspectives and guidance to ensure this document reflects respect for Country and cultural integrity. They are supportive of the engagement approach undertaken and look forward to seeing these shared aspirations carried through the delivery of the project.

Indigenous Cultural and Intellectual Property (ICIP) Statement

Ngurra Advisory acknowledges the ongoing ownership and custodianship of all cultural knowledge, stories, language, and perspectives shared throughout this process by the Cammeraygal Traditional Custodians.

This information remains the intellectual and cultural property of the Cammeraygal people and is shared within this document with permission for the purpose of this project only. It must not be reproduced, shared, or used for any other purpose without the express consent of the Cammeraygal Custodians.



Thank you

Ngurra Advisory extends our sincere gratitude to the Cammeraygal Traditional Custodians and Knowledge Holders who have generously shared their time, knowledge and lived experience throughout this process.

Your guidance, cultural authority and ongoing commitment to caring for Country have been instrumental in shaping this framework, ensuring that the design, delivery and long-term stewardship of this place honour Cammeraygal values, stories and responsibilities.

We recognise the depth of connection, resilience and responsibility that Cammeraygal people continue to hold for these lands, harbour catchments, skies and communities.

This document reflects not only your contributions but also our shared commitment to ensuring Country remains central, cared for, respected, and visible throughout every stage of the 849–859 Pacific Highway & 2–8 Wilson Street development.



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