Limestone Coast Regional Growth Strategy 2025 - 2030

Regional Development Australia Limestone Coast and Limestone Coast Local Government Association

Limestone Coast Councils of Grant, Kingston, Mount Gambier, Naracoorte Lucindale, Robe, Tatiara and Wattle Range

An Australian Government Initiative

Regional Development *Australia*
LIMESTONE COAST

LCLGA
Limestone Coast
Local Government
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Limestone Coast Regional Growth Strategy 2025 - 2030

22 April 2025

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V5	10/02/25	Z. Hambour	L. Oxlade	For Board approval
V6	22/04/25	Z. Hambour	L. Oxlade	FINAL approved by Boards

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Acknowledgment of Country

Regional Development Australia Limestone Coast and the Limestone Coast Local Government Association acknowledge the Traditional Custodians of the Limestone Coast and their connection to land, sea and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people today.

Foreword

Message from Chair Regional Development Australia Limestone Coast

As someone who has spent a lifetime owning and working on a family farm, I have seen how much our region has changed and grown over the years. One thing that hasn't changed though, is the hard work and resilience of the people who live here. This Regional Growth Strategy is about making sure that the Limestone Coast continues to thrive, not just today, but for future generations.

We've got a lot going for us—highly productive land, strong communities, and a history of innovation and endeavour. Circumstances continue to change and we need to be ready to adapt. This strategy is about finding the right balance between looking after what we have and making room for new opportunities in industries like primary production, tourism and renewable energy.

It's important that we all work together to build a future that supports everyone in our community. Whether you are in primary production, business, or a local resident, we each have a part to play in helping our region grow in a way that is fair and sustainable.

I am proud of what we have achieved so far, and excited about the future we can build together. Let's keep working towards this common goal, stay connected, and make the Limestone Coast an even better place for our children and grandchildren.

Evan Flint
Chair, Regional Development Australia Limestone Coast

Message from President Limestone Coast Local Government Association

The Limestone Coast is a very vibrant region contributing significantly to the South Australian economy.

To ensure the future of the Limestone Coast a new Regional Growth Strategy has been produced to acknowledge the changes that have occurred in the last six years and what is needed in the future to provide enhanced facilities and services for the community.

This new Regional Growth Strategy addresses issues of Housing and Growth, Transport, Health, Tourism, Utilities Infrastructure, Education and Community.

The Regional Growth Strategy has four long term goals for the region which we will work towards over the next five years through key initiatives and collaborative advocacy, these are; Live, Work, Visit and Build.

- Live is – a region love to live in,
- Work is- a productive region that people love to work in,
- Visit is – a region people love to visit,
- Build is - a region enabled by quality infrastructure.

The Limestone Coast is a wonderful region to live and work in and we need to work together to build a future for the next generation.

The Regional Growth Strategy outlines these future considerations and I commend it to our community.
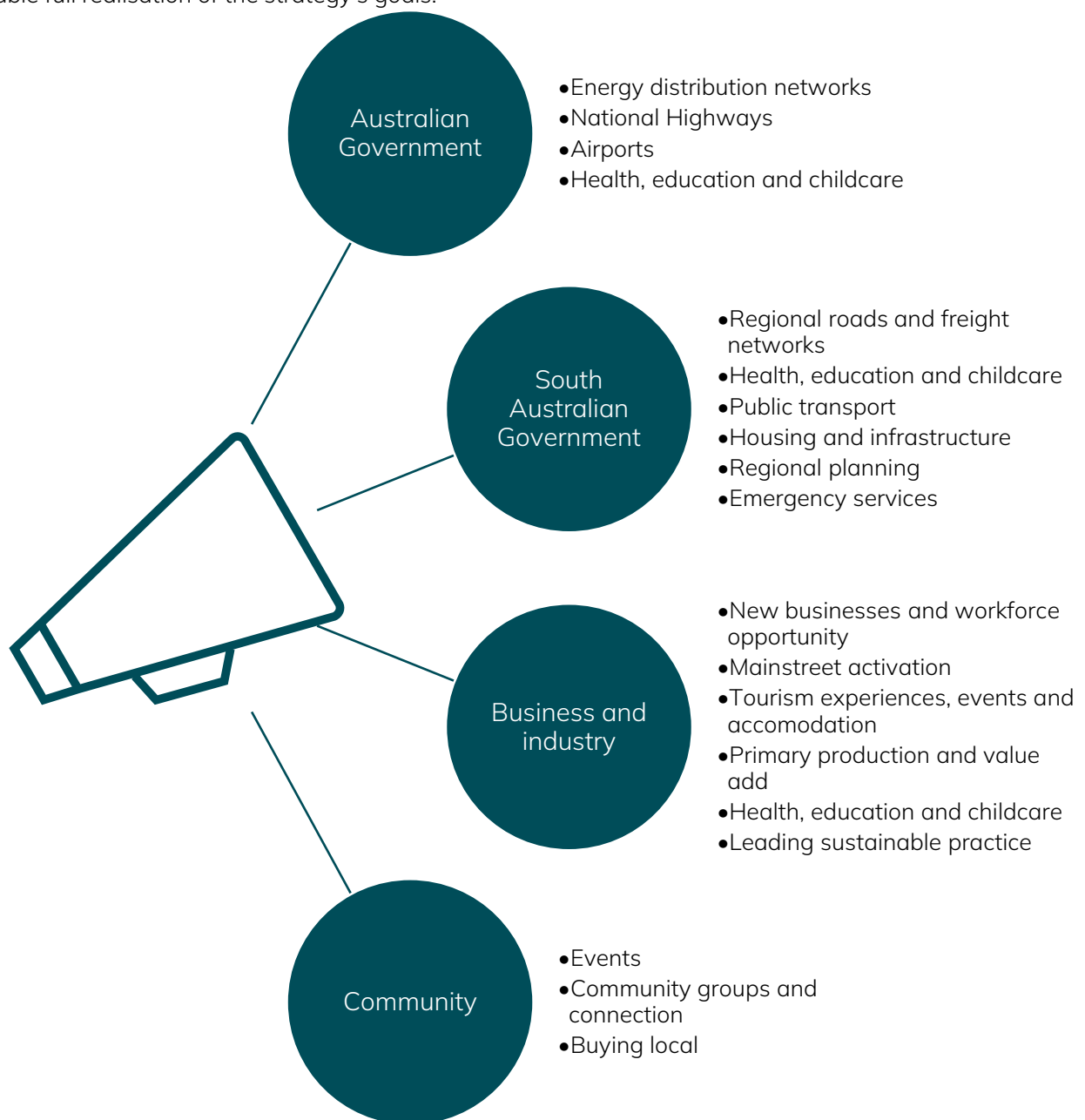
Mayor Lynette Martin OAM
President, Limestone Coast Local Government Association
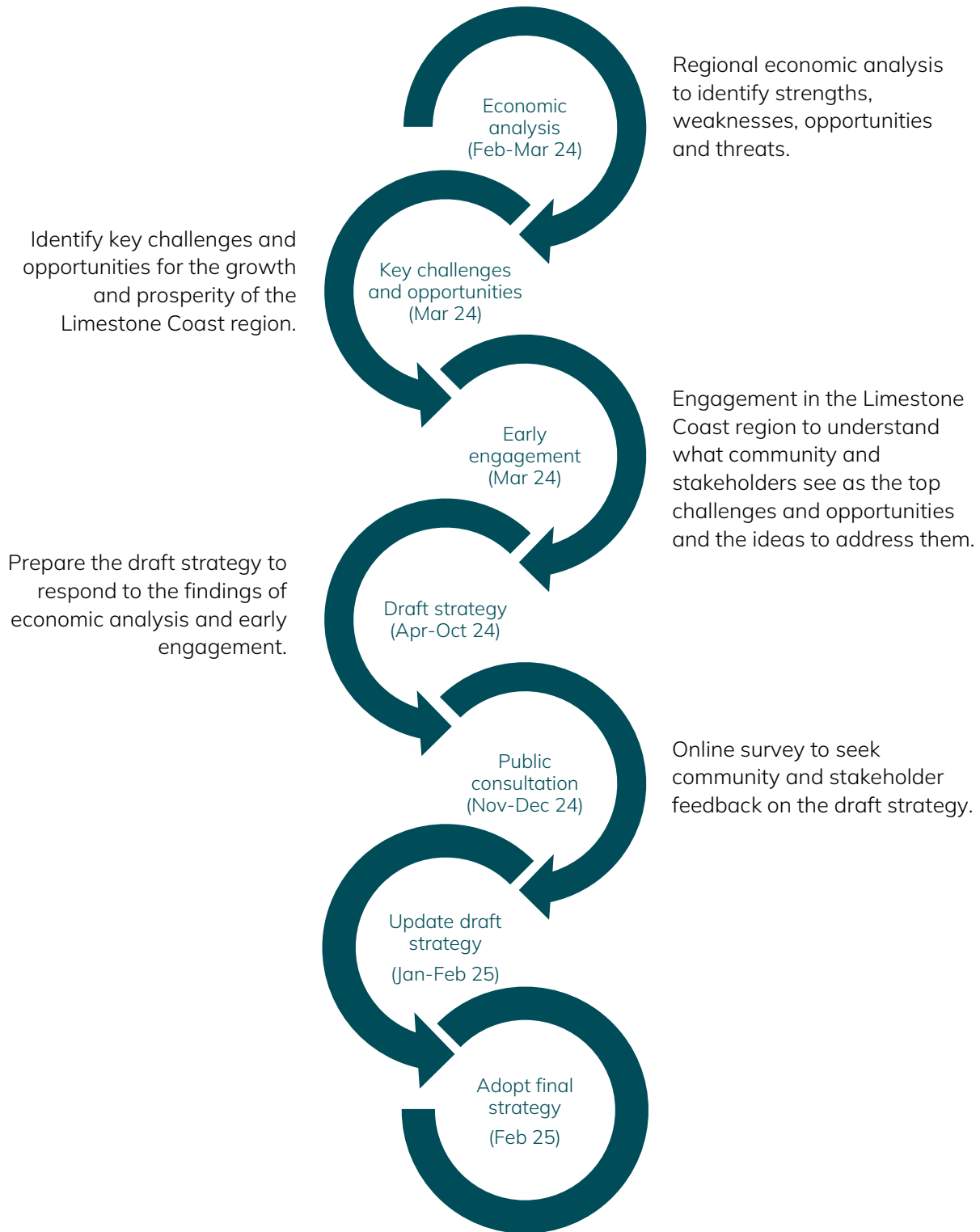
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1. Call to action

The Limestone Coast Regional Growth Strategy 2025-2030 is calling on the State Government, Federal Government, community, industry and business to invest in the growth of the Limestone Coast region.

This strategy has ambitious goals that will only be achieved if all levels of government, industry, business and community work together.

The authors of this plan – the region's Councils, Regional Development Australia Limestone Coast (RDALC) and Limestone Coast Local Government Association (LCLGA) – can only do so much on their own. They are committed to delivering the key initiatives and projects of this strategy but call on others to enable full realisation of the strategy's goals.

Australian Government
- Energy distribution networks
- National Highways
- Airports
- Health, education and childcare

South Australian Government
- Regional roads and freight networks
- Health, education and childcare
- Public transport
- Housing and infrastructure
- Regional planning
- Emergency services

Business and industry
- New businesses and workforce opportunity
- Mainstreet activation
- Tourism experiences, events and accomodation
- Primary production and value add
- Health, education and childcare
- Leading sustainable practice

Community
- Events
- Community groups and connection
- Buying local

2. Developing this strategy

Economic analysis (Feb-Mar 24)

Regional economic analysis to identify strengths, weaknesses, opportunities and threats.

Key challenges and opportunities (Mar 24)

Identify key challenges and opportunities for the growth and prosperity of the Limestone Coast region.

Early engagement (Mar 24)

Engagement in the Limestone Coast region to understand what community and stakeholders see as the top challenges and opportunities and the ideas to address them.

Draft strategy (Apr-Oct 24)

Prepare the draft strategy to respond to the findings of economic analysis and early engagement.

Public consultation (Nov-Dec 24)

Online survey to seek community and stakeholder feedback on the draft strategy.

Update draft strategy (Jan-Feb 25)

Adopt final strategy (Feb 25)

3.   Our region

Victoria to the east, the Southern Ocean to the south, and the Coorong to the west. The Limestone Coast is renowned for its expansive crops and plantations, world renowned wine, plentiful seafood, beautiful coast, caves and national parks. The region includes the following seven Council areas:

- City of Mount Gambier
- District Council of Grant
- Kingston District Council
- Naracoorte Lucindale Council

- District Council of Robe
- Tatiara District Council and
- Wattle Range Council

The region benefits from a productive climate which generally experiences cool, wet winters and mild to hot, dry summers, with annual rainfall ranging from approximately 850mm in the south to 450mm in the north. Combined with fertile soils, and concentrated underground water supplies, the Limestone Coast has a rich history of being a highly productive area supporting diverse and profitable industries.
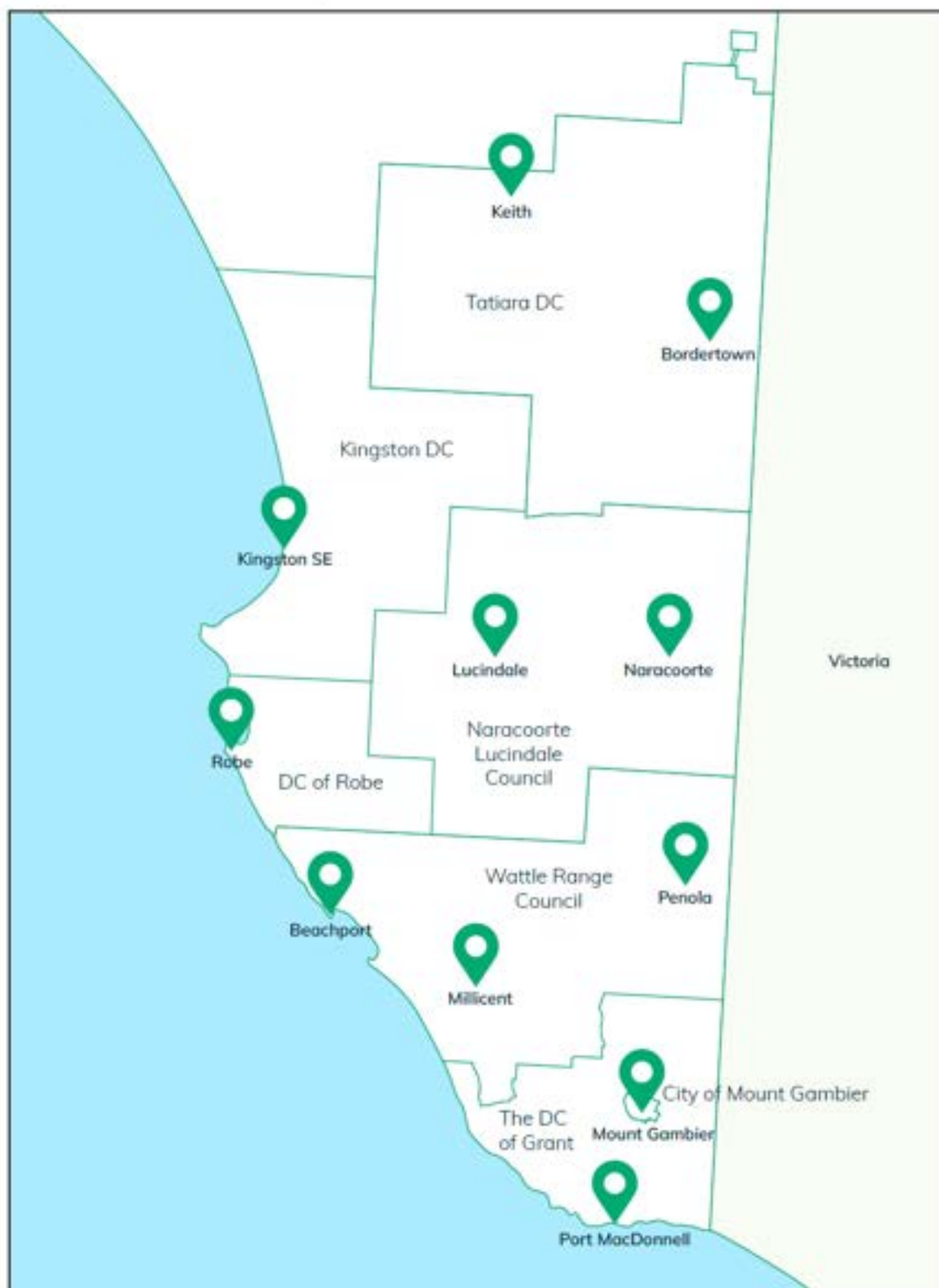
Contributing approximately $4.6 billion to the South Australian economy in the 2022 financial year, the Limestone Coast generates over 30% of the state's GDP through its agricultural sector. Key economic activities in the region, supported by natural resources, include plantation forestry, wine and viticulture, agriculture, dairy, potatoes, fishing, aquaculture, and their associated industries.
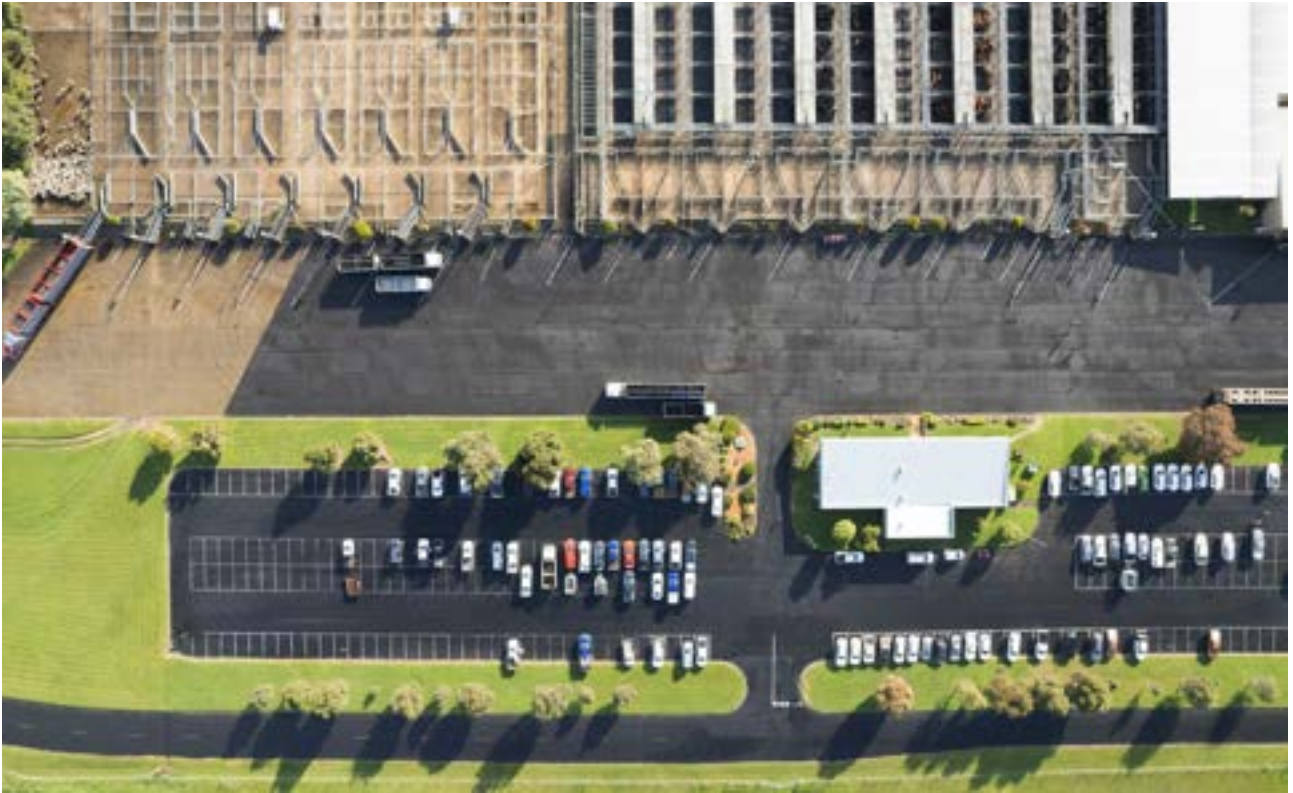
Beautiful natural landscapes of caves and coasts, vast vineyards and quiet spaces attract tourists from across the State and further abroad who want to experience the region's unique offering. Outside of Adelaide, the region had the second highest numbers of visitors in the South Australia in 2023 with both visitor numbers and spend steadily increasing over the last decade.

The region also includes Mount Gambier, the largest regional city in South Australia. Providing a hub of services and entertainment in the region and for those in nearby border Victorian communities.

The Limestone Coast is a place to live, work, visit and invest.

Limestone Coast Region (South Australia)

Mount Gambier and District Sale Yards (District Council of Grant)

Beautiful coastline (Kingston District Council)

4.   Economic analysis

A broad economic analysis of the Limestone Coast was undertaken by TSA Advisory to inform this strategy's development. The analysis identified the following strengths, weaknesses, opportunities, and threats to the region from an economic perspective.

4.1   Strengths

Mount Gambier is the largest regional city in South Australia

The status of Mount Gambier as the largest city in the state outside of Adelaide is important to the Limestone Coast region for several reasons, including:

Relatively large population centres are typically in a better position to attract public and private investment.

The city is of a scale that allows it to support many of the higher order goods and services that foster liveability, allowing the city to retain and attract more residents.

The city is 'first in line' as the beneficiary of any state government attempts at decentralisation.

A diverse agricultural sector

The Limestone Coast has a highly diverse primary production sector, with grains, cattle, sheep, forestry, winemaking, aquaculture, fishing, and dairy all contributing to the local economy. This diversity in output helps to buffer the region from exposure to global trade risks.

A strong manufacturing sector

There is a strong manufacturing presence in the region, much of which is linked to the adding of value to local primary produce. By refining locally grown produce into higher value products, employment opportunities are created, and a greater share of wealth is retained within the region, benefitting businesses across all sectors.

High tourism visits

In 2023, the Limestone Coast Region had the third largest number of visitors of the tourism regions in South Australia, after Adelaide and the Fleurieu Peninsula. Over the last decade (with the exception of the COVID-19 pandemic impacts) the region has been showing an upward trend in visitation and expenditure levels.

4.2   Weaknesses

Uneven population growth

Between 2001 and 2021 the population of the region grew by 9.1% or 6098 people (ABS usual resident population). A large proportion of this growth occurred in the Mount Gambier Council area (4014 people) which had consistent growth reported in every census over this timeframe. Other Council areas experienced slight fluctuations in population over the period. However, all have seen net growth from 2001 levels to 2021 apart from Wattle Range (however the population of Wattle Range has been

increasing since 2016). Profile ID estimates for 2023 show that population in all Council areas has increased since the census in 2021.

Lower socio-economic status

SEIFA is a measure of Socio Economic Status (SES). The ABS produces SEIFA data for Local Government Areas (LGAs). The mean score for Australian LGAs is 1000, with any score less than that representing relative disadvantage, while scores higher than that represent the opposite. In the Limestone Coast the Councils of Grant and Robe are considered "advantaged" (scored above 1000). All other Councils scored below 1000 with Mount Gambier and Wattle Range scoring the lowest. Low SEIFA status is often associated with adverse economic conditions (low worker productivity and workforce participation), and social and community health problems (poverty, long-term disability, and more).

Relatively weak services sector

All service sectors are underrepresented across the Limestone Coast with the exception of retail. Whilst this is fairly typical for regional Australia, it reflects workforce constraints, and ultimately has a detrimental impact on regional liveability. However, Mount Gambier as the State's biggest regional city has a strong base of local services.

Low-skilled workforce

The regional workforce is relatively unskilled, with only 12% of the population aged 15+ having a bachelor's degree or higher, compared with 23% across South Australia. This generates the potential for an emerging skills mismatch, with the qualifications of existing residents increasingly misaligned with the needs of the modern economy.

Tight regional labour markets

Unemployment is currently at historically low rates across the Limestone Coast, and well below the full employment rate. Whilst this is good news for those seeking work, for local businesses it means many roles are difficult to fill. Lack of suitably skilled staff often equates to a constraint to the growth of individual businesses, and the broader economy.

4.3   Opportunities

Growth of exports

The value of Australian exports has grown steadily in recent years, and this looks set to continue. With a diverse mix of produce exported, the Limestone Coast is well placed to benefit from increasing global demand.

Value adding to agriculture

There is potential for the region to continue to expand how it adds value to agricultural outputs by establishing local processing, packaging, and other manufacturing activities in the region. Further, leveraging the region's primary production by supporting enhanced food tourism opportunities (wine and seafood in particular) has the potential to support expenditures across a range of sectors and local businesses.

Proximity to eastern seaboard

Of South Australia's regions, the Limestone *Coast* attracts the greatest share of visitors from interstate. With parts of the Limestone Coast only 2 hours to Warrnambool (the western end of the globally significant and heavily visited Great Ocean Road), there is potential to retain and increase the share of visitors from outside of South Australia.

Ageing population

The ageing population presents an opportunity to devise innovative responses to the challenges of service delivery in centres like Mount Gambier, Naracoorte, Bordertown and Robe. Growth in demand for health services is likely to be an important source of new employment opportunities into the future.

Renewable energy

As with many Australian regions, there is impetus to establish the Limestone Coast as a renewable energy (in this case, green hydrogen) hub through the Millicent Mill proposal or other opportunities.

Increasing tourism spend

The region has an average spend per night of $182 which is on par with the average regional South Australian spend of $181 per night. However, this is lower compared to some other regions which have overnight expenditures of $200 or more. Any increase to overnight expenditure will inject further wealth into the region's economy.

Targeted upskilling and training

A large share of the region's residents are currently sitting outside of the workforce, despite historically low unemployment rates. Facilitating the re-entry of these individuals back into the workforce has the potential to alleviate skills gaps, induce new investment, and grow the regional economy.

4.4   Threats

Climate change

With the region's economy highly dependent on agriculture, climate change represents a significant threat to the future of the region. Long term changes to regional temperature or precipitation have the potential to result in decreased yields, with some forms of primary production potentially threatened across the region.

Online retailing

The share of retail expenditures directed online is growing year on year. As online delivery becomes more efficient, as sales platforms become more sophisticated, and as the population becomes more accustomed to the idea of online retailing, the share of expenditures occurring online is likely to rise. For physical centres, this translates to reduced store expenditures, reduced foot traffic, and lowered centre viability.

Ageing population

The ageing population means an increasing share of the local population will comprise elderly residents. This presents a range of challenges. Firstly, these residents will increase demand for certain types of services in the region, particularly in the health care and social assistance sector. Government will also need to adapt by providing a greater quantity of community services tailored to an older, less mobile population.

Lack of housing

A lack of investment in housing has translated into insufficient accommodation at all levels within the Limestone Coast region, including worker housing, short-term accommodation and aged care facilities.

Workforce attraction

A growing share of elderly residents (see above) is associated with a reduction in the share of local population of working age. With fewer of these residents, ensuring an adequate supply of local services will present a challenge to regional economic growth and liveability. With an increasing share of new jobs likely to be knowledge intensive, the attraction of skilled workers to the region will become increasingly important.

Wrattonbully vines (Naracoorte Lucindale Council)

Vansittart Park (City of Mount Gambier)

5.   Key challenges and opportunities

The findings of the economic analysis (Section 4) were summarised into the following key challenges and opportunities for the growth and prosperity of the Limestone Coast region.

As part of preparing this plan, we asked the region's community, business and industry, which they see as the top challenges and opportunities from this list. All were seen as important, however the three most often identified as of top importance were:

- Housing availability and affordability
- Workforce availability and skills
- Transport and utilities infrastructure

	Housing availability and affordability
	Workforce availability and skills
	Transport and utilities infrastructure
	Ageing population
	Export opportunities
	Value adding to agriculture
	Supporting tourism and the visitor economy
	Renewable energy
	Sustainable resource and land management
	Climate change
	Online retail impacts on local centres

6.   Engagement with the region

To inform the development of the strategy, early engagement was undertaken in March 2024 with community, business, industry and state agencies in the Limestone Coast Region. The engagement included three workshops and an online survey. It sought to understand what participants see as the biggest challenges and opportunities for the region and what their ideas are to address these.

Key themes and ideas from what we heard

Housing and growth	A shortage of housing was identified as the key issue affecting workforce availability. There were calls for more affordable housing, a higher standard of accommodation, increased diversity in housing options, worker accommodation and higher density development (in the right places). People suggested grants and incentives, and that infrastructure must already be in place to encourage development. People would like to plan for housing growth to be located in appropriate areas to protect rural living.
Transport	Improving connection to and from the region, with a focus on accessibility and safety within and between towns is important. People want to increase the availability of rail, air and public transport services. They would like safer and more efficient state roads (e.g. dual highways) as well as improved walking and cycling connections. People suggested establishing a local community bus service from Naracoorte and a heavy vehicle bypass for Mount Gambier.
Health	People would like increased access to health services and professionals to reduce travel and wait times for appointments.
Tourism and the visitor economy	Opportunities to strengthen the region's brand and promote experiences that leverage the natural environment (coast and caves), and local food and beverage industries were identified. People suggested the need for additional accommodation, signage and facilities at destinations (e.g. toilets) as well as cross border collaboration with Victoria.
Utilities infrastructure	The current energy grid is not sufficient to support the transition to renewable energy. People want to also ensure there is adequate water supply and quality (e.g. in Bordertown) to support community and industry into the future. Digital and phone connectivity needs to be vastly improved.
Education	People want an improved local education offering that meets local industry needs for tertiary and VET qualifications, and workplace skills training. Travelling to Adelaide is inefficient for local businesses and takes young people away from the region. People suggested establishing a regional training hub in Bordertown or advocating for improved course offerings in Mount Gambier.

Community	People suggested events, festivals, art, busking and activities that promote the region, provide activities for young people, provide opportunities for local businesses and promote vibrancy in towns. They want a regional recreation facility (like the Summit in Mount Barker), spaces for community, and grants and volunteering opportunities. A community that is disability and LGBTQi+ inclusive is important.
Childcare and aged care	The lack of childcare is a key factor preventing people from taking up work in the region. People would like to see more childcare centres or places made available. Some suggested the need to plan for an ageing population and to offer more local retirement and care services.
Sustainability	Ensuring the protection of the coast and natural areas is seen as essential. As is sustainability and innovation in the agriculture industries which underpin the region's economy. People identified renewable energy and responding to climate change as opportunities for the region.

Public consultation was also undertaken on the draft strategy in November and December 2024. The feedback received was considered and amendments made to finalise the strategy.

Marina (District Council of Robe)

7. Our strategy

Our strategy has been developed to respond to synergies between the findings of the economic analysis and early engagement as well as the roles of the region's Councils, RDALC and LCLGA.

Our strategy includes four long term goals for the region which we will work towards over the next 5 years through key regional initiatives, collaborative advocacy and priority Council, RDALC and LCLGA projects.

Our 4 goals for the region (10-20 years)

LIVE
A region people love to live in

WORK
A productive region that people love to work in

VISIT
A region people love to visit

BUILD
A region enabled by quality infrastructure

Over the next 5 years, for each goal we will deliver:

Key Regional Initiatives	Initiatives that the region's Councils, RDALC and LCLGA will collaborate to deliver together across the region.
Collaborative Advocacy	Key issues and opportunities that the region's Councils, RDALC and LCLGA will collectively lobby for to improve and grow the region.
Priority Council, RDALC and LCLGA Projects	Top projects each organisation will deliver that contribute to regional goals.

We will measure progress for each goal by:

- Tracking a key regional trend using available data

- Reporting on the delivery of key regional initiatives

Tolmer Speedway (Tatiara District Council)

Manufacturing shed in Wattle Range Council (Steve Chapple 2024)

8.   Goal: LIVE

A region people love to live in with:

- Diverse, affordable and sustainable housing that supports our way of life in rural areas and regional centres
- Quality township streets and public spaces that enable business, art or community activation
- Accessible health care, childcare, aged care and disability services and facilities
- Lots of opportunities for entertainment, wellbeing and connection through vibrant sport, recreation, cultural and arts facilities, programs and events
- Strong community leadership, volunteerism and participation
- Affordable public and community transport that connects community to the region and beyond
- Places and programs that are welcoming and accessible to people of all abilities, backgrounds, genders, ages and means

8.1   Key regional initiatives

The region's Councils, RDALC and LCLGA will work together to deliver these initiatives.

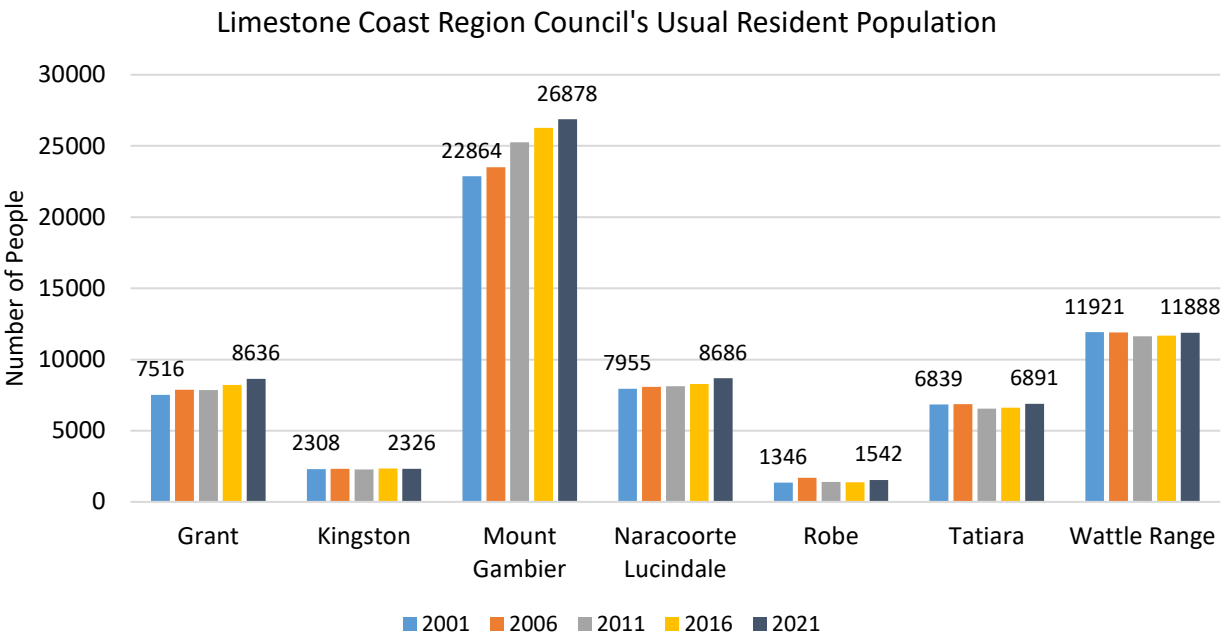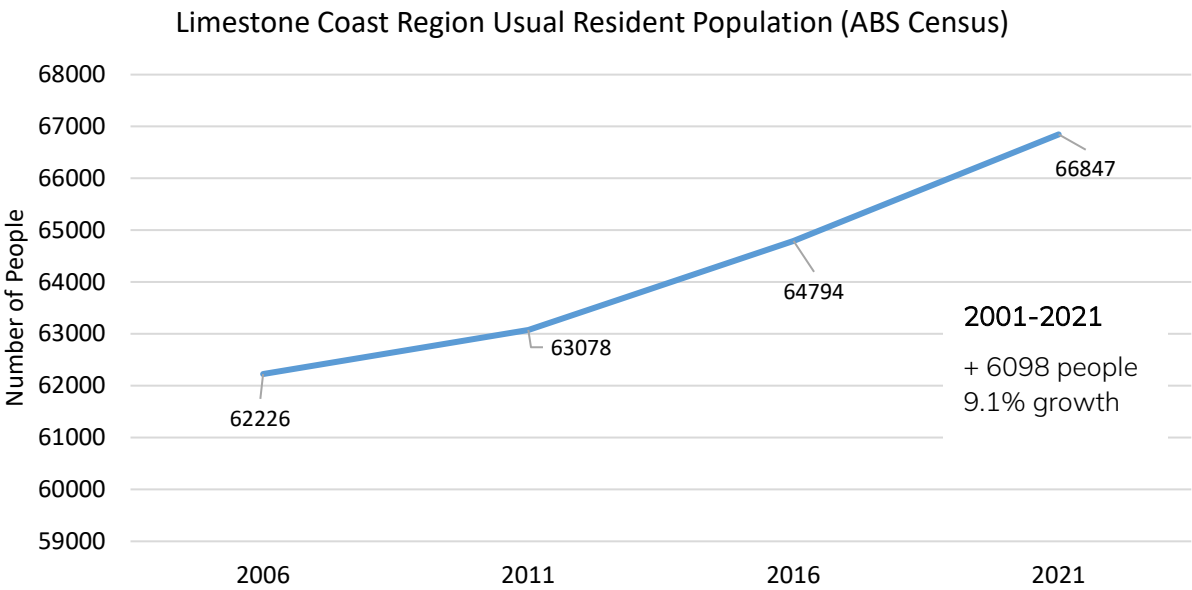| Initiative	Description
Regional community transport	Investigate options for improved regional transport to support education and healthcare accessibility, and community connectivity.
Housing project	Identify council and/or private sector led housing projects or pilots across the region to be delivered in partnership with the State Government Office for Regional Housing and Housing Roadmap.
Childcare business case	Create a comprehensive business case to support advocacy for investment in early childhood education and care (childcare) in the region including exploration of Australian Early Development Census data.

8.2   Collaborative advocacy

The region's Councils, RDALC and LCLGA will collectively advocate for:

- Land use planning that meets the needs of the Limestone Coast community as part of the State Government Regional Planning Process
- Provision of adequate childcare, aged care, disability care and health care in the region including treatment for mental health and substance misuse
- High quality education for school-aged children
- Planning, incentives and investment in appropriate housing and enabling infrastructure
- Regional and Mount Gambier public transport
- Investment in community infrastructure

8.3   Priority Council, RDALC and LCLGA projects

Organisation	Priority projects
District Council of Grant	• Inner Township Plans implementation
Kingston District Council	• Gall Park Precinct upgrades • Advocate for Kingston Early Learning Centre
City of Mount Gambier	• Affordable Housing Plan implementation • Public transport review and advocacy • Advocacy for improved health services and skilled workers • Blue Lake Sports Park Masterplan implementation
Naracoorte Lucindale Council	• Naracoorte Town Centre Rejuvenation Plan implementation • Naracoorte Swimming Lake Masterplan implementation
District Council of Robe	• Robe Street Upgrade including tree planting strategy • Main Street Upgrade including Lanam Park and the re-development of the institute, war memorial, foreshore and public toilets one precinct
Tatiara District Council	• Ramsay Terrace, Bordertown and Bennett Street, Keith residential developments • Bordertown and Keith Industrial Estate Expansion • Padthaway Streetscape Plan implementation
Wattle Range Council	• Renew and upgrade the Millicent Swimming Lake • Pursue funding and implementation of Millicent and Penola Main Street Masterplans • Develop a public/private partnership model for the development of a multigenerational child/aged care facility in Millicent
RDA Limestone Coast	• Provide support for community groups to access funding • Regional Leadership Program
Limestone Coast LGA	• Advocate for new housing initiatives

8.4   Key measure

Limestone Coast Region Usual Resident Population (ABS Census)

2001-2021

\+ 6098 people
9.1% growth

Data labels: 62226 (2006), 63078 (2011), 64794 (2016), 66847 (2021)

Limestone Coast Region Council's Usual Resident Population

Legend: 2001, 2006, 2011, 2016, 2021

Data labels:
- Grant: 7516, 8636
- Kingston: 2308, 2326
- Mount Gambier: 22864, 26878
- Naracoorte Lucindale: 7955, 8686
- Robe: 1346, 1542
- Tatiara: 6839, 6891
- Wattle Range: 11921, 11888

(Source: Profile id)

9. Goal: WORK

A productive region that people love to work in with:

- An available and consistent workforce that supports the prosperity of local business and the sustainability of local service delivery
- Accessible training and education options that enable workers and young people to stay in the region, reskilling at any age, and that are delivered in partnership with current and emerging industries
- A strong primary production industry, on land and sea, that underpins a vibrant economy and community
- Business leadership and collaboration that enables industry innovation, sustainability, education partnerships, value add and diversification
- Support for decarbonisation and the transition to a net zero economy

9.1 Key regional initiatives

The region's Councils, RDALC and LCLGA will work together to deliver these initiatives.

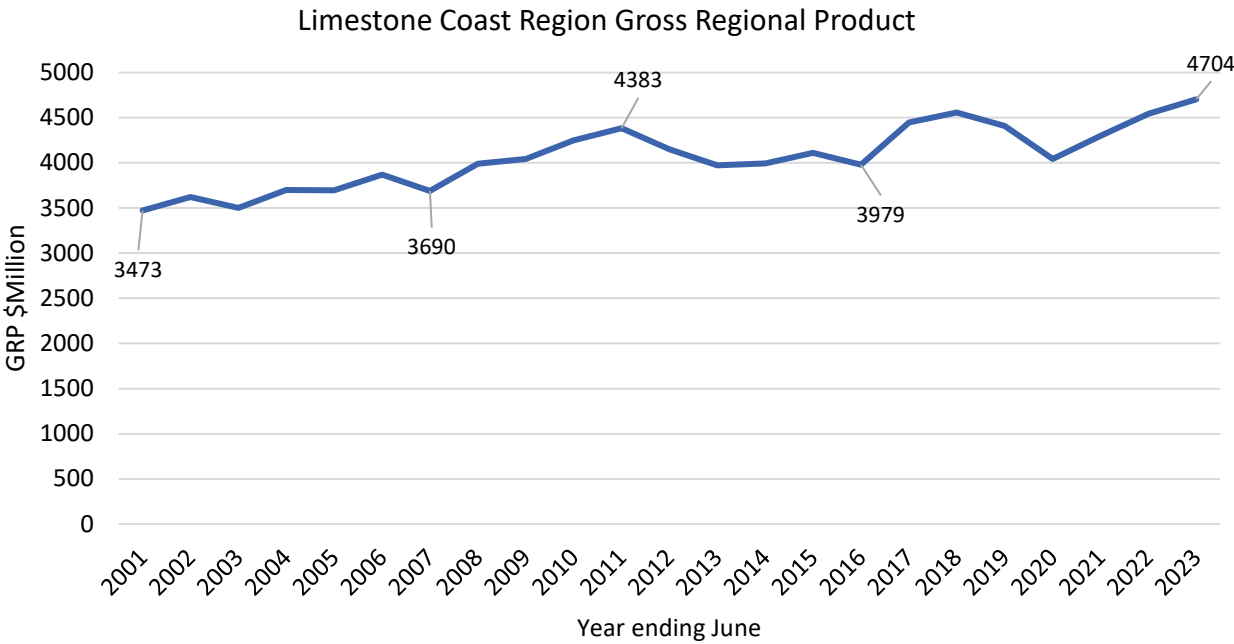| Initiative	Description
Regional training and education hub	Establish a regional training and education hub to service the northern half of the region. Explore partnerships with the federal government Regional University Study Hubs program, education and training providers.
Migrant attraction	Deliver a migrant attraction project that benchmarks other successful regions and advocates to change the region's classification for skilled migration visas. This includes attracting permanent residents to live and work in the region from within Australia, overseas as well as short term migration (e.g. "back packers").
Value-add study	Engage with industry and business to identify opportunities for wealth creation and employment growth through new enterprises that add-value to the region's primary production outputs (e.g. undertaking packaging and processing of primary produce in the region)
Circular economy project	Work with industry and state government to select value-add circular economy project(s) to implement from the Circular Economy Opportunities Limestone Coast Report (RDALC and Green Industries SA).

9.2 Collaborative advocacy

The region's Councils, RDALC and LCLGA will collectively advocate for:

- Local education and training options aligned to industry need
- Changing regional classifications for skilled migration visas
- Protection and optimisation of primary production in land use planning
- A workforce strategy that identifies the future skills and needs of the region with actions to fill the gaps
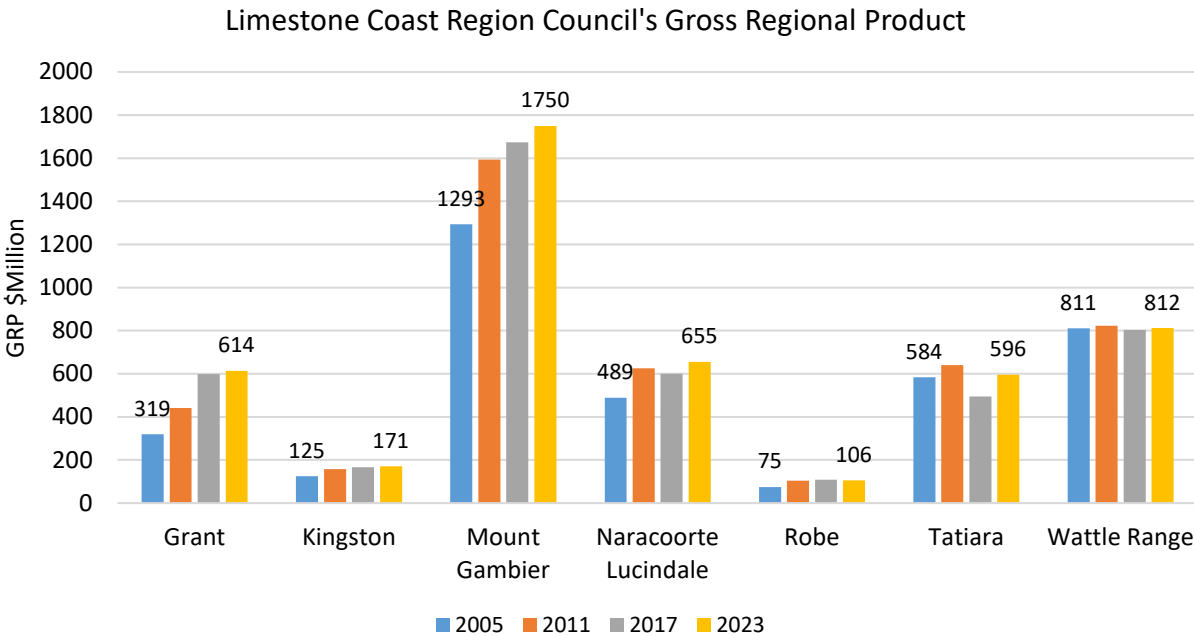- Support for industries to adapt to operating in a net zero economy

9.3 Priority Council, RDALC and LCLGA projects

Organisation	Priority projects
District Council of Grant	• Saleyards Transformation Project • Local Government Association Net Zero Accelerate Program
Kingston District Council	• Investigate sustainable and economical long term sand management solution for Cape Jaffa Anchorage
City of Mount Gambier	• Advocate for community interests in the new Mount Gambier Education Precinct • Retention, Attraction, and Investment framework and approach
Naracoorte Lucindale Council	• Naracoorte Regional Livestock Exchange – infrastructure and value add service offerings
District Council of Robe	• Implementation of the Main Street Upgrade including Driving Robe: Easier & Greener
Tatiara District Council	• Bordertown Training and Education Hub • Migrant Community Action Plan implementation
Wattle Range Council	• Pursue and implement Planning Code Amendments in accordance with Wattle Range Strategic Land Use Plan
RDA Limestone Coast	• Small business support program • Investigate options for decarbonisation for industries in the region
Limestone Coast LGA	• Advocate for enhanced education and training options

9.4   Key measure

Limestone Coast Region Gross Regional Product

(Source: Economy id, RDA Limestone Coast)

Limestone Coast Region Council's Gross Regional Product

(Source: Economy id, RDA Limestone Coast)

10. Goal: VISIT

A region people love to visit with:

- Welcoming, memorable and quality experiences whether staying awhile or travelling through

- Easy access by air, road or rail with connected and easy to follow tourist routes and trails

- Immersive year-round experiences that celebrate our region's pristine coasts, caves, food and beverage offerings, arts and culture and First Nation's heritage

- Diverse high-quality, unique and experiential accommodation offerings

- Suitable spaces and infrastructure that attract major events

- Responsible care and custodianship of our natural attractions

10.1 Key regional initiatives

The region's Councils, RDALC and LCLGA will work together to deliver these initiatives.

Initiative	Description
Destination Management Plan	Collaborate with tourism operators and the State Government to develop a destination management plan for the region that aims to build regional brand awareness, support development of local experiences and increase visitor spend.
Natural destination management	Establish a regional initiative with the Landscape Board and Department for Environment and Water to encourage visitor stewardship and manage the impact of visitation on natural destinations. This could include the provision of camp site infrastructure, booking processes and information. Eyes on Eyre is a similar initiative in the Eyre Peninsula Region.
Regional tourist trails	Build on the Regional Trails Strategy to identify and seek funding to construct priority regional tourist trail linkages to key tourist destinations.

10.2 Collaborative advocacy

The region's Councils, RDALC and LCLGA will collectively advocate for:
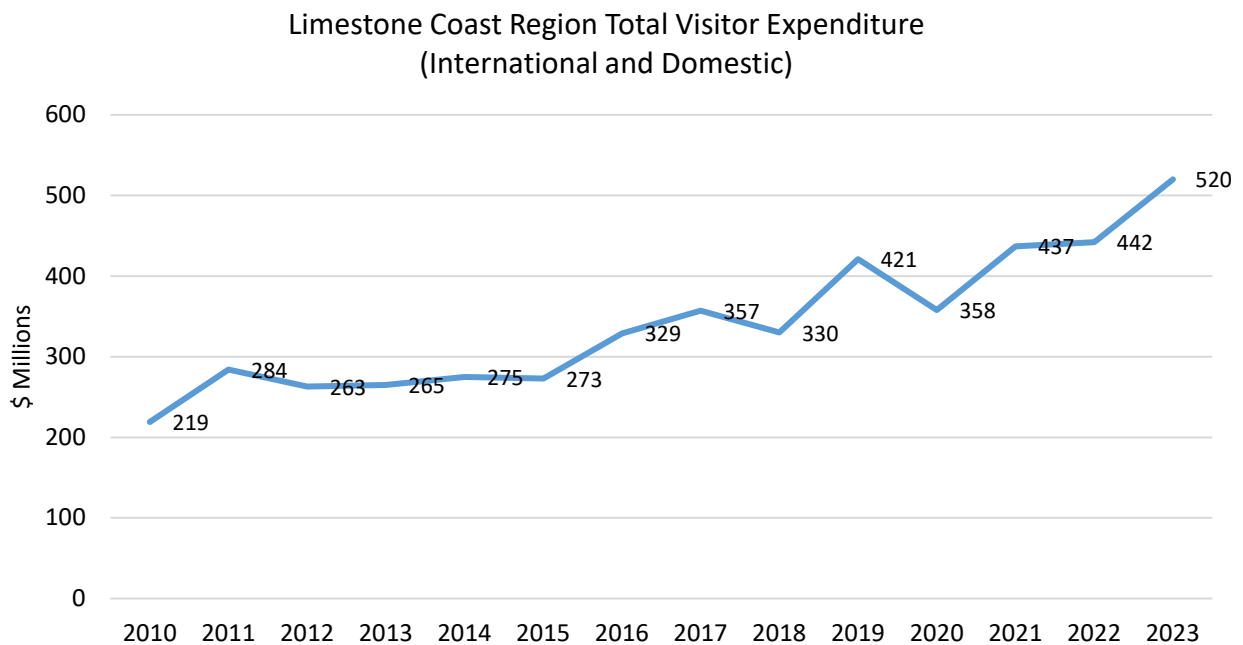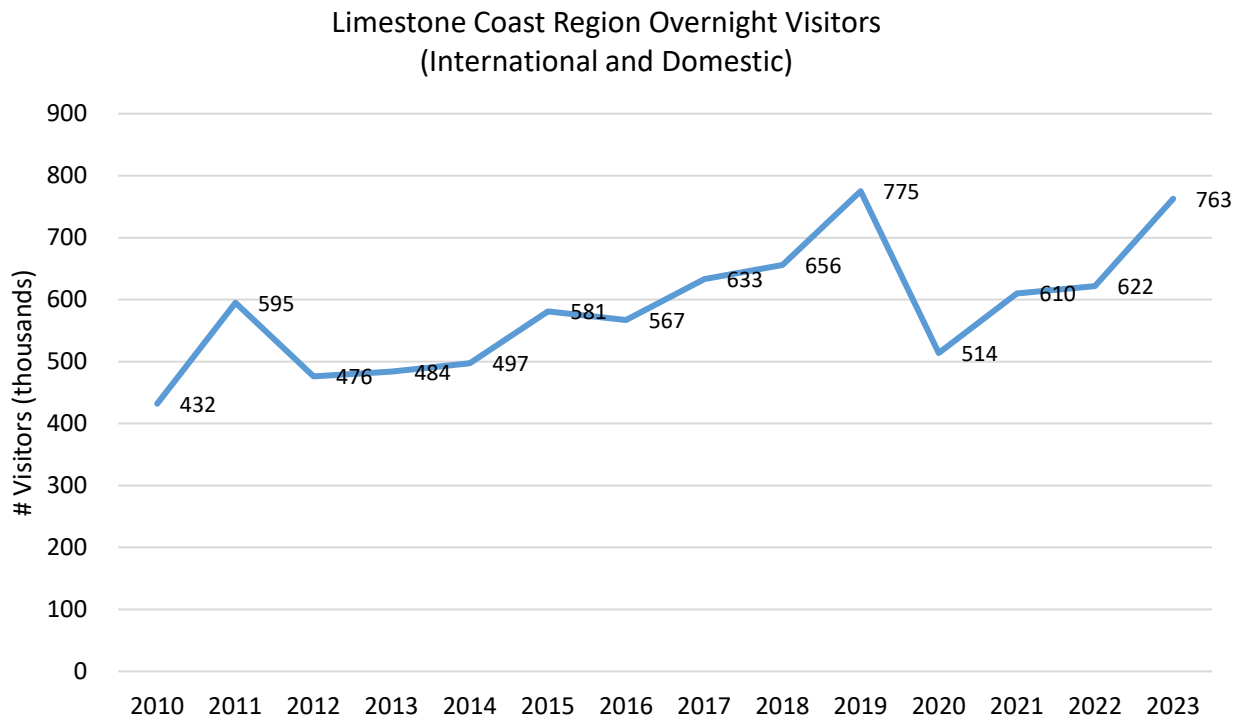
- Promotion of our region's tourism offering

- Funding for wayfinding and end of trip facilities

- Cross border collaboration for tourism outcomes

- Unique and high-quality regional experiences and accommodation (including 5 star)

- State Government investment in natural destinations, major events (e.g. Gather Round) and timely visitor economy data access

10.3 Priority Council, RDALC and LCLGA projects

Organisation	Priority projects
District Council of Grant	• Mount Gambier Airport Master Plan • Walking and Cycling Plan
Kingston District Council	• Kingston Jetty and precinct upgrade • Coast to Caves Trail (connection of Kingston to Naracoorte Lucindale trails)
City of Mount Gambier	• Visitor Servicing Model implementation including product development of Engelbrecht Cave • Gather Round Before the Bounce events and activation • Crater Lakes activation
Naracoorte Lucindale Council	• Partner with Naracoorte Caves (National Parks and Wildlife Service) for public private partnership funding opportunity and facility development • Naracoorte Trail Hub (Naracoorte Caves to Coonawarra Trail, Naracoorte to Lucindale Trail and Lucindale to Kingston Trail)
District Council of Robe	• Implementation of Township Masterplan including Robe Obelisk, EV station, Long Beach boardwalk and playground
Tatiara District Council	• Tatiara Strategic Pathway Plan implementation • Bordertown Motorsports Precinct redevelopment
Wattle Range Council	• Expand and connect regional trails network • Expand regional EV Charging network
RDA Limestone Coast	• Support tourism businesses to thrive • Regional trails planning
Limestone Coast LGA	• Regional trails planning • Support destination development

10.4 Key measure

Limestone Coast Region Overnight Visitors
(International and Domestic)

Limestone Coast Region Total Visitor Expenditure
(International and Domestic)

(Source: South Australian Tourism Commission, Limestone Coast Regional Profile, December 2023)

11.   Goal: BUILD

A region enabled by quality infrastructure with:

- An efficient, safe and well-maintained road and bridge network
- Internet and phone services that support business productivity, community connection and future digital innovations
- Potable water, wastewater and drainage networks that enable growth
- Energy generation, storage and distribution that supports sustainable growth and leverages the energy transition
- A circular economy enabled by waste processing and reuse infrastructure
- Jetties, ramps and coastal structures that support aquatic industries and recreational use
- Buildings, places, networks and systems that are resilient to the impacts of climate change

11.1   Key regional initiatives

The region's Councils, RDALC and LCLGA will work together to deliver these initiatives.

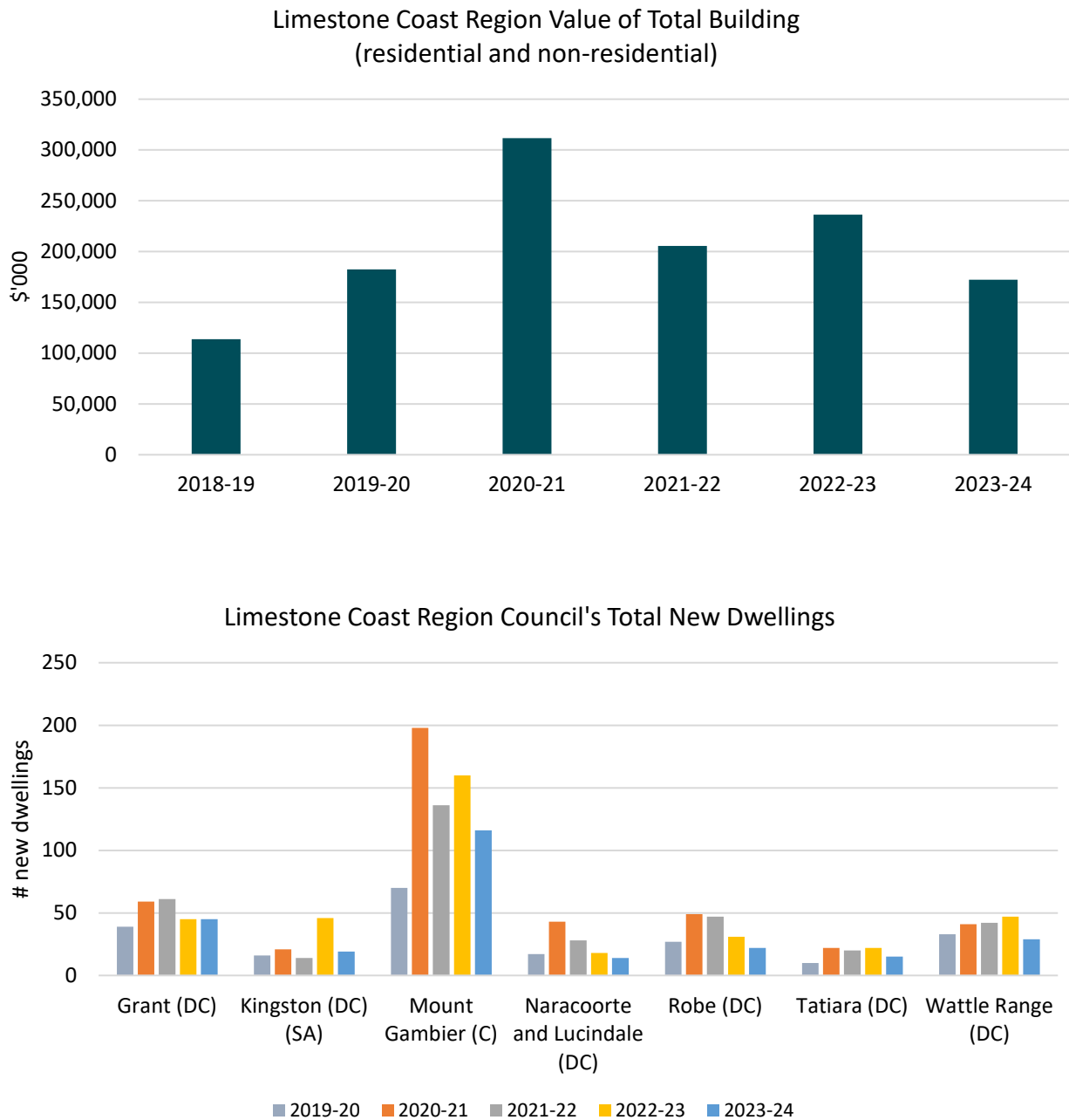| Initiative	Description
Road Transport Strategy	Implement the regional 2030 Road Transport Strategy *to* deliver and advocate for improvements to the Council and State road network for community, tourism and industry
Mobile blackspots	Implement Stage 2 of the Regional Connectivity Project to address mobile phone and internet blackspots in partnership with State and Federal Government and Telstra.
Utility infrastructure	Explore and benchmark Public Private Partnership models to attract utility infrastructure investment.
Circular economy	Seek public private partnership investment and regional options for waste reduction and resource recovery for Council managed waste streams

11.2   Collaborative advocacy

The region's Councils, RDALC and LCLGA will collectively advocate for:

- Investment in infrastructure to enable development across the region
- Investment in state government roads and drainage networks
- Investment in water and electricity networks
- Improved digital connectivity
- Coastal infrastructure to support industry and community use

11.3 Priority Council, RDALC and LCLGA projects

Organisation	Priority projects
District Council of Grant	• Community Wastewater Management System Review and Expansion • Strategic Road Review
Kingston District Council	• Community Wastewater Management System expansion • Coastal protection and infrastructure
City of Mount Gambier	• Waste master planning and implementation • Transfer DIT land adjacent to Hastings Cunningham Reserve to Council or private industry for development, noting the land be decontaminated first
Naracoorte Lucindale Council	• Delivery of local road projects from the Regional Road Transport Strategy
District Council of Robe	• Implementation of the Township Masterplan including West Beach access, footpath development and connection strategy, coastal trails and Davenport Street extension
Tatiara District Council	• Bordertown water supply security • Bordertown electricity network augmentation • Delivery of local road projects from the Regional Road Transport Strategy
Wattle Range Council	• Advocate for State Government renewal of Princes Highway, Southern Ports Highway and other significant regional tourism and freight routes
RDA Limestone Coast	• Annual review and 3 year update for regional input to Statewide Infrastructure prioritisation
Limestone Coast LGA	• Advocate for improved road infrastructure

11.4 Key measure

Limestone Coast Region Value of Total Building (residential and non-residential)

_$'000_ (y-axis)

Year	Value ($'000)
2018-19	~113,000
2019-20	~182,000
2020-21	~312,000
2021-22	~205,000
2022-23	~236,000
2023-24	~172,000

Limestone Coast Region Council's Total New Dwellings

new dwellings (y-axis)

Councils: Grant (DC), Kingston (DC) (SA), Mount Gambier (C), Naracoorte and Lucindale (DC), Robe (DC), Tatiara (DC), Wattle Range (DC)

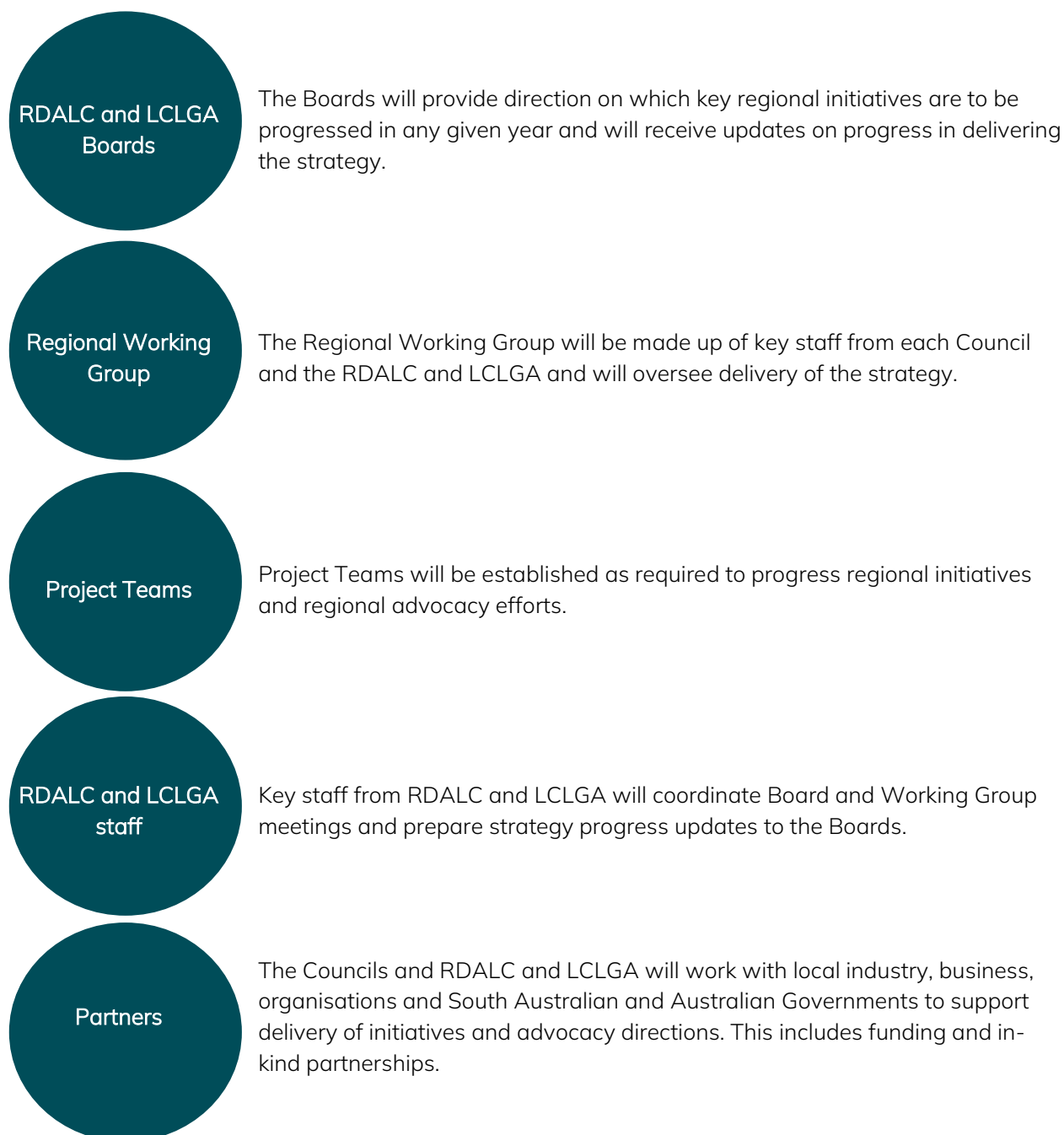Legend: ■ 2019-20 ■ 2020-21 ■ 2021-22 ■ 2022-23 ■ 2023-24

(Source: Australian Bureau of Statistics Building Approvals)

12. Delivering this strategy
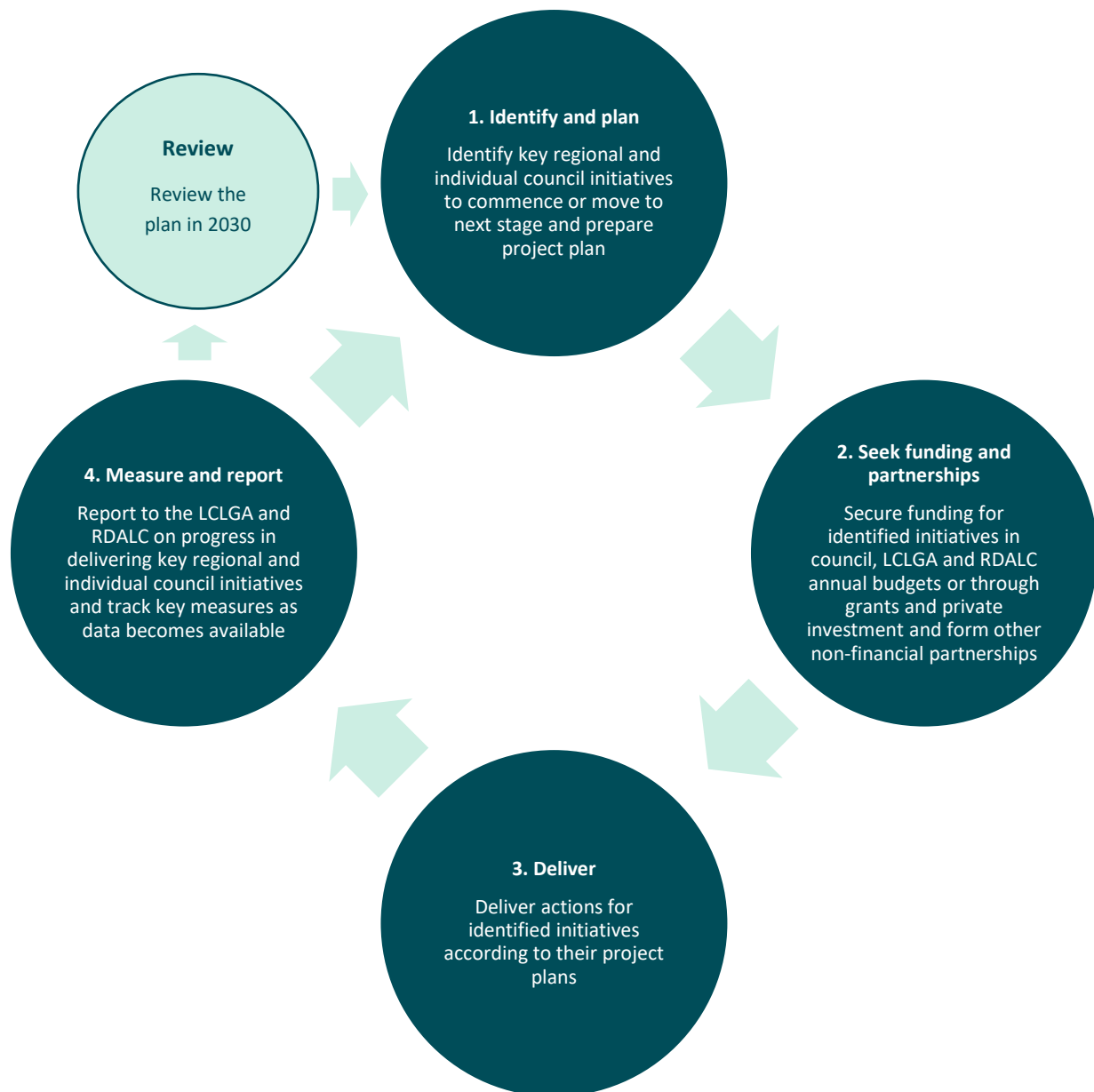
12.1 Working together

Regional collaboration is the cornerstone that will support the success of this strategy.

This section outlines how the region's Councils, RDALC and LCLGA will work together to best deliver this strategy. They can't do it alone. Achieving the strategy's goals and initiatives is dependent upon availability of funding in Council, RDALC and LCLGA budgets, as well as funding and delivery partnerships with other governments and organisations.

RDALC and LCLGA Boards

The Boards will provide direction on which key regional initiatives are to be progressed in any given year and will receive updates on progress in delivering the strategy.

Regional Working Group

The Regional Working Group will be made up of key staff from each Council and the RDALC and LCLGA and will oversee delivery of the strategy.

Project Teams

Project Teams will be established as required to progress regional initiatives and regional advocacy efforts.

RDALC and LCLGA staff

Key staff from RDALC and LCLGA will coordinate Board and Working Group meetings and prepare strategy progress updates to the Boards.

Partners

The Councils and RDALC and LCLGA will work with local industry, business, organisations and South Australian and Australian Governments to support delivery of initiatives and advocacy directions. This includes funding and in-kind partnerships.

12.2 Annual planning, delivery and reporting cycle

The region's Councils, RDALC and LCLGA will follow the below cycle to plan, deliver and report on progress of the strategy.

Review

Review the plan in 2030

1. Identify and plan

Identify key regional and individual council initiatives to commence or move to next stage and prepare project plan

2. Seek funding and partnerships

Secure funding for identified initiatives in council, LCLGA and RDALC annual budgets or through grants and private investment and form other non-financial partnerships

3. Deliver

Deliver actions for identified initiatives according to their project plans

4. Measure and report

Report to the LCLGA and RDALC on progress in delivering key regional and individual council initiatives and track key measures as data becomes available