

# DARWIN

CITY DEAL

## ANNUAL PROGRESS REPORT

2019



Australian Government



NORTHERN  
TERRITORY  
GOVERNMENT



Darwin is well on its way to becoming a vibrant and liveable tropical city, supported by a growing population and diverse economy. In 2019, the Darwin City Deal made substantial progress, including the completion of commitments such as Switching on Darwin, the multi-storey underground car park in State Square and the Cavenagh Street shade structure.

We are rapidly progressing towards construction of the Education and Community Precinct, expected to begin in mid-2020. All City Deal partners are committed to seeing this project become a reality.

In August 2019, site investigations began as well as stakeholder workshops and consultations, to inform the Education and Community Precinct Masterplan. Delivery of the Precinct is central to ensuring Darwin City will thrive, with an increase of students and visitors, boosting demand for cafes, restaurants, bars and retail stores. The Northern Territory (NT) has already experienced a 25 per cent rise in international student numbers between October 2018 and October 2019.

The Deal is setting Darwin up to be a cooler and greener city. CSIRO's Darwin Living Lab commenced in June 2019 and held its inaugural Science Symposium on 12-13 December 2019, bringing together energetic and engaged leading experts, people from diverse professions, government and local practitioners to make Darwin a greener and cooler city. This high level engagement will ensure Darwin is at the cutting-edge of tropical urban design.

The first trial heat mitigation projects are now complete – the Cavenagh Street shade structure, the Smith Street greening initiative, trees in planter boxes and cool pavement surface treatments and the formation of the Tree Re-establishment Advisory Committee.

The Deal is transforming Darwin City through the revitalisation of public spaces. The City Deal Partners launched the Civic and State Square Masterplan in September 2019. The 450 bay underground carpark is in operation marking completion of the first step of the Civic and State Square transformation. The new multi-storey carpark with landscaping on its top was built by a local company and resulted in 280 local jobs being created. Planning for the State Square art gallery is also progressing. Every great city has a lively city centre and the redevelopment of the Civic and State Square is realising Darwin's potential.

Darwin showcases its vibrancy by providing spaces for the community and visitors to enjoy, as well as a gathering place for events, festivals and exhibitions. 'Activate Darwin' is transforming public spaces by holding public events, festivals and activities that demonstrate what the city has to offer. Streets and laneways are being activated to improve the city's connectivity starting with the Austin Lane pilot that informed Darwin's Laneways and Small Streets Activation Strategy.

The Switching on Darwin project was completed on time in May 2019 and was made possible by funding from all three tiers of government. The City of Darwin won the 2019 Smart City of the Year Regional Award due to the Switching on Darwin project. The award recognised the wide variety of useful technologies rolled out to create a more technically savvy and sustainable city.

The City Deal is on track to unlock economic investment in Darwin, increase its population by boosting Darwin's visitor economy and support greater business activity.

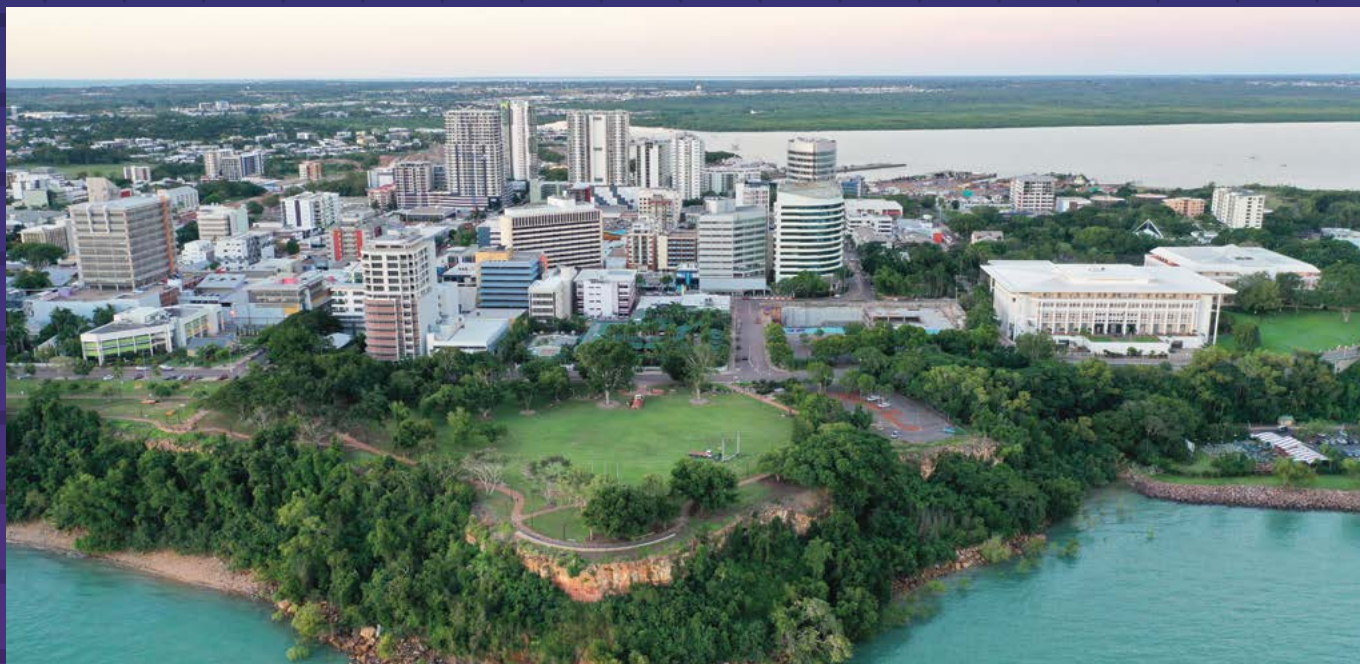
## Acknowledgement

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.



# —○ Key achievements

- The Switching on Darwin project is complete, delivering city-scale smart infrastructure in Darwin, including smart services integrated through an open internet of things (IoT) platform.
- The construction of the Cavenagh Street shade structure and a range of other cooling technologies in the street is complete and will now inform the effectiveness of Darwin's heat mitigation strategies through targeted environmental monitoring using environmental data collected from the Switching on Darwin installation.
- All major construction on the underground carpark below State Square has finished, marking the completion of the first step of the Civic and State Square transformation. The new multi-storey carpark was built by a Darwin based company and resulted in the creation of 280 local jobs. The green landscape on top of the carpark will be completed in 2020.
- The Civic and State Square Masterplan is complete, mapping out how the city centre will be revitalised to create cool and green spaces for the community and visitors to enjoy. Planning for the State Square art gallery has commenced and the old Chan building demolition has commenced.
- The CSIRO's Darwin Living Lab was established on 1 July 2019 and is using science and collaboration over the next 10 years to support a cooler, sustainable and resilient Darwin City. The Lab held its inaugural international Science Symposium on 12–13 December 2019 to actively engage leading experts and local practitioners on tropical urban living.
- A new City Activation and Promotion Entity, 'Activate Darwin' was established in 2019 in partnership with the private sector and will be a driver of change by helping Darwin realise its potential as an attractive, bustling and well-connected capital city.
- Activate Darwin delivered or supported a number of activations and events including the successful Laneway Series, the Darwin Street Art Festival, promotions in the lead up to upcoming major Darwin events such as Pasta in the Park (Italian Festival), Souvla in Smith Street (Greek Glenti) and sporting demonstrations in the Mall (Arafura Games), and the highly popular inaugural Darwin International Laksa Festival.
- The Larrakia Hosts have undertaken a range of tourism and visitor services including the promotion of city events and receiving visiting cruise ships. Over the last year, Larrakia Hosts have participated in over 230 engagements with businesses and organisations including 14 schools reaching 2500 students. Larrakia Hosts have also attended 11 major Aboriginal, tourism and sporting events.
- The second Northern Territory Designated Area Migration Agreement commenced on 1 July 2019. The agreement is tailored to address current and emerging labour market shortages in the NT.
- All 10 positions in the Office of the Registrar of Indigenous Corporations have been relocated from Canberra to Darwin.
- The Education and Community Precinct is on track to commence construction in mid 2020. In 2019, site investigations were undertaken and a Masterplan was developed to support key next steps including finalising the Precinct Deed, the Concept Design and lodging the project's Development Application.
- The Northern Australian Infrastructure Facility (NAIF) has provided conditional approval to loan Charles Darwin University (CDU) up to \$150 million to develop the Precinct.



## — Over the next 12 months

Key activities over the next 12 months include:

- Early works construction of the Education and Community Precinct will commence in July 2020.
- Redevelopment of the Civic and State Square will continue with the demolition of the old Chan building and construction of a native green garden above the new State Square underground carpark.
- Delivery of the greening and cooling initiatives in the city will ensure Darwin is at the cutting-edge of tropical urban design. A Heat Mapping Study of Darwin to inform the development of the Darwin Heat Mitigation Strategy has been completed and the 'Your Tropical City' website and the final Mitigation Strategy will be launched in the first half of 2020.
- The final Heat Mitigation Strategy and Tropical Design Guide and the Darwin Living Lab forward work program will be publicly released in Q3 2020.
- Planning for the State Square art gallery is progressing with the design tender to be awarded in mid-2020. The art gallery is expected to be built and open in late 2022.
- Upgrading of the NT fibre-optic cable network by the NTG in partnership with the private sector.
- Delivery of the Darwin City Activation and Promotion Strategy by Activate Darwin.
- Continue to upgrade and transform our laneways, including Austin Lane. This will increase cooling and greening, facilitate better connectivity within the city and activate these spaces to support community activities and events such as street parties and festivals.
- Progress the Larrakia's aspirations for a Larrakia Cultural Centre, including the NTG transferring agreed parcels of land in the Stokes Hill vicinity to the Larrakia Development Corporation.
- Commence construction of the Myilly Point family precinct including a state of the art playground, activities space and landscaped public area.

# —○ Develop an Education and Community Precinct

A new Education and Community Precinct will be delivered to attract students and businesses to the city centre.

## Progress

In August 2019, initial site investigations commenced to inform the development of the project's Masterplan. This included stakeholder workshops and wide consultations. This stage of work has provided critical information for Charles Darwin University (CDU) to finalise its business case for the new university campus.

On 11 December 2019, the Northern Australian Infrastructure Facility (NAIF) provided conditional approval for CDU's loan application of up to \$150 million to develop the Darwin City campus.

CDU has established a project team that is working closely with City Deal Partners to progress delivery of the Education and Community Precinct. This includes formal governance arrangements to ensure a collaborative approach is taken in the planning, design and shared decision-making on the project.

City Deal partners have agreed that the City of Darwin will transfer the land earmarked for the project, at 54 Cavenagh Street, to Charles Darwin University to expedite the project's progress to construction in July 2020.

A new state of the art city campus will increase Darwin's attractiveness as a study destination in the international student market and support international student growth in the Territory in line with the NTG's International Education and Training Strategy.

Alongside education, the Precinct will provide another vibrant community hub

within the Darwin city centre. The NT Library will relocate to the Precinct providing a refreshed site and the prospect of increased visitation and attendance at events and exhibitions hosted by the Library. An art gallery enabling a number of permanent and temporary works to be displayed and showcased will accompany multi-functional spaces for community groups. The Precinct will also provide a diversity of food and beverage offerings including pop-up food options and public courtyard seating.

## Key Milestones Achieved

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**August 2019:** Execution of Heads of Agreement between CDU, NTG and the City of Darwin.

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**December 2019:** Finalisation of financial modelling for the NAIF application for the CDU campus.

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## Key Next Steps

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**Q2 2020:** Transfer of land ownership to Charles Darwin University.

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**Q2 2020:** Finalisation of the Masterplan and Concept Design.

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**Q2 2020:** Submission of Precinct Development Application.

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**Q3 2020:** Early works construction to begin in July 2020.

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

## Civic and State Square Masterplan

The redevelopment of Civic and State Square as the city's pre-eminent outdoor event space will be a catalyst for broader city revitalisation and better connectivity through city streets to promote the use of the city's outdoor spaces.

### Progress

Transformation of Civic and State Square will help ensure Darwin becomes a more attractive city by drawing international and domestic visitors to its CBD to celebrate the NT's unique lifestyle, improve walkability throughout the city and provide more opportunities for economic growth.

On 5 September 2019, the draft Masterplan was released publicly.

The NT Government approved works to commence Stage 1 of the Masterplan which included green landscaping and a sculpture garden above the new State Square carpark, redevelopment of the Parliament House carpark, demolition of the old Chan Building and better access to the Supreme Court.

Construction of the multi-level underground carpark in State Square was completed late 2019 and opened to the public early in 2020. The carpark project resulted in the creation of 280 local jobs.

With the change to the City of Darwin's role in the Education and Community Precinct as a contributor of land, the City of Darwin will now deliver a large construction project, designed to enhance and complement the Civic and State Square Masterplan and centralise key council services, including Ranger and Customer Services and its Darwin City Library into a central CBD location, like Darwin's iconic Smith Street Mall. Council's projects will aim to be entirely made up by local capability.

### Key Milestones Achieved

**September 2019:** The Civic and State Square Masterplan completed.

**December 2019:** Approval of the Masterplan. Chan Building demolition tender released.

**April 2020:** Awarded tender for development of a detailed business case for the Masterplan and State Square Art Gallery.

**May 2020:** Chan Building demolition commenced.

### Key Next Steps

**Q3 2020:** Complete Chan Building demolition and remediation.

**Q4 2020:** Finalise options for the staged delivery of the Masterplan.

## Underground Carpark

The replacement of ground level carparks in State Square will remove heat-conducting asphalt and replace it with cool and green landscaping and surfaces. The multi-level underground carpark can also be used as an emergency shelter during extreme weather events.

### Progress

The multi-level carpark is now in operation for Darwin's community. The carpark offers 450 car parking spaces including six electric vehicle charging stations and the added benefit of becoming a cyclone shelter in times of emergency.

The surface above the carpark is being landscaped as part of Stage 1 of the Civic and State Square Masterplan. The landscaping is providing the community with a cooler and greener experience.

Around 300 existing heat-generating surface carparks will be decommissioned to allow for the next stage of the Civic and State Square Masterplan, which will unlock further cool and green spaces for the community.

### Key Milestones Achieved

**Q4 2019:** All major construction of the underground carpark is complete.

## Key Next Steps

**Q2 2020:** The underground carpark is fully operational. Landscaping of the surface of the carpark carried out in accordance with the Civic and State Masterplan to support the NTG's greening and cooling initiatives.

## 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 (MAGNT) to showcase art from the NT's extensive collection.

### Progress

Through the development of the Civic and State Square Masterplan, the site for the art gallery has been confirmed. The functional requirements for the art gallery have been finalised.

MAGNT has been actively engaged in all planning activities and will deliver exhibitions and public programs for the art gallery.

### Key Milestones Achieved

**Q4 2019:** Final approval of the art gallery location completed.

**Q2 2020:** Art gallery design tender released.

**Q2 2020:** Functional brief is completed.

### Key Next Steps

**Q3 2020:** Design process commences.

**Q1 2021:** Early Contractor Involvement tender process commences.

**Q2 2021:** Early site works commence.

## City activation and promotion

A new City Activation and Promotion Entity, 'Activate Darwin', has been established by the NTG in partnership with the private sector to deliver a strategic approach to city revitalisation. This will include events, festivals, place-making and activities in Darwin for residents, businesses and visitors to the city.

## Progress

The Activate Darwin Advisory Board has been established to progress a range of initiatives and events including:

- Curation and management of the Activate Darwin Hub in the Mall, providing a family friendly cool community space to promote Darwin City as well as Northern Territory events, and information to residents and visitors about what's happening in the Darwin Central Business District.
- Delivery of a range of services that support both locals and visitors, including city event promotion, cruise ship support and partnerships with community groups.
- Delivery of events to support Darwin's hospitality and events sector including partnerships with major community events. This saw the return of the successful Laneway Series and the Darwin Street Art Festival in 2019, as well as city activations in the lead up to Darwin events such as Pasta in the Park (Italian Festival), Souvla in Smith Street (Greek Glenti) and sporting demonstrations in the Mall (Arafura Games), and the highly popular inaugural Darwin International Laksa Festival.
- Developing a "Top 10 reform paper" and advocacy across government to identify and reduce red tape and regulation that inhibits investment and growth.
- The development of grants, partnerships and new initiatives that transforms public places and improves connectivity within the city and supports a cooler, greener city.
- Partnerships across governments, with peak bodies and city stakeholders to collaborate and work together.

### Key Milestones Achieved

**Q1 2019:** Established a city Activation and Promotion Entity (Activate Darwin).

**Q4 2019:** The Laneways and Small Streets Activation Strategy developed.

**Q4 2019:** Development of a Darwin City Activation and Promotion Strategy commenced.



### Key Next Steps

**Q4 2020:** The development of more strategies and implementation plans to deliver priority city revitalisation projects.

**Ongoing:** Management of key city events and initiatives.

## Laneways and Small Streets

The NTG, in partnership with the City of Darwin, is upgrading and activating laneways to bring vibrancy and improved connectivity between streets. Starting with an initial project in Austin Lane that will help inform a laneways and small streets activation strategy that encourages connectivity and promotes the use of the city's outdoor spaces.

### Progress

First stage works in Austin Lane have commenced including upgrades to essential services and installation of sheltered walkways across the two key arcade connections between The Mall and Cavanagh Street.

Planning and development work for Stage 2 – Austin Lane and Spain Place is underway to support activities and events including street parties and festivals. The 2019 Street Art Festival continued to curate and commission public art murals in key laneways and small streets across Darwin City.

### Key Milestones Achieved

**Q4 2019:** Laneways and small streets activation strategy developed.

**Q1 2020:** Completion of the first stage of Austin Lane works.

### Key Next Steps

**Q2 2020:** Commencement of the design and construction for Stage 2 works in Austin Lane and Spain Place.

**Q2 2020:** Evaluation of the Austin Lane project as part of the commitment to review projects and apply lessons learnt to future projects throughout the life of the Darwin City Deal.



## Case Study — Activate Darwin

Activate Darwin has been established through the City Deal to strategically coordinate events in, and the activation and promotion, of Darwin city.

Governed by an Advisory Board comprising of representatives from city stakeholders and industry associations, the Board provides advice and expertise relating to the revitalisation of the city centre.

Its first year saw Activate Darwin initiate a new way for Government to work with stakeholders and traders, as well as interact and engage with members of the broader Darwin community.

The delivery of the inaugural Darwin International Laksa Festival was a key achievement for Activate Darwin. The Festival attracted high awareness and participation from the Darwin community and had a positive impact with sales of laksa increasing by 40% during the festival month. Almost all businesses in Darwin City felt the Festival had a positive impact on their business and agreed the event brought people together and built community spirit while also increasing the business and liveliness of the city.

*“We’ve seen new customers, customers we’ve never seen before. They have all come to try our laksa and they come in big groups as well. It’s really good to see new people, new faces.”* Owner, Asian Pot

*“...Anything that means activating the city, that can promote our business and the city is a good thing for everyone.”* Owner, Moorish Cafe

The Laneway Series and Darwin Street Art Festival events managed by Activate Darwin received overwhelmingly positive feedback and engagement. Surveys conducted at the events indicated that the majority of attendees had travelled to the city specifically for the events and thought the events increased the vibrancy of the city.

A review of city regulations identified ten priority reforms, with some “quick wins” delivering changes to alfresco planning and regulations that will increase outdoor dining and allow more space and amenities for people using the street. Activate Darwin also delivered a community focused call-out to transform Darwin’s public places which resulted in over 90 initiatives being put forward by Darwin locals and thousands of public votes ultimately identifying ten projects that will be delivered in 2020.

There is still much to do to support the revitalisation of Darwin City, including building on many of the above activities, as well as developing new initiatives and projects in conjunction with the community and city businesses.



# —○ Improve Darwin's liveability by cooling the city

## Darwin Living Lab

Darwin is hot and getting hotter. The impacts of heat are greatest in the city due to the Urban Heat Island effect. The Darwin Living Lab addresses this by bringing together researchers, government, industry and the community to create solutions to local urban challenges and maximise opportunities for innovation and learning, growing tropical city knowledge and expertise.

### Progress

The CSIRO-led Darwin Living Lab was established on 1 July 2019 and a Darwin presence secured in August.

The Darwin Living Lab coordinated global and local expertise to collaborate and inform the Darwin Heat Mitigation Strategy and the Tropical Design Guide in December 2019.

A heat vulnerability study produced new knowledge about the distribution of land surface temperature across Greater Darwin and identified measures that are effective in lowering heat.

Together with a review of global best practice approaches and strategies to cool urban environments, the Heat Mitigation Strategy was completed as a draft in December 2019 for the City Deal Partners to review.

A beta version of a website 'Your Tropical City' has been completed to provide a resource for those developing tropical design expertise within Darwin, as well as those progressing action towards Darwin's liveability, sustainability and resilience. Once finalised the website will be a 'one stop shop', having been developed by drawing together knowledge and expertise from international, national and local practitioners. The website was reviewed by City Partners and will be launched in Q2 2020.

On 12–13 December 2019, the Darwin Living Lab held its inaugural Science Symposium, with the theme 'Urban Design and Heat Mitigation in the Tropics'. The Symposium combined global and national expertise with the local knowledge of architects, researchers, policymakers, developers, engineers, urban planners, community groups and the general public.

### Key Milestones Achieved

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**1 July 2019:** Darwin Living Lab established. Local coordinator appointed and first governance meetings held during Q3 2019.

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**August 2019:** CSIRO provided input and support in the drafting of the Heat Mitigation Strategy and Tropical Design Guide, both of which are being finalised by the City Deal partners. The Darwin Living Lab has been established and is now in operation.

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**12–13 December 2019:** Inaugural Science Symposium held in Darwin on tropical design and heat mitigation attracting 75 participants and 24 high quality speakers.

### December 2019:

- The Monitoring, Evaluation and Learning Framework developed.
  - Draft 'Tropical Design Guide' website developed.
  - The heat mapping study was completed.
  - Draft Heat Mitigation Strategy developed.
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## Key Next Steps

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### Q2 2020:

- Support partners in public consultation of the Heat Mitigation Strategy and identify potential trials and opportunities for heat mitigation in Darwin that come from the Strategy.
  - 'Your Tropical City' website to go live.
  - Development of the next priority projects.
  - Release of baseline report on 'Tracking Darwin' and finalising the peer review.
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### Q3 2020:

- Commencement of newly identified priority projects.
  - Darwin Living Lab future work program to be developed.
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**Q4 2021:** Darwin Living Lab international annual Science Symposium 2.

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## Heat mitigation trials

City Deal Partners are trialling a series of heat mitigation initiatives that will help reduce surface and localised temperatures and rejuvenate Darwin's CBD. With the guidance of heat mitigation technologies and extensive studies of Darwin's climatic and Urban Heat Island effect patterns, various heat mitigation strategies are being implemented through green infrastructure and cooling initiatives.

### Progress

The Cavenagh Street shade structure is 55 metres in length and is made from Stringybark timber supplied by the Gumatj Corporation from East Arnhem. The Rangoon Creeper and Orange Trumpet vines have been planted at the base and they will cover the structure in 12–18 months. The vines have now reached the top of the structure due to wet season rain and are travelling across the structure.

The street plantings are growing and starting to provide shade to pedestrians, as well as improving the street's amenity. The trials also included cool pavement surface treatments to reflect, not absorb, light and heat and the greening of Smith Street to improve city walkability. Also, the Tree Re-establishment Committee was formed.

The Cavenagh Street Heat Mitigation project has been completed. Monitoring and evaluation is now underway, with preliminary data being analysed by the University of New South Wales (UNSW). The CSIRO will monitor and evaluate project outcomes for the 10 year duration of the City Deal.

NTG collaborated with CSIRO and the City of Darwin on developing a Heat Mitigation Strategy for Darwin to be released in June 2020. Significant research and analysis was conducted that fed into the Strategy. The Heat Mitigation Strategy was presented at the inaugural international Science Symposium in Darwin on 12–13 December 2019 where stakeholder views and feedback was received.

## Key Milestones Achieved

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**Q2 2019:** Cavenagh Street heat mitigation project including shade structure delivered.

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**Q4 2019:** The first draft of the Heat Mitigation Strategy completed.

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**Q1 2020:** Preliminary results available for the initial effectiveness of Cavenagh Street heat mitigation project.

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## Key Next Steps

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### Q2 2020:

- Engage stakeholders from research, industry, government and community in a workshop to explore the findings and co-design the elements of the Heat Mitigation Strategy.
  - Once consultation with stakeholders is complete, the Heat Mitigation Strategy will be finalised and publicly released with further heat mitigation trials prioritised. There will be ongoing analysis of the data collected from the trials.
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# — Advance Darwin's digital capability

## Digital Economy

The NTG will work with telecommunications providers to pursue high speed and secure connections to Asia and beyond, developing Darwin as a regional digital hub.

### Progress

In January 2020, the NTG announced the 'Terabit Territory' project, a partnership between the NTG and Vocus. Vocus will spend \$10 million, with the NTG contributing \$7.9 million, to upgrade Vocus's existing internet backbone links, connecting Darwin to Adelaide and Brisbane, from 10Gbps to 200Gbps.

With the NTG's investment, it is expected that Vocus will join its subsea North-West Cable System (NWCS) between Darwin and Port Hedland to its Australia Singapore Cable, running from Perth to Singapore via Indonesia. This will provide Darwin with its first international connection to Singapore.

Together, the terrestrial and subsea projects are expected to deliver significant economic and social benefits to the top end of Australia. Vocus has indicated the Darwin route would come closer to price parity with Melbourne and Sydney transmission routes for datacentre operators and international traffic coming into Darwin when the cable link is completed.

### Key Milestones Achieved

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**Q1 2020:** Commence upgrading of the existing fibre-optic cable network.

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### Key Next Steps

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**2020-2021:** Commissioning of works for fibre-optic link to South East Asia.

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## Switching on Darwin

City of Darwin implemented city-wide smart infrastructure including smart services integrated through an open Internet of Things platform. Smart city technology has been applied to help plan for the future and rejuvenate Darwin's vibrancy, while also addressing challenges such as business downturn and anti-social behaviour.

### Progress

The Switching on Darwin project was delivered on time in May 2019. Completion of the project allowed six months for implementation and testing, this included integration with NTG agencies' systems and Telstra, the primary project contractor.

The project resulted in the successful rollout of a variety of technologies to create a sustainable, safe and liveable city. The project delivered 912 smart LED lights throughout the city. These lights have enhanced community safety, reduced energy consumption and provided dynamic city lighting. 138 HD CCTV cameras have been installed around the city that features parking vacancy sensors and 24 microclimate monitoring systems including rain and sound sensors. The public WIFI has been expanded across Darwin city for ease of access and connection for the community and businesses.

The project provided \$3.5 million worth of locally awarded contracts for the installation of smart technologies, with 100 per cent engagement of locally based sub-contractors.

### Key Milestones Achieved

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**Q2 2019:** The Switching on Darwin Project was delivered on time and on budget and was awarded the 2019 Smart City of the Year – Regional Award.

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## Case Study — Switching on Darwin

Switching on Darwin project is complete and delivering better planning, design and decisions due to improvements in city data capability.

Switching on Darwin is a City of Darwin initiative. It improves safety, sustainability, amenities and efficiencies in the City through cutting edge technology. The \$10 million project has been funded through the Australian Government's Smart Cities and Suburbs Program, the NTG and the City of Darwin investments. Using smart city technologies, the project improves city operations and enhances community life.

The key goal is to use live data, collected through various technologies to make strategic decisions that promotes city growth. The City of Darwin invited organisations to submit tenders. After responding to each request, Telstra identified one supplier who would meet all of the City's objectives. After considering each proposal, Telstra designed one large-scale solution to help meet all of our objectives. With only one vendor, we could simplify the implementation process. Telstra worked with business partners to deliver a custom-made solution designed to:

- Improve city safety at night through 138 new CCTV cameras and 910 smart streetlights.
- Increased greening and cooling capabilities through microclimate monitoring systems.
- Provide wider access to free public internet.
- Implement smarter parking technology to understand usage and better plan for new constructions. Use data to better understand pedestrian and vehicle movement to shape the City's future.
- Integrate the city data and monitor assets through a smart city platform.



# Planning, development and harbour foreshore connectivity

## Re-development of Stokes Hill

The Australian Government is working with the NTG to unlock the potential of the former Naval Fuel Installation at Stokes Hill on Darwin's waterfront, while preserving its significance as a site that commemorates the Aboriginal Larrakia people and World War II history.

### Progress

The Department of Defence is working with the NTG to progress its investigation of the Stokes Hill site that will provide an understanding of contamination present and allow considerations for future site use. The initial works are subject to obtaining consent from the Traditional Owners to proceed. Defence recognises that environmental investigations will need to be undertaken in a way that is sensitive to the heritage values of the site. That is, the site's significance for the Larrakia people, their culture and traditions and as a World War II site.

Defence is developing a divestment strategy following completion of due diligence activities. Any divestment strategy will be aligned with the objectives of the Darwin City Deal.

### Key Milestones Achieved

**August 2018:** Appointment of an environmental consultant and independent site auditor.

**Q4 2018:** Due diligence investigations commenced, led by the Department of Defence in partnership with the NTG and the Larrakia people.

**February 2019:** The NT Minister for Tourism, Sport and Culture permanently declared the site as a heritage place under the *Heritage Act 2011 (NT)*.

**November 2019:** Introduction of the Central Darwin Area Plan into the NT Planning Scheme.

### Key Next Steps

**Q2 2020:** Subject to obtaining the Traditional Owners' approval certificate, Defence's invasive works and testing will commence for the environmental investigation.

**Q2 2021:** Completion of fieldwork for the Detailed Environmental Investigation.





## Future use of Frances Bay

Over time, this commitment will help to ensure that the harbour foreshore is connected from the city centre to Stokes Hill and around to Frances Bay, through strategic planning.

### Progress

The future use of Frances Bay is a long-term commitment under the Darwin City Deal. The Central Darwin Area Plan provides a future vision of Frances Bay by promoting a coordinated development comprising a combination of tourism, entertainment, retail, commercial, residential and seafood industry uses.

As the first stage in redeveloping Frances Bay, the NTG is committed to building the largest ship lift in Northern Australia at East Arm, which will free up industrial land at Frances Bay. The ship lift will bring \$260 million into the NT economy each year and generate 400 direct and indirect ongoing jobs during operation through the expansion of the ship building, repairs and maintenance industry.

The Northern Australia Infrastructure Facility (NAIF) has announced a loan of \$300 million towards the project. The NTG has committed \$100 million to the project.

### Key Milestones Achieved

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**Q4 2019:** Introduction of the Central Darwin Area Plan into the NT Planning Scheme.

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**Q4 2019:** NAIF announced \$300 million loan.

### Key Next Steps

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**2021:** Construction of ship lift commences.

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**2023:** Ship lift facility completed and operational.

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## Integrated city-wide planning

City Deal Partners will undertake coordinated planning to support the development of precincts and spaces under the City Deal and to ensure pedestrian and transport connectivity between these areas.

### Progress

The recently completed Central Darwin Area Plan encompasses the area from Cullen Bay to the Darwin Waterfront, and as far north as the largely undeveloped, Former Tank Farm area located between the old rail corridor and Stuart Park.

The Area Plan recognises the importance of historic and culturally significant places and suggests approaches to preserve and revitalise these places so that they continue to be enjoyed by the Darwin community.

The Northern Territory Planning Commission developed the Area Plan in consultation with the Darwin community.

The NT Minister for Infrastructure, Planning and Logistics amended the NT Planning Scheme on 15 November 2019 to include the Central Darwin Area Plan.

### Key Milestones Achieved

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**November 2019:** Central Darwin Area Plan inclusion within the NT Planning Scheme.

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### Key Next Steps

#### Q2 2020:

- Complete a review of the implementation of the National Airports Safeguarding Framework (including Guideline F on airspace protection) through the National Airports Safeguarding Advisory Group.
  - Review and update the existing Darwin City Centre Masterplan to align with the Central Darwin Area Plan.
  - Three-yearly review of the Integrated Transport Plan to support efficient and sustainable transport, taking account of initiatives under the City Deal such as the Education and Community Precinct.
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## Council-led projects

The City of Darwin has committed to deliver a range of initiatives that contribute to the revitalisation of Darwin. The Daly Street Beautification Program is a \$3.7 million project that is giving the Darwin streetscape a much needed facelift. An avenue of beautiful shade trees will be planted along the median strip and verge to create a cooler, greener, more colourful and user friendly entry to the city.

### Progress

The Program was scoped with 95 per cent detailed design drawings completed for all nine projects. The works will roll out over the first half of 2020.

City of Darwin will now deliver a large construction project, designed to enhance and complement the Civic and State Square Masterplan and centralise key council services, including Ranger and Customer Services and its Darwin City Library into a central CBD location, like Darwin's iconic Smith Street Mall. Council's projects will aim to be entirely made up by local capability.

## Key Milestones Achieved

### 2019: Streetscape Beautification Program:

- Council selected and approved nine sites across the municipality for further development.
- Procurement of Landscape Architecture Services completed.
- Project management plans developed for individual sites.

## Key Next Steps

### Q2 2020:

- The Streetscape Beautification Program was launched on 5 March 2020 kicking off with plantings.
- In-house delivery of five sites.
- Procurement for external delivery for four sites.
- Program completion at the end of June 2020.
- Issue EOI for CBD accommodation for Darwin City Library, Customer and Ranger Services.

**Q3 2020:** Issue EOI for Concept Design of City of Darwin's Civic Centre and Town Hall.

# —○ Connecting to Larrakia Culture

## Larrakia Hosts Program

The NTG has worked with Larrakia Nation Aboriginal Corporation to establish the Larrakia Host Program that employs six Larrakia and other Aboriginal people to boost tourism and employment opportunities for Aboriginal people while preserving and promoting Larrakia culture.

### Progress

The Larrakia Host Program has established itself as the first point of contact for anyone who wishes to learn more about the history and the rich and diverse Larrakia culture and what makes it different from other Aboriginal groups.

The Host Program promotes, educates and provides the appropriate Larrakia protocols that should be observed when people are visiting, working or living on Larrakia Country and especially when working with Aboriginal people.

An important component of the Hosts Program is the ability to have Larrakia members out in the public to engage on a personal level. The Larrakia Hosts are out in the public most days. They attend markets, public events, schools, shopping centres and open public areas throughout Darwin, Palmerston and the rural suburbs. They deter bad behaviour, gather information on why visitors have come to Darwin, and provide referrals for individuals who seek health checks to those who want to return to their home community and connect with service providers.

Larrakia Hosts have established an office in the city centre, which allows the public to experience Larrakia culture. It allows business and industry who wish to engage Larrakia artists and enterprisers to have discussions and for Larrakia artists to showcase their culture, art and people.

## Key Milestones Achieved

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**Q1 2019:** Commencement of Larrakia Hosts program.

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**Q2 2019:** Establishment of the Larrakia Host shopfront and office in the Smith Street Mall.

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## Key Next Steps

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**2020:** The focus of the Hosts this year will include continuing to promote and educate tourists, community, government and businesses around Larrakia protocols and culture; working with businesses, community and government around reducing anti-social behaviour on Larrakia country and providing a referral service for Aboriginal people to return to country.

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## Support Indigenous Economic Development

The Australian Government will work with the Larrakia Development Corporation (LDC) to support its economic development aspirations.

## Key Milestones Achieved

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**2019:** The Australian Government agreed to fund the LDC to undertake detailed design, costing and planning for the Larrakia Cultural Centre.

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**2019:** Memorandum of Understanding was executed between Supply Nation and the NT Indigenous Business Network.

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The 9th Aboriginal Economic Development Forum and Trade Fair was held on 7–8 November 2019.

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### Key Next Steps

**2020:** The Memorandum of Understanding on business workforce to be finalised between the Department of Education, Skills and Employment; the NIAA and the NTG's Trade, Business and Innovation and its Department of Education.

**Q3 2021:** The NT Indigenous Business Network to host the World Indigenous Business Forum in 2021.

## Larrakia Cultural Centre

City Deal Partners will provide support to facilitate the establishment of the Larrakia Cultural Centre. The Larrakia Cultural Centre will provide a place where Larrakia people can meet, share knowledge and promote their rich culture to residents and visitors.

### Progress

The NTG is working closely with the LDC on the transfer of parcels of land in the Stokes Hill vicinity for the construction of the Larrakia Cultural Centre.

The Australian Government has allocated \$2 million to undertake detailed design, costing and planning for the Larrakia Cultural Centre. Further Australian Government funding is subject to the completion of this work being done, an assessment of operational viability and land transfer from the NTG ready for development.

### Key Milestones Achieved

**Q4 2018:** Delivery of the business case for the LCC that focused on tourism.

### Key Next Steps

**Q3 2020:** LDC to undertake detailed design, costings and planning for an LCC.

**Q4 2020:** NTG to transfer the identified parcels of land to the LDC.

## Case Study — Larrakia Hosts Program

Larrakia Hosts celebrate and educate the community about the rich culture of the Larrakia people who are the traditional custodians of Darwin.

The Larrakia Hosts are entrusted to preserve and promote Larrakia culture among Darwin's residents and visitors.

A key role of the Larrakia Hosts is reinforcing cultural protocols and reminding visitors of acceptable behaviours on Larrakia Country. This work provides a “one stop shop” approach with the integration of Day Patrol and other referral services provided by the Larrakia Nation Aboriginal Corporation (LNAC). The Larrakia Nation shopfront in the Mall provides easy access for people wanting to explore or connect with Larrakia culture. This one stop shop approach means, for example, Larrakia Hosts can refer people to the Territory Connect Program that is managed by LNAC if people want to return to country. In addition, Larrakia Hosts have a direct link to the LNAC Day Patrol to address anti-social behaviour if it arises.

The Program has the added element of providing a drawcard for tourists looking to know more about traditional Larrakia culture during their visit to Darwin. Larrakia Hosts conduct Welcome to Country ceremonies when cruise ships arrive and the ceremonies have grown increasingly popular.

*“Our work is important and allows us to build strong relationships for the future. Being able to represent and share my culture with tourists and residents on our country means I’m helping to build a future where people can celebrate Larrakia culture.”* Larrakia Host

The Larrakia Hosts’ work allows for the collection of important data and reporting across a range of service areas affecting all tiers of governments and can be used to better align resources and strategies to enhance residents, tourists and visitors’ experiences.



# Supporting local workforce

## Indigenous Employment and Supplier Use Targets

The Australian Government and NTG will increase the share of jobs held by Indigenous Australians on projects funded under the Darwin City Deal.

### Progress

A Memorandum of Understanding (MOU) was executed between Supply Nation and the NT Indigenous Business Network in 2019 to help increase Aboriginal peoples' employment in projects funded by the Darwin City Deal.

The 9th Aboriginal Economic Development Forum and Trade Fair was held on 7–8 November 2019.

Performance on meeting the Indigenous employment target of 8.8 per cent (aligned to the Indigenous working-age population of Greater Darwin) and a 3 per cent supplier-use target will be reported publicly on a project-by-project basis.

### Key Milestones Achieved

**2019:** Many of the City Deal projects completed have reached the agreed targets and in some cases have surpassed them.

### Key Next Steps

**2020:** The MOU on Business and Workforce to be finalised between the Department of Education, Skills and Employment; the NIAA; the NTG's Department of Trade, Business and Innovation; and NTG's Department of Education.

**2021:** The NT Indigenous Business Network is to host the World Indigenous Business Forum in 2021.

## Trial skills recognition hub

The NTG has established a trial skills recognition support hub, which provides access to education and employment services and programs, including language training and qualification recognition assessments.

### Progress

The Skills Recognition Hub has been established for a two year trial period.

The Hub, which opened in June 2019, is located in the Smith Street Mall. It provides a range of services to enable people who come to the Territory to work in jobs that match their skills. The Hub supports overseas and interstate newcomers and international students to maximise their productive potential and grow local workforce capacity.

The Hub's services include:

- Course and recognition of prior learning guidance and referrals.
- Overseas qualification assessments.
- Vocational Education and Training Skills (VETASSESS) testing services.
- Assistance with skills assessment applications.
- Support service referrals.
- Career advice, support and referrals.
- A bridging service to other industry bodies and government departments.
- A follow-up service with clients, to ensure positive outcomes.

The services are available across the NT via online, phone, email and mail; and Hub staff visit Alice Springs on a quarterly basis.

Over the past seven months, the Hub has been moving through the start-up phase of operations with fit out, signage and online platforms completed.



The Hub has seen a higher than expected interest and demand for overseas qualification assessments. Course and recognition of prior learning services have also been strong. To date, the following services have been provided.

Service	Number
Recognition of Prior Learning	28
Overseas Qualification Assessment Enquiries	155
Overseas Qualification Assessments Completed	59
Course Referrals	60
VETASSESS Enquiries	38
Other Support Services	52

The Hub has engaged in several networking events and the feedback from businesses and individuals is resoundingly positive.

### Key Milestones Achieved

**Q2 2019:** Trial Skills Recognition Hub is fully operational and is based in Darwin.

### Key Next Steps

**Q2 2021:** A final report including a review of the Hub's activities, overall outcomes and viability to continue beyond the trial period will be completed by 30 June 2021.

## Designated Area Migration Agreement

The Australian Government and NTG have entered into a second Designated Area Migration Agreement (NT DAMA II).

### Progress

On 1 January 2019, NT DAMA II commenced.

In 2019, the first year of NT DAMA II, local businesses requested to fill 520 positions with skilled migrants – almost equalling the 573 positions sought for the entire four years of the first NT DAMA.

To date, 52 local businesses have been endorsed and have entered into Labour Agreements. A further 37 businesses have received endorsement and are working to finalise Labour Agreements.

### Key Milestones Achieved

**Q1 2019:** NT DAMA II commenced.

**Q4 2019:** NT DAMA II first annual report completed.

### Key Next Steps

**Q1 2021:** NT DAMA II annual report and evaluation.



## Relocate the Office of the Registrar of Indigenous Corporations

The Australian Government has relocated 10 Australian Public Service positions in the Office of the Registrar of Indigenous Corporations from Canberra to Darwin.

### Progress

The relocation of all 10 positions from Canberra to Darwin was completed in September 2019.

### Key Milestones Achieved

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**Q3 2019:** Relocation of all 10 positions from Canberra to Darwin CBD has been completed.

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## Career and Education Pathways

Through the City Deal, the NTG has developed the NT International Education and Training Strategy, in consultation with Australian Government agencies, to attract more international students to Darwin.

### Progress

The NT International Education and Training Strategy aims to grow the number of international students studying in the NT to 10,000 by 2025 by:

- Delivering a wider range of high quality, Australian qualifications.
- Bringing together students and employers for work experience opportunities including casual jobs during study, work placements related to study and, with the relevant visa, post study employment.
- Maximising outcomes for students, Territory communities, families and businesses.

The Strategy also includes actions to:

- Showcase the NT as a study destination.
- Enrich the NT international student experience.
- Strengthen and grow the NT international education and training industry.

### Key Milestones Achieved

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**2019:** The NT saw a 29 per cent growth in international student numbers.

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### Key Next Steps

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**2020:** Continue the rollout of the Strategy across the NT including:

- Mitigating any impacts from COVID-19.
  - Creating refreshed marketing collateral on the NT as a study destination.
  - Increasing employment opportunities for international students – casual employment while studying, internships as part of a qualification and with the right visa and post-study employment.
  - Attracting B2B conferences and trade fares to the NT.
  - Growing the number of registered places available for international students through the expansion of existing education providers and new entrants to the markets.
  - Releasing the digital solutions grant round to assist international education providers to grow their capacity.
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# Measuring performance

Outcome	Indicator	Data for first Annual Report
A revitalised and vibrant city centre that positions Darwin as an attractive place to live, work and study.	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 per cent as at 16 November 2018.	In 2017–2018, the baseline population recorded for Greater Darwin was 148,564.
	Success of the Education and Community Precinct will be measured by up to: <ul style="list-style-type: none"> <li>• 11,700 students enrolled at CDU's city campus by 2028</li> <li>• 5000 international students enrolled at CDU by 2025</li> <li>• 100 additional jobs in the Darwin economy by 2023</li> <li>• 1000 students living in student accommodation in the city centre by 2028.</li> </ul>	Reporting on these indicators will commence once the Education and Community Precinct construction is complete.  Baseline figures include: <ul style="list-style-type: none"> <li>• 1795 international students were enrolled at CDU campuses in the NT.</li> <li>• In 2018, there was no purpose-built student accommodation in the city.</li> </ul>
	Increased Indigenous employment opportunity during City Deal construction projects including Indigenous employment of 8.8 % and a 3% supplier-use target.	<b>Cavenagh Street Shade Structure – stage 1:</b> 31.57% Indigenous employment <b>Cavenagh Street Stage 2 Works:</b> 23.80% Indigenous employment <b>Underground Carpark:</b> 8.92% Indigenous employment <b>Stage 1 Austin Lane Enhancement – Pedestrian Connection Structures:</b> 21.42% Indigenous employment achieved to date <b>Smith Street Shade Structure (outside the visitors centre):</b> 34.0% Indigenous employment achieved to date and 1.5% Indigenous supplier-use
	Improved community perceptions of amenity measured through the City Activation and Promotion Entity's ongoing community engagement.	Activate Darwin works closely with businesses, residents and visitors to understand perceptions of the city centre. Ongoing feedback is used to shape and improve the activities of Activate Darwin.



Outcome	Indicator	Data for first Annual Report
A cooler and greener city that is a best-practice example of tropical urban living.	Reduction in heat island effects in target locations as heat mitigation and greening measures are implemented, measured through the Darwin Living Lab's monitoring and evaluation framework.	The Darwin Living Lab's Monitoring and Evaluation Strategy will be released in 2020.
	Progress towards cooling and greening initiatives delivered under the Darwin Living Lab report on the monitoring and evaluation at intervals over the 10-year life of the Lab.	The Darwin Living Lab's Monitoring and Evaluation Strategy will be released in 2020.
	The interest in, use and effectiveness of the Tropical Design Guide.	The Tropical Design Guide has been developed as a website and will go live in the first half of 2020.
	The effectiveness of the Heat Mitigation Strategy and the outcomes of any trials undertaken through/in partnership with the Darwin Living Lab.	Preliminary data for the initial heat mitigation project in Cavenagh Street is being analysed by the UNSW. This will provide baseline information for future years. CSIRO is leading the monitoring and evaluation for the duration of the City Deal.
	Outcomes of future Darwin Living Lab urban trials and innovations for progressing Darwin's vision.	The Darwin Living Lab forward work program is planned to be released in Q1 2020. The Darwin Living Lab monitoring and evaluation strategy will be released in Q2 2020.
	Number and value of additional partnerships, projects, investments and/or collaborations launched or delivered through the Darwin Living Lab.	The Darwin Living Lab monitoring and evaluation strategy and first baseline assessment will be released in Q2 2020. The inaugural Science Symposium has generated many promising leads for future project collaborations.
	Evidence of application of knowledge, products and services from the Darwin Living Lab to the Association of South East Asian Nations (ASEAN) region or other countries/cities/towns.	On 12-13 December 2019, the Darwin Living Lab held its inaugural annual Science Symposium in Darwin, with the theme Urban Design and Heat Mitigation in the Tropics. The Symposium combined global and national expertise with local knowledge of architects, researchers, policymakers, developers, engineers, urban planners, community groups and the general public with 75 participants attending.
	5000 tree plantings by December 2019.	The goal of planting 5000 trees by December 2019 was met.
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>The 2019 baseline figures are:</p> <ul style="list-style-type: none"> <li>• Over 230 engagements with businesses and organisations.</li> <li>• Visiting 14 schools – reaching 2500 students.</li> <li>• Attendance at 11 major Aboriginal, tourism and sporting events.</li> </ul>
	Progress towards development of a Larrakia Cultural Centre.	<p>\$2 million from the Indigenous Advancement Strategy to be allocated to the Larrakia Development Corporation (LDC) to undertake detailed design and planning for the Larrakia Cultural Centre (LCC).</p> <p>The NTG has agreed to provide the LDC four parcels of harbour frontage land to construct the LCC. The NTG has agreed to the administrative processes for the transfer of the land in 2020 subject to required approvals under the Crown Lands Act 1992.</p>

Outcome	Indicator	Data for first Annual Report
Darwin is an attractive place for visitors.	Increase in international and domestic visitor nights, measured through Tourism Research Australia figures.	Data for the 12 months ending December 2018 for Darwin:
	The Darwin City Deal Partners acknowledge the impact the 2020 bushfires and the COVID-19 outbreak will have on tourist numbers.	<ul style="list-style-type: none"> <li>1,811,943 international visitor nights and 3,900 national visitor nights.</li> </ul> Data for the 12 months ending December 2019 for Darwin: <ul style="list-style-type: none"> <li>1,594,574 international visitor nights and 4,008 national visitor nights.</li> </ul>
	Increased cultural attendance and participation, measured through ABS data on 'Attendance at Selected Cultural Venues and Events'.	During the 12 months before interview in 2017-18, the total people attending at least one venue or event for greater Darwin was 79.2% of the total population aged 15 years and over.
Darwin as a preferred place to study.	Increased international student enrolments in each sector: higher education, VET, schools and English language training.	1795 international students were enrolled at all NT CDU campuses in 2018.
	Increase in brand awareness and recognition of the Territory as a study destination by onshore and offshore agents.	In 2014, 1900 international students from 66 countries chose to study in the NT. That figure rose to over 2600 in 2018. The NT expects that 10,000 international students will be studying in the NT by 2025.
	Increase in international student satisfaction and connecting students and employers.	International students are included in the CDU's annual Student Experience Survey. The 2018 result for International students at CDU's main campuses at Casuarina and Waterfront is 72% satisfaction.  The International Student Barometer's 2018 data indicated 86% of international students were satisfied with all aspects of their experience at CDU. 81.4% of students had an opportunity for work experience or work placements as part of their studies in the NT.
	Increase in the number of international education providers located in the NT.	The 2019 baseline figure for international education providers in the NT is 10.







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**Page 7:** Laksa Festival. Northern Territory Government.

**Page 11:** Aerial of Darwin CBD at night. City of Darwin.

**Page 12:** Former Naval Fuel Installation at Stokes Hill on Darwin's waterfront. Northern Territory Government.

**Page 14:** Cavenagh Street Shade Structure lit up for City of Darwin's Covid-19 *Stronger Together* campaign. City of Darwin.

**Page 16:** Larrakia Cultural Centre concept design. Larrakia Development Corporation.

**Page 17:** Larrakia Hosts talking to an indigenous Darwin resident. Northern Territory Government.

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**Page 24:** Aerial of Darwin CBD from the water at twilight. City of Darwin.

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