

Kangaroo Island

Destination Management Plan

2025 - 2030

DRAFT v.1

IMPORTANT NOTE

Watch the short walk through video [here](#) online before proof reading or [download to watch here](#)

Acknowledgement of Country

The South Australian Tourism Commission acknowledges and respects Aboriginal people as the State's first people and nations, and recognises Aboriginal people as the traditional owners of the land and occupants of South Australian land and waters.

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Executive Summary

The Kangaroo Island Destination Management Plan (DMP) 2025 - 2030 provides a strategic roadmap for the 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 sanctuary where tourism regenerates nature and supports community and businesses to flourish.

Tourism is a cornerstone of Kangaroo Island's economy. In 2023/24 it contributed \$197 million, 23% of the Island's Gross Regional Product, and supported 1,000 jobs, representing 29% of local employment. The Island is South Australia's strongest performing tourism export region outside Adelaide, capturing a quarter of all international visitor spend. 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 growth.

Yet the Island faces complex challenges. Seasonality pressures strain local infrastructure while winter visitation collapses which is very challenging for businesses. High access costs, by both ferry and air, continue to limit competitiveness, and constrained Council and DEW budgets restrict investment in enabling infrastructure and placemaking projects. Rapid growth in cruise arrivals has created tension with community values and Island capacity. Broader issues, including climate change, bushfire recovery, marine algal blooms, housing shortages and waste management, further highlight the need for proactive, collaborative planning.

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 Australia's only 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 of Love Kangaroo Island and Circular Kangaroo Island directly contributing to ecosystem restoration, wildlife protection and waste reduction.
3. **Impactful Island 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 the Islands international markets demand.
4. **Cohesive and Collaborative Destination Stewardship:** Building stronger governance, data and advocacy through TOMM (Tourism Optimisation Management Model), Island capacity modelling, and industry-led collaboration to ensure tourism benefits are reinvested into community and environment.
5. **Island Access:** Advocating for more equitable and reliable ferry, aviation, road and public transport to support more inclusive transport options for visitors, improve liveability for residents and help remain competitive with domestic and international visitor markets.

This Plan identifies four State Catalyst Projects of statewide significance, alongside nineteen regionally significant projects and eight enabling projects. Together, these initiatives are designed to grow visitor yield, diversify markets, strengthen business resilience, 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 on the 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

Contents

Executive Summary	3
Purpose of this Plan	5
Plan Development Process	6
Strategic Context	7
Definitions	7
Strategic Alignment	9
Tourism Stakeholders	10
Roles and Responsibilities	11
Island Overview	11
Economic Profile	12
Current Visitor Profile	13
Strategic Issues	14
The Strategy	16
Plan on a Page	16
Vision, Values and Aspirations	17
Goals and Measurable Indicators	18
Island Strengths	20
Target Visitor Markets	21
Strategic Priority 1: Distinctive Visitor Experiences	23
Strategic Priority 2: Caring for Place	30
Strategic Priority 3: Impactful Island Storytelling	35
Strategic Priority 4: Cohesive and collaborative destination stewardship	39
Strategic Priority 5: Island Access	47
DMP Management and Reporting	49
DMP Activation	51
Supporting Information	52
Glossary	52
Acknowledgments	53
Strategic Document References	54
Appendix	55
Table A: Experience Development Focus	55
Table B: Island Advocacy Priorities	56

Purpose of this Plan

Tourism on Kangaroo Island is both a source of economic resilience and a sector highly exposed to global and local disruptions. In recent years the Island has faced bushfires, the COVID-19 pandemic, and current marine algal bloom, highlighting its vulnerability to shocks while also demonstrating the importance of a strong visitor economy for community recovery and wellbeing. Looking ahead, the next decade will be shaped by global forces such as climate change, decarbonisation, shifting visitor behaviour, and technological change, alongside local challenges across Island access, housing, waste and infrastructure capacity.

At the same time, global tourism demand continues to grow, with forecasts pointing to sustained upward trends nationally and for South Australia. Kangaroo Island is well placed to capture this growth as one of Australia's most distinctive nature-based destinations, provided development is carefully managed to balance economic benefit with environmental stewardship and community values.

The purpose of this Destination Management Plan (DMP) is to provide a forward-looking framework to guide tourism growth and management on Kangaroo Island between 2025 and 2030. It seeks to harness the Island's unique strengths, its wild nature, endemic wildlife, premium food and drink, creative culture and community spirit, while proactively addressing challenges such as seasonality, access costs, climate risk and constrained public resources.

This is not a typical destination plan. It is a **Tourism Stewardship Plan**, co-designed with industry, community and government, and grounded in Island values of conservation, authenticity, balance, Island life and resilience. The Plan identifies strategic projects that connect stakeholder priorities, align investment, and create a shared accountability framework to ensure tourism delivers positive outcomes for the Island's economy, environment and community.

While the DMP provides a five-year roadmap, it also takes a long-term perspective, recognising that decisions made today must support the Island's ambition to remain a thriving sanctuary for both people and nature for generations to come.

Plan Development Process

This Plan has been prepared through considered engagement and consultation across the community, industry, business and government. The table below outlines the framework of engagement with a detailed stakeholder engagement list available in the *Supporting Information* section.

Stakeholder Engagement Format	Summary
Individual Interviews and Meetings	42 State, Council, Government, Industry Organisations, Community and Tourism Leaders interviewed across 23 In-depth interviews.
Stakeholder Workshops	2 Community and Industry Workshops held on Kangaroo Island in June 2025 Total 40 attendees
Community and Industry Survey (Jun 2025)	Completed by 123 residents and business owners made up of the following cohorts: <ul style="list-style-type: none">• 73% permanent residents• 28% business owners• 61% of business owners have been operating for more 4+ years• 68% volunteers• 44% own a business that is connected to the tourism industry• 18% work in a business that is connected to the tourism industry
Desktop Analysis	Review of over 30 National, State, Regional, Local, Industry and Sector strategies and plans (refer to Strategic Document Review)

Strategic Context

Definitions

Term	Description
Tourism	<i>Tourism</i> is a social, cultural and economic phenomenon that entails people moving to countries or places outside 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. ¹
Community of Practice	<i>Community of Practice</i> is a group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. ²
Destination Stewardship	<i>Destination Stewardship</i> 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. ³
Sustainable Tourism	<i>Sustainable tourism</i> takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. ⁴
Regenerative Tourism	<i>Regenerative tourism</i> 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. ⁵
Sustainable Development Goals	The <i>Sustainable Development Goals</i> 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. ⁶
Tourism Sector	The <i>tourism sector</i> , 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 quantities. ⁷
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.

¹ Glossary of tourism terms | UNWTO > <https://www.unwto.org/glossary-tourism-terms>

² What is a community of Practice and why you need one. Forbes, 2024

³ Dr. Jonathon Day, "A Practical Guide to Destination Stewardship and Sustainable Tourism", 2023

⁴ United Nations Environment Program and World Tourism Organisation, Making tourism more sustainable A Guide for Policy Makers, 2005)

⁵ Source: UN World Tourism Organization (now UN Tourism), "Sustainable Development" webpage, 2022

⁶ UN World Tourism Organization (now UN Tourism), "Sustainable Development" webpage, 2022

⁷ Glossary of tourism terms | UNWTO > <https://www.unwto.org/glossary-tourism-terms>

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	The process of creating and enhancing public spaces that reflect the unique character and identity of a destination and that provide a sense of place and community for visitors and locals alike. This can include the development of public art, cultural events and community-led initiatives that celebrate the destination's heritage and culture and support the well-being of people and the environment. ⁸
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.

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⁸ Pacific Asia Travel Association (PATA), "Destination Marketing Handbook", p. 42, published 2019

Strategic Alignment

This DMP is aligned to a number of strategic plans. An additional 15 strategic plans have been read and referenced, with some highlighted in the DMP Projects where specific alignments exist. Refer to Strategic References in the Support Information at the end of this document for a comprehensive list.

Organisations	Level	Strategy	Relevance to this DMP
Australian Government	National	Thrive 2030	Australia's national strategy for the long-term, sustainable growth of the visitor economy was most recently updated in March 2023.
South Australian Government	State	SA Economic Statement	It sets the vision for the SA economy to be fit for the future, improving the wellbeing of all South Australians. An economy that is smart, sustainable and inclusive.
	State	A Place to Create	South Australia's 10-year cultural policy for all South Australians to enrich South Australia's future through arts, culture and creativity
	State	South Australia's Net Zero Strategy 2024 -2030	The strategy sets out the government's objectives, policy priorities and actions to reduce greenhouse gas emissions for South Australia and improve the prosperity and wellbeing of South Australians. Implementation of the strategy will help achieve South Australia's interim emissions reduction targets and drive progress towards net-zero emissions by 2050.
South Australian Tourism Commission	State	South Australia Visitor Sector Plan 2030 (SAVSP 2030)	This DMP is the local activation of this strategy. Each of the 5 Strategic Focus areas of this DMP has direct alignment to the 3 Strategic Priority Areas of the SAVSP 2030.
	State	South Australia Sustainability Roadmap	An internal strategic document guiding SATC to deliver more sustainable outcomes across SATC and the broader South Australian tourism industry. Selected projects within this DMP have direct alignment.
	Regional	Regional Visitor Strategy 2025	The high-level framework guided the supply and demand side development of Tourism across all SA regions over the last 10 years. This DMP now replaces this document.
	Local	Tourism Development Facilitation Plan - Kangaroo Island	A strategic tool to guide strategic tourism development across Kangaroo Island. This is to be used in conjunction with this DMP.
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 5 strategic pillars have direct connection into this DMP.
State Planning Commission	Regional	Kangaroo Island Regional Plan - Draft March 2025	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 Priority Areas.
Department of Environment and Water	Local	Parks of Western and Central Kangaroo Island Management Plan 2022	The 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 Priority Areas, including development of exceptional nature based experiences.
		Parks of Eastern Kangaroo Island Management Plan 2024	
Kangaroo Island Landscape Board	Regional	Kangaroo Island Landscape Plan 2021 - 2026	This strategy guides the management of Kangaroo Islands 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	Local	Strategic Community Plan 2024 - 2028	This strategy outlines the visions for the Kangaroo Island communities and guides council's focus, resourcing and investment across economic and community development activities. The DMP directly aligns to a number of areas on the Plan.

Tourism Stakeholders

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

Tourism Governance	Kangaroo Island Tourism Association (KITA) South Australia Tourism Commission (SATC)
Local Government	Kangaroo Island Council (KIC)
Community	Residents Community and Progress Associations Community Events Organisations
First Nations	Ngarrindjeri Aboriginal Corporation Narungga Nation Aboriginal Corporation Kaurna Yerta Aboriginal Corporation
Tourism Industry	Kangaroo Island Tourism Businesses and Events Kangaroo Island Business and Brand Alliance (KIBBA)
Environment	Department of Environment and Water (DEW) Kangaroo Island Landscape Board (KILB) Local Conservation Organisations Universities and Researchers
Agriculture Partners	Agriculture Kangaroo Island (AgKI) Department of Primary Industry South Australia (PIRSA)
Transport Partners	Kangaroo Island Sealink Department of Transport (DIT)
Regional Partners	Regional Development Australia Adelaide Hills, Fleurieu Peninsula and Kangaroo Island (RDA)
State & Federal Partners	Tourism Australia (TA) Department of the Premier and Cabinet (DPC) Department State Development (SA Water) Office of Recreation and Sport (ORS) Office of Small and Family Business (OSFB) Tourism Industry Council of South Australia (TICSA) History Trust of South Australia (HTSA)

Roles and Responsibilities

The intention for this Plan, where possible, is to connect the dots between stakeholder priorities at a local, regional, state and national level to align and unite stakeholders to achieve the Plan's strategic vision.

This DMP is a stewardship plan, and the roles and responsibilities for each of the projects identified within will be determined by project stakeholders involved.

- SATC is designing up a graphic that can be used across all DMPs.

Island Overview

Kangaroo Island is Australia's third largest island and attracts a diverse visitor mix from across Australia and the globe. Best known for its untouched nature and wildlife encounters, it is South Australia's most tourism-dependent region, with nearly 30% of all jobs connected to the visitor economy.

Known to Aboriginal people as *Karta Pintingga* ("Island of the dead"), Kangaroo Island holds deep cultural connections for Ramindjeri, Ngarrindjeri, Kaurana, Nharangga and Barngalla peoples, with occupation dating back over 10,000 years before rising sea levels isolated the Island. Since European charting in the 1800s, the Island's layers of history have evolved through sealing, maritime trade, agriculture, soldier settlement and today's community of nearly 5,000 residents.

Tourism has played an increasingly important role in the Island's economy since the mid-20th century, when its wild landscapes, wildlife encounters and lighthouses began attracting visitors from domestic markets. By the 1990s, Kangaroo Island had become recognised as South Australia's premier nature-based destination for first time international visitors. The Island has been a long time leader in responsible tourism management, with the establishment of the Tourism Optimisation Management Model (TOMM) in the mid-1990s, a globally recognised framework for balancing tourism with community and environmental health. Today, tourism is second only to agriculture in economic contribution, underpinning jobs, investment and community resilience.

Kingscote is the largest town, Penneshaw the key arrival hub for ferry visitors, American River anchors the eastern waterway, and Parndana supports the central farming community. Smaller townships and coastal communities including Vivonne Bay, Emu Bay, Cygnet River, Island Beach and Baudin Beach offer diverse accommodation and experiences for visitors. Most visitors arrive via the SeaLink ferry from Cape Jervis or via short flight from Adelaide into Kingscote Airport before self driving or touring the Island with hosted touring experiences.

Map

- SATC to design up
 - Map of the Island with key experiences, towns and towns
 - Including First People's Nations overlay with language groups

Economic Profile

Tourism is a key pillar of Kangaroo Island's economy⁹. In 2023/2024, the tourism sector contributed an estimated \$197m into the Island's economy, which accounts for 22.9% the Gross Regional Product¹⁰, second only to agriculture. It's underpinned by 111 tourism businesses and supports direct employment of 1000 jobs (29% of all jobs)¹¹.

Kangaroo Island is South Australia's strongest performing tourism export region outside of Adelaide, capturing 25% of all international visitor spend in South Australia. This is nearly double that of the next highest performing export region of the Flinders Ranges and Outback.

Visitors contributed \$197m in expenditure in December 2024, down from 12% from 2023, however up 4% from December 2019. The region is near the 2025 target of \$199m, and is tracking towards its 2030 target of \$268m¹². Tracking over time since 2010, the Island has seen steady growth in expenditure, nights and visitor numbers.

There has also been strong growth from Cruise day trip visitors¹³, who contributed an additional \$xx to the economy in the 24/25 cruise season (\$36.8m 23/24) with 74,240 passengers and crew (26 cruise arrivals), contributing around xxx jobs (126 jobs 23/24). (Awaiting Cruise 24/25 data from SATC)

[Breakout Box/Graphically Designed]

VISITOR EXPENDITURE - \$197m at December 2024¹⁴

BUSINESSES - 111 Tourism Businesses as at December 2024¹⁵

JOBS - 1000 in tourism 2023/2024 (29% of total jobs on Kangaroo Island)¹⁶

CRUISE - \$xx m for and xx Jobs 24/25 Season

⁹ Kangaroo Island Regional Profile December 2024

¹⁰ Kangaroo Island Regional Profile December 2024

¹¹ SATC 2023-2024 Regional Tourism Satellite Account, 2023/2024

¹² Kangaroo Island Regional Profile December 2024

¹³ SATC South Australia Cruise Arrival Data, which sits outside of the Kangaroo Island Regional Profile

¹⁴ Kangaroo Island Regional Profile December 2024

¹⁵ Tourism Research Australia Business Summary, June 2024. Data supplied by SATC May 2025.

¹⁶ Tourism Research Australia Regional Tourism Satellite Account, 2023/2024.

Current Visitor Profile

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 SA's international regional market, averaging 3 nights and \$1,800 per trip.
- Interstate visitors (65,000), mainly from Victoria (18%) and NSW (16%), deliver the highest yield at \$1,138 per trip across 3.5 nights.
- Intrastate visitors (87,000) stay the longest at 3.7 nights, spending \$598 per trip.

Most visitors are leisure travellers (90%), with business making up the remainder. Self-drive dominates (69%), supported by ferry (18%) and flights (13%).

Peak travel occurs in January (16% of all visits), with October school holidays also significant (10%). Winter visitation is limited, with August the quietest month (4%).

Daytrip visitors (excluding Cruise) is around 12,000 per annum, and on average they spend \$185 per trip (Awaiting confirmation from SATC from Sealink, we can use this data).

Important note Island residents are currently counted as part of the Regional Tourism Profile skewing arrival data. Historically, cruise visitors on average spend \$280 - \$290 per day trip, around \$180 on pre booked tours and the remaining on on retail and hospitality¹⁷, however this was most recently tracked in 2017.

[Breakout Box/Graphically Designed]

DECEMBER 2024 VISITORS PROFILE

TOTAL VISITORS - 274,000

OVERNIGHT VISITORS - 182,000 (\$180m), 639,000 nights, ALOS 3.5 (\$281 per night, \$989 per trip)

INTRASTATE - 87,000 visitors, 321,000 nights, \$52m (\$162 per night, average \$598 per trip) ALOS 3.7

INTERSTATE - 65,000 visitors, 229,000 nights, \$74m (\$323 per night, average \$1,138 per trip) ALOS 3.5

INTERNATIONAL - 30,000 visitors, 89,000 nights, \$54m (\$607 per night, average \$1,800 per trip) ALOS 3

DAY TRIP VISITORS

- About 12,000 per year (awaiting Sealink Insights) to December 24.
- 24/25 Cruise Season - 74,240 visitors (passenger and crew) via 26 ships. Economic Impact TBC, (average \$280 - \$290) per trip.

¹⁷ 2017 SATC Cruise Passenger Survey.

Strategic Issues

Seasonality

Busy summers and very quiet winters puts significant pressure on tourism businesses and local communities.

- Summer peaks overwhelm towns and businesses, while shoulder/winter lulls make year-round tourism jobs hard to sustain.
- Cruise arrivals at peak, intensifying the boom (see “Cruise Arrivals Tensions”).
- Anecdotal, larger food and hospitality venues report approximately 20 days at full capacity annually.
- Winter visitation collapses, with only 4% of island arrivals in August.
- There are few off-peak events or activations to stimulate travel.
- Limited group accommodation to unlock year-round and event demand.
- Seal Bay’s ageing infrastructure and capacity limitations turn visitors and operators away on peak days.

The cost of doing business on the Island

Delivering tourism experiences on Kangaroo Island costs more than the mainland.

- Freight: Limited local fresh food and other goods suppliers means ferry/air transport, raising costs by 30–50%.
- Cost of capital: Fewer lenders for Island businesses and with higher interest rates, often linked to bushfire risk assessments.
- Insurance: Elevated bushfire risk drives premiums up
- Waste removal: Extra logistics, especially outside townships, add costs.
- Infrastructure: Build costs are about 30–50% higher. This also impacts Council and DEW budgets for tourism supporting infrastructure investment.
- Worker/ trades accommodation: Chronic shortage forces many operators to house staff due to long night drives and limited affordable options.

Island Transport

As a destination that can only be reached by ferry or plane, there are ongoing challenges of affordability and reliability of Island access.

- Ferry: Return fares with a vehicle are costly for the core self-drive market; EV numbers are capped per crossing.
- Air: ADL–KGC fares are often comparable to a return flight from Adelaide to Bali.
- Service levels: The loss of seamless Adelaide coach–ferry links and fewer morning/evening flights have degraded the visitor experience.
- Bad Weather: Ferry/flight cancellations disrupt trips, impacting businesses, community and the visitor experience.
- Capacity: Peak-season sailings sell out well in advance (noting the new SeaLink vessel should ease this pressure)
- Public transport: Reaching KI requires coordinating with three operators (Link SA, SeaLink, Peninsula Coachlines); residents report strong dissatisfaction¹⁸.

¹⁸ TOMM Residents survey 2023

Constrained Public Funding

Council currently lacks the capacity to meet tourism industry needs.

- Small, dispersed population and a single local government limit revenue; despite being Australia's second-most tourism-dependent region.
- Large land area, remote geography and a thin ratepayer base strain budgets, so tourism priorities typically require state and federal funding.
- Unfunded tourism priorities include visitor servicing, sealing priority tourism roads, Kingscote Wharf activation and low-season events investment.
- Council staffing is constrained across Economic Development and Tourism (including grant writing), Events, Visitor Servicing and Tourism Planning.
- Kingscote Airport accounts for approximately 8% of Council's annual budget (transferred from the Commonwealth in the late 1980s).

Cruise Arrivals Tensions

Economic gains are often overshadowed by negative environmental, visitor-experience and community impacts.¹⁹

- There has been rapid growth in cruise arrivals, from 1 ship (793 pax) in 2011 to around 75,000 passengers on 26 ships in 2024–25.
- As an anchorage port, tenders land in Penneshaw (pop. around 250), overwhelming local infrastructure for approximately 1 month each year.
- Dec 2024 saw 15 ships, 6 in 8 days, during peak season when businesses and infrastructure were already at capacity.
- Many operators and residents view ship volume/scale as misaligned with Kangaroo Island's pristine-nature brand and ecological values.
- Reported environmental impacts include disturbance to sensitive bird-nesting areas in Penneshaw and within National Parks.

Destination Marketing

Ongoing, strategic funding for international, interstate and intrastate marketing is a significant challenge

- Kangaroo Island faces greater access barriers and requires strong and dedicated destination marketing to support local tourism business investment.
- SATC's broad campaigns bundles Kangaroo Island with the state; this is insufficient for Island and business viability.
- The Kangaroo Island consumer facing digital channels are critical for converting visitor demand into visitation and digital visitor servicing
- Kangaroo Island SeaLink is a significant marketing driver, they have a strong uptake of its Marketing Partners Program and CRM investment show demand for localised support.
- Authentic Kangaroo Island helps producers, growers and makers build off-Island awareness and sales, but the branding program faces sustainability challenges.

Visitor Servicing

Visitors face servicing gaps due to under-resourcing and governance challenges.

- Under-resourcing and fragmented governance create inconsistent visitor experiences across many touchpoints (KITA, Sealink, DEW, airport, attractions, accommodation).
- Information is abundant but not centralised; FIT visitors and off-island guides struggle to access Island stories (nature, culture, history).
- Penneshaw Visitor Centre ceased operating as an accredited Visitor Centre in mid-2025, leaving the Island without accredited visitor servicing.
- Kingscote lacks an official visitor information outlet and DEW staff field general enquiries
- The airport's touchscreens are unused as visitors seek in-person advice

¹⁹ Full details of impacts available for Destination Stewards in the Kangaroo Island Issues and Opportunities Paper 2025

The Strategy

Plan on a Page

Vision	A thriving island sanctuary where tourism is regenerating nature and supporting community and businesses to flourish.				
Values	Environmental Conservation and Legacy, Authenticity, Balance, Island Life, Resilience				
Strategic Priorities	1. Distinctive Visitor Experiences	2. Caring for Place	3. Impactful Island Storytelling	4. Destination Stewardship	5. Island Access
Objective	<i>Enable more immersive visitor experiences that drive year-round demand, connecting visitors with Kangaroo Island's nature, wildlife, culture and communities.</i>	<i>Tourism actively supports the regeneration of nature on Kangaroo Island, protecting biodiversity, restoring ecosystems, and inspiring deeper care and awareness among visitors and residents.</i>	<i>Share authentic stories that showcase Kangaroo Island's unique character to increase awareness and appeal, to ultimately drive visitation and yield.</i>	<i>Destination stewards are working together to manage, plan and advocate for a better Island future through tourism.</i>	<i>Advocate for more equitable, affordable, frequent and safe transport to and around Kangaroo Island</i>
State Catalyst Projects (4)	1.1 Seal Bay Conservation Park 1.2 Dudley Trail	2.1 Love Kangaroo Island		4.1 TOMM - Strategic Island Insights	
Regionally Significant Project (17)	1.3 Visitor Experience Development 1.4 Island Accommodation 1.5 Off-Peak Events Attraction 1.6 Kingscote Alive 1.7 Penneshaw Placemaking	2.2 Circular Kangaroo Island	3.1 Kangaroo Island Positioning and Stories 3.2 Evolved Visitor Servicing	4.2 Kangaroo Island Voice 4.3 Island Capacity Modelling 4.4 Sustainable Island Futures Contribution 4.5 Climate Risk and Crisis Management 4.6 Island Issues Advocacy	5.1 Aviation Access 5.2 Ferry Access 5.3 Public Transport Advocacy 5.4 Road Infrastructure
Enabling Projects (10)	1.8 Industry Resilience and Innovation 1.9 New Investor and Pipeline Project Support 1.10 Planning Code Amendment 1.11 Parndana Cycling Development	2.3 Kangaroo Island Knowledge Hub 2.4 Little Penguins Care	3.3 Annual Destination Marketing Program	4.8 Cruise Ship Management 4.9 Industry and Community Engagement	
Management Tools (2)	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 Island Issues Database				

Vision, Values and Aspirations

Vision	A thriving island sanctuary where tourism is regenerating nature, and supporting the community and businesses to flourish.
Community Values	<p>Environmental Conservation and Legacy We're caretakers of a wild, fragile island. We protect native wildlife, coastlines and landscapes so future generations inherit a place as natural and alive as it is today. We expect visitors to tread lightly.</p> <p>Authenticity We keep it real, not polished. 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.</p> <p>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.</p> <p>Island Life Life here is slower, peaceful and close to nature. We look out for one another, take pride in our Island home, and welcome visitors to share our creative and community spirit and our slower paced way of life.</p> <p>Resilience We're resourceful and self-reliant, shaped by Island isolation, farming heritage, bushfire recovery and a changing climate. We support solutions that build long-term strength across tourism, agriculture and community.</p>

	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 livability and wellbeing, enhancing Island services and events and supporting worker housing.	Celebrate Kangaroo Island's stories with integrity, embedding SA Aboriginal perspectives through co-design and ongoing consultation on major projects.

Goals and Measurable Indicators

	Visitor	Economy	Environment	Social	Culture
Goal	<p>Growth in visitor length of stay</p> <p>Increase in visitor satisfaction and repeat visitation</p>	<p>Growth in visitor expenditure per trip across intrastate, interstate and international markets.</p> <p>Growth in visitor numbers outside of peak visitation.</p> <p>Stability and/or growth in tourism jobs and # businesses.</p> <p>Increase in appropriate accommodation supply/ beds.</p> <p>Growth in Kangaroo Island tourism business resilience.</p>	<p>Increase in tourism operators' partnerships and contribution to Island conservation projects.</p> <p>Increase in tourism operators with recognised sustainability accreditation/ credentials.</p> <p>Increase in the number of visitor experiences where visitors are learning about and/or contributing to caring for the natural environment (e.g. visitor donations, visitor volunteering, tree planting, citizen science).</p>	<p>Increase local resident sentiment around tourism impacts on their quality of life.</p> <p>Increase in experiences flagged as accessible and inclusive.</p>	<p>Increase in Aboriginal-led tourism experiences or partnerships.</p> <p>Inclusion of Aboriginal stories in regional visitor information channels and major experiences.</p> <p>Aboriginal cultural values understood and respected through all relevant tourism development projects.</p>
Measurable Indicators	<p>Annual average no. of nights stayed (TOMM Visitor Exit Survey and SATC Regional Tourism Profile).</p> <p>Visitor sentiment of experiences, customer service and repeat visitation (TOMM Visitor Exit Survey)</p>	<p>Visitor Yield (TOMM Visitor Exit Survey and SATC Regional Tourism Profile)</p> <p>Visitor Volume outside of January (TOMM Visitor Exit Survey and SATC Regional Tourism Profile)</p> <p>Tourism Filled Jobs (Tourism Research Australia)</p> <p>Number of Tourism Businesses (Tourism Research Australia)</p> <p>Operator feedback indicating improved business resilience (TOMM Resident Survey).</p> <p>Kangaroo Island business resilience metrics (new measure ref Project 4.1).</p>	<p>Resident Sentiment around balance of tourism and environment (TOMM KI Residents Survey)</p> <p>Visitor awareness of Island quarantine requirements (TOMM Visitor Exit Survey)</p> <p>Tourism industry partnerships with Landcare, National Parks and Wildlife SA</p> <p>QTA Sustainable Tourism (via TiCSA) / EcoTourism Australia Accredited Businesses</p> <p>Use of sustainable practices in events and accommodation. (new measure ref Project 4.1).</p> <p>Perception of Kangaroo Island as an environmentally responsible destination (TOMM Visitor Exit Survey).</p>	<p>Local resident sentiment (TOMM Resident Survey)</p> <p>Improved accessibility of public tourism infrastructure (KIC, DEW, Industry)</p>	<p>Visitor awareness of local Aboriginal history and culture increases over time (TOMM Visitor Exit Survey).</p> <p>Number of Aboriginal-led experiences</p> <p>Tourism developer stakeholder engagement processes</p>

Measuring Success

State Success

- This DMP aligns and supports the success measures of the South Australian Visitor Economy Sector Plan 2030.

Island Success

- Economic, Social and Environmental Measures: TOMM Visitor Exit Survey and TOMM Resident Survey provide the long-term tracking of key Tourism Indicators for the Island, however long term sustainable funding will be required to continue this tracking as outlined in Project 4.1.
- Economic Measures: The *Kangaroo Island Regional Tourism Profile* provides the higher level tracking of key Tourism Indicators for the Island. This is updated annually by SATC.

Project Level Success

- The progression of State Catalysts, Regionally Significant and Enable Projects is being tracked and reported annually.
- Specific KPIs and project deliverables will be reported on by the Project Lead annually through the agreed DMP Accountability mechanism.

Island 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 protected areas. It's a biodiversity hotspot, with over 50% of the island covered in native vegetation - 45 species of plants are unique to the Island and it has more endemic flora than in any other region of South Australia. The impressive coastal landscapes of Admirals Arch and Remarkable Rocks and encounters with Australian Sea Lions at Seal Bay are the Island's iconic visitor experiences. Seeing kangaroos, koalas, echidnas, tammar wallabies, penguins and dolphins in the wild are also a highlight, and best experienced with locally guided tours. The Island ethos of guardianship has resulted in a variety of experiences for visitors to deepen their connection through conservation and citizen-science experiences.

Adventures in Nature

For active visitors looking for adventure, they can enjoy hiking, golf, fishing, sandboarding, kayaking, quad-biking, a bird-of-prey show and adventure caving. The Kangaroo Island Wilderness Trail attracts walkers for its stunning coastal scenery through Flinders Chase National Park. Exploring the Island's many pristine, secluded beaches is a visitor favourite.

Island Food, Drink and Produce

Island isolation, fertile soils, mediterranean climate, abundant coastal waters and entrepreneurial Islanders shape Kangaroo Island's distinctive provenance and visitor experiences. Wines, beers, spirits, pure Ligurian honey, wool clothing, eucalyptus oil and lavender products are shared with visitors through cellar doors, distilleries, breweries, farm shops, local restaurants, cafés and pubs. Dining in nature often featuring freshly caught king george whiting, is a highlight, while the seasonal Fig Tree dining experience welcomes visitors across the summer months.

Immersive Stays in Nature.

From eco-retreats and luxury lodges to tiny houses, farmstays and coastal and bush-camping, visitors to the Island are immersed in Kangaroo Island's coastal and bush landscapes, under clear starry skies and with wildlife at the doorstep.

Heritage, Arts and Culture

Living in nature inspires creativity with nearly 10% of locals having an arts practice, which visitors can enjoy in local galleries and studios. The Island's rich agricultural history and maritime heritage are showcased in local museums and at the lighthouses of Cape Willoughby, Cape du Couedic and Cape Borda. The Island's Aboriginal story continues to emerge through new cultural tours and interpretation in National Parks.

Events that Celebrate Island Life.

A growing calendar of events welcomes visitors across the year. The iconic Kangaroo Island Cup runs each February, Gutsy Kangaroo Islands connects visitors to the Islands food and beverage community in winter while Kangaroo Island Marathon welcomes runners in August each year.

Target Visitor Markets

The following visitor markets have the most significant potential for the Island to achieve its vision and aspiration. They will be targeted across different projects within the Strategic Priorities.

High Value International and Interstate Visitors

This is a priority market for Kangaroo Island, visitors who seek premium, nature-based experiences enriched by high-quality food, drink, and warm hospitality. They travel year-round, helping sustain Island businesses beyond the summer peak. Aligned with SATC's key segments of *Authentic Connectors* and *Cultural Contributors*, they value immersive, place-based experiences and authentic storytelling. With new air routes into South Australia and strategic investment in destination marketing, Kangaroo Island has a significant opportunity to grow its national and global profile through focused destination marketing that shares the exceptional Island visitors experiences that also care for nature and offer visitors hope and inspiration in an increasingly uncertain world.

Intrastate

Kangaroo Island faces long-standing time and cost barriers for South Australians, with trips requiring more planning and financial contribution than other intrastate destinations. This is reflected in its 2.6% share of regional SA's intrastate overnight visitors, the lowest of any SA region. The 2020 bushfire-recovery "Book Them Out" campaign demonstrated that competitive ferry fares and tactical marketing can stimulate strong intrastate visitation. With new ferry capacity and increased frequency reducing travel friction, there are opportunities to grow first-time and repeat trips through targeted marketing investment and off peak visitor experience development that appeals across generations - younger friend groups, families and older couples.

Special Interest Travellers

Visitors travelling for walking, cycling, birdwatching, conservation, biodiversity, and photography represent a strong opportunity to grow visitor numbers, dispersal, and spend. Growing the diversity of immersive, bookable experiences and trade-ready packages; focused marketing to both domestic and international audiences, attracting aligned events and focused investment into Island infrastructure will help to grow visitation.

Education Tourism

With its strength in nature-based tourism, local ecologists and researchers, and the ability to host groups with dedicated transport and accommodation, Kangaroo Island is well positioned to support learning opportunities across primary, secondary and tertiary sectors. Growth in this market will require targeted marketing partnerships and private investment in suitable group accommodation.

Sports Tourism and Business Events

Kangaroo Island has strong potential to attract visitors for participatory events such as running, cycling, water sports and golf. However, transport, accommodation, and infrastructure capacity currently constrain this market opportunity in the short term. Small group business events, retreats and incentives also present potential, particularly where they align with the Island's strengths in nature and premium hosted experiences.

Cruise

Kangaroo Island is seen as a valued port of call for Australian and International Cruise Lines as part of multiday Australian cruise itineraries. They typically visit Kangaroo Island between the months of October - February for a day. Cruise visitors can be from intrastate, interstate or international visitor markets. Kangaroo Island is an anchorage port that sees visitors tendered into Penneshaw where they join a booked shore excursion program or explore the Island independently for the day.

How to read and understand the Strategic Priorities

	Definitions
State Catalyst	<p>Projects are Island distinctive, have the potential to drive appeal for the Island and state, and catalyse a step-change in the trajectory for tourism for the Island.</p> <ul style="list-style-type: none"> • Long-term projects, often with multiple milestones • To scope, plan and deliver this project requires a stewardship approach. This requires a shared understanding of the project's common purpose, effective platforms for collaboration and action, agreed-upon aspirations and measures of success that go beyond traditional growth metrics²⁰. • Project management is required to activate these projects, with roles and responsibilities scoped via a project steering group or equivalent. • Collaborative long-term funding and resourcing is required to activate this project
Regionally Significant	<p>Projects align with Island economic and community development priorities and/or local aspirations for tourism</p> <ul style="list-style-type: none"> • Projects may address specific tourism issues or opportunities, or broader regional issues of how tourism is being impacted • Projects connect the priorities and actions of various tourism stakeholders to grow impact and optimise resources • Projects are usually multi-stage or multi-tiered and have an initial setup phase, with an ongoing management function • Roles and responsibilities to be determined per project
Enabling	<p>Projects are 'good practice' and part of a well-stewarded visitor economy.</p> <ul style="list-style-type: none"> • Projects that are typically tourism industry-specific • Resourcing and funding for these projects will depend on the project lead • Projects are typically ongoing, with an annual program to guide their actions to ensure they remain agile and relevant for current issues on the ground in the region
DMP Management	<p>Foundational stewardship projects designed to ensure the DMP remains an agile and relevant roadmap for tourism across its lifespan</p> <ul style="list-style-type: none"> • Projects are administrative and involve ongoing/regular management and maintenance • Tourism Stakeholders who are allocated 'lead' in project delivery will assume accountability for project delivery and reporting
Project Status	^ In Progress * New
Objective	<ul style="list-style-type: none"> • An outline of what the project is trying to achieve in alignment with the strategic context
Details	<ul style="list-style-type: none"> • Considerations and insights to guide the activation of the project
Impact	<ul style="list-style-type: none"> • The impact that is likely to occur if the project is activated to its full potential
Partners	<ul style="list-style-type: none"> • Stakeholder(s) who are aligned with this project • Lead (if known in BOLD)
Timeframe (Operational)	<ul style="list-style-type: none"> • Ongoing (project already in progress) • Immediate: 6 - 12 months • Short Term: 12 - 18 months • Medium Term: 18 months - 3 years • Longer Term: 4+ years

²⁰ *World Travel and Tourism Council - Destination Stewardship Framework.

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 safeguard the Islands' ecological values, which underpin the local economy and its global reputation as a pristine nature-based tourism destination
- To maintain Kangaroo Island's reputation for delivering exceptional visitor experiences for domestic and international markets
- To grow visitor yield to help offset higher access and operating costs faced by island businesses
- To grow the resilience of Island businesses so they can withstand future market shocks and ecological disasters
- To ensure authenticity and quality remain at the heart of the Kangaroo Island visitor experience

Projects to Activate [Breakout box]

Add in project numbers and names from below, grouping into Catalyst, Regionally Significant or Enabling. To be done by SATC in design stage

SATC VE 2030 Strategic Focus Area Alignment

- **Innovative and brand-aligned products and experiences**
 - Build industry capability and nurture innovation
 - Partner with industry to grow a diverse and brand-aligned product offering
 - Support our industry to tell the South Australian story
 - Work together to create a "True South" visitor experience that reinforces the South Australian identity
- **Tourism as a Force for Good**
 - Connecting people with place and each other
 - Champion sustainability and inclusiveness
 - Creating a platform for Aboriginal storytelling

Sustainable Development Goals Alignment [Breakout Box]

3 Good Health and Wellbeing

8 Decent Work and Economic Growth

9 Industry, Innovation and Infrastructure

10 Reduced Inequalities

11 Sustainable Cities and Communities

12 Responsible Consumption and Production

13 Climate Action

14 Life below water

15 Life on the Land

State Catalyst Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
1.1	Seal Bay Conservation Park*	Progress the revitalisation of the visitor experience at Seal Bay Conservation Park.	<p>Seal Bay Conservation Park is one of the island's most visited attractions. The Park is recognised nationally and globally for its conservation, research and immersive visitor experience at the colony of endangered Australian Sea Lions. However, its current infrastructure is past its end of life. It is no longer able to host the volume of visitors at the site, especially during peak season and cruise arrival days.</p> <p>In alignment with the <i>Parks of Western Kangaroo Island Management Plan (2022)</i>, project scoping considerations include:</p> <ul style="list-style-type: none"> Progress a Master Plan to guide long-term infrastructure renewal, visitor flow management that enables the ongoing delivery a range of immersive, bookable visitor experiences at the site (Consideration of Commercial Tour Operators and FIT visitors) Integrate visitor capacity planning to allow for future visitor demand while safeguarding the colony's habitat. Deliver infrastructure upgrades where required (estimated \$20m+), with universal access design principles and sustainable construction approaches. 	<p>Seal Bay has fit-for-purpose infrastructure that allows the site to continue being a significant demand-driving attraction for South Australia.</p> <p>The Park has the facilities to continue its conservation and research into the regeneration of the Australian Sea Lions.</p>	DEW RTO SATC Industry Community	Long Term
1.2	Dudley Trail*	Set up long-term governance and deliver the Masterplan of the proposed iconic Island walk.	<p>The Dudley Peninsula Trail will be Australia's only coastal walk that combines ocean scenery with wineries, food experiences and varied accommodation, creating a distinctive multi-day journey. The proposed 38km, 3-day/2-night trail links Penneshaw to Cape Willoughby Lighthouse, traversing conservation parks, coastal reserves and private land as Kangaroo Island's first public-private partnership trail. With funding already secured for early stages, the trail has strong potential to showcase South Australia's strengths in nature and food and wine, while driving significant new demand for both Kangaroo Island and South Australia domestically and internationally.</p> <p>Project scoping considerations</p> <ul style="list-style-type: none"> Establish a Trail Management/Governance model with public bodies and private landholders (land tenure and access) Explore the potential of governance via a new Island Foundation (<i>refer to Project 2.1. Love Kangaroo Island</i>) Prepare Project Management, Implementation and Marketing Plan to take the Masterplan through to delivery stages <p>Deliverables and phasing</p> <ol style="list-style-type: none"> Governance model developed and adopted Project Management/Implementation and Marketing Plan - staged works schedule Construction/activation of remaining sections to full trail launch (budget approximately \$8m) 	<p>The Dudley Peninsula Trail has a robust governance model, allowing for the project's progression.</p> <p>Dudley Trail is activated through principles of the community vision.</p> <p>The Trail is delivering significant economic, community and environmental benefits to the Island community and South Australia.</p>	DEW RTO Land Owners SATC Walking SA KIC TO Lead to be confirmed through project scoping	Long Term

Island Significant Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
1.3	Visitor Experiences Development ^	Activate initiatives to support the development of new experiences on Kangaroo Island.	<p>Developing the breadth and depth of Kangaroo Island visitor experiences will support the Island to attract a diverse visitor mix throughout the year, especially during quieter seasons.</p> <p>While all new visitor experiences are welcome, specific opportunities are listed in <i>Appendix: Table A. Experience Development Focus</i>, with a priority being given to the following locations and types of visitor experiences below.</p> <p>Focus Areas</p> <ul style="list-style-type: none"> • Hosted small group experiences, including special interest experiences in walking, cycling, birdwatching, conservation, biodiversity, and photography • Seasonal/event-specific experiences through winter, Island events and cruise • Town-based experiences - Kingscote, American River, Penneshaw, Vivonne Bay and Parndana • DEW managed parks visitor experiences - Flinders Chase, Kelly Hill Caves, Cape Willoughby, Cape Borda and Seal Bay <p>Key considerations for an annual action plan</p> <ul style="list-style-type: none"> • Inclusive and regenerative experiences are a priority for all Experience Pillars. • Identification and referral of businesses that meet the requirements to participate in SATC's Experience Development Program. 	<p>Growing density and diversity of distinct, bookable, visitor experiences throughout the year that deliver meaningful, lasting connections and understanding of the Island natural ecosystems and people.</p> <p>A greater density of visitor experiences on the Island are encouraging visitors to stay longer and explore the Island more widely.</p>	RTO SATC DEW Industry Community	Ongoing
1.4	Island Accommodation^	Improve the quality, diversity and capacity of accommodation on Kangaroo Island for visitors and workers, that align with protecting ecological and community values.	<p>Kangaroo Island offers a diverse range of accommodation, though some gaps remain that would benefit from targeted attention. Addressing these will require collaboration between stakeholders within their respective roles and responsibilities.</p> <p>Advocacy Priorities</p> <ul style="list-style-type: none"> • Investment attraction for new hotel/s development, around 80 additional 4–5 star rooms with existing township planning boundaries with low-impact utility use, and workforce housing plans to meet the ongoing trade identified gap. • Review of Nepean Bay Conservation Park for low-impact camping, commercialise Council campgrounds, beach camping and overflow camping management. • Private investing in existing accommodation stocks, including for school groups. <p>This project has co-dependencies with</p> <ul style="list-style-type: none"> • Project 4.3 Island Capacity Modelling • Project 1.8 New Investor and Pipeline Project Support • Project 1.9 Planning Code Amendment 	The Island's accommodation supply is enabling a thriving tourism industry while also fully aligning with Community Values and Aspirations.	RTO SATC RDA KIC	Ongoing

#	Project	Objective	Details	Impact	Partners	Timeframe
1.5	Off Peak Events Attraction*	Deliver targeted activities to attract participatory, leisure and business events to Kangaroo Island outside of summer.	<p>Kangaroo Island is well positioned to grow visitation from the identified target visitor markets by attracting the right size and scale of events that fit within the Island's existing infrastructure, services and ecological boundaries.</p> <p>Project Scoping</p> <ul style="list-style-type: none"> There is currently a strategy ready for activation, but it lacks funding for activation. <p>Event focus areas</p> <ul style="list-style-type: none"> Small, high-quality participatory sport, nature, food and wine, arts and the right-sized business events State Events - host off-peak satellites where there's a fit (Fringe, SALA, Nature Festival, History Festival, Tasting Australia). Packages and pricing - bundle travel, stays and experiences with transport, accommodation and operators for shoulder/winter Logistics - advocate for precinct plans, shuttles, traffic/parking and accessibility to manage flows and reduce impacts. Measurement - track attendance, overnight stays, spend and satisfaction and adjust the calendar accordingly. <p>This project has a co-dependency on insights from:</p> <ul style="list-style-type: none"> Project 4.3 Island Capacity Modelling Project 4.1 TOMM - Strategic Insights 	<p>New events are attracting a diversity of visitor markets who are growing overnight yield, and visitor satisfaction.</p> <p>The community has a growing diversity of events on the Island that support community connection, their creative/personal interests, wellbeing and livability.</p>	<p>RTO SATC Community Industry KIC BEA</p>	Short Term
1.6	Kingscote Alive*	Progress placemaking projects that enable a more vibrant visitor experience in Kingscote.	<p>This project is about lifting Kingscote's vibrancy and visitor spend through delivering priority waterfront, main street and visitor servicing upgrades that catalyse private investment.</p> <p>Key Placemaking Projects and Considerations</p> <ul style="list-style-type: none"> Kingscote Wharf (Old Trailer Park) - Funding secured to review/progress the Masterplan to provide confidence for the private development of the Old Kingscote Goal. Kingscote Foreshore Upgrade - Project status and funding required Cygnets River Shared Use Path - Aspiration project. Requires scoping and funding. Visitor Servicing - new Visitor Information Hub within Kingscote <p>This project has a link with</p> <ul style="list-style-type: none"> Project 1.4 Visitor Experience Development Project 1.8 New Investor and Pipeline Project Support Project 2.4 Little Penguin Care (Long Term - Kingscote Colony) Project 3.2 Evolved Visitor Servicing 	<p>New placemaking investment is progressing and is attracting private investment into Kingscote.</p> <p>Visitors have more reasons to stay and explore Kingscote when on Kangaroo Island.</p>	<p>KIC KIBA RDA RTO Industry Community</p>	Medium Term

#	Project	Objective	Details	Impact	Partners	Timeframe
1.7	Penneshaw Placemaking^	Deliver integrated infrastructure upgrades to improve the visitor amenity in Penneshaw and enable a greater diversity of visitor experiences.	<p>As the gateway for most of the Island's visitors, the management and improvement of town placemaking and wharf infrastructure are essential for managing visitor flows, capacity, reducing impacts on the community and helping improve the visitor experience.</p> <p>Progressing the delivery of the following projects is a priority:</p> <ul style="list-style-type: none"> • Penneshaw Harbour Precinct Masterplan (DIT) • Penneshaw Port Upgrade (DIT) • Penneshaw Foreshore Upgrade (KIC) <p>This project has a direct impact on the following projects. A priority is for Project Leads to connect and collaborate to ensure the Penneshaw Placemaking supports the goals and activations of these projects where relevant.</p> <ul style="list-style-type: none"> • Project 1.4 Visitor Experience Development • Project 2.3 Little Penguin Care (Penneshaw Colony) • Project 3.2 Evolved Visitor Servicing • Project 4.8 Cruise Ship Management 	<p>Improved visitor welcome, accessibility, amenity and visitor experience on arrival into Penneshaw on the Ferry and Cruise Arrivals.</p> <p>Safer and easier for all foot, bike and vehicle traffic to move between the Wharf, Town Centre and key attractions.</p>	KIC DIT RTO Sealink Community Industry	Short Term

Enabling Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
1.8	Industry Resilience and Innovation^A	Curate an annual industry capability building program that fosters innovation and strengthens the resilience of the Island's tourism sector to adapt and thrive year-round.	<p>Tourism businesses on Kangaroo Island face ongoing and complex challenges and business risks, from climate change impacts, financial pressures, seasonality, biosecurity risks and natural disasters to changing visitor expectations. Building industry capability is essential to enhance business resilience, improve visitor satisfaction and deliver on the vision and aspiration of the DMP.</p> <p>Specific capability topics for consideration include</p> <ul style="list-style-type: none"> <i>Business Resilience:</i> Financial Health and Diversification, Digital Capability and Innovation, Sustainability Practices, Supply Chain Resilience, Climate Risk and Scenario Planning, Market Readiness and Guest Experience Design, Partnerships and Packaging, Workforce Planning, Marketing. <i>Guest Experiences:</i> Proactive, end-to-end customer engagement best practices, including Accessibility, Packaging and Partnerships, Sustainable and Regenerative experiences, practices and partnerships. <p>Project scoping considerations</p> <ul style="list-style-type: none"> Connect the industry with existing programs and partners (QTF/TicSA, EcoTourism Australia, SATC, Office of Small and Family Business) and others as relevant. Consider piloting a Stewardship Summit to connect the community, industry with the DMP's Regenerative projects (examples Vancouver Island Stewardship Summit) Only directly fund or deliver capability-building opportunities that create meaningful learning journeys specific to Island businesses, that are not available through other training providers. Connect businesses with relevant grants to progress their business resilience and sustainability initiatives. 	Tourism businesses maintain a high-quality visitor experience while also withstanding shocks, being financially sustainable, adapting to changing visitor needs and also delivering on the Island's tourism vision and aspirations.	RTO SATC TICSA Office of Small and Family Business Social Enterprise Council KIC RDA Other relevant training stakeholders	Ongoing
1.9	New Investor and Pipeline Project Support^A	Advocate for and support the progression of identified Projects as outlined in the <i>Priority Project Database</i> (ref. Project M.4)	<p>Kangaroo Island has a number of major visitor experiences, accommodation and infrastructure projects (Public and Private) at various stages of development. The support for the progression of projects that align with the Island vision and aspirations is essential to continue to deliver experiences that will support the islands identified target visitors markets.</p> <p>Project scoping considerations</p> <ul style="list-style-type: none"> Stakeholders to work collaboratively within the scope of their roles and responsibilities Support is prioritised for developments that align with the Island vision and community aspirations - direct link with Project 1.9 Planning Code Amendment. Consider developing an information hub for investors to understand the vision and values, as well as the other considerations of doing business on Kangaroo Island. Leverage the work being done by the SATC Destination Development team, Invest SA, RDA and Local Government around investment attraction. Identify and support grant applications to help build and progress demand-driving projects in the region 	Pipeline projects advanced through coordinated advocacy and co-investment, and helping drive demand from the Islands identified target visitor markets.	RTO SATC RDA KIC State Government Industry Private Investors Community	Ongoing

#	Project	Objective	Details	Impact	Partners	Timeframe
1.10	Planning Code Amendment*	Review and update island development zoning to ensure the zoning is fit for purpose to support conservation and economic objectives.	<p>While the Island welcomes tourism development that respects Island ecological values and Island infrastructure and services capacity, currently there are gaps in the Planning Framework that are seeing developments being proposed that are creating tension within the community. Accommodation for workers is also an ongoing challenge that is not always considered by new tourism developments on the Island.</p> <p>Project scoping consideration</p> <ul style="list-style-type: none"> Island community and industry stakeholders must be involved in the review Review and update island development zoning to provide stronger native vegetation protections for tourism developments outside of the Island towns. Review planning code for requirements around staff accommodation for developments outside towns. Review the SATC <i>Tourism Development Facilitation Plan Kangaroo Island December 2024</i> as part of this project. Considerations for easements being added to developments to allow for continued access to coastal areas for locals Consideration for developing an Island sustainability design code. 	New developments have the confidence to proceed while also upholding the Island's sensitive ecological values and infrastructure and utility limits.	<p>KIC RTO Planning SA RDA Community Industry</p> <p>Lead to be confirmed through project scoping</p>	Medium Term
1.11	Parndana Cycle Development* <i>(Note - this is a Community Development Project - and could also be wrapped into Project 1.3 Visitor Experience if looking to reduce the number of DMP projects)</i>	Explore the potential to activate Parndana through the development of cycling experiences and trails.	<p>Parndana Township has faced challenging economic conditions following the closure of Kangaroo Island Wildlife Park. Cycling (Gravel and Mountain Biking) has been identified as a potential driver of visitation to the central Island community, across public land (Parndana Conservation Park) and private land (local farms) while also diversifying the Island's active adventure offering.</p> <p>With the global growth of cycling, both as a recreational pursuit and a low-impact visitor experience, this project has the potential to leverage Kangaroo Island's strengths in nature-based adventure.</p> <p>Project scoping considerations</p> <ul style="list-style-type: none"> Engage with the community and landholders around Parndana to explore interest in public and private cycling opportunities for the town and wider region. This initial step will inform project scoping by tourism stakeholders, who will then consider further details. <ul style="list-style-type: none"> Feasibility and Trail Network Planning (across public and private lands) Business Case and Funding Sources Governance 	<p>Diversifies Kangaroo Island's adventure tourism offering and disperses visitors into the centre of the Island.</p> <p>Provides healthy lifestyle and recreation benefits for local residents and youth.</p>	<p>Pardana Community DEW KIC Bike SA Kangaroo Island Bicycle Users Group ORSR RTO Industry</p> <p>Lead to be confirmed through project scoping</p>	Long Term

Strategic Priority 2: Caring for Place

Objective

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

Why is this important

- Tourism helps keep Kangaroo Island wild and gives back more than it takes
- Tourism is directly contributing to wildlife repopulation efforts on the Island
- Eliminating waste is the right thing for the environment and also good for reducing waste management costs for industry and Council
- Makes it easy for visitors to have a positive impact by default when they visit Kangaroo Island
- Focuses and connects local energy and resources across tourism and the wider community for practical, on-ground conservation work

Projects to Activate [Breakout box]

Add in project numbers and names from below, grouping into Catalyst, Regionally Significant or Enabling. This can be done by SATC in design stage

SATC VE 2030 Objectives Alignment [Breakout Box]

Tourism as a Force for Good

- Make a positive economic, social and environmental contribution to communities
- Take a leadership position on regenerative and inclusive tourism nationally
- Highlight South Australia's sustainable tourism credentials

Sustainable Development Goals Alignment [Breakout Box]

11 Sustainable Cities and Communities

13 Climate Action

15 Life on the Land

16 Life below Water

17 Partnership for the Goals

State Catalyst Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
2.1	Love Kangaroo Island* (working title)	Create a community of practice that stewards projects regenerating Kangaroo Island's wildlife and ecosystems.	<p>Kangaroo Island's globally significant biodiversity is central to its visitor appeal, yet human and climate impacts are its greatest threat. Honouring the work of the many different programs, people and researchers over the years, including the recently completed Passport to Recovery program, Love Kangaroo Island aims to provide a long-term, locally led platform for visitors and industry to actively contribute to the conservation and regeneration of the Island's wildlife and ecosystems.</p> <p>Many of the Island's hosted/guided tourism businesses, the "Island Guardians", operate with a regenerative mindset, which they infuse through their visitor experiences, business practices, local conservation projects and visitor education. This project is an opportunity to scale their impact in partnership with Island conservation organisations to connect with all visitors to Kangaroo Island.</p> <p>Pilot Projects</p> <ul style="list-style-type: none"> • "Leave a Handprint" - Promote hands-on conservation activities for visitors through existing and new island conservation events (eg BioBlitzes) • "Leave a Small Donation" - Simple donation channels to support local conservation groups • "Leave a Legacy" - Structured giving for high-net-worth visitors to fund major Island research and conservation priorities <p>Messaging</p> <ul style="list-style-type: none"> • Consider developing a "Kangaroo Island Promise" which encourages positive visitor behaviours across and connects visitors with this project. <p>Governance</p> <ul style="list-style-type: none"> • To be scoped. An aspiration is to deliver via a Foundation governance framework • Ongoing sustainable funding will be required - volunteers alone cannot sustain the project (based on learnings from similar destinations nationally and globally) <p>Principles</p> <ul style="list-style-type: none"> • It is essential that the program aligns with Landscapes SA and DEW conservation and research priorities (e.g., Glossy Black Cockatoo). • Engage the wider tourism industry beyond Island Guardians • Start small with scalable pilot projects that build on existing initiatives • Keep the program simple, low-barrier, inclusive and culturally sensitive • Locally led, financially sustainable and not reliant on large-scale grants long term <p>Long-Term Potential</p> <ul style="list-style-type: none"> • Grounded in Indigenous knowledge and practice • Track and report habitat restored and wildlife regenerated as DMP success measures 	<p>Build KI's reputation as a global leader in regenerative destination stewardship</p> <p>The Island's tourism industry are creating a legacy of protection and regeneration of Kangaroo Island's wildlife and ecosystems</p> <p>Inspire visitors to take regenerative values and practices back to their own communities</p>	<p>RTO Island Guardians KILB DEW Local conservation organisations KIC AgKI Universities and Researchers Community Industry</p> <p>Lead to be confirmed through project scoping</p>	Long Term

Island Significant Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
2.2	Circular Kangaroo Island* (Working Title)	Pilot initiatives to design out waste generated by the visitor economy on the Island.	<p>Kangaroo Island's scale and connected community create the conditions to pilot practical circular-economy initiatives that cut waste from the visitor economy and reduce costs for council, parks and businesses. This project aims to baseline current waste streams, co-design simple and scalable pilots, and embed clear guidance for visitors and operators across key touchpoints (ferry, parks, towns), aligning with state circular economy priorities and local stewardship.</p> <p>Project scoping considerations</p> <ul style="list-style-type: none"> • Understand: Establish a baseline of tourism-related waste streams and hotspots (e.g., organics, single-use packaging, remote sites). • Reduce: Promote low-waste visitor behaviours by default (reuse/refill, "take it with you") and support operators to minimise inputs. • Enable: Trial island-appropriate solutions (e.g., organics capture for hospitality, reusable cup/bottle schemes, appropriate remote-site options in partnership with DEW/KIC). • Partner: Coordinate council, DEW, industry, cruise lines and state agencies to align infrastructure, funding and procurement. • Educate: Deliver simple, consistent messages to visitors on how to have a no-waste visit to Kangaroo Island. • Industry: Inspire local tourism businesses of what's possible by sharing case studies of how other destinations are tackling waste. <p>Governance</p> <ul style="list-style-type: none"> • Stewarded through a local working group aligned to the SA Waste Strategy 2025 - 2030. <p>This project has the potential to connect and support Project 2.1 Love Kangaroo Island and contribute stories to Project 3.1 KI Positioning and Stories.</p>	<p>Enhances the Island's reputation as a sustainable, regenerative destination, strengthening its global tourism brand.</p> <p>Reduces council waste management costs.</p> <p>Builds industry resilience through reduced operating costs and practical sustainability pathways for local businesses.</p> <p>Strengthens community pride and stewardship, with locals and visitors contributing to tangible environmental outcomes.</p>	<p>Green Industries EPA KIC DEW RTO Industry Community</p> <p>Lead to be confirmed through project scoping</p>	Medium Term

Enabling Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
2.3	Kangaroo Island Knowledge Hub* (working title)	Develop an online hub that centralises Kangaroo Island's ecological and cultural research, histories and stories.	<p>Much work has been documented on Kangaroo Island's ecology and cultural history over the decades, but information is fragmented and often complex to find. A single hub will connect self-drive visitors, Island guides, and tour operators with this information in a way that allows industry and visitors to connect more easily and deeply with the Islands' unique environment and stories.</p> <p>Governance</p> <ul style="list-style-type: none"> Stewarded via RTO, with potential university support and alignment with Project 2.1 Love Kangaroo Island. Builds on existing fact sheets hosted on the Destination Website. <p>Content Sources</p> <ul style="list-style-type: none"> Resources – Seasonality material, DEW guidelines, KI Ambassadors, KI Map App, research results. Groups – Friends of Parks, Birding KI, Walking Club, Wildlife Network, BioR, Dolphin Watch, local clean-up groups. Experts – Dr Peggy Rismiller, Phyl and Tony Bartram, Richard Glaetz, Heidi Groffen. Tourism Businesses – DEW guided tours, Exceptional KI, KI Marine Adventures, others. Traditional Owner Groups – Aboriginal knowledge and stories integrated respectfully. <p>Content Organisation</p> <ul style="list-style-type: none"> Scientific and cultural heritage information is presented in engaging, accessible formats for different audiences—self-drive visitors, guides, and industry (including new staff and off-Island operators). Consider bringing content to life also through events, such as Science in the Pub (Ref Appendix Table A: Experience Development Focus Areas) <p>This project directly supports and aligns with the following projects</p> <ul style="list-style-type: none"> 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 	<p>All visitors, island hosts and guides have a central portal of easy access to information.</p> <p>Deeper visitor and industry understanding of Kangaroo Island's ecology, culture, and history.</p> <p>Stronger cultural respect and visibility of Aboriginal perspectives.</p>	<p>RTO DEW KILB Traditional Owners Local conservation organisations KIC Universities Industry Community</p> <p>Lead to be confirmed through project scoping</p>	Medium Term

#	Project	Objective	Details	Impact	Partners	Timeframe
2.4	Little Penguins Care* (Working Title) <i>(Note - this is a Community Development Project that aligns more with DEW or KILB)</i> <i>It can stay, and be reworded to reflect this more. Or it could be split up and wrapped into Project 1.7 Penneshaw Placemaking & Project 2.1 Love Kangaroo Island looking to reduce the number of DMP projects)</i>	Protect and revitalise Kangaroo Island's little penguin colonies while enabling eco-sensitive, small-scale visitor experiences.	<p>Little Penguins are ground-nesting and live near townships (Penneshaw, Kingscote, Emu Bay), making them vulnerable to predation, disturbance and light/noise impacts. Kingscote's former colony has been severely reduced and no longer has night visitor experiences. As the Island's only publicly bookable night-time wildlife encounter, well-managed penguin viewing deepens visitor connection to Kangaroo Island ecology, diversifies learning beyond daytime activities, and encourages overnight stays and evening spend in Penneshaw and Kingscote.</p> <p>Project scoping considerations</p> <ul style="list-style-type: none"> Penneshaw (Immediate): Upgrade current viewing infrastructure and continue to develop visitor experiences. Connect with Project 1.7 Penneshaw Placemaking. Kingscote (pathway): Apply Penneshaw learnings on colony regeneration through cat eradication. If monitoring shows recovery, consider staged re-introduction of tightly managed, small-scale hosted visitor experiences. Connect with Project 1.6 Kingscote Alive. Emu Bay and other sites (monitor): Habitat protection, monitoring and education; no visitor experiences without clear recovery thresholds or supporting infrastructure. Benchmarking and learning: Draw on Phillip Island Nature Parks recovery/visitor-management model of Little Penguins, adapted to Kangaroo Island conditions. <p>Governance</p> <ul style="list-style-type: none"> Lead to be confirmed in scoping, however, it needs to be conservation and science-led. 	<p>Growing numbers of Little Penguins on Kangaroo Island.</p> <p>High compliance with viewing protocols; reduced disturbance incidents.</p> <p>Visitor satisfaction and evening/off-peak participation without ecological trade-offs.</p> <p>Community confidence and volunteer/partner participation.</p>	<p>DEW KILB KIC Community Industry RTO Universities and researchers Community conservation organisations</p> <p>Lead to be confirmed through project scoping</p>	Medium Term

Strategic Priority 3: Impactful Island Storytelling

Objective

Share authentic stories that showcase Kangaroo Island's unique character to increase awareness and appeal, to ultimately drive visitation and yield.

Why is this important

- To maintain and grow Kangaroo Islands' brand as a must-do for first-time visitors to Australia
- To grow Kangaroo Island's reputation globally as a leading regenerative tourism destination
- To continue to drive demand for Kangaroo Island from interstate, intrastate and special interest travellers.
- To better leverage the Island's unique nature, culture, and history to drive demand in destination marketing investment
- To focus efforts on storytelling and marketing activations to grow visitation across winter
- All visitors have the information they need at the right time and location to support longer, more immersive and safer Island visits.

Projects to Activate [Breakout box]

Add in project numbers and names from below, grouping into Catalyst, Regionally Significant or Enabling. This can be done by SATC in design stage

SATC VE 2030 Objectives Alignment [Breakout Box]

Increase appeal to drive demand

- Deliver a long-term destination brand platform
- Simplify and double down on our strengths - Nature and Place, Food Wine and Drink, Events and Festivals

Tourism - a force for good

- Highlight South Australia's sustainable tourism credentials
- Creating a platform for Aboriginal storytelling

Innovative and brand-aligned products and experiences

- Support our industry to tell the South Australian story

Sustainable Development Goals Alignment [Breakout Box]

3 Good Health and Wellbeing

8 Decent Work and Economic Growth

10 Reduced Inequalities

11 Sustainable Cities and Communities

14 Live below water

15 Life on the Land

17 Partnership for the Goals

Island Significant Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
3.1	Kangaroo Island Positioning and Stories*	Refine the positioning and associated stories of Kangaroo Island for intrastate, interstate and international visitor markets.	<p>Kangaroo Island needs a straightforward, values-led storytelling and positioning that addresses cost barrier perceptions, lifts appeal off-peak and that also supports the telling of the Island story by key industry partners - SATC, Tourism Australia and Kangaroo Island SeaLink. Shared positioning, with market-specific messages. This project is directly supported by the Kangaroo Island Knowledge Hub (Project 2.3) and underpins the Island's year-round Destination Marketing (Project 3.3)</p> <p>Considerations for activation</p> <ul style="list-style-type: none"> Develop market positioning 1-pagers for Industry - for SA, Interstate, International visitor markets, with key messages, aligned to SATC "Simple Pleasures" and Tourism Australia key experience pillar themes. Storytelling Pillar Development: Expand Island stories across core story pillars: Caring for Place, Nature and Wildlife, Island Life and Creative Culture, Food/Drink and Provenance; Night Skies and Island Seasonal Stories (winter/spring). Story Telling Assets (Via project 2.3 KI Knowledge Hub): Expand images and videos that support the Storytelling Pillars. Industry Engagement: Educate and connect industry with the resources for use in their own marketing. <p><i>Important Note: Understanding more of the First Peoples' stories of Kangaroo Island is an aspiration by the community and industry, however this needs to be led, told and endorsed by local Traditional Owner Groups.</i></p>	<p>The Islands' distinct stories of place are uncovered, articulated, and are ready to be told by the right storytellers.</p> <p>The richness of Kangaroo Island's past and present is being shared to help connect visitors to the people and place, and is being leveraged to drive future demand for the Island</p>	<p>RTO Brand Kangaroo Island SATC DEW LBKI Sealink Industry Traditional Owners Community Groups</p>	Short Term
3.2	Evolved Visitor Servicing*	Deliver an ongoing, flexible, tech-led visitor servicing model that prioritises connection and education across the full visitor journey—before, during and after travel.	<p>Visitor servicing is currently fragmented and the cessation of the Penneshaw accredited Visitor Information Centre in mid-2025 widens visitor servicing gaps on the Island. A locally led, digital first, visitor servicing model reinforced at key physical touchpoints, would meet visitors where they are (website/digital map/social, ferry/airport, towns/accommodation). It would also provide timely, consistent guidance on biosecurity, road/wildlife safety, "what's on/what's open", and Island itinerary planning. Funding for visitor servicing is currently very limited.</p> <p>Project scoping considerations</p> <ul style="list-style-type: none"> The following are key opportunities for this project as outlined by local stakeholders. Further scoping and refinement of an annual project plan is required. <p>Governance The overall project lead is to be confirmed through project scoping. However, a working party with sub project leads is likely required.</p> <p>Visitor Collateral</p> <ul style="list-style-type: none"> Continue to invest in the Kangaroo Island digital map via the destination website. Resourcing to ensure the Kangaroo Island Visitor Guide continues to support visitor 	<p>A new visitor servicing model is supporting all arrival touch points on the Island.</p> <p>Visitors to the Island are supported with accurate, inspirational, and accessible information they need to plan, book, and experience the region across relevant touchpoints during their travel journey.</p> <p>Visitors know how to be respectful of communities and the environment when exploring the Island.</p>	<p>RTO TICSA Sealink DEW Industry Community KI Council</p> <p>Lead to be confirmed through project scoping -</p> <p>Preliminary feedback from KIC is not a priority.</p>	Short Term

			<p>and industry needs.</p> <ul style="list-style-type: none"> • New Resource: "Beaches in all seasons". Information for visitors to understand which beaches are best to go to, depending on which way the winds are blowing. • Monthly what's on and what's open information is distributed to all accommodation and tour hosts. • Consider a new tear-off Island Wide map (potentially in partnership with KI Sealink). • Leverage existing Resources and Factsheets (ref Project 2.3 KI Knowledge Hub) <p>Inclusivity</p> <ul style="list-style-type: none"> • Consider different language requirements for visitors • Accessibility for people living with disability (visual, auditory) <p>Staffing</p> <ul style="list-style-type: none"> • Volunteer ambassadors at airport arrivals. • Paid visitor servicing staff to reduce impacts on cruise volunteers • Kangaroo Island Ambassador training program - including famils for all VIO staff <p>Physical Visitor Servicing locations</p> <ul style="list-style-type: none"> • Kangaroo Island Airport welcomes a new wall map and welcome ambassadors • Consider locations within Kingscote and Penneshaw at a high traffic location with businesses that have the capacity to support visitors knowledgeably (Connect with Projects 1.6 Kingscote Alive and Project 1.7 Penneshaw Placemaking). <p>Key visitor messages</p> <ul style="list-style-type: none"> • Responsible visitor messaging is embedded across all activations - biosecurity, road safety (international visitor focused), safe wildlife interactions <p>Kangaroo Island Ambassador Program</p> <ul style="list-style-type: none"> • Ensure the program remains fit for purpose and supports the delivery of the vision, goals and projects of the DMP. 			
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Enabling Projects

3.3	Annual Destination Marketing Program^A	Deliver a focused, year-round marketing program that grows off-peak demand and conversion for Island tourism businesses.	<p>Kangaroo Island requires a strong, well-resourced and clearly defined marketing program to remain competitive, balance visitation across the year, and grow awareness in values-aligned domestic and international markets. With higher access barriers than other South Australian regions, the Island cannot rely solely on broad state campaigns. A dedicated annual program ensures Kangaroo Island's unique stories, sustainability credentials and seasonal strengths are consistently promoted, driving demand outside of summer, strengthening business viability, and reinforcing the Island's global positioning as a regenerative nature-based destination.</p> <p>Funding</p> <ul style="list-style-type: none"> • Securing consistent funding for locally led destination marketing is the most critical priority for Island tourism businesses. • This includes funding for the ongoing management of Kangaroo Island's Destination Website, Digital Map and Social Media channels, which are essential to help capture and convert demand from intrastate, interstate and international marketing activities from key partners of SATC, TA and Sealink. <p>Domestic Marketing - Autumn, Winter, Spring Focus</p> <ul style="list-style-type: none"> • The Island requires support from SATCs to recognise the additional cost barriers of getting to the Island compared to all other SA regions, as seen by low % market share of intrastate visitors. • Consideration of state government funding for an annual standalone Kangaroo Island tactical winter campaign - taking learnings from the "Book Them Out ferry subsidising campaign of 2020. <p>International Marketing</p> <ul style="list-style-type: none"> • The inclusion of Kangaroo Island as part of SATC and Tourism Australia's global destination marketing for South Australia and Australia is of high priority to Island businesses. • Financial support for Island businesses to continue to engage with SATCs and TA's international trade and media programs will remain important, considering the additional costs of doing business on the Island. <p>Partnerships</p> <ul style="list-style-type: none"> • Kangaroo Island Sealink are a key domestic and international destination marketing partner to maintain a strong relationship with. • Partnerships and sector partnerships developed with trade, media and airlines for earned and paid that aligned with the identified Target Visitor Markets either directly, or via SATC and Tourism Australia. <p>Melbourne to Adelaide Touring Route</p> <ul style="list-style-type: none"> • This important self-drive touring route to the Island has seen limited investment in interstate and international destination marketing in recent years. It has solid potential to drive demand from self drive interstate and international visitors with focused investment. • Explore trade marketing and product packaging opportunities with neighbouring tourism regions Fleurieu Peninsula and the Limestone Coast. <p>Positioning and Storytelling</p> <ul style="list-style-type: none"> • Deliver an annual Storytelling Plan to share stories on the right channels or via the right partners to drive demand from the identified target visitor markets. • Share "Simple Pleasures" storylines for elevation in SATC state destination branding activation, and optimise through Kangaroo Island - owned marketing channels and tactics 	<p>Growth in awareness and appeal as a distinctive visitor destination from values aligned visitors, in particular across Autumn, Winter and Spring.</p> <p>The Island's distinct stories of place are championed and better understood by visitors.</p> <p>The destination website and social media channels are maintained and continue to deliver value back to the community and industry.</p> <p>Stories and experiences, and responsible visitor messaging are elevated by SATC, Tourism Australia, Sealink and other demand-driving partners.</p>	RTO SATC Tourism Australia Sealink Industry Trade Media Neighbouring Tourism Regions.	Ongoing
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Strategic Priority 4: Cohesive and collaborative destination stewardship

Objective

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

Why is this important?

- Destination stewards have the data and insights to make smart decisions on how to maximise not just economic but community and environmental benefit
- Kangaroo Islands tourism vision, values, priorities and issues are recognised by state and federal government
- Stronger advocacy unites locals on issues impacting not just tourism but the agriculture sector and wider Island community
- Tourism is generating funds that can be reinvested into community priorities
- Cruise arrivals are evolving to align with Kangaroo Island vision, values and community aspirations

Projects to Activate [Breakout Box]

Add in project numbers and names from below, grouping into Catalyst, Regionally Significant or Enabling. This can be done by SATC in design stage.

SATC VE 2030 Objectives Alignment

Tourism a Force for Good

- Make a positive economic, social and environmental contribution to communities

Sustainable Development Goals Alignment [Breakout Box]

8 Decent Work and Economic Growth

9 Industry, Innovation and Infrastructure

10 Reduced Inequalities

11 Sustainable Cities and Communities

13 Climate action

16 Peace, Justice and Strong Institutions

17 Partnership for the Goals

State Catalyst Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
4.1	TOMM - Strategic Island Insights^	TOMM delivers the insights Destination Stewards require for evidence based decision making	<p>This project ensures Kangaroo Island maintains and evolves its longitudinal Tourism Optimisation Management Model (TOMM) study and related insights to remain relevant. It will secure funding for ongoing data collection, modernise reporting through live dashboards and scenario tools, and expand the application of insights to guide capacity management, marketing, and event planning. Collaboration with government, council, industry and researchers will ensure the data remains relevant, accessible, and embedded in decision-making.</p> <p>Short Term</p> <ul style="list-style-type: none"> Secure ongoing funding - to maintain the long term tracking of key environmental, social and economic indicators across the Visitor Exit Survey and Residents Survey through the Tourism Operation Management Model is a priority for industry and community. Review the current insights being collected are fit for purpose and consider expanding via data connection to include <ul style="list-style-type: none"> Business Resilience and Contribution metrics - Such as: stable or improving financial performance, revenue diversification across different visitor markets, businesses with contingency/business continuity plans, contribution to conservation causes, business sustainability practices. Time Bound Visitation Data - specifically during cruise arrivals and Island events - visitor numbers, spend and visitor satisfaction Formally integrate TOMM insights within the SATC Kangaroo Island Regional Profile. <p>Longer Term</p> <ul style="list-style-type: none"> Development of a centralised dashboard that incorporated all key data sets - e.g. TOMM, NVS, IVS, AirBnB, other hotel sources, Ferry and Airline arrivals. Potential to allow destination stewards and Island businesses to do forward scenario planning to help with capacity management across their Islands and their businesses. <p>This project has direct connection with Project 4.3 Island Capacity Modelling</p>	<p>TOMM continues to be a global leading data and insights management model</p> <p>Timely and relevant data is informing strategic decision making by destination stewards at an Island, Regional and State level to grow the economic, environmental and community benefits of tourism.</p> <p>Data is able to be interpreted and used by all stakeholders involved in tourism on Kangaroo Island to make informed decisions</p>	RTO Sealink DEW KIC SATC University partnerships	Immediate

Regionally Significant Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
4.2	Kangaroo Island Voice^	Maintain a local industry led tourism organisation on Kangaroo Island.	<p>Kangaroo Island's current tourism industry governance - Kangaroo Island Tourism Alliance, plays a vital role in destination stewardship projects, industry engagement, tourism advocacy and destination marketing through their Membership Program. Preserving KITA's as the recognised local tourism authority will be important for fostering local industry collaboration on many of the proposed new DMP projects, allowing them to continue to provide deep knowledge of Island-specific issues and opportunities around tourism through their staff and board, and to enable Island's autonomy in shaping its tourism future across supply and demand projects.</p> <p>This project aims to clarify the role of the DMZ, identify the specific problems it addresses for KITA, and determine how it can add value in resourcing and funding to relevant DMP projects without introducing unnecessary complexity or bureaucracy to the current destination management model on the Island.</p>	The Island maintains local destination stewardship and is supported within SA Government regional tourism funding and resourcing structures, to deliver on the recommended locally led projects in this DMP.	KITA KIC Sealink DEW Industry	Ongoing
4.3	Island Capacity Modelling*	Undertake analysis of existing Island data to clarify the Island's capacity to host visitors across the year.	<p>Kangaroo Island has visitation peaks that strain infrastructure, services and the visitor experience. Modelling capacity across accommodation, services and environment will provide the evidence needed to guide investment, manage demand, and protect the Island's community and ecological values.</p> <p>Outcomes of the modelling aim to support destination stewards to determine the infrastructure required to meet demand or alternatively levers to manage visitor numbers at peak times. Multiple streams of data from beyond tourism will be required. Insights from the modelling inform the project scoping, delivery or advocacy priorities within most other Strategic Priorities within this DMP.</p> <p>Capacity for modelling</p> <ul style="list-style-type: none"> Island Infrastructure - water, power, waste, mobile coverage Island Services - food supplies, hospitality venue capacity, local food supplier capacity, linen services Accommodation capacity - beds available per towns/localities Event venue capacity - Business Event Venues, Recreation, Sporting Access & Transport - air seats, ferry seats, hire cars, coach numbers/sizes Operator hosting capacity - staff, guides, workforce <p>Scenarios to be modeled</p> <ul style="list-style-type: none"> Day trip vs Overnight trip visitation across different times of the year. Event & cruise arrivals based on sizes and time of year. <p>Learning</p> <ul style="list-style-type: none"> Connect with other Island destinations who capacity management to understand how they use data and insights to support destination stewardship decision making and capacity management: Tasmania, Lord Howe Island, Lofoten Islands, <p>This project has potential to be integrated longer term with Project 4.1 TOMM - Strategic Insights</p>	<p>Supports smarter decisions on cruise, event and marketing scheduling.</p> <p>Reduces pressure on communities and ecosystems by aligning visitation with capacity.</p> <p>Builds confidence for investors and government by clarifying future needs.</p> <p>Strengthens Kangaroo Island's reputation as a proactive, well-managed destination.</p>	<p>RTO RDA (proposed by KITA) KIC SATC RDA Sealink Industry</p> <p>Lead to be confirmed through project scoping</p>	Immediate

#	Project	Objective	Details	Impact	Partners	Timeframe
4.4	Sustainable Island Future Levy* (Working Title)	Design and deliver a mechanism to collect a financial contribution from all visitors to Kangaroo Island.	<p>An environmental levy has been a long time aspiration on the Island, as the Island's rate paying population is not large enough to fund the delivery of community services used by visitors. There is broad support from community and Council for a mandatory contribution, however specific governance and details of how funds would be collected and allocated are to be scoped.</p> <p>Project scoping considerations</p> <ul style="list-style-type: none"> • The original discussions were around funds to offset the significant operational costs of Kangaroo Island Council in the waste management, campground upgrades, road maintenance and community infrastructure, • Wider community and industry beyond Council see a great opportunity to fund environmental conservation work on the Island. • A locally led, co-creation approach involving Council, industry and community to scope the project is essential. <p>Learnings</p> <ul style="list-style-type: none"> • Many Island destinations globally now charge a mandatory visitor levy and part of global travel expectations by visitors. Examples include Galapagos Islands (\$USD200 per visitor), Lord Howe Island (\$3.50 on all visitors), Lofoten Island Norway (3% overnight tax), Balearic Islands (Sliding scale depending on time of visit, charged via accommodation). • It's recommended the Island learn how these destinations collect funds and also how they choose reinvestment priorities within the community. <p>Delivery Mechanism</p> <ul style="list-style-type: none"> • Make it just part of visiting the Island and build into existing Island visitor payment/booking structures • Potential to align/combine with Cruise Arrival Levy (ref. Project 4.8 Cruise Ship Management) 	<p>A new visitor levy is co-created, that has widespread local industry and community support.</p> <p>Visitor contributions are being reinvested into community priority projects .</p>	<p>RTO KIC Sealink Industry Community</p> <p>Lead to be confirmed through project scoping</p>	Long Term

#	Project	Objective	Details	Impact	Partners	Timeframe
4.5	Climate Risk and Crisis Management*	Undertake activities to proactively plan for climate adaptation and build industry resilience against climate risk and crisis events.	<p>With an Island tourism economy that is so dependent on nature, disruption to the nature-based visitor experiences on the Island are a major threat to the future of the Island's visitor economy. Instead of waiting for the next devastating event, this is about the tourism industry taking proactive steps to plan for an increasingly uncertain future.</p> <p>Project scoping considerations</p> <p>Scenario Planning needs to be undertaken for the key risk facing the Islands visitor experiences, to then inform proactive future responses. Key planning around</p> <ul style="list-style-type: none"> • Marine Heatwaves and Marine Algal Blooms - impacts on beaches/swimming closures and ocean-based visitor experiences. • Biosecurity Event - eg Varroa mite on Island Honey visitor experiences • Bushfires - Continue to build on learnings from 2020 bushfires, planning for evacuations and industry fire preparedness • Drought - Water security planning and preparedness for visitor experiences and communities not connected to mains water supplies. • Storms and Flooding - crisis management planning (acute events) vs sea level rising impacts and planning on tourism experiences (long term impacts). • Extreme Heat - While the Island's climate is milder than SA Mainland, proactive considerations for what to do on Kangaroo Island on extreme heat days, and industry hot weather preparedness. <p>Outcomes of the scenario planning to then be integrated into relevant projects across the DMP:</p> <ul style="list-style-type: none"> • Adapt and Evolve Visitor Experiences - via Project 1.3 Visitor Experience Development • Business Financial Sustainability - via Project 1.7 Industry Resilience and Innovation • Resilience Monitoring - via Project 4.1 TOMM Strategic Insights 	Tourism stakeholders are taking proactive action across projects, experiences, events and infrastructure design and management to adapt to climate change and mitigate crisis event impacts.	<p>RTO KIC Landscapes SA KI PIRSA RDA DEW Emergency Services Community Industry Emergency Services</p> <p>Relevant stakeholder per specific issues</p>	Ongoing

#	Project	Objective	Details	Impact	Partners	Timeframe
4.6	Island Issues Advocacy^	A united and focused voice that is advocating for Island issues that are impacting the aspirations outlined in the DMP.	<p>There are a number of issues limiting Kangaroo Island's ability to realise the full economic and social benefit of tourism in their communities, including:</p> <ul style="list-style-type: none"> • Island Biosecurity • Climate Risk Adaption - Marine Algal Bloom (acute) • Regional Workforce Development • Affordable Housing • Waste Management • Water Security • Road Safety and Road Infrastructure Investment • Mobile Black Spot Funding • Electricity Supply • Island Healthcare <p>Refer to Appendix Table B: Island Tourism Advocacy Priorities for further details on the issues.</p> <p>Considerations for activation</p> <ul style="list-style-type: none"> • RTO to confirm details and lead stakeholders for each issue, and keep track and community back to stakeholders and industry on how individual issues are being progressed/addressed through. • Use TOMM to track, monitor and report on relevant issues (Ref Project 4.1). • Maintain strong, trusted relationships with key stakeholders at local, regional, state and federal • Work collectively with other RTOs on consistent industry issues or wider state issues, to develop the evidence and prepare action plans to address issues. • Tourism must have a seat at the table on relevant issues and advocate for positive outcomes for tourism on the specific issue. <p>Refer to project <i>M.4 Regional Issues Advocacy Database</i> to maintain a current list of the issues.</p>	Stakeholders across the Kangaroo Island are working proactively and collaboratively to address the identified Island issues (not just specific to tourism) impacting the future of Kangaroo Island visitor economy	<p>RTO - coordinate</p> <p>Identified partners per specific issue</p>	Ongoing

Enabling Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
4.7	Cruise Management[^]	A collaborative partnership between state government and Island community to better manage cruise visitation in line with community and ecological values and island capacity	<p>Cruise arrivals have seen strong growth over the last 13 years. The current number of ships, volumes and passengers and summer itinerary arrival has seen a loss of support for this visitor market by the Island community (<i>Refer to the Kangaroo Island Issues and Opportunities Paper, August 2025 for a full list of all the negative impacts</i>).</p> <p>With cruise being a State Government priority growth market, the Island community, including tourism businesses, are calling for support to re-align the state cruise attraction strategy and increase annual funding for the Cruise Welcome Program to address the negative impacts on cruise arrival days.</p> <p>State Cruise Attraction - Immediate Priority</p> <ul style="list-style-type: none"> • Kangaroo Island Voice - To be represented on the South Australian Cruise Attraction Working Group • Kangaroo Island Cruise Levy - Review and increase, with new criteria allowing local autonomy and reinvestment into the local community • Limit Arrival of Ships to Smaller Expedition Cruise Ships - The community of Penneshaw is not capable of hosting large ships (over 800 pax anecdotally). • Limit cruise arrivals to a maximum of 2–3 per week, with no bookings on back-to-back days • Urgent Island Cruise Ship Carrying Capacity study (ref. Project 4.3 Island Capacity Modelling). Ascertain the current carrying capacity of key visitor sites on the island (Seal Bay, Remarkable Rocks, Penneshaw Township) during summer when cruise ships arrive. • Invest in Economic data collection to more clearly understand local expenditure by cruise ship visitors and their repeat visitation (ref. Project 4.1 TOMM - Strategic Insights). <p>Local Cruise Shore Program Management - Immediate Priority</p> <ul style="list-style-type: none"> • SATC, in partnership with the RTO, to work with CLIAA to raise issues for the upcoming summer season 2025/26 and create an annual action plan to mitigate negative impacts outlined in the • Local Businesses - Deliver start-of-season training on how to better capture economic benefits through managing food, supplies, and experiences around cruise visits (avoiding over-ordering). Learn from businesses that have already adapted • Shore excursion programs - Continue to promote the development of more immersive, educational, or nature-focused experiences for shore excursions, including options for FIT and hosted guests. • Island Guides - Shore excursion operators must meet standards of quality and safety, with recommendation of local guides for all non local operators. • Ground Transport - Improve transport options for FIT visitors, including shuttles for older passengers requiring assistance to walk up to Penneshaw. Improve connectivity and coordination between operators to create better experiences for groups. • Cruise Landing Fees – Increase these fees, ensuring transparency in how levy funds are allocated and directing resources toward island priorities. Provide more flexibility in how funds on the island are used. <p>Cruise Contribution</p>	<p>Updated SA cruise strategy that requires all new cruise ship bookings to the Island align with Kangaroo Island ecological and community values and Island boundaries.</p> <p>Community support for cruise improves and they see value in this visitor market on the island..</p>	SATC CLIAA KIC DPT RTO	Immediate

			<ul style="list-style-type: none"> Undertake a feasibility to redesign a cruise levy that actively contributes to infrastructure and regeneration projects on the Island, that avoids being tokenistic, and ensures funds are being invested effectively for greatest return on impact for the Island community and environment. Potential to combine this sub-project with project 4.4 Sustainable Tourism Future Levy 			
4.9	Stakeholder, Industry and Community Engagement^	Engage and communicate the benefits of tourism to the community.	<p>Activate initiatives to educate and connect the community, including elected members, into a better understanding of the value of tourism, the importance of TOMM and how it helps balance Island visitation and why it's critical to the future survival of the Island, and how they can engage/support/be involved in relevant projects in this DMP.</p> <ul style="list-style-type: none"> Host events that foster opportunities for connection, partnership, learning, inspiration and innovation. Regularly communicate the value of tourism and the activation/participation/delivery of projects within this DMP. Education comm Engage community members in project reference groups to build accountability and social license for sensitive tourism development Engage young people across the Island in the potential of tourism as a part time job or future career pathways. 	Locals express positive sentiment about the visitor economy, continue to offer the social license for tourism projects within this DMP and young Island residents see the opportunities for local jobs or businesses on the Island.	RTO KIC RDA DEW Community Groups Education Partners (Secondary and Tertiary) Local Media	Ongoing

Strategic Priority 5: Island Access

Objective

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

Why is this important?

- Tourism operators can more easily bundle and sell overnight travel packages to Kangaroo Island domestic and international visitors markets.
- Makes it easier and reduces uncertainty for visitors, community and local businesses around travel disruptions
- There are more accessible and inclusive transport options for people of all ages, mobility needs and budgets
- The Island is more likely to be able to attract business and sporting events outside of summer.

(Note to Stakeholders reading this Draft DMP - this Strategic Priority 5 is unique to Kangaroo Island, and won't be seen in any other DMP for SA. Transport and Access being a State Government project means Transport and Access are typically wrapped up into a destination's Advocacy Priorities (Project 4.6). However due to the importance of transport and access to Kangaroo Island to industry and community, they have been elevated to their own section for increased visibility for government and transport partners. DMP stakeholders to confirm if they are happy to leave it in this current format OR the following 4 projects (5.1, 5.2, 5.3 and 5.4) can be moved into the Regional Issues Advocacy Table (Table B) and referenced in Project 4.6 as advocacy priorities?

Projects to Activate [Breakout Box]

Add in project numbers and names from below, grouping into Catalyst, Regionally Significant or Enabling. This can be done by SATC in the design stage.

SATC VE 2030 Objectives Alignment

Increase appeal to drive demand

- Grow access to and from key markets

Sustainable Development Goals Alignment [Breakout Box]

8 Decent Work and Economic Growth

9 Industry, Innovation and Infrastructure

10 Reduced Inequalities

Island Significant Projects

#	Project	Objective	Details	Impact	Partners	Timeframe
5.1	Ferry Access[^]	Advocate for ferry schedule, timings and fares that support the aspirations of the Island's visitor economy.	<p>Maintain close relationships with ferry stakeholders to collaboratively address industry issues around ferry access as they arise. Considerations include:</p> <ul style="list-style-type: none"> • Advocate for a seamless visitor booking and travel experience • Ferry schedules support industry to capture demand for Island visitation year round • Data and insights sharing to support destination stewards forward plan and Island capacity management • Seasonality scheduling to support Island businesses access different seasons • Explore seasonal competitive island ferry fare to drive demand outside of summer 	The Kangaroo Island Ferry continues to be a major enabler of tourism on the Island, and helps achieve the DMP's vision.	RTO DIT KI Sealink KIC Industry	Ongoing
5.2	Aviation Access[^]	Advocate for increase in flight frequency to Kangaroo Island and more competitive fares.	<p>Frequent and affordable flights are a key enabler of getting international and interstate visitors to the Island. They are also key enablers of accessible and affordable healthcare for Island community members via fly in/fly out health workers.</p> <ul style="list-style-type: none"> • Airline Fares Pricing - advocacy for more competitive flight pricing • Increase in Adelaide <> Kingscote flight frequency - to allow for better connectivity to Island touring and accommodation 7 days a week. • Feasibility of Eastern States airline routes. 	Kangaroo Island has consistent, daily, reasonably priced flights allowing easy access on and off the Island for both visitors, community and support services.	RTO SATC Qantas Adelaide Airport DIT KIC	Ongoing
5.3	Road Infrastructure[*]	Advocate for improvement of key tourism roads on the Island.	<p>The quality and safety of roads on Kangaroo Island are important enabling infrastructure, however the lack of funding for sealing of key tourism roads is a significant barrier for Island businesses outside of key towns. Council currently lacks the funding to deliver tourism priority road upgrades that sit within their remit</p> <ul style="list-style-type: none"> • Priority Tourism Road Sealing - Cape Willoughby Road, Cape Borda Road, and prioritisation of other identified roads including North Coast Road, Hanson Bay and shorter roads off sealed roads to Island attractions. • Safety Maintenance - Sealed shoulders, overtaking lanes, pull-over bays at identified black spot locations • Freight Routes - Duplication of Aldiga to Cape Jervis (while not on the Island, a key road visitors use to get to Kangaroo Island) and the Penneshaw Township Freight Bypass 	Maintenance and sealing of key tourism enabling roads are improving visitors and community safety and amenity.	KIC DIT RTO RAA Road Safety Accident Commission Community Industry	Ongoing
5.4	Public Transport Advocacy[*]	Advocate for more accessible and equitable public transport to Kangaroo Island	<p>To address key opportunities as outlined in the Regional Advocacy Table.</p> <ul style="list-style-type: none"> • Accessible and affordable public transport and transfer options around the Island, inclusive and accessible options. • Seamless Adelaide <> Island Public Transport to allow alignment/collaboration between transport providers. One point of booking. 	Kangaroo Island offers visitors seamless booking and transfer options from Adelaide, along with accessible and affordable public transport on the island.	RTO DIT KIC RDA	Ongoing

DMP Management and Reporting

#	Project	Objective	Details	Deliverable	Partners (Lead in bold)	Timeframe
M.1	DMP Accountability*	The projects outlined in DMP are being progressed through a cooperative stewardship model of accountability.	<p>An accountability mechanism needs to be co-designed by DMP stewards to successfully activate the projects identified in the DMP.</p> <p>Activation and ongoing governance of the DMP will require:</p> <ul style="list-style-type: none"> • A governance framework is activated to bring together stakeholders who have the “Lead” role in DMP project delivery. • Quarterly and annual reporting structure is confirmed to track and report on the DMP Goals and individual Projects to the relevant stakeholders. • Project Leads will need to be determined on a project by project basis, to operationalise each project. <ul style="list-style-type: none"> • <i>For some existing projects, there are already existing project leads; however, for many others a lead will need to be determined. It is recommended that an initial meeting of stakeholders is convened to discuss the overarching DMP goals and the role of the project within this context and request for a Project Lead to be nominated. In the absence of an external Project Lead being nominated, the Project will go back to the RTO board to determine its role in the project and to prioritise accordingly. In the absence of appropriate RTO resourcing, the project may be re-prioritised and deferred to a later stage.</i> • As Project Leads are confirmed, they undertake annual action planning to progress their projects and deliver on the agreed-upon reporting requirements. 	<p>The progress of State Catalyst, Regionally Significant and Enabling Projects is being tracked and reported annually.</p> <p>Goals are tracked and reported on annually.</p>	RTO Individual Project Leads	<p>Immediate (Governance framework set up)</p> <p>Ongoing (Annual Planning and Reporting)</p>
M.2	Industry Database*	Maintain a dynamic database of tourism experiences across Kangaroo Island	<p>Build and maintain a dynamic database of all tourism experiences on the Island that identifies their level of business maturity and experience offering, ready to be connected into relevant activities within this plan.</p> <p>Activation and then ongoing management of the database will be required.</p> <ul style="list-style-type: none"> • Work in partnership with stakeholders to undertake a tourism experience audit - which identifies the experience profile of individual businesses, their marketing maturity and their alignment and potential to address identified regional experience gaps. • Implement a customer relationship management (CRM) software to dynamically monitor business development (Ref. Project 1.3, 1.4 and 1.9) and to identify the most appropriate industry capability building opportunities (ref. Project 1.8) 	<p>Database is set up and maintained.</p> <p>Database insights are used to inform targeted Experience Development and Industry Capability opportunities within the DMP.</p>	RTO SATC Industry	<p>Immediate (Database set up)</p> <p>Ongoing (Database Management)</p>

#	Project	Objective	Details	Deliverable	Partners (Lead in bold)	Timeframe
M.3	Pipeline Project Database*	Maintain a database of visitor economy major development projects across the region that require advocacy to see them through to fruition.	<p>Maintain an up to date record of all Pipeline Projects being delivered by Local, Regional, State or Private stakeholders across Kangaroo Island, ready for targeted support as required through the relevant Projects of this DMP (specifically Project 1.8 and 1.9).</p> <p>Criteria that define a Pipeline Project are:</p> <ul style="list-style-type: none"> • Align to the DMP's vision and aspirations • Align with/to State Catalyst Projects in the DMP • They are located within the boundaries of the Tourism Region • Have an embedded and planned visitor economy use • Are identified as 'in progress' (not an aspiration) • Have a solid business case (or working toward one) • Have a local investment commitment secured <p>Database management considerations:</p> <ul style="list-style-type: none"> • Annual review of Priority Projects Database with stakeholders (to ensure validity of list) • Annual update provided on statuses of Pipeline Projects as part of DMP Accountability (Refer Project M.1) 	A database is developed and maintained, and provided to relevant stakeholders.	RTO KIC DEW RDA Industry	Ongoing
M.4	Island Issues Database*	Maintain a database of local and regional issues that impact tourism that require consistent and coordinated advocacy.	<p>There are numerous local and regional issues that impact tourism potential on Kangaroo Island, many which are impacting the wider Agriculture sector and Island community. Maintaining a running list of these issues will enable a coordinated approach to advocacy.</p> <p>Database management considerations:</p> <ul style="list-style-type: none"> • Annual review of the Appendix Table B: Island Tourism Advocacy Priorities to ensure it's kept up to date • Scope and progress identified issues in Project 4.6 Island Issues Advocacy 	A database is developed and maintained, and provided to relevant stakeholders.	RTO KIC DEW AgKI RDA LBKI	Ongoing

DMP Activation

SATC is writing this section for inclusion in the final public version.

Considerations:

- It is important that the activation of this DMP is not considered as linear - eg. Over the next 5 years, these are the only projects to focus on.
- The tourism ecosystem is in constant flux, and stakeholder priorities change year on year depending on a number of factors.
- To keep this DMP relevant, it is important that expectations with all stakeholders are set that whilst the projects identified in this DMP are relevant right now, there is and should be potential for them to be shelved, and for new projects to emerge.
- The only constants in this DMP should be the vision, values, aspirations and strategic priorities.
- Therefore, to manage expectations, there probably needs to be a few sentences in each DMP that outline how the DMP will be managed and activated over its lifecycle.
- For consistency, should each DMP outline specifically how the DMP will remain agile (DMP governance guiding principles, and process for how projects can emerge and/or be shelved)? Or should this be determined region-by-region in the DMP Accountability Project M.1?
- Importance of identifying project leads
- Process for scoping out new projects

Supporting Information

Glossary

For a complete list of Stakeholder acronyms, please refer to the *Strategic Context* section titled 'Tourism Stakeholders'.

Below are additional acronyms used throughout this document.

- ABS – Australian Bureau of Statistics
- DMP - Destination Management Plan
- DMZ - Destination Management Zone
- KI - Kangaroo Island
- RTO – Regional Tourism Organisation
- TA – Tourism Australia
- TRA – Tourism Research Australia
- VFR – Visiting Friends and Relatives
- VIC – Visitor Information Centre (accredited)
- VIO – Visitor Information Outlet

Acknowledgments

This Destination Management Plan has been developed in consultation and ongoing involvement of stakeholders from across Kangaroo Island and wider South Australia.

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

This Destination Management Plan has been developed by *The Tourism Collective* (<http://www.tourismcollective.com.au>) in partnership with the South Australian Tourism Commission and the Kangaroo Island Regional Tourism Organisation.

Key Island Stakeholders	Tourism Businesses and Island Residents		Key Regional and State Stakeholders
Kangaroo Island Tourism Alliance <ul style="list-style-type: none"> Staff Board Kangaroo Island Council <ul style="list-style-type: none"> Mayor Elected Members Executive and Staff <ul style="list-style-type: none"> Kangaroo Island Sealink <ul style="list-style-type: none"> Executive Staff Kangaroo Island National Parks and Wildlife <ul style="list-style-type: none"> Executive Staff Agriculture Kangaroo Island Landscape South Australia - Kangaroo Island	<ul style="list-style-type: none"> Advance Kingscote Progress Assoc. Art Museum of Kangaroo Island Big Quince Print BirdLife Australia Clifford's Honey Farm Dudley Wines Ecopia Emu Ridge Eucalyptus Pty Ltd 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 and The Cliffs Kangaroo Island Wildlife Network 	<ul style="list-style-type: none"> Kangaroo Island Wool KI Bus Charters KI Business Hub KI Caravan Park, Kingscote KIPP (KITA to confirm what this acronym was for?) 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 Solstice KI Springs Road Wines Sunrise on Falie Seaview Eco Accommodation The River Kangaroo Island 	<ul style="list-style-type: none"> Regional Development Australia Adelaide Hills Fleurieu Peninsula and Kangaroo Island Department of Primary of Industries and Regions, South Australia Business Events Adelaide Festivals Adelaide Invest South Australia Office for Small and Family Business SA Parks - The Caravan Parks Association of South Australia South Australia Tourism Commission - various departments South Australian Aboriginal Tourism Operators Council Study Adelaide Tourism Industry Council South Australia Walking South Australia

Strategic Document References

Strategies, Plans and Reports

- Austrade - Thrive 2030
- Department of Environment and Water - Parks of Central and Western Kangaroo Island - Management Plan 2022
- Department of Environment and Water - Parks of Eastern Kangaroo Island - Management Plan 2024
- Department of Premier and Cabinet - A Place to Create 10 Year Cultural Policy
- Department of Premier and Cabinet - South Australian Economic Statement 2023
- Flinders University - Kangaroo Island Passport to Recovery Citizen Science Report June 2025
- Kangaroo Island Council - Community Strategic Plan 2024 - 2025 inc Community Vision Development Engagement Report (July and August) 2024
- Kangaroo Island Dudley Trail Master Plan, September 2023
- Kangaroo Island Landscape Board - Kangaroo Island Landscape Plan, 2021 - 2026
- Kangaroo Island Tourism Alliance - Strategic Plan, 2021 - 2025
- Regional Development Australia, Strategic Regional Plan, Adelaide Hills, Fleurieu and Kangaroo Island, 2022-2025
- Regional Drought Resilience Plan - Adelaide Hills Fleurieu Kangaroo Island, January 2025
- Resilient Hills and Coast, Regional Climate Action Plan 2025-2030
- South Australia Regional Visitor Strategy 2025
- South Australia's Net Zero Strategy 2024-2030
- South Australia's Small Business Strategy 2023 - 2030
- South Australian Aviation Strategy 2023-2030
- South Australian Planning Commission - Kangaroo Island Regional Plan - Draft March 2024
- South Australian Tourism Commission - Arts and Cultural Tourism Strategy 2025
- South Australian Tourism Commission - Cruise Passenger Survey, March 2017
- South Australian Tourism Commission - South Australia Sustainability Roadmap 2025
- South Australian Tourism Commission - Tourism Development Facilitation Plan, Kangaroo Island, December 2024
- South Australian Tourism Commission - South Australia Visitor Sector Plan 2030
- Green Industries SA - South Australia's Waste Strategy 2025-2030
- United Nations Sustainable Development Goals
- University of SA - Kangaroo Island Tourism: Workshop Summary, October 2020 and Vision for Kangaroo Island 2050, August 2023
- Western Kangaroo Island Parks Framework: April 2021

Data and 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 Australia Tourism Commissions - Visit to Regions - December 2024
- South Australia 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, wildlife and through immersive, guided and hosted nature based and cultural experiences.	Grow opportunities for visitors to connect with local producers and enjoy local food and beverages across the Island.	Grow opportunities for visitors to connect, learn and stay longer on the Kangaroo Island through the Islands event and festivals.
Focus	<p>Catalyst Projects</p> <ul style="list-style-type: none"> Seal Bay Conservation Park (ref Project 1.1) Dudley Peninsula Trail (ref Project 1.2) <p>DEW Parks</p> <ul style="list-style-type: none"> Flinders Chase National Park - Guided ranger walks/tours KI Wilderness Trail - Commercial Tour Operator Kelly Hill Caves - Adventure caving Cape Borda - Restoration, accommodation, visitor experiences Cape Willoughby activation - (ref Project 1.2) Parndana Conservation Park - (ref. Project 1.11) <p>Nature and Wildlife</p> <ul style="list-style-type: none"> Small group, interpretive/guided tours - focus on education/understanding place - walking, cycling, birdwatching, water based, dark sky. Ethical wildlife and bird encounters, including Little Penguins (re Project 2.4) and KI Wildlife Sanctuary. Conservation/science/educational focused experiences - tree planting, citizen science, Island regeneration projects with Island Conservation Organisations Family active adventures - Western End activation <p>History, Heritage, Arts and Culture</p> <ul style="list-style-type: none"> Kangaroo Island Art Museum Creative arts nature experiences - tours/workshops Boutique, health and wellness retreats - nature immersion Artist in residences - with nature inspiration <p>Aboriginal Culture</p> <ul style="list-style-type: none"> Cultural Heritage Sites - protection and interpretation Local Aboriginal Artists and Creatives - classes/exhibitions Cultural experiences - dark sky and dreaming stories Interpretation at DEW visitor centres 	<p>Island Significant</p> <ul style="list-style-type: none"> Old Kingcote Police Station (ref Project 1.6) <p>Dining</p> <ul style="list-style-type: none"> More cafes and restaurants to support lunch and dinner for independent and group visitors, including a DEW sites Trading hours - opening hours to better support visitors <p>Local Produce</p> <ul style="list-style-type: none"> Tours/workshops/hospitality partnerships Self catering packages for self-contained accommodation outside of main towns Farm - plate experiences <p>Seafood</p> <ul style="list-style-type: none"> Seafood - oyster and abalone Seafood - availability of fresh fish and seafood 	<p>Existing Events</p> <ul style="list-style-type: none"> KI Marathon, Kangaroo Island Cup and Gutsy Kangaroo Island - expanded programs and cross Island packaging Kingscote Show - better connect visitors to the KI agricultural story Parks of the Month - extend events outside of February <p>New Events</p> <ul style="list-style-type: none"> Science in the Pub - learn about KI nature and ecology (Ref project 2.3 KI Knowledge Hub) Local food and wine events Music festivals Night events Events in nature - eg candlelight concerts in Caves Island wide creative arts, food, wine, music events. <p>Enabling Infrastructure</p> <ul style="list-style-type: none"> Cinema Shuttles between venues and accommodation for key events Kingscote Wharf and Foreshore activation - to support event hosting in Kingscote (Ref Project 1.6). Kangaroo Island Art Museum - hosting of art exhibitions <p>Event Development</p> <ul style="list-style-type: none"> More local businesses and community activations during significant Island events. Accessible events Nighttime activations Bookable experiences Community-led and giving back experiences

Table B: Island Advocacy Priorities

Island Issue	Detail	Action
Climate Change	<p>An existential threat to the future prosperity and livelihood of the Island community, and also Island biodiversity. A 1.7 degrees of warming is already locked in for South Australia as of 2025. Impacts already being seen or growing in frequency include:</p> <ul style="list-style-type: none"> Warming Ocean/Changing Currents— Including the current devastating marine algal bloom. Impacts not just of the current event but future ocean warming events could include non-swimmable beaches, widespread marine life deaths, and closures of marine tourism experiences, aquaculture industry sectors and recreational fishing. Bushfire - The huge impacts of 2020 are fresh with everyone's minds Droughts - Changes in rainfall, impacting all Island biodiversity with a drying climate and also impacting community water security. Less rainfall has a significant impact on the Island's dryland farming. Sea level rise - With only 2 degrees of global warming, predicted sea level rises will have a significant impact on communities on Kangaroo Island, around Nepean Bay, and Cygnet Estuary. 	<ul style="list-style-type: none"> Love Kangaroo Island (ref. Project 2.1) Climate Risk and Crisis Management (ref. Project 4.5) Industry Resilience and Innovation (ref. Project 1.8) Island Issues Advocacy - Increased funding for local climate change monitoring (ref Project 4.6)
Island Biosecurity	<p>Protecting the Island biodiversity from biosecurity risks (plants/feral animals/pests/diseases/soil borne pathogens) introduced by visitors requires continued collaboration, monitoring, regulation, education and communication.</p> <ul style="list-style-type: none"> Sealink staff check some ferry departures from Cape Jervis, but not all. It's voluntary for visitors to comply with biosecurity screening. When on the Island, phytophthora (soil borne pathogen) moves around on boots and vehicles. DEW does this well, but there is not much information outside of park signage. Biosecurity requirements are communicated prior to travel to the Island through the Visitor Guide and pre-ferry booking confirmations. Multiple stakeholders are involved in visitor education and compliance - Sealink, KITA, DEW, PIRSA, KIC, Airlines, Trade Partners, SATC 	<ul style="list-style-type: none"> Track and Measure - TOMM (ref. Project 4.1) Visitor Messaging - Evolved Visitor Servicing (ref. Project 3.2) Love Kangaroo Island - aligned to island focused biosecurity projects eg Dudley Peninsula feral cat eradication (ref. Project 2.1) Little Penguin Care (ref Project 2.4) Island Issues Advocacy - Increased funding for biosecurity compliance checks (ref. Project 4.6)
Wildlife Care and Visitor Interactions	<p>Wildlife is central to the Island visitor experience; however, injury and death by visitor vehicle impacts and irresponsible wildlife interactions by visitors are a significant concern to the community and industry. Impacts include:</p> <ul style="list-style-type: none"> High roadkill rates - including Black Swans (noted as getting trapped in road guards) 4WDs on beaches are killing invertebrates, impacting fishing/shellfish industries. Little Penguins - visitors searching for them on beaches at night on foot and 4wd, trampling habitat/blinding with bright torches.. Helicopters - accommodation transfers and joy flights - Aerial disturbances and disturbing nesting birds, including endangered glossy black cockatoos (noted impacts in American River and Penneshaw) Foot traffic - death/destruction of nesting hooded plovers (Penneshaw Beach noted) Feeding birdlife and getting too close to mammals for photographs are reported to be irresponsible visitor behaviours. 	<ul style="list-style-type: none"> Love Kangaroo Island (ref Project 2.1) and Kangaroo Island Knowledge Hub (ref Project 2.3) and Little Penguin Care (ref Project 2.4) Key Visitor Messaging - Evolved Visitor Servicing (ref. Project 3.2) Island Issues Advocacy - Signage, Speed Limits and Wildlife movement considered in all road upgrade projects (ref. Project 4.6) Helicopter Flight Path - Advocacy for flight path to avoid wildlife and community impacts via Island Issues Advocacy (ref. Project 4.6) Cruise Ship Management (Ref. Project 4.8) Island Issues Advocacy - Funding for DEW Visitor Infrastructure investment (Ref Project 4.6)

Waste	<p>Waste generated through tourism activity on Kangaroo Island is a significant concern for many of the Island's stakeholders. Specific issues include:</p> <ul style="list-style-type: none"> • All DEW-managed visitor sites have no rubbish bins. This displaces visitor waste to Kangaroo Island Council sites, who have to absorb the waste processing costs. • Cruise arrivals generate significant waste in Penneshaw. This includes visitor rubbish (eg takeaway food packaging) and also businesses (eg plastic milk bottles for coffees). If cruise passengers were asked to take their rubbish with them, then the issue is just being passed onto the next port of call, which the community would like to avoid. • Roadside littering is an ongoing problem and anecdotally peaks over weekends. • Peak season sees significant growth in rubbish generation due to the number of visitors on the Island. The council funds additional rubbish collections at peak times; however, this is noted by many stakeholders as not being enough. • Remote tourism operators have to invest in transport and infrastructure to transport their waste to central collection points, an additional time and cost pressure for businesses. • Waste processing, which all happens off Island, is a significant cost burden for Kangaroo Island Council and rate payers. 	<ul style="list-style-type: none"> • Circular Kangaroo Island (ref. Project 2.2) • Island Issues Advocacy - Remote Island Waste Collection Points for Visitor Waste (ref. Project 4.6)
Road Safety	<p>There are a number of complex, long-term issues facing road safety on Kangaroo Island, from funding of road infrastructure to supporting safe driving by visitors on the Island. The issues include:</p> <p>Road Infrastructure Funding</p> <ul style="list-style-type: none"> • Financial resources to maintain existing roads, while improving existing road safety, are an ongoing budgeting challenge for the KI Council. • KI Council bears significant financial costs with road maintenance across the Island outside of the DPT-managed roads. • Council has a priority list of roads for sealing, with North Coast Road a priority. <p>Unsafe Visitor Driving Behaviours</p> <ul style="list-style-type: none"> • There is no public transport on the Island, requiring all FIT visitors to self-drive. Driving on unsealed roads safely (lower speeds) is often not well understood. • Many foreign visitors drive on the wrong side of the road, don't understand road rules, ignore speed limits, and stop in dangerous locations to photograph wildlife. • Island farmers need to move sheep and vehicles on roads - some visitors are not aware of how to pass safely. <p>Dawn and Dusk Driving</p> <ul style="list-style-type: none"> • Staff are unwilling to travel to remote sites without accommodation due to the risk of hitting wildlife. • FIT visitors are often unaware of the issue of hitting wildlife at dawn/dusk <p>Road Vegetation</p> <ul style="list-style-type: none"> • There is significant vegetation on verges across the Island. This is a strength of the Island, and of which the Island is incredibly proud, however it brings challenges to visitors' safety and movement. <p>Unsealed Roads</p> <ul style="list-style-type: none"> • Roads to key visitor experiences are unsealed, including Cape Willoughby, North Coast Road, Cape Board, Hanson Bay, and many of the island's key cellar doors, food and attractions. • Many FIT travellers are not used to driving on unsealed roads. • Some off-island hire cars restrict visitation on dirt roads, impacting the visitor experience <p>Freight Routes</p> <ul style="list-style-type: none"> • The widening of the Cape Jervis to Aldinga road dual lane is a long-term infrastructure priority that would support both tourism visitors travelling from Adelaide to Cape Jervis safely, as well as the Island's agriculture sector. • Penneshaw freight bypass of the town centre is a long-term priority for residents. <p>Road Safety Governance</p>	<ul style="list-style-type: none"> • Road Infrastructure - (ref. Project 5.4) • Safe Driving Messaging - Evolved Visitor Servicing (ref. Project 3.2) • Note - We had proposed a Safe Island Driving project in the Issues and Ops (Project 20), however have evolved to Road Infrastructure. However if Stakeholders feel this project is important on it's own(with a focus on safe driving messaging and education - it would sit in Pillar 4) we can reinstate it.

	<ul style="list-style-type: none"> The Kangaroo Island Road Safety Committee²¹ undertook a series of surveys to identify issues of importance to the community and established priorities such as: signage for tourists regarding turning lanes and driving on the correct side of the road; overtaking lane locations; speed limits; adequate removal of native vegetation from roadsides; and addressing accident 'hot spots'. 	
Island Population	<ul style="list-style-type: none"> The small permanent resident population is an ongoing challenge in sustaining the level of tourism on Kangaroo Island, from workers to local businesses, health care, educators, childcare and support services. Tourism is also seasonal, making it challenging to keep people long-term on the Island due to job instability in quiet times over winter. 	<ul style="list-style-type: none"> Island Issues Advocacy - Sustainable Population Growth initiatives (Ref Project 4.6) Destination Marketing - Demand-side initiatives to support off-peak visitation, driving more year-round jobs (ref. Project 3.3)
Workforce	<ul style="list-style-type: none"> A number of tourism businesses highlighted the challenge of finding and attracting, and keeping staff, including cleaning, housekeeping and chefs. Workforce shortages make it difficult for long-term business planning on the Island. The shortage of staff and residential accommodation is contributing to this issue. 	<ul style="list-style-type: none"> Island Issues Advocacy - Regional Workforce Development to address identified tourism workforce gaps on the Island (Ref Project 4.6)
Housing Availability	<p>Accommodation for workers on Kangaroo Island is a significant challenge affecting many of the tourism businesses on the Island. Key issues include</p> <ul style="list-style-type: none"> Many long-term private rentals have been turned over to short-stay accommodation, taking accommodation out of the market for worker accommodation or new Island residents (Vivonne Bay noted) The increase in major works projects has brought a large number of off-island workers. The distance for staff to travel to remote areas of the Island, particularly at dusk (e.g. Dudley Peninsula and the Western End of the Island), makes it unsafe for staff to travel at night, and businesses therefore need to invest in accommodation for staff locally - a significant cost of doing business. 	<ul style="list-style-type: none"> Business Resiliency Training - education/connecting to support/grants to support operators to invest in workforce accommodation for business (ref. Project 1.8) Island Accommodation (ref Project 1.4) and Planning Code Amendment (ref Project 1.10) - policy review to ensure workforce accommodation and build workforce accommodation not impacting Island accommodation KI Regional Plan implementation - advocacy to unlock new housing supply in the Island's key towns via Island Issues Advocacy - Affordable housing and rentals (ref Project 4.6)
Mobile Coverage	<ul style="list-style-type: none"> While mobile coverage across Kangaroo Island has been a focus since the 2020 Bushfires, significant mobile blackspots remain, particularly on the western end of the Island. These create challenges for both visitor safety and the tourism businesses' daily operations. 	<ul style="list-style-type: none"> Island Issues Advocacy - Mobile blackspot funding (ref Project 4.6)
Electricity Supply	<ul style="list-style-type: none"> There are challenges with power outages (planned and unplanned) for many tourism businesses on the Island, impacting tourism businesses' daily operations. 	<ul style="list-style-type: none"> Island Issues Advocacy - Resilient, affordable and secure power (ref Project 4.6) Business Innovation and Resilience - Connect with grants for off grid energy generation (ref Project 1.8)
Water Security and Management	<ul style="list-style-type: none"> The new Penneshaw desalination plant is supporting water security for the KI community; however, concerns remain within the community around tourism developments impacting cost and availability of water for community use. Water is a precious and limited resource on the Island; however, visitors (such as showering) and tourism businesses (use of water in their businesses, such as watering lawns) have a significant impact on Island water supplies, particularly during drought and the peak of summer. Many remote tourism businesses are not connected to the Island's water supplies, with the cost of carting water a year-round impact on businesses' bottom line. 	<ul style="list-style-type: none"> Island Issues Advocacy - Kangaroo Island Water Security initiatives (ref Project 4.6) Industry Capacity Building - responsible water usage and management (ref Project 1.8) Visitor Education - Responsible Water Use. (ref via Project 3.2) New Tourism Developments - Water

²¹ Office of the Commissioner for Kangaroo Island - 20 Year State Infrastructure Strategy Discussion Paper - June 2019

		management plan (ref via. 1.4, 1.10 and 1.9).
Food Security	<ul style="list-style-type: none"> • Growing local food resilience and sourcing locally grown/made/produced food and drink on the Island is a significant priority for the community and tourism industry. • Much of the Island's fresh foods have to be freighted in from the mainland, impacting the cost and quality of food availability for locals and tourism businesses. • Peak visitation times of January and cruise arrivals stretch local food supply chains. Anecdotally, Penneshaw IGA can run out of fresh food during cruise arrivals due to milk for coffee taking up a significant portion of the supermarket's fridge space. 	<ul style="list-style-type: none"> • Island Issues Advocacy - Local food resilience planning (ref Project 4.6) • Industry Resilience and Innovation - Building local food supply chain partnerships and collaborations (ref Project 1.8) • Cruise Ship Management (re Project 4.7)
Kingscote Airport	<ul style="list-style-type: none"> • A well funded and commercially operated airport is a key enabler of tourism on the Island. It is also an essential community asset allowing quick and easy access to and from the island for fly in fly out workers, such as health specialists.. • Kangaroo Island Council spends on average 8% of the operating budget annually on running the airport. They also acknowledge their core business and expertise is not in operating airports. 	<ul style="list-style-type: none"> • Island Issues Advocacy - Kingscote Airport Commercialisation (ref Project 4.6)
Ageing Population	<ul style="list-style-type: none"> • The island is growing as an attractive and affordable location for retired residents. • Maintaining healthcare, accessibility in Island experiences and transport, and the local workforce to support retiree residents as they age in the community is a challenge for the Island's infrastructure and workforce planning. 	<ul style="list-style-type: none"> • Public Transport Advocacy (ref Project 5.3) • Visitor Experience Development - Accessible Experiences (Ref projet 1.3)
Island Healthcare	<p>Healthcare is a significant issue for regional SA; however, it is made worse on the Island due to cost and time for off-island health care. The Island is seen "Health Problems/no health support" as the #1 reason for people moving away from the Island²², jumping to the #1 spot with 36% in 2023, up from 23% in 2021 and up from 13% in 05/06.</p> <p>Specific issues tourism is contributing to</p> <ul style="list-style-type: none"> • Doctors face increased pressure due to the growing population during peak seasons. They also see additional pressure on cruise arrivals, with cruise ships referring unwell passengers to KI Doctors when in port. • Many health workers on the Island are Fly In/Fly Out • There is a lack of primary health care. • Lack of affordable housing is contributing to this challenge. 	<ul style="list-style-type: none"> • Cruise Ship Management - Advance notice to health clinics of cruise arrivals. (ref Project 4.7) • Aviation Access Advocacy - Regular services are critical for Island Healthcare Services. (Ref Project 5.1) • Island Issues Advocacy - Affordable house and rental accommodation for Island health workers (ref Project 4.6)
Linen Services	<ul style="list-style-type: none"> • There are two commercial laundries on the Laundries on the Island, but at times at capacity. • This is an additional cost of doing business for accommodation providers on the Island to freight laundry off the Island for processing. 	<ul style="list-style-type: none"> • Island Issues Advocacy - Attraction or grow of commercial laundry operator to the Island (ref Project 4.6)
Livestock Processing Facility	<p>The Island currently does not have a local livestock processing facility. This means KI hospitality venues are not able to easily feature locally caught/grown/reared Kangaroo Island meats, such as Kangaroo Island lamb.</p> <ul style="list-style-type: none"> • This is a priority for tourism businesses on the Island and has been identified in the KI Regional Plan. • Economic modelling has determined that a small, permanent processing facility may be fiscally viable, and that there is no apparent planning, regulatory or technical barriers for its development (2019 Report - Economic Analysis of Meat Processing on Kangaroo Island) 	<ul style="list-style-type: none"> • Island Issues Advocacy - PIRSA and Livestock SA (ref Project 4.6)

²² Kangaroo Island Residents Survey November 2023