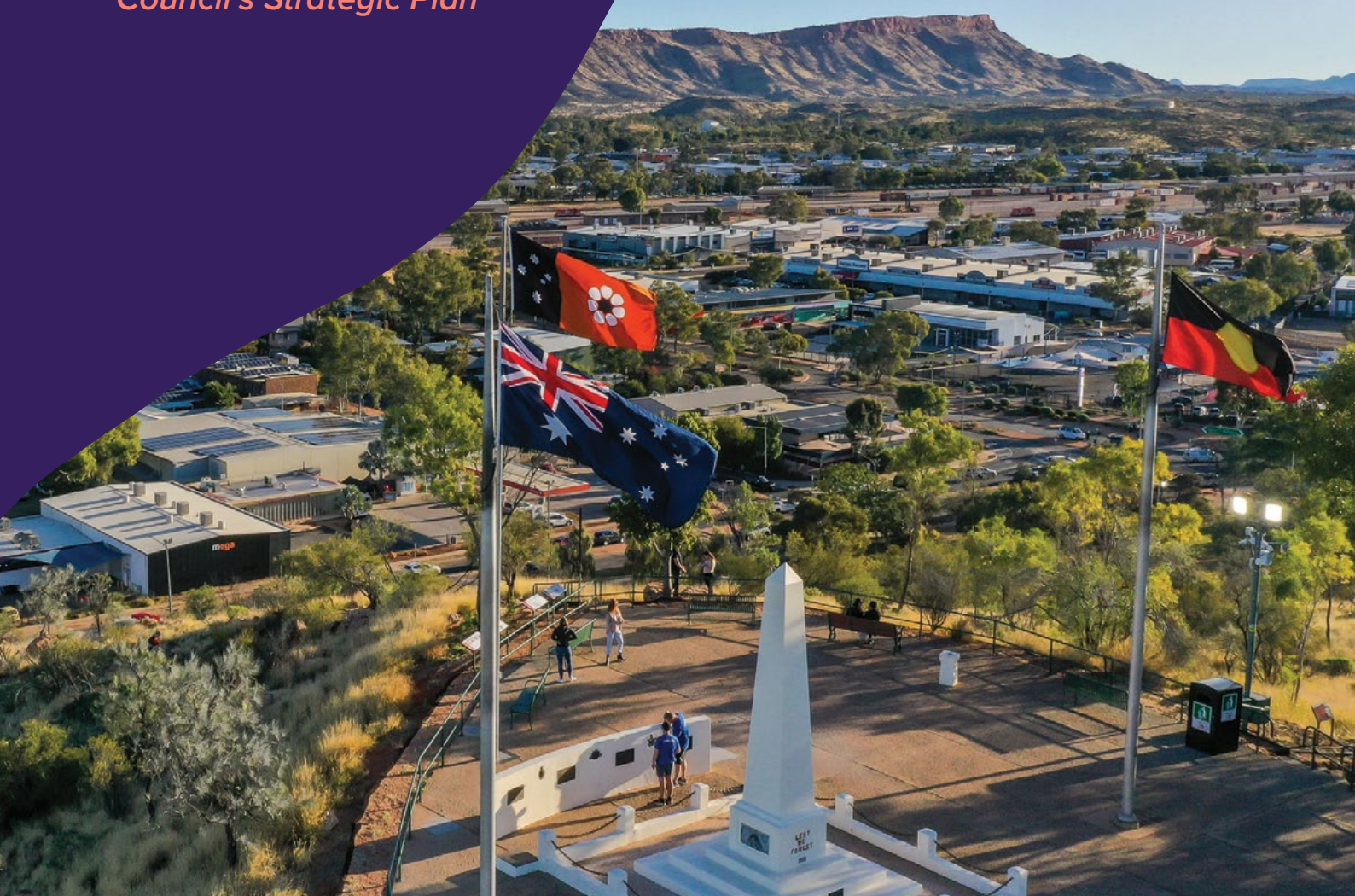




Alice Springs Liveability and Sustainability 2030

*Alice Springs Town
Council's Strategic Plan*



Acknowledgement of Country

*Mparntwe tantype Council-arenye mapele itele-areme,
apmere nhenhe Arrernte-kenhe, itne ampereke-artweye
arrwekelenye uthene mape itele-aretyeke.*

*Alice Springs Town Council acknowledges the Central
Arrernte people who are the traditional owners and
custodians of Mparntwe/Alice Springs.*

Translation provided by the Alice Springs Language Centre



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A rock wallaby on Meyers Hill



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Mayor's Message

Alice Springs Town Council is excited to present Alice Springs Liveability and Sustainability 2030.

As a Council, we are proud to serve the residents of Alice Springs. We pride ourselves on the traditional role of 'rates, roads and rubbish' we play in the community and understand this is our primary service. Council has planned for the continuation, improvement and expansion of these services but we've also begun expanding beyond that.

Council's role has developed into a far more holistic one, and with that comes the need for direction. Alice Springs as a region has a great deal of potential and it is Council's duty to help us reach that potential. That has led this Council to developing a forward-facing plan to the year 2030.

A plan of this length is something Alice Springs Town Council has not done before. As an Elected Member group, we know this plan is ambitious but it is something we also know is necessary.

Much like Council's role in the community, this plan takes a holistic look at Alice Springs and the needs of residents. These needs have been focused down into five main pillars: Liveability, Safety, Environment, Economy, and Governance & Civic.

These pillars have been developed after extensive discussion between Elected Members of the 14th Council and reflect how we can effect positive change for our region. I thank each and every Member for their hard work and dedication to the development of this plan. Each Elected Member has brought a unique perspective to the table in these discussions while also bringing valuable contributions from the wider community.



There is no question that our town has, and continues to face significant challenges. There is no point in shying away from that. This plan, however, details how Alice Springs Town Council can assist in tackling these challenges and help the region prosper.

The plan showcases Council's vision for Alice Springs, a place that connects and empowers residents. It illustrates the different projects Council can fund, champion, facilitate, provide and advocate for to enhance the liveability of Alice Springs.

Alice Springs Liveability and Sustainability 2030 sets a benchmark for Alice Springs Town Council and will set our strategic direction for the next eight years. Of course, Council will remain adaptable and work with all key stakeholders necessary to see our wonderful town prosper.



A stylized, handwritten signature in black ink.

Mayor Matt Paterson



Our Town, Our History

Apmere Mparntwe has a history which was born in the Altyerre (dreamtime). Athereyurre (Telegraph Station) was where the Central Arrernte people survived for 1000's of years because of the source of water reliability. Athereyurre provided this necessity to the Central Arrernte people.

The people of the Central Arrernte tribe lived in this area because of the availability of water and all types of foods this particular area offered, including amerne (vegetables) and akure (meat).

Landmarks such as Ntaripe (Heavitree Gap), Akeyellerre (Billy Goat Hill), Untyeyetwelye (Anzac Hill), Athereyurre (Telegraph Station) and surrounding hill lines all have an Aboriginal presence when looking through Central Arrernte eyes.

They are hidden but not invisible and are very present in the moment about a past history that was created from the Altyerre (dreamtime) of beetles, caterpillars and dogs fighting all travelling in all directions leaving these monumental landmarks in the wake for all to view.

The Original town of Stuart, which is also known as the Telegraph Station, was the original location of Alice Springs. The location for the Overland Telegraph Station was perfect when making a Telegraph Line through the centre of Australia that connected the South to North to “get a message!”

The township started under the name of Stuart; between 1871 and 1933 Alice Springs was simply the name of a waterhole adjacent to the Telegraph Station. It was named after Alice Todd, the wife of Sir Charles Todd, who was the driving force for constructing the Overland Telegraph Line.

The purpose of the telegraph was to assist communication from the north to the south of Australia. Without it, messages could only be delivered by the Afghan cameleers and would take months to be received.

As the town became more connected, fossicking miners looking for gold, mica and tungsten, as well as pastoralists, were drawn to the vast land and great opportunity that was available.

With the harsh and arid environment at the time, the journey from Alice Springs to Arltunga was accessible only by camel. Afghan cameleers forged a vital place in the town's history, driving their camel trains through the unforgiving desert climate. Their legacy is proudly evident in the town today with many local families being direct descendants of those early pioneers.

In 1933 the town took on the name of Alice Springs, and less than ten years later, during World War II, it became a very active base for military personnel. It's estimated around 8,000 soldiers were stationed here and about 200,000 visited.

During the 1960s Alice Springs again became an important defence location with the development of the US/Australian Pine Gap joint defence satellite monitoring base, home to about 700 workers from both countries.

In more modern times, life in Alice Springs has boomed with an increase in tourism and the introduction of large events such as the Camel Cup, the Henley on Todd, the Desert Song Festival, Red CentreNATS, Desert Mob and Partjima.

Today, Alice Springs is a home to people from many countries and cultures, with an Aboriginal population of 17.6% and almost 19% of residents speaking a language other than English at home.

This plan for Alice Springs was developed for the benefit of all residents, to ensure a better future for everyone in our town.

*Bush Foods education session
presented by Alice Springs
Desert Park*



Our Town

(Statistical Dimensions)

General statistics (a number of these stats are from the 2016 Census. 2021 Census data will be released in June 2022):

Population (Estimated Resident Population) 2021:

26,476

Land Area:

328.3 km²

Median Age:

35

17.6%

Aboriginal Torres Strait Islander (ATSI) population

23%

Population born overseas

19%

Language at home other than English

University Qualification: **22%**

Trade Qualification: **19%**

Median weekly household income:

\$1,877

The below is data from 2021

Alice Springs Gross Regional Product:

\$1.88 billion

Local Businesses:

2,050

Local Jobs:

13,506

Employed Residents:

15,666

Industry Sector of Employment (top three):

Public Administration and Safety:	18%
Health Care and Social Assistance:	19.3%
Construction:	12.6%

Temperatures varying from:

 Average minimum winter temperature	7.5°C
 Average maximum summer temperature	34°C

Our Technical Services manage:

Roads:	221km	Stormwater:	120km
Footpaths:	220km	Verges:	400km

Council manages 73 parks including:

Playgrounds:

50

Sporting Facilities:

8

Public Toilets:

10

Our Identity

(Culture, Community, Drive)

Ever since the town of Alice was created, it has and continues to attract citizens with great resilience, creativity, resourcefulness and cultural understanding.

We are citizens and people of many races, cultures, beliefs and interests who now share this land with the Arrernte People. We survive in geographic isolation, extraordinary heat and arid lands, we are highly dependent upon incoming transport for food and other goods. With all these challenges, we work hard to be a close and thriving community.

Personal and property safety is of high importance to us, where despite indiscretions we are protected and want all cultures to be respected and treated equally.

We are a place that celebrates and facilitates Sport, the Arts, Education, Events, Indoor and Outdoor Activities. Inclusiveness is really important to us. So much so that we adopt a regional approach to connect outlying communities. Our town remains a meeting place, an entrance to Australia's outback, where people movement is continuous.

Our town population is expecting of an environment of attractive sustained living and employment. We are a population that is particularly sensitive to climate change, water supply and environmental preservation and improvement.

Our community is striving for something greater, as it has become the service centre for the region and pastoralists, an inland capital, a destination known for its Aboriginal culture and landmarks and above all a unique and happy place to live. A town and population that does not stand still but is driven to be modern and always welcoming.

Alice Springs Town Council is a natural centre for the community and its economic well-being.



Alice Springs Public Library crafts stall at Christmas Carnival.

Vision, Mission and Values

Vision Statement

Our vision is of a brighter future, a prosperous and cohesive community. We aspire to be modern, inclusive and innovative, bridging divides and forging new paths. We want to bring our community together, to celebrate this unique place of gathering where the world meets the oldest living culture on Earth.

Our Mission

We will be a smart and efficient Council. We will deliver our services to the Community whilst constantly improving our practices and procedures to achieve our vision. We will always be accountable to the Community whom we serve.



14th Council of Alice Springs. Left to right back row: Cr Mark Coffey, Cr Michael Liddle, Cr Steve Brown. Left to right front row: Cr Marli Banks, DM Eli Melky, Mayor Matt Paterson, Cr Kim Hopper, Cr Allison Bitar.

Our Values

Leadership – our culture, values and accountability are present throughout the organisation

Collaboration – we work in partnership and are better together

Trust – nothing is more important than the trust between the community and ourselves

Respect – we respect people and genuinely care

Authenticity – what we do rings true and we do what we say

Inclusion – we value all people to create a more equal world

Commitment – we consistently strive towards our mission

Determination – we endeavour to continuously improve

Strategic Plan Overview

Alice Springs Liveability and Sustainability 2030 is identified within the Northern Territory Local Government Act 2019, section 34 (1), (b), (i) as well as the adopted practice of a strategic document produced by Council that can inform other operational documents to achieve the goals and aspirations of the community.

*Alice Springs Liveability and Sustainability 2030 will become, in consultation with Elected Members, the driver for Council in the development of its annual practical planning. Initiatives within this **Strategic Plan** will roll out and be selected on the basis of short-term, medium-term and long-term, delivery as agreed with the Elected Members.*

- **Short Term:** 1-2 years
- **Medium Term:** 3-5 years
- **Long Term:** 5-8 years

The final term of each action (short, medium and long) is a more detailed task that will be completed with the *Corporate Business Plan*.

Elements of the *Strategic Plan* will be the subject of community consultation, including all major plans within the five identified pillars.

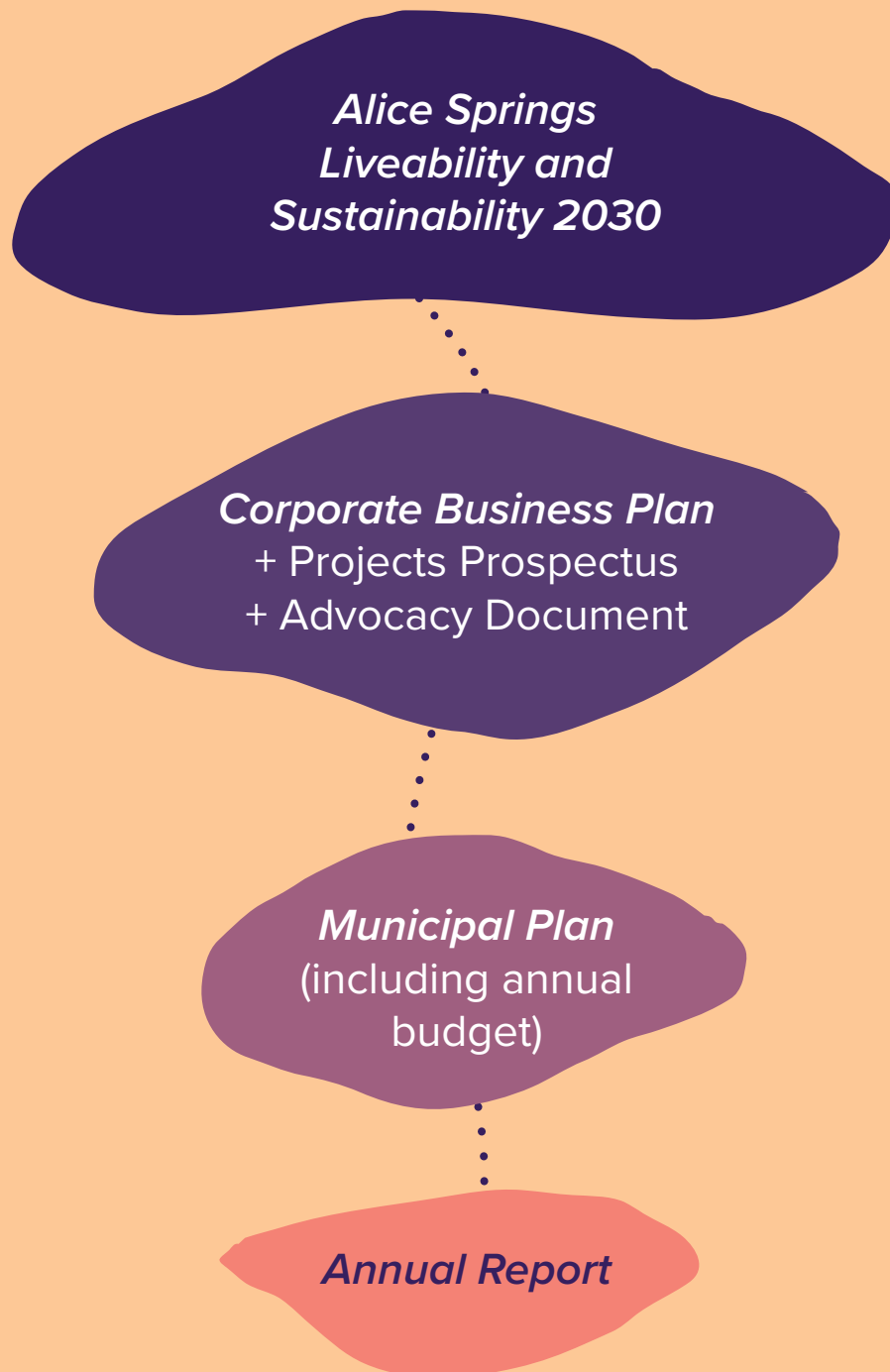
A four-year *Corporate Business Plan* will be produced by the organisation to support the delivery and key performance indicators associated with this delivery. The Project Office of Council will be key to an analysis of the resources, finances and timelines associated with the *Strategic Plan* aspirations.

Existing and future Alice Springs Town Council plans will be incorporated under the **Strategic Plan** (such as the *Alice Springs Aquatic and Leisure Centre Master Plan*) or updated (including the *Parks Master Plan*), in a framework to be identified in the *Corporate Business Plan*. External documents such as the Federal and NT government's strategic plans will be referenced as appropriate.

The project prospectus document will be produced after the *Corporate Business Plan* to provide descriptions of the lead projects that showcase projects to stakeholders for funding and other support.

Alice Springs Liveability and Sustainability 2030 will be formally reviewed every two years for relevance and change.

Council's strategic planning framework is as follows:



Informed by:

- Legislation - (Australia and Northern Territory)
- NT Government - Strategies and Policies
- Alice Springs Town Council - Long Term Financial Plan, Asset Management Plan, Risk Planning, Workforce Planning.

Council's Strategic Role

Alice Springs Town Council fulfils a number of important roles in being responsive to the needs, interests and aspirations of the community. For the purpose of this plan, the role of Council within the pillars has been defined as:



Provider

Directly delivering services.



Funder

Funding other organisations to deliver services.



Regulator

Regulating some public activities through legislation (for example by-laws relating to animal management, litter, etc).



Partner

Forming partnerships and strategic alliances with other parties in the interests of the community.



Facilitator

Assisting others to be involved in activities by bringing groups and interested parties together.



Advocate

Promoting the interests of the community to others (decision makers and influencers).

The Five Pillars

The five 'pillars' identify key areas of focus for the Alice Springs Town Council that correspond to areas of need within our municipality. The five pillars are:



Pillar 1 ~~~~~ Liveability



Pillar 2 ~~~~~ Safety



Pillar 3 ~~~~~ Environment



Pillar 4 ~~~~~ Economy



Pillar 5 ~~~~~ Governance & Civic

Each of these pillars is explored in more detail in the following sections, along with the more detailed goals and projects associated with each pillar.

Pillar One: Liveability

Alice Springs as a region has a great deal of potential. Council is committed to collaborating with key stakeholders to ensure our town fulfils this potential.

Council wants our town to be an example of remote living success, creating a thriving and accessible town to live, work, study and play.

Through planning for upgraded and new facilities, Council will bring Alice Springs' unique character and landscape to life while activating key spaces across the municipality. This will ultimately enrich the quality of life for Central Australian residents and visitors.



Strategic Actions:

							
	Indicative Term	Provide	Fund	Regulate	Partner	Facilitate	Advocate
Develop and implement a <i>Parks and Playground Master Plan</i> to ensure Council facilities remain current and fit-for-purpose	S	●	●		●	●	●
Develop and implement a <i>Multicultural Action Plan</i>	S	●	●		●	●	●
Facilitate a Youth Summit to develop an updated engagement plan for the young residents of Alice Springs	S	●	●		●	●	●
Increase the number of disability friendly recreational facilities in Alice Springs	S	●	●		●	●	●
Develop and implement a <i>Library Master Plan</i>	S/M	●	●		●	●	●
Develop and implement a <i>Reconciliation Action Plan</i>	S/M	●	●		●	●	●
Continue to develop, maintain and renew Council-owned assets that encourage active lifestyles	M/L	●	●		●	●	●
Develop and advocate for more recreational infrastructure across Alice Springs	M/L	●	●		●	●	●
Support the provision of a social and built infrastructure plan associated with population growth	M/L		●		●	●	●

Short Term: S, Medium Term: M, Long Term: L

Pillar Two: Safety

Alice Springs is a unique and prosperous place to live and work when at its best. This relies heavily on ongoing considerations and support around community safety.

Council understands the need for residents and visitors to feel safe and secure in their own town while experiencing all that Alice Springs has to offer.

We are committed to working with all levels of government, as well as the community and individuals, to ensure Alice Springs becomes a safer place to live.



Strategic Actions:

							
	Indicative Term	Provide	Fund	Regulate	Partner	Facilitate	Advocate
Advocate for capital works in the Gap Corridor to increase safety and liveability for all users.	S						●
Advocate for increased accommodation that supports vulnerable members of our community, including visitors, hostels and crisis housing.	S				●	●	●
Partner with all levels of government and the community to deliver on the Central Australian Regeneration Deal	S	●	●		●	●	●
Undertake a road regulation audit that will increase safety for traffic including bike and pedestrian traffic	S	●	●	●	●	●	●
Develop and implement a safety plan that incorporates Council and Stakeholders that facilitates the needs and services of the Community	S/M				●	●	●
Conduct an audit in collaboration with the Northern Territory Government and other key stakeholders, on key community services	M				●	●	●
Increase infrastructure that improves the level of safety within the Alice Springs community, by undertaking regular Crime Prevention Through Environmental Design (CPTED) audits	M	●	●		●	●	●

Short Term: S, Medium Term: M, Long Term: L

Pillar Three: Environment

Alice Springs Town Council recognises its role in Climate Action and preserving the liveability of the town. We remain dedicated to reducing Council's environmental footprint and contributing to a sustainable future for generations to come.

Alice Springs is a destination made by our unique composition of people and place. The Alice Springs' community is one that cares deeply about the environment and its response to Climate Change. Council shares this commitment to change and will develop ways to help Alice Springs become a more sustainable town, including heat mitigation, water and greening strategies.



Strategic Actions:

							
	Indicative Term	Provide	Fund	Regulate	Partner	Facilitate	Advocate
Develop and implement a greening strategy for Alice Springs	S/M/L	●	●		●	●	●
Investigate opportunities to improve regional waste, sewerage and water systems, including food waste and recycling	S/M/L	●	●	●	●	●	●
Investigate ways to be proactive in adapting to climate change and implement a heat mitigation strategy that increases the liveability of Alice Springs	S/M/L	●	●		●	●	●
Actively participate in emergency management planning, preparation, response and recovery activities	M/L	●	●		●	●	●
Advocate for all infrastructure in Alice Springs to be renewable-friendly	M/L	●	●		●	●	●
Engage and work with Traditional Owners (through Lhere Artepe) to improve ecosystem management	M/L	●	●		●	●	●
Investigate opportunities for food security including community gardens	M/L	●	●		●	●	●
Contribute to the Northern Territory Government's 50 per cent renewable energy by 2030 target	L	●	●		●	●	●

Short Term: S, Medium Term: M, Long Term: L

Pillar Four: Economy

Alice Springs at its best is a vibrant place that is a space for economic and social excellence.

Council will proactively pursue opportunities to support local business owners in Alice Springs and encourage the creativity and ingenuity that makes our region unique.

There will also be a strong focus on collaborating with all forms of government as well as industry bodies wherever possible to achieve positive outcomes for all business owners and potential business owners in our community.



Strategic Actions:

							
	Indicative Term	Provide	Fund	Regulate	Partner	Facilitate	Advocate
Develop and implement a strategy to stimulate the night time economy in Alice Springs	S	●	●		●	●	●
Develop and implement an <i>Economic Development Plan</i> for Alice Springs	S	●	●		●	●	●
Work with key commercial stakeholders in the community to grow the economy of Alice Springs	S/M				●	●	●
Develop and implement an Innovation Strategy	M	●	●		●	●	●
Support and develop initiatives for the development and growth of small businesses	M				●	●	●
Advocate for investment in a Regional Sports Centre that promotes Alice Springs as a sporting tourism destination	L		●		●	●	●
Support initiatives to increase the population of Alice Springs through business & industry for all levels of Government	L				●	●	●
Work with the Northern Territory Government on a long-term plan for Alice Springs Town Council to take on an increased role in planning discussions within the municipality	L				●	●	●

Short Term: S, Medium Term: M, Long Term: L

Pillar Five: Governance & Civic

Alice Springs Town Council commits to demonstrating our rigorous and thoughtful decision-making process at every available opportunity.

Council recognises the absolute need of operating in an ethical and transparent manner at all times. Alice Springs residents expect a local government they trust and Council will strive to meet those expectations with every decision.

Council commits to true and genuine consultation with residents of Alice Springs to create a vibrant and liveable town.

5



Strategic Actions:

							
	Indicative Term	Provide	Fund	Regulate	Partner	Facilitate	Advocate
Providing opportunities for Elected Member Development	S	●	●		●	●	●
Develop and implement a priority infrastructure plan	S/M	●	●		●	●	●
Develop and implement a best practice framework for Integrated Planning	M	●	●		●	●	●
Finalise and implement an <i>Asset Management Plan</i> for Council assets, including a review of all Council land holdings	M	●	●		●	●	●
Increasing utilisation and maintenance of Alice Springs Town Council assets	M/L	●	●		●	●	●

Short Term: S, Medium Term: M, Long Term: L

*Robotics workshop at the
Alice Springs Public Library*





*The Alice Springs Town Band
performing on Australia Day*



Local Football



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