

Kangaroo Island Strategic Tourism Plan

From Strategies to Actions: Priorities for Implementation

A partnership between:

Kangaroo Island Development Board
Kangaroo Island Council
Tourism Kangaroo Island
Department for Environment and Heritage
Kangaroo Island Natural Resource Management Board
South Australian Tourism Commission

Overseen by the:

Tourism Optimisation Management Model

January 2007

Kangaroo Island Strategic Tourism Plan

The Kangaroo Island Strategic Tourism Plan was finalised in June 2006 and formally adopted by the partners in January 2007. The plan has been prepared to provide a clear vision and directions for tourism growth for Kangaroo Island over the next 20 years. It provides a description of the purpose of the Plan and the key areas to be addressed to facilitate an integrated approach to meeting the economic, environmental and social goals for Kangaroo Island. The Plan contains a discussion of each of the following key areas:

- the economic contribution of tourism to the region and how to enhance this;
- growth scenarios and targets;
- current trends in who is visiting the region;
- ways for Kangaroo Island to differentiate itself from other regions through positioning, branding and marketing initiatives;
- an understanding of the value of the Island's ecological assets and how to protect these;
- the characteristics of the markets (visitor segments) we want to attract and how best to match their needs with available product;
- product gaps and opportunities for product reinvigoration;
- additional infrastructure and facilities required to support tourism experiences;
- building a culture of service and support;
- need for changes to planning policies to facilitate sustainable tourism development.

Goals and Strategies are provided for each of these areas in the plan.

From Strategies to Actions

In January 2007 partners considered the actions presented in the Plan, and resolved to make some minor changes to these. The final agreed actions are presented in this document, along with the identification of Lead and Support agencies. During this process partners were also asked to consider what the Top 10 strategies for implementation would be. A Top 10 was chosen by consensus to provide some focus and common goals for the implementation of the Plan. This however does not exclude agencies from also implementing other strategies as part of their implementation processes.

Each of Goals have been linked to the State Strategic Plan, and target numbers are identified at each of the headings (as SASP Target Tx.x). An explanation of relevant targets is provided at the end of this document, for further detail on these, visit www.stateplan.sa.gov.au and refer to the targets revised in January 2007.

The intent of this document is to:

- provide an overview of the revised actions presented in the plan
- highlight the Top 10 strategies for implementation
- identify links with the State Strategic Plan
- provide an easy to utilise format to encourage stakeholders to include the identified actions in their strategic and business planning processes

Please note that this document provides a *summary* of the actions for each strategy, for further detail on particular strategies, please refer to the full text in the Strategic Plan. A copy of the Kangaroo Island Strategic Tourism Plan is available from:

<http://www.tourism.sa.gov.au/tourism/regionaltourismplans.asp>. When referring to this document please keep in mind that some actions have been reviewed and adjusted accordingly.

It is envisaged that this paper will be a working document and detail will be added as new information comes to light, including budget allocations and progress on actions.

A Steering Committee was established to oversee the development of the Strategic Tourism Plan, made up of representatives from the partner agencies. This group will continue to meet on a 6-monthly basis to oversee the implementation of the plan. This group envisages that the plan will be reviewed in approximately October 2007, allowing adjustments to be made and new strategies to be included in stakeholder planning processes.

Framework for Implementation

(adapted from Section 12 of the KI Strategic Tourism Plan)

Goal: Increase visitor numbers, length of stay and yield								SASP Target T1.15	
Strategy Number (p14)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S4.1 and S4.2	Implement TKI Marketing Plan 2006/07. Review and update annually.	TKI	Tourism operators KI community SATC						
S4.3	Identify opportunities to provide high quality products and seek appropriate advice to enhance success.	Private investors	KIDB KI Council SATC						
S4.4	Prepare web based self-drive touring itineraries and promote through motoring associations, hire car companies and other relevant avenues to encourage people to plan a longer visit	TKI	Operators with food and wine product and attractions Motoring Associations Car hire firms	✓					
S4.5	Use ATE, media famils and articles, international exposure and other methods to build understanding of KI as a multi-night (min 3 or 4 nights) destination.	SATC TKI	Operators working with international market						
Goal: Position Kangaroo Island to the responsible appreciative traveller as one of Australia's top three nature destinations								SASP Target T1.15	
Strategy Number (p20)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S5.1	Review and further develop the Brand Pyramid so that it provides a platform for Kangaroo Island's business strategy.	TKI	KI Council KIDB TOMM DEH SATC						

			KI NRM Board Business Community						
S5.2 and S5.3	Develop Brand Policy and associated tools including Brand Positioning Brochure for industry and tools that can assist decision making about investment, infrastructure and quality.	TKI	All other stakeholders especially tourism operators	✓ Combi ned with 5.4					
S5.4	Conduct a workshop with tourism operators to explore how best to align their product with the KI Brand.	TKI	SATC KIDB Tourism operators	Combi ned with 5.2 and 5.3					
S5.5 and S5.6	Align planning policies to reflect values and provide guidance to decision makers on the type of development that supports the KI brand. See S11.1 regarding the preparation of a Draft Plan Amendment Report for Sustainable Tourism Development.	KI Council	Business Community						
S5.7 and S5.8	Implement through Marketing Plan initiatives including photo library and editorial that demonstrate the way the brand meets the needs of visitors.	TKI	SATC Tourism Operators Community						
Goal: target those we want to visit our region.....								SASP Target T1.15	
Strategy Number (p30)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implemen tation	Budget Allocation	Progress	
S6.1	Organise a briefing on the latest market segmentation research and other data relevant to international markets.	TKI	SATC						
S6.2	Consider refinement of target markets in the annual review of the Strategic Marketing Plan and prepare marketing strategies that will match these.	TKI	SATC						
S6.3	Provide information to prospective investors about the gaps in product to serve target markets.	KIDB	SATC Investors TKI		*				
Goal: Accommodation products to meet market needs								SASP Target T1.15	

Strategy Number (p30)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress
S7.1	Continue to encourage investors committed to high quality design processes and outcomes to explore potential opportunities.	KIDB KI Council SATC	Private sector DEH		*			
S7.2	Establish a project to develop a trail and investment strategy for a 4-5 day trek, including hikers huts lining to key natural attractions.	SATC DEH	Tourism operators Private landholders					
S7.3	Identify prospective providers of motor home facilities.	KI COUNCIL KIDB	DEH EPA Caravan and Motor Home Association		*			
S7.4	Continue to manage and promote lighthouse keepers cottages.	DEH	SATC TKI					
Goal: Positively memorable food and wine experiences								SASP Target T1.15
Strategy Number (p31)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress
S7.5, 7.6, 7.7, 7.8, 7.9 and 7.10	Continue a range of existing initiatives to improve the quality and expand the range and availability of food and wine experiences with a strong focus on local produce.	Good Food Kangaroo Island,*TBC KI Winemakers and Grape-growers Association,* TBC Businesses	KIDB TKI KI COUNCIL		*			
S7.11	Ensure that planning policies provide an appropriate framework for value adding activities to primary production in General farming Zones. Refer to S11.1 for preparation of Draft Plan Amendment Report for Sustainable Tourism.	KI Council	Primary Producers					

S7.12	Set up a meeting to identify and explore opportunities for an initial collaboration with an attractive media angle. (Note: this is a tactical action and may be achieved by Industry groups as a part of their planning)	TKI Fleurieu Peninsula Tourism MC SATC	Media operators with food and wine product		*				
Goal: Tell the stories of our past in creative and engaging ways								SASP Target T1.15	
Strategy Number (p32)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S7.13	Convene a meeting of SATC, DEH, Arts and History organisations and local artists to identify further opportunities and funding sources to undertake creative interpretation at key sites.	KI Council	Arts SA History SA Heritage Branch SATC DEH Progress Associations		*				
S7.14	Continue to investigate ways to realise the Master Plan for the Wharf Precinct.	Ports Management Group	Tourism operators, Businesses, Investors KIDB KI Council	✓	*				
S7.15	Continue negotiations to further develop links between Reeves Point and Barossa through association with Johann Gramp.	Advance Kingscote Association *TBC	Pernod Ricard Pacific (Orlando Wyndam) SATC Heritage Branch KIDB KI Council		*				
S7.16	Seek funding to collect and interpret stories around themes. This could involve actors in historic places, eg, lighthouses or community meeting places, eg, pubs.	TKI DEH Progress Associations	SATC Heritage Branch Arts SA KI Council SALA Country Arts		*				

S7.17	Set up meeting to discuss opportunities to interpret the Government Apiary.	Apiarists DEH	SA SATC Heritage Branch						
Goal: Authentic events that showcase Kangaroo Island									SASP Target T1.15
Strategy Number (p32)	Action	Agency with Primary Role	Partners/Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S7.18	Undertake a preliminary scoping study to identify the kind of event(s) that would achieve the goal and the level of and nature of resources required to stage this / these.	TKI	SATC		*				
Goal: Adequate levels of infrastructure									SASP Target T1.21
Strategy Number (p34)	Action	Agency with Primary Role	Partners/Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S8.1, S8.3	Continue existing advocacy with respect to provision of essential infrastructure and services.	KI Council KIDB	LGA of SA	✓					
S8.2	Planning policy developed to ensure future land division will be subject to the provision by the developer of a Community Waste Water Management Scheme. See S11.1 for preparation of Draft Plan Amendment Report to support sustainable tourism (and other forms of) development.	KI Council	Developers						
S8.4	Continue to liaise with Government agencies and alternative energy providers.	KIDB	KI Council Business Community						
Goal: Provision and maintenance of visitor facilities									SASP Target T1.21
Strategy Number (p35)	Action	Agency with Primary Role	Partners/Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	

S8.5	Using Vivonne Bay as a case study, Council to prepare a proposal to establish visitor facilities funded by contributions from users and maintained by local people. Specific actions should be identified in the KI COUNCIL Camping Strategy to address this issue.	KI Council	Business Community Tour operators KINRM Board	✓	*				
Goal: Improve quality of customer service								SASP Target T1.15	
Strategy Number (p 37)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S9.1, S9.2	KIDB and TKI to meet to identify priorities for training, mentoring and other support.	KIDB TKI	Tourism operators DEH Businesses						
S9.3	Develop a brief and obtain funding for a mystery shopper survey or similar project, provide feedback through one on one sessions.	TKI KIDB	Area Consultative Committee						
S9.4	Investigate a customer vote for best service experience with an incentive prize for customers and promotion of the successful individual and their business.	TKI KIDB	Tourism operators Businesses Community Visitors KIDB		*				
S9.5	Identify appropriate ways to give feedback collected by the TOMM Visitor Survey to identified businesses.	TOMM TKI KIDB	Businesses Visitors						
Goal: Promote visitation between May and September to Assist in retaining staff								SASP Target T1.15 and T5.9	
Strategy Number (p37)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S9.6 S4.6	Monitor the outcomes of The Brilliant Breaks campaign for May to August with the intent of promoting the Island as a year round destination to reduce the impact of seasonality.	TKI Sealink SATC	Operators						

Goal: Visitor Information								SASP Target T1.15	
Strategy Number (p38)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S9.7	Develop a framework for the Communication strategy with all key stakeholders, which provides a consistent approach to deliver key messages and correct information.	DEH	KI NRM BOARD TKI KI Council KIDB						
S9.8	Initiate discussions with SATC to investigate requirements for provision of visitor information at Island Beehive and process for addressing issues.	TKI SATC Operator	Other tourism businesses KI Council KI NRM Board (bio-security information)		*				
S9.9	To investigate opportunities to improve access and signage to the Penneshaw Visitor Centre through a review of traffic flow and land use.	KI Council	TKI SATC DTEI		*				
S9.10	Convene a meeting to progress discussions and achieve agreement on preferred future directions for the Maritime Museum and Visitor Information site. Undertake a preliminary feasibility study to assess costs and funding sources. Consider the recommendations in the Urban Design Framework and whether this is the best use of the space.	KI Council	Maritime Museum TKI VIC Community SATC Heritage Branch Penneshaw Progress Association		*				
Goal: Adopt an environmental management approach								SASP Target T3.7	
Strategy Number (p42)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S10.1	Prepare a Sustainable Tourism PAR that facilitates tourism development while	KI Council	DEH KI NRM Board	✓					

	identifying and protecting ecological assets. See 11.1 for preparation of Draft Plan Amendment Report for Sustainable Development. Prepare spatial layers that identify key biodiversity areas including threatened species to assist in setting planning framework.	KI NRM Board DEH	TOMM KI Council						
S10.2, S10.3	Produce and disseminate the Checklists for Sustainable Tourism Development, which could then be adapted for other forms of development.	KI Council	Developers KI NRM Board TOMM KIDB DEH	✓	*				
S10.4, S10.6, S10.8	Continue effective liaison to maintain appropriate access to Parks, including the investigation of legislative changes for CTO limited licencing.	SATC DEH	CTO's						
S10.5	Develop a performance based assessment criteria in the Development Plan for Development in sensitive areas.	KI Council	SATC KI NRM Board DEH Native Vegetation Council		*				
S10.7	Investigate suitability of identified locations for additional tours and/or independent visitation (e.g nocturnal tours, Murray Lagoon bird watching).	DEH	TKI KI NRM Board CTO's		*				
S10.9	Promote the sustainable business practice initiative and acknowledge those who participate (Business Sustainability Project) Encourage tourism operators to take part.	KIDB TKI	Businesses SATC Tourism operators						
S10.10	Continue to manage key sites and provide adequate resources to deliver conservation and visitor management outcomes. Ensure adequate re-investment in maintenance and enhancement of key sites.	DEH	SATC TKI						
S10.11	Support the implementation of the TOMM "Leave Only Footprints" programme to encourage better links between natural	TOMM	All TOMM partner organisations		*				

	resource managers and the tourism industry.								
S10.12	Develop strategies and actions relating to the management of sites without facilities or a management focus e.g Pennington Bay, Point Ellen, Millers Beach, Harriet River, Little Sahara. Include the development of specific actions for these sites in the KI COUNCIL camping strategy.	KI Council DEH	KI NRM Board SATC	✓					
Goal: Improved planning legislation, policies and practices								SASP Target T3.7	
Strategy Number (p45)	Action	Agency with Primary Role	Partners/ Support Agencies	Priority Actions (Top 10)	Actions altered from original plan	Target Year for Implementation	Budget Allocation	Progress	
S11.1	Undertake a review of Development Plan Policies to: <ul style="list-style-type: none"> – Incorporate desired Character Statements – Introduce additional detail into policies to provide guidance on location, siting and design – Refine non-complying lists to reduce unwanted barriers to sustainable tourism development – Remove bed and breakfast accommodation as a complying form of development in the General Farming Zone. <p>Prepare a Statement of Intent (including research undertaken for this study) and seek partnership funding to prepare a Draft Plan Amendment Report to guide Sustainable Tourism Development.</p>	KI Council	Planning SA SATC	✓	*				
S11.2, S11.3	Council to seek a meeting with Planning SA and SATC Planning and Policy Unit to explore issues related to improving siting and design including provision of scaled site profiles to assess sky-lining and visibility for the protection of landscape values across the Island.	KI Council	Planning SA SATC	✓	*				

S11.4	Produce and disseminate checklist for property owners. Promote use of SATC's Guidelines.	KI Council KIDB	SATC Planning SA						
S11.5	Undertake an audit of skills and expertise and prepare a list of tools and resources to address gaps in interpreting design guidance contained within planning policies including Desired Character Statements.	KI Council	Planning SA DAP SATC PIA LGA of SA		*				
S11.6	Continue to liaise with Planning SA, CFS and DEH to achieve a workable outcome for the ability to achieve sustainable tourism accommodation developments in natural environments.	KI Council	Planning SA CFS DEH SATC KI NRM Board						

Top 10 strategies for implementation

The Top 10 Strategies for implementation from the Kangaroo Island Strategic Tourism Plan are (number of votes in brackets):

Strategy Number	Strategy	# votes
11.1	Undertake a review of Development Plan Policies to: <ul style="list-style-type: none"> – Incorporate desired Character Statements – Introduce additional detail into policies to provide guidance on location, siting and design – Refine non-complying lists to reduce unwanted barriers to sustainable tourism development – Remove bed and breakfast accommodation as a complying form of development in the General Farming Zone. Prepare a Statement of Intent (including research undertaken for this study) and seek partnership funding to prepare a Draft Plan Amendment Report to guide Sustainable Tourism Development.	5
8.1, 8.3	Continue existing advocacy with respect to provision of essential infrastructure and services.	5
11.2, 11.3	Council to seek a meeting with Planning SA and SATC Planning and Policy Unit to explore issues related to improving siting and design including provision of scaled site profiles to assess sky-lining and visibility for the protection of landscape values across the Island.	4
10.12	Develop strategies and actions relating to the management of sites without facilities or a management focus e.g Pennington Bay, Point Ellen, Millers Beach, Harriet River, Little Saharah. Include the development of specific actions for these sites in the KI COUNCIL camping strategy"	4
10.2, 10.3	Produce and disseminate the Checklists for Sustainable Tourism Development, which could then be adapted for other forms of development.	4
10.1	Prepare a Sustainable Tourism PAR that facilitates tourism development while identifying and protecting ecological assets. See 11.1 for preparation of Draft Plan Amendment Report for Sustainable Development. Prepare spatial layers that identify key biodiversity areas including threatened species to assist in setting planning framework.	4
7.14	Continue to investigate ways to realise the Master Plan for the Wharf Precinct.	4
5.2, 5.3, 5.4	Develop Brand Policy and associated tools including Brand Positioning Brochure for industry and tools that can assist decision making about investment, infrastructure and quality. Conduct a workshop with tourism operators to explore how best to align their product with the KI Brand.	4
8.5	Using Vivonne Bay as a case study, Council to prepare a proposal to establish visitor facilities funded by contributions from users and maintained by local people. Specific actions should be identified in the KI COUNCIL Camping Strategy to address this issue.	3
4.5	Use ATE, media famils and articles, international exposure and other methods to build understanding of KI as a multi-night (min 3 or 4 nights) destination.	3

Links to the State Strategic Plan

Those targets relevant to this plan have been provided for further information:

SASP Target T1.15

Tourism Industry: Increase visitor expenditure in South Australia's tourism industry from \$3.7 billion in 2002 to \$6.3 billion by 2014.

SASP Target T1.21

Strategic Infrastructure: Match the national average in terms of investment in key economic and social infrastructure.

SASP Target T3.7

Ecological Footprint: Reduce South Australia's ecological footprint by 30% by 2050.

SASP Target T5.9

Regional Population Levels: Maintain regional South Australia's share of the state's population (18%).

For further detail on the State Strategic Plan, please visit www.stateplan.sa.gov.au and download the Summary of targets, revised in January 2007.