

LIMESTONE COAST

Priorities to enable
our region towards
7750 jobs

a prospectus
of priorities

FOREWARD

It is with great excitement that Regional Development Australia Limestone Coast is able to deliver to the region a Prospectus of enabling priorities for the region backed by a Regional Infrastructure Audit.

Strategic infrastructure that underpins the efficient movement of ideas, data, energy, people and goods is critical to the Limestone Coast regions ability to compete in a global market and tap unrealised economic development opportunities.

In collaboration with the Limestone Coast Local Government Association and its member councils, these investment projects are strategic and enabling works that will support the region to deliver on the goals outlined in the Regional Growth Strategy, undertaken in 2018. The Regional Growth Strategy is the region's undertaking to address declining growth and significant structural shifts occurring in the region.

This document showcases the assets of the Limestone Coast region and outlines a series of priority areas and actions that leverage our competitive advantages. These projects have been identified by the region as paramount to encouraging economic growth to ensure a prosperous future for our businesses and communities.

We would like to thank stakeholders from across the region who contributed ideas, feedback and local knowledge to inform the project. We look forward to working with you all to deliver these projects and build towards delivering on our goals to grow the economic stability of our region.



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INTRODUCTION

The Limestone Coast region is an area of over 21,000 square kilometres in the south eastern corner of South Australia. The region contains a diverse range of industry sectors which makes for a robust and expanding business community.

The Limestone Coast lies between the capital cities of Adelaide and Melbourne and is made up of seven local government areas: District Council of Grant, Kingston District Council, City of Mount Gambier, Naracoorte Lucindale Council, District Council of Robe, Tatiara District Council, and Wattle Range Council.

With a population of approximately 67,000 and density of 0.03 persons per hectare, the economy is built on traditional agriculture-based activities. The region, however, is in transition. Economic growth across the Limestone Coast is highly variable and demographic changes are putting pressures on the working age population.

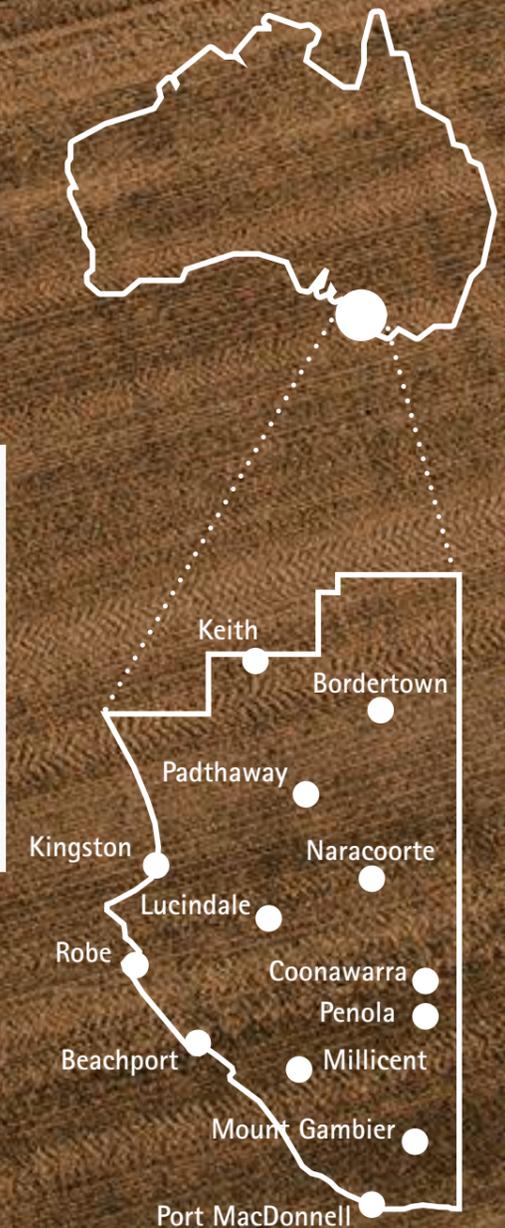
The economy is undergoing structural change, with employment growth in traditional industries like agriculture, forestry and fishing and manufacturing slowing, while employment growth in service and tourism industries is increasing. There is a strong demand in education and healthcare sectors.

Long term economic prosperity for the region will be based on the enduring competitiveness of agricultural foundations, alongside creative approaches to ensuring that Limestone Coast residents are well placed to pick up the best of the anticipated growth in service and tourism industries.

VISION

Over the next 15 years, the Limestone Coast Region will begin to realise its full potential as a place with significant and substantial natural assets that underpin the economy's competitive advantages.

Growth in agriculture, tourism and small business will lead the way, with the service economy playing a larger role in supporting the region's economic growth. Active programs that encourage migration and skills development will underpin higher rates of population growth, with enhanced high-performance vehicle connections, efficient energy production and distribution and digital and data platforms increasing productivity.



GROWTH STRATEGY & LINK TO PROJECTS

Growth drivers for the region will be continued competitiveness in the agribusiness sector, as well as capturing expected employment gains from the healthcare and social assistance industry, developing a more coordinated tourism market, and lifting the region's business capability.

The Limestone Coast Growth Strategy has identified that a period of strong performance could grow the region from approximately \$3.4 billion Gross Value-Added per annum in 2018 to \$4.1 billion by 2026, with an additional 7,750 FTEs required to meet this target.

This prospectus outlines the region's critical projects to deliver these outcomes. The projects have been identified based on the directions contained within the Growth Strategy and are the result of extensive consultation and mapping of existing infrastructures and opportunities.

There are over 100 projects that support the region's growth ambitions, from those that will deliver on the Growth Strategies Objectives at a local level through to region-wide, catalytic projects that can underpin industry transformation.

This prospectus details the projects identified as being of the highest priority for the region.



67,000
POPULATION
(2018)



WORKFORCE
28,800 FTE (2018) **32,500** TOTAL (2018)



\$3.8b
GROSS REGIONAL PRODUCT



1.8%
GROWTH RATE



\$6.6b
OUTPUT



\$2.9b
EXPORTS

MAJOR SECTORS



28%
AGRICULTURE, FORESTRY & FISHING



17%
MANUFACTURING



8%
CONSTRUCTION



6%
RENTAL & REAL ESTATE SERVICES



5%
WHOLESALE TRADE

COMPETITIVE ADVANTAGES

This combination of advantages is unique, providing growth opportunities across a wide and diverse industry and geographical base. There remains significant untapped potential to grow and develop the regional economy from the competitive advantages the region enjoys.

LAND, SOILS, WEATHER, WIND

Limestone Coast has a unique suite of natural characteristics that combined underpin a unique comparative advantage for food and fibre industries.

ROAD NETWORK

Connected to Adelaide, Melbourne, Geelong, and major ports (Portland, Geelong, Avalon, Adelaide, Tullamarine).

SIGNIFICANT GLOBAL INDUSTRY

The forestry industry is of international scale and is integrated into upstream global supply chains and services through experienced and well established downstream industries. Dairy production is tightly integrated into international value chains.

LIFESTYLE CHOICES

The Limestone Coast has a rich choice of lifestyles for any demographic. Regional cities, small villages, coastal and inland environment locations offer a range of amenity and choice, with major service centres within close proximity.

NATURAL ENVIRONMENT

The Limestone Coast has one of Australia's most diverse and compelling natural environments and access to natural resources. Coastal, inland, indigenous, cultural, heritage, scenic, biodiverse and unique environmental characteristics support global (resource based) and tourism industries as well as providing amenity and lifestyle benefits for residents.

ACCESS TO WATER

One of the region's most unique and precious assets is its access to water. High levels of natural rainfall, natural watercourses and extensive groundwater assets ensure multiple water sources and year-round access which supports agriculture, environmental assets and nature reserves.

EXISTING INFRASTRUCTURES & ASSETS

The Limestone Coast Region has an existing stock of high-quality infrastructures that can be further leveraged to support industry and economic growth. Assets such as airports, saleyards, fishing ports, coastal reserves and road networks are in place and can be leveraged to grow industry and improve productivity.

OCEAN COAST LINE

The region's coastal assets are world class, with potential to support existing industries such as fishing, and growth across a range of other industries such as aquaculture, marine tourism and value-added marine production.

CURRENT SITUATION, CHALLENGES & OPPORTUNITY

Long term economic prosperity will be based on the continued competitiveness of key industries such as agriculture and the ability of the local economy to adjust to increased growth in service industries.

This section outlines key constraints to the local economy continuing to remain competitive and the new opportunities that will emerge as the economy continues its transition towards one with larger service sector representation.



DECLINING OR FLAT GROWTH IN THE WORKING AGE POPULATION

Description

A combination of low population growth, aging population and out-migration creates challenges for supporting a sustainable working population in the region. Without a sustainable working age population, the region will increasingly have a smaller labour pool with the necessary skills from which to draw on to support business and industry growth.

Challenges

Key challenges in the Limestone Coast include:

- The working age population in five of the seven Limestone Coast Local Government Areas (LGA) showed no growth or decline between 2011 and 2016
- Limited availability of appropriate job opportunities for worker's partners, seasonal employment changes, and shortages of suitable housing
- Limited retention of those migrating into the region
- Increase in proportion of residents aged over 65 years

Opportunities

A sustainable working age population is needed to ensure that the region has adequate skills and a pool of human capital to draw upon to fill new job roles, remain competitive and respond to changes in the economy. Attraction and retention of migrants into the Limestone Coast is crucial to support a sustainable working age population.



COMPETING IN A GLOBALISED ECONOMY

Description

The Limestone Coast region specialises in agriculture and food manufacturing. Combined, these industries account for approximately 30 per cent of total employment in the region. But these industries have had fluctuating growth since 2011, and agriculture's share of international exports has declined overall during this same period. Supporting continued development of the agricultural value adding within the region, connecting with global supply chains and expanding market access is, therefore, critical.

Challenges

The key challenges for the agribusiness sector across the Limestone Coast include:

- Lack of access to skilled workers, with few training options for the agriculture industry located in the region
- Limited collaboration across industry groups
- Small businesses with limited business training and ability to grow to become export ready

Opportunities

Rising incomes in overseas markets are expected to drive increases in demand for Australia's high-quality produce, as well as emerging opportunities in new markets such as exporting wine into China. Maintaining effective supply chains and promoting greater collaboration between and within industries to explore potential areas for value-adding and increased efficiency will be critical in taking advantage of this increased demand.



ENSURING WORKFORCE SKILLS MEET FUTURE NEEDS

Description

By 2022, the healthcare and social assistance industry is expected to grow by another 16.7 per cent across the Limestone Coast region. The increase in expected job numbers for this industry is greater than both agriculture and manufacturing combined. The region is undergoing a structural change in terms of employment share moving away from traditional industries towards more service-based jobs like community and personal care, aged care services and retirement living, preventative health and wellness, as well as disability services due to the roll-out of the NDIS.

Challenges

Key challenges for ensuring workforce skills meet changing demands include:

- Attracting and retaining health professionals into the region
- Promoting healthcare and social assistance as viable long-term career pathways for current students
- A small and dispersed population base requiring careful strategic planning to deliver required services

Opportunities

A growing dependent population and increasing consumer expectations, the delivery of health services by local people with the right skills is a key growth opportunity. Such occupations are all forecast to grow strongly. The ability to capture this growth will rely on having professionals in the region to meet these needs.



SUPPORT REQUIRED FOR THE DEVELOPMENT OF A VIBRANT BUSINESS ECOSYSTEM

Description

Across the region, there are comparatively fewer new business entries and limited knowledge intensive business services (KIBS) in LGAs other than in Mount Gambier. This profile suggests low levels of entrepreneurial activity and business support services which underpin business growth and innovative behaviour. Building the region's entrepreneurial and business ecosystem will support business start ups and growth amongst existing businesses through increased networks, improved connections and new knowledge.

Challenges

The key challenge for the development of a vibrant business ecosystem is that the region is dominated by small to medium businesses, with 85 per cent of total businesses in the Limestone Coast either self-employed or employing 0-4 people. This means that a significant proportion of the region's businesses are likely to have less resources available to lift their capability than their larger counterparts.

Opportunities

Ensuring a vibrant business and entrepreneurial environment in the region is an important factor to help the region translate opportunities into outcomes. Engaging these small businesses and demonstrating the value of undertaking new business skilling will be an integral step.





TOURISM MARKET POTENTIAL

Description

On average, tourism employment accounts for 14 per cent of all jobs across the Limestone Coast region. Yet the influence of tourism on local employment is highly localised. In places like Robe it accounts for 30 per cent of total employment, while in Tatiara it only represents 9 per cent of all jobs in the region. Moreover, visitors are predominantly day visitors or domestic overnight visitors with lower levels of expenditure and yields. A more coordinated and regional approach will support growth of the industry.

Challenges

Key challenges for the tourism market include:

- Management of local tourism markets within the region is highly siloed within each of the respective councils, with lack of coordination and collaboration a challenge to delivering a truly regional tourism offering
- Inadequate capability in the region, from tourism relevant skills to demand management in particular between peak and off season

Opportunities

To retain these visitors for longer, local areas will need to develop stronger connections to deliver a regionally significant offering, moving past a siloed approach. Supporting regions to attract more international visitors, as well as encouraging domestic overnight visitors to extend their length of stay in the region will be important to creating a sustainable tourism industry in the region.



SECURING INVESTMENT TO DELIVER REGIONAL INFRASTRUCTURE PRIORITIES

Description

Infrastructure plays a critical role in facilitating growth opportunities, addressing challenges and enabling economic transformation to occur in an effective and efficient manner. To enable the Limestone Coast region to reach its growth potential, new and expanded physical and intangible infrastructure across a range of areas will be essential.

Critical to being able to develop enabling infrastructure is being able to secure investment funding and develop financing mechanisms that enable the infrastructures to be built, developed and maintained at lowest cost.

Challenges

Without securing new and upgraded infrastructure assets, the region will under-perform, and opportunities will be lost. The challenges in securing infrastructure funding and developing financing approaches are different for physical infrastructure, and for intangible infrastructures, which are important drivers of economic growth in service-based economies.

Opportunities

Infrastructure development creates employment; however, the more important economic outcome is to improve the competitiveness of the broader economy through increased productivity, promotion of innovative activities and growth in the region's human and physical capital. Adopting new approaches to funding and financing infrastructure, through partnerships, value capture, rating and planning frameworks, social capital bonds and asset recycling represent opportunities to fast track infrastructure development for the region.

PATHWAY TO 7750 JOBS OVER THE NEXT 8 YEARS

Economic growth themes are the strategies to drive and deliver employment opportunities in the Limestone Coast. The Regional Growth Strategy sets an 8 year goal of creating 7750 FTE's through the delivery of these strategies.



INVIGORATE WORKING AGE POPULATION

Attract and retain more people across the region

AIM

Invigorate the working age population, by attracting and retaining more people across the region to fill key skills gaps and support vibrant and sustainable regional communities.

ACTION

Limestone Coast Population Growth Strategy, delivering a migration program to attract new people into the region, targeting immediate labour and skills shortage opportunities.



AGRIBUSINESS COMPETITIVE ADVANTAGE

Take advantage in agribusiness

AIM

To take advantage of growing global demand for sustainable, high quality agricultural produce by building on our strong reputation for red meat, dairy, wine, horticulture and fishing, as well as forestry production.

ACTION

Develop better linkages across the supply chains of the region's diverse agribusiness sector and lift SME capability through the region with an emphasis on value-adding and small business skilling.



HEALTHCARE AND SOCIAL ASSISTANCE GAINS

Capture employment opportunities in growing sectors of healthcare and social assistance

AIM

Increase local employment in healthcare and social assistance by 2026.

ACTION

Promote the value of healthcare and social assistance as a high growth industry and support the attraction and development of health and social assistance skills within the region.



VIBRANT BUSINESS ECOSYSTEM

Supporting the development of a vibrant business ecosystem

AIM

Develop a vibrant business community to lift business capability and foster a more entrepreneurial region.

ACTION

Promote entrepreneurial activity in the region and support region wide access to business up skilling and mentoring for SMEs.



BUILD TOURISM CAPACITY

Region-wide collaboration to develop a more coordinated tourism market

AIM

Grow the region's tourism industry through greater regional coordination, more developed products and experiences and lift capability in the region.

ACTION

Resource and strengthen the capability of the region's tourism framework, enabling strong management and coordination of regional tourism activities.



FACILITATE ECONOMIC GROWTH

Securing investment to deliver regional infrastructure priorities enabling growth

Develop a coordinated approach to lobby/advocate for key regional infrastructure enabling economic growth, positioning the region as the investment destination of choice.

PROJECTS

To support the Regional Growth Strategy the following projects have been identified as priorities. This section details the project description benefits and the likely investment.

POWER INFRASTRUCTURE

Availability and reliability

Problem to be addressed by this Project

The issue of access to suitable and reliable power across the region has been raised by industry as being a major constraint to growth and investment. The main areas of concern relate to reliability, the general lack of availability of 3-phase power and capacity constraints to some areas including Bordertown. Opportunities may also exist with some assets within the network not being fully utilised, for example pipelines and gas reserves near Penola.

Project Description

There is a need to take a holistic approach to identifying and making recommendations in relation to:

1. Current issues and shortcomings in relation to power availability and reliability across the network, including reviewing generation and gas network options.
2. Potential for use of underutilised power related assets across the region.

Benefits

- Increase certainty for businesses, reducing risk and increasing the attractiveness for business investment
- Improve productivity, supporting business growth and employment
- Underpin growth in value added manufacturing, specifically food related industries

DRIVERS



GROWTH THEMES



DIGITAL INFRASTRUCTURE

Broadband, mobile 'black spots' and data coverage

Problem to be addressed by this Project

The Limestone Coast has blackspots across the region that are impacting on the productivity and competitiveness of critical industries including forestry and agriculture. With existing coverage levels, investment in new digital and data technologies that can enhance productivity and improve competitiveness in global markets is significantly reduced. Failure to invest in these technologies will ultimately lead to job losses, whereas overcoming the blackspot issues will provide the environment to encourage investment, along with it industry growth and employment.

Project Description

Develop a business case that identifies sufficient aggregate demand to justify the strategic installation of digital infrastructure in the Limestone Coast region, including greater mobile phone coverage and increased availability of high-speed broadband. This project should include:

1. Consideration of strategically important blackspots, with emphasis on key industries such as agriculture and forestry, who have identified digital coverage as being an impediment to productivity growth.
2. Future data requirements that will support industry growth and competitiveness such as sensing networks (e.g. sensors supported by low power, long range gateways) like those being established in Tasmania (www.sense-t.org.au) and Victoria, as well as potential radar investment for parts of the region not covered by doppler radar.

Benefits

- Provide a digital technology platform for businesses
- Allow region to remain competitive with other regions with strong agricultural production and processing
- Support growth, development and productivity of the regional economy with commensurate employment opportunities
- Allow industry to maintain pace and competitiveness with industry development trends such as Agtech and Agriculture 4.0

DRIVERS



GROWTH THEMES

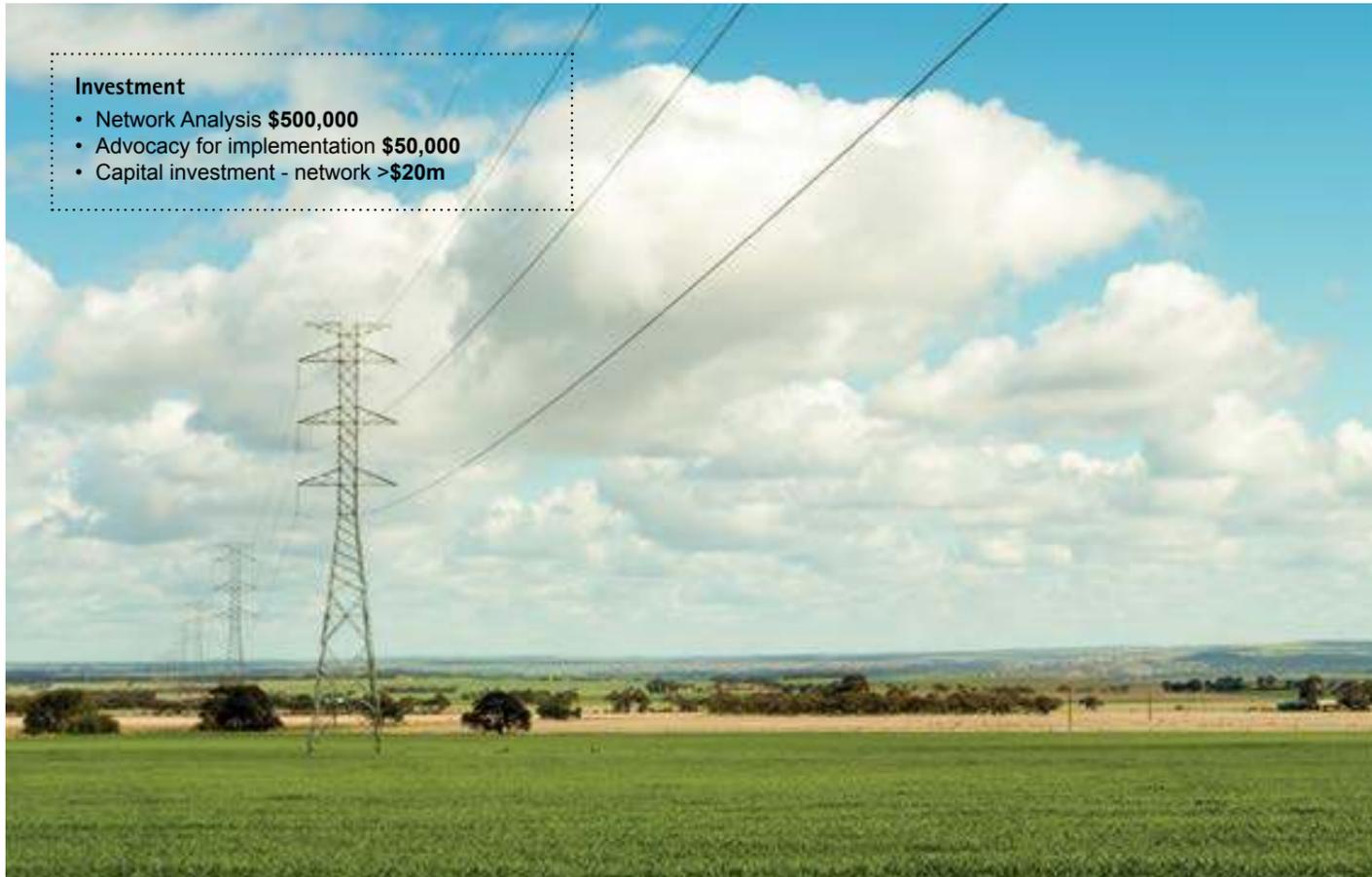


Investment

- Network Analysis \$500,000
- Advocacy for implementation \$50,000
- Capital investment - network >\$20m

Investment

- Business case preparation \$250,000
- Advocacy for implementation \$50,000
- Capital investment - data network >\$20m



HIGH PRODUCTIVITY TRANSPORT INFRASTRUCTURE

Problem to be addressed by this Project

The Limestone Coast region has an extensive network of roads that operate to connect the region to markets and supply chains, thereby supporting international and interregional trade as well as the movement of goods across the region. The Limestone Coast regional economy, largely commodity based, is particularly dependent on being able to move goods in an effective and efficient manner. The current Performance Based Standards Routes (PBS) across the region could be enhanced and expanded, as well as the process for accreditation streamlined. This would encourage investment in more productive freight vehicles as it reduces regulatory compliance for operators. Seeking to get the region's PBS network gazetted in the long run would provide competitive advantages for the region.

Project Description

High Productivity Vehicles (HPV) can substantially improve the productivity and competitiveness of industry, particularly those that have high transport inputs such as forestry and dairy. Improving HPV access to regional roads can therefore boost the region's competitiveness and attractiveness for investment. To deliver greater HPV access requires a combination of regulatory and hard infrastructure outcomes.

This project should focus on identifying the specific HPV access issues across the Limestone Coast region, with outcomes that include:

- Common permitting and regulation across the region
- Supporting the Green Triangle Freight Action Plan
- Greater use of High Productivity Vehicles
- PBS network gazetted

Benefits

- Improved regional productivity, competitiveness, connectivity and market access
- Supports other industry sectors such as construction in development, creating employment and business growth opportunities
- Improved safety

DRIVERS



GROWTH THEMES



INTERMODAL FREIGHT (RAIL) HUB

Problem to be addressed by this Project

The large amount of food and related products produced in the region warrants the investigation of an intermodal freight hub. A hub of this nature would improve transport productivity greatly, as well as increase opportunities to enter new markets, particularly if the hub had cold storage capability.

Project Description

Prioritise a feasibility study to identify a preferred site, cost and likely throughput, to understand the viability of a Southern Intermodal Freight Hub. The Dooen Intermodal Freight Hub could provide a case study for such a development.

The feasibility study should reference potential private sector investment opportunities and consider competitiveness, safety and productivity benefits. It should include the positive impact a southern freight hub would have on the intermodal facility at Bordertown and examine the broader road and rail infrastructure needs of the region (following on from the CSIRO TraNSIT study).

Benefits

- Improved regional productivity, competitiveness, connectivity and market access, notably for agricultural industries
- Employment creation across supply chain
- Construction employment

DRIVERS



GROWTH THEMES



Investment

- Feasibility study (detailed) **\$1 million**
- Capital expenditures **> \$80 million**

Investment

- Network needs analysis **\$250,000**
- Implementation **\$100,000 per annum**
- Total 5 year **\$750,000**
- Likely capital investment needed to bring roads to HPV standard **>\$150m**



BIOMASS INFRASTRUCTURE

Problem to be addressed by this Project

The Limestone Coast region produces large amounts of biomass with the forestry and agricultural industries being potential suppliers. Investigating a large-scale biomass/bioenergy facility using the region's biomass products is the first step to delivering low emitting energy to local firms as well as creating new industry, employment and economic growth through the capture of high value products.

Project Description

Investigate the viability of biomass power generation along with high value product capture from forestry and agricultural waste.

There has already been private investment in business level bioenergy projects using commercial by-products/waste streams to produce power and products like biochar where the cost, capacity and reliability of the grid has been an issue. This has occurred in the north of the region as well as in the southern parts, showing the entire region has a significant opportunity in biomass.

Depending on the outcomes of a study currently being undertaken across the region into municipal waste resources and management, this project could be combined into a broader regional waste (biomass and non-biomass) industry development strategy.

Benefits

- Underpin growth in value added manufacturing, specifically food related industries
- Lower carbon emissions
- Skills creation, industry development

DRIVERS



GROWTH THEMES



REGIONALLY BASED AND RELEVANT VOCATIONAL EDUCATION

Problem to be addressed by this Project

There is currently limited vocational education and training access in some critical locations within the Limestone Coast region, including Naracoorte, Bordertown and Keith, and industry has expressed concerns that vocational education within Mount Gambier does not align to identified needs. This situation will be exacerbated by projected changes in industry demand for skills and labour to meet structural adjustments, responses to new technologies and growth in service sectors. Securing suitability trained and skilled staff has been identified as an ongoing issue for industry in these locations, as well as across the broader Limestone Coast region. Ensuring the right type of skills and capabilities is accessible is critical to supporting industry growth and attraction.

Project Description

To support the continued growth of industries across the region, and to ensure there is suitable and accessible training for the region's residents, access to Vocational Education and training is needed.

This project will consider the best approach to achieving this aim, including consideration of new delivery models for regional Vocational Education and training such as that developed at the Geraldton Universities Centre (www.guc.edu.au).

Benefits

- Skills creation and addressing regional skill shortages, thereby increasing productivity
- Increase attractiveness for business investment
- Improved educational pathways and regional workforce

DRIVERS



GROWTH THEMES



Investment

- Project planning **\$350,000**
- Resourcing **\$200,000 per annum**
- Infrastructure costs **\$75,000**
- Total **\$625,000 year one**
- 5 Year **\$1.6m**

Investment

- Needs analysis and feasibility study **\$200,000**



SKILLED WORKFORCE

Problem to be addressed by this Project

Access to skills and workforce is rightly being identified as perhaps the single most significant growth challenge for the Limestone Coast region. Agriculture, health, social services, tourism and many small businesses are facing major skills related issues, which will limit their ability to create further employment opportunities. A workforce development plan will examine these issues and examine opportunities to overcome them, providing a detailed roadmap to addressing this major economic constraint.

Project Description

Deliver a Workforce Development Plan, detailing current and emerging workforce gaps, and use it to support regionally coordinated, proactive migration, skills and labour supply programs at scale. Target priority needs across the region, including pro-actively identifying immediate skills and labour shortages in the region, and then specifically target them with labour attraction initiatives that promote regional employment and workforce participation opportunities.

Benefits

- Skills creation and addressing regional skill shortages, increasing productivity
- Increase attractiveness for business investment
- Improved educational pathways and regional workforce

DRIVERS



GROWTH THEMES



SUSTAINABLE POPULATION GROWTH

Problem to be addressed by this Project

The Limestone Coast region has low population growth levels, and low unemployment, impacting on the ability of industry to access skills and workforce. This is reflected in the forecast increase in the region's dependency ratio, a measure of available workforce being nearly 50 per cent higher than State averages. For adequate workforce supply to remain, it has been estimated that around 2,000 working age people will need to migrate to the region over the next 8 years.

Project Description

Develop and implement a migration program to attract new people into the region, targeting immediate labour and skills shortage opportunities, as well as a larger regionally planned and coordinated program at scale over the medium to longer term.

This project would work well in conjunction with the Workforce Development Plan (Project 6) which would assist in providing the evidence base supporting the need for migration and how migration can assist in addressing skills needs.

Benefits

- Address skill shortages and working age population related issues
- Population attraction and associated economic growth, creating employment
- Improved regional liveability

DRIVERS



GROWTH THEMES



Investment

- Detailed workforce development plan **\$275,000**



Investment

- Project planning **\$50,000**
- Resourcing **\$200,000 per annum**
- Infrastructure costs **\$75,000**
- Total **\$325,000 year one**
- 5 Year **\$1.3m**



GLOBALLY COMPETITIVE AND INNOVATIVE SMEs

Problem to be addressed by this Project

The Limestone Coast has a lower rate of new business formations than comparable regions, and many of the existing businesses are small and not growing to a scale that delivers larger employment outcomes (85% of the region's businesses employ 0-4 people). This structural aspect of the local economy, together with the opportunities from new digital and data technologies, create a situation where business growth can be supported through targeted intervention.

Project Description

Lead discussions and forums with SMEs in the region on the importance of taking a proactive approach to not just taking up fast broadband technology, but also learning the new skills required to put it into action.

This includes raising awareness of how businesses can create significant growth by enabling innovation in the development of new products and services, achieving efficiency gains through real time data collection and new ways to reach and stay connected with customers.

Benefits

- Leadership, business growth and creation
- Skills development, employment growth across economy
- Productivity, competitiveness of local firms

DRIVERS



GROWTH THEMES



COORDINATED AND COLLABORATIVE TOURISM INDUSTRY

Problem to be addressed by this Project

The Limestone Coast region has a vast array of tourism assets and attractions, from wineries to coastal locations and unique caves and lake systems. The region has road, sea and air connections and is located equidistant from the major population centres of Melbourne and Adelaide. The potential of the tourism industry is well understood; however, to grow and for the region's tourism assets to be effectively and efficiently developed, a region-wide approach is required to strategy and governance.

Project Description

Resource and implement the LCLGA regional tourism framework to create a coordinated, strategically focused, high impact Regional Tourism Organisation (RTO), able to effectively lead, manage and deliver regional tourism marketing, destination and industry development priorities in partnership with the South Australian Tourism Commission (SATC), Limestone Coast councils, and local tourism businesses.

Develop and implement a Destination Marketing Strategy (DMS) for the region defining: current tourism visitor numbers, length of stay and spend per head performance measures, including future stretch targets; quantified and qualified target markets as priority areas for growth; the region's market positioning, differentiation and core brand promise as it relates to key markets; hero experiences and supporting offerings aligned with key markets; supporting visitor information services, retail and trade sales channels to market; and tactical plans for action.

Benefits

- Underpin growth of tourism industry through coordination and collaboration across the region
- Provide leadership for the industry
- Business creation, employment growth, skills acquisition

DRIVERS



GROWTH THEMES



Investment

- Program expenses (5 years) **\$250,000**

Investment

- Planning **\$30,000**
- Strategy (DMS) **\$75,000**
- Operations **\$200,000 per annum**
- 5 year total **\$1m**

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of priorities

