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Kangaroo Island, South Australia ~ 2001/2002

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Summary

The project, known as the Tourism Optimisation Management Model (TOMM), monitors, forecasts and assists people to manage the positive and negative impacts of tourism on Kangaroo Island. It covers all the dimensions of tourism: economic, marketing, visitor experience, environmental, cultural and social. The Kangaroo Island community initiated the TOMM, with strong support from key Agencies who have an active and important role in the future of Kangaroo Island. The TOMM is helping us to make better decisions about how to make tourism more sustainable.

The TOMM has been in operation for approximately five years, and during this time, has grown in scope, performance and community awareness. Over 80% of Kangaroo Island residents now know of the TOMM, and many in our tourism sector (including school children) have been closely involved. In 2000 the TOMM was a close runner up in the British Airways Tourism for Tomorrow Awards, and in 2001 won South Australia's Regional Award for Science and Tourism. The TOMM has attracted great international interest from people and organizations seeking a way to grow sustainable tourism, and this is increasingly positioning Kangaroo Island and South Australia as a leader in this field.



*Presentation of 2001
Regional SA Great
Science and
Environment Award.*

Sustainability of Kangaroo Island and its tourism industry has to be considered in light of the Island's natural resources, economy and community. A range of issues have been raised, aided by the TOMM data that require ongoing agency attention to ensure we do not compromise the future of the Island.



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Some of these issues include:

- Waste management
- Environmental procedures of tourism operators – are we as green as we say?
- Access – including the provision of local internal transport services and cost to access the Island
- Community resourcing – including the funding of ongoing community based projects of which tourism is a substantial component
- Camping – including facilities, access and the development of an island-wide permit
- “Roadkill” – including the number of injured or killed animals, local black spot areas and the impact of “Roadkill” on the experience of visitors
- Wildlife marketing – how our image of abundant wildlife is actually being delivered and if we are meeting visitor expectations
- Visitor spending in urban areas – the Kangaroo Island Development Board is initiating a business network to consider the data generated by TOMM and how to maximise the tourist dollar.
- Inter-agency collaboration – do all agencies and corporations have a similar vision for the Island and how are we working together to achieve this?

Whilst TOMM currently focuses on tourism, it provides a vehicle by which to consider a State of the Island Health Reporting system, if Island agencies are willing to invest their time and energy into evolving the initial concept to its broadest application.

This annual report provides an overview of the TOMM activities during 2001/2002.



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Introduction

Kangaroo Island is the third largest island off the coast of Australia. Situated approximately 100 km south west of Adelaide, South Australia, it is 155 km long, up to 55km wide, and covers an area of 4,500 square km. It is one of the major nature-based tourism destinations within South Australia and currently attracts 138,000 visitors per year, with a growth rate of 4.5%.

Vision

The KI TOMM Board decided to revise the former vision at the 2002 Workshop Review. The former vision can be found in Appendix A. The revised vision for KI TOMM is to...

Empower people to imaginatively and confidently create vibrant and healthy tourism that's relevant to everyone who lives or visits Kangaroo Island.

This means that KI TOMM is very different to a Tourism Plan, because KI TOMM seeks to involve and benefit everyone with a stake in tourism. It's goal of empowerment is the bold part of the vision, because this requires helping people to understand and then giving them the power to use this understanding to make decisions.

Mission

The KI TOMM Board also decided to revise the mission statement at the 2002 Workshop Review. The former mission statement can be found in Appendix A. The revised mission statement is to...

Monitor and report on the health of tourism on Kangaroo Island, and assist people to use these insights to make informed decisions about better growing and managing sustainable tourism.

This statement reflects the essence of what KI TOMM must do on a day-to-day basis, while



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keeping in mind the ultimate goal of achieving the vision.

Values

Within the original TOMM report it clearly stated that recognising and working within community values is essential to ensuring tourism activity is viable, sustainable and supported by the local community.

The incorporation of these values as guiding principles in the strategic decision making process of all Island agencies is considered to be a critical step in the overall achievement of a sustainable industry. This integration has yet to be fully achieved and will form the basis of the TOMM activities in subsequent years.

Without these principles underpinning management and development issues, the Island risks destroying the very things they appreciate and consider important.

The community values identified from previous planning and incorporated into the TOMM strategy include:

- expansive and relatively unchanged rural and natural landscapes (particularly coastline)
- abundant and highly visible wildlife
- a safe, clean and healthy environment
- relative solitude through a small and sparsely spread population
- an unpretentious and relaxed lifestyle; and
- a strong sense of community and common bond with the land and its heritage.

As part of the implementation of TOMM, a final value has been included – a viable and healthy economy.



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Core Business

To raise the awareness of and support for sustainable development.

To enable success for the community, economy and environment and for the stakeholders of today and tomorrow.

These are achieved by:

- management and maintenance of TOMM monitoring programs, TOMM partners and the wider community;
- identification, collation, and analysis of data relating to the impact of tourism and also the TOMM optimum conditions.
- maintenance of a high level of communication, awareness and the use of TOMM information within the strategic planning process.
- identification of and support for joint venture partner and community based tourism planning and initiatives that facilitate sustainable development.

Guiding Principles

- A partnership to enable a collaborative approach towards the issue of a sustainable community on Kangaroo Island.
- To be responsive to the changing requirements of the project's partners, the wider community and the environment.
- To evolve and be responsive to the needs of these parties.

Output

TOMM objectives are achieved through the following:

1. Model Evolution

The TOMM Management Committee is involved in the constant review and evolution of the tourism optimisation management model as part of its contribution. The TOMM represents a new approach to sustainable tourism development, focusing on integrated management across all sectors – community, economy, environment, and visitor experience.



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2. Monitoring Program

The TOMM Management Committee oversees the implementation of monitoring designed to track the impact of tourism against a set of optimum conditions. These programs generate considerable market information that is used to assist long-term strategic planning by island agencies and business operators.

3. Management Response

A critical component of the model, this process enables the joint partners of the TOMM to integrate and act upon specific issues or trends that emanate from the monitoring programs. This pro-active approach to threats and opportunities ensures that the future of tourism is addressed strategically by all island agencies.

4. Awareness building

Long-term attitudinal changes amongst stakeholders on Kangaroo Island and those charged with the development of tourism globally. The TOMM implements a comprehensive system of awareness building both locally and globally to highlight the benefits of integrated tourism management and to show the TOMM as one option for sustainable tourism management.



*TOMM Seminar at Kangaroo Island Lodge,
American River, Kangaroo Island on 18th March
2002.*

*Speakers included: Jackie Kelly, Simon
McArthur, Liz Jack, Andris Stepanuks, Michael
Pearlman, Jo Davidson, Marc Warren, David
Crinion and Keith Twyford.*



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Achievements and Highlights in 2001 - 2002

2000 - 2001 has been a milestone for the TOMM project, indicating the importance this model can play in the future of Kangaroo Island and its application to tourism management in other destinations.

Specific achievements include:

- The identification and publishing of accurate visitor numbers to Kangaroo Island (Appendix B)
- The development and publication of the TOMM website (<http://www.tomm.info>)
- A monthly newspaper column "The TOMM Files" in the Islander outlining tourism related issues
- A series of workshops aimed at Kangaroo Island businesses on how to use TOMM data for their business
- A workshop with all tourism management agencies on the Island to discuss the future of the TOMM
- A seminar sponsored by the South Australian Tourism Commission at American River, Kangaroo Island presenting TOMM objectives, achievements and future direction.
- An SA Great Regional Award for Science and Environment
- The registration of Tourism Optimisation Management Model (TOMM) as a business name
- The development of consistent TOMM branding (new logo, posters, post cards and website)

Andris Stepanuks and Hon Rob Kerin, Premier of South Australia.



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Message from the Chair

During the last 12 months there have been some significant changes for the TOMM project.

In the first instance we were very sorry to farewell Liz Jack whose enthusiasm, drive and belief in the TOMM concept had such a major impact on the establishment of the project.

We have been particularly pleased to have had the expertise of Andris Stepanuks as our Project Officer for the last 12 months. Andris has been able to provide analysis of data collected and to be able to present it in such a way that supporting agencies, people in business and the community have been able to see what a valuable management tool TOMM is .

The committee have been very sorry to see the National Parks downsize their commitment to the project, because at the end of the day we are one Island community and we are all looking to have a sustainable future that is determined by local ownership. This can only happen if we work together.

Long term funding is still the main issue of concern and Tourism SA has been very supportive in helping identify options for consideration.

The challenge for the Committee and the community is to maintain active participation of the Project and to make the Project work to benefit Kangaroo Island and to ensure that there is a healthy sustainable future for all of the community.

Mayor Janice Kelly OAM.

Chair TOMM Committee.



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Project Manager's Overview

During this year, the Tourism Optimisation Management Model has concentrated on analysing how close the current tourism situation is to the optimal conditions identified by the prior stages of the model.

Analysis was conducted utilising data from a number of sources:

- South Australian Tourism Commission
- Kangaroo Island Development Board
- Tourism Kangaroo Island
- Kangaroo Island Police
- Kangaroo Island Visitor Exit Surveys conducted by Tan Research Pty Ltd and Market Equity Pty Ltd
- Kangaroo Island Resident Surveys conducted by Tan Research Pty Ltd and Market Equity Pty Ltd
- Australian Bureau of Statistics and
- National Parks and Wildlife, South Australia.

The major findings include:

- Kangaroo Island is a destination on its own when compared to the rest of the state. Correlation analysis of the number of total overnight visitor nights, interstate, intrastate and international visitor nights indicated that there is no association between the variables of Kangaroo Island and the rest of the State.
- Whilst wildlife is still the main motivator to visit Kangaroo Island, it is becoming a more generic destination for South Australian visitors.
- It is expected that by 2004 - 2005 visitor numbers to Kangaroo Island will double compared to 1997 and 1998 levels.
- The island continues to generate a 90% satisfaction rating with the experience delivered

Issues, such as the sustainability, the seasonality, and the appropriateness of our day-to-day operations in terms of 'green' tourism will continue to challenge the industry. Hopefully this will lead us towards greater collaboration on factors, such as measuring the effectiveness of advertising



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campaigns, opening hours, service delivery and the use of our primary produce as an additional motivator to visit.

Kangaroo Island Council has agreed to extend the status of the TOMM Committee under Section 41 to a Committee of the Council, which will be implemented during 2002/2003.

Considerable progress has been made towards sustainable funding for the TOMM project. The TOMM Committee has commissioned SATC to outline possible sustainable funding options for the project. One of the recommendations, a passenger levy, is currently under consideration by Kangaroo Island Council.

Unfortunately, Agriculture Kangaroo Island has decided to discontinue its representation on The TOMM Committee. On the other hand, the Kangaroo Island Natural Resources Board has expressed an interest in being part of TOMM.

Awareness building regarding the TOMM project and its value to Kangaroo Island and as a model for other destinations continues. The TOMM Committee has endorsed Simon McArthur and Liz Jack as ambassadors for the project. The ambassadors' role is to market the TOMM concept and KI application of the TOMM across professional networks, assist in building an international network of organizations that operate the TOMM or similar models and introducing the TOMM model to other places.

Links have been maintained with the education sector. Several presentations have been conducted for students and TOMM data has been provided for a number of assignments and tourism related programs.

The TOMM continues to be included in conference and speaking engagements within Australia and overseas. Its relevance and application to other tourism destinations is being considered by a number of agencies in Japan, Canada, Scotland and England.



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Financial Management

Financial commitment continues from core Island agencies, including Kangaroo Island Council, Tourism Kangaroo Island, Kangaroo Island Development Board and South Australian Tourism Commission. National Parks and Wildlife SA are still considering their future support of the TOMM.

Since late 2001 the Kangaroo Island Council has been responsible for the day-to-day financial management of the TOMM project.

Planned Initiatives for 2002/2003

- Resolution of the long-term future of the TOMM project and its sustainable funding source.
- Continuation of the visitor exit surveys and island resident surveys with detailed analysis being presented to Island management agencies.
- Implementation of environmental monitoring.
- Incorporation of TOMM processes in the strategies and performance measures of TOMM partners.
- Ongoing awareness-building of the TOMM project throughout Australia and internationally.



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Operational Report

Output 1 ~ Model Evolution

The TOMM project was established as a model with a wider application than simply Kangaroo Island. Evolution of the model is ongoing.

≈ **Ownership of TOMM**

Throughout the first stage of the TOMM's implementation, issues regarding ownership of the model were raised. As agreed in 2000, the TOMM will be placed under the custodianship of the Kangaroo Island Council. This will take effect during 2002 / 2003.

It is intended that this will bring the project closer to the community, whilst maintaining the independence of the TOMM and allowing issues to be raised and discussed.

≈ **Optimal Conditions**

During 2001, the TOMM Management Committee has undertaken a number of changes to the model, making it more relevant to the community and issues present on Kangaroo Island.

In particular, some optimum conditions established to track the impact of tourism have been tightened to enable more accurate monitoring to take place and greater relevance to the information needs of TOMM's stakeholders.

These will be continually reviewed in the light of feedback from the community and agencies on the Island.



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Output 2 ~ Monitoring Programs

The monitoring programs of the TOMM project are based upon the optimum conditions for tourism development. During 2001, the focus has been on establishing the Visitor Exit and Kangaroo Island Resident Survey, thereby covering the majority of the indicators in the Visitor Experience, Social, Economic and Market Opportunity sectors.

Environmental monitoring is the area in which the least monitoring is being undertaken. This is due in part to the indicators themselves being marginally relevant to the core issues facing the Island. Indicators will be reviewed in this sector during 2002 and streamlined with the activities of the Kangaroo Island Natural Resources Board and National Parks and Wildlife SA programs.

Results of the monitoring programs and achievement of the identified TOMM optimum conditions are dealt with in the attached Optimum Conditions Report.

≈ Visitor Exit Survey

The Visitor Exit Survey has been undertaken throughout 2001 and 2002 by the research firm, Market Equity Pty Ltd. Self-completion surveys were available at the Sealink ferry and airport.

The survey was undertaken in April, June, and January, with an average of 1200 responses over the year. As of July 2002, the survey will be undertaken by Colmar Brunton Pty Ltd on an ongoing basis throughout the year, allowing for annual analysis of the results and a better reflection of both high and low periods of visitor activity. Survey results are available online at <http://www.tomm.info>.

≈ Resident Survey

The Kangaroo Island resident survey was undertaken in late October 2001 and consisted of a random telephone survey of 10% of the Island's residents. Survey results are available online at <http://www.tomm.info>.



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≈ Environmental monitoring

Environmental monitoring is being undertaken by a number of agencies on Kangaroo Island and the indicators identified for the TOMM project require review to ensure they are achievable and relevant.

To date, monitoring is taking place with regard to:

- the population numbers of Australian Sea lions. However these figures do not indicate direct visitor impact alone
- the number of hooded plovers and
- the number of visits to natural areas that are managed for visitors.

Output 3 ~ Management Response

The management response of the TOMM project is fundamental to the success of the model in assisting the future management of tourism on Kangaroo Island.

If the community or the TOMM identifies issues that may potentially impact on the future sustainability of the community and these issues are not actively pursued and addressed, over time, problems will compound and their impact increase. Regular agency forums are required to address these issues and to seek collaborative solutions.

The management partners of the TOMM project have yet to fully internalise the TOMM into their operational procedures – an issue that requires immediate attention if the Island is to fully integrate the community values identified earlier.

The Kangaroo Island Development Board uses the TOMM data as performance measures for their own projects. All agencies use the TOMM data on an *ad hoc*, as needs basis. However, for the TOMM to achieve its intended purpose, the issues and information generated by the project require greater application in the strategic planning process of each agency.



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It is proposed that the agencies review their strategic plans and position the TOMM within their planning, so that it complements their activities and guides their strategic planning processes. This will take the form of performance indicators for the agency and their specific projects. A key component of this inter-agency collaboration will be the formation of communication links, so the information / research generated by the TOMM and agencies is fed through agency departments.

The success of TOMM will be seen in the action generated by the partners within the wider community. To aid this, the third stage of TOMM will be a focus on a greater incorporation into the management agencies – both private and public.

Output 4 ~ Awareness building

The TOMM project has undergone two core stages to date. It's formation and initial consultation in 1996/97 was followed by a two-year absence, whilst funding was being sought to appoint a project manager to initiate stage two. This absence resulted in a cynical view of the project from within the community and required the project to be re-introduced.

Stage two – August 1999 until July 2001 – has focused on rebuilding the awareness and support for the vision of the TOMM project both within the community and the wider tourism industry, nationally and internationally.

This supply and demand approach has ensured international interest and demand translates into local pride and a desire to ensure the continuation of the project.

Stage three has capitalised upon the success of this awareness campaign. It centred on greater analysis of the research and attempted integration of the TOMM information into the strategic actions of Island tourism agencies.



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Key Performance Indicators

Economic.

Conditions	Indicators	Acceptable range	2000/01 (n=1,814)	2001/02 (n=1,193)
Economic				
◆ Visitors to KI stay longer than 2 nights	◆ Annual average number of nights	◆ 3 – 5 nights	3.9 nights Result ✓	4.0 nights Result ✓
◆ Tourist expenditure as contribution to KI economy	◆ Expenditure per visitor	◆ 0 – 5% annual increase	Average spend \$195	Average spend \$211 8.2% ↑ Result ✓



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Market Opportunities

Conditions	Indicators	Acceptable range	2000/01 (n=1,814)	2001/02 (n=1,193)
<u>Market Opportunities</u>				
<ul style="list-style-type: none"> Growth in proportion of visitors from cultural/environmental sector 	<ul style="list-style-type: none"> % of visitors that match the cultural / environmental profile. 	<ul style="list-style-type: none"> 60-80% of all visitors match ATC profile. 	<ul style="list-style-type: none"> Mean of importance exceeds 4 Main activity = 81% of sample 63.2% of all visitors match ATC profile <p>Result ✓</p>	<ul style="list-style-type: none"> Mean of importance exceeds 4 Main activity = 82% of sample 62.5% of all visitors match ATC profile <p>Result ✓</p>
	<ul style="list-style-type: none"> % growth of the number of visits by that segment. 	<ul style="list-style-type: none"> 0 - 7% annual growth 		<p>0.7% ↓</p> <p>Result ✗</p>



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Environmental

Conditions	Indicators	Acceptable range	2000/01 (n=1,814)	2001/02 (n=1,193)
<u>Environmental</u>				
<ul style="list-style-type: none"> Majority of visits to Island's natural areas occurs in visitor service zones 	<ul style="list-style-type: none"> Proportion of visitors to natural areas who visit managed sites/areas (Managed sites range from fully serviced areas to hardened sites with no facilities) 	<ul style="list-style-type: none"> 85 – 100% of all visitors go to specifically managed sites 	<ul style="list-style-type: none"> Visitors going to at least 1 managed site = 92% <p>Result ✓</p>	<ul style="list-style-type: none"> Visitors going to at least 1 managed site = 88% <p>Result ✓</p>
<ul style="list-style-type: none"> Major wildlife populations attracting visitors are maintained and or improved in areas where tourism activity occurs 	<ul style="list-style-type: none"> Number of seals at Seal Bay Number of Hooded Plovers on KI 	<ul style="list-style-type: none"> 0 – 5% annual increase in numbers sighted 		



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Experiential

Conditions	Indicators	Acceptable range	2000/01 (n=1,814)	2001/02 (n=1,193)
<u>Experiential</u>				
<ul style="list-style-type: none"> ◆ Promotional activity reflects actual visitor experience ◆ KI visitors have a memorable experience ◆ Majority of visitors state that they wish to gain more knowledge about KI natural and cultural environment ◆ Visitors recommend KI to others 	<ul style="list-style-type: none"> ◆ Proportion of visitors who believe that their experience reflected that which was suggested in the promotion ◆ Proportion of visitors that identify a “tourist” experience” ◆ Proportion of visitors that state that they wish to gain more knowledge about KI’s natural and cultural environment ◆ Proportion of visitors who would recommend KI to others 	<ul style="list-style-type: none"> ◆ 85 – 100% of all visitors ◆ 85 – 100% of all visitors ◆ 85 – 100% of all visitors ◆ 85 – 100% of all visitors 	<ul style="list-style-type: none"> ◆ Mean of satisfaction 4.45 ◆ 87% of sample satisfied or v satisfied Result ✓ ◆ Proportion state this = 96% Result ✓ ◆ Number stating that is important = 65% Result ✗ ◆ 99% of visitors would recommend KI Result ✓ 	<ul style="list-style-type: none"> ◆ Mean of satisfaction 4.32 ◆ 86% of sample satisfied or very satisfied Result ✓ ◆ Proportion state this = 95% Result ✓ ◆ Number stating that this is important = 58% Result ✗ ◆ 97% of visitors would recommend KI Result ✓



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Socio Cultural

Conditions	Indicators	Acceptable range	2000 (n=400)	2001 (n=400)
<u>Socio Cultural</u>				
<ul style="list-style-type: none"> ◆ Residents feel they can influence tourism related decision 	<ul style="list-style-type: none"> ◆ Proportion of residents saying that they can influence tourism related decisions 	<ul style="list-style-type: none"> ◆ 70 – 100% of KI residents 	<ul style="list-style-type: none"> ◆ 39% agree or strongly agree with the statement <p style="text-align: center;">Result X</p>	<ul style="list-style-type: none"> ◆ 39% agree or strongly agree with the statement <p style="text-align: center;">Result X</p>
<ul style="list-style-type: none"> ◆ Residents feel comfortable that tourism contributes to peaceful, secure and attractive lifestyle 	<ul style="list-style-type: none"> ◆ Kangaroo Island is achieving a balance between economic gains from tourism and protection of the environment 	<ul style="list-style-type: none"> ◆ 70 – 100% of KI residents 	<ul style="list-style-type: none"> ◆ 91% agree or strongly agree with the statement 	<ul style="list-style-type: none"> ◆ 92% agree or strongly agree with the statement



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TOMM Management Committee

The Tourism Optimisation Management Model Committee consists of representatives from:

- Kangaroo Island Council
- South Australian Tourism Commission
- Tourism Kangaroo Island
- Kangaroo Island Development Board
- National Parks and Wildlife SA,
- Representatives of the Kangaroo Island Tourism Industry, and
- Kangaroo Island Health Service.

During 2001 / 2002 Agriculture Kangaroo Island has withdrawn its representation from the TOMM Committee.

The Committee meets on a monthly basis with day –to-day communication between the Project Manager and the committee members. All Management Committee members act as ambassadors for the TOMM project.

The Committee members include:

Janice Kelly.

Mayor of Kangaroo Island Council and chair of the Management Committee, Janice provides an island-wide focus to the TOMM project.

Richard Semler.

As Corporate Services Manager of the Kangaroo Island Council, Richard is an important link between the activities of TOMM and their application and relevance to the strategic planning process of the Council.

Keith Twyford.

Keith is the Regional Manager of National Parks and Wildlife on Kangaroo Island and the Executive Officer for the TOMM Project Manager. Keith plays a pivotal role in the environmental monitoring of the TOMM project. In future, Jeanette Gellard will represent NPWSA.



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Craig Wickham.

CEO of Adventure Charters Kangaroo Island and a Kangaroo Island Councillor, Craig is responsible for representing the views of both the community and the tourism industry.

Marc Warren.

Marketing manager of Tourism Kangaroo Island, the regional marketing board for the island, Marc is responsible for the generic promotion of Kangaroo Island and the TOMM project through his industry network.

David Crinion.

David is Manager of Strategic Planning with the South Australian Tourism Commission. He is one of the original coordinators of the TOMM project and continues to provide strategic advice to the TOMM project.

David Furniss.

David is CEO of the Kangaroo Island Development Board and along with Jeanette Gellard, Business Development Adviser, is responsible for the Regional Assistance Project Funds secured by the TOMM Project in 2000.

Future Management Representatives:

To ensure a project such as TOMM evolves, it is critical to have active, innovative and enterprising input from the Management Committee. During 2002, this issue will be addressed through:

- Expanding the Committee to include a representative from Kangaroo Island Natural Resources Board
- Encouraging agencies to consider succession planning to ensure continuity of input and action
- Adoption of a formal commitment to be signed by all agencies involved with the TOMM process.

Financial viability of TOMM is a major issue currently being investigated by the Management Committee through a proposed ticket levy on all visitors. Without financial security, the work of TOMM and the information it generates will simply not be feasible.



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Financial Report

Management of the TOMM finances is currently under the guidance of Kangaroo Island Council.

Thanks go to Michael Barrett for the work he has done with the TOMM budgets.

Major expenditure items included:

- Consultancy fees for the Project Manager
- Consultancy fees to Market Equity Pty Ltd for coordination of the Visitor and Resident surveys
- Website development and hosting by IT & E



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	<i>As of 30 June 2002</i>	
Income		
SATC	\$	10,000
TKI	\$	15,000
KI Council	\$	6,000
KI Development Board	\$	5,000
RAP Grants from KIDB (Project M)	\$	5,000
RAP Grant Survey process	\$	17,000
DEH (Operating budget)	\$	10,000
Other Income	\$	2,505
DEH (Operating surplus for past yrs)	\$	73,200
Total Income	\$	143,705
Expenditure		
TOMM Consultant Fee	\$	36,153.8
Travel (Airlines)	\$	2,329.9
Travel (Accommodation)	\$	-
Travel (Taxi)	\$	240.9
Consultants (Exit Survey)	\$	25,607.5
Consultants (Resident/Business Survey)	\$	18,790.0
Environmental monitoring	\$	-
General Surveying	\$	-
Administration (Accommodation & Sundries)	\$	4,587.5
Web Site	\$	17,980.0
Printing	\$	3,336.6
TOMM advisors	\$	3,277.8
Promotional/Advertising	\$	1,409.4
Tomm registrations	\$	131.5
Mileage Allowance	\$	887.9
Other (conference rego etc.)	\$	1,369.0
Total Expenditure	\$	116,102
Net Income	\$	27,603

Appendix A

Former Vision Statement

The former vision statement was "The TOMM will be used by its partners and the wider community to ensure the sustainable development of Kangaroo Island. In doing so, it will provide a 'best practice' model for other destinations globally and achieve for its stakeholders considerable success".



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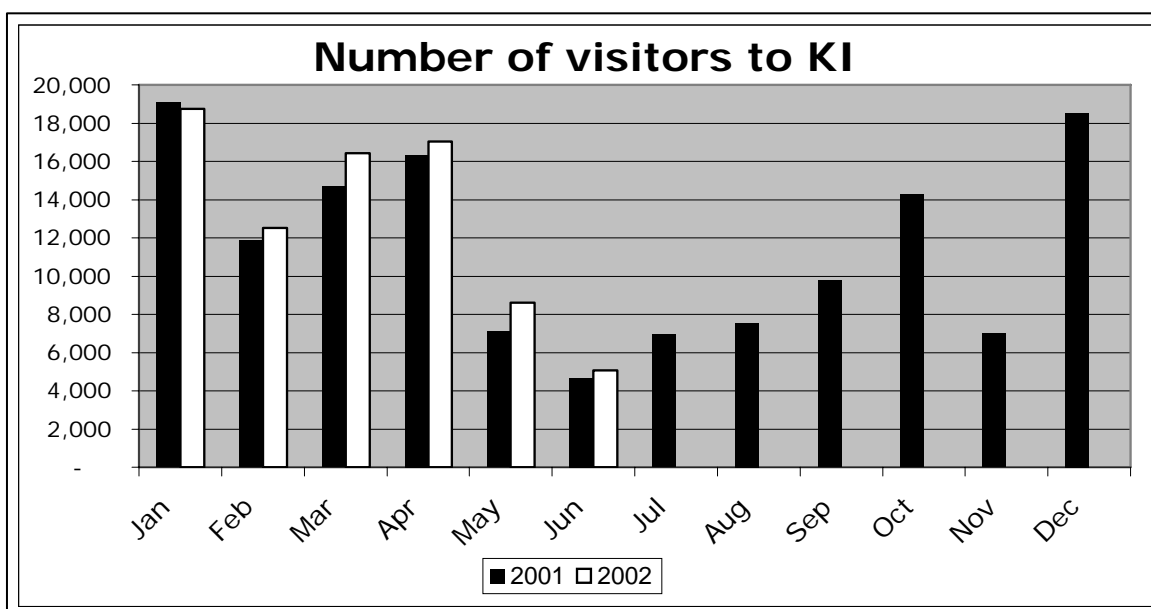
Kangaroo Island, South Australia ~ 2001/2002

Former Mission Statement

The former statement was "To achieve a balanced level of sustainable tourism to the advantage of all interests on Kangaroo Island. This process will be achieved by managing the acquisition and dissemination of statistical information and by a collaborative framework of monitoring and management systems".

Appendix B

Number of Visitors to Kangaroo Island



In 2001, Kangaroo Island attracted almost 138,000 visitors. It represents 2.2% increase compared to 2000. At year to date June 2002, visitor numbers are up by 6.4% compared to same period last year.

