



# Heritage Tourism: developing a strategic direction

*Engagement Report  
- December 2019*



*Queens Theatre, Adelaide*



Clare Valley stakeholder workshop

## Background

There is significant potential to unlock South Australia's heritage places and stories to create experiences that showcase our state's distinctive history, enhance the appeal of South Australia, and encourage visitors to stay longer, spend more and connect more deeply with destinations.

In September and October 2019, the Government sought input from those involved in the tourism industry and heritage sector to help develop a heritage tourism strategy and action plan that maximises the economic value of heritage and contributes to growing the South Australian visitor economy to \$12.8 billion by 2030.

# Our Approach

Tourism industry, heritage operators and custodians, local government, regional communities, Traditional Owners, and those with an interest in heritage tourism were invited to share views and ideas on growing heritage tourism in South Australia by:

- Attending a small-group workshop or webinar
- Participating in an online discussion
- Completing an in-depth online questionnaire
- Emailing a written submission

To assist participation in the engagement activities a background paper on heritage tourism and the role of heritage in the visitor economy was made available to stakeholders. The engagement broadly aimed to:

- identify South Australia's unique heritage stories and places that have strong appeal to visitors
- determine the opportunities and challenges for developing heritage-based visitor experiences
- understand what needs be done and how stakeholders can all work together to realise the tourism potential of South Australia's heritage.

For the purposes of the engagement, heritage tourism was defined as activities, attractions and experiences that engage with, use or interpret heritage stories and places, including gardens, landscapes, sites, shipwrecks and objects. Interacting with heritage can be either the primary tourism experience or an aspect of another tourism experience.

IPS Management Consultants were engaged to design the engagement activity and deliver two workshops in Adelaide and the online questionnaire. The remainder of the engagement activity was delivered by Department for Environment and Water (DEW) staff.

## The engagement was officially launched on 9 September 2019 and was advertised via:

- Direct email to key stakeholders
- The YourSAy online engagement platform and social media
- Environment News website
- Heritage SA website and social media

There was particularly strong regional interest in the engagement with 12 regional newspaper articles and one radio interview promoting the opportunities to get involved.

## Workshop locations

Adelaide	McLaren Vale	Quorn
Berri	Moonta	Robe
Burra	Mount	Rowland Flat
Clare	Gambier	Stirling
Goolwa	Murray	Whyalla
Kingscote	Bridge	
Laura	Port Lincoln	

A total of **18 workshops**

were held; two in Adelaide (delivered by IPS Management Consultants), and 16 in regional South Australia (delivered by DEW staff in partnership with the Tourism Industry Council of South Australia). The Tourism Industry Council also supported the delivery of a webinar which replicated the workshop structure.

The engagement closed on 7 October 2019. Overall, 280 contributions were made to the engagement by a diverse range of participants including:

- Tourism industry;
  - Tour companies
  - Accommodation providers
  - Regional tourism bodies
  - Retail businesses
  - Visitor services
  - Food & wine (including wineries)
  - Attractions
  - Tourism marketing & consultants
  - Events
- State and local government (staff and elected representatives) and Regional Development Australia
- Aboriginal corporations and Aboriginal heritage custodians
- Museums and galleries
- Heritage groups/societies
- Owners of heritage properties
- Community organisations (i.e. progress associations)
- Individual community members with an interest in heritage and/or tourism.

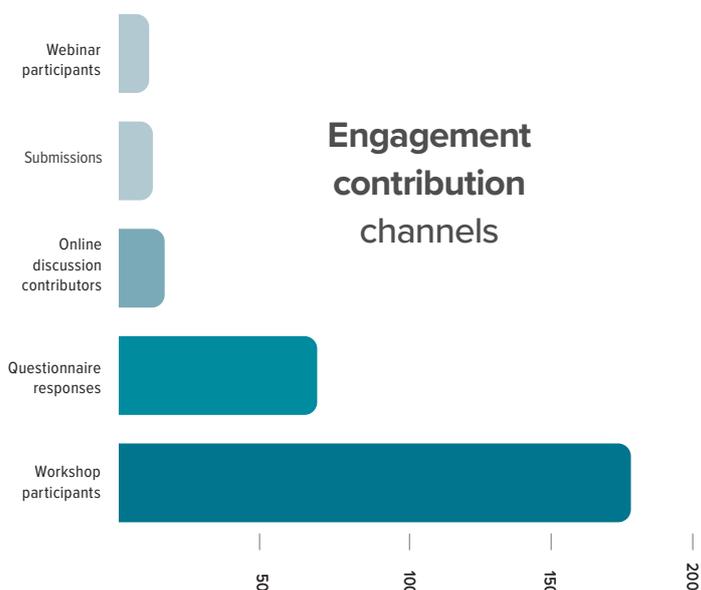
# Engagement outcomes

## Key findings

- Heritage underpins the provision of unique and immersive experiences, especially those that aim to connect visitors with local character and identity. The modern traveller is seeking the type of authentic and enriching encounters that a heritage connection can provide.
- Heritage places, stories, streetscapes and landscapes provide a unique and defining backdrop for countless visitor experiences across South Australia.
- Heritage tourism is seen as contributing to employment growth, economic sustainability, destination vibrancy, and increased appreciation of history and heritage assets.
- Our special places and stories are best conserved when they are utilised and have relevancy to current communities. Heritage tourism is seen as contributing positively to heritage conservation.
- South Australians are proud of their heritage and want to be supported and encouraged to share it with visitors in contemporary ways.
- South Australia's history began with the first sunrise. Aboriginal heritage can no longer be an add-on or sit in the shadow of other histories. Full and frank stories must be told and there should be significant effort put towards empowering and supporting Aboriginal people to establish heritage tourism enterprises.



- Prioritised resourcing and effort is required to identify and develop a selected number of unique, world-class experiences that reinforce the South Australian brand and have the potential to elevate the appeal of South Australia as destination for heritage-based experiences.
- While there is a desire to develop heritage experiences that appeal to high-value international and interstate visitors, intrastate travel is critical for sustaining many heritage attractions and regional communities.
- The heritage tourism sector is particularly challenged by an over reliance on volunteers, costs and regulations associated with owning and operating heritage sites and activities, a lack of professional skills and knowledge, and out-dated perceptions about history and heritage.
- Collaboration between stakeholders, and leadership from all levels of government and industry leaders is needed to realise success.
- There is a clear desire for a heritage tourism strategy and action plan that:
  - is simple and relevant to the ambitions of the many stakeholders responsible for heritage tourism success in South Australia
  - presents a creative and contemporary view of South Australia's heritage tourism offering
  - boldly repositions South Australia's history as consisting of more than immediate post-1836 settlement narratives
  - is connected to other tourism strategies and priorities.



## 1. We asked why heritage tourism is important to you

### We heard:

- A strong sense of pride drives a desire to share stories and special places with visitors.
- Tourism positively benefits heritage by helping to preserve, maintain and keep heritage buildings, stories and sites alive, ensuring a legacy for future generations.
- Heritage is an integral component of many tourism experiences across South Australia. Heritage connects visitors to places and people, and provides opportunities to interact with the distinctive character and personality of cities, towns and regions.
- Heritage supports the delivery of unique experiences and enables products, attractions and destinations to differentiate themselves from competitors.
- Developing the heritage tourism sector and increasing the presence and recognition of heritage in tourism can assist tourism operators to grow their businesses.
- A robust heritage tourism sector assists in establishing economic security, and viable and sustainable futures and opportunities for South Australia and South Australians.

# 73%

of questionnaire respondents

believe that **heritage appeals to visitors** or is sought after as a tourism experience.



## Some things you told us:

*“We need to celebrate the region’s rich, diverse and unique history / heritage - having said that, tourism helps fund preservation of our heritage.”*

*“Competition between different places to attract tourists is increasing and the ‘real local experience’ related to heritage is what some tourists are currently looking for.”*

*“I’m passionate about bringing positive change and image to our town.”*

*“Experience is the backbone of tourism today, tomorrow and in future.”*

*“It will help me create a great product for travellers, keep them here longer and make them more satisfied. Plus, storytelling makes me better at what I do, the best at what I do.”*

*“We will have no tomorrow and our state will remain bleak. It is about togetherness and as the late Karno Walker talked of ‘Wirritjin’ – or working together.”*

## 2. We asked you to describe what wildly successful heritage tourism looks like in 2030

### We heard:

- South Australia's history is communicated honestly, authentically and with integrity. We are renowned for providing genuine experiences that acknowledge our complex and diverse history. We celebrate our special planned settlement story yet appropriately confront and communicate the profound impact of that settlement on Aboriginal people and the environment.
  - South Australia has established a reputation for high quality, transformative and engaging experiences that resonate with diverse audiences from interstate and overseas. Visitors are staying longer, in Adelaide and in regional destinations.
  - Heritage is entwined with other visitor experiences, including food, wine and nature, but where heritage experiences are stand-alone they are high quality, packaged and operating within a commercial setting.
  - World class, tailored, heritage-based experiences are attracting high-value visitors from interstate and overseas.
  - Heritage tourism is underpinning sustainable local economies and profitable businesses. South Australian cities and towns are thriving and vibrant. Heritage tourism has helped to create year-round destinations, and a diverse range of heritage attractions are open and accessible. Heritage can be experienced both day and night.
  - Heritage experiences are contemporary, active, and utilise art, creativity, performance, innovation and digital technology to enhance and deliver highly engaging storytelling.
  - Aboriginal history and heritage forms a core component of the South Australian visitor experience. Aboriginal heritage experiences are widely promoted and are profitable, delivering employment and economic outcomes for Aboriginal people. Aboriginal and non-Aboriginal people are telling stories together.
  - The value that heritage brings to the visitor economy has resulted in a deep appreciation of heritage and strong knowledge of our history. Buildings are no longer vacant and preservation of heritage places is melded with contemporary use. Demand for heritage conservation has developed heritage skills, trades and knowledge.
- Heritage tourism is supported through collaboration. All levels of government, regions, tourism operators, and communities are investing in and working together to achieve positive and sustainable outcomes.
  - A high quality, professional tour guiding culture has been formed in South Australia. Businesses and communities know how to tell their stories and tell them well.
  - Heritage tourism operations are blending modern volunteering experiences with employment opportunities that are engaging younger people.
  - There has been significant investment into creating and maintaining visitor infrastructure that supports and contributes to well-rounded visitor experiences, including information and interpretation centres, museums and galleries, jetties, signage, and digital infrastructure.
  - World Heritage ambitions have been realised and are providing strong branding and marketing opportunities to draw visitors to South Australia.

### Some things you told us:

*"Stories are aimed at 'what visitors want to hear' (desired visitor experience - not what operator or historian thinks they ought to hear)."*

*"Create an exciting, safe, nighttime experience illuminating buildings, objects, trees and telling stories after dark."*

*"Natural heritage and our unspoilt wildlife will be leading visitor experiences. People will be wanting to connect with and understand nature. Nature and built combined."*

*"Tourists have money to spend, rather than just lots of tourists. Less people footprint but with better experiences."*

*"Our heritage areas are accessible, connecting to other destinations and visitors are engaged with journeys along the way and picking up the story of South Australia."*

### 3. We asked what was done to achieve this success

#### We heard:

- Heritage was valued as a key contributor to South Australia's visitor economy.
  - Communities, government and private enterprise collaborated and invested appropriate levels of funding, time and resources into realising the potential of destinations, developing product, and conserving places and stories of significance.
  - Those with the ability, knowledge and passion provided leadership to demonstrate what could and should be done. Business cases of successful heritage tourism enterprises were provided and ambassador initiatives were established.
  - Grants were made available to businesses, not just the community/not-for-profit sector. Start-ups were supported, particularly those operated by Aboriginal people.
  - Regional destinations collaborated across boundaries, including state borders, to create journeys that connect experiences.
  - Heritage sites and assets were made accessible, including those owned by state and local government. Communities and organisations currently responsible for the management and operation of government owned heritage places were given greater motivation and ability (i.e. transfer of ownership) to invest in conservation and upgrades.
  - Heritage specific skills and knowledge was included in tourism industry capability training and education. Traineeships provided employment pathways.
  - Iconic heritage tourism experiences were identified for development and unashamedly invested in.
  - Attitudes were changed. Heritage operators became more visitor focussed, seeing tourism as an opportunity, and the tourism industry and communities changed their perceptions of the role heritage plays.
- Technology and digital tools were embraced to improve how heritage is told and experienced.
  - Significant funding was invested into the adaptation and upgrading of heritage sites. Property owners were incentivised to invest in their buildings and saw the benefits of enhancing heritage qualities to deepen the visitor experience.
  - Management and operation of typical heritage attractions (i.e. small museums) became more professional with less reliance on the pure passion of unskilled volunteers.
  - Urban design and main street upgrades focussed on creating character precincts that provide a heritage backdrop to other visitor experiences.

#### Some things you told us:

*"The richness of the experience drove the agenda - money was not the goal but investment was strong and the rewards were clear - passion created profit."*

*"Aboriginal heritage given priority investment."*

*"Experts – i.e. govt depts – are resourced to effectively support community and other partners to achieve outcomes."*

*"We referred visitors and we championed for each other's work."*

*"Self-reliance - not just dependant on government."*

*"Tourism operators included heritage components in staff training."*



*Iga Warta tours, Northern Flinders Ranges*

#### 4. To help us understand what successful heritage tourism looks like we asked for examples of standout experiences and products

##### We heard you are inspired by:

- Well-known heritage sites such as Port Arthur (Tasmania), Alcatraz (USA), Sovereign Hill (Victoria), Hiroshima Peace Museum (Japan), Auschwitz (Poland), French battle fields.
- South Australian successes including d’Arenberg Cube, Seppeltsfield Winery, Pichi Richi, Blinman Mine, South Australian History Festival activity.
- Guided tours that are delivered authentically and by people with authority and passion
- Unique locations that provide more than just one activity and combine different types of experiences.
- Professional, well-developed products supported by well-trained staff and exceptional customer service
- Experiences that are immersive, interactive, thought provoking and delivered through exceptional storytelling.
- Places and sites that are well-funded and in good order.

#### 5. We asked what key heritage stories or experiences you believe should be an essential part of a visit to South Australia

##### We heard:

- Aboriginal heritage and history – told by Aboriginal people, or with their direction and permission. Aboriginal heritage is not defined by time and spans both pre and post colonisation.
- South Australia’s settlement story – a planned city of socially progressive and utopian ideals (including park layout and gardens), early Kangaroo Island.
- Stories of provenance connected to food, wine and artisans. South Australia is a destination where you can meet makers who have an intergenerational connection to their product/place.
- A vast and complex landscape that has both shaped and been shaped by us. This includes pastoral endeavours, explorers, Goyder’s line and the ‘land of ruins’ beyond, the Overland telegraph and the Ghan, resilient and remote communities, interactions between Aboriginal and non-Aboriginal people.
- In South Australia you can ‘touch the ancient past’ – fossils, geology, Aboriginal heritage.
- The South Australian coastline – shipwrecks, ports, lighthouses and fishing industry.
- Industries that sustained South Australia – mining, agriculture, wine.
- The cultural inheritance from those that came to South Australia.
- Murray River – communities, river trade, environment, unique experience offerings (ie house boats, paddle steamers, food-bowl) close to Adelaide.
- Gold route and Chinese connection to Victoria.



*PS Marion, Mannum*

## 6. We asked you to identify opportunities for progressing heritage tourism in South Australia

### We heard:

- There is a genuine appreciation for heritage forming a fundamental part of most visitor experiences and quality storytelling can further enhance experiences.
- South Australian visitors are seeking authentic, local experiences and heritage tourism facilitates this.
- Tap into the arts and festival communities to bring heritage and creative interpretation together to create active and engaging experiences, particularly at well-known heritage sites that currently offer more 'passive' experiences.
- Bring together places and sites connected by a theme or story to create a journey or package.
- Support the development of critical infrastructure that contributes to quality visitor experiences at key heritage sites, i.e. upgrading the Moonta Mines site, investing in technology to bring the Burra Passport system into the modern era, ensuring that remote sites and trails are supported by appropriate interpretation elements.
- Create local heritage trails to help destinations arrange, promote and connect heritage offerings.
- Leverage from South Australia's renowned nature, food and wine, and integrate heritage into existing experiences and attractions.
- Encourage and enable the reuse of buildings for accommodation and artisan style businesses. South Australia's built heritage stock, particularly stone buildings, separates us from the eastern states.
- Use of technology can improve visitor interactions with heritage.
- Existing networks that promote and upskill heritage and tourism operators could provide specific leadership, including regional tourism organisations, Regional Development Australia, Tourism Industry Council of SA, and History Trust of South Australia.
- The size of Adelaide and proximity of some key regions.

## 7. We asked you to tell us what barriers and challenges are holding back heritage tourism growth across South Australia

### We heard:

- The image of heritage as musty, dusty, irrelevant and old fashioned.
- A competitive mindset rather than a collaborative one, including between businesses, regions and the different sectors involved in heritage tourism.
- Lack of professional, 'tourism ready' heritage product and specialist skills to help design heritage tourism packages.
- Limited opening times for historic sites and attractions.
- Lack of awareness and confidence (and access to skilled people) about how to incorporate heritage into tourism offerings, including historical research and being good storytellers.
- Understanding and having access to expertise and case studies to know how to turn heritage products into tourism ventures. Understanding the visitor sector and building products that have diverse appeal and meet the needs of key visitor markets.
- No planning, leadership or significant investment in developing high quality heritage tourism offerings.
- Legacy of free or low cost heritage attractions has resulted in visitors being reluctant to pay for heritage experiences/visits.
- View of heritage as consisting purely of listed built places and failing to consider the role of stories, cultural and natural heritage.
- Economic ability of communities and owners to retain, care for and adapt heritage places for modern uses.
- Ongoing maintenance requirements of built heritage and ability to access and afford appropriately skilled trades. Within regional areas access to trades more generally remains a barrier.
- Government (state and local) appetite to invest in the maintenance and upgrading of their own heritage assets.
- Complex arrangements surrounding ownership of heritage sites, access to them, and management responsibilities.
- Regulations, and inconsistent application and interpretation of heritage legislation complicates reuse proposals and opportunities. Building standards that must be met when adapting heritage buildings for new uses are also considered a barrier.
- Perception that heritage is only protected via legislation rather than investment and use.
- Lack of appreciation and understanding of the intrinsic value and appeal of heritage within the visitor economy. Heritage sector fixation on preservation ahead of sharing knowledge and sites, and being inward (self-interest) rather than outward (visitor) focussed.
- Funding and grant programs. Heritage grants are focussed on conservation outcomes rather than supporting and enabling profitable reuse. Businesses feel that grants are more geared for not-for-profit and community organisations. Expertise, co-contribution and other application requirements for grants can also outweigh benefit.
- Attracting entrepreneurial thinking, private investment, and ensuring the right resources (including money and training) are in place to support enterprises and build capacity. Ensuring a critical mass of visitors to sustain heritage tourism experiences is holding back investment required.
- Ever evolving technology and the cost of producing and updating quality digital tools.
- Connectivity and digital infrastructure to support use of technology to communicate and provide more engaging heritage experiences.
- Outdated and fractured marketing and supporting materials, i.e. touring maps, apps, interpretation signage.
- The over reliance on signs to create a heritage 'experience'. It is noted that there is danger that this simplification of experience offering will be repeated through the prolific development of individual 'apps' in a desire to be innovative rather than delivering a product that fulfils visitor needs.
- 'Red tape', permits, insurances and training required to operate within heritage settings and/or deliver immersive heritage experiences (i.e. steam engines, trail riding).

- Concerns that planning policy changes will result in a loss of heritage assets and local character/amenity.
- Cultural awareness and uncertainty about how to engage and collaborate with Aboriginal people and communities.
- The heritage sector is dominated by volunteerism which presents numerous challenges including motivation, capacity and skill sets, succession planning and volunteer management, as well as how to transition volunteer roles into paid opportunities.
- Lack of inclusion of heritage experiences and assets in tourism marketing.
- Tendency to focus on development of products/ experiences that appeal to interstate and international markets when regional communities rely heavily on intrastate travel.
- Distance between and location of heritage places and sites of significance, and the need for quality infrastructure to facilitate access and deliver a complete visitor experience.
- Global impacts affecting business and altering travel patterns, such as climate change, disposable incomes, changing visitor trends towards shorter stays.

**Questionnaire respondents believe the following barriers (identified through previous research) most hinder the success of heritage tourism:**

- Not promoted in tourism marketing (82% strongly agree/agree)
- South Australia's history is not well known or communicated (78% strongly agree/agree)
- The cost to redevelop heritage places or develop heritage experiences (69% strongly agree/agree)
- Lack of data about heritage tourism including types of visitors and economic value of heritage to tourism (69% strongly agree/agree)
- Reliance on volunteers within the heritage sector (66% strongly agree/agree)

## Some things you told us:

*"Volunteered to death."*

*"How to turn heritage into tourism venture - we need expertise."*

*"Making history sexy is needed."*

*"...the biggest barrier to great tourism in South Australia is the under-investment in the people to bring tourism alive... While volunteers and their work ethic is phenomenal, for South Australian tourism to be taken seriously, it needs to engage skilled staff."*

*"Posting interpretive signs and hoping the tourists come is not enough - I want someone to share a story inspired by the scenery. If I wanted to read, I'd get a book and stay at home."*

*"Visitors don't need to spend money at so many sites, when it comes time to put their hand in their pocket they don't want to."*

*"Differences between local resident's ideas of what will be interesting to visitors compared to what visitors actually find interesting."*

## 8. We asked you to nominate your top priorities for leveraging the potential of heritage to contribute to growing South Australia's visitor economy

The South Australian Visitor Economy Sector Plan 2030 has established a number of strategic priorities to focus attention and prioritise resourcing in order to achieve a \$12.8 billion visitor economy by December 2030.

To determine what needs to be done to develop heritage tourism as a key contributor to that bold ambition, we've aligned your main priorities to this plan:

### Marketing: driving awareness, appeal and booking of South Australia by our target customers

- Tell a story that communicates the spirit of South Australia, its landscape and people. Go beyond colonial history and heritage. Position South Australia as a heritage destination that captivates visitors with our honesty and authenticity.
- Coordinated promotion of South Australia's heritage offerings, attractions and experiences (i.e. top 10 lists, brochure of key regional attractions, bundling, suggest itineraries)
- Create a movement and enthusiasm for heritage. Challenge outdated views about the appeal of heritage and what constitutes a heritage experience.
- Challenge international perceptions of Australia as lacking heritage.
- Develop a dedicated website/database of heritage-based tourism offerings. Produce a heritage experiences map to build awareness of SA stories and offerings prior to departure.
- Seek World Heritage listing of appropriate locations/sites and leverage the brand to generate appeal and awareness.
- Advocate for better inclusion of heritage in state tourism marketing and strategies. Heritage helps to create and communicate our point of difference to other states.
- Connect heritage experiences together to create journeys.

### Experience Supply and Development: balancing supply constraints with demand growth and developing experiences across South Australia

- Know and understand historical stories that appeal to visitors. Develop experiences that reflect South Australia with passion, pride, and creativity.

- Recognise that South Australian history does not begin in 1836. Heritage tourism can contribute to achieving reconciliation.
- Establish standards to ensure delivery of quality experiences that appeal to visitor needs, interests and expectations, and that reinforce the South Australian heritage experience as authentic, local and world class.
- Lobby/prioritise funding to support the creation of iconic and experiential products that present heritage in a contemporary format.
- Focus on developing bespoke, outstanding experiences that visitors are willing to pay for rather than simply developing more experiences.
- Integrate heritage into existing tourism offerings, especially where it can both leverage from and enhance South Australia's nature and wine strengths.
- Increase supply of Aboriginal heritage experiences.
- Support innovative start-ups that rethink how heritage looks and feels.
- Fund and embed cultural heritage advisors within regional organisations/local governments to guide and support heritage tourism businesses, and provide practical support and advice in using heritage (both tangible and intangible) for tourism purposes.
- Bring heritage tourism and the arts sectors together to add value and deliver more creative interpretation, including performance based experiences.
- Ensure that emerging heritage tourism experiences are supply chain ready.
- Create a curated story hub for showcasing the South Australian story and as a resource for the tourism industry.
- Greater use of heritage buildings for provision of quality, boutique accommodation.
- Make heritage trails more interactive, tell stories instead of presenting facts, and enrich location based experiences with technology.
- Develop heritage precincts and destinations.
- Improve visitor experiences at local museums with a focus on appealing to visitor needs, not just acting as repositories of local history.
- Resource modern, engaging interpretation centres/museums in key nodes/hubs/precincts for key themes (i.e. a museum of South Australian history, river trade, Aboriginal heritage).



*Ships graveyard, Adelaide*

### **Collaboration: working closely together and aligning efforts**

- Improve communication and collaboration between all stakeholders (including non-traditional sectors) who can contribute to and benefit from heritage tourism.
- State, local government and regional tourism have a leadership role to play in bringing stakeholders and areas together, and encourage sharing of resources especially in areas where skills/knowledge are lacking.
- A heritage tourism strategy is seen as a positive starting point for establishing a vision and framework for realistically growing heritage tourism across the state. Heritage tourism needs to be recognised by all stakeholders as a strategic priority.
- Provide opportunities for Aboriginal and non-Aboriginal people and business owners/heritage operators to work together to improve storytelling and share knowledge.
- Build knowledge through networks to create ambassador systems that encourage people to promote like-businesses.
- Identify and provide case studies of successful heritage tourism enterprises here and around the world.

- Integrate heritage into other tourism strategies/sector plans (both state and local government/region level).
- Regions undertake an audit of key heritage tourism product/assets to enable better promotion and connection/linkages.
- Government support of aspirations of regions and private sector.
- Partnerships between tiers of government, the private sector and communities are vital to the success of heritage tourism. Support private-public partnership approaches.

### **Industry capability: cultivating a sophisticated industry**

- Provide training, tools and knowledge to assist tourism operators to better understand and incorporate history/heritage storytelling in their offerings, and interpret their history/heritage and that of landscapes.
- Identify leaders/mentors/champions to advocate for heritage tourism savviness, understanding and capabilities.
- Develop a more professional heritage tourism sector that has supply chain ready experiences. Create a business mindset and establish minimum standards and training (including for volunteers) in conservation, site management and visitor engagement.

- Support local communities that wish to capitalise on their heritage character and assets to create products and precincts.
- Establish a government funded program to develop a professional tour guiding sector in South Australia.
- Support heritage ownership/operations to become more profitable, thereby improving its appeal, create opportunities for paid employment and deliver a return on investment.
- Provide case studies/examples of what heritage tourism is and how world class experiences are created.
- Undertake research to build understanding of engagement in and appeal of heritage for key markets.

### **Leisure & Business Events: using events to drive awareness and as a trigger to visitation**

- Deliver destination events that communicate local stories, characters and industries.
- Encourage collaboration between the heritage and arts sector.
- Transform the South Australian History Festival into a 'festival' by curating a program of drawcard activities/events.

### **Promote the value of tourism: ensuring a solid understanding of the contribution of the visitor economy**

- Build community appreciation and belief in the value and potential of heritage to the visitor economy.
- Foster an awareness of the value of investing in heritage retention, conservation and promotion.
- Expand understanding of heritage beyond buildings.
- Help community and heritage advocates see the value of tourism for creating advocacy and sustaining heritage.
- Reinforce and support the role that tourism plays in helping to conserve and protect heritage.

## **Enablers of the Visitor Economy**

### **Public Infrastructure (including Visitor Infrastructure)**

- Provide consistent digital platforms for use across the state, i.e. one main 'app' for heritage trails.
- Implement and encourage best practice management and conservation techniques/principles for built and intangible heritage to support their use for tourism.
- Encourage and fund development and implementation of Conservation Management Plans for major heritage sites (i.e. Moonta Mines & Burra).
- Provide realistic levels of funding to support reuse and conservation of heritage places for visitor services/experiences.
- Enhance heritage precincts and concentrate allocation of resources, funding and upgrades around these. A focussed effort will encourage and reward private investment into these locations.
- Reinforce the role that streetscapes, vistas and landscapes play in providing backdrops and atmosphere for visitor experiences. Seek to maintain this by valuing amenity, local character/identity, and managing development, including urban sprawl, in key tourism locations.
- Develop and maintain quality interpretation signs to support new trails and flesh out heritage stories associated with existing trails (i.e. Heysen trail). Heritage trails provide supplementary activities for visitors to enjoy and engage with at destinations, contributing to extended stays.
- Ensure roads and transport links along designated touring routes (for example the Explorers Way) are appropriately maintained, signposted and supported by required infrastructure.
- Improve the attractiveness of private investment into heritage assets through the provision of incentives. Encourage adaptation of heritage buildings through subsidies or tax/rates relief.
- Provide visitor facilities and centres at heritage sites to improve experiences.



*Wilpena Road, Ikara-Flinders Ranges National Park, Tourism Australia*

## Labour and Skills

- Foster skills and trades that support built heritage conservation as these are lacking, particularly in regional areas. Support artisans to occupy and work on heritage buildings.
- Provide heritage tourism specific training to build the ability to research history and tell stories.
- Develop and support programs that provide other heritage based training and skills, i.e. operation of steam trains, paddle steamers.
- Reduce reliance on volunteers to deliver heritage experiences. Creating more profitable experiences will help shift this.
- Develop heritage tourism as a career option with clear pathways. Provide funding and resourcing to support traineeships and entry level positions.

## Stream-lining Regulation

- Provide greater incentives and less obstacles to using and accessing built and natural heritage.
- Provide more flexible funding programs that:
  - provide funding where it is needed (both places and demand)
  - support businesses and commercial outcomes
  - are sensitive to the challenges and needs of regional applicants and projects that engage with Aboriginal communities
  - reduce red-tape and streamline process across layers of government, including application, interpretation and implementation of heritage legislation.
- Ensure regulation and legislation that enhances conservation and protection does not restrict appropriate and complementary use.
- Reduce insurance costs and other barriers for operating unique heritage experiences, i.e. operating steam, trail rides.



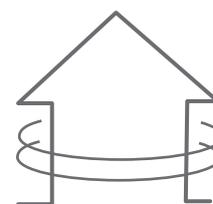
City walking tour, Adelaide

**In addition, heritage funding and investment was identified as a significant priority for growing heritage tourism in South Australia, specifically:**

- Develop innovative funding models that inspire greater private and public investment into heritage conservation and use.
- Increase government support of heritage places and sites. Seed funding can assist sustainability and profitability.
- Prioritise funding for heritage projects and initiatives that directly contribute to the visitor economy (use over pure conservation).
- Aboriginal people and communities need specific and genuine support and investment to develop heritage tourism.
- Fund programs to build volunteer capability.

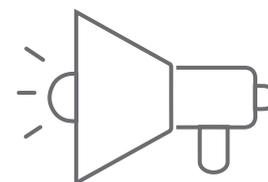
**Questionnaire respondents most believe agencies (including state and local government) should invest in building heritage tourism by:**

Providing grant funding for adaptive **reuse and/or conservation** of heritage places for tourism purposes.



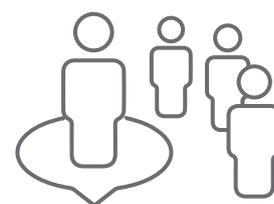
**Partnerships** between government and local communities to revitalise heritage streets and/or iconic sites.

**Marketing or promotion** of heritage tourism and experiences.



**Improving interpretation** and the telling of South Australia's unique history.

**Capacity and capability building** of heritage tourism providers including guides and operators.



# Next steps

The input provided is being used to inform the development of a heritage tourism strategy and action plan for South Australia.

A Heritage Tourism Alliance, comprising representatives of key stakeholders from across the tourism industry and heritage sector, has been formed to work with the government to develop the strategy and action plan.

A draft strategy and action plan will be released for review by stakeholders in early 2020.

**The final strategy and action plan will be released in mid-2020.**

## For more information, please contact:

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## Additional data:

1. Online Engagement report
2. Adelaide Workshops and Questionnaire raw results
3. Regional workshops and webinar raw results
4. Submissions
5. Engagement promotion



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