



City of
Mount Gambier

Community Plan - The Futures Paper 2016-2020

An inclusive City where people lead fulfilling lives

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. Council supports expressions of cultural identity.

The City of Mount Gambier supports and advocates for enriching the lives of Aboriginal and Torres Strait Islander peoples.

The City of Mount Gambier believes in a community characterised by social justice.

Together, we seek to build a society free of racism and prejudice where Aboriginal and Torres Strait Islander peoples feel a strong sense of belonging and are able to participate in the life of the community.



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WHAT IS THE COMMUNITY PLAN?

This plan represents the vision, aspirations and priorities of our community now and into the future. It describes our values, how we work together and outlines the strategic initiatives to achieve ongoing sustainability and prosperity.

THE COUNCIL



From L-R: Sonya Meziniec, Steve Perryman, Andrew Lee (Mayor), Josh Lynagh, Des Mutton, Mark Lovett, Christian Greco, Ian Von Stanke, Penny Richardson (Deputy Mayor), Frank Morello and Hanna Persello.



MESSAGE FROM THE MAYOR

This new Community Plan will guide the strategic direction and growth of the City of Mount Gambier for the next four years.

Council has based the Community Plan on aspirations identified in the Futures paper, a long term aspirational plan involving the input of 600 residents. The strategies and actions featured in the plan will guide 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 industries. Similar to other cities and regional areas, we face challenges. Through considered planning, innovative thinking and a willingness to work together towards a common goal, our future is 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.

At the centre of the Community 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.

The community has clearly identified health and wellbeing, connectedness, social inclusion, access to facilities, a strong economy, a pristine environment and culture are all important issues that Council needs to consider when planning for the future.

From the most extensive consultation undertaken with the community, Council has incorporated your ideas into creating an exciting vision for the City now and into the future.



Andrew Lee
Mayor of Mount Gambier



OUR VISION

An inclusive city where people lead fulfilling lives.

Mount Gambier is perfectly centered half way 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. 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 Council's Community 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 the above mentioned 4 goals which identify what is important to the community and how the community would like to see the City develop and grow. Working together both Council and the community can collectively achieve these goals.





people

GOAL 1 OUR PEOPLE

A safe, inclusive city where access to quality services and facilities supports a socially connected, vibrant and healthy community.

People have a fundamental desire to feel connected to their community; live in a safe and caring city, enjoy good health and wellbeing, secure meaningful employment; and access quality training and education. The people of Mount Gambier identify these characteristics as key factors for a prosperous and resilient city to sustain fulfilling lives.

ENVISAGED OUTCOMES

- People are healthy, educated, skilled and feel a strong sense of place.
- A welcoming community that acknowledges and celebrates diversity.
- A city that empowers youth to develop their capabilities in a safe and supportive environment.
- Residents participate in activities that promote physical and mental wellbeing.
- Entrepreneurial ideas that shape a progressive city.

STRATEGIES

The following strategies have been identified to achieve the envisaged outcomes.

1. Encourage the relevant service providers to support the wellbeing of the community.
2. Lobby for improved and appropriate health services to be delivered in the city.
3. Create opportunities for all citizens to be involved in community life.
4. Support social awareness and inclusion in society, business and cultural activities.
5. Create pathways to lifelong education and training.
6. Develop opportunities for young people to live a rewarding life.
7. Build a Council culture focused on teamwork, innovation, customer service, efficient business and continuous improvement.





GOAL 1 OUR PEOPLE

KEY INITIATIVES & SERVICES

- Partner with young people to develop a youth strategy that reflects their aspirations of living in a regional city.
- Forge partnerships continue to support and develop community and cultural events that foster social inclusion.
- Investigate a resilience and wellness regional program and pilot study.
- Assist and support a community wide program to improve school retention rates.
- Support Life Long Learning and Education opportunities.

MEASURES OF SUCCESS

- School retention rates increase.
- New arrivals feel a sense of belonging to Mount Gambier and actively participate in community life.
- Youth are actively engaged in decisions that affect the community.
- Implement the youth strategy.
- Increased opportunities for Life Long learning (Building Community Foundations and Resilience).
- A decline in obesity rates and improvement in the health outcomes of major diseases identified in the Mount Gambier Regional Public Health Plan.
- Urban design principles that encourage an active lifestyle are embedded in Council's planning processes.





GOAL 2 OUR LOCATION

**A perfectly centered place
where people aspire to live,
work, visit and invest.**

Resilient and vibrant cities, those places that survive and prosper through economic and social change, are centrally located. They are places that attract people because of their proximity to key infrastructure, or in Mount Gambier's case, abundant natural resources. Fertile soil, plentiful water and a clean, green environment make Mount Gambier an ideal place to live, visit and invest. The community also identify certain priority areas including business and commercial services, access to health services, transport and education, as vital to creating a prosperous, bustling, vibrant and accessible city.

ENVISAGED OUTCOMES

- A destination to live, work, visit and invest.
- A city where people come for health and education.
- Infrastructure and transport systems that promote ease of access through a variety of methods.
- A city that provides goods and services that supports residents and visitors.
- A vibrant, engaging, safe city where people like spending time.

STRATEGIES

The following strategies have been identified to achieve the envisaged outcomes.

1. Provide and advocate for appropriate and accessible services and facilities.
2. Provide infrastructure and services that are well planned, accessible, efficient, financially sound and sustainable.



Location

GOAL 2

OUR LOCATION

KEY INITIATIVES & SERVICES

- Redevelopment of the Central Business District.
- The Rail Trail – a walking and cycling track extending from White Avenue to Blue Lake Sports Park.
- Continued implementation of the Infrastructure Plan and Asset Management Plan.
- Advocacy and support to expand and develop life long learning experiences and opportunities.
- Advocacy and continued support for health providers
- Continued improvement of active spaces to promote good health and social inclusion.
- Determine the types and levels of services provided by Council.
- Maintain and renew council assets to identified community needs.
- Develop an Open Space and Asset Management Strategy.

MEASURES OF SUCCESS

- Growth in the population.
- Reduction in adults living with preventable lifestyle diseases.
- Increase in the percentage of people with post secondary school training and education.
- Development of public spaces to support community connectedness.
- Public places are vibrant, well maintained and easily accessible.





Community

GOAL 3 OUR DIVERSE ECONOMY

A diversified, innovative and resilient economy that generates jobs and services.

Mount Gambier has a diverse and vibrant economy and is widely recognised as one of the State's leading regional service centres. Its key business areas include retail, professional services, government administration, manufacturing, tourism, hospitality, education, health care and social services.

This provides a strong economic base upon which the City can continue to diversify, innovate and grow the economy to support long term sustainability and prosperity for the community.

ENVISAGED OUTCOMES

- Profitable businesses to support long term economic sustainability and social prosperity.
- Innovative businesses and services to support a diverse and resilient economy.
- A City with a reputation for its innovative businesses and services with a well-trained and skilled workforce.
- Recognised as the regional hub for retail, tourism, professional services,

manufacturing, hospitality, education and health care services.

- Inclusive and diverse employment opportunities to support long term employment for all.
- Recognised as one of the leading tourism destinations in South Australia and western Victoria.

STRATEGIES

1. Build a diverse and resilient economy through collaboration and partnerships.
2. Support existing traditional industries to diversify and create value added opportunities.
3. Encourage and attract appropriate investment opportunities to support business growth and diversification.
4. Improve business skills and training to support a more responsive workforce.
5. Develop innovative practices and solutions to encourage and facilitate local business growth and sustainability.
6. Partner with local tourism industry to grow Mount Gambier as a "year round" tourism destination.





GOAL 3 OUR DIVERSE ECONOMY

7. To develop and implement strategies and actions and partner with relevant stakeholders to increase professional service delivery opportunities.
8. Promote and attract new business opportunities in the local, national and international markets.
9. Council to provide leadership and engage with the community in driving economic opportunities.
10. Council operate in accordance with relevant legislation, policies, governance and business practice and ensure professional and ethical standards, focusing on continuous improvement.

KEY PROJECTS & SERVICES

- Strengthen relationships with local, state and federal governments and key stakeholders to promote, support and realise economic opportunities.
- Support and assist to improve relevant skills and qualifications of residents to create a dynamic and flexible workforce.
- Attract new investment and innovative businesses to diversify economic base.
- Identify and encourage new markets for City-based business products and services.
- Investigate innovative options to enhance digital and telecommunication services for residents and businesses.
- Promote and activate the City's central business district

to attract new investment, businesses and boost existing business capability and expansion.

- Promote City's unique identity and brand ("open for business") to be recognised as a centre of business excellence and a leading tourism destination.
- Support year round tourism initiatives and infrastructure.
- Improve linkages between post-secondary educators and employers to better align relevant and appropriate skills and training.
- Explore innovative processes and technologies to improve local business opportunities, through improved productivity and increased profitability.
- Review of Council resources to support mechanisms and services to support economic growth.

MEASURES OF SUCCESS

- Increased number of new businesses and services.
- Increased levels of profitability for existing businesses.
- Improve skills and training for residents to meet employment needs.
- Reduction in City unemployment.
- Increased number of engaged and employed youth.
- Increase in number of residents employed.
- Secure investment for existing and new businesses.
- Increased tourism to Mount Gambier.





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

A culturally-inspired city that strives to minimise its ecological footprint.

Creative cities value cultural heritage and find innovative solutions to promote and implement sustainable environmental practices. Preserving the environment is regarded by the community as an important measure of the quality of life in Mount Gambier.

ENVISAGED OUTCOMES

- City streets and open spaces alive with arts and culture.
- A stimulating place that inspires artists.
- Greater appreciation of Boandik art, culture and heritage.
- Cultural events and festivals make the City an attractive destination.
- A community engaged in building a sustainable future.
- Sustainability and environmental practices embedded in Council processes and decision making.
- A healthy and pristine natural environment, including underground aquifer system.

STRATEGIES

The following strategies have been identified to achieve the envisaged outcomes.

1. Strive to make Mount Gambier a sustainable place where all citizens are proud to call home.
2. Generate pride in our environment, culture and heritage by actively learning about, promoting and preserving our heritage.
3. Boandik culture is a visible part of community life.
4. Celebrate cultural diversity through awareness and participation.
5. Educate and support the community to reduce green house gas emissions, water consumption and waste.
6. Strive to make Mount Gambier a recognised environmentally sustainable place.
7. Develop innovative programs to protect our environment.



Climate Action Culture Change



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

8. Use place making strategies to promote public spaces and enhance community life.
9. Build a creative City that encourages artistic expression and celebrates cultural diversity.
10. Improve the sustainability of Council operations.

KEY PROJECTS & SERVICES

- Better recognition and active preservation of our cultural heritage.
- Develop a cultural plan for the City of Mount Gambier.
- Better recognition and active preservation of our cultural heritage.
- Reconciliation Action Plan.
- Create and administer an arts and cultural grants fund.
- Strengthen water sensitive street trees and plantings.
- Develop footpaths, cycling infrastructure and alternative methods of transport to reduce the need to drive a car.
- Support the creation of new public art.
- Facilitate and enable regular cultural and artistic performances.
- Undertake a feasibility study of Council facilities to support renewable energy initiatives.

MEASURES OF SUCCESS

- Reduction in waste received at the landfill.
- Reduction in green house emissions produced by Council activities.
- Festivals and cultural activities become staples on the City's calendar of events.
- Relevant Mount Gambier sites attributed Boandik names.
- Artists are engaged to enliven and create a vibrant city.



CONCLUSION

HOW THIS PLAN WAS PREPARED

The development of the Community Plan has been based upon the Futures Paper and most importantly the substantial input from the people of the City of Mount Gambier through the multiple stages of the Futures Paper project.

It is a summary of the consultations and discussions held with over 600 people across the community.

In preparing this Community Plan it is recognised that much is already happening and that people and organisations are contributing in many ways, helping the community achieve the aspirations identified.

This Community Plan has been developed using the aspirations, strategies and example actions identified within the Futures Paper. In particular it identifies those aspirations Council wishes to achieve over the next four years.





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