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# Paradise Girt by Sea

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Sustainable economic  
& social development  
for Kangaroo Island

SAEDB Report to Government  
16 June 2011  
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## 1 What's the problem?




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### Kangaroo Island is a national treasure

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Carrying the name of Australia's distinctive animal, its international tourist recognition ranks with the Barrier Reef, Uluru, and the Sydney Opera House.

Its pristine environment and unique natural attractions make Kangaroo Island a Mecca for environmental tourism and bestow on it a natural advantage in production of clean green foods.

Despite these attributes, economically and socially the island is languishing. The average age of Islanders is higher, and the average incomes lower, than the rest of the State. School achievement lags; 'for sale' signs are everywhere across the island.

The causes are chronic, complex, and long-standing:

- The cost of inputs to production and the cost of delivering goods to market are higher for Kangaroo Island than for mainland producers;
- Infrastructure exhaustion and bottlenecks abound – top of the list in need of overhaul and upgrade are the airport and runway; high-star accommodation; power supply and distribution network; and the island's road network;
- The SEALINK ferry provides a reliable but expensive service;



- KI Council revenue is stretched with a small ratepayer base and conflation of responsibility for provision of municipal services and tourist infrastructure;
- Administration and delivery of state government services is fragmented.
- With just 4,500 KI residents, the local services industry struggles to achieve viable scale.

Over decades, reports and development plans for the island have promised much and delivered little. It is a tribute to islander resilience that so many battle on in the face of repeated disappointment.

The Economic Development Board believes that Kangaroo Island's problems are the State's problems too. South Australia's economic future is bright – a prosperous, vibrant, sustainable State engaged with the world. In tomorrow's global catalogue a thriving KI is an iconic State emblem; an enticing, alluring attraction showcasing the good life.

We neglect Kangaroo Island at our peril.

## 2 What is to be done?

We believe Kangaroo Island's chronic, complex development challenge can only be addressed with a coherent, clear-headed plan backed by the commitment to see it through.

It would be better to do nothing than to generate hopes with well-intentioned words and fail to follow through with deeds to match.

A coherent plan is one that addresses each of the main issues that is holding the island back while retaining the distinguishing character of the island that gives it its special appeal.

A clear-headed plan is one that sets realistic, achievable targets and timelines. It is also one that can be implemented efficiently and effectively, cutting through administrative red tape and bureaucracy. Commitment to the plan - from the State government and from the Kangaroo Island community - is absolutely critical to its success. This means that the plan must be affordable to South Australian taxpayers, and it must have overwhelming endorsement and support from island residents.

The administrative region encompassed by a KI development plan is readily defined - the island is girt by sea. The island is perfectly suited for 'joined-up government', for coordinating and consolidating the fragmented powers of the separate state government departments and local government, in and through a single decision-making Authority answerable to a single senior Minister.

Any development plan for KI should operate for a defined period of time, and any special Authority established to implement it should be subject to a sunset provision. A coherent and clear-headed plan will be expected to achieve its purpose on time and within budget.

As we see it, there are many pieces in the puzzle that a Kangaroo Island Futures Authority (KIFA) will have before it, to sort out within five years

### Summary of Recommendations

#### Headline

- Two headline targets under a Five Year Plan:
  - Double tourist numbers within a decade; and
  - Double farm-gate incomes within a decade.
- Establish a Kangaroo Island Futures Authority (KIFA) by Regulation or Legislation.
- KIFA to fund and manage the Tourism Optimisation Management Model for the next 5 years



## Skills, Environment and Planning

- Integrate whole-of-life education on KI under Director of Island Education.
- Establish KI College of Excellence based on Hospitality, Tourism and Environmental Management as its foundation, with local and national/international students, to be operational within five years.
- Frequent formal and informal collaboration between DENR island senior management and KIFA. Major planning approval authority to vest in the Minister on advice from KIFA.

## Infrastructure

- Council lease the airport to private operator, lengthen and strengthen the runway, refurbish the terminal. KIFA to negotiate package of financial support.
- Either designate the sealed road loop a 'State road' or provide State funding assistance of equivalent value to Council;
- KIFA and KI Council to review local road network; define 3 categories for local roads;
- KIFA and KI Council in conjunction with DTEI investigate options to reduce the maintenance costs of the unsealed road network on KI and improve road quality;
- KIFA commission an expert review of all options for generation and distribution of electric power supply on KI, to report within 6 months of its establishment; KIFA to seek community views on options identified; make specific recommendations to the Minister within 3 months of receiving the report;
- KIFA to have charge of progressing development proposals for the Kingscote wharf site; Minister exercise major project approval powers with respect to the site.

## Ferry service

- Charges for SEALINK freight and passenger services between Cape Jervis to Penneshaw to be subject to price control.
- The models for price control and the mechanism for monitoring and enforcing the pricing should be reviewed within twelve months by an independent authority and at three yearly intervals thereafter.
- KIFA to support construction of new terminal and related facilities for SEALINK operations at Penneshaw.
- New lease for Lot 89 should be granted with expiry date as for existing leases.
- Lease extension to be considered and determined not later than end 2020.

## Financial

- Establish KIFA and provide a budget of \$25 mn over five years to deliver the projects outlined in this report.
- No tourist levy on ferry services.
- Consideration of a 5 year moratorium on Land Tax and Conveyancing Duty.

### 3 Pieces in the puzzle



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## A plan for social and economic development of KI must build on its established and inherent strengths.

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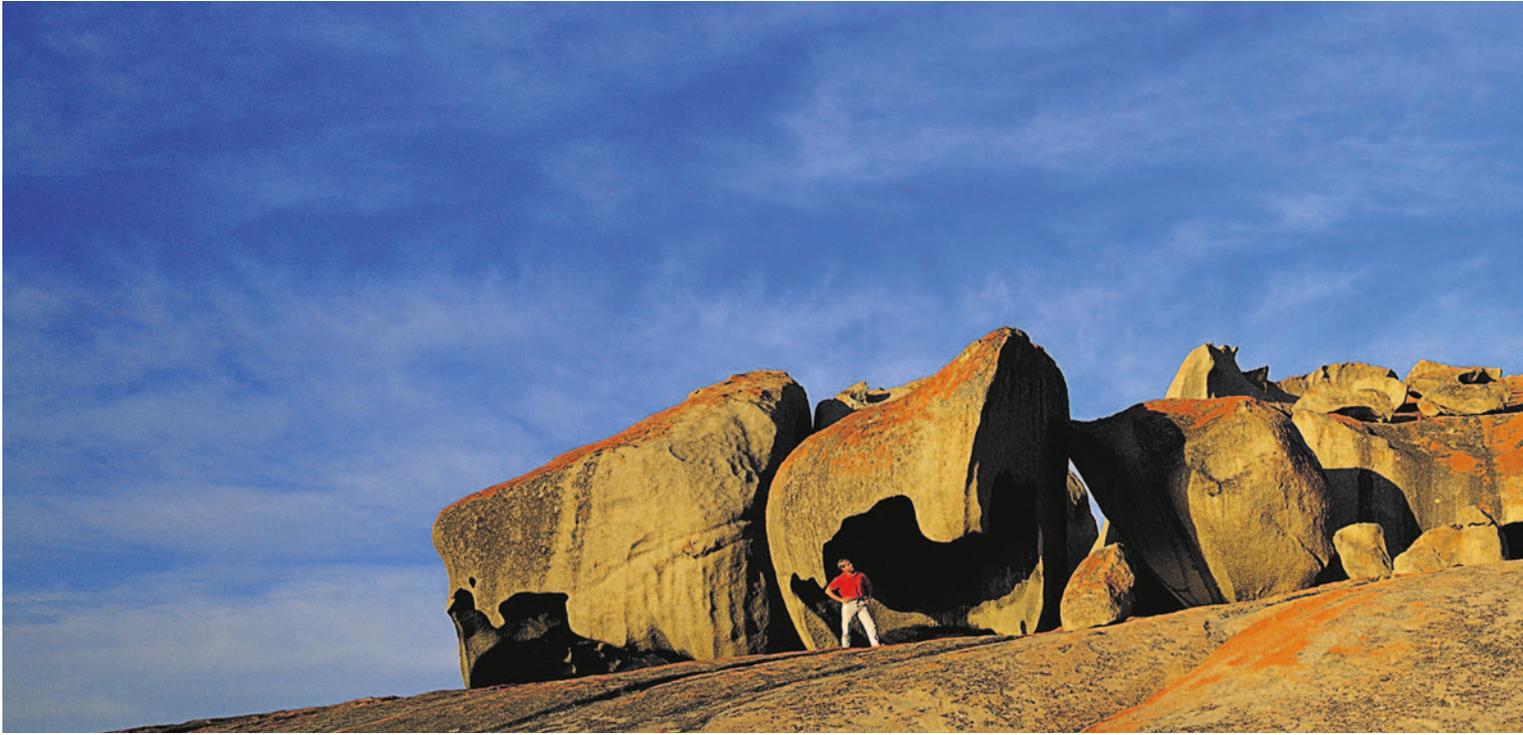
Decent jobs and good incomes might encourage island kids to stay on the island when they finish school, or come back once they've seen the world. Decent jobs and good incomes will encourage people to come to KI and bring their families, to live and work for a few years or longer. Economic growth is only worth having if it delivers more decent jobs and better incomes.

Quite obviously, those decent KI jobs and good KI incomes depend wholly on maintaining and preserving the island's wilderness and wildlife; its un-spoilt solitude; its clean island pure environment. Too many people (tourists and residents) too soon could imperil the very environmental amenity that makes the island so appealing. That said, Kangaroo Island is a big place with very few people; if every person on earth was given one square metre, the planet's entire population would fit on it.

Farming and tourism are the engines of today's KI economy, and they are its future. Farming is more capital intensive; tourism and related services are more job rich per unit of value added. Tourism affords a special form of direct marketing for island farmers; pure island product draws tourists. Where KIFA can help coordinate and facilitate work to improve the integration of farming with growth of tourism, and to cement and raise the integrity of the Kangaroo Island brand, it should do so.

We think the body of work to be achieved by KIFA, to the benefit of both tourism and farming, amounts to a complete overhaul of economic and social infrastructure on the island within 5 years. The benefits - more good sustainable jobs and higher incomes for islanders - should be well established within a decade.

## 3.1 Five Year Plan



A fixed-term plan with clear central targets gives a clear line of sight to the island's future.

We propose a Five Year Plan (FYP) targeting:

- a doubling in the number of tourists to KI within a decade; and
- a doubling in KI farm-gate incomes within a decade.

These targets build on today's economic strengths. Their achievement is constrained by today's infrastructure bottlenecks, tomorrow's global economic realities, and the essential need to preserve the island's unique defining character.

The ultimate goal of the FYP is to raise sustainably the quality of life for Kangaroo Island residents and their children. Both targets we propose are directed to this end. Mindless pursuit of profitless volume in tourist numbers, or seeking to boost Island farm-gate incomes without regard to environmental impact, would jeopardize achievement of the ultimate goal.

The substantial infrastructure program we propose is directed to improving the sustainable social and economic condition of Kangaroo Island residents and to preserving the quality of a premier South Australian tourist asset. Our consultations have encouraged us in the view that this is what Islanders want.

In our judgment, most or all of the key infrastructure pieces in the KI puzzle are capable of being completed within five years, with a pay-back period of three to five years on the State's investment.

### Double the number of tourists within a decade

Doubling the number of tourists equates roughly to doubling the jobs and incomes on KI associated with tourist services if the average tourist income and length of stay remains unchanged. A doubling of the average length of stay for the same number of tourists would have similar impact. KI tourists include backpackers, working families, and (some very) high wealth characters; if the additional tourists have higher incomes than today's tourists do, the benefits in jobs and income terms will be greater still.

Of the 185,000 visitors to the island annually, approximately one-third are internationals, almost half are South Australians, and almost one quarter are from interstate. The internationals come for the wildlife and wilderness; interstaters come for the peace and quiet; South Australians come for the fishing and to visit friends and family. Most residents of Adelaide have never been to the island.



Both the number of tourists, and the number of tourist nights spent on the island, are potential candidates for a cogent tourism target. Heads are easier to count than incomes or length of stay. There is considerable variance in the number of nights tourists spend in the island.

On balance, we think a doubling of tourist numbers within a decade is a simple, sound, sensible, headline target. Within this, an increase in the share of higher-income tourists (and in the average duration of their stay) will raise further the yield in island jobs and incomes.

Many of the additional tourists will be (South) Australians; the exchange rate of the Australian dollar will shape the composition of the cohort of additional international tourists. While backpackers will make up some of the increased numbers, the dividend for the Kangaroo Island economy will be greater the higher is the share of visitors seeking and willing to pay for a quality island experience rather than budget tour groups on day trips.

The Tourism Optimisation Management Model (TOMM) provides a rich source of data relevant to maximizing the Island's return from tourism. We think KIFA should provide funding support to TOMM for the next 5 years and work with SA Tourism Commission and KI Council to ensure the data it provides is utilised to best effect in pursuit of the tourism target.

We consider proposals seeking a subsidy for ferry passenger fares, in section 3.10 below.

## Double farm-gate incomes within a decade

Much of the dividend from a substantial overhaul and upgrade of KI infrastructure will and should accrue to island farmers.

We think it appropriate that this also be captured in a separate headline target under the Five Year Plan.

Improvement in road quality, in availability and reliability of electric power, and better definition and recognition of the Kangaroo Island brand, provide a platform for raising the incomes of Island farmers and tourist operators alike.

## Recommendations

Target a doubling in both tourist numbers and farm-gate incomes within a decade under a Five Year Plan.

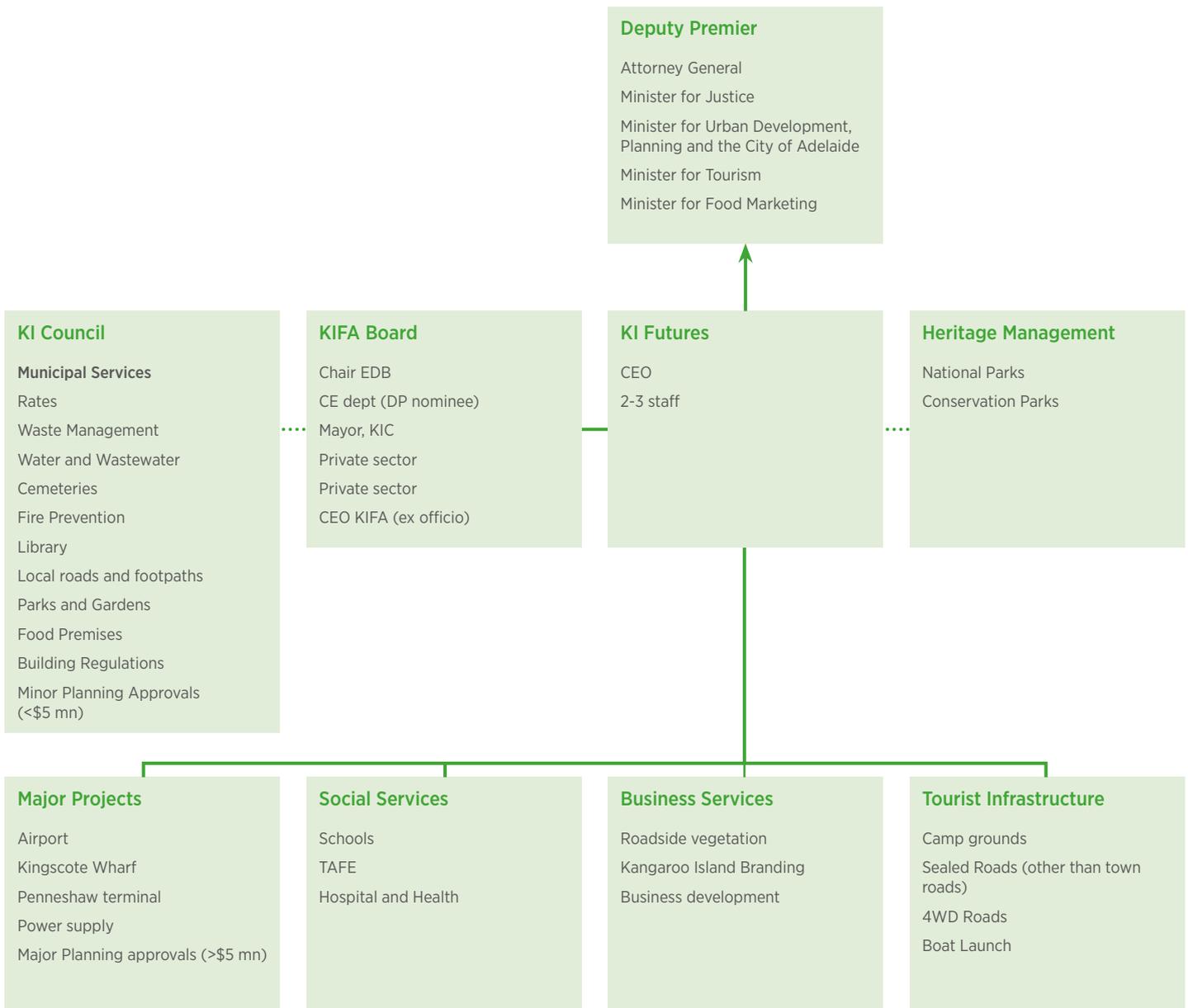
KIFA to fund and manage the Tourism Optimisation Management Model for the next 5 years

## 3.2 Kangaroo Island Futures Authority

We believe responsibility for implementing a social and economic development plan for KI should vest in a single Authority reporting directly to a single high-level Minister.

Fractured and fragmented authority, and poorly defined areas of responsibility, will undermine prospects for success of any plan.

### KIFA Illustrative structure and scope



Presently, responsibility for matters affecting the social and economic development of KI is spread across more than half a dozen state government Ministers and the KI Council. Communication with federal government agencies is similarly splintered. For the plan to be effective, this must be rectified.

Given the central importance of tourism to the island's future prospects, we think KIFA should report to the Deputy Premier. Under present Ministerial arrangements, the Deputy Premier is also Minister for Tourism, Minister for Food Marketing, Attorney General and member of ExComm. This constellation of responsibilities covers much (though not all) of the territory to be covered by the Five Year Plan.

In essence, our recommendation is for KIFA to be the agency responsible for giving effect to South Australia's Strategic Plan on Kangaroo Island. In discharging its functions it should have regard to and operate within the broad parameters of the Kangaroo Island Plan (released in January 2011 as a volume of the South Australian Planning Strategy), as well as the Strategic Infrastructure Plan for South Australia, and the Natural Resources Management Plan.

KIFA should work collaboratively with KI Council and all agencies having service delivery functions on the island. Delivery of municipal services, should remain with KI Council. This includes water supply, which although not mentioned explicitly in this report, is recognised as an issue requiring medium term consideration by KIFA in the context of achieving the targets

KIFA should be a lean team with a fixed life. It should carry responsibility for implementing the 'major project' infrastructure initiatives of the Plan; for coordinating line agencies' delivery of relevant island services; and for ensuring the provision and maintenance of tourist infrastructure. In discharging its functions KIFA exercises a coordinating and purchasing role; it is not a service delivery agency in its own right.

KIFA's work and budget should be overseen by a small high-level Board comprising the Mayor of KI Council, a Departmental CEO nominated by the Minister, an EDB member, and up to two persons with high-level private sector experience. We think it vital that the KIFA Board is small, focused and expert. Its success will be determined principally by the quality of the people appointed.

In principle, KIFA could be established by Regulation or by specific Legislation. Examples of the latter include the Sydney Harbour Foreshore Authority in NSW (established under the Sydney Harbour Foreshore Authority Act 1998) and the Docklands Authority in Victoria (established under the Docklands Act 1991). We believe KIFA should be established as soon as possible, with clear functions and powers. The most appropriate foundation for KIFA should be determined forthwith by the relevant Minister.

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## Recommend

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Establish KIFA by Regulation or Legislation

## 3.3 Skills

The social dividend from higher rates of sustainable economic growth comes overwhelmingly from more decent jobs with good pay.

Education and skills training is the surest way for KI's workers and their kids to win the new jobs and gain a fair share of that dividend.

Improving and integrating the delivery of education and training on KI must be a central pillar of the Five Year Plan.

**Building on recent initiatives implemented by the Principal of KI Community Education, we believe the island's education offering should be fully integrated from pre-school through post-secondary and vocational course provision.**

The Youth Strategy for KI, already in existence, provides a model for youth programs to act collaboratively in order to address youth issues in a more coordinated, effective and efficient manner. KIFA should lend its support to the Youth Strategy for KI.

Kangaroo Island offers an ideal integrated location for delivering vocational and further education in hospitality, tourism and environmental management, including as residential and work experience placements. In conjunction with an established mainland institution options should be explored to offer modular units in full or partial completion of a certificate, diploma or degree, for both Australian and international students.

A Director of Island Education should be empowered with functional authority for delivery of pre-school, primary, secondary, and post-secondary public-funded course offerings on KI. The Director would work closely with the CEO of KIFA; with relevant state government departments and agencies including DECS, DFEEST, and TAFE; with one or more universities; with DENR; and with local industry.

KIFA should work with the Director of Island Education to facilitate the establishment of a post-secondary College of Excellence in hospitality, tourism and environmental management. Figure 1 shows education as a service responsibility of KIFA; this does not mean that the Director and education staff are employed by KIFA, but that they operate in conjunction with and carrying the authority of KIFA. Teachers remain employed by the education department.

A further proposal presently in development contemplates establishment of a marine research capability on Kangaroo Island. In collaboration with some South Australian universities and local interests, a steering committee chaired by Professor Robert Hill of Adelaide University has been convened with a view to establishing a Kangaroo Island Marine Scientific Research Institute. Should this embryonic proposal come to fruition it would complement the proposed College of Excellence. We think KIFA should engage with the proponents of this initiative.

More island workers with up-to-date relevant skills means delivery of a better island tourist package. It also means better jobs and incomes. A cohort of resident students and researchers, drawn to the island and refreshed each semester or year, means more life and vitality and a larger market for island retail outlets.

### Recommend

Integrate whole-of-life education on KI under Director of Island Education

Establish KI College of Excellence based on Hospitality, Tourism and Environmental Management as its foundation, with local and national/international students, to be operational within five years.

## 3.4 Environment and Planning

Without its pristine splendor, KI really does not have much to offer the world beyond isolation and a trip back in time.

Uninhabited before European settlement, for 175 years Kangaroo Island has combined large scale farming of crops and livestock, with extensive preservation of a unique natural environmental and untouched coastline. Today the island remains free not only of rabbits and foxes, but also of genetically modified crops. It is home to the world's purest strain of Ligurian bees, introduced to the island by sealers in the first half of the 19th century. It provides sanctuary to platypus, native to Australia but introduced to the island.

Almost one-third of the island is national or conservation park. The true uniqueness of the Kangaroo Island environment lies in the balance it maintains between human presence and the integrity of its natural endowment.

A development plan which has at its core the maintenance and preservation of KI's environmental amenity stands a real chance of growing better jobs and incomes sustainably for many years. A plan which neglects and diminishes the island's inherent environmental advantage is really not a development plan at all.

These days, Seal Bay, Flinders Chase, the lighthouses and conservation parks are well managed and maintained by rangers and officers employed by the Department of Environment and Natural Resources. It ain't broke; it does not look like breaking; we do not recommend fixing it. But new challenges will arise and will need to be resolved by KIDA and DENR working closely together at all levels.

We do strongly recommend close collaboration between KIFA and DENR Management on Kangaroo Island. A doubling of tourist numbers means twice as many visitors through the classic island destinations. Capacity issues will arise around power supply, accommodation, roads, water, waste, and other issues. Clear and early sharing of information between KIFA and DENR island management will help identify pressure points and necessary responses in a timely way.

There is also tremendous scope to integrate and engage island rangers and park management in development and operation of the proposed post-secondary College of Excellence. Intimate liaison between KIFA, the Director, and senior DENR officials will be essential to the success of the College and ensure that benefits also flow from the College to environmental management.

The challenge of doubling tourist numbers and farm gate incomes within a decade will require that new major project proposals (including civil engineering and commercial developments) are determined expeditiously consistent with the Island Plan. We think a clear and certain approvals track for such projects is essential. The process must allow for community consultation and expert assessment, and be completed within tight timeframes. Final decision on proposals should vest in the Minister on advice from KIFA.

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### Recommend

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Frequent formal and informal collaboration between DENR island senior management and KIFA

Major planning approval authority to vest in the Minister on advice from KIFA

## 3.5 Farming

**Farming has been the mainstay of KI's economy for the past hundred years and more. It has been estimated that the farmers of the 350 farms on Kangaroo Island have collectively invested between \$1.2 - \$1.3 billion dollars.**

Things grow well on KI and its seas are pristine and plentiful, but the watergap means island pure product must get a premium on price to earn a just return. Plain old bulk commodity will always struggle against mainland producers, struggle to get by.

Considerable work has been undertaken towards a common branding for island product, and some significant success achieved. This work should continue and be supported under a KI plan; it has been and must be driven principally by island producers working together.

As a corollary, assuring the provision and reliability of supply of agricultural product to target markets – on the island and on the mainland - is vital. This was put to us

in sharp relief with the following example. To feature “KI prime lamb” on their menus and shelves, restaurants and retailers on KI must source the cuts from abattoirs on the mainland as there is no facility on the island. Typically at present, KI lamb goes to Normanville for processing before returning to the island for retail supply, giving it a significant price handicap in the local market.

The major infrastructure initiatives we propose for roads and power will support growth of farm-gate incomes on the Island. KIFA should coordinate and support business extension initiatives, drawing on programs and services provided through state and federal governments.

The cost of freight is a major issue for Island farmers. Relative to mainland producers, farmers must pay more to bring fuel, fertilizer and other inputs to the farm and to ship product to mainland markets. The additional freight costs are inherent in doing business on the Island. A standing freight subsidy to offset this cost differential in whole or in part would necessarily be paid by mainland taxpayers. The inherent cost disadvantage will also be offset to the extent that a price premium can be commanded, derived from differentiating Island from similar mainland product.

We return to the freight subsidy issue in section 3.10 below.

## 3.6 Air connection

### The current state of the Kangaroo Island airport near Kingscote stands in the way of a doubling of tourist numbers to KI within a decade.

The runway is too short and too soft to accommodate aircraft with seating capacity greater than the 34 seat SAAB 340 turbo prop aircraft that currently service the island. The small private and corporate jets carrying passengers (mostly headed for the Southern Ocean Lodge) have hard narrow tyres that damage the runway surface.

The airport lounge was last refurbished in 1988 and is not set up for security screening. Passengers with connecting flights to and from the island can not check their baggage through Adelaide airport but must collect and re-check it through security in Adelaide.

The number of aircraft passenger movements between Adelaide and Kingscote, which includes tourist and other visits, has fallen over the past decade from 91,000 in 1999 to 52,500 in 2010.

Investors proposing to build more four and five star accommodation on the island are unable to factor in sufficiently high occupancy rates in their financing models, because air traveler numbers are constrained by aircraft capacity limits. This limits achievable rates of return on their investment and raises the cost of finance.

A target to double KI tourist numbers within a decade, and especially to increase the share of high-income international tourists to the island, can not be achieved with the present runway and lounge facilities at the airport.

It is critical if the targets in the FYP are to succeed, that the airport runway is lengthened and strengthened to accommodate a broader range of aircraft types and capacities.

Presently, the airport is owned and operated by KI Council. The investment required to undertake the runway and terminal work is beyond Council's financial capacity, which is already stretched in meeting the current level of service.

We think the airport should be leased long-term by Council to a private airport operator (such as Adelaide Airport Corporation) with the financial capacity and operational expertise to undertake the necessary runway and terminal investments and to operate the airport.

On present tourist numbers, anticipated rates of return on these investments are too low for a private operator to proceed with them. The equation changes somewhat under the proposed FYP. Given the crucial importance of the airport to achieving the plan's target, KIFA should provide financial support to ensure the essential airport upgrades proceed forthwith.

### Recommend

- Council lease the airport to private operator
- Lengthen and strengthen the runway
- Refurbish the terminal
- KIFA to negotiate package of financial support

## 3.7 Roads

Most of the island's road network is unsealed; and under current arrangements its maintenance is a major and possibly unsustainable financial burden on KI Council.

In general, the State government has responsibility for maintaining 'state roads' and local councils have responsibility for 'local roads'. A 'state road' is one that connects two towns.

There are four towns on KI, and none south or west of Parndana. However KI's premier and renowned tourist attractions (Seal Bay, Flinders Chase, Admirals Arch, Remarkable Rocks) are all south and west of Parndana. The vast proportion of traffic on the roads south and west of Parndana is accounted for by tourists, as is much of the traffic on the north coast roads and the Dudley peninsula.

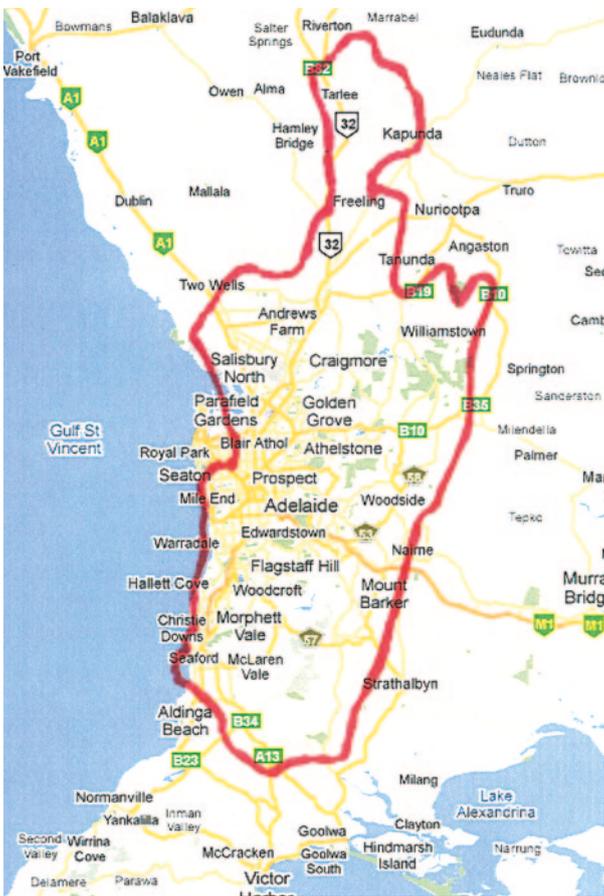
Council's road maintenance budget comes from island ratepayers and is supplemented by federal government assistance grants. Much of the wear and tear on island roads is caused by tourists. If this ratio of tourists to residents were replicated for a comparable area on the plains of Adelaide, some 40 million tourists annually would use the road network from Victor Harbour to Gawler, from the coast to Mt Barker.

**This situation is not sustainable now, and unless present arrangements are changed the burden on island ratepayers will rise sharply if tourist numbers double within a decade.**

This situation has been identified in the recent 2011-2012 State Budget with, "registration fees for motor vehicles will increase slightly above inflation to raise an extra \$2 million every year to fund extra road resurfacing and rehabilitation works to improve the condition of South Australia's regional road networks. Kangaroo Island will be the first beneficiary of this measure."

We think the road network on KI needs to be reviewed and responsibility for its maintenance recast. KIFA and KI Council should engage with DTEI as a matter of priority, to review the road maintenance program on the island and explore all options to reduce costs and improve the quality of the unsealed road network.

The special case of KI, with Flinders Chase situated at the far south-western corner of the island, should be recognized. One option is for the sealed road loop (Birchmore Road, South Coast Highway, West End Highway) to be designated a State Road. This would have federal road funding implications. An alternative is for DTEI to provide maintenance funding for the shortfall between



federal funding and the full cost of maintaining the loop. There is also a case for DENR contributing to these maintenance costs. While we do not express a preference between these options, we believe the case is compelling for Kangaroo Island ratepayers to be relieved of the cost of maintaining the sealed road loop.

With a couple of possible caveats, we do not think a major program to extend the sealed road network on the island is necessary or warranted. Unsealed roads graded regularly meet the needs of resident farmers. A substantial cohort of tourists to KI brings their 4-wheel drive vehicles to access remote areas through difficult terrain. Part of the attraction of KI is its 'underdone' wild character. For these tourists, 'less is more'; the island would lose much of its inherent appeal were the entire KI road network sealed. That said, the unequivocal evidence from the TOMM survey is that the single biggest and overwhelmingly material drawback of the KI experience cited by tourists is the condition of the roads. In time and subject to resources, the North Coast road, and the road to Cape Willoughby from Penneshaw, are clearly prime candidates for sealing.

We think KIFA should engage with KI Council in reviewing the island's municipal road network with a view to designating all island roads (other than the 'State roads' as discussed separately) in three distinct categories:

1. Town roads (within town boundaries servicing residential and commercial needs);
2. Local roads (all-weather roads suitable for 2-wheel drive vehicles; and
3. Remote roads (4-wheel drive only, for accessing remote island areas).

Following detailed review with KIFA and DTEI, KI Council should specify the maintenance program applying to each local road category, and structure its road maintenance budget accordingly. The maintenance budget and program for Remote roads should be negotiated between KI Council and KIFA.

## Recommend

Either designate the sealed road loop a 'State road' or provide State funding assistance of equivalent value to Council;

KIFA and KI Council to review local road network; define 3 categories for local road; KIFA and KI Council in conjunction with DTEI investigate options to reduce the maintenance costs of the unsealed road network on KI and improve road quality.

## 3.8 Power and telecommunications

Kangaroo Island is connected to the national electricity grid through a 10MW submarine cable from Cape Jervis to Penneshaw. This cable is second generation, the original cable having failed through normal aging. KI is on the end of a long distribution line extending from the Torrens Island power station. The present cable is old and nearing the end of its functional life. We were advised that the cable is not capable of carrying power in the other direction; the current submarine cable is incapable of feeding power generated on KI back into the national grid.

A proposal to upgrade the submarine cable was recently rejected by the Australian Energy Regulator (AER). ETSA is planning a new submission to the AER that is likely to include replacement and extension of the existing cable from 2016.

From Penneshaw a high transmission line extends the length of the island with two stepped reductions in the voltage carried. West and south of Parndana electricity is distributed through a single line (SWIR - single wire earth return). There is some back-up diesel generation capacity for the island network located in Kingscote, but these can only operate continuously for three week blocks before requiring maintenance. To repair or replace the undersea cable, if it were to fail within Backstairs passage, is estimated at 12 months.

Diesel self-generation is endemic on the island, on some estimates meeting perhaps half of KI's electricity needs. Industry on the western end of the island can not secure from the grid sufficient power to meet its needs. A timber mill operation on the island uses 1mn litres of diesel a year to generate its own power because the grid can not supply it. One of the reasons given by the regulator in rejecting upgrade of the marine cable was the existing diesel generating capacity on Kangaroo Island.

**It is hard (if not impossible) to reconcile KI's clean green pristine stamp, with the island's heavy continuing reliance on diesel generation to meet its electricity needs.**

We think the situation is critical. The chronic and pervasive lack of sufficient reliable power needs a coherent, efficient, long-term solution. All options (including replacement and upgrade of the submarine cable) will entail significant new investment. Given the age of existing infrastructure and the cost of inaction, an island solution must be found soon.

We think KIFA should commission an expert review of all options available to Kangaroo Island to meet its current and future requirements for electricity, and deliver its report within 6 months of its establishment. An extensive review recently conducted by Regional Development Australia into the issues of electrical power generation distribution and supply for Kangaroo Island should inform the proposed review.

This review should identify the cost of and carbon emissions produced by alternative generation options, including upgrades to or modification of the island distribution network. It should have regard to the Five Year Plan and consider:

- Early replacement of the submarine cable, including possible KI generation and supply into the national grid; and
- stand-alone supply, with no submarine cable and complete separation of the island from the national grid.

All generation options under the stand-alone model should be considered, including diesel, biomass, solar and wind. The Review should consider both centralized generation and dispersed small- and micro-generation alternatives, and the implications of these for the island distribution network. It should make recommendations regarding the priority and sequencing of any interventions.

We think it appropriate that KIFA should make the Report publicly available (save for any commercially sensitive content) and seek the views of the island community. Within 3 months of receiving the Report, KIFA should make specific recommendations to the Minister regarding the supply of electricity on Kangaroo Island.

Presently, mobile phone and internet access is slow or non-existent on much of the island. This is a drawback for many islanders, and a serious constraint for island businesses and international tourists alike. Investigating options to improve telecommunications connectivity and coverage on KI should be within scope of KIFA's functions.

### Recommend

KIFA commission an expert review of all options for electric power supply and distribution on KI, to report within 6 months of its establishment;

KIFA seek community views on options identified;

Make specific recommendations to the Minister within 3 months of receiving the report.

## 3.9 Kingscote



If the Five Year Plan is endorsed and adopted, Kingscote will grow strongly.

Much or most of the additional accommodation capacity needed to house a doubling of tourist numbers within a decade will be located in Kingscote. It is a convenient hub for day trips to all parts of the island.

Accommodating many or most of the additional tourists in the island's established major town is consistent with preserving the un-spoilt, uncluttered character of the rest of the island. It also builds critical market size to support a growing vibrant entertainment precinct and cultural heart on the island with restaurants and nightlife within walking distance of a bed.

The Kingscote wharf precinct is a precious and unique development opportunity. The right development will provide a fantastic focal point for the town and the island. The wrong development will be an eyesore and a headache for decades to come.

**We think development of the Kingscote wharf precinct is a major project whose success is an absolutely vital part in the sustainable social and economic development of Kangaroo Island.**

An Expression of Interest process for the site has recently been conducted, with no proposals of sufficient quality received.

As a stand-alone commercial project, redevelopment of the Kingscote Wharf precinct does not rank prominently amongst the infrastructure initiatives vital to meeting the twin targets we propose. However, as a mixed use facility housing a base for the College of Excellence, possibly the Marine Research Institute, a functional wharf for leisure, commercial and research craft, some commercial retail, office and accommodation capacity, along with community open and meeting space, the precinct offers interesting and appealing possibilities.

We think KIFA should be asked to prepare concept proposals for the Kingscote Wharf site consistent with the Five Year Plan and seek joint venture partners for appropriate development of the site. In developing this concept work (and also for the Penneshaw project outlined below) KIFA should seek input and advice from the Integrated Design Commission.

The Minister on recommendation from KIFA should exercise the power to approve (or veto) the development of Kingscote Wharf precinct.

### Recommend

- KIFA have charge of progressing development proposals for the Kingscote wharf site;
- Minister exercise major project approval powers with respect to the site

## 3.10 Sea connection

SEALINK provides a reliable, quality ferry service between Cape Jervis and Penneshaw, for passengers and freight. Carrying cars, busses and trucks SEALINK provides today's bridge to the mainland, connecting the road networks on both sides of Backstairs Passage.

The sea connection has always been critical for the people of Kangaroo Island, but the Karratta was a seriously slow service and the Troubridge was a perpetual drain on the public purse. SEALINK provides the fastest, most reliable vehicular ferry service the island has ever had, carrying the bulk of tourist numbers and virtually all freight. And it turns a good profit.

For island residents especially, the sea connection provided by SEALINK is an essential service; island life and commerce could barely exist without it. It is also one displaying the distinguishing characteristics of natural monopoly. Over many years competing services have

tried and failed to capture a share of the trade. Scale of operations is critical with a high capital threshold to enter, and dedicated docking infrastructure is required at each terminal.

SEALINK holds long-term leases on property owned by the State government and KI Council, bestowing on it an effective concession to provide the service. The current leases expire in 2025. New leases will be required for a parcel of reclaimed land adjacent to and contiguous with the current site, known as Lot 89. Recently, in conjunction with development plans for the Penneshaw passenger terminal, SEALINK has sought a 25 year extension of the operating leases beyond their current expiry.

Prices charged by SEALINK do generate some community disquiet, and for passengers and cars do seem comparatively high.

	Sealink Cape Jervis to Penneshaw	Searoad Queenscliff to Sorrento	Fraser Island Barges River Heads to King Fisher Bay Resort	Rottnest Express Fremantle to Rottnest Island	Rottnest Fast Ferries Hillarys to Rottnest Island
Trip Distance (km)	16	12	11	19	26
Trip Travelling Time (mins)	45	40	50	25-30	40
Number of ferries	2	2	2	4	1
Total capacities (both ferries combined)					
Passengers	597	1400	440	1119	300
Cars	108	160	?	N/A	N/A
Example 1: 2 adults, 2 children, 1 car, return	\$444.00	\$148.00	\$150.00	N/A	N/A
Example 2: 2 adults, 2 children (locals), 1 car, return	\$344.00	N/A	N/A	N/A	N/A
Example 3: 2 adults, 2 children, no car, return	\$272.00	\$72.00	\$150.00	\$154.50	\$210.00



Some operators of tourist establishments on KI seek a standing subsidy for passenger movements to and from the island (for which there is no alternative to the ferry service), pointing to the provision by the State government of punt services for Murray River crossings at no charge to users, notwithstanding the availability of bridge crossings.

Of particular concern to KI business and farmers especially, is the cost of freight.

Primary producers on King and Flinders Islands in Bass Strait receive a freight subsidy from the federal government; the origin of this subsidy lies in recognition that the federal government bears the cost of maintaining the nation's interstate road network and that, as vehicular ferry services from the mainland to Tasmania effectively connect that State to the rest of the nation, the federal government ought meet a portion of the cost of maintaining that service. This is the source of the freight subsidy between Tasmania and the mainland; some years ago this subsidy was extended to the Bass Strait islands notwithstanding their being part of Tasmania and thus not part of the interstate road network.



This additional cost, for passenger and freight movements to and from Kangaroo Island, has been dubbed the 'Watergap' and has been costed to be in the order of \$4.5 million annually. On grounds of fairness and equity, several prominent KI individuals and organisations have called for extension to the island of a standing subsidy – from the State government for passenger movements and from the federal government for freight movements. For some, this is seen as the single most important impediment to sustained growth of Kangaroo Island enterprise and incomes.

To date these calls have not been successful.

We accept the cogency and respect the force of the 'Watergap' argument. We also recognize the argument that standing operational subsidies are problematic; the cost to government of any per unit subsidy rises with the volume of traffic; the benefit of the subsidy expires coincident with the movement of freight or passengers;

operating subsidies are chronically at risk of abrupt termination by governments perennially seeking to curtail public expenditure.

Moreover, expenditure of public monies in sound capital investments promises a more enduring return than an equivalent amount spent on operating subsidies. It must also be acknowledge that a substantial proportion of the benefit from any passenger subsidy would accrue to non-island resident. If the quantum of resources available to KI over the next five years were of a magnitude roughly equivalent to the 'Watergap' we believe it would best be spent on capital projects to the direct and lasting benefit of KI residents and businesses.

We think SEALINK has a vital part to play in KI's future



development. The service can readily be scaled up to accommodate the substantial increase in the number of passengers and vehicles implied by the Five Year Plan. As a privately owned firm SEALINK requires healthy rates of return on its investments.

In view of the essential service and natural monopoly characteristics attaching to the ferry service, there is a strong case for SEALINK to be subject to annual or periodic surveillance and review by an independent pricing authority. This would assist community understanding and acceptance that fares were fair. A regime of price control presently applies to Sealink freight charges. We understand that negotiations regarding price control for passenger movements are presently underway and we urge their early and transparent completion.

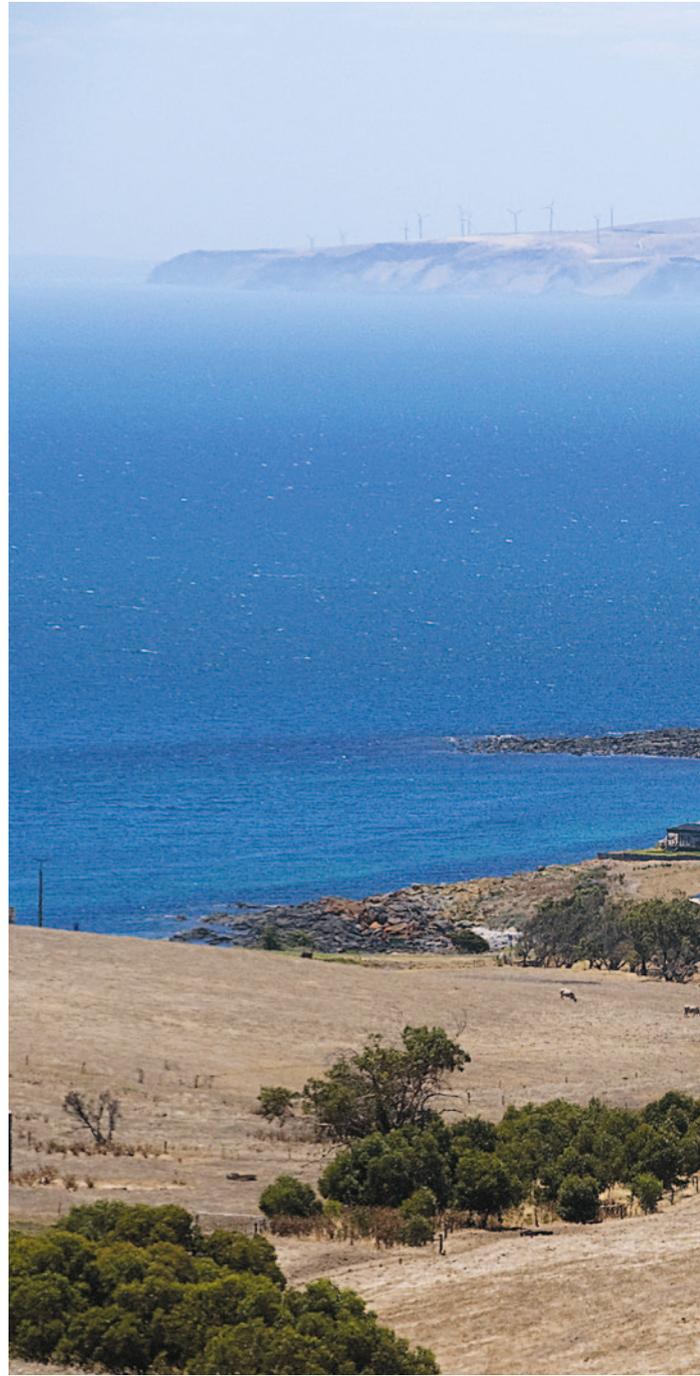
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## Recommend

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Charges for SEALINK freight and passenger services between Cape Jervis to Penneshaw to be subject to price control. The models for price control and the mechanism for monitoring and enforcing the pricing should be reviewed within twelve months by an independent authority and at three yearly intervals thereafter.

## 3.11 Penneshaw



Penneshaw is a delightful and historic small town with a glorious aspect overlooking Backstairs Passage. It is the main gateway to Kangaroo Island for SEALINK ferry passengers, and is also the gateway to the hidden delights of the Dudley peninsula region.

Penneshaw stands to benefit greatly from growth of tourism under the Five Year Plan.

The present SEALINK terminal at Penneshaw is a bare bones affair and something of an eyesore. Located at the heart of the Penneshaw foreshore area adjacent to the beachfront shopping strip, it resembles a dilapidated parking lot. Increased freight and passenger movements will bring more car and truck traffic to and through the town, along its foreshore access route to the terminal.

We understand an application for funding under the Regional Development Infrastructure Fund (RDIF) is under consideration with a decision imminent on a State contribution towards construction of a new \$3 mn passenger terminal and related facilities at and adjacent to the existing SEALINK terminal site.

We think there is merit in KIFA working with SEALINK to improve facilities at the Penneshaw terminal, and fully support the provision of State government infrastructure funding for this purpose. Any RDIF contribution should be overseen and managed by KIFA. We also think input from the Integrated Design Commission should be sought to assist KIFA and the local community preserve the character of the town while accommodating these changes



A detailed study into the logistical issues of marshalling trucks to handling the anticipated increase in freight traffic in a sensible and sensitive manner is required, given Penneshaw's location on a seaside knoll and the absence of flat ground in the immediate vicinity to accommodate a suitable marshalling facility.

It may also be appropriate to review and the Cape Jervis port design. This end of the crossing dictates the size (length) of the vessels that SEALINK can use now and in the future.

New leases for Lot 89 on the Penneshaw foreshore should incorporate the same expiry date as the current leases. To provide sufficient time for sound long-term planning, further extension of the leases should be considered and determined not later than end December 2020.

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## Recommend

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- KIFA to support construction of new terminal and related facilities for SEALINK operations at Penneshaw.
- New lease for Lot 89 should be granted with expiry date as for existing leases.
- Lease extension to be considered and determined not later than end December 2020.
- KIFA to commission a study into freight logistics and implications for Penneshaw's town character.

## 3.12 Finance and tax

This piece of the puzzle has at least three parts. We deal with them in turn.

### KI Council financial sustainability

Though rates charged by KI Council are at the high end of the spectrum relative to other similar regional South Australian councils, its long-term capacity to meet the maintenance requirements of its municipal assets is far from assured. Further, new investments required (for example, to upgrade the Kingscote airport) appear to be a hill too high and beyond Council's present capacity. To meet this anticipated funding shortfall, and recognizing the burden on island ratepayers occasioned by wear and tear of municipal assets by tourists, KI Council has investigated options including a tourist levy (notionally at a rate of \$10 per head).

We believe that, while imposition of a tourist levy may be feasible, it would send all the wrong signals under a Five Year Plan to double tourist numbers within a decade. We do not support introduction of a tourist levy.

Our recommendations regarding the upgrade and operation of Kingscote airport, categorical clarification and administrative partitioning of the island's road network, and separation of municipal services from tourist infrastructure with KI Council being responsible for the former and KIFA for the latter, should significantly relieve Council's funding pressures within the life of the Plan.

Over time, economic growth occasioned under the Plan will increase the rates base available to Council and assure its long-term capacity to meet and improve KI municipal services.

#### Summary of Total Rates Revenue for 2008/09 Financial Year

	Estimated Resident Population as at 30 June 2009 (excluding unincorporated areas)	Area (Hectares)	General Rates (\$ 000)	Other Rates (\$ 000)	Other Charges (\$ 000)	Rate Write-offs & Discretionary Rebates & Remissions (\$ 000)	Total Rates (\$ 000)
Ceduna	3,797	543,306	2,549	762	17	(82)	3,246
Goyder	4,285	668,787	3,285	433	29	(117)	3,630
Kangaroo Island	4,612	443,438	3,881	2,183	79	(46)	6,097
Lower Eyre Peninsula	4,820	475,524	3,259	644	19	(49)	3,873
Northern Areas	4,866	297,409	2,909	651	23	(111)	3,472
Yankalilla	4,577	75,693	6,220	997	134	(66)	7,285



## Watergap

By virtue of the need to transport inputs to the island and ship product back to the mainland, the cost of doing business on KI will always be higher than comparable activity on the mainland.

As noted above, this reality has led to some calls for a standing subsidy to be provided by the State to offset the inherent cost disadvantage of being an island. Cogency in this argument is gained from recognition that the cost of punt services across the Murray is met from State revenues notwithstanding the existence of alternative crossings (ie bridges), and that federal subsidies are paid for freight movements to King and Flinders islands in Bass Strait.

For practical and pragmatic reasons, we do not believe a standing transport subsidy is a viable long-term prospect. The subsidy required to keep the Troubridge operating was a factor in its demise. A capitation-based watergap subsidy would rise with success of the Five Year Plan; a subsidy for island residents or resident island business would be administratively cumbersome and fraught.

However we do believe a thriving KI is a vital State asset, and that a standing policy concession to offset the watergap is warranted. We think consideration should be given to making KI free of State Land tax and Conveyancing Duty for a five year period. This would deliver an immediate fillip to island residents and business under a Five Year Plan and 'prime the pump' for growth over the decade to come.

We see no case to exempt KI from the Emergency Services Levy or Gaming tax. The vast majority of Island businesses are too small to be liable for payroll tax. However the stock of unsold properties on KI is substantial; exemption from Land Tax and Conveyance Duty would raise net returns from sale for Islanders seeking to sell their properties, and lower the cost of purchasing both for Island residents contemplating increasing their holdings and for others seeking to invest on the Island. There would be some leakage of the immediate benefit to non-island residents but we suspect this would be substantially less than would occur with an operating subsidy for freight and passenger fares.

In weighing the case for a Watergap subsidy, we commend consideration of this exemption from Land Tax and Conveyancing Duty alternative. If such an exemption were granted, we think it should be for a fixed term (five years, to expire with KIFA) with review of its impact after three years.

## Kangaroo Island Futures Authority

KIFA will require funding for its operations and additional funding for the projects it sponsors and facilitates. A further question is whether and in what quantum KIFA should have some asset backing to underpin its operational standing and authority.

Operational funding for KIFA should be modest. We think a Chief Executive with two operational staff and one full-time administrative support should be sufficient to give effect to the Five Year Plan. With this profile a KIFA administration budget of less than \$1 mn annually for five years should be well sufficient to meet salaries and on-costs plus rent and administrative expenses.

Funding for KIFA projects will be a mix of public and private funding. KIFA should always seek to leverage its own project contributions with funding from other sources.

KIFA should seek to access and coordinate applications for Commonwealth grant funding under all possible programs – regional infrastructure, regional development, solar flagships, tourism, housing, etc – and similarly leverage this funding wherever possible through partnerships with private interests.

KIFA should explore all feasible options for private / public partnerships.

Our recommendations contemplate some reallocation of current expenditures, from Agencies to KIFA.

Some indicative projects for KIFA were put to us in consultations; we supplement these with some judgment calls of our own, covering:

- Runway lengthening and strengthening
- Airport refurbishment
- Penneshaw terminal
- Consultant report on power options
- Either designate the sealed road loop a 'State road' or provide State funding assistance of equivalent value to Council
- Maintenance of 4WD network and minor tourist infrastructure

- Support for establishment of College of Excellence
- Kingscote wharf consultancy and direct contribution
- Support for TOMM
- Support for Food Branding and business development supply initiatives and consultancies
- Capacity to support additional initiatives over the life of the Plan.

Our estimates point to an expenditure of around \$25 mn over 5 years, of which 80% or more is project specific. Greater precision will be obtained from detailed work to establish KIFA.

The cost of the proposed "tax-free KI" initiative is separate and additional. The cost of implementing a sustainable KI power plan is separate and additional.

Beyond this we believe there is a strong case for KIFA having some asset backing. In particular, the Kingscote Wharf precinct is surplus to DTEI requirements and (as we see it) central to Kingscote's long-term evolution as an education and research hub on the island. Transfer of title to KIFA would greatly facilitate development of the site as a mixed use facility incorporating educational, research, community and some commercial activity, fully consistent with the character of Kingscote and the island's future.

## Recommend

- Establish KIFA and provide a budget of \$25 mn over five years to deliver the projects outlined in this report.
- No tourist levy on ferry services.
- Consideration of a 5 year moratorium on Land Tax and Conveyancing Duty.

## 3.13 Creating an Island Future

The long-term viability of a KI accommodating double the number of current tourists will depend on its capacity to meet and satisfy their expectations, and the virtuous circle impact that flows from that.

This puts focus on the island's ability to provide a complete tourist package – above and beyond its special tourist sights.

Off-the-shelf and bespoke tourist packages are presently provided well by some island tour operators. What scope is there to create additional adventure options that will appeal to high-income enviro-tourists and South Australians alike, to keep them on the island active and happy for a few more days in between a scrumptious island breakfast and a delectable evening repast?



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## There is no limit to imagination

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### The Lighthouse Trail

A walking track from Cape Borda to Cape Du Couedic, along the coast through Flinders Chase, linking and integrating current camping facilities. Tasmania has its world famous 'South West walk' and renowned 'Cradle Mountain – Lake St Clair' trail. What would be required to get the Lighthouse Trail up and operational? Tour operators could deliver parties to Cape Borda and collect them from Cape Du Couedic, provision parties for the trip, provide guides with expert local knowledge and guaranteed safety.

### The North Coast Bike Track

At present KI is not especially bike friendly, yet the popularity of cycling amongst high-income populations of Europe and North America is rising dramatically. A path from Cape Borda to Kingscote along the north coast would see cyclists with the prevailing westerlies at their back, routing through Western River Cove, Stokes Bay, and Emu Bay. Much less expensive than a sealed road, a north coast bike track could be an unsealed route suitable for mountain bikes or a sealed path suitable for street bikes. Bikers could do it all themselves, or purchase a local package involving overnight accommodation in tents or lodges, meals, and separate transport of personal baggage.

### D'Estree's Bay to Vivonne Bay Wilderness Adventure

Wild, remote, beautiful – a hike through virgin landscape along raging southern shores.

With support and enthusiasm from DENR, KI locals, and environmental interests detailed scoping studies into these and other possibilities could and should be supported by KIFA.

## 4 Commitment

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### A Five Year Plan and empowerment of a KIFA to see it through will change the shape of KI while preserving the Island's unique character and attributes.

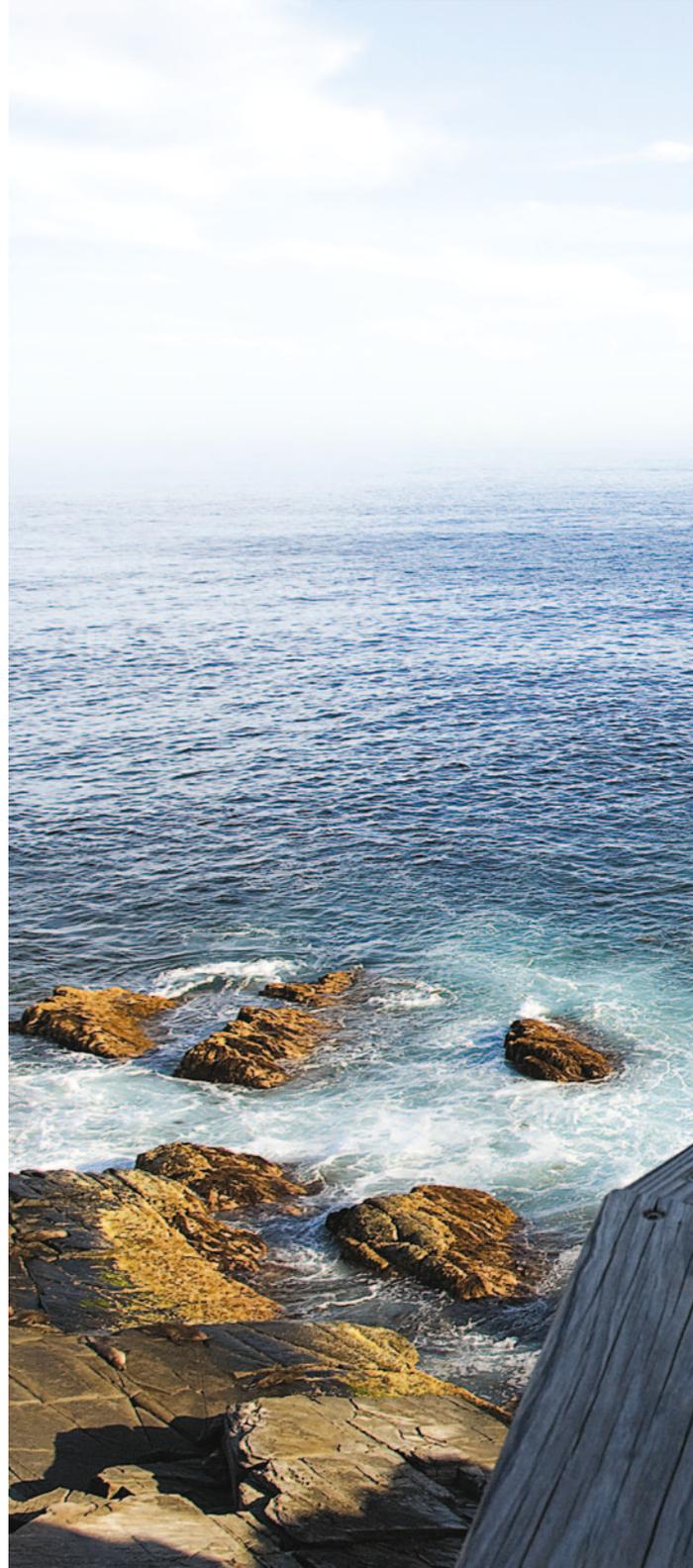
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For the Plan to succeed, it is essential that it be welcomed and receive support from the Island's resident population.

The many pieces in the KI puzzle are connected. We propose an integrated plan of action to address the array of complex issues that are inhibiting sustained social and economic growth on Kangaroo Island. We think the measures we have proposed will establish a sound platform for growing decent Island jobs and good Island incomes that are sustainable well into the future, beyond the term of KIFA.

There is no magic wand to be waved, no silver bullet to be fired, that will deliver sustainable social and economic development on Kangaroo Island. Piecemeal measures will surely fail.

If implemented effectively and efficiently, a package of measures directed to rectifying the core issues – power, roads, skills and education, the air and sea ports, Council's financial sustainability, growing business scale and preserving the Island environmental character – can establish the robust foundation on which a prosperous sustainable Kangaroo Island future can be built.





## Appendix - About this report

### A.1 Origin of the reference

The development challenges facing Kangaroo Island were raised by Bruce Carter (Chair of the Board) at the EDB meeting held 16 June 2010.

The Board resolved to establish a sub-committee comprising Grant Belchamber and Lance Worrall to make some further inquiries. At the EDB meeting held 16 September 2010, Raymond Spencer agreed to join the sub-committee.

Meetings held with Premier Rann and Ministers Conlon, O'Brien, Rau, Caica, Gago and Holloway confirmed unanimous support for EDB involvement in reviewing the economic, social and environmental sustainable development issues on KI.

The sub-committee visited KI on 17/18 October, for informal inspections of island infrastructure and facilities, and consultations with KI stakeholders including the Mayor and CEO of KI Council, the island's school principal, and business operators.

Further meetings were held in Adelaide with key business operators and investors with interests in KI, and with the Member for Finniss, Michael Pengilly.

A Workshop to discuss a range of options under consideration was held at the Ozone Hotel Kingscote on Tuesday 24 May 2011. Thirty-two participants including three EDB members attended the Workshop, which was chaired by Prof Julian Disney.

The sub-committee reviewed a range of papers and reports that had addressed the development challenges on KI.

### A.2 List - Who we consulted

Ministers and Members of Parliament

- The Premier, Mike Rann
- Patrick Conlon
- Michael O'Brien
- John Rau
- Paul Caica
- Gail Gago

- Paul Holloway

- Michael Pengilly

KI Council

- Jayne Bates - Mayor

- Carmel Noon/John Coombe - CEO

Other individuals

- Nick Jones & Dean Bagley (SATC)

- Greg Mackie (A/CE DPC)

- Trent Mader (DTED)

- Cathy King (CPR Adelaide)

- John Ipsen (RuralAus Ltd)

- Barry Featherston & Terry Lee (RDA)

- Geoff Rischbieth

- Richard Trethewey (KINRMB)

- Wendy Campana (LGA)

- Andrew Duncan (Ozone Hotel)

- Ian Kent (KI Community Education)

- Pierre Gregor (Tourism KI)

- Craig Wickham (Exceptional KI)

- Ian Drummond & Tim Langmaid (Aurora Hotels/Resorts)

- Phil Baker & Mark Young (Adelaide Airport Ltd)

- Jeff Ellison (Sealink)

- Roch van Delft (Qantas)

- Duncan McGillivray (Kangaroo Island Pure Grains)

- Caj Amadio & Brent Blanks

- Andrew Milazzo, Rick Hennig & Alan Hartley (DTEI)

- Sandy Di Marco

- Helen Lamont (PIRSA)

- Prue Archer (DPLG)

## A.3 List of references and reports reviewed

Type		Title	Author	Prepared for	Month	Year
Discussion paper	1	Kangaroo Island	EDB	Ministers	Jul	2010
Fact Sheet	2	SA Water - Kangaroo Island Long Term Plan Schedule	SA Water	Public domain	Unknown	Unknown
Letter	3	Response to letter dated 20 April 2010 by Mayor Jayne Bates	The Hon Patrick Conlon MP	Mayor Jayne Bates	Jul	2010
Letter	4	Response to letter dated 16 July 2010 by Minister Conlon	Mayor Jayne Bates	The Hon Patrick Conlon MP	Aug	2010
News Paper Article	5	"State Shuns Island"	The Islander newspaper	Readers	Aug	2010
Press release	6	KI Long-term Water Security Plan One Step Closer	Hon Karlene Maywald	Public domain	Aug	2009
Briefing	7	Kangaroo island Traveller's Levy	DTED - OSBRD & PBE	Minister for Regional Development	Aug	2010
Briefing	8	Kangaroo Island Briefing	DTED	Internal to Government	May	2010
Briefing	9	Kangaroo Island	CPR Adelaide - Cathie King	Bruce Carter - EDB	June	2010
Brochure	10	Kangaroo Island - A Great Place to Invest	KI Development Board	Public domain	Mar	2004
Plan	11	Kingscote Aerodrome: Long Term Strategic Plan	KI Council	Public domain	Feb	2010
Plan	12	Kingscote Airport Master Plan	KI Council	Public domain	Unknown	Unknown
Plan	13	Kingscote Airport Civil Infrastructure management Plan	Tonkin Consulting	Public domain	Oct	2009
Plan	14	Airport Infrastructure And Asset Management Plan	KI Council	Public domain	Nov	2009
Plan	15	Airport Long Term Financial Plan 2011-2020	KI Council	Public domain	Dec	2009
Plan	16	Kingscote Port Strategic Development Plan	KI Ports Management Group		May	2005
Plan	17	Development Plan	KI Council		May	2009

## A.3 List of references and reports reviewed (cont.)

Type		Title	Author	Prepared for	Month	Year
Plan	18	Kangaroo Island Strategic Tourism Plan	Urban & Regional Planning Solutions	KI Council, KIDB, Tourism KI, DEH, KINRMB, SATC	Jun	2006
Report	19	An Investigation into the Utilisation of End User Generation on KI	Wessex Consult		Jan	2009
Report	20	KI Traveller's Levy Economic Impact Assessment	Access Economics	KI Council	Jul	2009
Report	21	KI Regional Land Use Framework - A proposed alteration of the planning strategy for SA	DPLG		Mar	2009
Report	22	Local Government on Kangaroo Island Today and Tomorrow	JAC Comrie		Mar	2008
Report	23	Kangaroo Island Watergap Recognition Project	Meyrick and Associates	Kangaroo Island Development Board	Sep	2009
Report	24	KI Matters: Council works with State Government for roads	KI Council	Rate payers	Aug	2010
Report	25	Economic Analysis of Road Funding Options on Kangaroo Island	EconSearch	KI Council	July	2010
Report	26	Kangaroo Island Food, Wine and Tourism Industry Development Report	Barnett Communications & Marketing		March	2010
Report	26	Kangaroo Island Food, Wine and Tourism Industry Development Report	Barnett Communications & Marketing		March	2010

### ACRONYMS

KIDB	Kangaroo Island Development Board
DEH	Department for Environment & Heritage (now DENR)
KINRMB	Kangaroo Island Natural Resources Management Board
SATC	South Australian Tourism Commission
DTED	Department of Trade & Economic Development
OSBRD	Office of Small Business & Regional Development (DTED)
PBE	Policy & Business Environment (DTED)
EDB	Economic Development Board



