



City of Mount Gambier Strategic
Plan 2024 – 2028



City of
Mount Gambier

Strategic Plan 2024 – 2028

A volcanic past with a crystal clear future

**A land of volcanoes, sinkholes, caves and crater lakes.
A place to find a deep sense of belonging amidst
captivating landscapes and a vibrant community.**

Being from Mount Gambier is about belonging.
A connection to place.

The Mount Gambier community has developed a vision - Mount Gambier 2035 - to inform what we want the community and city to look like in 2035, informed by the city's inherent strengths and shared values.

In 2035, Mount Gambier is a connected hub nestled on the slopes of an ancient volcano; a haven of natural beauty. It is a place of stories, where our community is family, nurtured through growth, opportunity and connection.

The vision identifies five Strategic Priorities to ensure the achievement of this vision:

1. Environmental and Liveability

We are custodians of the landscape, committed to protecting and preserving our natural environments, creating a liveable city.

2. Learning and Innovation

A regional learning hub that fosters innovation and local industries.

3. Infrastructure and Services

A high quality, affordable lifestyle where people are happy, healthy and housed and able to access all available resources.

4. Economic and Business Growth

A creative, entrepreneurial mindset that creates a thriving, resilient community.

5. A Vibrant Community

Events, activities, sport and recreation all contributing to a vibrant city during the day, at night and across all seasons.

These priorities are grounded in three key principles that inform everything we do: Connected, Accessible and Sustainable.

Council's Vision

Erupting with Potential: Embracing Our Past, Enhancing our Strengths and Shaping an Exciting Future

Embracing our volcanic past, the City of Mount Gambier partners with our communities to build on the strength of our landscape and our connections to shape a sustainable future. Together, we elevate the city's prominence, ignite new opportunities and ensure a thriving, liveable environment for everyone.

Council's Purpose

We courageously pursue the community's vision.

We unashamedly advocate for our people and our place.

We are the best organisation we can be so that we can have the most impact.

Council's Values

With the community and safety at the forefront of everything we do, our values are:

Lead

Connect

Deliver



Acknowledgement of Country

Mount Gambier/Berrin sits upon the land of the Boandik Peoples. We acknowledge the Boandik Peoples as the traditional custodians of the land. We respect their spiritual relationship with the land and recognise the deep feelings of attachment our First Nations peoples have with the land.



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Mayor's Introduction

Shaping the future of Mount Gambier requires both vision and commitment to long-term planning. As South Australia's regional capital, our city plays a pivotal role in driving development and prosperity for the Limestone Coast region.

This Strategic Plan charts a path to achieve our long-term goals, focusing on the environment and liveability, fostering learning and innovation, enhancing infrastructure and services, stimulating economic and business growth and building a vibrant community—all guided by responsible leadership and governance.

Our Plan aspires to protect and enhance Mount Gambier's unique natural environments, which are central to our identity and character. It seeks to create an environment for learning and innovation that supports our community and local businesses, while ensuring that our city remains a great place to live, with accessible, high-quality infrastructure and services. We aim to drive a resilient local economy, foster a vibrant visitor experience, and nurture a lively, inclusive community through strategic placemaking, social cohesion efforts and cultural initiatives that honour the unique character of our city and its people.

Our community is an integral part of our Strategic Plan. We have worked hard to ensure the aspirations and values expressed in our community vision, Mount Gambier 2035, are reflected in what Council commits to over the next four years.

This Strategic Plan is more than a roadmap; it is our commitment to Mount Gambier's future through bold decision-making and thoughtful choices that align with our community's vision—ultimately enhancing the lives of all who call our city home.



A handwritten signature in black ink, appearing to read 'Lynette Martin'.

Lynette Martin OAM
Mount Gambier Mayor



Our Council

Our Council Members for the 2022 - 2026 term of Council:



Lynette Martin OAM
Her Worship the Mayor



Cr Max Bruins



Cr Sonya Meziniec



Cr Josh Lynagh



Cr Paul Jenner



Cr Frank Morello



Cr Kate Amoroso



Cr Mark Lovett



Cr Jason Virgo

Our City

Mount Gambier is South Australia's regional capital, home to 28,000 people but central to the lives of 135,000 people who access the city for services, employment, education, entertainment, sport and recreation.

We strive to create vibrancy, promote our identity and build on our reputation as a place to live, work, visit and invest. A focus on delivering outstanding urban design and place making will enhance liveability and attract investment.

With the Riddoch Arts and Cultural Centre, the nationally recognised Mount Gambier Library and the construction of Council's largest ever infrastructure project, Wulanda Recreation and Convention Centre, these projects demonstrate Council's commitment to outstanding infrastructure and services for its community.

In line with this commitment, this Strategic Plan outlines a range of projects and initiatives that will provide direction for the future development and management of Council's spaces.

POPULATION

27,771
residents

*6.2% growth
over 10 years*

LAND AREA

33.88
square km

*in City of
Mount Gambier*

MEDIAN HOUSE PRICE

\$421,350

*median house price 65.2%
increase over 5 years*

MEDIAN AGE

41

*years old is the median
age for people residing in
Mount Gambier*



Our Environment

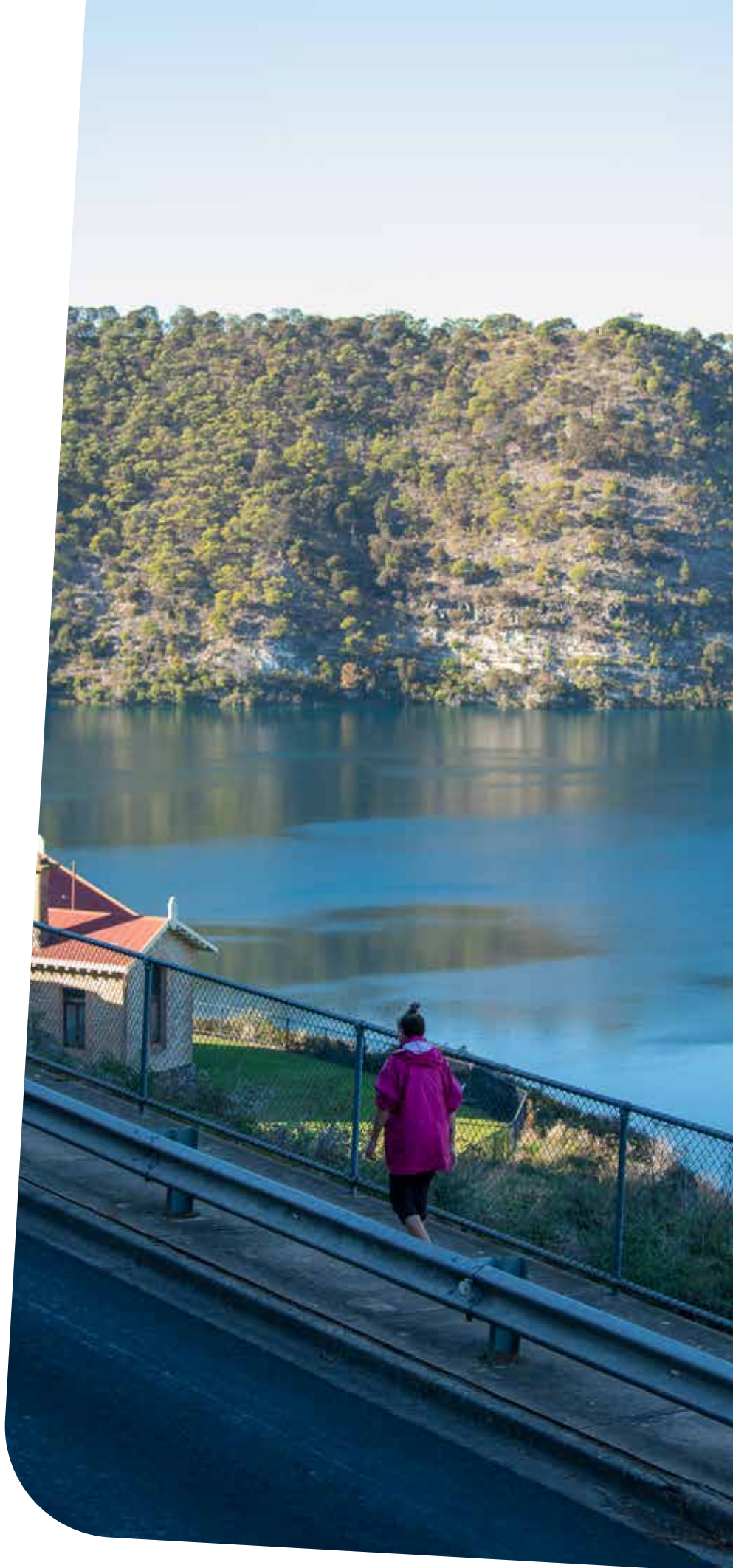
With a moody and overcast landscape in which to pursue your sense of curiosity and wonder, our unique landscape and story positions us nationally and globally with a strong authentic offering.

Mount Gambier is home to some of Australia's most spectacular natural wonders. Prehistoric caves and sinkholes include Umpherston Sinkhole/Balumbul, Cave Garden/Thugi, Crater Lakes and Blue Lake/Warwar. All of these sites are an integral part of Mount Gambier. They contribute to the liveability of our city and are an important connection to culture and the natural environment.

Our location along the Melbourne to Adelaide travel corridor provides excellent connectivity. Mount Gambier is a key hub between major cities and national landmarks.

Our community thrives on its deep connection to its natural surroundings. We value sustainability and environmental stewardship. We enjoy the benefits of city amenities within a regional setting. The focus on sustainable growth, alongside innovation and accessibility, highlights the city's dedication to fostering a vibrant, supportive community that values both its people and its environment.

The provision of dual naming at significant sites across our city is important in acknowledging the Boandik Peoples as the Traditional Owners and custodians of the land.



Our Economy

Mount Gambier is the economic hub for the Limestone Coast region.

As the regional centre of the Limestone Coast and Western Victoria, we have a role and responsibility to drive the development agenda in this corner of Australia.

The city's economic heartbeat is reflected in its steady growth, driven by a diverse range of industries including health, forestry and agriculture, construction, retail trade and education. Strong local industry creates a compelling environment for economic opportunity and growth.

Our visitor economy thrives on the unique natural assets that establish us as a sought-after destination for travellers both near and far. Our visitor experience continues to evolve as we shape immersive experiences and storytelling that resonate with individuals and fosters a deep connection to this place.

Council is committed to driving sustainable growth, aligning with the values of our community.

GROSS REGIONAL PRODUCT

\$1.75B
in 2023

1.5% growth since 2022

BUSINESS

2,078
local businesses

*increase of 95 businesses
over two years*

VISITOR ECONOMY

\$215M

*total visitor
economy value*

EMPLOYMENT

13,449
employed
residents

14,532
jobs in
Mount Gambier

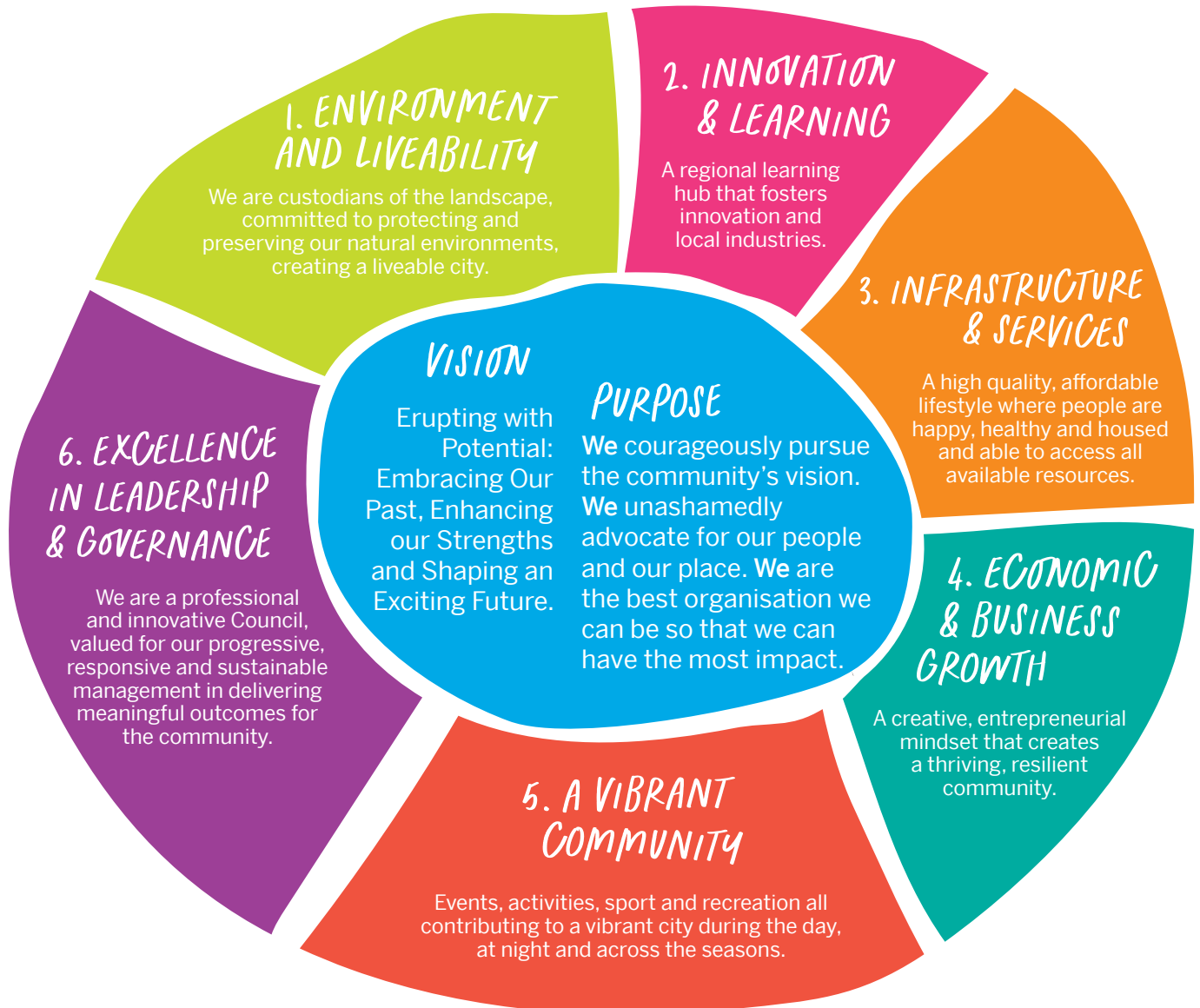


Strategic Priorities

Council's Strategic Plan 2024–2028 outlines the overarching goals for the next four years, guiding resource allocation and establishing a framework for measuring and reporting progress.

The Plan responds directly to the community's vision, addressing the needs and aspirations of those who live, work, study, or visit Mount Gambier. It reflects the core principles of connection, accessibility and sustainability, which the community has identified as essential to everything we do.

The plan sets out the outcomes the community can expect from Council's actions over the next four years, organised under six strategic priorities. These priorities include the five from the Community Vision – Mount Gambier 2035, along with a sixth priority highlighting Council's commitment to strong, accountable leadership and governance.



Priority 1: Environment and Liveability

'We are custodians of the landscape, committed to protecting and preserving our natural environments, creating a liveable city.'

What success looks like...

Council will prioritise actions to protect and enhance our natural environments that support the liveability of Mount Gambier. Key outcomes include:

- **Our environment is protected and restored, with the volcanic landscape, unique aquifer, volcanic soils and ancient heritage preserved as key natural areas of our identity and character.**
- **Our city is a leader in resource sustainability.**
- **Our city's green corridors and urban biodiversity are enhanced through sustainable land management and the seamless integration of path networks.**

Over the next four years Council will:

- 1.1. Position the region's unique natural features, green corridors and biodiversity at the core of our storytelling to connect the community and travellers to Mount Gambier's natural identity.
- 1.2. Effectively manage recreational activities to prevent environmental impacts to our key natural areas.
- 1.3. Promote community involvement in contributing as custodians of our natural and green spaces.
- 1.4. Protect and preserve the Crater Lakes Precinct through various initiatives, including effective weed management and a thoughtfully connected design for a sustainable track and trail network.
- 1.5. Invest in technology and effective data management that enhances understanding of the city's environmental impact, informs sustainable practices and provides a reporting framework to track progress.
- 1.6. Collaborate with the community to reduce waste by boosting awareness and participation in resource recovery and promoting best practices in recycling and waste management.
- 1.7. Demonstrate leadership in sustainability through resource efficiency, adapting to climate change and supporting the community in these efforts.
- 1.8. Strengthen the city's connection to nature by enhancing green corridors with native vegetation and creating pathway linkages that connect urban areas to key natural assets, acknowledging the critical role these assets play in our visitor economy and the city's vibrancy.
- 1.9. Implement comprehensive land restoration and management by regenerating native flora, managing weeds effectively and designing spaces that improve biodiversity, integrate endemic species and support local habitats.
- 1.10. Establish clear roles and classifications for all green spaces to ensure best-practice land management and regeneration.
- 1.11. In consultation with Traditional Owners, pursue the development of cultural heritage management plans for sites of cultural significance such as the Crater Lakes Precinct. Explore the suitability and application of cultural land management practices, such as cool burning, as part of the ongoing management of these areas.

The key projects we will undertake include:

Project	Council's Role
Work with key stakeholders to progress the Vision and Guiding Principles of the Crater Lakes Activation Plan and Crater Lakes Trails Plan to ensure the area fulfils its critical role in enabling cultural connection, improves liveability in our community and enhances the visitor experience.	DELIVER PARTNER ADVOCATE
Implementation of agreed actions under our Waste and Resource Recovery Strategy.	DELIVER
Master planning for our resource recovery and waste management services to ensure best practice for the future.	DELIVER
Collaboration with key stakeholders to protect and enhance the health and sustainability of the city's aquifer system, water resources and productive volcanic soils, ensuring both quality and quantity are preserved.	PARTNER ADVOCATE
Advocacy to minimise the impacts of urban sprawl and ensure that new developments provide access to high-quality, multi-use green spaces, along with adequate water and sewer infrastructure.	PARTNER ADVOCATE
Review and update Community Land Management Plans.	DELIVER PARTNER

Supporting strategies and plans:

- Community Land Management Plans,
- Crater Lakes Trails Plan, and
- Waste and Resource Recovery Strategy 2023 - 2030.



Priority 2: Learning and Innovation

'A regional learning hub that fosters innovation and local industries.'

What success looks like...

Council is dedicated to creating a supportive environment for learning and innovation that helps our community and local businesses thrive. Key outcomes include:

- **Local businesses and entrepreneurial activities flourish through opportunities for collaboration and development.**
- **Our city attracts and retains a skilled workforce for regional growth, development and succession planning.**
- **Our community members are inspired to learn at any age, achieving a holistic and comprehensive approach to personal growth and development.**

Over the next four years Council will:

- 2.1. Strengthen sector relationships to identify gaps and opportunities for representation and the potential benefits of new technology, to support a diverse and sustainable economy in Mount Gambier.
- 2.2. Provide resources and programs that foster creativity and curiosity within businesses and the broader community.
- 2.3. Partner with key organisations to enhance the value of the knowledge economy, driving innovation and growth while leveraging our new education and training precinct.
- 2.4. Address the diverse needs of our community with accessible and inclusive spaces that promote creativity, learning, build connections and ensure a welcoming and safe environment.
- 2.5. Foster partnerships with universities, business groups and government entities to better understand and address the future skills needs of local businesses.
- 2.6. Support the improvement of social inclusion opportunities for new residents in order to retain skills.
- 2.7. Deliver programs and services that enhance engagement across all age groups including creating better community connection and skill sharing.

The key projects we will undertake include:

Project	Council's Role
Advocate for the integration of local industry needs into training programs - including those at the Mount Gambier Education and Training Precinct - to provide students with direct access to regional employment opportunities.	PARTNER ADVOCATE
Contribution to regional workforce planning and development activities in partnership with Regional Development Australia Limestone Coast.	PARTNER ADVOCATE
Implementation of the Mount Gambier Library Strategy 2023 -2027 so that our library fosters curiosity and builds connections that deliver life shaping experiences for all	DELIVER
Advocacy for attraction of skilled migration aligned to sector gaps and opportunities.	PARTNER ADVOCATE

Supporting strategies and plans:

- Mount Gambier Library Strategy 2023 – 2027,
- Mount Gambier Children's Charter, and
- Youth Engagement Strategy.



Priority 3: Infrastructure and Services

'A high quality, affordable lifestyle where people are happy, healthy and housed and able to access all available resources.'

What success looks like...

Council will work to enhance the enviable living environment in our city through accessible and quality infrastructure and services. Key outcomes include:

- **Our city is connected through a safe, inclusive and seamless integrated transport network.**
- **Our quality infrastructure provides equitable access to information, services, activities and facilities.**
- **Our urban environment is thoughtfully designed to adapt to our diverse and growing city, ensuring access to affordable and varied housing options that meet community needs.**
- **Our community spaces are inclusive, safe and accessible, promoting active, healthy and connected lifestyles through enhanced open spaces, quality recreation areas and supportive infrastructure.**

Over the next four years Council will:

- 3.1. Work with partners to increase active and diverse transport measures so drivers, cyclists and pedestrians can safely and easily move within the city.
- 3.2. Increase the use of green modes of transport and encourage an active lifestyle by developing accessible and well-planned path networks.
- 3.3. We will advocate with key stakeholders to attract investment in the development of a safe, inclusive and integrated transport network that enhances connectivity within and beyond our city, ensuring it is equivalent to the infrastructure provided in the State's metropolitan areas.
- 3.4. Conduct a review of Council's asset management planning approach to implement asset improvements that ensure assets are fit for purpose and adaptable to changing community needs, while managing maintenance service levels and asset lifecycles to optimise longevity and achieve service efficiency.
- 3.5. Support the maintenance, development and operation of bold and interesting community, cultural and civic places and infrastructure, including the Wulanda Recreation and Convention Centre.
- 3.6. Continue to support and advocate for the health services and facilities that our community needs and attract funding and investment that is equivalent to that provided to our State's metropolitan areas.
- 3.7. Ensure that all community members have equitable access to the resources, services, programs, information and social infrastructure, enabling meaningful participation in the community.
- 3.8. Promote bold, diverse and purposeful development that meets the evolving needs of our community and city; enhancing our city's character and liveability through master planning, policy and development assessment.
- 3.9. Protect, share and elevate our heritage and significant places, maintaining their character while encouraging adaptive reuse, repurposing and upgrading of buildings.
- 3.10. Support increased residential growth, diversity of housing options and affordability through partnerships and advocacy.
- 3.11. Work with partners to support services available for community rough sleeping and homelessness.
- 3.12. Effectively and efficiently manage Council owned and controlled land holdings to meet the needs of the community and advance our strategic objectives.
- 3.13. Improve the quality and safety of, and access to, our active open space facilities, including our sporting and recreation reserves.
- 3.14. Provide play experiences that are attractive to a range of ages.
- 3.15. Improve community safety and wellbeing through proactive information and regulatory services.

The key projects we will undertake include:

Project	Council's Role
Continued advocacy to enhance connectivity within and beyond our city through investment and infrastructure that supports accessible public bus services, reliable air travel and rail networks for both freight and passenger transport.	PARTNER ADVOCATE
Continued advocacy for the primary health care and preventative health services that service our region across the Limestone Coast and Western Victoria.	PARTNER ADVOCATE
Progression of the goals and priorities of our Affordable Housing Plan for Mount Gambier.	PARTNER ADVOCATE
Support the Regional Plan for Limestone Coast by guiding city growth, development and amenity needs, while promoting diverse housing options.	PARTNER ADVOCATE
Continued implementation of the goals and priorities outlined in our Sport, Recreation and Open Space Strategy.	DELIVER PARTNER ADVOCATE
Shape the urban form of our city through that application of strategic urban design and place making principles.	DELIVER ADVOCATE
Work with key stakeholders to create a master plan for Hastings Cunningham Reserve ensuring it is developed in alignment with community needs and aspirations. We will also advocate for the required funding to redevelop this site in accordance with the master plan.	DELIVER PARTNER ADVOCATE
Work with key stakeholders to create a master plan for Olympic Park ensuring this precinct is developed in alignment with community needs and aspirations. We will also advocate for the required funding to redevelop this site in accordance with the master plan.	DELIVER PARTNER ADVOCATE
Continue to work with key stakeholders and advocate for funding support for the detailed design and implementation of the Blue Lake Sports Park Master Plan.	DELIVER PARTNER ADVOCATE
Review and update our asset management planning framework to enhance our Infrastructure and Asset Management Plans ensuring that work programs are well planned and budgeted for delivery.	DELIVER
Delivery of a refreshed Disability Access and Inclusion Plan underpinning our approach to disability access and inclusion.	DELIVER PARTNER
Delivery of a refreshed Regional Public Health Plan underpinning our approach to the health and wellbeing of our community.	DELIVER PARTNER
Review and implement renewed by-laws which respond to community needs by 2025.	DELIVER
Develop and deliver a Property Management Strategy that informs Council's management, acquisition and disposal of community land and property.	DELIVER
Progression and the implementation of the priorities and actions in the Shared Path Master Plan.	DELIVER PARTNER ADVOCATE
Development of a play strategy that informs the provision of play experiences that are attractive to a range of ages.	DELIVER PARTNER
Implementation of strategies and actions outlined in our Dog and Cat Management Plan.	DELIVER PARTNER ADVOCATE

Supporting strategies and plans:

- Dog and Cat Management Plan 2024 – 2028,
- City of Mount Gambier Affordable Housing Plan,
- Asset Management Plans,
- Disability Access and Inclusion Plan,
- Location master plans,
- Regional Public Health Plan,
- Sport Recreation and Open Space Strategy, and
- Shared Path Master Plan.



Priority 4: Economic and Business Growth

'A creative, entrepreneurial mindset that creates a thriving, resilient community.'

What success looks like...

Council is committed to achieving strategic outcomes that drive a resilient local economy and a thriving visitor economy. Key outcomes include:

- **Our resilient local economy is supported by diverse industries and employment opportunities, enhanced by connectivity through modern freight networks and efficient transportation.**
- **Our visitor economy thrives through collaboration in sharing our story via immersive experiences with our unique natural and cultural assets.**

Over the next four years Council will:

- 4.1. Implement process efficiencies that support small, medium and large-scale businesses to open and thrive in our city.
- 4.2. Collaborate with local businesses, ensuring their sustainability and contribution to Mount Gambier's communities and brand.
- 4.3. Advocate for and support modern, efficient freight networks to improve supply chain connections and the movement of goods in and out of Mount Gambier.
- 4.4. Collaborate with partners to enhance the maturity of local businesses, supporting innovation and product development while effectively promoting new offerings to drive sustainable economic growth and market competitiveness.
- 4.5. Foster partnerships with universities, business groups and government entities to attract and retain talent and advocate for identified skill gaps.
- 4.6. Strengthen the collective offering of Mount Gambier to enhance the visitor economy by collaborating with local businesses to improve services and experiences, extend opening hours and ensure relevance to travellers, fostering greater prosperity.
- 4.7. Continue to provide best practice traveller-centric information and storytelling through multiple formats.
- 4.8. Explore opportunities for travellers to contribute to the preservation and enhancement of places and spaces valued by our community.
- 4.9. Create a strong Mount Gambier brand that fosters community pride, offers authenticity to travellers and generates shared and earned media.
- 4.10. Enhance Mount Gambier's appeal as a year-round destination through marketing, events and infrastructure.

The key projects we will undertake include:

Project	Council's Role
Work with key stakeholders to create a master plan for Umpherston Sinkhole/Balumbul that ensures the area fulfils its critical role in enabling cultural connection, enhances the visitor experience and regenerates the natural area. We will also advocate for the required funding to redevelop this site in accordance with the master plan.	PARTNER DELIVER ADVOCATE
Work with key stakeholders to create a master plan for Vansittart Park ensuring it can host finals and exhibition games that contribute to the local economy. We will also advocate for the required funding to redevelop this site in accordance with the master plan.	PARTNER DELIVER ADVOCATE
Implementation of a hub and spoke visitor servicing model where the hub attracts visitors to our CBD and spoke sites enhance the visitor experience and promotes sustainable engagement with the city's diverse offerings.	DELIVER
Implementation of signage and wayfinding that improves ease of navigation throughout the city, ensuring that both residents and visitors can effortlessly access key destinations and attractions.	DELIVER
Advocacy for and support of the development of modern, efficient intermodal freight networks and transport systems to improve supply chain connections and the movement of goods in and out of Mount Gambier	ADVOCATE
Establish and evolve a Retention, Attraction and Investment Framework and platform that promotes Mount Gambier as a key location to live, work, visit and invest.	PARTNER DELIVER ADVOCATE

Supporting strategies and plans:

- Location master plans.



Priority 5: A Vibrant Community

'Events, activities, sport and recreation all contributing to a vibrant city during the day, at night and across the seasons.'

What success looks like...

Council aims to cultivate a vibrant community through strategic place making, enhancing social cohesion and providing arts and culture initiatives that celebrate the unique character of our city and its people.

Key outcomes include:

- Our CBD and key inner-city spaces are thriving, welcoming, functional and sustainable, fostering a sense of belonging while celebrating our diversity, culture and history.
- We are a city renowned for our social and cultural diversity, creativity and heritage, supporting diverse events and experiences that bring people together and enhance social connection.
- Our city is known as a regional destination for arts and cultural experiences with a community enriched by arts, culture and live entertainment initiatives.

Over the next four years Council will:

- 5.1. Define a clear vision and action plan for the CBD which guides decision making and supports its ongoing growth as a vital economic, social and cultural hub for our community.
- 5.2. Provide well-considered public realm improvements which echo our local identity, enhance access and walkability and foster greater community connection.
- 5.3. Encourage innovation by actively supporting the test and trial of new ideas that enhance the vibrancy and appeal of our CBD.
- 5.4. Support the strategic growth of an inner-city population through focussed residential and overnight stay growth initiatives.
- 5.5. Foster a collaborative and 'open for business' environment amongst CBD traders, embracing times of peak visitation, improving our early evening economy and ensuring a destination experience throughout the calendar year.
- 5.6. Promote sustainable activation through well-considered public infrastructure, tailored regulations and efficient systems and procedures that actively support city vibrancy.
- 5.7. Support and foster a program of festivals, events and arts initiatives that celebrate and promote diversity, accessibility and inclusivity, ensuring that everyone can fully participate in the cultural and social life of the city.
- 5.8. Cultivate community-led festivals, events and collaboration.
- 5.9. Deliver arts programming through the Riddoch Arts and Cultural Centre as a flagship regional gallery that is recognised nationally and contributes creatively, culturally, socially and economically to Mount Gambier.
- 5.10. Drive social change and strengthen communities through locally-led arts, cultural and recreational activities.
- 5.11. Position Mount Gambier as a regional centre for live performance.
- 5.12. Recognise, encourage and support artists, emerging artists, writers and performers through promotion of the arts and supporting opportunities to exhibit and perform.
- 5.13. Foster creative expression and enhance public spaces by supporting artists to produce public art that engages the community and travellers in meaningful artistic experiences.

The key projects we will undertake include:

Project	Council's Role
Delivery of a CBD activation and master plan that transforms our CBD into a vibrant hub, connecting locals and visitors, promoting inner-city living and boosting economic and social activity by creating a dynamic, culturally enriched environment for all ages.	DELIVER PARTNER
Development and implementation of a Riddoch Arts and Cultural Centre Strategy.	DELIVER
Delivery of a beacon art initiative in collaboration with an artist that engages travellers and residents in our local story.	DELIVER PARTNER
Pursue programs and opportunities that enhance the live entertainment in our city.	DELIVER PARTNER
Advocacy for the modernisation of the Sir Robert Helpmann Theatre and Civic Centre to complement the Library and The Riddoch Arts and Cultural Centre offering within the civic and cultural precinct of Mount Gambier.	PARTNER ADVOCATE
Continue to pursue opportunities to reactivate the Mount Gambier Railway Station and enhance the role of the Railway Lands precinct as a premier destination in Mount Gambier.	DELIVER PARTNER
Pursue community activation of the Lady Nelson site to accommodate the city's creative industries and/or historic collections management.	DELIVER PARTNER
Develop and implement a place making strategy.	DELIVER PARTNER ADVOCATE

Supporting strategies and plans:

- CBD Guiding Principles,
- Culture and Heritage Plan, and
- Location master plans.



Priority 6: Excellence in Leadership and Governance

'We are a professional and innovative Council, valued for our progressive, responsive and sustainable management in delivering meaningful outcomes for the community.'

What success looks like...

Council commits to strong, accountable leadership and governance. Key outcomes include:

- **We are a transparent and accountable organisation that makes informed decisions and demonstrates integrity through effective governance.**
- **We are a financially responsible organisation delivering sustainable, value-for-money services that meet community needs and uphold the principle of intergenerational equity.**
- **We care about our people ensuring we support, develop and motivate our workforce to meet community needs with capability and confidence.**
- **We are easy to do business with, committing to a customer-centric approach that delivers positive experiences and builds trust.**

Over the next four years Council will:

- 6.1. Ensure Elected Council Members are meeting their civic obligations and making informed, strategic decisions in the best interests of the community.
- 6.2. Ensure compliance with legislative obligations and apply best-practice governance to strengthen risk management, accountability and transparency, fostering trust within the community.
- 6.3. Ensure decisions and activities of Council are communicated in a timely, clear and proactive manner.
- 6.4. Review and continually update the Long -Term Financial Plan to ensure ongoing financial sustainability to community expectations and legislative requirements.
- 6.5. Achieve value-for-money procurement and contract management that consistently aligns with Council's policies and delivers economic, social and environmental outcomes.
- 6.6. Implement systems and frameworks that foster effective planning and continuous improvement, ensuring customer-centric service delivery and effective, transparent reporting.
- 6.7. Champion reconciliation and the recognition of Aboriginal and Torres Strait Islander peoples.
- 6.8. Cultivate an organisational culture that attracts and retains talent and empowers a high-performing organisation through strategic workforce planning and organisational development initiatives.
- 6.9. Ensure that our workforce is equipped with the necessary systems, training, tools, plant and equipment to perform their roles safely and effectively while enhancing organisational systems to provide better support and efficiency.
- 6.10. Continue to enhance our safety systems to provide our workforce with a safe and healthy work environment.
- 6.11. Ensure a positive and engaging experience for our volunteer workforce and expand opportunities for people to engage in volunteering activities with the organisation.
- 6.12. Proactively advocate for community priorities.
- 6.13. Foster meaningful community engagement in Council's planning, projects and key decision-making processes by actively listening to and incorporating community perspectives, ensuring their voice is integral to our operations and outcomes.

The key projects we will undertake include:

Project	Council's Role
Deliver business systems and infrastructure improvements that support us to deliver our services more efficiently and effectively to the community.	DELIVER
Develop and implement a workforce planning framework that informs the skill and capability requirements council needs to deliver its services and programs.	DELIVER
Develop and deliver our next Reconciliation Action Plan in partnership with the Yerkaalpatana Community Reference Group that supports our organisation's commitment to reconciliation.	DELIVER PARTNER
Undertake a rating review that guides Council's approach to rates to ensure our financial sustainability.	DELIVER
Continue to deliver improvements that enhance a 'Safety First' culture in accordance with our Work, Health Safety and Wellbeing Strategy.	DELIVER
Update Council's Community Consultation and Engagement Policy to align with Local Government Association South Australia and Local Government Act Reforms.	DELIVER PARTNER
Continue to develop the leadership capability of our workforce in accordance with the Leadership Capability Framework.	DELIVER
Develop and implement policies and procedures that support the organisation to attract grant funding and ensure appropriate accountability in acquitting those funds.	DELIVER ADVOCATE
Develop and implement commercialisation principles and practices that guide the organisation's decision making to diversify revenue streams.	DELIVER
Continue the implementation of Council's Volunteer Management Plan to support and expand our volunteer workforce.	DELIVER
Continue the implementation of Council's Media and Communications Strategy.	DELIVER
Develop and implement a community feedback mechanism to inform Council's service delivery with results regularly reported back to the community.	DELIVER

Supporting strategies and plans:

- Advocacy and Partnership Priorities,
- Annual Business Plans and Budgets,
- Long Term Financial Plan,
- Media and Communications Strategy, and
- Volunteer Management Plan.



Our Strategic Measures and Indicators

In addition to reporting against our key strategic projects, we will monitor our progress utilising the following series of indicators and measures:

1. Increase in the tourism revenue from our operations that is reinvested to the preservation and regeneration of natural assets.
2. Progress towards 65% reduction of kerbside general waste to Caroline Landfill by 2030.
3. Reduction in resource use (e.g. energy, water) across Council operations.
4. Increase the proportion of parks, reserves and natural areas that utilise recycled water systems.
5. Establish partnerships that support understanding and improvements to Mount Gambier's skilled workforce.
6. Increase the provision of and engagement with online collections and resources provided by the Library.
7. Increase the number of people accessing Council's services and programs that support innovation and learning annually.
8. Completion of annually agreed capital works programs.
9. The Asset Renewal Ratio is 100% over the 10 years of the Long Term Financial Plan.
10. Assess development applications within legislative timeframes.
11. Annual value of Mount Gambier's economy.
12. Annual value of the visitor economy to Mount Gambier.
13. Number of tours and immersive experiences at our key sites.
14. Direct economic benefit as a return on Council's investment in grants and sponsorship to support events or activation.
15. Increased foot traffic and engagement across the CBD/ key precincts.
16. Increase in the number of people accessing Council's services and programs that support arts and creative pursuits annually.
17. Internal and external audit outcomes are reported to the community.
18. Financial indicators are in line with annual targets (as outlined in the Long Term Financial Plan).
19. Number of community engagements and the level of participation.
20. Increase in the number of volunteer programs offered by the Council and enhanced volunteer participation in those programs.
21. To be determined – comprehensive strategic measure to track progress of environment initiatives.



How to read this plan

The Strategic Plan is the overarching document of the City of Mount Gambier's Strategic Planning and Reporting Framework. This framework describes how strategic planning and reporting is developed and managed by Council to ensure the work we do contributes to the goals and aspirations of the Mount Gambier community as outlined in Mount Gambier 2035.

This plan forms part of the City of Mount Gambier suite of Strategic Management Plans.

Strategic Plan Community	Four year delivery focus. Planning for the vision and aspirations of the Mount Gambier community.
Long Term Financial Plan Financial	Ten year plan, revised annually to ensure ten year view is maintained. Planning for the long term financial sustainability of the City of Mount Gambier.
Asset Management Plans Infrastructure	Suite of ten year plans. Planning for the sustainable renewal and maintenance of Council assets.

Structure of the Strategic Plan 2024 – 2028:

Strategic Priorities	The long-term goals, as outlined in the Community Vision - Mount Gambier 2035, with the addition of a sixth priority demonstrating our commitment to strong, accountable leadership and governance.
What Success Looks Like	The medium-term outcomes Council seeks to achieve, progress or contribute to over the next four years.
What Will Council Do	The specific actions Council will prioritise to support the achievement of the medium-term outcomes over the next four years.
Key Projects	These are the larger-scale initiatives and projects that will significantly contribute to achieving success. They represent areas of substantial investment or resource allocation. Council's role in delivering these initiatives may include: <ul style="list-style-type: none"> • Delivery: Direct responsibility for the full implementation of the project. • Partnership: Collaborating with other groups or agencies to deliver an initiative. • Advocacy: Influencing others to take action or deliver a project.
Supporting Strategies and Plans	Lists the key strategies or plans which support the strategic outcomes under each strategic priority. The listed strategies and plans will be changed and refined over time to reflect the key outcomes, actions and measures of success outlined in this Strategic Plan. They are aligned to the Strategic Priority where they have a primary relationship, noting that some of these have multiple relationships to the priorities. For a complete list of strategies and plans, please visit the City of Mount Gambier website mountgambier.sa.gov.au .

Measuring our Success – Our Strategic Measures and Indicators

We will regularly review our progress to ensure we are effectively contributing to the medium and long-term outcomes. Each year, informed by this strategic plan, we will develop an annual business plan that outlines detailed measures for our annual deliverables, which we will report on quarterly.

Through our annual report, we will provide updates on this strategic plan by including:

- Progress reports on key projects outlined under each strategic priority, and
- Tracking and assessment against our strategic measures and indicators.

Our Role

Our Strategic Plan outlines how City of Mount Gambier, as an organisation, will courageously pursue the Community Vision. Guided by the aspirations and priorities articulated in this vision, this plan details where Council will focus its efforts in the medium term to contribute to the city's long-term vision.

Achieving the priorities of the Community Vision requires a collaborative approach, involving our community, stakeholders and all levels of government. This plan reflects our commitment to working with others to shape the future of our city. We will continue to build strong partnerships to advocate and leverage our relationships to seek co-investment, grants and contributions for the benefit of our community. Key partnerships include those within the federal, state and local government sectors and strategic non-government (private sector, community groups and not-for-profit) organisations.

In developing this plan, we have considered our diverse and complex roles and the tools we can use to drive and influence change. The City of Mount Gambier acts as a:

- **Leader:** Developing strategies, policies, programs and services that chart a clear course for Mount Gambier.
- **Owner/custodian:** Managing community assets entrusted to Council.
- **Regulator:** Enforcing state legislation and local laws to ensure the city remains safe, clean and orderly.
- **Information provider:** Sharing information about Council and the city with the broader community and stakeholders.
- **Advocate:** Representing our community's interests to influence issues and opportunities affecting the city.

- **Facilitator/initiator:** Engaging with individuals, community groups, industry, government agencies and stakeholders to address city-wide challenges.
- **Agent:** Delivering services on behalf of third parties, such as state or federal government, where there is demonstrated need and community benefit.
- **Direct provider:** Delivering core services, projects and programs.
- **Partner:** Collaborating with others to achieve service, program or project outcomes.

