

Kangaroo Island

Destination Management Plan 2026 - 2030



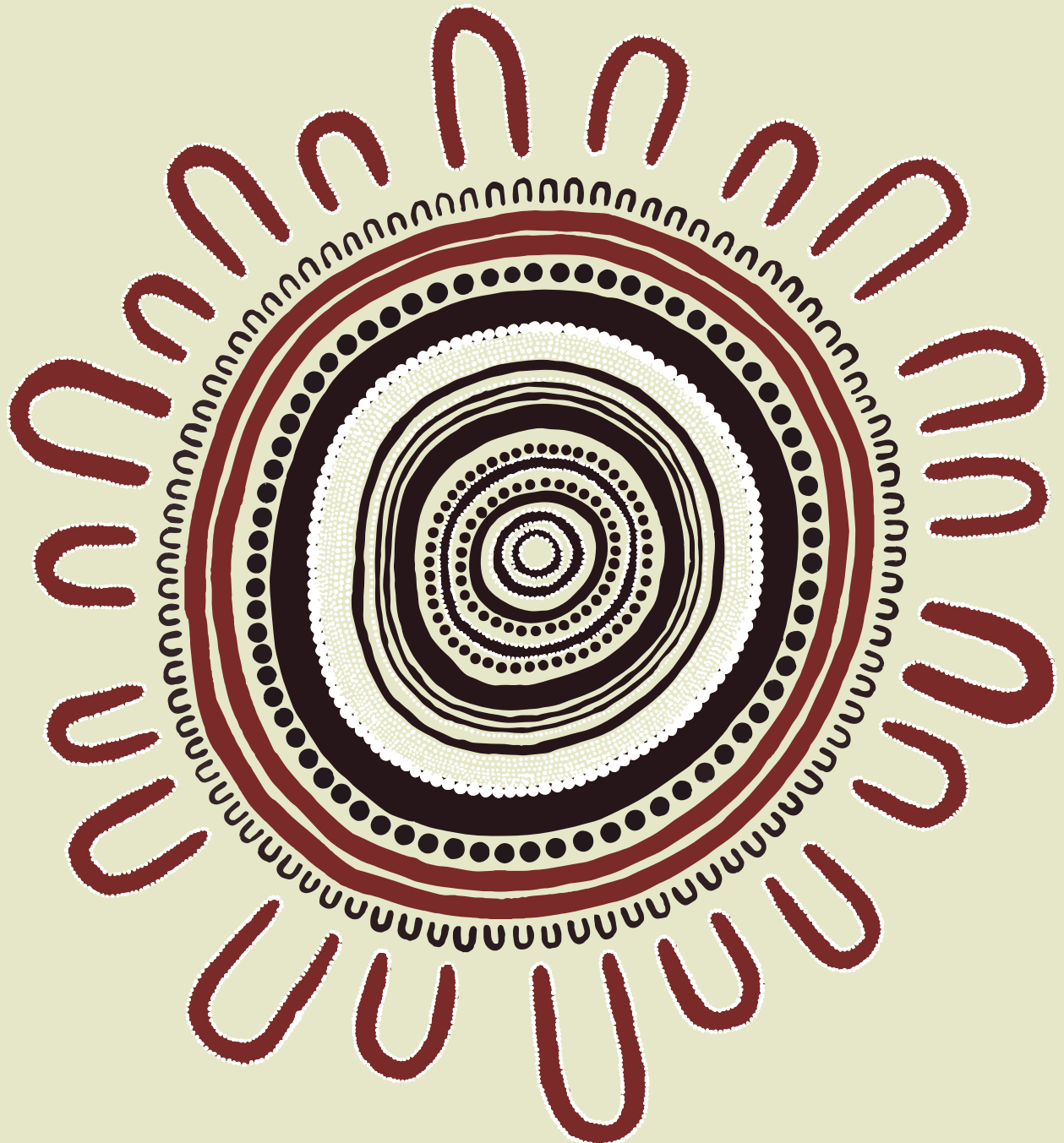
Acknowledgement of Country

(Cover image)
Remarkable Rocks,
Flinders Chase National Park
(1) Penneshaw

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 growing 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.



Executive Summary

The Kangaroo Island Destination Management Plan (DMP) 2026-2030 provides a strategic roadmap for Kangaroo Island's visitor economy, balancing growth opportunities with the need to protect community wellbeing, biodiversity and cultural heritage. Built on a stewardship approach, the Plan is grounded in Island values of environmental conservation, authenticity, balance, Island life and resilience, and aligns with the community vision: a thriving island community where tourism regenerates nature and supports people and businesses to flourish.

Tourism is a cornerstone of Kangaroo Island's economy. In 2024 it contributed \$197 million, 23% of the Island's Gross Regional Product, and supported 1,000 jobs, representing 29% of local employment. Kangaroo Island is South Australia's strongest performing tourism export region, second only to Adelaide, capturing a quarter of all international visitor spend in regional South Australia. In 2024, Kangaroo Island welcomed 274,000 visitors (excluding cruise), with international markets delivering the highest yield, and interstate and intrastate markets presenting strong opportunities for growth¹.

Yet Kangaroo Island faces complex challenges. Peak season pressures strain local infrastructure, while lower visitor numbers over winter are challenging for many businesses' viability. Access costs of both ferry and aviation continue to limit competitiveness, while robust growth in cruise arrivals has created tension within the community. Broader issues, including climate change, bushfire recovery, the marine algal bloom, housing shortages, internet connectivity, reliability of power, and pressures on waste management services, further highlight the need for proactive collaborative planning.

The 2025 Tourism Optimisation Model (TOMM) Resident Survey also indicates softening community confidence in the direction and benefits of tourism, reinforcing the need for transparent decision-making, meaningful engagement and clearer demonstration of local and environmental outcomes.

To respond, the DMP sets out five Strategic Priorities:

- 1. Distinctive Visitor Experiences:** Expanding immersive, year-round nature-based and cultural experiences, including revitalising Seal Bay Conservation Park and delivering the Dudley Trail as a unique multi-day coastal walk linking wineries, food and coastal scenery.
- 2. Caring for Place:** Positioning Kangaroo Island as a global leader in regenerative tourism, with projects like Love Kangaroo Island, Circular Kangaroo Island and the Kangaroo Island Care Code contributing to ecosystem restoration, wildlife protection and waste reduction.
- 3. Impactful Regional Storytelling:** Strengthening Kangaroo Island's positioning through authentic storytelling, evolving visitor servicing to address current gaps, and a year-round destination marketing program to grow off-peak domestic demand and strengthen international market demand.

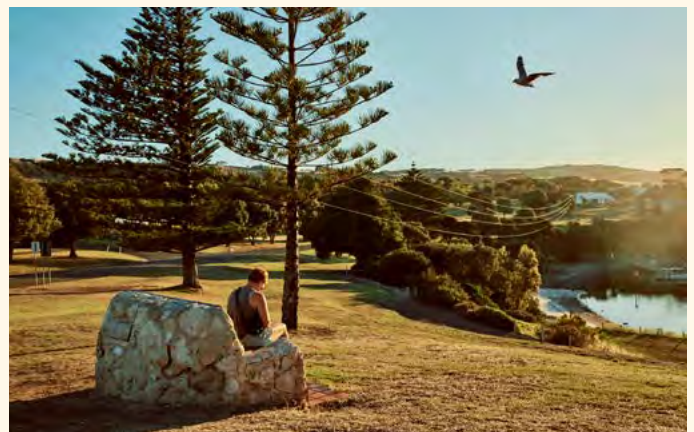
4. Destination Stewardship: Making better decisions and advocating for Kangaroo Island through shared responsibility and good governance, informed by the TOMM, to ensure tourism supports the Island's community and environment.

5. Island Access: Supporting Kangaroo Island's competitiveness and liveability by advocating for equitable, reliable ferry, aviation, road and public transport services that enables inclusive access for visitors and residents.

This Plan identifies four State Catalyst Projects of statewide significance, alongside sixteen Regionally Significant Projects and eight Enabling Projects. Together, these initiatives are designed to grow visitor yield, extend stays, encourage off-peak visitation and dispersal, diversify markets, strengthen business resilience, encourage appropriate experience and accommodation development, and cement tourism as a positive force for community and environmental wellbeing.

The Kangaroo Island DMP is not a static roadmap but a living framework, designed to adapt as new opportunities and challenges emerge. Its success relies on a cooperative stewardship model where industry, government and community work together to deliver Kangaroo Island's vision. With coordinated commitment, Kangaroo Island can grow its visitor economy to \$268 million by 2030, while safeguarding its unique environment and strengthening the fabric of Island life.

(1)



¹ Refer to Island Overview (page 10), Economic Profile (page 11) and Current Visitor Profile (page 12).



Contents

Executive Summary	3
Purpose of the Plan	6
Strategic Context	7
Kangaroo Island Tourism Stakeholders	8
Roles and Responsibilities	9
Island Overview	10
Economic Profile	11
Visitor Profile	12
Regional Strengths	12
Regional Issues	14
The Strategy	16
Plan on a Page	16
Vision, Values and Aspirations	17
Measuring Success	19
Target Visitor Markets	21
How to Read and Understand the Strategic Priorities	24
How to Read the Project Tables	25
Strategic Priority 1: Distinctive Visitor Experiences	26
Strategic Priority 2: Caring for Place	37
Strategic Priority 3: Impactful Regional Storytelling	41
Strategic Priority 4: Destination Stewardship	48
Strategic Priority 5: Island Access	56
DMP Management and Reporting	60
DMPs and Adaptive Tourism Management	62
DMP Project Agility	62
Supporting Information	63
Acknowledgements	63
Definitions	64
Strategic Alignment	65
Appendix	68
Table A: Experience Development Focus	68
Table B: Regional Tourism Advocacy Priorities	70

Purpose of the 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 Australia².

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 facing cost-of-living challenges, 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 Kangaroo Island. It is a focused, future-facing framework designed to unlock the region's tourism potential. To ensure balance and focus, the DMP draws on consultation, research and the latest insights from local, regional and state stakeholders to address strategic regional issues.

This is not a typical Destination Management Plan; rather, it is a Tourism Stewardship Plan, built on shared accountability for 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.

Kangaroo Island has an established tourism system and strong partners already working together. In this context, the Plan focuses on setting clear strategic direction and identifying shared opportunities, while recognising that governance and resourcing arrangements may evolve over time.

Where appropriate, the Plan identifies key stakeholders with an interest or role in regionally significant projects, supporting shared understanding and coordination. At the same time, the Plan deliberately allows space for any future governance structures, partnerships and funding models to emerge.

In this way, the DMP serves both as a practical guide for near-term action and a foundation for longer-term collaboration, providing a stable platform for delivery now while keeping Kangaroo Island well positioned should new arrangements take shape.

While this Plan is designed to guide tourism activities on Kangaroo Island 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

42

representatives from local and state government, industry organisations, community and tourism business interviewed across 23 in-depth interviews.



Stakeholder workshops

40

attendees at two community and industry workshops held on Kangaroo Island in June 2025.



Community and industry survey

123

respondents, including:

- 73% permanent residents
- 28% business owners
- 61% of business owners have been operating for more than 4 years
- 44% own a business that is connected to the tourism industry
- 18% work in a business that is connected to the tourism industry
- 68% volunteers



Desktop analysis

30+

strategies and plans reviewed (refer to Strategic Alignment on page 65).

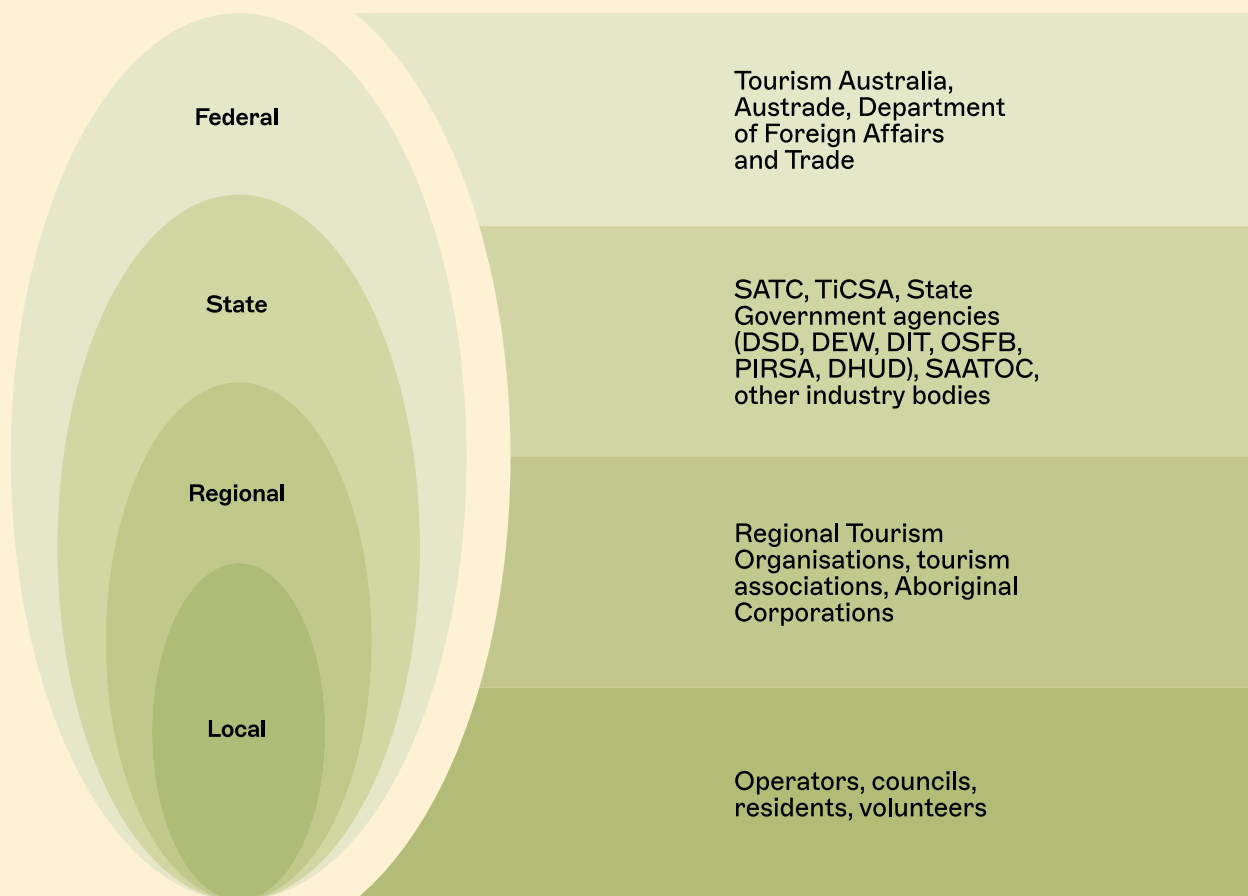
² Tourism Research Australia - Tourism Forecasts for Australia 2023-2028 www.tra.gov.au/en/economic-analysis/tourism-forecasts

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



(3)



Kangaroo Island Tourism Stakeholders

There are diverse stakeholder groups contributing to tourism on Kangaroo Island as outlined below.

	Organisations	Acronym
Tourism Governance	Kangaroo Island Tourism Alliance (as the Regional Tourism Organisation) South Australian Tourism Commission	KITA/RTO SATC
Local Government	Kangaroo Island Council	KIC
Regional Partners	Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island	RDA
Community	Residents Community and progress associations Community event organisations	
Aboriginal stakeholders (corporations and groups with historical connection to Kangaroo Island)	South Australian Aboriginal Tourism Operators Council Ngarrindjeri Aboriginal Corporation Narungga Nation Aboriginal Corporation Kaurna Yerta Aboriginal Corporation Ramindjeri Barngarla Palawa	SAATOC NAC NNAC KYAC
Tourism Industry	Tourism businesses Authentic Kangaroo Island Tourism Industry Council of South Australia	AKI TICSA
Environment Partners	Department for Environment and Water Kangaroo Island Landscape Board South Australian Environment Protection Authority Green Industries SA Local conservation organisations Universities and researchers	DEW KILB EPA GISA
Agriculture Partners	Agriculture Kangaroo Island	AgKI
Transport Partners	Department for Infrastructure and Transport SeaLink Kangaroo Island Qantas	DIT
Utilities Partners	SA Water SA Power Networks	SAW SAPN
Other State Government Bodies	Department of Primary Industries and Regions South Australia Department of the Premier and Cabinet Department of State Development Department for Infrastructure and Transport Department for Housing and Urban Development Office for Recreation, Sport and Racing Office for Small and Family Business History Trust of South Australia	PIRSA DPC DSD DIT DHUD ORSR OSFB

(4)

Additional acronyms used throughout this document:

DMPDestination Management Plan
KI.....Kangaroo Island
RTO.....Regional Tourism Organisation
TA.....Tourism Australia
FIT.....Free and Independent Travellers



Roles and Responsibilities

Tourism stakeholders play multiple roles, depending on the project.

Lead	- Set strategic tourism goals - Develop DMP - Define tourism investment priorities - Coordinate response to tourism crises e.g. bushfire, COVID
Partner	- Collaborate on experience development projects e.g. trails, self-drive itineraries - Contribute to joint marketing campaigns
Advocate	- 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	- Deliver industry capability workshops - Operate visitor centres - Manage grant programs - Maintain tourism websites - Deliver events and festivals
Regulate	- 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	- 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.

Island Overview

Kangaroo Island is Australia’s third largest island and attracts a diverse mix of visitors from across Australia and overseas.

Best known for its intact nature and wildlife, it is South Australia's most tourism-dependent region and third most tourism-dependent region nationally, with 29% of all jobs linked to the visitor economy.

Kangaroo Island holds deep cultural connections for Ngarrindjeri, Ramindjeri, Kurna, Narungga, Barngarla, Palawa and other Aboriginal peoples with historic ties to the area. Evidence of occupation dates back over 10,000 years before rising sea levels separated the island from the mainland. Since European charting in the 1800s, the Island's history has evolved through sealing, maritime trade, agriculture, soldier settlement and the growth of a community to nearly 5,000 residents today.

Tourism has become increasingly important since the mid-20th century, when Kangaroo Island’s landscapes, wildlife and heritage places began attracting domestic visitors. By the 1990s, Kangaroo Island was recognised by international visitors as South Australia’s leading nature-based destination. The region has also been an early-adopter of responsible tourism, including the mid-1990s introduction of the TOMM which is a globally recognised framework for balancing tourism with community and environmental wellbeing. Today, tourism remains a major contributor to the Island’s economy, supporting jobs, investment and community resilience.

Kingscote is the largest town on the Island, while Penneshaw is the main arrival point for ferry and cruise visitors. American River anchors the eastern waterway, and Parndana supports the central farming district. Smaller townships and coastal communities - including Vivonne Bay, Emu Bay, Cygnet River, Stokes Bay, Island Beach and Baudin Beach - offer diverse accommodation and visitor experiences. Most visitors arrive via the SeaLink ferry from Cape Jervis or on short flights from Adelaide into Kangaroo Island Airport, before exploring the Island by car or on hosted tours.

Fast Facts

Population ³	4,894
Major centres	Kingscote, Penneshaw, Parndana, American River
Total area ⁴	4,400km ²
Local council	Kangaroo Island Council



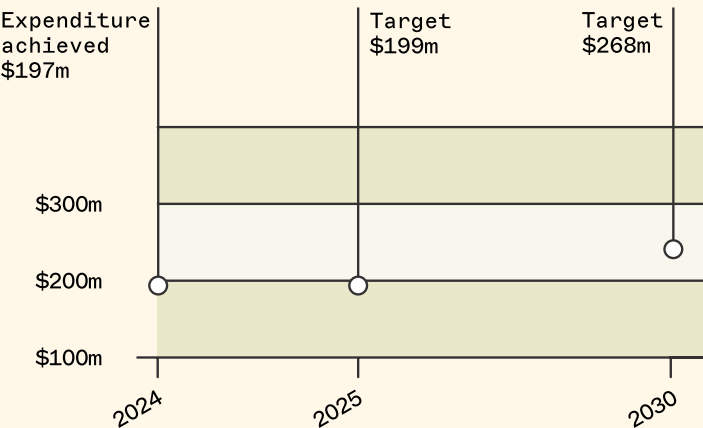
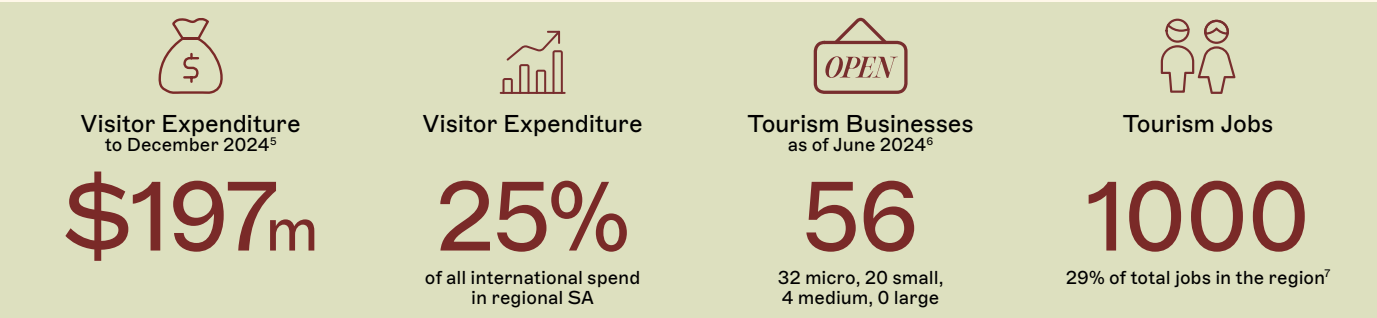
³ Australian Bureau of Statistics (2021)
⁴ Australian Bureau of Statistics (2021)

Economic Profile

Tourism is a cornerstone of the Kangaroo Island economy, contributing \$197 million in visitor expenditure and supporting 1,000 jobs, equivalent to 29% of all employment in the region. The Island is South Australia's strongest-performing tourism export region outside Adelaide, capturing 25% of all international visitor expenditure in regional South Australia. While visitor expenditure is already nearing the 2025 target of \$199 million, achieving the 2030 target of \$268 million will require a focus on growing high-value overnight visitation, increasing visitor yield and length of stay, strengthening off-peak demand, and encouraging greater dispersal beyond established visitor hotspots. Appropriate investment in accommodation and experience development will be critical to attracting new markets, supporting a broader range of visitor experiences and increasing the economic contribution of tourism across the Island.

Cruise tourism also makes an important contribution, generating an estimated \$16 million in visitor expenditure on Kangaroo Island and supporting around 120 jobs during the 2024/25 season.

Visitor Expenditure



Cruise Expenditure



(5)



⁵ South Australian Tourism Commission - Regional Tourism Profile, Kangaroo Island (December 2024)
⁶ Tourism Research Australia Business Summary, June 2024. Data supplied by SATC May 2025
⁷ Tourism Research Australia Regional Tourism Satellite Account, 2023/2024
⁸ South Australian Tourism Commission - South Australia Cruise Arrival Data

Visitor Profile

December 2024 Visitor Profile⁹

Total Visitors: 274,000

(excluding cruise)

*Daytrip Visitors:

92,000

\$17m

Expenditure

Overnight Visitors:



182,000

\$180m

Expenditure

639,000

Nights

3.5 nights

Average length of stay

Intrastate Overnight Visitors:

87,000

\$52m

Expenditure

321,000

Nights

3.7 nights

Average
length of
stay

\$162

Average
spend per
night

\$598

Average
spend per
trip

Interstate Overnight Visitors:

65,000

\$74m

Expenditure

229,000

Nights

3.5 nights

Average
length of
stay

\$323

Average
spend per
night

\$1,138

Average
spend per
trip

International Overnight Visitors:

30,000

\$54m

Expenditure

89,000

Nights

3.0 nights

Average
length of
stay

\$607

Average
spend per
night

\$1,800

Average
spend per
trip

2024/25 Season

Cruise Visitors: 74,240

(passenger and crew) via 26 ships

Kangaroo Island's visitor economy is characterised by relatively low visitor volumes but high visitor yield. Overnight visitors generated \$180 million of the region's \$197 million visitor expenditure, highlighting the importance of attracting visitors who stay longer and spend more while on the Island. International visitors deliver the highest yield of all markets at \$1,800 per trip, while interstate visitors contribute the greatest share of overnight expenditure. Intrastate visitors remain an important market, recording the longest average length of stay at 3.7 nights. Together, these patterns reinforce the importance of growing overnight visitation, length of stay and yield rather than focusing solely on visitor numbers.

As of December 2024, the Island attracted 274,000 visitors (excluding cruise) from intrastate, interstate and international markets.

- **International visitors** (30,000) account for nearly a quarter of regional South Australia's international market, averaging 3 nights and \$1,800 per trip.
- **Interstate visitors** (65,000), mainly from Victoria (18%) and NSW (16%), spending \$1,138 per trip across 3.5 nights.
- **Intrastate visitors** (87,000) stay the longest at 3.7 nights, spending \$598 per trip.

Kangaroo Island remains a strongly seasonal destination, with visitation concentrated between October and April and peaking in January. This seasonality creates opportunities to grow demand during the quieter winter months, supporting year-round business viability, workforce stability and more balanced use of infrastructure and visitor assets.

Overnight visitors by purpose:

Leisure	90%
Business	10%

Additional visitor insights:



87% arrive via ferry (69% with vehicle), 13% via air.



October to April is the peak travel season, with January the busiest month (16% of all visits). May through to August is the non-peak travel season.

NOTE: Due to changes in Tourism Research Australia's data collection methodology in 2025, visitation results are not directly comparable with previous years. To ensure a consistent basis for analysis, this DMP uses year ending December 2024 data for historical trends and benchmarking.

*Kangaroo Island residents are currently counted within the Regional Tourism Profile, skewing visitation data. It is estimated that approximately 12,000 people visit Kangaroo Island as day trip visitors.

⁹ Regional Tourism Profile, Kangaroo Island (December 2024)

Regional Strengths

Unspoilt nature and iconic wildlife

Kangaroo Island is renowned for its abundant wildlife and stunning landscapes across national parks, conservation reserves, marine parks and wilderness protection areas. It's a biodiversity hotspot, with around 50% of the Island covered in native vegetation. A quarter of this is protected through national parks, conservation parks and wilderness protection areas.

Forty-five plant species are found nowhere else, giving the Island more endemic flora than in any other region of South Australia. Admirals Arch, Remarkable Rocks and the Australian sea lions at Seal Bay are its best-known visitor attractions. Sightings of kangaroos, koalas, echidnas, Tammar wallabies, penguins and dolphins in the wild are also a major drawcard and are often best experienced with local guides. A strong ethos of community guardianship has helped shape conservation, while citizen science programs deepen visitor connection.

Active adventures in nature

Active visitors can enjoy hiking, golf, fishing, sandboarding, kayaking, quad-biking, and adventure caving. The Kangaroo Island Wilderness Trail, one of the Great Walks of Australia, attracts walkers with its dramatic coastal scenery through Flinders Chase National Park and other protected areas. Exploring the Island's many pristine, secluded beaches is a visitor favourite.

Island food, drink and produce

The Island's isolation, fertile soils, Mediterranean climate, nutrient-rich coastal waters and entrepreneurial community shape its distinctive provenance. Wine, beer, spirits, pure Ligurian bee honey, woollen textiles, freshly caught King George whiting, eucalyptus oil and lavender products are widely available at cellar doors, distilleries, breweries, farm shops, local restaurants, cafés and pubs across the Island. Dining in nature, such as the seasonal Fig Tree outdoor restaurant experience, is a highlight.

Immersive stays in nature

From eco-retreats and luxury lodges to tiny houses, farm stays and secluded campgrounds, visitors to the Island are immersed in the region's coastal and bush landscapes, under clear starry skies, and with wildlife on the doorstep.

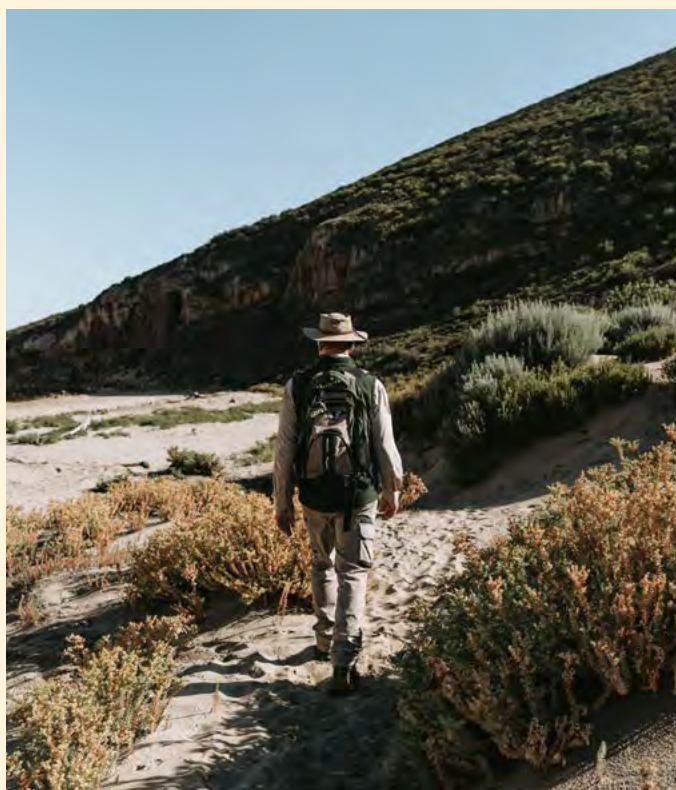
Heritage, arts and culture

Living close to nature inspires a strong creative community, with many locals practicing an artform. Visitors can appreciate artworks through local galleries, studios and art trails. The Island's agricultural and maritime heritage is shared through local museums and at the lighthouses of Cape Willoughby, Cape du Couedic and Cape Borda. The Island's Aboriginal story is becoming more visible through new cultural tours and interpretation in national parks.

Events that showcase Kangaroo Island

A growing calendar of events draws visitors year-round. February's Kangaroo Island Cup is a major highlight. Gutsy Kangaroo Island connects visitors to local food and beverage producers in winter, while the Kangaroo Island Marathon brings runners each August. Community events, including regular markets and annual agricultural shows in Kingscote and Parndana, are central to Island life and enjoyed by visitors.

(6)



Regional Issues

Seasonality

Busy summers and quieter winters put pressure on tourism businesses and local communities.

- Summer peaks overwhelm towns and businesses, while shoulder seasons and winter lulls make year-round jobs hard to sustain.
- Cruise arrivals during peak periods intensify pressures.
- There are few off-peak events or activations to drive travel between May and August.
- Accommodation of scale is not available to meet the demand of events and peak season, but not viable to sustain over the quiet winter.
- Ageing infrastructure and capacity limits at Seal Bay restrict visitation on peak days.

Cost of doing business

Operating a tourism business on Kangaroo Island is more expensive than the mainland.

- Freight costs are high. With limited local suppliers, businesses rely on ferry, land and air transport, increasing costs by 30–50%.
- Access to capital is harder, with fewer lenders and higher interest rates.
- Insurance premiums and interest rates are elevated due to bushfire risk.
- Waste removal costs are high, particularly for tourism businesses outside of major towns. DEW does not provide rubbish disposal for visitors or pay for waste removal from the national parks.
- Infrastructure and construction costs are about 30–50% higher than on the mainland, impacting public and private investment.
- Accommodation shortages mean operators outside the main towns often need to provide staff housing, as long night drives and limited housing options make commuting unsafe or unaffordable.
- Water cartage adds costs for businesses not connected to mains water.

High access costs and limited transport options

Access between the Island and mainland is restricted to ferry or air travel, creating ongoing challenges around affordability, reliability and capacity.

- Vehicle return fares on the ferry are costly for the Island's predominant self-drive market.
- High airfares for the Adelaide-Kingscote route persist due to limited competition.
- Decreased air services in the off-season reduces accessibility and weakens the visitor experience. Bad weather disrupts ferry and flight schedules, impacting travellers, businesses and the community.

- Peak-season ferry sailings sell out well in advance (the new SeaLink vessels could ease pressure but this will require monitoring).
- Arranging public transport to the Island requires coordination across three operators (Link SA, SeaLink, Peninsula Coachlines), creating a complicated booking process for visitors.

Constrained public funding

Kangaroo Island Council (KIC) currently lacks the capacity to meet tourism industry needs. As a result, many tourism-enabling infrastructure priorities rely on state and federal government investment to be delivered at scale.

- A small and dispersed permanent population results in a limited ratepayer base, constraining Council's ability to fund infrastructure and services that must support a large and highly seasonal visitor economy.
- Dispersed towns, visitor assets and infrastructure across the Island increase the cost of service delivery, with off-Island logistics and freight adding further pressure to Council budgets.
- Unfunded priorities include visitor servicing, sealing priority tourism roads, activation of the Kingscote Wharf precinct and investment in low-season events.
- Council staffing is limited in the areas of economic development, grant writing, tourism, events and visitor servicing.
- Kingscote Airport is operated by KIC (transferred from the Commonwealth in the late 1980s) and accounts for about 8% of the Council's annual expenditure.

Community confidence and tourism's social licence

Tourism is widely recognised as an important contributor to Kangaroo Island's economy and community, but recent resident sentiment highlights the need to strengthen tourism's social licence. The 2025 TOMM Resident Survey found that while most residents continue to view tourism positively, confidence in how tourism is planned, managed and communicated has softened. Residents expressed lower levels of confidence in tourism's contribution to quality of life, its alignment with community values, and the balance being achieved between economic, environmental and community outcomes.

The survey also indicates a strong willingness among residents to engage in tourism-related discussions and decision-making. However, concerns around transparency, communication and visible community benefit suggest there is an opportunity to strengthen community understanding of tourism's role and demonstrate how tourism contributes to local services, infrastructure, environmental stewardship, cultural outcomes and regional livelihoods.

Maintaining community confidence will require ongoing engagement, evidence-based decision-making and a clear focus on ensuring tourism growth aligns with the values, aspirations and long-term sustainability of Kangaroo Island communities.

Cruise visitation pressures

The economic gains that cruise ship visitation offers Kangaroo Island are often overshadowed by environmental and community impacts.

- Cruise visitation has grown rapidly, from one ship with 793 passengers in 2011 to around 75,000 passengers across 26 ships in the 2024–25 season.
- As an anchorage port, tenders land in Penneshaw (population around 269), overwhelming infrastructure for about one month each year.
- December 2024 saw 15 ships arrive – including six in eight days – when businesses and infrastructure were already stretched.
- Many operators and residents view the volume and scale of ships as misaligned with Kangaroo Island’s pristine nature brand and ecological values.
- Reported environmental impacts include disturbance to sensitive bird-nesting areas in Penneshaw.

Need for sustained, targeted destination marketing

Ongoing funding for strategic international, interstate and intrastate marketing remains a challenge.

- As highlighted above, Kangaroo Island faces significant access barriers and requires strong, dedicated destination marketing to continue to drive visitation.
- Despite Kangaroo Island’s strong profile in SATC marketing, stakeholders have identified a need for more targeted, destination-specific activity to address the Island’s distinct markets and challenges.
- Kangaroo Island’s consumer-facing digital channels are critical for converting visitor demand into visitation and supporting digital visitor servicing.
- SeaLink remains a major marketing partner, with strong uptake of its Marketing Partners Program and CRM investment showing demand for localised marketing.
- Authentic Kangaroo Island helps producers, growers and makers build off-Island awareness, but the program faces long-term viability challenges.

Fragmented visitor servicing

Visitors experience gaps in service and support due to under-resourcing and fragmented governance of the local visitor servicing model.

- Under-resourcing and divided responsibilities across KITA, SeaLink, DEW, Kingscote Airport, attractions and accommodation create inconsistent messaging and access to visitor information.
- Information is plentiful but not centralised. Free and independent travellers (FIT) and off-Island guides struggle to find clear information about nature, culture and history.
- Kingscote has no official visitor information outlet, leaving KIC, National Parks and Wildlife staff and businesses to field general enquiries.
- Internet and mobile coverage is often slow or unreliable, making it difficult for operators to manage bookings, run systems, or communicate during peak periods or emergencies.
- Touchscreens at the airport are seldom used, with visitors preferring in-person advice.

The Strategy

Plan on a Page

Vision	A thriving island community where tourism is regenerating nature and supporting people and businesses to flourish.				
Community Values	Environmental Conservation and Legacy. Authenticity. Balance. Island Life. Resilience.				
Strategic Priorities	 1. Distinctive Visitor Experiences	 2. Caring for Place	 3. Impactful Regional Storytelling	 4. Destination Stewardship	 5. Island Access
Objective	Enable more immersive visitor experiences that drive year-round demand, connecting visitors with Kangaroo Island's nature, wildlife, culture and communities.	Tourism actively supports the regeneration of nature on Kangaroo Island by protecting biodiversity, restoring ecosystems, and building deeper care and awareness among visitors and residents.	Share authentic stories that showcase Kangaroo Island's unique character and drive visitation and yield.	Destination stewards are working together to manage, plan and advocate for a better Island future through tourism.	Advocate for more equitable, affordable, frequent and safe transport to and around Kangaroo Island.
State Catalyst Projects	1.1 Seal Bay Conservation Park* 1.2 Dudley Trail*	2.1 Love Kangaroo Island*		4.1 TOMM - Strategic Island Insights^	
Regionally Significant Projects	1.3 Visitor Experience Development^ 1.4 Contemporary Accommodation^ 1.5 Off-Peak Events Attraction* 1.6 Kingscote Reinvigoration* 1.7 Penneshaw Placemaking*	2.2 Circular Kangaroo Island	3.1 Kangaroo Island Positioning and Stories* 3.2 Evolved Visitor Servicing*	4.2 Island Capacity Modelling* 4.3 Sustainable Island Futures Contribution* 4.4 Climate Risk and Crisis Management* 4.5 Regional Issues Advocacy^	5.1 Ferry Access^ 5.2 Aviation Access^ 5.3 Road Infrastructure* 5.4 Public Transport Advocacy*
Enabling Projects	1.8 Industry Resilience and Innovation^ 1.9 Pipeline Project Support^ 1.10 Planning Code Amendment*	2.3 Kangaroo Island Care Code*	3.3 Annual Destination Marketing Program^ 3.4 Kangaroo Island Knowledge Hub*	4.6 Cruise Ship Management^ 4.7 Stakeholder, Industry and Community Engagement^	
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				

Vision, Values and Aspirations

Vision	A thriving island community where tourism is regenerating nature and supporting people and businesses to flourish.
Community Values	Environmental Conservation and Legacy We're caretakers of a wild and special island. We protect native wildlife, coastlines and landscapes so future generations inherit a place as natural and thriving as it is today. We expect visitors to tread lightly. Authenticity Our people, places and experiences are genuinely of Kangaroo Island: handmade, small-scale and shaped by nature, never staged for show. Visitors are invited to slow down, meet the locals and connect with place. Balance Tourism growth is more successful when nature and community thrive in partnership. We back projects that protect ecosystems, strengthen wellbeing and livelihoods, and fit the scale and character of Kangaroo Island. Island Life Life here is slower, peaceful and close to nature. We look out for one another and take pride in our Island home, caring for its heritage, both environmental and historic. Many people have chosen to live here despite its challenges, proud to call it home, and are strong promoters of what makes Kangaroo Island so special. We welcome visitors to share our creative and community spirit and our slower-paced way of life. Resilience We're resourceful and self-reliant, shaped by Island isolation, farming heritage, experience with natural disasters and a changing climate. We support solutions that build long-term strength across tourism, agriculture and community.

	Visitor	Economy	Environment	Social	Culture
Aspiration	Attract respectful, inquisitive visitors who connect with people and place, disperse across the Island, stay longer than a day and travel year-round.	Build a resilient visitor economy that supports good local jobs, diversified visitor markets and stable cashflow across seasons.	Make tourism net-positive for nature through strong visitor management, low-impact operations and reinvestment in conservation.	Ensure tourism lifts community liveability and wellbeing, enhancing Island services and events and supporting worker housing.	Honour and celebrate Kangaroo Island's rich cultural heritage – Aboriginal, multicultural, contemporary and historic – sharing authentic stories of place through experiences that are respectful, inclusive and co-created with communities.
Goal	Increase in visitor length of stay Increase in visitor satisfaction Increase in repeat visitation	Year-on-year growth in visitor expenditure per trip across intrastate, interstate and international markets Grow visitor volume in the off-peak season (May – August) Stability and/or growth in tourism jobs and number of tourism businesses Increase in appropriate accommodation supply (beds) Growth in tourism business resilience	Increase in tourism operators' environmental partnerships and contribution to Island conservation projects Increase in tourism operators with recognised sustainability accreditation/credentials 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, volunteering, tree planting, citizen science)	Increase in resident sentiment around tourism impacts on their quality of life Increase in accessible and inclusive experiences	Increase in the number of place-based stories shared with visitors through marketing and experiences Increase in Aboriginal-led tourism experiences or partnerships Inclusion of Aboriginal stories in regional visitor information channels and major experiences
Measurable Indicators (and possible source)	Annual average number of nights stayed (TOMM Visitor Exit Survey and SATC Regional Tourism Profile) Visitor sentiment of experiences, customer service and repeat visitation (TOMM Visitor Exit Survey)	Visitor yield (TOMM Visitor Exit Survey and SATC Regional Tourism Profile) Visitor volume outside of January (TOMM Visitor Exit Survey and SATC Regional Tourism Profile) Tourism filled jobs (Tourism Research Australia) Number of tourism businesses (Tourism Research Australia) Operator feedback indicating improved business resilience (TOMM Resident Survey) Kangaroo Island business resilience metrics (new measure to be scoped via Project 4.1)	Resident sentiment around balance of tourism and environment (TOMM Resident Survey) Visitor awareness of Island quarantine requirements (TOMM Visitor Exit Survey) Tourism industry partnerships with Landcare, DEW, Kangaroo Island Landscape Board Number of Quality Tourism Framework Sustainable Tourism and/or Ecotourism Australia accredited businesses (TiCSA, Ecotourism Australia) Use of sustainable practices in events and accommodation (new measure to be scoped via Project 4.1) Perception of Kangaroo Island as an environmentally responsible destination (TOMM Visitor Exit Survey)	Local resident sentiment regarding tourism (TOMM Resident Survey) Improved accessibility of public infrastructure (e.g. signage, toilets, trails)	Number of history, heritage, or cultural stories shared through destination marketing Increased visitor awareness of local history and culture over time (TOMM Visitor Exit Survey) Number of Aboriginal-led tourism experiences or partnerships

Measuring Success

Clear outcomes and regular reporting are critical to understanding whether this DMP is achieving its intent. Measuring success provides accountability to stakeholders, helps direct resources effectively and demonstrates the value of tourism to the community and the state. Success will be monitored at state, regional and project levels.

State Success

- The DMP contributes to the achievement of the *South Australia 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.
- Quarterly and annual reporting is proposed to track progress against DMP goals and priority projects (refer to 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).

(7)





Target Visitor Markets

To achieve its vision, this DMP focuses on visitors who grow yield, stay longer, travel outside peak periods, and align with community values. Overnight stays are the priority across all markets.

1. Priority cross-cutting segment

High Contribution Visitors

These visitors value nature, culture and community. They seek immersive wildlife, conservation and food experiences and are willing to pay for quality. They include SATC's identified Authentic Connector and Cultural Contributor audiences¹⁰ and can come from international, interstate or intrastate markets.

They respond well to guided, small-group products, strong storytelling, and experiences that show care for place. This segment shapes how Kangaroo Island develops, hosts and promotes its experiences.

What we will do differently:

- Prioritise the development of small-scale, guided and immersive experiences that deepen connection to wildlife, nature, culture and community, rather than volume-based attractions (Projects: 1.3 Visitor Experience Development; 2.1 Love Kangaroo Island).
- Embed clear stewardship and care-for-place expectations into experiences and visitor communications before and during travel (Projects 2.3 Kangaroo Island Care Code, 3.2 Evolved Visitor Servicing).
- Measure success through yield, length of stay, repeat visitation and visitor behaviour, not just visitor numbers (Projects 4.1 TOMM – Strategic Island Insights, 4.2 Island Capacity Modelling).

(9)



¹⁰ SATC Audience Segments

2. Source markets

High Value International and Interstate

These visitors travel year-round and look for premium, nature-based travel supported by quality food and drink, and warm hosting.

Growth will come from new air routes, trade-ready packages and destination marketing that highlights Kangaroo Island's conservation focus, distinctive landscapes and premium experiences.

What we will do differently:

- Focus marketing and trade activity on values-aligned markets that support longer stays and off-peak travel (Projects 3.1 Kangaroo Island Positioning and Stories, 3.3 Annual Destination Marketing Program).
- Package Kangaroo Island as a multi-night, hosted destination, not a short add-on to mainland itineraries (Projects 1.3 Visitor Experience Development, 3.1 Kangaroo Island Positioning and Stories).
- Align marketing activity with access, capacity and product readiness to avoid over-promoting during peak pressure periods (Projects 4.2 Island Capacity Modelling; 5.1 Ferry Access; 5.2 Aviation Access).

Intrastate

Travel to Kangaroo Island requires more planning and higher spend than other South Australian destinations. Competitive fares, new ferry capacity, and clear, simple travel information can reduce friction.

There is opportunity to grow first-time and repeat visitation through targeted marketing and off-peak products that appeal to younger friend groups, families and older couples.

What we will do differently:

- Create new demand away from peak travel by promoting off-peak and shoulder-season experiences that offer clear value (Project 1.5 Off-Peak Events Attraction, 3.3 Annual Destination Marketing Program).
- Reduce friction for planners through clear, simple travel information and itineraries, particularly around access, costs and biosecurity (Project 3.2 Evolved Visitor Servicing, 2.3 Kangaroo Island Care Code).
- Encourage repeat visitation by highlighting seasonal change and new experiences, rather than relying on iconic attractions alone (Projects: 1.3 Visitor Experience Development, 3.1 Kangaroo Island Positioning and Stories).

3. Special interest markets

Nature-Based Tourism

Travellers focused on hiking, cycling, birdwatching, biodiversity, conservation and photography offer strong potential for dispersal and higher spend.

Growth relies on the development of more immersive bookable experiences, guided small-group tours, aligned niche marketing, and continued investment in trails, access, interpretation and nature-based infrastructure.

What we will do differently:

- Shift emphasis from self-guided sightseeing to bookable, guided nature experiences that actively manage visitor impact (Projects 1.3 Visitor Experience Development, 2.1 Love Kangaroo Island).
- Support dispersal by strengthening experiences across different landscapes, towns and seasons, not just peak sites (Projects 1.3 Visitor Experience Development, 4.2 Island Capacity Modelling).
- Embed conservation learning and contribution opportunities as a core part of the visitor experience (Projects 2.1 Love Kangaroo Island, 2.3 Kangaroo Island Care Code).

Education Tourism

Kangaroo Island's strengths in ecology, nature-based tourism and conservation make it well suited to school, tertiary, alumni and mature-age programs.

What we will do differently:

- Position Kangaroo Island as a living classroom focused on ecology, conservation and stewardship (Projects 2.1 Love Kangaroo Island, 3.4 Kangaroo Island Knowledge Hub).
- Prioritise multi-night, curriculum-aligned programs over short visits (Projects 1.3 Visitor Experience Development, 3.3 Annual Destination Marketing Program).
- Advocate for accommodation and infrastructure that supports education groups without compromising Island values or capacity (Projects 1.4 Contemporary Accommodation, 4.2 Island Capacity Modelling).

Sports Tourism and Business Events

Kangaroo Island can attract participatory events such as trail running, cycling and water sports, with golf as a new drawcard. Established events such as the Kangaroo Island Marathon demonstrate the Island's appeal for endurance and nature-based sporting experiences. Small retreats, incentives and business groups also fit the Island's premium, hosted style.

Transport, accommodation and infrastructure capacity limit short-term growth, but targeted events and small-group programs can build steady year-round demand.

What we will do differently:

- Be selective, supporting events that fit Island scale, infrastructure and ecological limits (Projects 1.5 Off-Peak Events Attraction, 4.2 Island Capacity Modelling).
- Use events to drive off-peak visitation and dispersal (Projects 1.5 Off-Peak Events Attraction, 3.3 Annual Destination Marketing Program).

Cruise

Kangaroo Island remains a valued anchorage for national and international cruise itineraries from October through April. With no port available, cruise ships anchor offshore from Penneshaw and transport passengers to the wharf on tender boats.

Rather than growing volume, the focus for this market is on improving arrival infrastructure, increasing access to quality shore excursions, encouraging local spending and converting cruise visitors into future overnight travellers.

What we will do differently:

- Shift from growing cruise volume to improving management, quality and community outcomes (Projects 4.6 Cruise Ship Management, 4.2 Island Capacity Modelling).
- Increase access to locally led, values-aligned shore experiences (Projects 1.3 Visitor Experience Development, 3.1 Kangaroo Island Positioning and Stories).
- Actively convert cruise visitors into future overnight travellers through targeted storytelling, follow-up and product pathways (Projects 3.1 Kangaroo Island Positioning and Stories, 3.3 Annual Destination Marketing Program).



How to read and understand the Strategic Priorities

There are five Strategic Priorities (Distinctive Visitor Experiences; Caring for Place; Impactful Regional Storytelling; Destination Stewardship; Island Access) that set the path for this DMP, and they 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	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. — Typically long-term projects, 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 metrics. — 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 Projects	Align with local government priorities and community aspirations for tourism. — 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 Projects	Are 'good practice' and part of a well-stewarded visitor economy. — Typically tourism industry-specific — Resourcing and funding depend on the project lead. — Generally ongoing, with an annual program to guide actions.
DMP Management	Foundational stewardship projects that keep the DMP agile and relevant throughout its lifespan. — 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.



How to Read the Project Tables

Objective An outline of what the project is trying to achieve in alignment with strategic context. Details Considerations and 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.						
#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.1	Seal Bay Conservation Park*	Progress the revitalisation of the visitor experience at Seal Bay Conservation Park.	Seal Bay Conservation Park is one of Kangaroo Island's most visited attractions. The site is nationally and globally recognised for its conservation, research and immersive visitor experience at the colony of endangered Australian sea lions. The current visitor experience model does not have the capacity to respond to volume visitation. With growing demand and increased visitation to the Island this puts pressure on the experience offerings and the Australian sea lion colony. Considerations for activation: — Develop a long-term strategy for the Seal Bay visitor experience that responds to changing visitor demand and continues to protect the sea lion colony. — Maintain a balanced mix of immersive, bookable experiences, with consideration of both commercial tour operator and FIT needs.	Seal Bay will provide an exceptional wild, nature-based tourism experience for visitors to Kangaroo Island, and continue its conservation and research programs, supporting the long-term recovery of the Australian sea lion.	DEW RTO SATC Industry	Long-term
			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 Immediate 6-12 months Short-term 12-18 months Medium-term 18 months - 3 years Long-term 4+ years		

(11)

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
- Decision-making arrangements and reporting expectations.

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

Enable more immersive visitor experiences that drive year-round demand, connecting visitors with Kangaroo Island's nature, wildlife, culture and communities.

Why is this important to the region?

- Maintains Kangaroo Island's reputation for delivering exceptional visitor experiences for domestic and international markets.
- Grows visitor yield year-round to help offset higher access and operating costs faced by Kangaroo Island businesses.
- Increases the resilience of Island businesses so they can withstand future market shocks and ecological crises.
- Ensures authenticity and quality remain at the heart of the Kangaroo Island visitor experience.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
1.1 Seal Bay Conservation Park* 1.2 Dudley Trail*	1.3 Visitor Experience Development^ 1.4 Contemporary Accommodation^ 1.5 Off-Peak Events Attraction* 1.6 Kingscote Reinvigoration* 1.7 Penneshaw Placemaking^	1.8 Industry Resilience and Innovation^ 1.9 Pipeline Project Support^ 1.10 Planning Code Amendment*

South Australian Tourism Plan 2030 Alignment

- **New and evolving products and experiences**
 - Partner with industry to grow a diverse and brand-aligned product offering.
 - Support our industry to tell the South Australian story.
 - Build industry capability and nurture innovation.

United Nations Sustainable Development Goals Alignment



State Catalyst Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.1	Seal Bay Conservation Park*	Progress the revitalisation of the visitor experience at Seal Bay Conservation Park.	Seal Bay Conservation Park is one of Kangaroo Island's most visited attractions. The site is nationally and globally recognised for its conservation, research and immersive visitor experience at the colony of endangered Australian sea lions. The current visitor experience model does not have the capacity to respond to volume visitation. With growing demand and increased visitation to the Island this puts pressure on the experience offerings and the Australian sea lion colony. <i>The Parks of Western Kangaroo Island Management Plan (2022)</i> identifies the need for long-term planning to support infrastructure renewal, protect habitat, and maintain access to immersive, bookable experiences. Considerations for activation: — Develop a long-term strategy for the Seal Bay visitor experience that responds to changing visitor demand and continues to protect the sea lion colony. — Maintain a balanced mix of immersive, bookable experiences, with consideration of both commercial tour operator and FIT needs. — Strengthen interpretation and education elements to reinforce conservation outcomes. — Ensure future infrastructure planning and investment is aligned with revitalised visitor experience and is fit for purpose.	Seal Bay will provide an exceptional wild, nature-based tourism experience for visitors to Kangaroo Island, and continue its conservation and research programs, supporting the long-term recovery of the Australian sea lion.	DEW RTO SATC Industry Community	Long-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.2	Dudley Trail*	Establish long-term governance and deliver the master plan for the proposed iconic Island walk.	The multi-day Dudley Trail will be a unique coastal walk that combines ocean scenery with wineries, food experiences and accommodation options. The proposed 38km, 3-day/2-night walk will connect Penneshaw to Cape Willoughby Lighthouse. A master plan has been completed. The trail has strong potential to generate demand from domestic and international markets and showcase South Australia's strengths in nature, food and wine. Considerations for activation: — Explore governance models, gain landholder support and establish a governance model, possibly through a proposed Island Foundation (refer to Project 2.1 Love Kangaroo Island). — Prior to project planning, secure funding to attract investment and develop branding. — Prepare Project Management, Implementation and Marketing plans to guide the staged delivery of the master plan. — Secure funding to construct and activate the remaining sections of the trail and plan for long-term trail management. — Coordinate construction, activation, maintenance and operational planning to support long-term trail management.	The Dudley Trail has a stable governance model that supports long-term delivery and operations. The Dudley Trail becomes a signature Kangaroo Island experience. The Dudley Trail delivers strong economic, community and environmental benefits for Kangaroo Island and South Australia.	RTO Landowners DEW SATC KIC Walking SA Traditional Custodians	Long-term

Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.3	Visitor Experience Development ^	Activate initiatives that grow new and distinctive experiences on Kangaroo Island.	Kangaroo Island needs a broader range of bookable experiences to attract visitors year-round and support demand during quieter seasons. A diverse mix of hosted, seasonal and place-based experiences will help strengthen the Island's appeal across key markets. This project focuses on developing and diversifying visitor experiences across the region's Experience Pillars (see Appendix: Table A: Experience Development Focus), with priority given to the following: — Nature and wildlife experiences including walking, cycling, birdwatching, conservation, biodiversity and photography, with an emphasis on hosted small-group experiences. This includes identifying opportunities for new wildlife viewing and interpretation experiences that diversify the Island's wildlife tourism offering and strengthen resilience to environmental or biosecurity impacts affecting individual attractions. — Seasonal experiences linked to the winter season, Island events and cruise visit schedules. — Community-led experiences in townships and coastal communities. — Visitor experiences in parks including Flinders Chase, Kelly Hill Caves, Cape Willoughby, Cape Borda and Seal Bay. — Improved quality and diversity of cruise shore excursions. Considerations for activation: — Prioritise inclusive, accessible and regenerative experiences. — Explore partnerships and packaging opportunities between existing businesses. — Identify and refer suitable businesses to SATC's development programs. — Identify opportunities to diversify Kangaroo Island's wildlife tourism offering, reducing reliance on a small number of wildlife attractions and creating additional opportunities for visitors to experience wildlife in its natural habitat.	A wider range of distinct, bookable experiences is deepening visitor connection to the Island's ecosystems and communities. A stronger year-round experience offering is encouraging visitors to stay longer and explore more of the Island.	RTO SATC DEW Industry Community	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.4	Contemporary Accommodation^	Improve the quality, diversity and capacity of visitor and worker accommodation in ways that protect ecological and community values.	Kangaroo Island offers a diverse range of accommodation, but several gaps limit the Island's ability to support year-round visitation, new investments and workforce needs. Collaboration between stakeholders to address these gaps will help the region remain competitive, support operator viability and maintain alignment with the community's environmental and social expectations. Advocacy priorities: — Investment attraction for new hotel development, including around 80 additional 4–5-star rooms within township planning boundaries, delivered with low-impact utility use, and supported by workforce housing solutions (align investment with <i>SATC Regional Room Modelling Targets 2030</i>). — Review of camping opportunities including: — Consideration of low-impact camping in Nepean Bay Conservation Park. — Improved commercialisation of KIC campgrounds. — Management of free camping. — Develop additional education group accommodation. Co-dependencies: — Project 4.2 Island Capacity Modelling — Project 1.9 Pipeline Project Support — Project 1.10 Planning Code Amendment	Kangaroo Island's accommodation supply supports a strong visitor economy while also remaining aligned with community values and environmental protections.	RTO Private investors SATC RDA KIC	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.5	Off-peak Events Attraction*	Deliver targeted activities that attract participatory, leisure and business events to Kangaroo Island outside the peak summer season.	Kangaroo Island can grow visitation during quieter months by hosting events that match the Island's scale, infrastructure, and ecological limits. The focus is on activities that appeal to identified target markets, while complementing the Island's existing tourism assets. The Kangaroo Island Regional Event and Festival Strategy 2020-2025 requires review, funding and activation to guide event delivery and ensure alignment with visitor experience, community and environmental outcomes. Event focus areas: — Small, high-quality participatory events in sport, nature, food and wine, and arts, alongside appropriately sized business events. — Satellite events for off-peak state-wide events such as Adelaide Fringe, SALA, Nature Festival, History Festival and Tasting Australia. — Development of suitable business event venues and provision of fit-for-purpose conference audio-visual technology. Considerations for activation: — Review the Kangaroo Island Regional Event and Festival Strategy to determine action areas and identify funding priorities. — Encourage visitation over the shoulder and winter seasons through bundling and promoting time-bound travel packages. Co-dependencies: — Project 4.1 TOMM - Strategic Island Insights — Project 4.2 Island Capacity Modelling	New events are attracting a diverse range of visitor markets, increasing overnight stays, yield and visitor satisfaction. The Island has a broader variety of events that strengthen community connection, support creative and local interests, and enhance wellbeing and liveability.	RTO SATC Community Industry KIC Business Events Adelaide Festival City Adelaide Event organisers	Short-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.6	Kingscote Reinvigoration*	Progress placemaking projects that create a more vibrant visitor experience in Kingscote.	This project focuses on improving Kingscote’s vibrancy by delivering priority upgrades to the waterfront and visitor servicing infrastructure. These works are intended to catalyse further private investment and enhance the town’s appeal for visitors. A movement and place approach should inform future planning, balancing the needs of pedestrians, cyclists, local traffic, freight and visitor movement to create a safer, more accessible and vibrant waterfront and town centre. Key placemaking projects and considerations: — Review and progress the Kingscote Wharf and Foreshore Master Plan, to foster confidence in private development. — Develop a new Visitor Information Hub in Kingscote. Co-dependencies: — Project 1.3 Visitor Experience Development — Project 1.9 Pipeline Project Support — Project 3.2 Evolved Visitor Servicing	Placemaking investment is attracting private investment and activating Kingscote’s waterfront and town centre. Visitors have more reasons to stay, explore and engage with Kingscote during their Kangaroo Island visit. Visitor spend is increased within Kingscote.	KIC DIT KIBA RDA RTO Industry Community	Medium-term
1.7	Penneshaw Placemaking*	Deliver integrated infrastructure upgrades that enhance visitor amenity in Penneshaw and enable a greater diversity of visitor experiences.	As the arrival destination for most of Kangaroo Island’s visitors, Penneshaw requires effective placemaking and wharf infrastructure to manage visitor flows and capacity, reduce community impacts and improve the overall visitor experience. A movement and place approach should guide future upgrades, balancing the needs of pedestrians, cyclists, local traffic, freight movements and ferry operations while creating a safer, more accessible and attractive town centre environment. Priority projects (underway): — Penneshaw Harbour Precinct Masterplan (DIT) — Penneshaw Port Upgrade (DIT) — Penneshaw Foreshore Upgrade (KIC) Co-dependencies: — Project 1.3 Visitor Experience Development — Project 3.2 Evolved Visitor Servicing — Project 4.6 Cruise Ship Management	Visitors experience a welcoming, accessible and high-quality arrival at Penneshaw via ferry or cruise. Movement for pedestrians, cyclists and vehicles between the wharf, town centre and key attractions is safe and easy.	KIC DIT RTO SeaLink SATC Community Industry	Short-term

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.8	Industry Innovation and Capability^	Curate an annual industry capability program that fosters innovation and strengthens the resilience of Kangaroo Island's tourism sector year-round.	Kangaroo Island tourism businesses face ongoing and complex challenges including climate change, financial pressures, seasonality, biosecurity threats, natural disasters and shifting visitor expectations. Strengthening industry capability helps businesses remain resilient, improves visitor experiences and delivers on the DMP's vision for the Island. Capability focus areas: — <i>Business Resilience:</i> Financial health and diversification, digital capability and innovation, sustainability practices, supply chain resilience, climate risk planning, market readiness, customer experience design, workforce planning, marketing. — <i>Guest Experiences:</i> End-to-end customer engagement, accessibility, packaging and partnerships, sustainable and regenerative practices, and experience development. Considerations for activation: — Connect businesses with existing programs and partners (QTF/TiCSA, Ecotourism Australia, SATC, Office for Small and Family Business) and others as relevant. — Pilot a Stewardship Summit to link the community and industry with regenerative projects drawing on examples such as the Vancouver Island Stewardship Summit¹¹. — Only deliver capability-building opportunities that provide unique, meaningful learning journeys not available through other training providers. — Link businesses with relevant grants to progress resilience, sustainability and innovation initiatives.	Tourism businesses maintain resilience in the face of external influences, and continue to adapt to evolving visitor needs, provide high-quality experiences, and remain financially sustainable.	RTO SATC TiCSA OSFB KIC RDA Training providers Industry	Ongoing

¹¹ [Vancouver Island Stewardship Summit](#)

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.9	Pipeline Project Support^	Advocate for and support the progression of identified projects in the Pipeline Project Database (refer to Project M.3).	The region has a pipeline of major public and private visitor experiences at different stages of development. Each project needs tailored support based on where it sits in the development process. Consideration for activation: — Stakeholders collaborate effectively within their roles to progress projects. — Advocate to government for low-cost capital investment loan solutions and other mechanisms that reduce barriers to invest on Kangaroo Island. — Prioritise support for developments that align with the region's vision and community aspirations (alignment with Project 1.10 Planning Code Amendment). — Consider creating an investor information hub that outlines the region's vision, values and key operating considerations such water security and waste management. — Leverage the work of SATC, Invest SA, RDA and Kangaroo Island Council to strengthen investment attraction. — Identify and support grant applications that will help progress demand-driving projects in the region.	Pipeline projects progress through coordinated advocacy and co-investment. New and improved visitor experiences help drive demand from Kangaroo Island's priority visitor markets	RTO SATC RDA DSD KIC Industry Private investors	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.10	Planning Code Amendment*	Review and update Kangaroo Island's development zoning so it supports conservation and economic objectives.	Kangaroo Island supports appropriate tourism development that respects ecological values and the capacity of local infrastructure and services. Gaps in the current Planning Framework are leading to development proposals that create tension in the community. Worker accommodation also remains a challenge and is not always addressed in new tourism developments. Considerations for activation: — Review and update planning requirements for tourism developments outside of towns, so they align with Island values and landscape-sensitive design. — Review planning code requirements for staff accommodation for developments outside towns. — Involve Island community and industry stakeholders in the review. — Use the SATC Tourism Development Facilitation Plan Kangaroo Island (December 2024) to inform the review work. — Consider adding easements to developments to ensure locals can continue to access coastal areas. — Consider developing a Kangaroo Island Sustainability Design Code so new developments align with ecological values.	New developments have clearer planning pathways and can proceed with confidence. New developments respect the Island's ecological values and consider limits of local infrastructure and utilities.	KIC RTO DHUD RDA	Medium-term



Strategic Priority 2: Caring for Place

Objective

Tourism actively supports the regeneration of nature on Kangaroo Island by protecting biodiversity, restoring ecosystems, and building deeper care and awareness among visitors and residents.

Why is this important to the region?

- Protects Kangaroo Island's ecological systems that sustain wildlife, local livelihoods, the visitor economy and the region's global reputation as a pristine nature-based destination.
- Ensures tourism contributes more to nature than it takes, helping keep Kangaroo Island wild.
- Supports wildlife repopulation by directing effort and resources toward priority conservation needs.
- Reduces environmental impact and waste management costs for industry and Kangaroo Island Council.
- Makes positive visitor behaviour the default through clear, simple systems across the Island.
- Connects community and industry efforts to deliver coordinated, practical conservation outcomes.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
2.1 Love Kangaroo Island*	2.2 Circular Kangaroo Island*	2.3 Kangaroo Island Care Code*

South Australia Tourism Plan 2030 Alignment

- **Tourism - a force for good**
 - Create a 'True South' visitor experience with industry where people, place and planet are celebrated.
 - Be guided by Aboriginal Peoples' care for place and community 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 top three sustainable tourism destination.

United Nations Sustainable Development Goals Alignment



State Catalyst Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
2.1	Love Kangaroo Island*	Create a community of practice that explores and supports regenerative tourism projects that conserve Kangaroo Island's wildlife and ecosystems.	Kangaroo Island's globally significant biodiversity is central to its visitor appeal, but climate change impacts and human activity continue to threaten its ecological health. This project builds on the work of existing conservation programs and aims to establish a platform for visitors and industry to contribute meaningfully to conservation programs on Kangaroo Island including engaging with on-ground restoration. Considerations for activation: — Establish a clear governance model, with consideration given to a Foundation framework as a potential long-term option. — Establish sustainable funding to ensure the project is not reliant on volunteers or short-term grants. — Coordinate with conservation organisations (i.e. Kangaroo Island Landscape Board, DEW and environmental non-government organisations) to align activities with existing conservation and research priorities. — Engage operators across Kangaroo Island to broaden participation beyond the Island Guardians program. — Create consistent messaging that encourages positive visitor behaviours (refer to Project 2.3) and connects visitors with the project. — Plan a staged rollout that starts with pilot projects and scales based on capacity and outcomes. — Ground the program in Aboriginal knowledge and practice, and ensure the program is simple, accessible and inclusive. — Develop a simple visitor participation framework: — Leave a Handprint: Promote hands-on conservation activities for visitors through existing and new events such as BioBlitzes. — Leave a Small Donation: Offer simple donation channels to support local conservation groups and activities. — Leave a Legacy: Provide structured giving options for high-net-worth visitors to fund major research and conservation priorities. — Develop a communications strategy that shares the progress and positive outcomes of these initiatives with community, visitors and industry.	Kangaroo Island's reputation as a global leader in regenerative destination stewardship is strengthened. The tourism industry is contributing to a legacy of protection and regeneration of Kangaroo Island's wildlife and ecosystems. Visitors take regenerative values and behaviours home, spreading impact beyond the region.	RTO Island Guardians Traditional Custodians KILB DEW Local conservation organisations KIC AgKI Universities and researchers Community Industry	Long-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
2.2	Circular Kangaroo Island*	Pilot initiatives to remove and reduce waste from Kangaroo Island's visitor economy.	Kangaroo Island's scale and strong community networks create ideal conditions to test circular-economy initiatives that cut visitor-related waste and reduce costs for KIC, DEW and businesses. The project establishes a clear baseline of current waste streams, co-designs simple pilots, and embeds low-waste behaviours across key visitor touchpoints such as the ferry, national parks and town centres. Considerations for activation: — Establish a baseline of tourism waste streams (e.g. organics, single-use packaging) and identify priority hotspots for addressing waste issues (e.g. key visitor attractions and accommodation, remote sites). — Promote default low-waste visitor behaviours by including reuse/refill options and “take it with you” practices and support operators to minimise inputs. — Trial appropriate solutions such as organics capture for hospitality venues, reusable cup and water bottle schemes. — Explore waste options in remote locations with KIC, DEW and relevant accommodation providers. — Deliver clear, consistent visitor messaging on how to have a low-waste visit to Kangaroo Island. — Promote case studies and practical examples to inspire local businesses to reduce waste and adopt circular practices. — Align with the SA Waste Strategy 2025–2030 through a local working group. Co-dependencies: — Project 2.1 Love Kangaroo Island — Project 3.1 Kangaroo Island Positioning and Stories	Kangaroo Island's reputation as a sustainable, regenerative destination is strengthened. KIC waste management costs decrease as visitor-generated waste reduces. Local businesses build resilience through lower operating costs and practical sustainability pathways. Community pride grows as locals and visitors contribute to visible environmental outcomes.	Green Industries SA EPA KIC DEW RTO KILB Industry Community	Immediate

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
2.3	Kangaroo Island Care Code*	Improve responsible visitor behaviour and industry standards across Kangaroo Island.	Kangaroo Island's natural environment and wildlife are central to its appeal as a globally recognised destination. To protect its integrity and reputation, the Kangaroo Island Care Code seeks to unify industry, government and the community under a shared ethos of stewardship The project combines two linked streams: — Industry: Embedding responsible practices across commercial tour operators and guides through clear standards, training and upskilling. — Consumer: Empowering visitors to travel safely and responsibly through clear, consistent and engaging messaging delivered across key visitor touchpoints, before, during and after their journey. Considerations for activation: — Co-design the Care Code with industry, conservation experts, community and Traditional Custodians. — Identify priority focus areas for responsible practice across both industry and visitor behaviour, including (but not limited to) wildlife viewing, staying on trails, safe driving, cultural respect and minimising environmental impact. — Adopt a flexible, consultative approach to setting and refining the Code's focus areas, recognising the value of local and expert input. — Identify training and upskilling needs for operators and develop appropriate delivery mechanisms with partners. — Integrate aligned marketing messaging across regions (state-wide), that promotes responsible travel principles and empowers visitors to commit to responsible practices and behaviour when planning to and travelling in South Australia. Co-dependencies: — Project 2.1 Love Kangaroo Island — Project 2.2 Circular Kangaroo Island — Project 3.3 Annual Destination Marketing Program — Project 3.4 Kangaroo Island Knowledge Hub	Visitors and operators act responsibly and safely, reducing harm to wildlife and the environment, and demonstrate the expectations of responsible travel to others.	RTO DEW KILB KIC Traditional Custodians Community Industry	Medium-term

Strategic Priority 3: Impactful Regional Storytelling



Objective

Share authentic stories that showcase Kangaroo Island's unique character and drive visitation and yield.

Why is this important to the region?

- Strengthens Kangaroo Island's brand as a must-do destination for visitors to Australia.
- Enhances Kangaroo Island's reputation as a leading regenerative tourism destination.
- Drives demand from interstate, intrastate and special interest travellers.
- Supports off-peak visitation by focusing storytelling and marketing on winter and shoulder season experiences.
- Provides visitors with timely and accessible information to enable longer, safer and more immersive visits.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
Nil	3.1 Kangaroo Island Positioning and Stories* 3.2 Evolved Visitor Servicing*	3.3 Annual Destination Marketing Program^ 3.4 Kangaroo Island Knowledge Hub*

South Australia Tourism Plan 2030 Alignment

- Increase appeal to drive demand
 - Deliver a long-term destination brand platform.
 - Simplify and double down on our strengths.

United Nations Sustainable Development Goals Alignment







Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.1	Kangaroo Island Positioning and Stories*	Refine and communicate Kangaroo Island's positioning and stories to attract intrastate, interstate and international visitors.	Kangaroo Island needs clear, values-led storytelling and positioning to lift off-peak appeal, address cost barrier perceptions, and support consistent messaging across all industry partners. Shared positioning and market-specific messages will guide industry communication and underpin year-round destination marketing (refer to Project 3.3), supported by the Kangaroo Island Knowledge Hub (Project 3.4). Considerations for activation — Expand core storytelling pillars: Caring for Place; Nature and Wildlife; Island Life and Creative Culture; Food, Drink and Provenance; Night Skies; and Seasonal Stories. — Explore creative formats and channels for story assets via Project 3.4. — Educate and connect industry with tools to use in their own marketing. <i>Important Note:</i> Understanding more First Nations' stories of Kangaroo Island is an aspiration by the community and industry, however this needs to be led, told and endorsed by Traditional Custodians.	Kangaroo Island's distinct stories are uncovered, articulated and ready to be shared by the right storytellers. Visitors connect more deeply with Kangaroo Island's people, culture and natural environment, driving demand year-round.	RTO Authentic Kangaroo Island SATC Tourism Australia LBKI SeaLink Industry Traditional Custodians Community	Medium-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.2	Evolved Visitor Servicing*	Deliver a flexible, technology led visitor servicing model that strengthens connection and education across the full visitor journey.	Kangaroo Island requires a locally-led, digital-first visitor servicing model that meets visitors where they are – online and at key physical touchpoints including the ferry, airport, towns and accommodation. This model will provide timely, consistent guidance on biosecurity, road and wildlife safety, accessible experiences, seasonal information, and itinerary planning. It can also further enforce the messaging behind the Kangaroo Island Care Code (refer to Project 2.3). Visitor servicing funding is currently limited, and a clearer, more efficient approach is needed to support community expectations and the aspirations of this DMP. Considerations for activation: Governance — Establish clear governance arrangements, including a working group and defined project leads. — Confirm a long-term project lead through scoping. Review Existing Visitor Servicing Model — Review existing visitor servicing models, staffing, volunteer programs, physical locations and digital information to assess what is working, where there are gaps, and where duplication exists. — Develop clear, coordinated visitor servicing plans that focus on key arrival points and high traffic locations, and are aligned with town placemaking projects. — Ensure visitor servicing is inclusive and accessible, particularly for those living with disabilities and non-English speakers. — Audit existing visitor information collateral for relevance, accuracy and alignment with priority target markets and seasonal needs. — Confirm the ongoing role and scope of the Kangaroo Island Ambassador Program to ensure it remains fit for purpose. — Embed responsible visitor messaging across all servicing touchpoints, aligned with Project 2.3 Kangaroo Island Care Code.	A modern visitor servicing model supports visitors at arrival points on Kangaroo Island. Visitors receive accurate, accessible and inspiring information to plan, book, and enjoy their visit. Visitors understand how to explore Kangaroo Island safely and respectfully, supporting community expectations and the environment.	RTO TiCSA SeaLink DEW Industry Community KIC KILB	Short-term

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.3	Annual Destination Marketing Program^	Deliver a focused, year-round marketing program that lifts off-peak demand and improves conversion for Kangaroo Island tourism businesses.	Kangaroo Island requires a clear, consistent and well-resourced marketing program to stay competitive, smooth out seasonal peaks, and strengthen its reach with values-aligned domestic and international markets. With higher access costs compared to other South Australian regions, Kangaroo Island cannot depend on broad state campaigns alone. A dedicated annual marketing program keeps Kangaroo Island's stories, sustainability credentials and seasonal appeal front and centre, driving demand beyond summer, supporting business viability, and reinforcing the Island's global reputation as a regenerative nature-based destination. Considerations for activation: Funding — Secure ongoing funding for locally led destination marketing. — Fund the management of the region's destination website, digital map and social media channels, which are essential for capturing and converting demand generated by SATC, Tourism Australia and SeaLink. Positioning and Storytelling — Deliver an annual Storytelling Plan to share the right messages through the right channels and partners. — Elevate Simple Pleasures storylines within SATC brand activity and optimise through Kangaroo Island-owned channels. Domestic Marketing - Autumn, Winter, Spring Focus — Advocate for state government funding for an annual standalone winter campaign, drawing on learnings from the 2020 "Book Them Out" ferry-subsidy campaign. International Marketing — Prioritise Kangaroo Island's inclusion in SATC and Tourism Australia's global destination marketing. — Support businesses to engage with SATC and Tourism Australia's international trade and media programs. Partnerships — Maintain strong partnerships with SeaLink and Qantas as key domestic and international marketing collaborators. Touring Routes — Explore trade marketing and packaged touring itineraries with the Fleurieu Peninsula and Limestone Coast regions to support self-drive visitors.	Kangaroo Island has stronger awareness and appeal from values-aligned visitors, particularly across autumn, winter and spring. Visitors understand and connect with Kangaroo Island's distinct stories of place. The destination website and social media channels operate as reliable, valuable tools for industry and community. Kangaroo Island stories, experiences and responsible visitor messages are consistently elevated by SATC, Tourism Australia, SeaLink and other key partners.	RTO SATC Tourism Australia SeaLink Qantas Industry Media Neighbouring tourism regions	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.4	Kangaroo Island Knowledge Hub*	Develop an online hub that centralises Kangaroo Island's ecological, cultural and historical research and stories.	Kangaroo Island's ecology and cultural history have been well documented, but this information is fragmented and often difficult to access. The Knowledge Hub will provide a single, centralised platform for self-drive visitors, guides, tour operators and industry to access this information, helping them engage more deeply with the Island's unique environment, wildlife and stories. Considerations for activation: — Establish clear governance and editorial processes, stewarded by the RTO, with potential university support, to maintain content quality and accuracy. — Curate and prioritise content from research, destination fact sheets, DEW interpretation and guidelines, KI Ambassadors, KI Map App data, subject matter experts and tourism businesses. — Partner with Traditional Custodians to ensure cultural content is accurate and respectfully presented. — Develop user-friendly interfaces for different audiences including self-drive visitors, tour guides, and industry staff. — Integrate content into events where appropriate, such as Science in the Pub (refer to Appendix, Table A: Experience Development Focus). — Promote the Hub to industry and visitors to maximise engagement and usage. Co-dependencies: — Project 1.3 Visitor Experience Development — Project 2.1 Love Kangaroo Island — Project 3.1 Kangaroo Island Positioning and Stories — Project 3.2 Evolved Visitor Servicing	The Knowledge Hub provides all visitors, Island hosts, and guides with a central, easily accessible source of quality information. Visitors and industry gain deeper understanding of Kangaroo Island's ecology, culture and history. Aboriginal knowledge and perspectives are visible and respected across tourism experiences.	RTO DEW KILB Traditional Custodians Local conservation organisations KIC Universities Industry Community	Medium-term

Strategic Priority 4: Destination Stewardship



Objective

Destination stewards are working together to manage, plan and advocate for a better Kangaroo Island future through tourism.

Why is this important to the region?

- Ensures destination stewards have the data and insights to make decisions that balance economic outcomes with community and environmental wellbeing.
- Strengthens how Kangaroo Island's tourism vision, values, priorities and issues are understood by state and federal governments.
- Supports united advocacy on issues affecting tourism, agriculture and the wider Kangaroo Island community.
- Ensures tourism revenue can be reinvested into local projects that matter to residents.
- Aligns future cruise activity with Kangaroo Island's vision, values and community aspirations.
- Responds to community concerns about tourism planning and development by strengthening transparency, community participation and the visible connection between tourism activity and benefits for local people, communities and the environment.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
4.1 TOMM - Strategic Island Insights^	4.2 Island Capacity Modelling* 4.3 Sustainable Island Futures Contribution* 4.4 Climate Risk and Crisis Management* 4.5 Regional Issues Advocacy^	4.6 Cruise Ship Management^ 4.7 Stakeholder, Industry and Community Engagement^

South Australia Tourism Plan 2030 Alignment

- **Tourism - a force for good**
- Take a leadership position on regenerative and inclusive tourism nationally.

United Nations Sustainable Development Goals Alignment



State Catalyst Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.1	TOMM - Strategic Island Insights^	Strengthen TOMM to deliver the insights Destination Stewards require for evidence-based decision making.	Kangaroo Island's Tourism Optimisation Management Model (TOMM) is a long-running program that tracks key environmental, experiential, social and economic indicators. It provides the evidence base for understanding visitor impacts, community sentiment and sustainable tourism performance. Improving TOMM will ensure the data remains relevant, accessible, and is used in planning for capacity management, marketing and events. The current model requires ongoing funding, modern reporting tools (i.e. live dashboards and scenario tools), and stronger integration with regional and state insight systems. Collaboration with government, council, industry and researchers will keep the model aligned with emerging issues and local priorities. Considerations for activation: Funding and Governance — Secure long-term funding for TOMM to maintain the tracking of key environmental, experiential, social and economic indicators. — Establish a governance structure that ensures TOMM remains independent, credible and relevant. Data Enhancement — Review insights to confirm they meet industry and community needs. — Expand data inputs to include business resilience, sustainability practices and contributions to conservation. — Integrate time-bound visitation data for cruise arrivals and major events, tracking visitor numbers, spend and visitor satisfaction. — Align TOMM measures with SATC frameworks and formally embed insights in the Kangaroo Island Regional Profile. Systems and Reporting — Develop a centralised insights dashboard that brings together TOMM, NVS, IVS, accommodation data, and transport arrivals. — Build scenario planning tools to support capacity management at regional and business levels. — Ensure reporting formats are user-friendly for industry, government and community stakeholders. Collaboration and Use — Support industry and community in understanding and using TOMM insights through training or simple guidance materials. — Align outputs with Project 4.2 Island Capacity Modelling.	TOMM remains a globally recognised model for sustainable tourism insights. Strategic decisions are informed by timely, relevant data and support economic, environmental, and community outcomes. All stakeholders can easily access and interpret insights to guide planning and management.	RTO SeaLink DEW KIC KILB SATC TRA Universities	Immediate

Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.2	Island Capacity Modelling*	Undertake data-driven modelling to clarify the Island's capacity to host visitors across the year.	Kangaroo Island experiences strong seasonal peaks that place pressure on infrastructure, services and visitor experiences. This project combines data from tourism, infrastructure, services, and the environment to identify where capacity is constrained and what infrastructure or service improvements may be needed. The insights will also highlight potential demand-management strategies during peak periods. By providing a clear, evidence-based picture of future needs, the modelling supports targeted investment and planning, giving government and private investors confidence to make informed decisions. Considerations for activation: Data and Inputs — Map capacity limits and indicators across: — Essential services (water, power, waste and mobile coverage). — Servicing including food supply chains, hospitality venues, local producers and linen services. — Accommodation availability (by town and locality). — Event venues for business, leisure and sport. — Access and transportation including air seats, ferry seats, hire cars and coach availability. — Tour operators including workforce availability. — Model day trip and overnight visitation at different times of the year. — Model event and cruise arrival days based on size, season and distribution. — Identify thresholds where visitation begins to impact community or environmental wellbeing. — Establish links with TOMM (Project 4.1) for long-term integration of data and insights. Collaboration and Learning — Engage with other island destinations using capacity modelling (e.g. Tasmania, Lord Howe Island, Lofoten Islands). — Coordinate with KIC, state government and service providers to ensure access to accurate datasets.	Pressure on communities and ecosystems is reduced by aligning visitation with capacity. Cruise, event and marketing schedules and decisions are well-informed. Investors and government gain confidence through clear evidence of future needs. Kangaroo Island is recognised as a proactive and well-managed destination.	RTO RDA KIC SATC SeaLink Industry	Immediate

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.3	Sustainable Island Futures Contribution*	Test the feasibility of collecting a financial contribution from all visitors to Kangaroo Island.	This project focuses on testing the feasibility of a potential visitor contribution mechanism for Kangaroo Island. It is not a commitment to introduce a levy, nor does it predetermine any specific model, charge, or implementation pathway. Kangaroo Island has a small permanent population and limited ratepayer base, while the cost of providing infrastructure, services and environmental management to support a highly seasonal visitor economy continues to rise. This has led to long standing community discussion about whether alternative funding mechanisms could help support the Island's environment and liveability. Kangaroo Island Council wishes to offset high operational costs for waste management, campground upgrades, road maintenance and community infrastructure. Community and industry stakeholders also see the levy as an opportunity to fund environmental conservation work. The purpose of this project is to objectively explore options, risks and implications so that future decisions, if any, are informed by evidence, community sentiment and sound governance principles. Any progression beyond feasibility would only be considered if there is clear community support, demonstrated equity for visitors and residents, and an agreed governance and reinvestment model. Mandatory visitor levies are used in a growing number of island and high-value nature destinations, including the Galapagos Islands, Lord Howe Island, Lofoten Islands and the Balearic Islands. These examples provide useful case studies that could be studied to understand how they collect funds and set reinvestment priorities. Considerations for activation: Phase 1: Test Feasibility — Test the feasibility of a mandatory visitor contribution, including potential collection points, systems and cost recovery. — Test community sentiment and industry readiness through targeted consultation. — Map existing visitor payment and booking touchpoints to identify where a levy could be integrated. — Identify potential risks, equity considerations and unintended impacts for visitors, industry and the community. — Consider alignment with existing mechanisms, including the Cruise Arrival Levy (refer to Project 4.6 Cruise Ship Management). Phase 2: Implementation Considerations <i>Note: This phase would only proceed if feasibility testing demonstrated broad support and clear net benefit.</i> — Define governance options for how funds could be collected, managed and reported. — Identify potential reinvestment categories (e.g. community services, environmental conservation, infrastructure) and draft decision criteria. — Run a co-design process with KIC, industry and community to agree on priorities and operating principles.	Feasibility, risks and benefits of a visitor contribution mechanism for Kangaroo Island are clearly understood. Community, industry and government perspectives on a visitor contribution model are tested and documented to inform future decision-making.	RTO KIC Industry Community	Long-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.4	Climate Risk and Crisis Management*	Undertake activities to proactively plan for climate adaptation and build industry resilience against climate risk and crises.	Kangaroo Island's tourism industry relies on healthy natural environments, stable conditions and safe access. Weather disruptions and environmental crises can quickly shut down key experiences, damage infrastructure and impact community wellbeing. This project focuses on identifying risks early, coordinating planning and strengthening the region's ability to respond and adapt before the next major event. A whole-of-destination approach is essential. Bringing together tourism, environment, agriculture, transport, and emergency management partners ensures the region can plan, respond and recover in a coordinated way. This approach also helps focus limited resources, improve recovery processes and support shared outcomes across industries and communities. Scenario planning will identify risks to visitor experiences and inform actions across the DMP. Recovery and adaptation activities need to balance economic, environmental and community outcomes to strengthen resilience. Considerations for activation: Review and evaluate the learnings from previous events and crises management processes. Undertake scenario planning across short, medium and long timeframes. Key risks include: — Marine heatwaves and algal blooms: beach closures and impacts on ocean-based visitor experiences. — Bushfires: evacuations, business preparedness and quick actions in the face of unpredictability. — Drought: water security for visitor experiences and communities without mains supply. — Storms and flooding: potential for acute crises and long-term sea-level-rise impacts. — Extreme heat: industry hot weather preparedness. — Biological disasters and infectious diseases such as pandemics i.e. COVID-19 and H5 Bird Flu. Scenario planning should also inform climate adaptation and business resilience actions across other projects: — 1.3 Visitor Experience Development: adapt and evolve experiences. — 1.8 Industry Innovation and Capability: embed climate adaption into education and training. — 4.1 TOMM - Strategic Island Insights: consider resilience monitoring.	Industry and stakeholders are supported to plan for and deliver adaptation to climate risks and crises events. Visitors are informed and prepared for bushfires and other climate-related risks. Tourism operations are more resilient, ensuring visitor experiences remain safe and sustainable despite climate challenges.	RTO SATC KIC KILB PIRSA RDA DEW Utility providers Emergency services Community Industry	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.5	Regional Issues Advocacy^	Stakeholders work proactively and collaboratively to address the regional issues (not limited to tourism) that impact the future of Kangaroo Island's visitor economy.	Several cross-cutting issues constrain the region's ability to realise the full social and economic benefits of tourism. Refer to Appendix, Table B: Regional Tourism Advocacy Priorities for further detail on each issue. Considerations for activation: — Identify a lead stakeholder for each priority issue and track progress, providing regular updates to industry and community partners. — 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 Kangaroo Island. — Use TOMM to track, monitor and report on relevant issues (refer to Project 4.1). — Maintain open communication channels with industry and community to ensure advocacy is informed by lived experience and local priorities. — Collaborate with other RTOs on shared industry issues to develop evidence, position papers and coordinated action plans. — Ensure the RTO is represented on relevant committees and working groups to influence outcomes that support tourism and regional development.	Stakeholders across Kangaroo Island are working proactively and collaboratively to address the identified regional issues (not exclusive to tourism) impacting the future potential of Kangaroo Island's visitor economy.	RTO Identify partners per specific issue	Ongoing

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.6	Cruise Ship Management^	Deliver a coordinated cruise management framework.	Cruise visitation to Kangaroo Island has experienced significant growth since 2011. The growing size of vessels and increased concentration during the Island's peak tourism season has led to heightened concerns across the community. Over the past few years, there has been a noticeable decline in community support for this visitor segment. A coordinated, resourced, and balanced approach is required to ensure cruise tourism delivers a net positive outcome across visitor experience, community benefit, environmental integrity and economic return. Cruise remains a key focus for both federal and state governments, with the development of a National Cruise Strategy and the South Australian Government's Cruise Action Plan 2025–2035. At the state level, SATC oversees scheduling, marketing collaboration and community engagement through the Cruise Operational Working Group. Considerations for activation: To ensure Kangaroo Island's cruise offering remains sustainable, a Cruise Management Framework should be adopted that addresses: — Cruise scheduling and advocacy: Work with Cruise Lines International Association (CLIA) to encourage seasonal dispersal and visits from smaller vessels. — Cruise levy: Review and enhance the existing levy system to ensure it aligns with regional sustainability goals. — Economic impact data: invest in regular independent data collection and analysis to better understand cruise passenger spending patterns and rates of return visitation. — Cruise Welcome Program: — Prioritise improvements to infrastructure, visitor accessibility, and flow management at Penneshaw. — Strengthen passenger dispersal strategies to alleviate local congestion and optimise regional economic benefit. — Evolve the program beyond reliance on volunteers, ensuring long-term operational sustainability through resourced staffing and training. — Shore excursion development: Continue to advocate for immersive, educational and nature-based experiences suited to both hosted and un-hosted passengers. Co-Dependencies: — Project 1.3 Visitor Experience Development — Project 4.1 TOMM – Strategic Island Insights — Project 4.3 Sustainable Island Futures Contribution	Kangaroo Island remains a key, high quality destination within Australian and international cruise itineraries. Cruise delivers significant economic benefit to the Kangaroo Island community. Community support for cruise improves, with a clear understanding of its value to Kangaroo Island.	SATC SeaLink RTO Australian Cruise Association (ACA) Cruise Lines International Association (CLIA) KIC DIT Industry Community	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.7	Stakeholder, Industry and Community Engagement^	Maintain shared understanding, trust and collaboration around tourism on Kangaroo Island, through ensuring ongoing industry and community input into destination stewardship and decision making.	Ongoing, meaningful engagement is essential to building trust, social licence and shared ownership of tourism outcomes on Kangaroo Island. This project brings together community engagement and industry voice into an integrated approach that supports collaboration, transparency and alignment with the Island's long-term tourism vision. It recognises that at the time of preparing this DMP, the concept of considering stronger governance links between the Kangaroo Island Tourism Alliance (KITA) and other tourism regions had been identified but not fully explored. Future consideration should focus on mutually beneficial regional collaboration while preserving Kangaroo Island's distinct local voice and priorities. The project focuses on continued engagement with the community, industry, KITA and KIC while exploring broader regional collaboration. Continuing to promote understanding of the value of tourism, the role of TOMM in balancing visitation, and how they can actively participate in shaping and delivering the priorities of this DMP is crucial. At the same time, it ensures there are effective, locally informed mechanisms through which the tourism industry contributes priorities, intelligence and recommendations that actively inform destination stewardship, advocacy and decision making as governance arrangements evolve over time. Considerations for activation: — Continue to provide clear, transparent and locally relevant pathways for industry and community input into tourism governance and strategic decision making. — Maintain regular communication channels with industry and the broader community to share timely information, insights and progress against DMP outcomes. — Maintain structure engagement with tourism businesses to identify barriers to growth, investment, workforce and visitor experience improvements. — Host events that foster connection, partnerships, learning, inspiration and innovation across industry, community and decision makers. — Provide targeted education on tourism's contribution to the region, including how data, TOMM and evidence-based decision-making guide tourism development. — Involve community and industry representatives in project reference groups to strengthen accountability, trust and social licence. — Ensure engagement approaches are inclusive, adaptable and responsive to future changes in governance models. — Engage young people through schools and tertiary institutions to build understanding of tourism, awareness of career pathways, and interest in skills and seasonal employment opportunities.	Regional decision-makers, industry and community have a shared understanding of the value of tourism. Kangaroo Island maintains a strong, credible and locally informed tourism voice that contributes to destination stewardship and strategic decision-making. Stakeholders collaborate genuinely and effectively on projects that deliver the regional tourism vision. The community is aligned, informed and optimistic about the role of tourism on Kangaroo Island. Youth participation in tourism education, projects and employment opportunities increases.	RTO KIC RDA TiCSA Industry Community Secondary and tertiary education providers	Ongoing

Strategic Priority 5: Island Access



Objective

Advocate for more equitable, affordable, frequent and safe transport to and around Kangaroo Island.

Why is this important?

- Strengthens the foundations of the visitor economy by ensuring reliable year-round access. Supports operators to package and sell overnight trips across domestic and international markets.
- Reduces uncertainty for residents, visitors and businesses during travel disruptions.
- Ensures transport options are accessible and inclusive for people of all ages, mobility needs and budgets.
- Builds Kangaroo Island’s ability to attract business, leisure and sporting events outside of summer.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
Nil	5.1 Ferry Access^ 5.2 Aviation Access^ 5.3 Road Infrastructure* 5.4 Public Transport Advocacy*	Nil

South Australia Tourism Plan 2030 Alignment

- Increase appeal to drive demand
 - Grow access to and from key markets.

United Nations Sustainable Development Goals Alignment





Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
5.1	Ferry Access^	Advocate for ferry schedules, fares and operations that support the aspirations of Kangaroo Island's community, businesses and visitors.	Ferry access is central to Kangaroo Island's connectivity for residents, visitors and businesses. This project focuses on working with the Island's sole ferry operator, SeaLink, and state government to address operational issues, improve the visitor journey, and support long-term planning. Considerations for activation: — Foster a collaborative approach between SeaLink and government agencies to address issues. — Develop a seamless end-to-end booking and travel experience. — Advocate for studies into infrastructure upgrades to reduce the number of ferry cancellations. — Advocate for the implementation of recommendations in the Cape Jervis Harbor Precinct Master Plan. — Work with SeaLink to align ferry schedules with seasonal visitation patterns and support business needs. — Build regular data-sharing mechanisms to support forward planning and capacity management. — Explore opportunities for competitive off-peak fares to drive visitation outside of summer.	The ferry provides reliable, year-round access that supports visitor demand and community needs.	RTO DIT SeaLink KIC SATC Industry	Ongoing
5.2	Aviation Access^	Enhance year-round air access to Kangaroo Island through strategic collaboration with aviation partners.	Consistent and affordable air services are essential for Kangaroo Island's visitor economy, freight movement, community liveability and access to critical services. Current limitations in frequency, pricing and seasonal connectivity affect both visitors and residents. This project focuses on addressing these barriers through coordinated advocacy and partnership efforts. It aligns with the South Australian Aviation Strategy 2030 and supports the Island's need for reliable connections between Adelaide, Kangaroo Island and key interstate markets. SATC leads aviation development within the state, including data analysis, marketing support and coordination with airlines to stimulate demand and improve connectivity. Progress requires joint action between SATC, Adelaide Airport, airlines and Kangaroo Island Council. Considerations for activation: — Advocate for more competitive airfares that support year-round visitation and resident travel. — Work with airlines to review and improve Adelaide-Kingscote service frequency across all seasons. — Assess the feasibility of reintroducing seasonal direct interstate services to Kingscote.	Kangaroo Island has sustainable, affordable and reliable air services that support visitor growth and local connectivity.		

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
5.3	Road Infrastructure*	Advocate for upgrades to key tourism roads across Kangaroo Island.	Safe, reliable roads are essential infrastructure for both visitors and residents. Many priority tourism routes remain unsealed (including Cape Willoughby Road, Cape Borda Road, North Coast Road and Hanson Bay Road) or require safety improvements, which limits access to attractions and increases operational challenges for businesses outside of major towns. Kangaroo Island Council currently lacks the funding needed to deliver these upgrades. Since 2011, the state government has provided a dedicated annual grant of \$2 million to Kangaroo Island Council to upgrade and maintain unsealed roads managed by the Council, recognising the significance of the Island's road network. Considerations for activation: — KIC to work with industry to identify priority roads for sealing and safety upgrades. — Advocate to state and federal governments for investment in priority tourism routes. — Coordinate with industry on identifying black spot locations requiring sealed shoulders, overtaking lanes, pull-over bays or speed limit signage. — Support freight route planning, including the Aldinga–Cape Jervis duplication (key route to get to Kangaroo Island) and the Penneshaw freight bypass. — Advocate for investment in walking and cycling infrastructure that improves safety, accessibility and connectivity between visitor destinations, accommodation, services and community facilities. — Support expansion of electric vehicle charging infrastructure across Kangaroo Island, particularly in western and southern locations.	Upgraded roads are improving safety and amenity for visitors and residents.	KIC DIT RTO RAA Industry	Ongoing
5.4	Public Transport Advocacy*	Advocate for more accessible, affordable and seamless public transport options to and on Kangaroo Island.	Public transport plays a key role in making Kangaroo Island accessible for independent travellers, visitors with mobility needs and those without private vehicles. Current gaps in transfer options, booking systems and on-Island transport make it difficult for visitors to move easily between Adelaide, the ferry, the airport, key towns and attractions. Considerations for activation: — Explore coordinated transport solutions that improve connections between ferry services, flights, accommodation and key visitor destinations, including accessible transport, airport transfers and demand-responsive transport models suited to Kangaroo Island's dispersed population and visitor patterns. — Advocate for accessible and affordable public transport and transfer options around the Island. — Advocate for coordinated Adelaide-Kangaroo Island public transport options with a single booking pathway.	Independent visitors book and complete their Adelaide—Kangaroo Island journey through a simple and seamless transport pathway. Accessible and affordable on-Island transport options support visitor movement between key towns, attractions, the airport and the ferry terminal.	RTO DIT KIC RDA	Ongoing

DMP Management and Reporting

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
M.1	DMP Accountability*	The projects outlined in the DMP are progressed through a cooperative stewardship model of accountability.	The Plan adopts a stewardship approach to tourism, grounded in shared accountability and collaboration. To activate this approach, DMP stewards will co-design an accountability mechanism to guide, monitor, and support the successful delivery of projects identified in the Plan. Considerations for activation: — 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 the relevant stakeholders. — Determine project leads on a case-by-case 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. — If no external lead is nominated, the RTO will determine its role in the project and to prioritise accordingly. — Projects may be deferred if resourcing is insufficient. — Confirmed project leads undertake annual action planning to progress projects and meet reporting requirements.	The progress of State Catalyst, Regionally Significant and Enabling Projects is tracked and reported annually. Goals are tracked and reported annually.	RTO Individual project leads	Immediate (governance framework set up) Ongoing (annual planning and reporting)
M.2	Industry Database*	Maintain a dynamic database of tourism products across Kangaroo Island.	Develop and maintain a dynamic database of all tourism products and experiences in the region to track business maturity, experience offering and alignment with regional priorities. Considerations for activation: — Partner with stakeholders to conduct a tourism experience audit, identifying each business's product profile, marketing maturity and potential to address visitor experience gaps. — Implement customer relationship management (CRM) software to monitor business and event development and to identify opportunities for targeted industry capability building.	Database is set up and maintained. Database insights are used to inform targeted experience development and industry capability opportunities.	RTO SATC Industry	Immediate (database set up) Ongoing (database management)

#	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.	Maintain a comprehensive, up-to-date record of all Pipeline Projects across Kangaroo Island being delivered by local, regional, state or private stakeholders, ready to be supported through relevant DMP projects. Pipeline Project Criteria: — Aligns with the DMP's vision and aspirations. — Supports or connects to State Catalyst Projects. — Located within the tourism region. — Has an embedded, planned visitor economy use. — Is currently in progress (not just an aspiration). — Supported by a solid business case or actively developing one. — Secures local investment commitment. Database Management Considerations: — 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 KIC RDA SATC Industry	Ongoing
M.4	Regional Issues Database*	Maintain a database of local and regional issues that impact tourism and require consistent, coordinated advocacy.	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. Database management considerations: — Annual review of Appendix, Table B: Regional Tourism Advocacy Priorities to ensure the list is current and accurate. — Monitor, scope and progress identified issues in Project 4.5 Regional Issues Advocacy.	A database is developed, maintained and provided to relevant stakeholders.	RTO KIC	Ongoing

Destination Management Plans and Adaptive Tourism Management

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 become more frequent and complex.

From bushfires and droughts, to floods and biological crises, 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 Kangaroo Island to the Flinders Ranges, from the Limestone Coast to the Riverland - 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 DMP is supported by the broader strategies outlined in the South Australian 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 Australia 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



Supporting Information

Acknowledgements

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

The South Australian Tourism Commission acknowledges and thanks all those who generously contributed their time, insights and information during workshops and interviews throughout the plan's development. Individual names have been redacted for privacy.

The plan has been developed by The Tourism Collective (tourismcollective.com.au) in partnership with the South Australian Tourism Commission and Kangaroo Island Tourism Alliance.

State and Regional	Local Government	Industry and Community
Agriculture Kangaroo Island Business Events Adelaide Department for Environment and Water/National Parks and Wildlife Service Department of Primary Industries and Regions South Australia Department of State Development/Invest SA Festival City Adelaide Green Industries SA Kangaroo Island Landscape Board Kangaroo Island Tourism Alliance Office for Small and Family Business Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island SA Parks - The Caravan Parks Association of South Australia South Australian Aboriginal Tourism Operators Council South Australian Tourism Commission South Australia Wine Industry Association StudyAdelaide Tourism Industry Council South Australia Walking South Australia	Kangaroo Island Council	Advance Kingscote Progress Association Art Museum of Kangaroo Island Big Quince Print BirdLife Australia Clifford's Honey Farm Dudley Wines Ecopia Retreat Emu Ridge Eucalyptus Oil Distillery Exceptional Kangaroo Island False Cape Wines Island Alive Kangaroo Island Living Honey Kangaroo Island Marine Adventures Kangaroo Island Medical Clinic Kangaroo Island Oysters Kangaroo Island Providore Kangaroo Island Seafront Kangaroo Island Wildlife Network Kangaroo Island Wool KI Bus Charters KI Business Hub KI Caravan Park, Kingscote Millie Mae's Pantry Mr and Mrs Fish Cabins Oceanview Eco Villas and Kangaroo Island Touring Company Purple Orange RAD KI Sea Dragon Kangaroo Island SeaLink Solstice KI Springs Road Wines Sunrise on Falie Seaview Eco Accommodation The Cliffs Kangaroo Island The River Suites Kangaroo Island

Definitions

Term	Description
Tourism	Tourism is a social, cultural and economic phenomenon that entails people moving to countries or places outside of their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure. ¹²
Destination Stewardship	Destination Stewardship is 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. ¹³
Sustainable Tourism	Sustainable tourism 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. ¹⁴
Regenerative Tourism	Regenerative tourism is a form of sustainable tourism that goes beyond minimising 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. ¹⁵
Sustainable Development Goals	The Sustainable Development Goals are a set of 17 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 recognise 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. ¹⁶
Tourism Sector	The tourism sector, as defined 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. ¹⁷
Tourism Ecosystem	A tourism ecosystem 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 Value of Tourism is multifaceted, and its assessment involves a combination of economic, social, environmental and cultural impact signals and indicators.
Placemaking	Placemaking 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 wellbeing of people and the environment. ¹⁸
Climate Action	Climate Action 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 Visitor Economy 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 the traditional tourism sector as defined above), which contributes to the overall economic wellbeing of the destination.

¹² Glossary of tourism terms | UNWTO > unwto.org/glossary-tourism-terms

¹³ Dr. Jonathon Day, "A Practical Guide to Destination Stewardship and Sustainable Tourism", 2023

¹⁴ United Nations Environment Program and World Tourism Organisation, Making tourism more sustainable A Guide for Policy Makers, 2005

¹⁵ Source: UN World Tourism Organization (now UN Tourism), "Sustainable Development" webpage, 2022

¹⁶ UN World Tourism Organization (now UN Tourism), "Sustainable Development" webpage, 2022

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

¹⁸ Pacific Asia Travel Association (PATA), "Destination Marketing Handbook", p. 42, published 2019

Strategic Alignment

This DMP has direct alignment with several 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 was most recently updated in March 2023.
Department of the Premier and Cabinet	State	South Australian Economic Statement (2023)	It sets the vision for the state economy to be fit for the future, improving the wellbeing of all South Australians. An economy that is smart, sustainable and inclusive.
		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. It provides state policy context for DMP projects relating to regenerative tourism, waste reduction, circular economy initiatives and climate risk planning.
Green Industries SA	State	Accelerating SA's transition to a circular economy: South Australia's Waste Strategy 2025—2030	This DMP supports the objectives of the strategy through initiatives that reduce visitor-related waste, encourage circular economy practices, and build local capability to keep resources in use for longer while protecting Kangaroo Island's natural environment.
South Australian Tourism Commission	State	South Australia Tourism Plan 2030	This DMP is the local activation of this strategy. Each of the five Strategic Priorities of this DMP has direct alignment to the strategic focus areas of the South Australian Tourism Plan 2030.
	Regional	Regional Visitor Strategy	This DMP supersedes the Regional Visitor Strategy by providing region-specific priorities, governance and project pipelines tailored to Kangaroo Island.
Kangaroo Island Tourism Alliance	Regional	Strategic Plan 2021—2025	KITA is the local voice and representation of the local tourism businesses of Kangaroo Island and works with its members and stakeholders to build a sustainable Island visitor economy that creates strong and positive outcomes across the whole Island. The plan's five strategic pillars have direct connection into this DMP.
State Planning Commission	Regional	Kangaroo Island Regional Plan (2026)	The long-term vision and direction for strategic planning and land use for the next 15 to 30 years across Kangaroo Island. Many of the Plan's objectives and strategies align directly with this DMP.
RDA Adelaide Hills, Fleurieu and Kangaroo Island	Regional	Strategic Regional Plan 2022—2025 - Adelaide Hills, Fleurieu and Kangaroo Island	This Plan has direct alignment to support the delivery of these plans across a number of the Strategic Priorities.
Department for Environment and Water	Local	Parks of Western and Central Kangaroo Island Management Plan (2022)	These strategies guide the conservation-first management for the 26 parks and wilderness protection areas across Kangaroo Island. These plans have direct alignment to support the delivery of this DMP across a number of the Strategic Priorities, including development of exceptional nature-based experiences.
		Parks of Eastern Kangaroo Island Management Plan (2024)	
Kangaroo Island Landscape Board	Regional	Kangaroo Island Landscape Plan 2026—2031	This strategy guides the management of Kangaroo Island's biodiversity, recovering species and maintaining ecosystem health. Selected projects within this DMP have the potential to directly support many of the Plan's Strategic Priorities and projects.
Kangaroo Island Council	Regional	Strategic Community Plan 2024—2028	This strategy outlines the vision for Kangaroo Island's communities, and guides council's focus, resourcing and investment across economic and community development activities. This DMP directly aligns to a number of areas of the Plan.

Reference Documents

The following strategies, plans and reports informed the development of this DMP:

- Austrade - Thrive 2030
- Department for Environment and Water - Parks of Central and Western Kangaroo Island Management Plan (2022)
- Department for Environment and Water - Parks of Eastern Kangaroo Island Management Plan (2024)
- Department for Environment and Water - South Australia's Net Zero Strategy 2024—2030
- Department for Environment and Water - Western Kangaroo Island Parks Framework (April 2021)
- Department of the Premier and Cabinet - A Place to Create 10 Year Cultural Policy 2025—2035
- Department of the Premier and Cabinet - South Australian Economic Statement (2023)
- Flinders University - Kangaroo Island Passport to Recovery Citizen Science Report (June 2025)
- Green Industries SA - South Australia's Waste Strategy 2025—2030
- Kangaroo Island Council - Community Strategic Plan 2024—2025 including Community Vision Development Engagement Report (July and August 2024)
- Kangaroo Island Landscape Board - Kangaroo Island Landscape Plan, 2021—2026
- Kangaroo Island Tourism Alliance - Strategic Plan 2021—2025
- Office for Small and Family Business - South Australia's Small Business Strategy 2023—2030
- RDA Adelaide Hills, Fleurieu & Kangaroo Island - Strategic Regional Plan 2022—2025
- RDA Adelaide Hills, Fleurieu & Kangaroo Island - Regional Drought Resilience Plan (2025)
- Resilient Hills & Coasts - Regional Climate Action Plan 2025—2030

- South Australian Planning Commission – Draft Kangaroo Island Regional Plan (March 2024)
- South Australian Tourism Commission - South Australian Aviation Strategy 2023—2030
- South Australian Tourism Commission - South Australia Regional Visitor Strategy 2025
- South Australian Tourism Commission - Arts and Cultural Tourism Strategy (2025)
- South Australian Tourism Commission - Cruise Passenger Survey (March 2017)
- South Australian Tourism Commission - Sustainability Roadmap (2025)
- South Australian Tourism Commission - Tourism Development Facilitation Plan, Kangaroo Island (December 2024)
- South Australian Tourism Commission - South Australia Tourism Plan 2030
- TRC - Kangaroo Island Dudley Trail Master Plan (September 2023)
- United Nations Sustainable Development Goals
- University of South Australia - Kangaroo Island Tourism: Workshop Summary (October 2020) and Vision for Kangaroo Island 2050 (August 2023)

Data & Insights

- TOMM Kangaroo Island Resident Survey (November 2023)
- TOMM Visitor Exit Survey (October 2024 and September 2025)
- Impact of Cruise Ship Visitation on Kangaroo Island (August 2019)
- South Australian Tourism Commission - Regional Tourism Profile, Kangaroo Island (December 2024)
- South Australian Tourism Commissions - Visit to Regions (December 2024)
- South Australian Tourism Commission - International Performance (March 2025)
- Tourism Research Australia - Regional Tourism Satellite Account (2023/2024)



Appendix

Table A: Experience Development Focus

	Nature and Place	Food, Wine and Drink	Events and Festivals
Objective	Grow opportunities for visitors to connect with Kangaroo Island's pristine landscapes, oceans, waterways and wildlife through immersive and guided nature-based and cultural experiences.	Grow opportunities for visitors to connect with local producers and enjoy local food and beverages across Kangaroo Island.	Grow opportunities for visitors to connect, learn and stay longer on Kangaroo Island through events and festivals.
Focus	Catalyst Projects — Seal Bay Conservation Park (Project 1.1). — Dudley Trail (Project 1.2). National Parks and Reserves — Flinders Chase National Park (e.g. guided ranger talks and tours). — KI Wilderness Trail (e.g. Commercial Tour Operator led experiences). — Kelly Hill Caves (e.g. adventure caving). — Cape Borda restoration, accommodation and visitor experiences. — Cape Willoughby activation. — Parndana Conservation Park cycling. Nature and Wildlife — Guided small group tours with a focus on education and understanding place (e.g. walking, cycling, birdwatching, snorkelling, kayaking, and dark sky experiences). — Ethical wildlife and birdwatching experiences. — Conservation science and educational experiences (e.g. tree planting, citizen science, regeneration projects facilitated by conservation organisations). — Cygnet River shared use path (i.e. walking and cycling) development. — Establish Parndana Cycling Hub. — Boutique health and wellness retreats with nature immersion. — Development of new wildlife viewing, interpretation and conservation-based visitor experiences in appropriate locations across Kangaroo Island.	Island Significant Projects — Old Kingscote Police Station (Project 1.6) Dining — More cafés and restaurants to support lunch and dinner for independent and group visitors, including at DEW sites. — Extended hospitality trading hours to better support visitors. Local Produce — Tours, workshops, hospitality partnerships that showcase key produce from the region. — Provide self-catering packages for self-contained accommodation. — Farm-to-plate experiences including livestock production. Seafood — Oyster and abalone experiences. — Increased availability of fresh fish and seafood to consume on the Island.	Existing Events — KI Marathon, Kangaroo Island Cup and Gutsy Kangaroo Island - expand programs and cross-Island packaging. — Kingscote Show - better connect visitors to the Island's agricultural story. — Park of the Month program - extend events throughout the year. New Events — Science in the Pub - learn about Kangaroo Island's nature and ecology (Project 3.4). — Food and wine events. — Music festivals. — Participatory events. — Events in nature. — Creative arts events. — Island-wide festivals. Enabling Infrastructure — Infrastructure for film festivals. — Shuttles between venues and accommodation for large events. — Kingscote Foreshore activation to support event hosting (Project 1.6). — Continued development of Kangaroo Island Art Museum.

	Nature and Place	Food, Wine and Drink	Events and Festivals
Focus	Aboriginal Culture — Protection and interpretation of cultural heritage sites. — Art classes or exhibits by Aboriginal artists and creatives. — Sharing dark sky and Creation stories. — Interpretation at DEW visitor centres and sites. History, Heritage, Arts and Culture — Art Museum of Kangaroo Island. — Immersive art experiences in nature (e.g. tours, workshops, Sculpture Trail activations). — Artists in residence programs.		Development of Existing Events — Encourage local activations during significant Island events. — Improve accessibility for people living with a disability. — Night-time activations to encourage overnight stays. — Provide bookable experiences as part of annual event programs. — Community-led and voluntourism experiences incorporated into event promotions.

Table B: Regional Tourism Advocacy Priorities

Issue	Detail	Action
Climate change	Climate change is an existential threat to Kangaroo Island's long-term prosperity, community wellbeing and biodiversity. An increase of 1.7°C to the long-term average has already been confirmed for South Australia as of 2025. The Island is now experiencing more frequent and severe impacts including: — Warming oceans and changing currents contributing to marine algal blooms. Future events may lead to beach closures, marine fauna deaths, and shutdowns of marine tourism, aquaculture and recreational fishing. — The 2019-20 bushfires remain a recent and deeply felt reminder of the scale of impact. — Lower rainfall and droughts are affecting biodiversity, community water security and the region's dryland farming. — Projected sea level rise, even with 2°C of warming, poses a significant risk to low-lying communities around Nepean Bay and Cygnet Estuary.	Project 1.8 Industry Innovation and Capability Project 2.1 Love Kangaroo Island Project 4.4 Climate Risk and Crisis Management Project 4.5 Regional Issues Advocacy - increased funding for climate change monitoring
Island biosecurity	Safeguarding the Island's biodiversity from biosecurity threats, such as introduced plants, feral animals, pests, diseases, and soil-borne pathogens, relies on continuous collaboration, vigilant monitoring, strong regulation, and ongoing education and communication. Multiple stakeholders share responsibility for visitor education and compliance including SeaLink, KITA, DEW, PIRSA, KIC, airlines, trade partners and SATC. Biosecurity requirements are communicated through pre-arrival information including the Visitor Guide and pre-ferry booking confirmations. It is mandatory for visitors to comply with biosecurity screenings, including those that are conducted by PIRSA on Cape Jervis ferry departures. Phytophthora (a soil-borne pathogen) spreads easily on boots and vehicles. DEW communicates this well via park signage but information outside of parks is limited.	Project 2.1 Love Kangaroo Island - aligned to biosecurity projects (e.g. Dudley Peninsula Feral Cat Eradication) Project 2.3 Kangaroo Island Care Code Project 3.2 Evolved Visitor Servicing – visitor messaging Project 4.1 TOMM – Strategic Island Insights Project 4.5 Regional Issues Advocacy - increased funding for biosecurity compliance checks
Wildlife protection	Wildlife is a core part of the Island's visitor experience, but wildlife injuries and death caused by vehicles and irresponsible visitor behaviour are major concerns for the community and industry. Current issues include: — High roadkill rates. — Black swans becoming trapped in road guards. — 4WDs on beaches killing invertebrates, affecting fishing and shellfish industries. — Beach driving disturbing or killing birds. — Little penguin habitat trampled by visitors searching at night, with bright torches causing harm. — Helicopter transfers and joy flights disturbing nesting birds, including ospreys, sea-eagles and glossy black- cockatoos. — Foot traffic destroying hooded plover nesting sites, including at Penneshaw Beach. — Visitors feeding birds or approaching mammals for photographs, leading to unsafe and harmful interactions.	Project 2.1 Love Kangaroo Island Project 2.3 Kangaroo Island Care Code Project 3.2 Evolved Visitor Servicing – visitor messaging Project 3.4 Kangaroo Island Knowledge Hub Project 4.5 Regional Issues Advocacy - signage, speed limits and wildlife movement considerations in road upgrade projects; funding for visitor infrastructure in national parks; advocacy for helicopter flight paths that avoid wildlife and community impacts Project 4.6 Cruise Ship Management
Waste management	Waste generated through tourism is a major concern for stakeholders. Key issues include: — National parks and reserves have no rubbish bins, shifting visitor waste to Kangaroo Island Council sites, which then absorb the processing costs. — Cruise ship arrivals create large volumes of waste in Penneshaw, including takeaway packaging and waste generated by hospitality venues. Asking passengers to take rubbish with them only shifts the problem to the next port. — Roadside littering is persistent. — Peak season brings a sharp increase in waste volumes. KIC organises extra rubbish collections, but many stakeholders say this still falls short of meeting the need. — Operators in remote areas must transport their waste to central collection points, adding time and cost pressures. — All waste processing occurs off-Island, creating a significant cost burden for KIC and local ratepayers.	Project 2.2 Circular Kangaroo Island Project 4.5 Regional Issues Advocacy - waste collection points for visitor waste at remote sites

Issue	Detail	Action
Road safety	Kangaroo Island faces a range of road safety issues, from maintenance to safe visitor driving behaviour. Key issues include: Maintenance and Improvements — KIC carries significant costs for road maintenance and improvements outside DIT-managed roads. — KIC has a priority road sealing list, with North Coast Road identified as a key priority. — The Kangaroo Island Road Safety Committee¹⁹ surveyed the community and identified priorities including tourist signage, overtaking lanes, reducing speed limits, roadside vegetation management, and addressing crash hot spots. Unsafe Visitor Driving — With no public transport, all free independent travellers must self-drive. — Some international visitors drive on the wrong side of the road, misunderstand road rules, ignore speed limits, or stop in unsafe places to photograph wildlife. — Farmers regularly move stock and equipment on roads, and some visitors are unsure how to pass safely. Dawn and Dusk Driving — Staff avoid travelling to remote sites due the high risk of wildlife collision. — Self-drive visitors are often unaware of the risk of hitting wildlife at dawn and dusk. Road Vegetation — Dense roadside vegetation is a valued Island feature, but it can reduce visibility and create safety challenges for visitors. Unsealed Roads — Access to many key attractions is via unsealed roads, including Cape Willoughby, North Coast Road, Cape Borda, Hanson Bay, and several cellar door and food experiences. — Many travellers are inexperienced, and don't understand how to drive safely on unsealed roads. — Some hire car companies restrict travel on dirt roads, limiting the visitor experience. Freight Routes — Hog Bay Road and Playford Highway are Kangaroo Island's main transport and freight spine and require ongoing investment to improve safety, pavement condition, overtaking opportunities and freight efficiency. — Duplication of the Aldinga-Cape Jervis Road is a long-term priority to support safe visitor travel to the ferry terminal and to support the agriculture sector. — A freight bypass for Penneshaw is considered a long-term priority for residents. Transport Network Resilience — Kangaroo Island's visitor economy is highly dependent on the reliability of the ferry service, port infrastructure and the road corridor connecting Penneshaw with the rest of the Island. — Disruptions caused by infrastructure failures, accidents, severe weather or bushfire can significantly affect visitor access, freight movements, emergency response and community connectivity. — Greater coordination is needed between government agencies, transport providers and industry to strengthen network resilience and contingency planning.	Project 2.3 Kangaroo Island Care Code - safe driving messaging Project 3.2 Evolved Visitor Servicing Project 5.3 Road Infrastructure

¹⁹ Office of the Commissioner for Kangaroo Island - 20 Year State Infrastructure Strategy Discussion Paper - June 2019

Table B: Regional Tourism Advocacy Priorities

Issue	Detail	Action
Island population	The small resident population makes it hard to sustain the provision of healthcare, education, childcare and other support services on Kangaroo Island, which in turn impacts the attraction of new workers. Tourism seasonality creates instability in winter, making it difficult to retain workers year-round.	Project 3.3 Annual Destination Marketing Program – off-peak experience development, driving more year-round jobs Project 4.5 Regional Issues Advocacy - sustainable population growth initiatives
Workforce	Many tourism businesses struggle to find, attract and keep staff, especially cleaners, housekeepers and chefs. This makes long-term business planning difficult.	Project 4.5 Regional Issues Advocacy - regional workforce development to address tourism workforce gaps
Housing availability	Worker accommodation is a major constraint for tourism businesses on Kangaroo Island. Many long-term rentals have shifted to short-stay use, reducing options for staff and new residents. Major infrastructure projects have also brought in off-Island workers, increasing demand for limited housing. For businesses in remote areas, the distance and safety risks of dusk travel mean they must provide local staff accommodation, which adds significant cost to operations.	Project 1.4 Contemporary Accommodation Project 1.8 Industry Innovation and Capability - business resiliency training including support and access to grants for operators to invest in workforce accommodation Project 1.10 Planning Code Amendment Project 4.5 Regional Issues Advocacy - Kangaroo Island Regional Plan implementation and advocacy to unlock new housing supply in the Island's key towns
Mobile coverage and internet connectivity	Mobile and internet connectivity outside the main towns is often slow or unreliable, making it harder for operators to manage bookings, run systems, or communicate during peak periods or emergencies. Blackspots, especially in the west, limit safety for visitors and create operational challenges for tourism businesses.	Project 4.5 Regional Issues Advocacy - mobile blackspot funding and internet connectivity
Electricity supply	Power outages continue to disrupt daily operations for tourism businesses. Power instability affects everything from guest services to essential equipment, making reliability a key concern for operators across the Island.	Project 1.8 Industry Innovation and Capability – connect operators with grants for off-grid energy generation Project 4.5 Regional Issues Advocacy - resilient, affordable and secure power
Water security and management	Visitor use and business operations place significant pressure on limited water supplies, especially during drought and peak summer periods. The Penneshaw desalination plant improves Kangaroo Island's water security, but concerns remain about tourism's impact on the cost and availability for community. Remote tourism businesses face ongoing costs and operational challenges from sourcing water off network.	Project 1.4 Contemporary Accommodation Project 1.8 Industry Innovation and Capability - responsible water usage and management Project 1.9 Pipeline Project Support Project 1.10 Planning Code Amendment – ensure new developments have water management plans Project 3.2 Evolved Visitor Servicing - visitor education about responsible water use Project 4.5 Regional Issues Advocacy - water security initiatives

Issue	Detail	Action
Waste management	Waste generated through tourism is a major concern for stakeholders. Key issues include: — National parks and reserves have no rubbish bins, shifting visitor waste to Kangaroo Island Council sites, which then absorb the processing costs. — Cruise ship arrivals create large volumes of waste in Penneshaw, including takeaway packaging and waste generated by hospitality venues. Asking passengers to take rubbish with them only shifts the problem to the next port. — Roadside littering is persistent. — Peak season brings a sharp increase in waste volumes. KIC organises extra rubbish collections, but many stakeholders say this still falls short of meeting the need. — Operators in remote areas must transport their waste to central collection points, adding time and cost pressures. — All waste processing occurs off-Island, creating a significant cost burden for KIC and local ratepayers.	Project 2.2 Circular Kangaroo Island Project 4.5 Regional Issues Advocacy - waste collection points for visitor waste at remote sites
Food security	Sourcing locally produced food and drink is a high priority for the community and tourism industry. However, much of Kangaroo Island's produce must be freighted from the mainland, increasing costs and limiting availability. Even food grown or raised on Kangaroo Island often requires mainland processing before returning to the Island for local consumption. Peak visitation periods, including cruise arrivals, place significant strain on local food supply chains. Locally caught and processed seafood has also been impacted by the marine algal bloom.	Project 1.8 Industry Resilience and Innovation - building local food supply chain partnerships and collaborations Project 4.5 Regional Issues Advocacy - local food security planning Project 4.6 Cruise Ship Management
Kangaroo Island Airport	A well-funded and commercially operated airport is essential for tourism and community access, including fly-in/fly-out workers such as healthcare specialists. Kangaroo Island Council spends approximately 8% of its annual operating budget on running the airport, noting that airport management is outside their core expertise.	Project 4.5 Regional Issues Advocacy - Kangaroo Island Airport commercialisation Project 5.2 Aviation Access
Ageing population	Kangaroo Island is increasingly attracting retired residents seeking an affordable lifestyle, which places growing demands on healthcare, accessible experiences, transport, and the local workforce to support an ageing population.	Project 1.3 Visitor Experience Development - accessible experiences Project 5.4 Public Transport Advocacy
Island healthcare	Tourism places pressure on the already-limited Island healthcare services by increasing demand on doctors during peak season and cruise arrivals. Many health workers are fly-in/fly-out, primary health care is limited, and a shortage of affordable housing compounds workforce challenges. "Health problems/no health support" was the top reason cited by residents for leaving the Island²⁰, rising to 36% in 2023.	Project 4.5 Regional Issues Advocacy - affordable housing and rental accommodation for healthcare workers Project 4.6 Cruise Ship Management - advance notice to health clinics of cruise arrivals Project 5.2 Aviation Access - regular air services are critical for Island healthcare services
Linen and laundry services	Linen and laundry services on Kangaroo Island are limited, with only two commercial laundries. When they reach capacity, some accommodation providers must freight laundry off-Island, adding significant operational costs.	Project 4.5 Regional Issues Advocacy - attract or grow commercial laundry operations
Livestock processing facility	Kangaroo Island lacks a local livestock processing facility, limiting hospitality venues' ability to feature produced meats such as Kangaroo Island lamb. Establishing a small permanent or mobile facility has been identified as a priority by tourism businesses and the Kangaroo Island Regional Plan, with previous economic analysis indicating fiscal viability and no major regulatory or technical barriers.	Project 4.5 Regional Issues Advocacy - collaboration between PIRSA, KIC, SATC, AgKI, Livestock SA, RDA

²⁰ Kangaroo Island Residents Survey November 2023





Kangaroo Island Tourism Alliance
info@tourkangarooisland.com.au