

**AMERICAN**

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**RIVER**

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**LODGES**

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**PART I**



# AMERICAN

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# RIVER

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# LODGES

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DEVELOPMENT REPORT  
Tourist Resort,  
American River, Kangaroo Island  
Issued September 2016

## PART I



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01\_Summary  
American River Lodges

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PART I  
September, 2016

# 01

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# SUMMARY

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A concise summary of what is included in this Development Report, including all aspects covered in the Impact Assessment Guidelines. The summary aims to help the reader to obtain a quick but thorough understanding of the proposal and all its effects.

### Executive Summary

The proponent, City and Central Consulting, seeks to develop a tourist resort on land at the north western edge of the American River Township on Kangaroo Island. Details of the proponent, the proposed resort, the subject land and the integration with and benefits for the local community and the island are included within this Development Report.

The Minister for Planning initially declared the proposal a Major Development in August 2015. At that time the proposal included a variety of works and upgrades to the existing American River wharf including commercial, retail and restaurant uses alongside a marina and ferry service to Wirrina Cove. A recent review by the proponent of the extent of works and services required along with the initial feasibility of the marina/ferry component has resulted in its removal from the proposal. As a result a formal variation to the proposal has been submitted with the project refocused on the subject land at Thomas Road, American River.

Both the Minister and the Development Assessment Commission (DAC) have subsequently reviewed the varied proposal with a variation to the Major Project declaration made by the Minister on 31 August and updated assessment guidelines for the preparation of the Development Report issued by the DAC in September 2016.

### The Proposal

The proposed resort seeks to provide a facility for both tourists and local residents which is currently lacking upon the island. A facility which has the full range and complement of activities and services of a 4 to 5 star hotel yet offers a range of accommodation types from luxury rooms to family stay cottages and individual private cabins.

A total of 323 rooms are proposed across the following range of accommodation types:

- A Courtyard hotel containing 115 rooms;
- 20 cottages each with 4 bedrooms to accommodate couples and families;
- 20 cabins each with a single bedroom; and
- 10 lodges of up to seven storeys in height with 9 lodges each providing 12 rooms.

A range of facilities are to be provided for the use of both guests and visitors, generally provide within the ground floor of each of the separate lodge facilities, and include:

- conference facilities with capacity for up to 400 delegates;
- restaurant and bar;
- spa, sauna, swimming pool and beauty treatments;
- cooking school and kitchen garden;
- a range of physical activities including horse riding, bush walking, conservation programs, bird watching etc; and
- children's activities.

Construction of the resort is to be carried out over two to three stages with the Courtyard hotel, two lodges and 10 cabins to be built within the first stage with the remainder of the facilities constructed over one to two additional stages.



### The Benefits

The proposal will result in a number of direct and indirect benefits for both American River and the island more broadly. These benefits range from job creation and investment to revegetation and rehabilitation of the subject land, increased facilities and services for residents and visitors, an increase in permanent residents and a broader economic base for the island. The following key elements and expected benefits of the proposal are of note:

- Direct investment cost of \$22 million
- Creation of approximately 200 to 250 ongoing jobs - 100 during the first stage of the resort and an additional 100 to 150 during the subsequent stages;
- Employment of approximately 60 construction workers during the first stage and 100 during subsequent stages;
- An estimated 270 indirect jobs as a result of additional visitors and the servicing and supply of the resort;
- 45,000 visitors per annum with a targeted average stay of 5 nights; and
- Daily spend per room estimated to be between \$250 and \$400 (accommodation, food and activities) with a multiplier effect within the island economy of 2 to 2.5 times this figure;



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02\_Intro  
American River Lodges

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PART I  
May, 2016

# 02

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# INTRO

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This introduction to the DR will cover the main questions surrounding the proposal; **Why** is it being proposed? **Who** is proposing it? **When** is it proposed to happen? and **How** will it be assessed now and in the future?

Background & objectives of the proposed development

The proposal for a tourist resort at American River is being undertaken by City & Central Consulting Pty Ltd, in association with its Thailand based affiliate CCH Hotels and Resorts. It is intended that City & Central Consulting Pty Ltd will retain ownership and management of the completed project.

The American River is the only completely sheltered harbor on the island, being popular with boaters and yet relatively undeveloped for tourism despite strong advantages; it is much nearer to KI's attractions, the main town Kingscote and the Airport than Penneshaw (the ferry station from the mainland). Across the river is Island Beach, a north facing white sandy beach, bolstering American River's attractiveness.

The intention is to create a hotel development comprising hotel accommodation in a variety of forms that will seamlessly integrate with the natural environment and wider community. It will include a hotel block, a number of lodges offering hotel style accommodation with a further 20 cabins and 20 cottages throughout the site. The total built form will extend to approximately 15,000 sqm.

An integrated resort of this scale has the ability to deal with economic challenges such as workforce & transportation by providing an attractive tourist facility and leisure uses that not only prove attractive to tourists, but also benefits the local community itself through the creation of employment

opportunities alongside new facilities.

Australia's tourism industry is on a trajectory of long-term sustainable growth, particularly in the South Australia region which has untapped natural beauty and an un-spoilt open prospect which is highly inviting to world travelers. The sector requires upgrading in terms of transport infrastructure, accommodation and service standards. Whilst some skills, transport and employment barriers exist there are significant opportunities to be gained by an operator that focusses on high volume high yield visitors with appropriate steps taken to mitigate entry barriers.

Kangaroo Island is a destination that provides such an opportunity, visitor numbers having increased by 32% over the last ten years, albeit from a very low base. Providing the barriers described above can be addressed by both public and private sector initiatives, there are good prospects for rapid growth in tourism numbers.

With this outlook, City & Central Consulting Pty Ltd identified the opportunity to create an integrated tourist resort at American River, Kangaroo Island that will provide a major boost to the Island's tourism and economic prospects.



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### Strategic Ambition

Broadly the proposal has been developed following these strategic ambitions:

#### Economic:

1. Invest in KI  
Direct development investment of \$22m over the 3 phases.
2. Grow the Economy  
Local and Island's Economy to be grown by projected yearly revenue of \$22m.
3. Re-populate American River  
Staff of the Lodges will live in American River, thus growing the shrinking community sustainably.

#### Social:

1. Create new high-skilled jobs  
Provide year-round employment for circa 200 staff in a variety of different hospitality roles
2. Tourism Synergy  
Encourage engagement with different types of niche tourism: horticulture, bird watching, food and aquaculture.
3. Civic Space  
The hotel has the potential to become a venue for events that the local community can participate in, from markets to festivals

#### Environmental:

1. Light Touch Development

Through the shaping of the design to careful management of both construction and operation, to have no substantial impact on threatened species and existing environment

2. Improve Native Vegetation  
Re-introduce indigenous species to the degraded hotel site

3. Promote Conservation & Education  
Promote conservation to strengthen populations of threatened local birdlife by providing other tourist attractions, such as bird watching

The longer term objectives for the Hotel Lodges are broken down in more detail on the following pages.



Hotel Resort Objectives:

- Provide c.315 rooms at a 4-5\* offer in a mixture of arrangements & price points.
  - Rehabilitate a privately-owned degraded site into an attraction in itself, exemplifying local flora and fauna, maximising the variety of landscape experiences and views the site has to offer
  - Facilitation of guests to experience and be educated about native fauna & flora
  - Provide a different kind of boutique accommodation to that which is already on offer in American River & K.I.
  - Provide conferencing facilities for up to 400 guests, presenting year-round opportunity for occupancy
  - Create 200 year-round jobs
  - Provide a range of world-class facilities, for the use of guests and locals alike
  - To achieve an average occupancy of 75%, representing average of 400 guests staying / night within 3 years of completion.
- Increasing the average stay length on Kangaroo Island from 2-4 nights to 5-7 nights
  - Increase the diversity and awareness of the tourism offer, particularly at the mid to high end.
  - Internationally market the hotel and island offer in synergy with each other.
  - In TOMM surveys, events on the island rate well. The hotel's 9 lodges, conferencing infrastructure and event management facilities on the 33Ha site present the opportunity for KI events to grow as a year-round opportunity
  - Target both national and international visitors particularly high yielding visitors
  - Promote low season tourism, particularly through conferencing and event packages (This is a particular focus in the South Australian Tourism Commission's Tourism Plan 2020)



INTRO

• 014- 015

Proponent - City & Central Consulting

City & Central Consulting Pty Ltd, in association with its Thailand based affiliate CCH Hotels & Resorts, is the proponent behind the proposal for the Tourist Resort at American River.

Sir Terry Leahy and Paul Mercer launched CCH Hotels & Resorts eight years ago with a view to investing in and developing lifestyle resorts. Their experience includes the development of a 570-unit resort in Phuket, Thailand. The Company acquired a 220,000 sqm beach front site at MaiKhao Beach, Phuket, Thailand and over the last 8 years have transformed this once totally undeveloped area of Phuket into a thriving community of shops, restaurants and other services, all focused around the CCH Hotel known as the 5\*Centara Grand West Sands, Phuket. The resort is composed of a mix of villas, suites and hotel rooms and includes a substantial themed water park, known as Splash Jungle that attracts over 300,000 visitors Per year. The Resort was recently voted Asia's best beach hotel by the Travel Now Magazine and during its development won a number of awards for its green initiatives. The Resort has an investment value in excess of AUS \$300M, being 94% owned by Sir Terry Leahy and Paul Mercer.

City & Central Consulting Pty Ltd was set up 6 years ago by Paul Mercer and has previously completed a number of housing projects in Adelaide as well as consulting on a series of international projects. City & Central Consulting will be the

investment vehicle for this project and the company will be restructured and recapitalized by the widening of shareholders to include Sir Terry Leahy, along with 3 Chinese investors, Mr. Hu Bin, Mr. Cheng Jing and Mr. Cao Wei Dong. These investors are founder Directors of the Nantong Construction Group, one of the few tier one contractors in China and with whom Paul Mercer and Sir Terry Leahy have had a long association.

Sir Terry Leahy was Group CEO of Tesco from 1997 to 2011 and globalized Tesco into one of the world's largest retailers. From 2005 to 2010 he was voted Britain's most admired leader by Management Today and in 2010 he received the Daily Telegraph's Award for a Decade of Excellence in Business, a Lifetime Achievement Award from Director Magazine and voted Business Person of the Year by the Sunday Times.

Paul Mercer had spent 20 years with Tesco as their International Property Director and during that time completed hundreds of multi-use projects across the UK, Europe and Asia. Since retiring from Tesco in 2011 Paul has focused on CCH's development in Phuket and establishing Asian Shopping Centres in China which recently formed a joint venture with the London based fashion brand Joseph, and Carra, a Beijing based manufacture/retailer, to open Joseph stores throughout China. Paul is an Australian Permanent Resident living in Adelaide and is therefore very well placed to implement the project.



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Staging and timing of the proposal

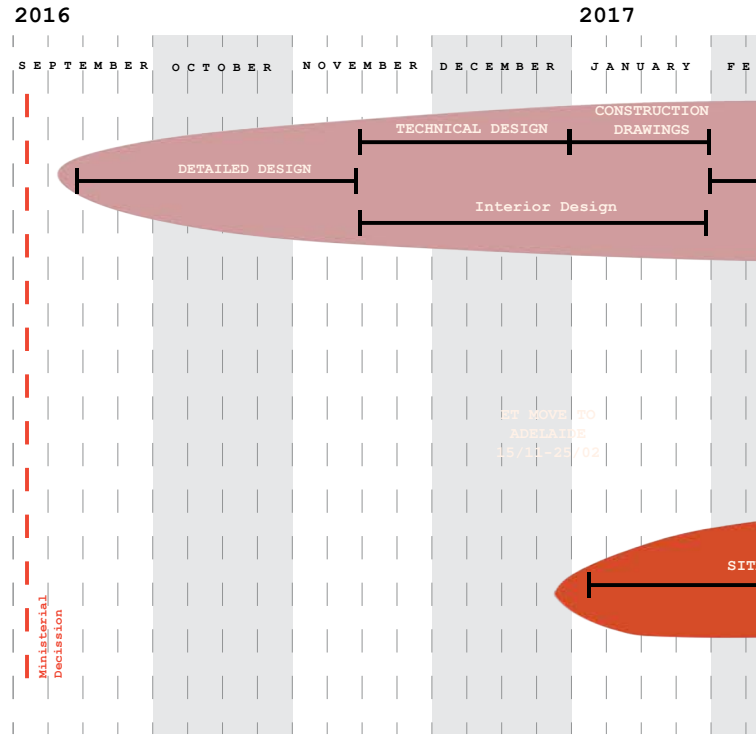
The hotel resort will be delivered in 3 phases shown in the phasing diagram in the drawing appendix.

It is anticipated that once development approval is granted by the Governor, currently expected to be in December 2016, detailed design and documentation of all elements will be complete by January 2017. Following this, with the appointment of an appropriate contractor, ground works may commence in January 2017. It is expected that on-site works may continue until the end of 2017, with the hotel resort & harbour being opened in late 2017.

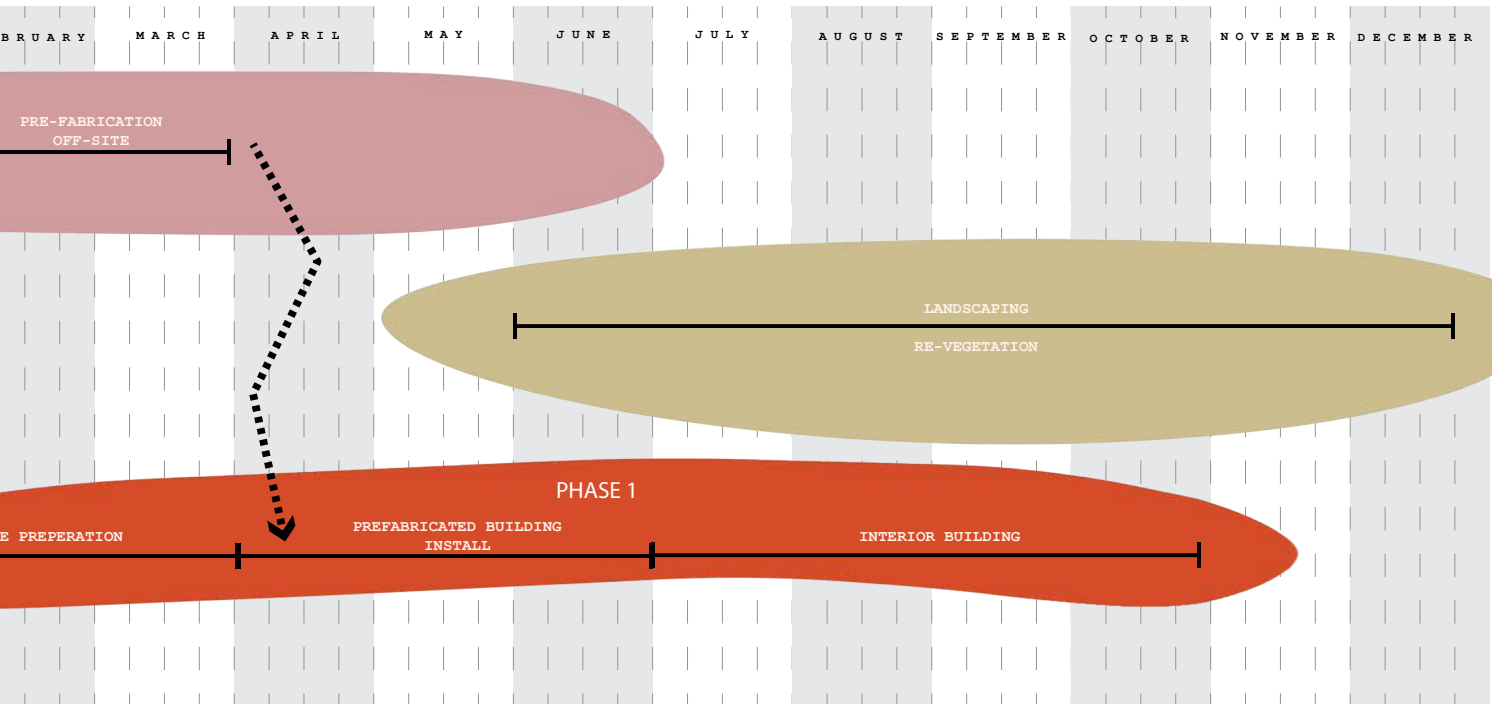
Later phases will follow in the same schedule with ground work done in the summer, construction in autumn and interior fit out in the winter.

Spreading the work into manageable phases will lessen the impact on the environment and fauna. Making changes over a number of years will make adaption gradual.

See Fig. 5 for the proposed time-line for delivery of the projects phase 1.



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Legislation requirements and assessment processes

South Australian Development Act 1993

Following the Minister for Planning's decision that the proposal be assessed as a Major Development in August 2015, under the South Australian Development Act 1993 the overall approval process is via the declaration of the proposal as a major project and the accompanying approval mechanisms. The approval mechanism for the proposal, as determined by the Development Assessment Commission, is through this DR document. The Commission issued guidelines for the DR in September 2016, attached in Appendix M.

The DR has been prepared by PARTI in accordance with the guidelines; describing in detail the proposal and its social, economic and environmental impact and how these will be managed to ensure the successful delivery of the proposal. Under section 46 of the Development Act 1993, the Minister continues with the assessment process and will make a formal recommendation to the Governor following the submission of the DR, public consultation and review by government agencies. The object of Section 46 is to ensure that environmental, social and economic issues surrounding a project are properly considered in the assessment of the proposal.

Native Vegetation Act 1991

The Native Vegetation Act 1991 and the associated Native Vegetation Regulations 2003 protect native vegetation in South Australia. Regulations allow a range of exemptions to the Act and provide a mechanism (if certain criteria are met) to clear native vegetation without a formal clearance application or associated fee.

The Native Vegetation Council is the body responsible for making decisions about a wide range of matters concerning native vegetation in South Australia, including whether to approve native vegetation clearance via some of the Regulations. In order to take advantage of an exemption under a regulation, it is common for the proponent/landholder to offset the clearance by providing an environmental gain, called a Significant Environmental Benefit (SEB). This is combined with a requirement for a Management Plan describing how the clearance will be conducted to minimise impacts and how the SEB offset will be managed into the future. The Management Plan must be endorsed by the NVC.

Under Regulation 5(1)(c) Development subject to Section 48 of the Development Act, Native vegetation may be cleared for a development that is given 'Major Project Status' under the Development Act 1993.

The NVC is provided opportunity to make comment to the Minister administering the Development Act. The SEB offset may be achieved through management of existing vegetation, restoring degraded native vegetation or re-vegetating cleared areas. Alternatively, it can be achieved through making a payment to the NVC through the Native Vegetation Fund, with the funds enabling similar works elsewhere within the same region of the State.

The amount of vegetation proposed to

be cleared as part of the development is to be kept to a minimal, in line with the objectives of the development to retain as much of the existing vegetation on-site, particularly that which provides habitats for protected species. It is proposed that the vegetation clearance is to be offset through the re-vegetation of large areas of the site, details of which can be found in the Landscaping Plan (Fig. 28 on p. 109).

#### EPBC Act 1999

The Environment Protection and Biodiversity Conservation Act 1999 (the EPBC Act) provides for the protection of the environment, especially matters of national environmental significance (NES).

Under the EPBC Act, a person or company must not take an action that has, will have, or is likely to have a significant impact on any of the matters of NES without approval from the Australian Government Environment Minister or the Minister's delegate. To obtain approval from the Environment Minister, a proposed action is referred by the proponent to the Department of the Environment and Energy. The referral assesses whether or not such an action is considered a controlled action, and therefore whether it requires formal assessment and approval under the EPBC Act. Under the bilateral agreement between the Commonwealth and the State of South Australia, the processes within the State assessment cover the requirements of the EPBC act.

The EPBC Act is triggered when an action:

- Is taken anywhere in Australia and has, or is likely to have a significant impact on a matter of national environmental significance
- Is taken on Commonwealth land or in a Commonwealth marine area and has, or is likely to

have a significant impact on the environment

- Is taken outside Commonwealth land or marine areas and has, or is likely to have a significant impact on the environment or Commonwealth land or waters
- Is taken by the Commonwealth and has, or is likely to have a significant impact on the environment.

The EPBC Act prescribes eight matters:

- world heritage properties
- national heritage places
- wetlands of international importance (often called 'Ramsar' wetlands after the international treaty under which such wetlands are listed)
- nationally threatened species and ecological communities
- migratory species
- Commonwealth marine areas
- the Great Barrier Reef Marine Park
- nuclear actions (including uranium mining)
- a water resource, in relation to coal/steam/gas development and large coal mining development.

An EPBC referral was prepared and submitted to the Commonwealth under the EPBC act in May 2016, reflecting the findings from the consultant reports covering terrestrial and marine based fauna and flora (Appendices B, D and J). This is in relation to the nationally listed threatened species and ecological communities, including Black Glossy Cockatoo habitat, on the hotel site.

03\_Need  
American River Lodges

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PART I  
September, 2016



# 03

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# NEED

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This section analyses the objectives and justification for the proposal, including the expected local, state and national benefits and costs.

We will touch on the main environmental, economic and social arguments that affect the proposal; including the consequences of not proceeding with the proposal.

### Need for the Proposal

Kangaroo Island is one of Australia's strongest tourism assets. It consistently rates as one of the most appealing regions in South Australia to both the intra-state, inter-state and international markets. The plethora of reports, guidelines and policy objectives written about the island in the last decade all assert that it has the potential to grow even further without sacrificing its consumer appeal as "Australia's Galapagos".

Holding the Island back in this regard are the logistical barriers of a Kangaroo Island holiday namely: ease and cost of access and the range and quality of accommodation.

Policy calls for the Island to continue to develop as a predominately sustainable, nature-based experience. Indeed this is one of the island's largest assets to tourists. However, to generate more sustainable tourism there is a need to provide opportunities to compliment this core offer in order to double the current international 'average stay length' from 3 days to a week.

Supporting and developing the Island's existing niche strengths around Adventure and Conservation, Primary production, Health and Wellbeing, Marine Parks and nature based leisure should encourage longer stays and year round visitors.

Kangaroo Island leads the rest of the world in ecotourism and as the demand for experience-led niche and boutique tourism grows the Island is well placed to extend its offer. Rather than large 'cookie-cutter' international hotels, KI should play to its clear strengths.

It is in this context that the proposal for the Resort at American River presents a cluster of full-service lodges, each focused on a different type of tourism, a boutique micro hotel and a range of cottages and cabins. This scale and variety of offer is totally unique to Kangaroo Island but also creates rich experiences for visitors as these specialties overlap.

The 'niche lodges' concept behind the proposal will create synergies with existing KI businesses, generating the authenticity and special offers required to attract visitors through the winter months.

This section touches on the justifications for the proposal from an environmental, economic, social and sustainability perspective, including the reasons for its proposed location, scale and staging.

The justification of the proposal is based around four specific considerations, each of which is elaborated upon. These include:

- The consistency of the proposal with both the State tourism planning strategies and the policy content contained within the Kangaroo Island Sustainable Futures Addendum to the Kangaroo Island Plan;
- The significant contribution that the proposal will make to the Island's future tourism prospects.



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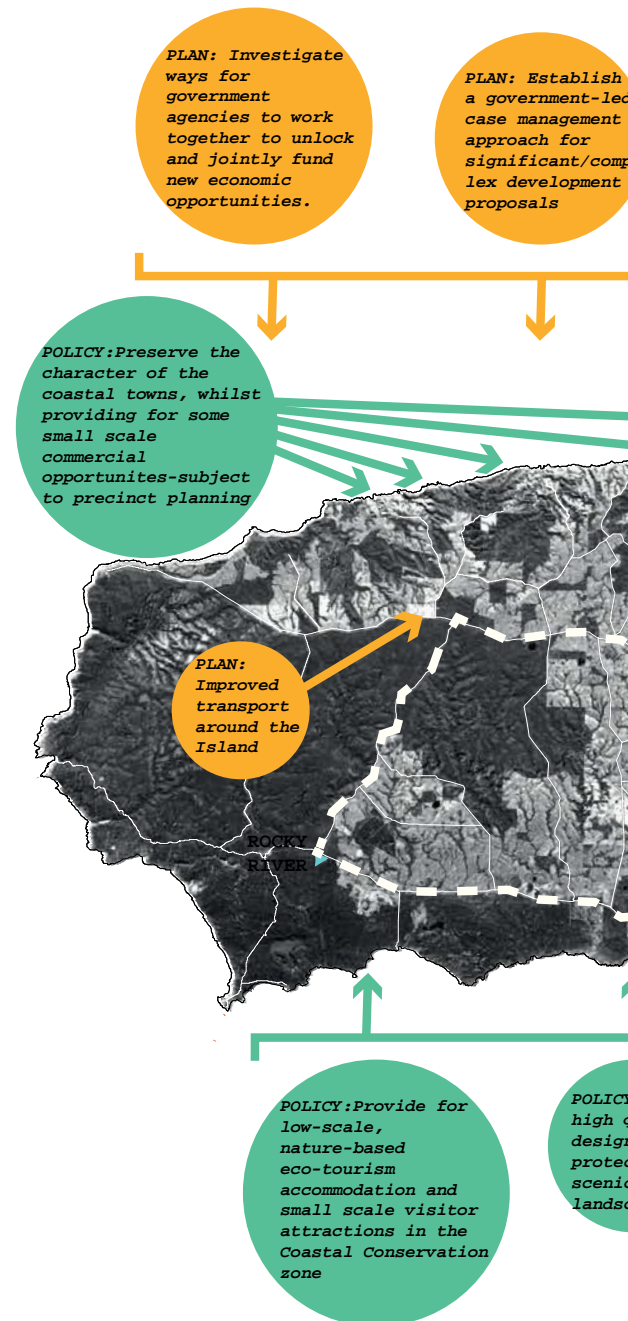
State and Regional Tourism Plans

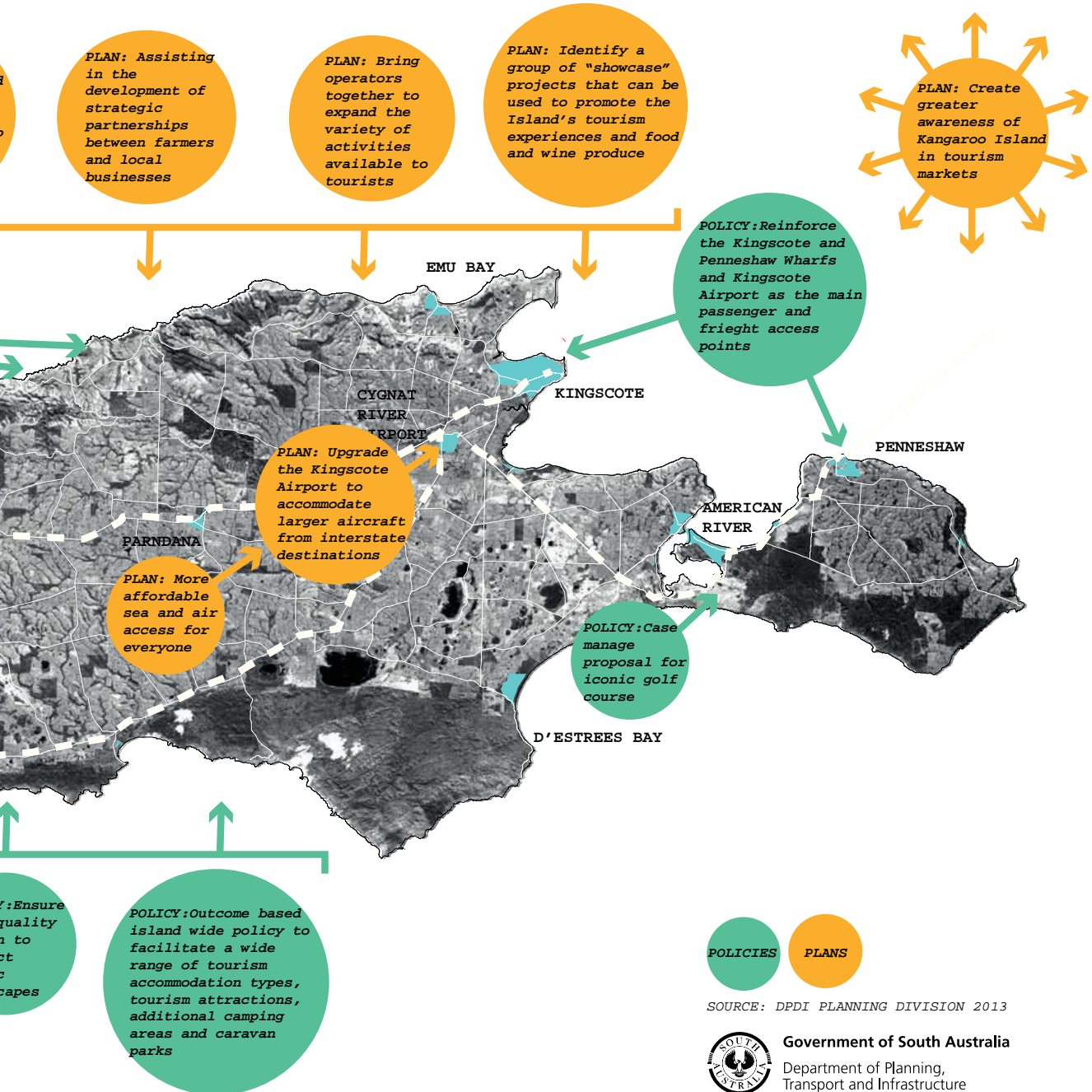
The South Australian Tourism Plan 2020 notes that in the year to December 2013, 5.6 million overnight visitors spent \$5.1 billion in South Australia across 18,000 tourism businesses, directly employing 31,000 South Australians. This plan also notes that the regional areas, where 23% of the State's population lives, accounts for 44% of the total State tourism expenditure thus underlining the importance of tourism to the State's regional economies and specifically employment at a local level. The plan for State tourism growth aims for a target of \$8.0 billion by December 2020 and requires share gains for all sectors of the South Australian tourism industry.

The strategic aim in the tourism sector is to boost the number of high yield visitors to the island and increase market appeal across all segments. It is felt that the quality and viability of tourism could be improved by adding:

- Year round attractions
- Facilities that link visitor experiences with primary production
- A wider range of accommodation
- Visitor facilities in scenic areas that do not detract from rural land use

In the context of this plan the proposal will make a significant contribution to the targeted tourism





growth rate. In its implementation strategies the South Australian Tourism Commission (SATC) has developed Destination Action Plans (DAPs) to focus and prioritize the projects to achieve the targets and while directly linked to the 2020 SA Strategic Plan the DAPs are primarily focused on projects that can be delivered in the next 3 years. In the case of Kangaroo Island, it is noted that the Island's tourism growth over the past 10 years of 32% increased visitation has been mainly driven by the international and interstate market. Among other things the DAP for the Island aims squarely at the market for high yield visitors and the development of interstate and international markets. In these respects the proposal is an ideal 'fit' as it specifically will target international and interstate visitors. This will be done through the quality of offer, international design standards and the establishment of a world-class hospitality brand.

The proposal is consistent with the findings of the moderate growth scenarios of the Kangaroo Island Futures Authority's latest report 'Economic Impact of Agriculture and Tourism' (2014). This KIFA report identifies the critical role tourism, which contributes 25 DR cent of the Kangaroo Island's Gross Regional Product (GRP), plays in the economy of the Island. A key component of this report includes the recognition of the need for the development of new tourism experience and accommodation. The proposal, being split between 9 specialist interest lodges each with

significant facilities (such as conference suite for 400 delegates), matches this criterion and will significantly contribute to the growth of the role of tourism in the local economy.

The Island is heavily dependent on its natural resources and tourist development is, in turn, wholly reliant on the most effective management and protection of the Island's natural assets. It is expected that the Island will continue to develop as a pre-eminent sustainable, nature-based tourism destination.

In this context the protection and preservation of the environment that characterizes the site and its surrounds is vital for the success of the project.

There will be minimal vegetation clearance, particularly of the important sugar gums and Kangaroo-Island Narrow-leaved Mallee community, and extensive new planting of native species. The landscape proposal creates a larger and more amenable habitat to many of the extant fauna species thus ensuring retention and protection of important and threatened species.

The design and siting of the buildings associated with the resort are to minimize the impact on the ground and as such the impact on the sensitive habitats, as well as crucially to reduce the building mass when seen from Buick Drive or Island



Contribution of the proposal to the  
Island's future tourism prospects

The proposal will make a significant contribution to the Island's future tourism prospects through the addition of a variety of high quality tourist lodging options in an arrangement unmatched anywhere the island. The splitting of the accommodation into hotel, cottages and lodges maintains one of the islands USP's for 'niche' tourism while providing the facilities only viable in a large resort. This is particularly pertinent in the low season, when the lodge facilities such as spa, cooking school and conference centre can attract visitors to the island for indoor activities. An offer not matched elsewhere. The success of the hotel's contribution to the Island's future tourism prospects will be reliant on the recently announced airport expansion, providing new means of access to the island for up to 30,000 visitors, a high percentage of which are expected to opt to stay at the proposed hotel.



Expected Local, State & National  
Benefits and costs of the Proposal

There are a number of areas where the proposal will be of tangible benefit to both the Island and the State, such as:

- Vitally needed quality tourist accommodation
- Multiple low season tourist attractions
- A strong economic, social and environmental rationale; a resort that fulfills the Design Guidelines for Sustainable Tourism Development

*Quality Accommodation and local benefits*

There is currently a lack of good-quality accommodation on the Island aimed at the mid- to high-market. The exception is Southern Ocean Lodge, voted as Australia's best hotel resort-2013, which provides accommodation and level of service that could be considered super-luxury at 6\*. The proposal at American River will meet some of this latent demand, providing rooms at a variety of price points from affordable rooms of \$80 per person/night in the hotel and cottages to more luxury offerings up to \$200 Per person/night in the lodges and cabins. The quality and range of accommodation and associated facilities will greatly extend international and interstate visitors.

The proposal will result in the creation of 115 micro-hotel rooms, 108 suites within the lodges, 20 couples cabins and 20 four bed cottages, (circa 600 equivalent single beds) of 4 to 5 star accommodation standard or the boutique equivalent.

The Lodge rooms and cabins will mainly cater to international and interstate visitors at a higher price-point, whilst the hotel rooms and cottages will cater to large family/groups on

longer intrastate holidays, offering more affordable accommodation below \$100/night per person. The proposal appeals to the high yield tourists identified in the strategic plan for the Island.

As a result the proposal will generate significant local employment opportunities. During construction phases it is expected that the site will engage up to 100 persons, whilst at full operation it is estimated that the overall complex will employ up to 200 persons.

*Low season tourist attractions*

The 400 delegate capacity conference centre has the ability to draw in large groups of visitors through the low season. The extension of the KI airport to take interstate planes greatly improves the viability of such a facility. It will also introduce new visitors to the island who may choose to come back with friends or family.

The 800sqm SPA will offer a range of pools, treatments and saunas likely to attract visitors year round. Other Lodge facilities such as the Stables, Cooking school, Conservation/activity lodge, Kids Lodge are all likely to attract low season trade, particularly within their niche interest groups. Special effort by the individual lodge managers will go into creating packages that target specific groups to generate low season trade.

*State Benefits*

State benefits include helping South Australia to be embraced as one of Australasia's Premier tourist destinations, with KI as the pearl. In addition, the Island's and the State's produce will be actively promoted (eg, wine, honey, meat produce, cheese) through the wine bar and locally-sourced restaurant.

The KI botanic lodge will become a huge resource for those interested in KI indigenous plants and conservation; raising awareness of the benefits of carefully planned native ecosystems at the state level.

## Environmental, economic and social arguments

The project started with a number of economic, social and environmental objectives. These objectives not only shaped the formation of the proposal in its scope and design, but also underpin the need for the proposal, as outlined here:

### Economic:

#### 1. Grow the Economy

- Estimated direct \$22M investment in American River.
- Projected \$18M p.a injection into KI economy by providing 57,000 visitor nights annually and associated tourist spend.
- With current island multiplier estimated at 3x

#### 2. Repopulate American River

- Staff will live locally, most in the American River township, this will be a huge boost to the local economy and community.

#### 3. Promote longer stays

Currently Sealink promote day trips/ very short stays through pricing and promotional activity. The resort nature of the hotel will promote week long stay.

### Social:

#### 1. Good Jobs

- The proposal will provide local, year-round employment for around 200 staff.
- In highly specialist areas included lodge management and hospitality to encourage young islanders to stay on the island.

#### 2. Tourism Synergy

- The proposal will have broad engagement with many other KI businesses,
- Particularly in primary food production to engage a wide range of niche tourists;  
  
e.g Horticultural, conservation, bird watching, food + aquaculture.

#### 3. Civic Space

- The Hotel facilities presents the opportunity to host year-round events such as conferences, events and mini festivals.

### Environmental:

#### 1. Light touch development

- No substantial impact on threatened species in construction or operations.

#### 2. Improve sites native vegetation

Re-introduce indigenous species to degraded site. Use botanic garden lodge as focus for environmental activity around this.

#### 3. Promote conservation + Education

Promote conservation tourism, particularly in the winter, to strengthen populations of threatened local bird-life. Conservation & Activity lodge primarily focused on this aspect.

### Consequences of Not Proceeding

Both the South Australian strategic planning initiatives and the Kangaroo Island development strategies address the importance of the tourism sector in the economic growth of the Island. Recent investigations show that current trends in the tourism sector are falling short of identified growth targets, and will continue to fall short, without further intervention and a common purpose being embraced by the Island residents.

The 'Kangaroo Island Structure Plan -Unlocking Opportunities' includes a vision for the Island that sees tourism building on Kangaroo Island's reputation as a unique tourist destination by identifying and expanding new tourism opportunities for the region. The proposal is wholly consistent with that vision and not proceeding with it runs against that adopted vision. It also promotes the 'niche tourism' that the 'Island Strategic Plan' calls for.

Should the proposal not go ahead it is difficult to envisage any alternative use other than low intensity grazing being pursued. Whilst being intrinsically attractive as a physical tract of land overlooking the American River and Pelican Lagoon, the site is actually very degraded and provides limited habitat for flora or fauna. By introducing a re-vegetation strategy and active conservation efforts this situation can be vastly improved. This will not happen without the proposal.

In short, without a development like the proposed resort the predominant existing day trip numbers are likely to continue while there is limited appropriate levels of accommodation to meet the needs of higher-end international and interstate visitors. In turn, the flow-on beneficial effects and economic multiplier investment spend arising from such

development will not be available to the local community.

It should be noted that the success of the development will be contingent on the delivery of other infrastructure to the island to support the tourism economy, such as the airport. The consequence of not proceeding with other tourist-focused development has the potential to undermine the proposal.

04\_Policy  
American River Lodges

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PART I  
September, 2016

# 04

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# POLICY

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This section highlights the policy frameworks that the proposals sit within.

## The Kangaroo Island Development Plan

The Development Plan sets the statutory objective and policies for development on the island. It provides objectives, desired character statements and principles of development control for specific zones, as well as for certain uses. The relevant provisions of the Development Plan pertinent to the subject land, including both the relevant zone and Council Wide provisions, have been considered in the development of the proposal for the hotel resort.

The hotel resort site sits across two zones - the Deferred Urban Zone and the Residential Zone.

### Zoning

#### The Hotel Resort site:

##### *- Deferred Urban Zone*

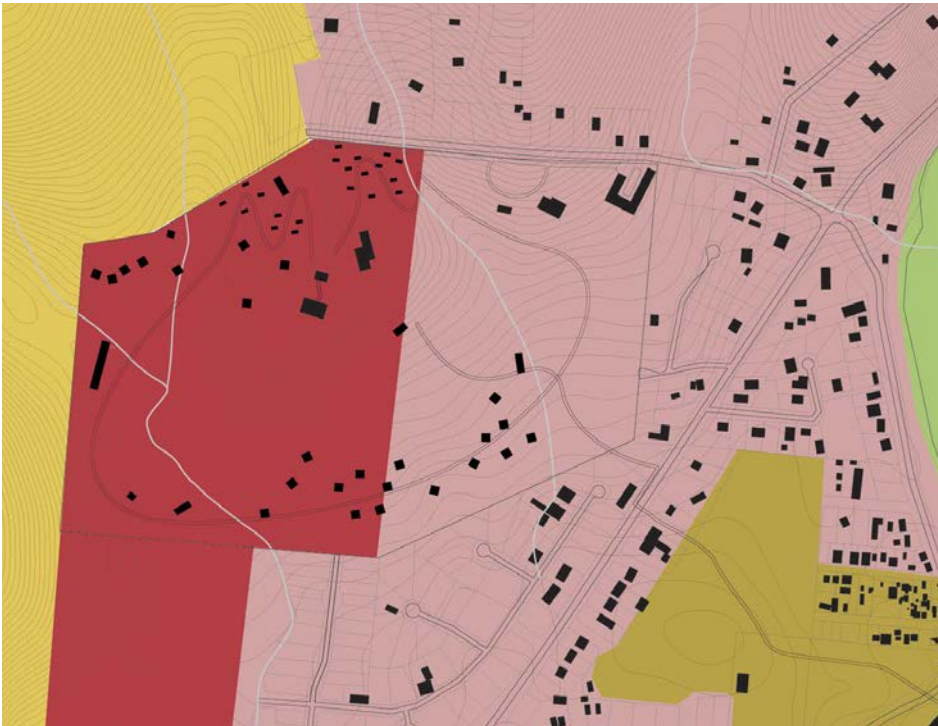
The objectives of the Deferred Urban Zone seek a restricted range of rural uses that are not prejudicial to the future development of the land for urban purposes and maintain the rural appearance of the zone. This may include cropping and grazing until required for future urban expansion of the American River Township, and the prevention of development likely to be incompatible with long-term urban development, or likely to be detrimental to the orderly and efficient servicing and conversion of the land for urban use. It is expected that development in the zone maintain the 'status quo', as such non-complying use is considered unacceptable unless demonstrated it does not undermine the objectives and principles of the Development Plan, and the orderly and economic development of future urban land uses within the zone.






##### *- Residential Zone:*

The objectives of the Residential Zone encourage a range of dwelling types, with density closer to centres, public transport and public spaces. The Development Plan outlines that residential zones be developed to create safe, pleasant and cohesive living environments facilitated by the redevelopment of underutilised land and integrated high quality development. In specific reference to American River, the Plan states that land that accommodates large strands of Dropping Sheoak, which is Glossy Black Cockatoo habitat, should not be fragmented by development or land division. The open nature of the elevated hills alongside the entrance road to the town will be protected to maintain high amenity levels and development will maintain view lines to Pelican Lagoon. It is expected that land be used for domestic buildings, or supporting local-community use. The Residential Zone doesn't exclude the use of the land for tourist accommodation, but does however state that it should be of a scale that is compatible with the residential character of the area.

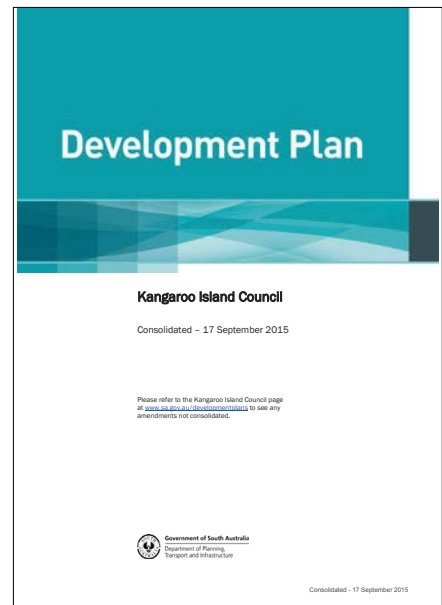
(9) American River Zoning,  
Kangaroo Island Development Plan

(10) Kangaroo Island Development Plan,  
Kangaroo Island Council



-  Rural
-  Deferred Urban
-  Residential
-  Town Centre
-  Coastal

(9)



(10)

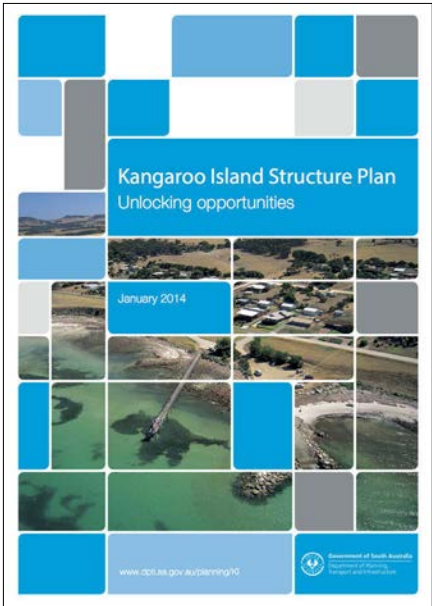
## Kangaroo Island Structure Plan

The Kangaroo Island Structure Plan is intended to guide future development opportunities on Kangaroo Island, adding further information about opportunities and infrastructure to the strategic directions identified in the Kangaroo Island Plan. The Kangaroo Island Structure Plan provides the framework to increase economic growth of the tourism sector of Kangaroo Island. It is aimed at developing a sustainable economic future for the island based on tourism and agricultural growth, balanced with protection of the Island's natural resources.

Overall it has been considered that the proposed tourist Lodges are aligned to the aims set-out in the plan, and will help to deliver them. Key issues highlighted by the plan which are addressed by the proposal include:

- Identifying new tourism opportunities for the region
- Building on the Island's core offerings of wilderness, wildlife, environment, coast and farm-gate
- Encouraging tourists to stay longer through the establishment of new tourist accommodation
- Providing tourists with more things to do
- Providing for some commercial opportunities within coastal towns whilst preserving their character
- Enhancing the shoulder and winter visitation patterns by promoting seasonal variations, which highlight the breadth of experiences across the seasons, including seeking off-peak fare reductions





National Landscapes Experience  
Development Strategy for  
Kangaroo Island (2014) and the  
'Brand for Kangaroo Island'

Australia's National Landscapes program is a unique tourism and conservation partnership managed by Tourism Australia and Parks Australia. The program provides a framework to consider tourism infrastructure, conservation and marketing in a united way, encouraging collaboration and partnerships. It brings together the tourism industry and conservation sectors to improve environmental, social and economic outcomes for each landscape. Kangaroo Island is a cornerstone in South Australia's tourism mix and is one of the 16 identified National Landscapes for Tourism Australia. The program provides a strategic approach to destination development.

For each landscape a Brand and Experience Development Strategy is developed to ensure directions taken by the destination are sustainable and enhance the reasons why people visit the region. As a direct result of the Island's inclusion in the national tourist profile the National Landscapes Experience Development Strategy for Kangaroo Island (NLEDSKI) builds on the work that was previously carried out in the KI Strategic Tourism Plan in 2006. It is divided into three (3) parts. These include:

- the Market Position for KI
- the analysis of 'Experience Developments'
- the Strategic Tourism Action Plan which address 6 areas: access, infrastructure, product and experience development, marketing, business skills and workforce development and destination management.

The Market Position for KI

Kangaroo Island is currently regarded as 'transformational' with its

brand equity being 'natural'. The core attributes are 'Wild, rugged, coastal'; Benefits are 'Kangaroo Island is good for the soul - you'll feel removed, recharged, replenished', and its role is 'to refresh your spirit and make you feel alive again'.

The proposal for the hotel site has been developed specifically to take advantage of its wild, rugged and coastal location. The proposal for a deconstructed hotel formed of 9 accommodation lodges, 20 cottages and 20 cabins allows guests to explore and experience the beauty of the landscape, enhanced through sensitive landscape design and re-vegetation. This provides guests with space to feel revived. It will provide a base of high-quality accommodation, from which guests can explore the wild, rugged and coastal nature of the rest of the island, and return to the comfort of a well-designed hotel.

Experience Development

The aim of experience development for Kangaroo Island is to:

- build on Tourism Australia's positioning work for the Kangaroo Island National Landscape
- shift from traditional tourism marketing and development to focus on visitor experiences and creating powerful positive memories (emotional benefits)
- identify hero experiences that are must-do, world-class experiences
- align experiences with the wants and needs of core target markets
- identify current gaps in the hero experience offering to provide guidance on future development priorities
- define a set of catalytic projects suitable to be showcased in an investment prospectus

The National Landscape Strategy highlights the need to develop existing and new experiences, providing more activities to create longer stays and strengthen the brand of the island. Through its unique provision of high-quality accommodation and bespoke design, the proposal itself will be a hero-experience - a place to experience even if not a guest, be it through dinner at the specialty restaurant or a spa treatment. Beyond this, the proposal fulfils the aim to create longer stays, by providing this variety of different activities on site, from cooking lessons to bird watching to spa treatments. It is proposed these experiences will fill the 'days-off' from sightseeing within a week stay on the island.

The proposal, in its marketing, will build on the positioning developed in Kangaroo Islands National Landscape Strategy - utilising the wild, rugged and coastal setting as an attraction, with the remote setting providing the perfect place to refresh your senses. This will be combined with branding of niche experiences offered by the hotel, in conjunction with the variety of experiences across the island, in line with the focus on visitor experiences and powerful memories.

#### The Strategic Tourism Action Plan

The proposal aligns with the Strategic Action Plan within the NLEDSKI. Experience development is addressed through the delivery of the project itself; and workforce development is addressed through the provision of new skilled hospitality jobs and associated training.



## Kangaroo Island Natural Resources Management Plan

The purpose of the Kangaroo Island Natural Resources Management Plan is to provide strategic direction, a policy and investment framework, with space for learning and improving, and a common vision for natural resources management on the Island.

The Plan brings together the concerns and aspirations of the Kangaroo Island community and stakeholders. The clarity of this common vision is proposed to underpin economic development and a collaborative ethos for a sustainable Kangaroo Island. The Plan elucidates how relevant state, national and international policies, legislation and agreements will be achieved in practice on Kangaroo Island.

The Plan also establishes a framework for on-going learning in a 'plan, act, learn, improve' cycle. Natural resources management deals with a complex mix of social, economic and environmental issues, many of which are not always well understood. This cycle aims to improve our understanding, plans and actions, and communication to all stakeholders.

The strategic directions outlined in the management plan are broken down under 3 broad headings:

- Towards healthy and resilient natural resources
- Towards a Capable, Committed and Connected Community, contributing to the natural resources management
- Towards natural resources supporting a strong and resilient economy

The proposal for the hotel has been developed with concern to these strategic definitions, being briefly reviewed below. Many of these issues are explored in greater detail later on in the DR, in assessment against

the DR guidelines.

### Towards healthy and resilient natural resources

The health and resilience of Kangaroo Island's resources is key to ensuring the diversity in plants, animals and habitats it currently houses. To ensure the health and resilience of these resources, including appropriate maintenance, adaptability to climatic and economic variability, and the associated risks, the following strategic directions have been developed by the plan:

- Reduce the spread & impact of land degradation
- Protect soil health and productivity
- Better protect and manage aquatic environments (inland, coastal and marine)
- Promote water management that protects aquatic environments
- Promote land and water management to maintain good water quality
- Maintain good biosecurity and pest plant and animal management
- Identify and if possible restore more natural disturbance regimes
- Protect and where necessary restore key habitats, communities and populations
- Manage native vegetation on a landscape scale
- Identify and implement 'no regrets' actions to manage climate change impacts

The proposal responds to these strategic directions by providing an overall rehabilitation of a heavily degraded site. This will stabilise ground condition, promote and protect soil health, with maintenance of an exceptional landscape being essential to the successful marketing

of the hotel. Further details on the landscaping proposals can be found in **Appendix C**. Through the strategic placing of the buildings on the hotel site, the majority of indigenous and native vegetation will be protected, which along with re-vegetation will allow the restoration of indigenous ecosystems, resistant and adaptable to climate change. As above, it is proposed that the re-vegetation strategy will encourage restoration of key habitats. This is particularly important on the hotel site in reference to the habitats of Black Glossy Cockatoo's which already utilise the site. It is expected that bird watching as a conservation activity will be a key attraction to the hotel; the protection of their environments therefore is critical. In consultation with Pip Masters, Project Manager of the Glossy Black Cockatoo Recovery Programme, a strategy will be developed for the management of their habitat during construction and operation.

The management of water resources, particularly in relation to ground water and storm-water run-off, entering into the aquatic environment will be maintained at pre-development levels and include appropriate filtration as discussed in Section: *Assess 4, Services* p.133. This section also contains a discussion on proposed wastewater and sewage treatment, which along with storm-water management will ensure good water-quality is maintained.

Towards a Capable, Committed and Connected Community, contributing to the natural resources management

These strategic objectives set out for the Kangaroo Island community, government and industry should ensure that the capacity, commitment and connections to manage natural resources is met in an integrated sustainable way:

- Promote the relevance of NRM to community
- Promote increased agreement of the community on its visions for NRM
- Build on- and off-Island networks to assist in NRM activities
- Provide increased opportunities and reward for involvement in NRM
- Continuously improve the efficiency and effectiveness of investments in NRM
- Assist in skills development and training
- Improve natural resources information and its accessibility
- Promote adaptive management through testing and learning

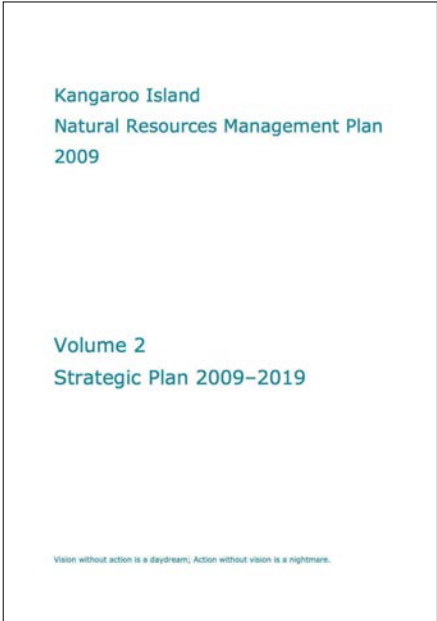
NRM is key to the successful operation of the hotel. Therefore promoting NRM and engaging with the community on this issue is key to the development. The proponent is committed to working with the community, the tourist industry and agencies to ensure NRM activities can be successfully carried out in American River, and across Kangaroo Island more broadly. This will include the promotion of NRM as a marketing tool for the hotel, which must then be delivered on, such as training staff in the management of the site's resources and providing guests with information on issues relating to NRM and their stay on the island.

Towards natural resources supporting a strong and resilient economy

Kangaroo Island's community relies on its natural resources to support its economy. To allow this to continue and ensure a strong, resilient economy continues to be developed and managed within the capacity of natural resource sustainable limits, the following strategic directions are set out within the plan:

- Promote infrastructure that minimises impacts on natural resources
- Encourage an ecologically sustainable tourism industry
- Support ecologically sustainable recreation management
- Improve bio-security and pest/weed management for primary industries
- Support natural resources planning activities that contribute to ecologically sustainable development
- Promote consistency between NRM and Development plans
- Assist with managing broad scale land-use change and land use conflicts
- Develop the capacity of primary industries to adapt to climate change

The development fits with these strategic directions, having been developed to ensure minimal impacts on natural resources. The options for the sustainable operation of the resort is discussed in this DR, particularly in Section: *Assess 8, Sustainable* (p.181) . This includes engagement by the proponent with local primary industries to ensure their continued success. Further to this, the design and landscaping is intended to improve the natural resources within the hotel site.



South Australian Tourism  
Commission 'Design Guidelines  
for Sustainable Tourism  
Development' (2007)

The Design Guidelines for Sustainable Tourism Development is comprised of advice on the relationship between tourism and sustainability, key principles of sustainable tourism, guidance on accreditation, critical success factors, basic concepts and detailed design guidelines.

The detailed Design Guidelines provide advice on designing in relation to:

- Land (covering hydrology, soils, vegetation, fauna, bushfire protection and topography)
- Energy (covering solar, mechanical plant, renewables and embodied energy)
- Materials
- Water
- Waste
- Transport
- Land Use & Tenure
- Privacy & Social Interaction
- Accessible Facilities
- Safety & Security
- Community & Economic Interactions
- Space Requirements
- Health
- Communications
- Aboriginal Traditions & Culture
- Non-Aboriginal History & Traditions
- Aesthetics
- Emotional Response

The issues dealt with by each of these subheadings are reflected in the

information expressed in the relevant sections of the DR. Broadly they come under the 12 principles of sustainable tourism stated within the plan, against which the proposal is reviewed below.

12 Principles of Sustainable Tourism

**Minimising Environmental Impacts:**  
This is considered to be at both a local and global level. At a local level, the design of the hotel development fits with the principles to maintain the visual quality of landscapes. Equally the proposed infrastructure and servicing to the site avoids heavy physical impact on the immediate environment by minimising pollution of air, water or land and generation of waste. The proposed use of prefabricated building elements reduces the embodied energy of the development, with concern to greenhouse gas emission and impact on a global level.

**Achieving Conservation Outcomes:**  
The proposal, through it's preservation of existing vegetation and proposal to accommodate bird-watching, supports the conservation of natural areas, habitats and wildlife and minimises damage to them.

**Being Different:**  
The proposal, through it's unique concept as deconstructed hotel formed of boutique lodges, cottages and cabins, provides it with a clear sense of difference from other competing destinations. This 'niche' proposal reflects the brand of tourism associated with Kangaroo Island.

**Achieving Authenticity:**  
Engagement with local suppliers, and the connection with the environment established through the design of the hotel, will provide a genuinely relevant connection to the nature of Kangaroo Island.



**Reflecting Community Values:**  
Through informal consultation with the local community, the proponent's team have taken steps to ensure that the strength of the American River community is reflected in the design.

**Understanding and Targeting the Market:**  
The positioning of the hotel at 4.5\* offers a level of accommodation currently unavailable on the island. This combined with the unique proposal to provide a range of facilities offering boutique experiences, reflects the popularity of such offerings in the global tourism market.

**Enhancing the Experience:**  
Through tours and activities on offer, the hotel will provide the kind of 'bundling' of attributes that enhances the appeal of a place and the likelihood of visitation.

**Adding Value:**  
The provision of a wide range of facilities at the hotel will add value by diversifying the tourism experience and the local economy. The proposal also seeks to add value to the existing tourism offerings at American River, such as the popular Oyster Farm shop, by providing a new base of guests. This will be a reciprocal relationship, whereby the Oyster Farm adds value to the attraction of the hotel as an accommodation offering.

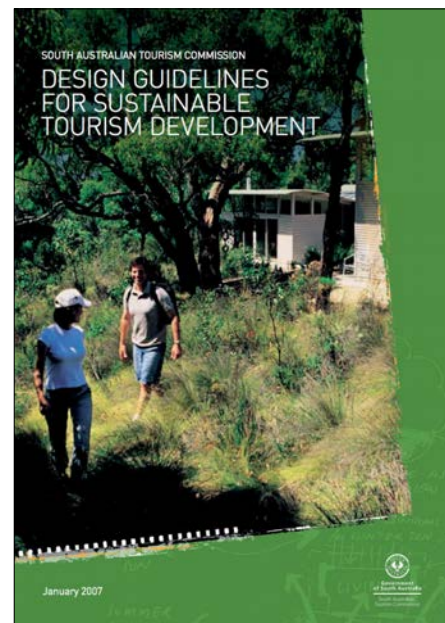
**Having Good Content ('telling the story'):**  
The design of the proposal is intended to tell a story of the site and its features as part of the Kangaroo Island landscape.

**Enhancing Sense of Place through Design:**  
The scattering of buildings allows guest to experience the variety of landscapes on the hotel site, whilst the small foot-prints pay

particular regard to the environmental sensitivity and visual amenity of the area.

**Providing Mutual Benefits to Visitors and Hosts:**  
The proposal will have significant economic and social benefits for the population of American River, as well as provide an exceptional tourist facility for visitors.

**Building Local Capacity:**  
Good tourism businesses do not stand isolated from the communities in which they operate. They get involved with the community and collaborate with other businesses and stakeholders and help to build local capacity. The proposal includes elements such as the Specialty Restaurant, which is intended to provide a daily changing menu of locally sourced and produced dishes, collaborating with local businesses in their production. Likewise the resort being located adjacent to the township so staff can live in the existing community helps to further build the local economy.



Environment Protection Act  
1993 and associated policies  
and guidelines

The policies of the Environment Protection Act 1993 pertinent to the proposal are:

-Environment Protection (Noise) Policy 2007

-Environment Protection (Water Quality) Policy 2003

Consistency with these policies is summarised below, being discussed in more detail in the relevant sections of the DR in response to the associated guidelines.

Environment Protection (Noise) Policy 2007

This policy sets out procedure for compliance of noise sources, dependent on the type of noise and its locality. The issues relating to noise, with reference to the DR guidelines are discussed in Section *Assess 7 Environment* p. 161, with further detail being provided in Appendix K. From the assessment in Appendix K, it is expected the development will be consistent with the policy.

'South Australia's Climate Change Strategy 2015 - 2050'

This Climate Change Strategy replaces *Tackling Climate Change, SA's Greenhouse Strategy 2007 - 2020*. It provides a framework for all of South Australia's greenhouse targets and commitments to be met in a comprehensive and coordinated way to achieve a low carbon economy.

It focuses on how South Australia can continue as a leader in climate change. This is through Net Zero Carbon emissions targets, including provisions for development and infrastructure included in

the Planning, Development and Infrastructure Bill 2015, providing a requirement for developments to minimize greenhouse gas emissions and risk from current and future impacts, while providing for climate resilient communities and ecosystems.

Topics within the report that are relevant to the proposed development are: *Supporting development of energy storage options; Considering net zero emissions requirements for all major projects; Investigating improvements in the energy efficiency of buildings; Facilitating behaviour change.*

Supporting development of energy storage options

As part of the proposal, battery storage options are being investigated as a means to store power generated from Photovoltaic cells. The Climate Change Strategy outlines that the government will pursue regulatory and procurement mechanisms to promote the deployment and uptake of cost-effective energy storage solutions to aid net zero emissions target, and to address grid stability and electricity generation issues.

Considering net zero emissions requirements for all major projects:

Due to the environmental sensitivity and conditions of the site, net zero carbon emissions is a challenge for the development. The Climate Change Strategy proposes that the government will investigate appropriate policy settings for requiring all new major projects to offset their emissions to achieve net zero emissions using South Australian-based offset mechanisms, including carbon forestry. This will be undertaken by the proponent as legislatively required.

Investigating improvements in the energy efficiency of buildings:

The Climate Change Strategy proposes improvements to minimum Building Code requirements. The proposal is

being developed in line with current Building Code requirements with regards to energy performance. This is discussed in more detail in Sections *Assess 4: Services* (p.133) and *Assess 8: Sustainable* (p.181).

Facilitating behaviour change:

The Climate Change Strategy proposes to build on existing climate change communications and behaviour change programs, and in consultation with community organisations and councils, the government will develop a targeted communication and behaviour change program that will provide comprehensive information, support and advice to help people understand the implications of the net zero emissions target and empower them to take effective action. As part of the proposal for the hotel it is expected that staff be trained in such a manner that encourages behavior change, this is alongside proposals to encourage guests to make environmentally sensitive decisions during their stay.

05\_Proposal  
American River Lodges

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PART I  
September, 2016

# 05

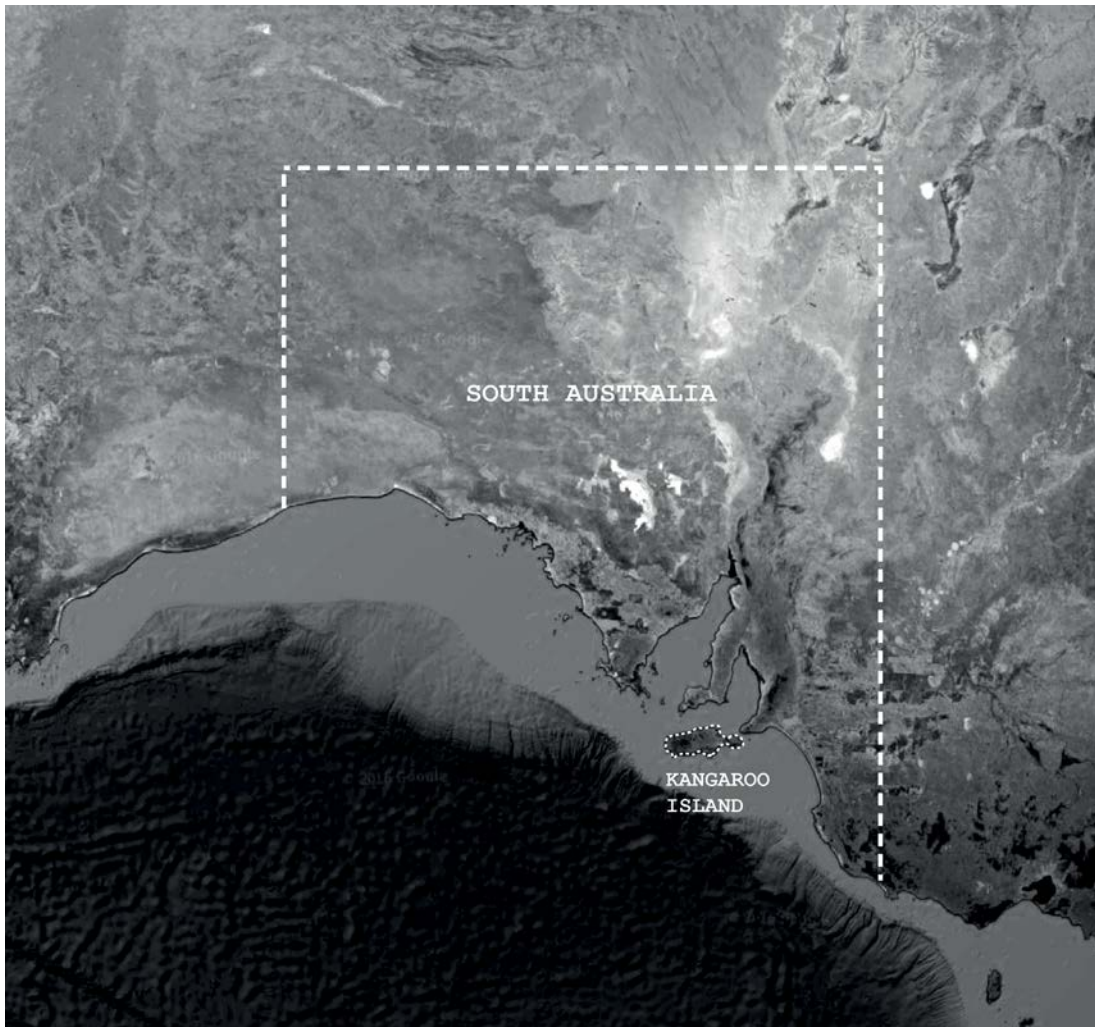
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# PROPOSAL

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This section describes the broad design principles and rational for the proposals. Including proposed concept drawings, images and materials. More information can be found in Appendix N- 'Proposals'

Location of the Proposal



(16)

(16) Kangaroo Island Location, PART I

(17) American River Location, PART I



(17)

(16)

Context & Locality Plans

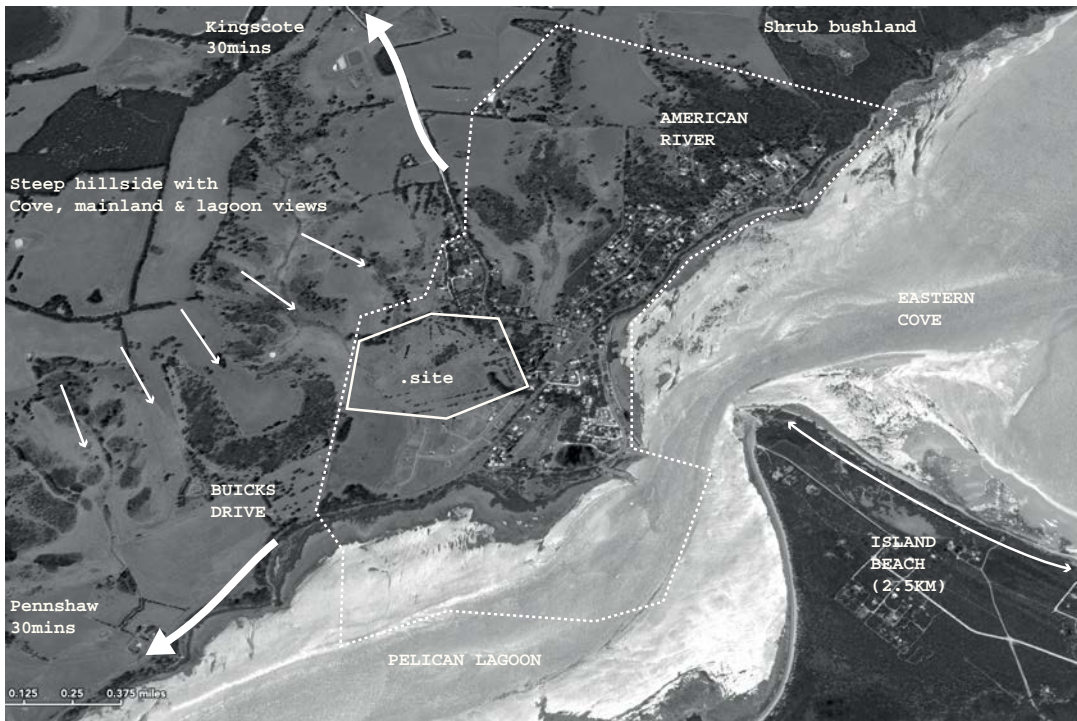


(18)

(18) Proposal, PART I

(19) American River Context, PART I





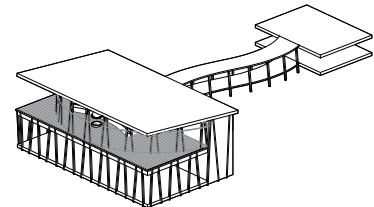
(19)

Deconstructed Hotel

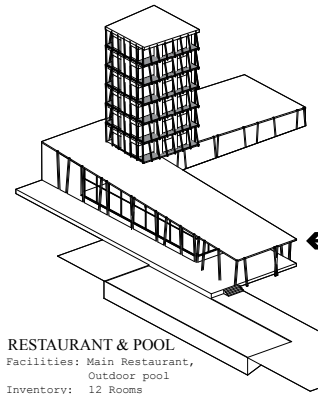
The proposal for the hotel resort at American River sees the standard hotel block split between 10 lodges. Each lodge has its own niche, offering unique facilities. 9 of the lodges have hotel accommodation in 6-storey developments sitting above the ground floor of shared facilities.

This reduces the footprint of any 1 building; this is rather than having a building of fewer stories that would have to cover a much larger area of ground, with more potential to be environmentally and visually disruptive. Smaller footprints allows the lodges to nestle into their carefully chosen locations across the site - creating minimal disturbance in any one area.

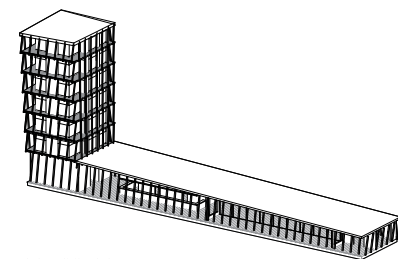
This strategy of splitting the hotel into lodges and placing them across the site allows for guests to experience the variety of the site's landscape.



**PANORAMA LODGE**  
Facilities: Main Bar, Conferencing, Management offices,  
Inventory: 0 Rooms  
Staff: Concierge + Management  
Experience: Traditional SA Lodge

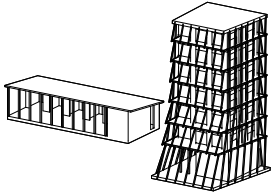


**RESTAURANT & POOL**  
Facilities: Main Restaurant, Outdoor pool  
Inventory: 12 Rooms  
Staff: Waiters + Lifeguards  
Experience: Pool-side leisure

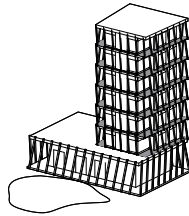


**KI FOOD SCHOOL**  
Facilities: Speciality Restaurant, Cooking School, Kitchen Garden  
Inventory: 12 Rooms  
Staff: Waiters + Gardeners  
Experience: Health + Food Packages

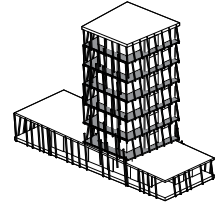
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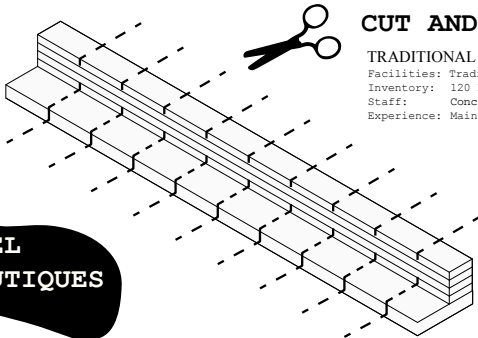
**THE STABLES**  
Facilities: Stables, Paddock  
Inventory: 12 Rooms  
Staff: Riding Instructors  
Experience: Riding week package



**LIBRARY + WINE BAR**  
Facilities: Library, Film Screenings, Whiskey bar, Afternoon Tea  
Inventory: 12 Rooms  
Staff: Barman  
Experience: Traditional Colonial experience



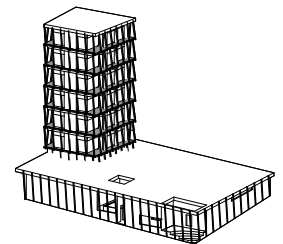
**KIDS CLUBHOUSE**  
Facilities: Clubhouse, activities, Climbing wall, Zip wire  
Inventory: 12 Rooms  
Staff: Activity Leaders  
Experience: Happiest kids ever.



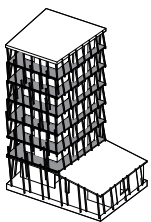
**CUT AND SPREAD**

**TRADITIONAL HOTEL**  
Facilities: Traditional Facilities  
Inventory: 120 Rooms + Villas  
Staff: Concierge Staff  
Experience: Mainstream offer

**1 HOTEL  
10 BOUTIQUES**



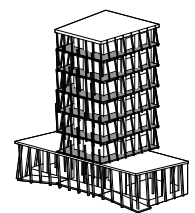
**SPA**  
Facilities: SPA & treatment rooms, adult pool  
Inventory: 12 Rooms  
Staff: Treatment Staff  
Experience: SPA pamper weekend



**NATURE & ADVENTURE BASE**  
Facilities: Activity centre, trips, firepit, bikes, bird watching surround.  
Inventory: 12 Rooms  
Staff: Waiters + Gardeners  
Experience: Health + Food Packages



**BOTANIC GARDENS**  
Facilities: Botanic flower garden, Greenhouse  
Inventory: 12 Rooms  
Staff: Groundsmen, Butler  
Experience: Beauty and education about native plants



**FITNESS STUDIOS**  
Facilities: Crook island, yoga studio  
Inventory: 12 Rooms  
Staff: meditation/yoga teacher  
Experience: Peaceful retreat

Hotel Site Layout - Lodges, Cottages & Cabins

-  Hotel
-  Lodges
-  Cottages & Cabins



(21)

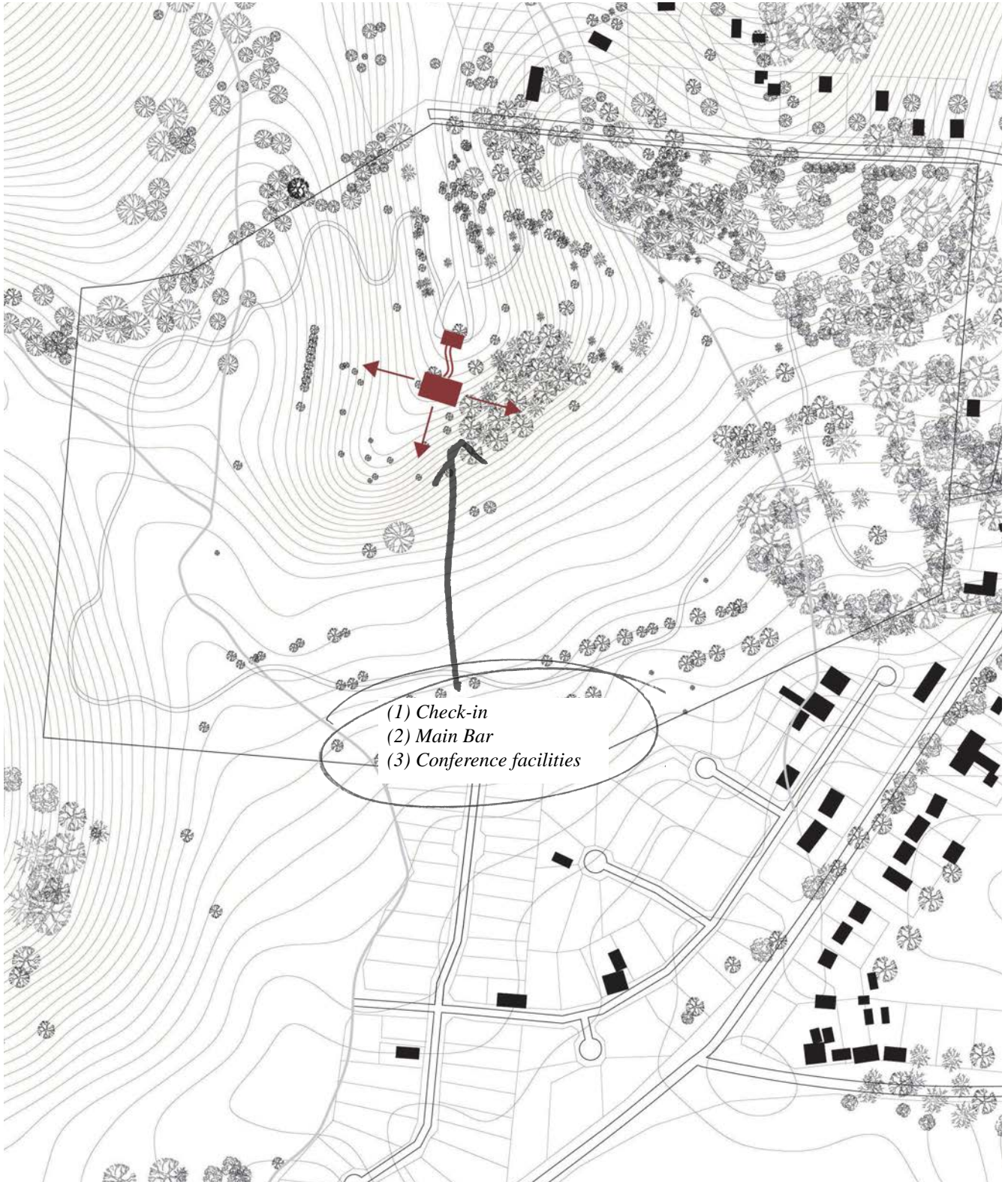




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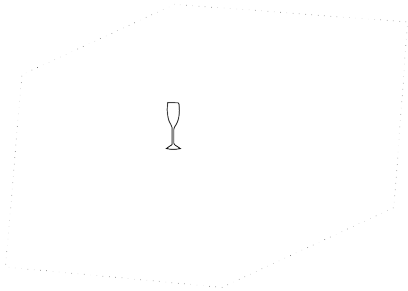
(22) Lodge in Landscape: Specialty Restaurant, PART I





(23) Lodges Description 1, PART I (note this is diagrammatic the exact location and position of the lodges should be found in the drawing appendix)

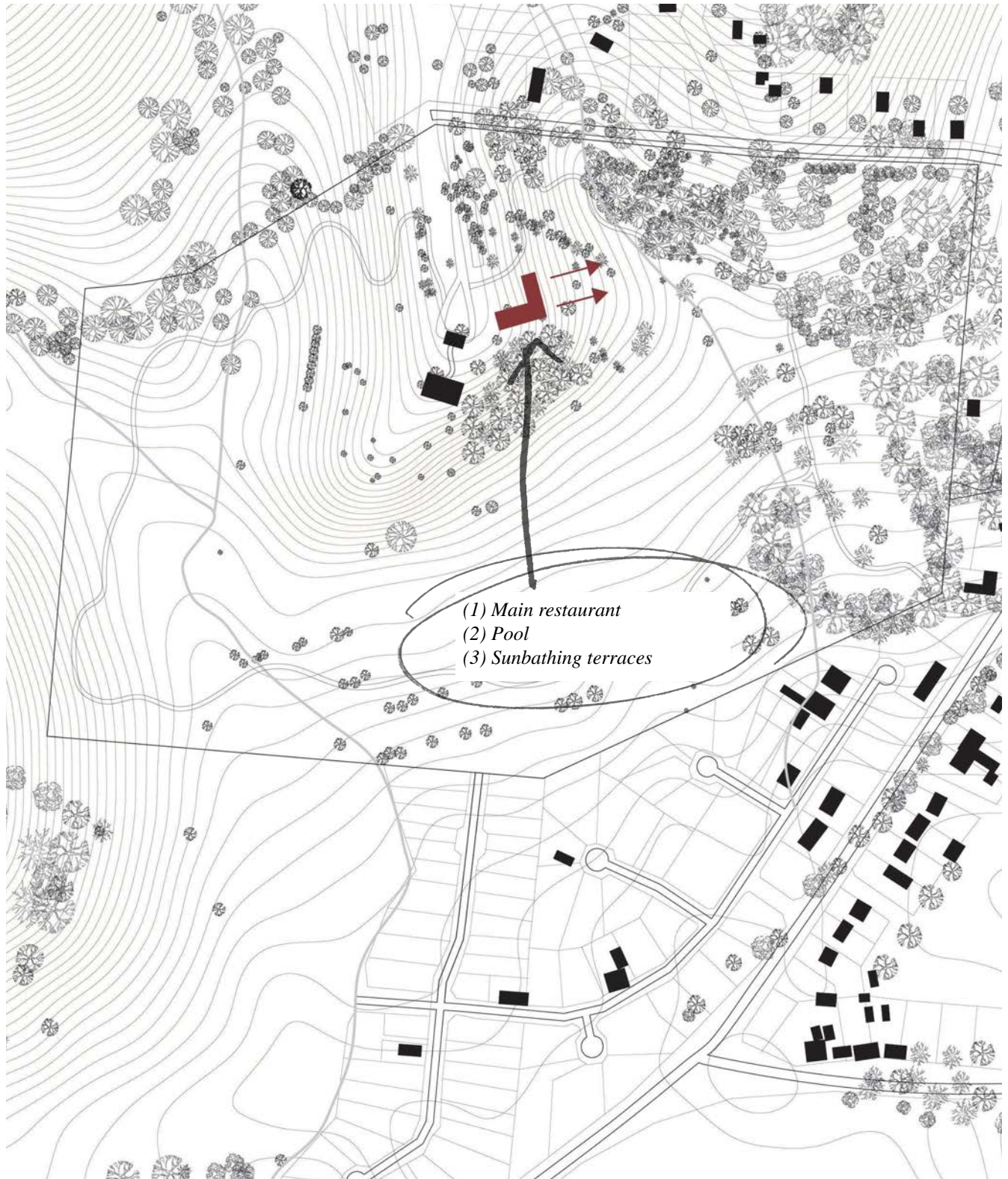




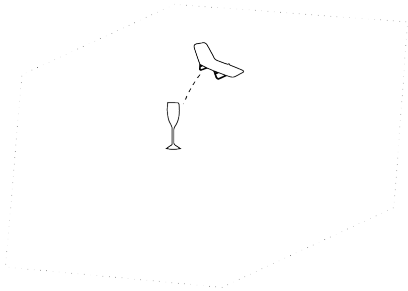
*“The architecture takes advantage of the outstanding views.”*



Lodges: Main Restaurant & Pool

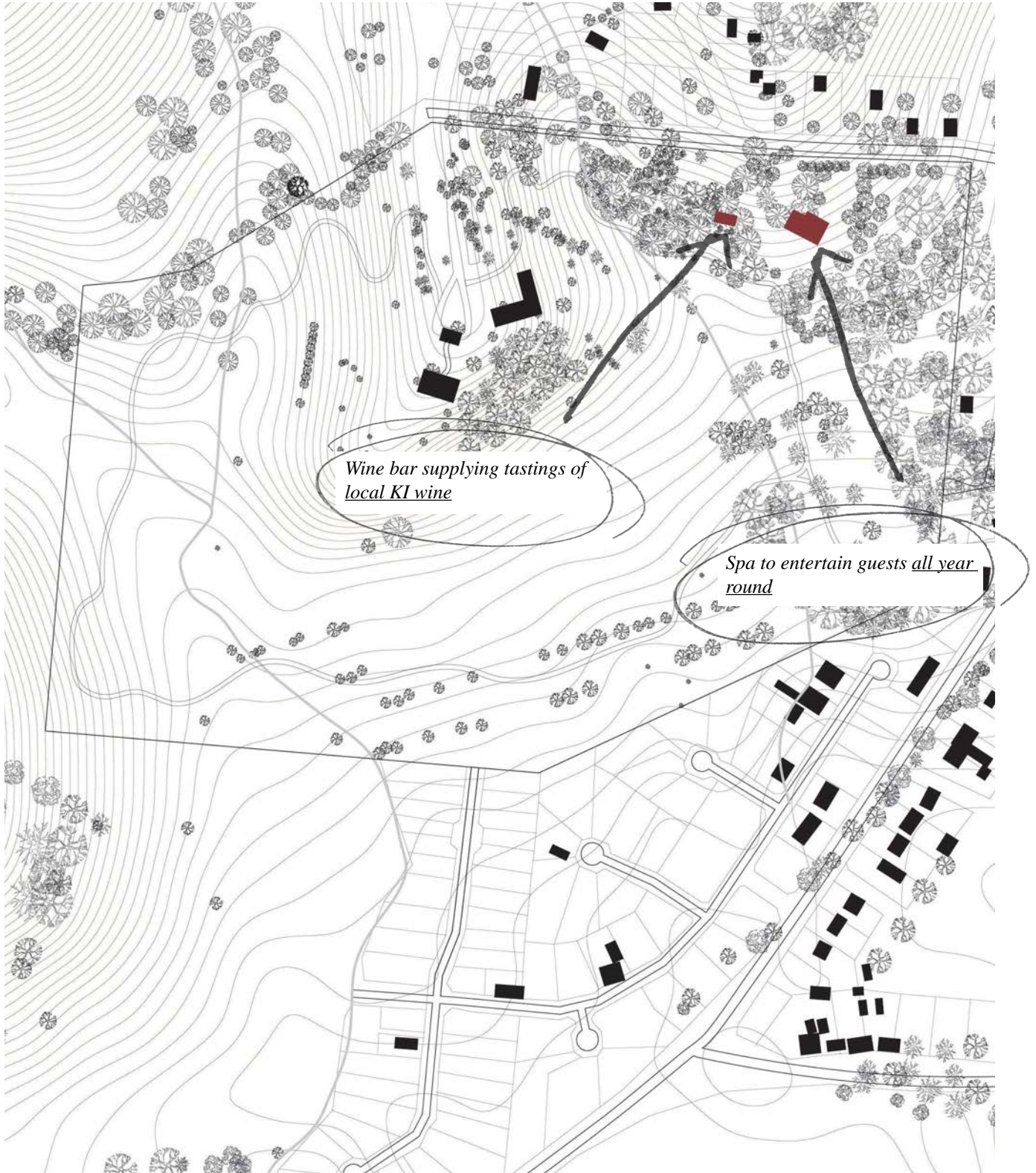


(24) Lodges Description 2, PART I (note this is diagrammatic the exact location and position of the lodges should be found in the drawing appendix)

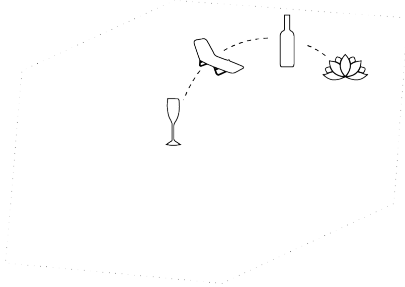


“The architecture responds to the natural conditions of the site - it’s microclimates, sunpaths, contour lines etc.”

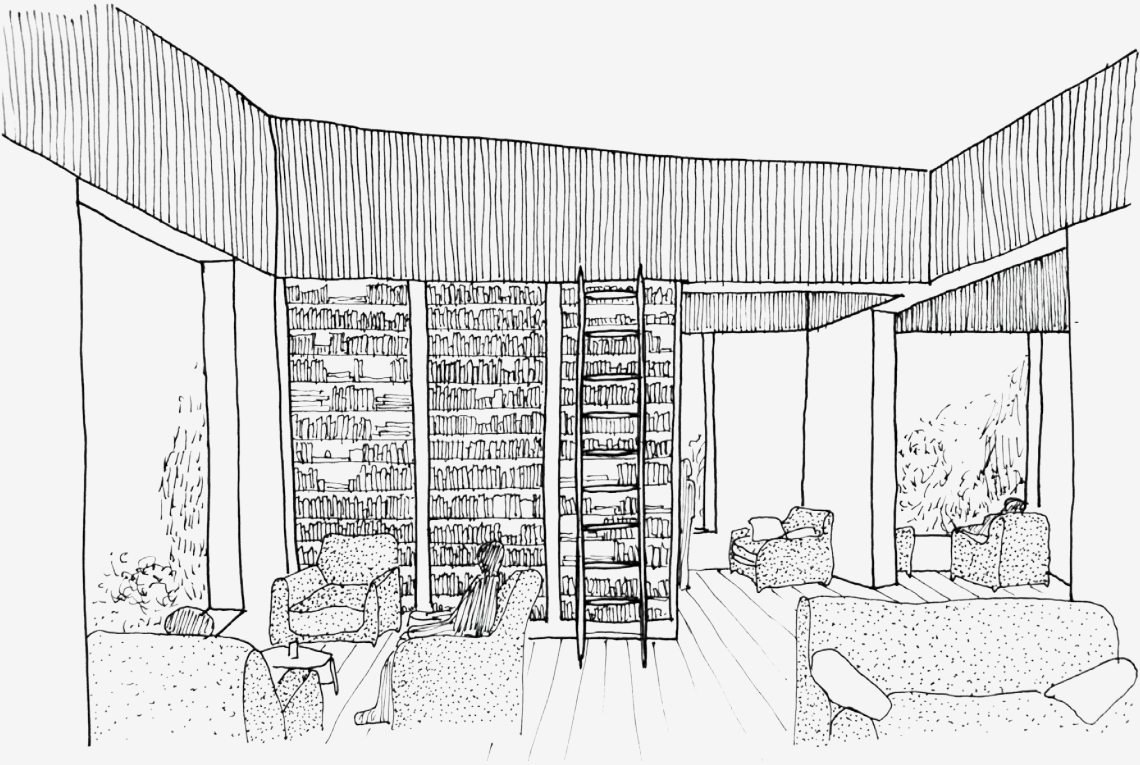


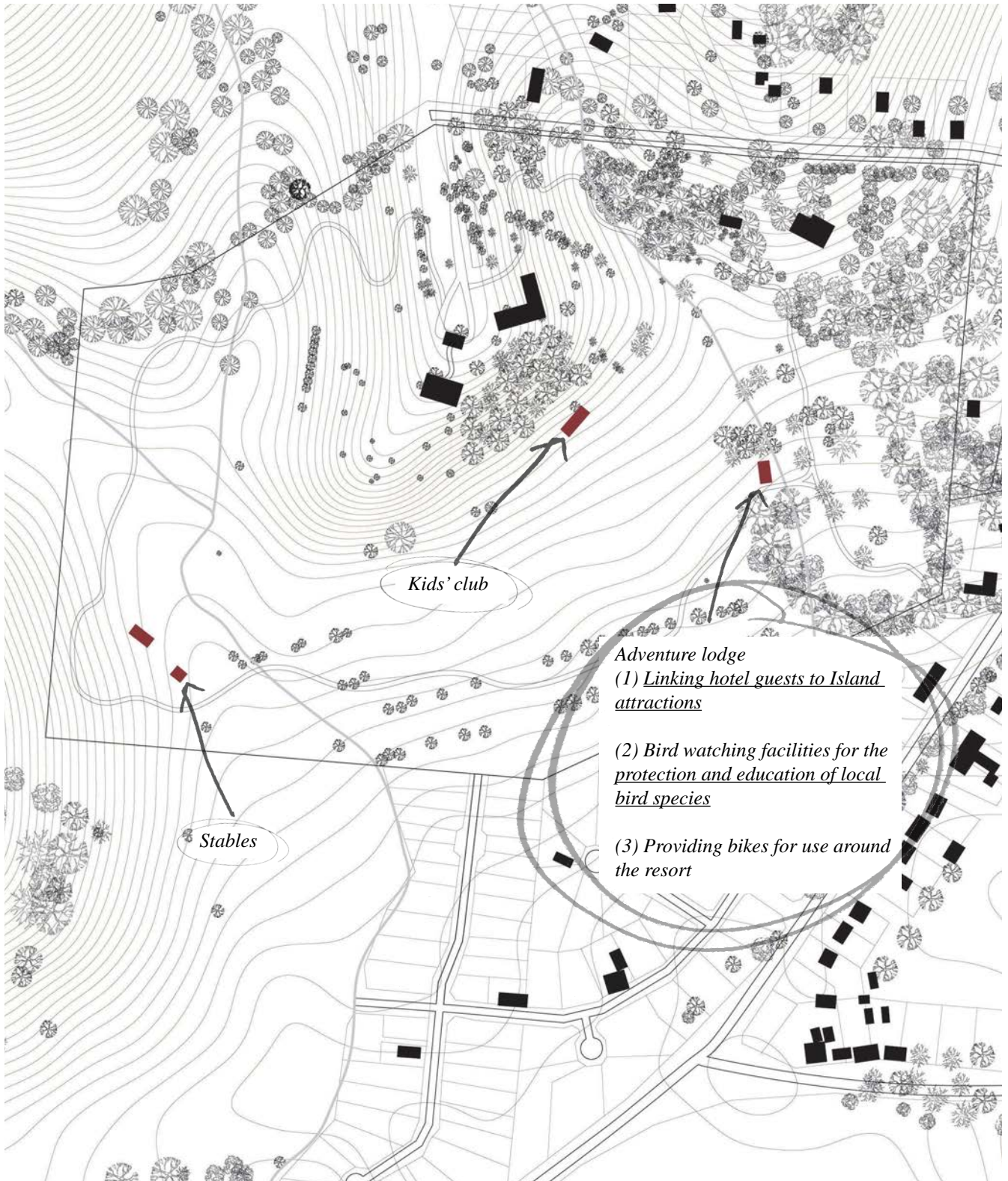


(25) Lodges Description 3, PART I (note this is diagrammatic- the exact location and position of the lodges should be found in the drawing appendix)



“Small, intimate spaces make strong connections to the outside”





(26) Lodges Description 4, PART I (note this is diagramatic- the exact location and position of the lodges should be found in the drawing appendix)