



2030

ECONOMIC DEVELOPMENT STRATEGY





CAROLS BY CANDLELIGHT, DARWIN AMPHITHEATRE, 2019



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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 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





Lord Mayor's Foreword

City of Darwin is entering a period of significant change and development, following the establishment of the \$200 million Darwin City Deal, a partnership between the Australian Government, the Northern Territory Government and City of Darwin to deliver a 10-year plan for the Darwin City Centre and set Darwin on a path to long-term economic prosperity and sustainable growth.

City of Darwin provides leadership, strong governance, and advocates on behalf of the municipality to achieve a wide range of social and economic benefits for our community.

To establish a strong foundation and a framework to capitalise on economic opportunities and ensure sustainable approaches to achieve economic and social prosperity, the City of Darwin has invested in the development of the *City of Darwin Economic Development Strategy 2030*.

Over recent times City of Darwin has invested in a range of initiatives to encourage economic growth in the municipality, including the *#SmartDarwin* initiative, providing our City with enabling infrastructure for innovation; investment in renewable energy at the City of Darwin *Shoal Bay Waste Management Facility*; and our contribution to *Vibrant Darwin* and the activation of our City.

The City of Darwin Economic Development Strategy 2030 provides a vehicle to comprehensively present and discuss the City of Darwin's approach to economic development, including relationships with key partners. It articulates how City of Darwin positions during unprecedented times, like the 2020 global pandemic, proving it's agility and adaptiveness to meet the community's needs.

The City of Darwin Economic Development Strategy 2030 aligns to the *Darwin 2030 - City for People. City of Colour*, our 10-year Strategic Plan for the City, and the *Northern Territory Economic Development Framework*, ensuring a unified and coordinated approach to encourage sustainable long-term economic growth.

We believe the time is right for a local economic development strategy for our city. Businesses in our municipality employ locals and City of Darwin is committed to supporting them, and drive our economy forward.

THE HON. LORD MAYOR KON VATSKALIS



Background

In 2019 City of Darwin released *Darwin 2030 - City for People. City of Colour*, a 10-year Strategic Plan for the City. City of Darwin's strategic plan sets the high-level vision for Darwin, and directions for Council to achieve this vision, with inputs from community, business and government stakeholders.

The plan establishes five strategic directions to achieve the vision 'Darwin 2030 – City for People. City of Colour'.

The strategic directions aim to develop vibrancy and drive prosperity for Darwin, with a clear outcome for a '**A Smart and Prosperous City**' committing Council to continuing to work with the Australian and Northern Territory Governments, business and industry, and other partners to advance the local economy.

In support of this strategic direction and the broader recognition of the important role City of Darwin plays in advancing the local Darwin economy, City of Darwin has worked to establish an Economic Development Framework.

1. Economic Development Strategy 2030; and
2. Economic Action Plan 2020 - 2022

The Economic Development Strategy 2030 focuses on building Darwin as a Smart and Prosperous City through its strategic role in Darwin and levers of local government including service delivery, funding, regulation, partnerships and strategic alliances, and advocacy efforts.

Targets and strategic actions to ensure Darwin is a Smart and Prosperous City have been established in the City of Darwin Strategic Plan, including that '*By 2030, Darwin will have attracted and retained more residents and will offer sustainable investment opportunities*'.

Strategic actions to be taken by City of Darwin to achieve this target include:¹

- Implement an Economic Action Plan for the City
- Support initiatives to increase the population of Darwin through engagement with business and industry, and all levels of government
- Promote Darwin as a great destination to live, work and study
- Support initiatives to grow the economy and retain people and jobs in Darwin
- Deliver an International Relations Program to leverage business growth, investment and economic development opportunities for the city
- Develop a Partnerships Program and work with business, industry, government and other key partners to seek private investment in major projects across the municipality.

The City of Darwin Economic Development Strategy 2030 sets out the context, systems and levers available to City of Darwin, and the actions that will be taken by Council to achieve the strategic actions, targets and direction of a Smart and Prosperous City.

¹ https://www.darwin.nt.gov.au/sites/default/files/publications/attachments/strategic_plan_2019_web_new.pdf



Legislative Context

The *Northern Territory (Self Government) Act 1978* established the Territory Government, including our political, representative and administrative institutions:

Parliament considers it desirable, by reason of the political and economic development of the Northern Territory, to confer self government on the Territory, and for that purpose to provide, among other things, for the establishment of separate political, representative and administrative institutions in the Territory and to give the Territory control over its own Treasury.

Functions of a council

The *Local Government Act 2008*, section 12 establishes the functions of councils.

- 1) The functions of a council include the following:
 - a) to plan for the future requirements of its area for local government services;
 - b) to provide services and facilities for the benefit of its area, its residents and visitors;
 - c) to provide for the interests and well-being of individuals and groups within the council area;
 - d) to carry out measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
 - e) to manage and develop council facilities and services in its area in a sustainable way;
 - f) to manage and develop for the benefit of its area all the resources available to the council;
 - g) other functions assigned to the council under this or any other Act.
- 2) The functions of a council may (if the council chooses to perform them) include the following:
 - a) to promote its area as a location for appropriate industries or commerce or as an attractive tourist destination;



CITY OF DARWIN REPRESENTATIVES JOSH SATTLER (LEFT)
AND RICHARD FEJO (CENTRE) AT HAIKOU BUSINESS SEMINAR 2019

Darwin snapshot

We are a city of opportunity and prosperity

Darwin as the Capital City of the Northern Territory is well positioned to contribute to a range of strategic, economic and social development initiatives in the local, Territory and National interest. The City is positioned to connect the Australian and Asian markets, connect the Northern Territory with Australian markets, and play a leading role in Australia's Defence posture.

Darwin has a developed economy including extensive infrastructure and services, strong governance structures and a young and culturally diverse population profile. Darwin has supporting social infrastructure and a vibrant populace enabling continued growth and presenting unique opportunities to be leveraged in future development.

112km²

LAND AREA

82,886

(ERP 2019)
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

Economic snapshot

Economic data and trends for Darwin inform the City of Darwin's Municipal Plan and Economic Development Strategy 2030 by focusing attention on growth opportunities and highlighting economic risks to be managed through strategic planning and economic interventions.



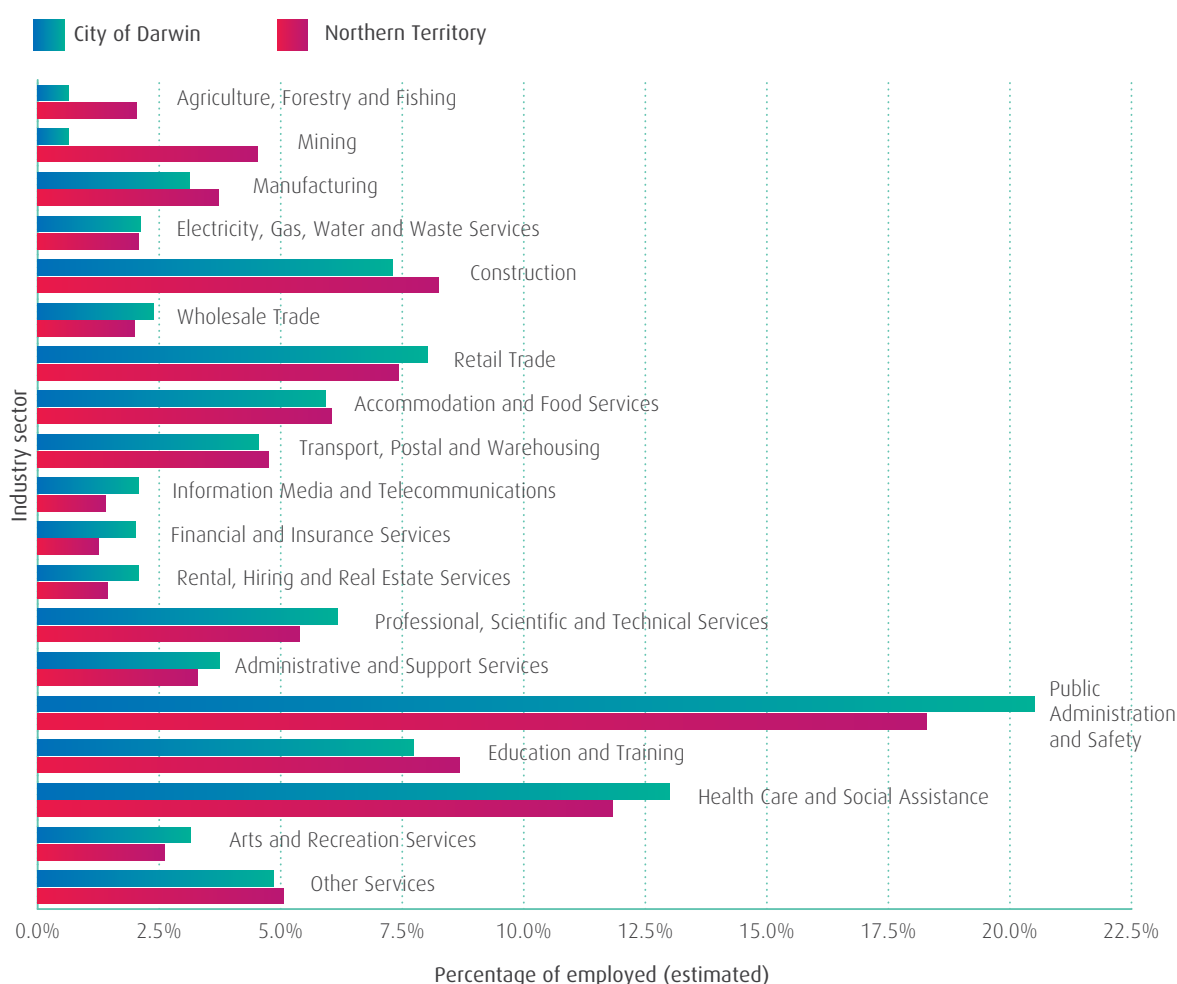
The Darwin Local Government Area (LGA) like the broader Northern Territory has experience economic weakening in recent years. This is related to the heavy reliance of the economy on resources, which are typically driven by major projects creating cyclical economic effects². Prior to the global COVID-19 pandemic, slight growth in the 2020 financial year was forecast for the NT economy³. As the economic impacts of Coronavirus COVID-19 Pandemic are not expected to be fully known for a number of months, a review of the Economic Development Strategy 2030 will be necessary in the next 12 months, to consider the current status and the long-term economic position of the Darwin economy.

A discussion of the long-term economic position of the City of Darwin LGA has been included to offer a basis for discussion, however, does not account for the recent shock to the economy resulting from COVID-19.

At year-end 2019, the Darwin LGA Gross Regional Product (GRP), was estimated at \$9,060 million, which represents over a third of the Territory's net value, being 39% of the state's Gross State Product (GSP).⁴

In Darwin, public administration and safety is the largest employer, generating 12,462 local jobs in 2018-19.⁵ A profile of key industries in the City of Darwin LGA is shown in figure 1.

FIGURE 1 – EMPLOYMENT BY INDUSTRY



Source: <https://economy.id.com.au/darwin/employment-by-industry>, accessed 29 April 2020

² Northern Territory Government, Department of Treasury and Finance, NT Economy.

³ Ibid

⁴ <https://economy.id.com.au/darwin>

⁵ <https://economy.id.com.au/darwin/employment-by-industry>

Darwin's economy is currently dependent on government and the mining industry, with this relationship increasing the economy's risk of volatility. Such affects have been seen in recent years, with a weakening economic situation, following the shift from construction to production in the INPEX project near Darwin. The economic forecast for Darwin is for marginal growth, through to 2020/21, when trend growth is anticipated⁶.

In 2019, Deloitte Access Economics (DAE) forecast that the Territory economy is expected to grow at an average annual rate of 3.5% over the coming decade and growth previously driven by the recent construction boom is expected to give way to growth in production and exports. DAE identified several key sectors with an advantage:

- Defence (and defence support)
- Energy
- Minerals and other bulk commodities
- Agribusiness⁷.

The advantage of these industries includes:

- the continued economic development of Asian economies coupled with Darwin's proximity to these economies
- an abundance of space and the 'untapped' potential of the NTs natural resources
- increasing global demand for energy and resources driving an increase in energy and mineral exploration in the NT (particularly onshore)
- the strategic location of Darwin to the defence of Australia
- the Commonwealth Government's commitment to investment in Northern Australia⁸

Darwin remains integral to the ongoing growth of the Territory, given its population base, its proximity to the rail head and port, and as the home to Territory's largest business, service and supply centre.

Tourism, another EDF economic growth sector also contributes significantly to economic growth in the municipality. Tourism and hospitality employed a total of 5,097 FTE workers in 2018/19 and industry sales in Darwin were valued at \$1,532 million.⁹

Tourism Research Australia data continues to show improvement, with the Territory hosting a total of 1.95 million domestic and international visitors in the year ending September 2019, an increase of 6.7 per cent compared with YE September 2018. The largest proportion of visitors are holidaymakers, up by 8.1% and business visitors, up by 9.9%. Overall visitors spent \$2.6 billion, with the average visitor spend increasing 10% to \$1,331.¹⁰

A detailed discussion of the economic context for Darwin and the NT is included in Appendix A.

⁶ .id, *City of Darwin Economic Outlook – 2019*.

⁷ Deloitte Access Economics, *Finding a way through the hard times, presentation to the NT Economic Recovery Summit*, 25 February 2019

⁸ Ibid

⁹ <https://economy.id.com.au/darwin/tourism-value>

¹⁰ <https://www.tourismnt.com.au/system/files/uploads/files/2020/TRA-Data-Summary-COMBINED-YE%20SEPT2019.pdf>



TIPPERARY STATION NORTHERN TERRITORY

The economic context





Unique advantages of our community and region

Darwin and the Northern Territory offers unique advantages which are most attractive to investors seeking opportunity. These advantages include:

- Strategic location
- Land area and capacity to grow
- Cultural diversity
- A youthful population; and
- A strong and stable government

A summary of the advantages offered through these unique factors is highlighted below.

Strategic location

The NT is Australia's gateway to Asia, with Darwin's close proximity to the growing Asian economy (as shown in Figure 2, Table 1 and Table 2) offering significant opportunities for economic growth in the Asian market. This strategic location creates a strong comparative advantage for the NT economy in the production and supply of high demand products in Asia.

The NT Economic Development Framework established a number of unique advantages in the NT economy. A focus on these advantages help to guide economic decision making to maximise economic outcomes.



FIGURE 2: DARWIN'S PROXIMITY TO ASIA

Source: google maps



TABLE 1: INTERNATIONAL FLIGHTS FROM DARWIN COMPARED TO OTHER AUSTRALIAN CAPITALS ON EXISTING ROUTES

DESTINATION	Darwin	Brisbane	Perth	Adelaide	Sydney	Melbourne
Dili	1h 20m	5h 25m via Darwin	8h 40m via Singapore	5h 0m via Darwin	5h 50m via Darwin	5h 40m via Darwin
Bali/Denpasar	2h 45m	6h 05m	3h 30m	5h 10m	6h 15m	5h 50m
Manila	4h 45m	9h 05m via Darwin	8h 35m via Singapore	9h 35m via Melbourne	8h 0m	8h 15m
Singapore	4h 30m	7h 35m	5h 0m	7h 15m	8h 0m	7h 40m

Source: International engagement, trade and investment strategic plan, Territory Government

TABLE 2: DISTANCES FROM DARWIN TO KEY MARKETS BY SEA COMPARED TO OTHER AUSTRALIAN CAPITALS

DESTINATION	Darwin	Brisbane	Perth	Adelaide
Jakarta	4 days, 6 hours (1532 nm)	9 days, 16 hours (3487 nm)	4 days, 22 hours (1763 nm)	8 days, 11 hours (3047 nm)
Manila	5 days (1807 nm)	9 days, 20 hours (3533 nm)	8 days, 6 hours (2971 nm)	11 days, 20 hours (4266 nm)
Singapore	5 days, 6 hours (1887 nm)	10 days, 16 hours (3842 nm)	6 days, 4 hours (2220 nm)	9 days, 18 hours (3504 nm)
Kuala Lumpur	5 days, 19 hours (2092 nm)	11 days, 6 hours (4052 nm)	6 days, 18 hours (2389 nm)	10 days, 5 hours (3673 nm)
Hong Kong	6 days, 13 hours (2353 nm)	11 days, 8 hours (4080 nm)	9 days, 18 hours (3504 nm)	13 days, 8 hours (4799 nm)
Shanghai	7 days, 16 hours (2765 nm)	11 days, 18 hours (4231 nm)	11 days, 5 hours (4037 nm)	14 days, 19 hours (5332 nm)
Tokyo	8 days, 10 hours (3033 nm)	10 days, 23 hours (3942 nm)	12 days, 12 hours (4500 nm)	14 days, 17 hours (5299 nm)
Seoul	8 days, 13 hours (3068 nm)	12 days, 6 hours (4410 nm)	12 days, 3 hours (4364 nm)	15 days, 17 hours (5695 nm)

Source: International engagement, trade and investment strategic plan, Territory Government

Space and capacity to grow

Comprising approximately 1% of Australia's population, Territorians occupy up to one sixth of the Territory's large land mass.¹¹ Despite the limited population, the NT has achieved a remarkable average rate of growth (as seen in Chart 1) over the past 10 years, demonstrating economic capability, strong potential and the prevalence of economic opportunity in the region, relative to other states and territories in Australia.

CHART 1 - ECONOMIC GROWTH IN AUSTRALIA 2007-08 FY TO 2017-18 FY

Economic growth by jurisdiction



Source: Department of Treasury and Finance, Northern Territory Economy, Territory Government, <https://nteconomy.nt.gov.au/economic-growth#growth>.

The potential for growth is further emphasised by the Territory's array of natural resources, land, water and mineral resources¹². The Territory has a diverse geography and environment which includes tropical, arid, metropolitan and remote areas. This too presents unique opportunities for development, such as the potential for space travel due to stable geographical environments, uncongested air space, a location close to the ocean, amongst other favourable factors.

¹¹ Department of Treasury and Finance, 2019, Northern Territory Economy: Population, Territory Government, <https://nteconomy.nt.gov.au/population>.

¹² Department of Trade, Business and Innovation, Northern Territory Economic Development Framework, Territory Government



Cultural diversity

The Territory hosts a culturally diverse population, with 19.8% of the population being born overseas. This cultural diversity can deliver great benefits to the local economy and social fabric, creating a favourable investor environment. Multicultural communities are recognised for their strength in connecting their community with global markets, attracting and supporting the sustainment of international students, encouraging innovation through diverse perspectives, fostering tourism, and enhancing community relationships.

In addition to a diverse migrant population, in the NT 25.5% of the population identified as Aboriginal or Torres Strait Islander in the 2016 census¹³. Aboriginal people are significant landowners and custodians of the land and coastline under the Aboriginal Land Rights (NT) in the NT Act 1976, and a large proportion of the NT is under Aboriginal ownership, specifically 50% of the Territory land and 80% of its coastline. Accordingly, the Aboriginal community in the NT offers opportunities to investors to partner, learn a cultural perspective, and work collaboratively in economic ventures to drive economic prosperity.¹⁴

Youthful population

The composition of the NT population is relatively younger compared to the rest of Australia. This sets the scene for a region with a future of economic and social development, as the workforce matures and establishes regional capability. As a youthful population the Territory has limited history to navigate in its governance arrangements offering a degree of flexibility that is difficult to negotiate in some other states and territories.

Strong and stable governments

The Territory Government have a strong track record of pursuing strategic investments in infrastructure and services that have important contributions to the growth of the Territory economy. These significant investments can provide confidence of the governance capability to build the social and economic capability of the region.

Similarly City of Darwin, has established its role and vision as the Government for Darwin. City of Darwin fulfils several important roles regarding the needs, interests and aspirations of the community, including the:

- direct delivery of services,
- funding other organisations to deliver services,
- regulation of some public activities through legislation,
- forming of partnerships and strategic alliances with other parties in the interests of the community,
- assisting other jurisdictions to be involved in activities by bringing groups and interested parties together, and
- promoting the interests of the community to decision makers and influencers.

City of Darwin has delivered significant contributions to Darwin, through projects and activities such as Darwin City Deal, #SmartDarwin, Switching on Darwin, infrastructure upgrades at local ovals, planting and beautification and Shoal Bay Waste Management Facility upgrades.

¹³ Australian Bureau of Statistics, 2019, Census data.

¹⁴ *Ibid.*

Economic growth sectors

The Northern Territory Economic Development Framework has identified five growth sectors, including:

- Agribusiness capability and diversity
- Defence hub
- Tourism
- International education and training
- Minerals & energy.

The strengths and opportunities for continued growth arising from each industry identified are highlighted in the summaries below.

Agribusiness capability and diversity

In 2017-18, the total contribution of the agriculture and fishing industries to the NT economy was estimated at \$735 million.¹⁵ In addition to proven agribusiness capabilities there is potential for further growth, with exploration occurring into the production of soya beans, barramundi, cotton, donkey and prawns.

Defence hub

The strategic location of the Territory plays an important role in the defence of Australia's borders and management of relationships in the region. There is a strong defence presence in Darwin and across the NT which has presented opportunities to grow related industries. In 2017-18, the defence industry contributed 8.4% to the NT GSP which is approximately \$2.1 billion of total defence expenditure. The strong defence presence and capability in the region is expected to continue for decades, with the 2016 defence white paper outlining that there will be an estimated \$20 billion further defence spend in the next 20 years.¹⁶

DARWIN HOUSING



¹⁵ Department of Treasury and Finance, 2019, *Northern Territory Economy: Agriculture, forestry and fishing*, <https://nteconomy.nt.gov.au/industry-analysis/agriculture,-forestry-and-fishing>.

¹⁶ Department of Treasury and Finance, 2019, *Northern Territory Economy: Northern Territory Defence*, <https://nteconomy.nt.gov.au/industry-analysis/defence>.



Tourism

The NT has spectacular natural landscapes and offers unique cultural visitor experiences, and the NT Tourism industry is a significant contributor to the economy. In 2017-18, the sector had an estimated contribution of \$1.2 billion, representing 4.4% to GSP and employed 17,100 people both directly and indirectly.¹⁷

International education and training

Whilst relatively small, the NT international education and training sector offers growth potential. Currently the sector is contributing nearly \$72 million in total value added to the NT economy and supporting 473 jobs¹⁸.

Minerals & energy

The natural resources of the NT include an abundance of onshore and offshore energy reserves, with the sector contributing an estimated 16.4% to the NT economic output, valued at \$4.14 billion in 2017-18¹⁹. The potential for the sector is maximised by Darwin's strategic location, as Australia's northern most capital city, offering substantial export opportunities. In addition to offshore resources, the NT has significant onshore reserves, with discoveries in the Beetaloo Basin. Broad support for the growth of the industry is planned by the Northern Territory Government, including the signing of a Memorandum of Understanding with the Australian government, forming an agreement to work together to further develop the gas industry in the NT²⁰.

Growth industry capability

(MARITIME, AEROSPACE AND ADVANCED MANUFACTURING INFRASTRUCTURE)

The five identified growth sectors in the EDF are closely linked to the maritime, aerospace and manufacturing capability of the NT. The capability of these industries in the region provide the sustainment support required to enable the continued growth in the region. The Territory Government acknowledge the importance of infrastructure and have invested resources to support the establishment of maritime and aerospace industries in the NT, including a \$400 million investment in the Darwin Ship-lift Project.

STUDENTS AT CHARLES DARWIN UNIVERSITY



¹⁷ Department of Treasury and Finance, 2019, Northern Territory Economy: Tourism, <https://nteconomy.nt.gov.au/industry-analysis/tourism#contribution>.

¹⁸ Deloitte Access Economics, 2018, 'Economic contribution of international education and training to the NT'.

¹⁹ Department of Treasury and Finance, 2019, Northern Territory Economy: Mining and manufacturing, <https://nteconomy.nt.gov.au/industry-analysis/mining-and-manufacturing>.

²⁰ <https://www.minister.industry.gov.au/ministers/canavan/media-releases/harnessing-potential-northern-territorys-gas-industry>

Infrastructure capability

Darwin is the capital city for the Northern Territory, and the northern most capital city of Australia. Darwin offers essential infrastructure to business and industry in the NT, including:

Darwin International Airport

The Darwin International Airport (DIA) is the largest civil aviation provider in the NT and one of ten major airports in Australia. DIA handled 2.83 million passengers in 2017-18 and contributed approximately \$270 million to the NT economy during the year²¹. In addition to current capability, the airport is undergoing extensive upgrades, including construction of a cold storage, freight and training facility, and installation of solar energy farms. DIA predicts strong growth in the next 20 years, with the number of passengers through the airport projected to increase from 2 to 6 million, the number of jobs supported by airport business to rise to 3000, and contribution to GSP to double²².

Port of Darwin

Darwin Port is leased and operated by Darwin Port Operations Pty Ltd as part of Landbridge Group. The Port incorporates both East Arm wharf with commercial facilities, cruise and naval vessel terminals at Fort Hill wharf, pilotage and control systems for the harbour. Darwin Port is capable of handling containers and general cargo, bulk liquids, bulk materials, live exports and heavy lift oversized cargoes. The Port is supported by multi-modal transport services including integrated national road and rail networks²³.



²¹ <https://www.darwinairport.com.au/node/807/attachment>

²² Darwin International Airport Master Plan – Summary Document, 2017

²³ Deloitte, 2018, 'Northern Territory ports infrastructure and future industry growth', Department of Trade, Business and Innovation.



Road transport hub

(NEW DEVELOPMENT)

Truck Central serves as a major one-stop transport hub in the NT. The hub is strategically located along Wishart Road and Tiger Brennan Drive, in between the cities of Darwin and Palmerston, to service the transport, logistics and general industry. The purpose-built real estate has 25 available lots with sizes between 3000m² to 9000m². The hub features heavy vehicle inspection, parking, refuelling and driver fatigue management facilities. The hub is undergoing another expansion, now completed.

Rail infrastructure

(CONNECTING NT TO ADELAIDE AND AUSTRALIA)

The Australasia rail links Darwin and Adelaide and has been operational since 2004, providing both freight and passenger services. Passenger services conclude at the Darwin passenger rail terminal, whilst freight services conclude at the East Arm Wharf Precinct. A 1,500 t/h rail dump facility is available at the wharf precinct for transfer of ore from bottom dumping rail carriages to a conveyor system. The unloading infrastructure has the capacity to handle 25 ore trains per week²⁴. The wharf also has facilities for container rail freight.

LNG processing

Major energy exploration and production companies ConocoPhillips and INPEX Corporation have established facilities in the Middle Arm Peninsula in the Darwin Harbour. Acknowledging the significant importance of leveraging the rich mineral deposits in the Territory to attract future commercial investments, a 600-hectare Industrial Precinct at Middle Arm is proposed. The facility is expected to provide downstream gas processing, gas related developments and improve capabilities in accommodating a range of related industries.²⁵

Ship lift and marine precinct

The Territory Government is maximising the strategic location of Darwin to attract future commercial investments into the NT economy, through the development of marine services. Darwin is the only significant marine servicing point on the Australian coast between Cairns and Perth. The development of the Darwin Marine Industry Park will enable the Territory to capitalise on opportunities in key industries including energy, freight and defence. The completion of the project in 2023 will be the largest ship lift in Northern Australia and enable servicing large vessels used by industries including energy, defence and commercial fishing.²⁶

²⁴ East Arm Wharf Expansion Project, 2011, Draft Environmental Impact Statement, Vol 2-4, https://ntepa.nt.gov.au/_data/assets/pdf_file/0003/286770/EAW_EIS_ch5.pdf

²⁵ Northern Territory Government, 2019, Middle Arm Industrial Precinct, <https://theterritory.com.au/invest/investment-opportunities/middle-arm-industrial-precinct>.

²⁶ Northern Territory Government, 2019, Marine Industry Park, <https://theterritory.com.au/invest/investment-opportunities/marine-industry-park>.

Key social infrastructure

Darwin has a thriving community, and its strong social fabric is supported with a range of social infrastructure and investments in community connection.

Arts and Culture

Darwin has a unique cultural history, being the traditional lands of the Larrakia people. This lasting cultural connection, in addition to a vibrant arts scene, is a key focus for City of Darwin, which has an arts plan focused on Public Art, Creative Spaces, Access and Participation, and Arts Development, Opportunity and Connectivity.

Events and festivals are recognised as an important contributor to the social and economic outcomes in Darwin and the Northern Territory. In the Territory Government's turbo-charging tourism plan, \$12.1 million has been allocated to invigorate and position the Territory as the festival and event destination²⁷. The NT Tourism strategy 2030 highlights the value of cultural and outdoor events to the Territory, identifying events as a key priority in driving tourism, and establishing an action plan for investment in events in the region²⁸.

Similarly City of Darwin has also identified the opportunity to leverage the benefits of experiences in Darwin, with a strategy to 'Position Darwin as a host centre for local, national and international sport and other events'.

Several significant events have attracted local, national and international attention, such as the Darwin Street Arts Festival, which commenced in 2017 and has resulted in the design of over 30 art murals in Darwin. The Darwin Festival is hosted annually in Darwin CBD in August, and combines outdoor festivities of cabaret, theatre, dance, visual arts, outdoor concerts and fun family events for a period extending over two weeks. As an indicator of success, the festival will celebrate its 40th anniversary in 2020.

Community infrastructure

A wide range of community infrastructure is available for community and visitors in Darwin.

City of Darwin provides 4 libraries across Darwin, providing visitors and members with access to books, media, and resources. In addition, the libraries offers online resources such as e-books, digital magazines, and IELTS training.

City of Darwin also provides three public swimming pools in Darwin, providing a range of water-based activities, shade, BBQ, kiosk, picnic facilities and disability access.

In addition to public pools, the Leanyer Water Park, managed by the Territory Government, and Darwin Waterfront, managed by Darwin Waterfront Corporation, offer water recreation facilities for visitors and community members of Darwin.

Darwin's water-based recreation is supplemented by City of Darwin's multiple parks and green spaces, designed to savour and enjoy the natural environment of Darwin.

City of Darwin provides free WiFi across its public spaces in the municipality.

²⁷ https://turbochargingtourism.nt.gov.au/__data/assets/pdf_file/0006/493026/turbocharging-tourism-action-plan.pdf

²⁸ file:///C:/Users/shfreeman/Downloads/Tourism_2030_strat_summary_20p-WEB.pdf



DARWIN FRINGE FESTIVAL 2018

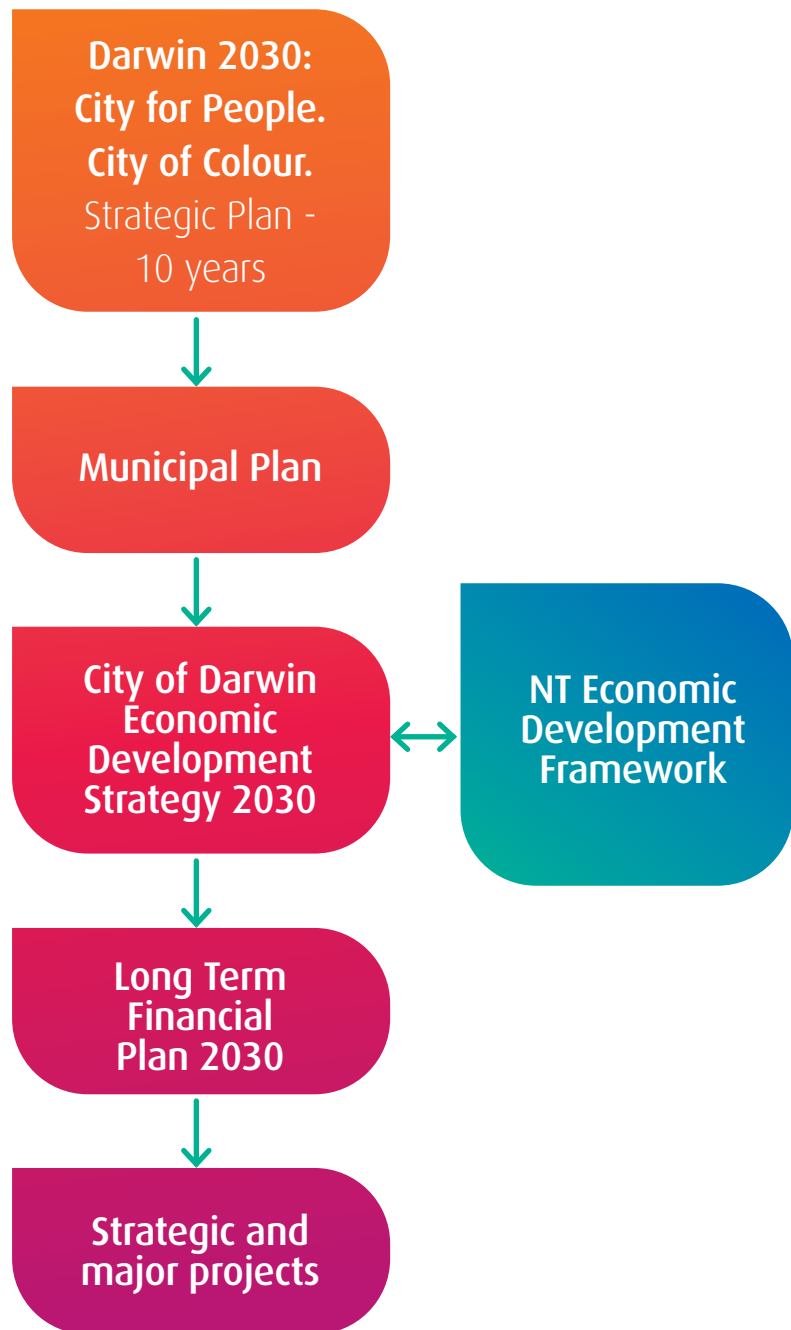
The Strategic context



CITY OF DARWIN, CIVIC PARK, DARWIN FESTIVAL 2019



The relationship of City of Darwin's Economic Development Strategy 2030 to other related plans is highlighted in the figure below.



To ensure consistency and integration of efforts, City of Darwin's Economic Development Strategy 2030 is aligned to broader frameworks and guiding documents, as well as being aligned to the Territory's economic development activities.

Council strategies and plans

City of Darwin's Strategic Plan: *Darwin 2030 – City for People. City of Colour* sets a high-level vision for the development of Darwin. The Municipal and Financial Plans set out how funded and approved activities will be delivered, With the Annual Reports reflecting on the previous financial year and reports on progress and achievements.

Under the *Local Government Act*, every Council in the Northern Territory must have a plan for its area. In the case of City of Darwin it is called the Municipal Plan. The Municipal Plan must contain a Service Delivery Plan and Budget. It must also contain, or incorporate by reference, any long-term plan, community or strategic plan adopted by Council and the long-term financial plan. The Municipal Plan enables the implementation of this strategic direction and is updated annually.

This Economic Development Strategy 2030 sits within the overarching City of Darwin Strategic Plan, as a key foundational strategy for City of Darwin's advancement and contribution to the economic growth of Darwin. The Economic Development Strategy 2030 is not a requirement for local government, and rather demonstrates the commitment of City of Darwin to strong governance and the progression of Darwin to further prosperity. The Strategy will guide decision making and approaches to economic growth in Darwin and will enable City of Darwin to guide stakeholders and investors in Darwin's future.

The Local Government Act requires the preparation of a Long-Term Financial Plan (LTFP) and City of Darwin has taken the opportunities presented in 2020 to develop an innovative and reimagined long term financial model, following an extensive review of its Long-Term Financial outlook. The LTFP sets a renewed financial management and investment strategy. City of Darwin's Long-Term Financial Plan 2030 meets its Strategic Directions and highlights major projects, including City of Darwin's partnership stake in the Darwin City Deal and investment and partnerships in key strategic projects.



Territory Government frameworks, strategies and plans

In 2017 the Northern Territory Government released the *Northern Territory Economic Development Framework, Our Economic Future* (the EDF)²⁹. The aim of the EDF is to 'improve our living standards, provide certainty to business and industry, and ensure our children have employment and lifestyle opportunities into the future.'

The EDF recognises the value of 'partnerships between the public, private and not-for-profit sectors including Aboriginal landowners' and identifies the 'role of government is to support development – through investment in infrastructure, people and relationships – but growth and jobs must be driven by private sector investment.'

City of Darwin's Economic Development Strategy 2030 has been designed to integrate with the EDF, to ensure complimentary efforts are taken to build the local Darwin economy.



CITY OF DARWIN STREETScape BEAUTIFICATION PROJECT 2020

²⁹ NT Economic Development Framework, Northern Territory Government 2017

City of Darwin's role



AERIAL DARWIN CITY



Local Government's role in Economic Development

Local Government has an important role in enabling favourable conditions for economic development within their local government area, resulting in broader economic and social benefits for the businesses and residents of the municipality. Local Government, as the closest level of government to local businesses and the community, is exposed to unique opportunities to support economic development. There are several avenues in which local government can influence economic outcomes, such as:

- Infrastructure and asset development and ownership
- Land use planning
- Business support
- Collaboration and networking
- Advocacy
- Strategic planning and implementation; and
- Data collection and sharing.

"Governments don't create jobs, rather through policy they can create an environment for businesses to start and grow."

Sean Holden, CEO, Local Government Association of the NT



Our role

Through the City of Darwin Economic Development Strategy 2030, City of Darwin will adopt the following roles in economic development in the municipality:

- Leadership - demonstrated through the development of this strategy
- Planning and forecasting - including the continued revision of a Long-Term Financial Plan in line with its Strategic Plan; Darwin 2030: A City for People. A City of Colour. and comprehensive and integrated Asset Management Plans
- Facilitation and coordination of economic development efforts – such as the development of a Darwin 2030 Partners Plan (a new advocacy framework)
- Advocacy and policy design – including and working with key business and industry leaders to create positive conditions for economic development through local-preference procurement of goods and services whenever possible – putting Darwin first
- Directly facilitating economic development by attracting businesses and residents to the municipality, encouraging and supporting the tourism industry and enabling business growth.

Our leadership role

In the spirit of that action, the City of Darwin's Mission Statement in *Darwin 2030 - City for People. City of Colour* 10-year strategic plan states:

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 Darwin.

The EDF includes an action to: *Continue to support local Aboriginal communities in the regions and major centres of Katherine, Nhulunbuy, Tennant Creek, Palmerston and Alice Springs to develop and deliver economic development plans and priority projects that realise local aspirations.*³⁰

The focus of this Strategy, within the context of the overarching City of Darwin 10-Year Strategic Plan, is to support the promotion of Darwin as a location for appropriate industries or commerce and as an attractive tourism destination.

Our primary stakeholders are ratepayers within the municipality and broader stakeholder groups including other residents, other levels of government, business and industry, and community groups.

City of Darwin, as a representative of ratepayers and the broader community, has a responsibility along with other levels of government, to ensure that Darwin prospers and grows. To do this we are committed to taking a leadership role and working with key strategic partners, including the Australian and Northern Territory Governments, to promote Darwin to national and international investors, industries and businesses that may wish to establish in Darwin. We will actively work with the Territory Government and Top End Tourism to promote Darwin as an attractive and premier tourism destination.

³⁰ NT Economic Development Framework, Northern Territory Government 2017



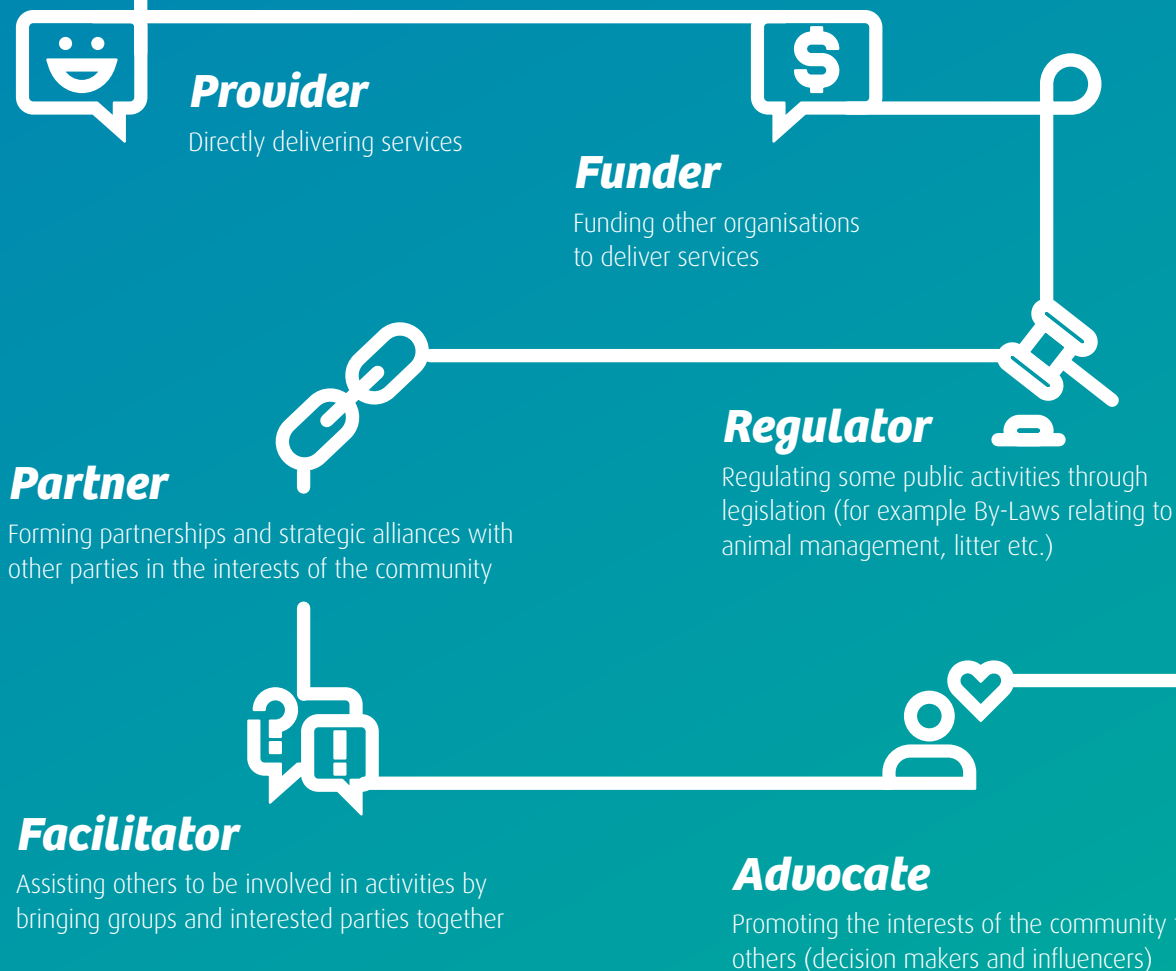
Our strategic role

As outlined in the City of Darwin's Strategic plan, City of Darwin fulfils several important roles in being responsive to the needs, interests and aspirations of the community.

We do this strategically using established methodologies including:

- directly providing services, where appropriate to do so
- funding other organisations to deliver services
- regulating some public activities through legislation
- forming partnerships and strategic alliances with other parties in the interests of the community
- assisting others to be involved in activities by bringing groups and other parties together promoting the interests of the community to others (decision makers and influencers).

WE HAVE DEFINED THESE ROLES AS:



City of Darwin Crisis & Emergency Economic Response

City of Darwin is a significant employer in Darwin, with more than 350 local employees, and plays a critical role in the delivery of essential services. These services such as city cleaning and sanitisation, waste management, building services, regulatory services and compliance, homelessness support, childcare and youth services, libraries, parks and tree maintenance, sporting ovals, public pools and exercise equipment, road networks, street lights and many other vital functions that our community values. In addition to core services, the City of Darwin delivers services that are fundamental to the recovery phase of an emergency.

More recently City of Darwin has adapted and innovated its emergency and crisis response, providing leadership through the COVID-19 global pandemic and, in 2018, Cyclone Marcus. While at the time of the release of this strategy the recovery phase of the COVID-19 global pandemic is being enacted, planning for the new normal and unprecedented economic challenges is central.

City of Darwin's services and economic initiatives in an emergency are part of a coordinated response designed for short, medium and longer-term response and stimulus and may include some or a number of initiatives to directly affect the success of economic recovery for Darwin including:

- Encouraging tourism and events programs
- Infrastructure delivery
- Business development
- Minor works (streetscape beautification and tree planting)
- Short term employment initiatives
- Recovery-specific grants
- Innovation and digital solutions
- Waiving or reduction of fees, levies, rents and charges
- Borrowing in accordance with risk assessment and forecasting.

In addition to these efforts, the City of Darwin will work collaboratively and in principled support of the Territory and Australian Government's economic stimulus actions.



Growing Darwin's economy





City of Darwin's *Darwin 2030 – City for People. City of Colour* identifies a number of targets and strategic actions that will influence and drive economic growth. These targets and strategic directions have been identified in the Economic Development Strategy 2030. Each action will be prioritised, and implementation plans will be developed. Council will report on progress against each strategic action annually.

Growing the economy will be achieved through the following development levers:

- Capital and infrastructure investment
- Business development, commercialisation and trade opportunities
- Technology and innovation
- Strategic activities and coordination
- Attraction of people, businesses and private investment.

The Economic Development Strategy 2030 will be reviewed and refreshed at the beginning of every new term of Council and will be underpinned by a 2-year Economic Action Plan, the first being 2020-2022.





Strategic goal: A capital city with best practice and sustainable infrastructure

STRATEGIC TARGET: BY 2030, A NUMBER OF STRATEGIC INFRASTRUCTURE PROJECTS WILL BE DEVELOPED, PROGRESSED IN PLANNING, FORMALLY FUNDED AND DELIVERED.

Council Role	Lead / Partners	This will be achieved through	This is how we will measure progress	How this can drive growth
Implement City of Darwin's City Deal infrastructure projects				
	CoD AG NTG	The Darwin City Deal Implementation Plan	Reporting on milestones in the Darwin City Deal implementation plan	Capital investment and development of infrastructure to enable future growth
Develop a Priority Infrastructure Plan				
	CoD NTG	Review and assessment of infrastructure considering future planning needs	Progress and completion of a priority infrastructure plan	A plan to progress capital investment and development of infrastructure to enable future growth
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				
	CoD	Development of policies and processes to enhance local procurement by Council	Implementation and reporting on Council's procurement activity	Increased capital flow in the Darwin economy, and investment in small and medium enterprise in Darwin.
Implement a City of Darwin 'Buy Local' policy which has a weighting of 30% local content requirements				
	CoD	Development of policies and procedures to enhance City of Darwin's procurement processes	Monitoring and reporting on City of Darwin procurement outcomes	Increased capital flow in the Darwin economy, and investment in enterprise in Darwin.
Review City of Darwin land holdings to ensure their commercial value and advantage are put to the best economic benefit for the city				
	CoD	Review and assessment of landholdings considering economic potential	City of Darwin land holding assessment report and action plan	A plan to capitalise on commercial assets in the City



Provider



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Regulator



Partner



Facilitator



Advocate



Strategic goal: A safe, liveable and health city

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

Council Role	Lead / Partners	This will be achieved through	This is how we will measure progress	How this can drive growth
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Work with key partners to improve safety in the municipality through the further development of City of Darwin's CCTV network and smart city technology

	CoD NTG	Implementation and coordination and development of smart city capabilities	Growth in the role of technology in business activity and transactions in Darwin	Technology enabled business innovation
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Work with government, property owners and retail businesses to reinvigorate the city centre through membership of the Activate Darwin Advisory Board

	CoD NTG	Collaborative and strategic planning considering the needs of the City centre	Activity of the activate Darwin advisory board, and indicators of economic outcomes in the City Centre	Enhanced retail outcomes, support for small and medium enterprise in Darwin
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Partner with the Australian Government and Territory Government to deliver on the Darwin City Deal

	AG NTG CoD	Implementation of the Darwin City Deals	Reporting on milestones in the Darwin City Deal implementation plan	Capital expenditure and investment in infrastructure in Darwin
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Contribute strategic land to enable CDU to deliver the education and community precinct including student accommodation, underground parking and co-located libraries in the Darwin CBD

	CDU CoD	Contribution of land at market value	Development approved and construction of CoD led projects to drive economy and increase Darwin City Deal presence by CoD	Financial consideration for the land to fund parallel city projects
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Provider



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Facilitator



Advocate



Strategic goal: A cool, clean and green city

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

Council Role	Lead / Partners	This will be achieved through	This is how we will measure progress	How this can drive growth
Facilitate forums for environmental services providers to share information and develop relationships within the sector and with other industries				
	Industry CoD	Collaboration with businesses in the environmental sector and advocate for targeted support the City with partners	Reporting on advocacy efforts and outcomes for the environmental sector by the City	Support for enterprise growth in Darwin
Implement a Waste Strategy that encourages innovative solutions for reducing and re-using waste resources				
 	CoD	Development of a strategy and plan for clean and renewable energy in the City	Establishment and implementation of a waste strategy	Investment and innovation in the circular economy in Darwin
Under the Darwin City Deal, establish an Urban Living Lab with Territory Government and the CSIRO				
 	AG NTG CSIRO CoD	The Darwin City Deal Implementation Plan	Reporting on milestones in the Darwin City Deal Implementation Plan	Innovation and commercialisation of new intellectual property in Darwin



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Partner



Facilitator



Advocate



Strategic goal: A smart and prosperous city

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

Council Role	Lead / Partners	This will be achieved through	This is how we will measure progress	How this can drive growth
Implement and evolve #SmartDarwin and its pillars by 2030				
	CoD NTG AG	The Darwin Smart City Strategy	Reporting on implementation milestones	Establish technology enabled infrastructure with innovative commercialisation opportunities
Support the development of business centres that foster industry engagement, collaboration and innovation across all markets				
	CoD	Innovation, Growth and Development Services	The development and implementation milestones of a structured innovation program across Council	Innovation, commercialisation and enterprise support in Darwin
Develop innovation hubs for our community and future generations				
	CoD	Innovation, Growth and Development Services	The development and implementation milestones of a structured innovation program across Council	Innovation, commercialisation and enterprise support in Darwin



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Partner



Facilitator



Advocate

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

Council Role	Lead / Partners	This will be achieved through	This is how we will measure progress	How this can drive growth
Implement an economic development plan for the City				
	CoD	An economic development strategy	Implementing and reporting on milestones in the Economic Action Plan	A coordinated approach to economic growth
Grow the tourism industry				
	CoD	A Destination Darwin plan	Tourism experiences for Darwin	A coordinated and strategic approach to growing tourism in Darwin
Support initiatives to increase the population of Darwin through engagement with business and industry, and all levels of government				
	NTG CoD	Darwin 2030 Strategic Plan	Reporting and milestones	Increasing Darwin's overall economic capacity and activity through population attraction and retention
Support initiatives to grow the economy and retain people and jobs in Darwin				
	NTG CoD	Darwin 2030 Strategic Plan	Reporting and milestones	Increasing Darwin's overall economic capacity and activity through population attraction and retention
Deliver the International Relations Program to leverage business growth and economic development opportunities for the City through				
	CoD NTG	Innovation, Growth and Development Services	The development and implementation milestones for a structured innovation program across City of Darwin	Investment and business attraction to Darwin
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				
	CoD NTG	Government Relations	The development and implementation milestones of a structured partners and advocacy plan for City of Darwin	Investment and business attraction to Darwin



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Partner



Facilitator



Advocate



Strategic goal: A vibrant and creative city

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

Council Role	Lead / Partners	This will be achieved through	This is how we will measure progress	How this will drive growth
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Partner with other stakeholders to grow the visitor economy of Darwin



NTG
CoD

A Destination
Darwin Plan

Reporting on milestones
in the development of a
Destination Darwin Plan

A coordinated approach
to tourism market and
opportunities in Darwin

Deliver a City of Darwin events program and support other event programs that encourage locals and attract visitors



CoD
NTG

A Destination
Darwin Plan

Reporting on milestones
in the development of a
Destination Darwin Plan

A coordinated approach
to growing the tourism
and hospitality market
opportunities in Darwin

Support the promotion of Darwin as a cruise ship and yachting destination and as a home port for expedition ships



NTG

A Destination
Darwin Plan

Reporting on milestones
in the development of a
Destination Darwin Plan

A coordinated approach
to tourism market and
opportunities in Darwin



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Regulator



Partner



Facilitator



Advocate

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

Council Role	Lead / Partners	This will be achieved through	This is how we will measure progress	How this will drive growth
Promote Darwin as a destination known for its Aboriginal cultures and landmarks				
	NTG CoD	A Destination Darwin Plan	Data and trends relating to visitor numbers and tourism experiences	Attraction and support of tourism markets and support for small and medium tourism enterprise in Darwin
Deliver events and activities that recognises Darwin's rich and multi-faceted cultural history				
	CoD	A Destination Darwin Plan	Data and trends relating to event attendance and experiences	Attraction and support of tourism and community hospitality expenditure and support for small and medium tourism enterprise in Darwin



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Facilitator



Advocate



Supporting the NT EDF

In 2017 the Northern Territory Government released the NT Economic Development Framework. City of Darwin can play an important role in advancing some of the EDFs high level actions. City of Darwin's Economic Development Strategy 2030 works to ensure a complimentary approach between economic development efforts undertaken by Council and the Territory Government to deliver the greatest benefits for the Darwin. City of Darwin's contribution to the NT EDF is outlined in the below table.

Action	City of Darwin's Role	Lead / Partners	Strategic Direction
Progress a comprehensive, balanced and accountable regulatory reform agenda to provide a globally competitive environment to attract private sector investment and sustainable development		NTG (EDF)	Smart and Prosperous
Develop and deliver a pipeline of Territory Government facilitated projects to leverage private sector investment in economic and iconic infrastructure and major projects		NTG Industry (EDF)	Smart and Prosperous
Develop and deliver economic development plans and priority projects that realise local aspirations		City of Darwin (adapted from EDF)	Smart and Prosperous
Develop a calendar of events that engages locals and visitors beyond the current tourism peak periods in major centres and regions		Industry NTG (EDF)	Vibrant and creative city
Explore business models that increase local service delivery, employment and business development opportunities across a range of sectors including delivery of human and community services		NTG Industry (EDF)	Smart and prosperous
Make it easier to do business in the Territory through reducing unnecessary red tape and regulatory burden		NTG	Smart and prosperous
Implement an Open Data Policy to make government data available to industry and other stakeholders to enable innovation and business development opportunities		NTG Industry (EDF)	Smart and prosperous
Work with industry, research and educational institutions and the business community to encourage, drive and adopt innovation		NTG Stakeholders	Smart and prosperous
Identify and implement strategies to reduce the prevent crime and anti-social behaviour, to reduce costs to the private sector and wider community		NTG Industry Community (EDF)	Safe, liveable, healthy



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Partner



Facilitator



Advocate

Action	City of Darwin's Role	Lead / Partners	Strategic Direction
Tourism			
Work with airlines to build demand for sustainable aviation services to, and within, the Territory, including attracting direct airline services from China and other high potential markets such as New Zealand		NTG Industry (EDF)	Vibrant and creative
Develop niche market and product segments such as working holiday maker, luxury, bushwalking, birdwatching, mountain biking, sporting events, international study tour groups and Defence personnel		Tourism Traditional Owners Industry NTG (EDF)	Vibrant and creative
Work with local government and property owners to reinvigorate the city area of Darwin		NTG Local government (adapted EDF)	Vibrant and creative
Ensure tourism issues are adequately considered in planning decisions to reinvigorate Darwin CBD		NTG Local government (adapted from EDF)	Vibrant and creative
Promote the Territory as a cruise destination, and Darwin as a home port for expedition ships		NTG Industry	Vibrant and creative
Energy and minerals			
Attract major gas corporations to establish regional or national headquarters in Darwin		NTG (EDF)	Smart and prosperous
International education and training			
International students experience life as Territorians		NTG (EDF)	Smart and prosperous
Grow education tourism across the NT using regional icons		NTG (EDF)	Vibrant and creative

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Action	City of Darwin's Role	Lead / Partners	Strategic Direction
Showcasing the Territory to the world – increase joint marketing of the Northern Territory as a study destination		NTG (EDF)	Vibrant and creative
Defence and defence support industries			
Promote the Territory as a more attractive place to live and work for Defence families while personnel are posted in the Territory		NTG (EDF)	Safe, liveable and healthy city
Attract defence industry corporations to establish national or regional headquarters in Darwin		NTG (EDF)	Smart and prosperous
Renewable energy			
Achieve a 50 per cent renewable energy target by 2030		NTG Industry	Cool, clean and green



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