



City of  
Mount Gambier



# STRATEGIC PLAN

## 2020-2024

## STATEMENT OF COMMITMENT TO ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES

The City of Mount Gambier recognises the Boandik people as the traditional owners and custodians of this local government area.

We respect their spiritual relationship with the land and recognise the deep feelings of attachment Aboriginal and Torres Strait Islander peoples have with this land.

The City of Mount Gambier is committed to working together with Aboriginal and Torres Strait Islander communities in the process of reconciliation.

We will cooperate to ensure the preservation of cultural practices, traditional sites and significant places. The City of Mount Gambier supports expressions of cultural identity, strongly champions social justice and will advocate for enriching the lives of Aboriginal and Torres Strait Islander peoples.

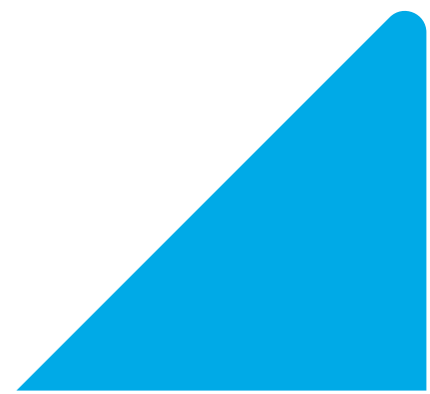
Together, we seek to build a society where acceptance and understanding, respect and diversity are cornerstone values, where Aboriginal and Torres Strait Islander peoples feel a strong sense of belonging and are able to participate in the life of the community.

Image: Belinda Bonney, *Reconciliation of the Nation: we all walk together as one* (detail)



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# MAYOR'S MESSAGE

The Council has based this Strategic Plan on aspirations identified in the Futures Paper, our long-term visionary plan, which remains a valid base upon which to build our strategy. The strategies and actions featured in the plan will guide the Council over the next four years and serve as a blueprint to build a progressive, knowledge based city that embraces new technologies, culture and sustainable living.

Mount Gambier is built on the strength of its people, the abundance of a clean natural environment and the diversity of its industries. Similar to other regional cities, we face challenges. Through considered planning, innovative thinking and a willingness to work together towards a common goal, our future remains bright.

We must capitalise on opportunities to position the city as a destination for investment and tourism, enliven the city with arts and culture and steadfastly protect our environment and heritage. We have achieved much in the last four years, including the opportunity to deliver a transformational Community and Recreation Hub project.

We also need to focus not just on our incredible liveability, but also on our points of difference. Our temperate climate, rich heritage, bountiful water, clean, green environment and world renowned sinkholes (cenotes) all weave a compelling narrative that inspires investment, community pride and visitation to our city and surrounds.

At the centre of the Strategic Plan are four key themes:

1. Our People;
2. Our Location;
3. Our Diverse Economy; and
4. Our Climate, Natural Resources, Art, Culture and Heritage.

A new theme has been included in the Strategic Plan, which is the Council's Commitment. Our Strategic Plan will guide what we do and this theme identifies the values that we will strive to use in all our decision-making on behalf of our community.

This plan seeks to reconcile the need for sustained population and economic growth with the protection and enhancement of our natural and built assets in our unique location. We want to

capitalise on the opportunities and to invest in other areas of infrastructure and our community. This plan provides the opportunity for us to consider our opportunities; to focus on what is important for our future and to move forward through planned delivery to maintain a balanced budget.

**Lynette Martin OAM**  
Mayor of the City of Mount Gambier

# HOW DOES THIS STRATEGIC PLAN LINK TO OUR OTHER PLANS?

The Council has a number of strategic documents that underpin its planning for service delivery. The Local Government Act prescribes some of the requirements for the Council, others are set by different legislation and some are chosen by the Council.

In terms of how our strategic planning is intended to work and to join the various items that the Council wants to deliver, the following is the basic framework:



## The Council is required to have the following Strategic Plans in Place:

- Strategic Plan
- Long-Term Financial Plan
- Asset Management Plan(s)
- Development Plan (to be replaced by the Planning and Design Code)

## Why another Strategic Plan?

All Councils in South Australia are required to prepare a new strategic plan after each round of local government elections. The last round of elections took place in November 2018 and this plan fulfils the Council's statutory obligation.

As there was significant community engagement and research to underpin the previous strategic plan (entitled the Community Plan – The Futures Paper 2016-2020), Council has chosen to refresh this plan, rather than to start afresh. This enables the Council to continue building upon the successes of the previous plan and to embed the themes within the Council and the community.

## Long Term Financial Plan and Asset Management Plans

Long Term Financial Plan (LTFP) is produced to support Council in considering the longer-term impact of financial decisions made and assumptions used in the preparation of the Annual Budget and Business Plan.

The Long-Term Financial Plan (LTFP) addresses:

- the sustainability of the Council's financial performance and position;
- the maintenance, replacement or development needs for infrastructure within its area; and
- identification of any anticipated or predicted changes that will have a significant effect upon the costs of the Council's activities/operations.

# HOW OUR PLANS, POLICIES, PROGRAMS AND PROJECTS LINK TOGETHER



## OUR VISION

**An inclusive city, where people lead fulfilling lives.**

Mount Gambier is perfectly centred halfway between Adelaide and Melbourne. It provides an ideal balance between the vibrant lifestyle of a big city and comforts of a small town, between cultural progress and tradition, and between modern conveniences and the preservation of natural beauty – be it our iconic Blue Lake, or our many caves, sinkholes and parks.

## OUR GOALS

What makes Mount Gambier the thriving successful place that people are proud to call home is the richness and diversity of:

- Our People
- Our Location
- Our Economy; and
- Our Climate, Natural Resources, Art, Culture and Heritage.

It is these elements that will all contribute towards the future growth and development of the City and form the goals of the Council's Strategic Plan.

We strive to create vibrancy, promote our identity and build our reputation as a place to live, work, visit and invest. To provide a future for our people, we need more economic growth and employment as well as recreational and educational opportunities.

The Vision is supported by these four goals that identify what is important to the community and how the community would like to see the City develop and grow. Working together both the Council and the community can collectively achieve these goals. In this Strategic Plan, an additional area relating to the Council's Commitment has been added, so that the community may understand how we will do business.

Over the last four years the Council took steps to embed and understand the Futures Paper, which was the result of significant community engagement. This work provides a good evidence base on which to begin our planning for the next four years in this Strategic Plan.

# THE CITY OF MOUNT GAMBIER'S ROLE

*"It is the role of Council to develop its community in a socially just and ecologically sustainable manner, and to encourage and develop initiatives that improve the quality of life."*

Local Government Act 1999, Section 6

The City of Mount Gambier uses the following role statements to guide decision-making and to ensure delivery is focussed on the Council's responsibilities. The Council cannot do everything itself and will work in different ways to achieve outcomes for our community. Examples of how we will work to achieve outcomes, include:

## **Service Provider (Direct)**

The City of Mount Gambier is currently providing full or majority of resources for a service.

## **Service Provider (Indirect)**

The City of Mount Gambier is currently outsourcing all or a majority of a service.

## **Service Provider (Part Funder)**

The City of Mount Gambier is currently contributing minority/part resourcing for a service for which others have responsibility.

## **Service Provider (Regulatory)**

The City of Mount Gambier is required by legislation to provide a specific service.

## **Service Provider (Agent)**

The City of Mount Gambier is providing a service on behalf of, and funded by, others that involves hosting or other in-kind use of council resources.

## **Owner/Custodian**

The City of Mount Gambier owns or manages infrastructure, facilities, reserves and natural areas.

## **Information Provider/Promoter**

The City of Mount Gambier provides information on, or is strategically promoting, community services, opportunities, events, people and places.

## **Initiator/Facilitator**

The City of Mount Gambier is bringing together or connecting stakeholders to pursue an issue, or who are able to apply influence on an issue, or funding/investment/resources to a service, project or area.

## **Advocate**

The City of Mount Gambier will make representations on behalf of the community and publicly

show their support and seek the support from others to influence the political, economic, and social systems and institutions.

## **Partnership**

The City of Mount Gambier is working in partnership with other agencies, organisations or community groups to deliver collective benefits.

**The City of Mount Gambier's role is specified against each of the actions in the Strategic Plan.**







## 1.2 Community growth

We foster a sense of community by encouraging and supporting participation in community life.

1.2.1 Creating opportunities for existing and new businesses by being genuinely 'open for business' and ready for education, health and retirement opportunities [Service Provider (Direct) and Partnership].

1.2.2 Helping community groups to help themselves by providing support for effective networks to develop and grow [Partnership].

1.2.3 Working in partnership with service providers get them to select Mount Gambier as their location of choice for services provided for the South East of South Australia and South West of Victoria [Partnership].

**What will we do?** *We will implement our commitment outlined in the Small Business Friendly Council Charter.*

**What will success look like?** *The reporting requirements for the Small Business Friendly Council are met and an annual event to share information and celebrate success is held.*

## 1.3 Sense of community

The community grows in real terms at a rate that helps sustain and grow the services available within the City and for the region.

1.3.1 Supporting community events and programs that bring people together, encourage interaction and promote a sense of community [Service Provider (Part Funder)].

1.3.2 Providing opportunities to enable our community to be supported and involved [Owner / Custodian and Service Provider (Part Funder)].

1.3.3 Raising awareness of community accomplishments [Information Provider / Promoter].

**What will we do?** *We provide a Small Wins Fund that provides seed funding for community projects of up to \$2,000.*

**What will success look like?** *In the first year, the fund will be established and criteria set, with the first round of funding disbursed. Further disbursement will occur in years 2, 3 and 4. Each year the Council will set an area of interest that it wants to target funding.*

## 1.4 Care for the community

We will develop our service offering to the community to ensure all members have access to required levels of support.

1.4.1 Developing and delivering community safety initiatives that respond to local issues and concerns [Service Provider (Direct), (Part Funder) and Partnership].

1.4.2 Providing integrated services and facilities that encourage active living to improve health and wellbeing [Service Provider (Direct) and (Indirect)].

1.4.3 Valuing and supporting our Boandik and multicultural communities [Information Provider / Promoter and Partnership].

1.4.4 Planning, leading and facilitating high quality services to develop the potential of children and young people [Service Provider (Direct)].

1.4.5 Ensuring support services and recreational activities are accessible [Advocate, Initiator / Facilitator].

1.4.6 Providing grant programs that assist the community in delivering services and projects that align with its aspirations [Service Provider (Indirect)].

**What will we do?** *We will deliver the Community and Recreation Hub and will invest in ensuring that programs are available and accessible to all in our community.*

**What will success look like?** *From the day the Community and Recreation Hub opens a range of sporting and community activities will be subsidised to enable participation across our community.*





### 1.5 Becoming an 'earning and learning' community

We are driving the development of local career, education and entrepreneurship pathways that build skills to grow the economy, facilitate new businesses, and provide exciting and relevant employment opportunities for all our people as we transition to an 'earning and learning' city.

1.5.1 Developing and implementing programs that support small business entrepreneurship and incubation, including opportunities for young entrepreneurs [Partnership].

1.5.2 Supporting initiatives that facilitate the expansion of regional tertiary education programs and e-learning support at our universities, TAFE and the New Venture Institute [Partnership and Advocate].

1.5.3 Facilitating the growth of high quality secondary and tertiary education courses and facilities to cater for our increasing population [Advocate].

1.5.4 Supporting the Regional Development Australia (Limestone Coast), industry and relevant government agencies to develop and implement employment skills programs to provide a local labour market that supports industry growth [Partnership and Advocate].

**What will we do?** *We will work with TAFE and our universities to create tertiary pathways that do not currently exist.*

**What will success look like?** *By the end of the Strategic Plan period at least one new university degree course and two new pathways through TAFE and an university have been delivered.*





# GOAL 2 OUR LOCATION

Our location is great! The City of Mount Gambier taps into markets in South Australia and Victoria. Whilst being halfway between Adelaide and Melbourne, we are also close to the coast and surrounded by great natural features and opportunities to enjoy great food and wine. The City does not exist in isolation; the region helps cater for the diverse needs of around 65,000 people. Being the regional centre

provides both opportunities and responsibilities. A prospectus will help us tell our story to a wider audience – whether it is those who want to visit, or relocate their business, or their family.

Working in partnership across the region and with key State Government agencies will enable us to open up opportunities as the landscape in which we operate evolves. We need to capitalise

on our sporting reputation, by continuing to invest in and improve our facilities, and we also need to encourage participation in passive recreation – enjoying our amazing scenery and geology. We also need to understand the adventure sports market better to gain year-round cultural and event based tourism.

## 2.1 Infrastructure development and managing our current assets

We will commence work on meeting the community's aspirations for future infrastructure development, whilst managing our existing infrastructure and assets in a manner that demonstrates the pride we take in our environment.

2.1.1 Working with the community to ensure our CBD, health and education precincts, our streets and our public spaces are safe, inviting and support a positive image of the City of Mount Gambier [Owner / Custodian, Information Provider / Promoter and Partnership].

2.1.2 Continuing to work on projects that improve residential amenity, including Power Line Environment Committee (PLEC) projects [Partnership].

2.1.3 Consolidating, upgrading and seeking funding for a number of walking and cycling trails throughout the city, including the Rail Trail and the Crater Lakes precinct [Owner / Custodian, Advocate, Partnership].

2.1.4 Regularly reviewing and updating Council's Asset Management Plans for each asset category [Owner / Custodian].

2.1.5 Providing efficient visitor services by making tourism information access easier and more relevant [Service Provider (Direct) and (Indirect)].

**What will we do?** We will finish the Rail Trail and work to create further linkages across the city for walking and cycling.

**What will success look like?** We will finish the Rail Trail within the first two years of the Strategic Plan and will invest in further cross links in the last two years.

## 2.2 Regional collaboration

Significant planning work has been done by the City of Mount Gambier, Limestone Coast Councils and Regional Development Australia (Limestone Coast). Councils within the region are keen to collaborate on a number of initiatives including land use planning, infrastructure, waste management, recycling and tourism.

2.2.1 Collaborating with Regional Development Australia (Limestone Coast) to develop and maintain a Mount Gambier Investment Prospectus specific to our city [Advocate, Partnership and Initiator / Facilitator].

2.2.2 Taking an active role in regional working groups to realise major regional initiatives such as the delivery of a recycling facility, improved regional procurement and cohesive infrastructure planning including regional rail trails [Partnership].

2.2.3 Encouraging growth and diversity in the forestry, food, wine production and value adding industries, as well as our service sector [Advocate].

2.2.4 Working with other local government areas to develop cross-regional plans and initiatives [Partnership].

2.2.5 Advocating for key initiatives with State and Commonwealth Governments [Advocate].

**What will we do?** We will enter into a Joint Planning Board with councils across the Limestone Coast Region and the Minister for Planning.

**What will success look like?** By the end of the Plan period we will have a Regional Plan outlining our integrated approach to land use, transport and infrastructure planning in the Limestone Coast.

### 2.3 The Crater Lakes Precinct and other areas of tourism potential

We will work with the community to investigate options that enable the Council to capitalise on the Crater Lakes Precinct and other areas of tourism potential.

2.3.1 Understand our role in tourism and develop an aspirational masterplan for the Crater Lakes area enabling us to share a vision with the community and other key stakeholders [Initiator / Facilitator, Advocate, Owner / Custodian].

2.3.2 Working with the Department of Environment and Water, Department of Planning, Transport and Infrastructure, SA Water and other stakeholders to unlock opportunities in our city, from a leasing, licencing and ownership perspective [Advocate, Partnership].

2.3.3 Better understanding the constraints and seeking innovative solutions to overcome long-standing challenges through effective partnerships [Partnership].

2.3.4 Seeking to understand and build upon our unique opportunities, including our little known, but world-class rock carvings [Service Provider (Indirect), Partnership, Information Provider / Promoter].

**What will we do?** We will understand our role in tourism and have masterplans for our honeypot tourist sites.

**What will success look like?** Council will have endorsed its role in tourism and masterplans will have been adopted for all of our key natural and manmade tourist attractions, including reviews as to management.

### 2.4 Recognition of our indoor and outdoor sporting assets and our adventurous opportunities

We will work on capitalising on the delivery of the Community and Recreation Hub to highlight the opportunities for sporting and other community events in Mount Gambier and we will seek to leverage the adventure sports market through support to potential providers to develop activities, effective marketing and working with our partners to raise the profile of our City and region.

2.4.1 Seeking to hold at least six regional standard community or sporting events in the new Community and Recreation Hub annually [Service Provider (Part Funder), Partnership].

2.4.2 Continuing to hold six regional standard sporting events (or higher) at our outdoor facilities [Service Provider (Part Funder), Partnership].

2.4.3 Seeking to market our region even better for year round adventurous activities [Advocate, Initiator / Facilitator].

2.4.4 Work in partnership with our sporting clubs to improve their sporting and clubhouse facilities and to help them take advantage of accommodation opportunities for groups [Partnership, Advocate, Owner / Custodian].

2.4.5 Understand what a hero attraction in Mount Gambier would look like and how to create the opportunity to attract external investment and to value add existing attractions [Initiator / Facilitator].

**What will we do?** We will hold six regional standard community or sporting events in the new Community Recreation Hub annually.

**What will success look like?** Six annual events held and an assessment provided annually to council on the economic, social and cultural impact of the events.





## 2.5 Focusing on activation, revitalisation and placemaking in our CBD

We will look to create opportunity in our CBD for all year-round activation through effective placemaking and place shaping, making it a vibrant, cohesive and safe place.

2.5.1 Working with business owners and property owners to understand what mechanisms would assist them in raising the quality of buildings in the CBD [Initiator / Facilitator].

2.5.2 Understanding the traffic impacts and the management of delivery needs within a more pedestrian friendly environment [Service Provider (Regulatory), Initiator / Facilitator].

2.5.3 Working with the community and developers to capitalise on opportunities as the CBD evolves [Initiator / Facilitator, Partnership, Advocate].

2.5.4 Establish a collaborative activation strategy with CBD traders that delivers a mix of hospitality, cultural and boutique offerings [Partnership, Service Provider (Part Funder)].

**What will we do?** *Develop a traffic model for the CBD.*

**What will success look like?** *The traffic model assists in development assessment and the provision of design briefs for potential redevelopment sites in the CBD.*





# GOAL 3 OUR DIVERSE ECONOMY

A diverse economy provides a greater range of opportunities and helps provide a degree of resilience during economic downturns. There is a need to increase diversity into a number of professional service sectors where it is currently difficult to recruit or provide services, but which through the growth of the City will become more attractive. The Council will work in partnership with representative groups including the Chamber of Commerce and Tourism Mount Gambier.

Currently there are pockets of variable quality housing stock, much the responsibility of Housing SA, but some in private ownership, all of which

have a negative impact on residential amenity. The Council will work with owners to ensure that good quality housing and commercial stock is maintained and will create opportunities for redevelopment and the value adding of land in appropriate locations to ensure the City looks and feels vibrant.

Tourism is a growing industry and one that needs further exploitation. The Council needs to consider how it wishes to manage Council owned tourism assets, what its long-term role is in this space will be and how to leverage from the range of community and other events that it supports.

## 3.1 Identity, gateways and support for our businesses

Establish a strong, positive, aspirational identity that includes the message that the City of Mount Gambier is 'Open for Business'.

3.1.1 Beautifying town entrances, gateways and public spaces to create a sense of arrival, together with enhanced digital gateway to access the City from anywhere [Service Provider (Direct) and (Agent), Owner / Custodian].

3.1.2 Generating positive messages about Mount Gambier that are heard and recognised across our region and in Adelaide, together with wider domestic and international targeting [Advocate, Information Provider / Promoter].

3.1.3 Engaging our community leaders in strategies to address current barriers and in shaping the future [Initiator / Facilitator, Partnership].

3.1.4 Capitalising on and promoting the benefits of a multicultural community [Advocate, Partnership, Information Provider / Promoter].

3.1.5 Encouraging the uptake and benefits of ultra high-speed broadband connectivity for small and growing businesses [Initiator / Facilitator, Partnership].

3.1.6 Delivering support for existing and new businesses and industries to locate into the City, underpinned by the establishment of an Economic Development Fund [Initiator / Facilitator].

**What will we do?** *Deliver five consistent or themed entrance statements to the City of Mount Gambier in consultation with our community*

**What will success look like?** *Five new entrance statements delivered in four years creating a sense of arrival in the City of Mount Gambier.*

## 3.2 Land use planning settings

Planning that provides for future economic and lifestyle changes and continued growth whilst protecting the natural environment.

3.2.1 Preparing updates to the Planning and Design Code that prepare the city for growth and revitalisation over the next 15 years [Initiator / Facilitator].

3.2.2 Preparing a new Regional Plan for the Limestone Coast that enables us to plan for the region we want to see [Partnership].

3.2.3 Advocating and planning for road, train, airport and communications infrastructure that better connects us with the world [Advocate].

3.2.4 Working with operators to deliver a public transport network that connects people to essential services, leisure activities and employment [Advocate, Initiator / Facilitator, Information Provider / Promoter].

**What will we do?** *We will work with public transport providers to deliver a more relevant service to the City of Mount Gambier, including access to the new Community and Recreation Hub.*

**What will success look like?** *More daily services are provided across the City and a route linking the new Community and Recreation Hub has been implemented.*



### 3.3 Appealing and affordable housing for growth

We have appealing and affordable housing appropriate to incomes, aspirations and cultures to attract and retain new residents.

3.3.1 Planning for housing growth (including boundary adjustments) that retains the lifestyle charm of the regional city, whilst providing a range of housing options to suit students, workers and managers, along with people and cultures with special needs [Service Provider (Direct) and (Regulatory), Partnership].

3.3.2 Reviewing and adapting our zoning and planning processes to allow for high-end housing to attract professionals and people with discretionary spending capacity [Service Provider (Direct) and (Regulatory), Partnership].

3.3.3 Working with the real estate sector, employers, educators, retailers and services to develop and implement a Relocation Package that assists skilled migrants to settle quickly and build a life for themselves and their families in Mount Gambier [Initiator / Facilitator, Advocate].

3.3.4 Working with community housing providers (including Housing SA, Anglicare, etc.) to improve the quality and appearance of their stock through investment and joint development opportunities [Advocate, Initiator / Facilitator].

3.3.5 Being prepared to use our powers under the Local Nuisance and Litter Control Act and the Development Act to deal with unsightly premises to maintain the standard of residential amenity [Service Provider (Regulatory)].

**What will we do?** We will seek to develop a long-term boundary for the City that enables strong, planned growth and for other agencies to be able to plan for service provision supporting a growing city.

**What will success look like?** The boundary for the City of Mount Gambier will have been adjusted to enable current and long-term housing growth that is supported by City services, to be situated within the city and, through rates, to contribute to the provision of such services.

### 3.4 Tourism is contributing to a diverse economy and creating opportunity

Mount Gambier, its surrounding townships and the tourism region are positioned as an unique and desirable activity-based destination for travellers from Adelaide and Melbourne.

3.4.1 Encouraging the development of interesting niche businesses in our shops and public places, particularly aimed at weekend place activation, day trip tourism and experiences that complement key tourism drivers [Advocate, Partnership].

3.4.2 Working with neighbouring Councils to develop and promote an integrated schedule of events that increases residential amenity and attracts tourists [Advocate, Partnership, Initiator / Facilitator].

3.4.3 Zoning and planning processes, together with appropriate leases and licences that support tourism activity and the development of accommodation and eateries [Service Provider (Regulatory), Owner / Custodian].

3.4.4 Facilitating the provision of quality Visitor Information Services that address face-to-face information needs as well as adapting to trends in online information, booking services and electronic marketing [Service Provider (Direct) and (Indirect), Partnership].

3.4.5 Working with other tourism stakeholders to develop dispersal strategies that bring tourists into the region from across South Australia, Victoria and further afield [Service Provider (Direct) and (Indirect), Partnership].

**What will we do?** We will review the policies in the Planning and Design Code (when implemented), together with our own lease and licence arrangements, to create new opportunities in tourism in the City of Mount Gambier.

**What will success look like?** We will have one new hero tourist attraction in the City of Mount Gambier, for which the operator is able to charge for a special experience.





### 3.5 Reusing, recycling and waste management

We will work with the community to ensure there is better understanding of the impacts and responsible options available for reuse, recycling and waste management, including investigations as to how the city and region can be more self-sufficient.

3.5.1 Seeking to procure or develop recycled or renewable materials for our services [Service Provider (Direct), Information Provider / Promoter].

3.5.2 Investing in sustainable waste management practices and progressive technology at the Council's Caroline Landfill facility, including methane collection and solar power options [Service Provider (Direct)].

3.5.3 Invest in education programs to reach everyone in our community to enhance understanding of options and actions [Service Provider (Direct)].

3.5.4 Continuing to invest in the Council's ReUse Market and the range of materials that the Council accepts for recycling at the Waste Transfer Station [Service Provider (Direct)].

3.5.5 Working with partners across the Limestone Coast region to develop solutions to our collective waste management and recycling issues, including an independent materials recovery option [Initiator / Facilitator, Partnership].

**What will we do?** We will reduce our per capita tonnage of waste from the City going to the Caroline Landfill.

**What will success look like?** We will be producing less waste and enabling greater tonnages of reuse, recycling and organic waste to be collected.



# GOAL 4 OUR CLIMATE, NATURAL RESOURCES, ARTS, CULTURE AND HERITAGE

We have an amazing natural and semi-natural environment in our region, which provides the setting for many of our keynote activities. We are reliant on our environment for our water and for many of our jobs. The challenges of climate change are yet to be fully understood, but our region has many inherent advantages in a world and country that is trending to be hotter and drier.

Our setting has been an inspiration from time immemorial to the Boandik people and since colonisation, to a range of newer residents. The ability to share our stories and to portray them in various creative media is another route to display our points of difference. An active CBD and city, including a range of innovative public art also helps build skills, creativity and potentially entrepreneurial skills in community. Our newest migrants bring their stories with them and our welcoming, inclusive approach helps embrace the creativity that they too bring with them.

This goal is all about those things that tell our story and help improve our quality of life, by giving us a sense of place and a clean, green, creative environment. A creative environment can help bring forward entrepreneurial skills and when coupled with educational offerings, coaching, mentoring and opportunity, it can make the difference between somewhere to pass through or somewhere to stay. Selling what we achieve through this theme, will be an important factor in celebrating our City.

Investment in reducing the Council's carbon footprint is important to the City of Mount Gambier. It is the right thing to do and it shows civic leadership. Moreover, it makes good economic sense and provides the Council with a degree of energy security and energy price security.

## 4.1 Natural assets

We are effective at protecting and conserving the high-quality values of our natural environment.

4.1.1 Working in partnership with relevant organisations to ensure a sustainable environment [Service Provider (Direct) and Partnership].

4.1.2 Protecting biodiversity for future generations and the creation of wildlife corridors through the Council's own works or in new private development [Advocate].

4.1.3 Providing opportunities and funding for community involvement in projects aimed at developing environmental sustainability [Service Provider (Part Funder)].

**What will we do?** *We will continue to fund community projects in the Crater Lakes and to develop a partnership with Cleland Wildlife Park.*

**What will success look like?** *We will see a greater variety of native species, both flora and fauna, in the Crater Lakes precinct and better opportunities to engage our community in understanding our environment.*

## 4.2 Open Space

We will ensure that future growth is planned in a manner that provides access to, and does not detract from, the community's environmental values.

4.2.1 Prepare a Sport, Recreation and Open Space Strategy and masterplans for our key reserves enabling effective and efficient multiple uses and the improvement of facilities [Service Provider (Direct), Owner / Custodian].

4.2.2 Ensuring opportunities exist to access and experience natural areas [Owner / Custodian, Service Provider (Direct)].

4.2.3 Enhancing and promoting environmental experiences to encourage the involvement of our residents and attract visitors [Owner / Custodian, Service Provider (Indirect)].

4.2.4 Seeking to improve connectivity between our reserves and the CBD by non-motorised forms of transport [Owner / Custodian, Advocate].

**What will we do?** *We will deliver a Sport, Recreation and Open Space Strategy and Masterplans within the first year.*

**What will success look like?** *Enhancements to three key reserves over the life of the plan.*



### 4.3 Planned reduction of our carbon footprint

Council will lead by example in the fields of sustainable development and resource efficiency.

4.3.1 Managing water through conservation, reuse and water quality [Owner / Custodian, Service Provider (Direct), Advocate].

4.3.2 Reducing the environmental impact of waste and maximising conservation of natural resource [Owner / Custodian, Service Provider (Direct), Advocate].

4.3.3 Planning our response to climate change [Initiator / Facilitator, Owner / Custodian].

4.3.4 Demonstrating Council's commitment to the environment by reducing our carbon emissions and increasing our use of renewable energy sources [Owner / Custodian, Service Provider (Direct), Advocate].

**What will we do?** *The Council will enter into agreements to provide more renewable energy from its assets.*

**What will success look like?** *The community will see a reduction in our overall energy purchases and the implementation of improved sustainable energy supplies at the Caroline Landfill and the Community and Recreation Hub.*

### 4.4 Recreational and cultural pursuits

We will ensure that community members are provided with opportunities for cultural growth and development through provision of innovative services and programs.

4.4.1 Delivering a network of safe and convenient walking trails and cycle paths linking relevant land uses and recreation opportunities [Owner / Custodian, Information Provider / Promoter].

4.4.2 Providing library programs, resources and facilities that respond to the changing needs for knowledge, education and leisure [Service Provider (Direct)].

4.4.3 Adopting a Reconciliation Action Plan and working to implement it sensitively [Partnership].

4.4.4 Providing services, programs and facilities for the community to participate in a broad range of arts and cultural activities [Service Provider (Direct) and (Indirect) and Partnership].

4.4.5 Celebrating our cultural diversity [Advocate, Information Provider / Promoter].

**What will we do?** *We will adopt our first Reconciliation Plan and move into implementation.*

**What will success look like?** *We will see more Boandik input and output in the arts, culture and heritage across our city including more public art and the use of Boandik art in more Council publications and exhibitions.*

### 4.5 A City brought to life with public art

We will ensure that opportunities for public art are created within our city, this means not just spaces for the artwork, but also spaces where creative industries can connect and flourish.

4.5.1 Reviewing our current visitor information centre location and the use of its space and our other buildings for creative industries [Owner / Custodian].

4.5.2 Work collaboratively with those engaged in the creative industries by bringing together opportunities in the Library, the Main Corner, the Riddoch Art Gallery, the Sir Robert Helpmann Theatre and spaces across the City and establishing and embedding the Riddoch Arts and Cultural Complex [Initiator / Facilitator, Information Provider / Promoter, Partnership, Advocate].

4.5.3 Create spaces in major developments, the Railway Lands and our reserves for public art and work with our community to fill these spaces and work with DPTI to include these along the Rail Trail [Owner / Custodian, Service Provider (Part Funder)].

4.5.4 Work with the owners of prominent buildings and structures across the City to increase the visibility of public art [Owner / Custodian, Service Provider (Part Funder)].

4.5.5 Establish an annual public arts fund and street art event [Initiator / Facilitator, Service Provider (Part Funder), Partnership].

**What will we do?** *We will establish an annual public arts fund and street art event.*

**What will success look like?** *The installation of at least one new piece of public art every year.*







# GOAL 5 OUR COMMITMENT

The Council has determined the following principles to ensure delivery against the Strategic Plan 2020-2024. These principles underpin all decisions made by the Council. They guide our strategic planning, processes, service delivery and the management of assets.

Being more effective will enable the Council to focus its spending on the delivery of services and what you have told us, and continue to tell us, is important to you. The Council has challenging times ahead with changing

funding likely from both the State and Federal Governments and continued pressure to take on services formerly run by others or to improve existing services.

Also, the funding commitments associated with the Community and Recreation Hub are yet to be finalised. The choice of operating model could influence the delivery of services across the community and Council will need to choose a sustainable option to ensure we can effectively serve our community.

The principles underpinning our business and services are that we will be:

**Our commitment – the City of Mount Gambier will be:**

**Sustainable**

**Transparent**

**Responsive**

**Involving**

**Values based**

**Effective**



# SUMMARY IMPLEMENTATION PLAN 2020-2024

	2020-2021	2021-2022	2022-2023	2023-2024	On-going
<b>1. OUR PEOPLE</b>					
1.1 Community based organisations and networks	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
1.2 Community growth	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
1.1 Sense of community	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
1.2 Care for the community	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
1.3 Becoming an 'earning and learning' community	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
<b>2. OUR LOCATION</b>					
2.1 Infrastructure development and managing our current assets	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Significant increase in operating funding / capital enhancement funding	Significant increase in operating funding / capital enhancement funding	Existing / minor operating funding / capital renewal funding
2.2 Regional collaboration	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
2.3 The Crater Lakes Precinct and other areas of tourism potential	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Significant increase in operating funding / capital enhancement funding	Significant increase in operating funding / capital enhancement funding	Existing / minor operating funding / capital renewal funding
2.4 Recognition of our indoor and outdoor sporting assets and our adventurous opportunities	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Significant increase in operating funding / capital enhancement funding	Significant increase in operating funding / capital enhancement funding	Existing / minor operating funding / capital renewal funding
2.5 Focusing on activation, revitalisation and placemaking in our CBD	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
<b>3. OUR DIVERSE ECONOMY</b>					
3.1. Identity, gateways and support for our businesses	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Significant increase in operating funding / capital enhancement funding	Significant increase in operating funding / capital enhancement funding	Existing / minor operating funding / capital renewal funding
3.2. Land use planning settings	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
3.3. Appealing and affordable housing for growth	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
3.4. Tourism is contributing to a diverse economy and creating opportunity	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Significant increase in operating funding / capital enhancement funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
3.5. Reusing, recycling and waste management	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Significant increase in operating funding / capital enhancement funding	Significant increase in operating funding / capital enhancement funding	Existing / minor operating funding / capital renewal funding
<b>4. OUR CLIMATE, NATURAL RESOURCES, ARTS, CULTURE AND HERITAGE</b>					
4.1. Natural Assets	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
4.2. Open Space	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
4.3. Planned reduction of our carbon footprint	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
4.4. Recreational and cultural pursuits	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding
4.5. A City brought to life with public art	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding	Existing / minor operating funding / capital renewal funding

**KEY**

- Existing / minor operating funding / capital renewal funding
- Significant increase in operating funding / capital enhancement funding





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