

**TOWARDS A CULTURAL HERITAGE TOURISM  
RESEARCH STRATEGY**  
Developing synergies in Australian research



*Celmara Pocock*

SUSTAINABLE  
TOURISM



CRC

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## Acronyms

CRC	Cooperative Research Centre
EOI	Expression of Interest
STCRC	Sustainable Tourism Cooperative Research Centre

## ABSTRACT

This report outlines the development of a research strategy for cultural heritage tourism in Australia. It identifies broad areas of mutual research interest in heritage conservation and tourism management to foster synergies and cooperation between these fields. The strategy is defined and structured to allow flexibility and adaptability in response to emerging issues and local specificity. It achieves this through the identification of key areas of research interest that serve to guide and link a number of related questions. This provides an overarching framework for long-term, integrated research goals. The report further identifies illustrative projects that demonstrate how such conceptual research can be implemented through small-scale, local, applied and consultancy projects. The report thus provides a strategy to address broad research questions through a number of related small-scale projects.

The report suggests a number of discrete projects to implement the broader strategy and address the strategic goals of the report. This operates in three ways. First it outlines projects that can be implemented immediately, and some of these have already been funded by STCRC. Second, suggested projects can be modified to respond to new and emerging research or industry issues. And third, the report provides a flexible but structured template that allows new projects to contribute to the broader framework.

The report outlines projects funded by STCRC and others that remain to be developed and implemented. The specific project recommendations can be used as the basis of research project proposals to be undertaken by research teams. They also assist funding agencies, including STCRC, to prioritise funding and develop a cascading and related set of research projects that complement and extend one another.

The strategy remains a working and evolving project that can respond to industry and research needs, rather than a fixed or prescriptive agenda for cultural heritage tourism research.

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## **SUMMARY**

This report outlines the development of a research agenda for cultural heritage tourism in Australia.

## **Objectives of Study**

The aim of the study was to produce a strategy for cultural heritage tourism research in Australia, including:

- identification of current issues in Australian and international tourism studies and heritage management research
- identification of the issues and needs of operators and conservators in relation to the sustainable use of cultural heritage in tourism in Australia
- development of overarching research framework that draws on synergies between heritage management and heritage tourism
- development of mutually beneficial research projects and research outcomes for operators and managers
- development of a number of discrete applied research projects to be funded by STCRC.

## **Methodology**

The project was developed through a process of desktop research, consultation with industry partners and the trial and refinement of a number of cultural heritage tourism projects. This included:

- review of Australian and international heritage tourism literature
- consultation with government tourism bodies and individual operators, and heritage management agencies
- collaboration with university partner researchers with expertise and interest in heritage tourism
- development of research briefs for a number of discrete research projects to address the needs and priorities of industry.

## **Key Findings**

The project identified a number of priority research areas to address gaps in cultural heritage tourism research and address the needs of tourism operators and heritage conservators in relation to the sustainable use of Australian cultural heritage in tourism. These include the following broad areas of research priority:

- the need for a shared and complementary understanding of heritage conservation practices and tourism operator skills in the cultural heritage tourism sector
- research into the economic value of cultural heritage tourism in Australia
- meaningful integration of local communities into heritage tourism experiences
- integration of cultural heritage in the presentation and interpretation of natural areas for tourism
- an audit of heritage sites suited and accessible for tourism
- expansion of the Australian heritage tourism market
- targeted cultural heritage visitor and interpretation research
- identification of the particular issues facing the heritage tourism sector in relation to volunteers
- a better understanding and use of cultural material in heritage tourism
- strategies to develop a stronger sense of place through heritage tourism.

## **Future Action**

The strategy outlines a number of broad research needs and makes recommendations for particular projects that are able to address those questions. Some of these projects have been funded as part of the development of the strategy. Several other projects remain to be implemented. The strategy can be used by STCRC (and other funding bodies) to assist in decisions about priority funding for heritage tourism projects. It can further assist researchers and operators develop and implement projects that address industry needs while contributing to the broader research outcomes and knowledge base for cultural heritage tourism in Australia.

*Chapter 1*

## **BACKGROUND**

This report outlines the development of a research agenda for Australian cultural heritage tourism. Prior to 2006 STCRC had funded heritage tourism projects, which had been developed on an ad hoc basis. The Board recognised the need for a more comprehensive approach, particularly in the Tasmanian context where heritage is one of a triumvirate of state tourism attractions. In conjunction with the University of Tasmania, STCRC funded the appointment of a postdoctoral fellow to develop a research strategy and act as the heritage tourism theme leader for STCRC. Through this three year appointment, STCRC initiated a strategic program of research into cultural heritage tourism.

The research program aims to address issues of sustainable use of heritage sites in tourism. For the purposes of this programme, heritage is defined as relating to post-contact heritage properties.<sup>1</sup> The research theme is concerned with cultural heritage tourism as distinct from cultural tourism, and heritage sites and properties are therefore central to its considerations. While the research program is concerned with the social and cultural aspects of heritage and the impacts of tourism on these, the research focus is on the physical expressions of cultural heritage visited and used by tourists and operators. As such the selected projects and case studies must give highest priority to the intersection of cultural values with cultural materials. These definitions are important to maximise the applied aspects of the research that underpin the STCRC's sustainability agenda.

This document outlines additional projects for development under the auspices of this program, including those with links to other STCRC programs. The heritage tourism projects that are recommended are divided into three categories:

- recommendations from projects funded in the first round
- reconfigured projects identified but not funded in the first round
- projects designed to address previously unidentified issues.

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<sup>1</sup> It is recognised that this is an artificial split and one that is largely a matter of convenience, with a separate STCRC research theme area responsible for Indigenous tourism. For a full discussion of the issues surrounding this definition refer to Pocock 2005c.



## **Chapter 2**

# **ESTABLISHING PARAMETERS**

The University of Tasmania has initiated a project to develop a national research strategy for cultural heritage tourism in Australia. The project specifically relates to built or European cultural heritage sites as the basis of tourist activity. It is funded by the Sustainable Tourism CRC (STCRC), and will be used by them to prioritise funding in relation to cultural heritage tourism projects. The project is coordinated by Celmara Pocock, Postdoctoral Research Fellow in Cultural Heritage Tourism at the University of Tasmania.

The project is timely and dovetails with a number of related initiatives in government and industry. Furthermore, the annual conference of Australia ICOMOS (the peak professional body on cultural heritage) held at Port Arthur, Tasmania in November 2004 took the theme: 'Loving it to Death: sustainable tourism in heritage places'. The conference highlighted the division between cultural heritage management and heritage tourism but recognised the importance of the two areas working together. The current project takes such cooperation as its starting point. It is recognised that the fundamental needs of cultural heritage conservation and cultural heritage tourism are sometimes very different, but this project is firmly placed at the intersection of the two and seeks to identify areas of mutual benefit to ensure sustainable use of heritage places in tourism. At the same time, however, it is recognised that the tensions form an important part of the research task. The summary of information presented in this document therefore focuses on the research needs of mutual interest and need.

The meeting of STCRC university partner representatives was the first step in developing the strategy. The purpose of the meeting was to:

- ascertain the research capacity of STCRC university partners in relation to cultural heritage tourism research in Australia
- identify current research strengths and expertise
- identify gaps in current research activity and capacity
- consider both strengths and weaknesses to identify priority research needs.

Additional input will be sought through the circulation of this draft document for comment to a range of industry partners, researchers, industry reference group members and other interested organisations and individuals (Appendix A).

## **Responsibilities to Industry**

The meeting and research agenda are funded through STCRC. Margaret Deery provided an overview of STCRC to emphasise its function and make-up. This information is also available from the STCRC website (<http://www.crctourism.com.au/>), but the personal presentation was very helpful and provided a good opportunity to raise issues. STCRC has responsibilities to a number of industry partners and consequently research needs relating to the heritage tourism industry is a priority. In addition, a number of non-partner industry groups, particularly cultural heritage organisations, have interests in the sustainability of cultural heritage tourism and research also needs to be oriented towards these needs. This convergence of applied interest ensured that discussion was primarily focused on research which has direct relevance to the effective operation of cultural heritage tourism.

Although the industry focus is a central part of the strategy, the contribution of the university partners to the development and implementation of the strategy is aimed at creativity and innovation. It is these attributes of academic research that can most benefit the work of STCRC by moving beyond existing policies and practices. The university contribution also brings together different approaches and disciplines. This meeting was therefore focused on how academic research in particular could enhance the sustainability of cultural heritage tourism.



## **Existing Research Activity**

Prior to the meeting representatives from each university partner collated a summary of existing research expertise and activity related to cultural heritage tourism within their institution (Appendix B). This material was circulated to all participants prior to the meeting. The summaries clearly indicate considerable, if somewhat disparate research activity in areas related to cultural heritage tourism. This research suggests that there is a diversity of perspectives, disciplines and approaches that can be brought to bear on the topic. There are existing strengths in two major streams of research: cultural heritage and tourism. There is particular expertise in interpretation in both museum and site based contexts, assessments of heritage properties, relationships between tourism and local communities and identity, and emerging interests in industrial and agricultural heritage tourism<sup>2</sup>. There are also some research interest and expertise in areas such as wine tourism, festivals etc. which may initially appear tangential to the focus on built heritage. However, these share some common elements and some of these perspectives are directly relevant to the development of sustainable cultural heritage tourism.

As background material to the meeting, these summaries allowed the discussion to move to broad issues and future research needs rather than focusing on existing work. The following is a summary of the issues that emerged from the discussion.

## **Issues in Cultural Heritage Tourism Research**

Two broad issues emerged early in discussion and these underpin other recommendations and suggestions.

### ***Definition***

The research strategy being developed through the University of Tasmania is concerned with cultural heritage tourism in Australia. The terms 'built' and 'European' heritage have been used to focus the project. However, these terms are problematic and consequently the definition emerged as a topic of considerable debate at the meeting. While many of the issues raised might be familiar to those within cultural heritage studies and management, this was not necessarily the case for those within tourism research in which heritage might simply be equated with 'anything old'. This discussion was therefore worthwhile in the context of trying to build common understanding between the two fields.

The issues that emerged were primarily that:

- Cultural heritage tourism in this instance is specifically related to sites, and is not as broad as 'cultural tourism'.
- Heritage tourism comprises both physical (objective) and social (subjective) aspects.
- 'Place' and people are connected and both are significant in researching heritage and tourist experiences of heritage.
- The context of buildings and their relationship to one another and their surrounding environments are as important as particular buildings.
- Non-British migrant heritage and Indigenous heritage are important aspects of the built environment.

It is recognised that these may not be the primary focus of the current research program, but any split is artificial. While a research program has recently been established through Charles Darwin University to research Indigenous heritage tourism, there is a significant risk that this will replicate the problems in existing heritage systems, particularly through:

- stereotyping Aboriginal heritage as 'tribal' or 'traditional', particularly in a tourism context
- excluding Aboriginal voices from interpretations of settled and urban parts of Australia
- failing to recognise recent and contemporary Aboriginal histories as a significant aspect of Australian heritage
- separating cultural and natural heritage.

As a result of this discussion the meeting agreed that the following was a more appropriate way to define cultural heritage tourism for the present project:

***Tourism based at cultural heritage sites dating to the post invasion period in Australian history***

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<sup>2</sup> It should be noted that this does not represent all research in cultural heritage research in Australia. There are a number of key researchers based in universities and organisations that are not STCRC partners and their research is not represented here. This is an issue that needs to be addressed in the implementation of the strategy.

### ***Collaboration between heritage and tourism research***

From this discussion a number of research needs became apparent. It was recognised that some research strengths in tourism research did not exist in relation to cultural heritage studies and vice versa. There is therefore considerable benefit in developing cooperative projects that inform one another and lead to a shared value system.

*A theoretical approach can develop a common understanding of key issues and underlying concepts*

## **Gaps in Cultural Heritage Research**

### ***A shared value system***

There are some fundamental differences between cultural heritage management and tourism. The split manifests itself in divergent aims of managers and operators, and in approaches to research in business faculties (tourism research) and arts faculties (cultural heritage studies). This needs to be overcome in order to advance cultural heritage tourism.

- Collaboration needs to be explored and developed to avoid exploitation of heritage properties and communities and deliver effective cultural heritage tourism products.
- This can be advanced by developing a common understanding of key concepts including:
  - cultural heritage tourism
  - social and cultural capital
  - commodification and commercialisation
  - sustainability
  - authenticity
  - identity

### ***Cultural heritage as a resource for tourism***

The cultural heritage resource is fragile and requires sensitive use and management if it is to form the basis of tourism enterprises. In order to facilitate sustainable use, it is important for managers, tourists and operators to understand the characteristics of this resource, particularly:

- the intersection of physical and community or social attributes of heritage sites as important aspects of conservation and visitor experience
- the value of heritage as cultural capital and how we measure it
- the complexity in cultural heritage, beyond ideas of authenticity, that lead to contradictions and contested heritage
- the potential of heritage properties to develop into tourism attractions whether or not they are identified as such.

### ***Visitor research***

It is recognised that cultural heritage conservation can be achieved through visitor management. There has been considerable success in contemporary protected area management by concentrating management effort on visitors rather than the resource. Improving visitor or tourist interaction with natural and cultural heritage properties can therefore make an invaluable contribution to sustainable heritage tourism. While there is a significant body of research in relation to visitor experience within the tourism literature, there is little research of this kind into cultural heritage tourists. In particular, there is almost no understanding of what tourists experience through cultural heritage properties beyond the most superficial consumption or how this differs from professional understanding. An important aspect of successful and sustainable tourism at cultural heritage sites therefore depends on developing knowledge in relation to these visitors, including:

- the profile of cultural heritage visitors
- expectations of visitors in relation to cultural heritage tourism
- beliefs and experiences they bring to a site
- visitor motivation in relation to cultural heritage
- activities and leisure at heritage sites
- whether identity is a relevant experiential concept
- the importance of authenticity in visitor experiences of these destinations
- the enhancement of visitor experience through interactive and social activities, for example the experiential aspects of festivals in enhancing visitor experiences
- the nature and contribution of visitor interactions with host communities
- understanding tourist created attractions.

### ***Interpretation***

Interpretation of cultural heritage is an integral aspect of both visitor experience and conservation of heritage. Interpretation needs to widen its debate to incorporate more experiential components as noted above. There is also a specific need to research interpretation in relation to cultural heritage tourism specifically, as distinct from broader interpretation or heritage interpretation research. Gaps in current interpretation research for cultural heritage tourism as defined for this project include:

- the role of interpretation as both a tool of education and visitor experience, and as a means of achieving cultural heritage conservation
- training and education for interpretation development, delivery and assessment
- closing the gap between manager knowledge and public experiences
- developing products to assist in the development of appropriate interpretation
- measuring success of interpretation of cultural heritage
- interpretation and promotion of novel or niche aspects of cultural heritage, for example agricultural and industrial heritage
- broadening tourist experiences through multiple modes of interpretation
- contestation and authenticity in heritage tourism.

### ***Cultural heritage tourism economics***

Cultural heritage managers sometimes assume that tourism can provide the economic basis for conservation. At the same time, the significance of cultural heritage is held to be greater than mere monetary value. However, many of these assumptions remain unsubstantiated. It is therefore important to investigate a number of economic issues, including:

- the nexus between heritage sustainability and economic benefits
- the role of cultural heritage within tourism growth areas
- understanding cultural heritage tourism economic successes and failures
- measuring social capital in relation to cultural heritage tourism
- the experience economy of cultural heritage tourism
- place marketing
- workforce issues for example emotional labour issues within cultural heritage tourism; the implications of high rates of volunteerism within the sector etc
- capacity building for viable and sustainable cultural heritage tourism.

### ***Tourism planning and management***

The effective and sustainable use of heritage properties as the basis of tourism requires significant amounts of planning both to ensure economic and conservation success and to meet a number of statutory guidelines and laws. Research has the capacity to enhance approaches to planning and management by considering the above issues in relation to:

- identifying contributing factors in the success or failure of cultural heritage tourism from economic, conservation, tourist or other perspectives
- developing frameworks for effective planning for cultural heritage tourism
- critical infrastructure needs for cultural heritage tourism
- mechanisms through which to measure success/failure
- application of regulation theory in relation to effectiveness of existing policies to deliver effective and sustainable cultural heritage tourism
- sustainable development of cultural heritage properties for tourism
- recognising heritage sites as potential tourist destinations before they are formally acknowledged and marketed.

## **The Contribution of University Partners to this Research**

The meeting had a very applied and practical approach to the question of research needs. Nevertheless it was important to distinguish university participant contributions from those that can be made by other sectors such as government, industry and consultants. It was felt that the contribution of university research staff was qualified by the following characteristics:

- able to produce timely quality research
- best able to articulate conceptual frameworks
- provide greater depth and rigour in analytical research
- most able to identify and develop relevant theoretical approaches which in turn have broadest application to diverse and multiple case studies
- rigour and authority of research is able to withstand criticism
- greatest educational capacity including through teaching and curriculum design
- national spread and interdisciplinary basis of research provide research depth and breadth and an ability to make comparisons and develop generalised models
- good national and international networks and contacts.

Academics do and should make submissions and be represented on government and industry boards. However, there are a number of relevant areas of interest that are either outside the sphere of influence of research or more appropriately dealt with by industry and government or as commercial consultancies. These include:

- reviews of regulatory frameworks
- specific cultural heritage tourism planning and management projects.

## **Examples of Projects to Address Research Priorities**

The skills, attributes and knowledge identified in the previous section can be applied to projects developed under the six topics identified. Below are some initial suggestions based on the discussion at the meeting. It is important to note that these are neither cultural heritage management studies nor general tourism research. Rather they seek to contribute to the area where these two fields of study intersect. Each project should therefore seek to be multidisciplinary, collaborative across institutions and states, relate to an issue that has broad application and address the issues pertinent to cultural heritage tourism.

### ***A shared value system***

- Produce a discussion paper or series of papers to develop a shared understanding of key concepts and theories. This should in effect be an interpretation exercise that helps unite different disciplines and approaches, and to communicate effectively with industry groups to enhance their understanding of terminology and illustrate the value of conceptual research to users.
- Produce a review of literature in tourism research, cultural heritage studies, interpretation, resource management and other fields that have bearing on cultural heritage tourism to enhance an understanding of existing research strengths and needs, and to inform other research projects undertaken in this area.

### ***Cultural heritage as a resource for tourism***

- Execute a scoping study to identify the social, psychological, cultural, environmental, economic and other impacts of contested heritage on visitor experience and local communities.
- Develop a model through which to identify change in cultural heritage tourism regions. This relates to the fact that heritage sites and landscapes are not static but change over time. The changes are complex and are a response to several conditions including: use and access to properties, community demographics, power relations between groups, knowledge of heritage etc.
- Identify mechanisms through which multicultural precincts can operate as sustainable tourism destinations (requires further development).

### ***Visitor research***

- Build a classification of visitors based on their psychology, perceptions, beliefs, motivations and backgrounds to aid understanding of how these factors may influence visitor interaction with heritage places, their conservation behaviours and advocacy for cultural heritage conservation. Such studies will assist to implement the idea of promoting cultural heritage conservation through informed visitor management in a cultural tourism context.
- Create or design a package of methods to develop and evaluate broad based visitor experience of cultural heritage.
- Investigate the role of age and life-cycles in experiencing heritage through tourism. (It has been noted that some research of this kind has been done. The particular project would need to be positioned within this work.)
- Execute a scoping study on the relationship between cultural heritage tourism and immigration: how multicultural and non-local tourists experience dominant Australian cultural heritage. (It is suggested that this is a very particular interest. The benefits of this project will need to be more clearly defined to be given priority.)

### ***Interpretation***

- Develop evidence-based theoretical models, and possibly a range of case-studies, to identify exemplars for operators and managers to understand what has worked, what failed, and why.
- Develop techniques through which to understand visitor learning and experience at heritage sites. A range of skills and expertise should inform this project, beyond those conventionally employed in heritage management or tourism (e.g. psychology, anthropology etc.).
- Investigate the role of creativity in interpretation, particularly through festivals, dance, music, theatre, poetry, literature and visual arts. The link between local communities and heritage sites is central to both conservation and successful tourism. Creative arts enhance heritage interpretation by involving the local community and maintaining local practices and economies. It also offers multiple modes of interpretation that can enhance visitor experiences and attract visitors of different age, cultural, social and educational backgrounds.
- Execute a scoping study on the capacity for architectural tourism as a specialised aspect of cultural heritage tourism in Australia. (It is suggested that this is a very particular research interest. The benefits of this project will need to be more clearly defined to be given priority.)

### ***Cultural heritage tourism economics***

- Create a template for producing and/or assessing feasibility studies on heritage sites as tourist attractions.
- Develop ways to measure economic contribution of heritage tourism, e.g. to regions or towns rather than to specific sites.
- Develop guidelines for the adaptation of heritage buildings for commercial use in tourism infrastructure. (This is a very particular research interest, and the broader benefits will need to be more clearly defined for it to be given priority.)

### ***Tourism planning and management***

- Develop indicators of successful cultural heritage tourism that measure impacts on heritage, the tourism experience and the local resident community.
- Produce innovative toolkits and guidelines to assist in planning for successful tourism taking account of both tourist experience and conservation needs.
- Develop specific frameworks to guide effective management at cultural heritage tourism sites. Such frameworks should focus on contemporary management approaches that are creative, proactive and participatory, and informed by research and monitoring. Possible outcomes might include novel management approaches, or adaptation of existing frameworks within heritage management. (Refer, for example, to the Visitor Experience Resource Protection (VERP) System that emphasises conservation through better visitor management.)
- Strategic identification of heritage properties with the potential to develop into tourist attractions. This would be based on identifying symbolic and other associations of heritage and the role they play in tourist identities, activities and experiences. It may be aided by developing a thematic inventory of heritage properties across private, non-government, and public ownership. This might also be used to enhance virtual access to a fragile resource.

### **Chapter 3**

## **FUNDED PROJECTS**

### **Developing the Theme**

In 2006 STCRC funded the first projects under its new cultural heritage tourism research theme. The initial projects funded under the heritage theme area were drawn from recommendations made in consultation with STCRC university partners, industry representatives and others. The projects were initially advertised on the STCRC website in August 2005, and research teams from STCRC university partners were invited to submit expressions of interest. Of the four projects advertised, only three attracted Expressions of Interest (EOI). Following assessment of the EOIs, STCRC invited selected research teams to submit full research proposals. The successful applicants were notified at the end of October 2005, and funding was made available between late 2005 and early 2006.

The projects from the first round are in various stages of completion as outlined below:

- Thematic Framework for the Interpretation of Cultural Heritage in Tourism (Project Number: 80082)—this project is being coordinated by researchers at the University of Tasmania in collaboration with the University of Queensland. The project is largely complete, and a draft report is currently available for comment.
- Successful and Unsuccessful Characteristics of Cultural Heritage Tourism Operations (Project Number: 80084)—this project is led by researchers at Curtin University, in collaboration with others at Monash University and the University of Tasmania. The project fieldwork commenced in February 2006, and a draft report has been prepared. Second and final stages of data collection are planned for the second part of 2006.
- Cultural Landscapes (Project Number: 80094)—this project is being coordinated by the University of Technology Sydney in collaboration with researchers from the University of New South Wales and Monash University. The project commenced in May 2006 and in spite of some delays it is anticipated that all fieldwork will be completed before the end of the year.
- A fourth project, 'Assisting Communities to Develop Heritage Tourism Opportunities' was developed under the priority area 'Identifying the Needs of Local Heritage Communities' and also coordinated by Curtin University (Jones 2007).

The first three of these projects were conceived as preliminary studies. It was anticipated that some, if not all, projects would lead to successive stages and additional related projects. This is shown to be the case for those projects that have been completed or are close to completion. These identify the need for further testing, product development and complementary research. This section outlines projects that have developed as a direct outcome of the previously funded projects.

### **Thematic Framework for the Interpretation of Cultural Heritage in Tourism**

STCRC funded a small project to develop a thematic framework for cultural heritage properties in Australia. The initial framework was developed from a review of existing themes. These include themes used to assess heritage properties, and classify and interpret Australian social history. The existing themes have been refined and extended to provide a more succinct and accessible list to be used in tourism promotion and marketing. The aim of these themes is to provide a simpler and appealing mechanism through which tourists and the broader public can come to understand Australia's heritage. The initial list of themes created by the project requires testing, refinement and implementation in a tourism context. This is essential if they are to realise their potential to develop strong destination branding, link disparate tourist regions, diversify tourist experience and enhance tourist understanding of Australia's history and heritage. The effectiveness of the themes will also depend on the widespread support and adoption of the framework by both heritage professionals and tourism operators. It is therefore envisaged that there will be several successive and related phases for this project including those outlined below.

### ***Consultation, input and endorsement***

*Anticipated timeframe: 2006–07*

#### **Themes trial: case study**

To facilitate constructive consultation and focus group trials of the workshop, it will be useful to first develop an accessible case study through which to demonstrate the effectiveness of the themes. This could be undertaken using existing case studies or developed in relation to other priority areas. For instance, the use of the themes in a regional case study would allow an exploration of how the themes might be applied at both micro and macro levels including interpretation of individual heritage properties, creating linked cultural landscapes and building on regional and destination branding.

#### **Focus groups**

The thematic framework is designed to appeal to a broad audience. Before they are endorsed by relevant organisations and released, it is important that the themes are effective in reaching the target audience. The themes will therefore be tested using a series of focus groups, including traditional markets for heritage tourism and the more difficult markets such as youth.<sup>3</sup> This will be undertaken with the express aim of identifying whether the themes are attractive to a range of tourist audiences.

#### **Industry workshops**

While the themes are primarily aimed at reaching the tourist market, their widespread adoption depends on the support of a number of interest groups, particularly cultural heritage practitioners. The framework has been developed with the capacity to accurately and comprehensively represent the range and diversity of Australian heritage, including site types, historical eras, events, communities, geographical regions and social diversity. However, their distribution and use would be enhanced by support from both tourism bodies and heritage agencies. It is therefore appropriate to conduct focus groups or workshops with key heritage groups.

#### ***User friendly production***

*Anticipated timeframe: 2007–08*

Once the themes have been refined and finalised, and appropriate agencies have been identified to endorse them, they need to be produced in a user-friendly version for distribution. The aim of this product will be to distribute and promote the themes, and provide guidance to tourism operators so that they can be effectively applied to their tourist attractions. Even though attractive presentation is important, the final format should primarily focus on accessibility and usability. Depending on end-user needs this may include a pamphlet, booklet, CD, website or a combination thereof.

#### **End-user workshops**

The production of a user-friendly guide should itself be informed by a series of workshops. These would take the guide to selected heritage tourism sites for trialling with a number of tourism operators. This would demonstrate how the package can be applied, and allow the product to be refined according to end-user feedback and problems experienced. It is anticipated that these would be conducted in different regions and states.

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<sup>3</sup>Traditionally teenagers are a difficult market to capture in museums. See, for example, Xanthoudaki 1998; Kelly and Bartlett 2000; Mason and McCarthy 2006.



**Table 1: Thematic Framework: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input type="checkbox"/> Thematic Framework	<input type="checkbox"/> Engaging Local Communities
<input type="checkbox"/> Heritage Tourism Success Indicators	<input type="checkbox"/> Cultural Values of Natural Areas
<input checked="" type="checkbox"/> Cultural Landscapes	<input checked="" type="checkbox"/> Training Kit for Operators
<input checked="" type="checkbox"/> Interpretation at Brickendon	<input checked="" type="checkbox"/> Heritage Tourism Resource Audit
	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input type="checkbox"/> Heritage Tourism Volunteers
	<input type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input checked="" type="checkbox"/> Australian Heritage Tourism Guide

### *Industry consultation and support*

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	✓	High
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service	✓	
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania	Can relate to existing interpretation	

## **Success Indicators for Cultural Heritage Tourism**

The first stage of this project focused on business success of heritage tourism operations, and the difficulty of balancing the sometimes competing needs of economic returns and conservation needs. A third component that is significant to the success of heritage tourism is the visitor experience of heritage. This has not been addressed by the previous study and will critically inform the development of the initial criteria, as outlined below.

### *Measuring heritage tourist experience*

The continuing success of a heritage tourism operation can be measured by the experience of the tourists and visitors. Initially this project would seek to identify and characterise the indicators of a quality heritage experience. In other words, the project asks what makes a successful heritage experience. There is a need to identify the range of criteria through which to identify the success or otherwise of tourist experiences at heritage sites. As with the previous project, this will need to take account of a range of competing interests, including those of historians, operators, managers and government. Some questions that need to be interrogated from a variety of perspectives are:

- Does historical knowledge contribute to a meaningful heritage experience?
- How does the form of interpretation contribute to a positive heritage experience?
- To what extent does conservation limit or enhance tourist experiences?
- Is long term learning significant?
- Does authenticity matter?
- Does accuracy affect tourist experiences?

Given that little is known of heritage tourist experiences, it is envisaged that this project would be staged in a sequence of sub-projects to identify the indicators, trial and measure visitor experience and develop guidelines for end-users.

### *User friendly production*

*Anticipated timeframe: 2007–08*

Depending on the final recommendations of the first stage project, the production of a user-friendly guide for end-users would be produced either as an integrated package with the results of the second project, or as two separate kits. These would also need to be developed into a measurable format and trialed at heritage sites. These could also be incorporated as components of the overall Heritage Tourism Training Kit outlined in the next chapter.

**Table 2: Success Indicators: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input checked="" type="checkbox"/> Thematic Framework	<input type="checkbox"/> Engaging Local Communities
<input checked="" type="checkbox"/> Heritage Tourism Success Indicators	<input type="checkbox"/> Cultural Values of Natural Areas
<input checked="" type="checkbox"/> Cultural Landscapes	<input checked="" type="checkbox"/> Training Kit for Operators
	<input type="checkbox"/> Heritage Tourism Resource Audit
	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input type="checkbox"/> Heritage Tourism Volunteers
	<input type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input type="checkbox"/> Australian Heritage Tourism Guide

***Industry Consultation and Support***

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	✓	High
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service	-	
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania	✓	

## **Chapter 4**

# **FURTHER RECOMMENDED PROJECTS: RECONFIGURED PROJECTS**

The initial report to STCRC identified a number of research areas that should be considered as priority areas for funding.<sup>4</sup> This was further refined through research and consultation with Tourism Tasmania. Two main themes with a number of related sub-themes emerged as research priorities.<sup>5</sup>

- **An Interconnected Heritage**
  - Linking Places Together
  - Linking People and Places
  - Linking Nature and Culture
- **Capacity Building for Sustainable Cultural Heritage Tourism**
  - Capacity for Sustainable Heritage Business
  - Capacity for Sustainable Heritage Resources

A number of projects were identified under each of these titles and a list of prioritised projects was selected for consideration by STCRC Board (see Appendix A). The Board supported four of the recommended projects for funding, but only three attracted Expressions of Interest in the first round. Consequently there are a number of projects and priority research areas that require further development and consideration for funding. These are outlined in this chapter.

## **Integration of Local Communities into Heritage Tourism Experiences**

This project was initially advertised in the first round of funding but failed to attract a suitable research team. However, the project is still important, and it is recommended that it be restructured before inviting EOIs in the second round of funding. It is also recommended that researchers with interest and experiences be approached to submit an EOI to ensure that it is not overlooked in a second round.

The project is concerned with addressing the issue of how to facilitate interaction between tourists and visitors that will enhance the visitor experience without exploiting the host community. Access to local communities and interactions with local people is increasingly viewed as a valuable visitor experience. This is traditionally considered in the context of cultural tourism, especially where western first world tourists visit developing countries. It is also relevant to heritage tourism, where the personal knowledge and stories of locals can enhance visitor experiences of the past and provide greater insight into places. However, creating opportunities for such interactions is constrained by a number of ethical and social issues including:

- willingness of local community members to participate in tourism activities
- the predominance of outsider or non-local tourism operators
- the changes in social structures as a result of tourist interactions and tourism planning needs<sup>6</sup>
- the problem of putting local people on display, including:
  - respecting local communities' privacy rights
  - impacts on authenticity and question of 'staged authenticity'.<sup>7</sup>

It is envisaged that the project would include a number of components to address these issues, including those described below.

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<sup>4</sup> Pocock 2005c

<sup>5</sup> Pocock 2005b

<sup>6</sup> Wearing and McDonald 2002

<sup>7</sup> Cohen 1988; Smith 1989, 1992

### ***Issues paper***

The project would initially conduct a desktop study comprising a literature review to identify the range of issues that need to be considered in facilitating local community engagement. This would aim to identify both the negative impacts of such interactions and examples of successful inclusion of locals in tourism.

### ***Heritage case studies***

The issues paper is likely to draw on a range of existing research into cultural tourism, and it will then be necessary to examine these issues in the particular context of heritage tourism.<sup>8</sup> This could be undertaken through a number of case studies. The case studies should aim to focus on heritage sites or landscapes where local community groups have continuing access and involvement in tourism operations associated with a heritage tourism site or region (or possibly where they have been excluded from access, management and presentation of the physical heritage). The case studies could be undertaken as a single project or be staged through the following components:

- analyse existing case studies to identify opportunities to engage communities in a creative and sensitive way
- test the recommendations by implementing aspects in a defined case study.

### ***Development of 'living memory' interpretation module***

The project will develop and implement a Living Memory Interpretation Module to enhance visitor interpretation and experience of heritage sites. The project will have immediate direct practical application in the development, installation and execution of the module at Willow Court. This will be extended to other heritage tourism sites in Australia and internationally through the production of a model and template that can be replicated and adapted for other heritage properties. The project thus has practical and commercial benefits for the STCRC and industry partners.

Visitors increasingly wish to hear the voices and stories of local communities in their experiences of tourist destinations. These stories can effectively enliven the representation of heritage buildings for tourists. Oral histories, stories and community associations are also an important aspect of heritage significance. This project therefore aims to provide an effective means for people associated with heritage places to shape and inform heritage interpretation. It will simultaneously enhance visitor experiences of heritage sites.

The aims of the project will be achieved through the following stages:

- **Concept design:** The design of this project is informed by a range of existing research and theoretical perspectives on oral history, memory, social significance and community values.
- **Development and implementation** of a Living Memory Interpretation Module at an appropriate heritage site.
- **Production of an instruction manual** to replicate the Living Memory Interpretation Module at heritage sites throughout Australia.

### ***Criteria or markers to determine the social impacts of tourism***

This was initially identified as an independent priority project, but it would fit equally well within the broader scope of a project designed to facilitate effective interaction between tourists and locals. There are currently a number of measures and criteria for determining the physical impacts of tourism on particular heritage properties, but there is also a need to understand how tourism can disrupt the associated social and cultural significance. For example, increased tourism can displace local access and use of a site or region, thus breaking down continuity in traditional practices and knowledge. This project would therefore seek to identify:

- the range of contemporary associations and uses of historic heritage in everyday life
- how tourism can enhance and/or detract from such associations.

Together with the literature review, this could be used to develop a set of criteria or markers through which tourism operators and managers can determine the level of impacts. The results could be integrated into the training kit outlined below and/or contribute to the sustainability indicators developed by Tourism Tasmania.

### ***Guidelines for positive exchanges between heritage tourists and local communities***

Following from the issues paper and the heritage tourism case studies, the project would seek to develop ethical procedures to guide visitor interactions with local communities. These would form guidelines that seek to:

- enhance visitor appreciation and sensitivity to heritage issues through engagement with local communities and individuals
- ensure local individuals and communities equal relations in the development of such engagement

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<sup>8</sup> As defined in the background and as distinct from cultural tourism.

- minimise negative impacts on existing social networks and relations in the community
- limit modification of existing cultural practices.

### *Cemeteries as a means to link past and present*

While cemeteries may not initially appear to be about living history, they offer an evocative means to connect contemporary tourists with the individuals and stories of the past. Each headstone offers poignant information about an individual from the past: their birth, death and relationships to others. This gives the reader a direct avenue to begin to imagine a previous time. And in many instances gravestones link present day families through those who visit graveyards and the continuity of local family names.

Gravestones have the additional potential to link tourism and genealogy. Genealogy is an ever expanding leisure pursuit. It is common among retirees and older people, the same group that makes up a traditional heritage tourist market. This interest in family history can be a strong motivator to visit particular destinations.

**Table 3: Engaging Local Communities: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input type="checkbox"/> Thematic Framework	<input type="checkbox"/> Engaging Local Communities
<input checked="" type="checkbox"/> Heritage Tourism Success Indicators	<input type="checkbox"/> Cultural Values of Natural Areas
<input checked="" type="checkbox"/> Cultural Landscapes	<input type="checkbox"/> Training Kit for Operators
<input checked="" type="checkbox"/> Interpretation at Brickendon	<input type="checkbox"/> Heritage Tourism Resource Audit
	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input checked="" type="checkbox"/> Heritage Tourism Volunteers
	<input type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input type="checkbox"/> Australian Heritage Tourism Guide

### *Industry consultation and support*

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	✓	High
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service		
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania		

### **Cultural Values in Natural Areas**

There is enormous potential to enhance visitor experiences of protected areas through presentation of human history. This has been shown in relation to some of the Tourism Tasmania Short Walks which incorporate interpretation of archaeological and historical sites into walks that might otherwise be understood as bushwalks.<sup>9</sup> There is also interest in a project of this kind from the sustainable resources program of the STCRC and there is potential to jointly fund such a project<sup>10</sup>. This interest reflects a growing realisation that cultural values are a significant aspect of the sustainable use and interpretation of protected areas. The model of the Tasmanian short walks could be expanded for areas that have iconic status as 'natural' or 'wilderness' areas and it is recommended that this take the form of a model or exemplar with associated visitor surveys and monitoring.

### *Model for cultural interpretation of natural areas*

This project will identify cultural values to use as the basis of interpretation in one or more protected areas. These case

<sup>9</sup> Deb Lewis pers. comm.

<sup>10</sup> Karen Higginbottom invited Celmar Pocock to attend the steering committee of the sustainable resources program in Sydney in 2005. This project was outlined to the group and while it was of interest to the panel, in a subsequent set of negotiations over priorities, the project was not ranked sufficiently well to be funded under that program.

studies will form the basis of a model to demonstrate how to integrate cultural values into visitor experiences of protected areas. The project aims to enhance visitor experiences by offering a greater diversity of experiences as well as complementary forms of knowledge. This opens up to visitors a more complex understanding of the sites they visit, including explorations of conflict and contestation that have high value in tourist experience.<sup>11</sup> The selected case study(ies) would focus on areas renowned principally for their natural values—national parks, world heritage areas or other nature reserves—and explore the potential to enhance tourist experiences through incorporation of cultural interpretation.

It is envisaged that these projects would comprise the following research stages for each of the selected case studies:

- historical research into heritage values of the areas in question
- identification of physical sites suitable for tourist visitation
- interpretation and presentation of cultural heritage material
- focus group testing
- production of interpretation materials (pamphlets, signage, multimedia, other)
- assessment of product using surveys of tourists.

### **Examples of Suitable Case Studies**

#### **Comparative Case Studies: Bibulman Track, WA and Southwest Track, Tasmania**

The southwest walking track and the Bibulmen track are both renowned bushwalking tracks that take in large areas largely unavailable by vehicle. They also both have remarkable human histories that offer another dimension to visitor knowledge and overall experience of the space they traverse. These are potentially interesting examples because much of the cultural heritage is either of low visibility or it has been deliberately obscured by conservation discourse. They are also significant because they can build on previous research work (e.g. review existing research of Jetson 1989; Knowles 1997 and Collett in relation to the southwest wilderness area).

#### **Nationally Significant Themes: High Country**

The recent controversy about cattlemen's use of the High Country in Victoria has strong resonance with research on Traditional Practices on the Central Plateau of Tasmania. The relatively high profile of these cases is underpinned by the popular appeal of these stories which have legendary and genuine links with many concepts of Australian National Identity. These stories highlight conflicts in conservation and human use in natural areas. Interpretation that recognises these changes offers an important opportunity to recognise and respect these histories. They can also offer tourists insight into Australian and local histories through personal narratives.

#### **Timely Opportunities**

Tourism Tasmania is in the process of developing a new walking track on the Tasman Peninsula. The track is designed to offer an alternative to the very popular Overland Track. The Tasman Peninsula is renowned for its convict heritage, but the new walking track offers an opportunity to explore other social histories including those of the people who constructed the original track and more recent settlers. This in turn can provide opportunities for tourists to gain a greater understanding of local communities (identified as a separate priority for Cultural Heritage Tourism).

#### **Visitor surveys**

The importance of this project in reaching tourists who might otherwise be disinterested in history and heritage could be significant. It is important to assess the degree to which an increased awareness of past uses of natural areas enhances visitor experiences. To this extent it would be useful to survey visitors at key stages of the interpretation, including tourists who visited before changes are made and to compare the short and long term impacts of the new interpretation models to identify whether it:

- enhances tourists' understanding and appreciation of natural areas
- raises awareness of heritage
- attracts a broader range of tourists or new types of tourists
- has impact on long term learning, knowledge and appreciation.

Survey techniques would be tailored to the particular case studies and may include a variety of face-to-face interviews, mail, Internet or other formats. The questions would be designed to address the aims of the project and the selected examples.

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<sup>11</sup> Warrick Frost pers. comm.

**Table 4: Cultural Values of Natural Areas: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input checked="" type="checkbox"/> Thematic Framework	<input type="checkbox"/> Engaging Local Communities
<input type="checkbox"/> Heritage Tourism Success Indicators	<input type="checkbox"/> Cultural Values of Natural Areas
<input checked="" type="checkbox"/> Cultural Landscapes	<input type="checkbox"/> Training Kit for Operators
	<input checked="" type="checkbox"/> Heritage Tourism Resource Audit
	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input type="checkbox"/> Heritage Tourism Volunteers
	<input checked="" type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input type="checkbox"/> Australian Heritage Tourism Guide

### *Industry consultation and support*

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	✓	High
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service	✓	
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania	National rather than Tas issue	

## **Training Kit for Heritage Tourism Operators**

The heritage tourism research theme is characterised by a desire to meet the sometimes competing needs of heritage tourism and heritage conservation. This tension is also apparent among those working in heritage tourism who may either be conservation groups with little business acumen or tourism operators with little knowledge of conservation needs and techniques. Heritage managers are increasingly expected to use tourism as a source of revenue to maintain heritage properties. Many of these individuals and organisations have no skills in business or tourism planning, or financial management.<sup>12</sup> It would therefore be highly useful for STCRC to fund the development of a training package to provide these skills.

It is therefore a priority to develop training for heritage tourism operators to ensure they have the necessary suite of skills in both business management and conservation planning. This project would therefore be undertaken as two distinct but related parts with a number of subcomponents as outlined below.

### *Business skills audit*

The project should commence with an audit of the skills necessary to establish and maintain a successful heritage tourism operation. This should be broad enough to identify the needs of local communities, heritage managers and other non-tourism sector players to ascertain the range of skills, resources and information required to make business decisions about developing heritage properties into tourism products. An audit of the skills, resources and information needed to operate a heritage tourism business should build on the Critical Success Indicators, evolve and develop through the life of the project, and include areas such as:

- financial planning
- business management.

### *Conservation skills audit*

Similarly, the project should seek to identify the range of skills and training that can help tourism operators to effectively manage the conservation needs of their properties. This would also continue throughout the project but in the first instance might focus on issues such as:

- conservation planning
- interpretation methods and skills.

<sup>12</sup> Frost 2003



### ***Resource audit***

Following the initial assessment of the skills necessary to operate a successful heritage tourism business, the project should seek to identify financial and training resources that are already available. A number of resources already exist for tourism operators and conservation planners, including those guidelines and kits produced under the umbrella of STCRC. These should be assessed for their relevance to the current project to avoid repetition of research or duplication of existing products. Wherever possible the development of the kit should build on or collate existing resources including the following:

- conservation planning guides
- tourism business planning kits
- funding and grants for heritage conservation
- support for small business development
- training courses for heritage conservation
- training for tourism business
- networks and skills of community and volunteers.

### ***Feasibility assessment guidelines***

This component of the project would seek to identify the range of factors that contribute to the success or otherwise of particular heritage tourism products. The project would build on existing studies into the success and failure of heritage tourism operations.<sup>13</sup> It will also build on the knowledge gained in identifying the skills and training needs of other phases of the project as well as the success indicators developed from existing and future projects.

While this could be undertaken as a separate project, it has direct relevance to the project as a whole and would fit well as a simple and first stage assessment for the training package. The idea is to develop an assessment kit that would allow prospective heritage tourism operators to assess:

- what knowledge and skill is required
- what skills they already have
- how easily they might acquire additional skills and knowledge
- whether the property is suitable for tourism—from conservation, visitor and business perspectives
- whether their property is likely to succeed as a tourism operation.

### ***Training kit production***

The Heritage Tourism Training Kit could be produced in module format so that various end-users can select those parts of the package which they most clearly need. For example, a local property owner who wishes to initiate a heritage tourism business may have no experience or skills in tourism, business or heritage management and may therefore require the full training package. On the other hand, it is likely that organisations such as the national trust may have the skills and experience to effectively care for the heritage value but may benefit from purchasing the business and evaluation components. The package can therefore comprise a number of separate but complementary components including:

- feasibility assessment
- business planning
- heritage conservation planning
- resource database
- community impact assessment.

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<sup>13</sup> See, for example, Frost 2003

**Table 4: Training Kit for Operators: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input checked="" type="checkbox"/> Thematic Framework	<input checked="" type="checkbox"/> Engaging Local Communities
<input checked="" type="checkbox"/> Heritage Tourism Success Indicators	<input type="checkbox"/> Cultural Values of Natural Areas
<input type="checkbox"/> Cultural Landscapes	<input checked="" type="checkbox"/> Training Kit for Operators
<input checked="" type="checkbox"/> DEH Heritage Tourism Guidelines <sup>14</sup>	<input checked="" type="checkbox"/> Heritage Tourism Resource Audit
	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input checked="" type="checkbox"/> Heritage Tourism Volunteers
	<input type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input type="checkbox"/> Australian Heritage Tourism Guide

### *Industry Consultation and Support*

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	Link existing resources	Low
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service		
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania	Other resources available	

<sup>14</sup> Australian Heritage Commission and Cooperative Research Centre for Sustainable Tourism 2001

***Chapter 5***

**FURTHER RECOMMENDED PROJECTS: NEW PROJECTS**

This section outlines some new projects that STCRC might consider as priority areas for research funding. These are additional to those projects and products previously identified as priority areas, or those leading from the first four STCRC heritage tourism strategy projects. These new projects have been identified in the course of developing and implementing the Research Strategy and in consultation with researchers, tourism operators and others. In some instances they show development from initial ideas expressed in the researcher meeting, but in other instances are new ideas that have emerged through research, recent literature and contemporary issues and discussions.

**Australian Cultural Heritage Tourism Resource Audit**

The case studies identified in the first projects developed with STCRC funding have primarily focused on existing heritage tourism attractions. If heritage tourism is to be developed as a key market, then it is important to understand the full range of heritage resources available, both currently operating heritage tourism businesses and properties that have the potential to fill a market niche. This is an important component of developing heritage trails, understanding heritage landscapes and other related projects.

While there are a number of heritage site databases in Australia, these are largely those run by state and commonwealth governments with a focus on legal listing and protection, and do not include all heritage properties that might be available for tourism use. For instance many key properties are owned and managed by organisations such as the National Trust which is a non-government organisation. An audit of properties could be undertaken to compile a database of publicly accessible heritage properties. The database would not simply be a list of heritage sites, nor would it replicate current heritage databases. The focus is more clearly on identifying publicly accessible properties with tourist appeal and commercial potential. The collation of material would then identify which of these properties already operates as a tourism attraction (and at what scale and purpose). The database would also seek to identify potential themes to be used in the interpretation and marketing of the property. This information would become a useful resource through which to identify where there are gaps in the heritage tourism market, where people can collaborate with others and where tourism agencies can develop heritage routes, walks and other links with regional tourism.

It is envisaged that this project would seek to develop a database of properties that makes links with key information types and preliminary assessment of tourism potential. This database would then be made available online as a resource for heritage tourism operators, managers and planners. It would need to be designed to take account of any privacy issues, but essentially would include the following stages:

***Agency participation***

Key industry involvement: it is essential that anyone undertaking this project collaborate fully with both government and non-government heritage agencies, particularly state heritage agencies and national trusts. It will also be important to effectively liaise with key tourism bodies about current trends in marketing and destination branding and to access data that already exists in relation to heritage tourism properties.

***Database design***

It is crucial that the database is carefully thought out before the software is designed or data collection commences. Existing information contained in heritage databases and tourism databases will be identified in the first phase of the project. These will be analysed to ascertain any relevant fields and data to be transferred to the new database. The database will then develop more specific fields for the purposes of heritage tourism. These might include an assessment of the property in terms of interpretation, relationship to other tourist attractions, conservation sensitivity and other relevant matters that will determine the tourism potential of the property.

***Data collection***

The data collection will be accomplished through a two phase systematic approach. In accordance with the design of the database, it will be important to develop guidelines and forms that will allow the consistent collection of data by a variety of researchers and for a diverse range of properties. This should initially be trialled in a small state or region before the guidelines are refined and finalised. Once the format and checklists have been developed, teams from each

state and territory will be able to contribute to the database. Ideally this would be centrally managed, and therefore a live online database may provide the best means to coordinate, develop and maintain this database.

**Table 5: Heritage Tourism Resource Audit: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input checked="" type="checkbox"/> Thematic Framework	<input type="checkbox"/> Engaging Local Communities
<input checked="" type="checkbox"/> Heritage Tourism Success Indicators	<input type="checkbox"/> Cultural Values of Natural Areas
<input checked="" type="checkbox"/> Cultural Landscapes	<input checked="" type="checkbox"/> Training Kit for Operators
	<input type="checkbox"/> Heritage Tourism Resource Audit
	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input type="checkbox"/> Heritage Tourism Volunteers
	<input type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input checked="" type="checkbox"/> Australian Heritage Tourism Guide

### *Industry consultation and support*

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	✓	?
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service	✓	High
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania	✓	High

Tourism Tasmania is concerned that the project might replicate existing resources. To this extent the project should be careful to focus on providing an interface for other resources. This might be better achieved by industry partners themselves rather than through research projects.

## **Expansion of the Australian Heritage Tourism Market**

Anecdotal evidence suggests that there are strong biases in the demographic makeup of heritage tourists. These accounts suggest that it is primarily older women of middle-class Anglo-Saxon backgrounds who visit heritage sites. It is important to identify the extent of any such bias and investigate ways to address bias in age, gender, class and ethnicity to broaden the heritage tourist market.<sup>15</sup> If and where such biases exist, specific strategies can be developed to address the issues. In order to successfully develop appropriate strategies the project should include the following components:

### *Identify the extent of the problem*

The first step for this project must be to identify the nature of the problem, whether it exists and how it is detrimental to the heritage tourism industry. Initially this would identify and analyse existing survey data from heritage tourism sites. Any initial trends or results to emerge from this analysis should be contextualised in an international review of relevant literature and subsequently ground tested through additional targeted surveys at Australian heritage sites. This data would aim to identify:

- any biases in age, gender, class, ethnicity, etc. among heritage tourists
- whether such biases are widespread or particular to type, scale, age and presentation of heritage site types.<sup>16</sup>

The project would then be able to ascertain the extent of the problem and the key issues for tourism markets and heritage conservation. The project would further seek to identify the underlying causes or issues for such bias. For example, it might ask whether such bias results from preconceptions or experiences. A subsequent research phase should also investigate tourists who do not visit heritage sites to ascertain why some groups choose not to visit cultural

<sup>15</sup> Despite some recent research on the characteristics of heritage tourists (e.g. Kerstetter, *et al.* 2001; Weaver, *et al.* 2001), there remains a need for further research in the Australian context.

<sup>16</sup> Prentice 1993; Kerstetter, *et al.* 2001; Weaver, *et al.* 2001; Poria, *et al.* 2004; Kaufman and Weaver 2006.

heritage sites. This would consider perceptual and other barriers to visiting heritage tourism attractions. A qualitative research project could simultaneously investigate the factors that motivate existing heritage tourists.

### ***Development of marketing strategies***

The aim of this project is to broaden the market segment for heritage tourism, particularly in the light of any existing biases that act as a deterrent to visitors. While the exact nature of these strategies cannot be known until the problem has been identified and characterised, anecdotal evidence suggests that some of the issues include the ageing demographic of both heritage visitors and heritage volunteers which may act to deter younger visitors and volunteers. Similarly there is a perception that heritage may be boring, with heritage sites appearing to be homogeneous and offering limited types of experiences for visitors. Initial observations also suggest that much of the heritage interpretation offered is aimed at an Australian audience, and yet international tourists are potentially more motivated to learn about Australian history and heritage as well as being lucrative markets. Strategies to attract non-traditional heritage markets might therefore include:

- developing fresh and innovative forms of interpretation
- greater variety of physical activities
- limiting assumptions about existing knowledge of Australian heritage and history.
- 

**Table 6: Expansion of Heritage Tourism Market: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input checked="" type="checkbox"/> Thematic Framework	<input checked="" type="checkbox"/> Engaging Local Communities
<input checked="" type="checkbox"/> Heritage Tourism Success Indicators	<input type="checkbox"/> Cultural Values of Natural Areas
<input checked="" type="checkbox"/> Cultural Landscapes	<input type="checkbox"/> Training Kit for Operators
<input checked="" type="checkbox"/> Skulduggery	<input checked="" type="checkbox"/> Heritage Tourism Resource Audit
	<input type="checkbox"/> Expansion of Heritage Tourism Market
	<input checked="" type="checkbox"/> Heritage Tourism Volunteers
	<input checked="" type="checkbox"/> Cultural Material and Heritage Tourism
	<input checked="" type="checkbox"/> Maritime Heritage Tourism
	<input checked="" type="checkbox"/> Australian Heritage Tourism Guide

### ***Industry Consultation and Support***

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	✓	High
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service		
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania	Utilise existing surveys	

## **Heritage Tourism and Volunteers**

Heritage conservation in Australia depends heavily on a volunteer workforce. There are a number of long term issues with using volunteers that relate to standards and consistency and for the volunteer labour force to be effective there are a range of training and support needs. There are also broader issues facing volunteerism in Australia particularly the ageing nature of volunteers and a decline in active volunteering (Jago & Deery 2001). These issues all impact on the quality of heritage tourism, especially as many small operators depend on volunteers to provide a public interface with tourists. Tourists can however benefit from meeting volunteers who are likely to be local people with interests. It is therefore in the interests of heritage tourism to develop standards and training for volunteers as well as strategies to attract a greater number and diversity of volunteers. The first phase of this project would therefore seek to identify the issues and their impact on quality tourism experiences. Some of the issues that will be included are:

- the narrow age, socio-economic, ethnic, class and cultural backgrounds of heritage volunteers
- ageing and diminishing numbers of volunteers in Australia
- quality of interpretation offered by volunteers including accuracy and presentation
- access to resources and support.

These would each be assessed for their particular impact on heritage tourist experiences. The project would then seek to develop a number of strategies to improve the quality of volunteer contribution to heritage tourism. This might include specific training packages for presentation, interpretation and guiding, strategies to attract young volunteers, or skill sharing across organisations.

**Table 7: Heritage Tourism and Volunteers: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input checked="" type="checkbox"/> Thematic Framework	<input checked="" type="checkbox"/> Engaging Local Communities
<input checked="" type="checkbox"/> Heritage Tourism Success Indicators	<input type="checkbox"/> Cultural Values of Natural Areas
<input type="checkbox"/> Cultural Landscapes	<input checked="" type="checkbox"/> Training Kit for Operators
<input checked="" type="checkbox"/> Skulduggery	<input type="checkbox"/> Heritage Tourism Resource Audit
	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input type="checkbox"/> Heritage Tourism Volunteers
	<input type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input type="checkbox"/> Australian Heritage Tourism Guide

### *Industry consultation and support*

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	✓	High
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service		
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania	✓	

## **Cultural Material and Heritage Tourism**

The initial project proposals sought to build on research problems and questions that were common to both cultural heritage studies and tourism research, and the intersection of problems in heritage tourism practices.<sup>17</sup> Another area of research that is growing in relevance to both fields of study is the way in which symbolism has become divorced from materiality.<sup>18</sup> This is of concern to heritage conservation which has traditionally placed too much emphasis on physical remains (fabric). However, the recent efforts to engage with community values threaten to become equally problematic if the physical aspects of heritage are abandoned altogether.<sup>19</sup> Similarly, Haldrup and Larsen have recently argued the importance of materiality in tourism. They suggest that this is not a return to privileging material but of bridging physical and symbolic to reveal the complexity of culture. In parallel this more complex way of viewing heritage and tourism can bring rich intellectual rewards and improved application to tourist experience. And the physicality of heritage sites and objects is crucial in differentiating virtual experiences from those of the traveller, and hence remains a central component in tourism motivation. In particular destinations can become places for tourists if their experiences are enriched through interactive experiences.

There are opportunities within heritage tourism to engage with materiality in a very particular way that is not available to other kinds of tourism. In some ways the question of materiality goes to the heart of sustainable heritage tourism. The physicality of heritage properties and their contents is an essential aspect of heritage tourism. It is also the point at which conflict between heritage conservation and tourism use become critical because physical engagement with fragile and non-renewable materials can place the sites and objects in jeopardy.

<sup>17</sup> Pocock 2005b

<sup>18</sup> Haldrup and Larsen 2006.

<sup>19</sup> Pocock 2002

There are a number of projects that could be considered under this theme to develop ways of enhancing tourists' engagement with the physical environments that they visit and thus increase visitor knowledge of these places. Some initial ideas are suggested here, but a number of projects might be further developed to advance this area of applied research.

### ***Souvenirs***

There is a growing body of research relating to souveniring in tourism. The collection of objects or fragments of sites are particularly potent and therefore popular mementos of a holiday.<sup>20</sup> Such practices are found throughout the history of tourism, but as tourist numbers have grown and conservation concerns have escalated these activities have become problematic. Visitors often want to take souvenirs that physically belong to the locations they visit, but this can have a very detrimental effect on heritage properties, including damage to gardens, buildings and archaeological remains.

In spite of these concerns and the predominance of photography in holiday recording, souvenir objects remain important physical connections with visited destination. For this reason souvenirs, whether commercially produced or illegally snaffled, remain highly prized objects. The conservation issues are apparent with the illegal acquisition of artefacts and fragments, but the alternative offered by manufactured items raises other issues such as authenticity and appropriateness. There are many other objects including trivial ephemera from holidays that can gather high value when tourists return home.<sup>21</sup> It would be useful to embark on a research project to explore the potential to enhance long term appreciation of heritage, improved conservation and positive tourist experiences through the appropriate production, sale, collection and exchange of souvenirs.

### ***Sense of heritage place***

Research suggests that embodied knowledge of localities can foster a strong sense of place. This knowledge is enhanced by the length of stay in a single location, repeat visits and exposure to surrounding sensuous experiences.<sup>22</sup> Many tourists are confined to tourist precincts while visiting a destination and this can contribute to a loss of place.<sup>23</sup> Regaining a sense of place is particularly important to define and distinguish destinations. Exposure to local environments is often mitigated by tourism infrastructure such as rapid transport and air-conditioning. Some of the ways in which to reintroduce or expose tourists to the very particular qualities of a destination might therefore be achieved through the use of alternative modes of transport and accommodation. These strategies can also work within tourism destinations to re-establish distinctive locations and destinations. Built heritage provides a key visual distinction to many destinations, but this visual distinction is often divorced from other direct experiences of place. Visual experiences also tend to function symbolically. This kind of visual consumption allows heritage to be passively consumed by tourists without adequate, if any, direct economic return. By moving beyond superficial visual consumption of heritage sites, it may be possible to invite tourists into a deeper understanding of the particular heritage sites and their relationships to one another. This offers greater opportunities for numerous tourism businesses to flourish by distinguishing themselves from one another and offering complementary experiences. It also has the potential to balance seasonal tourist numbers and encourage repeat visits by inviting tourists to experience the same location in multiple ways.

### ***Slower travel***

The physical experience of being in heritage places and the nostalgic nature of heritage tourism offers a unique opportunity to use alternative modes of travel to enhance visitors' experiences of heritage sites, landscapes and regions. Slower outdoor travel provides a means to enhance tourists' physical experiences of the environments they visit, including climate, odours and sounds. Slower and novel modes of travel can help tourists re-engage with travel and reintegrate it into the tourist experience. Some forms of travel are also capable of reaching niche markets or markets that do not traditionally visit heritage sites.

Tasmania has a high concentration of built heritage. While the abundance of heritage properties is one of the state's major attractions, it can also be a disadvantage for those operators working to differentiate themselves. The cultural landscapes project, thematic framework project and some of the new proposed projects aim to create a greater awareness of the diversity of heritage sites. A rapid rate of travel can exacerbate the sense that there are many heritage properties close together and that they are all the same. By exploring alternative modes of travel such as walking,

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<sup>20</sup> see recent research by Foxlee, *et al.* 2006; Lane and Waitt 2006 and others.

<sup>21</sup> Haldrup and Larsen 2006: 281

<sup>22</sup> Pocock in Press.

<sup>23</sup> Augé 1995



cycling or even horseback, the visitor can be encouraged to understand the scope and scale of heritage landscapes as they might have operated in the past.<sup>24</sup>

### Example: Follow the convict road

Many people travel the Midlands Highway between Hobart and Launceston, but few stop at many of the historic towns and heritage attractions that characterise this region. The road has long been popular with travellers because it links the two cities. However, the road itself was once an important attraction for early travellers, renowned for its quality and the convict labour that created it.<sup>25</sup> The original road has been resurfaced and rerouted many times since it was built, but many of the original towns and landmarks remain intact. A heritage walking tour of the Midlands Highway could produce a highly effective tourism product that would enhance visitor appreciation of this heritage landscape. The project would need to identify original portions of the road, negotiate with landowners and engage heritage tour providers and others to develop a network of attractions, accommodation and meals for tourists who would then walk between Hobart and Launceston. The walk would not follow the existing highway but take in the sites and properties associated with the original convict road. This would simultaneously expose tourists to a variety of distinct but related heritage features as well as the plants, air and weather characteristic of the time and place of their visit. The tour could include a support vehicle to reach a more diverse walking tour market and gain distinction from rugged bushwalking. The interpretation and experience of heritage properties would more readily remain diverse and complementary to strengthen tourists' sense of place.

**Note:** This project may be subsumed within a Southern Midlands project that is currently underway. Depending on the outcomes of that project, this may not be an appropriate case study.

**Table 8: Cultural Material and Heritage Tourism: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input checked="" type="checkbox"/> Thematic Framework	<input checked="" type="checkbox"/> Engaging Local Communities
<input checked="" type="checkbox"/> Heritage Tourism Success Indicators	<input checked="" type="checkbox"/> Cultural Values of Natural Areas
<input checked="" type="checkbox"/> Cultural Landscapes	<input type="checkbox"/> Training Kit for Operators
<input checked="" type="checkbox"/> Interpretation at Brickendon	<input checked="" type="checkbox"/> Heritage Tourism Resource Audit
<input checked="" type="checkbox"/> Skulduggery	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input type="checkbox"/> Heritage Tourism Volunteers
	<input type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input checked="" type="checkbox"/> Australian Heritage Tourism Guide

### Industry consultation and support

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	✓	High
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service		
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania	✓	

## Maritime Heritage

STCRC has initiated this project to develop research projects for historic heritage tourism and a separate program to investigate Aboriginal and Torres Strait Islander tourism. To date these strategies have overlooked the potential to include maritime sites as part of heritage tourism. While many maritime sites comprise underwater wrecks that are accessible to only a few people,<sup>26</sup> there is scope to provide access to these experiences through related land-based sites,

<sup>24</sup> Alternative modes of travel have some additional benefits that are not related directly to heritage, but which address some topical issues such as high petrol prices, environmental concerns and even obesity.

<sup>25</sup> Pocock 2005a

<sup>26</sup> Gibbs 2005.

memorials and look-outs, as well as sites associated with maritime industries and events. This does not necessarily have to constitute a separate project, but it is recommended that maritime heritage be considered within this heritage tourism strategy.

**Table 9: Maritime Heritage Tourism: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input checked="" type="checkbox"/> Thematic Framework	<input type="checkbox"/> Engaging Local Communities
<input checked="" type="checkbox"/> Heritage Tourism Success Indicators	<input checked="" type="checkbox"/> Cultural Values of Natural Areas
<input checked="" type="checkbox"/> Cultural Landscapes	<input type="checkbox"/> Training Kit for Operators
	<input checked="" type="checkbox"/> Heritage Tourism Resource Audit
	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input type="checkbox"/> Heritage Tourism Volunteers
	<input checked="" type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input checked="" type="checkbox"/> Australian Heritage Tourism Guide

### ***Industry Consultation and Support***

Agency/Individual Consulted	Support/Comment	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	✓	High
<input checked="" type="checkbox"/> Tasmanian Parks & Wildlife Service	Integrate with other heritage tourism	
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input checked="" type="checkbox"/> National Trust of Tasmania		

## Chapter 6

# COMMERCIALISATION PROJECTS

By building on the research of earlier phases of the heritage program, it will be possible to develop a number of products of commercial value. The strategy attempts to develop projects that contribute to a cohesive and complementary research program in which individual projects inform one another (see Figure 1). The database of heritage properties, informed by other projects including the heritage tourism themes, cultural landscapes and experience projects, has the potential to form the foundation of a number of tourism products. The cohesive and linked datasets together with the instructive guides and assessment manuals will be an invaluable resource through which to develop any number of heritage trails, regional branding, websites and commercial publications. As some of the outputs of the initial projects become available, it may be advantageous for STCRC to consider funding a number of pilot projects to demonstrate the usability and effectiveness of these complementary resources. Subsequently a range of different projects might be developed by operators, agencies and investors, independently or working in collaboration with one another. In addition to these local or regionally focused projects, there is a distinct role for STCRC to manage commercial projects that are of national and/or state significance in collaboration with relevant agencies. Examples of the types of projects STCRC could facilitate are outlined below.

## Australian Heritage Tourism Guide

The development of a comprehensive database of heritage properties available for tourism has the potential to be valuable beyond local users and operators. The resource also has the potential to be used to promote Australian heritage tourism at a national scale. The identification of heritage properties and their assessment for use as tourism sites will provide a unique opportunity to identify iconic and ‘must see’ heritage sites throughout Australia. These can then form the basis of a commercial web site, be sold or linked with existing tourism planning infrastructure, or otherwise collated into a saleable product. At the most conventional level this might take the form of a touring guide or other heavily illustrated book for commercial sale. While this would be a major undertaking, the success of such a publication is already suggested by a similar publication for Aboriginal heritage sites now in its third edition.<sup>27</sup> It has the advantage of being marketable to regional, state, national and international visitors as a guide and as a souvenir or general interest book.

**Table 10: Australian Heritage Tourism Guide: Links with other STCRC Cultural Heritage Projects**

Existing projects	Proposed projects
<input checked="" type="checkbox"/> Thematic Framework	<input type="checkbox"/> Engaging Local Communities
<input checked="" type="checkbox"/> Heritage Tourism Success Indicators	<input checked="" type="checkbox"/> Cultural Values of Natural Areas
<input checked="" type="checkbox"/> Cultural Landscapes	<input type="checkbox"/> Training Kit for Operators
<input checked="" type="checkbox"/> Interpretation at Brickendon	<input checked="" type="checkbox"/> Heritage Tourism Resource Audit
<input type="checkbox"/> Skulduggery	<input checked="" type="checkbox"/> Expansion of Heritage Tourism Market
	<input checked="" type="checkbox"/> Heritage Tourism Volunteers
	<input checked="" type="checkbox"/> Cultural Material and Heritage Tourism
	<input type="checkbox"/> Maritime Heritage Tourism
	<input type="checkbox"/> Australian Heritage Tourism Guide

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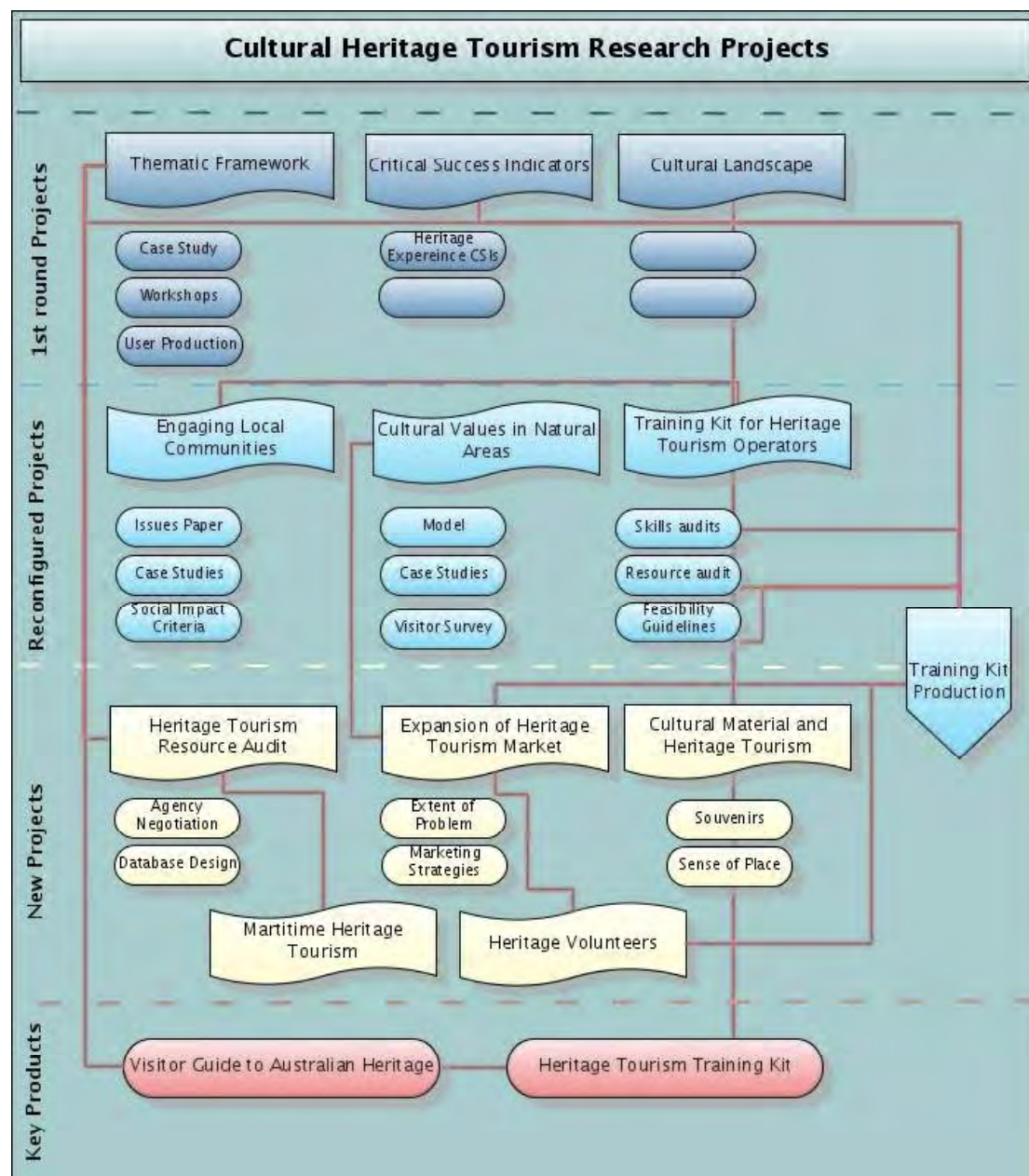
<sup>27</sup> Flood 1999

***Industry Consultation and Support***

Agency/Individual Consulted	Support/Comments	Priority
<input checked="" type="checkbox"/> Tourism Tasmania	<b>x</b>	Low
<input type="checkbox"/> Tasmanian Parks & Wildlife Service		
<input type="checkbox"/> Heritage Tasmania		
<input type="checkbox"/> Forestry Tasmania		
<input type="checkbox"/> National Trust of Tasmania		

There are issues with this project that relate to existing infrastructure and accessibility coordinated through tourism agencies throughout Australia. The commercial potential of such a project would also be such that it would be a disincentive to run this as a STCRC Publication because commercial publishers would have greater access to marketing, editing and distribution resources necessary to ensure a viable publication.

**Figure 1: Flow Diagram of Relationship between STCRC Cultural Heritage Tourism Projects**



***Chapter 7***

**FUTURE FOR THE STRATEGY**

The Strategy has been developed with the aim of providing a structure for cultural heritage tourism research that is broad enough to accommodate new projects, but specific enough to guide STCRC and other funding agencies in regards to funding priorities. To this extent the strategy is not prescriptive but rather is designed to accommodate new research findings and respond to emergent industry needs, while still providing an overall direction to ensure that research is meaningful beyond an immediate and specific application.

The strategy is therefore a working document that both guides cultural heritage tourism research, and is guided by industry needs and research outcomes. As such the strategy should be regarded as a flexible document which can accommodate new ideas and projects from a range of individuals and organisations.

The complex relationship between cultural heritage tourism and cultural heritage management can often highlight differences and conflicts. However, this research model emphasises mutual benefits and common interests in resolving many core issues. It thus aims to ensure the sustainable use of heritage in tourism, while providing increased awareness of and access to Australian cultural heritage. Cultural heritage has the potential to play a very significant role in developing meaningful tourism experiences through a deeper, engaging and culturally specific tourism product. The strategy is aimed at producing exciting and engaging encounters between tourists and Australian history and culture while remaining sensitive to both business and conservation needs.

## **APPENDIX A: FIRST ROUND PRIORITY PROJECTS<sup>28</sup>**

### **1. A case-study to demonstrate how the concept of a cultural landscape can translate into a visitor experience or tourism product.**

Cultural landscapes offer an opportunity to deliver both more effective conservation of heritage and an enhanced tourism product.

This project will:

- identify an appropriate region as the focus of a case study through which to identify cultural heritage landscapes
- develop a number of options for its interpretation for visitors
- potentially be developed in conjunction with Tourism Tasmania, who is considering developing this concurrently with a current planning project being undertaken with the Southern Midlands Council. The Council is about to undertake a cultural landscape heritage study. Tourism Tasmania wishes to translate it into commercial visitor experiences.

*OUTCOME: A MODEL OF HERITAGE ASSESSEMENT AND INTERPRETATION THAT ENHANCES TOURIST EXPERIENCES THROUGH GREATER INTEGRATION AND LINKAGES BETWEEN LANDSCAPE ELEMENTS.*

### **2. Thematic framework for the interpretation of cultural heritage in tourism.**

Thematic interpretation has the potential to link disparate regions, shape tourists itineraries and provide multiple interpretations of the same space. These all have the potential to enhance the tourist experience. Themes can also help tourists to access heritage in novel ways. Existing heritage themes are often use conventional frameworks such as geographical regions, chronologies, industries and employment associated with 'boring' or 'school' history. There is a need to reinterpret heritage and make it accessible through themes that seek to build on social aspects of heritage and thus enliven narratives. The themes used in the social history exhibition, *Eternity*, offer a useful model. Human emotions are used as the thematic building blocks, and these provide an accessible entry point for all peoples regardless of age, gender, culture, or educational background (Stell 2001). A framework such as this would allow it to be adopted in a wide range of geographic areas and for a range of heritage types. Other thematic approaches might build on the particulars of regions, for example, themes that draw on regional branding such as those used by Tourism Tasmania, or draw on national or state themes. These would have particular benefits for reinforcing strategic efforts of the tourism industry.

The project should look to develop thematic options including:

- a set of overarching themes that are relevant and applicable for the range of heritage properties, geographic regions and tourist groups that exist in Australia
- an example of how this might be applied to particular heritage region/s and linked to tourism initiatives such as regional branding
- This proposal is closely aligned with strategies of Tourism Tasmania which seek to communicate Tasmania's cultural heritage experiences and develop some connectivity between cultural heritage sites in interesting ways.

*OUTCOME: A SUITE OF THEMES THAT REFLECT THE DIVERSITY OF HERITAGE IN AUSTRALIA THAT CAN BE USED TO MARKET HERITAGE DESTINATIONS, PROVIDE ACCESSIBLE AND CHALLENGING INTERPRETATION OF THE PAST, ATTRACT TOURISTS AND ENHANCE VISITOR EXPERIENCES OF HERITAGE.*

### **3. Integration of local communities and individuals into heritage tourism experiences.**

Access to local communities and interactions with local people is increasingly viewed as a valuable visitor experience. This is particularly the case in relation to heritage, where personal knowledge and connections with the past can enhance visitor experiences. However, it can be difficult to achieve this where local community members may be unwilling to participate or may be displaced by non-local tourism operators. There are also a number of

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<sup>28</sup> This list of projects is taken from the report by Pocock 2005b. The STCRC requested that 3–4 smaller projects be identified in the first instance, and these are marked with an asterisk.



ethical and social sensitivities and there is a fine balance between facilitating tourists' access to local people and putting local people on display, thus degrading them as individuals and disrespecting local communities' privacy rights.

The project would:

- develop an issues paper by conducting a literature review to identify both negative impacts and examples of successful inclusion of locals in tourism
- consult with a community group associated with a heritage tourism site or region
- identify means of engaging communities in a creative and sensitive way.

*OUTCOME: AN INFORMED STRATEGY TO INCLUDE LOCAL COMMUNITIES IN INTERPRETATION OF HERITAGE AND PROVIDE TOURISTS WITH ACCESS TO LOCAL KNOWLEDGE AND EXPERIENCES AND THUS TO ENHANCE VISITOR APPRECIATION OF HERITAGE.*

**4. A case study which explores the intersections of colonial cultural heritage with tourist experiences of natural protected areas and, where appropriate, Indigenous heritage.**

There is any number of case studies that could be employed in such a project. Tourism Tasmania is keen to see such work done in this state and has suggested that Maria Island, Woolnorth and Sarah Island would all be suitable case studies. There are also opportunities to look at case studies in other parts of Australia so that a common model might be developed.

**5. Identify the characteristics that underpin successful cultural heritage tourism operations and those which lead to unsuccessful heritage tourism.**

Given the number of tensions between conservation and tourism, there is considerable benefit in identifying the characteristics of an effective working relationship between the two. This project would identify success and failure in terms of both economic success and conservation outcomes. This will be undertaken by conducting:

- an extensive review of heritage tourism literature to identify the common elements in both success and failure of heritage tourism enterprises
- visits to cultural heritage tourism operations in Australian and overseas to conduct observation and interviews with operators, managers and participants.

*OUTCOME: A SET OF CRITERIA THAT CHARACTERISE SUCCESSFUL HERITAGE TOURISM THAT CAN BE USED TO GUIDE THE DEVELOPMENT AND MAINTENANCE OF HERITAGE TOURISM ENTERPRISES.*

**6. Identify the needs of local communities, heritage managers and other non-tourism sector players to ascertain the range of skills, resources and information required to make business decisions about developing heritage properties into tourism products.**

Heritage managers are increasingly expected to use tourism as a source of revenue to maintain heritage properties. Many of these individuals and organisations have no skills in business or tourism planning financial management.

This project would initially include:

- an audit of the skills, resources and information needed to operate a small heritage tourism business
- identification of factors contributing to the development of heritage as a tourism product
- a collation of available resources to assist with establishing and funding such an operation.

A later phase of the project would build on this information to identify a range of resource packages that should be developed and delivered to heritage managers.

*OUTCOME: AN INVENTORY OF SKILLS AND EXPERTISE NEEDED TO ASSESS HERITAGE TOURISM PROPOSALS AND DEVELOP SUSTAINABLE HERITAGE TOURISM ENTERPRISES AS THE BASIS OF TRAINING AND RESOURCE PACKAGES FOR HERITAGE CONSERVATORS.*

**7. A set of criteria or markers through which to determine the social impacts of tourism**

There are currently a number of measures and criteria for determining the physical impacts of tourism on particular heritage properties. Some of these could be adapted for adoption by tourism operators. There is a much poorer understanding of social and cultural capital. This project would therefore:

- identify the social and cultural capital of heritage and heritage tourism
- determine how tourism either enhances and/or detracts from social and cultural capital
- develop a set of criteria or markers through which tourism operators and managers can determine the impacts of tourism
- make a timely contribution as Tourism Tasmania is currently developing a number of sustainability indicators. The development of research in the area of social and cultural capital would be particularly valuable.

*OUTCOME: BASELINE MEASURES AND DATA ON MEASURES OF NON-PHYSICAL IMPACTS OF TOURISM ON HERITAGE.*

## Author

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Dr Pocock is currently positioned in the University of Queensland's English, Media Studies and Art History School. Celmara was a postdoctoral research fellow in cultural heritage tourism at the University of Tasmania, and coordinator of the heritage theme area for STCRC. Celmara has a background in cultural heritage management and broad research interests and publications in heritage studies, environmental anthropology, environmental history and tourism.

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#### INDUSTRY PARTNERS



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EC3, a wholly-owned commercialisation company, takes the outcomes from the relevant STCRC research; develops them for market; and delivers them to industry as products and services. EC3 delivers significant benefits to the STCRC through the provision of a wide range of business services both nationally and internationally.



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The Sustainable Tourism Cooperative Research Centre (STCRC) is established under the Australian Government's Cooperative Research Centres Program. STCRC is the world's leading scientific institution delivering research to support the sustainability of travel and tourism – one of the world's largest and fastest growing industries.

#### **Introduction**

The STCRC has grown to be the largest, dedicated tourism research organisation in the world, with \$187 million invested in tourism research programs, commercialisation and education since 1997.

The STCRC was established in July 2003 under the Commonwealth Government's CRC program and is an extension of the previous Tourism CRC, which operated from 1997 to 2003.

#### **Role and responsibilities**

The Commonwealth CRC program aims to turn research outcomes into successful new products, services and technologies. This enables Australian industries to be more efficient, productive and competitive.

The program emphasises collaboration between businesses and researchers to maximise the benefits of research through utilisation, commercialisation and technology transfer.

An education component focuses on producing graduates with skills relevant to industry needs.

#### **STCRC's objectives are to enhance:**

- the contribution of long-term scientific and technological research and innovation to Australia's sustainable economic and social development;
- the transfer of research outputs into outcomes of economic, environmental or social benefit to Australia;
- the value of graduate researchers to Australia;
- collaboration among researchers, between researchers and industry or other users; and efficiency in the use of intellectual and other research outcomes.