

IVANHOE

CONNECTING WITH COUNTRY STRATEGY

INVANHOE

21.06.2021

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FRASERS
PROPERTY



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CONTENTS

CONTEXT AND FRAMEWORK

| | |
|-----------------------------|---|
| Why Connecting with Country | 6 |
| Context | 6 |

PROJECT CONSIDERATIONS

| | |
|-----------------------|---|
| Engagement | 8 |
| Fees for Service | 8 |
| Ongoing Engagement | 8 |
| Informed Advice | 8 |
| Intellectual Property | 8 |
| Meeting Cycle | 8 |

CORPORATE GOVERNANCE

| | |
|----------------------------------|----|
| Reconciliation Action Plan (RAP) | 10 |
| Cultural Advisor | 10 |
| Develop Protocols | 10 |
| Reference Library | 10 |

PROJECT PROTOCOLS

| | |
|-------------------------------------|----|
| Best Practice Aboriginal Engagement | 12 |
| Across the Socio-Economic Spectrum | 12 |
| Cultural Expression | 13 |

PROJECT SPECIFIC

| | |
|----------------------------------|----|
| Pre-contact History | 14 |
| Flora | 14 |
| Fauna | 15 |
| Site | 15 |
| Opportunities Plan | 16 |
| Landscape Narratives | 18 |
| Caring for Country | 18 |
| Foregrounding Aboriginal Culture | 19 |
| Aboriginal Art | 20 |
| Wayfinding and Placenames | 20 |
| Economic Opportunities | 21 |



Why Connecting with Country

GA NSW’s “Connecting with Country DRAFT Framework” (Connecting with Country) is an invitation to the property industry to rethink, reimagine and reshape its practice. It’s a call to developers, architects and built environment professionals to take seriously the call by Aboriginal communities to embrace the possibilities for design innovation by putting Country at the forefront of design thinking.

Considering Country need not be mysterious or faced with trepidation. It requires a genuine willingness to listen thoughtfully and respectfully and to embrace complexity and community, rather than simplification and a business-as-usual process. The Connecting with Country design principles and spatial opportunities offered at the Ivanhoe Estate in Macquarie Park are as plentiful as the design team and client aspire and allow them to be. In developing our response to the Ivanhoe Masterplan and Connecting with Country, The Fulcrum Agency (tFA) has identified several preliminary key design principles, a number of spatial opportunities, and importantly a process of discovery and knowledge sharing with Aboriginal people as the project unfolds beyond this point.

We acknowledge that, to date, the sensing of Country at Macquarie Park, and the imagination that genuine consideration of this Country can generate has not yet been fully explored by the project team. Like society at large, the design and built environment professions are (belatedly) realising the opportunities of genuine and authentic exchange and the positive benefits that healthy Country and connected inclusive communities with Aboriginal voices being heard can bring to practice and projects. The Connecting with Country Framework challenges built-environment professionals to embed genuine Aboriginal influence and agency into the design process, so that the aspirations described in Connecting with Country are considered not merely as a ‘value add’, but as the very foundation upon which Frasers’ process of delivering capital works will rest.

Context

There is growing momentum for recognition of the value of Aboriginal knowledge in the design, development, activation and ongoing care of our built environment and landscapes. In 2013 the NSW Government released the OCHRE plan¹ which sought to grow capacity within Aboriginal communities and organisations, creating opportunities for economic empowerment and to teach Aboriginal languages and culture to strengthen pride and identity. It also supports the Local Decision Making framework between Aboriginal Communities and NSW government funding of projects.

In 2018, the Discussion Paper, “Designing with Country”² was released which outlined a proposed framework for applying the design aspects of Connecting with Country³ and sought feedback from a range of stakeholders. Following community and industry engagement the Government Architect NSW released the Connecting with Country DRAFT Framework as part of the NSW Governments “Better Placed” Policy suite.

Most recently in June 2020 the Department of Planning, Industry and Environment released “Our Place on Country”⁴ outlining a strategy for enabling Aboriginal people and communities to have greater choice, access and control over water, housing, and resources and for growing NSW’s Aboriginal economy. These resources (and several more in development across a range of agencies in NSW) provide useful background information on the value of enabling Aboriginal people and communities to provide deep insight into place and space across New South Wales.

“Country is living, constantly changing, and evolving. Many different ecosystems exist across different realms of Country including both living and non-living elements. Country has purpose, operating at multiple scales from the cosmic to the molecular and everything in between.”

“What is Country – GA NSW, Connecting with Country DRAFT Framework

1 OCHRE Plan - [LINK](#)

2 Designing with Country - [LINK](#)

3 Connecting with Country - [LINK](#)

4 Our Place on Country - [LINK](#)



Engagement as the Primary Consideration

While the Fulcrum Agency (tFA) have reviewed the Ivanhoe Masterplan to find design opportunities that meet the Connecting with Country principles, it must be stressed, that above all else, tFA recommend meaningful, genuine, and ongoing engagement with the appropriate Aboriginal stakeholders for the Ivanhoe site.

In recognising the design decisions that have already been resolved by the Frasers team, while still looking for remaining areas of input within the project, tFA include an Opportunity Plan that clearly identifies remaining areas of the project that would benefit from an open approach to Connecting with Country. This Opportunity Plan considers all governance, strategic and design opportunities. However, it must be stressed that the opportunities highlighted should be considered discussion points that begin a conversation about the project, it is not intended as a checklist of items that can be inserted into the project to meet Connecting with Country obligations. The ultimate outcomes of meeting the Connecting with Country principles should be a result of genuine collaboration between Frasers, its project team and relevant Aboriginal stakeholders to explore the project’s potential.

To begin consultation with appropriate Aboriginal stakeholders Urbis has compiled Registered Aboriginal Parties. It is tFA’s recommendation that Frasers, or its appropriate design team, contact the Metropolitan Aboriginal Land Council as a first point of consideration.

Fees for Service

In line with Connecting with Country guidance and best practice engagement, tFA recommend that registered parties should be remunerated for their inputs, guidance, and advice. This may be in the form of a flat rate meeting fee, or an hourly rate to allow for follow-up, feedback and/or review. Some of these parties will have their own schedule of rates. An alternative approach may be ‘in-kind’ remuneration of some form. Whichever form payment takes it should be agreeable to all parties, and offered up front as part of the invitation. It is important to remember that many of the Registered Aboriginal Parties are themselves professional Aboriginal cultural heritage consultants, with ABN’s, insurances and other business credentials. Many make either all or most of their income from providing their cultural heritage services, and their advice should be treated with the same consideration as any technical consultant.

Ongoing Engagement

The Fulcrum Agency recommend an agreement between Frasers and appropriate Aboriginal stakeholders as to the ongoing engagement through the project. Such an agreement should establish frequency of meetings, engagement through various project phases and how ongoing feedback and advice will be sought. This goes beyond requirements for meeting relevant approval pathways and presents an opportunity for Frasers to establish and develop long term relationships with key Aboriginal stakeholders in the region. Sharing the tangible and intangible benefits of development is one of the key foundations of Connecting With Country.

Informed advice

All engagement sessions with Traditional Custodians and Aboriginal groups should ensure that Aboriginal representatives are equipped with sufficient and relevant information to be able to make informed decisions on the project. Refer to *Meeting Cycle* for further information.

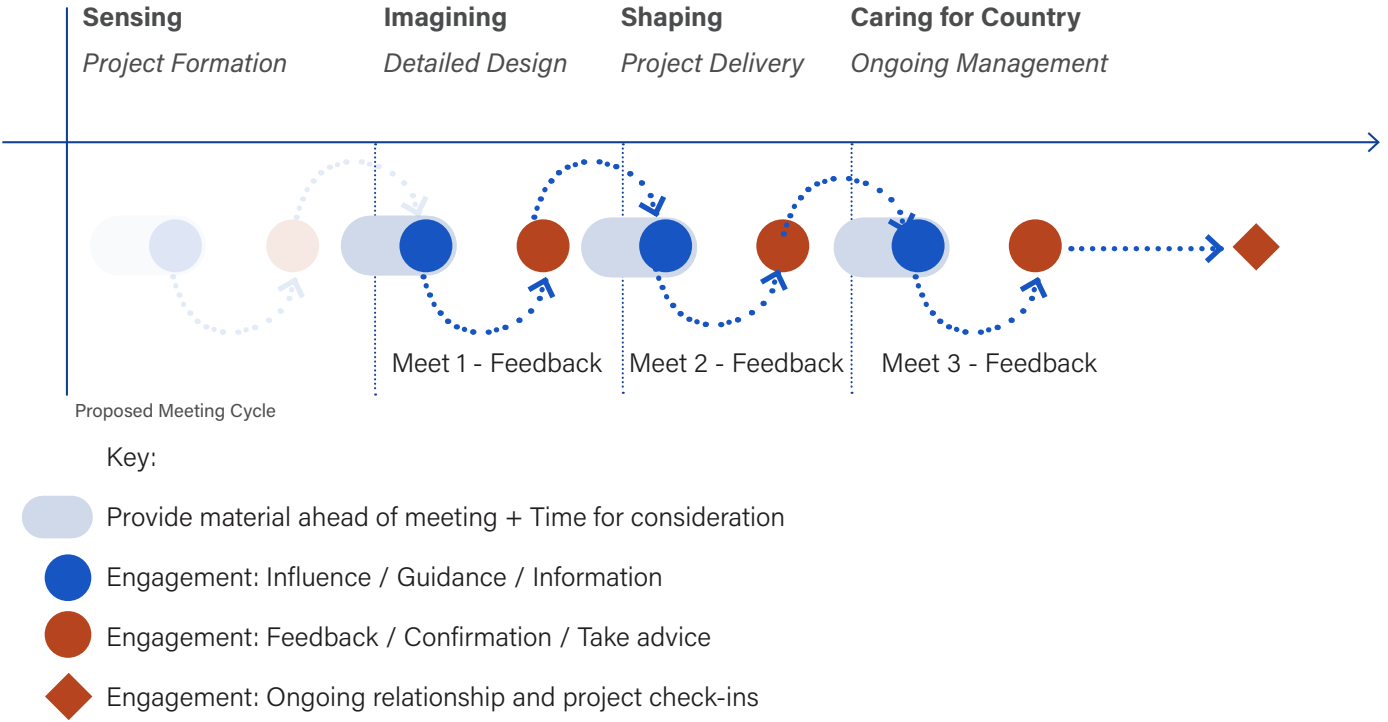
Intellectual Property

Further, these interactions should be an exchange of knowledge and respect Aboriginal intellectual property. Refer to these documents 1 2

Meeting Cycle

Meetings and design sessions should be ongoing throughout the project. Each project phase (project formation or ‘sensing Country’, detailed design or ‘imagining’, project delivery or ‘shaping’, ongoing management or ‘caring for Country’) should include a meeting cycle that provides information to and seeks guidance from Aboriginal stakeholders. Follow up meetings should seek feedback from Aboriginal stakeholders and confirm decisions. This should be undertaken before moving on to the next project phase.

The diagram on page nine demonstrates how this process might work. Note that due to the advanced stage of the project, additional meetings during the Imagining phase are recommended to enhance the relevance of engagement.



Reconciliation Action Plan

Fraser's ongoing commitment to reconciliation with Aboriginal and Torres Strait Islander people is outlined in its Innovate Reconciliation Action Plan (RAP)¹. Fraser's is working towards Reconciliation through the framework of Relationships, Respect and Opportunities. There are significant areas of overlap between Fraser's RAP and its application of Connecting with Country to its projects. tFA recommend that Fraser's project teams work closely with its Reconciliation Working Group to explore these areas of overlap. Such areas include:

- Increase understanding, value and recognition of Aboriginal and Torres Strait islander cultures, histories, knowledge, and rights through cultural learning
- Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes
- Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

The following recommendations elaborate on the opportunities to integrate Fraser's existing RAP in its response to the Connecting with Country framework.

Appoint Cultural Advisor/s to the Fraser's Executive Committee (or other relevant Committee)

To ensure that Aboriginal voices are considered in the design and development of Fraser's projects, tFA recommends Fraser's appoint an Aboriginal Cultural Advisor/s to relevant Committees that act at a strategic level in the company.

Develop Protocols for Aboriginal Engagement & Working on Country

So that Project Team members can more fully and confidently engage with Aboriginal communities tFA recommends Fraser's develop protocols for Aboriginal Engagement and Working on Country that ensure respectful interactions between Aboriginal and non-Aboriginal members of the team that are based in cultural knowledge and follow appropriate cultural protocols. The City of Sydney Protocols² cover a range of relevant considerations, such as intellectual property, fees for service and respect for Traditional customs.

Maintain a Library of Key Reference Documents

A reference document, or file of reference that directs Fraser's employees and project team consultants to relevant recommended reading and references on Aboriginal cultural, design and development considerations would provide a strong grounding in many of the ideas and issues that are highlighted within this report. Such references might include:

Government Publications

- Connecting with Country (Government Architect NSW, 2020) LINK
- Designing with Country Discussion Paper (Government Architect NSW, 2020) LINK
- Our Place on Country (Department of Planning, Industry and Environment, 2013) LINK
- Aboriginal and Torres Strait Islander Protocols (City of Sydney, 2012) LINK
- OCHRE Plan. Opportunity, Choice, Healing, Responsibility, Empowerment (NSW Government Plan for Aboriginal affairs, 2013) LINK

Culture and Aboriginal Knowledge Reference

- Arts Law Information Sheet - LINK
- Protocols for First Nations Cultural and Intellectual Policy - LINK
- Supply Nation Database. LINK
- NSW Indigenous Chamber of Commerce (NSWICC) Aboriginal Business Portal. LINK

Fraser's Property

- Fraser's Property Innovate Reconciliation Action Plan Jan. 2021 - Dec. 2022

1 Fraser's Innovate Reconciliation Action Plan (Jan. 2021 - Dec. 2022)
2 City of Sydney Protocols LINK



Strategies

The following commentary and recommendations identify opportunities for Telopea at the strategic level. They are not direct design considerations, they are better thought of as principles for the project to adhere to.

Commit to Best Practice Aboriginal Community Engagement

The Connecting with Country framework outlines seven principles for best practice engagement. The principles (refer to Connecting with Country Framework) outline key areas of consideration such as respecting Aboriginal cultural and intellectual property, prioritizing Aboriginal peoples’ cultural protocols and supporting the continuing cultural practice of land management. They also suggest principles for action and ask project teams to consider and commit to how they will meet these principles. tFA recommends that project teams on all Frasers’ developments adopt these principles to commit to best practice Aboriginal community engagement.

Recommendations

- Liaise with Traditional custodians and project design team to identify opportunities that remain in the project for genuine consultation and engagement, given the advanced stage of design for this project.
- Commit to adhering to Consent, Do No Harm and First Language priority principles ¹
- Consult with Traditional Custodians to establish clear aims, performance criteria and metrics for the health and wellbeing of Country.
- Adhere to best practice Aboriginal engagement principles, such as the City of Sydney Protocols

Cater to Aboriginal people across the Socio-Economic Spectrum

In providing economic opportunities for Aboriginal Australians, Frasers should consider the full breadth of the socio-economic spectrum. Frasers should continue to support low income and unemployed Aboriginal Australians through initiatives such as Communities Plus. They should also seek to provide opportunities for Aboriginal owned and operated enterprises and cultural groups. This could be in the form of reduced rental agreements, peppercorn leases and positive targets for Aboriginal training and employment in construction and allied trades. Further, MOUs and agreements between Aboriginal community organisations and commercial building tenants and operators should be explored to improve access to buildings and associated public realms.

Recommendations

- Look for opportunities for Aboriginal community groups and enterprises to receive reduced leases, hiring fees etc for public and retail/commercial/public spaces
- Develop relationships with housing providers (Mission Australia) to understand tenant need in development of future housing typologies, i.e. culturally appropriate housing.
- Ensure procurement policies adhere to the principles outlined in the NSW Aboriginal Procurement Policy and the Indigenous Procurement Policy and to consider the representation of Aboriginal businesses across a range of occupations
- Commission Aboriginal artists for Public art.
- Engage local Aboriginal cultural experts in determining use of language and naming in signage and interpretive material.
- Implement landscape maintenance contracts with Aboriginal businesses.
- Procure contractors in reference to industry standard Aboriginal consultant and suppliers databases, such as Supply Nation and NSW Indigenous Chamber of Commerce (NSWICC) Aboriginal Business Portal.

Explore Opportunities for Cultural Practice

Aboriginal cultural identity and knowledge has been developed over millennia and is practiced and lived daily. Aboriginal culture includes art, sport, music and dance – both traditional and contemporary to encompass a wide range of activities and practices.

Walking Country, Smoking Ceremonies, Welcome to (and Acknowledgement of) Country, Yarning and Dreaming are just a few of these important cultural practices. Providing space for, and where appropriate, giving witness to cultural practice allows these practices to maintain and strengthen their importance to Aboriginal people, and offers an entry point for dialogue between Aboriginal and non-Aboriginal Australians.

All Frasers’ developments will present spatial opportunities, if considered early enough, for cultural practice to thrive within the public realm. Engagement with recognised knowledge-holders will determine the appropriate cultural responses.

Recommendations

- Identify project opportunities for ongoing practice. For example, Village Green, Garden Mews, Forest Threshold, Fire Pits, Welcome to Country, Yarning Circles, dance grounds.
- Actively encourage Aboriginal community participation in curation of the school garden (e.g. plants for food, medicine and craft).
- Mandate Aboriginal participation in brief development for the Community Centre and its facilitation of cultural safety and practice.
- Explore and establish educational links between the proposed school/childcare and Connecting with Country and monitoring health of Country, etc.

1 Indigenous Knowledge: Issues for Protection and Management. Australian Government, IP Australia, 2017. P20-24 [LINK](#)



Pre-contact History

Before European contact, the site area was inhabited by the Wallumedegal clan. The name Wallumedegal (or Wallumattagal) is likely to have been derived from “wallumai”, or the snapper fish in Dharug language¹ This is combined with “matta”, a Dharug word used to describe a place, usually on or near water. Taken together this could reference the snapper clan and their totem the ‘wallumai’.²

14 Wallumedegal territory is defined by the surrounding rivers. The estuarine Parramatta River forms the border to the south and Lane Cove River defines its extent to the east and north. Their neighbours are Burramatta (eel totem) to the west and the Cameragal, (spear totem) to the north. Further east, opposite the Cameragal are the Traditional Custodians of the Gadigal, the harbour-dwelling clan. The Wangal clan are to the South of Parramatta River.³

Before European contact, Wallumedegal Country was a rich environment of river flats, creeks and mangrove swamps. In addition to edible plants, fish, shellfish, birds and small game formed the basis of the local Wallumedegal diet. Trade and exchange between clans was commonplace.⁴ Mounting evidence from authors such as Bruce Pascoe (*Dark Emu*) and Bill Gammage (*The Biggest Estate on Earth*) indicates that far from passive hunter-gatherers, pre-colonial and early colonial Aboriginal peoples were active in the management and development of their Country and its resources. Pascoe and Gammage argue that Fish traps, sophisticated fire management, seed production and the construction of shelters were commonplace activities in pre-contact Australia.⁵ Wallumedegal people would have engaged in much of this activity.



Flora

Significant bushland survives in the Macquarie Park area, particularly in sandstone localities along the Lane Cove River, this includes small but significant areas of three threatened vegetation types - Blue Gum High Forest, Turpentine-Ironbark Forest, and Saltmarsh. Further, rainforest at Brush Farm Park is unique in the northern suburbs of Sydney. Much of these vegetation types can be found at Brush Farm Park, Terry's Creek, Darvall Park and Field of Mars Reserve. These Reserves present a view of pre-colonial ecosystems in the Wallumedegal territory. The City of Ryde have undertaken surveys of key threatened and endangered plant species in the area. These species, along with general information on other common species in the area can be found in the "Native Plants of the Ryde District".⁶ This provides an overview of the at risk and critically endangered native species in the Ryde area and may prove a valuable resource in species selection and discussions with Traditional Custodians.

Fauna

Present day Wallumedegal territory is still home to a wide range of wildlife. Although original habitat areas have been heavily reduced, small pockets of reserve remain. Wildlife protection areas exist at Field of Mars Reserve, Terry's Creek Corridor and Kitty's Creek Corridor. Echidnas, swamp wallabies, bandicoots, wrens, owls, possums and water dragons are all found in these areas.

Shrimptons Creek flows through the project site. There are eight named reserves and parks in the Shrimptons Creek group. In reality these reserves form a fairly contiguous riparian corridor along Shrimptons Creek and most species of fauna evident in this area are likely to utilise multiple reserves within the system. Booth Reserve, Els Hall Park, Flinders Park, Greenwood Park, Quandong Reserve, Santa Rosa Park, Tindarra Reserve and Wilga Reserve all form the Shrimpton Creek group.

Site

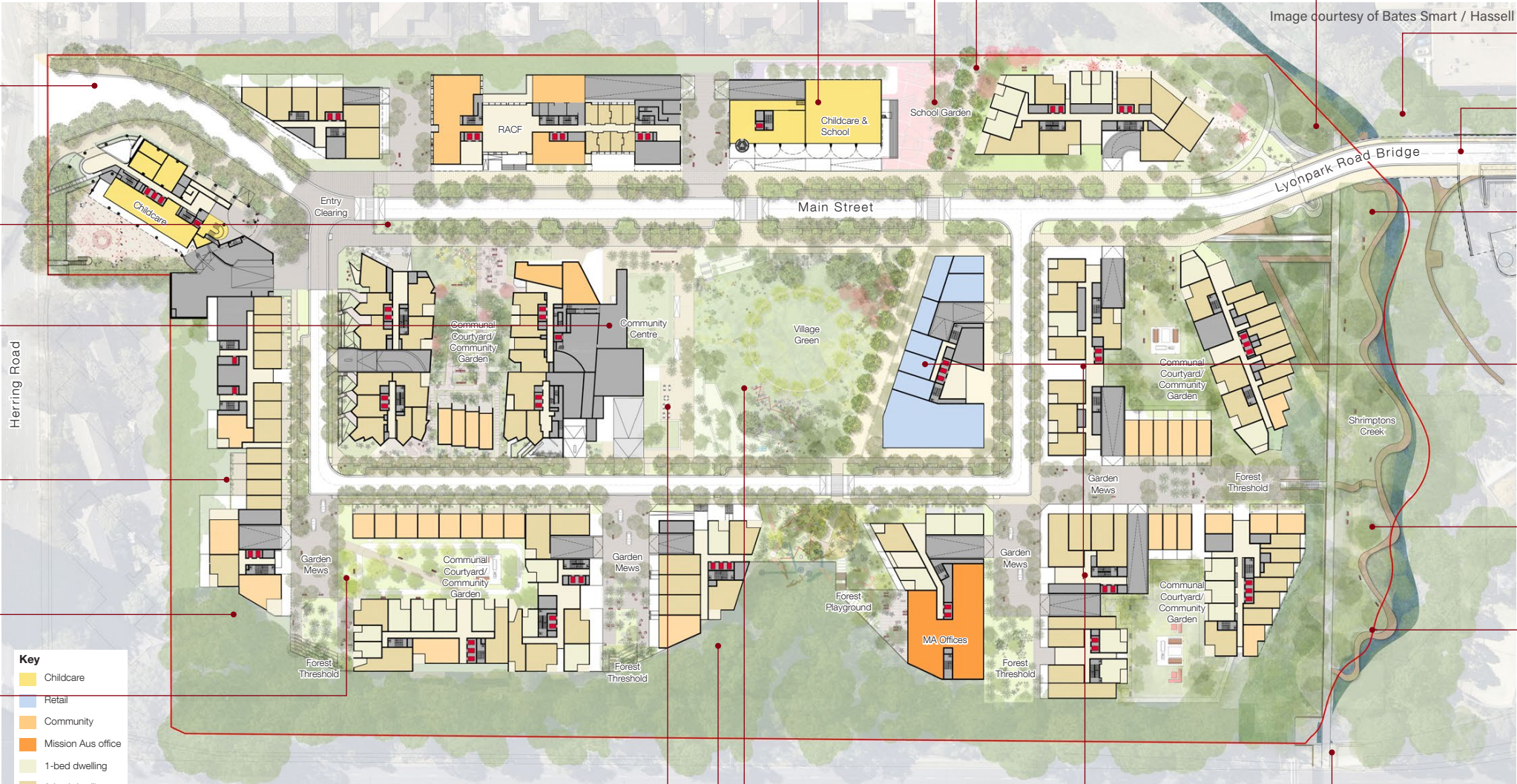
Remnants of pre-contact ecosystems is evident at **Shrimptons Creek, Field of Mars, Terry's Creek, Brush Farm Park, Darvall Park, Wallumatta Nature Reserve** and **Kitty's Creek**. The burial site of Aboriginal Australia's first ambassador and key early colonial period Australian, **Bennelong**, is in the City of Ryde, approximately 5km to the south of the site.

1-3 LINK
4. Bruce Pascoe, Dark Emu p197-208
5. Bruce Pascoe, Dark Emu, p22 & p166
6. LINK



- i Immediate Opportunity (1-2 years)
- s Short Term Opportunity (2-5 years)
- l Long Term Opportunity (5-10 years)

- i Welcome and / or acknowledgement of country incorporated in to bridge design
- s Commission Aboriginal artists for Public art. (Various Locations)
- i Mandate Aboriginal participation in brief development for the Community Centre and its facilitation of cultural safety and practice.
- i Look for opportunities to use local materials in buildings and hard landscaping (on private land)
- i Sign landscape maintenance contracts with Aboriginal businesses
- s Connect community courtyards and landscape to Habitat Havens at Shrimptons Creek



- s Engage Aboriginal enterprises to oversee cultivation and management of Community 'bush tucker' gardens
- l Seek ways of incorporating Aboriginal narratives and understanding of Country, seasons into Forest Playground. Consider establishment of Yarning Circle in to Forest Playground (alternatively NE corner of the Village Green)
- l Include language and interpretive material in early learning play spaces

- Welcome and/or acknowledgement of country incorporated into arrival point
- s Seek Aboriginal and community stakeholder input in design and development of Habitat Havens
- s Seek ways of incorporating Aboriginal narratives and understanding of Country, seasons into Skatepark design
- i Welcome and/or acknowledgement of country incorporated in to bridge design
- s Augment and contribute to Local Government initiatives or develop Country specific studies of biodiversity, such as auditing, surveying and trap and trace programs
- s Look for opportunities for Aboriginal community groups and enterprises to receive reduced leases, hiring fees etc for public and retail/commercial spaces.(Various Locations)
- s Include Aboriginal and community stakeholders in species selection and landscape management to contribute to health and wellbeing of Country
- s Consult with Traditional Custodians and Aboriginal stakeholders to establish clear aims, performance criteria and metrics for the health and wellbeing of Country. Such aims might consider vegetation, biodiversity and riparian corridors and water health.
- Welcome and/or acknowledgement of country incorporated into arrival point
- i Leverage relationships with housing providers (Mission Australia) to understand tenant need in development of future housing typologies, i.e. culturally appropriate housing.



Design Opportunities

Project specific comments offered by tFA here are based on the document *s12067_Ivanhoe_RTS2_DesignReport_IssueS_091019*, received and reviewed in May, 2021.

While significant scope still exists within the Governance and Process of Ivanhoe to engage fully with Traditional Custodians, opportunities to embed Traditional Custodian input, influence and guidance in the current built form design response are limited. The overall master-planning, built form design and public realm had largely been developed prior to tFA's review, or the release of the Connecting with Country DRAFT Framework. As such tFA has focused this review on aspects of the design that have not yet been fully resolved and are likely to still yield fruitful discussions with Traditional Custodians and Aboriginal community groups. These areas are primarily within the public domain and include landscaping (hard and soft), land management, public art, elevational composition, and the broader public domain narrative.

Although tfA has reviewed the Ivanhoe project against the Connecting with Country Framework and identified several areas that might form the focus of the design team's Aboriginal engagement, tFA does not speak for Traditional Custodians or Aboriginal stakeholders. It must be stressed that the following recommendations should be seen as discussion starters and entry points into the project. As a result of best practice consultation and design sessions many of these ideas may be rejected, and new ideas are likely to emerge. However, as significant aspects of the project design are already resolved, the following offer opportunities for Aboriginal narratives, artwork and culture to be foregrounded within the public domain of the Ivanhoe project.

Landscape Narratives

The relevant Design Reports¹ successfully outline the landscape design approach, leveraging pre-contact forest and historical agricultural development of the landscape into a narrative of its new role in the public domain. The project could benefit from overlaying a consideration of pre and post contact Aboriginal history and culture over the site. This could be incorporated to give further depth to the public domain narrative.

RECOMMENDATIONS

- Seek Aboriginal knowledge of land management practices in the remediation of riparian area around Shrimpton’s Creek and species selection.
- Talk with Aboriginal knowledge-holders to understand historical narratives of site to overlay on landscape plan. This narrative could inform species selection, hardscape materials, wayfinding and public art.
- Seek intersections of Aboriginal and non-Aboriginal narratives to inform landscape

Caring for Country

Large scale developments offer great opportunities for embedding longer-term approaches to care and maintenance of landscape and the public realm. These moments can be shared and facilitated by local Aboriginal people, providing opportunities to fulfill cultural responsibilities to Country.

RECOMMENDATIONS

- Engage Aboriginal community groups for the cultivation and maintenance of community gardens.
- Engage Aboriginal contractors for maintenance of publicly accessible private open spaces.
- Seek Aboriginal stakeholder input in to how to manage cultural practice spaces. See *"Recommendations for Foreground Contemporary Aboriginal Culture in Public Spaces"* on this page.
- Look for opportunities to use local materials in buildings and hard landscaping.

Foreground Contemporary Aboriginal Culture in Public Spaces

There are many aspects of contemporary Aboriginal Culture that Traditional Custodians and other Aboriginal Stakeholders might want to foreground within the project. These might be quiet spaces for Yarning, facilities that promote walking Country or natural auditoriums for dance, music, and official ceremonies, such as Welcome to Country and Smoking Ceremonies. There are still many opportunities within the design of the public domain that could incorporate these facilities.

RECOMMENDATIONS

- Implement strategies and design features that present Aboriginal culture as a living, thriving culture with enduring links to its past.
- Engage with Traditional Custodians to understand how contemporary and traditional culture can be expressed in the public spaces at Ivanhoe. This could include fire pits, Yarning Circles, dance grounds, Welcome to Country and/or Smoking Ceremony facilities. The small scale and pedestrian friendly design intent of the Garden Mews could be suitable locations.
- Explore opportunities for a dance circle or small auditorium and stage might be beneficial to the project. The active and vibrant intent of the Village Green, surrounded by retail and community buildings might be leveraged for small cultural events.
- Explore how the design of the Forest Threshold could be leveraged to encourage walkers into an understanding of Aboriginal knowledge of site. As these pockets of remaining forest are rare, and charged with meaning for Traditional Custodians, they are fertile intersections between contemporary urban development and Aboriginal narratives.

1. RTS2 Design Report, RTS2 Design Report



Aboriginal Art

Aboriginal art offers an entry point into an engagement with and understanding of Aboriginal culture and knowledge. Art is a readily accessible form of expression and understanding and is commonplace in many contemporary Australian contexts. While typically non-Aboriginal people are typically more familiar with the Western Desert dot painting style, Aboriginal art finds its expression in many forms and styles. These forms should be explored by engaging Aboriginal artists in the production of public art.

RECOMMENDATIONS

- Collaborate with Aboriginal artists and furniture makers to identify opportunities to incorporate art into landscape and public realm.
- Seek different forms of expression for different scales and contexts. Art at the Garden Mews, Village Green, Main Street and various parks might find different expression based on their contexts.
- Enact minimum percentages of aboriginal art procurement across the project. Engage with Aboriginal stakeholders to establish a minimum percentage.
- Engage an Aboriginal art coordinator to provide an overall strategy to the procurement of Aboriginal art across the project.
- Look for opportunities to embellish building facades with designs by Aboriginal artists.

Wayfinding and Placenames

The incorporation of Aboriginal placenames and Dharug words into the space may offer a reminder to residents and visitors of the enduring relationship between site and Country. It will also be seen as a sign of respect, acknowledgement, and acceptance of the Traditional Custodians of this land.

RECOMMENDATIONS

- Facilitate discussions with Traditional Custodians to foreground Dharug words and narratives that can be incorporated into placenames for the Ivanhoe project
- Seek opportunities for dual-naming of places and spaces within the Ivanhoe development
- Be particularly sensitive to Aboriginal engagement protocols and Aboriginal intellectual property

Economic Opportunities

A range of income generating possibilities present themselves within the spatial responses identified above. These range from the commissioning of artists, engagement of specialist knowledge-holders, Aboriginal businesses, construction jobs and ongoing maintenance and management.

RECOMMENDATIONS

- Public art commissions for Aboriginal artists.
- Engage local Aboriginal knowledge-holders in determining use of language and naming in signage and interpretive material.
- Engage Aboriginal owned businesses for Landscape maintenance contracts.
- Leverage relationships with the housing providers (Mission Australia at Ivanhoe) to understand tenant need in development of future housing typologies, i.e. culturally appropriate housing.
- Consider the entirety of the socio-economic spectrum.
- Commit to fair fees for service in the engagement of Aboriginal consultants and community representatives





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