

2021-2023

PRIORITY PROJECTS



Acknowledgement of Country

City of Darwin acknowledges the Larrakia people as the traditional owners of all the land and waters of the Greater Darwin region.

To the Larrakia, Darwin is known as Garramilla. The original language of the Larrakia is Gulumirgin (pronounced Goo-loo-midgin).

Often referred to as “Saltwater People”, the Larrakia lived, loved, birthed, hunted and survived a life on pristine coastal and inland areas. Established ‘song lines’ connecting Larrakia people to Country penetrate throughout their land and sea, allowing stories and histories to be told and retold for future generations.

The Larrakia culture and identity is rich and vibrant. In the footsteps of the Larrakia people, City of Darwin will continue to foster this culture and identity by creating a vibrant community together.

PHOTO COURTESY OF LARRAKIA NATION





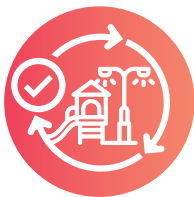
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Our Strategic Planning Framework

Darwin 2030 *City for People. City of Colour.*

DELIVERED THROUGH FIVE KEY STRATEGIC DIRECTIONS AND TARGETS:



A capital city with best practice and sustainable infrastructure

TARGET: By 2030, a number of strategic infrastructure projects will be developed and delivered



A safe, liveable and healthy city

TARGET: By 2030, Darwin will be a safer place to live and visit

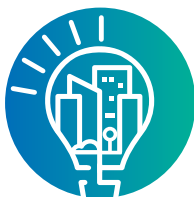
TARGET: By 2030, Darwin will be increasingly recognised as a liveable city

TARGET: By 2030, Darwin residents will be more active and healthy



A cool, clean and green city

TARGET: By 2030, Darwin will be recognised as a clean and environmentally responsible city



A smart and prosperous city

TARGET: By 2030, Darwin will be recognised globally as a Smart City

TARGET: By 2030, Darwin will have attracted and retained more residents and will offer sustainable investment opportunities



A vibrant and creative city

TARGET: By 2030, Darwin will be recognised as an iconic destination

TARGET: By 2030, Darwin will be a more connected community and have pride in our cultural identity

Underpinned by City of Darwin's Governance Framework

Vision and
Culture

Roles and
Relationships

Decision
Making and
Management

Accountability



Our Strategic Role

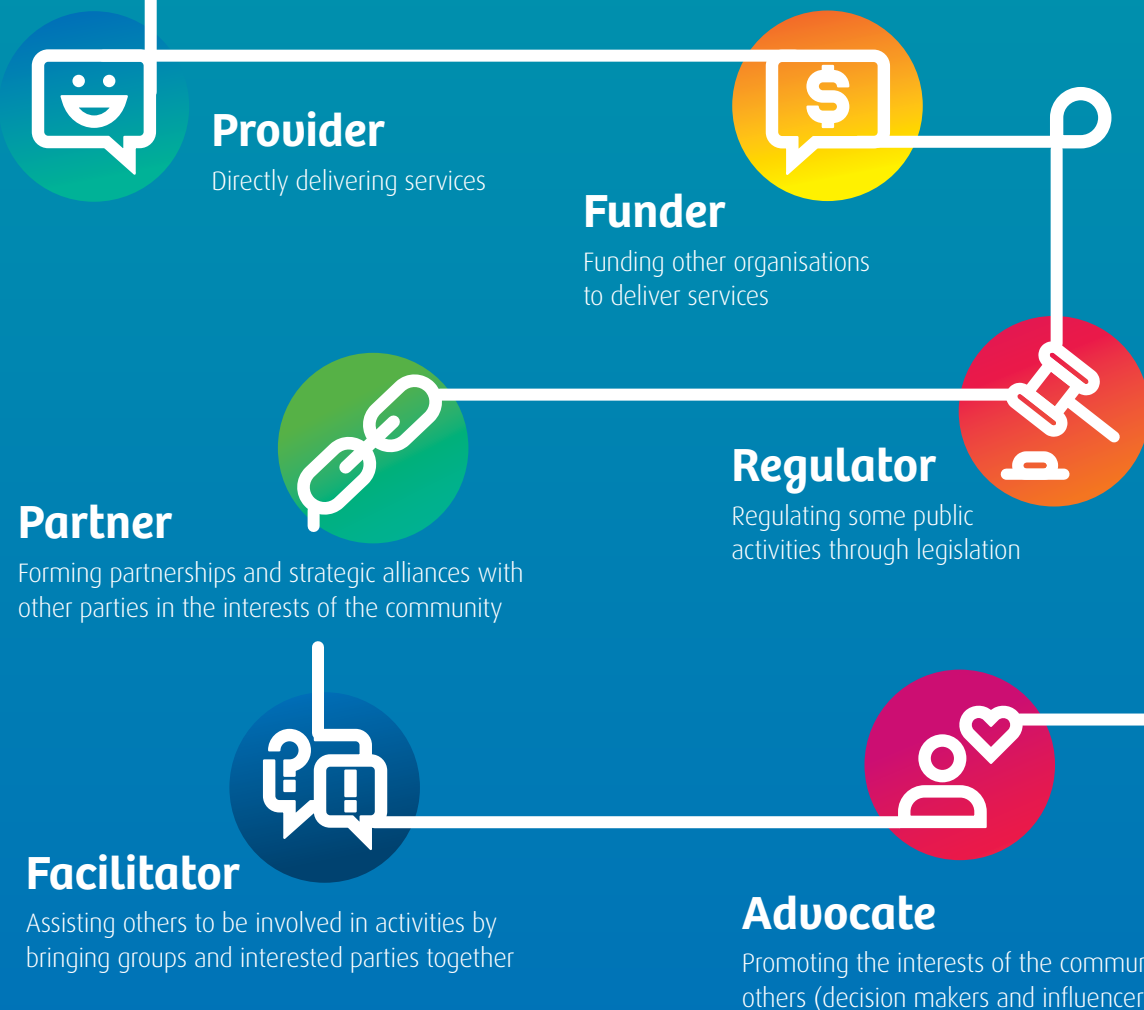
“A City whose council collaborates with all levels of government and public/private interests to bring planning goals to reality.

A city whose residents have confidence in the City of Darwin for being sustainable and accountable, collaborative and for being an effective communicator.”

Living Darwin Summit, May 2018

The community have given Council a clear mandate to advocate and partner and have identified this as part of City of Darwin’s role to deliver on the Darwin 2030 – *City for People. City of Colour.* Strategic Plan.

CITY OF DARWIN’S STRATEGIC ROLES ARE:



Why Darwin?

Darwin is the capital of the Northern Territory and Australia's northernmost capital city. Darwin is the social, cultural and economic heart of the Northern Territory



Strategically Located

Bordering the Timor Sea, Darwin is Australia's closest connection to key trading markets in Asia made accessible through a 24/7 international airport and a large shipping port. The city is primarily a residential, commercial and military area. Host to three Defence bases within the municipality, Darwin holds a strategic location in Australia's defence and national security interests.

Young, Diverse, Vibrant

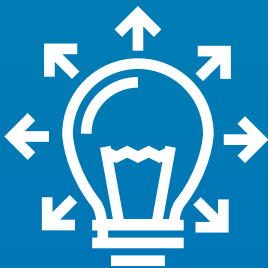
The population of Darwin is younger than for other Australian capital cities and 7.4% of the population identifies as Indigenous. In addition, many residents were born overseas and speak a language other than English.

Residents enjoy a temperate climate with two European named seasons; the Wet which sees high temperatures and humidity and the Dry which offers cooler temperatures and beautiful sea breezes.



Full of Potential

Darwin is strategically positioned to support the Federal Government's Northern Australia and Asia Pacific agenda. Darwin also has an important role to play in alleviating the pressures being experienced in some of the nation's metropolitan cities as a result of population growth and migration. To enable Darwin and the surrounding regions enormous potential to be realised, investment in enabling infrastructure and projects will be essential. The Federal Government, Northern Territory Government and domestic and international investment in Darwin region will not only support the local community but will deliver benefits for Australia.





Growth Ready

The combination of superior COVID-19 management, economic potential, renewable energy advantages and inclusive society means Darwin is ideally positioned as a growth centre of strategic significance in Northern Australia. However, in order to realise this potential, City of Darwin requires investment in the infrastructure, innovation and community that will provide the foundations for future growth.



Investment Destination

City of Darwin is seeking to create opportunities to enhance the economic, cultural and environmental sustainability of Darwin. The city will work with the community and partners, provide leadership and deliver services to achieve these outcomes and is seeking funding partners to achieve these goals.



Exciting Future

The development of this Priority Projects Advocacy Plan from 2021 to 2023 allows all stakeholders and investors to understand the opportunities and future project plans for Darwin as it realises its vision as *City of Colour. City for People.*

Strong History

Darwin's strong history, built from its original inhabitants, the Larrakia, the historical Bombing of Darwin in 1942 and Cyclone Tracy in 1974 have shaped our city. This is why, in the face of natural disasters and historic events such as the 2019 global pandemic we are able to demonstrate resilience and strength from a social, economic and environmental perspective. City of Darwin will utilise our strong history to advocate for an even better future.



Valued Cultural Heritage

As one of the most multicultural cities in Australia, Darwin people value the benefits that cultural heritage brings to the community to create connections, build relationships and celebrate diversity.

Darwin's traditional owners, the Larrakia, are landowners and custodians of the City and are valued stakeholders in Council's advocacy agenda. City of Darwin aims to both respect and celebrate its first nation people and other cultures for the city's future.

Project Map



Strategic Projects

Location Project

- | | |
|----|--------------------------------------|
| 1. | Casuarina Aquatic and Leisure Centre |
| 2. | Lameroo Beach Seascape |
| 3. | Bundilla/Vestey's Reserve |
| 4. | Smart Northern Suburbs |
| 5. | Service Commercialisation |
| 6. | Renewable Energy Hubs |

Major Projects

Location Project

- | | |
|----|--|
| a. | Dick Ward Drive Rehabilitation |
| b. | Lee Point Road Duplication |
| c. | Mindil Markets Upgrade |
| d. | Nightcliff Beach Redevelopment |
| e. | Lake Alexander Upgrade |
| f. | Coastal Erosion Protection |
| g. | Gardens Oval Upgrades |
| h. | Nightcliff Oval Upgrades |
| i. | Shoal Bay Waste Management Facility Upgrades |



Strategic Priority Projects

It is important that the advocacy agenda remains flexible and fluid, enabling Council to be responsive to changing community needs and changes in political and economic environments.

The Territory's growth rate is expected to be one of the highest in the country over the next several years and this—coupled with the opportunities presented by the Australian Government's economic stimulus funding for infrastructure development—presents a very positive outlook for Darwin. City of Darwin will use this opportunity to bid for funding to fast-track its long-term capital and strategic projects identified in this plan.

As a result, City of Darwin is seeking to create opportunities to enhance the economic, cultural and environmental sustainability of Darwin. The City will work with the community and partners, provide leadership, and deliver services to achieve these outcomes. As part of this endeavour, the City is seeking investors and funding partners to support the delivery of a number of major projects for the City

City of Darwin has drawn on the outputs of previous infrastructure planning programs, community consultations and the knowledge of its Elected members—and taken into consideration the Darwin City Deal—to put forward six priority projects that will excite the community, be transformative and draw investment into Darwin to boost its economy and appeal.



CASUARINA AQUATIC AND LEISURE CENTRE

Redevelop the Casuarina pool into an all-seasons aquatic, exercise and leisure community precinct.


\$25.0M
Budget



LAMEROO BEACH SEASCAPE

A transformation of the under utilised and largely inaccessible lower Esplanade and Lameroo Beach area into a vibrant logical extension of the iconic Waterfront tourism precinct.


\$150.0M
Budget



BUNDILLA/VESTHEY'S RESERVE

Opportunity for government-private partnerships to develop a substantial and innovative recreational mixed-use facility to attract tourists, provide economic opportunities and retain residents.

\$40.0M
Budget



SMART NORTHERN SUBURBS

Establishing technology enabled infrastructure across Darwin's northern suburbs enhancing amenities and enabling data-driven decision making in the management of public assets.

\$10.0M
Budget



SERVICE COMMERCIALISATION

A project by City of Darwin to establish a commercialisation framework to guide decision making when considering non-rate revenue generation alongside service provision and community need.

\$1.0M
Budget



RENEWABLE ENERGY HUBS

Invoking transformative renewable energy generation projects and consumption, emission and waste reduction initiatives across Darwin.

\$20.0M
Budget

Strategic Project 1 - Casuarina Aquatic and Leisure Centre

A unique new outdoor aquatic and leisure centre will be pivotal to improving liveability in Darwin's northern suburbs.

City of Darwin is seeking funding from the Australian Government to deliver its largest aquatic facility upgrade project to redevelop the Casuarina Pool into the Casuarina Aquatic and Leisure Centre.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Casuarina Electorate
City of Darwin	Richardson Ward

THE ASK

Australian Government	\$7.5M
Northern Territory Government	
City of Darwin	\$17.5M



PROJECT BACKGROUND

Casuarina is a northern suburb within the City of Darwin and is the home of Casuarina Square, the Territory's largest shopping centre. Casuarina is well resourced to support families, young adults and students at Charles Darwin University, with a broad range of commercial and public facilities made accessible by a major bus interchange. Leisure options include a cinema, a sports-club, indoor activity and game centres, a library and the Casuarina pool.

The Casuarina Aquatic and Leisure Centre is a project that will transform the space occupied by an under-utilised 70's-vintage lap-pool, into a contemporary, resort-style, youth and family aquatic recreation and leisure facility that is geared toward meeting the health and recreational needs of the resident community and visitors.

The inclusion of a variety of active-play options, picnic and BBQ areas, a café-restaurant, plus indoor community, club and health-oriented spaces, will create an activated, engaging precinct for families, community organisations and businesses alike.

Providing a greater diversity of lifestyle attractions and community engagement opportunities will serve to

enhance the attraction and retention of visitors and residents to Darwin's northern suburbs.

City of Darwin developed masterplans for each of its public swimming pools to provide differentiated appeal, with the focus on competition and training at Parap, and a relaxed tourism lifestyle at Nightcliff. The Casuarina Aquatic and Leisure Centre will therefore complement, rather than compete with, the other built aquatic experiences available throughout the City.

Having ready access to safe public swimming options when seeking relief from Darwin's tropical heat is an important community requirement and the physical and mental health benefits it delivers are significant.

Economic benefits will also flow from the project with 320 jobs created, an injection of an estimated \$87m into the economy with a \$19.3m impact on Darwin's GDP.

It is also estimated the facility will deliver improvements to the operational costs in the vicinity of \$300k per annum, resulting in an increased output to the Darwin economy of around \$500k p.a.

City of Darwin is calling for funding from Federal and Territory governments to enable delivery of this pivotal project.



PROJECT HISTORY

Opened in 1977 the Casuarina pool transformed the lives of residents of the newly constructed northern suburbs. At a time when private pool ownership was low, air-conditioned residences rare and youth seeking fun outdoor activities, the pool was a major and highly valued community asset that experienced high use in the first few decades.

Casuarina pool—one of three public pools owned by City of Darwin—was originally intended to be the main regional competition and training venue but was superseded in that capacity with the re-development of the Parap pool from 2015.

City of Darwin undertook broad community consultation between 2016 and 2018 on elements to enhance the appeal of a revised Casuarina Pool strategic redevelopment. It culminated in the Casuarina Aquatic and Leisure Centre masterplan showcasing a reimagined resort-style complex designed to expand the overall aquatic market options in Darwin.

The venue is poised to once again become the focal point of community activity and engagement in the northern suburbs.

THE ISSUE

The Casuarina pool is the only pool in the outer northern suburbs of Darwin. The pool is more than 40 years old and near end of life. This prime real estate is significantly underutilized.

THE VISION

The vision is to create an inviting space where people of all ages and abilities can come together to exercise, socialise, relax or celebrate. Whether you want to cool down and relax with family and friends, enjoy a coffee or practice butterfly, Casuarina Aquatic and Leisure Centre will be a place for everyone. The three pools are the heart of the design, which is linked by a leafy green arbour walkway that acts as a visual guide and central pathway through the site.

PROJECT DESCRIPTION

The Casuarina Aquatic and Leisure Centre Project will deliver:

- ✓ Eight lane 50m pool
- ✓ Heated six lane 25m pool
- ✓ A “resort-style” pool with graduated entry
- ✓ Shaded 50 metre lap; swimming pool
- ✓ Ample natural and man-made shade
- ✓ Fully accessible facilities
- ✓ Wet and dry play and recreation facilities.
- ✓ Community facilities such as safe, meeting spaces, sport club rooms, exercise facilities, fully inclusive amenities, and allied health facilities.

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Strategic Project 2 - Lameroo Beach Seascape

City of Darwin is seeking funding from the Australian Government to deliver this transformative tourism infrastructure project which will connect Darwin’s esplanade foreshore and city centre.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Port Darwin Electorate
City of Darwin	Lyons Ward

THE ASK

Australian Government	\$150.0M
Private Investment	Seeking for commercial opportunities



PROJECT BACKGROUND

The growth of Darwin from an economic, social and cultural perspective over the last 30 years cannot be challenged with the standout being a 4.6% pa growth from 2010 to 2021. Darwin has also become a globally recognised tourism destination.

Darwin’s city centre offers entertainment, retail, dining and green parks. The Darwin city centre bordered by the blue waters of Darwin Harbour. To the south, the city centre links to the popular Darwin Waterfront precinct, an attractive location for tourists and residents, with a man-made beach, wave pool and parklands surrounded by restaurants and bars. The Waterfront precinct also hosts the cruise ships visiting Darwin.

Whilst the City is developed in other directions, to the west the Esplanade has limited development.

Bicentennial park weaves along the west of the city centre, and with its elevated position offers impressive views of the harbour and views out to the Timor Sea. At the base of Bicentennial Park is the iconic Lameroo Beach. The development of the near shovel-ready Lower Esplanade and Lameroo Baths would be a

key connective element of the City’s sense of place as a world class destination and will play a key role in diversifying Darwin’s tourism offerings in a pivot towards our domestic markets in the post-COVID world.

The space between the city centre and the harbour offers existing green space to be built upon to harness the beauty and attractiveness of the tropical features of Darwin. City of Darwin see’s significant potential and opportunity for investors through the attraction and retention of resident and visitor populations to developments on the western corridor of Darwin CBD. With over one million visitors to the Darwin Waterfront in 2015/16 the potential for locations on the west of the City are high.

The development will be a catalyst for public and private investment in foreshore developments, giving existing business operators the confidence to expand, while attracting unique and contemporary offerings to the area.

There will be \$150.0M spend and approximately 316 direct jobs for the construction sector during construction with a ripple effect of 476 to other sectors such as retail, food and beverage, and manufacturing.



THE ISSUE

The western corridor of the Darwin city centre is underdeveloped, does not provide linkage to the Darwin Waterfront Precinct and there are few walkable connections between all city centre attractions. There is no beach access and for a harbour city there are few opportunities for safe swimming or year-round beach swimming.

THE SOLUTION

Near shovel-ready transformational project providing improved infrastructure and site activation that will help develop new opportunities for local supply chain businesses, revitalise tourism operators and further cement Darwin as the vibrant capital of the north. Improve environmental integrity by making the beachfront more resilient to cyclones and storm surges while increasing urban green space.

PROJECT DESCRIPTION

Creation of a safe swimming beach (Lameroo beach) in the cove below Parliament House. A sea wall would be required to keep poisonous jellyfish and crocodiles out of the swimming area.

Beachfront amenities such as public toilets, change rooms, surf lifesaving facilities and an iconic restaurant/café would also need to be developed.

Boardwalks creating connections from Centennial Park and Doctors Gully would also be constructed.

The project promises to deliver an attractive and connected location for tourists and residents with a man-made beach and associated amenities surrounded by green space and dining facilities.

The Lameroo Beach Seascape Project will deliver:

- ✓ A safe swimming area / manmade beach (Lameroo Beach)
- ✓ A new sea wall to protect swimmers from poisonous jellyfish and crocodiles
- ✓ Beachfront amenities such as public toilets and change rooms
- ✓ Surf lifesaving facilities
- ✓ A new iconic restaurant / café
- ✓ Boardwalks connecting Bicentennial Park and Doctors Gully
- ✓ An attractive tourist destination
- ✓ Enhanced green spaces in the city centre

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Strategic Project 3 - Bundilla/Vestey's Reserve

City of Darwin is seeking funding through a public / private partnership arrangement to develop unique public spaces on land adjacent to Darwin Harbour's Fannie Bay.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Fannie Bay Electorate
City of Darwin	Chan Ward

THE ASK

Australian Government	\$10.0M
Northern Territory Government	\$10.0M
City of Darwin	Contribution to be determined
Private Investment	\$20.0M



PROJECT BACKGROUND

Bundilla Beach (Vestey's Reserve), offering more than 200,000 square metres of public open space, is a parcel of coastal land in Fannie Bay, just to the north of Darwin's famous Mindil Beach. The reserve includes a 1.75 Ha man-made lake, various walking and cycling tracks, a playground, seating and barbeque areas.

Bundilla Beach is a gently curving 2.2km stretch of foreshore extending north from Bullocky Point near the Museum and Art Gallery of the NT. Located between the Darwin Ski Club and Darwin Sailing Club, the beach has a 100m wide moderately steep high tide section, then a 400m wide tidal flat.

City of Darwin is pursuing investment that develops a substantive recreational facility whilst also strengthening and enhancing the natural values of the area. Improvement to existing amenities and any development of social infrastructure would be compatible with community expectations and would recognize and commemorate the history and Aboriginal cultural connection to the area.

The precinct has the opportunity to leverage its proximity to Mindil beach and the Mindil Beach Casino Resort to attract and retain the Darwin tourist market. This is also a unique opportunity to develop a large area of land close to the ocean as a drawcard to Darwin and the Territory of the nearby Asian market.

In addition to tourists, City of Darwin aims for the development to also meet the needs and wants of residents in the Darwin municipality and wider Darwin region. A new and innovative recreational facility provides a new and unique recreational space to attract and retain residents in the region seeking a greater range of facilities for recreation, community gathering and networking and leisure spaces.

Development ideas that would be suitable for exploration include; establishment of a facility utilising the existing beach; a small-scale hospitality development with outdoor eateries and cafés; development of park lands, playgrounds and open green space.



PROJECT HISTORY

In 2016, City of Darwin sought community insights into the value of the area, issues and views on future development. Environmental, social, historical and cultural values of the area were identified as important themes while issues regarding anti-social elements and poor maintenance detracted from the amenity and enjoyment of the reserve.

Future developments needed to enhance the areas natural 'green space' values, improve or add to the existing social infrastructure, recognise the areas rich history and Aboriginal cultural connections while working to fix the anti-social behaviour.

In 2021, City of Darwin will establish a dog-park in the area.

THE ISSUE

Bundilla Beach (Vestey's Reserve) is a beautiful parcel of public coastal land in Darwin that has not been utilised to its full potential for the community of Darwin.

THE SOLUTION

Bundilla Beach (Vestey's Reserve) development seeks to improve the existing social infrastructure and provides some new infrastructure that supports the enjoyment of the area whilst protecting this green space in Darwin's growing urban environment and recognises the Aboriginal culture and connection to the area.

PROJECT DESCRIPTION

The Bundilla Beach (Vestey's Reserve) Development Project will deliver:

- ✓ A substantive water-based recreational opportunity for private investment
- ✓ Choices for residents and visitors to Darwin by adding variety to Darwin's aquatic infrastructure and recreational spaces
- ✓ Community facilities including café and restaurant

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Strategic Project 4 - Smart Northern Suburbs

City of Darwin is seeking funding from the Australian and Northern Territory Governments to expand #SmartDarwin to the whole of the municipality, commencing with the northern suburbs.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Fannie Bay, Nightcliff, Johnston, Wanguri, Casuarina, Sanderson, Karama and Fong Lim Electorates
City of Darwin	Richardson, Chan and Waters Wards

THE ASK

Australian Government	\$5.0M (Smart Cities Plan)
Northern Territory Government	\$2.5M
City of Darwin	\$2.5M



PROJECT BACKGROUND

As the capital of Northern Australia, Darwin is a smart, liveable, productive and sustainable global city and Australia's gateway to South East Asia.

Through data-driven decisions, people-oriented design and increased public participation, City of Darwin is a destination of choice for businesses, investors, workers, visitors and residents.

To ensure the city's attributes and emerging opportunities are capitalised on, City of Darwin has developed #SmartDarwin—its first Smart City Strategy—to drive a new wave of prosperity that is supported by 21st century approaches to business, governance and community development. This is in line with the Australian government Smart Cities Plan and Smart Cities and Suburb Program which supports projects that apply innovative technology-based solutions to urban challenges.

#SmartDarwin provides a framework for governments, industries, and the community to overcome today's challenges whilst leveraging tomorrow's opportunities, ensuring the city is prepared for a digitally and data-enabled future.

#SmartDarwin will also enable City of Darwin to focus on improving service delivery to the community by increasing the quality of life for all residents, protecting the natural environment and ensuring that opportunities to succeed are ubiquitous across the community.

Phase 1 of City of Darwin's #SmartDarwin strategy includes the roll-out of technologies and systems that build the capacity of the City to collect, store, analyse and use big data, including smart street lighting, public Wi-Fi, CCTV, parking sensors, environmental sensors, platforms and analytics to enhance the use of data.

City of Darwin commenced phase 1 of the #SmartDarwin strategy in 2019 by deploying smart city technology across the CBD. To extend the potential of the #SmartDarwin across the municipality, smart city technology will be deployed across the city to the Northern Suburbs as a subsequent stage of the project.



PROJECT HISTORY

“Darwin smart sensors key to improving health”
Dr Erin Dunne - Darwin Living Lab

The Darwin Living Lab is a 10-year collaboration between CSIRO, the Australian and Territory Governments and City of Darwin. It will test and evaluate urban innovation ideas from the Territory and around the world in ‘real world’ experiments.

A network of smart sensors around Darwin provides localised information on heat, humidity, rain, noise and smoke pollution empowering people to manage their exposure and look after their health using real-time data from the AirRater app.

“There’s a lot of work on the health cost of extreme heat and smoke pollution. Indigenous people, asthmatics, and outdoor workers can be particularly vulnerable.”

But it’s not just a health issue, it’s also about liveability and the data will play a pivotal role in making informed decisions on the effectiveness of heat mitigation and other greening strategies to support Darwin to become cooler, more energy and water-efficient and better able to cope with future climate challenges.

THE ISSUE

Darwin has faced a number of challenges, including slowing economic and population growth and increased safety concerns.

THE SOLUTION

The solution is to promote vibrancy and activation across Darwin’s northern suburbs after the successful deployment of smart city technology across the Darwin CBD. Switching on the northern suburbs allows Council to Council to understand and plan infrastructure to mitigate heat, enhance public space participation and safety, improve service delivery and provide connectivity for people. These outcomes position Darwin as a data-driven, smart and prosperous city.

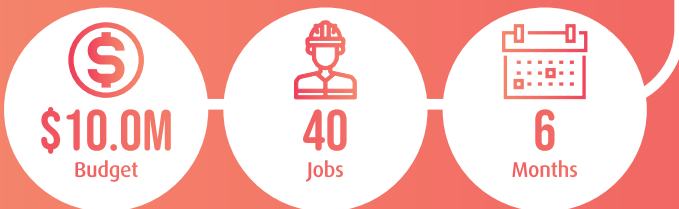
PROJECT DESCRIPTION

The Smart Northern Suburbs Project will deliver:

- ✓ New smart city technology deployed across Darwin’s northern suburbs
- ✓ Installation of environmental sensors and lighting upgrades
- ✓ Expanded CCTV networks across the city to enhance public safety
- ✓ Utilisation of data to enhance planning and coordination of parks and recreational facilities
- ✓ Utilisation of data to enhance planning and coordination of the green and wildlife corridors

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Strategic Project 5 - Service Commercialisation

City of Darwin will fund a business case to consider opportunities to commercialise business activities and will seek private investment to partner with City of Darwin to implement opportunities.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Fannie Bay, Nightcliff, Johnston, Wanguri, Casuarina, Sanderson, Karama and Fong Lim Electorates
City of Darwin	City of Darwin

THE ASK

City of Darwin	\$1.0M
Private Investment	Seeking for commercial opportunities



PROJECT BACKGROUND

Council has four areas of asset classes and operations that provide a semi-commercial return, including waste management, property, car parking and streetlight assets.

To ensure the best management of the City's assets and strategic approaches to funding future developments in the City, it is prudent to consider opportunities to commercialise business activities and establish a dedicated commercial unit within the Council. A unit would provide the framework through which the Council can leverage opportunities to capitalise on development, commercial and funding opportunities.

The funding constraints that have been piled on to local authorities over the last few years have caused a significant amount of difficulty for finance managers, but this pressure has also acted as a driver for creative solutions right across the country.

Stripping away waste and ensuring services are delivered efficiently, with optimal value for money is, simply put, a good idea, but as funds continue to dwindle, councils must look for more enterprising approaches in order to balance their budgets. Many are looking beyond service efficiencies and actively seek new revenue streams.

As a concept for delivering public services, 'commercialisation' is by no means a new idea, but how it has been

interpreted and adopted over the years has varied widely. It comes down to income generation or, at least, a return on investment. This can take several forms, from establishing partnerships with commercial organisations, to council's setting up independent, autonomous profit-making companies.

Innovation must be allowed to bridge the increasing funding gap and, providing any corporate strategy is developed with due regard to existing Council policies and social inclusion minimums when delivering its services, commercialisation has its place in today's local government landscape.

Commercialisation provides a structured approach to the generation and diversification of non-rate revenue for City of Darwin. Consideration of revenue streams by Council is important to reduce the burden of service provision on rate payers, enable the City to continue to respond to the expectations of the community for quality services, and to counter risks of cost shifting to local governments.



PROJECT HISTORY

City of Darwin are responsible for the Shoal Bay Waste Management Facility and awarded contracts to four private enterprises to commercially operate interconnected parts of the facility; Waste Management, Recycle Shop, Mulch Generation, and Methane Power conversion.

Veolia are recognised as world leaders in environmental services, and the contract highlights City of Darwin’s commitment to improving the sustainability outcomes for the local community. The new partnerships are a major win for the City, resulting in greater efficiency in operating costs, and a range of improved sustainability outcomes through increased diversion of recyclable waste from landfill, the production of organic composting products for local markets and energy generation for the site and community.

City of Darwin declared a climate emergency in 2019 and lead change in this area by integrating sustainable principals into its operations and encouraging recycling and reuse of materials to promote a circular local economy.

THE ISSUE

With diminishing budgets and rising demands local government service delivery is getting more and more challenged.

THE SOLUTION

Commercialisation results in improved outcomes such as greater efficiency, higher quality of service, a clearer focus on customers and better value for money whilst retaining important social objectives.

PROJECT DESCRIPTION

The Service Commercialisation Project will deliver:

- ✓ a structured and strategic approach to the management of the City’s commercial assets
- ✓ development of a framework to guide decision making to for non-rate revenue

The following will be considered in relation to the commercialisation review:

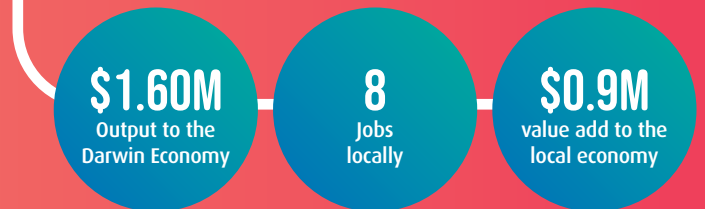
- ✓ Acquisition mix of residential, commercial and industrial properties
- ✓ Divestment or development of identified City owned land
- ✓ Investment of seed capital to encourage development
- ✓ Increase commercial viability of existing facilities (better utilisation)
- ✓ Retention of financially viable land holdings
- ✓ Delivery of services and provision of infrastructure
- ✓ Creation of new business opportunities; and
- ✓ Improvement of existing business service.

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Strategic Project 6 - Renewable Energy Hubs

City of Darwin is seeking funding from the Australian and Northern Territory Governments and private investment to deliver a renewable energy hub which will position Council to realise its renewable energy targets for Darwin.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Fannie Bay, Nightcliff, Johnston, Wanguri, Casuarina, Sanderson, Karama and Fong Lim Electorates
City of Darwin	City of Darwin

THE ASK

Australian Government	\$10.0M
Northern Territory Government	Contribution to be requested
City of Darwin	\$10.0M
Private Investment	Seeking for commercial opportunities



PROJECT BACKGROUND

Globally there are increasing commitments to emission reductions and an increasing focus on the importance of addressing climate change. The Australian government has pledged to reduce greenhouse gas emissions to 26-28 per cent below 2005 levels by 2030. The NT government has committed to a renewable energy target of 50 per cent by 2030.

City of Darwin is a major user of electricity, with an annual spend of approximately \$2 million on electricity and is keen to develop strategies to reduce its overall energy bill and reduce its Greenhouse Gas footprint. The Council's Climate Emergency Strategy aims for the City to reduce its carbon footprint, through multiple efforts, including conversion to renewable energies. The City recognises that there is a greater opportunity for Council to lead the community in reducing carbon emissions and creating renewable energy. The City will strategically utilise its assets, facilities and technologies to achieve this change.

City of Darwin has implemented a number of strategies to reduce its carbon footprint, including the establishment of the first waste to energy facility in a tropical region, at the City's Shoal Bay waste management precinct. The Darwin Renewable energy facility created in partnership with Landfill Management Services produces electricity from methane gas harvested from the landfill, which powers 1,000 Darwin homes. The City has also installed solar panels on Council assets to generate electricity as well as implementing behaviour change initiatives targeting staff members

City of Darwin wishes to develop renewable energy hubs which will provide an analysis of opportunities, a renewable energy target and a plan for achievement of this target over the next 10 years. The hub whilst reducing City of Darwin's energy footprint will provide innovation and research that can be used more broadly across the Northern Territory.



PROJECT HISTORY

Large scale solar installations are becoming more prevalent throughout Darwin as the private sector leads the way in offsetting and reducing carbon emissions using renewable energy technology.

Casuarina Shopping Centre, operated by the GPT Group, boasts Australia’s largest roof-top solar system at 1.25MW while the Darwin Airport Corporation has two airside solar farms and various rooftop arrays totalling over 6MW—soon to be over 10MW—which last financial year produced 8,297 MWh of renewable energy—enough to support 84 per cent of the airport operations, including the terminal.

THE ISSUE

City of Darwin under its Climate Emergency Strategy is aiming to reduce its carbon footprint, through multiple efforts, including conversion to renewable energies.

THE SOLUTION

The solution is to reduce City of Darwin’s carbon footprint, show leadership and urgency in taking climate change action in Darwin and use innovation to transition to a reduced carbon emission state.

City of Darwin will strategically utilise its assets, facilities and technology to achieve this change.

PROJECT DESCRIPTION

The Renewable Energy Hubs Project will deliver:

- ✓ A renewable energy hub
- ✓ Installation of rooftop solar across Council buildings and facilities
- ✓ Investment in smart and clean technologies to reduce power use, emissions and waste
- ✓ Provision of Council land holdings for solar farm investment and development
- ✓ Application of waste to energy technologies.

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Major Projects



DICK WARD DRIVE REHABILITATION

The biggest single road project by City of Darwin involves full pavement rehabilitation, road safety improvements, intersection and storm water upgrades, landscaping and beautification.


\$24.0M
Budget



LEE POINT ROAD DUPLICATION

Lee Point Road lane duplication and footpath upgrades to deliver greater safety and capacity for users of this major commuter route to the expanding northern suburbs.


\$10.0M
Budget



MINDIL MARKETS UPGRADE

Modernisation of this iconic tourist attraction with upgrades to public amenities, lighting, road pavements, all-ability beach accessways and the installation of a new playground.


\$8.0M
Budget



NIGHTCLIFF BEACH REDEVELOPMENT

Redevelopment to improve this popular residential destination with upgrades to public amenities and community facilities, including all-ability beach accessways, plus improved lighting and security.


\$8.0M
Budget



LAKE ALEXANDER UPGRADE

Upgrades will enable greater use of this recreational area by providing improved public lighting and security, all-ability access to East Point beach, upgrades to road pavement, public amenities, playgrounds and community facilities.

\$7.0M
Budget



COASTAL EROSION PROTECTION

Development of a masterplan for climate adaption and the subsequent ongoing coastal erosion mitigation and protection measures required at multiple foreshore locations around Darwin.

\$10.0M
Budget



GARDENS OVAL UPGRADES

Upgrades to deliver long-overdue modernising of all facilities and playing surfaces at these much-used ovals as called for by multiple impacted sporting bodies.

\$7.0M
Budget



NIGHTCLIFF OVAL UPGRADES

Deliver necessary improvements and upgrades at the oval in support of the increasing use of the facility, particularly into the evening/night once the oval-lights project is complete.

\$5.0M
Budget



SHOAL BAY WASTE MANAGEMENT FACILITY UPGRADES

Innovative and sustainable upgrades are critical to the ongoing operation of the facility as it enables diversion and commercialisation of green-waste and metals from landfill.



\$10.0M

Budget



DARWIN CITY CENTRE MASTERPLAN UPDATE

Secure tripartite funding to update the Darwin City Centre Master Plan so it continues to be a roadmap positioning Darwin as a vibrant and liveable tropical capital city, supported by a growing population and diversified economy.



\$1.0

Budget



Major Project 1 – Dick Ward Drive Rehabilitation

City of Darwin is seeking funding from the Australian and Northern Territory Governments to deliver its single biggest road project to rehabilitate Dick Ward Drive as a major commuter connection between the Darwin City Centre and northern suburbs.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Fannie Bay Electorate
City of Darwin	Chan Ward

ASK

\$24.0M
TBD
TBD



THE ISSUE

Dick Ward Drive is a major commuter connection between Darwin city centre and the northern suburbs for both vehicles and cyclists. The road crosses environmentally significant mangroves and ends at the picturesque Fannie Bay.

The road pavement is 40 years old and has reached the end of its life.

THE VISION

The vision is to create a key route which boosts Darwin’s resilience during tropical storms and cyclones

through storm water system upgrades, improved connectivity and pedestrian and cyclist safety through intersection upgrades and a green and beautified route.

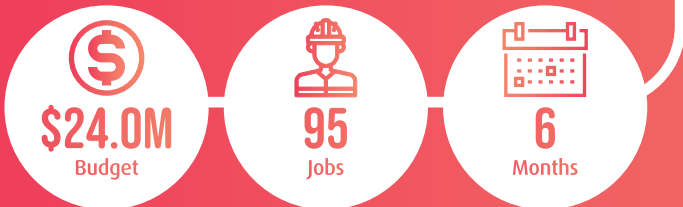
PROJECT DESCRIPTION

The Dick Ward Drive Rehabilitation Project will deliver:

- ✓ full pavement rehabilitation
- ✓ road safety improvements
- ✓ four intersection upgrades
- ✓ storm water system upgrades

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT





Major Project 2 – Lee Point Road Duplication

City of Darwin is seeking funding from the Australian and Northern Territory Governments to duplicate Lee Point Road to improve safety and prepare for future growth in Darwin’s northern suburbs.

PROJECT LOCATION

Australian Government	Solomon Electorate	\$5.0M
Northern Territory Government	Casuarina and Wanguri Electorates	\$1.7M
City of Darwin	Richardson Ward	\$3.3M

ASK



THE ISSUE

Lee Point Road is an important commuter route for Darwin’s northern suburbs for all road users. Darwin’s northern suburbs are experiencing higher than average population growth with the construction of a new residential development in Lyons and Muirhead putting pressure on the existing road.

THE SOLUTION

Capacity enhancing works which improve the safety and amenity of this major road which takes into consideration the higher development density and accommodate for the growth and demand on the existing infrastructure.

PROJECT DESCRIPTION

The Lee Point Road Duplication Project will deliver:

- ✓ 3.5km of full pavement rehabilitation
- ✓ 3.5 km of new road
- ✓ rehabilitation and duplication of Lee Point Road between Asche Street and Lee Point Beach car park
- ✓ Intersection improvements
- ✓ Footpath / shared path upgrades
- ✓ Improved safety and amenity of major arterial road
- ✓ Developer contribution plan supporting the Lee Point Road upgrades

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Major Project 3 – Mindil Markets Upgrade

City of Darwin is seeking funding from the Australian and Northern Territory Governments to upgrade the Mindil Markets site to better attract people to this iconic tourist site and upgrade amenity of the site.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Fannie Bay Electorate
City of Darwin	Chan Ward

ASK

\$8.0M
TBD
TBD



THE ISSUE

Mindil Beach is a large green reserve that runs adjacent to the most well-known beach in Darwin. Mindil Beach Sunset Market is the heart of Darwin’s cultural melting pot and truly epitomizes the multicultural nature of Darwin. The market is Darwin’s largest running along the foreshore of Mindil Beach, famous for its stunning sunset over the Timor Sea.

The site is also popular for community events, fun runs and festivals.

This site does not cater for people with disabilities or recognize the indigenous significance of the site whilst also being. The site has not been upgraded for quite some time.

THE SOLUTION

Enhance this iconic tourist attraction by recognizing the significance of this sacred site to the local Larrakia

people. to this iconic tourist attraction.

People of all abilities can access and enjoy Mindil Beach.

The Market is updated to provide further support and opportunity to Darwin and regional NT artists from all genres of creative and performing arts to showcase their talent alongside the congregation of over 200 unique stalls.

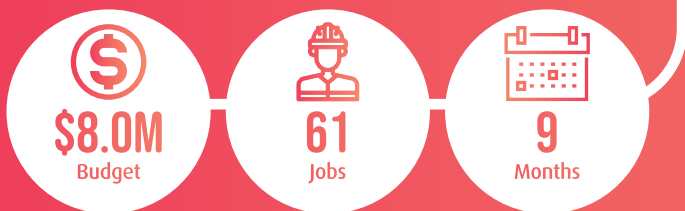
PROJECT DESCRIPTION

The Mindil Markets Upgrade Project will deliver:

- ✓ Upgrades to public amenities
- ✓ Upgrades to public and security lighting
- ✓ New road pavements
- ✓ New playground
- ✓ Various beach access updates and treatments
- ✓ Recognising the cultural significance of the site

The Economic Impact

LOCAL INPUT



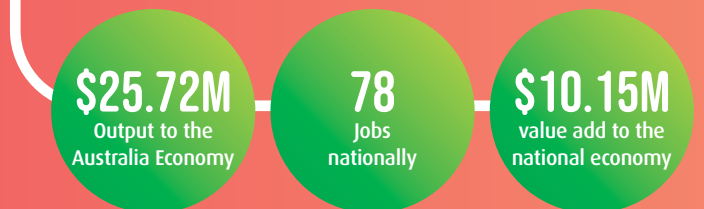
LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT





Major Project 4 – Nightcliff Beach Redevelopment

City of Darwin is seeking funding from the Australian and Northern Territory Governments to deliver enhanced community infrastructure and amenity along the Nightcliff Beach and foreshore.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Nightcliff Electorate
City of Darwin	Chan Ward

ASK

\$8.0M
TBD
TBD



THE ISSUE

Nightcliff Foreshore is a stretch of stunning coastline 10km north of the city and a local favourite for festivals, recreation, exercise and al fresco dining. There are bike paths, outdoor exercise equipment, a pool, café and even food trucks and open-air restaurants.

The area is not adequately lit at night for public safety and people with disabilities are unable to access the beach.

THE SOLUTION

The solution is to enhance the use of what exists along the foreshore of Nightcliff. The long footpath used for walking and cycling can be used later in the evening

after work. People of all abilities will be able to access well known places such the Nightcliff Jetty and Nightcliff Beach.

PROJECT DESCRIPTION

The Nightcliff Beach Redevelopment Project will deliver:

- ✓ Improved amenity
- ✓ Improved public lighting and public safety
- ✓ Increased investment in Darwin’s suburbs
- ✓ Improved access for pedestrians of all abilities to access the beach
- ✓ Upgraded public amenities and community facilities

The Economic Impact

LOCAL INPUT



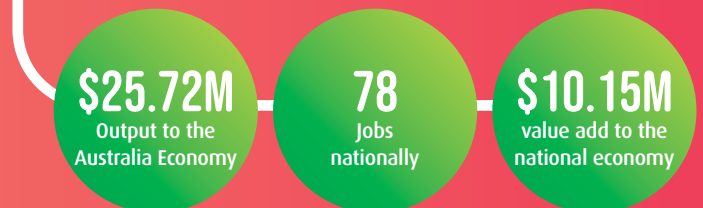
LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Major Project 5 – Lake Alexander Upgrade

City of Darwin is seeking funding from the Australian and Northern Territory Governments to redevelop Lake Alexander as a popular community recreation destination so that it can be used all year round.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Fannie Bay Electorate
City of Darwin	Chan Ward

ASK

\$7.0M
TBD
TBD



THE ISSUE

Lake Alexander is a man-made lake named in honour of Alec Fong Lim who was Lord Mayor of Darwin from 1984 to 1990. The lake was officially opened on the 21 July 1991 for recreational use by the people of Darwin. Lake Alexander is a popular location for recreation activities, both in the water and around the shores.

The area is not adequately lit at night for public safety and people with disabilities are unable to access the East Point beach.

The playgrounds and community facilities need to be upgraded.

THE SOLUTION

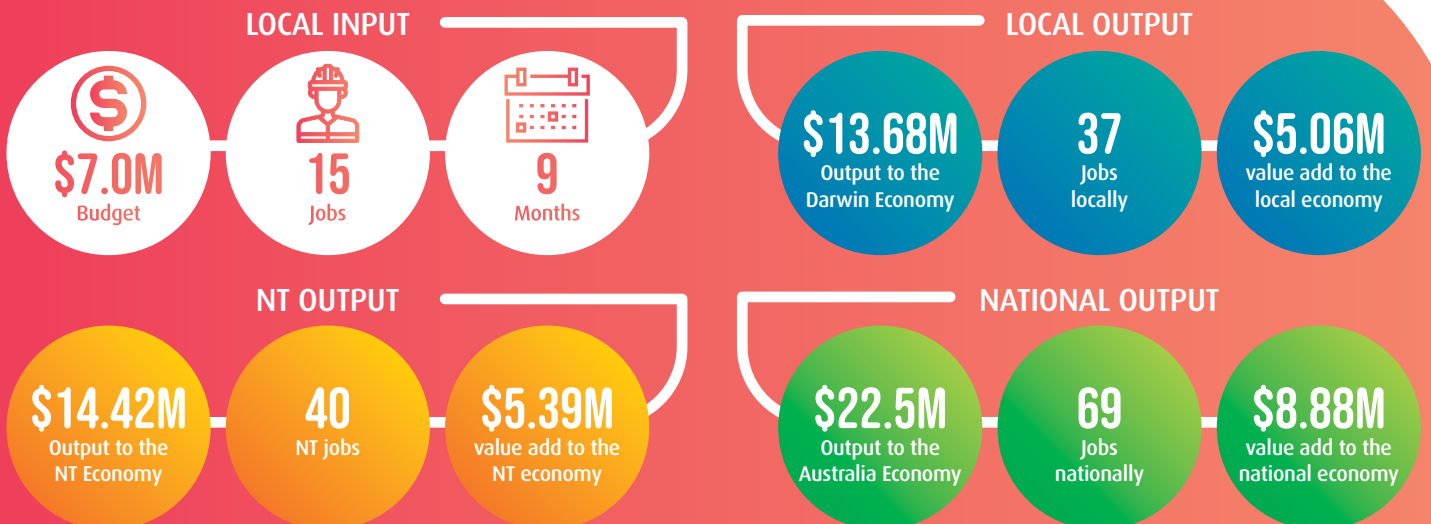
The solution is to enhance the use of what exists in the Lake Alexander Recreation Area. Recreational activities can be used later in the evening after work. People of all abilities will be able to access the East Point Beach.

PROJECT DESCRIPTION

The Lake Alexander Upgrade Project will deliver:

- ✓ Upgrades to road pavement
- ✓ Upgrades to public amenities
- ✓ Playground upgrades
- ✓ Improved community facilities
- ✓ Improved public lighting and public safety
- ✓ Improved access for all pedestrians

The Economic Impact





Major Project 6 – Coastal Erosion Protection

City of Darwin is seeking funding from the Australian and Northern Territory Governments to develop and implement a strategy to protect Darwin’s coastal foreshores from erosion.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Fannie Bay, Nightcliff and Port Darwin Electorates
City of Darwin	Lyons and Chan Wards

ASK

\$10.0M
TBD
TBD



THE ISSUE

Darwin has kilometres of unspoilt beaches with endless views of the beautiful coastline. Coastal erosion, which threatens public and private infrastructure, is one of the major problems along the harbour beaches. This is a key environmental priority alongside responding to other effects of climate change.

THE SOLUTION

The solution is to develop a Masterplan for Climate Adaption which includes measures aimed at improving foreshore protection across Darwin, provide protection

of nationally significant military heritage and improves community resilience in response to climate change and the effects on the Darwin municipality.

PROJECT DESCRIPTION

The Coastal Erosion Protection Project will deliver:

- ✓ A masterplan for mitigating coastal erosion
- ✓ Improved foreshore protection
- ✓ Better long-term management of coastal areas through risk prioritisation, prevention and restoration of coastal foreshores

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Major Project 7 – Gardens Oval Upgrades

City of Darwin is seeking funding from the Australian and Northern Territory Governments to deliver improved sport and recreation facilities at Gardens Oval contributing to the wellbeing of our community.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Fannie Bay Electorate
City of Darwin	Lyons Ward

ASK

\$7.0M
TBD
TBD



THE ISSUE

Gardens Ovals were originally an Australian Football oval and now is used to play and train for cricket, AFL and soccer.

Gardens Ovals are some of the most highly valued and utilised of all Darwin’s sporting ovals. The facilities are long overdue for an upgrade and the proposal is also called for by sporting bodies of the Northern Territory.

THE SOLUTION

The solution is to significantly upgrade facilities and improve the amenity of the area. The project would

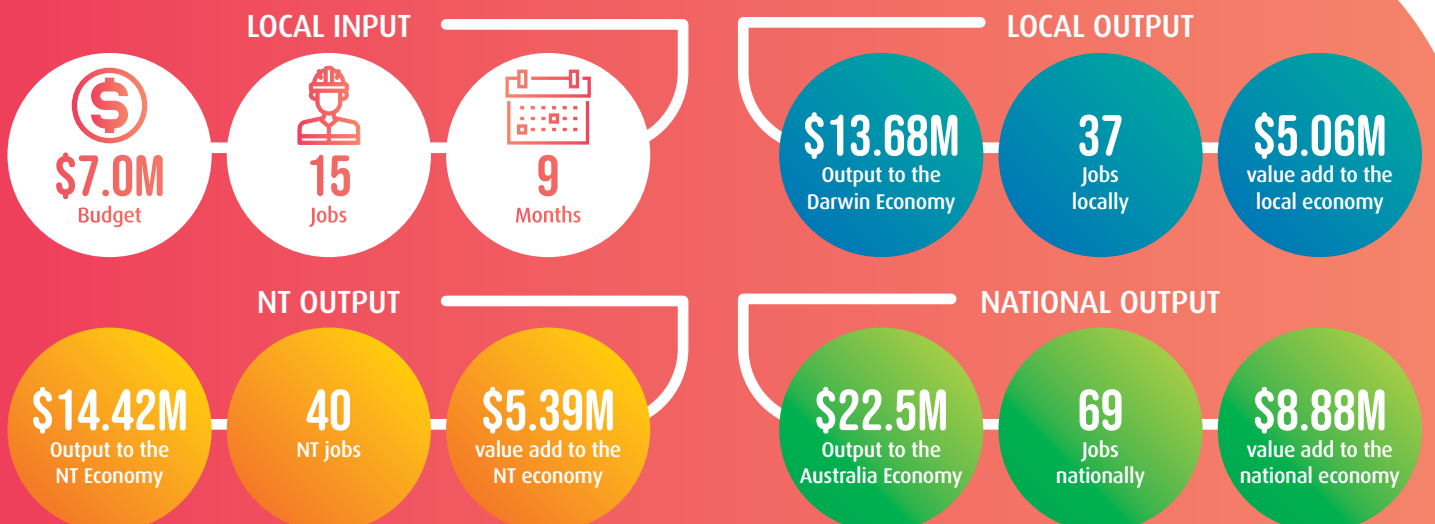
provide economic, social and environmental value for the community.

PROJECT DESCRIPTION

The Gardens Oval Upgrades Project will deliver:

- ✓ upgrades to facilities including unisex changes rooms, umpires’ rooms, first aid rooms, club room facilities and female/male accessible toilets
- ✓ refurbishment of Gardens Oval 2 full playing surface

The Economic Impact





Major Project 8 – Nightcliff Oval Upgrades

City of Darwin is seeking funding from the Australian and Northern Territory Governments to deliver improved sport and recreation facilities at Nightcliff Oval contributing to the wellbeing of our community.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Nightcliff Electorate
City of Darwin	Chan Ward

ASK

\$5.0M
TBD
TBD



THE ISSUE

Nightcliff Oval is highly valued and utilised by many sporting codes throughout the year. The facilities are due for an upgrade. There is no seating with shade for spectators and additional car parking is required to accommodate existing and future requirements.

THE SOLUTION

The solution is to significantly upgrade facilities and improve the amenity of the area. The project would improve the quality of life and wellbeing of those who live nearby and users of the facility

PROJECT DESCRIPTION

The Nightcliff Oval Upgrades Project will deliver:

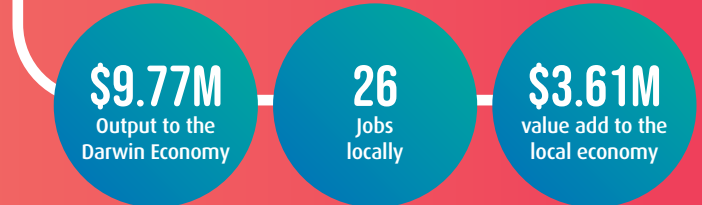
- ✓ upgrades to facilities including change rooms, umpires’ rooms, first aid rooms, club room facilities and canteen facilities
- ✓ installation of seating with shade
- ✓ construction of new car parking.
- ✓ Refurbishment of the full playing surface Nightcliff Oval

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT



Major Project 9 – Shoal Bay Waste Management Facility Upgrades

City of Darwin is seeking funding from the Australian and Northern Territory Governments to continue to deliver upgrades to the Shoal Bay Waste Management Facility, ensuring longevity and providing opportunities to continue to divert material from land fill in the short and long term.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Wanguri Electorate
City of Darwin	Richardson Ward

ASK

\$10.0M
TBD
TBD



THE ISSUE

The Shoal Bay Waste Management Facility services the greater Darwin region and is the only licensed landfill in the area. The facility receives over 190,000 tonnes of waste per annum has a forecasted operational life to 2034. To improve ongoing operational management and meet increasing regulatory and environmental standards several upgrades are required

THE SOLUTION

The solution is that the Shoal Bay Waste Management Facility is focused on integrating the latest recycling methods and practices into all aspects of operation to address climate change. The upgrade ensure longevity

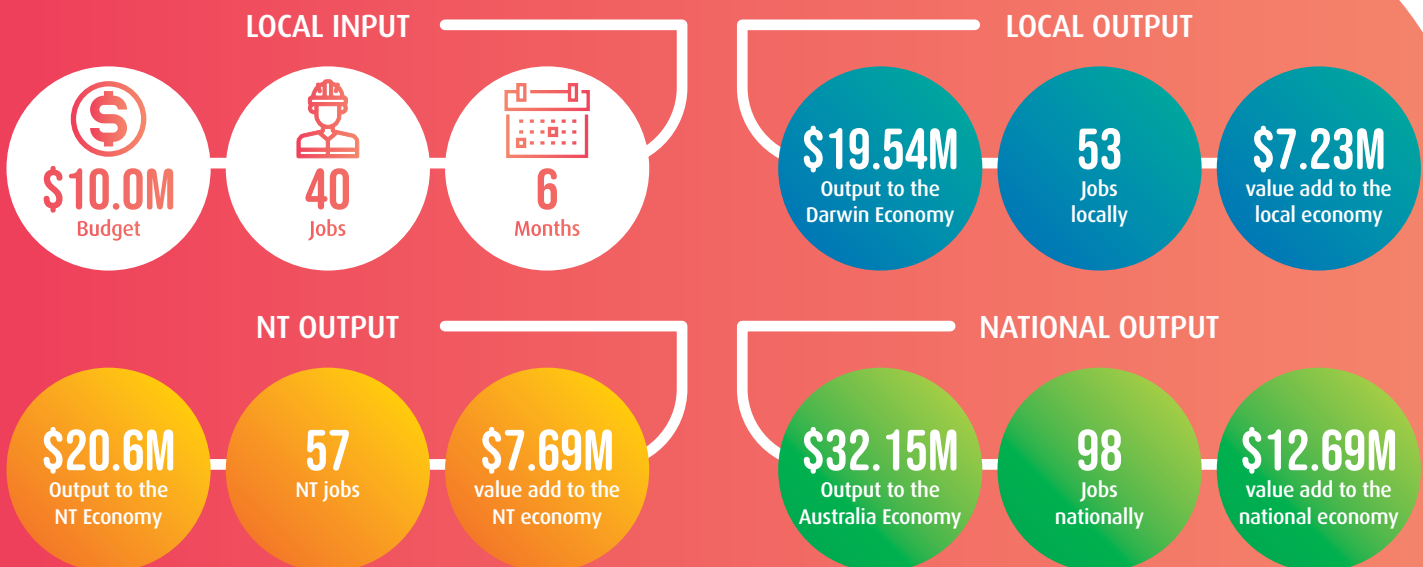
and provides opportunities to continue to divert material from land fill in the short and long term.

PROJECT DESCRIPTION

The Shoal Bay Waste Management Facility Upgrades Project will deliver:

- ✓ new recycling methods including commercial compost production,
- ✓ diversion of green waste from landfill
- ✓ commercialises steel removed from land fill
- ✓ development of additional landfill cells
- ✓ establishment of a long-term site masterplan

The Economic Impact





Major Project 10 – Darwin City Centre Master Plan Update

City of Darwin is seeking funding from the Australian and Northern Territory Governments to update the Darwin City Centre Master Plan as the road map for the future of the Darwin city centre.

PROJECT LOCATION

Australian Government	Solomon Electorate
Northern Territory Government	Port Darwin Electorate
City of Darwin	Lyons Ward

ASK

\$500K
\$250K
\$250K



THE ISSUE

The Darwin City Centre Masterplan was completed in May 2015. The Masterplan lets governments plan for new infrastructure, upgrade the existing public realm and create certainty for private sector investment.

This plan whilst excellent at the time needs to be reviewed due to new technology, infrastructure and economic and social changes. The Masterplan also needs to consider the recently adopted Central Darwin Area Plan.

This commitment is part of the Darwin City Deal.

THE SOLUTION

The solution is that the Master Plan is updated and continues to be a roadmap to position Darwin as a vibrant and liveable tropical capital city, supported by a growing population and diversified economy.

The plan is about people, and the plan is an attempt to improve the quality of life of people by improving the range of choices people have in the City Centre of Darwin.

PROJECT DESCRIPTION

The Darwin City Centre Master Plan Update Project will deliver:

- ✓ a refreshed roadmap for Darwin's future

The Economic Impact

LOCAL INPUT



LOCAL OUTPUT



NT OUTPUT



NATIONAL OUTPUT





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