



A Strategic
Plan for
the City of
Darwin

Darwin 2030

CITY FOR PEOPLE. CITY OF COLOUR.



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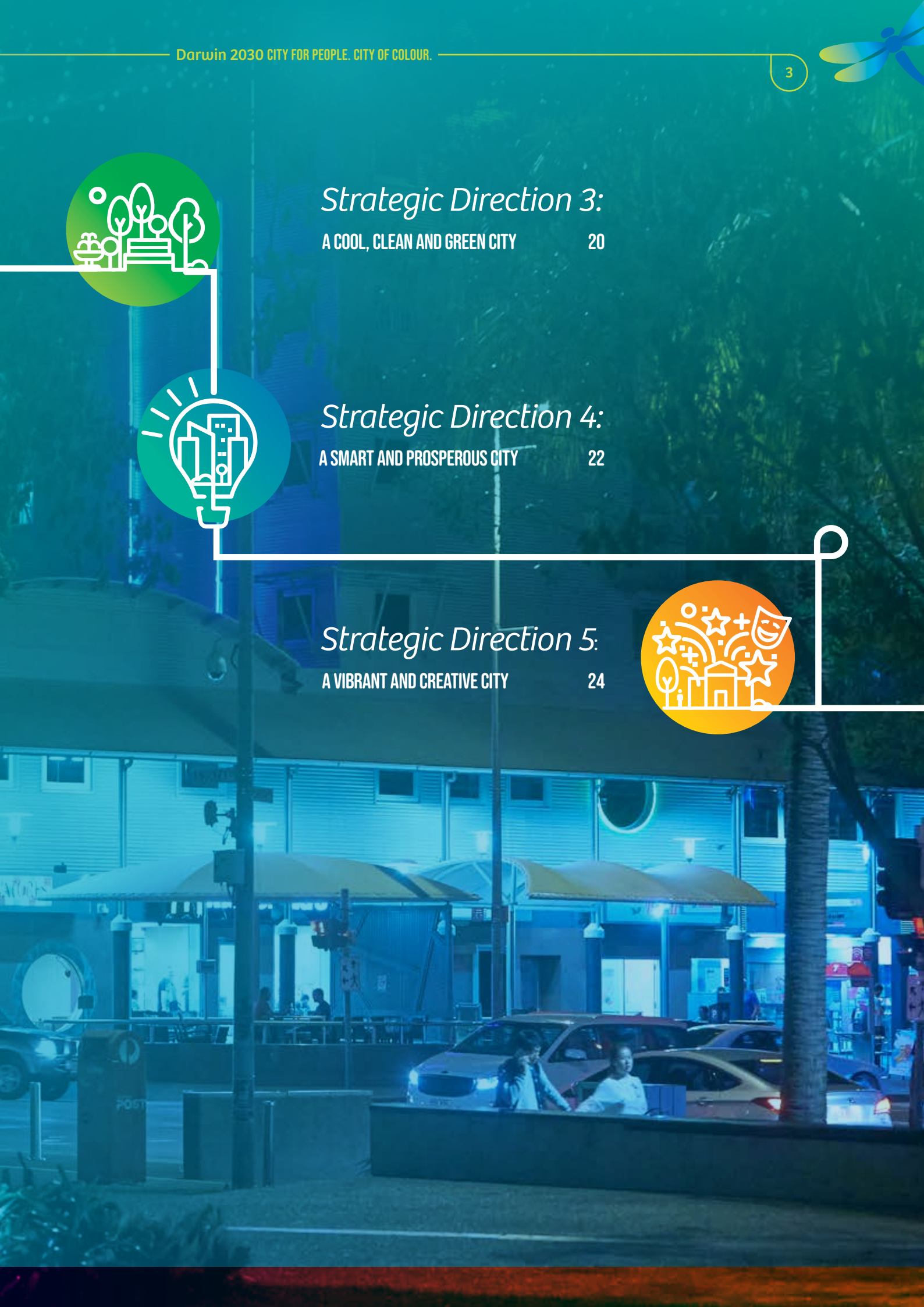
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Acknowledgement of Country

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 Gulumirrgin (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.



Message from the Lord Mayor and CEO

We are proud and excited to present the City of Darwin *Darwin 2030 - City for People. City of Colour. Strategic Plan*. The City of Darwin is the Capital of Northern Australia and is the nation's gateway to the north, with more than 400 million people within four hours flying time. City for People recognises Darwin as the most culturally diverse and inclusive city in Australia. City of Colour recognises our vibrant event season and significant landscape across the municipality.

As part of the journey to develop *Darwin 2030 - City for People. City of Colour*. City of Darwin engaged with approximately 80 members of the community over two weekends in mid-2018. We then undertook targeted discussions with some government agencies and key business organisations prior to releasing this draft for wider comment from Darwin ratepayers, government and the business sector.

We know Darwin's social and economic environment can provide challenges but it also offers great opportunities. This 10 year strategic plan brings together a vision for the future of the municipality.

As a Council, and as a community, by 2030 Darwin will be even bigger and better for all our residents and for visitors. We will be known as a vibrant, creative, innovative, connected, healthy and environmentally responsible city. We will be recognised as a well-planned city that offers all the amenities and services that any capital city should be able to provide. Our suburbs will be green, shaded and full of colour and a city entrance and other key activity centres across the municipality make statements about our beautiful city. Darwin's spaces will be more activated and used for a variety of events. Our public spaces will be connected and celebrate Darwin's original residents and our rich multicultural and historical heritage. As a Council and a community we will celebrate our successes and promote our activities and achievements.

Not only does Council provide or fund services we also have a leadership role to play as the safe-keeper and guardian of this wonderful city. It is our role to contribute to and protect the reputation of the city and while the City of Darwin may not have direct responsibility for delivering some actions in this plan, we recognise we have a role to play, along with key partners, and we are ready to step up and play our part. We take our role seriously and commit to work with our strategic partners and alliances and, importantly with and for the community to advance the interests of the City of Darwin. We will work with the Northern Territory Government, as part of any review of the *Local Government Act* over the life of this plan, and provide advice on best practice in relation to the role of local government.

Darwin 2030 - City for People. City of Colour. sets the strategic direction of Council into the next decade. We look forward to reporting on progress on our achievements and the plan will be reviewed and where required updated at the beginning of each new term of Council.

THE HON LORD MAYOR KON VATSKALIS

CHIEF EXECUTIVE OFFICER, SCOTT WATERS

Our City

As the Capital City of the Northern Territory, Darwin is the social, cultural and economic heart of the Northern Territory. Located in the Top End, Darwin is Australia's most northern capital city - making it strategically the closest Australian city to our Asian neighbours. Darwin is well-positioned to enhance the Northern Territory's economic, social and cultural advantages and Council is well placed to support, lead and advocate on behalf of the people of Darwin.

Darwin is primarily a residential, commercial and military area. The city is home to several defence bases located at Berrimah, Larrakeyah and RAAF Darwin.

The population of the Darwin municipality represents over one-third of the entire population of the Northern Territory. When taking into account the surrounding areas, Greater Darwin represents over 59% of the entire Northern Territory population.

The information presented below has been drawn from the City of Darwin 2017/18 Annual Report, the 2016 Census and the City of Darwin Community Profile.

112km²

LAND AREA

84,613

(ERP 2018)
POPULATION

34 years

MEDIAN AGE

7.4%

INDIGENOUS
POPULATION

31.6%

POPULATION
BORN OVERSEAS

27%

LANGUAGE OTHER
THAN ENGLISH

6%

OF PEOPLE ATTEND
UNIVERSITY

62,766

LOCAL JOBS

6,956

LOCAL BUSINESSES



561ha
OF GREEN SPACE



17 SPORTING
GROUNDS AND OVALS



+350
COUNCIL STAFF



4 LIBRARIES



+410km
OF STORMWATER



8 TENNIS COURTS



+590km
OF PATHS



3 SWIMMING POOLS



23.2C
AVERAGE MINIMUM
TEMPERATURE



3 COMMUNITY CENTRES



32C
AVERAGE MAXIMUM
TEMPERATURE



463km
OF ROADS



AVERAGE OF
77 days
OF RAIN ANNUALLY



7.54
persons
PER HECTARE POPULATION DENSITY



\$8.73
billion
GROSS REGIONAL PRODUCT (GRP)



19.4%
OF THE POP EARNED AN INCOME OF
\$1750
OR MORE PER WEEK

Drawing on community wisdom

Darwin 2030 – City for People. City of Colour. sets out our vision for the next 10 years, drawing on community wisdom, existing Council strategies and plans, our commitments to and with key stakeholders and states clearly where we want the City of Darwin to be by 2030.

In May 2018, a randomly selected group of residents came together to form the Living Darwin 2030 Summit. The group included representatives from across the Darwin demographic.

The work of the Summit has contributed significantly to and informed the development of the City of Darwin's Strategic Plan: *Darwin 2030 – City for People. City of Colour.*

City of Darwin extends its appreciation to Summit participants for their input and views for our future.

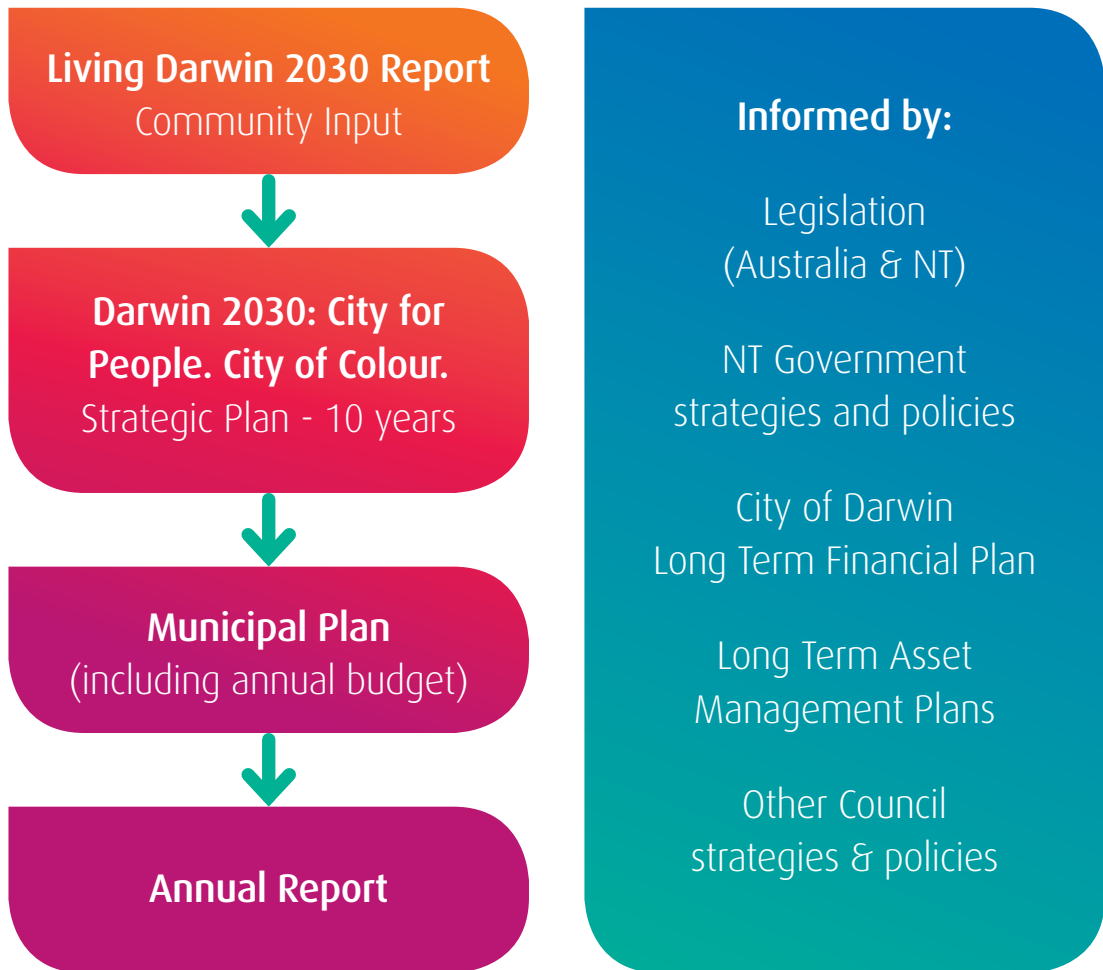
THE SUMMIT IDENTIFIED A NUMBER OF GOALS FOR THE CITY, WHICH INCLUDED WANTING DARWIN TO BE:





Understanding this plan

Council's strategic planning framework



Our Vision for the City of Darwin

Our vision for the City of Darwin is a:
Darwin 2030 - City for People. City of Colour.

MISSION

We will work with the community and partners, provide leadership, and deliver services that create opportunities to enhance the economic, cultural and environmental sustainability of the City of Darwin.

COMMUNITY VALUES

Diversity and Acceptance

Embrace our identity through building on our multicultural and local heritage, creating a sense of belonging

Choice of Lifestyle

Maintain our unique laid-back lifestyle, through a connected, active and safe community

Environment

Integrated long-term planning, including sustainable and renewable energy resources, recycling and economically sound initiatives

Sense of community

Recognise, enhance and celebrate our identity through active participation within the community

Equality

Leadership that adopts and maintains collaborative and transparent decision making, involving listening and responding to the community as a whole



The Legislative Context

Local government is the third tier of government (after federal and state levels). City of Darwin provides essential community services such as waste management, domestic animal management, playgrounds and recreational facilities and city libraries. We work to build a community with second-to-none infrastructure and community services.

The *Local Government Act 2008* provides the legislative basis for the establishment of the City of Darwin. The City also complies with other relevant legislation at a Northern Territory and Federal Government level.

The Act sets out the functions of local government bodies in the Northern Territory as:

- to plan for the future requirements of its area for local government services;
- to provide services and facilities for the benefit of its area, its residents and visitors;
- to provide for the interests and well-being of individuals and groups within the council area;
- to carry out measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
- to manage and develop council facilities and services in its area in a sustainable way;
- to manage and develop for the benefit of its area all the resources available to the council;
- other functions assigned to the council under this or any other Act.

The Act also sets out that council's may, if they choose to:

- promote its area as a location for appropriate industries or commerce or as an attractive tourist destination;
- establish or support organisations or programs that benefit the council area.

Under the Act each council must have a plan for its area. In the case of the City of Darwin it is called the Municipal Plan. The Municipal Plan must contain a service delivery plan and the Council's budget. It must also contain, or incorporate by reference any long term plan, community or strategic plan adopted by Council and the Council's long term financial plan. The municipal plan is essentially the implementation of this strategic direction and is updated annually.

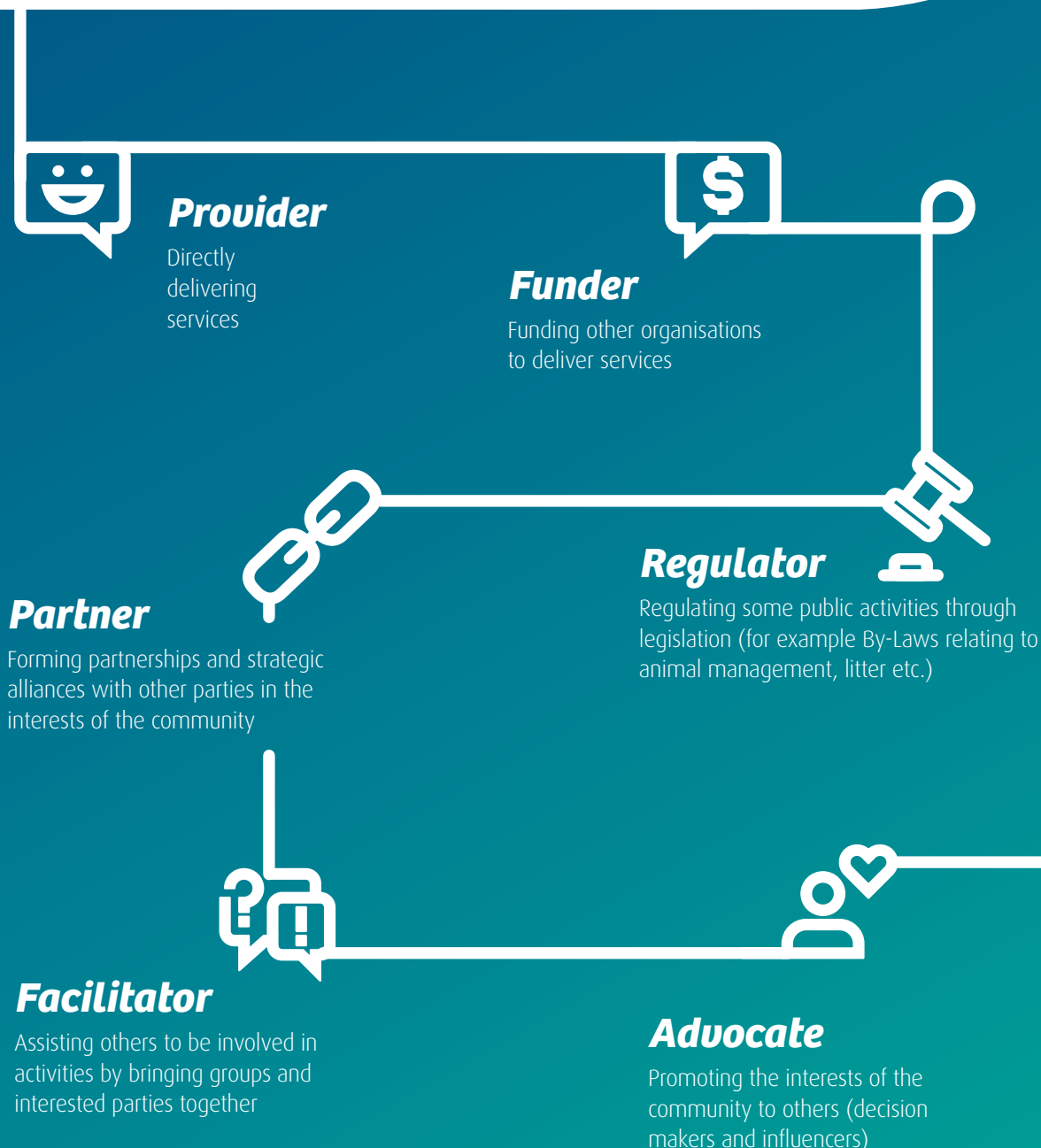
Darwin 2030 – City for People. City of Colour. sets the high level vision. The Municipal and Financial Plans set out how funded and approved activities will be delivered. Council's Annual Report reflects on the previous financial year and reports on progress and achievements.

Council's Strategic Role

Council fulfils a number of important roles in being responsive to the needs, interests and aspirations of the community. Council can be a provider, a funder, a regulator, a partner, a facilitator, or an advocate.

To develop this Strategic Plan, Council has taken account of input from the community, through the Living Darwin Summit. We have consulted internally, and with key business groups and community leaders about their vision for the future of Darwin, and on the role Council can or should take across our key strategic directions. Importantly, in some circumstances Council might perform multiple roles across the Strategic Directions.

For the purposes of this plan, the role of Council has been defined as:





Our Strategic Directions



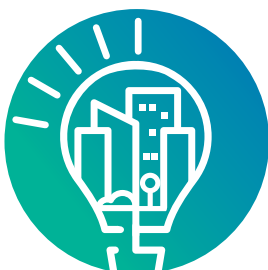
A capital city with best practice and sustainable infrastructure



A safe, liveable and healthy city



A cool, clean and green city



A smart and prosperous city



A vibrant and creative city

Strategic Direction

1

The City of Darwin has a number of existing and identified strategic infrastructure projects, some of which are currently unfunded.

Infrastructure projects that are not funded will be scoped, appropriate funding sources identified, and built into Council's Long Term Financial Plan to ensure they are delivered.



A capital city with best practice and sustainable infrastructure

Council will actively pursue opportunities to fund strategic projects through Public Private Partnerships, Joint Ventures, government grant programs and other suitable funding mechanisms.

TARGET: BY 2030, A NUMBER OF STRATEGIC INFRASTRUCTURE PROJECTS WILL BE DEVELOPED AND DELIVERED

To achieve this City of Darwin will:						
Strategic Actions	Pr	Fu	Re	Pa	Fa	Ad
Implement Council's City Deal infrastructure projects	X			X	X	
Develop a Priority <i>Infrastructure Plan</i>	X					
Finalise an Asset Management Framework for Council assets	X					
Increase City of Darwin's procurement within the local economy to 95% of all Council expenditure, injecting an additional \$6 - \$8m into the local economy	X					
Implement a City of Darwin 'Buy Local' policy which has a weighting of 30% local content requirements	X	X				
Review Council land holdings to ensure their commercial value and advantage are put to the best economic benefit for the city	X					
Maintain existing Council assets to ensure best value for money and utilisation is achieved	X					
Increase utilisation of the City of Darwin's land and community assets	X			X	X	X



Strategic Direction

2

Residents and visitors alike embrace the tropical lifestyle and outdoor facilities. Darwin still retains a community feel and through the plan this will be enhanced to ensure that families and children feel safe, our communities are inclusive and they engender a sense of togetherness and respect for others.



A Safe, Liveable and Healthy City

The community needs to be able to access all spaces. Our parks and open spaces will be well-maintained, clean and accessible for all.

Council will continue to influence planning decisions and work to increase that level of influence.

TARGET: BY 2030, DARWIN WILL BE A SAFER PLACE TO LIVE AND VISIT

To achieve this, the City of Darwin will:

Strategic Actions	Pr	Fu	Re	Pa	Fa	Ad
Work with all stakeholders, including the NT Government, Larrakia Nation, businesses and the community to improve community safety and amenity	X		X			X
Utilise place-making and Crime Prevention Through Environmental Design (CPTED) methodologies when planning and maintaining public spaces	X			X		X
Actively participate in counter disaster, target hardening and emergency management planning, preparation, response and recovery activities	X			X		X
Work with key partners to improve safety in the municipality through the further development of Council's CCTV network and smart city technology	X					
Implement a City of Darwin business continuity plans to enable appropriate responses to disaster and man-made events that could impact on the safety of the community, Council staff and Council assets	X	X	X			



TARGET: BY 2030, DARWIN WILL BE INCREASINGLY RECOGNISED AS A LIVEABLE CITY

To achieve this the City of Darwin will:

Strategic Actions	Pr	Fu	Re	Pa	Fa	Ad
Work with government, property owners and retail businesses to reinvigorate the city centre through membership of the Activate Darwin Advisory Board	X	X	X	X	X	X
Partner with the Australian Government and NT Government to deliver on the <i>Darwin City Deal</i>	X			X	X	
Work with CDU to deliver the education and civic precinct including student accommodation, underground parking and co-located libraries in the Darwin City Centre				X		X
Promote Darwin as a more attractive place to live and work						X
Work with the NT Government on a long term plan for Council to take on an increased role in planning decisions within the municipality						X
Increase utilisation of the City of Darwin's beaches and foreshores move to liveability	X		X	X	X	X
Implement programs that will ensure Darwin is recognised for its urban forests and as a leader in tropical design	X			X	X	X
Develop a <i>Social Infrastructure Plan</i> that outlines Council facilities and services that meet the long term social needs of the city	X	X		X	X	X



Provider



Funder



Regulator



Partner



Facilitator



Advocate



TARGET: BY 2030, DARWIN RESIDENTS WILL BE MORE ACTIVE AND HEALTHY

To achieve this City of Darwin will:

Strategic Actions	Pr	Fu	Re	Pa	Fa	Ad
Increase the total kilometres of walking and cycling paths, including shaded pathways, to improve community connectivity and mobility	X					X
Provide an accessible network of Council parks and recreation facilities that encourage active living for all ages and abilities	X	X		X	X	X
Further develop Council-owned sport and recreation assets to support Darwin being recognised as an inclusive and leading regional sports and recreation hub	X	X		X		X
Deliver and facilitate affordable activities that contribute to a healthy and active community	X	X		X	X	X



Strategic Direction

3

City of Darwin already has a strong focus on looking after our natural environment. Working with all levels of government and the community, Council is committed to long-term environmental sustainability through planning and consultation.

Our public spaces will increasingly offer shade to encourage increased use of our parks, ovals, walkways and cycling paths.



A Cool, Clean and Green City

By recognising our footprint on the earth, and utilising renewable energy, supplemented by reduced demand on energy, we will contribute to giving future generations a healthy environment.

We will invest in energy efficiencies and renewable energy to reduce our ecological footprint, ensuring we contribute to a healthy environment for generations to come.

Darwin will be recognized for its innovative and smart design globally by embracing renewable energy and recycling.

Darwin will be recognised globally for innovative and smart design in clean energy and waste management.

TARGET: BY 2030, DARWIN WILL BE RECOGNISED AS A CLEAN AND ENVIRONMENTALLY RESPONSIBLE CITY

To achieve this City of Darwin will:

Strategic Actions	Pr	Fu	Re	Pa	Fa	Ad
Develop a best practice <i>Environmental Management Plan</i>	X	X		X	X	X
Renew Council's commitment to Climate Action	X					X
Develop a <i>Greening Darwin Strategy</i>	X					X
Council will have zero net emissions from operations by 2030	X					
Deliver projects that will cool the Darwin City Centre	X			X		X
Ensure Council open spaces contribute to the city's biodiversity	X	X		X	X	
Contribute to the Northern Territory Government's 50 per cent renewable energy target by 2030				X		X
Facilitate forums for environmental services providers to share information and develop relationships within the sector and with other industries						X
Implement a <i>Waste Strategy</i> that encourages innovative solutions for reducing and re-using waste resources	X	X	X	X	X	X
Under the Darwin City Deal, establish an Urban Living Lab with NT Government and the CSIRO						X



Strategic Direction

4

Increasing the number of residents who choose to live in the City of Darwin will make the city more socially and economically active and in turn achieve a better quality of life for the people of Darwin.

A thriving economy will encourage businesses to establish or expand in Darwin and encourage tourists to visit and contribute to the economy.



A Smart and Prosperous City

We will continue to work with the Northern Territory Government, business and industry and other partners to advance the local economy.

TARGET: BY 2030, DARWIN WILL BE RECOGNISED GLOBALLY AS A SMART CITY

To achieve this City of Darwin will:						
Strategic Actions	Pr	Fu	Re	Pa	Fa	Ad
Implement and evolve #SmartDarwin and its pillars by 2030	X	X		X	X	X
Lead innovation for the city and facilitate relevant activities to support these initiatives	X	X		X		X
Support the development of business centres that foster industry engagement, collaboration and innovation across all markets	X			X	X	X
Develop innovation hubs for our community and future generations	X	X		X		X
Support life-long learning opportunities through the provision of STEAM programs	X					X

TARGET: BY 2030, DARWIN WILL HAVE ATTRACTED AND RETAINED MORE RESIDENTS AND WILL OFFER SUSTAINABLE INVESTMENT OPPORTUNITIES

To achieve this City of Darwin will:						
Strategic Actions	Pr	Fu	Re	Pa	Fa	Ad
Implement an <i>Economic Development Plan</i> for the city	X	X		X	X	X
Support initiatives to increase the population of Darwin through engagement with business and industry, and all levels of government				X	X	X
Promote Darwin as a great destination to live, work and study				X	X	X
Support initiatives to grow the economy and retain people and jobs in Darwin	X			X	X	X
Deliver the International Relations Program to leverage business growth and economic development opportunities for the city	X	X		X	X	X
Establish a Darwin 2030 Partners Program and work with business, industry, government and other key partners to seek private investment in community programs and activities	X			X		X



Provider



Funder



Regulator



Partner



Facilitator



Advocate

Strategic Direction

5

Darwin's identity can only be strengthened and enhanced through the celebration of our rich cultural Indigenous and cultural diversity, and by celebrating Darwin's unique place in the world.





A Vibrant and Creative City

By embracing, celebrating and valuing the richness different groups bring to the city, Darwin will be a more attractive place for both residents and visitors. It will build a greater sense of community ownership, connectedness and belonging.

TARGET: BY 2030, DARWIN WILL BE RECOGNISED AS AN ICONIC DESTINATION.

To achieve this City of Darwin will:

Strategic Actions	Pr	Fu	Re	Pa	Fa	Ad
Partner with other stakeholders to grow the visitor economy of Darwin				X		X
Deliver a City of Darwin events program and support other event programs that engage locals and attract visitors	X	X		X	X	X
Support the promotion of Darwin as a cruise ship and yachting destination and as a home port for expedition ships						X

TARGET: BY 2030, DARWIN WILL BE A MORE CONNECTED COMMUNITY AND HAVE PRIDE IN OUR CULTURAL IDENTITY

To achieve this City of Darwin will:

Strategic Actions	Pr	Fu	Re	Pa	Fa	Ad
Implement a City of Darwin <i>Reconciliation Action Plan</i>	X	X		X	X	X
Develop a City of Darwin <i>Multicultural Framework</i>	X	X		X	X	X
Renew the City of Darwin <i>Youth Action Plan</i>	X				X	X
Promote Darwin as a destination known for its Aboriginal cultures and landmarks				X	X	X
Support the protection and enhancement of Darwin's heritage sites						X
Deliver events and activities that recognise Darwin's rich and multi-faceted history	X	X		X	X	X
Deliver programs and services that create a cohesive, connected and culturally enriched community	X	X		X		X



Appendix A – Strategic Projects and Performance

Measuring Success

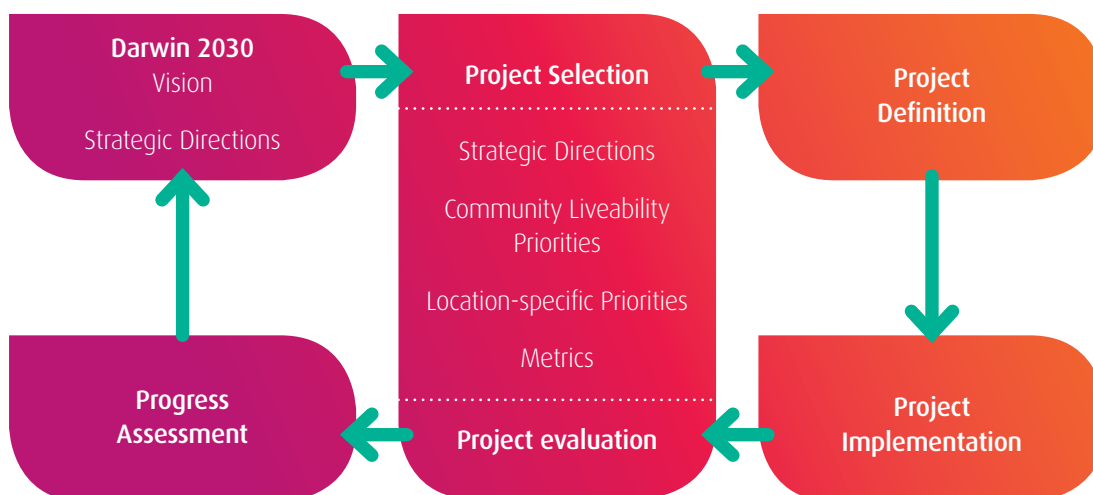
This plan sets the vision for the City of Darwin for the next 10 years and outlines the targets that Council aims to achieve for Darwin by 2030 through a *City for People. City of Colour*.

It is important that all Council investment during this period contributes to realising the city's vision and Council will develop a prioritisation and performance management framework that will ensure we deliver the right projects to align with our Strategic Directions.

As part of this planning process and engagement with the community, City of Darwin has identified a number of strategic projects. The projects will be assessed, scoped and prioritised to ensure appropriate funds are identified and built into Council's Long Term Financial Plan and ongoing Municipal Plans to ensure they are delivered.

The priority setting framework below will assist to prioritise the projects that best align with our Strategic Directions and assist to define the measures that will guide and track our success.

PRIORITY SETTING FRAMEWORK





STRATEGIC PROJECT SELECTION

A Strategic Project is defined as any project that has the primary purpose of delivering on the Strategic Directions outlined in the Darwin 2030 Strategic Plan. Projects will be selected based on an objective and evidence-based decision-making framework that clearly illustrates the efficacy of the proposed project in meeting the stated objectives of the *Darwin 2030 - City for People. City of Colour. strategic plan*.

The sample project selection matrix below assesses impact against the Strategic Directions and Community Liveability Priorities. The Community Liveability Priorities will be determined through a municipal wide research project to capture metrics regarding the value and experience associated with a place.

SAMPLE PROJECT SELECTION MATRIX

PROPOSED PROJECT/ ACTION	STRATEGIC DIRECTIONS					COMMUNITY LIVEABILITY PRIORITIES*				SCORE	RECOMMENDED TO PROCEED
	A capital city with best practice and sustainable infrastructure	A safe, liveable and healthy city	A cool, clean and green city	A smart and prosperous city	A vibrant and creative city	Priority 1	Priority 2	Priority 3	Priority 4		
Example Project 1	5	0	4	3	1	4	5	0	0	22	HOLD – reconsider project to better align with Darwin 2030
Example Project 2	4	5	3	2	0	3	3	5	2	27	Yes – however adjust project definition, if possible, to better reflect Directions and Priorities

Scale 0 (no impact) – 5 (high impact)

*Community Liveability Priorities will be determined by assessing place value and experience

PERFORMANCE MEASUREMENT

City of Darwin will utilise a range of tools and sources to inform a Performance Measurement Framework that ensures Council is able to track progress in achieving the Darwin 2030 Strategic Plan.

Performance metrics drawn from the Strategic Directions and targets will ensure that strategic actions and project selection are aligned and focused on delivering a **City for People, City of Colour.** for Darwin in 2030.

Performance Measurement Process

Metric definition	Baseline data	Progress data	Review
What are the appropriate metrics for measuring the impact of the investment	Collect 'before' data and set improvement objectives	Collect 'during' and 'after' data for quantitative assessment of impact	Review project against Darwin 2030 targets – amend if necessary



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