



## **Larrakia Development Corporation**

Larrakia Community and Cultural Centre  
Functional Brief

26 July 2017



# Executive summary

We acknowledge the Larrakia people, and recognise their sovereignty to the land and water where we live, work, rest and play.

We wish to pay our respects to their elders past, present and future.

We honour their culture and respect their attachment to their country.

## Objectives for the Centre

This report is a functional brief for the development of a business case and concept design for the Larrakia Community and Cultural Centre (LCCC).

The LCCC will be a **focal point and facility for the Larrakia people to maintain their culture for generations** to come.

Additionally the LCCC will be a centre for **sharing and developing awareness of the Larrakia people's history and culture with the world.**

The LDC would like the facility **to be an economically, socially and environmentally sustainable community centre** for the Larrakia people, and a welcoming space for non-Aboriginal people.

The LCCC will create a significant cultural drawcard which brings people into a vibrant tropical city.

The purpose of this document is to provide a high level overview of the LCCC, which could be subsequently be used to inform a more detailed business case assessment.

# Table of contents

1.	Larrakia’s Aspirations for this Facility .....	1
2.	Scope of LCCC’s Services .....	2
2.1	Hours of Operation .....	2
2.2	Other Items .....	2
3.	Functional Relationships .....	3
3.1	Location of the LCCC .....	3
3.2	Interconnection with Local Attractions .....	3
3.3	Home for the Larrakia .....	3
3.4	Sharing / Keeping the History .....	3
3.5	Tourist Destination .....	4
3.6	Ferry / Berthing .....	4
4.	Key Operational Items .....	5
4.1	Cultural Education .....	5
4.2	Community Meeting Centre .....	5
4.3	Museum and Art Exhibition Space .....	5
4.4	Café / Restaurant .....	5
4.5	Function and Meeting Event Space .....	6
4.6	Retail Facility .....	6
4.7	Operational Services .....	6
5.	Other Cultural Centres .....	7
6.	The Team .....	9

# Table index

Table 1	The Team .....	9
---------	----------------	---

## Figure index

Figure 1	Proposed Site .....	1
Figure 2	GHD's Office in Hobart (an example of using an existing rock face in an auditorium / reception area) .....	4
Figure 3	RACV Torquay Restaurant (demonstration of using the view as a selling point for events).....	6



# 1. Larrakia's Aspirations for this Facility

The Larrakia People are the traditional owners of the lands and waters known as the greater Darwin region.

Larrakia country encompasses the land and water between Cox Peninsula in the West, Gunn Point in the North, and Adelaide River in the East as far South as Acacia.

The Larrakia people currently do not have a centre in which they can meet, teach and share their history and culture with their people, other Aboriginal communities and non-Aboriginal people of the NT, Australia and the world.

To provide a facility that can be a centre point for this community to teach their people their language, history and stories is critical in maintaining their culture for generations to come. This objective should be paramount for any jurisdiction that has Aboriginal people, and will align with the UN's *Declaration for the Rights of Indigenous Peoples* in the following areas;

## Article 3

*Indigenous peoples have the right to self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development.*

## Article 11

1. *Indigenous peoples have the right to practise and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature.*

2. *States shall provide redress through effective mechanisms, which may include restitution, developed in conjunction with indigenous peoples, with respect to their cultural, intellectual, religious and spiritual property taken without their free, prior and informed consent or in violation of their laws, traditions and customs.*



Figure 1 Proposed Site

## 2. Scope of LCCC's Services

The primary function of the centre is to provide a place in the NT capital city and within the Larrakia country for the following activities:

- Language, history and culture classes for Larrakia people
- A centre for Larrakia people to meet to discuss community matters and host community events
- Language, history and cultural awareness education for all school children in the Darwin region
- Provide a centre for artefacts and art to be displayed, both publicly
- A site for Larrakia artists to prepare their works privately
- Provide a centre for visitors to the region to see Larrakia culture and history
- A bush tucker / bush medicine garden
- Internal and external healing spaces

Additionally the Larrakia Development Corporation is designed to provide commercial opportunities for the Larrakia people, therefore we would recommend the facility also house:

- Creation of an Aboriginal tourism hub to cater for other Aboriginal owned tourism businesses, and to provide a link to other Cultural Centres in the NT and the iconic arts trail
- A café / restaurant with commercial kitchen, which could look at additional services including outside catering i.e. office lunches etc.
- An auditorium / amphitheatre and meeting spaces which can be used for educational events, as well as hired out to corporations

- A retail facility in which local Aboriginal artists can sell their wares
- A function facility that incorporates the panoramic views of the harbour
- A berthing base for a ferry service, and in the future a car ferry terminal
- Provision for Government Tourism related floor / facilities to market NT tourism destinations, particular to service visiting cruise ships
- Professional offices and serviced offices for domestic and international businesses

The facility would be designed to operate even in the extremes of the Wet Season.

### 2.1 Hours of Operation

The museum and art space will generally be open during the day.

A business case would inform the opening hours for the additional facilities, such as retail and eateries.

Function facilities would be based on the hiring of the services.

The school for Larrakia people would operate on weekends, or as required.

### 2.2 Other Items

A website for the LCCC would be established which highlights the services offered at the LCCC. The webpage would also link to a donations page.

## 3. Functional Relationships

### 3.1 Location of the LCCC

The LDC sees that to align with the importance and meaning associated with one of the few remaining Larrakia sacred sites in Darwin Harbour, the centre would be housed on the waterfront, located immediately adjacent to the sacred site 'Chinute Chinute' commonly known as 'Stokes Hill'.

There is currently vacant land within the area of interest, which the LDC has brought to the attention of the NT Government, the Federal Government and the Northern Land Council (NLC).

This parcel of land is the preferred site due to its accessibility to the Darwin CBD, and a known sacred site. It will provide a living example in the education of visitors to the LCCC.

The commerciality aspects of this site are believed to be practical due to the attractive views that are on offer. This would provide a selling point to increase venue based function sales, such as weddings and gala events.

The immediate shoreline would provide for accessibility to the harbour and future ferry berthing due to the water depth.

In order to provide a central 'meeting place' for the tourists entering Darwin via cruise ships (and other forms of transport), the LDC would suggest the NTG consider resettling the Tourism information centre to this site. This would provide an easily accessible starting point for tourists into the NT.

This site would be able to tie in with the sights between the Luxury Hotel and Tipperary Waters, thus creating a scenic tourist walk, which could transition the tourist precinct into residential facilities, such as the future Frances Bay development.

### 3.2 Interconnection with Local Attractions

As the LDC has mentioned, they are keen to have the LCCC become a tool in which they can share their culture with their own people, Territorians and visitors to Darwin.

With this in mind it would be a practical expectation that the LCCC would form an association with other waterfront facilities to encourage visitors and locals to explore the Larrakia culture and the modern social offerings of Darwin's CBD.

### 3.3 Home for the Larrakia

The facility will provide a central place for the Larrakia to house any documents / artefacts that would be considered important to the community.

### 3.4 Sharing / Keeping the History

The LCCC could be become a facility that houses all Larrakia history and artefacts.

An archive room / centre would be incorporated to facilitate this.

The LCCC would be able to build relations with other Aboriginal groups nationally and globally to assist in sharing knowledge and research, whilst maintaining and promoting all aspects of Larrakia culture.

### 3.5 Tourist Destination

The Larrakia have a strong desire to not only maintain their culture, but to share it with others.

The LCCC could serve as the starting point for various tourism ventures, such as Darwin walking tours, Litchfield tours and cultural tourism ventures.

A website would be developed and updated regularly to highlight upcoming cultural events, festivals etc.

A Larrakia business could be housed within the LCCC and which provides a traditional welcome to the cruise ships that stop into Darwin. This would offer a unique experience to the cruise passengers when arriving in Darwin.

There are Aboriginal businesses that already offer these services. With the building of the LCCC these operators would now have a focal point to coordinate their enterprises, building on the growth of the NT tourism industry. This could include providing space for other Aboriginal tourism operators to promote their services in a central hub.

Additionally, the LCCC could provide opportunities for locally based themists, florists, and makeup artists to establish themselves through the wedding and major events held at the LCCC.

### 3.6 Ferry / Berthing

The deep water ferry berth has the capacity to accommodate future ferry services connected to Cullen Bay and Mandorah, as well as a future service to Palmerston. In addition there is additional capacity to eventually accommodate a car ferry service.

Chartered boat tours could also establish 'pick-ups' from the mooring space on the berth. This could provide an opportunity for Larrakia people to establish related businesses.



**Figure 2** GHD's Office in Hobart (an example of using an existing rock face in an auditorium / reception area)

## 4. Key Operational Items

LDC has considered the facilities for the LCCC to encompass their ideals of providing a future for the Larrakia people and their culture, whilst understanding the practicalities of operating a facility that is either self-sustaining, or has limited reliance on Government support.

Therefore, the key operational items listed below are based on aspirations and practicalities of running a facility in Darwin.

### 4.1 Cultural Education

One of the primary purposes of the LCCC is to provide a place for the education of Larrakia people on their language, culture and history. These classes will use the indoor and outdoor meeting spaces.

LDC would like to work with the Department of Education to arrange education days for the Darwin, Palmerston and rural area schools. These classes will use the museum / gallery and the auditorium.

This cultural education is also intended to be open to the public and visitors, and would have fees associated with the relevant courses.

### 4.2 Community Meeting Centre

The LCCC's other primary focus is to provide a meeting place for Larrakia people to hold community based meetings and events.

Therefore outside meeting spaces are required in the design to incorporate some cultural needs.

The outdoor meeting areas need to cater for the wet as well as the dry season.

When not in use these areas would also be available for hire to the public.

### 4.3 Museum and Art Exhibition Space

The LCCC is to be a place to exhibit the history and culture of the Larrakia people and potentially other Aboriginal groups from the region. This may include:

- Pre-1869
- Trade relationships and interactions with other Aboriginal groups and early Asian settlers
- Stolen Generation
- WWII
- Link in to other destinations in which tourists / visitors could be attracted to
- Introduction to other Aboriginal groups for the region
- Artworks and artefacts
- Stories – including videos, photographs, artwork and recordings (this will need to be checked for sensitivities) this would require careful management

### 4.4 Café / Restaurant

A commercially viable food outlet needs to be considered.

LDC would prefer the outlet to be a restaurant. However we must consider what would generate the most commercial success and encourage visitors to the facility to use the outlet, whilst allowing

diners to use the facilities without necessarily visiting the other facilities.

The kitchen servicing this outlet would also be used for any functions / events, in order to reduce cost in construction and ongoing operational costs.

#### 4.5 Function and Meeting Event Space

For commercial purposes the LDC would like the LCCC to provide event space for hire for meetings, gala events, weddings, and birthdays.

The use of the view of the Harbour would provide a pristine backdrop to any wedding or special event. It is expected the main function facility / room would have this view incorporated into the design with a covered deck included.

#### 4.6 Retail Facility

LDC would like to include a retail / shop where artefacts related to the LCCC and Larrakia people can be sold.

This would include having live crafts that can be sold on the spot, thus having Larrakia artists selling their creations direct to the public.

#### 4.7 Operational Services

In order to successfully manage the operations of the LCCC, there would need to be operational areas included in the design, including:

- A loading dock which is easily accessible to the function rooms and kitchens due to health regulations related to food handling, and for practicality.
- Administration offices / spaces
- Service areas including storage facilities, secured offices, grease trap, utilities rooms
- Parking facilities.



**Figure 3 RACV Torquay Restaurant** (demonstration of using the view as a selling point for events)

## 5. Other Cultural Centres

LDC has nominated a number of other Aboriginal Cultural Centres as examples of their vision, including:

### **Narana Aboriginal Cultural Centre**

*Narana is an award winning Aboriginal Cultural Centre offering authentic, immersive, cultural experiences.*

*Experience the World's Oldest Living Culture first hand with a Free self-guided Tour or book one of our group visitor experience tours delivered by expert Cultural Interpreters.*

*Listen and Learn about Ancient Dreaming stories, Connection To Country through Songlines, artworks, cultural artefacts and bush tucker.*

*Nestled amongst native trees, walkways, garden & our resident wild life is our Cultural Education Exhibition Building, Art Gallery, Café Narana & Retail Outlet.*

*Narana's Art Gallery exhibits & sells artworks from internationally acclaimed and emerging Aboriginal and Torres Strait artists to suit all budgets.*

<http://www.narana.com.au/>

### **Koorie Heritage Trust Cultural Centre**

*Surrounded by the largest collection of Koorie art and artefacts in Australia and overlooking the Birrarung (Yarra River) on one side and Federation Square on the other, our spaces promote and support the diversity of Aboriginal peoples of South East Australia and celebrates our strong and continuing contemporary culture grounded in a 60,000 year old history.*

*They offer a range of programs and services including the only public collection in Victoria dedicated solely to Koorie art and culture comprising artefacts, pictures and photographs as well as an Oral History Program and a Reference Library; cross cultural awareness training and tours; exhibitions; a Koorie Family History Service; Venue hire; and a retail shop.*

<http://www.aboriginalartdirectory.com/shop/museum/koorie-heritage-trust.php>

### **The Native Canadian Centre of Toronto**

*Native Canadian Centre of Toronto is a membership-based, charitable organization located in the heart of downtown Toronto in a beautifully renovated heritage building. NCCT offers a wide range of programs and services based on Indigenous cultural traditions and teachings. All are welcome.*

<http://ncct.on.ca/>

### **Saskatchewan Indigenous Cultural Centre**

*The Saskatchewan Indigenous Cultural Centre (SICC) website is designed to serve as a resource for compiling and sharing information related to the language, culture, arts, history, and current affairs of the Plains Cree, Swampy Cree, Woodland Cree, Dene, Nahkawē (Saulteaux), Dakota, Nakota, and Lakota. It has been established to assist First Nations people, educators, students, government agencies, and the general public in gaining access to information pertaining to Saskatchewan First Nations.*

<http://www.sicc.sk.ca/>

## **First Nations Museum**

*The Squamish Nation and Lil'wat Nation have coexisted respectfully as neighbors since time immemorial. We have thrived on the bounty of the ocean, the rivers, and the land — living in close relationship with the world around us. Our cultures are grounded in rich, ancient traditions, and continue to grow and evolve in a modern world.*

*We have built the Squamish Lil'wat Cultural Centre (SLCC) to share our cultural knowledge to inspire understanding and respect amongst all people, and we know that by visiting our Cultural Centre, that you will embrace this vision and live by it.*

*Our people have treated the site with respect, building on the northern side of the property — leaving the forested area mostly untouched. The building is designed to evoke the longhouses of our Squamish people and the Istken (traditional earthen pit house) of our Lil'wat people with a modern architectural interpretation.*

*The Squamish Lil'wat Cultural Centre in Whistler BC (where mountains, rivers and people meet), embodies the spirit of partnership between two unique Nations who wish to preserve, grow and share our traditional cultures. It stands as testimony to our proud heritage — from time immemorial to the present.*

<https://slcc.ca/>

## **Hawaiian Cultural Centre of Hamakua**

*Fueled by Lanakila Mangauil's passion for Hawaiian culture and his interest in environmental stewardship, community members have rallied together to work with him in creating the Hawaiian Cultural Centre of Hamakua.*

*The Hawaiian Cultural Centre of Hamakua is a multi-cultural, multi-generational community centre situated in the heart of Honoka'a on the Island of Hawai'i.*

*It is a space for residents to deepen their connection with Hawaiian culture through community classes in arts, hula, language, history, agriculture, philosophy, and more. The centre hosts special events, guest speakers, community service projects, and cultural exchange programs, creating a foundation for future generations.*

<https://hccoh.org/>

## **Ka'iwakiloumoku Hawaiian Cultural Centre**

*Ka'iwakiloumoku Hawaiian Cultural Center is an intergenerational community gathering place dedicated to Kamehameha Schools' cultural philosophy, Nohona Hawai'i — Hawaiian living and learning.*

*Guided by its mission — E Kü ke Ola i ka Moku, Ensuring a Vibrant Hawaiian Society — Centre programs focus on traditional and contemporary Hawaiian arts and culinary practices, and emphasize values that strengthen the 'ohana and the Lāhui Hawai'i.*

[www.kaiwakiloumoku.ksbe.edu](http://www.kaiwakiloumoku.ksbe.edu)

*All briefings on the centres were taken from the relevant websites*

## 6. The Team

The business case will be prepared with the involvement of the following people:

**Table 1 The Team**

Name	Role	Brief Description of their Experience
 <p><b>Nigel Browne</b> CEO of Larrakia Development Corporation</p>	<p>Nigel will review all comments and reports from GHD to ensure alignment with the needs of LDC on this project.</p> <p>Nigel will be included in all project meetings, and is responsible for liaising with the Larrakia people to ensure the process is informed and inclusive.</p>	<p>Nigel is a Larrakia and Wulna man. He is the current CEO of the LDC after serving as a Director on the board since 2005 and Chair from 2010 to 2013. Nigel studied at Northern Territory University where he graduated with a Bachelor of Laws in 2001. Professional roles include Crown Prosecutor (ODPPNT), Aboriginal Lands (SFNT), and Policy Adviser (Chief Minister's Office). Nigel has held board positions with the North Australian Aboriginal Justice Agency, Law Society (NT) and Australia Day Council (NT). In August 2011 Nigel was announced as the National Indigenous Legal Professional of the Year, in recognition of his advocacy, representation, and contribution to Larrakia people. He is also a member of the Australian Institute of Company Directors.</p>
 <p><b>Kate Finch</b> Client Relations NT</p>	<p>Kate will coordinate the GHD resources and will be responsible for keeping Nigel and the LDC up to date with the progress of the project.</p>	<p>Kate joined GHD in 2010, and is responsible for managing the Business Development, Marketing and Client Relationships in the NT.</p> <p>Kate has over 24 years' experience in hotel management, primarily in the food and beverage sector.</p> <p>During her career Kate has established a strong understanding of the requirements needed to deliver a quality and timely product to her clients. Through her management of several profitable business units Kate has built up her knowledge on people leadership and budgets in order to increase client satisfaction and profitability</p>

Name	Role	Brief Description of their Experience
 <p><b>Tomas Nohel</b> Executive Advisor</p>	<p>Tomas will lead the business case assessment, which will be based on the Functional Brief.</p>	<p>As an Executive Advisor with GHD, Tomas undertook various roles as a Project Director, Project Manager and specialist strategy and business case development consultant, being involved in a number of infrastructure initiatives, including leading the business case review for the proposed Melbourne Metro Rail project.</p> <p>Tomas brings in understanding of sponsors' perspectives through his involvement in qualitative and quantitative economic and commercial assessment of infrastructure, implementation of the Investment Management Standard as part of the business case development process, as well as strong appreciation of various approaches and requirements for business case development work across sectors and jurisdictions. Tomas is an accredited facilitator.</p>
 <p><b>Angelique Brett</b> Architect / Senior Project Manager</p>	<p>Angelique will develop a concept design in line with the inputs from Nigel and Tomas.</p> <p>Angelique's concept will be an interpretation of key cultural imagery from Larrakia culture.</p>	<p>Angelique is a registered architect and has over ten years' experience in project management and architecture. She has experience as a project manager and architect on a variety of projects and has a comprehensive understanding of the construction industry in the Northern Territory including planning controls and development guidelines. She has well-developed and well-established project definition and delivery skills working with existing buildings and infrastructure.</p>

GHD

Level 5, 66 Smith Street Darwin NT 0800  
GPO Box 351 Darwin NT 0801  
T: (08) 8982 0100 F: (08) 8981 1075 E: drwmail@ghd.com.au

© GHD 2017

This document is and shall remain the property of GHD. The document may only be used for the purpose of assessing our offer of services and for inclusion in documentation for the engagement of GHD. Unauthorised use of this document in any form whatsoever is prohibited.

G:\43\0101200\Indigenous Services\LDC\37707 External version V2.docx

Document Status

Rev No.	Author	Reviewer		Approved for Issue		
		Name	Signature	Name	Signature	Date
A	K.Finch	K.Finch		S.Tucker		07/06/2017
B	K.Finch	K.Finch		S.Tucker		26/07/2017

[www.ghd.com](http://www.ghd.com)

