

STAKEHOLDER ENGAGEMENT PLAN

NORTH ONE HOTEL AND APARTMENT DEVELOPMENT

25 GILRUTH AVENUE, THE GARDENS, "LITTLE MINDIL" DARWIN



PREPARED BY URBANSOPE (AUSTRALIA) PTY LTD

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1. INTRODUCTION

This Stakeholder Engagement Plan has been prepared by Urbanscope (Australia) Pty Ltd for inclusion in the Referral to the NT EPA document in support of a development application to the Northern Territory Government seeking consent for a hotel/motel and serviced apartments with ancillary bar-public and market at 25 Gilruth Avenue, The Gardens, Darwin, NT.

Stakeholder engagement and consultation briefings were conducted during the pre-Development Application lodgement phase by Bruce Cutler of RedSplash Creative Solutions. His methodology for stakeholder engagement to date, outline of issues raised and outcomes of consultation is incorporated in this plan from his Stakeholder Engagement Report (April 2021).

The Stakeholder Engagement Plan includes consideration of the following areas of stakeholder engagement and consultation:

- i. Stakeholder Engagement Plan for all stages of the project (design and approvals through to operation) that considers the IAP2 core values
- ii. Identification of key stakeholders
- iii. Overview of the methodology undertaken for stakeholder engagement to date and proposed future consultation
- iv. Summary of stakeholder engagement undertaken, the issues raised and outcomes of consultation

2. STAKEHOLDER ENGAGEMENT PLAN

2.1 Pre-Development Application Lodgement Phase

- Engaged the services of a Darwin-based stakeholder and community engagement consultant (RedSplash)
- Identified key stakeholders
- One-on-one meetings conducted with key stakeholders
- Stakeholder engagement report issued covering consultation process, key themes raised during stakeholder meetings and stakeholder feedback & recommendations

2.2 Development Application Assessment Phase

- Engage with broader community including meeting with Myilly Tower body corporate and owners of the Spanish villas at the top of the escarpment ie. residential area directly impacted by the proposed development
- Engage and liaise with various media outlets to disseminate factual information and answer FAQs for informing the broader Darwin community

2.3 Post- Development Consent and Detailed Design Phase

- Obtain an AAPA Certificate
- Liaise with Larrakia traditional owners and elders
- Consult with indigenous representatives in the detailed design process eg. incorporation of indigenous heritage references and artwork in the design of interior spaces; Larrakia naming of hotel and key parts of the hotel and inclusion of interpretative signage
- Liaise with stakeholders including relevant NT Government agencies, service providers such as the Power & Water Corporation, community members, business groups, National Trust NT and Master Builders Association NT
- Develop a Territory Benefit Plan detailing commitments to enhancing the local benefit outcomes in the areas of local workforce development and employment; regional and indigenous economic and community development; local business participation, including indigenous businesses, and small to

medium enterprise capability development; and economic, industry and social infrastructure development

2.4 Construction Phase

- Instigate an archaeological monitoring program for any ground disturbance work in recognition of the possibility that prehistoric burials may still exist at the site
- Have a Larrakia representative present on site to monitor excavation work
- Notify commencement of construction activities to local residents and other relevant stakeholders such as SkyCity Casino
- Establish a grievance management process which is accessible to all stakeholders that allows response to grievances in a transparent and timely manner; maintains good record keeping and reporting back
- Put in place a clear process for monitoring and reporting stakeholder activities

2.5 Operational Phase

- Establish a Plan of Management incorporating a Complaints Recording Log which is to be kept on site at all times and updated as required and including content informing interested parties about Hotel operations and community events
- Establish a grievance management process which is accessible to all stakeholders that allows response to grievances in a transparent and timely manner; maintains good record keeping and reporting back
- Implement noise control measures to ensure no amenity impacts on the neighbouring properties in accordance with a Noise Management Plan
- Stakeholder engagement throughout the operational phase will be conducted through a variety of means eg. Establishment of a hotel website, annual reporting, company announcements, media releases where relevant, and meetings where appropriate (face-to-face and/or virtual)

3. IDENTIFICATION OF KEY STAKEHOLDERS

One-on-one meetings were offered to stakeholders who were identified as likely to have an interest in the proposal. The following organisations and individuals were contacted although not all chose to participate or were not available due to work commitments.

Neighbouring commercial properties

- Mindil Beach Casino and Resort
- Cullen Bay Marina Corporation
- Paspaley Group

Interest groups

- National Trust NT Executive Tim Dixon
- National Trust NT Director Grace Foulds
- Environment Centre of the NT (Declined to participate)

Darwin Indigenous representatives

- Larrakia Development Corporation
- Larrakia Nation Aboriginal Corporation chief executive Robert Cooper
- Larrakia Nation Aboriginal Corporation chair Richard Fejo

Government

- City of Darwin
- Department of Investment, Trade & Tourism x 2
- Department of Chief Minister and Cabinet
- Department of Infrastructure, Planning & Logistics Development Assessment Forum

- Office of the Chief Minister
 - Chief Minister (unavailable to participate)*
 - Minister for Small Business **
 - Minister for Hospitality and Tourism (unavailable to participate)
 - Minister for Industry and Trade (unavailable to participate)
 - Minister for Planning (declined to participate due to role in determining the application)
 - Minister for Employment
 - Shadow Minister for Planning and Shadow Minister for Investment
 - Aboriginal Areas Protection Authority
 - Investment Territory
- *Briefings were however provided to a senior adviser in the Office of the Chief Minister*
***Minister’s electorate is adjacent the Little Mindil site*

Industry groups

- Hospitality NT
- Property Council of the NT
- Tourism Top End
- Master Builders Association of the NT
- Chamber of Commerce NT
- Tourism NT

4. OVERVIEW OF METHODOLOGY

4.1 Consultation Process Overview

RedSplash was engaged in December 2020 as an independent consultant to design and implement a stakeholder engagement program and to prepare a report on the stakeholder engagement findings.

Redsplash undertook the consultation process in line with the Core Values of the International Association for Public Participation (IAP2), the consultation adopted a proactive approach to seeking comment from a wide range of identified stakeholders. The consultation goal was to ensure stakeholders were informed of the development proposal, understood its implications and provided opportunity to give feedback. The role of the consultants was to capture the breadth of views about the proposal, the reason for these views and issues raised. In total, 42 people were spoken to.

4.2 Level of Engagement

The level of engagement used the IAP2 principles that guide good engagement to ensure the consultation was conducted at the levels of inform and consult.

LEVEL OF ENGAGEMENT	PROMISE TO THE STAKEHOLDER
Inform	We will keep you informed
Consult	We will listen to your concerns, keep you informed, and provide feedback on how stakeholder’s input influenced the decision
Involve	We will work with you to ensure your concerns are reflected in the alternatives developed, and provide feedback on how the input influenced the decision
Collaborate	We will look to you for advice, ideas and solutions and incorporate those into the decisions as much as possible
Empower	We will implement what you decide

4.3 Consultation Objectives

The objectives of the consultation were to provide stakeholders with information on the project proposal and gather their feedback, including areas of support, concern and recommendations, to report back to the development proponents.

4.4 Approach

RedSplash advised the stakeholder engagement program ran for nine weeks from 25 January to 30 March 2021. This timeframe was longer than originally planned, with some stakeholders unavailable to participate in face-to-face meetings due to being interstate or because of other work commitments to schedule briefings around.

The consultations included providing artist impression visual materials, economic benefits data, construction cost estimates and visual modelling of how the development proposal would appear from the top of the adjoining escarpment.

The materials were presented as part of an overall face-to-face briefing that allowed stakeholders to question project details and allowed them to contribute their views and provide feedback.

5. SUMMARY OF STAKEHOLDER ENGAGEMENT UNDERTAKEN

5.1 Feedback

Feedback during the consultation program was received following a presentation briefing and then recording the responses provided by stakeholders to a series of questions about their views, concerns and ongoing discussion about project details and objectives.

5.2 Key Themes

Stakeholders were asked about what they liked about the Little Mindil proposal as well as about what concerns or likely problematic issues they perceived about the project obtaining development consent.

What stakeholders like about the project proposal

This was an open question to gather qualitative responses. There were six major key themes that emerged, with most responses able to be categorised into one of more of these themes:

- Welcoming a new tourism product to Darwin
- Improved activation of the surrounding area
- Growing investment confidence for Darwin
- Biophilic design
- Retaining community access
- Location

What concerned stakeholders about the project proposal

Stakeholders were asked an open question about what concerns or likely problematic issues they perceived about the project to obtaining development consent approval.

More than half of stakeholders spoken to believed there would be some “community pushback” regarding four main elements

- Indigenous heritage

- Building heights impeding views/sea breezes
- That many residents believe Little Mindil is a community asset rather than private land
- Actioning meaningful community consultation

Stakeholders raised the possibility of indigenous cultural significance connected with the site as the major concern and the height of the buildings coming up higher than the adjacent escarpment as the other major concern. In this regard, the confirmation of the Planning Scheme Amendment change to make the burial site in the Little Mindil Creek protected from future development was welcomed by most stakeholders.

Several stakeholders thought there should be more facilities included that the local community could access or that the Food and Beverage venue at the corner foreshore of the development should be made bigger to accommodate greater usage by locals.

The majority of stakeholders acknowledged most major developments have critics and that it was realistic to expect a meaningful community consultation program could create awareness so that “the project benefits were substantial enough to get the majority of the community onside.

5.3 Stakeholder recommendations

Stakeholders were in the majority supportive of the project but had a realistic view that the development consent process can be problematic in nature and provided a range of recommendations for consideration by the development proponents. A selection of these recommendations follows:

Mitigation of indigenous site issues

- Meet with Larrakia traditional owners and elders
- Obtain an AAPA Certificate
- Acknowledge indigenous people with interpretative signage and include cultural performances at the site eg. fire dances in the grassed open area
- Acknowledge and respond to the process of welcome to country eg. Design reception area to signify respect to the Larrakia ancestors and acknowledge the nearby burial island
- Third-party funding commitments for Larrakia Cultural Centre or community sponsorship, incorporate Larrakia design into the development, guarantee indigenous job opportunities.
- Involve Larrakia Development Corporation at the construction stage

The development proponents are committed to liaising with Larrakia traditional owners and elders throughout the project at design, construction and operational stages. An AAPA Certificate will be sought after development consent is received with the understanding that work on site will not commence until the Certificate is received. Funding commitments and involvement of the Larrakia Development Corporation at construction stage are intended to be subject of future consideration and negotiation.

Project Name

- Gain social license by creating a name for the project which connects to the community
- Find a Larrakia name for a few key parts of the hotel such as suites, function rooms, bars and find a Larrakia name for the hotel
- Consultation with other Larrakia would assist with, among other things, the naming of areas

North One Hotel and Apartments is a preliminary name only. Consultation with Larrakia owners and elders regarding the naming of the hotel & apartments and keys parts within will be carried out.

Social license and building community support

- Community support will be vital for getting the social license to develop the site because some Darwin residents perceive that Little Mindil is a community asset.
- Put in place a local procurement plan to ensure flow on benefits for Territory businesses.

- Telling what facilities the locals and community can access will help sell the story.
- Increase the rotunda food and beverage venue at the beachfront.
- Darwin locals often visit Bali because of its proximity and would welcome a day club venue here

The development proponents are committed to producing a local procurement plan in a timely manner detailing commitments and benefits for Territory businesses. Community feedback on perceived improvements to hotel facilities will be considered and evaluated.

Public face

- The project needs a public face and someone who the community can trust
- The development needs a local face to explain it to the community
- Having someone (from the Little Mindil project team) on the ground to meet and build relationships with the community/custodians will make engagement and dialogue easier

Bruce Cutler, Darwin local and experienced public relations practitioner, will be the public face of the project for interaction with the community, custodians and the media.

Nurses Walk upgrade to build community partnership connections

- Enhancement of the adjacent Nurses Walk that leads from the foreshore to the top of the escarpment that the proponent could do to bring more of the community onside by bringing into the development something of community benefit
- An upgrade of Nurses Walk by the proponent would assist with connectivity that will help deliver for residents and improve safety

The development proponents view the upgrade of the adjacent Nurses Walk as a worthwhile improvement to infrastructure and as such will give the matter thorough consideration and engage with the community regarding it.

Boardwalk around to Cullen Bay

- Stakeholders of nearby business areas such as the Casino, Cullen Bay Marina and the Paspaley Group stated that the development of the project lends itself to fulfilling a goal of the Central Darwin Area Plan for a boardwalk connecting Little Mindil with Cullen Bay around Myilly Point to increase pedestrian and cyclist activities

The development proponents welcome the opportunity to discuss the boardwalk to Cullen Bay proposal with stakeholders of nearby businesses and the NT Government.

6. CONCLUSION

This Stakeholder Engagement Plan should not be viewed as a static document nor is it meant to be static. It will be constantly reviewed and revised as the project progresses. It is acknowledged that matters evolve over the project's lifespan.

The initial purpose of this Stakeholder Engagement Plan is to provide a solid foundation for implementation of engagement activities. Stakeholder engagement will continue through all stages of the project through design, construction and operation throughout the hotel and serviced apartments' lifespan.

APPENDIX – Stakeholder Engagement Register

Stakeholder Engagement Register

PROJECT

NORTH ONE HOTEL AND APARTMENT DEVELOPMENT

ADDRESS: 25 Gilruth Avenue, Little Mindil, The Gardens, Darwin 0800

CLIENT: KTT Investment Pty Ltd

All 23 stakeholder engagement briefings were held as face-to-face meetings. All meetings were arranged and conducted by Bruce Cutler of RedSplash. Ashley Manicaros (RedSplash) attended all meetings except meetings 1, 2 and 13. Meetings were held from the 25th January 2021 to the 30th March 2021. Meetings with the NT Environmental Protection Authority (12th February 2021 and 18th August 2021) were held as video conferences arranged and conducted by Sharon Arena of BPL Environmental.

STAKEHOLDER MEETING NO.	MEETING DATE	STAKEHOLDER ORGANISATION	PERSONS	TOPICS COVERED	MAIN ISSUES RAISED	PROPONENT RESPONSE
1	25 Jan. 2021	Hospitality NT	Alex Bruce (CEO)	Project concept; target clientele	Perception of site being a community asset; Importance of community support; facilities that can be used by locals; size of front bar; Aboriginal heritage claims	Stakeholder engagement proposed with Larrakia people and community
2	27 Jan. 2021	City of Darwin	Kon Vatskalis (Lord Mayor) Scott Waters (CEO)	Project concept; economic and employment benefits for Darwin	Community or stakeholder unrest about the development proposal; encroachment of development onto Gilruth Avenue road reserve; importance of meeting with Larrakia people; upgrade of Nurses Walk staircase	Stakeholder engagement proposed with Larrakia people and community; discuss with Council regarding encroachment onto road reserve
3	29 Jan. 2021	Chamber of Commerce NT	Greg Ireland (CEO)	Project concept; economic and employment benefits; maintenance of current access through site to Little Mindil beach	Likelihood of some community pushback	Stakeholder engagement proposed with community
4	29 Jan. 2021	Office of the Chief Minister of the NT	Jason Schoolmeester (Director of Policy)	Project concept; economic and employment benefits; undergrounding of overhead power lines;	Investment implications for Darwin if development did not proceed; reaction to development from residents in the Spanish units on top of the escarpment;	Stakeholder engagement proposed with community including residents of Spanish units

Stakeholder Engagement Register- North One Hotel and Apartment Development

STAKEHOLDER MEETING NO.	MEETING DATE	STAKEHOLDER ORGANISATION	PERSONS	TOPICS COVERED	MAIN ISSUES RAISED	PROPONENT RESPONSE
5	02 Feb. 2021	Master Builders Association NT	Dave Malone (CEO)	Project concept; local procurement plan for MBA support	Investment implications for Darwin if development did not proceed; likelihood of some community pushback; need for continuing engagement with stakeholders throughout the project; need for a local procurement plan	Stakeholder engagement proposed with community; a local procurement plan will be developed
6	02 Feb. 2021	Department of Industry, Trade & Tourism	Andrew Hopper (Acting CEO) Daryl Hudson (Director)	Project concept; local procurement plan for local jobs and businesses; public access; biophilic design	Access to site from Gilruth Avenue; likelihood of negative comments from residents at top of the escarpment	Access from Gilruth to be discussed with Darwin Council; Stakeholder engagement proposed with community; a local procurement plan will be developed
7	04 Feb. 2021	Property Council NT	Ruth Palmer (Executive Director)	Project concept; importance of private investment in driving the local economy; biophilic design; upgrade of Nurses Walk; highlighted that the site is private land	Incorporation of Larrakia heritage culture in design; potential for public backlash against the development	Stakeholder engagement proposed with community; Larrakia people involvement proposed at detailed design stage for their input
8	04 Feb. 2021	National Trust NT	Tim Dixon (President)	Project concept;	Need for a heritage site analysis to be undertaken; Potential for human remains to be uncovered during construction; impact of development on sea breezes reaching heritage properties; height of development above escarpment; involvement of Larrakia people in the development	Heritage assessment of site undertaken; any human remains discovered will be properly dealt with under heritage protocols; wind impact assessment undertaken; visual impact study undertaken to emphasising impact of existing escarpment vegetation on vistas; Larrakia people involvement proposed at detailed design and construction stage
9	05 Feb. 2021	Investment Territory	Hayley Richards (Senior Executive Director) Scott Wauchope (Executive Director) Daryl Hudson (Director) Kym Nolan (Director) Thai Tung (International Relations officer)	Project concept; roles of the various consultants; proposed land fill to deal with storm surge; retention of community access; undergrounding of power lines and funding associated with this	Expected opposition to development from escarpment residents; burial sites issues; proposed height of development above escarpment; acknowledgement of Larrakia people in the development	Stakeholder engagement proposed with community; Larrakia people involvement proposed at detailed design stage for their input; AAPA certificate to be sought; visual impact study of impact of vegetation on escarpment vistas undertaken

Stakeholder Engagement Register- North One Hotel and Apartment Development

STAKEHOLDER MEETING NO.	MEETING DATE	STAKEHOLDER ORGANISATION	PERSONS	TOPICS COVERED	MAIN ISSUES RAISED	PROPONENT RESPONSE
10	08 Feb. 2021	Mindil Beach Casino and Resort	Avril Baynes (General Manager)	Project concept; retention of community access; biophilic design; economic benefit of the development	Expectation of some community pushback including residents on escarpment; burial site and sacred site issues	Stakeholder engagement proposed with community including residents on escarpment and Larrakia people; AAPA Certificate will be obtained
11	09 Feb. 2021	Larrakia Development Corporation	Nigel Browne (CEO)	Project concept;	Concerns related to sacred sites and implications for construction; involvement of LDC in the project by providing labour and becoming a shareholder in the development; maintenance of community access through the site	Stakeholder engagement proposed with Larrakia people and community; AAPA Certificate to be obtained; community access through site to be maintained; any human remains discovered will be properly dealt with under heritage protocols; proponents willing to negotiate with LDC for their involvement in the project
12	09 Feb. 2021	Tourism NT	Michael Bridge (Chair)	Project concept; investment profile;	Height of development above escarpment; target market (local v. overseas mix); public access;	Visual impact study of impact of vegetation on escarpment vistas undertaken
Video conference conducted by Sharon Arena (BPL Environmental)	12 Feb. 2021	NT Environmental Protection Authority	Lisa Bradley (Director Environmental Assessment)	Project Overview; Approval Process	Referral under the <i>Environmental Protection Act 2019</i> would likely be required; key environmental issues to address may include social and community, cultural heritage, inland water quality, hydrological processes and consideration for terrestrial quality, ecosystems, coastal processes; opportunities available to align public exhibition period with the Development Application.	A Referral to the NT EPA will be submitted for the Development, with consideration of the environmental issues discussed with the NT EPA.
13	18 Feb. 2021	Northern Territory Opposition	Gerard Maley (NT Opposition Leader) Marie-Clare Boothby (Shadow Planning Minister)	Project concept; biophilic design	Economic and jobs benefits for Darwin;	A local procurement plan will be developed

Stakeholder Engagement Register- North One Hotel and Apartment Development

STAKEHOLDER MEETING NO.	MEETING DATE	STAKEHOLDER ORGANISATION	PERSONS	TOPICS COVERED	MAIN ISSUES RAISED	PROPONENT RESPONSE
14	18 Feb. 2021	NT Minister for Employment/Member for Port Darwin	Paul Kirby (Minister for Employment/Member for Port Darwin) Leo Gifford (Chief of Staff)	Project concept; maintenance of community access to and through the site and protection of sacred sites	Little Mindil site borders the Minister's electorate & includes residents living on the escarpment above in Myilly Towers and the Spanish townhouses; height of the development; Economic and jobs benefits for Darwin;	Stakeholder engagement proposed with residents of Myilly Towers & the Spanish townhouses; visual impact study undertaken to emphasising impact of existing escarpment vegetation on vistas; A local procurement plan will be developed
15	22 Feb. 2021	Larrakia Nation Aboriginal Corporation	Robert Cooper (CEO)	Project concept;	Treatment of burial & sacred sites; indigenous links to the site; recognition of Larrakia people in the development; appointment of Larrakia people as cultural monitors on site during construction	AAPA certificate to be obtained; Larrakia people involvement proposed at detailed design stage for their input; propose to have an indigenous representative on site during excavation and construction; supportive of indigenous cultural performances during hotel operation
16	22 Feb. 2021	Cullen Bay Marina Corporation	Carmen King (CEO)	Project concept; biophilic design; economic benefits; potential for a boardwalk built around the cliff face to link public access from Cullen Bay to Little Mindil Beach	Impact on views from top of the escarpment	Visual impact study undertaken to emphasising impact of existing escarpment vegetation on vistas
17	01 Mar. 2021	Department of Industry, Trade & Tourism	Shaun Drabsch (CEO) Andrew Hopper (Deputy CEO)	Project concept; importance of investment in the Territory	Height of development; impact on heritage precinct	Wind impact assessment undertaken; visual impact study undertaken to emphasising impact of existing escarpment vegetation on vistas;
18	02 Mar. 2021	Development Application Forum	NTG department representatives and project team members (20 in attendance via video conferencing)	Project concept; approval process; undergrounding of power lines	AAPA Certificate; archaeological monitoring during excavation works; environmental impact; stormwater management; need for a construction management plan; maintenance of green roofs especially during dry season	An AAPA Certificate will be obtained prior to construction commencing; an archaeologist will monitor excavation works; stormwater management plan will be provided; construction management plan will be provided and implemented; green roofs will be irrigated

Stakeholder Engagement Register- North One Hotel and Apartment Development

STAKEHOLDER MEETING NO.	MEETING DATE	STAKEHOLDER ORGANISATION	PERSONS	TOPICS COVERED	MAIN ISSUES RAISED	PROPONENT RESPONSE
19	19 Mar. 2021	Aboriginal Areas Protection Authority	Benedict Scambery (CEO) Sophie Creighton (Director)	Project concept;	Requirement for an AAPA Certificate prior to construction commencing; stormwater management in relation to discharge into the creek	An AAPA Certificate will be obtained prior to construction commencing; a stormwater management plan has been produced
20	17 Mar. 2021	Paspaley Group	Nick Hannigan (Development Manager and General Manager)	Project concept; biophilic design; boardwalk as a piece of strategic infrastructure along the cliff face from Cullen Bay to Little Mindil	Integration of Larrakia names or designs into the final design; acknowledgement of the site's significance to Larrakia people	Larrakia people involvement proposed at detailed design stage for their input
21	19 Mar. 2021	Tourism Top End	Glen Hingley (General Manager)	Project concept;	Potential disturbance of burial sites	Proposed 2 metres of fill largely mitigates this potential
22	24 Mar. 2021	Larrakia Nation Aboriginal Corporation	Richard Fejo (Chair)	Project concept;	Indigenous employment opportunities; consultation with Larrakia people and acknowledgement of Larrakia land	Larrakia people involvement proposed at detailed design stage for their input and at construction stage
23	30 Mar. 2021	National Trust	Grace Foulds (Director)	Project concept; economic benefits to Darwin	Height of development 2 levels above escarpment level; impact of development on sea breezes	Wind impact assessment undertaken; visual impact study undertaken to emphasising impact of existing escarpment vegetation on vistas;
Video conference conducted by Sharon Arena (BPL Environmental)	18 Aug. 2021	NT Environmental Protection Authority	Lisa Bradley (Director Environmental Assessment)	Progression of NT EPA Referral	Timing for submission of Referral discussed; overview of key environmental factors being addressed; NT EPA advised that economic considerations were now incorporated into the assessment process.	Project Referral updated to include information on the economic benefits of the Development.