



OUR  
community  
OUR FUTURE

NHULUNBUY, NT

**nhulunbuy** corporation

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COMMUNITY VISION





## Foreword from the CEO

Nhulunbuy is a place of rare beauty, where community comes together to share in a unique outdoors lifestyle that is offered by this distinctive and culturally significant area of East Arnhem Land.

Home to the Yolgnu for 40,000 years and established as a town in 1971, Nhulunbuy is where people often come for employment, and once here, are embraced by a welcoming and cohesive community.

Nhulunbuy has many highlights in its history as well as some challenges. Most recently, the curtailment of the town's alumina refinery has tested the resilience and strength of its people. But our community will not be bowed and we remain optimistic, recognising our town's incredible assets and many untapped opportunities to take a positive and proactive approach to future development.

Our community have spoken and want to be a part of forging the next chapter in our town's history that will see us foster partnerships that deliver great mutual benefit.

Together we will drive the improvements and changes that will deliver a sustainable place and community for many years to come.

Developed in full consideration of community and stakeholder feedback, this document articulates the vision and future directions to which we aspire. This vision is neither a prediction of what will actually occur, nor simply a wish list of desirable but unattainable ends; it is a statement of what our community believe is possible to achieve if we work together.

The realisation of this vision and the delivery of the key strategies will take time, but with the collective will and mobilisation of all our available resources we will ensure Nhulunbuy becomes an even better place to live, work and play, both now and in the future.

Angela MacMillan  
CEO, Nhulunbuy Corporation



# Our Character and Spirit

## WHO WE ARE

### *Community History*

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Nhulunbuy is located on Yolngu country, and is a place of great cultural significance.

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Situated on the Gove Peninsula in North East Arnhem Land, and isolated from other larger population bases in the Northern Territory, Nhulunbuy is over 1000 kilometres travel by mainly dirt road and a little over one hour by plane from Darwin. Home to an airbase during World War Two, the town was officially established in 1971 to service the Gove Bauxite Mine, which still operates today, and as a base for the largest alumina refinery in the southern hemisphere.

People from many nations and cultures came to settle and build much of the town that can be seen today. The population of Nhulunbuy is widely mixed - some residents are Yolngu, with ongoing family and cultural connections to the land spanning back thousands of generations, others are transient workers, and still others are long time investors and business owners.

Nhulunbuy was established as a resource industry “company town”. This has seen the provision of utilities and town governance managed by the Nhulunbuy Corporation by agreement with the mine operator, Rio Tinto.

Over time becoming the main hub for East Arnhem Land, a number of community service agencies and Aboriginal Corporations have their head office within the town and provide outreach services to the homelands of the region. The Northern Territory Government also provide a range of community services to the town, most notably in Health and Education.



### *Our Character and Spirit*

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Nhulunbuy is a place where residents can access with a permit some of the most remarkable and untouched landforms and ocean assets in Australia. Renowned for its world-class fishing and recreational opportunities, there is something for everyone who likes an active outdoors lifestyle.

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Nhulunbuy exists as part of a wider region of 14,000-15,000 people, the majority being Yolngu, across a large number of remote communities and homelands situated on Aboriginal land.

For many living in East Arnhem Land, engaging with Indigenous communities and the oldest living culture in the world is a significant attractor to the region.

Most often the initial lure of Nhulunbuy is the employment opportunities that are on offer, mainly via the Bauxite mine. However it's a common story that after planning to come to Nhulunbuy for a short-term employment contract, many residents remain, years or decades later, with the town and its community “in their blood”.

Nhulunbuy is a place where its relative isolation is both a benefit - in providing a relaxed lifestyle away

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from the hustle and bustle of bigger urbanised centres - and also a challenge - due to the cost of living and ability to access services and markets.

A family-friendly town, the great attraction is its open-hearted and cohesive community – one where newcomers are “welcomed to the Gove family”.

A transient community, due to its industrial employment foundations, this doesn't deter people from seeking out opportunities to be involved in a vibrant and welcoming community. Our people make lasting friendships, while away from the support of their own family. With numerous clubs and communal groups, the town has been founded on a strong sense of community spirit, where volunteerism is the norm rather than the exception and where people are encouraged to “have a go” and contribute to the social fabric in whatever manner they can.

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Demographics

Since its inception, the population of Nhulunbuy has fluctuated, usually in response to key mining industry activity. The peak in the resident population occurred in 2009 at around 4,700 residents (ABS, 2014). Numbers have stabilised to around 2,600 today.

The composition of Nhulunbuy’s population features a large older working age “bubble” (ages 35 years to 54 years), a significant decline at ages 15 to 24 years and a large child base that reflects a high proportion of families with young children. This contrasts with other larger Territory population bases.

As of 2011 there were 16% more males than females in Nhulunbuy, which is double the NT average, though much less than the 30% difference that was evident in 2001. This gender disparity is typical of mining towns.

The 2016 ABS will provide a more current view of any significant changes to the demographics since 2014.



Town Assets

The greatest assets that the community of Nhulunbuy revere are the interaction with Yolngu and the natural features of incredible land formations and unspoiled coastline. With access permits provided by Dhimurru Aboriginal Corporation - a community-based natural and cultural resource management agency - residents can connect with a spectacular and unique coastal environment.

For its population, Nhulunbuy has a very high level of provision of community facilities, which have been built over time by the mining companies, government, community private sectors and through the efforts of many dedicated volunteers. While some of these facilities need revitalising, the number and variety of amenities is significantly higher than those available in towns with similar populations.

Key community assets include, for example, but are not limited to:

- A deep water port
- International-standard airport
- A regional hospital
- Two primary schools (one government and one non-government)
- Two high schools (one government and one non-government)
- A town hall
- Community centre
- Aquatic centre
- Hotel
- Motel
- Golf Club
- Various recreational facilities
- Town Centre and satellite retail precinct with a variety of shops
- Good internal road systems



# How We Developed The Vision

A comprehensive stakeholder and community engagement process was implemented to inform the development of the Vision, Future Directions and Implementation Plan.

THE ENGAGEMENT STRATEGY AND ASSOCIATED METHODOLOGY WAS INFORMED BY THE NEED TO:

- Enable broad participation by the community and stakeholders
- Respond to the needs of the community and stakeholders
- Ensure the consultation process matches the critical path of project decisions
- Provide clear and effective communication and management of expectations

The consultation process included multiple channels to ensure a variety of opportunities for community members to provide their input. The diverse nature of the methods chosen provided different settings and modes of engagement in which they could participate.

A three-phased approach was used:

PHASE 1 (MARCH 2015)

## *Scoping*

This focused on gaining a deep understanding of the context of the community, the recent community change and medium- to long-term trends that will shape Nhulunbuy's future.

KEY ELEMENTS WERE:

- Literature Review and Background Research
- Stakeholder Interviews

PHASE 2 (MARCH TO APRIL 2015)

## *Broad Engagement*

This involved seeking stakeholder and community input and feedback, to inform the development of a clear vision for the future. The focus here was on understanding the community's aspirations.

KEY ELEMENTS WERE:

- Numerous stakeholder and community interviews
- Two community workshops
- A school student workshop
- Pop-up stalls
- Online survey

PHASE 3 (JUNE 2015)

## *Validation*

This involved seeking feedback from stakeholders and the community on initial concepts for the Vision and obtaining input on Implementation priorities and strategies. This was achieved by identifying and prioritising key initiatives against each of the directions and aspirations highlighted by the community and reflected in the Draft Vision.





# Challenges and Opportunities

The stakeholders and community identified a number of challenges and issues as well as a series of opportunities and aspirations throughout the consultation process for the future development of Nhulunbuy and the community.

## *Isolation*

Some of the greatest difficulties that Nhulunbuy experiences are a product of the isolation of the town. The most significant being the cost of living, which is affected by high transportation and business costs. These transportation costs are impacted by the lack of a sealed road from Darwin, resulting in goods and services having to be accessed by barge or plane. The lack of road infrastructure is also perceived as a major impediment to Nhulunbuy enhancing its role as a hub to East Arnhem Land in servicing homeland communities – which are often cut off during wet season.

In addition, the cost of air travel is probably the most significant issue, with access to Nhulunbuy via Darwin or Cairns being very expensive in comparison to other longer routes both domestically and internationally. The community is worried about its vulnerability in having no sealed road access and only one air travel provider, which is not one of the two major Australian airline companies.

## *Climate*

The climate, while being a great asset in dry and cooler periods, also provides a challenge during the wet season when heavy rains and heat make living conditions testing, especially for newer residents who are not acclimatised.

## *Transience*

The ever-changing population, which is evident in many mining towns, is an ever-present challenge in Nhulunbuy. Many people come to access employment opportunities, but while making the most of life in Nhulunbuy, may not see the town as their long-term home. The fluctuation in population can lead to constant change in friendships and social connections. The recent curtailment of the refinery saw nearly 40% of the population leave town within a year. Despite this challenge, it is reported that “those who wanted to stay have remained and this has made our community stronger.”

## *Nhulunbuy’s Unique Community and Lifestyle*

A majority of those that engaged in the consultation process identified an aspiration for Nhulunbuy’s population to return to previous levels and believe a key way for this to occur is further enhance and promote Nhulunbuy’s unique community and lifestyle. Key opportunities include enhancing community capacity through support for community organisations, better activation and utilisation of existing facilities and the provision of inclusive activities that welcome and engage new residents. Additionally there was consistent feedback that the unique natural assets and associated lifestyle benefits should be used in the development of promotional strategies to attract both residents and tourists.

## *Company Town*

Being a “company town”, with facilities and services historically governed, managed and delivered by the mining company and or its subsidiaries, provides its own challenge, mostly being a lingering sense of dependence on the company or in some cases, a heightened sense of entitlement - especially from those who have expectations of what is on offer as part of their work/life conditions. The governance arrangements take time for people to understand, particularly for people who have come from other areas of Australia with a local government governance structure in place.

Being viewed by some as just a company town can also inhibit entrepreneurialism due to a reliance on the dominant industry for economic development.

Despite this the town is now a culturally diverse regional service and commercial hub.

## *Town Leadership*

Town leadership and governance structures have been based on Nhulunbuy operating as a resource company directed town, as has been the case in many towns in Australia that are established, managed and maintained by the company. There is a desire in the longer term for the community to become more involved in the leadership of the town in a way that fosters greater community responsibility and engagement in decision making.

This is recognised as a longer term issue and that for any transition to occur community capacity building and the review of models that would best suit the future needs of the Nhulunbuy community will need to be undertaken.

Additionally there is the opportunity for the Nhulunbuy Corporation and other key organisations to provide clearer and more appealing communication, so the community can more positively engage with key town initiatives.



## *Optimising and Maintaining Assets*

With the town nearly 45 years in age, a key challenge facing Nhulunbuy is the maintenance of its infrastructure and community facilities, which is starting to date and deteriorate in the harsh northern climate. This is most evident in the Town Centre with many residents seeking a revitalisation of this important precinct as well as the upgrade of sporting and recreational facilities to provide venues for the many and varied clubs.

It is acknowledged by many that there is the opportunity to develop a strategic approach to the maintenance and management of aging town infrastructure and community facilities through a regime of both restorative maintenance and asset replacement or development.

In addition there are community and commercial facilities that lay dormant that could be repurposed for future use and existing facilities that could have increased use through a targeted approach to activation.





### *Economic Diversification*

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With the curtailment of the refinery, it has reinforced the need for the development of a more diversified local economy to buffer the effects of major changes in the resources sector. There are examples of various start-up enterprises in agricultural, tourism, and construction in local communities, but more is needed to foster sustainable business models in these burgeoning businesses. Challenges include assuring long-term business security; cost of salaries to attract people to a remote town; and the cost of providing housing, travel and logistics in an isolated location.

The Yolgnu people have a proud and long history of trade and commerce in the East Arnhem region. This tradition continues today, alongside Nhulunbuy's twin pillars of mining and administration which have been supported by strong manufacturing, construction and retail sectors.

As outlined by Developing East Arnhem, whilst Rio Tinto's bauxite operation will continue to contribute significantly to the region over the coming years, the curtailment of the refinery represents both a challenge and opportunity to diversify and strengthen the region's economic base. However, boasting considerable human, natural, and cultural capital the region is attractive for investors looking for unique opportunities.

### *Enhanced Education and Health Services*

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At the core of any prospering community is access to quality education and health services. Whilst Nhulunbuy is currently well serviced with three schools and various health services including a hospital, there is recognised opportunity to ensure that excellence in these areas continues in the face of changing community needs and demographics.

### *Regional Service Hub*

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One of Nhulunbuy's greatest assets is its position in the East Arnhem Region. Already operating as an important hub to service the homeland communities, there is opportunity to expand this role in terms of the provision of government, community and private services. Not only will this grow the existing economic base of Nhulunbuy, it will provide a strong foundation for growth in the region as a whole.

### *Cultural Engagement and Awareness*

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Nhulunbuy was established in 1971, despite opposition from Yolngu in the late 1960s. While there is evidence of some positive cross-cultural engagement, there are issues related to the lack of cultural integration, particularly evidenced by the low level of employment of Yolngu in local businesses, a lack of a strategic approach to cultural engagement and little evidence of the recognition and celebration of Indigenous heritage in the town. Concerns are also evident among some stakeholders regarding the potential provision of social housing, and how this will be managed in relation to the integration of Yolngu residents in the community.

There is a growing desire to understand how culture informs the beliefs, values, and behaviours of the diverse communities calling Nhulunbuy and East Arnhem Land home. Increased cultural awareness will enable residents of all backgrounds to be meaningfully engaged in the future of the region and will contribute to a strong social fabric.

### *Social Issues*

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Social issues that have been raised by the community during include concerns about the impacts from alcohol and drug use. There is concern about the levels and consumption and the potential link to petty theft or "fridging", where people have alcohol stolen from their outdoor fridges.

### *Stakeholder Influence*

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Being a town with a relatively small population, concerns have been raised that there may not be an equitable level of engagement or influence across the community, with a portion of stakeholders, being perceived by some to have greater sway in decisions that are made.

### *Cross Agency Collaboration*

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Delivering the Nhulunbuy Vision will require actively fostering partnerships, sharing knowledge and resources, and working collaboratively across agencies and sectors. Bodies such as the Chamber of Commerce and the Regional Economic Development Committee, and indeed individual organisations, have an important role to play in facilitating this shared value and commitment.





# Vision

## NHULUNBUY

*A community that is strong, safe and enterprising, where we recognise Yolngu culture, are committed to our people, celebrate our unique lifestyles, and serve as a regional hub to the East Arnhem Region.*

*Bapurru banha marimi wanyu, waburarr Djamami, banha ngarru ngali milkunhami Yolngu rom, ga ngandarryuman ngalingul malawul, lukuyingatji ngalinguru waribuwu nguwakurruwu dhukawuy, ga djama buku-liwyuman ngayili buku-dhimurru li gali li.*

# Future Directions

In extensive dialogue with the community and stakeholders, some clear themes emerged that provide the framework for establishing future directions. These were consolidated and are articulated below as five key areas of focus. Each recognises and respects the unique character and spirit of the town, while also seeking to provide a road map for the future development of Nhulunbuy and its community.

## Yolngu Country

The Yolngu Country Future Direction seeks to better recognise and celebrate Yolngu Culture and engage all people in culturally-rich experiences that foster two-way learning and harmonious community development.

## Unique Lifestyle

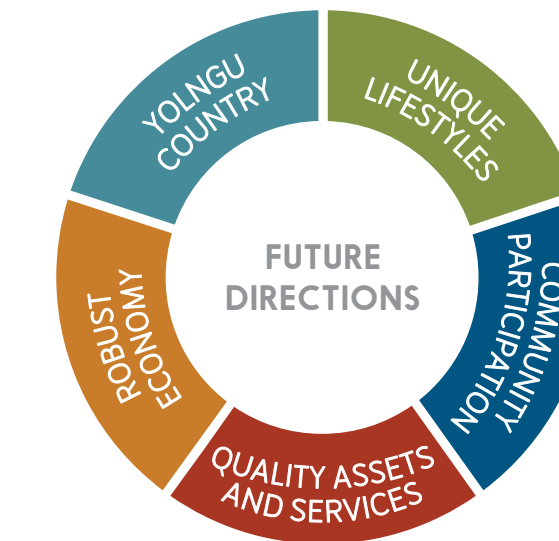
The Unique Lifestyles Future Direction recognises the distinctive lifestyle on offer to residents, both the access to a pristine natural environment and the variety of outdoor pursuits. Above all, it recognises the need to maintain and enhance the cohesiveness of Nhulunbuy's strong and safe community.

## Community Participation

The Community Participation Future Direction recognises the desire for residents and stakeholders to be more engaged in initiating and managing positive community initiatives and shaping the future of their community.

## Quality Assets and Services

The Quality Assets and Services Future Direction recognises the existing level of provision of community amenities, facilities and services, while also identifying the need to better utilise, maintain and enhance provision to meet the evolving needs and aspirations of the town and community.



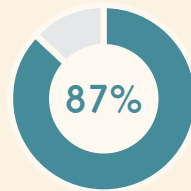
## Building a Robust Economy

The Building a Robust Economy Future Direction acknowledges the need for Nhulunbuy to build a broader economic base and be less reliant on a single resources industry to sustain the town's future economic sustainability.



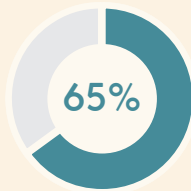
# Yolngu Country

## WHAT YOU SAID...



BELIEVE ENHANCED  
CULTURAL DEVELOPMENT  
IS AN IMPORTANT  
OPPORTUNITY

*Yolngu people are very proud and have a strong culture and identity, plus they love to share their culture with non-indigenous. This should be acknowledged and celebrated!*



AGREE THAT THEIR LOCAL  
AREA IS WELCOMING OF  
OTHER CULTURES

*Encourage... Nhulunbuy residents to engage with local indigenous communities.*

YOLNGU STAKEHOLDERS RATED CULTURE, EDUCATION  
AND JOBS AS THEIR HIGHEST PRIORITY

*Nhulunbuy and East Arnhem Land offers one of the last possibilities to get it 'right' in regard to traditional culture and mainstream culture working side by side sustainably.*

STUDENTS INTERVIEWED AT NHULUNBUY HIGH RATE  
CULTURAL DIVERSITY AS HIGHLY UNIQUE TO THE AREA

*Napaki ga Yolngu - Come as One. No racism.*

*"Rich culture and diversity...working harmoniously.  
A community living and working together"*

*Nhulunbuy is culturally-rich  
and promotes two-way  
learning and opportunity*

We aspire to Nhulunbuy being a place where:

Traditional ownership of land is acknowledged

Culture is recognised and celebrated

Yolngu enterprises are developed

Quality services meet a range of community needs

There is access to excellent education and training opportunities

Secure employment is available

Our community is committed to reconciliation

*We have a shared  
future in one region*

## OUR FOCUS AREAS

### RESPECT CULTURE

Recognise Yolngu as the traditional custodians of Nhulunbuy country and commit to long-term reconciliation.

### TWO-WAY LEARNING

Blessed with one of oldest cultures in the world, we will promote two-way learning that celebrates Yolngu culture and shares mainstream opportunities.

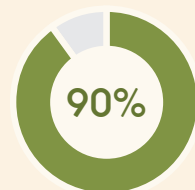
### ECONOMIC PARTICIPATION

Strive to support initiatives that facilitate Yolngu participation in education, training, employment and self-determined enterprise.



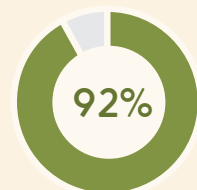
# Unique Lifestyles

## WHAT YOU SAID...



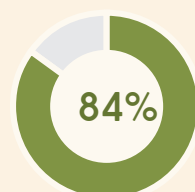
FEEL SAFE IN NHULUNBUY

*Our kids can happily ride between friend's houses on weekends knowing they'll always have someone looking out for them.*



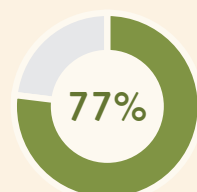
BELIEVE NHULUNBUY OFFERS A GOOD QUALITY OF LIFE

*A flourishing, multifaceted community that embraces Top End cultures.*



FEEL LIKE THEY CAN RELY UPON OTHERS

*We all stick together to ensure community spirit remains.*



PARTICIPATE IN ONE OR MORE CLUB

*Sporting and other clubs are a big part of Nhulunbuy life - fostering these clubs to grow would enhance Nhulunbuy's lifestyle.*

*"Be the most liveable remote community in Australia. Nhulunbuy...a place to live. Nhulunbuy is unique because it has its own belonging, its own heart"*

*Nhulunbuy community is strong, safe and cohesive*

We aspire to Nhulunbuy being a place where:

Community lies at its heart

Our community is safe and welcoming

We have a family-friendly town

We embrace our cultural diversity

We live in and respect our tropical paradise, with its great beaches and fishing

We have access to a variety of clubs and networks

*Our people define us, we are strong and resilient*

## OUR FOCUS AREAS

### NHULUNBUY IS HOME

Reinvigorate and enhance our community through resident welcome and reconnection events, and through activities that celebrate our unique cultures and way of life.

### ACTIVE LIFESTYLES

Create opportunities for individuals to participate in sport and social activities by supporting clubs and community organisations.

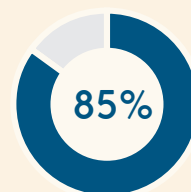
### COMMUNITY SAFETY

Our community will be safe because we all watch out for each other and hold ourselves accountable for being a safe and welcoming community.



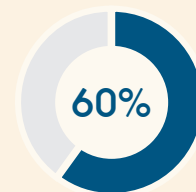
# Community Participation

## WHAT YOU SAID...



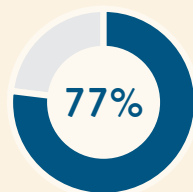
AGREE THEY HAVE SUFFICIENT OPPORTUNITIES TO REMAIN ACTIVE AND ENGAGED IN THE LOCAL COMMUNITY

*Nhulunbuy in the future should be a sustainable, connected community that is accountable for itself and is strong, independent and positive... where residents/citizens will all have a say.*



VOLUNTEER AT LEAST ONCE A MONTH IN THE COMMUNITY

*Love what is available here... help whenever possible and always maintain a good and positive attitude.*



REGULARLY PARTICIPATE IN COMMUNITY ACTIVITIES

*We need proactive programs for community engagement.*

*“Working together, working hard, achieving more, achieving dreams, including everyone, valuing everyone”*

*Nhulunbuy residents are involved and make things happen*

We aspire to Nhulunbuy being a place where:

We communicate and engage with each other

All residents have a voice

We can participate in decision-making

Relationships and trust are valued

We work in partnership

*Together we will keep our community strong*

## OUR FOCUS AREAS

### LEADERSHIP AND VOLUNTEERS

Develop a volunteer network including regular events and celebrations of the Nhulunbuy community.

### COMMUNICATION AND ENGAGEMENT

Ensure that our residents are kept up to date with what's going on in their community. We listen, consult and engage with each other.

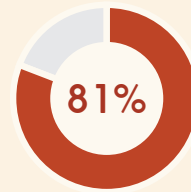
### DECISION MAKING

Provide meaningful opportunities for our community to input into the decisions that will affect them.

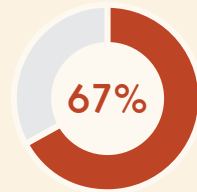


# Quality Assets and Services

## WHAT YOU SAID...

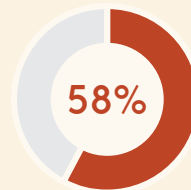


BELIEVE THERE ARE SUFFICIENT SPORT AND RECREATIONAL FACILITIES



AGREE THAT THERE ARE SUFFICIENT LEVELS OF COMMUNITY SERVICES AVAILABLE

*The soon-to-be-built boarding school and trade training centre will provide more employment and educational facilities.*



AGREE THAT LOCAL AMENITIES ARE SUFFICIENT TO MEET THEIR NEEDS

*Investment in urgent upgrades of facilities is needed.*

ALCOHOL AND DRUG USE IS RATED IN THE **TOP THREE** COMMUNITY ISSUES AND CONCERNS FOR ADULTS & YOUTH

*We need a residential rehab' facility, [otherwise] the alcohol and drug issues will only get worse.*

*"Promote what we have with the goal of improved facilities"*

*Nhulunbuy will set the benchmark for quality facilities and services in the remote north*

*We aspire to Nhulunbuy being a place that has:*

- Great community facilities that are well-maintained
- A vibrant town centre
- Excellence in education
- Quality community services
- Access to the natural environment
- Strong sporting and recreational opportunities

*We will foster partnerships and investment in Nhulunbuy*

## OUR FOCUS AREAS

### QUALITY INFRASTRUCTURE

Maintain our infrastructure, review our future needs and advocate for new investment in Nhulunbuy.

### COMMUNITY SERVICES

Encourage and work with agencies and community organisations to ensure Nhulunbuy and the broader community have access to health, disability, aged care and other social services.

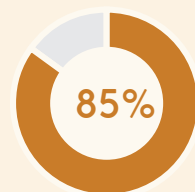
### EDUCATION AND TRAINING

Support schools and community organisations to deliver excellence in education that recognises our unique context, including two-way learning with Yolngu communities.



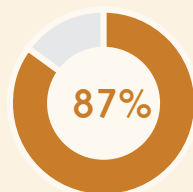
# Robust Economy

## WHAT YOU SAID...



### SUPPORT LOCAL BUSINESS WHEN POSSIBLE

*We need to support local business so they remain viable into the future.*



### BELIEVE ENHANCING NHULUNBUY'S ROLE IN THE EAST ARNHEM LAND REGION WILL BE ESSENTIAL TO THE FUTURE

ONLY **41%**  
ARE SATISFIED WITH  
CURRENT LOCAL  
EMPLOYMENT  
OPPORTUNITIES

*Encourage and support new or expanding business - have an open mind to ideas that could create employment within the area.*

ONLY **35%**  
FEEL POSITIVE ABOUT  
THE ECONOMIC  
OUTLOOK FOR THE  
NEXT 5 YEARS

*Support options for Nhulunbuy to diversify away from reliance on the Mining Industry.*

*"Thinking local...a self-reliant region.  
Grow and diversify our economy...a foundation in many economic bases"*

*Nhulunbuy has a robust,  
diversified economy serving  
the region*

*We aspire to Nhulunbuy being a place that has:*

- An enterprising culture
- A diversified, resilient local economy
- Active support for small businesses
- A service hub to the East Arnhem region
- Supportive partnerships and collaboration
- Sustained mining investment
- Investment security

*We will enable  
a culture of enterprise*

## OUR FOCUS AREAS

### REGIONAL HUB

Recognise Nhulunbuy as a natural centre for meeting the business and service needs of East Arnhem Land, and continue to build capacity to serve the broader region with quality services.

### ENTERPRISE

Acknowledge that Nhulunbuy's future lies in local enterprise and act upon this by supporting economic development initiatives and fostering partnerships across business networks.

### INVESTMENT ATTRACTION

Collaborate with all stakeholders to promote investment and address challenges and risks to business investment.





# Implementation

This document sets out a future Vision for Nhulunbuy. Our Vision is aspirational and it will take commitment over many years to see all of our objectives achieved.

In this context we need to be both realistic about where we stand today and the pathway along which we can achieve our future aspirations.

We envisage three phases of delivery:

## CONSOLIDATION (0-3 YEARS)

We will strengthen our foundations by sustaining community networks and ensuring we can maintain our core infrastructure and services.

## ENHANCEMENT (3-7 YEARS)

We will see the rewards of fostering enterprise, catalysing markets and strengthening community networks through new investment in Nhulunbuy.

## SUSTAINABILITY (BEYOND 7 YEARS)

Nhulunbuy will serve the region through diverse services and businesses. The community will actively contribute to decision-making and we will attract market-driven investment to the town.

*The focus of the strategy and implementation plan is relevant for the duration of Special Purposes Leases 214 and 250 (Nhulunbuy and the Industrial Estate). The ultimate direction and future of the town beyond this rests with the rightful custodians of the land in alignment with the Aboriginal Land Act and other relevant legislation.*





# Partnership for Delivery

A vision cannot be implemented by a single organisation alone.  
Neither can a vision be delivered through investment by industry and government alone.  
The Nhulunbuy Vision has been developed to foster engagement and partnership across key stakeholders as shown in the diagram below.

- YOLNGU COMMUNITIES / ORGANISATIONS
- NHULUNBUY RESIDENTS AND VOLUNTEERS
- LOCAL BUSINESSES
- COMMUNITY SERVICES / ORGANISATIONS
- DEVELOPING EAST ARNHEM
- ALL LEVELS OF GOVERNMENT
- NHULUNBUY TOWN BOARD
- EDUCATION PROVIDERS
- NHULUNBUY CORPORATION
- RIO TINTO



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*By working together toward a common set of goals and objectives, Nhulunbuy will continue to be strong through reflecting its unique character and spirit.*



# Our Priorities for Implementation

Realising our Vision for Nhulunbuy will require a long term commitment from all stakeholders. Priorities identified for implementation of our Future Directions are outlined in the following tables.

Over the next year the Nhulunbuy Corporation will work closely with all of the key partner organisations to further develop and implement each of the identified strategies.

YOLNGU COUNTRY
<div>RESPECT CULTURE AND LAND OWNERSHIP</div> <div>Recognise Yolngu as the traditional custodians of East Arnhem Land including Nhulunbuy and commit to long-term reconciliation.</div>
<div>TWO WAY LEARNING</div> <div>Blessed with one of the oldest cultures in the world, we will promote two-way learning that celebrates Yolngu culture and shares mainstream opportunities.</div>
<div>ECONOMIC PARTICIPATION</div> <div>Support initiatives that facilitate Yolngu participation in education, training, employment and self determined enterprise.</div>

UNIQUE LIFESTYLES
<div>NHULUNBUY IS HOME</div> <div>Reinvigorate and enhance our community through resident welcome and reconnection events, and through activities that celebrate our unique cultures and way of life.</div>
<div>ACTIVE LIFESTYLES</div> <div>Create opportunities for individuals to participate in sport, social and cultural activities by supporting clubs and community organisations.</div>
<div>COMMUNITY SAFETY</div> <div>Our community will be safe because we all watchout for each other and hold ourselves accountable for being a safe and welcoming place.</div>

COMMUNITY PARTICIPATION
<div>LEADERSHIP AND VOLUNTEERS</div> <div>Develop a volunteer network, including regular events and celebrations of the Nhulunbuy Community.</div>
<div>COMMUNICATION AND ENGAGEMENT</div> <div>Ensure that our residents are kept up to date with what's going on in their community. We listen, consult and engage with each other.</div>
<div>DECISION MAKING</div> <div>Provide meaningful opportunities for our community to have a say in the decisions that will impact them.</div>

QUALITY ASSETS AND SERVICES
<div>QUALITY INFRASTRUCTURE</div> <div>Maintain our infrastructure, review our future needs and advocate for new investment in Nhulunbuy.</div>
<div>COMMUNITY SERVICES</div> <div>Encourage and work with agencies and organisations to ensure Nhulunbuy and the broader community have access to health, disability, aged care and other social services.</div>
<div>EDUCATION AND TRAINING</div> <div>Support schools and community organisations to deliver excellence in education that recognises our unique context, including two-way learning with Yolngu communities.</div>

ROBUST ECONOMY
<div>REGIONAL HUB</div> <div>Recognise Nhulunbuy as a natural centre for meeting the business and service needs of East Arnhem Land, and continue to build capacity to service the broader region with quality services.</div>
<div>ENTERPRISE</div> <div>Acknowledge that Nhulunbuy's future lies in local enterprise and act upon this by supporting economic development initiatives and fostering partnerships across business networks.</div>
<div>INVESTMENT ATTRACTION</div> <div>Collaborate with all stakeholders to promote investment and address challenges and risks to business investment.</div>



## **nhulunbuy** corporation

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### **CONTACT DETAILS**

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