

DARWIN

CITY DEAL

ANNUAL PROGRESS REPORT

2021



Australian Government



Foreword

This is the third Annual Progress Report for the Darwin City Deal, which was signed by the Australian Government, Northern Territory Government and City of Darwin in November 2018.

The Darwin City Deal is a ten-year plan to position Darwin as a vibrant and liveable tropical capital city, supported by a growing population and diversified economy.

City Deal partners, along with CSIRO, Charles Darwin University, Larrakia Development Corporation and Larrakia Nation Aboriginal Corporation are working together with local stakeholders and the community to implement projects and initiatives to revitalise, cool and green Darwin's city centre, connect people and places and support the local workforce.

After just three years, the City Deal has already delivered significant outcomes for the people of Darwin, giving more reasons to live, work and do business in the city.

Further information about the Darwin City Deal is available at www.infrastructure.gov.au/cities/city-deals/darwin/

Acknowledgement

We acknowledge the Traditional Owners of the greater Darwin region, the Larrakia people, and recognise their culture, history and connection to this land and water.

We pay our respects to their Elders past, present and emerging.





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Introduction

Australia's cities are some of the most liveable in the world. Around 84 per cent of our population live in Australia's 21 largest cities and these generate around 80 per cent of Gross Domestic Product.

Continued globalisation and technological change mean that Australia's economy will increasingly rely on knowledge-based and other services for its prosperity. Australia's cities are gateways to the global economy and the engine room for these industries.

City Deals are a genuine partnership between three levels of government and the community to work towards a shared vision for productive and liveable cities.

The Darwin City Deal is a partnership between the Australian Government, Northern Territory (NT) Government and the City of Darwin to enhance the region's position as an attractive place to live, study, work and do business. The Deal was signed in November 2018. This is the third Annual Progress Report for the Deal.

Implementation Overview



Education and Community Precinct

Significant progress has been made on the Charles Darwin University (CDU) Education and Community Precinct over the course of 2021, with construction now well underway.

Excavation works were completed in April 2021 and involved digging a 73-metre-wide and 71-metre-long hole to a depth of seven metres to accommodate the Precinct's two-level basement carpark. Early construction works commenced in August 2021 and construction of the second level of the basement carpark slab was well underway in November 2021, sealing the excavation ahead of the wet season.

The project design was released in August 2021. The design features a variety of landscaped terraces, sunshades and louvres. The project team collaborated with the CSIRO-led Darwin Living Lab to improve the energy efficiency of the building, ensuring its liveability and resilience in the face of

Darwin's hot climate. The historic Boab Tree is the centrepiece of the external design and, in time, will provide a new shaded public gathering space for the people of Darwin.

The project has so far supported 498 jobs, with the excavation alone supporting the employment of 50 local workers. Over 200 local jobs will be supported through the construction phase of the project, which is expected to run through to early 2024.

Financial information

- **\$97.3 million** – Australian Government
- **\$125 million** – Charles Darwin University via Australian Government Northern Australia Infrastructure Facility loan financing.

Promote Darwin as a great place to live, study and visit

Civic and State Square Master Plan

Delivery of the Master Plan's projects continues at a rapid pace. In May 2021, the NT Government announced a further \$105 million to be spent over the next five years to go towards realising the Central Heart and the remainder of the Master Plan.

State Square Underground Carpark

Opened to the public in 2020, offering 450 parking spaces including six electric vehicle charging stations, the State Square Underground Carpark doubles as a cyclone shelter.

Demolition of the Chan Building

Demolition of the Chan Building was completed in June 2021 along with grassing and landscaping of the former building footprint. The project supported over 50 local jobs and achieved 12.9 per cent Indigenous employment.

The first activation on the new lawns took place in July 2021, with the hosting of the Tokyo 2021 Olympics Live event. The Grand Finale Day of the 2021 Darwin Laksa Festival in November provided an opportunity to use the refreshed space for its first major event.



Redevelopment of the 90 Bay Parliamentary Carpark

Detailed design for the redevelopment of the 90 Bay Parliamentary Carpark was completed in January 2021. The construction tender was awarded in June and the project is expected to be complete in December 2021.

The project is seeing the removal of a carpark, reorientation of Parliament Lane and installation of complementary landscaping. The area includes generous lawns and service infrastructure to provide a new zone for festivals and future community events, as well as a welcome respite area during hot weather for visitors and residents to enjoy.

Liberty Square

Consultation has been ongoing with stakeholders during 2021 to ensure the Liberty Square works deliver suitable revised parking and access arrangements to the Supreme Court for visitors and deliveries. A design tender has been prepared for release in December 2021.

Financial information

- **\$15.8 million** – NT Government (Civic and State Master Plan Stage 1)
- **\$23.3 million** – NT Government (State Square Underground Carpark)
- **\$30 million** – NT Government (Civic and State Master Plan Stage 2)
- **\$75 million** – NT Government (Civic and State Master Plan Future Stages)



Artist impression State Square Art Gallery.

State Square Art Gallery

A number of key milestones in the State Square Art Gallery’s development were realised over the course of 2021. The Development Application was lodged in June 2021, with an outcome expected by December 2021.

The 50 per cent detailed design was completed in October 2021. The design addresses the environmental imperatives of the tropics through a mix of innovative and traditional solutions to protect artworks from the heat, glare, rain and humidity. These solutions, combined with landscaping, will reduce the ‘heat island’ effect and create a cool zone around the art gallery.

Appointment of curators was completed in early 2021 enabling content development for the art gallery’s exhibitions to commence.

The Museum and Art Gallery of the Northern Territory has been closely involved in the design process and continues to provide operational advice to inform the design development.

Financial information

- **\$47 million** – NT Government

City Activation and Promotion

Activate Darwin has continued to deliver a broad range of successful place-making, activation and promotional initiatives over 2021.

The Darwin Street Art Festival ran from 30 August to 10 September 2021. This year’s Festival saw 10 new murals take their place in the city and lighting was also installed on 15 existing murals.

Now in its third year, the Darwin Laksa Festival took place throughout November 2021, celebrating the Top End’s diverse multicultural community and love of laksa. The 2021 Grand Finale Day attracted 7,000 people, building upon the almost 4,000 attendees in 2020.

The roll out of Activate Darwin’s Transforming Public Spaces Challenge continued, including delivery of a striking new Larrakia mural on Bennett Street. The piece was a collaboration between ArtbackNT and senior Larrakia artist Denise Quall, welcoming locals and visitors to the city. A further project, Growing Buildings, was put in place during 2021, with green vines now spilling down the front of a commercial building in Cavenagh Street.

Activate Darwin, in partnership with the CSIRO-led Darwin Living Lab and the City of Darwin, delivered the *Creating a Cooler Darwin display* in March 2021. More than 500 people attended the display’s opening day with hundreds more passing through during the month-long exhibition.

Financial information

- **\$3.2 million per annum** – NT Government



Laneways and Small Streets

Laneways and small streets are being upgraded and activated to bring vibrancy and improved connectivity to the Darwin Central Business District (CBD).

The second stage of the Austin Lane revitalisation, between Knuckey and Edmunds streets including Spain Place was delivered in December 2020. The works saw the installation of a dedicated space to support community activities and features decorative lighting, improved paving, various greening options and spaces to capture the cooling benefit of breezes between the surrounding buildings. This redevelopment followed the first stage Austin Lane works, between Bennett and Knuckey streets, which were completed in the first quarter of 2020.

The Austin Lane and Spain Place project is informing the development of a Darwin CBD Laneways and Small Streets Strategy. The Strategy will provide a coordinated framework for the government to deliver what is required to support utilisation opportunities for the private sector. Meanwhile, the City of Darwin is preparing a Laneways and Small Streets Activation Guide to ensure events can be facilitated and activation broadened across the Darwin CBD area.

Financial information

\$3 million – NT Government, which includes a further \$1 million in grant funding to City of Darwin (June 2019)



'Gunimidjina Gwala Daraniki', Denise Quall, 2021. George F Photography.



Improve Darwin's liveability by cooling the city

Darwin Living Lab

The CSIRO-led Darwin Living Lab has continued its delivery of key projects, collaboration and research to improve liveability, sustainability and resilience in the face of Darwin's hot climate.

Key highlights for 2021 include:

- Launching the 'Your Tropical City' beta version website in April 2021, as an interactive platform for sharing innovative approaches for cooling, greening and tropical living.
- Contributing to the Activate Darwin *Creating a Cooler Darwin* display, which ran from March to April 2021; and supporting local STEM initiatives, including the CDU STEAM Spectacular.
- Running a successful five-part webinar series showcasing a range of work; and co-hosting a Symposium on *Planning Our Future Cities: Policy and Practice* in partnership with the 61st Annual Conference of the Ecological Society of Australia in November 2021.
- Undertaking a survey on community values and use of green space in Darwin to understand how the needs and preferences of different user groups vary.
- Developing the Darwin Digital Twin web-based tool, to help to track changes in Darwin's liveability, sustainability and resilience over time.
- Working closely with Larrakia knowledge-holders through interviews and recordings to capture stories on change in Country and biodiversity values.

Financial information

The project cost is \$6.8 million over its ten-year life span:

- **\$2.1 million** – CSIRO
- **\$2.7 million** – Australian Government
- **\$1 million** – NT Government
- **\$1 million** – City of Darwin

Heat Mitigation Trials

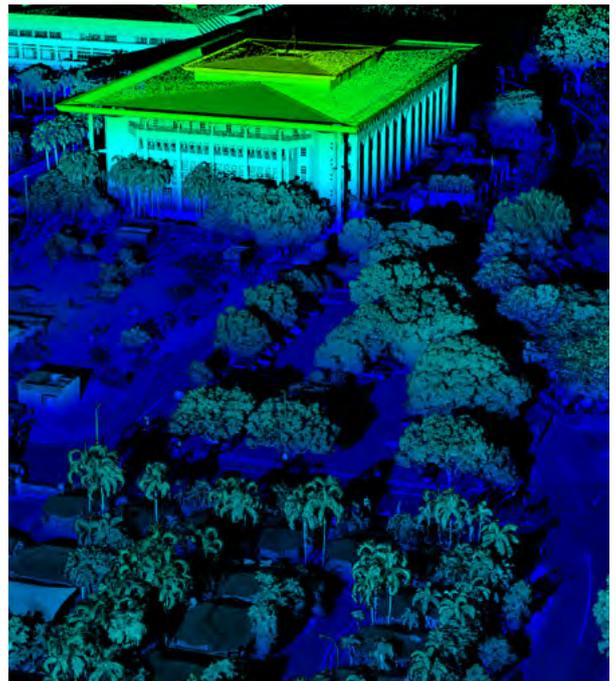
City Deal partners continue to trial a range of innovative initiatives to mitigate and adapt to Darwin's challenging seasonal conditions and revitalise the CBD.

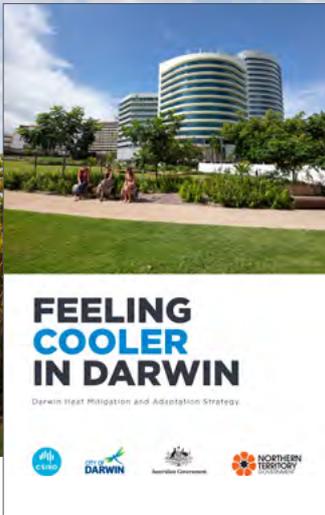
In mid-October 2021, the CSIRO-led Darwin Living Lab took an initial sample of surface temperature measurements for the Cavenagh Street heat mitigation trials. The measurements showed up to 21.1°C difference between the shaded and sun-exposed surfaces of Darwin's CBD, and a surface cooling effect of up to 7°C was observed for reflective and lighter coloured roads surfaces when compared to conventional road surfaces nearby.

Throughout 2021, the NT Government progressed the finalisation of the *Feeling Cooler in Darwin: Darwin Heat Mitigation and Adaptation Strategy* in partnership with the Australian Government, City of Darwin and Darwin Living Lab.

Financial information

\$5 million – Heat mitigation trials – NT Government





Case Study: A closer look at cooling and greening Darwin

Darwin's heat and humidity can be a challenge for visitors and residents, and with climate change we are already starting to experience an even hotter Darwin.

The *Feeling Cooler in Darwin: Darwin Heat Mitigation and Adaptation Strategy* (the Strategy) has been developed by the NT Government, in partnership with the Australian Government, City of Darwin and the CSIRO-led Darwin Living Lab (the Lab). The Strategy outlines thirty recommendations that aim to help people adapt to Darwin's future climate challenges and reduce heat-related health challenges, through the use of heat mitigation methods to shade and cool the city.

The Strategy, released in December 2021, is a ten year plan spanning the lifetime of the Darwin City Deal. The NT Government is already establishing more green space and using cooler pavements in the city, as well as experimenting with new approaches for integrating shade into streetscapes. The City of Darwin has planted over 12,500 trees since

Cyclone Marcus, with the Lab's land surface measurements and heat-health vulnerability assessments already influencing tree placement. These actions are in line with the Strategy and the related *Greening Darwin Strategy* developed by the City of Darwin.

The Lab supported the development of the Strategy by fostering collaborative relationships between all levels of government and ensuring the latest science and international best practice on urban heat mitigation informed the Strategy. Specific CSIRO-led research included mapping of land surface temperatures and heat-health vulnerability across Greater Darwin; a review of global approaches to heat mitigation with a focus on identifying approaches that could be trialled in Darwin's wet-dry tropical climate; and collaborating with the University of New South Wales Urban Heat Island program.

CSIRO through the Lab has a role in the Strategy implementation to develop and test new innovative solutions that position Darwin as a global leader in heat mitigation and adaptation in the wet-dry tropics. The Lab is also ensuring knowledge dissemination and engagement of the wider community in delivering initiatives for a cooler and greener Darwin.

Advance Darwin's digital capability

Digital Economy

The first stage of Terabit Territory was completed in August 2021, a partnership with telecommunications company Vocus. This saw the upgrading of the existing high speed terrestrial backbone across the NT, extending to Australia's major cities. The project is supporting better connectivity and faster internet speeds, and helping to attract new businesses, industry and private investment in the Territory, including Darwin. Its construction supported jobs across a range of industries and it is estimated that approximately 137 new jobs will be created as a result of the first stage.

A subsequent partnership between the NT Government and Vocus was announced in August 2021, to deliver the Darwin-Jakarta-Singapore Cable (DJSC). The DJSC is a \$100 million sub-sea fibre cable that will produce 40 terabits per second of internet capacity between Australia and Asia. This will be achieved via

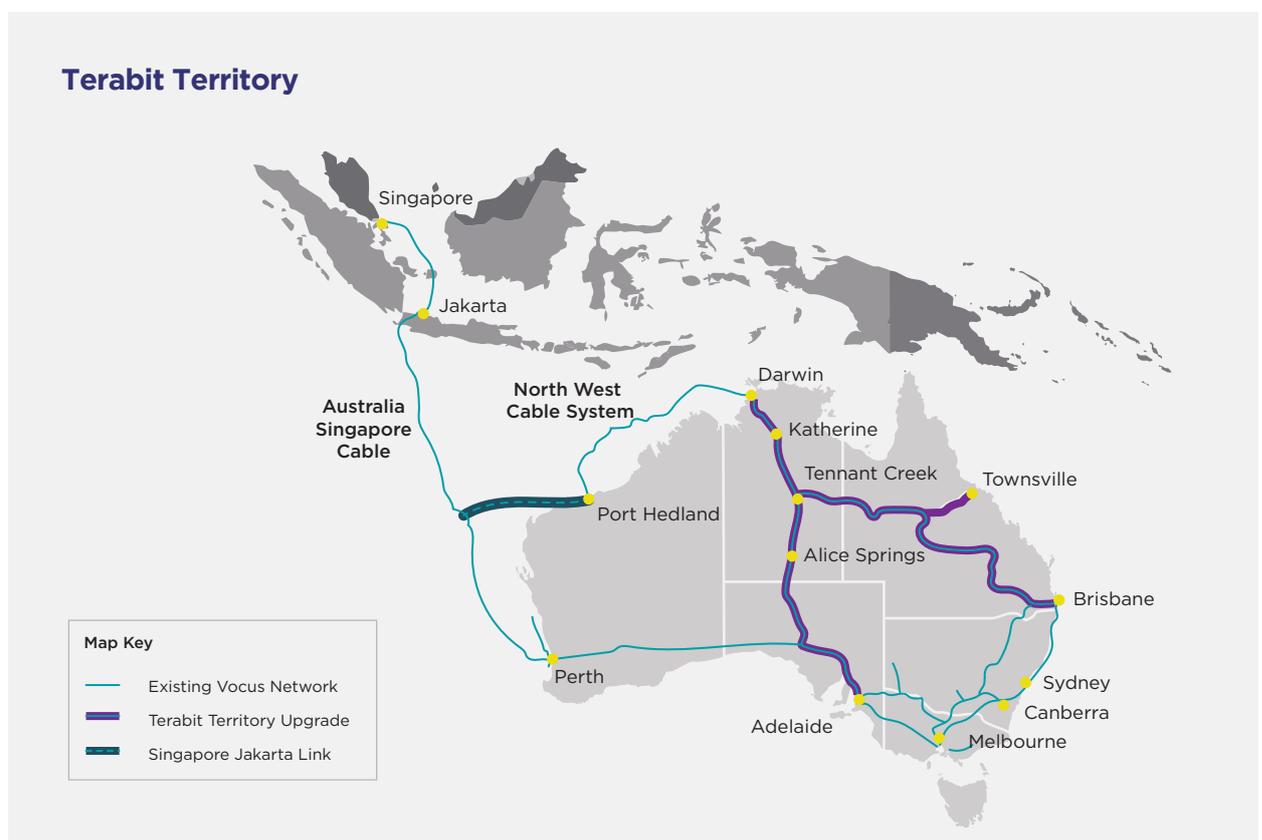
a 1,000 km submarine connection that will create a link from Darwin to Singapore, with branches to Christmas Island and Jakarta, Indonesia. Next steps include survey works and cable manufacture, with installation expected in mid-2023.

Following an Expression of Interest process by the NT Government, NextDC has been selected as the successful proponent to build a data centre in Darwin City. NextDC plans to build a Tier III facility known as D1, supported by the high-capacity Terabit Territory fibre network. The data centre will also support in-progress fibre infrastructure deployments in Australia's north, including the DJSC. The announcement of NextDC's D1 project is paving the way with further proponents expressing interest in establishing data facilities in Darwin.

Further subsea and terrestrial connections are expected to be announced in early 2022.

Financial information

- **\$7.9 million** – Stage 1 Terabit Territory – NT Government





Switching on Darwin

The 'Switching on Darwin' project, which was completed in 2019, implemented city-wide smart infrastructure to collect data with smart services integrated through an open Internet of Things Platform. These include smart LED lights, high definition CCTV's and microclimate monitoring systems.

Financial information

- Funded through the Smart Cities and Suburbs Program:
- **\$5 million** - Australian Government
- **\$2.5 million** - NT Government
- **\$2.5 million** - City of Darwin
- **\$1.2 million** - additional variations associated with civil works unforeseen in public park legacy infrastructure - City of Darwin





Conceptual image - Darwin Ship Lift Facility at East Arm.

Planning, development and harbour foreshore connectivity

Re-development of Stokes Hill

Over the course of 2021, the Department of Defence (Defence) has continued to progress key milestones to support the re-development of Stokes Hill.

Defence-commissioned environmental, Indigenous and heritage due diligence investigations were completed in the second quarter of 2021. Defence anticipates that the findings of the Detailed Site Investigation will be released to the NT Government and the Larrakia people for review by early 2022.

The NT Government will consider the outcomes of the Detailed Site Investigation and continue to work with Defence in relation to the re-development of the site in line with the Central Darwin Area Plan.

Defence will develop a divestment strategy in accordance with the Australian Government Property Disposal Policy.

Financial information

Subject to due diligence outcomes.

Future use of Frances Bay

Frances Bay's strategic location provides an opportunity for redevelopment, in time, to create a mixed used precinct connected to the CBD.

In 2021, the NT Government continued work to build the largest ship lift in Northern Australia at East Arm, which will support defence, logistics, freight, future oil and gas activity, and importantly, free up current industrial land at Frances Bay.

The procurement process for the design and construction of the ship lift continued during 2021, with five quality respondents progressing through to Stage 2 of the procurement process. Stage 3 of the procurement process, the Design Development Phase, is due to commence in December 2021. In June 2021, an agreement was executed securing an operator for the ship lift facility.

The draft Environmental Impact Statement was lodged with the NT Environment Protection Authority in November 2021. The Environment Protection and Biodiversity Conservation Referral for the project was submitted in October 2021.

Financial information

- **\$100 million** – towards a ship lift facility at East Arm – NT Government

Integrated City-Wide Planning

Coordinated planning will support the development and connectivity of precincts and spaces under the Darwin City Deal, and ensure pedestrian and transport connectivity between these areas.

In August 2021, the NT Government engaged a firm to complete the Darwin Regional Transport Model. This work involves:

- undertaking strategic multi-modal transport modelling for the current and future land use plan(s), population and employment thresholds in the Greater Darwin region
- forecasting future traffic and public transport demand for various design horizon years
- undertaking operational capacity assessment of the existing road network, and its ability to service future travel demand for various scenarios
- assessing impact of future road works on performance of the road network and identifying critical road network upgrade projects
- developing an urban arterial strategy for major arterial roads.

The City of Darwin has employed a Strategic Planner to progress the review and update of the Darwin City Centre Master Plan, aligning with the Central Darwin Area Plan and consistent with the City Deal.

In late 2021 the National Airports Safeguarding Advisory Group (NASAG) released the National Airports Safeguarding Framework (NASF) Implementation Review report and recommendations.

Council Led Projects

The City of Darwin has continued its delivery of projects and initiatives contributing to the revitalisation of the city. Daly Street Beautification was a key project delivered to achieve a cooler, greener, colourful, more attractive and user friendly entry to the city.

Council's Greening Darwin 2030 Strategy was adopted in July 2021, providing a framework for developing and maintaining Darwin's urban forests. Recent greening initiatives since Cyclone Marcus include planting over 12,500 trees across the municipality, continued investment in streetscape beautification projects and providing Darwin residents with around 5,000 native plants as part of the Native Plant Giveaway.

Financial information

- **\$5.7 million** – (including Greening Darwin \$1.1 million; Daly Street Beautification \$2 million; Streetscape Beautification \$1.6 million and Municipal Ward Projects \$1 million) – City of Darwin



Native plant giveaway.



Connecting to Larrakia culture and supporting Indigenous economic development

Larrakia Hosts Program

The NT Government continues to work with the Larrakia Nation Aboriginal Corporation to support the Larrakia Hosts Program. The Program employs Larrakia and other Aboriginal people to promote and preserve Larrakia culture to locals, visitors and tourists; provide a referral service to other programs such as Return to Country; and remind everyone about the types of behaviour that are acceptable on Larrakia country.

Larrakia Nation Aboriginal Corporation launched the refreshed Larrakia Cultural Protocols in May 2021 through the Larrakia Hosts Program. The first workshop for the development of Larrakia content was also held in May 2021. The Larrakia content project will provide tools to create a fully immersive and interactive experience into Larrakia culture. It will encapsulate artwork and installations of literature that help preserve the Larrakia language and share cultural stories, including 'old Darwin' tales.

During the Greater Darwin lockdowns in 2021 as a result of the COVID-19 pandemic, the Larrakia Hosts played a key role in the response with Larrakia and other Aboriginal people in Darwin to stop the spread of the virus through culturally-appropriate awareness and education.

The City of Darwin has incorporated the revised Larrakia Protocols into their electronic notice board located in the Smith Street Mall and are engaged in further discussions for the placement of signs at specific entry locations around the municipality.

A review of the Larrakia Hosts Program commenced in 2021, with the report expected in the first quarter of 2022.



Financial information

- **\$2 million over 3 years** – NT Government



Artist impression Larrakia Cultural Centre.

Larrakia Cultural Centre

The Larrakia Development Corporation (LDC) announced the successful detailed design awardee for the Larrakia Cultural Centre (LCC) in February 2021.

The 30 per cent detailed design milestone was reached in July 2021 and the 50 per cent design milestone was reached in November 2021. The development application was also submitted in November 2021 with planning approval expected to be received in February 2022.

The designs for the LCC take inspiration from cultural motifs and stories of Larrakia. They detail an environmentally responsive building with a large roof providing shade and protection. The building form represents the ancestral bird in flight hovering over the site protecting Country and the people. Key design components include an exhibition space to share Larrakia history and culture, and classrooms to support language and cultural classes for the Larrakia and local Darwin community.

LDC commenced site investigations by surveyors and geotechnical engineers in

May 2021. Negotiations are continuing between the NT Government and LDC to finalise the agreement to transfer land on Stokes Hill Road for the LCC development.

Financial information

- **\$250,000** – NT Government (for business case development).
- **\$2 million** – Australian Government – for design of the Larrakia Cultural Centre



Supporting the local workforce

Indigenous Employment and Supplier Use Targets

City Deal partners continue to promote Indigenous employment and supply in their procurements at 8.8 per cent and 3 per cent respectively. Performance on meeting these targets is reported on a project-by-project basis within this Report.

The Memorandum of Understanding between the Supply Nation and the Northern Territory Indigenous Business Network in 2019 remains in place.

City of Darwin continue to deliver on their Innovate Reconciliation Action Plan (August 2020–July 2022) and have implemented changes to their procurement and Human Resource processes as a result, for example:

- Request for Quote selection criteria includes weighting for Aboriginal and Torres Strait Islander businesses and evidence of Aboriginal and Torres Strait Islander employment and cultural awareness and cultural competency.
- A new Aboriginal and Torres Strait Islander identified position has been confirmed as the first Reconciliation Action Officer for City of Darwin.
- A Recruitment Strategy has been developed which focuses on Aboriginal and Torres Strait Islander employment and retention. The current percentage of Aboriginal and Torres Strait Islander staff is 7 per cent.



Trial Skills Recognition Hub

The NT Government established the Trial Skills Recognition Hub (Trial Hub) in partnership with CDU under the City Deal.

The Trial Hub offers guidance and assistance with career and training plans, recognition of prior learning referrals, skills assessment applications, overseas qualifications assessments and referral of international students to relevant contacts and support services. The Trial Hub provided close to 1,900 services across these areas between June 2019 and August 2021.

The Trial Hub opened in June 2019 and was established for an initial two-year period. It was then extended to 31 December 2021, to enable the provision of support to those who may have lost their employment as a result of the COVID-19 pandemic to discuss other career and training opportunities.

The NT Government has negotiated a new agreement with CDU to offer a selection of the Trial Hub's services once the trial has ended. Services will be offered through to December 2022 from the University's Waterfront Campus.

Financial information

- **\$1.8 million** - NT Government

Designated Area Migration Agreement

The second Designated Area Migration Agreement for the Northern Territory (NT DAMA II) commenced on 13 December 2018. In the first year of the NT DAMA II the level of interest in the program increased by approximately 182 per cent from the previous agreement.

The impact of COVID-19 has brought about the need for further negotiation of settings taking into account current and anticipated labour market needs. As a result, a Deed of Variation to the NT DAMA II is expected to be executed by early 2022.

Relocate the Office of the Registrar of Indigenous Corporations

The Australian Government completed the relocation of 10 Australian Public Service positions in the Office of the Registrar of Indigenous Corporations from Canberra to Darwin in September 2019.

Career and Education Pathways

The City Deal is supporting international students and local education providers by enhancing Darwin's capability to be the Australian study destination of choice, with a particular focus on linking students and migrants in Darwin with education and employment services.

In 2021, the NT Government's Department of Industry, Tourism and Trade, through Study NT, hosted two Hospitality Jobs Connect events. Through a partnership with Hospitality NT and Tourism NT, the events connected international students and graduates on post-study working visas with hospitality and tourism sector employers looking to expand their workforce. A total of 93 speed interviews were conducted between would-be employers and employees over the two events. Study NT also provides upskilling to the 25 Student Ambassadors recruited each year, which includes workshops on resume writing and interview techniques.

In November 2020, Study NT played a key role alongside Charles Darwin University in delivering the first successful pilot program to bring 63 international students into Darwin via Singapore and Hong Kong utilising the Howard Springs Quarantine Facility. Since Australia's border reopened on 20 December 2021, NT education and training providers have reported an estimated 400 international students have already returned to the Territory in December 2021 and January 2022.

Study NT continues to work with the sector and the Australian Government to welcome international students to the NT and promote the Territory as a study destination for international students.



Commitment Progress

The ten-year Darwin City Deal continues to build significant momentum with the implementation of all remaining commitments on track for delivery, as per the Implementation Plan. The success of the Deal is continuing to position Darwin as a vibrant and liveable tropical capital city, supported by a growing population and diversified economy.

The tables below provide a summary and short progress update of each of the commitments and sub-projects under the Darwin City Deal.

Education and Community Precinct

Table 1: Education and Community Precinct

Commitment	Education and Community Precinct – A new Education and Community Precinct will be delivered to attract students and businesses to the city centre, helping to transform and revitalise Darwin’s CBD.
Progress	Excavation works were completed in April 2021. The final design for the Precinct was released in August 2021. Early construction works commenced in August 2021 and the main construction contractor was announced in October 2021. Progress on the construction of the second level basement carpark slab will be marked with an on-site event in December 2021. Consultation on the NT Library took place in August 2021. The Northern Australia Infrastructure Facility loan for the project reached financial close in September 2021.
Next Steps	Completion of carpark and ground floor slab is expected in early 2022. The commencement of Ground Floor construction on the Woods Street building is expected in March 2022. The commencement of the fit out of core buildings is expected to take place in early 2023 and construction is expected to be complete and a certificate of occupancy issued in early 2024.



Promote Darwin as a great place to live, study and visit

Table 2: Promote Darwin as a great place to live, study and visit

Commitment	Civic and State Square – The redevelopment of Civic and State Square as one of the city’s pre-eminent outdoor event spaces will be a catalyst for broader city centre revitalisation, encourage connectivity through city streets and promote the use of the city’s outdoor spaces. Civic and State Square Master Plan projects are undertaken in partnership with the City of Darwin who are part landowners.
Progress	Delivered 4,000m ² of lawns as a result of the demolition of the Chan Building in June 2021. Completed detailed design in January 2021 for the redevelopment of the 90 Bay Parliamentary Carpark. The design was released in March 2021, with the construction tender awarded and works commenced in June 2021. Continued stakeholder engagement around the Liberty Square works throughout 2021. The NT Government announced a further \$105 million in May 2021 to deliver the remainder of the Master Plan.
Next Steps	Completion of the 90 Bay Parliamentary Carpark redevelopment expected in December 2021. Release of the detailed design tender for the Liberty Square works expected in December 2021. The Master Plan design will be integrated with the tender for Early Contractor Involvement for Central Heart and the State Square art gallery, which is expected to go to market in the first quarter of 2022, followed by the appointment of the successful tenderer in the second quarter of 2022. Consultation will continue on the Master Plan design development throughout 2022. Commencement of Liberty Square works is expected in the fourth quarter of 2022.
Commitment	State Square Underground Carpark (completed) – Construction of the State Square Underground Carpark allows for the decommissioning of existing heat-conducting asphalt carparks to be replaced with green and cool landscaping and surfaces. The multi-level carpark also serves as a cyclone shelter.
Progress	Opened to the public in January 2020.
Commitment	State Square Art Gallery – A new art gallery in Darwin’s city centre will improve the cultural amenity of the city for tourists and residents alike. It will provide a space for the Museum and Art Gallery of the Northern Territory to showcase art from the NT’s extensive collection, as well as touring art exhibitions.
Progress	Appointed curators in the first quarter of 2021. Lodged Development Application in June 2021. Completed 50 per cent detailed design in October 2021.
Next Steps	An outcome on the Development Application is expected in December 2021. Detailed design revisions are expected to be complete in January 2022. The tender for the appointment of Early Contractor Involvement for the State Square art gallery and Central Heart, along with the detailed site and services investigations with the design of the Civic and State Square precinct Master Plan is proposed to be advertised in the first quarter of 2022. Commencement of excavation works is planned for the third quarter of 2022, followed by main construction in the fourth quarter of 2022. Opening of the State Square art gallery is scheduled for late 2024.

Table 2: Promote Darwin as a great place to live, study and visit

Commitment	City Activation and Promotion (completed and ongoing) – The City Activation and Promotion entity, ‘Activate Darwin’ has been established by the NT Government, in partnership with the private sector, to deliver a strategic management approach to city revitalisation.
Progress	Over 2021, Activate Darwin delivered: 10 new murals for the 2021 Darwin Street Art Festival and lighting to 15 existing murals; the third Darwin Laksa Festival; remaining winning projects from the Transforming Public Spaces challenge; and the Creating a Cooler Darwin display. Activate Darwin also provided ongoing support for events, activations and industry-led initiatives in the retail and hospitality sectors; and published four Darwin City Event Guides and the 2021 Christmas in Darwin City magazine.
Next Steps	In 2022, Activate Darwin will deliver the sixth annual Darwin Street Art Festival and the fourth annual Darwin Laksa Festival. It will continue partnerships with industry associations such as the Darwin City Retailers’ Association and Hospitality NT to support an increase in people visiting and spending in the City.
Commitment	Laneways and Small Streets – The NT Government, in collaboration with the City of Darwin, is upgrading and activating laneways and small streets to bring vibrancy and improved connectivity between streets in the city.
Progress	Completed upgrades to Austin Lane and Spain Place in December 2020. Workshop with business stakeholders held in February 2021 to establish processes for using Austin Lane/Spain Place as an event space. Commenced development of a Darwin City Laneways and Small Streets Strategy and Activation Guide. City of Darwin’s Parklets Program was endorsed by Council.
Next Steps	Handover of the revitalised Austin Lane and Spain Place to City of Darwin anticipated in the first quarter of 2022. Signage and line-marking amendments to suit individual outdoor use scenarios are scheduled for January 2022. Outdoor dining policy to be reviewed and updated. Launch of the Darwin City Laneways and Small Streets Strategy proposed for the second quarter of 2022. An Expression of Interest process for the City of Darwin’s Parklets Program to commence in January 2022.

Improve Darwin’s liveability by cooling the city

Table 3: Improve Darwin’s liveability by cooling the city

Commitment	Darwin Living Lab – The CSIRO-led Darwin Living Lab brings together researchers, government, industry and the community to co-create solutions to improve liveability, sustainability and resilience in the face of Darwin’s hot climate.
Progress	The ‘Your Tropical City’ beta version website was launched in April 2021. The Lab supported an interactive display by Activate Darwin on <i>Creating a Cooler Darwin</i> over March to April 2021. Five webinars were hosted and a Symposium on <i>Planning Our Future Cities: Policy and Practice</i> was hosted in partnership with the 61st Annual Conference of the Ecological Society of Australia in November 2021. The <i>Feeling Cooler in Darwin: Heat Mitigation and Adaptation Strategy</i> was released in December 2021.

Table 3: Improve Darwin's liveability by cooling the city

Next Steps	An updated program of work will be finalised in early 2022. The Lab will work with City Deal partners to deliver actions under the <i>Feeling Cooler in Darwin: Heat Mitigation and Adaptation Strategy</i> . The Lab is collecting several data sets that are being incorporated into the Darwin Digital Twin web-based tool. The Larrakia-led biodiversity knowledge and values project is ongoing.
Commitment	Heat Mitigation Trials – City Deal partners are trialing a series of heat mitigation initiatives that will help reduce surface and localised temperatures and rejuvenate Darwin's CBD.
Progress	Finalised and launched the <i>Feeling Cooler in Darwin: Heat Mitigation and Adaptation Strategy</i> between the City Deal partners and the CSIRO-led Darwin Living Lab.
Next Steps	A Working Group will be convened in January 2022 between the City Deal partners and the Lab to identify initial priorities and oversee the Heat Mitigation and Adaptation Strategy's implementation. Continue monitoring and communicating to the public the effect and benefit of heat mitigation initiatives under the City Deal.

Advance Darwin's digital capability

Table 4: Advance Darwin's digital capability

Commitment	Digital Economy – The NT Government is working with telecommunication providers to pursue high speed and secure connections to Asia and beyond, developing Darwin as a regional digital hub.
Progress	Announced NextDC as the successful proponent to build a data centre in Darwin, following an NT Government Expression of Interest process. Completed Stage 1 of Terabit Territory in August 2021. Announced the Darwin-Jakarta-Singapore Cable in August 2021.
Next Steps	Installation of the Darwin-Jakarta-Singapore Cable scheduled for mid-2023. Further subsea and terrestrial connections are expected to be announced in early 2022.
Commitment	Switching on Darwin (completed) – The 'Switching on Darwin' project implemented city-wide smart infrastructure to collect data, with smart services integrated through an open Internet of Things Platform. These include smart LED lights, high definition CCTVs and microclimate monitoring systems.
Progress	The 'Switching on Darwin' project was completed in 2019 with the implementation of smart LED lights, microclimate monitoring systems and a CCTV network across the Darwin CBD, which has been assisting both Council and the NT Police in providing safer community services.

Planning, development and harbour foreshore connectivity

Table 5: Planning, development and harbour foreshore connectivity

Commitment	Re-development of Stokes Hill – The Department of Defence is working with the NT Government to unlock the potential for the former Naval Fuel Installation at Stokes Hill, while preserving its significance for the Larrakia people.
Progress	Throughout 2021, Department of Defence carried out Detailed Site Investigations to ascertain if there is any potential contamination risk in both the dry and wet seasons.
Next Steps	Detailed Site Investigation reports will be finalised in early 2022 and made available to the NT Government and Larrakia people for review.
Commitment	Future Use of Frances Bay – To ensure that the harbour foreshore is connected from the city centre to Stokes Hill and around to Frances Bay, supported by strategic planning.
Progress	Executed an agreement to secure a ship lift facility operator in June 2021. Continued the procurement process for the design and construction of the ship lift, receiving five quality respondents who progressed through to Stage 2, which is the Request for Proposals phase of the procurement process.
Next Steps	Stage three of the procurement process, the Design Development Phase, is due to commence in December 2021. The successful ship lift design and construction tenderer is anticipated to be awarded in the third quarter of 2022. Environmental and development approvals for the ship lift are expected in the third quarter of 2022, enabling construction to commence later in 2022. The ship lift is expected to be operational in the fourth quarter of 2024.
Commitment	Integrated City-Wide Planning – To undertake coordinated planning to support the development of precincts and spaces and to ensure pedestrian and transport connectivity between these areas.
Progress	The NT Government engaged a consultant to develop the Darwin Regional Transport Model. A permanent Strategic Planning Officer has been engaged by the City of Darwin. An Internal desktop review of the Darwin City Centre Master Plan was completed. The City of Darwin's Movement Strategy was endorsed by Council. In late 2021 the National Airports Safeguarding Advisory Group (NASAG) released the National Airports Safeguarding Framework (NASF) Implementation Review report and recommendations.
Next Steps	The Darwin Regional Transport Model is expected to be delivered in mid-2022. The Movement Strategy 2030 is expected to be launched in December 2021, with projects to commence in 2022. NASAG will hold its next meeting in late February 2022.

Table 5: Planning, development and harbour foreshore connectivity

Commitment	Council-Led Projects – The City of Darwin is committed to delivering a range of projects and initiatives that will contribute to the revitalisation of Darwin.
Progress	Council’s Greening Darwin 2030 Strategy was adopted in July 2021, with 12,500 trees planted across the municipality and 5,000 native plants given to Darwin residents as part of the Native Plant Giveaway.
Next Steps	A market analysis and community consultation process will be undertaken to progress the Civic Centre redevelopment project.



Connecting to Larrakia culture and supporting Indigenous economic development

Table 6: Connecting to Larrakia culture and supporting Indigenous economic development

Commitment	Larrakia Hosts Program (complete and ongoing) – To establish the Larrakia Hosts Program that will employ Larrakia and other Aboriginal people to boost tourism and employment opportunities for Aboriginal people while preserving and promoting Larrakia culture.
Progress	Refreshed Larrakia Cultural Protocols were launched in May 2021. The first workshop for the development of Larrakia content was held in May 2021. The provision of key support during the Greater Darwin lockdowns as a result of the COVID-19 pandemic occurred. The review of the Larrakia Hosts Program has commenced.

Table 6: Connecting to Larrakia culture and supporting Indigenous economic development

Next Steps	Roll out of the Larrakia Cultural Protocols to schools in the Greater Darwin region is expected to take place throughout 2022. Completion of the Larrakia Hosts Program review is expected in the first quarter of 2022. Larrakia Hosts to conduct remote community visits to promote Larrakia services and the Larrakia Cultural Protocols to occur throughout 2022. Staging of the Indigenous round of the V8 Supercars Darwin round to occur in 2022.
Commitment	Larrakia Cultural Centre – Work with Larrakia entities to support their economic development aspirations. The National Indigenous Australians Agency has provided \$2 million in funding from the Indigenous Advancement Strategy to the Larrakia Development Corporation to progress the development of the Larrakia Cultural Centre. The NT Government provided \$250 000 for a business case for the project.
Progress	Architects were engaged to deliver the detailed design for the Larrakia Cultural Centre in March 2021. On-site geotechnical investigations and site survey commenced in May 2021. The 30 per cent design milestone was reached in July 2021 and 50 per cent design milestone in November 2021. The Development Application was submitted in November 2021. Design consultation workshops with the Larrakia Working Group have taken place monthly.
Next Steps	Finalisation of the land transfer, Development Agreement and Development Lease with NT Government. Completion of the 100 per cent design milestone, tender documentation and releasing the Request for Tender to market. Awarding the construction contract and commencing construction on site scheduled for 2022.

Supporting the local workforce

Table 7: Supporting the local workforce

Commitment	Indigenous Employment and Supplier Use Targets – Increase the share of jobs held by Indigenous Australians on projects funded under the City Deal. This will be achieved through an Indigenous employment target of 8.8 per cent and a 3 per cent supplier-use target.
Progress	City Deal construction projects continue to reach agreed targets, and in some cases have surpassed them.
Next Steps	The National Indigenous Australians Agency, NT Government, City of Darwin and other partner agencies continue to work together to ensure employment and supplier use targets benefit Indigenous Territorians through the City Deal.
Commitment	Trial Skills Recognition Hub (completed) – Establish a Trial Skills Recognition Hub (in partnership with CDU), which offers guidance and assistance with career and training plans, recognition of prior learning referrals, skills assessment applications, overseas qualifications assessments and referral of international students to relevant contacts and support services.

Table 7: Supporting the local workforce

Progress	The Hub's trial period was extended to December 2021 to enable provision of support to those who may have lost their employment as a result of the COVID-19 pandemic. The Hub held six sessions under the relaunched Darwin Student Space Series over April and May 2021.
Next Steps	The Trial Hub will close in December 2021. A new agreement has been negotiated with CDU to offer a selection of the Trial Hub's services two days per week until December 2022 from the University's Waterfront Campus.
Commitment	Designated Area Migration Agreement – The Australian and NT governments have entered into a second Designated Area Migration Agreement (NT DAMA II) for the NT.
Progress	In early 2020, the NT Government provided the Department of Home Affairs with a request to vary the terms, concessions, occupations and nomination ceilings available under the NT DAMA II. The Department of Home Affairs and the NT Government confirmed approval of amendments in late 2021.
Next Steps	NT DAMA II Deed of Variation will be executed late 2021/early 2022.
Commitment	Relocation the Office of the Registrar of Indigenous Corporations (completed) – The Australian Government has completed the relocation of 10 Australian Public Service positions in the Office of the Registrar of Indigenous Corporations from Canberra to Darwin.
Progress	The relocation was complete as at 30 September 2019.
Commitment	Career and Education Pathways – Deliver a public international education and training strategy, in consultation with relevant Australian Government agencies, to attract more international students to Darwin. Deliver education and employment services support to workers, students and migrants in Darwin.
Progress	Launched the NT International Education and Training Strategy in April 2019. Delivered, with CDU, the first successful pilot program to bring 63 international students into Darwin via Singapore and Hong Kong utilising the Howard Springs Quarantine Facility. It is estimated 400 international students have returned to the Territory since eased COVID-19 border restrictions were announced. Hosted two Hospitality Jobs Connect events in 2021 to link employers in the hospitality and tourism industries with international students and graduates on post-study working visas.
Next Steps	Welcome international student arrivals back to the NT from mid-December 2021, in line with eased COVID-19 travel restrictions announced by the Australian and NT governments. Continue to work with the sector and the Australian Government to welcome international students to the NT and promote the Territory as a study destination for international students.

Monitoring and Measuring Performance

The Darwin City Deal has seen three levels of government make commitments towards achieving a shared outcome of transforming Darwin into a vibrant and liveable tropical capital city, supported by a growing population and diversified economy.

These commitments are monitored and measured annually against four key focus areas identified in the Implementation Plan:

1. A revitalised and vibrant city centre that positions Darwin as an attractive place to live, work, study and visit.
2. A cooler and greener city that is the best practice example of tropical urban living.
3. A city that showcases and celebrates Larrakia culture and supports improved economic development outcomes for Larrakia people.
4. Darwin as an attractive place for visitors.

This Report and the table below outlines progress against these focus areas across the Darwin City Deal's third year of implementation.

Outcomes for 2021 have been impacted by the ongoing COVID-19 crisis. It is expected that outcomes will improve over 2022 as national and international travel resumes, and international students can return to study in Darwin.

Indicator	Data for 2021 Annual Report
A revitalised and vibrant city centre that positions Darwin as an attractive place to live, work, study and visit.	
Improved population growth in Darwin measured through Australian Bureau of Statistics (ABS) figures – in line with the NT population growth rate target of 1.4% as at 16 November 2018.	In 2017-18, the baseline population recorded for Greater Darwin was 148,564. In 2019-20 the population for Greater Darwin was 147,231.
Success of the Education and Community Precinct will be measured by performance against targets of: <ul style="list-style-type: none"> • 5,790 students enrolled at CDU's city campus by 2028. • 1,440 international students enrolled by 2025. • 100 additional jobs in the Darwin economy by 2023. • 1,000 students living in student accommodation in the city centre by 2028. 	Reporting on these indicators will commence once the Education and Community Precinct construction is complete. Baseline figures include: <ul style="list-style-type: none"> • 2,052 international students enrolled at all CDU campuses in 2021. The decline in international enrolments is directly attributed to COVID-19. • In 2021, there was no purpose-built student accommodation in the city.

Indicator	Data for 2021 Annual Report
A revitalised and vibrant city centre that positions Darwin as an attractive place to live, work, study and visit.	
Increased international student enrolments in each sector: higher education, VET, schools and English language training.	1,989 international students were enrolled at CDU's NT campuses in 2021. The decline in enrolments is directly attributed to COVID-19.
Increase in brand awareness and recognition of the Territory as a study destination by onshore and offshore agents.	In 2020, over 4,500 international students from more than 70 countries chose to study in the NT. As at September 2021, over 4,200 international students from more than 70 countries chose to study in the NT. The COVID-19 pandemic has hindered international student arrivals. The NT Government expects that 10,000 international students will be studying in the NT by 2025.
Increase in international student satisfaction, number of work placements, and connecting students and employers.	The International Student Barometer, which assesses all aspects of the international student experience, was conducted in 2021. The result for overall student satisfaction at CDU's main campuses at Casuarina and Darwin Waterfront increased from 73% in 2019 to 85% in 2021.
Increase the number of international education providers located in the NT.	In 2021, five new international education providers received CRICOS registration in the NT.
Increased Indigenous employment opportunity during construction projects including Indigenous employment of 8.8% and a 3% supplier-use target.	<p>Education and Community Precinct:</p> <ul style="list-style-type: none"> • 9.57% of hours attributed to excavation works at the Education and Community Precinct was undertaken by Indigenous workers. • 12% Indigenous business supply related to excavations works was achieved. • 16.7% of hours attributed to main construction works has been undertaken by Indigenous workers since commencement of the project. <p>Civic and State Square:</p> <ul style="list-style-type: none"> • Demolition of the Chan Building achieved 12.9% Indigenous employment at completion. <p>Larrakia Cultural Centre:</p> <ul style="list-style-type: none"> • Conversations are underway with local construction contractors about Indigenous employment capacity and training programs. • Maximising Indigenous employment is part of the key criteria for the selection process of the procurement methodology proposed for the construction tender.

Indicator	Data for 2021 Annual Report
A revitalised and vibrant city centre that positions Darwin as an attractive place to live, work, study and visit.	
Improved community perceptions of amenity measured through the City Activation and Promotion Entity's ongoing community engagement.	<p>In 2021, Activate Darwin commissioned McGregor Tan to conduct market research on the community's perception of amenity, activation, and events in Darwin's CBD. This research was used to develop an understanding of what the community would like to see improved or changed in the future:</p> <ul style="list-style-type: none"> • 70% of people surveyed had attended a Darwin city event in the last two years. • 60% of businesses in the CBD said events had improved their perception of the city. • 58% of residents and 100% of businesses surveyed were aware of the work of Activate Darwin.
A cooler and greener city that is the best practice example of tropical urban living.	
Reduction in heat island effects in target locations as heat mitigation and greening measures are implemented and measured through the Darwin Living Lab's monitoring and evaluation framework.	The Lab is undertaking monitoring of Stage 1 heat mitigation trials to determine their effectiveness in reducing urban heat island effects. Thermal scans of reflective and lighter coloured road surface trials demonstrated that they provide a surface cooling effect up to 7°C when compared to conventional road surfaces. Shading provided by greening and shade structures were found to reduce surface temperatures by up to 21°C when compared to adjacent areas with no shade.
Progress towards cooling and greening initiatives delivered under the Darwin Living Lab.	Progress has been made in incorporating the Lab into the actions under the City of Darwin's Greening and Climate Emergency Strategies, as well as the Heat Mitigation and Adaptation Strategy. The Lab will be reporting on cooling and greening initiatives regularly as part of the Monitoring and Evaluation Plan, which is aligned with the reporting for the Heat Mitigation and Adaptation Strategy. Several data sources are being collected and analysed to evaluate the success of trials with the first report due in 2023.
The effectiveness of the Heat Mitigation Strategy and the outcomes of any trials undertaken through/ in partnership with the Darwin Living Lab.	Drone-based thermal imaging is validating the effectiveness of Stage 1 greening and heat mitigation trials on reducing urban heat in the city, particularly around the State Square and Cavenagh Street precincts. The results will be compared with the baseline measurements undertaken in 2017 by the University of New South Wales and will be available in mid-2022.

Indicator	Data for 2021 Annual Report
A cooler and greener city that is the best practice example of tropical urban living.	
Number and value of additional partnerships, projects, investments and/or collaborations launched or delivered through the Darwin Living Lab.	In 2021, new partnerships were formed with the University of Tasmania and CDU. New collaborations were formed with Questacon, Royal Darwin Hospital and Neuron Mobility.
Evidence of application of knowledge, products and services from the Darwin Living Lab to ASEAN region or other countries/cities/towns.	<p>The Lab was featured in the Department of Agriculture, Water and the Environment’s <i>National Climate Resilience and Adaptation Strategy 2021-2025</i>.</p> <p>The Lab was provided as an example of an approach to adapt the built environment to a changing climate, which was showcased at the United Nations Climate Change Conference in Glasgow.</p> <p>Other capital cities in Australia have indicated an interest in applying the products being developed to help address their own urban heat challenges.</p>
Projects, investments and/or collaborations launched or delivered through the Darwin Living Lab.	<p>In 2021, the Darwin Living Lab:</p> <ul style="list-style-type: none"> • Hosted the NT Roundtable for the Sustainable Communities and Waste Hub under the National Environmental Science Program. • Initiated a successful CDU-led proposal to ARENA on accelerating renewables integration into buildings through data driven analysis in collaboration with the City of Darwin. • Worked with Capital Insight/CDU to provide input to the CDU Education and Community Precinct on the public realm; heating, ventilation, and air conditioning/mechanical systems; smart building management system; and general energy and solar photovoltaic.



Indicator	Data for 2021 Annual Report
A city that showcases and celebrates Larrakia culture and supports improved economic development outcomes for the Larrakia people.	
Number of public engagements undertaken by Larrakia Hosts.	<p>In 2021, the Larrakia Hosts:</p> <ul style="list-style-type: none"> • Conducted over 8,500 face-to-face community engagements with visitors to Darwin. • Conducted over 5,000 engagements with local businesses. • Visited 35 schools and over 6,000 students. • Attended 25 major Aboriginal, tourism, cultural and sporting events. • Conducted over 260 Welcome to Country ceremonies. • Provided 32 Larrakia Cultural Awareness presentations to government and NGOs. • Hosted 5 NT Land Council visits on Larrakia country. • Promoted and facilitated 22 commissioned Larrakia artworks. • Incorporated a Larrakia cultural presentation into the NRL Parramatta v Broncos match played in Darwin in April 2021. • Incorporated a Larrakia cultural presentation into the V8 Supercars Darwin round in June 2021.
Progress towards development of a Larrakia Cultural Centre.	The development of the Larrakia Cultural Centre has progressed to 50% design completion with the release of 3D renders and flythrough video of the proposed design. The project design has been guided by consistent input and feedback from the Larrakia Working Group, through workshops and regular design review meetings.
Darwin as an attractive place for visitors.	
Increase in international and domestic visitor nights, measured through Tourism Research Australia figures.	For the 12 months ending on 30 June 2021 for Greater Darwin, there were 2,330,000 domestic visitor nights (Tourism Research Australia). Noting that international borders closed at the end of March 2020, data for international visitor nights in 2020-21 is not available.
Increased cultural attendance and participation, measured through ABS data on 'Attendance at Selected Cultural Venues and Events'.	The latest data relates to the 12 months before interview in 2017-18, when the total attending at least one venue or event for Greater Darwin was 79.2% of the total population aged 15 years and over.

Governance Framework

Responsible Ministers

Minister for Communications, Urban Infrastructure, Cities and the Arts
 Chief Minister of the Northern Territory
 Lord Mayor of Darwin



Darwin City Deal Implementation Board

Senior Officials from the Australian and NT Governments, the City of Darwin and the Vice Chancellor of CDU.

Provides strategic oversight of delivery of all City Deal commitments and provides briefing to responsible Ministers about progress, emerging risks and opportunities as required. Reviews and endorses Annual Progress Report before it is sent to responsible Ministers for approval. Agrees membership and terms of reference for steering groups.



Related project control groups, steering committees and working groups

Timeline

Darwin City Deal signed
November 2018



Implementation Plan released
November 2019



First Annual Progress Report released
July 2020



Second Annual Progress Report released
January 2021



Three Year Review commenced
November 2021



End of 10 years for the Darwin City Deal
2028



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12. Creation of the Larrakia Protocols Signage by Larrakia Nation Aboriginal Corporation.

13. Artist impression 3D render of the Larrakia Cultural Centre viewed from the water by Rossi Architects in collaboration with Susan Dugdale and Associates for Larrakia Development Corporation.

13. Design workshop with architectural team, Larrakia Development Corporation and Larrakia Working Group by Larrakia Development Corporation.

14. 'Vincent Lingiari Tribute' by artist Jesse Bell for the Darwin Street Art Festival, image by by Charlie Bliss.

15. Anula Greenbelt by City of Darwin.

16. Construction of the basement carpark at the Education and Community Precinct, by Charles Darwin University.

16. Education and Community Precinct project management and excavation teams with CDU Vice-Chancellor Professor Scott Bowman, by Charles Darwin University.

21. Artist impression 3D render of Larrakia Cultural Centre viewed from the amphitheatre by Rossi Architects in collaboration with Susan Dugdale and Associates for Larrakia Development Corporation.

21. Artist impression of the outdoor spaces surrounding the Larrakia Cultural Centre by Rossi Architects in collaboration with Susan Dugdale and Associates for Larrakia Development Corporation.

27. Darwin City Bicentennial Park by City of Darwin.

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