

PIRSA update - LC LGA meeting June 2026

Future Forward Fund

\$8 million over four years will be invested to support the resilience, sustainability, and productivity of South Australia's primary industries through a new Primary Industries Future Forward Fund.

The initiative will provide funding for research and innovation across sectors including grains, seafood, livestock, dairy, wine, horticulture, and timber.

The fund will support:

- Research and development and adoption of new technologies
- Market development and promotion of South Australian products
- Improved environmental sustainability across supply chains
- Enhanced preparedness for environmental, biosecurity, and other emerging risks

The fund expands on the delivery model of the South Australian Wood Fibre and Timber Industry Master Plan, which is now incorporated into the program, and extends support to additional primary industry sectors. Further information on the fund and how to apply will be released in due course.

Crop and Pasture report

Grain production across South Australia is forecast to exceed last year's harvest, supported by early rainfall and improved seeding conditions. The latest PIRSA Crop and Pasture Report indicates production is tracking towards 9 million tonnes, with yield potential near the 10-year average and a larger cropped area due to increased soil moisture.

Favourable conditions have supported steady seeding progress, strong early planting, and improved herbicide application, although further rainfall will be needed to sustain pastures and reduce reliance on supplementary feeding in some areas. Lentils are expected to expand by 12 per cent, maintaining their position as the state's third-largest crop, while canola plantings remain stable where conditions allow.

Improved pasture growth has also supported livestock recovery, with feed availability returning to near-average levels in many regions. Despite ongoing challenges such as input costs and seasonal variability, cropping programs remain largely unchanged. Recent measures to support industry confidence include establishing a strategic diesel reserve and securing additional urea fertiliser supplies. The PIRSA Crop and pasture report continues to provide key insights into crop, pasture, and livestock conditions across 14 regional districts. [Crop and pasture reports - PIRSA](#)

AgriFutures Evoke Ag. 2027.

Adelaide will host AgriFutures Evoke Ag. 2027, Asia Pacific's leading agrifood technology and innovation conference. The event, led by AgriFutures Australia, brings together producers, investors, researchers, startups, corporates and policymakers to support collaboration, investment, and innovation in global food systems. It will be held at the Adelaide Convention Centre on 16–17 February 2027.

The event reinforces South Australia's position in agrifood innovation, research and sustainable production, building on Adelaide's previous hosting in 2023. Evoke Ag., now in its seventh year, connects the agrifood innovation ecosystem to drive partnerships and practical outcomes. It is supported by AgriFutures Australia, with the Australian and South Australian Governments as key partners, alongside Elders.

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eID

South Australian farmers received \$4.7 million in discounts and rebates in the first year of mandatory electronic identification (eID) for sheep and farmed goats. The rollout requires all animals born from 1 January 2025 to be fitted with an NLIS-accredited eID tag and recorded on the national database when moved.

Since July 2023, more than \$14 million has been invested to support implementation, with 6.1 million tags purchased in 2025. Livestock recorded on the NLIS increased significantly, with over 474,000 tagged sheep movements in 2025. Support measures include ongoing rebates, low-cost tag programs through to June 2027, and funding for industry education, infrastructure, and equipment.

Soils Bursary Program

The South Australian Soils Bursary Program, aimed at building capability in agronomy and improving agricultural productivity and sustainability. Funded under the National Soil Action Plan and delivered by PIRSA's Soils Collaboration Centre, the program provides grants of up to \$2,000 for individuals and \$5,000 for groups to access training and knowledge-sharing opportunities.

Recipients include early-career professionals and researchers undertaking accredited training and presenting at international forums, as well as completing courses in soil management and regenerative agriculture. Limestone Coast bursary recipients include Nick Bassett and Michael Brown who work with the Limestone Coast Landscape Board.

Ag town of the year

Voting has now closed for the 2026 Agricultural Town of the Year Award, with strong statewide participation following nominations from 91 towns.

Now in its eighth year, the PIRSA-led award recognises towns that demonstrate agricultural leadership, innovation, and community strength. The 10 towns with the highest public votes will progress to the next stage, with finalists to be announced in mid-June before judging and site visits determine the overall winner later this year.

2027 Best Of Wine Tourism Awards

Nominations are open for the 2027 Best Of Wine Tourism Awards, offering South Australian wine tourism operators and producers the opportunity to gain international recognition through the Great Wine Capitals Global Network. The awards recognise excellence across seven categories, with local winners progressing to the global awards in Hawke's Bay, New Zealand.

Applications are also open for the Outbound Knowledge Exchange Bursary Program, supporting industry professionals to build international expertise. Entries for the awards close on 10 July 2026, and bursary applications close on 3 July 2026.



Government of South Australia
Cross Border Commissioner

Cross Border Commissioner Update- June 2026

This update covers activities undertaken in May and June 2026. I would like to take this opportunity to thank the Limestone Coast Local Government Association members for their ongoing dialogue and cooperation in many of the following activities.

South Australian / Victorian Chief Executive Officer (CEO) Local Government Cross Border Forum

We have rescheduled the LGA CEO Local Government Cross Border Forum in Naracoorte Lucindale (and surrounds) to 13/14 May 2026. Speakers and participants will include:

- PIRSA Deputy Chief Executive
- CEO of Regional Development Victoria
- Limestone Coast LGA (on tourism)
- Great Ocean Road Tourism
- SA Small and Family Business Commissioner and equivalent Victorian representation
- Forestry representatives from SA & Vic
- Livestock representatives from SA & Vic (TBC)
- Respective transport department representatives.

Australian Local Government Association (ALGA) Cross Border Commissioners' breakfast

The annual Cross Border Commissioner (CBC) breakfast is being held on Tuesday 23 June 2026 in Canberra, proceeding ALGA's regional council forum. Our guest speakers are:

- Pat Hetherington, Interim Coordinator-General, National Emergency Management Agency (NEMA)
- Lynda McAlary-Smith, Australian Small Business and Family Enterprise Ombudsman

National Emergency Management Agency- Operation Nexus

In early June I had the privilege of joining a small South Australian contingent at Operation Nexus in Canberra. Led by NEMA, the exercise focused on national responses when there are multiple events occurring at one time modelling simultaneous scenarios spanning health, nuclear, landslide, technology failure, flood, earthquake and other major incidents across the country. The exercise was the first time all offices of CBC's were invited and included specific cross border emergencies on the NT/ SA border and in the Riverland.

Submissions and Advocacy

In the latest period the Office of Cross Border Commissioner has presented to National Competition Council on their review of Mutual Recognition and provided a submission to the Murray Darling Basin Review



Government of South Australia

Cross Border Commissioner

Recent key meetings include presentations to Riverland Transition Planning Day, Limestone Coast Regional Workforce Forum, Border Rotary Clubs, Australian Emergency Recovery CEOs Forum (represented by CBC colleagues), Infrastructure Australia, Minister Scriven's Forestry Fuel Roundtable, joint meetings with South Australia Forest Products Association and Victorian Forest Products Association, APY Executive Board and various Ministers associated with country cabinet.

I look forward to working with you in 2026/27 year and would be pleased to answer any questions in relation to this information, and/or any cross border matters.

Document Information

Date	Topic	Author
19/06/2026	Cross Border Commissioner Update- Limestone Coast Local Government Association	Kelly-Anne Saffin- Cross Border Commissioner (South Australia)

Mount Gambier Campus Update

June 2026

The second quarter of the year has presented a number of opportunities to be out amongst our regional community and engaging with key stakeholders. I have enjoyed talking with prospective students (young and old) about the programs Adelaide University offers locally, across our metropolitan campuses and through AU Online. I also took the opportunity to attend the Green Triangle Local Jobs Workforce Summit and the Limestone Coast Community Services Roundtable to get a better understanding of the future skilled workforce needs for our region.

Back on campus we have welcomed students from the Limestone Coast Technical College looking at higher education pathways, those participating in this year's GRIP Leadership Conference, and even some educators from one of our local high schools to learn about Adelaide University's Common Core – a suite of interdisciplinary courses designed to prepare our graduates with transferable skills employers value most.

We have welcomed visits from the College of Science and College of Engineering, presenting an opportunity for the respective Pro Vice Chancellors and their Deans to engage directly with our local businesses, land managers and service providers through round table discussions and engagement out on site. We look forward to many more conversations around education and research partnerships across our region.

On May 14th and 15th we held the inaugural Annual Forestry Centre of Excellence Showcase, welcoming over 120 guests to explore forestry field trials and new technologies at the Lakes Reserve, followed by a day at the Mount Gambier Campus and Forestry Centre of Excellence listening to researchers and guest speakers from all over the country, including some international renowned researchers. We welcomed The Premier of South Australia, Peter Malinauskas MP, and Minister for Primary Industries and Regional Development and Minister for Forest Industries, the Hon Clare Scriven MLC, to celebrate the opening of the Forestry Centre of Excellence and the inaugural showcase. The Premier specifically thanked Dr Jim O'Hehir for his tireless efforts over the years to realise the opportunity together with the State Government, University and the industry.

For our local students we have been sympathetic to the current cost of living pressures including the heightened cost of fuel. We have supported students travelling significant distances to attend lectures, workshops and clinicals through partial reimbursement of fuel expenses, providing meals and snacks in our student kitchen, and developing a broadened loan laptop scheme.

We celebrate the success of a local alumni and previous Mount Gambier Campus staff member, Lucy Mears, recently recognised at the 2026 South Australian Nursing and Midwifery Excellence Awards as the winner of the Excellence in Leadership – Emerging Leader. Lucy was deservedly recognised for her outstanding leadership in emergency care and her tireless efforts to develop safer, evidence-based trauma processes for regional patients.

Finally, a few staffing changes means we farewell some but will welcome new faces, including a new Children's University Regional Engagement Officer, onsite Counsellor, and Regional Student Support Officer.

Please note the annual Mount Gambier Campus Open Day, will be held on Sunday 9 August 10am-2pm.

Peta Crewe,
Regional Director Mount Gambier
15/06/2026
peta.crewe@adelaide.edu.au
0466 197 146

DRAFT

MAY 2026

LIMESTONE COAST REGIONAL CONNECTIVE TRAILS STRATEGY CONSULTATION SUMMARY



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Date	Details	Editor
21/05/2026	Consultation Summary May 2026 - Draft	Neil Tredwell

Disclaimer

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01 Consultation Approach

Project Background

A network of connected shared-use trails across the Limestone Coast would unlock the region's natural, historical, and cultural assets by linking them through a coordinated system of walking, cycling, driving, and multi-day touring routes.

This network has the potential to transform the visitor journey from a series of isolated attractions into a cohesive regional experience, with uninterrupted trails that encourage deeper exploration of the Limestone Coast.

The Limestone Coast Connective Trails Strategy seeks to provide a clear and coordinated framework for the development and enhancement of the region's trail network. This includes reviewing existing strategies, identifying opportunities to improve and expand the network, and recognising both the opportunities and constraints associated with trail-based activities. The strategy also draws on economic profiling and investment analysis to support tourism and visitor growth, while aligning with relevant State and Commonwealth Government policies. A key outcome is the consolidation of existing information into a clear and accessible document to support future investment in the detailed design and delivery of agreed uninterrupted routes across the region.

Central to this project is the promotion of community recreation alongside the maximisation of tourism and economic opportunities. Trail-based activities such as walking, running, cycling, and mountain biking are highly popular forms of recreation and are often linked to broader tourism experiences, including scenic drive routes. These activities consistently rank among the most common forms of physical activity undertaken by Australians, with participants frequently willing to travel considerable distances to access high-quality trail experiences.

The continued growth in participation in trail-based recreation presents a significant opportunity for the Limestone Coast to leverage its natural environment, supporting both community wellbeing and regional tourism through a well-planned and connected trail network.

The social, environmental, cultural, and transport benefits of trails are well documented and, in most cases, outweigh the associated challenges. However, it remains important to acknowledge and appropriately address these considerations as part of the planning process.

Stakeholder engagement is a critical component of the strategy, ensuring that a broad range of perspectives are considered and that the outcomes reflect the needs and aspirations of the community. This will be essential in building support and ensuring the long-term success of the project.

01 Consultation Approach

Consultation Process

An important component of the Strategy development is consulting with key stakeholders across the Limestone Coast Region. A week long visit was conducted from the 27th April to the 1st May 2026. This enabled the project manager to meet with each of the six constituent Councils face to face during the visit. The approach, which was determined by each Council, varied with some preferring a meeting with relevant Council staff and others opting for a workshop format.

The Project Manager was able to meet with a number of key stakeholders too which included representation from the tourism sector, Government and the wine industry. Along with visits to key sites and trail heads across the region. Additional key stakeholder were also provided with an opportunity to input into the process.



PROJECT BACKGROUND

Tredwell Management Services is working with the Limestone Coast Local Government Association to develop an innovative Regional Trails Strategy to guide the long-term planning, management and connectivity of recreational trails across the region. The strategy aims to create a coordinated network of shared-use trails that link key natural, historical and cultural assets, transforming the visitor experience into a cohesive regional journey.

It will review existing strategies, identify opportunities for new and improved trails, and assess key barriers to development. Supported by economic analysis, the strategy will help attract funding and investment, enabling the delivery of priority trail projects and strengthening tourism outcomes across the Limestone Coast.

PROJECT APPROACH

- Project Start-up and Background Research
- Key Stakeholder Engagement
- Issues and Opportunities Analysis
- Economic Profiling and Investment Analysis
- Draft Limestone Coast Connective Trails Strategy
- Final Strategy, Funding Pathways & Handover

CONSULTATION PROCESS

Stakeholder consultation for the project will include:

- Interviews with key stakeholders
- Meetings with Council representatives
- Summary of consultation findings

KEY STAKEHOLDER WORKSHOP

We are seeking to collaborate with key stakeholders to inform the development of the Limestone Coast Connective Trails Strategy:

Date: Tuesday 28 April, 2026
Time: 10:00am - 12:00pm
Location: Robe Council Chambers
 3 Royal Circus, Robe
RSVP: admin@tredwell.com.au

FURTHER INFORMATION

For any further information or inquires please email admin@tredwell.com.au or phone (08) 8234 6387.



Image: Project Information Flyer distributed to key stakeholders.

01 Consultation Approach



Images: Kingston Jetty and Foreshore Shared Use Path



Images: Robe Coastal Walk



Images: Mount Gambier Rail Trail and Blue Lake

01 Consultation Approach



Images: Little Blue Lake and Port MacDonnell



Images: Naracoorte Caves National Park



Images: Bordertown to Mundulla Path

02 Consultation with Councils

Kingston District Council

27 April 2026

Attendees:

- Amelia Peters, Executive Assistant, Kingston DC
- Kristen Wilks, Community Development, Kingston DC
- Neil Tredwell, Tredwell Management

Apologies:

- Ian Hart, CEO, Kingston DC
- Aidan Power, Consultant, Tredwell Management

Key Items Discussed:

- No trail related projects within the current Strategic Plan
- Cape Jaffa to Kingston accessible by bike
- Coast to Caves project has been proposed previously Kingston to Naracoorte via Lucindale along the old railway corridor
- There is an existing shared use path from Kingston township to Pinks Beach which is popular with locals and visitors, Potential to extend this to Rose Town.
- Council has limited financial capacity to contribute to the development of trails
- Kingston Parkrun is popular with over 100 participants over summer
- Opportunity to link the three wineries (cellar doors) on Limestone Coast Road
- Heritage Lighthouse is a popular attraction in Kingston
- The Granites north of Kingston is popular for four wheel driving
- Fishing at Cape Jaffa is popular
- No formal walking/cycling clubs (except for Parkrun)
- Four wheel driving is popular Robe/Beachport, the Granites, Salt Creek
- Main visitor types are families and retirees
- Kingston gets a lot of overflow visitors from Robe
- Gather Round increases visitation significantly
- A lot of people drive from Melbourne to Adelaide along the coastal route
- Seafood (fish, lobsters) are an attraction
- Local children ride bikes often and the pump track is popular
- Signage for existing trails/paths is an opportunity e.g. the Shared Use Path
- DC Kingston terrain is relatively flat.
- Mt Scott Conservation Park is popular with birdwatchers including the rare Mallee Fowl
- Jip Jip Conservation Park is popular for its ancient natural rock formations

02 Consultation with Councils

District Council of Robe

28 April 2026

Attendees:

- Nat Traeger, CEO, DC of Robe
- Robe Trails Project Team Members
- Various Community Representatives
- Neil Tredwell, Tredwell Management
- Aidan Power, Tredwell Management

General Comments/Notes:

- Safer trails for cycling
- Community development around trails
- Mountain bike tours:
 - Kylie Peel
 - <https://www.tracx.com.au/>
 - Just been awarded a grant (Ageing fund) to get e-bikes
 - Use Coastal Trail and Beacon Hill
- A want to get younger demographics into trails (Strategy will explore promotion, marketing, trail market and visitor market)
- Canoe trails – apart from lake it may be difficult to establish and it is seasonal

What's working well:

- Captive audience
- High tourism rates
- Guide enthusiasm into trails
- Huge range of natural resources and diverse/unique attractions
- Each region has a unique drawcard/selling point
- New 4wd map/route
- Local planning group is working well
- Shorter sight-seeing trails
- Beacon Hill area (trail counter records 2500 users per month)
- Robe has an information centre
- Local group planning and implementation process is working well. Locally led and interactive
- Cliff Walk
- Mountain bike trails
- Little Dip Conservation Park walks
- Robe Coastal Trail – Obelisk to Long Beach is good. Obelisk to West Beach is poor
- Some signage such as town Coastal Trail
- Walks/rides starting from Robe town centre
- Robe itself is a drawcard
- New 4WD map from Robe to Beachport

What's not working well:

- Lack of loop trail, more one way
- More trail markers, time and distance (tracking system)

02 Consultation with Councils

- Robe Mountain Bike Association signs hard to understand for walkers, where to go etc.
- Longer trails missing (overnight hikes and trails)
- Visual illustration
- Longer trails for e-bikes
- Mount Benson Wine Region – tasting trails with nature walks
- More interactive, storytelling, entertainment, local history, education, conservation, preservation
- Maintenance issues on existing tracks and trails
- Accessibility trails
- Regional links
- Marketing
- Cliff walk – West Beach to Long Beach
- Bush walking
- Families needing more educational tools to keep kids engaged
- Funding
- Volunteer support groups
- Missing link of Coastal Trail
- Missing – information readily available on existing trails
- Circular loop around Robe
- Beach Access – First Ramp, Third Ramp
- Additional Coastal Trails – noting process and environmental considerations involved
- Interpretation i.e. native species, First Nations
- Longer overnight trails, incorporate wine regions, Camel Farm
- Trails other than bitumen along town coastline
- Willingness to develop trails for bushwalking, not merely short sightseeing walks
- DEW/NP support similar to many other parks with trails for education, fitness and mental health
- Supportive information about local area, history, plants, birds, beaches, environmental issues and management.
- Walking trails are missing while 4WD is alive and well.

One uninterrupted route (where should it go):

- Great South West Walk to Murrylands River Trail
- Walking stories link
- Kingston to Naracoorte to Penola to Mt Gambier (connecting smaller towns but form a broader loop)
- Coastal Trail (most scenic) – Inland trail could be easier to develop
- The Golden Trail – link to Vicotria
- Robe – Port MacDonnell – Mt Gambier – Millicent
- Coastal Trail – Kingston to Port MacDonnell
- Limestone Coast – Kingston to Naracoorte (Rail Trail) and Naracoorte to Penola Rail Trail
- Penola to Mount Gambier Forest Trail
- Mount Gambier to Port MacDonnell Caves Trail
- Port MacDonnell back to Kingston
- Coast to Caves
- Coast to Wineries
- Connect Great South West Walk to Murray Coorong Trail

02 Consultation with Councils

- Robe to Beachport Coast Trail – dedicated tracks over headlands from one beach to the next
- Naracoorte to Kingston Rail Trail and incorporate Kingston to Robe Coast Trail via Cape Jaffa, Wright's Bay

Which natural or Cultural assets are not currently linked but should be:

- Lakes and Drainage network and its history, including canoe trails
- Golden Trail - Chinese migration
- Alexander Tolmer history
- Little Dip Conservation Park walks, 4WD tracks. DEW and community managed
- Long Beach walk and drive trails
- Cliff Walk links, accessible from West Beach to Long Beach "Walks Robes Drains"
- Regional Links – 2,500km trails via drain network North/South and East/West. Include history, eco-system, restoration
- First Nations – bring in early and work together
- Link Coastal Lakes
- Lake Hawdon South Conservation Park - thrombolites
- Bike paths alongside major roads when redeveloping them
- Canoe Trails – Drain L
- Robe – dirt road links to outer areas of Robe for long distance cycling trails

Where could trails significantly extend visitor stay or increase dispersal across the region:

- More walks
- Linking into local experiences
- Three day trail guide – town, National Parks, Bikes
- Organised tours
- Carpenter Rocks
- Small Rural businesses e.g. wineries, Wagyu, Barra Farm, B&Bs
- Walking trails could attract people in cooler parts of the year
- Naracoorte to Kingston Rail Trail and incorporate Kingston to Robe Coastal Trail via

02 Consultation with Councils

District Council of Grant

29 April 2026

Attendees:

- Garry Button, Chief Executive Officer, DC Grant
- Rebecca Perkin, Manager Strategy and Growth, DC Grant
- Tony Elletson, DC Grant
- Neil Tredwell, Tredwell Management

Apologies:

- Aidan Power, Consultant, Tredwell Management

Key Items Discussed:

- Key opportunity to connect Mount Schank – Little Blue Lake – Mt Gambier and other sink holes (a concurrent project is being developed for Little Blue Lake and connecting local sink holes)
- Plentiful unmade road reserves throughout the LGA
- Aussie Camino Trail traverses the LGA, it is mapped and used frequently, have had requests for wayfinding signage, shade and water
- Accessibility is important, need to provide trail experiences for all abilities
- Potential to create a link from Tarpeena to the Airport
- Speak with Sharon Holmes a local cycling advocate with extensive knowledge of cycling opportunities within the region.

02 Consultation with Councils

City of Mt Gambier

29 April 2026

Attendees:

- Elisa Solly, Strategic Development & Recreation Coordinator, City of Mount Gambier
- Charlotte Edmunds, Executive Officer, LCLGA
- Neil Tredwell, Managing Director, Tredwell Management
- Aidan Power, Consultant, Tredwell Management (joined via Teams)

General Discussion:

- Tredwell want to identify key themes of each of the areas Limestone Coast Council areas
- Mt Gambier Rail Trail has been very successful:
 - Construction had contamination issues. Required a skin of 600mm
 - Licence agreement with DIT (9-year licence)
 - Council interested in purchasing land behind Hastings Cuninghame Reserve – but would require approx. \$800k investigation into site suitability/contamination
 - Follows Rail to 141, then to highway, then to the Lakes Sports Park
- Master Plans:
 - Shared-use path master plan recently completed
- A lot of heavy vehicles with-in the region (danger for cyclists)
- Biosecurity (risks from Victoria) would require bio stations
- Geo-parks are popular (refer to how this is done in Victoria) i.e. Kanawinka Geopark
- Community Groups:
 - Mountain bike club - Shane DeJong (Runs Blue Lake Cycles)
 - Park Run around the Blue Lake
- Issues with Mountain Bikers developing ad-hoc trails around the Crater Lakes area
- Amanda – tourism contact for Mt Gambier – to be passed on to Tredwell.

Mt Gambier Attractions/Opportunities:

- Volcanic aspect
- Crater Lakes
 - Crater Lakes trail plan has been completed a number of years ago
 - Signage is very poor and would be first stage
- Mountain Biking and gravel riding
- Mt Schank to Mt Gambier link
- Link to greater regions sink holes
- Rail trail extension through to other areas/adjoining LGAs
- Making lakes more accessible
 - Connect with CBD
 - Walk around the Blue lake takes 40mins
- Consider the influence of Instagram and the attraction of younger generations/visitors
- Forest walks – Ghost Mushrooms

02 Consultation with Councils

Naracoorte Lucindale Council

30 April 2026

Attendees:

- Kelly Westall, Chief Executive Officer, Naracoorte Lucindale Council
- Paul McRostie, Planning Manager, Naracoorte Lucindale Council
- Neil Tredwell, Tredwell Management

Apologies:

- Aidan Power, Consultant, Tredwell Management

Key Items Discussed:

- Recently connected Naracoorte township (Memorial Oval) to Naracoorte Caves NP, shared use trail 14.1km, no connection to Coonawarra
- Potential link from Frances to Bordertown
- Caves to Coast Trail concept from Naracoorte to Kingston via Lucindale – scenic landscapes throughout
- DIT are an important stakeholder as they control all of the former railway line corridors
- Bates Lane – used for walking
- Bool Lagoon is untapped, existing boardwalk is closed due to poor condition
- Potential to link Naracoorte to Bordertown along the old railway corridor via Kybybolite and Frances
- Potential to link Naracoorte to Penola/Coonawarra with a spur trail to Bool Lagoon
- Apsley to Edenhope linkage has potential
- Free camping is popular at Cockatoo Lakes

02 Consultation with Councils

Tatiara District Council

1 May 2026

Attendees:

- Kelly Hutchinson, Communications & Economic Development Officer, Tatiara District Council
- Neil Tredwell, Tredwell Management

Apologies:

- Aidan Power, Consultant, Tredwell Management

Key Items Discussed:

- Limited trail opportunities within the LGA
- Not any funds available to commit/invest in Regional Trails
- There is a shared use path that is being developed that will ultimately connect Bordertown and Mundulla
- Council has a footpath plan
- Dukes Highway provides many visitors however most stop over for a break/lunch/dinner. Events such as Gather Round, Easter and School Holidays are the busiest periods
- Looking into Park-run but don't currently have one
- Speedway has been recently upgraded
- Tatiara Kart Club is an excellent facility and host events
- Keith has the Diesel and Dirt event
- The Border Track is popular with four wheel drivers
- Ngarkat National Park is popular with four wheel drivers and off road motorcyclists, although Council doesn't have much involvement
- The Mount Monster Conservation Park Walking Trail
- The Gold Escort Route is a driving trail
- Have nominated for the Tour Down Under
- A local cycling group holds an annual cycling ride from Kingston to Bordertown

03 Consultation with Key Stakeholders

Office for Recreation, Sport and Racing (ORSR)

6 May 2026

Attendees:

- Martin Govett (ORSR)
- Ashley Baker-Finch (ORSR)
- Sarah Horgan (ORSR)
- Neil Tredwell, Tredwell
- Aidan Power, Tredwell

General Discussion:

- ORSR Funding:
 - ORSR funds approximately 1-2 trails each year and 6 trails in total?
 - Funding seems to be allocated to well considered and planned trail projects
- Other funding opportunities:
 - Tourism commission
 - Regional funding opportunities
- ORSR have not had much involvement in trail planning but do occasionally come in later with usage Bike SA (mostly mountain biking related)
- Technology advancements in areas such as people counters, strava heat maps.
- The more data driven information that can be collected can help with funding and investment

Actions:

- Review Limestone Coast Regional Plan in context of Greater Adelaide Regional Plan
- Align with ORSR Strategic Plan

03 Consultation with Key Stakeholders

Limestone Coast Grape and Wine Council

21 April 2026

Attendees

- Edward Cavanagh – Limestone Coast Grape and Wine Council
- Charlotte Edmunds– LCLGA
- Neil Tredwell - Tredwell
- Aidan Power - Tredwell

General

- Some Coonawarra Wineries are not directly adjacent the rail trail
- A focus on longer strategic connections rather than shorter loops/walks
- Mobile reception is poor in the area
- Visitor data indicated an increase in visitation to the overall region – not fully aware as to why. Most visitors from Victoria/Adelaide. Even though more people coming through less people undertaking traditional winery door visits.

Wine industry

- Seeing an overall lower consumption of wine (including baby boomers)
- People visiting the area for reasons other than wine
- Attracting people to the region would benefit the wineries
- Wineries:
 - Padthaway – 2
 - Wrattobully – 2?
 - Naracoorte – 0
 - Coonawarra – contains the most cellar doors that are the most accessible. Makes the most sense for connecting via walking / cycling
 - Mt Gambier – no
 - Other – no (20km apart)
- Wineries – gain support by advertising it to them as direct to consumer
- Very sensitive regarding border and Phylloxera wineries (in Victoria). The region has heightened biosecurity (trucks, workers, people). Need to consider how to eliminate/ reduce disease entry into region that could destroy the industry. Spread by boots (footware) or machinery. Lives in the roots of the plants.
 - Have in past had footbaths at events (runs etc.)
 - Encouraging people to stay on the path and not walk into vineyards.
 - Die back station potential
 - Vine Health – may be beneficial to talk to them.
 - See also tone from Edwards Letters. Edward also offered to write a letter in support of the project
- CONFIDENTIAL: Potentially decommission Yalumba and Katnook cellar door's. Located next door to one another. There is a mix of corporate wineries, those that are privately/family owned and one owned by a syndicate?
- Struggling to break even – even the more successful wineries. People not happy to pay more at cellar door over supermarket etc.
- What can we do to increase visitation to wine

03 Consultation with Key Stakeholders

- Having a resource that wineries can point to on websites etc. showing that there is more to do and see. Increase overnight stays.
- Rail trail pitfall is that the wineries only along the corridor are benefitting
- Proximity between vineyards can be overcome with bikes
- Consider Margaret River model which focuses on family offerings such as mazes, playgrounds etc.
- Woof and Wine walking event is a recent initiative – very successful. Great impact from a social media perspective.
- Edward can put Tredwell in touch with regional wine areas, tour operators (Simon and Kerry Meers) they provide winery tours and camping and diversifying the experience.

Trails

- Capitalise on the railtrails or existing trails.
- Winter months not used as often. No data collected – however has noticed more popular using them than anticipated. Not as popular as the McClaren Vale Trail and Riesling Trail.
- No tour operators operating on formal trails – feel they are lacking in this area. Not busy enough to have a competitive offering and there are limited imaginative tour operators
- Raise the profile of existing trails and get more activation and interest
- Not heard any news regarding the extension of the Rail Trail
- Lots of locals use the rail trail.

03 Consultation with Key Stakeholders

Kate Napper, Regional Tourism Manager

28 April 2026

General Discussion:

- Opportunity from Cruise Ships docking in Robe - potential to offer day trips from Portland also which is a thriving cruise port.
- Drive Trails including Melbourne to Adelaide Touring Route, Southern Ocean Drive
- Destination Management Plan – talks about a Regional Trail Network as a regionally significant project
- Refer to the Experience Development Focus Appendix within the DMP including Nature and Place; Food, Wine & Drink; Events & Festivals
- Capitalize on Naracoorte Caves National Park and World Heritage status, the park includes existing trails and a trail from Naracoorte to the Caves, local caravan park has sought funding for new e-bikes. Also the most booked tourism experience in the Limestone Coast
- Lighthouse Tourism is an opportunity
- Aussie Camino Trail is a significant opportunity including improved wayfinding signage and promotion/marketing. The Way to St James Cygnet Tasmania
<https://www.waytostjames.com.au/>
- Need to consider what Wattle Range Council are doing despite them not being a current LCLGA member. Emma Clay is the contact person from Council
- South West Victoria is the biggest interstate market for the Limestone Coast
- Build on events including Woof and Wine <https://coonawarrawalkingtrail.com.au/woof-wine/> ; Coonawarra; Robe Run <https://www.adelaidetrailrunners.com.au/roberun>

03 Consultation with Key Stakeholders

Naracoorte Caves National Park

30 April 2026

Attendees

- Thomas Shortt, Site Manager, Naracoorte & Tantanoola Caves, Limestone Coast Region | National Parks and Wildlife Service South Australia, Department for Environment and Water
- Neil Tredwell, Managing Director, Tredwell Management

Key Points:

- There is a shared use trail from the Naracoorte township to the Naracoorte Caves National Park however the vast majority of visitors drive to the Caves
- Records fee paying visitors but to visitors who don't do a tour
- 70% of visitors come from Adelaide or Melbourne, 7% are international
- There is a class 1 trail in the park the Roof Top Walk, 800m in length and includes new interpretation signage and is free to use
- Campers who stay on site like the walks in the park
- There is diverse wildlife in the park, particularly birds
- All trails within the park are easy to moderate difficulty level
- There has been an annual trail run in the park since 2019 (except 2020 during Covid)
- The Naracoorte Caves is the only World Heritage Site in SA at the current time, noting the Flinders Ranges will become a World Heritage Site
- Visitors have various interests, some are science based, general interest in caves or come from an education institution/school
- Would support and extension of the rail trail from Wattle Range Council through to Naracoorte with a connection/link to the park
- There is as part of the visitor strategy a plan to increase visitation to what is an established opportunity within the Limestone Coast Region
- The interpretation centre within the park provides information on the World Heritage Status
- School Holidays, Easter and Christmas to New Years are the most popular times
- Dec/Jan and April School Holidays are most busiest
- Most visitors stay in Naracoorte or Mount Gambier
- Accommodation options are limited in Mount Gambier
- Bool Lagoon – boardwalk is now closed
- Hacks Lagoon is a small lagoon and does fill up frequently
- Tantanoola Caves is a small site
- Struan House – a heritage building on site has an undecided future
- Potential for clamping and pod accommodation

03 Consultation with Key Stakeholders

Walk the Limestone Coast and Naracoorte Homestead

30 April 2026

Attendees

- Natasha Dawson, Owner, Walk the Limestone Coast
- Natasha Biggins, Owner, Naracoorte Homestead
- Neil Tredwell, Managing Director, Tredwell Management

Key Points:

- Aussie Camino Walk is conducted four times per year for a max of 8 walkers
<https://www.walkthelimestonecoast.com.au/aussie-camino/>
- It starts in Port MacDonnell and finishes in Penola passing through three LGAs (DC Grant, City of Mount Gambier and Wattle Range) – SA section of the trail
- Only a hard copy map is available
- Some sections are overgrown and require maintenance
- The Victorian section is along the Great South Walk and a
- SA section represents a “real” Camino
- Needs improved Waymarking (e.g. markers)
- Councils need to adopt and promote the trail
- Accommodation is provided at various locations along the trail including Mount Gambier, Mingbool, Kalangadoo
- Typical walker is female aged between 40 and 80
- Opportunity to develop an Heritage/Historic Homes Drive Trail through SA and Vic
- Bool Lagoon has potential for increased trail tourism
- Contact Steve Bourne, Landscapes SA regarding Naracoorte to Naracoorte Caves Walk

04 Consultation Findings

Summary of Findings

Overall Themes

Stakeholders consistently emphasised the region’s strong natural assets, tourism potential, and community appetite for improved trail experiences. The project brief notes that a connected network would “*transform the visitor journey from a series of isolated attractions into a cohesive regional experience*”. Across councils and sectors, there is clear support for regional-scale connections, activation of existing trails, and better signage, maintenance and marketing.

Key Opportunities

1. Regional Spine & Strategic Connections

- Strong support for Naracoorte–Kingston (Rail Trail), Naracoorte–Penola/Coonawarra, and Mount Gambier–Port MacDonnell–Robe connections.
- Robe stakeholders proposed a full regional loop: “*Kingston to Naracoorte to Penola to Mt Gambier*” (DC Robe).
- Opportunities to link iconic assets:
 - Naracoorte Caves World Heritage Site (“*the most booked tourism experience in the Limestone Coast*”).
 - Crater Lakes, Little Blue Lake, sinkholes, Bool Lagoon, coastal landscapes, wine regions.

2. Tourism & Experience Development

- Cruise ship day-trip potential from Robe.
- Lighthouse tourism, heritage/historic homes drive trails, and nature-based experiences.
- Events such as Woof & Wine, Robe Run, and trail runs at Naracoorte Caves provide activation platforms.

3. Wine & Food Trails

- Coonawarra most suitable for walking/cycling access; wineries see value in trails that increase visitation and overnight stays.
- Potential for family-friendly offerings (Margaret River model).
- Need to manage biosecurity risks (phylloxera).

4. Adventure & Niche Markets

- Mountain biking (Robe, Mount Gambier), gravel riding, canoe trails (drain network), and long-distance walking (Aussie Camino).
- Geo-park potential (Kanawinka model).

04 Consultation Findings

Key Barriers & Constraints

1. Funding & Resourcing

- Several councils (e.g., Kingston, Tatiara, Grant) have limited financial capacity.
- ORSR funds only “1–2 trails each year” (ORSR meeting).

2. Biosecurity

- High sensitivity around vineyard access; risk of phylloxera spread “by boots or machinery” (Wine Council).

3. Infrastructure Gaps

- Poor signage, limited wayfinding, and maintenance issues (Robe, Aussie Camino).
- Lack of loop trails; many one-way routes.
- Bool Lagoon boardwalk closed.

4. Governance & Land Tenure

- DIT control of former rail corridors is a major dependency.
- Need for councils to formally adopt and promote trails (Aussie Camino).

5. Market Limitations

- Limited tour operators; low winter usage; mobile reception issues in wine regions.

Dependencies & Enablers

- Alignment with ORSR Strategic Plan and Limestone Coast Regional Plan.
- Collaboration with DEW/NPWS, DIT, Vine Health, tourism bodies, and local cycling/walking groups.
- Data collection (counters, Strava heat maps) to support funding bids.
- Regional marketing and consistent trail information.

04 Consultation Findings

Early 'Quick Wins'

1. Signage & Wayfinding Upgrades

- Improve trail markers, distances, time estimates (Robe, Camino, Caves).
- Enhance visibility of existing shared-use paths (e.g., Kingston–Pinks Beach).

2. Trail Activation & Promotion

- Promote existing rail trails, coastal walks, and Naracoorte Caves trails.
- Develop simple three-day trail itineraries (Robe suggestion).
- Provide wineries with a digital resource showcasing trail-linked experiences.

3. Maintenance & Minor Enhancements

- Clear overgrown sections of the Aussie Camino.
- Address small but high-impact maintenance issues (e.g., Robe Coastal Trail sections).

4. Low-cost Connectivity

- Use unmade road reserves (DC Grant) for interim cycling/walking links.
- Strengthen links to existing attractions (e.g., Mount Schank–Little Blue Lake).

5. Stakeholder Coordination

- Engage Vine Health early on biosecurity protocols.
- Reconnect with Wattle Range Council for cross-border trail continuity.

LIMESTONE COAST LOCAL GOVERNMENT ASSOC
Level 1
9 Bay Road
Mount Gambier SA 5290

Profit & Loss Consolidated

July 2025 To 09 May 2026

ADOPTED BUDGET 25/26		ACTUAL YTD	BUDGET REVIEW 1	BUDGET REVIEW 2	BUDGET REVIEW 3	BUDGET REVIEW 4	\$ DIFFERENCE	NOTES
	INCOME							
\$95,016.84	City of Mount Gambier	\$95,017.00	\$95,016.84	\$95,016.84	\$95,016.84	\$95,016.84	\$0.00	
\$46,419.90	District Council of Grant	\$46,420.00	\$46,419.90	\$46,419.90	\$46,419.90	\$46,419.90	\$0.00	
\$0.00	Wattle Range Council	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
\$52,167.14	Naracoorte Lucindale Council	\$52,167.00	\$52,167.14	\$52,167.14	\$52,167.14	\$52,167.14	\$0.00	
\$20,455.23	District Council of Robe	\$20,455.00	\$20,455.23	\$20,455.23	\$20,455.23	\$20,455.23	\$0.00	
\$45,019.39	District Council of Tatiara	\$45,019.00	\$45,019.39	\$45,019.39	\$45,019.39	\$45,019.39	\$0.00	
\$23,261.51	District Council of Kingston	\$23,262.00	\$23,261.51	\$23,261.51	\$23,261.51	\$23,261.51	\$0.00	
\$82,261.00	SA Tourism Commission	\$82,261.00	\$82,261.00	\$82,261.00	\$82,261.00	\$82,261.00	\$0.00	
\$0.00	LGA SA	\$36,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$0.00	
\$0.00	Interest	\$15,022.84	\$7,600.00	\$14,000.00	\$15,250.00	\$17,000.00	(\$1,750.00)	Expected increase interest rates.
\$0.00	Sundry Income	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$0.00	
\$0.00	Participant Contribution	(\$36.36)	\$0.00	\$0.00	(\$36.36)	(\$2,166.36)	\$2,130.00	W/Of unpaid sports academy debts to clear accounts now transferred.
\$364,601.00	Total INCOME	\$418,737.48	\$415,351.00	\$421,751.00	\$422,964.64	\$422,584.64	\$380.00	
	EXPENSES							
\$15,000.00	Audit & Accountants Fees	\$9,013.16	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	
\$250.00	Bank Fees	\$193.63	\$250.00	\$250.00	\$250.00	\$250.00	\$0.00	
\$3,000.00	Computing & IT	\$9,508.73	\$8,800.00	\$11,000.00	\$11,000.00	\$11,000.00	\$0.00	
\$32,000.00	Consultancy	\$29,742.48	\$94,000.00	\$94,000.00	\$94,000.00	\$92,000.00	\$2,000.00	Anticipated Savings in Consultancy Costs
\$0.00	Occupancy	\$2,543.67	\$2,600.67	\$2,600.67	\$2,600.67	\$2,600.67	\$0.00	
\$5,000.00	Governance	\$8,322.33	\$10,800.00	\$10,800.00	\$10,800.00	\$10,800.00	\$0.00	
\$5,000.00	Insurances	\$16,871.08	\$16,871.11	\$16,871.11	\$16,871.11	\$16,871.11	\$0.00	
\$2,000.00	Meeting Expenses	\$2,424.45	\$2,000.00	\$1,500.00	\$2,583.54	\$2,583.54	\$0.00	
\$0.00	Miscellaneous Expenses	\$6.27	\$500.00	\$50.00	\$50.00	\$50.00	\$0.00	
\$0.00	Postage	\$340.98	\$150.00	\$150.00	\$150.00	\$340.98	(\$190.98)	Post Office Box Rental x 2 Years
\$1,000.00	Printing/Stationery	\$1,748.16	\$1,000.00	\$750.00	\$750.00	\$1,748.16	(\$998.16)	Strategic Plan Artwork & Pre-Election Advocacy Document Printing.
\$1,700.00	Subscriptions	\$2,104.27	\$1,700.00	\$2,200.00	\$2,200.00	\$2,200.00	\$0.00	
\$2,000.00	Telephones	\$1,771.81	\$2,000.00	\$1,850.00	\$1,850.00	\$1,850.00	\$0.00	
\$1,000.00	Training	\$288.09	\$1,000.00	\$1,000.00	\$750.00	\$750.00	\$0.00	
\$3,000.00	Travel/Accommodation/Meals	\$1,454.57	\$3,000.00	\$1,000.00	\$1,500.00	\$1,500.00	\$0.00	
\$5,000.00	Vehicles - Fuel	\$2,472.42	\$5,000.00	\$2,156.46	\$2,156.46	\$3,000.00	(\$843.54)	Increase in fuel costs.
\$22,000.00	Vehicles - Leasing	\$23,103.15	\$22,000.00	\$24,843.54	\$24,843.54	\$24,843.54	\$0.00	
\$500.00	Vehicles - Repairs/Maintenance	\$0.00	\$500.00	\$500.00	\$500.00	\$0.00	\$500.00	
\$215,400.00	Wages	\$207,293.74	\$234,929.27	\$242,000.00	\$242,000.00	\$242,000.00	\$0.00	
\$25,200.00	Wages - Superannuation	\$25,565.36	\$27,543.51	\$30,000.00	\$30,000.00	\$30,000.00	\$0.00	
\$9,996.00	Wages - Workcover	\$689.54	\$1,500.00	\$1,500.00	\$689.54	\$689.54	\$0.00	
\$5,000.00	Wages - FBT	\$6,819.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00	
\$5,250.00	Wage - Accruals	\$0.00	\$5,250.00	\$5,250.00	\$5,250.00	\$5,250.00	\$0.00	
\$5,305.00	6. Governance & Collaboration	\$2,850.12	\$5,305.00	\$5,305.00	\$5,305.00	\$5,305.00	\$0.00	
\$0.00	8. Promote Value of Tourism	\$500.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$0.00	
\$0.00	LCRSA	\$46,625.84	\$46,100.39	\$46,100.39	\$46,625.84	\$46,625.84	\$0.00	
\$0.00	Relocation Costs / Restructure	\$17,435.40	\$20,000.00	\$17,500.00	\$17,435.40	\$17,435.40	\$0.00	
\$364,601.00	Total EXPENSES	\$419,688.25	\$538,799.95	\$545,177.17	\$546,161.10	\$545,693.78	\$467.32	
\$0.00	Operating Profit	(\$950.77)	(\$123,448.95)	(\$123,426.17)	(\$123,196.46)	(\$123,109.14)	(\$87.32)	

Wages		\$132,488.96	\$16,599.29	\$0.00	\$0.00	\$0.00
	5/01/2026	\$8,276.92	\$996.23			
	19/01/2026	\$8,276.92	\$996.23			
	2/02/2026	\$8,276.92	\$996.23			
	16/02/2026	\$8,276.92	\$996.23			
	2/03/2026	\$8,276.92	\$996.23			
	16/03/2026	\$8,276.92	\$996.23			
	30/03/2026	\$8,276.92	\$996.23			
	13/04/2026	\$8,276.92	\$996.23			
	27/04/2026	\$8,276.92	\$996.23			
	11/05/2026	\$8,276.92	\$996.23			
	25/05/2026	\$8,276.92	\$996.23			
	8/06/2026	\$8,276.92	\$996.23			
	22/06/2026	\$8,276.92	\$996.23	\$4,138.46	\$498.12	\$2,069.23
		\$240,088.92	\$29,550.28	\$4,138.46	\$498.12	\$2,069.23

STATEMENT OF COMPREHENSIVE INCOME

2025/2026 ADOPTED BUDGET		2024/2025 AUDITED ACTUAL	2025/2026 ACTUAL 9/5/2026	2025/2026 BUDGET REVIEW 1	2025/2026 BUDGET REVIEW 2	2025/2026 BUDGET REVIEW 3	2025/2026 BUDGET REVIEW 4
\$	INCOME	\$	\$	\$	\$	\$	\$
282,340	Local Government Council Contributions	915,891	282,340	282,340	282,340	282,340	282,340
82,261	Other Contributions	40,000	118,261	122,261	122,261	122,261	122,261
-	Other Income	80,997	3,150	3,150	3,150	3,114	984
-	Project Income	371,024	(36)	-	-	-	-
-	Interest	-	15,023	7,600	14,000	15,250	17,000
364,601	TOTAL REVENUES	1,407,912	418,737	415,351	421,751	422,965	422,585
	EXPENSES						
255,846	Wages and Salaries	584,805	233,549	269,223	278,750	277,940	277,940
78,755	Operating Expenses	187,053	156,140	239,577	236,427	238,222	237,754
30,000	Project Expenditure	532,627	30,000	30,000	30,000	30,000	30,000
364,601	Total Expenses	1,304,485	419,688	538,800	545,177	546,161	545,694
-	OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	103,427	(951)	(123,449)	(123,426)	(123,196)	(123,109)
-	Net gain (loss) on disposal or revaluation of assets	-	-	-	-	-	-
-	Amounts specifically for new or upgraded assets	-	-	-	-	-	-
-	Physical resources received free of charge	-	-	-	-	-	-
-	TOTAL COMPREHENSIVE INCOME	103,427	(951)	(123,449)	(123,426)	(123,196)	(123,109)

**LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2025/2026**

BALANCE SHEET							
2025/2026 ADOPTED BUDGET		2024/2025 AUDITED ACTUAL	2025/2026 ACTUAL 9/5/2026	2025/2026 BUDGET REVIEW 1	2025/2026 BUDGET REVIEW 2	2025/2026 BUDGET REVIEW 3	2025/2026 BUDGET REVIEW 4
	ASSETS						
	CURRENT ASSETS	\$	\$	\$	\$	\$	\$
281,466	Cash and cash equivalents	594,504	359,662	231,415	231,438	231,668	231,755
-	Trade & other receivables	7,178	5,262	-	-	-	-
<u>281,466</u>		<u>601,682</u>	<u>364,924</u>	<u>231,415</u>	<u>231,438</u>	<u>231,668</u>	<u>231,755</u>
<u>281,466</u>	TOTAL ASSETS	<u>601,682</u>	<u>364,924</u>	<u>231,415</u>	<u>231,438</u>	<u>231,668</u>	<u>231,755</u>
	LIABILITIES						
	CURRENT LIABILITIES						
-	Trade & Other Payables	239,415	11,009	-	-	-	-
-	Other Liabilities	-	-	-	-	-	-
-	Short-term Provisions	7,403	-	-	-	-	-
<u>-</u>	TOTAL CURRENT LIABILITIES	<u>246,818</u>	<u>11,009</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	NON-CURRENT LIABILITIES						
-	Long-term Provisions	-	-	-	-	-	-
<u>-</u>	TOTAL NON-CURRENT LIABILITIES	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>-</u>	TOTAL LIABILITIES	<u>246,818</u>	<u>11,009</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>281,466</u>	NET ASSETS	<u>354,864</u>	<u>353,914</u>	<u>231,415</u>	<u>231,438</u>	<u>231,668</u>	<u>231,755</u>
	EQUITY						
281,466	Accumulated Surplus	354,864	353,914	231,415	231,438	231,668	231,755
-	Asset Revaluation	-	-	-	-	-	-
-	Other Reserves	-	-	-	-	-	-
<u>281,466</u>	TOTAL EQUITY	<u>354,864</u>	<u>353,914</u>	<u>231,415</u>	<u>231,438</u>	<u>231,668</u>	<u>231,755</u>

LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2025/2026

2025/2026 ADOPTED BUDGET		STATEMENT OF CHANGES IN EQUITY					
		2024/2025 AUDITED ACTUAL	2025/2026 ACTUAL 9/5/2026	2025/2026 BUDGET REVIEW 1	2025/2026 BUDGET REVIEW 2	2025/2026 BUDGET REVIEW 3	2025/2026 BUDGET REVIEW 4
\$		\$	\$	\$	\$	\$	\$
ACCUMULATED SURPLUS							
281,466	Balance at end of previous reporting period	251,437	354,865	354,864	354,864	354,864	354,864
0	Net Result for Year	103,427	-951	-123,449	-123,426	-123,196	-123,109
0	Transfer From Reserves	0	0	0	0	0	0
0	Transfer To Reserves	0	0	0	0	0	0
281,466	TOTAL EQUITY AT END OF REPORTING PERIOD	354,864	353,914	231,415	231,438	231,668	231,755

**LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2025/2026**
UNIFORM PRESENTATION OF FINANCES

2025/2026 ADOPTED BUDGET		2024/2025 AUDITED ACTUAL	2024/2025 ACTUAL 9/5/2026	2024/2025 BUDGET REVIEW 1	2024/2025 BUDGET REVIEW 2	2024/2025 BUDGET REVIEW 3	2024/2025 BUDGET REVIEW 4
\$		\$	\$	\$	\$	\$	\$
364,601	Operating Revenues	1,407,912	418,737	415,351	421,751	422,965	422,585
(364,601)	less Operating Expenses	(1,304,485)	(419,688)	(538,800)	(545,177)	(546,161)	(545,694)
-	Operating Surplus / (Deficit) before Capital Amounts	103,427	(951)	(123,449)	(123,426)	(123,196)	(123,109)
	Less Net Outlays in Existing Assets						
-	Capital Expenditure on renewal and replacement of Existing Assets	-	-	-	-	-	-
-	less Depreciation, Amortisation and Impairment	-	-	-	-	-	-
-	less Proceeds from Sale of Replaced Assets	-	-	-	-	-	-
-		-	-	-	-	-	-
	Less Net Outlays on New and Upgraded Assets						
-	Capital Expenditure on New and Upgraded Assets	-	-	-	-	-	-
-	less Amounts received specifically for New and Upgraded Assets	-	-	-	-	-	-
-	less Proceeds from Sale of Surplus Assets	-	-	-	-	-	-
-		-	-	-	-	-	-
-	Net Lending / (Borrowing) for Financial Year	103,427	(951)	(123,449)	(123,426)	(123,196)	(123,109)

No.	Policy Name	Creation	Last Review	2026 Review	Status	Next review
1	Travel	Aug-18	Aug-18	review/update	for adoption	2028
2	Risk Management	Aug-18	Aug-18	review/update	under review	2028
3	Procurement	Apr-24		updated and adopted 10 April 2026	Current	2028
4	Credit Card	Dec-24	Nov-23	review/update	for adoption	2028
5	Code of Conduct for Board Members	Aug-24		updated and adopted 10 April 2026	Current	2028
6	Code of Conduct for Employees	Aug-24		review/update	under review	2028
7	Record management policy	TBA				



CREDIT CARD POLICY



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1. PURPOSE

The purpose of this policy is to control the distribution and use of credit cards within the organisation and to ensure sound governance of expenditure incurred by cardholders for business purposes and public benefit on behalf of the organisation.

This policy applies to all employees how have been issued with a credit card.

2. **STATEMENT**

The LCLGA operates a corporate credit card system which permits cards to be issued to appropriate operational staff. This policy should be read in conjunction with LCLGA's Procurement policy.

3. **USE OF CORPORATE CREDIT CARD**

Corporate Credit Cards are solely for corporate purchases which must demonstrate clear business purpose; no personal expenses are to be incurred whatsoever on a LCLGA Corporate Credit Card. If a personal expense is unintentionally charged to the Corporate Credit Card, the Card holder will be liable for those transactions and required to refund LCLGA.

Misuse of a Corporate Credit Card may result in disciplinary action commensurate with the severity of the breach.

Breaches include:

- Misuse of a corporate credit card for non-LCLGA related purchases;
- Untimely submission of reconciled and costed corporate credit card monthly statements;
- Any breach of this policy;
- Falsely claiming transactions as LCLGA business; and
- Not keeping the corporate credit card secure.

Disciplinary action may include:

- Reduction in the card holders limit;
- Suspension/removal of corporate credit card from the card holder;
- Disciplinary and performance management of the card holder; or
- Termination of employment of the card holder.

Cash advances are strictly prohibited and as such this facility is not available on any corporate credit card.

Corporate credit cards should not be used when there is an alternative form of procurement and payment available to the card holder at the time of purchase (for example, receiving an invoice to pay for the goods/services). Corporate credit cards are not to be used to circumvent the Procurement policy.

Corporate credit cards may be used to purchase fuel when there is not an approved supplier account available or any fuel card facility available.

All transactions must be supported with an Australian Tax Office (ATO) approved tax invoice/receipt suitable for confirming GST amounts (if applicable). In the event a tax invoice is not available or is misplaced a signed declaration outlining the details of the purchase and circumstances around the lack of supporting evidence is to be provided.

4. **DISPUTES/COMPLAINTS**

Any transaction unable to be verified must be reported to the EO or in the case of the EO to the President of the LCLGA.

If a member of staff wishes to make a complaint about a breach of this policy, they should do so in writing to the EO, outlining who the individual is, the alleged breach(es) and outline any evidence they have. The EO will then instigate an internal investigation to verify the breach(es) before determining the most appropriate course of action (if any).

5. **END OF MONTH APPROVAL PROCESS AND REVIEW**

All transactions listed on corporate credit card statements are to be reconciled monthly with supporting documents that include costing details prior to being paid.

The balance of each credit card issued must be paid in full monthly, prior to interest being charged. Auto payments may be set up with formal resolution of the Board.

6. **LOST/STOLEN CARDS**

It is the card holder's responsibility to contact the bank immediately if their card is lost or stolen.

7. **AVAILABILITY and ACCESSIBILITY**

An electronic version of this policy is publicly available upon request. A hard copy can be provided upon request.

8. **DEFINITIONS**

In this policy, unless the contrary intention appears, these words have the following meanings: **The Limestone Coast Local Government Association** means the Limestone Coast Local Government Association (LCLGA) as a regional subsidiary established pursuant to Section 43 of the Act by the:

- City of Mount Gambier;
- District Council of Grant;
- Kingston District Council;
- Naracoorte Lucindale Council;
- District Council of Robe;
- Tatiara District Council.

Board member/s means the Board members of the Limestone Coast Local Government Association (LCLGA).

Executive Officer means the Executive Officer of the Limestone Coast Local Government Association (LCLGA).

Constituent councils means the City of Mount Gambier, District Council of Grant, District Council of Robe, Kingston District Council, Naracoorte Lucindale Council and Tatiara District Council.

Employees means all Limestone Coast Local Government Association (LCLGA) staff, including labour hire personnel, contractors and volunteers.

RELATED DOCUMENTATION

Related Policies, Procedures or Forms	Risk Management Policy
	Procurement Policy
	Code of Conduct for Employees
	Travel Policy
Applicable Legislation	<i>Local Government Act 1999</i>
	<i>Independent Commissioner Against Corruption Act 2012</i>
	<i>Ombudsman Act 1972</i>
	<i>Criminal Law Consolidation Act 1935</i>

ROLES & RESPONSIBILITIES

Position	Role & Responsibility
Executive Officer	To take appropriate action to resolve breaches in a timely manner
LCLGA Audit and Risk Committee	To review and recommend this policy
LCLGA Board	To approve this policy

FILE INFORMATION

File name	Card Policy V2
File location	Policies and Procedures 2026

FILE HISTORY

Status	Under review
Last review date	April 2024
Next review date	April 2028

FILE REVIEW NOTES

Date	Description
V1 December 2023	Policy approved by LCLGA Board
V2 May 2026	Audit and Risk Committee Review
V2 June 2026 LCLGA Board Meeting	Policy approved and adopted by LCLGA Board



TRAVEL POLICY

Classification: Governance/Finance/WH&S



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1. **PURPOSE**

This policy sets out travel entitlements to employees at the Limestone Coast Local Government Association (LCLGA). It also outlines reimbursements for any out of pocket expenses due to travel such as meals and accommodation subject to the approval of the Executive Officer.

2. **STATEMENT**

Employees will often be required to travel in relation to business services or representation of LC LGA. Inter-state and international travel must be approved by the LCLGA Executive Officer and can only be approved if the costs are within budget allocations of LCLGA.

Employees whose duties require them to be absent from their normal work overnight will be reimbursed for reasonable out of pocket expenses for meals, accommodation and incidentals.

Employees who are absent from their normal work location and the absence does not extend overnight may be reimbursed in respect of the cost of meals under certain circumstances outlined in this policy.

The expense must be reasonable for the circumstances, and publicly defensible.

The expense must be properly documented with appropriate authorisations, retention of tax invoices and receipts and in line with all other relevant LCLGA policies and procedures.

3. **POLICY**

Permissible travel expenditure

Expenditure for meals, accommodation and incidental expenses are subject to the following conditions:

- An employee must normally have travelled in excess of 100 km radius from their normal work location to be eligible to make a claim for accommodation expenses.
- Expenses incurred in the course of approved official business travel will be payable by the LCLGA provided the expenses are in line with this policy and LCLGA expectations. An expense will generally be considered reasonable where it does not exceed the relevant amounts set by the Australian Taxation Office (ATO) as adjusted from time to time.
- When choosing accommodation, staff must choose the lowest rate available at suitable accommodation within a reasonable distance from the main location of the business activity.

Travel safety

LCLGA is committed to ensuring that employees are safe from reasonably foreseeable risk whilst at work. This includes duties whereby employees may be required to drive long distances to various locations for purposes of participation in meetings, professional development activities, and to support employees within LCLGA. This Policy has been developed to assist employees in planning their own work arrangements and commitments; organisers of seminars, work or meetings; and supervisors in the administration of their duties to their employees when considering long distance travel.

For purposes of this policy long distance driving means driving for more than two hours.

Work done on day of driving	The total duration of a workday, from leaving home or accommodation should not exceed 10 hours. Accommodation must be organised should the hours of driving exceed 10 hours.
Duration of driving	Reduce the driving duration. Share the driving with another person. Maximum driving hours between breaks (It is recommended that rest breaks of at least 15 minutes be taken every 2-3 hours). Use alternative means of transport.
Time of day	Restrict driving at night (driver fatigue increases if driving during usual rest or sleep hours). It is recommended that no driving be done after the hour of 10.00pm and that accommodation should be organised.
Drivers general condition	The driver must not start a long drive if already fatigued, stressed, or suffering an illness which could contribute to fatigue.
Drivers' Capabilities	Some drivers are not accustomed to driving long distances and/or are not accustomed to driving on country roads. These drivers may have increased susceptibility to fatigue and should adjust the driving duration accordingly.
Driving conditions, ie nature of the roads, traffic, and in-vehicle distractions	Different road conditions can contribute to fatigue. The driver must take account of these conditions and adjust the driving condition accordingly.
Inclement Weather Conditions	When severe weather conditions pose a hazard to employees personal safety, employees are requested to use good judgement in monitoring the weather and travel conditions and make alternative travel arrangements if required.

4. **AVAILABILITY and ACCESSIBILITY**

An electronic version of this policy is publicly available upon request. A hard copy can be provided upon request.

5. **DEFINITIONS**

In this Policy, unless the contrary intention appears, these words have the following meanings:

The Limestone Coast Local Government Association means the Limestone Coast Local Government Association (LCLGA).

Board member/s means the Board members of the Limestone Coast Local Government Association (LCLGA).

Executive Officer means the Executive Officer of the Limestone Coast Local Government Association (LCLGA).

Constituent councils means the City of Mount Gambier, District Council of Grant, District Council of Robe, Kingston District Council, Naracoorte Lucindale Council and Tatiara District Council.

Employees means all Limestone Coast Local Government Association (LCLGA) staff, including labour hire personnel, contractors and volunteers.

RELATED DOCUMENTATION

Related Policies, Procedures or Forms	Risk Management Policy
Applicable Legislation	<i>Local Government Act 1999</i>
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	<i>Ombudsman Act 1972</i>
	<i>Criminal Law Consolidation Act 1935</i>

ROLES & RESPONSIBILITIES

Position	Role & Responsibility
Executive Officer	To take appropriate action to resolve breaches in a timely manner
LCLGA Audit and Risk Committee	To review and recommend this policy
LCLGA Board	To approve this policy

FILE INFORMATION

File name	Travel Policy V2
File location	Policies and Procedures 2026

FILE HISTORY

Status	Under review
Last review date	April 2024
Next review date	April 2028

FILE REVIEW NOTES

Date	Description
V1 August 2018	Policy approved by LCLGA Board
V2 May 2026	Audit and Risk Committee Review
V2 June 2026 LCLGA Board Meeting	Policy approved and adopted by LCLGA Board

Strategic Plan and Budget 2026-2031

Overview

With a proud legacy spanning more than 140 years, the Limestone Coast Local Government Association has long been a cornerstone of local government cooperation and regional progress.

LCLGA is established as a regional subsidiary pursuant to Section 43 of the Local Government Act 1999 (the Act) by the:

- > **City of Mount Gambier**
- > **District Council of Grant**
- > **Kingston District Council**
- > **Naracoorte Lucindale Council**
- > **District Council of Robe**
- > **Tatiara District Council**

Under its Charter, the LCLGA is established to:

- > Work in association with both the LGA and the Australian Local Government Association;
- > Undertake co-ordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level;
- > Facilitate and co-ordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefit of the communities of its Constituent Councils;
- > Develop, encourage, promote, foster and maintain consultation and cooperation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
- > Develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
- > Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
- > Undertake projects and activities that benefit its region and its communities;
- > Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
- > Implement programs that seek to deliver local government services on a regional basis; and
- > To effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

Together, we strive to address shared challenges, capitalise on common opportunities, and achieve greater efficiencies in delivering vital services and initiatives.

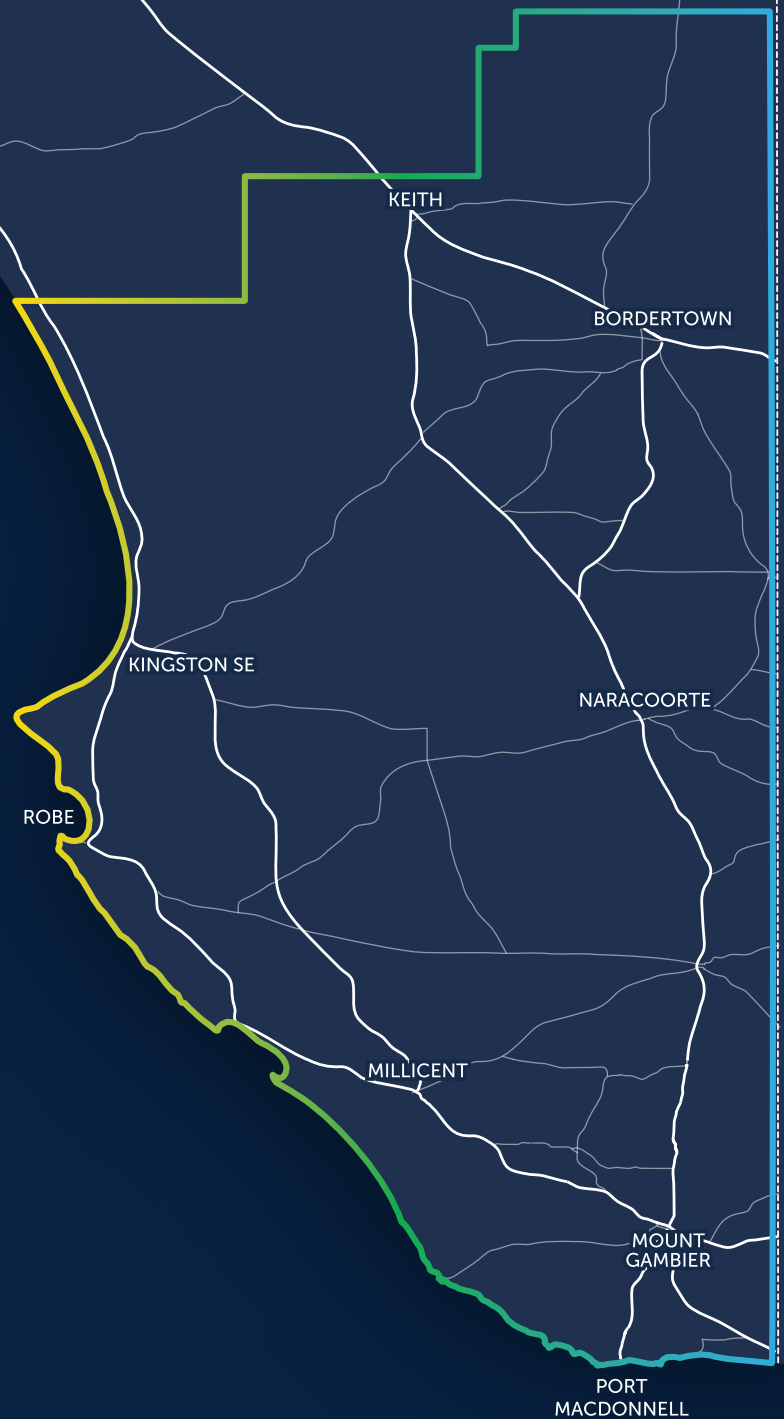
Through this collaborative approach, we maximise resources, exchange expertise, and deliver innovative solutions that address the diverse needs of our communities.

From July 2025 the LCLGA has been transitioning to an advocacy-focused operational model which will strengthen these objectives.

This Strategic Plan and long term Budget marks the beginning of a new Limestone Coast Local Government Association with a new and defined focus.

The new LCLGA aims to be a responsive, agile, and dynamic advocacy body capable of addressing critical regional challenges and emerging opportunities as they arise.

This document is to be read in conjunction with the LCLGA Charter, the Act and the LCLGA Advocacy Framework. It is intended to be updated each year and read as a rolling Annual Business Plan and Budget, replacing the need for a separate Strategic Planning document.



Advocacy

The practice of promoting, supporting and advancing the interests and priorities of the Limestone Coast community through evidence-based influence, relationship building, communication and collaboration.

Objectives

The LCLGA aims to be a responsive, agile and dynamic advocacy body capable of addressing critical regional challenges and emerging opportunities, championing regional development and amplifying the voice of member councils.

Success measures: Advocacy plan adopted annually; at least 4 formal representations/submissions made per year; and external funding secured to progress at least 1 priority business cases/feasibility studies/master plans per year.

Actions

- > Making strategic representations in person and in writing to federal and state governments.
- > Regularly meeting with Members of Parliament, Ministers, key political staff and industry leaders.
- > Actively engaging with all political candidates during election processes (State and Federal).
- > Brokering partnerships and strategic alliances with other local and regional organisations, community leaders and relevant bodies.
- > Actively working with peak organisations and supporting their advocacy efforts when they are aligned with ours.
- > Submitting grant applications to secure funding to deliver business cases, feasibility studies and master plans as a region to support advocacy efforts of member councils.
- > Consulting with Constituent Councils on priorities to develop an advocacy plan for each calendar year.
- > Preparing annual Federal and State Budget Submissions on key regional priorities.

Advocacy

The practice of promoting, supporting and advancing the interests and priorities of the Limestone Coast community through evidence-based influence, relationship building, communication and collaboration.



Warrawindi Escapes, South Australian Tourism Commission

Collaborate

To work jointly with others to achieve a common goal by sharing ideas and resources, producing better results than individuals working alone.

Objectives

The LCLGA takes a leadership role in developing and fostering co-operation between its Constituent Councils. As an associate, LCLGA will collaborate and work in conjunction with other local government associations, government agencies as well as industry and community bodies for the advancement of matters of common interest.

Success measures: At least 1 formal regional partnership maintained each year; at least 2 jointly delivered regional initiatives/plans progressed per year; and at least 1 annual regional forum/summit delivered with documented actions.

Actions

- › Work with Limestone Coast Landscape Board and Regional Development Australia to implement the Limestone Coast Drought Resilience Plan.
- › Work with Regional Development Australia to implement and review Regional Growth Strategy.
- › Host a Limestone Coast Regional Housing Summit with key stakeholders to explore innovative solutions to housing supply constraints.
- › Continue to work with Constituent Councils to identify regionally significant local roads to leverage State and Federal Government investment.
- › Host an annual Limestone Coast Leadership luncheon to foster relationships amongst elected and appointed regional leaders and identify key issues for collaboration.
- › Develop a five-year Regional Health and Wellbeing Plan with constituent Councils.

Our Vision

As the closest level of government to the people, local government plays a critical role in understanding the needs of local communities, governing at a local level and advocating for the support required to deliver infrastructure and services to enable sustainable population growth, projected to reach over 85,000 by 2051. Councils within the Limestone Coast recognise the potential for economic growth to enable a highly productive and prosperous community.

As the peak body representing Local Government in the Limestone Coast, the LCLGA takes a lead to advocate on behalf of the region across a wide range of issues towards our collective vision for the Limestone Coast.

Our Vision for the Limestone Coast

- > Regional growth that is considered and sustainable.
- > Communities that are supported with the services and infrastructure needed to thrive now and generations into the future.
- > To maintain our competitive advantage and global reputation for the clean, green environment and the food and fibre that is produced from our resources.
- > A diverse economy that is resilient and balanced.
- > A highly attractive region to live, work, visit and invest.

To achieve our vision, the collaborative and advocacy efforts of local government are focused around four key pillars;

1. Infrastructure and services
2. Sustainable economy
3. Environmental awareness
4. Community and Social wellbeing

The next five years will see the LCLGA focused on delivering outcomes within these pillars through advocacy and collaboration as follows:

Infrastructure and services

Ensuring that regional infrastructure and services are fit for purpose and have the capacity to meet the region's current and future needs to enable productivity for industry and highly desirable liveability.

Output: At least 2 regional infrastructure business cases/strategies completed or updated by 2030/31; at least 2 priority transport/roads engagement forums held per year; and external funding secured for priority infrastructure projects.

1.1	Collaborate	1.2	Advocate
1.1.1	Explore new and innovative ways to increase efficiency in local government road asset management	1.2.1	Seek medium and long-term planning and investment by State & Federal Government in major road and water infrastructure upgrades
1.1.2	Explore partnership opportunities with community transport providers to increase transport services	1.2.2	Add our collective voice to advocacy efforts to deliver equity in funding available to community transport providers
1.1.3	Work with regional stakeholders to find innovative solutions to regional housing issues	1.2.3	Add our collective voice to advocacy efforts to deliver sustainable funding models for Council owned regional airport assets for the benefit of passengers and emergency services
1.1.4	Explore circular economy opportunities for the Limestone Coast	1.2.4	Advocate for increased public transport services both in and between major towns
1.1.5	Develop a Connective Regional Trails Strategy	1.2.5	Support advocacy efforts to increase Marine Rescue Capability in the lower Limestone Coast
1.1.6	Work with other SA regional Councils and State Gov to develop a sustainable long-term strategy for jetty maintenance and management	1.2.6	Advocate for increased State Government investment into coastal infrastructure assets
1.1.7	Establish direct engagement opportunities for constituent councils and DIT	1.2.7	Advocate for dedicated Limestone Coast Coastal Adaptation Coordinator
1.1.8	Collaborate with education and training providers to ensure opportunities are accessible to students outside the Mount Gambier service hub	1.2.8	Advocate for State and Federal Government support for increased Childcare services where identified in RDA LC evidence base
1.1.9	Develop a new Limestone Coast Regional Transport Plan towards 2040		

Sustainable economy

Supporting and promoting a thriving and diverse economy for prosperity and sustainable employment throughout the region.

Outputs: At least 2 priority actions progressed annually in partnership with industry/government; at least 2 advocacy positions advanced through formal submissions/briefings per year; and evidence of increased regional investment/visitation supported by partner reporting.

2.1	Collaborate	2.2	Advocate
2.1.1	Work with industry and government to support initiatives that realise value-add potential of the region's primary production outputs	2.2.1	Advocate for the protection and optimisation of primary production land
2.1.2	Support state and federal government initiatives that aim to increase responsible visitation to the Limestone Coast	2.2.2	Advocate for support from State and Federal Governments to increase the capability of the region's sustainable tourism industry
2.1.3	Initiate annual leadership forums to foster relationships amongst elected and appointed regional leaders	2.2.3	Advocate for a dedicated independent and statutory SA Commissioner for Agriculture
2.1.4	Encourage stakeholder initiatives for strategic investment attraction to build long term economic diversity in- line with community expectations	2.2.4	Advocate for infrastructure and services that increase the liveability of our region to attract a skilled workforce
2.1.5	Work with stakeholders to action priority initiatives in the Destination Management Plan	2.2.5	Promote the value in local government as a regional economic leader

Environmental awareness

Acknowledging and respecting the responsibility to manage and protect our natural environment and resources, recognising that these unique and diverse natural assets underpin our economic and social prosperity.

Output: Coastal Visitor Impact Framework delivered by 2031; at least 2 coordinated environmental advocacy actions per year; and increased partner investment/commitment towards priority natural asset protection initiatives.

3.1	Collaborate	3.2	Advocate
3.1.1	Work with the LC Landscape Board and RDA LC to implement the Drought Resilience Plan	3.2.1	Advocate against proposals from mining and energy that threaten natural assets
3.1.2	Actively support stakeholder initiatives for renewable energy transition that does not adversely impact on the local environment or existing primary production	3.2.2	Advocate for increased investment in the Limestone Coast's UNESCO World Heritage site, the Naracoorte Caves
3.1.3	Deliver a coordinated approach to protecting the region's coastline via a Coastal Visitor Impact Framework	3.2.3	Advocate for sustainable and responsible coastal visitation initiatives including investment in coastal infrastructure
		3.2.4	Promote the value in Local Government as environmental custodians

Community and social well-being

Advocating and collaborating with regional partners to enhance the quality of life, health and wellbeing understanding that a strong sense of community and enhanced social wellbeing enables an attractive region for young and working-aged people and families.

Output: At least 2 coordinated health/wellbeing stakeholder engagements per year; at least 2 evidence-based advocacy briefs/case studies supported annually; and measurable progress on at least 1 priority service gap each year (e.g., funding commitment, service planning milestone, or pilot delivered).

4.1	Collaborate	4.2	Advocate
4.1.1	Plan and partner with other organisations to deliver community wellbeing initiatives in economic downturns as part of the Drought Resilience Plan	4.2.1	Advocate for private and State and Federal Government investment to support the Limestone Coast Regional Academy of Sport
4.1.2	Establish direct engagement opportunities for constituent councils and the Local Health Network	4.2.2	Advocate for Radiation Treatment services
4.1.3	Support stakeholders in data collection and case studies that demonstrate the service gaps and health outcomes in rural and regional Australia	4.2.3	Advocate for urgent and emergency care services to service the Robe and Kingston SE Communities
		4.2.4	Advocate for workforce planning and adequate resourcing for decentralisation of services in the Limestone Coast

Collaborate

To work jointly with others to achieve a common goal by sharing ideas and resources, producing better results than individuals working alone.



Governance

As a regional subsidiary established pursuant to Section 43 of the Local Government Act, the LCLGA is subject to the direction of its constituent councils through its Charter.

The Board is LCLGA's governing body and has the responsibility to manage the business and other affairs of LCLGA ensuring that the Association acts in accordance with its Charter and all relevant legislation.

The Board is comprised of one elected member from each constituent council and has responsibility for guiding the strategic path of the LCLGA in line with the direction of constituent councils as democratically elected bodies. Through the LCLGA Charter, the Board has delegation to adopt policies and make strategic decisions to ensure that LCLGA achieves its objectives and purpose.

To assist the Board, advice and oversight is provided via sub-committees established under Section 6.11 of the Charter;

- > Audit and Risk Committee
- > Roads and Transport Management Committee
- > Tourism Transition Committee

The Executive is responsible for the implementation of decisions made by the Board and for the efficient and effective management of the affairs of LCLGA.

This document sets a five-year strategic plan and budget of the LCLGA, providing clarity of objectives, purpose and value, ensuring accountability and transparency- the cornerstone of good governance.



South Australian Tourism Commission

Operational priorities

The LCLGA operates efficiently with one full-time equivalent responsible for the day-to-day operations of the Association in accordance with the Charter, the Strategic Plan and Budget and decisions of the Board. As a highly accountable body all operational activities are aligned with strategic goals and outcomes measured through regular reporting and oversight.

The LCLGA operational management is in accordance with the provisions of the Local Government Act 1999 and all relevant Regulations.

Objectives

- › To maintain trust in the governance and administration of the organisation.
- › Facilitate continual improvement of the organisation.
- › To ensure the wellbeing, safety and professional development.
- › Manage risk in accordance with policies and procedures.
- › Protect and maintain the reputation of the association as a valuable regional leader.
- › Ensure financial sustainability and value for money.
- › Demonstrate and communicate a clear understanding of the region and our purpose.

Success measures: 100% on-time completion of scheduled governance deliverables (e.g., annual plan review by 30 April; annual report by 30 September); at least 3 in-year financial/budget reviews completed as scheduled; and risk assurance map reviewed and presented to the Board annually.

Actions 2026/27 - 2030/31

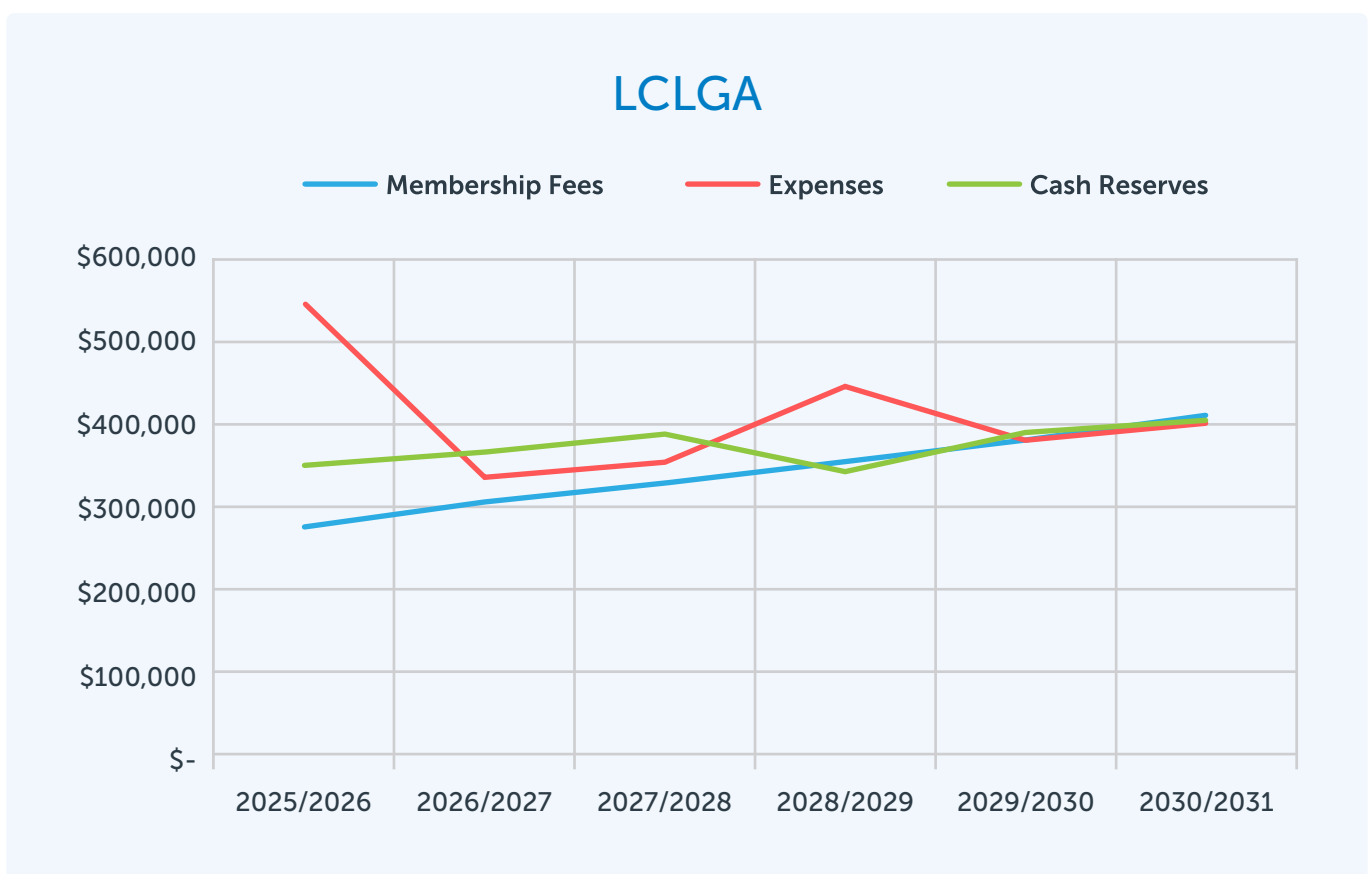
- › The Strategic Plan and Long-term Financial Outlook is reviewed and updated annually to be presented to the Board by 30 April in each financial year.
- › The annual Budget is reviewed at least three times during the financial year.
- › Delegations will be reviewed and adopted by the Board at each AGM.
- › An Annual Report (including audited Financial Statements) on the work and operations of LCLGA detailing achievements of the Association against the Strategic Plan and budget is prepared and submitted to Constituent Councils before 30 September each year.
- › A review of all items held in confidence will undertaken by the Board annually.
- › The Executive Officer performance will be reviewed by the Board at least once a year.
- › The financial statements of LCLGA will be independently audited each year in accordance with the Local Government (Financial Management) Regulations 2011.
- › The Executive Officer will engage directly with each constituent council chamber by attending at least one council meeting or workshop per year.
- › The Charter is to be reviewed at least every four years.
- › Policies and procedures reviewed at least every two years.

Budget

The 2025–26 financial year saw a significant reduction in income and expenditure due to the transition to the advocacy-focused organisation. This period of transition tested the budget estimates under the new operating model, and included unbudgeted restructure costs, drawing down on consolidated revenue.

Under the previous model the budget adopted a \$200,000 project reserve in members' equity above minimum cash holdings. Minimum cash holdings were set at \$175,000 determined as the amount needed if the LCLGA was to be wound up.

The 2026/27 budget is to be read in conjunction with the long-term financial plan and has been drafted to reflect a minimum cash reserves of 12-months operating expenditure to cover commitments plus \$100,000 for project reserves to be drawn upon when required. The project reserve allows the LCLGA to take on new projects outside of the routine budget cycle.



	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Membership Fees	\$282,340.00	\$311,381.83	\$334,187.67	\$358,673.03	\$384,961.96	\$413,187.72
Expenses	\$545,177.17	\$340,782.56	\$358,229.81	\$447,507.44	\$384,561.25	\$404,012.47
Cash Reserves	\$354,864.00	\$370,463.28	\$391,421.13	\$347,586.73	\$392,987.43	\$407,162.68

Budget

This strategy reflects the new LCLGA as a small and nimble organisation with the aim of being responsive, agile, and dynamic advocacy body, capable of addressing critical regional challenges and emerging opportunities as and when they arise. In this context the LCLGA is able to create value to members with efficient and collaborative advocacy outcomes.

To ensure the LCLGA is adequately resourced to deliver outcomes in line with strategic objectives, membership fees will incur an average increase of 7.41 per cent each year to ensure a strong financial position across the 5-year period.

The budget also reflects funding for SA Coastal Councils Alliance in line with Governance and collaboration expectations on behalf of the three coastal councils.

The largest expenditure budgeted during the five-year period will be the cost incurred for the new 2040 Regional Transport Plan in 2029. The new strategic planning document will replace the current 2030 Regional Transport Plan. This work underpins advocacy efforts for local road funding, and member council applications to State and Federal road funding streams.

Key Budget Measures

2026/27	2027/28 <i>Federal Election 2028</i>	2028/29	2029/30 <i>State Election 2030</i>	2030/31 <i>Federal Election 2031</i>
Charter Review	Canberra Travel Costs	1.1.9 Regional Transport Plan 2040		Canberra Travel Costs
2.1.3 Limestone Coast Leadership Forum	2.1.3 Limestone Coast Leadership Forum	2.1.3 Limestone Coast Leadership Forum	2.1.3 Limestone Coast Leadership Forum	Charter Review
1.1.1 Asset Management Pilot		3.2.3 (Coastal) Visitor Framework		
1.1.5 Connective Trails Strategy				

LCLGA

A small and nimble organisation with the aim of being responsive, agile, and dynamic advocacy body capable of addressing critical regional challenges and emerging opportunities as and when they arise.

Budget

Profit & Loss Consolidated

5 Year Draft Budget

ADOPTED BUDGET 2025/26		2027 <i>Draft Budget</i>	2028 <i>Draft Budget</i>	2029 <i>Draft Budget</i>	2030 <i>Draft Budget</i>	2031 <i>Draft Budget</i>
INCOME						
\$95,016.84	City of Mount Gambier	\$102,060.43	\$109,626.16	\$117,752.73	\$126,481.73	\$135,857.81
\$46,419.90	District Council of Grant	\$52,565.00	\$56,369.35	\$60,452.02	\$64,833.51	\$69,535.80
\$52,167.14	Naracoorte Lucindale Council	\$56,034.29	\$60,188.10	\$64,649.84	\$69,442.32	\$74,590.07
\$20,455.23	District Council of Robe	\$24,675.57	\$26,412.48	\$28,274.46	\$30,270.62	\$32,410.77
\$45,019.39	District Council of Tatiara	\$48,356.67	\$51,941.34	\$55,791.75	\$59,927.58	\$64,370.01
\$23,261.51	District Council of Kingston	\$27,689.88	\$29,650.24	\$31,752.23	\$34,006.20	\$36,423.27
\$82,261.00	SA Tourism Commission	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$40,000.00	LGA SA	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
\$14,000.00	Interest	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
\$3,150.00	Sundry Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$421,751.00	Total INCOME	\$356,381.83	\$379,187.67	\$403,673.03	\$429,961.96	\$458,187.72

Budget

Profit & Loss Consolidated

5 Year Draft Budget

ADOPTED BUDGET 2025/26		2027 <i>Draft Budget</i>	2028 <i>Draft Budget</i>	2029 <i>Draft Budget</i>	2030 <i>Draft Budget</i>	2031 <i>Draft Budget</i>
EXPENSES						
\$15,000.00	Audit & Accountants Fees	\$16,000.00	\$16,640.00	\$17,305.60	\$17,997.82	\$18,717.74
\$250.00	Bank Fees	\$250.00	\$260.00	\$270.00	\$280.00	\$290.00
\$11,000.00	Computing & IT	\$11,000.00	\$11,440.00	\$11,897.60	\$12,373.50	\$12,868.44
\$94,000.00	Consultancy	\$50,000.00	\$52,000.00	\$134,080.00	\$59,443.20	\$61,820.93
\$2,600.67	Occupancy	\$3,840.00	\$3,993.60	\$4,153.34	\$4,319.48	\$4,492.26
\$10,800.00	Governance	\$12,500.00	\$12,875.00	\$13,250.00	\$13,750.00	\$14,250.00
\$16,871.11	Insurances	\$17,800.00	\$18,690.00	\$19,750.00	\$20,800.00	\$21,840.00
\$1,500.00	Meeting Expenses	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
\$50.00	Miscellaneous Expenses	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
\$150.00	Postage	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
\$750.00	Printing/Stationery	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00
\$0.00	SACCA	\$8,112.00	\$8,436.48	\$8,773.94	\$9,124.90	\$9,489.89
\$2,200.00	Subscriptions	\$2,350.00	\$2,397.00	\$2,444.94	\$2,493.84	\$2,543.72
\$1,850.00	Telephones	\$1,650.00	\$1,683.00	\$1,716.66	\$1,750.99	\$1,786.01
\$1,000.00	Training	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
\$1,000.00	Travel/ Accommodation/ Meals	\$1,000.00	\$5,000.00	\$1,000.00	\$1,000.00	\$6,000.00
\$2,156.46	Vehicles - Fuel	\$4,800.00	\$4,896.00	\$4,993.92	\$5,093.80	\$5,195.67

Budget

Profit & Loss Consolidated

5 Year Draft Budget

ADOPTED BUDGET 2025/26		2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
EXPENSES						
\$24,843.54	Vehicles - Leasing	\$20,884.68	\$21,302.37	\$21,728.42	\$22,162.99	\$22,606.25
\$500.00	Vehicles - Repairs/ Maintenance	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
\$242,000.00	Wages	\$159,900.00	\$166,296.00	\$172,947.84	\$179,865.75	\$187,060.38
\$30,000.00	Wages - Superannuation	\$19,500.00	\$21,091.20	\$21,934.85	\$22,812.24	\$23,724.73
\$1,500.00	Wages - Workcover	\$745.88	\$779.16	\$810.32	\$842.74	\$876.45
\$5,000.00	Wages - FBT	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
\$5,250.00	Wage - Accruals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$5,305.00	6. Governance & Collaboration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$6,000.00	8. Promote Value of Tourism	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$46,100.39	LCRSA	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$17,500.00	Relocation Costs / Restructure	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$545,177.17	Total EXPENSES	\$340,782.56	\$358,229.81	\$447,507.44	\$384,561.25	\$404,012.47
(\$123,426.17)	Operating Profit	\$15,599.28	\$20,957.86	(\$43,834.41)	\$45,400.71	\$54,175.25

Budget

Statement of Comprehensive Income Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 <i>Draft Budget</i>	2027/2028 <i>Draft Budget</i>	2028/2029 <i>Draft Budget</i>	2029/2030 <i>Draft Budget</i>	2030/2031 <i>Draft Budget</i>
INCOME						
448,197	Local Government Council Contributions	311,382	334,188	358,673	384,962	413,188
-	Other Contributions	40,000	40,000	40,000	40,000	-
-	Other Income	-	-	-	-	-
-	Project Income	-	-	-	-	-
5,000	Interest	5,000	5,000	5,000	5,000	5,000
453,197	TOTAL REVENUES	356,382	379,188	403,673	429,962	418,188
EXPENSES						
195,693	Wages and Salaries	180,146	188,166	195,693	203,521	211,662
227,504	Operating Expenses	110,637	118,063	117,734	121,597	130,530
30,000	Project Expenditure	50,000	52,000	134,080	59,443	61,821
453,197	Total Expenses	340,783	358,230	447,507	384,561	404,012
OPERATING SURPLUS/(DEFICIT)						
-	BEFORE CAPITAL AMOUNTS	15,599	20,958	(43,834)	45,401	14,175
-	Net gain (loss) on disposal or revaluation of assets	-	-	-	-	-
-	Amounts specifically for new or upgraded assets	-	-	-	-	-
-	Physical resources received free of charge	-	-	-	-	-
-	TOTAL COMPREHENSIVE INCOME	15,599	20,958	(43,834)	45,401	14,175

Budget

Cash Flow Statement

Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 <i>Draft Budget</i>	2027/2028 <i>Draft Budget</i>	2028/2029 <i>Draft Budget</i>	2029/2030 <i>Draft Budget</i>	2030/2031 <i>Draft Budget</i>
Inflows (Outflows)		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASHFLOWS FROM OPERATING ACTIVITIES						
RECEIPTS						
455,375	Operating Receipts	351,382	374,188	398,673	424,962	413,188
5,000	Investment Receipts	5,000	5,000	5,000	5,000	5,000
PAYMENTS						
(700,015)	Operating payments to suppliers & employees	(340,783)	(358,230)	(447,507)	(384,561)	(404,012)
-	Finance Payments	-	-	-	-	-
(239,640)	Net Cash provided by (or used in) Operating Activities	15,599	20,958	(43,834)	45,401	14,175
CASH FLOWS FROM INVESTING ACTIVITIES						
-	Net Cash provided by (or used in) Investing Activities	-	-	-	-	-
CASH FLOWS FROM FINANCING ACTIVITIES						
-	NET CASH USED IN FINANCING ACTIVITIES	-	-	-	-	-
(239,640)	NET INCREASE (DECREASE) IN CASH HELD	15,599	20,958	(43,834)	45,401	14,175
594,504	CASH AT BEGINNING OF YEAR	354,864	370,463	391,421	347,587	392,987
354,864	CASH AT END OF YEAR	370,463	391,421	347,587	392,987	407,163

Budget

Balance Sheet

Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 Draft Budget	2027/2028 Draft Budget	2028/2029 Draft Budget	2029/2030 Draft Budget	2030/2031 Draft Budget
ASSETS						
\$	CURRENT ASSETS	\$	\$	\$	\$	\$
354,864	Cash and cash equivalents	370,463	391,421	347,587	392,987	407,163
-	Trade & other receivables	-	-	-	-	-
354,864		370,463	391,421	347,587	392,987	407,163
354,864	TOTAL ASSETS	370,463	391,421	347,587	392,987	407,163
LIABILITIES						
CURRENT LIABILITIES						
-	Trade & Other Payables	-	-	-	-	-
-	Other Liabilities	-	-	-	-	-
-	Short-term Provisions	-	-	-	-	-
-	TOTAL CURRENT LIABILITIES	-	-	-	-	-
NON-CURRENT LIABILITIES						
-	Long-term Provisions	-	-	-	-	-
-	TOTAL NON-CURRENT LIABILITIES	-	-	-	-	-
-	TOTAL LIABILITIES	-	-	-	-	-
354,864	NET ASSETS	370,463	391,421	347,587	392,987	407,163
EQUITY						
354,864	Accumulated Surplus	370,463	391,421	347,587	392,987	407,163
-	Asset Revaluation	-	-	-	-	-
-	Other Reserves	-	-	-	-	-
354,864	TOTAL EQUITY	370,463	391,421	347,587	392,987	407,163

Budget

Statement of Changes in Equity Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 <i>Draft Budget</i>	2027/2028 <i>Draft Budget</i>	2028/2029 <i>Draft Budget</i>	2029/2030 <i>Draft Budget</i>	2030/2031 <i>Draft Budget</i>
ACCUMULATED SURPLUS						
354,864	Balance at end of previous reporting period	354,864	370,463	391,421	347,587	392,987
0	Net Result for Year	15,599	20,958	-43,834	45,401	14,175
0	Transfer From Reserves	0	0	0	0	0
0	Transfer To Reserves	0	0	0	0	0
354,864	TOTAL EQUITY AT END OF REPORTING PERIOD	370,463	391,421	347,587	392,987	407,163



Budget

Uniform Presentation of Finances Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 Draft Budget	2027/2028 Draft Budget	2028/2029 Draft Budget	2029/2030 Draft Budget	2030/2031 Draft Budget
453,197	Operating Revenues	356,382	379,188	403,673	429,962	418,188
(453,197)	less Operating Expenses	(340,783)	(358,230)	(447,507)	(384,561)	(404,012)
-	Operating Surplus / (Deficit) before Capital Amounts	15,599	20,958	(43,834)	45,401	14,175
Less Net Outlays in Existing Assets						
-	Capital Expenditure on renewal and replacement of Existing Assets	-	-	-	-	-
-	less Depreciation, Amortisation and Impairment	-	-	-	-	-
-	less Proceeds from Sale of Replaced Assets	-	-	-	-	-
Less Net Outlays on New and Upgraded Assets						
-	Capital Expenditure on New and Upgraded Assets	-	-	-	-	-
-	less Amounts received specifically for New and Upgraded Assets	-	-	-	-	-
-	less Proceeds from Sale of Surplus Assets	-	-	-	-	-
-	Net Lending / (Borrowing) for Financial Year	15,599	20,958	(43,834)	45,401	14,175



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South Australian Tourism Commission

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Limestone Coast
Local Government
Association

Tourism Management Committee Meeting

Tuesday 21 April 2026
10:00am – 11.30am
Online via Teams

Minutes

1.0 Welcome and apologies

Present members:

City of Mount Gambier (CoMG)	Biddie Shearing
Naracoorte Lucindale Council (NLC)	Josie Collins
District Council of Robe (DCR)	Alex Graham
Kingston District Council (KDC)	
District Council of Grant (DCoG)	Rebecca Perkin
Tatiara District Council (TDC)	Kelly Hutchinson
LCLGA – Regional Tourism Manager (RTM)	Kate Napper

Apologies: Charlotte Edmunds (LCLGA), Amelia Peters (KDC), Mayor Lynette Martin (LCLGA)

2.0 Previous Minutes

The minutes from the 24 February 2026 meeting were accepted as a true and accurate record.

3.0 Action items

All actions from the previous meeting have been completed and table up to date.

4.0 Destination Management Plan (DMP) Update

a) DMP progress

Kate advised the DMP remains in the design phase with SATC, with an updated version expected within 2–3 weeks for review.

Kate noted several other regional DMPs have now been published, with the Limestone Coast to follow pending finalisation.

Kate confirmed the 2026/27 Action Plan has been shared with the LCLGA Board, with no further progress at this stage.

b) Product Development

Kate provided an update on upcoming industry development initiatives, including the Agritourism Workshop (21 May, Bellwether), delivered in partnership with RDA Limestone Coast and TiCSA.

Kate also provided an overview of the Explore SA app, recently launched by SATC as a new trip planning tool. Kate noted the importance of ensuring Limestone Coast businesses are well

represented through accurate and up-to-date ATDW listings, and highlighted the opportunity for the region to benefit from increased visibility and in-region visitor decision-making.

ACTION: Kate to share Explore SA industry toolkit with the Committee.

Kate also provided an update on the Seabourn Sojourn cruise visit to Robe, noting that 326 passengers and 63 crew came ashore. The visit represented a significant milestone for the region, reflecting a coordinated effort across local government, industry and SATC. SATC and the cruise operator provided positive feedback on the planning and delivery of the visit.

c) Stakeholder Engagement

Kate provided updates on the Tourism 101 workshop (30 April, Coonawarra) and upcoming Australian Tourism Exchange (ATE) walk-through (12 May, Adelaide).

Kate also advised SATC has launched a fuel support bulletin and established a Visitor Economy Fuel Impact Advisory Group, with the RTM representing the Limestone Coast. Members were encouraged to share any industry feedback relating to fuel impacts for escalation through the advisory group.

5.0 Regional Growth Strategy 2025-2030

Kate advised Treadwell had been appointed to deliver the Limestone Coast Connective Trails Strategy following an invitation to tender process, with consultation underway.

Josie sought clarification on how Wattle Range Council is being engaged as part of the Limestone Coast Connective Trails Strategy, particularly where proposed trails may extend into or connect through the council area.

ACTION: LCLGA to provide clarification regarding engagement with Wattle Range Council as part of the Limestone Coast Connective Trails Strategy.

6.0 Opportunities for collaboration

Kate provided an update on the Limestone Coast Visitor Guide refresh and thanked councils that had already submitted feedback. Discussion included consultation approaches used by individual councils and timing considerations for future review processes.

7.0 Support & Funding Opportunities

Kate advised there were no new tourism funding opportunities to report.

8.0 Tourism and visitor updates

- Josie provided an update on Visit Limestone Coast social media activity, advising the channels continue to be serviced pending further direction beyond 30 June 2026.
- General discussion occurred on visitation across the Easter and school holiday period.
- Members discussed Gather Round activations and campaign activity. While acknowledging the positive exposure and visitation outcomes generated by the event, several members noted challenges relating to activation delivery, communication, asset maintenance and clarity around council support requirements. It was agreed that this feedback would be provided as part of a regional debrief.
- Members discussed the upcoming Visitor Servicing Conference in Port Augusta, noting challenges associated with attendance for Limestone Coast visitor servicing staff and volunteers. Alternative participation models were suggested, with the RTM to provide feedback on behalf of the group.

9.0 Other business

Kate advised that the Tourism Industry Council South Australia (TICSA) had appointed a new Chief Executive Officer, Daisy Miller.

10.0 Close

Next Meeting – Tuesday 16 June 2026, 10:00am (online)

Meeting End: 11:25am

Limestone Coast Roads and Transport Management Committee

MINUTES

11am Thursday 30 April 2026
Microsoft Teams

1. Open 11:05am

2. Attendance

Present at the meeting (all via Teams):

Abdullah Mahmud	City Mount Gambier
Aaron Hillier	Tatiara District Council
Robert Stead	Naracoorte Lucindale Council
Charlotte Edmunds	LCLGA
Daryl Sexton	District Council of Grant
Dave Worthley	District Council of Robe
-	District Council of Kingston

3. Apologies

Nil

EO informed the Committee Brett Holmes was on leave.

4. Conflicts of Interest

Nil

5. Minutes from the previous meeting

Moved: District Council of Robe **Seconded:** Tatiara District Council

Committee agree that minutes from meeting held September 11, 2025 on Teams are true and correct.

Carried

6. Action items from the previous meeting

Moved: District Council of Robe **Seconded:** Tatiara District Council

Update on action items received and noted by the Committee.

Carried

7. Governance - membership

Committee noted the change in membership since last meeting, with new members to represent Naracoorte Lucindale Council and District Council of Grant appointed by resolution of Board at the February AGM.

8. Special Local Roads Program 2026/27

Committee noted the unsuccessful application made for the supplementary round of SLRP funding late last year.

Applications for 2026/27 SLRP closed 27 April 2026.

LCLGA access to all applications submitted from within the Limestone Coast region, along with a comment form now available to LCLGA EO. Comments are due by Wednesday 13 May 2026.

9. 2030 Regional Transport Plan – Intermediate Review and Update

HDS is still working on the updated database with further information required from a few councils. Constituent Councils encouraged to provide info in the next two or so weeks so the project can be completed by end of May.

Committee briefly discussed the format for the next Regional Transport Plan and how to improve to get the most benefit to constituent councils and improve usability and transparency.

10. Other Business

AI tech for road maintenance and condition assessments

City of Mount Gambier updated the group about the trail of IPEWA NSW 'Asset AI'.

Discussion around benefits of NTRO for condition assessments and feedback from Southern Mallee. Joint procurement benefits if LCLGA can align timing. Committee keen to prove benefit with trial in the interim.

Contractor Performance and Procurement Strategies: discussed experiences with contractors including contract flexibility, pricing, timing issues, and the potential for joint procurement on reseals and line marking.

DIT Contractor Performance Feedback: The group was encouraged to share feedback on Downer with DIT, noting improvements in some areas.

Impact of Material Supply Changes: EO raised concerns about changes in asphalt supply due to international events, noting that new materials may affect maintenance schedules and that information from DIT should be shared with local councils through LGA.

Budgeting and Fuel Levy Adjustments: strategies for managing increased costs, including deferring non-essential works, adding contingencies to budgets, and negotiating fuel levies with contractors to maintain good relationships.

Joint Procurement Experiences: The group reflected on past joint procurement attempts for reseals and line marking, noting mixed results due to differing contractor preferences and budget sizes. Possibility to revisit joint procurement, especially for reseals, to achieve better pricing and coordination, particularly when most councils are using the same contractor currently.

11. Next Meeting

TBA – scheduled with HDS in late May

12. Close Meeting

12:05pm

ACTION ITEMS

Topic	Responsible	Action
SLRP	EO	Complete comments on applications
LC Regional Transport Plan	relevant councils	Ensure projects for database are sent to HDS
Joint AI Condition Assessment Trial	EO	Seek feasibility size and scope for cost effective trial
AI for maintenance trial	City of Mount Gambier	Report back to Committee after 6-9 months of trial
Next meeting	EO	Schedule with HDS

Limestone Coast Roads and Transport Management committee

MINUTES

11am Wednesday 10 June 2026
Microsoft Teams

1. Open 11:01

2. Attendance

Abdullah Mahmud	City Mount Gambier
Aaron Hillier	Tatiara District Council
Robert Stead	Naracoorte Lucindale Council
Charlotte Edmunds	LCLGA
Daryl Sexton	District Council of Grant
Dave Worthley	District Council of Robe
Devesh Kundu	Kingston District Council
Tim Viner Smith	HDS

3. Apologies

Nil

4. Conflicts of Interest

Nil

5. Minutes from the previous meeting

Committee agreed that minutes from meeting held 30 April, 2026 on Teams are true and correct.

Moved: District Council of Robe Seconded: Naracoorte Lucindale Council

Carried

6. Action items from the previous meeting

Update on action items received and noted by the Committee.

Moved: City of Mount Gambier Seconded: District Council of Grant

Carried

7. Governance

Nil

8. 2030 Regional Transport Plan – Intermediate Review and Update

Key points of discussion

HDS provided an overview of the project including SRLP applications, noting the database remains depleted.

Group discussed the best timing for further work.

ACTION: HDS to provide a proposal to add to database with work to be completed around October 2026.

Group discussed the need to find funding sources beyond SRLP and purpose of the plan. Further discussion and review of the current Transport Plan to be undertaken before new plan scoped for tender.

9. Other Business

Condition Assessment Trial update – **ACTION:** Councils to provide list of roads and feedback on data collected to EO ASAP to obtain a quote.

10. Next Meeting

In person – Naracoorte. EO to poll group for suitable time.

11. Close Meeting

12:20

Task	Responsible	Update
LC Regional Transport Plan - Ensure projects for database are sent to HDS	relevant councils	HDS to provide scope and quote for completion this calendar year.
Joint AI Condition Assessment Trial	All	Seeking road list from councils
AI for maintenance trial	City of Mount Gambier	Report back to Committee after 6-9 months of trial
Next meeting to be held in person	EO	
In-depth strategic review and discussion regarding Regional Transport Plan	All	Prior to 2028/29

Limestone Coast Local Government Association Audit and Risk Committee minutes

10am, Friday, 22 May 2026

Microsoft Teams

For the purposes of accurate minute taking, attendees are advised that the meeting will be transcribed in Microsoft Teams.

Membership

Phil Southam	Independent Chair
Mayor Lynette Martin OAM	ex-officio, President LCLGA
Mayor Jeff Pope	Kingston District Council
Mayor Lisa Ruffell	District Council of Robe
Gary Button	District Council of Grant
Kingsley Green	Tatiara District Council
OBSERVERS	
Charlotte Edmunds	LCLGA
Vanessa Mcdonald	Finance Consultant

1.0 Meeting Open

10:01

2.0 Present

Phil Southam	Independent Chair
Mayor Lynette Martin OAM	ex-officio, President LCLGA
Mayor Jeff Pope	Kingston District Council
Gary Button	District Council of Grant
Kingsley Green	Tatiara District Council
OBSERVERS	
Charlotte Edmunds	LCLGA
Vanessa Mcdonald	Finance Consultant

3.0 Apologies

MINUTES 22 May 2026

<p>Resolution:</p> <p>The Committee notes Mayor Ruffell’s leave of absence.</p> <p>MOVED Mayor Martin SECONDED Mayor Pope</p> <p style="text-align: right;">CARRIED</p>

4.0 Conflicts of Interest

The Committee notes that:

- *LCLGA External Finance Manager is directly employed by District Council of Grant*
- *Chair Phil Southam is a member of the Audit and Risk Committees of both the District Council of Robe and Kingston District Council.*
- *Mayor Ruffell and Mayor Martin are Members of the Audit and Risk Committees of their respective Councils.*
- *Gary Button is the Independent Chair of the Kingston District Council Audit and Risk Committee.*

5.0 Minutes from the previous meeting

<p>Resolution:</p> <p>The minutes of the Audit and Risk Committee Meeting held 27 March 2026 are a true and correct record.</p> <p>MOVED: Gary Button SECONDED: Mayor Pope</p> <p style="text-align: right;">CARRIED</p>
--

6.0 Action items from the previous meeting

<p>Resolution:</p> <p>That the Committee notes the progress of action items from the previous meeting and resolves to remove completed items from the Agenda.</p> <p>MOVED: Mayor Martin SECONDED: Gary Button</p> <p style="text-align: right;">CARRIED</p>
--

MINUTES 22 May 2026

7.0 Budget Review 4

Resolution

That the LCLGA Audit and Risk Committee resolves to recommend to the Board amending the 2025/26 Budget as per updated forecasts presented in Attachment 1 - Budget Review 4.

MOVED: Gary Button **SECONDED:** Kingsley Green

CARRIED

8.0 LCLGA Policy review

RESOLUTION

1. That the LCLGA Audit and Risk Committee recommends the following policy documents to the Board as amended.
 - Travel Policy
 - Corporate Credit Card Policy

MOVED: Gary Button

SECONDED: Mayor Pope

CARRIED

9.0 Other Business

Nil

10.0 Meeting schedule

The Audit and Risk Committee will next meet 20 August 2026 unless notified otherwise. Scheduled meeting for November may need to a later date following Council elections.

11.0 Close Meeting

10:41am

MINUTES 22 May 2026

ACTION ITEMS 22 MAY 2026

date	Action/Resolution	Details/Notes	Status/Timing
19/11/25	Risk register and assurance map	10/4 - Simplify document and return to board.	present to next A&R meeting 20 August.
22/05/26	Amend Code of Conduct for Employees	Committee members to suggest amendments in writing and return to EO.	present to next A&R meeting 20 August.

Limestone Coast

On the lands of the Boandik (Bunganditj), Bindjali, Meintangk, and Ngarrindjeri people

Destination Management Plan
2026 - 2030

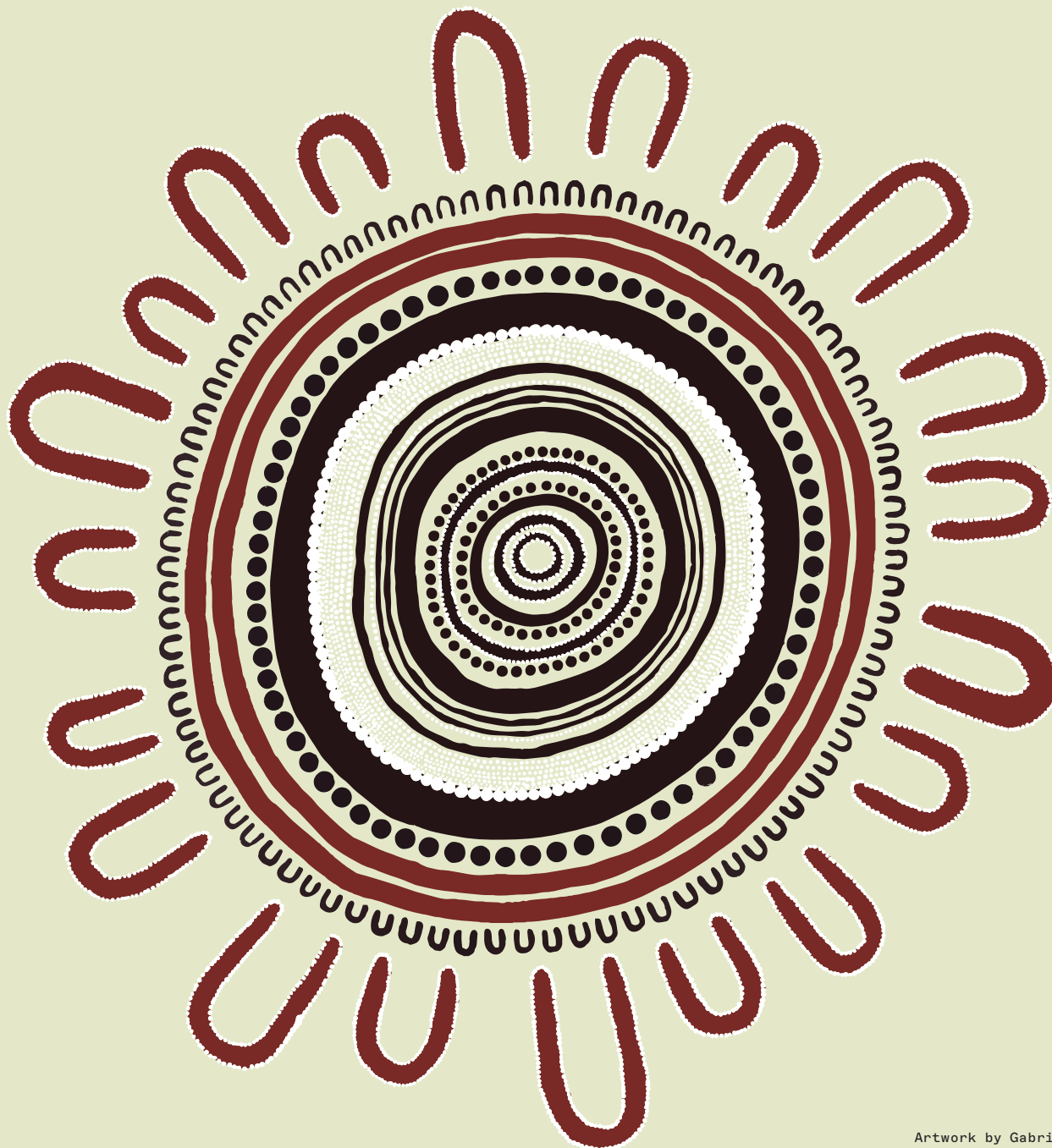


Acknowledgement of Country

We recognise the uniquely diverse Aboriginal communities across the state.

We value the knowledge Aboriginal people hold of Country and culture and are committed to grow genuine relationships with Traditional Custodians.

We will continue our journey of reconciliation and support Aboriginal tourism operators and communities to tell their own stories and share their culture with the world.



The Limestone Coast Destination Management Plan (DMP) 2026-2030 provides a strategic framework to guide sustainable tourism growth that delivers positive economic, social, and environmental outcomes for Limestone Coast communities.

It responds to the need for flexible, forward-looking destination planning that embraces innovation, develops distinctive Limestone Coast visitor experiences, and safeguards the region's natural and cultural assets.

The Plan embraces a tourism stewardship approach, built on shared accountability, a co-designed vision, and strong community values. It seeks to align resources, connect stakeholder priorities, and foster collaboration across the region to guide tourism activities over the next five years.

Situated midway between Adelaide and Melbourne, the Limestone Coast is one of South Australia's most distinctive tourism regions. From the UNESCO World Heritage-listed Naracoorte Caves and the volcanic landscapes of Mount Gambier to pristine coastlines, fertile wine regions, and historic inland towns, the region offers visitors a compelling blend of geology, culture, food, and community.

The region's visitor economy has grown strongly, with \$662 million in visitor expenditure recorded in 2024, representing a 57% increase since 2019 and supporting 2,100 direct jobs. Despite this growth, challenges remain.

Yield from interstate and international visitors trails regional averages, several iconic sites face environmental pressures, and the visitor experience offer remains uneven, with gaps in premium and bookable product. Fragmented leadership and limited coordination across councils and industry further constrain the region's ability to reach its full tourism potential.

Developed through extensive community engagement, the DMP is grounded in the community's shared vision for tourism: "Tourism that connects people, place and culture – enriching experiences, protecting our environment and strengthening our communities". This vision reflects embedded local values of Welcoming Spirit and Cultural Respect; Care for Nature and Pride in Place; Strong Connections; and Innovation. Achieving this vision requires a coordinated, region-wide commitment, where operators, Traditional Owners, councils, industry, and residents work together to ensure visitors can engage meaningfully with the Limestone Coast's landscapes, culture and people.

Implementation of the Plan is guided by four strategic priorities:

1. **Distinctive Visitor Experiences:** developing and growing experiences that showcase the region's geological, cultural and agricultural strengths, while lifting yield and dispersal from priority growth markets.
2. **Caring for Place:** championing sustainable tourism that protects and regenerates the Limestone Coast's natural and cultural assets.
3. **Impactful Regional Storytelling:** unifying and amplifying the region's distinctive stories through coordinated marketing and visitor servicing, guiding visitors with inspiration and information across their entire journey.
4. **Destination Stewardship:** building collaborative, industry-led governance to drive alignment, innovation and resilience across the visitor economy.

This Plan identifies two State Catalyst Projects of statewide significance – the Naracoorte Caves and the Melbourne to Adelaide Touring Route - alongside thirteen Regionally Significant Projects and five Enabling Projects.

Together, these initiatives are designed to increase visitor yield, diversify markets, strengthen business resilience, and position tourism as a positive force for economic, community and environmental wellbeing.

(1)





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Purpose of this Plan

The tourism industry is experiencing remarkable growth, with national forecasts indicating a sustained upward trajectory of 4.7% annual growth through to 2029 for South Australia¹. Capitalising on this growth potential will remain a significant challenge, with the coming decade characterised by complexity and uncertainty.

Globally, geopolitical shifts, the urgent need for decarbonisation and sustainable practices, advancements in artificial intelligence and automation, and societal shifts will redefine the tourism sector. Climate change and environmental resilience will increasingly influence visitor demand, behaviour and regional capacity, underscoring the importance of adaptive solutions.

Closer to home, Australians are grappling with a cost-of-living crisis, with rising costs of housing, essential services and everyday expenses reducing household budgets and limiting the ability to spend on travel. To stay ahead of these challenges, destination planning must remain flexible and forward-looking, embracing innovation while safeguarding natural and cultural assets.

This Destination Management Plan (DMP) provides a strategic analysis of tourism opportunities for the Limestone Coast. It is a focused, future-facing framework designed to unlock the region's tourism potential. To ensure balance and focus, the DMP has been informed by consultation and research, addresses strategic regional issues, and draws on the latest insights from local, regional and state stakeholders.

This is not a typical Destination Management Plan; rather, it is a Tourism Stewardship Plan, built on shared accountability for its delivery. Guided by a co-designed vision and grounded in community values and aspirations, the DMP identifies opportunities to align resources, connect stakeholder priorities, and strengthen collaboration. It aims to deliver sustainable economic, environmental, and social benefits for the entire region.

The Limestone Coast is entering a period of transition, with tourism partners redefining their roles and exploring future governance and resourcing arrangements. In this context, the DMP focuses on setting clear strategic direction and identifying shared opportunities, while recognising that leadership and delivery responsibilities will continue to evolve over time.

Where appropriate, the DMP identifies key stakeholders with an interest or role in the proposed projects, supporting shared understanding and coordination. At the same time, the DMP deliberately allows space for new governance structures, partnerships and funding models to emerge as the region's tourism system matures.

In this way, the DMP serves both as a practical guide for near-term action and a foundation for longer-term collaboration, ensuring the region remains well positioned as new arrangements take shape. While this plan is designed to guide tourism activities in the Limestone Coast over the next five years, it is grounded in a longer-term perspective, ensuring that decisions made today contribute to a resilient, sustainable region for future generations.

Plan Development Process

The DMP has been prepared through consultation across the community, industry, business and government.



Individual interviews and meetings

34

representatives from local and state government, industry organisations, community and tourism businesses interviewed across 19 in-depth interviews.



Stakeholder workshops

56

attendees at two community and industry workshops held in Robe and Mount Gambier.



Community and industry survey

108

individuals completed, including:

- 83% permanent residents
- 36% business owners
- 47% of business owners have been operating for 10+ years
- 11% own a business that is connected to the tourism industry
- 47% work in a business that is connected to the tourism industry
- 58% volunteer in their community



Desktop analysis

20+

strategies and plans reviewed (reference documents on page 57).

¹ Tourism Research Australia
Tourism Forecasts for Australia 2023 - 2028

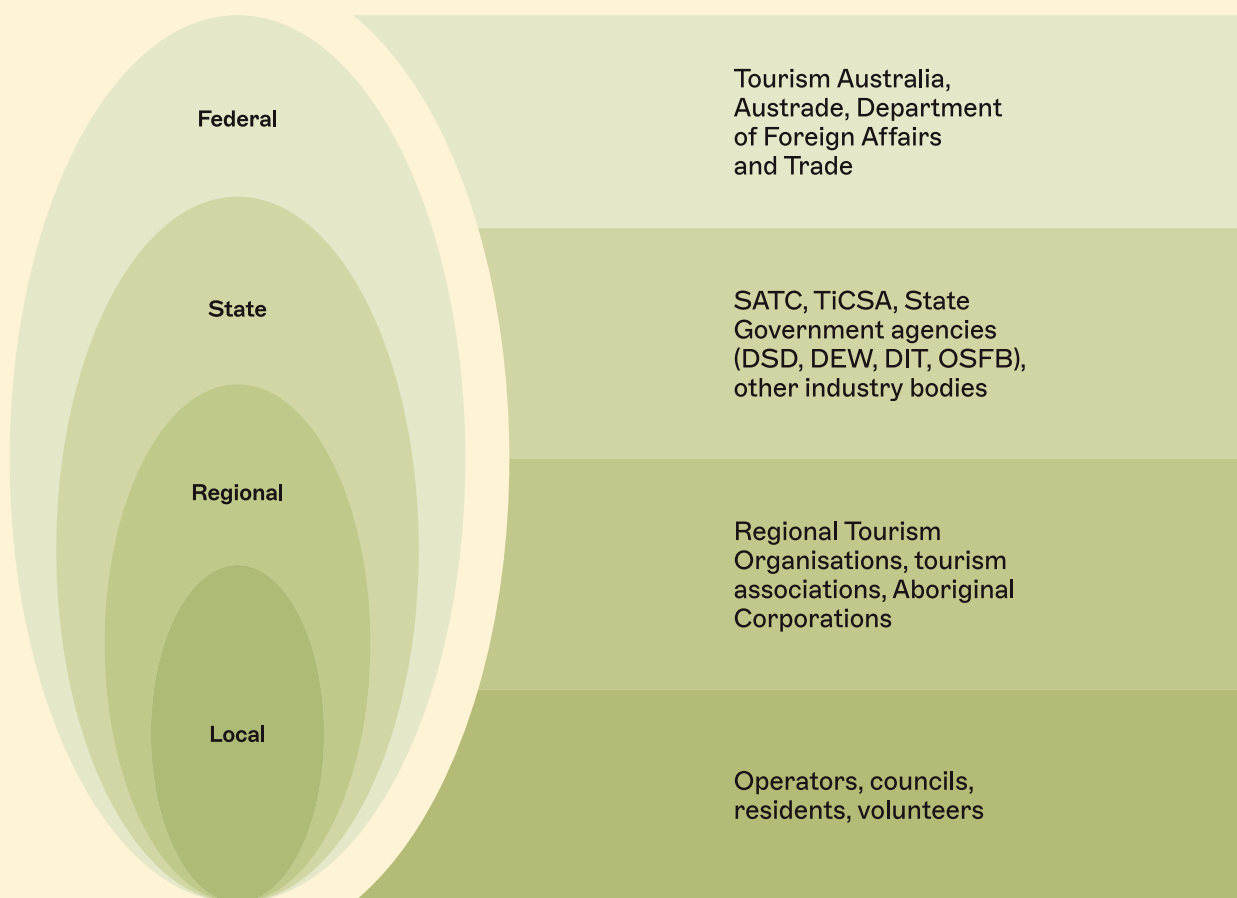
See the Supporting Information at the end of this document for:

- Definitions of key tourism terms.
- A list of strategic plans that the DMP aligns with, along with descriptions of their alignment.

Tourism Stakeholders

Effective collaboration among tourism stakeholders is essential to create a sustainable and resilient tourism sector that benefits both visitors and the destination.

The diagram below outlines the key tourism stakeholders across local, regional, state, and federal levels.



(3)



Limestone Coast Tourism Stakeholders

The table below outlines the primary stakeholders who play a part in delivering tourism outcomes for the region.

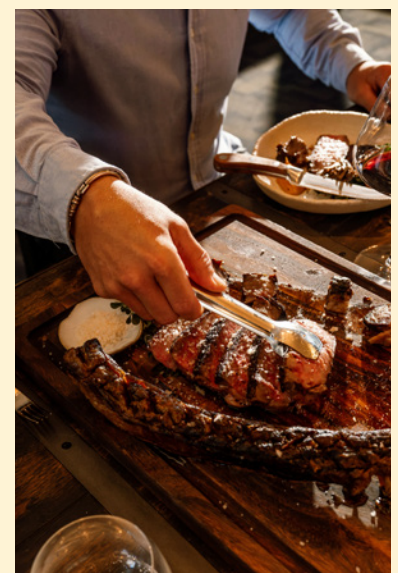
	Organisations	Acronym
Tourism governance	Regional Tourism Organisation* South Australian Tourism Commission	RTO SATC
Local government	City of Mount Gambier District Council of Grant District Council of Robe Kingston District Council Naracoorte Lucindale Council Tatiara District Council Watte Range Council Limestone Coast Local Government Association	CoMG DCG DCR KDC NLC TDC WRC LCLGA
Regional partners	Regional Development Australia Limestone Coast	RDALC
Community	Residents Community and progress associations Community events organisations Retail and business trader groups National Trust of South Australia and its Limestone Coast branches	Collectively referred to as 'Community' NTSA
Traditional Owners and Aboriginal groups	Burramdies Aboriginal Corporation Ngarrindjeri Aboriginal Corporation Ngarrindjeri Lands and Progress Aboriginal Corporation South East Aboriginal Focus Group	BAC NAC NLPAC SEAFG
Tourism industry	Tourism businesses Limestone Coast Grape and Wine Council Inc and wine and grape industry associations Transport providers, services and organisations Local tourism organisations Tourism Industry Council of South Australia	Collectively referred to as 'Industry' TiCSA
Environment partners	Department for Environment and Water Limestone Coast Landscape Board Local conservation organisations	DEW LCLB
State government departments and organisations	Department of the Premier and Cabinet Department of Primary Industries and Regions South Australia Department of State Development (including Invest SA) Department for Housing and Urban Development Office for Small and Family Business	DPC PIRSA DSD DHUD OSFB

(4)

*At the time of publication, the Regional Tourism Organisation for the Limestone Coast is the Limestone Coast Local Government Association (LCLGA).

Additional acronyms used throughout this document:

ABS.....Australian Bureau of Statistics
 ATDWAustralian Tourism Data Warehouse
 DMPDestination Management Plan
 LGAsLocal Government Authorities
 TATourism Australia
 TRATourism Research Australia
 VFRVisiting Friends and Relatives
 VICVisitor Information Centre
 VIOVisitor Information Outlet



Roles and Responsibilities

Tourism stakeholders play multiple roles, depending on the project.

Lead	<ul style="list-style-type: none"> - Set strategic tourism goals - Develop DMP - Define tourism investment priorities - Coordinate response to tourism crises e.g. bushfire, COVID
Partner	<ul style="list-style-type: none"> - Collaborate on experience development projects e.g. trails, self-drive itineraries - Contribute to joint marketing campaigns
Advocate	<ul style="list-style-type: none"> - Lobby for better transport access - Advocate for visa changes to support workforce - Campaign for protection of tourism assets e.g. coastlines, heritage sites - Raise community and council awareness of the value of tourism
Service delivery	<ul style="list-style-type: none"> - Deliver industry capability workshops - Operate visitor centres - Manage grant programs - Maintain tourism websites - Deliver events and festivals
Regulate	<ul style="list-style-type: none"> - Approve planning and development applications - Regulate short-term rentals - Licence tour operators - Facilitate food safety and liquor licencing - Set and enforce cultural and environmental protection regulations
Invest	<ul style="list-style-type: none"> - Grant funding for product development - Invest in tourism infrastructure e.g. trails, signage, accommodation - Financially contribute to marketing campaigns - Fund research or feasibility studies - Subsidise workforce development programs

Within this DMP, the roles and responsibilities for each project will be determined by the respective project stakeholders.

Regional Overview

The Limestone Coast, in the southeastern corner of South Australia, is a geographically vast and culturally rich tourism region positioned midway between Adelaide and Melbourne.

Covering more than 21,000 square kilometres and with over 400 kilometres of coastlines, the region extends from the Coorong and Kingston SE in the west, inland through to Naracoorte and Penola to the Victorian border, and south to Cape Northumberland near Port MacDonnell, with Mount Gambier functioning as the region’s primary urban and service hub. The region spans seven local government areas and is diverse in both landscape and settlement, united by its geological heritage, productive landscapes, and the distinctive character of its towns and communities.

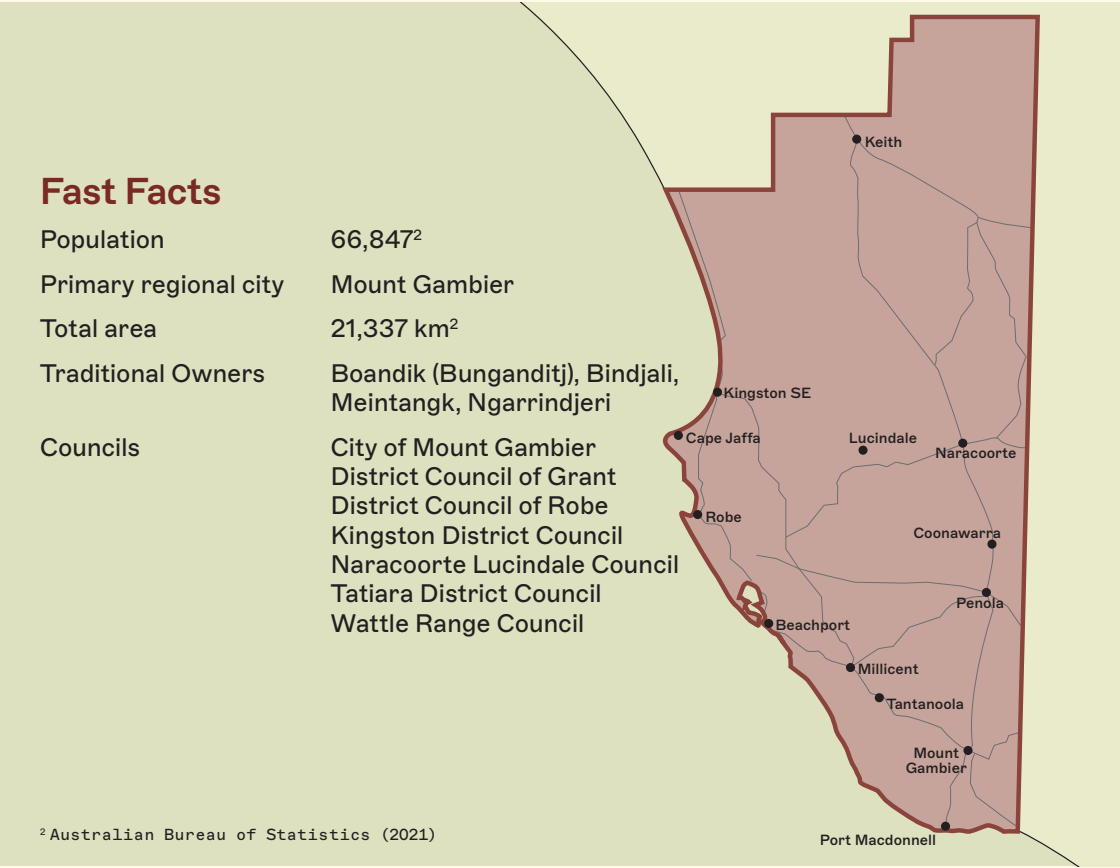
The region’s story is shaped by deep time. Uplifted seabeds, volcanic activity, and millennia of natural processes have created a world-class landscape of pristine coastlines, dramatic cliffs, sinkholes and freshwater springs, vast wetlands, fertile terra rossa soils, and the UNESCO World Heritage-listed Naracoorte Caves. The region is the traditional lands of the Boandik (Bunganditj), Bindjali, Meintangk and Ngarrindjeri peoples.

Geology also underpins the Limestone Coast’s strong primary industries, including premium wine production across six renowned wine regions, high-quality beef and lamb, Southern rock lobster, forestry products from the Green Triangle, and a wide range of fresh produce.

Tourism brings these strengths together through experiences that range from diving in crystal-clear freshwater springs and exploring volcanic craters and coastal national parks, to tasting Coonawarra Cabernet Sauvignon in historic cellar doors.

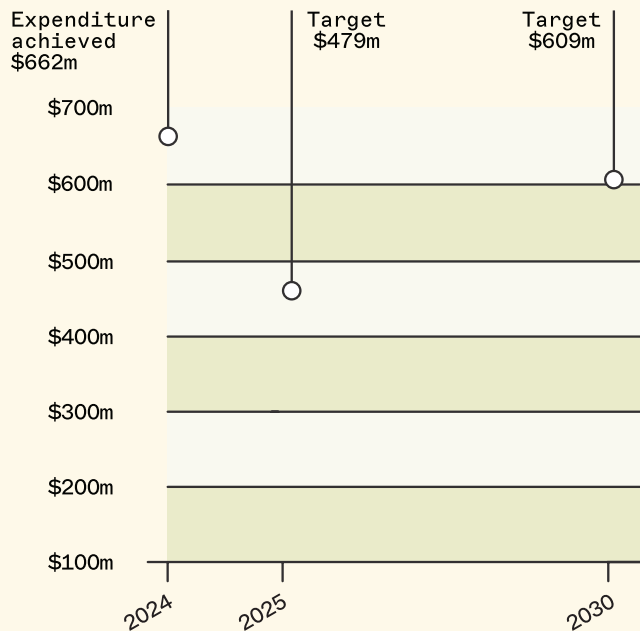
Sustainability and liveability are central to the region’s identity. Communities maintain a strong connection to place, balancing growth with the protection of high-value agricultural land, biodiversity corridors, marine parks, and Ramsar-listed wetlands. Nature experiences are enjoyed year-round - from lively summer coastal towns to quieter inland trails and landscapes enjoyed in cooler months.

For visitors, the Limestone Coast offers authentic and memorable experiences grounded in nature, culture and heritage. Welcoming communities, exceptional food and wine, iconic landscapes, and a strong ethic for care for the environment combine to create a destination where geology shapes culture, and culture shapes the visitor experience.



Economic Profile

Visitor Expenditure





Visitor Expenditure
to December 2024³

\$662m



Growth since 2019

57%



Tourism Businesses
as of June 2024⁴

763

482 employing businesses:
252 micro, 186 small, 41 medium,
and 3 large.



Tourism Jobs
in 2023/2024⁵

2100

(5.2% of direct
jobs in the region)

(5)



³ Limestone Coast Regional Profile December 2024

⁴ Tourism Research Australia Business Summary, June 2024. Data supplied by SATC May 2025

⁵ Tourism Research Australia Regional Tourism Satellite Account, 2023/2024. Data supplied by SATC May 2025

Visitor Profile

December 2024 Visitor Profile

Total Visitors: 1,463,000

Daytrip Visitors:

656,000 **\$205m**
(46% visitation) Expenditure

Overnight Visitors:



807,000 **\$457m**
(54% visitation) Expenditure

2,263,000 **2.8 nights**
Nights Average length of stay

Intrastate Visitors:

398,000 **\$249m** **1,080,000**
Expenditure Nights

2.7 nights **\$230** **\$622**
Average length of stay Average spend per night Average spend per trip

Interstate Visitors:

377,000 **\$192m** **916,000**
Expenditure Nights

2.4 nights **\$210** **\$503**
Average length of stay Average spend per night Average spend per trip

International Visitors:

32,000 **\$16m** **267,000**
Expenditure Nights

8.3 nights **\$60** **\$497**
Average length of stay Average spend per night Average spend per trip

The Limestone Coast continues to perform strongly in intrastate overnight visitation, alongside steady growth in interstate and international overnight markets. These trends have supported increasing yield and an average length of stay of 2.8 nights, complemented by a reliable **day trip market** (656,000 visitors) that continues to generate incremental yield gains year on year.

Overall, 54% of visitors stay overnight. The **intrastate** market accounts for approximately 49% of all overnight visitors, with Adelaide contributing 23% of all domestic overnight visitors and regional South Australia 28%. The Limestone Coast captures 11.8% of regional South Australia's intrastate overnight visitors, making it the fourth-largest destination for this market across regional SA. Average spend per intrastate overnight trip (\$622) is well above the regional SA average (\$503)⁶.

Interstate visitors account for 47% of overnight visitation, with Victoria the region's largest interstate market (18% from regional Victoria and 17% from Melbourne). Interstate overnight visitor volume (377,000) outperforms all other SA tourism regions, accounting for 33.7% of all interstate overnight visitors to regional SA. However, average spend per interstate overnight trip (\$503) remains significantly below the regional SA average (\$840)⁷.

International visitors represent a relatively small share of overnight visitation (approximately 4%, down from 7% in 2018⁸), primarily originating from Europe, the United Kingdom, Canada and New Zealand⁹. These visitors typically stay longer (average length of stay 8.3 nights) but, due to the prevalence of working holiday makers, spend comparatively less (around \$60 per night or \$497 per trip). International visitation is dominated by visitors aged 45+, staying with friends and relatives or travelling as self-accommodating campers as part of a broader Australian trip¹⁰. Spend per overnight trip (\$497) is substantially lower than the regional SA average (\$1,614)¹¹.

The day trip market accounts for 46% of total visitation and approximately 30% of total tourism expenditure. Average spend per day trip (\$313) is significantly higher than the regional SA average (\$130)¹², highlighting the importance of this market to the regional visitor economy.

⁶ SATC Visits to Regions, December 2024

⁷ SATC Visits to Regions, December 2024

⁸ Limestone Coast Destination Situation Analysis 2020

⁹ Stakeholder Listening, June 2025

¹⁰ SATC Visits to Regions, December 2024

¹¹ SATC Visits to Regions, December 2024

¹² SATC Visits to Regions, December 2024

Overnight visitors by purpose¹³:

The region predominantly attracts leisure visitors, who account for 73% of total overnight visitation, including:

Holiday	54%
VFR	19%

Business travel accounts for 21% of total overnight visitation.

Since 2018, visitor expenditure has shifted across purpose segments, with growth in both Holiday (up 62%), and Business (up 31%) markets, alongside a slight decline in the VFR market (down 13%).

The business market delivers the highest yield per night at \$294 per night, well above the regional SA average (\$176).

Holiday visitors spend on average \$204 per night (above the regional SA average at \$190), while VFR visitors generate lower yields at \$91 per night, below the regional SA average (\$103).

Additional visitor insights¹⁴:



Visitors aged 65 years and over represent the largest domestic cohort of age groups (22%).



Self-drive travel dominates, accounting for 93% of visitors, reflecting limited public transport options typical of regional South Australia.



Accommodation patterns show:

- Stay with friends or relatives: 25% of domestic/60% of international visitors).
- Hotels/motels and resorts: 22% domestic/20% international.
- Caravan parks and commercial campgrounds: 23% domestic/17% international.



Peak visitation occurs in December and January (24% of all visits), with April school holidays also being a significant visitation period (10%).

(6)



¹³ Limestone Coast Regional Tourism Profile December 2024

¹⁴ Limestone Coast Profile December 2024

Regional Strengths

Iconic and globally significant natural assets

The Limestone Coast's geology is unlike anywhere else in Australia. The UNESCO World Heritage-listed Naracoorte Caves are among the world's most important fossil sites, revealing the story of Australia's prehistoric megafauna. The region's volcanic heritage is seen at Blue Lake/Warwar in Mount Gambier and Mount Schank/Parreen, alongside a broader network of dormant volcanic craters.

Along the coast, rugged cliffs, sweeping sandy beaches, and dramatic dune systems have been shaped by the Southern Ocean. Inland, internationally recognised wetlands - including Bool and Hacks lagoons and Piccaninnie Ponds (a Ramsar site) - support rare and threatened flora and fauna and attract visitors for birdwatching and world-class diving. Together, these landscapes underpin a wide range of outdoor activities, from hiking through conservation parks and snorkelling and diving in crystal-clear sinkholes, to recreational fishing.

Premium food and wine reputation

The Limestone Coast is internationally recognised for its food and wine, anchored by the Coonawarra as the region's flagship wine tourism destination. Across the Coonawarra and five other wine regions - Padthaway, Wrattontully, Mount Benson, Robe and Mount Gambier - visitors can explore more than 40 cellar doors and enjoy immersive experiences spanning premium tastings, events, trail-based discovery and seasonal activations.

The region's reputation is further strengthened by its premium primary production. The Southern rock lobster industry, centred in Port MacDonnell, supplies high-quality seafood to global markets, while Wagyu and Terra Rossa beef, dairy, lamb, grains and horticulture reinforce the Limestone Coast's standing as a premium food-producing region. Farm-gate sales, signature dining experiences such as Mayura Station, and seasonal farmers' markets connect visitors directly with local producers.

Clean, green and sustainably managed landscapes and waters

Environmental stewardship is central to the Limestone Coast's identity. National parks such as Canunda and the Coorong, marine parks, and Ramsar-listed wetlands are actively managed to protect biodiversity and ecological function while supporting nature-based tourism. Regenerative land management practices across agriculture and forestry contribute to long-term soil and water health, supported by the region's clean air and high-quality groundwater resources.

Vibrant events calendar that drives visitation

A diverse calendar of events strengthens the region's year-round appeal and helps drive seasonal visitation. Generations in Jazz attracts international performers and thousands of visitors annually, while Coonawarra After Dark showcases the region's wine, food, and music.

Agricultural and community events such as the South East Field Days and Lucindale's country show connect visitors with rural life and industry. Coastal towns host fishing competitions, surfing events and seasonal festivals that activate public spaces and celebrate local produce.

Strategic location and touring appeal

Located between Adelaide and Melbourne, the Limestone Coast is a natural inclusion in interstate touring itineraries.

It is a key stop on the Southern Ocean Drive and the Melbourne-Adelaide Touring Route, benefiting from high volumes of self-drive visitors. Proximity to iconic Victorian destinations such as the Great Ocean Road and the Grampians creates strong opportunities for cross-border touring and collaborative marketing.

Welcoming, visitor-focused and well-serviced communities

Visitor experiences are enriched by the Limestone Coast's welcoming communities, each with a distinctive identity and supported by an established visitor servicing network. Robe's historic streets and vibrant summer atmosphere contrast with the relaxed coastal character of Beachport and Kingston SE. Naracoorte's role as an agricultural centre, Millicent's forestry heritage, and Mount Gambier's position as South Australia's largest regional city contribute to a diverse mix of amenities, accommodation and services.

Mount Gambier's scale supports higher-order retail, education, health care and cultural infrastructure - including the Riddoch Arts and Cultural Centre - positioning the city as a regional hub for both residents and visitors.

Regional Opportunities

Evolving regional leadership and governance

The Limestone Coast is at a turning point in how tourism is coordinated and supported across the region. While collaboration between councils, industry and partners has strengthened over time, differing local priorities, constrained resourcing and evolving governance arrangements can make unified progress challenging.

Clarifying regional leadership roles and strengthening collaborative governance will be critical as the visitor economy continues to grow.

Better access to shared, timely data can support more informed decision-making, helping partners align effort, target investment, and focus initiatives that deliver the greatest economic, environmental and community benefit.

Sustainable stewardship of natural and cultural assets

The Limestone Coast’s biodiversity, geological landscapes and cultural sites are central to the region’s identity and visitation appeal. As visitation grows, some sensitive sites are experiencing pressure from inappropriate visitor behaviour, while inconsistent messaging and interpretation can limit visitor understanding of how to engage respectfully with place.

A more coordinated, region-wide approach to visitor education, management and storytelling can help protect high-value natural and cultural assets, strengthen community confidence, and encourage visitors to value and care for the places they visit.

Aligning tourism development and storytelling with conservation objectives and community values will support long term resilience and ensure tourism contributes positively to caring for Country, culture and environment.

Enhancing visitor yield and experience quality

While overall visitation levels remain strong, gaps persist in experience depth, accommodation diversity and premium, bookable product.

These gaps limit the region’s ability to capture higher yield, encourage longer stays, and fully leverage established touring routes and shoulder season demand.

Focused investment in experience design, packaging, bookability and trade readiness can lift the quality and consistency of the visitor offer.

Strengthening accommodation choice and aligning development with priority markets will help convert passing traffic into multi-night stays and spread economic benefit more evenly across seasons and communities.

Rebuilding marketing partnerships and visitor servicing

The region has established a strong digital brand presence in recent years, providing a solid foundation for demand-driving activity.

However, gaps in trade engagement, cross-border collaboration and visitor servicing alignment have limited the impact of marketing efforts and the coherence of the visitor journey.

Reenergising marketing partnerships and strengthening visitor servicing networks will help present a more unified and compelling regional story.

Consistent messaging, shared collateral and coordinated visitor information can improve dispersal, support itinerary planning, and ensure marketing activity reflects the region’s broader strategic priorities and values.

Building industry capability and connection

Tourism operators across the Limestone Coast deliver high-quality visitor experiences, but continue to face challenges related to seasonality, workforce availability, rising costs, and business resilience. These pressures are often experienced unevenly across the region, particularly by small businesses and volunteer-led events.





Stronger regional communication, targeted capability building and more connected regional networks can help operators navigate change, share knowledge and build confidence. A more capable and collaborative industry will be better positioned to innovate, respond to emerging opportunities, and contribute to a resilient, high-quality visitor economy.

(7)



The Strategy

Plan on a Page

Vision	Tourism that connects people, place and culture – enriching experiences, protecting our environment and strengthening our communities.			
Values	Welcoming Spirit and Cultural Respect. Care for Nature and Pride in Place. Strong Connections. Innovation.			
Strategic Priorities	 1. Distinctive Visitor Experiences	 2. Caring for Place	 3. Impactful Regional Storytelling	 4. Destination Stewardship
Objective	Develop and grow distinctive visitor experiences that showcase the Limestone Coast's strengths, lifting yield and dispersal across the region.	Champion sustainable tourism that protects, conserves, and regenerates the region's unique natural and cultural assets, ensuring long-term resilience of the visitor economy.	Amplify the Limestone Coast's distinctive stories of place through coordinated and impactful storytelling that inspires visitation and deepens connection.	Build a collaborative, industry-led approach to destination stewardship that aligns stakeholders, strengthens governance, and positions tourism as a driver of economic, cultural, social, and environmental value.
State Catalyst Projects	1.1 Naracoorte Caves [^]		3.1 Melbourne to Adelaide Touring Route [^]	
Regionally Significant Projects	1.2 Crater Lakes Precinct [^] 1.3 Umpherston Sinkhole / Balumbul [^] 1.4 Regional Trails Network [^] 1.5 Industry Innovation and Capability [^] 1.6 Visitor Experience Development* 1.7 Contemporary Accommodation* 1.8 Strengthening Regional Events*	2.1 Coastal Visitor Impact Framework*	3.2 Limestone Coast Regional Positioning and Stories [^] 3.3 Annual Destination Marketing Program [^] 3.4 Regional Visitor Servicing Alignment [^]	4.1 Stakeholder, Industry and Community Engagement [^] 4.2 Regional Issues Advocacy*
Enabling Projects	1.9 Investment Attraction Support* 1.10 Pipeline Project Support*			4.3 Strategic Insights* 4.4 Regional Workforce [^] 4.5 Climate Change and Risk Management*
Management Tools	Table A: Experience Development Focus Table B: Regional Tourism Advocacy Priorities			
DMP Management and Reporting	M.1 DMP Accountability*, M.2 Industry Database*, M.3 Pipeline Project Database*, M.4 Regional Issues Database*			

[^] = In progress, * = New project

Vision, Values and Aspirations

<p>Vision</p>	<p>Tourism that connects people, place and culture – enriching experiences, protecting our environment and strengthening our communities.</p>
<p>Community Values</p>	<p>Welcoming spirit and cultural respect The Limestone Coast is known for its warmth, generosity, and openness. Communities take pride in welcoming visitors, new residents and seasonal workers, creating a place where people feel comfortable and included. The welcoming spirit is grounded in respect for culture and history, particularly the enduring connection of its Aboriginal peoples, including the Boandik and Ngarrindjeri, to Country. By valuing Aboriginal culture alongside the diversity of cultures that have shaped the region, the Limestone Coast strengthens understanding, respect, and unity.</p> <p>Care for nature and pride in place People of the Limestone Coast share a deep connection to their landscapes, towns and heritage, recognising them as central to the region’s identity and liveability. From rugged coastlines and pristine beaches to crater lakes, caves, wetlands, farmlands and forests, these places are understood not just as assets, but as responsibilities. Stewardship is reflected in everyday actions – caring for towns, protecting natural and cultural sites, and managing land and water with future generations in mind. Pride in place is expressed through a collective commitment to look after the landscape and stories that define the region.</p> <p>Strong connections Strong connections underpin community life across the Limestone Coast. Trust, cooperation and mutual support link towns, industries and people, creating a region that works together to share resources, ideas and opportunities. Collaboration between communities, businesses and organisations strengthens resilience and helps the region adapt to change. These connections are evident in both times of celebration and challenge, reinforcing a shared sense of belonging and the understanding that progress is strongest when it is collective.</p> <p>Innovation The Limestone Coast is shaped by practicality, adaptability and resourcefulness. Communities and businesses are accustomed to finding solutions in the face of changing conditions and limited resources. Innovation is evident in progressive agricultural practices, entrepreneurial small businesses, and community-led initiatives that respond to local needs. This culture of ingenuity supports resilience and enables the region to embrace new ideas and opportunities for a sustainable future.</p>

	Visitor	Economy	Environment	Social	Culture
Aspiration	Visitors are welcomed into communities that feel inclusive and authentic, where they can experience distinctive local stories, vibrant events and immersive connections with coast, country, and culture.	Tourism supports a resilient regional economy by enabling sustainable business growth, encouraging local entrepreneurship, and supporting diverse, year-round employment and investment across the region.	Tourism supports greater awareness, care and stewardship of the Limestone Coast's landscapes, contributing to their protection and long-term health for future generations.	Communities understand the value of tourism and feel positively connected to it, with tourism contributing to wellbeing, participation and shared pride across towns and communities throughout the region.	Tourism respectfully celebrates and shares Aboriginal culture, multicultural identities and creative expression, strengthening cultural understanding, visibility and vitality.
Goal	<p>Increase in interstate and international visitation.</p> <p>Increase in number of contemporary visitor experiences and accommodation.</p> <p>Increase in internationally ready, commissionable tourism product across Nature and Place, and Food, Wine and Drink pillars.</p> <p>Increase in net promoter score or visitor satisfaction rating.</p>	<p>Year-on-year growth in visitor expenditure (specifically in interstate and international markets).</p> <p>Stability and/or growth in tourism jobs and number of tourism businesses.</p> <p>Increase in appropriate accommodation supply.</p> <p>Increase in number of businesses participating in tourism (ATDW listings).</p> <p>Increase in shoulder and off-peak visitation.</p>	<p>Increase in tourism operators with recognised sustainability accreditation.</p> <p>Increase in the number of visitor experiences where visitors can learn about and/or contribute to caring for the natural environment (e.g. visitor donations, visitor volunteering, tree planting, citizen science).</p> <p>Increase in uptake of sustainable business practices.</p> <p>Increase in attendance at relevant industry capacity building workshops.</p>	<p>Maintain positive sentiment for tourism activity and development (social licence).</p> <p>Grow community-led tourism experiences and events.</p> <p>Increase in accessible and inclusive experiences.</p>	<p>Increase in number of place-based stories shared with visitors through marketing and experiences.</p> <p>Increase in Aboriginal-led tourism experiences or partnerships.</p> <p>Inclusion of Aboriginal stories in regional visitor information channels and major experiences.</p>
Measurable Indicators (and potential source)	<p>Visitor volume (SATC Regional Tourism Profile).</p> <p>Visitor reviews and stories referencing connection to people and place.</p> <p>Visitor sentiment surveys.</p>	<p>Visitor yield (SATC Regional Tourism Profile).</p> <p>Tourism filled jobs (Tourism Research Australia).</p> <p>Number of tourism businesses (Tourism Research Australia)</p> <p>Operator feedback indicating improved business resilience (TiCSA barometer).</p> <p>Distribution of economic benefits across townships (Localis or similar).</p>	<p>QTA Sustainable Tourism (via TiCSA) or Ecotourism Australia accredited businesses.</p> <p>Use of sustainable practices in events and accommodation.</p> <p>Tourism industry partnerships with Landcare, National Parks and Wildlife SA etc.</p> <p>Number of operators attending relevant training.</p>	<p>Local resident sentiment around tourism (LGA community sentiment surveys).</p> <p>Sustainability and continuation of community-led tourism experiences and events.</p> <p>Improved accessibility of public tourism infrastructure e.g. signage, toilets, trails.</p>	<p>Number of history, heritage, or cultural stories shared through destination marketing.</p> <p>Increased visitor awareness of local history and culture over time (qualitative surveys).</p> <p>Number of Aboriginal-led tourism experiences or partnerships.</p>

Measuring Success

Clear outcomes and regular reporting are critical to understanding whether this DMP is achieving its intent. Measuring success provides accountability to stakeholders, ensures resources are directed effectively and demonstrates the value of tourism to the community and state.

The following outlines how success will be monitored at state, regional and project levels.

State Success

- The DMP contributes to the achievement of the South Australian Tourism Plan 2030 success measures, including tourism expenditure, tourism employment, accessible tourism options, and brand health.
- While the DMP does not directly control these outcomes, progress at the regional and project level supports state-wide targets.

Regional Success

- Regional tourism aspirations, goals and indicators are outlined on the previous page.
- Some benchmarks and measurement methodologies already exist or can be tracked via project delivery. Others will require new or refined approaches over time.
- Biannual reporting is proposed to track progress against DMP goals and individual projects (see Project M.1).

Project Level Success

- The DMP's success will be primarily measured through project delivery.
- When projects are scoped, clear definitions of what success looks like will be established, including outcomes, outputs and measures.
- Progress of State Catalyst, Regionally Significant and Enabling Projects will be tracked and reported annually.
- Specific KPIs and project deliverables will be reported annually by the Project Lead through the agreed DMP accountability mechanism (refer to Project M.1).

(8)



Target Visitor Markets

To achieve the DMP vision, the focus is on attracting visitors who generate higher yield, stay longer, travel outside peak periods, and align with the Limestone Coast's values and strengths.

Priority is given to markets that support sustainable growth, deliver strong economic and community benefits, and are attracted to the region's distinctive natural, cultural, and food and wine experiences.

Growing overnight visitation is a priority across all markets, with a particular emphasis on dispersal, seasonality, and experience-led travel.

1. Priority cross-cutting segment

High Contribution Visitors

High contribution visitors represent the greatest opportunity for the Limestone Coast to sustainably grow its visitor economy. These visitors seek to have a positive impact on communities, culture, and environment, and are more likely to invest in premium, immersive experiences that align with local values.

Growing the region's share of SATC's key audience segments¹⁵, *Authentic Connectors* and *Cultural Contributors*, is well aligned with the Limestone Coast's long-term aspirations for tourism. These visitors are motivated by distinctive landscapes, authentic stories, high quality food and wine, and experiences that offer depth, meaning and connection to place.

High contribution visitors are typically younger travellers and adult couples from interstate and international markets. They are more likely to stay longer, travel beyond peak periods and deliver higher yield, while valuing sustainability, cultural respect and responsible travel behaviours that support community wellbeing.

What we will do differently:

- Design for depth, not volume, by prioritising immersive, bookable experiences aligned to Nature and Place, Food, Wine and Drink, and cultural storytelling (Projects 1.6 Visitor Experience Development, 3.2 Regional Positioning and Stories).
- Lift experience quality and yield through premium, low-impact experiences at hero assets such as Naracoorte Caves, Crater Lakes and Umpherston Sinkhole/Balumbul (Projects 1.1, 1.2, 1.3).
- Embed stewardship and values-led storytelling across marketing, visitor servicing and interpretation so high-contribution visitors understand how to visit respectfully and meaningfully (Projects 2.1 Coastal Visitor Impact Framework, 3.4 Regional Visitor Servicing Alignment).

¹⁵ [Understanding the SATC's Domestic Audience Segments](#)

2. Source markets

Intrastate

The intrastate market remains the Limestone Coast's most consistent and resilient source of visitors, accounting for almost half of all overnight trips. Adelaide and regional South Australian residents visit for short breaks, major events and school holidays, with leisure travel dominant - particularly food, wine, and nature-based experiences. Visiting friends and relatives (VFR) also represents a significant share of travel.

Intrastate visitors already deliver a high yield per trip (\$626, well above the regional South Australian average). However, demand is concentrated in peak summer and holiday periods, creating pressure on coastal communities while leaving capacity underutilised at other times of the year. Residents travelling within the region for sport, shopping and events also form an important secondary market, reinforcing the value of short-break and day trip travel within the Limestone Coast.

What we will do differently:

- Shift intrastate travel beyond peak periods by promoting inland destinations in summer and coastal experiences in cooler months, supported by events and seasonal programming (Projects 1.8 Strengthening Regional Events, 3.3 Annual Destination Marketing Program).
- Grow spend from short-break and VFR travel through curated itineraries, packaged experiences and improved bookability for food, wine and nature-based experiences (Projects 1.6 Visitor Experience Development, 3.4 Regional Visitor Servicing Alignment).
- Leverage existing travel behaviour by strengthening Southern Ocean Drive itineraries and encouraging multi-night stays rather than single-destination trips (Projects 3.1 Melbourne to Adelaide Touring Route, 1.4 Regional Trails Network).

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International

International visitors currently represent around 4% of total visitation (down from 7% in 2018), but they stay the longest, averaging 8.3 nights, often as part of broader Australian itineraries. Despite this, spend per trip remains relatively low, reflecting the dominance of the VFR and working holiday maker segments and a preference for budget or self-contained accommodation.

For the Limestone Coast, international visitation represents a longer-term, targeted growth opportunity rather than a rapid volume rebound. The region's globally distinctive assets – including world-class geology, nature-based experiences and cultural stories – are well suited to high value international travellers, but require deliberate positioning, product readiness and trade engagement to convert long stays into stronger economic outcomes.

What we will do differently:

- Focus on fewer, higher-value international segments aligned to nature, geology, sustainability and cultural storytelling rather than broad-volume recovery (Projects 1.1 Naracoorte Caves, 1.6 Visitor Experience Development).
- Rebuild trade readiness by increasing commissionable, international-ready products and experiences that support longer stays and shoulder-season travel (Projects 1.5 Industry Innovation and Capability, 1.6 Visitor Experience Development).
- Position the region as part of a broader journey by leveraging Adelaide Airport and Mount Gambier Airport access for private aviation travellers, and promote touring itineraries including connections to Victoria's Great Ocean Road and the Grampians (Projects 3.1 Melbourne to Adelaide Touring Route, 3.3 Annual Destination Marketing Program).

3. Product and interest markets

Business events

Business events represent one of the highest-yield opportunities for the Limestone Coast, with business travellers spending an average of \$294 per night, significantly above leisure markets. The region's location between Adelaide and Melbourne, combined with growing venue capacity, positions it well to attract meetings, conferences and trade shows.

Facilities such as the Wulanda Recreation and Convention Centre, alongside boutique venues in wine regions and heritage settings, support a diverse business events offer. These assets align strongly with the region's economic strengths, including wine, agriculture, forestry, and manufacturing, and create opportunities to attract sector specific events with strong local relevance.

What we will do differently:

- Actively position business events as a yield driver, not a by-product, focusing on weekday and shoulder-season demand (Project 3.3 Annual Destination Marketing Program).
- Create turn-key packages that combine venues, accommodation and catering with experiences such as wine, nature and cultural touring to increase delegate stay length and spend (Projects 1.6 Visitor Experience Development, 1.8 Strengthening Regional Events).
- Strengthen regional capability and coordination to support bidding, packaging and delivery of business events (Projects 1.5 Industry Innovation and Capability, 4.4 Regional Workforce).

Adventure and nature-based tourism

The Limestone Coast's volcanic landscapes, extensive coastline, wetlands, forests and sinkholes provide a foundation for premium adventure and nature-based tourism.

Opportunities range from cave diving and snorkelling to birdwatching, fishing, hiking, 4WD touring, and dark sky experiences. Iconic sites such as Ewens Ponds, Piccaninnie Ponds and Kilsby Sinkhole, combined with guided interpretation, offer strong potential for higher yield, dispersal and international readiness.

What we will do differently:

- Shift from informal or unstructured use toward guided, bookable and capacity-managed experiences that protect sensitive sites (Projects 1.6 Visitor Experience Development, 2.1 Coastal Visitor Impact Framework).
- Improve dispersal and dwell through connected trails, itineraries and multi-day experiences linking coast, caves, volcanic landscapes and townships (Projects 1.4 Regional Trails Network, 3.2 Regional Positioning and Stories).
- Embed consistent safety, stewardship and education messaging across visitor touchpoints to support responsible behaviour and community confidence (Projects 2.1 Coastal Visitor Impact Framework, 3.4 Regional Visitor Servicing Alignment).

Agritourism and provenance

As a powerhouse in premium wine, seafood and agricultural production, the Limestone Coast is well placed to grow agritourism through immersive, story-led experiences. Experiences such as farm stays, seafood encounters, cooking schools, food festivals, vineyard tours, and behind-the-scenes access can deepen visitor connection to place while supporting year-round visitation and reinforcing the region's provenance credentials.

What we will do differently:

- Shift from tasting-led visitation to immersive, experience-led agritourism that foregrounds producers, provenance and stories of place (Projects 1.6 Visitor Experience Development, Table A: Experience Development Focus).
- Strengthen year-round visitation through seasonal programming, food and wine events and shoulder-season experiences (Projects 1.8 Strengthening Regional Events, 3.3 Annual Destination Marketing Program).
- Support investment in differentiated experiences and accommodation in wine regions and food-producing areas (Projects 1.7 Contemporary Accommodation, 1.9 Investment Attraction Support).

Cultural and heritage tourism

Aboriginal-led storytelling, maritime heritage and layered colonial history provide a strong foundation for cultural and heritage tourism experiences. The cultures of the Boandik and Ngarrindjeri peoples, together with the region's settler history and connections to figures such as Mary McKillop, offer depth and authenticity that appeals to culturally curious visitors.

Opportunities exist to translate these stories into experiences such as guided tours, interpretive trails, heritage accommodation, and pilgrimage-based travel.

What we will do differently:

- Support Aboriginal-led and co-designed experiences so cultural tourism growth is authentic, respectful and aligned with cultural aspirations (Projects 3.2 Regional Positioning and Stories, 1.6 Visitor Experience Development).
- Integrate cultural and heritage stories across visitor touchpoints rather than isolating them as standalone products (Projects 1.4 Regional Trails Network, 3.4 Regional Visitor Servicing Alignment).
- Support heritage assets and volunteer-led organisations to become more visitor-ready (Projects 1.5 Industry Innovation and Capability, 1.6 Visitor Experience Development).

Sport and education travel

Sporting events are an established driver of visitation, delivering strong participation and spectator markets while supporting dispersal and shoulder-season demand. Infrastructure such as the Wulanda Recreation and Convention Centre, alongside planned upgrades to Vansittart Park, positions the region to attract state and national events.

Education travel also presents opportunity, with assets such as the Naracoorte Caves, Forestry Centre of Excellence and agricultural facilities well suited to curriculum linked learning, adventure camps and vocational programs.

What we will do differently:

- Target sporting events that align with regional strengths and deliver clear economic benefit (Projects 1.8 Strengthening Regional Events, 3.3 Annual Destination Marketing Program).
- Bundle sport and education travel with broader destination experiences – including wine, coast and nature – to increase length of stay and local spend (Projects 1.6 Visitor Experience Development, 1.4 Regional Trails Network).
- Strengthen partnerships with education providers and workforce initiatives to support curriculum-aligned travel, skills development and long-term workforce pathways (Projects 1.1 Naracoorte Caves, 4.4 Regional Workforce).

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How to read and understand the Strategic Priorities

There are four Strategic Priorities (Distinctive Visitor Experiences; Caring for Place; Impactful Regional Storytelling; Destination Stewardship) that set the path for this DMP, and projects within each Priority are categorised as State Catalyst, Regionally Significant or Enabling projects, or DMP Management (see below).

Each priority area is equally important to achieving the region's vision. The Strategic Priorities identify where effort should be focused over the life of the DMP, rather than prescribing fixed actions or delivery models.

	Definitions
State Catalyst Projects	<ul style="list-style-type: none"> – Regionally distinctive projects that have the potential to lift appeal at both a regional and state level. They are designed to create a step-change in the trajectory of tourism. – Long-term in nature, often with multiple milestones. – Require a stewardship approach to scope, plan and deliver including developing a shared purpose, collaboration platforms and measures of success beyond traditional growth metrics¹⁶. – Need clear project management, with roles and responsibilities defined through a steering group or equivalent. – Depend on long-term, collaborative funding and resourcing to be realised.
Regionally Significant	<p>Align with local government priorities and community aspirations for tourism.</p> <ul style="list-style-type: none"> – May target specific tourism challenges or broader regional impacts. – Connect priorities and actions across stakeholders to maximise impact and resources. – Often multi-stage, with an initial setup phase followed by ongoing management. – Roles and responsibilities must be defined for each project.
Enabling	<p>Are 'good practice' and part of a well-stewarded visitor economy.</p> <ul style="list-style-type: none"> – Typically tourism industry-specific. – Resourcing and funding depend on the project lead. – Generally ongoing, with an annual program to guide actions.
DMP Management	<p>Foundational stewardship projects that keep the DMP agile and relevant throughout its lifespan.</p> <ul style="list-style-type: none"> – Administrative in nature, involving ongoing or regular management and maintenance. – Tourism stakeholders who are allocated as project 'leads' are accountable for delivery and reporting.
Project Status	^ In Progress * New

Sustainable Development Goals

The United Nations' Sustainable Development Goals (SDGs) provide a global framework for promoting prosperity while protecting the planet. Each Strategic Priority in this DMP aligns with relevant SDGs to ensure tourism development supports both community wellbeing and environmental sustainability.



¹⁶ World Travel and Tourism Council, Destination Stewardship Framework.

How to Read the Project Tables

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
11	Naracoorte Caves^	Position Naracoorte Caves as a globally significant, sustainably managed flagship attraction that anchors the Limestone Coast's visitor economy while protecting its unique natural and cultural heritage.	As South Australia's only UNESCO World Heritage site, the Naracoorte Caves are a globally significant natural and cultural asset with the power to elevate the Limestone Coast's profile on the world stage. Considerations for activation: – Position the caves as a hero anchor for multi night stays and regional touring itineraries, including the Melbourne-Adelaide route. – Align conservation, visitor experience, and storytelling approaches to ensure World Heritage values are protected while experience quality and reputation are enhanced.	Naracoorte Caves is recognised globally as one of South Australia's premier natural and sustainable visitor experiences. Fragile cave ecosystems and fossil heritage are protected and actively conserved.	DEW NLC RTO SATC LCLGA RDALC CoMG DCG WRC KDC DCR	Ongoing

Objective
 An outline of what the project is trying to achieve in alignment with strategic context.

Details
 Insights to guide the activation of the project.

Impact
 The impact that is likely to occur if the project is activated to its full potential.

Key Stakeholders
 Stakeholders who are aligned with the project.
 Listed stakeholders indicate potential involvement only and do not imply ownership, funding or delivery responsibility unless agreed.

Considerations for activation
 Where included, these considerations provide guidance on how a project could be progressed and are intended to inform early discussion and scoping. They are not agreed actions and do not imply commitment or delivery responsibility. Roles, responsibilities and next steps will be determined collaboratively as projects progress.

Timeframe

Ongoing Project already in progress	Medium-term 18 months - 3 years
Immediate 6-12 months	Long-term 4+ years
Short-term 12-18 months	

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Progressing Projects

Projects in the DMP are designed to be progressed collaboratively.

The first step for any project is for relevant stakeholders to come together to determine:

- Whether and how the project should be progressed
- Which elements are in scope (and which are not)
- Roles and responsibilities
- Resourcing, timing and next steps.

Roles, responsibilities and delivery models will be clarified through this process and may evolve over time as projects mature.

The DMP is intended to be flexible and adaptive, providing a shared framework to guide decision-making rather than a fixed implementation plan.



Strategic Priority 1: Distinctive Visitor Experiences



Objective

Develop and grow distinctive visitor experiences that showcase the Limestone Coast's strengths, lifting visitor yield and dispersal across the region.

Why is this important to the region?

- Develops distinctive, place-based experiences at events and key nature, culture, food and wine locations to attract high contribution visitors and anchor multi-night stays.
- Grows the supply of trade-ready and commissionable product, expanding the region's reach into higher-yield interstate and international markets.
- Strengthens accommodation supply and diversity to attract longer stays and support major events.
- Builds a stronger, more strategic events calendar that drives repeat visitation, dispersal, and shoulder-season demand.
- Embeds sustainability and stewardship principles into experience and event design to protect natural and cultural assets and align tourism growth with community values.
- Supports ongoing industry innovation and capability building, strengthening resilience, quality and long-term competitiveness across the visitor economy.

Priority Projects

State Catalyst Projects	Regionally Significant Projects	Enabling Projects
1.1 Naracoorte Caves^	1.2 Crater Lakes Precinct^ 1.3 Umpherston Sinkhole / Balumbul^ 1.4 Regional Trails Network^ 1.5 Industry Innovation and Capability^ 1.6 Visitor Experience Development* 1.7 Contemporary Accommodation* 1.8 Strengthening Regional Events*	1.9 Investment Attraction Support* 1.10 Pipeline Project Support*

South Australian Tourism Plan 2030 Alignment

- **Increase appeal to drive demand**
 - Simplify and double-down on our strengths.
- **Tourism - a force for good**
 - Create a 'True South' visitor experience with industry where people, place and planet are celebrated.
 - Be guided by Aboriginal care for Country and support Aboriginal people to tell their stories of culture on Country.
 - Take a leadership position on regenerative and inclusive tourism nationally.
 - Grow South Australia's sustainable tourism credentials, positioning us as a top three sustainable tourism destination.
- **New and evolving products and experiences**
 - Partner with industry to grow a diverse and brand aligned product offering.
 - Build industry capability and nurture innovation.

United Nations Sustainable Development Goals Alignment



State Catalyst Project

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
11	Naracoorte Caves^	Position Naracoorte Caves as a globally significant, sustainably managed flagship attraction that anchors the Limestone Coast's visitor economy while protecting its unique natural and cultural heritage.	<p>As South Australia's only UNESCO World Heritage site, the Naracoorte Caves are a globally significant natural and cultural asset with the power to elevate the Limestone Coast's profile on the world stage.</p> <p>Naracoorte Caves function both as a symbol of the region and a key tourism driver. The site's World Heritage status, fossil record, and nature-based credentials differentiate the Limestone Coast and can lift recognition, reputation and regional dispersal when conservation, product development, and storytelling are closely aligned.</p> <p>The site's UNESCO designation provides a powerful platform for sharing stories of ancient megafauna, deep geological time, and enduring Aboriginal connections to Country in ways that are educational, authentic and inspiring.</p> <p>By balancing conservation with carefully considered innovation, Naracoorte Caves National Park increases its status as a gateway for regional tourism, attracting visitors from around the world, builds pride within the local community, and reinforces the Limestone Coast's vision as a destination that cares for Country, tells impactful stories, and delivers truly distinctive experiences.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> – State government and Naracoorte Lucindale Council continue to collaborate to identify funding opportunities to support development of a holistic visitor experience. – Position the Caves as a hero anchor for multi-night stays and regional touring itineraries, including the Melbourne–Adelaide route. – Align conservation, visitor experience and storytelling approaches to ensure World Heritage values are protected while experience quality and reputation are enhanced. – Strengthen partnerships with Aboriginal Nations to support co-designed interpretation and culturally respectful experiences. – Enable the evolution of immersive, bookable experiences that are environmentally sensitive, aligned with the site's global significance and support community values (e.g. after-dark, megafauna stories, behind-the-scenes experiences). – Expand education and research programs to cement Naracoorte Caves as a leading destination for nature- and science-based tourism. – Explore opportunities to expand accessible and inclusive cave experiences in the Limestone Coast, building on Tantanoola's current accessible offering. 	<p>Naracoorte Caves is recognised globally as one of South Australia's premier natural and sustainable visitor experiences.</p> <p>Fragile cave ecosystems and fossil heritage are protected and actively conserved.</p> <p>Visitor yield, length of stay and regional dispersal increase through the premium, bookable, low-impact experiences.</p> <p>Aboriginal storytelling is prominent and respects Aboriginal people's connection to Country.</p> <p>Stronger connections between Naracoorte Caves and surrounding townships support more vibrant, liveable communities.</p> <p>The Limestone Coast's identity is strengthened and tourism appeal is elevated.</p>	<p>DEW</p> <p>NLC</p> <p>RTO</p> <p>SATC</p> <p>LCLGA</p> <p>RDALC</p> <p>CoMG</p> <p>DCG</p> <p>DCR</p> <p>KDC</p> <p>TDC</p> <p>WRC</p> <p>BAC</p>	Ongoing

Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.2	Crater Lakes Precinct [^]	Develop and position the Crater Lakes in Mount Gambier as a signature nature, cultural, and recreation destination.	<p>The Crater Lakes are Mount Gambier's most iconic and enduring natural features, formed through volcanic eruptions and shaped over thousands of years by the region's aquifer system. Their striking geology is foundational to the region's identity and an important part of its emerging cultural and tourism story.</p> <p>The strength of the Crater Lakes precinct lies in its volcanic intactness and capacity for quiet, immersive engagement with nature. These landscapes offer visitors a rare opportunity to connect deeply with place while reinforcing what makes Mount Gambier a liveable and distinctive regional city.</p> <p>Preservation and protection are critical to maintaining the precinct's environmental and cultural values. By prioritising restoration, regenerative land management and sensitive visitor access, the Crater Lakes can demonstrate how tourism can support environmental outcomes while enhancing visitor experience.</p> <p>Positioned close to the Victorian border and within a broader cross-boundary volcanic landscape, the Crater Lakes also present opportunities for cross border touring and shared storytelling that strengthen the Limestone Coast's role within a wider geological destination.</p> <p>Project status:</p> <p>The Crater Lakes Precinct project is currently in the planning phase and is being led by the City of Mount Gambier, reflecting the precinct's importance to both city liveability and the broader Limestone Coast visitor economy.</p> <p>CoMG has completed the Crater Lakes Activation Plan and Crater Lakes Trails Plan, which together establish a clear vision and guiding principles for the precinct's future role, function, and experience offer. The focus is on positioning the area for environmental restoration, strengthened cultural recognition, and high quality visitor experiences that enhance everyday community use.</p> <p>Working with key stakeholders, the City of Mount Gambier is progressing the shared vision set out in these plans. Delivery of major works will be contingent on securing investment and establishing strong public-private partnerships.</p>	<p>Strengthens community pride in an iconic local landscape and improves liveability through upgraded infrastructure, trails and public amenities.</p> <p>Increase in regenerative and biodiversity outcomes through conservation partnerships and visitor education.</p> <p>Embedded Aboriginal storytelling and cultural interpretation, sharing the deep connection of the Boandik people to this volcanic landscape.</p> <p>Enhanced visitor experiences strengthen demand and support increased length of stay.</p>	<p>CoMG SA Water LCLB BAC SATC</p> <p>Heritage South Australia (DEW) SA Heritage Council</p> <p>Private investors</p> <p>Community</p>	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.3	Umpherston Sinkhole/Balumbul^	Transform Umpherston Sinkhole/Balumbul into an iconic sustainably managed attraction that deepens cultural and natural storytelling, and strengthens Mount Gambier's role as a distinctive gateway to the Limestone Coast.	<p>Umpherston Sinkhole/Balumbul is one of the Limestone Coast's most visited natural attractions, valued for its lush gardens, dramatic limestone walls and ease of access.</p> <p>The opportunity is to evolve the sinkhole into a signature attraction that embodies the region's vision for tourism stewardship. Realising this requires shifting from unstructured, high-volume visitation toward more immersive, capacity-managed experiences that protect fragile geology while enhancing visitor connection to place.</p> <p>Central to this evolution is the elevation of cultural interpretation, developed in partnership with Boandik custodians, so Aboriginal perspectives and connections to Country sit at the heart of the visitor experience.</p> <p>Co-designed with the community, this approach strengthens local pride and everyday amenity, while positioning Umpherston Sinkhole/Balumbul as a hero nature-based experience alongside the Naracoorte Caves and Crater Lakes.</p> <p>Project status:</p> <p>The Umpherston Sinkhole/Balumbul project is currently in the planning phase, with the City of Mount Gambier working with key stakeholders to develop a comprehensive master plan that defines the site's future role, function and experience offer. The master plan will establish a long-term framework to balance conservation, cultural respect, community use and visitor experience, and is expected to inform a staged approach to delivery.</p> <p>CoMG will seek funding to support implementation, recognising that the scale and sensitivity of the site will require significant investment. In progressing the project, Council has committed to acting as both a deliverer and a partner - overseeing aspects of design and implementation while working collaboratively with cultural, tourism and environmental stakeholders.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> — Balance visitation growth with environmental protection, ensuring the sinkhole and reserve are managed sustainably. — Strengthen Aboriginal-led storytelling and interpretation through respectful partnerships and co-design. — Curate experiences that build on the sinkhole's unique natural qualities, support a mix of community and visitor use, and respond to seasonal patterns and different user needs. — Respect and reflect the site's layered cultural and heritage significance, ensuring any change supports heritage values and recreational use. — Integrate the site into broader regional itineraries, dispersal strategies, and storytelling alongside other flagship attractions. 	<p>Umpherston Sinkhole/Balumbul is recognised as a signature gateway attraction for the region.</p> <p>The Sinkhole gardens and geology are protected through improved visitor management and stewardship.</p> <p>Visitor yield, dwell time and spend increase through higher-value, immersive experiences.</p> <p>Local businesses benefit from expanded opportunities in tours, events, hospitality and cultural offerings.</p> <p>Aboriginal stewardship and local identity are strengthened through authentic, co-designed storytelling.</p> <p>Community pride and everyday amenity for residents are enhanced alongside visitor outcomes.</p>	CoMG BAC SATC	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.4	Regional Trails Network^	Build on the connected regional trails network that links towns, landscapes, and attractions across the Limestone Coast.	<p>A connected regional trails network has the potential to transform how visitors experience the Limestone Coast, shifting journeys from isolated site visits to immersive, multi-day experiences that encourage exploration across the region. Walking, cycling, driving and multi-day touring routes can connect coastal towns, inland landscapes, nature reserves, food and wine experiences, and communities into a cohesive regional story.</p> <p>The strength of a regional trails network lies in its flexibility. While each council has different priorities, budgets and community needs, the network provides a shared framework that allows local trail projects to contribute to a broader, connected visitor experience. This approach supports collaboration across districts while respecting local context and delivery pathways.</p> <p>The Regional Trails Network also plays an important role in dispersing visitors across towns and landscapes, reducing pressure on high profile sites while spreading economic benefit more evenly. By linking trails to accommodation, visitor services and bookable experiences, the network can help grow length of stay and year-round visitation.</p> <p>If a clearly defined hero trail is identified through this project, it may be considered for elevation to a State Catalyst Project.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> – Review and update the Regional Trails Masterplan, building on the existing Limestone Coast Regional Trails Strategy (2015), to define a cohesive and connected regional trails network. – Scope future opportunities, including potential infrastructure development, marketing approaches, and the role of bookable products and experiences once the network is established. 	<p>Delivery of high-quality recreation infrastructure that supports active lifestyles, local pride and town-to-town connectivity.</p> <p>Increased visitation for immersive, low-impact eco-adventures.</p> <p>Visitor dispersal, length of stay and yield increase through connected, multi-day trail-based experiences.</p> <p>Opportunities for events and activities, such as marathons, cycling festivals and walking weekends, increase, supporting year-round visitation and community benefit.</p>	<p>LCLGA RTO CoMG DCG DCR KDC NLC TDC WRC SATC Landowners Wine and grape associations BAC NAC NLPAC SEAFG</p>	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.5	Industry Innovation and Capability^	Strengthen the capability, resilience and innovation of the Limestone Coast's tourism industry to support the delivery of high quality, sustainable visitor experiences.	<p>Tourism businesses across the region vary widely in size, maturity and capacity. Many operators face increasing complexity, including workforce pressures, climate risk, rising costs, seasonality, and changing visitor expectations. At the same time, the volume of available support, grants, and training programs can be difficult for businesses to navigate.</p> <p>This project focuses on taking a coordinated, region wide approach to industry capability, ensuring businesses are supported in a way that is targeted, practical and aligned with the Limestone Coast's strategic priorities. Rather than creating new programs, the emphasis is on improving access to existing support, reducing duplication, and helping operators engage with the right opportunities at the right time.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> – Create a single source of truth for training opportunities. – Establish a Customer Relationship Management (CRM) system to monitor business activity, track development of new experiences and products and identify gaps aligned with strategic priorities (refer Project M.2 Industry Database). – Work with capability development partners (e.g. TiCSA) to schedule and leverage relevant training, benchmarking and accreditation opportunities. – Connect businesses with accreditation programs and grants to support sustainability initiatives. – Recommend businesses for SATC's development programs to build experiences aligned with target markets and regional strengths. – Establish an annual Industry Forum to share knowledge, celebrate success, and drive partnerships and collaboration outcomes. – Develop an annual sector round table program for mentoring, workshops and networking across key industry sectors e.g. adventure, agritourism and wine tourism, retail and hospitality, accommodation, tours and transport, and events. A potential offshoot could be a peer-to-peer mentoring program pairing established operators with emerging businesses. <p>Capability topics:</p> <ul style="list-style-type: none"> – Business fundamentals: risk management, commercialisation, financial sustainability, investment and innovation, artificial intelligence. – Tourism for Good: inclusion and accessibility, cultural awareness, social and environmental impact (including supply chain optimisation, waste management, climate reporting). – Distribution ready: deliver or connect businesses with export-ready training for operators seeking to enter international markets. – Customer experience: proactive, end to end customer engagement best practices. – Event management: financial and resourcing sustainability, governance, regulation, administration, sustainable event management practices, storytelling, marketing, grant funding. – Climate change: impacts of climate change and biodiversity loss for tourism businesses, on-ground action. 	<p>Business owners are operating sustainable and resilient tourism businesses and confidently deliver on the region's visitor promise.</p> <p>Businesses feel supported and connected with the RTO and each other.</p> <p>The outlook sentiment for tourism businesses, event managers, and community groups is positive.</p>	<p>RTO SATC TiCSA OSFB RDALC South Australian Social Enterprise Council</p> <p>Other relevant training stakeholders</p> <p>CoMG DCG DCR KDC NLC TDC WRC</p> <p>Wine and grape associations</p>	<p>Short-term (planning)</p> <p>Ongoing (activation)</p>

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.6	Visitor Experience Development*	Support businesses to create distinctive, bookable experiences that reflect the Limestone Coast's character.	<p>This project will deliver an annual, coordinated program to stimulate the development of new and enhanced visitor experiences across the Limestone Coast. The focus is on experiences that align with South Australia's strengths in Nature and Place, Food, Wine and Drink, and Events and Festivals, and support the region's priorities around yield, dispersal, and seasonality.</p> <p>Specific development areas across each of the Experience Pillars are outlined in Appendix, Table A: Experience Development Focus.</p> <p>Strong coordination, use of data and insights, and collaboration with industry and partners will ensure development is strategically targeted.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> – Encourage experience innovation in: <ul style="list-style-type: none"> – Contemporary visitor experiences aligned with regional strengths. – Nighttime and dwell activities to encourage overnight visitation. – Autumn-spring activation for all communities, and summer activation for inland communities. – Regenerative experiences that enable visitors to contribute to conservation outcomes. – Strengthen the development of trade-ready and commissionable experiences to support access to higher-yield markets. – Review and progress experience clusters in service townships with predominantly drive-through visitation (such as Keith, Bordertown and Millicent) to increase dwell time and encourage overnight visitation. – Improve coordination of opening times and consistency of opening hours, particularly during off-peak periods. – Support community-led organisations to align servicing and experience delivery with identified commercial gaps, including partnerships with local schools to build skills, independence, and wellbeing. – Explore adaptive reuse of underutilised council-owned assets to support new or expanded visitor experiences. – Develop a regional Experience Development Framework that benchmarks best practice in tourism business management and experience design. – Develop an investment prospectus that highlights priority gaps in experience delivery and can be used to engage existing operators and potential investors. – Use the Project M.2 Industry Database to monitor progress and track business participation. 	<p>Growth in the quantity and quality of distinctive bookable visitor experiences that deliver meaningful, lasting connection and understanding of people and place.</p> <p>Growth in visitor volume, length of stay and yield, particularly for interstate and international markets.</p> <p>Visitors actively contribute to the region's conservation efforts through regenerative tourism experiences.</p>	<p>RTO</p> <p>CoMG</p> <p>DCG</p> <p>DCR</p> <p>KDC</p> <p>NLC</p> <p>TDC</p> <p>WRC</p> <p>Industry</p> <p>Community organisations</p> <p>SATC</p> <p>BAC</p> <p>NAC</p> <p>NLPAC</p> <p>SEAFG</p> <p>RDALC</p> <p>PIRSA</p> <p>LCLB</p> <p>Wine and grape associations</p>	Immediate

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.7	Contemporary Accommodation*	Support the growth of both quantity and quality of accommodation offerings to meet the needs and motivations of the region's visitor markets.	<p>The accommodation supply and diversity across the Limestone Coast remain limited, particularly in contemporary, design-led, and higher-yield options. Investment in contemporary accommodation is central to growing overnight stays, dispersal and visitor spend.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> — Prepare an Accommodation Audit and Opportunities Paper to articulate demand, gaps and investment opportunities across the region, informed by relevant research including SATC Regional Room Modelling Targets 2030. — Identify priority locations where demand exceeds supply, including gateway hubs (e.g. Mount Gambier), coastal destinations (e.g. Robe), and experience-led precincts such as wine regions (e.g. Coonawarra) and nature-based attractions (e.g. Naracoorte). — Encourage accommodation offerings that align with destination positioning, including design-led, experiential, sustainable, and nature-based options. — Explore adaptive reuse of underutilised buildings and sites, including heritage assets, to support distinctive accommodation outcomes. — Consider the role and impact of short-stay rentals in high-pressure locations such as Robe, to support balanced outcomes for visitors, housing availability and community amenity. — Educate investors on opportunities outlined in this DMP. — Advocate for regional opportunities or challenges of the caravan and camping sector. — Promote inclusivity, universal design and sustainability as core principles for all accommodation projects. — Add major accommodation projects to the Pipeline Project Database (Project M.3) and align with Projects 1.10 Pipeline Project Support and 1.9 Investment Attraction Support. — Use the SATC Tourism Development Facilitation Plan: Limestone Coast (December 2024) to guide development. — Maintain awareness of planning codes and advocate for amendments as needed. 	<p>Accommodation supply and diversity align with visitor expectations, needs and motivations.</p> <p>Increase in experiential accommodation that connects visitors with the region's distinctive strengths.</p>	<p>RTO SATC Industry</p> <p>CoMG DCG DCR KDC NLC TDC WRC</p> <p>RDALC PIRSA DSD</p> <p>Landowners</p>	Medium-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.8	Strengthening Regional Events*	Grow and strengthen the sustainability, quality and succession of regional tourism events that showcase the Limestone Coast's distinctive experience strengths.	<p>Events play a critical role in activating the Limestone Coast's visitor economy, particularly as a mechanism to drive off-peak visitation, encourage repeat visits and support dispersal across towns and communities.</p> <p>A targeted, region-wide approach to strengthening the events portfolio will help ensure events remain an enduring and reliable drawcard for visitors, while continuing to deliver value for local communities.</p> <p>Considerations for activation:</p> <p>Capability building</p> <ul style="list-style-type: none"> — Coordinate capability training for event committees and organisers to support succession planning, resilience and long-term viability. — Strengthen critical skills including governance, financial sustainability, regulation and compliance, administration, sustainable event management, storytelling and marketing, and grant readiness (aligned with Project 1.5 Industry Innovation and Capability). — Support the adoption of environmentally sustainable event practices through shared guidance and tools that are practical and scalable for regional events. <p>Regional events calendar</p> <ul style="list-style-type: none"> — Develop and maintain a centralised, accessible and well-promoted Regional Events Calendar that improves visibility of events, supports year-round visitation, and reinforces the region's identity as a vibrant destination. <p>Event attraction and development</p> <ul style="list-style-type: none"> — Partner with organisers of key South Australian events to enable regional activations that align with the Limestone Coast's experience strengths (refer Appendix, Table A: Experience Development Focus). — Explore the feasibility of a signature, region-wide event held in the off-peak season, grounded in the region's provenance, nature, food, wine, and history. 	<p>Visitors can easily access information about Limestone Coast events in one place.</p> <p>Increased visitation, yield and dispersal throughout the year, through more strategic event scheduling and promotion.</p> <p>Improved sustainability and resilience of regional events.</p> <p>Events continue to deliver positive economic and social outcomes for communities.</p>	<p>RTO</p> <p>CoMG</p> <p>DCG</p> <p>DCR</p> <p>KDC</p> <p>NLC</p> <p>TDC</p> <p>WRC</p> <p>Event committees</p>	Medium-term

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.9	Investment Attraction Support*	State Catalyst projects and Experience Development Focus areas have adequate funding to be realised in a timely manner.	Investment is essential to develop new visitor experiences and infrastructure across the Limestone Coast. Considerations for activation: <ul style="list-style-type: none"> – Leverage the work of the SATC Destination Development team, Invest SA, RDA and local government to attract potential investors for destination-enhancing projects. – Develop an investment portfolio and prospectus to clearly position the opportunities, aligned with target markets, and make investing in the region straightforward (aligned with Project 1.6 Visitor Experience Development and 1.7 Contemporary Accommodation). – Ensure projects seeking investment meet minimum criteria e.g. completed concept-stage work, quantifiable identification of a product gap, market feasibility, site identification, planning overlay, and business operation model. – Ensure the planning environment supports sensitive growth and development. – Explore public-private partnership models to support major projects. – Identify grant opportunities and support grant applications to fund demand-driving projects. 	The region attracts sufficient funding to progress State Catalyst and Regionally Significant projects. Projects progress with financial backing, enabling timely delivery.	RTO RDALC DSD CoMG DCG DCR KDC NLC TDC WRC	Medium-term to Long-term
1.10	Pipeline Project Support*	Advocate for and support the progression of identified projects in the Pipeline Project Database (Project M.3).	The region has a pipeline of major visitor experiences and infrastructure (both public and private) at various stages of development. Each project requires specific support, depending on project stage. Considerations for activation: <ul style="list-style-type: none"> – Stakeholders to collaborate effectively within the scope of their roles and responsibilities to progress projects. 	Pipeline projects are progressed through advocacy and collaborative support.	RTO RDALC CoMG DCG DCR KDC NLC TDC WRC Industry Private investors	Ongoing

Strategic Priority 2: Caring for Place

Objective

Champion sustainable tourism that protects, conserves and regenerates the region’s unique natural and cultural assets, ensuring long-term resilience of the visitor economy.

Why is this important to the region?

- Protects and regenerates the natural and cultural assets that underpin the Limestone Coast’s appeal, safeguarding long-term competitiveness and community value.
- Standardises responsible behaviour and safety messaging to reduce incidents and environmental impacts, improving the visitor experiences and community confidence.
- Strengthens coastal, cultural, heritage and provenance storytelling to deepen visitor connection, encourage respectful visitation, and lift perceived value.
- Supports the attraction of visitors who value environmental care, cultural respect and responsible travel, and who are more likely to engage positively with the Limestone Coast’s landscapes, communities and stories.
- Positions the region as a leader in sustainable tourism, strengthening reputation, partner confidence and investment aligned with genuine stewardship.

Priority Projects

State Catalyst Projects	Regionally Significant Projects	Enabling Projects
Nil	2.1 Coastal Visitor Impact Framework*	Nil

South Australian Tourism Plan 2030 Alignment

- **Tourism - a force for good**
 - Take a leadership position on regenerative and inclusive tourism nationally.
 - Grow South Australia’s sustainable tourism credentials positioning us as a top three sustainable tourism destination.

United Nations Sustainable Development Goals Alignment



Regionally Significant Project

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
2.1	Coastal Visitor Impact Framework*	Deliver a coordinated, region-wide approach to protecting the Limestone Coast's coastline, ensuring this distinctive asset remains a sustainable and iconic attraction for generations to come.	<p>The Limestone Coast's coastline - stretching from north of Kingston SE through Robe, Beachport, Canunda National Park, and south to Port MacDonnell and the Victorian border - is one of the region's most powerful visitor drawcards. Its wild beauty, fishing and seafood provenance, sandy beaches, rugged cliffs, and surf breaks attract high levels of intrastate and interstate visitation.</p> <p>As visitation grows, there is a need for a more coordinated approach to visitor management along the coast to protect sensitive environments, support community wellbeing, and maintain high quality visitor experiences.</p> <p>A <i>Coastal Visitor Impact Framework</i> will provide a shared structure to guide consistent visitor behaviour, interpretation, access and servicing across coastal locations.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> — Establish clear, consistent responsible visitor behaviour principles and messaging for coastal environments to support visitor education and empowerment, through practical visitor servicing tools and collateral. — Embed Aboriginal cultural knowledge, maritime heritage, and seafood provenance storytelling across coastal nodes to deepen understanding, respect, and connection to place (aligned to Project 3.2 Limestone Coast Regional Positioning and Stories). — Apply seasonal visitor management approaches where needed to proactively manage visitor access at sensitive sites. — Strengthen coastal dispersal through shared-use trails and connections between coastal towns, reserves, and food and wine experiences (aligned with Project 1.4 Regional Trails Network). — Identify and progress opportunities for large-scale coastal regeneration projects, working with environmental custodians and partners and, where appropriate, involving visitors in conservation activities. 	<p>Coastal environments are protected, enhanced and celebrated by visitors and local communities.</p> <p>Visitors better understand how to behave responsibly along the coast, leading to fewer incidents and reduced negative impacts.</p> <p>Aboriginal stories of Sea Country, and stories of maritime heritage and seafood provenance are meaningfully shared at coastal sites.</p>	<p>DCG DCR KDC WRC RTO Landowners DEW LCLB South East Coastal Care Initiative (SECCI) Conservation groups BAC NAC NLPAC SEAFG</p>	Short-term to Medium-term

Strategic Priority 3: Impactful Regional Storytelling



Objective

Amplify the Limestone Coast's distinctive stories of place through coordinated and impactful storytelling that inspires visitation and deepens connection.

Why is this important to the region?

- Showcases the region's globally distinctive stories, creating compelling reasons to visit and stimulating demand across priority markets.
- Connects events, towns and attractions through shared narratives, encouraging visitors to travel further, build richer itineraries and stay longer across the region.
- Celebrates community stories and values, strengthening local pride, social licence and advocacy, and supporting a warmer, more confident visitor welcome.
- Supports respectful, place-based storytelling through collaboration with Traditional Owners and environmental partners.
- Optimises shoulder and off-peak visitation through targeted marketing, smoothing seasonality and supporting more sustainable year-round yield, employment and business confidence.
- Provides consistent, reliable visitor information that helps visitors understand what's on offer, influences dispersal, and maximises itineraries, length of stay and yield.

Priority Projects

State Catalyst Projects	Regionally Significant Projects	Enabling Projects
3.1 Melbourne to Adelaide Touring Route^	3.2 Limestone Coast Regional Positioning and Stories^ 3.3 Annual Destination Marketing Program^ 3.4 Regional Visitor Servicing Alignment^	Nil

South Australian Tourism Plan 2030 Alignment

- **Increase appeal to drive demand**
 - Deliver a long-term destination brand platform.
 - Simplify and double-down on our strengths.
- **Tourism - a force for good**
 - Create a 'True South' visitor experience with our industry where people, place and planet are celebrated.
 - Be guided by Aboriginal care for Country and support Aboriginal people to tell their stories of culture on Country.
 - Take a leadership position on regenerative and inclusive tourism nationally.
 - Grow South Australia's sustainable tourism credentials positioning us as a top three sustainable tourism destination.
- **New and evolving products and experiences**
 - Support our industry to tell the South Australian story.

United Nations Sustainable Development Goals Alignment



State Catalyst Project

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.1	Melbourne to Adelaide Touring Route^	Position the Limestone Coast as the most compelling section of the Melbourne to Adelaide Touring Route.	<p>The Melbourne to Adelaide Touring Route is one of Australia's great drives, linking two capital cities through dramatic coastlines, volcanic landscapes, rural towns, and globally significant cultural and natural assets including the Budj Bim Cultural Landscape and Tae Rak Aquaculture Centre, Naracoorte Caves, the Grampians, the Crater Lakes precinct and the Coorong.</p> <p>The Limestone Coast sits at the heart of this journey, offering world-class caves, volcanic landscapes, wine regions and coastal experiences. However, many travellers pass through the region without staying overnight or engaging deeply with local experiences.</p> <p>Interstate and international travellers traversing the Great Ocean Road or through the Grampians into South Australia represent a priority market for the Limestone Coast. Previous cooperative marketing, alliances, trade activity and visitor servicing initiatives have demonstrated the potential of activating this route, and there is clear opportunity to reactivate and strengthen collaboration to lift conversion, yield and length of stay.</p> <p>By curating compelling itineraries, strengthening storytelling, growing commissionable product, improving roadside services, and packaging experiences more effectively, the Limestone Coast can reposition itself as a must-stay destination within the Melbourne to Adelaide journey.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> — Formalise collaboration between South Australian and Victorian tourism partners to progress shared priorities that drive visitation, yield and dispersal along the route. — Align trade marketing, experience development, visitor servicing and storytelling initiatives to present a cohesive touring proposition for interstate and international markets. — Curate itineraries and experience clusters that encourage multi-night stays in the Limestone Coast. — Strengthen the availability and visibility of commissionable products and bookable experiences along the route (refer Project 1.6 Visitor Experience Development). 	<p>Growth in overnight visitation, length of stay, and yield from interstate and international touring markets.</p> <p>Increased visitation and year-round revenue for accommodation providers, wineries, attractions, and small businesses.</p> <p>Improved investor confidence and increased private investment in accommodation, infrastructure, and experiences aligned with the touring route.</p> <p>Stronger, enduring partnerships between South Australian and Victorian tourism stakeholders under a shared collaboration mindset.</p>	<p>RTO</p> <p>SATC</p> <p>Visit Victoria</p> <p>Great Ocean Road Tourism</p> <p>Glenelg Shire Council</p> <p>Southern Grampians Shire Council</p> <p>West Wimmera Shire Council</p> <p>Murray River, Lakes and Coorong RTO</p> <p>Fleurieu Peninsula RTO</p> <p>Kangaroo Island RTO</p>	Short-term

Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.2	Limestone Coast Regional Positioning and Stories^	Create a unified regional positioning and storytelling framework that celebrates the Limestone Coast's distinctive assets and diverse local stories.	<p>A clear and shared regional positioning is essential to strengthening the Limestone Coast's visibility, consistency, and impact in the market. This project establishes a cohesive brand architecture and narrative that brings together the region's defining elements - volcanic geology and deep time, coast and country, Aboriginal culture, food and wine, and the character of its communities.</p> <p>The intent is not to replace or dilute local identities, but to provide a strong regional story that local narratives can confidently ladder into. A shared positioning enables councils, industry, community groups and partners to tell their stories in a way that is locally authentic while contributing to a consistent regional promise.</p> <p>Considerations for activation:</p> <p>Regional positioning framework</p> <ul style="list-style-type: none"> — Define a clear regional promise and proof points that reflect the Limestone Coast's distinctive strengths. — Establish shared tone and principles for regional storytelling, including showcasing stewardship, care for Country, science-led nature storytelling, and community warmth. — Align regional positioning with South Australia's destination brand, Celebrate the Simple Pleasures. <p>Storytelling framework</p> <ul style="list-style-type: none"> — Review and refine the existing Limestone Coast Storytelling and Content Framework. — Define clear storytelling pillars aligned to the regional positioning such as deep time and geology, Aboriginal culture, coast and country, food and wine, and community makers, with guidance on appropriate storytellers and target markets. — Co-design governance arrangements with Aboriginal custodians, including protocols for cultural intellectual property, approvals and ongoing participation. — Enable councils and partners to retain their unique voice, while contributing to a cohesive regional narrative. <p>Content hub</p> <ul style="list-style-type: none"> — Curate a shared catalogue of regional stories, imagery and video assets aligned with the regional positioning. — Establish clear governance for content management, including roles, responsibilities, access and succession. 	<p>The Limestone Coast has a clear and compelling regional positioning that stakeholders understand, support and deliver through visitor experiences.</p> <p>The region's distinctive stories of place are uncovered, articulated and ready to be told by the right storytellers across the right channels.</p> <p>The Limestone Coast is recognised as a multifaceted, story-rich and authentic destination.</p> <p>Stronger pride, cohesion and confidence emerge through a shared regional story that reflects contemporary values.</p>	<p>RTO</p> <p>SATC</p> <p>CoMG</p> <p>DCG</p> <p>DCR</p> <p>KDC</p> <p>NLC</p> <p>TDC</p> <p>WRC</p> <p>BAC</p> <p>NAC</p> <p>NLPAC</p> <p>SEAFG</p> <p>Industry</p> <p>Community groups</p> <p>Wine and grape associations</p>	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.3	Annual Destination Marketing Program^	Deliver a coordinated Annual Destination Marketing Program that elevates the Limestone Coast's visibility and aligns regional and council-led investment in storytelling.	<p>The Annual Destination Marketing Program is the primary mechanism for activating the regional positioning and storytelling framework (Project 3.2). It translates agreed priorities into coordinated activity that builds awareness, stimulates demand, and converts visitation from the target markets.</p> <p>This program provides a shared platform to support dispersal, balance seasonal demand, and elevate distinctive experiences. By promoting itineraries, touring routes and accommodation, it encourages longer stays and higher yield while embedding sustainable and responsible visitation across marketing activity.</p> <p>Considerations for activation:</p> <p>Strategy and success</p> <ul style="list-style-type: none"> – Establish the program as a core regional function with clear roles, shared priorities and agreed performance measures. – Align investment and activity across councils, industry and partners to support shared priorities and maximise impact. <p>Activation and partnerships</p> <ul style="list-style-type: none"> – Activate regional stories across owned and partner channels to support dispersal, seasonal balance and intra-regional travel. – Work with SATC to deliver the Regional Marketing Support package, aligned with regional positioning. – Leverage touring route partnerships, including the Melbourne to Adelaide Touring Route (Project 3.1). – Re-engage trade and distribution partners in priority international markets, elevating the region's natural and cultural assets and trade-ready operators. – Develop partnerships with trade, media, organisations and individuals for earned and paid opportunities across target markets. <p>Capability and visitor experience</p> <ul style="list-style-type: none"> – Build operator and community capability to craft and amplify stories aligned with regional positioning and the South Australian destination brand (Project 1.5 Industry Innovation and Capability). – Integrate storytelling into major events and festivals to strengthen tourism outcomes (linked to Project 1.8 Strengthening Regional Events). – Pilot interpretive storytelling initiatives and improve signage consistency to support a more cohesive visitor experience. 	<p>Increased awareness, visitation and yield from interstate and international markets.</p> <p>Stronger amplification of the region's stories and experiences through SATC, Tourism Australia and other demand-driving partners.</p> <p>Improved competitiveness through a clearer, more confident market presence.</p> <p>Increased trade-readiness and packaging of experiences across the region.</p> <p>Greater efficiency and alignment in storytelling and marketing across stakeholders.</p> <p>Strengthened community pride through external recognition of the region.</p>	<p>RTO SATC</p> <p>CoMG DCG DCR KDC NLC TDC WRC</p> <p>Industry</p> <p>Community groups</p> <p>Trade and media</p>	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.4	Regional Visitor Servicing Alignment^	Create a regionally aligned approach to visitor servicing that ensures consistent, accessible and high-quality information and support for visitors across the Limestone Coast.	<p>Effective visitor servicing plays a critical role in shaping how visitors experience the Limestone Coast. When information, wayfinding, storytelling, and safety messaging are aligned, visitors are more confident, travel further, stay longer and engage more positively with communities and environments.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> – Align storytelling, signage, digital content, event listings, and responsible visitor behaviour and safety messaging to ensure a consistent regional approach across all visitor servicing channels. – Reactivate the Limestone Coast Visitor Servicing Network as an informal forum for collaboration, knowledge sharing, and coordination across the region. – Support shared learning opportunities, such as famils and information exchange, to keep visitor servicing teams informed of new and evolving products and experiences. – Improve consistency of messaging – particularly around safe, respectful and responsible visitor behaviour – across visitor information centres and high-volume touchpoints. – Explore opportunities for shared regional visitor tools, such as a whole-of-region map, to improve confidence, navigation and itinerary planning. 	<p>Visitor servicing teams feel informed, connected and aligned in their efforts to support visitors to the Limestone Coast.</p> <p>Responsible visitor behaviour is reinforced, supporting positive impacts on the environment and communities.</p> <p>Visitors understand how to get to and move around the region and feel confident planning their journeys.</p> <p>Visitors stay longer and spend more, contributing to local prosperity and a more resilient visitor economy.</p>	<p>VICs and VIOs via:</p> <p>CoMG</p> <p>DCG</p> <p>DCR</p> <p>KDC</p> <p>NLC</p> <p>TDC</p> <p>WRC</p> <p>RTO</p>	Medium-term



Strategic Priority 4: Destination Stewardship



Objective

Build a collaborative, industry-led approach to destination stewardship that aligns stakeholders, strengthens governance, and positions tourism as a driver of economic, cultural, social and environmental value.

Why is this important to the region?

- Builds a unified regional voice and shared direction, supporting a sustainable tourism sector that benefits communities and strengthens social licence.
- Improves coordination, insights and decision-making to guide investment, infrastructure, workforce planning, advocacy, and high-impact tourism projects.
- Addresses workforce constraints and ensure the region is resourced to deliver consistently high-quality visitor experiences.
- Strengthens regional advocacy and partnerships, attracting greater funding and accelerating delivery of priority initiatives.
- Enhances regional resilience by proactively planning for workforce, climate, economic and policy risks affecting the visitor economy.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
Nil	4.1 Stakeholder, Industry and Community Engagement^ 4.2 Regional Issues Advocacy*	4.3 Strategic Insights* 4.4 Regional Workforce^ 4.5 Climate Risk and Crisis Management*

South Australian Tourism Plan 2030 Alignment

- **Tourism - a force for good**
 - Take a leadership position on regenerative and inclusive tourism nationally.
 - Grow South Australia’s sustainable tourism credentials positioning us as a top three sustainable tourism destination.

United Nations Sustainable Development Goals Alignment



Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.1	Stakeholder, Industry and Community Engagement^	Lead inclusive, transparent and ongoing engagement with industry, stakeholders and community to maintain social licence for tourism and support a well-stewarded visitor economy.	<p>Strong destination stewardship depends on meaningful engagement with the people who live, work and invest in the Limestone Coast. This project focuses on building shared understanding, trust and alignment across industry, councils, community groups and residents, ensuring tourism development reflects local values and contributes positively to liveability, identity and long-term prosperity.</p> <p>As the region transitions its tourism governance arrangements, there is an opportunity to strengthen how engagement occurs - moving beyond ad hoc information sharing toward more consistent two-way communication.</p> <p>Considerations for activation:</p> <p>Stakeholder and community engagement</p> <ul style="list-style-type: none"> — Engage decision-making stakeholders in contemporary destination management and stewardship principles regularly. — Communicate the value of tourism using shared insights and evidence to build understanding, confidence and social licence for tourism development. — Support region-wide engagement activities, including networking and collaboration opportunities, which encourage shared ownership of tourism outcomes. — Include community representation in project reference groups to strengthen accountability and trust. — Empower councils to share tourism insights and narratives through resident-facing communication channels. — Strengthen engagement with young people across the region, particularly through secondary education, to build understanding of the visitor economy and its community benefits. — Connect youth with tourism projects, programs and enterprises to support skills development and seasonal employment pathways. <p>Regional tourism voice</p> <ul style="list-style-type: none"> — Support the re-establishment of a representative regional tourism industry voice as a mechanism for industry-led engagement, coordination and advocacy. — Co-design roles, responsibilities and partnership principles that enable transparent collaboration between industry, councils, community and government partners. 	<p>Industry, councils and community stakeholders are informed, engaged and aligned around shared tourism priorities.</p> <p>Communities understand the value of tourism and continue to provide social licences for tourism development.</p> <p>Collaboration between stakeholders is strengthened supporting more effective delivery of Destination Management Plan projects.</p> <p>A representative industry tourism voice contributes constructively to engagement, advocacy and stewardship.</p> <p>Increased youth participation in tourism related learning, employment and skills development pathways.</p>	<p>RTO</p> <p>CoMG</p> <p>DCG</p> <p>DCR</p> <p>KDC</p> <p>NLC</p> <p>TDC</p> <p>WRC</p> <p>BAC</p> <p>NAC</p> <p>NLPAC</p> <p>SEAFG</p> <p>Community groups</p> <p>Education partners (secondary and tertiary)</p>	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.2	Regional Issues Advocacy*	Stakeholders work proactively and collaboratively to address the regional issues (not limited to tourism) that impact the future of the Limestone Coast's visitor economy.	<p>Several cross-cutting issues constrain the Limestone Coast's ability to realise the full social and economic benefits of tourism. These include:</p> <ul style="list-style-type: none"> – Climate change, coastal erosion and biodiversity loss – Water security – Housing affordability – Workforce and skills – Utilities infrastructure – Air access – Transport and road infrastructure – Economic conditions <p>Refer to Appendix, Table B: Regional Tourism Advocacy Priorities for further details on each issue.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> – Establish mechanisms to build strong, trusted relationships with key stakeholders at local, regional, state and national levels to stay informed and influential on issues affecting the Limestone Coast. – Collaborate with other RTOs on shared industry issues to develop evidence, position papers and coordinated action plans. – Maintain open communication channels with industry and community to ensure advocacy is informed by lived experience and local priorities. – Ensure the RTO is represented on relevant committees and working groups to influence outcomes that support tourism and regional development. – Identify a lead stakeholder for each priority issue and track progress, providing regular updates to industry and community partners. 	<p>Stakeholders are working proactively and collaboratively to address regional issues impacting prosperity.</p> <p>The visitor economy is always considered at decision-making and policy forums.</p>	RTO Identified stakeholders per specific issue	Ongoing

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.3	Strategic Insights*	Source and curate data and insights to enable strategic decision-making.	<p>Tourism stakeholders across the Limestone Coast need timely, meaningful insights to make good decisions and target effort where it will have the greatest impact.</p> <p>Investors and industry also need credible evidence to test feasibility and support businesses cases for new or expanding experiences, events and accommodation.</p> <p>Key insights to capture:</p> <ul style="list-style-type: none"> – Market insights to guide experience design and demand-driving activity. – Visitor spending insights to understand where yield is retained locally and where leakage occurs. – Dispersal and mobility insights to understand movement patterns and identify opportunities for clusters, itineraries and experience development. – Business sentiment insights to track industry confidence and practical indicators such as opening hours, staffing and product development activity. – Community insights to monitor social licence, sentiment and wellbeing factors that influence the visitor experience (including the use of existing LGA community survey mechanisms where appropriate). – LGA level insights that support local decision-making, advocacy and funding applications. <p>Considerations for activation:</p> <ul style="list-style-type: none"> – Audit current data and insights used to measure DMP success (community, culture, environment, social and economy) alongside the priority insight categories listed above. – Collaborate with partners to improve access to datasets, strengthen consistency, and reduce duplication. 	<p>Timely and relevant data is informing strategic decision-making by destination stewards, to grow the economic, environmental and community benefit of tourism.</p> <p>Strategic investment, planning and management decisions are informed by robust insights.</p>	<p>SATC RTO</p> <p>CoMG DCG DCR KDC NLC TDC WRC</p> <p>RDALC</p> <p>TICSA</p> <p>Industry Community</p>	<p>Short-term (investigate and plan)</p> <p>Ongoing (activate)</p>

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.4	Regional Workforce [^]	Strengthen the capability, scale and sustainability of the Limestone Coast's tourism and hospitality workforce.	<p>A skilled, stable and supported workforce is essential to delivering high quality visitor experiences and realising the Limestone Coast's tourism ambitions. Attracting, training and retaining workers remains a challenge across the region, influenced by seasonality, housing availability, skills gaps, and competition from other sectors.</p> <p>This project focuses on taking a coordinated, region wide approach to workforce development by aligning the efforts of education providers, industry, councils, and state agencies.</p> <p>Considerations for activation:</p> <p>Education and pathways</p> <ul style="list-style-type: none"> – Leverage the Budinya Precinct Mount Gambier and champion the development of the Bordertown Training and Education Hub to support tourism and hospitality skills development. – Strengthen relationships with local high schools and tertiary institutions to engage young people in tourism pathways. <p>Skills and capability development</p> <ul style="list-style-type: none"> – Support delivery of targeted training and micro-credentials aligned with regional needs, including digital marketing, wine tourism, food and beverage, barista skills, and tour guiding. – Align tourism workforce initiatives with relevant state and sector strategies and programs including PIRSA's Food, Wine and Agribusiness Workforce Strategy and SAWIA's regional winemakers and grape growers' workforce program. <p>Workforce supply and flexibility</p> <ul style="list-style-type: none"> – Support the development of a regional events workforce pool to resource growing demand for events and festivals. – Explore opportunities for shared workforce models between businesses during peak periods and across complementary sectors. – Promote tourism employment to working holiday makers and seasonal workers, linking with agriculture where appropriate. <p>Retention and liveability</p> <ul style="list-style-type: none"> – Position tourism as a viable, valued and long-term employment option that supports regional population growth and community vitality. – Collaborate with regional partners to address workforce housing challenges through advocacy and planning (refer Appendix, Table B: Regional Tourism Advocacy Priorities). 	<p>Tourism and hospitality businesses are better able to attract and retain a skilled workforce year-round.</p> <p>Workers have clearer pathways, greater job security and stronger reasons to stay or settle in the region.</p> <p>Workforce capacity supports consistent, high quality visitor experiences and business confidence.</p> <p>Incremental population growth strengthens community resilience and regional liveability.</p>	<p>RDALC</p> <p>LCLGA</p> <p>Education partners (secondary and tertiary)</p> <p>RTO</p>	Short-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.5	Climate Change and Risk Management*	Undertake activities to proactively plan for climate adaptation and build industry resilience against climate change and crises.	<p>Nature underpins the visitor economy in the Limestone Coast. Climate change presents the most significant risk to its future and requires proactive planning and adaptation.</p> <p>Considerations for activation:</p> <p>Undertake scenario planning across short, medium and long timeframes. Key climate risks include:</p> <ul style="list-style-type: none"> – Extreme heat: consider event timings, alternative activities for extreme heat days, and impacts for nature-based activities. – Bushfires: evacuation planning and preparedness across all industries. – Water security and drought: support water security planning and visitor preparedness particularly for experiences connected to the underground aquifer system; explore agritourism diversification opportunities. – Marine heatwaves: address impacts of unforeseen high-impact environmental events (e.g. algal bloom) on coastal visitor experiences. <p>Scenario planning should also inform climate adaptation and business resilience actions across other projects:</p> <ul style="list-style-type: none"> – 1.5 Industry Innovation and Capability: education and training around sustainability practices and climate risk scenario planning; connection with accreditation programs and grants to support sustainability initiatives. – 1.10 Pipeline Project Support: encourage climate resilient infrastructure investment. – 4.2 Regional Issues Advocacy: advocate for policy change to address local climate issues. 	Tourism stakeholders are taking proactive action across projects, experiences, events and infrastructure design and management to adapt to climate change and mitigate crisis event impacts.	RTO CoMG DCG DCR KDC NLC TDC WRC Event organisers Industry Emergency services DEW RDALC Relevant stakeholders per specific issues	Short-term (scenario planning) Ongoing (activate)

DMP Management and Reporting

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
M.1	DMP Accountability*	The projects outlined in the DMP are being progressed through a cooperative stewardship model of accountability.	<p>Co-designed accountability mechanisms are required to successfully activate the projects in the DMP.</p> <p>Considerations for activation:</p> <ul style="list-style-type: none"> — Activate a governance framework to bring together stakeholders with a lead role in project delivery. — Confirm quarterly and annual reporting structures to track DMP goals and project progress to relevant stakeholders. — Determine Project Leads on a project-by-project basis to operationalise each project. — For projects without an existing lead, convene an initial stakeholder meeting to discuss project goals, context and nominate a Project Lead. <ul style="list-style-type: none"> — If no external lead is nominated, the RTO will determine its role in the project and prioritise accordingly. — Projects may be deferred if resourcing is insufficient. — Confirmed Project Leads undertake annual action planning to progress projects and meet reporting requirements. 	<p>The progress of State Catalyst, Regionally Significant and Enabling Projects is tracked and reported annually.</p> <p>Goals are tracked and reported annually.</p>	RTO Individual project leads	<p>Immediate (governance framework set up)</p> <p>Ongoing (annual planning and reporting)</p>
M.2	Industry Database*	Maintain a dynamic database of tourism experiences within the Limestone Coast.	<p>Develop and maintain a dynamic database of all tourism experiences in the region to track business maturity, experience offering and alignment with regional priorities.</p> <p>Activation and then ongoing management of the database will require:</p> <ul style="list-style-type: none"> — Partner with stakeholders to conduct a tourism experience audit, identifying each business's experience profile, marketing maturity and potential to address regional experience gaps. — Develop a database or implement customer relationship management (CRM) software to monitor business and event development (refer Projects 1.6 and 1.8) and to identify opportunities for targeted industry capability building (refer Project 1.5). 	<p>Database is set up and maintained.</p> <p>Database insights are used to inform targeted experience development and industry capability opportunities within the DMP.</p>	RTO SATC Industry CoMG DCG DCR KDC NLC TDC WRC	<p>Immediate (database set up)</p> <p>Ongoing (database management)</p>

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
M.3	Pipeline Project Database*	Maintain a database of major visitor economy development projects across the region that require advocacy to see them through to fruition.	<p>Maintain a comprehensive, up-to-date record of all Pipeline Projects being delivered by stakeholders across the Limestone Coast.</p> <p>Pipeline project criteria:</p> <ul style="list-style-type: none"> – Located within the tourism region. – Has an embedded, planned visitor economy use. – Aligns with the DMP’s vision and aspirations. – Supports or connects to State Catalyst Projects. – Is currently in progress (not just an aspiration). – Supported by a solid business case or actively developing one. – Secures investment commitment. <p>Database management considerations:</p> <ul style="list-style-type: none"> – Review the Pipeline Project Database annually with stakeholders to ensure accuracy and relevance. – Provide an annual status update of Pipeline Projects as part of Project M.1 DMP Accountability. 	A database is developed, maintained and provided to relevant stakeholders.	RTO CoMG DCG DCR KDC NLC TDC WRC	Ongoing
M.4	Regional Issues Database*	Maintain a database of local and regional issues that impact tourism that require consistent, coordinated advocacy.	<p>There are numerous local and regional issues that impact tourism potential in the region. Maintaining a current record of these issues will enable a coordinated advocacy approach.</p> <p>Database management considerations:</p> <ul style="list-style-type: none"> – Annual review of Appendix, Table B: Regional Tourism Advocacy Priorities to ensure the list is current and accurate. – Monitor, scope and progress identified issues through Project 4.2 Regional Issues Advocacy. 	A database is developed and maintained and provided to relevant stakeholders.	RTO CoMG DCG DCR KDC NLC TDC WRC	Ongoing



DMP Activation

Navigating an Ever-Changing World

We are operating in the era of the permacrisis (permanent crisis) as global disruptions - from climate change and economic volatility to shifting travel behaviours - have become more frequent and complex.

From bushfires, to droughts, floods, and the recent algal bloom crisis, our regions are dealing with a wider set of environmental disruptions than ever before. In combination with geopolitical factors, rapidly advancing technology, and ever-evolving consumer preferences, there is a wide set of external risks that South Australia’s tourism regions must both respond and adapt to.

While responsive systems are important to handle shocks, adaptive tourism is about embracing uncertainty as a constant, and designing systems, experiences, and partnerships that are flexible, inclusive, and future-ready. It calls for a shift in mindset: from managing tourism as a static product to stewarding it as a dynamic, living system.

In South Australia, this approach is especially vital. Our diverse regions - from the Limestone Coast to the Outback, from the Riverland to the Eyre Peninsula - face distinct climate, economic, and social pressures.

What does this mean for regional tourism?

Destination Management Plans (DMPs) are strategic documents that guide the sustainable growth of the local visitor economy. They set the vision, values, aspirations and strategic priorities for a region.

This Destination Management Plan is supported by the broader strategies outlined in the Tourism Plan 2030 such as the Tourism for Good approach and our competitive drivers.

Together they provide the principles, tools, and strategies that will embed adaptability into destination planning, ensuring South Australia’s visitor economy remains inclusive, sustainable, and ready for the future.

Embedding a framework that supports continuous learning, monitoring, and flexible adaptation will ensure this DMP remains relevant and future-focused. It will enable timely responses to emerging challenges and opportunities while maintaining a shared, long-term vision for South Australia’s tourism industry and its communities.

Key principles for adaptive management of this DMP:

- The vision, values, aspirations and strategic priorities of the DMP provide the overarching direction for tourism in the region. These aspects are fixed as per the chart below.
- The DMP identifies opportunities for capacity building at a local level.
- The DMP is supported by regenerative and inclusive principles delivered through the South Australian ‘True South’ promise (refer to the South Australian Tourism Plan 2030).
- The DMP will be reviewed regularly and adapted to respond to changes.

DMP Project Agility

VISION	The region’s ‘North Star’ for tourism Decision making lens	FIXED
VALUES	DNA of people and place Decision making lens	FIXED
ASPIRATIONS	Co-designed objectives for people and place Success metrics	FIXED
STRATEGIC PRIORITIES	Align with State Government priorities	FIXED
PROJECTS	Place-based projects and initiatives to achieve the region’s, vision, values and aspiration for tourism	AGILE



Acknowledgments

This Destination Management Plan has been developed in consultation with stakeholders across South Australia.

The South Australian Tourism Commission is grateful for the generous contributions of time and information shared during the plan development across workshops and interviews from the following stakeholders.

Note: Individual names of those engaged have been redacted for privacy reasons.

This Destination Management Plan has been developed by The Tourism Collective (www.tourismcollective.com.au) in partnership with the South Australian Tourism Commission and the Limestone Coast Local Government Association as the Regional Tourism Organisation.

State and Regional	Local Government	Industry and Community	
Business Events Adelaide	City of Mount Gambier	Art Maps Australia	Penola Business Association
Department of the Premier and Cabinet - Cross Border Commissioner	District Council of Grant	Arthur's on Commercial	Penola Caravan Park
Department for Environment and Water/National Parks and Wildlife SA	District Council of Robe	Balnaves of Coonawarra	POPO and Cuvee-Co Wines
Department of Primary Industries and Regions South Australia	Kingston District Council	Bush Adventures	Raidis Estate
Festival City Adelaide	Naracoorte Lucindale Council	Cape Jaffa Wines	Robe Holiday Park
Great Ocean Road Tourism	Tatiara District Council	City of Mount Gambier	Robe Ice Cream
Invest SA	Wattle Range Council	Coonawarra Vignerons Association	Robe Nampara Cottages
Limestone Coast Landscape Board		Coonawarra Experiences	Robe Town Brewery
Limestone Coast Local Government Association	Victoria:	Focused Expeditions	Rural Communities Australia
Office for Small and Family Business	Southern Grampians Shire	goingtoplaces.com	Sails at Robe
Regional Development Australia Limestone Coast	Wimmera Mallee Shire Council	JFA Purple Orange	South Australian Hotel
Regional Development Australia South Australia		Karatta Wines	Splash by the Sea
SA Parks - The Caravan Parks Association of South Australia		Kilsby Sinkhole	Stillwater Paddleboards
South Australian Aboriginal Tourism Council		Kristina Alexander Hair	The Barn Palais PL
South Australian Tourism Commission		Limestone Coast Rail Trails Steering Committee	The Commodore
South Australia Wine Industry Association		Lucy Bonnin Art	Walk the Limestone Coast
Study Adelaide		Mount Gambier Electorate Office	Woodsoak Wines
Tourism Industry Council of South Australia		National Trust of South Australia, Naracoorte Branch	Woolstore Brewery
Walking SA		National Trust of South Australia, Robe Branch	Wynns Cellar Door
		National Trust of South Australia, Kingston SE Branch	
		Norfolk Rise Vineyard	

Definitions

Term	Description
Tourism	<i>Tourism</i> is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either visitors or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure. ¹⁷
Destination Stewardship	<i>Destination Stewardship</i> can be defined as the responsible management of a place's resources, culture and environment to ensure that tourism benefits both the community and visitors – now and in the future. ¹⁸
Sustainable Tourism	<i>Sustainable Tourism</i> takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. ¹⁹
Regenerative Tourism	<i>Regenerative Tourism</i> is a form of sustainable tourism that goes beyond minimizing negative impacts to actively restoring and regenerating the natural, cultural and social systems of a destination, with the aim of creating a net positive impact and long-term resilience. ²⁰
Sustainable Development Goals	<i>The Sustainable Development Goals</i> are a set of seventeen overarching goals adopted by the United Nations in 2015 as a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet. The SDGs recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs, including education, health, social protection, and job opportunities, while tackling climate change and environmental protection. ²¹
Tourism Sector	<i>The Tourism Sector</i> , as contemplated in the Tourism Satellite Account, is the cluster of production units in different industries that provide consumption goods and services demanded by visitors. Such industries are called tourism industries because visitor acquisition represents such a significant share of their supply that, in the absence of visitors, their production of these would cease to exist in meaningful quantity. ²²
Tourism Ecosystem	<i>A tourism ecosystem</i> encompasses the interconnected and interdependent elements that contribute to a tourism destination's functionality and development. It's a network of various actors and factors, including businesses, organisations, natural and cultural resources and stakeholders, all working together to provide tourism services and experiences.
Value of Tourism	The <i>Value of Tourism</i> is multifaceted, and its assessment involves a combination of economic, social, environmental and cultural impact signals and indicators.
Placemaking	<i>Placemaking</i> is the process of creating and enhancing public spaces that reflect the unique character and identity of a destination and that provide a sense of place and community for visitors and locals alike. This can include the development of public art, cultural events and community-led initiatives that celebrate the destination's heritage and culture and support the well-being of people and the environment. ²³
Climate Action	<i>Climate Action</i> refers to a series of strategies, policies, and initiatives aimed at reducing greenhouse gas emissions, transitioning to low-carbon and renewable energy sources, enhancing climate resilience, and promoting sustainable practices to combat climate change.
Visitor Economy	The <i>Visitor Economy</i> encompasses all economic activity and impact generated by visitors in a particular region or destination, including international and domestic travellers as well as those attending events, studying, or visiting for business or personal reasons. The visitor economy covers all related spending (going beyond traditional tourism sector as defined above), which contributes to the overall economic wellbeing of the destination.

¹⁷ Glossary of tourism terms | UNWTO > unwto.org/glossary-tourism-terms

¹⁸ Dr. Jonathon Day, "A Practical Guide to Destination Stewardship and Sustainable Tourism", 2023

¹⁹ United Nations Environment Program and World Tourism Organisation, Making tourism more sustainable A Guide for Policy Makers, (2005)

²⁰ Source: UN World Tourism Organization (now UN Tourism), "Sustainable Development" webpage, 2022

²¹ UN World Tourism Organization (now UN Tourism), "Sustainable Development" webpage, 2022

²² Glossary of tourism terms | UNWTO > unwto.org/glossary-tourism-terms

²³ Pacific Asia Travel Association (PATA), "Destination Marketing Handbook", p.42, published 2019

Strategic Alignment

This DMP has direct strategic alignment with a number of strategic plans.

Organisations	Level	Strategy	Relevance to this DMP
Austrade	National	Thrive 2030	Australia's national strategy for the long-term, sustainable growth of the visitor economy, most recently updated in March 2023.
Department of the Premier and Cabinet	State	South Australian Economic Statement (2023)	Sets the vision for the SA economy that is fit for the future, improving the wellbeing of all South Australians. An economy that is smart, sustainable and inclusive.
Department of the Premier and Cabinet	State	A Place to Create (2025)	South Australia's 10-year cultural policy for all South Australians to enrich South Australia's future through arts, culture and creativity. Direct alignment and focus of priorities for experience development.
Department for Environment and Water	State	South Australia's Net Zero Strategy 2024-2030	The strategy sets out the government's objectives, policy priorities and actions to reduce greenhouse gas emissions for South Australia and improve the prosperity and wellbeing of South Australians. Implementation of the strategy will help achieve South Australia's interim emissions reduction targets and drive progress towards net-zero emissions by 2050. Several projects outlined in this DMP directly align with the ambitions of this Strategy.
Department for Housing and Urban Development	Regional	Limestone Coast Regional Plan (2026)	The long-term vision and direction for strategic planning and land use for the next 15 to 30 years.
South Australian Tourism Commission	State	South Australian Tourism Plan 2030	This DMP is the activation of this strategy at a regional level. Each of the Strategic Priorities of this DMP has a direct alignment to the priority areas in the state tourism plan.
	Regional	Regional Visitor Strategy 2025	The high-level framework guided the supply and demand side development of tourism across SA regions over the last 10 years. This DMP replaces the Regional Visitor Strategy.
	Regional	Tourism Development Facilitation Plan - Limestone Coast (2024)	A strategic tool to influence and guide strategic tourism development across the Limestone Coast.
Regional Development Australia Limestone Coast / Limestone Coast Local Government Association	Regional	Limestone Coast Regional Growth Strategy 2024-2029	This DMP has direct alignment to support the delivery of RDA's strategic plan across several of the Strategic Priorities.
Landscapes SA Limestone Coast	Regional	Regional Landscape Plan 2021-2026	The Landscape Plan outlines ambitions for resilient and productive landscapes across the Limestone Coast region that sustain a thriving community, environment, and economy. This DMP has numerous projects that align with these aspirations.

Organisations	Level	Strategy	Relevance to this DMP
City of Mount Gambier	Local	Council Strategic Plan 2024-2028	These strategies set visions for the Limestone Coast communities and guide the local government's focus, resourcing and investment across economic and community development activities. The DMP supports the activation of aligned actions and projects.
District Council of Robe	Local	Council Strategic Plan 2024-2028	
District Council of Grant	Local	Council Strategic Plan 2024-2034	
Kingston District Council	Local	Council Strategic Plan 2023-2027	
Tatiara District Council	Local	Council Strategic Plan 2020-2030	
Wattle Range Council	Local	Council Strategic Plan 2023-2027	
Naracoorte Lucindale Council	Local	Council Strategic Plan 2023-2033	

Reference Documents

The following strategies, plans and reports helped shape this DMP:

- City of Mount Gambier - Partnership Priorities and Advocacy 2024–2025
- City of Mount Gambier and Open Trails Australia - Crater Lakes Trails Plan (2023)
- District Council of Grant - Mount Gambier Regional Airport Master Plan 2025–2035
- Glenelg Shire Council and Limestone Coast LGA - Memorandum of Understanding (signed October 2020)
- Great Ocean Road Regional Tourism and Limestone Coast LGA - Memorandum of Understanding (signed June 2023)
- Limestone Coast LGA - Limestone Coast Tourism Monthly Report (December 2024)
- Limestone Coast LGA - Limestone Coast Tourism Monthly Report (April 2025)
- Limestone Coast LGA - Destination Tourism + Marketing Plan 2025
- Limestone Coast LGA - Destination Development Strategy 2020-2025
- Limestone Coast LGA - Destination Situation Analysis (2020)
- Parliament of South Australia, Natural Resources Committee - An Inquiry into Use of Off-Road Vehicles in South Australia (Fifth Report) (2020)
- Tredwell - Limestone Coast Regional Trails Implementation Feasibility Study (2015)
- Tredwell - Limestone Coast Regional Trails Master Plan (2015)
- Wattle Range Council - Strategic Tourism Marketing Plan 2025–2028 (draft 2025)

Data and Insights

- Australian Bureau of Statistics, Census 2021
- South Australian Tourism Commission - Visit to Regions: Year-end December 2024
- South Australian Tourism Commission - Regional Tourism Profile: Limestone Coast - December 2024
- Tourism Research Australia - Business Summary, June 2024 (data supplied by SATC May 2025)
- Tourism Research Australia - Regional Tourism Satellite Account, 2023/2024 (data supplied by SATC May 2025)

(14)



Appendix

Table A: Experience Development Focus

	Nature and Place	Food, Wine and Drink	Events and Festivals
Objective	Develop a connected network of immersive, bookable, and sustainably managed nature- and place-based experiences that showcase the Limestone Coast's unique geology, landscapes and connection to Country.	Strengthen the Limestone Coast's provenance-led food, wine and drink offering by growing the range and quality of bookable, immersive experiences that connect visitors directly with producers, place and stories.	Nurture a strong, sustainable events sector that celebrates the Limestone Coast's stories, people, creativity and natural environment, while driving visitation, dispersal and off-peak demand.
Focus	<p>Strategic Projects</p> <ul style="list-style-type: none"> – Naracoorte Caves (Project 1.1). – Melbourne to Adelaide Touring Route (Project 3.1). – Regional Trails Network (Project 1.4). <p>Adventure and nature-based experiences</p> <ul style="list-style-type: none"> – Activate Crater Lakes and Umpherston Sinkhole / Balumbul (Projects 1.2 and 1.3). – Develop bookable, guided low-impact adventure experiences with a strong focus on off-peak and shoulder season activation: <ul style="list-style-type: none"> – Water-based activities e.g. Donovans Landing. – Entry-level cave diving and snorkelling. – Guided wildlife encounters (land and marine). – Guided fishing experiences. – Dark sky tourism experiences and events. – Guided or tag-along camping experiences. – Expansion of seasonal and place-based programs, such as: <ul style="list-style-type: none"> – Expand the ghost mushrooms experience at Padthaway. – Summer adventure schools in coastal towns (surfing, windsurfing, snorkelling, biking). – Support for existing or new operators to develop or scale experiences, including hire products, lessons, tours, and pop-up experiences. – Improve coordination and packaging across operators to strengthen promotion and multi-day itineraries. <p>Connected landscapes and access</p> <p>Improve how visitors move through and connect with the region's natural assets:</p> <ul style="list-style-type: none"> – Stronger connectivity between Naracoorte and Tantanoola Caves, nearby townships, and surrounding nature-based assets. – Develop premium visitor experiences around public nature assets and infrastructure, including campgrounds. 	<p>Provenance-led experiences</p> <p>Expand the range and quality of bookable, immersive food, wine and drink experiences that connect visitors directly with the region's producers, landscapes, and stories:</p> <ul style="list-style-type: none"> – Develop crayfish experiences, including dining, interpretation, and on-water (pot pulling) or behind the-scenes encounters. – Farm gate, farm-to-plate and farm stay experiences. – More immersive and personalised winery experiences, including tastings, blending and behind-the-scenes access. – Cooking schools and workshops that hero local producers and regional cuisine. – Improved experiences at farmers' markets. – Inclusion of Aboriginal interpretation and storytelling within food and beverage experiences, where aligned with Aboriginal aspirations. – Group-ready experiences, including for school groups and special interest markets. – Explore shared venues such as a Wrattobully wine bar or regional cellar door. – Partnerships and packaging between food, wine, breweries and hospitality businesses. – Activate Mount Gambier Saleyard experiences. <p>Experience quality and optimisation</p> <ul style="list-style-type: none"> – Improve the quality, consistency and local provenance of food offerings across restaurants and hospitality venues. – Greater reflect the region's multicultural communities through authentic and diverse cuisine. – Amplify storytelling about producers, linking food and drink to landscape, culture, and community. – Amplify regional positioning through experience design and product marketing. 	<p>Strategic event anchors and partnerships</p> <p>Strengthen the region's events offer by leveraging major platforms and partnerships that can lift profile, yield, and off-peak visitation:</p> <ul style="list-style-type: none"> – Partnerships with key South Australian tourism events to enable regional activation, including Gather Round (e.g. pre-event activations), Fringe (reinstate and grow regional presence), Tasting Australia and LIV Golf. – Explore cross-border tourism event opportunities that leverage shared markets and touring routes. – Implement the Blue Lake / Warwar Sports Park Master Plan to support growth in sporting and active events. – Targeted attraction of large-scale leisure and business events that deliver strong economic benefit and align with regional strengths. <p>Signature and place-based events</p> <p>Grow distinctive events that reflect the Limestone Coast's identity and drive visitation beyond peak periods:</p> <ul style="list-style-type: none"> – Investigate a signature, region-wide event, hosted off-peak, grounded in provenance, nature, food, wine and history. – Expand experience-led tourism that leverages existing flagship events, such as Generations in Jazz, through complementary programming and visitor experiences. – Develop new shoulder-season and off-peak events that connect more strongly with destination experiences, including food trails, nature-based activities and cultural programming.

	Nature and Place	Food, Wine and Drink	Events and Festivals
Focus	<ul style="list-style-type: none"> – Further activate recreational lakes for regulated, experiences (fishing, skiing, windsurfing, camping). <p>Art, culture, and creative expression Integrate culture and creativity more strongly into nature-based experiences and placemaking:</p> <ul style="list-style-type: none"> – Increase use of Aboriginal language in site naming and interpretation, where appropriate. – Identify and activate Aboriginal-led cultural and art experiences connected to natural places. – Expand public art and illuminated art in towns (murals, silo art, temporary installations). – Temporary and pop-up use of vacant spaces in townships for creative expression, through public-private partnerships. – Expand artist-in-residence programs, and stronger links between arts, food, nature, and lifestyle tourism. <p>Heritage and history</p> <ul style="list-style-type: none"> – Support volunteer-run heritage assets to improve visibility, interpretation and visitor readiness. – Develop a Limestone Coast Heritage Trail linking key sites and stories. – Further activation of National Trust assets and historic homes as visitor experiences. – Digitise heritage stories, expand inclusive interpretation, and link heritage with food, walking trails and cultural experiences. <p>Sustainable and regenerative tourism</p> <ul style="list-style-type: none"> – Identify and promote businesses and projects contributing to conservation or regenerative practices, with opportunities for visitor participation where appropriate. – Build industry capability in sustainable and regenerative tourism principles, embedded in experience design and operations. – Better amplify the region's sustainability stories and outcomes through storytelling and visitor servicing. – Identification by LGAs of gaps in enabling infrastructure (e.g. waste systems, food and garden organics management, plastics) that affect visitor and business sustainability outcomes. – Integrate sustainable tourism principles in placemaking and master planning. 	<p>Workforce and capability connections</p> <ul style="list-style-type: none"> – Engage secondary and tertiary institutions to help address skills shortages in hospitality, including chefs and specialist roles. – Align with broader workforce and skills initiatives to support sustainable growth of the food, wine and drink sector. 	<p>Arts, culture and creative programming</p> <p>Strengthen cultural depth and diversity within the events calendar:</p> <ul style="list-style-type: none"> – Leverage Country Arts SA programs and grants to support touring performances, creative development and regional cultural events. – Encourage stronger integration of arts, culture and storytelling into existing and emerging events to broaden appeal and deepen visitor engagement. <p>Event capability and optimisation</p> <ul style="list-style-type: none"> – Capability building for event committees and organisers, with a focus on sustainability, governance, succession, and alignment with regional strengths. – Region-wide coordination to support event enabling, including attraction, funding pathways, sustainability practices, and knowledge sharing at the LGA level. – Continued development and amplification of a Regional Events Calendar to improve visibility, coordination and year-round promotion of events.
Aligned Strategies	<ul style="list-style-type: none"> – A Place to Create (DPC) – South Australia's Net Zero Strategy 2023 – 2030 (DEW) 	<ul style="list-style-type: none"> – South Australian Agritourism Sector Plan 2025 (SATC) – South Australian Agritourism Framework (SATC) 	<ul style="list-style-type: none"> – A Place to Create (DPC)

Table B: Regional Tourism Advocacy Priorities

Issue	Detail	Action
Climate change and coastal impacts	<p>The Limestone Coast is increasingly exposed to climate-driven risks, including extreme heat, storms, bushfires, flooding, and long-term shifts toward hotter and drier conditions. Projections indicate higher average temperatures and reduced rainfall, placing pressure on infrastructure, agriculture, communities, and the landscapes and ecosystems that underpin the region's visitor economy.</p> <p>On the coast, more frequent and intense storm events are accelerating erosion and damaging boat ramps, jetties, marinas, attractions and shorelines. This is creating ongoing maintenance and adaptation challenges for local councils managing large stretches of exposed coastlines with limited resources.</p> <p>At the same time, the region is well positioned to lead in climate response. Strong foundations exist renewable energy and circular economy practices, with major industries already transitioning toward net-zero pathways. With the right policy settings, investment and collaboration, there is an opportunity to strengthen resilience, reduce emissions, and position the Limestone Coast as a leader in sustainable and regenerative tourism.</p> <p>This issue is primarily about managing immediate and long-term physical risks from climate change, including asset protection, coastal adaptation, and resilience planning for the visitor economy.</p>	<p>Project 4.5 Climate Change and Risk Management - scenario planning for the visitor economy</p> <p>Project 1.5 Industry Innovation and Capability - sustainable business practices, experience design</p>
Water security	<p>The Limestone Coast has a long history of drainage and landscape modification that supported primary production but resulted in significant wetland loss, groundwater decline, and impacts on biodiversity and cultural values. It is estimated that wetlands have reduced from around 44% of the landscape prior to European settlement to approximately 2.5% today, fundamentally altering natural water retention and ecosystem function.</p> <p>As demand increases and the climate becomes drier, there is growing recognition across industry, Aboriginal groups, community, and environment stakeholders that protecting groundwater resources is a shared responsibility. Water security is increasingly understood as critical not only for agriculture and communities, but also for the long term sustainability of the region's natural assets and visitor experiences.</p> <p>The region operates under five Water Allocation Plans (WAPs) managed by the Limestone Coast Landscape Board, The Lower Limestone Coast WAP amendment (2023–2027) is particularly sensitive, as many of the region's signature tourism experiences rely on groundwater within this area. Some tourism operators have reported declining water levels and temporary closures at key sites, such as Ewens Ponds and Piccaninnie Ponds, although causes are complex and multifactorial.</p> <p>There is increasing concern regarding the pace and transparency of the water-planning process. Media attention and public discourse have amplified the issue, reinforcing the need for timely, evidence based decision making that balances environmental limits, community needs, and sustainable economic outcomes.</p>	<p>Project 1.5 Industry Innovation and Capability - sustainable business practices</p> <p>Project 4.2 Regional Issues Advocacy</p>
Biodiversity decline and ecosystem health	<p>Long-term landscape modification has resulted in significant biodiversity loss across the Limestone Coast, including the decline of native vegetation, paddock trees, wetlands and wildlife corridors. These environmental assets underpin the region's identity as a nature-based destination and are critical to cultural values and ecosystem function.</p> <p>Ongoing pressures, including habitat loss, invasive species, algal outbreaks and changes in hydrology, are placing further stress on sensitive systems such as wetlands, springs, sinkholes and coastal environments. Impacts include reduced habitat for nature and migratory species and increasing ecosystem imbalance.</p> <p>This issue is primarily about the health and resilience of natural ecosystems, recognising that maintaining biodiversity is essential to sustaining the region's landscapes, cultural values and long-term visitor economy.</p>	<p>Project 1.5 Industry Innovation and Capability - sustainable business practices, experience design</p> <p>Project 4.2 Regional Issues Advocacy</p>

Issue	Detail	Action
Mining and Energy Development	<p>Rare earth exploration is progressing across parts of the Limestone Coast, with deposits identified and projects positioned within broader national and global supply-chain security objectives. A key proponent is Australian Rare Earths Ltd, which holds extensive licence areas across South Australian and Victoria and is advancing the Koppamurra project, supported by federal funding to progress a pre-feasibility study and demonstration activity.</p> <p>At the same time, community concern is growing, with local opposition groups raising questions about potential impacts on high-value primary production landscapes, as well as proximity to sensitive environmental assets. There is sensitivity in areas such as the Wrattontully Geographical Indication, where landscape integrity underpins both agricultural value and regional identity.</p> <p>A legislated moratorium on Unconventional Gas Extraction in the Limestone Coast is due to expire in 2028, with Government indicating no intention to extend the ban. Community and industry is strongly opposed to Unconventional Gas Extraction (Fracking) in the region due to its potential impact on the region's water resources including through chemical contamination and aquifer leakage posing a catastrophic risk to water quality that is critical to the region's long-term sustainability.</p> <p>From a tourism perspective, perceived or actual impacts on landscape quality, visual amenity, and the region's food-and wine foundations presents a reputational risk. These values are central to the Limestone Coast's visitor proposition and local employment, particularly in northern parts of the region, highlighting the need for careful consideration, transparency, and balanced decision making.</p>	Project 4.2 Regional Issues Advocacy
Housing affordability and suitability	<p>Housing availability and affordability are significant structural constraints across the Limestone Coast, with long-term underinvestment contributing to shortages in worker housing, long-term rentals, visitor accommodation, and aged care.</p> <p>Limited supply, rising costs and a lack of housing diversity are constraining population growth, reducing regional liveability, and limiting the region's ability to attract and retain people across all sectors. There is consistent demand for more affordable housing options, improved quality, and a broader mix of housing types, including well-planned medium-density development in appropriate locations.</p> <p>Short-term rentals present both an opportunity and a pressure point, supporting visitor demand and supplementary local income while reducing long-term rental availability and contributing to higher housing costs.</p> <p>For tourism businesses, limited access to housing is a significant barrier to attracting and retaining skilled staff, particularly during peak seasons.</p> <p>This issue is primarily about housing supply, diversity, and planning settings, including the need for coordinated policy, incentives, and infrastructure-ready development to support sustainable regional growth. The Limestone Coast Regional Growth Strategy²⁴ identifies housing as a priority, including a proposed project to explore council and private-sector pilot initiatives with the Office for Regional Housing.</p>	Project 4.2 Regional Issues Advocacy
Workforce and skills	<p>The Limestone Coast is operating in a tight labour market, with historically low unemployment levels making roles difficult to fill and constraining business growth across multiple sectors. At the same time, skills depth is limited, with lower levels of higher education attainment contributing to a mismatch between workforce capability and the needs of a more knowledge-intensive economy.</p> <p>An ageing population is reducing the proportion of working-age residents and increasing demand for services, while socio-economic disadvantage in parts of the region continues to affect participation and productivity. There is also an opportunity to grow workforce participation through targeted pathways for underrepresented groups.</p> <p>For tourism, workforce shortages in customer-facing and specialist roles, such as chefs, continue to affect experience quality and business sustainability. Retention is influenced by factors including housing availability, limited career pathways, seasonality, and cost-of-living pressures.</p> <p>This issue is primarily about labour supply, skills development and participation, including strengthening education and training pathways, supporting migrant attraction, and aligning workforce initiatives with regional priorities.</p>	Project 4.2 Regional Issues Advocacy Project 4.4 Regional Workforce

²⁴ Limestone Coast Local Government Association & RDA
Limestone Coast - Regional Growth Strategy 2024-2029

Issue	Detail	Action
Utilities infrastructure	<p>Utilities are widely seen as lagging current and future regional needs. The energy grid is not yet sufficient to support a smooth transition to renewables, while communities also raise concerns about long-term water supply and quality, and gaps in digital and mobile connectivity.</p> <p>EV charging availability is improving (around 17 chargers available in the region) but remains below current and projected demand. There is an opportunity to accelerate broader regional connectivity upgrades, including addressing mobile blackspots through coordinated partnerships with governments and telecommunication providers.</p> <p>For tourism operators, unreliable internet disrupts payments, bookings and cloud-based systems. For visitors, inconsistent coverage limits access to information, reduces their ability to share experiences, and raises safety concerns in emergencies.</p>	Project 4.2 Regional Issues Advocacy
Air access and infrastructure	<p>Air access is seen as a critical lever for the visitor economy, with Mount Gambier Airport holding potential for growth and expansion, including freight and cold-storage capability.</p> <p>Recent changes to airlines services, including the withdrawal of one carrier, have reduced capacity and highlighted the vulnerability of regional routes. While services may shift over time, maintaining reliable and competitive air access remains a key challenge.</p> <p>A further risk is that increased passenger volumes could trigger mandated security screening requirements. This would require significant upfront capital investment (around \$1.5m+) and ongoing operating costs (around \$1m per year), which are unlikely to be absorbed locally without sustained Australian Government support.</p> <p>Tourism stakeholders also identify high airfares and limited flight choice as barriers to visitation. There is strong interest in developing additional direct services (particularly Adelaide and Melbourne, with longer-term potential for Sydney), alongside growth in self-fly markets and improved freight outcomes to support local producers and business.</p>	Project 4.2 Regional Issues Advocacy
Transport and road infrastructure	<p>Road condition and maintenance are consistent concerns, with potholes, rough surfaces and crumbling edges affecting safety, driver comfort, vehicle damage and costs, and overall visitor impressions of the destination.</p> <p>A lack of passing lanes on key touring routes, particularly those used by caravans and slow-moving vehicles, contributes to congestion, driver frustration and unsafe overtaking behaviour, diminishing the quality of self-drive experiences.</p> <p>Stakeholders consistently emphasise that investment in road infrastructure is fundamental to both safety and the visitor economy. Priorities include delivering regional transport strategies, improved wayfinding and signage, and strengthening connections between towns and attractions.</p> <p>Long-term aspirations include safer and duplicated highways, improved public transport options, continued rail advocacy, and enhanced walking and cycling links. Specific examples include a Naracoorte community bus and a Mount Gambier heavy-vehicle bypass.</p>	Project 4.2 Regional Issues Advocacy
Economic conditions	<p>Cost-of-living pressures are directly affecting the visitor economy. The region is perceived as expensive relative to local wages, making it harder for residents, including tourism workers, to meet basic living costs and contributing to workforce challenges.</p> <p>Small businesses, particularly retail, cafés, and restaurants, are questioning ongoing viability in the current climate. While there is strong interest in extending trading hours to better service visitor demand in the mid to late afternoon and evening, many operators remain cautious due to staffing costs, uncertain demand and tight margins.</p> <p>The broader economic environment is also constraining tourism investment, with rising operating and construction costs making new or expanded product harder to finance. Increasing fuel prices are consistently raised as a factor influencing travel decisions and limiting visitation.</p>	<p>Project 1.5 Industry Innovation and Capability - business resilience</p> <p>Project 4.2 Regional Issues Advocacy</p>



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