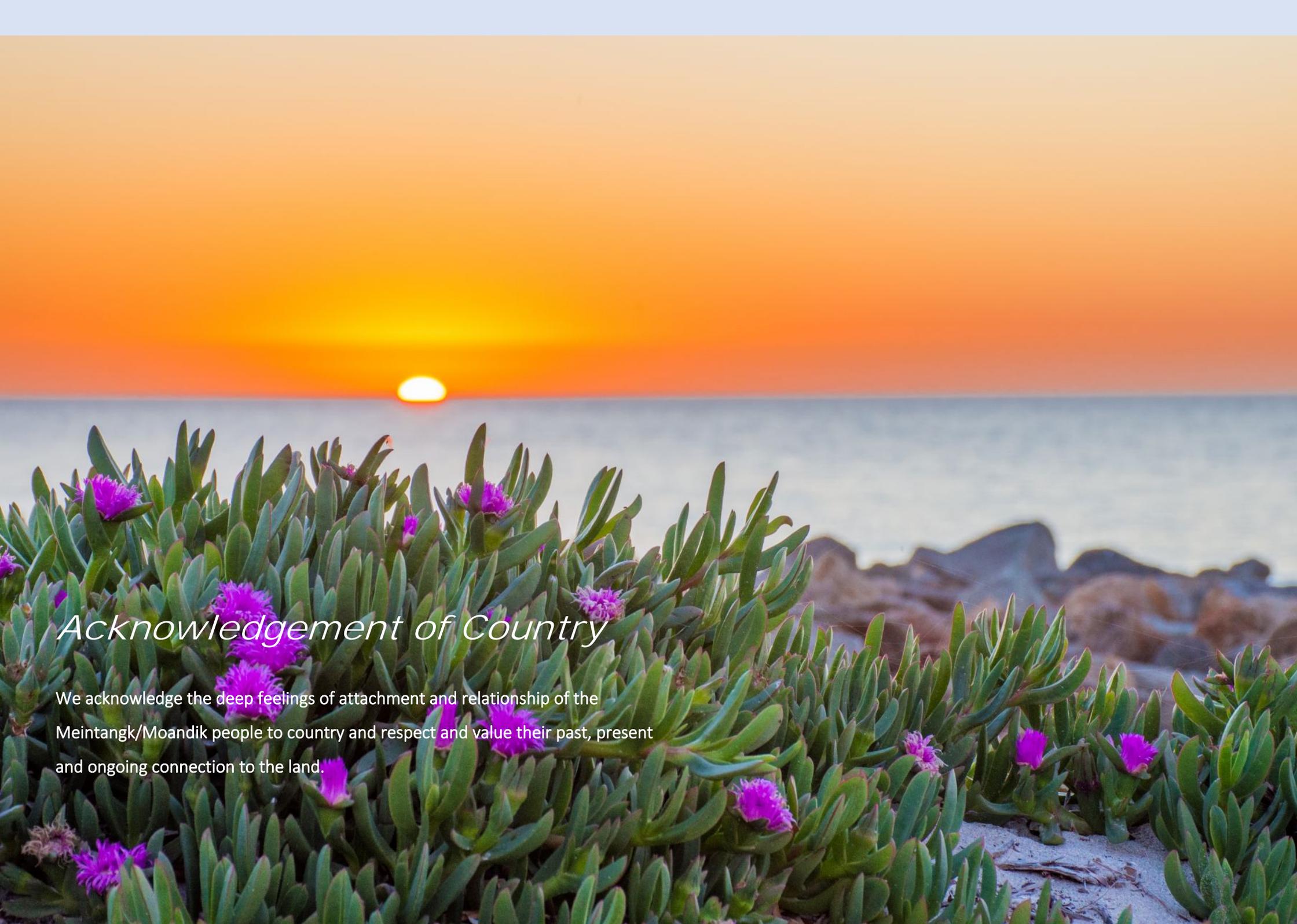




# Strategic Plan 2023 - 2027

**Adopted November 2023**



A coastal landscape at sunset. The foreground is filled with dense, green, succulent-like plants with small, bright purple flowers. In the background, the ocean stretches to the horizon under a sky transitioning from orange to light blue. The sun is a bright, glowing orb just above the horizon line. The overall mood is serene and natural.

## *Acknowledgement of Country*

We acknowledge the deep feelings of attachment and relationship of the Meintangk/Moandik people to country and respect and value their past, present and ongoing connection to the land.

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## Council Members Message

Welcome to our Strategic Plan 2023-2027, which has been guided and subsequently developed based on feedback provided by our community in May this year. Since our election to Council in November 2022, we have been working hard to understand your expectations and what can realistically be delivered, considering limited resources, known and emerging challenges and a relatively small ratepayer base.

We are proud of our region, our rich maritime history, our community strength, our people and being able to positively work towards solutions for the challenges we face.

*"We want our Council to be known for its progressive leadership, community engagement, advocacy, and responsible management of all community assets."*

We can reassure our community that we fully intend to maintain existing service standards in a business-as-usual approach, whilst we innovate to deliver more without unduly increasing the ratepayer burden or undertaking projects and programs without consideration of our financial sustainability.

The achievement of the vision stated in this Plan will require the community to work together and in partnership with Council and other key stakeholders. The delivery of the initiatives and actions contained within this Plan will require hard work, passion, and dedication of our community as well as the committed team here at the Kingston District Council.

As your recently elected Council Members, we are committed to working closely with you to understand your needs to enhance the wellbeing and future prosperity of our district as together, we strive to make the Kingston community a place to call home for everyone who chooses to live here.



*Back Row, L-R – Cr Koch, Cr England, Cr Armfield, Cr Rasheed*

*Front Row, L-R – Cr Parkins (Deputy Mayor), Cr Starling, Cr Harding, Mayor Pope*

# Our Values



## COMMUNITY

As a community, with our community, for our community.



## RESPECT

Encourage an inclusive and supportive culture, acting with empathy, integrity & honesty in everything we do.



## COURAGE

Empower leadership through creative innovation and informed, bold & confident decision making.



# Our Story

**Kingston SE is located on the Limestone Coast of South Australia, approximately 300km from the State's capital city of Adelaide, and is known for its safe beaches, prime fishing locations, tourist facilities, parks, and extensive sporting and recreational facilities. The district has many national and conservation parks, including the world recognised Coorong - a 100km long lagoon that connects with the Murray lakes at its northern end, and trails off to a string of disconnected lagoons at its southern end, terminating not far north of Kingston.**

Prior to 1840's European settlement, the limestone coast here in the Southeast was home to several Indigenous language groups. One of these groups was the Meintangk people whose country stretched from Salt Creek back to Granites Rocks to Cape Jaffa up to Naracoorte and stretched inland from Lake Hawdon to Mosquito Creek; today it is known as Moandik Meintangk country.

The Kingston district is characterised by its prime agricultural land and accessible underground water. It is home to a thriving and vibrant rural economy, featuring cattle and sheep farming for both wool and meat. Commercial fishing is a significant industry within the district with the local lobster fishing fleet operating out of Cape Jaffa, situated approximately 25km south of Kingston. To the east of Cape Jaffa is the wine region of Mount Benson, home to a handful of innovative winemakers known for their elegant, prize-winning wines.

The town of Kingston SE itself boasts a range of quality health and educational services and facilities, including a modern medical centre, 26-bed community hospital, aged care facilities, retirement villages, and an R-12 community school which also plays home to our community library.

Community cohesion and advocacy is strong, with Federal and State government funding secured for the construction of a new Early Learning Centre on the grounds of the Kingston Community School, and the community has recently successfully lobbied to retain a BankSA branch in the town.

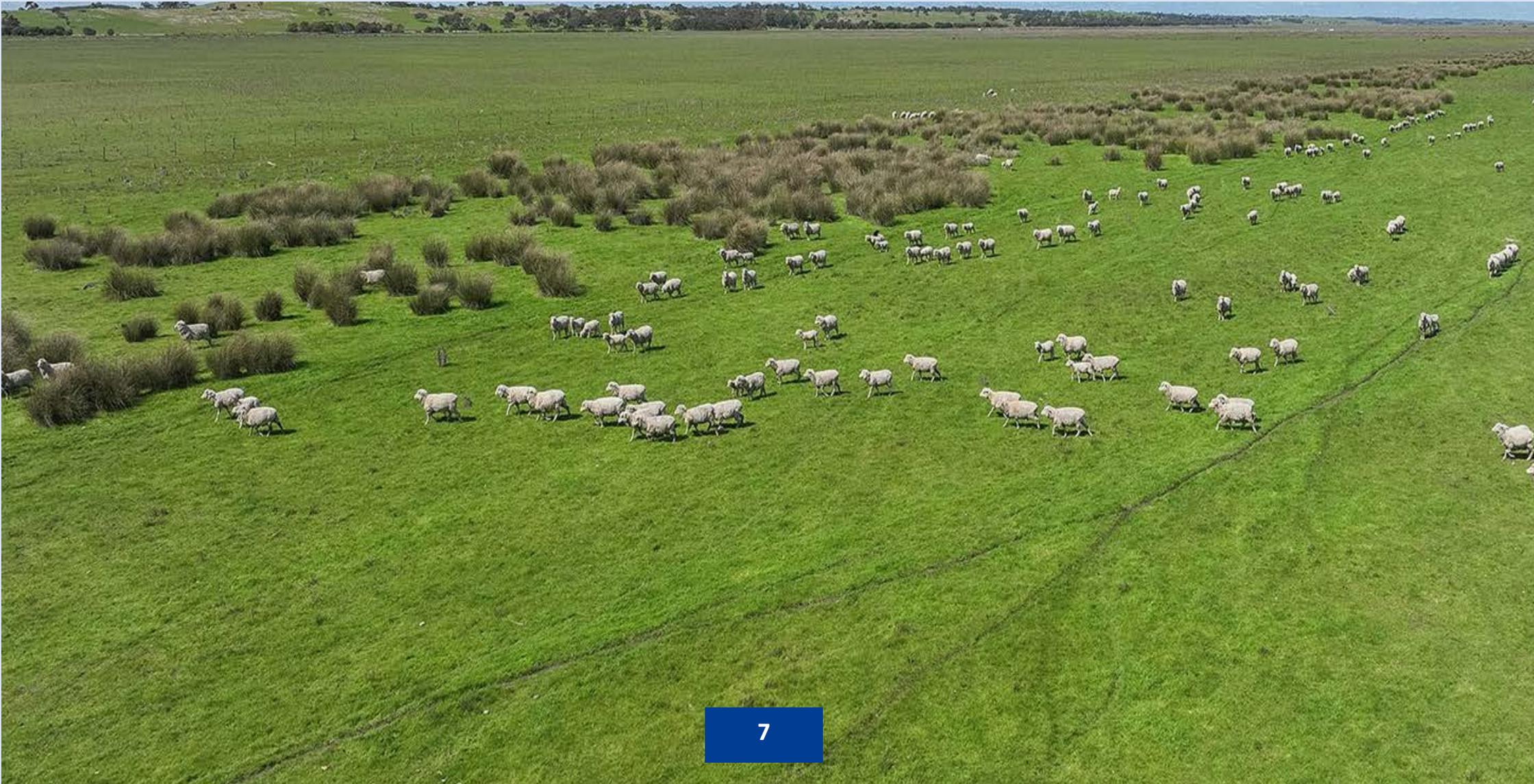
The climate can be described as 'Mediterranean' with mild wet winters and dry summers. Although there is recognition of four seasons, the principal seasonal contrasts are warm, dry summers and cool-to-mild winters.

The population from the 2021 Census is 2,335, with 50.5% male and 49.5% female. This indicates a stable population growth. Of the 2,335 residents 54.1% are over 50 and 22.5% are over 70 making accessibility even more crucial for Kingston. According to data obtained through the 2021 Census there are up to 137 people within the Kingston District Council area who require additional support services due to disability.

# A Place to Call Home

Our vision is simple. We want to be a place to call home.

To achieve this, we will be a district of vibrant and engaged communities. Our residents, businesses and visitors will enjoy the relaxed lifestyle that our safe, family friendly beaches and rural location affords. We will protect our pristine natural environment and boast a regional centre that has sustainable businesses, servicing the many facets of our community, including permanent and seasonal residents, visitors, and tourists.



# Our Goals

## The Organisation We Want to Be

- Financially sustainable, with a focus on continually reviewing our performance to ensure we are a leader in the provision of quality services and infrastructure that support and meets the evolving needs of our community
- Well-governed, legislatively compliant
- Inspiring, connected, and innovative
- Mindful of our 'Community', 'Respect' and 'Courage' organisational values as we work together as a team to create our vision

## The Community We Want to Create

- A district that is strategically positioned to support sustainable growth and economic prosperity for everyone
- A vibrant, diverse destination where people want to live, raise their family, holiday and retire
- A thriving district with a town centre populated by locals and visitors, lingering and enjoying local shopping, open spaces and beautiful streetscapes
- Highly regarded for the support and protection of our unique coastal and rural landscape
- Supportive of an active community, with clean spaces for walking, cycling and other recreational activities



# Priority Ranking

## High

- Identified as extremely important during community consultation
- Identified by the council as a high priority
- Initiatives aimed to be achieved by 2024/2025
- Initiatives that have already received funding

## Medium

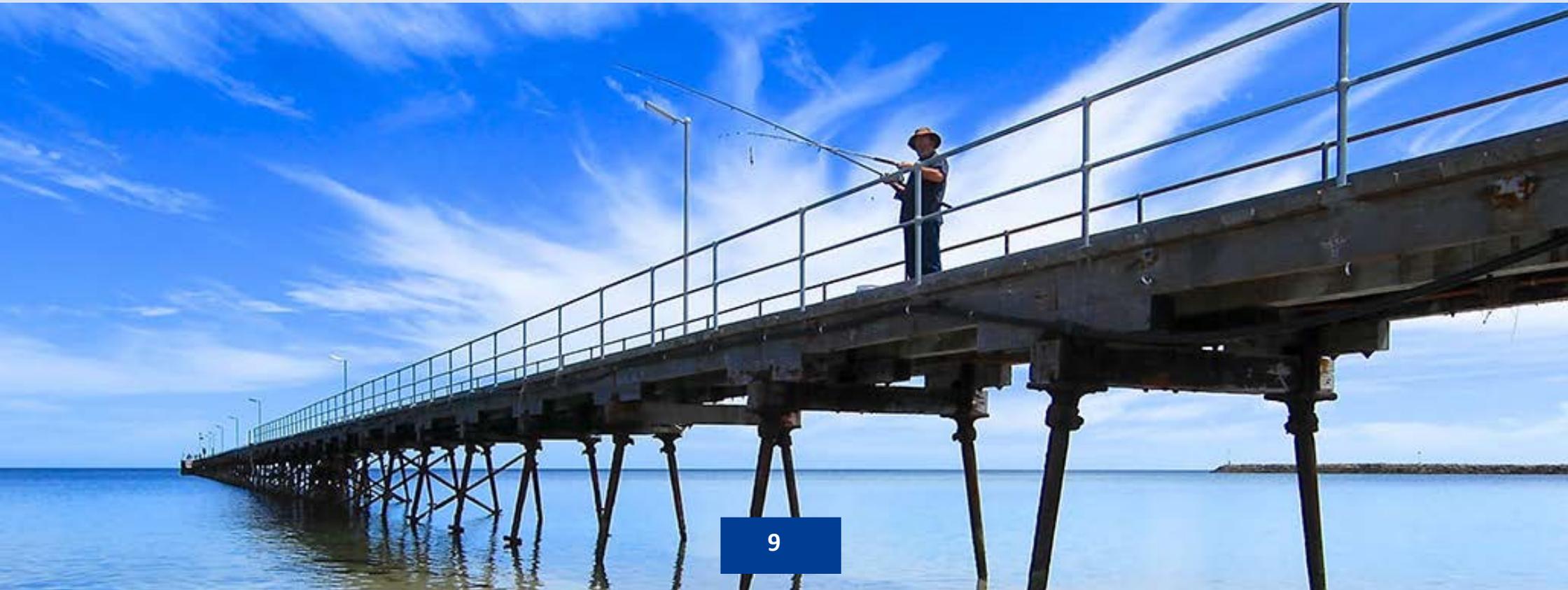
- Initiatives identified as very important during the community consultation
- Initiatives to be achieved by 2026/2027

## Low

- Initiatives identified as important
- Initiatives that would be 'nice to have' but are not budgeted
- Initiatives to be achieved by 2027/2028

## Ongoing

- Initiatives that have already commenced
- Initiatives that require continued involvement



# Our Objectives

## A place to call home

- A district that meets the needs of permanent residents as well as holiday makers
- A district that provides a range of housing and employment offerings
- A district that celebrates and protects its history, heritage and character

## A vibrant and diverse destination

- A sought-after visitor and lifestyle destination of choice
- A vibrant, thriving town centre
- A district that promotes local art and culture

## A range of well-planned public spaces

- The use of carefully designed integrated spaces and places to enhance our beautiful region

## A protected & enhanced landscape

- Preservation of the rural atmosphere, open spaces, beaches, and other natural resources
- Protection of the natural assets & infrastructure of the region by leveraging additional environmental programs that will protect the environment for future generations

## An active, engaged community

- A community with a shared sense of pride and common purpose
- A community that is knowledgeable and looks beyond its boundaries for inspiration and learning
- A community that is healthy & resilient
- A community that is provided with a range of opportunities to be engaged and involved

## Sustainable growth and economic prosperity

- A diverse range of prosperous local businesses and primary industry
- Best practice asset and infrastructure management
- Best practice in procurement and contract management

## Progressive and responsive leadership

- Sustainable community finances and assets
- Responsible and compliant corporate governance
- Effective delivery of projects and services
- Open and transparent decision making
- Engagement of external stakeholders to leverage local opportunities
- Forward-thinking, open-minded, and people-centred
- Council is recognised as an employer of choice

# Our Action Plan

## Objectives

A place to call home		Sustainable growth and economic prosperity	
A vibrant and diverse destination		Progressive and responsive leadership	
A range of well-planned public spaces		A protected and enhanced landscape	
An active, engaged community			

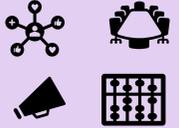
## Council Role

Leader / Decision Maker		Partner / Collaborator	
Advocate / Supporter / Facilitator		Owner / Custodian	
Service Provider			

\$	
Action Relies on External Funding Support	√

# Community & Tourism Initiatives

REF. NO.	INITIATIVE	ACTIONS	OBJECTIVES	PRIORITY	\$	RESPONSIBILITY	COUNCIL'S ROLE
C.1	Improved early learning services	C.1-1 Undertake the capital build of a New Early Learning Centre on the grounds of the Kingston Community School		High	√	Council Department for Education	
		C.1-2 Participation in the development of a sustainable governance model for the new Centre		High		Council Kingston Early Learning & Childcare Services Working Group (KELCS) Department for Education	
C.2	Electric Vehicle Stations	C.2-1 Support the installation of EV charging stations at appropriate locations within the district		Medium		Council	
C.3	Coorong Visitor Experience Plan	C.3-1 Continue to partner with the Department for Environment & Water, Coorong District Council and Alexandrina Council to deliver the Coorong Visitor Experience Plan		Low	√	Department for Environment & Water	
C.4	Accessible Parking	C.4-1 Monitor Accessible parking within townships		Low		Council	
C.5	Public Art Installations	C.5-1 Through Council's Public Art Framework, continue to support the installation of new standalone and/or integrated public art works within the Council area		Ongoing		Council Community	

C.6	Gallery 29	<p><b>C.6-1</b> Develop a regular schedule of exhibitions to be hosted in Gallery 29</p> <p><b>C.6-2</b> Ensure a suitable policy is in place to support the schedule</p>		Ongoing		Council Public interest group	
C.7	Events	<p><b>C.7-1</b> Continue to support, encourage, and lobby for events to be held at Kingston, especially those that showcase the region, bring the community together and attract visitors, e.g.</p> <ul style="list-style-type: none"> <li>• Fringe Festival</li> <li>• Carols by Candlelight</li> <li>• Outdoor cinema</li> <li>• Music festivals</li> <li>• Pop up markets</li> <li>• Local food and wine festival</li> <li>• Mayoral Christmas Parade</li> <li>• Parkrun</li> <li>• Community sporting events</li> </ul>		Ongoing		Council Community	
C.8	Community Wellbeing & Participation Program	<p><b>C.8-1</b> Integrate the externally funded Program into Council's community development program, e.g:</p> <ul style="list-style-type: none"> <li>• Maximise Council owned facilities and amenities</li> <li>• Investigate partnerships and opportunities which will provide community benefit</li> <li>• Leverage funding opportunities for wellbeing and community participation initiatives</li> <li>• Advocating to increase health and community services for the Council area</li> </ul>		Ongoing		Council	

C.9	Heritage	<p><b>C.9-1</b> Continue the promotion of the communities heritage to:</p> <ul style="list-style-type: none"> <li>• Highlight buildings and sites of historic and cultural significance</li> <li>• Provide opportunities to engage and interact with local heritage through physical experiences, signage, artwork etc</li> </ul>		Ongoing		Council Community	
		<p><b>C.9-2</b> Lobby and support opportunities for promotion, stabilisation, and development of the 'Cape Jaffa Lighthouse Cottage' historic site</p>		Ongoing		Council Department for Environment & Water	
C.10	Cape Jaffa Infrastructure	<p><b>C.10-1</b> Encourage on and off water development, e.g. boat servicing and repair facilities, boat cleaning areas, tourist accommodation, play spaces, storage etc</p>		Ongoing		Council Landowners	
C.11	Tourism	<p><b>C.11-1</b> Continue any opportunity to develop and support the tourism needs of the community and encourage visitors to the area</p>		Ongoing		Council	
C.12	Information Signage	<p><b>C.12-1</b> Continue to review existing signage and roll out additional visitor signage to:</p> <ul style="list-style-type: none"> <li>• Direct visitors to the Main Street, local businesses, and attractions</li> <li>• Highlight seasonal events of interest</li> <li>• Continue plans which will direct visitors to key recreational areas, walking/bike trail and amenities</li> </ul>		Ongoing		Council Community	
C.13	Promotional Material	<p><b>C.13-1</b> Continue to promote the region through the Council website (Event Calendar), social media channels, newsletters, and digital kiosk</p>		Ongoing		Council	

# Employment & Industry Initiative

REF. NO.	INITIATIVE	ACTIONS	OBJECTIVES	PRIORITY	\$	RESPONSIBILITY	COUNCIL'S ROLE
E.1	Hospital and Community Health Centre Development Project	E.1-1 Strong advocacy and where possible in-kind support for proposed upgrades to the entrance of the Community Health Centre		High		Council Kingston Robe Health Advisory Council State Government	
E.2	Employment Zone (Kingston Industrial Area)	E.2-1 Undertake a review of Employment Zone land for future needs, ownership, development constraints, market demand, partnership opportunities, attracting new industry, with the view to development of the area in this zone		Medium		Council  Landowners	
E.3	Business Growth & Development	E.3-1 Identify ways to support and advocate for small businesses, including primary producers, to establish, grow and increase sustainability		Ongoing		Council  Business Owners	

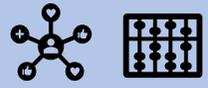
# Housing Initiatives

REF. NO.	INITIATIVE	ACTIONS	OBJECTIVES	PRIORITY	\$	RESPONSIBILITY	COUNCIL'S ROLE
H.1	Cooke Street land Development  (Council-owned land)	H.1-1 Proceed with investigations into the use of the Cooke Street land for future residential development	   	High		Council  Community Office for Regional Housing	   
H.2	Venn Terrace Development  (Council-owned land)	H.2-1 Investigate the sale potential of Lot 41 Venn Terrace	 	High		Council	 
H.3	Rural Living Land	H.3-1 Investigate potential to rezone rural land north and south of Toop Road for rural living purposes	   	High		Council  Landowners	 
		H.3-2 Support continued development of Rural Living and Neighbourhood zoned land north of Dowdy Street, including access arrangements via Council-owned land	   	High		Council	 
		H.3-3 Review appropriateness of minimum site area Technical and Numeric Variation (TNV) that applies to Rural Living zoned land south of Rothalls Road (currently 1ha – reduce to 0.5ha)	   	High		Council  Landowners	 
		H.3-4 Review appropriateness of minimum site area technical & numeric Variation that applies to Rural Living zoned land South of Smiths Lane (Lot 2) adjacent to the Emergency Services land, (currently 1ha, reduce to .5ha)	   	High		Council  Landowners	 

H.4	Johnston Avenue Development  (Council-owned land)	H.4-1 Investigate development potential of 4 Johnston Avenue, Kingston SE	 	Medium		Council	 
H.5	Pinks Beach Land Swap  (Council-owned land)	H.5-1 Investigate land swap potential with Department for Environment & Water Rezoning required	  	Low		Council	  
H.6	Conservation zone	H.6-1 Investigate potential to rezone conservation zone at 8 Pinks Beach Road to neighbourhood zone	   	Low		Council  Landowners	 
H.7	Room 4 A Roomie	H.7-1 Continue the Room 4 A Roomie pilot program to provide rental and income opportunities within the community	   	Ongoing		Council  Community	   

# Infrastructure Initiatives

REF. NO.	INITIATIVE	ACTIONS	OBJECTIVES	PRIORITY	\$	RESPONSIBILITY	COUNCIL'S ROLE
I.1	CWMS Extension to service land to the northern and southern areas of Kingston	I.1-1 Continue progress on CWMS extension project in Kingston SE		High	v	Council	
I.2	Rosetown Infrastructure Project	I.2-1 Ongoing review or consideration of infrastructure services at Rosetown <ul style="list-style-type: none"> <li>• Street Lighting</li> <li>• Footpaths &amp; Kerbing</li> <li>• Road Sealing</li> <li>• Stormwater</li> </ul>		Low		Council	
I.3	Improved infrastructure - Mobile Blackspots	I.3-1 Provide continued support for the proposed Telstra telecommunications/phone tower to improve coverage for rural areas		Ongoing		Council Telstra	
I.4	Asset Management & Service Delivery	I.4-1 Undertake ongoing reviews relating to council services and infrastructure, including investment, demand and sustainability/viability		Ongoing		Council	
		I.4-2 Continual review of infrastructure and effective asset management practices that supports the districts growth		Ongoing		Council	

I.5	Potable Water Extension	I.5-1 Advocate for reticulated water supply within the council area to reduce reliance on bore water		Ongoing		Council SA Water	
I.6	Roads, Footpaths & Stormwater	I.6-1 Maintain our sealed and unsealed road network in line with emerging and changing needs		Ongoing		Council	
		I.6-2 Continue to Improve the footpath network based on changing community and demographic needs		Ongoing		Council	
		I.6-3 Implement the Kingston Township Drainage Study.		Ongoing	√	Council	

# Open Space / Recreation / Coastal Protection Initiatives

REF. NO.	INITIATIVE	ACTIONS	OBJECTIVES	PRIORITY	\$	RESPONSIBILITY	COUNCIL'S ROLE
O.1	Maria Creek Boat Ramp Reopening	O.1-1 Progress intent to lease the boat ramp and surrounds to the South Australian Recreational Fishers Association to facilitate the re-opening of the boat ramp		High	√	South Australian Recreational Fishers Association	
O.2	Kingston Jetty Rejuvenation	O.2-1 Continue to lobby the State Government to undertake repairs to the jetty, including determining means to access or leverage State Government Funding through the Jetties Renewal Fund		High	√	Council State Government	
O.3	Jetty Foreshore Traffic Upgrade Project	O.3-1 Implement the Kingston Jetty Precinct Traffic Study recommendations		High	√	Council	
O.4	Recreational areas revitalisation	O.4-1 Apex Park Pedestrian bridge - investigate options to repair and improve the existing pedestrian bridge		High		Council	
		O.4-2 Continue to investigate initiatives to improve recreational areas for youth, such as a pump track etc		High	√	Council	
		O.4-3 Support the development of the proposed First Nations story telling precinct project which will be located on Council land adjacent to Maria Creek		High	√	Project proponents	

0.5	Sporting Facilities Support	0.5.1 - Participate in the review of the Gall Park Management Agreements		High		Community	
0.6	Kingston Foreshore Precinct Project	0.6.1 Progress plans to revitalise Lions Park (Hanson Street) and integrate with the Kingston Jetty precinct		Medium	√	Council Community	
0.7	Cycling & Walking Trails	0.7.1 Review opportunities to extend the walking trail from Pinks Beach Road to the beach		Medium		Council	
		0.7.2 Work with regional partners to progress action on the Limestone Coast Regional Trails Masterplan, including scoping a project for a 'Coast to Caves' trail, and connection to the growing regional trail network		High	√	Council Naracoorte Lucindale Council	
		0.7.3 Investigate opportunities to promote and extend existing trails, as well as support for any proposed new trails		Ongoing		Council Community	
0.8	Coastal Adaptation Strategy (CAS)	0.8.1 Progress the high risk and priorities as listed in Council's CAS		Ongoing		Council	
0.9	Sporting Facilities Support	0.9.1 Advocate for existing sporting facility improvements as identified by the community		Ongoing		Council	

# Services & Facilities Initiatives

REF. NO.	INITIATIVE	ACTIONS	OBJECTIVES	PRIORITY	\$	RESPONSIBILITY	COUNCIL'S ROLE
S.1	Airport Facilities	S.1-1 Investigate options for existing facilities (including liaison with key user the RFDS)		High	√	Council	
		S.1-2 Investigate opportunity and subsequent demand for an increase in hangar lease sites		High		Council	
S.2	Community Library	S.2-1 Support the Library Strategy Group to develop and finalise a collaborative Libraries forward plan		High		Council Library Strategy Group	
		S.2-2 Continue to support the Kingston Community School Library as an important community service		Ongoing		Council Community	
S.3	Waste Management	S.3-1 Continual review of sustainable waste management practices: <ul style="list-style-type: none"> <li>• Plastics</li> <li>• Green Waste</li> <li>• Recycling</li> <li>• Regional facility</li> </ul>		Ongoing		Council	

# Strategic Planning Framework

The Kingston District Council Strategic Plan 2023-2027 forms a part of the four critical components of the integrated strategic management framework that includes Council’s Infrastructure & Asset Management Plan, Long Term Financial Plan, Annual Business Plans and Budgets and a mechanism for reporting and review. Through this framework Council can demonstrate accountability back to the community and other key stakeholders.



## Review of this Plan

Throughout the life of this Plan, Council will have review points along the way to ensure the Plan remains relevant to Council and the community:

- Annual observations during preparation of Annual Business Plans and Budgets
- Mid-term review of the Plan in 2025-26
- Major review of the Plan in 2026-27 following 2026 Local Government Elections
- When developing the Annual Report

# Other Content

Our Strategic Plan is a core document for guiding Council’s future direction.

The Plan takes into consideration the community’s priorities and external considerations, as detailed under Section 122 of the Local Government Act 1999.

Section 122 requires Council to prepare a suite of Strategic Management Plans that set out the long-term vision, planning and financial sustainability of a Councils operations.

Council work with the following external organisations to achieve our strategic plan.

Who	What they do
<b>State Government</b>	
Member for MacKillop	The South Australian Government sets the overall direction for the state of South Australia. The legislative framework enacted by the State Government governs how the state (including local government) will be governed.
Department for Infrastructure and Transport	
Department for Environment and Water	
Landscape South Australia – Limestone Coast	
Zone Emergency Management Committee	
South Australian Tourist Commission	
Native Vegetation Council	
Coast Protection Board	
Environment Protection Authority	
<b>Federal Government</b>	
Regional Development Australia – Limestone Coast	Provides services and funding to strengthen regional communities.
Member for Barker	
<b>Local Government</b>	
Local Government Association of South Australia (LGA)	The Local Government Association is the peak body representing local government at a state level. The Association advocates for and represents local government at the state and federal level.
<b>Local</b>	
Community Groups	Council works with numerous groups to provide facilities and services to the district’s community.
<b>Regional</b>	
Local Government – Mt Gambier, Grant, Naracoorte Lucindale, Wattle Range, Tatiara, and Robe	Other Councils within the Limestone Coast region work together on projects where appropriate to strengthen local government within the region.
Limestone Coast Local Government Association (LCLGA)	LCLGA is a regional authority formed by the Limestone Coast Councils to represent their interests at a regional level.



**KINGSTON DISTRICT COUNCIL**

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